



Gender Pay Gap Report

2019

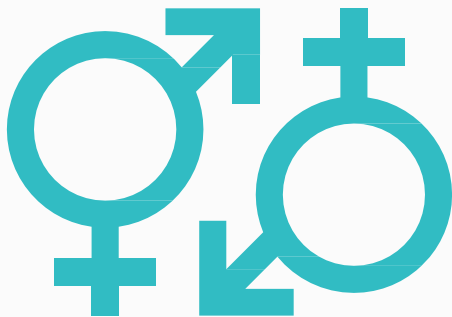
PUBLISHED AUGUST 2019



INTRODUCTION



Jamie Hopwood
Managing Director



Diversity and Inclusion is important to the Orbit Board and all of the Management Team.

I am proud to say that we have a good gender balance with 50% females and 50% males.

Fairness in reward has always been central to Orbit's approach and, having undertaken a thorough review of all roles, **I can confirm men and women who carry out similar or the same roles are paid equally**, when variations in experience, skills and performance are taken into account.

Our Median Gender Pay Gap is 22% (Mean 41%). This does not mean that people are not paid fairly, it exists because we have a higher proportion of males in senior roles (83.9% male and 16.1% female in the highest pay quartile) and a higher proportion of females in junior roles (31.6% male and 68.4% female in the lowest pay quartile)

We do have incredibly talented females in senior and managerial positions, but as well as continuing to ensure fairness, we need to place additional focus on developing females in senior roles.

We do recognise that some functions, such as our field team, contribute to a higher Mean Gender Pay Gaps as they traditionally attract a higher percentage of males. One of our key goals is to increase the proportion of females in these functions.

I report the proportion of females and males who received a bonus, being females 13% and males 48%, which is reflective of the field activity function dominating the bonus pay within the business and attracting a high percentages of male recruits.

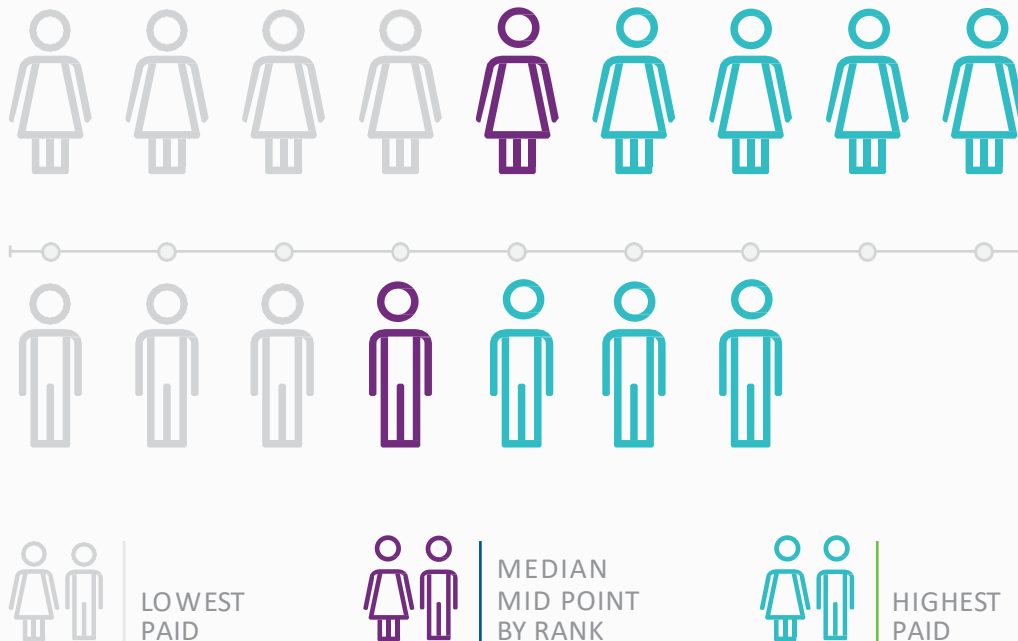
We are focussed on continuing to review our performance against gender diversity and inclusion metrics and will work with our colleagues in other group companies to close the Gender Pay Gap and to ensure fair opportunity for all in our business.

A handwritten signature in black ink, appearing to be 'J Hopwood', on a white background.

Managing Director
Orbit

DEFINITION

MEDIAN GENDER HOURLY RATE OF PAY



It is important to note that gender pay gap is different to equal pay. Equal pay looks at the difference in pay between males and females carrying out the same or similar roles.

MEDIAN

The Median Gender Pay Gap shows the difference in the median (mid-point) hourly rate of pay between males and females over the measurement period.

The median hourly rate is worked out by ranking the hourly rates of employees from low to high and identifying the mid point within the rank (male and females separately).

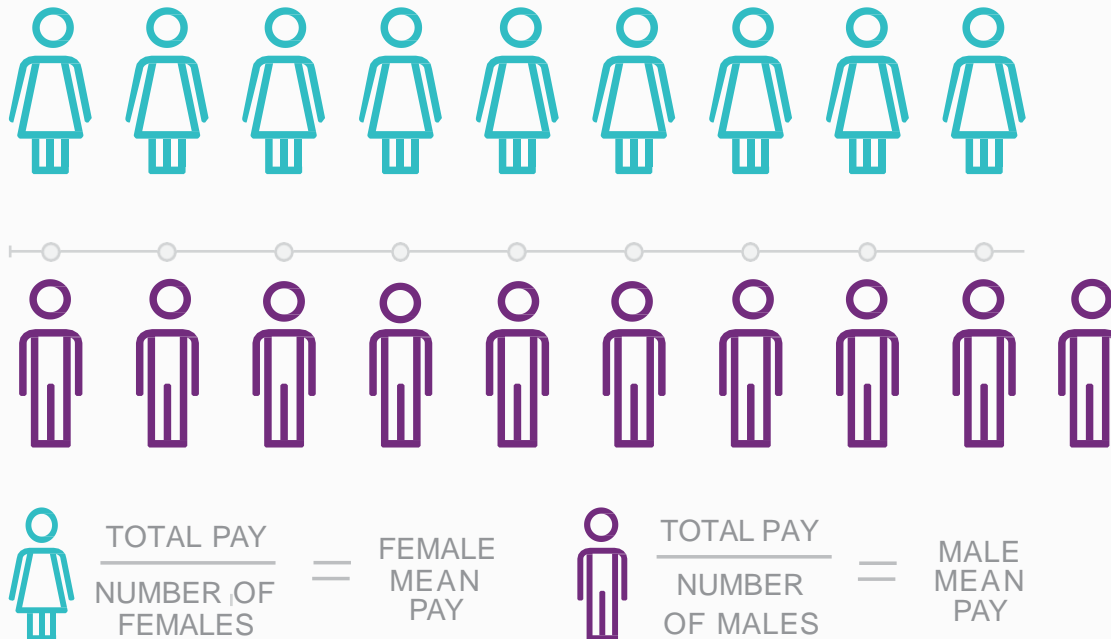
The Median Gender PayGap is the female median hourly rate subtracted from the male median hourly rate, divided by the male median hourly rate, multiplied by 100.

'Pay' incorporates money payments received during the measurement period, which is the pay period in which the 5th April 2019 falls, including any bonuses related to that period.



DEFINITION

MEAN GENDER HOURLY RATE OF PAY



It is important to note that gender pay gap is different to equal pay. Equal pay looks at the difference in pay between males and females carrying out the same or similar roles.

MEAN

The Mean Gender Pay Gap shows the difference in the mean (average) hourly rate of pay between males and females over the measurement period.

The mean hourly rate of pay is worked out by adding the hourly rates of pay for all employees and dividing by the number of employees (male and females separately).

The Mean Gender Pay Gap is the female mean hourly rate subtracted from the male mean hourly rate, divided by the male mean hourly rate, multiplied by 100.

'Pay' incorporates money payments received during the measurement period, which is the pay period in which the 5th April 2019 falls, including any bonuses related to that period.

DEFINITION

GENDER BONUS GAP

$$\left(\left(\text{£XX} - \text{£XX} \right) \div \text{£XX} \right) \times 100 = \text{XX}\%$$



It is important to note that gender pay gap is different to equal pay. Equal pay looks at the difference in pay between males and females carrying out the same or similar roles.

GENDER BONUS GAP

The Gender Bonus Gap compares the average bonus paid to females receiving a bonus to the average bonus paid to males receiving a bonus.

The Median Gender Bonus Gap is the female median bonus subtracted from the male median bonus, divided by the male median bonus, multiplied by 100.

The Mean Gender Bonus Gap is the female mean bonus subtracted from the male mean bonus, divided by the male mean bonus, multiplied by 100.

‘Bonus’ incorporates bonus payments in cash or other financial assets received across the ‘measurement period’, which is the 12 months prior to the pay period in which the 5th April 2019 falls.

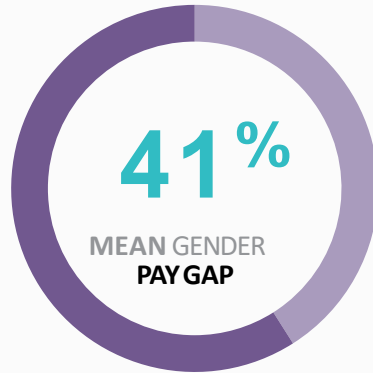
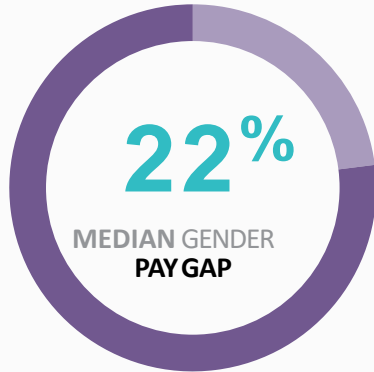


GENDER PAY & BONUS GAP

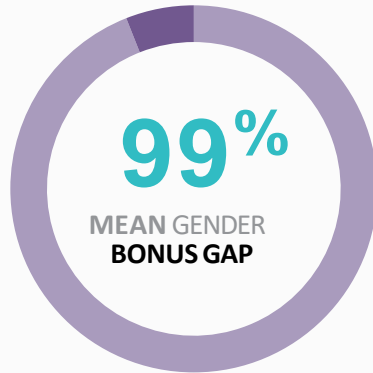
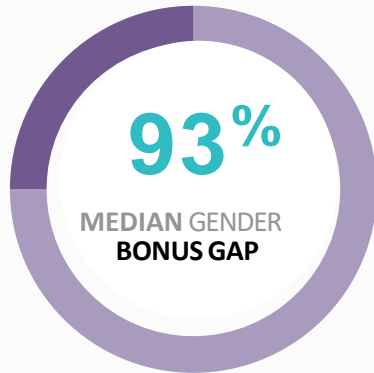
MEDIAN

MEAN

PAY GAP



BONUS GAP



Why is the Gender Bonus Gap higher than the Gender PayGap?

Bonus payments are paid almost exclusively to our Field team and the proportion of females in this team was 0%. Therefore, the Gender Bonus Gap increases compared to the Gender Pay Gap, reflecting that the proportion of males increases in the Field team.

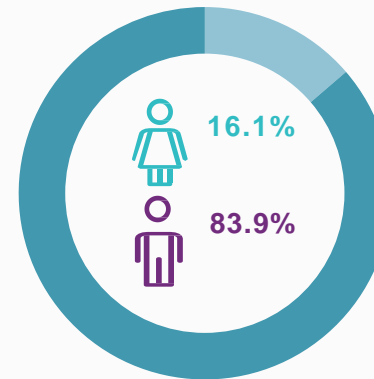
Why is the Mean Gender Gap higher than the Median Gender Gap?

The Mean (average) as a calculation is more sensitive to the profile of males and females in senior positions than the Median (mid-point), which is more reflective of the 'typical' situation as it is based on a rank of employees. This leads to a lower result.

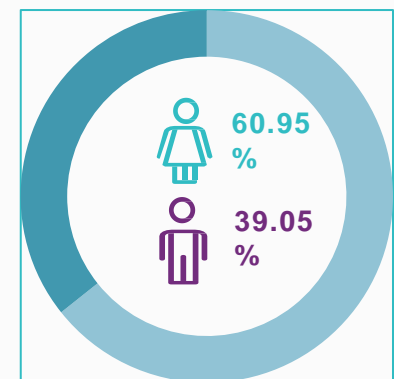
WHY?

The gender pay gap is a result of us having more males in the higher pay quartile (senior management positions) and more females in the lower quartile (junior positions)

GENDER MIX
UPPER PAY QUARTILE



GENDER MIX
REST OF BUSINESS



We can confirm men and women who carry out similar or the same roles are paid equally when variations in experience, skills and performance are taken into account.

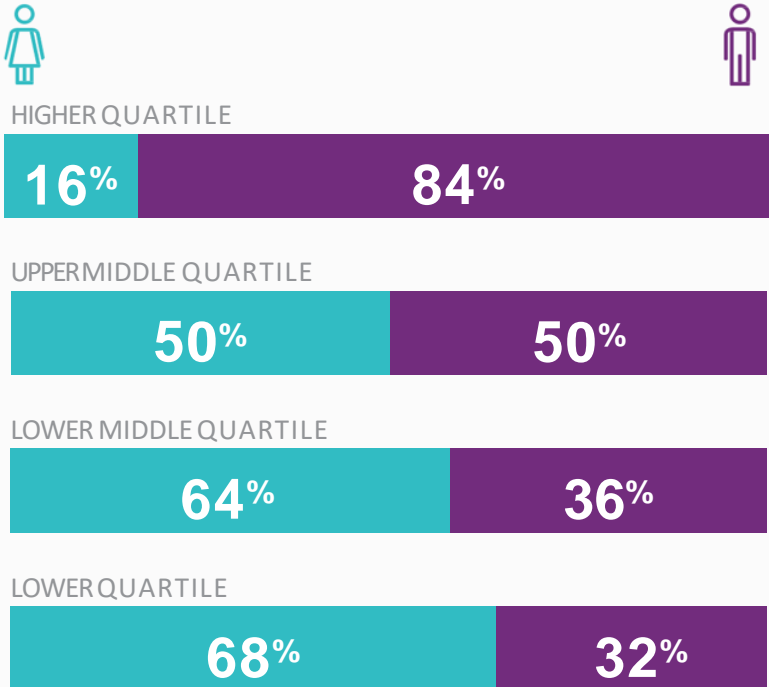


GENDER MIX

OVERALL GENDER MIX



GENDER IN EACH PAYQUARTILE



Whilst the overall gender mix is 50% females and 50% males, the proportion of females is not as high in the Higher Quartile of pay than the average across the other Quartiles.

Employees have been sorted based on pay from the lowest to the highest and then split into quartiles.

We can confirm men and women who carry out similar or the same roles are paid equally when variations in experience, skills and performance are taken into account.

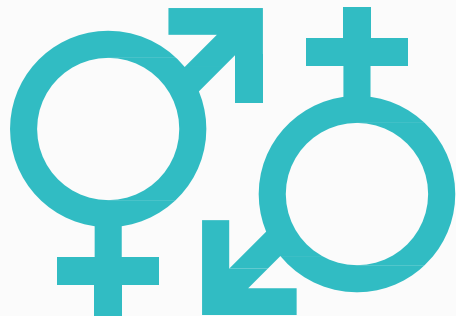
GENDER MIX OF THOSE RECEIVING A BONUS



The proportion of females and males who received a bonus in Orbit is females 13% and males 48%.

This is reflective of the field activity function dominating bonus within the business and attracting 100% of male recruits.

The measurement period is the 12 months ending 5th April 2019.



We can confirm men and women who carry out similar or the same roles are paid equally when variations in experience, skills and performance are taken into account.



CONCLUSION

We continue to pride ourselves in having fairness in reward and we can confirm men and women who carry out similar or the same roles are paid equally, when variations in experience, skills and performance are taken into account.

Whilst we have a good overall gender balance (50% females v 50% males), we recognise that the gender balance in more senior roles is less weighted to females.

We are committed to improving the proportion of females in managerial positions and specialist roles, to reflect the overall profile of females across the business wherever possible.

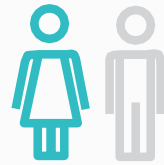
Business practice which supports fairness

- Recruitment is based on competency and our focus is on finding the best person for the role, regardless of their gender.
- Remuneration packages are linked to job family groupings, to ensure that they appropriately reflect responsibilities and required skill sets.
- A robust performance appraisal process is in place across the business to ensure that this is a fair and balanced assessment.
- There is equal access to the training and development, regardless of gender.

OUR COMMITMENTS

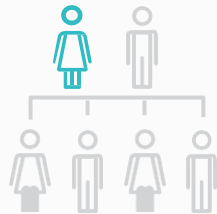
A number of areas of focus have been identified. Orbit commit to look to take tangible actions to enable us to achieve our shared goal of improving the gender mix in senior positions and in specialist technical functions.

Progress against our initiatives to improve gender balance in our organisation :



Making the most of female talent

- **Target:** We aim for female participation on Management Development or Apprentice programmes to be reflective of the gender profile in the business as a whole, also to link into the Cabot Career Re-ignition Programme to support women returning to work and aim for a 50:50 gender mix in our internal and external succession plans for senior roles.



Inspire & support women

- **Target:** We plan to share stories of success for women and to work with the group to develop an internal female mentorship programme.



Challenge behaviours

- **Target:** All managers to receive unconscious bias training to help reduce any bias that may exist in the assessment, leadership and recruitment of women.



Measure & reward progress

- **Target:** Reporting on gender diversity and inclusion metrics will be promoted and gender diversity goals incorporated into senior management objectives.

ORBIT

© 2019 Orbit

Orbit Debt Collections Limited

Registered in England with Company No: 6476959.

Registered Office: 1 Kings Hill Avenue, Kings Hill,

West Malling, ME19 4UA

