

**FDM**★

2021

**Gender  
Pay Gap  
Report**



Chief Executive Officer

**Rod Flavell**



It has been an unpredictable and unprecedented time for everyone. Over the 30 years that FDM has been in business, we have faced many challenges but none quite like COVID-19. We recognised early on that our people needed our support now more than ever, to emerge from this pandemic stronger, more agile and above all else, safe and healthy.

During the past twelve months, we have taken significant strides in improving everything we do for greater gender equality in the workplace. We have held seminars, workshops and hackathons that have a focus on attracting female talent.

In the last year, we also wanted to do everything possible to support employees who have caring responsibilities whilst juggling a career at the same time.

**-9.6%**

## This year's report of the median gender pay gap

We have introduced flexible timings and remote working, providing the necessary equipment that would allow our talent to work from home efficiently and manage other essential responsibilities at the same time. Our maternity cover has also been upgraded to include an increased amount of time away from the workplace on full pay.

For this period, we are pleased to report a median gender pay gap of -9.6% (with a median of -2.1% in 2020). These impressive numbers result from the many initiatives we have in place, including the ongoing success and growth of our Returners Programme and the increase in senior consultant numbers, both of which have high female representation.

We have also seen an increase in women hired for leadership and senior roles within the business.

We have continued to invest heavily in wellbeing initiatives and virtual engagement for our people as we traverse the next phase of the pandemic and a hybrid world.

FDM is proceeding with cautious optimism and continues to improve gender parity in the workplace, eliminating unconscious bias and playing our part to help build a more balanced, equal and equitable planet.



# Our Data at a Glance

**-9.6%**

Median pay gap  
UK average of 15.5% (2020)

**0.5%**

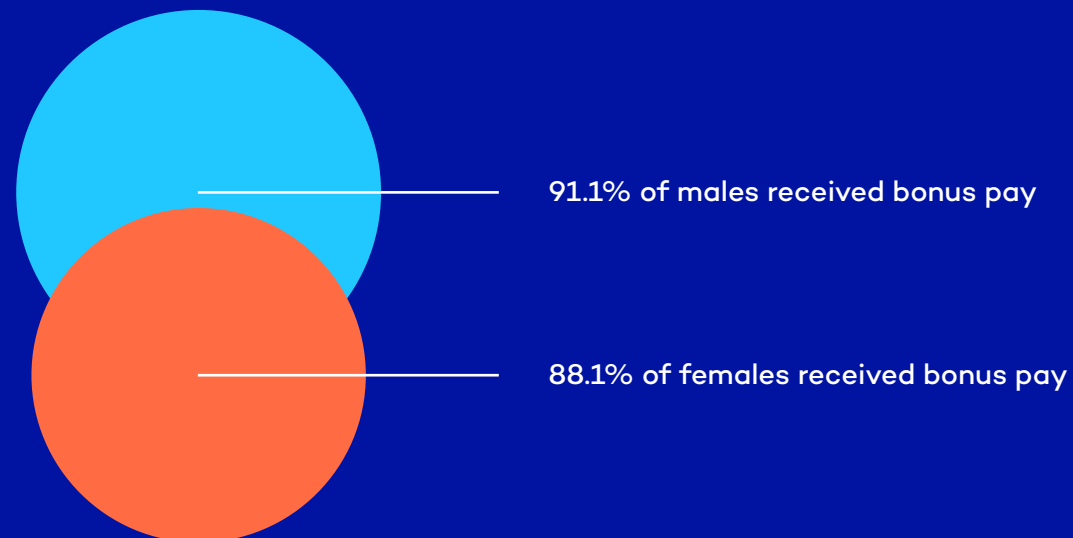
Mean pay gap

**-0.2%**

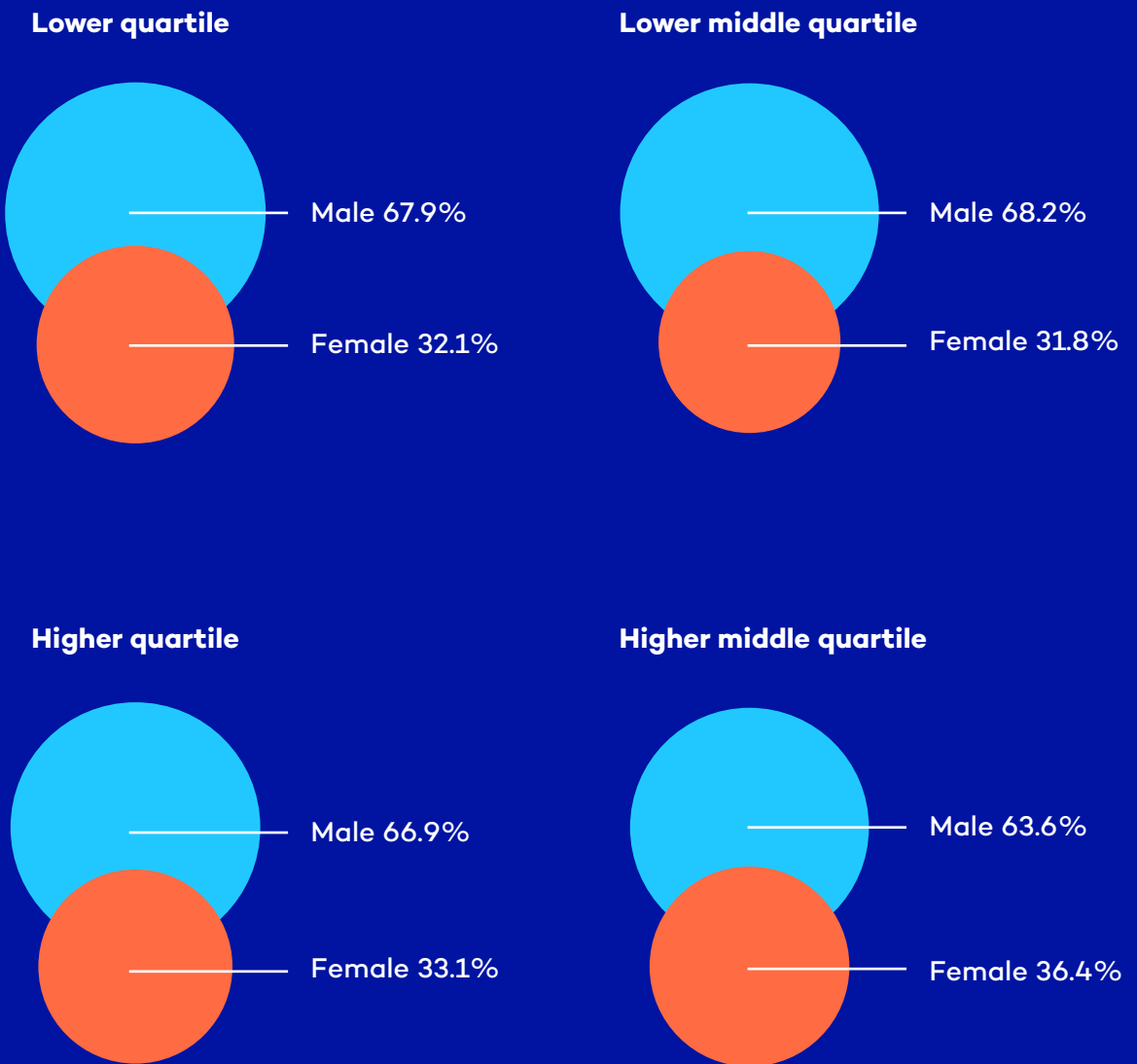
Median bonus gap

**9.5%**

Mean bonus gap



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



Chief Operating Officer

## Sheila Flavell



Over the past year, we have continued to host women only tech events and digital boot camps. We celebrated International Women's Day by hosting workshops, discussions and seminars directed towards female talent throughout March and April. We also introduced initiatives like 'She Lives Tech', focussed on encouraging more women in university to join the tech space by providing mentorship and networking opportunities.

I am also really proud of the changes made to our maternity cover where we introduced 6 months fully paid maternity leave and extended it to include those who are adopting.

The percentage of females receiving a bonus has increased by **2.3%**, now 88.1% in 2021 up from 85.8% in 2020.

The percentage of males receiving a bonus has decreased slightly to 91.1%. As a result, the median bonus pay gap is -0.2% in 2021. We have worked hard to identify and support more progression and promotional opportunities for women and are pleased that females represent 33.1% of our higher quartile pay bracket but recognise there is more work to be done to achieve 50/50 gender balance.

Going forward, FDM will continue to focus on closing our gender pay gap further and supporting women to thrive in the tech and business space.



# Our Women in Tech Initiatives

Early Talent Programme

Participated in the Google initiative #IAmRemarkable by hosting workshops on how to build confidence aimed at young women and underrepresented groups

Shone a light on inspiring female 'techies' and innovators to celebrate 'Girls in ICT Day' and provided resources for female students across the globe with workshops focused on tech



Remodelled our Early Talent Programme to supply additional learning resources for schools. We also held 'face to face' insight days for students in local communities

Worked closely with LEP Cornerstone and various charity organisations to offer students coming from low socioeconomic areas representation in the tech space

Focused on helping school students understand the endless opportunities within the technology space

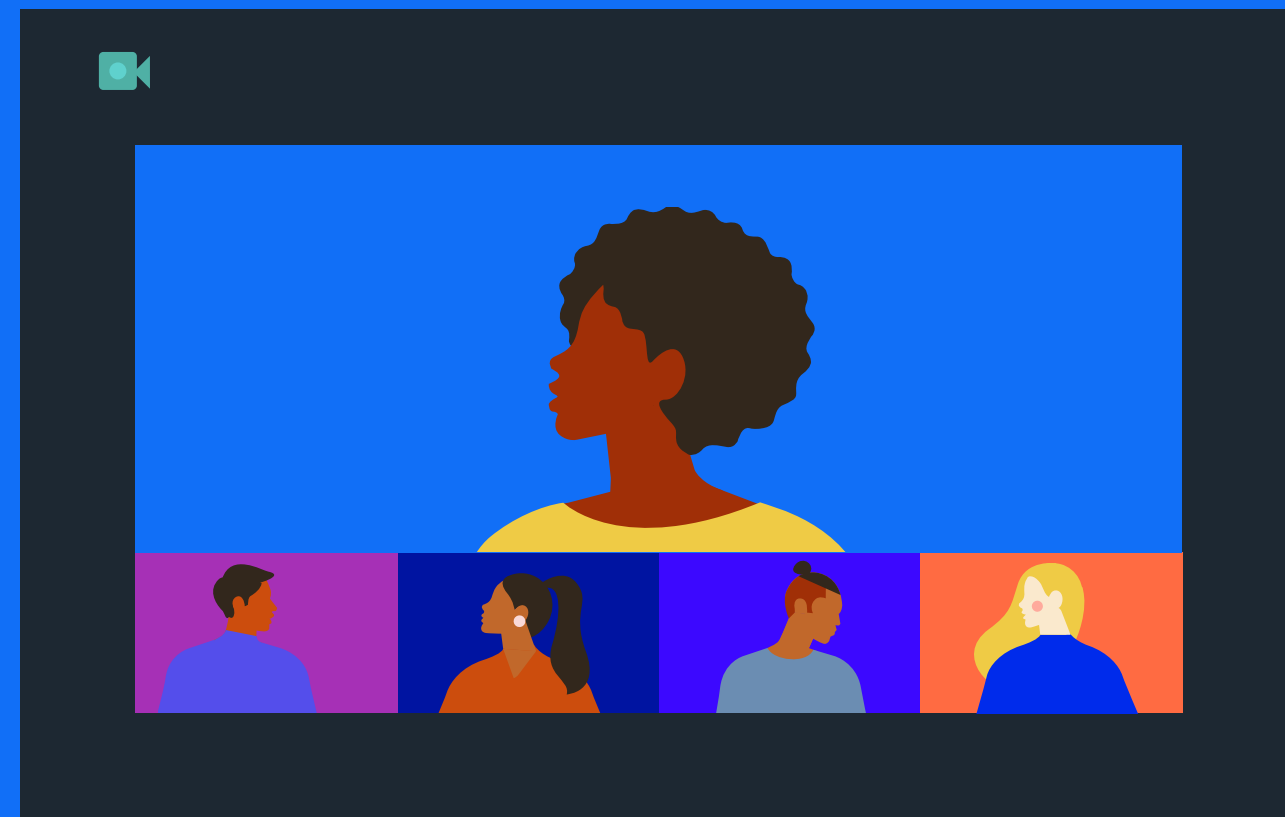
# Our work with Industry

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Continued our support of the 'Everywoman in Tech Awards' as headline sponsor to celebrate the achievements of female role models in tech.

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Featured on the techUK Diversity & Skills Council to develop and support practical solutions to enhance diversity in tech



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Advised government committees on issues around the digital skills gap and gender diversity in the workplace, most recently at an International Women's Day event hosted by The Worshipful Company of Information Technologists

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Shared best practice with audiences and working groups around the world, including the Women Returners Roundtables, We are Tech Women Conference, Women in Work Forum, Family Friendly Working and Women in IT Summit

# Our work with Universities

Through our University Partnerships, we have active relationships with 90 UK Universities where we host events for students - from career fairs to sponsored curriculum projects, panels, workshops, student societies and networking events.

This year the University Partnerships team delivered our first digital upskilling bootcamp for women. It was launched on International Women's Day with 25 final year female students from non-STEM degrees in attendance.

The bootcamp focused on developing skills in Cascading Style Sheets (CSS) and HTML to create a website and provided networking opportunities with FDM recruiters and the Elevate Network. In addition, a session was delivered on 'building self-confidence' and 'resilience in the workplace.'

Other activities to promote and advocate for women in business and technology include:



Women in Leadership Society  
Escape Room



Women in Tech panel event



Women's Development Programme  
#IAmRemarkable session



Headline sponsor



Women in STEM event sponsor



Inclusive employers panel alongside  
EY, Accenture and Allianz

**UK University Careers Teams**  
all tier 1-3 universities

Mini hackathon on equality  
and diversity

**Diversity and Inclusion Panel  
with 3 FDM Consultants**

University students and graduates

**UK Universities**

Unconscious bias training for  
students

# FDM's Returners Programme

Our Returners Programme is now in its sixth year with a dedication to providing incredible opportunities for career returners who are looking to re-join the workplace and capitalise on their wealth of previous experience and expertise.

We provide training and support to refresh skills and restore confidence to thrive on-site with our clients as an FDM Consultant. This year our dedicated team has provided ongoing support to this community with regular wellbeing check-ins and flexibility for parents, carers and those experiencing bereavement.



**157**

currently active on the Programme



**78%**

of the Programme identify as female

**2000+**

careers restarted since the Programme launched

**10-15**

Typical length of experience with up to 30 years

**1-20**

Our consultants career break ranges between 1 and 20 years, with the average break being 5 years

**28-60**

Our consultants age range





## Sian Saini

HSBC

Sian enjoyed a highly successful career and was on track for a future outlook in the Financial Services industry before leaving her job to start a family.

“I thought it would only last a few years, but before I knew it, a decade has passed by!”

During her break, she explored different options: starting her own business and getting involved in a range of fulfilling activities such as charitable causes, running a dental practice and supporting a barristers chambers as well as being heavily involved in school events.

### My biggest learning?

“Take the time to analyse and understand your core skills, attributes and experience and see how that translates into your search for a new role. FDM was brilliant in helping me achieve that.”

However, when Sian took the step to re-enter the workplace, she was faced with a number of challenges, “On returning, other than the expected battles of a ‘returner’, there are those other ‘softer’ ones to win, such as regaining my confidence in a very competitive world, perfecting my CV, putting together a LinkedIn profile and competing in an increasingly crowded returners marketplace”.

Through FDM, Sian secured an exciting role in Financial Services and in an area that was new to her but still capitalised on her experience in delivering high profile projects in retail and commercial banking.

“I can say I was nervous and confident in equal measures. I have learned through the whole experience of preparing myself to go back into a career because my core skills and attributes are inherent in me. My career break has helped me develop these further. I had to master the art of resilience, but it was worth it.”





## Viktoriya Lane

Legal & General

Viktoriya had an established career as a business and technical analyst in the disaster recovery and data delivery field and ran large scale data migration and data delivery programmes across the Insurance sector.

Her first child and subsequent maternity leave, unfortunately, corresponded with an organisational restructure. The birth of two more children and dedication to family life resulted in a career break spanning 10 years.

"For me, the FDM assessment and training really worked. They recognised my skills and helped to update them."

During this time, she enjoyed the role of Company Secretary and sounding board for the IT consultancy she ran with her husband and other part-time roles. "I started volunteering and working as a TA at my children's school, but I thought that was it...that was my limit."

After discovering FDM, Viktoriya was recruited remotely, on-boarded, trained and placed with Legal & General all within a few months: "The training worked really well for me. I passed everything with flying colours! It was so lovely to feel my brain becoming operational again in just 7 weeks!"

Despite some initial barriers, the shift to virtual and remote training was the golden ticket for Viktoriya allowing her to join the Programme.

Previously Viktoriya felt like she had to hide her 10-year break. Now she was being recognised for what she could bring to the role and her experience: "Working remotely has enabled me to take this step. I'm working with a brilliant team, including an FDM Ex-Forces Consultant, and I am part of one of the business' major projects. The role is really great. It's challenging me and I'm utilising the skills that were always there. They just needed dusting down and refreshing."

## Diversity Beyond Gender

Our purpose is to launch careers in technology. We are passionate about inclusive talent attraction and recruitment to drive diversity in a sector that is innovative, creative and ever evolving.

We actively seek talent in particular communities, attracting Ex-Forces and Returners through our experienced career Programmes. We also have an open and inclusive Graduate Programme to ensure access to opportunity for people from all backgrounds.



## Inclusive Recruitment

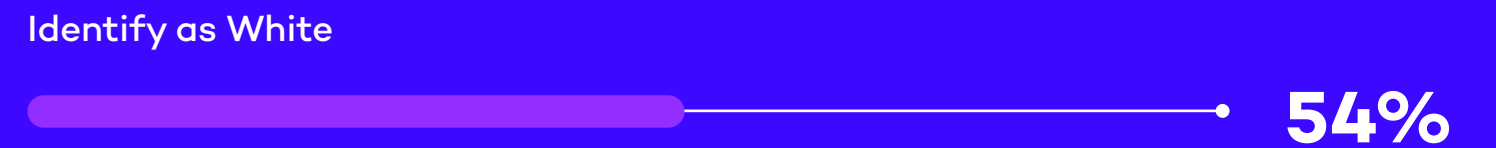
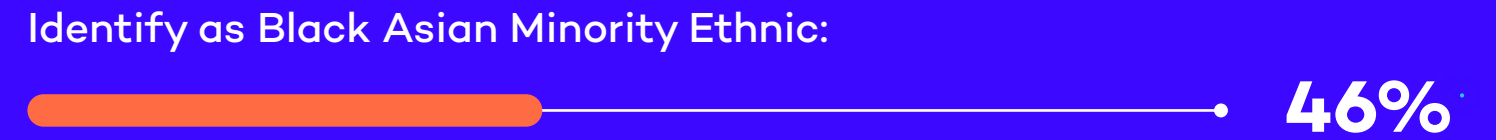
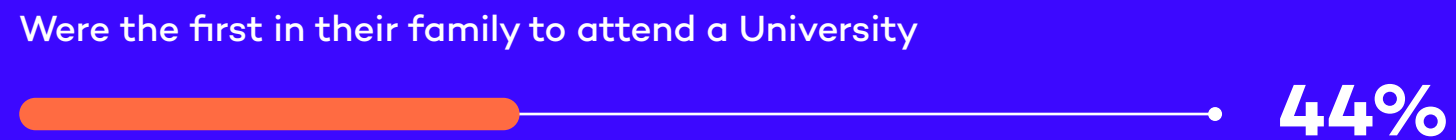
We are degree agnostic and encourage applications from non-STEM backgrounds.

Our assessment process is entirely strength-based, focusing on an individual's potential and aptitude rather than previous experience or specific academic qualifications.

Each candidate has a dedicated member of staff who provides ongoing support and constructive feedback with training to support unique needs and help remove barriers.

2020

# Consultant intake \*



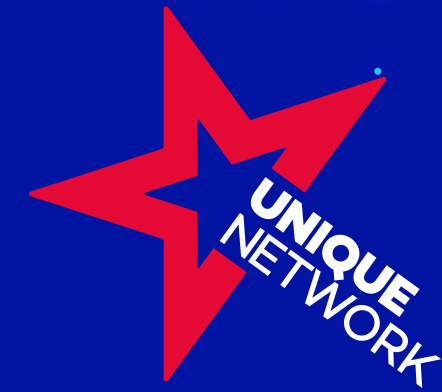
\* figures reflect data from people that chose to disclose this information

# Employee Networks

Our employee networks are the voice of our talent and play a vital role in fostering an empathetic and inclusive culture.



Leading, Educating, Aspiring Diversity. Regardless of your racial background, this network provides a platform to connect and build a community for Black, Asian and Ethnic Minorities within FDM.



Supporting FDMers with visible and non-visible disabilities. Unique aims to create a place where people of different abilities feel welcome and included.



Aims to unify, empower, and celebrate gender diversity at FDM. The network provides FDMers with a voice through sharing experiences, challenges, and ideas.



Provides a safe and respectful space for an increasing number of caregivers within FDM. They raise awareness, understanding and offer practical help and support.



Through education and representation, the network supports all LGBTQIA+ employees by creating a space to bring their authentic selves into work.



Creating a platform to connect with other FDMers from all beliefs and religions to support each other and share experiences.

# Nurturing and Retaining Talent

## Wellbeing Programme

This past year our Wellbeing Programme has focused on connecting and speaking to each other in light of the social isolation we have all been experiencing. FDMers have access to 24/7 confidential support, guidance and structured counselling through our Employee Assistance Programme (EAP). In addition to providing crucial points of contact within the business, we have hosted drop-in sessions, informational talks and listening circles to debunk myths and stigma associated with mental health.

## Mentoring and Coaching

This year we have piloted a reverse mentoring programme, alongside our normal mentoring scheme, to highlight the importance of senior leadership awareness and understanding of diverse needs and experiences that may differ from their own. Both our Executive and Non-Executive Directors continue to provide coaching sessions to employees to develop their capabilities on their journey to becoming future leaders.

## Consultant Experience

To support our Consultant Experience, we launched a new event series called 'In Conversation with' and welcomed leaders within technology to discuss their career and personal journey and share lessons learnt in light of inclusion and diversity.

## In-Pulse Surveys and Employee Voice

We continue to monitor employee engagement through In-Pulse surveys and listening sessions with Jacqueline De Rojas, our NED responsible for 'Employee Voice'. Her ongoing engagement with the employee networks has brought about inclusive nudges within the organisation. We will be hosting sessions with consultants in each region later this year to explore their experience on-site further.

## Women in Tech Wednesdays

Our weekly celebration of FDM Consultants is a testament to the sheer number of talented individuals we have that deliver impactful outcomes for our clients. Highlighting and celebrating this on our social channels is an essential part of sharing their success and shining a spotlight on our people.



# Recognising and Rewarding Excellence

## 2020 Consultant of the Year Winners

Nina Du / APAC



Calvin Liu /



USA

Samuel



Phillips / Canada

Jack Donnelly



/ Ireland

## 2021 Consultant of the Month Winners

- Shanon Davis, UK
- Foram Chauhan, CA
- Komalpreet Kaur, CA
- Helen Cavanagh, UK
- Kinga Vandor, US
- Melissa Macias, US
- Natkamon Tuamprathom, UK
- Laurel Lam, HK
- Sarah Ho, HK
- Namrata Lamba, CA
- Karin Li, US
- Sabrina Osmani, UK
- Alex Hamper, UK
- Naomi Wu, HK





# Awards, Sponsorships and Partnerships

every woman

TECHTALENT CHARTER:

RACE AT WORK CHARTER

Business Disability Forum

Member of the Business Disability Forum

SOCIAL MOBILITY FOUNDATION

Top Employer Social Mobility Index

Think Act Report Gender equality at work



CEO Charter of the UK Resource Centre for Women

EQUATE

Women Returners

Department for International Trade

Career Recognition Award, Sheila Flavell CBE

