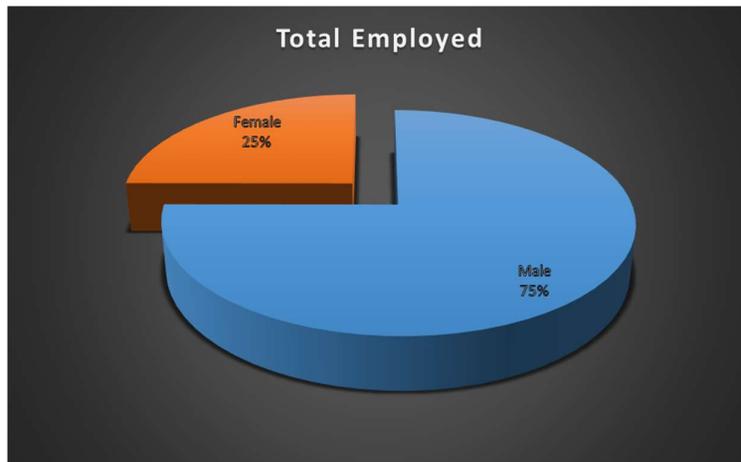




## Gender pay gap report April 2018

The Holdcroft Motor Group is comprised of a number of different limited companies, this report looks at the gender pay gap across the consolidated group. The group does not have any entities that individually employ more than 250 people so these are not detailed separately to this report. The consolidated Holdcroft Motor Group employed 601 “relevant employees” at the snapshot date of 5<sup>th</sup> April 2018.

The Automotive Retail Sector has through history been a very male dominated industry at most levels of the business. It is therefore no surprise that when we take a snapshot of our organisation we have a much greater proportion of male employees (75%) than female (25%). This is, however, a small improvement on the previous year and we continue to encourage more female employees into the industry.



We have through the year seen an increase in female representation in our sales teams to 21% which is a 2% increase on 2017 and in the senior management teams where female representation is now 14% versus 12% in 2017. There is still a disproportionate amount of male employees in the organisation as a whole so this delivers a gender pay gap of 30.80% (Mean Ave) and 27.00% (Median Ave).

Acquisitions of a number of male dominated outlets during this 12 month period have negatively affected this so we do report a very slight increase versus the 2017 picture. We will continue to champion females in the industry in a bid to improve this number in 2019.

Our philosophy is and always will be to promote and reward individuals based on their ability and performance, gender does not factor within that decision.

The remuneration packages within all of our departments are the same for both male and female employees and the only differences in earnings are based purely on individual performance.

We expect that over the coming years the numbers of female applicants within the industry will continue to increase and we strive to encourage this growth in our organisation through our recruitment policy.

The Holdcroft Motor Group and its subsidiaries are equal opportunities employers and are dedicated to meeting their obligations under the Equality Act 2010. Appointments made to our organisation are based on the merits of the individuals that apply for positions and we always look to employ the “best person for the job” regardless of gender.

**Gender pay gap explained:-**

A pay gap is the difference in average pay between two groups within a workforce. It is not to be confused with equal pay which is concerned with individuals being paid equally for the same or similar types of work. The information given in this report concerns the pay gap between male and female employees within the workforce of the Holdcroft Motor Group.

Difference in mean hourly rate of pay	30.80%
Difference in median hourly rate of pay	27.00%

The mean gender pay gap is the difference in average hourly rates of pay that female and male employees receive. This gives an overall indication of the gender pay gap by taking all hourly rates of pay and dividing by the total number of employees in scope.

The median gender pay gap shows the difference in the midpoints of the ranges of hourly rates of pay for men and women by ordering individual rates of pay from lowest to highest and comparing the middle value.

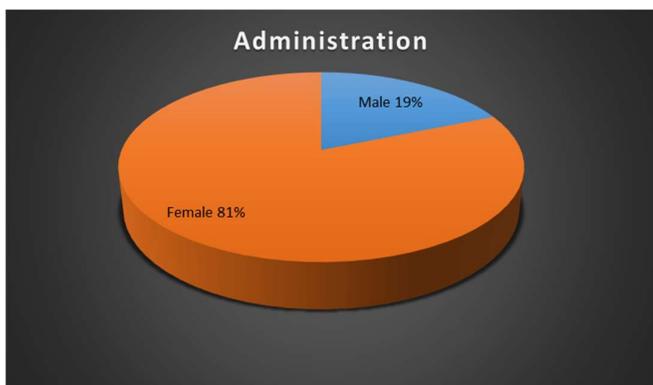
Both mean and median gender pay gap is expressed as the difference in the average pay of all male and female team members across the Holdcroft Motor Group as a percentage of men's pay

The mean and median pay gap is reflective of the high proportion of male employees within our sales teams and at senior level. This gap will continue to exist until those numbers become more equal. The Holdcroft Motor Group does encourage females to apply for roles within all areas of the business and they are considered equally with all applicants by their ability, experience and performance.

Mean bonus pay gap	36.17%
Median bonus pay gap	41.82%
Proportion of Males receiving a bonus	75.17%
Proportion of Females receiving a bonus	33.33%

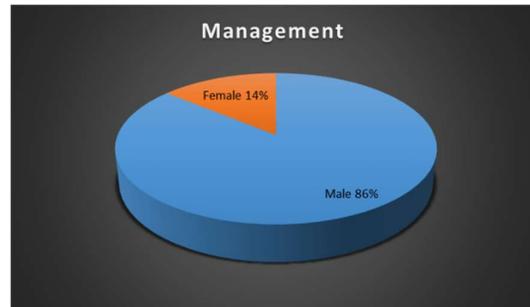
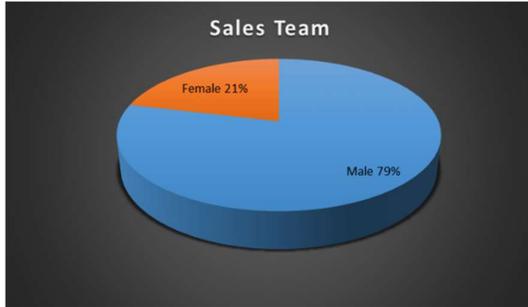
The Holdcroft Motor Group operates with a number of bonus schemes throughout the organisation to encourage strong performance from its employees as well as a strong focus on customer service. This is reflected with 65% of the overall workforce receiving a bonus.

A high proportion of our overall female employees (58%) are employed within administration roles which are generally salaried roles and not commission / bonus based. When we look at the Administration area in isolation of the 107 total employees 87 are female which is 81% of that group.

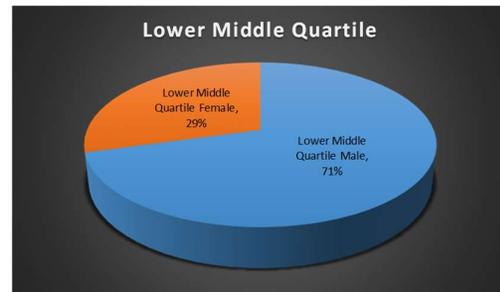


The data below highlights the disparity between the number of male and female employees in the sales and senior management positions.

TG Holdcroft Holdings Ltd is committed to employing the best candidate for the role in all areas of the business and actively encourages females to apply for those roles in both sales and senior management.



The charts below highlight the under representation of female team members in senior roles across our organisation as shown by the lowest percentage of females in the upper quartile.



I confirm the gender pay gap data contained in this report is accurate.

Darren Holdcroft

Managing Director

Holdcroft Motor Group