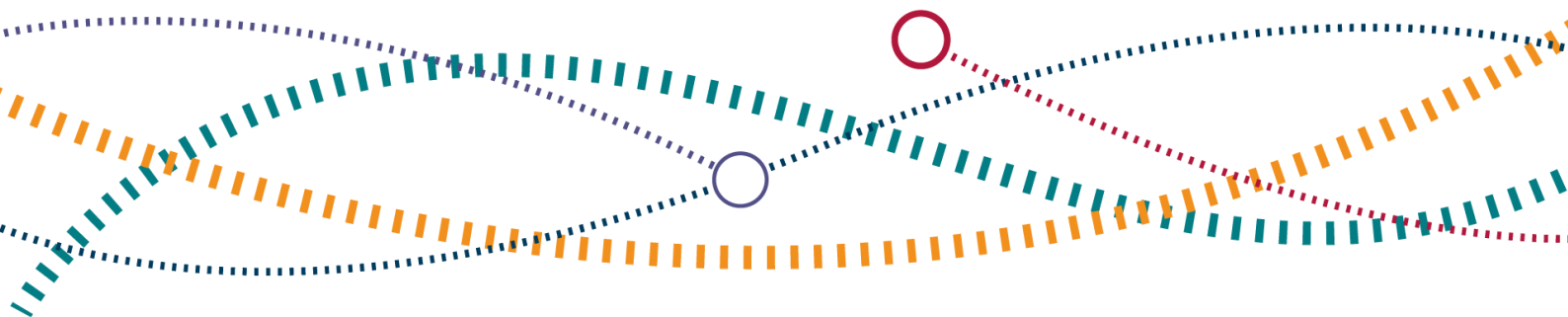




Gender Pay Gap Report

Reporting Year April 2023 to March 2024

Published 21 March 2025



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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 2024.

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 2024 covering 380 employees, of which 55.5% were male and 44.5% were female.

The mean pay gap figure is calculated using the average hourly rate of pay of all the men and women in the organisation and the difference between these two figures makes up the pay gap. The median pay gap figure is calculated using the mid-point hourly rate of pay of all the men and women in the organisation and the difference between these two figures makes up the pay gap. A positive percentage figure indicates that on average, women are paid lower than men. A negative percentage figure indicates that on average women are paid higher than men. The higher the percentage, the greater the gender pay gap.

Our mean and median pay gap shows, overall men are paid more than women. The table below shows that ORR has a mean gender pay gap of 7.6%, a 0.5 percentage point increase from last year of 7.1% and a median gender pay gap of 6.2%, a 3.3 percentage point increase from 2.9% last year.

As a small organisation, changes of people in a small number of posts can have a big impact on our pay gap figures. We know we have more to do, and we remain committed to improving diversity at all levels of the organisation.

Table 1 Female pay against male pay, 2020 to 2024

Mean and Median pay gap	2024	2023	2022	2021	2020
Mean pay gap – hourly rate	7.6%	7.1%	11.1%	14.4%	17.9%
Median pay gap – hourly rate	6.2%	2.9%	10.7%	15.2%	17.4%
Mean pay gap – bonus payments	8.3%	16.0%	-2.3%	-13.9%	7.2%
Median pay gap – bonus payments	20.0%	16.7%	-4.2%	-33.3%	25.0%

Review of results

A review of the last five years shows that our gender pay gap has been reducing year on year between 2020 to 2023. The components used to calculate the ordinary hourly pay rate includes basic pay, any allowances and any bonus payments made in March 2024. As a small organisation, changes to a small number of people can have a large impact on the pay gap results, and in particular, ad hoc payments received in March can skew the hourly rate, for example in year awards and duty officer payments received by colleagues in March may not have been received in March during the previous year. Therefore, a slight increase in the mean pay gap does not mean the gap is widening or indicate a cause for concern.

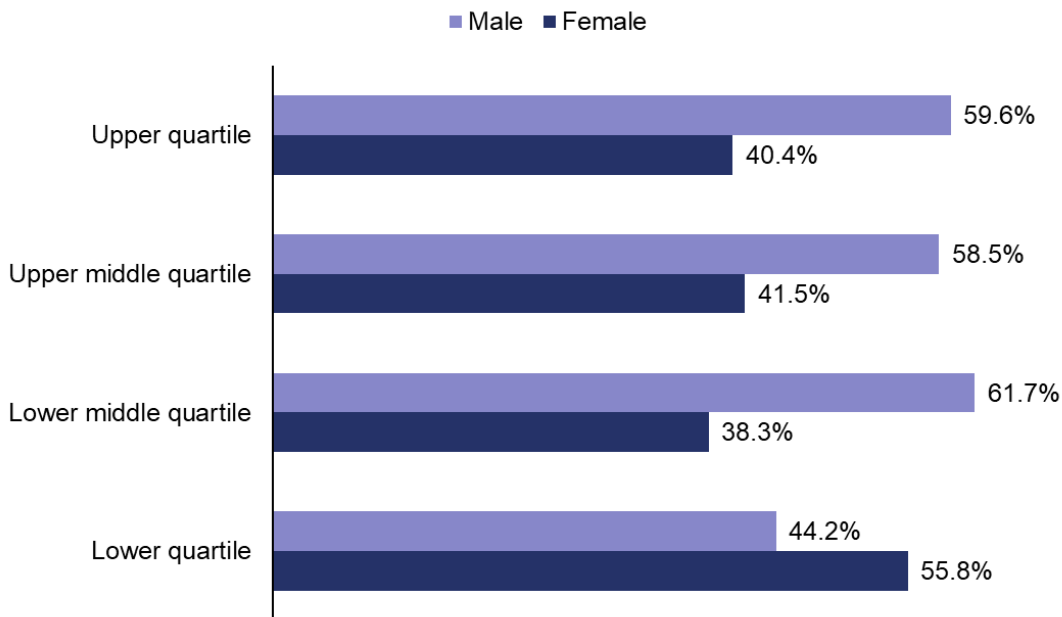
The median pay gap has increased by 3.3 percentage points compared to last year. This means, the population of men are paid higher than women when hourly rate is sorted in order and the midpoint is used.

Our pay remit implementation for April 2023 to March 2024 took into consideration the cost of living crisis which may be a contributing factor to widening the gap. The people impacted by this decision were mostly men. Our senior leadership team are highly represented by men and a combination of a promotion in the year and the implementation of the Senior Civil Servants pay increases may have contributed to an increase in the median pay gap.

Despite the results this year, we are confident that people at ORR are paid equally for doing equivalent roles, considering skills, experience, performance and competence.

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 £22.25 per hour) is made up of 55.8% women while the upper quartile (from £35.37 per hour) is made up of 40.4% women, an improvement from last year (was 35.9%).

Figure 1 Percentage of females and males in each quartile, 2024



Our challenges remain however, and with the median figure for our gender pay gap widening. Some of the sectors and specialist professions we recruit from are traditionally male dominated and this can impact on our pay gap figures, whereas some lower graded roles such as administration roles, have been typically dominated by females. This is the main cause for the gender pay gap in ORR and across the Civil Service.

Promotions secured by women between April 2023 to March 2024 has positively improved their representation in the higher grades and we hope to see the positive impact of this next year.

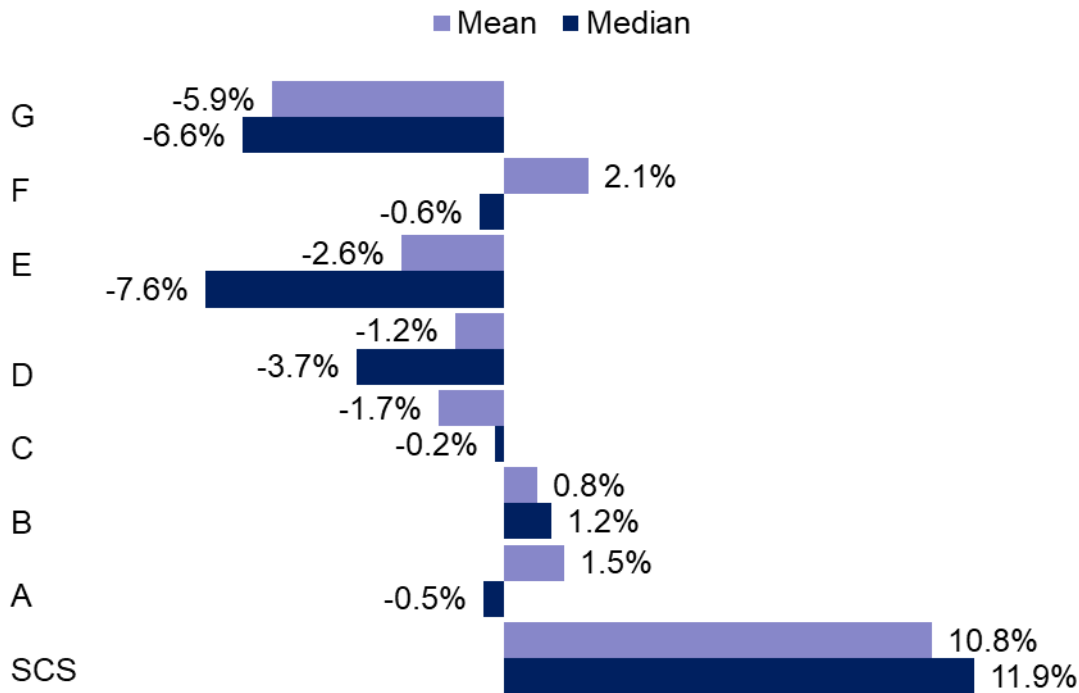
Figure 2 Distribution of females and males within each grade, 2023 and 2024



Our gender pay gap reflects the fact that we have more male employees in middle and senior positions, and the proportion of employees in junior positions remains to be highly represented by female.

Looking at the mean and median pay gap by grade analysis (Figure 3) reveals women are paid more favourably at the lower grades and men are paid higher at the higher grades, particularly at Senior Civil Service level.

Figure 3 Mean and median pay gap of females and males by grade, 2024



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.

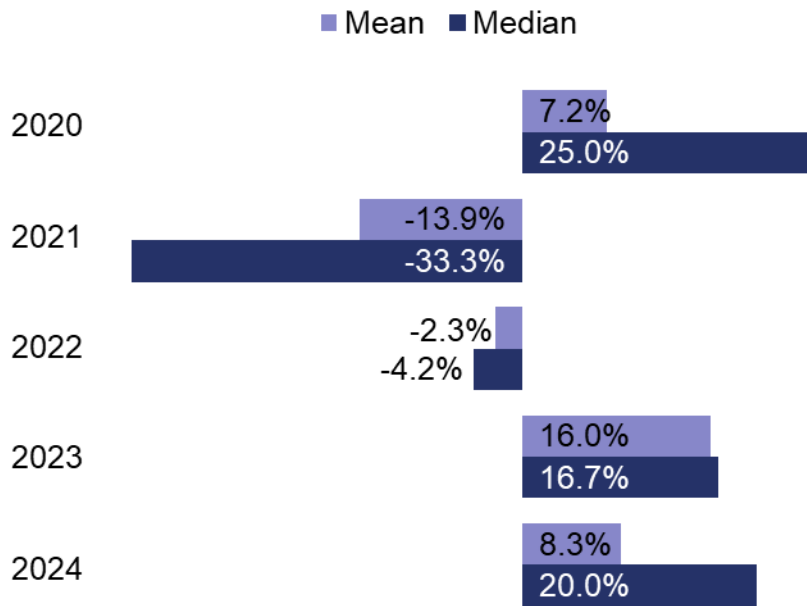
Bonus payments (non-consolidated)

The bonus pay gap figure is calculated on actual bonus payments received between 1 April 2023 to 31 March 2024.

People at all levels in ORR are eligible for performance-related non consolidated bonus 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 £3,000. The word bonus largely refers to in-year awards.

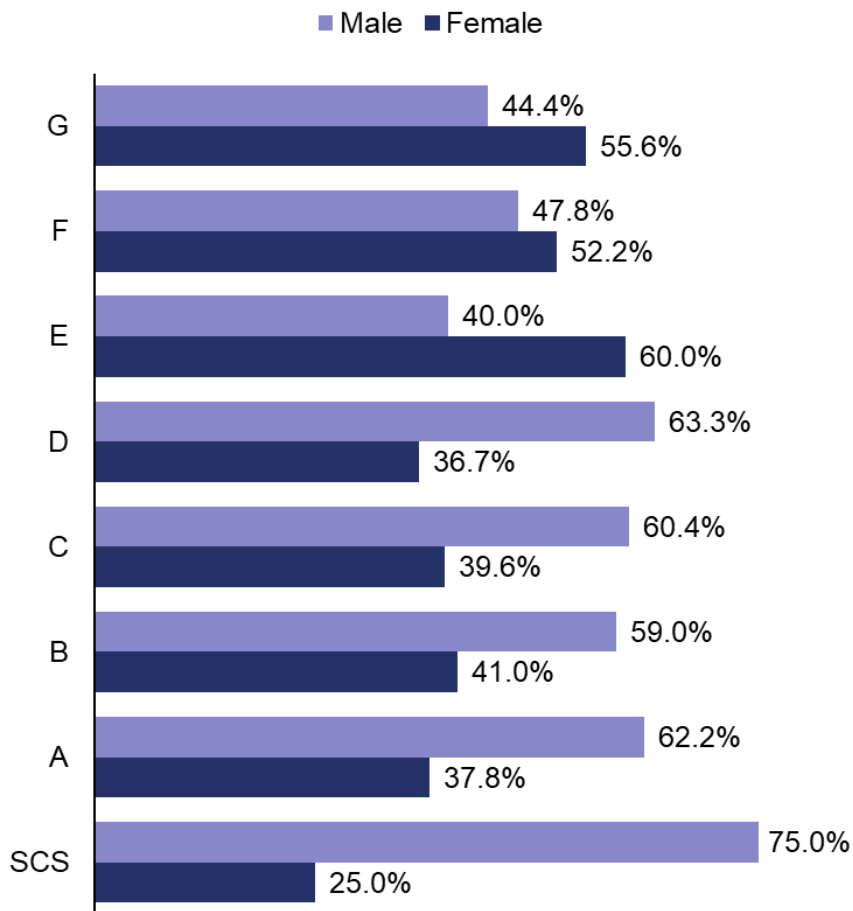
A negative percentage figure indicates in favour of female and a positive percentage figure indicate in favour of male. Bonus pay can fluctuate year on year depending on who has been nominated for an in year award. The percentage bonus pay gap in the last five years indicate that, whilst the mean gap has reduced to 8.3% from 16% since 2023, the median has increased to 20% from 16.7%.

Figure 4 Female bonus pay against male, 2020 to 2024



This year, 82.5% of the male population received a bonus payment compared to 74.6% of the female population. The pay gap in favour of men also indicate the value paid to men is higher than women. This is partly due to more men, compared to women at our Senior Civil Service grades receiving an end of year award.

Figure 5 Proportion of male and females receiving an award, 2024



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 2023 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 will review our Diversity and Inclusion Strategy and continue to build and develop as an organisation to ensure we create the right culture where people want to stay and contribute their best, while also helping us attract the best talent.

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. The proportion of women starting at ORR continues to grow and represented 45% of new hires in between April 2023 to March 2024, of which 19% secured higher grade roles compared to 16% for men. Since last year's report, 23 people has been promoted, of which 48% were female. 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.

Flexibility

Our hybrid working means that we currently work from our workplace a minimum of 40% of our working week, which means our employees have the ability to balance 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. We have fully launched our performance management processes with our HR system to empower staff to track and monitor their performance conversations throughout the year.

Mentoring

We continue to actively participate in the Women in Rail mentoring scheme by offering opportunities to colleagues to either be mentored or mentor colleagues from across the sector. The programme champions diverse thinking, cross-fertilisation of ideas and networks and promote diversity in rail, starting with gender diversity as the core focus.

Annex 1

At 31 March 2024 ORR had 380 employees, 55.5% of whom were male and 44.5% female.

The proportion of female employees in ORR has increased by 4.4 percentage points over the last five years. The number of employees working a flexible non-standard working pattern has increased from 8.3% to 9.7%. Many staff take advantage of the ability to work from home, to help optimise their work-life balance.

The number of employees with an ethnic minority background accounted for 18.2% (69) of the population. Colleagues aged 40 or over accounts for 66.6% of the population.

Figure 6 Employees by ethnicity, 2023 and 2024

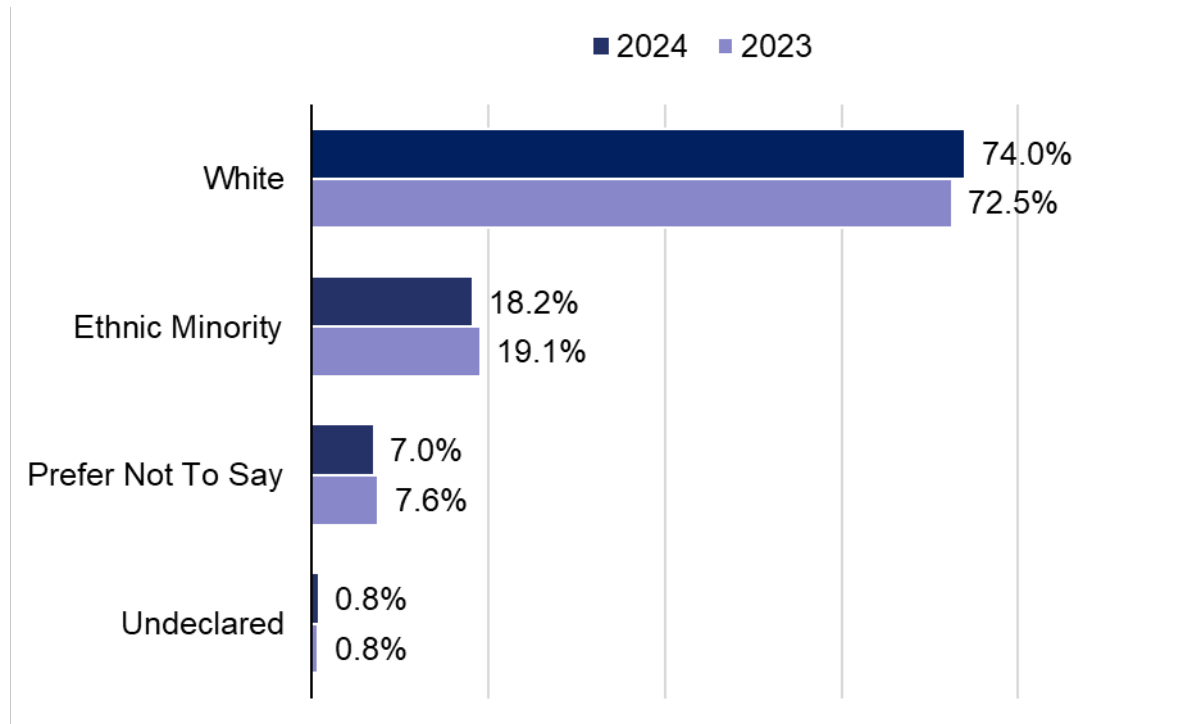


Figure 7 Employees by age band, 2023 and 2024

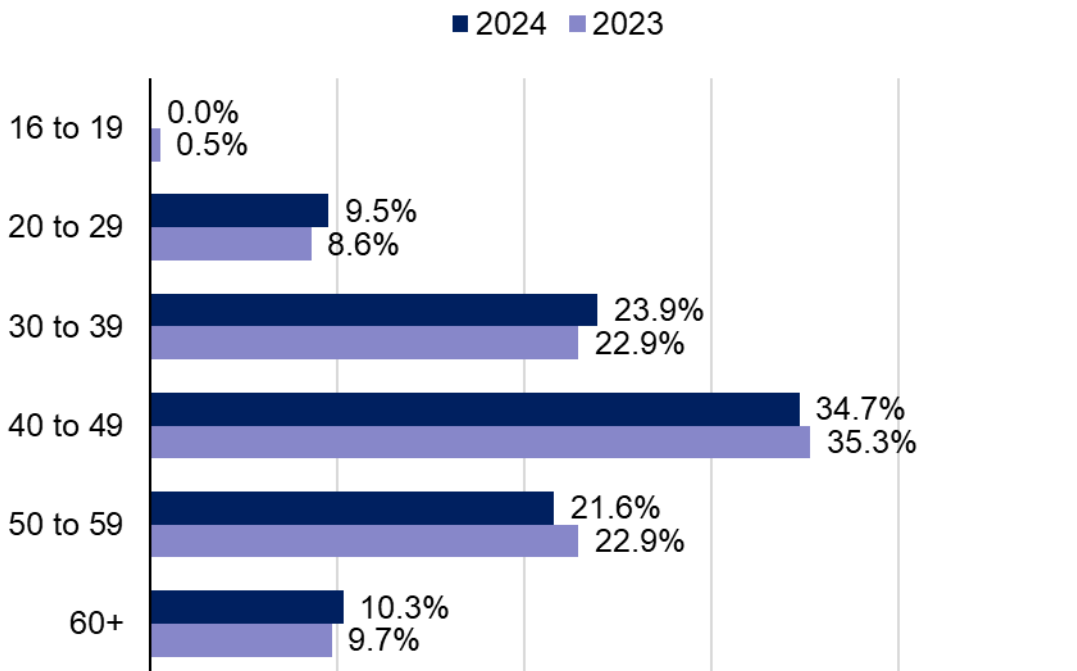


Figure 8 Employees by working pattern, 2023 and 2024

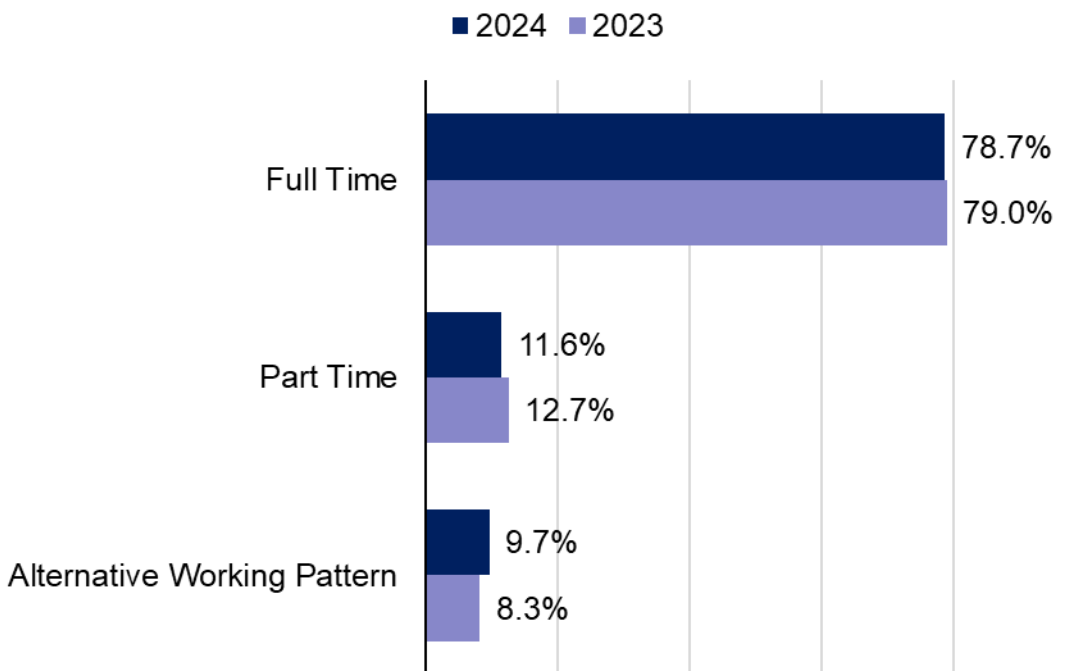


Figure 9 Employees by sexual orientation, 2023 and 2024

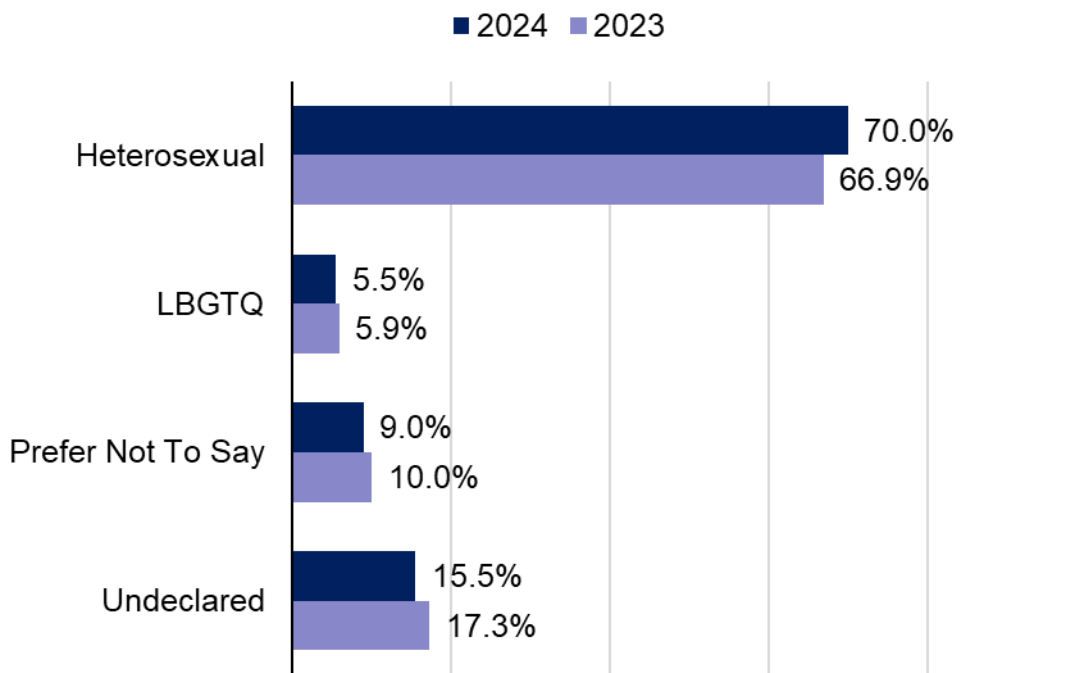
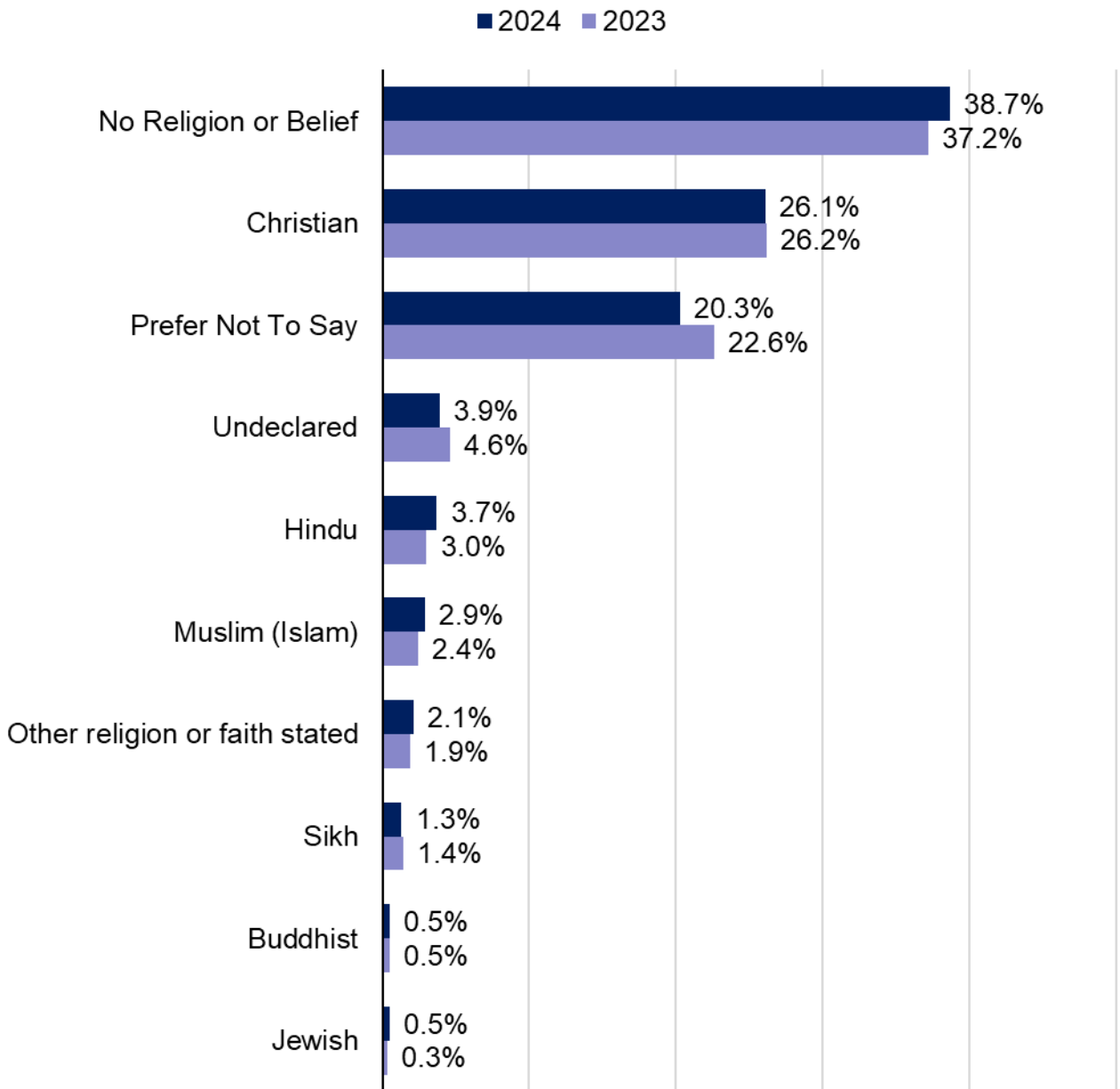


Figure 10 Employees by religion, 2023 and 2024





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