



# Gender Pay Gap 2023 Report



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CUPRA



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Commercial  
Vehicles



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# Introduction

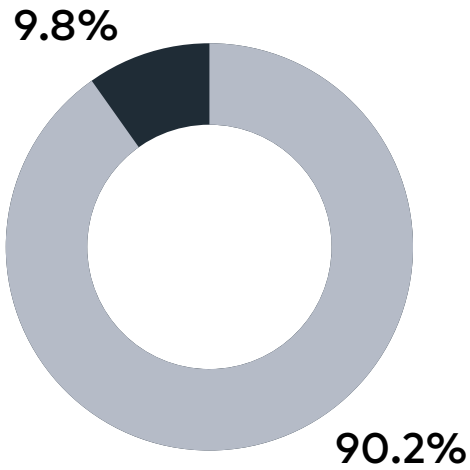
Citygate Automotive is a privately owned, welcoming and inclusive retail automotive organisation with established values that are demonstrated daily by our people. As of 5th April 2023 we employed 632 colleagues of which 127 (20.09%) were women and 505 (79.9%) were men. We have incredible talent, driven, loyal and committed colleagues.

The following slides will highlight our Gender Pay Gap analysis as of 5th April 2023 which is different from Equal Pay\* as it details the difference in the average pay of men and women, regardless of their role for mean (the average) and median (the mid-point range) across the company. Bonus pay over a 12 month period will also be illustrated, again using the mean and median calculations.

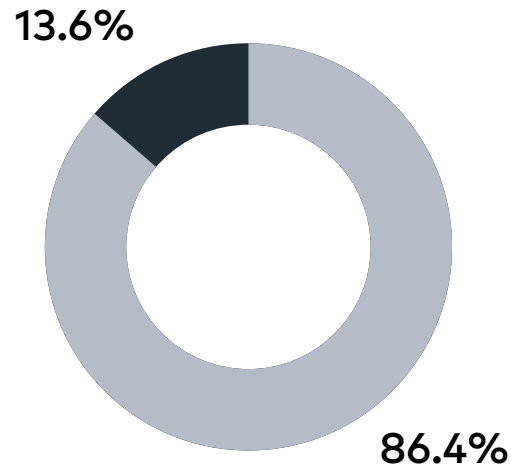
Citygate Automotive is on a people and culture transformation journey and we know that in order to adapt to on-going retail automotive challenges, attract new talent and continue to retain colleagues we need to continuously improve our people offering, aiming to ensure that diversity, equity and inclusion is woven in to everything we do.

\*Equal pay based on the Equality Act 2010 definition is "men and women in the same employment performing equal work must receive equal pay, unless any difference in pay can be justified".

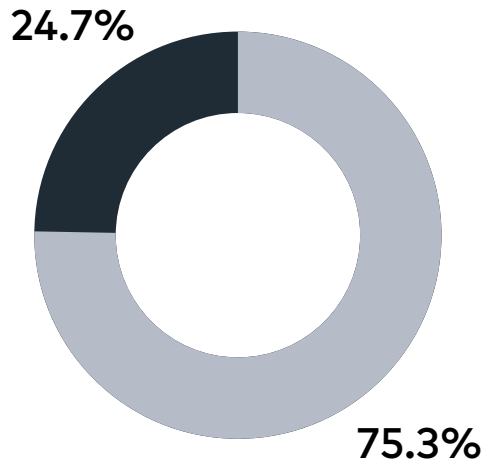
### Upper Quartile



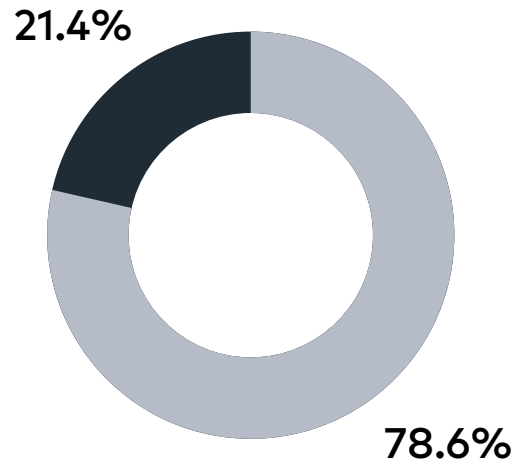
### Upper Middle Quartile



### Lower Middle Quartile



### Lower Quartile



● Male ● Female

Mean (avg) gender pay gap using hourly pay **16.33%**

Median gender pay gap using hourly pay **12.21%**

Percentage of Women who receive bonus pay **55%**

Percentage of Men who receive bonus pay **67%**

Mean (avg) gender pay gap using bonus pay **60.10%**

Median gender pay gap using bonus pay **58.25%**



# Our steps to address the gap

At Citygate Automotive, we are committed to being the best at Everything. Striving to be the best at everything includes being the best employer and fostering the best working environments which we cannot do without a diverse team that feels and know they are valued. We know that diverse perspectives drive growth, innovation and overall performance, and we actively promote this across all aspects of our business. Our commitment to equality extends to every aspect of our operations, ensuring that everyone has equal opportunities to thrive and succeed. Driving equality, diversity, inclusion and belonging across Citygate is a continued key focus for 2024.

Over the last few years, many Citygate policies have been enhanced (such as Maternity leave) or introduced including flexible working and our menopause policy. In January 2022 Citygate appointed Sarah Sillars, OBE who is our first female Non Executive Director to join our Board of Management. In November 2023 Citygate also established their first Diversity Taskforce working group, formed of the most senior women in the company and our Managing Director. The initial objectives of the working group is to improve Citygate's gender gap, the taskforces objectives are as follows;

# OUR GENDER PLEDGE

**Citygate are committed to improving the gender gap within our business and the automotive industry. Our objectives are simple and visible to signify our commitment and driven by a dedicated gender taskforce.**

**By 2025,  
we aim to have a  
workforce that consists  
of at least 20% women**

**Our objective is for 3  
in 10 new hires to be  
women by 2025**

**We aim to have a  
workforce that will  
consist of at least  
30% women by 2030**



# Our steps to address the gap

Since forming the Diversity taskforce, the team have reviewed the entire employee experience to ensure inclusive and non-gender bias language is used throughout our recruitment processes and internal policies. This included re writing our job adverts to ensure that no bias was present. Since forming the group, Citygate have also held a working group breakfast with women in our workshops to understand retention challenges, what attracted them to the industry and what Citygate can do better to attract more women to our business. Citygate have also attended multiple career fairs since to improve career awareness at entry points for younger people, we also had a great day at Watford Girls School's Careers Day for industries typically represented by predominantly male workforces. We conduct all exit interviews in person to ensure we obtain critical feedback as to why our teams decide to leave Citygate, this data is used to improve our employee experience and retention.

In March 2023 Citygate held its first International Women's Day Event where we heard an inspiring interview championing women in automotive where topics such as building confidence, establishing a network and going for opportunities were discussed.

For 2024 Citygate continued the efforts and celebrated International Women's Day on 8th March with a new social campaign for external use and an internal campaign for our teams. We produced and published employee stories from our women in automotive management roles across the business, to showcase their career journeys and encourage more women into our business and more so, encourage and give confidence for more women to think about leadership roles at Citygate. Internally, we hosted a campaign asking our women "what I would say to him", offering an opportunity to post an anonymous comment for our male colleagues to consider. This spread great awareness with aim to enhance inclusivity, we received many comments such as "I don't drive well (for a women), I just drive" and "When you make comments about women leaving early for childcare, please keep your partners and families in mind before you make these remarks". This campaign was promoted across our business and internally on our Citygate Hub for all colleagues to interact with and reflect.

# Our steps to address the gap

We are on a people transformation journey and progress has been made in many aspects but it is a journey that has many more areas that can evolve to reduce the gender pay gap and our commitment is supported here by the Chairman and CEO. We consider that we have a duty to ensure that we continue to narrow the gender pay gap, getting to our destination quicker every time over the next few years, as well as our overall gender gap. We confirm the data reported is accurate and in line with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

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**Simon McLaughlin**  
Managing Director



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Head of People Operations

