

# Gender and Ethnicity Pay Gap Report 2021



**AND**

## About this Report

**It is a legal requirement for UK employers with more than 250 employees to publish their Gender Pay Gap on the government website. This report shows data from our UK employees as of 5 April 21.**

**We are reporting on our Ethnicity Pay Gap for the first time. We consider this to be a start to address any ethnic disparities and our ongoing commitment to be transparent on equality and inclusion.**



## Message from our CEO Paramjit Uppal

As a people first business, it is important to create an environment where everyone has the same opportunities to grow, develop and succeed. This report gives transparency on what our Gender and Ethnicity pay gaps look like, and more importantly, how we plan to address these gaps.

More needs to be done to encourage women and people of all backgrounds into the tech industry. The most significant factor driving our gender pay gap is the ratio of men to women, both in our business and in the industry as a whole. We believe that our innovative approaches to recruitment and internal progression will help address this.

We lack enough data to properly see any clear driving factors in our ethnicity pay gap. However, we acknowledge the need for better representation of gender and ethnicities. Our Structural Inclusion approach will help solve this.

### **Paramjit Uppal**

CEO, Founder AND Foodie



## Message from our SEI Chair Ian McDonald

This report is vital information to enable AND to ensure that everyone is treated fairly, and is represented equally. Without measurement of data, we cannot tell if we have issues to address.

The Social, Ethics and Inclusion Committee is in place to ensure that this happens, and to improve how AND works – in areas such as recruitment, promotion and progression as well as creating the right work environment.

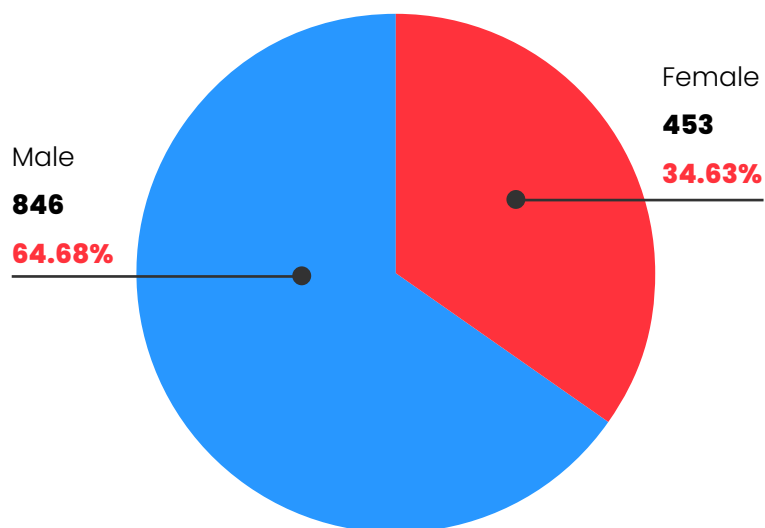
### **Ian McDonald**

Chair, Social, Ethics and Inclusion Committee



# Our Diverse ANDis as of 31 March 2022

By gender identity



## OTHER

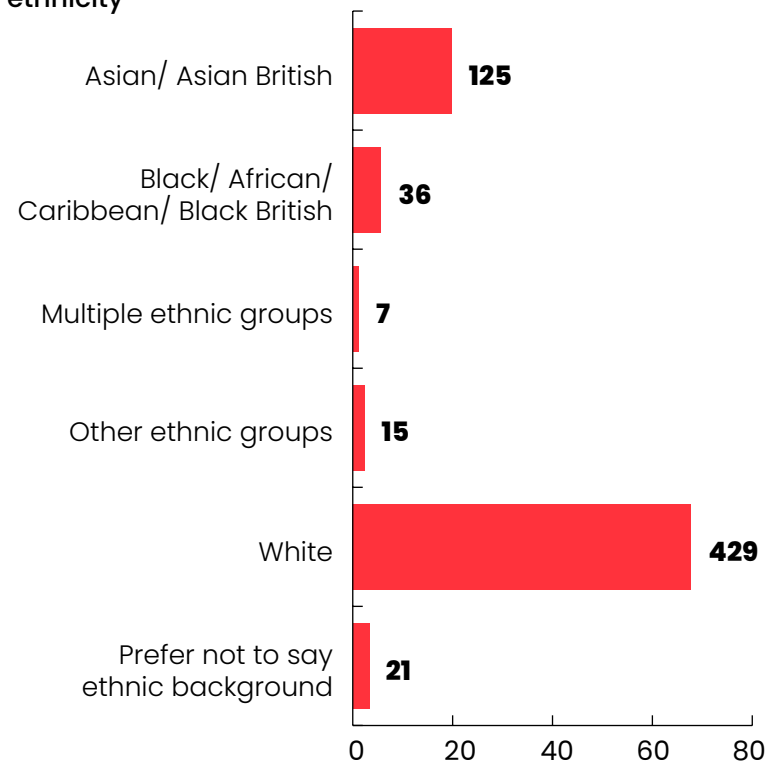
Gender non-conforming **1** **0.08%**

Non-binary **3** **0.23%**

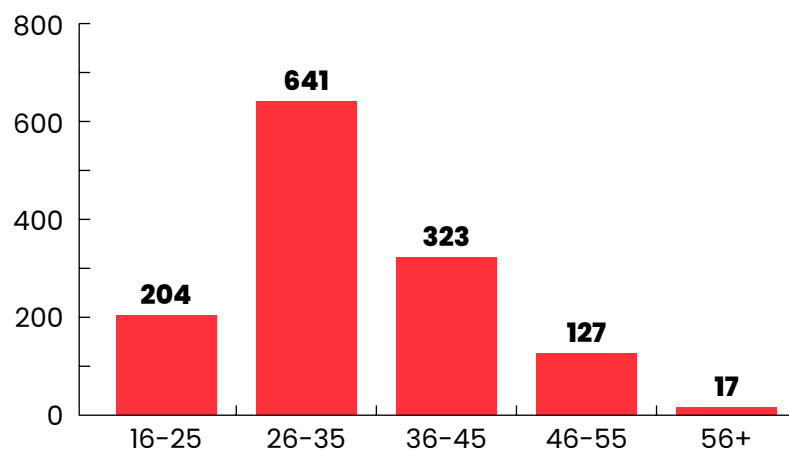
Other **1** **0.08%**

Prefer not to say **4** **0.31%**

By ethnicity



By age



ANDis are not required to provide either their gender identity or ethnicity if they don't wish to. The charts above relate only to those ANDis that chose to provide such information as of 31 March 2022.

# Our Diverse ANDis as of 31 March 2022

By nationality

Total **1,307**

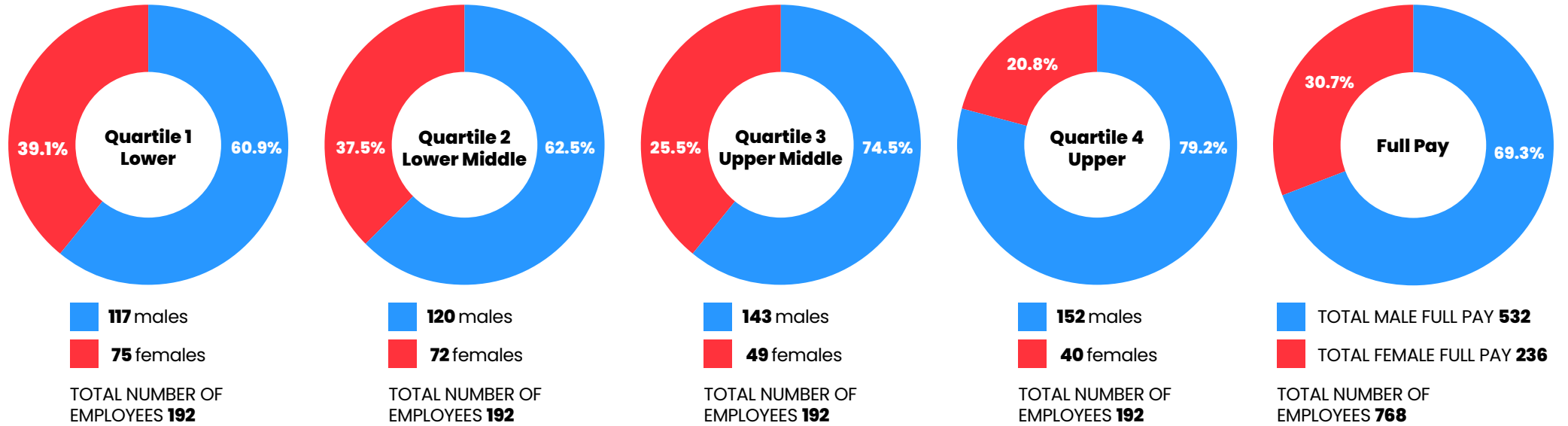


## EUROPE

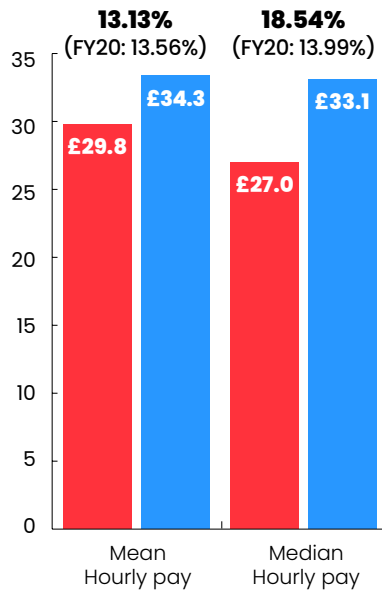
Austrian <b>2</b>	Finnish <b>2</b>	Lithuanian <b>8</b>	Slovak <b>3</b>
Belarusian <b>1</b>	French <b>14</b>	Macedonian <b>1</b>	Slovenian <b>1</b>
Bulgarian <b>12</b>	German <b>5</b>	Maltese <b>3</b>	Spanish <b>10</b>
Croatian <b>2</b>	Greek <b>7</b>	Norwegian <b>1</b>	Swedish <b>2</b>
Cypriot <b>3</b>	Hungarian <b>8</b>	Polish <b>14</b>	Swiss <b>2</b>
Czech <b>1</b>	Irish <b>25</b>	Portuguese <b>14</b>	Turkish <b>3</b>
Dutch <b>25</b>	Italian <b>15</b>	Romanian <b>17</b>	Ukrainian <b>3</b>
Estonian <b>1</b>	Latvian <b>1</b>	Russian <b>2</b>	

# Our FY21 Gender Pay Gap

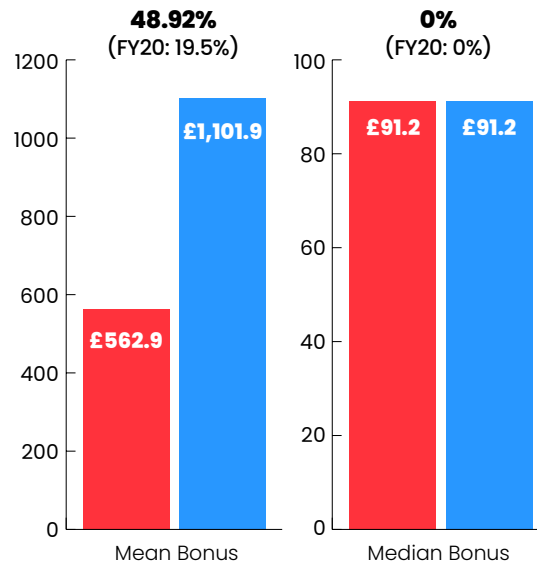
Proportion of males and females in each quartile pay band



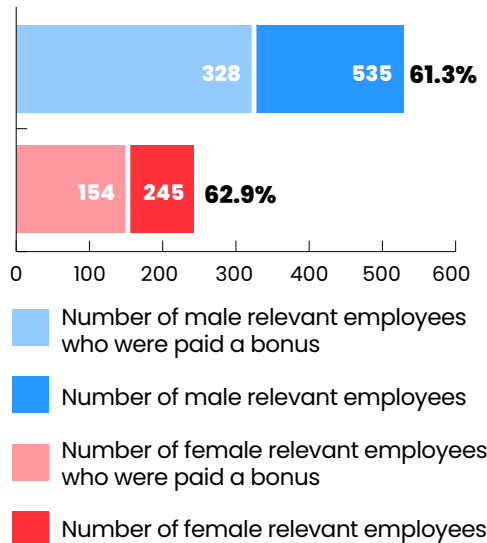
## Gender Pay Gap Calculation



## Gender Bonus Gap Calculation



## Proportion of males and females receiving a bonus payment



Despite our best efforts, we have not made as much progress to close the gender pay gap as we would have liked.

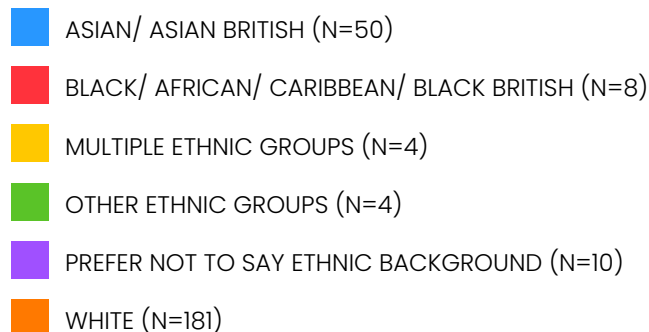
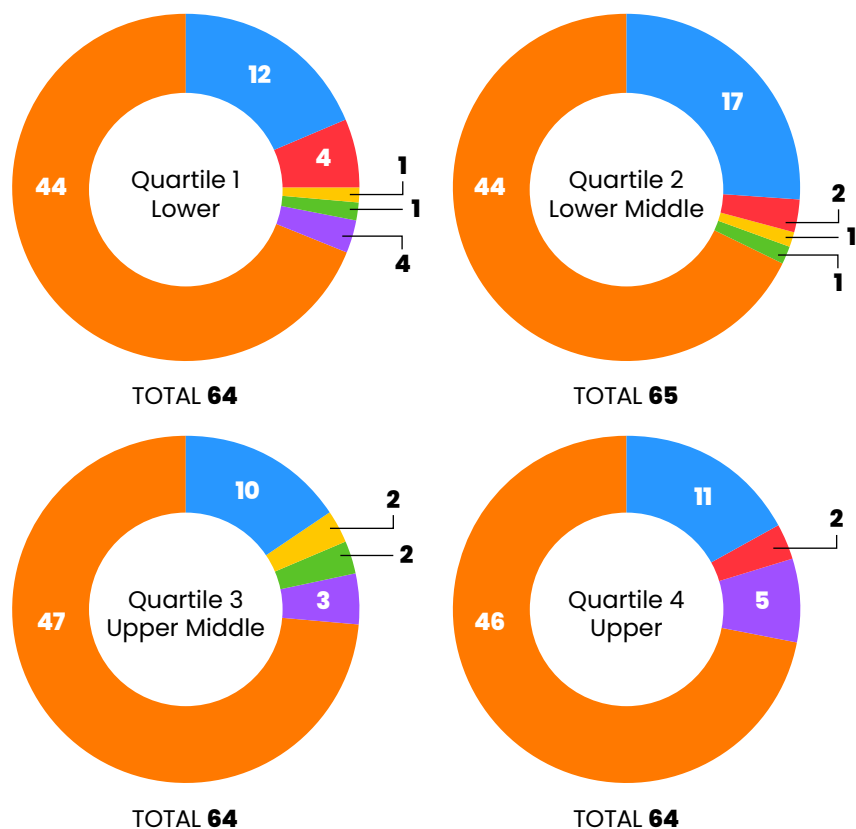
Our challenge is largely structural, in part reflecting the industry in which we operate:

- We have fewer senior females in AND than we would desire (50:50). This is clearly visible in the gender proportions as you move through the pay quartiles. Fewer senior females at the higher pay levels drives our gender pay gap.
- The area which is most impacted is our third quartile, which is where most of our senior Product Developers sit. This is a skillset that is in short supply in the market and even more so in terms of female candidates. The industry is changing, but this will take time to work through.

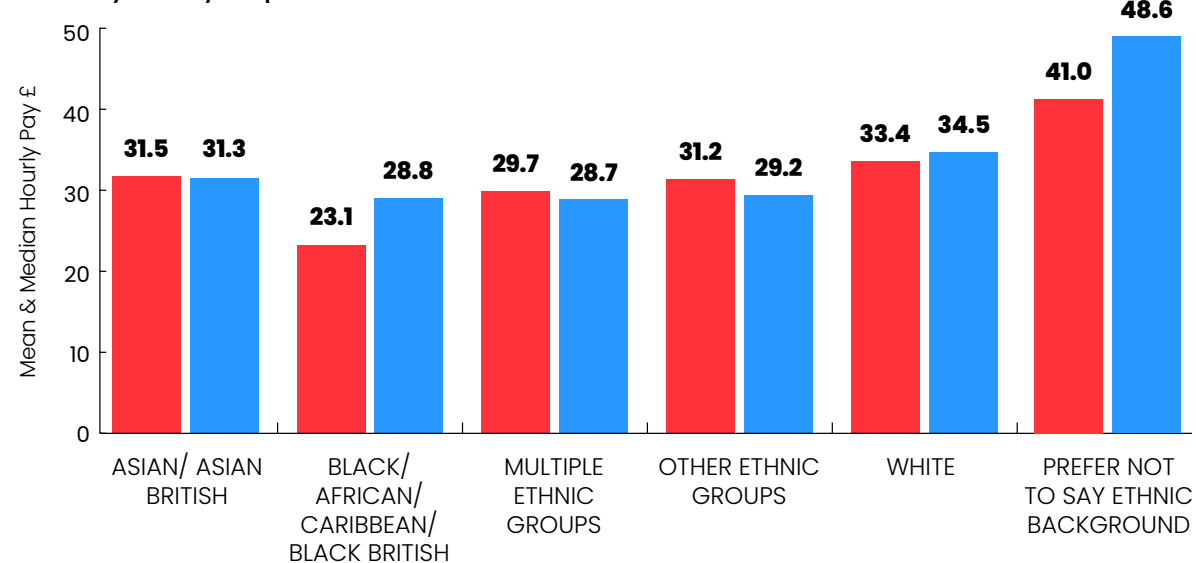
Nonetheless, we believe that our gender pay gap is one of the better ones in our industry.

# Our FY21 Ethnicity Pay Gap

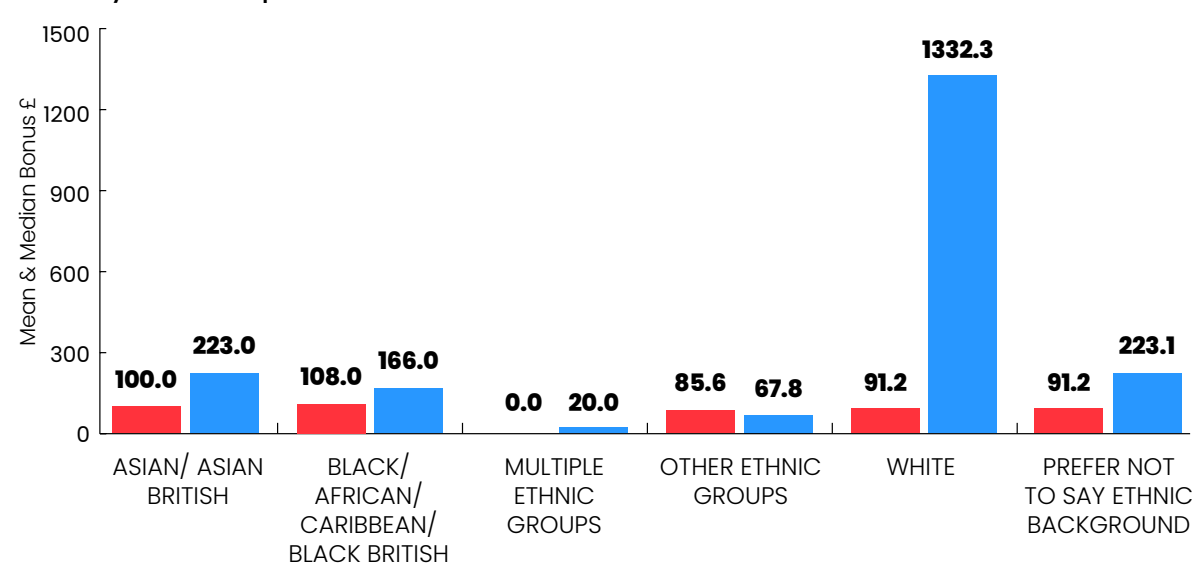
Proportion of ANDis in each quartile pay band by self-reported ethnicity



## Ethnicity Salary Gap



## Ethnicity Bonus Gap



- Because only c. 30% of our ANDis who were present on 5 April 2021 have provided ethnicity data, the sizes for some groups are very small. Therefore, the figures presented can be influenced by one or two outliers.
- The mean bonus gap for the White ethnicity group is driven in a large part by payment of bonuses to our Pioneers (senior leadership).

# Actions to Close the Gaps\*

## Structural Inclusion

Many organisations are still looking for ways to increase diversity with targets, rather than tackling the structures, processes and systems that inhibit inclusion and therefore diversity. We believe structural inclusion will be a key area for us to differentiate in attracting and retaining talent. To this end, we are focusing on two immediate initiatives to kickstart this programme:

- Having unified, dedicated and data-led ownership of inclusion by recruiting an Inclusion Lead
- Creating a psychologically inclusive environment for our people and leaders through a Pioneer and AGG Learning and Awareness Programme.

## Senior Person Within D&I Communities

We have a number of thriving D&I communities across AND including: BAME, Carers, Distinguishing Differences, LGBT+, Working Parents, and Women in Tech.

In 2022, we will be working with our leadership team of Pioneers to ensure that there is a senior AND representative in each community to assist in driving forward actions.

## Recruitment 30:30:40

As senior diverse tech talent is hard to find in the recruitment market, we are putting a lot of effort into driving higher diversity in our Associate roles, and then through their progression in the business this will help us to achieve the right balance over time.

For FY22 we're aiming for a 30% Black, 30% Asian and 40% White mix in our overall Associate intake. We're aiming to achieve this by undertaking activities such as using keywords in our LinkedIn searching, and partnering with minority ethnic group societies at universities.

During the recruitment process we also aim to ensure we are inclusive, by having a diverse range of interviewers and Associates for the candidates to talk with.

\* Our SEI Committee has a core focus on inclusion, covering all aspects of the ANDi journey (e.g. recruitment, progression) and holding management to account for action.





## Success Stories:

We have a strong track record of attracting, developing and supporting the careers of many different ANDis from a variety of backgrounds. These are just a few of their recent stories

### Diverse Recruitment Routes

An autodidact in code, I am a Product Developer and career changer at AND Digital!

I decided to change career trajectory in my 30s as I wasn't feeling very challenged or motivated. As a woman of Asian descent coming from a working class background, this was practically unheard of and considered a tad indulgent. As I came from an unconventional background, I anticipated the interview process in an industry I hadn't had much experience in would be extremely intimidating.

However, AND's recruitment process was one of the most seamless and thought through I have experienced in my career to date. The graduate recruiter put me at ease, and explained and coached me every step of the way.

The feedback was also immediate, which I very much appreciated as a candidate. Rather than tripping applicants up to whittle down the candidate pool, it felt like AND was truly interested in attracting the right people from all walks of life; real industry disruptors: passionate, innovative, considerate, and collaborative talent.

#### Sonia Choudhury

Product Developer AND  
Adventure Seeker



### Unbiased Progression Opportunities

I enjoyed the emphasis AND placed on personal growth during the interview process and since joining have not been disappointed with the progression framework.

I've found the approach at AND particularly helpful in reducing typical bias. Like every other ANDi, as soon as I landed in the club I had a career scrum team devised to help me understand my goals and review these regularly.

There's been a useful framework, with levels and associated salaries. There is also an open and honest feedback culture which has made it easier to obtain a 360 view of my abilities in different capacities.

Rather unsuspectingly, I've also enjoyed the opportunity to present my case for progression, because it encourages retrospection and aids me in fighting imposter syndrome head on.

#### Maryah Saeed

Product Analyst AND  
Inspiring Minds Lead



### Supported Throughout

Today marks eight years, four months and 14 days since I started at AND which was, in fact, also Day 1 of AND (or as it was known then, Fishery Digital, as we were yet to name the company).

I feel so fortunate to have been supported in every role and opportunity that presented itself. My roles at AND have ranged from designing the structure of the squads/clubs, to recruitment, sales, Engagement Lead, service and more recently, Club Exec.

I've always sought roles with variety and challenge, and where I could provide value and in turn feel like I'm making a difference. Every role along this journey at AND has fulfilled those aspects. But one thing that particularly strikes me as a Pioneer is just how supported I've always felt (and continue to feel) in AND.

We're surrounded by such clever capable ANDis and I feel so fortunate that I've had the best of support – from Pioneers across the company, from my leadership team, from ANDis in my club through to ANDis I've met along the way. When you work at AND it is easy to take that level of help for granted!

#### Sarah Butlin

Club Exec AND  
Full time Juggler



**AND**

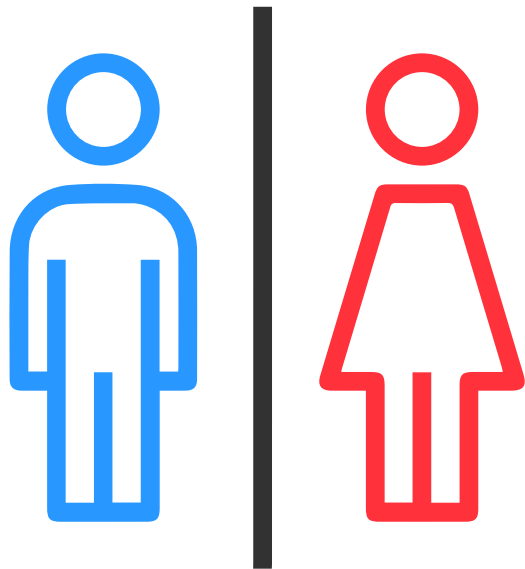
## Recap: Gender and Ethnicity pay gap reporting is different from Equal Pay

Under the **Equal Pay Act** it has been illegal to pay men and women different amounts for doing the same work (unless there is a 'genuine material factor' as to why) since 1970.

AND fully follows this legislation.

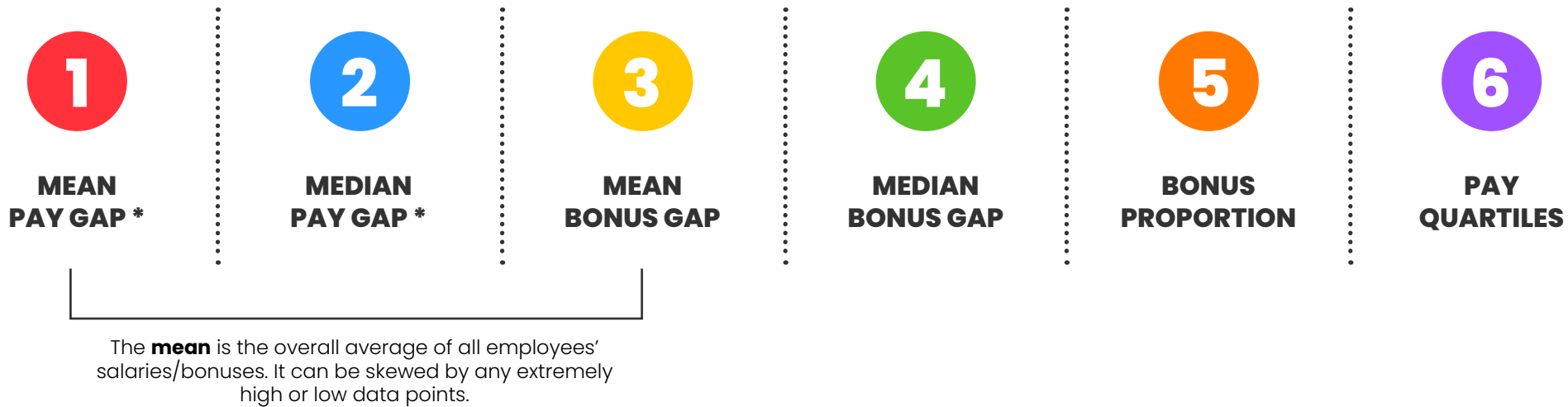
The **gender pay gap**, however, is a measure of the difference between men's and women's average earnings across an organisation.

Similarly, the **ethnicity pay gap** is a measure of the difference between the average earnings of different ethnic groups across an organisation.



# So how is the Gender and Ethnicity pay gap measured?

Companies report on the pay gap across **six key areas**:



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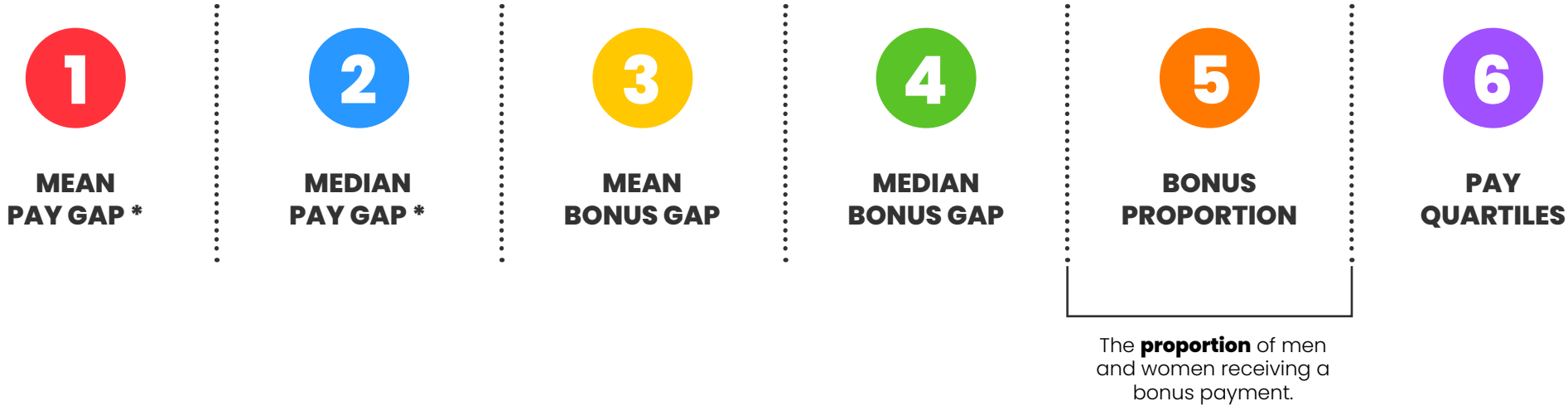
\*Based on hourly pay

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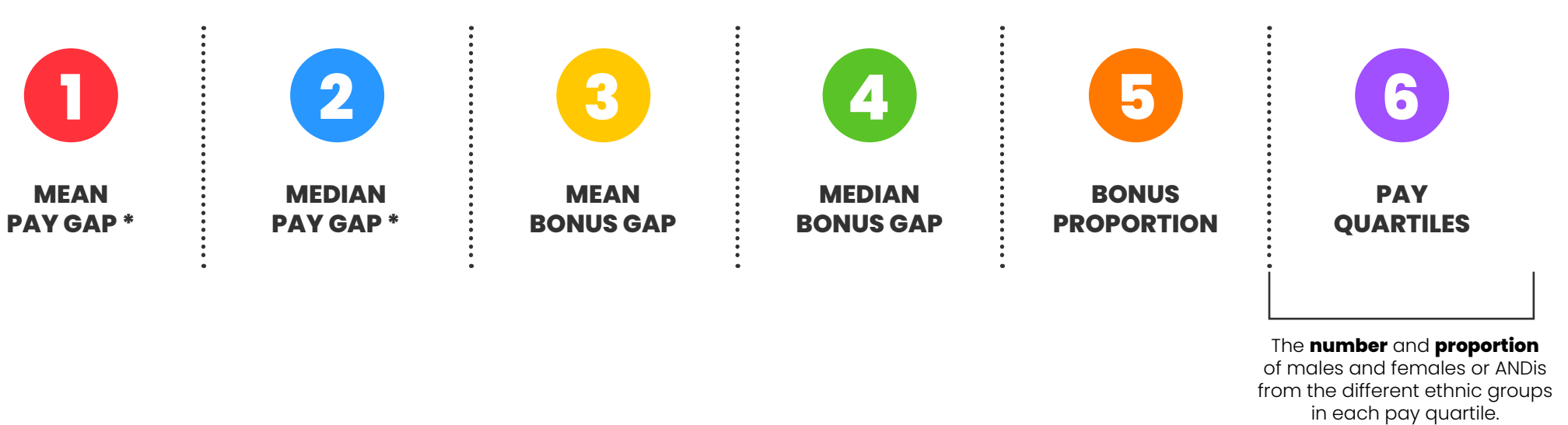


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\*Based on hourly pay

# What's included in the calculations?



## HOURLY PAY

Base salary

+

Allowances

-

Deductions\*

-

All salary for people employed  
and paid on 5 April 2021.



## BONUS

Quarterly bonus

+

Referral bonus

+

Joining bonus

+

Club-specific bonus

-

All bonuses paid in previous  
12 months included for people  
employed on 5 April 2021.

\*Deductions include **pensions, childcare vouchers, Ride2Work scheme, charitable giving**, etc.