



# Gender Pay Gap

Report 2020

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## Our commitment

We're pleased to share with you our Gender Pay Report for 2020/21 which covers the period of 12 months to the 5th April 2020.

Our gender pay gap is better than the national average, we have made progress but recognise there is still more to do to improve our representation of women throughout the business.

We are committed to being an employer of choice, with a genuine positive, safe and inclusive culture. Our employee value proposition reflects our commitment to support our colleagues to focus on their health & wellbeing, manage their careers and drive their personal development.



A handwritten signature in black ink that reads "Tom Stables".

**Tom Stables**  
CEO UK and Germany

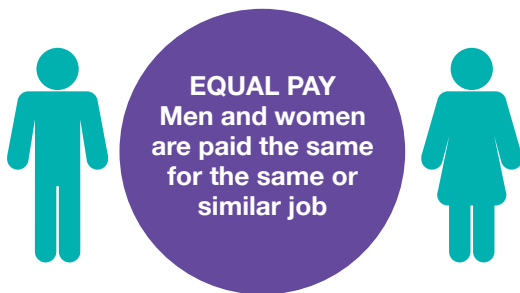
# What is the gender pay gap?

The Gender Pay Gap is the difference in pay between men and women explained through various statistics. It is influenced by a range of factors, including the demographics of a company's workforce which can be further supported in this report.

## The gender pay gap is **DIFFERENT** from equal pay

Equal pay is the right for everyone to be paid the same for doing identical or directly comparable work.

National Express is committed to fostering a transparent and equitable working environment and rewarding employees fairly.

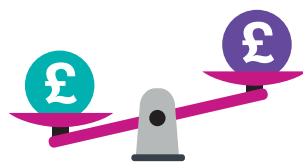


## How we measure the overall difference in the average pay of men and women.

Government regulations mean we must calculate it in two ways to give the clearest possible picture.

### Mean:

The difference in average hourly pay between men and women.



### Median:

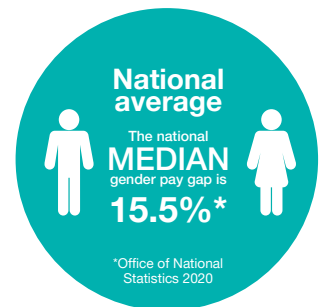
The difference between the middle paid women and middle paid men.



Lowest Paid  Highest Paid

# Our Results

This data is based on a high-level snap-shot of pay as at 5 April 2020.



## Our aggregate UK gender pay gap results are better than the national average.

Our results are driven by a higher representation of men in our organisation, which as a result occupy more senior positions which attract higher levels of pay.

Further explanations of these results can be seen in the next section when we take a closer look at the individual entities.

## Our overall UK Gender split

The transport industry is recognised as being traditionally male dominated and continues to be, therefore impacting the demographics of our workforce composition and inevitably our gender pay results.



## Gender Pay Gap

National Express PLC is made up a multiple UK entities which includes some that do not meet the 250 employee requirement. Looking at our total UK workforce our gender pay gap analysis shows the following;

The mean pay for men is

**13.63% LOWER** than that of women.

On average, men earn **86p** for every £1 that women earn that is **14p less**, when comparing mean hourly pay.

The mean outcome demonstrates a pay gap in favour of women.

The median pay for men is

**11.39% HIGHER** than that of women.

On average, women earn **89p** for every £1 that men earn, that is **11p less**, when comparing median hourly pay.

The median gives a good indication of how much a typical man or a typical woman at National Express is paid.

# Closer look in detail at our UK businesses

Across our UK landscape the four entities detailed below employ more than the 250 employees and therefore meet the legal reporting requirement.

## Gender Pay Gap



### National Express Ltd (UK Coach)

<b>(1) MEAN</b>	<b>(1) MEDIAN</b>
<b>39.23%</b>	<b>40.30%</b>
<b>(2) MEAN</b>	<b>(2) MEDIAN</b>
<b>24.05%</b>	<b>15.16%</b>

N.B (1) Excludes furloughed employees (2) Includes furloughed employees



### West Midlands Travel (WMT)

<b>MEAN</b>	<b>MEDIAN</b>
<b>-7.70%</b>	<b>11.44%</b>



### Tayside Public Transport Co Ltd (Travel Dundee)

<b>MEAN</b>	<b>MEDIAN</b>
<b>-17.91%</b>	<b>0%</b>

N.B No longer an entity of National Express Plc, it was at 5th April 2020



### West Midland Accessible Transport Ltd (NEAT)

<b>MEAN</b>	<b>MEDIAN</b>
<b>-9.22%</b>	<b>0%</b>

The **mean pay gap is in favour of** our women across three of the four entities. National Express Ltd (UK Coach) is the only entity in favour of our male employees.

The data was extracted on 5th April 2020 which identified **87%** of our UK Coach employees were on furlough as a consequence of the network being temporary closed due to the pandemic. For our calculation the requirement is to exclude these individuals. This resulted in a less balanced workforce from **52%** men and **48%** women to **64%** men and **36%** women, **12%** less women than would ordinarily be included in the data therefore impacting the gender pay gap. If the furloughed employees were included in the data the mean pay gap would be **24.05%** and median pay gap **15.16%**, which is a significant improvement and in line with 2019 results. The workforce compositions in the other entities were only marginally impacted by the furlough scheme.

## Proportion of Men and Women across our UK entities paid a Bonus - 2020

### UK Coach

**Men 31%**    **Women 25%**

### WMT

**Men 13%**    **Women 13%**

### Travel Dundee

**Men 10%**    **Women 8%**

N.B: No bonus payments were made in 2020 for (WMT) therefore not included in the measures.

## Gender Pay Gap – Bonus 2020

UK Coach	
Mean	Median
71%	56%

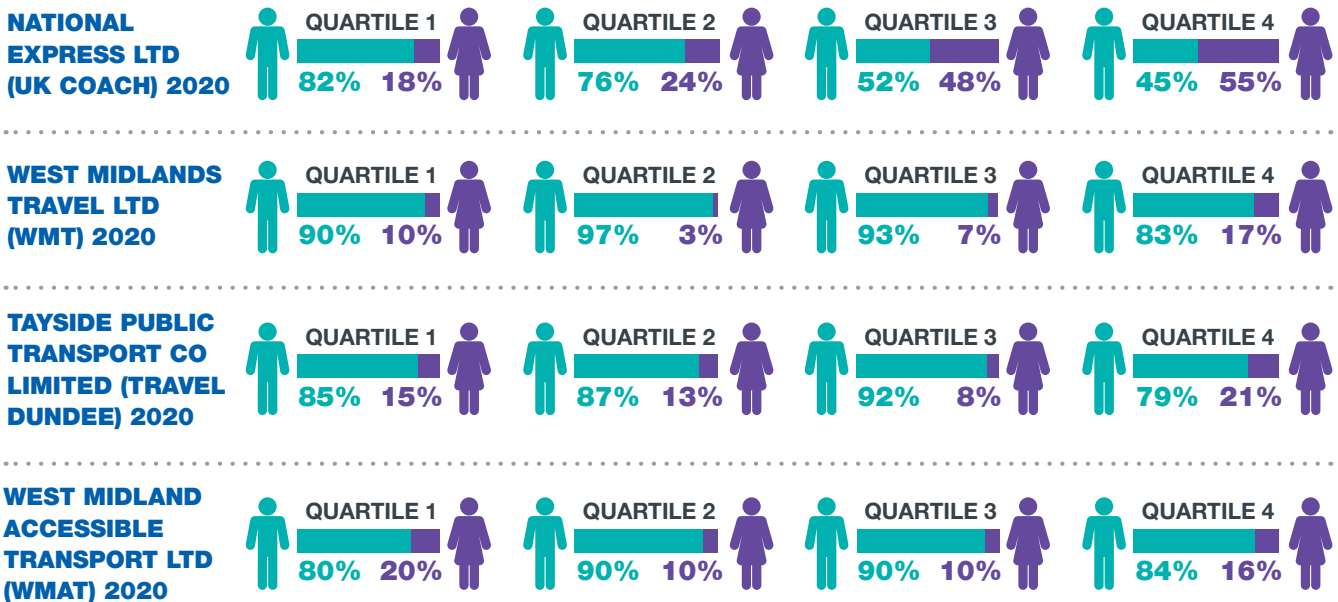
WMT	
Mean	Median
-129%	0%

Travel Dundee	
Mean	Median
-1167%	-348%

The bonus pay gap measures are either in favour of women or non-existent across our UK Bus operations as highlighted above, in these businesses some of the most senior positions are held by women. UK Coach demonstrates a bonus pay gap in favour of men, as previously referenced this is largely driven by the number of employees on furlough which has meant a lower representation of women, of which some occupy our customer service roles which in non-pandemic circumstances would be able to earn commission type bonus payments.

# Population Quartiles

Population quartiles are created by ranking all relevant employees from highest to lowest paid and dividing them into 4 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 as illustrated below with the exception of our UK Coach business, whereby more women are employed in quartile 4, employed in roles such as customer services. This again supports the larger pay gap present in UK Coach.



## The Journey

Improving gender balance at all levels in our business is a key priority for National Express PLC. Progress has been made but we recognise there is further work needed to improve our representation of women throughout our business and at all levels of the organisation.

Firstly, it is important to demonstrate the progress made across all our UK entities. We have shown improvement in our mean hourly pay gap since we commenced reporting this in 2017. We acknowledged that further steps are required to tackle the median measurement, plans to help achieve this is explained in the next section.

Taking a closer look at each of the individual entities we can see progress in the various measures over the last 4 years. As explained earlier the UK Coach pay gap has been exaggerated in 2020 due to implications of the furlough scheme and the number of women not being included in our data set.

	UK Coach		WMT		Travel Dundee		WMAT	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
<b>2020</b> ↑	39.23%	40.30%	-7.70%	11.44%	-17.91%	0%	-9.22%	0%
<b>2017</b>	16.15%	14.91%	4.30%	13.48%	-0.83%	4.04%	N/A	N/A

## Gender Pay Gap BONUS

In terms of our bonus pay gap, improvement has been demonstrated across all entities.

	UK Coach		WMT		Travel Dundee	
	Mean	Median	Mean	Median	Mean	Median
<b>2020</b> ↑	71%	56%	-129%	0%	-1167%	-348%
<b>2017</b>	82%	68%	30%	-34%	-122%	-122%

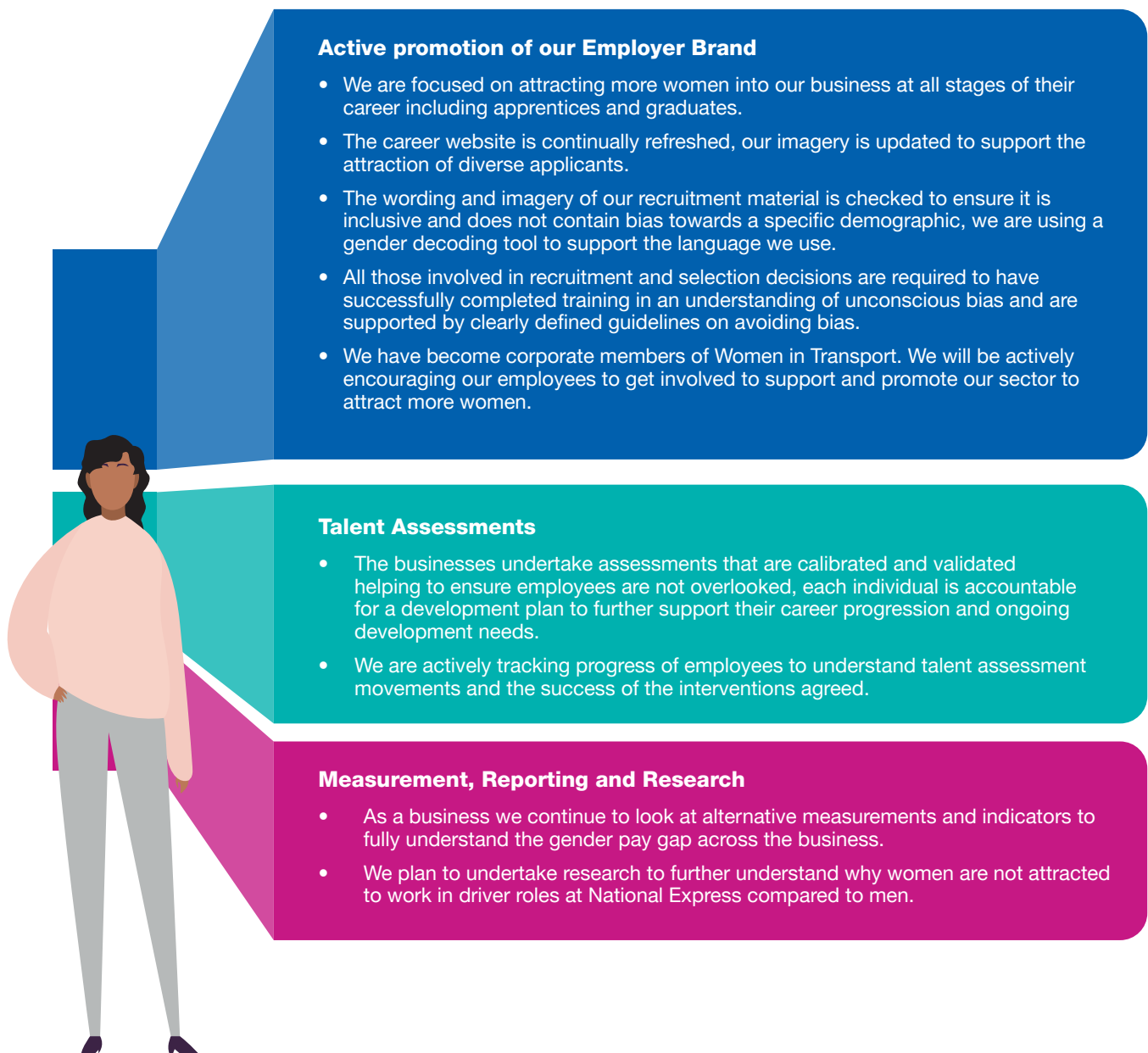


# Closing the pay gap

As the factors which influence our gender pay gap relate to the shape of the organisation and the traditional sector we operate in, there is not one single action we can take to reduce it. Instead, over the past few years we have focused on a number of interconnecting areas both tactical and strategic designed to support the development and progression of women across the company, while also seeking to achieve a better gender balance in all levels of the business.

Many of the new actions, programmes or processes we have implemented have not had sufficient time to effect the significant longer-term change required to reduce our gap, and we recognise further work is required to address the gender balance of the organisation.

Below illustrates the 3 key areas we have focused on and continue to focus on to improve our position.



# Additional Facts for 2020

## Inclusion & Diversity across our business

### Technology

The Women in Technology statistics reported that women are making up just



**17%** of IT specialists in the UK.



**Debbie O'Shea**  
Group Chief Information Officer

As a business leader and a woman in a traditionally male-dominated industry, I am pleased to state that we are ahead of the curve in this team. As of today, women account for very nearly half (47 per cent) of the technology specialist project team.



### Women in Technology

17% of female population in Technology vs 47% at National Express technology specialist project team

### Graduates

Of the 29 active graduates and graduate alumni, **62.1% are women.**

Of the 29, 5 are in senior roles and **80% of these are women.**



The proportion of colleagues recognised as promotable talent within management positions is relatively balanced. **44% of males and 41% of females.**

### Leadership

**33%**

of the PLC board are women, this is a

**16%**

improvement from the previous years

**37%**

of our Group Executive membership are women. This is also an improvement on the previous years representation.

### Workforce Composition

**84%** of our UK workforce are men, 16% of our UK workforce are women 1% increase from previous year equating to 59 more women across the UK business.



We confirm that the data included in this report is accurate.