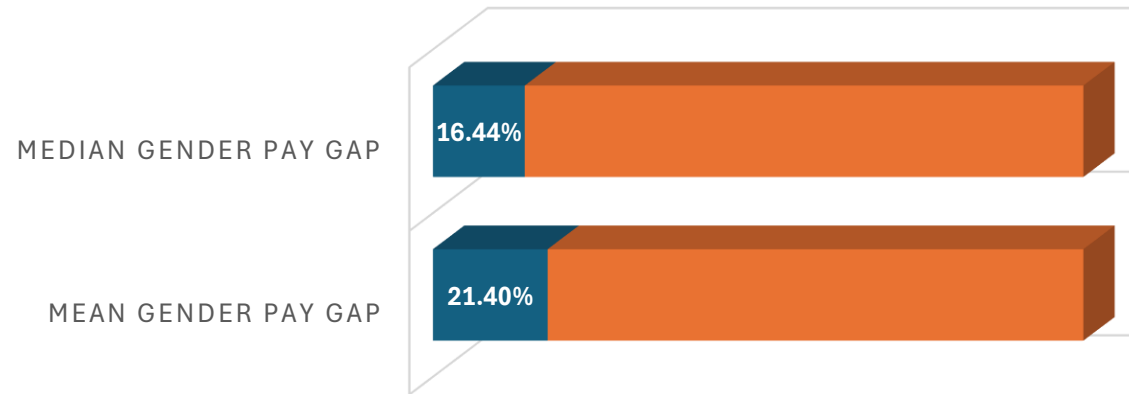




PAY DIFFERENCE BETWEEN MEN AND WOMEN



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 second year of gender pay gap reporting and we are encouraged to see that we have a reduction in our gender pay gap on pay. The percentage of women receiving a bonus has also increased from 46.46% to 57.27% this year.

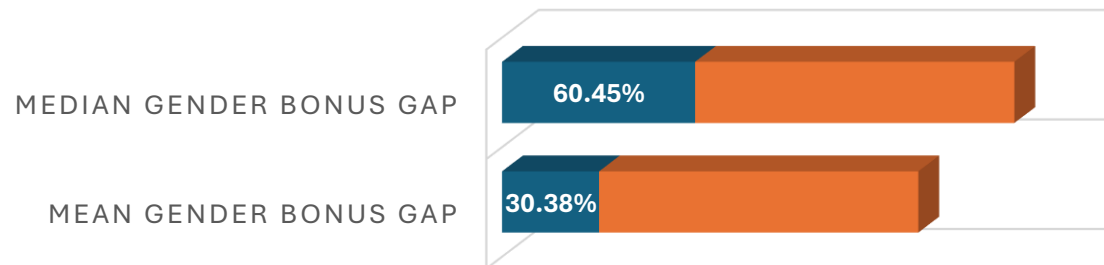
However, we know that females continue to be under represented in our sector which will be reflected in the figures. Our employee demographic data also shows that more females continue to work in administrative and part time roles which impacts our gender pay gap percentage.

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.

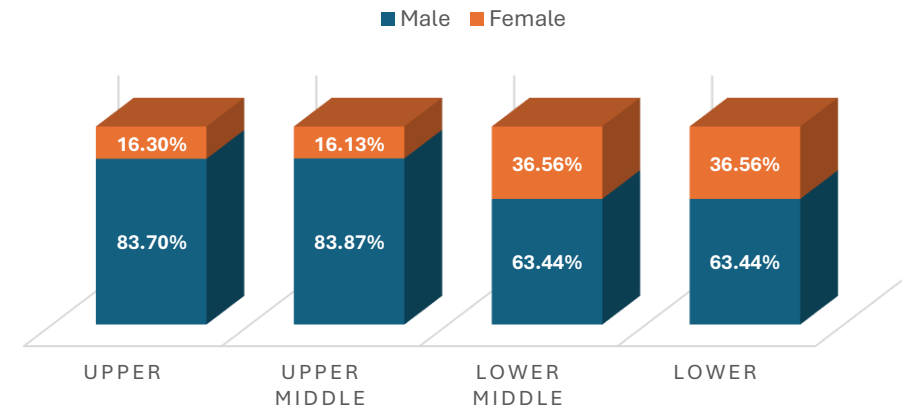
As a business, we continue to promote automotive careers to local educational establishments and have also just enhanced our current maternity pay offering.

Peter Williams
CFO – Hedin Automotive London Limited

BONUS DIFFERENCE BETWEEN MEN AND WOMEN



PAY QUARTILES



Total number of men 308

Percentage of men receiving a bonus 76.95%



Total number of women 63

Percentage of women receiving a bonus 57.27%