



**Motability**  
Operations group plc

# Impact Report 2024





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Our impact at a glance

# Our impact at a glance

We're a purpose-led business that delivers the Motability Scheme to over 800,000 customers, keeping them connected to the world around them.

In a challenging year for the automotive industry with increasing costs and challenging used car values, we're proud of the progress we've made on our impact and sustainability journey this year. We have had our near-term 2032 science-based targets verified by the Science Based Targets Initiative (SBTi) and achieved our annual emission reduction goals across the business.

We've progressed towards B Corp certification and submitted our Aspirational Goals for People, Planet and Principles. We're working towards creating a more sustainable future for our customers, our people, our communities and the planet.

The positive social impact of the Motability Scheme for the people who use it is significant. In our latest Customer Satisfaction Index survey we scored 9.5 out of 10 for customer satisfaction.

The Motability Scheme must be environmentally sustainable. We must significantly reduce our emissions, align to the Paris Agreement, and reach a net zero position by 2050.


The biggest part of our emissions reduction journey will be helping our customers transition seamlessly to electric vehicles (EVs). We're proud to have transitioned over 70,000 customers to date. Beyond our fleet, we're reducing the impact of our sites in Bristol, Edinburgh, London and Coalville, continuing to support our people and giving back to our communities.

\* Technical note: Ipsos interviewed 6080 Motability Scheme Car customers online between 1 October 2024 to 20 October 2024. Data has been weighted to the profile of Motability Scheme Car Fleet customers.


\*\* B Movement Builders are organisations that are multinational and/or generate £1bn in annual revenue. Certified or not, they commit to the principles of the B Corp movement.



**BMB** We're proud to be recognised as a B Movement Builder\*\*



**70k+** customers have already made the switch to an EV




**9.5** out of 10 on average customer satisfaction with the Motability Scheme\*



**-13%** reduction in our scope 1 and 2 emissions in FY23 vs baseline



 Visit our Annual Report to see our full business model.

# Our operations

We employ over 1,700 people across our offices in Bristol, Edinburgh and London and our vehicle refurbishment site in Coalville. These sites used 4 million kwh of energy in the last year, up 5.6% compared to last year. We have 80 company cars issued to executives and field-based employees, 96% of which are electric vehicles (EVs) or hybrid.

We operate the Motability Scheme where 800,000 disabled people in receipt of a qualifying allowance lease a car, Wheelchair Accessible Vehicle (WAV), scooter or powered wheelchair. Customers can choose from a wide range of makes,

models and fuel types to suit their needs. Today, around 9% of our fleet has transitioned to EVs. Every lease comes with an all-inclusive package of insurance, servicing, maintenance, breakdown cover, MOT, repairs, tyres and EV charging support.

[Read our Annual Report to find out more about how the Scheme works, on page 14](#)

Customers lease a new vehicle every three to five years and we sell their old vehicle in the used market. We account for the lifetime emissions of the vehicles we sell.

At a glance

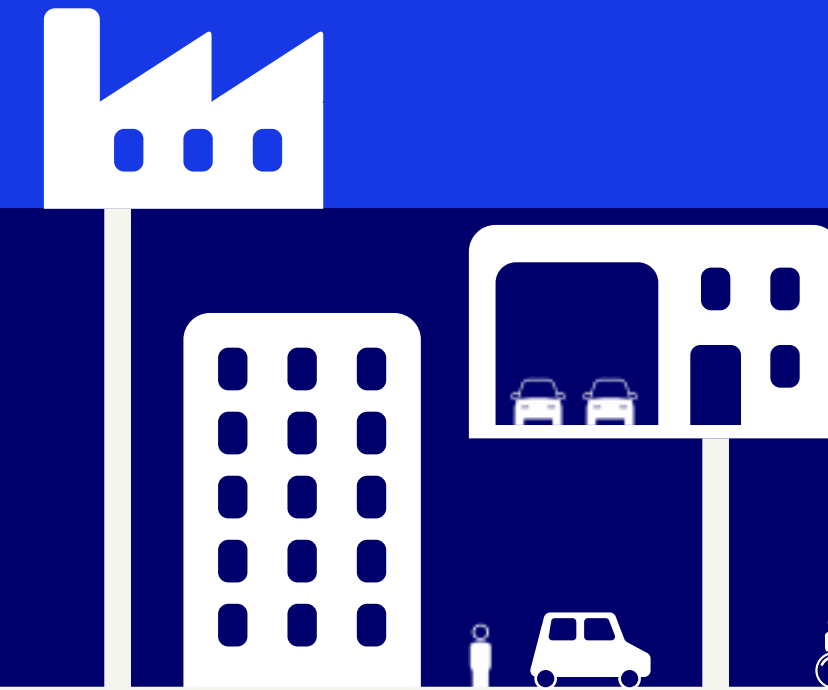
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How we calculate our footprint

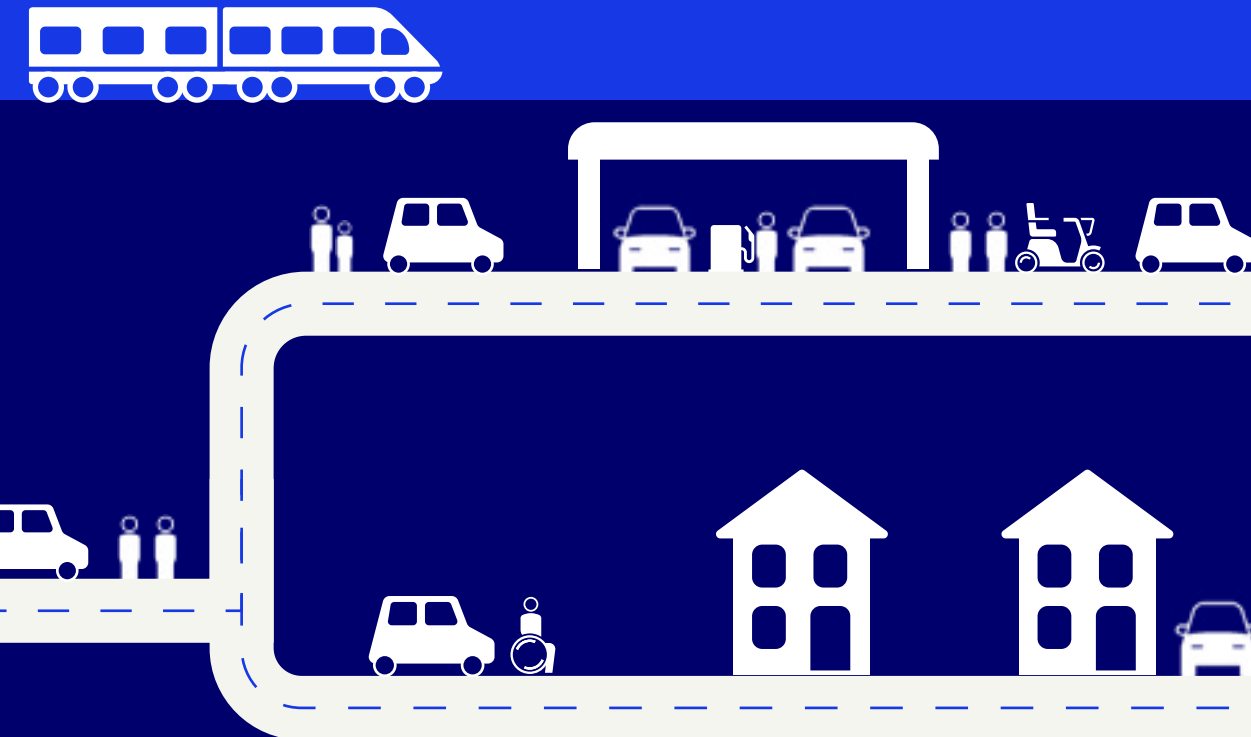
We've used the same basis across the calculation of all our climate-related disclosures. Our emissions have been converted and expressed in terms of their carbon dioxide equivalents using the UK Government GHG conversion factors.

We have brought our carbon reporting capability in house and from 2025 we will be able to calculate our carbon footprint in line with our financial reporting year. All carbon footprint emissions in this report reflect financial year 2023\*. Fleet figures and EDI stats reflect financial year 2024.

Scope 1 and 2: 1,031 tCO<sub>2</sub>e



Scope 3: 8,463m tCO<sub>2</sub>e



Scope 1: Direct sources

- Company cars
- Coalville vehicle reconditioning site fully operational from 2025

Scope 2: Indirect sources

- Energy used in Bristol, London, and Edinburgh offices including EV chargepoints
- Energy used in Coalville development

Scope 3: Upstream

- Business travel


Scope 3: Downstream

- 800,000 customers, 9% of whom have already transitioned to an EV
- Lifetime emissions of around 220,000 vehicles sold every year

\* FY23: 1 October 2022 to 30 September 2023  
 \* FY24: 1 October 2023 to 30 September 2024

Our highlights


# Our highlights



**Annual emission reduction goals achieved across Scopes 1, 2 and 3**



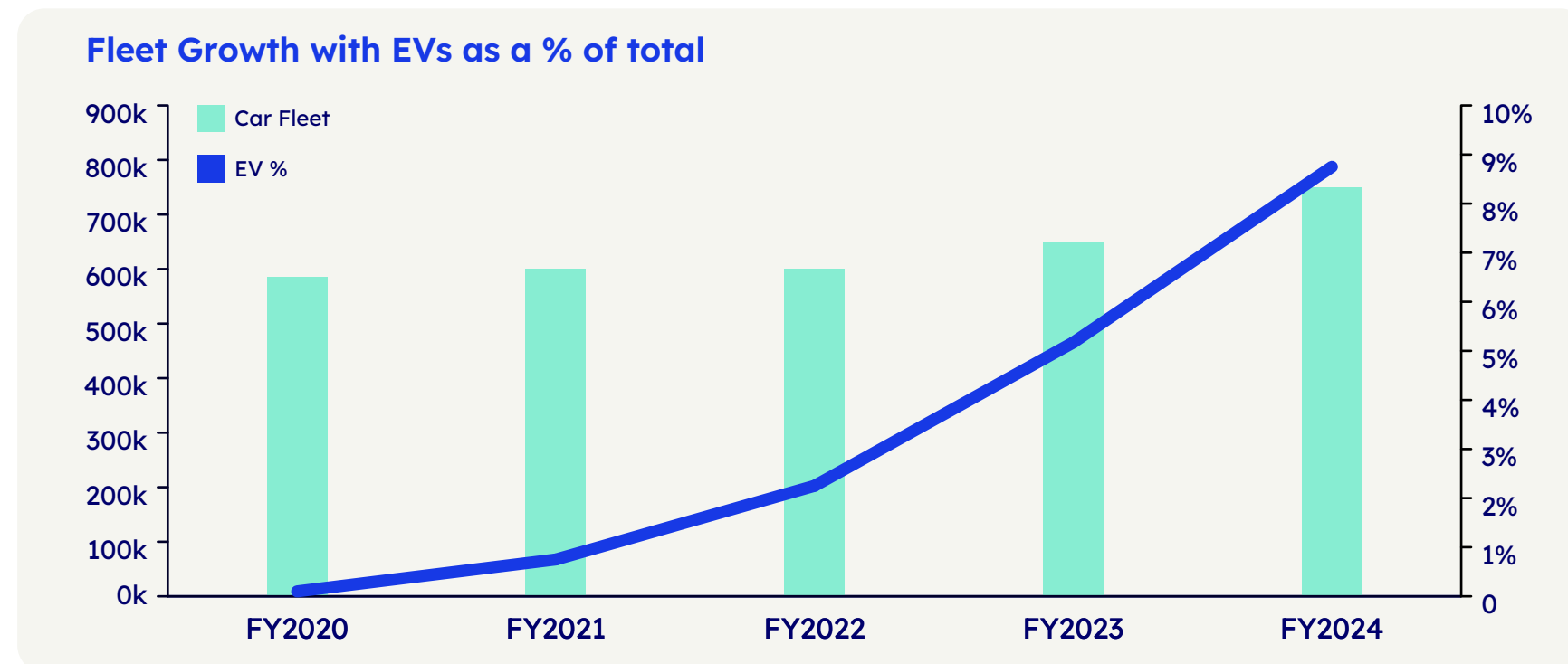
**9.5\*** out of 10 customers trust in us to deliver the Motability Scheme



**95k** tCO<sub>2</sub>e equivalent emissions saved by EV customers



**Set policies on Human Rights and Advocacy to strengthen our commitment to being a responsible business**



\* Technical note: Ipsos interviewed 6080 Motability Scheme Car customers online between 1 October 2024 to 20 October 2024. Data has been weighted to the profile of Motability Scheme CarFleet customers.

Raters and rankers

We're proud to have been recognised by a number of raters and rankers this year for our Impact and Sustainability work and strategy. These scores influence investor perceptions of Motability Operations through whom we raise the capital needed to sustain the Motability Scheme for our disabled customers.



**Improved our score to 13.8 from 14.4 in 2023**



**Maintained a 'B' despite more stringent scoring**



**Awarded Sustainalytics' Top Rated ESG Industry**



# Delivering smart, sustainable solutions that improve our customers' mobility now and into the future

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Andrew Miller, Chief Executive Officer, Motability Operations

“Our commitment to impact and sustainability is embedded across every level of our organisation”

At Motability Operations, our commitment to our disabled customers, our people, our planet and our principles is a responsibility we take seriously. As the largest fleet in the UK and the largest buyer of cars, helping to drive the electric vehicle transition will have a huge impact on national emissions reduction.

We're proud to have been delivering the Motability Scheme for over 45 years for our customers and have seen the Scheme grow to over 800,000 customers today. We pride ourselves on connecting disabled people to the vehicles they need to be mobile, independent and access work and education. The impact the Scheme has on our customers lives is substantial, and we are committed to ensuring that positive impact continues for the long term. This report highlights the significant progress we have made in embedding impact and sustainability into the business

To be a leader in sustainability, our actions must be driven by strong governance and principles that empower us to make the right choices. We are measuring our progress to hold ourselves accountable, drive change and mark key milestones that are trackable. We aspire to be net zero by 2050.

At the core of our journey to net zero is supporting our customers to make the switch to electric vehicles (EVs). Today, we have supported over 70,000 customers to choose an EV. We know that most of our fleet still needs to make the transition, but we are optimistic given the number of EVs on the Motability Scheme doubled in 2024.

Because we buy around 20% of all new cars in the UK, we can use our scale and work with industry partners and manufacturers to make the transition to electric possible for

our customers. We provide around 200 makes and models of electric vehicles for customers to choose from so that they can find an EV that fits their unique needs and lifestyle.

By 2032, we are aiming to support our remaining customers to seamlessly switch to an electric vehicle. We know from our research that our customers face barriers to transitioning like the cost and accessibility of public charging and a lack of off-street parking at home. We've installed over 62,000 home chargepoints to date and are working with partners to find and test solutions for those customers who cannot charge at home. These solutions will make the transition possible for our customers and for millions of Britons.

This year we launched the Motability Go Charge app and card as part of our all-inclusive package for Scheme customers. This user-friendly app helps customers to find and pay for public charging with no pre-authorisation fees or costly subscriptions.

We are exploring cross-pavement charging solutions for customers without access to a driveway and finding ways to help people who live in social housing overcome charging challenges through a pilot in Scotland.

Our customers are at the heart of everything we do, and we will keep advocating for a just transition. We're doing everything we can to make sure the Motability Scheme continues to have positive social outcomes for them, wider society and the planet.

**Supporting disabled people's mobility into the future**  
Our business model is rooted in delivering excellent service and good value for Motability Scheme customers. When we sell vehicles, any profit we make is invested into our customers' mobility and sustaining the Motability Scheme.

# Motability Operations

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CEO foreword continued

The Motability Foundation governs and oversees the Motability Scheme and provides means-tested customer grants. In years when we generate extra profit, we may donate to the Motability Foundation, but we do not expect to donate in the near future. In 2023/2024 the Motability Foundation was able to expand their grant programme by £23.2 million to 43 organisations that help disabled people travel in different ways.

In 2023/2024 the Motability Foundation was able to expand their grant programme by £23.2 million to 43 organisations that help disabled people travel in different ways

### Reducing our carbon footprint

Since 2022, we have been tracking our carbon footprint across all three scopes. We're proud to have achieved our annual emission reduction goals for scopes 1 & 2 and scope 3 emissions for FY23. These targets are crucial to our journey and will help us track our progress towards being net zero by 2050.

[You can read more about this on page 34.](#)

We are also developing an in-house approach to environmental and social reporting. This will support more timely performance assessment, allowing us to closer monitor progress against targets. To push ourselves even further, we're also looking at introducing a sustainability framework into our financing and setting out Aspirational Goals to further guide our strategy.

### Our responsibility as a business to our people, planet and principles

Our customers value the Motability Scheme. They tell us it is life changing and keeps them connected to the world around them. On average, across our Motability Scheme car customers, overall satisfaction with the Scheme is 9.5\* out of 10 according to our latest Customer Satisfaction Index, but we know there is more work to do.

We have set out 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 roadmap has been built around four key cornerstones: diverse workforce, leadership commitment, inclusive culture and data capability.

Since 2017, we have published our disability pay gap, ahead of most other businesses and regulation in this area. In 2023 our mean disability pay gap decreased by 10.9%, 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. Our mean gender pay gap decreased in 2023 by 2.5% points while our median gender pay gap has gone down by 2.3% points.

As a key part of the UK automotive sector, we also support Ben, the automotive charity, by donating £1 of every vehicle sold to help people in the industry navigate life's challenges. Through this partnership, we're helping Ben support around 16,000 people a year and offering over 600 financial grants for those struggling.

### Turning aspirations into actions

We want to show our stakeholders that as a business, we meet a high standard of performance in areas like employee welfare, community impact, sustainability, and ethical practices.

As of May 2024, we are the UK's only public B Movement Builder and one of five globally. As a B Movement Builder, we align our business to the B Corp principles and bring this to life through the actions we take as a company. This includes changing our articles of association to legally embed positive environmental and social impact within the business.

We have introduced our Human Rights and Advocacy policies in 2024, that will further shape who we are as a business and increase our transparency. We are also redesigning our Supplier Code of Conduct. By being transparent about our progress, we can hold ourselves accountable and understand where we can be better.

Our customers can trust that no one will be left behind in our journey to net zero. The commitments in this report outline how everything we do is driven by delivering for our customers, our people and our planet to ensure that the Motability Scheme is sustainable for generations to come.



**Andrew Miller**  
Chief Executive Officer



\* Technical note: Ipsos interviewed 6080 Motability Scheme Car customers online between 1 October 2024 to 20 October 2024. Data has been weighted to the profile of Motability Scheme CarFleet customers.

# Our journey so far

“Everything we do is driven by our customers and ensuring the Motability Scheme is sustainable for generations to come”

Andrew Miller, CEO Motability Operations

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Visit our website to view more on our journey so far.

Had our near-term science-based targets approved by SBTi, setting our emission reduction targets for 2032. We have submitted our long-term target for 2050 to SBTi



Became the UK's first recognised B Movement Builder, meaning that we are a large organisation committed to the principles of the B Corp movement



Partnered with Neighbourly to offer employee volunteering, matched funding and charitable donations, and to support national funds



Achieved a 'B' rating from CDP and improved Sustainalytics score to 13.8, recognition of our progress in Impact and Sustainability this year



Supported over 70,000 Motability Scheme customers through the transition to an electric vehicle, providing over 65,999 home chargepoints to date



We have over 24,000 powered wheelchair and scooter customers on the Motability Scheme



Launched an electric Wheelchair Accessible Vehicle concept eVITA with Motability Scheme customers and CALLUM to show the industry what is possible when accessibility is put first





# Balancing growth and sustainability to keep our customers moving

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Matthew Hamilton-Jones, Chief Finance Officer, Motability Operations

“At Motability Operations, our aim of creating lasting positive impact for our customers, communities and the planet is non-negotiable”

We saw a record 14.7% growth of the Motability Scheme this year, solidifying us as the largest vehicle fleet operator in the UK. We now support over 800,000 disabled customers, keeping them connected to education, work and healthcare. This level of growth, in a year where we faced challenges like high motoring costs and inflation, has reaffirmed that our commitment to a responsible business is the right one.

We are continuously working to make sure the Motability Scheme remains a good choice and value for customers. Whilst inflationary pressures have led to increases in vehicle costs and in some cases the advance payments customers make, the Scheme remains at least 45% cheaper than other leasing alternatives.

[Read more about our operating environment in our Annual Report and Accounts on page 14](#)

It's our responsibility to be financially sustainable to keep our customers moving for generations to come. As we look to 2025, I am excited about our work to balance Scheme growth and customer benefit with the targeted action to reduce our environmental impact.

**Embedding impact and sustainability within the business**

As the executive responsible for impact and sustainability, I have the privilege of overseeing our Impact and Sustainability Team, driving strategy and embedding this across the business from our board to our ImpACT Champions. We hold ourselves accountable for the work that we do, and we're focused on increasing our transparency and reporting structure to drive meaningful change.

This year, we have issued £4.15bn in the debt capital markets to fund the growth of customers on the Scheme. Today, all of our funding is issued against a social value framework but we are working to expand this to include sustainability measures.

We know that Motability Operations has a huge social impact on the 800,000 disabled customers who use the Scheme, their friends and family, the communities we work in and for wider society. For us, impact and sustainability means creating a resilient and inclusive organisation that prioritises good outcomes for our customers, our people and our communities.

Our new Equity, Diversity and Inclusion (EDI) strategy and target takes our longstanding commitment to our people further. By supporting diversity, wellbeing, and inclusion, we ensure that our approach benefits our customers, our employees and our environment. I am proud, as the executive sponsor of our ethnicity network group, REACH, to see everything we're doing to support our colleagues across the business.

**Reducing our carbon footprint**

Integrating sustainable practices into our operations, fostering innovation in cleaner vehicle technologies, and supporting our customers in the transition to electric are some of the key ways we will reduce our footprint.

Reaching net zero by 2050 is a cornerstone of our strategy. We are driving this ambition by expanding our electric vehicle fleet, investing in charging infrastructure, and exploring innovative ways to connect our customers to their mobility needs.

Heading into 2025, we have transitioned over 70,000 customers away from an ICE vehicle and our EV applications have trebled year on year. By 2032, we expect to have supplied our 1 millionth EV through the Motability Scheme.

This year we reduced our London office space by 55%, and worked with suppliers to create an accessible and sustainable office. This change will help us further reduce our Scope 1 & 2 emissions in the coming year.

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CFO foreword continued

Reducing our carbon footprint is a journey that requires continuous improvement, transparent reporting, and collective action. We will be updating our carbon footprint reporting in 2025 to respond and make changes to our operations more quickly. Through this, we can better monitor our emissions and measure our progress of reaching net zero by 2050.

These efforts go hand in hand with raising awareness of the barriers our customers face in the transition to EV, finding smart solutions and collaborating across sectors to ensure a just transition.

### Setting our Aspirational Goals

In 2024, we became the UK's first B Movement Builder, committed to the principles of the B Corp movement as a large business. We're proud to be a part of the global BMB community and are excited to learn from other leading businesses. We aspire to become a certified B Corp and see this as validation of our responsible business practices and customer focus.

This year we redeveloped our Aspirational Goals and shared these with B Lab. If our goals are approved, we will be able to progress with the certification process in 2025. I am looking forward to seeing us move forward in this journey in the coming months.



**Matthew Hamilton-Jones**  
Chief Financial Officer





# Our journey ahead

We've developed our roadmap and milestones to support the achievement of our Aspirational Goals and science-based targets. During 2025, we plan to develop our detailed reporting against the key metrics and align our plans against the structure set out by the Transition Plan Taskforce (TPT).



Visit our website to view more on our journey ahead.

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**2025**

- SBTi to verify long term science-based targets
- Conduct a double materiality assessment
- Update CDP and Sustainalytics ratings
- Possible B Corp certification
- Develop in-house reporting



**2026-2029**

- Help over two thirds of Scheme customers transition to an EV by 2029



**2030**

- Achieve EDI parity across all levels of the business



**2032**

- Seamlessly transition 800,000 customers to an electric vehicle
- 100% of funding set against a sustainability-linked framework



**2050**

- Achieve a net zero carbon footprint



**2025 and beyond**

We have developed our roadmap, ensuring it aligns to our business strategy and our Aspirational Goals, and using the framework of the B Corp Business Impact Assessment (BIA).

# Our B Corp progress

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## What B Corp means to us

Since we were founded in 1978, we have provided affordable, accessible mobility solutions to disabled people across the UK. For many of our customers, their Motability Scheme vehicle is a lifeline through which they access work, education, friends and family. We've always been led by our purpose, and our commitment to addressing the inequity our customers face is part of who we are. As a responsible business, we know that business can be a force for good and we closely align with the principles of the B Corp movement.

### 2022

- Set our intention to become a certified B Corp
- Submitted initial Business Impact Assessment
- Expanded our Articles of Association to embed positive impact on society and the environment
- Announced Declaration of Interdependence

### 2023

- Undertook a Materiality Assessment with key stakeholders to understand risks and opportunities
- Developed Aspirational Goals based on the outcome of the assessment

### 2024

- Achieved B Movement Builder status
- Submitted revised Aspirational Goals

### 2025

- Possible B Corp certification

## Our B Corp journey

In May 2024, we became the UK's first B Movement Builder (BMB). B Movement Builders is a coalition of large businesses with a vision of scaling and accelerating global systems change to support long term value creation for all stakeholders. They can also be certified B Corps, but don't have to be. We are proud to be the first large business in the UK that is part of the BMB coalition and hope to inspire other large businesses to align to the principles of the B Corp movement.

In October 2023, we undertook a materiality assessment with representatives of our key stakeholder groups, including our board, customers and employees. The output of this assessment formed the basis of our Aspirational Goals.

This October, we resubmitted our Aspirational Goals to B Lab for review. We hope these goals will be agreed and we'll be able to progress with our BIA submission at the end of 2024.



**B Movement Builders are organisations that are multinational and/or generate £1bn in annual revenue. Certified or not, they commit to the principles of the B Corp movement.**



We were proud to sponsor Louder Than Words, read more on page 45



B Corps are businesses that balance purpose and profit, meet high standards of social and environmental performance and are legally required to consider the impact of their decisions on key stakeholders, their communities and the environment.

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## Our materiality assessment

With the help of climate consultancy Seismic, we completed our first ever materiality assessment in October 2023. We engaged internal and external stakeholders and incorporated views from our customers, our employees, including the Executive Committee and the Board, Scheme partners, key suppliers and the Motability Foundation.

The material areas of focus identified by the assessment formed our Aspirational Goals, part of our B Corp submission, and our equity, diversity and inclusion (EDI) goal for parity with the UK census at all levels of our business.

In 2025, we will enhance this process and conduct a double materiality assessment aligned with best practice and in preparation for future reporting requirements. This will provide insight into the most material environmental and social topics for the business and stakeholders, as well as the likely impact of these topics on the business.

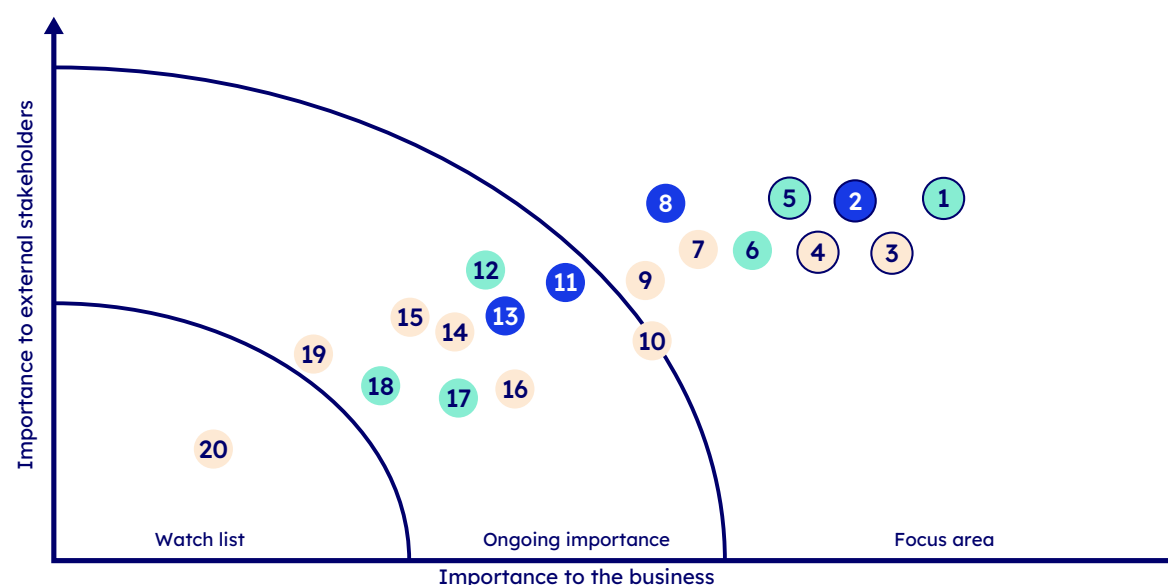
### Short term

In the short term, both internal and external stakeholders identified electric vehicles as our most important area of focus, along with Scheme management, affordability, customer support and climate change.

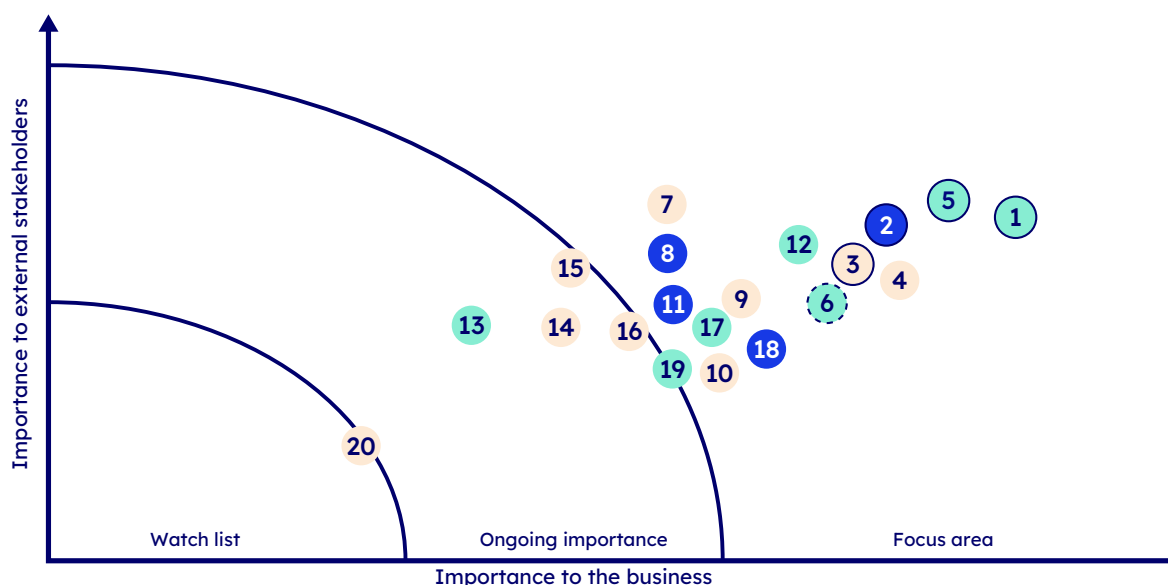
### Long term

Our key areas of focus for the long term mirror our short-term aspirations, with an increasing focus on product innovation and climate change.

Materiality matrix for key stakeholders (0 to 3 years)



Materiality matrix for key stakeholders (3 to 5 years)



### Key:

1. Electric vehicles
  2. Scheme management
  3. Affordability
  4. Customer support
  5. Climate change
  6. Innovation (product)
  7. Employee attraction, retention and development
  8. Risk management
  9. EDI
  10. Innovation (health and safety)
  11. Responsible purchasing
  12. Energy sources
  13. Responsible marketing
  14. Product safety
  15. Ethical supply chain
  16. Social mobility
  17. Climate finance
  18. Resource efficiency
  19. Material sourcing
  20. Charitable giving
- Most material priorities
  - Emerging issues
  - Planet
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# Our aspirational goals

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The results of our first materiality assessment with key stakeholders in 2023 has formed the basis of our Aspirational Goals.



## People

To ensure no one is left behind, we will support over 800,000 disabled people in the United Kingdom to transition to an electric vehicle by 2032. We will advocate for our customers where the industry cannot provide suitable and sustainable mobility solutions, and address the challenges faced by our customers

**EDI goal:** By 2030, our customers will be supported by an engaged and diverse employee base that is representative of UK society across all levels of the business


[Read more about our EDI strategy on page 21](#)

**Progress to date**

To date, we have transitioned over 70,000 customers, 9% of our total fleet, to electric vehicles. We know that our customers face additional barriers to EV adoption and are working with the industry to find, develop and scale solutions to these challenges.

**We have submitted this goal to B Lab for review.**

**Alignment with UN SDGs**

## Planet

We'll meet and exceed our science-based targets for carbon reductions across all aspects of our business by 2032. We will reach a net zero position no later than 2050

**Scope 1 and 2:** Reduce emissions by at least 95% by 2050  
**Scope 3:** Reduce emissions by 90% by 2050

**Progress to date**

We have exceeded our emissions reductions targets across all three scopes. For Scopes 1 and 2, we achieved a 13.4% reduction against our 2021 baseline, greater than our target of 9.15%. We reduced our Scope 3 emissions, calculated on an intensity ratio, to 5.83 tCO<sub>2</sub>e per vehicle versus a target of 5.84 tCO<sub>2</sub>e per vehicle.

**Alignment with UN SDGs**




## Principles

We'll ensure that no one is left behind and secure the long-term sustainability of the Scheme by raising 100% of new capital under a sustainability funding framework by 2030. As one of the largest bond issuers in the UK, we aspire to influence and demonstrate leadership in sustainable financing with the provision of capital linked to electric vehicles, carbon reduction and social impact for traditionally underserved groups

**Progress to date**

Today, 100% of bond capital is issued against a Social Bond Framework. This represents around 65% of all bond capital. We are working with the debt capital markets to extend our issuing framework to include Sustainability metrics.

**We've submitted this goal to B Lab for review.**

**Alignment with UNSDGs**



\* See page 49 for more details about our alignment with UN SDGs.



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# Q&A with Head of Impact and Sustainability

“I have always believed that businesses can be a tool to create positive impact. Impact and sustainability means creating a better world for my children and future generations to grow up in.”

## What drew you to a role in Impact and Sustainability (I&S)?

**M:** Motability Operations is a business that lives and breathes its purpose and has a significant impact on the disabled people who use the Scheme. I have always believed that businesses can be a tool to create a positive impact on people and the planet. For me, impact and sustainability means creating a better world for my children and future generations to grow up in.

I'm passionate about community impact and making a difference by engaging with those around us. This interdependence is the epitome of what B Corp stands for. Working for a large business that operates across the UK, we have a responsibility to give back to our communities. As part of our partnership with Envision, my colleagues and I worked with a group of young people in Bristol and were awarded Mentor Team of the Year.

[Find out more about our Envision partnership on page 25](#)

I like the challenge of a business that balances its huge positive social impact with a very large carbon footprint. Having worked hard to create targets and educate the business on our fleet emissions, and with more EVs available to our customers than ever, I think we're well equipped to address and reduce our emissions.

## How have you embedded Impact and Sustainability into the business?

**M:** We've always been a purpose-led organisation that puts our customers at the heart of everything we do. That was one of the things that brought me here in 2011. Since then, the business's commitment to supporting its customers has never faltered and in the challenges the automotive industry and our customers face transitioning to electric, this is even more imperative than ever before. I'd say our commitment to positive social impact is the foundation of who we are. I was delighted that, last year, we went a step further and embedded this permanently, changing our Articles of Association to lock in our commitment to being a business that is a force for good, prioritising positive social and environmental outcomes.

My team and I are working with colleagues across the business to embed environmental impact into everything we do, setting targets and looking at how we can evolve processes to be more conscious of our footprint. We've stated our intention to reach net zero by 2050 and have some challenging targets along the way. We know we can't do this alone, so we're working closely with the Impact and Sustainability Committee, ImpACT Champions, and our partners to drive change and reduce our footprint through actions like:

- moving to smaller London premises
- transitioning our customers to EVs
- adding a 'carbon cost' to business decisions



Mark Brown, Head of Impact and Sustainability, Motability Operations



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## Q&A with Head of Impact and Sustainability continued

### What is the biggest challenge you're facing in reducing your carbon footprint?

**M:** The biggest part of our carbon footprint, over 99%, comes from the petrol and diesel vehicles we have on our fleet. Helping these customers transition to an EV will be the single largest reduction in our emissions. We know that for our customers who can charge at home, the transition to EV will be easier, but many of them face significant barriers to adoption like affordability, lack of infrastructure, range anxiety and a lack of suitable vehicles.

For example, our 35,000 WAV customers have very few options to transition to electric. WAVs are converted to suit a customer's requirements and the floor is lowered to accommodate wheelchair users. In electric WAVs, the battery is in the floor so it cannot be lowered. There are very few electric van models that can be converted to suit a wheelchair user so we worked with customers and CALLUM to design a concept vehicle, eVITA, to show the industry what could be possible if our customers were considered from the very start.

[Read more about eVITA on page 20](#)

We are working with our partners to address these challenges, and to design and test solutions, and we continue to support our customers as we make the transition together. We know that an electric vehicle might not work for everyone and will keep balancing the needs of our customers with our environmental goals.

### How are you tracking your I&S progress?

**M:** We have been tracking our carbon footprint across all three scopes since 2022. In 2023, our near-term targets were approved by the SBTi. This set our path to 2032, and these targets now form part of our business performance monitoring and reporting. I'm really pleased to say we achieved our annual science-based targets for 2023 across all three scopes in the face of growing customer numbers and challenging external factors.

We're developing our internal capabilities to produce our own environmental and social reporting. This means in future we will be able to align our impact and financial reporting years. This will support more timely performance assessment, allowing us to monitor progress against targets more closely.

In 2023, we performed our first materiality assessment with all key stakeholder groups. This provided valuable insight into the topics most material to them. The output of the materiality

assessment became the basis of our Aspirational Goals and corporate EDI goals. Each of our goals represents either people, planet or principles. In 2025, we'll be moving to a double materiality approach to ensure we align to best practice.

### What progress are you hoping to make in 2025?

**M:** I'm incredibly excited about our journey to become a certified B Corp. In May, we became the UK's first B Movement Builder. This means that we're the UK's first large business that aligns to and commits to the principles of the B Corp movement, even without being certified.

[You can read more about our B Corp progress on page 12](#)

In October, we submitted our Aspirational Goals to B Lab for review and we're optimistic that we'll be able to progress and complete the final phase of certification by submitting our BIA in December 2024. We know business can be a force for good and certification is more than a badge for us, it aligns to our purpose and nature as a responsible business.

There has been great progress in the adoption of electric vehicles, but we have a long way to go across all scopes to reach our 2032 and 2050 targets. I look forward to working with colleagues across the business and our partners to create and implement emissions reduction activities.

We saw a huge increase in charitable giving this year, with more charities nominated for support by employees than ever. We matched a record amount of employee fundraising and volunteered more than ever with 770 hours logged across the business. My team and I enjoyed the opportunity to help a community centre close to our Bristol offices clean up their overgrown garden space.

Overall, I look forward to growing and implementing our impact and sustainability strategy to continue growing the impact we have. I'm proud of our commitment to people and planet and our ability to drive change for our customers, the communities we operate in and wider society.



**“I love being an ImpACT Champion as I can help drive Motability Operations towards a greener, more socially impactful future”**

**James Parry**  
Customer Experience Specialist



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# People



Our approach

# Our approach

## Our employees are key to leading the positive impacts we have on our customers and our communities

### Our customers

Everything that we do is about delivering smart, sustainable solutions that improve our customers' mobility. Our customers trust us to deliver the Motability Scheme, keeping them mobile and connected to the world around them. Our impact and sustainability strategy is woven into every aspect of the business to ensure the Motability Scheme is able to continue the valuable work we do for the long-term.

We employ around 1,700 people across four sites, in London, Bristol, Edinburgh and Coalville, who provide excellent service and support for over 800,000 customers. This excellent customer service is represented in our high customer satisfaction survey in which we scored 9.5\* out of 10 in 2024.

### Our employees

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. We are in the business of excellent customer service, and that begins with our employees.

We aim to foster a supportive and inclusive work space for all of our people. By 2030, our customers will be supported by an even more engaged and diverse employee base that is representative of UK society across all levels of the business.

Our most recent pay gap report showed our progress in reducing our pay gaps across gender and disability. Since 2023, our mean gender pay gap has dropped by 2.5% due to a male senior executive leaving the business. Our mean disability pay gap also decreased by 10.9%. However, we know there is still progress to be made.

[Read our complete Pay Gap Report](#)

We're committed to giving all our employees an equal opportunity to grow their careers and share their thoughts. Through diversity we foster different approaches, new ideas and creative solutions that address our customer's needs.

### Our communities

Our work starts with our customers and our employees, and extends into the communities we operate in. We are working every day to make sure our business has a positive impact. As we take further steps to transform our business, we want to reflect these changes in the work that we do and communities we support.

We reach further into the communities we operate in by encouraging employees to take a volunteering day each year. This way, we are directly supporting communities through our employees, and for a cause that matters to them.

## "I've never worked anywhere with such a genuine customer focus"

**Rebecca Green**  
HR Manager

### Our governance structure

As a responsible business we believe good governance is key to delivering impact and sustainability. We've a robust governance structure that supports good decision making, oversees our net zero transition and helps to embed our principles.

The Board has oversight of our strategies and initiatives, including impact and sustainability. It designates oversight of day-to-day impact and sustainability to the Executive Committee.

The Executive Committee oversees all other governance committees, including the Impact and Sustainability Committee, the EDI Committee and the Risk Management Committee. Our Chief Finance Officer, Matthew Hamilton-James, sits on the Board, Executive Committee and Impact and Sustainability



Committees, and is accountable for impact and sustainability. Matthew also leads the impact and sustainability team (Impact Team) who lead on all our impact and sustainability strategy, initiatives, targets and measurement. The Impact Team oversees charitable giving, volunteering, matched funding and corporate donations, and works closely with the People Team to help deliver our EDI and wellbeing strategies.

The Impact Team oversees the ImpACT Champions, a group of dedicated employees in roles across the business who are passionate about impact and sustainability. The Champions share ideas, shape our strategy and lead engagement in sustainability across the business.

### Our values



**We drive change**



**We care**



**We find solutions**

\* Technical note: Ipsos interviewed 6080 Motability Scheme Car customers online between 1 October 2024 to 20 October 2024. Data has been weighted to the profile of Motability Scheme Car Fleet customers.



Understanding our customers

# Understanding our customers

## Our customers across the UK are at the heart of everything we do

### Customer focussed

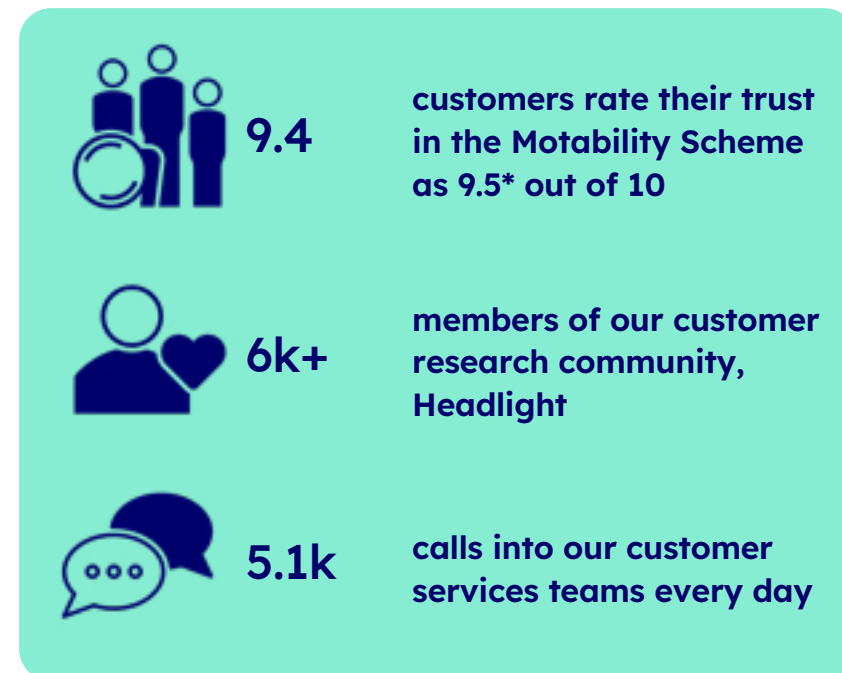
Today, over 800,000 disabled people across the UK experience the freedom that leasing a car, WAV, powered wheelchair or scooter through the Motability Scheme provides.

The Scheme was created to address the inequity disabled people face by offering good value accessible mobility solutions. Improved access to mobility allows the disabled people who use the Motability Scheme to participate in everyday life and access work, voluntary work, education and healthcare, as well as socialise with friends and family.

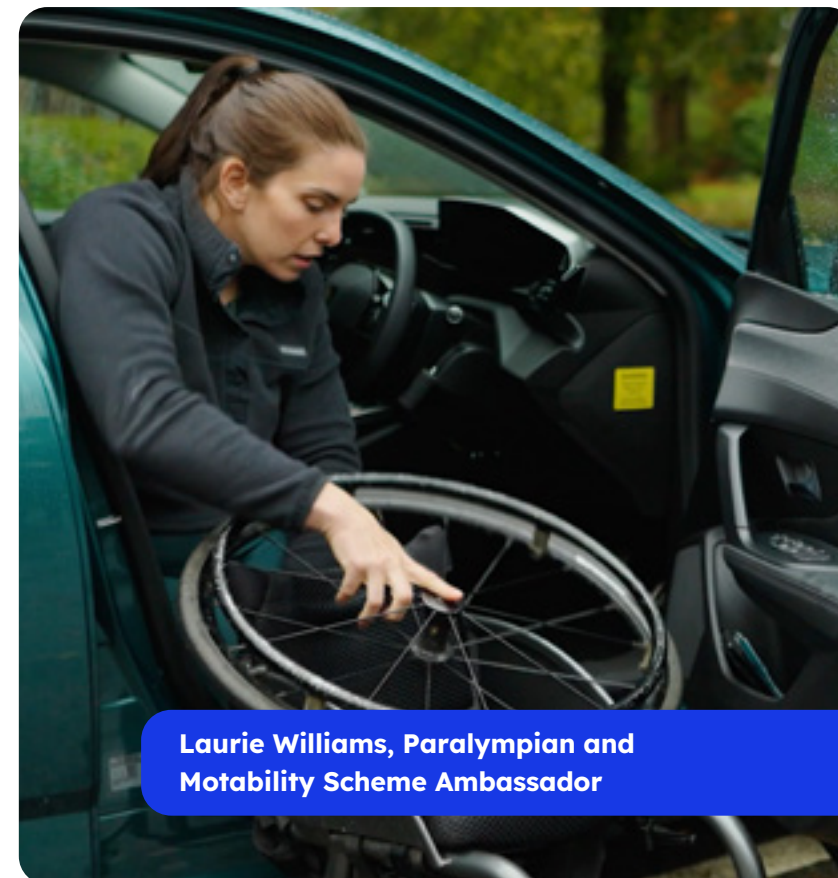
### Social impact

We know the biggest impact the Motability Scheme has is on its customers. Customers tell us the Scheme is life-changing, and helps them access work and education, as well as participate.

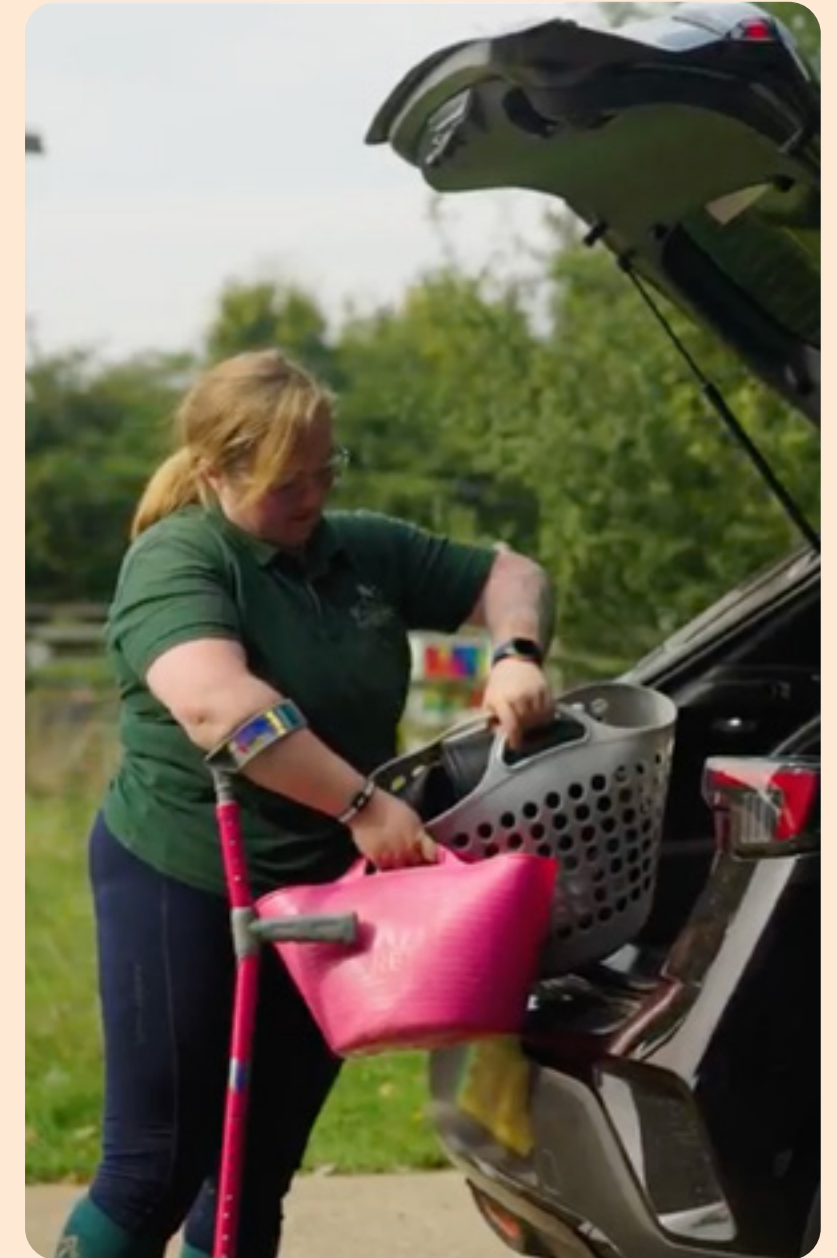
We are committed to ensuring our customers remain mobile as the UK transitions to EVs, and are working to find smart, sustainable solutions that keep them mobile and address the barriers they face, such as inaccessible and expensive public charging or a lack of suitable makes and models.



\* Technical note: Ipsos interviewed 6080 Motability Scheme Car customers online between 1 October 2024 to 20 October 2024. Data has been weighted to the profile of Motability Scheme Car Fleet customers.



Laurie Williams, Paralympian and Motability Scheme Ambassador



“My car is all about my freedom.”

Vicki  
Motability Scheme customer

VIDEO: Watch more on Vicki and her story.

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## Understanding our customers continued

With over 800,000 customers, we have unique insight into the challenges disabled people are facing today, in particular, the barriers they face transitioning to an EV. Our Innovation Team is actively finding, piloting and scaling solutions to address these challenges.

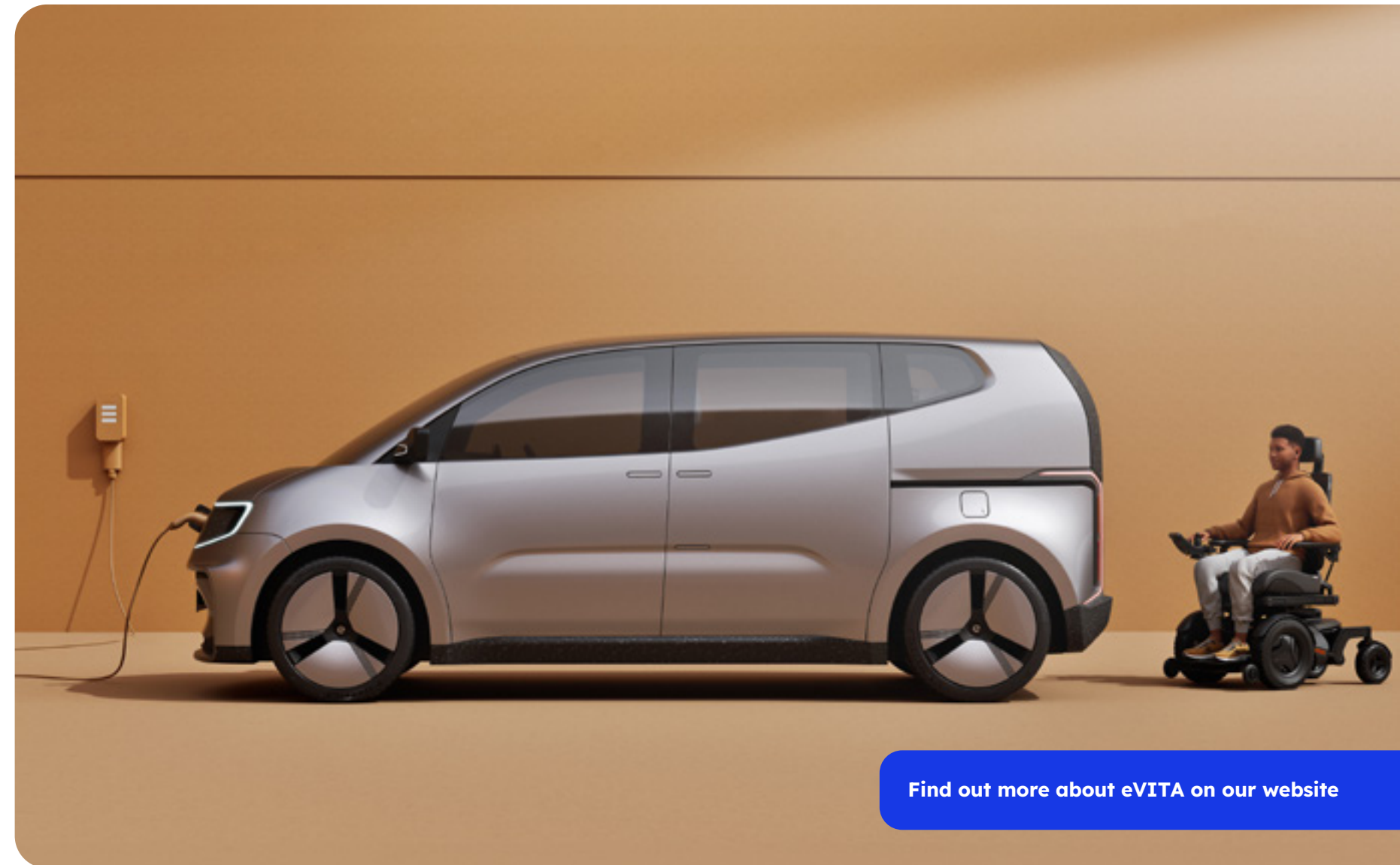
We know that many Motability Scheme customers may struggle to charge at home due to lack of a driveway. The team have worked with Motability Scheme customers to develop accessible cross-pavement charging solutions for customers that live in terraced housing. They have also conducted pilots for customers in shared or social housing.

### Making charging work

To make public charging simpler for our customers, we developed and launched the free Motability Go Charge app in partnership with Paua. The Go Charge app makes it easier for customers to find and pay for public charging. Over 55,000 chargepoints from multiple operators across the UK are available through Go Charge with no subscription fees, no pre-authorisation fees and no requirement to load credit into the app. Since March, over 45,000 customers have used Go Charge.

### eVITA

In March 2024, we revealed eVITA, a concept electric Wheelchair Accessible Vehicle (eWAV), designed with CALLUM as an example of what is possible when accessibility is included from the start. The team at CALLUM are building a prototype which will be debuted in 2025. Collaboration is key to making the EV transition possible for our 35,000 WAV customers.



[Find out more about eVITA on our website](#)

### Our innovation partners include




Ohme installing home chargepoints for Scheme customers




CALLUM putting accessible design at the forefront




Paua making public charging simpler



Arnold Clark trialling affordable rapid charging



Cenex looking at where our customers charge



EV.energy helping customers charge better at home



Equity, diversity and inclusion

# Equity, diversity and inclusion

## EDI Strategy

We're committed to building an inclusive culture where all of our people can thrive, and where our colleagues reflect the customers and communities we serve. In 2021, we proudly introduced our Equity, Diversity, and Inclusion (EDI) Strategy, a forward-thinking and action-oriented plan to focus on disability, ethnicity, gender, and sexuality.

We created the EDI Committee to oversee the implementation of this strategy. The Committee owns our EDI strategy roadmap and oversees its implementation. Our four employee networks share their ideas and initiatives with the Committee, providing feedback and insight directly from our diverse group of employees.

Each year we ask for our employees' feedback on the business's communication, culture, inclusion, and values via our annual survey. The results of this survey are compared to other high performing business and UK averages. In 2024, participation in the survey remained extremely high at 90%, with our employees rating the business highly for inclusion, culture, and engagement.

## Moving forward

We'll continue to focus on growth and flow of diverse candidates into senior roles through succession planning and talent programmes. All of our new employees complete a Valuing Differences workshop and Disability Confidence training.

Through data we're able to track where we have representation above and below the UK census today. We're using this to help plan and implement EDI strategies at every level of the business.

## EDI goal:

By 2030, our customers will be supported by a more engaged and diverse employee base that is representative of UK society across all levels of the business.

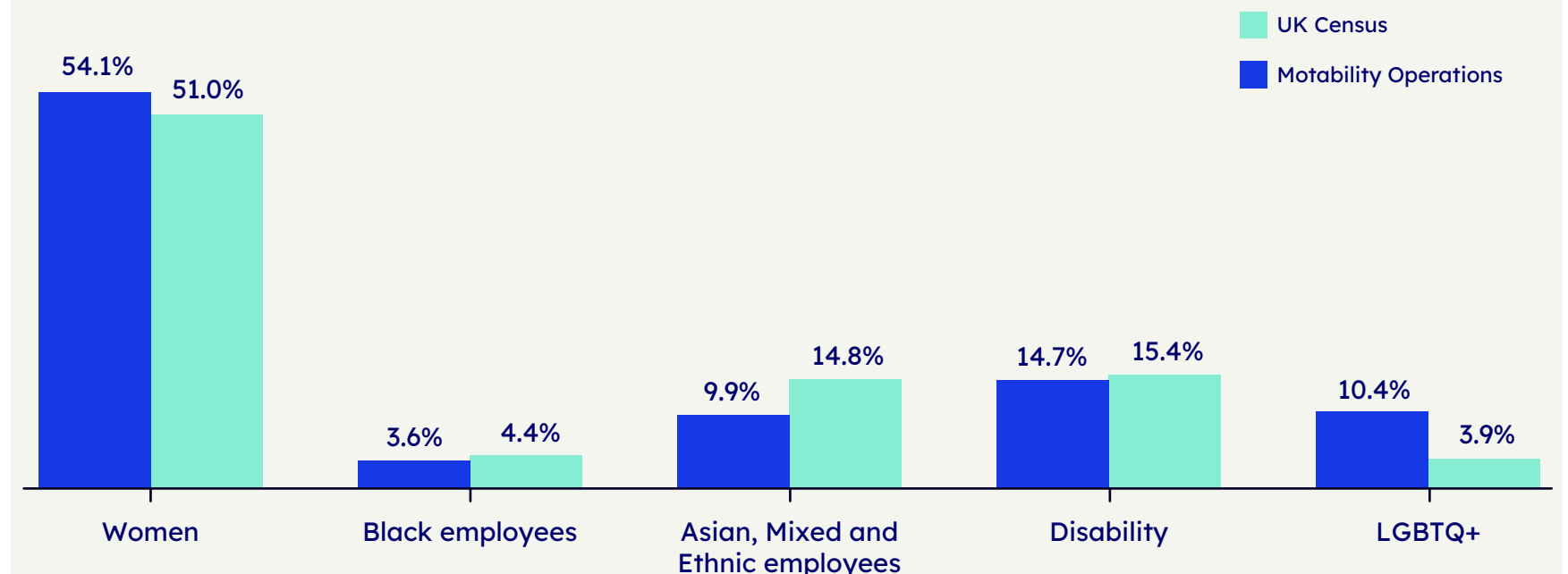


87%

### Average employee engagement score

- 90% engagement for Black employees
- 86% engagement for Asian, Mixed and Ethnic employees
- 86% Employee engagement for disabled employees
- 82% Employee engagement for LGBTQ+ employees
- 89% Employee engagement for female employees

## Representation by EDI category compared to UK census



Motability Operations employees versus Working Age population of the 2021 UK Census across England and Wales

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## Our Network Groups

### Belonging@MO



**enABLE**  
 “Celebrating and leveraging the talents of people with physical and non-visible differences.”



**Pride**  
 “Celebrating the vibrant community of LGBTQ+ colleagues and providing a platform for growth and awareness.”



**REACH**  
 “Race, Equity, and Cultural Heritage: empowering our ethnically diverse colleagues to thrive.”



**Gender**  
 “Existing to create gender equity and equal opportunities for all colleagues.”



## Professional experience

We’re proud to offer apprenticeships and university placements to students wanting to work in any area of our business.

This year, we have employed 14 apprentices and seven placement students. Working closely with experienced employees, they develop the technical skills needed for their role and essential soft skills like company culture and best practices.

Our placement students are set a group project by the business. The project provides an opportunity to bring ideas and new approaches, and to influence future business initiatives.


This year, we asked them to identify and implement a carbon reduction strategy with the support of the Impact Team. The placement students are exploring ways to measure and reduce the environmental footprint of the emails we send.

## Belonging@MO

Our employees come from a diverse range of backgrounds: 3.6% are Black, 9.9% are Asian, Mixed or Ethnic, 14.7% are disabled, and 10.4% identify as LGBTQ+. Making sure our employees’ voices are heard and reflected across the business is an integral part of our principles as an inclusive organisation.

Our four employee networks bring diverse groups of people together to share ideas, network and drive change. The network groups play an essential role in educating the business and championing the voices of our employees.

Our EDI mission is underpinned by four strategic pillars: Diverse Workforce, Inclusive Culture, Data Capability and Leadership Commitment.

 [Read our Pay Gap Report to find out more.](#)



“Being encouraged to be my authentic self is so freeing, but to share that with others is incredibly empowering!”

**Sian Robinson**  
 Dealer Partner Manager & Gender Network Lead



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Equity, diversity and inclusion continued

## Bringing EDI to life

We're committed to building an inclusive culture where everyone can thrive. EDI is at the heart of what we do, and our network groups and Mental Health Allies influence us to think differently and find creative solutions. This year, we supported a range of activities and causes across our business's channels, within our network groups and through our employee newsletter.

We kicked off the year with Black History Month, led by our REACH network, with events throughout October including an interactive exhibition and a canteen takeover featuring family favourites like plantain pancakes and pepper pot stew.

Our Gender network have shed light on topics like menopause and baby loss, and have partnered with our Mental Health Allies on Men's Mental Health Awareness and Stress Awareness days.

In June, we celebrated Pride month, with colleagues from our Bristol and Edinburgh offices walking in their cities' pride marches. Scheme ambassadors, Paralympians and new parents Robyn Love and Laurie Williams joined Daisy Ross, the head of our PRIDE network, to share their story as a same-sex couple with our people.

Other incredible initiatives we have supported this year include:

- Trans Awareness week
- South Asian Heritage month
- Neurodiversity Celebration week
- World Mental Health day



“While I have embraced British values, my Sikh heritage, family values, and traditions have significantly influenced me and shaped the person I am today.”

**Aron Johal**  
Portfolio Analyst

## Access all areas

We were proud to kick off Access All Areas in 2024, an internal webinar series hosted by Simon Minty that explores the lived experience of disabled people. These candid conversations between Simon, some of our disabled employees and prominent disability speakers aim to deepen our understanding of disability and help us to understand what true inclusivity looks like. They provide an opportunity to connect, listen, and learn from diverse voices in an open and relaxed setting.



**Simon Minty, Non-Executive Director, Motability Operations**

## PurpleSpace

We continued to work with PurpleSpace this year, the world's only professional development hub for disability network leaders. In December, we celebrated International Day of Persons with Disabilities and collaborated on Positively Purple, a global movement that celebrates the strengths of disabled employees. Our enABLE network colleagues shared stories of how their disability helps them in their lives and at work.

This year, we supported the first ever Global Disability Summit organised by PurpleSpace which defined the objectives for businesses and their employee network groups as:

1. improving policy and practice by routinely learning directly from their own employees and customers with disabilities
2. investing in a visible and effective workplace adjustment or accommodation service
3. normalising the experience of disability by routinely delivering storytelling campaigns, including the experiences of disabled senior executives.

Moving forward, we're proud to be launching our own campaign, called 'Share Your Story', a series of events, interviews and podcasts in which our disabled employees share their experiences and recognise their strengths.

“Having ADHD gives me the ability to think of creative solutions. My mind is super-charged with thoughts and ideas which I can put to good use when faced with a challenging problem.”

**Sorcha Hyatt**  
Product Owner



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Equity, diversity and inclusion continued

## ImpACT Champions

Our ImpACT Champions are a group of employees who contribute their time and energy to help embed impact and sustainability across the business. The Champions meet monthly to share ideas, find solutions to challenges and plan engaging activities to get our employees engaged.

From writing impactful articles about their volunteering activities to leading on events over the year, our ImpACT Champions are instrumental in delivering impact and sustainability initiatives across the business.

## Business Disability Forum

For over 20 years, we have worked with the Business Disability Forum (BDF), a leading business membership organisation for disability inclusion, to develop our practices and processes. The BDF work in close collaboration with our enABLE network and People Team to inform the business, share resources and ideas and provide all employees access to their Knowledge Hub.

From our employee surveys, we have identified training and career development for neurodivergent employees as a key focus for the year ahead. We'll work closely with the BDF to develop specific career support initiatives and resources.

## Creo

This year we partnered with Founders Forum and Tech Nation on Creo, a programme to support and enable success for disabled founders and entrepreneurs innovating around disability. The programme launched in September 2024, and its first cohort of start ups will benefit from workshops, support and mentoring. This is the start of a new community that will grow to support each other and link with the wider founder community to catapult their growth journeys.

## Babbasa

We have worked with Babbasa this year to attract new and diverse talent to the business. Babbasa are a Bristol-based social enterprise that help find diverse candidates to apply for roles across our business.

In 2025, we aim to develop our partnership to include youth engagement, learning opportunities for our people and skills development.



To find out more about Creo, follow us on LinkedIn



“Disabled founders are four hundred times less likely to receive venture capital funding according to the Lilac Review. We believe this has to change, and we’re proud to be part of that change through partnerships, unlocking capital and developing entrepreneurial skills”

**Kate Hallward**  
Chief of Staff



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Equity, diversity and inclusion continued

## Developing our people

In this period of change for our customers and the automotive industry, it's vital that we foster a culture of continuous learning and equip our people with the capabilities needed to deliver our strategic goals. By developing the skills needed, our employees can be better prepared for the evolving needs of the business.

This year, we have launched a new learning platform to provide our employees with access to engaging learning on-demand. This flexible platform provides our people with opportunities to own their professional development.

We know that the pressure of delivering change requires strong leadership. That's why we have continued to develop a comprehensive suite of programmes for our new and experienced leaders, to enhance their skills and equip them to better support their teams. This included an intensive 'Leading Change' training program and a Change Toolkit, equipping our leaders to guide their teams through change effectively.

We're dedicated to empowering our diverse employees, helping them grow in confidence and ensuring they have equal opportunities at work. Our EDI development programmes, like 'I Will Aspire' which helps our female employees to recognise their strengths and aspirations, and to break down barriers and build their confidence, have led to increased opportunities for employees, such as secondments in other business areas and promotions.

We have introduced a talent development programme in collaboration with the Forward Institute, where five colleagues have participated in mentoring. This initiative has shown positive results, paving the way for further expansion.

## Ongoing support

In January 2025, we're launching a new talent and capabilities strategy that focusses on 'nurturing today's talent for tomorrow'. The strategy includes a programme of online courses and workshops, personalised development plans and talent programmes designed to create dynamic career pathways tailored to each individual's unique development needs and aspirations.

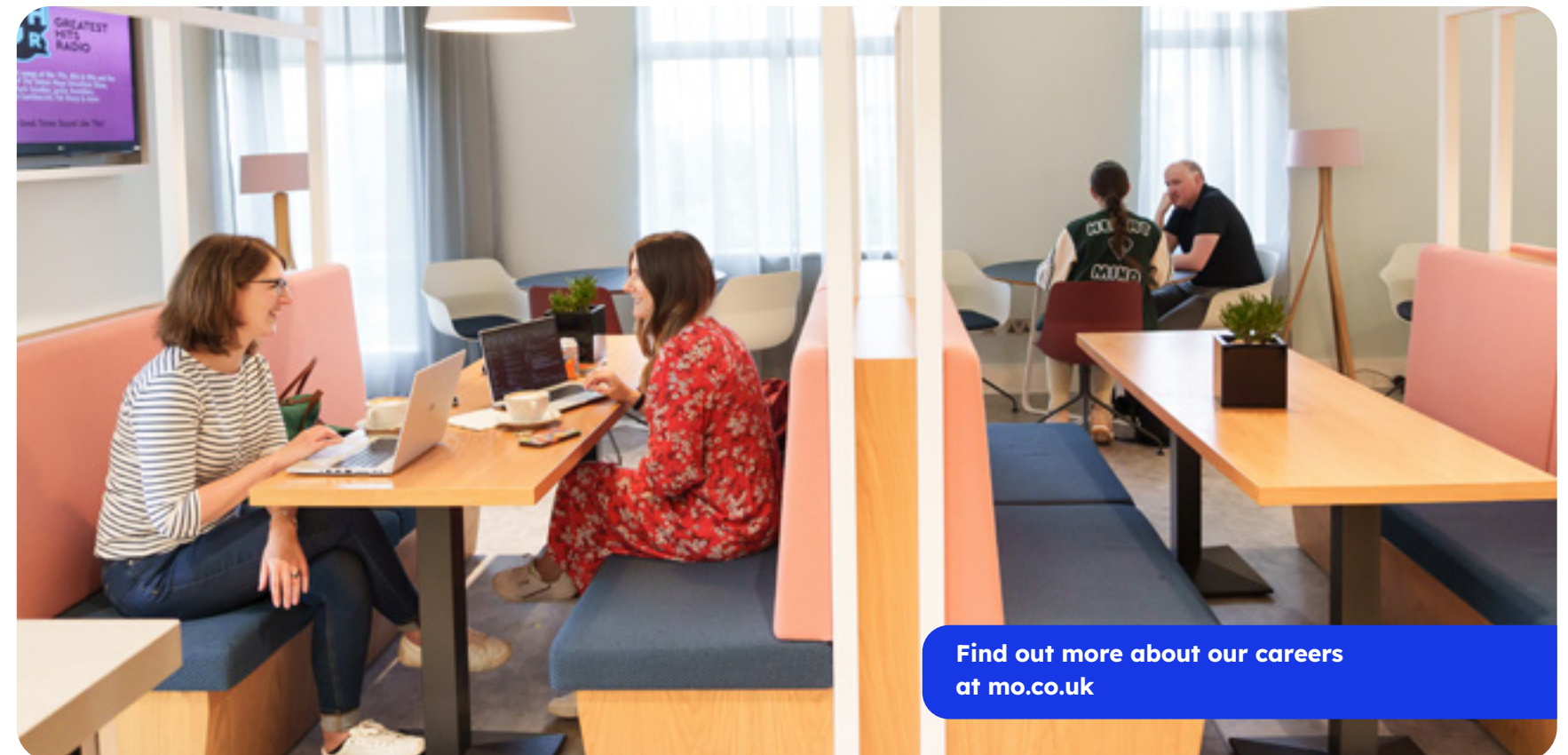
By leveraging personalised learning journeys, we aim to empower employees to reach their full potential. We're committed to our culture of continuous learning and growth, where every employee has the opportunity to thrive.

## Envision

As part of our commitment to developing our communities, we partnered with Envision. Envision are a charity who empower under-represented young people to develop the skills and confidence they need to succeed at work.

Over the course of 12 weeks, eight employees from our Bristol office worked with a group of young people to design, develop, and deliver a social action project that makes a positive change in their school. This year, the students chose a project focussed on eliminating discrimination at their school.

At the final presentation, our mentees won the Best School award, and our mentors won Mentor Team of the Year award. We're excited to continue our partnership with Envision in 2025, and to expand to include our London based employees.



Find out more about our careers at [mo.co.uk](https://www.mo.co.uk)



Awards and recognition

# Awards and recognition

We're proud to have been recognised for the work we do in supporting our customers and our people, and in finding solutions.

### Exceptional customer service

Our employees deliver exceptional service and this has been recognised by the South West Contact Centre Forum, who awarded our Bristol colleagues Customer Service Agent of the Year and Contact Centre of the Year. Our Edinburgh colleagues were nominated in the 2024 Northern Contact Centre Awards where they won Best Customer Engagement Award.

### Celebrating diversity

As part of our ongoing EDI strategy, we have worked hard to make sure our employees feel valued and recognised. Our PRIDE network was shortlisted by the British LGBT+ Awards in the Employee Resource Group category.

Our Chief Financial Officer, Matthew Hamilton-James, received an honourable mention at this year's Investing in Ethnicity Awards. He was shortlisted for Champion Ally for his role as Executive sponsor of the REACH network, where he uses his position of leadership to influence others.

### Transition to EV


As we continue to transition our customers to electric vehicles, we teamed up with ev.energy to power the Motability Smart EV Charging pilot. This pilot aimed to help customers charge at home at more affordable rates.

As a result, we were awarded Best EV Collaborative Partnership award by the Transport + Energy Forum. This award-winning partnership demonstrates our focus on creating solutions to make the transition easier for our customers.

### Our 2024 achievements



Bristol employees awarded Contact Centre of the Year and Customer Service Agent of the Year



Edinburgh employees awarded Best Customer Engagement



Matthew Hamilton-James awarded Champion Ally



Motability Operations awarded Best EV Collaborative Partnership



Contact Centre of the Year award winners



Matthew Hamilton-James, Chief Finance Officer, Motability Operations



Health and wellbeing

# Health and wellbeing

## A new approach to wellbeing

This year, we have faced challenging external pressures and a changing automotive industry, and have added more than 150,000 new customers onto the Motability Scheme. This challenging environment has led to added pressures on our employees, and we know we need to prioritise their health and wellbeing. Taking care of our employees will help us continue to deliver for our customers.

This year, we have appointed a Health & Wellbeing Manager to our People Team to help lead the work in this space. Based on feedback from our employees, we've created a wellbeing strategy and mental fitness framework. Through these initiatives, employees can access proactive and preventative support.

The strategy, aligned with our wider EDI strategy, focusses on four key elements of wellbeing:

1. mental
2. physical
3. social
4. financial

In collaboration with the Business Disability Forum, we're evolving our workplace adjustments process and aspire to make this a best-in-class experience for disabled employees. We're also conducting a neurodiversity audit to inform our approach to neuroinclusion.

## Mental health allies

Our mental health allies are network employees based across Bristol, Edinburgh, London and Coalville who are trained to provide support to any colleague who would like to talk openly and confidentially about their mental health. Established in 2020, the allies build a bridge between employees and the resources available to them by listening and signposting help where needed.

In 2025, we are planning a refresh of the programme and further mental health training for the Allies. This will kickstart programme re-engagement to increase the number of active Allies through the business. Together, with the introduction of new Wellbeing Champions, we are looking to strengthen, promote and support wellbeing initiatives and conversations across the business.

Our commitment to employee wellbeing is something we pride ourselves on. This year our colleague, Chris Newman, was awarded "Hero of the Year," at the This Can Happen Mental Health and Wellbeing Awards, for his contributions as a mental health Ally and to Motability Operations' men's mental health group MENTALITY.

## Our continued support for wellbeing

In addition to our wellbeing strategy, other supports are available to our people so that they can be their best selves. Through our Employee Assistance Programme (EAP), employees can access a wide range of online and telephone support and advisory services including legal, financial and general advice.

Our EAP also offers a manager-specific helpline available to support anyone in a leadership position. The EAP also includes up to six funded sessions of counselling for every employee each year.

All of our employees have access to a Digital GP app with wellbeing tools and information, and can opt in to private medical insurance if they choose to.

Additional support includes:

- **Peppy:** an app that provides information on men's health, menopause and fertility, along with help for new parents, by giving access to experts, along with mental health support when needed
- **Unmind:** a range of mental health and wellbeing support, from mindfulness courses to sleep stories and specialist help
- **Cuppa club:** where employees from across the business can meet up on a one-to-one basis. A great opportunity to meet new people and discuss a wide range of topics
- **Cycle to Work:** employees can purchase a bike through a salary sacrifice scheme to use for their commute into the office

We continue to work hard to ensure our employees are involved in developing our strategic plans and their feedback is considered for initiatives. Employees are regularly updated through our company Roadshows, internal communications and sessions with leadership.



“At MO, we have created an inclusive and open culture that encourages employees to take care of their mental health and wellbeing, and support one another”

**Chris Newman**  
Team Coach and Mental Health Ally



Supporting our communities

# Supporting our communities

We exist for the benefit of our 800,000 disabled customers, our people and the communities in which we operate. We think of our impact as **local**, benefiting the communities around our office locations or **national**, delivering UK-wide impact.

Our people are a vital resource to maximise the impact we can have in our local communities. In February, we moved to Neighbourly, a platform through which we can support local good causes, find community volunteering opportunities, and have individual fundraising matched by the business. We're proud to have supported more causes than ever this year.

## Volunteering

Every employee has one volunteering day a year to take to support a cause of their choice. Many teams choose to volunteer together in their local area. This year, over 770 volunteering hours were logged across our four locations with an equivalent 3,500 people in our communities benefiting from these activities. Volunteering activities ranged from maintaining overgrown community gardens in Filton to cooking and serving meals for the homeless community in Blackfriars.

Some employees choose to volunteer at our accessible allotment in Bristol where we grow produce that we donate to a local homeless charity.

[Read more about the allotment on page 31](#)

## Matched funding

When our people raise money for causes and charities, we match any money they raise up to £500 per year. Employees can have their funding matched in full or spread out over multiple fundraising activities. This year, through activities like abseiling in Scotland, running the Great Bristol 10k, and even climbing Mount Snowdon in a powered wheelchair, our people raised over £118,000 for 61 charities. Through matched funding, our people received an additional £24,000 worth of support.

We're very proud of our people and of the support they have provided for their local communities over the year.



“Massive thank you to the team for clearing our overgrown garden. Every time I look out the window, I smile and feel extremely lucky”

**Annette**  
SHE7 Manager and Vice Chair



## PROPS fundraiser

In July, members of our Executive Team took part in a Bristol to Bordeaux Cycle Challenge. They cycled 500 miles over four days and raised over £12,000, which we supported with £2,000 by matching their fundraising. PROPS creates work opportunities for adults with learning disabilities.



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## Supporting our communities continued

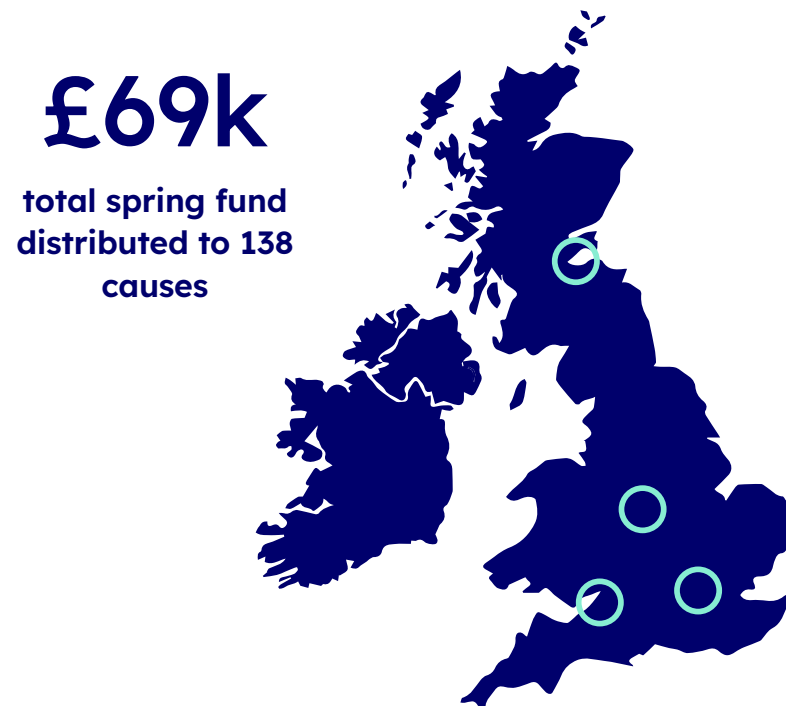
### National funds

We help good causes across the UK by participating in Neighbourly's national funds. Neighbourly collects donations from member organisations and distributes these as micro-grants to communities in need. In March, we supported 12 causes through the Neighbourly Spring Fund with a micro-grant of £500 each. The overall fund supported a further 126 causes across the UK.

Winter is always the most difficult time for charities, with 70% of charities seeing an increase in demand for their services at this time of year. This Christmas, we are supporting Neighbourly's GoGive campaign, a landmark community support initiative created to harness the power of business. Between December and February 2025, GoGive aims to support five million people through volunteering, financial support and product donations.

[Find out more about Neighbourly's GoGive Campaign](#)

### Neighbourly Spring Fund Impact Report stats



 **£6k** our contribution to the Spring Fund

 **12** causes and charities supported with a micro grant

### Hairy Highland Coo Trail

From employee bake sales and Christmas raffles to sponsored runs, our Edinburgh employees have done wonderful things in support of Children's Hospice Across Scotland (CHAS) this year, raising over £35,000.

For over 30 years, CHAS has been offering a full family support service for babies, children, and young people with life-shortening conditions in Scotland.

We sponsored a Coo as part of their Hairy Highland Coo Trail. For 10 weeks, a herd of 30 fibreglass Highland Coos took over Perth and Kinross. Our employees named our Coo, Moo-Billy-T and it was lovingly painted with the Saltire by artist Jan Laird. After the trail ended, we permanently rehomed Moo-Billy-T in our Edinburgh offices.

[Find out more about CHAS](#)



### The Motability Foundation

In years where we generate extra profit, we may make a donation to the Motability Foundation. The Motability Foundation is a national charity which helps disabled people make the journeys they choose. They oversee our delivery of the Motability Scheme and provide means-tested grants to customers. The donation we make is not guaranteed and there is no expectation of a donation in the near future.

[Find out more about the Motability Foundation](#)

### Charitable donations

Our employees can nominate one charity every three months to receive a donation. All employee nominations are reviewed by our ImpACT Champions against a robust framework. This year, we donated £17,000 to 17 different causes put forward by our people. One such organisation was Whizz Kids who create opportunities for young wheelchair users to get the equipment, skills and confidence to go further.

### BEN

This year, our vehicle remarketing team pledged £1 of every vehicle sold to support BEN, a charity that supports people in the automotive industry with mental health and wellbeing. Between June and October, we donated a total of £61,000 to BEN, helping them to support people with mental health support, financial assistance and later in life care centres.



**£61,000**

donated to BEN from our vehicle remarketing business



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Supporting our communities continued

## Sponsorship and partnerships

In 2024, we've evolved our Motability Scheme sponsorship activities to align with our purpose and strategic commitments. Our key sponsorships support a focus on People, delivering value and impact for our customers, employees and communities.

**British Wheelchair Basketball:** focus on growing grassroots participation and supporting performance pathways up to and including GB Men's, Women's and Junior teams

**Team BRIT:** sponsoring the world's only competitive team of all-disabled motor racing drivers, supporting the overall team and specifically Scheme customer, Noah Cosby

**Scottish Disability Sport:** showcasing the range of disability sports available through a national calendar of events, improving participation, and delivering education and training programmes in Scotland

## Our Motability Scheme ambassadors

This year, we launched a group of 10 inspiring and influential Motability ambassadors from a range of backgrounds, disabilities, interests and experiences. Our ambassadors are all Motability Scheme customers, and working with them gives us the opportunity to share authentic stories that showcase the positive impact the Scheme has on customers' lives.





# Our allotment

## We're proud to have created an accessible allotment for our employees to enjoy that helps us to give back to our local community

In May 2023, we embarked on an exciting journey and purchased an allotment just under two miles from our Bristol office. We've made amazing progress since then, and what began as an overgrown plot has been transformed into a working allotment. Our talented employee volunteers have created a paved area with raised beds that can be tended by wheelchair users. On the plot, we have taught nearly 120 employees how to 'chit' and grow potatoes, with a yield of nearly 2,000 vegetables this year.

This year's produce was either donated to a food bank run by Help Bristol's Homeless or turned into soup to feed local people at Blonde Angel Street.

With over 200 of our employees volunteering at the allotment this past year, we have been able to feed over 300 people that need it most.

The allotment also gives our employees a chance to spend time with their teams, meet new people and spend time in nature.



160

litres of soup  
produced and  
handed out to  
the homeless



200+

employees  
volunteering at the  
allotment this year



“It feels fantastic to contribute to the goal of feeding those most in need with our own produce.”

George Chandler  
Application Experience Team Manager



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# Planet



## Our approach

# Our approach

To sustain the Motability Scheme for our customers for the long term, we need to ensure financial and environmental best practice. To drive our progress, we're setting challenging goals and the plans needed to achieve them. Our approach is measured to keep ourselves accountable for the work we do and track our progress.

Underpinning our work are the science-based targets we have committed to, with our end goal of reaching net zero by 2050. Currently, our carbon footprint calculations are a year behind, meaning the data in this report refers to 2023, but we're developing our in-house reporting capability and our next impact report will include data from 2024 and for 2025.

One of the most significant factors in reaching our net zero target will be supporting our customers to make the switch to an electric vehicle. As the UK transitions to EV, we're making sure our customers aren't left behind by addressing barriers they face to transitioning, like home and public charging, availability of suitable makes and models, and customer confidence. We know we can keep our customers mobile and reduce our impact on the planet.

**“I'm proud to work for a company that cares about its impact”**

**Wayne Turnbull**  
Sustainability Performance and Analysis Manager





Our climate ambitions

# Our climate ambitions

## Our footprint

We recognise the significant responsibility that comes with managing the largest vehicle fleet in the UK. We're deeply committed to sustainable practices and continuously strive to improve our environmental impact whilst keeping our customers mobile.

In 2021, we set our baseline year for our carbon footprint and set our short term and long term science-based targets for reduction. In FY22, we saw our carbon footprint decline as a result of a limited supply of new vehicles. This meant that our customers stayed in their Scheme vehicles for longer and we sold fewer vehicles into the used market. When we sell vehicles, we account for 14 years of future emissions in the year they're sold.

In FY23, supply of vehicles returned and customers in lease extensions handed back their old vehicles and got a new one. This meant we bought 393,000 new cars and sold 265,000 cars into the used market. This increased our footprint as we accounted for the lifetime emissions of every ICE vehicle sold.

This fluctuation highlights the nature of our operations and the external factors that can influence our environmental impact.

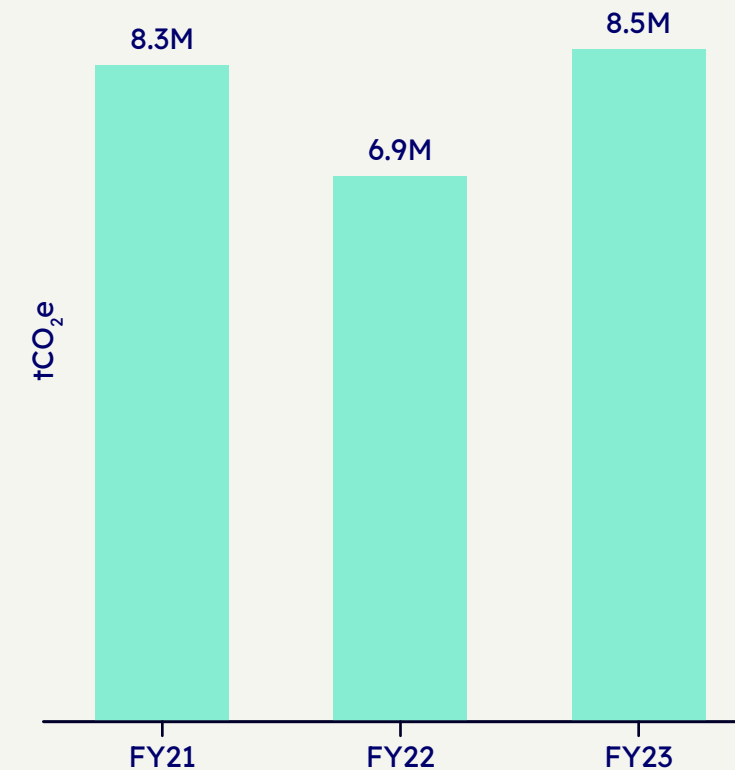
When customers choose an EV, we calculate the equivalent tailpipe emissions from an ICE vehicle that are avoided because of this choice. With over 70,000 EV customers today, we believe we will have saved an equivalent of 95,000 tCO<sub>2</sub>e emissions from our FY24 footprint.

## Looking ahead

We have brought our carbon footprint reporting capability in-house this year which will enable us to track our emissions in line with our financial year reporting. This will allow us to align our carbon footprint reporting with this Impact Report, so our reporting is timely, reflects the most recent data and avoids any reporting timescale discrepancies.

We're working on producing our carbon footprint for FY24 and expect to confirm this in 2025.

## Yearly Carbon Footprint



## Why has our carbon footprint increased?

Our overall carbon footprint increased by 1.5M tCO<sub>2</sub>e year on year. This is because the Motability Scheme grew in customers, many of whom chose an ICE vehicle and we sold more cars than in FY22.

We use a per-vehicle intensity ratio to measure our scope three emissions and this decreased year on year. This is due to improved vehicle design.





Scope 1 and 2

# Scope 1 and 2

Our scope 1 and 2 emissions reflect the impact of our direct operations across our three office locations, vehicle refurbishment site and small company car fleet.

We have set verified short-term targets with SBTi to reduce our scope 1 and 2 emissions by 50.4% by 2032. We have submitted long-term targets that show we plan to reduce emissions by 90% by 2050 to achieve a net zero position. We have achieved our annual emission reduction goal for scopes 1 and 2 in FY22 and FY23.

### Reducing our footprint

After returning to the office after the pandemic, we found our London office space was no longer fit for purpose. To foster collaboration, support our hybrid working practices and ensure better use of resources, the business relocated to a single floor of 22 Bishopsgate, a BREEAM\* excellent rated building. This reduced our square footage by 55% from 55,000sft to 25,000sft. Throughout the relocation, we worked with our suppliers on the design and build principles to create an accessible office with the needs of our people and long-term sustainability at the heart of the project.

We purchase energy for our Bristol, Edinburgh and London offices with a Renewable Energy Guarantees of Origin (REGO) certificate and this year have implemented this for Coalville.

Over the next year, we will continue to work with our Workplace Team on initiatives to reduce our scope 1 and 2 emissions.

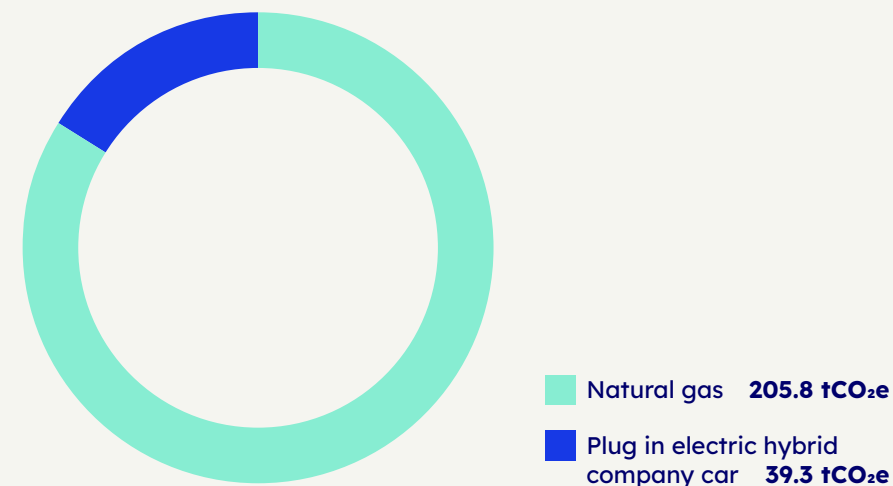
### Re-baseline

From 2025, our Coalville vehicle reconditioning site will be fully operational. We plan to refurbish 35,000 vehicles there every year before they are sold on our B2B sales platform, mfdirect.

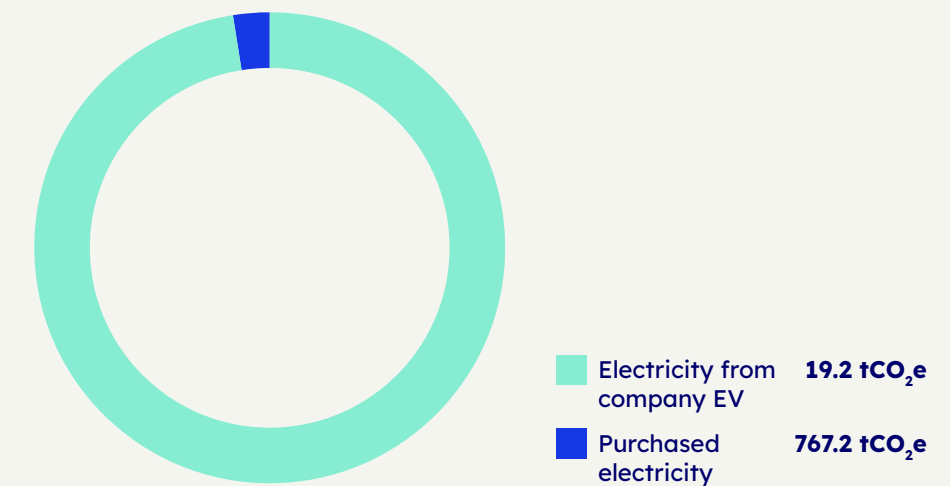
To date, we have used a partner to recondition our vehicles so these emissions have sat within our scope 3. From next year, these will move into our scope 1 and 2 emissions and we will re-baseline accordingly.

\* BREEAM is used to specify and measure the sustainability performance of buildings, ensuring that projects meet sustainability goals and continue to perform optimally over time.

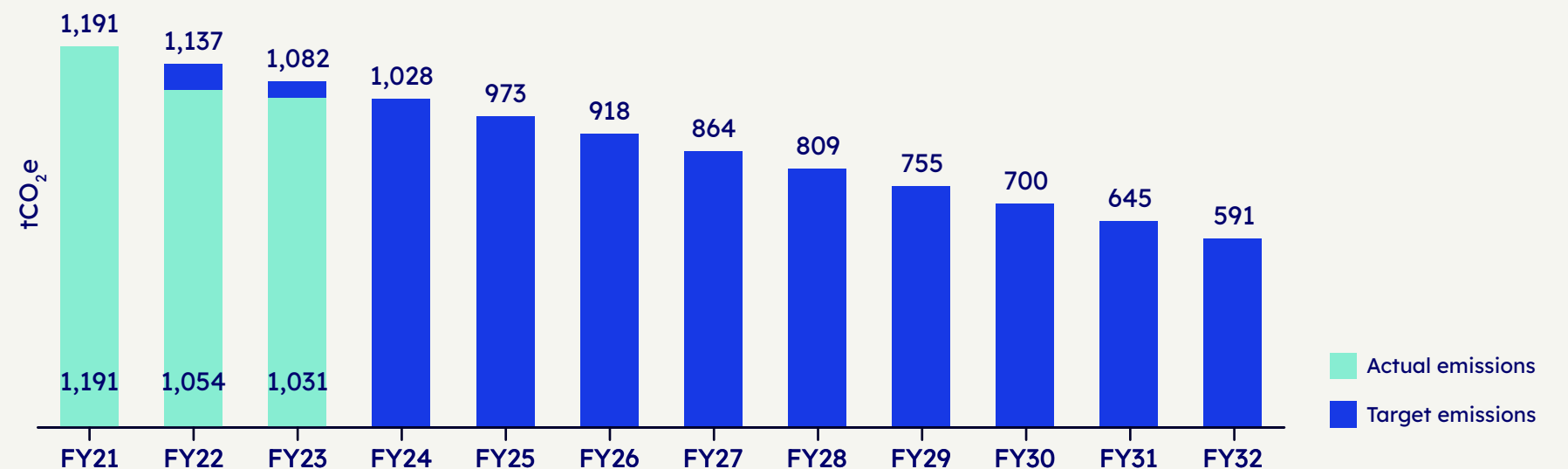
FY23 - Scope 1



FY23 - Scope 2



Scope 1 and 2: Science-based targets progress



Scope 3

# Scope 3

With over 800,000 customers and the largest vehicle fleet in the UK, over 99% of our emissions fall under scope 3. Helping our customers transition to EV will be the single most significant activity we undertake to reduce our scope 3 emissions.

We track our scope 3 emissions on a per-vehicle basis, which allows us to factor in any growth in our fleet.

### Our Scope 3 emissions are made up of:

**Category 11: Use of sold products (4.7M tCO<sub>2</sub>e)**  
Emissions from the use of goods and services leased by Motability Operations in the reporting year

**Category 2: Capital Goods (1.8M tCO<sub>2</sub>e)**  
This category includes all upstream emissions from the production of capital goods purchased or acquired by Motability Operations in the reporting year.

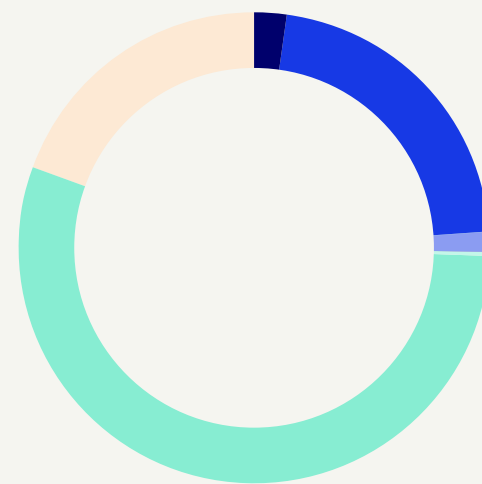
**Category 13: Downstream leased assets (1.6M tCO<sub>2</sub>e)**  
Emissions from the operation of assets that are owned by Motability Operations (acting as lessor) and leased to other entities in the reporting year that are not already included in scope 1 or scope 2

### Science-based targets

We have agreed with SBTi to use a per-vehicle, physical intensity approach within our scope 3 to monitor our progress as the mix of petrol, diesel and electric vehicles changes over time.

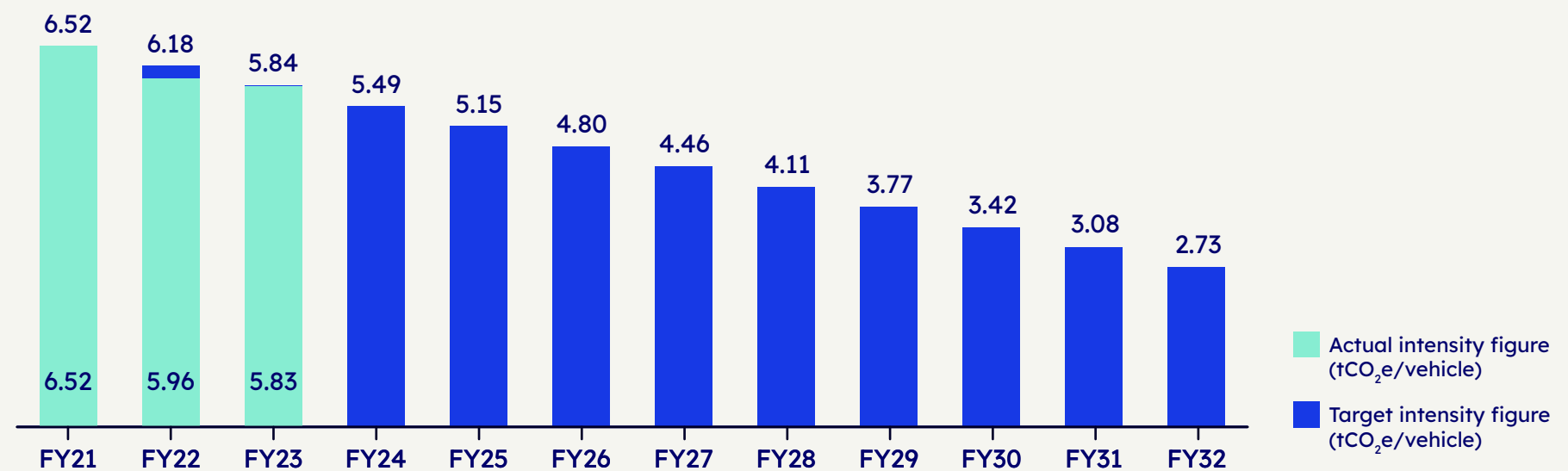
Our absolute emissions are likely to increase in the short term due to the growth of our fleet. We're aiming to reduce our total fleet emissions by 58.1% per vehicle by 2032 to meet our near-term science based target. To do so, we need to increase the percentage of our fleet that is electric.

### FY23 - Scope 3



Purchased goods and services	193.7K tCO <sub>2</sub> e	Business travel	135.8K tCO <sub>2</sub> e
Capital goods	1.8M tCO <sub>2</sub> e	Employee commuting	1.1K tCO <sub>2</sub> e
Fuel- and energy-related activities	0.3K tCO <sub>2</sub> e	Downstream transport and distribution	11.6k tCO <sub>2</sub> e
Upstream transport and distribution	119.9K tCO <sub>2</sub> e	Use of sold products	4.7M tCO <sub>2</sub> e
Waste generated in operations	1.9K tCO <sub>2</sub> e	Downstream leased assets	1.6M tCO <sub>2</sub> e

### Scope 3: Science-based targets progress





# Our transition plan

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We're proud of our achievements so far and excited for the next steps in our journey to net zero. As we continue to evolve our approach and align with best practice, we will be expanding this roadmap into a comprehensive Transition Plan Taskforce (TPT) aligned plan.

## Progress so far

### 2021

- Baseline year calculated for science-based targets and carbon footprint

### 2023

- Completed our first materiality assessment, set our sustainability strategy, and created our Aspirational Goals
- Our near-term SBTs were approved by SBTi, to be achieved by 2032
- DataVision software launched to monitor building utilities
- We published our first Taskforce for Climate related Financial Disclosures in our Annual Report

### 2024

- Submitted our long-term science-based targets for verification by SBTi
- Climate Scenario Analysis completed
- Reduced our London office space by 55%

## Current plans

### 2025

- New reporting capability to be introduced to allow for live carbon footprint reporting
- Produce TPT aligned transition plan
- Embed carbon footprint into business activities
- Complete double materiality assessment
- Collaboration with Scheme Partners & OEMs, sharing data and knowledge

### 2026

- Potential re-baseline of science-based targets due to Coalville redevelopment

## Path to net zero

### 2032

- Reduce our scope 1 and 2 absolute emissions by 58%
- Reduce our scope 3 emissions by 50.4% on a per vehicle basis

### 2050

- Reduce our scope 1 and 2 absolute emissions by at least 90%
- Reduce our scope 3 emissions by at least 97% on a per vehicle basis

# EV experience days

## Transitioning our customers to electric vehicles will have the single greatest reduction in our footprint.

This year, we ran a series of EV experience days to give our customers the opportunity to inform and empower customers so that they feel ready to make the transition to electric. We ran five experience days across the UK with over 370 customers attending.

Customers were able to test drive a range of EVs based on their needs and lifestyle. They were also able to speak to EV experts about charging options, the ranges of different makes and models available on the Motability Scheme and the running costs associated with an electric vehicle (EV). Home chargepoint provider, Ohme, was also on hand to demonstrate their product and answer any questions.

Feedback from the events was overwhelmingly positive with a 22% increase in customer confidence related to EVs. 78% told us that they would now consider an EV for their next Scheme lease.



22%

attendees told us they felt more confident about EVs



72%

said they would now consider an EV for their next Motability Scheme lease



“I would encourage anyone who is interested in choosing an electric vehicle to try one out for themselves, first-hand experience is crucial in making informed decisions about EVs.

“As the car industry shifts rapidly to electric motoring, our goal is to equip customers with the knowledge and confidence to choose the right vehicle for their mobility needs, to ensure no one is left behind in the UK’s transition to electric.”

**Ashleigh Evans**  
Events Manager



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# Principles

Our approach

# Our approach

We look at impact and sustainability as a main pillar of our operations. As a purpose-led business, we remain committed to being responsible now and into the future to benefit our customers, people, stakeholders and our planet. We have worked hard to make sure our environmental commitments are more than just a promise, but rather are an active priority and way of operating. Our business is being shaped by our environmental targets and ambitions, most notably net zero by 2050. We are working backwards from this goal and making sure each business decision will take us closer to net zero.

As a company, we apply the Wates Corporate Governance Principles for Large Private Companies to help raise our standards of corporate governance through reporting that not only fulfils legal requirements but demonstrates good practice. In addition, we have a thorough and strategic approach to risk management, adopting the three lines model which you can read more about later in this section.

We have been recognised as a B Movement Builder. This provides another layer of accountability in addition to our own governance model. We're bringing to life the principles of the B Corp movement. Our journey to B Corp certification has required a stringent and robust evaluation of our business practices.

“Our business is being shaped by our environmental targets and ambitions, most notably net zero by 2050. The principles we operate within are designed to bring us closer each day to this goal.”

**Isabelle Haigney**  
Sustainability Engagement Lead

Our governance structure





Meet our Impact and Sustainability committee

# Meet our committee

The Impact and Sustainability Committee, a sub-committee of the Executive Committee oversee impact and sustainability progress, initiatives and future roadmap. They meet monthly with the Head of Impact and Sustainability, and Impact and Sustainability Team.



**Matthew Hamilton-James**  
Chief Financial Officer

As the Executive responsible for impact and sustainability, I'm proud of the progress we've made this year in the face of external pressures. Our commitment to keep delivering for our customers whilst navigating a changing industry remains paramount. I'm proud to be leading our impact and sustainability work and ensuring we embed positive outcomes for people and planet at every level.



**Lisa Thomas**  
Chief Marketing Officer

We have a great story and as Chief Marketing Officer my job is to make sure we tell it. I'm responsible for communicating our achievements and good practice to a variety of audiences, from customers and the eligible base to the media, the wider industry and the Government. I'm also responsible for making sure that we do this in an ethical and responsible way according to our own high standards.



**Lee Haddow**  
Head of Customer  
Contact Services

The contact centre is our primary customer touchpoint and receives over 5,000 calls every day. I'm responsible for making sure our teams can provide personalised support, advice and education that helps every Scheme customer that gets in touch. I oversee a dedicated EV support team, in place to help and provide advice to our customers that are making the transition to a zero-emission vehicle.



**Clare Ickringill**  
Chief Asset Risk Officer

I look after Asset Risk and the pricing of our vehicles and it's important for us to understand the impact of the EV transition on the dynamics of our fleet. Our data and insight means we have a good understanding of our carbon footprint and how it's likely to change with our fleet mix. In pricing, we're supporting a just transition by working to deliver affordability and availability across a broad choice of vehicles for our customers.



**Dominic Hart**  
Head of Treasury

Since 2021, we have issued 100% of bonds against a Social Bond Framework. Today, 65% of our bonds are Social, and all non-social bonds will have matured by 2039. Being able to practically demonstrate the social benefit the Scheme brings to a financially-focused market has been hugely rewarding for me. Looking ahead, I will be working with my team to add environmental measures to the bonds we issue, which could be industry leading.

## Meet our Impact and Sustainability committee continued



**Jonathan Knight**

Head of Workplace Strategy

The Workplace Team has a huge role to play in impact and sustainability. Our influence ranges from deciding what energy we use to power our offices, to what snacks we sell in our canteens. We know that making smart decisions that take social and environmental outcomes into account means we can influence real change. I'm proud to have delivered an emissions reduction in our London office move and be implementing a range of sustainable practices at our vehicle reconditioning site in Coalville.



**Julie McManus**

Head of Legal Services

As Head of Legal Services and Company Secretary, I focus on regulatory compliance and oversee employment and corporate governance. I'm passionate about cultivating responsible business practices that support our customers, empower our people and always demonstrate best practice. As a founding member of the ISC, I've led the business in ensuring that our policies, working practices and governance structure support our impact and sustainability ambitions for people and planet.



**Matt Spano**

Head of Risk and Compliance

Being responsible for both business risk and procurement, it's critical that we consider the risks and opportunities that impact and sustainability brings. By always considering impact, my teams can work collaboratively with our stakeholders and suppliers to achieve the best possible outcomes for our people and planet. I'm excited to be working closely with the team to firmly embed positive social outcomes and environmental sustainability in our supply chains.



**Jo Rose**

Head of People Experience

I ensure our employer brand is strong, our recruitment process is inclusive, and that we deliver engaging internal communications and create opportunities for our employees to feed back. Our people are passionate about working for a purpose-led organisation with an EDI agenda, and for a responsible and sustainable business that puts customers first. It's essential we sustain an environment where employees feel valued and included, and can bring their best selves to work every day to deliver for our customers.



**Alex Woollorton**

Head of Vehicle Remarketing

I'm responsible for making sure that we remarket the vehicles that come off the Motability Scheme in a way that is consistent with our responsible business principles. Our remarketing business helps to sustain the Scheme through strong financial performance that is 100% invested in the provision of disabled mobility. I'm embedding impact and sustainability in our future plans and digital channels, and with dealerships to sustain the Scheme for the long-term.



# Impact and sustainability management transparency

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## Current year context

This year, the Motability Scheme has grown rapidly, connecting more disabled people than ever to work, healthcare, education and to life-changing independence and freedom. This rapid growth has led to an increase in the costs associated with running the Motability Scheme. This has led to the business making a post-tax loss of £416.3m. Our strong operating model is designed to ensure the continued sustainability of the Motability Scheme.

The automotive sector is going through a significant period of change as it transitions to electric. To align with the ZEV mandate, 22% of all vehicles a manufacturer sells in the UK must be EVs. For every additional non-compliant vehicle, they face a fine of £15,000. Despite this pressure on manufacturers, there is low customer demand for new and used EVs, making it hard for manufacturers to hit their targets.

This year there has been a downturn in the value of used cars as supply returned after the pandemic which affects the profitability of used Motability Scheme vehicles.

In addition, the UK economy has been faced with high inflation and low growth, which has led to 'cost of living' challenges, particularly for the poorest in society.

## Third parties

We're proud to have worked with several organisations this year that have helped to guide and shape our impact and sustainability work. As well as those listed here, we're proud to be working with our Motability Scheme partners, dealers, manufacturers and more to drive impact and sustainability.

- **Black Sun:** a stakeholder advisory and engagement agency that's been driving transformation and positive change for ambitious brands for more than 20 years. With deep expertise in disclosure and reporting, ESG, sustainability, and digital engagement, we reshape how organisations connect with customers, investors, employees, and the wider world

- **EcoAct:** an international climate consultancy and project developer, helping businesses and organisations succeed in their climate ambitions. Simplifying the challenges and complexities involved, we help you deliver sustainable business solutions for a low carbon world
- **Neighbourly:** an award-winning giving platform that helps businesses make a positive impact in their communities by donating volunteer time, money and surplus products to local good causes. We take the uncertainty out of doing good by matching what resources are available to where they are needed the most
- **Seismic:** an international team of sustainability experts on a mission to help businesses prosper by becoming a force for good. They pinpoint the most credible and commercially viable frameworks to create environmental and social change for their partners around the world. Bringing together world-leading B Corp, Net Zero, Communications and Reporting experts, Seismic helps businesses create lasting impact and lead the shift

## Corporate performance objectives

### Future planning

With our near-term SBTs approved by the SBTi, we're evolving our corporate objectives to incorporate emissions reduction into broader corporate goals like supporting our customers to transition to electric. These metrics are reliant upon our ability to track and monitor our carbon footprint internally and on a more regular basis.

We are also developing our approach to building impact and sustainability into our financing. We issue bonds through the debt capital markets to raise capital to purchase vehicles for Motability Scheme customers. We are one of the largest corporate bond issuers, and today all new bonds are issued under a Social Bond Framework which stipulates the capital must be used for a social purpose. We are developing a new



Bond Framework to include Sustainability and carbon reduction goals and expect to issue bonds under this new framework in the next few years.

We have made good progress over the last year, and are confident that we have evolved our impact and sustainability thinking to reduce our emissions across all scopes whilst continuing to deliver for our customers, our people and the communities we operate in. We do not underestimate the size of the challenge we, like many other businesses, face to ensure we are contributing to the reduction in climate change, while ensuring the Scheme is sustainable in the long term for our customers.

We're committed to being open, honest and transparent about our journey and the challenges we're facing. We commit to being a business that is a **force for good** now, and sustaining this for the future.

## Impact and sustainability management continued

### Executive remuneration

The Remuneration Committee, chaired by an independent Non-Executive Director, has designed a competitive remuneration package that is sufficient to attract and retain individuals with the necessary skills, experience and expertise to run a business of the size and complexity of Motability Operations on a long-term sustainable basis. Our remuneration package ensures we encourage the right behaviours, and actions that lead to good outcomes. Our annual performance incentive framework was revised in 2022, and ensures that performance-related pay retains an appropriate balance between day-to-day delivery and a longer-term focus which includes impact and sustainability, as well as strategic implementation.

The table below summarises the corporate performance objectives that Executive Directors were measured against in 2024. The five measures align to People, Planet and Principles and our Aspirational Goals.

### Corporate performance objectives

Within the overall bonus, a total of 50% of base salary is achievable for performance versus corporate performance objectives, designed to target the delivery of strong and consistent day-to-day performance while also ensuring appropriate focus on innovation, strategic planning and sustainability. The 2024 annual bonus was based on the following metrics:

Focus area	Strategic pillar	Measure	Opportunity	0% payout	50% payout	100% payout	Actual performance	% payout
Customer service	People	Customer satisfaction score	15%	88%	92%	96%	96%	15%
Transition (customer)	People	Customer satisfaction for EV only	5%	84%	88%	92%	95%	5%
Transition (product)	Planet	EV registrations share gap relative to wider market EV registrations share	10%	10%	6%	2%	6%	5%
People and business culture	People	Employee engagement score	10%	90%	92%	94%	87%	0%
Financial sustainability*	Principles	Capital levels	10%	Capital < MCR	Capital > MCR, but below buffer	>Minimum Capital Requirement (MCR) plus buffers, credit rating maintained	>Minimum Capital Requirement (MCR) plus buffers, credit rating maintained	10%

\* The Minimum Capital Requirement (MCR) is derived using an Economic Capital methodology which calculates the capital required to protect the business from potential risk events. Capital requirements are assessed at a 99.99% confidence interval to ensure that the business is capable of withstanding extreme shock. Aligned with best practice, policy is to operate with a capital buffer (over and above the MCR) to provide protection against cyclical economic shock and to cover the vehicle-order pipeline.





# Louder Than Words

## As the UK's first B Movement Builder, we were proud to support the UK's largest gathering of B Corps

In September we supported Louder Than Words, the largest gathering of B Corps in the UK. The two-day festival focussed on the role of business as a force for action and positive change. With a growing B Corp movement in the UK and over 2,000 businesses certified, the festival was a hub for new ideas and collaboration.

As the UK's first B Movement Builder, we are proud to be a part of the UK B Corp community. Molly Chauhan, Partnerships Executive and James Horne, Head of Accessible Vehicles spoke about how we're working to ensure a Just Transition for our 800,000 disabled customers. Our Head of Impact and Sustainability, Mark Brown, also spoke about how big business can be a force for change.

“Without accessibility there can't be a Just Transition. Everyone needs to consider allyship when it comes to the accessibility of a green future”

**James Horne**  
Head of Accessible Vehicles

In line with our EDI goals, we also supported 10 delegates with Pay It Forward tickets, giving ten people the chance to attend the festival without having to pay for a ticket.



“We're witnessing one of the biggest transformations and we all have a part to play. We need to make it accessible to everyone as anyone can become disabled at some point in their life.”

**Molly Chauhan**  
Partnerships Executive



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# Impact and sustainability data



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We're committed to transparency and accountability in our sustainability practices. Reporting in line with the Global Reporting Initiative (GRI) Standards allows us to provide a comprehensive and structured overview of our environmental, social, and governance (ESG) impacts. The GRI Index serves as a valuable tool for our stakeholders, enabling them to easily navigate our report and access specific information on our sustainability performance. Please see below the latest performance data, reported with reference to both the GRI index and the UN sustainable development goals (SDGs).

## Statement of use

Motability Operations Group Plc (MO) has reported with reference to the GRI Standards for the period October 23 to September 24.

## GRI used

2-1, 2-7, 2-10, 2-11, 2-12, 2-13, 2-14, 2-16, 2-18, 2-19, 2-20, 2-22, 2-24, 2-29, 207-1, 207-2, 207-3, 207-4, 3-1, 3-2, 3-3, 302-1, 303-5, 304-1, 305-1, 305-2, 305-3, 305-4, 306-3, 306-4, 401-1, 405-1, 405-2

## Comment

Motability Operations long-term emissions targets have been submitted to the The Science Based Targets initiative and are awaiting approval. As a result, corresponding targets and target years will be confirmed and submitted to all subsequent Impact Reports.

Name	Unit	Year	Amount	Target	Target year	Location	Externally verified	Corresponding GRI disclosure	Related SDG target
<b>Planet</b>									
<b>^Emissions</b>									
<b>Total Scope 1 Emissions</b>	tCO <sub>2</sub> e	FY23	245.06			Impact Report p.35	P	305-1	12.6, 13.1
<b>Total breakdown</b>									
Natural Gas	tCO <sub>2</sub> e	FY23	205.80			Impact Report p.35	P	305-1	12.6, 13.1
Company Cars (Diesel)	tCO <sub>2</sub> e	FY23	-			Impact Report p.35	P	305-1	12.6, 13.1
Company Cars (Petrol)	tCO <sub>2</sub> e	FY23	-			Impact Report p.35	P	305-1	12.6, 13.1
Company Cars (Hybrid)	tCO <sub>2</sub> e	FY23	-			Impact Report p.35	P	305-1	12.6, 13.1
Company Cars (Electric)	tCO <sub>2</sub> e	FY23	-			Impact Report p.35	P	305-1	12.6, 13.1
Company Cars (Plug-In Electric Hybrid)	tCO <sub>2</sub> e	FY23	39.27			Impact Report p.35	P	305-1	12.6, 13.1
Other Fuels	tCO <sub>2</sub> e	FY23	-			Impact Report p.35	P	305-1	12.6, 13.1
Refrigerents	tCO <sub>2</sub> e	FY23	-			Impact Report p.35	P	305-1	12.6, 13.1
<b>Total Scope 2 Emissions (location-based)</b>	tCO <sub>2</sub> e	FY23	786.41			Impact Report p.35	P	305-2	12.6, 13.1
<b>Total breakdown</b>									
Purchased Electricity	tCO <sub>2</sub> e	FY23	767.20			Impact Report p.35	P	305-2	12.6, 13.1
Electricity from Company EV	tCO <sub>2</sub> e	FY23	19.21			Impact Report p.35	P	305-2	12.6, 13.1

Name	Unit	Year	Amount	Target	Target year	Location	Externally verified	Corresponding GRI disclosure	Related SDG target
<b>Planet</b>									
<b>^Emissions</b>									
<b>Total Scope 2 Emissions (market-based)</b>	tCO <sub>2</sub> e	FY23	41.30			Impact Report p.35	P	305-2	12.6, 13.1
<b>Total breakdown</b>									
Purchased Electricity	tCO <sub>2</sub> e	FY23	22.09			Impact Report p.35	P	305-2	12.6, 13.1
Electricity from Company EV	tCO <sub>2</sub> e	FY23	19.21			Impact Report p.35	P	305-2	12.6, 13.1
<b>Total Scope 3 Emissions</b>	tCO <sub>2</sub> e	FY23	8,463,593.48			Impact Report p.36	P	305-3	12.6, 13.1
<b>Total breakdown</b>									
1. Purchased Goods and Services - Total Spend	tCO <sub>2</sub> e	FY23	193,746.92			Impact Report p.36	P	305-3	12.6, 13.1
1. Purchased Goods and Services - Water	tCO <sub>2</sub> e	FY23	1.91			Impact Report p.36	P	305-3	12.6, 13.1
2. Capital Goods	tCO <sub>2</sub> e	FY23	1,838,077.88			Impact Report p.36	P	305-3	12.6, 13.1
3. Fuel-and Energy-Related Activities - Natural Gas & Electric	tCO <sub>2</sub> e	FY23	285.15			Impact Report p.36	P	305-3	12.6, 13.1
3. Fuel-and Energy-Related Activities - Vehicles	tCO <sub>2</sub> e	FY23	17.14			Impact Report p.36	P	305-3	12.6, 13.1
3. Fuel-and Energy-Related Activities - Other Fuels	tCO <sub>2</sub> e	FY23	-			Impact Report p.36	P	305-3	12.6, 13.1
4. Upstream Transport and Distribution	tCO <sub>2</sub> e	FY23	119,855.78			Impact Report p.36	P	305-3	12.6, 13.1
5. Waste Generated in Operations	tCO <sub>2</sub> e	FY23	1.93			Impact Report p.36	P	305-3	12.6, 13.1
6. Business Travel - Taxis	tCO <sub>2</sub> e	FY23	2.23			Impact Report p.36	P	305-3	12.6, 13.1
6. Business Travel - Flights	tCO <sub>2</sub> e	FY23	43.40			Impact Report p.36	P	305-3	12.6, 13.1
6. Business Travel - Rail	tCO <sub>2</sub> e	FY23	28.08			Impact Report p.36	P	305-3	12.6, 13.1
6. Business Travel - Non-owned Vehicles	tCO <sub>2</sub> e	FY23	8.30			Impact Report p.36	P	305-3	12.6, 13.1
6. Business Travel - Hire Car	tCO <sub>2</sub> e	FY23	46.17			Impact Report p.36	P	305-3	12.6, 13.1
6. Business Travel - Hotel Stays	tCO <sub>2</sub> e	FY23	7.58			Impact Report p.36	P	305-3	12.6, 13.1
7. Employee Commuting	tCO <sub>2</sub> e	FY23	1,110.55			Impact Report p.36	P	305-3	12.6, 13.1
8. Upstream Leased Assets	tCO <sub>2</sub> e	FY23	-			Impact Report p.36	P	-	-
9. Downstream Transport and Distribution	tCO <sub>2</sub> e	FY23	11,623.64			Impact Report p.36	P	305-3	12.6, 13.1
10. Processing of Sold Products	tCO <sub>2</sub> e	FY23	-			Impact Report p.36	P	-	-
11. Use of Sold Products	tCO <sub>2</sub> e	FY23	4,674,869.05			Impact Report p.36	P	305-3	12.6, 13.1
12. End of Life Treatment	tCO <sub>2</sub> e	FY23	-			Impact Report p.36	P	-	-
13. Downstream Leased Assets	tCO <sub>2</sub> e	FY23	1,623,867.76			Impact Report p.36	P	305-3	12.6, 13.1
14. Franchises	tCO <sub>2</sub> e	FY23	-			Impact Report p.36	P	-	-
15. Investments	tCO <sub>2</sub> e	FY23	-			Impact Report p.36	P	-	-

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Name	Unit	Year	Amount	Target	Target year	Location	Externally verified	Corresponding GRI disclosure	Related SDG target
<b>Planet</b>									
<b>^Emissions</b>									
<b>GHG Intensity</b>	tCO <sub>2</sub> e	FY23	8,464,624.95					305-4	12.6, 13.1
<b>Total Breakdown</b>									
<b>Scope 1 Emissions</b>									
Natural Gas	tCO <sub>2</sub> e per kWh	FY23	0.000183					305-4	12.6, 13.1
Company Cars (Diesel)	tCO <sub>2</sub> e per km	FY23	-					305-4	12.6, 13.1
Company Cars (Petrol)	tCO <sub>2</sub> e per km	FY23	-					305-4	12.6, 13.1
Company Cars (Hybrid)	tCO <sub>2</sub> e per km	FY23	-					305-4	12.6, 13.1
Company Cars (Electric)	tCO <sub>2</sub> e per km	FY23	-					305-4	12.6, 13.1
Company Cars (Plug-In Electric Hybrid)	tCO <sub>2</sub> e per km	FY23	0.000061					305-4	12.6, 13.1
Other Fuels	tCO <sub>2</sub> e per litre	FY23	-					305-4	12.6, 13.1
Refrigerents	tCO <sub>2</sub> e per kg	FY23	-					305-4	12.6, 13.1
<b>Scope 2 Emissions (Location-Based)</b>									
Purchased Electricity	tCO <sub>2</sub> e per kWh	FY23	0.000006					305-4	12.6, 13.1
<b>Electricity from Company EV</b>	tCO <sub>2</sub> e per km	FY23	0.000025					305-4	12.6, 13.1
<b>Scope 2 Emissions (Market-Based)</b>									
<b>Purchased Electricity</b>	tCO <sub>2</sub> e per kWh	FY23	0.000006					305-4	12.6, 13.1
Electricity from Company EV	tCO <sub>2</sub> e per km	FY23	0.000024					305-4	12.6, 13.1
<b>Scope 3 Emissions</b>									
1. Purchased Goods and Services: Total Spend	tCO <sub>2</sub> e per £	FY23	0.000218					305-4	12.6, 13.1
1. Purchased Goods and Services: Water	tCO <sub>2</sub> e per m <sup>3</sup>	FY23	0.000378					305-4	12.6, 13.1
2. Capital Goods	tCO <sub>2</sub> e per number of vehicles	FY23	6.889631					305-4	12.6, 13.1
3. Fuel-and Energy-Related Activities: Natural Gas & Electric	tCO <sub>2</sub> e per kWh	FY23	0.000059					305-4	12.6, 13.1
3. Fuel-and Energy-Related Activities: Vehicles	tCO <sub>2</sub> e per km	FY23	0.000023					305-4	12.6, 13.1
3. Fuel-and Energy-Related Activities: Other Fuels	tCO <sub>2</sub> e per litres	FY23	-					305-4	12.6, 13.1
4. Upstream Transport and Distribution	tCO <sub>2</sub> e per tonne. km	FY23	0.000066					305-4	12.6, 13.1
5. Waste Generated in Operations	tCO <sub>2</sub> e per tonne	FY23	0.019969					305-4	12.6, 13.1

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<b>Planet</b>									
<b>^Emissions</b>									
<b>Scope 3 Emissions</b> continued									
6. Business Travel: Taxis	tCO <sub>2</sub> e per km	FY23	0.000260					305-4	12.6, 13.1
6. Business Travel: Flights	tCO <sub>2</sub> e per km	FY23	0.000305					305-4	12.6, 13.1
6. Business Travel: Rail	tCO <sub>2</sub> e per km	FY23	0.000044					305-4	12.6, 13.1
6. Business Travel: Non-owned Vehicles	tCO <sub>2</sub> e per km	FY23	0.000217					305-4	12.6, 13.1
6. Business Travel: Hire Car	tCO <sub>2</sub> e per km	FY23	0.000202					305-4	12.6, 13.1
6. Business Travel: Hotel Stays	tCO <sub>2</sub> e per £	FY23	0.010675					305-4	12.6, 13.1
7. Employee Commuting	tCO <sub>2</sub> e per FTE	FY23	0.722231					305-4	12.6, 13.1
8. Upstream Leased Assets	-	FY23	-					-	-
9. Downstream Transport and Distribution	tCO <sub>2</sub> e per tonne.km	FY23	0.000139					305-4	12.6, 13.1
10. Processing of Sold Products	-	FY23	-					-	-
11. Use of Sold Products	tCO <sub>2</sub> e per number of vehicles	FY23	25.029281					305-4	12.6, 13.1
12. End of Life Treatment	-	FY23	-					-	-
13. Downstream Leased Assets	tCO <sub>2</sub> e per number of vehicles	FY23	1.815310					305-4	12.6, 13.1
14. Franchises	-	FY23	-					-	-
15. Investments	-	FY23	-					-	-
^Emissions data is catalogued for FY22 due to MO's full carbon footprint being calculated in Q3 of the following financial year.									
<b>Water</b>									
<b>Total Water Consumption</b>	m3	FY24	4,931.98					-	-
<b>Total Breakdown</b>									
Bristol 410	m3	FY24	867.56					303-5	12.6
Bristol 420	m3	FY24	806.70					303-5	12.6
Bristol 440	m3	FY24	259.57					303-5	12.6
Bristol 560	m3	FY24	1,307.88					303-5	12.6
Bristol 610*	m3	FY24	-					303-5	12.6
Bristol 650*	m3	FY24	-					303-5	12.6
City Gate House**	m3	FY24	-					303-5	12.6
Forthstone	m3	FY24	1,220.55					303-5	12.6
Coalville***	m3	FY24	469.72					303-5	12.6

\* Data on water consumption is unavailable for Bristol 610 & 650.

\*\* Data on water consumption is unavailable for City Gate House due to localised construction impacting on accessibility to water meter.

\*\*\* Data on water consumption is not fully representative for Coalville due to construction work at the site and the data being unrecorded.



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Name	Unit	Year	Amount	Target	Target year	Location	Externally verified	Corresponding GRI disclosure	Related SDG target
<b>Energy</b>									
<b>Floorspace for all locations</b>	Sqft	FY24	252,309.00					-	-
<b>Total Breakdown</b>									
Bristol 410	Sqft	FY24	15,480.00					-	-
Bristol 420	Sqft	FY24	12,100.00					-	-
Bristol 440	Sqft	FY24	20,765.00					-	-
Bristol 560	Sqft	FY24	10,970.00					-	-
Bristol 610	Sqft	FY24	19,430.00					-	-
Bristol 650	Sqft	FY24	8,912.00					-	-
City Gate House	Sqft	FY24	54,946.00					-	-
Forthstone	Sqft	FY24	34,523.00					-	-
Coalville	Sqft	FY24	75,183.00					-	-
<b>Electricity</b>	kWh	FY24	3,904,768.90					302-1	-
<b>Total Breakdown</b>									
Bristol 410	kWh	FY24	276,557.00					302-1	7.2, 12.6
Bristol 420	kWh	FY24	251,092.00					302-1	7.2, 12.6
Bristol 440	kWh	FY24	449,359.00					302-1	7.2, 12.6
Bristol 560	kWh	FY24	200,726.00					302-1	7.2, 12.6
Bristol 610	kWh	FY24	648,760.00					302-1	7.2, 12.6
Bristol 650	kWh	FY24	147,485.00					302-1	7.2, 12.6
City Gate House	kWh	FY24	1,063,652.00					302-1	7.2, 12.6
Forthstone	kWh	FY24	812,766.00					302-1	7.2, 12.6
Coalville	kWh	FY24	54,371.90					302-1	7.2, 12.6
<b>Gas</b>	m3	FY24	106,794.90					302-1	-
<b>Total Breakdown</b>									
Bristol 410	m3	FY24	7,885.00					302-1	7.2, 12.6
Bristol 420	m3	FY24	2,364.50					302-1	7.2, 12.6
Bristol 440	m3	FY24	6,685.70					302-1	7.2, 12.6
Bristol 560	m3	FY24	3,566.90					302-1	7.2, 12.6
Bristol 610	m3	FY24	4,864.80					302-1	7.2, 12.6
Bristol 650	m3	FY24	1,114.00					302-1	7.2, 12.6
City Gate House	m3	FY24	69,977.00					302-1	7.2, 12.6
Forthstone	m3	FY24	3,042.10					302-1	7.2, 12.6
Coalville	m3	FY24	7,294.90					302-1	7.2, 12.6

\*\* City Gate up to end of FY24 - Relocated to new London premises at 22 Bishopsgate at the beginning of FY25

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Name	Unit	Year	Amount	Target	Target year	Location	Externally verified	Corresponding GRI disclosure	Related SDG target
<b>Waste</b>									
<b>General Waste</b>	Metric ton	FY24	71.857					306-3	-
<b>Total Breakdown</b>									
Bristol	Metric ton	FY24	32.817					306-3	12.5
City Gate House	Metric ton	FY24	26.800					306-3	12.5
Forthstone	Metric ton	FY24	12.240					306-3	12.5
Coalville**	Metric ton	FY24	-					306-3	12.5
<b>Dry Mixed Recycling</b>	Metric ton	FY24	39.515					306-3	-
<b>Total Breakdown</b>									
Bristol	Metric ton	FY24	15.915					306-3	12.5
City Gate House	Metric ton	FY24	11.200					306-3	12.5
Forthstone	Metric ton	FY24	12.400					306-3	12.5
Coalville**	Metric ton	FY24	-					306-3	12.5
<b>Energy Produced</b>	kWh	FY24	38,514.887					-	-
<b>Total Breakdown</b>									
Bristol	kWh	FY24	17,032.887					-	7.2
City Gate House*	kWh	FY24	14,740.000					-	7.2
Forthstone	kWh	FY24	6,742.000					-	7.2
Coalville**	kWh	FY24	-					-	7.2
<b>CO<sub>2</sub> Saved</b>	Metric ton	FY24	75.367					-	-
<b>Total Breakdown</b>									
Bristol	Metric ton	FY24	25.177					-	7.3
City Gate House*	Metric ton	FY24	27.460					-	7.3
Forthstone	Metric ton	FY24	22.730					-	7.3
Coalville**	Metric ton	FY24	-					-	7.3

\* Waste for City Gate House is unavailable from July due to the move to 22B

\*\*\* Waste data for Coalville is unavailable



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Name	Unit	Year	Amount	Target	Target year	Location	Externally verified	Corresponding GRI disclosure	Related SDG target
<b>Waste</b>									
<b>Circular Economy Initiatives</b>	Number of initiatives	FY24	6					-	-
<b>Biodiversity</b>									
Operational sites owned, leased, or managed in protected areas of high biodiversity	Number of sites	FY24	2					304-1	15.9
<b>Biodiverse Land</b>	Sqft	FY24	48,875.21					304-1	-
<b>Total Breakdown</b>									
Bristol	Sqft	FY24	47,745.00					304-1	15.9
City Gate House	Sqft	FY24	-					304-1	15.9
Forthstone	Sqft	FY24	1,130.21					304-1	15.9
Coalville	Sqft	FY24	-					304-1	15.9

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Name	Unit	Year	Amount	Target	Target year	Location	Externally verified	Corresponding GRI disclosure	Related SDG target
<b>People</b>									
<b>Workforce</b>									
<b>Total number of employees</b>	Number of employees	FY24	1,741					2-7-a	-
<b>Total breakdown</b>									
<b>Employees by Office Location</b>									
Bristol	%	FY24	62.7%					2-7-a, 405-1-b	-
London	%	FY24	21.0%					2-7-a, 405-1-b	-
Edinburgh	%	FY24	11.4%					2-7-a, 405-1-b	-
Coalville	%	FY24	3.3%					2-7-a, 405-1-b	-
Field	%	FY24	1.6%					2-7-a, 405-1-b	-
<b>Employees by Age</b>									
< 20 years	%	FY24	0.2%					405-1-b	8.5
20-29 years	%	FY24	19.9%					405-1-b	8.5
30-39 years	%	FY24	40.5%					405-1-b	8.5
40-49 years	%	FY24	22.5%					405-1-b	8.5
50-59 years	%	FY24	14.1%					405-1-b	8.5
60+ years	%	FY24	2.9%					405-1-b	8.5
<b>Employees by Contract</b>									
Full-Time	%	FY24	87.0%					2-7-b	-
Part-Time	%	FY24	13.0%					2-7-b	-
<b>Hires and Leavers</b>									
New Starters	Number of employees	FY24	418					401-1	-
Leavers	Number of employees	FY24	286					401-1	-
Attrition Rate	%	FY24	8.4%					401-1	-



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Name	Unit	Year	Amount	Target	Target year	Location	Externally verified	Corresponding GRI disclosure	Related SDG target
People									
Diversity									
Total breakdown									
<b>Employees by Gender</b>									
Male	%	FY24	45.9%					405-1-b	5.1, 5.5
Female	%	FY24	54.1%					405-1-b	5.1, 5.5
<b>Ethnicity</b>									
White	%	FY24	86.6%			<a href="#">Pay Gap Report 2023 p.22</a>		405-1-b	8.5, 10.2
Asian or Asian British	%	FY24	6.8%			<a href="#">Pay Gap Report 2023 p.22</a>		405-1-b	8.5, 10.2
Black, Black British, Caribbean, or African	%	FY24	3.6%			<a href="#">Pay Gap Report 2023 p.22</a>		405-1-b	8.5, 10.2
Mixed, or multiple ethnic groups	%	FY24	2.2%			<a href="#">Pay Gap Report 2023 p.22</a>		405-1-b	8.5, 10.2
Other ethnic groups	%	FY24	0.8%			<a href="#">Pay Gap Report 2023 p.22</a>		405-1-b	8.5, 10.2
<b>Gender Pay Gap</b>									
Mean Pay Gap	%	FY24	22.4%			<a href="#">Pay Gap Report 2024 p.6</a>		405-2-a	5.1, 5.5
Median Pay Gap	%	FY24	20.6%			<a href="#">Pay Gap Report 2024 p.6</a>		405-2-a	5.1, 5.5
Mean Bonus Pay Gap	%	FY24	37.4%			<a href="#">Pay Gap Report 2023 p.6</a>		405-2-a	5.1, 5.5
Median Bonus Pay Gap	%	FY24	29.8%			<a href="#">Pay Gap Report 2023 p.6</a>		405-2-a	5.1, 5.5
<b>Disability</b>									
Proportion of Employees declaring a disability	%	FY24	12.3%					405-1	8.5, 10.2
Mean Pay Gap	%	FY24	11.8%			<a href="#">Pay Gap Report 2024 p.9</a>		405-2-a	8.5, 10.2
Median Pay Gap	%	FY24	16.3%			<a href="#">Pay Gap Report 2024 p.9</a>		405-2-a	8.5, 10.2

Name	Unit	Year	Amount	Target	Target year	Location	Externally verified	Corresponding GRI disclosure	Related SDG target
People									
Local Communities and Impact									
Total breakdown									
<b>Matched Funding</b>									
Submitted charities	Number of charities	FY24	61				P	-	3, 4, 10
Amount raised by employees	£	FY24	£118,022.80				P	-	3, 4, 10
Amount matched by MO	£	FY24	£23,828.76				P	-	3, 4, 10
SDGs	Number of SDGs	FY24	3				P	-	3, 4, 10
<b>Charitable Nominations</b>									
Submitted charities	Number of charities	FY24	17				P	-	3, 15
Charitable giving amount	£	FY24	£17,000.00				P	-	3, 15
SDGs	Number of SDGs	FY24	3				P	-	3, 15
<b>Volunteering</b>									
Hours volunteered by MO employees	Hours	FY24	500.5				P	-	3, 7, 8, 10, 11
Opportunities completed by MO volunteers*	Number of volunteered actions	FY24	553				P	-	3, 7, 8, 10, 11
Financial Impact	£	FY24	£7,589.00				P	-	3, 7, 8, 10, 11
Social Impact	People supported	FY24	3426				P	-	3, 7, 8, 10, 11
SDGs	Number of SDGs	FY24	5				P	-	3, 7, 8, 10, 11

\* Opportunities have replaced actions due to change in approach and volunteering provider

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Name	Unit	Year	Amount	Target	Target year	Location	Externally verified	Corresponding GRI disclosure	Related SDG target		
<b>Principles Organisation</b>											
<b>Policy</b>											
At a glance	Sustainable development goals	-	FY24	-	-			Annual Report and Accounts p.49, Impact Report p.12-14	2-22	7, 12, 13	
	Organisation details	-	FY24	-	-			Annual Report and Accounts p.4, Impact Report p.4	2-1	7, 12, 13	
	Principles for Governance and Governance structure	-	FY24	-	-			Annual Report and Accounts p.56-68, Impact Report p.40	2-10, 2-11, 2-12, 2-13, 2-14, 2-16, 2-18	7, 12, 13	
Planet	<b>Risk</b>										
Principles	Risk management	-	FY24	-	-			Annual Report and Accounts p.44	2-24	-	
	Risk appetite	-	FY24	-	-			Annual Report and Accounts p.52	2-24	-	
	Principal risk			Number of principal risks	FY24	11		Annual Report and Accounts p.45-50	2-24	-	
Appendix	<b>Remuneration</b>										
	Remuneration approach	-	FY24	-	-			Annual Report and Accounts p.77-78	2-19	-	
	Determined remuneration process	-	FY24	-	-			Annual Report and Accounts p.78-84	2-20	-	
<b>Stakeholders</b>											
<b>Number of stakeholders</b>			Number of stakeholders	FY24	8			Annual Report and Accounts p.56-59	P	2-29	-
<b>Total Breakdown</b>											
Internal stakeholders			Number of stakeholders	FY24	1			Annual Report and Accounts p.57-59	P	2-29	-
External stakeholders			Number of stakeholders	FY24	7			Annual Report and Accounts p.57-59	P	2-29	-

Name	Unit	Year	Amount	Target	Target year	Location	Externally verified	Corresponding GRI disclosure	Related SDG target
<b>Materiality</b>									
<b>Material Topics</b>									
Process to determine material topics	-	FY24	-			<a href="#">Impact Report p.13</a>	P	3-1	4, 7, 8, 10, 13
Areas of assessment for ESG	Number of areas	FY24	20			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
<b>Total breakdown</b>									
Electric vehicles	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
Scheme management	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
Affordability	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
Customer support	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
Climate change	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
Product innovation	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
Employee attraction, retention, and development	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
Risk management	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
Diversity, equity, and inclusion (DEI)	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
Product innovation (health and safety)	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
Responsible purchasing	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
Energy sources	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
Responsible marketing	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
Product safety	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
Ethical supply chain	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
Social mobility	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
Climate finance	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
Resource efficiency	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
Material sourcing	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
Charitable giving	Material topic	FY24	-			<a href="#">Impact Report p.13</a>	P	3-2	4, 7, 8, 10, 13
<b>Management of material topics*</b>									
Aspirational goals allocated to manage material topics	Number of aspirational goals	FY24	4			<a href="#">Impact Report p.14</a>		3-3-d	4, 7, 8, 10, 13
<b>Taxation</b>									
You can find data relating to taxation can MO's Tax Strategy 2023 Document: <a href="https://www.mo.co.uk/media/cd112bx1/mo-tax-strategy-sept-2023.pdf">https://www.mo.co.uk/media/cd112bx1/mo-tax-strategy-sept-2023.pdf</a>								207-1, 207-2, 207-3, 207-4	-



# Climate-related financial disclosure

## Climate-related risk summary

Risk description	Potential financial impact	Risk type	Time horizon	Controls	Inherent (gross) impact	Inherent (gross) likelihood	Inherent (gross) risk	Residual (net) impact	Residual (net) likelihood	Residual (net) risk
Changes in residual values of vehicles (decreased value of assets) due to changing climate-related regulations, consumer behaviour or infrastructure changes	Decreased asset value or asset useful life leading to write-offs, asset impairment or early retirement of existing assets	Transition	Long term Low carbon scenario	<ul style="list-style-type: none"> <li>Quarterly forecasting of residual value movements</li> <li>Use the Bank of England's climate scenarios to calculate residual value and incorporate results into the Economic Capital process</li> <li>Use of different external data sources and forecasts to support forecasting of future residual values.</li> </ul>	Very high	High (25-50%)	High	Very high	Low (1-5%)	High
Implementation of carbon pricing and taxation could impact vehicle manufacturers in MO's supply chain, indirectly increasing operational expenditure	Increased operating costs	Transition	Medium term Low carbon scenario	<ul style="list-style-type: none"> <li>Supply chain diversification through purchasing the fleet from a range of car manufacturers globally</li> <li>Quarterly pricing cycles enabling quick reactions to prices and negotiation cycle with manufacturers to secure discounts</li> <li>Close management of manufacturers by the account management function providing early oversight of potential price changes</li> <li>Increasing advanced payment to cover the cost increase</li> </ul>	Very high	Medium (5-25%)	High	High	Medium (5-25%)	High
Reduction in the range and services MO are able to offer due to emerging climate-related legislation (e.g. ZEV Mandate)	Reduced revenue due to lower demand for services as a result of limited range offering	Transition	Medium term Low carbon scenario	<ul style="list-style-type: none"> <li>Quick reactions to changes in legislation and market with regards to shifting fleet profile as the majority of fleet vehicles are on three-year lease agreements</li> <li>Track the percentage of EVs within the fleet. Set aspirational goal to transition 8 out of 10 customers into an electric vehicle by 2032</li> </ul>	High	High (25-50%)	High	High	Medium (5-25%)	High
Not complying with the current and upcoming mandatory climate-related regulations, resulting in fines and/or reputational damage	Increased operating costs due to potential fines and needing to respond to regulation. Reduced revenue from decreased demand for services due to reputational damage	Transition	Long term Low carbon scenario	<ul style="list-style-type: none"> <li>Already compliant with all relevant climate-related regulations e.g. SECR and UK-CFD</li> <li>Legal team is responsible for monitoring current and future legislation</li> <li>Risk team and legal team perform compliance checks against regulations</li> <li>Additionally, the sustainability team performs horizon scanning for upcoming regulation and are responsible for delivering the required reporting against current regulation.</li> </ul>	Medium	High (25-50%)	High	Medium	Low (1-5%)	Low

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Climate-related financial disclosure continued

## Climate-related risk summary

Risk description	Potential financial impact	Risk type	Time horizon	Controls	Inherent (gross) impact	Inherent (gross) likelihood	Inherent (gross) risk	Residual (net) impact	Residual (net) likelihood	Residual (net) risk
Changing stakeholder sentiment resulting in difficulty in attracting funding if investors become dissatisfied with MO's ESG strategy	Decreased access to investment	Transition	Long term Low carbon scenario	<ul style="list-style-type: none"> <li>Managing rating agencies (financial and ESG) to maintain credible investment ratings and ESG credential</li> <li>Collaboration with shareholder banks to facilitate bond investment roadshows to showcase MO's performance and business plans</li> <li>Aspirational Goal set that by 2030, 100% of new finance will be sustainability-linked. Sustainability-linked loan in place which has KPIs linked to sustainability performance</li> <li>The current social bond framework will be moving towards a sustainability bond framework with a combination of social and green bond issuance. Bonds will start to be issued from early 2025</li> </ul>	Very high	High (25-50%)	High	High	Low (1-5%)	Medium
Supply chain challenges for the production of EVs due to availability of materials needed (focused on EV availability and cost)	Increased operating costs due to rising vehicle prices	Transition	Medium term Low carbon scenario	<ul style="list-style-type: none"> <li>Supply chain diversification through purchasing the fleet from a range of car manufacturers globally</li> <li>Quarterly pricing cycles enabling quick reactions to prices and negotiation cycle with manufacturers to secure discounts</li> <li>Close management of manufacturers by the account management function providing early oversight of potential price changes</li> <li>Increasing advanced payment to cover the cost increase</li> </ul>	Very high	Medium (5-25%)	High	High	Medium (5-25%)	High
Changing consumer behaviour (e.g. attitude towards climate, the environment and ICE car travel, as well as attitudes to using EVs) resulting in fewer people using the Motability allowance for MO leased vehicles	Reduced revenue due to reduced demand for services	Transition	Medium term High carbon scenario	<ul style="list-style-type: none"> <li>Wrap around care offering making MO's service reliable and attractive to people with disabilities over public transport or alternative options of travel</li> <li>MO investing in EV support and education for customers. For example, EV charging</li> <li>Dedicated teams focussed on EVs. For example, customer services and MOEV</li> </ul>	Very high	High (25-50%)	High	Low	Medium (5-25%)	Low
(Un)availability/Cost of renewables to be able to reach SBTs and Net Zero target	Increased operating costs	Transition	Near term Low carbon scenario	<ul style="list-style-type: none"> <li>Transition to new London office will reduce energy usage by half</li> <li>Controls in buildings to reduce consumption e.g. timed lighting, heating controls, tap sensors</li> <li>Solar panels installed in Bristol and Edinburgh to enable self-generation</li> <li>Redevelopment of the Coalville refurbishment site includes a number of controls to reduce energy consumption e.g. solar panels</li> <li>Workplace teams in each location monitor building consumption</li> </ul>	Very low	Low (1-5%)	Accepted	Very low	Very low (<1%)	Accepted
Limited skilled workers who can maintain the operation of EVs	Write-off or early retirement of assets and reduced resale value	Transition	Medium term Low carbon scenario	<ul style="list-style-type: none"> <li>The Coalville academy will be upskilling workers</li> <li>Dealer partner managers managing group and dealer relationships nationally</li> </ul>	Low	Medium (5-25%)	Low	Low	Low (1-5%)	Accepted



## Climate-related risk summary

Risk description	Potential financial impact	Risk type	Time horizon	Controls	Inherent (gross) impact	Inherent (gross) likelihood	Inherent (gross) risk	Residual (net) impact	Residual (net) likelihood	Residual (net) risk
Insufficient/limited EV charging infrastructure across the UK could slow the uptake of EVs and make the transition to EVs challenging	Reduced demand for MO product offering as customers do not want to use EVs R&D expenditures in new and alternative technologies	Transition	Medium term Low carbon scenario	<ul style="list-style-type: none"> <li>Investment in infrastructure support e.g. partnered with Ohme to offer free-of-charge domestic charging points to customers choosing to lease an electric vehicle</li> <li>Trials being conducted with EV charging providers to identify the right solutions for the customer and increase the diversification of suppliers</li> </ul>	Medium	Very high (>50%)	High	Low	Medium (5-25%)	Low
New technologies such as EVs could underperform	Reduced demand for MO product offering as customers do not want to use EVs Write-off or early retirement of assets and reduced resale value R&D expenditures in new and alternative technologies	Transition	Medium term High carbon scenario	<ul style="list-style-type: none"> <li>Supporting eWAV development</li> <li>Provision of wrap around care</li> <li>Effective customer complaints management</li> <li>Dealer partnership managers identifying issues early</li> </ul>	Medium	High (25-50%)	High	Low	High (25-50%)	Medium
Reputational risks associated with not hitting MO's verified science based target or other environmental commitments (e.g. waste, water, biodiversity)		Transition	Long term Low carbon scenario	<ul style="list-style-type: none"> <li>Dedicated sustainability team responsible for managing and monitoring progress against KPIs. Measurement of carbon footprint on an annual basis tracked against target progress.</li> <li>Implementation of data systems and development of an IMS (Integrated management system)</li> <li>Remuneration linked to sustainability KPIs to hold management responsible</li> <li>Sustainability targets built into sustainability-linked loans</li> </ul>	High	High (25-50%)	High	Medium	Low (1-5%)	Low
Reputational risks if MO do not transition successfully to an EV fleet		Transition	Medium term Low carbon scenario	<ul style="list-style-type: none"> <li>MO have set an aspirational goal to address the challenges customers face as the industry moves to electric, aiming to seamlessly transition 8 out of 10 customers into an electric vehicle by 2032</li> <li>Education of customers around use of EVs</li> <li>Ensuring adequate supply and choice of EVs available for customers</li> </ul>	Very high	Very high (>50%)	High	Medium	Medium (5-25%)	Medium
Physical impacts of climate change, including flooding and extreme weather causing disruption to third party supplier physical infrastructure such as dealers, service centres, vehicle manufacturers		Physical	Long term High carbon scenario	<ul style="list-style-type: none"> <li>Highly diversified supply chain to reduce risk of a single point of failure</li> <li>Defined business continuity response plans. Formulation of a cross functional group dedicated to working out and managing business continuity events</li> <li>Quarterly pricing cycle allows a quick reaction to price fluctuations and dedicated account managers give early oversight of these challenges (Strong supplier relationships and communication)</li> </ul>	Very high	Very high (>50%)	High	Medium	Medium (5-25%)	Medium

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## Climate-related risk summary

Risk description	Potential financial impact	Risk type	Time horizon	Controls	Inherent (gross) impact	Inherent (gross) likelihood	Inherent (gross) risk	Residual (net) impact	Residual (net) likelihood	Residual (net) risk
Risk of increased insurance claims and associated losses with respect to our fleet as a result of increased UK flooding activity and other extreme weather events		Physical	Long term High carbon scenario	<ul style="list-style-type: none"> <li>Insurance team monitors claim frequencies and values, noting extreme weather events and any correlated claims</li> <li>Our Economic Capital process is designed to protect the business against extreme shock events. This covers both Insurance and Operational Losses (more of a final backstop)</li> </ul>	Very high	Very high (>50%)	High	Low	Very high (>50%)	Medium
Climate-related severe weather events disrupt or damage MO's direct operations e.g. offices and refurbishment centre		Physical	Long term High carbon scenario	<ul style="list-style-type: none"> <li>Well-established continuity response plans in place including homeworking, system resilience and disaster recovery</li> <li>Buildings dispersed across the UK</li> <li>Economic Capital process is designed to protect the business against extreme shock events. This covers both Insurance and Operational Losses</li> </ul>	Medium	High (25-50%)	High	Low	High (25-50%)	Medium



Climate-related financial disclosure continued

## Climate-related opportunities summary

Opportunity Description	Impact	Likelihood	Overall Opportunity
1. Potential increased value of fleet if MO successfully transitions fleet to EVs, due to the UK government's EV policy	Very high	Low (1-5%)	High
2. Increased choice and improved affordability of zero emission vehicles resulting from the ban on new petrol and diesel cars from 2035	Very high	Medium (5-25%)	High
3. Developing partnerships and investing in product innovation that has a reduced negative impact on the environment drives the transition to EVs	High	Medium (5-25%)	High
4. Improved reputation and/or external ratings (financial and ESG) as a result of complying with climate-related regulations, committing to and delivering climate action, successfully transitioning to Net Zero and a fully EV fleet	Medium	Low (1-5%)	Low
5. Increased investment opportunities/green funding due to MO's climate action and creation of a sustainability-linked bond framework	High	Medium (5-25%)	High
6. Transitioning to 100% renewables resulting in potential operational savings due to rising fuel costs	Low	Very high (>50%)	Medium
7. Investing in upskilling people at refurbishment plant at Coalville to address technician shortage within the EV industry	Low	High (25-50%)	Medium
8. Implementing circular economy principles across the business and within car refurbishment to reduce the use of virgin materials	Medium	High (25-50%)	High
9. Improving environmental, social, nature and biodiversity impacts in the communities where MO operates	Low	High (25-50%)	Medium

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## Product related

<b>EV</b>	Electric vehicle
<b>ICE</b>	Internal combustion engine
<b>PWSS</b>	Powered wheelchair and scooter scheme
<b>WAV</b>	Wheelchair accessible vehicle
<b>eWAV</b>	Electric wheelchair accessible vehicle
<b>ZEV</b>	Zero-emission vehicle

## Journey to net zero

<b>BIA</b>	Business impact assessment
<b>CBES</b>	Climate biennial exploratory scenarios
<b>CO<sub>2</sub>e / tCO<sub>2</sub>e</b>	Carbon dioxide equivalent/tonnes of carbon dioxide equivalent
<b>COP</b>	Conference of parties
<b>GHG</b>	Greenhouse gas emissions
<b>GRI</b>	Global reporting initiative
<b>SBT</b>	Science based target
<b>SBTi</b>	Science-based target initiative
<b>Scope 1</b>	Direct greenhouse gas emissions that occur from sources that are controlled or owned by the business
<b>Scope 2</b>	Indirect greenhouse gas emissions associated with the purchase of electricity, steam, heat, or cooling
<b>Scope 3</b>	All other indirect emissions that occur in the upstream and downstream activities of the business
<b>SECR</b>	Streamlined energy and carbon reporting
<b>TCFD</b>	Taskforce on climate-related financial disclosures

## Other business terms

<b>CET</b>	Customer experience team
<b>Disability Confident Leader</b>	An accreditation showing our commitment to diversity and inclusion in the workplace
<b>EAP</b>	Employee assistance program
<b>EDI</b>	Equity, diversity and inclusion
<b>Halo Code</b>	A campaign pledge, signed by schools and businesses, which promises members of the Black community that they have the “freedom and security to wear all afro-hairstyles without restriction or judgment”.
<b>Impact Champions</b>	Impact and sustainability champions
<b>Investing in Ethnicity</b>	The secretariat of the All-Party Parliamentary Group for Governance and Inclusive Leadership that promotes ethnic inclusion for the entire organisation
<b>ISC</b>	Impact and Sustainability committee
<b>LGBTQ+</b>	Lesbian, gay, bisexual, trans, queer plus
<b>MHA</b>	Mental health allies
<b>PMI</b>	Personal medical insurance
<b>Financial terms</b>	
<b>MCR</b>	Minimum capital requirement