

# Pay Gap Report 2025



Motability  
Operations



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# Foreword

Creating a welcoming, inclusive, and equitable organisation is incredibly important to us at Motability Operations. As an organisation we are focused on delivering the Motability Scheme, which gives disabled people the freedom to live independently and travel to work, school and healthcare. The Scheme has a life-changing impact for our customers and wider society, so it’s vital we reflect the people and communities we support.

We believe diversity is an essential part of good business practice, which can help us create a company that’s better for our employees and better at serving the needs of our customers. Diversity provides a variety of thought, new approaches to solving problems, and a stronger culture within our organisation.

It’s encouraging to see positive steps in our 2025 pay gap data. In particular there have been reductions in our gender and LGBTQ+ pay gaps across the last year. There’s still more to do, but it is a step in the right direction. The data is also helpful in showing us where we need to improve. There are still gaps to be addressed across disability and ethnicity data, and these are both areas we will continue to focus on across the next year and beyond.

Our ambitions to be supported by a more engaged and diverse employee base are on track. [Our Impact Report](#) sets out more detail about our EDI aims and ambitions.

Over the past year, we have made progress through our Equity, Diversity and Inclusion (EDI) Strategy that we launched in 2021. It connects everything we’re doing, from how we hire to how we support and retain talent.

Recruitment and retention are a key focus. We recently launched a new recruitment toolkit to act as a support guide for line managers on how to manage an inclusive recruitment process. We’re also continuing to focus on employee experience and making sure everyone feels they belong and can bring their whole selves to work. Our network groups are a big part of this. They champion initiatives, give our people a voice and help us shape a more inclusive culture.

We’re proud of our long-term commitment to diversity. While the data in the report helps us recognise our progress, it is also a reminder of the work we still need to do. We’ll keep listening, learning and adapting so we can make impactful and long-lasting changes to our workforce.



A handwritten signature in black ink that reads "S Lewis".

Sarah Lewis, Chief People Officer

# Initiatives and actions

## Data

Data is increasingly playing an essential role in our strategy. Our new Workplace Adjustments and wellbeing dashboards allow us to understand our areas of strength and places we need to focus.



## Investing in Ethnicity maturity matrix

This year we will take part again in the Investing in Ethnicity maturity matrix, to help us benchmark our current processes and practices.



## Babassa

We continue to work with Babassa, a Bristol based social enterprise that sets out to support young people (aged 16-25) with their professional aspirations, irrespective of their background.



## Neurodiversity

We completed a neurodiversity audit with the Business Disability Forum to provide us with insight into the experience of our neurodivergent employees and guidance on how we can improve our workplaces so they are suitable for all.



## Purple Space partnership

We continue to partner with Purple Space, the world's only professional development hub for disability network leaders, to produce content focused on exploring the lived experiences of disabled people.





# Gender Pay Gap Results





# Gender Pay Gap Results

The gender pay gap 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.

- Our mean gender pay gap has dropped by **4.3%** since 2024, while our median gender pay gap has gone down by **6.5%**.
- Our mean gender bonus gap decreased by **1.1%**, with the median gender bonus gap also decreasing by **12.7%**.

We are pleased that our 2025 data shows a reduction in all the gender pay gap metrics. The changes were driven by an increased gender balance in our lower and lower middle quartile ranges, in part driven by the opening of our new site in Coalville. There has also been a small increase of women in the upper quartile range, driven by recruitment into our Technology and Asset Risk teams.

Overall, we have fewer women in senior and technical roles in the business. Although we are pleased with the progress, achieving a more equitable distribution remains our goal, through our ongoing recruitment and retention initiatives.

## Mean gender pay gap ▼

2024

22.4%

2025

18.1%

## Median gender pay gap ▼

2024

20.6%

2025

14.1%

## Mean bonus pay gap ▼

2024

37.4%

2025

36.3%

## Median bonus pay gap ▼

2024

29.8%

2025

17.1%

**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 employees' earnings.

**Please note** – Where percentage change is mentioned in this document it is in reference to percentage point change, as opposed to overall percentage change.



# Gender Pay Gap Results

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Partnering with MO on allyship and engaging men in inclusion has been a very positive experience. Our March event focused on gender partnership, generating rich discussions and vital commitments for accelerating equity in today's volatile climate.

These conversations can be challenging, but MO has faced into these to co-create solutions. Men have an essential role to play in closing gender gaps and we are excited to see MO continue leading in this area.

Lee Chambers, CEO,  
Male Allies UK



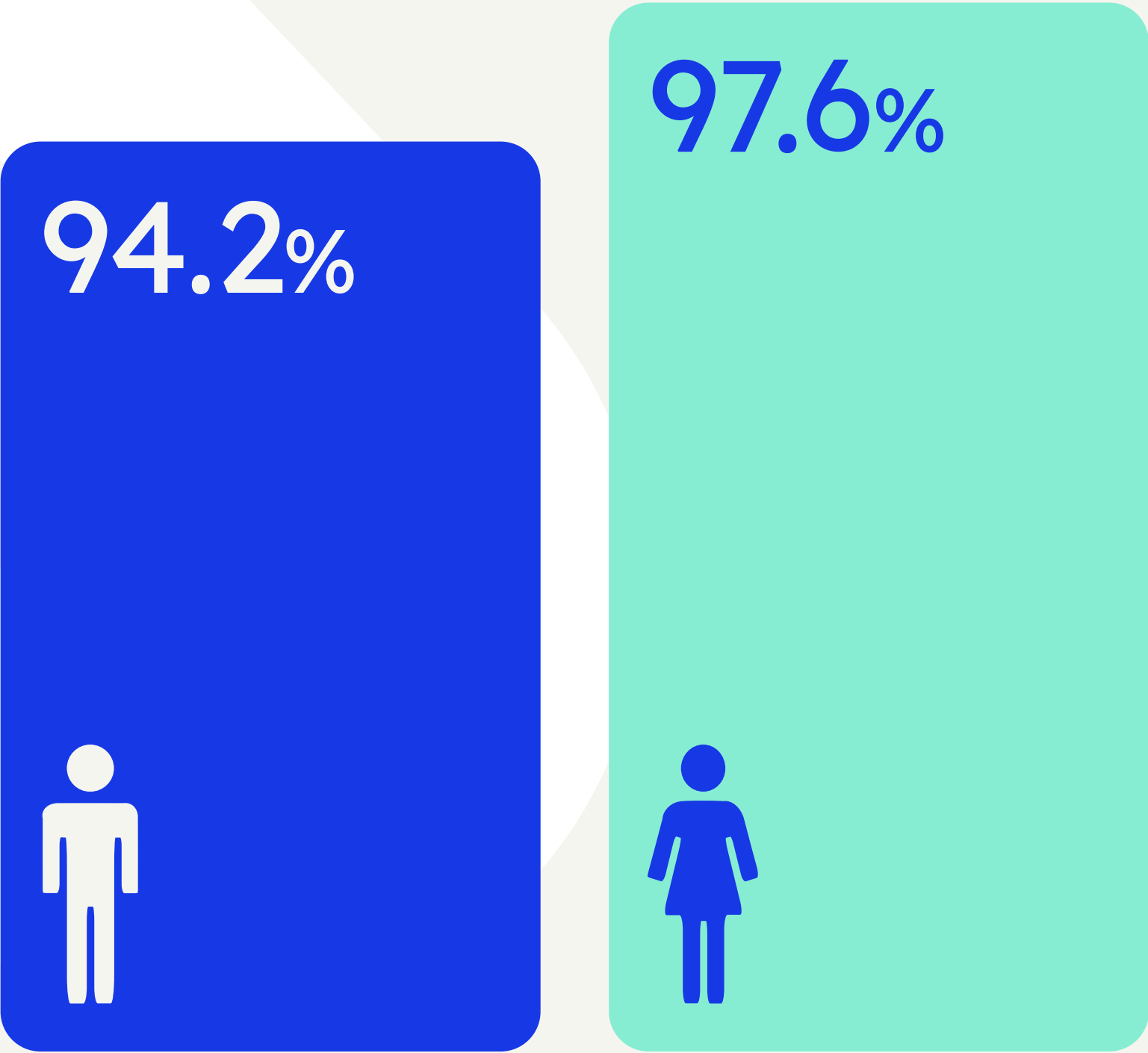


# Gender Pay Gap Results

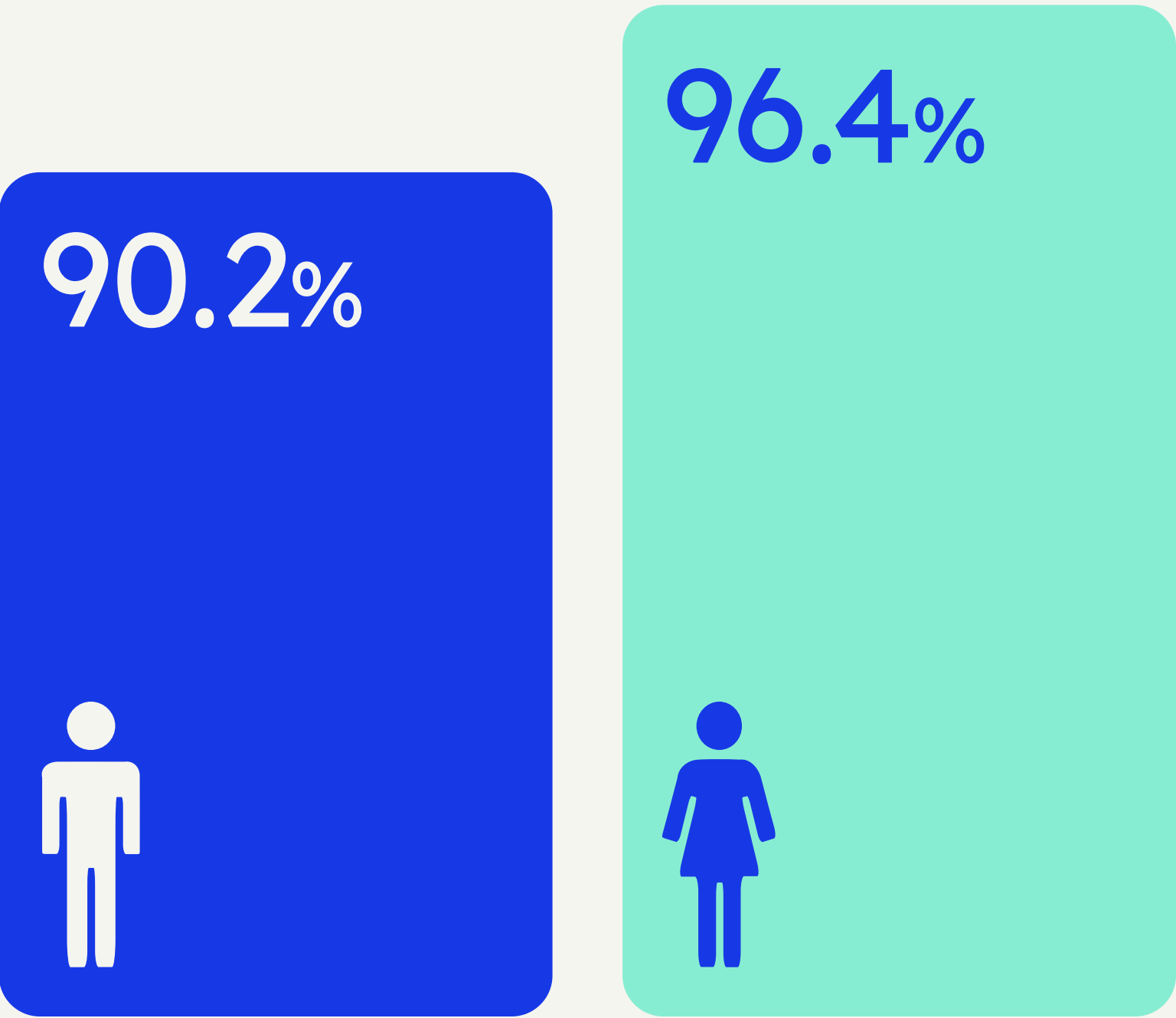
Proportion of employees receiving a bonus

● Male    ● Female

2024



2025





# Gender Pay Gap Results

## Pay Quartiles

● Male ● Female

### Upper

62.8%

37.2%

### Upper Middle

45.9%

54.1%

### Upper Lower

41.3%

58.7%

### Lower

41.7%

58.3%





# Disability Pay Gap Results





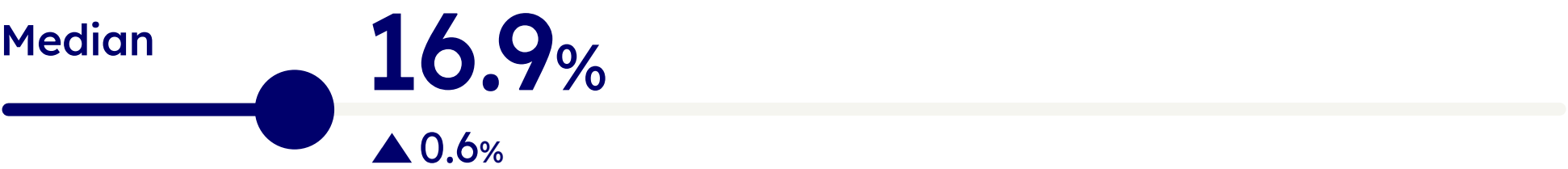
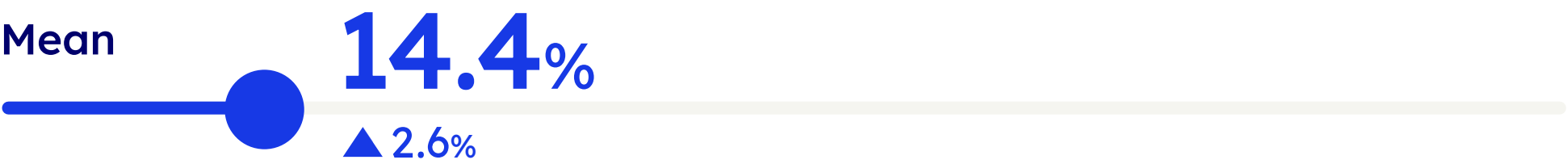
# Disability Pay Gap Results

We are voluntarily disclosing our disability pay gap, which compares 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.

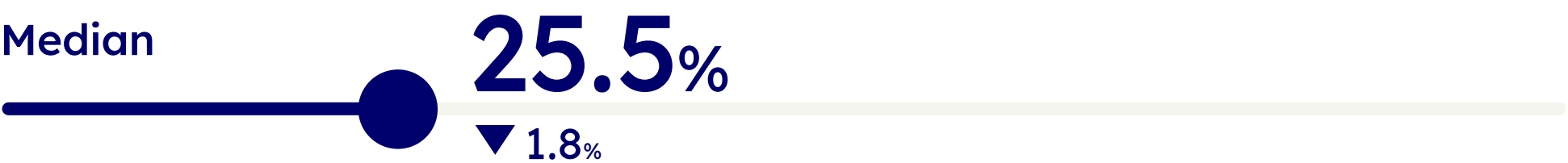
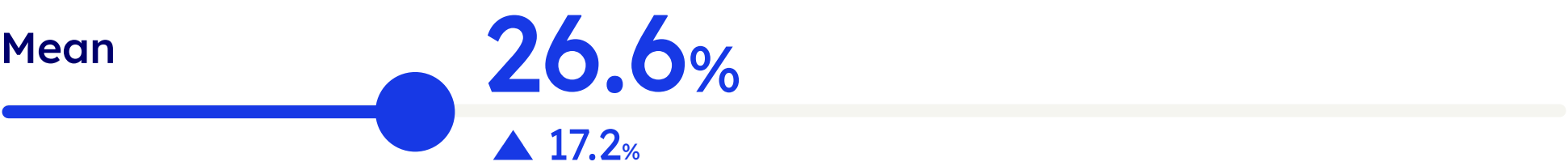
- As of April 2025, 85% of our employees felt comfortable disclosing whether they have a disability or not, a 2% increase since 2024.
- In the last year our mean disability pay gap increased by 2.6%, with the median gap also increasing by 0.6%.
- The mean disability bonus gap increased by 17.2%, while the median bonus gap fell by 1.8%. This increase was predominantly driven by a senior manager leaving the business.

## Pay Gap

2025 ( ▼▲ vs 2024)



## Bonus Gap



**Mean and Median:** The disability pay gap shows the difference between the mean (average) and median (midpoint) pay of employees without a disability and employees with a disability, expressed as a percentage of employees without a disability’s earnings.

85%

of our employees felt comfortable disclosing whether they have a disability or not, a 2% increase since 2024.



# Disability Pay Gap Results

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After an assessment confirmed I was dyslexic, my manager and coach helped introduce several workplace adjustments, including noise cancelling wireless headphones, a permanent desk, specialised software, and equipment to help with stress and focus. These made a dramatic difference to my productivity, concentration, and confidence.

Evie, Customer Services,  
Motability Operations







# Ethnicity Pay Gap Results



# Ethnicity Pay Gap Results

We are voluntarily disclosing our ethnicity pay gap, comparing the average hourly earnings and bonus of those who identify as Black, Asian, Mixed and Ethnic background and those who identify as White. This year **92%** of all employees shared their ethnicity data with us.

- Our ethnicity pay gaps are mainly linked to the representation we see across our technology teams, where roles are typically higher-paid because of the specialist skills they require. The bonus gap is largely due to lower representation of Black, Asian, Mixed and Ethnic Background colleagues in leadership roles, where bonuses tend to be bigger. It's also partly influenced by more employees choosing to put some or all of their bonus into their pension through salary sacrifice.
- The mean pay gap between White and Asian or Asian British employees stands at **24.3%**, meaning Asian and Asian British employees have a higher average pay. This was down from **30.9%** last year. The mean pay gap is distinct from equal pay, which is about ensuring that all employees are paid the same for carrying out work of an equal value. The mean bonus gap amongst this demographic was **4.5%**, representing a change of **17.9%** points from 2024.

- The mean pay gap between White and Black, Black British, Caribbean, or African employees was **9.9%**, a small reduction from 2024. This means that Black, Black British, Caribbean, or African employees have a higher average pay. The mean bonus gap was **29.3%**, which was up from **22.1%** in 2024. This means that Black, Black British, Caribbean, or African employees received lower bonus on average.
- The mean pay gap between White and Mixed or multi-ethnic employees was **13.8%**, a similar rate to last year. The sample size in this area was insufficient to provide an accurate mean bonus gap.
- The mean pay gap between White and other ethnic groups was **7.2%**. There was a significant change in the median pay gap between White and other ethnic groups, falling from **22.2%** in 2024 to **2.8%** this year. Analysing this data is more challenging due to the small sample size. Due to the size, any staff changes in these groups with low representation leads to data fluctuating significantly. The sample size in this area was insufficient to provide an accurate mean bonus gap.





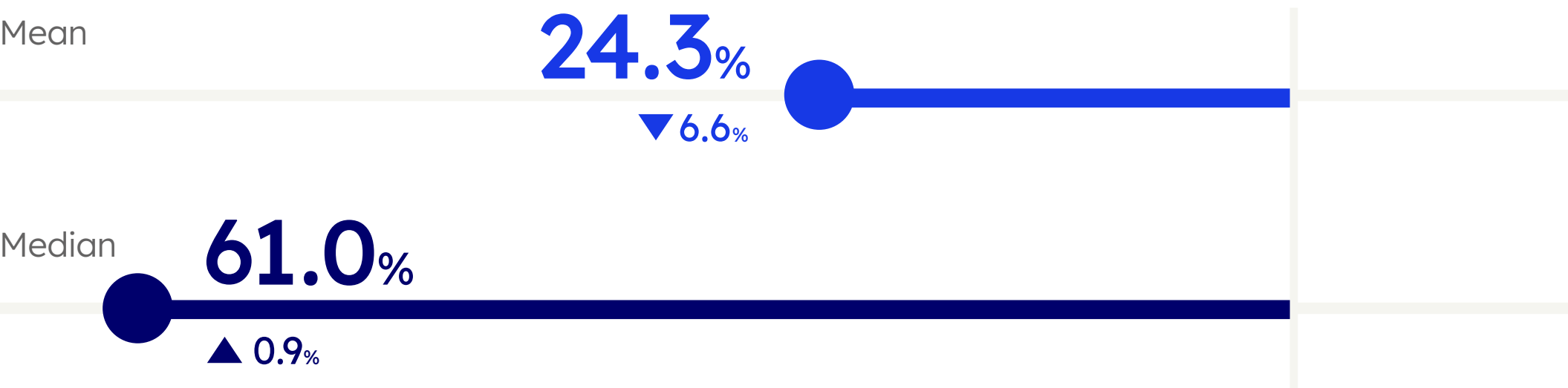
# Ethnicity Pay Gap Results

The **Say My Name** initiative encourages understanding of names by including a link in email signatures with an audio of the correct pronunciation and sharing information on the heritage and origin of the name. This small change helps to break down cultural barriers and tackle misconceptions.

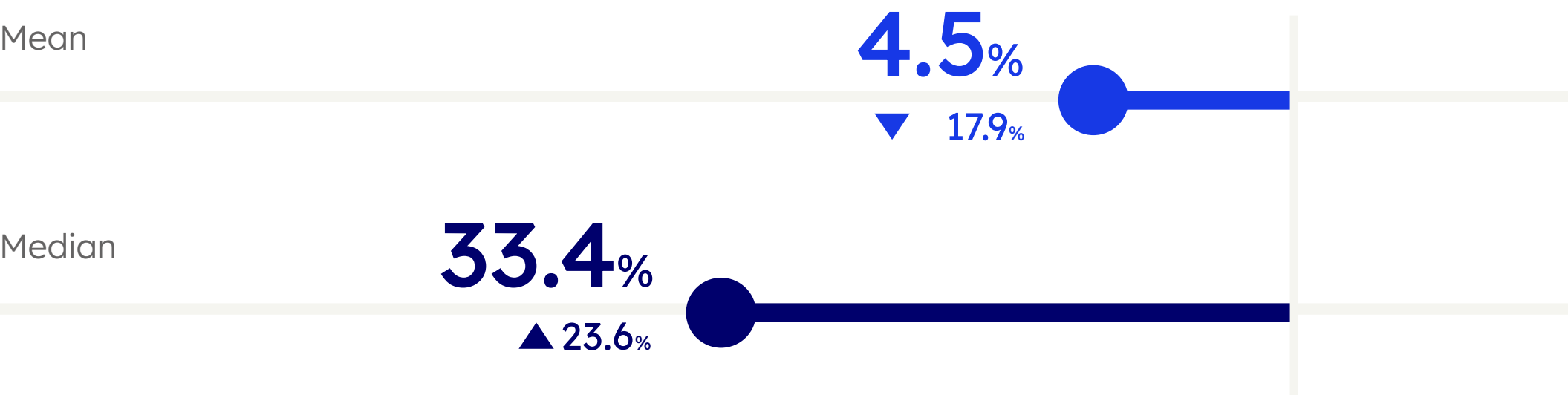


# Ethnicity Pay Gap Results

White vs Asian, Asian British Pay Gap  
2025 (▼▲ vs 2024)

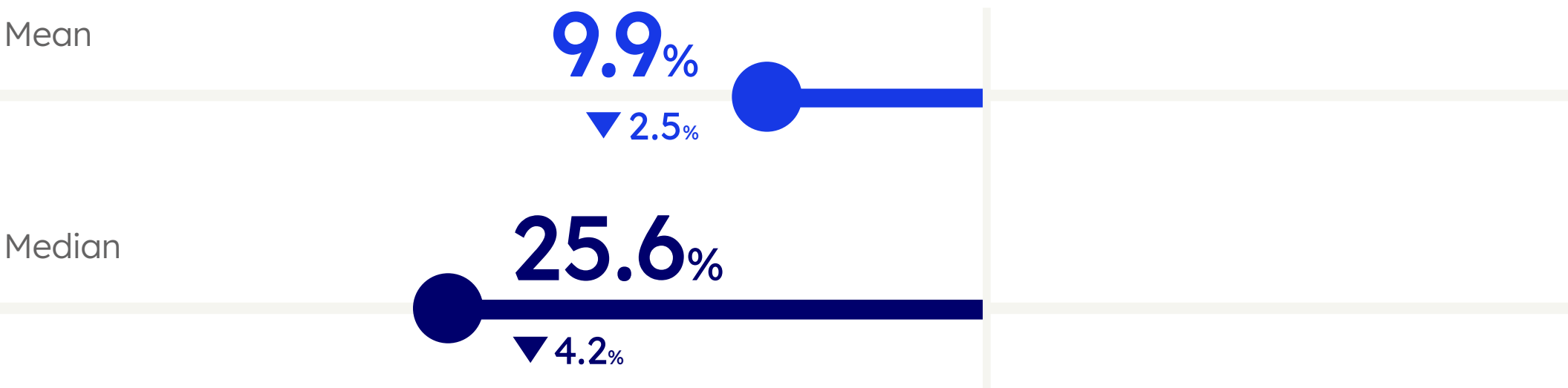


White vs Asian, Asian British Bonus Gap

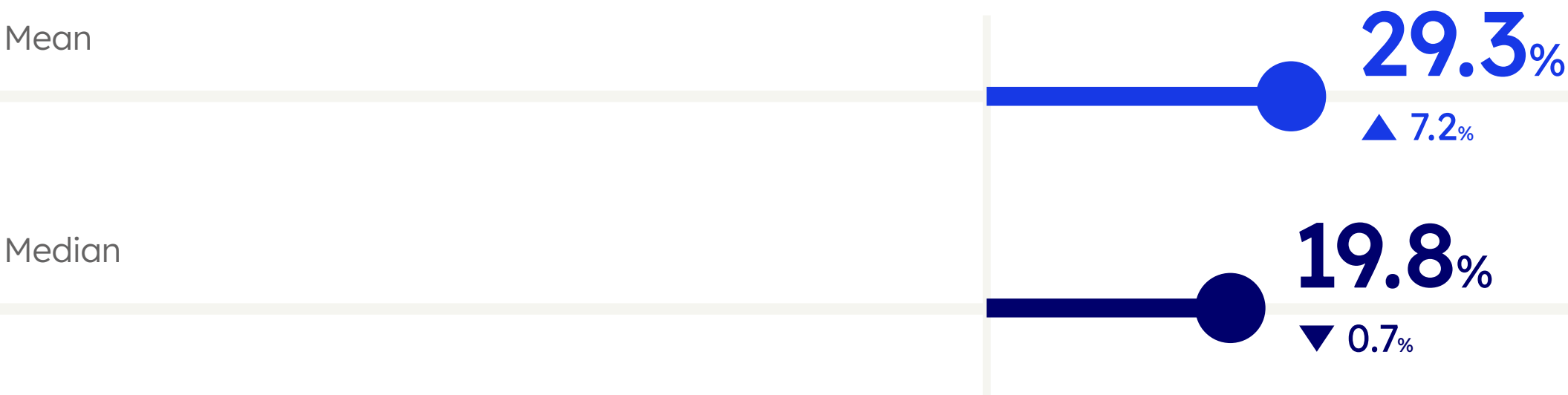


**Mean and Median:** The ethnicity pay gap shows the difference between the mean (average) and median (mid-point) pay and bonus of White and Black, Asian, Mixed and Ethnic Background employees, expressed as a percentage.

White vs Black, Black British, Caribbean or African Employees Pay Gap  
2025 (▼▲ vs 2024)



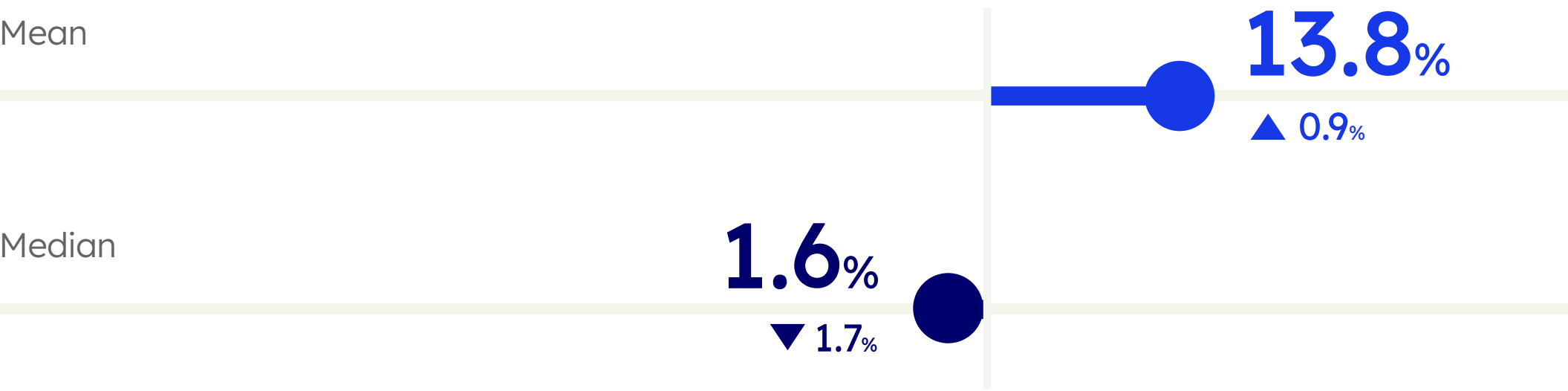
White vs Black, Black British, Caribbean or African Employees Bonus Gap





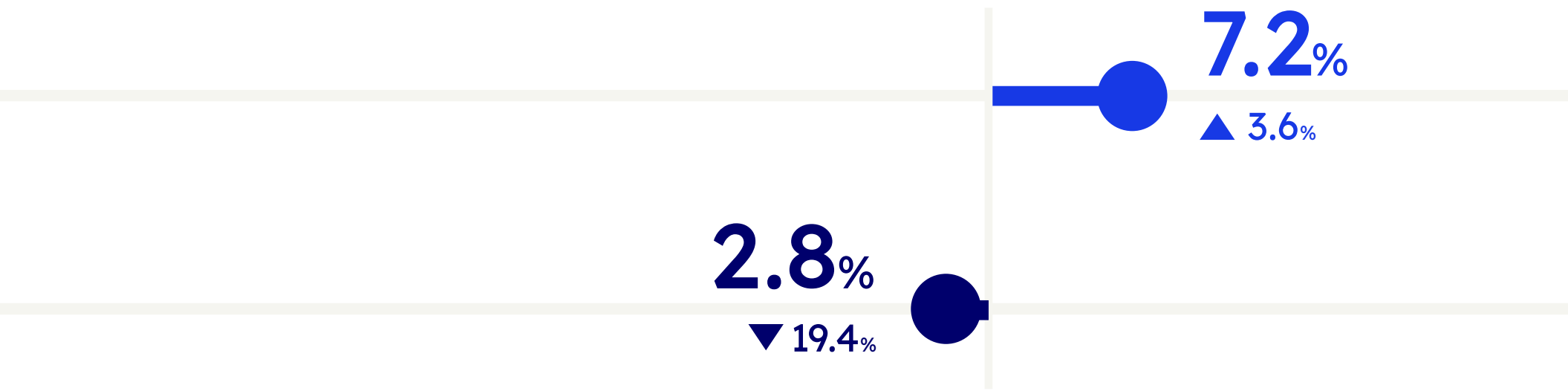
# Ethnicity Pay Gap Results

## White vs Mixed or multiple ethnic groups Pay Gap 2025 (▼▲ vs 2024)



## White vs Mixed or multiple ethnic groups Bonus Gap Sample size insufficient

## White vs Other ethnic groups Pay Gap 2025 (▼▲ vs 2024)



## White vs Other ethnic groups Bonus Gap Sample size insufficient

**Mean and Median:** The ethnicity pay gap shows the difference between the mean (average) and median (mid-point) pay and bonus of White and Black, Asian, Mixed and Ethnic Background employees, expressed as a percentage.



# Ethnicity Pay Gap Results

## Pay Quartiles

● White
 ● Asian
 ● Black
 ● Mixed
 ● Other
 ● Not responded

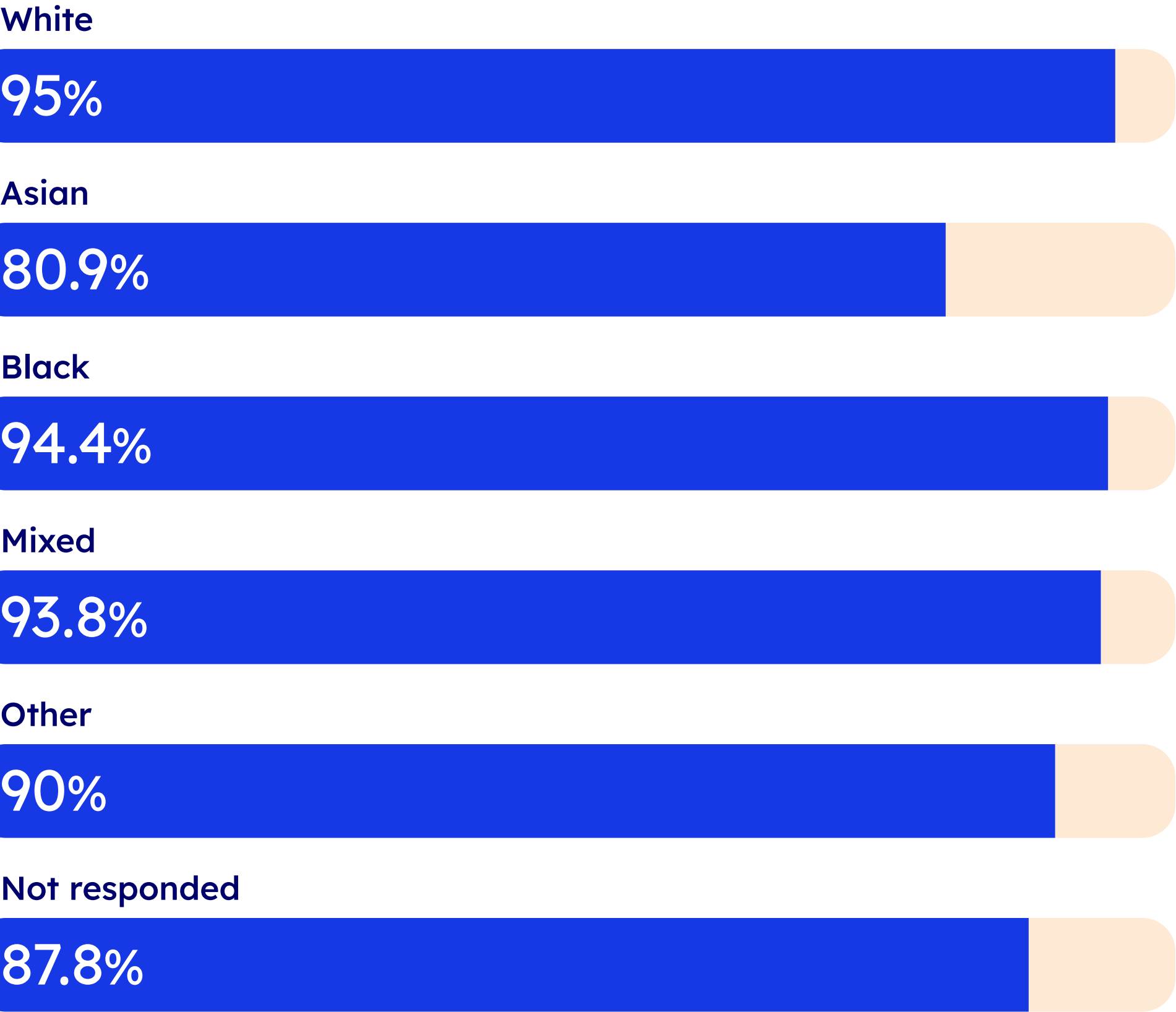




# Ethnicity Pay Gap Results



## Proportion of employees in different ethnic groups who received bonus pay





# LGBTQ+ Pay Gap Results





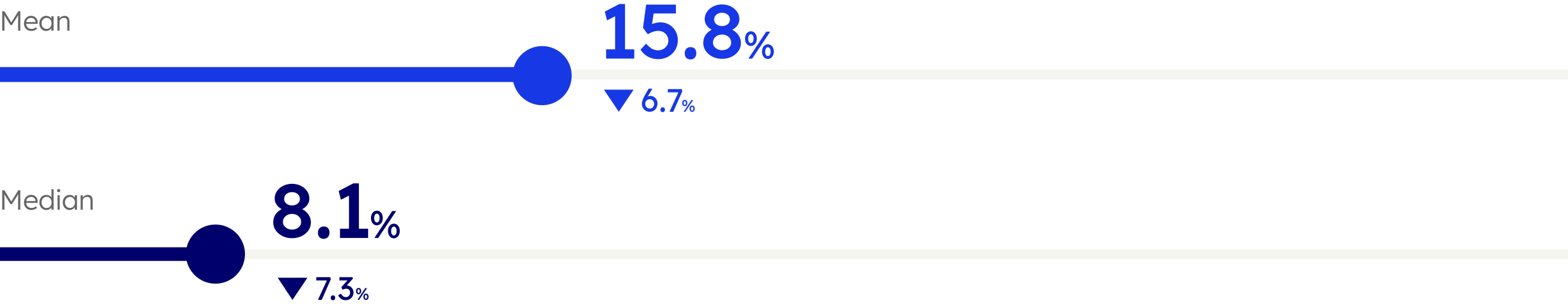
# LGBTQ+ Pay Gap Results

We have chosen to share our LGBTQ+ pay gap, comparing average hourly pay and bonuses between those who identify as LGBTQ+ and heterosexual employees. We are proud that **76%** of our people shared their sexuality data, up **2%** on last year.

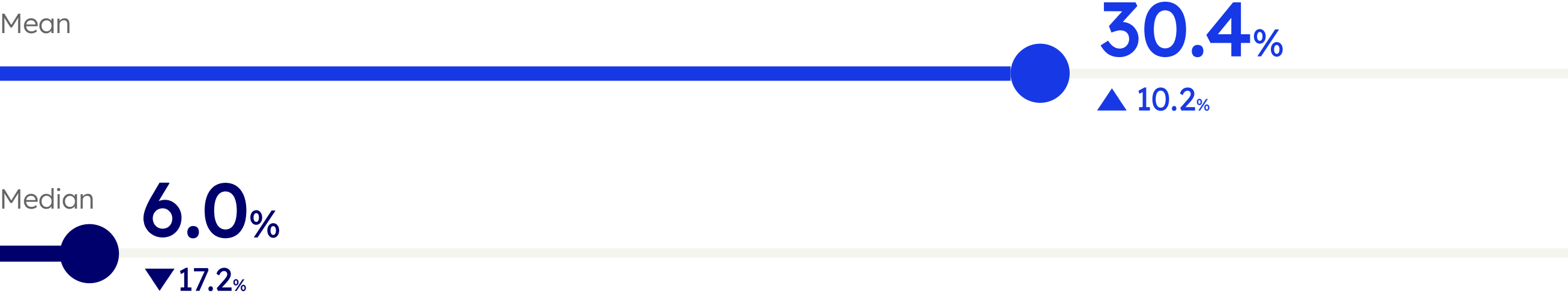
We are pleased that our mean pay gap fell by **6.7%**, while the median pay gap also fell by **7.3%**. The mean bonus gap increased by **10.2%** while the median bonus gap decreased by **17.2%**.

## Pay Gap

2025 ( ▼ vs 2024)



## Bonus Gap



**Mean and Median:** The LGBTQ+ pay gap shows the difference between the mean (average) and median (mid-point) pay and bonus of who those who identify as LGBTQ+ and those who identify as heterosexual, expressed as a percentage.



# LGBTQ+ Pay Gap Results

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We are proud to support all colleagues no matter their sexuality or gender identification.

That support is unwavering in the face of adversity that we may face in the wider world, ensuring that working at MO is a safe space for all.

Sean, Change and Release Analyst,  
Motability Operations





# Conclusion

Publishing this pay gap report gives us a chance to reflect on the progress we’ve made and celebrate the diverse community we’re continuing to build. The Motability Scheme is a lifeline for the 860,000 disabled people who rely on it. To deliver the Scheme well, we need a workforce that reflects the people we serve and a culture where everyone feels valued, supported and treated fairly.

This report shows the steps we’ve taken and where we still need to go. It reflects our commitment to the long-term goals set out in our Equity, Diversity and Inclusion (EDI) Roadmap. But building a more inclusive organisation isn’t a one-time effort. It takes consistent focus, investment and action.

Change needs to be sustainable and the full impact of initiatives can take time to filter through an organisation of our size. However, we recognise the need for change to happen and so we continue to challenge our ways of working and remove barriers where we find them.

In last year’s report, we highlighted the need to improve representation of all ethnicities at every level of our business. That focus remains a priority in 2025.

Every member of our Executive Team now has a personal EDI objective, linked to their part of the business. Our EDI Committee includes senior leaders too, making sure the direction we set at the top is shaped by what’s happening on the ground.

We also know that we don’t have all the answers. Building an inclusive culture means staying open to new voices, lived experiences and challenges. We’ll keep listening, learning and working with people across the business to create a workplace where everyone can thrive.

Andrew Miller, Chief Executive,  
Motability Operations



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

Andrew Miller





# Motability Operations



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