



BENTLEY

BENTLEY MOTORS
GENDER PAY GAP REPORT
2023

PUBLISHED APRIL 2024

#BelongingAtBentley



INTRODUCTION

The world is continuously changing – and, with advances in electric vehicles and new digital technologies, so is the automotive industry. To achieve success and drive positive change, we need to attract and retain diverse talent. We strongly believe that we will maximise our chances of achieving our aim if we embrace a truly diverse and gender-balanced workforce at all levels.

We continue to drive a concerted effort to break down barriers and address gender imbalances at Bentley Motors. We are delighted to report that these efforts are having an impact. We are making progress. I am pleased to announce that all key measures have improved towards gender balance. We ended 2023 by increasing the number of female employees in leadership positions to 19%. That's up from 15.8%.

We've achieved these results thanks to a multifaceted approach focusing on five key areas: outreach, recruitment, talent, development and culture.

By engaging female leaders in the traditionally male dominated automotive sector, we leverage unique viewpoints, enhance decision-making processes and drive creativity in problem-solving. Research consistently shows that diverse teams



that include women bring different insights and approaches that lead to better business outcomes. In the automotive realm, female representation not only reflects the customer base, but also brings fresh perspectives to design, marketing and customer experience, ultimately resulting in more inclusive products and services.

Diversity isn't a tick-box exercise. We're looking to retain the talented women we already have and recruit the very best new candidates from all backgrounds, ensuring everyone gets the support needed to maximise their potential. The diverse workforce itself is not the attraction – instead it's our way of working, our inclusive culture and our policies and facilities here at Bentley.

Take our women's network BelInspired or our support for the menopause charter, for example. Or the changes we're making to ensure our workplace is inclusive and supportive for all genders – like our approach to flexible working which helps new parents support their families without having to leave their careers.

Have we reached the finish line yet? Definitely not. We are committed to continuing our journey. Read on to find out more about what we have achieved in 2023.

Dr. Karen Lange

Member of the Board for Human Resources

BENTLEY'S GENDER PAY GAP: HEADLINE FIGURES

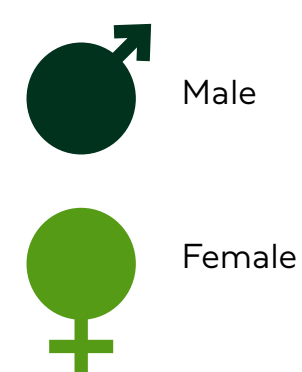
The gender pay gap is the difference between men and women's average pay, expressed as a percentage of the men's pay.

We're pleased to report that, at Bentley, our median pay gap (0.2%) is the lowest it has ever been in our seven years of reporting. Not only that, but it is significantly lower than the [Office for National Statistics' 2023 gap for full-time employees](#).

In fact, all key measures have improved towards gender balance and both the mean pay and bonus gap have reduced.

While this is something to be proud of, we will not be satisfied until we have closed the gap completely.

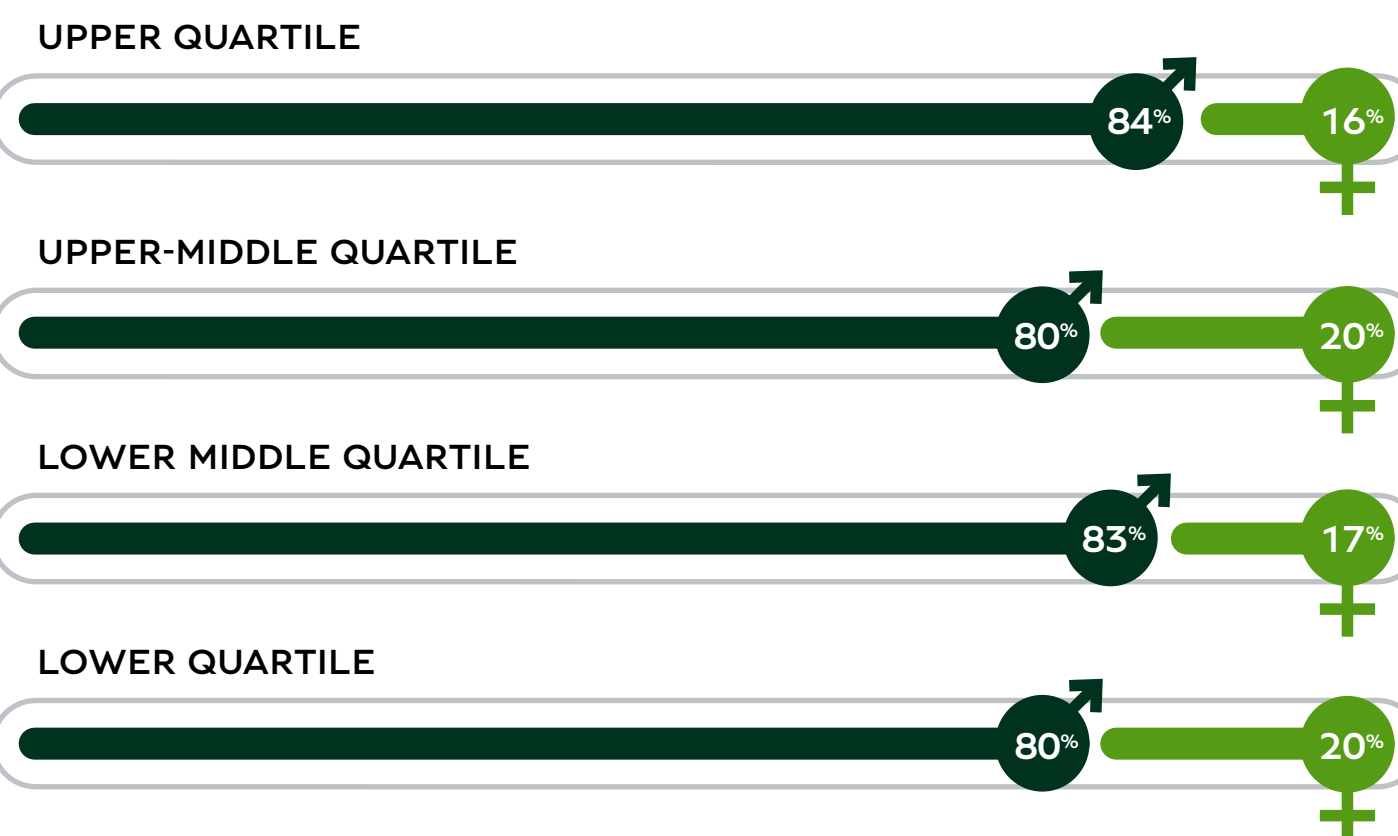
BENTLEY'S GENDER PAY AND BONUS GAPS



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



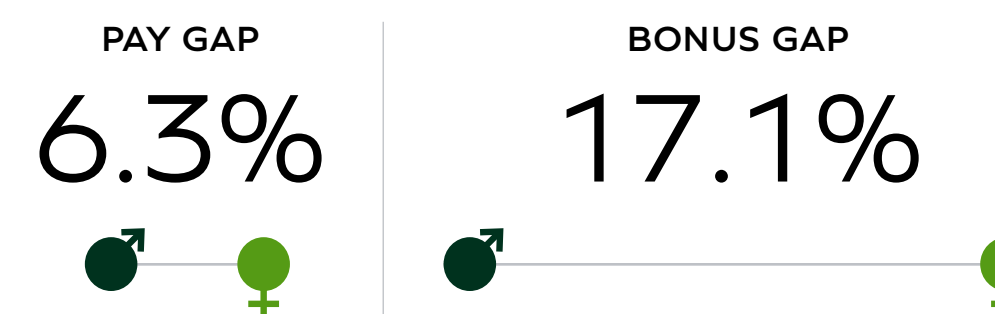
MEDIAN GAPS

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

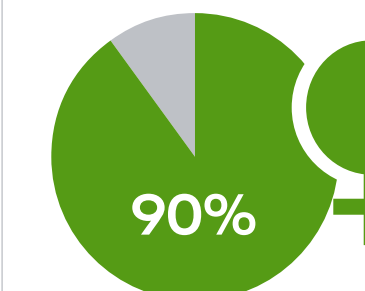
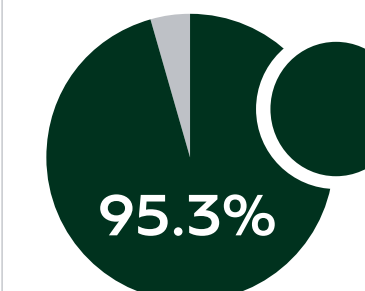


MEAN GAPS

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 vision is simple. We want 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, we have set out our mission: We are united in our goal to make Bentley successful by integrating diversity, equity and inclusion (DEI) into everything we do. It is our colleagues' differences that make us strong, drive our innovation and create change with a diversity of thought that brings true inclusion. This is what 'Belonging at Bentley' means.

“

Bentley aims to be the most diverse luxury car manufacturer, with a culture of belonging and the employer of choice. Diversity, Equity and Inclusion is 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.



Jan-Henrik Lafrentz
Member of the Board
for Finance



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 2023, there was a median pay gap of 0.2% 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 decreased by 3.4% between 2022 and 2023. 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 2023 is provisional, as reported by the Office for National Statistics, November 2023.



GENDER PAY GAP REPORTING EXPLAINED

THE MEAN PAY GAP

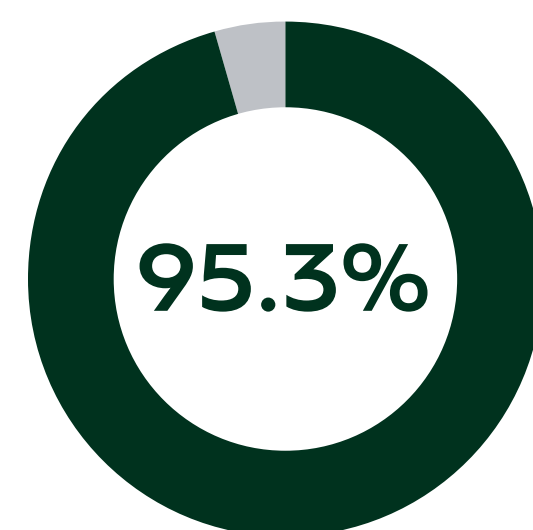
The mean pay and bonus gaps are calculated by comparing the average hourly pay and bonus of all women in the organisation to the average hourly pay and bonus of all men. A mean average is created by dividing the total hourly pay by the number of colleagues. It is therefore strongly influenced by the 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 6.5% to 6.3% in 2023. The mean bonus gap has decreased significantly from 46.2% to 17.1%. 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.

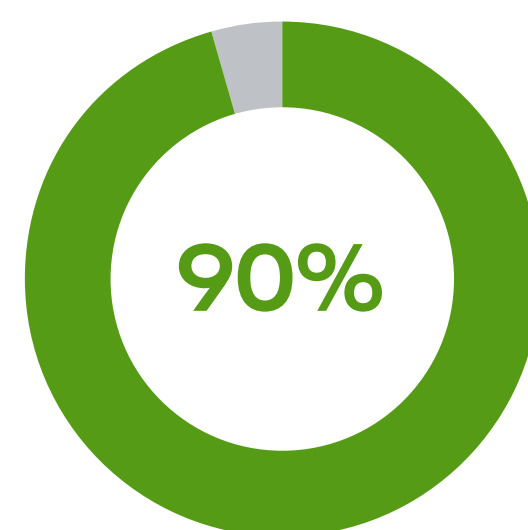
We are committed to increase diversity at Bentley, as part of our Beyond100 strategy, including the aim to become the most diverse luxury car company with colleagues as individual as its cars.

BONUS ELIGIBILITY

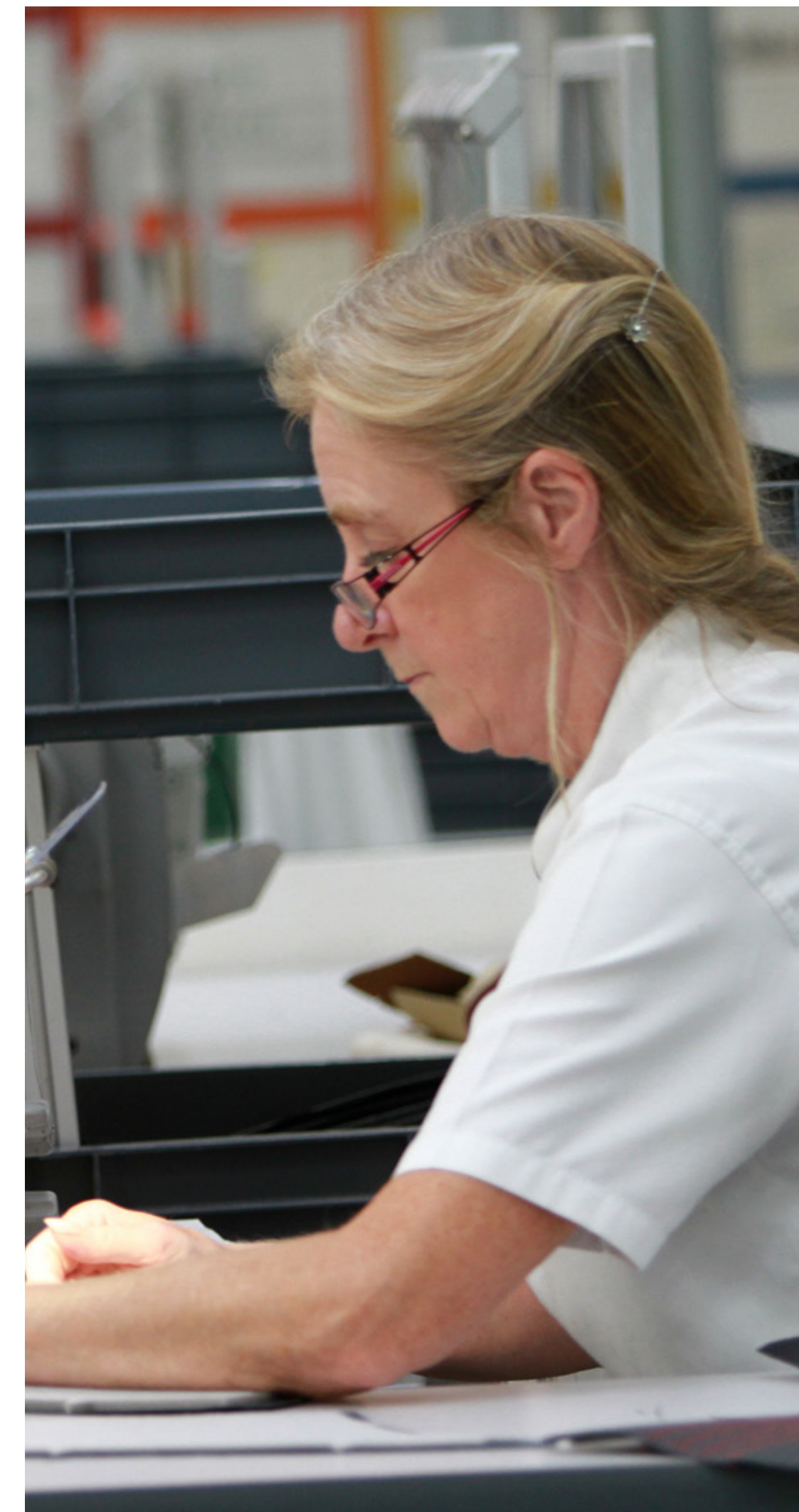
Gender does not affect the eligibility for colleague bonuses at Bentley. The majority of all colleagues received a bonus in 2023, and the gap on non-eligible colleagues is the result of individuals joining or leaving the business within the given bonus period.



MALE COLLEAGUES WERE
ELIGIBLE FOR A BONUS



FEMALE COLLEAGUES WERE
ELIGIBLE FOR A BONUS



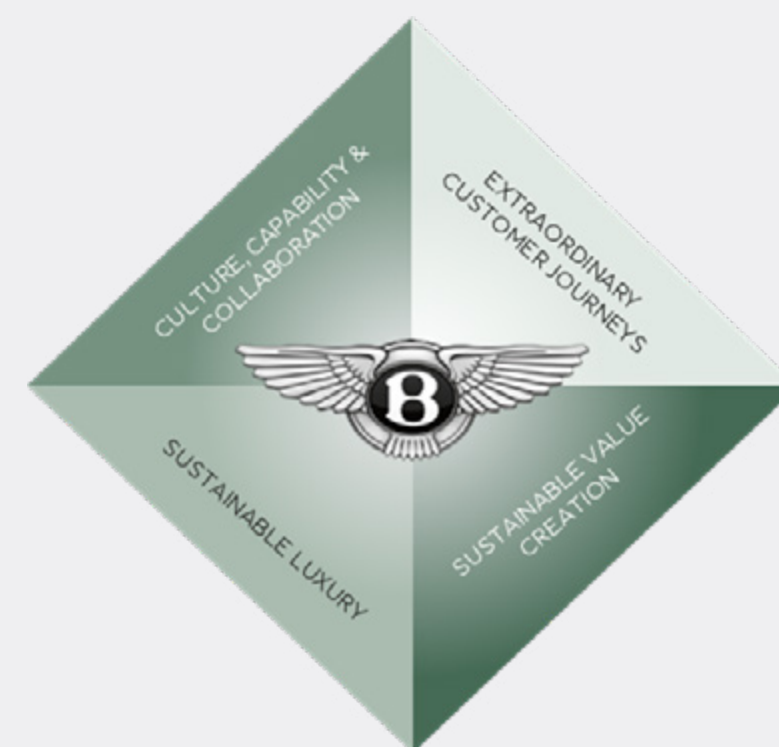
OUR DEI STRATEGY

In 2023, we focused on embedding the criteria that can enable us to move our maturity level from compliant to strategic. We did this by creating and delivering a range of DEI objectives and targets and by putting KPIs in place to ensure we can track and monitor our progress. In addition, we have ensured that all leaders own and communicate Charge Forward Inclusive Leadership within their functions and act as DEI role models.

We are now focused on achieving the next maturity level of integrated, which requires us to have further policies and practices in place to enhance our DEI strategy. To build on this, we will continue to actively champion underrepresented groups. Moreover, we will develop leaders further so that they have the in-depth DEI knowledge they need to role model and live inclusive behaviours every day.



As a business we acknowledge the importance of DEI for the business and its colleagues, therefore it is embedded in two quadrants of our Beyond100 strategy. These are 'Sustainable Luxury' and 'Culture, Capability and Collaboration', to ensure that DEI is embedded in everything we do; top-down and bottom up.



POSITIVE ACTIONS

At Bentley, our HR strategy is “success through people”, and this translates to all areas of our business. As our industry evolves, we know that people will be at the heart of everything we do. After all, it’s our colleagues who will deliver the transformation we need to create a diverse, equitable and inclusive organisation that will achieve long-term, sustainable success.



Recognising that DEI is not just a HR topic, we have now moved it to sit with our Communications department, complete with a new and expanded team and a dual reporting line to both the CEO and the HR Board Member. This puts DEI at the heart of the business and makes it part of everything that we do across all functions, reaching all colleagues.

DEI is in two quadrants with a joint goal to success. The HR and DEI teams work together to drive positive change and increase belonging within the whole business.

With years of combined experience, a strong collective IQ and impressive diversity of thought, these teams will play a crucial role in weaving our DEI initiatives into the fabric of our organisation – driving real innovation as a result.

One way they will do this is through our constantly evolving People Strategy, which is aligned to, and supports, the delivery of our corporate Beyond100 strategy. This has brought all our strategic activities together into one simple, understandable framework and can also be linked to living our inclusive behaviours.

With this framework, all Bentley colleagues can see exactly where they add value and can contribute to delivering our ambitions at both a departmental and business level.

The strategic ambitions in HR strategy:

1. We are a global employer of choice: We attract, engage, develop and retain world-class, diverse talent through inclusive and industry-leading tools, ways of working, rewards and benefits.
2. We achieve success through our people: We are committed to creating a lean and sustainable organisation of the future, underpinned by innovative and industry-leading skills development.
3. We embrace diversity of thought: Through collaboration and relentless curiosity, we challenge the status quo. This helps us transform the future of our business to become a global leader in sustainable luxury mobility.
4. We charge forward to drive an inclusive high-performance culture: We live our behaviours through an embedded culture, creating an environment where everyone belongs.

CHARGE FORWARD

INCLUSIVE LEADERSHIP TRAINING IN PARTNERSHIP WITH CLEAR COMPANY

All of Bentley's senior leaders are on a development pathway dedicated to inclusive leadership skills and behaviours, delivered in partnership with the Clear Company.

Renowned author and speaker Matthew Syed launched the pathway with valuable and inspiring insights on how to create a high-performance culture in a complex and rapidly changing world. He spoke about the current challenges and opportunities that leaders are facing and outlined what can be achieved when passion and diversity of thought are combined with a growth mindset.

The pathway helps underpin the idea that, for us, DEI is not simply a nice to have or a good thing to do – it's the right thing to do, for our colleagues and our business. Only an inclusive culture, where everyone is supported to achieve their full potential, will help to drive better decision-making and innovation – the very things that push our business forward. Our leaders are role-models and active participants. They are responsible for creating an environment where everyone feels safe to speak up and be their true authentic selves. The pathway provides an important opportunity for leaders to exchange with, and learn from, forward-thinkers from both inside and outside of the business.



CHARGE FORWARD

FINDINGS FROM OUR INCLUSION SURVEY

2023 saw us conduct an inclusion survey to measure the status quo and evolution of inclusion within Bentley.

As part of the Audi Brand Group Progressive, Bentley took part in the first inclusion survey. This included global and local questions, allowing us to assess inclusion on a global scale while simultaneously considering Bentley specifics. By embracing this approach, we can ensure that our strategies and initiatives are both globally comparable and locally relevant. It enables us to build a culture that values and integrates the unique perspectives and experiences of individuals across the brand group.

The survey included sections focusing on authenticity, belonging and psychological safety, fair practices and culture, as well as inclusive behaviour, and has been collated with the support and input of colleagues and allies from across our colleague networks.

The honest feedback has enabled us to focus on topics that our colleagues have identified as important to them, these are now all captured and tracked within our 2024 strategic objectives.

The distribution of DEI attitudes yields a strikingly positive picture, with more than 80% of Bentley colleagues indicating either support or personal commitment to diversity and inclusion – again, this is higher than the Brand Group average.

The participation from our Manufacturing colleagues was the highest and found that women at Bentley rate inclusion higher in comparison to men, and inclusion is strong on a team level.

These findings will inform our inclusion strategies for the year ahead and enable us to build upon our strengths and address areas of improvement.



Our survey found that inclusion at Bentley is strong on a team level. Women rate inclusion higher than men.



CHARGE FORWARD

BENTLEY ANNOUNCES RECORD NUMBER OF EARLY CAREERS OPPORTUNITIES FOR 2024

We have announced a record 164 trainee opportunities this year.

"Our trainee programmes were first established over 40 years ago and to continue to set record recruitment levels is a testament to our commitment to supporting early careers, and the importance that they play in moulding the future of our company," said Dr Karen Lange, Member of the Board for Human Resources at Bentley Motors.

Of the 164 roles available, 34 are three or four year apprenticeship positions, 29 are two-year graduate roles and 101 are for 12-month industrial placements.

In parallel to the vacancies opening, Bentley also welcomed a 117 strong 2023 cohort, including a record high 50/50 gender split of the new starters. Sera Holden was one of the 2023 intake, "I was eager to join Bentley as it is a much respected and prestigious company known globally for its highly skilled workforce, which I'm now proud to say I'm a part of," she said. "I'm very excited for the year ahead and for the opportunities it will bring. There is no where I'd rather begin building the foundation for my career."



CHARGE FORWARD



17 SCHOOLS TAKE PART IN OUR "GIRLS INTO BENTLEY" EVENT

Over 50 female students from 17 schools across Crewe and Cheshire joined us for our unique "Girls into Bentley" event.

The students learnt more about our brand and history, experienced a site tour and got to spend some time in our Heritage Garage where they could get close to our beautiful products. There was also an opportunity for the students to take part in several hands-on activities run by our Manufacturing colleagues in trim, paint, assembly and wood.

Later on in the day, the students heard from three inspirational female colleagues from our Belnspired network about their own career journeys, who shared some invaluable advice. The day finished with a CV skills workshop from our Talent Acquisition Team.

It was a really inspiring day, and we hope to see many of the participants in the future in a successful STEM career at Bentley.

NICOLA GOUGH WINS THE AUTOMOTIVE 30% CLUB'S INSPIRING AUTOMOTIVE WOMEN AWARD

Nicola Gough, a Module Leader at Bentley Motors, has won the Automotive 30% Club's Inspiring Automotive Women Award.

Nicola, who has worked at Bentley for 16 years, was recognised by a panel of independent judges for her efforts to inspire and encourage students and school children into the automotive industry. She's played a crucial part in multiple outreach activities, including speaking to female engineers at Imperial College London, sixth formers at South Cheshire College, and over 100 female secondary school students in Sheffield.

Being a Member of the Automotive 30% Club places us among a network of automotive leaders who share a collective commitment to being inclusive and building gender-balanced businesses. Only together, by joining forces, we possess the power to drive impactful change in our industry.

CHARGE FORWARD

ESTHER CHARLES RECOGNISED AS 'RISING STAR' BY AUTOCAR

Esther Charles, a degree apprentice in our Manufacturing business, has won an Autocar Great Woman Award for Apprentice of the Year in its 2023 Rising Star Awards.

2023 was the ninth edition of the awards, which was launched in 2016. The initiative celebrates women within the automotive sector, annually switching focus between future industry leaders and the powerhouses who command the greatest influence within their fields.

The award highlighted the fact that Esther's commitment to her job extends far beyond her day-to-day responsibilities. She's actively involved in encouraging more women to pursue careers in engineering and promoting gender equality in the automotive sector.

Bentley plans to extend the relationship with Autocar Great Women in 2024, an initiative run by Autocar in association with the Society of Motor Manufacturers and Traders. It is important for us to be part of honouring the stars of the British automotive industry.



PARTNER OF WE ARE POWER

We are proud to partner with We are Power, the leading organisation dedicated to promoting gender equality and recognising changemakers across the North of England.

The partnership gives us access to resources for Bentley colleagues and opportunities to showcase Bentley to over 100,000 Northern Power Women members, the largest celebration of gender equality in Europe.

We are actively involved in supporting We are Power initiatives, including webinars and mentoring. We are proud to sponsor the Northern Power Women Awards Future List, which recognises the influencers and change makers of the future who are already making a difference in their environments and communities.

WE ARE
POWER

CHARGE FORWARD

DR LOUISE NEWSON TAKES PART IN EXTRAORDINARY TALK

As part of our continued commitment to the Menopause Workplace Pledge, we were delighted to welcome Dr Louise Newson to our Crewe headquarters where she took part in an Extraordinary Talk.

Described as the 'medic who kickstarted the menopause revolution', Dr Louise Newson is a GP, pioneering menopause specialist and No.1 Sunday Times bestselling author. She is passionate about increasing awareness and knowledge of perimenopause and menopause, and campaigns for better menopause care for all women. Recognising that the entire workforce at Bentley is likely to be affected by the menopause, either directly or indirectly via relationships, we are committed to raising awareness and providing the support required to colleagues.



WE.TOGETHER WEEK

We.Together aims to connect the members of the VW AG Group from across the world, regardless of status, function or location. The goal is to build an international diversity and inclusion coalition and develop a collective ambition for inclusive organisations.



We.Together Week took place from Monday 22 May until Friday 26 May 2023 and provided more than 72 learning opportunities in seven languages across five days. We hosted three webinars during the week: 'Neurodiversity at Bentley', 'The impact of LGBTQ+ characters in film and television', and 'Inclusion in the workplace'.



CHARGE FORWARD

BELONGING WEEK

25 – 29 September 2023 marked National Inclusion Week. To celebrate this, Bentley hosted different events within our Belonging at Bentley programme #BelongingAtBentley. These included:

The launch of our third Inclusion Car: The Belonging Bentayga

Our colleagues got an exclusive look at our third Inclusion Car before it was officially launched to the public. This unique hand painted Alpine Green Bentayga Hybrid features different skylines and well-known buildings from across the world such as New York, London, Paris, Rome, Milan, Venice, Tokyo and Hong Kong – each side of the car representing a different continent.

The art piece that displays 29 different landmarks was drawn from memory by Stephen Wiltshire MBE, a British architectural artist and autistic savant, who is known for his ability to draw a landscape after seeing it just once.

Wayne Bruce, Chief Communications and DEI Officer at Bentley, said: "We're very proud to be able to say that Bentley's workforce is made up of people from 57 different nationalities and our diverse team handcrafts and sells our luxury cars in 67 countries from retailers in all the key cities of the world. The message that the unique and striking imagery of the Belonging Bentayga sends is that that no matter where you live, you belong. Our culture of supporting everyone to be able to achieve their highest potential mirrors Stephen's ethos of do the best you can and never stop."

All colleagues were invited to see the launch of the car and participate in some amazing photo opportunities.

Belonging at Bentley colleague sessions

We ran a 'Belonging at Bentley' colleague session during each day of Belonging Week. These covered a variety of topics such as diversity and inclusion, learning and development, and more.

Extraordinary Talks

There were two Extraordinary Talks during Belonging Week, one with our recently appointed Sustainability Council and one with DEI advocate, Ryan Zaman.





CHARGE FORWARD



LINKEDIN WORKSHOP BY COLLEAGUES FOR COLLEAGUES

Our Belnspired network ran a session on how to use LinkedIn more effectively. It detailed the best ways to get more from your profile and offered advice on posting about Bentley on social media. In the afternoon, attendees had the opportunity to sign up for a professional photo to update their profile with.

VW AG GROUP FEMALE NETWORK MEETING

The VW AG group female network meeting was the first cross-brand women's network event, where all leads from the women's networks in the group came together. Eight different brands in the Group were involved. They took the time to plan joint activities and measurements across all brands in order to increase the visibility of women in the automotive industry.

CHARGE FORWARD

EXTRAORDINARY WOMEN UPDATE

Our ongoing 'Extraordinary Women' mentoring programme aims to inspire the next generation of female talent by encouraging young women to consider rewarding careers in STEM and the automotive industry.

Building upon the success of previous events, last year we brought together eight exceptional students from Saudi Arabia and the UK and paired them with eight esteemed mentors from both countries.

A visit to Bentley's headquarters in Crewe allowed the students to go behind the scenes of the brand's manufacturing operations, engage with senior automotive leaders, and present their innovative ideas to a panel of Bentley Pioneers who offered guidance and inspiration to the students.



In the UK, these pioneers included accomplished professionals like Amanda Leveté, a RIBA Stirling Prize-winning architect, Megane Montabonel, a product manager at Focal & Naim, Hayley Hunton, our Head of Financial Planning at Bentley, and Nicola Gough from our product strategy team. The Saudi pioneers were represented by Mishaal Ashemimry, an aerospace engineer and founder of MISHAAL Aerospace, Noha Zagzoug, an associate at Saudi Arabia's Public Investment Fund, and Nadine Attar, a designer and founder of Nadine's Jewellery.





BENTLEY

DO THE BEST YOU CAN AND

#BelongingAtBentley