

Gender Pay Gap 2022 - supporting statement

This is our annual gender pay gap report for the snapshot date of 5 April 2022.

- Our mean gender pay gap is 11.9%.
- Our median gender pay gap is 18.65%.
- Our mean gender bonus gap is 13.43%
- Our median gender bonus gap is 21.21%.
- The proportion of male employees receiving a bonus is 72.6% and the proportion of female employees receiving a bonus is 51%.

Table 1: Pay quartiles by gender

This table shows our workforce divided into four equal-sized groups based on hourly pay rate. Band A includes the lowest-paid 25% of employees (the lower quartile) and band D covers the highest-paid 25% (the upper quartile).

Band	Males	Females	What is included in this band?
A	71.3%	28.7%	All employees whose standard hourly rate is within the lower quartile
B	51.7%	48.3%	All employees whose standard hourly rate is more than the lower quartile but the same or less than the median
C	89.7%	10.3%	All employees whose standard hourly rate is more than the median but the same or less than the upper quartile
D	77.0%	23.0%	All employees whose standard hourly rate is within the upper quartile

A quartile is one of four equally sized groups created when you divide a selection of numbers that are in ascending order into four. The "lower quartile" is the lowest group. The "upper quartile" is the highest group. The figures in this table have been calculated using the standard methods used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Why do we have a gender pay gap?

Legally, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

We are committed to equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. During 2021 we rolled out a clear and consistent grading structure which pays employees equally for the same or equivalent work, regardless of their sex (or anything else listed above).

In addition, we also:

- carry out regular pay and benefits audits;
- undertake an annual external salary benchmark on pay grades and salaries to ensure fairness with figures taken from the annual BDO salary survey.

We are absolutely confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women work in different roles and those roles have different salaries.

Across the UK economy, men are more likely than women to be in senior roles (especially very senior roles at the top of Company) we are pleased that our senior leadership team includes female employees. Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid. This pattern from the UK economy as a whole is reflected in the make-up of our Company. Most line managers and senior managers are men.

What are we doing to address our gender pay gap?

We are committed to doing everything we can to reduce the gap. However, we also know this is a difficult task. For example, we have no control over what people choose to study or the career choices that they make. We offer places to many work experience students each year working closely with the West Suffolk College and local schools and universities. This helps to demonstrate our commitment that the automotive industry is attractive to all students.

Among other things, there is little flexible working among senior employees, as well as a high number of women who do not return to work with us at the end of maternity leave.

- We have made changes to our flexible working policy to make it clear that we will consider requests from **all** employees to work flexibly, regardless of their role and level of seniority, and that flexible working is not just part-time working.
- We are currently trialling a Holiday Buy Scheme allowing our employees to purchase additional annual leave to help achieve a better work life balance and encourage women to return to work following maternity leave
- We have also worked hard to bring in a structure which allows us to offer a 5-day working week across the group entirely focusing on better work-life balance
- Encouraged flexibility for different work patterns during term and non-term time

So far, we have taken the following steps to promote gender diversity:

- **Creating an evidence base:** To find any barriers to gender equality and to help us make priorities for action, we monitor to understand:
 - the number of men and women applying for jobs and being recruited;
 - the number of men and women applying for and getting promotions;
 - the number of men and women leaving our Company and their reasons for leaving;

- the number of men and women in each role and pay band;
- the number of men and women working flexibly and their level within our Company;
- the number of men and women who return to their original job after maternity or other parental leave; and
- the number of men and women still working a year after they took maternity or other parental leave.

By themselves, none of these initiatives will remove the gender pay gap - and it may be several years before some have any impact at all. In the meantime, every year we will tell you what we're doing to reduce the gender pay gap and the progress that we're making.

I, Tracey Harvey, sign below to confirm that the information in this statement is accurate.

Signed (Tracey Harvey)
Director of People and Culture



Date 4th April 2023