

Gender Pay Gap Report 2024



In this report, you will find information highlighting the gender pay gap between men and women working at Orwell.

If you would like to view the online version and download the pdf, please use the QR code below.



Scan me to visit our website and view the report.

www.orwell-housing.co.uk/genderpaygap/
0345 60 100 30



Orwell

Orwell Housing Association Limited

Gender Pay Gap Report 2024

Results

Orwell's gender pay gap is as follows:

Mean gender pay gap:	12.1%
Median gender pay gap:	4.4%
Mean bonus gender pay gap:	1.7%
Median bonus gender pay gap:	-50.0%

Proportion of males and females receiving a bonus payment:

Male:	18.4%
Female:	11.6%
Bonus Gap:	6.8%

Proportion of males and females in each quartile band:

Lower Quartile:	
Male:	17.6%
Female:	82.4%

Lower Middle Quartile:

Male:	15.8%
Female:	84.2%

Middle Quartile:

Male:	20.2%
Female:	79.8%

Upper Quartile:

Male:	32.0%
Female:	68.0%

Written Statement

These calculations are in accordance with the requirements, are accurate and will be published in an accessible place on Orwell's website and also on the Government's designated website, <https://www.gov.uk/report-gender-pay-gap-data> by 5 April 2025.



Wendy Evans-Hendrick
Chief Executive

Date: Friday 21st February 2024

Orwell Housing Association Limited

Gender Pay Gap Report Narrative 2024

Based on the Government's methodology, Orwell is reporting a median gender pay gap of 4.4% and a mean gender pay gap of 12.1%

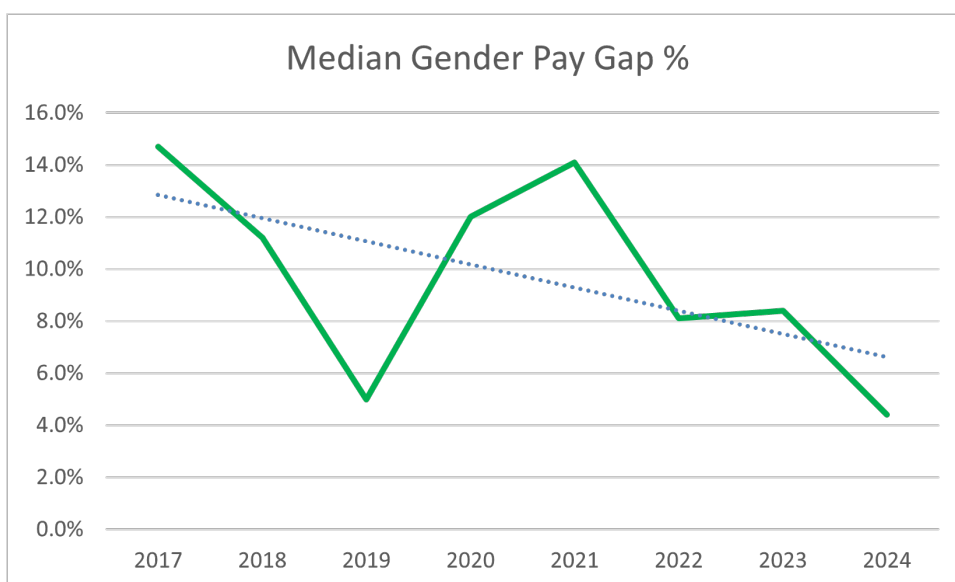
How do we compare (last 5 years)?

	2024	2023	2022	2021	2020	2019*
Gender pay gap (mean)	12.1%	13.7%	9.1%	0.5%	11.3%	9.4%
Gender pay gap (median)	4.4%	8.4%	8.1%	14.1%	12.0%	5.0%
Gender bonus gap (mean)	1.7%	29.2%	10.3%	2.3%	41.3%	-212.5%
Gender bonus gap (median)	-50.0%	0.0%	-40%	0.0%	60.0%	-100.0%
Males receiving bonus	18.4%	88.4%	66.7%	45.8%	16.4%	15.6%
Females receiving bonus	11.6%	86.9%	76.5%	53.3%	13.2%	13.8%

* Used an altered methodology to recent years

These figures show that both the mean and median gender pay gap continue to decrease.

As the median gender pay gap is the national benchmark, we can evidence an overall reduction since reporting began:

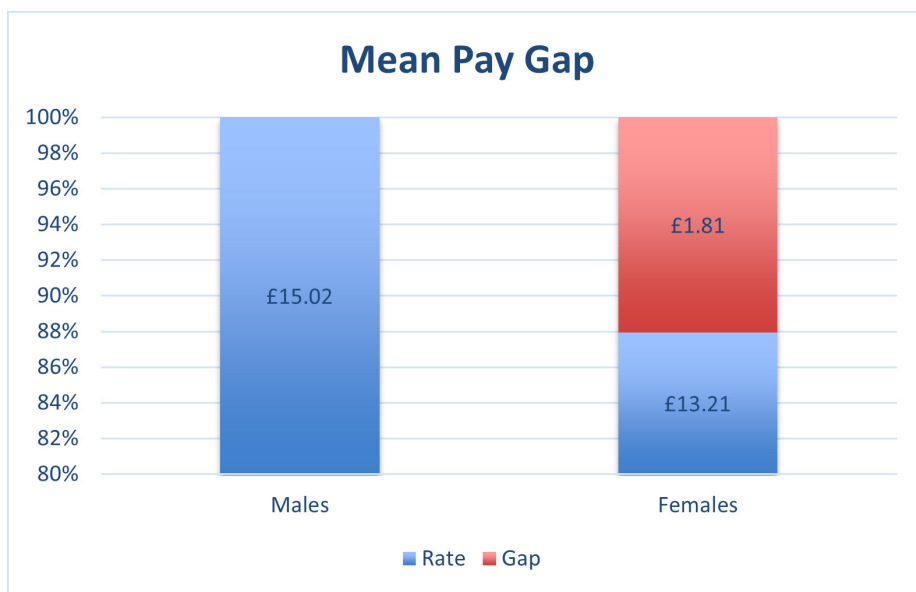


The latest national benchmark is a median pay gap of 13.1% (April 2024 reporting deadline as reported by ONS). The median gender pay gap for employers with 500 – 999 colleagues was 11.9% (as reported by Commons Library Research Briefing) - we sit comfortably below both at 4.4%.

Individually, the mean and the median figures can provide a misleading picture, particularly as we employ so many more female colleagues than male colleagues (heavily influencing the mean). It is recommended they are viewed alongside one another and this narrative, to give a more balanced view of the overall gender pay gap.

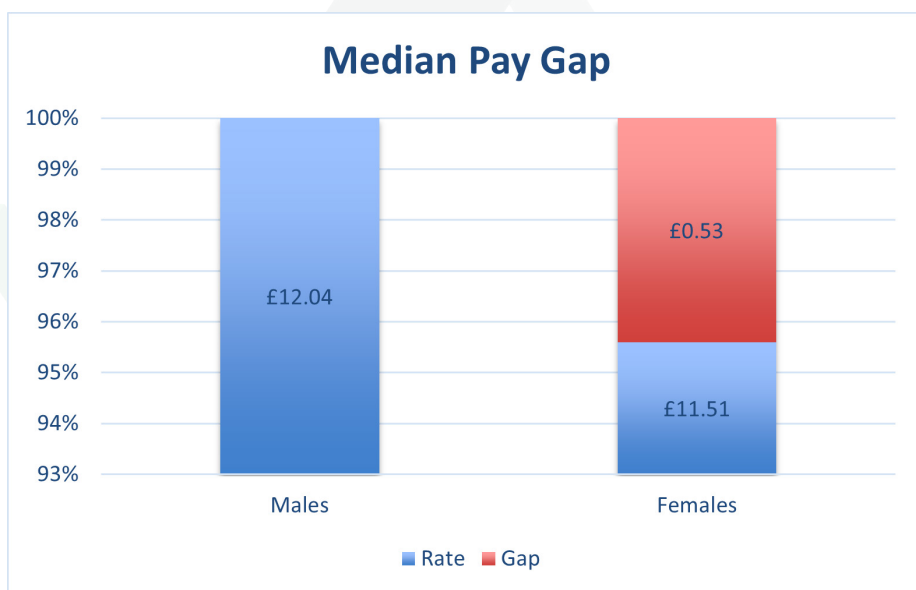
Mean Gender Pay Gap

The mean gender pay gap is the difference between the average hourly earnings of men and women and reveals a gap of £1.81 per hour in favour of male colleagues (a decrease of 16p per hour compared to last year):



Median Gender Pay Gap

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary revealing a gap of 53p per hour, in favour male colleagues (a decrease of 45p per hour compared to last year):



Bonus Pay Gap

The mean bonus gap has reduced compared with last year by 27.5% (in favour of men) and the median bonus pay gap has reduced further to -50% in favour of women.

	Received Bonus	Mean	Median
% Males	18.4	£285.00	£100
% Females	11.6	£280.16	£150
% Bonus Gap	6.8	1.7	-50.0

According to Commons Library Research Briefing, the average proportion of male colleagues receiving bonuses was 40% and the average proportion of female colleagues receiving bonuses around the same at 39% (this reporting period).

Orwell sits below both these figures this year and again, more male than female colleagues received bonus payments during the current reporting year when compared to the previous three years. Of our female colleagues (78% of the workforce), 11.6% received payments or awards categorised as bonuses (according to Gender Pay Gap criteria), compared to 18.4% of our male colleagues (22% of the workforce), creating a gap of 6.8%.

Colleagues receiving bonus payments completely depends on who reaches length of service milestones, who is successful in receiving Thank You and Bonus awards, who qualifies for birth/ adoption gift cards. Of colleagues receiving a bonus the gender split was 61:39 in favour of female colleagues and these seems proportionate to our workforce.

Mind the Gap – influences on pay

Annual pay increase

Salary increases awarded 1 January 2024 (to 723 workers) ranged from 0% to 19.66% owing to 2024 being a salary benchmarking year where roles were salary benchmarked according to the average value of the role in the market at that time. Colleagues (90) receiving above 6.7% (CPI at September 2023) by gender were as follows:

% Increase	Gender			
	Male %	Female %	Male	Female
16%+	7.8%	31.1%	7	28
14.1% - 16%	1.1%	2.2%	1	2
12.1% - 14%	5.5%	0.0%	5	0
10.1% - 12%	4.4%	6.7%	4	6
8.1% - 10%	12.2%	12.2%	11	11
6.7% - 8%	6.7%	8.8%	6	8

61% of these colleagues were female with over 30% receiving the highest pay increases awarded and positively impacting the gender pay gap.

Additionally, our first midyear pay review (to ensure National Living Wage paid) further increased the pay of 437 colleagues by up to 5%. 86.6% of these colleagues were female, further positively impacting the gender pay gap.

Gender composition

As at the snapshot date, our gender ratio was 78% female; 22% male – employing more male colleagues than last reporting year. Despite this there were fewer female colleagues qualifying for both lower pay quartiles and more female colleagues qualifying for upper pay quartiles compared to last year, positively impacting the gender pay gap.

2024

Quartile Analysis		
Quartile	% Males	% Females
Lower Quartile £.51-£11.51	17.6	82.4
Lower Middle Quartile £11.51-£11.51	15.8	84.2
Upper Middle Quartile £11.51-£14.37	20.2	79.8
Upper Quartile £14.37-£77.69	32	68

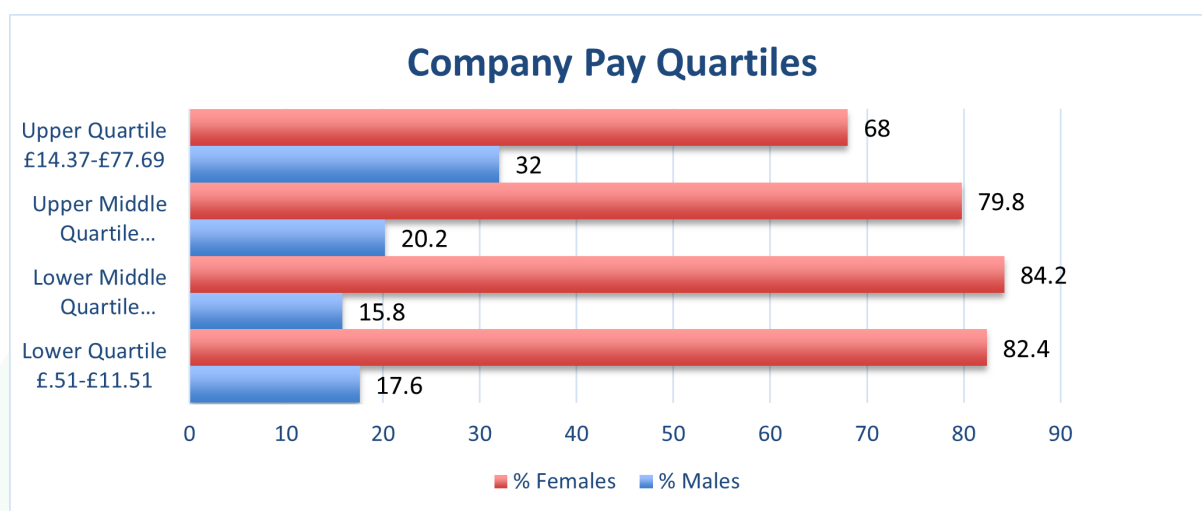
2023

Quartile Analysis		
Quartile	% Males	% Females
Lower Quartile £.00-£10.58	14.9	85.1
Lower Middle Quartile £10.58-£10.84	12.5	87.5
Upper Middle Quartile £10.84-£13.08	24.4	75.6
Upper Quartile £13.08-£70.70	35.3	64.7

Pay Quartiles

The pay quartile breakdowns show the proportion of women and men at different pay levels (defined by the Regulations without taking Orwell’s structure into account). The breakdowns show whether there is gender imbalance.

Orwell continues to experience an overall 78:22 gender split in favour of women. The pay quartiles report an imbalance at each quartile suggesting room for further improvement (to reflect our workforce profile of 78:22 and ideal position of 50:50):



Promotions

Promotions within the reporting period comprise 40% male and 60% female colleagues, positively affecting the gender pay gap. The average increase in hourly rate pay for female colleagues was 73p higher than male colleagues with rates sitting in the Upper Middle and Upper Pay Quartiles, positively affecting the gender pay gap.

Pay Increase Nominations

Successful pay increase nominations within the reporting period comprise 16.7% male and 83.3% female colleagues, positively affecting the gender pay gap. The increase in hourly rate pay for female colleagues was £1.79 lower than male colleagues with rates of pay sitting in the Lower Middle, Upper Middle and Upper Pay Quartiles, positively affecting the gender pay gap.

Occupation - Care

Care (and Support roles) whilst remains a low pay profession, we have raised our hourly rate (£11.55) which now appears in the Upper Middle Quartile (second highest paid), positively impacting the gender pay gap.

Family Caring Responsibilities

During the reporting year 85.7% of colleagues taking maternity/paternity/adoption/shared parental leave were female.

16.6% (1No) returned on the same terms and conditions (down 5.4% on last reporting year), 16.6% (1No) returned on reduced hours (but not pay), 50% returned on a relief basis (previously permanent contracts and up 32% on last reporting year) with no impact on pay rate and 16.6% (1No) resigned (up 5.6% on last reporting year).

Mind the Gap – Influences on bonuses

Bonus nominations

Successful bonus nominations were awarded to 19 colleagues during the reporting period – 73.7% female / 26.3% male. The average bonus amount awarded to female colleagues was £125.71 less than male colleagues, negatively affecting bonus pay gap.

Loyalty

Long service reward was awarded to 85 colleagues during the reporting period – 83.5% female / 16.5% male:

% Increase	Gender			
	Male %	Female %	Male	Female
16%+	7.8%	31.1%	7	28
14.1% - 16%	1.1%	2.2%	1	2
12.1% - 14%	5.5%	0.0%	5	0
10.1% - 12%	4.4%	6.7%	4	6
8.1% - 10%	12.2%	12.2%	11	11
6.7% - 8%	6.7%	8.8%	6	8

Referral scheme

Our referral scheme achieved 29 successful referrals during the reporting period with 86.2% of referrals made by female colleagues being awarded a total of £300 each, positively affecting the bonus pay gap.

Thank You awards

Successful nominations of up to £250 were awarded to 15 colleagues during the reporting period – 46.6% female / 53.3% male. The average amount awarded to female colleagues was £38.13 higher than male colleagues, positively affecting the bonus pay gap.

Mind the gap – why bother?

There are no legal implications for an organisation publishing a gender pay disparity. Orwell does not have an equal pay concern or discrimination issues causing the current gap.

Our salaries are market benchmarked according to the role being undertaken and not by who is undertaking it. We continue to have an external market salary benchmarking exercise across all roles within the business every 3 years. This means that there should be no justification for equal or fair pay claims.

Whilst there are no legal requirements to take action to close the gap, Orwell is committed to equity and fairness, and it therefore still remains important for us to:

- ▲ Avoid scrutiny or discrimination claims: through equal opportunity for men and women and equal treatment: ensuring there is no unconscious bias in decision making.
- ▲ Maintain our good reputation: external candidates who review our gender pay gap report, may be less inclined to or decide not to apply for a vacancy if they perceive the gender pay gap demonstrates a lack of fairness and equity. Existing colleagues can become disillusioned if they consider they are not going to be afforded equal opportunities (access to training, career progression, recognition and promotion etc.) especially in relation to pay.

- ▲ Benefit from diversity: a diverse workforce is better placed to understand customer need, and a mix of male and female viewpoints can lead to higher levels of productivity and innovation.

Mind the gap – Our commitments

We will continue to:

- ▲ achieve equal treatment of all genders with regards to policy, procedure, working practices, pay and reward, recruitment and selection, training and development, and flexible working arrangements (except in cases of under representation).
- ▲ promote gender equality in role occupation; using images of male carers and female trades to encouraging applicants from underrepresentation in these roles.
- ▲ use structured competency and values-based interviews to select candidates on an equal footing.
- ▲ salary benchmark each role against the external marketplace every three years and apply a salary range which allows for increases in salary based on contribution.
- ▲ develop leaders (internally via Building Leaders programme and externally via accredited training, eg CMI) to deliver quality leadership skills, develop self-confidence (to recognise, challenge and negotiate) and to nominate deserving team members for pay increases and bonuses.
- ▲ take Equality, Diversity & Inclusion seriously to support the delivery of our EDI ambitions, raise the profile of equality, and review Equality Impact Assessments (EIAs) and challenge bias.
- ▲ ensure EDI training is a mandatory requirement for all colleagues.
- ▲ celebrate success to highlight appreciation and reward, giving a quarterly update on the types of achievements that have been accomplished and rewarded.

Mind the gap – trying a bit harder

We will continue to:

There is more that can be achieved to try to close the gap (beyond current activities):

- ▲ Establish Diversity & Inclusion data: improve data collection, analysis and reporting to promote transparency of the representation of women and other under-represented groups, with a view to creating meaningful dashboards of data.
- ▲ Set gender targets: for job applications and shortlisting and promotion opportunities, to monitor what change will be achieved, and by when.
- ▲ Encourage people returning to the workplace to apply, particularly retired people looking to boost their income during the cost-of-living crisis. Offer support before and during assessment.

- ▲ More full-time job opportunities: review the possibility of advertising a greater number of full-time posts, particularly within Care and Support.
- ▲ Short-list more than one woman for interview in non-traditional female roles: increase chances of women being appointed.
- ▲ Skill-based assessment in selection.
- ▲ Create apprentice positions: increasing the percentage of males employed and in Lower and Lower Middle Pay Quartiles, lowering mean and median male hourly pay.
- ▲ Reward and pay transparency and accessibility: review the salary range formula, adopt the Orwell Apprentice Wage progressing to 85% of substantive role salary equivalent, reward budgets for budget holders to allocate, complete the assessment of a recognition platform to achieve instant reward/award access.
- ▲ Succession and progression policy: equal opportunity for career progression and an awareness of any risk of unconscious bias in decision making. Clear succession planning process with mentoring support. Sharing 'my story' of both male and female colleagues in Careers pages.
- ▲ Learning & Development: promote the Orwell Building Leaders programme to aspiring leaders, preparing more female colleagues for roles with higher earning potential.
- ▲ Learning & Development: coaching for female colleagues via the launch of our Coaching & Mentoring programme.
- ▲ Promote Shared Parental Leave.
- ▲ Employee involvement: to share the latest gender pay gap report with Employee Voice group representatives asking them to identify internal factors and action plan gap reductions.

Conclusion

Whilst there is a gender pay gap, it is not due to any level of inequity within Orwell terms, conditions, policies, procedures or processes.

There are also steps that can be taken to minimise any increase in the future. All areas for improvement as outlined above will be included within People team objectives for 2024/2025 and will be reviewed going forwards to ensure measures are progressed.



**If you would like this leaflet in another
language or format please email
comms@orwell-housing.co.uk
or call 0345 60 100 30**

Version Feb 2025