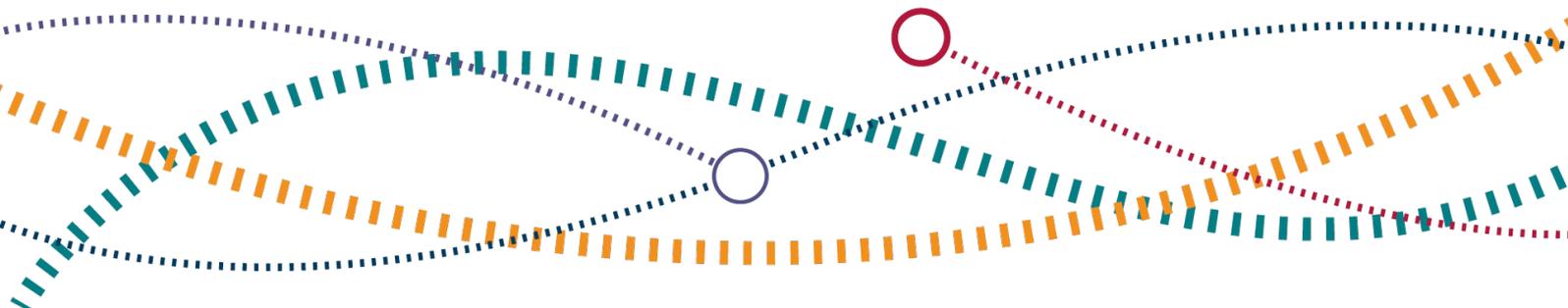




Gender Pay Gap Report

Reporting Year April 2021 to March 2022

Published 27 March 2023



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Gender Pay Gap

What is Gender Pay Gap Reporting?

From 2017, all organisations employing 250 or more employees 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 men and women.

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 2022.

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 as at 31 March 2022 covering 349 employees, of which 56.7% are male and 43.3% are female.

The data shows that ORR has a mean gender pay gap of 11.1% and a median gender pay gap of 10.7%.

Table 1 Female pay against male pay, 2018 to 2022

Mean and Median pay gap	2022	2021	2020	2019	2018
Mean pay gap – hourly rate	11.1%	14.4%	17.9%	18.1%	18.3%
Median pay gap – hourly rate	10.7%	15.2%	17.4%	23.8%	25.1%
Mean pay gap – bonus payments	-2.3%	-13.9%	7.2%	29.0%	-22.9%
Median pay gap – bonus payments	-4.2%	-33.3%	25.0%	15.1%	0.0%

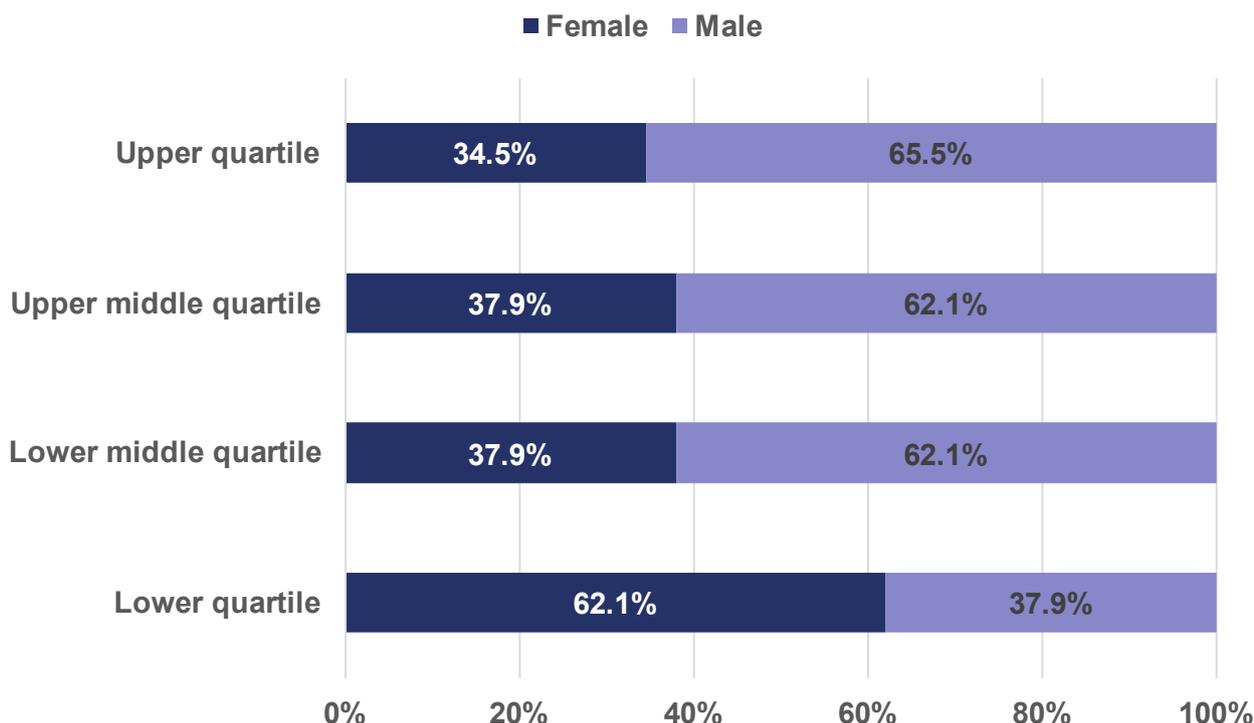
Review of results

We are confident that people at ORR are paid equally for doing equivalent roles, considering skills, experience, performance and competence. However, our gender pay gap reflects the fact that we have more male employees in middle and senior positions and proportionately more female employees in junior positions. Both the mean and median gender pay gap has continued to improve during the last five years.

The negative percentage figure relating to the bonus payments indicate that women, on average, are paid marginally more than men.

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 £22.10 per hour) is made up of 62.1% women while the upper quartile (from £34.51 per hour) is made up of 34.5% women.

Figure 1 Percentage of females and males in each quartile, 2022



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 will take 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

The bonus pay gap figure is calculated on actual bonus payments received in the pay period up to March 2022.

People at all levels in ORR are eligible for performance related payments, called in-year awards. Colleagues who have made a special contribution during the year may receive an in-year award, at any point, as recognition for their behaviour and output.

The proportion of women in receipt of a bonus this year has continued to increase compared to 4 years ago. The mean pay gap is -4.2%, whilst the median pay gap is -2.3%. Out of the 198 male population, 80% received a bonus whilst out of the total female population of 151, 78% received a bonus this year.

Action to reduce the gender pay gap

Since 2018 we have seen reductions to both the mean and median hourly pay gap.

ORR continues to build on the actions outlined in the 2021 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 have received 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:

- Increase in 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 offer for all employees allowing regional and home 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 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. During 2022 we are undertaking a full review of our performance management processes. We will make changes from 2023 onwards.

Annex 1

As at 31 March 2022 ORR had 349 employees, 56.7% of whom are male and 43.3% female.

The proportion of female employees in ORR has increased by 4 percentage points over the last five years. 19.2% (67) 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.

18.8% (65) of employees declared a minority ethnic background. 8.9% (31) of employees have reported a disability.

Over 66% of colleagues are aged 40 or over.

Figure 2 Employees by ethnicity, 2021 and 2022

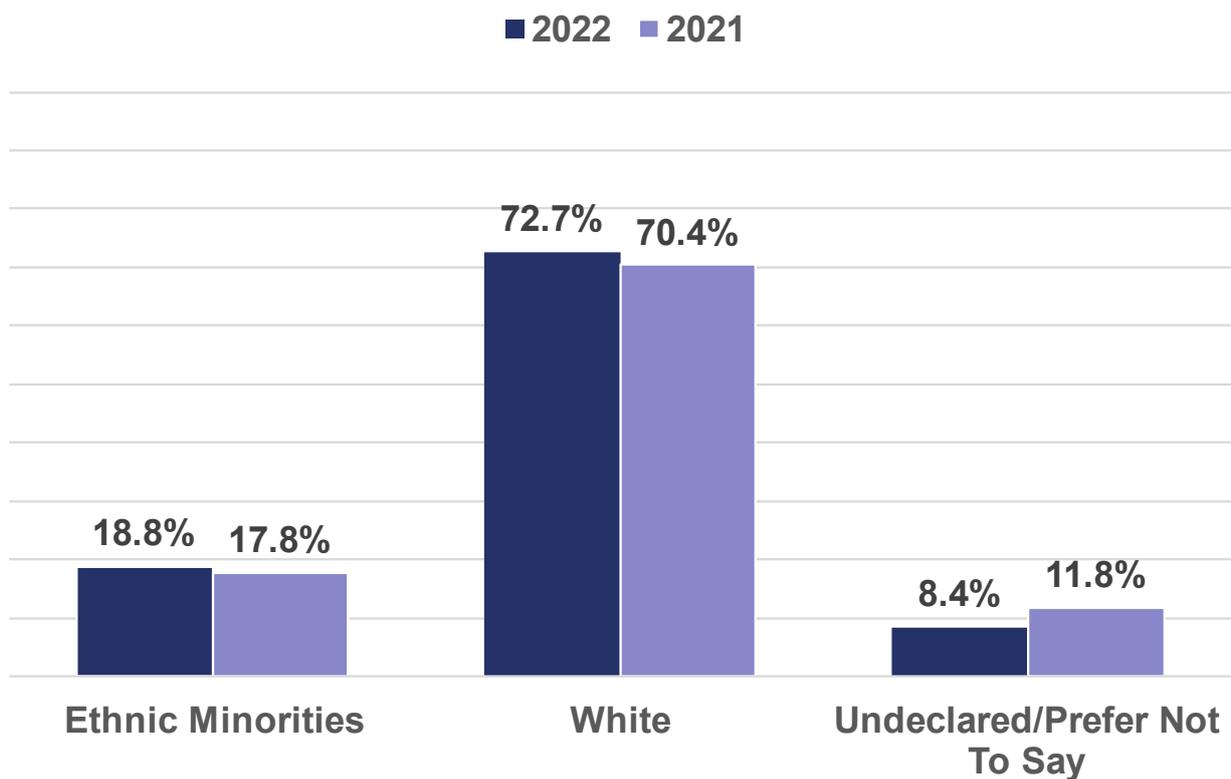


Figure 3 Employees by disability status, 2021 and 2022

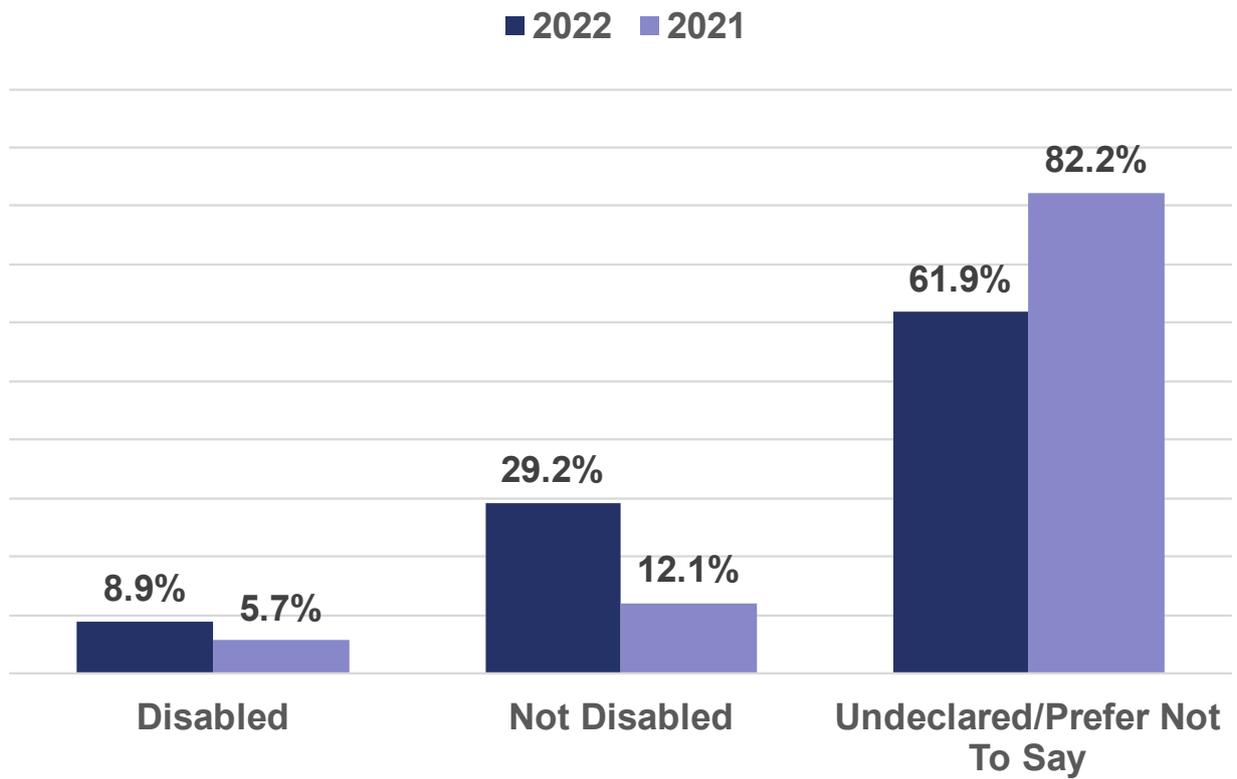


Figure 4 Employees by age band, 2021 and 2022

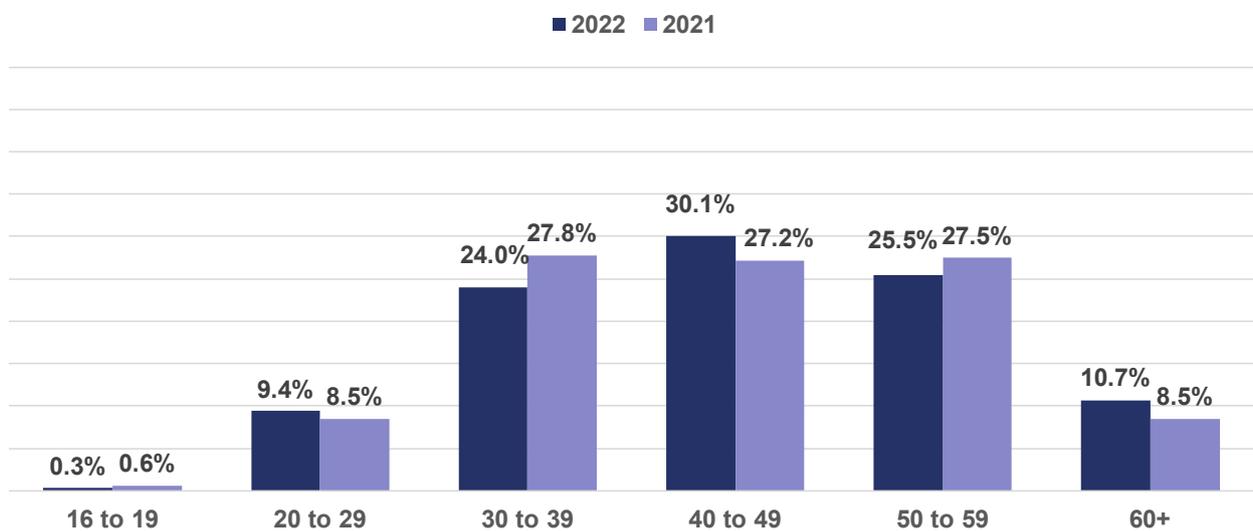


Figure 5 Employees by working pattern, 2021 and 2022

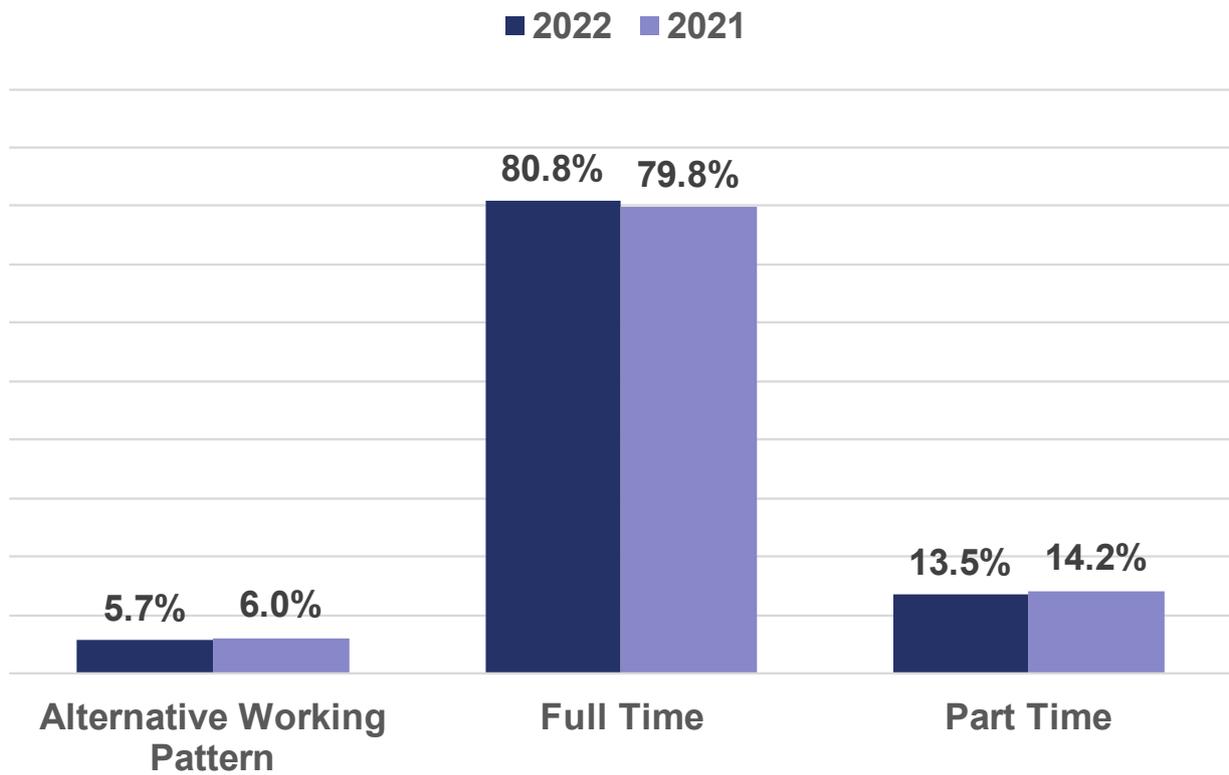


Figure 6 Employees by sexual orientation, 2021 and 2022

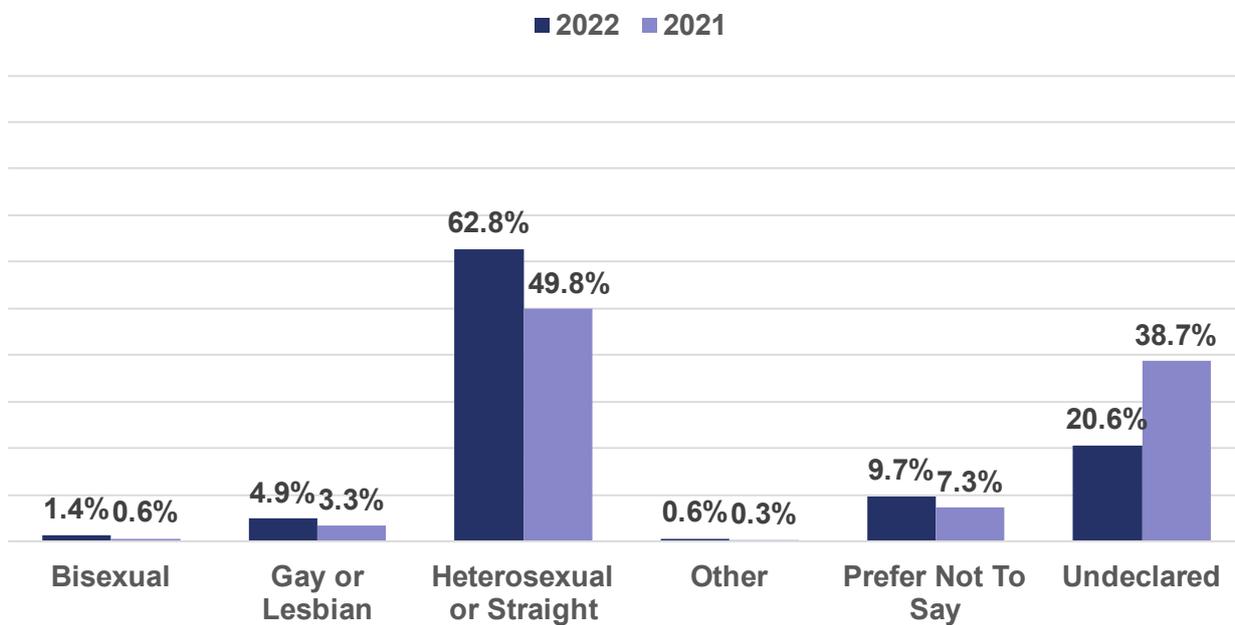
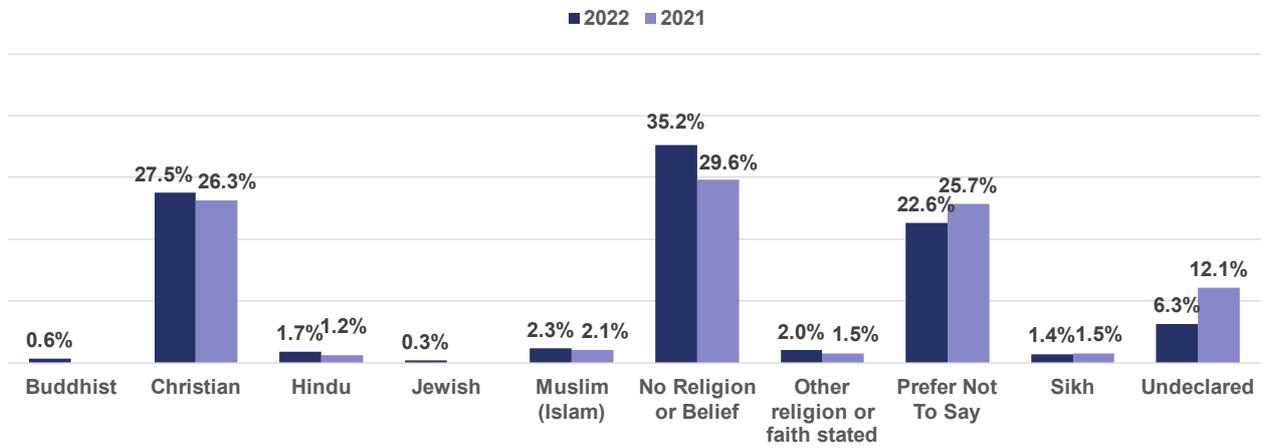


Figure 7 Employees by religion, 2021 and 2022





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