

Gender Pay Report 2024



At Mobico, gender parity is a key element of our drive to create a diverse and inclusive workplace. The Group is committed to ensuring diversity in all its forms among its colleagues as these can:

- improve decision-making at all levels of business by ensuring that diverse perspectives are brought to bear in those decisions;
- attract, retain, and promote the best talent by developing a culture of inclusion where all individuals are respected and supported to reach their full potential; and
- better serve our customers, other stakeholders, and the communities in which we work by ensuring the diversity of our workforce is representative of the diversity of our stakeholders.

In 2022, we launched our 'Being Part of the Future Today' people strategy with Embrace (our approach to equity, diversity, and inclusion) one of the three fundamental pillars of the strategy.

Our metrics continue to look favourable compared to their equivalent national statistics. Since the 2023 report, the Group remains committed to enhancing diversity at all levels of its organisation, from the Board and senior management team to those working in front-line roles. This commitment helps support the delivery of our Evolve strategy by contributing directly to our desired outcome to be the employer of choice. Positive progress continues and this is detailed within this report.

The gender pay gap is not about equal pay. Equal pay is ensuring that men and women doing equivalent jobs are paid the same. We are confident that we have equal pay for equal work at Mobico and this is supported by our internal processes and regular reviews. Mobico is committed to fostering a transparent and equitable working environment and rewarding employees fairly.

The figures below show our 'gender pay gap' for the aggregated UK entities, which is the difference in average pay and bonuses of all men and women across our business. The mean pay gap is the difference in the average hourly pay for women compared to men and the median pay gap represents the difference in hourly pay between the middle-paid woman and middle-paid man. The data is taken as of 5th April 2024 and in line with government regulations.

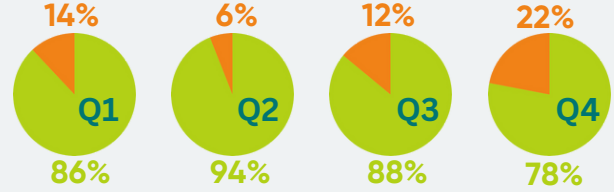
According to the Office of National Statistics the gender pay gap is slowly declining, the National median and mean hourly pay gap is 13.1% for all employees. Our mean and median gender pay gaps remain better than the UK National averages. Our mean pay gap favours our female workforce and has marginally improved. We have seen a decrease in our median pay gap due to an increase in female executive and manager leavers during the reporting period.

At a UK aggregate level, similarly to last year more female employees were paid a bonus. Female colleagues are receiving more sales/commission based payments than male counterparts by nearly 39%. This is driven by a higher proportion of women (51% of females occupy customer services positions which receive sales and commission type payments) and this is a trend we have reported in prior years.

Fewer bonuses were paid this reporting period which was from 6 April 2023 to 5 April 2024 (snapshot date). This was due to the company not hitting its financial targets. We also saw some high level female executives leave National Express UK which contributed to fewer higher bonus amounts being paid to female colleagues driving the change across the bonus pay gap.

Pay Quartiles

Population quartiles are created by ranking all relevant employees from highest to lowest paid and dividing them into four equal parts (quartiles). The percentage of men and women in each of the 4 quartiles is then calculated



There are fewer women employed across our UK businesses and this is reflected at all levels of our organisation. The pay quartiles reflect the gender imbalances across the organisation which is driven by the traditional sector we operate in. The women employed at the highest quartile has remained static. We have seen a marginal increase of women employed at the Q2 compared to last year of 2%.

Bonus Eligibility

A higher proportion of female employees are entitled to a bonus, a similar trend to prior years results. Overall, less employees have been entitled to bonus payments this year due to company performance.



-4.58%
'Mean Pay Gap'
 On average, men earn 95p for every £1 that women earn, that is 5p less, when comparing hourly pay.

↑ 2023: **-3.27%**

10.65%
'Median Pay Gap'
 On average, women earn 89p for every £1 that men earn, that is 11p less, when comparing hourly pay.

↓ 2023: **-4.67%**

47%
'Median Bonus Gap'
 On average, women earn 53p for every £1 that men earn, when comparing bonus pay.

↓ 2023: **40%**

21%
'Mean Bonus Gap'
 On average, women earn 79p for every £1 that men earn, when comparing bonus pay.

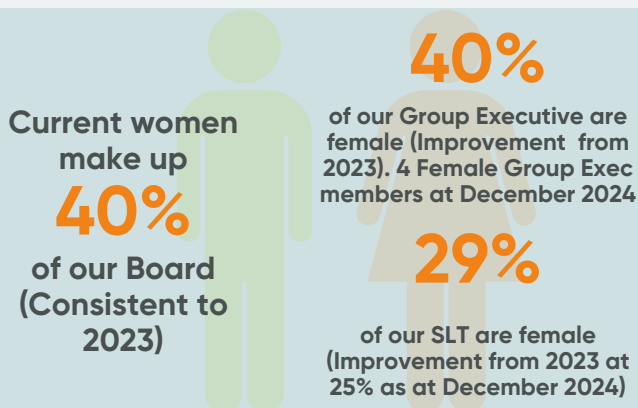
↓ 2023: **3%**

What progress are we making?

Our most recent global employee survey 'Your Voice,' with over 31,000 employees completing the survey. 77% of our colleagues agreed that our organisation values diversity and EDI is promoted across our business. This is in line with previous results shared.

Progress has continued to be made over the last year to appoint female talent but also identify and grow our talent within the organisation. Key to this is not focussing on gender specifically but seeking to ensure processes are fair and we are widening the range of people attracted to joining Mobico. The Group Executive and Senior leadership Teams demonstrate an increase in female representation across the Group, an improvement on last year. Diversity is a key consideration across our senior management succession plans and, diversity across the talent pipelines, these are reviewed at Board level.

The Board's policy on diversity and inclusion is to achieve and then maintain at least 40% female representation on the Board. The Group is pleased to report that currently, in line with last year, there are 40% women.



Our focus remains on continuing to drive representations across all levels of our organisation, along with wider EDI improvements. Women represent 15% of the UK population, 33% of the global population, consistent with last year and a typical representation of our industry.

44% of our non-driver workforce are female, consistent with last year, the percentage of female drivers across the Group remains static at 28% also. There are many positive improvements to initiatives and processes as we aim to attract more diverse employees that reflect the communities that we operate in.

Alsa continues to grow its female population across its driver population with support from successful communication campaigns and sponsorship of driving licences for women. In addition 40% of their promotions were women in 2024. Alsa had a successful 2024 with being recognised as 'Best Women Talent Company' for implementing best practice Gender Equality and Inclusion policies, and also recognised for its commitment to Gender Diversity by the Spanish Ministry of Equality.

In an aim to increase our female driver numbers in the UK, the business has been supported by a female focused attraction campaign to myth bust the perceived barrier to entry for female drivers. In addition, they have protected female slots in training cohorts. 20% of each cohort are female candidates as we drive towards the target of 20% female drivers. This is currently 11%, an improvement of 3% on last year. This year has seen the first all female pay negotiation committees NX and Unite, for 2 of our collective agreements.

North America School Bus has partnered with PayScale, a third party provider, to elevate our compensation strategy and

implement compensation best practices, including ensuring internal equity of pay between men and women in the same position. The new pay system will also provide School Bus with aggregate market data to ensure we are offering competitive wages.

With the goal of being the Employer of Choice within the School Bus transportation industry, we want to ensure our pay practices are fair, competitive and transparent for all employees.

Our WeDriveU business is undertaking annual pay audits to ensure equitable pay across leadership and operational roles, by establishing salary bands for recruiters to follow. Additionally, targeted recruitment, mentorship, and leadership training programs (currently being built) for women in higher-paying fields will help bridge the gap.

Globally all our businesses celebrated International Women's Day #inspireinclusion, events, initiatives, and learning resources were provided to our colleagues. Several female senior leaders provided personal blogs and stories which were shared across the business.

Our Chief People Officer Catherine Lynch said: "International Women's Day is about creating a world that is diverse, equitable and inclusive, where difference is valued and celebrated, and where everyone can flourish. It's absolutely the right thing to do and we are committed to ensuring that we provide inclusive environments where everyone knows that their contributions are valued equally."

Some of the initiatives across the group including the introduction of an Inclusion 'Playbook' in the UK, the continued support of Pride in Germany and the UK, and Black History month under the theme of Saluting our Sisters, and the celebration of the second year of the Women's Inspiration Network in North America were celebrated as part of the event.

The Group has focused activity on Women's health, with the provision of the OpenUp platform for our senior leaders, and the launch of the employee and manager Menopause Guidelines in the UK.

The UK and Group Centre maternity policy includes the provision of enhanced maternity pay to enable women to more easily take time off following child birth and adoption without added financial worries. The option of shared parental leave allows women to return to work sooner by sharing their right to time off with their partner and therefore balancing any career disruption between parents.

Our Embrace pillar is much broader than gender and for the second time the Group has collated ethnic diversity data for the SLT, obtaining responses from the SLT Population with over 95% participation. The results were that 7% of the SLT population identified as an ethnic minority, a 1% increase on last year. Following on from this, and in line with recommendations made by the Parker Review in 2023, the Committee agreed that the Company will adopt the following targets: by 31 December 2027, at least 15% of the individuals on the Company's SLT, GEC and Board combined, will identify as an ethnic minority.

As part of our 'Your Voice' survey this year, we asked several demographic questions to provide greater insights about our employees and the employee experience they have working for our business. This included but was not limited to gender, ethnicity, age, disability, sexuality, and care giving responsibilities.

Although some great progress has been made and we continue to build in this space, this year we plan to further build on our EDI strategy and framework under the Embrace people pillar.

Appendix data

National Express Bus

Gender Pay Gap - West Midlands Travel

0%

'Median' Pay Gap

→ 2023: 0%

2.27%

'Mean' Pay Gap

↑ 2023: -2.02%

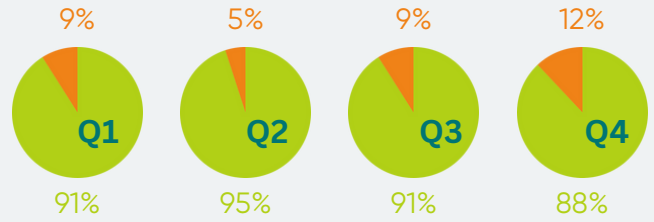
Pay Quartiles:



Women



Men



Bonus Pay Gap - West Midlands Travel

0%

'Median' Bonus Gap

→ 2023: 0%

3%

'Mean' Bonus Gap

↓ 2023: 6%

Bonus Eligibility:



Men
6%



Women
9%

National Express

Gender Pay Gap - National Express Ltd

20.42%

'Median' Pay Gap

↑ 2023: 16.98%

14.38%

'Mean' Pay Gap

↓ 2023: 15.86%

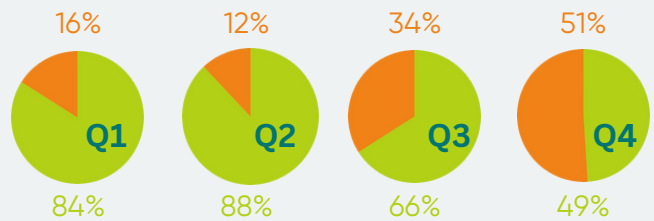
Pay Quartiles:



Women



Men



Bonus Pay Gap - National Express Ltd

22%

'Median' Bonus Gap

↓ 2023: 40%

90%

'Mean' Bonus Gap

↑ 2023: 65%

Bonus Eligibility:



Men
6.2%



Women
17%

National Express Accessible Transport

Gender Pay Gap - Accessible Transport

0%

'Median' Pay Gap

→ 2023: 0%

-0.17%

'Mean' Pay Gap

↑ 2023: 6.18%

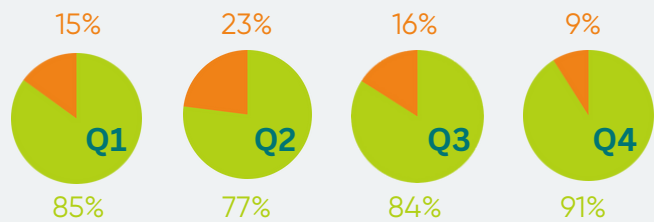
Pay Quartiles:



Women



Men



Bonus Pay Gap - Accessible Transport

100%

'Median' Bonus Gap

↑ 2023: -159%

100%

'Mean' Bonus Gap

↑ 2023: -159%

Bonus Eligibility:



Men
0.6%



Women
0%