

2020

Gender Pay Gap Report



Motability Operations Ltd

2020 Gender Pay Gap Report

Our business is all about changing lives through providing our customers with a seamless first-class service. In order to achieve this, we recognise that the calibre and commitment of our people is key. We welcome the diversity of our employees in the broadest sense and believe that, by combining our talents and knowledge, we can drive a high-performance culture where all employees can flourish.

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Gender Pay

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 2019 we reported a mean pay gap of 25.6% and a median pay gap of 20.8%. 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 2020 have seen this gap reduce further to 24.6% and 19% respectively and we continue to move in the right direction. A number of factors have led to this welcome outcome, including changes to executive pay, plus 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.

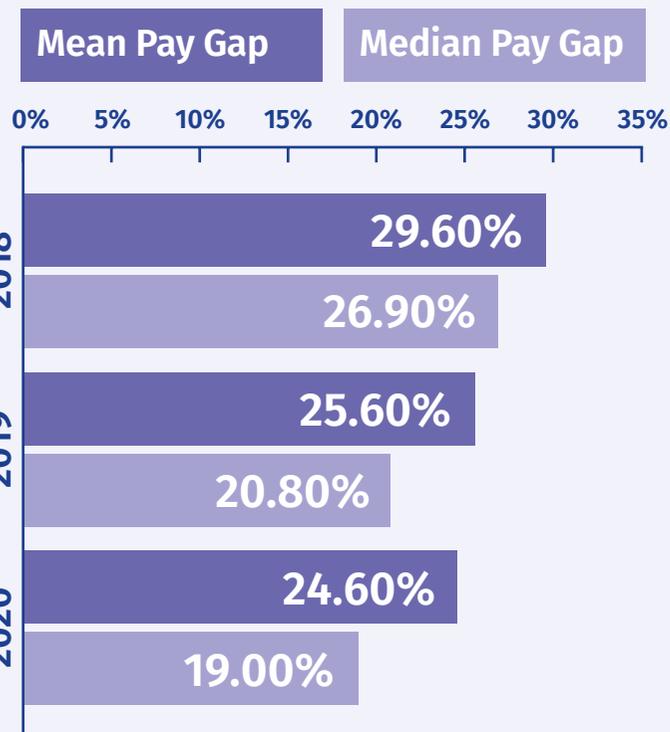
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Gender Pay

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

- Of our five directors, one is female. We've recognised that we need to change the balance of women in higher-paid roles, to support the talent pipeline for future director roles
- 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, although we are pleased that the number of women working in our IT Division has increased by 3% during the year to 26%
- 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.



58% of our Heads of Function roles are held by women.

The number of women working in our IT Division has increased by 3% during the year to 26%.



Men in Head of Function Roles 2020: 8



Women in Head of Function Roles 2020: 11

Gender Pay 2020 Results (Data as at 5 April 2020 for employees directly employed by Motability Operations)

Difference in pay between male and female employees

Mean pay gap
is **24.6%**



Median pay gap
is **19%**



Mean bonus gap
is **64.3%**



Median bonus gap
is **21.5%**

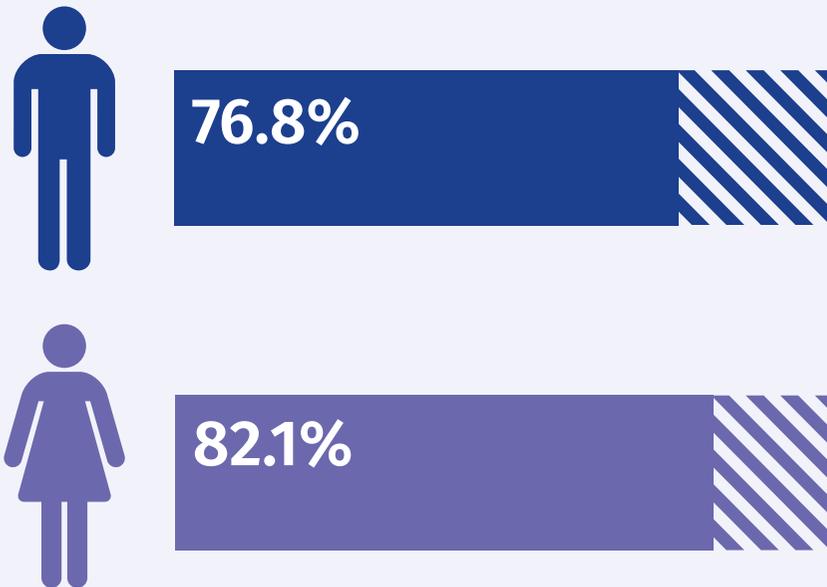


Mean and Median

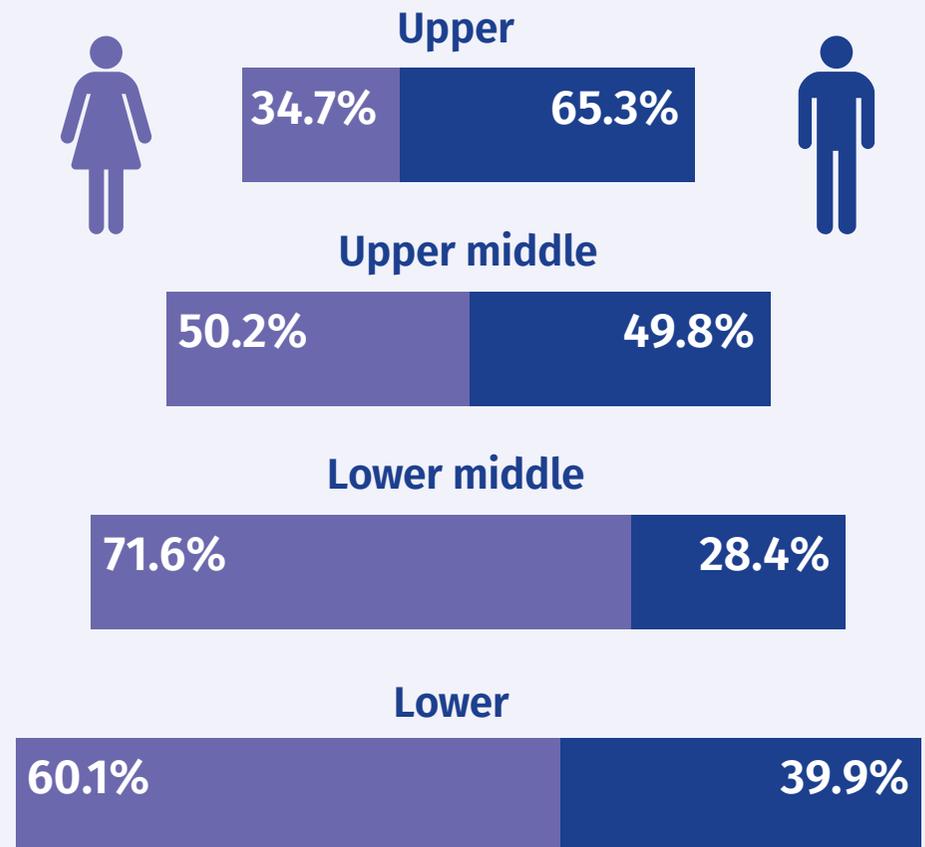
The gender pay gap shows the difference between the mean (average) and median (mid-point) pay and bonus of male and female employees, expressed as a percentage of male employee's earnings.

Gender Pay 2020 Results (Data as at 5 April 2020 for employees directly employed by Motability Operations)

Proportion of male and female employees receiving a bonus



Proportion of male and female employees in each pay quartile



Case study



Kate Hallward
Head of IT Portfolio,
Planning & Procurement

“I joined MO as a graduate in 2005 and have undertaken a variety of roles during my career. One thing that has remained consistent is the supportive culture and that’s an integral part of my success here. Even without a technical background I’ve been able to succeed and in 2019 was promoted to run the IT Portfolio, Planning and Procurement Function.

In my time at MO I’ve had personal challenges and triumphs and my managers have always ensured I have had access to the support I’ve needed. From having children, periods of depression and bereavement, with the support provided I’ve been able to balance work and homelife without impact. This equal opportunity for all is something that is very important to MO.

In 2018 we established Diversity and Inclusion Networks and I took on the role of co-chair of the women’s network. Being an advocate for inclusion is important to me and having the opportunity to shape the agenda and build on the strong culture we already have is really exciting.”

Our progress

We know having robust and reliable data will help us shape our diversity and inclusion strategies. We are currently working with our employees to gather this information and hope to be in a position to report pay gap information on other demographic groups in the future. In support of our ambition to create more diverse teams our initiatives to date and plans for the future include the following;

→ **We have recently established our Equality, Diversity and Inclusion Committee, which reports into our monthly Executive Committee.** Chaired by our CEO, and supported by members of our senior leadership team, including our newly appointed Talent and Inclusion Manager, the Committee's first priority will be to define and set our strategy. Once in place, the Committee will oversee and monitor the development and implementation of Motability Operations diversity and inclusion strategic goals.

One of the aims of the committee is to act as a channel to direct and challenge the organisation in terms of our practice, approach and development of diversity and inclusion; particularly where progress is limited or, in support of under-represented or disadvantaged individuals and groups.

→ We have continued to review our working practices over the year. The introduction of 'Dynamic Working' in 2018 provided a platform for both

current and prospective employees and managers to discuss and agree creative solutions to flexible ways of working. **Having successfully piloted remote working teams at the start of 2020, the transition to 'working-from-home' as a result of the Covid pandemic has led to a thorough review of our working practices in readiness for the future.**

We believe a hybrid approach of face-to-face collaboration in the office together with the flexibility of working remotely will build on our excellent inclusive culture, enabling our people to find a working style and solution that supports their work-life balance while at the same time enabling Motability Operations to deliver exceptional performance.

→ We have concluded a programme of Leadership training for managers, focussing on building and developing high-performing diverse teams. **Disability Confidence training for all employees joining Motability Operations has been a long-established feature of our induction programme,** together with specialist training modules for managers focussing on a range of diverse needs they may experience when leading teams of individuals such as mental health, menopause, and recruiting and managing employees with disabilities.

Having successfully piloted remote working teams at the start of 2020, the transition to 'working-from-home' as a result of the Covid pandemic has led to a thorough review of our working practices in readiness for the future.

Our progress

→ We've recognised that if our aim is to achieve a more diverse senior team in the future, this starts with creating a diverse internal pipeline of talent now. Our focus on internal development and career progression continues, with **over 40% of employees developing into a new role or progressing within their current role**. Every year, we review our succession plans in place for directors and senior managers, with women representing more than half of our talent pipeline.

This year, we carried out a review of our early careers programmes and have implemented changes to build our talent pipeline for the future in our Operational and IT teams. Utilising new ways of targeting our graduate programme advertising at under-represented groups, **we were delighted to receive over 35% of applications from BAME candidates and 26% of applications from women**. The offers we have made to our new graduates starting in October 2021 reflect the diversity of our candidate pool.

→ Our diversity networking groups have continued to evolve and champion change throughout our business. During the past year, in conjunction with the groups, a number of successful initiatives have been delivered, including;

- **A New Parents' Handbook**, designed to support our employees who are planning or expecting a child and will be taking some family leave, whether that be maternity, paternity, adoption or shared parental leave.
- **An Access Passport** – an opportunity for employees to record any aspects about themselves or adjustments they would like their manager to be aware of, such as a disability or a cultural event that is important to them.
- **A Mental Health Allies programme** is being piloted in our Customer Services and Finance teams, and this will help shape how it will be rolled out across the organisation later in the year.
- A programme of communications designed to inform, educate and celebrate events throughout the year.

Our aim is to achieve a more diverse senior team in the future, this starts with creating a diverse internal pipeline of talent now.

Plans for the year ahead

Building on these foundations, our plans for 2021 include;

- A review of our end-to-end recruitment processes to identify and remove barriers.
- We will be investing in our employer brand, ensuring that our inclusive culture and commitment to driving change in these important areas are showcased effectively in order to attract diverse talent.
- Following the success of our **Scholarship Programme** for disabled students, we will be launching a similar programme targeted at BAME students.
- We will be introducing **two-way mentoring** for members of our networking groups, providing an opportunity for employees to engage with leaders from the business to share perspectives, ideas and experiences.
- We will be refreshing and broadening our disability confidence programme to include wider diversity awareness training for all new and existing employees. In addition, inclusive recruitment training is planned for 2021, which has been developed in partnership with our diversity networking leads.
- We will be reviewing and updating our succession plans to ensure that we include data to measure the diversity of our talent pipeline.

In conclusion

Improving the diverse 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.



A handwritten signature in black ink that reads "Andrew Miller". The signature is written in a cursive style with a long, sweeping underline.

Andrew Miller
CEO

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