



# Gender Pay Report 2024



# Introduction



At Moto, we are incredibly proud of the progress we have made in creating diverse teams and cultivating an inclusive workplace. Colleagues from every walk of life are not just welcomed into Moto, but are celebrated and empowered to bring their whole selves to work. We are passionately committed to reflecting the vibrant communities we serve and have a visionary strategy for promoting Equity, Diversity and Inclusion (EDI), which we share openly with all our colleagues. Together, we are building a future where everyone can thrive.

## **In 2024, we were thrilled and honoured to be awarded:**

- Sunday Times Top 10 Best Places to Work
- Sunday Times Winner for Employees aged over 55 years old
- Best Diversity Leadership Programme at the MCA Hospitality Awards
- Most Inclusive CEO at the Inclusion In Awards
- Gold Accreditation and Leading Edge in sector rating in Inclusion In's EDI Maturity Curve Assessment

A heartfelt thank you to our incredible teams for their dedication and hard work in making this possible.

Although our mean hourly pay gap has increased marginally, and our median gap remained the same, we are confident that this does not negate the overall picture as progress is not always linear. Continuous efforts are being made to address the gender pay gap through policies, initiatives and organisational changes.

I am immensely proud of our achievements in fulfilling our Equity, Diversity and Inclusion commitments. Our ambitious targets for gender, ethnicity, and disability diversity representation are not just goals; they are essential to our vision. These targets are crucial for driving meaningful change and fostering an inclusive culture.

You will find more details on our gender pay gap analysis and the efforts we are making to enhance our inclusive culture in the report that follows.

I can confirm the data in this report is accurate.

*Kennedy McMeiken*

**Chief Executive Officer**





MCA. HOSPITALITY AWARDS 2024 WINNER

The 2024 **inclusion in Awards** Powered by **WIRL & DR**

**Moto wins the award for Most Inclusive CEO**

**being you**

**Ken McMeikan - Moto Hospitality**  
Most Inclusive CEO in HTL

revel in what we do | do the right thing | set the bar high

MCA. HOSPITALITY AWARDS 2024 WINNER



THE SUNDAY TIMES  
**T Best Places to Work 2024**  
VERY BIG ORGANISATION



# Our Operating Board

At the time of this gender pay gap snapshot on 5 April 2024, we are hugely proud of the fact that our Operating Board was 50% female.

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



**Kennedy McMeikan**  
Chief Executive Officer



**Claire Catlin**  
Chief Finance Officer



**Nick Tatum**  
Chief Customer Officer



**Michelle Madeley**  
Operations Director



**Guy Latchem**  
Chief Information  
Officer



**Jess Lockwood**  
Property Director



**Alan McCarthy-Wyper**  
Managing Director  
- EV and Power



**Louise Hughes**  
People Director

We are also delighted to announce that we have recently appointed two new members to our Operating Board.



**Nikki Rogers**  
Retail and Fuel  
Trading Director



**Vicki Appleton**  
Hospitality Trading  
Director







# 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 2024.

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	2022	2023	2024
<b>Mean</b> Hourly Pay Gap	7.5%	9.4%	8.9%	9.1%
<b>Median</b> Hourly Pay Gap	1.3%	3.9%	4.3%	4.3%

According to the Office of National Statistics, the overall UK median hourly gender pay gap in 2024 was 13.1%. 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 2024 approximately 82% of our 6,363 colleagues 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 updated target of 40% women's representation by the end of 2025.

Currently 66% of the Operating Board are now women, including our Chief Finance Officer. This is 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 6,363 relevant colleagues.

The 'Bonus Gap' table shows the mean and median data for bonus payments made in the 12-month reference period to 5 April 2024.

Bonus Gap	2021	2022	2023	2024
<b>Mean</b> Hourly Pay Gap	-71.6%	39.9%	9.0%	32.7%
<b>Median</b> Hourly Pay Gap	-58.7%	21.8%	28.8%	1.4%

The number of colleagues receiving a bonus this year are impressive and is a substantial increase on the 2023 figure. The 2024 figures are therefore more comparable to 2022 when more colleagues received a bonus.

While we acknowledge that the mean bonus pay gap is relatively high, this is primarily due to a greater number of male colleagues in senior positions.

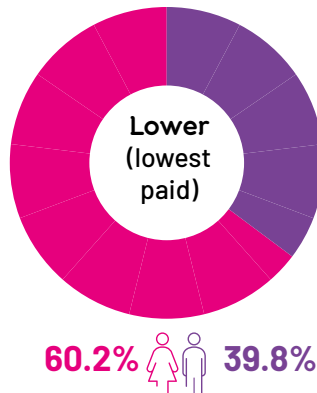
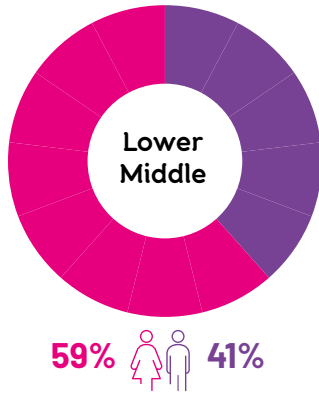
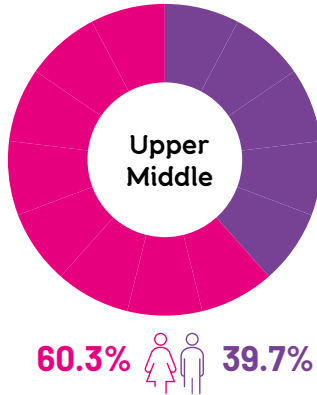
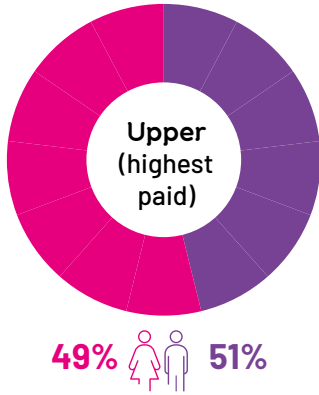
Comparing these numbers from 2022, this shows a drop in the mean figure by 7.2% and a substantial drop in the median figure by 20.4%. The median provides a better representation of the typical disparity between male and female colleagues, as it is less affected by the earnings of those at the highest levels. Here, the gap is only 1.4%.

Colleagues who received bonus pay	2021	2022	2023	2024
<b>Male</b>	1.6%	13.4%	3.0%	49.5%
<b>Female</b>	0.6%	11.9%	1.6%	53.7%

Comparing the 2024 and 2022 figures, the % of both men and women who received bonus has increased, and the increase of women receiving a bonus is higher.



# HOURLY PAY QUARTILES 2024



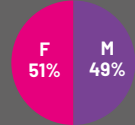
The above graphics illustrate the gender distribution at Moto across four equally sized quartiles, each containing 1,414 colleagues.

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.

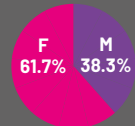
In the Upper and Lower Middle quartiles the number of women have increased. In the Upper and Lower quartiles, the number of men has increased.



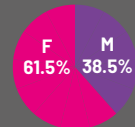
## 2023



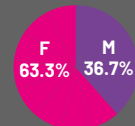
Upper (highest paid)



Upper Middle



Lower Middle



Lower (lowest paid)



# Successful Women at Moto



2020 changed many lives – including mine. Just after returning from maternity leave, the Covid-19 lockdown had me trying to balance a demanding job with being the primary carer for a 1 and 3 year old. It quickly became unsustainable, and I stepped away to focus on being a mum but knew I needed more.

With the support of an amazing friend and life coach, I clarified my values, built confidence, and eventually applied for a role at Moto—despite not meeting every selection criteria, I knew I could add value in other ways.

At my interview, I was open about the importance of work-life balance and worked closely with my line management team to ensure it wasn't just an ideology but a reality that I can still achieve 4 years on.

Now, as a member of Moto's "A Better You" wellbeing committee, I can help to ensure that every colleague feels empowered to bring their best, most authentic self to work.

For me, success means finding a workplace that aligns with your values, not letting imposter syndrome hold you back (you belong in the room!) and recognising that boundaries are necessary, not selfish, and knowing that we don't have to do it all alone - find allies who support you, lift others as you climb, and be an advocate for a workplace where everyone can thrive.

## Felicity Booth Insights Manager



I have worked for Moto for 16 years. During my time in the business I have seen many changes, all for the better, and all of them have helped to give me the confidence and ability to become the person and manager that I am today.

I started 16 years ago at Cherwell Valley as part of the ICM cleaning company. From here I moved through a number of different units climbing my way up to Shift Supervisor.

I landed my first Assistant Manager role in the forecourt at Cherwell Valley. It was from this role that I could see why you would feel the need to fight the women's corner! Fortunately, I am a very strong character myself and felt easily able to fall into what could be seen as a male dominated world.

I have met some wonderful colleagues over the years, and forming a great support network is what always helps you to grow along the way.

I am very proud of the path that my career has taken since I became a Unit Manager. I took over as Manager in the first Moto owned Pret, and since my training and returning to site, we have still been used as the main training site for future Pret units.

I am proud of the fact that in my first full time roles as manager, I have been able to train at my site, but also use my skills and knowledge to spend a lot of time travelling and assisting sites as they grow and expand their business.

## Anna Drozd - Department Manager





# Successful Women at Moto

I have been incredibly fortunate in my career to work for organisations that truly believe women should be represented at levels of management.

I joined Moto because our values and commitment to promoting EDI closely mirrored my own personal values. I am thrilled to have been appointed to the Operating Board and I look forward to supporting our continued drive to champion gender parity at all levels.



I passionately believe that closing gender gaps in the workplace is crucial for building a more equitable and effective workforce. When women are represented at all levels of an organisation, it not only enhances decision-making but also reflects a company's commitment to social responsibility.

Throughout my career I have seen first-hand the benefits of having a diverse leadership team with a focus on gender parity – decision making is improved and it creates an inclusive environment where all employees feel valued and empowered to contribute their perspectives. Addressing all EDI gaps, including gender, creates a culture of mentorship and support, which benefits not just women, but everyone in the organisation, and this is something I see a lot of here at Moto.

For women aspiring to move to the next level in their careers my advice is probably similar to everyone else's. My advice is to seek out someone you aspire to and ask them if they would be prepared to be a mentor for you. This doesn't have to be a formal arrangement. The most effective mentor relationships I have had have been with people I looked up to who I could contact and simply ask if they had time for a coffee and a chat.

A strong network can be invaluable in helping you get to your next role. Don't be afraid to reach out to leaders and ask for their advice – most of them will be willing to help and share their guidance.

The final thing I would add is to stay resilient. There will be as many ups as there will be downs and try not to let that impact you. Everything that doesn't go quite to plan is an opportunity to learn.

I can assure you I have learnt more from situations that didn't go quite to plan than from those that went perfectly! You won't always get things right first time, but nobody ever does!

**Nikki Rogers - Retail and Fuel Trading Director**



# Closing Statement

As the People Director, I am filled with immense pride as I witness the remarkable strides, we are making towards fostering a diverse and inclusive environment at Moto. Our unwavering commitment to addressing the gender pay gap has yielded positive results over time, and the efforts we put forth in 2024 and beyond are crucial for further narrowing these disparities.



It is essential that we celebrate our achievements while continuously striving for improvement. I encourage each and every one of you to actively contribute to this ongoing journey of progress and support. Together, we can create a workplace where everyone feels valued and empowered.

Let's continue to push boundaries and make a lasting impact.

A handwritten signature in black ink that reads "Louise Hughes".



**Louise Hughes**  
People Director



# What's next?



## Over the coming 12 months we will:

- Continue to run our Empower 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.

