

# Pay Gap Report 2024

Motability  
Operations





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# Foreword

Inclusion is at the heart of Motability Operations. We are focused on delivering smart, sustainable solutions that improve our customers' mobility, providing affordable and accessible vehicles for all. To be true to our purpose, we need to do all we can to ensure our business reflects the communities and customers we are supporting.

I am pleased to be able to share our 2024 pay gap data, which helps us identify the progress we have made and the areas where we still need to improve. This report contains pay gap data across four demographics: gender, disability, ethnicity and LGBTQ+. We have gone beyond the statutory requirements for the data we are disclosing to ensure we are being as transparent as possible.

The data we can publish depends on what our employees feel comfortable sharing with us. We are proud of the open and trusted culture that we have within the business, which has led to high sharing rates across our demographic groups. This report also includes the initiatives we have introduced in the last year and our upcoming plans to help us continue building a more inclusive business.

We are pleased to see the positive changes and reductions in our pay gaps, particularly in the gender and disability data. However, there are still differences in the pay and bonus gaps within

these groups that we need to address, as well as pay and bonus gaps across ethnicity and LGBTQ+. We recognise that these pay gaps are in a large part driven by the gap in representation within our senior leadership team, and this is key area of focus for us as we move forward.

We are committed to giving all our employees an equal opportunity to grow their careers and have a voice to share their views. Diversity of thought within our business benefits both our people and our customers, allowing us to bring forward new approaches and thinking to help us find creative solutions to address our customers' needs.

Building a more diverse and inclusive organisation is a process which takes time and conscious action. We want to make considered, consistent and progressive decisions which support our employees and take us further down the path to becoming the organisation we want to be.



Sarah Lewis, Chief People Officer



**Declaration:**

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

Andrew Miller, CEO, Motability Operations

# Initiatives and actions

Since the previous report, we have introduced a number of new programmes and initiatives which helped us progress against our EDI goals.

## EDI Roadmap:

We have set a new EDI (Equity, Diversity and Inclusion) Roadmap which we have committed to reviewing annually to ensure it reflects the aims and focus of the business.

The EDI Roadmap has been built and benchmarked around four key cornerstones:

diverse workforce

inclusive culture

leadership commitment

data capability

## Diverse workforce:

Inclusive online assessments for candidates applying to work in our Customer Contact Centre and a greater focus on finding balanced shortlists for other roles, are just two of the initiatives we are championing to ensure a diverse workforce within our business. We work with a number of external partners to help us build a more inclusive organisation. This includes working with partners such as Investing in Ethnicity, Purple Space, Business Disability Forum, Women Behind the Wheel, Women in Tech and Stonewall. We are also working with Babbasa in Bristol to help us understand the challenges that people from different demographics face when it comes to work.

## Inclusive Culture:

All of our new employees complete a Valuing Differences workshop and Disability Confidence training. We also run programmes to support under-represented groups develop in their careers, including I Will Aspire training for women, a Personal Development Programme for employees with disabilities and this year we are creating a programme

for ethnically diverse employees, building on our I Will Accelerate programme that we delivered last year.

We have updated our Flexible Working and Paternity Leave policies and launched a new Carers Leave policy. We also continue to put plans in place to refresh and promote our existing policies to ensure all employees are aware of the support available to them.

## Leadership Commitment:

We have appointed four new leads for our Belonging employee network groups covering enABLE (disabilities) REACH (race and ethnicity) GENDER and PRIDE (LGBTQ+). These leaders continue to drive change when it comes to awareness, education and visibility of a variety of issues within the business.

To ensure that diversity and inclusion is a central part of business planning and senior decision making at Motability Operations, each member of the executive team has set EDI objectives which are integrated into their wider goals for the coming year.

## Data capability:

Through the use of AI and data insight, we are now able to provide information dashboards to our managers to help understand the diversity demographics of their business areas, supporting them to focus on achieving their EDI targets.





# Gender Pay Gap



# 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 **2.5%** points since 2023, while our median gender pay gap has gone down by **2.3%** points.
- Our mean gender bonus gap has decreased by **11.7%** this year, driven in part by the departure of a senior male executive. The median gender bonus gap also decreased by **2.9%**.
- The gender pay gap is primarily driven by the higher proportion of men in senior and technical roles within the business. Addressing the gender differences at senior levels is one of our priorities moving forwards as we aim to reduce the mean and median gender pay gap, as well as the bonus gap.



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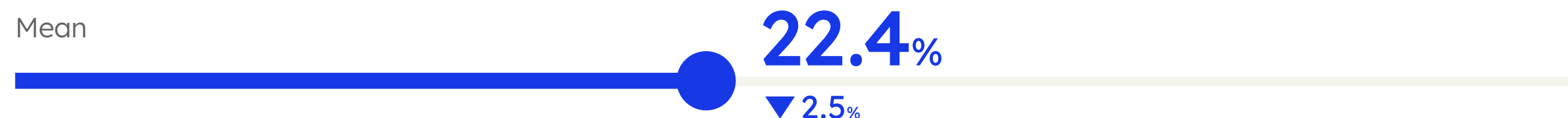
We are putting a big focus on educating and raising awareness of the diversity policies we have in place within the business. We want to make sure all employees feel comfortable using the tools and resources they have access to and understand the support that is available to them.

Sian Robinson, Gender Network Lead,  
Motability Operations

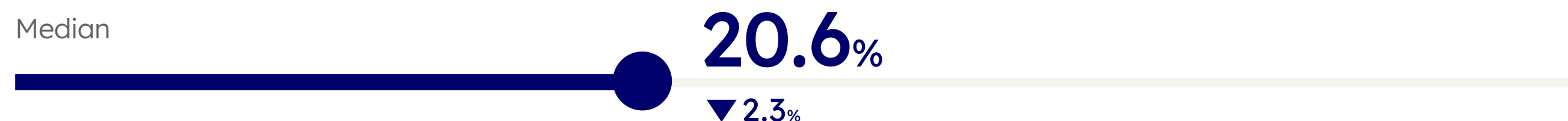
## Pay Gap

2024 (▼ vs 2023)

Mean



Median



## Bonus Gap

Mean



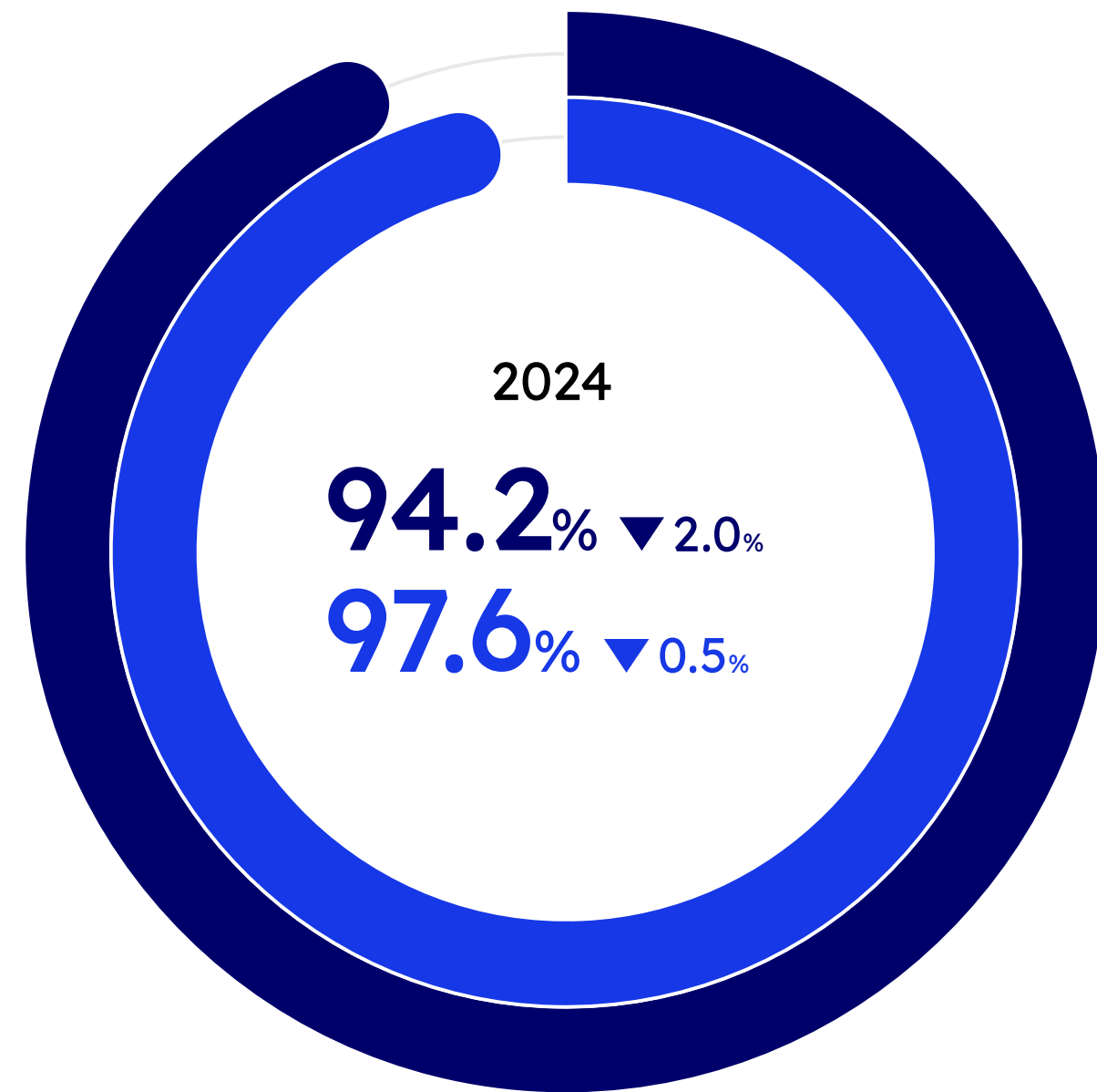
Median



**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.

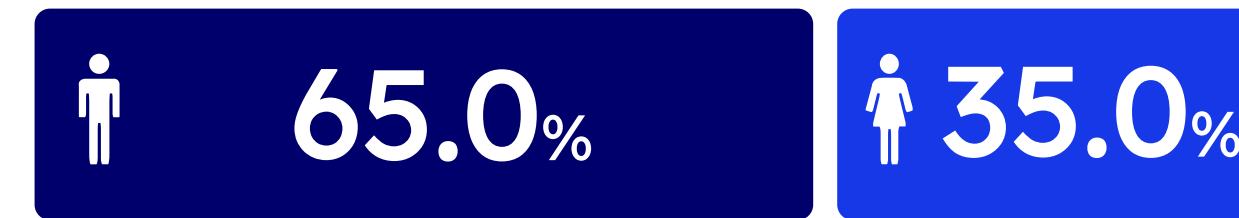
### Proportion of employees receiving a bonus

● Male ● Female



### Pay Quartiles

Upper



Upper Middle



Lower Middle



Lower



# Disability Pay Gap





# Disability Pay Gap Results

We are 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 2024, **83%** of our employees felt comfortable disclosing whether they have a disability or not, a **2%** increase since last year. We are proud to share that the mean disability pay gap decreased by **10.9%** in the last year, while median numbers remained at a level consistent with 2023. The mean disability bonus gap decreased by a considerable **42.4%** to reach **9.4%** overall, while the median bonus gap fell by **23.2%**.
- These reductions are a result of Motability Operations recruiting more colleagues with disabilities, as well as increased number of people in our senior team sharing that they have a disability.



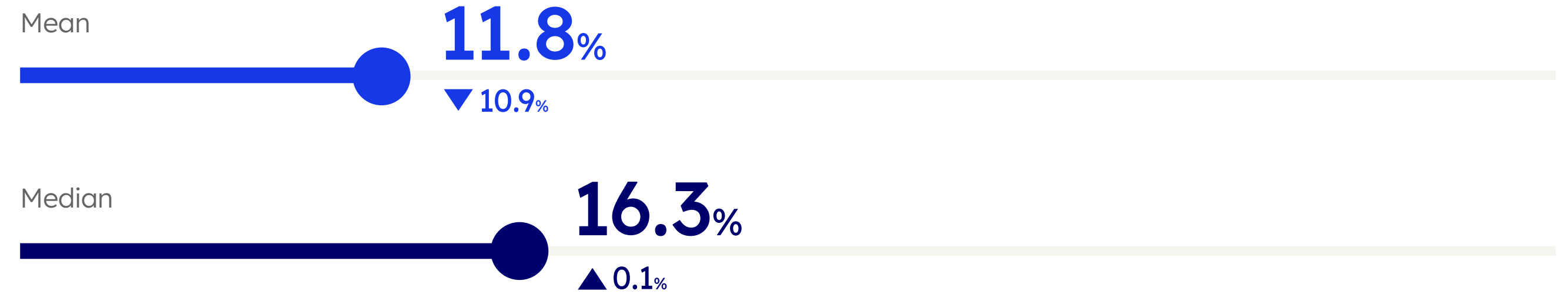
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Seeing other employees within the business being open about their disabilities gave me the confidence to share my own autism diagnosis. I strongly believe that a diverse workforce is a high-performing one, and I feel fortunate to work at a business which is supportive and willing to adapt to ensure everyone can be the best version of themselves at work.

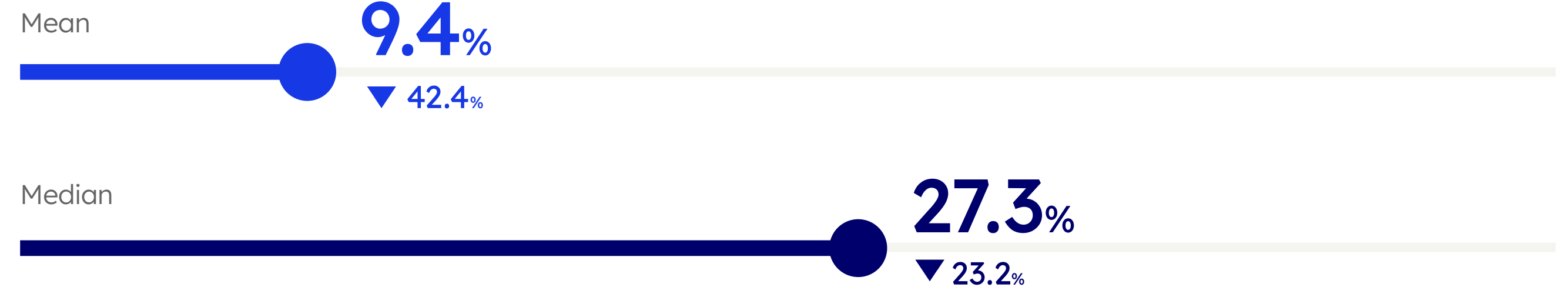
Ashley Sylvester, Chief Innovation Officer,  
Motability Operations

## Pay Gap

2024 (▼▲ vs 2023)



## 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.



# Ethnicity Pay Gap

# Ethnicity Pay Gap Results

We are 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 **93%** of all employees felt comfortable in sharing their ethnicity data.

- Our ethnicity pay gaps can mostly be attributed to the diverse representation across our tech division where salaries are higher due to skills being highly sought after. The bonus gap is due to the lower representation of Black, Asian, Mixed and Ethnic Background employees in leadership roles, where bonus potential is higher.
- The mean pay gap between White and Asian or Asian British employees stands at **30.9%**, meaning Asian and Asian British employees have a higher average pay. This 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 **13.4%**, meaning white employees receive higher bonuses on average.
- The mean pay gap between White and Black, Black British, Caribbean, or African employees was **12.4%**, a small increase since 2023. This means that Black, Black British, Caribbean, or African employees have a higher average pay.
- The mean bonus gap was **22.1%**, which represents a significant drop of **28.1%** since last year.
- The mean pay gap between White and Mixed or multi-ethnic employees was **12.9%**, an increase of **6.2%** since 2023. 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 **3.6%**, which was an increase of **0.4%** since 2023. The sample size in this area was insufficient to provide an accurate mean bonus gap.



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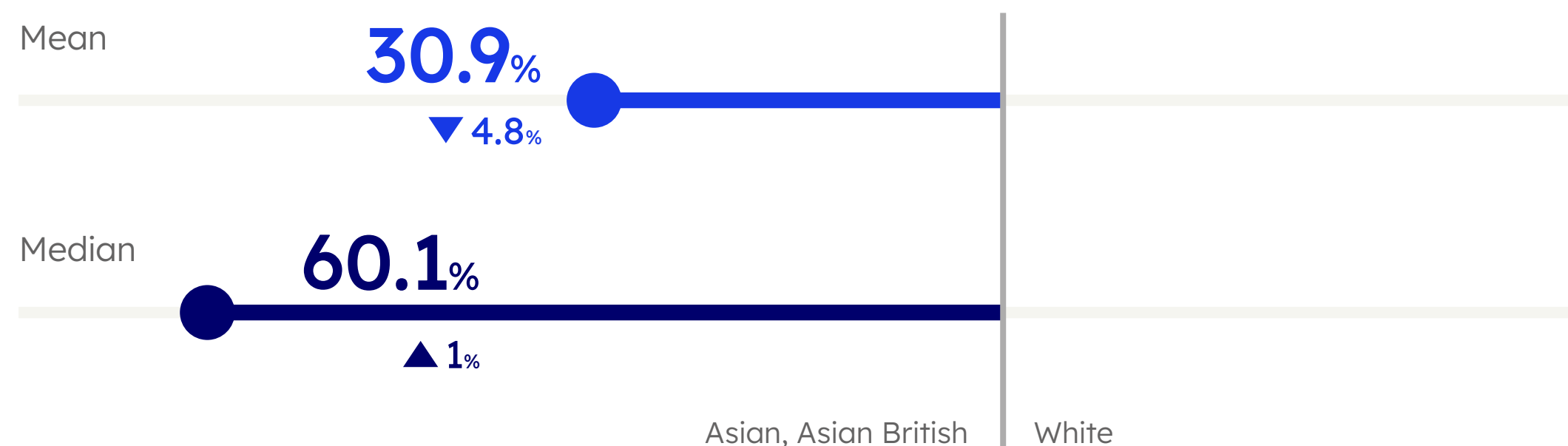
We want to build a more diverse organisation and continue to foster an environment which allows people of all ethnicities to thrive. There is work to be done, but we are on a constant journey of learning and education to ensure we can make real, lasting change and attract more diverse talent into the business.

Harinder Bansal, REACH (race and ethnicity) Network Lead, Motability Operations

# Ethnicity Pay Gap Results

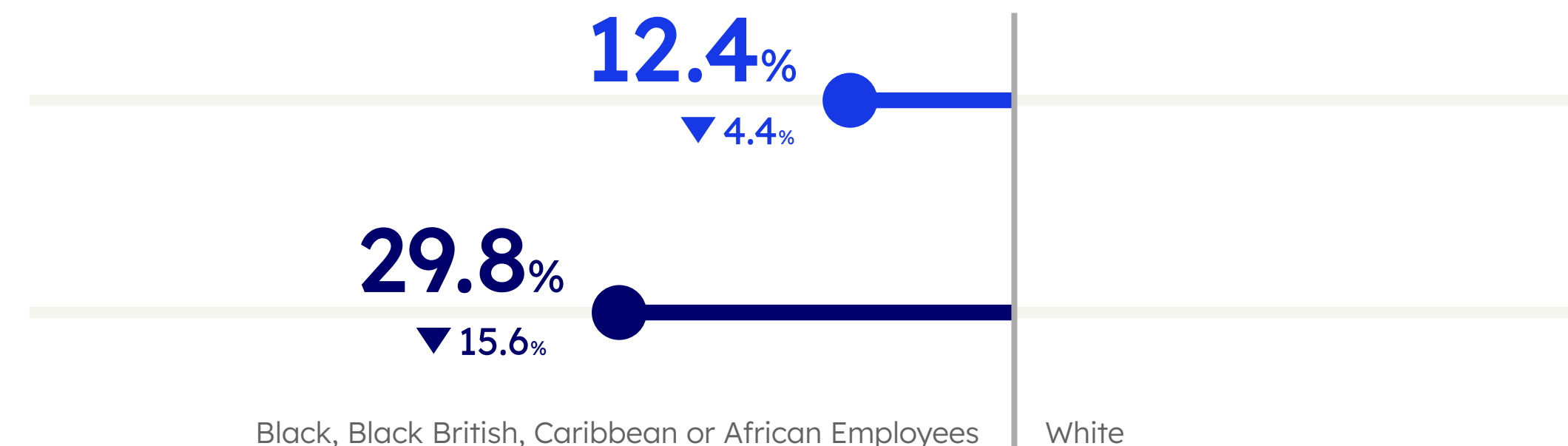
## White vs Asian, Asian British Pay Gap

2024 (▼▲ vs 2023)

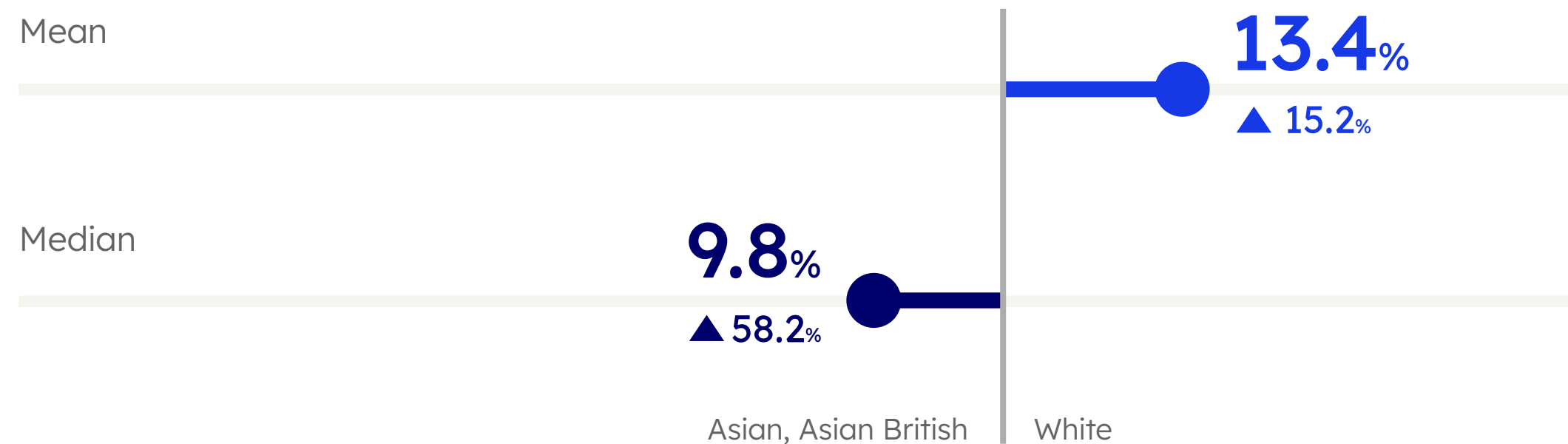


## White vs Black, Black British, Caribbean or African Employees Pay Gap

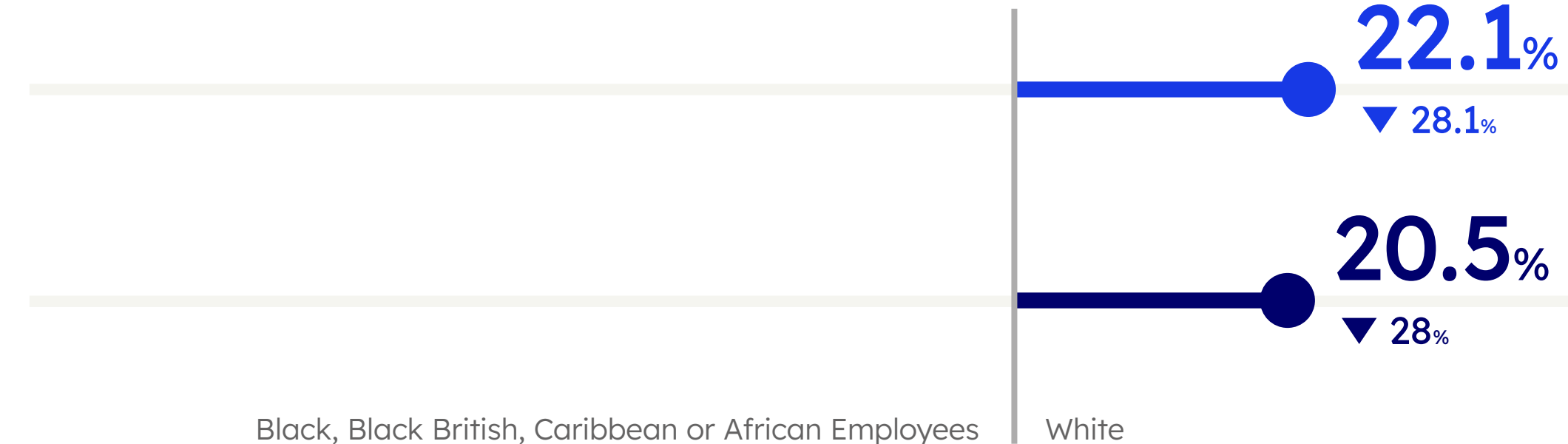
2024 (▼▲ vs 2023)



## White vs Asian, Asian British Bonus Gap



## White vs Black, Black British, Caribbean or African Employees 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.

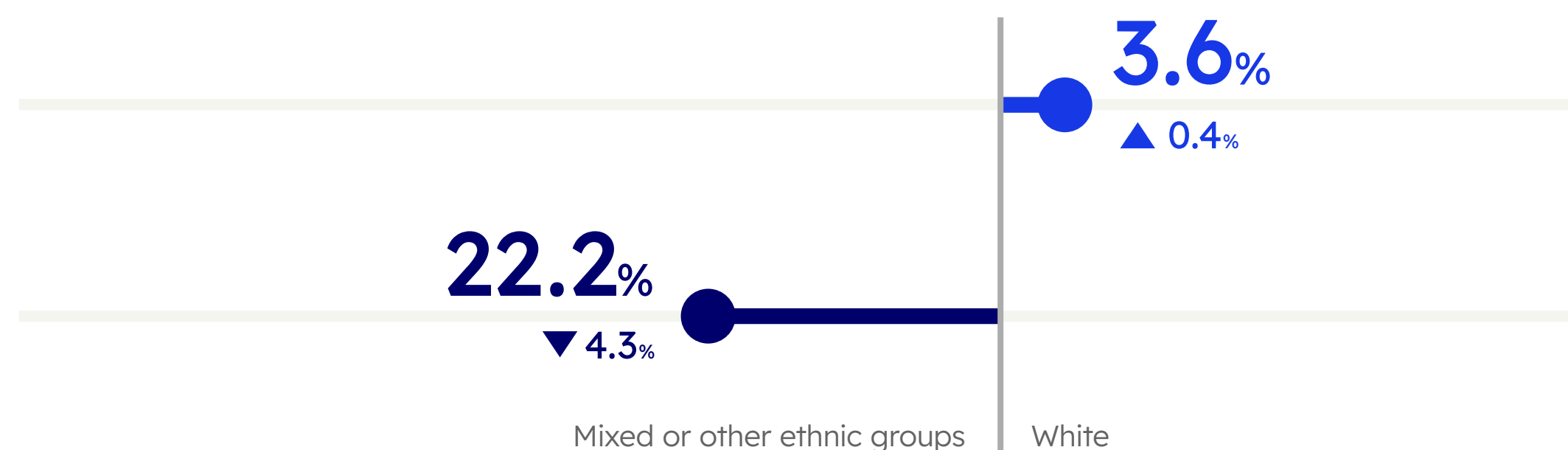
# Ethnicity Pay Gap Results

## White vs Mixed or multiple ethnic groups Pay Gap\*

2024 (▼▲ vs 2023)



## White vs Mixed or Other ethnic groups Pay Gap\*

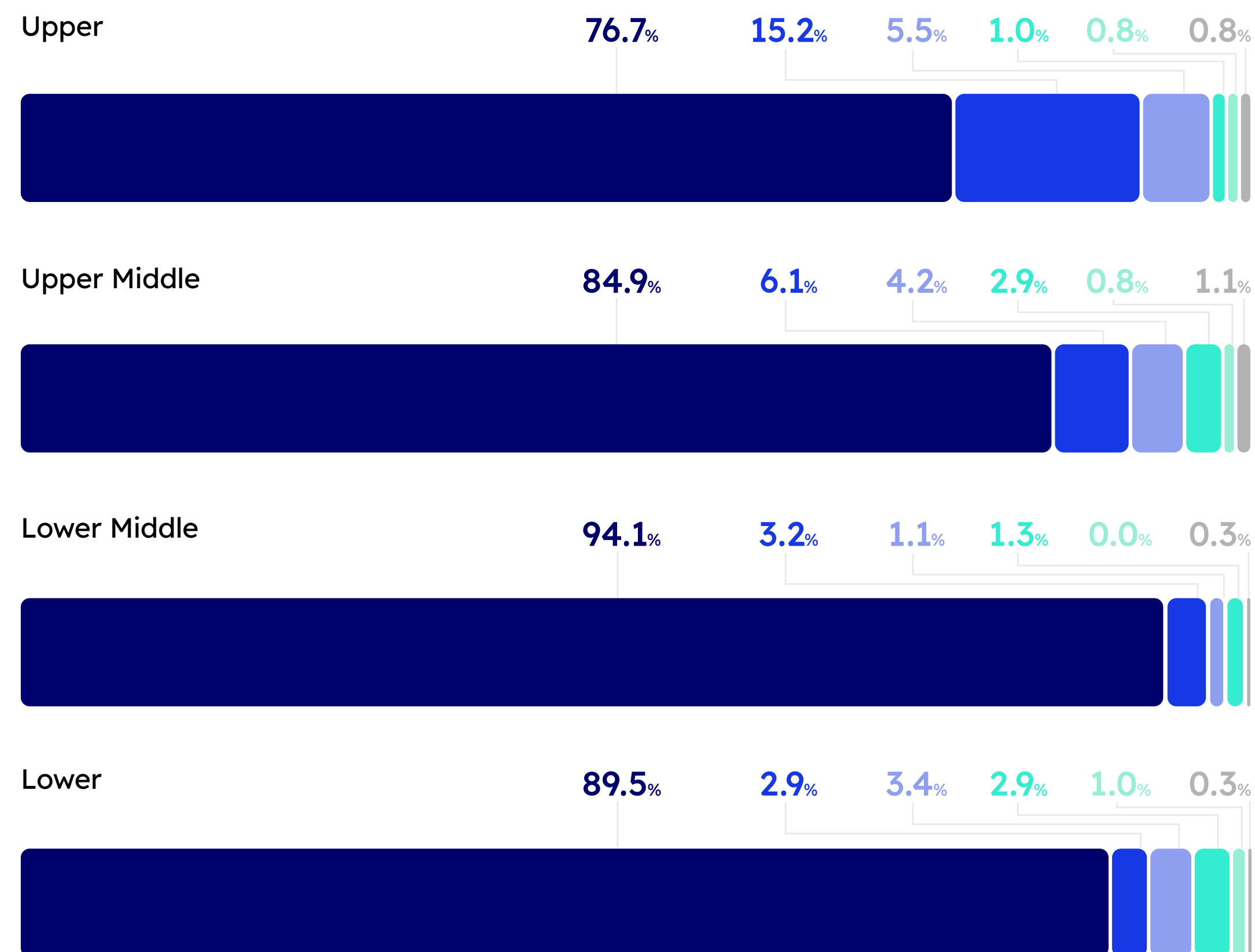


\*Bonus Gap - sample size insufficient

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.

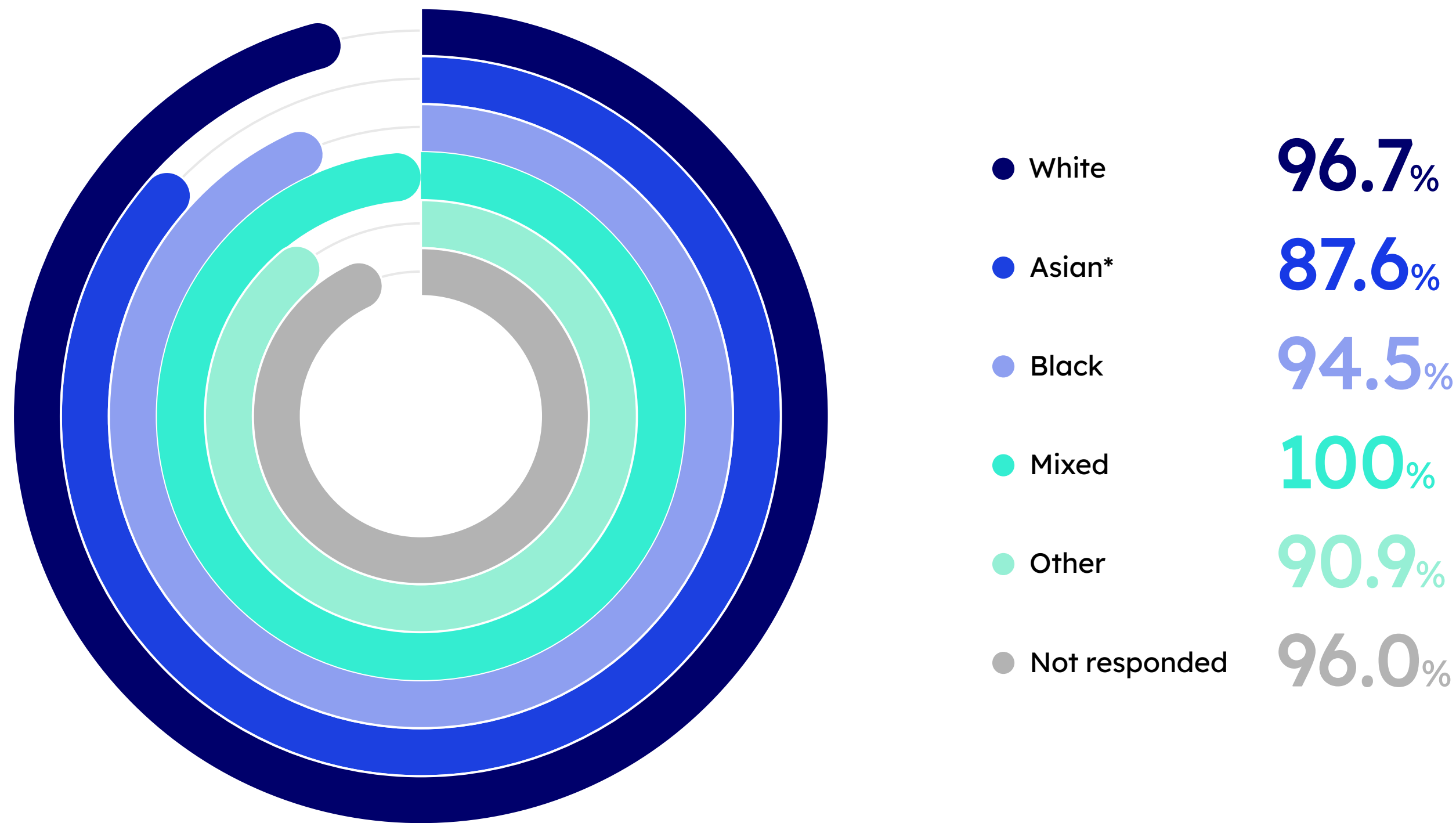
## Pay Quartiles

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



# Ethnicity Pay Gap Results

Proportion of employees in different ethnic groups who received bonus pay



\*The proportion of Asian employees who received a bonus is lower because a higher proportion of employees in this group chose to salary sacrifice their bonus and were therefore not counted as receiving a bonus.



# LGBTQ+ Pay Gap



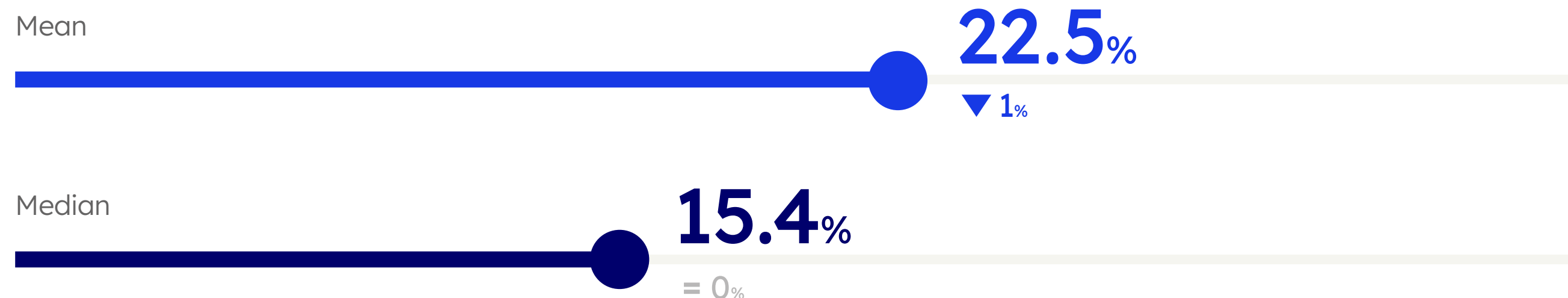
# LGBTQ+ Pay Gap Results

We are disclosing our LGBTQ+ pay gap, comparing the average hourly earnings and bonus of those who identify as LGBTQ+ and those who identify as heterosexual. We are proud that **74%** of our employees were happy to share their sexuality data, a **5%** increase since last year.

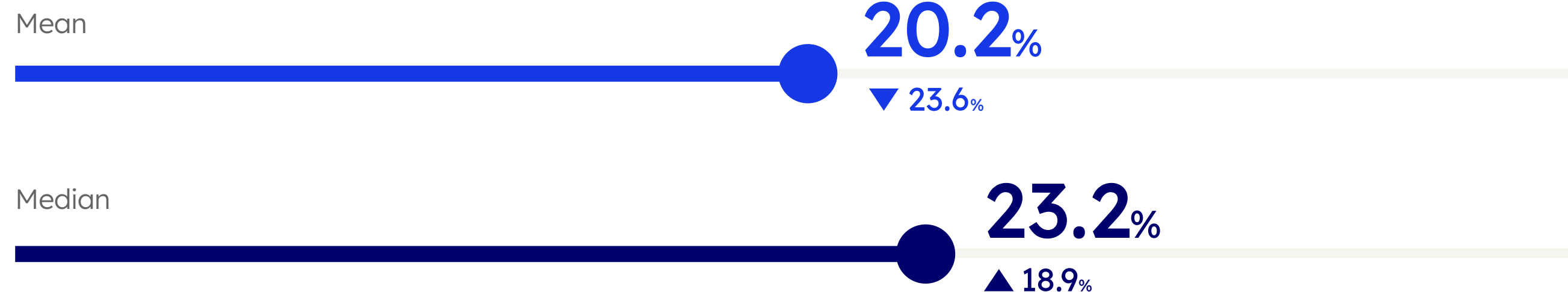
We are pleased that our mean pay gap fell by **1%**, while the median pay gap remained the same. The mean bonus gap also dropped by **23.6%**, while the median bonus gap increased by **18.9%**.

## Pay Gap

2024 (▼▲ vs 2023)



## Bonus Gap



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



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The networks are all about building a supportive group where people can ask questions and share experiences. These groups play a pivotal role in raising awareness of relevant issues and sharing the views of these different groups with the wider business so changes can be made.

Harry Campbell-James, Network Lead Mentor, Motability Operations



# Conclusion

As I reflect on the last 12 months, I am proud of the continued efforts within the business to increase representation and foster an inclusive working environment. Our employees are the driving force of everything we do, and I am committed to building a business where diversity of thought is prioritised, everyone's voice is heard, and our workforce is reflective of the communities we are supporting.

While we have made progress, it is important that we recognise that we still have work to do. Specifically, we are aware that diversity drops when it comes to our senior leadership team, and we will work to address this issue as we move forward.

Ethnicity will be another priority focus for the year ahead, as this is the area where we have not seen enough progress. We are focused on understanding why this has been the case and taking steps to tackle the barriers which prevent us from becoming a more ethnically diverse organisation.

The EDI Roadmap will remain a key focus and an important part of our business strategy, to effectively deliver on the aims outlined in the roadmap, Motability Operations' executive team built EDI objectives into their goals for the coming year. These objectives, in conjunction with enterprise-wide initiatives around recruitment,

development programmes and succession planning, can make a tangible difference to the business and our people.

Everyone has a role to play in building an inclusive workplace culture and working environment. We will continue to work closely with our Belonging network groups to make sure we are listening and learning from our employees and adjusting our practices and policies to reflect their views and preferences.

The changes we want to make take time, but I am confident that the foundations we have established will allow us to create a more diverse and equitable Motability Operations in the months and years ahead.



Andrew Miller, CEO,  
Motability Operations



# Motability Operations

