Solus London Ltd, prides itself on being a workplace that cares about equality and diversity. We continue to transform our culture and proactively encourage an inclusive workplace environment in line with these principles and the values of our parent company, Aviva plc.

We care about our people, the future of our industry and its customers, ensuring that all of our employees have access to equal opportunities and our culture demonstrates our commitment to being a fair and responsible employer.

In 2018, Solus were Gold winners at the UK Customer Experience Awards for Best Business Change and Transformation. We believe the key attributes to this success were supported by our vision for change and our desire to be an industry leading employer of choice.

The motor industry is predominantly a male environment and it has been difficult to attract female recruits, particularly in the technical community. The reported data for Solus London Ltd is based on 86% male employees with just 14% female. We support the need for change to address gender imbalance in our industry and are committed to improving our Gender pay gap.

In this report we provide our 2018 Gender Pay Gap information, we are pleased to see an improvement on last year’s Gender Pay Gap report and are committed to supporting initiatives that will continue to change that.

I confirm that all Gender Pay Gap data detailed in this report is accurate and in line with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Alex Caldwell
Managing Director – 03rd April 2019
What is the Gender Pay Gap and how is it calculated?

The Government’s Gender Pay Gap legislation requires any employer with 250 or more employees to annually publish their Gender Pay Gap Report. The figures reported must be based on the calculations specified in the regulations and these include the mean and median averages of pay and bonus.

Along with the averages for pay and bonus, we must also confirm the number of men and women from the lowest paid to the highest paid, split over 4 equal quartiles and the percentage of men and women who received a bonus in the relevant bonus period.

**Median Hourly Pay**

The median average is calculated by placing all male and female earnings in order, the median is the middle figure.

**Mean Hourly Pay**

The mean average is calculated by adding the total pay together, then dividing by the total number of employees for both males and females.

**Gender Pay vs Equal Pay**

The Gender Pay Gap reveals the difference in pay between men and women across an organisation. Equal pay is where men and women are paid equally for doing equal work. Whilst we have a gender pay gap at Solus, we know this is a consequence of having more male employees in our higher paid roles and not a result of equal pay issues.

At Solus we are committed to our equal pay obligations, we are a proud Living Wage employer and committed to paying our employees fairly.
Gender Pay Gap 2018 - The Results

This table illustrates the Solus overall mean and median gender pay gap. This is based on the hourly pay rates as at 05th April 2018.

<table>
<thead>
<tr>
<th>Gender Pay Gap April 2018</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>12.8%</td>
</tr>
<tr>
<td>Median</td>
<td>23.0%</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Gender Pay Gap April 2017</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>14.4%</td>
</tr>
<tr>
<td>Median</td>
<td>20.4%</td>
</tr>
</tbody>
</table>

We are pleased to report that we have managed to decrease our GPG mean average by 1.6% when compared to last year’s report, however, our median average has increased by 2.6%.

The following is of note:

- We heavily invested in our apprenticeship programme and this has resulted in more apprentices than previously.
- We have invested considerable time during the last year in promoting a better work life balance, this has led us to accommodating various flexible working patterns and job shares.
- At Solus we have an approximate head count of 600 employees. Being a relatively small employer, with a much higher number of male than female staff, this has meant retirement, new job, and relocations amongst our female employees has made a reasonable difference to our Gender Pay Gap.
In our GPG report last year, we stated that Solus had begun a pay and bonus restructure in 2016, this continued into the following year with the last of our employee’s transferring into the new bonus structure in July 2017. The new bonus scheme allows all of our site based employees the opportunity to receive the same level of bonus, regardless of position.

We believe that next years reporting will provide a result which is more representative of the outcome from our change in bonus structure.

**Bonus Pay Gap 2017**
- Mean: 43.3%
- Median: 24.9%

**Bonus Pay Gap 2018**
- Mean: -23.3%
- Median: -10.7%

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**Proportion of employees receiving a bonus during the relevant bonus period**

**Male Employees**
- Percentage of males who received a bonus: 93.9%
- Percentage of males that did not receive a bonus: 6.1%

**Female Employees**
- Percentage of females who received a bonus: 94.9%
- Percentage of females that did not receive a bonus: 5.1%

Our male/female proportion of bonuses paid out are very similar this year to last year's and we envisage this to be the case going forward as all permanent Solus employees have the opportunity to earn bonus.
Gender Pay Gap 2018 – Our Pay Quartiles

The below graph illustrates the gender distribution at Solus across our pay quartiles (which divide our organisation into four equal sections based on hourly pay rates). These quartiles each contain approximately 133 people.

This data was based on 530 full pay relevant employees, of which only 71 are female.

Whilst we recognise we have slightly more male employees in senior roles within the business, it is important to note that 41% of our upper quartile is made up of our technical employees who are mechanical and repair technicians such as panel beaters, painters and fitters. These role types are predominantly male across the motor industry as a whole.

If technical employees were removed from this quartile and we include senior roles only we would be considerably nearer to the ideal 50/50 ratio.
Gender Pay Gap report 2018

We are committed to delivering existing and new initiatives to improve our ability to attract new talent and engage and develop our people at all levels across the business. We are proud to offer all of our colleagues access to the same opportunities and firmly believe in having the best people for the best jobs regardless of gender.

What we have done ...

- We have heavily invested in our training academy and offer a number of skilled apprenticeships.
- We have won Apprentice of the Year Awards for the last 2 years running, one of which was awarded to our first technical female apprentice who has now successfully been promoted in to a senior lead role
- In 2018 all of our people leaders attended various leadership training courses, we believe this investment in career development will enhance and encourage internal succession to all within our organisation.
- We have recently increased our senior female representation including a new senior leader
- A number of our employees are now working more flexibly
- We have carried out a review of our parental leave policy which has led to enhancing our Maternity and Paternity paid leave

In addition to the initiatives above, we pledge to do the following in our continued efforts to improve our gender pay gap;

- We will continue to review our recruitment strategy, working to encourage females into our industry and business. This will include attracting diverse talent and fresh ideas by challenging traditional perceptions and gender stereotypes of the motor repair industry.
- Continue to promote flexible working across our organisation by encouraging return to work and part time working patterns to suit our employees’ work life balance.

We commit to developing our employees with internal and external training and have succession plans in place for our key senior roles, with a view to increasing female representation across the business and look forward to our findings next year where we anticipate further improvement.