



Our 2021 gender pay gap report

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About Fishawack Health

Fishawack Health is a global commercialization partner for the biopharmaceutical, medical technology, and wellness industries. The future of health is fast-paced and complex, demanding a different approach.

Established in 2001, our 1,300+ healthcare experts combine their knowledge and expertise across our 4 core disciplines—Medical; Marketing; Value, Evidence, and Access; and Consulting. Working across the product and service lifecycle, from R&D to post-launch, we engage our collective force to solve the complex healthcare challenges of today and tomorrow. We imagine a healthier world and create the connections to make it happen.



*Sheena Amin-Liebman,
Diversity and Inclusion
Director*

FOREWORD

At Fishawack Health (FH), we recognize the complexity and diversity of the world in which we operate. It is critical for our success that we promote an inclusive culture. To foster a dynamic work environment, we're cultivating a culture in which employees from diverse backgrounds collaborate to produce their best work. By embracing our authentic selves and valuing our diversity, we can maximize our individual and collective potential, stimulate creativity and innovation, and create an environment that encourages our employees to perform at their best.

Building a fair, inclusive workplace takes commitment and action, and that action must be based on data.

This year, for the first time, we are reporting our gender pay gap. We are sharing the data to set a benchmark against which we can hold ourselves to account and track our future progress.

The gender pay gap is one of the most important inclusion metrics we track and report at Fishawack Communications Limited. We are dedicated to building a diverse and inclusive workforce that we can all be proud of. We aim to cultivate a bias-free environment in which all our teammates feel empowered to be 100% themselves.

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We are dedicated to building a diverse and inclusive workforce that we can all be proud of

Creating an entirely fair workplace environment will take time, both for Fishawack Health and for society more broadly. We are dedicated to long-term success on inclusiveness as we seek to create a better future for our clients and employees.

Sheena Amin-Liebman,

Diversity and Inclusion Director



WHY WE'RE REPORTING ON THE GENDER PAY GAP

In the United Kingdom, companies with more than 250 employees must calculate and report gender pay gap data every year. This must be based on information that was collected on the 5th of April of each year. For us to meet our obligations we must include:

- Mean and median gender pay gap (based on an hourly rate of pay on 5 April 2021)
- Mean and median bonus gender pay gap (considers bonus pay received in the 12 months leading up to 5 April 2021)
- Proportion of men and women receiving a bonus payment
- Proportion of men and women in each quartile pay band (looking at the proportion in 4 pay bands when we divide our workforce into 4 equal parts)

What is the gender pay gap?

The gender pay gap is not the same as equal pay. Though linked, they remain separate and use different measures, including:

- Equal pay: A statutory right for men and women to be paid the same for work of equal value. Fishawack Health has policies in place to reflect this and is an Equal Pay employer
- Gender pay gap: A measure of the average earnings between all men and all women within an organization expressed as a percentage of men's earnings

The mean and median explained

Mean pay gap: The mean pay gap is the difference in the arithmetic average hourly pay for women compared to men, within our organization.

Median pay gap: The median represents the middle point of a population. If you lined up all our women and all our men in order of the hourly rate at which they are paid, the median pay gap is the difference between the hourly rate for the middle woman compared to that of the middle man.

The mean and median are important metrics and need to be looked at together. However, the mean can be skewed by fewer individuals earning more in the upper ranges.

OUR GENDER PAY GAP DATA

Below you can find the gender pay gap figures for Fishawack Communications Limited. This is the first year that Fishawack Communications Limited has published gender pay gap data. The metrics are calculated on salary data as of 5 April 2021.

These data exclude the Group of Companies, which includes companies that have been acquired by Fishawack Health. These companies are separate employers who are not required to publish their results due to their size. However, once their pay structures are integrated into the Group, we will be required to report on their data.

As of 31 March 2021, the Fishawack Communications Limited workforce is comprised of 311 employees eligible for this calculation. Of this, 187 (66%) were women and 99 (34%) were men.

Mean

On average, men earn £23.01 per hour and women earn £22.17 per hour resulting in a 3.7% gap.

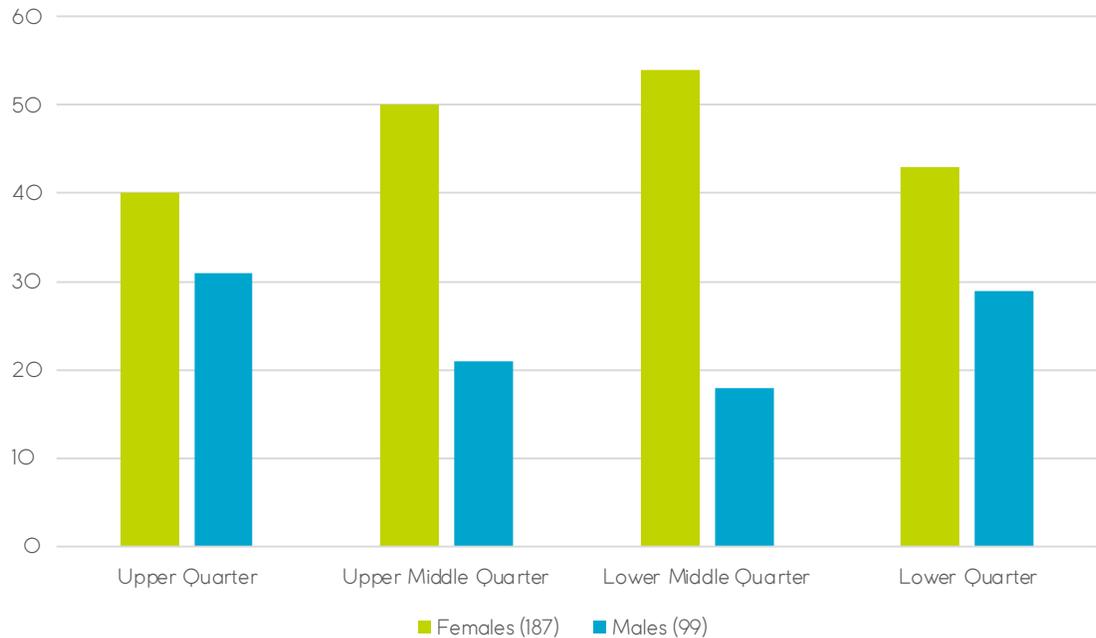
Median

On average, men earn £20.78 per hour and women earn £19.23 per hour resulting in a 7.4% gap.

Bonus payments

69% of men and 61% of women received a bonus payment in 2021. The bonus mean gap is -23.9% and the bonus median gap is 13.5%.

Proportion of males and females by pay quartile



BENCHMARKING

Fishawack Communications Limited's median gender pay gap in the United Kingdom is 7.4%, versus a UK-wide median of 15.5% across all companies. These metrics are calculated on salary data as of 5 April 2021. The table below shows the full gender pay gap by industry and sector.

Full gender pay gap data by industry and sector

Industry/sector	Average median gender pay gap (full-time employees, in %)
Financial and insurance activities	23.6%
Information and communication	19%
Professional, scientific, and technical activities	17.6%
Human health and social work activities	17%
Electricity, gas, steam, and air conditioning supply	13.4%
Education	13%
Manufacturing	11.7%
Agriculture, forestry, and fishing	11.5%
Other service activities	11.3%
Arts, entertainment, and recreation	11%
Water supply; sewerage, waste management, and remediation activities	9.8%
Construction	9.6%
Real estate activities	9.3%
Average for all full-time employees	7.9%
Public administration and defense; compulsory social security	7%
Wholesale and retail trade; repair of motor vehicles and motorcycles	5%
Administrative and support service activities	4.1%
Accommodation and food service activities	1.6%
Transportation and storage	0.4%
Mining and quarrying	-1.3%

[Source: <https://www.ciphr.com/gender-pay-gap-statistics-2021>]



Our median gender pay gap in the United Kingdom is 7.4%, versus a UK-wide median of 15.5%

PROMOTING GENDER EQUALITY AT FISHAWACK HEALTH

Although our pay gap is lower than industry standards, we will continue to strive for a zero pay gap. We haven't achieved gender equality—even if there is a small gap, there is still work to be done.

There are a combination of reasons why Fishawack Communications Limited has a pay gap between men and women. Some of these reasons are due to part-time workers, of which we have plenty; career choices that have been influenced by family responsibilities; and fewer and lower-paid female managers.

Across the organization, the proportion of men and women in each pay band should more closely align with the number employed at FH. This will help narrow and eventually close the gap.

As the bonus mean gap is a negative number and given our employees are predominantly female, the gap calculation shows in favor of women.

The data for 2021 shows that 66% of our staff were women and 34% were men.

We will always make sure that everyone has a chance to apply for jobs with us. This is in line with best practices and ensures we hire the right person for the role.

Fishawack Health is committed to ensuring that regular benchmarking of salary scales along with recruitment and monitoring of our diverse workforce takes place in line with our mission, vision, and values.

We are acting on our commitment to closing the gender pay gap in a variety of ways, which include supporting our current employees and fostering the next generation of female leaders.



Even if there is a small gap,
there is still work to be done

Flexible working

In 2021, Fishawack Health launched its flexible approach to working, in which all employees across our 22 offices are offered fully flexible schedules with hybrid, in-office, and fully remote positions.

Our flexible working approach is designed to ensure every employee feels valued, invested in, and is able to work in an environment that best suits their needs. It is supported by leading technology designed to enhance the career experience, no matter where team members are located across the globe and what their schedule is. All employees benefit from a personalized career journey designed to help them progress in their role and beyond, including access to hundreds of on-demand learning modules designed to improve skills and develop purpose-driven careers at all levels.

Supporting working parents

Historically, career breaks have been taken by women and this has impacted their ability to progress and achieve equal pay across industries. At Fishawack Health, we want to change the narrative. We are proud partners of Creative Equal's [Creative Comeback Programme](#), designed to help creatives rejoin the workforce after a career break for life events such as maternity, mental health, or caring for aging parents. The program is backed by the UK Government Equalities office. The free initiative gives women, non-binary, and gender non-conforming people with creative experience a route back into employment, arming them with the tools, knowledge, and confidence to gain a freelance or full-time role.

In addition, we offer shared parental leave for those having a baby, using a surrogate to have a baby, adopting a child, and fostering to adopt a child.

Our Gender Equality Employee Network Group

In 2021, Fishawack Health launched 6 Employee Network Groups, which play a critical role in fostering our culture and values. The groups focus on gender equality, enablement, race/ethnicity, family, mental health, and LGBTQ+ colleagues.

The networks provide safe and confidential space for our team members. They also facilitate learning and education, help improve our policies and procedures, and keep up to date with external policy developments. Each group is sponsored by a senior executive to provide advocacy, guidance, and support.

Women's Leadership Program

Our career experience team has rolled out a new Women's Leadership Program, led by [Unthink](#), designed to empower female leaders with skills and confidence while fostering a sense of community. The program includes sessions led by inspirational female speakers to support the women of Fishawack Health in meeting and exceeding their career goals.

Our team members enrolled in the course have access to a network of successful leaders and receive personalized support. Alongside the formal learning, they also take part in a charity project that supports young women.

Building a culture of authentic identity expression

During the past year, we have rolled out several initiatives to educate our Fishawack Health community on gender expression, including educational programs and a tool that enables all our team members to add their pronouns to their email signatures. The move comes as part of our broader diversity and inclusion strategy, which also includes continuing to provide space for further dialogues between our team members and subject matter experts.

The goal of the signature tool is to remove any anxiety our team members might feel about either declaring their pronouns or asking others about their pronouns. Instead, we can all choose to easily tell people how to refer to us in our email signatures. Although participation is not compulsory, all employees have been given access to the tool to both normalize the conversation and demonstrate allyship.

Coaching and mentoring the next generation of female leaders

To truly close the gender pay gap, we need to drive change internally and outside of our organization. This means supporting underrepresented communities and empowering the next generation of women to become industry leaders.

Fishawack Health has developed a mentorship program in the US, which partners with a local high school and works with teachers to identify teens with barriers to access. The culturally responsive program helps students develop professional skills while also increasing our team members' leadership abilities.

In the UK, we have partnered with education and social-mobility charity [Future Frontiers](#), where volunteers from across business functions at Fishawack Health coach Year 10 (16-year-old) students to help improve the pupils' self-esteem so they can independently think about their future careers.

Fishawack Health is also an official partner of [Nerdy Girl Success](#) – an initiative designed to prepare young women from diverse backgrounds to become decision-makers across industries. The organization equips the next generation with professional skills and the confidence needed to become impactful leaders. Afshan Hussain, General Manager, US Marketing at Fishawack Health, is a Board member of the charity.

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