

POSITION STATEMENT | ONWARD GENDER PAY GAP

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 average earnings of men and women, expressed relative to men's earnings.

- The mean gender pay gap at Onward is 18.6% (2019/20) compared to 15.8% in 2018/19.
- The median gender pay gap at Onward is 7.3% (2019/20) compared to 7.6% in 2018/19.

Data published by Onward demonstrates that the business is broadly achieving gender balance amongst the more highly paid and most senior roles in the business.

- 45% of top quartile earners are women, an increase from 41% in the previous year.
- 62% of upper middle quartile earners are women.
- 43% of the Executive Team are female, including the Chief Executive

Mean Gender Pay Gap	18.6%
Median Gender Pay Gap	7.3%
Mean Gender Bonus Gap	N/A
Median Gender Bonus Gap	N/A
% of Males receiving a Bonus	0%
% of Females receiving a Bonus	0%

UNDERSTANDING THE FIGURES

The figures illustrate that senior and upper middle management roles at Onward demonstrate a positive and improving gender balance, reflecting our commitment to recruiting, promoting and developing talent from both genders.

Against this background, the overall gender pay gap figure mostly reflects that women hold a majority of lower middle quartile (73.8%) and lower quartile (62.8%) earning positions. So, whilst there is a strong and improving gender balance in senior positions, more junior roles are more likely to be held by women.

ACTIONS WE ARE TAKING TO CLOSE THE GENDER PAY GAP

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:

- In 2019 we completed a comprehensive review of our pay framework to ensure that all roles and employees were paid fairly and at an appropriate level. This review included extensive consultation with colleagues.
- Onward has a strong record of supporting colleagues and we have invested almost £1.1m in 2019/20 in training and development opportunities for colleagues. This included almost £64k on professional qualifications. 66.7% of colleagues pursuing professional qualifications are women, two of whom are pursuing postgraduate studies alongside their work.

- We offer colleagues places on our Leadership Programme, which includes training and mentoring to build management and leadership skills. The final module, Stepping Up, is designed to prepare people for the next step in their career progression.
- A Diversity and Inclusion Forum was established in 2020, which enables colleagues to scrutinise and challenge approaches taken across the business, including recruitment and development of colleagues. We pride ourselves in listening to colleagues and currently have an engagement score across the business of 83% measured through our annual colleague survey, which has a 75% response rate.
- We know that flexibility is important to our staff, who often need to balance work with childcare and other responsibilities in the home and have a suite of family friendly policies in place to support this, including flexible working and generous maternity/paternity and parental leave policies.

MOVING FORWARD

In response to the most recent data on the gender pay gap, we will continue to reflect upon and seek to improve our recruitment and training practices, for example:

- Ensuring that the positive movement towards effective gender parity in the most senior roles in the business is maintained.
- Advertising and recruiting lower middle and lower quartile paid roles, in a way that encourages applications from male candidates as well as female, externally and internally.
- Advertising and recruiting for roles in the more male dominated parts of the business such as IT and Property in a way that makes them equally attractive to female candidates.
- Reflecting on why the gender pay gap is notably wide in some particular parts of the business.
- Onward is now part of the Insight Programme, which enables under-represented groups to work with Onward Board as part of a mentoring and development programme for 12 months to provide experience and exposure at a Board level.

BAME COLLEAGUE PAY GAP

Although Onward is not currently required to release figures in relation to the pay gap between BAME and other colleagues, we collect this data and are happy to share it. The BAME pay gap at Onward is 9% on a mean average (0% median average), although we are still doing work to develop our data in this respect.

Whilst it is not possible currently to compare figures on the BAME pay gap with peer organisations, the fact that there is a gap prompts us to reflect further on what else we can do to open opportunity for under-represented groups.

Onward is currently working in partnership with peer housing associations to develop a new leadership programme, which will be designed to prepare colleagues with a BAME background to develop skills that will enable them to attain senior positions in the sector.



Bronwen Rapley
Chief Executive