

# GENDER PAY GAP

## 5 APRIL 2022



VCCP PARTNERSHIP



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# INTRODUCTION

We continue to welcome the reporting of the gender pay gap and are pleased to report that the snapshot data from 5 April 2022 shows an overall improvement across VCCP. We remain deeply committed to further reducing our gender pay gap as we believe a diverse, equitable and inclusive workplace creates an environment for everyone to thrive as well as our business and our clients.

This year our mean pay gap (average) has reduced by 2.3% and our median pay gap (the difference between the mid points in the ranges of men's and women's pay) has reduced by 4%.

The Gender Pay Gap also requires us to report quartile figures. This is the hourly pay for both men and women arranged from the lowest to the highest and then divided into 4 equal quartiles. The proportion of men and women is calculated for each quartile. We are encouraged by the increase in women in the upper quartile by 2% to 39% and a 3% increase in the upper middle quartile.

In order to continue to make progress however we need to focus on getting more women represented in the top quartile of VCCP. There are two areas of focus that we believe will help us achieve this:

## **VCCP Future Leaders Programme**

Our future leaders programme is designed to equip our next generation of leaders with the skills and tools they need to lead. In previous years 83% of programme attendees have been promoted to leadership positions. This year's cohort is 75% female which we believe will help drive further equity in our top quartile.

## **Returning from maternity leave**

We want VCCP to be a place where parents who take maternity leave feel the agency is supporting them in their return to work and enabling them to continue their careers. We are pleased to see the significant maternity policy enhancements we've made in recent years has led to 92% of all parents who take maternity returning to the agency. Again we believe this will continue to drive further equity in our top quartile.

We know that there is a lot of work to do to continue to close the gender pay gap and our efforts will take time to produce results. This is why we have a plan in place that addresses recruitment as well as talent retention, career development and family and care policies. This is to support an inclusive environment at VCCP where everyone can thrive.

A handwritten signature in black ink, appearing to read 'Michael Sugden', written in a cursive style.

Michael Sugden  
CEO VCCP PARTNERSHIP

# GENDER PAY GAP

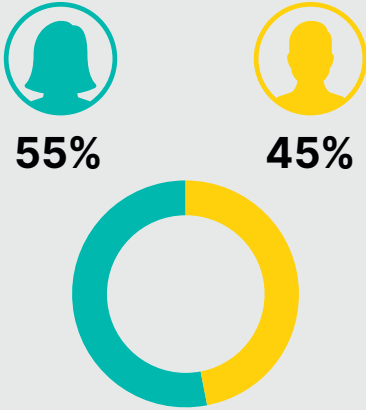
The gender pay gap is the difference between the average earnings of all men and women across an entire organisation, by expressing women's pay as percentage of men's.

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.

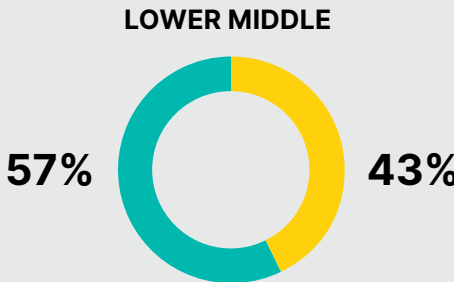
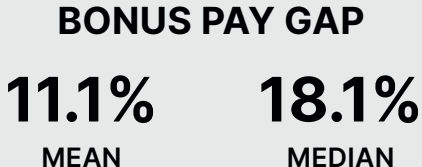
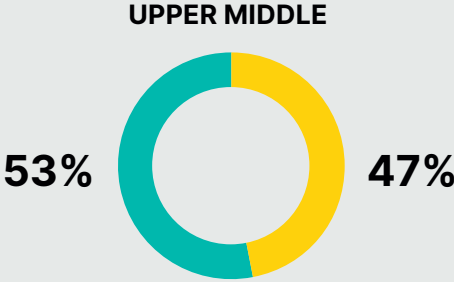
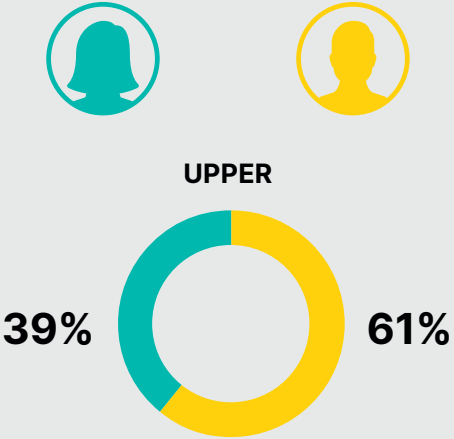
In simple terms men and women doing the same jobs, being paid the same salary. We are required to express our gender pay gap in two ways. By calculating the 'mean' (average) and the 'median' (the difference between the midpoints in the ranges of men's and women's pay) value.

# OUR RESULTS 2022/23

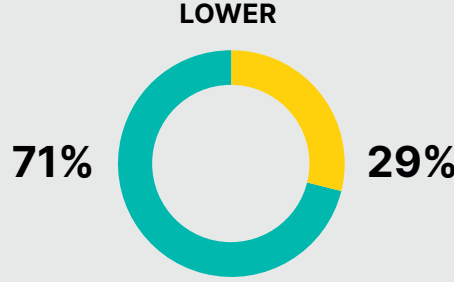
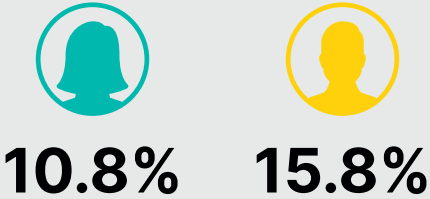
## VCCP EMPLOYEES



## % WOMEN IN EACH QUARTILE



## WHO RECEIVED BONUS PAY



# OUR ACTION PLAN

## RECRUITMENT

We have a number of initiatives in place to improve the experience and representation of individuals from diverse backgrounds. The first of which is our entry level programme, The Table. This used to be a traditional graduate scheme, however, we decided to remove the degree element as we felt this was a barrier to finding exceptional talent who had chosen a different route post-school. By changing this criteria, we have seen a significant increase in the number of people joining VCCP who haven't been to University.

When hiring new talent, entry level in particular, we are partnering with organisations such as Brixton Finishing School and Commercial Break to widen our talent pool.

We continue to have great success with our Tabler programme and we are delighted that all our current Tablers have been hired permanently. We are looking forward to welcoming a new cohort of 14 Tablers in August 2022.

We are incredibly proud of our newest initiative, VCCP Stoke Academy. This has been set up to tackle the lack of socio-economic diversity in our industry, a lot of which comes down to the industry being so London-centric. To tackle this, we have set up a base in Stoke-on-Trent and are working with the local community to raise awareness of our industry, and provide jobs in the local area via internships and apprenticeships.

Our 'Student Challenge' work experience programme with local sixth form colleges has been a huge success, having connected with over 100 students from the area now. Our pilot 'Best Summer Job' paid internship began at the end of June. This is a Stoke based internship designed to give students from the local area an introduction to advertising. And finally, our apprenticeship scheme will launch in August.

We are really delighted to be able to run our work experience programme AdSchool, again in person after a Covid hiatus and we have 25 keen students joining us this summer for a fully immersive week long insight into VCCP and how an agency works including the opportunity to work on a pitch.

At VCCP we only look for the best creative talent, but we firmly believe that can come from anywhere. The Den is where young budding creatives can play, learn, practice and grow, with a view to coming up with some amazing ideas and getting their first job in the industry. Placement creative teams get 3 month paid contracts and are put on the same briefs and get the same opportunities as everyone else in the department.

Many of our creatives were hired off the back of their time in The Den and have gone on to make some of the agency's biggest work.

### Recruitment Principles

We continue to ensure all our hiring managers follow our recruitment principles which mandate that a diverse list of candidates must be interviewed, including a gender balance and at least one candidate must be ethnically diverse.

These principles are making an impact, we have seen a real increase in diversity across the business but we still have more to do.

# OUR ACTION PLAN

## FLEXIBILITY

We know that flexibility is a key part of closing the gender pay gap and our flexible working pledge is designed to make sure people are fully trusted and supported to work in a way that's best for them, their clients and their colleagues.

## CAREER DEVELOPMENT

This year we are focusing on upskilling managers as we know managers have a significant impact on their teams experience at VCCP. We want to ensure our managers are fully equipped with the skills and knowledge to really be a great manager. We have launched a 6 module programme including wellbeing and inclusion, as well as coaching and delegation.

We are also continuing with our career coaching and we now have two inhouse coaches who are on hand to offer support and guidance to anyone who needs it.

And after the successful pilot programme of our future leaders programme we have launched the second cohort this May, with our first leadership keynote from the amazing Professor Catherine Green, who was the founder of the Covid vaccine at Oxford university.

The cohort for this year's group is 75% female and we know this initiative helps to develop women into leadership roles as 83% of the women on the programme were promoted into a leadership position.

## POLICIES

We have recently launched a selection of family and care policies to ensure everyone can progress and develop no matter what their circumstances. These include pregnancy loss and still birth, fertility policy, time off for dependants, parental bereavement, compassionate leave and our menopause policy.

We have recently updated our back to work coaching for those returning from parental leave to include additional coaching sessions.

We continue to monitor our progress internally on a quarterly basis where we report our numbers to senior management and the whole agency so we can be transparent with our progress.

We are very proud of our award winning D&I Collective who have continued to provide educational resources and experiences to help create a culture of inclusion at VCCP. We have had some wonderful events, including celebrating Asia and the Middle East, which was an 8 week period where we explored Asian identity and culture. This period culminated in an event where we invited 3 fantastic comedians into the agency and a DJ set with food and drink.

We then focused on our European celebration where we celebrated all 46 countries across the continent through the lens of creativity, by showcasing contemporary creatives making waves in their field.

Most recently we have been celebrating Black History month. Each week in October has focused on a different aspect of the culture, week 1 was all about food, we sampled tasty delights from East Africa and the Caribbean, week 2 was an extravaganza of feathers as the history of carnival and a fashion show told us all about this incredible celebration week 3 focused on film showing off the incredible talents of our G&B employees as well as a panel discussion of industry experts. The final week was all about music, featuring our very own in house steel band professional, Cerise who recently performed at the Queen's jubilee. Cerise and members of her band kindly took the time to give budding pan enthusiasts a tutorial on this incredible instrument.

One of our upcoming priorities is supporting those who are neurodivergent in the workplace. We have recently implemented neurodiversity awareness training which will be rolled out to all people managers. This is designed to open the conversation on a topic that people can often feel nervous to discuss, as well as provide managers with the tools to support those in their team.

Don't just take it from us – we have asked a small cross section of female VCCPers to share their experiences of the agency.

# CASE STUDIES

## Xi Yin Chen

Account Director, VCCP New York

### **My journey at VCCP started in the London office when I joined our entry-level scheme, The Table.**

It was my first taste of the advertising industry and after a few weeks of rotating around the group to experience how an integrated agency works, I joined the account team for VCCP's founding client, O2. I was given the chance to work on a wide range of campaigns that helped build up my knowledge of the industry. This culminated in the unique experience of leading as the account director on the launch of 'Volt' - a fully integrated campaign for the first-ever joint proposition since Virgin Media and O2 merged.

Outside of client work, I became involved in the diversity and inclusion agenda at the agency which is something I'm very passionate about. VCCP made a big step in the right direction when they created an official Head of Diversity and Inclusion role and it showed me that D&I is something they truly care about, rather than just a box-ticking exercise. I worked closely with Sonia Gilchrist who took up the role of head and set up the VCCP Diversity and Inclusion Collective - a team of employees dedicated to driving tangible change. Together we strive to foster an environment at VCCP where everyone can thrive, and be proud of who we are as an agency and the work we produce.

I was then given a great opportunity to become joint head of the Collective as maternity cover and over the course of the role, the Collective experienced a lot of support from senior figures around the agency allowing us to push through 21 new D&I initiatives in 2021. It was a highly rewarding experience, not just because we saw real results and change, but also for my own career and personal development. I feel lucky to have been given the chance to put my own stamp on the role and it has allowed me to meet people across the agency and industry that I never would have otherwise. It has made me feel, as a woman of colour in this industry, that

anything is possible and that I'm supported in my development by my employer. A constant theme throughout my time at this agency is the presence of strong, often female, mentors that have championed my progression.

When I felt like I needed a new challenge, VCCP again brought a unique opportunity to me. It has always been a goal of mine to live and work abroad, and with VCCP's help, I have now transferred to the New York office. The VCCP

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*D&I is something they truly care about, rather than just a box-ticking exercise*

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family and culture definitely extends around the world. I'm excited to see what my future here holds and I feel grateful that although I've been with VCCP for many years now, I've constantly faced new learning experiences that have allowed me to have a varied career.





# CASE STUDIES

## Stella Wharmby

New Business Executive

**My journey at VCCP started in August 2021 when I joined The Table Scheme; a year long programme that recruits for entry-level roles within the business.**

The application process was very different to all the other jobs I had applied for. VCCP did not ask for a CV and we were not expected to have a degree. They simply wanted us to answer some unusual questions to see how we think and if we had any brilliant ideas. We were then invited to an assessment day where we worked on a project in groups and had individual interviews.

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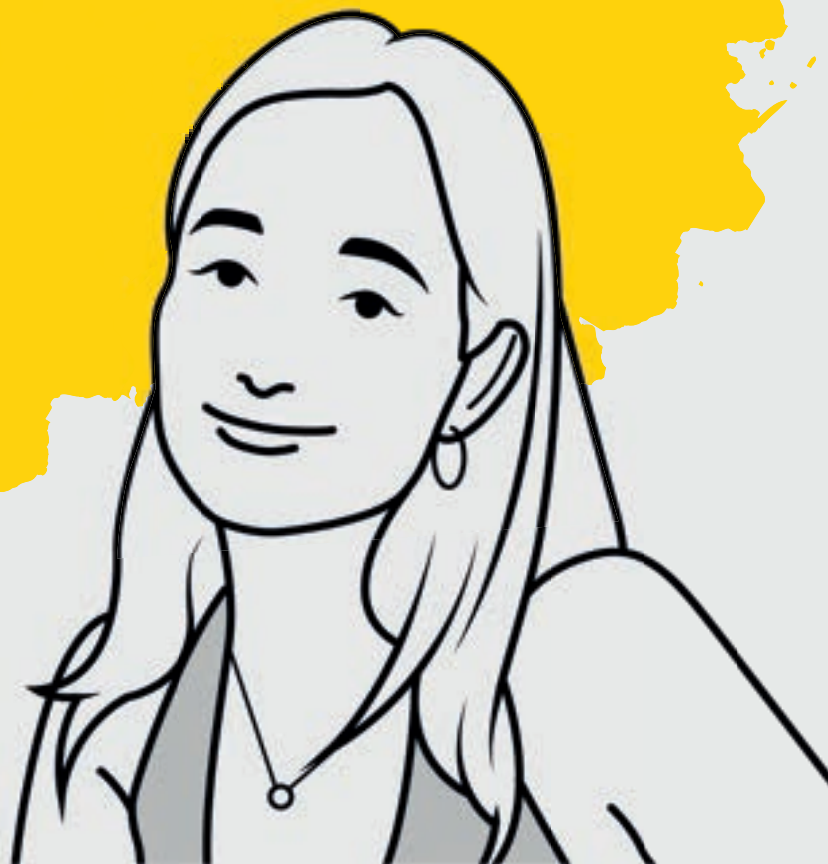
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After receiving the job offer I began my three weeks of training on The Table where we learnt about all the different departments in the agency, and completed projects as a group.

I was then given the opportunity to work in the New Business team as a New Business Coordinator, which I've absolutely loved. I've learnt many new skills such as building websites, editing films, creating and designing decks and have had the opportunity to work on amazing

pitches, projects and become a brand ambassador of the agency. Alongside working in new business I have completed training, attended workshops and completed an exam as part of the Table scheme. I was thrilled to be awarded a Pass with Credit for the IPA Foundation Certificate, I completed a fantastic training course at RADA to improve my presentation skills and I finished the AAR New Business course in April where I made great connections with New Business executives from other agencies.

I have had such an incredible year at VCCP so far and have met some amazing new people who have become friends inside and outside of work. I was delighted to be offered a permanent position in the New Business team.



# CASE STUDIES

## Beverley Newbury

CEO, VCCP Health

**I joined VCCP Health in 2012 as a Business Director. I was attracted by the entrepreneurial spirit of the agency, having the opportunity to learn from so many talented people across VCCP and of course the high quality of creative work.**

I've had so many incredible opportunities to learn and progress in my role at VCCP. I took over as Managing Director in 2017 and was promoted to CEO in March 2022.

Health agencies tend to be predominantly female, however until recently there were relatively few women in senior roles. I'm really passionate about retaining our talent and helping people to have long and successful careers at the agency. The new maternity leave policy, combined with our culture of flexibility and supporting women to return to work, has resulted in 100% of women returning to work

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after maternity leave over the past 3 years. We now have senior women across all agency departments, and four of our five management team members are female, three of whom have worked their way up within the company.



# CASE STUDIES

## Rose Bartel

Managing Partner

**In June 2022 I celebrated nine years with VCCP. I started as an Account Manager on O2 and throughout my time I have been given huge opportunities on the account that have enabled me to continually challenge myself and grow.**

I have enjoyed incredible highlights, from award winning campaigns, to two pitch wins; from being part of the Future Leaders Programme to working alongside some of the best talent in Greencoat House on a daily basis.

VCCP has always championed me, my career and my hope to have a family – when Katya and I suggested that VCCP appoint two leads on O2

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*I have enjoyed incredible highlights, from award winning campaigns, to two pitch wins*

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that could enable us to have children whilst continuing in our role on rotation with Emma, VCCP proved massive advocates of this approach. My son Gabriel arrived at the tail end of 2019 and when I returned in 2020 in the midst of Covid – back to an extremely busy account – I felt hugely supported by VCCP.



Thank  
you!

