

# GENDER PAY GAP REPORT

# Rod Flavell

CHIEF EXECUTIVE OFFICER



2021 was a strong and rewarding year for FDM, as we recovered from the impact of the pandemic. Throughout 2022, we have continued to **promote equal opportunity, diversity, and inclusion in the workplace, with the aim of contributing to the success of our business and the achievements of our people.** Our work around gender equality is taking place on a global scale, with 31% of all employees identifying as female.

**We have been a signatory to the United Nations Women's Empowerment Principles ("UNWEP") since 2013, and we continue to be the headline sponsor of the annual FDM everywoman in Technology Awards.** Our work has also been recognised by the prestigious Equal Opportunity Employer Recognition Scheme in Hong Kong, with our award for Inclusion, Gender, and Racial Equality.

2022

MEAN GENDER PAY GAP

-4%

2022

MEDIAN GENDER PAY GAP

-4.3%



Our **median female employee** fares well against our median male employee.



These figures are **better than many organisations across the UK**, where the average median pay gap was **14.9%** in favour of male employees.



We monitor these results regularly and strive towards **achieving a harmoniously balanced workplace**.

# Our Data at a Glance

**-4.3%**

**MEDIAN PAY GAP**

*UK average of 14.9% (2022)*

**-4.0%**

**MEAN PAY GAP**

**-5.2%**

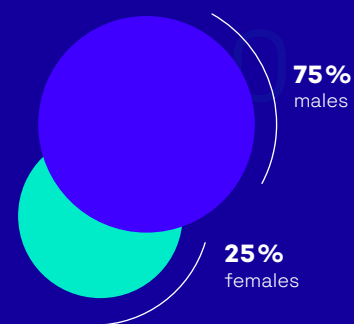
**MEDIAN BONUS GAP**

**6.0%**

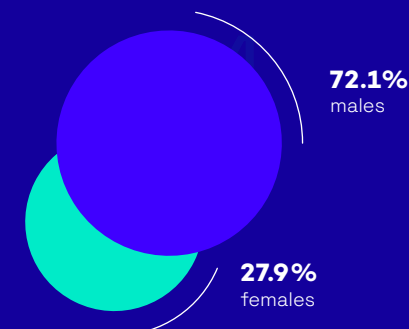
**MEAN BONUS GAP**

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

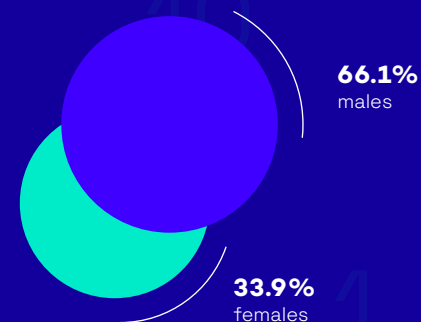
LOWER QUARTILE



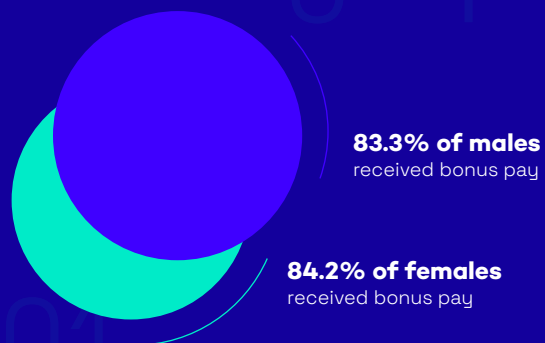
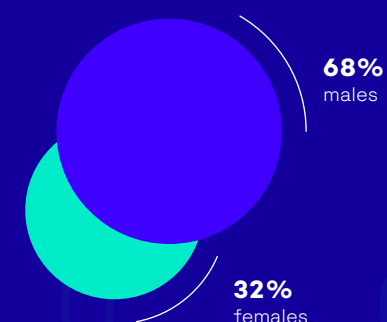
LOWER MIDDLE QUARTILE



HIGHER MIDDLE QUARTILE



HIGHER QUARTILE



# Sheila Flavell

CHIEF OPERATING OFFICER



At FDM, we regularly host career attraction initiatives, such as female-only digital bootcamps, CV workshops and interview training to help boost the confidence of women looking to enter a career in tech.

**Our 'best of breed' Returners Programme has a 75% female intake.** We offer consultants full-time employment from day one of the programme - from specialist instructor-led training to placement with our prestigious clients. The pandemic has supported a greater emphasis on hybrid and flexible working arrangements, which has made it easier for more women to return to work. We also provide wellbeing and mentoring programmes and support individuals with parental or caring responsibilities through our Care Employee Network.

**Our Elevate and Pride Employee Networks welcome people of all genders, as well as those identifying as part of the LGBTQIA+ community.** We place huge importance on the safety, wellbeing, and morale of all our employees whilst providing an encouraging environment to attract and retain female talent.



## We support individuals from diverse backgrounds

Our purpose is to help people forge a long-term career in tech whilst driving diversity forward in an innovative and evolving sector. FDM's inclusive Graduate Programme ensures everyone begins their professional life on an equal footing, whilst our Ex-Forces and Returners Programmes help those who have left the forces or are returning to work after a career break. We also strive to support people from low opportunity communities, ensuring they have the same chance for career success as those who belong to a higher socio-economic demographic.



## Our graduate programme welcomes all degree disciplines

We are not primarily interested in academic qualifications and encourage applications from non-STEM backgrounds. Our assessment process is strength-based and focuses on an individual's potential and aptitude rather than previous experience. Each candidate is assigned a dedicated member of staff who provides ongoing support and constructive feedback. All we require is a 2:2 degree from any university.





## Our apprenticeship programme targets a lower socio-economic demographic

FDM has a mandate to ensure that 50% of our apprentices are women. We give our apprentices the opportunity to study for a BSc degree in Digital and Technology Solutions whilst going out onto client-site and gaining practical experience. FDM pays all apprentices in the UK and takes care of their university fees and accommodation costs (in the first year of the 3-year programme, they spend one term at university). We also aim to tackle inequality through partnering with schools in social mobility cold spots, encouraging enthusiastic pupils to pursue a career in tech.



## We have grown our pool of apprentices

In 2020, we only had 4 Digital Tech Solutions apprentices on board, and in 2022, this number has risen to 33. We have recently expanded our apprenticeship programme, announcing a new partnership with London South Bank University. As with the original partnership with Sheffield Hallam University, all apprentices will have the opportunity to gain degree-level qualifications whilst developing the skills required to succeed in key IT roles.





## Significant investments every year

We heavily invest in talent outreach and interviewer 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. We also invest in employee mental health and well-being.

## Industry recognised training

Our training is accredited to Gold Standard by TechSkills. This is the industry 'kitemark' for tech related education and training.



## Social mobility success

We have been ranked 48th within the top 75 UK organisations dedicated to social mobility, as judged by the Social Mobility Index for 2022, an improvement from our 2021 rating, where we were placed 57th. This means that FDM is continually recognised as one of the leading companies in the UK when it comes to ensuring we identify and develop talent from all backgrounds.





# Women in Tech Initiatives

## EARLY TALENT PROGRAMME

### We celebrate gender equality

This year, we are proud to have launched #S//eLivesTech to attract more females to our tech roles. The event kicked off with an inspirational keynote by Jacqueline de Rojas – promoted to all FDM's university partners.

### We empower women to pursue a tech career

#### WE HAVE:

- Launched the first women-only graduate training programme in 2022, which focused on developing the next generation of Software Development and Engineering specialists.
- Participated in the Google initiative, #IAmRemarkable, by hosting workshops aimed at helping young women and underrepresented groups build confidence.
- Shone a light on inspiring female 'techies' and innovators to celebrate 'Girls in ICT Day.' We have also provided resources for female students across the globe with workshops focused on tech.
- Focused on helping schoolgirls understand the far-reaching and exciting opportunities within the technology space.
- Remodelled our Early Talent Programme to supply additional learning resources for schools. We also held insight days for female students in local communities.

# Women in Tech Initiatives

## EARLY TALENT PROGRAMME

### We don't believe in a digital skills gap

#### WE HAVE:

- Continued as headline sponsor to support the every-woman in Technology Awards, which celebrates the achievements of female role models in tech.
- Featured on the techUK Diversity & Skills Council, with the aim of developing and supporting practical solutions to enhance diversity in tech.
- Advised government committees on issues around the digital skills gap and gender diversity in the workplace. Most recently, we attended an International Women's Day event hosted by The Worshipful Company of Information Technologists.
- 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.

WE WORK ALONGSIDE  
UNIVERSITIES

## From Careers Fairs to Networking Events

We have **active relationships with 112 UK Universities** and host events for students, from sponsored curriculum projects and panels, to workshops, student societies and networking meetups.

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 attending. The bootcamp focused on developing skills in Cascading Style Sheets (CSS) and HTML to create a website. A session was also delivered on building self-confidence and resilience in the workplace.

Promoting the power of women working within tech and business:



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

University students and graduates



Women in Tech panel event



Inclusive employers panel alongside  
EY, Accenture and Allianz



Women's Development Programme  
#IAmRemarkable session



Women in STEM event sponsor



Headline sponsor

**UK University  
Careers Teams**

all tier 1-3 universities

Mini hackathon on equality and diversity

**UK Universities**

Unconscious bias training for students

WE HELP PEOPLE WHO  
HAVE TAKEN A CAREER BREAK

## The FDM Returners Programme

– Celebrating our 7<sup>th</sup> year

We provide opportunities for people looking to re-enter the workplace and help them capitalise on their previous experience. That's why we offer training and support, so that our returners can refresh their skills and build confidence, ready for working as FDM Consultants on client-site. The Returners Programme has restarted the careers of 370+ people of whom 75% are women.

Our expert support teams are made up of women who are returners themselves. This makes them well-equipped to understand and nurture our new joiners, as they are familiar with how challenging it can be to return to the world of work. We have more recently welcomed Ukrainian refugees and other displaced women onto the programme, providing ongoing and regular wellbeing check-ins.



370+

PEOPLE RESTARTED THEIR CAREERS  
WITH THE RETURNERS PROGRAMME

∨ of whom ∨

75% ARE  
WOMAN

## CASE STUDY

# Trusha Patel



IT OPERATIONS ENGINEER AT A  
GLOBAL ENERGY COMPANY



RENEWABLE ENERGY AND SOLUTIONS  
IT OPERATIONS ORGANISATION



## FDM SUPPORTS THE IDEA OF A CAREER BREAK

'Luckily, I found FDM which provided several programmes for people like me. The training gave me the tools and confidence to utilise my previous experience and skills. Before joining FDM, I completed the PRINCE2 Practitioner Certification, as I wanted to ensure I was prepared for returning to the workplace. I was also fortunate that they offered the ITIL 4 foundation course as part of the training programme, which enabled me to move into IT Service Management. I now work for a Global Energy Company, and that's all thanks to FDM.'



I was a civil servant working for the Ministry of Housing, Communities and Local Government. I then decided to take a career break and travelled across the US. On my return, I was continuously turned down when applying for jobs, because of my lack of private sector/corporate experience.



## CASE STUDY

# Claire Gardner

 PROJECT MANAGER LEGAL AND GENERAL, DIGITAL  
CUSTOMER COMMUNICATIONS DIVISION

## REALISING PROFESSIONAL POTENTIAL WITH FDM

'The training was an excellent refresher course in areas such as Excel and Financial Markets. It was also invaluable for learning current Project Management Methodologies, allowing me to gain internationally recognised qualifications (PRINCE2 and Scrum Master). I first heard about FDM through the Women Returners Conference. I applied, secured my place, and started on the Returners Programme in June 2021. And I am now working as a delivery lead with an investment client on a global project. I have found the FDM company culture to be professional, supportive, and welcoming.'

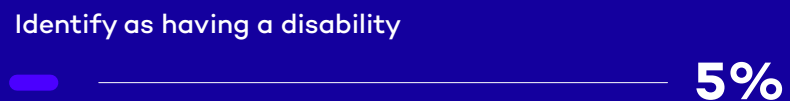
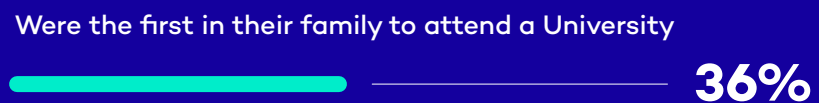
“

Before my career break, I obtained a master's degree and a Digital Marketing Institute Certification. I was also a Pilates instructor and spent time caring for children. All these experiences have furnished me with skills that have been crucial in contributing to my success as a delivery lead.

”

# Consultant intake

2021



\* 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.



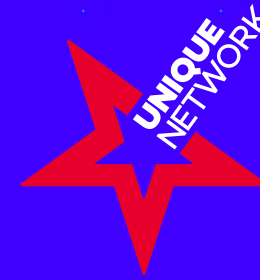
Aims to unify, empower, and celebrate gender diversity at FDM. The network provides FDMers with a voice through sharing experiences, challenges, and ideas.



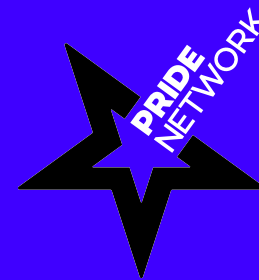
Provides a safe and respectful space for an increasing number of caregivers within FDM. They raise awareness, understanding and offer practical help and support.



Leading, educating and supporting 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.



Through education and representation, the network supports all LGBTQIA+ employees by creating a space that encourages authenticity within the workplace.



Creating a platform that encourages FDMers of all beliefs and religions to support each other and share experiences.



# We nurture talent and retain the best

## ● The Wellbeing Programme

Our programme is centred around the power of human communication, following the social isolation that we all experienced during the height of the COVID-19 pandemic. We provide FDMers with access to 24/7 confidential support, guidance, and structured counselling through our Employee Assistance Programme (EAP). We have also hosted drop-in sessions, informational talks and listening circles to help remove the stigma around mental health.

## ● Listening to the employee voice





We continue to monitor employee engagement through In-Pulse surveys and listening sessions with Jacqueline De Rojas, our Non-Executive Director responsible for 'Employee Voice.' Her ongoing engagement with the employee networks has sparked inclusive nudges within the organisation.

## ● Celebrating success every week

We recognise the achievements of female FDM Consultants every week with Women in Tech Wednesdays. This is a testament to the number of talented FDMers that deliver positive outcomes for our clients. We also leverage our social channels to share their success, shining a spotlight on our people.

# Recognising and Rewarding Excellence

## 2021 CONSULTANT OF THE YEAR WINNERS

	→ US	Lynn Liu	
Alison Conway			→ CA
			Naomi Wu
			→ APAC
Sabrina Osmani			
	→ EMEA		

## 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



Top Employer Social  
Mobility Index



Member of the Business  
Disability Forum



CEO Charter of the UK  
Resource Centre for Women



Career Recognition Award,  
Sheila Flavell CBE