



# Alphabet (GB) Limited 2017 Gender pay gap report

A BMW Group Company



# Introduction

Diversity is the engine of our success – today and in the future – because a diverse workforce is an important force for innovation. The BMW Group is convinced that diversity is crucial to our ability to perform effectively and will ensure the long-term success of our Company.

The full Board of Management of the BMW Group established a commitment to diversity as part of the Company's human resources and sustainability strategy. In 2011, the BMW Group signed up to the Diversity Charter in Germany and committed itself to create a working environment free of prejudices.

At Alphabet (GB) Limited, we are working hard on a corporate culture that promotes tolerance, mutual respect and equality of opportunity.

In this report, we provide our gender pay gap information, identify the reasons behind the gap and our plans to help close it.

We support the UK Government's drive for companies to be more transparent on gender pay issues and confirm that the data reported is accurate and in line with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



A handwritten signature in black ink, appearing to read 'Nick Brownrigg'.

**Nick Brownrigg**  
Chief Executive Officer



A handwritten signature in black ink, appearing to read 'Adam Lupton'.

**Adam Lupton**  
Human Resources Director



# Our measurement

At the time of the reporting period, Alphabet (GB) Limited employed 409 people at its site in Farnborough.

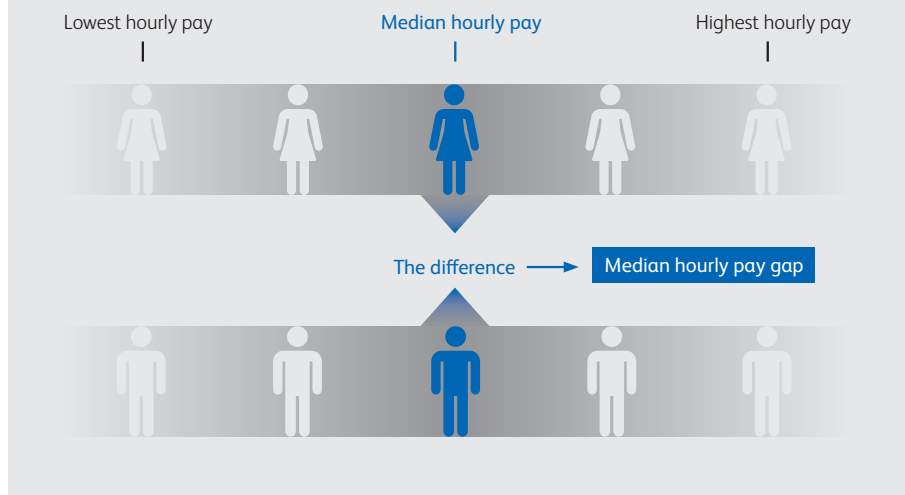
The Gender Pay Gap Reporting Regulations require all employers with 250 or more employees in the UK to report their gender pay gap.

The figures reported are based on calculations set out in the Regulations and must be reported every year.

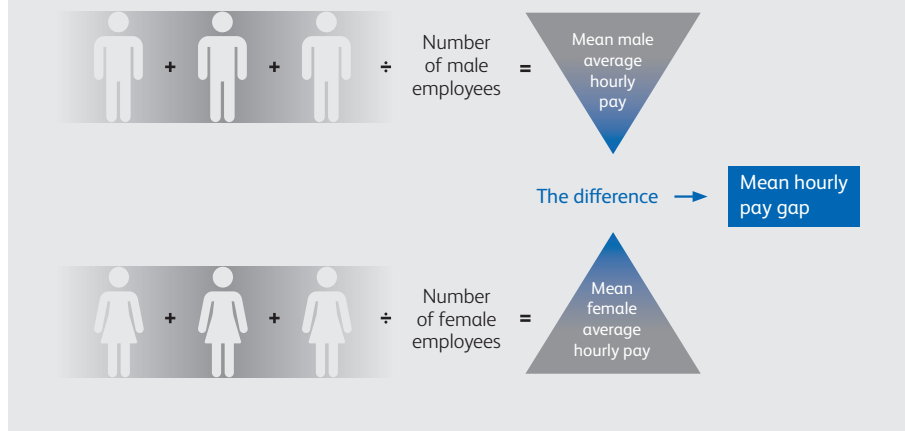
The gender pay gap does not measure equal pay, which relates to what women and men are paid for performing equal work.

The principle of equal pay is enshrined in law and we are committed to ensuring ongoing compliance with our equal pay obligations.

## How we calculate the gender pay gap median difference



## How we calculate the gender pay gap mean difference



### Definitions

#### The principle of equal pay is:

The right for men and women to receive equal pay for equal work.

#### The gender pay gap is:

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.

# Our findings

Alphabet (GB) Limited employs approximately an equal number of men and women. However, analysis of our gender pay gap shows that there are more men in senior, higher-paid roles and more females in lower-paid roles.

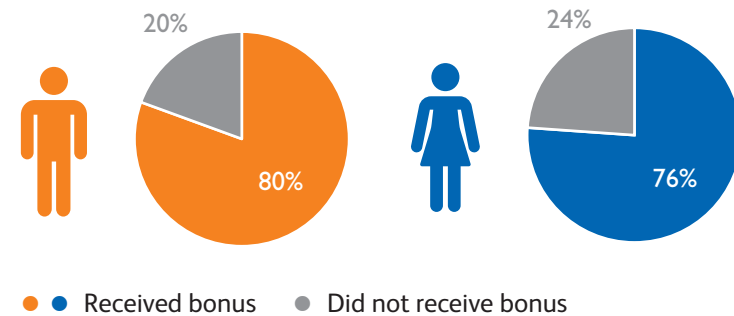
The bonus pay gap relates to the structure of our bonus arrangements, where bonus potential is set as a percentage of salary, which increases with grade. The higher number of men in the higher grades and therefore earning higher bonus values, has a significant effect on our bonus pay gap.

Alphabet (GB) Limited is an equal pay employer focused on supporting every employee to reach their full potential. We are confident that men and women are paid equally for doing equivalent jobs throughout our business.

The gender pay gap data for Alphabet (GB) Limited in 2016/17 is as follows:

Mean and median pay and bonus gap		
	MEAN (average)	MEDIAN (Middle)
Gender Pay Gap	19.3%	10.6%
Gender Bonus Gap	50.1%	23.4%

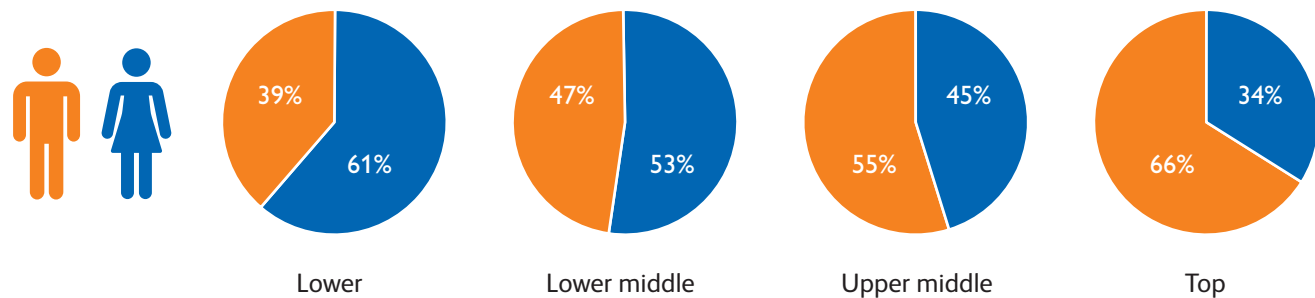
Proportion of employees who received a bonus:



The Company offers bonus programmes for all levels of employees which accounts for high inclusion rate.

## Salary quartiles

The proportion of males and females in each quartile pay band is as follows:



# Closing the gap

Alphabet (GB) Limited values the contribution of all employees and we seek to grow and retain a diverse workforce who will help deliver our strategic goals.

We are committed to delivering existing and new initiatives to improve our ability to attract, engage and develop women and to achieve more of a gender balance.

Many of our employees benefit from a flexible working environment which enables a better work-life balance and allows employees greater flexibility in managing their time commitments. We are working to encourage more flexible working across all levels, including the flexibility to accommodate job sharing and part time working. More than 3% of our employees work less than full time hours and these are spread across all the salary quartiles, including our management grades.

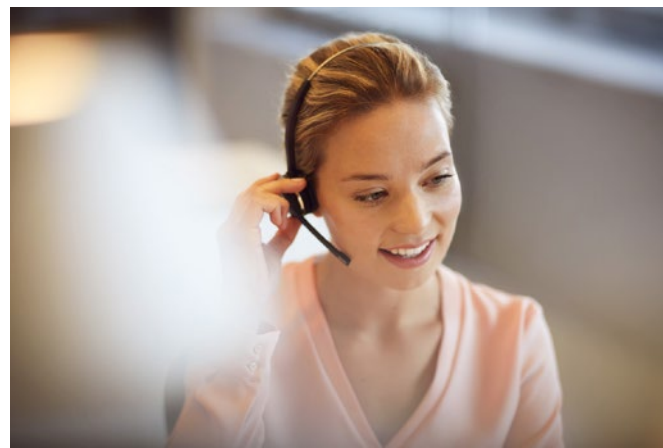


We are investing in providing support to our employees to build confidence, improve internal networks and enhance their career development within the organisation, through a range of activities and initiatives.

We are adapting our induction and leadership training programmes to highlight and address the issue of unconscious bias during the recruitment and selection process, and beyond.

We are also undertaking an extensive process and practice review to ensure succession planning, performance management, recruitment and training programmes all support a culture of increased diversity and inclusion.

This is supported by our membership of the Employers' Network for Equality and Inclusion.



*“Moving to a business that affords me the time and space to learn, to trust my intuition, and to have the courage of my conviction, has been the biggest breakthrough in my career so far. Emotional intelligence is fast becoming the new ‘strategic thinking’ when it comes to people leadership. And it’s the most powerful tool we have to engage, encourage and deliver the best for our people and our customers.”*

Danielle Baldwin Rowe  
Technical Services  
Driver Relations Manager

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