



**ALEXANDER  
DENNIS**

# **GENDER PAY GAP REPORT 2020**





*“I am proud of the team we have at ADL, we would be nothing without our people.”*

**ADL first published our Gender Pay Gap Report figures in 2018, and since then we have continued to actively focus on our workforce and the compensation and total reward package they receive. Throughout 2020, strong progress has been made within our business to address the gender imbalance. This is at the forefront of our minds and I truly believe that diversity and equality are vital parts of any business.**

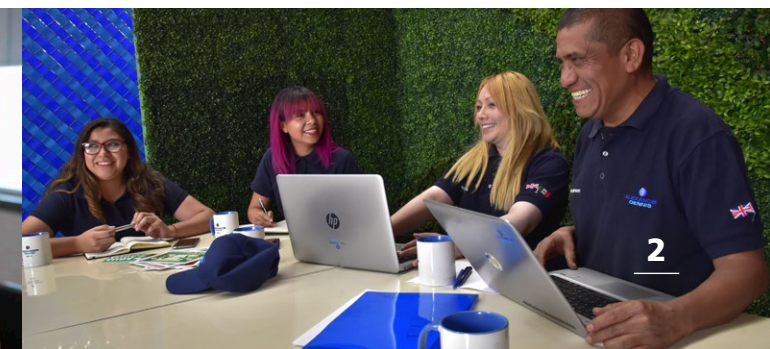
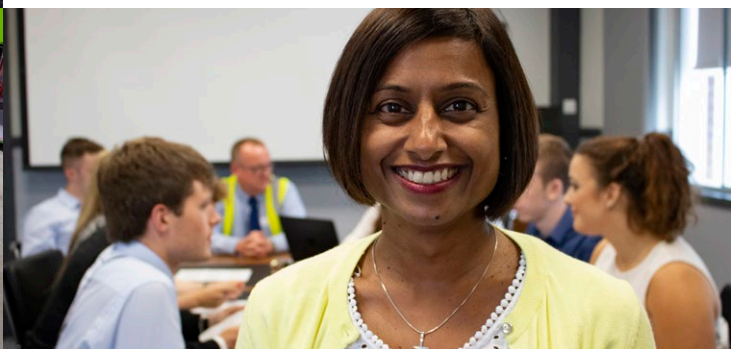
We have actively been working towards recruiting and retaining the best female talent across our business. As the leading UK bus manufacturer, we believe it is our duty to provide an example to the industry and we will continue to strive to do so throughout the coming years.

The number of female ADL employees has increased to 7.6% across the business and we are proud to say that 12.5% of our Executive team are female. In the Engineering and Finance departments we have seen an increase of female talent, in

addition to 75% of our new early careers staff being female. The average female salary increased by 5.69% in 2020 (compared to the average male salary increase of 2.70%).

Our ambition throughout 2021 is to increase diversity, equity and inclusion across our workforce. We are currently engaging in plans to roll this out and the first step of this is to participate in a Diversity, Equity and Inclusion Diagnostic Survey with an external consultant. This will allow us to better understand the pulse of our organisation and improvement opportunities. At ADL, our core values include teamwork and passion, and we believe it is our duty to provide an environment for employees to embrace these values.

**Paul Davies**  
**President and Managing Director**





## Who we are

Alexander Dennis Limited (ADL) is part of leading independent global bus manufacturer [NFI Group](#). ADL is a global leader in the design and manufacture of double deck buses and is also the UK's largest bus and coach manufacturer. As a pioneer in embracing the latest technology, ADL has brought the widest range of low and zero emission buses to market and we pride ourselves on our increasingly-diverse workforce.



## ADL AT A GLANCE



ADL buses are leading the ZEvolution in the UK with over 35 million miles of zero emission service



ADL is the 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 travel experience

# The Gender Pay Gap Report

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

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 organisations within our industry. Although women make up around 49% of the UK's total workforce, female representation is still lower in traditionally male-dominated roles such as engineering, where only 12% of the UK professionals are female.*



## DEFINITIONS

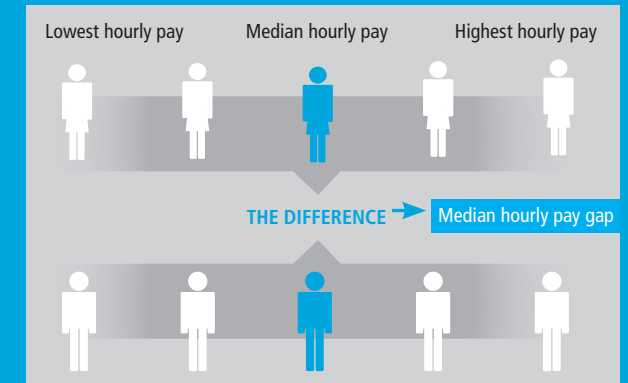
**The principal of equal pay is:**

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

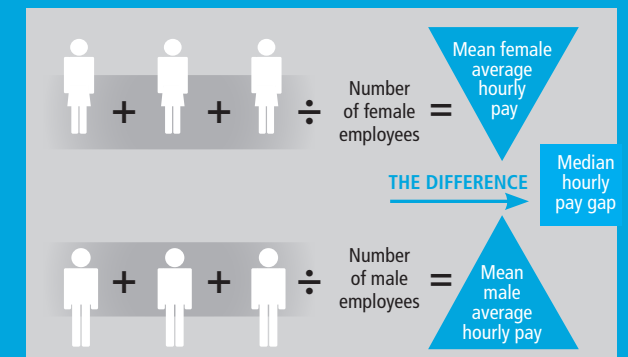
**The gender pay gap is:**

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

**How we calculate the gender pay gap median difference:**



**How we calculate the gender pay gap mean difference:**



# Women at ADL

## Lindsey Entwistle, Procurement Engineer

"The Procurement Engineer role at ADL is a unique opportunity to take my technical experience and apply it to a commercial function, balancing cost with our response to relevant issues, such as our move to electric vehicles and more recently our coronavirus response."

*"I find my professional voice is valued at ADL. Recently, I played a key role in our COVID-19 Strategic Response Team, working with suppliers to ensure everyone using our vehicles is well protected."*



## 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."*

## Georgie Kelly, Assistant Commercial Manager

"I joined ADL as a Business Graduate in 2019 and since then, I have been lucky enough to have worked across different departments and to have travelled to our various international sites. My role initially saw me working in the Aftermarket department, before moving on to work in project management and conducting global skills audits."

*"Being from the Larbert area, it is great to see a local business making such strides in the industry on an international level, and I am looking forward to continuing my learning and development within ADL."*



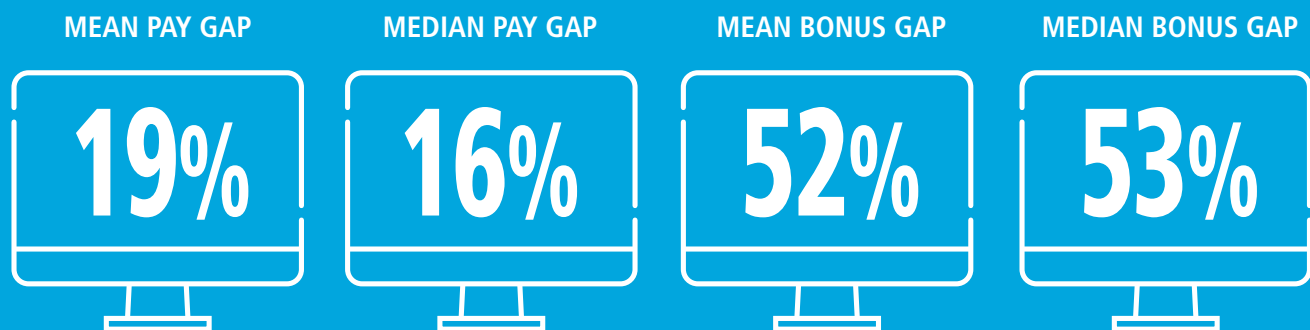
## Laura Pollard, Vehicle Builder

"I joined the organisation in 1997 and was employed as a coachbuilder until I was given the opportunity to become a Junior Design Engineer, later being promoted to Spare Parts Coordinator. I really enjoy working for ADL and have recently been given the opportunity to become part of the mental health first aid team."

*"My career at ADL has seen me manage team members, customers and suppliers and I enjoy what I do here."*

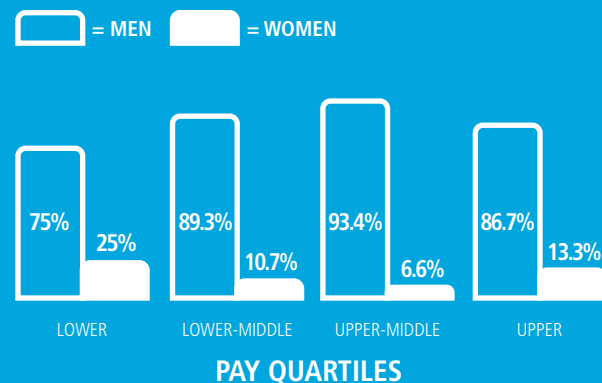
# Our measurements

All data for 6 April 2020 unless otherwise stated.

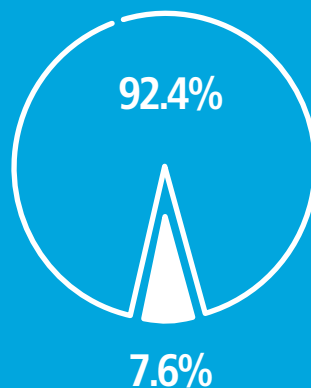


The pay quartiles and total percentage figures are based on a selective data sample, due to the impact of the furlough scheme in 2020.

The 2020 figures are challenging due to the impact of furlough scheme, we have worked to minimise discretion from our compensation programs and to standardise terms and conditions across people and leadership groups. More women were represented in upper pay quartile roles in 2020 compared to the previous 12 months.



The percentage of women in the upper pay quartile more than doubled, increasing from 6.3% to 13.3%.



Percentage of male and female employees (April 2021).

April	Proportion of males receiving a bonus payment: 91%	Proportion of females receiving a bonus payment: 72%
April	Average male salary 34,779.00	Average female salary 33,840.00

In the period from April 2019 to April 2020, the average female salary increased by 5.9%, compared to 2.7% for male employees.

# Closing the Gender Pay Gap at ADL

Whilst we have made progress over the past 12 months we acknowledge that there is further room for improvement. This report highlights the challenge we have ahead of us and also presents the opportunity to talk about this and to inspire the industry to encourage female talent.



## Our commitment to closing the gender pay gap:

**We will strive to raise the profile of ADL as a career choice for all.** As a general rule, the organisation receives more applications from men than women for our positions. While this is mainly due to societal reasons, we are dedicated to informing more women about our industry and opportunities.

**We are committed to reviewing our Diversity, Equity, and Inclusion efforts in 2022.**

We have recruited external consultant Korn Ferry to assist us with this effort, which is comprised of a qualitative and quantitative review to prioritise and focus on interventions that are targeted and specific.

**Support and encourage female leadership across the organisation.** Over the past five years, ADL has hired and promoted more women than ever before. As our business continues to grow, we will continue to promote and encourage female team members to step forward for leadership positions. We will do this through a Females in Leadership Mentor Programme and a Females in Leadership Council with our President and Managing Director, Paul Davies.

**Be transparent about the steps we're taking to close the gender pay gap.** In addition to providing the UK Government with our annual gender pay gap figures, we publish and promote the report amongst our colleagues, encouraging them to read and learn from it. Our parent company NFI Group publishes an [annual ESG disclosure](#), outlining our beliefs and culture as a group.



# Closing Statement

**Despite a difficult year and the furlough scheme having a significant impact on our UK workforce, we are committed to closing the gender pay gap at ADL. We will continue with our efforts to make ADL and our industry an inclusive and welcome environment to all, throughout the coming years.**

Throughout the last year, we have conducted an internal review of our bonus scheme, which has informed our total reward strategy for the future. While the majority of our bonus scheme awards go to our shop floor workers where the lack of female presence is most prominent, we have continued to encourage and promote female recruitment and development within our business.

This report presents us with the opportunity to talk about the challenges faced by women in the workplace, and to inspire women to advance their careers. As we enter the third quarter of 2021, we will continue to promote female leadership and development in a bid to provide an inspiring and balanced report next year.

I confirm that the gender pay gap data contained in this report for Alexander Dennis Limited is accurate and has been produced in accordance with Government guidance and guidance developed by ACAS.

**Rachel Smith**  
Group HR Director





**ALEXANDER  
DENNIS**

Find out more at  
[www.alexander-dennis.com](http://www.alexander-dennis.com)



**ARBOC**



**KMG**



**nfi.parts**

