



Gender pay gap report

2017/18



Introduction

The gender pay gap shows the difference in the average pay of all the men in the organisation against the average pay of all the women. Traditionally the automotive industry has been male dominated and CarShop is no different to this.

At CarShop, our aim is to attract more female employees to our business and encourage them to build a career with us. The motor industry is changing and we need attract and retain a more diverse workforce that is aligned with the diversity we see in our customer base. At the time of publication, 24% of the total workforce are female. However, when you look at our Sales teams this is 17%, which is a figure we aim to grow. We have some great female role models

within our business, however we appreciate that we need to increase the number of women who choose to build a career with CarShop. We are committed to promoting a diverse workforce and ensuring that all colleagues have the ability to be treated equally, thus ensuring colleagues have equal opportunity in: selection, promotion, transfer, development, reviews, training, coaching and benefits regardless of their protected characteristics.

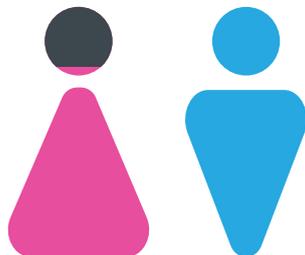
Gender pay gap

Regrettably, both the mean and the median gender pay gap increased between 2017 and 2018 reminding us of the challenges we face in the industry and the fact that the actions

we are taking are focused on long term and sustainable change which may take some time to bear fruit.

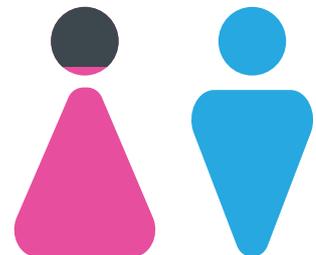
**Mean
gender
pay gap**

23.7%



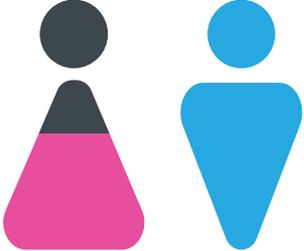
**Median
gender
pay gap**

24.6%



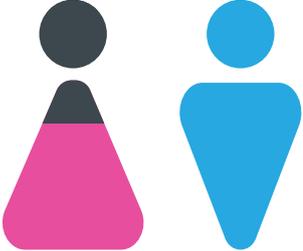
Gender bonus gap

Mean
bonus
gender
pay gap



44.4%

Median
bonus
gender
pay gap



37.9%

Proportion
of males
receiving
a bonus
payment



67.0%

Proportion
of females
receiving
a bonus
payment



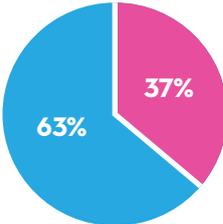
47.1%

Pleasingly, both the mean and the median gender bonus gap have improved significantly since last year.

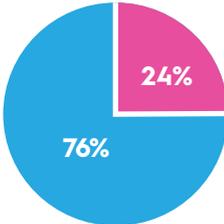
Pay quartiles

Proportion of males and females in each quartile

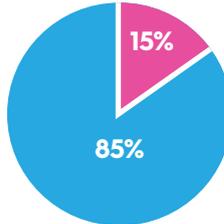
Lower quartile



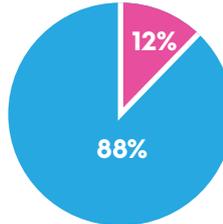
Lower middle
quartile



Upper middle
quartile



Upper quartile



Male
Female

Closing the gap

We are committed to reducing our gender pay gap not only because it is the right thing to do and reflects our core values, but also because it makes good business sense. We know that making our workforce more representative of our customer base will help to achieve our mission of creating a World Class Colleague and Customer experience which will result in improved business performance.

As outlined in the previous report, our strategy to reduce the gender pay gap falls under three headings as follows:

1. Driving culture change

Through CarShop's Values and Behaviours, we are driving a more open, transparent and inclusive culture where determination, trustworthiness, and collaboration are encouraged and celebrated. These values are now built into every stage of the Colleague lifecycle including recruitment, onboarding,

performance management, learning and development, reward and recognition, career planning and succession planning. We believe that this culture change is making working for CarShop an enjoyable and rewarding experience for all and will lead to increased diversity of all kinds, including gender.

2. Colleague development and succession planning

By implementing a more structured and transparent approach to colleague development and succession planning, we believe that this is opening up opportunities for women to progress to more senior roles. Our Talent Development strategy will deliver a programmatic and

flexible approach to learning which will enable individuals to develop in role, along with clarity around how to 'step up' to the next level. This will lead to a robust and diverse talent pipeline with clear and transparent succession plans.

3. Promoting flexible working

We recognise that a lack of flexible jobs in the automotive industry is a key cause of the lower levels of women in senior positions resulting in the gender pay gap. Therefore, in line with our purpose of 'Leading the Evolution of the Automotive Marketplace', it is our aim to foster

a culture where flexible working is welcomed and supported. We are working to identify and remove any barriers to flexible working and to encourage an open attitude towards flexible solutions such as job sharing, part-time contracts and flexible hours.

Diversity forum

In addition to the above strategy, as part of the Sytner Group, CarShop is represented on a group-wide Diversity Forum, which was established in 2018 with the aim of both identifying and improving areas where we could do better and also make us a more diverse employer. One of the key aims of the Forum is to understand how we can attract more women to our business and support them to reach their full potential. As a result, we are implementing a number of initiatives to help us achieve this aim, particularly in the areas of Recruitment, Flexibility and Learning & Development.