



# Gender pay gap report

2022



**Arnold Clark**

## Contents

What we have achieved in 2022	2
Gender pay and bonus reporting statistics for staff employed at 5th April 2022	4
Arnold Clark Automobiles Ltd	4
Arnold Clark Finance	6
It starts from the top	8



**The automotive industry is traditionally male-dominated, but we are working hard and consistently to redress the gender imbalance - not just within our organisation but across our whole sector. To this end, Arnold Clark is highly supportive of the government's decision to require big employers to publish their gender pay gap statistics.**

**Our ongoing aims are to:**

- Continue to train and coach our managers on diversity.
- Work in a collaborative and targeted way to increase female recruitment into the business.
- Encourage women into roles within our workshops and Sales teams by breaking down preconceptions of the industry.
- Proactively work with the women at Arnold Clark to encourage confidence and progression within the company.
- Create an environment in which our female employees feel supported and can flourish.
- Promote the successes of our female role models internally and externally via social media.
- Ensure that our family-friendly policies, along with our flexible working offering, are continually reviewed to ensure they are industry-leading and fit for purpose.
- Continue to develop relevant external partnerships, such as Womanthology, Automotive 30% Club, Flexibility Works, Working Families, ENEI etc.

## What we have achieved in 2022

2022 has been another challenging year; following on from the pandemic, we have found ourselves dealing with the impact of the war in Ukraine and the cost-of-living crisis. However, we have been continuing to work hard on our overriding objective to become an Employer of Choice and redressing the gender imbalance in our organisation is pivotal to this aim.

The motor trade continues to be perceived as a male-orientated industry and we are striving to challenge this misconception. We recognise that to make a bigger impact we need to join forces with the other organisations in the motor trade to try to move the needle together and, hopefully, at a faster pace.

Last year, we took an active role in the Institute of the Motor Industry (IMI) Diversity Task Force, which ultimately produced a report and action plan addressing all areas of diversity. In 2022, we looked to build on this collaborative approach but specifically putting focus onto gender balance and, as such, we have signed up to the Automotive 30% Club.

The Automotive 30% Club is a voluntary network of MDs and CEOs from UK-based automotive manufacturing, retailing and supplier companies. The network was founded by Julia Muir, CEO of Gaia Innovation Ltd, with the purpose of achieving a better gender balance within the automotive industry and filling at least 30% of key leadership positions in the member organisations with diverse women by 2030 through a '30 by 30' strategy.

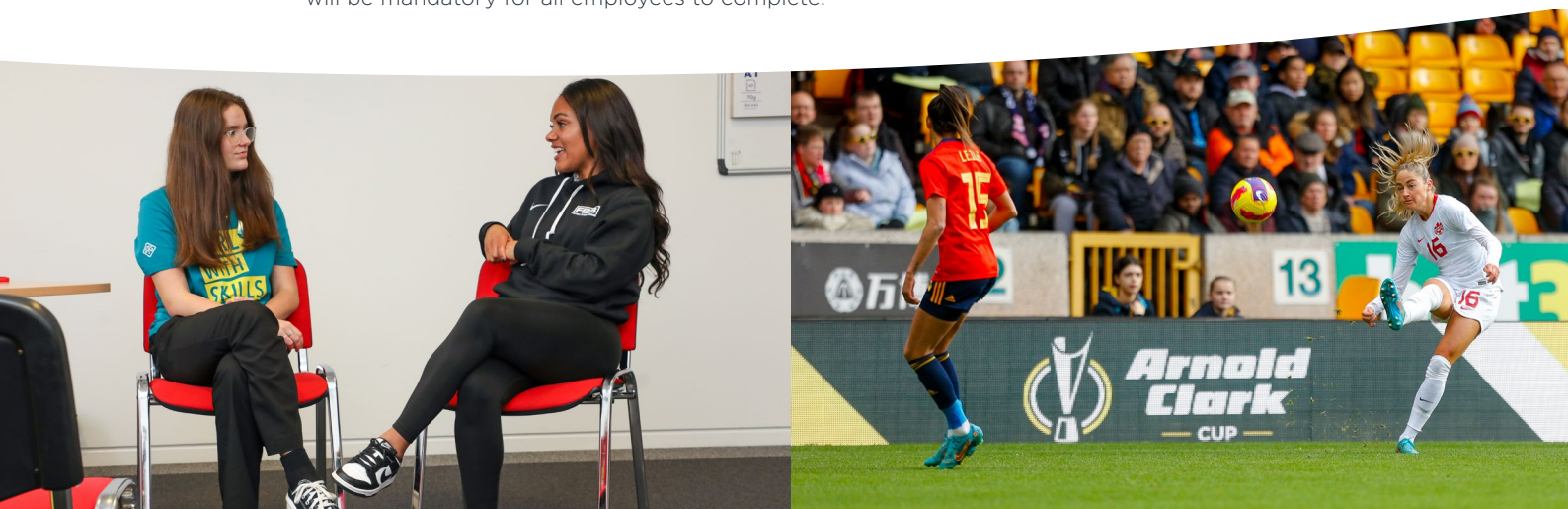
We have taken part in various initiatives ran by the 30% club, most recently their 'This Girl Is Me' school project. This saw female employees from Arnold Clark attending various high schools to talk about their life/career stories in the hope that they would engage with girls and encourage them to consider the motor trade as a career option to them. The idea of the initiative was that females from automotive organisations throughout the UK would visit schools over the same time period, meaning that hundreds of girls all over the country would hear about all the different positions that females hold within the motor trade.

Eddie Hawthorne, our Chief Executive and Group Managing Director, has recently signed up for a second year as a patron of the Automotive 30% Club, as we hope to continue our successful work within this partnership. [Read our partnership article.](#)

As a company, we genuinely want to reward good work and we want to find the best people and offer them a career for life.

**Here is some of the work we have been doing to address the automotive gender balance issues, and to ensure the right support is in place for our current female employees:**

- Girls with Skills relaunch: We re-started our successful apprenticeship feeder programme which involves bringing in girls of school leaving age into the business to have taster days, so they get a glimpse of what life as an apprentice would look like. We recruited females directly from this programme into our Technician Apprenticeship scheme.
- Girls with Skills – The Test Drive Event: This year we trialed bringing in girls within a younger age bracket – 11 to 15 years old – to introduce them to our apprenticeship roles and the automotive sector as a career option for them. We used TikTok, virtual reality equipment and sessions with Arnold Clark Ambassador Alex Scott to promote various roles to these young girls.
- We removed the ‘one application per year’ rule for flexible working applications – to allow our employees to apply for changes to their work pattern at any point that it is required to suit their life.
- We launched a marketing strategy to recruit more women into the sales network, using several different marketing channels to increase our reach, including paid search, social media, and YouTube advertising. We were also able to use our existing employees as the faces of this campaign to highlight our product genius and product consultant roles.
- We expanded our Women Coaches programme into a Women in Sales network for all female product consultants and product geniuses. We also held a focus group with female product consultants and product geniuses to understand how the network can support them.
- ‘Happy to talk flexible working’ is now featured on all job adverts.
- We continued to enter relevant awards to externally promote the work we are doing to make positive change at our organisation; we won ‘Best Flexible Employer’ at Herald Top Employer Awards 2022 and we were named a Top 10 employer at Scotland’s Flexible Working Awards 2022.
- We created an internal menopause podcast and manager toolkit.  
[Listen to the menopause podcast.](#)
- We delivered company-wide comms for World Menopause Day to increase awareness and highlight the podcast and manager toolkit.
- We created a female leadership podcast, which included conversation with a current female manager and a female director. The conversation was an honest account of their career, challenges, opportunities and advice for females coming through the ranks.  
[Listen to our Female Leadership Podcast.](#)
- Our sponsorship of women’s football began in 2022 as we took on title sponsorship of the Arnold Clark Cup which saw four of the top ten FIFA-ranked international teams – England, Canada, Spain and Germany – compete in front of over 35,000 fans. This helped us to improve our brand visibility at national level and within a female environment, helping to breakdown gender barriers. Our sponsorship will continue into 2023.
- We delivered company-wide content on National Work Life Week with a focus on wellbeing and flexible working.
- We delivered company-wide content for Domestic Violence Awareness, month highlighting our membership of EIDA and manager toolkit.
- We worked with our partner Womanthology to create a podcast to chat about the huge benefits of gender balance in general and further promote the work we are doing at Arnold Clark on gender balance. [Listen to the podcast.](#)
- In early 2023, we are launching an online ‘Understanding Diversity and Inclusion’ course that will be mandatory for all employees to complete.



# Gender pay and bonus reporting statistics for staff employed at 5th April 2022

## The gender pay gap explained

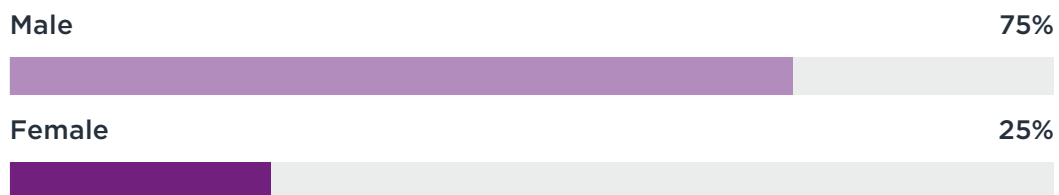
A pay gap is the difference in average pay between two groups within a workforce. It is not to be confused with equal pay. This is a different matter and is concerned with being paid equally for the same or similar work. Below we will consider the gender pay gap.

## Arnold Clark Automobiles Ltd

### Our workforce

As part of the the historically male-dominated automotive industry, it is no surprise that the Arnold Clark Group has an uneven gender split between men and women.

The intention in future is to continue to work on and improve our gender imbalance.



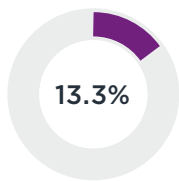
Figures at April 2022

The figures for both mean and median hourly rate and bonuses are entirely reflective of the demographic of our organisation. Our business has more males at senior level and, as such, our average male salary (mean and median) is higher than our average female salary. We have seen a movement in the mid-point, reducing to 5.8%. This is due to our females in lower paid jobs receiving increases throughout the year. However, the pay gap will continue to exist until we achieve a fair representation of men and women at all levels which is something we are working hard to achieve.

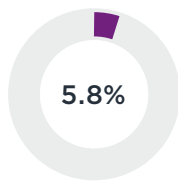
The bonus pay figures confirm that most employees receive a bonus, however males receive an average of 42.7% more. Both the mean and median bonus pay figures have moved in favour of our female employees. This is due to the positive impact of our company-wide bonus scheme which is paid on a quarterly basis. While it has moved in the right direction, our sales division continues to be the area that earns the biggest bonuses due to our commission structure. The bonus gap is a consequence of the company having a significantly larger proportion of men within sales.

We will continue to work to address the imbalance throughout the coming year.

## Gender pay



Difference in mean hourly rate of pay



Difference in median hourly rate of pay

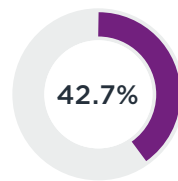
## Gender bonus

### Percentage of men and women receiving bonus

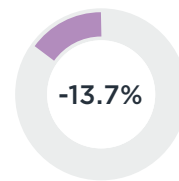
Male 94.5%



Female 93.3%



Difference in mean bonus pay



Difference in median bonus pay

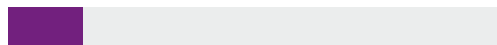
## Pay banding

### Upper quartile

Male 84.8%



Female 15.2%

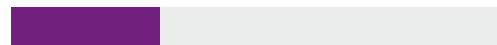


### Upper middle quartile

Male 69.8%



Female 30.2%

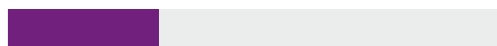


### Lower middle quartile

Male 69.3%



Female 30.7%

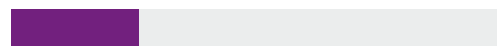


### Lower quartile

Male 74.1%



Female 25.9%



## Arnold Clark Finance

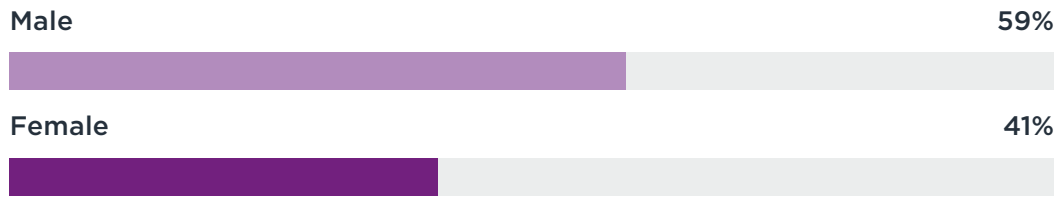
Within our Finance division, the picture is very different. Women in this area are paid more (mean and median) than men, although the pay gap has lessened slightly, as we have increased the pay of our lower paid males within this area.

The difference in median bonus pay has shifted significantly this year due to the introduction of a new bonus scheme for our drivers/valeters, typically male employees.

The Arnold Clark Finance division senior team is mostly made up of females, which is a testament to the equal opportunities available within Arnold Clark as a whole.

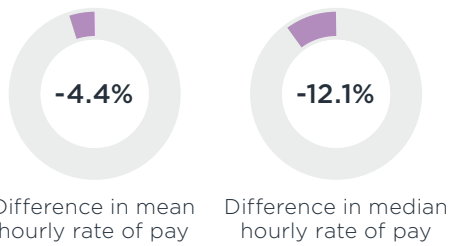


## Our workforce



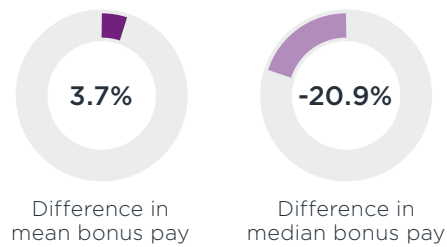
Figures at April 2022

## Gender pay



## Gender bonus

### Percentage of men and women receiving bonus

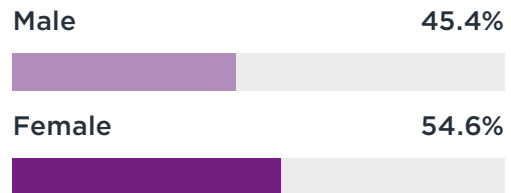


## Pay banding

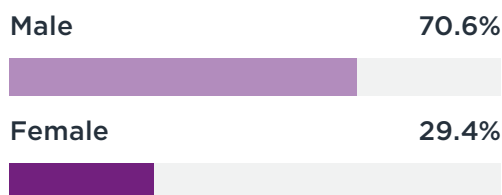
### Upper quartile



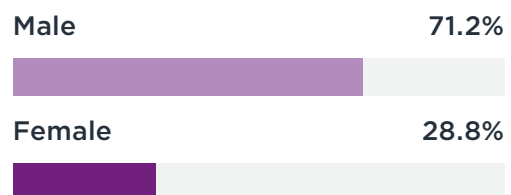
### Upper middle quartile



### Lower middle quartile



### Lower quartile





## It starts from the top

*“Throughout 2022, we have remained steadfast in our commitment to creating a diverse and inclusive workplace, particularly when it comes to addressing the issue of gender balance. It’s no secret that the automotive world has been historically dominated by men, however, the industry is moving towards a ‘new normal’ and we want to be at the forefront of that shift.*

*While we continue to feel the impact of challenging global market conditions and the cost-of-living crisis, we have taken a collaborative approach to promote greater diversity and ensure the future of automotive is progressive and successful. Not only have we joined forces with other organisations such as the Automotive 30 Club, but we have also launched our own initiatives such as Girls with Skills, our internal podcast and our Women in Sales network.*

*Of course, we know there is still a long way to go to overcome certain challenges in the industry, particularly when it comes to gender balance. However, we will continue to listen to our employees and proactively offer opportunities to under-represented groups with the aim of retaining and nurturing the best talent. By working together, we can improve diversity across the entire industry and encourage positive change.”*

**Eddie Hawthorne**  
**Group Managing Director and Chief Executive**



*“Arnold Clark has always been a company built on family values; we understand that it is our diversity that makes us strong and allows us to provide the best possible service to our customers. While there have been fantastic strides made to address certain imbalances within our industry, there is still much to be done. That’s why we continue to innovate and provide more resources to support every employee, giving them a platform in our company and allowing their voices to be heard.*

*As the motor industry is still considered to be male-dominated, we have focused on ensuring that every female employee is fairly recognised for their hard work, helping to shorten the pay gap and nurturing our talent so everyone can reach their full potential.*

*By joining hands with other major companies, such as through the Automotive 30 Club, and promoting opportunities to the new generation, such as our Girls With Skills initiative, we can help facilitate the change to make the automotive industry a more inclusive place for everyone.”*

**Carol Henry, Group People Director**



