

GENDER PAY GAP REPORT 2017

GRANGE MOTORS (BRENTWOOD) LTD

Introduction

The introduction of the legislation requiring the publication of the Gender Pay Gap data, is in line with Grange Motors (Brentwood) Ltd practice of ensuring transparency across our business, to all our stakeholders.

We welcome this fantastic opportunity to align this review with the development of our overall operational and people strategy.

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

The company is launching a Product Genius initiative across all of its businesses, to create a route into the Motor Sales Environment that is based on the ability to build customer relations and offer an exceptional Guest experience, as opposed to the traditional sales requirements.

This is a role offering a flexible approach to hours and 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 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 has 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 have sponsored the new NFDA 'My First Job' initiative, which aims to attract candidates from a younger age into the Motor Industry, by utilising the opportunities through the career information system with Students where career choices are being made. It is 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 within the company, and I am proud with the improvements already demonstrated. The operational strategies reflect 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 25 April 2017.

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

We trade across 10 Motor Dealerships across the Midlands, Hertfordshire and Essex.

Grange Motors (Brentwood) Ltd – Reporting requirements

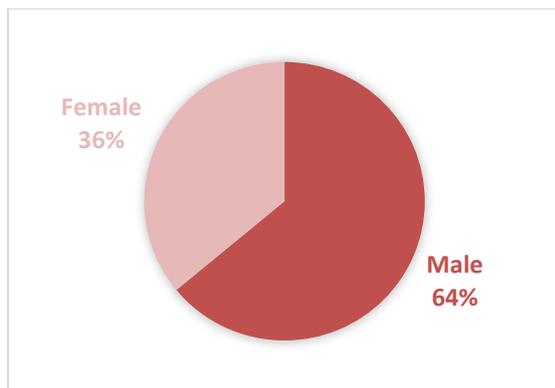
For the reporting period from 5 April 2017, Grange Motors (Brentwood) Ltd had 250, or more, employed at that date, and the application of the analysis of these businesses is reviewed in this report.

Our Associates

Within Grange Motors (Brentwood) the first business 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.

In the 4 years preceding the data for this report, Grange Motors (Brentwood) Ltd have seen a steady increase in its female representation by 9%.

Gender Split as at 5 April 2017



Gender Pay

There is a clear cohesion between the pay gap data and the current gender structure within Grange Motors (Brentwood) Ltd. The higher paid roles are within Management and Service Technicians. The Manager role has nearly an 87% male representation whilst Service Technicians have 100% male representation.

Gender Pay as at 5 April 2017

Difference in mean hourly rate of pay **33.36%**

Difference in median hourly rate of pay **22.01%**

Gender Bonus

The gap demonstrated from the data relating to bonus is consistent with the company's current organisational structure. With nearly 87% of the management team being 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.

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.

Percentage of male and females who receive a bonus as at 5 April 2017

Male **74.78%**

Female **42.04%**

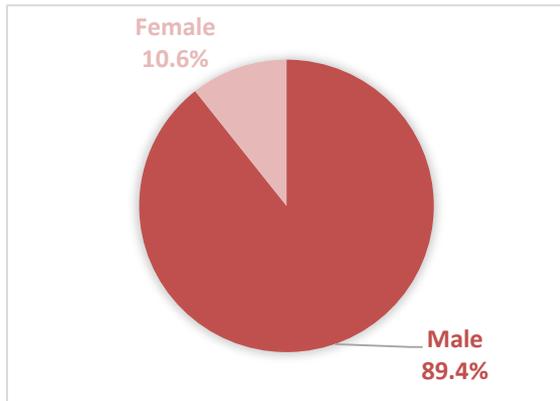
Gender Bonus as at 5 April 2017

Difference in mean bonus pay **84.33%**

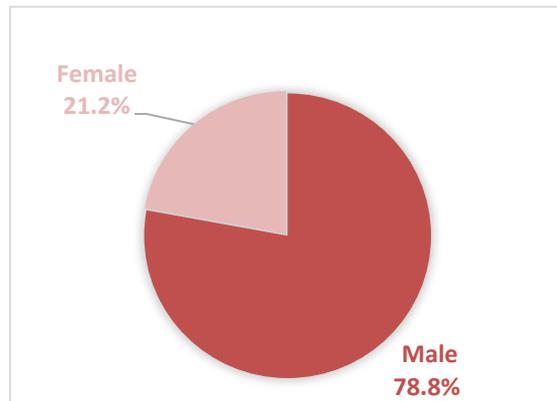
Difference in median bonus pay **53.92%**

Pay banding as at 5 April 2017

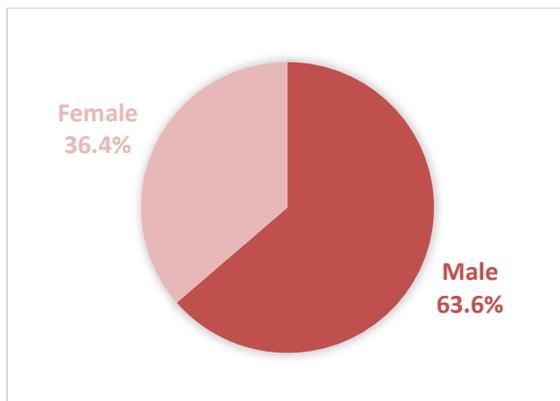
Upper quartile



Upper Middle Quartile



Lower Middle Quartile



Lower Quartile

