

GENDER PAY GAP REPORT 2018

GRANGE MOTORS (BRENTWOOD) LTD

Introduction

The legislation requires the publication of the Gender Pay Gap data. This supports Grange Motors (Brentwood) Ltd's practice of ensuring transparency across our business, to all our stakeholders.

We continue to welcome this fantastic opportunity to align this review with the development of our overall operational and people strategy. As well as review the business year on year to continue to strive to reduce any gender pay gap.

The Automotive sector is recognised, historically, as a male dominated industry. The Operational Team, in conjunction with the Human Resources Operation, are committed to reviewing all areas of the business to increase the female representation within the company, with an overall aim to focus on Management, Service Technicians and Sales. Including how we attract, recruit and develop our associates.

Our Initiatives

Product Genius

We launched our Product Genius initiative in 2017 across all of our businesses. This initiative is to create a route into the Motor Sales Environment based on the ability to build customer relations and offer an exceptional Guest experience, as opposed to the traditional sales requirements. We continue to offer a flexible approach to hours in this role with the opportunity to work parallel with the Sales Team to develop additional sales skills, and attract new candidates into the motor industry, and more specifically females.

It is the Company's view that this will remain to be a platform to attract females into a customer service role, and develop into exceptional Sales Persons, whilst also helping to address the gender bonus and females representation.

Leadership Development Programme

The company implemented its Level 5 and Level 3 Leadership Development Programme Initiative to identify and develop our future Heads of Business from our current Management teams and our future Departmental Managers from our associate base.

The company believes that this initiative will support the increasing female representation within the management team, and address the gender pay gap and gender bonus.

The National Franchised Dealers Association (NFDA) – My First Job

The Company continues to sponsor the new NFDA 'My First Job' initiative, which aims to attract candidates from in the education system when career choices are being made, into the Motor Industry, by utilising the opportunities through the career information system with Students. It remains the company's view that the traditional Motor Industry reputation, of being male

orientated, needs to be tackled early in a potential female candidates career choices, to ultimately support the industries gender balance.

The CEO

“Grange Motors (Brentwood) Ltd have been continuously working towards increasing the female representation in higher salaries and paid bonus roles within the company, through the company initiatives. I am exceptionally proud to see demonstrable improvements in the Gender Pay Gap results in 2018. This improvement and all the operational strategies continue to show the importance that we place on having a balanced work force, and we look to embrace the opportunities this report provides us to share this vision”.

Mark Lavery

Chief Executive Officer

Gender Pay Gap Reporting – The Legislation

All companies that employ more than 250 employees are required to publish a report on an annual basis that provides information on six metrics relating to pay and gender within that organisation.

This requirement must be adhered to where the number of employees reaches 250 within that company on 5 April each year. This report is based on the numbers employed on 5 April 2018.

The company welcomes and embraces this requirement to enable us to obtain a realistic understanding of its gender dynamics, in order to build both operational and people strategy.

What Gender Pay Gap?

This is the gap that exists between male and female associates in a defined area of remuneration. For the purpose of this report, this is specifically the difference as an average between males and females pay and bonuses.

It is important to understand this is not the same as looking at Equal Pay.

Grange Motors (Brentwood) Ltd – Company Profile

In the reporting period we traded across 10 Motor Dealerships across the Midlands, Hertfordshire and Essex.

Grange Motors (Brentwood) Ltd – Reporting requirements

For the reporting period from 5 April 2018, Grange Motors (Brentwood) Ltd had 250, or more, employed at that date, and the application of the analysis of these businesses is reviewed in this report.

Our Associates

Within Grange Motors (Brentwood) the first businesses were founded in as early as 1958. This history and the company’s acquisitions strategy is representative of an unbalanced gender split and gender pay gap.

Gender Split as at 5 April 2018

Males	257 (73%)
Females	94 (27%)

Gender Split

Whilst overall there is slight shift in the gender split by 0.4%, which is representative of our acquisition strategy in the year, there is an improvement in the number of females employed with an increase of 8%. We will move to rebalance this as our new businesses are positively influenced by our ongoing initiatives.

Gender Pay as at 5 April 2018

Difference in mean hourly rate of pay **27.05%**

Difference in median hourly rate of pay **16.88%**

Gender Pay

Grange Motors (Brentwood) Ltd are showing that in the last 12 months the Gender Pay Gap has begun to reduce, having already closed by 6% mean in this period and 5% median.

Gender Bonus as at 5 April 2018

Difference in mean bonus pay **59.81%**

Difference in median bonus pay **35.38%**

Percentage of male and females who receive a bonus as at 5 April 2018

Male **64.98%**

Female **39.36%**

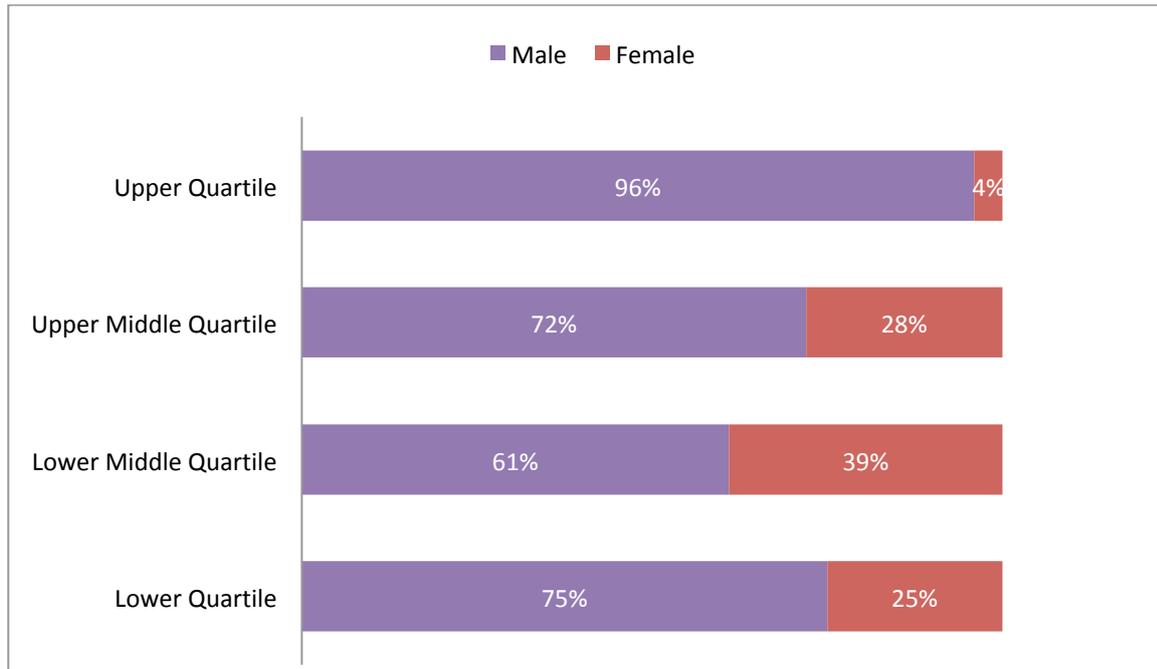
Gender Bonus

There are some clear improvements in these statistics, with the mean bonus pay gap having already closed by 24% from the previous year and the median closing by 19%.

The overall gap demonstrated from the data relating to bonus is consistent with the company's current organisational structure. A higher number of the management team are male associates, these performance related bonuses account for some of this gap. In addition to this the structure of the remuneration package offered to Sales Executives is predominately comprised of commission. Whilst we have some female representation, the sales operation is predominantly male; we expect to see this continue to improve with the continuation and succession planning through the Product Genius Initiative.

Service Technicians also account for some of this bonus, where they received a time save bonus; this role is represented fully by males. Many of the part time and administration roles, which do not attract commission or bonus, are undertaken by females.

Pay banding as at 5 April 2018



I confirm that the published information is accurate.

James Mullins

Finance Director