



# GENDER PAY GAP REPORT 2021

ROLLS-ROYCE  
MOTOR CARS

# INTRODUCTION

At Rolls-Royce Motor Cars, we understand the central importance of diversity and inclusion to our business.

The people who work at the Home of Rolls-Royce at Goodwood represent almost 50 nationalities. We're one family that brings together and celebrates a vast spectrum of backgrounds, languages, cultures and personalities. This diversity is the engine of our success. The breadth of insights, experiences and influences drive innovation and new thinking that informs and advances our products and services. It also reflects our customer base, which spans more than 50 countries across the world.

We've worked hard to foster a corporate culture that promotes tolerance, mutual respect and equal opportunity. As a wholly-owned subsidiary of the BMW Group, we're committed to diversity and inclusion as part of the Group Company's human resources and sustainability strategy. This includes sharing our gender pay gap information, identifying the reasons behind it and what we are doing to close it.



A white handwritten signature of Torsten Müller-Ötvös on a dark background.

Torsten Müller-Ötvös  
CEO



A white handwritten signature of Mark Adams on a dark background.

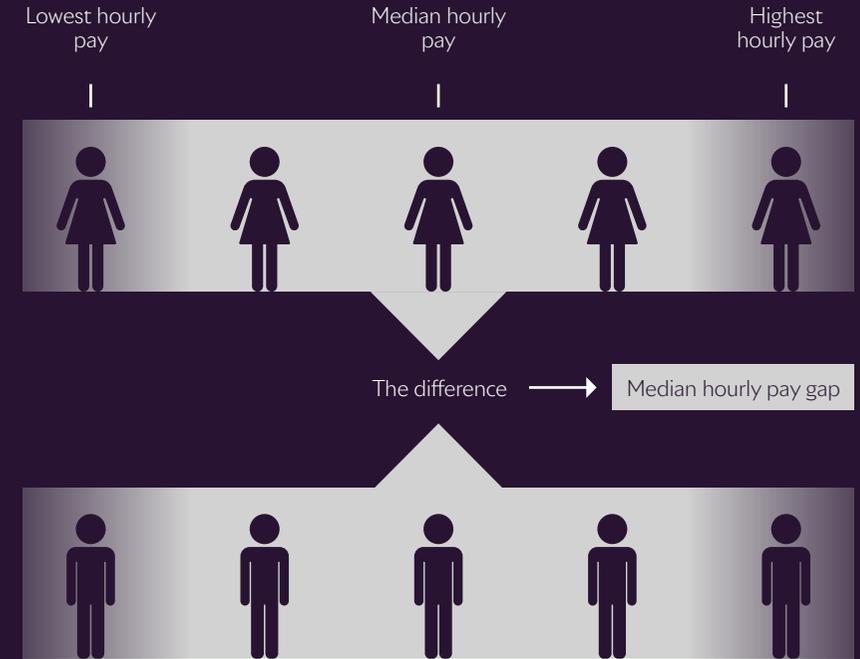
Mark Adams  
Human Resources Director

# OUR MEASUREMENT

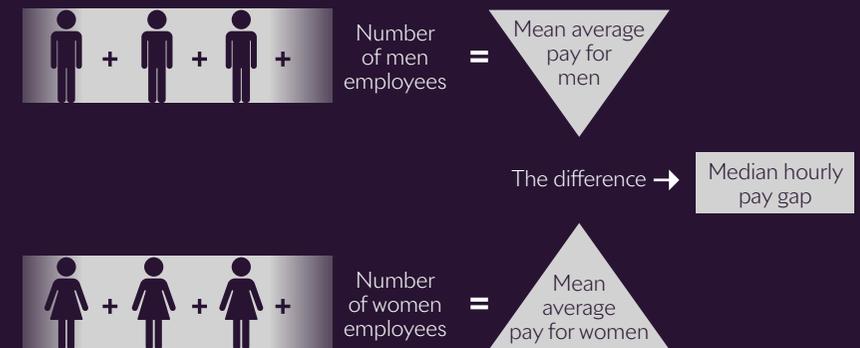
We support the UK government's drive for companies to be more transparent on gender pay issues. As a company with more than 250 employees in the UK, we're required to publish figures every year in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

We're committed to ensuring equal pay for men and women performing equal work, in line with legal requirements. The gender pay gap does not measure equal pay, which relates to what women and men are paid for performing equal work.

## How we calculate the gender pay gap mean difference:



## How we calculate the gender pay gap mean difference:



<b>Definitions</b>
<b>The Principle of Equal pay is:</b> The right for men and women to receive equal pay for equal work.
<b>The Gender Pay Gap is:</b> The difference in the average pay and bonuses of all men and women across an organisation, irrespective of their role or level in the organisation.

# ROLLS-ROYCE MOTOR CARS GENDER PAY GAP

On 5 April 2021, Rolls-Royce Motor Cars employed 1279 people; the gender split is 81% men and 19% women. They work across departments including Manufacturing, Sales, Marketing, Engineering, Design and Communications to Finance, IT and Human Resources.

Since we started reporting our gender pay gap figures we have seen encouraging improvements, while recognising that more work remains to be done. We understand that a number of factors contribute towards the gender pay gap, and that even small changes in the proportion of men and women in our team can have a significant impact.

Some key observations:

- The primary reason for our gender pay gap is that we have more men than women in our business and in senior roles in particular.
- A higher proportion of women work part-time. While their hourly basic pay is the same, working fewer hours affects their total remuneration, including bonus.
- As in many manufacturing companies, a higher proportion of men work in production roles on shifts, which attracts a premium payment
- We're also conscious of the importance of being a positive role model. We continue our successful relationships with local schools, colleges and universities and collaborate on events to attract new talent into our business.

Mean and median pay and bonus gap		
	MEAN - (average)	MEDIAN - (middle)
Gender Pay Gap	5.1%	4%
Gender Bonus Gap	20.5%	15.8%

## Proportion of employees who received a bonus:



## Salary quartiles:



# CLOSING THE GENDER PAY GAP

Our data shows that closing our gender pay gap further will take time, and meaningful actions. Our actions have been in the following areas:

- In the last two years we've focussed on reducing the risk of bias and raising general awareness and understanding around diversity and inclusion. We're investing in training for all our managers and remain committed to this learning journey.
- We know that unconscious bias training alone has limited impact on promoting diversity and inclusivity. So last year, we developed bespoke training for our line managers designed to bring this training to life by focusing on our values, culture, awareness and inclusion.
- We've set out a long-term strategy to encourage women to join our future talent programmes. Following a research and outreach programme last year, we now better understand and appreciate the differences in communication style, timing and language. We've invested in new marketing materials which significantly improved the gender diversity within our Graduate application pool. We remain committed to carrying out further research and learning of future talent so that we can continue to improve diversity year on year.
- We're also conscious of the importance of being a positive role model. We continue our successful relationships with local schools, colleges and universities and collaborate on events to attract new talent into our business.



## EMBRACING CHANGE

Louise first came to Rolls-Royce Motor Cars as an intern in 2008. She returned in 2010 on the Graduate Scheme; she's since held management roles in several departments.

“At University I was fascinated by leadership and luxury brands. I combined these interests in my final dissertation, drawing on my experience as an intern at Rolls-Royce. Being given so much responsibility so soon gave me huge self-confidence, and proved an exceptional launchpad for my career with the company.

After graduating, I joined Rolls-Royce full-time in events and communications. This brought me into contact with talented people across the business: 11 years later, I still love the sense of collaboration and teamwork here. I went on to work in Ownership Services Marketing and I'm now the lead on Brand and Client training. Our client experience is what truly sets us apart from our competitors.

After taking a career break to have my children, I came back on a reduced hours basis. The company has been incredibly supportive: I've been able to balance my work and personal life, while still pursuing my personal career goals.

The support and encouragement I've received to embrace new opportunities within the organisation have been invaluable to my personal development. The first time I stepped out of my professional comfort zone felt daunting, but the benefits far outweighed the initial doubt. With a supportive organisation and colleagues there is success to be found in embracing change.”

