



Gender Pay Gap Report 2025

Introduction

At Cox Automotive, we are proud of our people and committed to ensuring that we pay men and women equally for the same work. We remain committed to becoming an 'employer of choice' for women by offering fair opportunities that empower women to reach their career ambitions.

We continue to focus on shaping a set of DEI focussed actions that deliver a plan that is right for our Company and people, by the end of 2025:

Women with Drive, launched in 2015, continues to highlight the leadership, resilience, and contribution women bring to our industry, supported further by our annual Barbara Cox Award recognising exceptional female talent across automotive. As part of our commitment to improving gender balance, we are proud members of the Automotive 30% Club, promoting greater representation of women in leadership roles. We also partner with Inclusive Employers in the UK to embed best-practice DEI principles into our culture and everyday actions. Together, these initiatives reinforce our long-standing dedication to fostering an inclusive, diverse workplace where everyone can thrive.

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.

How is it calculated?

The Mean Pay Gap

The mean gender pay gap is calculated based on the difference between mean male pay and mean female pay.

The Median Pay Gap

The median pay gap uses the middle value of hourly pay for both men and women when their rates are sorted from the highest, to the lowest value.

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:

4.9%

The mean gender pay gap in Cox Automotive UK

2.4%

The median gender pay gap in Cox Automotive UK

-1.8%

The mean gender bonus gap in Cox Automotive UK

0.4%

The median average gender bonus gap in Cox Automotive UK

The mean Gender pay gap for Cox Automotive UK in 2025 is **4.9%** and the median is **2.4%**.

We're pleased to observe a downward trend in mean pay gap, which has reduced by **3.9%** over the past 4 years.

Our median pay gap has also remained consistently low at **2.4%**, a reduction of **8.3%** since 2021.

The estimated external mean gap for the sector we operate in is **9.2%**, with the mean gap projected to be **9.3%**. It's clear to see that our figures consistently fall below the market benchmark, which is testament to our focus on driving our DEI actions, and our strategic reward goals which ensure parity and equity for both men and women.

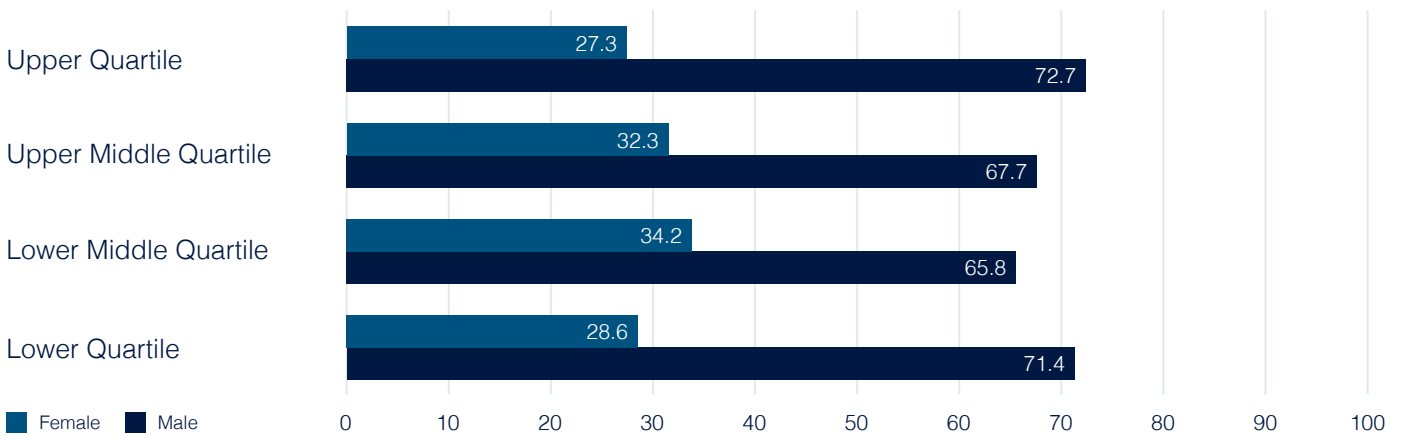
The percentage of men to receive bonus is **42.3%**, with the percentage of women to receive bonus at **33.9%**. The figures remain relatively static; however, our ambition is to see growth and further equality for both men and women in this area which will be driven by the evolution of our reward offering and strategic goals.

The mean bonus gap is **-1.8%**, meaning on average women receive **1.8%** more than men.

A key driver behind this statistic is the growth we've seen in the number of women in our Upper Quartile, which equates to ELT and SLT teams. While acknowledge we still have work to do in this area, it's pleasing to see this trend following the objectives we set out to achieve to drive change in this area.

The median bonus gap is **0.4%**, mean when we look at the median bonus payment for a man, in comparison with the median bonus payment for a woman, the gap is just **0.4%**.

Quartiles - 2025



	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Upper Quartile
Male	71.4	65.8	67.7	72.7
Female	28.6	34.2	32.3	27.3

These percentages relate to the number of women and men proportionally in each quartile at Cox Automotive UK.

It mirrors the wider automotive industry which has proportionally more men in all quartiles, however over the past 4 years, we can see a growth in the Upper and Upper Mid quartiles.

Most of our Cox's females are represented under technical, professional and sales sectors.

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 predominantly 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 and is now a key activity within the automotive industry.

We continue to evolve and improve 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 have plans in place to continue to build on our strong family friendly foundations throughout 2025 and beyond.

How Cox Automotive will continue to address the gender pay gap

At Cox Automotive, we recognise that achieving gender equity is not only the right thing to do but essential to building a high performing, innovative and future ready organisation. Closing our gender pay gap requires sustained, systemic change, and we are committed to implementing long term actions that support a more diverse and inclusive workforce.

To strengthen our progress, we will take the following actions:

Strengthen inclusive leadership and remove bias from people processes

Inclusive leadership is fundamental to fostering a culture where everyone can thrive. We will continue to equip our leaders through targeted development, training and ongoing education across our diversity, equity and inclusion agenda. This includes embedding biasfree hiring, promotion and development processes, using structured decision-making tools and ensuring diverse interview panels wherever possible. Our focus is to create an environment where talent is recognised fairly and rewarded equitably.

Review and harmonise our career framework

We are currently undertaking a comprehensive review of our career framework. This impact analysis will help us identify structural barriers and ensure more transparent and consistent pathways for progression across the business. Our goal is to harmonise roles, expectations and pay structures to support fair career outcomes for all longer term.

Expand early career and internal development opportunities

To support long term gender balance across all levels, we are continuing to grow our apprenticeship and early career programmes across the business and explore opportunities at midcareer and leadership levels. This will increase access to new skills, broaden entry routes and help us attract a wider, more diverse pool of talent into the organisation.

Build stronger, more diverse talent pipelines

We will regularly review succession plans to ensure greater representation and broaden the diversity of our future leaders. This includes strengthening our internal female talent pipeline by offering mentoring, sponsorship, and targeted development opportunities to help accelerate progression and support career aspirations.

Support flexible, sustainable ways of working

Flexibility remains a core part of our approach to supporting work-life balance. We will continue to offer and promote flexible and parttime working arrangements for all roles where possible. This helps both men and women balance responsibilities outside work and supports greater participation and progression for individuals who may otherwise face barriers.

Data-driven monitoring

We have established and continue to evolve reporting dashboards to monitor trends quarterly and hold ourselves accountable for measurable progress.

Recruitment interventions

We will ensure gender balanced shortlists where possible and track conversion rates at each recruitment stage.

Family-friendly policies

We have identified our family related benefits policies are requiring further review to ensure they support all parents and caregivers equitably.

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.

Sarnjit Kaur, Chief People Officer

A handwritten signature in black ink that reads "Sarnjit". The signature is written in a cursive style and is positioned above a long, horizontal, slightly curved line that serves as a decorative underline.