



Moto Hospitality Ltd

# Corporate Social Responsibility Policy 2019



# About Moto

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Moto Hospitality Ltd is the UK's leader in motorway service areas (MSAs). We operate a national network of 68 sites at 53 locations, including 48 sites at 33 MSA locations, as well as a number of off-motorway locations, throughout England, Wales and Scotland.

## Our Mission Statement

We aim to be the nation's favourite break when travelling by delivering great brands and exceptional service to every customer. We continually strive to improve our operations and to create a rewarding working environment for our employees whilst delivering superior returns for our shareholders.

## Our history

Since Moto became the newest name in the motorway service area business back in 2001, we have carved out a reputation for providing excellent customer service. We are not perfect yet, but we strive to be. We are eager to receive feedback from any of our customers, shareholders or other stakeholders and to act on it accordingly.

# Our approach to Corporate Social Responsibility

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**We aim to conduct business in a manner which achieves sustainable profits whilst demonstrating a high degree of social responsibility and to embed ethical business practices and policies into everything that we do. At Moto this is everyone's responsibility and is an integral part of managing our business.**

Our Corporate Social Responsibility (CSR) Policy is at the centre of our business and supports the achievement of our Mission Statement. It is approved by myself and the Operations Board and is shared and reinforced throughout the company. We recognise that we need to keep working hard to ensure that we achieve our CSR Policy aims and targets.

This document identifies the six themes of our CSR Policy, highlights the work we have already completed to achieve them, and sets out our aspirations for the future, which we hope to achieve by 2022.

Our teams do a huge amount to support charitable causes and I am particularly proud of what our teams and customers have achieved, especially our support for Help for Heroes which has exceeded over £2.3 million since our partnership began.

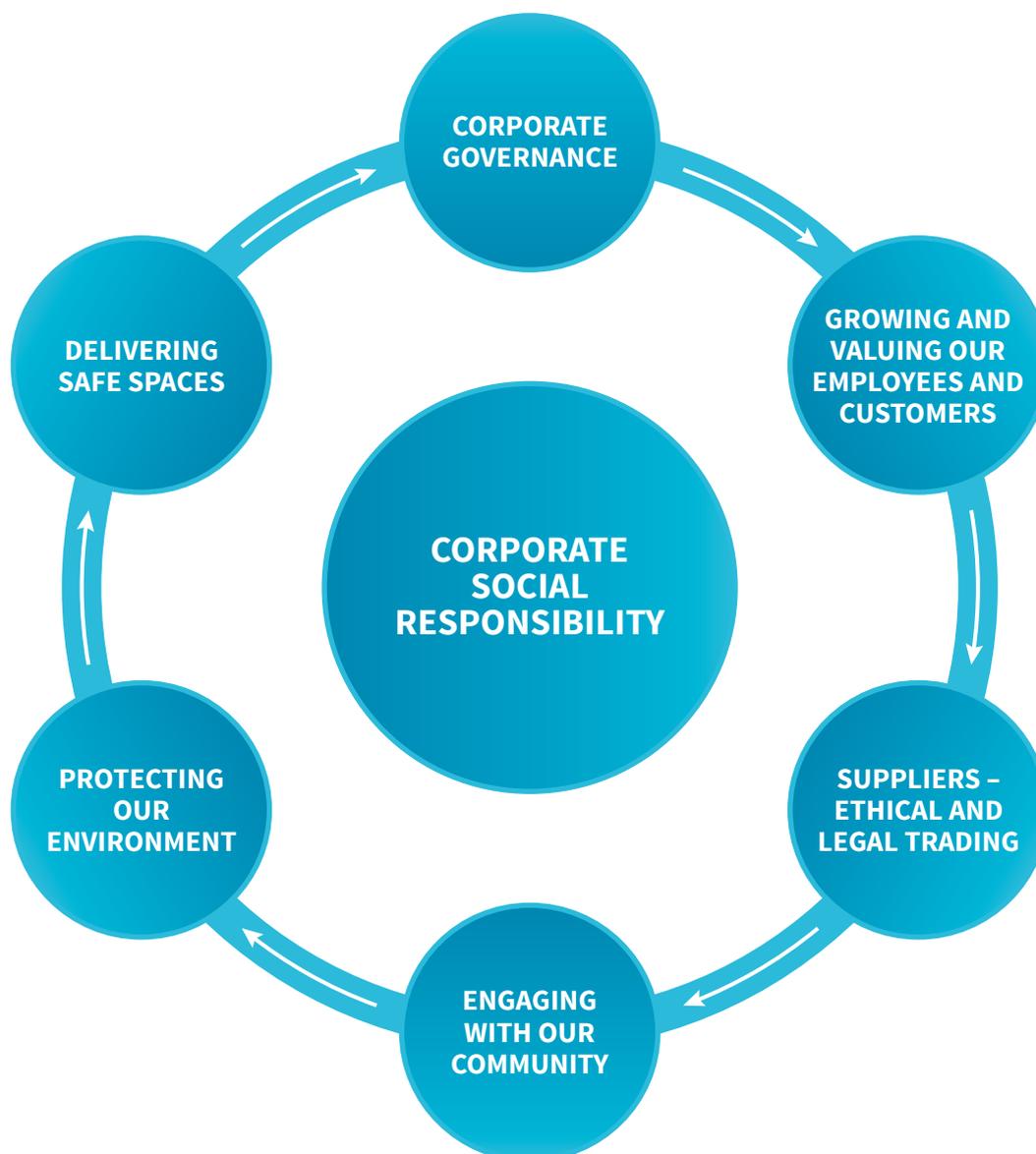
Kennedy McMeikan  
**Chief Executive**

# Corporate Social Responsibility Policy

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Our approach to CSR is at the heart of our business.

The six themes of our CSR Policy are illustrated in the diagram below. Each of the six themes is explored in more detail on the following pages.



# Corporate governance

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We recognise that good corporate governance and a robust compliance programme is essential to ensure that our business is conducted ethically.

To support this we work closely with our shareholders, national and local government, our brand partners and our customers to ensure that we have procedures and systems in place to ensure that our business is conducted ethically and in compliance with all applicable statutes and regulations. This approach protects shareholders, directors, employees and our customers and enables the business to grow, improve and deliver returns.

## **Corporate Governance and Compliance Programme Summary to date:**

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Moto operates a Risk Management Policy and Risk Register which are reviewed annually and updated, and a strategic risk report to shareholders is updated quarterly.

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Moto management report to a Risk and Audit Committee which meets quarterly to review management of risk in the business.

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Moto operates in accordance with an Approvals Manual which governs all contract approvals and financial controls including day to day and capital expenditure.

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In addition we have a full suite of policies updated and reviewed annually and designed to ensure compliance across all areas relevant to our business including, e.g., Data Protection, Competition, Whistle Blowing, Health and Safety, Corporate Gifts / Entertainment which all Moto employees are required to comply with.

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Training on compliance with Moto policies for employees. Provided and refreshed as appropriate.

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Moto has built positive relationships and engaged with, Highways England, HMRC, national and local regulators and key stakeholder groups to ensure compliance and an open dialogue on issues relevant to our business.

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**Our aspiration is to continue to develop our corporate governance structures and training to ensure these are fit for the challenges we will face over the next 5 years.**

# Employees – growing and valuing our people

Moto is committed to ensuring that all of its employees are treated with fairness, dignity and respect and we therefore operate an Equal Opportunities Policy for all employees.

We are committed to ensuring that all of our employees are treated equally regardless of disability, race (including but not limited to colour, nationality, ethnic or national origin), religion or belief, age, sex, sexual orientation, pregnancy or maternity, matters relating to gender reassignment or marital and civil partner status. We will not tolerate any form of physical, sexual, psychological or verbal harassment, racism or other abuse within our workforce. We provide safeguards to ensure that all employees are treated with respect in accordance with our Equal Opportunities Policy.

Moto has zero tolerance for slavery and human trafficking in any form and is committed to combating all such practices. We are committed to ensuring that there is no modern slavery or human trafficking in any part of our business. Moto seeks to comply with all employment legislation, including conducting appropriate right to work checks prior to employment, to ensure all employees are fully entitled to work in the U.K.

Moto will comply with all applicable employment legislation and regulations including those relating to pay and working hours. We will offer our employees clear and fair terms of employment and provide resources to enable their continual development.

We strive to maintain a clean, healthy and safe working environment.

## Employee standards

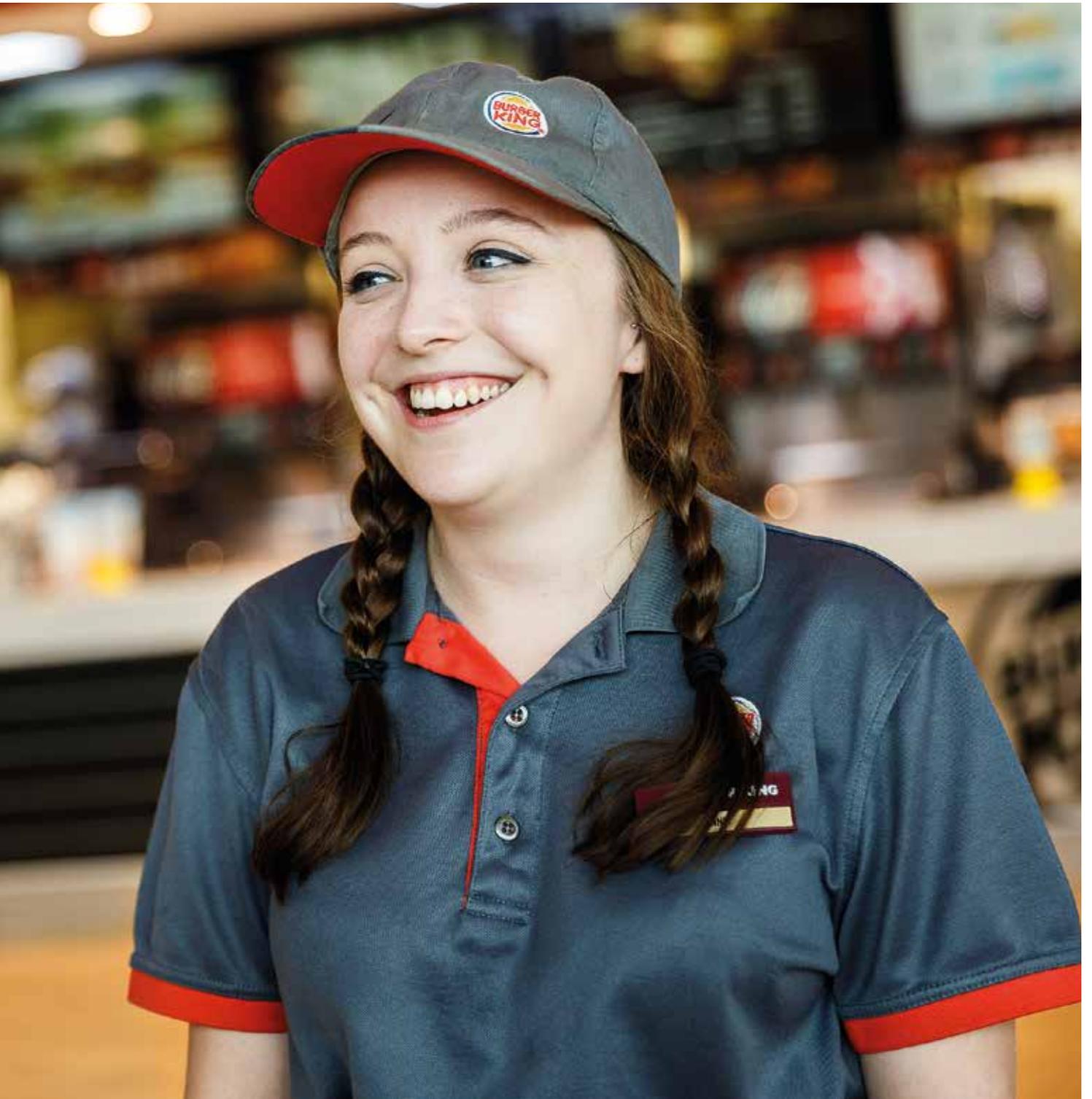
Moto employees must avoid any activity that can lead to a conflict of interest. This includes, but is not limited to acceptance and giving of personal gifts or hospitality to or from Moto stakeholders, which may only be accepted in accordance with Moto's Corporate Gifts and Entertainment Policy. All gifts must be reported and entered onto the Gift Register which will be circulated on a regular basis.

Moto and its employees will not pay nor offer to pay bribes or illicit payments to government officials or candidates, or other parties, in order to obtain or retain business. Moto does not provide financial support to political parties or other political groups.

Moto employees must not profit, nor assist others to profit from, opportunities that are discovered through the use of corporate information or position and operate in accordance with strict financial controls and policies. Moto Approvals Manual sets out internal procedures for authorising any contracts. Moto employees must not use corporate assets for other than legitimate business or other authorised purposes and must not engage in any activity which competes with the business of the company.

All employees are required to act at all times in accordance with applicable laws and regulations and in accordance with the ethical standards set out in our policies, including this CSR Policy. It is the responsibility of each Moto employee to report on violations or any other wrongdoing in the workplace in accordance with the procedures set out in Moto's Whistle Blowing Policy, which sets out a procedure for disclosing information and for dealing with any information received regarding any wrongdoing. Acts inconsistent with this CSR Policy will be promptly corrected and are subject to disciplinary action, up to and including termination of employment.

Moto will ensure that there will be no adverse work-related consequences for any employee making complaints of violations of any Moto policy or other wrong doing.



Employees – growing and valuing our people cont.



Moto is committed to ensuring that all of its employees are treated equally

### **We have addressed this by:**

Developing smarter and more effective recruitment strategies, reflecting local need.

Launching ASMILE, which is an exceptional customer service initiative to drive customer satisfaction and improve service.

Implementing 'Stars – Time to Shine', which is an employee reward and recognition programme.

Investing in and improving employee training to enhance customer service and ensure legal compliance (e.g. by means of E-Learning courses).

Introducing an employee satisfaction survey.

Introducing an employee app 'Monica' to aid communication, recognition and reward.

Updating our employee's terms and conditions to ensure that we pay an hourly rate in excess of the living wage to all employees over 18 years old.

Introducing an Anti Bullying and Harassment policy to ensure safety and respect for all employees .

**We recognise that the ways in which we value and grow our people is essential for us to ensure we are successful over the next 5 years. How we do this is a key priority for Moto to ensure that we address the challenges associated with operating a fast paced business in a competitive retail market and growing economy.**

### **FUTURE ASPIRATIONS / OPPORTUNITIES**

Moto aims to:

- Facilitate flexible working where appropriate at site/company level and update labour scheduling practices across the business utilising technology to assist in achieving optimal labour scheduling.
- Develop further our reward, recognition and retention strategy.
- Develop smarter working through technology.
- Improve and update training and on-boarding to ensure policies are fully understood and implemented throughout the business, and extend the program of refresher training.
- Continue to explore innovative ways to make training more effective.
- Further develop our apprentice schemes.
- Ensure that our policies and procedures are fair and encourage diversity at all levels within the business. This will include reviewing decisions around pay, reward and recognition.
- Actively encourage diversity and development at all levels in the business.

# Growing and valuing our customers

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We recognise that our customers are at the heart of our success and that we need to value them and deliver exceptional customer service. We aim to offer brands and services that customers want, in a safe and comfortable environment, with great service.

We strive to achieve best practice, operating in accordance with all applicable legislative provisions, to deliver the highest standards of service and to resolve any customer complaints promptly and effectively.

We respect the privacy and integrity of our customers and other stakeholders and will adhere to strict standards when processing personal data in accordance with our Data Protection Policy.



**We recognise that customers are seeking value, quality and choice and our customer engagement strategy is designed to support this. This includes:**

Extensive customer insight and research to deliver better value and an attractive customer offer.

Ensuring we deliver and reward great customer service.

Ensuring we have great customer service training for employees.

**Over the last few years we have:**

Enhanced our Adult Gaming controls to protect children and people from being harmed or exploited from gambling and increased the frequency of external audits of our gaming controls from quarterly to monthly.

Reviewed our controls around penalty charge notices for overnight car parking to protect tired and potentially unsafe drivers.

Reviewed and updated our data protection policies training and procedures throughout the business so as to ensure compliance with Data Protection legislation and to improve security of personal data held by the business.

**FUTURE ASPIRATIONS / OPPORTUNITIES**

We have benefitted from consumer insight gathered in 2018 from our own internal market research and Transport Focus surveys undertaken across the motorway network.

We also plan to carry out further and more detailed customer Insight work in 2019 so that we can better understand our customer's needs, wishes and expectations and how best to meet them.

We seek to put the customers at the front and centre of everything that we do, and to ensure that we can deliver the best customer experience possible, tailored to the needs of all of our users, along with products and services that meet the needs of future customers.



# Suppliers – ethical and legal trading

- Moto expects its business partners, subcontractors, or suppliers to comply with applicable laws and regulations. There all our contracts will clearly set out the agreed terms, conditions and the basis of our relationship. We will operate in a way that safeguards against bribery and unfair business practices.
- We shall encourage suppliers and contractors to adopt responsible business and environmental policies and practices for mutual benefit.
- All suppliers will be required to certify compliance with the Moto Supplier Code of Conduct which includes zero tolerance of slavery and human trafficking.
- Moto and its employees will not pay nor offer to pay bribes or illicit payments to anyone in order to obtain or retain business, and we require all of our suppliers and contract partners to give the same undertaking.

We need to focus not only on our own ethical and legal management and performance but on that of our brand partners and the associated supply chain.

Delivering strong ethical and legal trading have been a cornerstone and central to facilitating our success as a business over the last decade. The world does not stand still, and new ethical and legal challenges continue to emerge which require us to maintain and improve our performance in this area.

## **FUTURE ASPIRATIONS / OPPORTUNITIES**

In the future we will continue to review our procedures to ensure that they are robust and aim to gain a greater understanding of our supply chain. The Modern Slavery Working Group will continue to develop our approach to supply chain assessment and audit to ensure that our suppliers are complying with our Supplier Code of Conduct, including provisions relating to modern day slavery throughout their own supply chains.

### **Over the last few years we undertook the following:**

Revised our Risk Management framework and Approvals Manual to reflect current trading conditions.

Revised our supplier contracts to include provisions relating to bribery and corruption, people trafficking and modern day slavery, and set up a Modern Slavery Working Group to risk assess our supply chains.

Revised the Moto Supplier Code of Conduct and our Code of Practice / Standard Contract terms for contractors.

Put in place a due diligence process to ensure all suppliers are insured and , properly accredited to undertake work on our sites.

Worked with our brand partners to assist in delivering their CSR programme.

Developed industry leading compliance management systems and controls.

Introduced procedures to ensure that neither we, nor our suppliers permit or facilitate unlawful tax evasion, or money laundering.

# Engaging with our community

Community engagement is a key component of how we do business and our own charitable foundation, Moto in the Community, is one of our key channels for delivering this engagement.

Moto in the Community (MITC) has operated for over 18 years, is administered by Moto and supported by a Trustee Board consisting of Moto directors and employees alongside external trustees.

The charity provides a range of benefits to the community. Each Moto site supports local schools with literacy and environmental projects and local charities through a grant aid process. Each site also contributes to the support of our national charity partner – Help for Heroes. Sites all have a say in deciding which charitable causes they support, both locally and nationally, making for a truly democratic process.

## FUTURE ASPIRATIONS / OPPORTUNITIES

In future, we will continue to support and encourage our employees to help local community organisations and activities in the region of our sites.

In 2019:

- Having achieved our goal of raising over £5 million for charities and good causes in 2018 we have increased our target to £10 million.
- We have pledged to raise a further £1 million for Help for Heroes increasing the target to £3 million.
- We will support another 100 local charities and good causes.

### Since 2006 MITC has:

Achieved our goal of raising over £5 million for charities and good causes.

Provided £2.3 million of support funding to Help for Heroes.

Given over £1 million to national charities.

Given grants to over 500 local community charities.

Delivered over 130,000 books to our adopted schools around the country.

### This has been achieved through:

Local, site based charity events – bake sales, collection boxes, bric-a-brac sales.

Sites supporting national events such as Help for Heroes cycle ride and Ride for Heroes.

National events such as the annual corporate Golf Day, Shooting Day and balloon race.

Other head office based charity activities.

A give as you earn scheme for employees.

**Having achieved our goal of raising over £5 million for charities and good causes in 2018 we have increased our target to £10 million.**



IN SUPPORT OF

**HELP for HEROES**

# Protecting our environment

Moto recognises the importance of protecting the natural environment and of seeking to reduce the impact that our business operations has upon it.

## FUTURE ASPIRATIONS / OPPORTUNITIES

We shall continue to strive to improve our environmental performance, and will actively assess and manage the environmental impacts of all our operations with a view to reducing environmental impact in accordance with our Health and Safety, and Energy Policies.

In 2019 we are implementing an estate wide campaign to save on electricity usage across the business and have offered prizes to our staff for the best ideas to conserve consumption.

Future work will include:

- Developing new 'greener' and more energy efficient sites.
- Improving recycling rates/waste reduction targets.
- Improving access to e-charging points for vehicles and rolling out additional more powerful electricity charging points for electric vehicles (between 6-12 at each site).
- Improving site energy efficiency performance.

### **We have documented environmental and energy policies and have undertaken a number of environmental initiatives, which include:**

Introduction of smart metering across our estate for water, gas and electricity.

Introduction and upgrade of Voltage Optimisers to regulate electricity consumption and ensure we have the best, most effective technology supporting our energy consumption and management.

Use of energy efficient lighting, heating and ventilation control systems.

Development of waste minimisation from our catering and retail operations.

Increasing the availability across our network of electric vehicle charging points.

Review of our internal vehicle fleet to ensure fuel efficiency.

Development of carbon neutral motorway service area at Wetherby.

Exploration of utilising spare land for wind turbines and solar farms.

Increased recycling opportunities for employees and customers.

Re-use of grey water within site operations.

Improving controls on waste water e.g. waterless urinals, sewage systems and fuel management.

Installation of water/energy saving toilets across the business.

Development of comprehensive fuel risk management policies and procedures.





Moto recognises the importance of protecting the natural environment

# Delivering safe spaces

Providing a safe environment for our customers and employees is central to our CSR objectives and is embedded within our Mission Statement.

We operate well known franchise brands and need to have effective compliance and safety management systems to ensure that the standards of our brand partners are maintained in addition to our own.

## Work completed to date includes the following:

Comprehensive compliance management and audit systems.

Close working with brand partners to ensure we deliver customer expectations.

Primary Authority Partnership – Moto was a founding supporter of the Primary Authority scheme and recognises the business benefit to developing supportive relationships with the regulatory community.

Redesign of site layouts and car parks to reduce the potential for slip/trip related incidents.

Internal site declutter programmes and layout improvement trials at Reading West to improve site accessibility and create a 'safe by design' environment.

Industry leading adult gaming controls to protect children and vulnerable people.

Extensive programmes for maintenance and site improvements to reduce incidents and claims litigation risk.

Reduction of employee and customer incidents, accidents and claims.

Improved food safety and hygiene across the site network so that a 5 star Food Hygiene Rating is an estate wide aspiration (currently 99%).





Providing a safe environment for our customers to visit and our employees to work in is central to how we do business

## **FUTURE ASPIRATIONS / OPPORTUNITIES**

We will continue to strive to achieve industry leading health, safety and risk management standards through:

- Understanding our customer journey better and to provide a great site experience.
- Improving our communication throughout the business by means of Monica our employee engagement app.
- Developing smarter, data led compliance systems to enable us to make evidence based risk management decisions.
- To improve our allergens information and customer information.
- To Improve and update training throughout the business to ensure we deliver a world class experience.

# Reviewing performance

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Corporate Social Responsibility is a journey and we aim to continue to improve our environment and customer experience across all the areas outlined above, and to develop innovative solutions to business challenges to ensure we deliver our Mission Statement to be the nation's favourite break.

Moto will review our CSR performance annually and report progress against key business CSR priorities.





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