



BENTLEY

**BENTLEY MOTORS
GENDER PAY GAP REPORT
2022**



INTRODUCTION

Our industry has suffered from a lack of diversity for too long. While women make up half of the UK workforce, only 20% of employees in the automotive sector are female – and this number drops to less than 10% when talking about executive roles.*

This cannot continue. At Bentley, we have set ambitious goals to ensure we are at the forefront of driving real change. As proposed in our Beyond100 strategy, we are aiming to achieve 30% diverse candidates in management by 2025.

We recognise that there's a lot of work to be done. But, by taking proactive steps to increase the number of female colleagues in our business, especially in senior management roles and across areas such as engineering, IT and manufacturing, we are beginning to see real progress. In 2022, we were able to increase our overall female employee population to 19%. We were also able to increase our female leadership population from 14% to 16% overall.

That's not all. We'll only achieve ongoing success if we tackle gender bias early, which is why we are conducting various outreach activities targeting schools and universities. By focusing on attracting future talent from a diverse range of backgrounds, we are succeeding in making a difference. In fact, across all functions, our future talent population is 35% female.

Attracting a diverse set of employees is just the beginning. Our success depends on our ability to retain our colleagues long into the future. That means fostering a culture of inclusion, where everyone feels welcome and valued. That's why we're working hard to ensure that inclusion is a key part of our company ethos by developing processes that ensure that each and every one of our colleagues feels comfortable in bringing their true selves to work and is empowered to speak up.

Our efforts to date haven't gone unnoticed. In 2023, we were named a Top Employer for the twelfth successive year by the renowned Top Employer Institute. While we are incredibly proud to be the only UK car manufacturer to make this list, we will not rest on our laurels. We recognise that we need to hold ourselves accountable and, to do that effectively, we need to fully understand where we can improve. This sixth annual Gender Pay Gap report serves to help us do just that.

Dr. Karen Lange

Member of the Board for Human Resources

* Source: 2020 Women in Automotive Industry Study by Deloitte.

BENTLEY'S GENDER PAY GAP: HEADLINE FIGURES

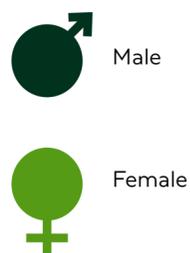
The gender pay gap is the difference between men and women's average pay, expressed as a percentage of the men's pay.

We're pleased to report that, at Bentley, the median pay gap is significantly lower than the [Office for National Statistics' 2022 gap for full-time employees](#). However, we will not be satisfied until we have closed the gap completely.

*We acknowledge that the mean bonus gap has increased from 20.8% to 46.2%. This number is particularly volatile, as higher bonus payments are typically awarded to senior leadership roles, where we have a higher proportion of male colleagues.

This is also compounded by bonus eligibility rules for the given bonus period, meaning Senior Leaders who join or leave during the bonus period are not eligible to receive their bonus. To address this, we are taking immediate steps to increase the diversity in senior leadership roles, with a target of 30% by 2030.

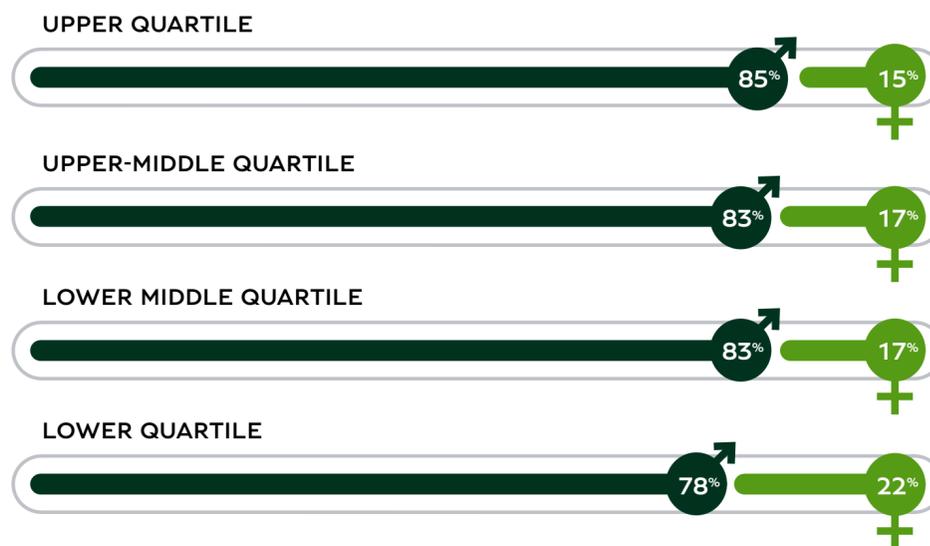
BENTLEY'S GENDER PAY AND BONUS GAPS



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





BENTLEY'S GENDER PAY GAP: HEADLINE FIGURES

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At Bentley we are continuing our strong commitment to close the pay gap. That's why we have taken several important actions last year and will continue to do so in the future for our employees and generations to come. Our Bentley cars are unique and one of a kind – and so are our colleagues. That's why it is of utmost importance to create an inclusive environment in which everyone can flourish, meet their full potential and feel a sense of belonging.



Adrian Hallmark

Adrian Hallmark
Chairman and Chief Executive



Dr. Karen Lange

Dr. Karen Lange
Member of the Board for
Human Resources

The above-signed confirm that the information provided in this report is accurate. This data has been published to comply with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



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 2022, there was a median pay gap of 3.6% between the salary of a typical male colleague and a typical female colleague. There was a median bonus gap of zero. The median pay gap exists due to the fact that fewer women are employed in the parts of our business that attract the highest rate salaries (such as leadership and senior technical roles).

That's why we are committed to accelerating our focus on recruiting and developing more women. The rate has marginally increased since 2021. The median bonus gap is zero, reflecting the fact that across our non-management population, bonuses are collectively negotiated with the trade unions.



*Note: UK Median Gender Pay Gap 2021 is provisional, as reported by the Office for National Statistics, October 2021.



GENDER PAY GAP REPORTING EXPLAINED

THE MEAN PAY GAP

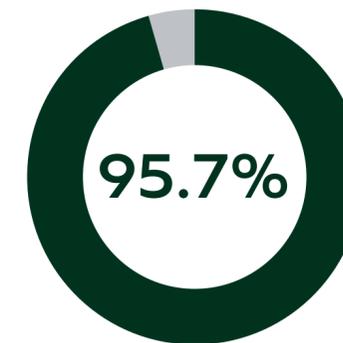
The mean pay and bonus gaps are calculated by comparing the average hourly pay and bonus of all women in the organisation to the average hourly pay and bonus of all men. A mean average is created by dividing the total hourly pay by the number of colleagues. It is therefore strongly influenced by the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

At Bentley, the mean pay gap between male and female colleagues marginally increased from 6.3% in 2021 to 6.5% in 2022. The mean bonus gap has increased from 20.8% to 46.2%. This number is particularly volatile, as higher bonus payments are typically awarded to senior leadership roles, where we have a higher proportion of male colleagues. This is also compounded by bonus eligibility rules for the given bonus period, meaning Senior Leaders who join or leave during the bonus period are not eligible to receive their bonus.

To address this, we are taking immediate steps to increase the diversity in senior leadership roles, with a target of 30% by 2030.

BONUS ELIGIBILITY

Gender does not affect the eligibility for colleague bonuses at Bentley. The majority of all colleagues receive a bonus, and the gap on non-eligible colleagues is the result of individuals joining or leaving the business within the given bonus period.



MALE COLLEAGUES ELIGIBLE FOR A BONUS



FEMALE COLLEAGUES ELIGIBLE FOR A BONUS



ACTIONS SPEAK LOUDER THAN WORDS

It's all very well us having ambitious aspirations, but positive change takes more than good intentions. Our true success lies in our ability to take action.

Recognising this, in 2021, we set out a five-step strategy to drive us towards our Beyond100 goal of achieving 30% diverse candidates in management by 2025 and – ultimately – becoming a leader in sustainable luxury mobility.

A STRATEGY FOR SUCCESS

Our five-pillar strategy focuses on outreach, recruitment, talent, development, and a culture of belonging. Early careers outreach activities will be targeted towards organisations with diverse intakes, while the recruitment of established hires will explore new talent pools. To ensure that all talent within the business is supported, succession planning will be reviewed to ensure early identification and nurturing of talent throughout the business.

At the same time, development programmes will ensure that colleagues from all walks of life are able to grow and achieve their full potential. This will be underpinned by measurable KPIs and targets, and board-led engagement to drive a positive culture and remove unconscious bias. Colleague network groups will also help drive engagement within the business through a series of strategic events and activities.



To test the integrity of our plans, we enlisted diversity and inclusion (D&I) consultancy and audit firm The Clear Company to conduct an independent diversity lifecycle audit of our strategy. This audit included a review of over 300 documents, stakeholder interviews, cross-functional and cross-hierarchical focus groups, as well as several colleague surveys. The audit served to address the actions that we had been taking and assess the related impact, identifying areas for improvement within our D&I strategy. We then used those learnings to fine tune our approach.



ACTIONS SPEAK LOUDER THAN WORDS

HOW WE ARE INCREASING THE REPRESENTATION OF WOMEN WITHIN THE BUSINESS

Our strategy focuses on:

- Outreach initiatives aiming to raise awareness of STEM and automotive careers amongst school age girls and female students to attract future talent
- Ensuring that our recruitment processes for established hires avoid any unintended bias
- Regularly reviewing our internal development and talent processes to ensure female colleagues receive maximum support
- An ongoing focus on our culture to ensure Bentley is a place where all colleagues can be their true selves at work
- A working environment that focuses on a work-life balance by offering hybrid work arrangements
- Increasing the role of diversity networks such as the Belnspired women in automotive group





DRIVING POSITIVE CHANGE

As part of our strategy, we are running a number of initiatives to promote D&I within the business.

WE.TOGETHER WEEK

One of the biggest D&I activities from 2022 was our We.Together Week; a week of D&I activities and conversations supported by a wider interactive communications campaign. For the second year in a row we made the unprecedented decision to halt the whole businesses' activity for all employees including our direct colleagues for a compulsory manager led session to discuss the concept of psychological safety and inclusion at Bentley.

This allowed us to ensure all our colleagues were heard and gave us a vehicle for two-way communication in the business. This was successful in creating a sense of belonging across the organisation.

USING DATA TO MAKE INFORMED DECISIONS

In 2022, we have enabled our HR technology suite SuccessFactors to capture diversity data. Colleagues can use SuccessFactors now to let us know how they'd like to be addressed, as well as share information on their ethnicity, religion, relevant service history, disabilities and more. This is enabling us to drive positive change and provide equal opportunities for our colleagues.

Collecting our colleagues ethnicity data was also an important step on our diversity & inclusion journey, aligned with us signing the Race at Work Charter.

MANDATORY TRAINING

We are delivering core mandatory training on unconscious bias for anyone in a management role. In addition, we have invited all colleagues to partake in our D&I training which is focused on reinforcing the importance of D&I and changing unwanted behaviours. Recognising the importance of continuous learning, we have facilitated follow up sessions for our leadership team, allowing time for essential reflection.

DRIVING POSITIVE CHANGE

LEADING BY EXAMPLE

Our board members are at the forefront of our D&I mission, with a critical role in ensuring that everyone feels a sense of belonging. They take part in all of our training and engagement activities, were a key part of our We.Together Week and took part in interviews for our diversity audit with The Clear Company. Our board members are fully integrated into our D&I networks, enabling them to stay close to matters that our colleagues consider important and ensuring two-way communication and exchange.

THE BE-BUDDY PROGRAMME

In February 2022, we announced the introduction of Be-Buddy, a colleague-led initiative to support new parents balance their home and working lives. The programme aims to support new-to-be parents (through birth or adoption) by pairing them with mothers and fathers equipped with their own experience of becoming a parent whilst working at Bentley.

The programme has been created and will be managed by members of the Be Inspired diversity network who acknowledged how daunting it can be to become a parent while juggling work at the same time.

Be-Buddy was inspired by an initiative created in Primary schools where a year 6 child is allocated a reception child to welcome him/her into their new environment which maybe a little scary, to hold their hand every step of the way. Having a buddy will provide colleagues with additional support and advice outside of line management and HR. The programme is open to all colleagues, regardless of gender and has been well received by the business.



BENTLEY



DRIVING POSITIVE CHANGE

CELEBRATING INTERNATIONAL WOMEN'S DAY WITH THE LAUNCH OF OUR EXTRAORDINARY WOMEN MENTORING PROGRAMME

In 2022, we marked International Women's Day by sharing examples of female colleagues in jobs that smash stereotypes and break the bias.

We also launched the UK wave of the Extraordinary Women mentoring programme, providing a range of mentoring and work experience opportunities for students from our partner Universities. During a week-long programme of activities, female talent had the opportunity to explore the various aspects of Bentley's manufacturing operations in Crewe, learn more about products and business strategy, join panel talks with senior leaders and trainees from Bentley's early careers cohort and pitch their project ideas to colleagues from the Sales and Marketing team.

"Mentoring is already an important development tool at Bentley and we recognise the benefits for both the mentor and the mentee," said Bentley's Member of the Board for Human Resources, Dr Karen Lange. "Extending this support to students hoping to develop a career in automotive through our future talent programmes is therefore a natural next step. We hope that combined with a week of work experience later this year, Extraordinary Women will provide a transformative opportunity for the selected students, by connecting them with experts who can share their insights and experience and help inspire them shape their own journeys."

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DRIVING POSITIVE CHANGE

SUPPORTING THE MENOPAUSE WORKPLACE PLEDGE

On World Menopause Day we signed the Menopause Pledge, raising awareness and promising support for colleagues experiencing perimenopause and menopause symptoms.

The Menopause Workplace Pledge is a UK-wide initiative led by Wellbeing of Women, and calls on employers to commit to:

- Recognising that the menopause can be an issue in the workplace and women need support
- Talking openly, positively and respectfully about the menopause
- Actively supporting and informing your employees affected by the menopause

'WOMEN IN AUTOMOTIVE' NETWORK

Our women in automotive network, BelInspired, made this pledge possible, working closely with colleagues across the business to raise awareness, introduce support networks and make Bentley a more inclusive place to be.



We're now supporting colleagues experiencing the menopause through several initiatives:

- Our BelInspired network group hosts a monthly peer-to-peer network group for colleagues experiencing symptoms of the perimenopause and menopause or for people who just want to find out more about it, to educate themselves or to support a colleague, employee or friend/family member
- Our knowledge-based articles provide guidance to managers and colleagues to help build an understanding of the menopause and how to have discussions with their team
- The Benefit team deliver annual dedicated training on the subject to both colleagues and managers
- Members of the BelInspired network can help signpost colleagues and managers to the support available

Speaking about the Menopause Workplace Pledge, Allison Christou, Member of BelInspired and Government Affairs, Sustainability & CSR Programme Manager said: "This pledge is another milestone in Bentley's history to make our workplace more inclusive for women. It makes me proud to know I have the support of our network members, the board and colleagues to support this cause. This is the time to change the narrative and our thinking about the menopause and focus on what we can achieve in our 'second spring'."



DRIVING OUR D&I STRATEGY IN 2023

To ensure we continually commit to and drive forward our D&I strategy, in late 2022, we formed a cross functional senior management team called the Diversity and Inclusion Breakthrough Action Team (DIBAT), whose role is to champion D&I and drive functional ownership and engagement.

Building on this in 2023, we will be focusing on enhancing an inclusive culture and diversifying our talent pipeline through a targeted diversity recruitment marketing campaign.





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