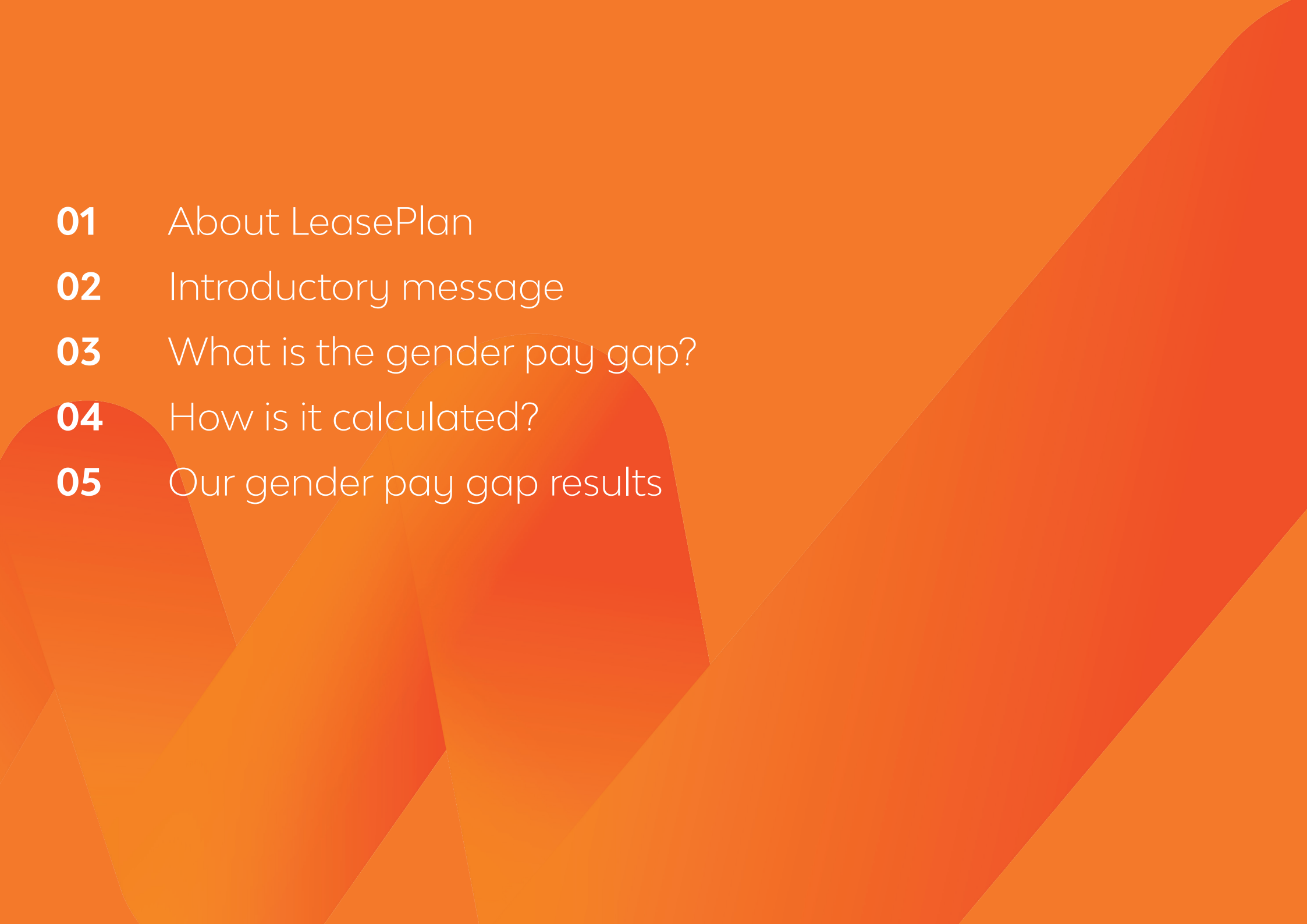


LeasePlan

Gender Pay Gap Report 2017



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About us

LeasePlan is one of the world's leading Car-as-a-Service companies, with 1.7 million vehicles under management in over 30 countries. LeasePlan manages the entire vehicle life-cycle for its corporate, SME and private customers, taking care of everything from purchasing, insurance and maintenance to car resale. LeasePlan's core businesses are Car-as-a-Service, a EUR 68billion market, and CarNext.com, an independent marketplace for flexible used-car mobility solutions, serving a EUR 65billion market. With over 50 years' experience, LeasePlan's mission is to provide what's next in mobility via an 'any car, anytime, anywhere' service - so you can focus on what's next for you. Find out more at www.leaseplan.co.uk. LeasePlan UK was established in 1979 and is the second largest leasing company in the UK.

Message from Steve Moss, HR & Customer Insight Director, LeasePlan UK

At LeasePlan, we want talent to be the only criteria for success and are committed to building an inclusive culture where everyone can be themselves and do their best work. This commitment is not only central to our values, it is also critical to our business.

Our analysis tells us that the under-representation of women in higher paid roles is the main driver for our gender pay gap. If we make a gender comparison across our own internal grading system the gap for each grade is virtually non-existent.

While there's no room for complacency, we're happy that we're not systematically paying people unfairly based on their gender. The important thing for us is that our employees get equal pay for equal work, regardless of gender, age, ethnicity or any diversity element.





"The gender pay gap is a measure of the difference in the average pay of men and women across an organisation."

What is the gender pay gap?

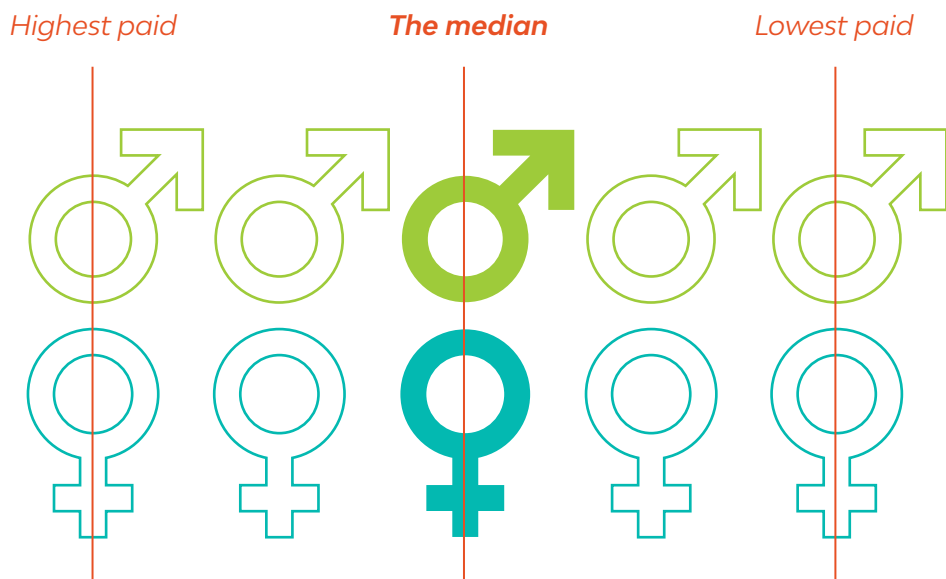
The gender pay gap is a measure of the difference in the average pay of men and women across an organisation. It differs from an equal pay comparison, which would involve the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value.

All companies in the UK with over 250 employees are required to report their gender pay gap to the Government and include it on their company website by 4th April, or 30th March 2018 for the public sector.

How is it calculated?

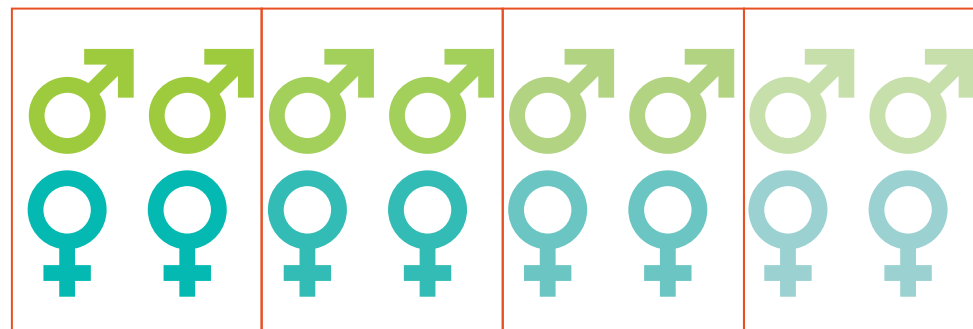
Using the calculations set out in the gender pay gap reporting regulations, we have taken pay data from LeasePlan UK's entire business. This data includes many different roles and rates of pay.

Imagine lining up all our female employees in order of lowest hourly rate of pay to the highest and then repeating the exercise for male employees. The median gender pay gap is the difference in pay between the female in the middle of their line and the male in the middle of their line.



Highest paid

Lowest paid



Top quartile

*Upper middle
quartile*

*Lower middle
quartile*

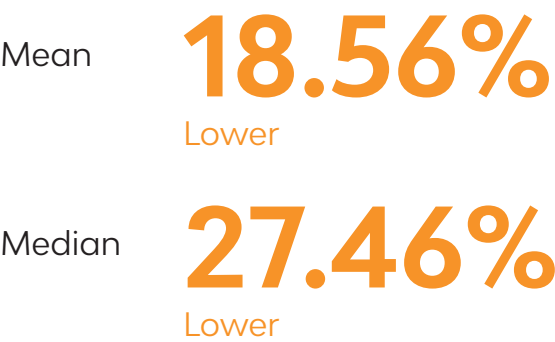
Lower quartile

The other measure is the mean gender pay gap, which shows the difference in average hourly rate of pay between men and women. This is also affected by the different numbers of men and women in different roles. These median and mean calculations are also carried out when comparing bonus pay over a twelve-month period. The proportion of men and women awarded any bonus pay over that period is also reported.

Quartiles are calculated by listing the rates of pay for each employee across the business from lowest to highest, before splitting that list into four equal-sized groups and calculating the percentage of males and females in each. Calculations of mean and median pay and quartile pay bands are based on data from April 2017 only, including ordinary pay and bonus pay.

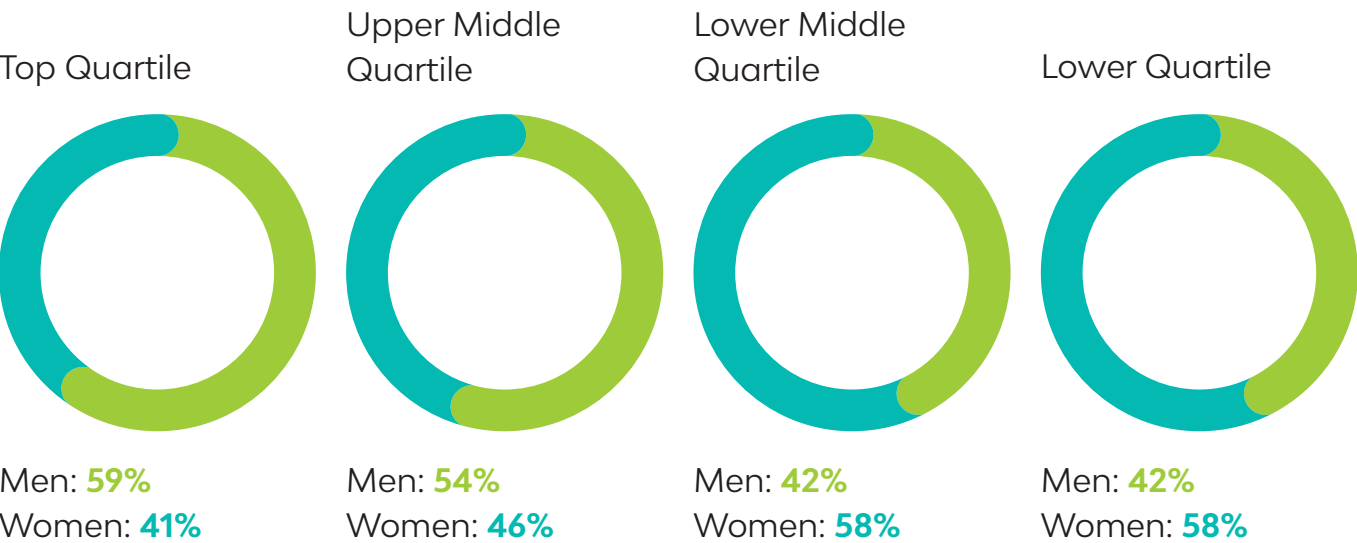
Our gender pay gap results

Women’s hourly rate



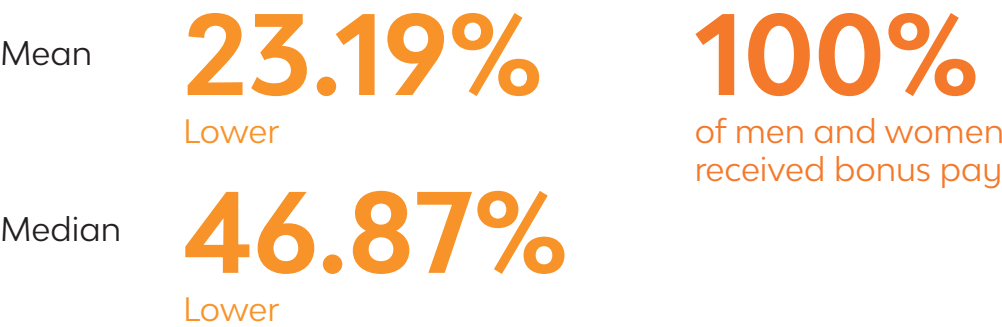
Pay quartiles

Proportion of men and women employees according to quartile pay bands



Bonus pay

Women’s bonus pay is:



The main reason for our gender pay gap is an imbalance of male and female colleagues across the organisation. At present, there are fewer women in senior roles than men, as well as a higher proportion of women relative to men in lower level roles.

We recognise that, at more junior levels, our gender balance is much better. These people are our senior managers of the future and therefore we are investing in training and development activities – such as our SHINE programme for aspiring managers – to ensure they fulfil their potential. We are confident that this will lead to a better gender balance at senior levels and hence a reduction in the gender pay gap.

The automotive industry is traditionally male dominated. Addressing the disparity in gender representation at senior levels will take time, but we have an unwavering commitment to gender equality and working to close the pay gap.

We're confident that male and females across our organisation are paid equally for doing the same job. However, as our UK gender pay gap data shows, we still have more work to do to create further career opportunities so that women can continue to progress.

I confirm the gender pay gap data contained in this report is accurate.



Steve Moss, HR & Customer Insight Director, LeasePlan UK





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What's next?