

Bentley Motors Gender Pay Gap Report 2021

Bentley Motors is the world's most sought-after luxury car brand. Our cars are designed, engineered and hand-crafted by our 4,000 dedicated colleagues at our headquarters in Crewe, Cheshire.

Through our Beyond100 strategy, we aim to become the world's most sustainable luxury mobility brand. Diversity and Inclusion is a key part of the strategy and we've set ourselves a goal of achieving 30% diverse candidates in management by 2025.

With the automotive sector traditionally a male-dominated industry, we recognise the need to take proactive steps to increase the number of female colleagues in our business – especially in senior management roles and across areas such as engineering, design and manufacturing.

Currently, approximately 18% of colleagues within the business are female. Within the leadership team this is 14% and within the R&D team, 11% of R&D colleagues are female - of whom, 70% are in a technical role. Bentley is passionate about developing colleagues from all backgrounds throughout their careers and in 2021 was named a Top Employer for the eleventh successive year by the internationally-recognised Top Employer Institute. Bentley is also a member of the Automotive 30% Club, whose goal is to achieve 30% women in senior leadership positions by 2030.



Automotive 30% Club
INSPIRING GENDER BALANCE

A STRATEGIC IMPERATIVE

In 2021 Bentley set out a five step strategy to drive us towards our Beyond 100 goal of 30% diverse candidates in management by 2025. We are working with independent diversity advisers to guide our approach.

From the perspective of increasing the representation of women within the business, our strategy focuses on:

- Outreach to future talent aiming to raise awareness of STEM and automotive careers amongst school age girls and female students
- Ensuring that our recruitment processes for established hires avoid any unintended bias
- A review of our internal development and talent processes to ensure female colleagues within the business 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. Our five colleague diversity networks – which include the Belnspired women in automotive group – play a key role in this.

THE GENDER PAY GAP

This is the difference between men and women's average pay, expressed as a percentage of the men's pay. While Bentley Motors is pleased to be reporting a median pay gap significantly lower than the Office for National Statistics' 2021 median gap, we are working to close it completely.

15.4%

UK Median
Gender Pay Gap



2.9%


Bentley Motors Median
Gender Pay Gap

BENTLEY'S GENDER PAY AND BONUS GAPS

♂ = MALE ♀ = FEMALE

MEDIAN GAPS

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

EQUAL PAY

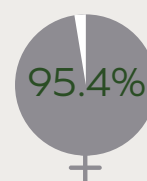
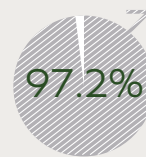
Equal pay is the difference in pay between a man and a woman doing a role of equal value. This is not the same as the gender pay gap. Bentley ensures equal pay for our colleagues.

MEAN GAPS

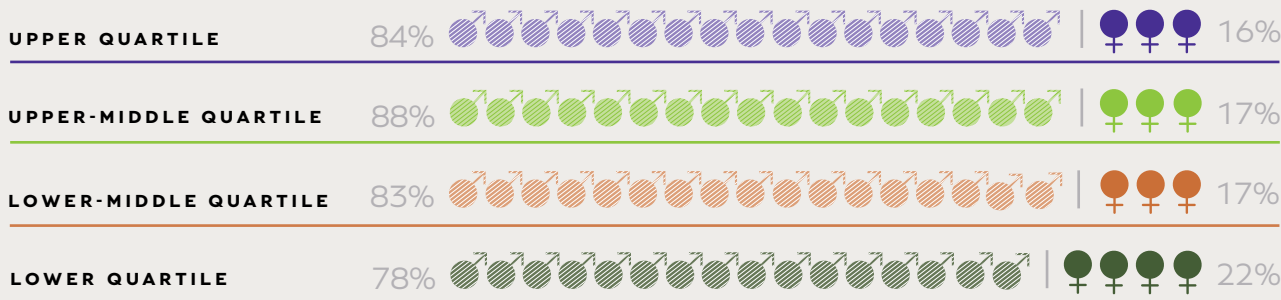
The mean is the total sum of all values, divided by the total number of values.



PROPORTION OF COLLEAGUES IN RECEIPT OF A BONUS



PROPORTION OF MALES & FEMALES IN EACH QUARTILE PAY BAND



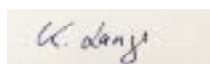
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We are committed to closing our pay gap by embedding actions that are building blocks for tangible change and progress across the business.

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Adrian Hallmark
Chairman and Chief Executive



Dr Karen Lange
Member of the Board for Human Resources



GENDER PAY GAP 2021 RESULTS



This is the fifth year that Bentley has published a gender pay gap report. The trend has been broadly positive, reflecting the importance of collecting and assessing the data. The results this year demonstrate that whilst the gaps are narrow, there is still work for us to do.

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

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 used as it is the most accurate way to show the difference between a typical male and a typical female.

At Bentley in 2021, there was a median pay gap of 2.93% between the salary of a typical male colleague and a typical female colleague - and 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 engineering roles) – hence the need to accelerate our focus on recruiting and developing more women. The rate has marginally increased since 2020.

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

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 decreased from 6.57% in 2020 to 6.34% in 2021. The decrease reflects the fact we continue to focus on this as a priority when making pay decisions. The gap itself remains due to the higher proportion of male colleagues at the most senior levels in the business.

The mean bonus gap has increased from 14.5% to 20.75%. This is a reflection of the updated bonus system introduced in 2021 (from Volkswagen Group), where the highest bonus payments are made to colleagues receiving the highest market rate salaries. As these apply to senior leadership roles, they are predominantly received by male colleagues.

BONUS ELIGIBILITY

95% of female colleagues are eligible for a bonus, compared to 97% of male colleagues. This is a result of colleagues joining or leaving the business within the given bonus period.



DRIVING POSITIVE CHANGE



In 2021, we reopened our Early Career recruitment programme and are pleased with the progress we are making to address the gender balance.

One third of our trainee intake is now female – with a particularly strong uptake for our digital apprenticeship programme, which provides a great platform for future growth within the business.

There was also an increased focus on D&I across the business. This was reflected in 2021's Unifying Spur programme, the expansion of colleague networks and over 800 colleagues completed Diversity Wins training. There are now five colleagues networks and BelInspired has over 100 members.

Each of the network groups engaged with the Board and Leadership team and Bentley held its first "Diversity Day" – focusing on team reflection and individual awareness and actions. Our Early Careers virtual work experience programmes also proved to be a great tool to attract a more diverse range of students.



A review of processes, including recruitment – is underway and steps are being taken to ensure gender-neutral language in job adverts and to increase the number of female assessors available to host gender balanced interview panels. As the business emerges from the pandemic, hybrid working will play an important role in providing greater flexibility for all colleagues.

Our BelInspired group worked closely with HR and leadership team to push forward several new initiatives. A mentoring programme was launched, helping to provide more opportunities at providing networking and mentoring, and a Menopause Working Group was set up between HR, Occupational Health and BelInspired to identify a more holistic and proactive approach to the menopause.

2022 activities will include the launch of the BeBuddy programme, "Extraordinary Women" female student mentoring programme in the UK and Middle East and further focus on internal talent and development programmes. A "Girls into Bentley" day has already taken place and lots more early careers activity is planned.

