

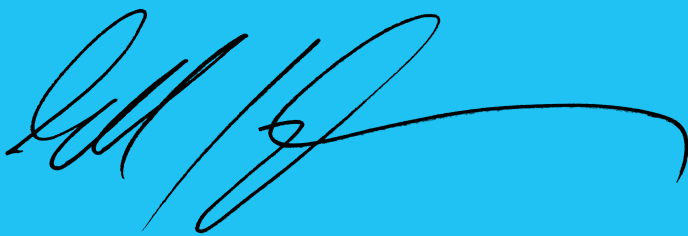


VCCCP

VCCP PARTNERSHIP
GENDER PAY GAP REPORT
2017

VCCP prides itself on operating as a meritocracy, it is in our DNA. We believe in creating a diverse and gender balanced workforce which is representative of the society we live in.

In 2017 the government introduced new regulations for all businesses over 250 people to publish their gender pay gap.



Michael Sugden
CEO VCCP PARTNERSHIP



VCCP

GENDER PAY GAP

The gender pay gap is the difference between the average earnings of all men and women across an entire organisation, by expressing women's pay as a percentage of men's.

This is a separate issue to equal pay, which is the legal requirement for people carrying out the same or similar work to be paid equally, regardless of gender. In simple terms men and women doing the same jobs, being paid the same salary.

We are required to express our gender pay gap in two ways. By calculating the 'mean' (average) and the 'median' (the difference between the midpoints in the ranges of men's and women's pay) value.

VCCP has an overall split of 50% female and 50% male employees.



WOMEN 265

MEN 265



----- Total employees 570 -----

However, VCCP's mean gender pay gap of **22%** is slightly higher than the UK mean gap of **18.1%**. This is due to 34% of women v 66% of men occupying the top quartile.



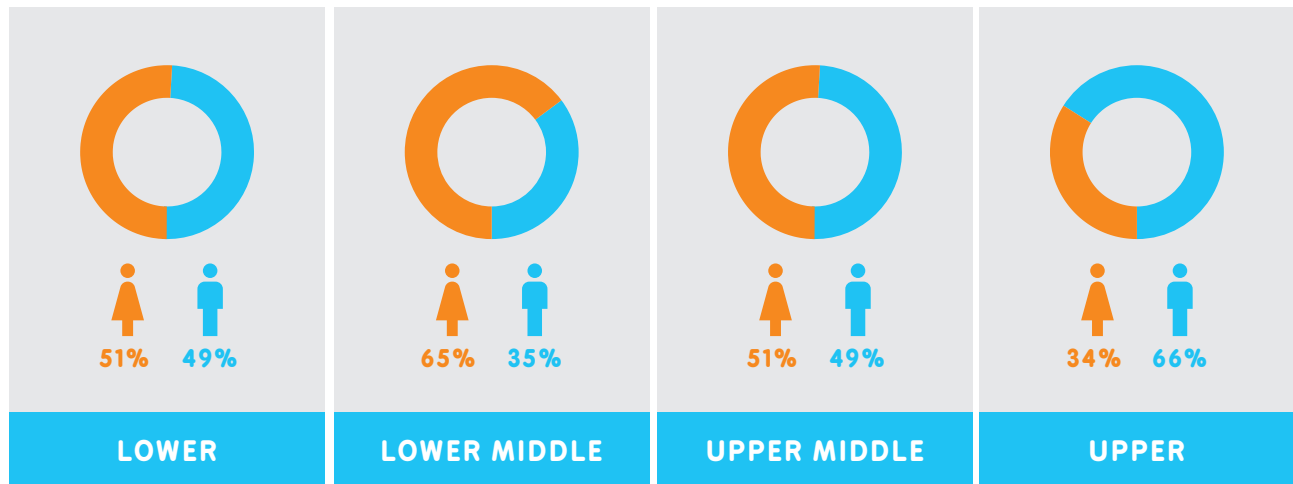
VCCP MEAN GENDER PAY GAP 22%



VCCP MEDIAN GENDER PAY GAP 20%

QUARTILE PAY GAP

The gender pay gap reporting also requires us to group our employees' hourly pay into four equal groups, ordered lowest to highest.

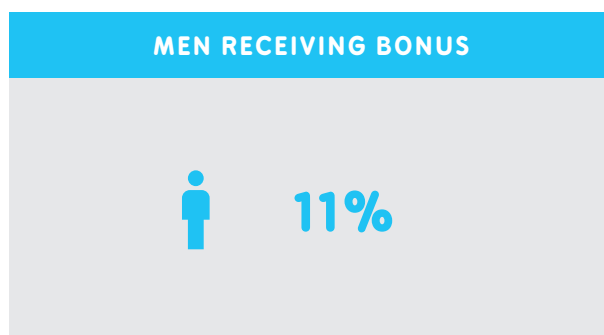
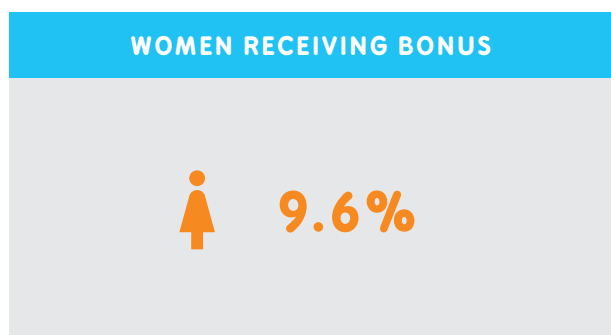


Our data illustrates that our challenge, like most other companies in our industry lies in the upper quartile where we have fewer women than men at this level which is why we have a gender pay gap.

Our gender pay report is influenced by the challenge that we all face in our industry of retaining women at the senior level. The IPA census found that women now hold **30.5%** of executive management positions. As published in that report, we are exceeding the industry average as **34%** of our top quartile roles are occupied by women. We are committed to increase this to at least 40% by 2020.

BONUS PAY GAP

The bonus pay gap is the difference between men's and women's mean (average) and median (the difference between the midpoints in the ranges of men's and women's pay) bonus pay in the 12 months ending on 5 April each year.



MEAN BONUS GAP 36.7%

MEDIAN BONUS GAP 32.1%

Our bonus data is influenced again by the under representation of women at the senior level.

Therefore, the focus of our efforts is addressing the under-representation of women at this senior level.

OUR ACTIONS

SOME OF OUR INITIATIVES IN PLACE

Mandate a gender balanced candidate shortlist when recruiting across the group

We are actively involved with the Advertising Diversity Task Force

Commitment to improve our policy on flexible working

Move from 66/34 men to women gender split in the upper quartile to 60/40 split by 2020 as recommended by the IPA

Unconscious bias training for all managers

Grapevine – female network to support women across the company

Ongoing commitment to our annual diversity audit by an industry recognised body

THE BELOW INITIATIVES ARE IN DEVELOPMENT

Introduce return to work coaching for women on maternity leave

Introduction of a leadership programme for women, to nurture and develop high performing women into senior leadership roles

A SELECTION OF OUR WOMEN WHO OCCUPY SENIOR LEADERSHIP POSITIONS



Catherine Becker
CEO VCCP Media



Stephanie Brimacombe
Group CMO



Hannah Fitzgerald
MD VCCP



Maggie Frost
Group COO

I joined VCCP as Finance Director over 11 years ago when VCCP had 200 employees in London and one International office. Prior to joining VCCP I had trained at KPMG and had worked in other agencies within the industry.

VCCP has been a very exciting time of my career as I have been able to help an entrepreneurial company grow to over 1000 employees internationally.

For me VCCP is a fast paced and inspiring place to work as well as being very caring and considerate of people's lives outside work which makes it very special and is I think a big contributor to its success and growth.

We also have a high proportion of women in senior roles which provides a good balance to the management of the company as well as being a great inspiration for women who are in the process of building their careers.

As the business continues to grow the challenge of maintaining the VCCP spirit gets ever harder but we are all committed to making sure VCCP continues to be the place it has always been in putting a high value on its people and their contribution as a major factor of its success.



Melissa Jamieson
MD VCCP Retail



Tara Marus
COO VCCP Media



Sophie Maunder
CEO VCCPme



Louise Morgan
MD VCCPme

I have been working in the advertising industry for 20 years. I joined the VCCP Partnership just over 3 years ago and can honestly say it's the best Agency I have worked at. Having worked and experienced networked and independent agencies the partnership is nirvana for me in terms of having the best of all worlds.

I'm the Managing Director of the customer engagement element of the partnership. I work in an environment that supports a healthy work life balance, supports flexibility in all guises and treats everyone as individuals not a HR process.



Beverly Newbury
MD VCCP Health

I joined VCCP in 2012, attracted by the entrepreneurial spirit of the agency and the integration of the Health team within the wider VCCP Partnership. I already had three young children when I started at VCCP and have greatly appreciated the flexibility that the agency has given me over the years. This wasn't something I'd experienced in the past, and it's very important to me that we continue to provide flexibility to champion and retain our female talent.

This is also the first agency that I've worked at with a number of inspirational women in senior roles. The support that I've received from these women has been incredible and has helped me to transition into my new MD role.

I now feel that it's my responsibility to encourage more women to strive for senior roles and to find the right mentors to help them get there.