



Orbit

Gender Pay Gap Report 2021

Our Current View

A message from our Chief People Officer

“

The last couple of years have had a significant impact on all of us, both personally and professionally. We have had to rapidly change the way we live, work, and interact with each other. This is very true for our colleagues at Orbit.

Orbit was founded 20 years ago and now forms part of a much larger group since our purchase by our majority stakeholder, Encore Capital Group, in 2018. There are many benefits to being a part of a much larger global business like Encore Capital Group and we will continue to look for opportunities for our colleagues to benefit from this relationship.

As a business we are still on a journey of evolution, and this is evident in our Gender Pay Gap (GPG) report findings. This year, we are sharing with you some elements we feel reflect our culture and demonstrate our ways of working. We have included information about our Mission, Vision and Values (MVV), our structure, insights into the ways we are reducing the GPG and thoughts from a number of our colleagues about what it is like to work here at Orbit.

We have attempted to bring to life the amazing culture inside our company which lies behind the data we are sharing with you today. We are proud and energised by our mission of ‘creating pathways to economic freedom’ which recognises that one size does not fit all. This is at the heart of everything we do, for consumers and our colleagues. Our colleagues’ stories about their working lives at Orbit show how our commitment to one of our core values ‘we find a better way’ gives individuals a sense of connection and belonging.

In previous years we have seen significant reductions in our gender pay gap through changes in senior roles, however, since 2020, we have not seen further positive changes. We are working hard behind the scenes to create the momentum needed to make a significant difference in the years ahead. Our aim is to implement systemic changes that create the desired change and are sustained even when people move on. Our intention is to provide the right environment for each individual to succeed, recognising, just like for consumers, that one size does not fit all for our colleagues either.

Addressing our GPG remains a priority at Orbit, and we will share some of the changes we have made to help address this gap in this report. Each change supports creating an environment that enables all our colleagues to thrive. We believe our transparency in this area will support our efforts to become a business that values and enables gender balance and diversity at all levels, across all of our businesses.



Jane Perkin
Chief People Officer

Contents and Stucture

Contents

1	Our Current View	7	Our Aspirations
2	Contents and Structure	8-9	How we are Reducing the Gap
3	Our Principles	10-11	Hear first hand from our colleagues
4-5	Gender Pay Gap	12	Life at Orbit as part of CCM
6	Bonus Pay Gap	13	Looking Forward and Conclusion

STRUCTURE

Encore Capital Group - European businesses

Encore Capital Group has three primary business units – Cabot Credit Management (CCM), Midland Credit Management (MCM) and Latin America Asia Pacific (LAAP). Encore Capital Group’s Mission is ‘To create pathways to economic freedom’

Headquartered in London, CCM, is one of the largest credit management service providers in Europe and a market leader in the UK and Ireland.

CCM consists of nine different businesses and provides a range of credit management services across a broad client base that includes some of Europe’s largest credit providers. It’s debt servicing offerings include early-stage collections, business process outsourcing, contingent collections, trace services and litigation.

CCM currently employs over 3,000 people across its 18 offices in the UK and mainland Europe.



Our Principles

MISSION, VISION & VALUES

At CCM, we see the power in our actions and the significance of our role in contributing to a healthy credit ecosystem. With this in mind, we created, along with our parent company Encore Capital Group, an MVV that reflects and strengthens the culture we have within our company. Our culture is reflected in our Mission ‘to create pathways to economic freedom’ through our interactions with consumers.

Our colleagues are committed to supporting consumers to achieve economic freedom through addressing their financial challenges and work in partnership with them to make a positive difference to their lives. We understand that no two consumers are the same, and through our interactions with consumers we can help them to find a better way to restore their financial health. Our Vision, to help make credit accessible by partnering with consumers to restore their financial health, reflects this approach.

Our MVV

Mission:
Creating pathways to economic freedom

Vision:
We help make credit accessible by partnering with consumers to restore their financial health

Values:

WE CARE
We put people first and engage with honesty, empathy, and respect

WE FIND A BETTER WAY
We deliver our best in everything we do, find ways to make a positive difference, and achieve impactful results

WE ARE INCLUSIVE AND COLLABORATIVE
We embrace our differences and work together to ensure every individual can thrive

We have created our Values – We Care, We Find a Better Way and We are Inclusive and Collaborative - to help guide our actions and behaviours. They represent what we have heard from colleagues; namely who they are, how they work, what they value, and the sort of environment they want to work in.

Our Values create an environment that encourages a sense of belonging and celebrates diversity and each individual's uniqueness. This was demonstrated in the past year when colleagues from Encore Capital Group, CCM and MCM contributed to a company-wide fundraiser to help source a critically needed oxygen generation and refilling plant for a community health centre in the Haryana state in India (where our MCM offices are located).

Orbit Gender Pay Gap Report

3.

GENDER PAY GAP

A Gender Pay Gap (GPG) is a measure of the difference in the average pay of men and women across an entire organisation, regardless of the nature or level of their work. It highlights the different number of men and women across all roles. It is different from an equal pay comparison, which involves a direct comparison of two people or groups of people carrying out the same work or work of equal value.

The difference between median and mean

MEDIAN PAY GAP

Imagine if all our female colleagues stood next to each other in one line in order of lowest hourly pay to highest and then our male colleagues did the same. The Median GPG is the difference in pay between the female colleague in the middle of their line and the male colleague in the middle of their line.

 **MEDIAN**

MEAN PAY GAP

The Mean GPG shows the difference in average hourly rate of pay between men and women. This is also affected by the different numbers of men and women in different roles.

 / 5 = **MEAN**

Leo Weston
Operations & Strategy Director

A message from our Operations and Strategy Director, Leo Weston

“I started working for Orbit just over five years ago as the Finance Director, became Governance and Strategy Director before moving to my current role as Operations and Strategy Director in March 2021. We continue to promote fairness and diversity across our business and continue to strive to reduce our GPG by taking a holistic approach with the intention to make improvements to our GPG in the years ahead.

This is what our statistics tell us this year:

The key driver of our GPG continues to be gender split at senior levels – we have more females in the lower graded roles that sit in the lower pay quartile, whereas we have more males in the higher paid, senior management roles which sit in the higher pay quartile (61% male and 39% female in the highest pay quartile).

This results in our Mean GPG being 14%, which is 2% higher than 2020. This highlights that further work needs to be done to address this. The Median Pay Gap has remained at 9%.

Our field team, which is made up predominantly of males (93%), continues to contribute to our Mean Gender Pay Gap and have a significant impact on the differential between the number of males receiving a bonus comparative to females - only 6% of females received a bonus compared with 35% of males”.

Orbit Gender Pay Gap Report

4.

GENDER PAY GAP

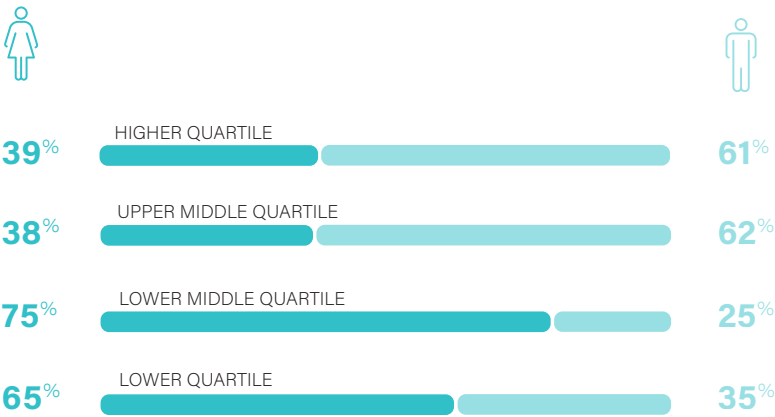
	2020	2021
Mean Gender Pay Gap	12%	14%
Median Gender Pay Gap	9%	9%

WHY IS THE **MEAN** GENDER GAP HIGHER THAN THE **MEDIAN** GENDER GAP?

The Mean (average) as a calculation is more sensitive to having more males in senior positions, hence leading to a higher result. Where the Median (mid-point) being based on a rank of employees, leads to a lower result.

GENDER MIX EACH PAY QUARTILE 2021

The proportion of male and female colleagues according to quartile pay bands



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

GENDER MIX

Whilst the overall gender mix is **54%** females and **46%** males, there are more males in the higher pay quartile and more females in the lower pay quartiles.



One of the key drivers of our GPG is the gender split at senior levels – we have more females in the lower graded, lower paying roles, whereas we have more males in the higher paid, senior management roles. We have 39% female vs 61% male in our highest pay quartile, compared to 65% female and 35% male in our lowest pay quartile.

Overall, the gender mix is relatively even with 54% female and 46% male, however stability in the workforce in the upper pay quartile is a barrier to rapid progression to address the GPG in the higher pay quartile. In the areas where we have seen expansion, and through recruitment to replace leavers from our office operations, new recruits have been disproportionately represented by female employees, and females now represents 70% of our lower two pay quartiles, up from 65% last year.

BONUS GAP

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



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

	2020	2021
Mean Bonus Pay Gap	84%	48%
Median Bonus Pay Gap	93%	44%

MEAN BONUS GAP

The Mean Bonus Gap shows the difference in mean bonus between men and women.

MEDIAN BONUS GAP

Imagine if all our female colleagues who received a bonus stood next to each other in one line in order of lowest bonus received to highest and then our male colleagues who received a bonus did the same. The median bonus gap is the difference in bonus between the female colleague in the middle of their line and the male colleague in the middle of their line.

Positively, significant progress has been made on the Bonus Pay Gap due to lower bonus payments made to males in 2021 compared to 2020, both in our field team and at a senior level. Alongside this, an increase in bonus payments received by females reduced the gap further. This has led to a significant reduction in both Mean and Median Bonus Pay Gaps. While there is more work to be done, we have made good progress over the past year.

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

Bonus % increases by seniority of role and therefore the Gender Bonus Gap increases compared to the GPG, reflecting that we have more males in senior positions. Additionally, our field workforce, which receive bonuses and is predominately male, further impacts the size of the Bonus Pay Gap.

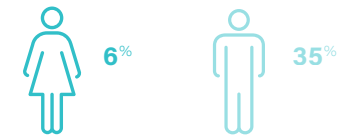
RECEIVING A BONUS

The proportion of females and males who received a bonus in Orbit is females 6%, and males 35%.

Our field team, which is made up predominantly of males (93%), continues to have a significant impact on the differential between the number of males receiving a bonus comparative to females.

The field team still dominates the quantum of the bonuses (81%) paid. Whilst we are working to promote the field roles in a manner which appeals equally to both male and female applicants, the majority of applicants for these roles are still largely male.

While this is a similar challenge across these types of roles in our industry and others, we are committed to continue to work to find ways to attract and retain diverse candidates into these roles for the future.



The measurement period is 12 months ending the 5th April 2021.

- 'Pay' is base salary and 'Bonus' is any additional bonus payments including Long Term Incentives.
- For Pay the 'measurement period' means the pay period in which the 5th April falls.
- For Bonus the 'measurement period' means the 12 months prior to pay period in which the 5th April falls.

Our Aspirations

We aspire to make systemic changes that creates an environment that encourages and values diversity and sets every colleague up to succeed.

Over the next two pages we touch upon some of the changes we have put in place this year to help reduce the gap and get closer to the company we want to be. Amongst these changes you will read about how we have set up a reward architecture across CCM, together with a new process for sizing all roles.

We've initiated discussions on our board succession planning to ensure we encourage more diversity and have started using specialised recruitment agencies to help bring more diverse candidates forward. We have also implemented the requirement for a gender balanced candidate slate in our recruitment process. We have implemented gender balanced interview panels, established new ways of measuring diversity across our workforce, found new ways to help encourage more females into our senior roles, and piloted a programme with our Irish leadership to help broaden their experiences through the experiences of others.

Our aspirations will continue to evolve and grow as we start to see the impact of the changes we have already made on the make up of our organisations.

Here follows a closer look at the changes we have already made in our efforts to address our Gender Pay Gap:



How are We Reducing the Gap

CREATING EQUITY

Reward

We have established a reward architecture across the CCM group that provides a framework for role comparisons between our business units which will support our aspirations to enable greater talent mobility.

Sizing

We have introduced a formal process for sizing all roles, and benchmarking against the market via the centralised Reward Team. This is helping us to bring objectivity to the evaluation of roles and limiting the impact of unconscious biases on reward decisions.

Board succession discussions

We have reviewed our regulated board compositions and have initiated discussions on how our boards will evolve and how we make diversity a key consideration going forward to create opportunities for more diverse candidates to be appointed in the future.

Additional GPG analysis

To bring greater visibility to our GPG, we have taken the analysis a step further and completed it for all employing entities at business unit and location level. This information will be shared with business leaders to inform future decisions on remuneration.



ATTRACTION AND RETENTION

New recruitment agencies

We are working with new specialised recruitment agencies for senior recruitment that help bring diverse candidates forward and develop succession pipelines.

Process improvement

We are investing time in assessing our advertisement's ability to attract and appeal to a diverse candidate base. We are testing new ways to remove the potential for bias from our candidate assessment processes and we have implemented a requirement for a gender balanced candidate slate and interview panel across CCM. Our aim is to ensure gender balance throughout the whole recruitment process across all roles at all levels across all departments.

Measuring diversity

We continue to improve and evolve the way we measure our diversity from the recruitment stage to selection and onboarding. This enables us to assess and improve the diversity of our future workforce and to make changes that support our desire for more diversity in senior roles. This information is reported quarterly to our Executive Team keeping our performance visible and our leaders accountable.

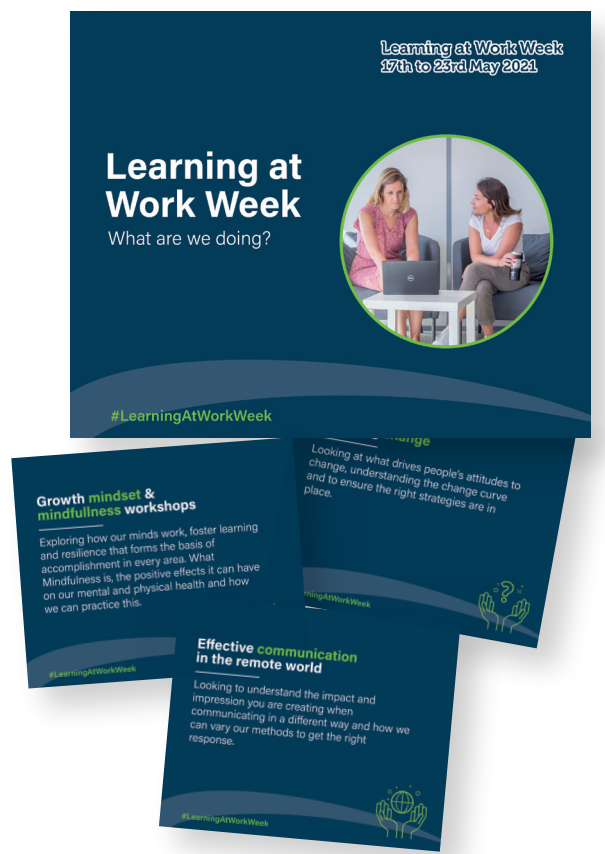
How are We Reducing the Gap

DEVELOPING TALENT

Investment in senior management
We have introduced regular talent reviews focused on identifying investment activities which provide greater development opportunities for our current and future senior females. Additionally, we are identifying opportunities for greater connectivity at all levels into our parent company, Encore Capital Group, providing more global experiences for our local colleagues.

EDUCATION

Empathetic Partnerships
This year we have piloted a programme with our Irish leadership team that connected individuals from across the business from different backgrounds, ethnicities, and perspectives. These partnerships explored various topics that enabled each participant to expand their world view through the experiences of their partner. We continue to explore how this pilot could be scaled to benefit all our colleagues.



Mike Rustill
Head of Talent and Development

“

Insight from our Head of Talent and Development

“It’s an exciting phase in the development of our talent management strategy as we face into new challenges with the external market continuing to evolve post COVID. Managing talent continues to be a high priority across our business with a greater focus on creating meaningful growth opportunities for individuals and teams.

The purpose of our talent management strategy is ‘to deliver a seamless candidate to colleague experience’ with the intention of positively influencing organisational and individual performance, increasing diversity and enabling our desired culture.”

Hear First Hand from Our Colleagues



Fern Griffiths
Team Manager

“

Fern joined Orbit as a Customer Consultant in April 2013 when the company was in its infancy with only 12 customer consultants. Within 18 months she became a Senior Customer Consultant and then within a year, moved into a Team Manager role. She now manages 40-50 people and feels privileged to have been with the company from the start and seen it grow into the successful business it is today. She really enjoys her job and helping others progress in their careers.

“I was the first person in Orbit to take adoption leave and the company was so supportive from the start. It took us two years to get through all the admin and interviews before being granted the go ahead. After being matched with a child, we then took adoption leave. This works like maternity leave and I was given six months ‘adoption leave’ before returning to work in my Team Manager role. Since then, Orbit has been so considerate with my child-care arrangements, so I have a great work-life balance.”

Catherine started working as a Field Agent for Orbit in February 2021, after losing her previous job due to the pandemic. Her role involves visiting consumers in Manchester and trying to help them get their finances back on track by helping them to resolve what they owe.

She said: “What I love about this job is not being tied to a desk or office and the sense of freedom this gives me. I feel as though I am self-employed, even though I am not. You have a lot of independence and I love working outdoors, especially when we have good weather. I carry a Fitbit with me and manage to do my 10,000 steps a day. It might sound strange, but I really like to be able to help people in this role. Being in debt is personal and some people are embarrassed. I always go with a friendly approach as people respond a lot better to kindness. Orbit’s ethos encourages me to do that. As a result, I find the consumer will often say they are glad I came by.”

Catherine said that this job allows her to meet a variety of characters from all ethnic backgrounds and ages. She enjoys the challenge as the solutions are not always straightforward. She said some consumers will try and overpay and she works with them to be realistic about their outgoings, so they don’t immediately end up defaulting on their payments.

She is contracted to work a 40-hour week but loves that she has flexibility around when she works as she can support her family commitments more readily. She added another bonus with this role is that Orbit provided her with a van which has been a great saving as there is less wear and tear on her car.



Catherine Gleeson
Field Agent

More from Our Colleagues



Jenny Hindley
Field Performance Manager

“

Jenny is a Field Performance Manager for Orbit and has worked at the company for six and a half years. She started out as a Telephony Agent in the Malton office before being promoted to a Team Leader within a year. “I was lucky to have joined the company as it was starting to grow rapidly and there were many opportunities available to progress.

I am a Team Leader and have just started pioneering a new role which involves managing and supporting 24 Field Customer Consultants who are predominantly male. It is challenging, but the agents are great to work with and I am already seeing some positive changes. The company has always encouraged me to progress in my roles and has helped me be the best version of myself.”

Harmeet has worked for Orbit for three years joining the business as Head of Operations. She has over 20 years’ experience in the debt collection industry after completing a Masters degree in Business and IT. Although it has historically been a male dominated industry, she has never found it awkward, although welcomes diversity and change.

“During my time at Orbit, I have already seen a lot of change, namely with the integration of Orbit with Wescot, the UK Debt Service business. Having been through many integrations in previous roles, I thought the onboarding was excellent, one of the best I have experienced. I was very impressed that Wescot had such a diverse board and found this made a big difference in their approach with females being so strongly represented at the heart of the business.”

Since the acquisition she feels the business is in an even a stronger place, more streamlined, focused and specific. In the future she would like to see further change in the field operation which has traditionally been very male orientated across the industry as she believes a more diverse workforce will bring in a different mindset and could have real benefits to all.



Harmeet Bansal
Head of Operations

Life at Orbit as Part of CCM

CELEBRATING CULTURAL EVENTS

INTERNATIONAL WOMEN’S DAY

Celebrated on 8 March, International Women’s Day is a focal point in the movement for Women’s rights. As part of CCM’s #IWD2021 celebrations, colleagues were invited to attend our ‘Women in Leadership’ panel to get to know senior females within the business, their stories, challenges, and passions. It also provided an opportunity for colleagues to pose questions to those on the panel in leadership positions, to better understand their role in building an inclusive environment across our respective businesses in Europe.

LGBTQ+ PRIDE MONTH

Celebrated in June, Pride is an important event on the CCM calendar and in 2021, members of the Executive Team participated in a Q&A panel session open to all colleagues answering queries regarding inclusion and what PRIDE means to them. This was supplemented by additional articles and information shared throughout the month, focussing on allyship.

BLACK HISTORY MONTH

Black History Month is celebrated during the month of **October** in the UK. The aim is to help broaden our colleagues’ cultural knowledge and therefore deepen their working relationships. This year throughout the month, we partnered with Blueprint for All and encouraged colleagues to share stories relating to this year’s Black History theme ‘Proud to Be.’ We posted these on social media together with our colleagues’ global stories shared by our parent company, Encore Capital Group. We also encouraged our colleagues to find and support black owned local businesses and attend virtual educational events including webinars about Black History Month.

INTERNATIONAL MEN’S DAY

International Men’s Day 2021 is observed globally on **November 19th** to promote basic humanitarian values, and to acknowledge awareness towards issues men can face. This year we raised awareness of ways to fundraise for Movember, which is the leading charity changing the face of men’s health on a global scale, focusing on mental health and suicide prevention, prostate cancer, and testicular cancer.



“

“I am proud to be a black woman because black symbolises resilience, versatility, and strength and what makes me most proud, is our culture, it is so unique and shapes the world.

I believe that our black culture and history should be celebrated every single day, and although that doesn't really happen in the world we are living in today, Black History Month makes us intentionally teach ourselves and others about the talented and gifted contributions that black people have made in the past and present times. CCM’s values guide our behaviours, our decision making, and our organisational culture which supports inclusiveness amongst all colleagues where differences are welcomed, recognised, and valued. We provide equal opportunity for everyone no matter their background or characteristics, everyone is treated fairly and with respect.”



Kalisha McKenzie
Senior HR Business Partner

Looking forward

AND CONCLUSION



Gender equity continues to be an important priority in our business. We are constantly looking at how we can continue to evolve to create an environment that rewards our colleagues fairly, enables and celebrates diversity at all levels and enables our colleagues to thrive.

2022 will continue to see us making strides to address barriers in our environment that impact an individual's ability to succeed. We are striving to create an empathetic and empowering environment that enables every individual to be set up for success.

As you have seen throughout this report our intention is to make systemic changes within our organisation that impacts positively the experiences of our colleagues and how we do business. This is not an overnight fix, we are confident that our holistic and systemic approach will continue to have a positive and sustainable effect on our business and the broader communities we work in going forward.

In 2022, to support our efforts to deliver the systemic change we desire, we are planning to conduct a full review of our people policies auditing them for inclusivity and the potential for unfair outcomes.

To help encourage new talent into the business, we will also be extending our apprenticeship scheme to other functions across CCM to encourage more diversity across the organisation.

We are excited about the partnerships we have established with charitable organisations like Blueprint for All, formerly the Stephen Lawrence Charitable Trust, as they help us to further understand how we can create an environment where everyone can thrive. This wonderful organisation works with young people and communities to create an inclusive society in which everyone regardless of race, ethnicity, gender or background can thrive. Blueprint for All's ethos fits well with our company's MVV. They and we believe in a future where talent is respected and nurtured, irrespective of where it comes from. A future which recognises and realises the benefits of a diverse workforce and where our communities can come together and succeed. This is the blueprint that sets the foundation for a more inclusive society and that is what we are striving to achieve at Orbit.

This is a journey that will require constant review and adaptation. We will continue to share the efforts that we are making and the impact these efforts are having in these reports.



Craig Buick,
Group Chief Executive Officer
Cabot Credit Management

I, **Leo Weston**, Operations & Strategy Director, can confirm the data published in this report is accurate.