

Gender Pay Gap

STATEMENT

The gender pay gap shows the difference between the average hourly pay and bonus pay of men and women in our company.

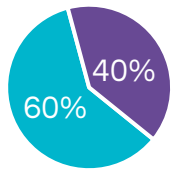
There will always be a gap, either in favour of men (shown as a positive number in the boxes below) or in favour of women (shown as a negative number), but the aim is to work towards trying to close the gap and encourage diversity and inclusivity in our business.

Ultimately, we want to ensure everyone is rewarded fairly and encouraged to realise their full potential by creating equal access to any and all opportunities that arise at FCS.

THE RESULTS

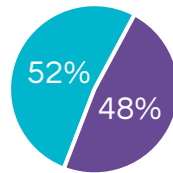
Hourly Pay Gap* for 2018	Gap
Median pay (per hour)	-0.70%
Mean pay (per hour)	-7.41%

Lower Quartile



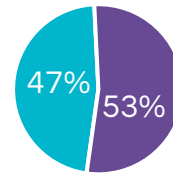
■ Male ■ Female

Lower Middle Quartile



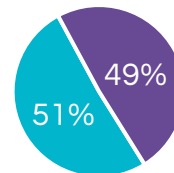
■ Male ■ Female

Upper Middle Quartile

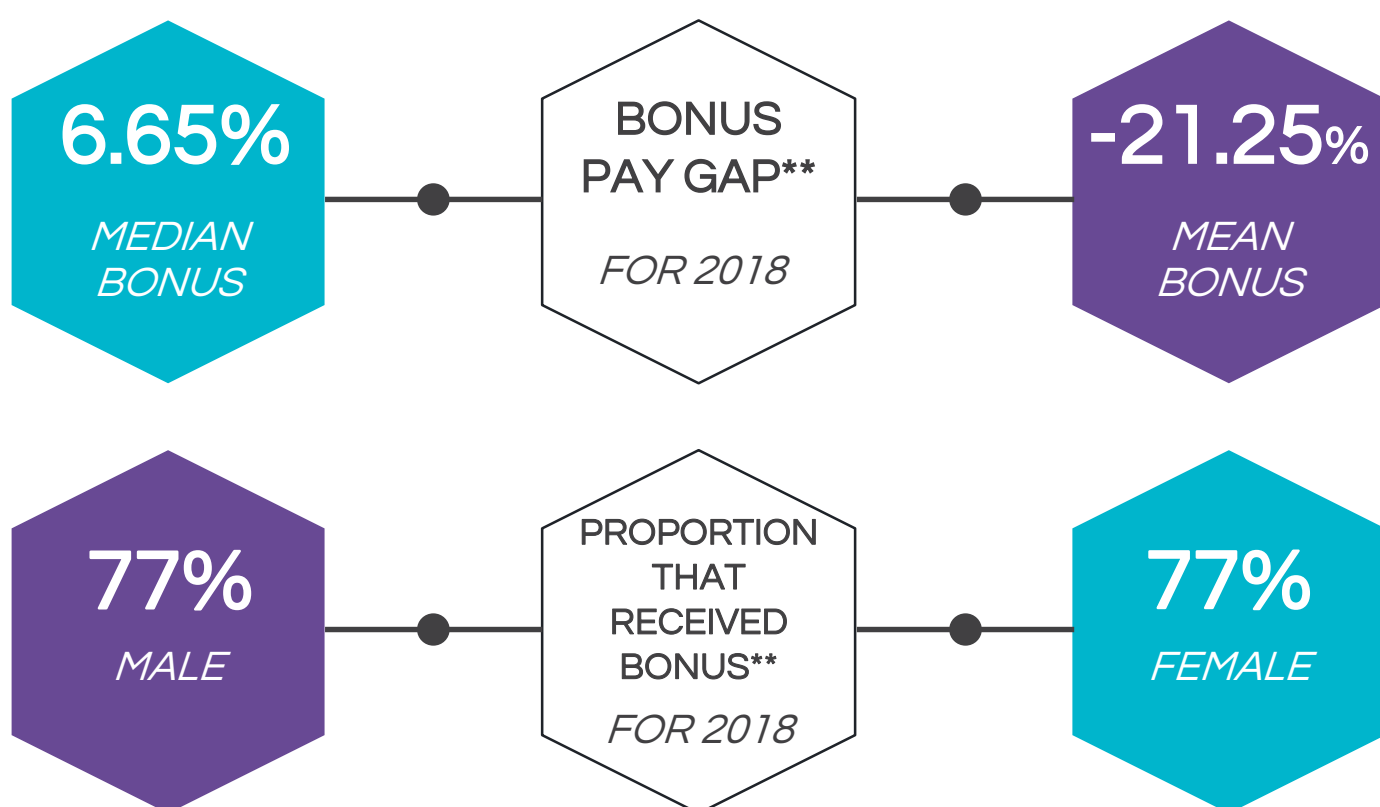


■ Male ■ Female

Upper Quartile



■ Male ■ Female



* Hourly pay includes any salary, bonus, commission, car allowance, pension refund, payment in lieu of pension and, in some instances, Statutory Maternity Pay.

** Bonus pay includes any bonus and/or commission.

- We can report a small pay gap of -0.70% (which is slightly in favour of women), against a national average of 17.1% (source: Office for National Statistics).
- Our median gap is also marginally in favour of women at -7.41% and we have seen a notable 8% increase (from 2017 to 2018) in the percentage of women occupying the highest pay band (as above). This median gap (in favour of women) is explained by the representation of men and women in roles and associated opportunities to earn commission/bonus in those roles. There are a greater proportion of women in administration roles (where retention and basic salaries are higher and commission is linked to tenure and company performance), whilst a greater proportion of men operate in sales (where attrition is higher, lower basic salaries are paid, and any commission is linked to tenure and individual performance).
- Overall our mean bonus result is -21.25% (in favour of women) for 2018 with an 8% increase in the percentage of women in the upper band contributing to this. There is an equal split of 77% of men and women receiving bonus in 2018.
- The median bonus gap (in favour of men at 6.65%) is, again, indicative of the representation of men and women across sales and access to commission schemes.
- Three of our top twenty bonus payees were Account Managers (one woman, two men) illustrating the tangible opportunities to receive bonus through the uncapped commission scheme.

ACTION

Following 2017's results (published in February 2018), we've been looking closely at our recruitment strategy to ensure that we are attracting and recruiting the right people into the right roles, regardless of gender, background, education or ethnicity. We've not just focussed on how we are recruiting (and providing unconscious bias training to all recruiting Supervisors) but we've also looked at where we advertise roles and what language we are adopting in our adverts.

We're tracking gender split into our Account Management roles (currently at 60% men to 40% women) especially since, where possible, we like to develop 'home grown' talent and promote internally rather than recruit externally and we recognise that our Account Manager intake may lead to internal promotions into more senior sales positions.

So, into 2019, we'll continue to keep our eye on how we're doing with recruitment and internal promotions, across all functions to gain a better insight into what drives our decision making and what we can do to create an even more diverse workforce.