



2018 Gender Pay Gap Report

Motability Operations Ltd

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Background

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.

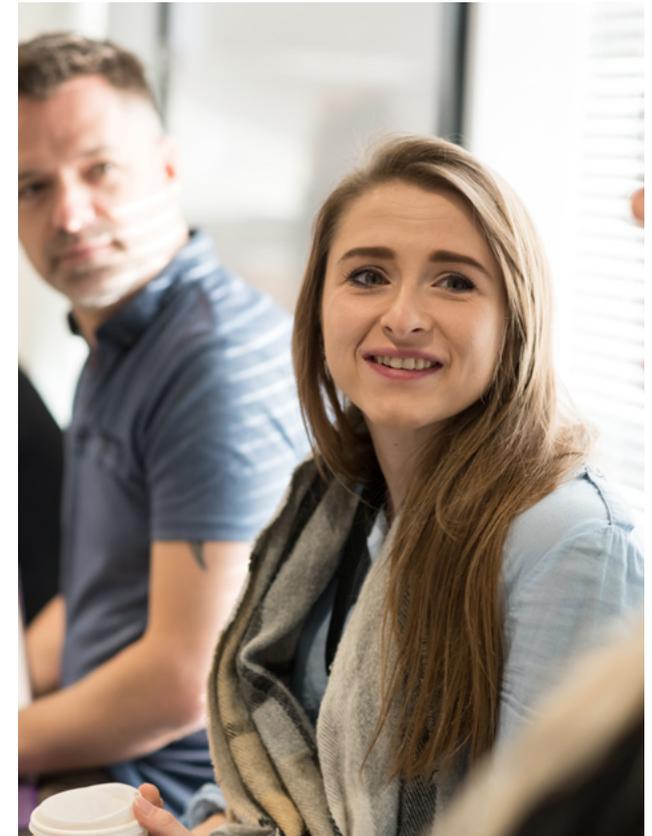
Within our business, this means providing the same job opportunities for every employee. It means sustaining a culture where people are free to flourish, and their contribution equally rewarded, regardless of race, nationality or ethnic origin, disability, sexual orientation, age or gender.

In 2017 we reported a mean pay gap of 27.2% and a median pay gap of 23.3%. Our analysis showed whilst men and women were paid equally for equal roles, the gender balance is unevenly distributed across our business. We have taken a number of positive and meaningful steps to address this issue, but

recognise that we are on a journey and it will take time to yield tangible results to impact our pay gap.

Our figures for April 2018 are 29.6% and 26.9% respectively. Our gap continues to be driven by a number of gender imbalances in our workforce, including;

- Of our five directors, one is female. At the time of reporting 2017's pay gap, there were two female directors. This is one of the key drivers of the change in our gender pay gap in 2018.
- 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.



2018 Results

Difference in pay between male and female employees

Pay gap

Mean pay gap

29.6%

Median pay gap

26.9%

Bonus gap

Mean bonus gap

68.5%

Median bonus gap

30.0%



Proportion of male and female employees receiving a bonus

Male

84.2%

Female

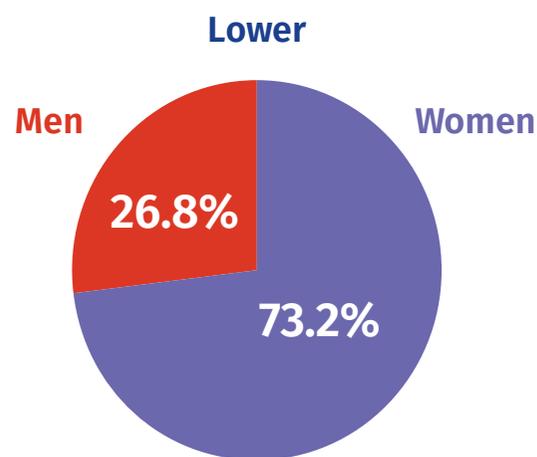
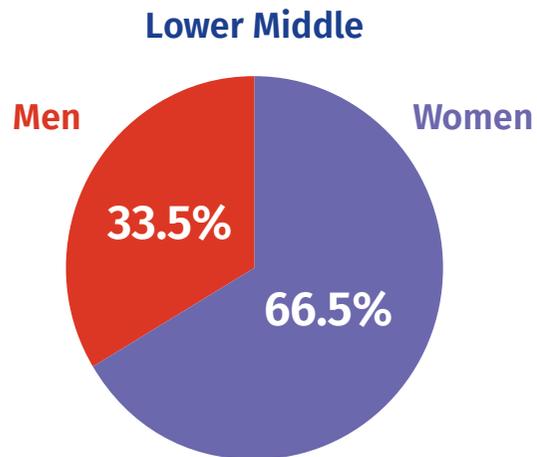
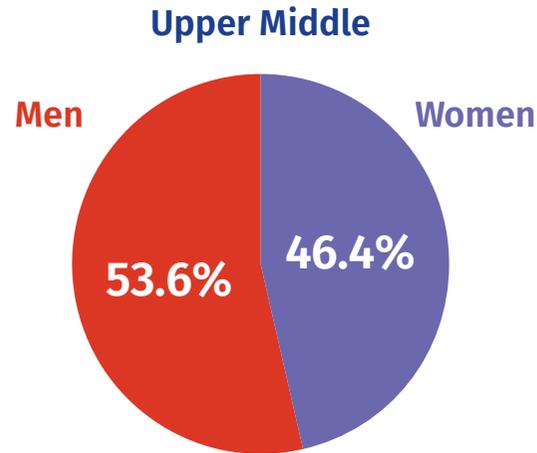
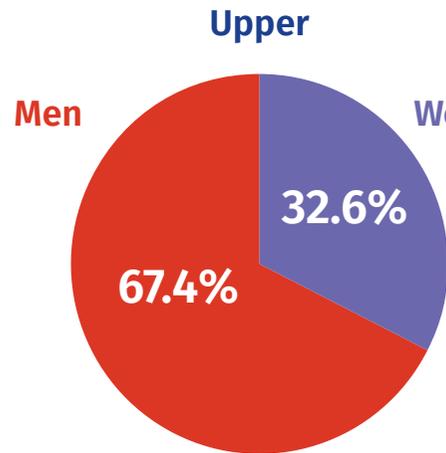
83.9%

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.

2018 Results

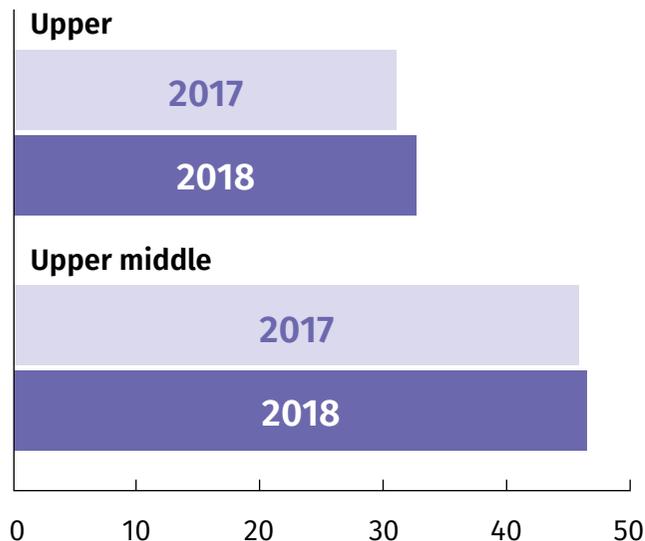
Proportion of male and female employees in each pay quartile



Actions and Commitments

In 2018 we launched a programme of initiatives to update our workplace and create a working environment that attracts and supports employees to grow and flourish whatever their gender, attributes or life choices;

- 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.



- We have appointed one of our senior women leaders to take the lead on shaping the future strategic direction of our business.
- Our focus on internal development continues. In 2017/18, 65% 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, 9 out of 16 (56%) heads of department are women, with two thirds of this group being promoted to these roles from within the organisation. Over the coming year we plan to take further steps to develop our talented people.
- We have launched a number of networking groups, including a Women's group, an Ethnicity group and a LGBTQ+ group, in addition to our refreshed Disability group. We have appointed another of our senior women leaders to chair our Diversity and Inclusion Steering Committee, and I sponsor all of our networking groups.

- We have recently carried out an employee opinion survey focussed on diversity and inclusion. We will use the results to shape and inform our diversity initiatives.
- We met our objective to deliver bias-free management training by delivering a programme of Diversity Awareness for all of our managers. We will evolve this further with practical training for our managers in how to manage and develop a more diverse workforce.
- We continue to review our recruitment practices to ensure that we mitigate gender bias, including the introduction of diverse interview panels and gender balanced shortlists for key roles.
- We have launched a Sabbatical policy enabling employees to take a career break for up to 12 months and return to their role.
- We are looking to support all working parents with further changes to our family leave policies in 2019.

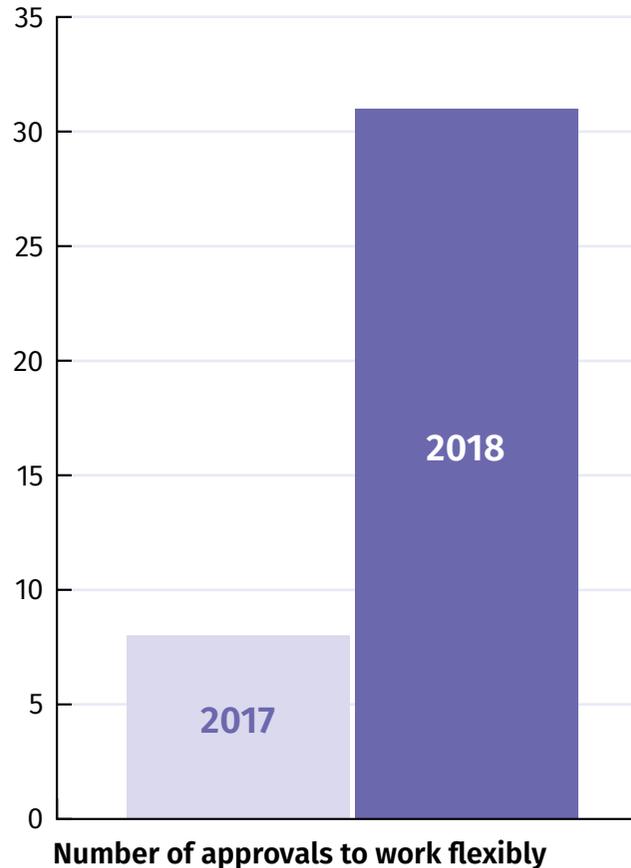
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Actions and Commitments

- In the summer of 2018 we launched 'Dynamic Working' which has provided a framework for employees and managers to discuss and agree creative solutions to flexible ways of working. Employee feedback from this initiative has been very positive. In the last 12 months we have seen the number of approvals to work flexibly increase significantly as shown in the graph opposite. In parallel, through the use of technology we have provided new ways for employees to identify working patterns that support their commitments both in and out of work, and we continue to develop a working environment that promotes collaboration in a more dynamic way.

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

Mike Betts
CEO



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