

Moto Hospitality Limited (“Moto”) 2020 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.

The Covid-19 pandemic also had an unprecedented impact on Moto’s business as it did for so many other businesses. We are proud of how all our colleagues worked together as a team through this extremely uncertain and challenging time and continued to provide our customers with excellent service.

Moto had to make the difficult decision to furlough a number of its employees and in accordance with the regulations these colleagues are excluded from the 2020 pay gap calculation. This has had a significant impact on the mandatory reporting figures as set out below.

Gender Pay Gap Statistics

Pay Gap	2020	2019	Bonus Gap	2020	2019
Mean hourly pay gap	16.9%	9.6%	Mean bonus pay gap	52.1%	45.8%
Median hourly pay gap	5.4%	2.4%	Median bonus pay gap	21.6%	26.7%

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 15.5%.

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 2020. The ‘Bonus Gap’ table shows the mean and median data for bonus payments made in the 12 months reference period to 5 April 2020. The Covid-19 pandemic did not impact on the bonus pay gaps, as these figures are based on bonus payments prior to April 2020.

Moto’s median hourly gender pay gap of 5.4% is significantly below the UK average of 15.5%.

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 5030 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 Executive Board was made up of 33% women, which was in line with the Government’s target of 33% by the end of 2020.

Incorporating furloughed employees reduces mean wages across both males and females. However, this reduction is proportionately greater for males thus reducing the mean gender pay gap by 3.7% versus the mandatory reporting figure. Moto recognises that the furloughed population were predominantly female (63%).

Proportion of colleagues awarded a bonus for 2020

Employees who received bonus pay	2020	2019
Proportion of men	11.6%	12.6%
Proportion of women	8.8%	7.7%

The difference in the proportion of male and female employees receiving a bonus is 2.8% 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	2020		2019	
	Male	Female	Male	Female
Upper (highest paid)	54.5%	45.5%	42.7%	57.3%
Upper middle	42.0%	58.0%	40.1%	59.9%
Lower middle	41.1%	58.9%	35.5%	64.5%
Lower (lowest paid)	36.4%	63.6%	38.7%	61.3%

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 middle bands are broadly representative of the wider demographic. However, there is a slightly higher representation in the lowest band and lower in the highest band.

How we are supporting long term growth in our female talent and closing our gender pay gap:

- High Potential Female Leadership Programmes – We are launching three programmes to help elevate the impact of our female leaders; namely an in house high potential female department manager leadership programme; a Level 5 Operations Manager Apprenticeship; and “The Female Leader in HTL Programme” in conjunction with Women in Hospitality Travel Leisure (“WIHTL”) for high potential females in hospitality, travel and leisure.
- Female Leadership Resource Group – We have launched this group with the aim of sharing ideas and experiences to work together to promote female leadership and gender equality.
- Gender Champion – We have appointed an executive sponsor to lead on creating an inclusive workplace and champion equal opportunities for all our colleagues.
- Mentoring – We run a mentoring programme for women to connect them with mentors who offer guidance and support for their personal development.
- Inclusive Leadership – Our leadership development programme commenced in 2019 and includes guidance on how to be an inclusive leader. Our development programmes have been created to encourage and support colleagues to fulfil their potential.
- Supporting flexibility – At site level we have launched a labour scheduling tool which allows colleagues to work more flexibility. At Central Support we have introduced a core hours approach allowing our colleagues to have more choice and flexibility about when they work. We have also reviewed our approach to give as many Central Support colleagues as possible the choice to work from various locations including their own home; one of our sites or the Central Support Office.
- WIHTL– We continue to work in a collaboration with this community, devoted to increasing women's and ethnic minorities representation at all levels and in leadership positions across Hospitality, Travel and Leisure. Through collaboration we can amplify the impact of individual diversity initiatives and together we can have a bigger, louder voice for the good of the HTL industry.
- Reviewing family friendly policies – We are committed to reviewing our policies so that we can retain and attract talent.
- Achieving gender parity in leadership roles – We have set a goal to achieve gender parity at all leadership levels, including the Board, by the end of 2025.

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.

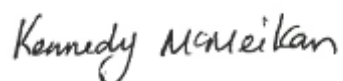
Our new company values continue to be the guiding principles helping us to shape the winning culture we aspire to achieve.

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 will continue to challenge the way we think about recruitment; develop our existing talent and support flexible working especially in these uncertain times.

We believe in having an inclusive and diverse organisation where men and women can achieve their full potential. We will continue to focus on diversity and inclusion; in particular we are striving to have a greater balance of women in senior leadership roles at Moto and also greater ethnic diversity within all levels of leadership.

I confirm the above data is accurate.

A handwritten signature in black ink that reads "Kennedy McMeikan". The signature is written in a cursive, slightly slanted style.

Kennedy McMeikan
Chief Executive Officer – April 2021