

## Moto Hospitality Limited ("Moto") 2017 Gender Pay Gap Report



### Overview

Moto is committed to ensuring that everyone is rewarded fairly for their work and enjoys the same access to opportunities in the business.

Our analysis of our gender pay gap shows that the representation of men and women in the business is the main reason for both the overall hourly and bonus pay gaps. Moto's employee population is approximately 60% female and although 27% of Moto's board is made up of women, there are more men in senior higher-paid roles within the business. We want the representation of men and women in our most senior roles to become more even over time.

### Gender Pay Gap Data

Pay Gap		Bonus Gap	
Mean hourly pay gap	10.4%	Mean bonus pay gap	62.3%
Median hourly pay gap	3.0%	Median bonus pay gap	42.6%

The gender pay gap measures the difference between men and women's average earnings and is expressed as a percentage of men's pay. According to the Office of National Statistics, the overall UK mean hourly gender pay gap is currently 18.1%. The 'Pay Gap' table above shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date of 5 April 2017. The 'Bonus Gap' table shows the mean and median data for bonus payments made in the 12 months reference period to 5 April 2017.

While Moto's mean hourly gender pay gap of 10.4% is significantly below the UK average of 18.1%, and also below the retail sector average of 15%, we are committed to taking steps to reduce this gap further and have launched a number of new initiatives to support this.

As stated above our analysis of our gender pay gap shows that the overwhelming reason for both the overall hourly and bonus pay gaps is the fact that there are more men in senior higher paid roles within the business. This analysis is supported by the fact that our median hourly pay and bonus gaps are much lower than the mean hourly pay and bonus gap respectively. The median hourly pay gap is generally considered to be a better representation of the typical difference between male and female employees as is not distorted as much by higher earners at the top of the organisation. To illustrate this further, around 58% of our workforce is employed within one particular grade and the mean gender pay gap at this grade is 0.5%.

## Proportion of colleagues awarded a bonus for 2016

Employees who received bonus pay	
Proportion of men	12.9%
Proportion of women	10.6%

The difference in the proportion of male and female employees receiving a bonus is 2.3% in favour of males, which illustrates the previous point that there are more men than women in more senior roles and therefore more men are in a role where there is the potential to earn a bonus than women.

## Hourly Pay Quartiles

Hourly Pay Quartiles	Male	Female
Upper (highest paid)	43.7%	56.3%
Upper middle	40.3%	59.7%
Lower middle	37.5%	62.5%
Lower (lowest paid)	36.7%	63.3%

The above table illustrates the gender distribution at Moto across four equally sized quartiles, each containing just over 1250 colleagues.

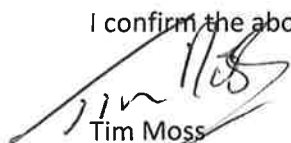
As stated above Moto's employee population is approximately 60% female overall. The quartile analysis shows that the upper middle band is broadly representative of the wider demographic. However, there is a slightly higher representation in the lower bands and a slightly lower in the highest band.

## Conclusion

We are confident that men and women are paid equally for doing equivalent jobs across the business. However, there is an impact on average pay rates caused by the distribution of roles between men and women at a senior level which we expect to reduce over time. We believe in having an inclusive and diverse organisation where men and women can achieve their full potential.

We will continue to take action to address any gaps and ensure that our policies and procedures are fair. This will include reviewing decisions around pay, reward and recognition.

I confirm the above data is accurate.



Tim Moss

Chief Executive Officer – November 2017