



VCCCP

VCCP PARTNERSHIP
GENDER PAY GAP REPORT
2018

VCCP prides itself on operating as a meritocracy; it's in our DNA. We believe in creating a diverse and gender-balanced workforce, which is representative of the society we live in. 2018's report demonstrates how we are working towards this.

Our results for year two of our gender pay gap reporting figures show an increase in the representation of women in our upper quartile by 3%, which is 7% higher than the industry average (IPA census). We are also pleased to see a 17% increase in women joining the business in our lower quartile, which is an encouraging sign for the future of VCCP and achieving our gender pay goals. We've also seen a reduction in our bonus pay gap and an increase of over 11% in the number of women receiving bonuses in the agency.



Michael Sugden
CEO VCCP PARTNERSHIP



VCCP

SO, WHAT DOES GENDER PAY GAP ACTUALLY MEAN?

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.

It's often confused with **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. There is no equal pay gap at VCCP.

Each year we are required by law to report 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. The figures that you will see in this report will be those that represent **VCCP Partnership** and are taken from the 5th April 2018 so will be a year out of date.



VCCP MEAN GENDER PAY GAP 23.3%



VCCP MEDIAN GENDER PAY GAP 19.6%

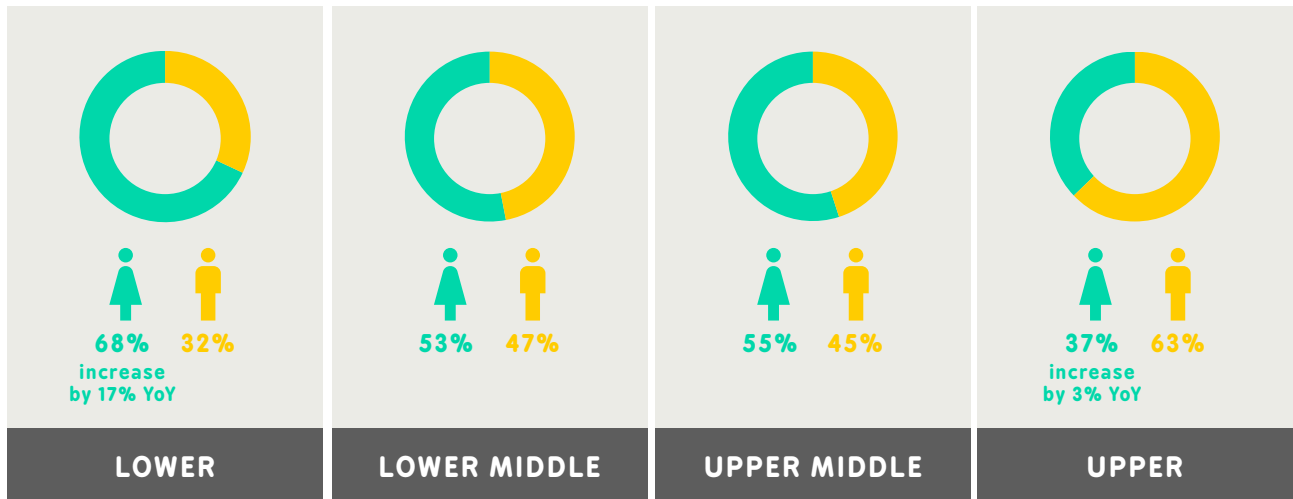
Our 2018 records show that on the 5th April 2018, VCCP was made up of 53% women and 47% men.

The 17% increase of women joining the agency in entry-level positions as mentioned above, has led to a slight increase in our gender pay gap from 22% – 23.3%. This is due to the female to male ratio increasing in our lower quartile from 51% female v 49% male in 2017 to 68% female v 32% male in 2018.

The pay gap in our upper quartile is caused by the fact that we have fewer women than men in that quartile. We will continue to make strides to ensure that we can tackle the industry wide issue of women dropping out of the industry at a senior level.

QUARTILE PAY GAP

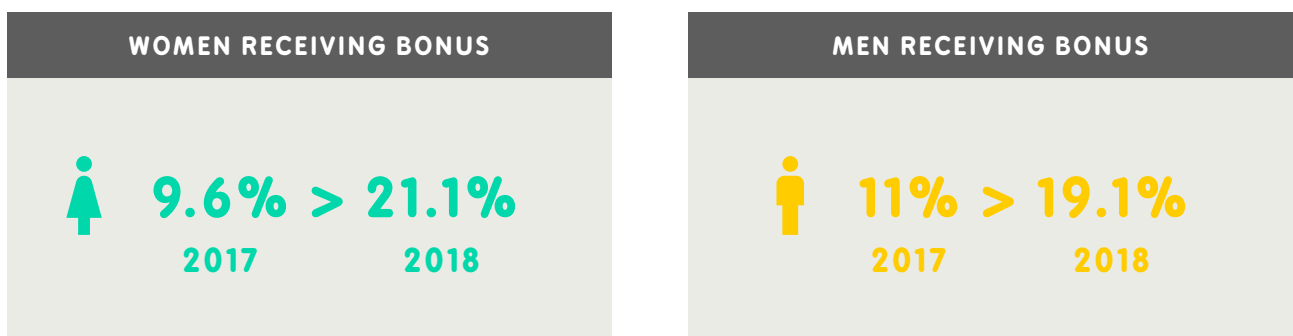
Another statistic we need to report is the Quartile Pay Gap, essentially grouping our employees' hourly pay into four equal groups, ordered lowest to highest.



BONUS 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.

There has been a large increase in the number of people across the business receiving a bonus:



MEAN BONUS GAP 32.2%



MEDIAN BONUS GAP 40%

Overall our mean bonus pay gap has improved from 36.7% to 32.2%

TO SUMMARISE

Our ambition is to help, nurture and support all of you through your agency careers at VCCP, women and men, and we have created various initiatives to make VCCP a place where you all feel there is opportunity and longevity for you. Our ambition over the next few years in our path to reducing the gender pay gap will be to ensure a more diverse and balanced workforce where you can all thrive. We have developed some new initiatives to help achieve this which we will be sharing with you over the next few months, when we will also give you an update on our 2019 Gender Pay Gap report.

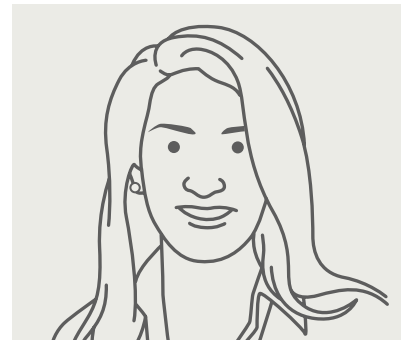
A SELECTION OF OUR SENIOR WOMEN AT VCCP



Hannah Fitz-Gerald
Managing Director VCCP
Joined as Account Director in Feb '04



Sophie Maunder
CEO VCCP Customer Experience
Joined as Planner in March '03



Stephanie Brimacombe
Group Chief Marketing Officer
Joined as New Business Manager in August '10



Maggie Frost
COO VCCP Partnership
Joined as Finance Director in July '06



Suzie Roberts
International Managing Director
Joined as Account Executive in April '04



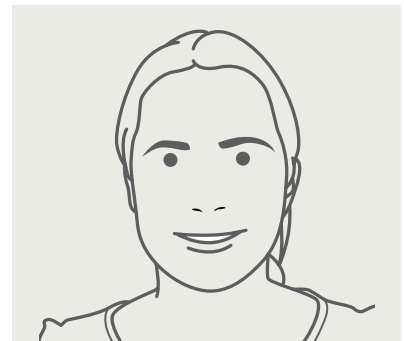
Sian Richards
Head of Diversity & Inclusion/
Account Director VCCP Partnership
Joined as Facilities Assistant in Oct '13



Melissa Jamieson
Managing Director VCCP Retail
Joined as Account Director in Aug '07



Louise Morgan
Managing Director VCCP Me
Joined as Business Director in Feb '15



Jane Webb
Finance Director VCCP
Joined as Group Financial Reporting and Projects Manager in May '15



Tara Marus
COO VCCP Media
Joined as Managing Director in Jan '09



Beverly Newbury
Managing Director VCCP Health
Joined as Business Director in Nov '12



Rebecca Coleman
Group General Council
Joined as Head of Legal in Jan '15

THE PAYE DATA THAT INCLUDES SNAP FIGURES

As mentioned above, we are required to report our gender pay gap data based on our PAYE information. However, our PAYE includes a totally separate entity, which falls under Chime and is not under the control of the VCCP Partnership management team. We are required to report on the data including this entity, which we have done below. This will not be included in our 2019 report which we will share with you in a few months time.

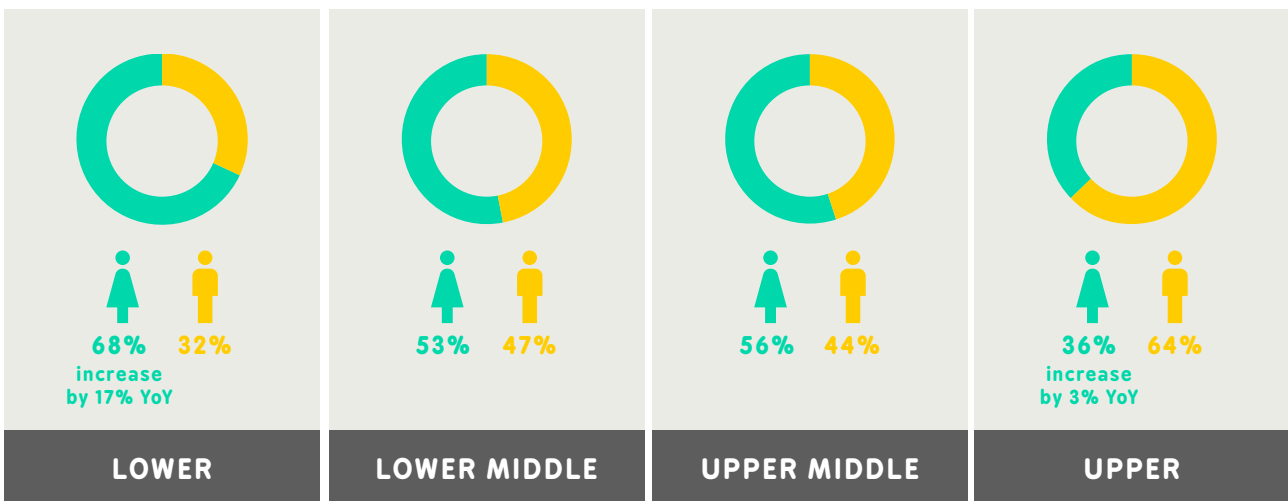


VCCP MEAN GENDER PAY GAP 25.2%

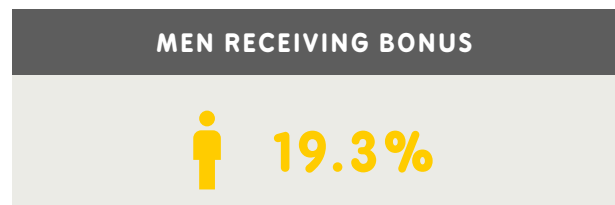
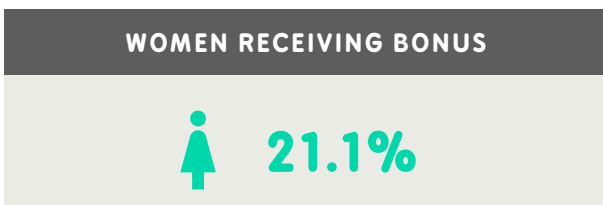


VCCP MEDIAN GENDER PAY GAP 22.4%

Quartile Pay Gap



Bonus Gap



MEAN BONUS GAP 43.5%



MEDIAN BONUS GAP 40.6%