



# cap hpi and our gender pay gap

## What is the gender pay gap?

The gender pay gap is a measure of the difference in average pay between men and women across an organisation, irrespective of role, grade or seniority and is expressed as a percentage of male pay. This is not the same as equal pay (men and women doing the same role or performing work of equal value receiving the same pay).

## Our legal obligation

All UK companies with over 250 employees need to publish the following specific gender pay information on an annual basis as required by law:

- Mean and Median gender pay gap
- Mean and Median gender bonus gap
- Proportion of males and females receiving a bonus
- Proportion of males and females by quartile pay band

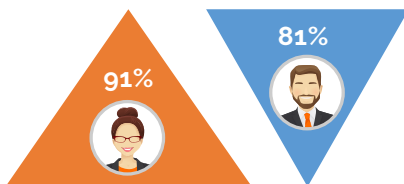
## cap hpi's gender pay gap

Our average gender pay gap sits at 26%. The national average is 18%. For more specific comparisons in the automotive industry, the average gender pay gap of large dealerships is 27%\*.

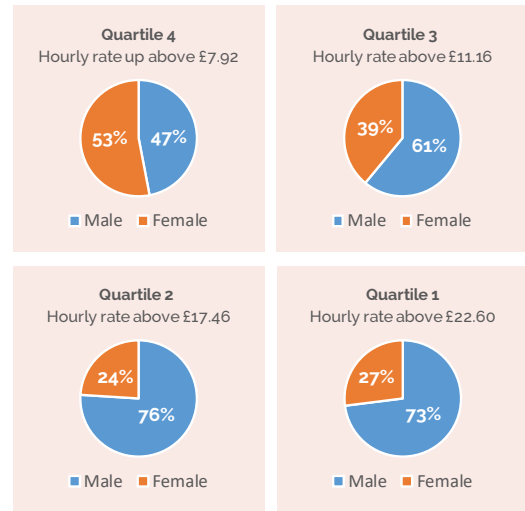
The information below reflects our pay gap performance covering our entire employee population (full and part time employees).

Mean (average)	Median (middle)
<b>Gender pay gap</b>	
26%	34%
<b>Gender bonus gap</b>	
22.69%	29.77%

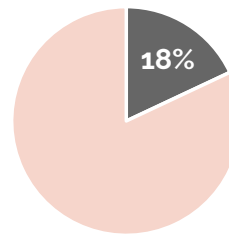
### Proportion of employees who received a bonus:



### The proportion of males/females in each quartile pay band:

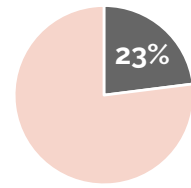


### Average gap in the UK



### Gender bonus

This is made up of bonus, commission, additional non-salary payments, language allowance, car allowance



## What are the factors driving our gender pay gap?

There is no evidence to point to the fact that females in the same role earn less than males (equal pay). At cap hpi, the pay gap can be attributed in part, to the following key factors.

- There are more men in senior and technical roles, including at board level earning higher salaries.
- We have more males in the higher earning brackets (quartiles) than females.
- Many of the roles within the higher quartiles incorporate a car allowance, as part of the job role. This also has a significant impact.
- There are more women than men in the roles attracting the lower salaries.
- Historically both the automotive and technology industries, including cap hpi, have attracted more male applicants to available positions.

These factors have the most significant effect on the pay gap.

\*Auto Retail Network 02/04/19: <https://www.auto-retail.co.uk/agenda/pay-gap-data-reveals-mixed-results-auto-retail/>

## What cap hpi has done and continues to do to reduce the gap

At cap hpi, the mean gender pay gap has fallen from 30% in 2017 to 26% in 2019. We recognise that whilst there remains a gap, it is improving and we continue to facilitate ways to reduce the gap, whilst remaining sensitive to the needs of all our employees, a key tenet of our culture.

### Supporting career progression



Our succession planning identifies future leadership talent across the business, ensuring that candidates are identified, supported and given the required training and help, based purely on talent, ability and a positive mindset.

### Our recruitment processes



We continue to review our recruitment processes to ensure our approach is inclusive. For example, we have changed the language we use in our job descriptions and job adverts to ensure we can encourage and attract as diverse a range of applicants in all roles.

### Flexible policies and benefits:



cap hpi provides all employees with equal access to a set of flexible benefits, helping to reducing any barriers to work or career progression. We continue to review our benefits and family friendly policies, enhancing pay and flexibility for all employees.

### Changing attitudes within cap hpi and the automotive industry



Our 'Changing Gear' initiative was introduced with the overall aim to provide opportunities in the workplace to ensure all employees feel empowered, motivated, healthy and happy.

Originally started by a group of female employees wanting to support other females both within cap hpi and in our local community, in what is traditionally a male dominated industry, Changing Gear incorporates a variety of opportunities to fulfil its aims.

These include:

- Highlight the breadth and variety of jobs within cap hpi, and proving that everyone has talent, ability and opportunity across all roles.
- Encourage feedback from our people. Promote cap hpi's inclusive culture and open attitudes.
- Promote cap hpi within the community and attract new talent, particularly encouraging young, female and none binary individuals into the automotive industry.
- The introduction of wellness sessions, incorporating initiatives such as workplace massage, meditation classes, access to employee assistance programmes and community volunteering to help better balance a busy working life and encourage greater interaction with the community.

## Our overall aim

cap hpi is committed to equal opportunity for all by creating an inclusive and diverse culture, which encourages our people to thrive, reflecting our diverse customer base and the communities we engage with.

## Declaration

I confirm that the gender pay gap information above is accurate.

**Chris Wright**  
Managing Director, cap hpi