

The logo for FDM, consisting of the letters 'FDM' in a bold, sans-serif font, followed by a white five-pointed star.

**FDM<sup>★</sup>**

# **Gender Pay Gap Report**

2020

# During uncertain and challenging times, FDM continues to recognise diversity as a key driver to innovation and business success



Whilst the UK navigates its way through Brexit and Covid-19 and the Government requirement for organisations to report on gender pay gap is deferred, we have elected to report our gender pay gap statistics within the normal time scale. At FDM we are committed to closing the pay gap and firmly believe that transparency is an important step towards creating gender parity.

FDM remains focused on ensuring we maintain a culture of equality in the workplace. We do not want gender, ethnicity, background or social capital to be a barrier to anyone's career. We currently have 90+ nationalities working together and 32% of our UK workforce are female. This far exceeds the UK tech sector industry average where women account for only 17% of the workers.

This year we are pleased to report a median gender pay gap of -2.1% (with a median of -1.7% in 2019). This is partly attributed to the success of our Returners Programme and an increase in females in senior leadership positions.

A third of our Board members are now women. Jacqueline De Rojas, CBE, President of techUK and a strong advocate for women in tech has recently joined the FDM Board of Directors. Sheila Flavell, FDM's Chief Operating Officer, was awarded a CBE and recognised in the 2020 New Year's Honours List for her services to gender equality in IT and employment of returners, as well as graduates.

Training and development continues to sit at the heart of FDM. A number of women have successfully undertaken leadership training programmes, including a Cranfield MBA.

This year we are introducing a coaching programme, to further develop our people. It is a company requirement that 50% of participants on the programme are women. This is in addition to our existing mentoring programme. All of our board members, including our Non-Executive Directors and Chairman David Lister, are mentors for people throughout FDM.

A number of new initiatives have been introduced in the past year to support our gender diversity aspirations and we remain confident that the leadership is in place to ensure FDM's position as a powerful advocate for gender equality.

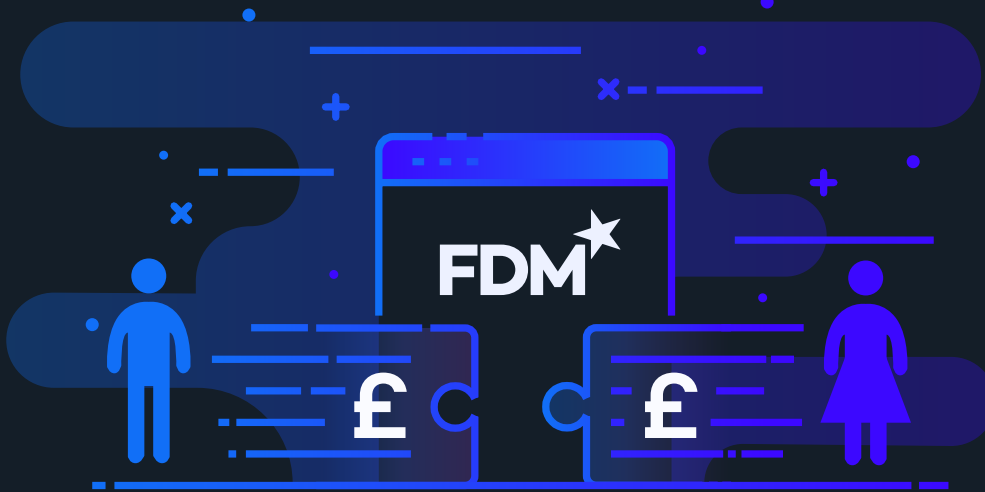
I confirm that the figures contained in this report have been verified and checked thoroughly to ensure complete accuracy.



**Rod Flavell**  
Chief Executive Officer



# Our Data at a Glance



**Median pay gap**

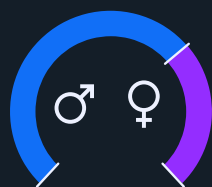
**-2.1%**

UK average of 17.3% in 2019

**Mean pay gap**

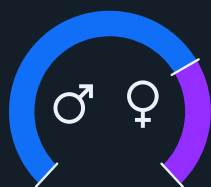
**0.4%**

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



68.1% 31.9%

Lower quartile



72.4% 27.6%

Lower middle quartile



65.2% 34.8%

Upper middle quartile



66.5% 33.5%

Upper quartile

## Bonus pay gap



**-3.6%**

Median bonus gap



**9.6%**

Mean bonus gap



**85.8%**

of females received bonus pay



**94.4%**

of males received bonus pay



FDM Group is committed to continually building a diverse and inclusive workforce, despite huge challenges posed by the Covid-19 outbreak.

I am delighted that our figures have shown improvement year on year. We feel it is important to continually strive for greater gender balance throughout all levels and aspects of our business.

This has been achieved by a relentless focus on the recruitment, training, and mentoring of women across the business, including a substantial proportion of 'Returners to Work'. The programme has enabled us to reward high performing women with better pay and bonuses.

We've also ensured that 33.5% of women are in our higher quartile pay bracket, up from 28.3% last year. Additionally, our bonus pay gap has been decreased once again to just -3.6%, down substantially from -5.0% in 2019 and 14.8% in 2018.

I am also proud to report that the proportion of females receiving a bonus at FDM Group stands at 85.8%, up from 84.9% two years ago.

We have performed well despite the disruption caused by the pandemic because we invest heavily in empowering our people to reach their full potential. Even when most of the company was forced to work remotely due to lockdown restrictions, the FDM team culture carried us through.

We have also continued to sponsor the FDM everywoman in Technology Awards, as well as playing an active role in events such as London Tech Week.

Key to our continued success this year and beyond is our commitment to innovation and a relentless effort to recruit, train and deploy the next generation of talent.

With the Covid-19 crisis devastating lives and livelihoods, we have a duty to get out there and inspire a new generation to embark upon an exciting career in technology.

Diversity is in our DNA and in times of disruption, FDM Group's values and vision for the future will always shine through.



**Sheila Flavell CBE**  
Chief Operating Officer



# Our Women in Tech Initiatives



## Our work with schools

- Deliver World of Work Day experiences for female students in our local communities. Partnering with Harris Federation in London, Leeds City Academy and St Margaret Mary's in Glasgow.
- 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 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



# Our work with universities

Through our Universities Partnership Programme we support 90 universities across the UK delivering a range of events from careers fairs to sponsored curriculum projects, panels, workshops, student societies and networking events. We delivered 450 events on campus throughout the year and are now developing a series of digital programmes and activities.

Some recent university activities to promote women in business and technology include:



Sponsorship of Women in STEM society



Sponsorship of the Women in Leeds Digital conference



Diversity Networking event  
International Women's Day Panel



Conference sponsorship of Women In Science and Engineering



Sponsor of Maths Society (all female committee)  
Women in Business Roundtables  
Women in Business Panel - Know your worth!



Women in Tech Panel  
Women in Tech workshop



International Women's Day Panel



Women in Tech conference workshop  
Women in Tech speed networking



Diversity Networking Breakfast



Women in STEM networking event



Thinkclusive event



Women in STEM fair



Diversity Networking Event



Women in Tech presentation  
Resilience workshop

## Developing tomorrows leaders

We support and encourage our people to develop their skills, to help nurture the next generation of female leaders. Some of the qualifications our people have completed, or are currently undertaking, through FDM include MBAs, CIPD certification, Coaching level 5, CMI Management and Leadership level 3, AAT qualifications.



**Tolu Babatola**  
Global People Experience Manager  
MBA



**Sophie Woods**  
Diversity and Inclusion Manager  
MBA



**Benan Silahcilar**  
Marketing Team Lead  
CMI Management and Leadership Level 3



**Emma Hardiman**  
Account Manager  
CMI Management and Leadership Level 3



**Katie Close**  
Learning and Development Trainer  
L&D Level 3 & Coaching Level 5



**Victoria Jewell**  
Senior Finance Analyst  
ACCA



**Katherine Brewster**  
UK University Partnerships Manager  
CMI Management and Leadership Level 3



**Natasha Williams**  
Regional Recruitment Manager  
CMI Management and Leadership Level 3



**Harriet Parker**  
People Business Partner  
CIPD



**Georgia Beech**  
Internal Communications and  
Engagement Team Lead  
CMI Management and Leadership Level 3



**Melissa Yambila**  
People Partnering Assistant  
CIPD

# FDM's Returners Programme

Launched in 2015, Our Returners programme is dedicated to supporting professionals who have had a career break on their journey back to work. We provide training to refresh and expand their existing skill sets, as well as helping to restore their confidence to be able to take on a role as an FDM consultant, working with our industry leading clients.



**170+**

careers restarted since the programme launched.



**78%**

of people on the programme are women.



Our consultants career breaks range between 1 and 20 years, with the average break being 5 years.



The programme has run in Hong Kong, Singapore, London, Glasgow, Leeds and Toronto.





# Case Studies

Lana had relocated a number of times as her husbands' job required. When she moved to London four years ago, she began her search for a new role. "It turned out to be very frustrating and quite a challenge even though I have extensive experience in digital business analysis, agile project management and an MBA degree in InfoSys from a reputable school in the US. After several months of no responses or negative responses I came across FDM's Returner Programme and applied the same day".

On completion of her training Lana was placed with an investment bank as a Business Analyst/Project Manager playing an instrumental role in the migration of the agency's futures derivatives business from a legacy system. Lana managed a team of 10 business analysts and coordinated 70 downstream development teams across the globe. Following a seamless implementation Lana managed the Brexit programme, establishing an agile delivery framework and facilitating the adoption of the agile delivery scrum methodology by the programme teams.

Lana is proud of her success following her career break and recognises that her previous experience and FDM training was key to her being able to deliver at a senior level. She values the transferable skills acquired during her career break "I became more resilient, resourceful and creative. These are skills that I constantly use in my work today". During the Covid-19 pandemic, Lana remotely onboarded with HSBC as a Senior Business Analyst working on a large transformation programme.

**Lana Sidorova**  
Senior Business Analyst, HSBC



Jaymini took a year away from work to start her family and had not anticipated the difficulties in returning to the corporate space. She had over 16 years of experience and had built up a fulfilling career as a programme manager responsible for a portfolio of multi-million pound projects across a variety of sectors. When she started her search for a new role, Jaymini struggled to get suitable opportunities and faced many rejections with recruitment agencies suggesting that she take on some volunteer work as a stepping stone. "It was as though my global career spanning close to two decades was negated by this break, this was hard to comprehend and incredibly disheartening"

Jaymini joined the FDM Returner Programme in 2018 giving her the opportunity to refresh and upskill. Passionate about technology but with limited experience in this space, Jaymini secured a role within IT at Northern Trust providing her with a fantastic opportunity to utilise her experience and knowledge and build a greater understanding of this sector.

Within two years, Jaymini was offered the role as Communications and Operations Officer with the Solutions and Strategy Design team where she manages all internal and external communications, facilitating the operations for a team of thirty. "Technology is a vital component of everyday life so I am very grateful that FDM has opened the doors for me to transition into this exciting and key field. As the only woman in the team, I hope I am also paving the way for more women to join this space."

**Jaymini Icharam**  
Communications & Operations Officer, Northern Trust



# Diversity Beyond Gender

At the heart of our business remains our desire to launch the careers of people from many different backgrounds. We are proud to be an equal opportunities employer and to open up a career in tech for a wide audience.

## An Inclusive Recruitment Process



Everyone who interviews applicants for our careers programme has undergone unconscious bias training.



We use strengths-based questions from the first telephone interview through to assessment day, which ensures we are assessing applicants based on their motivations and goals.



We are degree agnostic and encourage candidates from a non-STEM background to consider a career in tech.



**53%\***

of our UK graduate consultants are from a BAME background



**88%\***

of our UK graduate consultants attended a state school and **40%\*** were the first in their family to go to university.



**90+\***

nationalities working together as a team, across FDM globally.

\*2019 respondents

## Employee networks

Employee networks, created for our people and by our people, provide an inclusive community and sense of belonging. They also enable valuable and productive consultation with the business on process, policy and learning.



Leading, Educating and Aspiring Diversity - representing and celebrating FDM's BAME community.



Empowering and celebrating FDMers of all genders.



Creating an open and inclusive environment for LGBTQ+ employees through education and representation.



Supporting FDMers with visible and non-visible disabilities, including mental health.



Bringing together those who have a faith or similar beliefs.



Providing a supportive network for those with parental and/or caring responsibilities.

# Nurturing and Retaining Talent



As part of our wellbeing programme, all of our people have access to 24/7, confidential support, guidance and structured counselling through our Employee Assistance Programme (EAP). We have also trained 179 people throughout our organisation globally to be wellbeing champions. They provide support and signposting for employees to relevant professional advice when needed.



The mentoring programme connects our people across the FDM global community to ensure support and enable professional development. All of our Executive and Non-Executive Directors are heavily involved in our mentoring programme, supporting our emerging female leaders.



We partner with survey provider Inpulse to create employee surveys, so that we can understand the views of our people and how we can take positive action to adjust to their needs.



To further support the progression of women in FDM we are launching a coaching programme which has board sponsorship.



Our people have access to a range of virtual training sessions, webinars and discussions as well as e learning platforms LinkedIn Learning and Intuition Know-How.



We host a variety of virtual events each month to connect with our people and bring the FDM community together.

## Recognising and Awarding Excellence

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

Our 2019 Consultant of the Year winners are:



**Alexandra Gaglione**  
(CA)



**Chloe Coffin**  
(EMEA)



**Murtaza Yaqoob**  
(US)



**Fiona McCarthy**  
(APAC)

# 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)



Yahoo Finance HERoes 40 Advocate Executives of 2019 - #36 Rod Flavell



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



Partnership with Equate Scotland



WomeninTech Employer Awards Female Grad Tech Employer of the Year 2019