

Gender Pay Gap Report



2025

Striving to be a truly diverse and inclusive team

Introduction

This Gender Pay Gap Report outlines Sytner Group's results for the reporting year ending 5 April 2025. As one of the UK's leading automotive retailers, we are committed to creating an inclusive, supportive, and high performing workplace where colleagues can build long and successful careers.

The gender pay gap measures the difference in average earnings between men and women across the organisation. It is distinct from equal pay, which refers to paying men and women the same for equivalent work — something Sytner Group is fully committed to.



We are proud to have women leading in key roles including our **Group Director of Finance, Head of Audit, Head of Tax, Director of F&I Compliance,** and **Head of Health & Safety,** as well as female **Divisional Managing Directors** responsible for major regions of our business. These leaders play a pivotal role in shaping our culture, strengthening governance and driving high-quality decision-making.

Their presence demonstrates the progress we are making to broaden female leadership, supporting our long-term ambition to improve gender balance and, in turn, positively influence our gender pay outcomes over time.



Our gender pay position must be understood within the context of the automotive industry, which has traditionally been — and remains — heavily male-dominated, particularly in operational and retail roles that make up a significant proportion of our workforce. Despite this structural challenge, we are seeing meaningful progress in the representation of women at senior levels across the organisation.





Vulnerable Customer Training

While the connection between vulnerability awareness training and reducing the gender pay gap may not be immediately obvious, it plays a meaningful role in supporting long term progress. We have been delivering our comprehensive 'Vulnerable Customer' training to our colleagues to strengthen their ability to recognise and support customers who may require additional assistance.

By helping colleagues recognise and respond appropriately to vulnerability, the training reduces the risk of biased interpretations of behaviour and promotes more consistent, equitable decision making. This strengthens our overall culture of fairness and inclusion, which is essential for improving outcomes and opportunities for all colleagues, including women. The training also contributes to the wider structural work required to narrow the gender pay gap and reduce gender related disparities.

Learning and Development

Training plays an important role in reducing the gender pay gap by shifting behaviours, strengthening systems, and expanding opportunities. While it is not a standalone solution, we believe it to be one of the most effective ways to educate our colleagues.

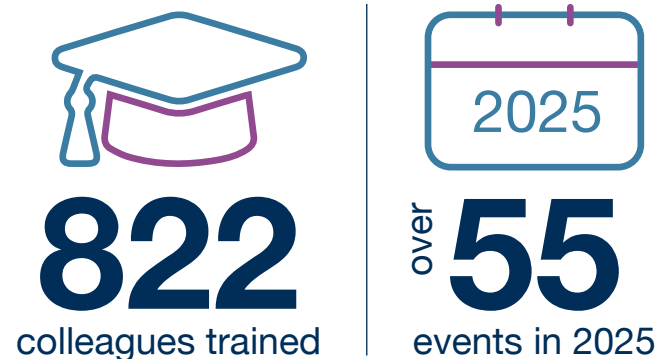
Two of our most important in-house built training programmes that aim to change mindset and positively impact our business are vulnerable customer training and recruitment workshop.

Recruitment Workshop Training

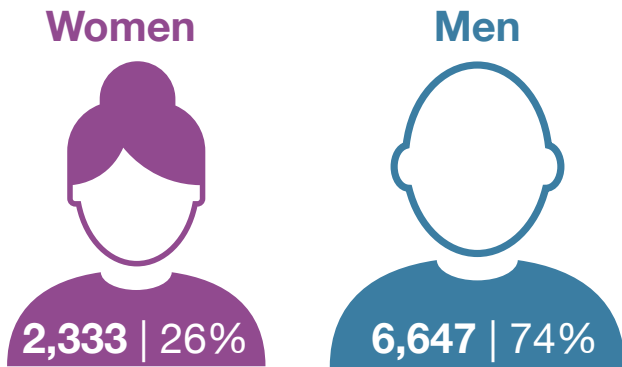
Recruitment focused training is important to gender pay gap progress, because the gap often begins at the point of hiring.

Recruitment workshop training supports reducing the gender pay gap, as it helps ensure fair, consistent, and inclusive hiring practices. By equipping colleagues with the skills to recognise and mitigate bias, apply salary frameworks appropriately, and assess candidates based on evidence rather than assumptions, the training supports more equitable outcomes at the point of hire.

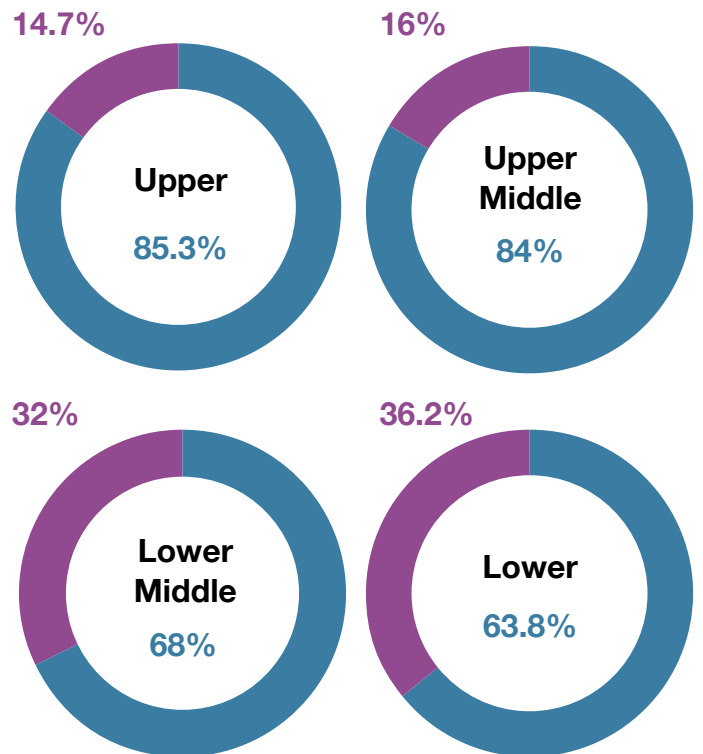
Removing bias from our hiring processes is essential because it ensures that women are considered fairly for higher-paid roles that have historically been dominated by men, particularly within the automotive sector. When decisions are based solely on skills, experience and potential — rather than assumptions about who typically performs certain jobs — more women are able to progress into senior, specialist and higher-earning positions. This not only strengthens our talent pipeline but also supports long-term improvements in our gender pay outcomes.



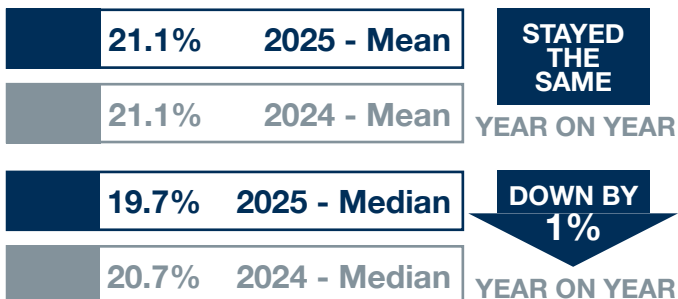
Number of Colleagues



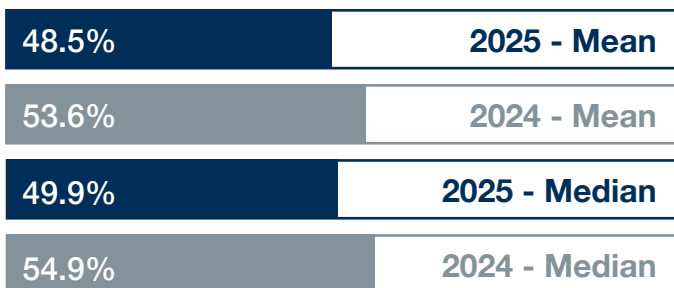
% of colleagues in each pay quartile



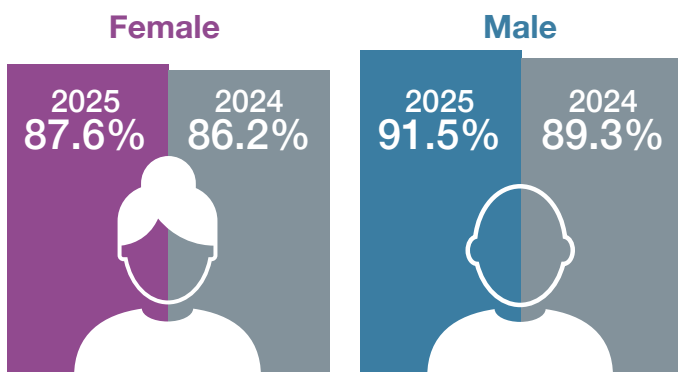
Gender Pay Gap



Gender Bonus Gap



% of colleagues receiving a bonus



Key ■ Female ■ Male

Conclusion

The gender pay gap is not simply a number — it's a reflection of structural inequalities that exist throughout society and shape careers from entry level to executive leadership. Closing the gap requires more than compliance; it demands cultural change, transparency, and leadership commitment - all aspects of which Sytner Group are committed to.

We take the Gender Pay gap seriously, not only to improve fairness but also outperform competitors in innovation, retention, and colleague satisfaction. Sytner Group believe that when our colleagues thrive, the business thrives. We continue to strive not only to be a successful automotive retailer, but to be the best company to work for in the industry – a place where people feel valued, supported, and inspired every day.

