

# Gender pay gap report

2019



**The automotive industry and the workforce employed within it has traditionally been heavily male dominated – within both the manufacturing and retail sectors.**

**In a modern society that has a healthy respect for diversity in the workplace, such sizeable imbalances are no longer acceptable and do not meet the needs or expectations of the customers that the industry aims to serve.**

Over the nearly 50 years since Howards Group was established, a drive for continual improvement has been at the heart of the Company's success and as such, we fully support the Government's decision to ensure larger employers publish their gender pay gap statistics.

The information published is a reflection of the gender pay gap which we are continuing to address. It is not about equal pay; the Howards Group pay the same rates for roles of equal value, irrespective of the sex of the person who carries out that role.

## How are Howards embracing these changes?

**The days of sharp-suited, smooth-talking, deal-making salesmen are long gone. We know the modern customer wants accurate information, meaningful advice and an efficient process that is delivered by a knowledgeable advisor that they can trust and who is focussed totally on the specific needs of the individual.**

**By changing our sales team structures and through the introduction of Product & Handover Specialists, we have made great improvement to the purchase experiences of our customers.**

- Our Product & Handover Specialists are generally female giving a better balance of gender representation in our showrooms and much better reflecting the profile of customers that we serve
- These Specialists are paid an annual salary rather than depending on sales commission for a large part of their remuneration. This supports a customer centric ethos where quality of service is the fundamental measure of success rather than simply the number of cars sold
- Many of these Specialists work a five-day week and therefore enjoy a better work-life balance than is often the case in retail environments. We believe this helps in attracting a broader and more diverse group of people and in particular women.
- We hope that by developing the skills of these colleagues and building on their experience, we will see a heavier representation of women in middle and senior management roles in the future





## What are the next steps for Howards?

The ongoing development of our business is seen by us as a timeless journey and not a destination that can be reached. It is our intention to continue to attract, recruit, retain and develop a diverse group of highly trained colleagues who deliver everything that the future customer expects from a modern and forward-thinking business. It remains our firm objective to ensure that every employee is treated fairly, equitably and consistently in all aspects of their employment including their terms of employment, working conditions and remuneration irrespective of their gender.



# Gender pay and bonus reporting statistics for staff employed at 5th April 2019

## The gender pay gap explained

A pay gap is the difference in average pay between two groups within a workforce. It is not to be confused with equal pay. This is a different matter and is concerned with being paid equally for the same or similar work. Below we will consider the gender pay gap.

## Our workforce

Being part of the historically male dominated automotive industry, it is no surprise that the Howards Group has an uneven gender split between men and women.

We are proud to have more women involved in all areas of our business and we are looking forward to building on the progress we have made.



**73.6%**  
**male**



**26.4%**  
**female**

The figures for both mean and median hourly rate and bonus are entirely reflective of the demographic of our organisation. Our business has more males at senior level and as such our average male salary (mean and median) is higher than our average female salary. This pay gap will continue to exist until we achieve a fair representation of men and women at all levels, which is something we are working hard to achieve.

## Gender pay

Difference in mean hourly rate of pay

**34.51%**

Difference in median hourly rate of pay

**23.89%**

## Gender bonus

Percentage of men and women receiving bonus

**81.13%**



**69.73%**



Difference in mean bonus pay

**63.89%**

Difference in median bonus pay

**68.12%**

## Pay banding

Lower quartile

**65.71%**



**34.29%**



Lower middle quartile

**54.29%**



**45.71%**



Upper middle quartile

**92.86%**



**7.14%**



Upper quartile

**84.29%**



**15.71%**

