



Diversity Pay Gap Report 2022





Gordon Wilson

Chief Executive Officer

“I’m pleased to be introducing Advanced’s third annual Diversity Pay Gap Report. This report is now an established cornerstone in our journey towards equity. There are some encouraging results this year. I’m delighted to see that the gender pay gap has reduced for the fifth year running. This continues to show that our actions are working and, with an increase in women at the upper quartile of the business, I’m very proud of the progress made here. Similar improvements have also been reflected for other characteristics this year - for disabled, LGBTQ+ and many employees from different ethnic origins.

For those areas where there is more that we need to do, we have some strong actions set in place. Many of these are underpinned by our Inclusion Networks and I’d like to thank each of them for the work they have done in 2022. I look forward to seeing the progress made in 2023.”



Alex Arundale

Chief People
Experience Officer

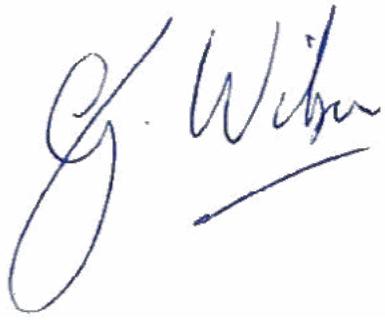
“It’s great to see increases in representation for many typically underrepresented groups – a real focus area for us last year. The positive difference on our pay gaps made by our move to quarterly talent reviews is also hugely encouraging.

A key takeaway for me this year is the increase in trust demonstrated by a reduction in ‘Prefer Not to Say’ responses. When we began this report in 2020, a clear aim for me was for employees to see this transparency and commitment to doing better, in the hope that they would feel a sense of belonging and bring their authentic selves to work.

Our fundamental talent principles remain firm – hiring on potential, promoting at pace and recognising excellence – and, by nature, these support inclusion. But, with three years of data to work from we now have more insight than ever to steer us. As always, we have areas to improve on, but we have a clear vision for 2023 and a committed team focused on actions that will make a meaningful difference.”

Statement

We declare that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in blue ink, appearing to read 'G. Wilson', with a horizontal line underneath the name.

Gordon Wilson,
CEO, Advanced

A handwritten signature in blue ink, appearing to read 'A. Arundale', written in a cursive style.

Alex Arundale,
CPXO, Advanced

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Executive summary

“Inclusion is at our heart - we have a culture of opportunity, empowering and supporting each one of our people to reach their full potential.”



Marianne West

Head of Talent

Being in our third year, it was important to us that the numbers in this report consistently move in the right direction. Last year, we wanted to build on our knowledge and understand how to move forward. We now have a significant amount of data, plus the ability to analyse trends over time, that provides deep insight into inclusion at Advanced. The last year has been educational and inspiring, and this report is now firmly cemented into our culture, alongside our Inclusion Networks.

We have seen several significant reductions in pay gaps this year. We are pleased to see this following the increases in some pay gaps that we saw last year – it indicates that was not the start of a trend upwards. This year, we saw the mean gender pay gap reduce for the fifth year running and some good news around the representation of women. It appears that this success for gender is starting to be replicated across other characteristics at Advanced. Importantly, we also have up-to-date census data this year to benchmark our representation figures against.

A consistent finding from this report is the positive impact of our first year of quarterly talent reviews. This is on both pay gaps and upward mobility of underrepresented groups. We cannot say for sure whether this will continue next year, but at this point, we are delighted that our continuous performance management approach has led, not only to employees being rewarded based on their performance, but to also reduce pay gaps without individuals having to step into new roles.

We want to further evolve our approach to data that supports our journey around inclusion. You'll note many of our actions centre around improving our data gathering for this report, expanding our analysis of the employee journey and a separate stream evaluating our social impact. These changes will further direct our efforts to create an equitable experience for all at Advanced.

Key findings



The mean gender pay gap has significantly reduced for the fifth year running, this time by **5.4** percentage points.

Several of our other mean pay gaps have also reduced this year:



The pay gap for LGBTQ+ employees has reduced by **6.3** percentage points.



The pay gap for employees with a disability has reduced by **10.2** percentage points.



The ethnicity pay gap has increased by **2.8** percentage points overall, but for most individual ethnic groups the pay gap has reduced.

There is also good news around representation:



Increase in representation of underrepresented ethnicities.



Increase in representation of disabled employees.



Increase in representation of employees who are gay, bisexual or chose to self-describe.



This year, the gender bonus gap has increased by **2.9** percentage points.



We have seen an increase in trust with the business through a **2.8** percentage point average reduction in 'Prefer Not to Say' responses.

Fundamentals of the report

Participation rate



This year we received 471 more responses than last year, meaning our report is significantly more representative of our community.

Mean versus median averages

Historically, we have discussed both the mean and median averages when looking at the gender pay gap. Legally, we have to continue to do this. However, we will be primarily focusing on the mean averages throughout the report. We have found this to be more demonstrative of overall change and the most meaningful average. However, all median averages will be reported in the data section at the back of the report and will continue to inform our analysis throughout the year.

Pay gap is different to equal pay

Equal pay means that two people doing the same or a similar role will be paid equally. Advanced is committed to this at all levels of the organisation, as set out in the Equality Act (2010). This is different to the pay gap, which looks at the average hourly pay for a group of people and therefore includes a number of other factors, such as how long they've been in the business and their seniority within it.

Intersectionality

It is important to understand the impact every characteristic has on both pay gap and representation – the two main focuses of this report. However, we acknowledge that each individual is not impacted by one single characteristic, but by the combination of a set of influences specific to their identity: for example, race and gender – a theme that our Inclusion Networks are exploring in joint sessions. Layering this complex data so that we can build a more coherent and rounded picture of an individual's experience at Advanced is something we are working to include in the future.

A note on data and the dates they are extracted from

The financial information is from the end of the FY22 financial year – i.e., April 2022. Our data on the diversity characteristics of our employees was captured in July 2022.

Actions we've taken in 2022

Talent review

In March 2021, we implemented a quarterly talent review process through our product, Advanced Clear Review, to more accurately and regularly track and reward performance. This report, therefore, covers the first full year that we have shifted our approach to reviewing talent in this way. This was a significant process change for us as a business. Managers are empowered to look at the pay of their team members every three months. To support this, we provide data points enabling them to track employee performance, pay history and benchmarking, to encourage performance-led decision-making on reward.

This not only allows for regular opportunities to reward performance and address any changes in circumstances but crucially to frequently review benchmarking data and ensure salaries are on par with comparable roles. Previously, our pay reviews occurred in a traditional annual cycle based on one reflective appraisal of the whole past year.

The quarterly talent reviews were the main cause of our reductions in pay gap this year - as the report explores in more detail.

Changes to our hiring process

We now ask each of our applicants to volunteer their diversity information. This gives us insight into the diversity of the candidates we are attracting, but also to track if each diversity group is progressing through our candidate journey in proportional amounts. Our new hiring tool this year, iCIMS, enables this through its data analytics tools. We can then make proactive changes to help reduce the gaps.

We have also updated our hiring process so that candidates are assessed in a more holistic way. Previously, our aptitude test was a standalone gate where a decision would be made if the candidate was to progress. Now, the aptitude test is one of three areas that will be reviewed, in conjunction with our personality profile and interview score. Best practice shows that this approach promotes a more diverse candidate funnel and widens our talent pool, without reducing the quality of our candidates.

Diversity data for our leaders

Last year, we committed to starting to deliver diversity insight through our quarterly talent data packs to our Leadership community. Our leaders now receive these data packs containing key diversity data points, including hiring funnel diversity information, to ensure they have this insight when making key talent decisions. In-depth insight and analysis around pay gaps, representation and the diversity of our candidate funnel is also regularly shared with our most senior Leadership Team by our People Experience Team.

Manager education

We believe education is key. We previously committed to improving our manager education around how best to support their people and create an inclusive environment. Our new Manager's Toolkit launched in November 2022, in which inclusion is woven throughout the resources and education sessions. This includes education on reducing bias during hiring, shaping an inclusive culture, education on our Talent philosophy and guidance to encourage a standardised approach to management - which in turn supports inclusion.

Inclusion Networks

We believe a sense of belonging is vital to employees thriving. A key part of this at Advanced is our six Inclusion Networks.

2022 saw the launch of our newest Inclusion Network – the Family Inclusion Network. Their goal is to achieve a workplace in which everyone can fully meet their work and family responsibilities and where all care providers have equal opportunities to progress.

This year, each of our Networks received formal senior buy-in, as each partnered up with an executive sponsor. These sponsors advocate for each of our Networks and they held allyship education sessions to extend their reach across the organisation. They also received a sponsor from our People Experience Team to help navigate bringing about change within the business.

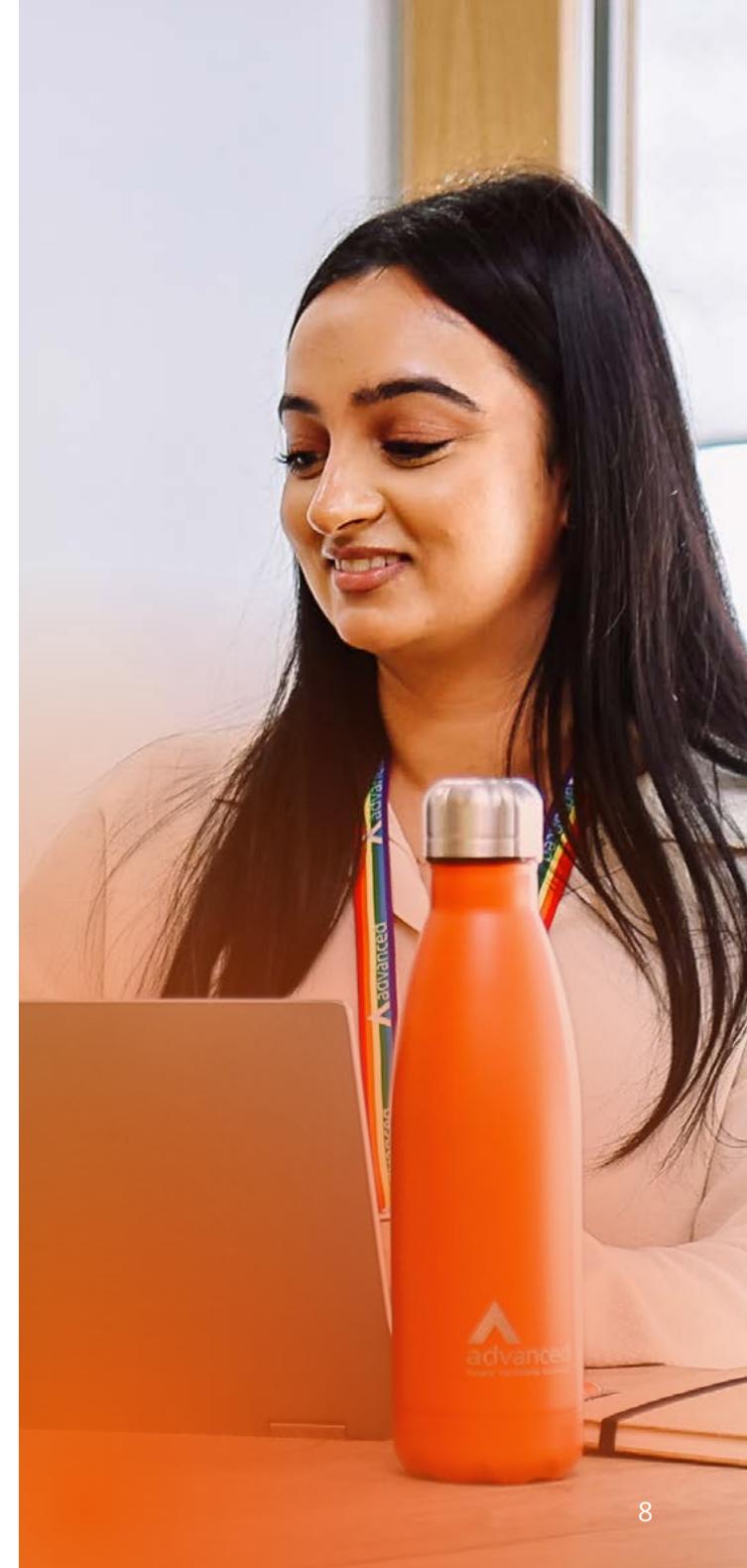
We also focused on the visibility of our Networks at every stage of the employee journey. They are now a key part of our onboarding process for new starters and acquired companies.

The Networks have invited some brilliant inspirational speakers to share their experiences with us in the last year – including Sharon Livermore (domestic abuse campaigner), Pippa Stacey (Communications Consultant for Astriid), Jackie Ranger (first Black female President of the Birmingham Teachers Union) and Elaine Thomson (Founder and CEO of the Mentoring Lab).

Our networks have also been working closely together on education and discussion sessions that highlight the intersection of the groups that they represent.

Some policy changes that our Network Chairs have spearheaded are:

- Advanced is now a Disability Confident Employer
- We joined the Endometriosis Friendly Employer scheme
- 'Sharon's Policy' recommendations were incorporated into our internal policies to support employees experiencing domestic abuse
- Menopause manager guidelines were issued



Actions going forward

Our Inclusion Networks and culture

- This year we will be launching Advanced's Diversity Policy.
- We will start work to become a [Disability Confident Leader](#) – part of this involves completing the Voluntary Reporting Framework to record information on disability, mental health and wellbeing at Advanced.
- Continue working closely with [Stonewall](#), who stand for lesbian, gay, bi, trans, queer, questioning and ace (LGBTQ+) people, and enter the [UK Workplace Equality Index](#) to assess our progress and identify our priorities moving forward.

Using data on our journey towards equity

- We will be collating and monitoring our internal mobility funnel, in the same way we analyse the external candidate funnel. This will enable us to analyse if internal mobility is a barrier to equity by reviewing each stage of the application via assessment, to the offer process.
- Introduction of a People Experience Insights Manager. This will be the first full year we have this role to explore data relating to our culture and employees' experience.
- Expand on the diversity data given to leaders in their quarterly data pack, for example on internal mobility. Our People Experience Team will encourage stakeholders to use this data to inform decisions and, also, challenge decisions made.

Improving the way we capture diversity information

- Our next workflow will include a broader range of questions, such as whether someone is a parent or carer, to be more inclusive.
- The workflow questions will be updated so that they reflect the questions we ask our external candidates. This will ensure accurate analysis of the flow of individuals from application through to their employee journey.
- The Inclusion Network Chairs have been reviewing how we ask about different diversity characteristics. For example, whether people identify with the word 'disabled' and how we can increase the accuracy of these responses. These changes will be implemented in 2023.
- Reduce people responding with 'Other' and not finding out more information. We will add a free text box to capture what they identify with, as analysing 'Other' is not highly meaningful without knowing what groups this contains.

Talent and hiring

- Following the positive impact of our quarterly talent review seen this year, we will continue to utilise this and enable more objective decision-making by providing data points and transparency around pay.
- We will target specific talent pool channels that represent individuals who may have barriers to work – such as a disability or lack of opportunity. These include [Astriid](#), [Pathway Group](#), [Reed in Partnership](#), [Ingeus](#) and [Fedcap](#).
- We will further review what developments to hiring we can make to improve and evolve our inclusive approach to recruitment. This will be informed by the diversity data of candidates.
- Work is beginning this year on how we can evolve to include salaries in job adverts. This, in turn, supports social progression and reflects our culture of transparency and equity.

Expanding our Pay Gap Reports

- In 2023 we will launch our first Diversity Pay Gap Report for Ireland.
- Although we have always collected information monitoring religion and assessing the pay gap, we have not previously reported on it. This year, we will be engaging in dialogue with our colleagues around religion and investigating meaningful action for this community for the future.
- Previously, we have included socio-economic status and education level in our Diversity Pay Gap Report. We believe that these demographics need more in-depth consideration and will form a separate stream around our impact on the communities we work within. This will allow us more flexibility to consider these two factors and their impact on opportunity and internal mobility. At Advanced we wish for all to thrive within our culture of opportunity, so education or socio-economic status shouldn't be a barrier to growth. As such we will assess how monitoring in this area informs our actions.



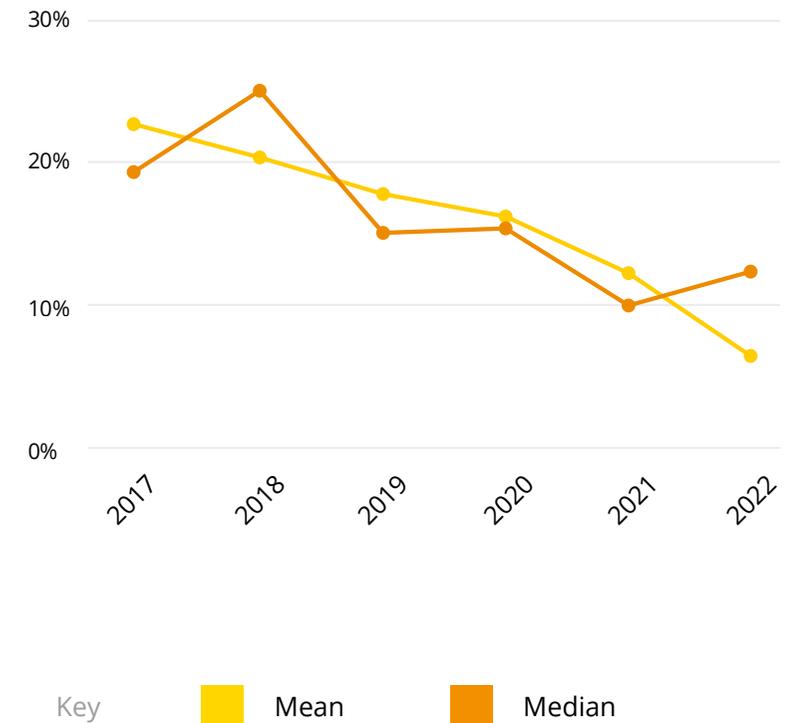
Gender

Pay gap

We're pleased to report that our mean gender pay gap has significantly reduced this year by 5.4 percentage points to **6.8%** (figure 1). At levels 1 to 3 of our Career Framework the pay gap is in favour of women. This is primarily due to work done to standardise our entry-level community's pay. At level 6, there is also a minor gap of 0.2%. The highest concentration of women is at these four levels and therefore goes some way to explaining this reduction in pay gap. It is also due to an increase in women situated in the upper quartile, explored more on page 13.

However, our median gap has slightly increased this year by 1.4 percentage points to **11.4%** (figure 1). Upon looking into this, it is primarily caused by a large pay gap (35.1%) at the most senior level of our Career Framework. Our continuing commitment to quarterly talent reviews, if trends continue, should help to decrease this gap.

Figure 1. Mean and median gender pay gap between 2017 and 2022



Bonus gap

A slightly higher percentage of women received a bonus in FY22 than men, with 87.9% of females receiving one, compared to 87.6% of men (figure 2). The percentages of both genders receiving a bonus increased by just over 12% and therefore allows us to get a more accurate picture of the bonus gap.

However, the mean and median bonus gap increased this year by 2.9 percentage points and 5.1 percentage points respectively (figure 3). This is due to significant bonus gaps at levels 3 and 5 of our Career Framework.

Figure 2. Percentages of men and women who received a bonus in the 12 months prior to April 2022

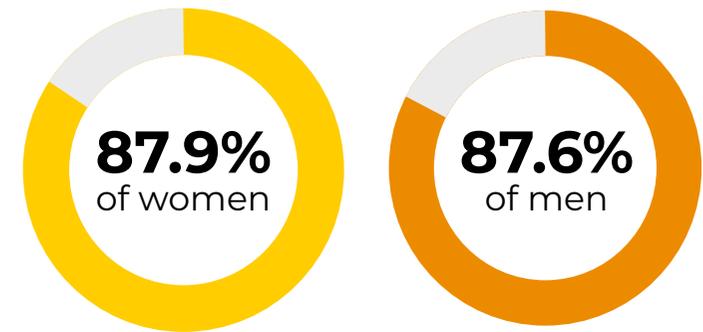
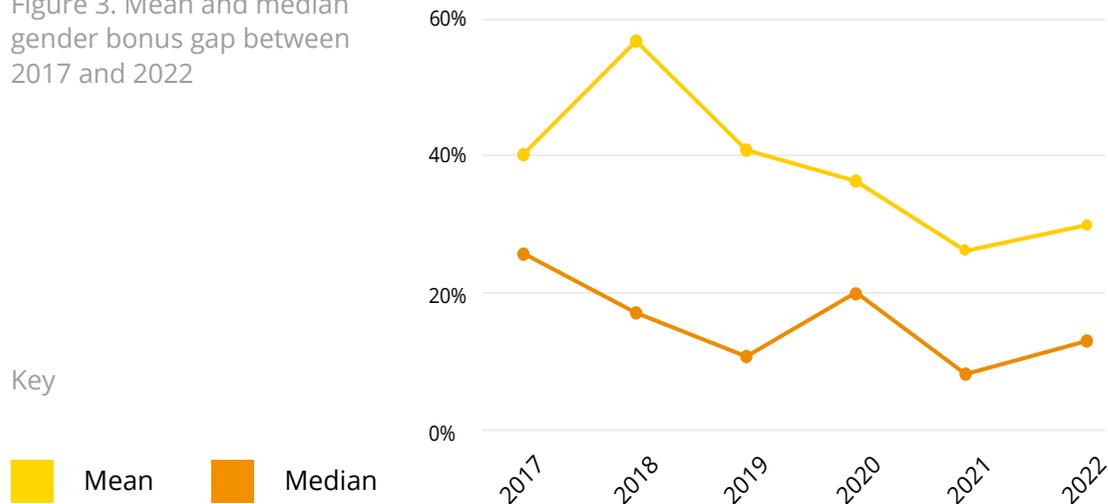


Figure 3. Mean and median gender bonus gap between 2017 and 2022



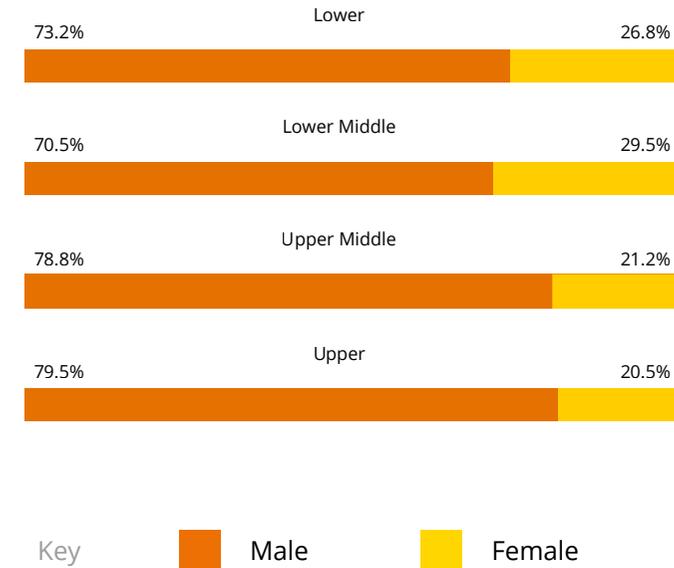
Quartiles

We're pleased to see a 3.5 percentage point increase this year in female representation in the upper quartile ([figure 4](#)). Each year, we hope to increase the representation of women at the highest level of our organisation. Two-thirds of this increase is a result of pay increases from our quarterly talent reviews. Our frequent reviews mean that managers regularly look at pay across their team, compare benchmarking information and address any changes in circumstances. This is working well, having a positive effect on women, without them necessarily having to take on more responsibility.

One of our key actions this year is to conduct in-depth analysis into the internal mobility of our employees, by their diversity characteristics. This should give us more insight into areas for improvement and further increase female representation at the more senior levels.

We have also seen a positive increase in female representation in the lower two quartiles from our external hiring.

Figure 4. The quartile percentages by gender



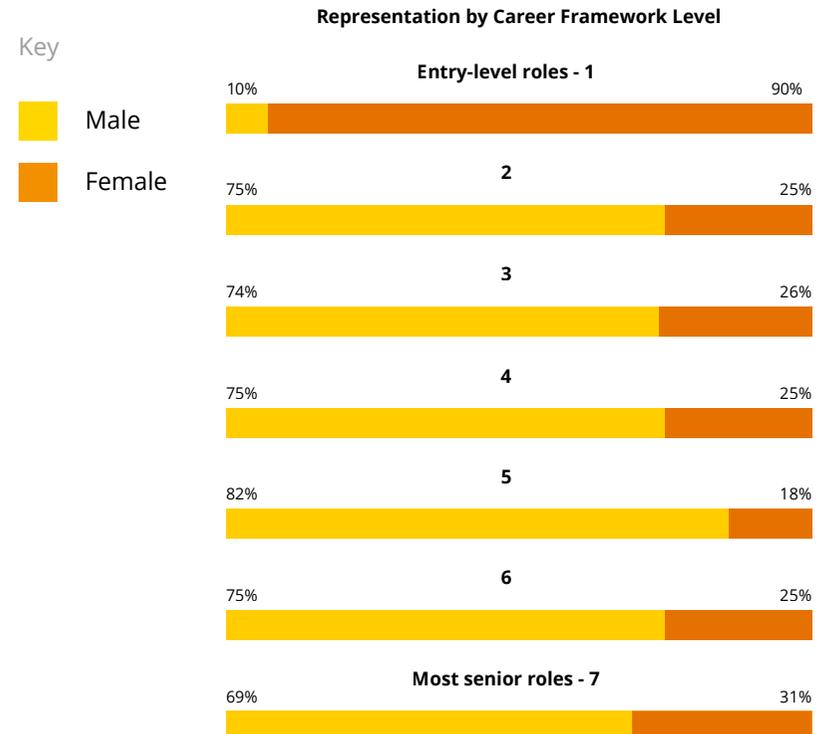
Representation

Overall, we have seen a reduction in the representation of women by 1 percentage point – making up 24.6% of the business ([figure 6](#)). Through our continual evaluation of the candidates we are attracting and hiring, and consequent actions, we hope to increase this number.

Historically, increases in representation have been at lower levels but we are pleased to report an increase in the most senior level. It's important for women throughout the business to see other females succeeding within the technology sector, which is often male dominated. Interestingly, women make up a third of the very highest level of our Career Framework – the second highest proportion of women in any of our Framework levels ([figure 5](#)).

We have also seen an overall increase in non-binary employees and employees who prefer to self-describe. Due to the small size of these groups, we do not report on pay gap to protect the anonymity of our employees – however, this is something we do analyse and hope, as the population grows, we can report on this in the future.

Figure 5. The gender makeup of each level of the Career Framework

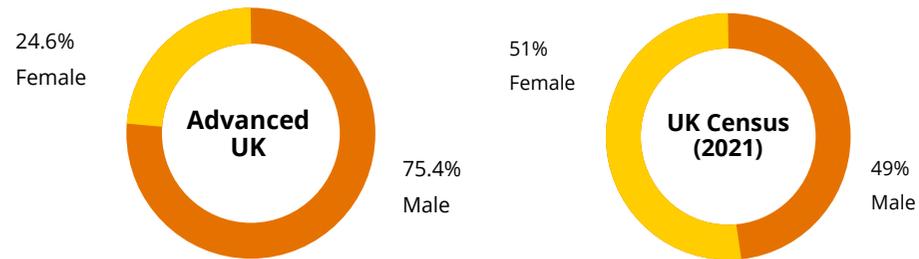


Census data

This year, it is helpful to be able to compare our data to much more recent census data. Our female population is 24.6%, compared to the UK's 51% female population ([figure 6](#)). Clearly, this is a very significant gap, however, our representation closely reflects industry averages of 25.5%.* We hope that through the actions described, we can exceed industry averages and move towards the national percentage rate of women.

* <https://technation.io/report2021/#diversity-in-tech>

Figure 6. The makeup of the Advanced workforce by gender, compared to the 2021 UK census



A note from Advanced Women's Network

"We are very pleased to see that each year we are steadily decreasing our gender pay gap. This is a testament to the efforts of all involved in increasing awareness, providing education opportunities and driving real change in the way Advanced operates. We are very excited for the year ahead of us; we will focus our attention on providing solid training and support materials for all employees and managers, sharing the stories of our colleagues to spread awareness and increasing our activities to support charitable organisations and our local communities."

Ethnicity

Pay gap

The gap between White employees and those employees in other ethnic groups has increased by 2.8 percentage points this year to **20.1%** ([figure 7](#)). This is primarily due to the significant change in pay gap for employees who identified as 'Other'. Last year the gap was 20% in favour of employees identifying as 'Other' due to one individual's pay, however, this individual is no longer situated in this category which has caused the change. The size of that group has also increased from 6 to 16 individuals, so this pay gap is more reflective of the group, as opposed to individual salaries. It is now more in line with the other ethnic groups' pay gaps. However, this change has significantly affected the overall ethnicity pay gap.

When we look at each of the other specific ethnicity groups, we are pleased to see that there are significant pay gap reductions across the board ([figure 8](#)). The reduction in pay gaps by ethnicity is, again, mostly down to pay increases as a result of our quarterly talent reviews at levels 3 to 6 on our Career Framework.

As can be seen from the graph, the pay gap for Black employees remains larger than the other ethnic groups. This is concerning to us and we believe primarily a result of this group's representation being concentrated in the lower levels of our Career Framework. Through our commitment to salary transparency, internal mobility analysis, continued evaluation of our applicants' diversity and our new Diversity Policy – we hope to see this gap continue to fall. We do not believe direct hiring, or other similar initiatives, are the right thing to do and is not our ethos – but this is a number that we will be paying close attention to over the coming year.

Figure 7. The pay gap between White and all other ethnic groups

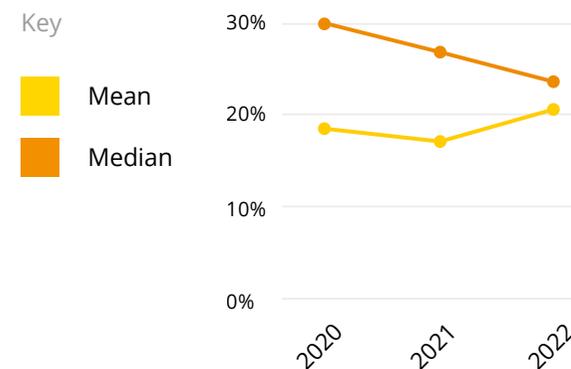
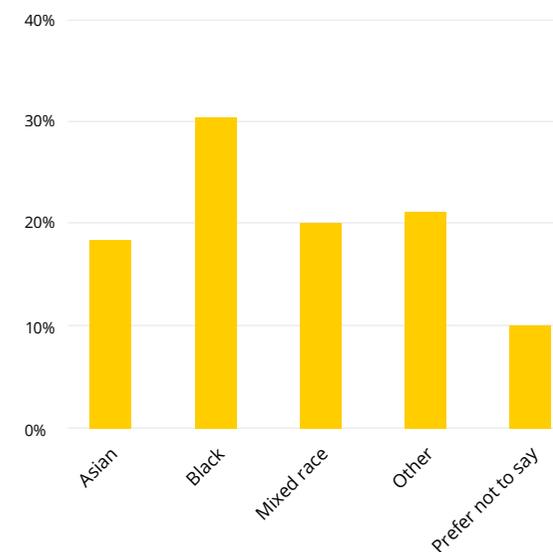


Figure 8. The mean pay gap for each ethnicity



Representation

There has been an increase in the representation of ethnic groups, other than White, across all levels of the Career Framework, apart from level 6 which is due to employees having left the business (figure 9). This increase is great to see and something we will continue to support.

Now that we collect our applicants' diversity information, we can track, not only who we hire, but who we attract and how far through the process they get. This allows us to make informed, positive changes to our hiring process and employer brand that will further support representation at Advanced. Our focus now will be to ensure this representation is at all levels of the Career Framework. Through our internal mobility analysis that we have committed to this year, we will mirror this track through the hiring process for current employees, to find out where we need to make improvements to further increase the representation of underrepresented groups.

Census data

Our employee population is fairly representative of the wider UK population (figure 10). 11.6% of our employee population identified as Asian, which is 2.3 percentage points greater than the UK's representation. However, we have less representation of Black (3.3%) and Mixed-Race (2.3%) individuals than the UK by 0.7 and 0.6 percentage points respectively.

To improve the accuracy of our data collection, we will be improving our diversity data capture workflow. Part of this will be to reduce the responses for 'Other', without knowing how those individuals would respond. Where employees respond 'Other', we will capture their ethnicity within a free text box and then incorporate more categories into future reporting to ensure that these individuals can be part of more meaningful analysis, than part of the 'Other' category.

A note from Black Lives Matter Network

"We are pleased to see a reduction in pay gap for each ethnicity. However, Black employees still have the highest pay gap (at 30.4% reduced pay compared to the White majority), and representation is concentrated within the lower Career Framework levels. Moving forward, our focus areas should include increasing representation at all levels, reducing the pay gap for all ethnicities, working to redress the imbalances for Black colleagues and continuing to encourage the development of all staff – while ensuring progression opportunities are consistently made available to colleagues of all ethnic backgrounds. Thank you to each colleague who participated in this report - the more colleagues willing to disclose their ethnic background, the more accurate the data, which will in turn create more targeted focus areas for improvement."

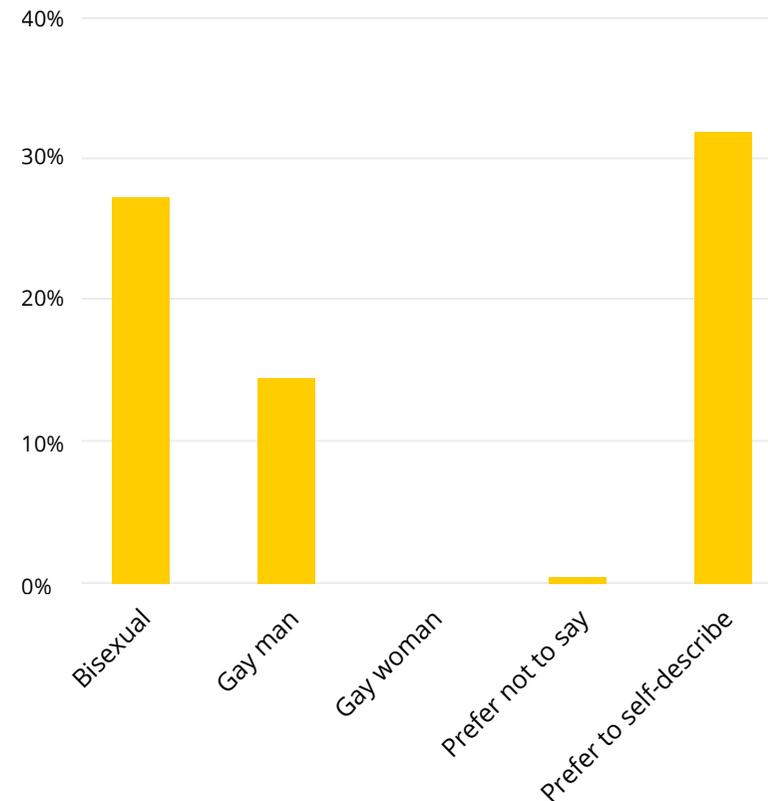
Sexuality

Pay gap

Overall, there has been a reduction in pay gap between heterosexual employees and LGBTQ+ employees of 6.3 percentage points to **15.5%** ([figure 11](#)). This is a significant step in the right direction, following the increase we saw last year. Pay gaps have reduced for each sexual orientation, except for those who prefer to self-describe ([figure 12](#)). Once again, this decrease is primarily down to pay increases that have occurred as part of our quarterly talent reviews.

This year, through our partnership with Stonewall, we will utilise the Workplace Equality Index to help us self-assess our progress and identify future priorities. This will further assist our work in being inclusive for this community, and in turn, decrease the pay gap for all of our LGBTQ+ groups.

Figure 12. The mean pay gap for each sexual orientation, compared to heterosexual



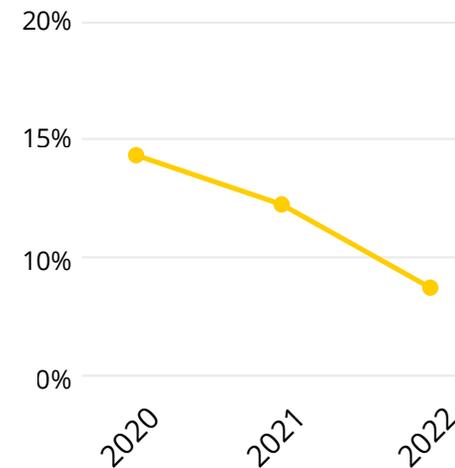
Representation

We're glad to share that we have increased our populations of employees who are gay, bisexual or prefer to self-describe ([figure 14](#)).

Last year, we decreased our 'Prefer not to say' response rate by 1.6 percentage points. We're pleased to share that this has further decreased this year by, a more significant, 4.6 percentage points. This demonstrates a continuing increase in trust from our employees, which is really important to us and a testament to the work of our Inclusion Networks – particularly Team Rainbow in this instance.

This year we look forward to further evolving our work with Stonewall and demonstrating that Advanced will embrace the employment of any individual, regardless of who they love.

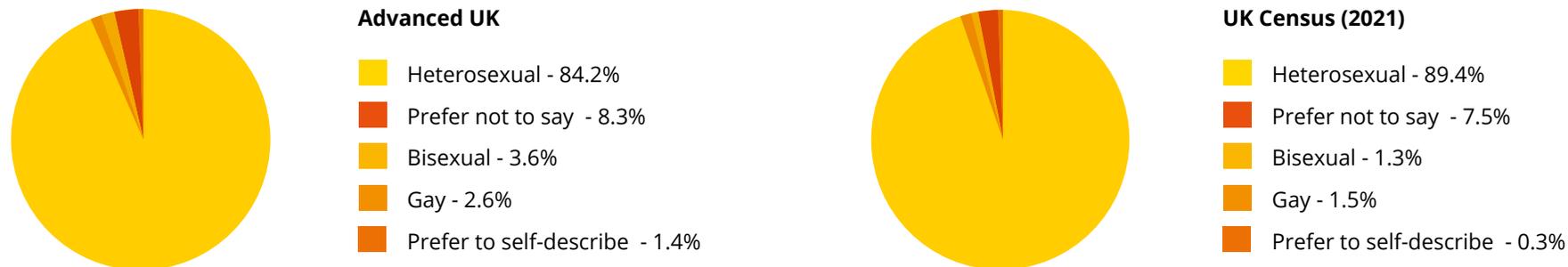
Figure 14. The percentage of 'Prefer not to say' responses when asked about their sexuality



Census data

Compared to the 2021 UK Census, we are pleased to report that we have a greater representation of gay (2.6% compared to 1.5%) and bisexual (3.6% compared to 1.3%) individuals ([figure 14](#)). Our goals moving forward would be to see more of this representation in the higher levels of our Career Framework. We hope that with our continuing quarterly talent reviews and analysis around internal mobility, we can support this improvement.

Figure 14. The makeup of the Advanced workforce by sexuality, compared to the 2021 UK census



A note from Team Rainbow - Our LGBTQ+ Network

"We are so happy to see there are positive steps made at Advanced. Our aim last year was to increase confidence within the LGBTQ community to complete the survey with peace of mind that their data was anonymised. The business has noticeably increased the confidence level of our employees to disclose their sexual orientation. Advanced has closed the pay gap by over double from the previous year. However, the very existence of a gap is proof there is more work to be done. That's what Team Rainbow will strive to make headway towards."

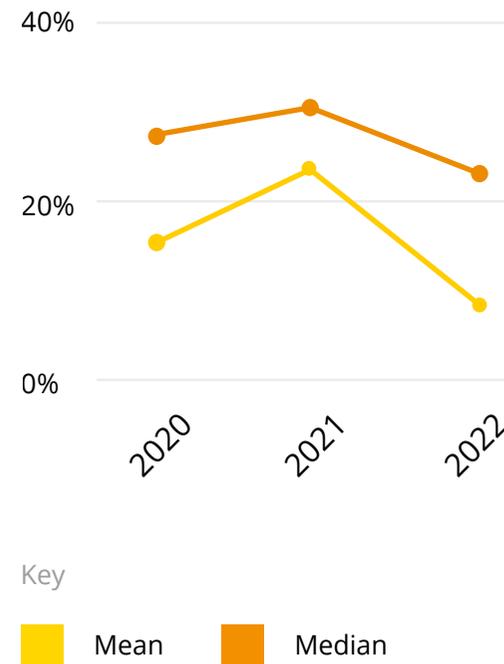
Disability

Pay gap

For employees with a disability, we have seen a reduction in the pay gap by a significant 10.2 percentage points, so it now sits at **13.4%** ([figure 15](#)). It is really encouraging to see this following an increase in the pay gap last year. This, once again, is primarily caused by our quarterly talent reviews. The size of the community has also increased, which means we can be more confident in the accuracy of this pay gap number.

We continue to work on how we define disability internally to ensure we capture people who are affected by a long-term health condition but do not self-describe as disabled. This will form part of our work to improve our diversity information capture workflow in 2023. In turn, this widens the conversations around how to increase accessibility into employment and through the employee lifecycle for those in Advanced with long-term health conditions. This work has already begun by our Accessibility Community of Practice – a cross-functional group that promotes what accessibility means for the whole of our organisation.

Figure 15. The pay gap between those who self-identified as having a disability and those who did not



Representation

The population of employees who said that they have a disability has increased by 2.7 percentage points this year to 7.7% ([figure 17](#)). This increase in representation is across every level of the Career Framework, apart from our most senior level. This appears to be due to a reduction in responses that 'Prefer not to say' by 2.7 percentage points. This is another great sign that trust is increasing within Advanced. We have now become a Disability Confident Employer, which is a clear indicator to our staff and prospective employees that we are an inclusive business that will help you to thrive at work, regardless of your needs. The importance of our disability Inclusion Network – Advanced Enable – is also clear in fostering a culture of belonging. In 2023, we will start the work towards becoming a Disability Confident Leader, to further demonstrate our commitment to this community.

Census data

At Advanced, 7.7% of our population self-identified as disabled. In the 2021 UK census, 17.8% of the population identified as having a disability, although it is worth noting that this is not just the working-age population. We are working with our partners to understand how representative we are of the working-age population and how we can increase this representation through increasing the accessibility of our employment for this community.

A note from Advanced Enable Network

“It is positive to see a significant increase in the number of employees contributing their D&I data. Furthermore, we have seen a 10% reduction in our Disability pay gap, which reflects the steps Advanced are taking towards equality in the workplace. Advanced Enable will continue to celebrate and support colleagues with disabilities, long-term health conditions or impairments, neurodivergent colleagues and carers. We have seen increased engagement from allies across the business wishing to learn from our community and in support of our mission of enabling us all to have an equitable opportunity to thrive at Advanced.”

Glossary

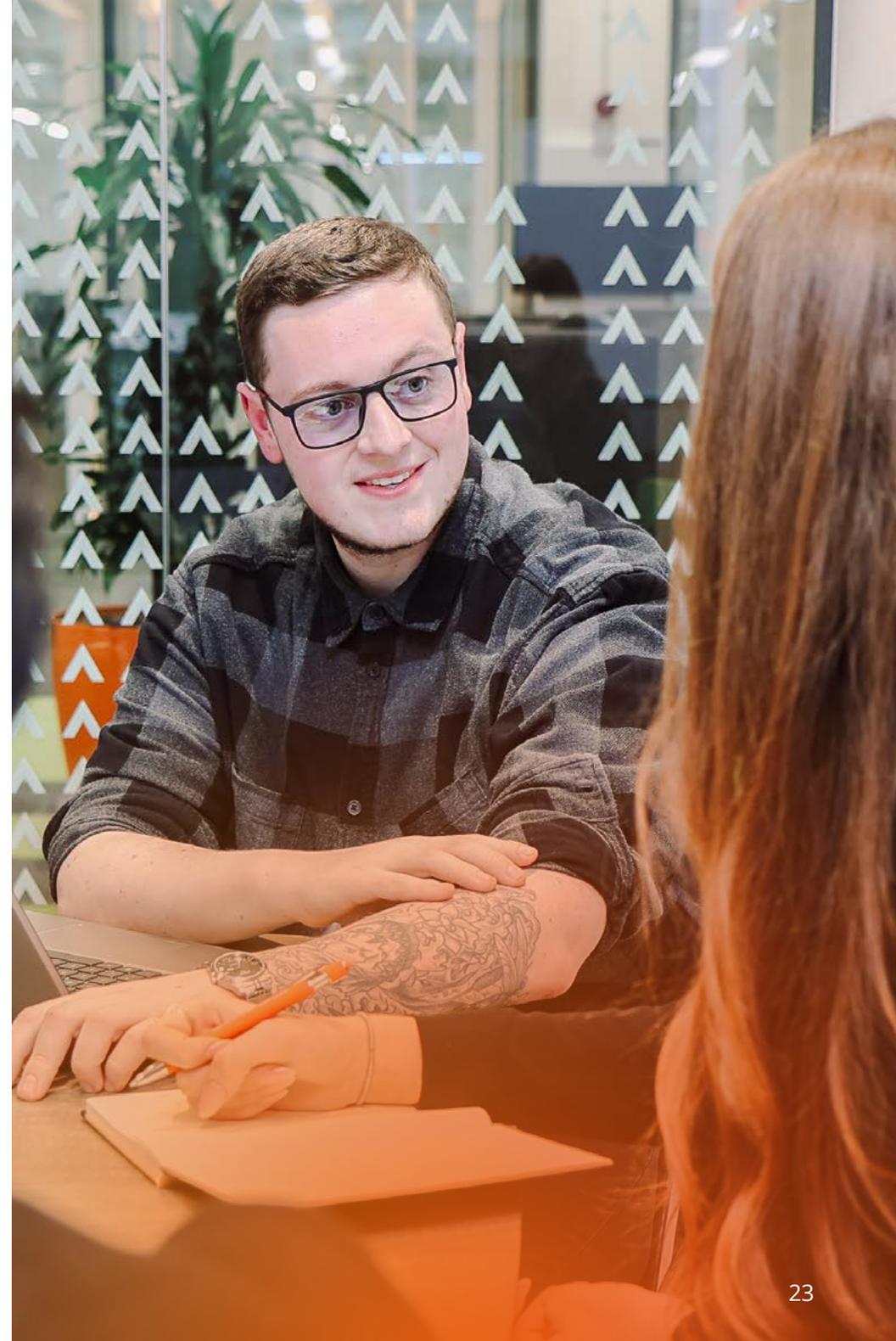
Definitions

Mean: The mean pay gap is calculated by finding the average hourly pay of one group of people and comparing it to another group. For example, to find the gender pay gap we take the average female hourly figure and subtract this from the average male hourly figure, and then divide this by the average male hourly figure.

Median: The median pay gap is the difference between the midpoints in the ranges of hourly earnings, for example between men and women.

Protected Characteristics: These are specific aspects of a person's identity defined by the Equality Act 2010. The 'protection' relates to protection from discrimination.

Career Framework: This has been developed to represent the different types of roles and the different business units we have within the company. Specific roles are categorised by community, and then divided into seven groups that reflect the level of seniority in the business. Despite not being a hierarchical organisation, we wanted to make it clear where opportunities for progression lie and for employees to easily map the next step in their career. The Career Framework also enables us to compare roles from different functions across the company.



Key contributors

Our Inclusion Network Chairs and their Executive Sponsors



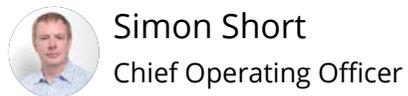
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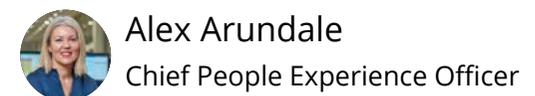
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The data

Data for gender

Gender pay gap	Mean	Median
2022	6.8%	11.4%
2021	12.2%	10%
2020	16.8%	16.3%
2019	17.9%	15%
2018	20.2%	25.7%
2017	22.8%	19.8%

Figure 1. Mean and median gender pay gap between 2017 and 2022

Gender bonus gap	Mean	Median
2022	29.7%	14.6%
2021	26.8%	9.5%
2020	36.3%	20.8%
2019	41%	12%
2018	57%	18%
2017	40%	25%

Figure 3. Mean and median gender bonus gap between 2017 and 2022

Females	Male
87.9%	87.6%

Figure 2. Percentages of men and women who received a bonus in the 12 months prior to April 2022

	Male	Female
Lower quartile	73.2%	26.8%
Lower Middle quartile	70.5%	29.5%
Upper Middle quartile	78.8%	21.2%
Upper quartile	79.5%	20.5%

Figure 4. The quartile percentages by gender

Representation by Career Framework Level	Entry-level roles			>	Most senior roles			
Gender	1	2	3	4	5	6	7	All Levels
Male	10%	75%	74%	75%	82%	75%	69%	75%
Female	90%	25%	26%	25%	18%	25%	31%	25%

Figure 5. The gender makeup of each level of the Career Framework

	Advanced UK	UK Census (2021)
Male	75.4%	49%
Female	24.6%	51%

Figure 6. The makeup of the Advanced workforce by gender, compared to the 2021 UK census

Data for ethnicity

Ethnicity pay gap	Mean	Median
2022	20.1%	24.3%
2021	17.3%	26.2%
2020	18.8%	30%

Figure 7. The pay gap between White and all other ethnic groups

Ethnicity pay gap	Mean*	Median*
Asian	18.2%	29.4
Black	30.4%	31.7%
Mixed Race	19.9%	22.2%
Other	21.8%	35.2%
Prefer not to say	10%	2.9%

* Pay gap when compared to White employees

Figure 8. The pay gap for each ethnicity

Representation by Career Framework Level	Entry-level roles				>	Most senior roles		
Ethnicity	1	2	3	4	5	6	7	All Levels
Asian	14.3%	18%	15.8%	10.2%	5.3%	8.1%	9.1%	11.6%
Black	0%	6.8%	4.9%	2.4%	1.8%	0%	0%	3.3%
Mixed Race	0%	2.9%	2.2%	2.4%	2.5%	0.9%	0%	2.3%
Other	0%	2.9%	1.5%	0.2%	1.1%	0%	0%	1%
White	83.7%	67.8%	71.1%	79.9%	86.3%	89.2%	90.9%	78%
Prefer not to say	0%	1.5%	4.4%	5.1%	3.2%	1.8%	0%	3.8%

Figure 9. The ethnicity makeup of each level of the Career Framework

	Asian	Black	Mixed Race	Other	White	Prefer not to say
Advanced UK	11.6%	3.3%	2.3%	1%	78%	3.8%
UK Census (2021)	9.3%	4%	2.9%	2.1%	81.7%	0%

Figure 10. The makeup of the Advanced workforce by ethnicity, compared to the 2021 UK census

Data for sexuality

Sexuality pay gap	Mean	Median
2022	15.5%	20.5%
2021	21.8%	24%
2020	11%	13.3%

Figure 11. The average hourly pay gap between heterosexual and LGBTQ+

Sexuality pay gap	Mean*	Median*
Bisexual	27.1%	27.5%
Gay man	14.9%	23.5%
Gay woman	-11.4%	1.7%
Prefer not to say	0.1%	-9.2%
Prefer to self-describe	31.5%	29.4%

*Compared to heterosexual employees

Figure 12. The pay gap for each sexual orientation

Representation by Career Framework Level	Entry-level roles			>	Most senior roles			
Sexuality	1	2	3	4	5	6	7	All Levels
Heterosexual	100%	78%	84.9%	82.9%	89.1%	85.6%	90.9%	84.2%
Bisexual	0%	8.8%	4.2%	2.2%	2.5%	1.8%	0%	3.6%
Gay man	0%	3.9%	1.5%	1.8%	1.8%	1.8%	0%	2%
Gay woman	0%	0%	0%	1.1%	0.4%	1.8%	0%	0.6%
Prefer not to say	0%	5.9%	8.1%	10.6%	6.3%	7.2%	9.1%	8.3%
Prefer to self-describe	0%	3.4%	1.2%	1.5%	0%	1.8%	0%	1.4%

Figure 13. The sexuality makeup of each level of the Career Framework

	Heterosexual	Gay	Bisexual	Prefer not to say	Self-describe
Advanced UK	84.2%	2.6%	3.6%	8.3%	1.4%
UK Census (2021)	89.4%	1.5%	1.3%	7.5%	0.3%

Figure 14. The makeup of the Advanced workforce by sexuality, compared to the 2021 UK census

Data for disability

Disability pay gap	Mean	Median
2022	13.4%	23.3%
2021	23.6%	29.4%
2020	18.3%	26.7%

Figure 15. The pay gap between those who self-identified as having a disability and those who did not

Representation by Career Framework Level	Entry-level roles					>			Most senior roles	
Disability	1	2	3	4	5	6	7	All Levels		
Yes	0%	14.1%	7.7%	6.9%	5.6%	6.3%	0%	7.7%		
No	100%	81.5%	85.9%	85.2%	88.1%	91%	100%	86%		
Prefer not to say	0%	4.4%	6.4%	7.8%	6.3%	2.7%	0%	6.3%		

Figure 16. The makeup of each Career Framework level, showing the percentages that self-identified as having a disability

	Disabled	Not disabled	Prefer not to say
Advanced UK	7.7%	86%	6.3%
UK Census (2021)	17.8%	82.2%	0%

Figure 17. The makeup of the Advanced workforce by disability, compared to the 2021 UK census



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