

GENDER PAY GAP REPORT 2018

At Greenhous, we believe that we are one of the best companies to work for in the motor industry.

We value our employees and are committed to providing competitive salaries and benefits, along with a genuine work-life balance.

Greenhous Group (Holdings) Ltd and Greenhous Group Limited are required to report their Gender Pay Gaps, due to employing more than 250 employees. Greenhous Limited does not employ more than 250 employees so is not required by law to report, but has been included in this exercise for transparency. Greenhous Group Limited and Greenhous Limited are both subsidiaries of Greenhous Group (Holdings) Ltd.

All data included within this report is based on a snapshot date of 5 April 2018. The calculations are intended to assist Greenhous in complying with the Gender Pay Gap Regulations 2017.

The gender pay gap is the differences in the average earnings of male and female employees regardless of their role or seniority and is calculated as the difference between average hourly earnings (excluding overtime) of men and women as a proportion of average hourly earnings (excluding overtime) of men's earnings. For example, a 4.0% gender pay gap denotes that women earn 4.0% less per hour, on average, than men. Conversely, a negative 4.0% gender pay gap denotes that women earn 4.0% more, on average, than men.

The gender pay gap does not measure, and should not be confused with, equal pay which is the right for men and women to be paid the same when doing the same, or equivalent, work.

Greenhous is committed to the principle of equality.

The mean gender pay gap:

| Greenhous Group (Holdings) Ltd | Greenhous Group Limited | Greenhous Limited |
|--------------------------------|-------------------------|-------------------|
| 13.4% | 13.4% | 12.2% |

The overall mean gender pay gap of 13.4% for Greenhous Group (Holdings) Ltd is consistent with last year's result (13.1%). This is the mean difference between the average hourly rate of pay for female employees compared to male employees, irrespective of role or seniority and is expressed as a percentage of the average rate of pay for male employees. In real terms, this 13.4% equates to £1.77.

The median gender pay gap:

| Greenhous Group (Holdings) Ltd | Greenhous Group Limited | Greenhous Limited |
|--------------------------------|-------------------------|-------------------|
| 6.8% | 10.4% | -12.7% |

The overall median gender pay gap of 6.8% for Greenhous Group (Holdings) Ltd is a significant improvement on last year's result (9.8%). This is the median difference between the average hourly rate of pay for female employees compared to male employees, irrespective of role or seniority and is expressed as a percentage of the average rate of pay for male employees. In real terms, this 6.8% equates to 74 pence.

The mean bonus gender pay gap:

| Greenhous Group (Holdings) Ltd | Greenhous Group Limited | Greenhous Limited |
|--------------------------------|-------------------------|-------------------|
| 49.5% | 51.5% | 68.0% |

The overall mean bonus gender pay gap of 49.5% for Greenhous Group (Holdings) Ltd is a significant improvement on last year's result (54.6%).

The median bonus gender pay gap:

| Greenhous Group (Holdings) Ltd | Greenhous Group Limited | Greenhous Limited |
|--------------------------------|-------------------------|-------------------|
| -47.5% | -36.6% | 47.9% |

The overall median bonus gender pay gap is in favour of female employees at -47.5%.

The proportion of males and females receiving a bonus payment:

| Greenhous Group (Holdings) Ltd | Greenhous Group Limited | Greenhous Limited |
|--------------------------------|--------------------------------|--------------------------------|
| Males: 70.8% Females: 58.7% | Males: 77.8% Females: 65.8% | Males: 41.6% Females: 27.6% |

The proportion of male employees receiving a bonus at Greenhous Group (Holdings) Ltd stands at 70.8% (68% the previous year) compared to 58.7% for females (47% the previous year). This shows that, although the bonuses paid to female employees is still below that paid to male employees, there has been a significant 11.7% increase in bonuses paid to female employees.

It should be noted, however, that the reporting requirements dictate that commission earnings are classed as bonuses. The majority of sales roles are held by male employees and their commission earnings are included in the above calculations.

The proportion of males and females in each quartile band:

| Greenhous Group (Holdings) Ltd | Bands | Total no. employees in band | Females | Males |
|--------------------------------|--------------|-----------------------------|---------|-------|
| | Upper | 239 | 10.5% | 89.5% |
| | Upper Middle | 239 | 10.9% | 89.1% |
| | Lower Middle | 239 | 24.7% | 75.3% |
| | Lower | 239 | 12.1% | 87.9% |

| Greenhous Group Limited | Bands | Total no. employees in band | Females | Males |
|-------------------------|--------------|-----------------------------|---------|-------|
| | Upper | 205 | 10.2% | 89.8% |
| | Upper Middle | 205 | 8.8% | 91.2% |
| | Lower Middle | 205 | 22.0% | 78.0% |
| | Lower | 205 | 13.2% | 86.8% |

| Greenhous Limited | Bands | Total no. employees in band | Females | Males |
|-------------------|--------------|-----------------------------|---------|-------|
| | Upper | 34 | 17.6% | 82.4% |
| | Upper Middle | 34 | 35.3% | 64.7% |
| | Lower Middle | 34 | 20.6% | 79.4% |
| | Lower | 34 | 8.8% | 91.2% |

At Greenhous there is a large gender imbalance (14.5% female, 85.5% male) which is to be expected in the motor industry, which has traditionally been a male-dominated industry. Greenhous continues to work to attract females to the industry, but this will be a long-term project as females will need to be attracted at apprenticeship level in a number of roles, in order to progress up the career ladder.

Observations

- Female employees who were on maternity leave on 5 April 2018 are required to be excluded from the gender pay gap calculation. On this date, 5.4% of the workforce was on maternity leave and thus excluded.
- Since the last report Greenhous has acquired a new site which has a male-only workforce.
- As is typical for this industry, the majority of senior roles are currently held by males.
- 49.5% of our male workforce occupy technical positions. 70.5% of our female workforce occupy administrative roles.

Closing the gap

Greenhous is an equal opportunities employer, committed to gender diversity and pay parity. We are committed to increasing the number of females in our workforce and continue to seek to increase the number of females at all levels within the company, with a workplace culture and environment that will attract and retain females to Greenhous.

To this end, we are also committed to improving our gender pay gap figures through a number of initiatives:

- **Recruitment and Retention:** the motor trade has traditionally been a male dominated industry and there are not a lot of qualified females, especially in technical roles, to recruit into the company. Our aim therefore is to recruit females at an apprenticeship level, especially for technical roles, so that they can be trained to become qualified. In the short to medium term we expect that, realistically, this will widen our gender pay gap as female apprentices will be paid much less than male employees who are qualified and experienced, but in the long term this imbalance will adjust and the gender pay gap will be reduced in the long term.

In order to reach as wide an audience as possible we advertise our vacancies across a wide range of platforms including our web site, social media, job centres, local newspapers and recruitment agencies. We also advertise all vacancies internally, to promote skills and career development within.

- **Flexible Working:** Greenhous offers all employees the right to request to work flexibly and, in the past 12 months, all employees who have taken maternity leave have returned to work at the end of it.
- **Relationships with schools and colleges:** we will continue to build relationships with local schools and colleges to promote the motor trade as a viable career option for females.

Greenhous holds a realistic view that, in themselves, none of the above initiatives will remove the gender pay gap. Nevertheless we are committed to make improvements and will continue to report on the work we are doing to close the gap, on an annual basis.

I, Mike Pawson, Financial Director, confirm that the information in this statement is accurate.

Mike Pawson

2 January 2019