

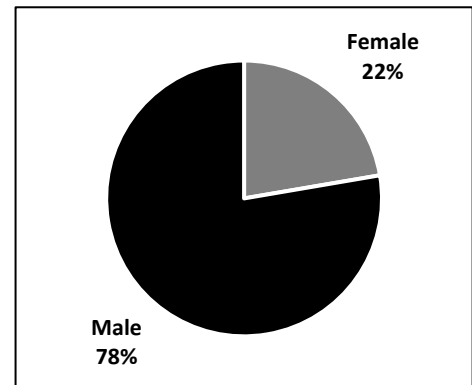
Howard Motor Group Gender Pay Report 2025

Statutory figures based on all staff employed as at 5 April 2025.

Workforce mix

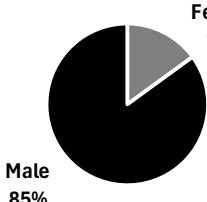
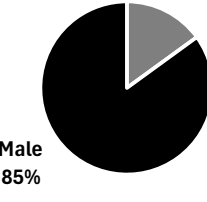
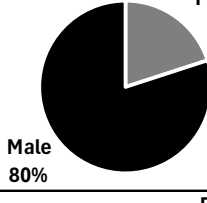

The automotive industry has historically been, and remains, a male-dominated business sector. Our company, in line with the industry, has a greater proportion of male employees.

Our company believes in equal opportunities for all, irrespective of gender, ethnicity, background or age. Basic salaries are determined by the role, rather than by individuals and their characteristics. Basic salaries are therefore the same for males and females, doing the same role. Bonus payments across the business are linked to performance; examples of this are sales commission and bonuses related to departmental profit.



Pay quartiles

Pay across the company is reviewed at least annually. The company is proud of its record of recruiting departmental managers across the business from internal candidates, promoting from within.

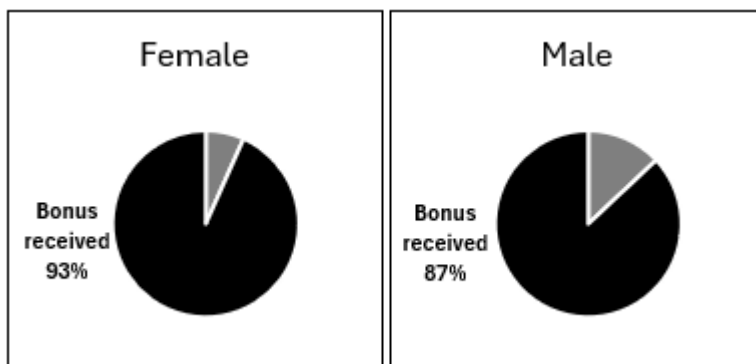
Quartile	Female	Male	Graph
Upper	15%	85%	
Upper middle	15%	85%	
Lower middle	20%	80%	
Lower	39%	61%	

Pay and bonus gap

Pay and bonus gap	Mean	Median
Hourly pay	18%	16%
Bonus	51%	61%

The mean pay gap shows the difference between male and female workers hourly pay and bonus, as a percentage of the mean average male pay and bonus. The median pay gap shows the difference in median earnings as a percentage of the median male pay/bonus. Bonus calculations include performance-related remuneration, including sales commission. As is typical in the automotive sector, roles with a high proportion of their remuneration linked to commission are male-dominated. As at 5 April 2025, only 19% of our sales team were female.

Proportion of employees receiving a bonus



Mark Eggar

Chief Financial Officer

April 2025