

## GENDER PAY GAP REPORT – PENDRAGON PLC 2019.

All UK companies, with over 250 employees are required to report on their gender pay and bonus gap by 5 April each year.

### WHAT IS THE GENDER PAY GAP?

The gender pay gap is a measure of the difference between the average earning of men and women across an organisation and expressed as a percentage of men’s earnings.

Gender bonus relates to the difference between average bonus payments received by men and women.

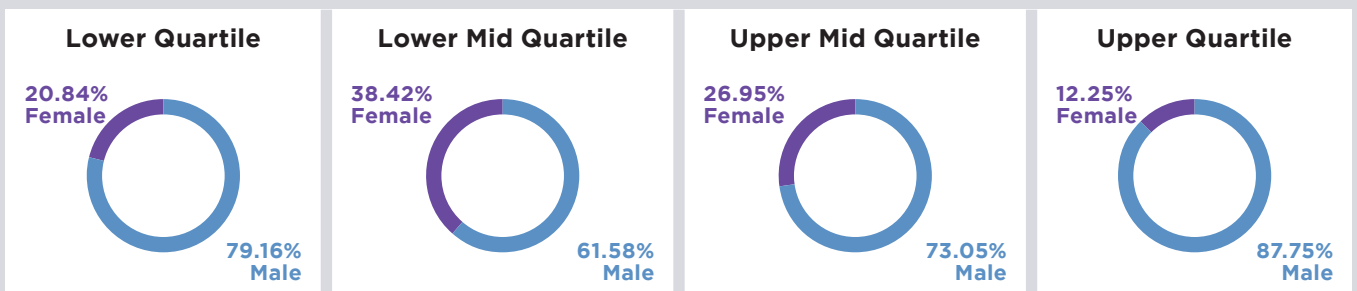
### GENDER PAY IS NOT THE SAME AS EQUAL PAY

Equal pay is about men and women receiving the same wages for the same job of equal value. At Pendragon PLC we use our pay framework to ensure objectivity in assessing and benchmarking roles, ensuring not only the legislative requirements are met, but also so are our values in respect of treating our team members fairly.

### UNDERSTANDING THE PAY GAP

Pendragon PLC is comprised of a number of different companies. These have been reported on separately, where required. Our industry has historically been a male dominated industry which, unsurprisingly, is reflected in our split between men and women as at April 2019. This has the effect of skewing the gender pay gap figures.

**As at 5 April 2019 our team members represented 73% male and 27% female**



## OUR COMMITMENT TO CLOSING THE GAP CONTINUES...

### THREE FOCUS AREAS:

#### 1. ACTIVELY DRIVING A GREATER GENDER BALANCE IN OUR BUSINESS

Achieving greater gender balance across our business has been a focus for us in 2019 as we look to address the historical and well documented male bias across the motor industry. We have made some very successful changes to our organisational structure to improve our ways of working and accommodating greater flexibility, along with creating alternative working patterns that appeal to a more diverse talent pool. We are seeing greater gender diversity as a result of these changes in some of our brands as we now focus on creating a culture that encourages and supports more females securing senior and leadership positions within Pendragon PLC.

#### 2. GENDER-NEUTRAL PAY PRACTICES

Implementation of our new reward framework is designed to ensure our pay is market competitive and supports our commitment of equal pay for equal work. Our governance framework is transparent and simple, taking into consideration job levels, scope and responsibilities, taking an objective assessment of compensation regardless of gender. Our compensation data is refreshed annually by our providers, ensuring our benchmarking analysis is thorough and fair.

#### 3. DIVERSITY AND INCLUSION (D&I)

We have placed particular emphasis on our D&I agenda on our recruitment practices, providing guidance to our leaders on an unconscious bias and making sure we remain objective in our employment offers and talent management decisions. Our extensive leadership development offering is inclusive to all our leaders and provides excellent opportunities to build a successful career with Pendragon PLC regardless of gender.

### BY REPORTING ENTITY:

The following tables summarise the position in our group entities that employed over 250 people as at April 2019:

Entity	Pay Gap		Bonus Difference		% Receiving a Bonus	
	Mean	Median	Mean	Median	Male	Female
Bramall Quicks Dealerships Limited	14.67%	0.12%	45.59%	42.59%	90.30%	87.02%
Car Store Limited	12.32%	0.00%	54.49%	62.65%	57.24%	28.16%
Derwent Vehicles Limited	16.27%	12.67%	22.41%	28.32%	74.70%	56.60%
Evans Halshaw Limited	13.18%	4.43%	54.78%	67.53%	85.76%	81.95%
Pendragon Management Services Limited	43.22%	16.29%	67.19%	51.34%	72.97%	57.07%
Pendragon Premier Limited	19.27%	16.64%	53.10%	63.88%	71.65%	55.31%
Reg Vardy Limited	18.87%	1.71%	49.21%	64.48%	89.56%	94.83%
Stratstone Limited	17.03%	13.90%	43.96%	60.00%	74.64%	55.34%
Stripestar Limited	10.17%	0.00%	52.38%	70.30%	87.58%	87.92%
<b>Pendragon Group</b>	<b>15.18%</b>	<b>5.32%</b>	<b>52.80%</b>	<b>61.96%</b>	<b>79.33%</b>	<b>66.18%</b>

Entity	Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile	
	Male	Female	Male	Female	Male	Female	Male	Female
Bramall Quicks Dealerships Limited	84.31%	15.69%	84.48%	15.52%	69.35%	30.65%	95.68%	4.32%
Car Store Limited	64.51%	35.49%	65.95%	34.05%	72.19%	27.81%	91.93%	8.07%
Derwent Vehicles Limited	67.48%	32.52%	45.38%	54.62%	63.16%	36.84%	82.93%	17.07%
Evans Halshaw Limited	81.84%	18.16%	67.86%	32.14%	69.79%	30.21%	92.15%	7.85%
Pendragon Management Services Limited	44.16%	55.84%	37.65%	62.35%	45.80%	54.20%	70.79%	29.21%
Pendragon Premier Limited	67.05%	32.95%	59.66%	40.34%	81.97%	18.03%	90.45%	9.55%
Reg Vardy Limited	86.87%	13.13%	81.82%	18.18%	72.34%	27.66%	96.63%	3.37%
Stratstone Limited	68.97%	31.03%	49.44%	50.56%	78.49%	21.51%	85.47%	14.53%
Stripestar Limited	88.22%	11.78%	76.84%	23.16%	73.17%	26.83%	93.07%	6.93%
<b>Pendragon Group</b>	<b>79.16%</b>	<b>20.84%</b>	<b>61.58%</b>	<b>38.42%</b>	<b>73.05%</b>	<b>26.95%</b>	<b>87.75%</b>	<b>12.25%</b>

I confirm the gender pay gap data in this report is accurate.

**Katie Heaps**  
**Head of Human Resources**

29<sup>th</sup> March 2020