



# GENDER PAY REPORT 2023



# INTRODUCTION

At Moto we take enormous pride in the diversity of our teams and the incredible progress we have made in fostering an inclusive workplace, where colleagues from all walks of life feel embraced and empowered to express their true selves.

We are dedicated to reflecting the communities we serve and have a well-defined strategy for promoting diversity and inclusion, which we openly communicate with all of our colleagues. Diversity and inclusion stand as a central pillar in our strategic agenda for creating a winning culture. We recognise that there remains a gender pay gap but we are confident that we are advancing positively, especially with the growing presence of more women in senior leadership positions.

This year we were delighted and proud to win a prestigious award for Diversity at the MCA Hospitality Awards and were equally thrilled to be awarded a Leading Edge Gold accreditation in our EDI Maturity Curve assessment by Inclusion In.

This year our mean pay hourly gap has fallen by 0.5% whilst the median hourly pay gap has increased by 0.4%.

I take great pride in the accomplishments we have made in fulfilling our Diversity & Inclusion commitments. We have ambitious targets for gender, ethnicity, and disability diversity representation. These targets are integral to the objectives we set for our site leaders for a second consecutive year.

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 McMeiken*

Chief Executive Officer



# OUR OPERATING BOARD

At the time of this gender pay gap snapshot on 5 April 2023, we are hugely proud of the fact that our operating board was 57% female.

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



**Guy Latchem**  
Technology Director



**Jess Lockwood**  
Property Director



**Michelle Madeley**  
Operations Director



**Louise Hughes**  
People Director

## HEADLINE FACTS

**5,384**

Relevant colleagues  
across the UK

**58%**

Female  
colleagues

**57%**

of our Operating Board  
are female

**moto**

# 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 2023.

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	2023
Mean Hourly Pay Gap	16.9%	7.5%	9.4%	8.9%
Median Hourly Pay Gap	5.4%	1.3%	3.9%	4.3%

According to the Office of National Statistics, the overall UK median hourly gender pay gap in 2023 was 14.3%. Moto's median hourly gender pay gap of 4.3% is significantly below this. This means that women earned 96p for every £1 that men earned when comparing median hourly pay.

Our median hourly pay gap, being significantly less than the mean hourly pay gap, is a favourable aspect. The median hourly pay gap is typically viewed as a more accurate representation of the usual disparity between male and female colleagues because it is less influenced by higher earners at the organisation's top levels.

It is important to note that in April 2023 approximately 4,445 of our 5,384 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 57% 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 and newly appointed Operating Director. 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 2023.

Bonus Gap	2020	2021	2022	2023
Mean Hourly Pay Gap	52.1%	-71.6%	39.9%	9.0%
Median Hourly Pay Gap	21.6%	-58.7%	21.8%	28.8%

Only a very small number of bonus payments were made between 6 April 2022 and 5 April 2023; this also happened in 2021 (this is shown in the figures below). Comparing the 2022 figures to the 2020 figures the mean hourly bonus gap has reduced since 2020 and the median bonus gap has seen a small increase.

Colleagues who received bonus pay	2020	2021	2022	2023
Male	11.6%	1.6%	13.4%	3.0%
Female	8.8%	0.6%	11.9%	1.6%

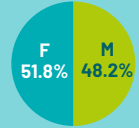
Comparing the 2022 and 2020 figures the % of both men and women who received bonus has increased and the gap between them has narrowed.



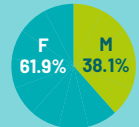
# HOURLY PAY QUARTILES 2023



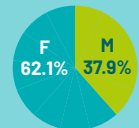
## 2022



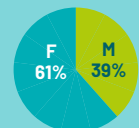
Upper (highest paid)



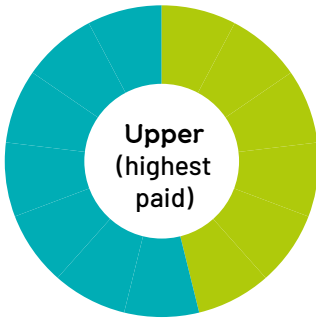
Upper Middle



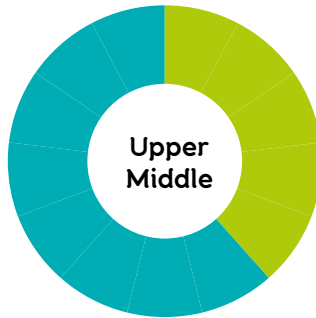
Lower Middle



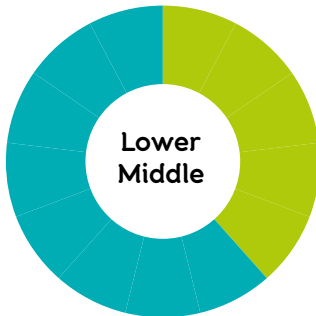
Lower (lowest paid)



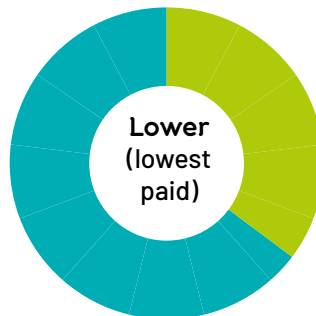
51.0%   49.0%



61.7%   38.3%



61.5%   38.5%



63.3%   36.7%

The above graphics illustrate the gender distribution at Moto across four equally sized quartiles, each containing 1,346 colleagues.

Moto's colleague population is approximately 58% 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, although the majority are female.

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. 49%.



# SUCCESSFUL WOMEN AT MOTO

As the Head of Technology Operations at Moto for approximately 1.5 years, my professional journey has been defined by hard work, commitment and championing equity and diversity.



My own experience proves the teams that work hard to foster a culture of diversity are more innovative, productive and have lower attrition. This is not just about doing the right thing; it makes absolute business sense!

Our outstanding culture at Moto is intricately linked to our foundational work in fostering diversity and our unwavering commitment to our values. These values form the basis to creating an environment that not only accepts but celebrates our differences.

In an industry historically less accessible to women, we now stand in a landscape brimming with expanding opportunities. To aspiring female leaders, I offer a piece of advice: take the leap. Venture beyond your comfort zone, confront challenges, and position yourself as a catalyst for others. Together, we redefine what it means to lead in the ever-evolving world of technology and women in the workplace.

## Poonam Chauhan - Head of Technology Operations

I began my journey with Moto five years ago, starting as a Department Manager. Six months ago I had the opportunity to take on a wider leadership role as Site Operations Manager Designate at Reading. I was lucky to work with an amazing male who was a huge support for my development into the leadership role. Being part of the female leadership Empower course also gave me so much more confidence within myself and the opportunity to really grow. My advice for females is that you deserve a circle of inclusion and influence, but it's up to you to create it. To me, beauty is inclusion - every size, every colour - that's the world I love to live in.



## Izabela Wcislo - Site Operations Manager Designate

In my early career I felt, as a woman, there was often a need to prove yourself more than you should, and if you lacked levels of education, came from a more diverse background or had just not had the opportunities others had, it was frowned upon or stigmatised. I always felt strongly from a very early age that this was unjust.

It wasn't until my mid 30s that I fully appreciated all of this was actually nonsense, inappropriate and on a personal level, occasionally in my head. Luckily, I had career defining allyship from both male and female leaders who endorsed what mattered. Consequently, for the last 20 years I've been even more conscious of ensuring that anyone around me never feels uncomfortable in their own skin.



Just have the belief that you deserve to be in the room where it happens, the room you choose, not because of your gender, identity or foundations but because of how brilliant and capable you are. So I encourage everybody to just have confidence and belief in yourself, and not to be derailed by negative thoughts or behaviours. Make sure you are in a conscious company, as I am here at Moto, who strives to get it right, cares and also rewards you appropriately.

## Michelle Madeley- Operations Director

## CLOSING STATEMENT

As the People Director, I take immense pride in the strides we are making toward fostering a more diverse and inclusive environment at Moto.

Our commitment to addressing the gender pay gap has yielded positive results over time, and our efforts in 2024 and beyond are crucial for further narrowing these disparities.

It's essential that we acknowledge our achievements while also pushing ourselves to continually improve.

I urge all our colleagues to actively contribute to this ongoing journey of progress and support.



**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 access to a mentor who offers guidance and support.
- Engage with colleagues through our female leadership community group.
- Educate colleagues through awareness campaigns such as prejudice, bias, calling in/out.
- Take proactive steps to improve gender diversity in sites where females in leadership roles are under represented.
- Ensure our Talent Development Programmes are diverse.
- Shine the spotlight on our amazing women.
- Listen to our colleagues through our 'Have your say' surveys.
- Promote 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.
- Utilise our male allies, including our Executive Board sponsor, and promote opportunities for female leaders in the business.
- Continue to work in collaboration with 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.
- Pilot increased flexible working arrangements for Operational Leadership roles to allow support for females (and others) with childcare or carer responsibilities.
- Launch our Carer's Leave Policy.