



JARDINE MOTORS GROUP
GENDER PAY GAP REPORT 2017

Jardine Motors Group

Jardine Motors Group is an authorised franchisee for more than 20 premium automotive manufacturers, operating at more than 70 locations nationwide. It currently employs 3,500 across dealership and head office functions.



Neil Williamson

2018 marks the 100th anniversary of women gaining the right to vote in Britain. It is a highly significant landmark in the country's recent history, but one that also acts as a stark reminder that we still have much to do to ensure true gender equality and balance within society and the workplace.

As a business, we welcome the spotlight now focussed upon the gender pay gap issue which is forcing the business world to become more transparent and deliver change where it is needed.

But the topic of gender pay gaps is just one element of a much bigger conversation around real equality (including the same pay for the same job) in the workplace, regardless of sex, religion or ethnicity, so that everyone feels they have a voice in the business in which they work; a voice that is not only heard, but respected.

Jardine Motors Group operates in what has been a traditionally male-dominated automotive industry. It is a sector where women have struggled to make their mark – but this is changing and Jardine is helping to lead the way for a better gender balance.

Clare Martin, Group HR Director, along with our Senior Manager team, has worked hard for the past three years to try to tackle some old fashioned perceptions that permeate the automotive landscape and change ingrained behaviours, so that all our colleagues, are supported to make the most of their talents and career opportunity.

We do this for two reasons:

First, we believe passionately in equality and fairness for all colleagues as guiding principles to underpin all that we do.

Second, it makes good business sense. We believe that a fair and diverse working environment; one that encourages people from different backgrounds to enter the automotive retail trade, is one that thrives and fuels positive business performance. Also, it is evidenced that a diverse team delivers better business results.

Returning to the subject of this report – the gender pay gap. We fully appreciate the current differential between men and women at Jardine Motors Group, a situation heavily influenced by a number of factors set out on page 6 of this report.

However, I am also delighted to announce that the results of the in-depth examination of pay across our business reveals that there are no equal pay issues within the Jardine Motors Group. For clarity this means that men and women doing the same job are remunerated in the same way. This is a reaffirmation of our commitment to fairness for all.

While we continue to work on the important issues of diversity, equality and opportunity, it is extremely satisfying to see that within a very important area, Jardine does not distinguish when it comes to the same pay for the same role, regardless of gender.

Going forward, we will remain focussed on continuing to engage with our colleagues so that they both share and live the guiding values by which we want to operate. This will include continuing to support diversity and equality initiatives that will make a tangible difference to people, and instigating quantifiable actions to ensure that all of our colleagues feel valued, respected and fairly remunerated.

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

A handwritten signature in black ink, appearing to read 'Neil Williamson'.

Neil Williamson,
CEO,
Jardine Motors Group

What is the Gender Pay Gap?

A gender pay gap is a measure of the difference in the average pay of men and women – regardless of the nature of their work – across an entire organisation, business sector, industry or the economy as a whole. It is different from an equal pay comparison which would involve direct comparison of two people or groups of people carrying out the same, similar or equivalent work.



Legislative requirements

All UK companies with 250 or more employees on 5 April 2017 are required to publish specific gender pay information. This includes:

- ✓ Mean and median gender pay gap
- ✓ Mean and median gender 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 2017.

The mean and median gender bonus gap considers bonus pay received in the 12 months leading up to 5 April 2017.

Pay quartiles look at the proportion of men and women in four pay bands when the workforce is divided into four equal parts.

Understanding the Gender Pay Gap calculations

Calculating the median and mean gaps:

Using the calculation set out in gender pay gap reporting regulations, Jardine Motors Group has taken pay data as at April 2017 from the entire business of 3,456 employees. The data includes all levels and roles in the organisation including Directors. Hourly pay rates of all female employees from the lowest rate to the highest rate are noted, while the same exercise is repeated for all male employees. The median gender pay gap is the difference in pay between the female employee in the middle of the hourly pay rate range and the male employee in the middle of the hourly pay rate range.

The mean gender pay gap shows the difference in the average hourly rate of pay between men and women.

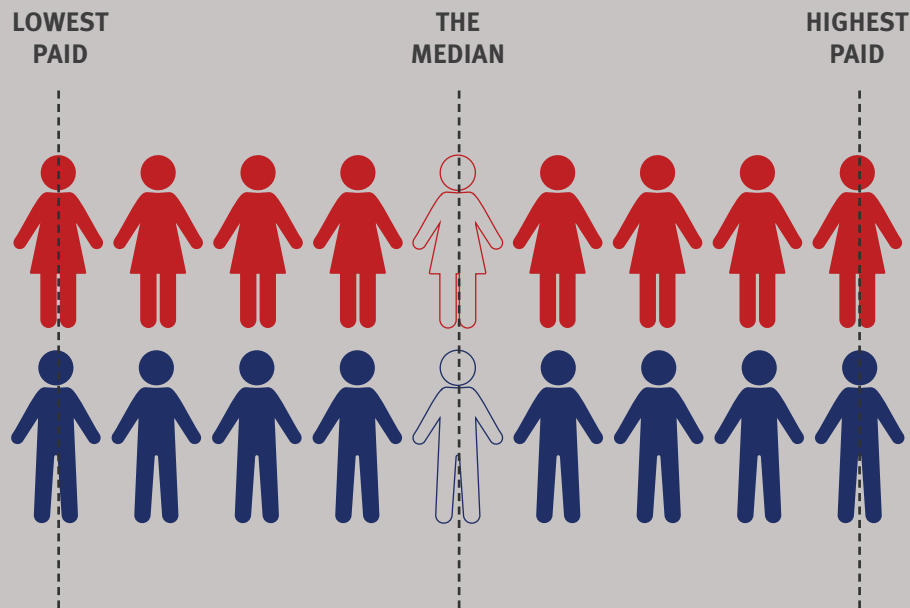
The median and mean calculations are also carried out when comparing bonus pay over a twelve month period. The proportion of men and women awarded any bonus pay over that period is also reported.

What's included in the calculations?

Calculations of mean and median pay are based on data from April 2017 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 over 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.

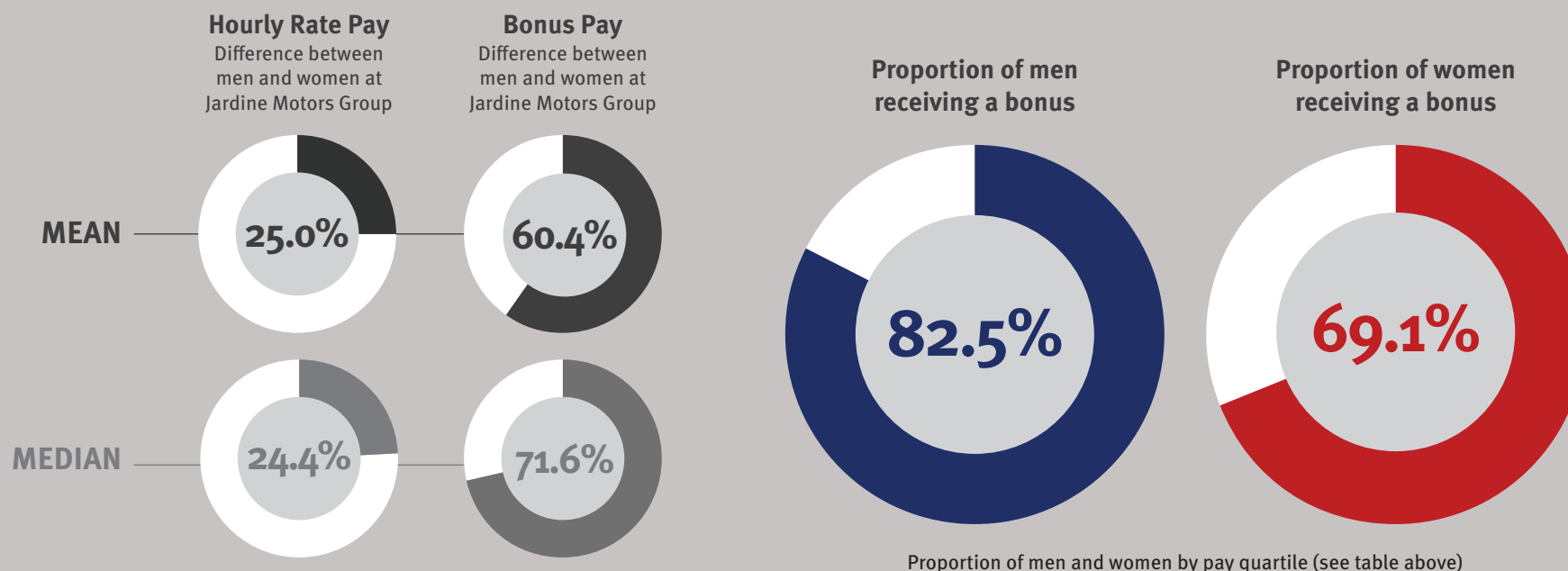
Bonus pay includes any additional pay relating to profit sharing, productivity or performance when in the form of money or vouchers. Calculations of mean and median bonus pay use bonus pay from the twelve months ending on 5th April 2017.



Our results for 2017

Key data – information presented in the table below 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 at 5 April 2017	Mean gender pay gap	Median gender pay gap	Mean gender bonus gap	Median gender bonus gap	Proportion of men receiving a bonus	Proportion of women receiving a bonus	Proportion of men and women by pay quartile							
								Top quartile		Upper mid quartile		Lower mid quartile		Lower quartile	
								Men	Women	Men	Women	Men	Women	Men	Women
Whole group	3,456	25.0%	24.4%	60.4%	71.6%	82.5%	69.1%	88.2%	11.8%	78.4%	21.6%	60.3%	39.7%	66.0%	34.0%
Lancaster Motor Company Limited	1,912	22.0%	22.9%	55.7%	64.0%	79.7%	63.2%	88.9%	11.1%	75.5%	24.5%	58.4%	41.6%	71.4%	28.6%
Lancaster Cars Limited	808	25.0%	30.6%	57.2%	83.0%	91.2%	87.9%	87.2%	12.8%	88.3%	11.7%	60.6%	39.4%	62.8%	37.2%
Lancaster Luxury Vehicles Limited	358	27.3%	25.1%	59.0%	64.2%	86.6%	75.6%	90.8%	9.2%	80.5%	19.5%	70.1%	29.9%	58.1%	41.9%



What does this mean?

In comparison with published results seen elsewhere within the retail sector, the gender pay gap results released by Jardine Motors Group are broadly in line with the experience of other retailers.

However, some important factors have influenced our calculations and the subsequent gender pay gap results. They are:



As of April 2017, our workforce was made up of **72% men** and **28% women**. Indicating we still have a great deal of work to do in attracting more females to the industry.

As per the regulations, the average hourly rates of pay are after deduction of salary sacrifice amounts. The take up of salary sacrifice pension schemes within the business was almost identical at **76% for men** and **73% for women**. However, the take up rate for salary sacrifice benefits was almost twice as high amongst women (**19% of women**) than men (**10% of men**).

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. **16.6%** of the group's workforce was in commission earning, non-management roles - broken down by **86% men** and **14% women**. This 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.

Jardine Motors Group employs more men than women in sales roles which have performance-related earning opportunities in the form of monthly commission.

Jardine Motors Group has more men than women in management and senior roles which has a larger overall bonus opportunity.

As at April 2017, **9.5%** of the workforce was in a permanent part-time role working less than 35 hours per week. Of this number, **75.3%** were women. Any bonus paid to part-time staff is pro-rata to reflect the hours worked. However, the bonus gap calculation does not reflect this – it simply compares the actual bonus/commissions earned by men and women in the period.

Our ongoing commitment to gender balance, diversity, inclusion, fairness and opportunity

“While we are delighted that Jardine Motors Group is successful in ensuring that there is no equal pay issue within the business, nonetheless we remain highly committed to our guiding principles of gender balance and equality, diversity and fairness for all. This means we will intensify our ambition to see the current gender pay gap differential drastically reduce over the coming years.

As alluded to elsewhere, we are striving to lead the industry when it comes to addressing ongoing gender balance issues within the workplace, including breaking down prejudice, altering perceptions and changing behaviour so that the automotive retail sector becomes a beacon for opportunity for everyone.”

Clare Martin
Human Resource Director
Jardine Motors Group



Clare Martin

We have made progress in the past three years.

Women in management 2016



Our aim for women in management 2018



Our aim for the academy training programme



We do have a number of important aspirational internal targets in place to help drive our fairness and opportunity agenda. We aim to have **28%** of women in management roles by the end of 2018; this figure was just **7%** two years ago. Our Academy training programme is working to achieve a 50:50 split in terms of gender when it comes to enlisted trainees, currently it is 60% male and 40% female.

This requires dedication, a willingness to lead from the front and proactively engage with the industry and beyond to extol the values we are proud of within Jardine Motors Group.

In terms of equality and seeking to inspire more women from diverse backgrounds to consider the retail automotive sector as one where talent, hard work and initiative are rewarded, Jardine Motors Group is already highly proactive.

Finally, we are delivering on promises to ensure our employees benefit from mutually agreed and fair working arrangements to reflect both the diversity of our workforce and the flexible ways they wish to work at Jardine Motors Group.

The introduction of a five day working week within the sales teams is testimony to our commitment to providing an adaptable workplace environment that can accommodate individual needs, while the provision of extended paid maternity leave is a practical move to financially support our valued female employees.

We have already achieved much when it comes to implementing our values of transparency, employee respect, diversity, equality and career opportunity based on a person's talent and application, not their gender, religion, ethnicity or background.

The business will strive even harder in the years ahead to ensure this remains the case.

We are:

- Members of the 'Women Ahead' programme which aims to mentor young females across diverse business sectors and encourage them to make the most of their talents.
- Members of the 'Speakers for Schools', a UK-wide charity initiative which sees leading influential figures visit schools and engage with young people to try to influence career choice. There is a particular focus on enlightening young females as to the wide career choices available to them and to attempt to counteract stereotypical perceptions such as the automotive industry being just for men.
- 'Behind the Women in JMG group' – an internal forum which provides our female employees with the opportunity to hear from other women outside of the industry, as well as engage with internal role models as to how they have progressed within their careers. Importantly, male colleagues are also invited to attend (and many do) so that common understanding about the barriers females face can be improved.
- Members of the UK's Automotive '30% Club'. We are an active participant in the automotive industry's initiative to promote diversification within the sector and ensure that at least 30% of key leadership positions across the industry are filled by women by 2030.
- Advocates of the move to provide more apprenticeship opportunities within the automotive retail sector especially for females.
- Members of Retail Week's groundbreaking 'Be Inspired' initiative, designed to promote career opportunities for successful female leaders in the retail sector.
- Member of WISE – a movement to energise people in business, industry and education to increase the participation, contribution and success of women in science, technology, engineering and mathematics (STEM).

