

# **GENDER PAY GAP**

REPORT / 2023

# Rod Flavell

CHIEF EXECUTIVE OFFICER



**31%**  
of FDM's global  
workforce are  
female

Every year FDM strives to do better than before in improving diversity and inclusion in the workplace. Despite a volatile and challenging economic climate in 2023 we continued to promote equal opportunities, with the aim of contributing to the success of our business and the achievements of our people.

This year we ranked 34<sup>th</sup> on the UK Government's Social Mobility Index, an improvement from 48<sup>th</sup> last year in recognition of our ongoing commitment to removing barriers to employment and empowering people by supporting their career development.

Our work around gender equality is taking place on a global scale, with 31% of all employees identifying as female. This year we were delighted to welcome a new non-executive board member – Rowena Murray, who joins us with a wealth of experience in law and investment banking.

2023

MEAN GENDER PAY GAP

-7.6%

2023

MEDIAN GENDER PAY GAP

-4.3%



Our success in placing women in senior roles through our Returners Programme has resulted in a negative gender pay gap where the **average female earns more** than the average male.



These figures **are far better than across the UK** where the average median is 14.3% in favour of males as many companies struggle to close the pay gap.



We **believe in equal pay** and structure our organisation accordingly.

# Sheila Flavell

CHIEF OPERATING OFFICER



At FDM, we regularly host events like female-only digital bootcamps, CV and interview workshops, to empower women aspiring to pursue tech careers.

FDM has always championed gender equality in tech. We recently launched our Girls into Tech initiative to conduct tech workshops and bootcamps for schoolgirls in London and Leeds with the opportunity for them to join the FDM Apprenticeship Programme.

Our Returners Programme has a 70% female intake and offers a fully supported journey back to work for those who have had a career break.

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.

Our Care employee network supports individuals with parental or caring responsibilities whilst our Elevate and Pride networks welcome people of all genders, as well as those identifying as part of the LGBTQIA+ community.





## We support individuals from diverse backgrounds

No matter the background, degree or experience, we build exciting non-linear career paths with access to accredited, industry-recognised qualifications and continuous support and development to upskill.

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.



## Our Graduate Programme welcomes all degree disciplines

We welcome applications from non-STEM backgrounds and only require a 2:2 degree from any university.

Our strength-based assessment process focuses on a candidate's potential and aptitude over academic qualifications. Each candidate is assigned a dedicated member of staff who provides ongoing support and constructive feedback.





## Our Apprenticeship Programme targets a lower socio-economic demographic

The FDM Apprenticeship Programme provides the opportunity to study for a BSc degree in Digital and Technology Solutions with practical work experience. Apprentices start on internal projects, before moving to a client site. The cost of a degree remains a barrier to entry for many individuals and their families. 47% of FDM apprentices are first in their family to attend university. FDM pays apprentices a salary and covers their university fees. We are also tackling inequality by partnering with schools in social mobility cold spots, encouraging many more young people to pursue a career in tech.



## We have grown our pool of apprentices

We launched our Apprenticeship Programme in 2020 with four apprentices and grew to 30 in 2023. Our first cohort have successfully completed the programme, graduating with first and upper second-class honours and securing permanent IT roles. We have now added a new partnership with Northeastern University in London to our list of approved training providers alongside Sheffield Hallam University. We were recently awarded Flexi-job apprenticeship status by the Department for Education which will enable us to further develop the programme by partnering with key clients and expanding into new geographies.





## Significant investment every year

We heavily invest in talent outreach and interviewer coaching. 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 34th within the top 75 UK organisations dedicated to social mobility, as judged by the Social Mobility Index for 2023, an improvement from our 2022 rating, where we were placed 48th. 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 empower women to  
pursue a tech career**

## **WE HAVE:**

- Hosted a number of workshops in 2023 as part of our She Lives Tech initiative for the University of Leeds students and as part of Inspiring Women's Week at the University of Kent.
- This year, our She Lives Tech campaign welcomed 75 attendees across the UK for a bootcamp. Participants learned HTML, CSS and JavaScript and designed a web-based application which they presented in our offices on International Women's Day.

S // E  
LIVES  
TECH

**We celebrate  
gender equality**

- Participated in the Google initiative, #IAmRemarkable, by hosting workshops to help young women and underrepresented groups build confidence.



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. With coaching and ongoing support, our returners can refresh their skills and build confidence, ready for working as an FDM Consultant with our clients. The Returners Programme has restarted the careers of 500+ people of whom 70% are women.

Returners bring more experience than graduate consultants and earn higher salaries. The increase in women returners joining FDM has resulted in us reporting a negative gender pay gap.

Our expert support team is 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.

With ongoing support and upskilling for their career progression, our returners can thrive in an environment of like-minded people.

500+

PEOPLE RESTARTED THEIR CAREERS  
WITH THE RETURNERS PROGRAMME

∨ of whom ∨

70% ARE  
WOMAN

## CASE STUDY

# Victoria Alimova

 BUSINESS ANALYST

I took a three-year break from my corporate career to look after my younger daughter and gain my second Master's degree. Getting back to work, in my case, was further burdened with refugee experience. After the Russian aggression deprived my family of our house in Hostomel, it led my children and I abroad and my husband to the army. I gathered all my resilience, revised my background and transferable skills, and decided to go into tech. That brought me to FDM.

I saw the Consultant BA vacancy on LinkedIn, reviewed the site, and discovered that it perfectly suited my purpose. I really appreciated the Returners Programme values and objectives.

I was thrilled to be onboard and enjoyed the FDM training - valuable materials, knowledgeable trainers, and my peers who add value to the training process with their different experiences.



“

Reboot. You are being upgraded through effort and persistence, adding new precious gems to your collection of hard and soft skills and thus becoming the best version of your professional self.

”

## CASE STUDY

# Malek Labbane

 SAP PRODUCT OWNER

I had a successful career as a SAP consultant and delivery manager working for top-tier companies around the globe before multiple caring needs at home necessitated a career break. Over the next 12 years, I became a stay-at-home mother of two while running my own interior design studio.

I always had an interest in tech and during my break I kept up with the latest in the sector. But the time away had taken a toll on my confidence and I found myself doubting my credentials and eligibility to apply to consultancy roles.

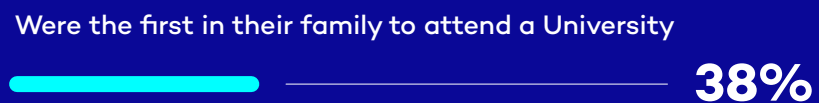
I came across FDM at a women returners' conference and decided to apply. I joined the Business Project Management stream and loved the FDM Skills Lab curriculum and how each week progressed in terms of challenge and intensity, easing me back into corporate work. Over seven weeks, my cohort of 10 trained and received certifications in Prince 2 and Agile Scrum Master.



Returning to a corporate work environment after an extended time away can be daunting. However, the quality FDM training and the weekly preparation helped boost my confidence and thrive in my new role.

# Consultant intake

2023



\* 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.



This network provides a safe and respectful space for the increasing number of carers and caregivers within FDM. Members raise awareness, understanding and offer practical help and support.



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.



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 employees with visible and non-visible disabilities, including long term illness and mental health conditions. Unique aims to create a place where people of different abilities feel welcome and included.

# 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.

# Awards, Sponsorships and Partnerships



Top Employer Social  
Mobility Index



Member of the Business  
Disability Forum



FTSE4Good



Recently awarded  
**Flexi-job apprenticeship**  
agency status



THE RETURN TO WORK SPECIALISTS



[fdmgroup.com](http://fdmgroup.com)