

GENDER PAY GAP REPORT

Snapshot data as of 5 April 2021

Our ambition is to be the pre-eminent agency in the UK. To help realise this ambition, we employ a diverse and gender-balanced workforce that is representative of the society we live in.

We have continued to report our gender pay gap every year since the statutory requirement. This snapshot data is reflective of the turbulent times we all faced during covid and disappointingly we have seen a slight increase in our gender pay gap, a 1.4 % increase in the mean.

However, we've had an increase of female entry level staff over the last five years and now have 67% women in our lower quartile. We're working hard to replicate this upwards trajectory across all our quartiles and have introduced a number of policies to ensure our more senior female talent are supported to progress and grow within our organisation.

We will continue to strive for improvement as we know that a diverse and inclusive workplace creates the best environment for our people to thrive as well as our clients and us as a business.



Michael Sugden
CEO VCCP PARTNERSHIP

VCCP PARTNERSHIP



GLOSSARY

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 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.

WHAT IS CREATING OUR GENDER PAY GAP?

Factor 1: The biggest effect on our pay gap is in part due to twice as many women as men joined VCCP at entry level positions throughout the year, meaning our lower quartile has increased to 67% representation of women.

Factor 2: For the first time we have had a slight decrease in women in our upper quartile, this is a drop of 2% from the year before.

We are working hard to address our gender pay gap within the agency and we have many initiatives in place to help support our progress.

OUR RESULTS

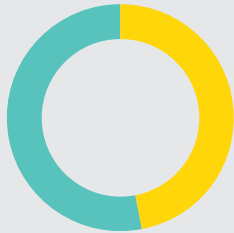
VCCP EMPLOYEES



53%



47%

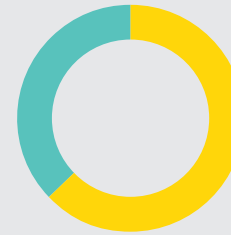


% WOMEN IN EACH QUARTILE



UPPER

37%



63%

UPPER MIDDLE

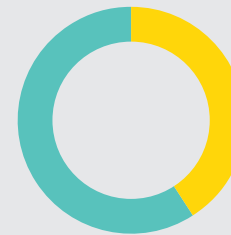
50%



50%

LOWER MIDDLE

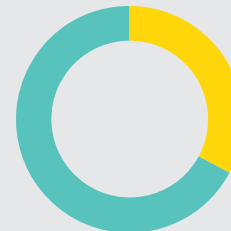
59%



41%

LOWER

67%



33%

HOURLY PAY GAP

MEDIAN

27.1%

MEAN

24.4%

BONUS PAY GAP

MEDIAN BONUS GAP

-5.9%

MEAN BONUS GAP

13.2%

WHO RECEIVED BONUS PAY



WOMEN RECEIVING BONUS

6.3%



MEN RECEIVING BONUS

9.4%

INITIATIVES

POLICIES

We are launching a selection of additional family policies to help support all our employees through different times in their life, to create a more inclusive environment for our people and to ensure everyone can progress whatever their circumstances.

This includes a fertility policy which provides time off for both the individual going through treatment and also their partner. We strongly believe this is not something that people should have to hide and we hope our policy will help our people feel able to share with us their challenges so we can support them as much as possible.

We are also introducing a pregnancy loss and stillbirth policy, parental bereavement policy and paid time off for dependants.

We launched our menopause policy 6 months ago to try and break the taboo surrounding the menopause and to ensure all those who are directly and indirectly affected are supported so they can continue their career with VCCP.

We have also continued our back to work coaching for returning mums and will be opening this up to include both parents.

FLEXIBLE WORKING

In 2019, we introduced our flexible working policy, The Pledge:

We pledge to treat everyone like adults, trust them and encourage them to be responsible for their own time. We want everyone to be the best they can be and understand that how one person achieves this may not be the same as the next.

We pledge to give everyone the opportunity to work flexibly. We believe everyone should have a life outside of work and take the time to nurture it, without shame or guilt. We encourage everyone to be responsible for the way they work whilst being responsible to those with whom they work, both internally and externally.

We trust everyone to work in a way that works the best for them as an individual, and the best for us as a business and for our clients

VCCP PARTNERSHIP

INITIATIVES

RECRUITMENT

In 2020 we revamped our recruitment principles to ensure all hiring managers are held accountable to meeting a diverse shortlist before any hires are approved.

We are doubling down on all our existing entry level schemes. Three years ago, we reinvented our graduate-intake programme, 'The Table' to encourage anyone, regardless of educational qualifications, to apply for entry level opportunities. This year we have committed to recruiting twice as many 'Tabler's' as previous years.

We are super proud to have launched VCCP Stoke Academy which has been created with the ambition to open up and attract more diverse talent into advertising, tackling some of the biggest barriers faced by the industry. These include a lack of awareness of the creative industry as a potential career option, a dearth of pathways into entry level jobs around the country and the extremely high cost of moving to and living in London where most entry level job opportunities are to be found.

VCCP Stoke Academy is currently focusing on three main areas which are:

- Raising awareness of our industry through a school outreach programme, providing work experience and inspiring young adults through mentoring.
- Improving employability by providing practical and industry specific work experience and increasing employment prospects of local young adults and students through paid summer internships for students in higher education in Stoke. The pilot internship programme begins this summer!
- Job preparation and creation: Creating extended training programmes and job opportunities for Stoke-based employees through Apprenticeship schemes for young adults seeking that first vital step on the career ladder. Our pilot apprenticeship scheme starts this summer as well, offering 3 full time apprenticeships in Account Management, Content Production & Data Planning.

VCCP PARTNERSHIP

INITIATIVES

THE D&I COLLECTIVE

We have an award winning D&I collective made up of a team of 14 dedicated to driving tangible change both within VCCP and in the wider industry. In the last year the team have pioneered 21 D&I initiatives and helped to organise 92 training sessions and D&I talks.

DEVELOP

The pilot scheme of our Future Leaders programme was a resounding success with 82% of the women who completed the programme promoted into a leadership position. We will be kicking off our next Future Leaders programme in the coming months and we are pleased to see 75% of the cohort are female.

TARGETS AND REPORTING

We continue to monitor our progress and hold ourselves accountable to the IPA targets of 40% Female in leadership and 50% Female at entry level. We are exceeding our target at entry level and are continuing to make progress towards the leadership target. We report these numbers quarterly to the whole agency to make sure we are honest and transparent with our progress.