



FLEISHMANHILLARD



2022 Gender Pay Gap Report

Published 30th March, 2023

Our vision is to be the most diverse and inclusive agency in the country, and for the work and the workforce to represent and inspire the society we serve.

FleishmanHillard has comprehensive procedures and checks in place to ensure that our reward and pay review process and cycle is fair to all and makes sure individuals are benchmarked against their peers in their teams, the wider agency and within the industry. We are therefore confident that decisions made are consistent and based on merits and clear rationale.

Although this is FleishmanHillard's first external reporting of Gender Pay Gap, we made the commitment voluntarily to monitor and report on internally since 2017 when the legislation requiring organisations with 250 or more employees to publish data on their gender pay gap came into effect. For years now we have been proactive about reducing our gender pay gaps.

This report is published in line with Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, and I confirm that the information and data reported are accurate.



Olivier Beheydt
Senior Vice President & Senior Partner,
Chief Operating Officer, EMEA



Gender pay vs equal pay

While both equal pay and gender pay gap monitors pay disparity at work, they are not looking at the same issue and are not the same thing.

Gender pay gap

The gender pay gap is calculated as the difference between average (mean and median) hourly earnings of men and women as a proportion of men's average (mean and median) hourly earnings. It is a measure across all jobs in FleishmanHillard, not of the difference in pay between men and women for doing the same job.

Equal pay

Equal pay is the legal right of women and men to receive equal pay for the same work or work of equal value. We pay men and women equally and we are confident that equal pay is not a factor behind our gender pay gaps.

Reporting Requirements

There are four key areas that are reported for Gender Pay Gap and Gender Bonus Pay Gap.

Mean and Median Gender Pay Gaps:

1.
 - a) the first is the mean Gender Pay Gap, which is calculated by adding the hourly pay of each employee together and dividing by the total number of employees. It can be distorted by a small number of high earners.
 - b) the median Gender Pay Gap, which involves listing the hourly pay of each employee in descending salary order and selecting the middle individual.

2. Companies also need to split their data into 4 equal quartiles to show the percentage of men and women in each hourly pay quartile

Mean and Median Gender Bonus Pay Gaps:

3.
 - a) The mean Gender Bonus Pay Gap is calculated by adding the bonus pay of each employee together and dividing by the total number of employees.
 - b) The median Gender Bonus Pay Gap, which involves listing the bonus pay of each employee in numerical order and selecting the middle number.

4. Companies also need to show the percentage of men and women receiving bonus pay.

Our Results

Gender pay gap

The table below shows our overall mean and median gender pay gap based on hourly rates as of the snapshot date 5 April 2022.

We have a median gender pay gap of -11.3% (in favour of women) and a mean gender pay gap of 14.9% in favour of men.

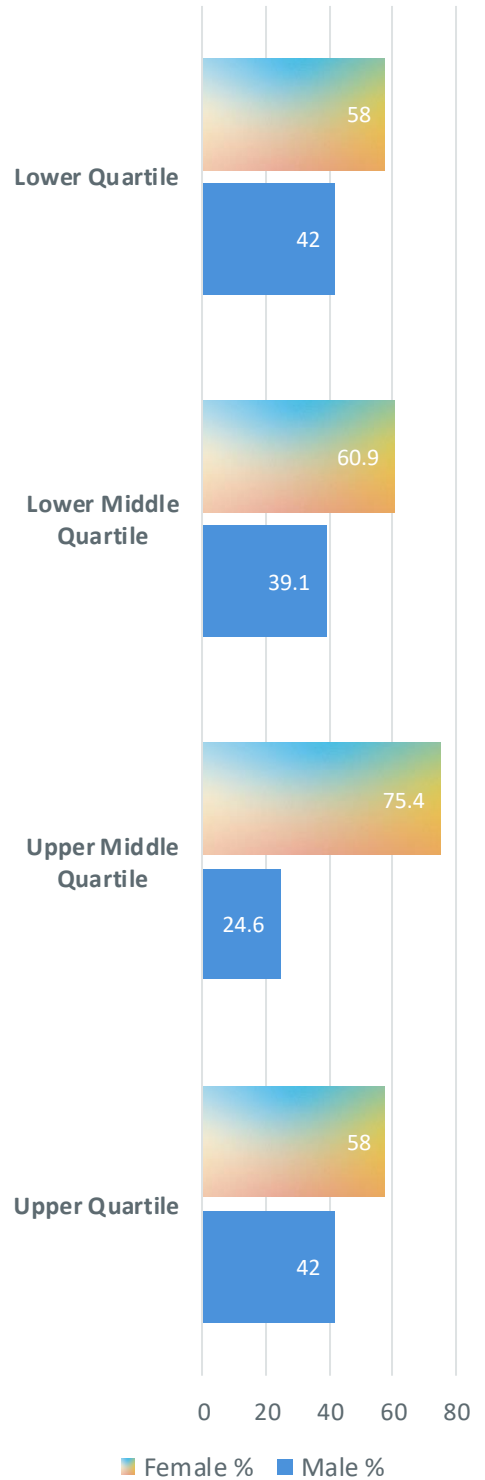
Mean GPG	14.9%
Median GPG	-11.3%

FleishmanHillard is female dominated, which mirrors the gender make up of the PR industry. Our overall gender split is 63% Female and 37% Male.

The results of this report were based on a population of 276 (287 relevant employees), which has been divided into four equal quartiles below, each containing 69 employees.

Upper Quartile	42.0% Male	58.0% Female
Upper Middle Quartile	24.6% Male	75.4% Female
Lower Middle Quartile	39.1% Male	60.9% Female
Lower Quartile	42.0% Male	58.0% Female

Gender Split across quartiles



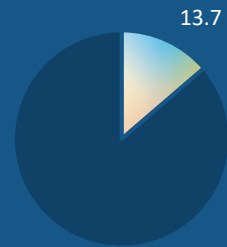
Gender Bonus Pay Gap (GBPG)

During the reportable period, only 28 bonuses were paid in total to relevant employees receiving full pay. Our bonus scheme during this period was mainly senior level staff (based in UK payroll but some in global roles) in recognition of their contributions to the agency.

As the current report is only reflective of bonuses paid up to the snapshot, this is not a true representation of our bonus scheme in 2022. We have since widened our bonus scheme to address more employees and across the quartiles, with more women receiving a bonus following this period. We expect that this will reduce both the mean and median gender bonus pay gaps in our next report.

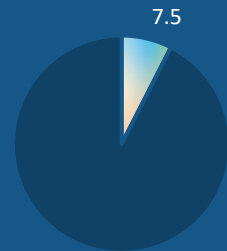
Mean GBPG	36.2%
Median GBPG	18.5%
Proportion of Male Bonus Receivers	13.7%
Proportion of Female Bonus Receivers	7.5%

Proportion of Male Bonus Receivers



■ Received a bonus ■ No bonus

Proportion of Female Bonus Receivers



■ Received a bonus ■ No bonus



Causes of the gaps

We have a negative median pay gap. This shows that, throughout FH, women are able to progress and reach high paying roles and senior roles in the business. We are pleased that we have a culture where women can thrive. Another part of the reason for this gap is that we have attracted more men to join FH into entry level roles. Because FH is a female dominated workplace, yet these new entrants are a broadly equal mix of men and women, it pushes the median gap down as it brings more lower paid men into the business. As these men progress, we expect the median pay gap to move closer towards our goal: 0%.

However, we have a positive mean pay gap. This is caused by a small number of highly paid men in specialised roles, including many of our most senior leaders in UK and regional and global roles paid out of FleishmanHillard UK payroll.

As mentioned above, a small number of individuals can distort a mean figure. We want to make sure that, over time, our female talent will progress to these roles and that our mean pay gap comes down.



Our initiatives

In order to address our Gender Pay Gap, we need to focus on attracting, hiring and progressing women into the most senior positions in the agency and ensuring their pay is a fair reflection of their roles and seniority.

1. Recruitment:

- DE&I is solidly weaved into our talent attraction strategy where we continue to mitigate bias as much as we can via a fair and transparent process but we need to continue to make sure we are widening the talent pool so we continue to select the best candidate for the role.
- Our recruitment process includes gender neutral drafting of job adverts, gender balanced interview panels and ensuring there are at least 2 women on every shortlist for roles advertised.
- We'll continue to promote our flexible and hybrid working structure to ensure women (and men) that need to work around childcare commitments are not excluded.
- We'll continue to assess new roles on whether they could be structured in other ways than the standard 5 days a week (a structure that can advantage men over women) i.e. job-sharing / part-time positions.

2. Talent pipeline:

- In 2023 we will be reviewing our talent moderation and progression mechanisms to ensure that fairness and transparency are central to our processes
- As part of our global census, we will continue to collect gender data at all levels within our business to enable us to monitor trends and patterns in the progression of female talent.
- Return to work coaching with our in-house coach for those returning from parental leave is a key element of supporting our employees' career progression since 2018, ensuring their time out of work has minimal disruption to their personal development.
- In 2022, we were pleased to launch our Business Mentoring Programme, providing our senior leadership team access to an industry expert, who was able to act as a sounding board in helping our leaders unlock their passion points, supporting personal career development and provide valuable advice, challenging them to grow within their roles at the agency.

3. Scrutinising salary increases:

- We constantly monitor to ensure equal pay and that roles are paid fairly.
- Each year we benchmark salaries against industry norms to ensure we remain competitive as we promote within the organisation.

4. Women's network:

We are active members of Omniwomen UK + Allies, a global network dedicated to increasing the number, seniority and influence of female leaders throughout the Omnicom network.

Every year, Omniwomen committees across the network come together to host the flagship event – the Omniwomen UK + Allies Leadership Summit. This is followed by a series of basecamps throughout the year, offering practical tools, guidance and training to inspire and support the development of our future female leaders.

This year's base camps included an interactive workshop to empower women and underrepresented groups to showcase their accomplishments both inside and outside of the workplace.

In addition to this, all of the women in our agency were invited to Omniwomen training on 'The Art of Influence', focused on the skills you need to become a persuasive communicator.

Our work as part of the Omniwomen network will continue next year, with the FH leadership baton passing to V Varilly, our Head of Youth and Partnerships.



FLEISHMANHILLARD

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