



NORTON WAY
GROUP



GENDER PAY GAP REPORT 2020

NORTON WAY GROUP

INTRODUCTION

- The automotive industry has traditionally been characterised by its male-dominated workforces, however, as the norms and stereotypes within the industry have changed and Norton Way Group has grown, we have improved the diversity and inclusion of our workforce.
- We are committed to the career development and upskilling of our employees, to allow them to reach their full potential irrespective of gender.
- Norton Way Group is highly supportive of the government's decision to require companies to publish their gender pay gap statistics, and we confirm the data reported is accurate and in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.
- 2020 presented the unprecedented challenge of the Coronavirus Pandemic; due to the continual impact of the pandemic on Norton Way Group, the majority of our workforce were furloughed throughout the year. This has significantly effected our Gender Pay Gap figures, as the list of full pay relevant employees is limited to including only employees who were not furloughed.



OUR FINDINGS

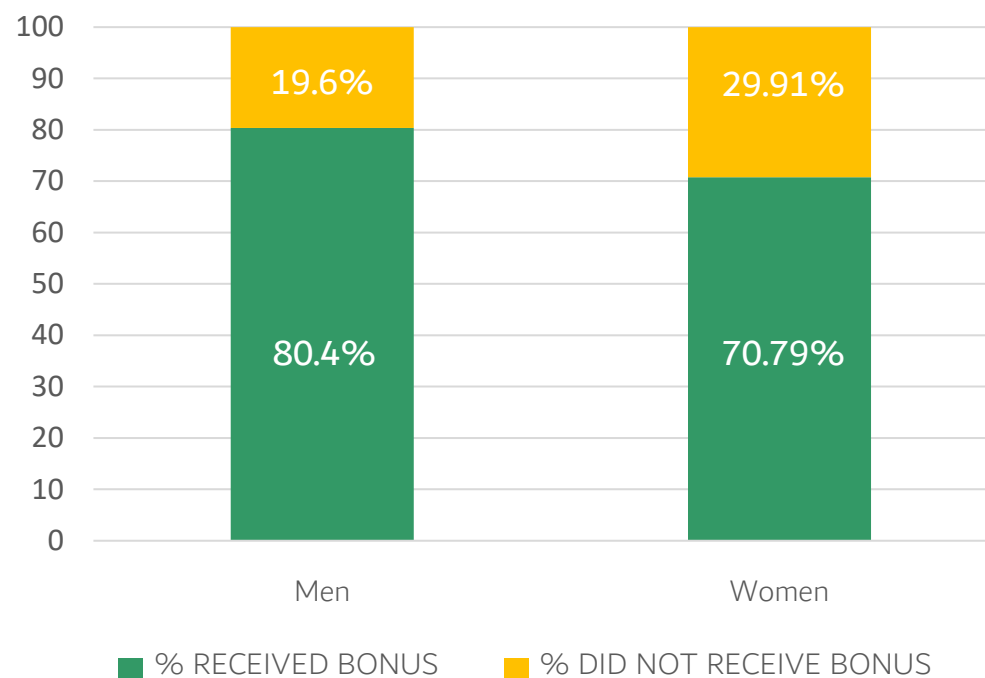
Norton Way Group's gender pay gap data was collected on the snapshot date of **5th April 2020**. At this point, there were a total of 458 employees within our workforce; **330 males, and 128 females**.

GENDER PAY GAP DATA 2020

	MEAN (average)	MEDIAN (middle)
Gender Pay Gap	18.36%	4.24%
Gender Bonus Gap	36.35%	2.81%

- Norton Way Group's gender pay gap is strongly determined by the high proportion of the board of Directors and Senior Management team being male. The high salaries associated with these roles increase the mean male hourly pay overall.
- Norton Way Group's gender bonus gap is determined by the structure of our commission and bonus packages. The majority of remuneration opportunities within the Company lie in the Service, Parts and Sales departments, and the Senior Management teams, all of which are male-dominated. These roles earn higher bonus values, therefore significantly impacting our mean bonus pay gap.

BONUS PAY PROPORTIONS



OUR FINDINGS

GENDER PAY GAP DATA 2020

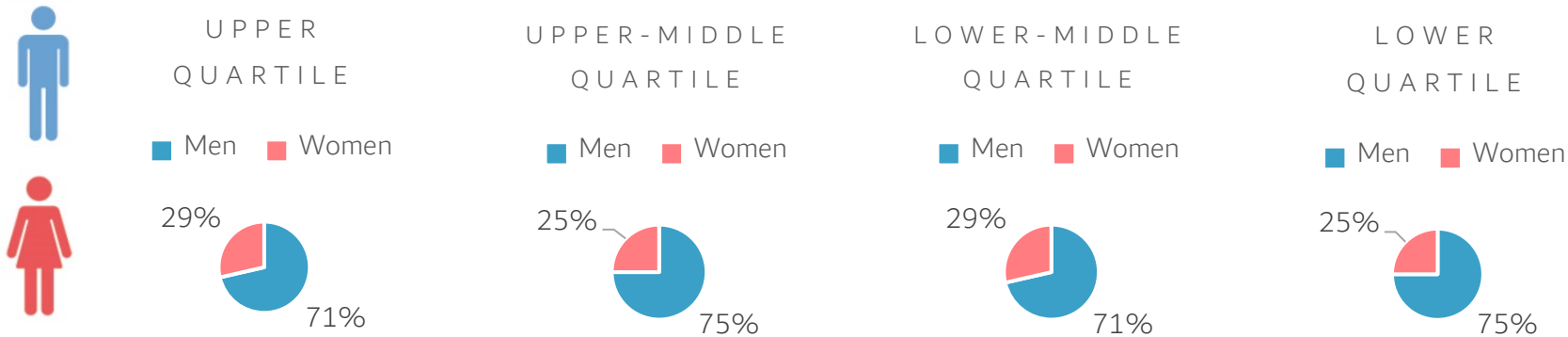
- From the end of March 2020 onwards, the majority of Norton Way Group’s employees were furloughed due to the Coronavirus pandemic. This means that our list of full-pay relevant employees is limited to the few team members who were not furloughed to keep the business running, and the mean and median gender pay gap figures calculated based on our full-pay relevant employees are not representative or comparable to previous, or future, years.
- Therefore, we have decided to also calculate the mean and median gender pay gap figures to include all relevant employees, for a more representative and comparable data sample:

	MEAN (average)	MEDIAN (middle)
Gender Pay Gap	22.60%	17.28%

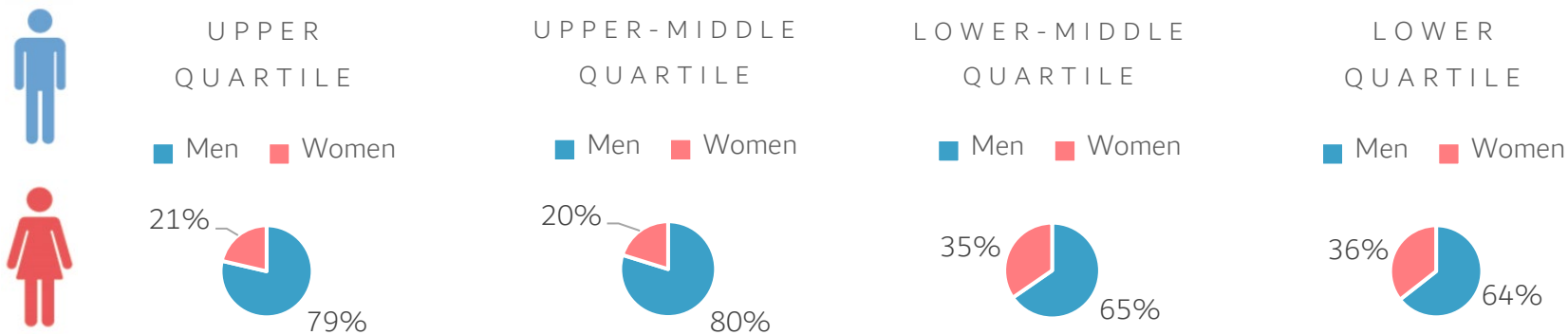
OUR FINDINGS

SALARY QUANTILES 2020

The proportion of males and females in each quartile pay band to include only full-pay relevant employees is as follows:



The proportion of males and females in each quartile pay band to include all relevant employees is as follows:



As a result of the reduced number of full-pay relevant employees due to the majority of employees within Norton Way Group being furloughed, the salary quartile figures are not accurately reflective of the salary distribution across the Company's workforce, and are not comparable to previous years' data.

Therefore, we have decided to also calculate the salary quartiles to include all relevant employees, for a more representative and comparable data selection.

CLOSING THE GAP – LOOKING AHEAD

- Norton Way Group are committed to delivering existing and developing new initiatives to improve our ability to develop, engage, and attract female candidates and employees to increase our female demographic and achieve a gender balance at all levels of our business.
- We encourage flexible working across all levels of Norton Way Group; many of our employees throughout the Company benefit from a flexible working environment and arrangements, to enable an improved work-life balance and greater ability to manage their commitments.
- We are continually investing in coaching and mentoring to support our employees, to build confidence, and enhance their career development within the Company. In 2020, we developed a Mentor Programme for our leaders to attend, focusing on improving their employee management skills, which we implemented in 2021 with our first cohort of leaders.
- Prior to the Coronavirus Pandemic, we reached out to local schools and colleges, to establish partnerships and to promote apprenticeships to female school-leavers, as we are eager to encourage women into Technician roles and our Sales teams, by breaking down preconceptions of the automotive industry.
- Norton Way Group are committed to reducing our gender pay gap, and will discuss a gender pay gap target over the next five years.