Introduction

This report reflects data from employees who work within DDB UK Limited – the legal entity that includes adam&eveDDB, Tribal Worldwide, Gutenberg Global and cain&abel.

“...Our success as a business is because of the unique talents of our people. Our business will only continue to thrive if we have a culture and environment where everyone is supported to reach their potential.

We are committed to taking the action needed each year to identify, address and ultimately achieve a greater balance of men and women throughout our business. Whilst it is encouraging to see the progress made in just twelve months, it remains the case that men disproportionately occupy more of our senior positions. It will take time to address this imbalance and we are committed to taking the long-term action that is required.

Inclusion and equality are fundamental to how we behave as an ethical employer. Changing our workforce to a more proportionate and balanced demographic can only be done in a fair, inclusive and meritocratic way, and that will take both time and collective effort from all in our industry.

We are committed to putting the same passion and drive into closing our pay gap as we put into our award-winning work. We look forward to working in partnership with others in our sector to achieve the change that is needed.

“...
In what we believe is an important, progressive and positive new piece of legislation, UK companies with 250 or more employees are required by the government to annually publish specific gender pay gap information. The ambition of this legislation being to reduce the ongoing pay gap between men and women by encouraging employers to analyse pay within their own workforce, understand any underlying causes for any gender pay gap and take steps to address it.

Employers are required to publish six figures each year: the mean and median hourly pay gap; the mean and median bonus pay gap; the proportions of men and women receiving bonuses; and the proportions of men and women in each of four pay quartiles. These figures must be calculated using 5th April as the “snapshot” date in each year.

The gender pay gap is not the same as equal pay. We are committed to ensuring that we are an equal pay employer. Equal pay is about ensuring that men and women are paid the same for carrying out the same or similar work. The gender pay gap is very different. It is the output of a statistical calculation and it does not make any adjustment or allowance for individual roles.
The total qualifying employee headcount across DDB UK on the snapshot date was 511 and the gender split was 54% Men to 46% Women.

### Terminology Explained

**Mean** (average): The mean pay gap is the difference in the average hourly rate of men’s and women’s pay.

**Median** (middles): The median pay gap is the difference between the midpoints in the ranges of men's and women's pay.

**Quartiles**: The gender pay quartiles show the proportion of men and women in different pay bands, with the workforce divided into four equal parts (quartiles) according to their pay.

**Snapshot Date**: 5th April 2018 is used as the date for calculating the gender pay gap in this report.

**Bonus Payments**: Additional pay relating to bonus payments typically forms part of our most senior team members’ compensation. Bonus pay is mostly related to performance, but also includes discretionary seasonal bonuses that are payable to all eligible employees. Calculations of mean and median bonus pay use all bonus pay from the twelve months ending on 5th April 2018.

### How the Gender Pay Gap is Calculated

**Mean Pay Gap Calculation:**

\[
\frac{\text{£}X - \text{£}Y}{\text{£}X} \times 100 = Z\%
\]

**Median Pay Gap Calculation:**

- **Lowest Paid**
- **The Median**
- **Highest Paid**

### Average Hourly Pay Difference Between Men and Women

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mean</strong></td>
<td>32.2%</td>
<td>38.1%</td>
</tr>
<tr>
<td><strong>Median</strong></td>
<td>27.0%</td>
<td>34.2%</td>
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</tbody>
</table>

### Bonus Pay Gap Between Men and Women

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mean</strong></td>
<td>49.0%</td>
<td>53.6%</td>
</tr>
<tr>
<td><strong>Median</strong></td>
<td>28.6%</td>
<td>0.0%</td>
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</tbody>
</table>

### Proportion of Men Receiving a Bonus

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DID NOT GET BONUS</strong></td>
<td>19.6%</td>
<td>23.0%</td>
</tr>
<tr>
<td><strong>GOT BONUS</strong></td>
<td>80.4%</td>
<td>77.0%</td>
</tr>
</tbody>
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### Proportion of Women Receiving a Bonus

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DID NOT GET BONUS</strong></td>
<td>16.5%</td>
<td>17.3%</td>
</tr>
<tr>
<td><strong>GOT BONUS</strong></td>
<td>83.5%</td>
<td>82.7%</td>
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</table>

*The 2017 figures have been revised and recalculated against the accurate population.
Why we have a Gender Pay Gap

We have again analysed our data in detail to identify the core factors contributing to our gender pay gaps. As was the case last year, the most significant factor is that we still have a much higher proportion of men than women in the highest paid roles.

The only notable shift in the distribution of men and women across the quartiles is that the percentage of men and women in our lowest paid quartile is now significantly more balanced, meaning that both men and women are more evenly populating the lowest paid roles in our agency.

The bonus pay gap continues to be larger than the pay gap. Unlike the pay gap calculation which is based on hourly pay, the bonus pay gap calculation uses the actual bonus received and so does not adjust for part-time working. As most of our part-time workers are women, including some in the most senior roles within our business, this also increases our bonus pay gap. The bonus gap is calculated against the staff employed in the April pay period for any bonuses received in the proceeding 12 month period. It does not include staff who received a bonus in the 12 month period but left before the April pay period. A very significant proportion of our staff receive a bonus annually. Whilst our median bonus gap has changed, it is expected that this figure will fluctuate year-on-year owing to the meritocratic nature of how our discretionary bonus pool is awarded.
As established last year, the highest paid positions in our business are generally held by people in senior management, creative, production and technology roles. Owing to a mixture of legacy, societal and industry specific reasons, more men than women continue to occupy these positions. Whilst tangible progress is evident from our gender pay gap figures and something we are encouraged by, we acknowledge and accept that addressing this imbalance will take time. It is a long-term agency and industry-wide priority.

Whilst the percentage of men and women in our upper pay quartiles may be consistent with 2017’s report, and the imbalance in the upper-most quartile heavily impacts our overall pay gaps, what is evident is that pay gaps in the two upper quartiles have reduced significantly, by at least half. This shows that, on average, the women in our upper quartiles are now paid more. We identify this as directly connected to our ongoing commitments to meritocratic female progression, promotion and reward.
Whilst we recognise that there is still a great deal of work to be done and that our pay gaps are not yet satisfactory, we are aware that these gaps will not change overnight so our ambition is to remain focused on incremental, year-on-year improvements.

We are pleased that in the space of just 12 months the average pay gaps between men and women in our agency have already narrowed and we feel confident that these will continue to reduce as we commit our time, resource, energy and attention to balancing each pay quartile by focusing on the 6 core areas summarised on the following pages.
Commitment to ensuring that the gender imbalance in the highest paid quartile is reconciled in the future through meritocratic female progression and promotion at DDB UK. Examples of recent notable promotions include women now occupying the roles of Group Managing Director, Deputy Managing Director, Director of Client Excellence and Head of Planning.

We will continue to put a greater focus on developing effective succession plans and supporting the next generation of female talent to ensure that the exceptional women working for our business continue to progress into the senior-most roles in keeping with their potential.
To improve female representation in highly paid senior management, creative, production and technology roles, we must continue to focus our attention not only within our existing DDB UK talent pool but on improving the demographics across our industry.

Next year marks the conclusion of the ‘Make the Leap’ pledge, a collaboration with the IPA and Campaign which called for all companies within the advertising and media world to pledge to achieve certain targets by 2020. The purpose of this initiative was to ask businesses to commit to putting diversity and inclusion at the top of their agenda, and to galvanise collective action and progress. Whilst we have already established that progress is being made in terms of the progression of female talent within our business, the presence of women in senior creative, technology and production talent pools remains an issue across our sector and impacts our ability to recruit women into these positions.

Knowing this, we must continue to focus not only on recruiting women into these roles but on ensuring a greater number of women are supported to enter, remain and progress into these positions in our industry. Since the April 2017 snapshot date, we are pleased to have recruited two female Creative Directors within DDB UK. We continue to sponsor and partner with affiliated organisations that are doing great work to make sure that progress is realised across the industry. We are again supporting members of our creative team to undertake the Creative Equals Future Creative Leaders Programme, an initiative that aims to improve the demographic of senior female creative leaders, and we recently became a sponsor of Brixton Finishing School, a programme to help make this industry more accessible to a greater diversity of creative talent. We also have a senior presence on the IPA’s newly reformed Talent Leadership Group, a cohort of industry professionals focused on driving real D&I change across the sector. We will continue to invest in initiatives and programmes that are strategically making a difference to the future demographic of our industry.
We will continue to support female talent to return to work following maternity leave and to progress in keeping with identified potential. Last year we reviewed our Family Friendly policies and practices, and these were enhanced further at the beginning of 2019. Between the April 2017 and April 2018 snapshot dates, 86% of women returned to work following maternity leave. We attribute this partly to continuing to accommodate flexible working practices.

To help reduce primary childcare responsibilities disproportionately falling on women and so hindering their career progression, we recognise the need to better support men to take shared parental leave. Since our Shared Parental Leave Policy was introduced offering the same level of financial enhancement for men and for women, we have seen an increase in the number of men choosing to take time out of their careers to support their families. We will continue to promote and encourage this generous benefit and hope to see even more men make the most of it.

We look to work with industry experts and to sponsor relevant initiatives that will have a positive impact on our returning parents. To better support our employees who have recently been, or are going, on family leave and those who line manage parents, we are partnering with Talking Talent this year to introduce a series of practical workshops. The aim of these workshops is not only to educate, inform and advise parents and line managers alike, but to also help facilitate a network of employees who have shared experiences and may benefit from a sense of collective support. We have also sponsored the Creative Equals Returner Programme, which specifically aims to support women to return to creative roles after taking time out of the industry for family responsibilities. This connects to our commitment to attract and retain more women in senior creative positions within our industry.

We will continue to review how we can improve our Family Friendly offering on an ongoing basis. We value all feedback about what works and what could be improved, so that we can continue to be recognised both by our current employees and prospective joiners as employers of choice for working parents.
4 Last year, we committed to holding hiring managers accountable for ensuring that 50% of candidates for senior positions are female. Confirmation that 50% of candidates for senior positions are female now forms part of our recruitment approval process, to monitor that line managers are adhering to this commitment and to highlight when this has not been possible and explore why this was the case (for example, a lack of existing talent in the labour pool).

5 Tackling Unconscious Bias Training continues to be mandatory for all employees. One of the intentions of the training is to reduce the possibility of unconscious bias adversely impacting decision making and hindering the recruitment and progression of talent at DDB UK. We are continuing to further develop the training and will be revising the content this year to ensure it remains an effective means of tackling this issue.

6 We actively support all Omnicom People Engagement Network (OPEN) Diversity and Inclusion initiatives. OPEN, and its respective groups, work to foster inclusive and engaging work environments. We were proud that the 2019 Omniwomen Summit, an event dedicated to developing the skills of Omnicom’s future female leaders, was recently co-chaired by our Tribal ECD.
The Future

Reducing our gender pay gap remains a priority and we are committed to taking the long-term action that is needed to achieve this. Authentic, long-term progression will take time to be realised and it will continue to require meaningful collaboration across our business, our group and our sector.

We are optimistic about the impact of the positive changes that are occurring across our industry and welcome working together in partnership for this to continue.