



BENTLEY

**BENTLEY MOTORS
GENDER PAY GAP REPORT
2024**

PUBLISHED 2025

INTRODUCTION

2024 has been a remarkable year. Our mean gender pay gap is now at its lowest since we began reporting, as is our mean bonus gap. We are seeing the highest proportion of our female population in the upper and upper-mid quartile for pay, too. This is fantastic news. However, achieving equity in the workforce goes far beyond closing the gender pay gap. At Bentley Motors, we want to ensure that every one of our colleagues feels valued, heard and integral to their team. That's why we are committed to Diversity, Equity, Inclusion and Belonging (DEIB).

This broadened approach recognises that not everyone has the same needs. It demonstrates our desire to create an environment where every colleague feels safe and empowered to bring their authentic self to work – an environment where everyone is treated fairly, irrespective of their background, identity or beliefs.

Also reflective of our desire to raise the bar on DEIB within our organisation is our announcement of our most ambitious diversity targets yet. As of the end of 2024, 20.1% of leadership positions were occupied by females – an increase of 6% since the end of 2019. We are now committing to increasing female representation in our Leadership to 25% by 2030. In addition, we aim to achieve 5% ethnic diversity in leadership by 2025.

Looking back on what we have achieved in 2024 fills us with confidence that we will meet these targets. For example, our early careers and talent growth programmes are already proving instrumental in our ability to attract diverse talent. Not only have we seen exponential growth in the number of graduate and apprenticeship applications we've received over the past 12 months, but gender and ethnicity diversity among applicants is now nearing a balanced 50:50 ratio.

Our five DEIB networks have worked hard to increase awareness and support for key topics affecting our diverse workforce. Over the past 12 months, they have introduced several knowledge-based articles, providing guidance on veterans of the armed forces and reservists, attention deficit hyperactivity disorder (ADHD), dyslexia, dyspraxia and dyscalculia, autism spectrum condition (ASC), mental health in crisis, and transgender inclusion.

We have strengthened our family-friendly policies, too, by introducing a four-week phased return to work option for colleagues returning from maternity, adoption or shared parental leave. We have also added paid leave for fertility treatment, miscarriage, and neonatal care.

We are also undertaking the largest skills transformation programme in our history, with 10,000 learning outcomes targeted for delivery by 2027. We have already achieved 39% of this goal through new training initiatives that include 24 new e-learning modules. These cover BEV upskilling, a virtual vehicle development programme, cybersecurity, data and AI upskilling and a new business-wide mentoring programme, including a reverse mentoring initiative.

Read on to learn more about our progress in 2024 and our commitment to initiatives that make a more equitable future for all a reality.

Dr. Karen Lange

Board Member for HR



BENTLEY'S GENDER PAY GAP: HEADLINE FIGURES

The gender pay gap is the difference between men's and women's average pay, expressed as a percentage of the men's pay.

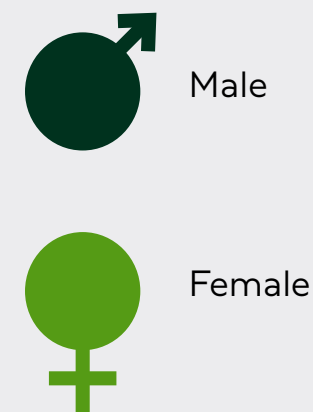
Our continued efforts towards pay equity are paying off. In 2024, our mean gender pay gap reduced by 1.9% to 4.4%. The mean pay gap has been hovering around the same (6.3 – 6.6%) for the last four years, so this drop is excellent news. Meanwhile, our median pay gap has now reduced to -2.7%, meaning our middle female earns more than our middle man.

Our mean bonus gap is now the smallest it has ever been at 13.6%. And we're pleased to report that our median bonus gap has remained at 0%.

Overall, we are seeing the highest proportion of our female population ever in the upper and upper-mid quartile for pay – another great sign that our actions are working.

While significant progress has been made in 2024, our ultimate goal is to close the gap completely.

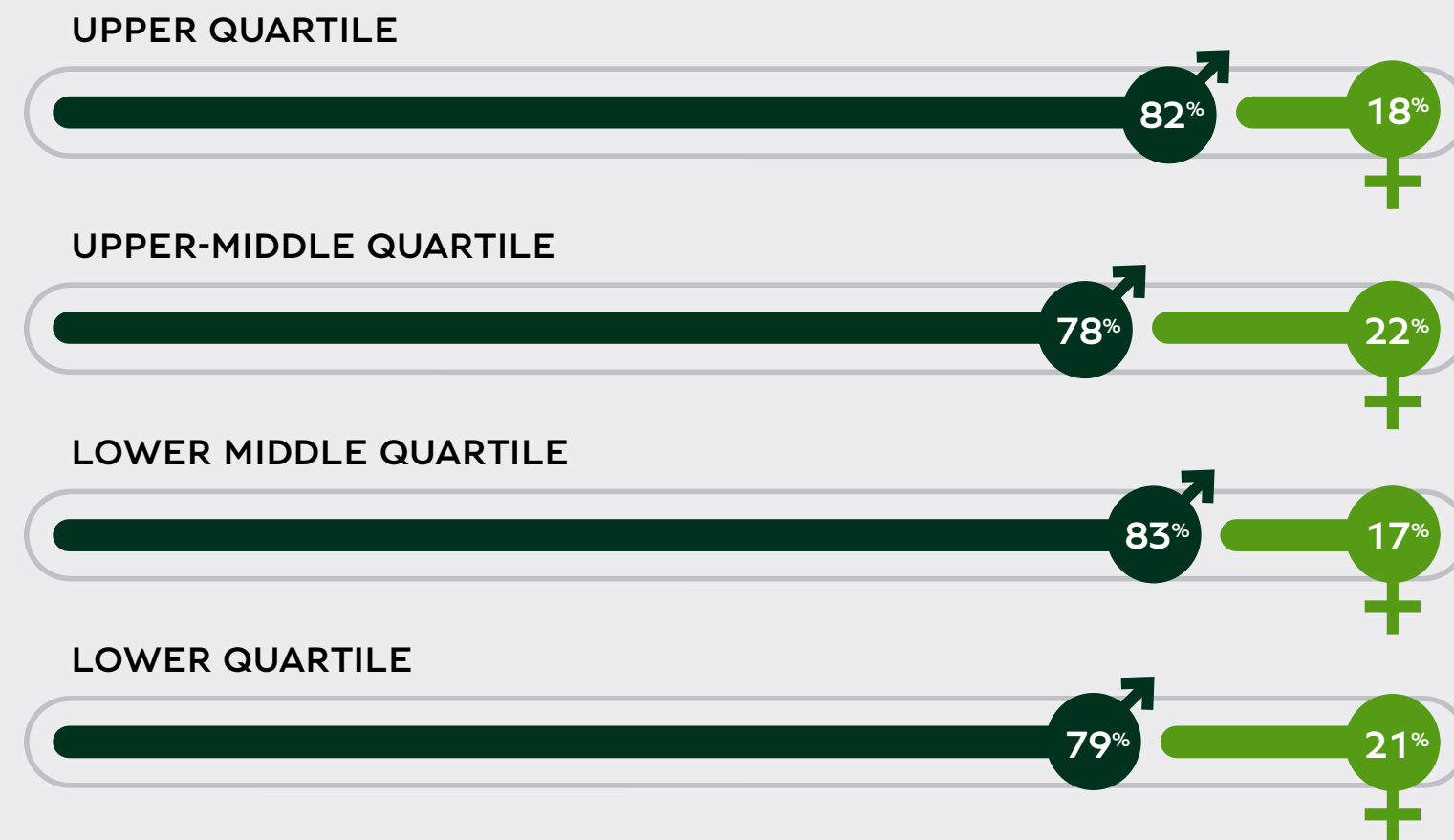
BENTLEY'S GENDER PAY AND BONUS GAPS



EQUAL PAY

Equal pay is the difference in pay between a man and a woman doing a role of equal value. This is not the same as a gender pay gap. Bentley ensures equal pay for our colleagues through thorough benchmarking.

PROPORTION OF MALES AND FEMALES IN EACH QUARTILE PAY BAND



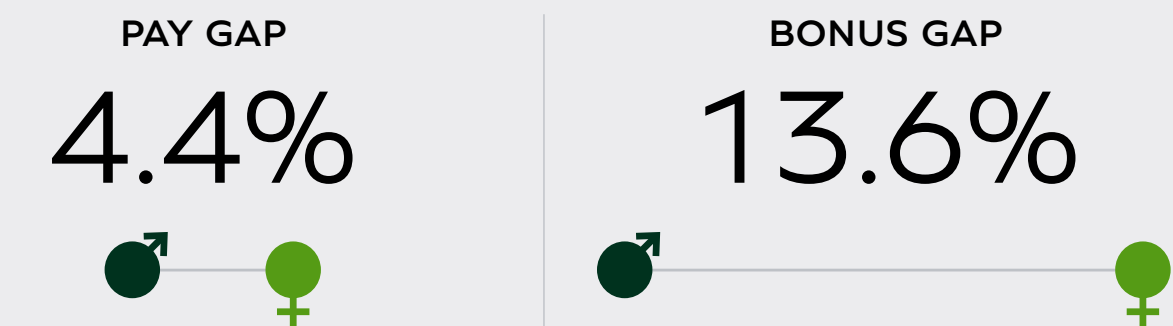
MEDIAN GAPS

The median is the middle value between the highest and lowest values

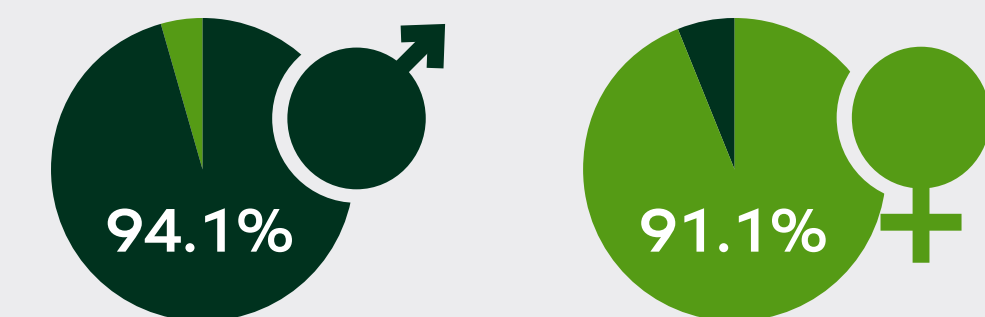


MEAN GAPS

The mean is the total sum of all values, divided by the total number of values



PROPORTION OF COLLEAGUES IN RECEIPT OF A BONUS



OUR VISION FOR THE FUTURE

Our DEIB vision is to be the most diverse luxury car manufacturer, with an inclusive culture of belonging that makes us an employer of choice.

To achieve this vision, our mission is to make DEIB part of everything we do. It is our colleagues' individuality that makes us strong, drives our innovation and creates change; through embracing all forms of diversity we achieve true inclusion. That is what "Belonging at Bentley" means.

“

Bentley aims to be the most diverse and inclusive luxury car manufacturer, the employer of choice with a culture of belonging. Diversity, Equity, Inclusion and Belonging are part of everything that we do. It is our colleagues' individuality that make us strong, drives our innovation and creates change through embracing all forms of diversity.”



Dr. Frank-Steffen Walliser
CEO and Chairman of Bentley



Dr. Karen Lange
Member of the Board for Human Resources



Wayne Bruce
Chief Communications and DEIB Officer

GENDER PAY GAP REPORTING EXPLAINED

Gender pay gaps are usually expressed at both a median and mean level to give a rounded picture of the factors influencing pay.

THE MEDIAN PAY GAP

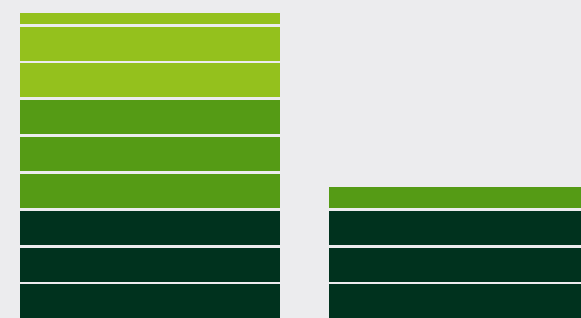
The median pay and bonus gaps are the difference between the "middle" female colleague in the organisation and the "middle" male colleague if all colleagues of all levels were placed in order of their rate of pay. The median is most commonly used as it is the most accurate way to show the difference between a typical male and a typical female.

At Bentley in 2024, there was a median pay gap of -2.7% between the salary of a typical male colleague and a typical female colleague – meaning that our middle female now earns more than our middle man.

The median bonus gap remains at zero, reflecting that bonuses are collectively negotiated with the trade unions across our non-management population.

UK MEDIAN GENDER PAY GAP*

7%



BENTLEY MOTORS MEDIAN GENDER PAY GAP

-2.7%



GENDER PAY GAP REPORTING EXPLAINED

THE MEAN PAY GAP

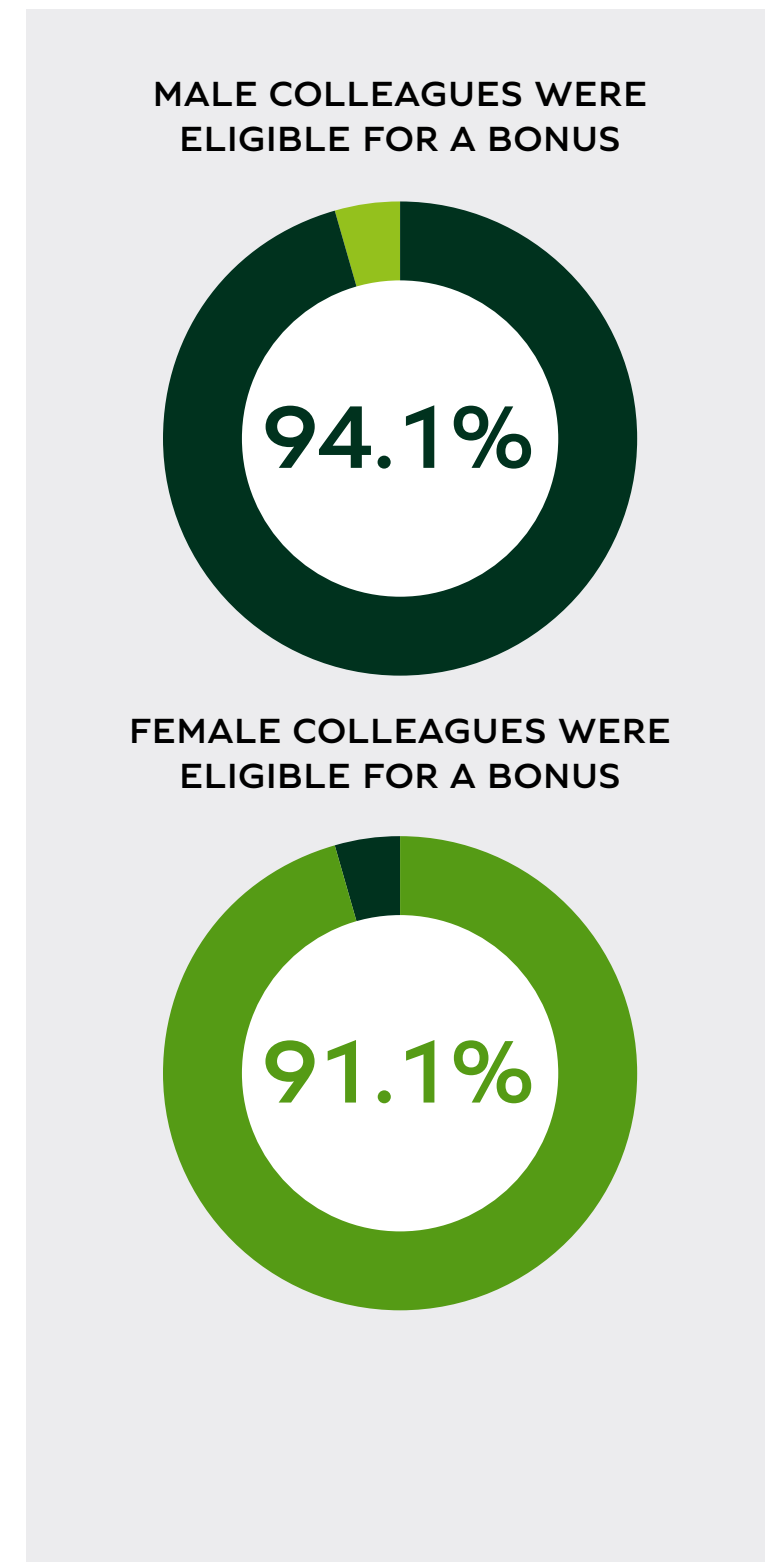
The mean pay and bonus gaps are calculated by comparing the average hourly pay and bonus of all women in the organisation to the average hourly pay and bonus of all men. A mean average is created by dividing the total hourly pay by the number of colleagues. It is therefore strongly influenced by the pay and bonus of the most senior members of the organisation.

At Bentley, the mean pay gap between male and female colleagues has decreased from 6.3% to 4.4% in 2024. The mean bonus gap has reduced from 17.1% to 13.6%. While this gap reflects that higher bonus payments are typically awarded to senior leadership roles (where we have a higher proportion of male colleagues), what's reassuring is that we are seeing the highest proportion of our female population ever in the upper and upper-mid quartile for pay.

We are not resting on our laurels. We are committed to becoming the most diverse luxury car company, with colleagues as individual as its cars.

BONUS ELIGIBILITY

Gender does not affect the eligibility for colleague bonuses at Bentley. Most colleagues received a bonus in 2024, and the gap in non-eligible colleagues is the result of individuals joining or leaving the business within the given bonus period.



OUR DEIB STRATEGY

In late 2024, we extended our forward-thinking Beyond100 business strategy, renaming it Beyond100+, to cover the period from 2030 to 2035.

The Beyond100+ purpose is to advance the boundaries of excellence. Its vision is to create the next experience benchmark in Performance and Luxury for generations to come. Meanwhile, its mission is Relentlessly Extraordinary: We offer constantly evolving experiences, with the fusion of craftsmanship, innovation and sustainability.

“ Four years almost to the day that Bentley initially outlined its Beyond100 strategy, we adapt to today’s economic, market and legislative environment to initiate a major transformative phase for tomorrow. Beyond100+ becomes our guiding light as we extend our ambitions beyond 2030.”

Dr Frank-Steffen Walliser
CEO and Chairman of Bentley

“People” is a core focus in the Beyond100+ strategy and one of the fields of action, focusing on Employer of Choice, High Performance Culture, Capabilities and Resources, and DEIB.

Beyond100+ also endures a fundamental reinvention of the Crewe manufacturing infrastructure and helps secure Bentley’s future at Crewe for the next generation of products and colleagues.

Being at the forefront of progress is part of our DNA. Bentley will continue to lead through its Beyond100+ strategy, setting a benchmark for the world’s luxury car industry, not only in terms of the products it creates, but its culture and its people.

As we move into 2025, our goal is to advance our DEIB maturity level to ‘sustainable’. We are currently progressing from ‘strategic’ to ‘integrated’, a shift that requires us to implement further policies and practices. To support this journey, we have continued to actively champion underrepresented groups and have introduced inclusive management training so that our leaders have the in depth DEIB knowledge they need to role model and live inclusive behaviours every day.

Our people are the driving force behind our success, and their wellbeing, development and sense of belonging are at the core of our strategy. We recognise that a thriving workforce is not only essential for innovation and excellence but also for sustaining long-term business success. We are committed to offering an inclusive and high-performance workplace that attracts and retains top talent. Through continuous learning and development, we provide our colleagues with the tools and opportunities to grow, reducing workplace stress and fostering career longevity. Our investment in wellbeing ensures our people feel physically and mentally supported, enabling them to perform at their best. Additionally, we believe that prioritising DEIB is not only a moral imperative but a business necessity. Diverse perspectives drive better decision-making, innovation and success.

These principles are reinforced by external recognition, such as our Top Employer certification for the 14th consecutive year, which reflects our dedication to fostering a workplace culture that supports and empowers every individual.

BEYOND100+

As we continue to evolve, our Beyond100+ strategy ensures that sustainability is embedded in our people-focused initiatives. Whether through career development, wellbeing programmes or inclusive leadership, we remain dedicated to building a workplace where our colleagues can thrive. The following sections explore how we bring this vision to life.



POSITIVE ACTIONS

Inclusive leadership training is a cornerstone of our DEIB journey at Bentley. Our senior leaders serve as beacons of inspiration for their colleagues, and it's essential that we equip them with valuable insights, such as inclusive language, to guide their teams effectively.

That's why we have established The Charge Forward Leadership Programme (CFLP), which has not only introduced reverse mentoring for senior leadership but also delivered comprehensive neurodiversity and inclusive leadership training.

The three-part inclusive leadership training programme, for example, is designed to help our most senior leaders enhance their leadership approach. It focuses on language use and how to cultivate a sense of belonging, equipping leaders with the skills they need to create a more inclusive and welcoming work environment.

The programme's sessions foster a psychologically safe environment for courageous conversations, promoting active allyship. The overwhelmingly positive feedback we've had since its establishment underscores its role in driving understanding, education and dialogue, while also eliciting new perspectives from our engaged community.

So far, 230 senior leaders have taken part in the 18-hour programme. Due to the success and feedback from senior leaders we brought forward the Inclusive Management programme which started in November 2024 and will continue throughout 2025. At present, 237 People and Matrix Managers have completed the Inclusive Management programme. Technical Managers are next in line to receive the training, before the programme is rolled out to all of our colleagues.

Inclusive Leadership & Management Programs:

- Use inclusive language and terminology in all forms of communication.
- Courageously and confidently speak about DEIB.
- Actively promote psychological safety and confidently speak up in the face of non-inclusive behaviours.
- Identify and create a plan to implement actions to accelerate DEIB at Bentley (#BelongingAtBentley).
- Actively promote equity at Bentley, building and retaining talent through conscious inclusion and evidence-based decision-making.
- Understand how to work within the legal framework and understand the implications of not being legally compliant.
- Develop their 'inclusion antennae' for assessing, practice spotting biases, reasonable adjustments and evidence-based assessment.
- Build confidence to promote equity across the organisation through day-to-day leadership and decision-making.

CHARGE FORWARD

BENTLEY AWARDED BRONZE TRAILBLAZER STATUS BY RACE EQUALITY MATTERS

We are proud to have achieved Bronze Trailblazer Status from Race Equality Matters (REM) – an accolade awarded to organisations that have demonstrated a foundational commitment to race equality through the implementation of strategic initiatives and practices aimed at reducing racial inequalities and promoting diversity.

This is a significant milestone for us and recognises our commitment to our DEIB initiatives. “The process is all done completely anonymously,” explains Emma Humphries, Bentley’s DEIB Manager. “Organisations answer a list of questions and submit evidence to support each. This is then shared with the judges. I am proud to see that our efforts have been recognised by REM.”



Ahmed Naqvi and Patty Diaz-Rhys from our BeUnited DEIB network, were thrilled to hear that Bentley received this award. “We take every opportunity to practice and highlight the necessity for race equity and inclusion,” they said. “We believe inclusion and race equity is in our DNA at Bentley, instilling the best from colleagues who come from a diverse multi-cultural background. At BeUnited, we bring together colleagues from all over the world and from over 57 cultural backgrounds. We celebrate our uniqueness and collective success. An endorsement from REM is a testament of everything we are going right here at Bentley. There is still a long way to go, but it’s comforting to know we are going in the right direction.”

SUPPORTING THE #MYNAMEIS CAMPAIGN

In a recent external poll, 73% of people said they have had their name mispronounced, 43% said it made them feel disrespected, and 35% said it had an impact on their identity as a person.

Race Equality Matters (REM) has created #MyNames – a simple but highly impactful campaign to ensure the correct pronunciation of people’s names. We are proud to support this campaign, encouraging all colleagues at Bentley to update their email signatures with both the phonetic spelling of their name as well as their pronouns.

Watch this [video](#) to hear more about what #MyNames means to our colleagues at Bentley. Find the phonetic spelling of your name, along with additional resources about the campaign, [here](#).



CHARGE FORWARD

BENTLEY SIGNS THE ARMED FORCES COVENANT

In January 2024, we signed the Armed Forces Covenant, a national pledge to treat those who serve, or have served – whether Regular or Reserve – and their families with fairness and respect, and to guarantee that they will not be in any way disadvantaged within the business because of their service.

“Joining the Armed Forces Covenant is not just a symbolic gesture, it is a concrete step towards creating a society that values and cherishes the sacrifices of our military personnel,” said Emma Humphries, DEIB Manager at Bentley. “It is a commitment to fostering an environment where veterans, active-duty members, and their families receive the care, recognition, and opportunities they rightfully deserve.”

Our ultimate ambition is to be the employer of choice for those leaving the military, and we are working hard to realise this goal. We recognise military skills and qualifications in the recruitment and selection process and are working with the Career Transition Partnership (CTP) to support the employment of service leavers. We are also supporting colleagues who are members of the Reserve Forces and volunteering leaders in military cadet organisations, granting additional leave for annual training.



In March 2024, we were awarded the Bronze Award as part of the Defence Employer Recognition Group (ERG). As we continue to support our veterans and blue light service personnel as well as charities and the local community, we aim to progress towards to silver status.



CHARGE FORWARD

SPONSORING THE 2025 NORTHERN POWER WOMEN AWARDS' 'POWER LIST'

We are proud to continue our partnership with We are Power, the umbrella brand of the Northern Power Women Awards and Power Collective CIC. We are Power aims to accelerate gender equality, wider inclusion and social mobility to create a brighter future for all, across the country and beyond.

Following our successful sponsorship of the Northern Power Women Awards' 'Future List' in 2024, we are delighted to be sponsoring the 'Power List' in 2025.

Established nine years ago, the Northern Power Women Awards is the largest celebration of gender equality in Europe, with a growing community of over 100,000. The body recognises those who work tirelessly towards gender balance and equality in the workplace. The 2025 awards ceremony, including the 'Power List', took place in March.

"We are thrilled to have Bentley Motors as a sponsor for the Northern Power Women Awards 'Power List,'" said Simone Roche MBE, CEO and Founder of the Northern Power Women Awards. "Their commitment to promoting diversity and inclusion reflects the values at the heart of the Northern Power Women Awards. Together, we are shining a light on the incredible individuals and organisations driving positive change and amplifying the voices of those making a real difference."

Our very own Nicola Johnson, Director of the HR Centre of Excellence at Bentley, recently featured on the WeArePower podcast. From her return to work after maternity leave to the thrill of driving a Continental GT Speed at Silverstone, Nicola spoke about breaking boundaries in every aspect of her life. [Listen to the podcast](#) to find out more and to hear about Nicola's role models, like Michelle Obama and Katie Piper, as well as key figures in the automotive world.



CHARGE FORWARD

COLLEAGUES RECOGNISED IN AUTOCAR'S GREAT WOMEN AND DRIVERS OF CHANGE AWARDS

This year, Allison Christou, Bentley's Programme Manager for Government Relations and Sustainable Luxury, was recognised at Autocar Drivers of change awards, nominated for her commitment to female health advocacy.

Allison has been the driving force behind our drive to ensure women of all ages are supported with regards to perimenopause and menopause. She has helped to create knowledge-based articles for Managers and colleagues that support the company's policies and ensures that colleagues know what support is available and what they can do to support others. She also hosts a monthly menopause support group, where all colleagues can get real support and learn more so that they can support people close to them.



This comes following our success in the 2024 edition of the Autocar Great Women Awards, where multiple Bentley colleagues were recognised.

Emma Perriman-Rabone, Chief Integrity and Compliance Officer and Head of Governance, Risk and Compliance; Kirsty Mason, Chief Information Officer; Sally Hepton, Director of Government Relations and Sustainable Luxury; and Justine Pridding, General Counsel and Company Secretary Legal/Finance were honoured as stars of the British automotive industry.

"Congratulations to Emma, Sally, Kirsty and Justine for your well-deserved recognition," said Dr. Karen Lange, Bentley's Member of the Board for Human Resources. "This achievement not only exemplifies excellence but also inspires us all. Thank you for being role models within Bentley and beyond, leading the way and inspiring the next generation. Women have always played a crucial – but often unsung – role in the automotive industry. And even today, women remain significantly underrepresented across the sector. That's why initiatives like the Autocar Great Women Awards are making a change."



Meanwhile, Gemma Sharp was recognised in the 2024 future list, which is also part of the Northern Power Women Awards. "I am incredibly honoured to have been named on the 2024 Northern Power Women Future List in recognition of my commitment to creating an environment where everyone can reach their full potential," Gemma said. "Within my role as Talent Development Specialist, I championed development and progression topics across the business, with a particular focus on providing additional support to underrepresented groups. As I transition into my new role as Recruitment Marketing Manager, I am committed to continuing my work to promote inclusion and belonging within the workplace and to elevate the importance of these topics externally."

CHARGE FORWARD

BENTLEY RECOGNISED FOR ITS DIVERSITY EFFORTS

Over the course of 2024, Bentley has been recognised for its diversity efforts on multiple occasions.

Bentley won Employer of the Year at the Queer Student Awards – The UK's first annual student celebration of the LGBTQ+ students, apprentices, interns and graduates who are proudly leading in their lives, and the communities around them. As part of these awards, Benjamin McCormick (He/Him), Co-Chair of our BeProud Network, received the 'Rising Star' award. Benjamin was praised for his dedication to outreach, his efforts to raise awareness of Bentley's inclusivity among university students, and his strength at challenging industry misconceptions. Benjamin is creating a phenomenal lasting impact across Bentley - With BeProud, Benjamin is creating a phenomenal lasting impact across Bentley, which is committed to providing support, advice and a safe space for our LGBTQ+ colleagues and allies.



In addition to this, our health, wellbeing and disability network BeAccessible has been shortlisted in the European Diversity Awards. Firmly established as the continent's most prestigious and widely respected diversity event, the European Diversity Awards celebrates the amazing individuals, organisations, companies, charities and networks that drive Diversity, Inclusion and Equality into the heart of everything they do.



Our BeAccessible Network creates safe spaces and psychological safety by hosting monthly Time to Talk sessions and Monthly Neurodiversity and Disability sessions, removing taboo and stigma often associated with mental health and disabilities.

A huge Congratulations to Marta Price and Sasa Posavec, as well as all members of the BeAccessible Network who have championed and pioneered visibility to health and wellbeing topics, ensuring a safe space for colleagues whilst raising awareness and improving understanding to support an inclusive culture.



CHARGE FORWARD

COLLEAGUE ENGAGEMENT PROJECTS

New behaviours rolled out

To be the world leader in luxury mobility, we must be a fast-paced organisation without barriers, where new ideas are welcome. To achieve this, we need to continually focus on how we work together to create a winning culture. Our Colleague Engagement team has distilled that ethic into a series of new ChargeForward Behaviours that represent the standards we aspire to and measure ourselves by – and form the foundation for building a high-performing team.

We have rolled out ten new ChargeForward Behaviours – eight designed for colleagues and two additional behaviours specifically for Managers.

(MANAGERS ONLY)



CHARGE FORWARD

CONNECTED COLLEAGUE SESSIONS



There are many ways for colleagues to share their feedback and have their say about what it's like to work at Bentley, as well as celebrate the great work that goes on across all areas. One way is through our Connected Colleague sessions – informal, regular gatherings hosted by a Member of the Board.

Around 12 colleagues from across Bentley can attend and there's no agenda – just an opportunity for colleagues to ask questions and raise anything they'd like to discuss.



EXTRAORDINARY TALKS



Our Colleague Engagement team holds an Extraordinary Talk on a different topic each month. These sessions feature intersectional themes and are presented by internal and external speakers, including several notable figures. In January 2025, we heard from Gil Dudson, who taught us about balancing professional sport, family life, relocating countries and a career change. In 2024, Abigayle André spoke about ADHD, autism and neurodiversity as well as being Muslim. Jason Fox told us about his military background and spoke about resilience, men's health and mental health awareness. And Candice Brathwaite – who is widely recognised for her book 'I Am Not Your Baby Mother' where she passionately addresses the unique experiences of Black British mothers – gave us an insight into her life and her journey to success.



SURVEYS AT BENTLEY: YOUR SAY MATTERS



Our annual surveys are an incredibly important way for us to assess our DEIB strategies and engage with our colleagues. We will only build an inclusive culture at Bentley by fostering a culture of open feedback. By sharing your perspectives, you contribute to creating a workplace where diversity is celebrated and inclusion is the norm.

BELONGING SURVEY



Our 2024 Belonging Survey ran from 2 July – 2 August.

This annual survey helps us measure the status quo and evolution of inclusion within Bentley, enabling us to foster an environment that is supportive, respectful and creates a sense of belonging.

The 2024 edition has been our most successful to date. Compared to the 2023 edition, we've seen an increase in overall participation (30% participation rate compared to 26% in 2023), an increase in completion rate and an increase in participation from all functions except for finance. Overall, we found that women rate inclusion at Bentley higher than men.

The survey also provides an index score on inclusion overall. This year, Bentley achieved 66.3 which, while good, shows we still have work to do.

INTEGRITY SURVEY



Integrity is one of the Government, Risk and Compliance (GRC) department's five core responsibilities. It is inherent in everything that we do to build trust with our customers, business partners and colleagues – and maintain long-term economic success.

To ensure that integrity and compliance form the basis of our corporate culture, we ran an integrity survey during Belonging Week, which took place in September 2024. This year we saw a significant increase in participation, demonstrating that integrity behaviours can build an inclusive culture and increase in belonging.





BENTLEY