



**2019 Gender  
Pay Gap Report**

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# Motability Operations Ltd

## 2019 Gender Pay Gap Report

At Motability Operations, we strive to create an environment that is fully inclusive. Within our business this means providing the same opportunities for every employee and sustaining a culture in which people are free to flourish and where their contribution is rewarded equally regardless of race, national or ethnic origin, sexual orientation, disability or gender.



**Mike Betts**  
CEO

**“The hard work which Motability Operations has put into creating a supportive culture is so much appreciated. Everyone now seems to be getting on board to make sure that all employees are supported not only in work life but outside life also. Both my leader and manager put a lot of effort to ensure that our team has a supportive happy balance – Thank you!”**

myView, employee opinion survey, 2019.

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# Motability Operations Ltd

## 2019 Gender Pay Gap Report

The gender pay gap is a measure that shows the difference in average earnings between men and women. It is distinct from equal pay, which is about ensuring that men and women are paid the same for carrying out work of an equal value.

At Motability Operations, the issue of equal pay is reviewed on a regular basis, and we are confident that we do not discriminate on the basis of gender or any other factor.

In 2018 we reported a mean pay gap of 29.6% and a median pay gap of 26.9%. Our analysis showed whilst men and women were paid equally for equal roles, the gender balance is unevenly distributed across our business.

Our figures for April 2019 have seen this gap reduce to 25.6% and 20.8% respectively. A number of factors have led to this welcome outcome, including more women appointed to senior roles, but we recognise that we are still on a journey and it will take time to put ourselves on a sustained path to reducing this gap further.

Our gap continues to be driven by a number of gender imbalances in our workforce, including;

- Of our five directors, one is female.
- We continue to see a higher number of men in more specialist, technical roles. Salary levels are generally higher in areas such as IT where skills are more difficult to find, or we are competing for talent in a highly sought-after market where there is a shortage of female applicants.
- We have a larger proportion of women in lower paid roles, such as our customer contact centre, where roles are offered on flexible shift patterns.

These factors are not unique to Motability Operations and reflect wider society and industry trends. Our Board remains committed to addressing the factors which are within our scope to change.

**“From being offered reassurance and feeling empowered, I have developed in leaps and bounds in my professional and personal life.”**

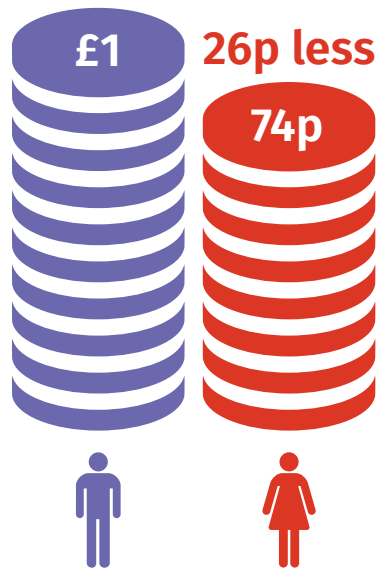
myView, employee opinion survey, 2019.



# 2019 Results

## Difference in pay between male and female employees

Mean pay gap  
is **25.6%**



Median pay gap  
is **20.8%**



Mean bonus gap  
is **64.2%**



Median bonus gap  
is **30.6%**

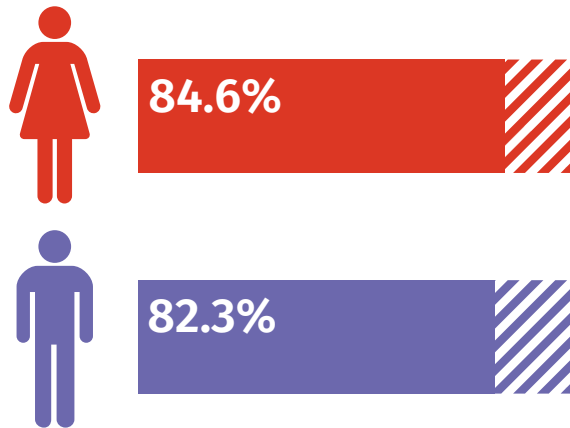


### Mean and Median

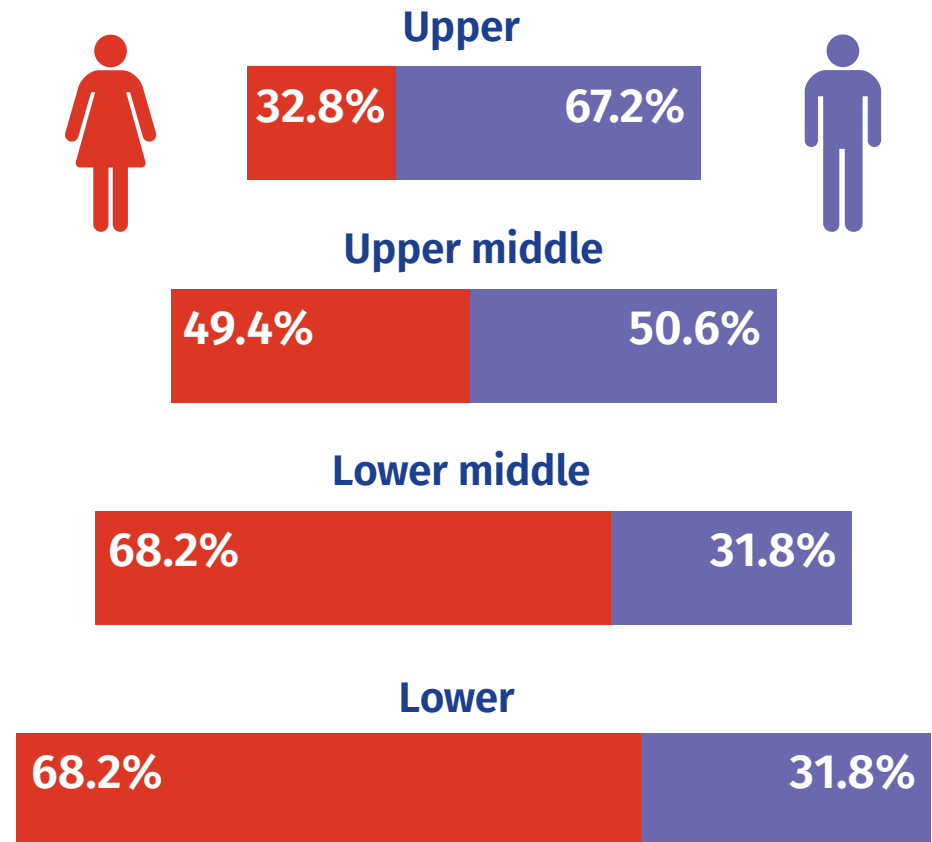
The gender pay gap shows the difference between the mean (average) and median (mid-point) pay and bonus of male and female employees, expressed as a percentage of male employee's earnings.

# 2019 Results

### Proportion of male and female employees receiving a bonus



### Proportion of male and female employees in each pay quartile



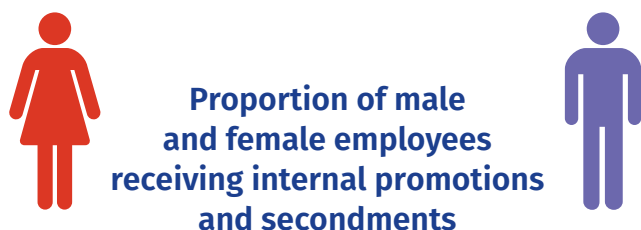
**“I am very proud to work for a company that is so active in promoting diversity, inclusion and awareness of important social topics.”**

myView, employee opinion survey, 2019.

# Progress

The positive improvement in our gender pay gap is attributable to a number of factors including the following:

→ We've recognised that we need to change the balance of women in higher-paid roles. Since April 2017, our overall number of women in the upper and upper-middle quartiles has increased, and we remain committed to equal pay.



**Proportion of male and female employees in senior management**



→ The introduction of 'Dynamic Working' in 2018 has provided a framework for both current and prospective employees and managers to discuss and agree creative solutions to flexible ways of working. Employee feedback from this initiative has been very positive, evidenced in our 2019 Employee Engagement Survey with significant improvements in satisfaction scores relating to work/life balance. In the last twelve months, nine out of ten requests to work flexibly were approved.

→ We have implemented a programme of Leadership and Recruitment training for managers, focussing on building and developing high-performing diverse teams.

→ The establishment of our diversity networking groups, and the comments received in our first Diversity and Inclusion Employee Survey have provided us with valuable feedback. Through consultation with the groups, we have launched a suite of new family-friendly policies, increased

awareness on a number of topical issues and changed our approach to some key facilities within our working environment. A member of our executive team will continue to sponsor all our networking groups and we have recently designated one of our independent non-executive directors to engage with employees.

→ Our focus on internal development continues. In 2018/19, 64% of internal promotions and secondments were secured by women. We have succession plans in place for directors and senior managers, with women representing more than half of our talent pipeline. Within our senior management team, 11 out of 19 (57%) heads of department are women, with over 70% of this group being promoted to these roles from within the organisation.

# Commitments

Whilst we are pleased to note the achievements to date, we recognise there is more we can do. Over the coming year, we will focus on the following;

- Reviewing our approach to Early Careers talent, specifically looking at apprenticeships, internships and our graduate programme.
- Reviewing our recruitment strategy, both in relation to our employer brand and how we source and recruit new employees.
- We will run our first working from home pilot for teams that have been traditionally office-based contact centre environments
- Following our technology upgrade, we will embed new functionality which will enhance our ways of working, allowing for greater flexibility in how we communicate and interact.



## In Conclusion

Improving the gender balance across our business remains a priority and something to which the Board is committed. We recognise that this will require time and sustained focus over the long-term.

## Declaration

I confirm that the information contained in this report is accurate.

 Mike Betts, CEO

**“As a father, the Dynamic Working initiative has enabled me to become a coach at my son’s cricket club. Knowing I can manage my time in the office, with the full support of my employer and colleagues, so I can commit to coaching nearly 50 children every Friday allows me to make a real difference in our community”.**

David, employee, 2019.



**“The external speaker who spoke about the ‘Power of Profile’ at the recent Women’s Networking Group event was incredibly inspiring, demonstrating the importance of determination and embracing your true identity within the workplace. Not only did this increase my understanding of a female’s perspective within the working world, it also provided valuable advice for any individual seeking a successful career.”**

Rob, employee, 2019.

**“From first starting with the business in a basic admin role, I have experienced the best support and training in whatever role I’ve done since, and there is truly a huge emphasis on how important it is to continually develop and improve yourself no matter what job you’re doing.”**

myView, employee opinion survey, 2019.

**“I’m so thankful for having the opportunity to take a sabbatical to follow my travel dreams whilst working with MO.”**

Tania, employee, 2019.



[motabilityoperations.co.uk](https://www.motabilityoperations.co.uk)