

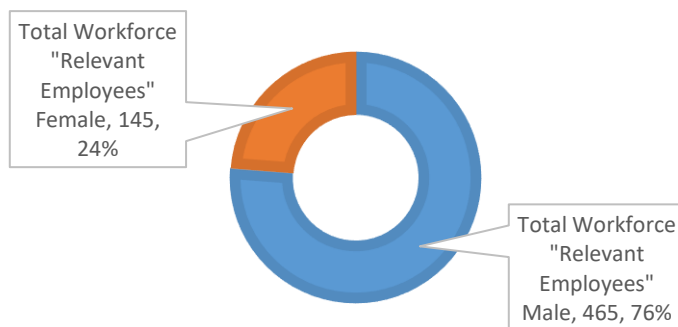
Gender pay gap report April 2022

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 employs more than 250 people so these are not detailed separately to this report.

The consolidated Holdcroft Motor Group employed 610 “Relevant employees” at the snapshot date of 5th April 2022 of which 595 were identified as “Full Pay Relevant”.

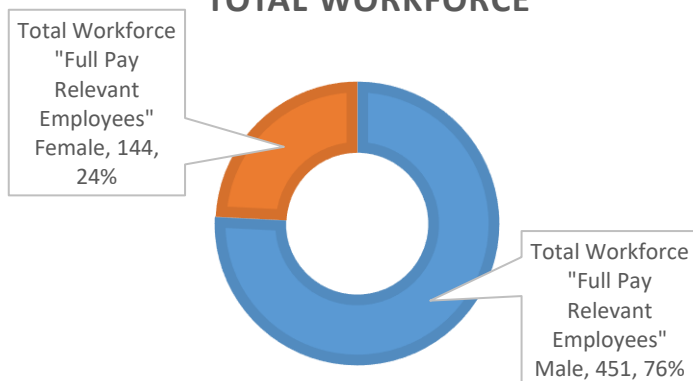
The increase of 113 “Relevant Employees” from the previous reported period is a direct result of the business being able to operate at levels equivalent to those pre pandemic.

TOTAL WORKFORCE



The Automotive Retail Sector has, for many years, been a male dominated industry at almost all levels of the business. Our snapshot data of 5th April 2022 shows a total workforce allocation of 76% Male, 24% Female, of the 610 relevant employees, this ratio is identical for the 595 Full pay relevant employees.

TOTAL WORKFORCE

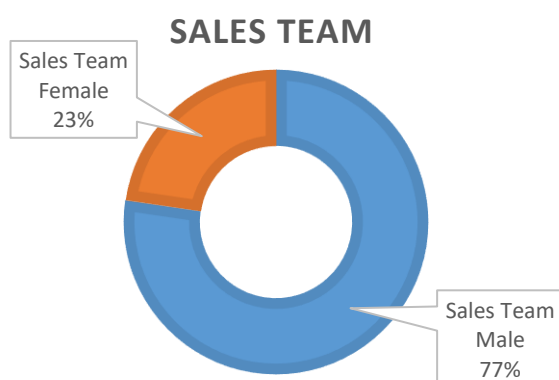


Our reported information for 2021/2022 is not dissimilar to previous years’ and demonstrates that the industry itself still faces many challenges in improving its reputation and appeal in a bid to encourage more female employees into the Automotive Retail workplace.

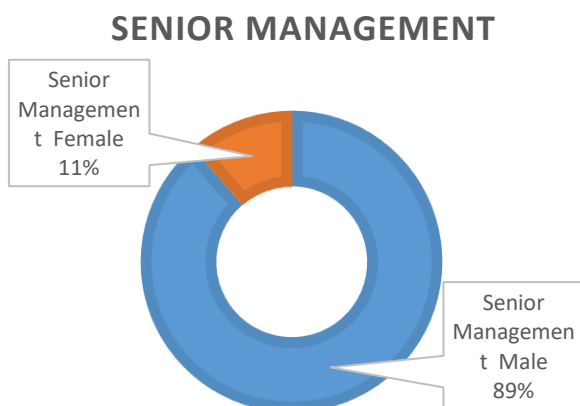
Our company has taken a number of positive steps towards increasing its compliment of female employees including the introduction of Julie Ouzman to the new role of Group Human Resources Director. Julie was given the remit to transform both our recruitment practices and to create new policies targeted at our female workforce to encourage progression into more senior roles. We believe this will help to improve diversity within the business and this has already led to the creation of two new roles within the organisation (Group Recruitment Executive and Group Training and Development Manager) both of which are occupied by female applicants.

As an organisation we remain committed to giving opportunities to the best available candidate for each and every position that becomes available and we encourage feedback from our current employees around how we can make our company more appealing to female applicants looking to enter into the industry.

Our sales team data mirrors that of our total workforce data with a 77% male 23% female split. This is an area of the business that we feel we can improve on and in coming years we aim for our sales team to be a much closer representation of our customer base.



We have seen a steady picture within the number of Female employees within our Senior Management function where there are now 11% of the roles fulfilled. This is less than our overall workforce ratio but is very much in line with data presented within the past few years.



There is still a disproportionate amount of male employees in the organisation as a whole so we are not surprised that this delivers a pay gap of 9.42% (Mean Ave) and 4.55% (Median Ave).

These figures do show a small improvement in the mean average from previous years from 9.55% down to 9.42%. We are committed to providing a working environment that promotes equality and encourages all of our employees to strive to succeed with the knowledge they will be rewarded based on their efforts and achievements, gender does not and will never factor in any employees earnings potential.

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. This is proven by looking at the gender pay gap within our sales environment, which is largely performance based, this comes out in favour female employees with a pay gap of -2.74%.

We hope that over the coming years the numbers of female applicants within the industry will continue to gradually increase and we strive to encourage this growth within our own organisation through an open 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	9.42%
Difference in median hourly rate of pay	4.55%

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

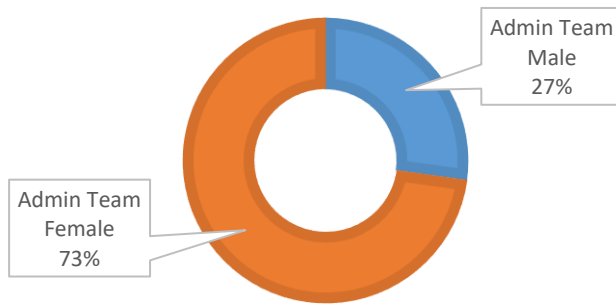
The mean and median pay gap is reflective of the high proportion of male employees within our sales teams and at senior level. This gap will continue to exist until those numbers become more equal. The Holdcroft Motor Group does encourage females to apply for roles within all areas of the business and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

Mean bonus pay gap	64.12%
Median bonus pay gap	32.83%
Proportion of Males receiving a bonus	85.59%
Proportion of Females receiving a bonus	61.38%

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 79.8% of the overall workforce receiving a bonus.

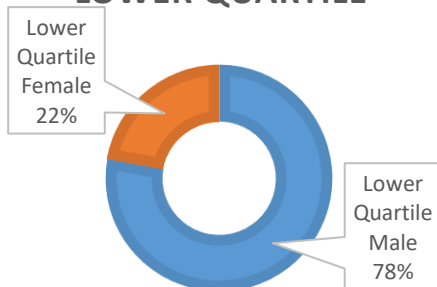
A high proportion of our Full pay relevant female employees (52%) are employed within administration roles which are generally salaried roles and not commission / bonus based. When we look at the Administration area in isolation of the 103 Full pay relevant employees 75 are female which is 73% of that group.

ADMIN TEAM

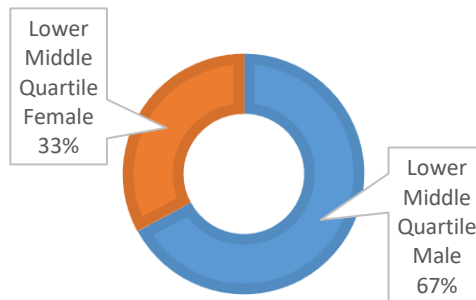


The charts below highlight the under representation of female team members in senior roles across our organisation as shown by the lowest percentage of females in the upper quartile.

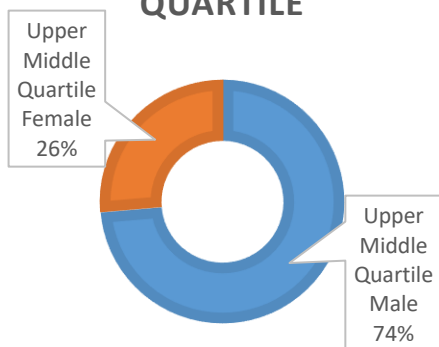
LOWER QUARTILE



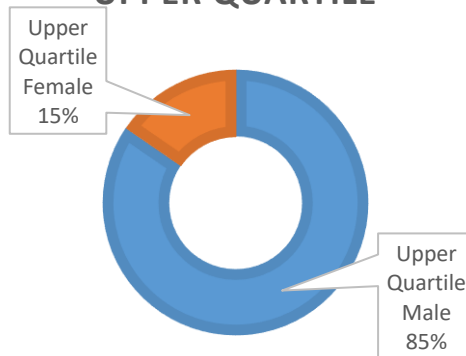
LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE



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

Darren Holdcroft

Managing Director

Holdcroft Motor Group