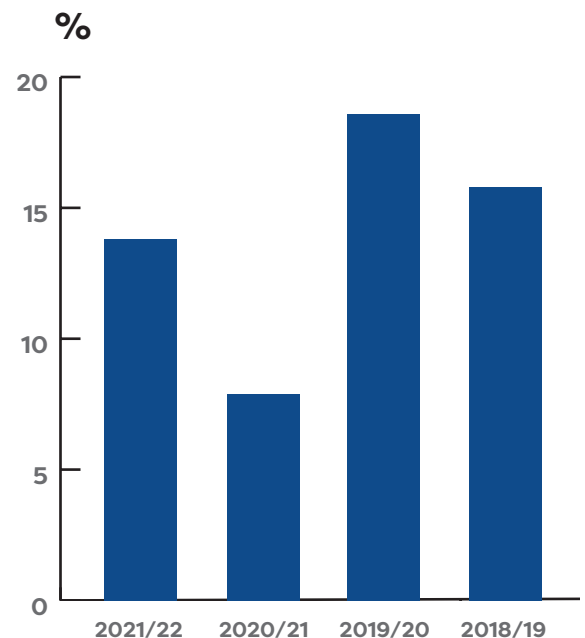


POSITION STATEMENT | GENDER PAY GAP 2021/22

Annual figures reveal that just over half of top quartile earners at Onward Group are women. Three of seven positions on the Executive Team are held by women, including the role of Chief Executive, whilst the two appointments made to the Senior Leadership Team during the last twelve months were both women.

Overall, the mean gender pay gap in the Group is 13.8%, which is higher than last year but showing an improvement against the longer-term trend. 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 a 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 13.8% (21/22) compared to 7.9% in 20/21.
- The median gender pay gap at Onward is 8.8% (21/22) compared to 5.1% in 20/21.

At Onward Group:

- 51.4% of top quartile earners are women.
- 57% of upper middle quartile earners are women.
- 42.9% of the Executive Team are female, including the Chief Executive.
- 54.8% of the Heads of Service are female.

UNDERSTANDING THE FIGURES

These figures illustrate that senior leadership and management roles at Onward reflect our commitment to recruiting, promoting, and developing talent from both genders.

Against this background, the gender pay gap reflects that women hold an even greater majority of lower middle quartile (75.2%) and lower quartile (59.9%) earning positions. Whilst women also hold more Q1 and 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.

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 to ensure equal pay for all roles.
- Our Onward Leadership Programme supports colleagues in preparing for roles at the next level. This is now bringing results, with two female Directors appointed to the Senior Leadership Team.
- We know that flexibility is important to our staff, who often need to balance work with childcare and other responsibilities in the home. We therefore have a suite of family friendly policies in place to support this, including hybrid working, flexible working and generous maternity/paternity and parental leave policies.
- A Diversity and Inclusion Forum is in place to review and challenge approaches on all aspects of employment and employee experience.
- Through our Performance Management process, we will place a greater focus on personal growth and development, to ensure that all colleagues have the necessary skills to grow and develop.
- We will place 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.

MOVING FORWARD

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

- Ensuring that 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 men as well as from women.
- Advertising and recruiting for roles in parts of the business where men are in a strong majority, 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 parts of the business.
- Onward is part of the Insight Programme, which enables underrepresented groups to work with Onward Board as part of a mentoring and development programme for 12 months to provide experience and exposure at Board level.

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 5.5% on a mean average and 1.2% on a median average. We are still doing work to develop our data in this respect.



Bronwen Rapley
Chief Executive

CASE STUDY: Dani James, Director of Finance

“ I have found Onward to be a very inclusive organisation – part of what encouraged me to apply was how well represented women are at the Executive and Board level. The senior management within the finance directorate is also pretty much a 50:50 split. I’ve also found that we have a very supportive culture towards colleagues with children and/or other caring responsibilities which is hugely important in ensuring that women can take on more senior roles. ”