



# 2025 UK Gender & Ethnicity Pay Gap Report

April 2023 - April 2024

# About this report

It's a legal requirement for all 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 2024.

We're reporting on our Ethnicity Pay Gap for the fourth time. We consider this to be important in addressing any ethnic disparities and renewing our ongoing commitment to be transparent on equity and inclusion.



## Message from our CEO: Paramjit Uppal

AND exists to close the digital skills gap – for our people, our clients and society. Addressing our gender and ethnicity pay gaps sits right at the heart of that mission. By creating entry points, developing pathways and removing barriers, we're working to ensure building and growing digital skills is something everyone can access. Diversity, equity and inclusion remain central to our identity; evident in the range of perspectives and lived experiences across our teams, and our ongoing commitment to structural inclusion. But progress isn't always linear – and this year has brought significant challenges.

Between April 2023 and April 2024, our UK workforce reduced in size, due to redundancies and a recruitment pause. While these changes were necessary, they limited our ability to grow representation through hiring and impacted our pay gap metrics. Despite this, I'm proud that we continue to outperform the tech industry average on both gender and ethnic minority representation. We've also improved our ethnicity pay gap year-on-year and maintained strong declaration rates, helping us better understand the nuances of our workforce and where we must act.

That said, the median gender pay gap has widened, and our representation at senior levels still falls short of where we need to be. We must do more to support progression, retention and equitable outcomes – especially for women and ethnic minority talent in mid-level and senior roles.

We know that this continues to be a challenge but I remain unwavering in my belief that a more inclusive AND is a stronger, more successful one – where everyone can thrive.



**Paramjit Uppal**  
CEO, Founder AND Foodie

## Message from our Chief for Talent: Laura Lodwick

This year's report reflects both progress and the reality of a challenging year. Our workforce reduced significantly between April 2023 and April 2024, and with that came understandable impacts on our gender and ethnicity pay gaps.

What hasn't changed is our commitment to diversity, equity and inclusion. We've improved the quality of our data, and supported initiatives like Inclusion Mentoring and our DEI communities. These efforts are helping us better understand and respond to barriers that persist – particularly in progression pathways for women and ethnic minorities in technical and mid-senior roles.

Our DEI strategy sits at the heart of our broader People Strategy – as we know this is essential to our key goals of ANDi success and engagement. We're now focusing on sponsorship, progression, and structured development to close the most persistent gaps.

Representation at senior levels still needs work, but our goals for 2025 remain in focus: to continue working towards 40% female and 20% ethnic minority leadership, and a pay gap under 10% across. Progress will require continued intent and shared accountability – not just from our talent team, but from across AND.



**Laura Lodwick**  
Chief for Talent AND Family Adventurer



# Pay gap reporting: an introduction

Under the Equal Pay Act it's been illegal to pay men and women different amounts for doing the same work (unless there's a 'genuine material factor' as to why) since 1970. This was reinforced in the 2010 Equality Act.

AND fully complies with 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.

Gender and Ethnicity  
pay gap reporting is  
*different* from 'equal  
pay' reporting.

# Diversity, equity and inclusion at AND

At AND, we're committed to attracting, growing, and retaining exceptional talent from all backgrounds. We prioritise fostering a work environment that emphasises diversity, equity, and inclusion (DEI) by design and intent, ensuring all ANDis (our people) can thrive. This commitment is vital to our mission: closing the world's digital skills gap.

This report focuses on the year from April 2023 to April 2024, highlighting our progress against both gender and ethnicity pay gaps, as well as the diversity of the organisation.

Given the ongoing macroeconomic and political challenges in the market, we've continued to take measures to stabilise the business. Unfortunately, between April 2023 and March 2024, we reduced our headcount by over 400 employees (from 1,706 to 1,305) in alignment with our redundancy programme and a pause on recruitment. This affected our ability to drive meaningful progress in addressing the gender and ethnicity pay gap through recruitment or growth.

Our workforce diversity and pay gap continue to trend in the right direction, and we continue to exceed the tech sector average in our representation of females (34.6% vs 26.7%) and ethnic minority representation (27% vs 15%) - stats from the Tech Talent Charter.

Our DEI programme continues to emphasise a "structural" approach to DEI, ensuring our initiatives are inclusive by design rather than reactive. In this context, we've made progress in the following areas:

**Diversity data:** We've maintained high declaration rates and collected additional data to better understand intersectionality across various fields, including caring responsibilities, parenting, and gender identity. There's also greater transparency regarding diversity in succession planning and recruitment.

**AND DEI communities:** We continue to support our DEI communities (embRACE; LGBTQ+; Distinguishing Differences; Carers; Women AND Tech and Working Parents) with renewed sponsorship and leadership backing.

**Inclusion Mentoring:** We piloted an Inclusion Mentoring programme, providing a pathway to mentor and develop diverse talent at AND.

**Local partnerships and support:** We're collaborating with external organisations to create opportunities for diverse talent, both internally and externally.

# April 2024 Snapshot

## UK Workforce population

**34.6%** <sup>35.1%\*</sup>  
Female

**25.7%** <sup>22.7%\*</sup>  
Ethnic Minorities

## Senior Leadership population

**28.9%** <sup>28.9%\*</sup>  
Female

**11.4%** <sup>8.9%\*</sup>  
Ethnic Minorities

## Gender pay gap

**10.9%** <sup>12.6%\*</sup>  
Mean

**15.5%** <sup>14.8%\*</sup>  
Median

## Ethnicity pay gap

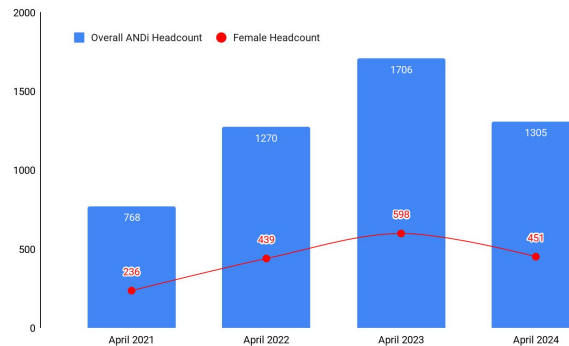
**12.96%** <sup>16.9%\*</sup>  
Mean

**16.7%** <sup>20.4%\*</sup>  
Median

➡ \*2023 outcome & shift in direction

# Exec Summary

## Headcount



## 2023 - 2024 headlines

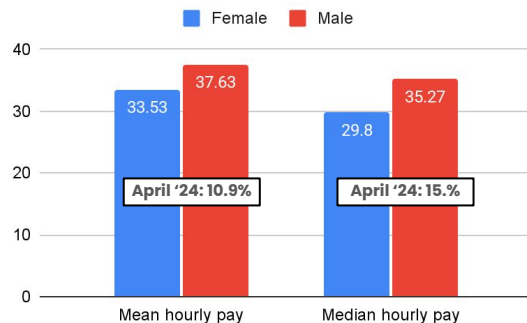
- A reduction in headcount due to organisational changes (attrition and redundancies)
- Reduction in mean pay gap for ethnicity and gender, an increase in median pay gap for gender
- A reduction in female headcount – we have had more leavers than joiners proportionately
- Increases to the median indicates that representation continues to be a challenge, with the gap between male and female middle earners increasing, and the same for white and ethnic minority ANDis



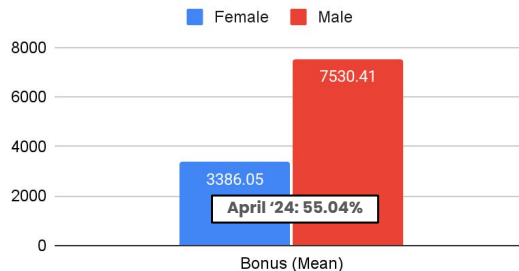
# Gender Pay Gap analysis

# Gender Pay Gap Summary

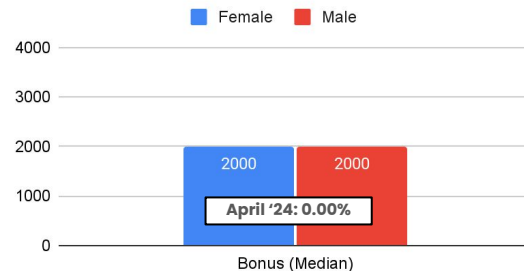
## Mean and median hourly gender pay gap



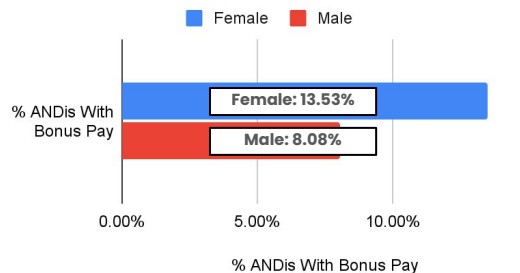
## Bonus Pay Gap (Mean)



## Bonus Pay Gap (Median)



## % ANDis receiving a Bonus



## Factors that perpetuate our gender pay gap:

- Limited female talent in key technical higher paid roles have a lower representation of females. This is in line with the rest of the tech sector
- Decrease in female representation at middle manager levels in comparison to males.
- Representation of females in Senior Leadership/Manager roles has stayed the same at 28.9% and senior management roles such as Squad leads have improved in terms of representation. This is still not in line with the overall representation of females at AND.

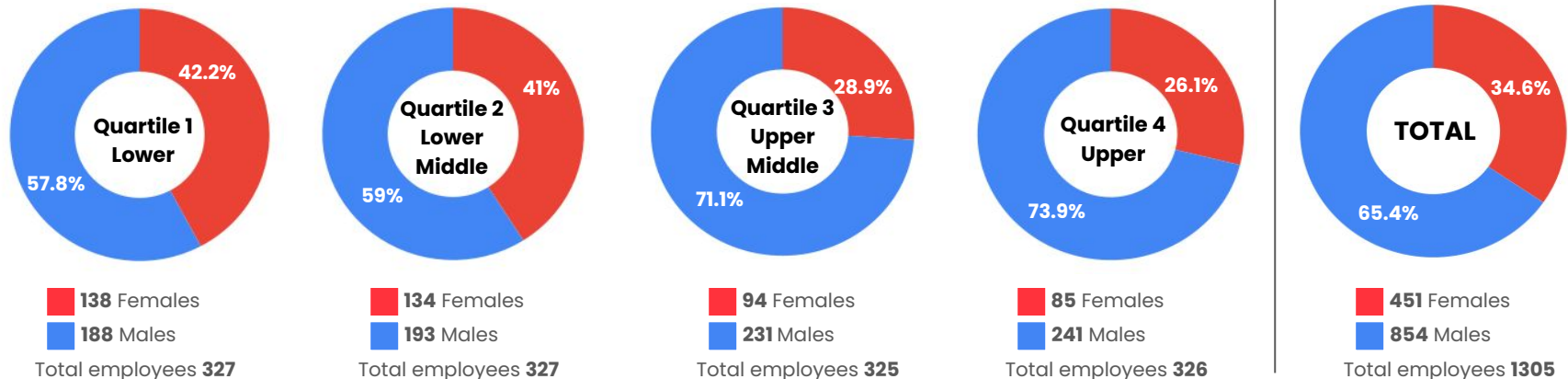
The gender pay gap mean has reduced, while the median has increased in the same time frame. This is due to the following factors:

- A decrease in Associates (early career headcount)- a mostly female population
- Attrition of key roles such as Product Developer and Product Analyst
- An increase of females overall in senior positions and successful increase in female representation in the lower middle quartile



# Gender: Demographics by pay quartile

Proportion of male and females in each quartile pay band as at 5 April 2023



AND's movement in headcount (FY23: 1,706 to FY24: 1,305 employees) has led to a reduction in the proportion of female ANDis.

The quartile analysis highlights how this reduction has affected pay parity across our female population.

A continued focus on diversity of experienced hires, and progression and promotion of female ANDis have been key to supporting a steady shift in the representation of females across quartiles 2, and 4. (FY23 quartile 2: 36.4%, quartile 4: 25.1%)

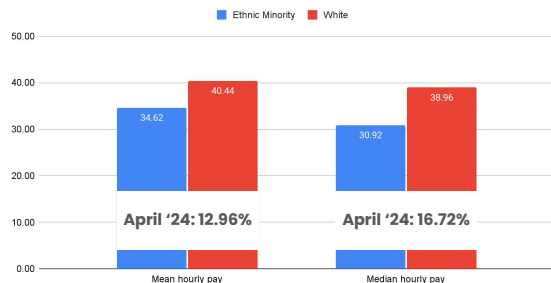
However, due to ongoing attrition and a reduction in several junior roles, quartiles 1 and 3 have reduced (FY23 quartile 1: 46.1, quartile 3: 32.6)

A focus on talent retention and upskilling will be key to addressing both leadership diversity and the gender pay gap across all quartiles, but in particular quartile 3.

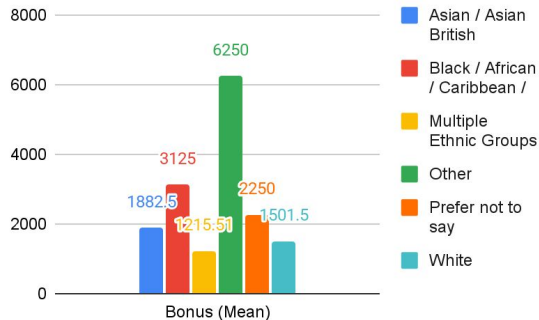
# Ethnicity Pay Gap analysis

# Ethnicity: Pay Gap Summary

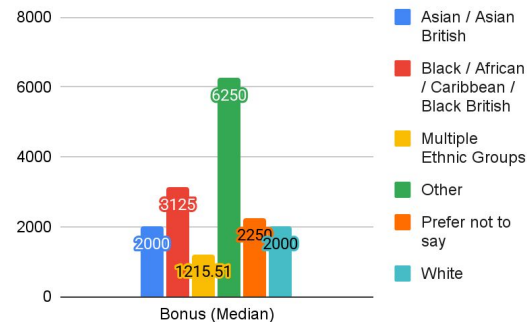
Mean and median hourly ethnicity pay gap



Bonus Pay Gap (Mean)



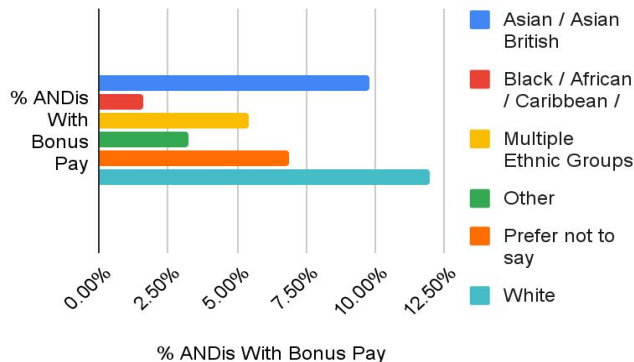
Bonus Pay Gap (Median)



Initial findings are a 16.72% median pay gap between white and ethnic minority ANDis - a reduction on the previous year (FY23: 20.4%), driven by the following:

- Improved Data Disclosure:** At the time of writing, 89.12% of ANDis disclosed their ethnicity (FY23: 84.7%), which allows us to report more accurately on our pay gap. This is reflective of the ongoing work done to encourage our ANDis to share this info.
- Representation:** The early careers talent pool has been most affected by organisational changes and accounts for the loss in junior representation. There has been marginal increase in the representation of senior ethnic minority ANDis and across the whole of AND too.

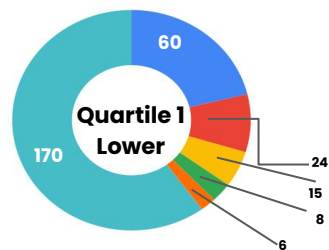
% ANDis with Bonus Pay



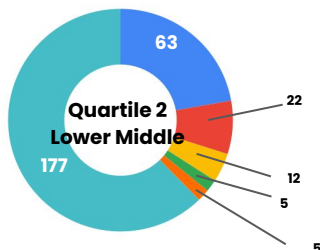
Bonus distribution data highlights potential disparities in access to performance-based rewards. While Black employees receive a high mean bonus (£3,125), only 1.59% receive one. In contrast, 11.95% of White employees receive a bonus, though at a lower mean (£1,501.50), indicating broader distribution. Organisational constraints limited bonus payments compared to previous years, influencing overall patterns. Ensuring equitable access to bonuses remains a key focus.

# Ethnicity: Demographics by pay quartile

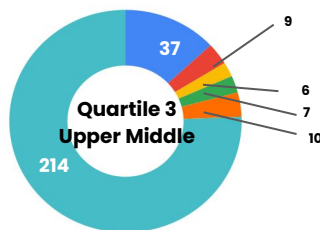
Proportion of male and females in each quartile pay band as at 5 April 2024



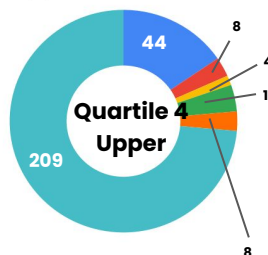
Total 283



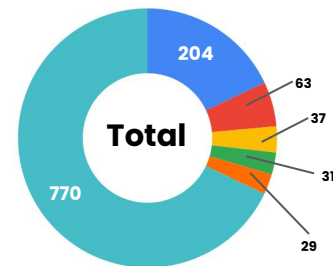
Total 284



Total 283



Total 284



Total 1134

These numbers reflect 2024's ethnicity declaration rate of 89.12% - a much higher rate than last year, reflecting the efforts taken to improve declaration data quality. (Data based on 1,134 of 1,305 ANDis that have declared their ethnicity).

We continue to see similar trends to our previous report in the underrepresentation of ethnic minority groups in the upper middle and upper quartiles.

Overall, there's a reduction in representation of all Black, Asian and ethnic minority groups in the lower and upper middle quartiles vs April 2023. Whilst representation has increased, the shift represents attrition in some middle manager and junior roles.

Overall, our ethnic minority representation slightly outperforms the sector, however this is not the case in senior leadership and manager roles. Beyond just ethnic minority representation as a whole, there's also very low representation of some ethnicities in our upper pay quartile.

# Closing our pay gap

# Priority actions to close AND's pay gap

## Data

Improve decision-making



Continuing to report regularly on DEI data to drive better decision-making

## Policies

Review with DEI lens



Enhance our people policies in line with recent legislation and based on ANDi experience

## Processes

Ensure DEI best practice

Continuing to report regularly on DEI data to drive better decision-making

## Interventions

Targeted DEI enablement



Building on development programmes for female and ethnic minority ANDis

## Culture

Drive the right behaviours



Deploying Inclusive Leadership training and continuing to support our DEI Communities



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