



# **GENDER PAY GAP**

## REPORT 2020



## NEIL WILLIAMSON, CEO

I'm delighted with the progress we've made on our Inclusion strategy in the last few years and especially the focus and commitment made across the business to ensure that we didn't let the pandemic stop us from making headway. In fact, it's opened up more dialogue and conversations around what it means to be inclusive, and how we can do more as a company to support all colleagues, so that our D&I journey continues.

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**I'm pleased that both the reporting data and like-for-like data shows we have made improvements in all areas compared to 2019,”**

At the centre of all our work is our colleagues, who help drive the agenda to define what matters to them and to promote an environment where they can bring their true selves to work within a culture removed of bias and stereotypes. This is fundamental to the success of our business and enables each and every one of our colleagues to make a difference. We also believe creating an inclusive culture and driving greater gender balance, requires the efforts of everyone and this was evident in our annual employee survey results in which D&I was ranked as the Group's second strongest area. Colleagues reported they believe everyone is treated fairly (87%), agree we create an environment where people of diverse backgrounds can succeed (86%), and that colleagues can be themselves at work (84%).

While we take a holistic approach to our inclusion strategy, we have focused on the aspect of gender balance for the greatest period of time, and the results of this year's Gender Pay Gap Report show that work to address greater gender balance can never

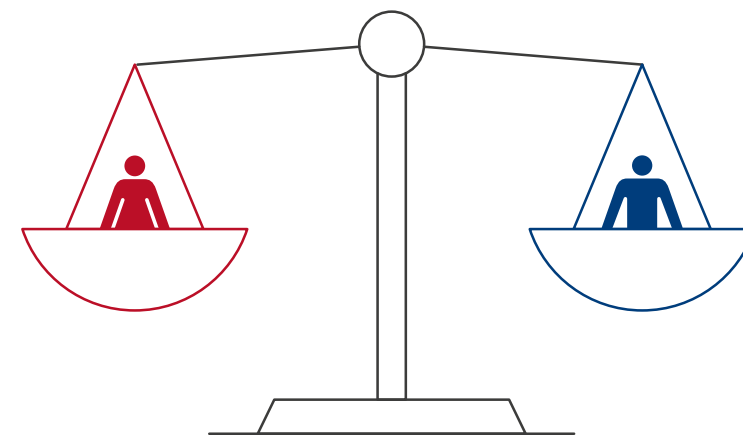
stop, nor is there a quick, short-term fix to it. I'm pleased that both the reporting data and like-for-like data shows we have made improvements in all areas compared to 2019, but also highlights there is still more to be done.

The greatest influence on our gender pay gap is the composition of our teams, and this is sadly reflective of the industry and motor retail where there are more women at junior levels and fewer women in senior roles. It is also impacted by the nature of our business. The greatest proportion of our workforce is in servicing and workshops, in which only 11.1% are female. Our second largest colleague population is in sales, where only 18.5% are female. However, we continue to be proactive in attracting female talent. Across 2019, 29% of managers were women, which is a great sign that we are making progress in our efforts to not only attract but also retain female talent and support them in their career ambitions, and we remain committed to ensuring the work to address the gender balance in our business does not stop.

I personally believe having a more inclusive business isn't just about the impact it has on financial performance, creativity and innovation, and overall culture, but it's just the right thing to do. I believe that our colleagues should reflect the diversity of our customers and by having diversification of talent, thought and demographic, we have richer, more challenging conversations, which ultimately makes us a better business.

I confirm the gender pay gap data contained in this report is accurate.

**“We remain committed to ensuring the work to address the gender balance in our business does not stop”**



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**We’ve also supported senior managers in becoming more accountable for the data and the diversification of their teams as we believe inclusion is everyone’s responsibility.”**



## CLARE WRIGHT, GROUP HR DIRECTOR

In the last year we’ve reviewed how we approach our Inclusion strategy and in particular how we redress the gender imbalance both for ourselves and the wider industry. If we keep doing what we’ve always done, then the dynamics and data will not change; instead actions have to be more radical and more impactful.

It’s really important to us that we understand the demographic make-up of our teams so our first step has been to address under-representation by looking at the D&I data and tracking this through the entire colleague journey from recruitment through to leavers. This allows us to identify areas where the imbalances occur, starting with the need to recruit from a more diverse talent pool. To help address this, there are a number of activities and initiatives we have already put in place starting with our employer branding and positioning.

We believe we need to show and help candidates see that we are an open and inclusive culture, so we’ve refreshed our employer branding to ensure we have a better representation of our colleagues. In addition, we continue to work with schools to attract young people to the industry. In support of this, we’ve gained momentum identifying a breadth of colleagues from diverse backgrounds to feature as real role models. Their stories of lived experiences have been used across a broad range of calendar days such as International Women’s Day, topics including LGBT issues and to support the Automotive 30% Club with their initiatives such as e-zine Inspiring and Inspiration for Innovation.

We’ve introduced a new recruitment tool where we were able to develop a fast, effective recruitment approach, removing the need to sift through CVs and enabling us to find out more about our candidates through

a digital platform which supported a fair and inclusive selection process. For the recruitment of our new Group Connections Centre that opened in 2020, this created opportunities far and wide and through this process we were able to make 140 hires across a diverse selection of candidates; 50% of those recruited held qualifications below degree level, 72% of hires were women, 36% were of an ethnicity other than white and 13% identified as asexual, gay or lesbian.

We’ve also supported senior managers in becoming more accountable for the data and the diversification of their teams as we believe inclusion is everyone’s responsibility. D&I data has proven to be a great conversation starter with managers as it provides some level of transparency for discussions to then take place around what more can be done to make change happen.

We strongly believe in the importance of listening to our colleagues so we’ve created a D&I Steering Group, which meets every couple of months and consists of 14 colleagues from across the business representing a diverse range of backgrounds. The Group focuses on action planning within the business by sharing updates and discussing what activities and initiatives need to take place; reflects on the wider societal conversation and identifies any changes in narrative, positioning and conversations; and shares ideas and best practices from outside the business.

And finally the pandemic helped us to push forward our policies on flexible and home working, which benefits all colleagues in allowing them the opportunity to manage their work/life balance and especially support women in the workplace to build a career while handling additional carer responsibilities.

I’m delighted that the impact of our work in the last few years to address the gender balance has resulted in numerous awards for the business and for our colleagues, which can you learn more about on page eight of this report.

We will continue to support the wider industry in its efforts to raise future female leaders, and within our business, promote, encourage and nurture female talent so that we make further progress in our gender pay gap.





# 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 2020 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 2020.

The mean and median gender bonus gap considers bonus pay received in the 12 months leading up to 5 April 2020. 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

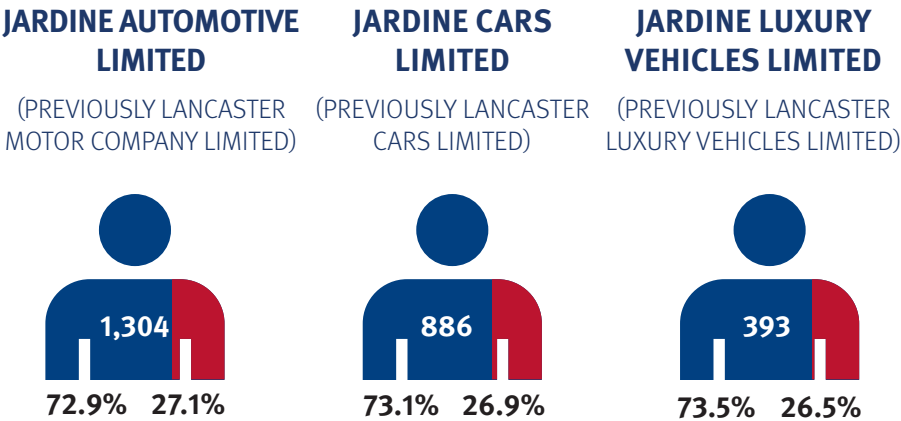
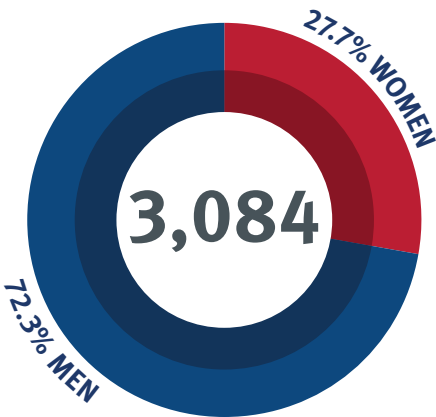
The mean gender pay gap is the difference in the average hourly pay for women compared to men, within a company.



# OUR GROUP RESULTS FOR 2020

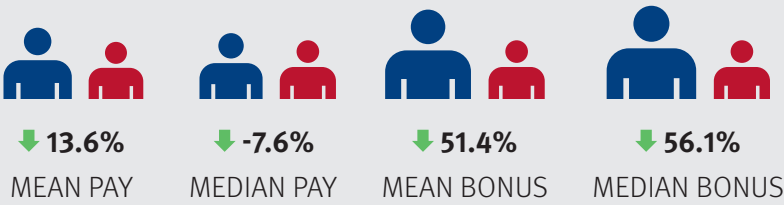
Information presented on the following pages relates to figures calculated for the whole of Jardine Motors Group (including all seven employing legal entities), followed by figures calculated for our three employing legal entities which each have more than 250 employees.

## NUMBER OF EMPLOYEES AS OF 5 APRIL 2020

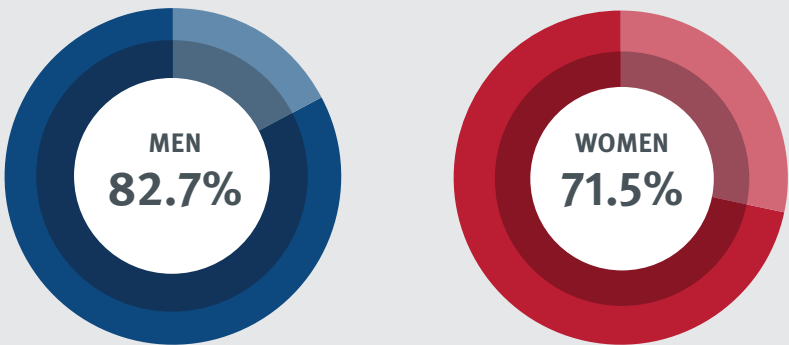


## PAY AND BONUS ACROSS THE GROUP

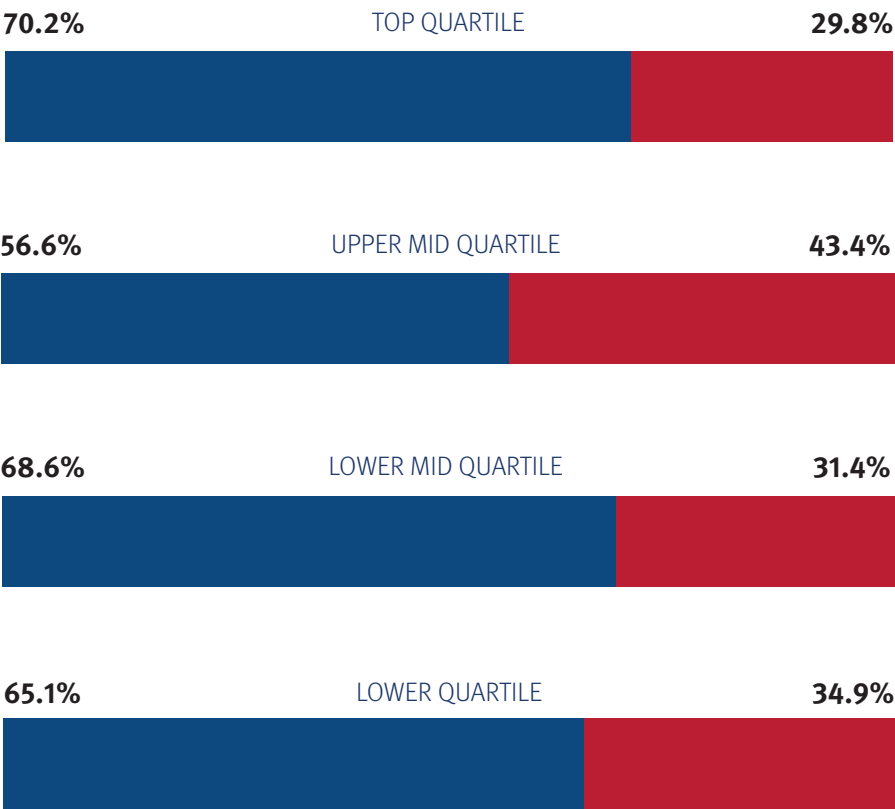
We have made improvements in all of the areas compared to 2019. Data is based on reporting data which can be found in full on page 6 of this report.



## 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 2020 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 twelve months ending on 5 April 2020.

## APRIL 2020 GENDER PAY GAP

The table contains reportable figures, which are based on colleagues that received full pay in April 2020.

	No. of employees as of 5 April 2020	Workforce (%)		Gender pay gap (%)		BONUS DATA FOR 2,456 'RELEVANT' COLLEAGUES				PROPORTION OF MEN AND WOMEN BY PAY QUARTILE							
						Gender bonus gap (%)		Proportion receiving a bonus (%)		Top quartile (%)		Upper mid quartile (%)		Lower mid quartile (%)		Lower quartile (%)	
		Men	Women	Mean	Median												
Whole group	3,084	72.3	27.7	13.6	-7.6	51.4	56.1	82.7	71.5	70.2	29.8	56.6	43.4	68.6	31.4	65.1	34.9
Jardine Automotive Limited (Previously Lancaster Motor Company Limited)	1,304	72.9	27.1	7.7	-25.2	50.2	51.5	80.5	68.8	68.4	31.6	52.6	47.4	76.5	23.5	70.4	29.6
Jardine Cars Limited (Previously Lancaster Cars Limited)	886	73.1	26.9	11.6	3.7	43.2	54.4	83.8	74.8	81.0	19.0	59.7	40.3	69.8	30.2	63.5	36.5
Jardine Luxury Vehicles Limited (Previously Lancaster Luxury Vehicles Limited)	393	73.5	26.5	17.2	8.2	64.9	75.7	94.1	91.3	77.8	22.2	63.0	37.0	51.9	48.1	57.7	42.3

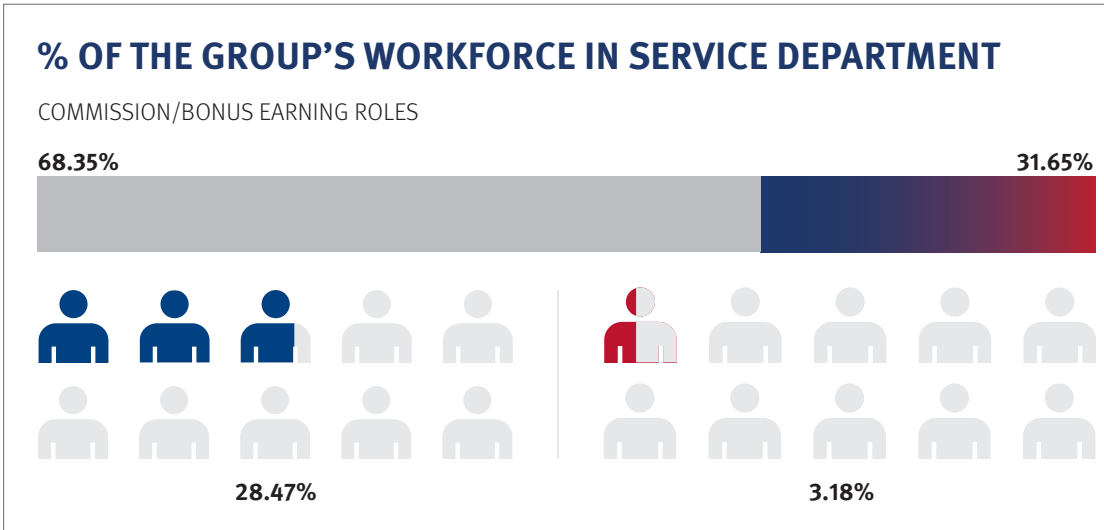
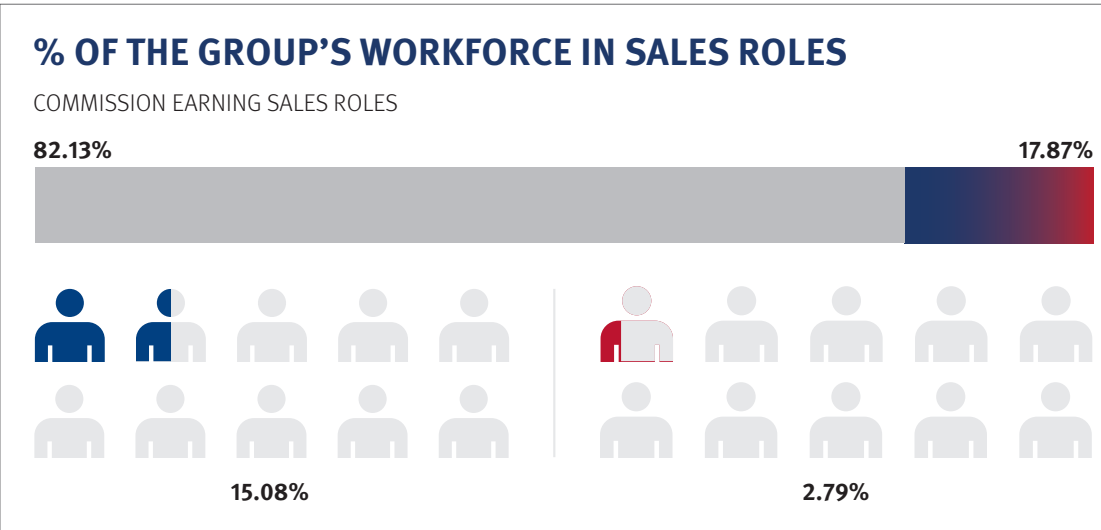
Like for like figures are based on assumptions made if the pandemic and furlough hadn't happened and shows the gender pay gap if colleagues had received full pay in April 2020.

	Gender pay gap (%)		PROPORTION OF MEN AND WOMEN BY PAY QUARTILE							
			Upper quartile (%)		Upper mid quartile (%)		Lower mid quartile (%)		Lower quartile (%)	
	Mean	Median	Men	Women	Men	Women	Men	Women	Men	Women
Whole group	17.4	17.5	84.8%	15.2%	78.5%	21.5%	61.4%	38.6%	66.3%	33.7%
Jardine Automotive Limited (Previously Lancaster Motor Company Limited)	15.4	14.8	84.7%	15.3%	78.6%	21.4%	61.0%	39.0%	69.3%	30.7%
Jardine Cars Limited (Previously Lancaster Cars Limited)	15.3	18.5	88.2%	11.8%	81.0%	19.0%	59.7%	40.3%	67.3%	32.7%
Jardine Luxury Vehicles Limited (Previously Lancaster Luxury Vehicles Limited)	25.3	19.8	91.6%	8.4%	82.1%	17.9%	60.4%	39.6%	61.1%	38.9%



# GROUP STATISTICS

Employees in a sales role are more likely to have a higher average hourly earnings due to being in commission-earning roles. Coupled with this, we have a higher proportion of men in these roles; there are five times as many men than women. In addition, 31.65% of the Group’s workforce are in commission-earning service roles with there being over eight times as many men as women. The demographic of our teams has an impact on our gender pay gap.



# DEVELOPING FUTURE TALENT

## RECRUITING

As a Group we strive to remove the gender bias and stereotypes associated with the automotive industry, adopting an inclusive and innovative approach to recruitment. Our strong employer branding supports our D&I strategy with a defined tone of voice and use of inclusive language and imagery to ensure we are an accessible and approachable employer. From the copy in our advertisements to the technology used as part of the application process, we remove barriers to entry and progression and support our colleagues to develop in all roles throughout the business.

## INVESTING IN OUR COLLEAGUES

Developing our people is fundamental to our success and we have numerous initiatives in place to upskill, reskill and reinvest in our people. Alongside our interactive online learning platform OLi which provides a wealth of learning opportunities we also facilitate numerous leadership and development programmes offering

professionally recognised qualifications including apprenticeship diplomas and ILM certifications.

Our Aspiring Manager, First Line Manager and Leaders of the Future programmes are in place to develop our leadership talent pool. These courses include content around unconscious bias and the value of inclusion to promote behaviours of equality in management roles. We are proud that more females are now participating across the board. Currently 24% of those completing the Aspiring and First Line Manager courses are female. In addition, 42% of those colleagues enrolled in our Leaders of the Future programme are female and participation increases to 83% of females in our finance Academy demonstrating our drive to promote gender balance and equality.

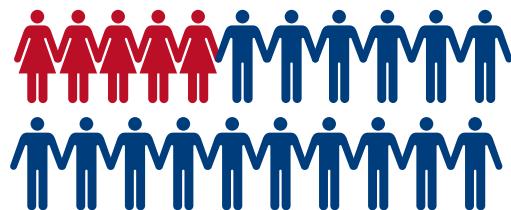
Over the last 5 years there has been a significant increase in female representation in management positions and women now represent 30% of the management team. Development opportunities are accessible to all colleagues throughout the business to create a pipeline of future talent.

## SUPPORTING INDUSTRY CHANGE

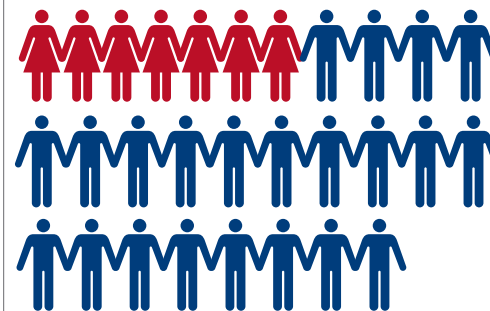
Aligning with our mission to be “the best motor retailer as judged by you,” we work to become recognised thought leaders in our industry and to remove the outdated perceptions associated with automotive. Both internally and externally we campaign to promote diversity throughout the business and to raise the profile of opportunities and careers in the automotive arena. In the last 2 years over 70 of our female colleagues have received nominations for accolades including Inspiring Automotive Women, Autocar Rising Star and Great British Women Awards. With over 40 winners, we celebrate these achievements and promote role models in our business.

Working closely with the Automotive 30% Club through their Inspiration for Innovation network and partnering with other organisations including Retail Week’s Be Inspired mentoring initiative we are empowering more females to consider a career in automotive, eradicate gender bias and develop future talent to really cement change in the industry.

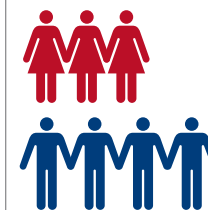
**ASPIRING MANAGER: 5 FEMALES, 16 MALES**



**FIRST LINE MANAGER: 7 FEMALES, 22 MALES**



**LEADERS OF THE FUTURE: 3 FEMALES, 4 MALES**



**FINANCE ACADEMY: 5 FEMALES, 1 MALE**





# CREATING AN INCLUSIVE CULTURE

Proud to be recognised in the Inclusive Top 50 UK Employers list, we are passionate about creating a culture in our business where everyone feels included regardless of gender, race, sexual orientation, disability, or background. With the support of our leadership team, through our overarching #WeAreJMG strategy we drive our diverse and inclusive culture and create an environment where are colleagues feel comfortable to bring their whole self to work. Our progress is reflected in our annual survey results with 86% of our colleagues agreeing that Jardine Motors Group has created an environment where people of diverse backgrounds can succeed.

Partnering with organisations including Stonewall, Whizz Kidz, Automotive 30% Club and Retail Week we gain further insight and awareness of best practice to support our

diversity strategy. As thought leaders in our industry, we regularly contribute to events and initiatives including Retail Week's Be Inspired conference, the IMI disability working group and the Social Mobility Commission's toolkit to share ideas on our approach to diversity and inclusion.

Internally we listen to the voice of our colleagues, and through our Diversity & Inclusion Steering Group we learn more about the issues that impact our colleagues and champion new initiatives to grow inclusivity throughout the business.

## 86%

OF COLLEAGUES AGREE THAT JMG HAS CREATED AN ENVIRONMENT WHERE PEOPLE OF **DIVERSE BACKGROUNDS CAN SUCCEED.**

## 87%

BELIEVE THAT ALL **COLLEAGUES ARE TREATED FAIRLY**

## 84%

OF COLLEAGUES SAY THEY CAN BE THEIR **AUTHENTIC SELVES AT WORK**



**UK Automotive 30% Club**

@auto30club | automotive30club.co.uk



WOMEN AHEAD

