

Gender Pay Gap  
Report 2018



## Introduction

Traditionally, the automotive industry, for the most part has been male dominated and Sytner Group is no different to this. Car sales are fundamental to our business and with women car owners rising by 21% in a decade, twice as fast as men (Society of Motor Manufacturers and Trader 2018) we do not underestimate the importance of our female colleagues in supporting the customer journey. Women bring an important balance to the team, and we recognise the impact our female colleagues have on sustained profitable growth.

At time of publication 16% of our total existing sales team are female however, this is a figure we aim to grow which will help shape our sales teams that speak to our customers. In 2018 over 46% of the total apprentices recruited in sales roles were female, making a much more representative and balanced team of the future.

46%



2018

Total sales apprentices recruited

## Driving Diversity

**We actively encourage ideas and contributions from our colleagues on how we can foster diversity and inclusivity in every aspect of the business.**

At Sytner Group, we believe that all colleagues should have the opportunity to develop and fulfil their potential in a safe, supportive and inclusive environment where they are recognised and rewarded fairly, regardless of age, gender, language, beliefs, sexual orientation, disability or socioeconomic background.

We understand that truly diverse teams are more creative, innovative and more aligned with customer needs. With this in mind, the Sytner Group Diversity Forum was established in 2018 with the aim of both identifying and

improving areas where we could do better and also make us a more diverse employer. Our focus is on ensuring equal opportunities for all to support our diversity and inclusion goals.

One of the key aims of the Forum is to understand how we can attract more women to our business and support them to reach their full potential, including promotion to senior management positions.

As a result, we are currently implementing a number of initiatives to help us achieve this aim.



## Recruitment

We understand that only by taking new, innovative approaches which access more diverse talent pools. We will secure the most talented colleagues.

- Job Adverts – reviewed all of our adverts to eliminate unconscious bias through tone and phrasing
- Advertising - we now advertise on generic job boards, rather than just industry specific as this allows us to access a much more diverse pool of applicants
- Centralised Screening – all sales executive roles are screened and assessed within a centralised recruitment function to minimise the impact of unconscious bias
- Referral Bonus - another effective approach to recruiting a diverse team is for our existing colleagues to refer new people to the business. The referral bonus has therefore been increased to £1000

The importance of delivering recruitment messages effectively is paramount to diversity. These new approaches will complement our existing recruitment processes, to ensure that we have a diverse range of candidates to choose from.

## Flexibility

We acknowledge that offering more flexible working can encourage a more diverse team, help retain a high level of female colleagues, and therefore enable women to progress. It is key that we remain focussed on improving both the retention of women and also how we promote more women into senior roles. We are therefore taking a proactive approach to flexible working, encouraging and supporting individuals who want greater flexibility and making it easy to arrange and change. We will promote a culture where we embrace flexible working and our management teams understand the benefits that it can bring.

## Learning & Development

Effective training is a crucial element of our strategy. We know that we need to address unconscious bias among our own colleagues responsible for hiring decisions.

We are introducing training workshops for all of our management teams across the business. The training will allow managers to identify areas where they may have their own unconscious biases and help them to approach recruitment more objectively. The interactive workshops are facilitated by our team of expert coaches, with the management teams creating action plans at the end to outline their strategy to recruit, support and promote diversity within their business going forward.

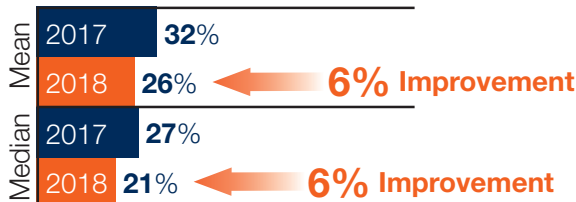
The workshops are complimented by an e-Learning module that will support our managers in achieving their diversity commitments.

**We are committed to creating change and building a team that is representative of the communities we do business in. The new initiatives we are introducing reflect this commitment and show a significant level of investment in this important area.**

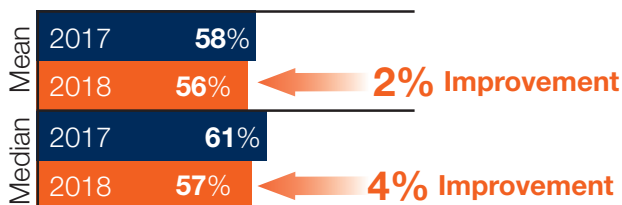


# This Year's Progress...

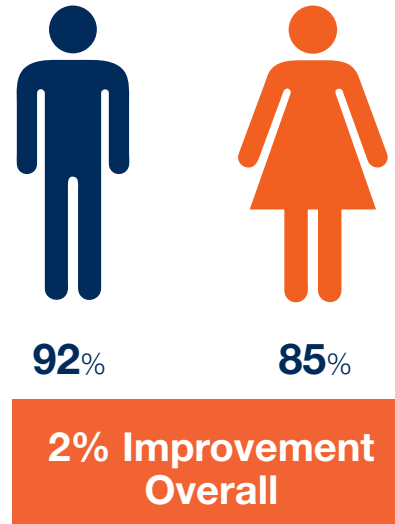
## Gender Pay Gap



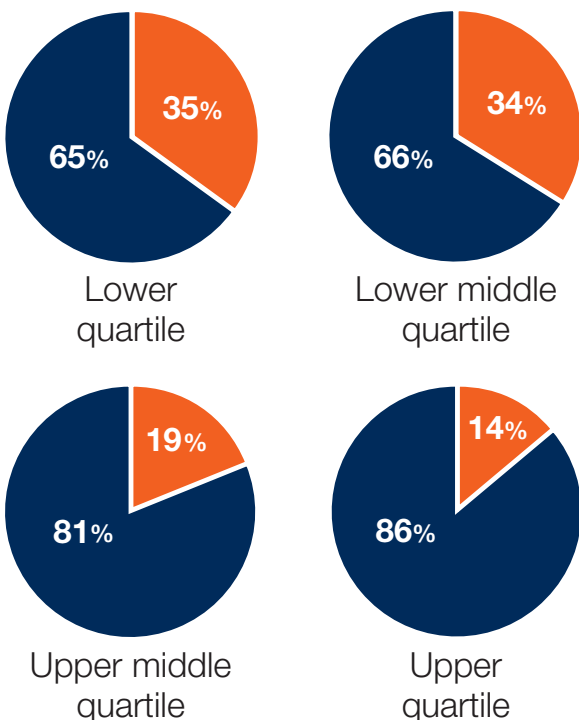
## Gender Bonus Gap



## Proportion of colleagues receiving a bonus



## Proportion of males and females in each pay quartile



## Narrowing the Gap

Sytner Group's gender pay gap is driven by there being a greater proportion of men than women in more senior positions, and in those roles that attract higher salaries. Pleasingly, we have seen positive improvement across all of the figures since the publication of our 2017 Report. The number of female colleagues in the two upper quartiles has increased by 3%, whilst the two lower quartile figures have remained the same; meaning we have increased the number of female colleagues within our business and employed them in to more senior roles that attract higher salaries. Undoubtedly there is more work to be done but, the gap is narrowing and we will endeavour to continue to reduce it.

## The Future...

Sytner Group understands the importance of building a diverse and skilled workforce. We will continue to develop initiatives to address the gender pay gap. We believe that gender should be no barrier to employment within our company and we will welcome colleagues of all genders with the relevant skill set, experience, enthusiasm and potential to contribute to the ongoing success of our business.

We recognise that it will take time but, we are committed to addressing our gender pay gap.

## Nurturing Talent

In our 2017 Gender Pay Report, we acknowledge that Apprentices were an important part of our strategy to recruit, train and retain engaged colleagues and was an area we were committed to growing. Apprenticeships play a key role in making sure that people of all ages and backgrounds can fulfil their potential. True to our commitment **in 2018 we increased the number of apprentices recruited by 128% compared to the prior year.**

Females are significantly underrepresented in our industry and we understand that in order to grow the number of women progressing within our business, we must attract them as apprentices. Building and maintaining a strong female talent pool and cultivating an environment where females can continue to grow will result in a productive female talent pipeline for the future.

We also recognise that our Aftersales department is fundamental to our future success. Therefore, where traditionally the aftersales department team has been male-dominated, we are working hard to address this gender imbalance to ensure that it is more representative of our customer demographic.



**Over 74% of the total female apprentices hired in 2018 were recruited into an aftersales roles, with one third of those as apprentice motor vehicle technicians.**

These increases undoubtedly demonstrate a step in the right direction, however, we are committed to growing our apprentice population further in 2019 and will ensure we provide all apprentices with the support needed to become our managers of the future.

