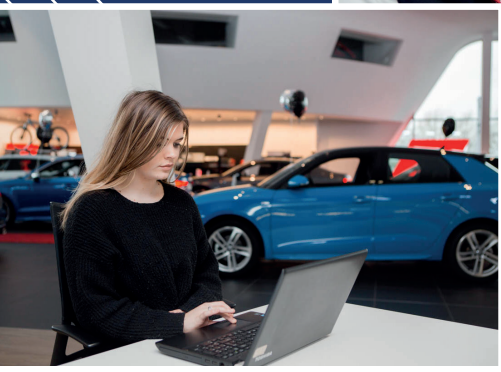




GENDER PAY GAP Report 2019





NEIL WILLIAMSON, CEO

I believe we're in the people business, not the car business. People buy from people, which is why it's so important to me that we're creating a collaborative and innovative environment, removed of bias or stereotypes.

Businesses talk about the importance of Diversification and Inclusion, and we have legal obligations of course such as reporting on the data contained in this report, but it is so much more than simply ticking a box. It is about making sure we are having the right conversations in our business to help move it forward and transform. This means having diversification of thought, talent and experience and ensuring these colleagues are included in conversations and given a voice.

At Jardine Motors, we place great emphasis, time and resource on creating an inclusive, positive work environment, so that ultimately, we are a thriving business that enjoys the fruits of the widest possible range of experiences. We started this journey five years ago before gender pay gap reporting became a requirement as we wanted to challenge the industry norms.

While this report focuses on one area of diversification in terms of female talent, I feel that diversity and inclusion has become more rounded as time has progressed, and that is in wider society as well as in business. It is not enough to simply address one area, gender diversity for example. You have to look at the full vista of diversity and inclusion, because if you fail in one area then you are failing across them all.

**CREATING AN INCLUSIVE
CULTURE REQUIRES A
LONG-TERM STRATEGY
TO ENSURE EVERYONE
CAN ACHIEVE THEIR
FULL POTENTIAL**

THE SHAPE OF OUR WORKFORCE

We have been working on our diversification and inclusion strategy for a long time now and we have seen a number of women rise to senior management positions within the group in a traditionally male dominated industry, which is a brilliant result, and in 2019, we did achieve our ambition of having 30% female senior managers, which is 12 years ahead of the automotive industry target.

However, the biggest driver of our gender pay gap is still the shape of our teams. We have a dominance of women at the more junior levels and proportionately fewer women in senior leadership roles. While we have made improvements in three of the four key benchmarks around mean gender pay gap, mean gender bonus gap and median gender bonus gap compared to 2018's data, when we look at the proportion of men and women in the pay quartiles, we still have work to do to achieve more women in higher paid roles.

We remain committed to continually work on addressing the balance in our teams. The changes we have made already are being upheld and our long-term strategy are not quick fixes to address the short-term situation. That's why I am determined we continue to lead the industry in changing perceptions and going and above in areas where we can to ensure all our colleagues feel valued, respected and have an identifiable place of work.





**CLARE MARTIN,
GROUP HR DIRECTOR**

Our work to redress the gender imbalance and create more opportunities for all colleagues to progress regardless of gender has been long-standing. However, the impact of all of this may not be fully realised until today's pipeline of talent becomes tomorrow's business leaders, and we remain committed to removing barriers to progression.

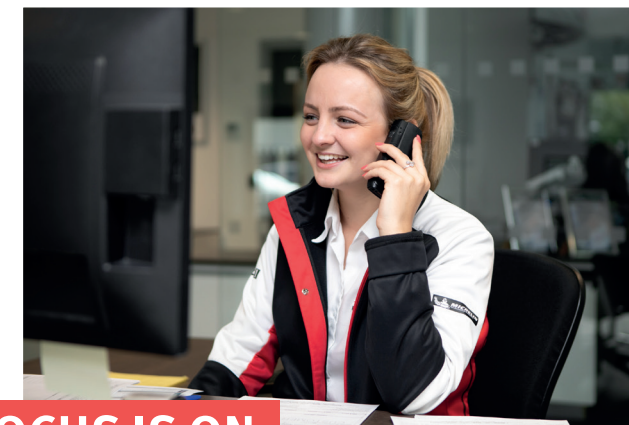
For progress to happen quicker though, the issue is twofold; firstly we need to do more to increase the number of women coming into the industry and part of the resolution to this is reducing the macho-style cultures that still exist in our industry, and secondly we need to retain the talent we have.

We have achieved a lot in this area already, with 30% of our managers now women, however, there is much more that can be done to help grow this sector's attractiveness to women. I think there's still more work to do at grassroots and early careers levels and that area of focus can never go away.

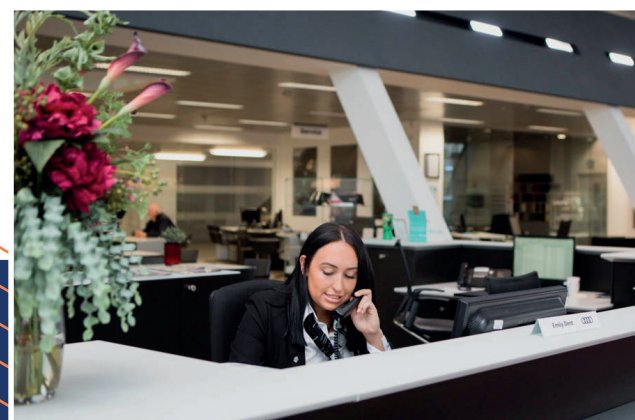
In terms of talent retention, our next big area of focus is flexible working. In the last 12 months we've significantly upgraded our parental and maternity policies, but now we need to ensure that women especially, can return to work and feel supported as a working parent.

From listening to our female colleagues, I know it's also about ensuring they have a voice, which is why we can't underestimate the importance and value in recognising talent and is one of the reasons why I'm delighted that in 2019 we had nine of our female colleagues recognised in the top 30 Inspiring Automotive Women Awards and a further 13 recognised in AutoCar's Top 100 Rising Stars with two of them category winners.

Our people are the power that drives our business so it's crucial they are fully included and empowered. And an inclusive culture is not just good for colleagues; ensuring they have balanced, fair opportunities to succeed is also good for business as well as just being the right thing to do. This is why we remain committed to encouraging, promoting and celebrating our female talent to improve our gender pay gap.



**OUR FOCUS IS ON
IMPROVING THE BALANCE
AND ENSURING EQUAL
OPPORTUNITIES FOR ALL**



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 2019 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 2019.

The mean and median gender bonus gap considers bonus pay received in the 12 months leading up to 5 April 2019. Pay quartiles look at the proportion of men and women in four pay bands when the workforce is divided into four equal parts.

£  **MEN**

£  **WOMEN**



MEAN PAY GAP

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



MEDIAN PAY GAP

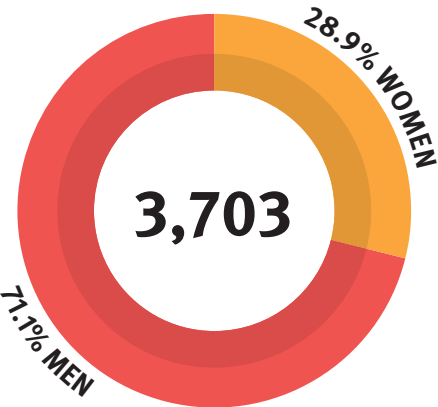
The median represents the middle point of a population. If you separately lined up all the women in a company and all the men, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.



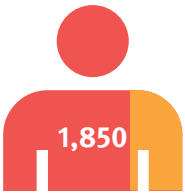
OUR GROUP RESULTS FOR 2019

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 2019



LANCASTER MOTOR COMPANY LIMITED



70.9% 29.1%

LANCASTER CARS LIMITED



72.3% 27.7%

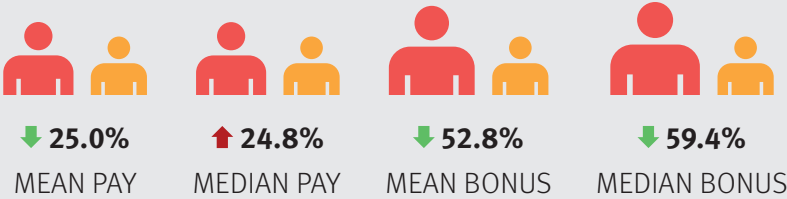
LANCASTER LUXURY VEHICLES LIMITED



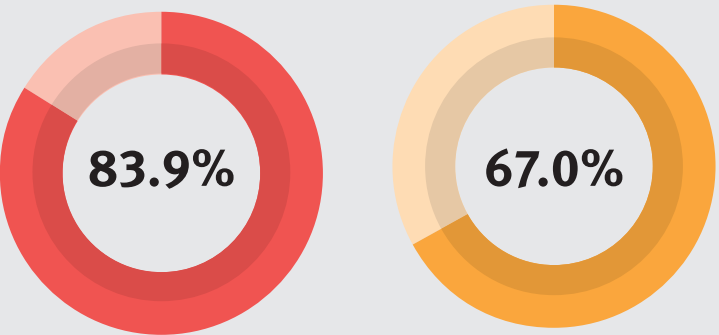
73.7% 26.3%

PAY AND BONUS ACROSS THE GROUP

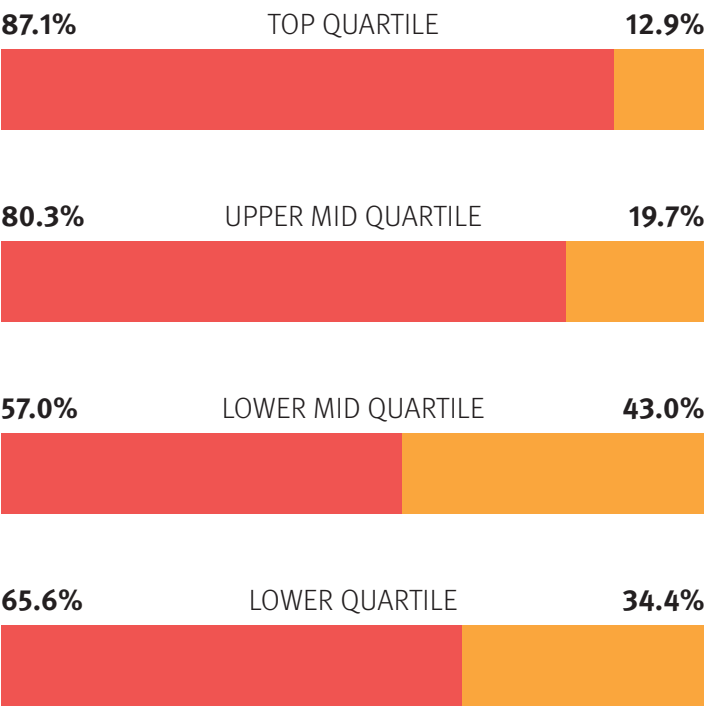
We have made improvements in three of the areas below compared to 2018.



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 2019 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 2019.

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. 21.25% of the group’s workforce was in commission-earning sales roles with there being

three times as many men than women, working in these roles. 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.

	No. of employees as of 5 April 2019	Workforce (%)		Gender pay gap (%)		Gender bonus gap (%)		Proportion receiving a bonus (%)		Top quartile (%)		Upper mid quartile (%)		Lower mid quartile (%)		Lower quartile (%)	
		Men Women		Mean Median		Mean Median		Men Women		Men Women		Men Women		Men Women		Men Women	
		Men	Women	Mean	Median	Mean	Median	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Whole group	3,703	71.1	28.9	25.0	24.8	52.8	59.4	83.9	67.0	87.1	12.9	80.3	19.7	57.0	43.0	65.6	34.4
Lancaster Motor Company Limited	1,850	70.9	29.1	22.8	23.1	50.0	60.0	83.2	66.2	86.8	13.2	78.8	21.2	56.7	43.3	66.3	33.7
Lancaster Cars Limited	941	72.3	27.7	23.3	30.1	46.9	58.2	85.6	78.2	86.2	13.8	86.6	13.4	56.0	44.0	64.2	35.8
Lancaster Luxury Vehicles Limited	411	73.7	26.3	34.2	27.8	68.9	52.5	88.8	64.8	94.9	5.1	79.8	20.2	63.0	37.0	59.6	40.4

GROUP STATISTICS

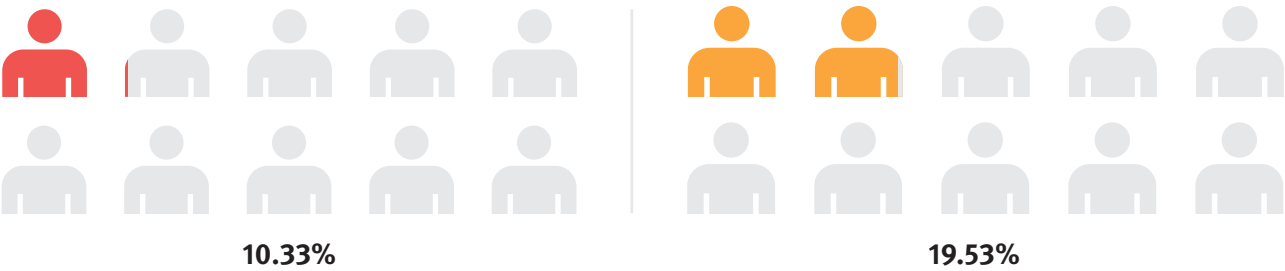
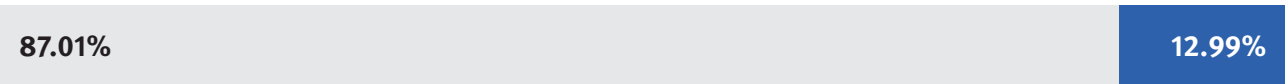
As per the regulations, the average hourly rates of pay are after deduction of salary sacrifice amounts. The take-up of salary sacrifice pension schemes within the business was almost identical. However, the take-up rate for salary sacrifice benefits was almost twice as high amongst women (19.53%) than men (10.33%).

We also employ more men than women in sales roles, which have performance-related earning opportunities in the form of monthly commission.



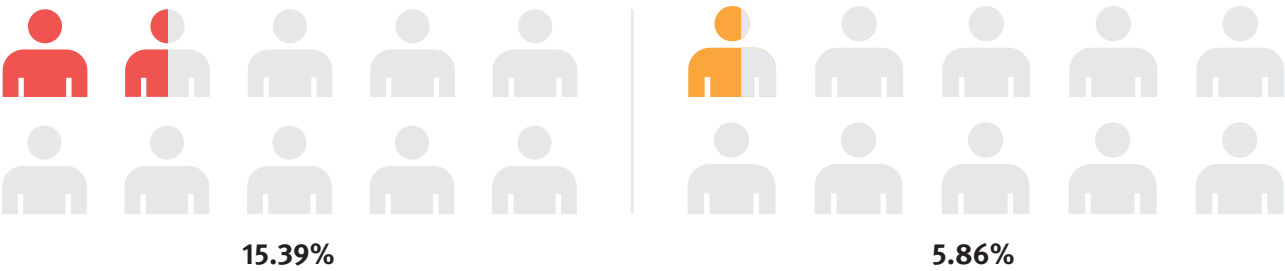
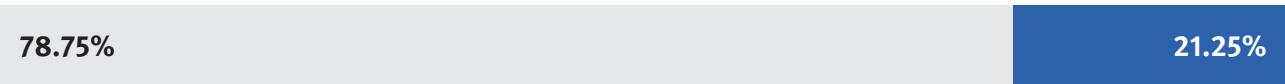
% TAKE UP OF SALARY SACRIFICE BENEFITS (NOT PENSION)

ALL EMPLOYEES



% OF THE GROUP'S WORKFORCE IN COMMISSION EARNING SALES ROLES

ALL EMPLOYEES

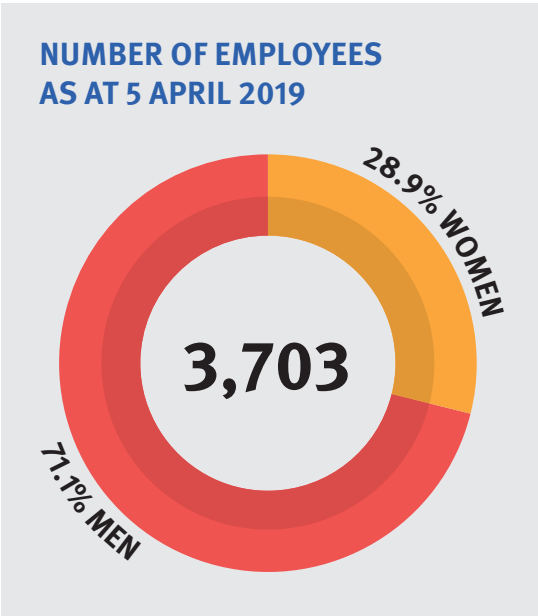


BUILDING & DEVELOPING OUR TEAM

RECRUITING

We strive to create a balanced team across all roles, from apprentice technicians to senior management. Our approach to diverse recruitment and the importance of removing unconscious bias when hiring talent across the group is essential.

We continue to change perceptions of our industry and show what a vibrant and dynamic place it can be to work, with a vast range of roles and opportunities for career progression available.



DEVELOPING SKILLS

Development of our people is key to the success of our business. We place great value on the development and upskilling of our teams.

We ensure an all-encompassing inclusive approach to development. Our online learning platform ‘Oli’ offers a range of learning journeys accessible to all colleagues regardless of role or seniority, but learning does not stop at online courses.

Our Academy programme offers a 12-month brand aligned training academy and gives us an opportunity to welcome individuals from all walks of life to enter a new career in automotive. Our First Line Management Development programme and Finance Academy are also a great way to

enhance the skills of our colleagues and support their progression through the business. Our female participation in these programmes is increasing and we currently have 20 females nearing completion of these courses.

CREATING LEADERS OF THE FUTURE

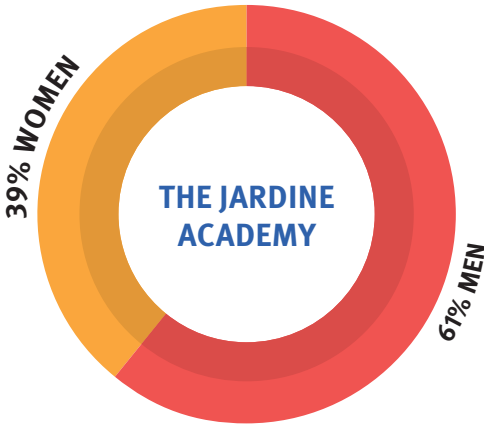
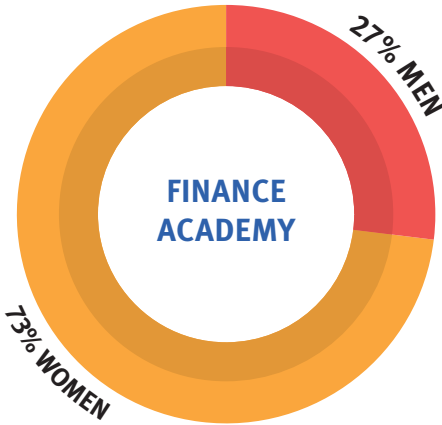
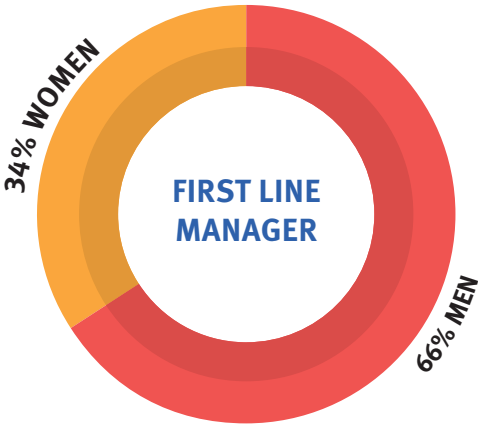
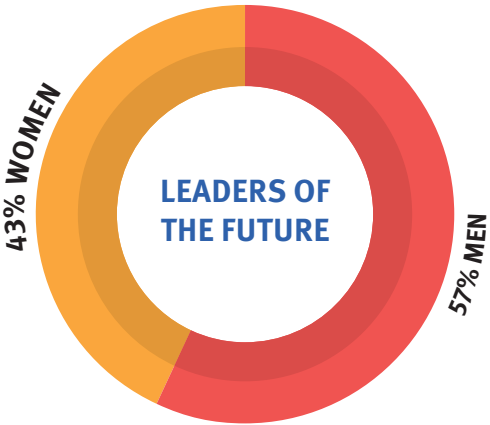
Currently, 30% of our senior management positions across our business are held by women, and we want to increase this further to bridge the gap between men and women in leadership roles.

Our Leaders of the Future programme is available to those seeking the next step in their leadership

journey. Upon completion, candidates receive an ILM level 5 qualification. This is a significant step forward in our ability to offer a more inclusive culture and to empower women in our business.

Our involvement with The Automotive 30% Club further demonstrates our support for our female colleagues. Our internal and external mentoring opportunities give focus to removing gender bias within our industry and develop and retain talented females across our group.

It’s important to us too, to celebrate the achievements of women across our industry and we are proud to sponsor the Inspiring Automotive Women Awards and to recognise the value of women throughout our business.



#WEAREJMG

People are the forefront of everything we do here at Jardine Motors. We recognise the need for a diverse workforce across our business to serve the needs of our variety of customers, and to introduce individuals of all backgrounds to bring their skills to the table within our teams.

As CEO Neil Williamson identified **“It is not enough to simply address one area, gender diversity for example. You have to look at the full vista of diversity and inclusion, because if you fail in one area then you are failing across them all.”**

It is such a view that encouraged the development of our Diversity and Inclusion strategy, #WeAreJMG.

To achieve our mission, we work to ensure each of our colleagues are given a voice, and that we as a business listen to our teams and invest time and resource to create an inclusive environment. In taking such an approach, our colleagues feel empowered, they thrive in their roles, and are proud to work for Jardine Motors Group.

THE NETWORKS WE HAVE CREATED AS PART OF OUR D&I STRATEGY ALLOW LIKE-MINDED PEOPLE TO CONNECT ACROSS THE BUSINESS, NOT JUST IN THE TEAMS THEY WORK WITH DAY TO DAY.

WE BELIEVE IN OFFERING A COLLABORATIVE AND INNOVATIVE ENVIRONMENT, REMOVED OF BIAS OR STEREOTYPES, WHERE EVERYONE CAN FEEL COMFORTABLE TO BRING THEIR WHOLE SELF TO WORK AND THEREFORE ENABLING THE BEST TALENT TO SHINE.



Uniting our teams and embracing employees of all abilities. Empowering our colleagues with both visible and invisible disabilities, creating an accessible environment and responding to the needs of all.



As a committed, inclusive employer, we work to remove the barriers of race. Offering our teams the opportunity to progress and utilise their experiences, skills and talents regardless of ethnicity.



Providing employment, training, and mentorship of veterans from all branches of service. Working to ensure that our company policies are veteran-friendly, to help individuals and their families transition back into civilian life.



Through our partnership with Stonewall, we promote positive change and acceptance without exception across our business for our LGBT+ colleagues. Empowering individuals to flourish and reach their full potential.



Coming together to address the issue of gender bias across our business and industry. We're finding ways of working, to remove such challenges in the future and inspire individuals to be the best they can be.

