

Gender Pay Report 2025

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

We are launching our 2026 People and Culture Strategy. This enables us to fulfil our company purpose and to do this, we need to be an employer of choice, attracting and developing the best talent, with the conviction that people drive our organisation. A key pillar that underpins this strategy is diversity. We are committed to equal opportunities and inclusion. We foster employee wellbeing, creating a positive footprint in our environment.

Our metrics continue to look favourable compared to their equivalent national statistics. Since our first Gender Pay Report in 2019, 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 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.

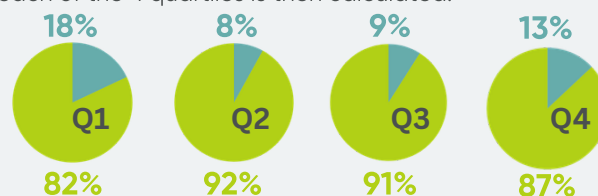
The figures below show our 'gender pay gap' for the aggregated UK entities, which is the difference in average pay and bonuses of all men and women across our business. The mean pay gap is the difference in the average hourly pay for women compared to men and the median pay gap represents the difference in hourly pay between the middle-paid woman and middle-paid man. The data is taken as of 5th April 2025 and in line with government regulations.

According to the Office of National Statistics the gender pay gap is slowly declining, the National median hourly pay gap is 12.8% 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 continues to favour our female workforce and has improved. We continue to see an improvement in our median pay gap with no pay gap evident, this correlates that we are seeing an increase in female representation across our higher paid quartiles.

At a UK aggregate level, although a higher percentage of women received a bonus compared to men, fewer women actually received a bonus since women represent a smaller proportion of the workforce. Fewer bonuses were paid this reporting period which was from 6 April 2024 to 5 April 2025 (snapshot date). This is due to company performance leading to the suspension of standard management bonuses, therefore skewing the bonus data. The limited number of bonuses awarded this year primarily consists of commission, retention, and referral payments, which has had a disproportionate effect on the overall distribution.

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 have increased by 4%. We have also seen positive movements in all other categories, with less women in the lowest paid quartiles 9% less women.

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.



-12.76%

Mean Pay Gap

On average, men earn 87p for every £1 that women earn, that is 13p less, when comparing hourly pay.



↑ 2024: -4.58%

0%

Median Pay Gap

There is no pay gap evident when comparing hourly pay.



↑ 2024: 10.65%

35%

Median Bonus Gap

On average, women earn 65p for every £1 that men earn, when comparing bonus pay.



↑ 2023: 47%

-63%

Mean Bonus Gap

On average, men earn 37p for every £1 that women earn, when comparing bonus pay.



↑ 2024: 21%

What progress are we making?

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. 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, we are falling below this marginally due to 2025 Board changes at 37.5%, we will continue to monitor this and review in line with future board reviews and changes.

Our focus remains on continuing to drive representations across all levels of our organisation, along with wider EDI improvements. Women represent 17% of our global population v's 33% last year, this is largely attributable to the sale of the Group's North American School Bus business. The nature of the school bus work, which was predominantly part-time, had attracted a high proportion of female drivers, with women representing over 50% of that workforce. The divestment, together with a reduction in the size of the Senior Leadership Team (SLT), has also led to a small decrease in female representation at SLT level.

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. Our Alsa business celebrates "Diversity Month" during March. This past year 2025, Alsa reinforced its commitment to diversity, equity and inclusion, focusing especially on gender, generations and disability, among other issues. They are now in partnership with the Inspiring Girls Foundation, providing female role models for young girls and offering executive development programs to support the high potential women across Alsa.

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. The UK continues to use the Inclusion Playbook across its business and offers a range of valuable training across the diversity agenda.

WeDriveU has launched the Women's Inspiration Network, an employee-led group dedicated to promoting equality and opportunity for women. The network fosters a community of women and allies committed to celebrating and advancing women's achievements.

Globally all our businesses celebrated International Women's Day a range of events, initiatives, and learning resources were provided to our colleagues. Several female senior leaders provided personal blogs and career challenges and experiences were shared across the business.

The Group also supports awareness events including Pride and Black History Month, launching a range of activities.

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

Our Chief People Officer Ruth Hernandez Garcia said:

While we are encouraged by the progress we have made, we recognise that building a truly diverse and inclusive Group requires sustained focus and accountability. Our new People & Culture Strategy reinforces our commitment to creating equitable opportunities, strengthening inclusive leadership, and ensuring that talent thrives at every level of Mobico.

"We will continue to challenge ourselves, measure our progress transparently, and take meaningful action to improve representation and outcomes across our business. Diversity, equity and inclusion are not standalone initiatives; they are interconnected priorities that are fundamental to delivering our purpose and becoming an employer of choice."

Investing in the next generation of leaders

Lisa Garcia, Account Manager, WeDriveU

In 2022, WeDriveU participated for the first time in our corporate Building the Bench program. I was fortunate enough to be recommended for the program and attend, which gave me valuable insight into our corporate structure and exposed me to other opportunities within the company.

Our first female Depot Manager

Toni Tipper, Deputy Operations Director (UK)

My journey began in 1993 as a Traffic Clerk as Travel West Midlands. With the support of my managers, in 2000 I became the first female manager at a bus depot. The company sponsored my certifications, enabling me to progress from Operations Manager to General Manager and eventually to my current role as Deputy Operations Director. In over 30 years here, the business has truly supported my career progression. I am grateful for the opportunities to move into strategic leadership and oversee performance across our bus division.

Appendix data

National Express Bus

Gender Pay Gap – West Midlands Travel

0.09%

'Median' Pay Gap

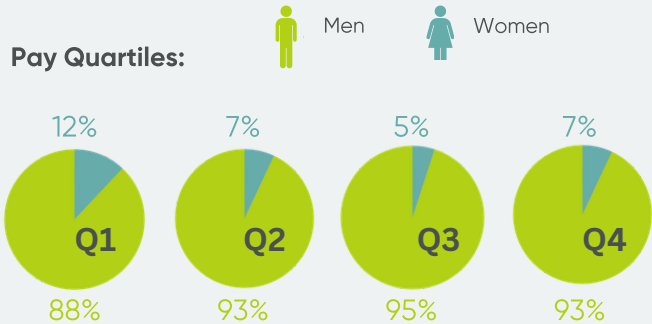
➡ 2024: 0%

1.84%

'Mean' Pay Gap

⬆ 2024: 2.27%

Pay Quartiles:



Bonus Pay Gap – West Midlands Travel

70%

'Median' Bonus Gap

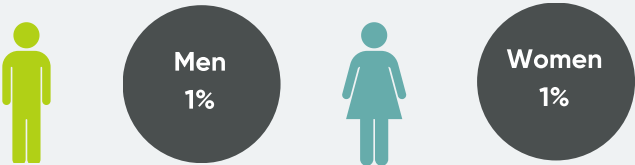
➡ 2024: 0%

77%

'Mean' Bonus Gap

⬇ 2024: 6%

Bonus Eligibility:



National Express

Gender Pay Gap – National Express Ltd

17.92%

'Median' Pay Gap

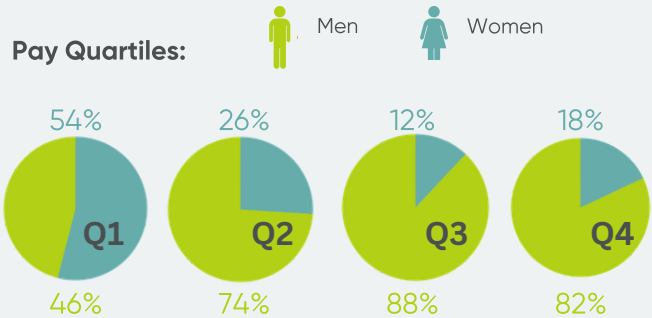
⬇ 2024: 20.42%

12.3%

'Mean' Pay Gap

⬇ 2024: 14.38%

Pay Quartiles:



Bonus Pay Gap – National Express Ltd

(2)%

'Median' Bonus Gap

⬇ 2024: 22%

43%

'Mean' Bonus Gap

⬇ 2024: 90%

Bonus Eligibility:

