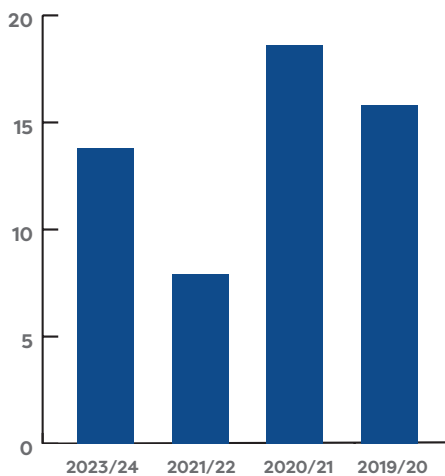


POSITION STATEMENT | GENDER PAY GAP 2023/24

At Onward we are committed to paying the same rate of pay for the same role. This is supported by our pay framework which limits the potential for pay disparity as a result of gender. Each role is paid a single market salary regardless of the individual holding the position.

Our aim is to ensure we have a gender balance across the business, as well as within senior roles. Annual figures reveal that three of seven positions on the Executive Team are held by women, including the role of Chief Executive, whilst two of the three appointments made to the Senior Leadership Team during the last twelve months were women.



We remain committed to ensuring the best person is appointed for each role and ensure that the same salary is paid for the same role. We create equal opportunities for all and recruit and retain a range of talent and participate in specialist programmes aimed at supporting the development of female and ethnic minority leaders.

Overall, the mean gender pay gap in the Group is 8.8%, this is lower than last year which is a positive move indicating greater gender parity in roles at all levels across the business. This data is subject to annual fluctuations due to recruitment, departures, and special leave at the snapshot date

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 for 2023/24 is 8.8% compared to 17.9% in the previous year.
- The median gender pay gap at Onward for 2023/24 is 8.8% compared to 7.9% in the previous year

Women are well represented within Onward:

- 49% of top quartile earners are women.
- 64.9% of upper middle quartile earners are women.
- 43% of the Executive Team are female, including the Chief Executive.
- 61.8% of the Heads of Service are female.

UNDERSTANDING THE FIGURES

We are committed to recruiting, promoting, and developing talent from both genders and ensuring we get the right person for the job. Our salary framework ensures that all colleagues working in the same role are paid the same, irrespective of gender, ethnicity or other characteristics.

The gender pay gap reflects that women hold majority of upper middle quartile positions (64.9%). In addition, 43% of the Executive Team are women and we have seen an increase in female representation within the Senior Leadership Team.

We continue to see women progress through the organisation into leadership roles.

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 Academy continues to support colleagues in preparing for roles at the next level and is open and promoted to all colleagues. 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 refreshing and revitalising our approach to Equality, Diversity, and Inclusion, ensuring it is relevant and measurable and has a positive impact on our business and communities. This will include a number of initiatives throughout the year as well as more collaborative working with our Colleague and Customer Equity Forums.

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. For example:

- A new Performance Management process has been launched, with a greater focus on personal growth and development, to ensure that all colleagues have a personal development plan and 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 and paying the real living wage to all apprentices regardless of age or gender.
- We continue to support the Gatenby Sanderson Insight Programme for underrepresented groups at Board and the BOOST Programme, providing development to leaders from ethnic minorities

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 10.1% on a mean average and 12.21% on a median average. We are still doing work to develop our data in this respect.



Bronwen Rapley
Chief Executive

CASE STUDY: **Simmy Soin, Director of Finance**



“ I have worked for Onward for close to 7 years and have held a number of different roles which have allowed me to develop and progress into the Director of Finance role in the last year. The opportunities to develop have always been available at Onward and there is a great support network in place across the organisation. There is also support in place to complete professional qualifications as well as a great leadership development program. ”