

Gender Pay Gap Report

The Lookers commitment to
bridging the gap



Our aim at Lookers is to ensure fairness and transparency for all and reduce our gender pay gap.

The Automotive Industry has a long history of male-dominated roles. Lookers understands that to be at the forefront of modern retail, we need a workforce that properly reflects our customer profile. We are in the early stages of our concerted efforts to diversify our workforce. A huge part of that is retaining and attracting females for all areas of our business.

We are proud to see our average basic pay gap between females and males at Lookers has reduced from **8.1% to 6%** and we are focusing our efforts on further improving this.

What we have done so far

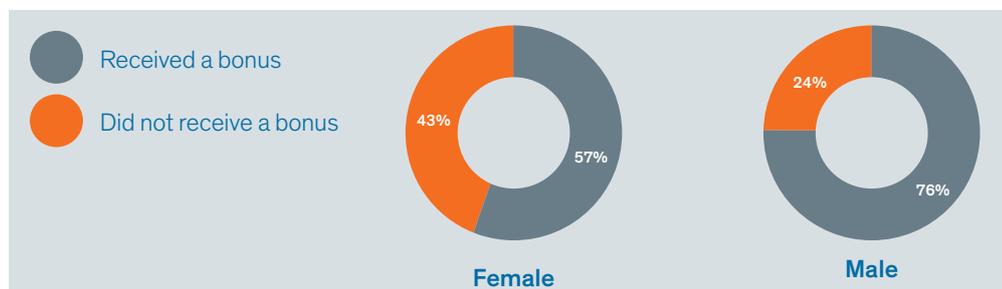
Female apprenticeships have increased from 0.2% to 5%, which is a fantastic success. We will continue to work on increasing this over the year ahead.

All roles have been graded across the organisation to ensure that benefits are aligned.

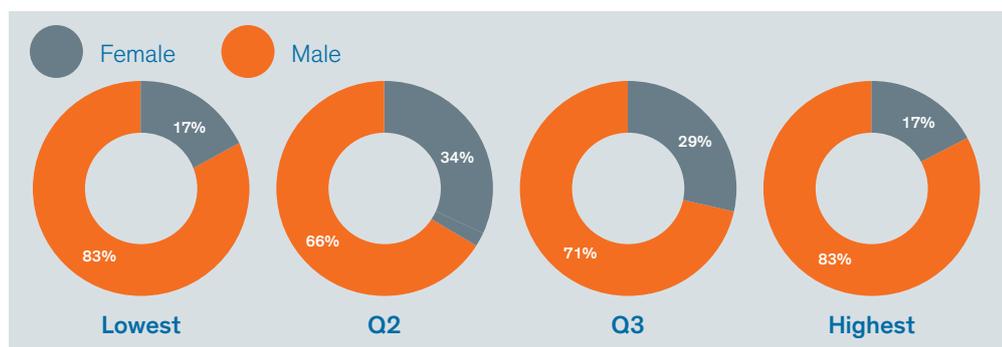
Average pay & bonus gender pay gap

Gender Pay Gap (%)		
	Mean Average	Median Average
Hourly Fixed Pay	6%	2%
Bonus Paid	49%	42%

Proportion of colleagues who earned a bonus payment last year



Proportion of males and females in each pay quartile



Lookers initiatives:

Our published report highlights that although we have seen a reduction in the average bonus pay gap between males and females, we clearly need to do more.

We also continue to progress our key drivers to attract females into sales roles.

We need to continue assessing our current bonus scheme provisions for all roles across the business, which will ensure that we eradicate this anomaly in the future.

One year

of full maternity pay continues to be offered

Apprenticeship programmes

continue our focus on targeting and attracting female apprentices across the organisation

Review of bonus plans

continues for roles that don't currently attract bonus payments

Flexibility

is a continuing priority, and we are working with the organisation and employees to meet the needs of all parties and create work-life balance

Reviewing and creating

a top level recruitment programme to place more females in leadership roles

Strategically focused central HR function

working closely with Divisional HR Managers to support in retaining and attracting females

Capability and Development team

to grow and educate our people

Increasing the number

of females in senior manager roles is something we are working towards

Dedicated centralised resource function

working closely with the business to focus on attracting females and establishing a resource system that provide vital analytics to support this agenda



This report is made up of the following Legal Entities;

- Lookers Colborne Limited
- Drayton Group Limited
- Lomond Motors Limited
- Lookers Motor Group Limited
- MB South Limited
- Addison Motors Limited
- Colebrook & Burgess Limited
- The Dutton Forshaw Motor Company Limited
- Charles Hurst Limited

For further detail please contact, Human Resources.



Lookers -
working hard to
bridge the gap.