

oneAdvanced

REPORT

Diversity Pay Gap Report 2023





“Here at OneAdvanced we believe in creating an environment where everyone can authentically belong. We believe that diversity, in all its forms, is a strength in helping us solve challenges, creating technology for positive impact, and powering the world of work for our customers. Our focus on diversity, equality, inclusion and belonging is not because it is something mandated, but because it is the right thing to do. We are on a journey, and we aim to improve equality outcomes through every initiative and process we undertake, alongside regular monitoring and taking action on data”

Katie Obi, Chief People Officer





Statement

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



Katie Obi,
CPO, OneAdvanced



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Executive Summary

We've come a long way since we started this process. With the introduction of the Equality Act (2017 Amendments), we released our first Gender Pay Gap Report in 2017, investigating the nature and causes of gender pay gaps within our organisation. This was a pivotal moment, as we were able to assess and tackle inequalities in new ways. It was through this process that we discovered the value of pay gap reporting for our business and our employees.

We learnt from this experience, and it prompted us to question how we could use this process more widely to tackle inequality for other groups. In 2020, we published our first Diversity Pay Gap Report, taking a range of protected characteristics into consideration. We are now publishing our fourth DPGR, which has shown how far we've come in that time – and what we still need to do.

In this report, we have seen both positive and negative outcomes. Gender pay gaps have seen another significant reduction, continuing a strong positive trend from our previous

reports. Meanwhile, we have not seen such strong reductions for other groups, with little reduction in ethnicity pay gaps and a rise in median pay gaps for LGBTQ+ employees. This shows that we have work to do in the year ahead.

We have taken strong and effective actions in the past year to find and reduce inequality wherever possible. This has included a wider assessment of the factors in pay gaps, as well as providing more accurate reporting throughout our workflows to ensure that our processes are reliably data-led. We believe that accurate assessment of the issues we face is a critical step to tackling inequality.

In the year to come we will be using the insights we have gained from this report to take new steps towards tackling inequality. We will be striving towards our goal of becoming a Disability Confident leader, working closely with members of our team who can help to guide our journey. We will also be continuing to work closely between our talent and people management teams to ensure that we use our data as effectively as possible to ensure quality outcomes.

“You can't aim for what you can't see, with this as a guiding principle our task is to bring inclusion and representation to all areas”

Claire Ross, Head of Culture



Key Findings



The mean gender pay gap has significantly reduced for the fifth year running, this time by **5.9** percentage points.



The mean ethnicity pay gap has decreased by **0.7** percentage points overall.



This year, the gender bonus gap has decreased by **22.5** percentage points.



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

- The pay gap for LGBTQ+ employees has reduced by **0.2** percentage points.
 - The pay gap for employees with a disability has increased by **1.4** percentage points.
-



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 other non-heterosexual.



Fundamentals of the report

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. OneAdvanced 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 OneAdvanced 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 FY23 financial year – i.e., April 2023. Our data on the diversity characteristics of our employees was captured in April 2023.

Participation rate





Actions taken in 2023

In the past year, we have experienced a great deal of change at OneAdvanced, and that has been reflected in a renewed vision for our diversity, equity and inclusion actions. This has included an updated diversity policy spearheaded by our Head of Culture, Claire Ross. This has resulted in a renewed focus on ensuring that our practices meet the standards we have laid out for ourselves.

She has been supported by our People Experience Insights Manager, who has been able to focus on using the data insights available within our organisation to improve our practices. By imbedding accurate data reporting into our workflows, we have been able to make more informed decisions and better support those within the people and talent function. This has ensured that leaders and managers have the tools to ensure their teams are supported to succeed, and that our talent pipeline is more diverse and representative of our communities.



Although it has not yet been reflected in this report, we have also been working to widen the criteria we track to support a wider range of employees to be heard and receive support. This has included adding questions to our survey workflows which take parental status and armed forces veteran status into account. The future of our workflow will be more reflective of the diverse community making up OneAdvanced.

In 2023, we have updated our talent workflows to ensure a greater emphasis on diversity in hiring. This has included an update to diversity questions in the hiring process, so that our internal and third-party processes are aligned. We have also continued working with our partner FedCap to provide a dedicated TA resource for inclusive hiring.

We noted in our previous report that we were facing high numbers of respondents who chose not to disclose diversity characteristics. This is something we have taken steps to counter, ensuring that as many people as possible feel confident to come forward and share honestly in the process. We are looking to reduce the limitations on the questions, using a wider range of more inclusive descriptors, as well as adding text boxes for personalised responses.

The future of our workflow will be more reflective of the diverse community making up OneAdvanced.



Actions going forward

Going forward from this report, we will be taking new actions and redoubling our efforts on ongoing actions to make the most of what we have learnt. This will include reassessing old actions and refocusing our efforts to support our diversity goals. We have set important aims, including working with specific internal and external partners to best achieve our targets.

Previously, we have disclosed our aim to become a Disability Confident Leader. This remains a definite goal, as we are working with our internal disability inclusion network to promote best practice in this area. We are now working towards a new commitment to neurodiversity inclusion, under the guidance of internal community stakeholders. The final goal of this process is to create an environment which is neurodiverse inclusive by default, rather than by exception.

We are also working to continue ensuring inclusive language in our workflows. In this report, we have changed our language choices around sexuality. Rather than using the phrase “Choose to identify another way”, we have used “Other sexuality”, to ensure that members of our community do not feel invalidated, or that we do not recognise them fully. This was not used in the workflow for our report research, but we will be looking to do so in future.

We will be working this year to revamp and restructure our inclusion networks. Due to the changing structure of our organisation over the past year, the activities of these groups have been interrupted. We will be taking the lead of members of the affected communities, to ensure that the structure and formality of the networks matches their needs and desires.



Gender





Gender Pay Gap

We published our first Gender Pay Gap Report in 2017, in line with statutory requirements. We quickly saw the benefit of this practice for our people and our business. This led us to create our Diversity Pay Gap Reports since 2020, but our core commitment to tackling gender pay inequality remains strong.

This has shown a positive outcome, with significant reductions in pay inequality. This year, we have seen improvements for the sixth year in a row. Our median pay gap stands well below the industry average at 6.2%, a reduction of 5.2%. The mean pay gap has reduced by an even greater degree, with a gap of only 0.9% remaining.

This is a result we believe we can be proud of, especially when compared to the UK average of 14.9% reported by the Office for National Statistics. The figure is even greater in our industry, standing at 15.9%. This has been possible through our positive practices, which have made a difference for our people.

Our pay gap reporting has allowed us to identify and respond effectively to inequalities, which has shown a significant change. New practices we have introduced have made a positive impact. Quarterly pay reviews, looking to provide pay rises in line with attainment through our product Clear Review have made a significant difference.

6.2%

Our median pay gap stands well below the industry average

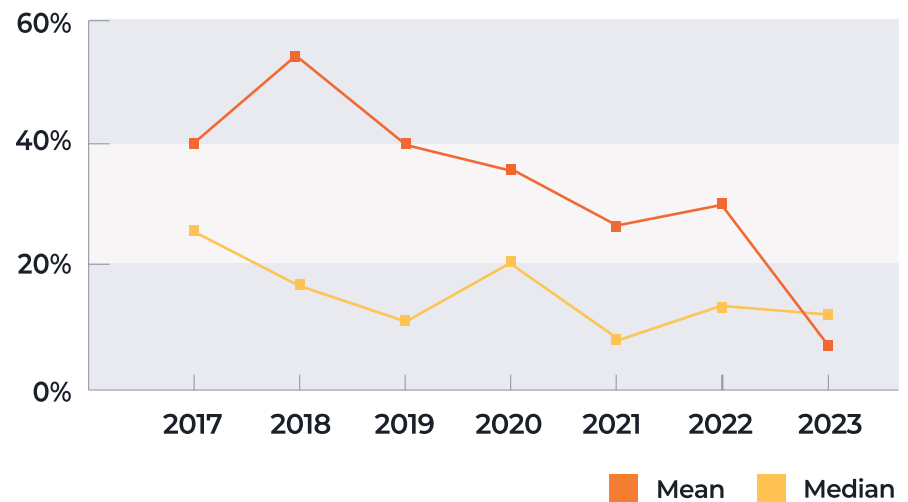


Bonus Gap

Since 2022, we have seen a significant reduction in both mean and median gender bonus gaps at OneAdvanced. The mean bonus gap has reduced the most significantly, by 22.5 percentage points. The mean gap now stands at 7.2% and the median gap at 12.7%.

This has followed a general downward trend since we began reporting on Gender Pay and Bonus Gaps, but this is by far the lowest the mean gap has fallen. The median gap has been lower, but it has been far higher in the past. It follows the similarly significant reduction in pay gaps, showing that there has been significant progress across multiple metrics.

Mean and median gender bonus gap between 2017 and 2023





Quartiles

In 2023, we saw increases in representation of women in each quartile except the lowest. In the highest quartile, there was a 0.6 percentage point increase in female representation, with the highest increase being in the upper-middle quartile with a 4.9 percentage point increase. On the other hand, we did see a 2.1 percentage point reduction in female representation in the lowest quartile.

This shows a more even representation of women across the organisation. Importantly, we have seen significantly increased representation in the management and leadership levels of OneAdvanced. This is a positive change, as it shows that our business is more likely to be lead in a way that supports and promotes women.

In order to continue this positive trend, which we have tracked over successive reports, we will maintain our commitment to positive internal mobility.

4.9%

Point increase in the upper-middle quartile

2.1%

Point reduction in female representation in the lowest quartile



Representation

Since 2022, we have seen a positive shift in gender representation at OneAdvanced. This has been most significant in the increased representation at higher levels of the career framework. This has been an important change for our company, with more diverse perspectives in the leadership of our organisation.

We are still, however, seeing a marked disparity in overall representation of women in the organisation as a whole. With only 26% of our workforce being female, compared to 51% of the UK population at the time of the 2021 Census, we can see that we have a great deal of work to do. This is not a problem that we are facing alone, however. Recent research by the UK Home Office found that around 26% of the UK's total tech workforce were women in 2023, showing that this is an industry-wide challenge to face.

What we are able to say is that we have much greater representation for women in senior roles in the organisation. While the same Home Office Research concluded only around 5% of tech leadership roles are held by women in the UK, 41% of those in the top band of OneAdvanced's career framework are women. While this does not show parity, it does show an important step in the right direction.

While we do collect data to reflect those within our organisation who do not identify with binary gender descriptors, we do not publish that data in the interest of anonymity. This is an area of keen interest to us going forward, and we will be looking to improve representation where possible. It is important to us to create an environment where we show acceptance of all gender identities.

41%

of those in the top band of OneAdvanced's career framework are women

Ethnicity





Ethnicity Pay Gap

Since 2020, we have been tracking data for ethnicity pay gaps at OneAdvanced. This has shown that we had a lot of work to do. When we released our first report, the median gap stood at 30%, which we have significantly reduced in the past three years.

Since last year, the median pay gap has reduced by 4.1 percentage points, down to 20.2%. This is followed by a smaller mean reduction of 0.7 points, to 19.4%. This shows a meaningful change, as well as room for improvement.

We have seen diversity increase across the organisation, with greater representation for ethnic minorities. This shows how our hiring practices have allowed us to improve our diversity and representation, but this is not the end. We intend to take steps to ensure that ethnic minority employees have greater representation across the business, including in more senior positions.

This is something we hope to achieve through work with our colleagues and strategic partners who can provide the benefit of their experience. We will be working to diversify our talent pools and improve our hiring and promotion practices. We will also be working to increase visibility and share experience more effectively, a key factor in our approach going forwards.

4.1%

Points the median pay gap has reduced by since last year



Representation

Compared to the 2021 UK Census, there is a positive level of representation of non-white employees at OneAdvanced. This has been consistent over the course of multiple reports. Although the level of representation at OneAdvanced does not exceed that of the census by a large margin, it does show that representation remains an important part of our culture.

What is most encouraging is the representation of non-white employees across the career framework. Even at the highest level of the career framework, 13.33% of our employees are non-white, which compared to 18.3% across the UK census, is strongly representative. One area of concern, however, is that representation of non-white employees is far greater at the lower end of the career framework.

This shows an area for improvement, where greater representation in leadership could affect greater change. This is not entirely consistent across different ethnicities, but the greatest representation of non-white employees is in level two and three of the framework. This shows that there is an opportunity to look again at how our promotions policies are interacting with the career framework.

13.33%

of our employees are non-white, which is strongly representative

Sexuality





Sexuality Pay Gap

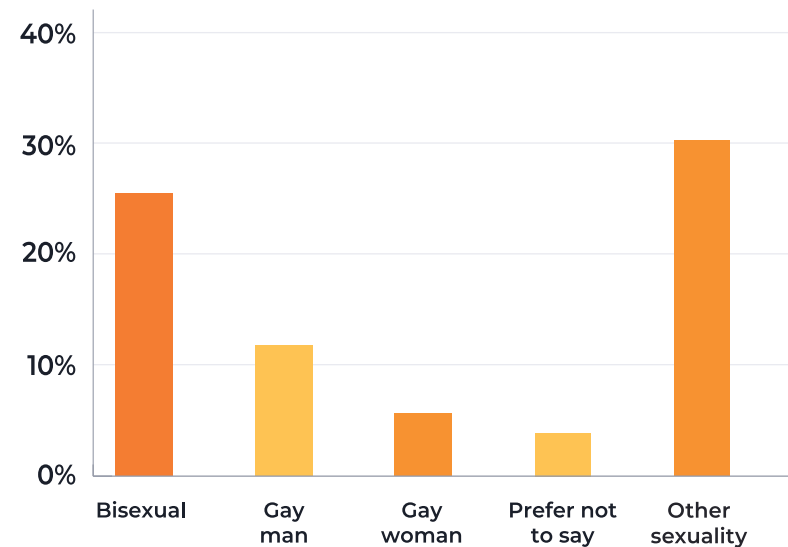
OneAdvanced has, over the period we have tracked diversity data for our reports, experienced representation of the LGBT+ community consistently above the UK average. This has shown that we are an employer seen to support and include a diverse workforce. We are proud to have cultivated a culture which promotes inclusivity to this extent, especially in an industry which, research shows, is often not as inviting to this community.

We have, however, seen that pay gap reporting is just as vital for minority sexualities at OneAdvanced as other characteristics. Since 2020, we have experienced a rise in pay gaps for LGBT+ employees. This was reduced between 2021 and 2022, but still stood at a mean gap of 15.5%.

This has since only reduced by 0.2 percentage points in 2023. We have also seen the median gap rise by 1.3 points to 21.8%. This shows that we will need to make a strong and concerted effort to tackle this disparity in future.

The process of determining sexuality pay gaps can be difficult, as people tend to be more private about this part of their identity. In 2023, we saw a significant increase in the pay gap for those who chose not to declare their sexuality, rising 3.8 percentage points to 3.9%. This explains some of the rise in overall pay gaps for non-heterosexual employees, although it doesn't explain why there has not been a greater reduction in sexuality pay gaps.

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





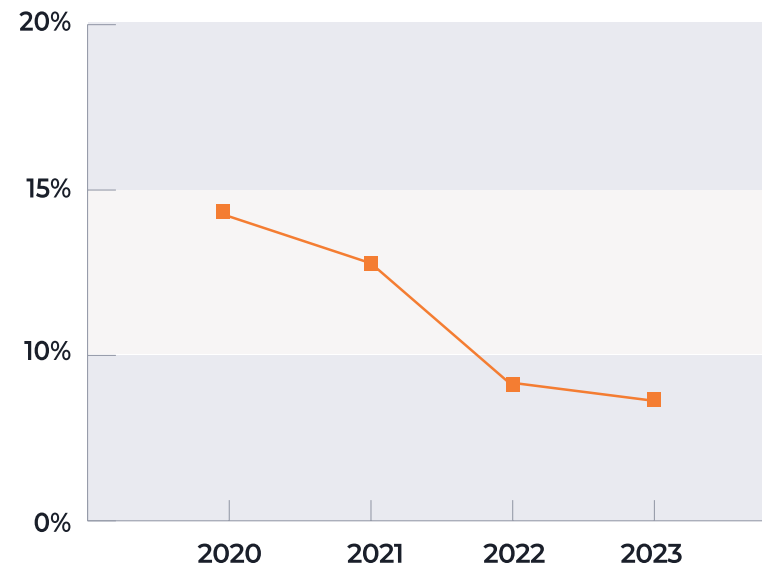
Representation

Since our report in 2020, we have consistently seen higher representation of non-heterosexual employees at OneAdvanced than the UK average. This has slightly reduced in the past year, from 15.8% to 14.11%, but remains significantly higher than those who reported as non-heterosexual in the 2021 UK Census. This includes those who chose not to disclose a sexuality, which was lower in this report than the UK Census, despite being higher in our previous report.

There is, however, room for concern in terms of representation across the career framework. The highest representation is at level two, with an inverse correlation to increased seniority. At the most senior level, all respondents replied as heterosexual or preferring not to say. This shows that there is a great need for representation in our leadership, and for greater support to feel comfortable to be open about sexuality.

In the initial research for this report, the option for “other sexuality” was written as “prefer to self-describe”, which may lead to a higher level of those not declaring a sexuality. We have updated this language for the production of this report, and we will be exploring how to ensure more inclusive language in future. The amount of employees reporting this way has remained consistent since 2022, and consistently higher than the UK Census level.

The percentage of ‘Prefer not to say’ responses when asked about their sexuality



Disability





Disability Pay Gap

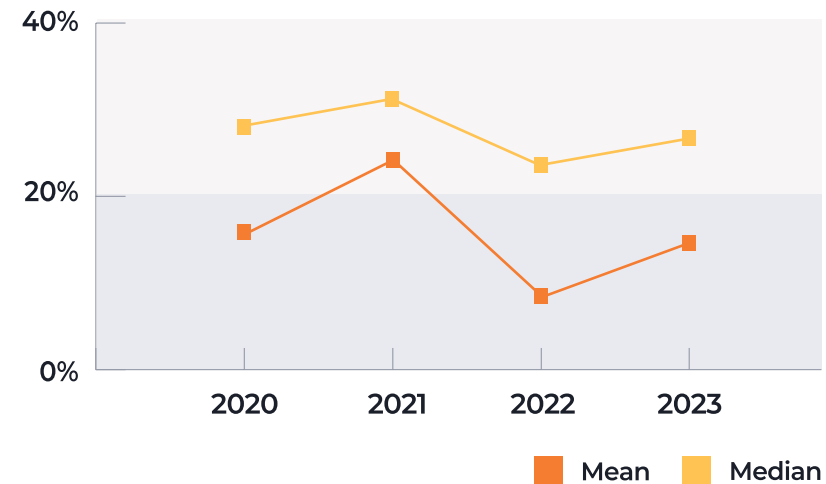
In the past year we have unfortunately seen an increase in disability pay gaps. Both median and mean pay gaps have risen, with the greater increase in the median gap. It rose by three percentage points between 2022 and 2023.

Despite only rising by a few percentage points, we are disappointed to see this change. It shows that we have not made the improvements we had hoped and shows where we should redouble our efforts in future.

We have made changes in our approach to disability inclusion in recent years. As a disability confident employer, we have committed ourselves to taking these vital steps to support our employees. This has been most crucial in how we create our policy, working with key community stakeholders to understand how we can most effectively make a difference.

In 2023, we saw a rise in the number of employees self-reporting as having a disability. This is likely a reflection of our shifting policies, as we included long-term health conditions within our internal definition of disability. By taking a more inclusive view of who is counted as disabled, we have revealed more people who are facing these difficulties, and that allows us to tackle inequalities on a wider scale.

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





Representation

Since 2022, we have seen an increase in those reporting as having a disability and those preferring not to report at OneAdvanced. This is reflective of recent changes to our practice. We have tried to better reflect the definition of disability found in the Equality Act, by expanding our definition to include a wider range of long-term health conditions. It is vital that we take the most inclusive view possible to ensure that we are reflective of our employees as a community.

In the same period, we have seen a more equal representation across the career framework. This includes an increase in representation at the top level. This is a positive change, as this will ensure there is more understanding of issues facing disabled people in the workplace amongst our leadership. It is important, however, to note that there is greater representation at more junior levels of the organisations than senior ones.

Compared to the UK Census, OneAdvanced has a much lower level of representation of disabled people than the national average. This is likely, at least in part, due to the fact that many disabled people are not able to access the world of work. We can, however, learn from this and explore how we can make it easier for disabled people to access opportunities

“It is vital that we take the most inclusive view possible to ensure that we are reflective of our employees as a community.”



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.



The data



Data for gender

[Figure 1] Mean and median gender pay gap between 2017 and 2023

Gender pay gap	Mean	Median
2023	0.9%	6.2%
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 3] Mean and median gender bonus gap between 2017 and 2023

Gender bonus gap	Mean	Median
2023	7.2%	12.7%
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 2] Percentages of men and women who received a bonus in the 12 months prior to April 2023

Females	Males
74.2%	25.8%

[Figure 4] The quartile percentages by gender

	Male	Female
Lower quartile	75.3%	24.7%
Lower middle quartile	69.5%	30.5%
Upper middle quartile	73.5%	26.5%
Upper quartile	78.6%	21.4%

[Figure 5] The makeup of the OneAdvanced workforce by gender, compared to the 2021 UK census

	OneAdvanced UK	UK Census (2021)
Male	74%	49%
Female	26%	51%



[Figure 6] The gender makeup of each level of the Career Framework

Representation by Career Framework level	Entry-level roles							Most senior roles
Gender	1	2	3	4	5	6	7	All levels
Male	40%	74%	74%	75%	79%	65%	59%	74%
Female	60%	26%	26%	25%	21%	35%	41%	26%

Data for ethnicity

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

Ethnicity pay gap	Mean	Median
2023	19.4%	20.2%
2022	20.1%	24.3%
2021	17.3%	26.2%
2020	18.8%	30%

[Figure 8] The pay gap for each ethnicity

Ethnicity pay gap	Mean*	Median*
Asian	19.7%	29.3%
Black	22.1%	22.8%
Mixed Race	23.2%	29.1%
Other	8.0%	10.4%
Prefer not to say	16.5%	3.6%

*Pay gap when compared to White employees

[Figure 9] The makeup of the OneAdvanced workforce by ethnicity, compared to the 2021 UK census

	OneAdvanced UK	UK Census (2021)
Asian	12.15%	9.3%
Black	3.22%	4%
Mixed Race	2.82%	2.9%
Other	1.07%	2.1%
White	77.05%	81.7%
Prefer not to say	3.69%	0%



[Figure 10] The ethnicity makeup of each level of the Career Framework

Representation by Career Framework level Entry-level roles > Most senior roles

Ethnicity	Entry-level roles							All levels
	1	2	3	4	5	6	7	
Asian	25%	19.73%	17.16%	11.11%	5.99%	6.67%	6.67%	12.15%
Black	0%	2.72%	5.63%	2.73%	2.62%	0%	3.33%	3.22%
Mixed Race	0%	4.76%	2.41%	3.28%	2.62%	0.83%	0%	2.82%
Other	0%	2.72%	1.34%	0.55%	1.12%	0.00%	3.33%	1.07%
White	75%	67.35%	68.63%	78.14%	85.02%	90%	86.67%	77.05%
Prefer not to say	0%	2.72%	4.83%	4.19%	2.62%	2.50%	0%	3.69%



Data for sexuality

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

Sexuality pay gap	Mean	Median
2023	15.2%	21.8%
2022	15.5%	20.5%
2021	21.8%	24%
2020	11%	13.3%

[Figure 12] The pay gap for each sexual orientation

Sexuality pay gap	Mean*	Median*
Bisexual	25.2%	26.8%
Gay man	11.7%	33.4%
Gay woman	5.6%	20.4%
Prefer not to say	3.9%	4.1%
Other sexuality	30.1%	39.6%

*Pay gap when compared to heterosexual employees

[Figure 13] The makeup of the OneAdvanced workforce by sexuality, compared to the 2021 UK censussexual orientation

	OneAdvanced UK	UK Census (2021)
Heterosexual	85.89%	89.4%
Bisexual	2.76%	1.5%
Gay	2.76%	1.3%
Prefer not to say	7.33%	7.5%
Other sexuality	1.28%	0.3%



[Figure 14] The sexuality makeup of each level of the Career Framework

Representation by Career Framework level

Entry-level roles

>

Most senior roles

Sexuality	1	2	3	4	5	6	7	All levels
Heterosexual	100%	77.55%	84.72%	85.19%	90.64%	90%	93.33%	85.89%
Bisexual	0%	6.8%	2.41%	2.93%	1.87%	0.83%	0%	2.76%
Gay man	0%	4.08%	2.41%	1.28%	1.5%	1.67%	0%	1.88%
Gay woman	0%	2.04%	0.8%	0.55%	0.75%	1.67%	0%	0.87%
Prefer not to say	0%	6.12%	7.77%	9.14%	4.87%	5%	6.67%	7.33%
Other sexuality	0%	3.4%	1.88%	0.92%	0.37%	0.83%	0%	1.28%



Data for disability

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

Disability pay gap	Mean	Median
2023	14.8%	26.3%
2022	13.4%	23.3%
2021	23.6%	29.4%
2020	18.3%	26.7%

[Figure 17] The makeup of the OneAdvanced workforce by disability, compared to the 2021 UK census

	OneAdvanced UK	UK Census (2021)
Disabled	9.53%	17.8%
Not disabled	83.26%	82.2%
Prefer not to say	7.18%	0%

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

Representation by Career Framework level

Entry-level roles

>

Most senior roles

Self-identified as having a disability	1	2	3	4	5	6	7	All levels
Yes	0%	12.74%	12.23%	8.12%	8.08%	6.45%	3.33%	9.53%
No	100%	77.83%	80.57%	84.58%	86.2%	87.1%	90%	83.29%
Prefer not to say	0%	9.43%	7.21%	7.31%	5.72%	6.45%	6.67%	7.18%




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Our customer-centric approach, and unmatched levels of service, foster lasting partnerships that create a better world.

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