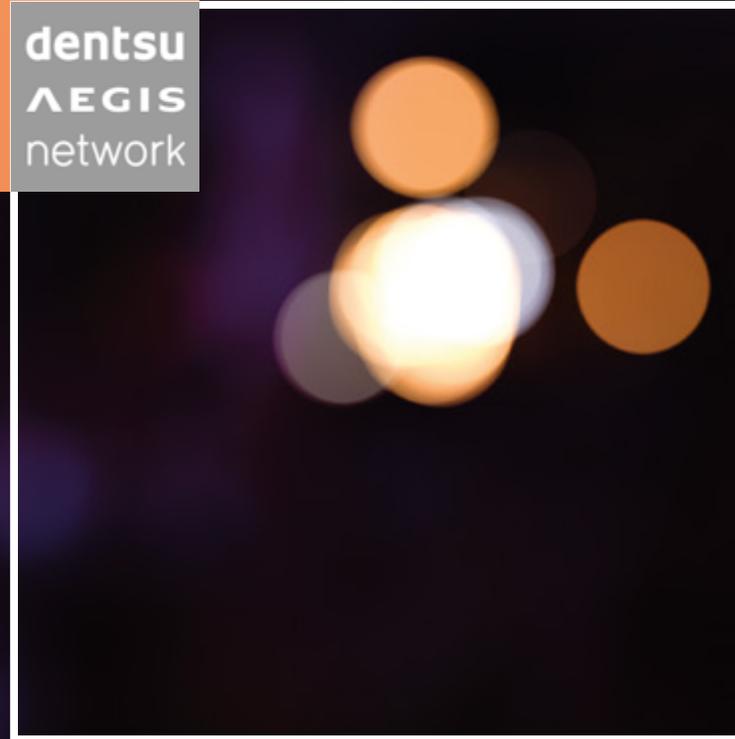


# Gender Pay Gap Report 2018

dentsu  
ΛEGIS  
network



# What we stand for

**We welcome the Government's move to increase transparency around pay. It encourages us all to work harder and take stock of the progress we're making.**

This report explains the positive actions we're taking to achieve our gender equality goals, as well as the nature of the gender pay gap itself.

Creating diverse and balanced teams is not just a moral imperative, it is a business imperative. It is proven that gender-balanced companies perform better financially, are more effective and deliver more innovative products and services. To help our clients reach millions of different people every day, we need our people to reflect the society that we represent too.

This belief drives our commitment to build a diverse, balanced organisation with an inclusive culture where everyone has the opportunity to succeed, regardless of gender or background.

We've already taken positive steps in this space, and while our overall median gender pay gap of 14.1% is lower than the national average of 18.4%\*, we know we have more to do.

At the top of our agenda, we're committed to increasing female representation across our most senior roles to match the levels we already see lower down the business.

That's why we have set ourselves the goal to have an equal gender balance at all levels of our business by the end of 2019.

This is a good move for us, our industry and for society.



**Anna Moulton**  
Global HR Director  
Dentsu Aegis Network



**Stef Calcraft**  
Executive Chairman  
Dentsu Aegis Network, UK&I

\*Office of National Statistics national median gender pay gap 2017

# Where we're at

## Hourly pay gap

Median difference

**14.1%**

Mean difference

**26.1%**

## Percentage of employees who received bonus pay



**36.6%**



**32.8%**

## Bonus pay gap

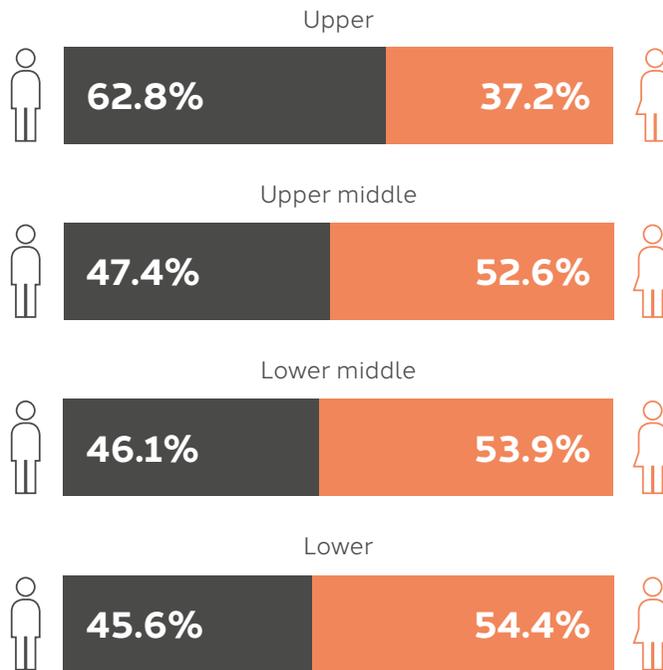
Median difference

**32.2%**

Mean difference

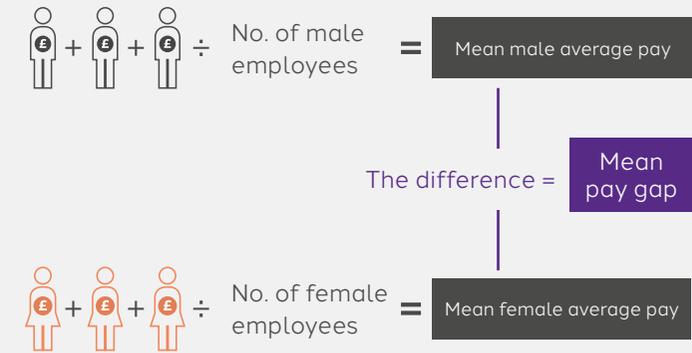
**78.8%**

## Proportion of men and women in the different pay bands (pay quartiles)

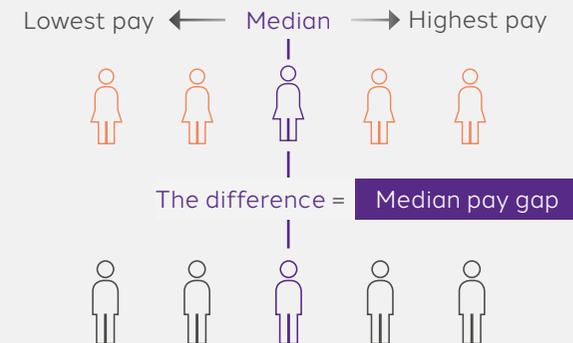


## How we calculate the mean and median difference

### Mean difference



### Median difference



**Note:** These figures include all our UK based employees, not just those we are required to report on. Individual figures for our two legal entities with more than 250 employees – Dentsu Aegis London Ltd (DALL) and Dentsu Aegis Manchester Ltd (DAML) – are on [page 7](#).

# Why are these our figures?

## More men in senior roles



While overall we have an equal number of men and women working here, we know that our gender pay gap is largely driven by more men having progressed into senior roles than women in the past. In addition, our figures include a number of senior roles which have a global leadership remit which extends beyond the UK. Many of the senior leadership roles also come with higher bonus targets and are eligible for long-term incentives. As we have more men at the top, this impacts our bonus pay gap.

## More women working part-time



Our hourly pay gap figures take part-time pay into consideration by calculating it as though these people worked full time. Bonus pay on the other hand doesn't do this – it includes actual bonuses paid as opposed to what the bonus payment would have been if our part-time employees worked full time. As most of our part-time employees are women, this impacts our bonus pay gap too.

## Digital skills gap



The more digital our business has become, the more difficult we've found it to hire women into specialist senior digital roles which are typically higher paid. This, we know, is mainly due to fewer women studying science, technology, engineering and mathematics (STEM) subjects and a reason why there aren't gender balanced candidate pools for such roles.

## Spotlight on our people



**Karen Harte**  
Global Head of M&A Integration

"It's not every company that enables you to create your dream job and make it work around your family commitments. I joined in 2008 as M&A Controller and earned a promotion, while pregnant, to Global Head of M&A in 2012.

My maternity leave gave me time to reflect on how I wanted my career to progress and I suggested my current role to my boss. He thought it was a great idea. So not only was I moving my career in a new direction, there was no blueprint for it, so I could create a role to fit in three days per week. As the role grew and I settled into life as a working mum, I was happy to increase my working pattern to a four and later five-day week.

I now have two boys aged three and five and my work life balance is pretty good. I work full time but I do it in a way that works for both my job – managing different time zones and the peaks and troughs of project work; and for my family – working one or two days a week from home to fit in some school runs and family meal times, which are really important."

"I joined in 2008 as M&A Controller and earned a promotion, while pregnant, to Global Head of M&A in 2012"

50/50

gender split by  
the end of 2019

Launched in 2015 and  
70% of senior participants  
received a promotion in 2017



Promoting and celebrating  
equal opportunity across  
our business

# How we're closing the gap

Here's how we're working to reach our goal to reduce our gap and have an equal gender split across all levels of our organisation by the end of 2019:

## Developing female talent

While we're great at employing equal numbers of men and women across our organisation, we're part of an industry where gender imbalance occurs at the most senior positions across the business, with fewer women represented at this level.

That's why, in 2015, we launched our first Women & Leadership programme, which offers women at all levels of our organisation tailored leadership development. Now in its third year, the successful programme saw more than 70% of the senior participants receive a promotion in 2017.

## Championing gender equality

The founding members of our Women & Leadership programme played an instrumental role in driving our commitment to achieve gender parity in leadership roles. Many of them now form part of the team which pioneered our employee network for gender equality, called ONE.

ONE promotes and celebrates equal opportunity across our business, through talent and leadership development, a structured mentoring scheme and support for men and women at every stage of parenthood.

ONE also works with our clients and partners to tackle unconscious bias and gender stereotypes in advertising, using our strength as one of the world's biggest advertising groups.



**Rachel McDonald**

Managing Director  
Carat Manchester

"I started my career as a media planner and buyer in London and Sydney before I moved home to Manchester in 2001. I became Client Services Director at MediaVest Manchester, now Carat Manchester after being acquired by Dentsu Aegis Network. My career really took off within this ambitious and entrepreneurial agency culture.

I'm a proud mum of two wonderful boys and I was actually promoted during my second period of maternity leave. Now I'm leading the largest media agency outside London. Balancing my career with family life is challenging, but it's never diminished the opportunities made available to me. I work a four-day week and I recently took part in our Women & Leadership programme. It was really insightful and has given me new clarity to unlocking the full power of my personal leadership style.

As sponsor of our Diversity & Inclusion board, I'm passionate about finding new ways for our business to attract and support talent from all walks of life and at every level in our business. I want to make sure everyone feels the opportunities this business offers are both accessible and inspiring. Just as they have been for me."

"Balancing my career with family life is challenging, but it's never diminished the opportunities made available to me"



## Equality when hiring

We're evolving our recruitment approach to ensure that we remove any unconscious bias in the hiring process.

To help us attract more diverse talent for entry-level roles, we've removed minimum qualifications, eliminated CVs at the shortlist stage, introduced mobile game assessments and video interviews.

At senior levels, we aim for gender-balanced shortlists and we work hard to ensure that we eliminate unfair practices through balanced panel interviews. All our people managers, recruiters and many of our senior managers have completed unconscious bias training and we're committed to continuing investing in this area.



## Supporting our working parents

There is more to life than work, but it's a big part of life, and can be harder to juggle when you add children into the mix. To help support and retain our female talent who are parents, we have a number of family-friendly benefits to ensure that all working parents know they are valued and supported when they need it most. This includes flexible working, coaching before and after maternity, adoption or shared parental leave, returnships and fixed-term contracts.

As part of our drive towards a more equal, inclusive and diverse workplace, we also took the proud step last year of enhancing our shared parental leave to 20 weeks paid, matching our existing offering for maternity and adoption leave.

# flexible



# agile

## Empowering all our people

We also believe that to get the best out of people, they should be free to work in the way that best suits them. Therefore we offer flexible and agile working to everyone to help positively manage their personal lives along with their responsibilities at work.

Our ambition is to be focused on outcomes rather than presenteeism, so we expect the same quality and quantity of work to be delivered, but are empowering our people to decide where and when they do it.



**Richard Davis**

**Director of Strategy Development  
Global Clients**

"I have an extremely talented and diverse team, with five different nationalities, equally split between males and females. Each of us comes from very different walks of life and I believe our success is directly related to the richness of our experiences. Our diversity influences our personal and professional priorities and, for me, it means being agile to get the balance right for everyone.

For example, when one of my key team members requested flexible working after coming back from maternity, I could see this was the right thing for her and the business.

As a team, we've now fully embraced this way of working which also allowed me to take advantage of our amazing Shared Parental Leave policy and spend 12 weeks with my second born. It was an incredible experience that I highly recommend and made me appreciate new aspects of life. It's brought me even closer to my wife, as I now have experienced first-hand how complex it is to run a house with a baby and a toddler running around the place."



**Nadia Khashem**

**Planning Manager  
Amplifi**

"A couple of years after graduating with a degree in Marketing and Communications, I wanted to put my skills to better use and find a company that would invest in my potential. Enter Dentsu Aegis! I had no experience of media planning but I was really attracted by the combination of its structure and a clear development pathway.

Over the past five years I've had plenty of opportunities to progress. Our Women & Leadership programme helped me build my confidence and personal skillset as well as meet other women across our group who share similar ambitions. I'm also able to maintain a healthier work/life balance by working flexibly one day a week at home, and by taking advantage of the core hours to start or finish my days earlier.

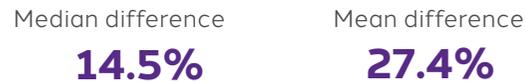
Now, as Planning Manager in our media investment division, I manage several accounts providing innovative solutions to meet our clients' marketing objectives. And I love it."

# Breakdown by legal entity

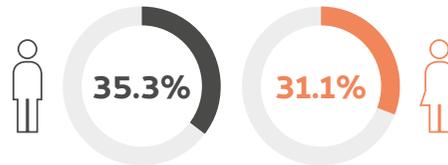
The gender pay figures for Dentsu Aegis London Ltd (DALL) and Dentsu Aegis Manchester Ltd (DAML) can be seen below.

## Dentsu Aegis London Ltd (DALL)

### Hourly pay gap



### Percentage of employees who received bonus pay



### Bonus pay gap



### Proportion of men and women in the different pay bands (pay quartiles)

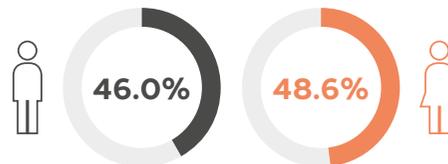


## Dentsu Aegis Manchester Ltd (DAML)

### Hourly pay gap



### Percentage of employees who received bonus pay



### Bonus pay gap



### Proportion of men and women in the different pay bands (pay quartiles)

