



Marshall Gender Pay Gap 2017



Marshall is a privately-owned group of companies which is headquartered in Cambridge and has business interests in four main sectors: Aerospace and Defence; Motor Retail; Property; and Fleet Solutions.

The Government has introduced the Equality Act 2010 (Gender Pay Gap Information) Regulation 2017. The scope of this regulation requires organisations with multiple legal entities to report on each of the legal entities which employs more than 250 people.

Our Group comprises of many operating companies in different sectors and the two companies in scope are Marshall of Cambridge Aerospace Ltd and Marshall Thermo King Ltd. This report details the breakdown of each business in accordance with the regulations. Since its flotation in 2015, Marshall Motor Holdings plc is run as an independent public company and will be reporting separately under this regulation.

One of our ingrained values is that people are at the heart of our success and we readily recognise the power of our people to drive our business forward. Everyone in Marshall contributes, in various ways, to the products and services we supply to support our customers. We respect and value each individual and their contribution to the Company, encouraging everyone to reach their full potential irrespective of their gender.

We are determined to bridge the gender gap by encouraging more women to join our businesses and we are working with key partners to become a more diverse organisation. Through initiatives such as the Cambridge LaunchPad and alongside our partner companies, we are raising awareness of STEM subjects (science, technology, engineering and mathematics) with thousands of local school children every year.

In line with the requirements of the regulations, the gender pay gap reports show the differences between the average hourly earnings of men and women across the workforce.

Marshall of Cambridge Aerospace Ltd

- The gender balance in our business is 16% women and 84% men
- Our median gender pay gap is 19.1%
- In 2017 over 25% of our new recruits were women

I confirm that the information and data reported is accurate as of the snapshot 5th April 2017.

Alistair McPhee
CEO
Marshall Aerospace and Defence Group

Marshall Thermo King Ltd

- The gender balance in our business is 20% women and 80% men
- Our median gender pay gap is 13.5%
- In 2017 over 26% of our new recruits were women

I confirm that the information and data reported is accurate as of the snapshot 5th April 2017.

George Ralph
Managing Director
Marshall Fleet Solutions

Marshall Motor Holdings Plc operates as an independent public company and will, therefore report separately.

Marshall of Cambridge Aerospace Ltd

Our gender balance



Women 16.2%
Men 83.8%

Pay gap between men and women



Mean 14.9%
Median 19.1%

Bonus gap between men and women



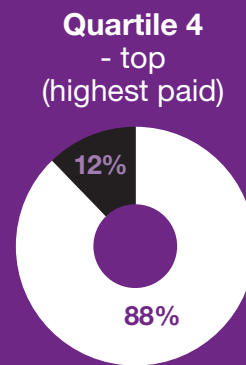
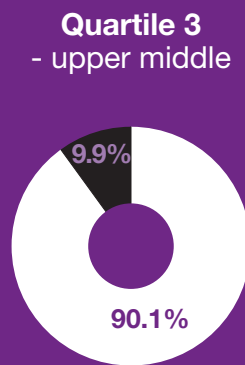
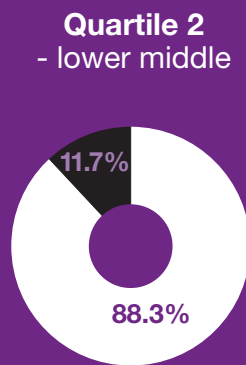
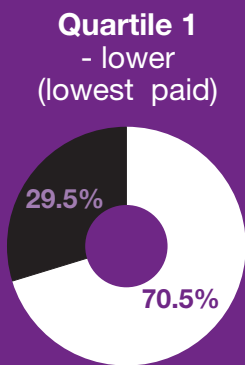
Mean 49.1%
Median 27.2%

Proportion receiving a bonus payment



Women 12.1%
Men 10.1%

Proportion of men and women by Quartile



● Women
● Men

Marshall Thermo King Ltd

Our gender balance



Women 19.6%
Men 80.4%

Pay gap between men and women



Mean 12.8%
Median 13.5%

Bonus gap between men and women



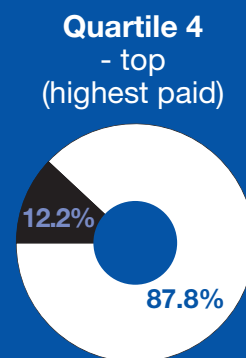
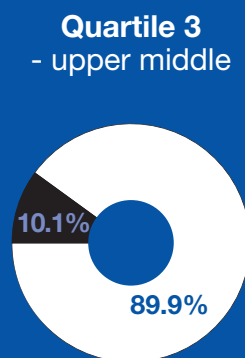
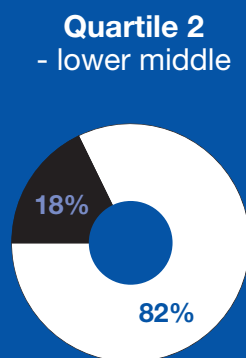
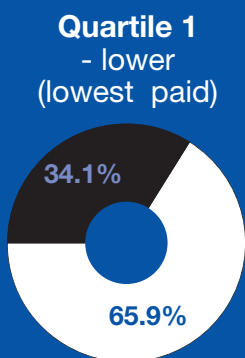
Mean 26.2%
Median 0.0%

Proportion receiving a bonus payment



Women 10.6%
Men 7.6%

Proportion of men and women by Quartile



● Women
● Men