



GENDER PAY GAP REPORT 2017

One Nationwide. **One Team.**



About Us

Nationwide Accident Repair Services have been building our car repair business and reputation steadily since 1993.

We pride ourselves in being the UK's largest group of accident repairs. Repairing over 360,000 vehicles every year, NARS Ltd is the leading and largest, comprehensive automotive repairer in the UK.

Over the past few years we have grown our business through a number of acquisitions. By expanding the business, we have increased our headcount and currently employ 3,800 people.

Employee Demographic



85%



15%

Gender Pay Gap

At Nationwide we fully support the requirement from the Government to publish our Gender Pay Gap Report.

The automotive industry is traditionally male dominated; we want to take this opportunity to share how we are committed to ensuring Nationwide promote a diverse and inclusive culture.

It is important to remember that a gender pay gap measurement is different to equal pay.

Gender Pay reporting does not measure the difference of pay for roles at the same level. It measures pay by gender, regardless of their role or type of job.

We are reporting a 'snapshot' of the difference between female hourly pay and bonus pay compared to male, expressed as a percentage of men's average hourly pay and bonus pay.

The table below illustrates the hourly pay and bonus gap at Nationwide:

	Mean	Median
Hourly	13%	13%
Bonus	65%	37%



13%

Nationwide mean average for both hourly pay & bonus pay.



18%

The UK's national gender pay gap

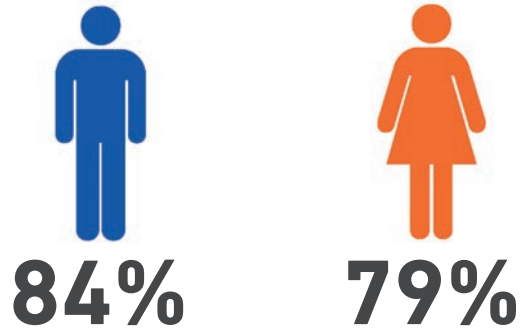
(Office for National Statistics 2017)

Gender Pay Gap Explained

Nationwide's gender pay gap is below the national average.

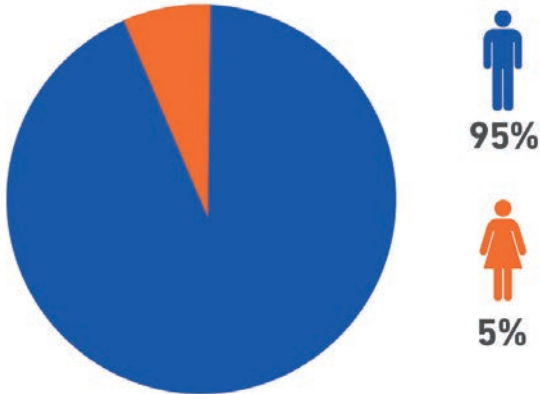
This report has identified that there is a gap in gender pay, however, this is due to the limited number of females that have the technical skill set required for repairing vehicles. Whilst we are confident males and females are paid the same for 'like for like' work, the quartiles below show how the company is split in gender. Our workforce is predominantly male and the technical skilled jobs are mostly occupied by males which is a contributing factor to the gap.

Below is the proportion of all employees receiving a bonus:

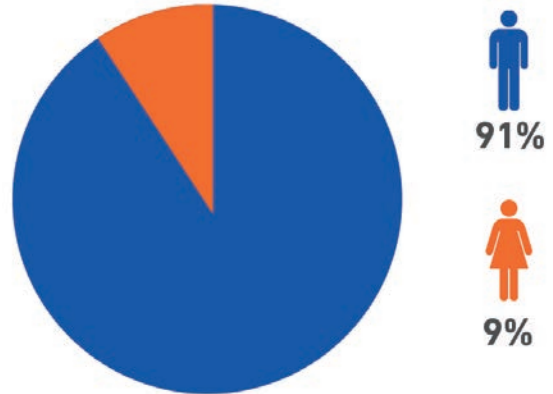


Whilst there is a slight gap between bonuses received the charts below show how the company is split between gender in each pay quartile.

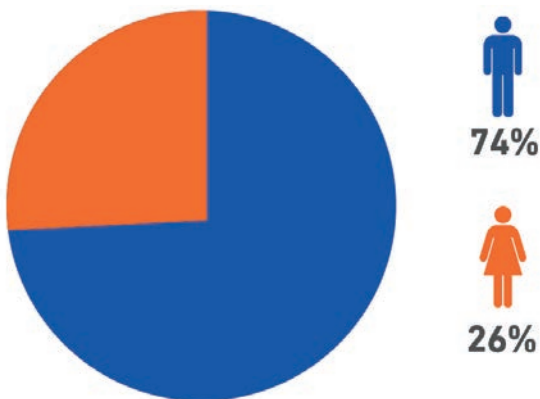
Upper Quartile



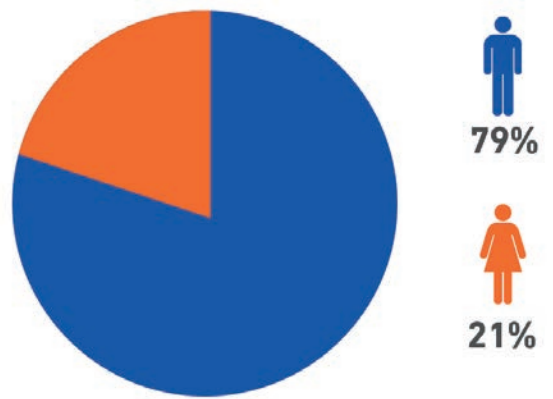
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



Breaking employees into pay quartiles clearly shows that females are less represented in each of them. Overall, 85% of the workforce are male compared to 15% female.

top quartile. There are more men in senior roles and in both quartiles over 90% of employees are male, therefore highly contributing to the median gap.

This reflects the median bonus pay gap of 38%. This is mainly due to the upper and

Taking Action for the Future

At Nationwide we are committed to promoting and embedding our One Nationwide One Team culture.

The business has gone through a huge transformation in the past three years and through positive acquisition has grown to become the largest automotive accident repair organisation in the country.



Management Development

The Gender Pay Gap Report has highlighted the underrepresentation of females at all levels, however, the top two quartiles are considerably higher. We have recently introduced a Management Development Programme this supported by utilisation of both our apprentice levy and our own learning and development resources.

Employees from different departments have been enrolled on this recommended by their Line managers. We are pleased to report that the first group to partake in this course comprises of 70% female employees. With focus on development, it will assist us in supporting females progressing into more senior roles.

Bonus

We are also in the stages of implementing a new bonus structure with clear guidelines of how all employees can achieve bonus. The structure incorporates a 'bonus voucher' per quarter. This gives all employees regardless of gender in all departments four chances of receiving some form of bonus at year end. The benefits from this will be available in time for the 2019 report.

By implementing this across the business it ensures all employees are working towards the same bonus structure.

Apprenticeships

Nationwide fully support the Apprenticeship Program and believe it can provide the future skilled workforce that reflects the world in which we live. Currently 5% of nationwide apprentices are female. Whilst this can be perceived as a low figure it is still promising to see that females are looking to enter the accident repair industry which is heavily represented historically by male apprentices.

We are planning to utilise the apprenticeship levy with current employees across various departments to upskill and enhance our workforce. This will help increase females in our talent line. Our apprenticeships are wide ranging including both technical and administrative skill sets with more opportunities to be opened through appropriate utilisation of our apprentice levy we will be offering apprenticeships from level 3 (mainly technical) up to and including level 6/7 (Post Graduate level).

We expect this to draw in an increasing number of female applicants at more senior level roles within the company.

Recruitment & Diversity

In addition to apprentice recruitment all recruiting managers this year (2018) will undergo interview skills training that will highlight the unconscious bias that exists within us all and aim to show how it can be overcome, all managers that have not already done so will attend equality and diversity training, this commenced in 2017 has been well received across the business.



Nationwide Accident Repair Services

17a Thorney Leys Park
Witney
Oxfordshire
OX28 4GE

www.nationwiderepairs.co.uk



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