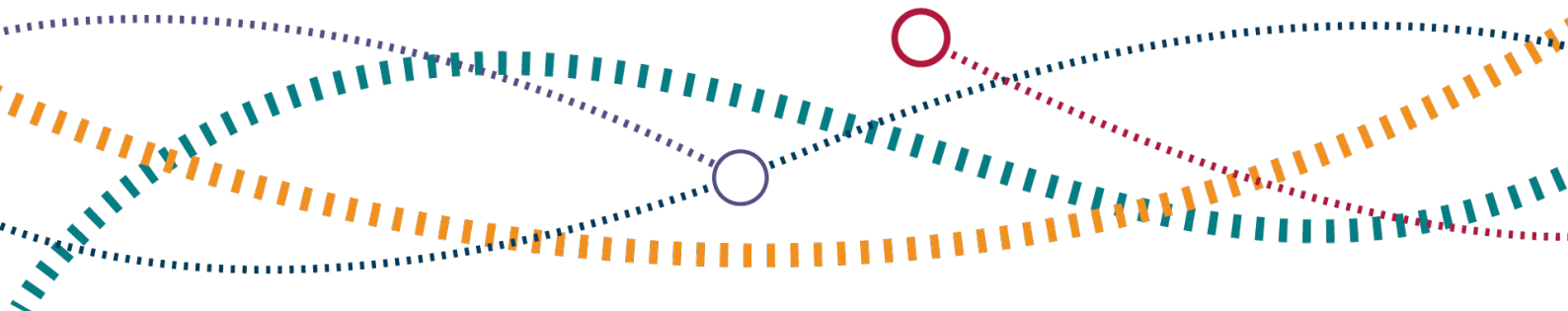




Gender Pay Gap Report

Reporting Year April 2022 to March 2023

Published 22 March 2024



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Gender Pay Gap

What is Gender Pay Gap Reporting?

From 2017, all organisations employing 250 or more people have been required to publicly report on their gender pay gap. The gender pay gap uses the hourly rates of men and women taken at a specific date (the 'snapshot date') and shows the percentage difference in earnings across the organisation between them.

Reporting specifically requires: the mean and median gender pay gaps; the mean and median gender bonus gaps; the proportion of men and women who received bonuses, and the number of men and women according to quartile pay bands. ORR has a snapshot date of 31 March 2023.

This report analyses our gender pay gap figures in more detail, makes comparisons with our previous reported data where relevant, and sets out what we are doing to close the gender pay gap.

ORR gender pay gap

The data presented is a snapshot at 31 March 2023 covering 371 employees, of which 55.5% were male and 44.5% were female.

The data shows that ORR has a mean gender pay gap of 7.1% and a median gender pay gap of 2.9%.

Table 1 Female pay against male pay, 2019 to 2023

Mean and Median pay gap	2023	2022	2021	2020	2019
Mean pay gap – hourly rate	7.1%	11.1%	14.4%	17.9%	18.1%
Median pay gap – hourly rate	2.9%	10.7%	15.2%	17.4%	23.8%
Mean pay gap – bonus payments	16.0%	-2.3%	-13.9%	7.2%	29.0%
Median pay gap – bonus payments	16.7%	-4.2%	-33.3%	25.0%	15.1%

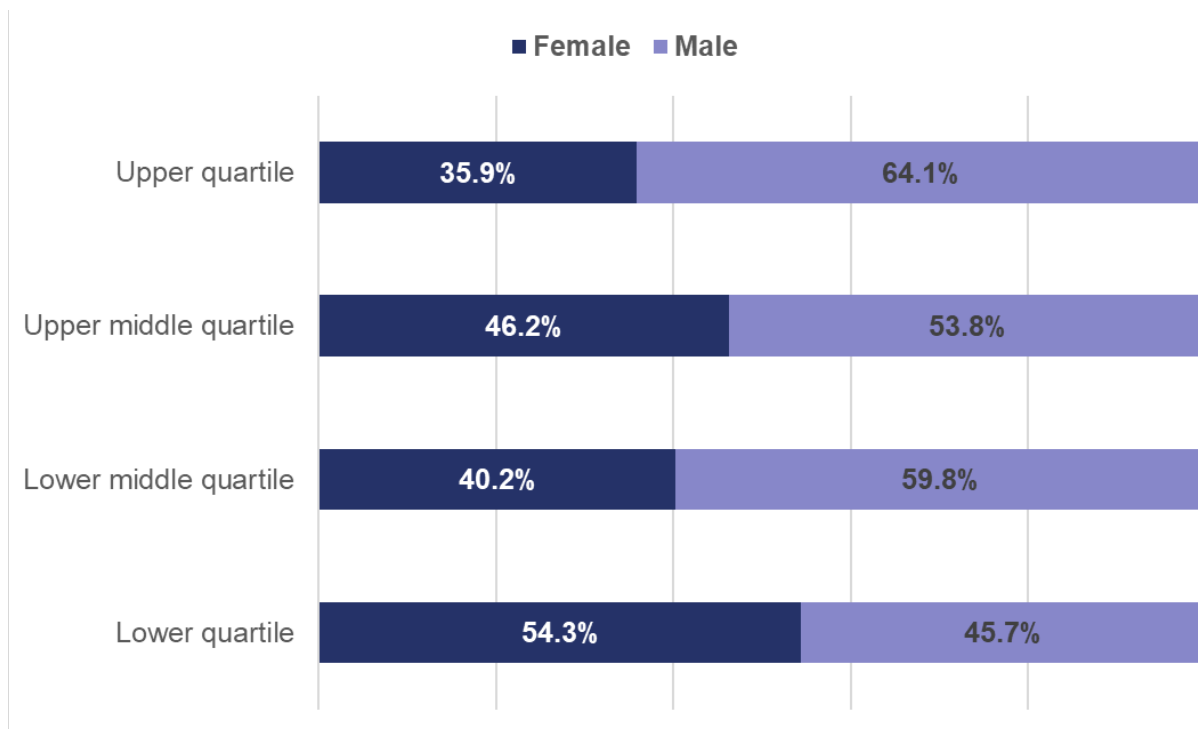
Review of results

We are confident that people at ORR are paid equally for doing equivalent roles, considering skills, experience, performance and competence. Our gender pay gap reflects the fact that we have more male employees in middle and senior positions, 59% male compared to 41% female, and the proportion of employees in junior positions are equal for the first time this year. Both the mean and median gender pay gap continue to improve evidenced during the last five years.

The percentage figure relating to the bonus payments indicate that, although proportionately the same percentage of men and women population have received a bonus payment this year, the value paid to men is, on average 16% higher. This is due to more men, compared to women at our Senior Civil Service grades receiving an end of year award.

Pay quartiles are where an organisation is split into four equally sized chunks of employees based on their hourly earnings and then the gender split is recorded. Using the quartile percentages our lower quartile (up to £21.10 per hour) is made up of 54.3% women while the upper quartile (from £34.48 per hour) is made up of 35.9% women.

Figure 1 Percentage of females and males in each quartile, 2023



Some roles at middle to high grades, with correspondingly higher salaries, are traditionally male dominated, and some lower graded roles such as administration roles, have been typically dominated by females.

Any actions to reduce any gender pay gap takes significant time to take effect, particularly where overall pay increases are low and any differential in favour of those in the lower quartile are small, however we are committed to reducing the Gender Pay Gap and further actions are outlined later in this report.

Bonus payments (non-consolidated)

The bonus pay gap figure is calculated on actual bonus payments received in the pay period up to March 2023.

People at all levels in ORR are eligible for performance-related non consolidated payments, called in-year awards. Colleagues who have made a special performance related contribution during the year may receive an in-year award, at any point, as recognition for their performance and behaviour, payments can range from £250 to £3000. The word bonus largely refers to in-year awards.

The proportion of women in receipt of a bonus has continued to increase compared to four years ago. There was a 1% difference in the amount of males receiving a bonus in

comparison to the female population. However, the mean pay gap of 16.0%, and the median pay gap of 16.7% indicates that men are being paid higher value awards than women.

Year on year, bonus pay gaps fluctuate depending on who has received a bonus in the year. This year, the performance bonus awarded to our colleagues at the Senior Civil Service grades was more favourable to the male population and has widened the gap. However, if we were to remove this anomaly, the bonus pay gap would be 7.7% indicating that we are continuing to recognise female contribution fairly and working towards reducing the gap.

Action to reduce the gender pay gap

Since 2018 we have seen reductions to both the mean and median hourly pay gap and this has been further supported by our Pay Strategy which was introduced in 2020.

ORR continues to build on the actions outlined in the 2022 report.

We are committed to building a workplace that is diverse and inclusive for all. Through various initiatives and strategies detailed in our Diversity and Inclusion strategy, we work hard to attract, develop and offer rewarding careers to employees regardless of their race, sexual orientation, religion, age, gender, or disability. We continually and actively work to remove any barriers that may impact on our ability to have a diverse and engaged workforce.

We hold the Silver Award from the [Employers Network for Equality and Inclusion](#) (enei) for embedding diversity and inclusion at ORR.

It is recognised that the impact of actions to reduce the gap will take time, however the following areas continue to be a priority for action to address the gender balance in our organisation.

Recruitment

We continuously work to improve our attraction and recruitment practices to drive transparency and fairness, including simplifying our role descriptions and removing desirable criteria. We will continue to explore how to attract underrepresented groups into our organisation. Additionally, we continue to commit to the following:

- Sustain the number of vacancies advertised as available on flexible working, part-time, job share basis and the option to be based in any of ORR's six office locations across the country;
- Offer flexible employment for all employees allowing regional and hybrid working supported by mobile technology;
- Advertise our roles in a broad range of media;
- All people involved in recruitment to undertake Inclusion in the Civil Service training;

- A continuation of 'blind' recruitment where all personal information including gender is redacted and not visible to those making decisions until the interview stage; and
- Ensure mixed gender selection panels are in place for interview panels.

Champion flexibility for all

Flexible working is an important part of our culture at the ORR. We will continue to actively encourage and advocate flexible working across our organisation, to enable our people to achieve their full potential while balancing the demands of their role with commitments outside of work.

Performance

We continue to improve our talent management and career development practices to actively promote and deliver opportunity for all talented people seeking development across the organisation e.g. management development and senior leadership programmes. All employees will continue to be offered access to various talent programmes, aimed at supporting the right people into the right roles. This includes our support of the Civil Service 'Beyond Boundaries' programme, which aims to tackle the under-representation of certain groups. In parallel, ORR undertakes talent management reviews, which provides a source of data that helps monitor diversity with a view to informing development opportunities. Additionally, we will continue to support and encourage women into higher levels of responsibility within our organisation.

Performance management and reward are inextricably linked. Having the right tools available to managers is essential to embedding a performance culture where everyone can do their best. In 2022 we undertook a full review of our performance management processes and have implemented changes from April 2023.

Annex 1

At 31 March 2023 ORR had 371 employees, 55.5% of whom were male and 44.5% female.

The proportion of female employees in ORR has increased by 5 percentage points over the last five years. 21% (78) of employees work part-time hours or a non-standard working pattern. Many staff take advantage of the ability to work from home, to help optimise their work-life balance.

19.1% (71) of employees declared a minority ethnic background. 67.9% of colleagues are aged 40 or over.

Figure 2 Employees by ethnicity, 2022 and 2023

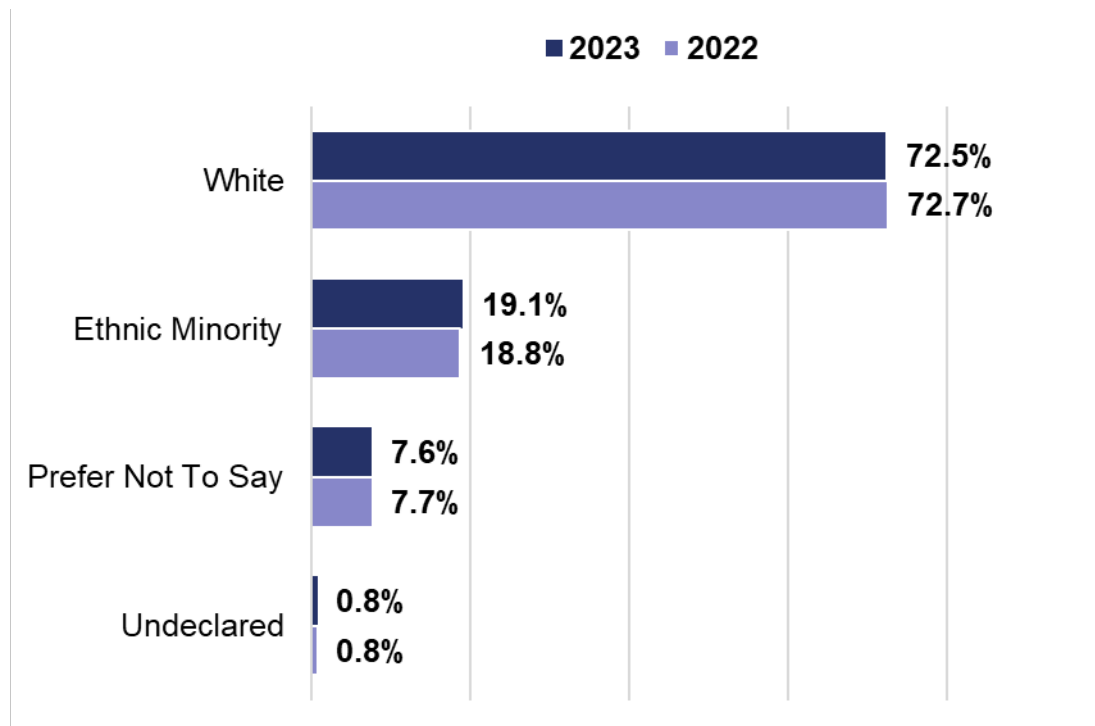


Figure 3 Employees by age band, 2022 and 2023

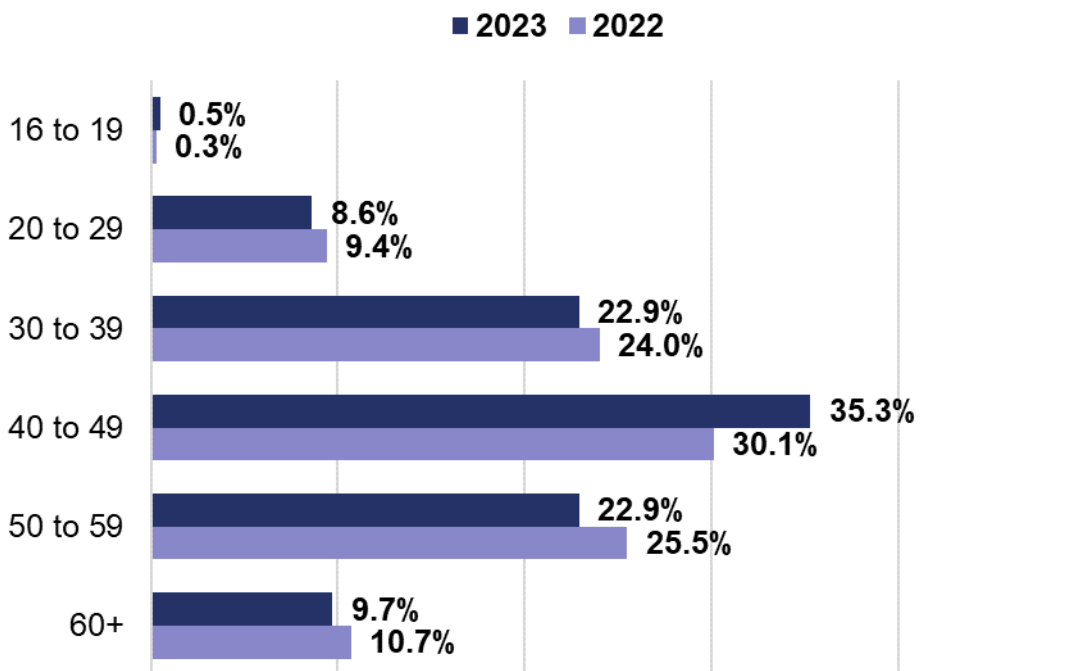


Figure 4 Employees by working pattern, 2022 and 2023

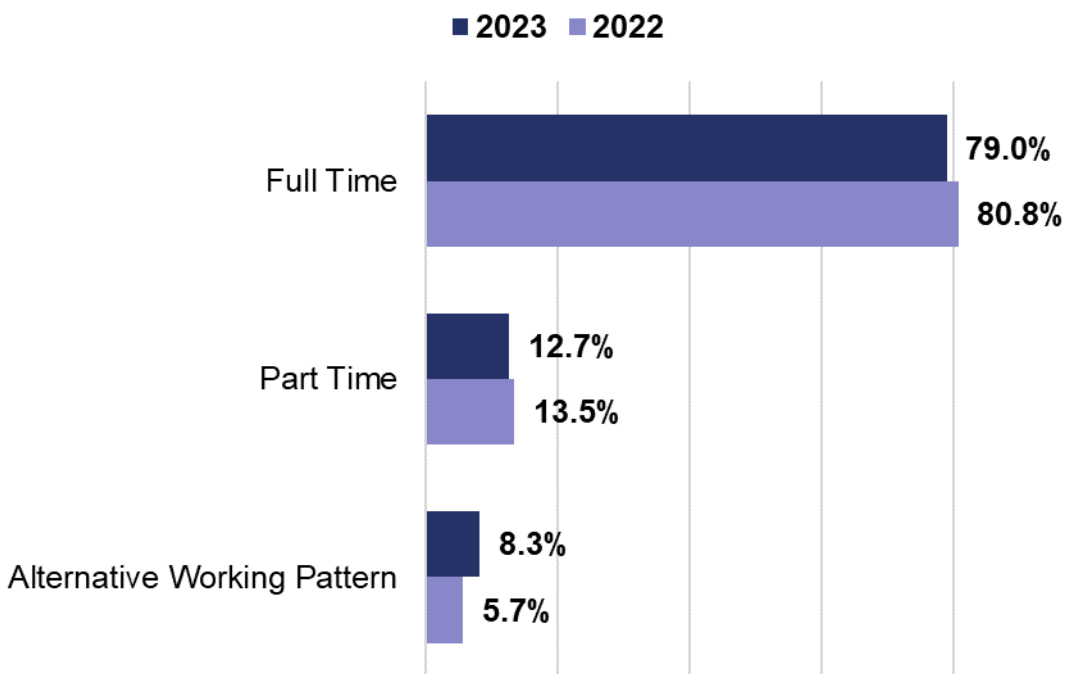


Figure 5 Employees by sexual orientation, 2022 and 2023

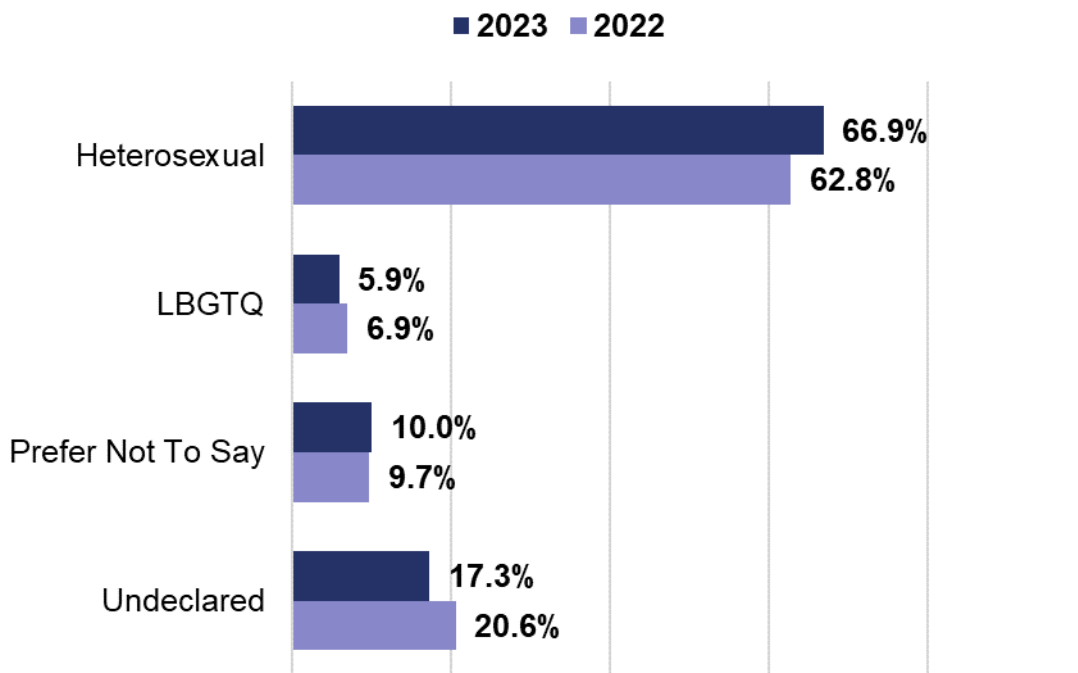
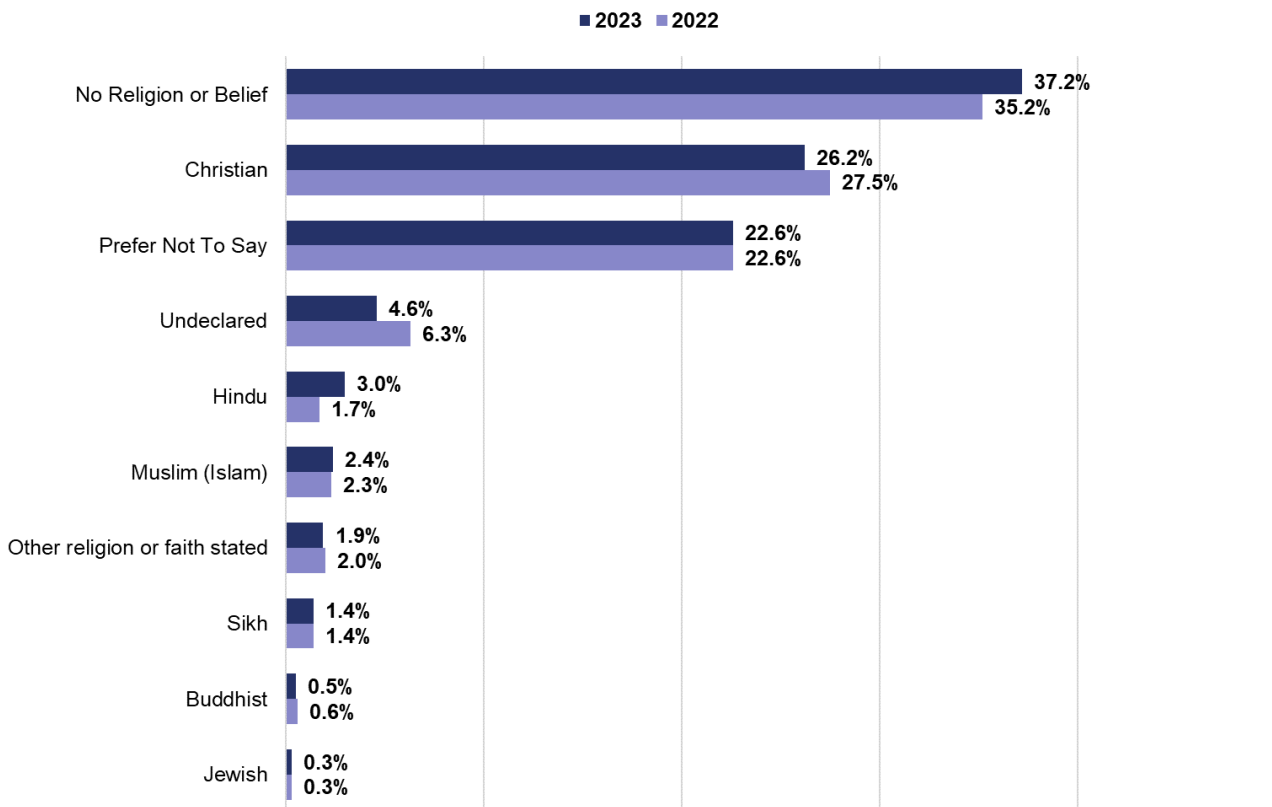


Figure 6 Employees by religion, 2022 and 2023





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