

GENDER PAY GAP REPORT



MOTO HOSPITALITY LTD 2021



AN INTRODUCTION BY KEN MCMEIKAN CEO



We are totally committed to being a diverse and inclusive business, where every single one of our colleagues can fulfil their potential and where all of our customers feel welcome when they visit us.

You will see from this report that we have made great progress in addressing the gender pay gap through attracting, retaining, and developing diverse talent. I am particularly proud that in each of the hourly pay quartiles, and most significantly the Upper quartile, we have circa 60% women which is representative of the % of women overall, in the Company.

We pay all of our colleagues according to their job role and not their gender. For example, in our sites men and women doing the same job are paid the same hourly rate.

We know that the overwhelming reason for our gender pay gap is the fact that we have more men than women in senior leadership roles although we have made significant progress from where we were as shown in the hourly pay quartiles.

We do recognise however that we have more to do and will continue to work tirelessly until we achieve gender equality within our business. You can read more about these plans within this report.

I can confirm the data in this report is accurate.

A handwritten signature in black ink that reads "Kennedy McMeikan".

Kennedy McMeikan
Chief Executive Officer - April 2022

AN OVERVIEW

At the time of this gender pay gap snapshot on 5 April 2021, we had more men on the Operating Board than women. Since the snapshot date we are proud to announce that we have achieved gender parity at this level, which will be reflected in our next report. Within our demographic data, we have identified key areas where the % of women in leadership roles reduces and we are taking positive actions to overcome this. We are confident that over time our diverse and inclusive approach will help close our gender pay gap and support our goal of being an employer of choice.

The Covid-19 pandemic and the difficult decision to furlough a number of our colleagues in 2020 had a significant impact on the mandatory reporting figures last year as they were excluded from the calculations. Positively, by 5 April 2021 most of our colleagues had returned from furlough and therefore our hourly pay gap figures for 2021 were not affected in the same way.

OUR STATISTICS

HOURLY PAY GAP

The table below shows our overall mean and median gender pay gap based on hourly rates of pay at the snapshot date of 5 April 2021.

The gender pay gap measures the difference between men and women's average earnings and is expressed as a percentage of men's pay.

Pay Gap	2021	2020	2019
Mean Hourly Pay Gap	7.5%	16.9%	9.6%
Median Hourly Pay Gap	1.3%	5.4%	2.4%

We are confident that we are driving change in this area and closing the gap. This is supported by the fact that our median hourly pay gap is much lower than the mean hourly pay gap. The median hourly pay gap is generally considered to be a better representation of the typical difference between male and female colleagues as it is not distorted as much by higher earners at the top of the organisation.

According to the Office of National Statistics, the overall UK median hourly gender pay gap in 2021 was 15.4%. Moto's median hourly gender pay gap of 1.3 % is significantly below this. This means that women earned 99p for every £1 that men earned when comparing median hourly pay. Positively the figures also show an improvement compared to the 2019 figures reported before the pandemic.

It is important to note that in April 2021 approximately 4300 of our 4468 colleagues that meet the reporting requirements were in hourly paid roles where we had standard pay rates determined only by site and job role (of which there are only two).

At the snapshot date our Operating Board was made up of 33% women, which was in line with the Government's target of 33% by the end of 2020. As stated already, we now have gender parity of 50% men and women on the Operating Board.

BONUS PAY GAP

The 'Bonus Gap' table shows the mean and median data for bonus payments made in the 12 month reference period to 5th April 2021. The Covid-19 pandemic has impacted on this figure considerably in favour of women. This means that women earned £1.59 for every £1 that men earned when comparing median bonus pay.

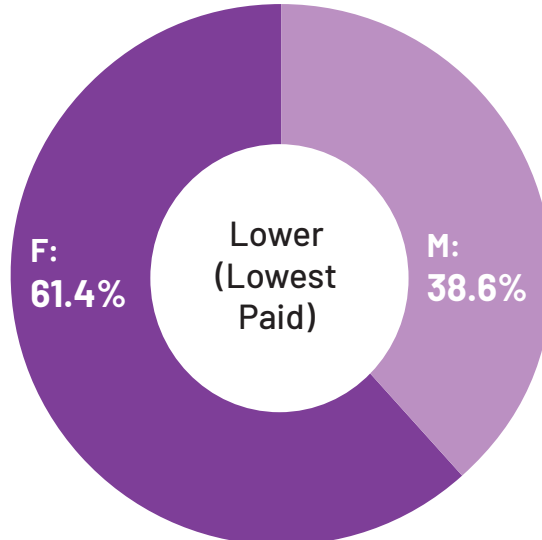
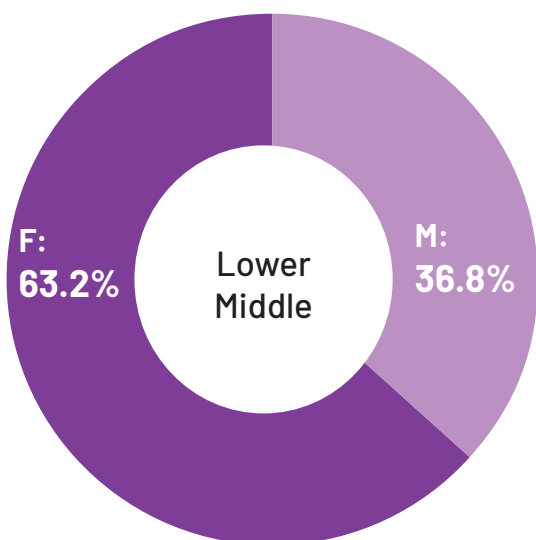
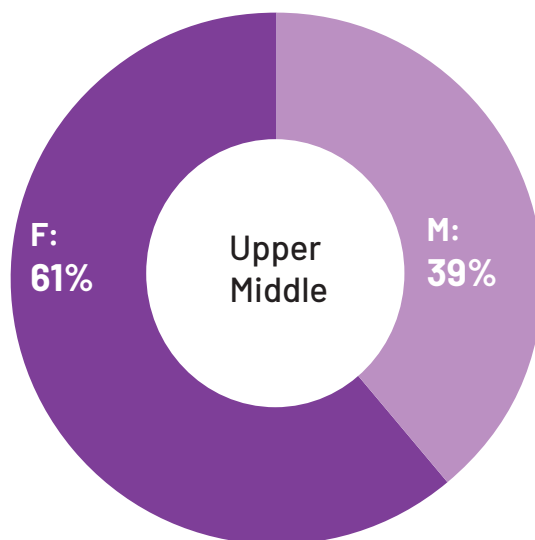
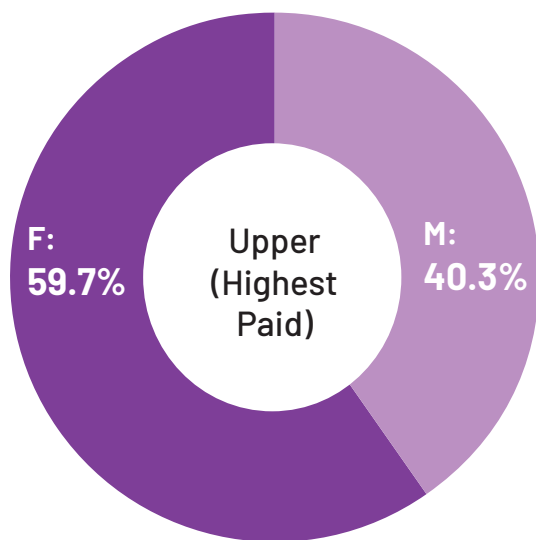
Bonus Gap	2021	2020	2019
Mean Bonus Pay Gap	-71.6%	52.1%	45.8%
Median Bonus Pay Gap	-58.7%	21.6%	26.7%

However, due to the pandemic only a small number of bonus payments were made between April 2020 and March 2021. This is seen in the table below showing the proportion of colleagues awarded a bonus in 2021.

Colleagues who received bonus pay	2021	2020	2019
Proportion of Men	1.6%	11.6%	12.6%
Proportion of Women	0.6%	8.8%	7.7%

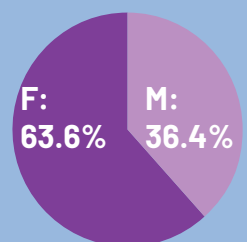
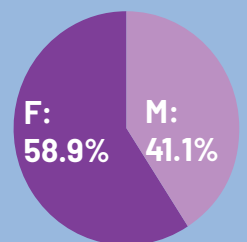
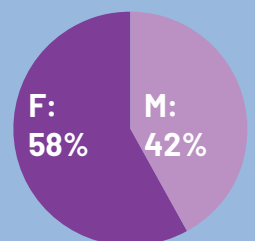
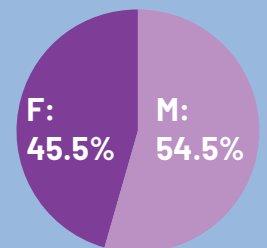
Therefore, the bonus figures reported are distorted and/or may not be representative of a future trend.

HOURLY PAY QUARTILES



The above graphics illustrate the gender distribution at Moto across four equally sized quartiles, each containing just over 1,100 colleagues. Moto's colleague 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. In comparison to our last report, the upper quartile has a 14.2% increase in female population, an increase in the middle bands and a reduction in the lowest band. This shows a positive shift as a result of our initiatives in getting more female representation through to leadership levels from the lowest paid bands.

2020



HOW ARE WE
SUPPORTING
LONG TERM
GROWTH IN
OUR FEMALE
TALENT AND
CLOSING OUR
GENDER PAY
GAP? 

Targeted Development Programmes – Our development programmes are designed to support colleagues moving into leadership roles and we aim to have gender balanced cohorts. We also run women's development programmes, looking at the specific challenges that women may face when looking at progression. These play an important part in building the diversity of our talent pipeline.

Gender Champion – We have appointed an executive sponsor, to champion female leadership

"I am extremely passionate about gender diversity and whilst the advancement of my own career has never been hampered by any type of prejudice the truth is that I've seen and heard many stories about how womens' career progression have been affected by unconscious bias. I am committed to helping to create a workplace that is free from bias, stereotypes and discrimination and where the % of women at every level of leadership is reflective of the % of women in the business overall." – Nick Tatum (Chief Customer Officer)



Female Leadership Resource Group – This group has launched as a space to share ideas and experiences to work together to promote female leadership and gender equality. They also run related events across the business aimed at breaking down barriers for leaders.



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. One of the focus areas for this year will be on making inclusive recruitment decisions.

Mentoring – We run a mentoring programme for women, to connect them with mentors who offer guidance and support for their personal development. "I thoroughly enjoy my time with my mentor and although at times it has been challenging my confidence has rocketed not only in the workplace, but also out of work." – Kayleigh Clarke (Costa Department Manager)





Supporting flexibility – At site level we have launched a labour scheduling tool which allows colleagues to express their preferences regarding shift patterns and work more flexibly. 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.

Women in Hospitality, Travel and Leisure (WIHTL)– We continue to work in collaboration with this community who are devoted to not only improving gender equality but also race and ethnicity as well as raising awareness of the challenges faced by other underrepresented groups. 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 – In July 2021 we were delighted to announce an enhancement of our maternity and paternity pay. We want to support all of our colleagues, including working families to ensure that everyone can return to work at the right time for them. We are committed to reviewing our policies so that we can retain and attract talent. We are also exploring how we can better support our colleagues during the menopause and also those with carer responsibilities.



Achieving gender parity in leadership roles – We have set a goal to achieve gender parity or to be representative of the overall % of females in the business.



We are incredibly proud of the progress we have made in building a diverse and inclusive workforce and the gender pay gap is one of a number of measures for us in determining how far we have come. We know that a workplace that accurately reflects the communities we serve is better for everyone and we won't stop until we achieve this.

Louise Hughes
People Director