

GENDER PAY GAP REPORT 2025



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.

Daniel McHenry – Chief Executive Officer UK

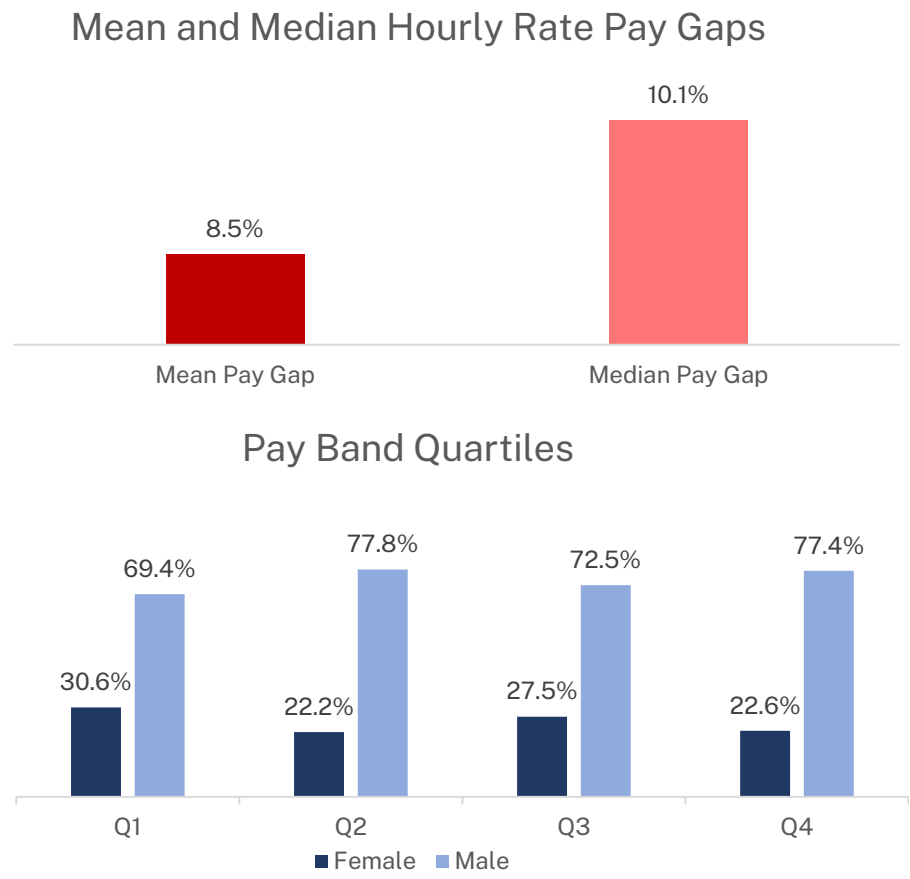
Carl Chart – People Director UK



2025 Results

Group 1 Automotive is the parent company of the UK-based entities operating within the automotive retail sector.

During the reporting period, the UK business operated through a number of separate PAYE entities, each generating its own dataset. This report presents the overall gender pay gap position, alongside a consolidated view that reflects our approach as a unified organisation committed to driving meaningful progress. The appendix details the separate data sets by PAYE entity.



There has been a modest increase in the mean gender pay gap in the most recent reporting period.

The mean pay gap now stands at 8.5%, compared with 6.1% in the previous reporting period.

This increase largely reflects significant organisational changes during the year rather than a like-for-like movement in the underlying pay gap. In particular, previously separate colleague populations have been consolidated into a single, combined company headcount. As a result, the current figures are based on a broader and structurally different dataset, and are therefore not directly comparable with those reported in prior periods.

The median pay gap has remained stable, reporting at 10.1% for this period, compared with 10.0% in the last period.

Female representation in our business was 26.1% on the snapshot date.

2025 Results

As is typical within the automotive retail sector, roles in which a significant proportion of total remuneration is linked to commission or bonus (such as Sales Executive positions) are predominantly occupied by male colleagues. Conversely, there is a higher representation of females in roles where remuneration is primarily salary-based, with lower or no variable pay opportunity.

Across the wider workforce, established spot rates support equitable pay for comparable roles. However, the overall gender pay gap is influenced by the disproportionate representation of women in roles associated with lower spot rates

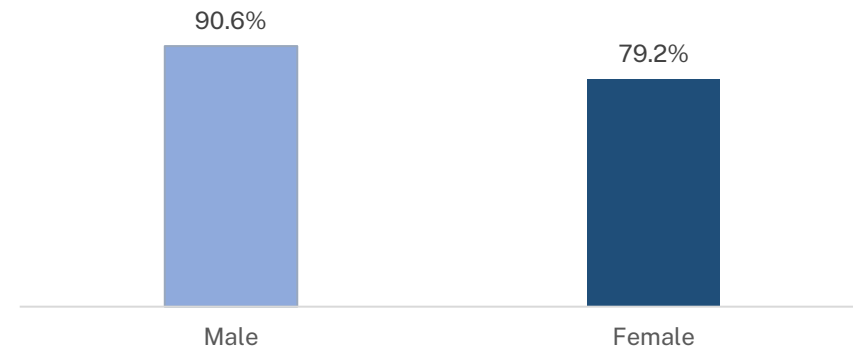
Mean and Median Bonus Pay Gaps



The mean and median gender bonus gaps have both reduced since the last reporting period. The mean gap has reduced from 40.5% to 37.4%.

The median gap has reduced from 42.7% to 34.9%.

Proportion of Colleagues Receiving Bonus



The number of females receiving a bonus increased from 77.0% to 79.2% in this reporting period.

Similarly the number of males receiving a bonus increased from 80.5% to 90.6% in this reporting period.

What are we doing to make a difference?

We are making steady progress in narrowing our gender pay gap year on year.

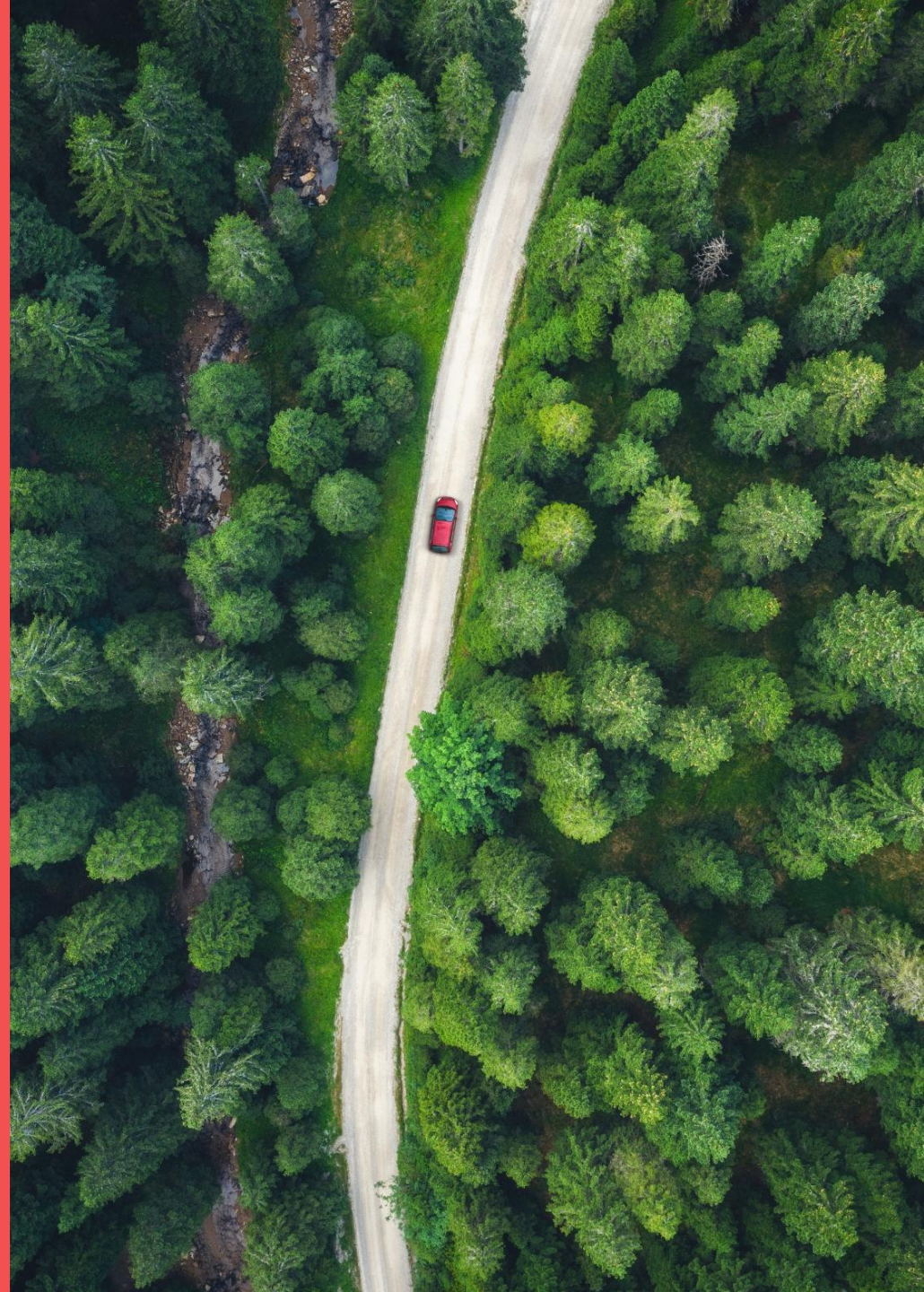
Our commitment to inclusion, diversity, and gender balance remains at the forefront of our efforts, with a clear ambition to close the gap across the UK.

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.
- Promoting the Code of Conduct and Speak Up helpline to reinforce 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

**Detailed breakdown of Group 1 Automotive Gender
Pay and Bonus results**

Group 1 Automotive 2025 Results by PAYE Entity

	Dif mean pay	Dif median pay	Dif mean bonus	Dif median bonus	Prop male bonus	Prop female bonus
Group	8.5%	10.1%	37.4%	34.9%	90.6%	79.2%
Barons Automotive	11.1%	1.0%	46.6%	45.3%	95.5%	95.4%
Barons Autostar	14.1%	15.1%	54.8%	60.6%	96.9%	98.5%
Beadles Group	12.3%	9.3%	47.3%	49.4%	98.0%	92.3%
Fairfield Garages	18.7%	9.0%	34.9%	50.7%	97.8%	88.5%
Hodgson Automotive	12.6%	10.8%	39.0%	42.5%	96.8%	93.3%
L&L	16.3%	2.3%	37.4%	27.0%	97.8%	88.5%
Robinsons Autoservices	9.7%	5.0%	43.7%	50.6%	96.5%	93.6%
Soper	22.8%	14.8%	36.5%	25.0%	75.6%	66.7%
Spire Automotive	12.2%	9.2%	39.6%	46.0%	96.3%	94.1%
Think One	4.6%	4.5%	39.1%	32.0%	98.7%	98.6%
Group 1 Retail	6.7%	9.5%	23.7%	24.0%	81.7%	60.9%

	Quartiles							
	Q 1		Q 2		Q 3		Q 4	
	M	F	M	F	M	F	M	F
Group	69.4%	30.6%	77.8%	22.2%	72.5%	27.5%	77.4%	22.6%
Barons Automotive	58.7%	41.3%	64.8%	35.2%	62.5%	37.5%	75.9%	24.1%
Barons Autostar	73.4%	26.6%	85.2%	14.8%	77.8%	22.2%	80.2%	19.8%
Beadles Group	72.4%	27.6%	71.6%	28.4%	74.0%	26.0%	80.4%	19.6%
Fairfield	82.8%	17.2%	73.3%	26.7%	66.7%	33.3%	90.0%	10.0%
Hodgson Automotive	72.7%	27.3%	67.2%	32.8%	70.1%	29.9%	80.9%	19.1%
L&L	88.1%	11.9%	82.8%	17.2%	69.0%	31.0%	70.7%	29.3%
Robinsons Autoservices	75.0%	25.0%	80.5%	19.5%	82.9%	17.1%	85.4%	14.6%
Soper	76.3%	23.7%	74.4%	25.6%	79.5%	20.5%	76.9%	23.1%
Spire Automotive	81.3%	18.7%	77.9%	22.1%	81.7%	18.3%	79.3%	20.7%
Think One	74.7%	25.3%	83.7%	16.3%	88.0%	12.0%	78.3%	21.7%
Group 1 Retail	75.2%	24.8%	55.6%	44.4%	76.2%	23.8%	81.7%	18.3%