

Orbit

Gender
Pay Report
2017-18

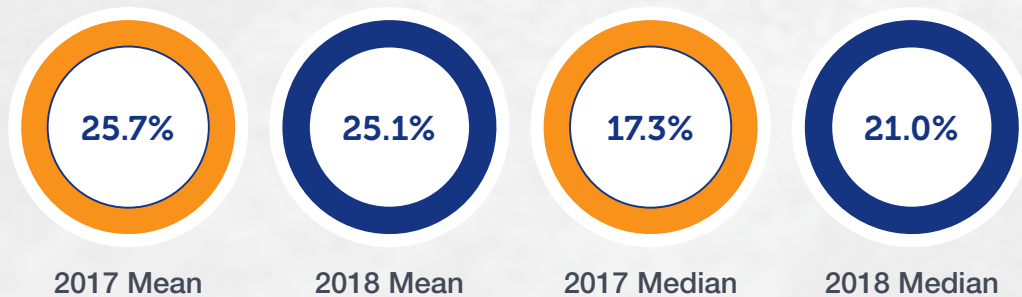


Foreword

As a business employing over 1000 people from many different professional backgrounds, we are committed to taking practical action to increase inclusivity in our business.

We are passionate about giving everyone an equal opportunity to unlock their full potential and succeed regardless of gender and background. This means equality and diversity across all areas, although gender equality is the focus of this report. A diverse workforce strengthens our business and benefits both our customers and our colleagues.

In the 12 months up to March 2018 there was a significant change in the structure of our company as we initiated the 'Shaping our Future' initiative. This was a programme designed to build on our key strengths, unlock our potential and create an outstanding company with a great culture positioned for growth and great service delivery.



Comparing 2018 results to 2017, we have seen a small decrease in our mean pay gap that is positive. However our median pay gap has increased, something that we are looking to address through a range of initiatives.

Creating a diverse, inclusive and great place to work is at the top of our agenda at Orbit and this report outlines a number of key initiatives that Orbit is taking to bring greater gender pay equality to our workplace.

We recognise that real lasting change takes time. We look forward to driving progress in this space to maximise the potential we have to become a truly diverse company.



Craig Wilcockson
Group People Director

What is the gender pay gap?

A gender pay gap is the difference between the average pay of all men and women in an organisation.

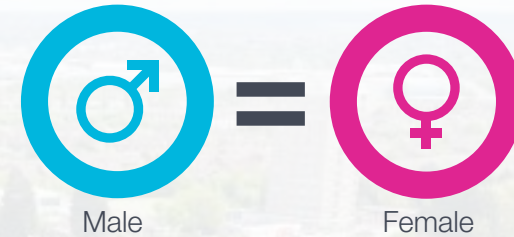
This is calculated based on the hourly rates of pay as of 5th April 2018.

Typically, the gender pay gap exists due to one of two core issues:

- **Equality** - Where males and females carrying out similar roles are paid differently; or
- **Diversity** - Where the proportion of males and females differ at different pay scales.

Analysis shows that a company's pay gap is caused primarily by a diversity issue, where there are a greater proportion of males in more senior and technical roles.

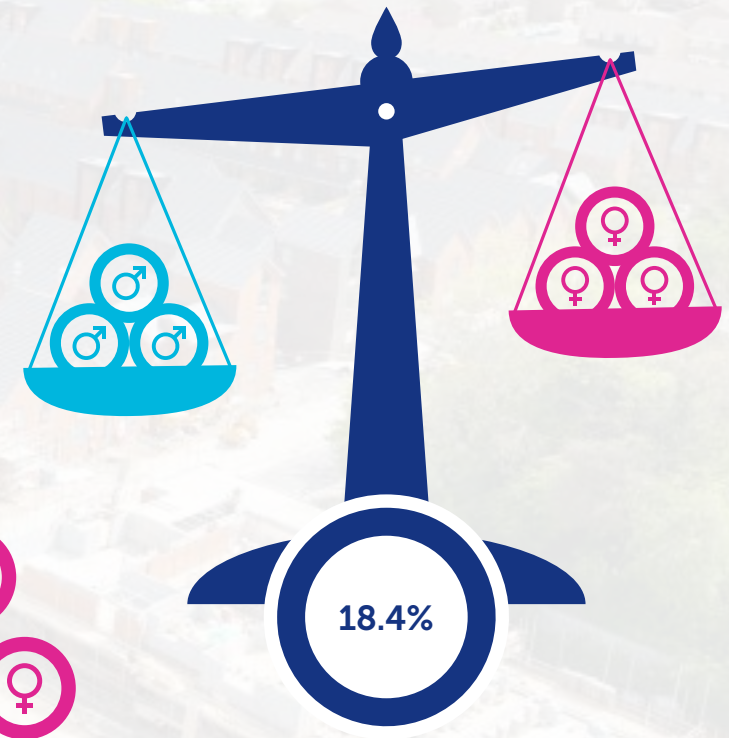
Equal pay comparison



The gender pay gap



One of the main reasons for the gender pay gap in our society is that men are more likely to be in senior roles.



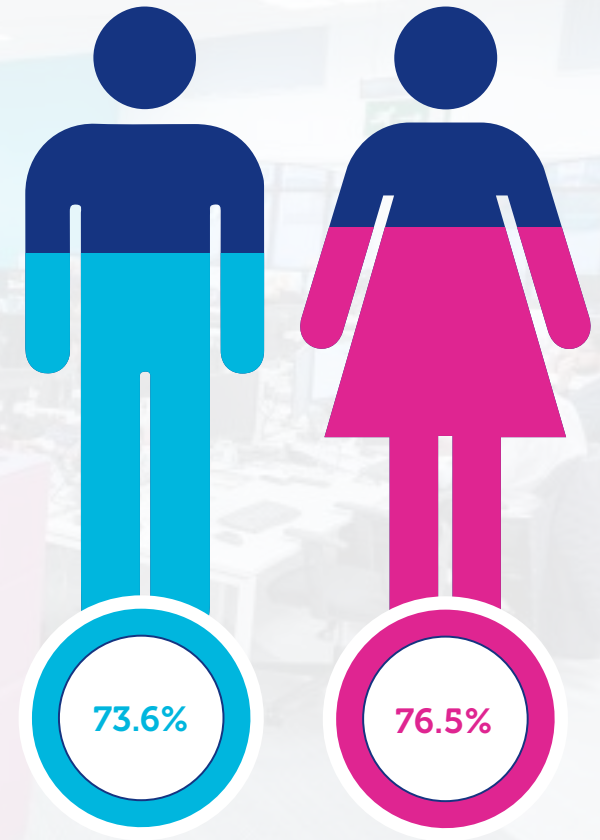
National median gender pay gap was 18.4% in 2016-17.

Our gender pay & bonus gap figures

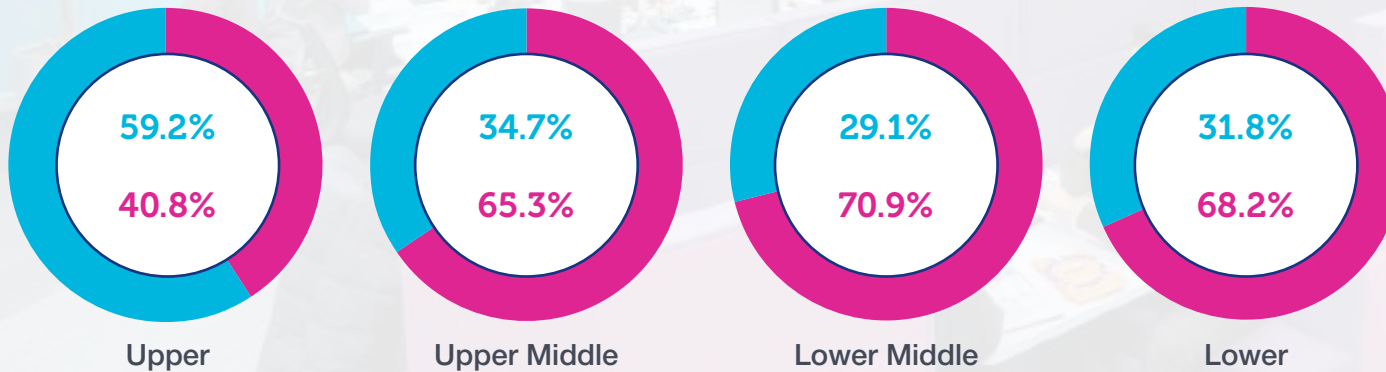
The table below shows Orbit's overall mean and median gender pay and bonus gap, based on hourly rates of pay.

	Mean	Median
Gender Pay Gap	25.1%	21.0%
Gender Bonus Gap	1.3%	20.2%

Employees who received bonus pay:



Pay Quartiles:



Male



Female

Understanding our Figures

At a headline level, 61% of our colleagues are female and 39% are male. The key factor influencing our gender pay gap is the balance of men and women across different job levels.

Most lower paid roles, are held by women, whereas most higher paid roles, in particular our senior management teams and our construction directorate, are held by men.

This shows us that our gender pay gap is not about equal pay, but about role types where women are under-represented.

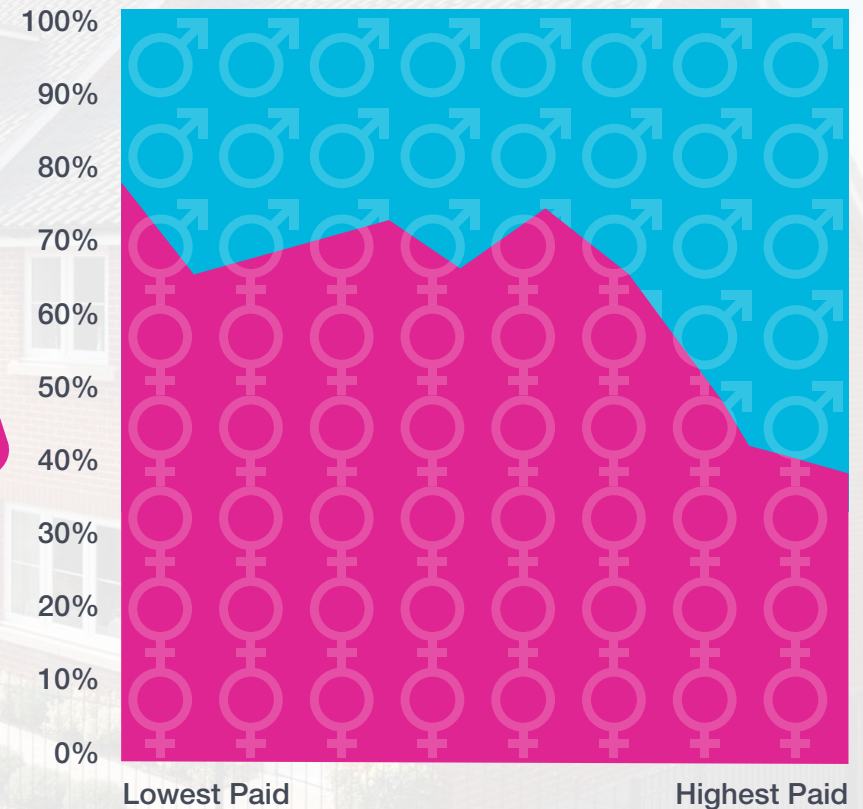
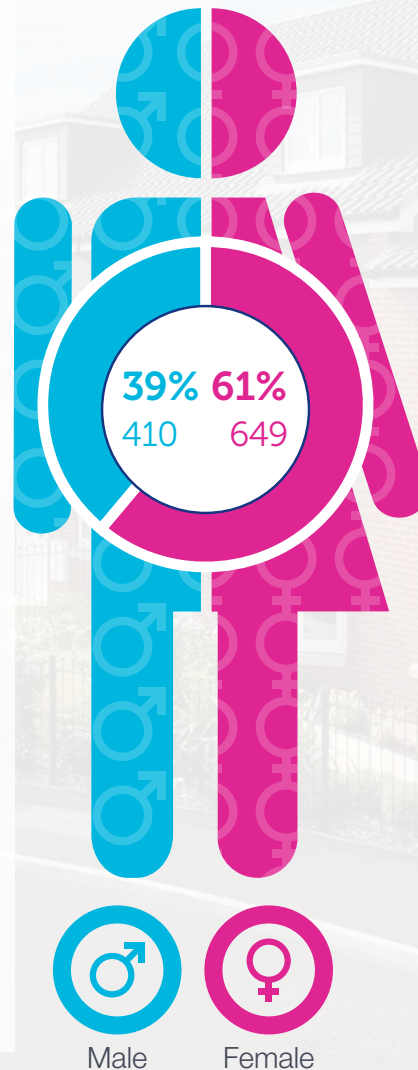
The following graphic shows the overall gender balance in our business across different salary groups.

Our pay ranges take account of market volume which presents the following challenges for Orbit:

- A higher proportion of women work in lower paid care related roles.
- A higher proportion of men work in higher paid construction related roles.
- Our most senior roles are predominately held by men.

We have a clear plan to reduce our gender pay gap. It won't happen over night, but we are clear on what we need to do to see our gender pay gap reduce.

Orbit's employee gender split



The below chart shows that, although 61% of our workforce are female, there are more males than females in our highest paid roles. This shows that our pay gap is caused by a diversity issue rather than an equality issue.

Orbit's 8 steps to gender pay equality

Orbit is 100% committed to ensuring that we are a diverse and inclusive business and a great place to work. We appreciate that reducing the gap is a long term initiative for all organisations, but we are proud to report that we have already taken the following steps to start that journey.

1. Maternity and Paternity Pay

The business has doubled its maternity and paternity pay provision. This will help people manage their careers and family life.

2. Leadership training

In the last year, 57 female employees and 29 male employees completed our management and leadership training programmes.

3. Secondments

We recognise that secondments provide a great opportunity for people to gain new skills to further their career. Last year we seconded 30 employees to new positions, 17 of whom were female.

4. Graduate Recruitment

We are committed to developing the leaders of the future. Around half of our graduates are female.

5. Promotions

We are committed to ensuring Orbit is a great place to work and ensuring diversity and inclusion is key to our organisation. In 2018 we promoted 50 employees into more senior positions, 30 of whom were female.

6. Market benchmarking

In addition to supporting diversity we will continue to take a robust approach to salary setting, using gender neutral job evaluation and salary benchmarking tools. This ensures that males and females undertaking the same work or work of equal value are paid equally. We are in the final stages of our programme to raise all salaries to the market median.

7. Salary bands

We publish salary bands for most roles to increase transparency and we will become a living wage employer in April 2019.

8. Agile working

Part of our Shaping our Future initiative was to increase agile working across the workforce. This provides an increase in flexibility and a positive step towards a better work life balance for our employees.



Craig Wilcockson

Group People Director

