



# UK Gender & Ethnicity Pay Gap Report

April 2024 - April 2025

# 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** 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.

This report covers April 2024 to April 2025, with a snapshot of data as of 5 April 2025.

As well as our Gender Pay Gap, we're reporting on our Ethnicity Pay Gap, for the fifth time. We consider this to be important in addressing any ethnic disparities and renewing our ongoing commitment to be transparent on equity and inclusion.

# Diversity, equity and inclusion at AND

We're committed to attracting, growing, and retaining exceptional talent from all backgrounds. We prioritise a work environment that emphasises diversity, equity, and inclusion (DEI) by design, making sure all ANDis (our people) can thrive.

In 2025, our strategic focus shifted as we **transformed our proposition for both clients and ANDis**, in response to market changes.

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 (33.5% vs 21%) and ethnic minority representation (27.4% vs 21%) - stats from the BCS.

Our approach to DEI continues to be **structural** - initiatives are inclusive by design - but also emphasises the importance of **communities**.

In this context, we've made progress in the following areas:

- **Recognition and support for underrepresented communities** via our DEI communities, and AND-wide recognition of International Women's Week, Neurodiversity Celebration Week and Carers Week.
- **Inclusive Leadership training** for all senior leaders.
- **Updated our people policies**, with improvements to our carers, flexible working, and family-friendly policies.
- **Maintained high diversity declaration rates** and reported inclusion data to senior leaders monthly.
- **Data-led outcome tracking on our core processes** of progression, performance and exit management.
- **Equipped managers** with knowledge of reasonable adjustments support.
- **Designed AI upskilling with accessibility in mind** resulting in equal uptake across genders.

# Message from our CEO

This has been a year of significant change at AND. While navigating these changes, we've remained focused on our commitment to diversity and inclusion. Our latest pay gap report reflects this period of transition, showing positive movement on our headline figures, but also revealing areas that call for immediate and focused attention.

Our mission to close the world's digital skills gap is more critical than ever, and we can only achieve this by building a truly diverse and inclusive organisation where everyone has the opportunity to thrive.

I'm encouraged by the progress we've made in key areas. We've narrowed both our mean and median gender pay gaps, and our mean ethnicity pay gap has also reduced. We can also be proud that our overall representation of women (33.5%) and people from ethnic minority backgrounds (30%) remains ahead of the technology sector average, and the proportion of leaders from ethnic minority backgrounds has increased too.

However, we must be transparent and accountable about where there is work to do. Representation at senior leadership levels of women and ethnic minorities are challenges we must address head-on.

I believe a more diverse and inclusive AND is a more innovative and resilient business. The insights from this report give us a clear mandate for action, and I'm personally committed to leading our efforts to make sure AND is a place where talent from all backgrounds can build remarkable careers.

**Paramjit Uppal**  
**CEO, Founder AND Foodie**



**AND**

# Message from our Chief for Talent

This report gives a clear, data-driven picture of where our talent strategy is succeeding and where we must intensify efforts. While navigating organisational change, our commitment to building a truly inclusive workplace hasn't wavered. The improved quality of our data allows us to move beyond headline figures and focus on the most persistent challenges.

While our overall diversity numbers remain strong, we must do more to nurture and advance women and colleagues from ethnic minority backgrounds into senior technical and leadership roles.

So, our priority actions focus on creating a more robust and equitable talent pipeline. We're putting a stronger focus on the diverse hiring of leaders, and equipping them to role-model inclusive behaviours and address bias. This is underpinned by a more consistent DE&I reporting rhythm, allowing us to highlight barriers to progression much earlier and hold ourselves accountable for the outcomes.



Our business strategy recently pivoted for the AI era, and we're pleased to see that efforts to make sure AI upskilling is accessible to all employees resulted in equal uptake across genders - bucking the external trend for women to adopt and benefit from AI at a slower rate, and hopefully having a positive impact on our future gender pay gap too.

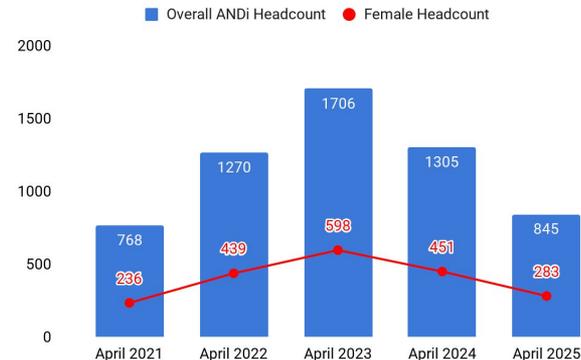
Achieving these goals requires shared accountability. It's a collective challenge that the Talent team will champion, but it is one that every leader and team across our business must own.

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



# The headlines

- We're pleased to report that both gender pay gaps (mean and median) narrowed, by 2.1% and 3.6% respectively. The ethnicity mean pay gap also decreased (by 2.5%), though the median increased very slightly, by 0.1%.
- Amongst our senior leader population, representation of ethnic minorities increased by over 3%, a trend we're keen to see continue.
- An overall reduction in our headcount, particularly at the most senior levels (caused by normal attrition, as well as organisational restructuring) played a part, and the female proportion of both our senior leadership population, and our workforce overall both decreased, with 37% of leavers being female, compared to 32% of those who joined us. 30% of both leavers and joiners were from ethnic minorities.



## Gender pay gap

**8.8%**  
Mean

10.9%\*  
↓

**11.9%**  
Median

15.5%\*  
↓

## Ethnicity pay gap

**10.4%**  
Mean

12.9%\*  
↓

**16.8%**  
Median

16.7%\*  
↑

## Senior Leadership population

**24.4%**  
Female

28.9%\*  
↓

**14.6%**  
Ethnic minorities

11.4%\*  
↑

## AND Workforce

**33.5%**  
Female

34.6%\*  
↓

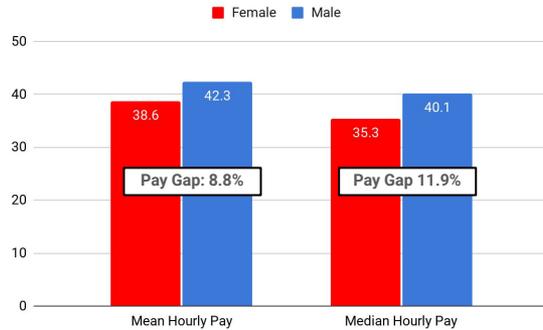
**30.0%**  
Ethnic minorities

25.7%\*  
↑

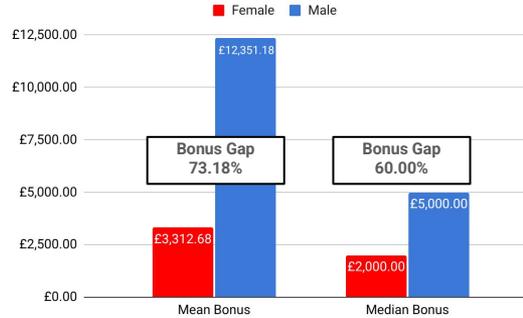
# Gender Pay Gap analysis

# Gender Pay Gap Summary

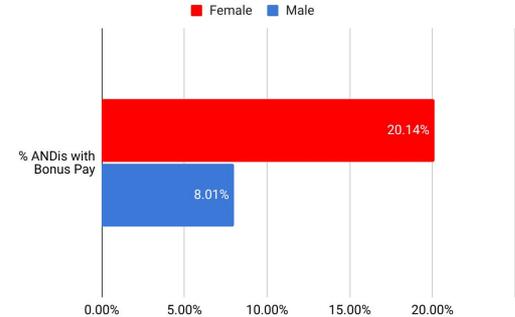
Mean and median hourly gender pay gap



Mean and median gender bonus pay gap



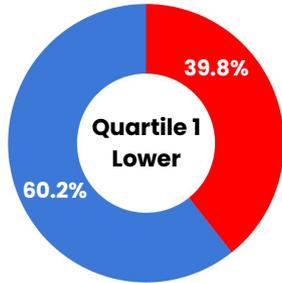
% ANDis receiving a Bonus



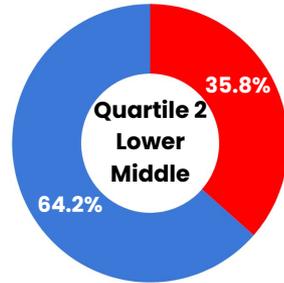
- We're very pleased to report that both our gender pay gap mean and median reduced, by 2.1 percentage points and 3.6 percentage points respectively.
- Alongside the impact of recruitment and progression, it's possible to pinpoint some other causes for this. Most prominent was an organisational restructure which significantly impacted two groups at opposite ends of the pay spectrum, our most senior leaders (a male majority group) and our enabling functions (a female majority group). During all restructuring activity, we actively track and report the impact on different diversity demographics with the aim of ensuring no minority group is disproportionately affected.
- Alongside Return to Work coaching, we're proud to offer a generous 'Return to Work' bonus to mothers returning after maternity leave, which plays a significant part in the bonus data. Other types of bonus at AND are generally performance-related. Excluding these Return to Work bonuses which are exclusively paid to female employees, the median bonus gap reduces to 13.8%, while the mean reduces to 58.6%.

# Gender: Demographics by pay quartile

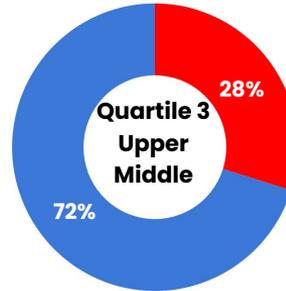
Proportion of male and females in each quartile pay band as at 5 April 2025



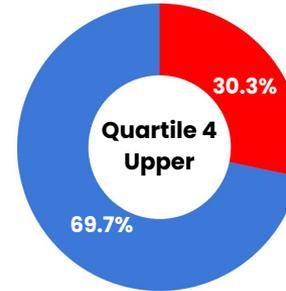
84 Females  
127 Males  
Total employees 211



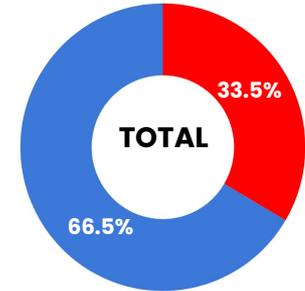
76 Females  
136 Males  
Total employees 212



59 Females  
152 Males  
Total employees 211



64 Females  
147 Males  
Total employees 211



283 Females  
562 Males  
Total employees 845

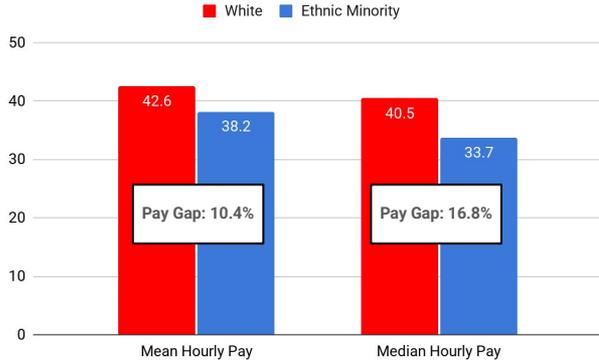
Females Males

- There's been a notable change in headcount (FY24: 1,305 employees, FY25: 845 employees), and during this time, the proportion of female employees overall has reduced by 1.1%.
- It's positive to see the trend toward increasing representation of females in the Q4 upper quartile, which had the biggest proportional increase - rising from 26.1% to 30.3%. The proportion of females in the Q1 lower quartile reduced by 2.2% from 42%, which points to increased progression of females to more senior roles. We also saw more males exiting the business from the upper quartile, alongside increased hiring of senior females in this quartile.
- We're aiming to continue this trend through focussed effort on bringing more females into the recruitment pipeline for senior roles, and increasing gender diversity of our interview panels, as well as long-term focus on progression and investment into employees career development.

# Ethnicity Pay Gap analysis

# Ethnicity: Pay Gap Summary

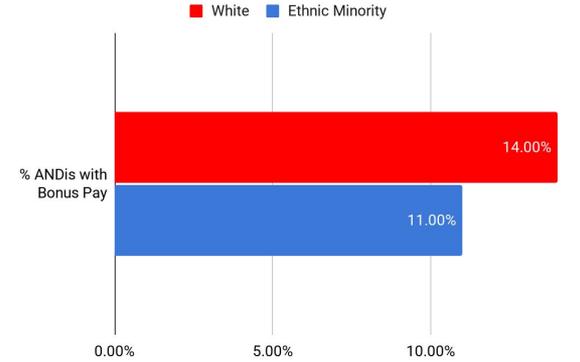
Mean and median hourly ethnicity pay gap



Mean and median ethnicity bonus pay gap



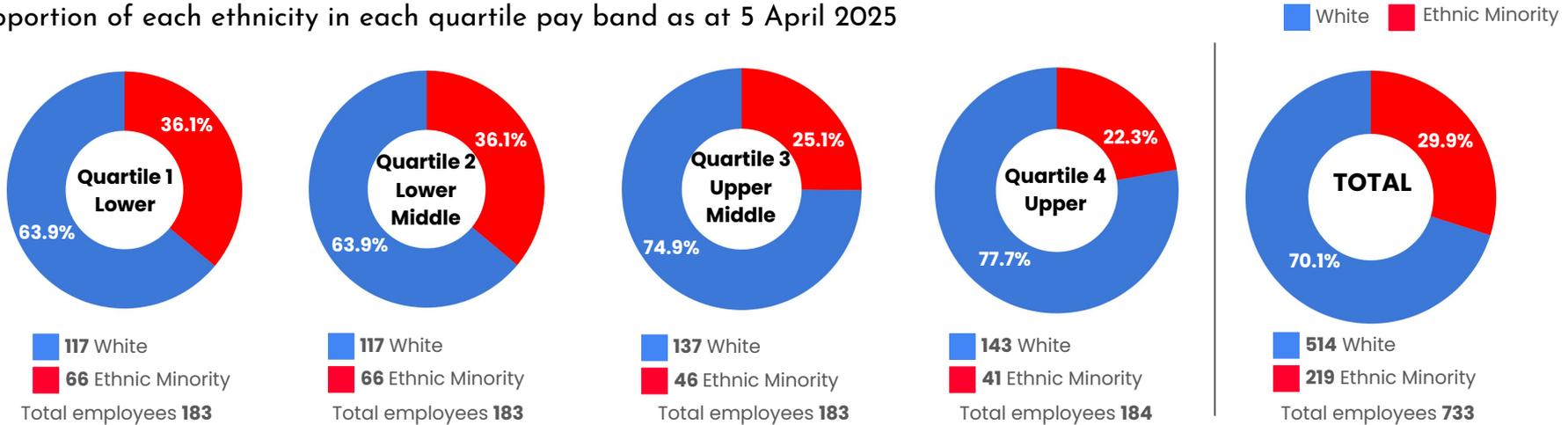
% ANDis with Bonus Pay



- Our data shows a 10.4% mean pay gap between white and ethnic minority ANDis for this year - a continued reduction on the previous year (FY24: 12.9%). Again, this is largely due to organisational restructuring - our highest paid leavers were overwhelming of white ethnicity, which in turn brings the pay gap down.
- Our median pay gap almost stayed the same, increasing by just 0.1%, though of course we want it to be going in the other direction, and it gives us a clear focus area for the year ahead.
- The mean bonus gap tends to be skewed by a small handful of our highest-paid employees, and remains an area of focus in terms of access to more senior roles that are eligible for bonuses.

# Ethnicity: Demographics by pay quartile

Proportion of each ethnicity in each quartile pay band as at 5 April 2025



- We've seen some small positive changes in the breakdown of employees by quartile pay band and ethnicity. While both lower quartiles have seen a decreased proportion of ethnic minorities, the proportion in the upper middle quartile has seen an increase, pointing to an increase of more senior employees from ethnic minority backgrounds, and potentially increased progression of these employees through job levels.
- Whilst there has been a drop in the upper quartile, the percentage has gone from 26% down to 22.3% this still represents a greater proportion than the UK workforce as a whole. Supporting clearer progression to the most senior roles, and where possible, increasing recruitment from ethnic minority backgrounds into these roles will continue to be a priority.
- Despite this, ethnic minority representation at a senior leader level increased by 3.2% which is encouraging to see, and the proportion of the workforce overall from ethnic minorities has increased by 4.3%, another positive trend.

# Closing the pay gap

# Priority actions to close AND's pay gap

## Data-led outcomes

We can't change what we can't measure



A consistent DE&I reporting rhythm to give us an even clearer picture of our workforce and highlight gaps, barriers and priorities earlier.

## Policies

Keep up the good work



Our policies are strong - but there's still more we can do to make sure they're structurally inclusive and embed best practices for all.

## Recruitment

Helping diversify even more



A more inclusive approach to our candidate experience, and a stronger focus on diverse hiring of leaders.

## Leadership

Setting the tone for DE&I at AND



Support and guidance to make sure they're role-modelling inclusive behaviours, listening, and addressing bias.

## Communities

Celebrating, informing, including



A renewed focus on our DEI communities to give all our people somewhere they belong at work.

## Social impact

Closing the digital skills gap



Outside of AND, we're continuing to support underrepresented groups into tech roles, through initiatives like AND She Can

# AND Digital



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