



FDM★
**GENDER
PAY GAP
REPORT**
2018

INCLUSION RUNS THROUGH OUR DNA

At FDM, we create and inspire exciting careers that shape our digital future. We do this through our Careers Programme, which trains graduates, ex-service personnel, and returners to work, to become FDM consultants who go on to work for our clients around the world.

As a company we take pride in making a positive contribution to the industry by encouraging and promoting diversity in the workplace, because we know that this is not just the right thing to do, it is also the smart thing to do for our thriving business. We hire talented people regardless of their background and this has created a culture that fully supports diversity and inclusion.

We decided to be an early adopter of the Government's Gender Pay Gap reporting in 2017 and became the sixth company in the UK to report. Transparency is an important step towards creating greater gender equality and we are proud to have reported a 0% gender pay gap for two consecutive years.

There is, however, a lot of work still to do. At FDM, our Women in Tech initiative, led by COO Sheila Flavell, is designed to help redress the gender imbalance at all levels of business. We work with schools and universities to encourage more girls and women into the sector and have also launched the Getting Back to Business Programme, which helps those who have had a career break return to the workforce.

In developing a culture that supports diversity, social mobility and inclusion, we have learned that if you measure and monitor, you can take proactive steps to understand where the issues lie. Talking about these issues, being transparent and learning from each other is vital if we are going to close the gender pay gap.

I confirm that the figures contained in this report have been verified and checked thoroughly to ensure complete accuracy.



Rod Flavell,
Chief Executive Officer,
FDM Group



FDM GENDER PAY GAP REPORT 2018

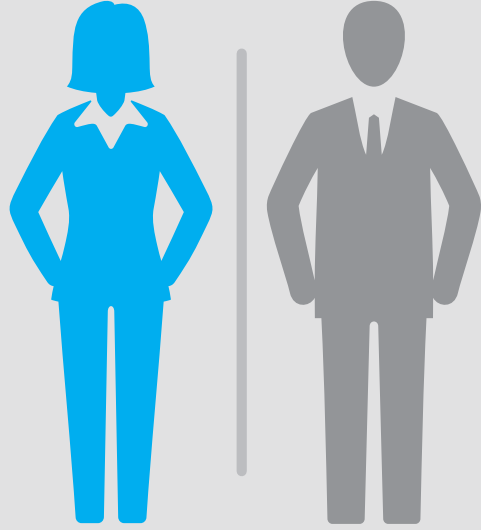
Median pay gap



0.0%

UK average of 18.4%

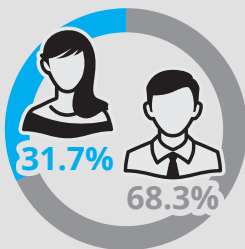
Mean pay gap



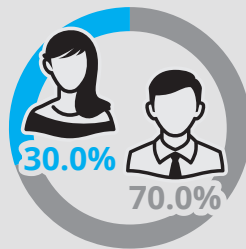
5.7%

Percentage of women and men in each quartile of FDM's pay structure

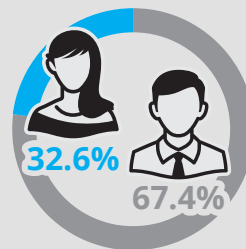
Lower Quartile



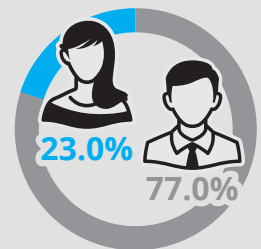
Lower middle Quartile



Upper middle Quartile



Upper Quartile



Median bonus gap



14.8%

Mean bonus gap



19.1%



84.9%

of females received bonus pay



94.4%

of males received bonus pay

OUR GENDER PAY GAP DATA: IN DEPTH



We are proud of the work we have done to achieve a 0% median pay gap for the past two years, especially considering the average gap in the UK in 2017 was 18%, with a 25% average gap reported in the tech sector. There is, however, a lot more work to do in order for us to maintain this as well as to continue to improve.

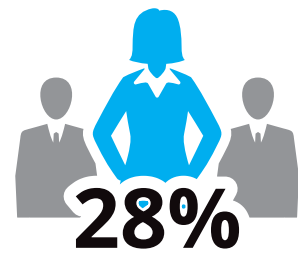
At FDM we have always strived to create a gender balanced workforce and our results are reflective of this journey, which we continue on. Through our Women in Tech Initiative we work to encourage and inspire women to enter the tech sector and have seen a consistent rise in the number of women joining our company across all quartiles. Overall, our female workforce population in the UK increased from 26.1% in 2017 to 29.3% in 2018 with a 2.8% increase in the upper quartile. We understand that in order to see change we need to ensure we have more women across all four of our quartiles and have developed support programmes to encourage and nurture female talent, from school age right the way through to those in leadership roles. We continue to shine a spotlight on the issue and host regular events and women in tech networking sessions to further the conversation and work with the government and professional bodies to help bring about change. We also recognise and celebrate achievements of outstanding women through industry events such as the annual FDM everywoman in technology awards.

Our 0% median pay gap and 5.7% mean pay gap (reduced from 6.0% in 2017) is achieved in part due to our fair and transparent pay structures across our workforce, especially amongst our consultants who make up the majority of our people. We consistently benchmark both internally and externally to ensure pay is fair and we don't just leave this down to a negotiation between the employee and manager. We have introduced a London-weighted pay element for our consultants based in the Greater London area and this may result in an impact to our gender pay gap in 2019. We will be closely monitoring this to ensure our opportunities are equally dispersed.

Our bonus pay gap is an area we aim to improve over this coming year. This is attributable to the number of roles we have that are commission or performance based and we will encourage more women into these professions. The bonus pay gap is also due to a greater number of women joining FDM this year and whose bonus element of their remuneration had not been fully realised in the timeframe stipulated by the legislation for analysis.

We feel it is important to continually strive for greater gender balance throughout all levels and aspects of our business. This is embedded into our culture and workplace practices, as well as ensuring we have a strong leadership message on why this is a priority for us. Whilst we see this translated into our results, our story is not just about the data. Our story is about how our people feel when they walk into our centres and start their career with us.

Technology is at the centre of all businesses, no matter which sector and so creating a more balanced workforce is vital if we are to continue to be a successful and innovative nation.



of FDM's global workforce are female



c. of the senior management team at FDM are women

Sheila Flavell,
Chief Operating Officer,
FDM Group



OUR WOMEN IN TECH INITIATIVES



OUR WORK WITH SCHOOLS

- Partnership with The Harris Girls Academy, Bromley, provides a tailored programme to allow girls to experience the commercial environs of FDM
- Deliver coding workshops for school girls, providing an insight into career opportunities in tech
- Host school girls in FDM centres around the world to learn about robotics and coding for Girls in ICT Day
- Run Career Lab sessions in schools, bringing business insight to equip girls with the inspiration, knowledge and skills they need to succeed in their career
- Sponsor the Digital Category at the TeenTech Awards to encourage more teenagers to learn about programming



OUR WORK WITH UNIVERSITIES

- Host and take part in women in tech panels, encouraging role models from throughout FDM to share their experiences with female students
- Deliver regular 'Women in Tech' advantage sessions featuring inspirational speakers to encourage more women into the sector
- Interactive sessions for sixth formers and university students, dispelling myths about a career in technology
- Deliver women in tech workshops on campus, showcasing career opportunities
- Partner with organisations promoting careers in tech for women



OUR WORK WITH INDUSTRY

- Shine a spotlight on the achievements of female role models at the FDM everywoman in Tech Awards
- Work with the techUK 'Women in Tech' Council to develop and support effective solutions
- Advise government committies on various issues around digital skills gap and gender diversity in the workplace

GETTING BACK TO BUSINESS PROGRAMME

Our returners programme launched in Hong Kong, Singapore, London, Glasgow, Leeds and Toronto helps people who have taken a career break return to work.



of people who have been through the programme are female



careers re-started since the programme launched and growing



We have ran tailored courses for our clients looking to increase their gender balance



Reasons for career breaks include early childcare, other caring commitments and family relocation among others

DIVERSITY BEYOND GENDER

INCLUSIVE RECRUITMENT PROCESSES



Everyone who interviews applicants for our careers programme has undergone unconscious bias training. We have implemented gamification testing during the application process and ensure all CVs are university blind to further reduce any bias



We use strengths-based questions from first telephone interview through to assessment day, which ensures we are assessing applicants based on their motivations and goals. We are more interested in what they want to achieve rather than past experience



We are degree agnostic and encourage candidates from a non-STEM background to consider a career in tech. We work with over 132 universities to support their Widening Participation initiatives



of FDM's 2017 UK graduate intake attended a state school and 32% were the first in their family to attend university

NURTURING AND RETAINING TALENT



We support and encourage our people to undertake professional qualifications, including an MBA programme for emerging leaders



We have launched a development programme for our front line managers to include Chartered Management Diplomas and apprenticeship schemes in team leadership



The mentoring programme connects our people across the FDM global community to ensure support and enable professional development



In 2018, all operational staff will have undertaken the 'Equally Yours' games based workshop, designed to promote discussion around diversity and inclusion in the workplace

RECOGNISING AND REWARDING EXCELLENCE

We highlight and celebrate our people's achievements through external industry awards as well as internal recognitions such as Consultant of the Month, FDM Stars, and the CEO Award of Excellence.



Lauren Clark

FDM consultant and runner up for TARGETjobs Rising Star award 2018



Mazvita Javengwe

FDM consultant and Graduate of the Year finalist at the Women in IT Awards 2018



It's great to work for a company that invests in their people. I am currently undertaking an MBA, supported by FDM, to develop my leadership skills for the future.



Tolu Babatola
UK Human Resource
Operations Manager



My career at FDM has really grown alongside the company and I feel honoured that I am able to support others in their careers.



Madeleine Field
Head of Diversity and
Inclusion



AWARDS, SPONSORSHIPS AND PARTNERSHIPS



The **FDM everywoman in Technology Awards** celebrates female achievements in the industry



Signed the TechTalent Charter, underlining our commitment to increasing diversity in the tech workforce



Signed the CEO Statement of Support for the United Nations Women's Empowerment Principles (UNWEP)



'Employer of the Year' winner at the Information Age Women in IT Awards 2018



Sponsored the WISE conference for women studying Tech, Science and Engineering



Sheila Flavell, FDM's COO, has been awarded 'Women of the Year' at the Computing Women in IT Excellence Awards



Hosted the launch of **techUK's Returns** Hub, a resource for both individuals who are looking to return to work



Sponsored the Interconnect Student Conference aimed at women studying STEM subjects



'Company of the Year' Winner at the TechWomen50 Awards



Department for Culture Media & Sport

FDM has been referenced in the **Government's Digital Strategy report** for its work in enabling a more gender diverse workforce



Sponsor the TeenTech Awards, aimed at school children to inspire a career in technology



FDM's CEO Rod Flavell included on the **2018 Agents of Change Power List** highlighting the top 30 men pushing for gender parity in the workplace



Joined the Think, Act, Report (TAR) initiative of the Home Office, whose aim is to encourage companies to demonstrate greater transparency on gender employment statistics



Signed the CEO Charter of the UK Resource Centre for Women (UKRC)



Mogul - Top 1000 Companies Worldwide for Millennial Women

UK

IRELAND

USA

CANADA

GERMANY

SWITZERLAND

SOUTH AFRICA

HONG KONG

SINGAPORE

CHINA

AUSTRALIA