



Pay Report

2025



Foreword

Our vision is to provide amongst the best customer experience of any housing association in the country by building and maintaining safe, quality homes that customers love, both sustainably and at scale, supported by excellent customer service. All delivered by happy colleagues who jump out of bed each day to make a social difference.

As a not-for-profit organisation created to help tackle the housing crisis and provide more people with access to a good quality home that they can afford, in a place that they are proud to live, this is a vision that we are proud of. But we can't do this without our colleagues; they are central to our purpose.

We aim to create a rewarding experience for colleagues, not only in the work we do, but also through our inclusive culture and the benefits and employment experience we offer.

We're committed to creating a positive workplace culture and empowering our colleagues to develop and progress in their careers with us. We wholeheartedly embrace fairness and equality for everyone, regardless of age, gender, disability, race, caring responsibilities, religion or belief, or sexual orientation. Our aim is to ensure that every colleague and customer feels safe, comfortable, valued and listened to, fostering an environment where everyone truly belongs.

In our pay gap figures for 2025, we are pleased that the actions we have taken in recent years are having a positive impact on both our overall mean and median gender pay gap, and further closing the gender gap within our Upper Quartile. This reflects increasing female representation within our Leadership Team and 61.7% of promotions being awarded to female colleagues, compared to an overall female population of 60%.

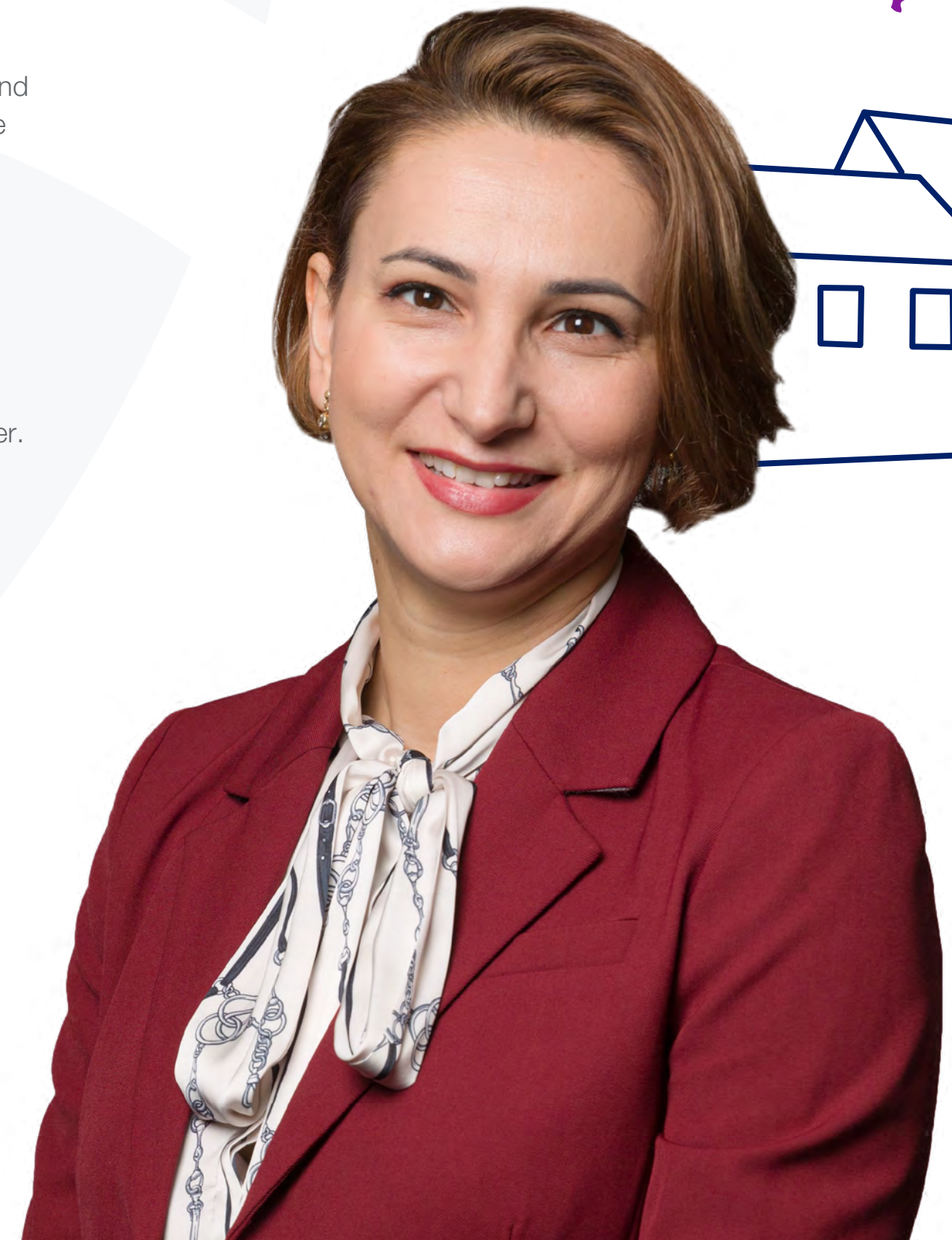
We recognise that we must continue to work to further close the gap in our Lower Middle and Lower Quartiles, where we have a higher proportion of females. These roles typically include our customer care and support teams, and our overall median gender pay gap reflects this.

Overall, we're pleased to see our gender pay gap heading in the right direction, but know we need to continue to work to deliver further positive change. We're continuing to invest in the development of all colleagues to raise individual capability and provide more career opportunities, as well as building on the effective practices already in place with the development and delivery of a new Inclusion and Belonging Strategy.

We're confident that these measures will continue to support us in closing these gaps further.

Catrinel Stanila

Chief People Officer



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.

This is also a key guiding principle in our remuneration policy, under which we:

- Pay equally for work of equal value and ensure that our reward structures enable us to attract and retain a diverse workforce.
- Aim to close pay gaps.
- Continue our voluntary commitment to be a Real Living Wage Employer.
- Run annual audits to ensure we meet equal pay.

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 2025 was **12.8%**.

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:

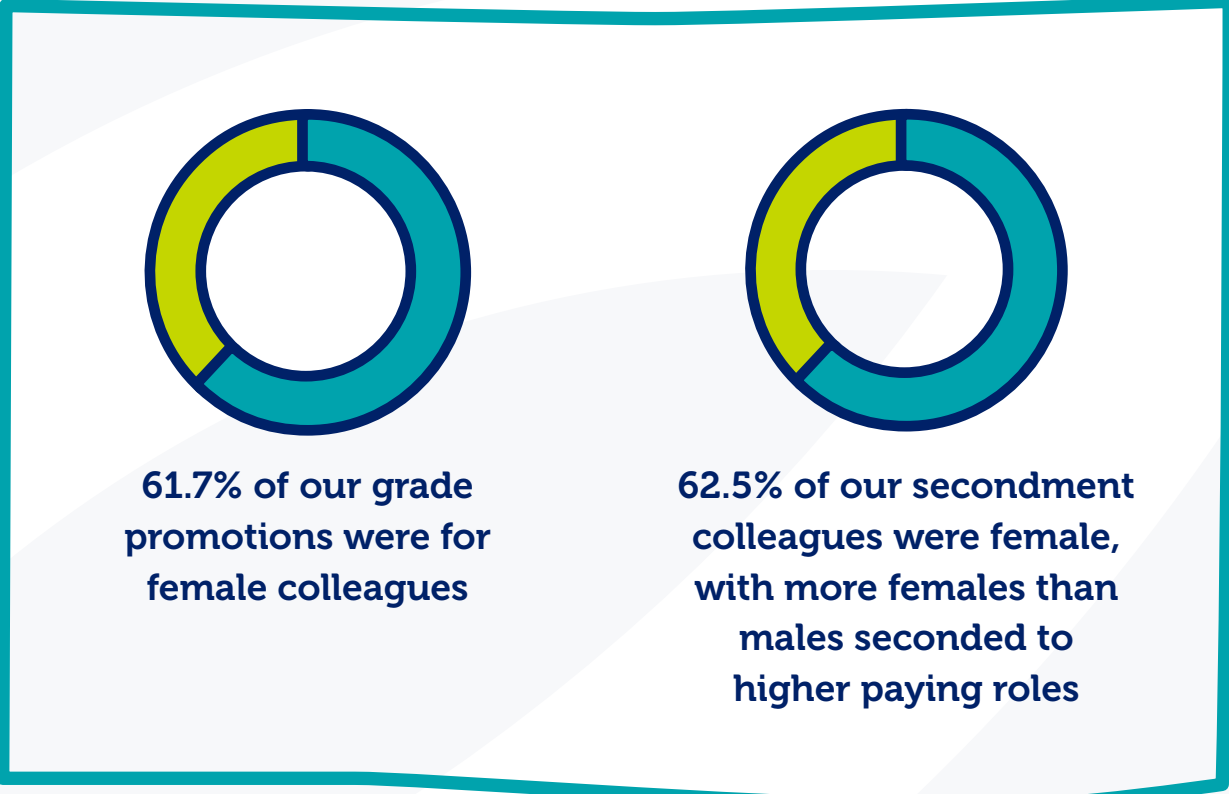
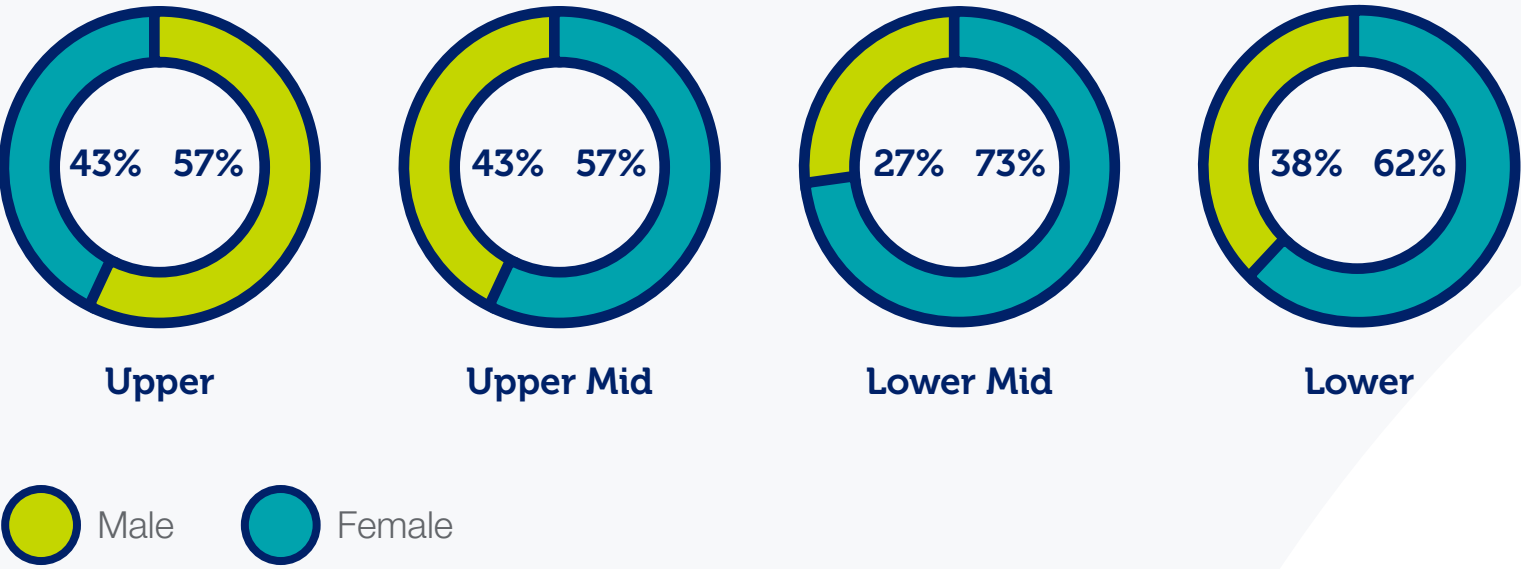
The median calculation focuses on those employees in the middle of pay/bonus ranges, thereby reducing the impact of highest and lowest paid employees.

This year's data is calculated based on the hourly rates of pay as of 5 April 2025.

Our 2025 gender pay figures

Proportion of male and female employees in each pay quartile

These charts show the gender makeup of Orbit colleagues 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 across the Upper and Lower Quartiles, with the Lower Mid Quartile remaining the same, and a slightly higher proportion of females in our Upper Mid quartile.

Our figures remain reflective of females continuing to make up a higher proportion of colleagues within the lower quartiles, 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 includes Orbit Housing Association, Orbit Homes and Orbit Treasury.

	Mean	Median
Gender Pay Gap – Orbit	16.9%	16.3%
Gender Bonus Gap	-127.9%	-29%



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 care and support teams.

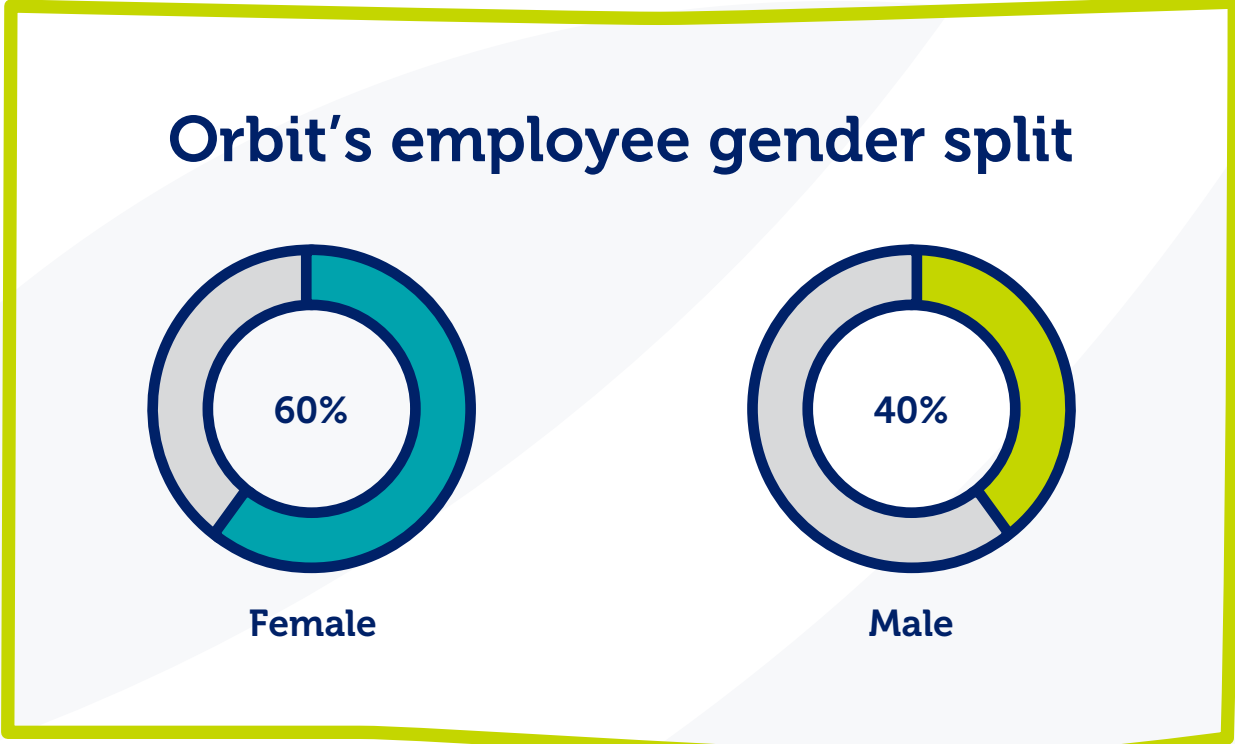
However, we have seen an increase in female representation within our Leadership Team (43% in April 2025, compared to 26% in April 2024).

Note: Under 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.

Gender Bonus Gap

An annual incentive was not paid in this period. Our Gender Bonus Gap is therefore reflective of commission payments issued to a small number of colleagues across our Orbit Homes operation and our Stars in Orbit recognition scheme, which awards colleagues for exceptional work and demonstration of our corporate values.

Our bonus data gap shows a higher proportion of bonuses paid to females than males, which is reflective of the higher number of females who received Recognition and Temporary Support Allowance Payments, and Sales Consultant commissions, where we have a higher representation of women in these roles.



Mean and median pay gap trend over the last five years

	2021	2022	2023	2024	2025
Mean	23.7%	24%	22.6%	20.3%	16.9%
Median	21%	19.4%	17.2%	19.2%	16.3%

The housing sector offers a wealth of career opportunities, so I'm passionate about championing it and encouraging more women to consider it for their career. It offers a wealth of opportunities and specialisms, and encouraging a broad representation of colleagues is essential if we are to build a sector that is more innovative, more representative, and better equipped to serve customers.

Aileen Payne, Finance Director at Orbit

Building a Culture of Inclusion and Belonging

We want to make sure that Orbit is truly inclusive and a welcoming place for all; somewhere colleagues can be authentic, are treated with respect and feel a genuine sense of belonging.

We recognise that embracing our differences makes us stronger, as colleagues and a community as a whole, and that by building togetherness we can not only help to unlock our colleagues' full potential, but also be united in our social purpose and deliver more accessible services and equitable outcomes for the diverse communities we serve.

Our current approach focuses on:

- Creating safe spaces and a sense of inclusion and belonging
- Inclusive leadership that role models inclusive behaviours and creates a nurturing and collaborative environment for colleagues
- Having a learner mindset that is brave to accept when things don't go well and to learn from them
- Providing opportunities to grow, no matter your background
- Putting customers' interests at the heart of everything we do

We're currently working in partnership with our Board and colleagues to further enhance our culture of inclusion and belonging by shaping and building on our current approach. We're also setting firmer expectations for our partners to ensure they reflect our values when interacting with our colleagues and customers.

#THISISME

Our award-winning #ThisisMe wellbeing programme provides 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.

Ethnicity Pay Gap

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 89% of our workforce, with 11% of colleagues undeclared.

We will be continuing to work to address this further as part of our focus on inclusion and belonging.

	2023	2024	2025
Mean	13.6%	12.4%	12.7%
Median	8.5%	5.1%	9.5%

Creating opportunities for everyone, whatever their background, isn't just the right thing to do – it's essential to delivering stronger, more inclusive communities. When people are empowered to progress, lead, and shape our services, we unlock diverse perspectives that drive better decisions and better outcomes for the people we serve. Our commitment to equity is driven by building a sector where everybody is included and thrives.

Stephen Jack, Chair of Orbit Common Board



Investing in our people

We remain committed to investing in our people and culture, ensuring we have the right skills, tools, and commitment to deliver our purpose, and colleagues feel valued and able to be the best that that they can be, no matter their background.

Key initiatives include:

- Introducing Professional Development frameworks for customer facing teams to empower career progression, build confidence and create a highly capable and engaged workforce
- Introducing a new series of programmes designed to help everyone access development that meets their unique needs. This includes mentoring, the Coaching Culture platform, and STRIVE, our refreshed apprenticeship offering
- Continuing to offer our Springboard and Navigator programmes
- Launching a new racial diversity and inclusion programme, The Navigator Early Career Accelerator and Mid-Career Accelerator, specifically designed to support racial minority colleagues in building skills and accelerating careers
- Providing Leadership Development opportunities including Leader as Coach, and partnering with Windsor Leadership programmes
- Implementing the second phase of our Navigating the Transformation Together development programme: Leading Through Change, to support colleagues through our Everyday Excellence transformational journey

I am a member of Orbit's Women's Networking Group and recently completed the Springboard Women's Development programme, where I learnt about having time for myself, presenting the best of me, goal setting, building confidence, practicing assertiveness and making it happen. I've since enrolled as a mentee in the Women in Social Housing Mentorship programme and completed Involve Talent Navigator. I'm grateful to be able to part of programmes that invest in future leaders and help to challenge mindsets that can hold us back. I'm looking forward to what's next on my journey.

Chipo Warinda, Assistant Accountant at Orbit



Attracting new colleagues

We have several initiatives in place to ensure we take an inclusive approach to attracting new colleagues:

Key initiatives include:

- Mandatory accredited recruiter programme aiding hiring managers to create a culture of fair and transparent recruitment, and an environment for candidates to be at their best and bring their authentic self so that they are able to succeed
- We look beyond technical qualifications and experience, and use tools such as psychometric assessments and competency-based interviews to help us appoint candidates with a wider perspective on experience and potential
- 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
- Advertising roles via Women in Social Housing



