



# **GENDER PAY GAP REPORT 2018.**



**ALEXANDER  
DENNIS**



**“Our people are key to the success of Alexander Dennis Limited - both for today and for tomorrow.”**

**I am personally very committed to retaining and recruiting the best and brightest talent in all roles, and ensuring we develop a culture of inclusion and equal opportunities for every single team member.**

We operate in a traditionally male dominated manufacturing sector at ADL, however reflecting on the last 12 months, I am pleased with the progress we have made and the initiatives we are embedding in our organisation to continue on this positive journey.

We now employ more women in our company than ever before, in more disciplines and in more senior leadership roles across the entire organisation from Engineering to Operations, Finance to Strategy, in addition to a strong group of female graduates at the starting point of their careers. In the last 12 months, the average female salary at ADL has increased by over 5% (compared to average male salary increase of 3.5%).

We recently made a number of key changes to the HR Talent team to ensure that we continue to focus on recruiting and upskilling our own teams. We will continue to invest in talent acquisition, training and professional development to support team members who demonstrate passion, willingness and determination to drive their own careers forward.

Only by striving to create an environment where fairness prevails, can we expect our team to continue to develop, innovate, and perform at their best.

A handwritten signature in purple ink, which appears to read 'Colin Robertson'.

**Colin Robertson,**  
Chief Executive



Diversity and inclusion is central to our business.

We welcome the UK Government's requirement for large companies to be more transparent on gender pay and as required by the UK legislation this report shares our data for gender pay and our commitment to equality.

# Alexander Dennis today.



**UK'S LARGEST BUS AND COACH MANUFACTURER WITH OVER 120 YEARS EXPERIENCE**

**WORLD'S LARGEST DOUBLE DECK BUS MANUFACTURER**



**2500 TEAM MEMBERS, 2200 IN THE UK**



**CONSISTENT >50% MARKET SHARE IN OUR HOME MARKET FOR THE LAST 7 YEARS**

# 50:50

**50:50 SPLIT OF REVENUE BETWEEN UK AND INTERNATIONAL MARKETS**



**EXTENSIVE GLOBAL EXPERIENCE IN VEHICLE SUPPLY AND SUPPORT**



**GROWTH ATTRIBUTES TO FOCUS ON:**

- **PRODUCT RELIABILITY**
- **LOWEST COST OF OWNERSHIP**
- **BEST IN CLASS AFTERMARKET SUPPORT**

## ADL at a glance.

- Around the globe, ADL buses carry 25,000 passengers every minute of every day
- In London alone ADL buses carry over 3.5 million passengers per day
- ADL is the fastest growing bus and coach builder in Western Europe; we are market leader in the UK and Hong Kong, with a growing presence in North America, Singapore, New Zealand and Europe
- ADL offers the widest range of low and zero emission solutions in the market
- In partnership with our customers, we have developed class-leading passenger-centric specifications, designed to increase ridership by delivering a premium transport experience



# Female representation within our team.



MARCH 2018

Female 8% Male 92%

**Teamwork is one of our company's six core values. We strive to recruit and employ individuals with the right attitude and mind-set to underpin our inclusive growth agenda and make a difference to our successful business.**

The representation of women in ADL currently reflects the challenge shared by many companies within our industry. Although women make up around 47% of the UK's total workforce<sup>1</sup>, female representation in our industry remains low with around 25% of employees in the manufacturing sector being female<sup>2</sup>. In Scotland, where our Head Office and largest manufacturing facility is located, the corresponding figure is 26%<sup>3</sup>.

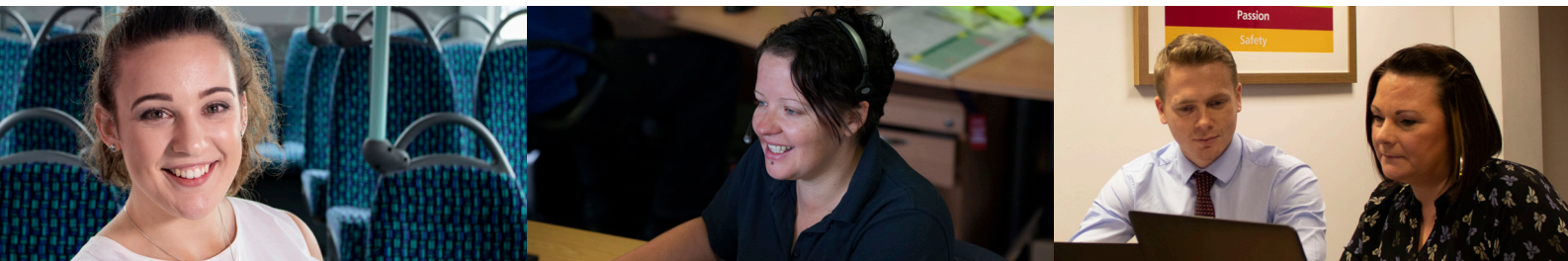
Female representation is lower still in engineering roles, as across the UK only 8% of engineering professionals are female<sup>4</sup>.

<sup>1</sup> <https://gender.bitc.org.uk/all-resources/factsheets/women-and-work-facts>

<sup>2</sup> ONS Workforce jobs series via Nomis

<sup>3</sup> <https://www.closesthegap.org.uk/content/resources/Making-Manufacturing-Work-for-Women---Summary-of-research-findings-Close-the-Gap-June-2015.pdf>

<sup>4</sup> <https://www.gov.uk/government/news/government-and-industry-join-forces-to-help-get-more-women-and-girls-in-stem>





### **SANDRA BANKS, PLATFORM MANAGER**

When I decided to pursue an Engineering degree I knew I would spend my career in a male dominated industry. Since then I have worked predominantly in fast-paced racing and automotive design and manufacturing environments. I joined Alexander Dennis five years ago in search of a more strategy focussed career. Every day I get to work with very talented individuals across our international organisation, and I have experienced the benefits that a diverse team can deliver within every company. I have been given opportunities with Alexander Dennis to grow, to deliver key business programmes, and manage significant investment budgets in New Product Development. I believe that not only female, but also young talent should have a voice in an organisation to strengthen decision making, and ultimately delivery to customers. I am proud to say that I have a voice in Alexander Dennis.

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### **JULIE THOMSON, GROUP LEGAL COUNSEL**

I joined ADL in early 2019 after spending eight years in a similar role with a renewable energy company. I have overall responsibility for all legal matters at ADL across all countries in which we operate. Internally I work with colleagues in all departments which gives me a unique insight into ADL's business. My work stream varies greatly from day to day depending on the business' needs and it means no two days are ever the same. Externally I instruct law firms across the globe where we require specialised support on a particular matter or jurisdiction. The opportunity to be involved in international matters was one of the things that attracted me to the role with ADL.

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### **JANET RICHARDS, HEAD OF FINANCE IMPROVEMENTS & SHARED SERVICES**

ADL is a fast paced, growing business and this is why I desperately wanted to join them when I came for my interview in 2013. My role was to set up and manage the Finance Shared Service Centre at our Skelmersdale site. Initially the focus was purely on the UK business but this has now expanded, taking on additional activities and also supporting our global business worldwide. My role since joining the company has also grown and as part of the leadership team, I now also have additional responsibility for Global Finance Improvements and people. If you see challenges as opportunities and want to make a real difference, you can definitely do this within ADL.

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### **CAMILLA PLACE, TEST & DEVELOPMENT ENGINEER**

STEM industries in general are very male dominated, but automotive and manufacturing are even more so. The challenge of problem solving is one of the reasons that I became an engineer. Coming into ADL after I graduated from my degree a little under a year ago, I had a very steep learning curve, but ADL helped by providing training and supported me throughout and continue to support my professional development.

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### EMMA JACK, EXECUTIVE ASSISTANT

Alexander Dennis is currently going through a high growth phase – which provides no shortage of opportunities to aide exposure and development within the organisation! Since joining ADL in summer 2018, I have been lucky enough to be involved in a number of high profile projects which have helped me develop professionally. It's refreshing to work for an organisation that actively encourages its people to challenge and suggest process improvements, while delivering initiatives such as our Leadership Talent Programme. I have recently been appointed an Executive mentor who will help me develop my understanding of both the industry and how the business runs.

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### SOPHIE BUNTON, ENGINEERING GRADUATE

During my time at university, I found a passion for mechanical design and analysis for the manufacturing sector; which led me to joining ADL as a Graduate Engineer just over 6 months ago. ADL has been committed to my professional development. I am a registered member of a professional institution and have been assigned a mentor to work towards Chartership status. I have also gained a Professional qualification in Project Management, and have attended several training events tailored to my current and future job roles. I have had the opportunity to become involved with activities outside my role, including an outreach event at a local high school where we promoted our apprenticeship scheme using STEM activities.

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### CAROLINE SZEREMETA, GROUP MARKETING MANAGER

I joined ADL nearly nine years ago as the PA/Marketing Assistant to the Group Corporate Affairs Director, the Chassis Plant Director and the Group Reliability Director. Since then, I have moved into the Group Strategy function and have been promoted twice. I have been in my current role of Group Marketing Manager for three and a half years and the time has flown by! There's never a dull moment working for ADL, and that's what I enjoy about both the company and my job – there are plenty of challenges but the sense of achievement when you overcome them is immense and employees are recognised for the hard work they put in. I have a genuine passion for the company and am proud to have been working here during this period of unprecedented growth.

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### RACHAEL HALLIDAY, ENGINEERING GRADUATE

I joined ADL as an Engineering Graduate in September 2018. Throughout the two year graduate programme I will experience four areas of Engineering. My first placement is in Reliability and Test & Development, then moving onto Electrical and Mechanical Engineering. The Graduate Programme is allowing me to gain an in depth understanding of various areas of Engineering, thus giving me the opportunity to develop and grow within ADL. I was keen to work in a manufacturing environment as my background is in Product Design Engineering. I wanted to develop my learnings from University, specifically experiencing the end-to-end product development process in a professional working environment.

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# Our measurement.

Gender Pay Gap Reporting Regulations expect all employers with 250 or more employees based in the UK to report their gender pay gap.

The figures reported adhere closely to calculations set out in these Regulations and must be reported annually.

The gender pay gap does not measure equal pay, which relates to what women and men are paid for performing the same task.

The equal pay principle is set in law and we are dedicated to ensuring continued compliance with our equal pay obligations.

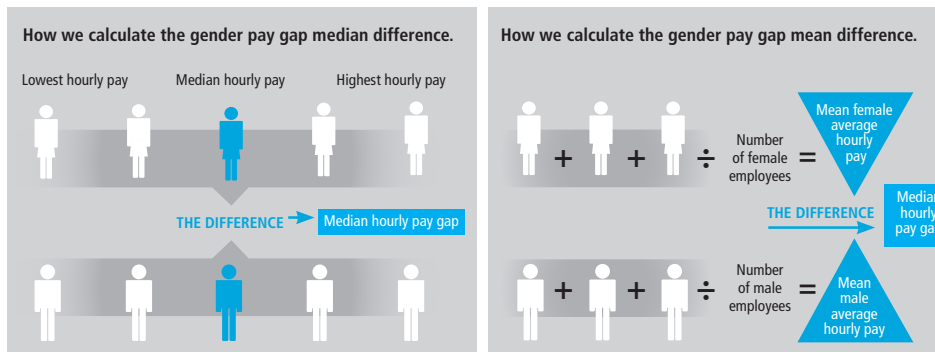
## DEFINITIONS

The principle of equal pay is:

The right for men and women to receive equal pay for equal work.

The gender pay gap is:

The difference in the average pay and bonuses of all men and women across an organisation, irrespective of their role or level in the organisation.



Average Male Salary £31,728

Average Female Salary £29,480

## MEAN AND MEDIAN PAY AND BONUS GAP

	MEAN	MEDIAN
GENDER PAY GAP	8.7%	5.5%
GENDER BONUS GAP	41.4%	28.6%

## PROPORTION OF EMPLOYEES IN EACH QUARTILE BAND

	MALE	FEMALE
LOWER	84.3%	15.7%
LOWER MIDDLE	97.9%	2.1%
UPPER MIDDLE	93.7%	6.3%
UPPER	93.7%	6.3%

## BONUS AVAILABILITY

NO BONUS

BONUS



# Closing statement.



**“Whilst we recognise that there are still a number of challenges that we face both within our business and our industry to create further gender equality, we are clear on the actions that we need to take and continue to make into this year.”**

**From our gender pay calculation results, whilst we are disappointed in the calculation results, we are pleased with the progress that we are making internally and externally to face this challenge.**

Since our last report we have conducted an internal analysis and review of our remuneration and benefit data, from this we are clear that we have kept to our commitment on base salary, ensuring that equal pay is received for equal work.

This is reflected in our average annual salary rate.

We have additionally undertaken a realignment exercise and reviewed our management bonus scheme participation and membership, as a result this has ensured equality based on scope, skill, responsibility and experience of each management bonus member.

Into 2019, we will continue this journey and review our remuneration data and fringe benefit entitlement further, in an attempt to review and address any changes required to ensure equality for all.

**Rachel Smith,**  
Global HR Talent Director



**To find out more about us visit:**  
**[www.alexander-dennis.com](http://www.alexander-dennis.com)**

