



# Gender Pay Gap Report 2018

# Ogilvy



## Welcome to our second *Gender Pay Gap Report*: a snapshot of our pay and bonuses as of April 2018, and more broadly, our progress in developing a diverse, inclusive and rewarding place for our people to work.

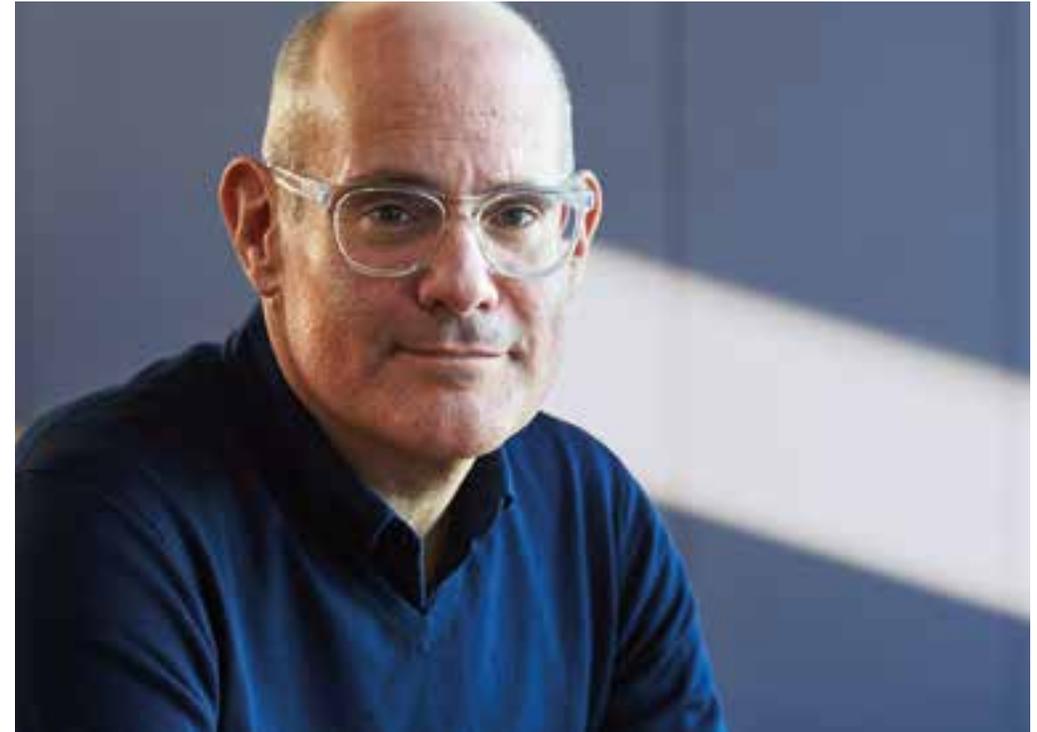
**In addition, we are also sharing our strategic People Plan. We know it is crucial to have a cohesive approach that sets us on the path to being the ‘most powerful talent magnet in the industry?’**

Our gender pay gap analysis shows important progress: the mean decreased by 3.67% and the median shrunk by 2.63%.

Even though there isn't a legal requirement, we are reporting the gap by quartile for the first time. We feel it is important to assess and clarify where the issues lie. Resolving these are complex, but we remain firmly committed to rectifying them. While we are disappointed that the gender bonus gap has increased, we have looked at the structural and legacy issues behind it – the statistics are annotated to provide more insight.

We are working hard to ensure we have a good gender balance at every level of the business, and know there's further progress to be made in the top quartile.

2018 was the year we reshaped our business around our clients' and



our people's needs, with the vision to better respond to the changing landscape. Essential to taking this forward has been the appointment of our first Chief People Officer, Helen Matthews. She brings an unparalleled expertise in the media industry for structuring and building a scaled talent approach – one that reflects our values and ambitions for recruitment, craft and careers today, tomorrow and the future.

Our People Team are leading our diversity and inclusion ambitions as we have challenged ourselves to be the best, not just on quality of output – but on the scale of reach and effect. We're keen to ensure our initiatives are not lip service to our people but make a real difference.

We spend every day striving to make our clients' brands matter. To make a brand matter, everything has to matter, and this starts with our people.

We confirm that the information in this report is accurate and prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in blue ink that reads "Michael Frohlich".

**Michael Frohlich**  
*Chief Executive Officer*  
*Ogilvy UK*

# The Gender Pay Gap Explained

Starting in 2017, UK Government introduced new regulation requiring public and private sector employers, with 250 or more employees, to annually publish data on the gender pay gap within their organisations.

This report outlines the gender pay gap and bonuses across Ogilvy UK, plus a detailed breakdown of what percentage of men and women occupy each tier of the business, with pay gaps in each reflected.

## Equal Pay

Equal pay means men and women being paid the same salary for carrying out the same or similar work, which is a legal requirement and is not covered in this report.

We regularly ensure that all women and men at Ogilvy UK are being paid the same wage for the same work. We succeed when we have a diverse workforce who can enrich our output, both for our business and our clients.

## The Gender Pay Gap

The gender pay gap is the difference in the average pay of all men and all women in a workforce.

A gender pay gap is the result of gender imbalance – for example, having more men than women in senior roles.

## Mean Pay Gap

The difference in the average hourly rate of men's and women's pay.

## Median Pay Gap

The difference between the midpoints in the ranges of men's and women's pay.

## Pay Quartiles

Shows the proportion of men and women in different pay bands, with the workforce divided into four equal parts (quartiles).

## The Gender Bonus Gap

The percentage difference (median and mean) in total bonus payments received by men and women.



# Our Gender Pay Gap



**21%**

Pay Gap: **Mean**

**21.34%**

Pay Gap: **Median**

The gender pay gap at Ogilvy UK is the difference in hourly rate (mean and median) of pay between all men and all women within our business, expressed as a percentage of men's earnings – at the snapshot date of 5 April 2018.

*Ogilvy UK has a mean (average) pay gap of 21% and a median (average) pay gap of 21.34%.*

# Our Pay Gap by Quartile

## Our staff split by gender and quartile

Overall we have a gender split of **47%** to **53%** of men to women, and our Strategy Board of 23 people is **48%** to **52%** of men to women.

## Our pay gap by quartile

We have also highlighted our pay gap results according to pay quartile. At Ogilvy UK, for the *upper quartile* there is a mean (average) pay gap of **2.97%** and a median (average) pay gap of **5.99%**.

For the *upper middle quartile* there is a mean (average) pay gap of **1.42%** and a median (average) pay gap of **1.57%**.

For the *middle quartile* there is a mean (average) pay gap of **0.50%** and a median (average) pay gap of **-0.21%**.

For the *lower quartile* there is a mean (average) pay gap of **-3.67%** and a median (average) pay gap of **-4.15%**.

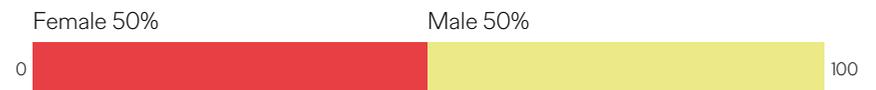
## Lower Quartile



## Lower Middle Quartile



## Upper Middle Quartile



## Upper Quartile



# Our Gender Bonus Gap

The gender bonus gap: The percentage difference (median and mean) in total bonus payments received by men and women.

Ogilvy UK has a mean (average) bonus gap of **34.97%** and a median (average) bonus gap of **5.42%**.

At Ogilvy UK, the percentage of males who receive a bonus is **38.8%** whereas percentage of females who receive a bonus is **31.2%**.

The bonus-related data is taken for the full year from April 2017 to March 2018 payroll months. There are several legacy incentive schemes that came to a maturity during this period.

Ogilvy has more men in senior leadership with access to this benefit, which is now reflected in the bonus skew. Going forward, as our gender ratio balances, we expect this to shift, while also fulfilling our long-term contractual obligations to staff.





**We are dedicated to growing our talent and committed to creating opportunities for personal and professional growth, so that everyone can thrive at work and feel both *included and valued at Ogilvy.***

We believe it's vital that Ogilvy reflects a community in which we live; ideas and voices from different genders, races, ages, backgrounds, sexual orientation, disabilities and religions.

Since publishing our first gender pay gap report last year, we've continued to tackle some of the underlying causes of the gender pay gap – diversity, flexibility and accountability. Though we know there is always more we can do. To ensure that we hire and include the most diverse range

of talent within our business, we have run an extensive programme for unconscious bias training.

Across the whole of our organisation, we encourage flexible working to support the needs of all our people.

We already have robust processes in place to ensure equal pay for equal work. However, we're currently putting additional metrics in place to ensure we hold ourselves to account.

In 2019, we are driving our People Plan, which builds a rewarding career for our talent throughout their employee experience at Ogilvy UK.

Our approach is holistic, encompassing all parts of our business. We offer a wide range of learning and development opportunities across crafts and capabilities. This includes access to a broad offering of wellbeing programmes, support and events, and a number of inclusive internal networks.

Looking ahead, we're excited by this year's agenda, putting people at the heart of the agency, and further improving our progression opportunities for everyone.



**Helen Matthews**  
*Chief People Officer, Ogilvy UK*





We're driving improved diversity of our people across our business, first by the way new talent is attracted, then, throughout the time that they are with us, by providing development opportunities for their careers.

# Attract Talent

In 2018, we reviewed how and where we advertise Ogilvy roles to broaden our pool of potential talent. We have introduced innovative software that helps reduce bias to ensure gender neutrality in all of our job descriptions and adverts. We will continue to hold ourselves to high standards in making our opportunities accessible to a wider talent pool.

## The Pipe

Now in its third year, The Pipe offers emerging creative talent from any background, skill level, or experience, the unique opportunity to join the team in the Creative craft.

Our 'Pipers' bring innovation, diversity of thought and a new lens through which we can solve creative challenges. The Pipe provides the mentorship, accessibility

and support to these creatives, so that they can build their portfolios and experiences across nine months at Ogilvy.

## Ogilvy Apprentices

In 2018, we introduced ten apprentices working across Data, Strategy, Account Management and Project Management. Working with our external partners, we held an Insight Day for potential talent, and then mobilised a recruitment strategy to hire a diverse group of joiners. We've committed to investing over £150k on development opportunities from our apprenticeship levy to harness their potential and future-proof their skill-sets. In 2019, we'll also offer a range of the apprenticeship learning programmes to our existing talent, along with continuing our current apprenticeship activities that began in 2018.



### **Ogilvy Consulting Behavioural Science Summer School**

Every summer, we offer ten people the chance to experience Ogilvy and work with our in-house behavioural scientists for two weeks. This is the only programme of its kind at any agency in the world – culminating in working on a live brief with a real client partner.

As part of the recruitment process, we hold blind interviews and remove personal details from CVs, reducing bias in the hiring decision.

### **Creative Equals Returnship Programme**

Ogilvy UK is proud to participate in the 2019 Creative Equals Returners Programme – enabling those who have taken an extended break from the creative industry to return with the necessary support and flexibility. After an extended break, resulting in out-of-date portfolios and a gaps on CVs, it can be difficult to return to work. As part of this, we have committed to placing a number of returners into our Creative Craft.

# The Pipe



Designed to deliver a greater diversity of thought for both the business and the industry as a whole, The Pipe delivers the next generation of creatives who don't follow the old mold, but shape the new one.

Last year, we had 1,800 potential recruits apply with their initial creative work. From that, we short listed 200 for a creative task. We then interviewed 48 candidates and hired 14.

To remove any bias, applicants are judged blind based on a piece of creative work they must submit in answer to a brief. This means each intake on The Pipe includes a combination of traditional thinkers combined with people from completely different backgrounds, who challenge the conventional ways of thinking.

To date, The Pipe has helped to create work for Ogilvy clients in the UK including Vodafone's VOXI, FI, IBM Wimbledon, Public Health England, Unilever and more.

*“You get to be yourself...”*

“The only requirement for getting onto The Pipe is that you must be creative. Every step of the interview process encourages you to show your creativity. You get to be yourself, which makes the whole thing a lot more enjoyable than your average assessment centre.

There’s also something special about joining Ogilvy via The Pipe – I was with a group of people all at the same level as I was, all of us not really knowing much about communications and no one ever having worked in the industry before. We were in it together and grew together.”

**Lucie Davis,**  
*Creative at Ogilvy UK  
joining through The Pipe*





# Retain & Include

## Flexible Working

The world of work is changing. We know that our work lives and personal lives are becoming ever more connected, often leading to an imbalance between the two. Whether it's changing core working hours or working flexibly through the summer and winter months, at Ogilvy we appreciate that flexibility looks different for everyone. We seek to encourage and support our people to find a balance that works for them.

## Happier, Healthier Me (HHM)

We take the importance of wellbeing from awareness into action, with a strong emphasis on giving our people the permission to drive their own wellbeing.

Our health encompasses physical wellbeing, mental health and personal development. That's why we developed a multi-faceted programme with everything from yoga classes for staff to building a partnership with Mind and signing the Time to Change employer pledge. Indeed, Ogilvy UK was the first agency to sign a pledge to eliminate the stigma of mental health in the workplace.

Our ambition for 2019 is to continue to challenge that stigma and to encourage our people to engage with their physical health, learning opportunities and continued personal development.

# Our Networks

Our unique mix of talent has been a driving force behind a broad range of networks. They are now firmly part of our DNA and culture at Ogilvy.

*Ogilvy UK's networks are:*

1.

## *Ogilvy Roots*

Created to champion greater cultural and ethnic diversity in the industry, our agency and our work.

2.

## *Ogilvy Pride*

A fully-fledged LGBTQ+ marketing consultancy and network housed within Ogilvy.

3.

## *Women of Ogilvy*

Providing networking resources and support to women throughout our agency at all levels.

4.

## *Parents of Ogilvy*

Dedicated to supporting our people on their journey as parents through networking and educational events.

*Case Study:*

# Ogilvy Roots

Since its inception at Ogilvy UK in 2017, Roots has been informing Talent Management strategies and real client briefs. It's also beginning its expansion across WPP, to foster greater connectivity and collaboration.

Driven by a desire to better inform our approach to ethnicity, race, culture and religion within our industry, Roots aims to inspire and support both talent and clients. Ogilvy Roots performs this through open, honest discussion, project-led action, and builds a hub to offer a greater spectrum of cultural insights.

The team have won client work for brands such as the MOBOs and World Afro Day.



“Roots truly represents Ogilvy’s passion for and commitment to cultural and ethnic diversity across all levels of the business. This is shown by our growth – starting as a small handful of people in 2017 and growing, not just to a large network within Ogilvy, but last year also expanding to WPP. I’m proud to have seen Ogilvy’s drive for diversity explode across the WPP network with WPP Roots, Mindshare Roots, Wavemaker Roots and more coming this year as we continue to strive for diversity.”

**Jai Kotecha,**  
*Head of Social & Content at Ogilvy UK  
and Ogilvy Roots Executive Sponsor*

*“I’m proud to have seen Ogilvy’s drive for diversity..”*

*Case Study:*

# Ogilvy Pride

An LGBTQ+ focused division of our agency, Ogilvy Pride provides resources for Ogilvy's Lesbian, Gay, Bisexual and Transgender employees while also helping clients identify and pitch to LGBTQ+ audiences.

Ogilvy Pride has consulted on London's Pride event and celebrated Pride 2018 by lighting up Sea Containers in Pride colours, in partnership with Wavemaker. This was a symbol of support for the Pride community within Ogilvy's own networks and the wider London community.

The network also supports LGBTQ+ charity sponsorships and partnerships, maximises the communication of employer diversity credentials and provides training to Ogilvy's people in London.

“Studies in the UK and elsewhere have shown that productivity can decrease by up to 30% when employees don’t feel comfortable being open, honest, and authentic with their colleagues, instead spending time constructing lies about their personal lives to hide their sexual orientation. Ogilvy’s proactive diversity and inclusion policies and the Ogilvy Pride network is central to attracting and supporting LGBTQ+ talent to perform at their best. This allows us to make brands matter by reflecting our diverse UK society in great brand campaigns.”

Marion McDonald,  
*Global Practice Lead, Health & Wellness  
at Ogilvy and Head of Ogilvy Pride*



*“Ogilvy Pride network  
is central to attracting  
and supporting  
LGBTQ+ talent...”*

*Case Study:*

# Women of Ogilvy

Women of Ogilvy provides multiple networking resources and support to women throughout our agency, from speed mentoring to fascinating and inspiring speakers, to working with other groups such as Bloom and WACL.

“You can’t be what you can’t see,” is the cornerstone of how we think at Women of Ogilvy. So highlighting female talent at every level and in every capability is vitally important.

This year we saw membership grow to over 100 of our people. Highlights have included a large-scale social campaign around International Women’s Day 2018, which involved Ogilvy UK, and other WPP agencies based at our office at Sea Containers in London.

Women of Ogilvy also hosted a sold-out ‘Breaking Boundaries’ breakfast to talk about how leadership in sport can translate to business. High profile speakers included journalist and activist Anna Kessel and England cricketer Isa Guha.



*“..Continued celebration  
and growth in our  
incredible female talent.”*

“Across our industry, diversity has become the number one agenda item. If you’ve got a homogenous group of people who all think alike you are never going to crack our clients’ challenges. So we celebrate people with different perspectives, different experiences and different opinions. I am so proud of what we are doing at Ogilvy in supporting all of our people to achieve their maximum potential, for themselves and for the success for our clients’ businesses. And I am super proud of Women of Ogilvy and its continued celebration and growth in our incredible female talent.”

**Nina Jasinski,**  
*Chief Marketing Officer at Ogilvy UK  
and Women of Ogilvy Executive Sponsor*

*Case Study:*

# Parents of Ogilvy

We know that once employees start a family, many factors in their lives change. Parents of Ogilvy is dedicated to supporting current and expectant parents, whether through flexible working arrangements, networking opportunities or events.

Covering issues including children's mental health, nutrition, healthy play, raising resilient children and more, Parents of Ogilvy has welcomed a range of speakers and coaches into our building. These have included chief executive of The Parent Coaching Academy, Lorraine Thomas; author of 'The Three Day Nanny', Kathryn Mewes; author of 'The Good Toy Guide', Amanda Gummer; and Nutritional Therapist and Chef, Jacqui Mayes.

Parents of Ogilvy also hosts networking events which offer an informal opportunity for parents to meet as a group and share their advice and experience. In addition, all parents have access to three free one-to-one coaching sessions, which is an invaluable resource to ensure that we are supporting parents as individuals.

“Parents of Ogilvy exists to provide support to parents as they balance their commitment to a growing family with building a successful career at Ogilvy. It is by initiatives such as this that Ogilvy develops the flexible and inclusive working practices that enable us to retain a wide pool of talented people.”

**Gemma Davies,**  
*Head of Talent Management at Ogilvy UK and Head of Parents of Ogilvy*

*“...Ogilvy develops the flexible and inclusive working practices...”*



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## Unconscious Bias Training

A mandatory element of our wider ethics training has been rolled out, one that helps all our staff challenge their unconscious belief systems (which happen outside of their awareness). Our training provides the tools to adjust automatic patterns of thinking and eliminate discriminatory behaviours whether in the hiring process or the day-to-day.

Ogilvy has created a cross-agency partnership within WPP in the UK. This programme gives potential mentees the opportunity to pair up with mentors based on skills and experiences. Each mentor's skills portfolio will be shared allowing this programme to be fully inclusive and based upon skills and experiences, rather than job titles and seniority. Mentors and mentees will be trained on mentoring best practice by one of our in-house experts.

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Once in a mentoring relationship, mentees will be offered support and guidance from their mentors with clear learning objectives set at the start. This will be a great driver in developing our talents' skills.

## Me Day

We believe in offering our people the time, space and focus to prioritise their own development and wellbeing. Every employee has one 'Me Day' to use each year. Staff have dedicated this time from visiting exhibitions and museums to exploring personal interests and passions.

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## 30:30

Ogilvy's 30:30 global leadership programme aims to elevate and champion high potential women. Lasting a year, this programme is made up of four core pillars: professional coaching, sponsorship, learning experiences and networking events. This programme has a truly global reach as it allows participants the chance to travel to different offices and grow their Ogilvy network.

Learning from coaching and sponsorship will be tailored to the specific needs of the individual, linked always to enabling them to grow at Ogilvy. Topics are likely to include a combination of personal,

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interpersonal and commercial areas. Graduates from 30:30 who realise their potential will be expected to pipeline into senior leadership roles within Ogilvy's network.

## Coaching and Networking

To empower women in leadership roles to take up speaking opportunities and raise their profiles both internally and externally, we joined the Stella Speakers Bureau in 2017, which was launched by WPP. In addition, we have an extensive coaching team within Ogilvy UK to support career growth and leadership capability for all our emerging leaders.

## The School of Life

New for 2019, we have partnered with The School of Life to offer all of our people the chance to sign up to any of

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ten workshops run monthly by The School of Life. They will offer learning experiences covering many topics – including resilience, calm, empathy and innovation – that will allow our people to thrive in their personal and professional lives.

## Royal Academy of Dramatic Art (RADA)

Throughout 2019, we will continue our public speaking series training, which is designed to transform our people's attitude towards public speaking over a course of six weeks, covering body language, speech, storytelling and confidence.

Open to anyone at Ogilvy, the workshop series is led by a mix of internal and external speakers delivered by RADA business school.

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# Ogilvy in the Industry

## Women in Advertising and Communications, London (WACL)

We are pleased to support WACL and are proud of our members and of the fact we have hosted several events here at Sea Containers.

One particular initiative Ogilvy supports alongside WACL is the Future Leaders Award in partnership with the National Advertising Benevolent Society (NABS).

## National Advertising Benevolent Society (NABS)

We are proud to be a long-standing partner with the National Advertising Benevolent Society (NABS), an organisation which provides training, events, and support for people across the marketing and advertising industries.

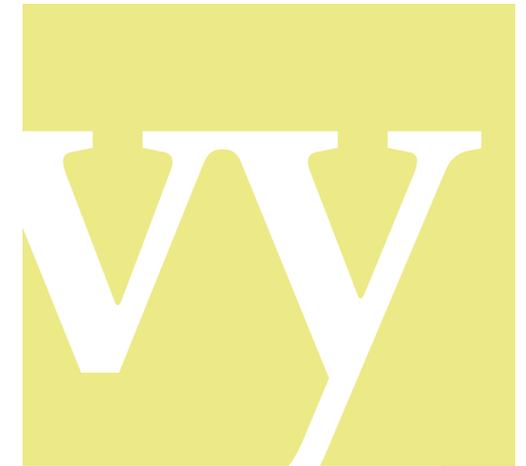
The masterclasses and support offered by the organisation are championed within Ogilvy with the help of dedicated NABS ambassadors – ensuring everyone at work feels supported and equipped with relevant skills to increase their resilience, develop their personal brand and more.

This year, our Chief Marketing Officer, Nina Jasinski, was appointed to the Board of Trustees for NABS, collaborating with the rest of the leadership to help shape the future of how the organisation will support talent going forward.

## Creative Equals

Ogilvy continues to work towards greater diversity in the workplace through collaborating with Creative Equals, a UK-wide recognised organisation, which is driving lasting change in how the industry attracts diverse talent.

Ogilvy conducts ongoing reviews of our diversity and inclusion opportunities to ensure we always meet the Creative Equality Standard.



## #TimeTo

Ogilvy UK is one of the first agencies to sign up to support this cross-industry initiative. #TimeTo is a collaboration between the Advertising Association, NABS and WACL, and backed by ISBA and the IPA, which aims to address the problem of sexual harassment in the UK advertising and marketing industry.



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