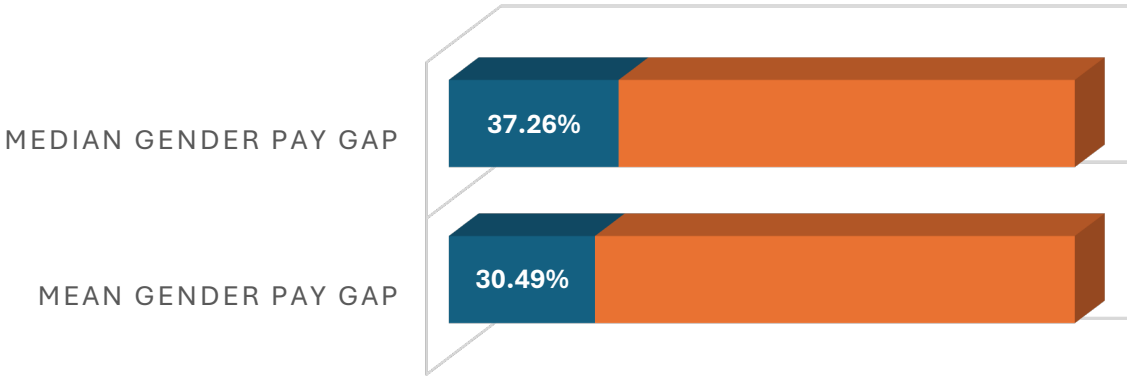




PAY DIFFERENCE BETWEEN MEN AND WOMEN

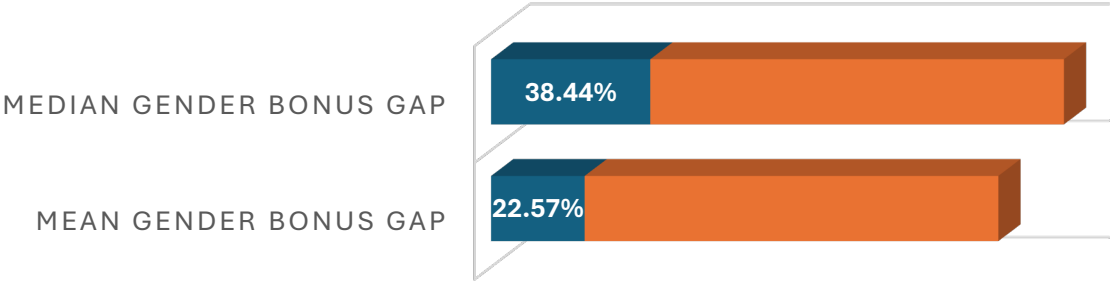


Gender pay gap calculations are made on a specific time period and take no cognisance of position. The figures reflect the average difference in pay between males and females (expressed as a percentage). This is our first year of gender pay gap reporting as a new business in the UK so we have no previous comparator data. However, as an automotive business we know that females are under represented in our sector which will be reflected in the figures. Our employee demographic data also shows that more females work in administrative and part time roles which impacts our gender pay gap percentage.

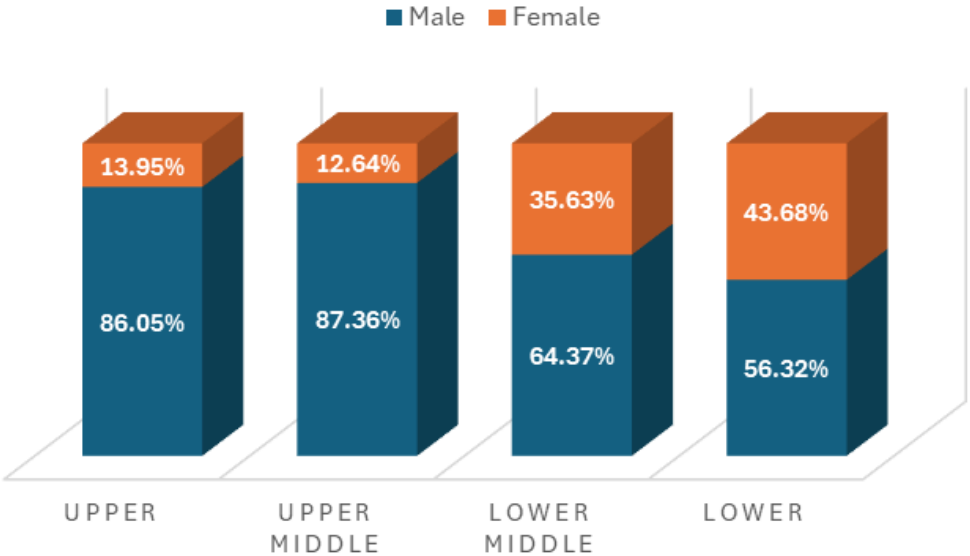
Gender pay gap reporting is different to equal pay and we are confident that we reward males and females equally for the same or comparable roles. Bonus opportunities are aligned to role type irrespective of gender.

Peter Williams  
CFO – Hedin Automotive London Limited

BONUS DIFFERENCE BETWEEN MEN AND WOMEN



PAY QUANTILES



Total number of men 266

Percentage of men receiving a bonus 84.59%



Total number of women 99

Percentage of women receiving a bonus 46.46%