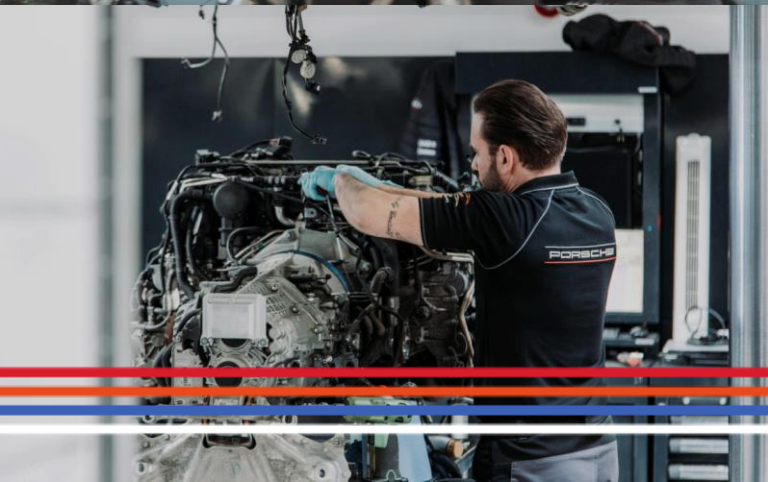


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GENDER PAY GAP REPORT 2023.



WHAT IS THE GENDER PAY GAP?

A gender pay gap is a measure of the percentage difference between the average hourly earnings of men and women – irrespective of the role within the business- across an organisation, industry, or the economy as a whole. It is a result of the number of men and women across all roles.

WHAT DOES OUR REPORT INCLUDE?

LIND's report includes the results of our gender pay gap analysis for 2023. We provide an explanation for the gap and highlight ways we are working to close the gap.

HOW DO WE CALCULATE THE DIFFERENCE FOR GENDER PAY?

Calculate % of women to men in total

Calculate the average hourly rate for men and women for all employees in that April snapshot

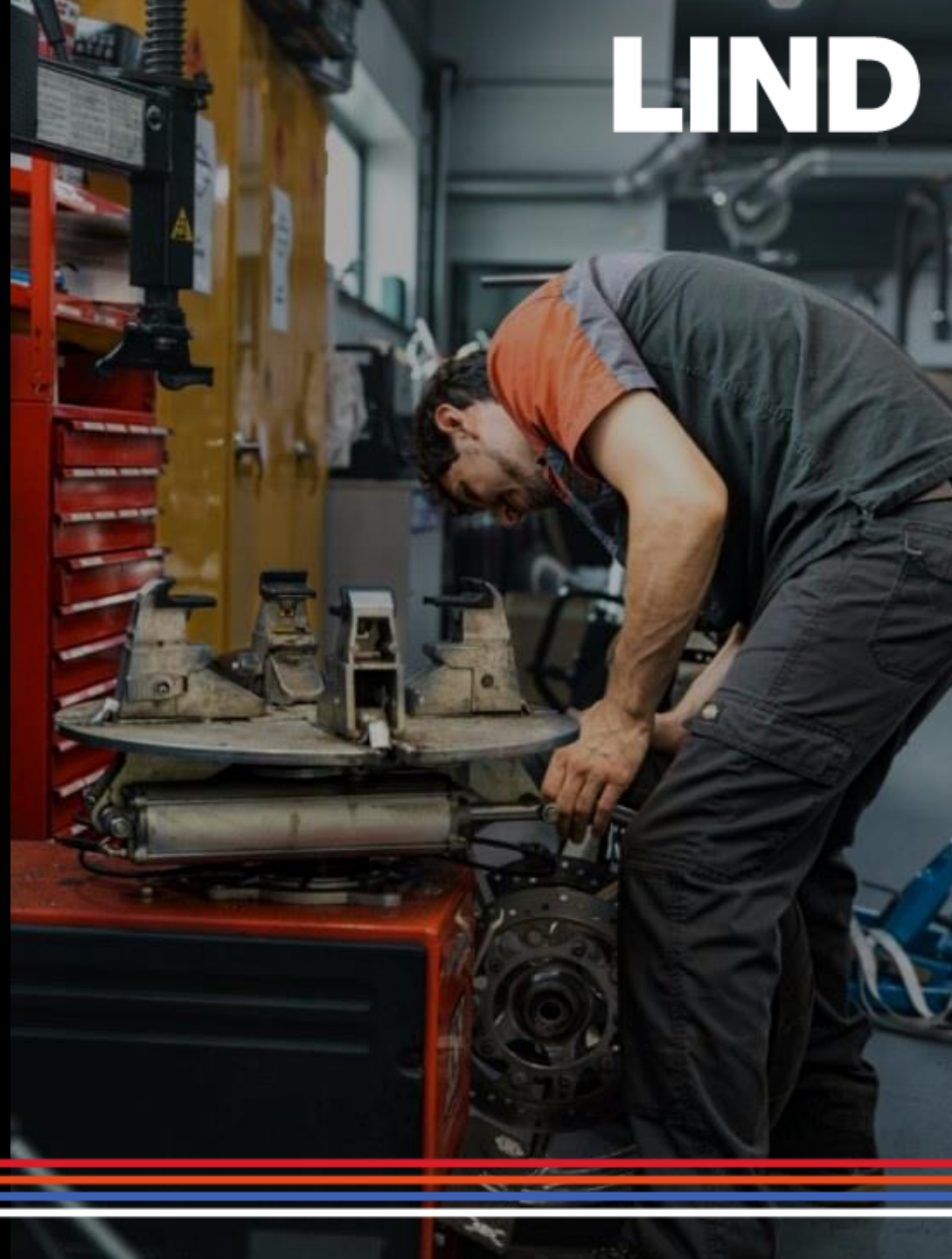
Calculate the % difference – the GAP (mean and Median)

Divide the workforce into 4 quarters (Upper, Upper Middle, Lower Middles and Lower)

Calculate the % of women who fall into these quarters

Calculate % of men and women receiving bonus

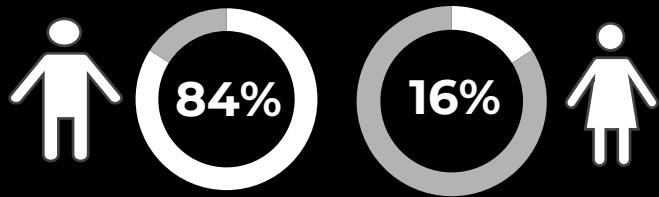
Calculate bonus difference for men to women (year prior to April)



THE RESULTS.

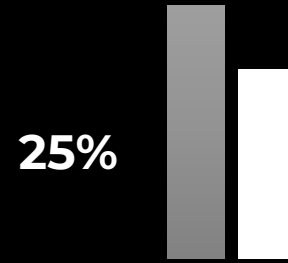
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TOTAL WORKFORCE



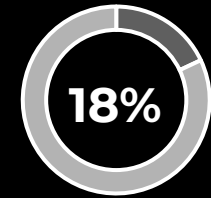
84% of the workforce are men vs 16% women.

MEAN PAY GAP



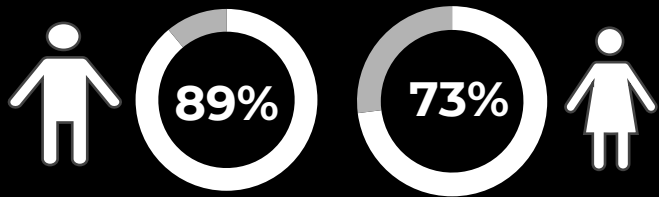
For every **£1** a man earns, a woman earns **79p**.

MEDIAN PAY GAP



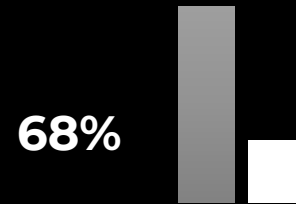
For every **£1** a man earns, a woman earns **82p**.

TOTAL RECEIVING BONUS



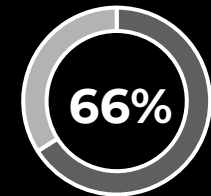
89% of men receive a bonus vs 73% women.

MEAN BONUS PAY GAP



For every **£1** a man earns, a woman earns **32p**.

MEDIAN BONUS PAY GAP

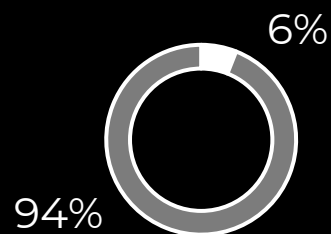


For every **£1** a man earns, a woman earns **34p**.

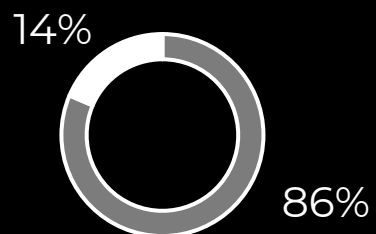
HOURLY PAY.

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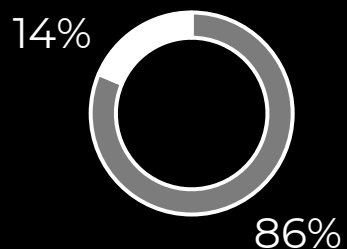
Q1- UPPER PAY QUARTILE.



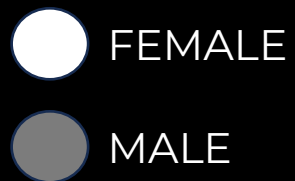
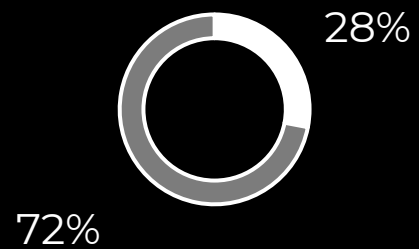
Q2- UPPER MIDDLE PAY QUARTILE.



Q3- LOWER MIDDLE PAY QUARTILE.



Q4- LOWER PAY QUARTILE.



EXPLANATION OF THE GAP.



Traditionally male heavy industry (Cars and Motorcycles)



More females in Administrative and Finance roles



Only 1 female Sales Executive in car sales which is the role with the highest commission rates hence the bonus gap.



Very stable Senior Management Teams; meaning less opportunity for movement. Relatively low staff turnover.



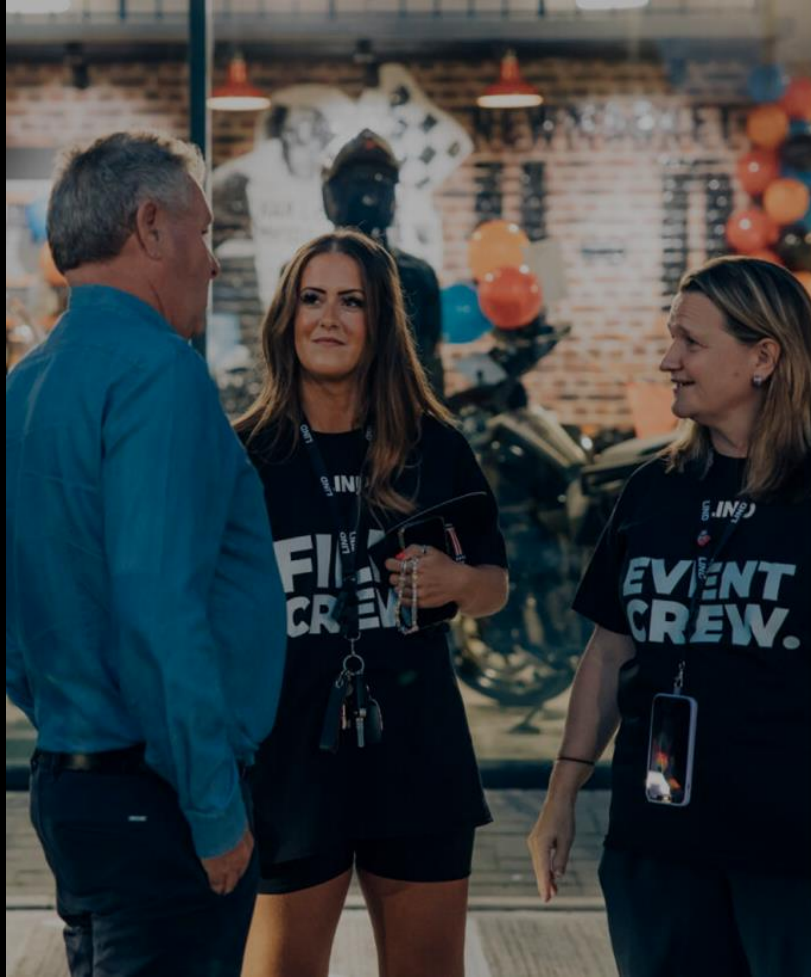
2 of the 16% females on additional (unpaid) maternity leave.



Where men and women are in the same job role and dealership the same pay applies without exception.

WHAT WE ARE DOING.

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2 females on the board.

Ensuring no gender pay gap in same roles

Promotion, Training and development available for all.

Using female friendly content in recruitment.

Enhanced Maternity pay; encouraging return post leave

Non discriminative approach to recruitment.

WE CAN DO MORE.

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This is the first year that we are measuring our gender pay gap so we have a great opportunity to close the gap moving forward.

We recognise that increasing the % of women working in our business from 16% closer to 50% is our first step. We look forward to seeing the results in 2024, to see whether the additional focus has made a positive impact.

At LIND we pride ourselves on welcoming everyone who shares our values of Service, Excellence, Integrity and Fun but also can bring a part of their uniqueness to deliver exceptional care to our internal and external customers.

All new starters to LIND view our interactive Handbook, welcoming our People into LIND along with their site-specific induction. Everyone also completes our online training module on Equity, Diversity and Inclusion.

Via our monthly 'Catch Ups' we encourage open feedback, to ensure we listen to any challenges our People have. This means we have an ear to the ground.

We know there's more we can do; we will continue to look for improvements in all we do.

Read and Approved by:

A handwritten signature in black ink, appearing to read 'Sarah St Clair Bishop'.

Sarah St Clair Bishop | Head of People