



# Pay gap report 2023

Motability  
Operations





## Contents

3	Foreword and declaration
5	Our commitment
8	Gender pay gap results
15	Disability pay gap results
21	Ethnicity pay gap results
29	LGBTQ+ pay gap results
34	Wellbeing at MO
35	Belonging at MO
37	Our journey

# Foreword and declaration by Sarah Lewis, Chief People Officer



**Sarah Lewis**

Chief People Officer

**We are pleased to be publishing our 2023 pay gap report, presenting the data on our gender, disability, ethnicity and LGBTQ+ pay gaps.**

We're driven by the passion of our people at Motability Operations. We know that our employees work hard every single day to deliver for our customers, improving their mobility in a fast-changing world.

Our people have been making a positive difference to the lives of disabled people and their families for 45 years and we have consistently been a supportive and inclusive employer that enables people to perform at their best. We know our employees are happy and fulfilled at work and we are proud of our high retention rates.

Maintaining employee engagement and morale is not something we take for granted. We are passionate about our employee experience, from attraction and recruitment, onboarding our new starters, providing opportunities for learning and development, through to providing a wide range of supportive policies and highly competitive employee benefits. However we know we can do more. To be truly inclusive we need to be more diverse.

We need a workforce that better represents the customer base and communities we serve. That's why we have gone above minimum reporting requirements and chosen to voluntarily publish our disability and ethnicity pay gap results and, for the first time this year, we're also able to share our LGBTQ+ data.

We are only able to report this data in a meaningful way as we have brought our employees with us, supporting them to share their personal circumstances so they can help us develop. We are committed to transparency, and to learn from and act on the data we report. We are a long-established business and like a lot of companies the core driver of our pay gaps is that we don't have enough diverse representation at the highest levels of the organisation. We are fixing this but recognise it will take time to make the shift. While we work towards this ambition, we remain focussed on removing the barriers our employees and potential employees may face when they work for Motability Operations.

We have active and representative employee network groups to give everyone a voice, to hold policies to account, and to support our people to bring their whole selves to work.

# Foreword and declaration

## Continued

As Chief People Officer, I also chair our equity, diversity and inclusion committee which features employee network leads and representatives from across our business, and oversees and monitors the implementation of our diversity and inclusion goals.

We've recently updated our terminology to talk about equity rather than equality (diversity and inclusion). Where equality tends to refer to everyone being treated the same way, regardless of need or any other individual difference, equity means that everyone is provided with what they need to succeed and focuses on equality of outcomes.

In the last year from April 2022 to April 2023 we've seen an increase in the number of women working for us, as well as an increase in employees from Black, Asian, Mixed and other ethnic backgrounds. We have more LGBTQ+ employees than this time last year, significantly outperforming national Census data.\* Our biggest improvement is in the number of disabled employees, with 13.9% of our workforce now disclosing they have a disability.

During the last 12 months we've seen 16 members of our senior leadership team, the direct reports of our executive team – promoted or developed in different roles, of which 50% are women, and two thirds of external appointments to the team are women.

I'm proud of the progress we have made to increase and champion representation of people of all backgrounds. Our recent award in the Disability Confident Mental Health and Wellbeing Workplace category, at the Business Disability Forum awards, is just one reflection of the advances we're making.

This report outlines our achievements so far, and, most importantly, the steps we are taking as we continue on our journey to fundamentally change the demographic of our workforce.

\*National Census data is based on 2011's data. While some data is available to view from the 2021 Census, it was not available in Scotland at the time of reporting.



**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 horizontal stroke at the end.

**Andrew Miller**

Chief Executive Officer

# Our commitment to our people

Our people are valuable to us and we want to make sure everyone can build a fulfilling career here. We are committed to personal development and offer a range of in-house and externally-facilitated training opportunities for our employees. We have high levels of retention, allowing us to benefit from long-term knowledge and expertise in our teams and improving the service we can give our customers.

With the help of our employees, this year we have developed a new set of values that are fit for the modern and inclusive organisation we are. We worked with representatives from across our teams and made sure we involved everyone right across the organisation. We held a variety of workshops, where teams came together to give their views on what our work means to them and how we make sure our values work now and into the future. We are now encouraging employees to share their experiences of how they bring our values to life in the work they do.



## We listen

We listen to our employees and we value their opinions. Every year we carry out an employee feedback survey and this tells us that our people love working here, they support our values, and are proud of the service we provide.

We recognise that there is always room for improvement, so where the survey results show trends of concern, we address them and make changes to better support our people. For example, last year our employees highlighted that they were feeling overwhelmed by the volume of internal emails, so we rolled out a new approach to ensure our employees are even more engaged. We have recently launched a new intranet, shared more information on our Microsoft Teams channels and created more opportunities for in-person and virtual events.

We have listened to feedback and improved our strong employee benefits package further this year. As well as our 15% non-contributory pension, a generous holiday allowance and private healthcare, it now includes a car salary sacrifice option, where employees can lease a new electric or hybrid car for a fixed monthly price.

# Our long-term plans

Closing our pay gaps is not an overnight fix but we're making progress. We're building on our successes and continuing to put diversity and inclusion at the heart of the organisation so that we can achieve a truly representative workforce at all levels.

We are confident that we do not discriminate on the basis of gender or any other characteristic and our people are paid fairly and equally. We have a challenge at the senior levels of the organisation, where a lot of our people have worked their way up through the business over many years, from a time and employee base that precedes our more recent policies and focus on increased diversity.

We are proud that our employees have stayed with us and developed their careers here, but it does impact our current representation. It is an issue we are committed to addressing through our recruitment and talent development strategies and we'll continue to put tangible measures in place to close our pay gaps.

**We are taking a variety of steps in the immediate and longer-term to increase the diversity of our workforce and close our pay gaps over time including:**

## **Encouraging our people to share their data so we have even higher disclosure rates**

We have strong disclosure rates across all our pay gap groups and it's thanks to our people that we can share this diversity data and learn more about our workforce.

We are building an environment of trust and confidence, so that our employees know that by sharing their data they help us improve our recruitment, development and succession planning.

## **Executive team objectives**

Each member of our executive team and our senior leadership team now has a clearly defined objective and responsibility to support our equity, diversity and inclusion agenda.

They have been tasked with collaborating with colleagues across the business to actively create a more inclusive environment for their teams and help increase the diversity of their business area over time.

# Our long-term plans

## Continued

### Recruitment

Our recruitment team works closely with hiring managers to create balanced shortlists, balanced interview panels, and any required reasonable adjustments so that we are able to attract a diverse range of people to our organisation.

We are investing in early careers programmes including apprenticeships and placements, and we are actively exploring new avenues to recruit diverse talent such as the 10,000 Black Interns programme, a national initiative to support Black students and graduates to realise their potential through paid internships.

### Training & development and succession planning

We are proud that many of our senior leadership team have been with us for a long time and have worked their way up through the business, but more diversity at a senior level is really important so that everyone can see role models at the top and we are able to reflect our customer base throughout the entire organisation.

Along with clear succession plans for each member of the executive team, we have successfully increased the gender diversity of our senior leadership team, with women now making up 55% of the team. We have also increased our training provision over the last year, including the 'I will Aspire' programme for women, and 'I will Accelerate' for people from Black, Asian, Mixed, and other ethnic backgrounds, to empower everyone to take on promotions, leadership positions, or apply for new roles.

We are launching new training modules on disability confidence and also improving our e-learning provision so training is available for all our employees at the touch of a button. We encourage and support our people to be responsible for their own career development and in the last year we have started new leadership programmes. These are inclusive courses aimed at those who are preparing for leadership, those who are new to management, and established senior leaders.

**You can read more about all this work throughout the report.**





# Gender pay gap results

# Understanding the gender pay gap and equal pay

## What is the gender pay gap?

- The difference in average hourly pay between all men and women regardless of the work they perform.
- This is different to equal pay, which means being paid the same for the same work and has been a legal requirement for nearly 50 years.
- The gender pay gap is often expressed as a percentage, and it can be calculated by comparing the average pay of men and women in an organisation.

## Difference in pay between mean and median

We look at both the mean (average) and median (middle) for pay gap reporting. The mean is the difference in average hourly pay when you add all pay rates together and divide by the total number of employees. The median difference is the difference in hourly pay between the middle paid male employee and middle paid female employee in our organisation.

## Equal pay

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.

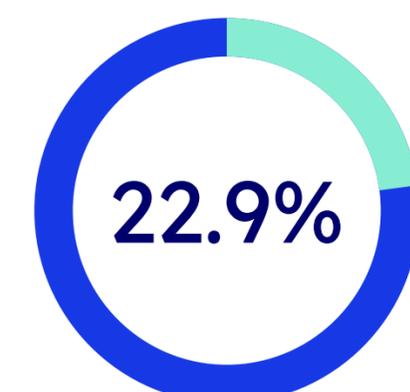
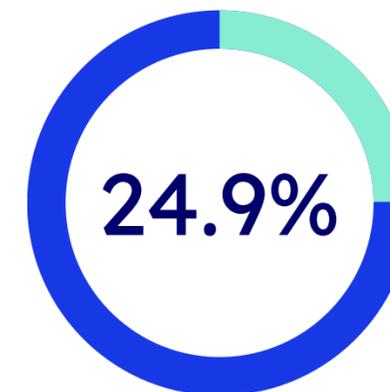
## Difference in pay between male and female employees:

Mean pay gap is 24.9%

Increase by 1.3% on 2022

Median pay gap is 22.9%

Increase by 1.2% on 2022



# Understanding our gender pay gap at Motability Operations

This year has seen our mean pay gap grow by 1.3%, although since first reporting in 2018 it has reduced overall by 2.3%.

We know that we have an imbalance across some levels of the organisation, our gender pay gap exists because of an uneven proportion of higher paid men to women in the organisation.

We have worked hard to develop more of a gender balance in our most senior roles while also responding to business needs. This year we recruited a new male Chief Technology Officer and within the same year one of our female executives left the business. This has impacted our gender balance and pay gap.

Our gender pay gap is also driven by the composition in our Business Systems teams, where there is an imbalance of men to women in our IT and technology roles. We are actively encouraging more women to consider a career in tech and we have a Women in Tech group who lead the way on this ambition. You can read more about this on page 14.

Our gender pay gap is also influenced by our Customer Services roles. The team in our contact centre is made up of a greater proportion of women to men.

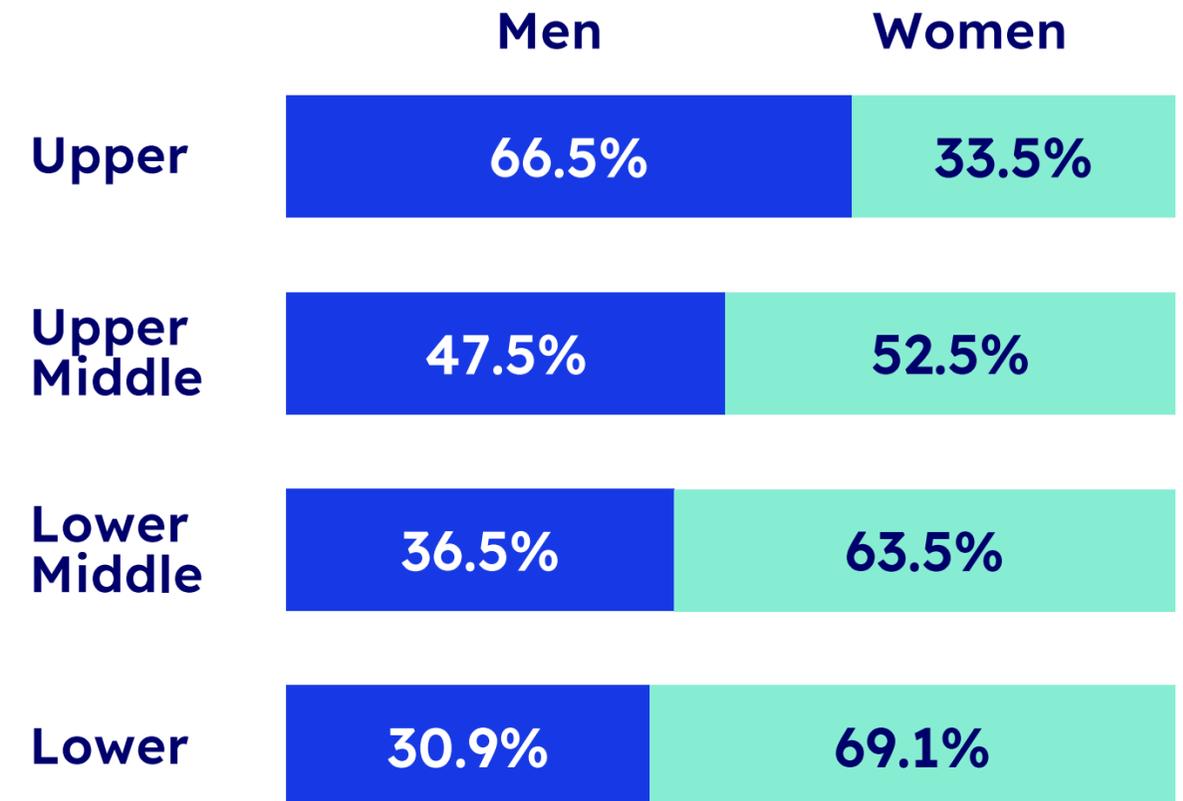
Our colleagues tell us they find it offers greater flexibility for people with caring responsibilities. We promote flexibility for all employees and encourage men to take part in hybrid or flexible working patterns to support their caring responsibilities too.

We are pleased to report our pay gap decreases in the upper middle quartile which can include members from our senior leadership team (SLT).

The SLT is made up of 42 employees and many of these employees have been with us for several years and are on a clear development pathway. The average length of service for our SLT employees is 13 years and 8 months.

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

Quartiles



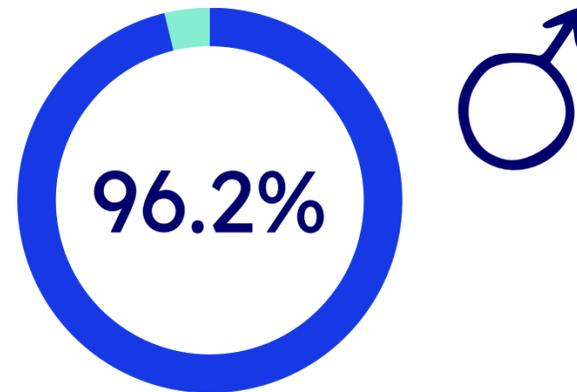
# Understanding the gender bonus pay gap

The proportion of both men and women who have received a bonus has increased on the figures we shared in 2022.

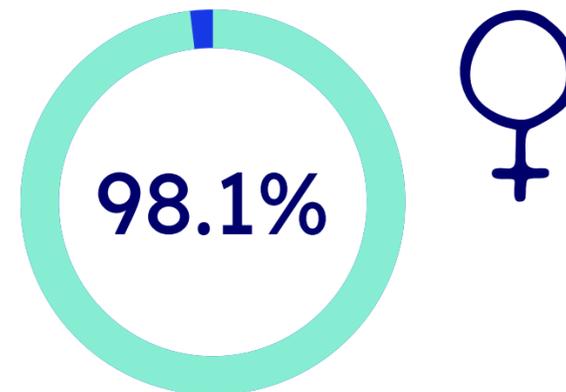
This is due to the introduction of a new one-off payment which is made to all new starters to enable them to purchase equipment to support them working from home under our hybrid-working model.

Please read on to find out how we support women at Motability Operations.

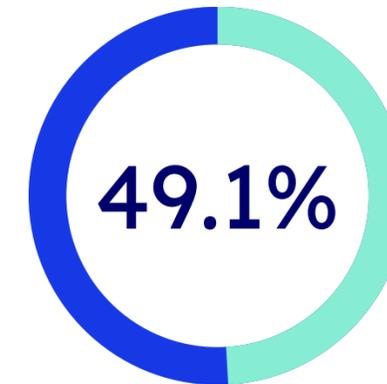
Proportion of male employees receiving a bonus



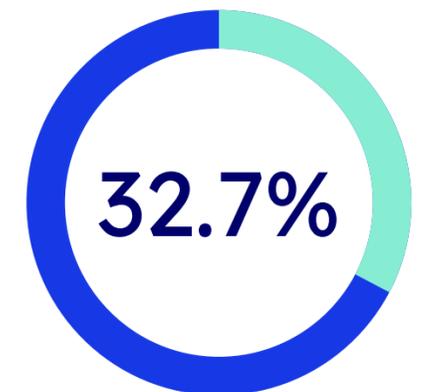
Proportion of female employees receiving a bonus



Mean bonus pay gap  
Decrease by 0.9% on 2022



Median bonus pay gap  
Increase by 0.6% on 2022



Total 97.2%

# Supporting women at Motability Operations

We take great pride in our positive and inclusive working environment and we want to remove the barriers our female colleagues face throughout their career. We're looking to support women with a range of initiatives designed to help them in the workplace and reach their full potential.

These are just some of the initiatives and programmes we have in place to ensure our female colleagues feel supported and thrive at Motability Operations.

## **The Gender network**

Our gender networking group has been designed with the aim of bringing gender equity and equal opportunity for all our colleagues. The group meets regularly to hear from members, celebrate poignant days in the calendar, start employee initiatives and act as a voice for all employees. You can find out more about our employee networks and Belonging at MO on page 35.

## **Empowering women into leadership**

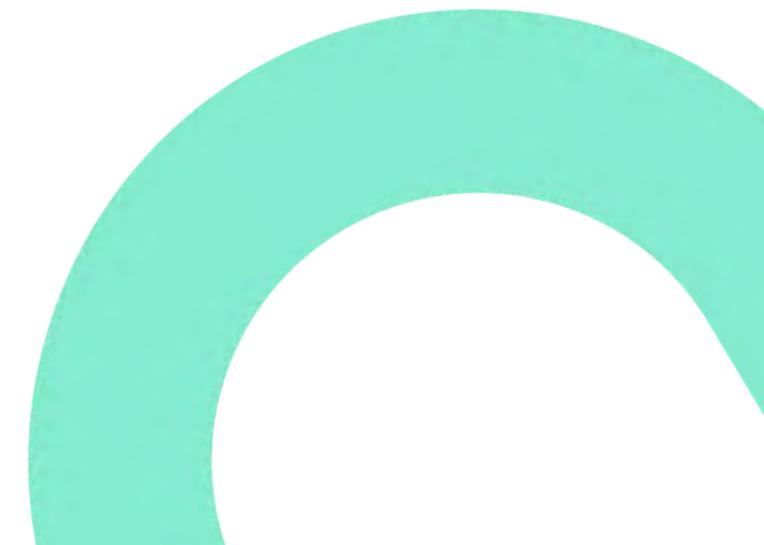
Career development is critical to ensure our female colleagues can progress through the company. This year we will run 'I Will Aspire', a development programme to

empower women to advance in their careers. Each employee that takes part is assigned a mentor from our senior leadership team and is supported on their journey on the course and beyond.

## **Maternity and fertility**

We support all our colleagues who want to become, or currently are, parents. We offer a new parents handbook, which outlines how our organisation can support through parenthood and juggling this with the demands of a working life. We also offer our employees who are undergoing fertility treatment up to five days paid leave per cycle.

We support new parents returning from maternity or adoption leave with a fully paid phased return for the first month. This support, in addition to six months paid maternity or adoption leave, helps explain why 97% of our employees who went on maternity leave last year returned to work afterwards.



# Supporting women at Motability Operations

## Continued

### **Baby Loss**

We know that losing a baby is a devastating experience. This year we've co-created a guide with employees who have experienced this loss so we can better support employees in the future. It provides general guidance, support and advice on miscarriage, stillbirth, neonatal loss, ectopic pregnancy, molar pregnancy, abortion or termination of pregnancy, and embryo transfer loss.

We have also recently introduced two weeks' paid leave for those that experience baby loss during pregnancy.

### **Menopause**

Women of menopause age are the fastest growing population at work and research shows that the majority are unwilling to discuss menopause-related health issues with their line manager or ask for the support they need.

At Motability Operations we have created a menopause policy to support employees who are experiencing symptoms of menopause, including advice on workplace adjustments and signposts to where more specialist help and support is available. We have also introduced e-learning training for all employees on understanding menopause.

As part of our benefits package, we support all our female employees by providing them with access to the Peppy app, which provides advice and support with issues such as fertility, life as new parents, menopause, and access to medical consultations through our Digital GP app.



# Stories from our people: women in tech

Our female employees provide a huge contribution to our supportive and inclusive culture, and we encourage them to take part in, lead or start initiatives they feel passionate about.

Maisy, Cait, and Rosie started the Women in Tech group during lockdown, driven by the desire to connect with likeminded women passionate about exploring the problems that women can face when working in technology.



“The Women in Tech group is open to everyone; anyone can come along. We host everything from social sessions to more informative discussions and talks on important topics, such as microaggressions in the workplace. The group is constantly evolving, and we are now involving male allies who can support us, too. ”

“As we’ve hosted more and more sessions, we’ve really formed a community. We’re very empowered to talk about the things that matter to us, and we feel comfortable talking about wanting to get more women into tech. We’ve been given the opportunity to put on these sessions and to get involved; that’s given us a voice. What’s made it much easier for us is that there are lots of female role models at Motability Operations, in the technology department and wider.”

“One of our best moments was going to a conference for other women in tech in London, one of the talks was around women’s health in the workplace. We managed to get a digital version of the talk, and played it back to the group. It was probably one of the best discussions

we’ve had — there were women of all ages and generations — and it was really comforting to discuss.”

“Some of the sessions we’ve run so far include ‘To Be or Not to Be a Mum: Navigating the Fertility Bias’, ‘Confidence in a Male Dominated Space’ and ‘Discussion around Imposter Syndrome’. In the near future, we want to have a session inviting anybody from the business who wants to learn about women in tech, and myth bust some of the preconceived ideas people may have about women in tech, to show them that we’re not that scary!”



# Disability pay gap results

# Understanding the disability pay gap

## What is the disability pay gap?

- The difference in average hourly pay between employees with a disability and without a disability.
- When calculating this pay gap, we look at the median value which is the middle number in a sorted list of data. This is the most representative measure as it avoids a small amount of very high and low salaries skewing the results.

Since 2021 we have been voluntarily disclosing our disability pay gap. We compare the average hourly earnings of employees who have told us that they have a disability with those who have told us that they do not have a disability.

It is not compulsory for our people to share if they have a disability but we know that the more accurate the data we have, the better able we are to proactively support our disabled employees and increase representation within our workforce. We've worked hard to increase our disclosure rate and as of April 2023, 81% of our employees have told us whether they have a disability or not. This has increased by 8% this year.

Our disability pay gap is largely due to a lack of representation of disabled employees in higher paid and leadership roles within our business. We have a long-term strategy to increase representation and development of disabled employees across the business.

**This represents the difference in the average pay for employees without a disability and employees with a disability**

Mean pay gap  
Increase by 1.2%  
on 2022



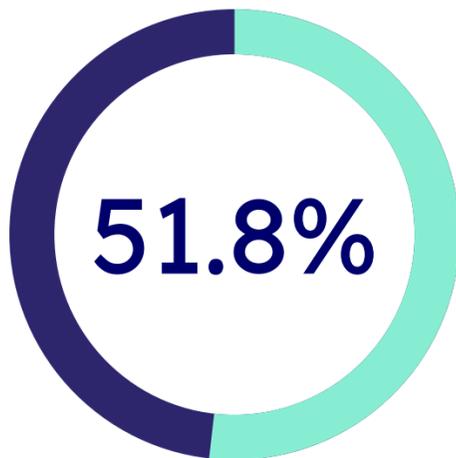
Median pay gap  
Decrease by 0.5%  
on 2022



# Disability bonus pay gap

The difference in bonus pay between employees with a disability and without a disability

Mean bonus pay gap



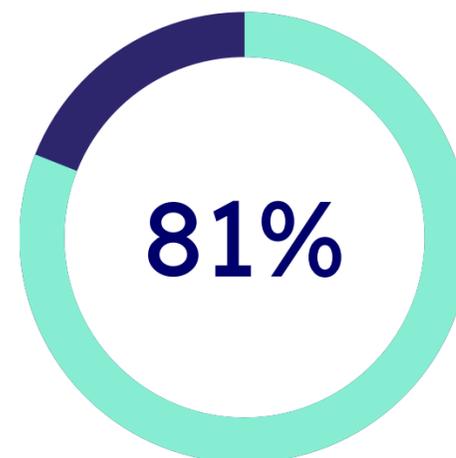
Increase by 4.7% on 2022

Median bonus pay gap



Increase by 25.7% on 2022

Employees who have shared whether they have a disability or not



Up from 73% in 2022

Our ambition is to be an employer of choice for disabled people and to be transparent about the progress and initiatives we have available. Please read on to see how we support our disabled employees at Motability Operations.

# Championing our disabled employees

## **Disability confident leader**

In 2022, we were awarded Disability Confident Leader status, the highest level of achievement in the government scheme that recognises the value that disability brings to business. We are one of 489 companies in the UK to have achieved this and this was independently verified by the Business Disability Forum.

As a disability confident leader, we are committed to recruiting, retaining and developing disabled people and we proactively consider disability at every stage of the onboarding process and while disabled people work for us.

## **Opening up opportunities for disabled people**

We have an ongoing partnership with the National Star College, offering young people with complex disabilities work experience within our teams. We also work closely with MyPlus, a disability consultancy who specialise in the recruitment of early careers and also support people with disabilities throughout their careers. We offer workplace adjustments at every stage of the recruitment process.

## **enABLE network**

Our enABLE network connects our people so everyone at Motability Operations can collectively celebrate and leverage the talents of people with physical and hidden differences. You can find out more about our employee networks and Belonging at MO on page 35.

## **Disability scholarship**

Our scholarship programme for disabled university students, which has been running since 2006, helps to provide valuable paid work experience and new opportunities.

We currently offer this scholarship across three of our office locations, as part of our commitment to diversity and inclusion. Students on the scholarship programme gain advice and support from a dedicated mentor during their placement, a bursary payment per academic year and the opportunity apply for a permanent job when they graduate.

## **Disability confidence and development**

We have partnered with disability training experts Making Lemonade to deliver our personal development programme, which provides disabled employees and employees with long-term health conditions an opportunity to tackle barriers at work.

The programme increases understanding of legislation and policy, improves confidence, increases self-esteem, and provides awareness of available support.

## **Disability confidence training**

All our employees and new starters complete disability confidence e-learning when they join the business so they are confident interacting with our customer base as well as our disabled employees. We also provide mandatory 'valuing difference' training to all employees and new starters. We work closely with our non-executive director Simon Minty, a disability and diversity consultant, to tailor our training and make sure our people have all the information they need.

# Championing our disabled employees

## Continued

### Business Disability Forum

We have been active members of the Business Disability Forum since 2002 and regularly participate in events, working groups, and discussions.

We will relaunch our workplace adjustment policy later this year in collaboration with our enABLE network and are proud to have gained support with this through the Business Disability Forum and MyPlus Consulting.

### Our offices

We designed and built our Edinburgh offices with accessibility as the focus and we're proud to have this workspace for our teams.

We'll soon be moving into new London offices and will make sure we continue to have accessibility at the heart of the process when we choose where we go.

### Purple Light Up

We are members of the Purple Space movement, a community that brings professional development opportunities to disabled employees. In December, we celebrated the annual Purple Light Up global movement to highlight the economic contribution disabled employees make across the world.

We are increasing our work with Purple Space to develop further initiatives to support our employees and help them succeed.



Representatives from Motability Operations, alongside one of our non-executive directors Simon Minty and Diane Lightfoot, CEO at Business Disability Forum

## MO stories

### Anna Vines - disability scholarship student



**Anna**



Anna Vines joined us on our disability scholarship programme at the end of her second year at university. She loved it so much that she is now a valued permanent member of the connected vehicles team.

“The first thing I noticed was how accessible the application process was. It was fully remote (due to the COVID-19 pandemic) and I was able to ask for adjustments to suit my needs. For the final round of interviews, we were also given the questions in advance, which instantly put me at ease.

“I wanted to work in the tech space, so was offered a placement in the connected vehicles team, which was clearly a good choice as I’m still there now! I visited the Bristol campus in advance, met my manager, and discussed how I would get the best experience possible, which was really valuable.

“I absolutely loved working for Motability Operations during my placement, and really felt supported by their ethos and welcoming culture. I was won over by this and was keen to come back to the company following some time out. It all felt really natural and it’s been a great step for me.

“Most of the time I don’t have to think about my disability whilst working here. It’s great being able to work in an accessible place, and if I need to take time out last minute then I am able to. In the early days of having my disability, I didn’t experience that freedom, so it’s been really nice to have been met with such a compassionate and accommodating attitude. I like being trusted to be able to work in a way that suits me best.”



# Ethnicity pay gap results

# Understanding the ethnicity pay gap

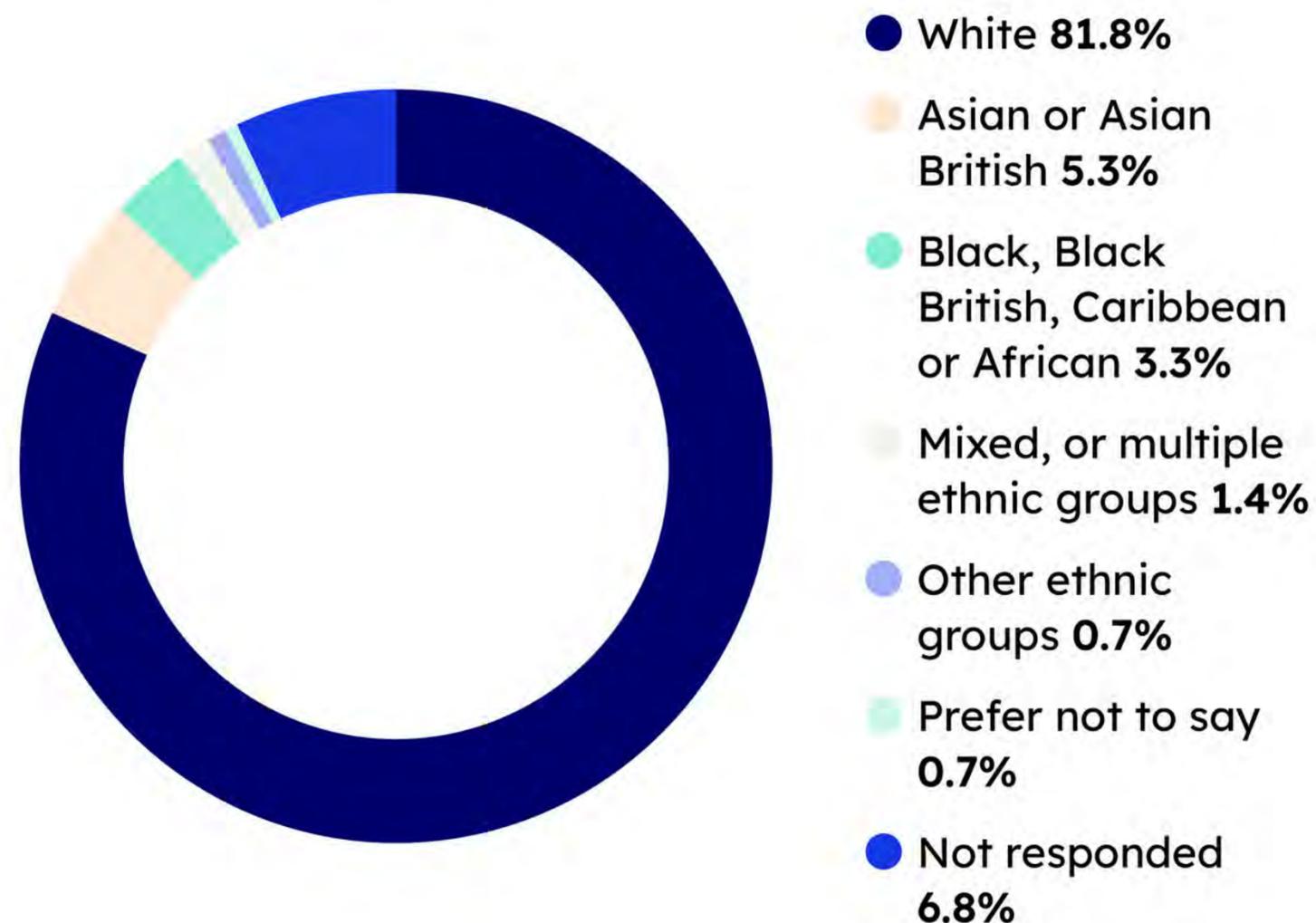
## What is the ethnicity pay gap?

- The ethnicity pay gap is often expressed as a percentage, and it can be calculated by comparing the difference in average hourly pay between employees who identify as Black, Asian, mixed, other ethnic backgrounds, and those who identify as white.

This is the third year we are voluntarily publishing our ethnicity pay gap data. This helps us to be open and transparent about our workforce and how we are developing to be more representative and reflective of society as a whole. Over 93% of our employees have shared their data with us.

In 2022, we aggregated employees from ethnic groups into a combined category of Black, Asian, mixed and other ethnic backgrounds. Following the recently published guidance by the government for companies voluntarily choosing to publish their ethnicity pay gaps, we have followed the steps suggested and segmented our data into different ethnic groups where we are able to do so.

Proportion of employees in different ethnic groups employed by Motability Operations as at April 2023



# Understanding the ethnicity pay gap

Continued

Difference in average hourly pay between Black, Asian, mixed, other ethnic backgrounds, and those who identify as white:



# Understanding the ethnicity pay gap

Continued

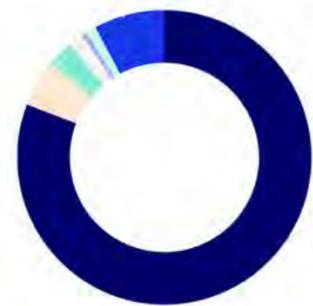
Asian, Black, mixed, other ethnic backgrounds, (and those who identify as white?) in each pay quartile.

UPPER QUARTILE



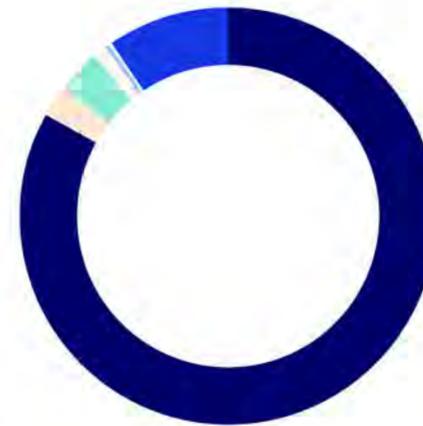
- White **75.2%**
- Asian or Asian British **11.8%**
- Black, Black British, Caribbean or African **5.6%**
- Mixed, or multiple ethnic groups **1.4%**
- Other ethnic groups **1.1%**
- Prefer not to say **0.9%**
- Not responded **4%**

UPPER MIDDLE QUARTILE



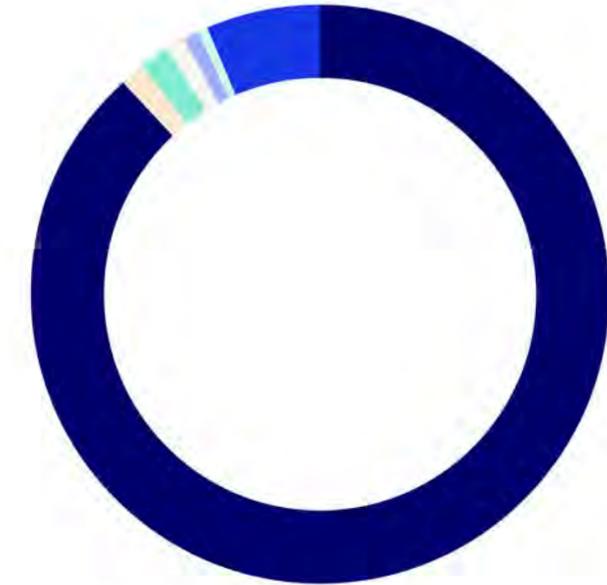
- White **80.9%**
- Asian or Asian British **5.3%**
- Black, Black British, Caribbean or African **2.8%**
- Mixed, or multiple ethnic groups **1.7%**
- Other ethnic groups **0.6%**
- Prefer not to say **1.1%**
- Not responded **7.6%**

LOWER MIDDLE QUARTILE



- White **83.1%**
- Asian or Asian British **2.5%**
- Black, Black British, Caribbean or African **3.4%**
- Mixed, or multiple ethnic groups **1.1%**
- Other ethnic groups **0.3%**
- Prefer not to say **0.3%**
- Not responded **9.3%**

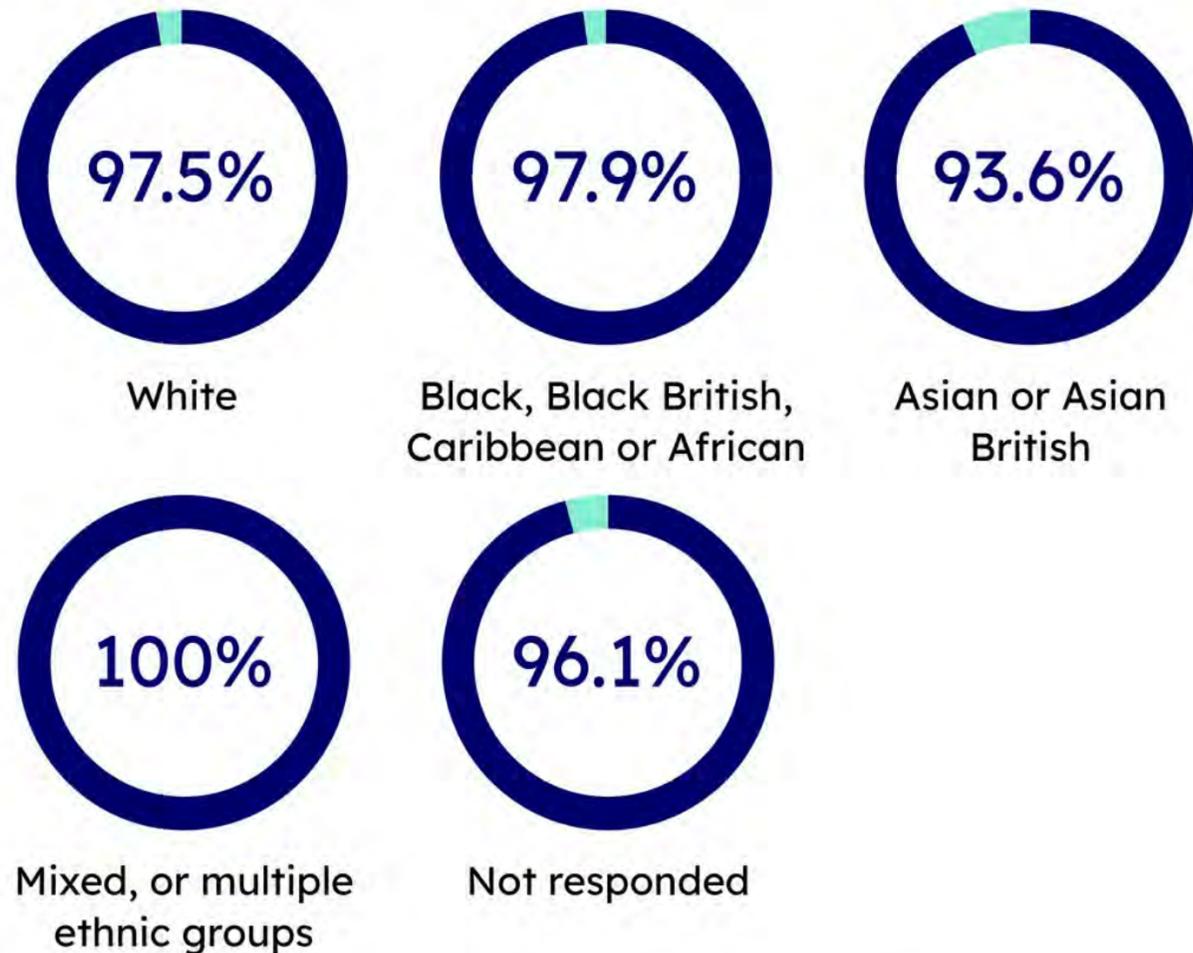
LOWER QUARTILE



- White **88.2%**
- Asian or Asian British **1.4%**
- Black, Black British, Caribbean or African **1.7%**
- Mixed, or multiple ethnic groups **1.1%**
- Other ethnic groups **0.8%**
- Prefer not to say **0.6%**
- Not responded **6.2%**

# Ethnicity bonus pay gap

Proportion of employees in different ethnic groups who received bonus pay\*:



\*Sample size insufficient to report proportion receiving a bonus for other ethnic backgrounds and those who prefer not to share their ethnicity data.

Ethnicity Bonus Gap – Difference in average bonus pay between Asian, Black, and those who identify as white\*\*:



Ethnicity Bonus Gap – Difference in average bonus pay between Asian, Black, and those who identify as white\*\*:



\*\*Sample size insufficient to report bonus gaps for mixed, multiple and other ethnic backgrounds

# Understanding the ethnicity pay gap

## Continued

Our ethnicity data tells us that on average our Asian and Black colleagues are paid more than their white colleagues. This can be predominantly attributed to the diverse representation across our IT and technology teams where salaries are typically higher.

Whilst we have strong representation of Black, Asian, mixed, and other ethnic backgrounds colleagues within the upper middle quartiles, we recognise that there are still opportunities to improve the diversity in our senior teams.

Please read on to find out how we are diversifying our workforce.



# Diversifying our workforce

## **Reach network**

Our Reach network connects our people so everyone can collectively support, amplify and celebrate the diverse voices of colleagues of all races, ethnicities and cultures.

## **Ethnicity scholarships**

As part of our commitment to improving equity and diversity at Motability Operations, we offer scholarships to candidates from Black, Asian, mixed, and other ethnic backgrounds every year. Similar to our disability scholarship programme, we offer this across our three offices, and students can gain advice and support from a dedicated mentor during their placement and the opportunity to apply for a permanent job when they graduate.

We use a broad range of recruitment tools to make sure we are reaching a wide talent pool and work with the candidates to find them suitable placements to support their development. We currently have three students on our ethnicity scholarship programme.

## **10,000 Black Interns**

Later this year, we will be welcoming our first paid intern placement from the 10,000 Black Interns programme. Our intern will be joining our Vehicle Remarketing Department this summer, and they will be working with us for 12 weeks. This is a new and exciting opportunity for Motability Operations, and this was identified through a two-way mentoring discussion between our Chief Commercial Operations Officer and a member of our customer operations team, who were participating in the programme.

## **I Will Accelerate programme**

This year we have introduced the I Will Accelerate programme – a series of three engaging and interactive webinars designed to support colleagues from Black, Asian, mixed, and other ethnic backgrounds to advance their career. The participants receive support from mentors and a learning group to enhance their learning as well as the opportunity to discuss recommended training after the programme has ended.

# Diversifying our workforce

Continued

## **Halo Code**

In April this year, we implemented the Halo Code policy. This policy explicitly protects our colleagues who can come to work with their natural and protective hairstyles that are associated with their racial, ethnic, and cultural identity. It empowers our employees to wear their hair naturally and with confidence. Members of our Reach network have told us that this code validates that they can come to work and express their identity.

## **Investing in Ethnicity**

We are proud to have become members of Investing in Ethnicity, an organisation that supports other businesses to excel in racial equity. As part of our membership we will collaborate on programmes covering a range of topics to advance our inclusion strategy.





# LGBTQ+ pay gap results

# Understanding the LGBTQ+ pay gap

What is the LGBTQ+ pay gap?

- The difference in average hourly pay between employees who identify as LGBTQ+ and those who identify as heterosexual.

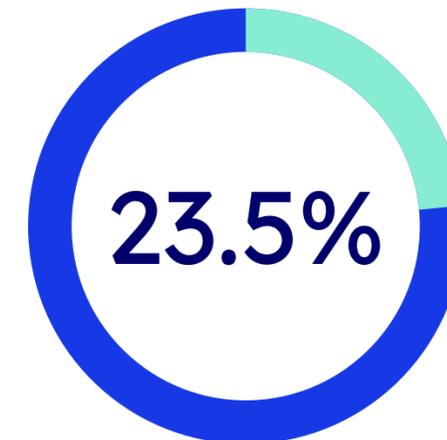
For the first time, we are able to report on our LGBTQ+ pay gap data. We are proud that, as of April 2023, 69% of our employees felt comfortable sharing their LGBTQ+ status with us. Of that 69%, 10% identified as LGBTQ+.

It is part of our long-term strategy to encourage all of our employees to feel comfortable to share diversity information, and we are really pleased to see that more of our employees are now choosing to share this data.

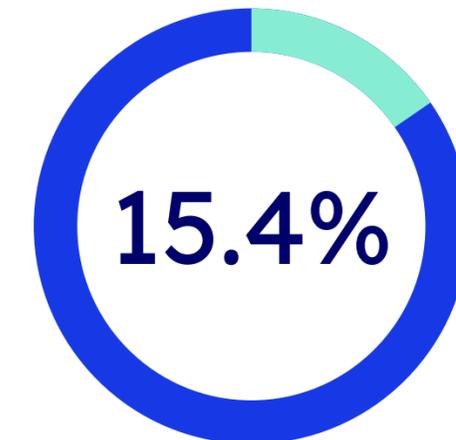
Please read on to see how we support our LGBTQ+ employees at Motability Operations.

## Pay

Mean pay gap



Median pay gap

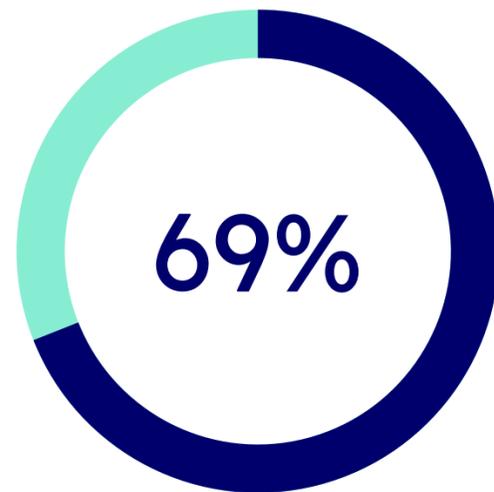


# Understanding the LGBTQ+ pay gap

Continued

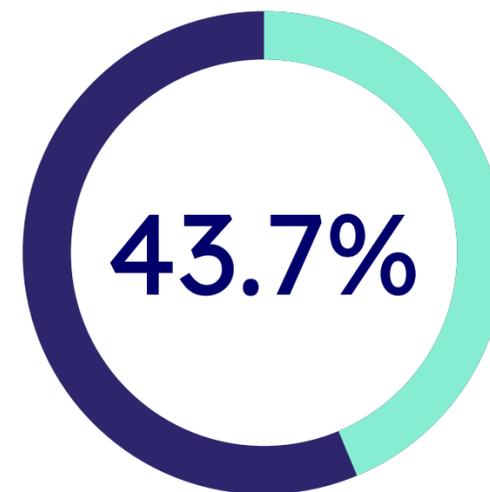
The difference in bonus pay between employees who identify as LGBTQ+ and those who identify as heterosexual

Disclosure rate

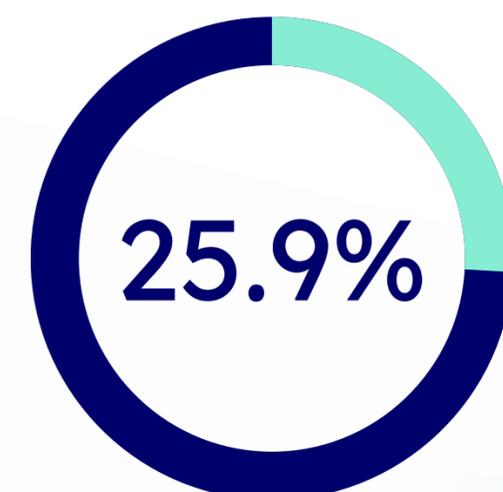


Employees who shared their sexuality data with us. This is up from 40% in 2022

Mean bonus pay gap



Median bonus pay gap



# Supporting and celebrating all of our colleagues

## **Our Pride network**

Our Pride network creates a space for LGBTQ+ colleagues to come together and share and celebrate their experiences.

The group also acts as a voice for all LGBTQ+ employees and provides a platform for growth and awareness, helping to inform and support our inclusive culture.

Recently, the Pride network has raised awareness of events and campaigns that affect the LGBTQ+ community, such as LGBTQ+ History Month and the 'My name is' campaign which was supported in collaboration with the REACH network.

## **Supporting trans colleagues**

We are committed to ensuring that all our colleagues are considered and included. We have created a Supporting Trans Colleagues guide that is available to all employees and provides useful information, resources and advice to learn how to support Trans colleagues in the workplace.

This includes knowing how to protect their identity, how to address a Trans colleague respectfully, understanding how to support Trans colleagues in transitioning, and being aware of what medical support a Trans colleague may need.

The guide also includes a glossary of terms so that all of our employees can develop their understanding around the topic and feel comfortable participating in conversations and supporting their colleagues.



# Stories from our people: LGBTQ+



“I first became involved in the Pride network after some of my colleagues recommended it to me and said it was a really supportive place, where you could really feel like yourself.

“I got involved just before we all went virtual in 2020, but going online has actually helped the network grow and enables us to communicate across all our offices really easily. We’ve held virtual events including quizzes, movie nights and we’re really excited to be going to some Pride events this summer.

“In my view, we’re here to connect like-minded people and create a safe environment where everyone can belong and have ongoing conversations about subjects the community feels passionate about.”

**Harry**  
Pride network lead



“The culture for me has always been supportive and inclusive and this was one of the reasons I joined, as well as the reason I’ve stayed.

We all know everyone has the same goal in mind.

“For me, being part of the Pride network has been a great addition to my time here. I’m always meeting new people, or hosting events, quizzes or bingo. The business has always been really receptive to any new ideas and changes, and we’ve been able to implement them with support from the organisation.”

**Sean**  
Member of the Pride network

# Wellbeing at MO

Supporting our employees with their mental health and wellbeing helps us to have a productive, fulfilled workforce and retain great talent. We provide all of our colleagues with resources to care for their mental wellbeing as well as championing an open and supportive environment that encourages people to speak honestly about their mental health.

## Wellbeing support

We provide our employees with a range of confidential resources that are available to support them. These include:

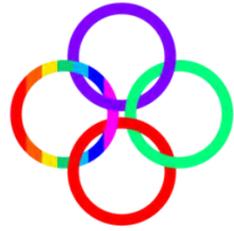
- Our employee assistance programme which offers access to information and advisory services including legal, financial, and counselling.
- Access to wellbeing webinars from a range of sources.
- Mental health support from Aviva for our employees who are opted into private medical insurance.
- The Unmind app, our workplace mental health platform that offers a range of insightful tools and links to support mental health and wellbeing.

## Mental health allies

We understand the importance of talking to support each other. Our mental health allies are an internal network of trained individuals who provide an opportunity for colleagues to talk openly and confidentially about their mental wellbeing.

They create a safe and non-judgemental space and build a bridge between the business and our external support by listening and signposting help where needed.





# Belonging@MO

The Belonging@MO brand was launched in 2022 to give our networks a meaningful new identity and ensure our employees can be their whole selves at work.

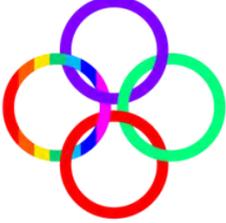
The networks were also relaunched in 2022 and along with their members, the network leads have developed their own programme of engagement, celebration and communication.

We think this has opened up more opportunities for people to feel included, supported, and heard. Our network leads have also had mentoring support from an external specialist to help them to understand and thrive in their roles.

This year we have celebrated a range of initiatives that our people feel passionate about including International Women’s Day, Neurodiversity celebration week, Pride, and we have also adopted the Halo Code.

 <p><b>Pride</b> Networking Group</p> <p>Representing and celebrating our vibrant community of LGBTQ+ colleagues and providing a platform for growth and awareness</p>	 <p><b>Reach</b> Networking Group</p> <p>Race, Equity and Cultural Heritage</p> <p>Supporting and amplifying the diverse voices of colleagues of all races, ethnicities and cultures</p>
 <p><b>Gender</b> Networking Group</p> <p>Creating gender equity and equal opportunity for all colleagues</p>	 <p><b>enAble</b> Networking Group</p> <p>Celebrating and leveraging the talents of people with physical and hidden differences</p>





# Belonging@MO

Continued

We asked some of our network leads what ‘belonging’ means to them and what the purpose of our networks is:



"For me it's about community, it's about sharing experiences with others and learning from them. It's an opportunity to have your voice heard and meet like-minded people. "

**Lucy**  
Gender network lead



"For me belonging is being able to come together and share experiences and also be listened to without the fear of being judged."

**Laura**  
Reach network lead



"We're here to be the voice of the employee, we want to hear from our people and create change."

**Harry**  
Pride network lead



"Belonging to me is completely being yourself - here I am take it or leave it, and people seeing your true value and appreciating it."

**Jemma**  
enABLE network lead



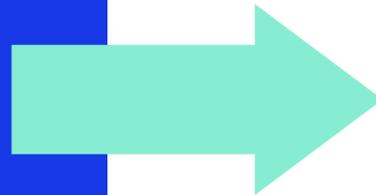
# A summary of our journey so far

## Our ED&I strategy

We have recently communicated our ED&I strategy throughout the business.

We have now formed an ED&I committee which includes representatives from across the business, our network leads, and our Chief People Officer Sarah Lewis. The committee offers an opportunity to discuss challenges that colleagues may be facing to share the progress the business is making.

We regularly review progress in disclosure rates, the breakdown of employee demographics across our four areas of focus, and our levels of employee engagement.

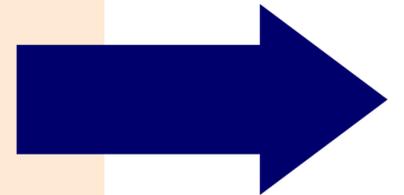


## How we are improving recruitment

We have made some updates to our employer brand on our website to show more experiences from a range of diverse employees from across the organisation.

After our recent audit carried out by disability experts (myPlus and Business Disability Forum), we have put their recommendations into action. In 2022 we won an award from myPlus consultancy on 'Most Progressed Inclusive Recruitment Award.'

We regularly advertise our vacancies on specialist diverse job boards. We advertise all our roles internally to ensure our people can develop their skills within the business. We aim for balanced shortlists and balanced interview panels wherever possible. We provide ongoing training for colleagues who recruit people into the business.



# A summary of our journey so far

Continued

## Learning & development

We have now fully rolled out the Valuing Difference Training programme, ED&I training, to all existing employees. We now ensure that this forms part of our onboarding journey for all new starters.

We have continued to run our personal development programme for disabled employees with disability training provider Making Lemonade.

In 2022, we introduced a programme of leadership development, which includes a module on inclusive leadership.

Following a successful pilot, we have run two intakes of two-way mentoring with senior leaders and members of our employee network groups, and we're planning a third. We are continuing to run mental health awareness training for managers and are piloting training on neurodiversity within our customer contact centre.

## Policy & guidance

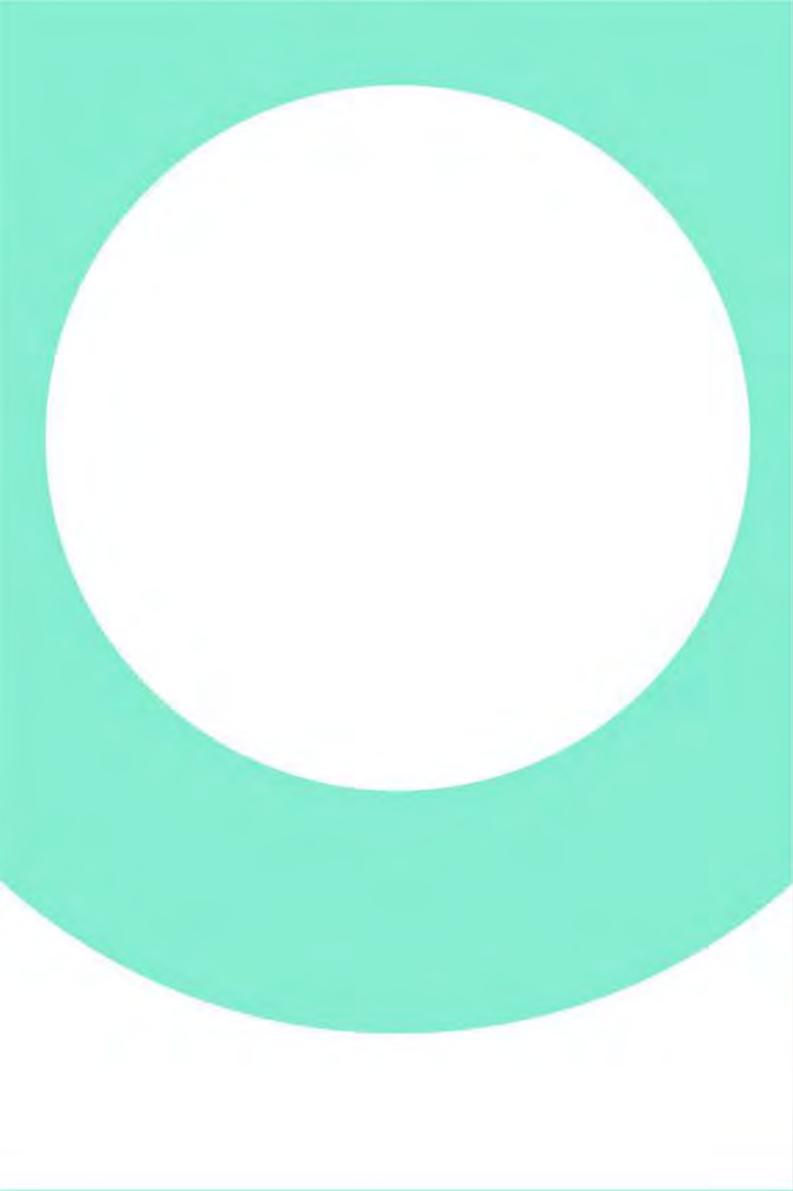
We review all our policies and guidance annually. In 2022, we introduced three new policies:

- Menopause
- Fertility
- Pregnancy loss

We have also introduced a number of guides including:

- Supporting colleagues who have experienced baby and/or pregnancy loss.
- Supporting Trans colleagues.
- New parents handbook.

We have also implemented an updated absence policy and an updated workplace adjustments policy.



**Motability  
Operations**