



GENDER PAY GAP 2025



Data from April 2024-April 2025



Our Commitment

At McLaren, we remain fully committed to gender equality and recognising a diverse workforce.

We have launched initiatives to encourage more women into the automotive sector as well as development programmes to support long-term progression in the organisation.

In the last 12 months, we have seen improved representation of women across the top three quartiles of the business and a significant increase in female applicants to our Early Careers Programmes.

WE CONTINUE TO FOCUS
ON ATTRACTING AND
RETAINING **THE BEST**
FEMALE TALENT IN
THE INDUSTRY.

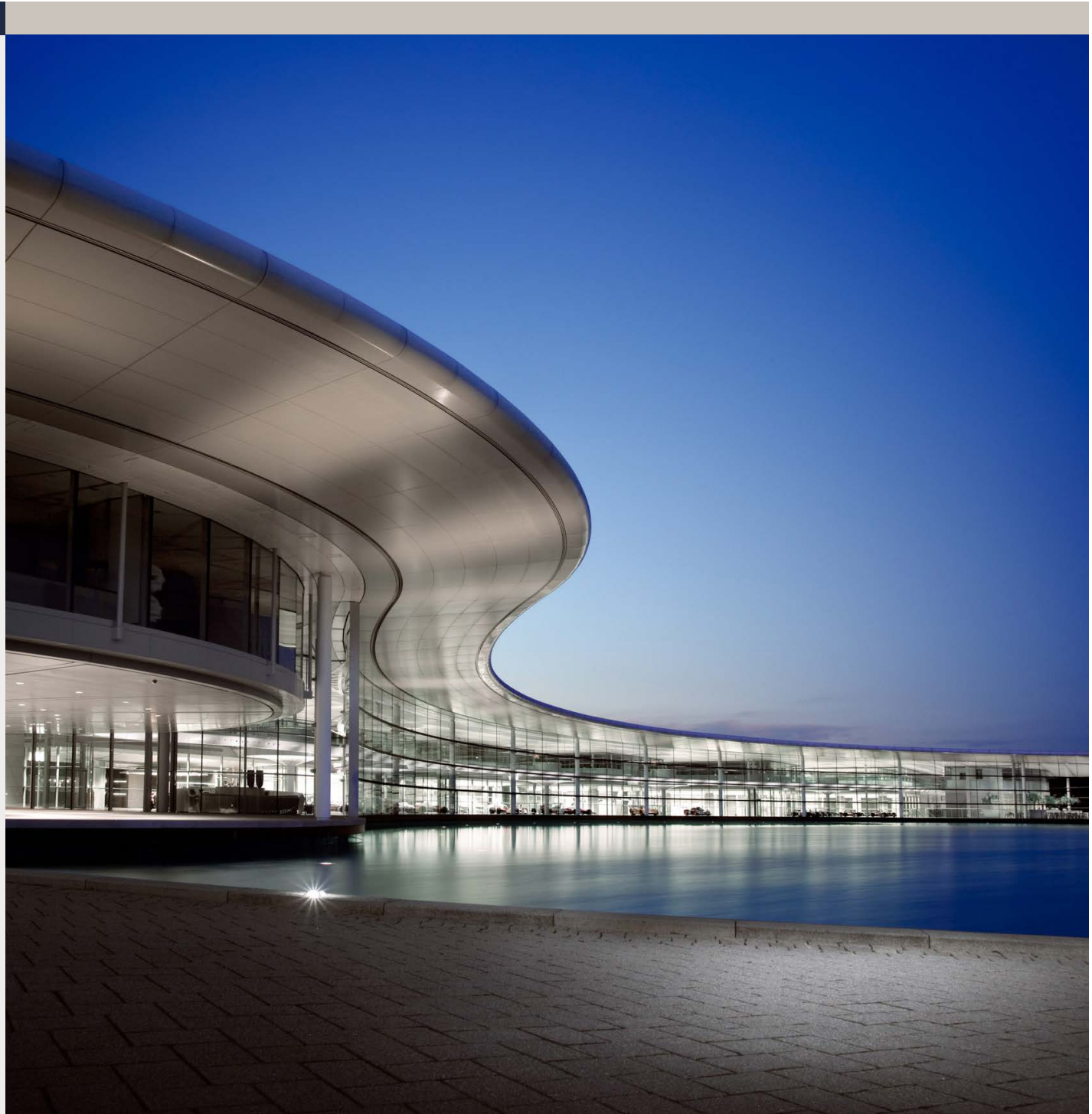




The Gender Pay Gap

The gender pay gap measures the difference between the average (median) hourly earnings of men and women, usually expressed as the percentage by which men's earnings differ from women's.

McLAREN AUTOMOTIVE PROVIDES **EQUAL PAY TO MEN AND WOMEN** IN EQUIVALENT ROLES AND IS COMMITTED TO CLOSING THE GENDER PAY GAP.





Our Results

The median pay gap represents the difference between the “middle” female and the “middle” male colleague, if all staff across all levels were ordered by their annual pay.

The median is our preferred method of analysis as it is the most accurate way to show the difference in earnings between a representative male and a representative female in the business.

| | McLaren Automotive Average | Median National Average |
|------|----------------------------|-------------------------|
| 2025 | 4.8% | 6.9% |
| 2024 | 7% | 7% |

In 2025, our figures show that the median pay for females is 4.8% lower than male employees. It is lower than the National Average and represents a 2.2% narrowing of the gap since last year.

Our gender pay gap reflects the under-representation of women in senior and technical roles, which are typically higher paid. This is consistent across the automotive and engineering industry. Increasing the number of women in leadership and specialist roles remains a key focus area for us.

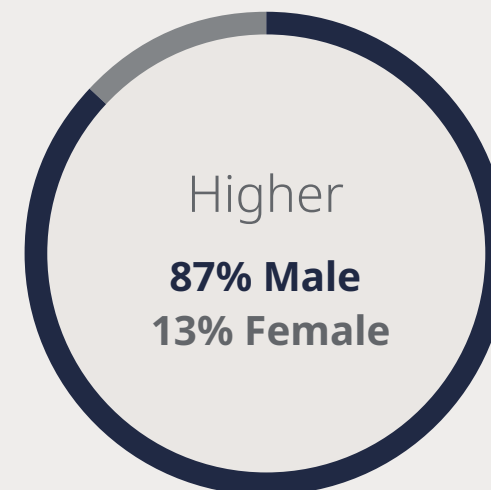
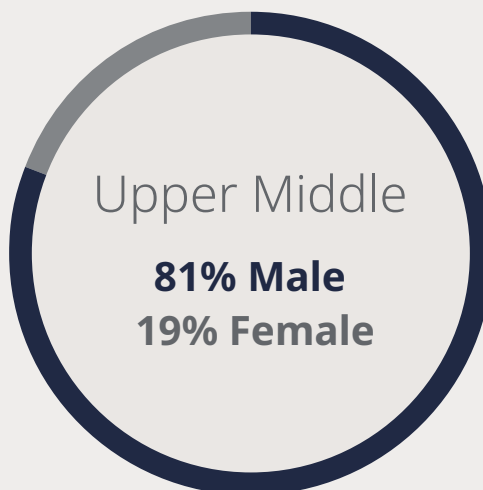
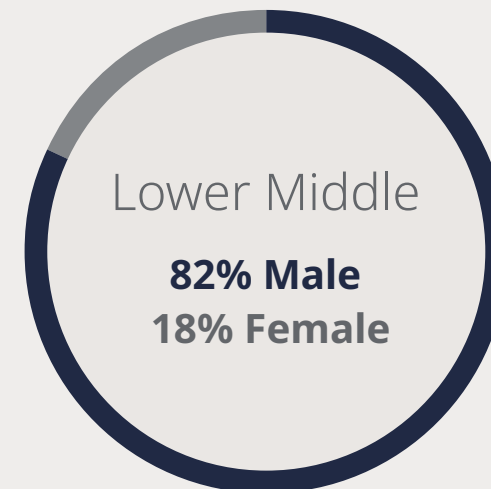
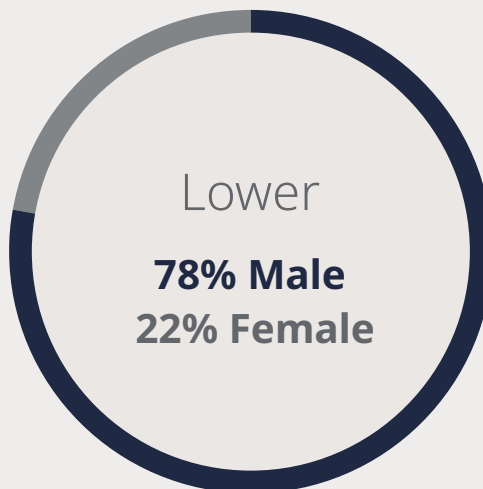




Pay Quartiles

This is where we split our workforce into four equally sized parts based on an individual's hourly pay. We have then split each part by gender. This shows where the gender split exists across these four quartiles, and where the majority of women currently sit across the organisation.

OVER THE PAST 12 MONTHS, WE HAVE **INCREASED THE NUMBER OF WOMEN IN SENIOR ROLES** AND WE WILL CONTINUE TO PRIORITISE ACTIONS THAT SUPPORT SUSTAINED LONG-TERM PROGRESS.





Bonus Pay

Most employees at McLaren Automotive Limited received a bonus in 2025, and eligibility is not impacted by gender. Any gaps in bonus pay between recipients are typically attributed to individuals joining or leaving the business within a bonus period.

Although similar proportions of men and women received a bonus, the bonus pay gap is influenced by the higher concentration of men in senior, bonus-eligible roles.

In 2025, our median bonus pay gap for female employees was 10.86% lower than male employees. This is a 4% improvement in the bonus pay gap from 2024.

89.5% 87.8%

Males received bonus

Females received bonus





Our Initiatives

We have introduced Early Careers Programmes to encourage more young women to join the automotive sector. These programmes focus on outreach, development and supporting long-term progression within the organisation.

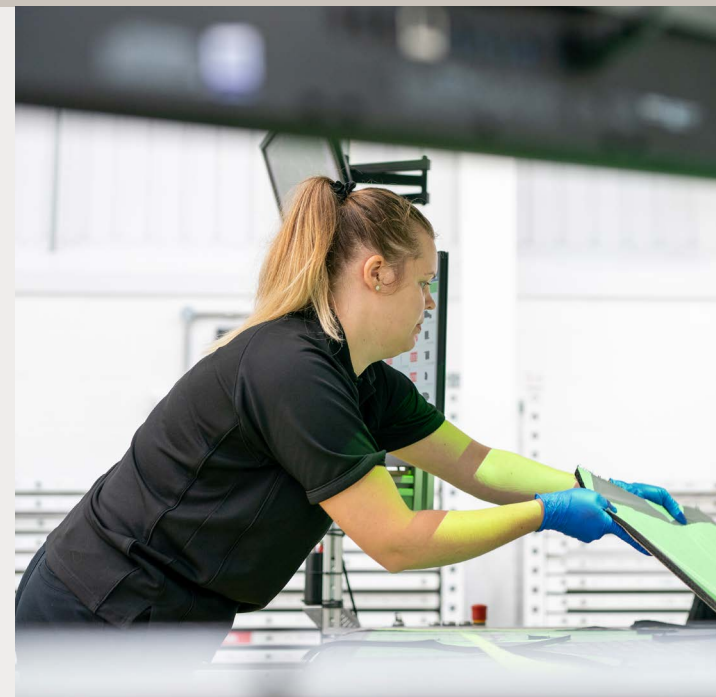
We seek to tackle the problem at its roots by encouraging more young women into the business within the Lower Pay Quartile. We foster and develop their skills to provide them with the experience needed to progress through the business and ultimately become our future leaders.

Since its launch, we have seen a drastic shift in the number of females joining the business.

THE NUMBER OF WOMEN
IN OUR **ANNUAL INTAKE**
HAS INCREASED FROM
27% IN 2024 TO 50%
IN 2025.

IN 2024, 1,548 WOMEN
APPLIED TO OUR
PROGRAMMES AND THIS
GREW DRAMATICALLY TO
4,290 IN 2025 – **A 177%**
INCREASE YEAR ON YEAR.

These programmes are bolstered by a range of internal initiatives that are designed to retain and nurture existing talent, ensuring these females continue through the business pipeline. We encourage and support development, enabling us to promote from within to build a diverse team and increase female representation.





GENDER PAY GAP 2025