

Gender Pay Gap 2025 - supporting statement

This is our annual gender pay gap report for the snapshot date of 5th April 2025.

- ❖ Our mean gender pay gap is 19.17%.
- ❖ Our median gender pay gap is 23.42%.

- ❖ Our mean gender bonus gap is 0.40%
- ❖ Our median gender bonus gap is -8.56%.

- ❖ The proportion of male employees receiving a bonus is 70% and the proportion of female employees receiving a bonus is 60%.

Table 1: Pay quartiles by gender

This table shows our workforce divided into four equal-sized groups based on hourly pay rate. Band A includes the lowest-paid 25% of employees (the lower quartile) and band D covers the highest-paid 25% (the upper quartile).

| Male | Female | What is included in this band? |
|------|--------|--|
| 66% | 34% | (Band A) Lower hourly pay quarter |
| 56% | 44% | (Band B) Lower middle hourly pay quarter |
| 88% | 12% | (Band C) Upper middle hourly pay quarter |
| 80% | 20% | (Band D) Upper hourly pay quarter |

A quartile is one of four equally sized groups created when you divide a selection of numbers that are in ascending order into four. The "lower quartile" is the lowest group. The "upper quartile" is the highest group. The figures in this table have been calculated using the standard methods used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Why do we have a gender pay gap?

Legally, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

We are committed to equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. During 2025 we revisited our grading structure which pays employees equally for the same or equivalent work, regardless of their sex (or anything else listed above).

In addition, we also:

- ensure we carry out regular pay and benefits matching;
- undertake an annual external salary benchmark on pay grades and salaries to ensure fairness with figures taken from the annual BDO salary survey.

We are confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women work in different roles and those roles have different salaries.

Across the UK economy, men are more likely than women to be in senior roles. We are pleased that our senior leadership team includes female employees. Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis can be at a lower level achieving lower pay bandings. This pattern from the UK economy is reflected in the make-up of our Company.

What are we doing to address our gender pay gap?

We are committed to doing everything we can to reduce the gap. We offer places to many work experience students each year working closely with the local schools and colleges. This helps to demonstrate our commitment that the automotive industry is an attractive option to all students.

- We have made changes to our flexible working policy to make it clear that we will consider requests from **all** employees to work flexibly, regardless of their role and level of seniority, and that flexible working is not just part-time working.
- We now actively offer Holiday Buy allowing our employees to purchase additional annual leave to help achieve a better work life balance and encourage women to return to work following maternity leave.
- We have also worked hard to bring in a structure which allows us to offer a 5-day working week across the group entirely focusing on a better work-life balance
- Encouraged flexibility for different work patterns during term and non-term time

Every year we will tell you what we are doing to reduce the gender pay gap and publish our figures to support the progress we are making.

I, Tracey Harvey, sign below to confirm that the information in this statement is accurate.



Signed Tracey Harvey - Director of People and Culture

Dated 03rd April 2026