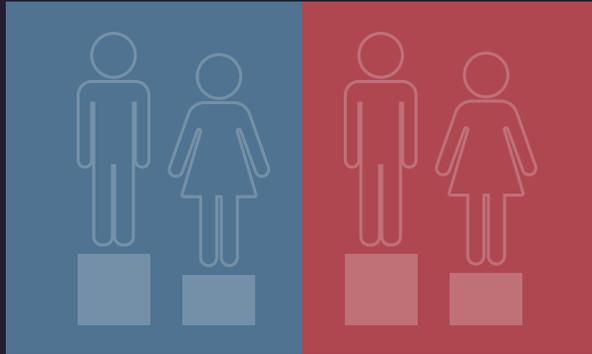


Overall Mean & Median Gender Pay Gap based on hourly rates of pay

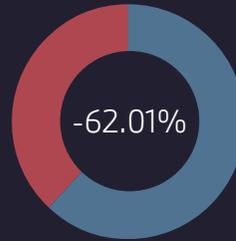


-28.50% Difference between men and women (Mean)

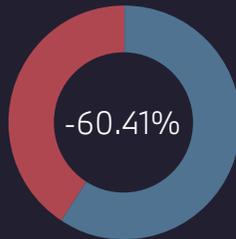
-25.30% Difference between men and women (Median)

A negative percentage shows that women have a lower rate of pay than men.

Bonus difference between men and women



Median Bonus Gap



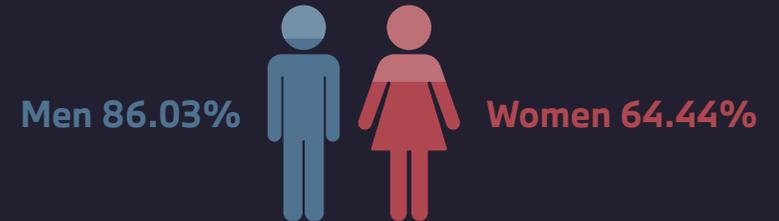
Mean Bonus Gap

Proportion of men and women working at Hedin Automotive

Total number of employees: 380 Snapshot 04/04/2025

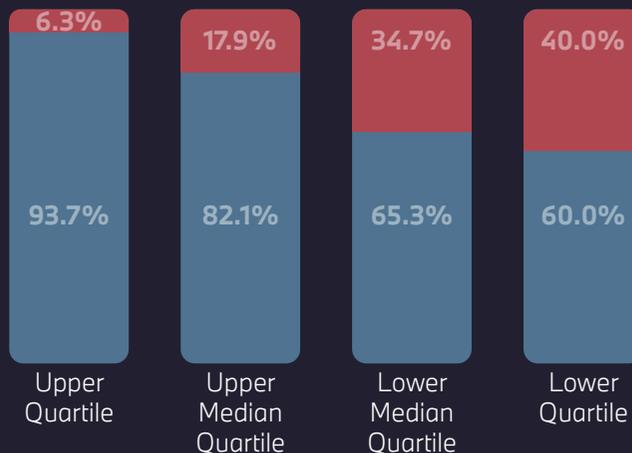


Proportion of men and women receiving a bonus



Proportion of men and women in each pay quartile band

Women
Men



In summary.

The data reflects a business that is strengthening its support for women while operating within structured, role-based pay plans that ensure equitable pay for men and women performing the same job. Although the workforce currently includes more men than women, the organisation has made clear progress in creating a more supportive environment for women at key career stages.

A major positive development is the increase in maternity support, which has helped more women feel confident taking leave and returning to work. This investment is already improving retention, with more mothers and maternity returners choosing to continue their careers with the business. Flexibility has also become a core strength. Expanded parttime and flexible working options have supported women balancing work and family responsibilities, enabling smoother transitions back into the workplace and helping retain experienced talent.

While the gender pay gap figures highlight areas for improvement, they also show where the business can focus its efforts. With equitable pay structures already in place and growing support for women, the organisation has a strong foundation for improving representation and reducing the gap over time.

Peter Williams, CFO – Hedin UK