



2017 Gender Pay Gap Report

PSA Group sets out within this document its gender pay gap data. In the spirit of transparency, PSA Group has decided to publish data on all its UK Companies¹, over and above the statutory reporting requirements.

Since 2006, PSA Group has developed and agreed with our employees, and their representatives, a Global Framework Agreement to co-build the future of the Group. Our Global Framework Agreement sets out our commitment to be a socially responsible employer, to develop global HR policies that respect people and their human rights, develop their skills, deliver an effective employee journey and create effective dialogue and social cohesion.

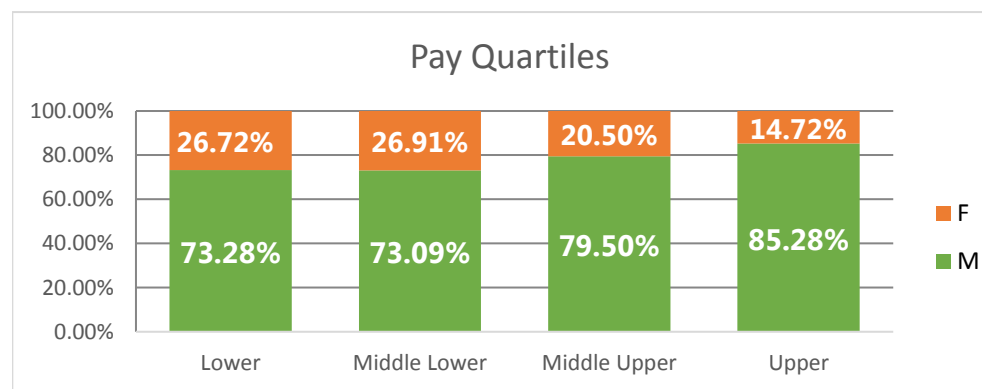
In the spirit of our Global Framework Agreement, our Gender Pay Report sets out our Gender Pay Gap data together with our commitment to continue to drive the diversity agenda.

Headline Data for the UK

Our Group data shows that our median pay gap is 8.55% compared to a national figure of 18.4%².

Gap	Median	Mean
Gender pay gap	8.55% ³	11.23% ⁴
Gender bonus pay gap	69.40% ⁵	57.25% ⁶

Our analysis shows that the gender balance within our business, and specifically the proportion of men in more senior roles, is the main cause of our pay gap. Our lower and middle quartiles are comparable to our overall gender profile, which is 75:25 Male:Female.⁷



¹ Our group results include all wholly owned UK companies as at April 2017 including Peugeot Citroën Automobiles UK Ltd, Peugeot Citroën Retail UK Limited, Peugeot Motor Company PLC and Citroën UK Limited. Our reportable companies are Peugeot Citroën Automobiles UK Ltd and Peugeot Citroën Retail UK Limited

² <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2017provisionaland2016revisedresults#gender-pay-differences>

³ Peugeot Citroën Automobiles UK Ltd result is 22.34%. Peugeot Citroën Retail UK Ltd result is 15.24%.

⁴ Peugeot Citroën Automobiles UK Ltd result is 21.90%. Peugeot Citroën Retail UK Ltd result is 10.64%.

⁵ Peugeot Citroën Automobiles UK Ltd result is 46.67%. Peugeot Citroën Retail UK Ltd result is 81.92%.

⁶ Peugeot Citroën Automobiles UK Ltd result is 58.21%. Peugeot Citroën Retail UK Ltd result is 55.36%.

⁷ Peugeot Citroën Automobiles UK Limited Quartiles: Lower (65.48:34.52 M:F) Lower Middle (67.82:32.18 M:F) Upper Middle (72.62:27.38 M:F) Upper (82.14:17.86 M:F) Peugeot Citroën Retail UK Limited Quartiles: Lower (73.80:26.20 M:F) Lower Middle (69.00:31.00 M:F) Upper Middle (78.80:21.20 M:F) Upper (88.30:11.70 M:F)

The car industry has historically been perceived as 'traditionally male' and as a result may not have attracted, nor been successful in retaining female colleagues; this may have led to the lower representation of females, and females in senior roles, today. This may be the history of our industry but it does not represent our future; the gender pay gap of employees under the age of 35 reduces to 0.81%. However, we still recognise there's a continued need to promote the sector and careers within our industry to females.

The percentage of male and female employees receiving bonus payments positively indicates that there is equality of opportunity to participate and earn bonus in PSA⁸. However, the type of bonus scheme you participate in and the bonus earned is dependent on role and seniority. There are two main types of 'bonus' payments in PSA; performance related bonus, which is usually paid as a percentage of salary, and commission based earning. The higher number of males in senior roles, and in commission based earning roles, have impacted on the gender bonus gap. Excluding our profit sharing bonus, our mean bonus pay gap reduces to 36.6%

Proportion of Males and Females receiving a bonus payment

April 2016 - 2017



⁸ 91.91% of Females and 96.75% of Males received bonus pay in Peugeot Citroën Automobiles UK Ltd. 96.73% of Females and 97.28% of Males received bonus pay in Peugeot Citroën Retail UK Limited.

Action Plan

PSA will continue to work with colleagues in order to better understand and analyse the reasons for the gap. We are committed to making positive actions to address the causes of any gender pay gap.

Our 2018 - 19 priorities:

Work closely with our existing Trade Union partners and employee forums/groups to better understand the barriers to recruiting, engaging and developing female talent whilst also promoting opportunities in PSA.

Continue to develop our culture of 'Respect', in line with our Group Values, by delivering unconscious bias training to all PSA UK employees in 2018.

Undertake a detailed review of our data, processes and practices, including exit interviews, to better understand our Gender Pay Gap and identify/understand, and address, the underlying causes.

At PSA Group we are committed to understanding and addressing our gender pay gap. We will continue to work to ensure that we attract, reward and engage talented individuals that are representative of our communities and our customers. Our talent programme is designed to ensure that everyone has equality of opportunity to develop and progress whilst ensuring all our employees are fully equipped with the tools needed to achieve their potential.

PSA Group has already taken positive steps to improve equality, diversity and inclusion and I am personally proud to be a sponsor of our newly established Women Engaged in PSA (WEP) group, part of a global network representing women within our Group. The WEP was created to actively improve gender diversity within our group, to drive change and ultimately help deliver our Push to Pass strategic plan. In 2018 we will review our Equality and Diversity Policy and launch our Unconscious Bias Training to ensure we continue to develop a positive working culture in line with our Group Values.

We will continue to co-build the future of the PSA Group in the UK by working with colleagues to review practices and processes and make decisions based on data to better understand and address the causes of the gender pay gap.

I can confirm that the information published within this report and on the government portal is accurate and complies with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink, appearing to read 'D Connell', with a horizontal line underneath the name.

David Connell – HR Director, PSA UK