

OCTAVIA



April 2023

GENDER PAY GAP REPORT 2023

SANDRA SKEETE – CHIEF EXECUTIVE
DENIZE MCGREGOR – EXECUTIVE
DIRECTOR, CUSTOMER &
COMMUNITY SERVICES

INTRODUCTION



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.

This year's report shows a slight increase in variable pay from our 2021 report. We will continue to monitor this. We have also seen more of an increase in our gender bonus pay gap, we believe largely because of measures we took to remunerate staff during Covid-19.

Alongside our work as a social landlord, Octavia provides support and care services which, in the main are staffed by women which make up the big swing in our lower quartile data. Whilst our overall workforce is 66% women to 34% men, our frontline services of Care and Retail are 86% women and 14% men.

Societal factors also influence this gap and are reflected across the UK economy. For example women are more likely than men to have caring responsibilities and therefore more likely to take breaks from work or work part-time.

Below we have outlined some of the activities that we believe have had a positive impact on our GPG. These activities have included the introduction of a self-service HR system, continued access to flexible working conditions, a learning management system, and the development of a leadership development programme. Whilst we have accomplished a lot, we know that there's still some way to go.

We also believe that our newly reformed Equality, Diversity, and Inclusion (EDI) steering group will be key to driving forward our EDI strategy and agenda. We are proud to be implementing an approach to EDI that will ensure we hear key messages from our staff and keep us accountable for making change, with the EDI group acting as our voice for continuous improvement.

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.

EDI Steering Group

We have 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 support to identify initiatives and actions that support the organisation in reducing our gender pay gap.



People Portal

In order to be able to identify where we need to improve, and the areas of the organisation that may need to focus our efforts, we need to have good-quality data. In 2022 we launched our self-service HR information system 'People Portal', which has supported the production of more detailed 'people data', allowing us to drill down and gain insights that make us to be more agile and responsive to the areas of the organisation that we need to focus on.

We have also introduced a review of our people data and insights monthly at our Executive meetings to interrogate what the data is telling us and follow up with deeper analysis, implementing change where it is required. This enhanced data will underpin the development of future strategies and actions that will enable us to close the pay gap.

Learning management system

In 2022 we launched a learning management system that 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 our staff are encouraged to upskill at a time that suits them providing flexibility to manage around day-to-day activities.

WHAT WE'VE BEEN DOING TO ADDRESS THE GENDER PAY GAP

Flexible working

We recognise that a number of our staff have childcare responsibilities. Returning back to work following parental leave can be daunting and challenging and the need for flexibility becomes more important than ever. Well-designed flexible working arrangements help women to balance these responsibilities with work and enable women to stay in roles that actually reflect their skills.

At Octavia, we have supported staff to work one day a week in the office. We believe this commitment to flexibility will help us to recruit, attract and retain key talent and directly contribute towards shrinking the pay gap.

Leadership Programme

We have developed a Leadership Development programme aimed at supporting all our senior managers across all parts of the organisation, with an overall aim of building confidence, increasing collaboration and developing a support system. We want to support the development of and increase the number of women in this space and believe our programme will support women's development in senior roles, further reducing our pay gap.



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 equal work.

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 2022 is 18%, an increase of 3% from 2021
- The median gender pay gap for 2022 is 26%, an increase of 1% from 2021
- The mean gender bonus pay gap for 2022 is 18%, an increase of 28% from 2021
- The median gender bonus pay gap for 2022 is 0%, no change from 2021
- The proportional difference between men and women receiving a bonus is 5%, an increase of 8% since 2021.



BREAKDOWN OF EMPLOYEE GROUPS

Whilst our overall workforce is 66% women to 34% men, our frontline services of Care and Retail are 86% women and 14% men.

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

Group of employees	Mean pay gap	Median pay gap
All staff	18%	26%
Care/Retail staff	16%	4%
Office and Housing staff	0%	4%



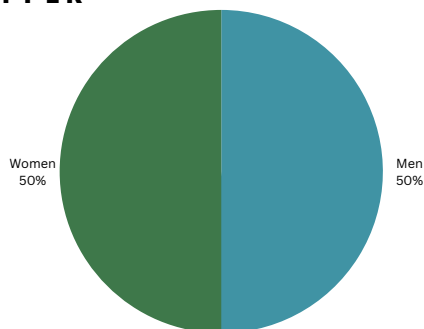
PROPORTION OF MEN AND WOMEN IN EACH PAY QUARTILE

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.

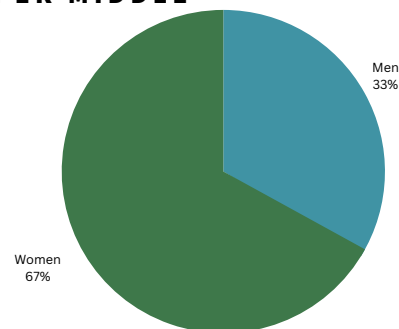
The data highlights that the number of women remains higher than the number of men in each quartile except the Upper, where it is exactly 50/50. The remaining quartiles having a greater number of women is in line with the overall figures for the organisation, but is significantly higher in the lower quartile.

- Upper Quartile: Female 50% Male 50% (a change of -2% Female/+2% Male vs 2021)
- Upper Middle Quartile: Female 67% Male 33% (a change of +1% Female/-1% Male vs 2021)
- Lower Middle Quartile: Female 57% Male 43% (a change of +1% Female/-1% Male vs 2021)
- Lower Quartile: Female 90% Male 10% (a change of -1% Female/+1% Male vs 2021)

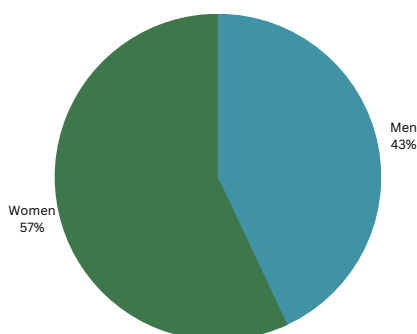
UPPER



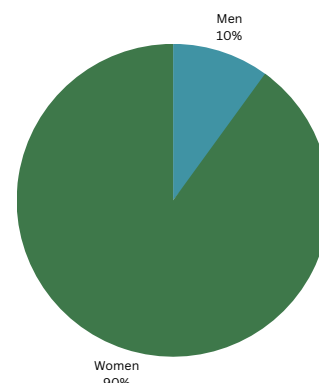
UPPER MIDDLE



LOWER MIDDLE

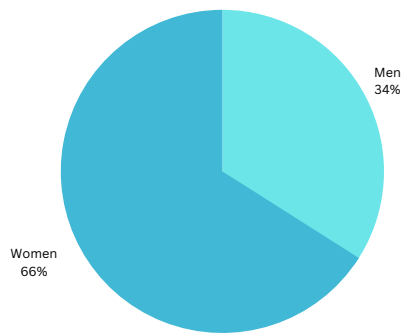


LOWER

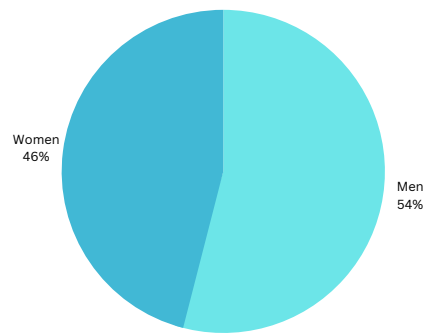


The graph below left shows that our organisational gender profile has a clear majority of women – 2/3rds of the organisation. Below right shows our Leadership team (including all Heads of Service, Assistant Directors, Directors, and our CEO), which is close to 50/50 men and women.

WHOLE ORGANISATION GENDER PROFILE



LEADERSHIP GENDER PROFILE



PROGRESS

The table and graph below show the progress we've made to close the gender pay gap over the last few years:

Year of data	Mean pay gap	Median pay gap	Mean bonus gap	Median bonus gap
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

PERCENT

