



# Gender Pay Gap Report 2023

Issued April 2024

*All data is from the snapshot  
date 5 April 2023*



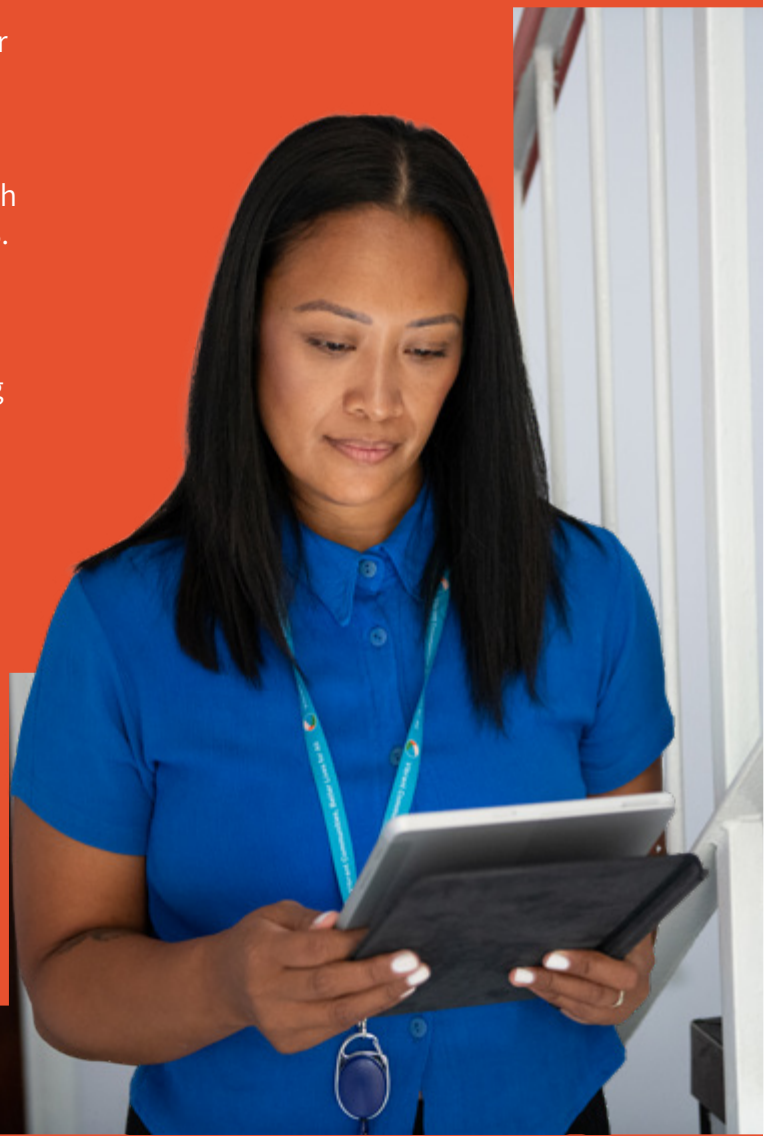
# Caroline Roberts – Executive Director, People & Culture

At Octavia we believe that everyone deserves the opportunity to reach their full potential, be supported in reaching their goals, and able to plan for a better future.

We know there are inequalities that impact our people, and we are passionate about tackling these for our communities, residents, and staff. Striving to reduce our gender pay gap (GPG) will help us achieve this aim.

In this report you will see that our data demonstrates a significant decrease in the gap from last year's data, with the overall trend showing a steady reduction since 2018.

Below we have outlined some of the activities that we believe have had a positive impact on our GPG. These activities include our commitment to the London Living Wage, our Equality Diversity and Inclusion steering group, our Leadership and Management Development programmes, and our Recruitment.



# What we've been doing to address the gender pay gap

We've made progress especially in relation to our mean pay gap and we're committed to improving our GPG further. We've identified the following actions that have helped to achieve this and which we believe have supported the positive results.

## **Performance Related Pay/Bonus**

In recent years we have favoured paying a flat rate bonus to our staff, rather than a set amount tied to salary. We have taken this approach, as differences in pay levels can often be reflected in bonus payments when these are based on salary. In paying staff the same flat bonus amount, we believe we can support those in the most need whilst making strides to reduce the bonus gap.

## **London Living Wage**

We have committed to being a London Living Wage (LLW) employer, which means tracking our salaries to a minimum of the LLW when we make pay increases. Due to the ongoing cost of living crisis, the LLW has risen more sharply in recent years, and as such our staff in the lower quartile of pay received an 8% increase which has also contributed to a reduction in our pay gap.

## **EDI Steering Group**

We have re-launched an EDI steering group which comprises a cross section of staff from across the business. We are really excited about how this group will help us identify how we can remove barriers to progression and equalise opportunities for all, and one of their key aims will be to support the organisation on reducing our gender pay gap.

## **Leadership and Management Development Programme**

Last year we ran a Leadership Development programme to support our senior managers, which we believe helped some of our female managers by giving them the confidence and skills to progress into more senior roles in the organisation. This year, we are running a Management Development programme with similar goals, but for more junior managers and colleagues who are not yet managers but aspire to be so, and we hope that this has a similar effect.

## **Learning management system**

We have a learning management system which holds fantastic learning resources to support the development of our staff. It provides access to management and subject matter courses as well as all mandatory learning materials. All staff are encouraged to upskill at a time that suits them, managed around their day-to-day activities, and by improving the skills of our staff, we hope to encourage more internal promotion, increasing the number of women in more senior roles.

## **Recruitment**

An analysis of recruitment in the year leading up to the snapshot date shows that Octavia hired women into senior roles at a 2:1 ratio (2 women to every 1 man). This is borne out by the changes in the Upper and Upper Middle quartiles (see below), which totalled a 5% shift towards women compared to last year. This year we have been running Recruitment workshops for our managers, with the aim of strengthening fair and equitable recruitment outcomes. We hope that this will lead to, amongst other things, more women being recruited into senior roles within the organisation.





# What is the gender pay gap?

The gender pay gap **measures the difference in the average hourly earnings of men and women** within the organisation. This is different from equal pay, which is the pay difference between men and women who do work of equal value.

This report shows the **mean average and the median average**.

- The mean is calculated by adding up all men's salaries, then all women's salaries, dividing each by the total number of men or women, and comparing both figures to find the difference.
- The median is calculated by taking all men's salaries, and all women's salaries, and ranking them from highest to lowest, then finding the middle salary of each group, and comparing both figures to find the difference.



# Summary of report

The mean **gender pay gap for 2023 is 14%**, a decrease of 4% from 2022. The **median gender pay gap for 2023 is 12%**, a decrease of 14% from 2022.

The **mean gender bonus pay gap for 2023 is -18%**, a decrease of 36% from 2022 (note, a minus figure indicates women received a higher average bonus). The **median gender bonus pay gap for 2023 is 0%**, no change from 2022.

The proportional difference **between men and women receiving a bonus is -20%** (meaning 20% more women received a bonus than men), a decrease of 25% since 2022.

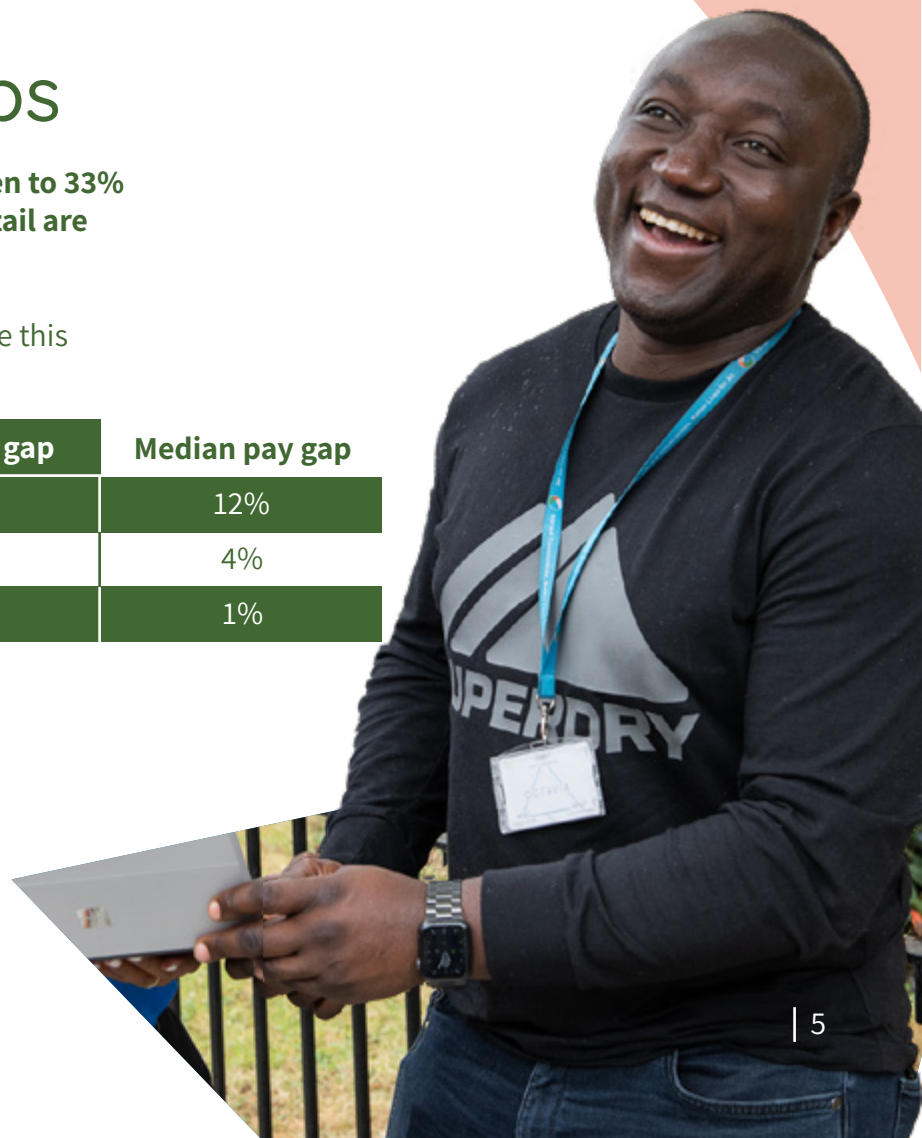


## Breakdown of employee groups

Whilst our **overall workforce is 67% women to 33% men**, our frontline services of **Care and Retail are 88% women and 12% men**.

In the table below, we can see the difference this makes in our gender pay gap:

Group of employees	Mean pay gap	Median pay gap
All staff	14%	12%
Care/Retail staff	8%	4%
Office and Housing staff	-2%	1%



# Proportion of men and women in each pay quartile

The below data is the **distribution of our workforce across four quartiles**, divided by pay. Each quartile represents **one quarter (25%)** of the organisation, sorted from the highest to lowest paid, with the upper quartile being the top 25% of the organisation by salary, the upper middle quartile being the next 25% of the organisation, and so on.

The data highlights that the **number of women is higher than the number of men in each quartile**. The Upper Quartile and Lower Middle Quartile are closest to 50%-50%, though with slightly more women in both cases. The Upper Middle Quartile has a significant majority of women. The Lower Quartile is almost completely made up of women.



**Upper Quartile:**  
(a change of **+2%** Female/**-2%** Male vs 2022)



Male **48%**



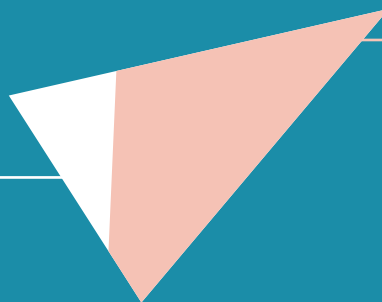
Female **52%**



**Upper Middle Quartile**  
(a change of **+3%** Female/**-3%** Male vs 2022)



Male **30%**



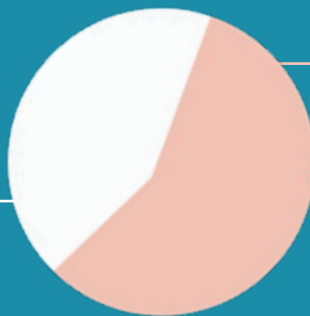
Female **70%**



**Lower Middle Quartile**  
(a change of **+2%** Female/**-2%** Male vs 2022)



Male **45%**



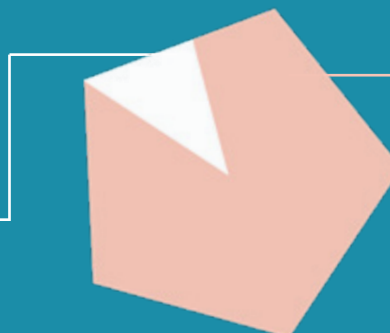
Female **55%**



**Lower Quartile**  
(a change of **+2%** Female/**-2%** Male vs 2022)



Male **8%**



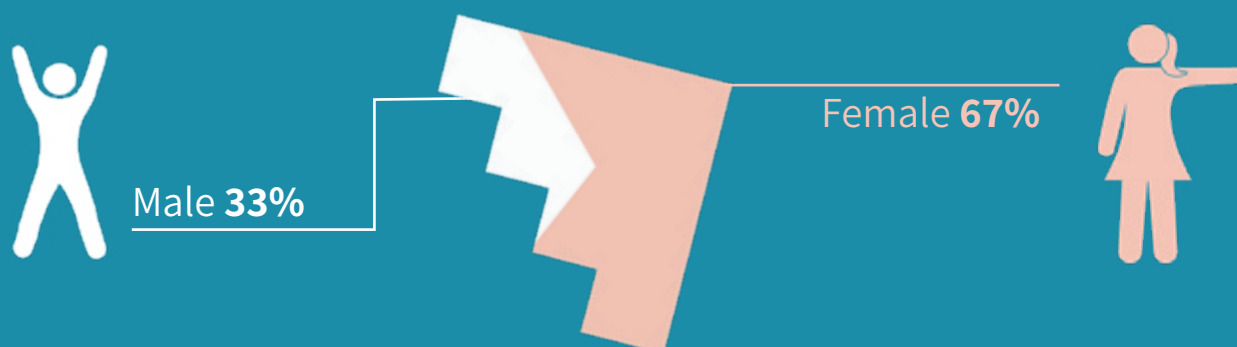
Female **92%**





The graph below left shows that our organisational gender profile has a clear majority of women – 2/3rds of the organisation. Below right shows our Leadership team (including all Heads of Service, Assistant Directors, Directors, and our CEO), which has slightly more men proportionally, compared to the rest of organisation, but is still majority women.

## Whole Organisation Gender Profile



## Leadership Gender Profile







## Past few years

Year of data	Mean pay gap	Median pay gap	Mean bonus gap	Median bonus gap
2023	14%	12%	-18%	0%
2022	18%	26%	18%	0%
2021	15%	25%	-10%	0%
2020	17%	24%	21%	24%
2019	26%	29%	42%	26%
2018	30%	31%	30%	3%
2017	24%	21%	54%	42%

## Gender Pay Gap

