



FDM ★
**GENDER
PAY GAP
REPORT**
2019

WE ARE FDM

FDM is the FTSE 250 market leader in the Recruit, Train and Deploy (RTD) sector. We create and inspire exciting careers that shape our digital future, going by the ethos 'It's not about what you are, it is about who you are and your potential'. 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 were an early adopter of the Government's Gender Pay Gap reporting mandate and were the first company in our sector to report last year (with a 0% median gender pay gap in 2017 and 2018). This year, we are reporting a median gender pay gap of -1.7%, which is partly due to having more women in the upper two quartiles.

Transparency is an important step towards creating greater gender parity in the workplace and it was an honour as the CEO to be recognised in the Management Today Agents of Change Power List for two consecutive years in 2018 and 2019.



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 2019

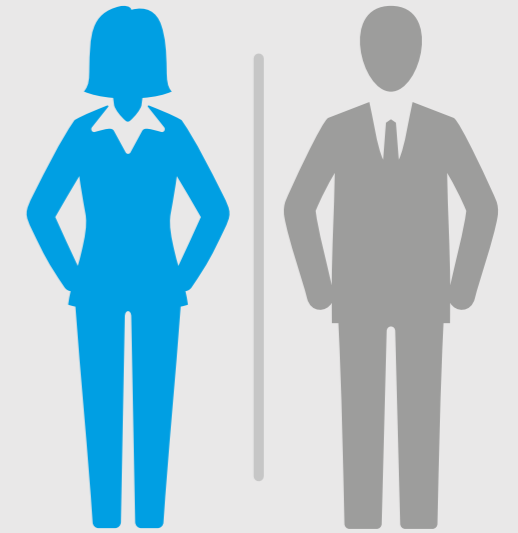
Median pay gap



-1.7%

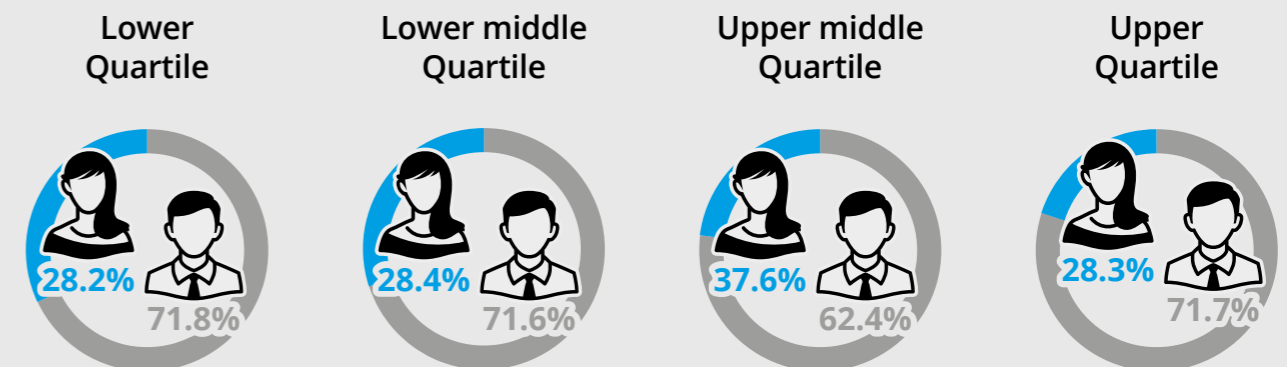
UK average of 18.4%

Mean pay gap



1.3%

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



Median bonus gap



-5.0%

Mean bonus gap



2.3%



85.7%

of females received bonus pay



96.3%

of males received bonus pay

TOGETHER WE ARE STRONGER



We prioritise parity at all levels of the business and this has made FDM stronger. We work with schools and universities to encourage more women into the sector and also have a dedicated 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.

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 and 30.6% in 2019 with a 23% increase in the upper quartile.

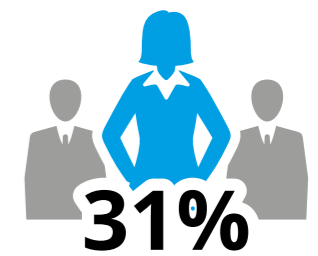
We reported a 0% median gender pay gap in 2017 and 2018. In 2019, our -1.7% median pay gap and 1.3% mean pay gap (reduced from 5.7% in 2018) is achieved in part due to the increase of operational employees in high-earning roles and 13% of our UK 'Returners to Work' are now in their 3rd year with FDM. We have also seen a significant increase in the percentage of women in the top two quartiles compared to last year (28.3% in the upper quartile and 37.6% in the upper middle quartile are women in 2019).

Our bonus pay gap was an area we committed to improve on and this has been decreased from a median bonus gap of 14.8% in 2018 to -5.0% in 2019. The proportion of females receiving a bonus at FDM has increased from 84.9% in 2018 to 85.7% in 2019. Closing the bonus gap has also been a result of the success through the share option plan that FDM introduced in 2015 (vesting in 2018).

We continue to shine a spotlight on the issue and host regular events including women in tech networking sessions to further the conversation and work with the government as well as 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. By highlighting the achievements of women internally and externally we are creating real role models for the future to give the next generation something to aspire to.

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. As a people business, we embrace the differences that make us unique and know that this makes us stronger as one.

Sheila Flavell,
Chief Operating Officer,
FDM Group



of FDM's global workforce are female



of the senior management team at FDM are women



OUR WOMEN IN TECH INITIATIVES



OUR WORK WITH SCHOOLS

- Partnership with the Harris Federation in London, Leeds City Academy and St Margaret Mary's in Glasgow to deliver World of Work Day experiences with female students in our local communities
- Host school girls in FDM centres around the globe to learn about robotics and coding to celebrate Girls in ICT Day
- Sponsor of the Digital Skills category at the TeenTech Awards since 2016 to inspire students to learn more about programming through TeenTech projects
- Inspirational role model sessions delivered with female employees as part of our schools engagement strategy



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
- Organise regular Women in Tech Change Agent 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 and delivering women in tech workshops on campus
- Partnering with organisations and student societies promoting careers in tech for women: 60% of our placement students and 62% of our interns in 2018 were women



OUR WORK WITH INDUSTRY

- Shine a spotlight on the achievements of female role models at all levels of their career at the FDM everywoman in Tech Awards
- Work with the techUK Diversity & Skills Council to develop and support effective solutions to enhance diversity in tech by mapping engagement from 'classroom to boardroom'
- Advise government committees on various issues around the digital skills gap and gender diversity in the workplace
- Sharing best practice with various audiences at industry events around the world including the We are Tech Women Conference, Women in Work Forum, Family Friendly Working and Women in IT Summit

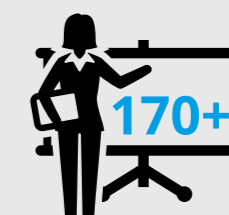
GETTING BACK TO BUSINESS PROGRAMME

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



13%

of UK returners are in their 3rd year with FDM



careers re-started since the programme launched and growing



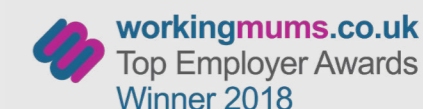
Reasons for career breaks include childcare, other caring commitments and family relocation among others



The programme runs in Hong Kong, Singapore, London, Glasgow, Leeds and Toronto



The FDM everywoman in Tech Awards continues to recognise role models



Best for Career Progression and Overall Top Employer Award winner at the Working Mums Top Employer Awards 2019

DIVERSITY BEYOND GENDER

AN INCLUSIVE RECRUITMENT PROCESS



Everyone who interviews applicants for our careers programme has undergone unconscious bias training and we use strengths-based questions from first telephone interview through to assessment day



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



89% of FDM's 2018 UK graduate intake attended a state school and 44% 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



We welcomed a Chief People Officer with a wealth of experience to join FDM with overall responsibility for overseeing D&I, L&D and HR globally

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



Yesim Shenoy and Sheila Marriott

Finalists for Outstanding Returner at the Computing Women in IT Excellence Awards 2018



Inonge Chong

Finalist for Data Leader at the Future Stars of Tech Awards 2019



I am delighted to be part of FDM Group. Our diverse and inclusive workplace is fundamental to the success of the organisation. FDM's collaborative, creative and innovative culture has helped to achieve its neutral gender pay gap. Achieving and sustaining this is an important measure of that commitment in action.



Paula Leach
Chief People Officer

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)



Hosted the launch of **techUK's Returners Hub** and sponsored the techUK annual dinner



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)



Sponsor annual events with Women Returners throughout the UK



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



FDM's CEO Rod Flavell included on the **2019 Agents of Change Power List**



Working Mums Top Employer Awards Career Progression and Overall Top Employer Award 2018



WomeninTech Employer Awards Female Grad Tech Employer of the Year 2019



Inonge Chong Finalist for Data Leader at the Future Stars of Tech Awards 2019

UK

IRELAND

USA

CANADA

GERMANY

SWITZERLAND

SOUTH AFRICA

HONG KONG

SINGAPORE

CHINA

AUSTRALIA