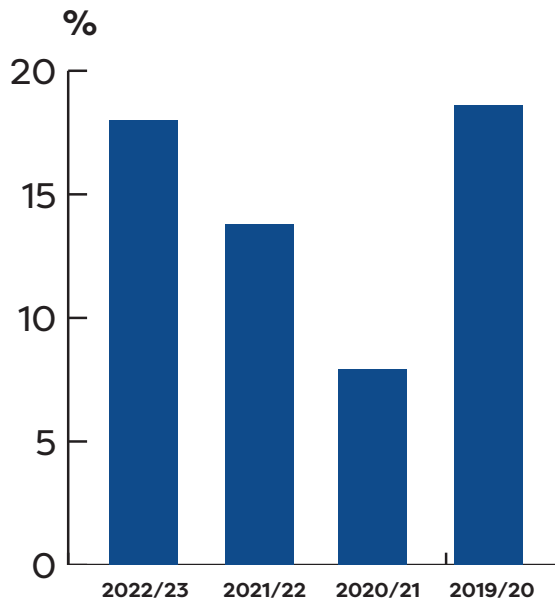


## POSITION STATEMENT | GENDER PAY GAP 2022/23



Overall, the mean gender pay gap in the Group is 17.9%, which is higher than last year. This data is subject to annual fluctuations due to recruitment, departures, and special leave at the snapshot date. We have action plans in place to recruit, promote and retain a range of talent, including specialist programmes to support female and ethnic minority leaders.

### WHAT THE FIGURES SAY

Organisations with over 250 employees are required to publish data and narrative about their gender pay gap on an annual basis. Gender pay gap is the difference between the earnings of men and women, expressed relative to men's earnings.

- The mean gender pay gap at Onward is 17.9% compared to 13.8% last year.
- The median gender pay gap at Onward is 7.9% compared to 8.8% last year.

### At Onward Group:

- 46.4% of top quartile earners are women.
- 66% of upper middle quartile earners are women.
- 42.9% of the Executive Team are female, including the Chief Executive.
- 61.5% of the Heads of Service are female.

### UNDERSTANDING THE FIGURES

We are committed to recruiting, promoting, and developing talent from both genders and our salary framework ensures that all colleagues working on the same role are paid equally, irrespective of gender, ethnicity or other characteristics.

The gender pay gap reflects that women hold an even greater majority of lower middle quartile (75.5%) and lower quartile (62.5%) earning positions. Whilst women hold more Q2 earning positions than men, more junior roles are even more likely to be held by women. We will therefore reflect upon what we can do to help more junior roles attract more applications from men.

One further area identified for improvement is that the Senior Leadership Team of 17 Directors includes five women. Two women have been recruited at SLT level in the last 12 months, reflecting progress made in identifying and appointing female leaders. We continue to see women progress through the organisation into leadership roles and have continued to recruit apprentices (70% of which were female) to grow our own talent.

## ACTIONS WE ARE TAKING

Onward is committed to ensuring fair and transparent policies for recruitment, career progression and pay. These are some of the actions we have taken or are ongoing.

- We continue to monitor and maintain a consistent pay framework across the business to ensure equal pay for all roles.
- Our Onward Leadership Programme continues to support colleagues in preparing for roles at the next level. This year we saw one female colleague promoted to an Operational Director role.
- Onward Workspace enables flexible working to improve services as well as offering greater flexibility to colleagues and increasing the diversity of the candidates we can attract.
- We are reviewing our approach to Equality, Diversity, and Inclusion as part of the National Housing Federation's Chairs' Challenge. This will include a number of initiatives throughout the year as well as a Board Workshop in September.
- We continue to deliver our Future Leaders Programme with the next cohort commencing in September.
- A new Performance Management process has been launched, with a greater focus on personal growth and development, to ensure that all colleagues have the necessary support and skills to grow and develop.
- An increased focus on apprentices and home-grown talent, providing the foundations for longer term impact. This is supported by our commitment as a recognised Real Living Wage employer.
- All of our recruitment is assessed and based on merit and our most recent round of Board recruitment saw two new female candidates joining our Board this year.
- We actively support the Gatenby Sanderson Insight Programme for underrepresented groups at Board level, providing mentoring and Board experience.

## ETHNICITY PAY GAP

Although Onward is not required to release figures in relation to the ethnicity pay gap, we collect this data and are happy to share it. The ethnicity pay gap at Onward is 5.3% on a mean average and -0.6% on a median average. We are still doing work to develop our data in this respect.



**Bronwen Rapley**  
Chief Executive

## CASE STUDY: **Joanne Danaher, Director of Housing and Home Ownership**



“ Having worked for the organisation for a long time, I have always found Onward to be inclusive with lots of opportunities to progress and develop. My recent studies which were funded and supported by Onward, allowed me to complete a part time course whilst working full time, and the support I received from senior colleagues within the organisation was very much welcomed and appreciated. ”