

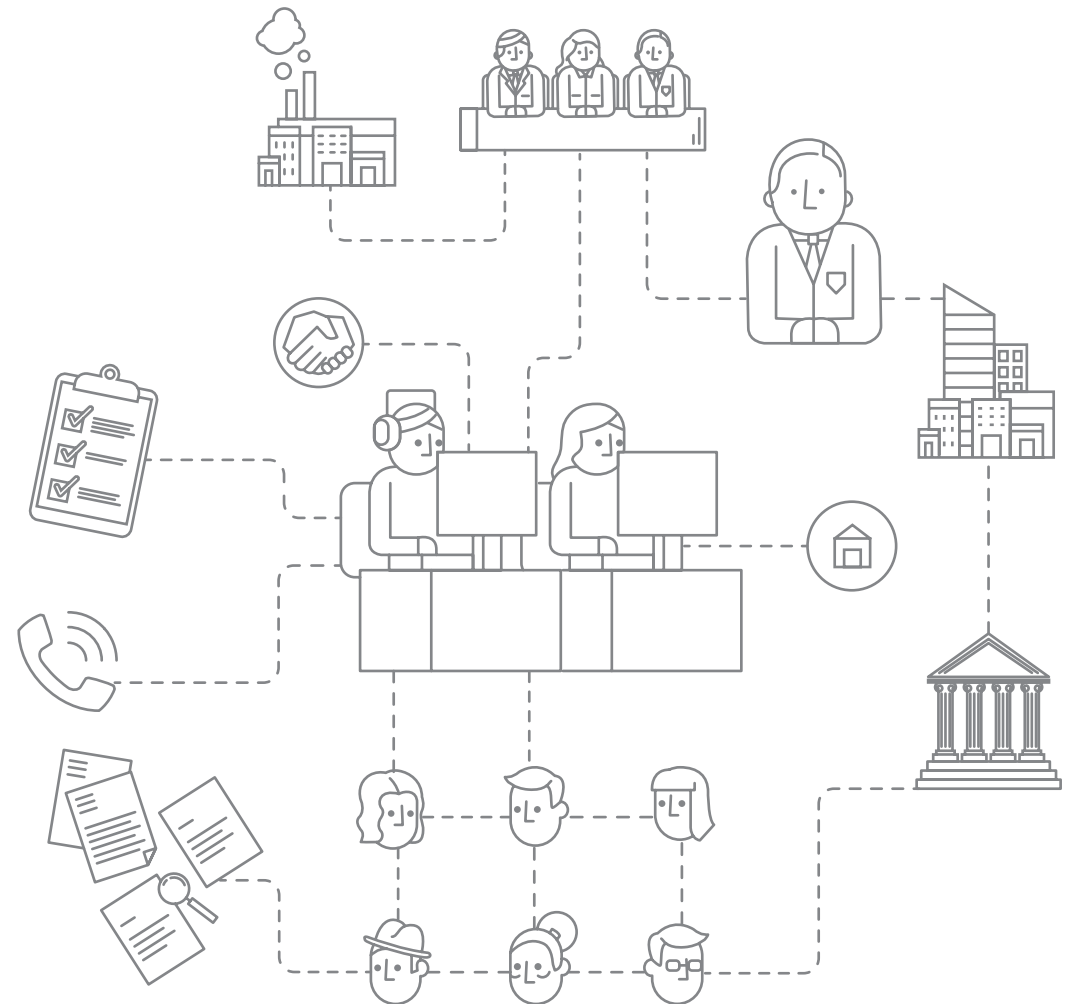
Greenhous's gender pay gap report – 2017/2018

At Greenhous, our ambition is to be one of the best companies to work for in the motor industry.

We understand the value of our employees and provide competitive salaries, generous benefits and a realistic work-life balance. In this report, we provide our gender pay gap information for Greenhous Group and Greenhous Ltd businesses; analyse the results and outline our plans for closing the gap.

Under the UK Government's Gender Pay Gap regulation, all UK companies with 250 or more employees need to publish their GPG statistics.

Greenhous is committed to the principle of equality. The gender pay gap is defined as the differences in the average earnings of men and women regardless of their role or seniority. It does not measure equal pay, which relates to what women and men are paid for the same or similar jobs or work of equal value.



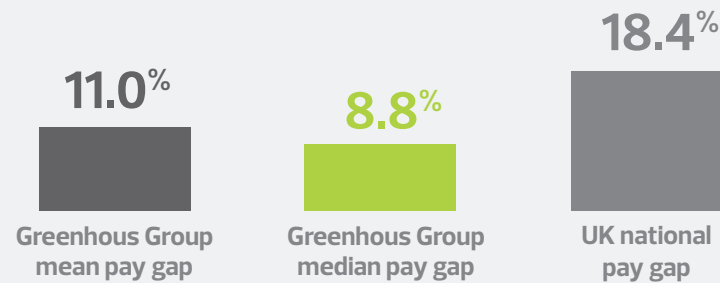
Reporting and analysing Greenhous's gender pay gap

Greenhous Group

This is its report for the snapshot date of 5 April 2017.

This diagram clearly shows our gender pay gap; the difference between the average hourly pay of all women compared to men, irrespective of their role or seniority, expressed as a percentage of men's average pay. The median average pay for all our women is 8.8 per cent lower than that for all men. The average gap for all employees (full-time and part-time) in the UK is 18.4 per cent.

Mean, median and UK national average gender pay gap



The mean gender bonus gap and the median gender bonus gap for Greenhous Group are relatively large. However, when looked at in terms of cash amounts rather than percentage terms, the figures involved are comparatively small.

The proportion of men at Greenhous Group who received a bonus in the 12 months up to 5 April 2017 was 69 per cent, while for women this was 49.3 per cent. This reflects the higher proportion of men in roles where bonuses are offered under our current policy. This is an area which we will focus on moving forward.

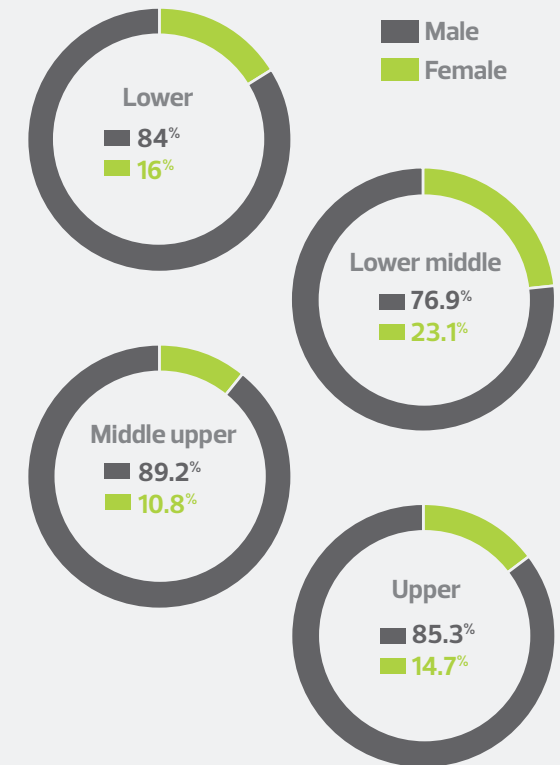
Male/female percentage receiving a bonus



Bonus difference

	Mean	Median
Bonus	48.7%	-93.8%

Male/female percentages across pay quartiles

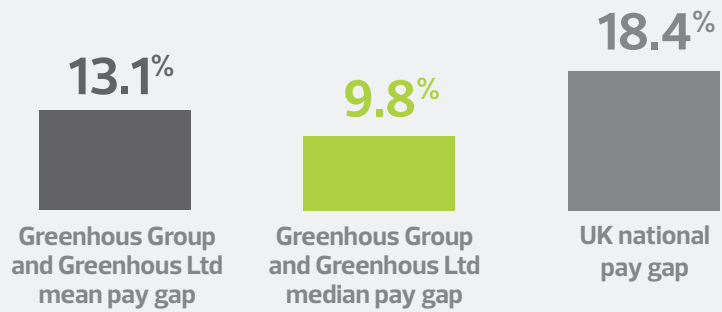


At Greenhous Group, there is a large gender imbalance (83-17 per cent) and this is fairly consistent across the quartile bandings. As a business Greenhous Group continues to struggle to recruit women in a traditionally male-dominated industry. This is similar to most other organisations in our sector and is also an area of focus for Greenhous Group moving forward.

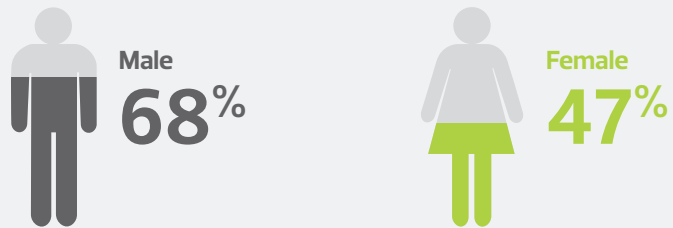
Greenhous Group and Greenhous Limited

This is its report for the snapshot date of 5 April 2017.

Mean, median and UK national average gender pay gap



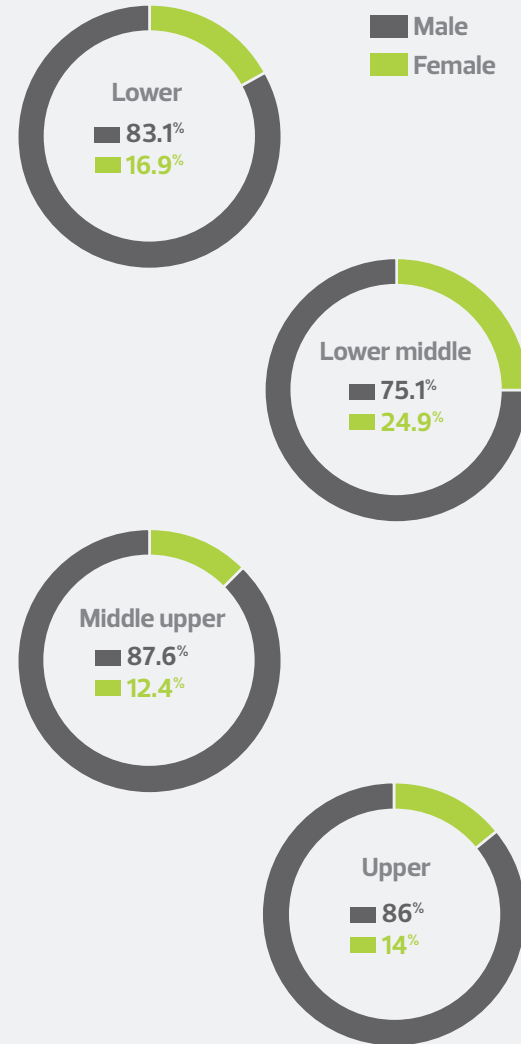
Greenhous Group and Greenhous Ltd male/female percentage receiving a bonus



Bonus difference

	Mean	Median
Bonus	54.6%	-88.4%

Greenhous Group and Greenhous Ltd male/female percentages across pay quartiles



Greenhous Ltd

As Greenhous Ltd is currently under the 250–employee threshold that creates this reporting requirement we are not legally required to report the gender pay gap for the business. However, as an organisation we want to be transparent in terms of the reporting we have done to date.

This is its report for the snapshot date of 5 April 2017.

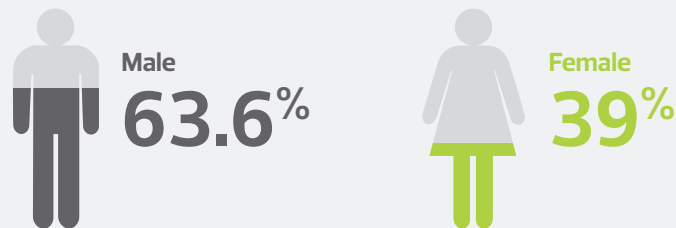
This diagram shows our gender pay gap for Greenhous Ltd only. The median average pay for women is 12 per cent lower than that for men. The Greenhous Ltd mean gender pay gap is nearly 10 per cent higher than that of Group and Ltd together. The median differential is less significant when compared to Group and Ltd. This pattern is consistent throughout the reporting metrics.

Mean, median and UK national average gender pay gap



The mean gender bonus gap and the median gender bonus gap for Greenhous Ltd are relatively large. The proportion of men at Greenhous Ltd who received a bonus in the 12 months up to 5 April 2017 was 63.6 per cent, while for women this was 39 per cent. This again reflects the higher proportion of men in roles where bonuses are offered under our current policy.

Male/female percentage receiving a bonus



Bonus difference

	Mean	Median
Bonus	73%	47.2%

Male/female percentages across pay quartiles



The above diagrams show that there is a loss of female participation as we rise through the quartiles. Female participation in the upper quartile drops to just 4.4 per cent from 26.1 per cent at the lower quartile, showing a gradual reduction of female participation as salaries rise at Greenhous Ltd. This is more typical of other companies in general but it is an area we are keen to consider moving forward.

Closing the gap

Greenhous is committed to gender diversity and pay parity.

While the overall Greenhous pay gap is lower than the UK average, this is not a subject which we are complacent about and are committed to doing everything that we can to reduce the gap. We would like the female percentage of employees to be much higher and are actively working to increase the number of women at all levels in the organisation. We want to ensure we have an appropriate working environment and culture to attract and retain females.

We have set ourselves the task of improving our gender diversity and gender pay gap figures over the next two years. To achieve this we are committed to delivering current and new initiatives.

Recruit & Retain

A key to increasing the number of females joining Greenhous and progressing through the organisation is our approach to recruitment. We want to ensure that we have candidate attraction strategies that promote diversity and equality, ensuring the widest pool of candidates are encouraged to apply for available roles. With this in mind we will be reviewing our approach to recruitment with a view to improving the numbers of women attracted to work for Greenhous, particularly in the roles and areas of the business where there are few women.

We have a strong relationship with several local colleges and plan to work with them over the coming year to understand the gender mix on relevant courses and how we can support them in attracting more females to the industry.

Our Greenhous Academy has recently been launched which involves bringing in apprentices to the business to rotate across a number of departments. 50 per cent of those offered a permanent role to date have been female. This is a programme we plan to continue and aim to increase the number of females applying and completing.

Moving forward we will also be launching a school-partnering pilot scheme with local secondary schools, to raise young people's awareness of the different career opportunities available within the automotive sector. This will involve exemplifying women in un-stereotypical roles and making them visible to students in the community considering their options.

Greenhous advertises all new positions internally so there is every opportunity for women to consider themselves for role changes and promotions across the organisation. This is something we encourage and going forward we will be considering how we can further support women in progressing through the organisation. This will involve areas such as learning and development and mentoring.

Flexible working

Greenhous offers flexible working arrangements and has a good ratio of women returning to work post maternity. We are keen to continue to progress in our flexible working approach and to think of more innovative ways of encouraging a diverse workforce across departments and levels within the Company.

Bonus and pay approach

We are committed to reviewing our policy on bonus payments over the next 12-18 months.

None of these initiatives will, of itself, remove the gender pay gap. However, we plan to track and monitor our success in attracting, recruiting and retaining more females into the Group and are committed to reporting on an annual basis on what we are doing to reduce the gender pay gap and the progress that we are making.

Any further initiatives launched throughout the year will be reported on the company intranet.

I, Mike Pawson, FD, will confirm that the information in this statement is accurate.

Mike Pawson

22 January 2018

Calculated in accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Data as of 5 April 2017. Results produced for the Greenhous Group by



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