



Gender Pay Gap Report 2026



Gender Pay Gap Report – Advance

Reporting Year: 2026

1. Executive Summary

1.1 In accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, all UK employers with 250 or more employees are required to publish their gender pay gap each year. This report presents **Advance’s 2026 gender pay gap figures**, based on data from the **snapshot date of 5 April 2025**, including bonus payments made in the **12 months preceding this date**.

1.2 Advance remains committed to promoting fairness, equity and transparency across the organisation. We are confident that our gender pay gap does not arise from paying men and women differently for the same or equivalent work. Instead, the gap is influenced by the structure of our workforce including the concentration of men in a smaller number of higher paid senior positions despite women making up the majority of the workforce.

1.3 Our gender pay gap data:

- Mean (average) gender pay gap is **2.2%**
- Median gender pay gap is **-1.2%**
- Mean (average) gender pay gap for bonus pay is **3.7%**
- Median gender pay gap for bonus pay is **0%**

2. Our Workforce Profile

2.1 On the snapshot date, Advance employed 729 relevant employees:

- 516 females (71%)
- 213 males (29%)

2.2 This gender split is consistent with the wider Adult social Care sector, where approximately 78% of the workforce is female (Skills for Care, 2025).

3. Calculating the Gender Pay Gap

3.1 Advance follows all calculation requirements set out in The Equality Act 2010 (Gender Pay Gap) Regulations 2017 and supporting Gov.uk employer guidance.

3.2 Data is based on employees/workers in paid employment on 5 April 2025 and includes:

- Hourly pay figures, including full pay relevant employees only, excluding those on reduced pay (e.g. sickness, maternity).
- Salary sacrifice is reflected using post-sacrifice pay, as required.
- Allowances are included in ordinary pay which includes car and geographical.

3.3 Bonus calculations use relevant employees, including those on reduced pay (unless they were not employed during the bonus year).

4. Gender Pay Gap Results (Statutory Figures)

4.1 Hourly Pay Gap

Measure	Female (£)	Male (£)	Gap (%)
Mean hourly pay	15.31	15.66	2.2%
Median hourly pay	13.04	12.89	-1.2%

- 4.2 Our median gap is -1.2%, meaning that females earn slightly more than males at the median due to the broad female representation across all quartiles.
- 4.3 Our mean gap is 2.2%, meaning that males earn more on average because males occupy a higher share of the very top of pay points even within female majority groups.
- 4.4 This pattern is reinforced by the Top 50 earnings analysis (section 7).

5. Distribution Across Pay Quartiles

- 5.1 Pay quartiles are created by ranking all full pay relevant employees for the lowest to highest hourly pay and splitting them into four equal groups:

Pay Quartile	Female	Male	Total
Lower (£11.70 - £12.82)	128 (70.33%)	54 (29.67%)	182
Lower-middle (£12.82 - £13.04)	126 (69.23%)	56 (30.77%)	182
Upper-middle (£13.04 - £14.78)	128 (70.33%)	54 (29.67%)	182
Upper (£14.96 - £91.28)	134 (73.22%)	49 (26.78%)	183

- 5.2 Females make up ~70% of each quartile, rising slightly to ~73% of the upper quartile (males falling to ~27%). Therefore, the middle female sits higher in the organisations pay distribution than the middle male. As a result, the median hourly pay gap slightly favours females (a negative value). This doesn't indicate that females are paid more for equivalent roles but reflects the fact that females are more strongly represented in mid and upper-level roles across Advance.
- 5.3 The mean pay gap is positive due to a higher concentration of males in the very highest paid roles in the upper quartile and earning on average £1.06 per hour more than females. The small cluster of high earning males results in the average male pay being greater than the average for females. However, the median pay for men is unaffected by the small number of high earners.

6. Bonus Pay Gap

6.1 Bonus Pay Gap figures:

Measure	Female (£)	Male (£)	Gap (%)
Mean bonus pay	238.66	247.75	3.7%
Median bonus pay	250.00	250.00	0%

6.2 This year's bonus payments were mostly flat rate (e.g. long service award and new colleagues' referrals). This caused the mean to stabilise at 3.7%.

6.3 The median is 0% meaning the typical award is identical for male and females.

6.4 Females comprised 72% of the bonus recipients and 28% were males.

6.5 Last year the mean figure was -92.34%. due to a small number of higher value awards given disproportionately to females. The mean value is sensitive to outliers.

7. Top 50 earner Analysis

7.1 64% (32) of the top 50 earners are female, averaging £35.27 per hour.

7.2 36% (18) are male averaging £36.33 per hour, £1.06 more per hour on average.

7.3 The median hourly gap favours females because the majority of midband is female.







7.4 The mean hourly gap favours males due to a small number of males with higher pay at the top level.

8. Year on Year Comparison and Progress

8.1 To provide clarity on progress we have compared our 2024/25 results with the previous reporting year:

Metric	Last Year	This Year	Interpretation
Mean hourly gap	2.73%	2.2%	A reduction of 0.53% shows improvement.
Median hourly gap	-0.7%	-1.2%	Demonstrates a continued movement in favour of females at the mid-point.
Mean bonus gap	-92.34%	3.7%	Extreme outliers last year. This year reflect as more balanced and stable position.
Median bonus gap	32%	0%	Significant progress, achieving full median parity.

8.2 The following table shows the ongoing progress Advance has made in addressing the mean gender pay gap over the last few years and our comparison to National Averages:

Reporting Date	Apr 25	Apr 24	Apr 23	Apr 22	Apr 21	Apr 20
Advance	2.2%	2.73%	8.3%	10.1%	12.9%	13.6%
UK National Average (ONS)	12.8%*	13.1%	14.3%	14.4%	15.1%	14.9%
Comparison	 -10.6%	 -10.4%	 -6%	 -4.3%	 -2.2%	 -1.3%

* At the time of writing this report this figure is an estimate only

8.3 The hourly pay gaps have improved year on year, and the bonus gaps have stabilised with median parity being achieved. The data indicates consistent and meaningful progress towards gender pay equity at Advance.

9. How We Are Taking Action

9.1 Advance continues to reinforce equality and fair progression for all staff and is committed to continued improvement. Key areas of focus during 2026/27 include:

- Improving representation in senior roles
- Monitoring and evaluating pay structures
- Continuing inclusive recruitment
- Ensuring equitable bonus design
- Improving data completeness across demographics

9.2 Over the past year we have continued to build on the commitments set out in our previous Gender Pay Gap report. The focus was on strengthening the foundations, transparent decision-making and equal opportunity, that support fair pay. This included reviewing our pay structure, enhancing development pathways, assessing bonus equity and broadening our analytical capability beyond the regulatory requirements. These coupled with this year's findings have shaped the priorities we are setting for the year ahead.

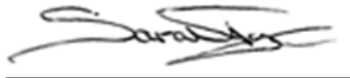
9.3 Our continued monitoring of pay through audits and benchmarking exercises has strengthened the proactive steps to improve consistency, fairness and transparency. This work underpins the continued commitment to monitor and evaluate pay structures.

9.4 The actions taken to support career development and progression opportunities have laid the foundations for this year's focus on improving representation in senior roles. Professional development conversations are promoted and work undertaken on Culture, Values and Leadership Development continues in addition to establishing the Competency and Conduct standard requirements.

9.5 This year we are moving from assessment to ensuring an equitable bonus design that reinforces our commitment to fair reward for all employees.

9.6 The work to develop our analysis beyond regulatory requirements, exploring the data across job families and demographic groups has informed our focus for this year of improving data completeness ensuring we have robust and representation information for future action.

- 9.7 Advance continues to reinforce the equity and opportunities for all employees irrespective of gender. It remains core to our PRIDE values that we work in a culture where everyone is treated fairly and recompensed for the value they bring to the organisation.
- 9.8 From 2027, under the Employment Rights Act 2025, employers with 250+ staff must publish a Gender Equality Evidence-based Action Plan to reduce pay gaps. The action plan can be found in Appendix 1 and aligns the gender Pay Gap actions with our EDI Strategy and People Strategy ensuring Advance is working towards these mandatory requirements.



Date: 19th March 2026

Sarah Toye

Executive Director of People and Change

Gender Equality Evidence-based Action Plan:

Priority Area	What the Evidence Shows	Strategic Link (EDI & People Strategy)	Action (2026–2028)	Success Measures
1. Increase Female Representation in Highest Paid Roles (Upper-Quartile & Top 50)	Females make up 73% of the upper quartile but males earn £1.06 more in the Top 50 earners, indicating a concentration of males at the top end.	EDI: Increase workforce diversity; create an inclusive workplace culture. People Strategy: Leadership, development, attraction and succession planning.	Implement succession planning to ensure equitable access to senior progression with targeted support where the data shows an under representation, including women in highest paid roles.	Reduced hourly pay gap within the Top 50 by 2028.
2. Review Pay Structure to Ensure Transparency and Reduce Mean Gap	Mean gap 2.2%, in favour of males driven by top end difference not role level inequality.	EDI: Understand workforce makeup and equality in opportunities. People Strategy: Reward & Recognition, Culture and Ways of Working.	Increase transparency by publishing allowances internally.	Mean gap maintained within $\pm 3\%$.
3. Ensure Equity in Bonus Design and Distribution	Mean bonus gap 3.66%, median 0%.	EDI: Fair structure and reduce any group disadvantage People Strategy: Reward and Recognition.	Introduce consistency and criteria checks for all non-flat bonus awards.	Median bonus gap stays at 0%. Mean gap within $\pm 5\%$.
4. Strengthen Female progression Beyond Middle Quartiles	Females well represented in quartiles but needs strengthening from upper middle to highest paid.	EDI: Increase diversity and support staff development. People Strategy: People Development & Performance, Learning pathways.	Introduce targeted development pathways and leadership programmes; expand acting-up opportunities.	Critical roles identified and integrated into succession planning.

Priority Area	What the Evidence Shows	Strategic Link (EDI & People Strategy)	Action (2026–2028)	Success Measures
5. Develop Future Talent Pipeline with Targeted Support	Quartile patterns show progression bottlenecks for some demographics.	People Strategy: Development pathways; succession planning.	Implement mentoring, structured learning pathways and “ready-soon” pools for under-represented groups.	Increase internal promotions for minority ethnic colleagues.
6. Strengthen Inclusive Culture & Psychological Safety	Inclusion and belonging are preconditions for representation and retention.	EDI: Inclusive culture, celebrate diversity. People Strategy; Culture and ways of working, wellbeing.	Conduct cultural health checks, deliver gender-inclusion campaigns (menopause), enhance wellbeing initiatives.	Maintain or exceed ≥85% positive responses in the employee survey question “Advance is a great place to work.”
7. Ensure Every People Policy Has an Equality Impact Assessment (EIA)	Required by EDI Strategy; vital for compliance with Equality Act.	EDI: Mandatory EIAs for all services & policies.	Audit priority policies by 2027 and embedded EIAs into routine policy reviews.	100% EIAs completed for new or significantly changed people policies.
8. Strengthen External Validation & Accreditation	EDI Strategy emphasises external validation (Mindful Employer, Disability Confident).	EDI: Strengthen EDI through external partnerships.	Renew & secure accreditations; publish annual progress.	Achieve/retain Disability Confident Leader by 2027.



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