

MOO 2020 Gender Pay Gap Report



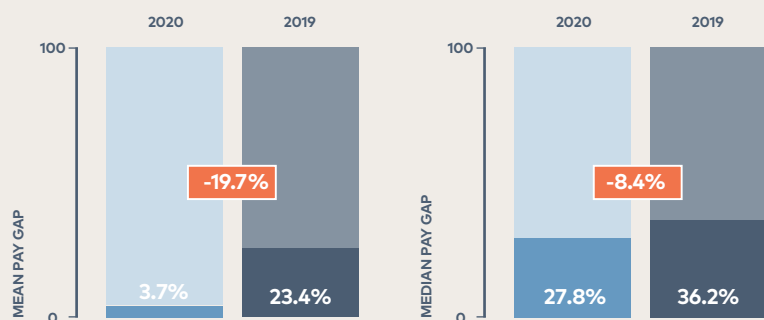
This report provides an overview of MOO's gender pay gap figures, which are submitted in line with the UK Government's gender pay gap reporting legislation as of 5th April 2020. At MOO we work hard to create a values-driven, purposeful and highly empowered organisation that we are all proud to work for. We treat all our employees fairly and equally.

The **gender pay gap** is a measure of the difference between men's and women's average earnings across an organisation or the labour market, regardless of level or role. It is expressed as a percentage of men's earnings. **Equal pay** means that men and women in the same role performing equal work must receive equal pay, as set out in the Equality Act 2010.

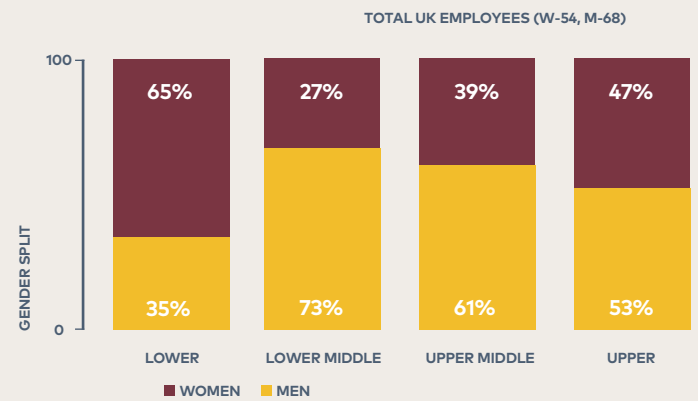
There is a difference between Gender Pay Gap and Equal pay. For clarity and the avoidance of doubt MOO pays equally, it's a moral and legal obligation. We have procedural checks at hiring and throughout the employee life cycle to test and make sure we do not have any unequal pay issues.

The existence of a gender pay gap does not mean that we are falling short in our equal pay obligations.

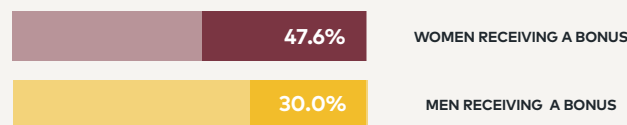
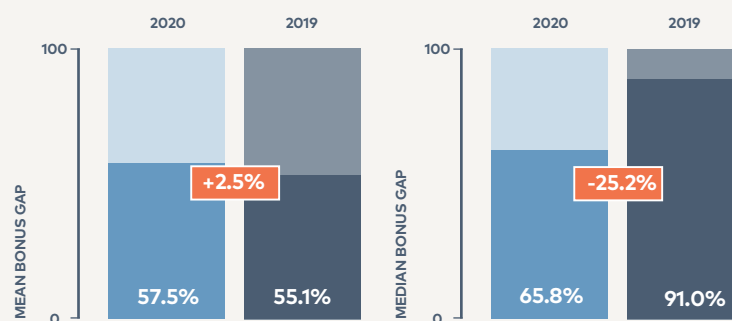
UK Mean and Median Gender Pay Gap



UK Salary Quartiles



UK Mean and Median Gender Bonus Gap



MOO's Commitment to Closing the Gap

We are committed to continuing to close the gender pay gap, as defined by UK government standards here at MOO and have a number of initiatives in place to support us in achieving this, including:

Inclusion & Diversity

Our employee led chapters run a regular program of events and activities to create a place that inspires diversity of thought, innovation and an inclusive sense of belonging. We have taken these initiatives virtually to not lose momentum while working under COVID restrictions.

Work 2.0

Work 2.0 is a transformation programme, designed around our people to build a strong culture and business in the wake of the pandemic that is a reflection of our brand and values: purposeful, sustainable and inclusive.

Compensation Analysis

Under the leadership of our new CPO we will be reviewing our compensation practices with the goal of shifting away from person based pay to position based pay with the stated aim of reducing bias in compensation.

MOO's Commitment to Diversity

We want a business that better represents the world around us. Change will not happen quickly and so our commitments are hardwired into our processes, our actions and our planning for the future.

- Continued investment
- Awareness
- Optimising processes
- Balancing hiring
- Prioritising global metrics
- Holding leadership accountable

Founder and CEO Commentary

I am pleased to see the continued progress in our results since we published our last report. 2020 was an incredibly challenging year; both for MOO as a business and for our employees. Our business, in alignment with the market, had to make difficult decisions to ensure a future for MOO. This included a significant number of our staff being placed on Furlough. The timing of this data coincided with this action, making it not reflective of the workforce we have today.

Whilst the data continues to move in the right direction, we are aware that our data continues to be sensitive and has been impacted by our use of the Furlough Scheme in 2020. We remain committed to radical change. Our Work 2.0 programme is driven by a desire to make work at MOO more flexible, equitable and sustainable with the aim of building a better MOO in the wake of the pandemic. Our ambition is to have a balanced workforce that reflects all aspects of the world around us equally.

Personally I am grateful and proud of all the hard work that has been done by all of our people at MOO against significant challenges, particularly in 2020. I'm extremely excited for the next chapter in our journey and what we will be able to achieve in the future.

Richard Moross
Founder & CEO