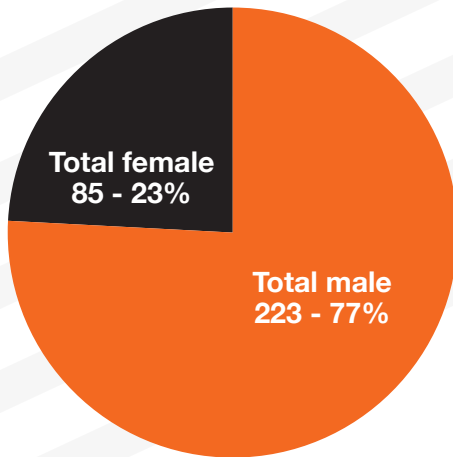


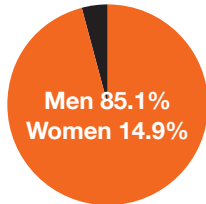
# Gender Pay Gap Results for snapshot date of 5th April 2022

## Total headcount 308

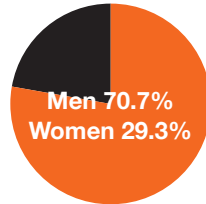


Mean Gender Pay Gap using hourly pay	34.8%
Median Gender Pay Gap using hourly pay	6.8%
Mean Bonus Gender Pay Gap	66.5%
Median Bonus Gender Pay Gap	55.7%
% of Men Receiving Bonus	69.4%
% of Women Receiving Bonus	59.8%

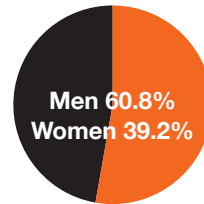
### Upper hourly pay quarter



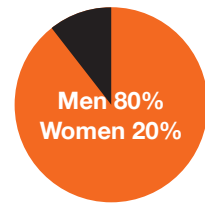
### Upper middle hourly pay quarter



### Lower middle hourly pay quarter



### Lower hourly pay quarter



## Heritage Automotive Gender Pay Gap Statement

Heritage Automotive understands the value of gender diversity and already utilises a number of people tactics to afford fair and comparable opportunities to all colleagues, regardless of gender. We are confident that we pay male and female colleagues equally, though we recognise that as we have a significantly larger number of males working for us, we do have a gender pay gap. Heritage will continue to make efforts to address the difference.

Over the next 5 years Heritage will strive to close the gap and support the UK vision to improve gender parity. To do this Heritage will be seeking to –

- Ensure all leaders and those involved with recruitment are provided with in-depth equality and diversity training
- Review flexible working provisions
- Improve communication and increase the uptake of shared parental leave options
- Engage with schools and colleges to encourage women into technical and mechanic roles
- Develop a women's leadership network focusing on providing mentors for progressing female employees to senior roles

We have made a long term commitment to business improvements with the principles of diversity and inclusion continuing to inform the Heritage experience for both customers and colleagues.

*David Posgate*

David Posgate  
Finance Director