

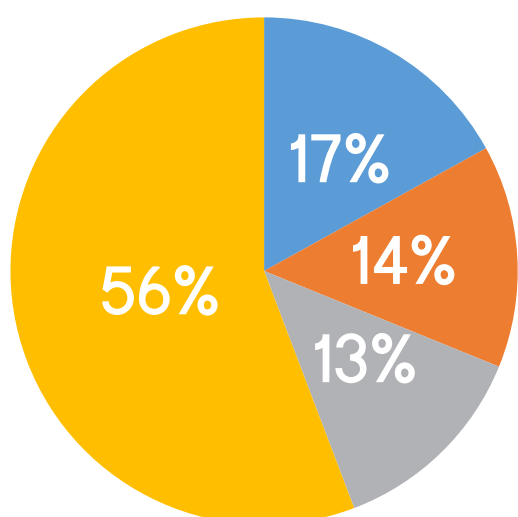
GENDER PAY GAP REPORT – 2017



We are passionate about ensuring fair and equal opportunities for all of our employees and reducing our gender pay gap.

Our data shows that we have a higher percentage of male employees in higher paid and more senior roles in the business. The three key categories where this is evident is within our technicians, our car sales executives and our managers/directors. In total less than 8% of these three groups are female. We are confident that all employees working in equivalent roles are paid equally.

We have taken action in all areas to try and encourage a greater number of female applicants into our business by being more flexible with working hours and changing job roles. Where possible we encourage female members of staff to look at progression with the group through our Management Development Programme. We will continue to monitor gender diversity throughout our business and make steps to create a more gender balanced environment.



EMPLOYEES BY KEY CATEGORIES

- Technicians
- Car Sales Executives
- Managers/Directors
- Others

MANAGERS/DIRECTORS



Female Male

CAR SALES EXECUTIVES



TECHNICIANS



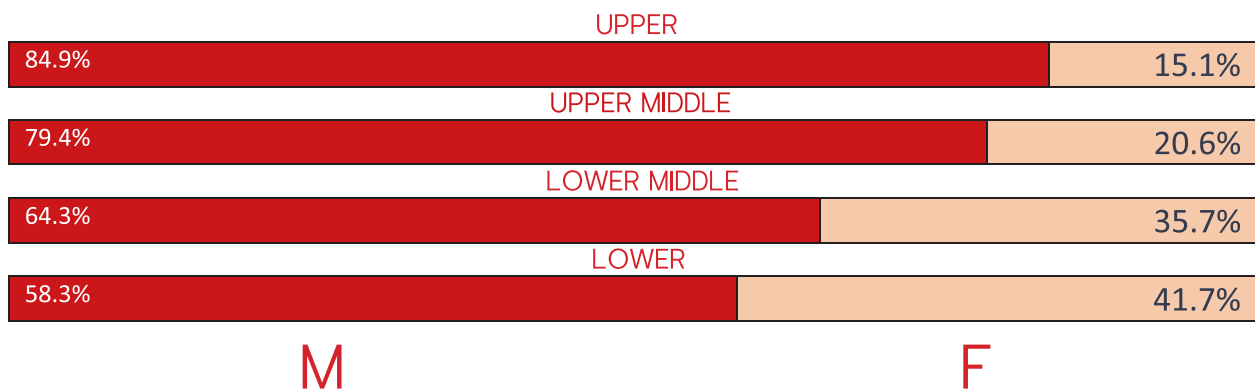
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PAY GAP AND BONUS DIFFERENCE BETWEEN MALE AND FEMALE EMPLOYEES

	MEAN	MEDIAN
Hourly rate of pay	50.2%	35.2%
Bonus pay	84.4%	55.0%

PROPORTION OF MALE AND FEMALE UK EMPLOYEES ACCORDING TO QUARTILE PAY BANDS



PROPORTION OF MALE AND FEMALE UK EMPLOYEES RECEIVING BONUS PAY

