

Gender Pay Gap Report 2025

Where We Are and Where We're Going

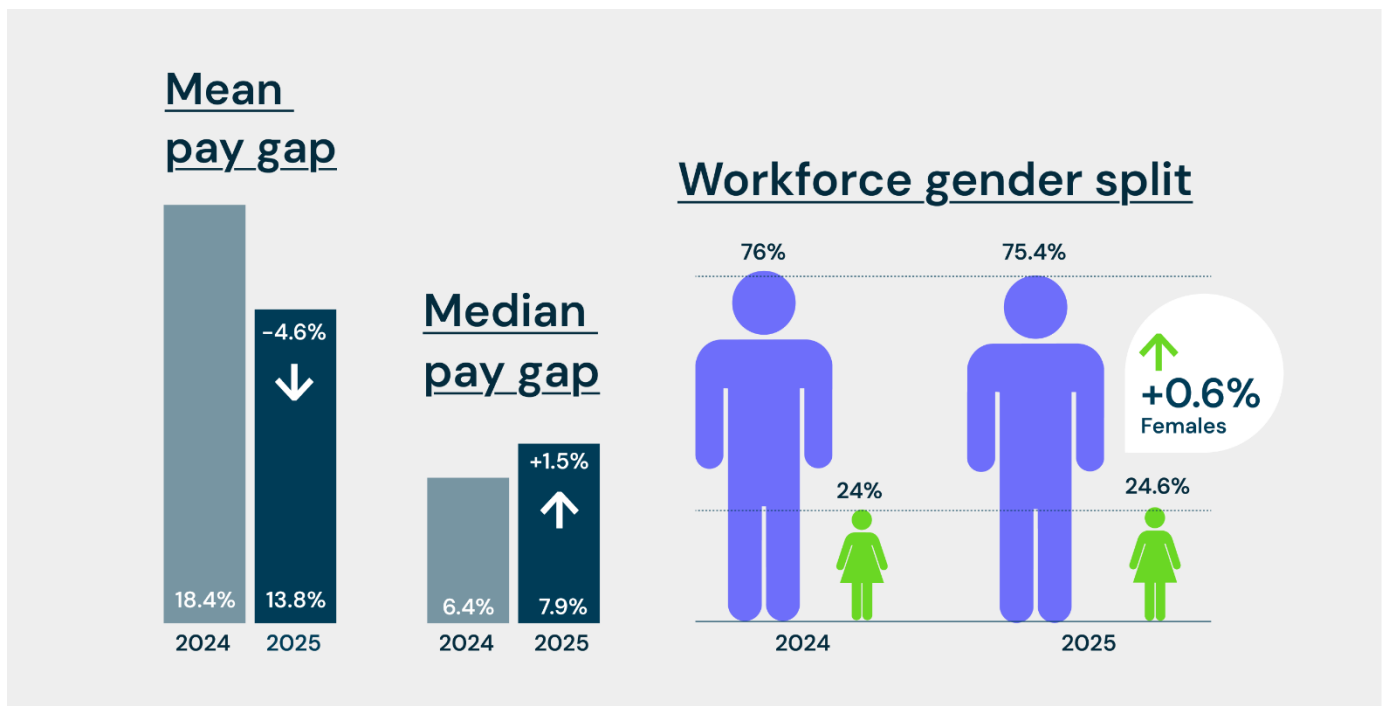
Snapshot Date: 5th April 2025
Employer: CarSupermarket.com
Company Number: 4316950
Registered Address: CarSupermarket.com,
 Bridge Haven One, Saxon Way, Hessle,
 East Yorkshire, HU13 9PG
Employees: 533



Executive Summary

CarSupermarket.com is committed to building a diverse, talented workforce where everyone has equal opportunity to succeed. This report sets out our 2025 Gender Pay Gap data and our practical approach to improving gender representation, particularly at senior levels.

Our 2025 Position:



Key Achievements:

- ✓ **Mean pay gap improved by 4.6%** – our strongest annual improvement.
- ✓ **Automotive sector comparison** – our 13.8% compares favourably to the sector average of 16.2%
- ✓ **Lower-middle quartile female representation increased** from 26% to 40.3% – building our talent pipeline
- ✓ **More women received bonuses than men** (48% vs 37.7%)

Areas for Continued Focus:

- Senior leadership representation (upper quartile: 6.1% female vs sector 13.8%)
- Bonus value gaps remain significant (mean 51%, median 63.4%)
- Mid-career retention (upper-middle quartile declined from 32% to 24.8%)

Understanding Our Gender Pay Gap

What Is It?

The gender pay gap measures the difference in average pay between all men and all women across our organisation, regardless of their role or seniority.

This is different from equal pay. Equal pay means paying men and women the same for doing the same job – which is a legal requirement and something we absolutely ensure.

Why Do We Have a Gap?

Our gender pay gap exists because women are underrepresented in our senior leadership and high-commission sales roles, while being more concentrated in entry and mid-level roles compared to senior positions.

Everyone is paid fairly for the role they do. The gap reflects the types of roles men and women currently hold, not unfair pay.

Our 2025 Data in Detail

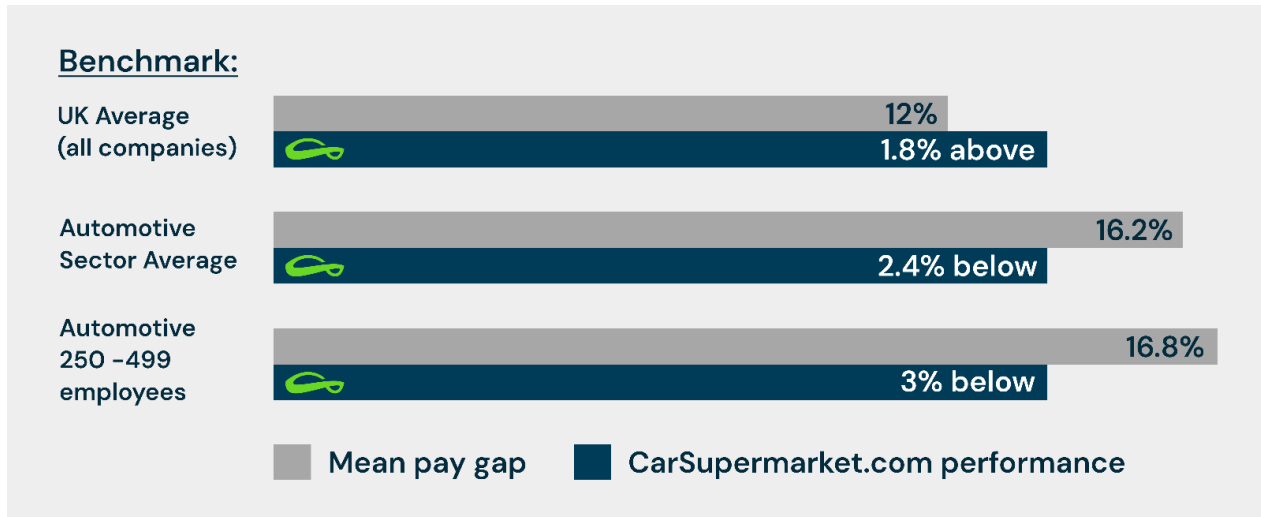
1. Pay Gap – Strong Progress on Mean

Mean (Average) Pay Gap: 13.8% (2024: 18.4%)

This means that on average, women earn 13.8% less per hour than men across our whole organisation.

This is a 4.6 percentage point improvement from 2024 – our strongest annual improvement and a significant step toward gender pay equality.

How we compare:



Source: UK Gender Pay Gap Service, 2024-2025 reporting year (11,278 companies, 227 automotive sector companies)

While we remain slightly above the UK average across all industries, we are making good progress and compare well within the automotive sector.

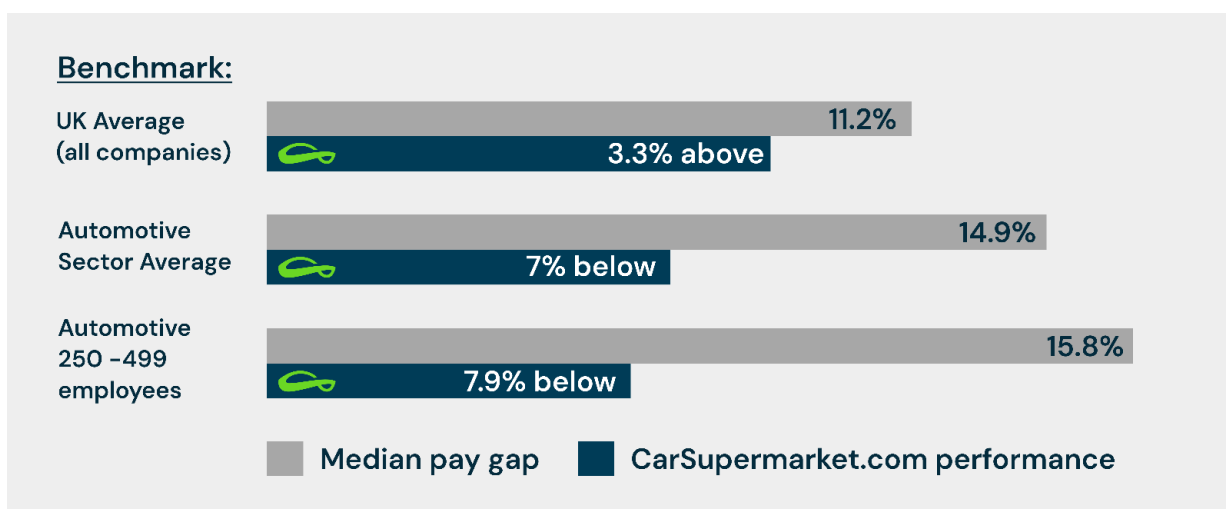
What drove this improvement?

- More women progressing into higher-paid roles
- Equitable pay practices in recruitment and promotions
- Growing female representation in our talent pipeline

Median (Middle) Pay Gap: 7.9% (2024: 6.4%)

This means the woman in the middle of our pay range earns 7.9% less than the man in the middle.

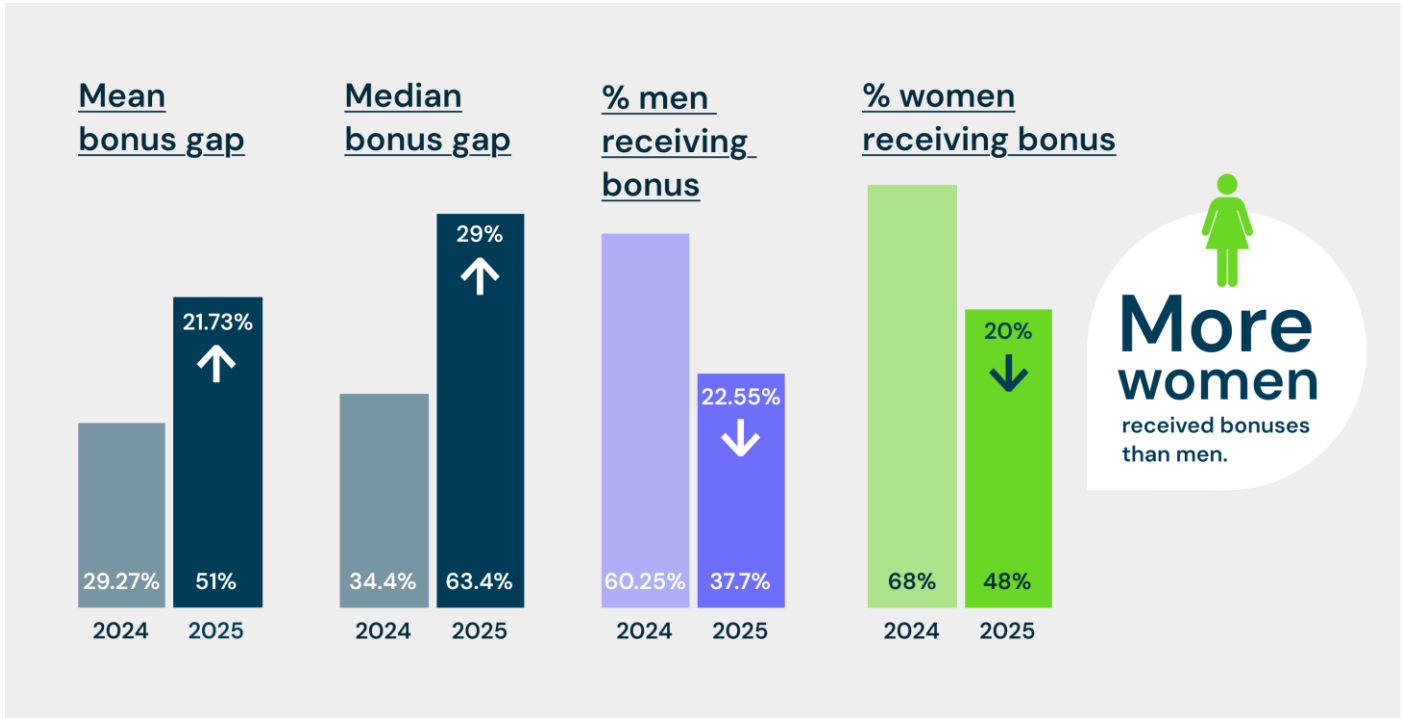
While this increased by 1.5 %, we recognise this needs to improve. The increase reflects shifts in our workforce composition as we build our talent pipeline in the lower-middle quartile.



Source: UK Gender Pay Gap Service, 2024-2025 reporting year (11,278 companies, 227 automotive sector companies)

We are below both UK and automotive sector averages on this metric, though the year-on-year increase reflects shifts in our workforce composition as we build our talent pipeline.

2. Bonus Gap – Our Priority



What's Working:

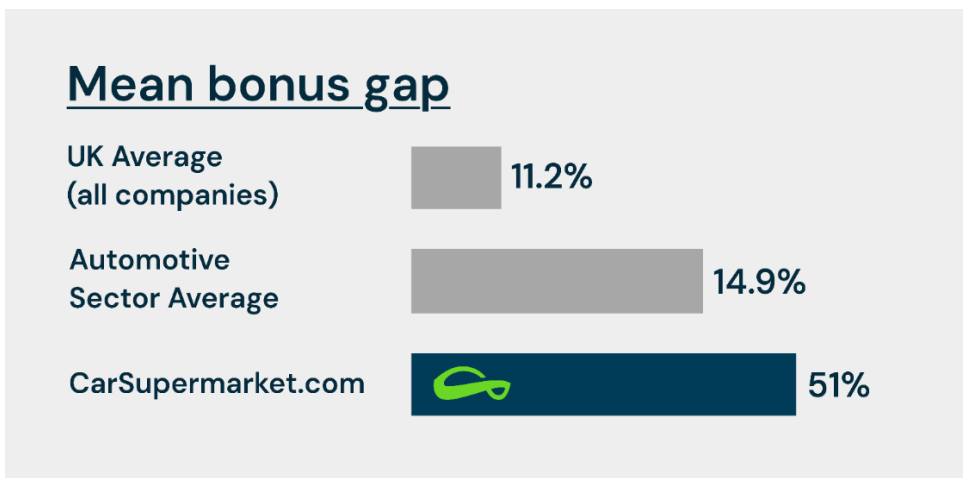
More women received bonuses than men (48% vs 37.7%)

What Requires Attention:

The value of bonuses women received was significantly lower than men:

- Mean bonus: Men £22,016 | Women £10,774
- Median bonus: Men £21,952 | Women £8,034

How We Compare to Sector:



Source: UK Gender Pay Gap Service, 2024–2025 reporting year (11,278 companies, 227 automotive sector companies)

Our bonus gaps are too high, exceeding both UK and automotive sector averages. This requires action.

Why the gap exists?

- High value commission sales roles remain predominantly male.
- Women concentrated in roles with lower bonus/commission potential.

This is our focus for improvement in 2026.

3. Pay Quartiles – The Full Picture

Distribution of women across our pay structure:

Quartile	Female % 2024	Female % 2025	Change
Lower	29.5%	24.8%	- 4.7%
Lower-Middle	26%	40.3%	+ 14.3% ✓
Upper-Middle	32%	24.8%	- 7.2%
Upper	5%	6.1%	+ 1.1%

Standout Success: Lower-Middle Quartile

Our lower-middle quartile saw female representation increase from 26% to 40.3%, representing approximately 54 women in this pay band.

We're encouraged by this progress toward gender balance in this development group, particularly as it exceeds the automotive sector average of 29.3%. This quartile includes junior technicians, service advisors, and early-career sales roles - **our pipeline for future leaders.**

At 40.3% female, we're approaching gender balance in this critical development group.

Areas Requiring Attention:

- **Upper-Middle Quartile:** Decline from 32% to 24.8% while this is still above the sector average of 17.5% it suggests a mid-career retention challenge.
- **Upper Quartile:** While we improved from 5% to 6.1%, senior leadership remains heavily male dominated. We are below the automotive sector average of 13.8% and we want to improve here.

What's Driving Our Pay Gap?

Our gender pay gap is not caused by paying men and women differently for the same work. We ensure everyone is paid fairly for their role.

The gap exists because:

1. Historical Industry Composition

- Automotive industry has been male dominated for decades
- Our senior leadership reflects hiring patterns from 15-20 years ago

- Only 6.1% of our highest earners are female

2. Role Distribution

- High-value commission sales roles are predominantly male
- Customer service/administrative roles have a higher female representation
- Senior technical roles are predominantly male

3. Career Progression Patterns

- Women progressing into our talent pipeline (40.3% in lower-middle quartile)
- Facing retention challenges at mid-career stage (upper-middle quartile declined)
- Senior progression pipeline needs strengthening

We acknowledge these are systemic issues that require sustained attention and action.

Our Practical Commitments for 2026–2028

We're taking a pragmatic, focused approach to improving gender representation:

Priority 1: Fix Bonus

Target: Reduce median bonus gap to below 45% by 2027

Actions:

- Review bonus and commission structures to ensure fairness across different role types
- Audit 2025 bonus awards to identify any unexplained variances
- Create clearer pathways for women into high-value sales and technical roles
- Ensure performance ratings are calibrated fairly across the organisation

Timeline: Complete by Q4 2026

Priority 2: Develop and Retain Mid-Career

Target: Increase upper-middle quartile female representation from 24.8% to 32% by 2027

Actions:

- Structured development conversations for all employees (mandatory half yearly career discussions)
- Mentoring program pairing mid-career employees with senior leaders
- Enhanced flexible working options (hybrid working, core hours flexibility)

- Clear, published career pathways showing progression routes in all departments

Timeline: Launch Q4 2026

Priority 3: Build Senior Leadership

Target: Increase upper quartile female representation from 6.1% to 12% by 2027

Actions:

- Proactive recruitment for senior roles (gender balanced shortlists for all senior positions)
- Leadership development program for high-potential employees
- Executive sponsorship (not just mentorship) for emerging leaders
- Succession planning to include diverse candidates

Timeline: Ongoing from Q3 2026

Priority 4: Attract Female Talent

Target: Increase overall female representation from 24.6% to 28% by 2027

Actions:

- Targeted recruitment marketing showcasing diverse employees and career paths
- Partnership with schools/colleges to promote automotive careers to girls
- Female apprenticeship target: 35% of all apprentice intakes
- "Women in Automotive" employee stories on website and social media

Timeline: Launch Q3 2026

Priority 5: Maintain Pay

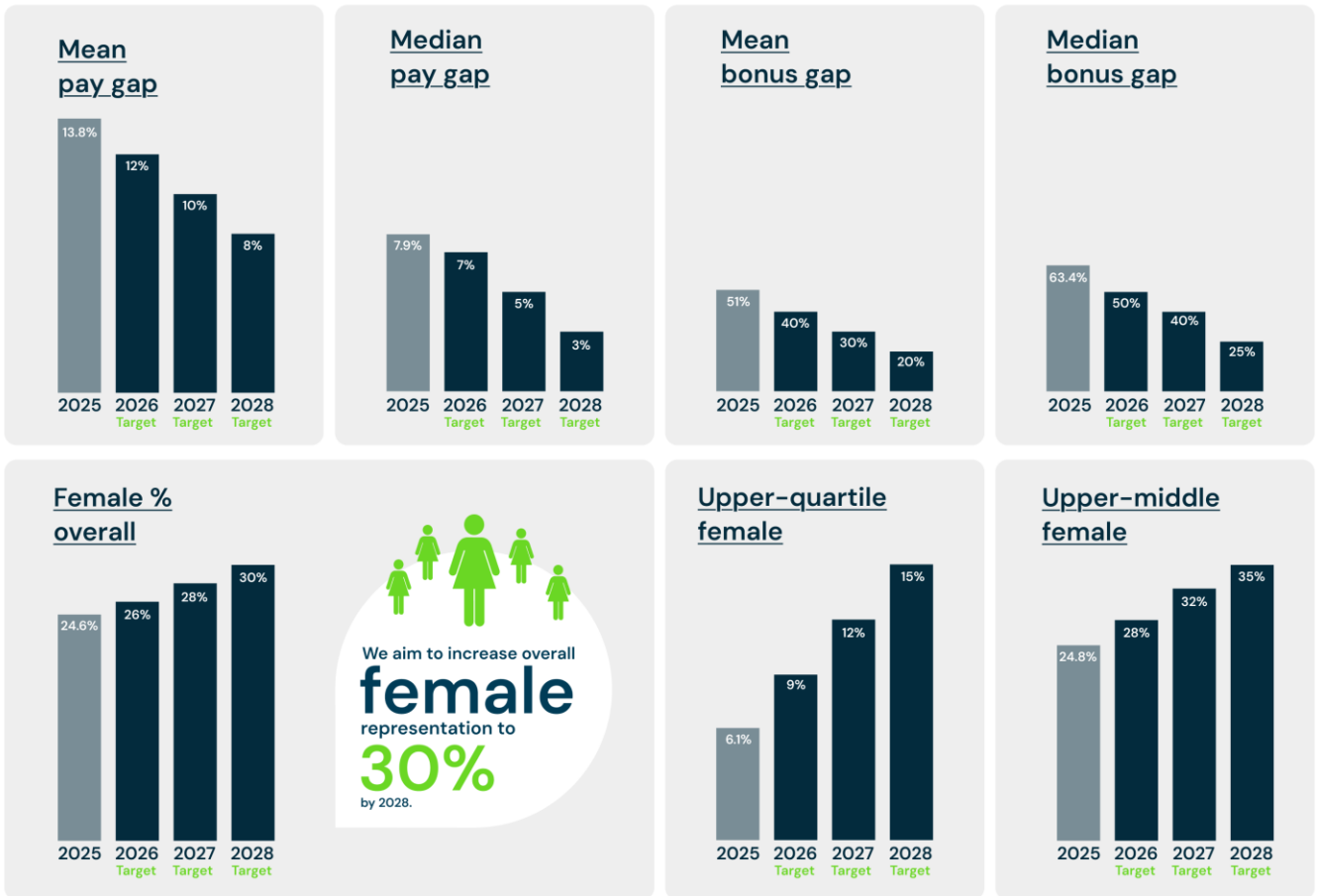
Target: Zero unexplained pay disparities

Actions:

- Annual pay equity audit
- Structured salary review process with cross-department calibration
- Job adverts include salary ranges

Timeline: First audit Q2 2026, then annually

How We'll Measure Improvement



- Annual Gender Pay Gap Report (public)
- Internal dashboard visible to all employees

Our Commitments

Honesty – Transparent reporting on progress

Accountability– Executive responsibility for improvement

Action – We are committed to our actions

Measurement – Regular tracking and reporting

Humility – Learning from our mistakes and adjusting our approach using the PDCA methodology.

Our Honest Reflection

What We're Pleased With:

- Mean pay gap improvement (4.6% in one year)

- Strong talent pipeline development (40.3% female in lower–middle quartile)
- Comparing well with automotive sector benchmarks
- Equal pay for equal work – no discrimination in pay practices

What We Need to Improve:

- Senior leadership remains heavily male (6.1% female in upper quartile vs sector 13.8%)
- Bonus gaps are significant and widened in 2025
- Mid-career retention appears challenging (upper–middle quartile decline)
- Overall representation still below our ambition

Our Approach:

- Practical, focused actions targeting specific issues
- Annual monitoring and course correction as needed
- No over promising – steady, sustainable progress

Looking Ahead

The automotive industry is changing, and we need to change with it. Creating a truly inclusive workplace where everyone can succeed isn't just the right thing to do – it's essential for our future success.

I confirm that the information reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Signed:



Matt Barrick

Chief Executive Officer

CarSupermarket.com

Date: 31st March 2026

Published: 31st March 2026

Next Report Due: 4th April 2027

Contact: Karen Rourke, Business Support Director karen.rourke@carsupermarket.com

Benchmark Data Sources

All benchmark comparisons in this report are based on verified data from:

UK Gender Pay Gap Service

- 2024-2025 reporting year
- Data downloaded: 23 October 2025
- Total companies analysed: 11,278
- Automotive sector companies (SIC code 45): 227
- Automotive companies 250-499 employees: 116

Office for National Statistics

- Gender Pay Gap in the UK: 2025 Statistical Bulletin
- Published: 27 November 2025