



Orbit Gender Pay Report 2022



Foreword

Orbit was founded with a clear purpose – to turn inequality into positive action, and we live by these values to this day. Being fair and equitable to all, irrespective of age, gender, disability, race, caring responsibilities, religion/belief or sexual orientation sits at the core of everything we do. We take pride in championing all of our colleagues and supporting them in unlocking their full potential. It goes without saying that increasing the equality of opportunity for women and other underrepresented groups plays a critical role in achieving this.

Whilst we continue to employ more females than males (58% versus 42%) we recognise that there is still work to do within our gender pay ratios. The disparity can be partly attributed to having a lower representation of males in our front-line care and customer service roles. However, it's also important to consider the figures in the context of our business model, within which we work closely with a number of external partner organisations to deliver some of our key services, such as repairs, maintenance and safety checks. These roles are not represented in our gender pay gap figures in contrast to some of our sector peers who operate in a different way.

We remain committed to creating equitable opportunities for all groups within our organisation and in proactively seeking out new ways to further improve our end-to-end offering from recruitment to progression and retention. Over the past 12 months we have continued to build on the initiatives we have implemented since first reporting our gender pay figures in 2017, as well as introduced several new approaches including embedding our agile working programme, launching our Leadership Development Journey and implementing a scaled pay review.

Whilst our pace of progress may not quite be where we'd like, we are confident in our journey ahead and are on the cusp of putting further positive steps into action, including a new Equality, Diversity and Inclusion Framework and a new Colleague Ambassador Group, which will offer a critical friend to ensure focused

delivery in the areas of EDI and wellbeing, and more importantly used as a driver for change. In addition, we are in the process of introducing an accredited recruiter programme and anonymised application process, all of which enable us to move forward in closing our pay gap.

Our commitment expands beyond our own workforce, and we are mindful of our role in encouraging underrepresented groups into our sector, as well as our responsibility in contributing to building an inclusive society. Whilst we are proud of our inclusive and respectful culture, we look forward to continuing to do our absolute best in collaborating with our peers to ensure the differences that all our people bring to Orbit and the sector as a whole are valued, and opportunities to be the best that you can be, no matter your background, is advanced for all.

John Wriighthouse

Group People and Brand Director

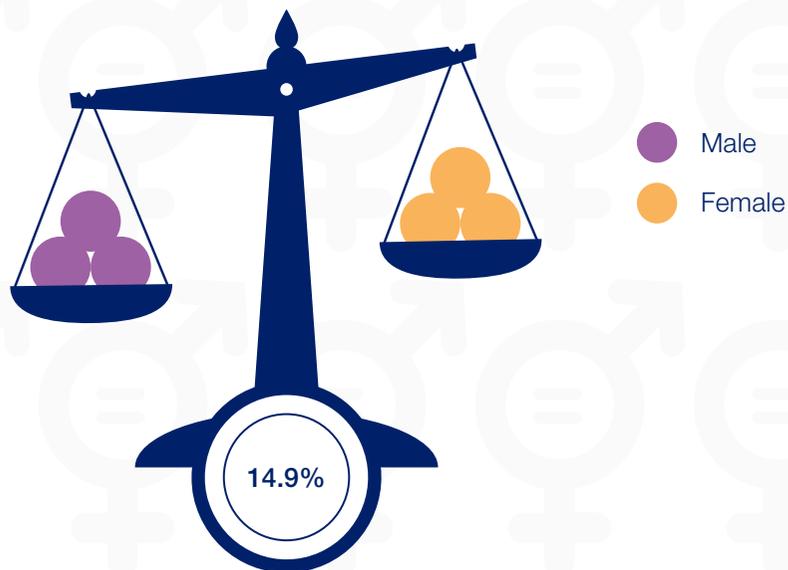




What is the gender pay gap?

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 2022 was 14.9%.

(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 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.

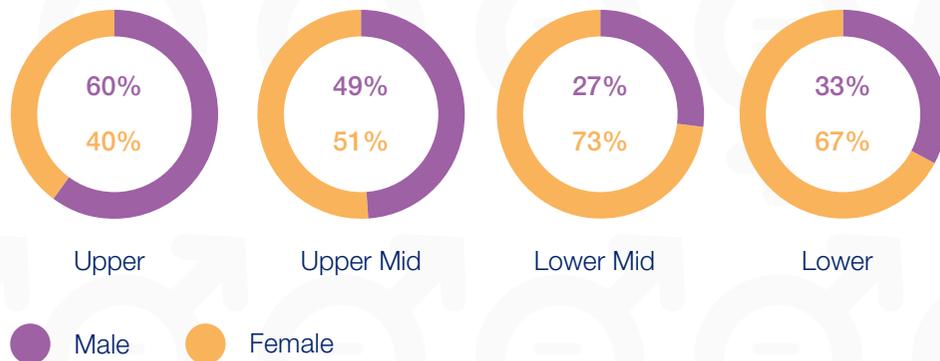
This year's data is calculated based on the hourly rates of pay as of 5 April 2022.



Our 2022 gender pay figures

Proportion of male and female colleagues 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 colleague 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.



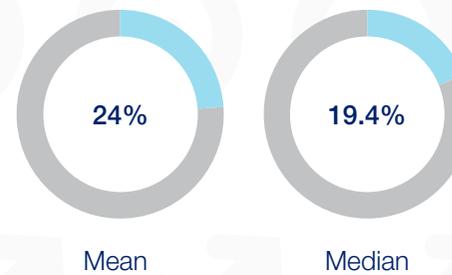
Our quartile figures are similar to previous years and typical within the sector, with females making up a greater proportion of colleagues within the lower and lower middle pay quartiles than in the upper and upper middle, which is the primary driver of the gender gap.

Overall mean and median gender pay gap

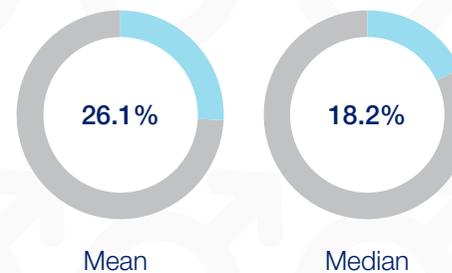
The table below shows Orbit's overall mean and median gender pay, based on hourly rates of pay.

Orbit Group consists of Orbit Housing Association, Orbit Homes and Orbit Treasury.

Gender pay gap – Orbit Group



Gender Bonus Gap





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 more men working in IT, construction-specific technical roles and senior management roles.

Our model also means we work closely with a number of external partner organisations to deliver some of the services we offer such as repairs, maintenance and safety checks. These roles are not represented in our gender pay gap figures, in contrast to some of our sector peers who operate in a different way.

- 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

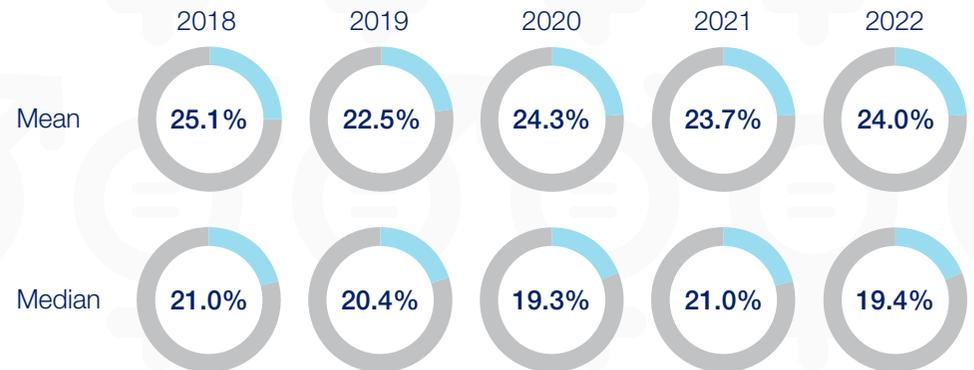
“ Raising awareness of some of the challenges women still face in the workplace, particularly in the housebuilding and construction sector, is incredibly important to me. With diversity comes a rich seam of untapped talent, greater understanding, and different perspectives. It is also proven that companies generate more profit when they have a more diverse Board. I am passionate about leading by example and using my position as a senior leader to drive real change in the sector. ”

Helen Moore, Group Director of Orbit Homes

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

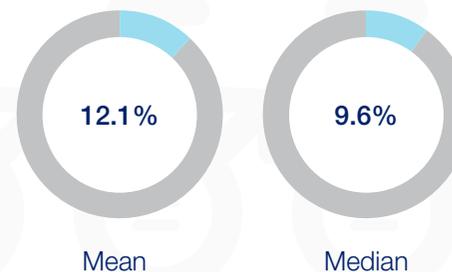
Orbit’s colleague gender split: Female: 58%; Male 42%

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



As part of our drive towards equality, we would also like to share our Ethnicity Pay Gap as part of this report. These figures are representative of 84% of our workforce, with 16% of colleagues undeclared.

Ethnicity Pay Gap





Key actions we're taking to tackle the pay gap

We are taking steps to create more gender balance throughout the organisation and are determined to play our part in challenging stereotypes. We have therefore set the following ambitions for Orbit:

- To increase the opportunities to grow no matter your background through focused development programmes
- To increase the number of women in construction, technical and senior roles
- To attract more men to work in care and customer-related roles
- Our reward and benefits are designed to enable everyone to balance their professional and personal lives
- Putting in place a mechanism that supports pay progression in a planned and systematic way

We have several initiatives both in progress and in plan to help us achieve these ambitions with our activity falling into three main areas: Attraction; Retention and Progression.

Attraction

- Anonymised applications which remove the candidate's name and other identifying factors from resumes, applications and assessments during the recruitment process, supporting hiring managers in assessing applicants exclusively on their suitability for the position and reducing the risk of conscious and unconscious bias

- Accredited recruiter programme aiding hiring managers to recruit and select talent in a way that overcomes unconscious bias and enabling leaders to hire and promote from a more diverse pool of talent
- We have appointed a number of women into senior roles in operational areas including our housebuilding operations to help mitigate bias in recruitment for senior positions
- We look beyond technical qualifications and experience and use tools such as psychometric assessments and competency-based interviews to help us identify the best candidates
- Inclusion of employment terms to support work life balance including flexible working and benefits aimed at improving health and wellbeing
- Orbit has been a Living Wage employer since 2019
- Gender neutral job evaluation and ongoing salary benchmarking
- Use of skill-based assessment tasks for roles where appropriate
- Increased advertising roles across the Forces Families Jobs, Employers Domestic Abuse Covenant, Women in Housing, disabilityjob.co.uk, lgbtjobs.co.uk and bmejjobs.co.uk



Retention

- Implementing a scaled pay review which supports pay progression in a more planned and systematic way, and offering an inflated increase to colleagues in lower salary bands where appropriate
- Continuation of our agile working programme, WorkSmart, which enables eligible colleagues 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
- Continuation of #This is Me, our award-winning wellbeing programme, providing colleagues with wellbeing support tools, videos and webinars, including cost-of-living advice and support
- Awareness campaigns to challenge misperceptions, encourage open and honest conversation and support diversity and inclusion
- Our Employee Assistance Programme and Healthy Mind First Aiders provide access to counselling, healthcare, and wellbeing events
- Development of a new Equity, Diversity and Inclusion (EDI) strategy and action framework
- Formation of a Colleague Ambassador 'super group' tasked with helping us to further build our thriving workplace community with a focus on EDI, wellbeing and engagement, and offering a critical friend to ensure colleague feedback is heard, and more importantly used as a driver for positive change
- Stars in Orbit recognition programme and annual awards to recognise high performing colleagues and behaviours which support our values
- Orbit has Disability Confident Committed status provided by the Department for Work and Pensions. As part of this accreditation, we have committed to:
 - Ensure that our recruitment process is inclusive and accessible
 - Offer an interview to disabled people where they meet the essential criteria
 - Anticipate and provide reasonable adjustments as required
 - Support existing colleagues 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

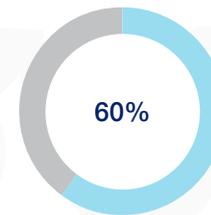


Progression

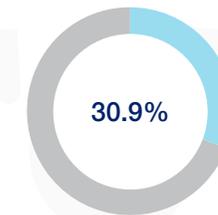
- Creation of our Leadership Development Journey to provide appropriate and relevant support for colleagues at different levels as they grow on their personal leadership journeys
- Introduced assessments into our customer hub recruitment process to understand more about an individual's behaviours and with less focus on past experience/current skills to help make career and growth opportunities more accessible
- Gaining a better understanding of our colleague experience with our first in-depth colleague engagement survey
- We offer a range of learning opportunities to colleagues. During the 12-month period to April 2022:
 - Over 1,000 colleagues completed a total of 6,638 online/e-learning courses
 - 562 colleagues completed online Equality & Diversity training/e-learning
- Orbit provided financial support to over 40 colleagues to study for relevant professional qualifications
- Paid professional subscription fees for 96 colleagues
- Colleagues are able to take advantage of a range of apprenticeships which combine workplace training with part-time study at college or university



61.9%
of promotions
were for female
colleagues



60%
of positions
filled during the
12-month period
to April 2022
were female



30.9%
Number of female
colleagues securing a
new role within Orbit
has increased by
30.9% year on year



