

Moto Hospitality Limited (“Moto”) 2018 Gender Pay Gap Report



Overview

We are passionate about making Moto a fulfilling, diverse and inclusive place to work with equality and fairness at the heart of everything we do. As part of this we are committed to ensuring that everyone is rewarded fairly for the work that they do and enjoys the same access to opportunities in the business.

Our analysis of our gender pay gap shows that there is one key reason for our gender pay gap and that is because we have a higher proportion of men in more senior roles than women. We are taking positive actions to overcome this and are confident that over time our approach will help close our gender pay gap and support our goal of being an employer of choice.

Gender Pay Gap Data

Pay Gap	2018	2017	Bonus Gap	2018	2017
Mean hourly pay gap	10.3%	10.4%	Mean bonus pay gap	46.5%	62.3%
Median hourly pay gap	3.0%	3.0%	Median bonus pay gap	17.6%	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 median hourly gender pay gap is currently 17.9%.

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 2018. The ‘Bonus Gap’ table shows the mean and median data for bonus payments made in the 12 months reference period to 5 April 2018.

Moto’s median hourly gender pay gap of 3.0% is significantly below the UK average of 17.9%.

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.

It is important to note that approximately 4300 of our 5200 total workforce are in hourly paid roles where we have standard pay rates determined only by site and job role (of which there are only two).

At the snapshot date our Board of Directors was made up of 29% women, which was already very close to the Government’s target of 33% by the end of 2020.

Our mean hourly pay gap has reduced by 0.1% since 2017. The median hourly pay gap remains unchanged at 3%.

Our mean and median bonus pay gap has reduced as female bonus figures have increased between 2017 and 2018.

Proportion of colleagues awarded a bonus for 2018

Employees who received bonus pay	2018	2017
Proportion of men	10.7%	12.9%
Proportion of women	7.7%	10.6%

The difference in the proportion of male and female employees receiving a bonus is 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	2018		2017	
	Female	Male	Female	Male
Upper (highest paid)	57.1%	42.9%	56.3%	43.7%
Upper middle	58.9%	41.1%	59.7%	40.3%
Lower middle	64.9%	35.1%	62.5%	37.5%
Lower (lowest paid)	61.3%	38.7%	63.3%	36.7%

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

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.

Our focus on closing the gap

We want every colleague who has the ambition, wherever they work in our business, to be able to develop their careers with us and have the flexibility to achieve what's important to them, both inside and outside of work. We're committed to making sure that every colleague has the opportunity to do that, from ensuring that we're recruiting colleagues from diverse backgrounds and supporting this diversity through our talent and succession pipelines.

We are taking clear, positive and inclusive steps to reduce the gender pay gap over the longer term; and to move towards a more even distribution of men and women across all levels of the business, especially in the more senior roles. These steps include:

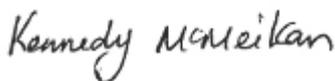
- **Ambassador Programme** - We have trialled a women's development programme, aimed at overcoming the specific challenges women may face when looking at progression. Following a successful trial we are rolling this out to help us build the diversity of our talent pipeline.
- **Mentoring** – We have established a mentoring programme for women that connects colleagues with mentors who can offer guidance and support them with their personal development.
- **Inclusive leadership** – We have invested in a leadership development programme for all of Moto's leaders which will include specific guidance on how to be an inclusive leader.
- **Removing perceived barriers to progression** - We have removed the requirement for anyone promoted to a site General Manager to have to undertake their first appointment at a restricted number of 'first appointment' sites. We have also removed mobility restrictions from a number of our development programmes. Applications for these programmes are considered solely on ability and merit.
- **Supporting flexibility of working patterns in our workforce** - We are introducing a new labour scheduling tool to give managers more flexibility around working hours and enable them to support colleagues' preferred working patterns.

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.



Kennedy McMeikan
Chief Executive Officer – April 2019