



Orbit Gender Pay Report 2021



building
communities

orbitgroup.org.uk

Foreword

Orbit's vision is to lead in building thriving communities, and that means being fair and equal to all, irrespective of age, gender, disability, race, caring responsibilities, religion/belief or sexual orientation. We are passionate about enabling people to unlock their full potential and are committed to increasing the equality of opportunity for women and other underrepresented groups within Orbit and the sector more widely.

Despite employing more females than males (57% versus 43%), we continue to see disparity within Orbit in the important gender pay ratios. Partly this can be explained by having more males than females in senior roles, where higher salaries are paid, but we also have a low representation of males in our front line care and customer service roles. These challenges aren't specific to Orbit, but a trend seen across many sectors.

Since reporting our gender pay figures in 2017, we have implemented a number of initiatives to increase the equality of opportunity for all groups within our organisation, from reviewing our recruitment processes to ensure that they support greater diversity in recruitment and appointments and launching our agile working programme, WorkSmart, to establishing an Equality, Diversity and Inclusion (EDI) steering group to lead our EDI programme, which is chaired by our Group Chief Executive. Yet we have seen a frustrating lack of progress towards a better gender balance.

We are absolutely committed to ensuring that all our colleagues, customers and partners feel that they can be their true selves within Orbit, and we are proud of our inclusive and respectful culture. But there is much more work to do to encourage underrepresented groups into our sector and into higher paid roles, and to tackle this imbalance we need systemic change encouraging greater diversity across roles, careers and educational choices. Building a fair, inclusive society takes commitment and action from each and every one of us, and Orbit very much has its part to play.

John Wrinthouse

Group People and Brand 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. It's very different to equal pay; equal pay means that men and women performing equal work should receive equal pay and this is a legal requirement.

Typically, the gender pay gap exists due to a diversity issue, where the proportion of males and females differ at different pay scales, often a result of a greater proportion of males in more senior and technical roles.



The UK national median gender pay gap in 2021 was 15.4%.

(Source: www.ons.gov.uk/)

Reporting requirements

The UK government requires all companies with more than 250 employees to report their data against six key metrics:

- Mean hourly gender pay gap
- Median hourly gender pay gap
- Mean gender bonus gap
- Median gender bonus gap
- Proportion of male and female employees who received a bonus
- Proportion of male and female employees in quartile pay bands

Definitions

Mean: The mean calculation considers basic average pay/bonus across all of employees.

Median: The median calculation focuses on those employees in the middle of pay/bonus ranges, thereby reducing the impact of highest and lowest paid employees.

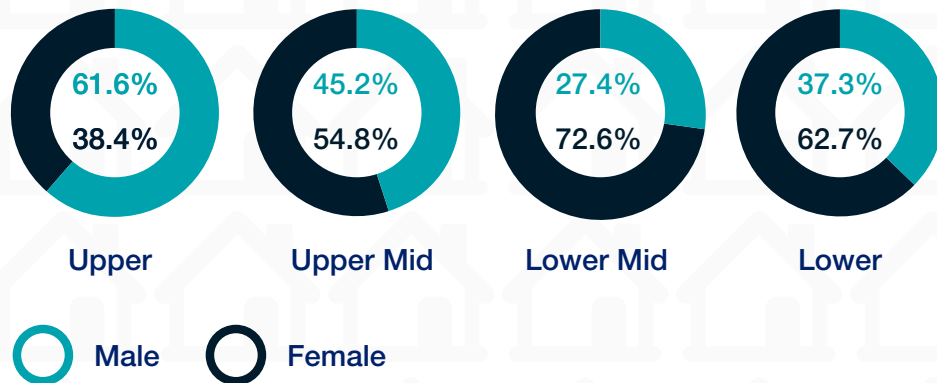
This year's data is calculated based on the hourly rates of pay as of April 2021.

Our 2021 gender pay figures

Proportion of male and female employees in each pay quartile

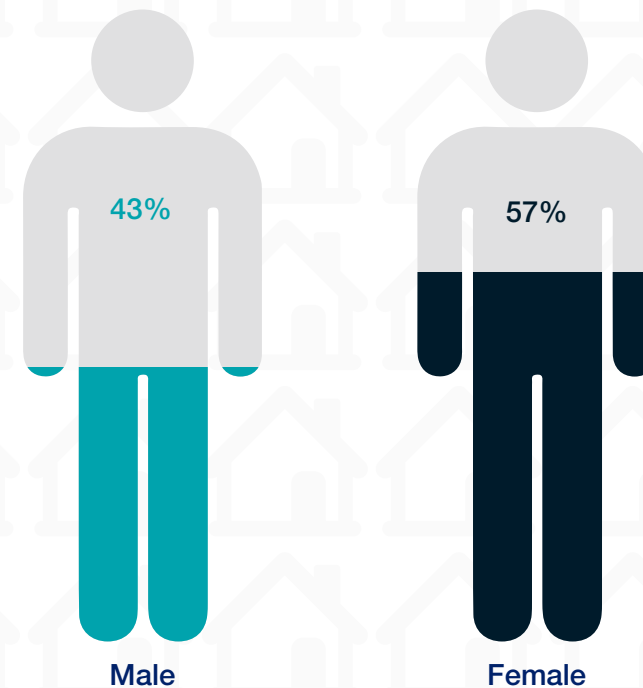
These charts show the gender makeup of the Orbit Group workforce in each of our salary 'quartiles'. Quartiles are calculated by ordering the hourly rates of pay for each employee across the business from lowest to highest, splitting the list into four equal-sized groups (quartiles), then calculating the percentage of males and females in each quartile.

Pay Quartiles



Our quartile figures are similar to previous years and typical within the sector, with females making up a greater proportion of employees within the lower and lower middle pay quartiles than in the upper, which is the primary driver of the gender gap.

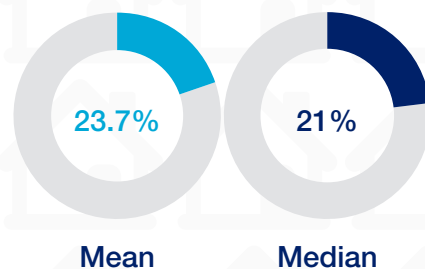
Orbit's employee gender split



Overall mean and median gender pay gap

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

Gender Pay Gap – Orbit Group

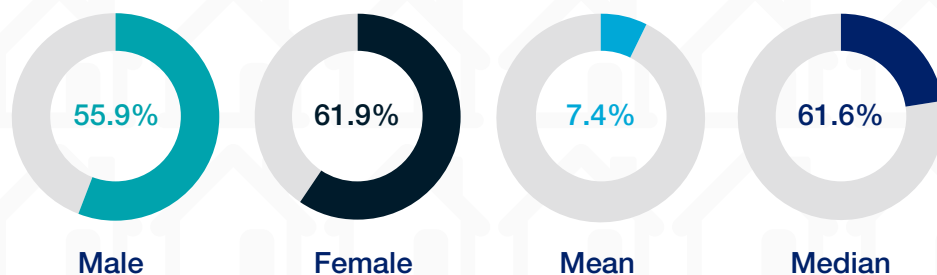


Employees who received bonus pay

In response to the pandemic, the Orbit Group took the decision not to pay an annual incentive for this period. Only recognition awards and commission payments were therefore made during the 12-month period to April 2021.

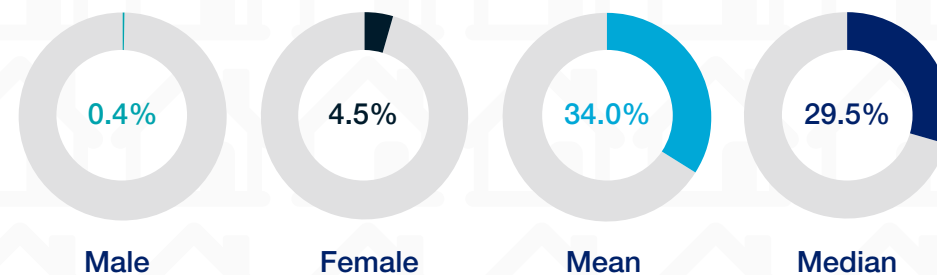
Recognition awards

Our Stars in Orbit recognition scheme awards employees for exceptional work and demonstration of our corporate values. Awards usually range from £10 - £15 and approximately 1,600 awards were issued during the 12-month period to April 2021.



Commission payments

Commission payments were issued to a small number of colleagues across our Orbit Homes operation, 94% of whom were female.



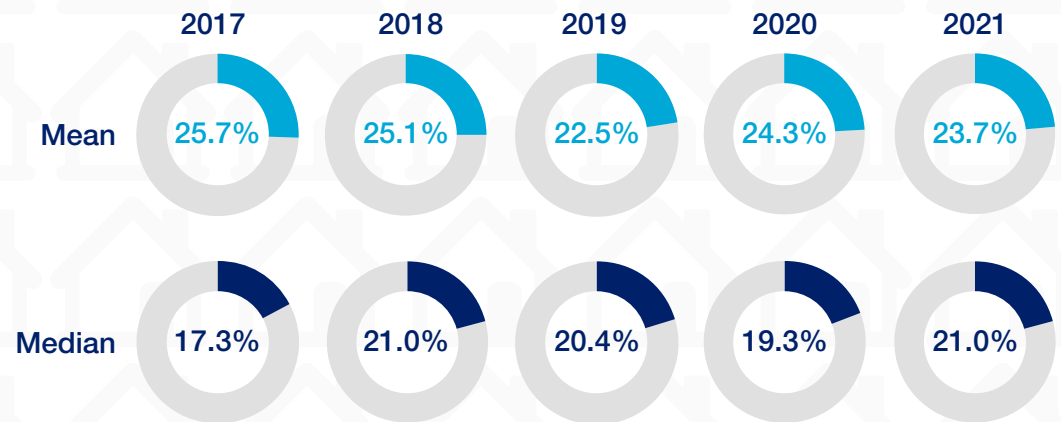
Understanding our figures

Across our organisation, we pay men and women equally for doing the same job. Our gender pay gap exists because there are higher proportions of women working for us in our care teams and customer services roles and, like many construction businesses, we have more men working in our construction roles. This isn't unique to us, but we are taking steps to create more gender balance throughout the organisation.

- A higher proportion of lower and lower middle quartiles care or customer-service related roles at Orbit are held by women
- A greater proportion of upper and upper middle quartile roles in Corporate Services and construction are held by men

This year's figures are very similar to those of previous years, with any minor fluctuations caused by the impact of general recruitment activity.

Mean and median pay gap trend over the last five years:



Key actions we're taking to tackle the pay gap

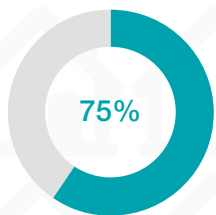
We are determined to play our part in challenging stereotypes and have set the following ambitions for Orbit:

- To increase the equality of opportunity for women and other underrepresented groups within Orbit
- To increase the number of women in construction and technical roles
- To attract more men to work in care and customer-related roles
- To ensure our reward and benefits enable everyone to balance their professional and personal lives

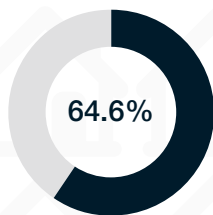
We have a number of initiatives to help us achieve these ambitions with our activity falling into three main areas: Attraction; Retention and Progression.

Attraction

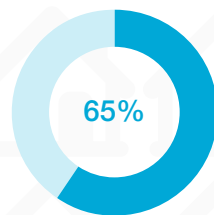
- Gender neutral job evaluation and ongoing salary benchmarking
- Use of skill-based assessment tasks for roles where appropriate
- Structured interview process with diverse interview panels to ensure each candidate has equal opportunity
- Employment terms which support work life balance including part-time working, flexible working and benefits aimed at improving health and wellbeing
- Advertising roles across the Career Transition Partnership, Forces Families Jobs, Employers Domestic Abuse Covenant, disabilityjob.co.uk, lgbtjobs.co.uk and bmejobs.co.uk
- Offering a broad Graduate and Apprenticeship Programmes which vary year-by-year dependent on business needs. Roles which we have recruited for in the past for both programmes include Information Technology, Property Management, Sales, Construction, Graphic Design, Tenancy Services and Finance
- Increasing the number of part time roles advertised to support those that require greater flexibility
- Being a Living Wage employer since 2019



75% of graduate and apprentice intake was female



64.6% of positions filled during the 12-month period to April 2021 were female



65% of promotions were for female employees

Retention

- Rollout of our agile working programme, WorkSmart, which enables any eligible employee to work from home for up to three days a week, alongside attending the office for meetings or to collaborate amongst teams.
- Investment in technology to support flexible and agile working
- Launch of #This is Me, our award-winning wellbeing programme, providing employees with wellbeing support tools, videos and webinars.
- Awareness campaigns to challenge misperceptions, encourage open and honest conversation and support diversity and inclusion
- Our Employee Assistance Programme includes counselling, access to healthcare, and wellbeing events
- Establishment of Equality, Diversity and Inclusion (EDI) steering group, governance structure, EDI Allies group and action plan
- Stars in Orbit recognition programme and annual awards to recognise high performing employees and behaviours which support our values
- Disability Confident Committed status provided by the Department for Work and Pensions. As part of this accreditation, we have committed to:
 - Ensuring our recruitment process is inclusive and accessible
 - Offer an interview to disabled people
 - Anticipate and provide reasonable adjustments as required
 - Support existing employees who acquires a disability or long-term health condition

- We are also signatories / supporters of the following:
 - Armed Forces Covenant
 - The HouseProud Pledge demonstrating our commitment to LGBTQ+ equality and support
 - Business in the Community Race Charter
 - Employers Domestic Abuse Covenant

Progression

- Group-wide training for all employees, providing career progression and development opportunities. During the 12-month period to April 2021:
 - Over 1,000 employees took part in and benefitted from a total of 3,689 courses
 - 52 employees undertook apprenticeship-levy funded qualifications
 - 573 employees attended Diversity and Inclusion training
- Support for professional qualifications and professional subscription fees paid
- Mentoring and coaching programmes to support employees as they progress their careers
- Our Graduate programme enables participants to rotate amongst the different teams within the business and study for external qualifications relevant to their chosen career path
- Apprentices receive a combination of high quality training programmes and real work experience
- Employees are able to take advantage of degree level apprenticeships which combine workplace training with part-time study at college or university



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