



Orbit Credit Services

# Gender Pay Gap Report 2022

**ORBIT**

# Contents

---

[2 | Our Current View](#)

[3 | Our Structure](#)

[3 | Our MVV](#)

[4 | Understanding The Gender Pay Gap](#)

[4 - 5 | Gender Pay Gap](#)

[5 - 6 | Bonus Gap](#)

# Our Current View

Our 2022 statistics show that we are continuing to take steps in the right direction toward Gender Equity. You will always see some natural volatility in year-on-year figures, however the overall 3-5 year trends point to us doing the right things. We will walk you through the detailed figures in this report but before we do, we wanted to provide a summary of what's behind the numbers.

We spoke last year about the actions we were taking to ensure Gender Equity at Orbit. We will continue with our benchmarking activity across our business, using the frameworks we put in place last year to provide continued role comparisons which support correct sizing and overall remuneration packages. We have a number of very varied roles at Orbit. A smaller senior group of people oversee a varied operation created through the mix of telephony and field-based activity we conduct to support consumers. Our focus therefore always remains on ensuring a consistent levelling for similar or the same jobs, with any difference coming from experience or tenure.

We continue to challenge our recruiters to have a gender balanced interview panel and set of candidates in any recruitment process we conduct. This is part of our commitment to continue to limit and challenge any opportunity for unconscious bias in our recruitment and reward processes. We evaluate why they were not possible, whenever they can't be achieved.

The Cabot Credit Management Group executive board, (the group Orbit is a part of) continue to receive quarterly reports on the diversity of our businesses and this visibility continues to ensure we as leaders remain focused on and accountable for ensuring balance and equity. It also means we can quickly identify if any of our actions have an unintended negative consequence.

We were pleased to conclude a full review of our group policies in 2022, using external experts from organisations such as the charity BluePrint for All. The purpose was to look for inclusivity, equity and any potential for unfair outcomes. We head in 2023, confident we are challenging ourselves in the right ways to make sure everyone at Orbit and Cabot Credit Management is given the best possible change to succeed and that our policies do not create any blockers for people to achieve that.

Our top quartile has seen marked improvement during the last year with 57% of the top Quartile represented by females. This shows we have the right development pathway for all colleagues (male or female) to reach senior roles at Orbit. One advantage of us being part of a larger group, is that we can offer people the chance to develop themselves into roles which span across Cabot Credit Management. We've been pleased to see this happen for some female Orbit colleagues in the last 12 months. However, their promotion has an impact on our figures. Our Upper Middle Quartile shows a widening as those female colleagues become employed at group level and no longer contribute to our statistics.

Our proportion of males and females in each quartile band		Lower Q M	Lower Q F	Lower Middle Q M	Lower Middle Q F	Upper Middle Q M	Upper Middle Q F	Top Q M	Top Q F
	<b>2022</b>	<b>28%</b>	<b>72%</b>	<b>35%</b>	<b>65%</b>	<b>72%</b>	<b>28%</b>	<b>43%</b>	<b>57%</b>
<b>2021</b>	<b>35%</b>	<b>65%</b>	<b>25%</b>	<b>75%</b>	<b>62%</b>	<b>38%</b>	<b>61%</b>	<b>39%</b>	

Another factor which impacts on the reported differences in the Upper Middle Quartile is that the majority of the Orbit Field Customer Consultants fall into this quartile - a team which has a considerably higher ratio of males to females. We continue to target recruitment campaigns and promotions at encouraging more females into our Field Customer Consultant Role. Our focus will remain on this area, as those methods succeeding are fundamental to narrowing the imbalance in that role and that quartile as a whole.

We remain committed to developing our talented colleagues to even out that representation over the coming year. What is important is that the pipeline exists, it works, and we will continue to ensure that the right person is being promoted regardless of gender.

This process is a constant cycle which we will continue to update you on in our reports over the coming years. We believe we are focused on the right areas and the data shows those focuses are creating positive outcomes. Some of those positive outcomes are the exact thing providing some of the fluidity in our year on year data this time around.

**We can confirm the data printed in this report is accurate.**

**Signed by Craig Buick**




Craig Buick  
CCM Group Chief Executive Officer



Lynn Cruickshanks  
COO Wescot and Cabot UK Debt Servicing



Paul Jenkins  
Managing Director of Cabot UK



Leo Weston  
Orbit Operations & Strategy Director

# Our Structure

## Who we are | Encore Capital Group | European businesses

If you are not already aware of our set up here at Orbit, here's a bit of background. Encore Capital Group has three primary business units – Cabot Credit Management (CCM), Midland Credit Management (MCM) and Latin America Asia Pacific (LAAP).

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 ten different businesses who provide a range of credit management services to a broad client base including some of Europe's largest credit providers. Our debt servicing offerings include early-stage collections, business process outsourcing, contingent collections, trace services and litigation. CCM currently employs around 3,000 people across its 18 offices in the UK and mainland Europe. Orbit forms part of CCM.



## Our MVV

### What we stand for

At CCM, we understand the power our actions can have on our consumers and the significance of our role in contributing to a healthy credit ecosystem. With this in mind, along with our parent company Encore Capital Group, we created an Mission, Vision and Values (MVV) that reflects and strengthens our culture we have at CCM.

Our culture is reflected in our Mission which is to 'create pathways to economic freedom' through our interactions with consumers. Our colleagues are committed to supporting consumers to achieve economic freedom by working in partnership with them to understand their challenges, find good outcomes to what they owe and make a positive difference to their lives. We understand that no two people 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' continues this intent to make everything about freeing people from what they owe.

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 give a sense of belonging and celebrates diversity in the way we think.



#### 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



# Understanding the Gender Pay Gap

## What does a Gender Pay Gap show?

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.

## What's the difference between median and mean pay gap?

### Median pay gap

Imagine if all our female colleagues stood next to each other in a line. They order themselves from the 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 as a percentage.

### 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. This number is calculated by adding up all of the people in the lines rate of pay and dividing it by the number of people in the line.



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

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

## Gender Pay Gap

Reporting Requirement	2020 %	2021 %	2022 %
Mean gender pay gap	12%	14%	11%
Median gender pay gap	9%	9%	4%

## Gender Mix and each pay quartile

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

Our proportion of males and females in each quartile band		Lower Q M	Lower Q F	Lower Middle Q M	Lower Middle Q F	Upper Middle Q M	Upper Middle Q F	Top Q M	Top Q F
	2022	28%	72%	35%	65%	72%	28%	43%	57%
2021	35%	65%	25%	75%	62%	38%	61%	39%	

The overall gender mix is **56%** females and **44%** males.



Our top quartile has shown positive progression in 2022 with 57% female representation. The Upper Middle quartile has shown a drop. This is actually caused by a positive outcome. Orbit being a smaller entity of the Cabot Credit Management Group (circa 10% of group colleagues) finds many of its progression opportunities from our people progressing into the wider Cabot group structure. We have seen a number of our female colleagues successfully develop into group level roles, at which point they are no longer counted on the Orbit statistics when they move to Cabot contracts.

We continue to have a predominantly female lower and lower middle quartile and it is down to us to continue using the methods and frameworks explained in our summary to progress our next talent into Upper Quartile positions.

## 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.

Reporting Requirement	2020 %	2021 %	2022 %
Mean bonus gender pay gap	84%	48%	50%
Median bonus gender pay gap	93%	44%	60%

### Median Bonus gap

Imagine if all our female colleagues who received a bonus stood next to each other in a line. They order themselves from the 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 as a percentage.

### Mean Bonus gap

The mean bonus gap shows the difference in mean bonus between men and women. This number is calculated by adding up all of the bonuses awarded and dividing it by the number of people who received one.

## Receiving a bonus

The proportion of females and males who received a bonus was 11% females and 39% of males. The majority of Orbit roles which receive a bonus are field-based colleagues. There is a rigorous and tested matrix which document the levels of performance required to achieve bonus and this is a level playing field within the Field Customer Consultant Role.

### Our proportion of males and females receiving a bonus payment:



We have targeted recruitment campaigns or promotions and continue to assess how we encourage more females into our Field Customer Consultant Role. However, as the population of colleagues remains heavily male dominated, this is reflected in the figures we present. There are also a variety of roles in Orbit which do not receive a bonus and if you combine all of these factors together, they explain the gap.

We continue to ensure a level playing field for the roles eligible for bonus so there are no accessibility issues to colleagues performing the same bonus eligible role. Male and Female colleagues who carry out similar or the same roles are paid equally when variations in experience, skills and performance are taken into account. Our benchmarking frameworks ensure this.

The measurement period is 12 months ending the 5th April 2022.

## Helpful understanding

- '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.

