

# Gender Pay Gap Report

# 2025

Our commitment in making sure  
Lookers is for everyone...

**Lookers**

## This report outlines the 2025 position across Lookers Group and its legal entities.

The gender pay gap measures the difference between average earnings of men and women across the organisation, regardless of role or seniority. It is not a measure of equal pay, which refers to men and women being paid the same for the same or equivalent work.

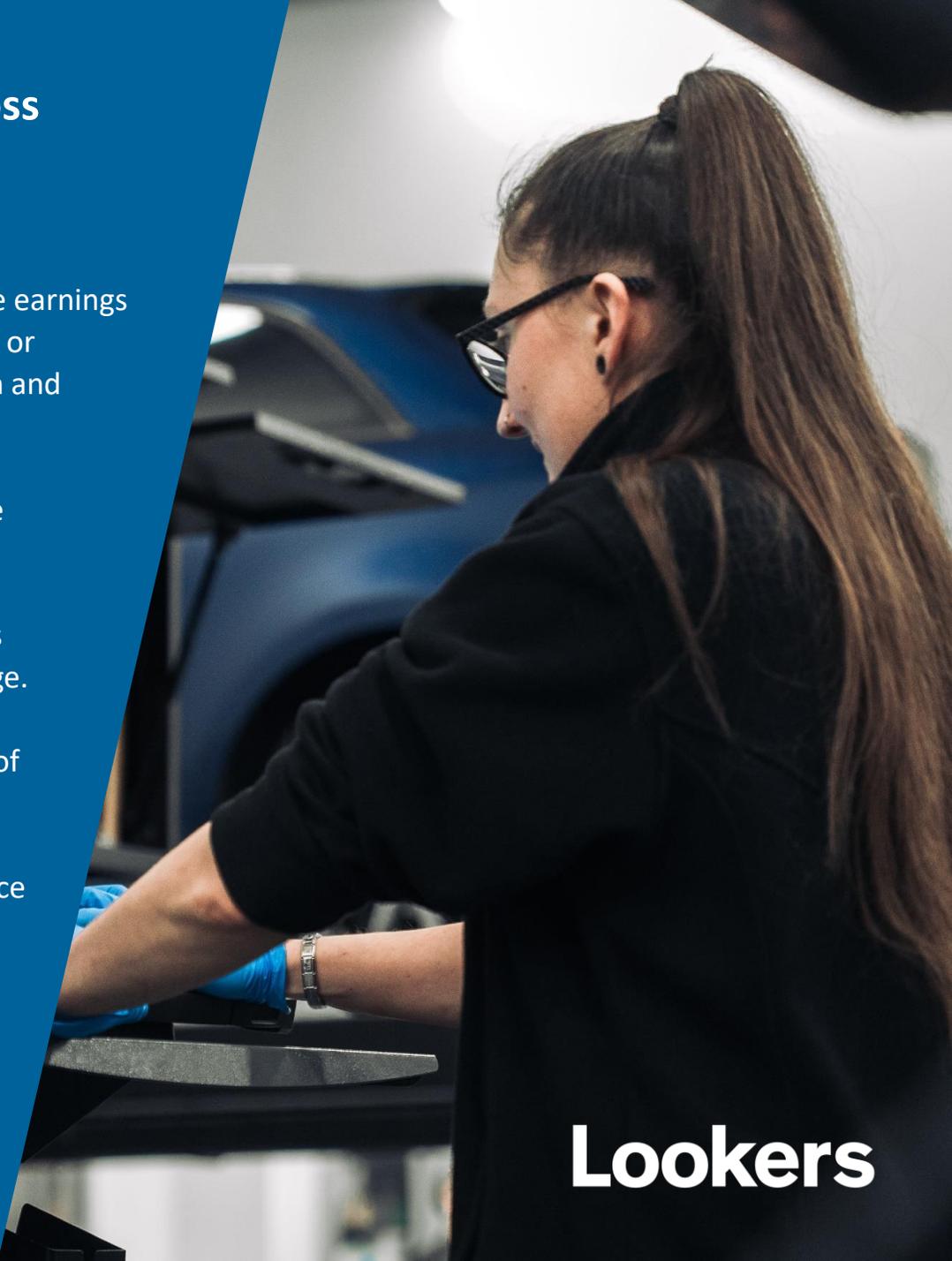
Lookers remains committed to building a diverse and inclusive workforce that reflects our customers and communities.

Understanding our gender pay gap is an important part of this commitment, helping us to focus on positive, long-term change.

The 2025 calculations confirm we have a mean basic pay gap of 25.7% and a mean bonus gap of 58.81%.

We are committed to addressing the ongoing gender imbalance present in what is historically a male dominated sector.

Our current gender split taken on the snapshot date of 5th April 2025 is 76.2% male 23.8% female.



**Lookers**

# OUR RESULTS

The 2025 calculations confirm we have a mean basic pay gap of:

## 25.7%

Our current gender split...

## 76.2%



## 23.8%



## Why the gap?

The gender pay gap across our business is primarily driven by the structure of our workforce, where significantly more men occupy senior and higher-paid roles. This pattern is typical of the motor retail industry, which has historically attracted and retained more men in leadership, sales, and technical positions.

As a result, we see an imbalance in gender representation across levels and functions, and this continues to influence our overall pay and bonus gaps. These gaps will reduce only as we achieve more balanced gender representation at all levels, particularly within senior leadership.

	Pay Gap	
	Mean Pay Gap 2025	Median Pay Gap 2025
<b>Lookers – Group</b>	25.7	22.0
<b>Legal Entity</b>	Mean Pay Gap 2025	Median Pay Gap 2025
Addison Motors Ltd	19.2	17.8
Addison TPS	-12.8	-19.5
Charles Hurst Ltd	25.8	22.8
Colebrook & Burgess Ltd	31.6	19.2
Drayton Group Ltd	39.9	20.4
Fleet Financial Ltd	50.3	31.2
Lomond Motors Ltd	35.6	23.3
Lomond TPS Ltd	9.4	1.8
Lookers Colborne Ltd	26.4	28.2
Lookers Leasing	40.8	29.6
Lookers Motor Group Ltd	24.3	15.9
MB South Ltd	37.9	22.0
Get Motoring Ltd	32.7	24.0
S Jennings Ltd	30.3	16.5
The Dutton Forshaw Motor Company Ltd	23.2	18.5

# Bonus gap

As a retail business, a large proportion of our workforce receives bonus or commission payments. Because ordinary pay includes these elements, and because bonus and commission roles are historically underrepresented by women, this naturally widens our gender pay and bonus gaps.

Seasonal factors also influence the data. March is a peak sales month in our industry, and commission is paid in arrears, meaning the April snapshot typically captures higher-than-average commission payments.

April is also when management bonuses are paid, further elevating earnings within senior, predominantly male, roles. Taken together, these factors increase both hourly pay and bonus figures within the snapshot period.

	Bonus Gap		Proportion with a bonus %	
	Mean Bonus Pay Gap 2025	Median Bonus Pay Gap 2025	Male	Female
<b>Lookers - Group</b>	58.8	22.4	84.91	50.75
<b>Legal Entity</b>	Mean Bonus Pay Gap 2025	Median Bonus Pay Gap 2025	Male	Female
Addison Motors Ltd	63.6	41.4	86.9	61.6
Addison TPS	-16.8	-124.2	100.0	100.0
Charles Hurst Ltd	49.8	-12.0	89.1	64.2
Colebrook & Burgess Ltd	73.2	19.6	92.9	54.6
Drayton Group Ltd	76.2	56.6	77.6	64.4
Fleet Financial Ltd	87.3	72.0	91.7	90.9
Lomond Motors Ltd	50.8	39.7	90.9	53.9
Lomond TPS Ltd	44.2	21.7	98.3	100.0
Lookers Colborne Ltd	33.6	4.1	92.1	53.5
Lookers Leasing	73.5	50.1	100.0	100.0
Lookers Motor Group Ltd	54.0	17.9	80.9	54.2
MB South Ltd	86.2	40.9	75.6	56.3
Get Motoring Ltd	75.0	19.7	88.2	100.0
S Jennings Ltd	67.0	-38.6	94.5	58.6
The Dutton Forshaw Motor Company Ltd	41.6	9.3	91.6	81.2

# Pay quartiles

Our pay by quartile data also evidences our pay gap in the upper quartiles arises from our low female representation across senior roles within the organisation.

		Workforce Proportions per Quartile							
2025 Legal Entities		Lower Pay Quartile %		Lower Middle Pay Quartile %		Upper Middle Pay Quartile %		Upper Pay Quartile %	
Legal Entity		Male	Female	Male	Female	Male	Female	Male	Female
Lookers Group - All		64.4	35.6	67.3	32.7	88.2	11.8	85.0	15.0
Addison Motors Ltd		60.1	39.9	63.3	36.7	85.6	14.4	77.6	22.5
Addison TPS		100.0	0.0	90.0	10.0	90.0	10.0	80.0	20.0
Charles Hurst Ltd		68.6	31.4	74.3	25.7	88.9	11.1	88.9	11.1
Colebrook & Burgess Ltd		61.1	38.9	69.1	30.9	94.6	5.5	85.2	14.8
Drayton Group Ltd		63.5	36.5	65.8	34.3	93.3	6.7	91.8	8.2
Fleet Financial Ltd		20.0	80.0	60.0	40.0	50.0	50.0	100.0	0.0
Lomond Motors Ltd		62.3	37.7	75.0	25.0	93.4	6.6	93.6	6.5
Lomond TPS Ltd		87.5	12.5	87.5	12.5	94.1	5.9	93.8	6.3
Lookers Colborne Ltd		66.7	33.3	81.1	18.9	97.4	2.6	89.5	10.5
Lookers Leasing		0.0	100.0	33.3	66.7	28.6	71.4	100.0	0.0
Lookers Motor Group Ltd		61.6	38.4	64.8	35.2	85.0	15.0	81.9	18.1
MB South Ltd		70.2	29.8	74.7	25.3	96.3	3.7	95.2	4.8
Get Motoring Ltd		25.0	75.0	50.0	50.0	57.1	42.9	87.5	12.5
S Jennings Ltd		25.0	40.5	68.6	31.4	88.9	11.1	88.6	11.4
The Dutton Forshaw Motor Company Ltd		70.3	29.7	72.6	27.4	90.7	9.3	87.7	12.3

**We're confident our pay gap is due to the underrepresentation of females across our workforce and not because of men and women being paid differently for carrying out the same job.**

We routinely review our pay plan information to ensure we maintain pay equity and are confident that across the business male and female colleagues receive the same remuneration opportunity for the same, or equivalent, work.

We acknowledge our current gender pay gap is higher than we would like, and this is heavily influenced by the proportion of males in our senior leadership team, which is usual for our industry. We remain committed to reducing our gender pay gap and improving gender representation across all levels of our organisation.

While meaningful change takes time within a historically male-dominated industry, we are confident that our ongoing investment in development, recruitment, and culture will continue to support greater balance and opportunity for all colleagues. We are committed to being transparent about our progress and to ensuring that every colleague, regardless of gender, has equal opportunity to thrive at Lookers.

I confirm that these published figures are an accurate account of our gender pay gap for the period April 2025.



**Chris Whitaker**  
**Chief People & Administration Officer**



**Lookers**