

Orbit

Gender
Pay Report
2018-19

As at 5th April 2019



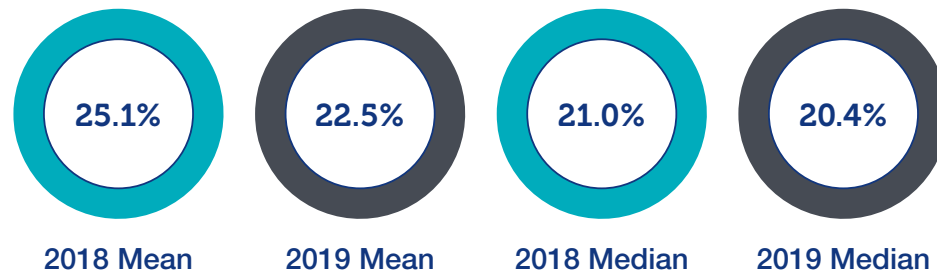
Foreword

Orbit is committed to paying for performance equally and fairly and rewarding and retaining our best people. We are passionate about giving everyone an equal opportunity to unlock their full potential and succeed, regardless of gender and background.

We are already taking steps to increase the proportion of women within the organisation. We have improved maternity and paternity provision, invested in leadership programmes and recognised the desire at Orbit to promote from within and to provide improved career progression opportunities into more senior roles over the long term.

We have taken major steps to improve our employee brand, launching a new website and creating an inhouse recruitment team focussed on attracting high quality people to Orbit, and especially young people and women.

We have also established diversity and inclusion champions within Orbit to complement the work of our employee ambassadors and ensure inclusion is given the appropriate focus it deserves. We believe there are real benefits in ensuring diverse views, skills and perspectives are harnessed, to ensure we live our values as a business and drive innovation.



Orbit's nominees for the 2019 Women in Housing Awards

Our internal secondment programme, which encourages employees to experience other areas of the business to support their career development, has 85% female take-up and our graduate scheme targets a balanced intake each year, aiming to identify the next generation of leaders at Orbit. This will take time but, investing for the long term, our graduates benefit from a range of placements across the business, including opportunities to work closely on projects with senior leaders.

Comparing 2019 results to 2018, we have seen a decrease in our mean and median pay gap which is positive. However, there is much work to be done, and we are conscious that the real and lasting change takes time.

I was particularly proud this year to attend Inside Housing's prodigious "Women in Housing Awards". This year we had five female leaders from different parts of the business either winning or being recognised for their work in the sector. These role models provide the inspiration for others to follow.



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.

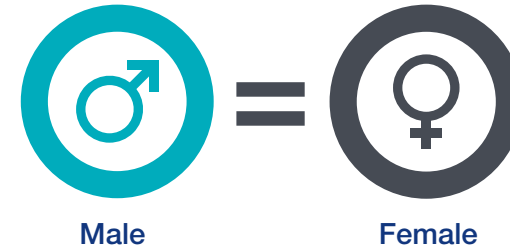
This is calculated based on the hourly rates of pay as of 5th April 2019.

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 is a greater proportion of males in more senior and technical roles.

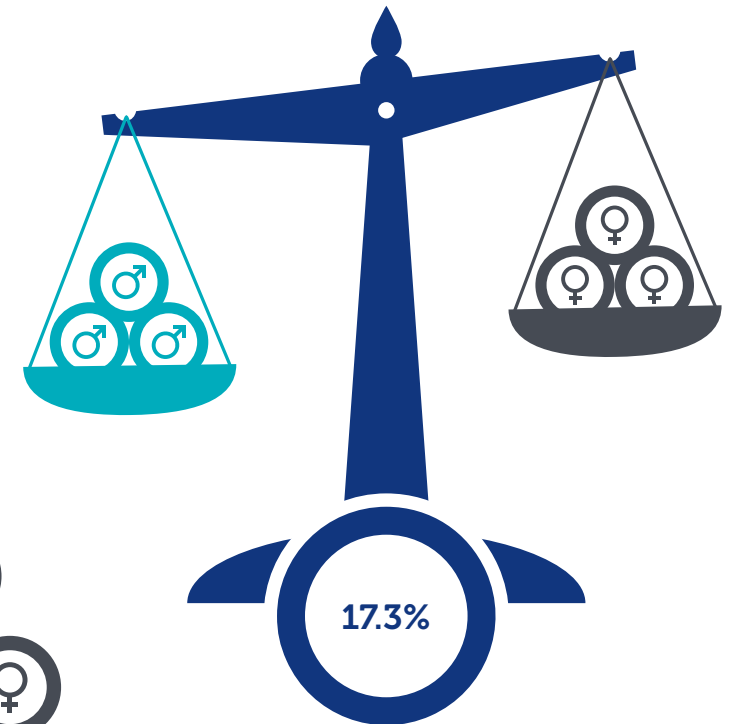
Equal pay comparison



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 17.3% in 2019.

Our gender pay & bonus gap figures

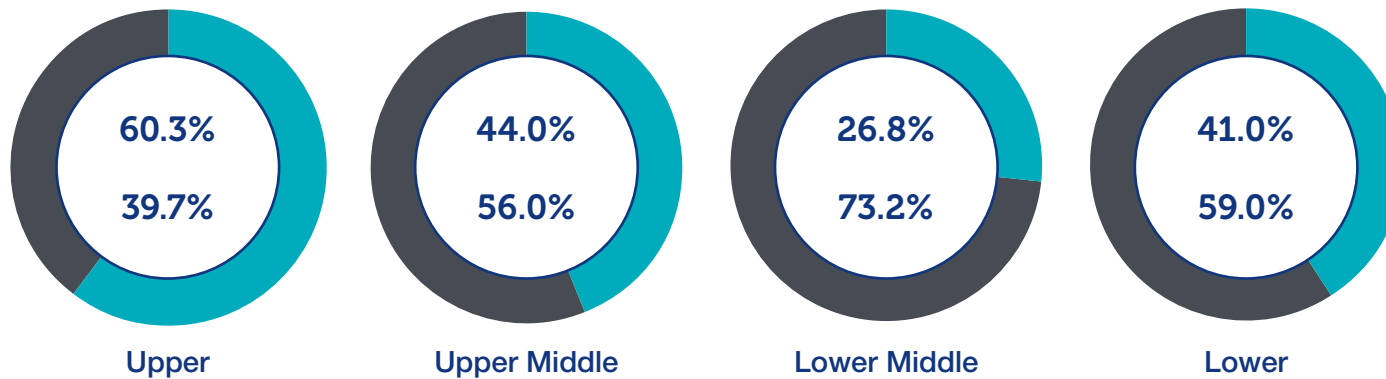
The table below shows Orbit's overall mean and median gender pay and bonus gap, based on hourly rates of pay.

Employees who received bonus pay:

	Mean	Median
Gender Pay Gap	22.5%	20.4%
Gender Bonus Gap	25.1%	26.1%



Pay Quartiles:



Male



Female

Understanding our Figures

At a headline level, 59% of our colleagues are female and 41% are male. The key factor influencing our gender pay gap is the balance of men and women across different job levels at Orbit.

Most lower paid roles are held by women, whereas most higher paid roles (including roles within the construction arm of the business) 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.

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

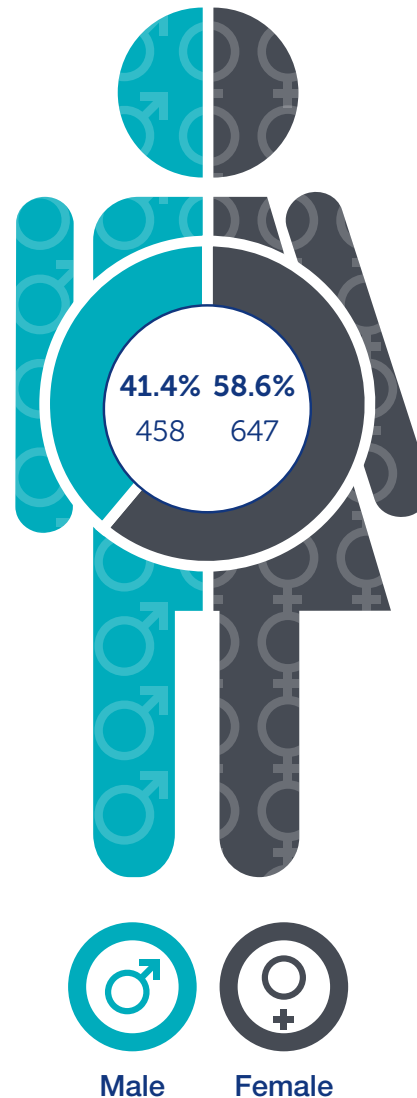
- A higher proportion of women work in lower paid care-related roles.
- A higher proportion of men work in higher paid construction related roles.
- Our most senior roles are predominantly held by men.

Whilst we have seen our pay gap decrease, our bonus gap (both mean and median) has increased compared to last year's results. This is due to two main factors:

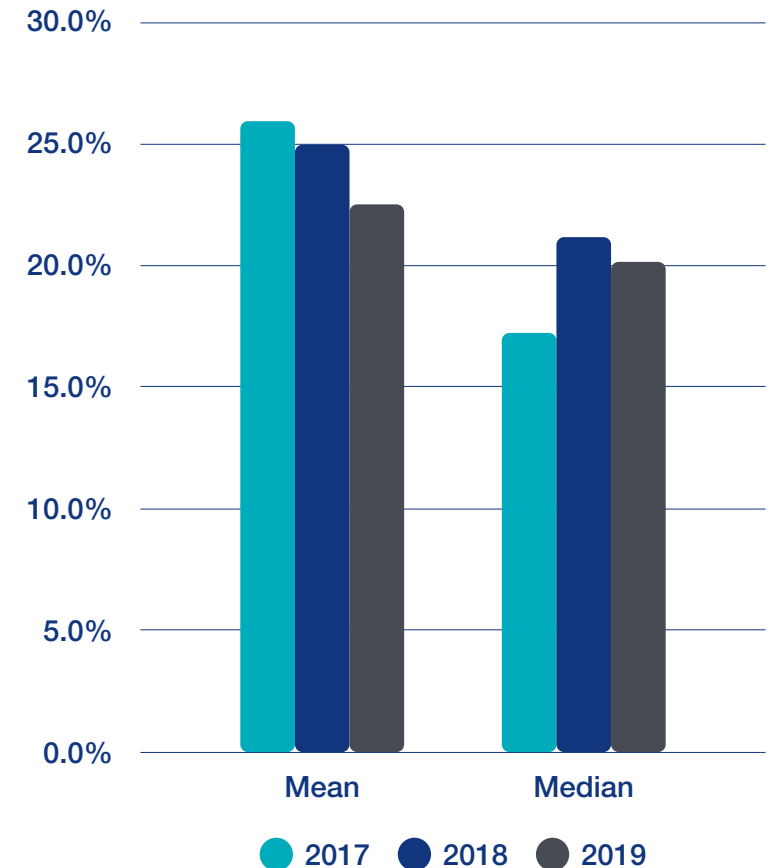
- The slowing of the housing market resulted in fewer homes being sold. This means that the commission paid to our sales executives was lower. Our sales teams are predominantly women.
- Short term changes were made to our incentive plan during 2017, where employees received a percentage of their annual salary subject to their annual performance.

Eliminating our pay gap won't happen overnight, but we are clear on what we need to do to continue to see our gender pay gap reduce.

Orbit's employee gender split



Mean and median pay gap trend over the last three years



Orbit's progress to gender 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.

Sunday Times Best Company

Orbit was delighted to have made the Sunday Times Top 100 Best Companies to Work For list on its first attempt and in its second year it became a top 50 company. This demonstrates how our own employees, male and female, recognise that Orbit is a truly great place to work. It reflects that we place people at the heart of everything we do, as we continue to create a culture that celebrates diversity and an environment where everyone feels able to contribute towards achieving together.

Leadership Recognition

We were delighted to have five nominees for the Women in Housing Awards. We were especially delighted that Laura Tutton from Orbit was announced Professional Woman of the Year. Laura, who works as Area Maintenance Manager at Orbit's Stratford upon Avon office, was recognised as an outstanding female leader within the housing sector.

Living wage employer

From April 2019 we committed to becoming a living wage employer, ensuring that all of our employees are paid at least the voluntary living wage. Orbit recognises that the living wage means happier, healthier and more motivated employees and this step secured increases in salary to our lowest paid roles.

Inclusive employer

As an inclusive employer, Orbit promotes equality, diversity and inclusion (EDI) amongst our workforce and, to date in this financial year, 219 employees have taken part in an EDI workshop.

Career development

Of those promoted, 52% are men and 48% are women, with secondments being split 85% women and 15% men. We were also pleased that 166 female employees completed one of our three leadership programmes.

Agile working

Orbit has progressively moved to an agile working culture. This has helped employees to manage the demands of their work alongside their priorities at home. We have made significant improvements to our office environments to enable agility, our contracts to promote flexibility and our technology to improve connectivity.



Craig Wilcockson
Group People Director

