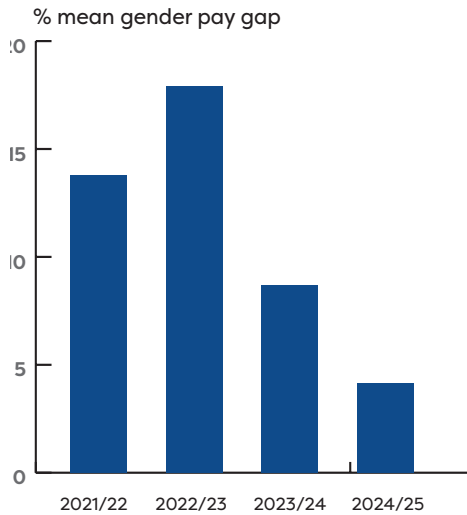


## POSITION STATEMENT | GENDER PAY GAP 2024/25



Our gender pay gap has improved with annual figures showing that three of five positions on the Executive Team are held by women, including the role of our former Chief Executive, whilst two of the three appointments made to the Senior Leadership Team during the last twelve months were women.

Overall, the mean gender pay gap for Onward Homes Limited is 4.14%, which is significantly lower 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 to build upon the positive steps already 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 4.14% compared to 8.8% last year.
- The median gender pay gap at Onward is -5.84% compared to 8.8% last year.

At Onward:

- 53.25% of top quartile earners are women.
- 68.57% of upper middle quartile earners are women.
- 60% of the Executive Team are female, including the Chief Executive.
- 57.14% 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.

We are now seeing that more than 50% of our senior roles are held by females, whilst 73.2% of our lower middle quartile roles are also held by females. This supports our drive to develop colleagues through the organisation leading to both male and female colleagues moving to more senior roles internally.

## 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.
- Work continues with our Onward Leadership Programme to support colleagues in preparing for roles at the next level. This year we saw two female colleagues move into director roles.
- The continued embedment of 'Onward Workspace' is enabling flexible working, which is improving services, offering greater flexibility to colleagues, and increasing the diversity of the candidates we attract.
- Onward continues to be part of the Boost Programme which aims to challenge and address the under-representation of ethnically diverse colleagues in leadership roles in the housing sector. Three colleagues are taking part in this programme as a mentor, mentee and change champion.
- Onward has just launched its new Equality, Diversity and Inclusion Strategy which was created in collaboration with the Equity Forum, made up of colleague representatives. This new strategy and plan is structured around five key pillars that underpin Onward's approach: learning, governance, culture, services and suppliers. Together, these pillars support our mission of making The Onward Difference.

## 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 equal opportunities for all. For example:

- A revised performance management process continues to be embedded, with a greater focus on personal growth and development, to ensure that all colleagues have the necessary 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.
- Onward has taken part in the Gatenby Sanderson Insight Programme for underrepresented groups at Board level and is looking to recruit another candidate.



Sandy Livingstone  
**Chief Executive**