

GENDER PAY REPORT 2022

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INTRODUCTION

At Moto we are really proud of our diverse workforce and how far we have come in creating an environment where colleagues from all backgrounds feel welcomed and confident to be themselves.

Our commitment is to represent the communities we serve and we have a very clear action plan for driving all aspects of diversity which we openly share with our colleagues. Diversity and Inclusion is one of our key strategic priorities for creating a greater place to work and whilst we still have a gender pay gap, we believe we are making good progress, particularly with the increased number of females in senior leadership roles.

Both our mean and median gender pay gap figures have improved since our 2018 and 2019 (pre Covid pandemic) figures. However our pay gap did increase slightly last year due to a combination of factors and we believe that this can be accounted for in part, by some specialist higher paid roles being filled by men.

Overall though, I am proud of all that we have achieved across our Diversity & Inclusion commitments and the progress we have made. To further build on this momentum, this year, we have set new stretching gender, ethnicity, and diversity representation targets for 2025, and these form part of our site leaders' objectives.

You will find more detail on our gender pay gap analysis as well as the work we are doing to build on our inclusive culture in the report that follows.

I can confirm the data in this report is accurate.

Kennedy McMeikun

Chief Executive Officer - April 2023



HEADLINE FACTS

4,914

Relevant colleagues
across the UK

59%

Female colleagues

50%

of Operating Board
female



OUR OPERATING BOARD

At the time of this gender pay gap snapshot on 5 April 2022 we are hugely proud of the fact that we had **gender parity** on our Operating Board.

At the level below the Operating Board the demographic at the snapshot date was **60% female**.



Kennedy McMeikan
Chief Executive Officer



Claire Catlin
Chief Finance Officer



Nick Tatum
Chief Customer Officer



Louise Hughes
People Director



Guy Latchem
Technology Director



Jess Lockwood
Property Director

Since the snapshot date we have excelled even further with the appointment of an additional female head to the **Operating Board** increasing the percentage of **females to 57%** which is reflective of our overall gender demographic.



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 2022.

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	2020	2021	2022
Mean Hourly Pay Gap	16.9%	7.5%	9.4%
Median Hourly Pay Gap	5.4%	1.3%	3.9%

According to the Office of National Statistics, the overall UK median hourly gender pay gap in 2022 was 14.9%. Moto's median hourly gender pay gap of 3.9% is significantly below this. This means that women earned 96p for every £1 that men earned when comparing median hourly pay. Positively the figures also show an improvement compared to our 2018 and 2019 (pre Covid pandemic) figures.

Although our mean and median hourly pay gap have slightly worsened versus last year they are improved on our 2018 and 2019 (pre Covid pandemic) figures. Our median hourly pay gap is also much lower than the mean hourly pay gap, which is positive. 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.

It is important to note that in April 2022 approximately 4,005 of our 4,914 colleagues that met the reporting requirements were in hourly paid roles where we had standard pay rates determined by site and unit type only.

At the snapshot date our Operating Board was made up of **50% women**, which was well ahead of the Government's target of 33% by the end of 2020 and also ahead of the Government's new target of 40% women's representation by the end of 2025.

As stated already **57% of the Operating Board are now women** which includes our **Chief Finance Officer**. This is also in line with the Government's target to have at least one woman in the Chair, Senior Independent Director role on the Board and/or one woman in the Chief Executive Officer or Finance Director role by the end of 2025.



BONUS PAY GAP

Our calculations include 5,606 relevant employees.

The 'Bonus Gap' table shows the mean and median data for bonus payments made in the 12-month reference period to 5 April 2022.

Bonus Gap	2020	2021	2022
Mean Hourly Pay Gap	52.1%	-71.6%	39.9%
Median Hourly Pay Gap	21.6%	-58.7%	21.8%

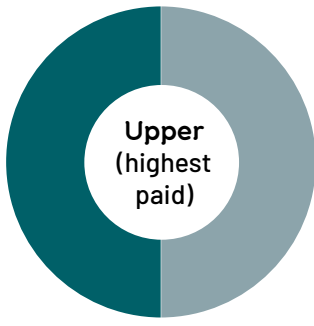
The mean hourly bonus gap has reduced since 2020 and the median bonus gap has seen a small increase. We have not compared to 2021 figures as due to the Covid pandemic only a small number of bonus payments were made between March 2020 and April 2021. This is seen in the table below showing the portion of colleagues awarded a bonus in 2021.

Colleagues who received bonus pay	2020	2021	2022
Male	11.6%	1.6%	13.4%
Female	8.8%	0.6%	11.9%

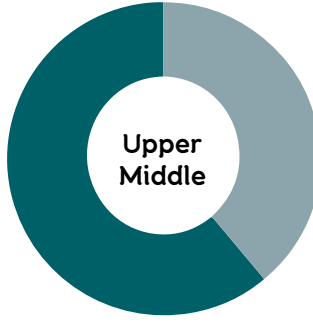
The % of both men and women who received bonus has increased since 2020 and the gap between them has narrowed.

Of the colleagues that received a bonus nearly 8% of these colleagues were part-time; 83% of these part-time roles were held by women and 17% were held by men. It is important to remember that the bonus gap calculation does not account for part-time hours. Therefore, a bonus for a part-time female colleague is compared to that of a full-time male colleague. This then results in a bonus gap, even when our colleagues were paid the same hourly rate and received the same bonus as a percentage.

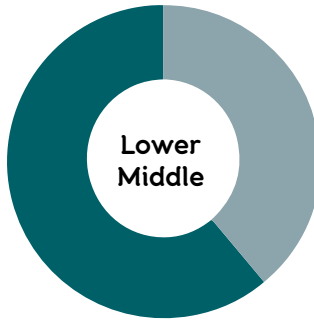
HOURLY PAY QUARTILES



51.8%   48.2%



61.9%   38.1%

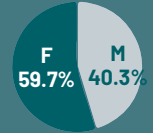


62.1%   37.9%



61%   39%

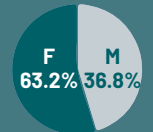
2021



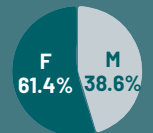
Upper (highest paid)



Upper Middle



Lower Middle



Lower (lowest paid)

The above graphics illustrate the gender distribution at Moto across four equally sized quartiles, each containing just over 1,228 colleagues.

Moto's colleague population is approximately 60% female overall. The quartile analysis shows that three out of the four bands are broadly representative of the wider demographic. However, there is a higher representation of men in the highest band.

The quartiles are broadly consistent from year to year except for the upper quartile where the proportion of men has increased from c. 40% to c. 48%.

SUCCESSFUL WOMEN AT MOTO



Equity is the only foundation upon which we can build for the future. Whether that's a culture, a society, a much broader vision or even a family, equity is the silver bullet which makes these things successful! We must embrace and fight for equity in all areas of our lives!

Claire Catlin – Chief Finance Officer



I began my leadership journey within Moto almost 10 years ago at a time in my life when my boys were about to start school. After 3 years of successfully leading a department team I had the opportunity to take on a wider site leadership role and moved sites. I was fortunate enough to work alongside an amazing male Ally in my role of Deputy General Manager who was a huge advocate for me and my development.

I have never felt being a female was a hindrance but more that we offered greater balance in our approach, and this in turn has led me to my current role of Site Operations Manager. I am privileged enough to be able support our internal High Potential Female Leadership programme and I take great pride in this initiative to support and further develop our Moto future female leaders.

Lucy Fazakarley, Site Operations Manager



I am a huge cheerleader of equity and try to empower women (& men) to be their best self. It's amazing at just how many women struggle to understand their self worth or are scared to explore out of their comfort zone. My advice is to grab every opportunity with both hands and go for it - whatever it is, big or small. What have you got to lose? Be bold, be confident and you're half way there!

Jess Lockwood, Property Director

CLOSING STATEMENT

As People Director I am extremely proud of the progress we are making in making Moto a more diverse and inclusive business.

Over the longer term we have seen a downwards trend in our gender pay gap figures and the work that we are doing in 2023 and beyond is essential to closing the gaps even further. It is important that we celebrate our successes and also continue to challenge ourselves on how we can do better going forward.

I encourage all of our colleagues to play their part in supporting us on this journey.



A handwritten signature in black ink that reads "Louise Hughes". The signature is fluid and cursive, with the first name "Louise" and the last name "Hughes" clearly distinguishable.

Louise Hughes
People Director



WHAT'S NEXT?

Over the coming 12 months we will continue to:

- Run our high potential female leaders programme to build confidence and enable female colleagues to fulfil their true potential. This includes partnering with a mentor to guide and support them.
- Engage with colleagues through our female leadership colleague resource group to create a more diverse and inclusive workplace.
- Educate colleagues through awareness campaigns in topics including prejudice, bias and privilege.
- Ensure our Talent Development Programmes are diverse.
- Shine the spotlight on our amazing women and their lived experiences.
- Listen to our colleagues through our 'Have your say' engagement surveys.
- Review our approach to hybrid and flexible working to support our colleagues with a better work life balance .
- Focus on womens' health in the workplace, particularly how we can support colleagues affected by the menopause and how to talk positively, respectfully and openly about it.
- Use senior leaders, including our executive sponsors, to be allies and promote opportunities for female leaders in the business.
- To partner with organisations, such as Women in Hospitality, Travel and Leisure (WiHTL), 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 under-represented groups.
- Launch new programmes including an Allyship Programme in partnership with WiHTL.

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