

GENDER PAY GAP

Report 2021



Jardine Motors Group



“

We continue to take action to change the outdated perceptions of the automotive industry. As well as retaining the outstanding female talent we already have across the Group, we seek to encourage more females into the industry itself.”

NEIL WILLIAMSON, CEO

Our people are fundamental to the success of our business, and we are proud of our inclusive culture at Jardine Motors Group. We have created an environment where all colleagues feel valued, have a sense of belonging and are supported to develop and grow with us regardless of gender, race, sexuality, disability, or background.

The contents of this report may focus specifically on gender; however, our inclusion strategy goes way beyond this one area of diversification.

The very nature of our business impacts our gender gap through the composition of our workforce as we continue to face the challenges of the outdated perceptions associated with the automotive industry. Servicing and workshop positions make up the majority of the roles in our organisation, and these are predominantly filled by men. It is imperative that we continue to be proactive and focus on gender equality to take positive actions to bridge the gap between men and women across our industry and beyond.

I am proud of our ongoing work to address the gender balance throughout our business and the results of this year's report demonstrate the impact of our Group wide

initiatives. The influence of the pandemic on our business operations offers challenges with comparable data, however I am delighted that we have made significant progress in all key 'gap' areas versus our 2019 report.

We continue to take action to change the outdated perceptions of the automotive industry. As well as retaining the outstanding female talent we already have across the Group, we seek to encourage more females into the industry itself. It is important that we continue to challenge the 'norm' and be confident to strive for gender equality.

I can confirm that the data published in this report is accurate and published in accordance with the UK gender pay gap reporting guidelines and regulations.





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All areas of D&I must remain a permanent topic on the business agenda. It is our responsibility to be accountable and take positive actions to develop an inclusive culture.”

CLARE WRIGHT, 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. We remain committed to removing barriers to progression and to challenge the outdated perceptions of our industry.

For accelerated progress to happen, we strive to do more to increase the number of women coming into the automotive industry as well as to retain and develop the talent we already have.

We have already achieved a lot in this area, and we continue to do more to bridge the gap between men and women across roles at all levels throughout our business.

However, there's still more work to do. We must continue to challenge the outdated perceptions of the automotive industry and promote an environment where colleagues feel comfortable to bring their whole true self to work.

Through our support and involvement in initiatives such as Speakers 4 Schools, careers days and mentoring events with young women run by the Automotive 30% Club we work to do more at grassroots and early career levels to build a greater pipeline of talent for our business. Our participation in the Moving Ahead mentoring programmes also provides an opportunity to work together with individuals from outside of our industry to address all areas of diversification to retain and develop talent within organisations.

In terms of talent retention, our biggest area of focus has been the introduction of flexible working and home working policies as well as significantly upgrading our parental and maternity policies to ensure that all our colleagues, can return to work and feel supported as a working parent. Further supporting our inclusive workplace, we have also recently introduced a menopause policy to offer support and guidance to colleagues.

From listening to our female colleagues, we know it's also about ensuring they have a voice. Each year we celebrate International Women's Day by holding events open to women and allies. These provide a platform to share personal experiences, challenge bias, and address what we can do to address gender balance across our industry and beyond. We recognise the importance of continuing these conversations throughout and we promote many initiatives across the business to address all areas of diversity and inclusion to educate colleagues and further develop our inclusive culture.

We also place great importance and value in recognising our female talent. We sponsor the Inspiring Automotive Women Awards and nominate colleagues for other awards such as Autocar's Rising Stars and Great British

Women. In the last two years, we've had more than 70 female colleagues nominated for these awards and over 40 winners.

All areas of D&I must remain a permanent topic on the business agenda. It is our responsibility to be accountable and take positive actions to develop an inclusive culture. We continue to listen to the feedback of our colleagues and will use this valuable input to continue to review and refresh our initiatives and narrative to strive for gender balance and create an environment inclusive to 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 2021 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 2021.

The mean and median gender bonus gap considers bonus pay received in the 12 months leading up to 5 April 2021. Pay quartiles look at the proportion of men and women in four pay bands when the workforce is divided into four equal parts.



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.



MEAN PAY GAP

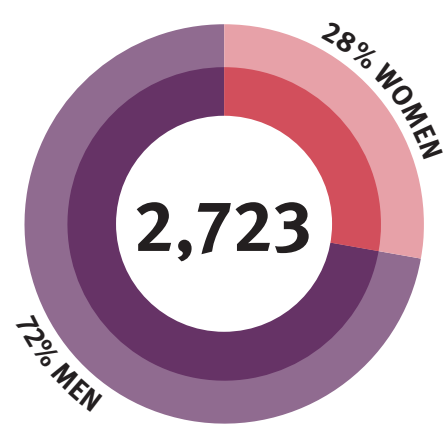
The mean gender pay gap is the difference in the average hourly pay for women compared to men, within a company.



OUR GROUP RESULTS FOR 2021

Information presented on the following pages relates to figures calculated for the whole of Jardine Motors Group (including all eight employing legal entities), followed by figures calculated for our three employing legal entities which each have more than 250 employees.

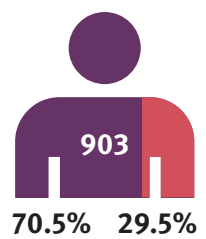
NUMBER OF EMPLOYEES AS OF 5 APRIL 2021



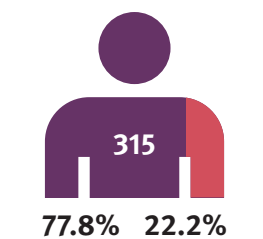
JARDINE AUTOMOTIVE LIMITED



JARDINE CARS LIMITED

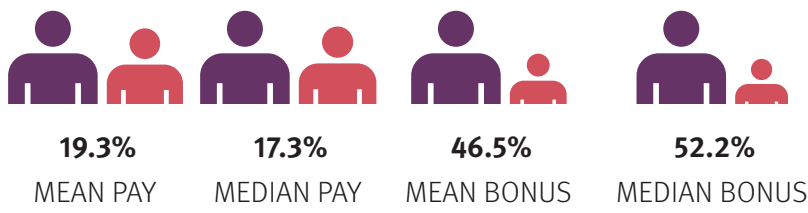


JARDINE LUXURY VEHICLES LIMITED

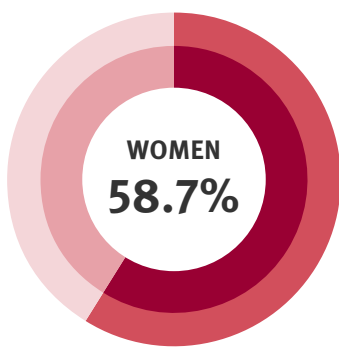
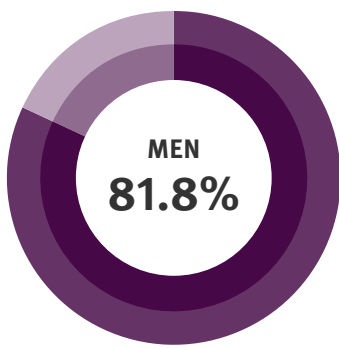


PAY AND BONUS GAP ACROSS THE GROUP

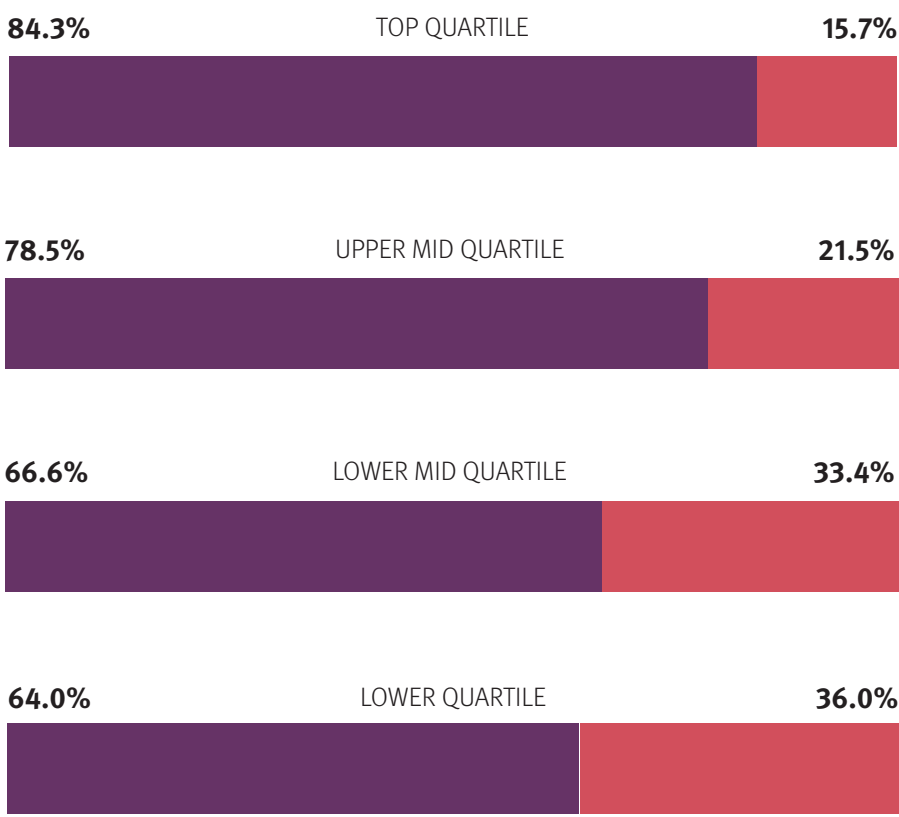
We have made improvements in all of the areas compared to 2019. Data is based on reporting data which can be found in full on page 6 of this report.



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 2021 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 leading up to 5 April 2021.

APRIL 2021 GENDER PAY GAP

	No. of employees as of 5 April 2021	Workforce (%)		Gender pay gap (%)		Gender bonus gap (%)		Proportion receiving a bonus (%)		PROPORTION OF MEN AND WOMEN BY PAY QUARTILE							
										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
Whole Group	2,723	72.0	28.0	19.3	17.3	46.5	52.2	81.8	58.7	84.3	15.7	78.5	21.5	66.6	33.4	64.0	36.0
Jardine Automotive Limited	1,017	73.2	26.8	13.2	14.9	40.4	35.6	78.2	60.8	78.5	21.5	82.8	17.2	64.2	35.8	73.8	26.2
Jardine Cars Limited	903	70.5	29.5	20.1	26.2	31.4	40.4	83.7	51.1	85.9	14.1	82.5	17.5	70.4	29.6	49.0	51.0
Jardine Luxury Vehicles Limited	315	77.8	22.2	22.9	15.1	51.7	66.1	94.3	82.9	90.0	10.0	80.0	20.0	75.0	25.0	67.5	32.5

GROUP STATISTICS

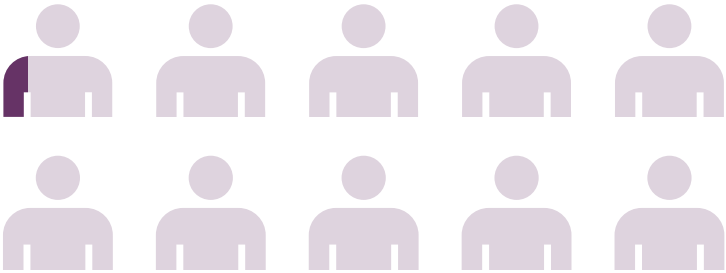
As per the regulations, the average hourly rates of pay are after deduction of salary sacrifice amounts. The take up of salary sacrifice continues to be higher in women (3.01%) compared to men (2.30%).

For the majority of our brands, 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. 19.24% of the group's workforce was in commission-earning sales roles with there being almost five times as many men than women, working in these roles. In addition,

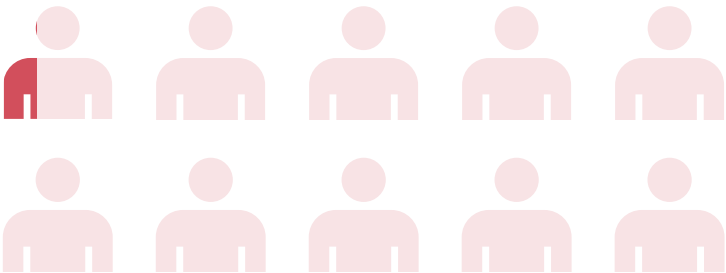
31.88% of the Group's workforce was in commission-earning service and workshop roles with there being seven and a half times as many men as women. For sales roles in particular, the timing of commission payments results in more men being affected by a highly inflated hourly rate in April than women, and providing a distorted monthly reading when compared with the other 11 months of the year.

% TAKE UP OF SALARY SACRIFICE BENEFITS (NOT PENSION)

ALL EMPLOYEES



MALE EMPLOYEES 2.30%

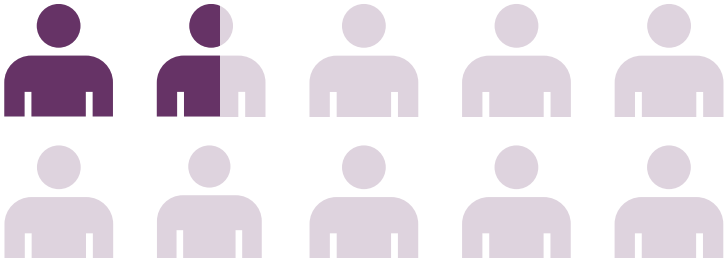


FEMALE EMPLOYEES 3.01%

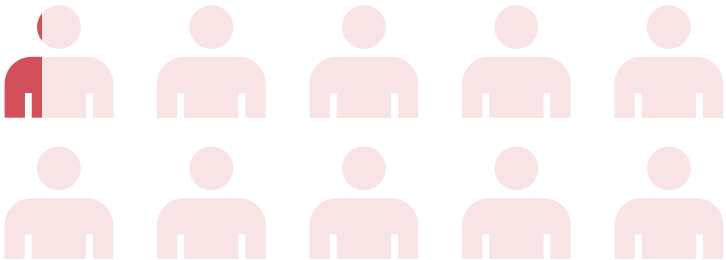
The take up of salary sacrifice benefits continues to be higher amongst women than men, which distorts the gender pay gap by reducing more women's hourly rates than men's

% OF THE GROUP'S WORKFORCE IN SALES DEPARTMENT

COMMISSION/BONUS EARNING ROLES



MALE EMPLOYEES 15.79%



FEMALE EMPLOYEES 3.45%

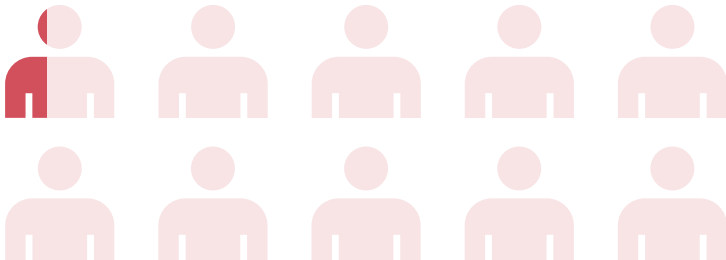
Almost five times as many men, than women, work in roles earning sales commission or bonus

% OF THE GROUP'S WORKFORCE IN SERVICE & WORKSHOP DEPARTMENT

COMMISSION/BONUS EARNING ROLES



MALE EMPLOYEES 28.13%



FEMALE EMPLOYEES 3.75%

Seven and a half times as many men, than women, work in Service & Workshop Department roles where commission or bonus is available

DEVELOPING OUR TEAMS

Growing our teams and developing our people is fundamental to the success of our business. At each touchpoint through our business from recruitment to career progression we strive to promote our inclusive culture and to empower colleagues to be the best version of themselves.

Focusing on recruitment we introduced a new digital platform to enable a more diverse and inclusive selection process. 72% of hires through the new platform were women. We actively promote our policies of flexible and home working to encourage more women to join us and when with us to progress their careers further.

The overarching learning strategy at Jardine Motors Group centres around a high impact learning and development proposition, aligned to business strategy and development of our colleagues. We are proud of our focus to grow new and existing leaders within the business, and offer various leadership

programmes to nurture inspirational, agile, and resilient leaders at all levels. We are delighted that more women are getting involved in these programmes to demonstrate the inclusivity of our business and to again bridge the gender gap in our workforce particularly with regards to management roles.



ASPIRING MANAGER
5 FEMALES, 16 MALES



FIRST LINE MANAGER
7 FEMALES, 22 MALES



LEADERS OF THE FUTURE
3 FEMALES, 4 MALES



FINANCE ACADEMY
5 FEMALES, 1 MALES

OUR INCLUSIVE CULTURE

Jardine Motors Group are committed to creating an inclusive culture where we support all our colleagues to be the best and true version of themselves.

We are passionate about offering an innovative environment where diversity is appreciated and respected, and inclusion is fundamental. In recognition of this, we are proud to have been recognised for a second year in the UK's Top 50 Inclusive Companies list.

Our #WeAreJMG strategy is designed to make everyone feel included and supported, regardless of race, gender identity and expression, sexual orientation, disability, social/educational background. Our success in this area is reflected in the results of our

2021 colleague survey (shown in the graphic to the right).

We are proud of the inclusive culture that we have created and continue to build at JMG. Our colleagues actively champion, share and participate in our initiatives, and throughout the business colleagues are more open to share their stories, lived experiences and show their allyship for inclusivity.

As part of our commitment to diversity and inclusion, we have partnered and worked extremely closely with a range of organisations who provide guidance, share best practice, and help us to drive our inclusive culture forward.

RESULTS OF OUR 2021 COLLEAGUE SURVEY

