

Moto Hospitality Limited (“Moto”) 2019 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 continues to show 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.

Gender Pay Gap Statistics

Pay Gap	2019	2018	Bonus Gap	2019	2018
Mean hourly pay gap	9.6%	10.3%	Mean bonus pay gap	45.8%	46.5%
Median hourly pay gap	2.4%	3.0%	Median bonus pay gap	26.7%	17.6%

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 17.3%.

The ‘Pay Gap’ statistics above shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date of 5 April 2019. The ‘Bonus Gap’ statistics shows the mean and median data for bonus payments made in the 12 months reference period to 5 April 2019.

Moto’s median hourly gender pay gap of 2.4% has seen a 0.6% improvement on our 2018 results. This figure is significantly below the UK average of 17.3%.

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 4338 of our 5008 total workforce are in hourly paid roles where we have standard pay rates determined only by site and job role (the latter of which there are only two).

At the snapshot date our Executive Board was made up of 36% women, which had surpassed the Government’s target of 33% by the end of 2020.

Our mean hourly pay gap has reduced by 0.7% and the median hourly pay gap has reduced by 0.6% since 2018.

Our mean bonus pay gap has reduced by 0.7% since 2018 and although we have seen a 9% increase in our median bonus pay gap this figure is still a significant improvement on our median bonus figures in 2017.

Proportion of colleagues awarded a bonus for 2019

Employees who received bonus pay	2019	2018
Proportion of men	12.6%	10.7%
Proportion of women	7.7%	7.7%

The difference in the proportion of male and female employees receiving a bonus is 4.9% 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	2019		2018	
	Male	Female	Male	Female
Upper (highest paid)	42.7%	57.3%	42.9%	57.1%
Upper middle	40.1%	59.9%	41.1%	58.9%
Lower middle	35.5%	64.5%	35.1%	64.9%
Lower (lowest paid)	38.7%	61.3%	38.7%	61.3%

The above table illustrates the gender distribution at Moto across four equally sized quartiles, each containing 1252 colleagues.

Moto’s employee population is approximately 61% female overall. The quartile analysis shows that the upper middle band is broadly representative of the wider demographic. However, there is a slightly higher representation in the lower bands and a slightly lower in the highest band.

How we are supporting long term growth in our female talent:

- **Ambassador Programme** – This development programme aims at overcoming the specific challenges women may face when looking at progression. The content includes a number of workshops focusing on leadership development and giving further insight into the roles of senior leaders within the business.
- **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** – We have successfully trialled a labour scheduling tool which allows colleagues to work more flexibility and full roll out is due to commence shortly.
- **Women in Hospitality Travel Leisure** – We have joined a collaboration 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.

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.

Since we began reporting in 2017 we have already made positive steps to reduce the gender pay gap, this included the removal of a restricted number of ‘first appointment’ sites for newly promoted General Managers and mobility restrictions from a number of our development programmes. We have launched new company values which will 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 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.



Kennedy McMeikan

Chief Executive Officer – March 2020