BMW (UK) MANUFACTURING LTD. 2019 GENDER PAY GAP REPORT.

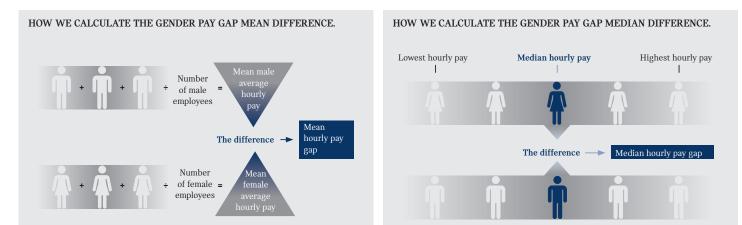


Plant Oxford is the heart of MINI. It's where all the parts are assembled and come together to make road-ready MINI models. At the time of the 2019 reporting period, BMW (UK) Manufacturing Ltd employed 3141 associates.

WHAT IS THE GENDER PAY GAP?

The Gender Pay Gap is the difference between the average pay and bonuses of all men and women across an organisation.

The Gender Pay Gap does not measure equal pay, which relates to what women and men are paid for performing equal work.



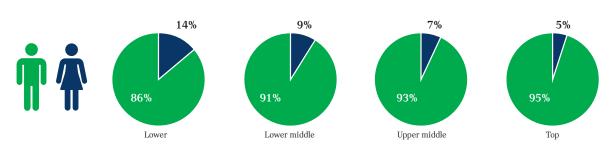
OUR RESULTS.

The Gender Pay Gap Data for Plant Oxford on 5 April 2019 is as follows;

| MEAN AND MEDIAN PAY AND BONUS GAP | | PROPORTION OF EMPLOYEES WHO RECEIVED A BONUS: | | |
|-----------------------------------|----------------|---|--------------------|-----------------------|
| | M MID DONOS UM | | 4% | 8% |
| | MEAN (average) | MEDIAN (Middle) | | |
| Gender Pay Gap | 8.5% | 4.2% | 96% | 92% |
| Gender Bonus Gap | 6.5% | -0.4% | • • Received bonus | Did not receive bonus |

SALARY QUARTILES.

The proportion of males/females in each quartile pay band is as follows:



UNDERSTANDING THE GAP.

As is typical of many manufacturing companies, our workforce is comprised of considerable more men than women. At MINI Plant Oxford 91% of our employees are male and 9% are female.

There are a number of factors which drive our Gender Pay Gap results, however we have identified 3 key areas;

1. Working patterns. There is a higher proportion of men working in production and engineering roles who operate on shift patterns which attract a shift premium payment.

2. Women in Senior Leadership Roles. We currently have relatively few women in leadership roles at MINI Plant Oxford.

3. Part time roles. There is a higher proportion of women than men who work part time. Whilst this has no impact upon a women's hourly basic pay, it does impact other elements of total remuneration, including bonus payments.

2017 - 2019.

Over the last three years of publishing our results, we have seen both improvements and deteriorations in our results. We now understand and recognise that year on year our gender pay gap figures may be inconsistent for a number of reasons. Primarily we will continue to be vulnerable to any changes in our small female population and any internal movements around our UK and global network, but our calculations can also be impacted by exceptional events such as the prolonged Plant shutdown we saw in April 2019. However what undoubtedly will be consistent is our commitment to attracting and developing the best talent and ensuring that all our associates have the opportunity to fulfil their potential.

CLOSING THE GAP.

Across the BMW Group we recognise that Diversity and Inclusion is our strength and is crucial to our ability to perform effectively and will undoubtedly ensure the long term success of our Company.

We are focused on building a diverse and inclusive work environment but we are realistic that meaningful change will take some time in our industry.

In 2019 we continue to raise the profile of inclusivity in the workplace, with a specific focus on unconscious bias and leadership training.

We also continue to take a number of approaches which specifically focuses on improving our ability to attract, engage and develop women. For example;



Peter Weber Plant Director

'Girls Go Technical' programme: Aimed at girls between the ages of 15—24 who are considering a technical apprenticeship within the manufacturing industry.

For 2020 the introduction of **'In the Driver's Seat'** – A focus on female manager's networking to focus on career progression and maternity mentoring.

In addition, we continue to work with the enei (Employer's network for Equality and Inclusion) to help us on our diversity journey and support our long term diversity goals.

We continue to support the UK Government's drive for companies to be more transparent on gender pay issues and confirm that the data is accurate and in line with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

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Robert Shankly Human Resources Director