



**FISHAWACK**  
**HEALTH**

# Our 2022 gender pay gap report

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# About Fishawack Health

Fishawack Health (FH) is a purposefully built commercialization partner for the biopharmaceutical, medical technology, and wellness industries. Interdisciplinary thinking is at the heart of what we do. Our community of experts think big as well as deep to deliver powerful ideas and accelerate innovation that improves lives.

Established in 2001, our 1,500+ healthcare experts combine their knowledge and expertise across our 4 core disciplines—Medical; Marketing; Policy, 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 build the connections to make it happen.



Sheena Amin-Liebman,  
Diversity and Inclusion  
Director

## FOREWORD

At Fishawack Health (FH), we acknowledge the world's complexity and variety in which we work. Promoting an inclusive atmosphere is essential to our success. To build a dynamic workplace, we are fostering a culture in which people from varied backgrounds cooperate to achieve their best work. By embracing our genuine selves and recognising our diversity, we can maximise our individual and collective potential, foster creativity and innovation, and create a work atmosphere that inspires our people to achieve at their highest level.

Over the year, we have continued to expand our initiatives around being a fair, respectful, and inclusive organisation. And that action must be based on data. The gender pay gap is one of the most important inclusion metrics we track and report at Fishawack Communications Limited.

This is the second year we are reporting our gender pay gap. We now have data as the benchmark against which we can hold ourselves to account and track our future progress.

We are committed to establishing a workforce that is diverse and inclusive, one of which we can all be proud. We seek to build a bias-free workplace in which all of our teammates feel free to be themselves to the fullest extent.



We have continued to expand our initiatives around being a fair, respectful and inclusive organisation

## Declaration

I confirm that our data have been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**Sheena Amin-Liebman,**  
*Diversity and Inclusion Director*



## WHY WE'RE REPORTING ON THE GENDER PAY GAP

We seek to attract, develop, and retain diverse talent to help us deliver our business objectives in a responsible way.

The regulations require all companies with 250 or more employees, as of 5 April 2021, to publish details of their gender pay and bonus gaps. These details must be based on numbers that were taken 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 2022)
- Mean and median bonus gender pay gap (considers bonus pay received in the 12 months leading up to 5 April 2022)
- 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 differs from equal pay. Despite their connection, they stay independent and employ various 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 pay gap 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.

### What do the mean and median results actually say?

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- A positive percentage figure shows that, mainly or totally, female colleagues have lower pay or bonuses than do male colleagues.
- A negative percentage figure shows that, mainly or totally, male colleagues have lower pay or bonuses than do female colleagues.
- A zero percentage figure would show no gap between the pay or bonuses of male and female colleagues – no gender pay gap.

**OUR GENDER PAY GAP DATA**

Below you can find the gender pay gap figures for Fishawack Communications Limited. This is the second year that Fishawack Communications Limited has published gender pay gap data. The metrics are calculated on salary data as of 5 April 2022.

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 2022, the Fishawack Communications Limited workforce is composed of 450 employees eligible for this calculation. Of this number, 277 (61.5%) were women and 173 (38.5%) were men.

**Mean**

On average, men earn £30.31 per hour and women earn £28.49 per hour, resulting in a 6.09% gap. This gap has increased from 3.7% in 2021.

**Median**

On average, men earn £25.55 per hour and women earn £25.47 per hour, resulting in a 0.33% gap. This gap shows a positive reduction, from 7.4% in 2021.

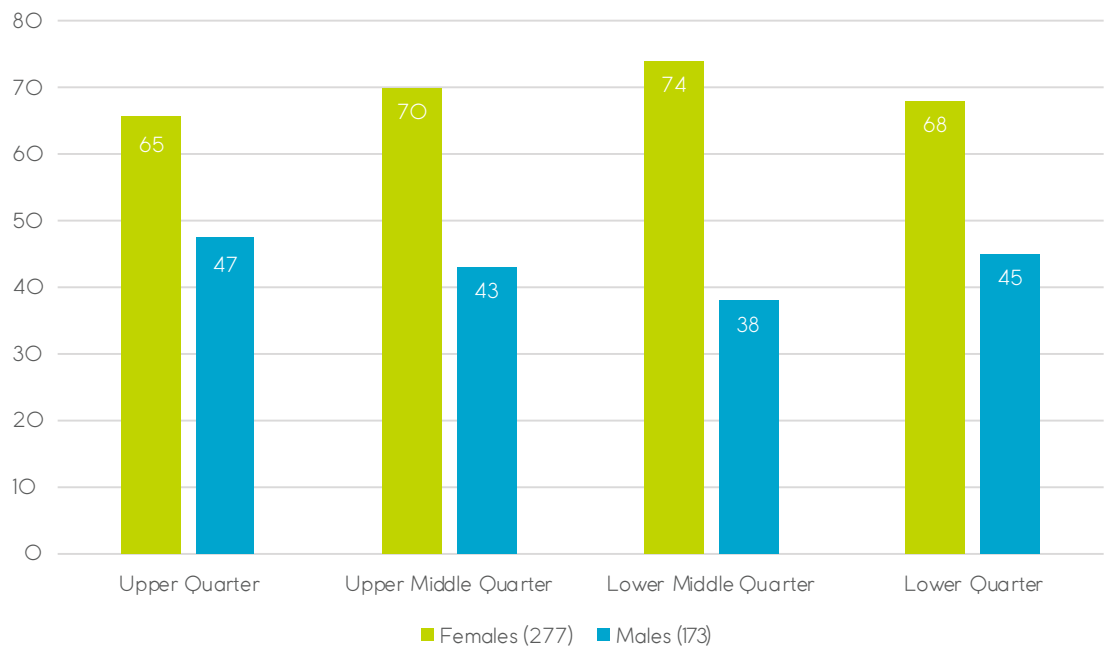
**Bonus payments**

45% of men and 48% of women received a bonus payment in 2022. The bonus mean gap is -16.1%, a decrease of 7.5% from last year, and the bonus median gap is 8.4, a decline of 5.1% from 2021.

Decisions relating to bonuses apply to specific roles with specific quality and commercial criteria and are not based on gender or any other protected characteristic.

We continue to promote, recruit, and remunerate based solely on performance, talent, and capability, but vacancies for senior managerial roles continue to be less frequent. And whilst we are close to a zero percent gender pay gap, we will continue to strive until that number is an absolute zero.

**Proportion of males and females by pay quartile**



**BENCHMARKING**

Fishawack Communications Limited’s median gender pay gap in the United Kingdom is 0.33%, versus a UK-wide median of 14.9% across all companies. These metrics are calculated on salary data as of 5 April 2022.

| Industry   | Average median annual salary for full-time workers (%) |
|--|--|
| Financial and insurance activities                                   | 25.4%  |
| Electricity, gas, steam, and air conditioning supply                 | 24.2%  |
| Professional, scientific, and technical activities                   | 16.6%  |
| Information and communication  | 14.3%  |
| Manufacturing  | 14.1%  |
| Education  | 12.6%  |
| Human Health and social work activities                              | 12.0%  |
| Real estate activities   | 12.0%  |
| Construction   | 10.2%  |
| Other service activities   | 8.9%   |
| Public administration and defence; compulsory social security        | 8.9%   |
| All employees  | 8.3%   |
| Wholesale and retail trade; repair of motor vehicles and motorcycles | 8.2%   |
| Agriculture, forestry, and fishing                                   | 8.1%   |
| Arts, entertainment, and recreation                                  | 7.1%   |
| Water supply, sewerage, waste management, and remediation activities | 5.5%   |
| Transportation and storage   | 4.9%   |
| Administrative and support service activities                        | 2.8%   |
| Accommodation and food service activities                            | 1.6%   |

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



Our median gender pay gap in the United Kingdom is 0.33%, which is close to a zero percentage and which shows a very small gap between the pay of male and female colleagues.



## PROMOTING GENDER EQUALITY AT FISHAWACK HEALTH

Although our pay gap is close to zero, we will continue to strive for an absolute zero pay gap. Because we haven't achieved gender equality this year, there is still work to be done.

There is a variety of reasons why Fishawack Communications Limited has reduced its pay gap between men and women, including **Equal Pay**—as we are committed to equal pay for equal work. We use benchmark data to objectively grade our staff roles, and this underpins our pay structure and practices. We regularly review salaries to ensure equal pay and conduct a gender analysis to highlight discrepancies.

Both our mean and median bonus gaps were lower than last year's gap, showing that we are working to ensure pay equality.

The data for 2022 show that 61.5% of our staff were women and 38.5% were men. We will always make sure that everyone has a chance to apply for jobs with our company. This policy is in line with our goal of establishing best practices and ensures we hire the right person for the job.

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 includes 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.

### Encouraging 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 approach to flexible working is meant to guarantee that every person feels valued and invested in and is able to work in an environment that best meets their needs. It is supported by cutting-edge technology intended to enhance the career experience regardless of where team members are located or what their schedules are. Access to hundreds of on-demand learning courses aimed to improve skills and promote purpose-driven careers at all levels is provided to all employees as part of a personalised career path designed to help them advance in their roles and beyond.

### Supporting working parents

Historically, women have taken career pauses, which has hindered their capacity to advance and attain equitable pay across industries. At Fishawack Health, we want to change the narrative. We are proud partners of Creative Equal's [Creative Comeback Program](#), 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 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 network groups 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.

### **Address unconscious bias**

Unconscious bias can influence hiring and promotion decisions, leading to a gender pay gap. FH is addressing unconscious bias by providing companywide e-learning to employees and implementing company-wide bias-free hiring training and promotion processes.

### **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 is developing a mentorship program in the US with Step Up!, which partners with local high schools and works with teachers to identify teens with barriers to access. The culturally responsive program will help the students develop professional skills while also increasing our team members' leadership abilities.

In the UK, we have partnered with Reach Out, a national mentoring and education charity rooted in local communities. Working in under-resourced areas, they support young people in their quest to grow in character and confidence, sparking change in themselves and society.



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