

COX AUTOMOTIVE UK

GENDER PAY GAP REPORT 2022

SNAPSHOT DATE: 5 APRIL 2022

EMPLOYEE SIZE: 1000 TO 4999 EMPLOYEES

PERSON RESPONSIBLE: SARNJIT KAUR, CHIEF PEOPLE OFFICER,
INTERNATIONAL



INTRODUCTION

Over the past year, Cox Automotive UK have been working with team members across our business to build on and develop our commitments to diversity and inclusion and is committed to having a diverse workforce that reflects the communities it serves and to fostering an environment that builds on the unique talents and perspectives of its team members.

Cox Automotive is also committed to becoming an 'employer of choice' for women and this is demonstrated through its focus on empowerment, education and achievement by providing opportunity and equality to all its team members. It also champions a fair wage for all its team members and supply chain partners.

Our commitment to achieving a more gender balanced workplace at all levels remains our priority, as does addressing the gender pay gap, however, we acknowledge that this will take time.

Cox Automotive's goal is to achieve diversity in its workforce, at all levels, by the end of 2025.



THE GENDER PAY GAP:

The gender pay gap shows the difference in average pay between women and men. This is different to equal pay, which ensures women and men receive the same pay for the same role.

Gender pay gap reporting is designed to reflect the distribution and relative proportions of men and women across a business. It does not take into consideration the jobs that team members perform or their seniority.

01 THE MEAN PAY GAP

The mean is calculated by adding up the hourly rates of all relevant team members and dividing the figure by the number of team members. The mean gender pay gap is calculated based on the difference between mean male pay and mean female pay.

02 THE MEDIAN PAY GAP

The median is the figure that falls in the middle of a range when the hourly rates of all relevant team members are lined up from smallest to largest. The median gender pay gap is calculated based on the difference between the middle team member in the range for males and the middle team member in the range for females.

Cox Automotive's report shows that women and men are paid equally when working in equivalent roles. Our data also shows that we have a higher male population than female population, which is reflective of the general automotive sector in which the organisation operates.



COX AUTOMOTIVE - GENDER PAY GAP AND BONUS GAP:

8.5%

The mean average gender pay gap in Cox Automotive UK

1.5%

The median average gender pay gap in Cox Automotive UK

-1.1%

The mean average gender bonus gap in Cox Automotive UK

8.6%

The median average gender bonus gap in Cox Automotive UK

Of those eligible for a bonus last year, 37% were female and 49.5% were male.

Throughout 2023 we will continue to review our compensation processes, procedures, governance and structures, and carry out our annual impact analysis of all our team members against those structures. This exercise will also involve detailed analysis on male versus female employees and the data will further inform required action plans.

This year we've seen a downward trend in the mean % gap, with a reduction of 0.3% since 2021.

Our result compares favourably to the UK private sector mean gap for 2022, which is has been projected by the ONS as 16.7%

A key driver in lowering the mean gap, over the past couple of years has been an increase in the number of women in leadership roles. This shift can be seen by analysing the trends in the Upper Middle Quartile, and Upper Quartile.

QUARTILES

These percentages relate to the number of women and men Cox Automotive employs in each quartile of its population. It has proportionally more men in its upper quartile, however this year we have seen encouraging growth in this area, which was also reflected in both the Upper Middle Quartile, and Lower Middle Quartile. (*See Figure 1).

Figure 1 highlights a 3.9% increase in women in the “Upper Quartile” of the organisation, with a 3.8% increase also visible in the “Upper Middle Quartile” and “Lower Middle Quartile”. This demonstrates a clear shift, where we’re seeing more women progress through the organisation.

This is reflective of our long term commitment to bring in more females into the industry in traditionally male dominant roles in order to develop and retain them for future leadership roles.

| | 2022 Q1 upper quartile | 2022 Q2 upper middle quartile | 2022 Q3 lower middle quartile | 2022 Q2 lower quartile |
|---------------------|---------------------------|-------------------------------------|-------------------------------------|---------------------------|
| % Males | 71% | 64% | 65% | 68% |
| % Females | 29% | 36% | 35% | 32% |
| YAY Variance | 3.9% | 3.8% | 3.8% | -8.8% |



DRIVING CULTURAL CHANGE IN THE AUTOMOTIVE INDUSTRY

Cox Automotive believes that it can only improve the gender pay gap by improving the representation of women in the automotive industry. As such, we are addressing this challenge through our continued commitment to our Women with Drive initiative which supports, develops and champions women in the predominately male automotive industry.

Launched in 2015, Women with Drive, started out as a networking group to listen and talk about the challenges women face in the automotive industry. The activities supporting Women with Drive go to the very heart of how Cox Automotive sees women's contribution to the industry - by their leadership, teamwork, resilience and commitment.

In 2019 Cox Automotive launched the inaugural Barbara Cox Award to celebrate and recognise the achievements of women within the Automotive industry, being a real champion for gender balance and committed to #balanceforbetter. The Barbara Cox award is given out on an annual basis.

2021 continued with us prioritising our family friendly, well-being and flexible working policies and more than ever, we put people at the forefront of everything that we do. We also made the announcement that for 2023 all team members are entitled to an additional two day's holiday - one of which is to be taken around the time of a team member's birthday, and the other is a 'well-being' day for team members to take whenever they feel they need some time for themselves.

We have plans in place to continue to build on our strong family friendly foundations throughout 2023 and beyond.



HOW COX AUTOMOTIVE WILL CONTINUE TO ADDRESS THE GENDER PAY GAP

- The key to diversity is having inclusive leaders who can bring in and get the best out of their people through increased levels of engagement, collaboration and discretionary effort. It is to this end that we will continue to focus on ensuring no bias in hiring, promotion and development of team members at Cox Automotive and in the on-going education and development of our leaders as part of our extensive diversity and inclusion agenda.
- We will extensively review our current career framework by carrying out detailed impact analysis in relation to the costs of males and females at each level, working towards harmonisation.
- We will continue to create new career opportunities, through expanding our apprenticeship programmes across the business and at all levels.
- We will continue to build more diverse talent pipelines by reviewing our succession plans on a regular basis, to ensure greater diversity. Providing mentors for our female talent pool to support their development and career aspirations.
- We will continue to offer flexible and part-time working, enabling both males and females to balance work and home commitments. Our UK based President, Martin Forbes, said: “Cox Automotive will continue to lead the way across the automotive industry, ensuring that we support and champion our inclusion diversity and equity agenda across all the markets in which we operate.”

Through our employee engagement forums, we have an effective platform to continuously engage and listen to our team members, helping us to further shape the organisation and to achieve our mission of making Cox Automotive a great and inspiring place to work.

I confirm that the figures in this disclosure are accurate and have been calculated in accordance with the Gender Pay Gap reporting requirements as defined in the legislation and accompanying guidance.”

COX AUTOMOTIVE



Individually strong. Even better together.
