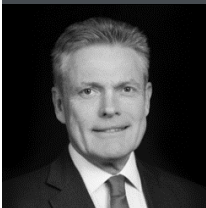


Innovation Group UK - Gender Pay Gap

Our commitment is to create a workplace that embraces diversity and provides development and progression opportunities to all employees, regardless of gender.

We recognise that we have some work to do in reducing our gender pay gap, but we are confident that the action plan we have created will help us to do this and in addition will help us create a great employee experience for all.

The information provided within this report has been validated and is in line with the UK Equality Act 2018 (Gender Pay Gap Information) Regulations 2017.



Tim Griffiths
Group CEO



Vanessa Hirsch-Angus
Chief People and Transformation Officer

Why are we reporting on Gender Pay Gap?

In 2016, the UK Government introduced regulations intended to help close the UK's persistently high gender pay gap and to drive true gender equality in the workplace.

There are many reasons for this gap, ranging from occupational gender bias through to challenges with flexible working and family commitments. All of this has resulted in a gender pay gap which needs to be reduced.

We have reviewed our own report and we are committed to closing the gender pay gap for our UK employees as well as globally. We are committed to creating a positive workplace where women can develop and progress in the same way as their male counterparts.

What do the regulations require?

All employers with more than 250 employees must publish their April 2017 Gender Pay Gap by April 2018.

This information must be easily accessible and posted both on the Government website and their own company website.

The Data must include:

- Mean and median gender pay gaps for Ordinary (Hourly Rate) Pay
- Mean and median gender pay gaps for Bonus
- The number of male and female employees in each quartile
- Proportion of male and female employees receiving bonus

What does this mean for Innovation Group?

Innovation Group has 3 companies that are within scope and need to provide Gender Pay Gap Reports:

- Innovation Property (UK) Limited
- Motorcare Services Limited
- The Innovation Group Limited (includes 1 Insurer)

In addition to the legally required disclosures (the three companies listed above), we have also prepared the Gender Pay Gap figures for all employees in Innovation Group in the UK to give an overall picture. We have undertaken an analysis of the data to produce the legally required statistics and carried out further analysis to identify root causes. From this, we have formulated an action plan to improve our practices and close the gender pay gap.

Gender Pay Gap report for all UK IG Employees

The Gender Pay and Bonus Gap:

	Mean	Median
Pay Gap	39%	44%
Bonus Gap	74.12%	8.33%

Percentage of Males and Females receiving bonus:



Percentage of Males and Females in each salary quartile:

(each quartile contains 25% of the number of total employees)

Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Upper Quartile
62%	58%	29%	21%
38%	42%	71%	79%

Female Male

What are we doing?

We are reviewing our Employee Value Proposition to ensure that the following factors are taken into consideration:

<p>Creating a fair and consistent framework</p> <p>We are going to structure the organisation through a clear framework that encompasses comprehensive job levelling with links to pay, benefits, development and career paths</p>	<p>Recognising, Supporting and Developing our Talent</p> <p>Through our succession planning, promotion and talent development programmes we will ensure all initiatives have a balanced gender mix. We will actively seek out high potential women at all levels of the organisation to coach and develop into senior roles.</p>
<p>Employee Experience</p> <p>Ensuring through our hiring, our policies, our working practices, we offer a working environment that is attractive, open and flexible to all.</p>	<p>Retaining our Best Talent</p> <p>Create clear career paths for all roles. Conduct exit interviews to understand why people leave the organisation and take appropriate action.</p>
<p>Being Proactive</p> <p>Implement new People System with real time analytic capability to enable continuous reporting and monitoring to recognise any gender pay gap challenges before they arise.</p>	<p>Innovation Group Values</p> <p>Apply our gender pay gap action plan across all of our regions worldwide as a sign of our commitment to Diversity and Inclusion.</p>

All data

This shows the combined Gender Pay Gap information for all UK IG employees and also shows the three companies that we were legally required to report on.

Gender pay gap

	ALL UK IG EMPLOYEES	MOTORCARE SERVICES LIMITED	INNOVATION PROPERTY (UK) LIMITED	THE INNOVATION GROUP LIMITED
Mean Ordinary Pay (Hourly Rate) Gap	39%	21.7%	36.5%	18%
Median Ordinary Pay (Hourly Rate) Gap	44%	0.9%	37.2%	27.4%

Gender bonus pay gap

	ALL UK IG EMPLOYEES	MOTORCARE SERVICES LIMITED	INNOVATION PROPERTY (UK) LIMITED	THE INNOVATION GROUP LIMITED
Mean Bonus Gap	74.12%	66.83%	48.88%	90%
Median Bonus Gap	8.33%	0%	-123.46%	89%

Percentage of males and females receiving bonus

	ALL UK IG EMPLOYEES	MOTORCARE SERVICES LIMITED	INNOVATION PROPERTY (UK) LIMITED	THE INNOVATION GROUP LIMITED
Male	21.31%	31.08%	11.05%	7%
Female	29.1%	31.37%	8.16%	12%

Percentage of males and females in each quartile

	ALL UK IG EMPLOYEES		MOTORCARE SERVICES LIMITED		INNOVATION PROPERTY (UK) LIMITED		THE INNOVATION GROUP LIMITED	
Lower Quartile	38% Male	62% Female	43% Male	57% Female	44% Male	56% Female	50% Male	50% Female
Lower Middle Quartile	42% Male	58% Female	37% Male	63% Female	55% Male	45% Female	72% Male	28% Female
Upper Middle Quartile	71% Male	29% Female	31% Male	69% Female	77% Male	23% Female	87% Male	13% Female
Upper Quartile	79% Male	21% Female	61% Male	39% Female	84% Male	16% Female	76% Male	24% Female