



FSP.

UK GENDER PAY GAP REPORT

Snapshot date: April 2025 | Publish date: April 2026

EXECUTIVE SUMMARY

This report sets out FSP Consulting Services first Gender Pay Gap submission and reflects our ongoing commitment to inclusion, fairness, and transparency. Our gender pay gap results show that, while FSP data is better than the estimated technology industry average, a gender pay gap exists within our organisation and requires continued focus and action.

As of the reporting snapshot date (April 2025), FSP's mean gender pay gap is 17.2% and the median gender pay gap is 14.7%. Our bonus pay gap stands at 16.2% (mean) and 17.0% (median), with bonus participation broadly consistent across genders. These outcomes are primarily driven by the underrepresentation of women in senior and higher paid roles, a challenge that reflects long standing structural issues across the technology and consulting sector rather than unequal pay for equivalent roles.

We are encouraged by several positive indicators. Women represent 31.2% of our UK workforce, exceeding many published industry benchmarks, and opportunities to earn bonuses appear consistent across genders. These outcomes reflect deliberate investment in early career pathways, inclusive recruitment, and development opportunities designed to broaden access to the industry. Reducing our gender pay gap will require sustained, long term action. Our focus remains on increasing the representation of women in senior roles by strengthening progression pathways, development opportunities and retention alongside continuing to evolve policies and practices that support inclusion, flexibility, and belonging. Progress will be reviewed regularly by senior leadership as part of our wider people and governance agenda.

As an organisation built on strong values and a people first culture, we are committed to learning from this data, being transparent about where we are, and taking meaningful action to drive lasting change. We believe that the steps we are taking today will contribute to a more balanced workforce and a reduction in our gender pay gap over time.





LEADING WITH OUR VALUES

Aligned to our values and ethos, FSP continues to champion inclusion and belonging throughout our business and in our wider communities.

These values are integral to everything we do and shape how we look to:

- Create spaces that support and engender true belonging
- Encourage and empower excellence
- Create opportunities and support growth for everyone

We are proud to have been consistently recognised as a world class workplace and leader in employee engagement and workplace best practices for the past 10+ years.

Our culture, policies and workplace environment come together to create a multi award-winning place to work.

"At FSP, inclusion is embedded in who we are, grounded in our belief in doing the right thing and making a positive impact. We take pride in being a responsible, ethical and people first business. We are deeply committed to supporting a more equitable working landscape for women and other underrepresented groups."

Simon Grosse, CEO



GENDER PAY GAP CALCULATIONS

Gender pay gap calculations measure the difference between men's and women's average earnings. A positive percentage indicates where men are paid more, while a negative percentage would illustrate that women are paid more. These calculations form the basis of the information that is submitted via the UK government Gender Pay Gap Service.

Key calculations include:

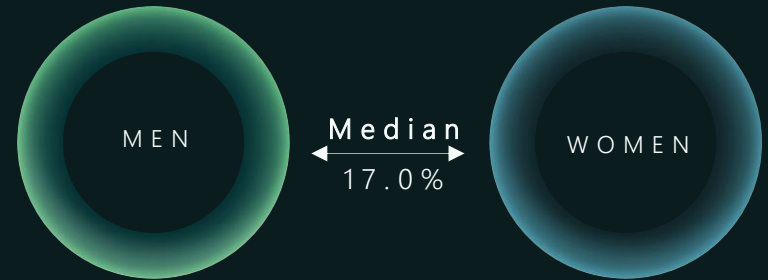
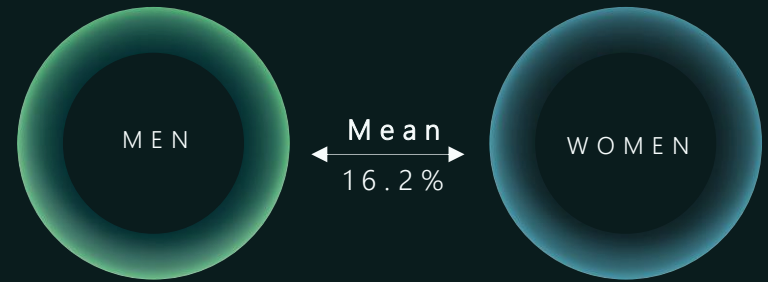
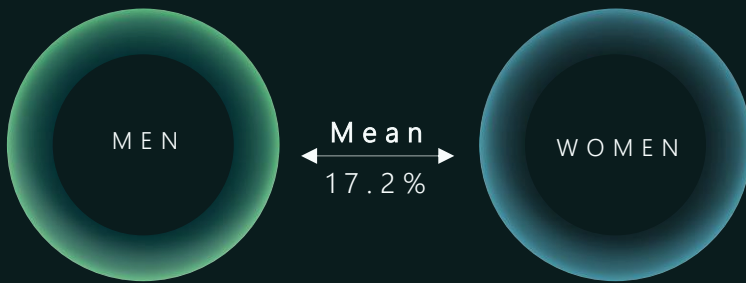
- **Mean Gender Pay Gap:** The difference in average hourly pay.
- **Median Gender Pay Gap:** The difference between the mid-point of men's and women's earnings.
- **Pay Quartiles:** Divides employees into four equal-sized groups from lowest to highest pay.
- **Bonus Pay Gap:** Measures the difference in bonus payments.

GENDER PAY GAP RESULTS



Pay Gap

Bonus Gap

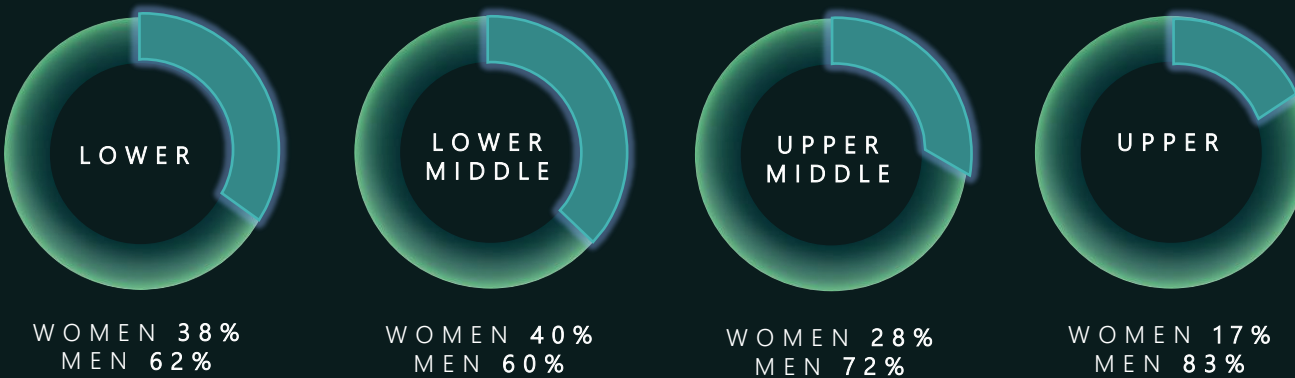


GENDER PAY GAP RESULTS

Percentage of Employees Receiving a Bonus



Pay Quartiles



This report represents FSP's first gender pay gap submission.

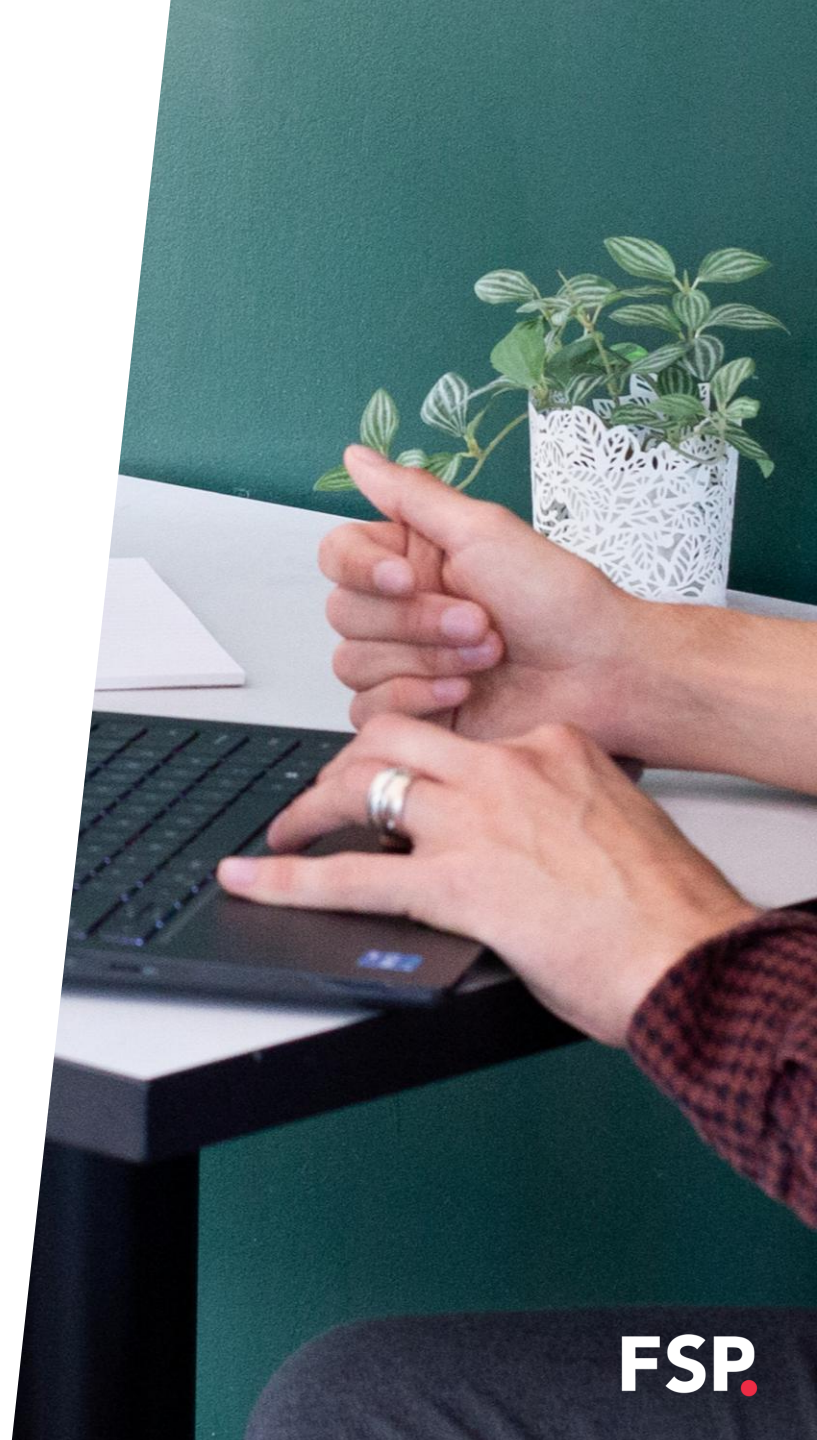
For an inaugural report, we are pleased to see FSP reporting under the tech industry average (estimated at **17.5%**) but recognise ongoing progress is required both within FSP and the industry as a whole.

We are encouraged by several elements that reflect our ongoing work to support women into the industry:

- **31.2%** of the FSP UK workforce are women, in comparison to wider industry benchmarks quoting between **21%** and **29%**.
- Within FSP, opportunities to earn bonuses, regardless of gender, appear to be consistent.
- Bonus opportunity appears to be considerably higher than many of our market competitors.

We recognise the pay gap within the organisation and its correlation to an underrepresentation of women at senior levels (within FSP and the wider industry).

As expected, the biggest representation gap exists in the higher quartiles where industry experience and tenure often play a significant factor in role and associated remuneration. Whilst this is something we are keen to improve over time, these more systemic issues are often exacerbated by a restriction of both workplace and educational opportunities in previous decades.



COMMITTED TO POSITIVE CHANGE

The FSP board and senior leadership team are proud of the inclusive and diverse workforce that makes up FSP's thriving business. As we continue to grow, we maintain our commitment to ensuring FSP is synonymous with inclusion and belonging for all.

Through a range of initiatives and programmes, we continue to support underrepresented groups and challenge ourselves to be market leading in our approach.

These activities, and their progress, will be reviewed (at a minimum) on an annual basis and will be subject to board oversight





TALENT ATTRACTION

We expect to further extend and grow our FSP Academy, which supports early careers talent break into an underrepresented industry in both technical and non-technical routes.

Our One FSP Playbook codifies what it means to work at FSP, showcasing our values and commitment to inclusion, how we strive to create safe spaces where diverse talent can thrive and how we look to educate and challenge (where necessary).

We aim to increase the percentage of women within FSP over the next two to three years.



TALENT DEVELOPMENT

We provide enhanced mentoring and coaching opportunities for women across the business to both encourage and empower personal and professional development.

We proactively work to support new development pathways for women into leadership positions and increase representation of women in upper pay quartile roles over time.

We provide a range of external and in-house training to support women as current, emerging and future leaders and support ongoing career success.

We will continue to work in our communities as a Cornerstone Employer, and as Enterprise Advisors, helping showcase industry opportunities to young women.



VALUING FEEDBACK AND VOICE

We use employee feedback to support education and improve policies and ways of working that are highly correlated to gender underrepresentation (enhancing parental leave, menopause, flexible working)

We continue to grow and develop our employee led affinity groups helping us share, learn and educate (each other and the organisation) on key issues and challenges

We come together annually, away from the business agenda, to spotlight and respect the stories and journeys of our colleagues at our Unity event. Unity is thought provoking and supports stories across different backgrounds, experiences and privileges to help us all play a role in a more positive future.



SUMMARY

We are proud of the work that the collective FSP team undertakes to ensure our workplace supports, represents and values women in the workplace (and advances causes of other underrepresented groups). We are aware of the need to continue to evolve and advance our approach to ensure progressive change and a reduction in the gender pay gap continue. We believe our actions to date are making a meaningful difference and are committed to key actions and initiatives that will see progress endure.

NOTES ON GENDER PAY REPORTING

Gender pay gap reporting is different from pay equity analyses, which take into consideration factors including job level or job title. At FSP, we have always been committed to equitable compensation practices and equal pay for equal work, regardless of gender or any other factor. It's important to clarify that having a gender pay gap does not mean that we pay people differently for the same role based on their gender. Please note that all data and references below are specific to FSP Consulting Services UK business and does not include information from our other territories.

HEAR FROM WOMEN OF FSP



"Having been with FSP since day one, I've had the privilege of growing from a junior role to the Executive Board. Throughout my journey, I've been supported, believed in, and given the flexibility and opportunities to thrive, whether through career progression, flexible working, support for my health, or balancing family life. I'm proud to be a woman at FSP and part of a culture that enables women to succeed."

Laura Carey
Chief Brand Officer



"I joined FSP as a Graduate Business Consultant, and to say the company is the "right" fit for me would be an understatement! I have had the opportunity to learn from the best people in the industry who constantly give me positive challenges and push me outside my comfort zone and opportunity to work alongside a diverse range of clients."

Lara Al Dari
Delivery Manager



"I have found role models and mentors in abundance, due to the supportive environment. They have contributed to me feeling confident and motivated to take ownership of my career, accept and take on new challenges, and ensure I am reaching my full potential."

Lara Walker
Partner, Data Platforms & Solutions



DECLARATION FROM THE CEO

I, Simon Grosse, Chief Executive Officer, confirm that the information in this statement is accurate and meets the requirements of the Gender Pay Gap reporting regulations.

ABOUT FSP

FSP is a leading Enterprise Transformation consultancy specialising in Data and AI, Cyber Security, Cloud and Change Delivery. We blend strategic insight, depth of technical expertise, delivery and operational excellence to meet the complex requirements of our clients across a range of public and commercial sectors.

Our success is enabled by our unwavering commitment to excellence, our people centric culture alongside best-in-class operations, ensuring impactful and sustainable outcomes for our clients.

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