



GENDER PAY GAP | 2021



INTRODUCTION

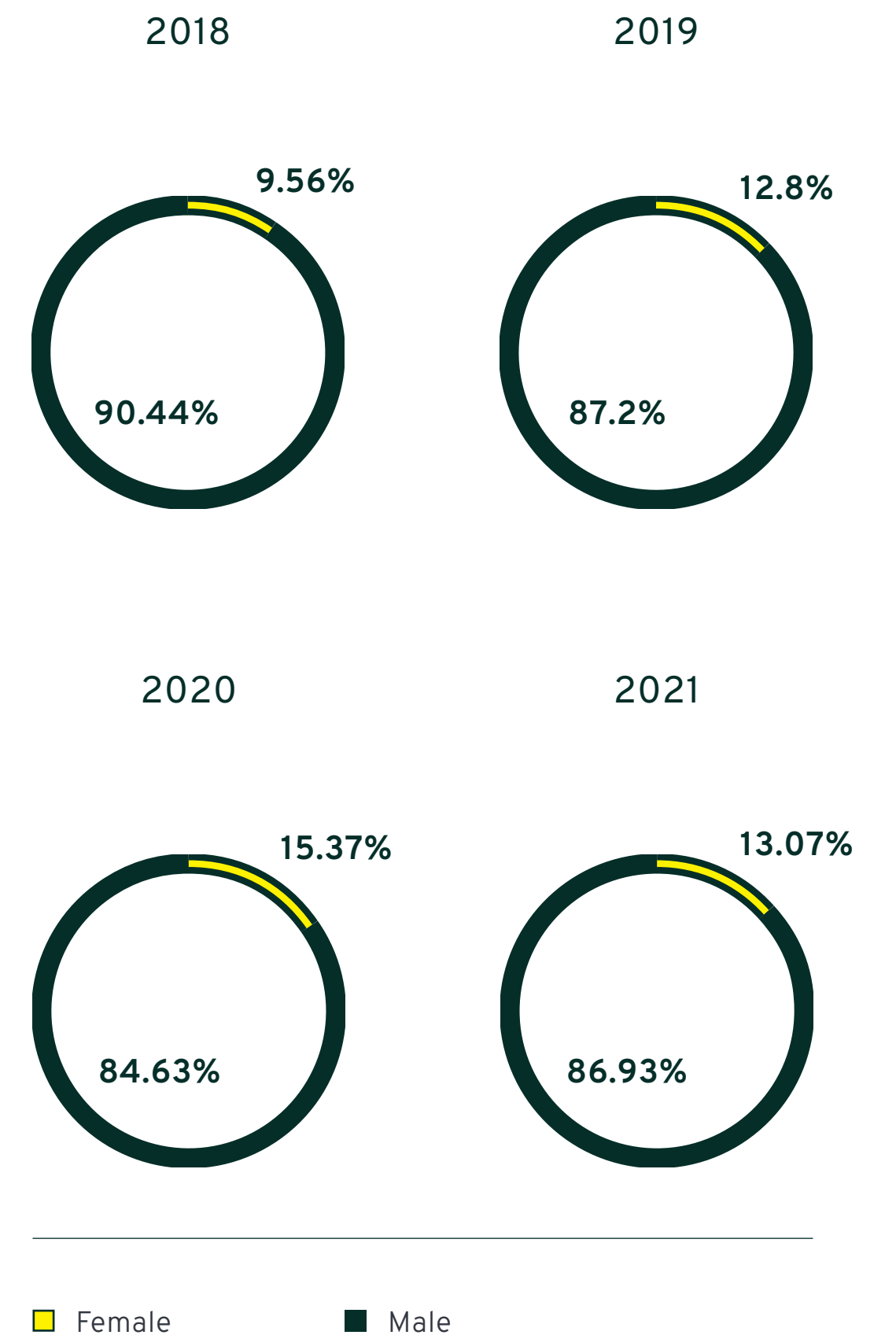
Lotus Cars was founded in 1948 by Colin Chapman, Colin moved the company to Hethel in Norfolk in 1966, where the head office continues to be based.

By remaining true to the ethos of our founder Colin Chapman, Lotus stands alone as a brand dedicated to pure driver's cars. Innovative engineering, cutting-edge technologies and advanced materials ensure that every Lotus proves the value of achieving performance through light weight. Reducing mass remains the most effective means of achieving a true connection between driver, car and road – a quality shared by every car to proudly wear the Lotus badge.

Our people are the core of our business and form the hub of our Uslot methodology. Uslot is the term our founder Colin Chapman used to refer to his first employees "UsLot".

We recognise the importance of diversity and inclusion, and are committed to being representative of the communities in which we operate. In 2020 we created a network of communities with a core foundation based on respect. Our aim is to promote the power of diversity and inclusion and the positive impact it has on driving our culture and our performance. We have introduced three communities including a Women's Community.

EMPLOYEE GENDER MIX



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Lotus has, in the past, had a reputation for traditional approaches to gender equality in the workplace, an unfortunate trait related to its presence in such male dominated environments. Today however, this could not be further from the truth, with current management actively involved in ensuring Lotus is an equal opportunities environment for both men and women.

2020 alone has seen the establishment of the Lotus Women's Community, which looks to address topics of equality and advance women in the workplace. In 2021 we have also seen the first female appointed to the Lotus Executive Team in addition to policy improvements around flexible working and maternity leave. This demonstrates the intentions of Lotus moving forwards in creating a working environment that works for everyone, regardless of gender.

Nicole Matthews, Women's Community Lead

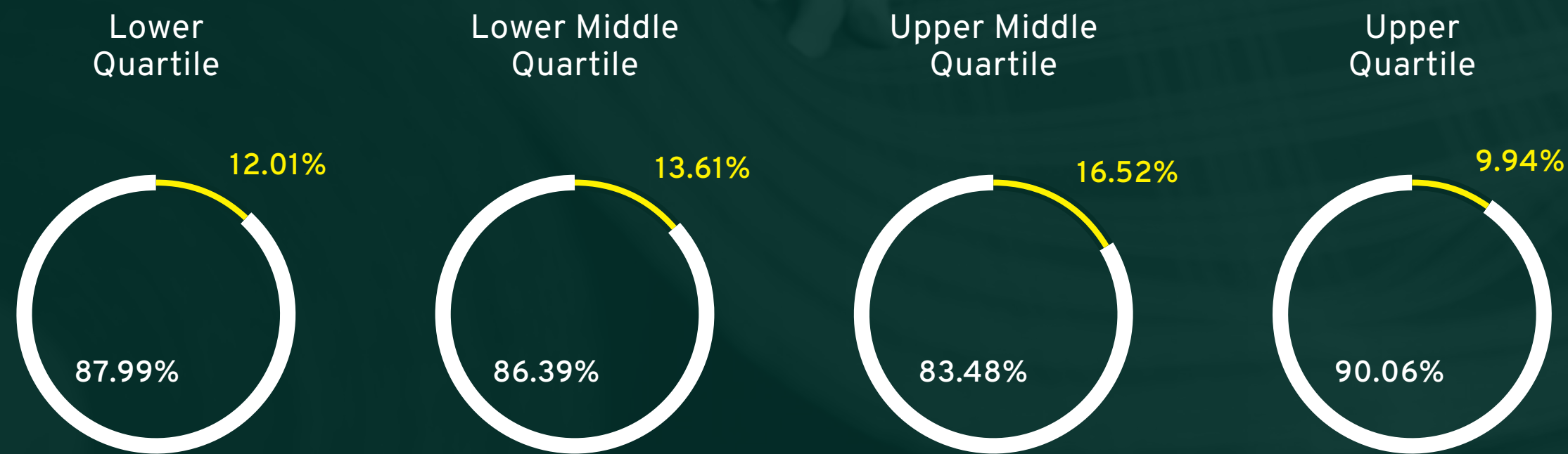


GENDER PAY GAP

Pay difference between women and men employed by Lotus Cars Limited.

Mean Average					Median Average				
2017	2018	2019	2020	2021	2017	2018	2019	2020	2021
17.70%	10.00%	26.48%	12.76%	7.52%	8.60%	-4.17%	0.13%	4.39%	-1.42%

PAY QUARTILES



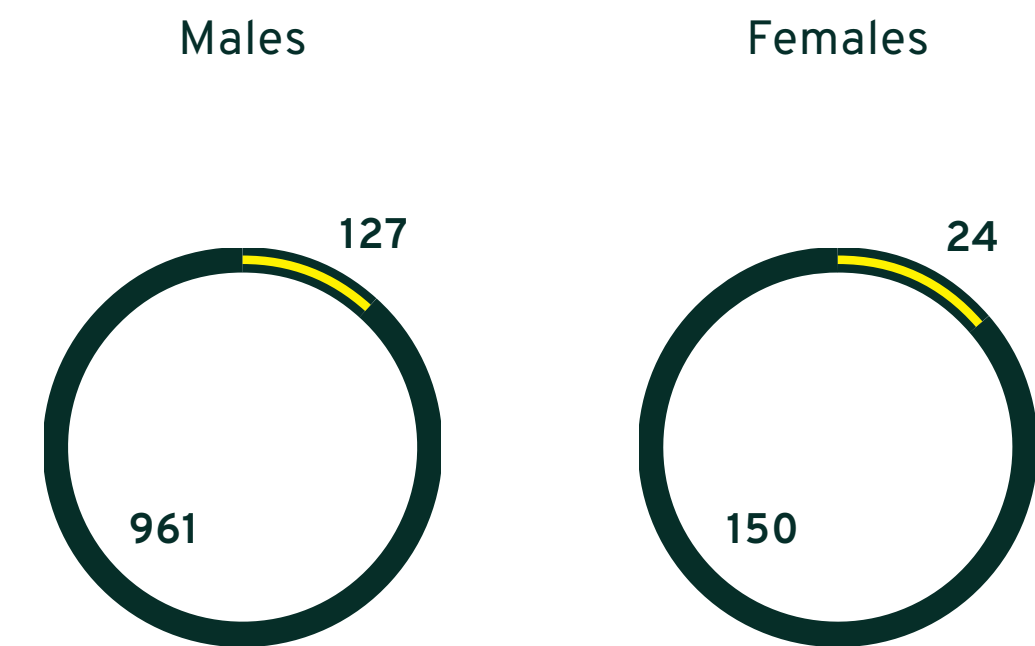
■ Female ■ Male

BONUS PAY GAP

Despite the impact of COVID we were still able to pay a bonus in relation to performance in 2020.

Year	Mean Bonus	Median Bonus
2020	103.57%	3.05%
2021	34.49%	-4.08%

In 2020, 89.02% of male employees received a bonus and 86.21% of female employees received a bonus payment. The bonus payment is assessed for the period January – December. New joiners in the period October 2020 – March 2021 were not eligible for a bonus payment.



■ Not eligible to receive bonus ■ Received bonus



We confirm the data reported is accurate

MATT WINDLE | Managing Director

KEN BROCKIE | HR Operations Director