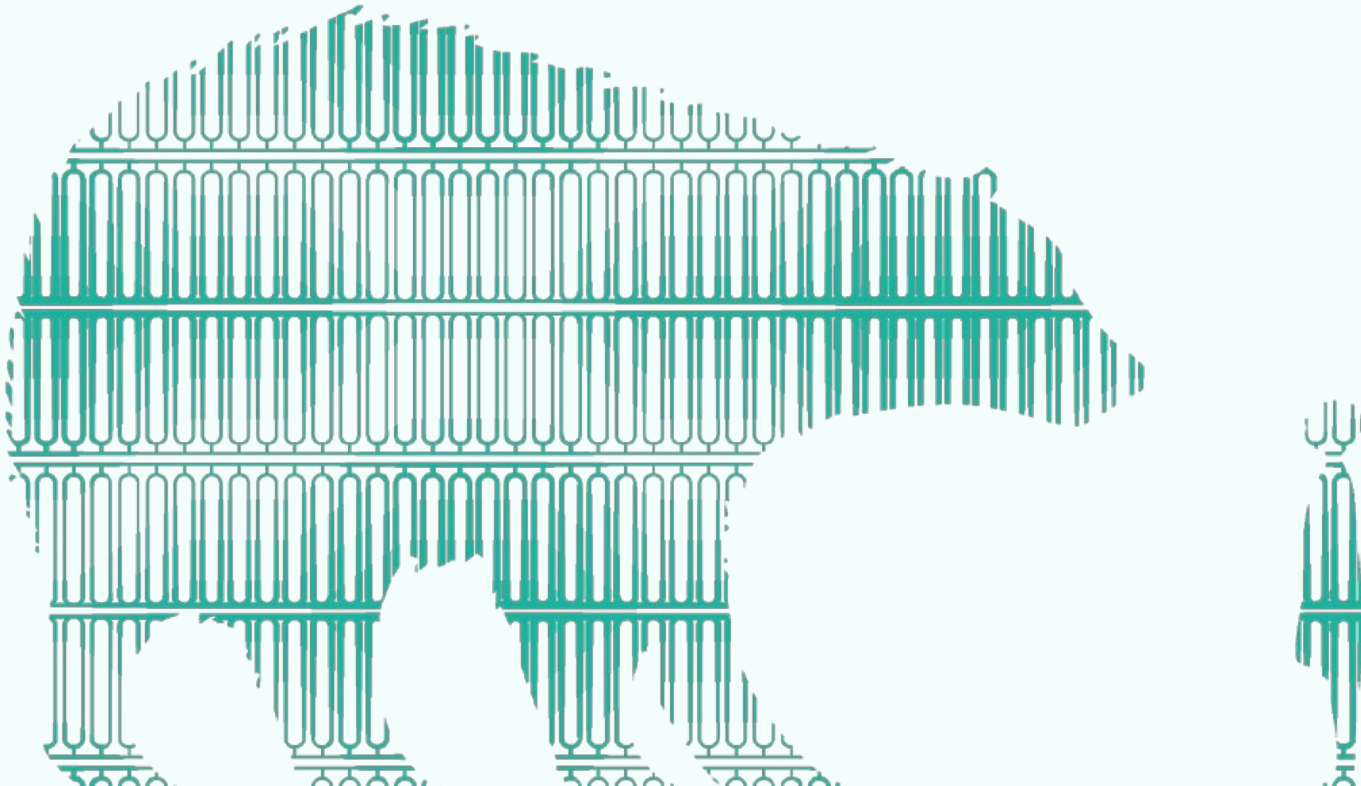


# Gender Pay Gap Report

5 April 2025



# Foreword

At VCCP, we are dedicated to fostering a diverse, equitable and inclusive workplace where every employee has the same opportunities to grow and succeed. Creating a truly fair and balanced environment is a fundamental part of our strategy, and we are proud that our DEI team has been recognised as Campaign magazine's Talent Management Team of the Year for the fourth consecutive year. This report outlines our current standing and the deliberate actions we are taking to drive real, lasting change across the agency.

We are really pleased to show further significant progress in our 2025 gender pay gap results. Our median gender pay gap has decreased to 15.4%, continuing a steady downward trend from 19% just two years ago, while our mean gap has also reduced to 17.2%.

These figures prove that our targeted interventions are working, but we recognise that the long-term solution requires a sustained push to move more women into senior leadership positions.

Encouragingly, we have reached a major milestone this year with female representation in our upper quartile increasing by 4% to reach 43%. This is the highest it has ever been and the first time we have broken the 40% barrier, putting us well on our way to achieving our goal of over 45% by 2026. This is significant progress, and while we know there is more to do, we are committed to maintaining this momentum to build a stronger, more innovative future where everyone can thrive.

I confirm that the information in this report is accurate and published in accordance with the UK gender pay gap reporting guidelines and regulations.



**Andrew Peake,**  
CEO, VCCP







## Our Story

On 24th January 2002, VCCP's four founders were united by their desire to challenge the bad habits of the advertising industry. They were motivated by the belief that they could create a better type of agency – for the people who work there and the clients they serve. It's a motivation that remains to this day. If we see something that's wrong, we challenge it which is why we believe that we are the challenger network for challenger brands.

Now with more than 1,600 people across nine global offices, and offering 20 capabilities, we continue to challenge convention to create value for the world's most ambitious companies.

Our mission is to create enduring work that creates value for our clients. Work that's world-renowned, that sparks conversation and populates culture. Memorable work. Different-shaped work. Work that translates to every market. Work that connects brands and people across the globe in ways marketing rarely does.

Our "secret sauce" is an entrepreneurial spirit that relentlessly raises the bar and encourages everyone who works here to build a career, growing their skills and adding value to our agency, across every job within it.

# Our Commitment to Closing the Gender Pay Gap

We have reported our gender pay gap since 2017 in the UK. Our strategy to close the gender pay gap is hardwired into Thrive, our employer brand, which focuses on specialist learning, holistic wellbeing, and a high-performance culture.

To drive female representation at the most senior levels, we continue to push forward with high-impact initiatives. We have continued our partnership with Back2Businessship for the third year and remain committed to our suite of family-friendly policies and fertility loans, which provide vital support for our people at every life stage. Our dedication to supporting women throughout their careers has been recognised with the Menopause Friendly Employer Accreditation from Henpicked. This partnership ensures we are providing industry-leading support, further embedding equity into the fabric of our agency.



# Gender Pay Gap explained

## What is the 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 a percentage of men's pay.

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 'median' and the 'mean' values.

## What is a median pay gap?

The median pay gap is calculated by finding the midpoint in all employees' hourly pay, then comparing the midpoint for men with the midpoint for women. The difference between the two is the median pay gap, also shown as a percentage.

## What is a mean pay gap?

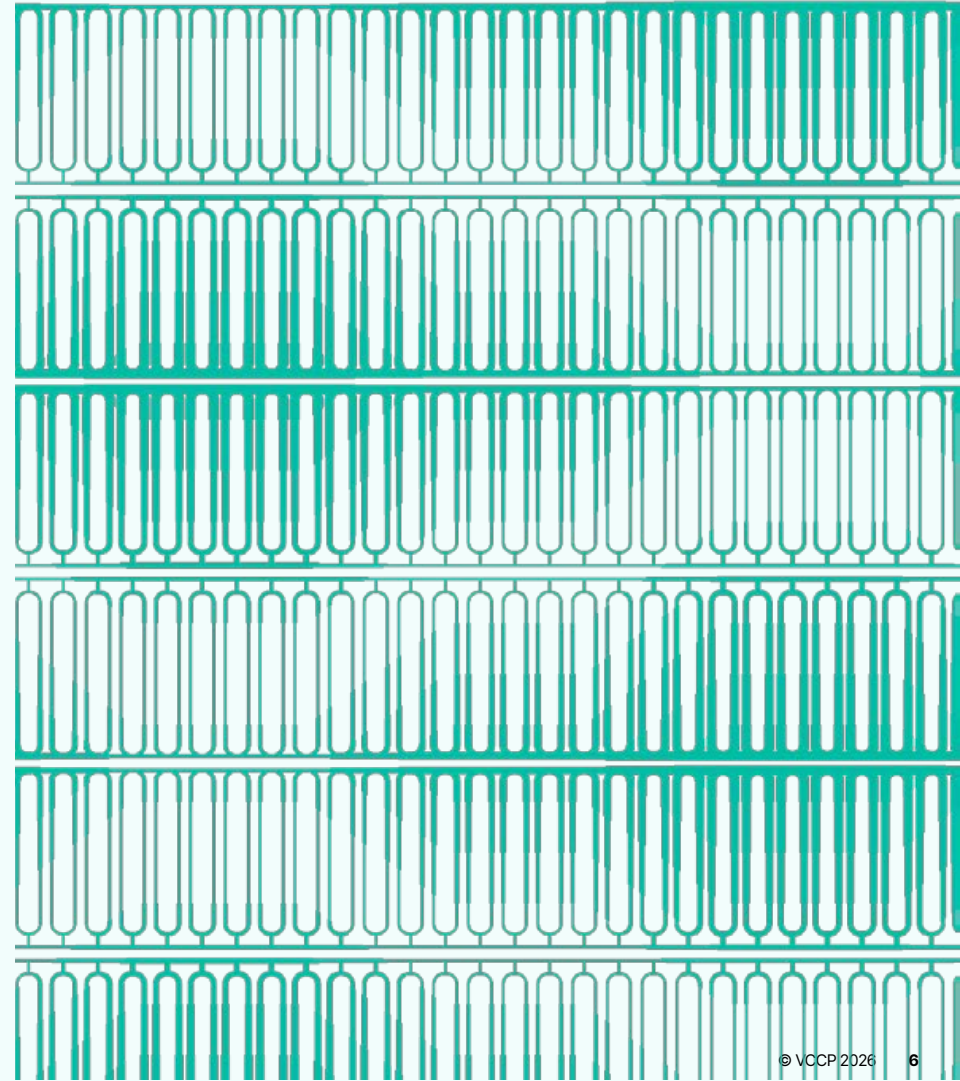
The mean pay gap is the average gap, and is shown as a percentage. It is calculated by adding all employees' hourly pay and dividing it by the number of employees. The difference between the mean figures for men and mean figures for women is the mean pay gap. This is shown as a percentage.

## What are the pay quartiles?

This is the hourly pay for both men and women arranged from the lowest to the highest and then divided into four equal quartiles. The proportion of men and women is calculated for each quartile.

## What is the bonus gap?

The bonus gap is the difference in bonus pay received by male and female employees in the 12 months ending in March 2025. This is shown as both mean and median figures.

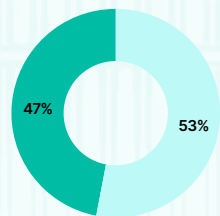


# Our Gender Pay Gap Data

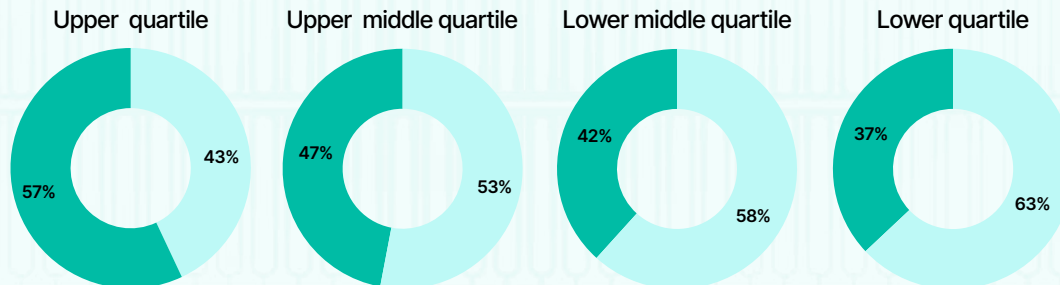
Men Women

## VCCP Group LLP Employees

This is our overall percentage split at VCCP in the UK



## % Women and men in each quartile



**15.4%** Median  
**17.2%** Mean

Who received bonus pay

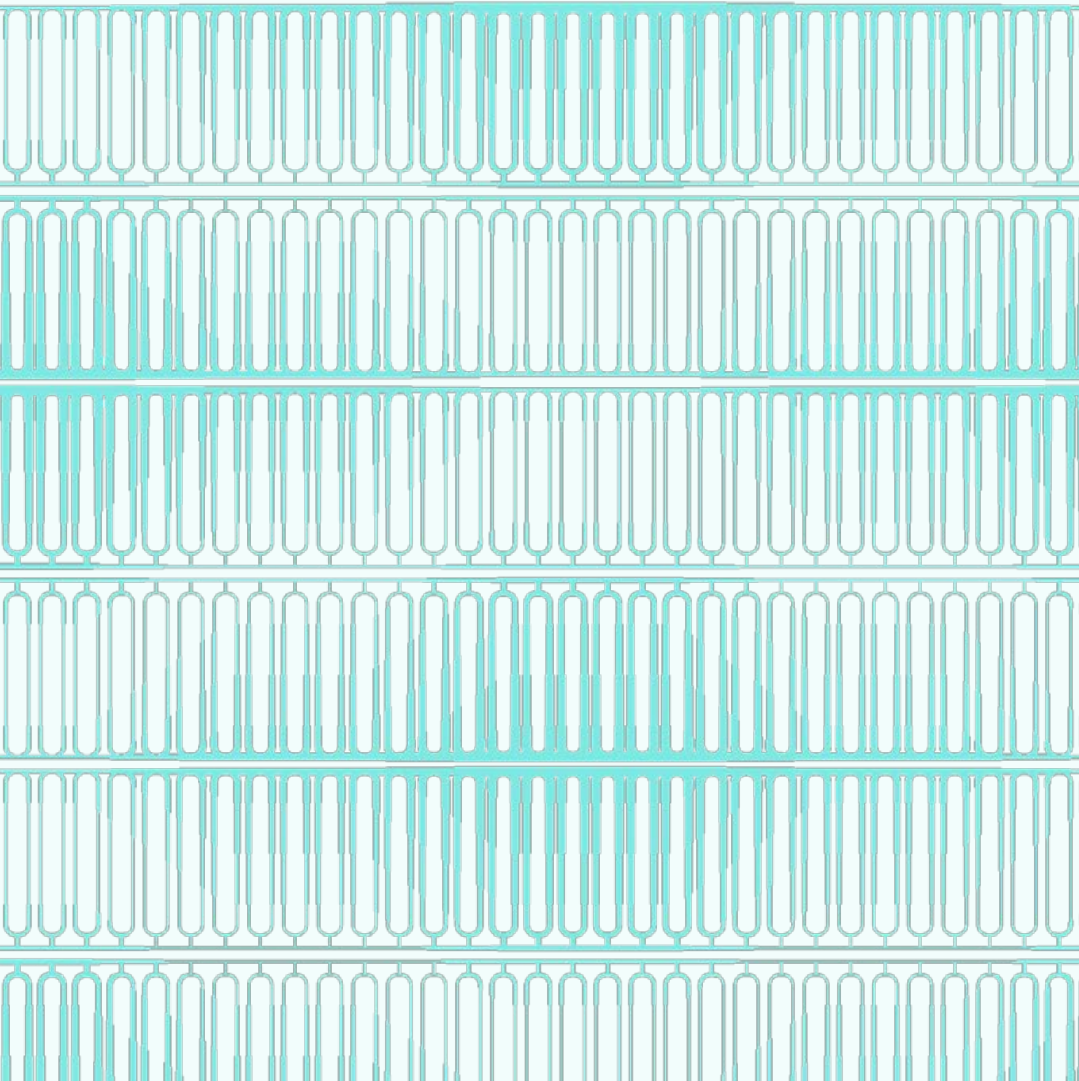
**8.5%** Women  
**5.8%** Men

Bonus pay gap

**25%** Median  
**5.6%** Mean

Snapshot Date	Median Pay Gap	Mean Pay Gap	Upper (Senior)	Upper Middle	Lower Middle	Lower (Entry)
Apr 05, 2025	15.40%	17.20%	43%	53%	58%	63%
Apr 05, 2024	16.10%	18.20%	39%	54%	57%	63%
Apr 05, 2023	19.00%	22.60%	38%	53%	58%	70%
Apr 05, 2022	23.10%	22.10%	39%	53%	57%	71%
Apr 05, 2021	27.10%	24.40%	37%	50%	59%	67%





# Our Commitment in Action

Building a more equitable workplace where every individual has the opportunity to flourish remains a central priority at VCCP. We recognise that tackling the gender pay gap extends far beyond the data; it is about cultivating an environment where women are actively attracted to the agency, supported to stay, and empowered to lead. Our strategy is built on three robust pillars: **attracting diverse talent through inclusive recruitment, retaining our people by championing a culture of flexibility, and upskilling our teams through bespoke development, mentorship, and high-level leadership opportunities.**

# Attracting Talent from Diverse Backgrounds

We have a number of initiatives in place to improve the experience and representation of individuals from diverse backgrounds.

## The Challenger Academy

Based in Stoke-on-Trent, The Challenger Academy (formerly VCCP Stoke Academy) is our registered educational charity dedicated to making the creative industries more accessible and socially diverse. By providing young "challengers" with high-value work experience, skills training, and career guidance, we create local pathways for talent to thrive regardless of their background. Since 2021, the Academy has delivered over 20,000 hours of creative work experience and trained 1,001 students, injecting more than £6.9m into the local economy through initiatives like our 8-week college program and "the best summer job ever" paid internship.

We continue to scale this impact through strategic industry partnerships, recently collaborating with the agency OLIVER to expand our mentorship model into Nottingham.

Furthermore, our work with the Alpha Academies Trust has extended our reach into primary and secondary education across North Staffordshire. By delivering bespoke teaching resources to six local schools, we are sparking creative ambition at a younger age and ensuring a more equitable and diverse future for the next generation of industry professionals.

## The Table

The Table is our paid entry-level, year-long scheme for anyone who wants to kick start their career in advertising. Each year we welcome around 12 new Tablers who are each placed in one of our client teams in the VCCP office for a full year, gaining invaluable experience and working on live briefs for some of the world's biggest brands. We also provide a thorough training programme to give our new talent all the tools they need to thrive in their new roles, as well as 1-2-1 career coaching. We are delighted that at the end of the year our Tablers are offered a full time job with VCCP.



# Attracting Talent from Diverse Backgrounds

## Adschool

In 2025 we welcomed over 29 students to our Adschool programme, a week long experience scheme with a difference. Ad-schoolers get a jam-packed week giving them a genuine insight into life in an advertising agency.

They have a timetable of talks from industry leading specialists, armed with all the information required to pull together their very own campaign, as well as mentorship from the best in our agency to deliver a team pitch for a live brief.

## The Den

The Den is our home for all budding creatives to play, learn, practice and grow, with a view to coming up with some amazing ideas and getting their first job in the industry. At VCCP we only look for the best creative talent, but we firmly believe that can come from anywhere. Placement creative teams get three month paid contracts where they'll be 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 most successful work.





66  
BERNERS STREET  
OSLO

# Partnerships

Strategic partnerships are vital to expanding our impact, evidenced by our role supporting Back2Businessship, where this year we hosted 30 women re-entering the workforce and provided the AI mentorship needed to stay at the cutting edge of the industry.

## Retaining our Female Talent

Our people and our culture are our biggest assets; we continue to strive to create a culture and environment where everyone can thrive and do their best work. Thrive is our employer brand which means to flourish and grow which is what we want everyone at VCCP to do.

To support all employees, particularly those in entry-level positions, we have implemented various initiatives aimed at nurturing their talents, fostering their success and ensuring they feel at home at VCCP.

## Career Development & Inclusive Growth

We believe career development is a unique journey, which is why we invest in tailored initiatives to support our people at every stage.

In 2025, we launched a new learning platform that drove a 64% increase in CPD hours, with 85% of the business engaging in over 2,500 hours of training. Key programmes include Manager Mastery, which has equipped over 150 leaders with skills in inclusive leadership and unconscious bias, and Communicating in Colour, a DiSC-based programme taken by over 100 employees to foster psychological safety and collaboration.

To directly support our gender pay gap goals, we have expanded our career coaching to include three dedicated coaches, providing personalised guidance to over 150 female employees to help them navigate leadership pathways. We also remain committed to the BRIM Sponsorship Programme, pairing Black talent with C-suite mentors to accelerate their move into senior roles. Additionally, our AI training - including Gemini for Efficiency and the Accelerator AI series - ensures that future-facing technical skills are accessible to everyone across the organisation.

# Partnerships

## Championing Inclusion through Policy

Our wellbeing strategy prioritises a dedicated Women's Health pillar designed to improve the professional experience of women at VCCP. In 2025, we were proud to be awarded the Menopause Friendly Workplace Accreditation by Henpicked, reflecting our commitment to embedding menopause support into our culture and policies. This includes mandatory training, external coaching, and unlimited access to specialist clinicians via the Peppy app.

To further foster a culture of empathy and long-term retention, we offer fertility loans and two weeks of paid fertility leave for colleagues undergoing treatment. By providing these specialised tools and wrap-around support, we ensure that reproductive health and life stages are not barriers to career continuity or seniority, directly contributing to our long-term strategy of closing the gender pay gap.

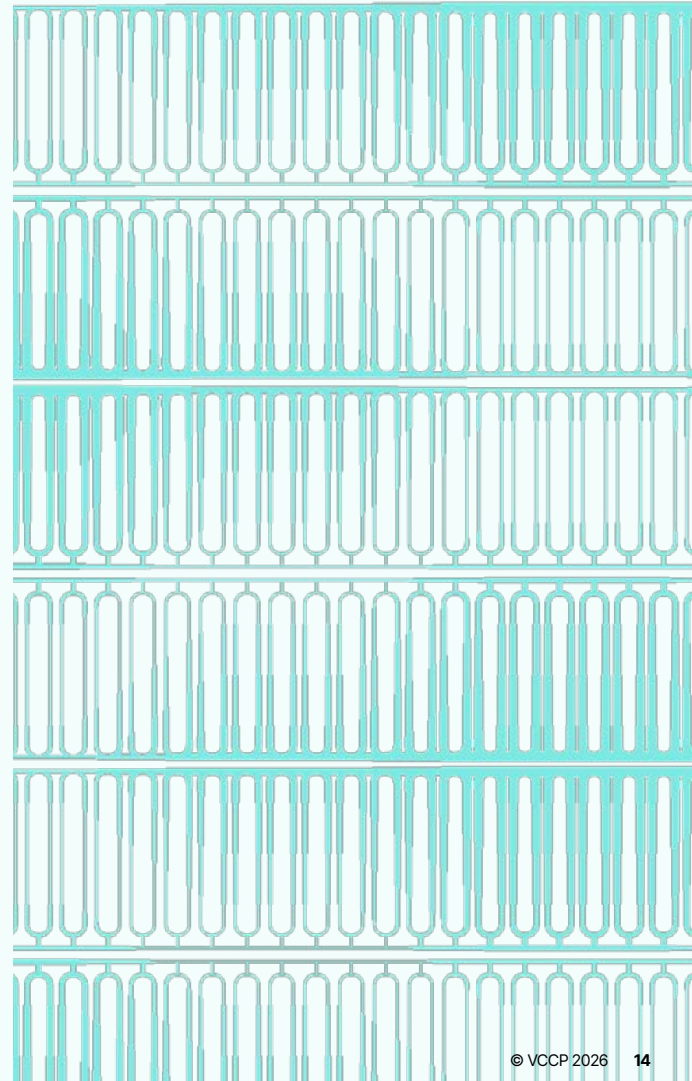
## Support for Parents and Carers

2025: We continue to offer three 1:1 coaching sessions to all colleagues taking maternity or adoption leave, alongside access to the MATRI online platform featuring webinars, guest speakers, and support resources.

## Feedback

Open dialogue and transparent feedback are essential to our progress, which is why we continue to prioritise multiple channels for employee voice. In 2025, we conducted a comprehensive staff survey to track engagement and wellbeing, allowing us to measure the direct impact of our people strategy. To ensure ongoing transparency, we hold quarterly 'Open Sessions' where all employees are encouraged to submit anonymous questions directly to leadership, ensuring every voice can be heard without barrier.

This year, we also took a targeted approach to women's health by holding a dedicated feedback group focused on menopause and menstrual health. By listening directly to the lived experiences of our people, we were able to implement specific, actionable feedback into our policies and support structures, ensuring our workplace remains truly inclusive and responsive to the needs of our female talent.



# And finally...

We remain resolute in our mission to close the gender pay gap and foster a culture where every individual has an equal pathway to seniority. By consistently investing in these targeted initiatives, we are driving the systemic change necessary to build a more equitable, diverse, and high-performing environment. Our progress this year proves that deliberate action yields results, and we are committed to maintaining this momentum so that everyone at VCCP can truly flourish.

**But don't just take it from us - here is what VCCP'ers have to say about their experiences.**



# Emma Whitmarsh

## Group Managing Director

**They say time flies when you're having fun, which must explain how I've been at VCCP for 13 years. In that time, I've not had a moment to feel too comfortable, in such a brilliant way. To work for a company who truly believes in its people, is a rare and remarkable thing. A culture that champions entrepreneurialism, hustle and passion - and a leadership team who have the right mix of vision, ambition, healthy paranoia and willingness to listen - is what makes this place special.**

My main job has been in Account Management, from Account Manager then to Group Managing Director now. Alongside this, I've also looked after the Account Management Department and prior to that, our entry-level scheme. I've always loved building a proper strategic partnership with clients - so we don't just make communications, but we influence the direction of the business itself. Solving complex problems and unlocking greater value with wonderfully creative and innovative ideas. VCCP makes our ability to do that unrivalled because they invest in what matters, take (calculated) risks in order to grow and expand capabilities globally.

VCCP's desire to leave the industry in a better place than they found it has also always been incredibly motivating to me. Over 10 years ago, I looked after our graduate recruitment scheme, and was part of the team who initiated the change from a graduate to an entry-level scheme (known now as The Table) to drive much-needed inclusivity. A no-brainer now but back then we were one of the first agencies to do so.

The Challenger Academy - literally cited in Parliament as the gold standard for making a difference in our industry and our incredible DE&I team whose impact is felt throughout the business are more recent examples. I am very proud to work for a company who puts their money where their mouth is to help us truly belong. Finally, on a personal note, many people won't know that six years ago - two other Managing Partners and I pitched to convince our leadership team to appoint all three of us as Head of O2, despite there only being two roles in the retainer. We wanted to radically challenge the conventions around motherhood and leadership - all three of us wanting a top agency role, whilst also wanting children in the near future. The immediate openness from management to make this happen despite the potential significant cost to the agency, perfectly sums up VCCP's approach to career progression and gender equality. The rotation was in place for four years (and five babies).

I am incredibly grateful for being backed, for being thrown into roles I didn't think I could do, and for being surrounded by inspiring people who honestly make work a ride. Here's to the next thirteen...





## Bridget Limbrey

**Managing Partner, VCCP and Managing Director,  
VCCP Social Club**

**This year marks my 15th anniversary at VCCP, a tenure that has allowed me to progress from Account Manager through to my current role as Managing Director of the newly formed VCCP Social Club. Throughout this time, I have had the opportunity to lead integrated campaigns for a portfolio of major brands, including O2, Nationwide, Canon, Just Eat, Primark, and Direct Line Group. My path to the MD role reflects VCCP's commitment to long-term career development and its ability to provide opportunities to those who have grown within the agency's walls.**

The longevity of my career here is rooted in a culture that remains supportive across every life stage. VCCP has provided the necessary flexibility for me to balance a senior position with the responsibilities of raising two children, ensuring that ambition and motherhood are never mutually exclusive.

It is the combination of talented people and VCCP's commitment to its people that makes it a place where I can continue to deliver work I am proud of and the reason I remain at VCCP.

# Cheyenne Denny-Walker

## Senior Account Manager, VCCP Roar

**Before joining VCCP, I was always told that most people leave agencies within two years. Five years later - after completing the Table graduate scheme, working across countless clients, and contributing to a range of pro bono initiatives - I'm still here. And that's not out of complacency or a lack of ambition to move on; it's a reflection of the culture that's been built here.**

I know "culture" can sometimes feel like a buzzword companies lean on without much substance behind it. But from joining the Table Scheme in 2021 to now, I've consistently felt that this is a company that genuinely cares about me. At every stage, I've felt listened to, supported, and championed to shape my career in ways that feel meaningful. Whether it was being encouraged to launch new joiner posters, giving people the chance to introduce themselves and clarify name pronunciation (inspired by my own personal experiences), starting a newsletter spotlighting standout DE&I campaigns and what employees are currently loving, or most recently being trusted with the tools and autonomy to lead an Alzheimer's pro bono project I actively sought out.

I've also always felt that VCCP is invested in my growth and progression, ensuring that my work is visible both internally and externally. My manager encouraged me to apply for the 25/26 WACL Talent Award and supported me throughout every stage of the process, all the way to being named one of 21 winners from hundreds of applicants.

It goes without saying how happy I am that this is where my 'adult' career began. It continues to challenge me in the best possible way, and while I've never doubted my own abilities, being here has given me an added level of confidence that I will become a successful Black leader within the communications industry, and someone others can look up to.



# Ciara O'Meara

## Deputy Executive Creative Director, VCCP Blue

**I've been at VCCP for two and half years. From starting as a CD at Blue to progressing to Deputy ECD and helping co-run the Blue creative department, along with VCCP group accounts.**

VCCP is a beyond exciting agency to work at with so many fantastic and talented people under one roof, a lot of whom are working mothers like myself, reinforcing that this industry is for us.

Over my short time here, I've been encouraged to foster relationships with people across the group and step up as much I want to all with the support of people above and around me.

I have been given the opportunity to grow and succeed by running pitches by myself and then win several accounts that I now creatively lead.

This is all due to my ECD, MD, Head of Creative Operations and Group COO championing me and not seeing the fact that I'm a mother as a hindrance. In fact, they have been completely understanding that I also need flexibility at times as a working mother. This has allowed me to bring my full self to work and in turn, grow. Without this, I would not be able to continue to do this job, that I love.



