

# GENDER PAY GAP DATA AT VCCCP



VCCP PARTNERSHIP

A large, vibrant yellow abstract splash graphic that originates from the top left and spreads across the upper and middle portions of the page. It has irregular, organic edges, resembling a paint splatter or a cloud of color. The splash is semi-transparent, allowing the white background to show through in some areas.

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# INTRODUCTION

VCCP prides itself on operating as a meritocracy, it is in our DNA. We believe in creating a diverse workforce which is representative of the society we live in. This is not only the right thing to do but it makes good business sense. We want the agency to live and breathe D&I into everything we do. We're on a mission to challenge the stereotypes and legacies which exist in our industry in order to make this happen.

We are reporting our 2019 and 2020 gender pay gap and we will continue to strive for improvement year on year as we know that a diverse and inclusive work place creates the best environment for our people to thrive as well as our clients and us as a business.

Michael Sugden  
CEO VCCP PARTNERSHIP

# 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 percentage of men's.

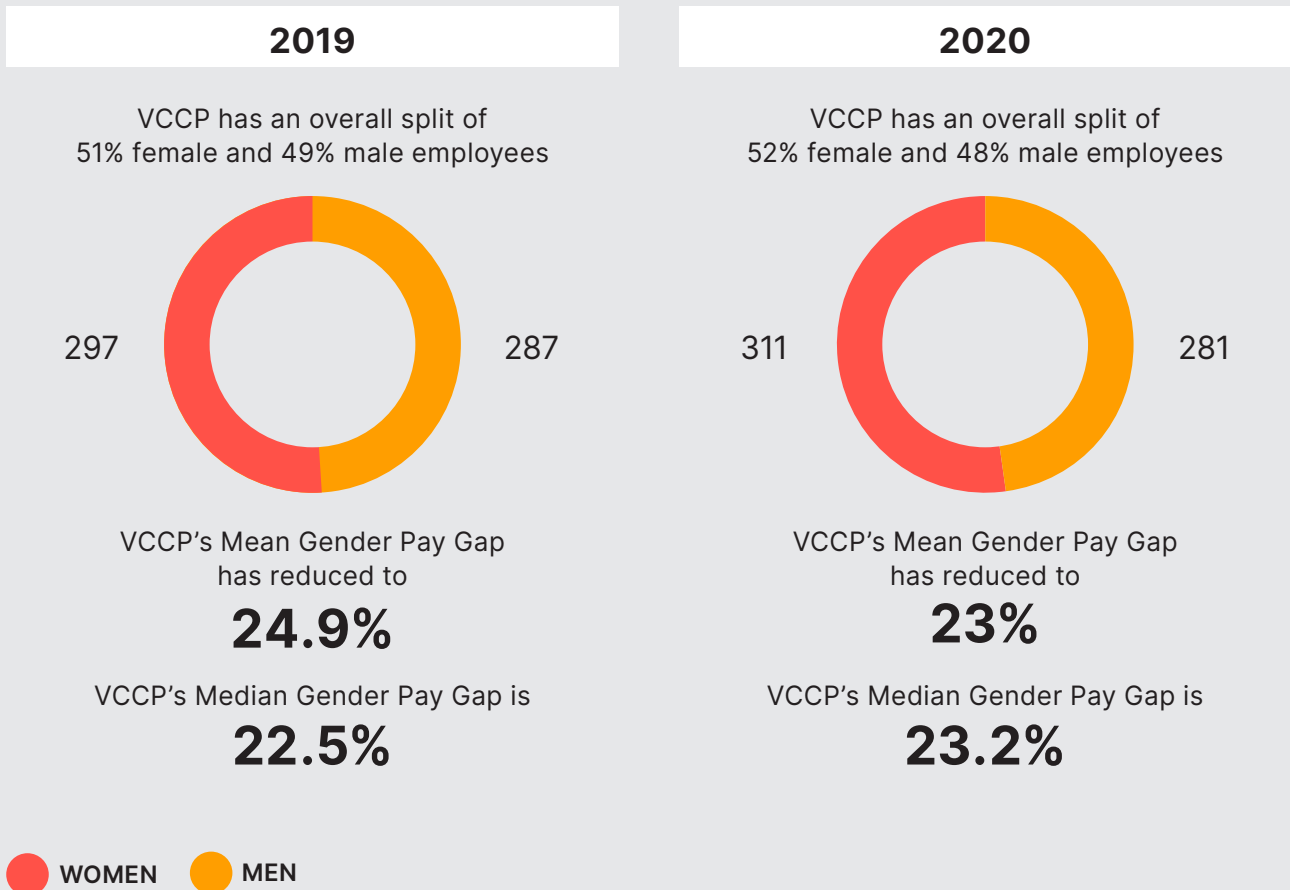
This is a separate issue to equal pay, which is the legal requirement for people carrying out the same or similar work to be paid equally, regardless of gender. In simple terms men and women doing the same jobs, being paid the same salary.

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.

## Gender Pay Gap Results

Our results for year three & four of reporting our gender pay gap figures illustrate that our gender pay gap overall shows improvement. We are pleased to see an increase in the representation of women in our upper quartile, which is above the industry average.

The basis of our gender pay gap is twofold, we have seen a very clear increase in the number of women joining VCCP at entry level over the last four years, this is great news but this increase of women at entry level has had a negative impact on our gender pay gap, in the fact this has reduced the average pay of women at VCCP. Secondly, like most other companies in our industry, the issue lies in the upper quartile where we have fewer women than men. As you will read in the next page we have made significant progress increasing female representation in the upper quartile.

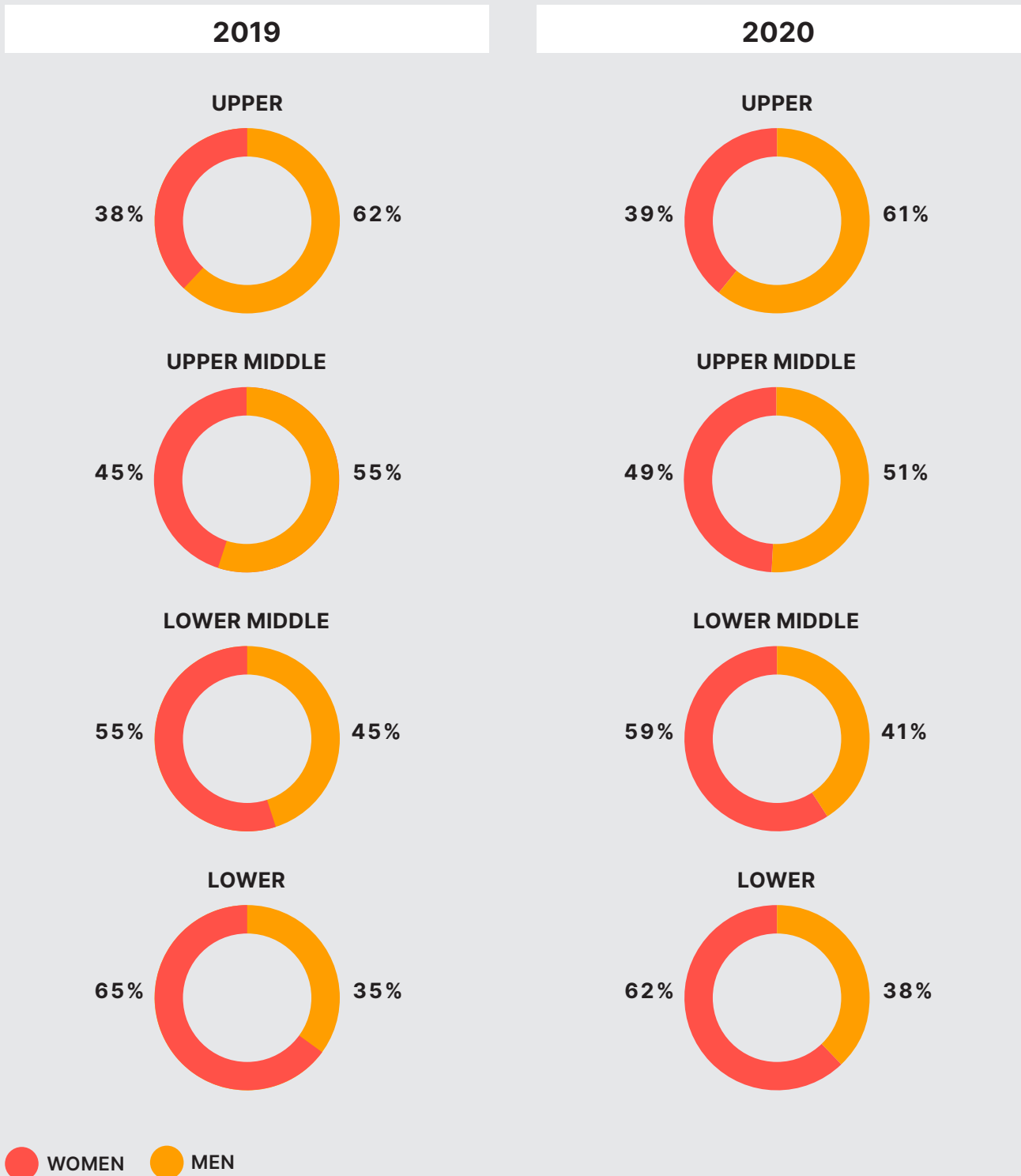


# QUARTILE GENDER PAY GAP

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

We have already made progress towards improving the gender split in the upper quartile. The proportion of women in this quartile has increased from 36% to 38% and again to 39%.

This is also replicated in the upper middle quartile too where we have seen an increase of women from 45% to 49% this year.

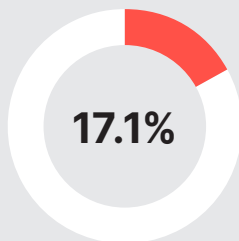


# BONUS GENDER PAY GAP

The bonus pay gap is the difference between men's and women's mean (average) and median (the difference between the mid points in the ranges of men's and women's pay) bonus pay in the 12 months ending on 5 April each year. We are pleased to report that we have managed to reduce our bonus pay gap down to 6.1%.

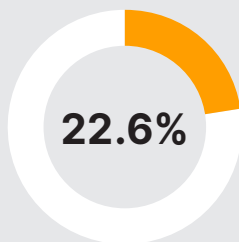
2019

WOMEN RECEIVING BONUS



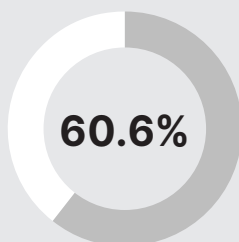
17.1%

MEN RECEIVING BONUS



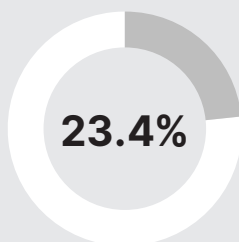
22.6%

MEAN BONUS GAP



60.6%

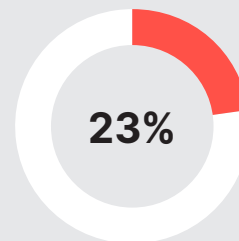
MEDIAN BONUS GAP



23.4%

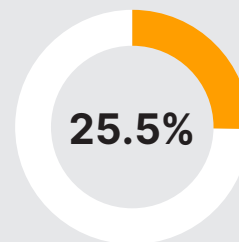
2020

WOMEN RECEIVING BONUS



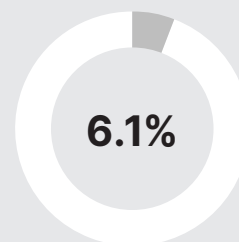
23%

MEN RECEIVING BONUS



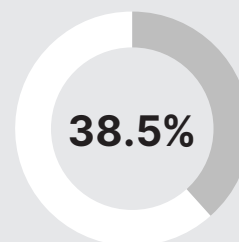
25.5%

MEAN BONUS GAP



6.1%

MEDIAN BONUS GAP



38.5%

● WOMEN ● MEN

# SOME OF OUR NEW INITIATIVES

## TRANSPARENCY & ACCOUNTABILITY

We hold ourselves accountable to the IPA targets for 40% female representation at leadership level and 50% female representation at entry level. These figures are published on our website so our progress is transparent to the whole agency.

## RECRUITMENT & RETENTION

We have changed the way we recruit to ensure we are continuing to build a diverse and inclusive workforce and have developed the VCCP recruitment principles which mandate that a diverse shortlist of candidates must be interviewed before any offers can be made, with no exceptions.

We also ensure we have a broad range of recruitment partners. We were the first agency in London to organise a recruitment roundtable where we challenged our recruitment partners on their diversity agendas and how they're ensuring significant change that adheres to our recruitment principles.

Three years ago, we reinvented our graduate-intake programme, now called 'The Table' to encourage anyone, regardless of educational qualifications, to apply for entry level opportunities. We've welcomed 20 'tablers' to VCCP in the past 2 intakes. 90% of our 'tablers' are still with us and long may that last.

Our VCCP Adschool programme has provided work experience opportunities for almost 300 young people over the past 7 years. It is an intensive week-long experience that we run twice a year - open to anybody with a keen interest in anything marketing related, from post production to account management and data planning.

Our family leave policies have been a huge focus for us and we've doubled our maternity and paternity pay. We have introduced back to work coaching for all returning parents to help ensure a smooth transition back to the workplace and we are incredibly proud to have welcomed back over 80% of mums who have been on maternity leave.

We have thought about the future and launched our 'future leaders' programme to ensure we have a strong succession and retention plan for the future of VCCP. By the end of the programme 84% of the 20 VCCPers who took part in the programme were promoted.

In 2019, we introduced our flexible working policy, The Pledge:

**We pledge to treat everyone like adults, trust them and encourage them to be responsible for their own time.**

**We want everyone to be the best they can be and understand that how one person achieves this may not be the same as the next.**

**We pledge to give everyone the opportunity to work flexibly.**

**We believe everyone should have a life outside of work and take the time to nurture it, without shame or guilt.**

**We encourage everyone to be responsible for the way they work whilst being responsible to those with whom they work, both internally and externally.**

**We trust everyone to work in a way that works the best for them as an individual, and the best for us as a business and for our clients.**

As always, please contact us if you have any feedback or questions about the report and any of the contents shared. We will very happily discuss any aspects of this with you.

## VCCP PARTNERSHIP

Thank  
you!

