



Gender Pay Gap Report

2025

forward

Gender Pay Gap Report 2025



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At The Forward Trust we believe that fairness, equality, and inclusion are fundamental rights not just of our service users but of our employees. Gender pay gap reporting is an important part of ensuring transparency and accountability in creating a workplace where everyone can thrive. We recognise that pay inequality is not only relevant to gender but a multitude of characteristics, that's why we are actively strengthening our data in relation to ethnicity and disability to allow us to report on these in the coming years.

This year's report illustrates a complex landscape. It highlights a decrease in our mean pay gap showing that as an organisation we are moving in the right direction, and the steps we have taken this year have made a difference. However, despite this gradual progress, disparities continue to exist. The report brings attention to the disproportionate number of females working in the lower middle pay quartile (82%, compared with 75% across the whole workforce) and the number of men in the top paying positions – The Executive Team (5 men and 2 women), and the highest paid clinical roles (4 men and 1 woman). While we are encouraged by the negative bonus pay gap demonstrating women earned more bonus pay than male employees, we recognize that there is more work to do to achieve pay equality and a zero pay-gap.

This year we are committed to taking concrete steps to close the gap further. The current review of management and central costs will take into account the objective of greater gender parity, and we will also conduct a deeper dive into the organisational data, continue to strengthen recruitment practices, and review our flexible working and succession opportunities. These actions form part of our broader commitment to diversity and inclusion.

Thank you to all our colleagues who contribute to making The Forward Trust a place where everyone is valued and has the opportunity to reach their potential.

Signed:

A handwritten signature in black ink that reads "M. Trace".

Mike Trace, Chief Executive

What is the pay gap and why is it important.



The gender pay gap references the difference in average earnings between men and women with an organisation. It is most typically expressed as a percentage of men's earnings. For example, if women earn 85p for every £1 earned by men, the gender pay gap is 15%.

The gender pay gap isn't just about unequal pay for the same job (which is illegal under equal pay laws). It's influenced by broader structural and social factors such as underrepresentation of women in high paying roles, career interruptions for caregiving responsibilities more traditionally taken on by women and unconscious bias affecting hiring, promotion and pay decisions.

Understanding and addressing the gap is critical for a number of reasons, including fairness and equality, organisational transparency, economic impact and reputation and culture.

Our Pay Gap – A Summary

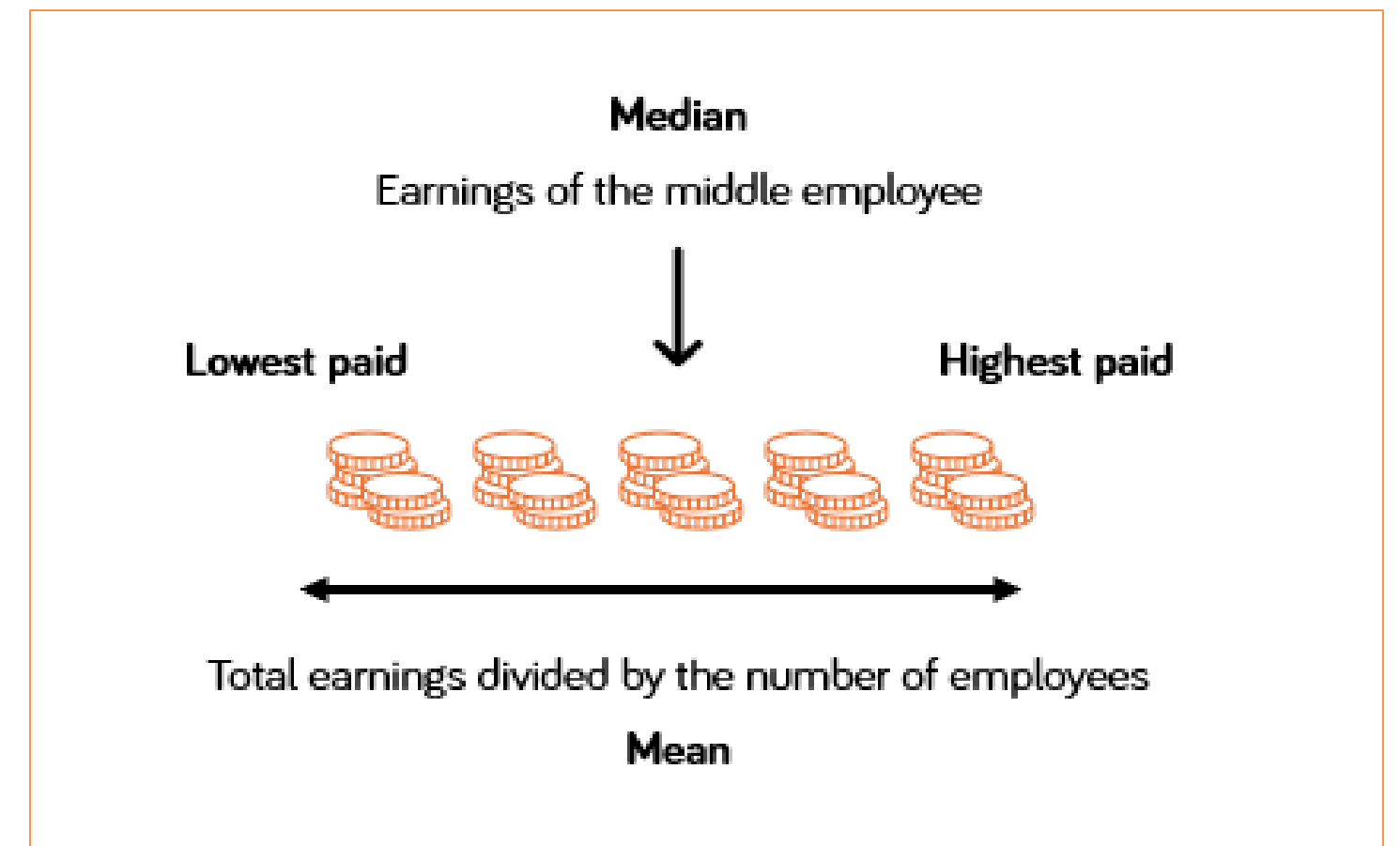
The Forward Trust are pleased to be able to report the **mean pay gap** has **decreased** from 12.5% to 10.9% with women at Forward earning on average **89p for every £1** earned by men. With women making up a high percentage of the workforce this has had a positive impact on the majority of employees.

The decrease in the mean pay gap can be attributed to an increase in the percentage of women in higher paid positions and the upper pay quartiles.

The **median pay gap** remains smaller at **6.2%** with women earning **94p to every £1** earned by men. This is a 0.1% increase on last years median pay gap. The median pay gap is generally considered a better indicator of average pay and the pay gap as it is not so easily skewed by few the individuals who may have much higher or lower pay.

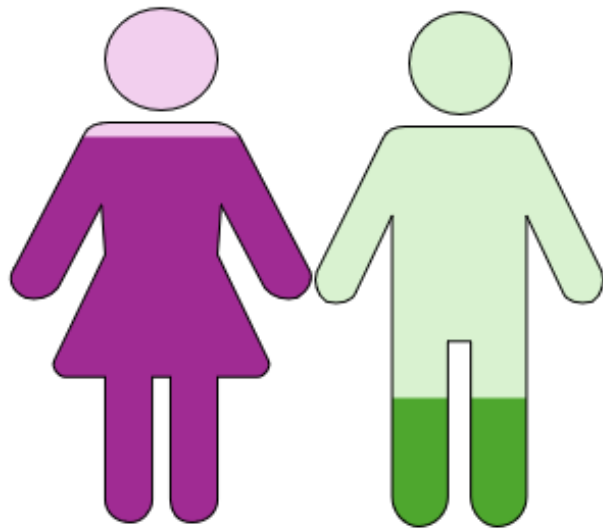
Women this year have made up a slightly larger percentage of all employees increasing from 72% to 75%. Women are most highly represented in the lower middle quartile where they make up 82% of employees. Alongside this men are disproportionately represented in the upper and upper middle quartiles leading to the persistent gender pay gap.

More detailed analysis of the data shows that although women are in 9 of the top 20 paying positions, 9 out of 10 of the highest paid positions at Forward are occupied by men, these include the CEO and COO roles but also Doctor positions which are more frequently occupied by males, whilst the clinical director role is occupied by a female employee.



The Year In Data

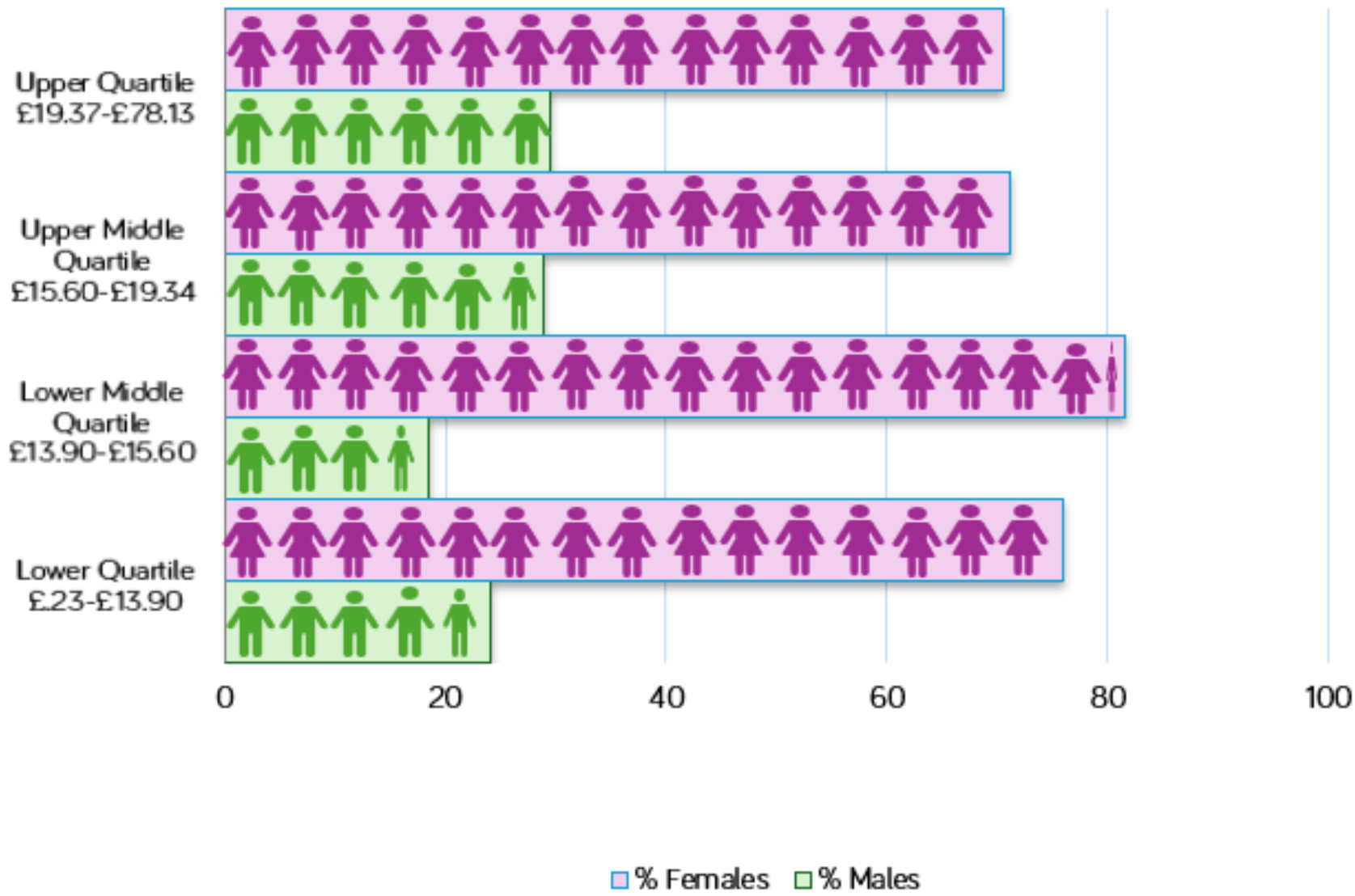
Percentage of female and male employees working at The Forward Trust



75% Female 25% Male

Quartile Analysis		
Quartile	% Males	% Females
Lower Quartile £0.23-£13.90	24.5	75.5
Lower Middle Quartile £13.90-£15.60	18	82
Upper Middle Quartile £15.60-£19.34	28.9	71.1
Upper Quartile £19.37-£78.13	29.4	70.6

Company Pay Quartiles



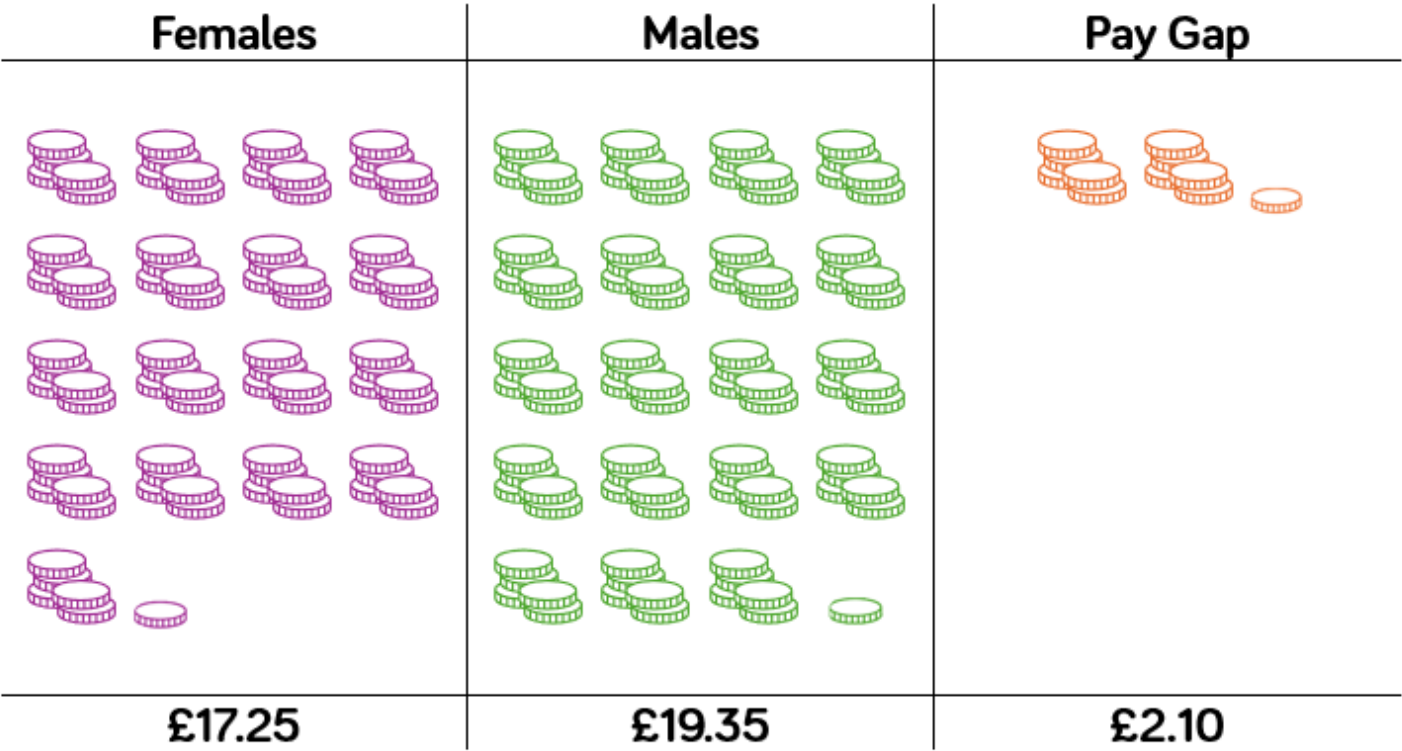
The Year In Data

Median Hourly Pay



Applying the median hourly rate of pay **WOMEN** are paid **6.2% LESS** than **MEN**

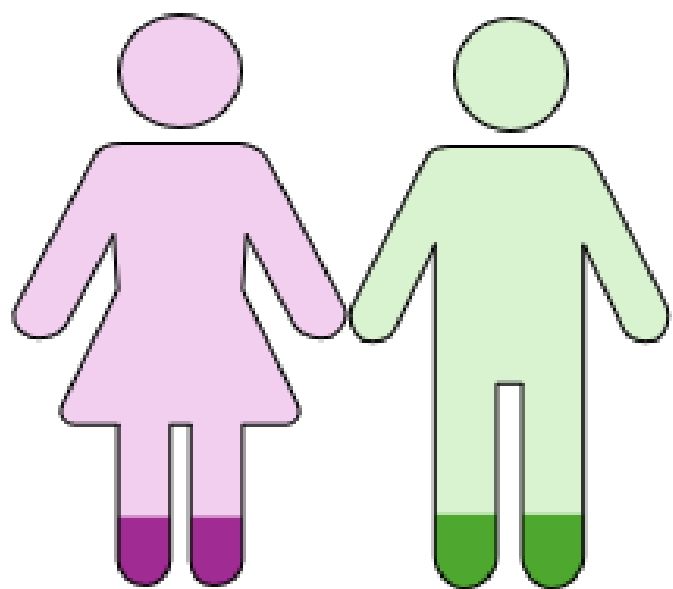
Mean Hourly Pay



Applying the mean hourly rate of pay **WOMEN** are paid **10.9% LESS** than **MEN**

The Bonus Pay Gap

Percentage of female and male employees
That received bonuses



11.9% Female

13.1% Male

Bonus Pay at the Forward Trust is not regularly awarded and does not ordinarily make up an element of pay. However bonuses are paid to staff award winners, Christmas bonuses to residential staff and golden hellos were awarded to nurses joining The Forward Trust.

1.2% more males than females received bonus pay however we can see the amount of bonus pay received favored female employees when looking at both the mean and median bonus payments.



This can be attributed to the amount paid as a golden hello to nurses as nursing positions are predominantly occupied by females.

Mean Bonus Pay

Females	Males	Pay Gap
		-12.8%
£1025.18	£908.56	-£116.62

The mean bonus pay gap was -12.8% with WOMEN receiving 12.8% MORE bonus pay MEN

Median Bonus Pay

Females	Males	Pay Gap
		-138.3%
£625	£262.28	-£362.72

The median bonus pay gap was -138.3% with WOMEN receiving 138.3% MORE bonus pay MEN

How are we closing the gap

At The Forward Trust we are committed to closing the gender pay gap and strive to reduce it year on year.

We are committed to continuing the positive steps we are already taking and delivering on the detailed actions across this coming year.

1. Remuneration

- **Real Living Wage:** We will continue our commitment to being a real living wage employer.
- **Staff Representative Group:** Our newly appointed staff representatives will conduct a full review of the remuneration package.

2. Flexible and inclusive work

- **Flexible working review:** Flexible working across the organisation will continue to be reviewed ensuring flexible working solutions at all levels to attract and retain women into senior positions.

3. Deepen Data Insight

- **Understand areas of imbalance:** Look in detail at the imbalance of male and female Doctors in the organisation and how this compares to national statistics to support in addressing this through recruitment processes.
- **Retention and promotion:** Identify whether promotion and leaver rates are proportionate amongst men and women in the organisation.

How are we closing the gap

4. Strengthen Recruitment Practices

- **Gender-balanced panels:** Standardise gender balanced interview panels across the organisation
- **Bias training:** Continue mandatory inclusive recruitment training for all hiring managers.
- **Targeted recruitment:** review the language used and placing of adverts to attract more men into lower quartile positions and attract women to more senior roles.

5. Increase Visibility and Culture Change

- **Highlight female role models:** Showcase women in senior and specialist roles (e.g. Clinical Directors. Exec Directors) as visible examples of progression.
- **Leadership development:** Proactively identify and support high-performing women for senior roles through the leadership development programme.

Forwards Commitment to Equality, Diversity & Inclusion



‘Our 2025 Gender Pay Gap Report shows encouraging progress, with the mean gap continuing to narrow and more women stepping into higher-paid roles. However, while women make up the majority of our workforce, they remain overrepresented in lower pay quartiles, and men continue to dominate the most senior and some clinical positions, sustaining a residual gap. This highlights the ongoing need for transparent career pathways, leadership development for women, flexible work opportunities and inclusive recruitment practices. Over the past 18 months, we have introduced new mentoring and leadership development programmes and strengthened our Women’s Employee Resource Group, all of which provide additional support for women’s career progression across the organisation. At Forward Trust, we are committed not only to closing the gender pay gap but also to advancing equity, diversity, and inclusion across the organisation. We strive to create a workplace where pay truly reflects talent and contribution, women have equal opportunities to reach the very top, and everyone is supported to thrive.’

- Ketí Anjorin, Head of Equality and Inclusion at The Forward Trust