

Gender Pay Gap Report

2022/23



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Everyone belongs at Cazoo

At Cazoo, **we're proud to have an inclusive and supportive culture** where everyone feels they belong.

We're committed to **developing and nurturing our team** to give our customers a great car-buying and selling experience.

Creating an inclusive culture is a key business priority, led by the Inclusion Committee, our Executive team and leaders across the business.

Our gender pay gap report follows the Government legislation. This requires businesses with more than 250 employees to submit gender pay gap data annually to the Government website. It covers all employees who identify as men or women.

The data in this report was collected on 5th April 2022 and 5th April 2023, in line with the Government requirements.



The mean (average) gender pay gap

is calculated by adding the hourly rate of all female colleagues and dividing this by the total number of female colleagues. The same process is repeated for male colleagues. The mean gender gap is then the difference between the mean male and mean female hourly pay.

Sum of women's hourly rate



Total number of **women**

Sum of men's hourly rate



Total number of **men**

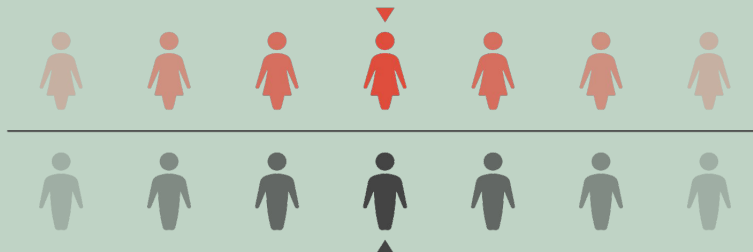
The median (middle) gender pay gap

is the middle value of male and female pay if all were ranked in order. The number is the difference between the female and male in the middle.

Lowest paid

The median

Highest paid

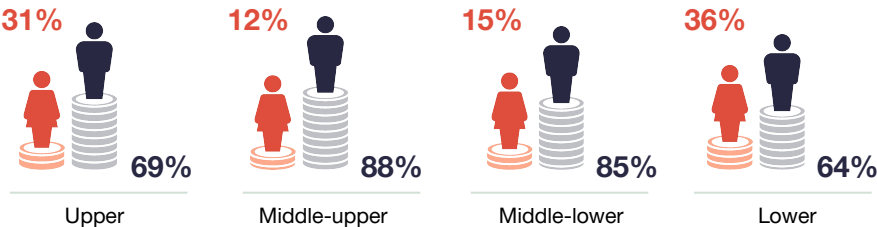


Cazoo results on 5th April 2023

Gender pay gap

-4.26 mean (average) **+5.18%** **12.6%** median (middle) **+2.6%**

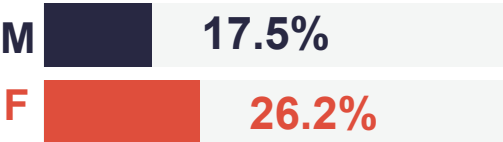
Proportion of men and women in each pay quartile



Gender bonus gap

-66.13% mean (average) **+66.12** **41.38%** median (middle) **-41.37%**

Proportion of men and women receiving a bonus



The mean Gender Pay Gap at Cazoo has slightly **reduced by 5.18%** this year.

We have once again seen an **increase in women within the upper quartile**. Year on year we have seen an increase of from 26% in 2020 to 31% this year. This means that whilst there is still relative under-representation of women at senior levels in the organisation we are able to demonstrate progress in continuing to increase female representation at the same levels.

Our technology, operations and logistics functions, make up 72% of our workforce and **reflects the wider UK challenge of female under-representation in roles in these specialisms**.

We've seen an **improvement in the mean bonus gap**, this is because we've introduced new opportunities to receive bonuses. The large differential is due to the payment of our newly introduced quarterly bonus and where those payment targets were met.

Our progress and plan

Progress in the last year includes:

- Continued ongoing investment in our Belonging Resource Groups (BRGs) which are made up of representatives from across the business. These groups focus on making Cazoo an even more diverse and inclusive place to work.
- We launched our female talent development programme, 'Elevate' in 2022, which focuses on progressing the careers of our female talent within our senior leadership group, and have now inaugurated the next cohort 'Spark' Including a broader group of employees.
- Further developing our reward practices by creating salary ranges based on market salary data to determine pay decisions, as well as conducting pay equity audits and delivering actions to close the gap.
- Improving our pipeline of female talent by ensuring that female candidates are interviewed for leadership roles, striving for 50:50 gender-balanced shortlists for all senior leader hiring. Hosting and supporting women in tech events, including Women of Silicon Roundabout.
- Full policy review programme to ensure all our employee policies are inclusive and accessible to all.

However there's more to do. Further activities this year include:

- Leveraging our Inclusion Committee. They're charged with ensuring continued progress towards Cazoo's vision of developing policies and programs that promote workplace diversity and equity, and foster a culture where everyone belongs.
 - Working with this Committee, Cazoo will strive to incorporate minority voices in all that we do.
 - The Inclusion Committee initiatives are the continuation of Cazoo's efforts to work towards the expansion of diversity within the automotive and technology sectors.
- Launching a new mentoring program to provide female talent with development support, building advocacy and support from our senior leaders, Exec team and Board members.
- Continuing to improve our inclusive hiring practices and the capability of our hiring managers.