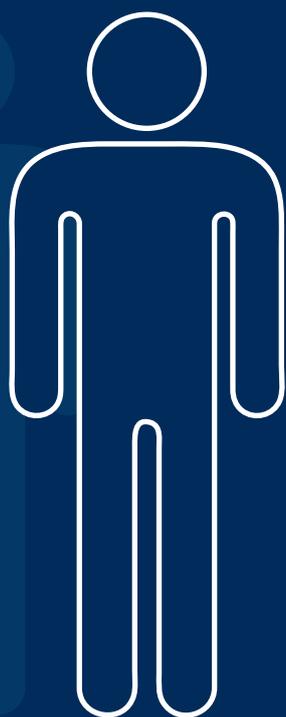


Gender Pay Gap  
Report 2017



## Introduction

Traditionally, the automotive industry, for the most part has been male dominated and Sytner Group is no different to this. The Institute of the Motor Industry reports that females are significantly unrepresented within the industry with only 19% of the national workforce being female.

From the data provided on the snapshot date, the composition of Sytner Group workforce is more favourable with 27% of colleagues being female, a figure we aim to continue to grow and further contribute to the number of women within our talent pipeline.



National Industry Workforce Composition



 Sytner Group



### Sytner Head Count

In the last 5 years the female colleague headcount has increased by 52%, significantly higher than our overall colleague increase of only 44%. Furthermore, our male headcount has only increased by 41% in the same period.

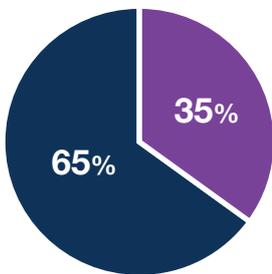
## Gender Pay Gap

Mean Gender Pay Gap **32%**  
 Median Gender Pay Gap **27%**

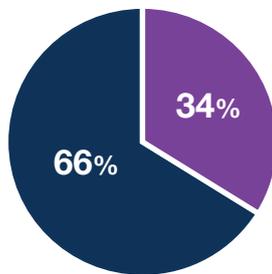
## Gender Bonus Gap

Mean Bonus Gender Pay Gap **58%**  
 Median Bonus Gender Pay Gap **61%**

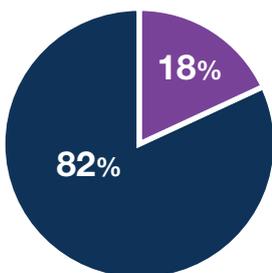
## Proportion of males and females in each pay quartile



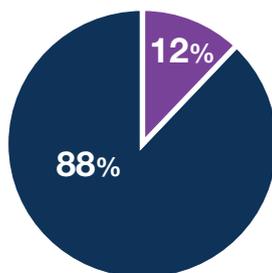
Lower quartile



Lower middle quartile



Upper middle quartile



Upper quartile

## Proportion of colleagues receiving a bonus



90%



83%

## Explaining 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. We would consider that where pay differences do exist, this is based on experience and overall levels of responsibility in any given role rather than any other contributing factor.

## Colleague Development

At Sytner Group we are committed to developing talent and building careers, ensuring everyone can reach their true potential. We have a structured and transparent approach to colleague development and succession planning, which we believe is opening up opportunities for women to progress within the business to more senior roles; ultimately resulting in a more diverse senior management population which is more reflective of our colleague population.

Our award winning twelve month 'Aspiring Manager' development programme is made up of vital management modules for the development of our future managers. Enrolment requires commitment to monthly training events and develops colleagues to be more confident and prepared for the next step in their career with us.

## Careers with Sytner Group

Recruiting, training and retaining engaged colleagues that are aligned to the needs of the business will drive our future success. Apprentices are an important part of this strategy, ensuring we have the right people with the right skillset. The Sytner culture is built around delighting our customers and offering industry leading service. By bringing in colleagues at

## Going Forward...

Sytner Group understand the importance of building a diverse and skilled workforce, with this in mind we will continue to look at initiatives to address the gender pay gap. We believe that gender is no barrier to employment within the company and we welcome colleagues of all genders with the relevant skill set, experience, enthusiasm and potential to contribute to the success of the business.

### Delighting Colleagues

Developing talent...  
...Building careers

It's what we do



an apprentice level and creating a talent pipeline, we can instil this culture early and watch it flourish as they grow with the business. In the last 5 years we have increased our apprentice intake by 134% and this is an area we are committed to growing further in the future.