

# Motion Applied Gender Pay Gap Report

Snapshot date: 5 April 2025

# Contents

1. Introduction
2. Gender Pay Gap: What the figures show
3. Our results
4. What are the reasons for our gender pay gap?
5. What are the reasons for our gender bonus gap?
6. Our areas of focus



# 01: Introduction

- At Motion Applied, we develop and deliver advanced engineering and technology solutions that enable organisations across motorsport, electrification, transport and beyond to make a difference to our customers and the world around them. With a strong heritage in motorsport, including Formula 1, we apply the technical expertise and dynamic mindset of motorsport to engineer solutions that help address some of today's most complex challenges across a range of industries.
- The business became its own legal entity in 2021 and has continued to evolve and strengthen its identity. The business now operates fully as Motion Applied Ltd, with greater freedom to define and communicate its own identity, values and people strategy. This autonomy supports our longer-term focus on attracting, developing and retaining talent and on improving gender representation across the business.
- Diversity is vital to our success. As a multinational, multicultural organisation, we value diverse talents and perspectives to compete, innovate, and excel for our customers. We are committed to fostering an inclusive environment where everyone can thrive and contribute their unique strengths.
- We remain dedicated to reducing the gender pay gap and improving diversity across our business. We recognise that meaningful change takes time, and we continually challenge ourselves to do better while closely monitoring our progress.

We confirm that the information in this report is accurate.

**Samir Maha**  
CEO

**Lynette Prag**  
HR Director



## 02: Gender Pay Gap: What the figures show

- **What the gender pay gap is:**

The gender pay gap shows the difference in average hourly pay between men and women across the organisation.

- **How it differs from equal pay:**

The gender pay gap looks at overall pay, whereas equal pay focuses on whether individuals doing the same or similar jobs are paid equally.

- **What it looks at:**

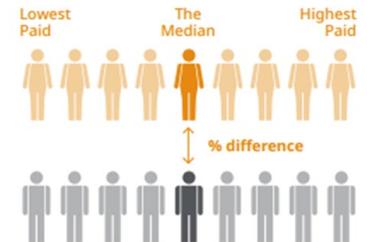
The gender pay gap looks at all roles and all levels across the organisation, not individual jobs, and compares overall average pay between men and women.

- **Why both mean and median are used:**

The mean shows the overall picture, while the median helps explain what most people experience.

- **What the gender bonus gap is:**

The gender bonus gap shows the difference in average and median bonus payments received by men and women and can be affected by the number of people receiving a bonus and the value of those payments.





# 03: Our results

## Women's hourly rate of pay

Mean	Median
13.6% lower	12.1% lower

## Our gender profile



- Mean pay gap: Difference in average hourly pay between men and women
- Median pay gap: Difference in median (midpoint) hourly pay between men and women

## Women's bonus pay

Mean	Median
11.6% lower	1,323% higher

## Who received bonus pay



- Mean bonus gap: Difference in average bonus pay between men and women
- Median bonus gap: Difference in median (midpoint) bonus pay between men and women



# 03: Our results

Proportion of employees in each pay quartile



Women's hourly rate in each pay quartile

**Median** = 7.84% lower for women  
**Mean** = 14.7% lower for women

**Median** = 1.21% higher for women  
**Mean** = 1.68% higher for women

**Median** = 1.57% higher for women  
**Mean** = 0.8% higher for women

**Median** = 1.94% lower for women  
**Mean** = 0.6% higher for women



# 04: What are the reasons for our gender pay gap?

- As an engineering-led organisation operating within the STEM sector, we recognise that our gender pay gap must be viewed in the context of wider industry trends. Engineering and technology roles continue to have lower female representation, particularly in senior and specialist positions, which remains a key structural driver of gender pay gaps across the sector.
- Between the 2024 and 2025 snapshot dates, our overall headcount reduced by approximately **10%**. The majority of leavers were male employees, many in higher-paid roles. During the same period, we retained our female employee population and appointed women into senior roles, improving representation at higher levels.
- As a result, the proportion of women in the workforce increased from **15%** to **17%**. These changes contributed to a reduction in our gender pay gap, with the median gap reducing from **25%** to **12.1%** and the mean gap reducing from **21.2%** to **13.6%**. As in previous years, these movements reflect changes in the distribution of roles and pay levels, rather than differences in pay for men and women performing the same or similar roles.
- Our gender pay gap therefore continues to be driven primarily by representation across roles and levels. We remain confident that our pay practices are fair and consistent and that the gender pay gap does not indicate unequal pay.
- We recognise that improving gender balance within an engineering-focused organisation requires sustained, long-term action, particularly given the limited pipeline of women entering technical and engineering disciplines. As a result, progress may vary year on year, especially within a business of our size.
- As Motion Applied continues to develop, we remain committed to improving gender representation across the business, including within technical and senior roles, and to supporting progression over time. We will continue to monitor our data closely and to focus on making meaningful, sustainable progress in reducing our gender pay gap.



# 05: What are the reasons for our gender bonus gap?

- The Company did not have a company-wide bonus scheme during the relevant reporting period, as the scheme was temporarily paused (in abeyance).
- A small number of bonus payments were made during the year, the majority of which were low-value (£100) instant reward payments made through a voucher platform. These payments fall within the statutory definition of bonus pay and are therefore required to be included in the gender bonus gap calculations. A limited number of additional one-off payments were also made, including recruitment referral fees and ad-hoc awards recognising specific contributions.
- In the absence of a company-wide bonus scheme, and where payments were limited to one-off and instant reward awards, the gender balance of bonus recipients is weighted towards men. As a result, both the mean and median bonus figures are highly sensitive to individual payments and do not reflect typical bonus outcomes across the organisation.
- Due to the small number and low value of bonus payments, the median calculation is particularly sensitive. The inclusion of instant rewards results in a negative median gender bonus gap of  $-1,323\%$ , indicating that women received a higher median bonus value. This outcome reflects the mechanics of the statutory calculation, rather than underlying reward practice or typical bonus outcomes across the workforce.
- As in previous years, the median bonus figure should be interpreted with caution and is not representative of Motion Applied's approach to company-wide bonus payments, given that the formal bonus scheme remained in abeyance during the reporting period.



# 06: Our areas of focus

01

## External market review

We continue to benchmark salaries against the external market to support a fair and rewarding work environment.

We use a job level framework across the organisation, ensuring that roles are aligned and that employees receive comparable pay for their role, regardless of background.

02

## Women in leadership

Since the 2024 snapshot date, we have improved the female representation at our Senior Leadership Team (SLT) level, Head of level and management level. We have promoted and recruited several women to senior roles. Women are now leading across various departments at Applied, demonstrating that their careers can thrive with us.

We remain committed to further increasing female representation in senior and specialist roles, supporting progression and leadership development across Motion Applied.

03

## The feel of the place

We strive to provide an agile and flexible work environment where everyone can perform at their best. Our hybrid working approach supports our employees by helping them balance their work and home lives through flexible working arrangements that accommodate their various priorities.

We have introduced monthly, informal one-to-one meetings between employees and members of the Senior Leadership Team. By creating regular, open dialogue across different areas of the organisation, this approach helps ensure a broader range of voices are heard and supports an inclusive culture where feedback can inform decision-making at senior level.

04

## STEM

Addressing the future demand for engineers requires encouraging more young people to study STEM subjects and pursue engineering-related careers. We are committed to working with young people, parents and education providers to promote STEM education.

Employees who join our STEM network and register as STEM ambassadors can dedicate up to four days per year to STEM activities. Regardless of background or discipline, employees are encouraged to share their knowledge and inspire the next generation.

We aim to continue increasing the number of events we support to help strengthen the long-term talent pipeline.

Dukes Court  
Block E, Duke Street  
Woking  
GU21 5BH



**MOTION  
APPLIED**