

GENDER PAY GAP

Report 2022



Jardine Motors Group



NEIL WILLIAMSON, CEO

Reducing the gender pay gap is not a 'fix and forget' issue. It is a continual challenge to address the imbalance and ensure that our female employees have the same equality of opportunity as their male counterparts.

After more than 5 years of continual improvement in our gender pay gap metrics, it is disappointing to see that our performance since 2021 has slipped. It is important to note that these metrics are not a measurement of any differential in pay for men and women who are doing the same job. Rather, these results reflect the makeup of our workforce and the fact that, despite our best efforts, we don't have enough females in management roles.

There are mitigating circumstances that can explain our performance, but we do not want to make excuses. We must recognise that the improvements we made were not sufficient enough to survive the socio-economic forces that have been unleashed in recent years, largely as a result of the pandemic.

I am determined that these results act as a spur for us to continue to focus our efforts. We cannot simply shrug and say 'there are too many factors beyond our control'.

Our gender pay gap metrics measure the strength of the female voice in our business. More women in senior positions strengthens that voice. When that voice is strong, we get different views, opinions and insights that can only make us a better business. We need to improve this.

The issue of gender pay and equality of opportunity is firmly on the agenda of the executive leadership team.

It is the role of the leadership team to clear away the obstacles to progression, challenge convention and outdated opinions to ensure real equity regardless of gender. The executive leadership team can set objectives, but it is up to everyone in our business, regardless of gender or position to help deliver change.

We urge our female colleagues to be open about their career ambitions and not be afraid to take the first step towards a new role or position with increased remuneration. Servicing and workshop

positions make up the majority of the roles in our organisation, and these are predominantly filled by men. We want to change that. Similarly, we currently don't have a single female General Manager.

We want to promote a culture in which all our employees and prospective employees regardless of gender are asking themselves 'why can't I become a General Manager?' or 'why can't I become a Technician?'. That is the goal and we have a very clear plan to help us achieve this and get back to having 30% of females in management positions.

I can confirm that the data published in this report is accurate and published in accordance with the UK gender pay gap reporting guidelines and regulations.



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CLARE WRIGHT, CHIEF PEOPLE OFFICER

The world of work has been undergoing dramatic change. The way we work, where we work, and the makeup of the workforce is now vastly different compared to just a few short years ago.

Jardine Motors Group has not been immune to the intense forces shaping the UK's labour market. Unfortunately, those same forces have had a negative impact on our gender pay metrics and our performance has dipped for several reasons.

- Female representation in senior operational roles has reduced because of pandemic-related restructuring. We have been unable to backfill these roles with new people due to our low management attrition rate which gives limited opportunities for people to move up.
- Technician pay, an area of our business that is traditionally male dominated, has been increased to ensure we remain competitive in a challenging market for both recruitment and retention.
- We are still seeing the impact of the 'Great Resignation' as people have restructured their working lives and re-evaluated how and when they work. Many female workers have chosen to prioritise other areas of their lives.

While the pandemic has unquestionably changed people's outlook, we also need to recognise that we have not been doing enough since the pandemic to close the gap and ensure that roles are accessible to

females both within our organisation and those looking to join us.

The good news is that there is plenty we can do to address the issue. Our change in ownership will open up new opportunities for all employees as we look to move into a new growth phase. In sporting terms, we also have a strong bench of junior and middle managers ready to step up and take on new roles and responsibilities.

The agency model of car retailing will also benefit both our existing female colleagues and new recruits looking to further their careers in sales. In our Mercedes Benz dealerships, for example, this change in the customer journey has allowed us to offer more flexible working patterns that are very attractive to our female employees.

It is also vital that we develop a better and more diverse pipeline of people. We are reaching out to schools and colleges to promote the benefits of a career in the motor industry, and we will offer more work experience placements and apprenticeships that can provide an early grounding in the rewards of a career in automotive retail. We also intend to invest in research to identify the barriers to women within our industry and we will continue to partner with external organisations, such as Diversity in Retail,

Automotive 30% and Moving Ahead, to break down those barriers.

However, we cannot embark on a quota-filling or box-ticking exercise. We need the right people for the right roles and, if the individual is not right immediately for the position, we need to support them with training, mentoring and the promise of an opportunity in the future that will help them fulfil their potential.

A lot of hard work has gone into creating a culture of inclusivity, innovation and collaboration at Jardine, but there is still work to do to create a business in which women feel they are truly equitable.

We cannot be complacent. We need to continue to improve.



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.

THE GENDER PAY GAP IS DIFFERENT FROM EQUAL PAY

Jardine Motors remains committed to providing a transparent and fair working environment, rewarding colleagues based on their performance.

OUR LEGAL OBLIGATION

All UK companies with 250 or more employees as of 5 April 2022 are required to publish specific gender pay information.

This includes:

- Mean and median gender pay/bonus gap
- Proportion of males and females receiving a bonus
- Proportion of males and females by quartile pay band

Figures for each legal entity with at least 250 employees on the snapshot date must be calculated and reported separately. The mean and median gender pay gap is based on hourly rates of pay as at 5 April 2022.

The mean and median gender bonus gap considers bonus pay received in the 12 months leading up to 5 April 2022. Pay quartiles look at the proportion of men and women in four pay bands when the workforce is divided into four equal parts.



MEDIAN PAY GAP

The median represents the middle point of a population. If you separately lined up all the women in a company and all the men, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.



MEAN PAY GAP

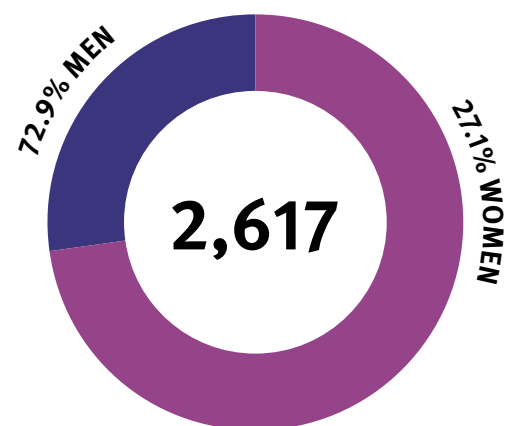
The mean gender pay gap is the difference in the average hourly pay for women compared to men, within a company.



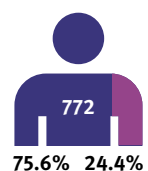
OUR GROUP RESULTS FOR 2022

Information presented on the following pages relates to figures calculated for the whole of Jardine Motors Group (including all seven employing legal entities), followed by figures calculated for our four employing legal entities which each have more than 250 employees.

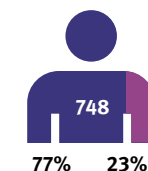
NUMBER OF EMPLOYEES AS OF 5 APRIL 2022



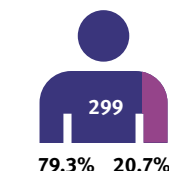
JARDINE AUTOMOTIVE LIMITED



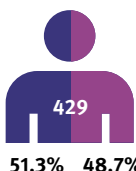
JARDINE CARS LIMITED



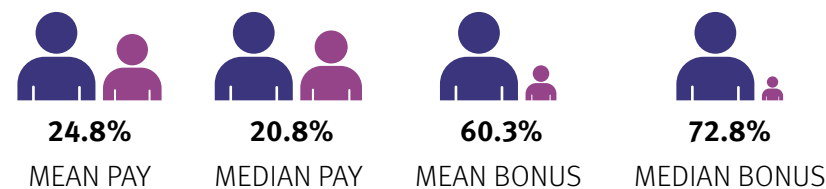
JARDINE LUXURY VEHICLES LIMITED



LANCASTER PLC



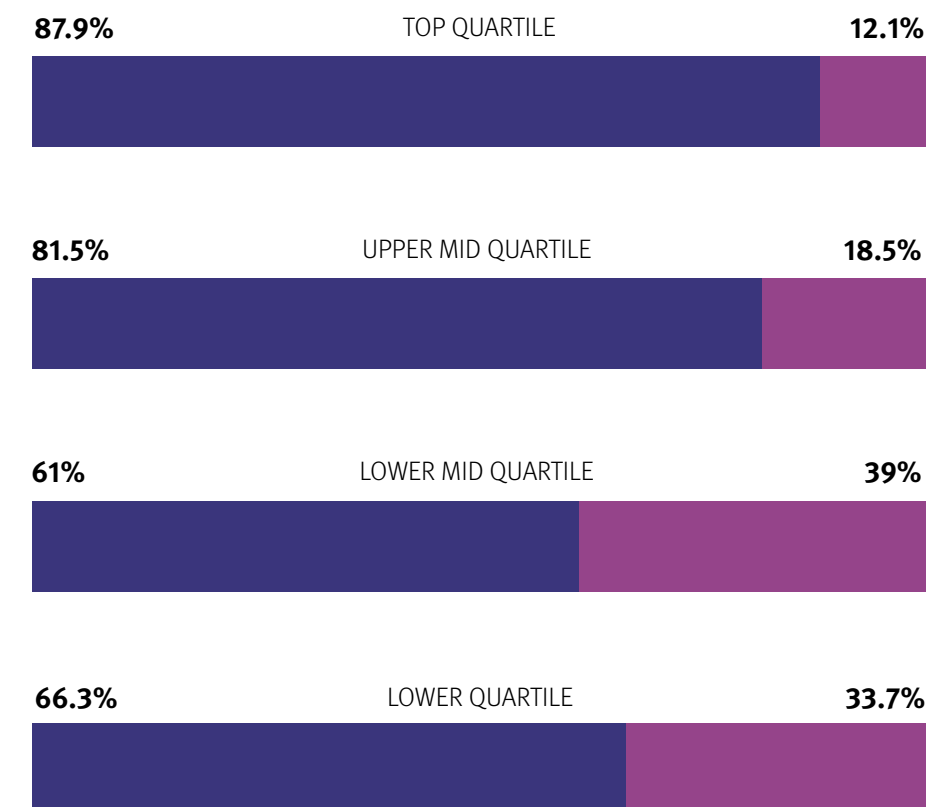
PAY AND BONUS GAP ACROSS THE GROUP



PROPORTION OF MEN AND WOMEN RECEIVING A BONUS



PROPORTION OF MEN AND WOMEN BY PAY QUARTILE ACROSS THE GROUP



BREAKING DOWN OUR RESULTS

Calculations of mean and median pay are based on data from April 2022 only, including ordinary pay and bonus pay. Ordinary pay is not limited to basic pay, but also includes other types of pay such as pay for leave. It does not include pay for overtime, pay relating to redundancy/termination of employment, pay in lieu of leave or the value of benefits which are not in the form of money.

Bonus pay includes any additional pay relating to profit sharing, productivity or performance when in the form of money or vouchers. Calculations of mean and median bonus pay use bonus pay from the 12 months leading up to 5 April 2022.

APRIL 2022 GENDER PAY GAP

	No. of employees as of 5 April 2022	Workforce (%)		Gender pay gap (%)		Gender bonus gap (%)		Proportion receiving a bonus (%)		PROPORTION OF MEN AND WOMEN BY PAY QUARTILE							
										Top quartile (%)		Upper mid quartile (%)		Lower mid quartile (%)		Lower quartile (%)	
		Men	Women	Mean	Median	Mean	Median	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Whole Group	2,617	72.9	27.1	24.8	20.8	60.3	72.8	61.1	53.9	87.9	12.1	81.5	18.5	61.0	39.0	66.3	33.7
Jardine Automotive Limited	772	75.6	24.4	23.7	21.4	54.9	73.8	57.9	53.7	90.4	9.6	81.4	18.6	61.3	38.7	71.7	28.3
Jardine Cars Limited	748	77.0	23.0	24.3	27.2	49.9	76.8	69.8	63.4	90.1	9.9	90.6	9.4	65.9	34.1	64.7	35.3
Jardine Luxury Vehicles Limited	299	79.3	20.7	31.0	27.4	63.7	63.0	54.4	48.4	94.1	5.9	90.9	9.1	74.6	25.4	69.1	30.9
Lancaster Plc	429	51.3	48.7	33.8	17.9	82.5	65.0	54.1	43.5	73.4	26.6	54.7	45.3	44.7	55.3	41.5	58.5

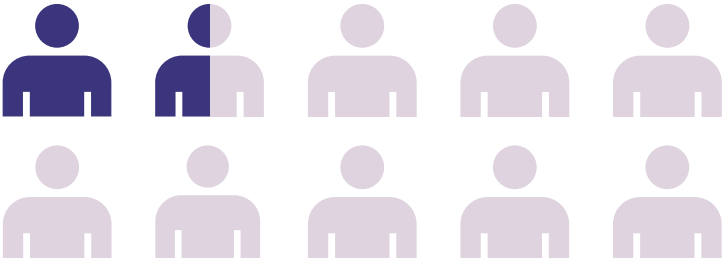
GROUP STATISTICS

For the majority of our brands, March is the busiest sales month of the year, with commission paid in April. Employees in a sales role are likely to have their highest paid month and therefore highest average hourly earnings in April of each year. Just under 19% of the group's workforce was in commission or bonus earning sales roles, with there being almost five times as many men than women working in these roles.

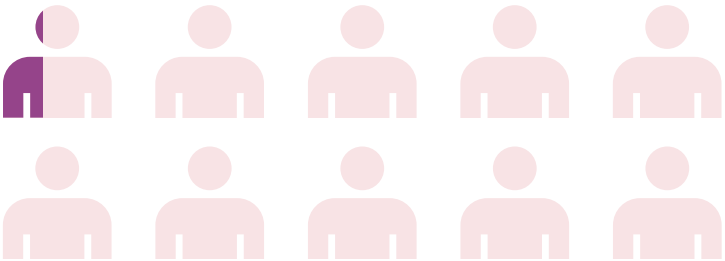
In addition, just under 40% of the group's workforce was in commission or bonus earning aftermarket and workshop roles, with there being almost six times as many men as women. For sales roles in particular, the timing of commission payments results in more men being affected by a highly inflated hourly rate in April than women, and providing a distorted monthly reading when compared with the other 11 months of the year.

% OF THE GROUP'S WORKFORCE IN SALES DEPARTMENT

COMMISSION/BONUS EARNING ROLES



MALE EMPLOYEES 15.02%

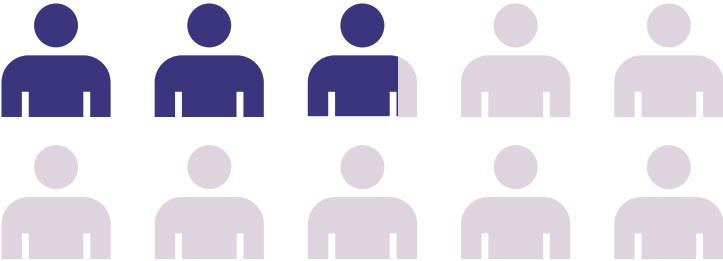


FEMALE EMPLOYEES 3.78%

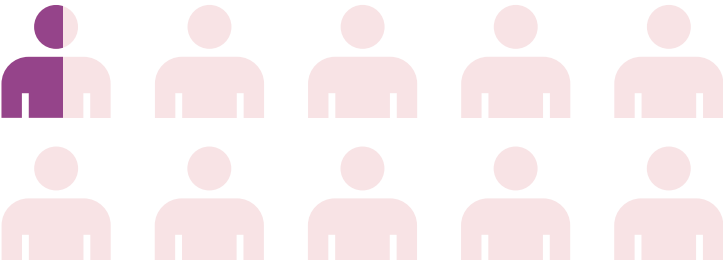
Almost five times as many men, than women, work in roles earning sales commission or bonus

% OF THE GROUP'S WORKFORCE IN AFTERSALES DEPARTMENT

COMMISSION/BONUS EARNING ROLES



MALE EMPLOYEES 34.20%



FEMALE EMPLOYEES 5.77%

Almost six times as many men, than women, work in Aftersales Department roles where commission or bonus is available



DEVELOPING OUR TEAMS

“We seek to attract more females into the industry and to increase the number of females within senior positions across our business.”

Growing our teams and developing our people is fundamental to the success of the business. At each touchpoint through our business, from recruitment to career progression, we strive to promote our inclusive culture and to empower colleagues to be the best version of themselves.

We seek to attract more females into the industry and to increase the number of females within senior positions across our business.

We continue to challenge the outdated perceptions of the automotive industry and redress the gender balance. We have implemented many initiatives to develop our pipeline of talent and to encourage more females into our industry.

- Dedicated in-house Early Careers Specialist
- Mentoring schemes both internally and externally

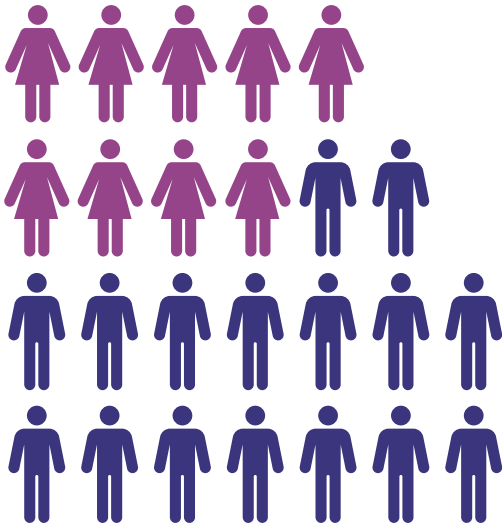
- Showcasing our “real models” in the business and celebrating female talent
- Patron members of the Automotive 30% Club

The overarching learning strategy at Jardine Motors Group centres around a high impact learning and development proposition, aligned to business strategy and development of colleagues.

We are proud of our focus to grow new and existing leaders within the business, and offer various leadership programmes to nurture inspirational, agile, and resilient colleagues at all levels.



ASPIRING MANAGER
4 FEMALES, 12 MALES



FIRST LINE MANAGER
9 FEMALES, 16 MALES



LEADERS OF THE FUTURE
2 FEMALES, 5 MALES

OUR INCLUSIVE CULTURE

Jardine Motors Group is committed to creating an inclusive culture that allows all colleagues to be the best and true version of themselves.

The company is passionate about offering an innovative environment where diversity is appreciated and respected, and inclusion is fundamental and we are proud of our achievements.

- UK Top 100 Inclusive Companies
- IMI Diversity, Equity & Inclusion award finalists
- Inspiring Automotive Women award winners
- Dedicated ED&I Colleague Steering Group

Our #WeAreJMG strategy is designed to make everyone feel included and supported, regardless of race, gender identity and expression, sexual orientation, disability,

social/educational background. Our success in this area is reflected in the results of our 2022 colleague survey (shown in the graphic to the right).

We are proud of the inclusive culture that we have created and continue to build at JMG. Colleagues actively champion, share and participate in company initiatives, and throughout the business colleagues are more open to share their stories, lived experiences and show their allyship for inclusivity.

As part of our commitment to diversity and inclusion, we have partnered and work extremely closely with a range of organisations who provide guidance, share best practice, and help us to drive our inclusive culture forward.

RESULTS OF OUR 2022 COLLEAGUE SURVEY

