

Gender Pay Gap Report 2017



Motability
Operations | Ltd

Motability Operations Ltd

2017 Gender pay gap report

At Motability Operations, we believe in accessibility in the broadest sense, recognising that everyone has differences in capabilities, needs and aspirations. By being open to the diversity of customers, and encouraging the same in our communities, we can create engaging and inclusive experiences for all.

Within our business, this means providing the same job opportunities for every employee. It means sustaining a culture where people are free to flourish, and their contribution is rewarded equally, regardless of race, national or ethnic origin, disability, or gender.

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.

However, our evaluation does show that a gender pay gap exists, driven by the make-up of our workforce.

This is largely because we have a smaller number of women in technical roles, which are typically higher-paid, and conversely, fewer men working in lower-paid roles, such as our customer contact centre. We also have only a small number of female directors (now one) compared to male directors.

Although we can explain this gender pay gap, we recognise that we have a job to do to increase representation of women, particularly in specialist technical roles, and at Board level. An advantage in this is that we already have a high number of women in senior management, and only a very small gender pay difference at this level; an example to build on.

We are already underway with initiatives aimed at improving representation in key roles, and will take further steps. These include:

- Making gender diversity and inclusion a key focus at Board level
- Adopting working practices which build a positive culture for women to succeed
- Extending the IT graduate placement programme with an emphasis on developing female talent
- Eliminating the small gender pay gap at head of function level
- Training all managers in bias-free management and recruitment
- Creating a diversity forum to guide potential solutions to advance gender equality

We are, however realistic enough to know that these will take a while to have impact.

We welcome the greater transparency of the issues raised through the Government's gender pay reporting initiative and are firmly committed to addressing and reducing our gender pay gap over the next few years.

Motability Operations Ltd results

The gender pay gap reporting regulations came into effect in April 2017. Employers with more than 250 employees are required to measure and report on data relating to gender pay and bonuses. Motability Operations Ltd's results are set out below:

Difference in pay between male and female employees

Pay gap

Mean pay gap

27.2%

Median pay gap

23.3%

Bonus gap

Mean bonus gap

61.4%

Median bonus gap

35.3%

Proportion of male and female employees receiving a bonus

Male

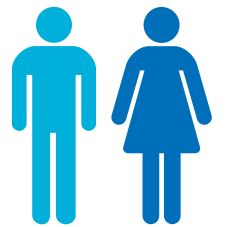
85.6%

Female

87.3%

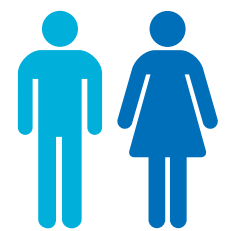
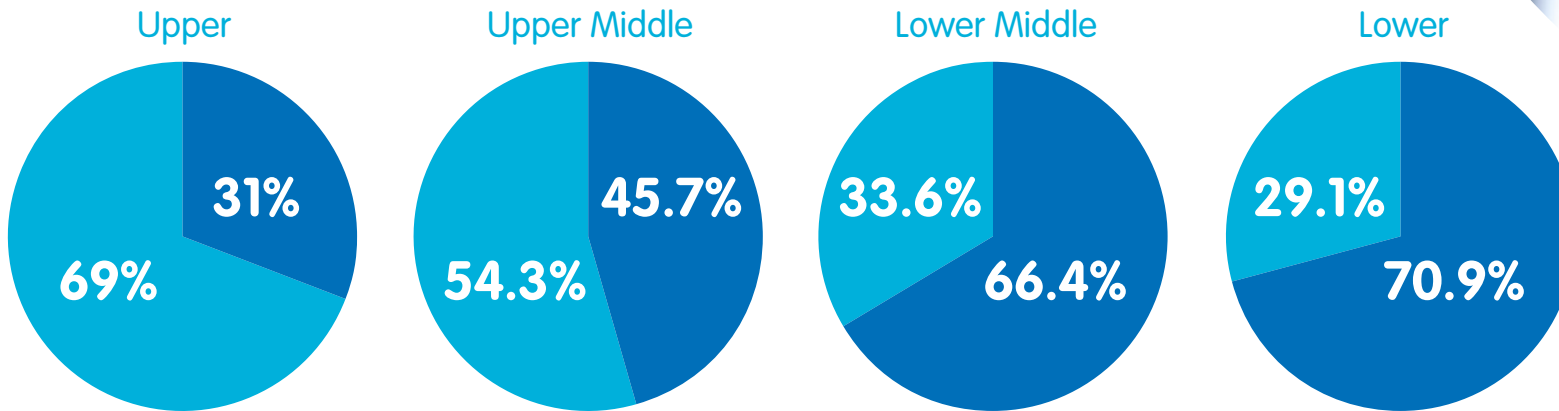
Mean and Median

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.



Motability Operations Ltd results continued

Proportion of male and female employees in each pay quartile



The gender pay gap

Motability Operations Ltd's gender pay gap of 27.2% represents the difference in the average pay and bonuses of all employees across the organisation. Although our analysis shows we pay equal rates for work of equivalent value, the gender pay gap emerges because there is an uneven distribution of men and women across different areas of the business.

At Motability Operations Ltd, we see a higher number of men in more specialist, technical roles, such as IT, where the proportion of male applicants for roles exceeds female applicants significantly, and salary levels are generally higher. Conversely, some areas of the business that do not necessarily attract this salary premium, such as our customer support centre, have a larger proportion of women.

We offer an equal chance for all employees to receive an annual bonus; in fact, over 86% received a bonus last year, (though 84% of those did not receive their maximum bonus potential).

Motability Operations' gender pay gap of 27.2% is lower than the 34% indicative average for the financial services industry, but it is above the average of 18.1% for all businesses currently reported by the Office of National Statistics. Naturally, we are addressing this with positive and meaningful steps.

“Our business is all about changing lives, and increasing opportunities for people with diverse needs.”

Mike Betts, Chief Executive



How we will address the gender pay gap

Our business is all about changing lives, and increasing opportunities for people with diverse needs. Over the years we have implemented many changes to improve disability confidence and establish barrier-free recruitment. However, it's clear there is more to be done to increase the number of women in executive, middle management and technical roles, and to build a culture which encourages employees, whatever their gender, attribute or life choices, to grow and flourish.

To underline the seriousness of this commitment, the Board will be taking direct responsibility for diversity and inclusion. Over time, we will oversee steps to reduce our gender pay gap, and ensure that inclusion continues to be a normal part of who we are and what we do. We are actively reviewing how our working practices can make roles in the organisation more accessible to all.

We also intend to explore with the wider business initiatives such as a Women's Networking Group, to provide a forum for discussing ideas and potential solutions to advance gender equality. If this proves popular, we hope that the WNG will become the place to consider ideas brought

forward, and influence how these steps might be implemented.

We actively encourage internal development; just over 50% of our senior managers are women, the majority of whom were promoted from within. We plan to maintain this representation, and close the negligible gender pay gap at this level.

In order to extend this, we will further encourage women to join us, and help them advance within the business to ensure a rich pipeline of talent that includes a balance of women and men. This will include looking at inclusive, barrier-free management, and encouraging gender-balanced shortlists for key roles. Within the next twelve months we expect to train all managers in bias-free management and recruitment practices, in an effort to reduce any unconscious bias in our business.

One route into the organisation is our graduate scheme; to date we have appointed 54 graduates, 31 of them women. Since the IT Placement Scheme was introduced, four have achieved permanent roles, two of them women, and we plan to extend this Scheme with an

emphasis on developing female talent.

Finally, a programme to update the workplace and create a working environment that attracts and supports every employee is well underway. We will ensure this programme specifically considers the need for encouraging diversity, and will encompass areas such as dynamic working, and access to training and professional networking.

We will publish an annual report of our progress on these measures on our website.

Declaration

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



Mike Betts

Mike Betts
Chief Executive

