



GENDER PAY GAP REPORT 2022

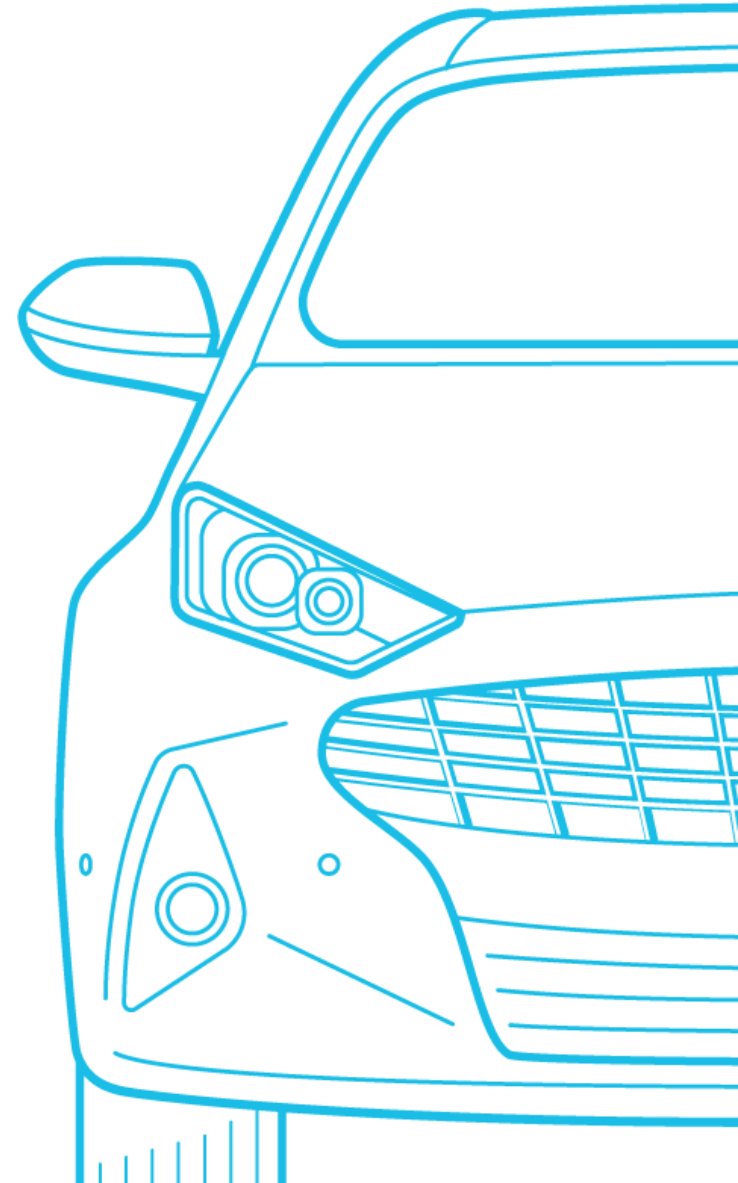




At Inchcape our people are our greatest asset, and we believe in rewarding our people fairly for the role they play, regardless of gender.

George Ashford - Chief Executive Officer, Inchcape UK

Justine Bates - Human Resources Director, Inchcape UK

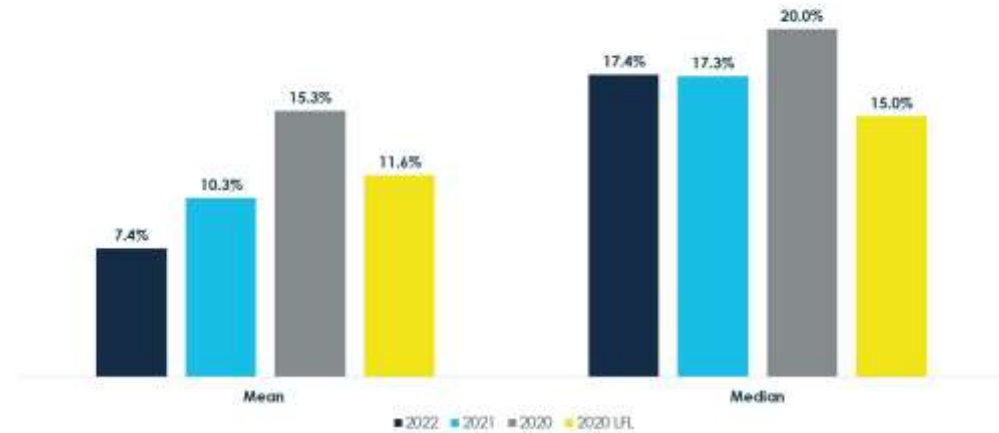


2022 Results

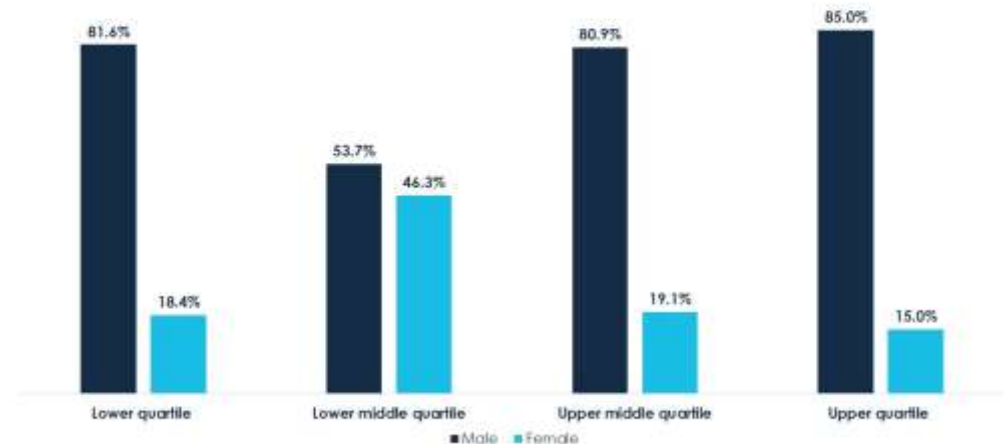


- Our reported mean gender pay gap for 2022 is 7.4% and our median gender pay gap is 17.4%. The headline gender pay gaps are heading in the right direction with significant improvements on the mean gender pay gap (GPG), mean gender bonus gap and median gender bonus gap and with the median gender pay gap (GPG) showing very little change.
- Changes are largely due to general overall population shifts. Female representation in the upper, upper middle and lower quartiles have reduced whereas female representation in the lower middle quartile has noticeably increased.

Gender Pay Gap



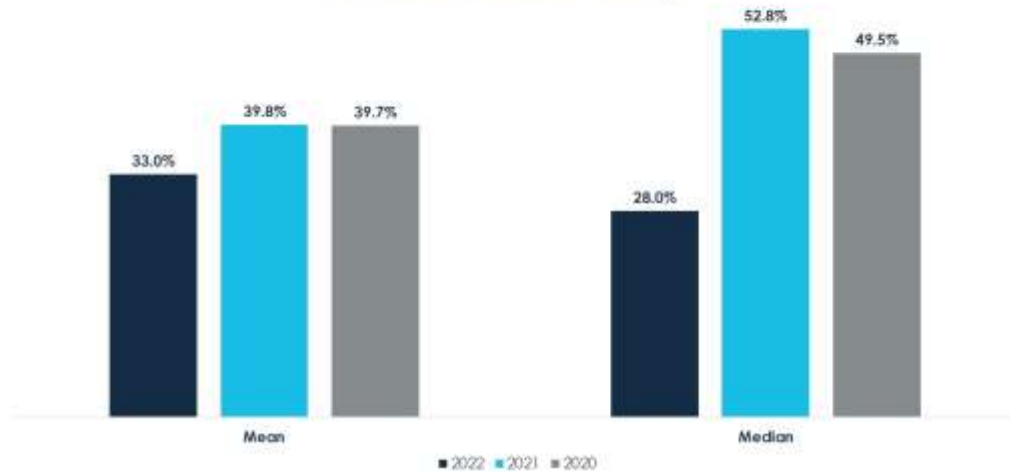
Pay Band Quartiles



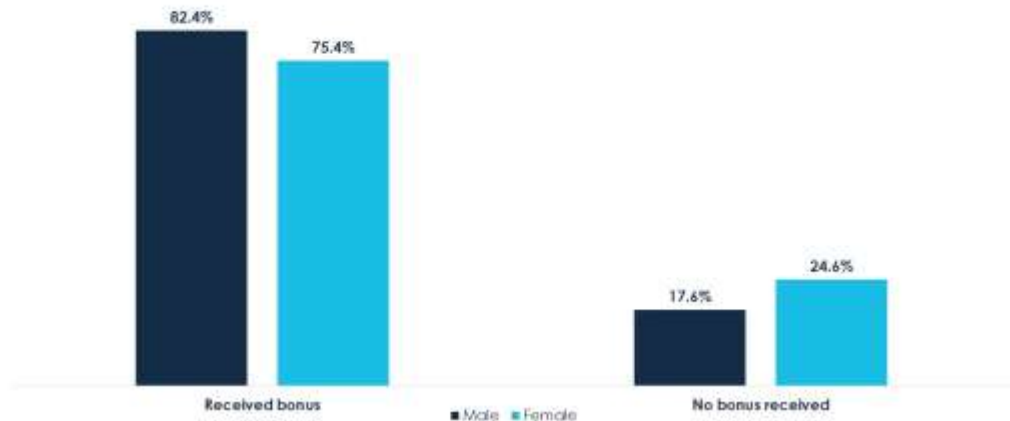
2022 Results



Gender Bonus Gap



Proportion Receiving Bonus



- As is typical in the automotive sector, roles with a high proportion of their reward linked to commission or bonus, for example Sales Executives, are predominantly populated by males.
- Equally, we have a higher proportion of females in roles where their reward is primarily salary with lower or no bonus opportunity.
- Within the wider population agreed spot rates drives fair pay within roles but the disproportionate number of women in roles with lower spot rates drives the gender pay gap.



What we are doing to make a difference

We are making progress to narrow our gender pay gap year-on-year and remain committed to using data to drive forward inclusion, diversity, and gender balance with our overall ambition to close the gap at Inchcape Retail in the UK.

We are dedicated to demystifying the historic perceptions and stereotypes that perpetuate roles within our industry that are often viewed as 'masculine' and 'feminine'.

To help us do this we are building action into our everyday practices to address bias in our decisions, as well as structural biases, to create a more equitable and inclusive place to work.

We will continue to strive for diversity of all identities, backgrounds and experiences and build an inclusive environment where everyone feels they can belong, be themselves and succeed.

Our commitment to action is outlined below, aligned to the People pillar of our global Responsible Business plans and our global Inclusion & Diversity Framework.



What we are doing to make a difference



Attracting new talent

Creating new ways for talent to join Inchcape and broadening where we find new talent helps us to drive an inclusive culture and contributes towards closing our gap.

- We are actively involved in key forums which drive gender balance within the automotive industry, including The Automotive 30% Club and the Institute of The Motor Industry Diversity Task Force.
- To inspire interest in male dominated fields, we regularly showcase female role models through our networks and communications.
- We continue to be one of seven companies in the automotive and engineering industry participating in the ground-breaking internship programme, #10000 Black Interns.
- We assessed the salaries our apprentices receive and, regardless of location or role, increased to a level figure across the business.
- We increased the base annual leave entitlement for all our colleagues.
- The launch of our new, used car brand, bravoauto, delivers more flexibility for our customers but also provides an opportunity to trial and deliver alternative routes into the automotive industry.
- We review pay levels for our UK colleagues to ensure they meet the everyday needs of our people.
- We have started to build and track diversity metrics across our attraction and recruitment processes.
- In 2022 we completed a review and reset of our senior level recruitment partners to incorporate clear diversity considerations and requirements within our search and hiring process.
- Our attraction strategy is a key focus area for 2023, in particular how we communicate roles to reach more diverse talent across society.

Developing the best talent

Developing and creating a pipeline of diverse talent is a core part of our approach to talent development.

- Since the pilot programme in 2021, further female colleagues from the UK have participated in our global Women into Leadership Programme that aims to accelerate high potential females through the organisation and into leadership roles.
- Female colleagues who have completed the Women into Leadership Programme have become mentors within the programme to enable greater networking and connections across the business.
- Our annual talent and leadership review strengthens diversity within the talent pipeline.
- We examine female progression within the business, putting in place development plans and fast-tracking progress as appropriate.
- We developed an internal jobs board to create further transparency and equal access to roles across the business.
- Our Management Essentials and Leadership Essentials Programmes focus on principles of good leadership and management.

Driving an inclusive culture

Our education and awareness programmes help to reduce bias and drive more inclusive hiring, promotion, and reward decisions.

- We made significant improvements to our maternity, paternity, adoption and shared parental leave policies to support parents across our UK Retail and Group business by enhancing paid leave entitlements. The policies have also been updated with inclusive language to ensure they are accessible to all our colleagues.
- The business has established a global gender metric of 30% female representation across our senior leadership roles by 2025.
- We continue to deliver our Inclusion & Diversity training for our people managers in the UK, enabling them to understand their role in creating diverse teams and nurturing inclusive behaviours.
- Beginning in 2021, our UK senior leadership and all their direct reports have undertaken a bespoke Inclusive Leadership Programme which is a key enabler to our business strategy.
- We launched our online I&D training for all colleagues in the UK with a focus on understanding non-inclusive behaviours.
- Global Inclusion & Diversity and Anti-Discrimination Policies were created in 2022 to set the standard of our inclusive culture within the business and how we can all value diversity.
- The delivery of our 'Driving What Matters' responsible business plans and Inclusion & Diversity Framework aim to ensure we have a safe operating environment with an inclusive and diverse culture and the best talent and skills for our future success.
- Continued promotion of the Code of Conduct and Speak Up helpline reinforces the desired values and behaviours to help embed an inclusive culture.