

GENDER PAY GAP REPORT

2019



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**FNZ IS COMMITTED TO PROVIDING A FAIR,
EQUAL AND INCLUSIVE WORKPLACE. WE
ARE PASSIONATE ABOUT IMPROVING
DIVERSITY AND REDUCING OUR GENDER
PAY GAP.**



FNZ are required to publish statistics on their gender pay gap – the difference between the average amount that women and men are paid across the UK workforce.

FNZ are committed to ensuring men and women are paid equally for doing equivalent roles across the Group and also being transparent about our gender pay.

As we recorded last year, our pay gaps are principally driven by a higher proportion of men in more senior roles which generally pay higher. This remains, however we have adapted to place greater emphasis on recruiting and promoting female colleagues into positions at every level throughout the business. The Group Head Office is based in the UK so this is a contributing factor to our pay gap.

The gender pay gap is a long-term initiative and we continue to remain focussed on building a fair and inclusive workplace throughout the business.

**AS AT 5 APRIL 2017, 35% OF FNZ'S UK
WORKFORCE WERE FEMALES, THIS
INCREASED TO 37% IN 2018 AND HAS
REMAINED STABLE INTO 2019.**

We recognise that tackling the gender pay gap will take time. But we're committed to being transparent about our gender pay and the root causes behind it. This will help us to continue to build a workplace where the gender pay gap is a thing of the past.

Thanks,

**Richard Bolger,
Chief Human Resources Officer**

WHAT IS THE GENDER PAY GAP?

From April 2017, UK Gender Pay reporting was introduced to demonstrate the difference in the average hourly earnings between men and women in the workplace. The gap is expressed as a percentage of men's earnings.

This is a chance for companies to provide a transparent view of what they pay, with the aim of implementing positive actions towards closing any identified gaps.

The gender pay gap reporting requirements requires employers of over 250 employees to publish set statistics relating to UK employee pay. This year, FNZ's statistics are to be published before 4 April 2019 and will then be recalculated and published annually.

UK Equal Pay legislation examines employee roles and ensures employers do not pay individuals differently for performing the same or similar work, or work of equal value. In comparison, the gender pay gap calculations do not take into consideration the role that the employee is performing or the seniority of the employee.

PAY & BONUS - THE DIFFERENCE BETWEEN MALE AND FEMALE

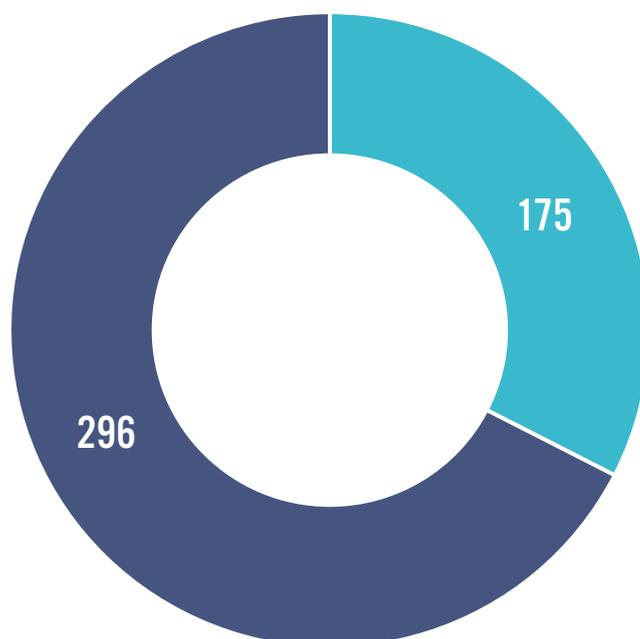
The mean is calculated by adding together all the values, and then dividing them by the number of values you have. The mean gender pay gap is the difference in the average hourly pay for women compared to men.

The median is the middle point of a number set, in which half the numbers are above the median and half are below. The median gender pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.

FNZ UK POPULATION SPLIT

as at 5 April 2018

■ MALE
■ FEMALE



CALCULATIONS

We collected our data on the snapshot date, 5 April 2018, based on FNZ UK headcount consisting of **175** women and **296** men.

The table below shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date. It also captures the mean and median difference between bonuses paid to men and women in the preceding 12 months to 5 April 2018.

	Mean	Median
Hourly pay	27.6%	22.2%
Bonuses	59.6%	5.1%

PROPORTION OF MALES AND FEMALES RECEIVING A BONUS PAYMENT APRIL 17 – APRIL 18:

54.4%
MALE

56.6%
FEMALE

WHY DOES FNZ HAVE A GENDER PAY GAP?

FNZ operates in a traditionally male dominated sector. The higher proportion of men in senior roles is reflective of the financial services and technology industries. In line with this industry trend, FNZ has a lower representation of females in senior roles. This is something we are continuing to address across all levels of the organisation and FNZ now has a more aligned distribution of male / female roles across higher levels of the organisation.

The significant improvements seen in the bonus figures are derived in part from the much broader and consistent use of more regular incentive payments across all levels of the organisation. This approach recognises the continued commitment and dedication from all staff at all levels regardless of role seniority, tenure or gender.

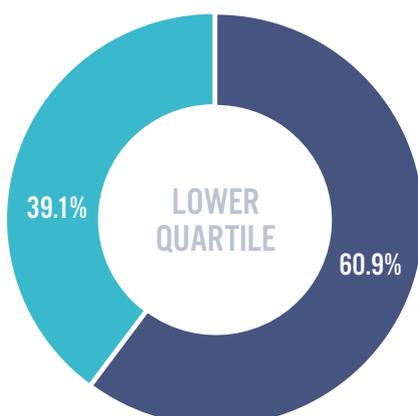
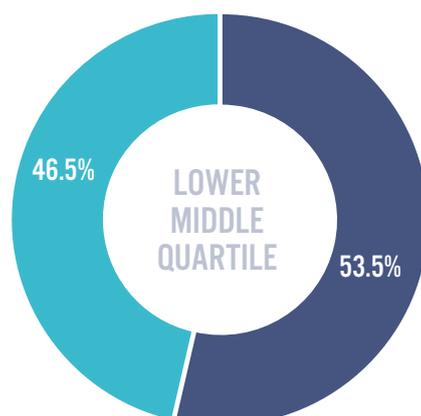
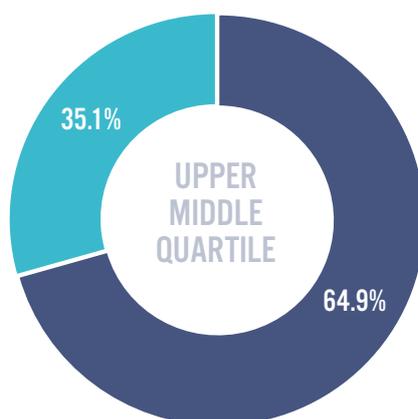
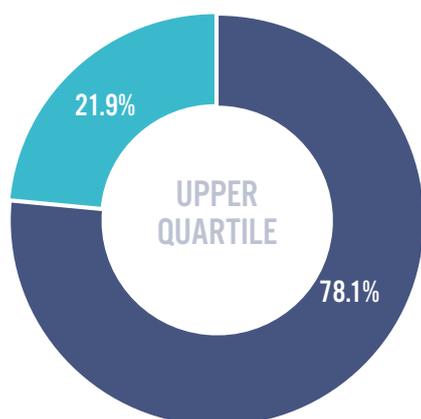
FNZ has continued to value staff performance through the use of equity awards and it's Long Term Incentive Plan which is wholly aligned to individual performance and delivery against long term company objectives.

PERCENTAGE OF MALES AND FEMALES IN EACH QUARTILE PAY BAND

as at 5 April 2018

Gender	Upper	Upper Middle	Lower Middle	Lower
Male	78.1%	64.9%	53.5%	60.9%
Female	21.9%	35.1%	46.5%	39.1%

PERCENTAGE QUARTILES VISUALISED



FNZ IS AWARE THAT THE GENDER PAY GAP IS DRIVEN BY A HIGHER PERCENTAGE OF MEN IN MORE SENIOR ROLES WHICH PAY HIGHER.

HOW IS FNZ ADDRESSING THE GENDER PAY GAP?

CULTURE



- We maintain a positive culture which supports flexible working. Available to both male and female employees, this allows all employees to work flexibly around other responsibilities. FNZ offers enhanced maternity, paternity, adoption and shared parental leave policies which go beyond the statutory requirements.

TALENT



- We ensure that all recruitment decisions are fair and transparent and candidate shortlists are diverse.
- We commit to using diverse selection panels in all possible cases and ensure that all selection decisions are based on evidence of required competency.
- We remain focused on providing ample opportunities for both male and female staff to develop and grow their careers at FNZ and actively encourage internal career development and promotion.

PARTNERSHIPS



- We have continued to develop external strategic partnerships to progressively narrow societal norms.
- Delivering cultural change through early-stage career choices and pathways will result in long-term positive societal change and inspire the current and next generations to both study STEM subjects and explore careers with FNZ.

EDUCATION



- We're committed to providing extensive education and development opportunities for all FNZ colleagues.
- Our Management Development Programme supported managers with developing their own people related skills and opportunities for employees.

We recognise that tackling the gender pay gap will take time, but we are committed to doing so.

As we operate as an equal opportunities employer, we fundamentally believe in appointing the best candidate into the role regardless of gender or other factors covered by the Equality Act.

FNZ confirms the published gender pay gap reporting is accurate.



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