

Gender Pay Gap Report

2020

The Lookers commitment
to bridging the gap

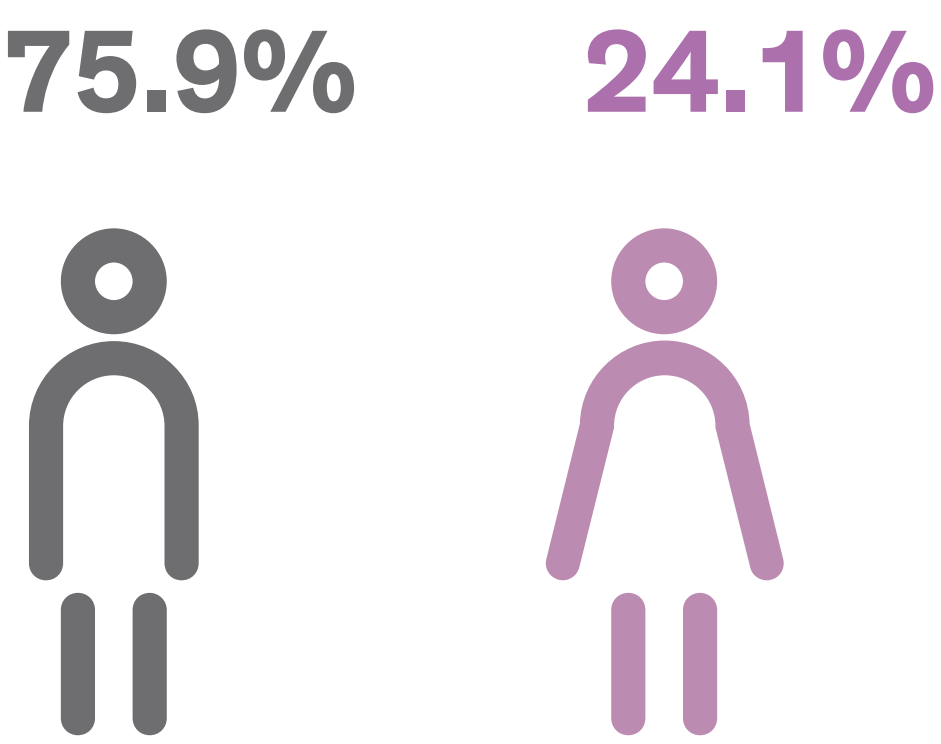
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Lookers plc is one of the leading UK motor retail and aftersales service groups in the UK. We operate in what is historically a male dominated sector and we are committed to addressing the ongoing gender imbalance, continually exploring ways to close any gaps found. This report is an aggregated report of all legal entities.

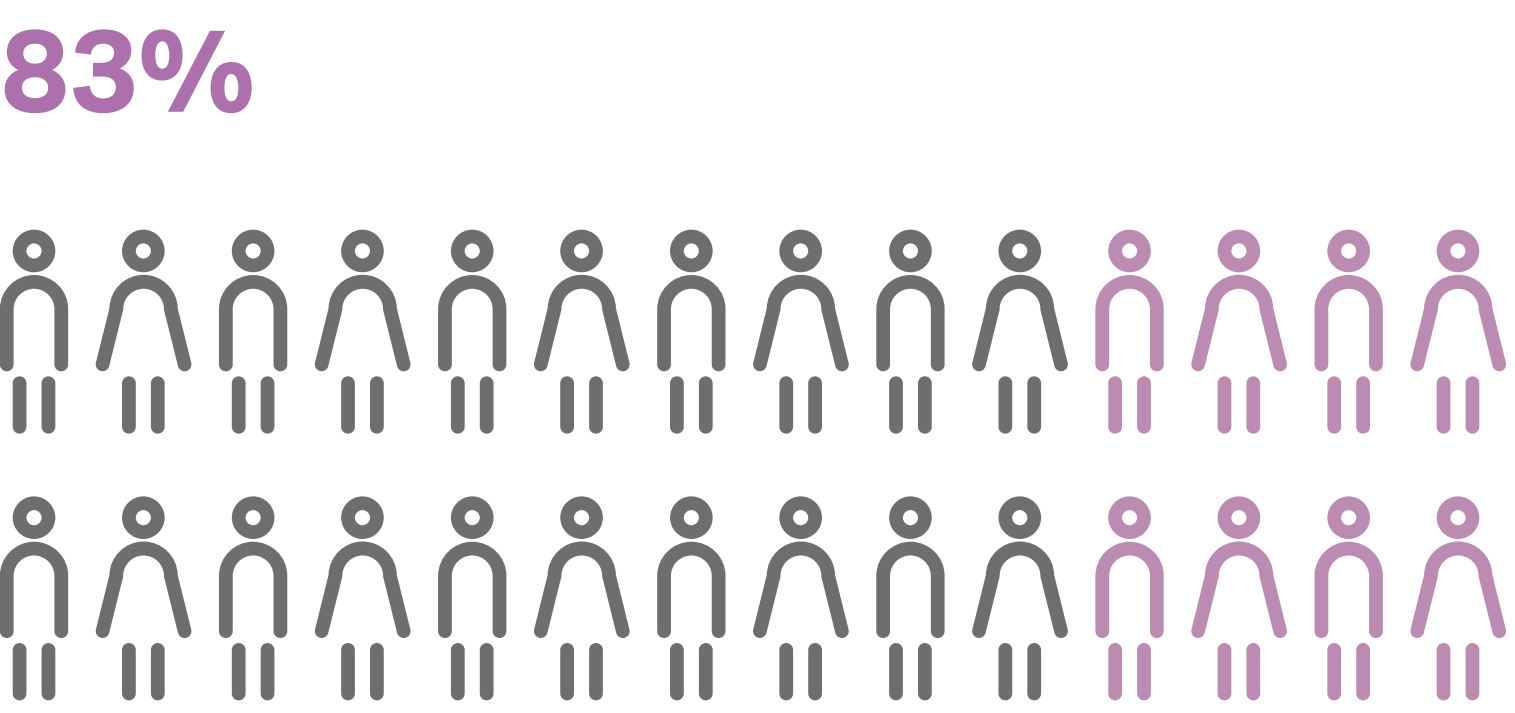
75.9% male
24.1% female



Although our gender pay gap is low, we acknowledge a pay gap exists, which is typical within the automotive industry where we have a low representation of women, particularly within Sales, Technical and Management roles. Our current gender split is 75.9% male 24.1% female, this is a historical cultural issue where the automotive industry has predominantly been resourced by males. As a result, this contributes to our gender pay gap across both areas of basic pay and bonus.



During 2019 we focused on addressing the gender imbalance across the business and made great steps in reducing the gender pay gap through several initiatives. Unfortunately, in 2020 the global COVID-19 pandemic severely impacted the organisation and we embarked on a challenging journey. During this period our dealerships were forced to close and 83% of our employees were furloughed between April and September 2020. Following the uncertainty during the global COVID-19 pandemic and the impact projected on the industry we entered consultation to reduce headcount by 18.5%.



Whilst it was disappointing, we could not continue to drive our initiatives throughout 2020, we felt it was right to focus on supporting our employees and their families during these difficult times and ensuring their wellbeing was at the centre of our focus.

Our results

In April 2020 Lookers made the decision to 'top up' employees wages up to
100% or £37,500

83%

In April 2020 83% of the workforce were placed on furlough.

Why the gap?

It is important to highlight our GPG 2020 figures have been impacted by the global COVID-19 pandemic and a significant proportion of the business was forced to close. In April 2020 83% of the workforce were placed on furlough. The company was supported following the introduction of the CJRS scheme, which allowed employers to reclaim 80% of wages up to a maximum of £2,500.

In April 2020 we made the decision to 'top up' employees' wages up to 100% or £37,500, whichever was the lower. Whilst this resulted in several employees receiving a level of pay at 100%, our managers and senior managers received less than 100%, and our Executive team had their basic pay reduced by up to 30%.

Those who received a contractual bonus during the reference period of furlough, received an average payment in April 2020, again this distorts the data as the average payments may not be reflective of the payments that would have ordinarily been made to them in April.

April is also a month whereby manager bonus payments would be paid, however in light of the situation all management and executive bonus payments were withheld. Whilst our Sales Executives received an average pay of the previous 12-months, they didn't receive their normal commission following March performance as this was suspended. This is a typically a high earning month for Sales Executives following a registration plate change month. Our Sales Executive and Management population are underrepresented by females and the above circumstances and decisions around pay will have had an impact on the overall gender pay gap data for 2020.

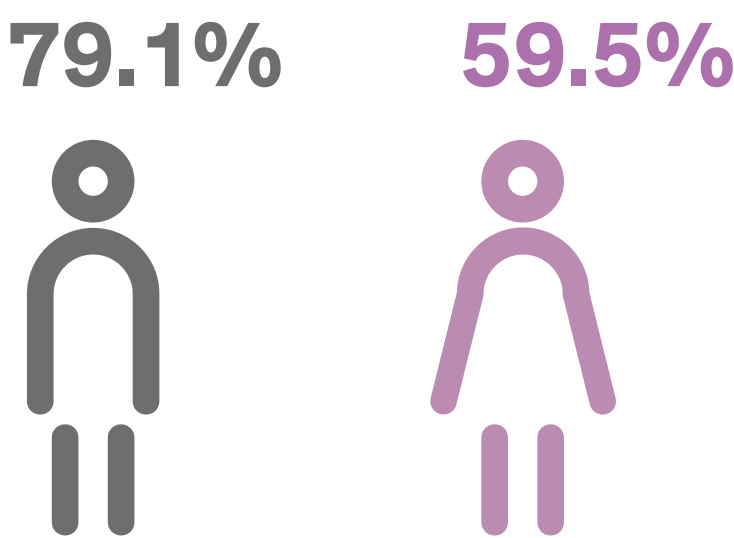
The motor industry has a long history of being male dominated and this, along with the challenges of changing the culture and misconceptions, mean the results will be gradual. Our energy and focus has been paused since the global COVID-19 pandemic, although we are confident the work we have done so far, along with the initiatives and focus we have planned for the year ahead now business has resumed, will allow us to continue to make progress in order to reduce the gender pay gap over the coming years and become a more diverse and inclusive organisation.

Basic Pay Gap

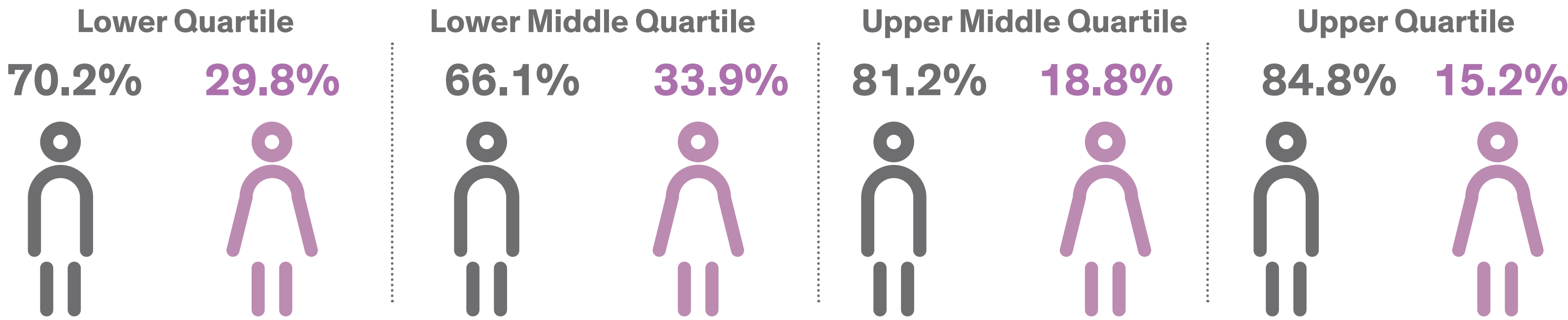
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Gender Pay Gap	Mean Average		Median Average
	Basic Pay Gap	12.6%	13.8%
	Bonus Pay Gap	41.4%	33.2%

Workforce proportions receiving a bonus



Workforce population by quartile



Breakdown of Legal Entities

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	Mean Basic Pay Gap	Median Basic Pay Gap	Mean Bonus Pay Gap	Median Bonus Pay Gap	Male bonus percent	Female bonus percent	Male Lower Quartile	Female Lower Quartile	Male Lower Middle Quartile	Female Lower Middle Quartile	Male Upper Middle Quartile	Female Upper Middle Quartile	Male Upper Quartile	Female Upper Quartile
Lookers Group	12.6	13.8	41.4	33.2	79.1	59.5	70.2	29.8	66.1	33.9	81.2	18.8	84.8	15.2
Addison Motors Ltd	-4.4	15.1	40.6	38.6	82.2	63.5	66.5	33.5	66.8	33.2	83.8	16.2	83.2	16.8
Addison TPS	-0.2	-9	-3.5	-69.2	88.6	100	100	0	91.7	8.3	66.7	33.3	100	0
Charles Hurst Holdings Ltd	11.6	14.4	35.9	-15.4	79.2	51.6	73.9	26.1	76.1	23.9	83.3	16.7	88.8	11.2
Colebrook & Burgess Ltd	21.3	24.5	54.6	74.3	82	66.7	64.9	35.1	46.8	53.2	88.3	11.7	88.2	11.8
Drayton Group Ltd	17.7	24.4	51.2	71.5	80.1	66.4	63.9	36.1	63	37	78.7	21.3	86.1	13.9
Fleet Financial Ltd	43.7	39.3	69	94.3	93.8	81.8	28.6	71.4	50	50	71.4	28.6	83.3	16.7
Lomond Motor Ltd	9.8	15.2	39.1	-14.4	77.7	57	72.4	27.6	67	33	84.7	15.3	88.7	11.3
Lomond TPS Ltd	-7	12.1	-9.9	59.9	82.2	100	87.5	12.5	87.5	12.5	93.8	6.2	86.7	13.3
Lookers Colborne Ltd	19.3	14	27	-2	78.1	52.5	72.2	27.8	60.4	39.6	75.5	24.5	92.5	7.5
Lookers Leasing Ltd	38.8	70.8	29.7	27.5	43.8	11.1	0	100	100	0	66.7	33.3	100	0
Lookers Motor Group Ltd	16.6	12.6	39.6	25.4	76.4	55.3	67.4	32.6	65.3	34.7	78.9	21.1	81	19
MB South	18.4	21.5	50.6	50.3	76.7	58.4	76.6	23.4	66.4	33.6	86.7	13.3	92.1	7.9
Platts Harris Ltd	33.4	30.1	86.8	82.6	48.4	11.1	40	60	66.7	33.3	100	0	100	0
S Jennings Ltd	11	50.7	11.4	30.6	85.3	68	72.2	27.8	59.3	40.7	90.7	9.3	90.6	9.4
The Dutton Forshaw Motor Company Ltd	10	8.4	43.2	40.8	89.1	80.3	74.8	25.2	66.1	33.9	78	22	87.3	12.7
VRS	23.3	30.5	27.7	48.7	100	92.9	22.2	77.8	75	25	75	25	75	25

Lookers -
working hard to
bridge the gap.

