

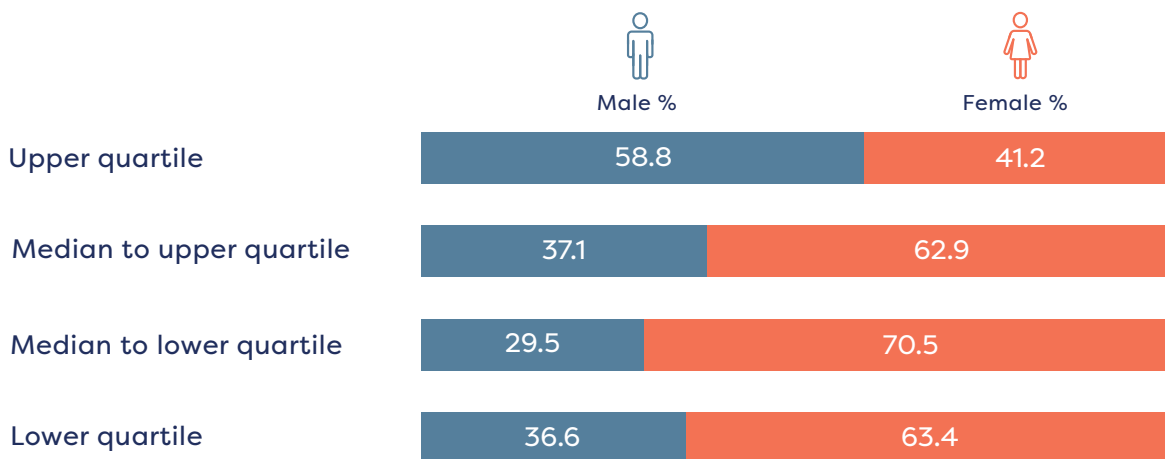
GENDER PAY REPORT 2018/19

As an organisation with over 250 employees Onward must publish and report specific information about our gender pay gap. Gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings. Onward remains committed to eliminating any gender pay gap and supports the fair treatment and reward of colleagues irrespective of their gender.

2018/19 DATA

Mean Gender Pay Gap	15.8%
Median Gender Pay Gap	7.6%
Mean Gender Bonus Gap	N/A
Median Gender Bonus Gap	N/A
% of Males receiving a Bonus	0%
% of Females receiving a Bonus	0%

PAY QUARTILE PERCENTAGES



The gender pay gap of 15.8% (mean) and 7.6% (median) reflects the diverse nature of our workforce at all levels in the organisation. Whilst the mean gender pay gap of 15.3% is disappointing, it is reflective of a period of significant transformation change and re-structure over the last two years. We are now moving in to a period of greater stability and are already seeing the benefits through improved performance and outcomes.

Whilst the proportion of females in the upper quartile has reduced since last year, it is pleasing to note that there is a significant proportion of females taking up middle management roles. The lower quartile positions do have higher proportions of females, predominantly due to part-time and more flexible working arrangements, which tend to be taken up more by female colleagues. These results are reflective of the sector position and one we will continue to monitor.

We have implemented a number of positive changes, including new terms and conditions applied consistently across the business, new flexible working policy and approach, market rated salaries applied consistently across roles, embedding our equality and diversity policy and supporting colleagues with training and development opportunities. During the coming year we will be further reviewing our resilience planning, and ensuring colleagues have the skills to take the next step as opportunities arise. Onward is a family friendly employer, is committed to a flexible approach to working for all colleagues, and is committed to reducing our gender pay gap position in the coming year.

Bronwen Rapley
Chief Executive