

Gender pay gap report 2024

FDM Group

FDM



FDM Group

FDM is a global network of leaders powering the people behind technology and innovation.

Pioneer in talent creation and leaders in diversity and inclusion.

We provide driven people and global organisations with what they need to stay ahead.



4,000+

employees



1,500+

new careers launched annually



300+

clients worldwide



**UK, EMEA,
APAC, NA**



20,000+

FDM alumni



£25m

annual investment in net new talent



FTSE4Good

recognised business


Rod Flavell

Chief Executive Officer

The last 12 months have been challenging everywhere, with high interest rates and sluggish recruitment stalling growth. Despite this, at FDM, we started the year off with a bold rebrand after 33 years, reflecting our own evolution from a small business in Brighton to 18 centres across Europe, North America and Asia-Pacific.

In all this time, what has remained constant is our commitment to creating opportunities for people by removing barriers to employment and providing an equal starting point for all. This year we proudly ranked on the UK's Social Mobility Employer Index, for the sixth consecutive year. It recognises our ongoing efforts to support diverse talent.

With 33% of our global workforce now identifying as female – up from 31% last year – our Returners Programme, 'She Lives Tech' and 'Girls into Tech' initiatives are driving great progress. We remain confident of meeting our diversity goals and making tech careers accessible to all.



“ Our rebrand reflects our own evolution as a business

FDM at a glance

-5.1% median gender pay gap*

-2.5% mean gender pay gap*

-39.6% median bonus pay gap*

3.5% mean bonus pay gap

33% of our global
workforce are female

* in favour of female employees



Year-on-year performance report

FDM's gender pay gap	2024	2023	2022	2021	2020	2019	2018	2017
Mean gender pay gap	-2.5%	-7.6%	-4.0%	0.5%	0.4%	1.3%	5.7%	6.0%
Median gender pay gap	-5.1%	-4.3%	-4.3%	-9.6%	-2.1%	-1.7%	0.0%	0.0%

FDM's bonus gap	2024	2023	2022	2021	2020	2019	2018	2017
Mean bonus gap	3.5%	12.3%	6.0%	9.5%	9.6%	2.3%	19.1%	18.4%
Median bonus gap	-39.6%	-18.3%	-5.2%	-0.2%	-3.6%	-5%	14.8%	12%
% males receiving bonus pay	46.1%	40.3%	83.3%	91.1%	94.4%	96.3%	94.4%	95.3%
% females receiving bonus pay	58.4%	50.1%	84.2%	88.1%	85.8%	85.7%	84.9%	88.1%

Year-on-year performance report cont.

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

Quartile / gender	2024	2023	2022	2021	2020	2019	2018	2017
Lower quartile - men	69.6%	73.7%	75.0%	67.9%	68.1%	71.8%	68.3%	73.3%
Lower quartile - women	30.4%	26.3%	25.0%	32.1%	31.9%	28.2%	31.7%	26.7%
Lower middle quartile - men	70.3%	74.9%	72.1%	68.2%	72.4%	71.6%	70.0%	72.5%
Lower middle quartile - women	29.7%	25.1%	27.9%	31.8%	27.6%	28.4%	30.0%	27.5%
Higher middle quartile - men	66.5%	70.4%	66.1%	63.6%	65.2%	62.4%	67.4%	70.3%
Higher middle quartile - women	33.5%	29.6%	33.9%	36.4%	34.8%	37.6%	32.6%	29.7%
Higher quartile - men	60.0%	60.6%	68.0%	66.9%	66.5%	71.7%	77.0%	79.5%
Higher quartile - women	40.0%	39.4%	32.0%	33.1%	33.5%	28.3%	23.0%	20.5%

How we do it

We are actively focused on ensuring gender equality at FDM in everything we do including:

1. Creating net new talent
2. Staff retention
3. Advancing career progression

36% of our consultants have completed more than two years with FDM

Creating net new talent

- 46% of our internal staff are female
- 30% of our consultants are female
- 66% of consultants on our Returners Programme are female

Staff retention

- Employee support networks
- Annual Employee Voice Survey
- Consultant and employee recognition schemes

Advancing career progression

- Continuous practical upskilling through our Skills Labs
- Industry-recognised accreditations through TechSkills
- Leadership training for internal staff

Creating net new talent

Returners Programme

The FDM Returners Programme has been instrumental in helping close the gender pay gap by hiring more women into senior roles. Our 'best in breed' programme has helped over 550 people return to work since its inception in 2015.

Read more about our Returners Programme on Page 9

Unconscious bias training

We have made it compulsory for all our interviewers to complete mandatory training on key inclusivity topics, such as objective note taking, unconscious bias, different ability awareness and how to support the progression of young talent. This ensures all applicants receive fair and equal consideration regardless of their background.

Female-only bootcamps

We deliver regular female-only bootcamps for students considering opportunities in tech. The interactive sessions range from hackathons to coding workshops and provide an opportunity for team-based project work, networking and presenting to senior stakeholders.

Apprenticeship Programme

FDM's Apprenticeship Programme provides the opportunity to study for a BSc degree in Digital and Technology Solutions with practical work experience. The cost of a degree continues to remain a barrier to entry for many individuals. 47% of FDM apprentices are first in their family to attend university.

Read more about our Apprenticeship Programme on Page 11

FDM Returners Programme

We work with partner websites like Career Returners to advertise roles for our Returners Programme which has a majority 66% female intake.

This female majority in our Returners Programme has contributed towards a negative gender pay gap as the Returners tend to be more experienced, typically earning more than our graduates.

Our expert team is made up of women who are returners themselves and understand the unique challenges of those resuming their career after a break. They help identify transferable skills whilst providing ongoing support and guidance.

A photograph of a woman with long dark hair, wearing a maroon lace top, sitting and gesturing with her hands as if in conversation. Another woman with long brown hair is partially visible on the right side of the frame, facing the first woman. The background is a soft, out-of-focus grey.

66% of our
Returners Programme
intake are female

Sarah Mavius

Head of Returners Programme

“ Our Returners Programme has been actively helping to close the gender pay gap in industry by helping more women return to work after their career breaks. We reskill and upskill experienced professionals to meet the specialist skill needs of our clients.



FDM Apprenticeship Programme

We partner with Sheffield Hallam and Northeastern University, London for our degree apprenticeship programme in Digital Tech Solutions.

Apprentices begin their degree working on FDM internal projects before moving to client assignments.

The FDM Apprenticeship Programme was launched in September 2020 within our IT Support Team. The Programme has grown to a current headcount of 31 across all areas of the IT estate and wider business departments.

In October 2023 we were successful in our application to the DfE Flexi-job Apprenticeship Register and our first client placement followed in December.

Each apprentice receives an FDM Coach and a minimum of four reviews each year. In reality Coaches provide many more mentoring hours and support apprentices at every stage of the Programme to graduation.

 **31**

FDM Apprentices, studying Digital Technology Solutions or Business/Project Management

 **7**

apprentices on client assignment

 **97%**

retention rate of FDM Apprentices throughout the duration of the programme

 **75%**

of FDM Apprentices achieved first-class honours in their final degree grade

 **500+**

hours spent on mentoring and ad-hoc support

 **75%**

of FDM Apprentices progress to permanent graduate roles at FDM on successful completion

Kate Hawthorn

Director of Consultant Talent

“ The FDM Apprenticeship Programme provides an opportunity to contribute to the overall FDM goal of democratising career opportunities by removing the financial barriers to higher education and creating opportunities for a career in technology which for many would simply not exist.



Sehrish Mustafa

Apprentice spotlight

Sehrish moved to the UK just before the pandemic. She initially wanted to pursue higher education. However, university tuition fees and the looming stress of a student debt made her re-evaluate her options. She joined the FDM Apprenticeship Programme in 2020.

Acquiring real-life work experience proved invaluable for Sehrish, providing her with practical skills that complemented her theoretical knowledge.

Now, certified as a Salesforce Administrator, she's adjusted well in her new permanent role with FDM, enjoying the challenges and aims to use her new skills to contribute to future projects.



Yemi Oyelami

Returner spotlight

Yemi Oyelami took time off to pursue an MBA at university. Soon after graduating, she had her children, a few years apart, and her planned career break turned from months into years. After eight years away from full-time employment, Yemi had almost given up hope of resuming her career when she came across the FDM Returners Programme.

She joined a cohort of 11 other returners like herself and together they embarked on an intensive period of coaching, covering topics like Project Management, Business Analysis and Professional Scrum Master. At the end of the coaching, she received her first assignment working as a Business Analyst for a public sector client.

Yemi commended the FDM Returners Programme for supporting and enabling her to work around her childcare needs and for helping rebuild her confidence.



“ My journey with FDM has been wonderful and the support I received has been great.

Staff retention

Recognition schemes

We believe in creating a culture of positive reinforcement to inspire and motivate our people. Our employee and consultant recognition schemes like 'Consultant of the Month', 'Women in Tech Wednesdays' and 'Consultant of the Year', celebrate the achievements of our people both internally and across our social media channels.

Employee feedback

Our annual Employee Voice survey sent to all internal staff and consultants globally is shared with our board of directors. The anonymous survey provides valuable insights for the board to identify successes as well as areas for improvement.

Employee networks

Our employee networks were created by our people, for our people. They provide a safe and inclusive platform for discussion, learning and a sense of belonging where individuals can share experiences and support each other. Our networks – LEAD, Unique, Elevate, Pride, Faith and Care – play a vital role in fostering a respectful space for groups with different protected characteristics.

Read more about our employee networks on Page 21

Parental leave

We aim to support our employees in striking a healthy work-life balance. We provide Enhanced Maternity Pay amounting to 26 weeks of full basic salary. We also offer Enhanced Paternity which amounts to two weeks of full basic salary.

Advancing career progression

Fostering long-term careers

36% of our consultants have stayed with us for over two years. Retaining talent is top of our agenda and we do this with ongoing support, upskilling and career development opportunities through our Skills Labs.

FDM Skills Labs are dynamic learning environments that build and enhance the skills of our consultants. In our experiential learning model, we immerse our consultants in realistic, hands-on scenarios that replicate real-world challenges.

Over 300 businesses around the world collaborate with our labs, keeping us informed and well-positioned to support the talent needs in the market.

Leadership training

We identify future leaders within the business and offer them the opportunity to participate in a detailed programme of coaching and support. The Future Leaders Development Programme runs over ten months and includes discussions, group exercises and one-to-one coaching to build the interpersonal excellence of a strong leader. The programme covers building relationships, communication, influencing, the psychology of leadership and getting the most out of people.

Industry-recognised accreditations

At FDM we are committed to providing the highest standards of coaching for our consultants. Our courses are conducted by our specialist coaches and are designed to equip consultants with the practical and professional skills that they need to thrive on client assignments. Our career programmes are accredited to Gold Standard by TechSkills, the kitemark for tech related education and training.

Gangotri Bhatt

Director of Skills Lab, UK & EMEA

“ Our Skills Labs provide consultants with consistent upskilling, mentoring and support, equipping them with the right technical and behavioural skills needed for career growth. This focus on their professional development, boosts retention and long-term engagement.



Alice Watkins

Alumni spotlight

Alice Watkins is an FDM Alumni working as a Business Analyst for a global banking client. Alice achieved Tech Industry Gold (TIG) Certified Practitioner Certification in an impressive six months, something that usually takes between 18 – 24 months.

This is a self-managed certification that showcases an individual's skills and helps employers assess their suitability for a role. It is presented as a portfolio of their work and experience.

Over 100 FDM Consultants have signed up to pursue the credential.



“ The accreditation will show future employers the skills and knowledge that I’ve developed.

2024 at a glance

- Gen Z report
- Social mobility index ranking
- Women in tech initiatives

80% of Gen Z would come into the office for collaboration, mentoring and learning from others

Gen Z report

This year we published our whitepaper: **Unlocking Gen Z's potential to redefine the future of work** using primary data from our own research. The report revealed some interesting findings about Gen Z and their preferred ways of working with actionable steps for employers to accommodate this current generation of workers.

Social mobility index rating

We have been ranked 41st within the top 75 UK organisations dedicated to social mobility, as judged by the Social Mobility Index for 2024. This is our sixth consecutive year of being included on the index and is a testament to our continual work in identifying and developing talent from all backgrounds.

Women in tech initiatives

In 2023, the Senior Women's Leadership Network was created to influence and champion change so that FDM may continue to push the agenda forward both internally across the business and externally among professional business communities. The group aims to create role model female leaders while contributing to retention and progression pathways for future female leaders who aspire to senior positions.

Common terms

- Mean vs median pay
- Pay gap vs equal pay

The UK government mandates that employers with 250 or more employees must report their gender pay gap data on a specific date each year (the 'snapshot date'). Here are some common terms used when reporting on gender pay gaps and what they mean.

Mean vs median pay

Mean gender pay gap compares the average hourly pay of men and women. It is calculated by adding all pay rates and dividing by the number of employees. This figure can be skewed by a few high earners.

Median pay gap measures the difference between the midpoint of men's and women's hourly pay. It excludes the highest and lowest rates.

Pay gap vs equal pay

A pay gap is the percentage difference in average earnings between two groups. The gender pay gap shows how much on average men and women earn.

Equal pay means ensuring people are paid the same for the same or similar work, regardless of gender or other factors. It's also called pay equity.

FDM Employee Networks



EMPLOYEE NETWORKS

Creating safe, supportive and representative employee-led spaces for all.



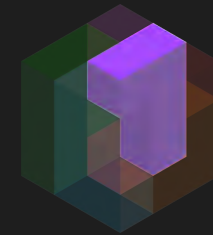
CARE NETWORK

Supporting the working lives of caregivers



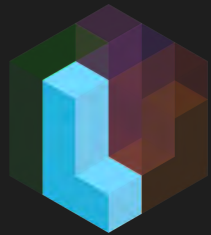
ELEVATE NETWORK

Empowering and celebrating all gender identities



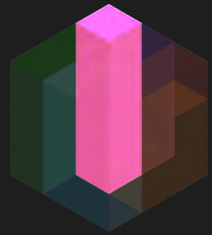
FAITH NETWORK

Uniting through faith and belief



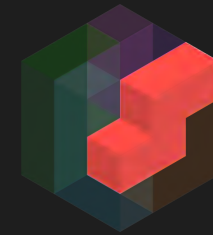
LEAD NETWORK

Leading. Educating. Aspiring. Diversity.



PRIDE NETWORK

Giving LGBTQIA+ individuals space to live authentically



UNIQUE NETWORK

Enabling individuals with different abilities

Our UK awards and recognitions

- British Ex-Forces in Business Awards: Rod Flavell won Advocate of the Year (Individual) 2024
- Great British Employers of Veterans Top 50 List 2024 (ranked 13th)
- Scottish Ex-Forces in Business Awards 2024: Employer of the Year – Finalist
- RateMyPlacement's Best 50 Small to Medium-sized Employer Schemes 2024/ 2025



Sheila Flavell

Chief Operating Officer

As Chief Operating Officer, it has been my personal mission to champion all forms of diversity at FDM. It is by creating a culture of inclusion that we as an industry can attract and retain top talent.

We were one of the first UK organisations to publish our gender pay gap report when mandatory reporting was introduced in 2017. We firmly believe in transparency and accountability for our actions.

Female role models in leadership positions have an obligation to encourage more women into a career in tech. Our Future Leaders Development Programme and the Senior Women's Leadership Network are aimed at creating female leaders.

Our values drive everything we do at FDM. We engage in **Insightful** dialogue with industry peers to improve diversity and social mobility in tech. Our Apprenticeship Programme is **Invigorating** individuals from lower social-economic backgrounds to start their career without the burden of university debt. Initiatives like our female-only bootcamps are **Influential** for attracting more females into tech.

A portrait of Sheila Flavell, Chief Operating Officer, smiling. She has blonde hair and is wearing a dark green blazer and a necklace. The background is a blurred office setting.

“ We firmly believe in transparency and accountability for our actions



Powering the people
behind tech and innovation

fdmgroup.com

