

- engaging
- enabling
- empowering

Outward's Gender Pay Gap 2024-2025



1. Introduction

1.1 The Equality Act 2010 Regulations 2017 require organisations with more than 250 employees to report their gender pay gap annually and publish their findings by 4 April 2025. **The gender pay gap** represents the difference in average earnings between men and women across an organisation.

Employers are required to:

- Publish their gender pay gap data and an accompanying statement on their public website.
- Submit their data via the government's gender pay gap reporting service.

Failure to comply or reporting inaccurate data may result in enforcement action from the Equality and Human Rights Commission (EHRC), including potential legal proceedings and financial penalties.

1.2 This report provides Outward's **Gender Pay Gap** analysis. The gender pay gap measures the difference between the average (median and mean) hourly earnings of men and women, reflecting broader workplace and societal factors such as occupational segregation and caring responsibilities, which disproportionately affect women.

1.3 A Diversity Pay Gap

Report examines pay disparities through the lens of protected characteristics. At Outward, we are committed to going beyond mandatory reporting requirements, shifting from compliance-based reporting to a proactive approach that fosters inclusion and fairness in our workforce. Unlike gender pay gap reporting, which is required by law, diversity pay gap reporting is not yet mandated. As there are limited legislative guidelines for the ethnicity pay gap reporting and no guidelines on how to calculate other characteristics diversity pay gaps, Outward has adopted a methodology aligned with our gender pay gap reporting, following best practice recommendations. In line with EDI strategy, we committed to expanding our pay gap analysis beyond gender to the ethnicity pay gap reporting. Not only have we achieved this, but we have also taken a broader approach, developing a comprehensive **Diversity Pay Gap Report** that examines multiple characteristics, including Ethnicity, Disability, Age, and Sexual Identity.

2. The National Picture

2.1 The gender pay gap in the UK has gradually declined over the past decade, decreasing by approximately 25% among full-time employees.

According to the latest data from the Office for National Statistics (ONS), as of April 2024:

- The median gender pay gap for all employees is 13.1%, meaning women, on average, earn less than men.
- The mean gender pay gap for full-time employees stands at 7.0%, down from 7.5% in April 2023.
- The gender pay gap for all employees has fallen from 14.2% in 2023 to 13.1% in 2024.

The overall gender pay gap remains larger than the full-time and part-time gaps, primarily because a higher proportion of women work part-time, and part-time roles tend to have lower hourly pay.

3. Measuring criteria terms defined

The gender pay gap is expressed in two ways – as a percentage for both the mean and the median.

The mean gender pay gap is the difference in the average hourly pay for women within the organisation when compared to the average hourly pay for men. It is calculated by adding the pay rates together and dividing by the number of men and women accordingly

The median gender pay gap represents the middle point of the workforce population. If you were to line up all the women and all the men in the organisation, the median pay gap is the difference between the hourly pay rate of the middle man compared to the middle woman.

Quartile pay bands show the distribution of men and women across four equally sized pay groups, ranked from lowest to highest earnings:

- Lower quartile – the lowest 25% of earners.
- Lower middle quartile – the next 25% of earners.
- Upper middle quartile – the next 25% of earners.
- Upper quartile – the highest 25% of earners.

Gender Pay Gap vs. Equal Pay

Important! It is important to distinguish between the gender pay gap and equal pay:

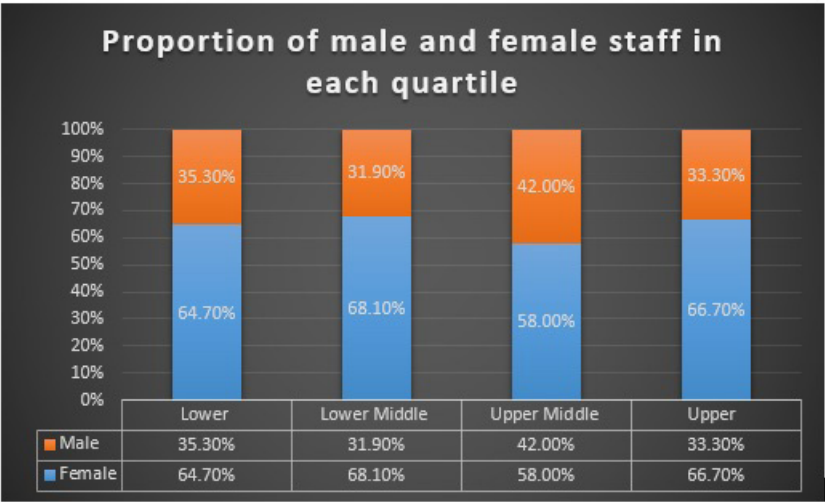
- The gender pay gap measures the difference in average earnings between men and women across an organisation.
- Equal pay ensures that men and women are paid the same for work of equal value, as required under the Equality Act 2010. Failure to meet equal pay requirements is unlawful.

4. Gender Workforce and Pay Gap Data

4.1 The gender differentials per pay quartile

The chart below presents the distribution of men and women across Outward’s four pay quartiles.

Women continue to **outnumber men across all quartiles**, reflecting the organisation’s overall workforce composition. While Outward’s pay structure ensures parity in hourly rates, a higher proportion of female employees in lower quartiles suggests that broader workforce trends, such as role segmentation and career progression, influence the pay gap.



4.2 Mean (Average) Gender Pay Gap

(The mean average pay is calculated by adding up the pay of all in the group (fixed and flexi) and dividing this by the number of people in the group.)

The **mean hourly pay** for male employees is £15.07, while for female employees, it is £15.38. This results in a **negative mean gender pay gap of -2.0%**, meaning women, on average, earn slightly more than men.

Notably, this gap has **narrowed by 1.6 %** points compared to April 2023. Over the past year, hourly pay has increased by 10.68% for men and 9.36% for women, reflecting an overall upward trend in pay levels.

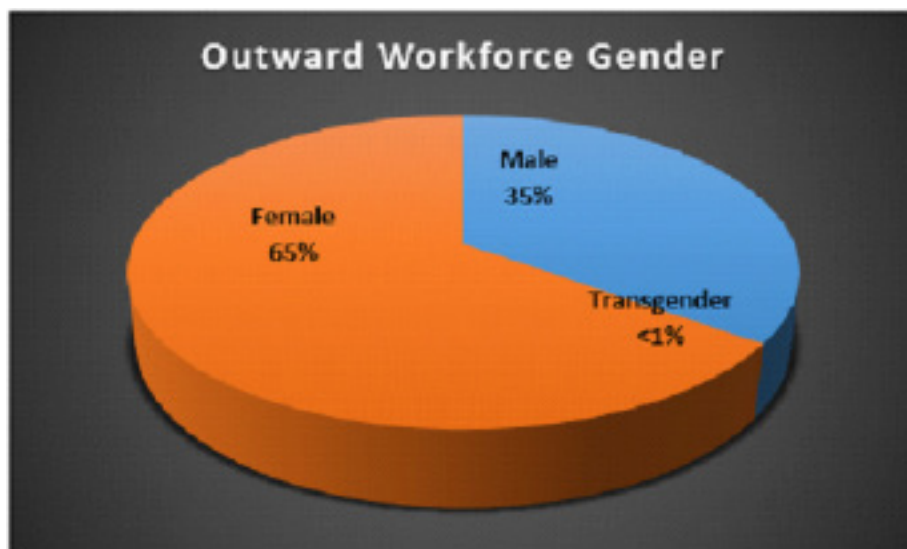
4.3 Median Gender Pay Gap

(The median pay is arrived at by placing the hourly pay for all in the group in order of amount, the mid-point value in the group being the median.)

The **median hourly pay** is £13.21 for men and £13.15 for women, meaning men earn 0.5% more than women at the mid-point of earnings distribution.

This represents a **0.5 % point increase** from April 2023. During this period, median hourly rates increased by 9.51% for men and 9.12% for women.

Outward Workforce by Gender



Outward's workforce (including both fixed and flexible staff) comprises 509 employees, reflecting a 16% increase from the previous year. Of these, 330 are female (65%) and 178 are male (35%), with a 1% increase in female representation compared to last year. Additionally, one staff member identifies as transgender (<1%).

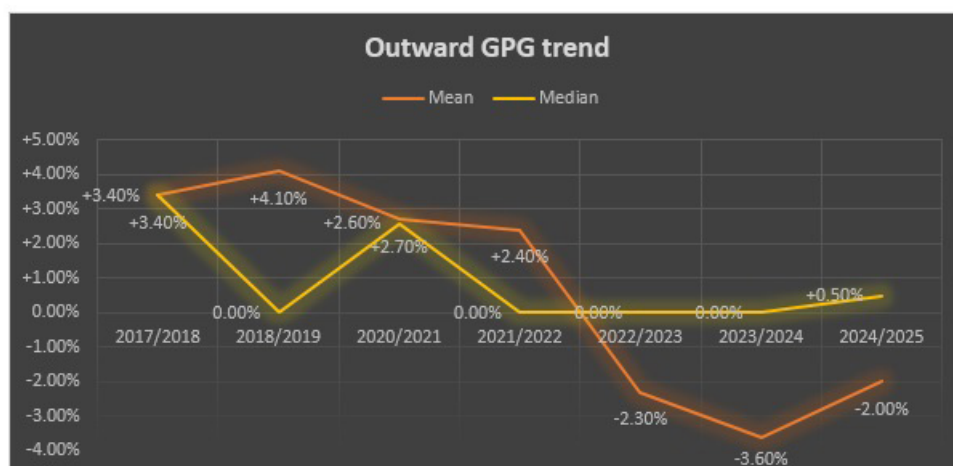
Outward's gender distribution is more balanced than the wider social care sector. According to the Skills for Care report (October 2024), the UK social care workforce is 79% female and 21% male, representing a 2% decline in female representation from the previous year.

These figures demonstrate Outward's alignment with sector trends while highlighting its more gender-diverse workforce.

4.4. Outward GPG trend for the last seven years.

The chart below summarises Outward's gender pay gap trends over the past seven years, illustrating changes in both mean and median pay gaps:

Over the past seven years, Outward's gender pay gap has fluctuated but has consistently remained below the national level, largely sitting near zero.



5. Gender pay gap within Outward

5.1 Outward remains committed to pay equity and fairness, ensuring all employees receive equal pay for equal work, regardless of gender.

Key commitments & actions:

- All staff receive equal pay for equivalent roles, in line with the Equality Act 2010.
- Support Workers are paid the London Living Wage, ensuring fair compensation.
- Long service awards and other benefits are provided equally to men and women.
- Outward’s senior management team is predominantly female, reflecting wider trends in the social care sector.
- A full benchmarking review was completed at the end of 2024 to assess pay structures and ensure fairness.
- In 2025, Outward will introduce a new Pay & Grading Policy, aimed at further standardising salary structures and promoting transparency.
- Outward is also committed to publishing an Ethnicity Pay Gap Report in 2025, continue to expand its focus on pay equity beyond gender.

These actions reinforce Outward’s commitment to fair pay, workforce diversity, and continuous improvement in gender pay equality.

6. Diversity Pay Gap

6.1. This is our first year of reporting, and we have focused on a high-level, aggregated analysis only in this instance.

- Pay gap analysis of certain protected characteristics is difficult. The sample sizes we hold may be too small to report on in a way that protects disclosure and ensures anonymity in the data, and in some cases the return of ‘prefer not to say’ for diversity data has been evident.
- For this high-level analysis, we have aggregated data sets and use terminology like ‘our ethnically diverse colleagues’, where we could not break it down or aggregate it into individual groups. We recognise, therefore, that this analysis will not identify the different experiences and systems that impact different communities.

6.1. This high-level analysis uses the diversity pay data set from 5 April 2024, with the following exceptions and principles:

| | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The sexual identity pay gap is defined as the difference between the average hourly pay of colleagues who identify as lesbian, gay, or bisexual compared to heterosexual colleagues. | The ethnicity pay gap is defined as the difference between the average hourly pay of colleagues from ethnically diverse backgrounds compared to white British colleagues. | The disability pay gap is defined as the difference between the average hourly pay of disabled colleagues compared to nondisabled colleagues. | The age pay gap is defined as the difference between the average hourly pay of each age group compared to the average hourly rate for all colleagues. |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|

For the purpose of this Diversity Pay Gap reporting we were using the ‘**mean**’ **statistics**, which is the commonly used average.

Considering the above we have focused this report on a high-level gap analysis for the following protected groups: Ethnicity, Disability, Age, LGB+ (lesbian, gay, bisexual and other identities).

The mean diversity pay gap is calculated by adding the pay rates together and dividing them by the number of individuals within a marginalised or minoritised group and a comparator accordingly.

Ethnicity analysis

The ethnicity pay gap is largely driven by workforce representation at different pay levels. This influences the overall mean pay gap, **reflecting structural workforce patterns rather than differences in pay for equivalent roles.**

At present, we are unable to benchmark our ethnicity pay gap against national trends, as comparable pay gap data is either not publicly available or not widely collected by other organisations. However, this report serves as a starting point for ongoing analysis and action to address disparities where they exist. However, this report provides a foundation for ongoing analysis and action to address disparities where they exist.

The ethnicity pay gap is defined as the difference between the average hourly pay of ethnically diverse colleagues compared to other ethnic groups.

Ethnicity pay reporting is much more complex than gender pay reporting. While gender pay analysis only involves a comparison between two groups, ethnicity pay analysis can potentially involve many more ethnic groups, depending on how ethnically diverse a workforce is. These complexities also mean that employers should carefully scrutinise and explore the underlying causes for any pay disparities. There could be legitimate reasons why there are variations in pay across ethnic groups. It should not be assumed that any disparities are necessarily a result of discrimination. Pay disparities may be due to a number of reasons. For instance, lower pay among a particular ethnic group may be because that group disproportionately applies for lower paid, more junior positions in an organisation. On the other hand, it could be because the company does not provide adequate progression opportunities for people from that ethnic group. [Source- Government publications. Ethnicity Pay Reporting]

Outward has followed government guidance and best practice in aggregating ethnic groups into broader categories. This approach is necessary to protect employee anonymity, especially where sample sizes are small. Current best practice suggests that a minimum category size should be between 5 and 20 employees to prevent identification of individuals. Additionally, staff who selected 'prefer not to say' have been excluded from the analysis.

A pay gap is not the same as unequal pay. Unequal pay means that employees performing equal work, or work of equal value, are not receiving equal pay.

An ethnicity pay gap is a measure of the difference between ethnic groups' average earnings across an organisation or the labour market as a whole over a period of time, regardless of role or seniority. It is not a like-for-like comparison of employees of different ethnicities. Even if an employer has a fair pay and reward policy, and even if it has equal pay, it could still have a pay gap.

The ethnicity pay gap is primarily influenced by representation in higher-paid roles. A greater proportion of white colleagues occupy positions in the upper pay quartile, where salaries are typically higher. This structural workforce pattern, rather than direct pay inequality, is the key driver of the pay gap.



Regional Context

The ethnicity pay gap within Outward should be understood in the broader context of the social care sector in London. According to Skills for Care (2024), the ethnic composition of the adult social care workforce in London is as follows:

- 25% White
- 21% Asian/Asian British
- 49% Black African, Caribbean, or Black British

At Outward, the workforce is 16% White and 84% ethnically diverse, reflecting an even greater level of ethnic diversity than the regional sector average.

While ethnically diverse colleagues make up the majority of both Outward and the wider London social care workforce, industry-wide trends show that they are underrepresented in higher-paid senior roles. This trend contributes to sector-wide pay disparities, and similar structural factors may be influencing Outward's ethnicity pay gap.

For 2024, Outward ethnicity gap (mean) between white and Asian ethnic groups is 2.71% meaning that, on average, Asian ethnicity group colleagues earn 2.71% less than white colleagues. At the same time, Asian ethnicity group colleagues earn 6.34% more than their black colleagues and 4.03% more than their other ethnicity colleagues. Black ethnicity group colleagues earn 8.88% less than white colleagues and 2.46% more than other ethnicity colleagues.

In line with the Government Guidelines, we presented the mean (average) hourly pay gaps between each of the ethnic groups in tabular form. We analysed all our ethnic groups making comparisons between each other as presented in the table below.

| Ethnic group | Asian | Black | Other |
|--------------|---------------------------------------------|---------------------------------------------|----------------------------------------------|
| White | Gap between White and Asian 2.71% | Gap between White and Black 8.88% | Gap between White and Other 6.64% |
| Asian | | Gap between Asian and Black 6.34% | Gap between Asian and Other 4.03% |
| Black | | | Gap between Black and Other -2.46% |

Disability Analysis

The disability pay gap measures the difference between the average hourly pay of disabled colleagues compared to non-disabled colleagues.

For 2024, Outward's **disability pay gap (mean)** is **6.7%**, meaning that, on average, disabled colleagues earn 6.7% less than non-disabled colleagues.

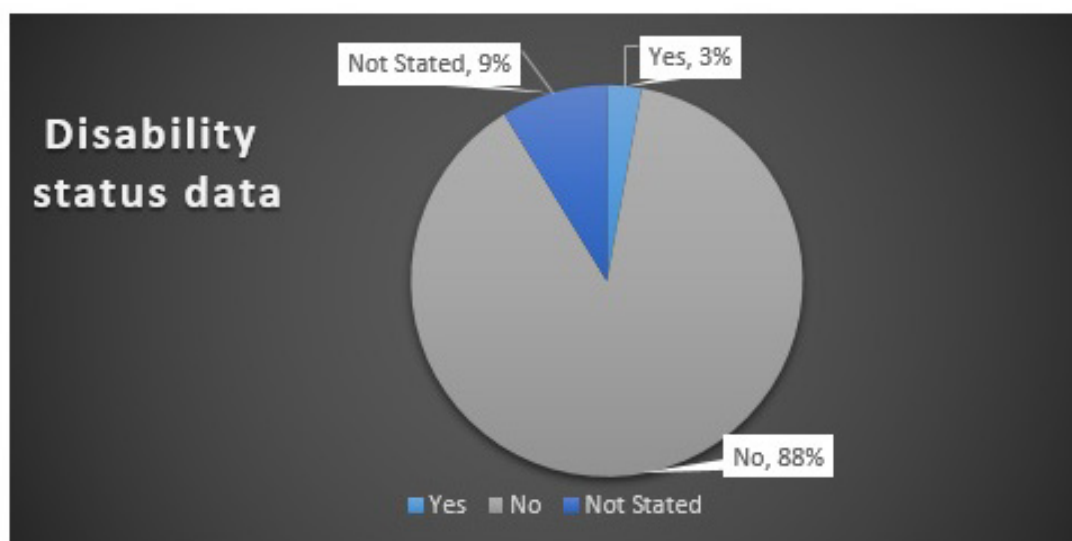
Disability representation in Outward. The chart below presents data on the proportion of staff who have declared a disability, those who have stated they do not have a disability, and those who preferred not to say:

- 3% of staff have declared a disability.
- 88% have stated they do not have a disability.
- 9% have chosen not to disclose their disability status.

Given that the disabled staff group is nearly 30 times smaller than the non-disabled group, this imbalance may skew the pay gap results.

Possible Factors Influencing the Pay Gap. One potential explanation for this gap is the disclosure patterns across different role levels:

- Senior employees may be less likely to disclose a disability, either due to personal choice or because their condition is not visible or self-identified as a disability.
- Employees in lower-paid support roles may be more likely to disclose a disability, leading to an over-representation of disabled colleagues in lower pay quartiles.
- The overall size of the disabled group is relatively small, which may amplify statistical variations in the



Sector and National comparisons. In 2023/24, data from the Adult Social Care Workforce Data Set (ASC-WDS) reported that only 2% of social care workers were recorded as having a disability—significantly lower than the 17.7% of disabled people in England (2021 UK Census).

Furthermore, the 2023/24 Labour Force Survey (LFS) found that 31% of workers in social care occupations were considered disabled under the Disability Discrimination Act (DDA) 1995 definition.

This discrepancy suggests that disability status may be underreported in employer-collected data. The ASC-WDS data is gathered through employer surveys, where workers are asked, “Do you identify as having a disability?” If asked directly in an anonymous survey, employees may answer differently, as not all disabilities are disclosed to employers or are immediately visible.

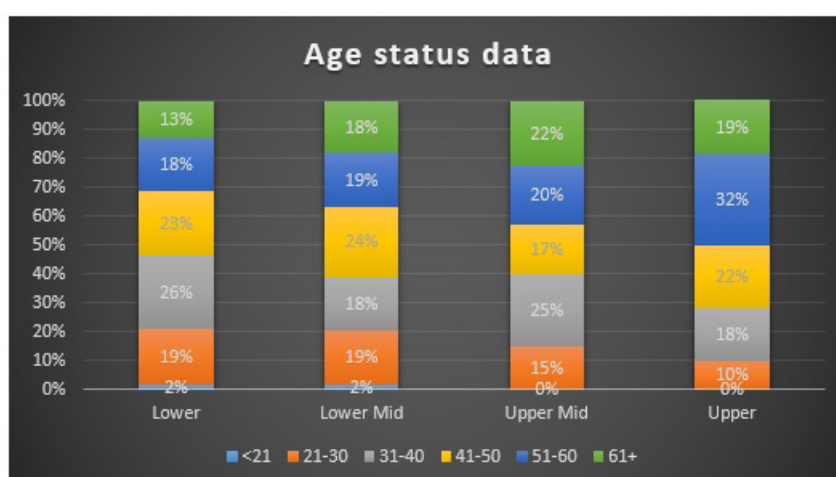
Key points:

- Outward’s disability pay gap appears influenced by low disclosure rates and the distribution of disabled employees across different pay quartiles.
- The social care sector as a whole may be underreporting disability due to data limitations.
- Further work is needed to encourage self-disclosure in a way that builds trust and ensures employees feel comfortable sharing their disability status.

Age Analysis

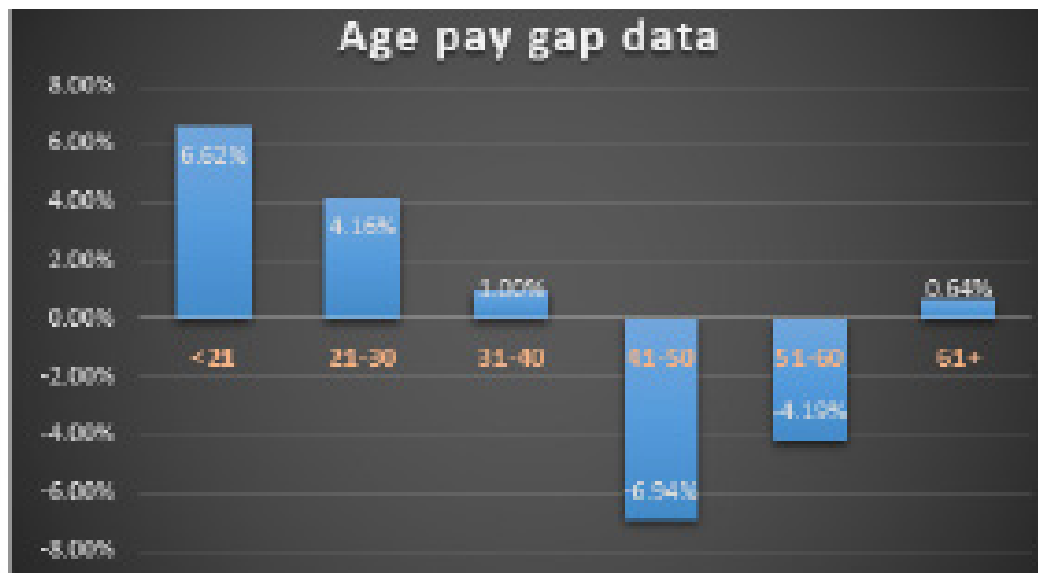
The age pay gap measures the difference between the average hourly pay of each age group compared to the overall average hourly rate for all colleagues.

The data of the Age and Pay trends at Outward indicates a clear relationship between age and pay across different career stages. Older employees are more likely to be in higher-paid roles, as seen in the increasing representation of senior staff in the upper pay quartile. This trend reflects career progression over time, where employees gain experience and advance into higher-paying positions. As is common across most sectors, hourly pay tends to peak in mid-career years before gradually declining towards later stages of employment.



Understanding the Age Pay Gap. A pay gap exists when a specific age group earns less, on average, than the overall workforce. The larger the percentage, the greater the gap. Conversely, if an age group earns more, they experience a pay advantage, which is represented as a negative percentage.

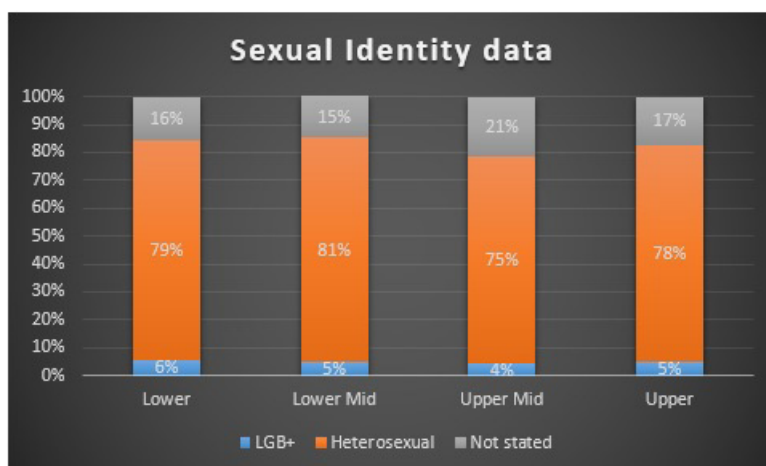
This pattern suggests that pay gap is closely linked to career progression, with younger employees generally earning lower wages due to their earlier career stages.



Key Considerations.

The age-related pay gap at Outward follows an expected career trajectory, reinforcing the link between experience, seniority, and earnings. While no significant pay disparity concerns are indicated, it is essential to ensure that younger employees have clear pathways for career progression and that older employees are supported in maintaining competitive pay levels. These insights can inform discussions on training opportunities, and career development strategies to promote fair earnings across all age groups.

Sexual identity (LGB+) analysis



The sexual identity pay gap measures the difference between the average hourly pay of colleagues who identify as lesbian, gay, or bisexual and other (LGB+) compared to their heterosexual colleagues.

Sexual Identity Pay Gap at Outward.

For 2024, Outward's sexual identity pay gap (mean) is -1.13%, indicating that, on average, LGB+ colleagues earn slightly more than their heterosexual colleagues. A negative percentage represents a pay advantage, though the difference is marginal.

Quartile Distribution & Pay Trends

LGB+ employees are represented across different pay quartiles, with no significant concentration in lower or higher-paid roles.

Although the LGB+ pay gap is currently minimal (negative), it remains important to continue monitoring representation across different pay levels to ensure fairness and career progression opportunities for all staff. As with other diversity characteristics, data disclosure rates may impact the accuracy of analysis. Encouraging a supportive and inclusive workplace culture can help improve the completeness of diversity data in future reports.

7. Conclusion and Recommendations

7.1 The Diversity Pay Gap Report highlights that pay disparities at Outward are primarily driven by representation across different pay quartiles, rather than differences in pay for equivalent roles. The most significant gaps are observed in the lower and lower-middle quartiles, where ethnically diverse colleagues and disabled employees are overrepresented.

7.2 Outward remains committed to fostering a diverse and inclusive workforce, ensuring that all employees have equal access to career progression opportunities and are fairly compensated. Addressing these disparities will require ongoing monitoring, proactive workforce planning, and strengthened recruitment, retention, and promotion strategies.

Outward has already implemented several initiatives to support pay equity and workforce diversity:

- Staff Survey 2025: A new survey has been launched to track progress and gather employee insights.
- Board Member Lead on EDI: A dedicated leadership focus on Equity, Diversity, and Inclusion (EDI).
- Equal access to benefits, such as long service awards, across all diversity groups
- Skills for Care 'Moving Up' Programme: Funding for at least five places per year to support career progression for ethnically diverse employees.
- New benchmarking introduced for using Job Evaluation Scoring System (JESS).
- Care and Support staff salaries continue to be benchmarked in line with the Living Wage Foundation.
- Staff Forum Group is established to engage employees in shaping EDI initiatives.
- Ensuring alignment with best practices and evolving organisational needs we adhere to our commitment on continuous updates on the EDI Strategy.

7.3 Recommendations

To build on the progress made, Outward will focus on the following areas:

-Strengthen Data Collection & Analysis

Improve the accuracy and completeness of diversity data, ensuring that all staff feel comfortable disclosing relevant information. Continue to monitor ethnicity, disability, age, and sexual identity pay gaps to identify trends and measure progress.

-Review and enhance processes & practices.

As part of the new Recruitment System development and implementation, conduct a review of recruitment practices, assessing the journey from vacancy identification to appointment and induction. Ensure that recruitment processes actively support diversity, particularly in senior and managerial roles.

A new Pay & Grading Policy will be introduced in 2025, standardising salary structures and enhancing transparency.

Continue with the Diversity Pay Gap Reporting, including potential future analysis **of the median** pay gap.

-Increase Diversity & Inclusion in progression opportunities

Set diversity targets for leadership roles and ensure that career development pathways are accessible to all employees. Continue participation in the Skills for Care 'Moving Up' Programme to support career growth for underrepresented groups.

-Address Unconscious Bias

Provide ongoing training for managers and employees to help identify and mitigate unconscious bias in hiring, promotions, and pay decisions.

By implementing these recommendations, Outward aims to reduce pay disparities, promote career progression for all employees, and foster a truly inclusive workplace.



Outward Gender & Diversity Pay Gap Report 2024-2025