

 advanced

Diversity Pay Gap Report 2020





Gordon Wilson
Chief Executive Officer

“ I am delighted to share with you our inaugural Diversity Pay Gap Report. This is a significant milestone for Advanced. We believe this report is the right next step for us a business as we strive to create a more equitable and inclusive organisation.

It is hugely important to me that each individual is given the opportunity to thrive here at Advanced, while simultaneously bringing their true selves to the workplace. This report will help us to build on the great work we are doing around inclusivity and is an important catalyst in bringing about a wealth of further positive steps, as we work together to make a difference. ”



Alex Arundale
Chief People Officer

“ We are so proud that we are sharing our first Diversity Pay Gap Report with you. This report underpins our Advanced values, and we can tell you that it has taken a commitment to each one of them to get to this step on our journey.

&



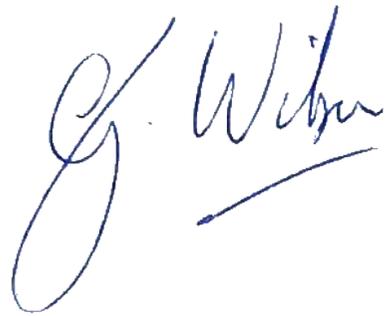
Nick Gallimore
Director of Talent
and Reward

Our fundamental position when it comes to our people is to hire for potential, promote at pace and reward excellence. Potential sees no boundaries, nor does it see colour, race, sexuality, disability, age, socio-economic status or gender. It is this philosophy that has enabled us to build the business we have today, and that will shape our future. However, we know that this alone does not go far enough, and that we must do more.

We watched as the events of 2020, and the power of the BLM Movement, drove a new era. It brought about many difficult conversations and inspired us to accelerate our own focus on diversity and inclusion. Our Diversity Pay Gap Report can make for uncomfortable reading, but we are proud of our transparency and commitment to doing things differently. ”

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 long horizontal flourish underneath.

Gordon Wilson,
CEO, Advanced

A handwritten signature in blue ink, appearing to read 'A. Arundale', with a long horizontal flourish underneath.

Alex Arundale,
CPO, Advanced



Contents

4	Executive summary	19	Sexuality
5	Key findings	19	Pay gap
6	Fundamentals of the report	20	Bonus gap
7	Actions we've taken in 2020	20	Representation
8	Actions going forward	22	Disability
		22	Pay gap
10	Gender	22	Bonus gap
10	Pay gap	23	Representation
11	Bonus gap		
12	Representation	24	Socio-economic status
		24	Pay gap
14	Ethnicity	25	Bonus gap
14	Pay gap	25	Representation
15	Bonus gap		
15	Representation	26	Glossary
17	Education	27	The data
17	Pay gap		
18	Bonus gap	34	Appendices
18	Representation		

Executive summary

“If you can’t measure it,
you can’t manage it.”



Alex Arundale,
CPO, Advanced

With this ethos in mind, this year we are extending our Pay Gap Report to look at a range of diversity characteristics - gender, ethnicity, education, sexuality, disability and socio-economic status.

These characteristics will each be covered in equal measure, looking at pay gaps, bonus gaps and data around representation.

This will be the fourth year we have reported on our gender pay gap and are required to do so by law. Each year we have seen many positive improvements come out of these reports, including a consistent reduction in pay and bonus gap. Although not required by law, we passionately believe it is the right thing for us as a business to now voluntarily expand this to other characteristics.

The key findings of this report are highlighted on the next page.

The data has revealed clear gaps, for example between those who identified as being from a lower socio-economic background and those who did not, or the lack of representation of certain groups within our leadership community.

However, it has also shown more positive examples such as the ever-decreasing mean gender pay gap, our general representation within the communities we are based and the lack of pay gap between employees with different education levels.

This data will now hold us accountable to positive change and show us where the discrepancies lie. Now we have a baseline we can work from, we will continue to track this year on year to measure our progress. As this is our first year of reporting on all these characteristics, many of our key actions involve using the next year as an opportunity to delve further into the conclusions this data draws.

We want to develop as an organisation that has meritocracy at its core, ensuring that an individual can be successful at Advanced regardless of their characteristics or background. A Diversity Pay Gap Report is key to this. We are committed to developing a culture where everyone can see themselves having opportunities for career progression, with the goal of achieving equity at the forefront of our minds.

Key findings

Our Gender Pay Gap is continuing to reduce - this year the mean pay gap has:



Reduced by:

1.1% to: **16.8%**



From an overall diversity standpoint, we have achieved a good level of representation of the communities in which we are based.

However, we have identified significant pay gaps for:



Those from an ethnic minority:

18.8%



Those with a disability:

18.3%



Those from a lower socio-economic background:

34%

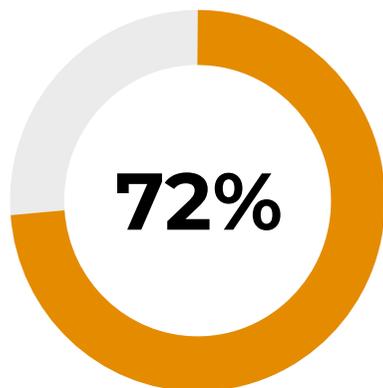


We believe that this is because whilst we have done a good job of building an overall diverse workforce, there is a lack of representation of some groups in our leadership community, which is driving our pay gap.

Fundamentals of the report

Participation rate

We received a 72% participation rate in our request for data.



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.

A note on data and the dates they are extracted from

Our data on the diversity characteristics was captured between September and October 2020. The financial information is from the end of the FY20 financial year – i.e. April 2020.

This gap in time is important to note, particularly when looking at the bonus data presented in this report.

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 each characteristic has on both pay gap and representation – the two main focuses of this report. However, it should be mentioned that each individual is not impacted by one single characteristic, but the combination of a set of influences specific to their identity for example, race and gender. 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 hope to look into in the future.

Actions we've taken in 2020

- Collected data to enable analysis of diversity characteristics and the creation of a more comprehensive Pay Gap Report.
- Set up our Diversity & Inclusion Leaders initiative to encourage employees to take part in and lead conversations on challenges and barriers for people of different communities in order to drive change.
- Introduced Inclusion Networks to the business. Last year a key aim was to focus on the celebration of diversity within the business. Our Inclusion Networks are based on three core principles – celebrate, educate and advocate.
- Visibility on pay decisions – for example, we shared details on our Increment Matrix and salaries across the Career Framework.
- Articulated our employee brand proposition to the wider market in order to attract diverse talent and drive improvements to our candidate pipeline.
- Created a new role for single ownership of D&I initiatives.
- We have also signed up to be a Disability Confident Committed Employer. This means we are committing to equitable opportunity, both for prospective talent and our current employees.

But this is just the start. We wanted to take our time last year to reflect, look inwards, and then progress. In 2021, we look forward to making a number of key strides.

Actions going forward

Since we started producing our Gender Pay Gap Reports three years ago, we have consistently committed to working our inclusive principles and philosophies into everything we do. We believe that hiring on behaviour and promoting on potential will produce sustainable results that lead to more positive representation and equal pay.

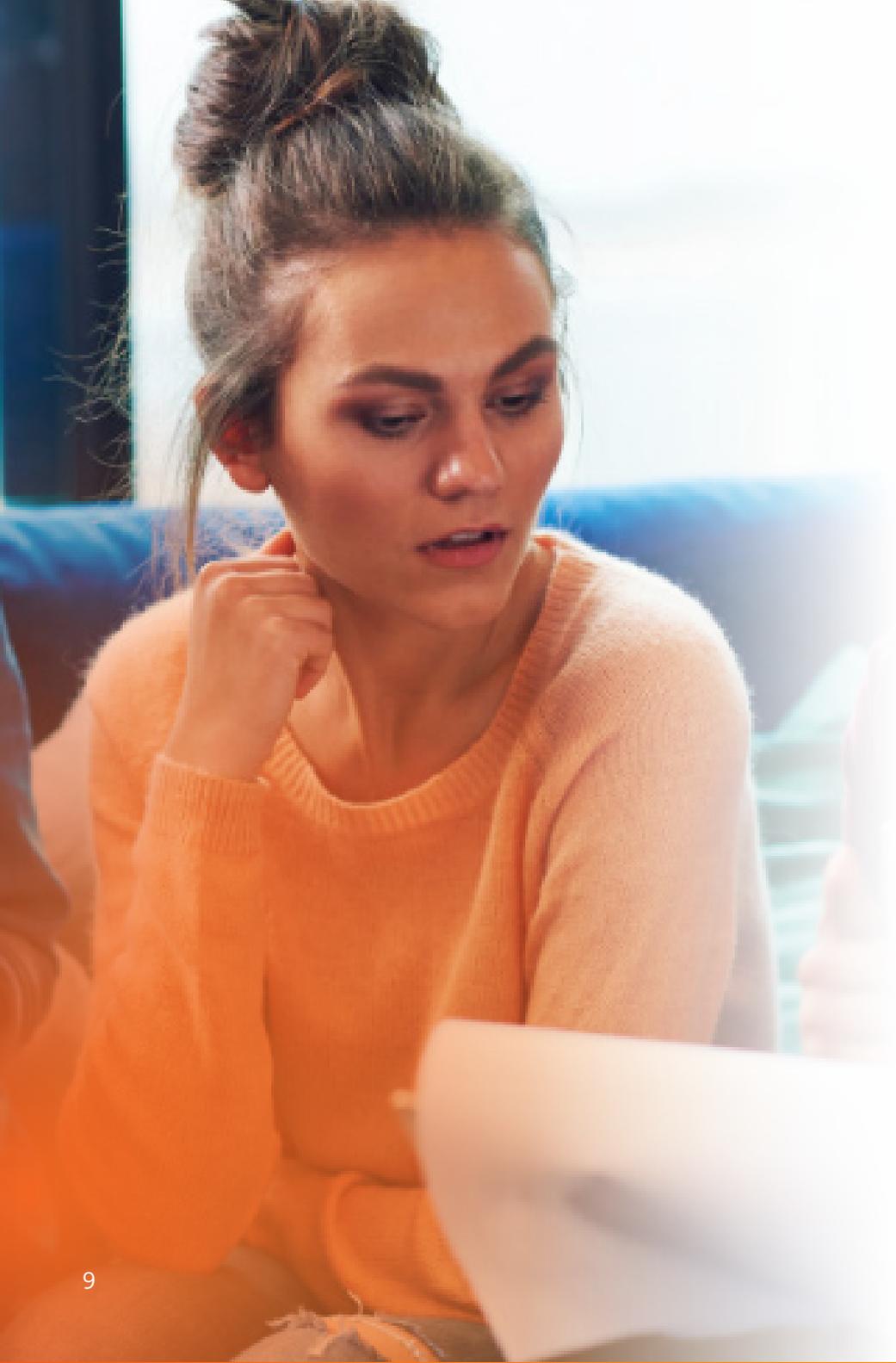
Our decreasing mean gender pay gap has shown that these philosophies work. **We remain firm in these principles, but we want to speed things up.**

Having produced this inaugural Diversity Pay Gap Report we want to spend this year going back, reassessing and deepening the application of these principles, exploring the candidate journey into and through the business.

The hiring journey

- Plans to understand our candidate funnel, using our application process to capture diversity characteristics of candidates. We will also use this data to ensure all new employees are included in future reports so that they are representative of the current workforce.
- Innovate further in how we attract applicants, looking to improve our candidate sourcing methodology.
- Ensure all our shortlists for roles represent a diverse range of characteristics before we make a job offer.

We will review where our brand is situated in the prospective employee market and whether there is an opportunity for positive change, for example, 67% of people that visit our careers website are male – how can we shift this dynamic to attract more women?



Barriers to success

- This year, we will be conducting further qualitative research into the lived employee experience at Advanced, filling in the gaps of what our data can't tell us.
- Examine our internal mobility engine and senior hiring practices to understand what is happening and how we can improve representation in our leadership community.

What else are we doing?

- Build on trust within the business to get higher adoption rates in our request for data and therefore produce even more representative reports in future years.
- Internally, we want to get talking. Acceptance and inclusion are vitally important, and this begins with the culture we create at work.
- Review our bonus data to find out definitive causes for the gaps.

Gender

Pay gap

This year, our **mean gender pay gap is 16.8% - a reduction of 1.1%** from last year ([figure 1](#)).

As can be seen from the diagram, our mean gender pay gap has **consistently decreased year on year** since we began our reporting. This demonstrates the positive effect that the actions that emanate from these reports have and shows our work is continuing to have an impact.

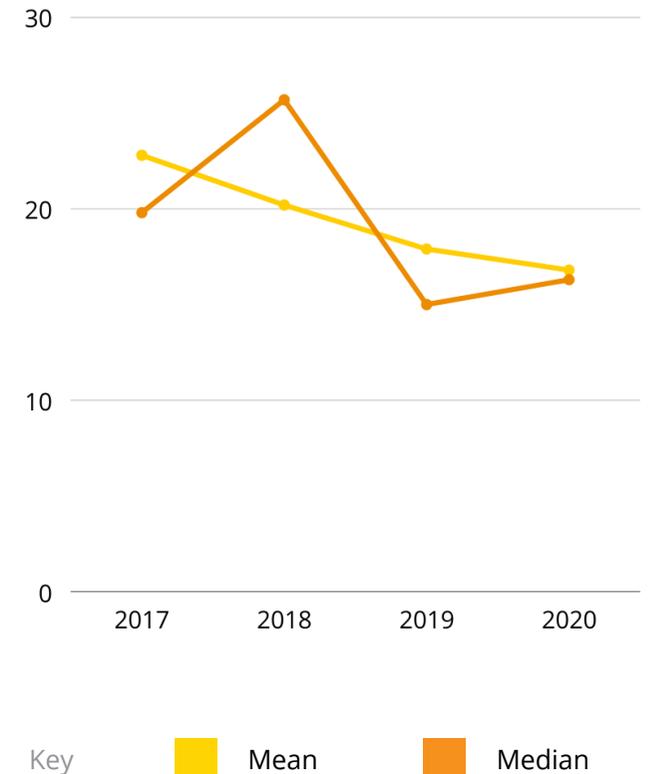
However, there has been a **1.3% increase this year in our median gender pay gap to 16.3%** ([figure 1](#)).

Our work to increase the number of women joining Advanced at entry-level in the past year led to an 11.8% increase in the number of women in the lower quartile of the business and could therefore account for part of this increase. Our focus on internal mobility will hopefully see this median pay gap decrease in future years, but we will be looking into how we can further support equal opportunities.

This pay gap is not purely the result of someone's gender but also their tenure, seniority, experience and much more. These overlapping factors all contribute to the gap.

In line with legal requirements, we report on the gender pay gap in a binary way. We are aware that this doesn't include the 0.1% of respondents who identified as non-binary. However, this does not produce enough data to conduct a statistically significant pay gap analysis.

Mean and median gender pay gap between 2017 and 2020 (UK)



Bonus gap

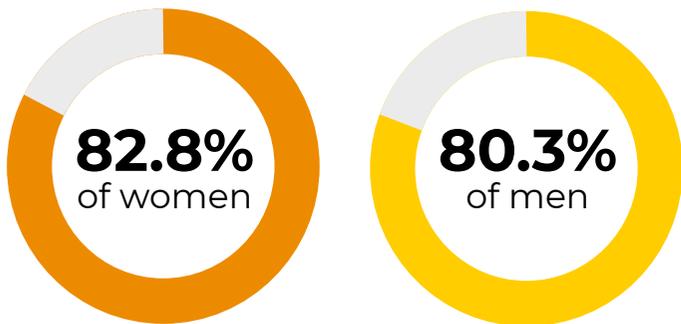
Our mean bonus pay gap this year was **36.3%** (figure 2). It has consistently decreased since 2018, with a **21% drop** over the past two years (figure 2).

In 2018, we implemented a new bonus scheme based on an individual’s salary that introduced a variable pay element to an employee’s total reward.

This enables a more reflective view of our overall pay gap and minimises the impact of sales commission. By minimising the effect that this has on bonus we have driven down the mean gender bonus gap. Our median bonus gap, however, has **increased by 8%** (figure 2). This is impacted by the increased number of women entering the business at entry level, as explored on the previous page.

Ever since we implemented our new bonus scheme in 2018, the proportion of men and women receiving bonus has been consistently equal, always within 2.5% of each other, showing the positive nature of this change (figure 3). This year, **82.8% of women and 80.3% of men received a bonus.**

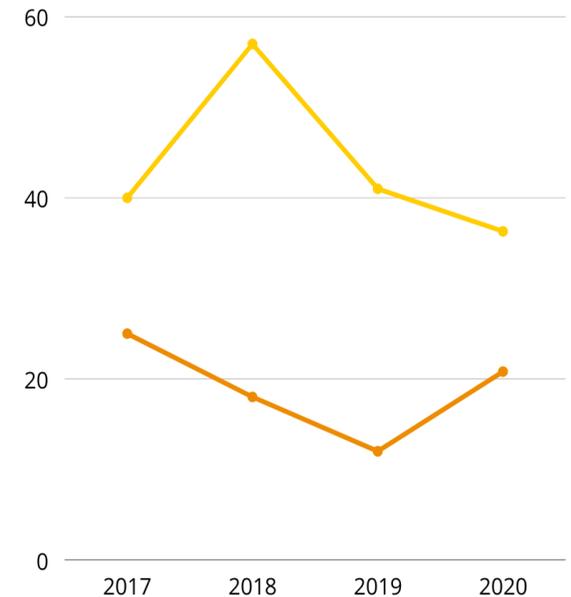
Percentages of men and women who received a bonus in the 12 months prior to April 2020 (UK)



Mean and median gender bonus gap between 2017 and 2020 (UK)

Key

Mean Median



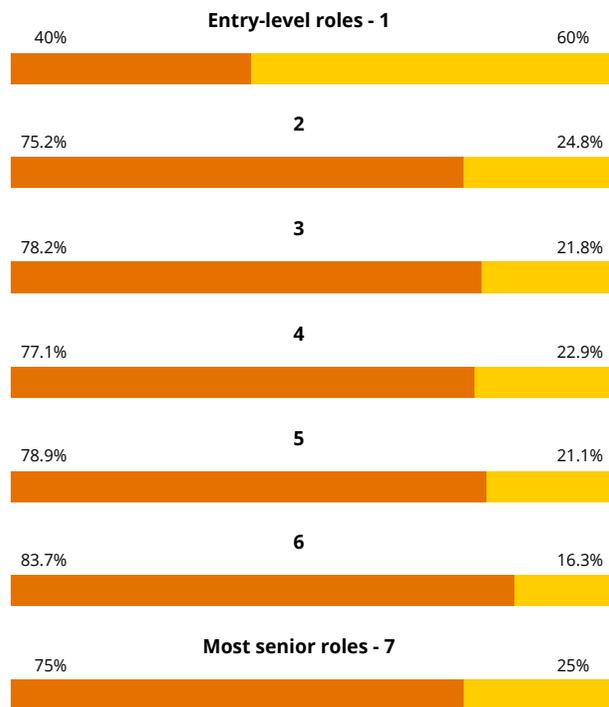
Representation

An important aim this year was to research, in depth, representation of each group in each level of our [Career Framework](#). As with previous reports, we acknowledge that we still have work to do in increasing our representation of women, particularly in the senior and leadership levels of the business ([figure 4](#)).

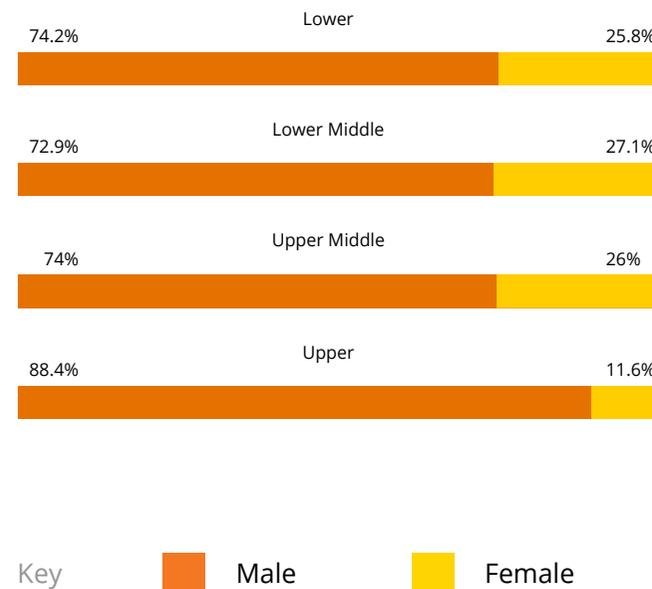
This year, women made up 25% of our most senior leadership community.

A key action from this report is to further examine our internal mobility engine and senior hiring practices to understand what is happening and how we can improve gender representation in our leadership community.

The gender makeup of each level of the Career Framework (Global)



The quartile percentages by gender (UK)



We are legally required to report on the percentage of men and women in each of the quartiles ([figure 5](#)).

If you were to line up everyone from highest paid to lowest paid and divide into four equal sized groups, those groups make the four pay quartiles. Last year a key aim was to increase the percentage of women we are attracting at entry level.

The lower quartile percentage of women has increased by 11.8% which is strong progress that we would like to see reflected in the other quartiles.

Gender

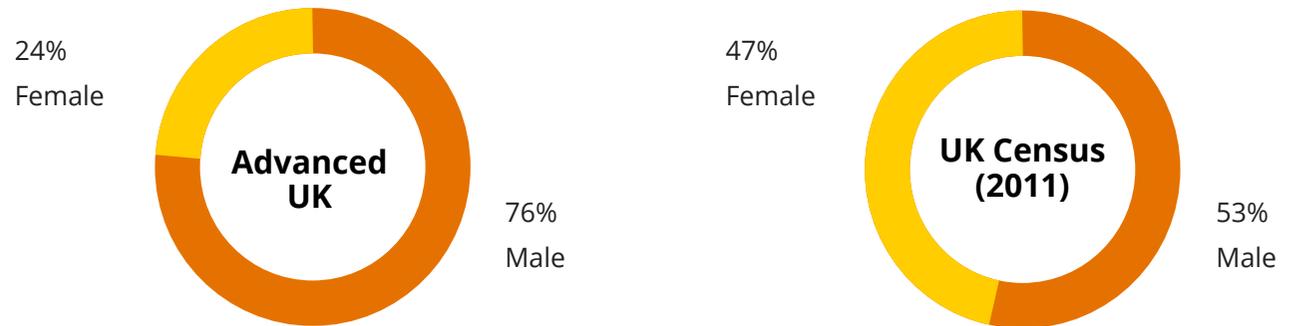
70% of our workforce reside in the UK and it is therefore important to examine if we represent the makeup of that country.

76% of our workforce is made up of male employees. This percentage is 23% higher than the amount of men in the UK population ([figure 6](#)). This is reflective of the technology industry, with women making up only 19% of technology workers.*

However, we are pleased **that the number of women in our workforce is 5% higher** than this and hope to continue this progress in the future. Since we began producing these reports, our percentage of women has not significantly changed.

One of our key actions, as a result, is to go back and look at how our employer brand is positioned from a candidate perspective and how we can create a more gender-diverse interview pool.

The makeup of the Advanced workforce by gender, compared to the 2011 UK census



“ While we certainly have a long way to go to bridge these gender gaps, we are on the right path on our inclusivity and equity journey. I am very proud to work for an organisation that has really leaned in and supported our Women’s Network, by actively listening to our concerns and helping us form solutions. In 2020 we managed to create a very solid foundation upon which we will continue to build throughout 2021, developing a more supportive and inclusive workplace and articulating that to the wider market to reduce the representation gap. ”



Christina Athanasiou,
Chair of the Advanced Women’s Network

* <https://technation.io/insights/diversity-and-inclusion-in-uk-tech-companies/>

Ethnicity

Pay gap

Our research found an **18.8% mean pay gap** between White employees and employees from an ethnic minority (excluding White minority groups) (figure 7). We know from earlier in this report that a portion of this difference can be attributed to gender, leading us to remember the intersectionality of our identities.

However, it is clear that a gap exists and, as explored on the next page, is primarily a result of the lack of representation of ethnic minorities in the senior and leadership levels of the organisation.

As part of this year's report, we were keen to understand, not only any difference in pay between White employees and those who are an ethnic minority, but the impact it has on specific groups. Experiences can differ greatly based on an individual's identification, as shown in the graph.

Clear and differing pay gaps exist for Asian, Black, Mixed race, White and 'Other' employees (figure 8).

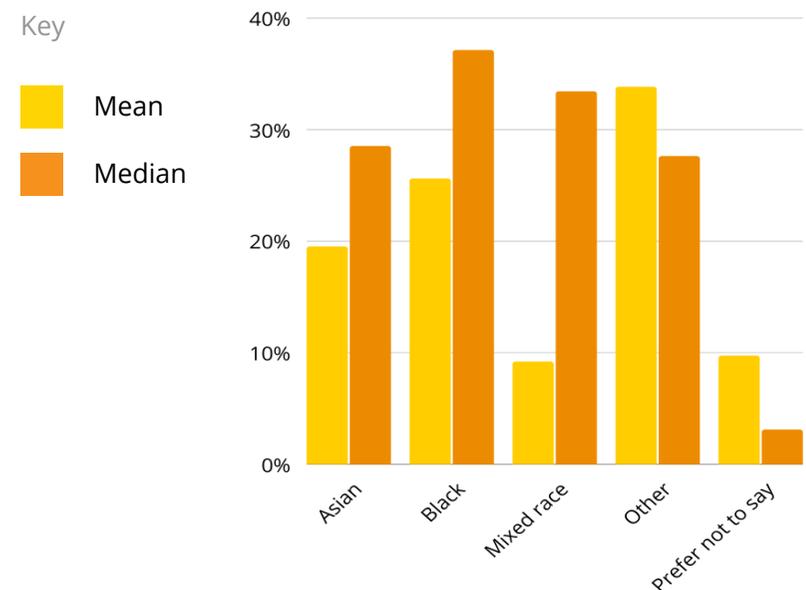
By looking at specific groups, it allows for greater transparency around the disparity in pay, a deeper understanding of the experiences of our employees and, consequently, more effective solutions to be put in place.

We hope that the extra qualitative research that will be undertaken to understand the lived experience of employees at Advanced this year will help inform this further so that we can set out some key actions to address this effectively.

The mean pay gap between White and ethnic minority employees (UK)



The pay gap for each ethnicity (UK)



Bonus gap

The bonus gap for each ethnicity is reflective of the pay gaps ([figure 9](#)). Therefore, by addressing the pay gap the bonus gap should follow.

However, it can also be seen that ethnic minorities also received bonus at a lower proportion than White employees ([figure 9](#)). Having conducted some further analysis into this, these bonuses did not correlate with lower performance ratings.

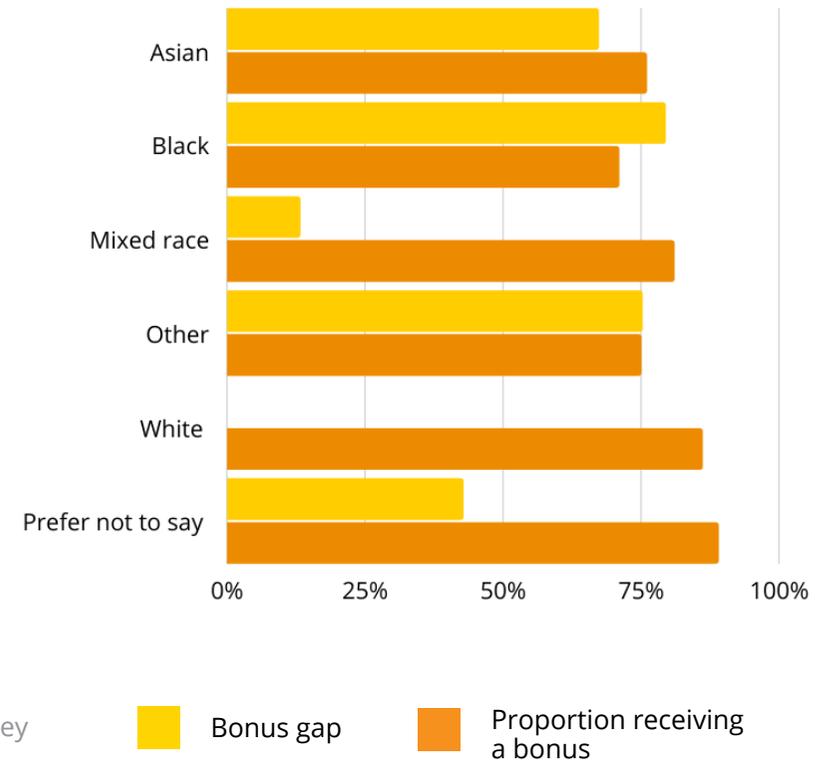
The main factor appears to be eligibility and the time of joining – e.g. the 29% of Black employees who did not receive a bonus last year all joined either after the cut off period to receive the FY20 bonus, or in the next financial year. However, without un-anonymising this data it is difficult to definitively find out the cause of these lower proportions. This is something we are very keen to research in more depth during the next year.

Representation

There is strong representation of non-White ethnicities at the entry-levels (which is normally level 2) of the Career Framework ([figure 10](#)).

This indicates that our recruitment process, that focuses on reducing bias, is working as 89% of these hires were external in the last financial year.

Mean bonus gap and percentage receiving a bonus by ethnicity (UK)



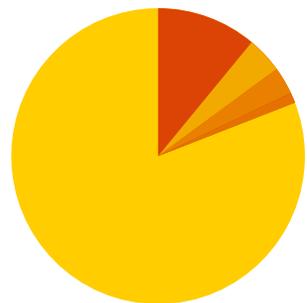
However, this representation of people who identified as Asian, Black, Mixed race or 'Other' clearly decreases as you look at the more senior roles.

With our strong internal mobility philosophy, we expect to see our diverse talent pool in levels 2 and 3 will move into these more senior roles. However, it may not be happening quick enough and therefore we will be reviewing our internal mobility engine this year.

Overall, our workforce is representative of the UK ([figure 11](#)). **We have achieved a good level of representation of the communities in which we are based.**

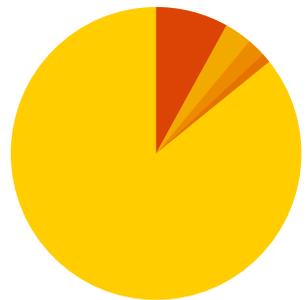
Again, this reflects the positive impact our recruitment process is having. However, our aim is for this representation of ethnic groups to be spread more consistently across the organisation. We will be ensuring that all actions undertaken reflect an understanding of the particular experiences of different ethnic groups.

The makeup of the Advanced workforce by ethnicity, compared to the 2011 UK census



Advanced UK

- Asian - 11%
- Black - 4%
- Mixed race - 3%
- Other - 1%
- White - 81%



UK Census (2011)

- Asian - 8%
- Black - 3%
- Mixed race - 2%
- Other - 1%
- White - 85%

“ It is pleasing to see supporting evidence focussing on inclusion in terms of ethnic minorities in Advanced. Armed with this data we can begin to address the differences as part of a targeted plan. A key area of focus should be the disparity of representation at the senior and leadership levels.

Additionally, further investigation into granular disparities of individual ethnic groups within the data, often hidden when taking a wider view. We will be actively supporting the business in the action plan to deliver demonstrable progress in these areas over the coming year. ”



Peter Henry,
Chair of the Black Lives Matter Network

Education

Pay gap

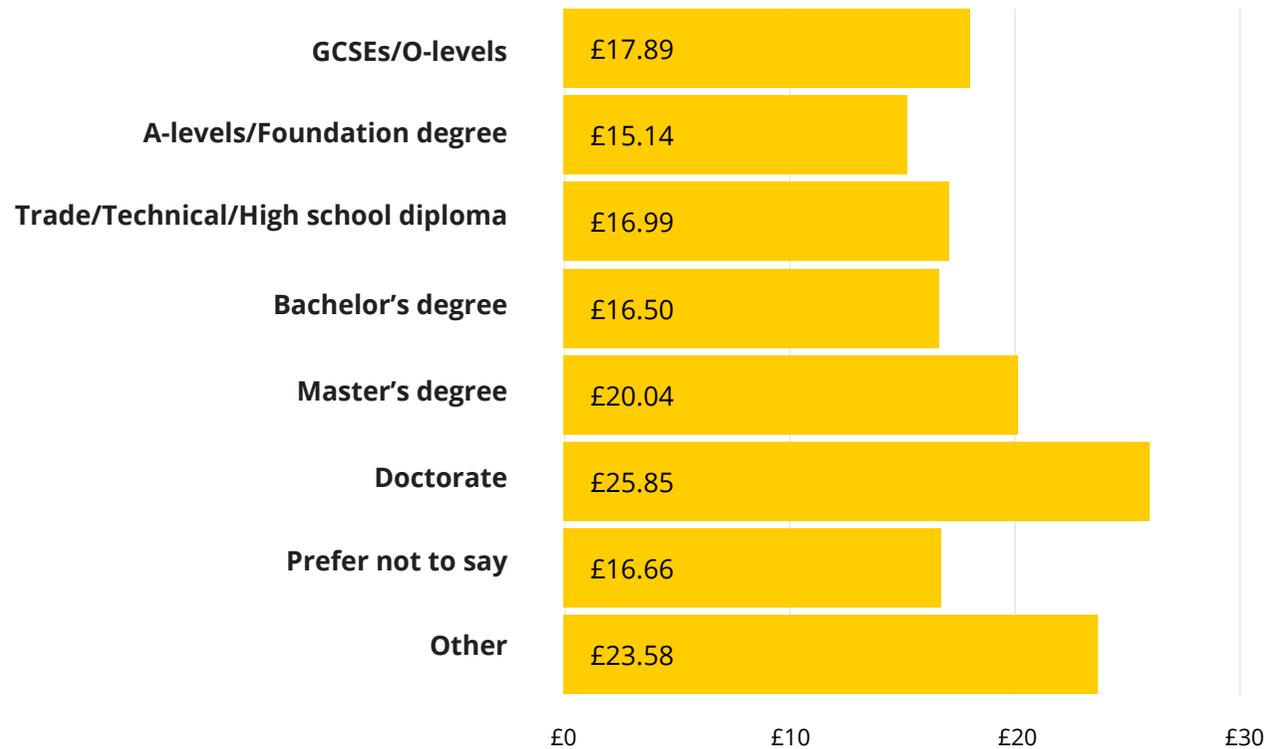
We found no positive correlation between education and pay (figure 12).

This is exemplified by the fact that the average hourly earnings of someone with GCSEs as their top level of education is higher (£17.89) than someone with a bachelor's degree (£16.50).

Employees with doctorate degrees (£25.85) form a very small community within Advanced so does not produce any meaningful impact on any correlation analysis.

We recruit on aptitude, not academic achievements and this is reflected in the data.

The mean average hourly pay by education level (UK)



Bonus gap

Unlike our pay gap, bonus gaps correlate with the level of education an individual has [\(figure 13\)](#).

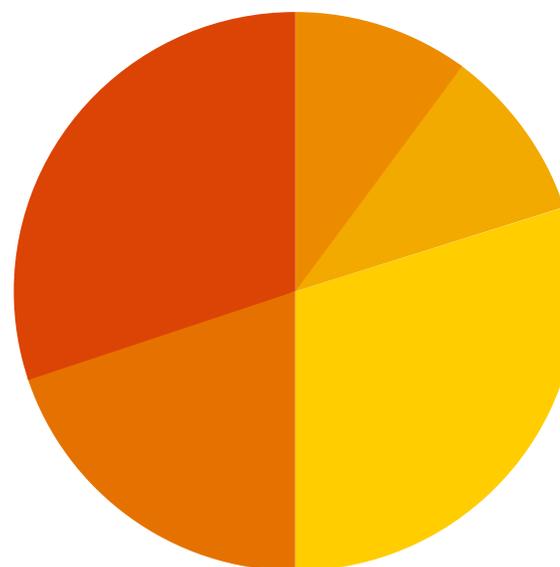
However, this is largely due to the fact that our more technical roles have a higher bonus percentage in their contracts and also require a higher level of education. Moreover, our philosophy of focusing on potential was only implemented a few years ago. We expect that, over time, the picture will improve as employees move upwards through the business, regardless of their previous education.

Representation

Education levels are not the key to success here at Advanced. Each level, including our more senior roles, contain a mixture of education levels [\(figure 14\)](#).

We strongly believe that your future is not limited by what you've done before. **Our talent management is not related to educational attainment and will remain so because we are proud of this philosophy.** Access to education is a big indicator of socio-economic status and this is one way we're able to ensure the parity of opportunity for people of low socio-economic backgrounds.

We were unable to compare this data to the 2011 UK Census as we could not find accurate and comparable data.



Make up of level 7 (C-Suite) roles.

- Other - 30%
- Bachelor's degree - 30%
- Master's degree - 20%
- GCSEs/O-levels - 10%
- A-levels/Foundation degree - 10%
- Doctorate - 0%
- Prefer not to say - 0%
- Trade/Vocational training - 0%

Sexuality

Pay gap

We found an **11% mean pay gap between heterosexual employees and LGBTQ+ employees** ([figure 15](#)).

However, when other factors, such as tenure, gender and seniority, are also taken into account the statistical analysis found **no significant pay gap**.

In order to further understand the experience of our employees, we also looked into the average hourly pay for each specific LGBTQ+ group ([figure 16](#)).

It was found that the average pay for gay women (£18.93) was higher than heterosexual individuals (£16.97).

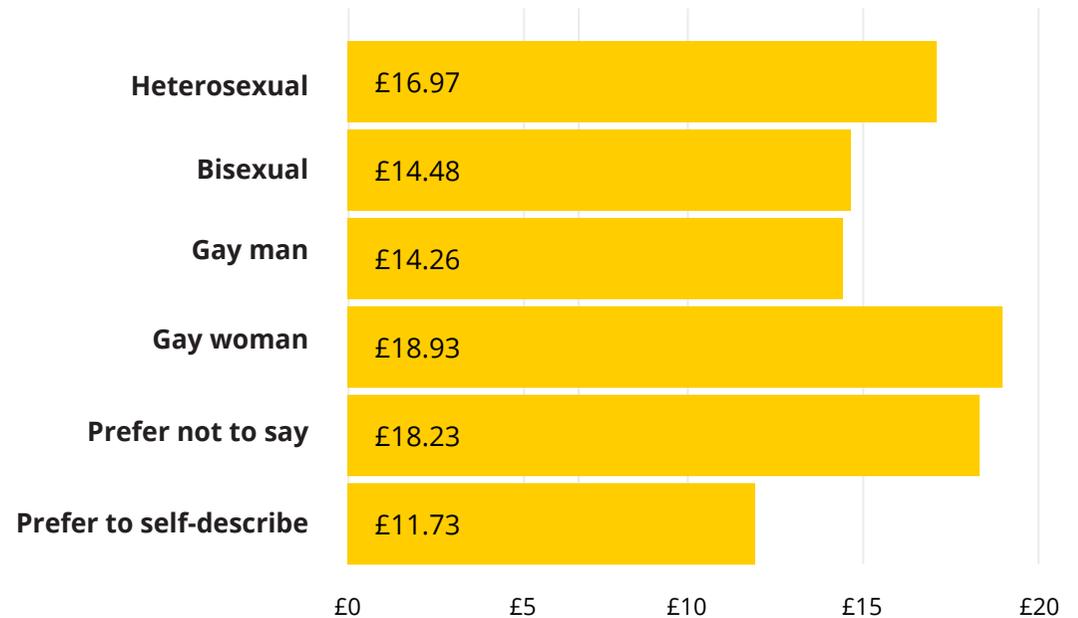
However, it was lower for gay men (£14.26), bisexual individuals (£14.48) and those who preferred to self-describe (£11.73).

We believe this is primarily due to the lack of representation in our senior and leadership teams, as explored on the next page.

The mean pay gap between heterosexual and LGBTQ+ employees (UK)



The mean average hourly pay by sexual orientation (UK)



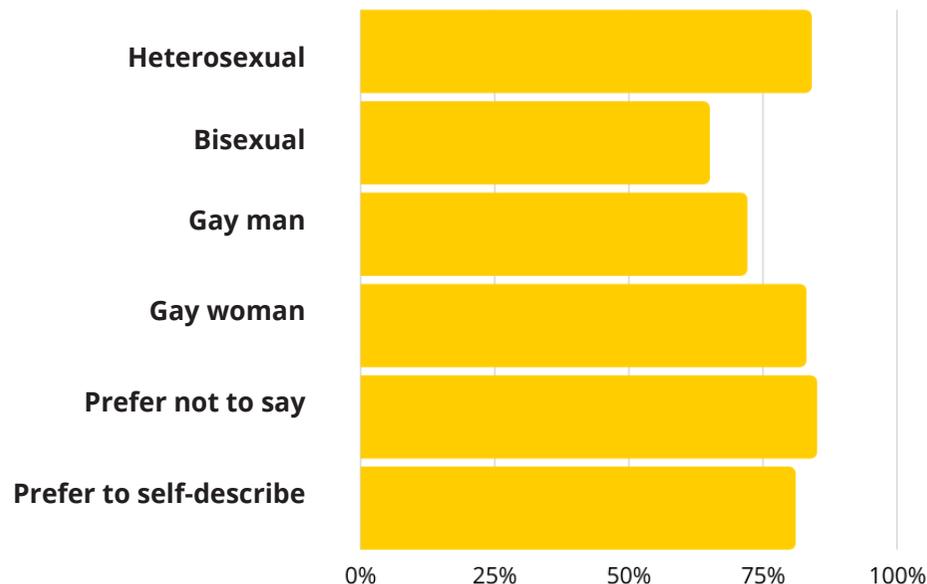
Bonus gap

The bonus gap for each sexual orientation is, in the main, reflective of the pay gaps ([figure 17](#)).

As can be seen in the diagram, a lower proportion of bisexual individuals, gay men and those who prefer to self-describe at Advanced received bonus than heterosexual individuals.

We acknowledge that this needs to change and it will be a key focus in 2021, as we strive to investigate these gaps further.

Proportion receiving bonus by sexuality (UK)



Representation

We found that **representation of the LGBTQ+ community is highest in our entry-level roles** (7% at level 2 of the Career Framework) **and decreases consistently from here to our leadership community** (0% at level 7 of the Career Framework) ([figure 18](#)). Our ongoing focus on internal mobility and the employee experience at Advanced this year will shed more light on this data.

Advanced, as a community, reflects the makeup of the UK population, when looking at an individual's sexuality ([figure 19](#)). Based on the data we have, those that identified as Gay, Bisexual and Self-Describe are above the figures shown on the census.

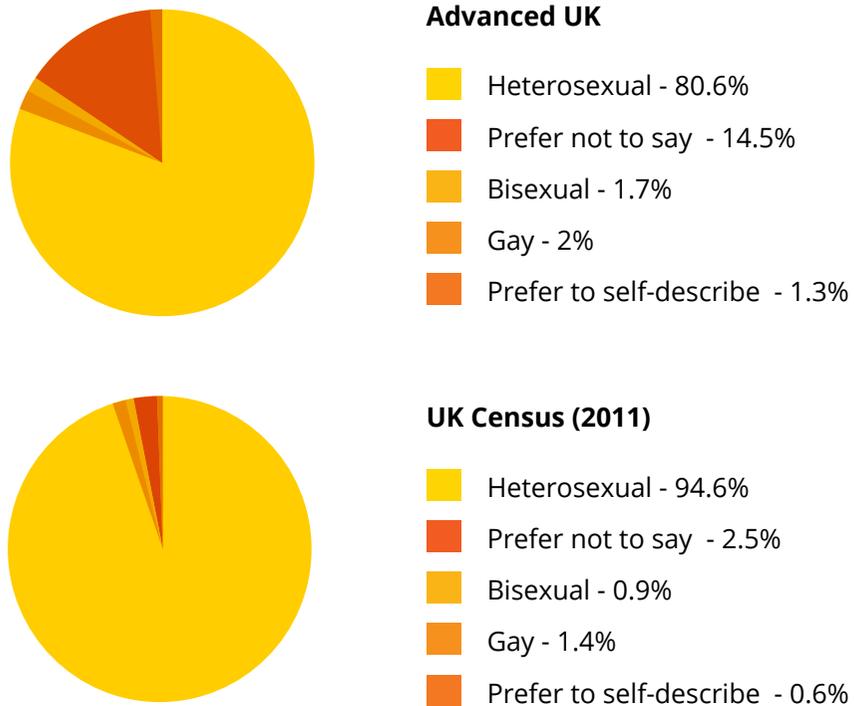
However, this data is 10 years old and we look forward to comparing to a more up-to-date census next year. Although we would like to have this representation spread evenly across the business, we are pleased to see it, especially despite the significant 14.5% 'Prefer not to say' response.

Sexuality

As part of our actions for the year ahead, we want to look at building trust within the organisation. We hope that, as time goes on, this 'Prefer not to say' number decreases, both as a result of the impact of this report, and with our new LGBTQ+ Inclusion Network.

More data would mean even more meaningful solutions. We will be aiming to create a solid culture of acceptance, inclusion and trust.

The makeup of the Advanced workforce by sexuality, compared to the 2011 UK census



" The 2021 Diversity Pay Gap Report is a key step in Advanced identifying and rectifying the imbalance at work for people with diverse characteristics.

I am pleased to see the report has identified a minor pay gap at present for sexuality, however, I am concerned that the number of respondents who selected 'prefer not say' means this is not an entirely accurate number. I would like to think that our LGBTQ+ Inclusion Network and this year's report will increase the number of responses to this question in the future, so that we can use more representative data in upcoming years. "



Anthony Smith-Wells,
Chair of the LGBTQ Team
Rainbow Network

Pay gap

When looking at the pay gap between people with disability and people without disability, **we found an 18.3% mean pay gap (figure 20).**

Out of those people that identified as being disabled, 13.5% of these are working reduced hours which could be contributing to the difference.

However, this gap is still significant. This is mainly down to the small community that people with disabilities form within Advanced, which we will be investigating further this year. As with other characteristics, the group's position on the Career Framework also has a significant impact. Despite more consistent representation throughout, the numbers are still small and the majority are still situated in levels 2 and 3.

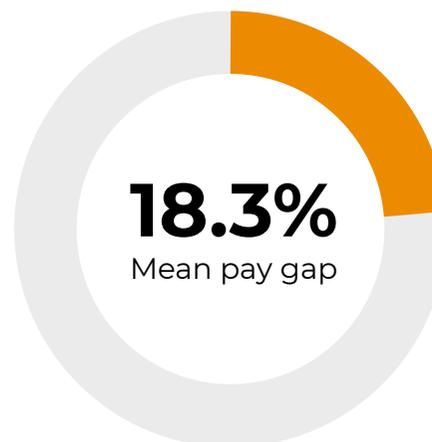
As this is a regular theme throughout this report, we will be reviewing our internal mobility engine, as well as the candidates we are attracting.

Bonus gap

We found there to be a **73%** mean bonus gap (figure 21) between those with a disability and those without.

As we found there to be only a 5% difference in proportions of people receiving bonuses, this is likely to be a reflection of the pay gap. Those situated in the higher paying roles naturally receive larger bonuses and therefore these financial gaps will persist until there is fair representation for all in the more senior levels of our business.

The mean pay gap between those who self-identified as having a disability and those who did not (UK)



Representation

When looking across the Career Framework, there is a more positive sign of consistent representation of the small community of employees that self-identified as having a disability throughout the business. This year, we will work on how we define disability, to ensure the data is reflective of Advanced employees true circumstances.

We also still have work to do on ensuring people with disability are equitably supported in the workplace, and hope that this will lead to even greater representation throughout. *We were unable to compare this data to the 2011 UK Census as we could not find accurate and comparable data. (figure 22)*

“ Advanced has demonstrated commitment to being a Disability Confident Employer. The Advanced Disability Network and our allies promote positive inclusion of those whose lives are touched by disability or long-term health conditions or impairments.

Along with the business, we look to support employees with disabilities to develop rewarding careers at Advanced. The diversity of our colleagues should be celebrated and is a contributor to our success. ”



Bob Barker,
Chair of the Advanced Disability Network

Socio-economic status

Pay gap

We found a **34% mean pay gap** between employees who stated they came from a lower socio-economic background and those who did not ([figure 23](#)).

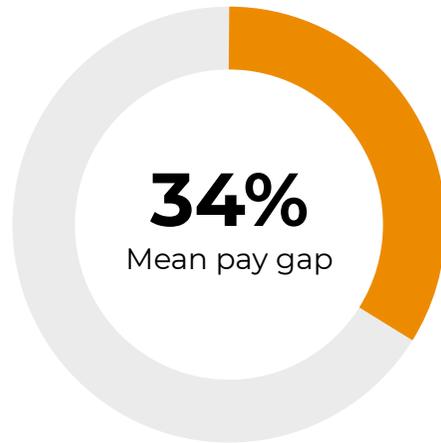
This is significant. Although this will not be purely a result of their socio-economic background, the gap is clearly higher than any other characteristic mentioned in this report. As shown further on, this is partially due to the lack of representation in the more senior levels of the business.

Although our existing philosophies have shown success with a diverse range of employees moving into and upwards through the business over the past three years, we are not content with the speed with which change is happening. Therefore, this year we will be analysing even further our internal mobility processes and how we can achieve even more effective results.

We want the wide range of people that occupy level 2 and 3 of the Career Framework to be consistently moving into the more senior roles within the business.



The mean pay gap between those that identified as being from a lower socio-economic background, and those who did not (UK)



Bonus gap

There is a **70% mean bonus gap** [\(figure 24\)](#).

As there is only a 5% difference in the proportion of people receiving one, this is again likely to be down to lack of representation of employees from a lower socio-economic status in the higher-paying roles within the company.

As before, without un-anonymising this data it is difficult to provide definitive answers for these consistently lower proportions. Bonus gaps will be a real focus of ours in 2021, as we strive to investigate this further.

Representation

When looking at the Career Framework it shows decreasing representation of employees from a lower socio-economic background climbing through the Career Framework levels [\(figure 25\)](#).

It is promising that there is strong representation at level 2 and most of these hires are external. Therefore, our recruitment process is effectively reducing bias and giving opportunity to all those showing potential. Again, we hope this is creating a more diverse pool of talent that can progress in the future. However, further actions will need to be taken to see results in the near-term.

There is a significant number of respondents who selected 'Prefer not to say' on this question. We hope that, as time goes on, this number decreases, as a result of the impact of this report and our focus on increasing trust. More data would result in even more meaningful solutions and we want to create a solid culture of inclusion and trust.

We were unable to compare this data to the 2011 UK Census as we could not find accurate and comparable data.

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

Career Framework: Our Career Framework 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.

Socio-economic background: The social standing or class of an individual. It is often measured as a combination of education, income and occupation. Examinations of socio-economic status often reveal inequities in access to resources.



The data

Data for gender

Gender pay gap	Mean	Median
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 2020 (UK)

Gender bonus gap	Mean	Median
2020	36.3%	20.8%
2019	41%	12%
2018	57%	18%
2017	40%	25%

Figure 2. Mean and median gender bonus gap between 2017 and 2020 (UK)

Females	Male
82.8%	80.3%

Figure 3. Percentages of men and women who received a bonus in the 12 months prior to April 2020 (UK)

Representation by Career Framework Level	Entry-level roles			>	Most senior roles		
Gender	1	2	3	4	5	6	7
Male	40%	75.2%	78.2%	77.1%	78.9%	83.7%	75%
Female	60%	24.8%	21.8%	22.9%	21.1%	16.3%	25%

Figure 4. The gender makeup of each level of the Career Framework (Global)

	Male	Female
Lower quartile	74.2%	25.8%
Lower Middle quartile	72.9%	27.1%
Upper Middle quartile	74%	26%
Upper quartile	88.4%	11.6%

Figure 5. The quartile percentages by gender (UK)

	Advanced UK	UK Census (2011)
Male	76%	53%
Female	24%	47%

Figure 6. The makeup of the Advanced workforce by gender, compared to the 2011 UK census (UK)

Data for ethnicity

Mean pay gap	Median pay gap
18.8%	30%

Figure 7. The pay gap between White and Ethnic minority employees (UK)

Ethnicity	Mean pay gap*	Median pay gap*	Average hourly pay
Asian	19.5%	28.5%	£14.24
Black	25.6%	37.1%	£13.16
Mixed race	9.2%	33.4%	£16.07
Other	33.8%	27.6%	£11.71
Prefer not to say	9.7%	3.1%	£15.99
White	0%	0%	£17.70

* Pay gap when compared to White employees

Figure 8. The pay gap for each ethnicity (UK)

Ethnicity	Bonus gap %*	Proportion receiving bonus
Asian	67.3%	76%
Black	79.4%	71%
Mixed race	13.3%	81%
Other	75.2%	75%
White	0%	86%
Prefer not to say	42.8%	89%

*When compared to White employees

Figure 9. Mean bonus gap and percentage receiving a bonus by ethnicity (UK)

Representation by Career Framework Level	Entry-level roles			>	Most senior roles		
Ethnicity	1	2	3	4	5	6	7
Asian	25%	33%	42%	29%	18%	8%	0%
Black	0%	6%	3%	2%	1%	0%	0%
Mixed	0%	6%	2%	3%	2%	0%	0%
Other	25%	2%	1%	0%	0%	0%	0%
White	50%	50%	48%	62%	74%	91%	100%
Prefer not to say	0%	3%	4%	5%	5%	1%	0%

Figure 10. The ethnicity makeup of each level of the Career Framework (Global)

	Asian	Black	Mixed	Other	White
Advanced UK	11%	4%	3%	1%	81%
UK Census (2011)	8%	3%	2%	1%	85%

Figure 11. The makeup of the Advanced workforce by ethnicity, compared to the 2011 UK census (UK)

Data for education level

Education	Mean average hourly pay (£)
GCSEs/O-levels	£17.89
A-levels/Foundation degree	£15.14
Trade/Technical/High school diploma	£16.99
Bachelor's degree	£16.50
Master's degree	£20.04
Doctorate	£25.85
Prefer not to say	£16.66
Other	£23.58

Figure 12. The mean average hourly pay by education level (UK)

Education	Mean bonus gap*	Proportion receiving bonus
GCSEs/O-Levels	10%	83%
Trade/Technical/High school diploma	42%	84%
A-Levels/Foundation degree	24%	83%
Bachelor's degree	0%	84%
Master's degree	-7%	80%
Doctorate	-37%	100%
Other	-172%	84%
Prefer not to say	20%	86%

*When compared to Bachelor's degree

Figure 13. The mean bonus gap and proportion receiving a bonus by education level (UK)

Representation by Career Framework Level	Entry-level roles			>				Most senior roles
Education	1	2	3	4	5	6	7	
GCSEs/O-levels	0%	4.4%	4%	5%	7%	8%	10%	
Trade/Technical/High school diploma	0%	2.4%	8%	10%	11%	8%	0%	
A-levels/Foundation degree	25%	20.7%	13%	12%	13%	14%	10%	
Bachelor's degree	0%	50.2%	57%	49%	46%	34%	30%	
Master's degree	50%	12.3%	11%	15%	12%	17%	20%	
Doctorate	0%	0%	0%	0%	1%	5%	0%	
Other	25%	3.6%	2%	3%	4%	8%	30%	
Prefer not to say	0%	6%	5%	7%	6%	6%	0%	

Figure 14. The education level makeup of each level of the Career Framework (Global)

Data for sexuality

Sexuality	Mean pay gap	Median pay gap
Pay Gap	11%	13.3%

Figure 15. The average hourly pay gap between heterosexual and LGBTQ+ (UK)

Sexuality	Mean average hourly pay (£)
Heterosexual	£16.97
Bisexual	£14.48
Gay man	£14.26
Gay woman	£18.93
Prefer not to say	£18.23
Prefer to self-describe	£11.73

Figure 16. The mean average hourly pay by sexual orientation (UK)

Sexuality	Mean bonus gap*	Proportion receiving bonus
Heterosexual	0%	84%
Bisexual	77%	65%
Gay Man	35%	72%
Gay Woman	-177%	83%
Prefer not to say	-13%	85%
Prefer to self-describe	77%	81%

*When compared to heterosexual employees

Figure 17. The mean bonus gap and percentage receiving a bonus by sexuality (UK)

Representation by Career Framework Level	Entry-level roles			>	Most senior roles		
Sexuality	1	2	3	4	5	6	7
Heterosexual	50%	76%	69%	72%	76%	86%	90%
Bisexual	0%	4%	3%	2%	1%	1%	0%
Gay man	0%	1%	1%	1%	1%	0%	0%
Gay woman	0%	0%	0%	0%	0%	1%	0%
Prefer not to say	50%	17%	25%	24%	20%	12%	10%
Prefer to self-describe	0%	2%	2%	1%	0%	0%	0%

Figure 18. The sexuality makeup of each level of the Career Framework (Global)

	Heterosexual	Gay	Bisexual	Prefer not to say	Self-Describe
Advanced UK	80.6%	2%	1.7%	14.5%	1.3%
UK Census (2011)	94.6%	1.4%	0.9%	2.5%	0.6%

Figure 19. The makeup of the Advanced workforce by sexuality, compared to the 2011 UK census (UK)

Data for disability

Disability	Mean pay gap	Median pay gap
Gap	18.3%	26.7%

Figure 20. The pay gap between those who self-identified as having a disability and those who did not (UK)

Disability	Mean bonus gap*	Proportion receiving bonus
Yes	73%	79%
No	0%	84%
Prefer not to say	4%	82%

*Compared to employees who do not have a disability

Figure 21. The mean bonus gap and percentage who received a bonus by whether they self-identified as having a disability (UK)

Representation by Career Framework Level	Entry-level roles			>	Most senior roles		
Disability	1	2	3	4	5	6	7
Yes	0%	7%	3%	4%	4%	3%	0%
No	100%	84%	88%	87%	88%	92%	100%
Prefer not to say	0%	9%	9%	9%	7%	5%	0%

Figure 22. The makeup of each Career Framework level, showing the percentages that self-identified as having a disability (Global)

Data for socio-economic status

Lower socio-economic status	Mean pay gap	Median pay gap
Gap	34%	36.9%

Figure 23. The pay gap by socio-economic status (UK)

Lower socio-economic status	Mean bonus gap*	Proportion receiving bonus
Yes	70%	80%
No	0%	85%
Prefer not to say	41%	83%

*When compared to employees who stated they do not come from a lower socio-economic background.

Figure 24. The mean bonus gap and percentage receiving a bonus by socio-economic status (UK)

Representation by Career Framework Level	Entry-level roles			>	Most senior roles		
Lower socio-economic status	1	2	3	4	5	6	7
Yes	0%	28%	15%	12%	8%	6%	0%
No	100%	49%	52%	62%	71%	78%	100%
Prefer not to say	0%	23%	33%	26%	21%	16%	0%

Figure 25. The makeup of each Career Framework level by socio-economic status (Global)

Appendices

Advanced has two separate entities which are required to report their figures on gender pay gaps. These are the figures you will find if you search the Government Gateway.

In the interest of transparency, the rest of this report talks about the position of our entire business.

Hourly pay gap

	Mean	Median
Advanced Business Software & Solutions Ltd	15.2%	17.4%
Advanced 365 Ltd	17.6%	14.7%

Quartiles

Advanced Business Software & Solutions Ltd	Men	Women
Lower Quartile	76.6%	23.4%
Lower Middle Quartile	70.9%	29.1%
Upper Middle Quartile	96.6%	3.4%
Upper Quartile	98.1%	1.9%

Bonus pay gap

	Mean	Median
Advanced Business Software & Solutions Ltd	37.6%	2%
Advanced 365 Ltd	54.8%	33.1%

Advanced 365 Ltd	Men	Women
Lower Quartile	82.1%	17.9%
Lower Middle Quartile	92.1%	7.9%
Upper Middle Quartile	92.1%	7.9%
Upper Quartile	94.7%	5.3%

Proportion of men receiving bonus, compared to women

	Men	Women
Advanced Business Software & Solutions Ltd	74%	74%
Advanced 365 Ltd	99.3%	100%



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