

A man and a woman are standing in a warehouse, looking at a tablet together. The man is holding a large cardboard box. The background shows metal shelving units filled with boxes. The entire image is overlaid with a semi-transparent blue circle.

Orbit Gender Pay Report 2023



orbitgroup.org.uk

Foreword

For over 50 years Orbit has been a force for positive change, whether that be providing people with a good quality home that they can afford or offering a great place to work where our colleagues can grow and succeed.

Being fair and equitable to all, irrespective of age, gender, disability, race, caring responsibilities, religion/belief or sexual orientation sits at the core of our purpose. Embracing a diverse and inclusive workplace, where colleagues feel motivated in their work, feel valued, respected and are united in achieving our purpose and mission, not only enables us to unlock our colleague's full potential, but allows us to deliver accessible services and equitable outcomes for the diverse communities we serve. Increasing the equality of opportunity for women and other underrepresented groups is central to achieving this.

We are pleased to see that our gender pay ratios are heading in the right direction, particularly within our upper and upper middle quartiles. However, whilst females received 67.5% of promotions during the year, we recognise that the gap is wider in our lower middle and lower quartiles. This is reflective of the higher proportion of women we have working in roles within these quartiles, which typically include our customer service and support teams. It is also important to view the figures for these quartiles from the perspective of our operating model, as 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 are proud of the work we have done to build on effective positive practices already in place, as well as the new initiatives we have introduced to move forward in closing our pay gap.

The launch of our Diversity and Inclusion Framework, embedding of our Leadership Development Journey, continuation of our scaled pay review, and implementation of a cost-of-living support allowance are just a few examples of the positive steps we have taken over the past 12 months.

Looking ahead we remain collectively committed to finding new ways to creating equitable opportunities for all groups within our organisation, both within our workforce and beyond, as well as continuing to champion the creation of an inclusive and respectful society for all.

John Wriighthouse

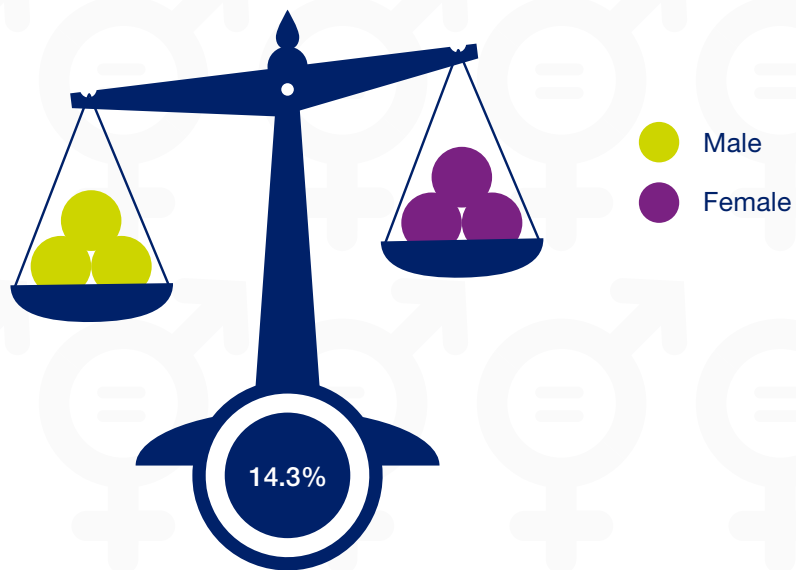
Group People and Reputation Director



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 2023 was 14.3%.

(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:

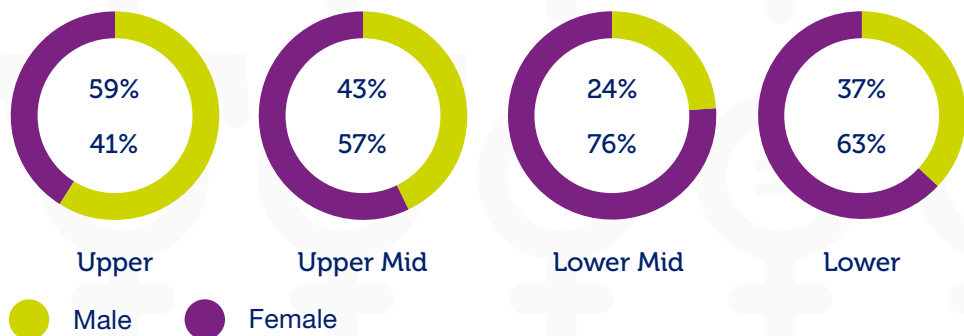
The median calculation focuses on those employees in the middle of pay/bonus ranges, thereby reducing the impact of highest and lowest paid employees.

This year's data is calculated based on the hourly rates of pay as of 5 April 2023.

Our 2023 gender pay figures

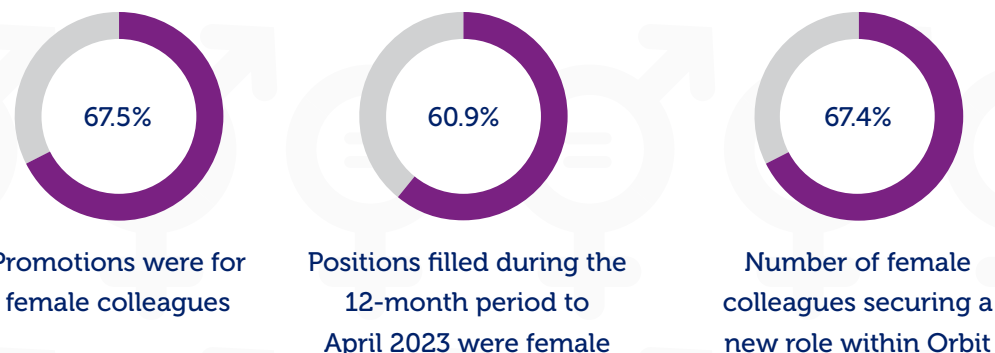
Proportion of male and female colleagues in each pay quartile

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 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.



Our quartile figures show positive further closure of the gap in the upper and upper middle quartiles, with the split of males to females in the upper and upper mid quartiles roughly equal at 51% and 49% accordingly. However our quartile figures for the lower middle and lower remain similar to previous years as a result of females making up a greater proportion of colleagues within the lower and lower middle pay quartiles, which is the primary driver of the gender gap.

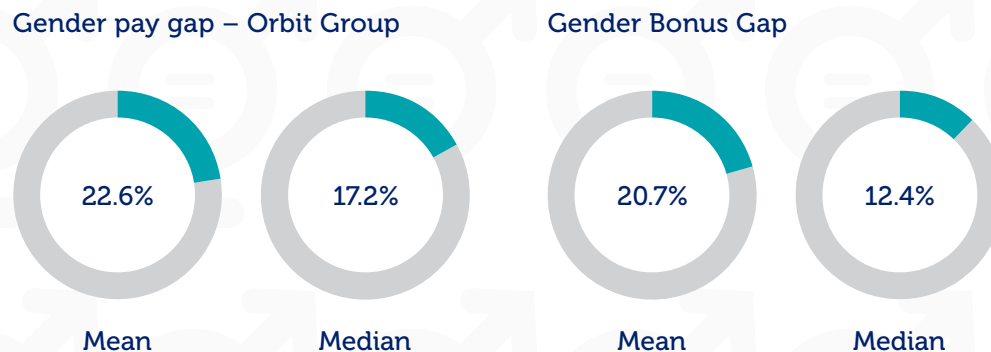
Orbit's employee gender split



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.

Orbit Group includes Orbit Housing Association, Orbit Homes and Orbit Treasury.



Understanding our figures

Across our organisation, we pay men and women equally for doing the same job. Our gender pay gap is influenced by the fact that we have a higher proportion of women working in roles that sit within our lower middle and lower pay quartiles, which typically include our customer service and support teams.

Within our business model we also 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 know a diverse and inclusive workforce means that we can enjoy the best skills and talent, in turn enabling us to deliver better outcomes for our customers. The benefits of different perspectives, along with an open and inclusive workplace cannot be underestimated by any organisation.

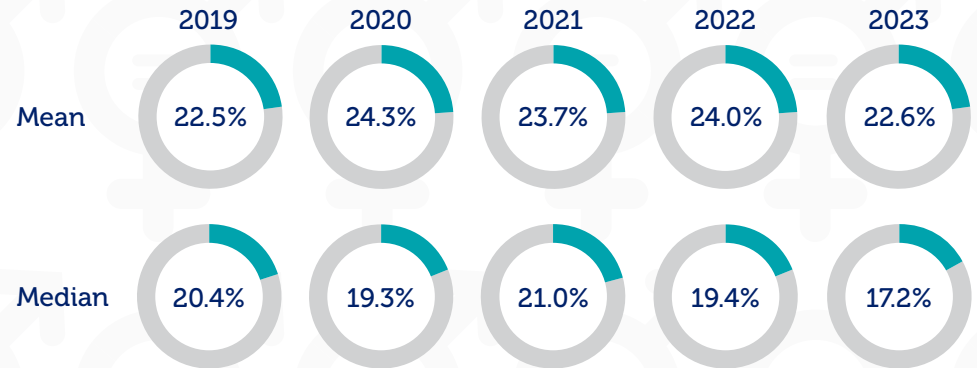
I am passionate about championing not only environment where everyone feels respected, valued and included, but where people have equitable chances of being their best, and helping to drive this change where needed.



Catrinel Stanila, HR Director

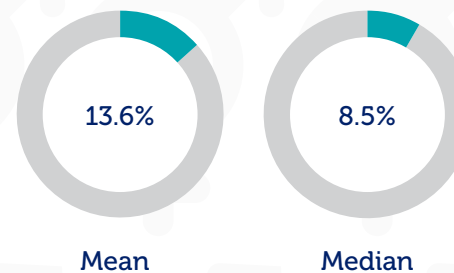


Mean and median pay gap trend over the last five years:



As part of our drive towards equality, we would also like to include in this report our Ethnicity Pay Gap. These figures are representative of 84.7% of our workforce, with 14.3% of colleagues undeclared.

Ethnicity Pay Gap



Moving forward

We remain committed to building an inclusive organisation that values the differences people bring and opportunities for everyone to be the best that they can be, no matter their background, are advanced for all.

We have therefore set the following ambitions for Orbit:

- **To increase the opportunities to grow no matter your background through focused development programmes**
- **To support pay progression in a planned and systematic way**
- **To offer an inclusive reward and benefits proposition that is designed to enable everyone to balance their professional and personal lives**

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

Attraction

- Mandatory 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 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
- Increasing the number of reduced hours roles advertised to support those that require greater flexibility
- Orbit has been a voluntary Living Wage employer since 2019
- Clear job evaluation methodology 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, disabilityjob.co.uk, lgbtjobs.co.uk and bmejobs.co.uk



Retention

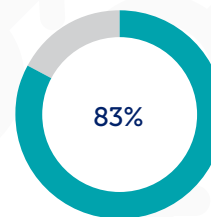
- Implementing a scaled pay review which supports pay progression in a more planned and systematic way
 - Offering a temporary support allowance to colleagues in lower salary bands to help with cost-of-living increase
 - Continuation of our agile working programme, WorkSmart, which enables eligible colleagues 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 #ThisisMe, our award-winning wellbeing programme, providing colleagues with wellbeing support tools, colleague networks, listening sessions, podcasts, tools, and forums, which all encourage listening, sharing, and learning to ensure an inclusive workplace and customer-centric culture
 - Awareness campaigns to challenge misperceptions, encourage open and honest conversation and support diversity and inclusion
 - A new, enhanced Employee Assistance Programme offering counselling, access to healthcare, and wellbeing events
 - A new, refreshed benefits platform that supports colleagues to easily interact with our benefits proposition, so they can make the most of the benefits that suits their lifestyle
 - Embedding of our new Diversity and Inclusion strategy and action framework
 - Operation 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
 - Launching Orbit's first women's network with the purpose of creating a safe space where our female colleagues are feeling enabled and empowered to succeed in their professional and personal lives, and colleagues of all genders are invited to join in the conversation, understand challenges, become allies to ultimately inspire inclusion across the organisation
- Launching our series of Neurodiversity listening sessions for all colleagues to share their experiences and make suggestions as to how we can further improve, along with a neurodiversity session for managers to seek advice if needed
 - Launching our series of diversity and inclusion learning listening session so we can understand what our colleagues need to further develop their understanding and learning in this space
 - 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:
 - Ensuring 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 acquire a disability or long-term health condition including via the Disability Passport scheme
 - We are also signatories / supporters of the following:
 - Armed Forces Covenant and are a holder of their Employer Recognition Scheme Gold Award
 - The HouseProud Pledge demonstrating our commitment to LGBTQ+ equality and support
 - Business in the Community Race Charter
 - Employers Domestic Abuse Covenant

Progression

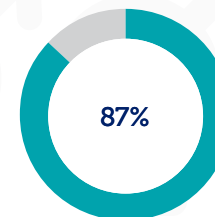
- Implementation of our Leadership Development Journey to provide appropriate and relevant support for colleagues at different levels as they grow on their personal leadership journeys including partnerships with the Springboard, Navigator, Wavelength Connect and Windsor Leadership programmes
- Introduced 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 the launch of our in depth employee engagement tracker
- Orbit provided financial support to over 33 colleagues to study for relevant professional qualifications
- Paid professional subscription fees for over 100 colleagues
- Colleagues are able to take advantage of a range of apprenticeships which combine workplace training with part-time study at college or university
- Succession planning for our top 30 jobs

Engaged colleagues are central to delivering the services and support our customers expect from us. We cannot deliver one without the other, which is why it's important that we offer a great place to work, and attract, retain and develop colleagues who share a passion for our purpose. Key to this is creating a culture where colleagues have the chance to tell us what they think, how they feel and what they want us to improve upon.

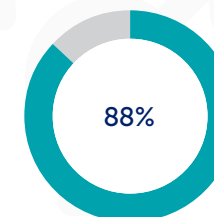
86% of our colleagues recently shared their thoughts with us during our employee engagement survey with:



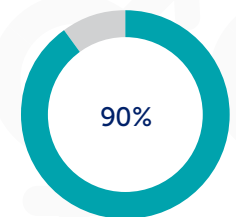
An outstanding engagement score



of colleagues being proud to work at Orbit Housing



agreeing we're committed to creating a diverse and inclusive workplace



being clear on our purpose and how their work contributes to our success



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