

**GROUP 1**  
AUTOMOTIVE®

# GENDER PAY GAP REPORT 2024



At Group 1 Automotive our people are our greatest asset, and we believe in rewarding our people fairly for the roles they perform irrespective of gender.

**Mark Raban** – Chief Executive Officer UK

**Carl Chart** – Interim People Director UK

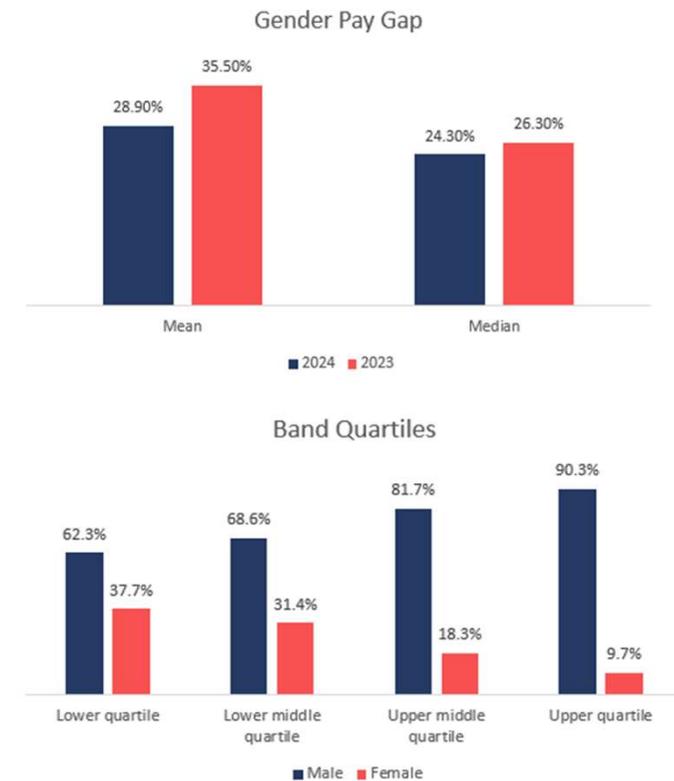


# 2024 Results

Group 1 Automotive is the parent company of our UK based entities operating in automotive retail. In August 2024, Group 1 Automotive acquired Inchcape Retail UK (now part of Group 1 Automotive and known as Group 1 Retail). Given gender pay gap reporting requirements include April 2024 data, both entities are required to report their results separately. This report illustrates the two separate data sets along with a combined representation of how we are now working as one company to make a difference.

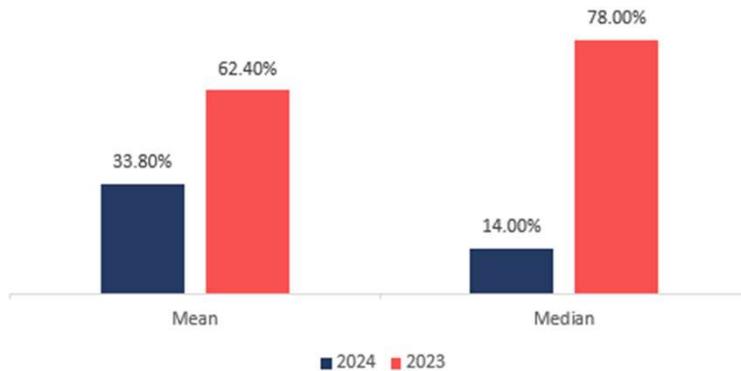
## 2024 Results – Group 1 Automotive

- Group 1 Automotive is made up of 14 employing legal entities and results are published separately for each where the employee population exceeds 250. Individual entity details are included in the Appendix. This summary reflects the total Group 1 Automotive landscape minus Inchcape Retail.
- The mean and median gender pay have shown a year-on-year improvement, with the mean gender pay gap showing an 18.6% improvement and the median gender pay gap showing a 7.6% improvement.
- The mean and median gender bonus have also shown a noticeable year on year improvement with the mean gender bonus gap showing a 46% improvement and the median gender bonus gap showing an 82% improvement.
- The number of both males and females receiving a bonus decreased year on year. The percentage of males receiving a bonus decreased from 90.6% to 77.3% and the number of females decreased from 83.0% to 47.7%.
- Female representation has decreased slightly year on year within the organisation from 24.5% in 2023 to 24.3% in 2024.

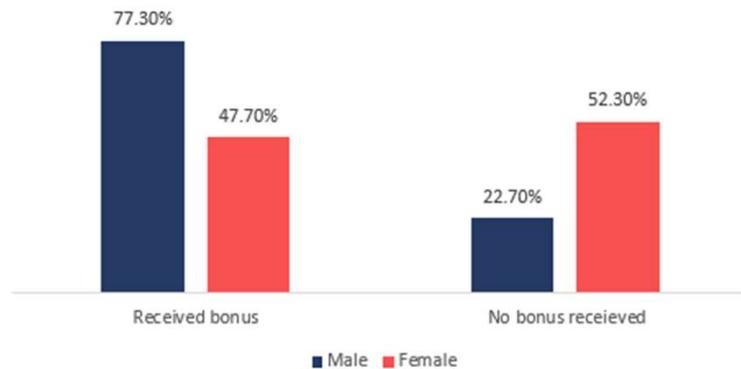


# 2024 Results

Gender Bonus Gap



Proportion Receiving Bonus



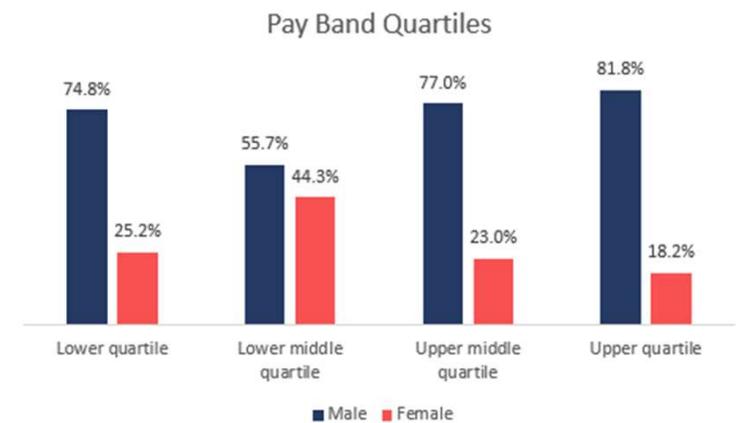
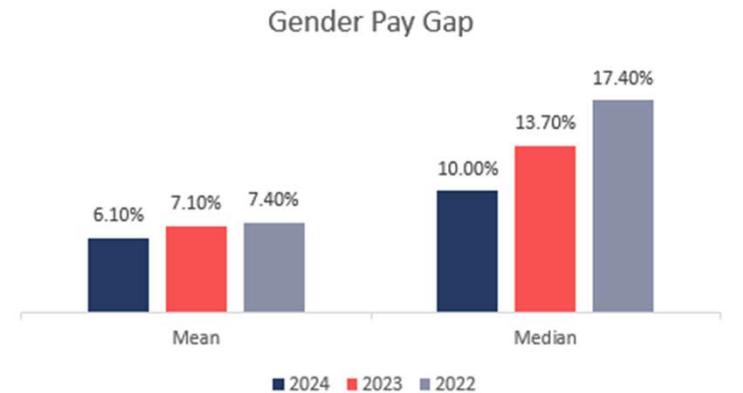
## 2024 Results – Group 1 Automotive

- We believe the company gender pay gap is mostly due to the higher proportion of men in senior roles that typically attract higher remuneration package.
- Equally our highest female representation is within roles that typically attract lower salary levels, for example receptionists and sales administrators.
- As is typical in the automotive sector, roles with a high proportion of their reward linked to commission or bonus are predominantly populated by males, for example Sales Executives and Technicians. Additionally, we have a high proportion of females in roles where remuneration is primarily salary only.

# 2024 Results

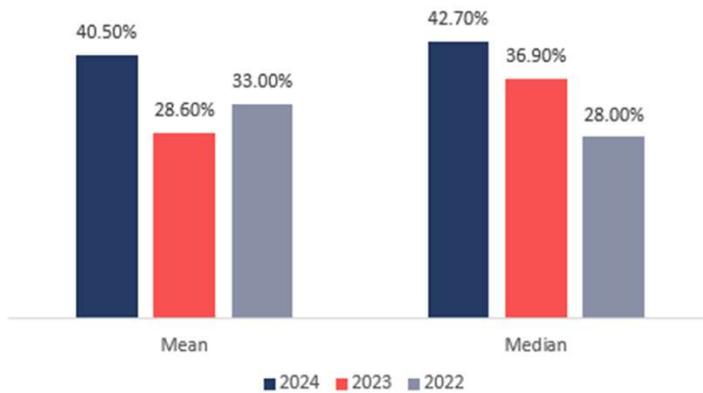
## 2024 Results – Inchcape Retail UK (now known as Group 1 Retail)

- The mean and median gender pay have shown continued year on year improvement since 2020, with the mean gender pay gap showing a 14% improvement moving from 7.1% to 6.1% and the median gender pay gap showing a 27% improvement moving from 13.7% to 10%.
- Female representation has increased year on year within the organisation from 26.9% in 2023 to 27.7% in 2024.
- The mean and median gender bonus have both widened since 2023. This is primarily due to the roles women occupy and the year-on-year changes in resulting bonus outcomes.
- The number of females receiving a bonus increased by 6.3% year on year from 72.4% to 77%. This represents a difference of 4.0% vs males where 81.0% received bonus, reflecting a noticeable improvement since 2023 when the difference was 8.1% (72.4% females vs 80.5% males).

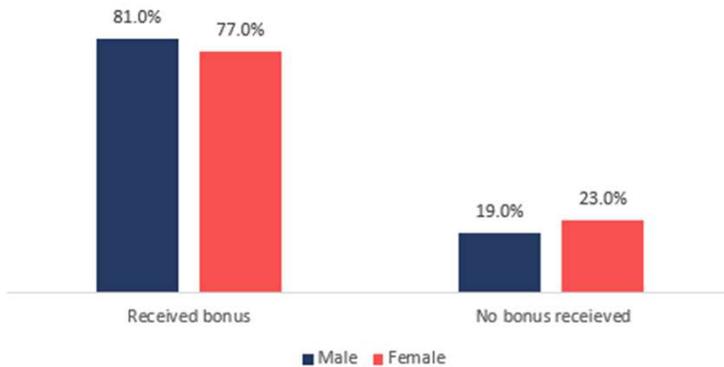


# 2024 Results

Gender Bonus Gap



Proportion Receiving Bonus



## 2024 Results – Inchcape Retail Plc (now known as Group 1 Retail)

- As is typical in the automotive retail 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 are we doing to make a difference?

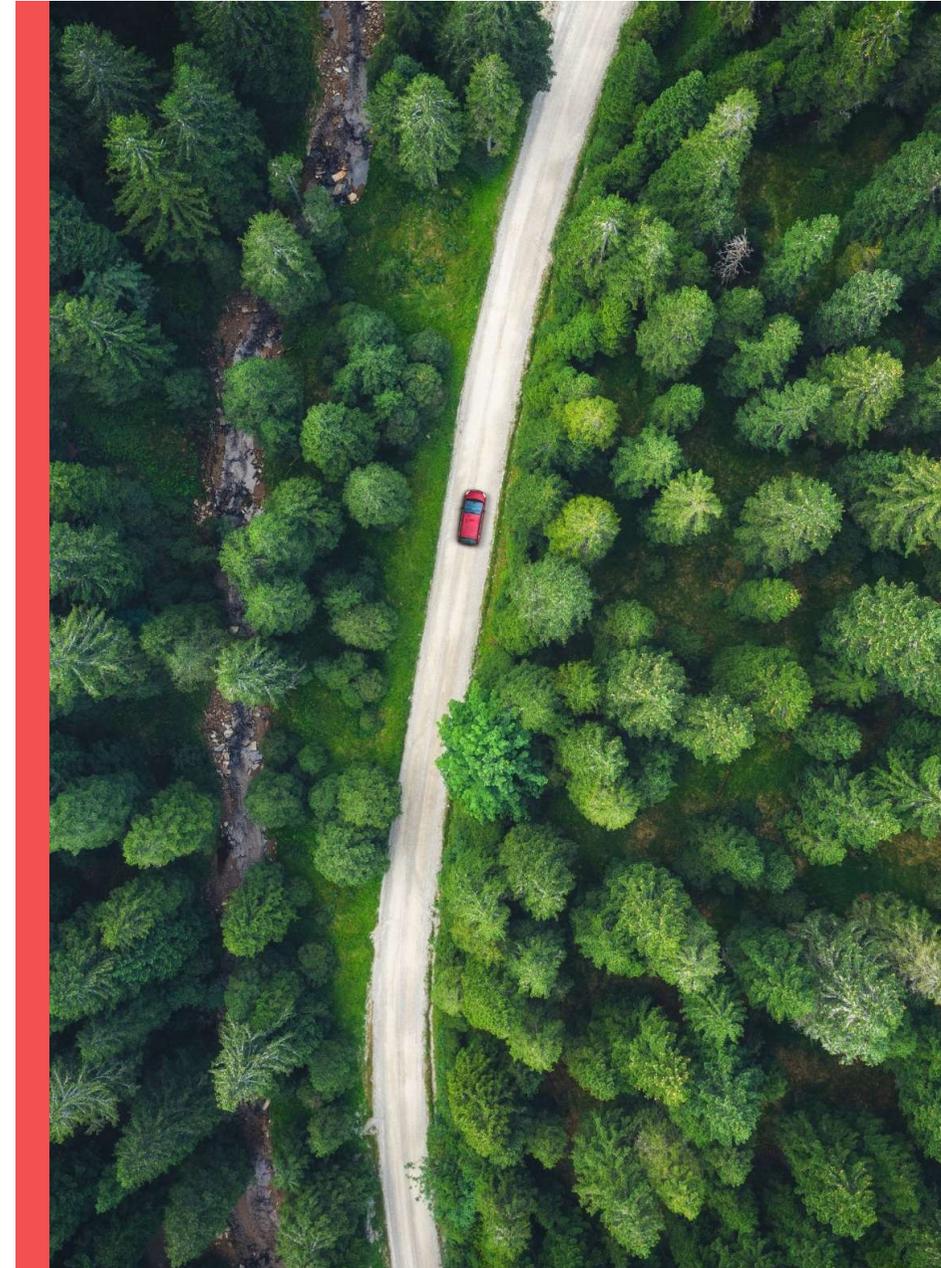
We are making steady progress in narrowing our gender pay gap year on year. Our commitment to inclusion, diversity, and gender balance remains at the forefront of our efforts, with a clear ambition to close the gap across the UK.

We recognise the need to challenge and reshape long-standing perceptions and stereotypes that have historically defined roles in our industry as either "masculine" or "feminine".

To help us do this, we are building action into our everyday practices to address these biases, both individual and structural, to create a more equitable and inclusive workplace for everyone.

Guided by one of our core values of respect, we are dedicated to fostering an environment where diversity is celebrated and all identities, backgrounds, and experiences are valued. Our goal is to ensure that every individual feels a sense of belonging, can be their authentic self, and has the opportunity to succeed.

This commitment is reflected in our ongoing actions as outlined below.



# What are we doing to make a difference?

## Attracting New Talent

Creating new opportunities to attract diverse talent from a broader range of sources. helps us to drive an inclusive culture and contributes towards closing our gap:

- We are involved in key forums that champion gender balance within the automotive sector such as The Automotive 30% Club.
- To inspire interest in male-dominated fields, we regularly showcase female role models through our networks and communications.
- We ensure that pay levels for our UK colleagues align with their everyday needs, offering competitive compensation packages.
- New systems and reports have been implemented to improve visibility and track diversity metrics across our attraction and recruitment processes, helping us ensure fairness and inclusivity.
- Our revamped senior-level recruitment partnerships have been successful in increasing the diversity of external candidates for senior roles.
- We have rolled out Inclusive Hiring Training for our recruitment teams and hiring managers, equipping them with practical tools to ensure fair hiring decisions and an equitable candidate experience.
- We are committed to attracting women into all roles across the company, including apprenticeships and trainee positions, by offering comprehensive training, mentoring, and role-specific learning.

## Developing the Best Talent

Creating an inclusive culture where everyone is empowered to reach their potential and developing a pipeline of diverse talent is a core part of our approach to talent development:

- Many UK colleagues participated in our Women into Leadership Programme, designed to accelerate high-potential females into leadership roles.
- Female colleagues who complete the programme serve as mentors, helping to build networks and connections across the business.
- Our Women in the Workplace group offers a forum for female colleagues to network, share experiences, and celebrate achievements, promoting role models and encouraging long-term retention.
- Our annual talent and leadership reviews strengthen diversity within the talent pipeline.
- We focus on tracking female progression within the company, implementing development plans and fast-tracking progress where appropriate.
- Internal jobs board enhances transparency and provides equal access to career opportunities in the business.
- Leadership development programmes emphasise inclusive leadership principles, with our new Leadership Framework guiding current and aspiring leaders.
- Exploring a sponsorship programme targeting female talent, creating inclusive pathways to leadership roles.
- New female managers are given a personalised onboarding plan support from senior leaders, ensuring they have the tools to succeed.
- Leadership development initiatives, including coaching and focused action plans, ensure that women receive the support needed to advance in their careers.

## Driving an Inclusive Culture

Our inclusive culture is supported by policies and education programmes aimed at reducing bias and fostering more equitable decisions across hiring, promotion, and reward processes. Key actions include:

- We have enhanced our maternity and family leave policies including flexible return to work options and inclusive language to ensure accessibility.
- We have increased and actively promote our flexible working options to support colleagues with family or other caregiving responsibilities.
- Many senior leaders and their teams have undertaken bespoke Inclusive Leadership Programmes, which align with our business strategy and promote a more inclusive leadership approach.
- Launched Inclusion & Diversity eLearning to educate colleagues on non-inclusive behaviours, bias, and microaggressions.
- Our annual employee engagement survey shows high levels of engagement, with "Inclusion" ranking as a key priority in the UK.
- Reinforcement of our values and encourage inclusive culture.
- Inclusion checks to be incorporated into annual performance and reward cycle to assess effectiveness of our actions to close the pay gap.
- Executive sponsored Period Positive Workplace Scheme rolled out across our whole UK network, ensuring complimentary sanitary products for all colleagues and customers.

# Appendix

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**Detailed breakdown of Group 1 Automotive Gender Pay and Bonus results (minus Inchcape Retail Plc now known as Group 1 Retail)**

# Group 1 Automotive 2024 Results by Entity

	Gender Pay Gap		Gender Bonus Gap		Proportion Receiving Bonus	
	Mean	Median	Mean	Median	Male	Female
<b>Group</b>	<b>28.9%</b>	<b>24.3%</b>	<b>33.8%</b>	<b>14.0%</b>	<b>77.3%</b>	<b>47.7%</b>
Barons Automotive	32.0%	23.8%	46.0%	25.6%	74.3%	49.6%
Barons Autostar	29.7%	21.4%	-0.3%	3.2%	92.6%	49.2%
Beadles Group	36.2%	31.5%	27.3%	-6.1%	81.2%	40.0%
Fairfield Garages	10.7%	37.2%	23.9%	-31.8%	77.0%	32.3%
Hodgson Automotive	32.7%	32.9%	27.7%	19.9%	78.2%	50.0%
Robinsons Autoservices	31.7%	22.7%	38.6%	18.7%	79.2%	52.1%
Spire Automotive	27.5%	24.8%	26.5%	2.0%	75.9%	49.4%
Think One	28.2%	26.0%	33.5%	5.5%	75.0%	50.0%

	Quartiles							
	Upper Quartile		Upper Middle Quartile		Lower Middle Quartile		Lower Quartile	
	Male	Female	Male	Female	Male	Female	Male	Female
<b>Group</b>	<b>90.3%</b>	<b>9.7%</b>	<b>81.7%</b>	<b>18.3%</b>	<b>68.6%</b>	<b>31.4%</b>	<b>62.3%</b>	<b>37.7%</b>
Barons Automotive	83.0%	17.0%	72.1%	27.9%	56.6%	43.4%	50.9%	49.1%
Barons Autostar	91.5%	8.5%	86.1%	13.9%	77.5%	22.5%	59.2%	40.8%
Beadles Group	94.4%	5.6%	80.6%	19.4%	67.5%	32.5%	54.1%	45.9%
Fairfield	89.7%	10.3%	86.7%	13.3%	63.3%	36.7%	55.2%	44.8%
Hodgson Automotive	95.1%	4.9%	86.8%	13.2%	77.1%	22.9%	64.3%	35.7%
Robinsons Autoservices	96.2%	3.8%	87.6%	12.4%	74.0%	26.0%	72.1%	27.9%
Spire Automotive	89.1%	10.9%	86.4%	13.6%	73.8%	26.2%	66.3%	33.7%
Think One	91.4%	8.6%	90.2%	9.8%	84.1%	15.9%	72.8%	27.2%