



FLEISHMAN
HILLARD

2023 Gender Pay Gap Report

Published April 2024



**GENDER
PAY GAP**

Gender Pay Gap

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

This is FleishmanHillard's second external reporting of Gender Pay Gap, but as an agency, 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.

We have identified a gender pay gap when we consider the average pay and bonuses of our male and female staff.

The next couple of pages of this report details why we believe these gaps exist and our focus areas to reduce these gaps and work towards our goal of no gender pay gap.

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 Gap vs Equal Pay

While both equal pay and the gender pay gap monitor 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 on for the 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. This is the typical 'average' and can be distorted by outliers.
- b) The median Gender Pay Gap, which involves listing the hourly pay of each employee in descending salary order and selecting the middle number. This generally shows the typical situation.

2.

Companies also need to split their data into four 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. This is the typical 'average' and can be distorted by outliers.
- b) The median Gender Bonus Pay Gap, which involves listing the bonus pay of each employee in numerical order and selecting the middle number. This generally shows the typical situation.

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 2023.

We have a median gender pay gap of -9.1% (in favour of women) and a mean gender pay gap of 14.0% in favour of men.

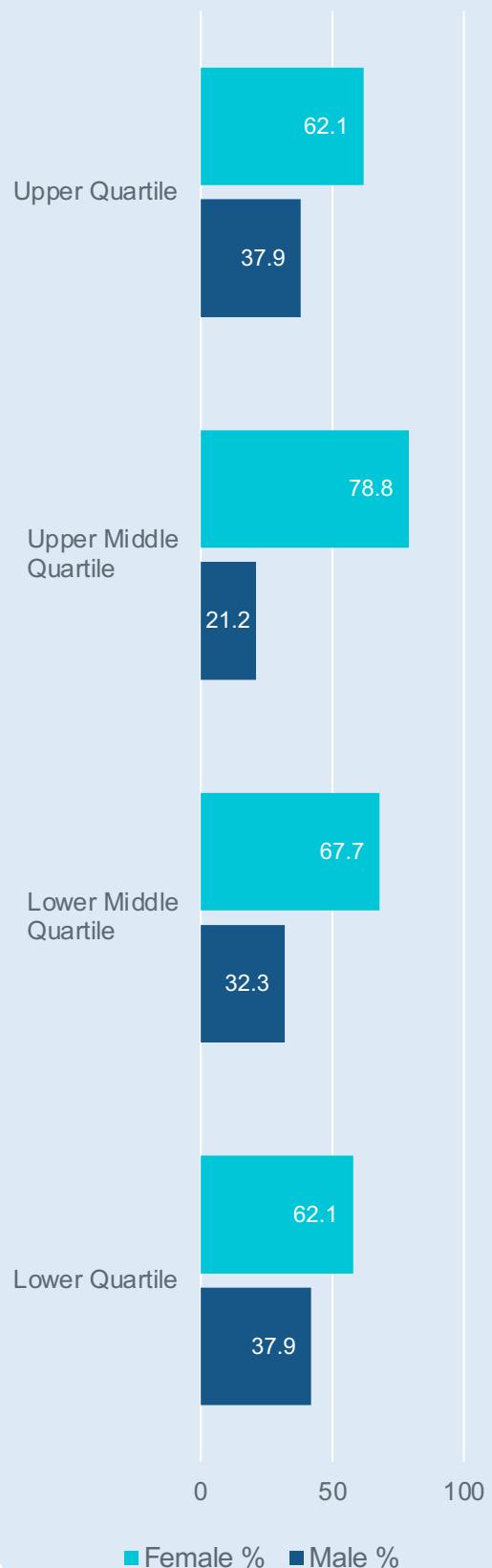
Mean GPG	14.0%
Median GPG	-9.1%

FleishmanHillard is a female dominated business, which mirrors the gender make-up of the PR industry. Our overall gender split is 68% Female and 32% Male.

Our quartiles statistics are below.

Upper Quartile	 37.9% Male
	 62.1% Female
Upper Middle Quartile	 21.2% Male
	 78.8% Female
Lower Middle Quartile	 32.3% Male
	 67.7% Female
Lower Quartile	 37.9% Male
	 62.1% Female

Gender Split across quartiles



Gender Bonus Pay Gap

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 2023. 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 hope this will help narrow both the mean and median gender bonus pay gaps in our next report.

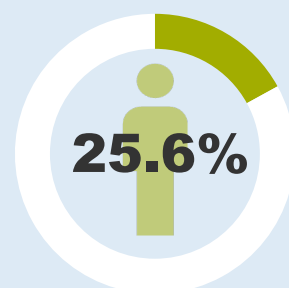
Mean GBPG	50.9%
Median GBPG	0.0%
Proportion of Male Bonus Receivers	25.6%
Proportion of Female Bonus Receivers	22.7%

Explaining the gaps

We continue to have a negative median pay gap, however this is an improvement from 2022 by 2.2%. This shows that, throughout FH, women are able to progress and reach higher paying and more senior roles in the business. We are pleased that we have a culture where women can thrive. However, ideally there would be no gap. Part of the reason for this is that we have attracted a number of men to join FH into entry level positions. FH is a female dominated workplace, and because these new entrants are a broadly equal mix of men and women, it has a greater effect on pushing down median pay for men and so causes a negative pay gap. As these men progress, we expect the median pay gap to move closer towards our goal: 0%

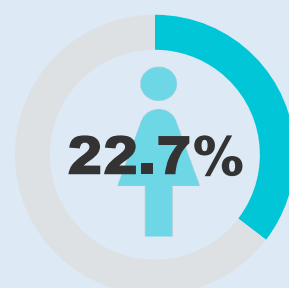
However, we have a positive mean pay gap. This is caused by a small number of highly paid men in specialised roles, including many of our most senior leaders in UK and regional and global roles paid out of FleishmanHillard UK payroll. We want to make sure that, over time, our female talent will progress to these roles.

Proportion of Male Bonus Receivers



■ Received a bonus ■ No bonus

Proportion of Female Bonus Receivers



■ Received a bonus ■ No bonus



Addressing the issues

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:

- We always consider the impact on our gender pay gap when we hire, particularly in the most senior roles.
- 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 to ensure we attract a diverse group of candidates to our agency.
- 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 progression:

- In 2023 we went through a process of reviewing our talent moderation and progression mechanisms to ensure that fairness and transparency are central to our processes. This has resulted in an updated process and a guide for mitigating bias in talent moderations
- 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.
- In 2023 we launched a new mentoring platform to help ambitious colleagues connect easily with senior mentors to support their career development
- We have focused on creating gender balanced candidate pools for places on internal career accelerating training programmes

3. Scrutinising salary increases:

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:

- 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 with 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.

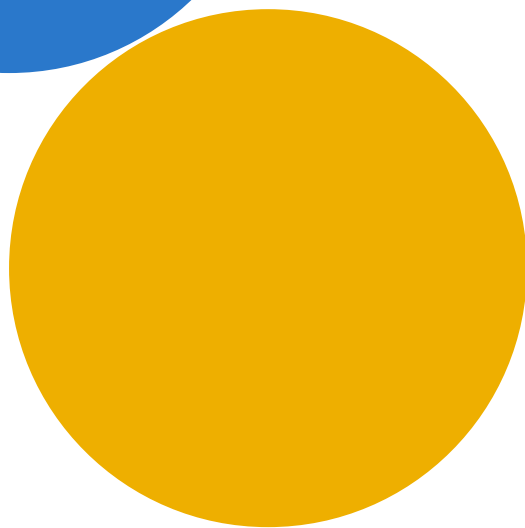
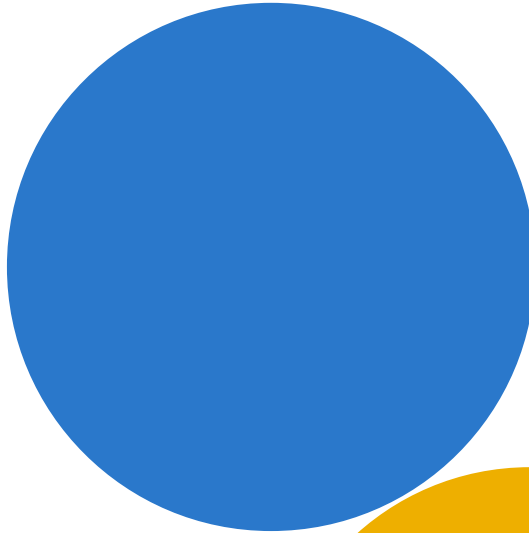
5. External Partnerships

An industry wide challenge often requires an industry wide solution and so we are committed to working with external partners to collaborate and drive impact.

- We are a member of Women in PR, an organisation with a mission to increase the number and diversity of women in leadership positions. As part of our membership, a number of our most talented women receive access to networking and training opportunities
- This year we are partnering with F1 recruitment on their 'Back2Businesship' returners programme. This programme is aimed at supporting communications and PR professionals who have taken time out of their career for caring reasons enter back into the industry.



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Thank you

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