

# WPP

## UK Gender Pay Gap Report 2017



# Introduction

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In all our companies, WPP aims to create an environment in which everyone is treated equally and has the same opportunities to develop in their career. We believe that greater diversity, inclusion and gender balance leads to more rewarding and successful workplaces.

In 2017, the UK Government introduced new regulations requiring all UK companies with 250 or more employees to report their gender pay gap information on an annual basis.

Across the group<sup>1</sup> in the UK we have a gender-balanced workforce: 51% men and 49% women. However, there are fewer women at the senior executive level, where pay is highest, and as a result we have a gender pay gap.

A gender pay gap is the difference between the average earnings of all men and women in an organisation. 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.

WPP and our operating companies have invested in a range of programmes designed to encourage and accelerate the development of female leaders. We promote inclusive working practices and support our companies' efforts to increase diversity of all kinds through best practice in recruitment, training, mentoring, parental leave and flexible working.

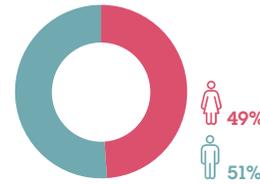
Nonetheless, in common with the wider marketing services industry, we need to do more to change the profile of our leadership teams if we are to close our gender pay gap. We are working hard to achieve that, and a summary of the steps we are taking can be found on page 4 of this report.

<sup>1</sup> "The group": all qualifying legal entities in the UK, including the WPP parent company (WPP 2005 Ltd) and individual operating companies with at least 250 employees.

# The group

In the UK, WPP consists of a number of individual operating companies and legal entities with, collectively, approximately 14,000 employees (excluding associates). The Gender Pay Gap regulations require each of those companies, if it has 250 or more employees, to publish its own data separately. To give the most representative picture of WPP overall, we have chosen to publish the consolidated data for all our companies with at least 250 employees.

> The data for our individual businesses can be found on page 7.



Workforce gender balance

**14.6%**

gender pay gap, group median (middle)

**25.5%**

gender pay gap, group mean (average)

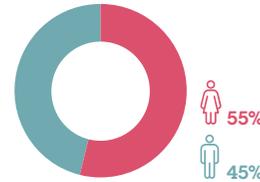
	Women	Men
Proportion receiving bonus	43.4%	44.9%

	Median	Mean
Gender bonus gap	46.3%	84.1%

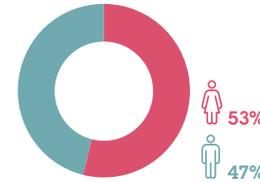
Our pay and bonus gaps reflect the lower proportion of women in our upper pay quartile. In our other pay quartiles the proportion of men and women is broadly equal.

The bonus gap is significantly larger than the pay gap because in more senior roles, which are more frequently held by men than women, bonuses (which include share plans and are wholly performance-based) represent a greater proportion of overall remuneration.

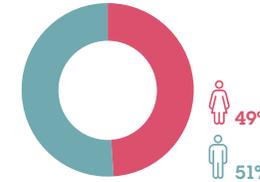
WPP has long embraced a philosophy of performance-related pay as this aligns with shareholder interests and is an important part of the group's culture. Our challenge is to ensure that more women reach the most senior levels in our companies.



Lower pay quartile



Lower middle pay quartile



Upper middle pay quartile



Upper pay quartile

## Gender pay gap vs 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. This report, which follows new UK Government regulations that came into force in April 2017, is about the gender pay gap: the difference

in average hourly pay between 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.

## Definitions

### Pay gap

The difference (median and mean) in hourly rate of pay between all men and all women in an organisation, expressed as a percentage of men's earnings – at the snapshot date of April 5 2017.

### Median pay gap

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

### Mean pay gap

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

### Bonus gap

The percentage difference (median and mean) in total bonus payments received by men and women in the 12 months preceding the snapshot date.

### Proportion receiving bonus

The percentage of men and women who received a bonus in the 12 months preceding the snapshot date.

### Pay quartiles

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

# Tackling our gender pay gap

WPP is committed to improving the gender balance of our leadership teams, which is the key to tackling our gender pay gap. Our aim is to make year-on-year improvements in our record by pursuing the ultimate goal of equal representation at the most senior levels of our organisation.

Improving these statistics is not only a matter of fairness, but a business imperative. Companies with greater gender balance in their leadership teams do better than the competition. They attract the best talent and are more effective at creating work that connects with all consumers.

We are investing in a range of initiatives designed to bring about change. These include schemes within our operating companies (see page 6 for examples) and at the group level, as part of our broader commitment to creating more inclusive workplaces with greater gender, ethnic, LGBT and age diversity.

## Group-level initiatives



In 2015, we launched WPP Stella, a senior leadership and networking group in the UK that aims to help develop and accelerate the careers of our current and future female leaders, tackle barriers to progression and spread best practice.

One of Stella's projects last year was WPP's new Family Friendly Guidelines and Parent Portal, which we created to help our UK companies implement best practice maternity, paternity and flexible working policies.



Also in 2017 we began rolling out Walk the Talk, an intensive coaching programme for women that has been highly successful within one of our operating companies and we are now expanding to the wider group.

Other initiatives include:

- “X Factor”: a mentoring and development programme for WPP’s senior women led by Charlotte Beers, the former global CEO of Ogilvy & Mather, chairman of J. Walter Thompson and US Under Secretary of State. The programme prepares participants for the next level of executive leadership.
- WILL: “Women in Leadership Lessons”, a growing collection of programmes aimed at enhancing the professional development of women with high potential within the group.
- Progression coaching and media training to help women in leadership roles to take up speaking opportunities. Supporting this, a Stella Speakers’ Bureau was launched during 2017 to bring greater exposure to female speakers and presenters within WPP.
- Unconscious bias training as a mandatory element of our wider ethics training for staff across the group, to help all our people understand, identify and address unconscious bias.
- In addition to WPP training, all of our UK companies were required to launch their own diversity and inclusion training during 2017.
- Diversity and inclusion training specifically for senior leaders.
- Support for the UK Creative Equals programme, with the objective of getting more women into creative departments and thereby creative leadership roles.

## Outside WPP



WPP and its companies are proud to work with many client organisations to promote gender equality and to campaign for the rights of women and girls. In 2016, with the Secretary-General of the United Nations, we launched Common Ground, a collaboration with rival companies and the UN to support the Sustainable Development Goals. To demonstrate our commitment to improving gender diversity, WPP took the lead on Goal 5 – achieving gender equality and empowering women. As part of Common Ground our companies and people are working on a pro bono basis with the UN and a range of businesses, charities and NGOs to drive lasting and tangible change.



**Karen Blackett OBE**  
WPP UK Country Manager &  
Chairwoman, MediaCom UK

When I entered the industry, it was predominantly led by people very different to me. So different, that I questioned whether I would be able to have a successful career. But what I have is relevance. The UK is a wonderful fruit salad of people. If the UK economy had a gender, it would be female – with women responsible for over 83% of purchase decisions.

I have been fortunate to work in a company that focused on developing talent. I have zig-zagged through the business in different roles and have been backed every step of the way.

Ten months after having my son, I was promoted to the role of CEO of MediaCom in the UK. The business supported me and allowed me to blend being a single mum with being the leader of their second biggest market. In that role I was determined to ensure that “difference” continued to be celebrated and championed, just as I had benefited from that support. I am living proof that leadership can take many forms, and that results can be delivered when we work in a way that blends life with work.



**Lindsay Pattison**  
Chief Transformation Officer,  
WPP & GroupM

In my previous role as Chief Executive of Maxus, I was the only female global CEO in GroupM – so I felt it my responsibility to do something about this.

That’s where the idea for Walk the Talk began. It’s a scheme designed to empower women to identify the barriers they face in this industry on their way to executive leadership roles.

In April 2016, the Walk the Talk team began a global tour and met 250 senior female leaders across three regions. Within six months we’d seen 30 promotions and the women, inspired by their experience, had shared it with 700 of their colleagues. Within a year, WPP added Walk the Talk to its own executive development agenda. This year, GroupM is rolling out the programme to 300 women globally.

I am immensely proud of the impact this programme is having on women within WPP – but we still have work to do. It’s the responsibility of every leader, male and female, to keep up the momentum.



**Nadja Bellan-White**  
EVP, Global Brand  
Management, EMEA, Ogilvy

My history with WPP began in 1996 when, as a marketing strategist at IBM, I developed a working relationship with a group of young marketing professionals at Ogilvy.

Over the years, working with rival companies, I would compete against and collaborate with various agencies from WPP (Ogilvy, VML, Wunderman, Y&R, Mindshare). I always had respect for them but never thought about joining “the family” until Ogilvy CEO John Seifert said “enough, come over to our side”.

My career at Ogilvy and WPP has taken me from North America (as Managing Director) to Africa (as CEO) and most recently to London as Executive Vice President of Global Brand Management for EMEA, driving growth for our top 50 clients.

My client portfolio has been as diverse as my work experience, spanning Coca-Cola, American Express, RBS Citizens, Siemens and IKEA. While I have been in the industry for more than 22 years, I feel like am just getting started.



**Yim Wong**  
Partner & Global Head  
of Digital, Finsbury

I started my career at Finsbury as a junior executive and am currently a Partner and the Global Head of Digital. Along the way, my role has evolved many times.

Finsbury is an entrepreneurial place and the dramatic changes happening in our industry gave me the opportunity to test that core value out personally. The company nominated me for Google’s Squared programme (via WPP) and charged me with scaling the digital business.

I was then selected for WPP’s Stella Progression Coaching for women about to take up or recently appointed to leadership positions. Shortly after I was promoted to Partner and the coaching I received helped me to move successfully into this senior role.

Through the programme, I became part of a cohort of WPP women who provide expertise, new business opportunities and endless support – and who allow me to pay it forward by doing the same for them.

## Operating company initiatives



### Flexible working

MediaCom UK

MediaCom's "People First" vision is to be the agency everyone wants to work for because it has the best opportunities to grow a career and be part of an inclusive and inspiring culture.

One of the ways the company brings this to life is to offer full flexible working – both in terms of time and location. People are encouraged to work in a way that best suits their lives, and success is measured on output rather than time spent in the office. A more rigid approach would be a barrier for many.

Managing Partner Sonya Arthur, who has a team of 70 people and 20 clients, has worked part-time since returning from her second maternity leave. She has been promoted twice in that period and in 2017 she was included in Management Today's Power Part Time 50 list.

The agency has extended flexibility to new hires as well as existing staff – the most recent example being the Joint Managing Director of London who joined on four days per week.



### Mentoring for success

Kantar

Mentoring for Success is Kantar's global mentoring programme. Initiated by CEO Eric Salama in partnership with the Global Learning and Leadership team, it aims to tackle the lack of representation of women in senior executive positions and on Kantar company boards.

Since its global roll-out in 2014 more than 100 people across Kantar have benefited from focused mentoring and development. The programme involves pairing with a senior mentor and personalised development through a global event and regional support network. It also provides a platform for conversation, challenge and debate about how Kantar can develop a more inclusive culture.

Part of the ethos of Mentoring for Success is a "pay it forward" mindset. Those who have taken part are expected to share their learning and support others as they develop and grow in their careers.



### Nurturing diverse talent

Grey London

Grey London has made a pledge to do everything it can to hire, nurture and celebrate under-represented talent. Agencies that reflect society create the best work, so Grey wrote a manifesto for change that promised greater transparency about who the company is today.

It has pushed for smarter and more accessible diversity data at Grey and across the wider industry – encouraging 19 different agencies to sign up to a Diversity Taskforce to deliver the scale of cultural change required to improve leadership diversity, not only in terms of gender but class, race and sexual orientation.

Grey has also pledged to develop its teams with the creation of a formal mentor scheme for diverse talent. This includes identifying the potential women leaders of tomorrow, and giving them regular one-to-one access to a member of the executive leadership team (62.5% of whom are women) to ensure they have every opportunity to progress within the agency.



### A voice for women

H+K Strategies

In London the H+K Strategies senior leadership team is 50% female. However, when the company ran a survey it showed that not all women in the organisation felt they were listened to. Some, particularly at a mid-senior level, felt overshadowed and unable to express their opinions meaningfully.

A group of senior female leaders wanted to do something to change this, and decided to launch a programme called HER (Helping Executives Rise). This programme consists of an internal mentoring scheme, and a series of events at which successful women from all walks of life tell their story and share their experiences, lessons learned and advice.

Head of Business Development Sam Lythgoe, who helped to launch the scheme, said: "I have been delighted with how this has been received and I am proud to be part of the group who started it. Personally, I remain a very active mentor to four women at various levels in our business."

## Statutory disclosure

Our individual companies are distinct legal entities and (if they have 250 or more employees) are therefore required to publish their own gender pay gap data. The entities listed below include our UK parent company, WPP 2005 Ltd, which employs approximately 300 people.

250+ Company Name	Median Gender Pay Gap (Difference)	Mean Gender Pay Gap (Difference)	Median Bonus Gender Pay Gap (Difference)	Mean Bonus Gender Pay Gap (Difference)	Quartile 4 (Top Quartile)		Quartile 3 (Upper Middle Quartile)		Quartile 2 (Lower Middle Quartile)		Quartile 1 (Lower Quartile)		% Males who receive a bonus	% Females who receive a bonus
					Male	Female	Male	Female	Male	Female	Male	Female		
AKQA Limited	30.5%	32.6%	10.0%	44.1%	79%	21%	68%	32%	58%	42%	58%	42%	30.0%	25.4%
Grey Advertising Limited	24.6%	20.3%	45.1%	49.8%	55%	45%	46%	54%	37%	63%	44%	56%	41.0%	35.5%
Hill & Knowlton Limited	(3.9)%	18.4%	25.7%	65.4%	49%	51%	29%	71%	35%	65%	47%	53%	25.7%	26.3%
Hogarth Worldwide Limited	22.0%	26.7%	20.0%	78.7%	67%	33%	63%	37%	33%	67%	40%	60%	11.2%	9.4%
J. Walter Thompson Group Limited	44.7%	38.8%	36.4%	66.8%	71%	29%	60%	40%	29%	71%	35%	65%	28.2%	22.7%
Kantar Media UK Ltd	(12.7)%	3.5%	38.0%	41.6%	67%	33%	70%	30%	76%	24%	72%	28%	28.6%	40.5%
Maxus Communications (UK) Ltd	9.7%	21.4%	27.5%	22.8%	67%	33%	41%	59%	42%	58%	47%	53%	28.5%	22.2%
MediaCom Holdings Limited	11.1%	32.2%	8.7%	85.9%	59%	41%	46%	54%	44%	56%	42%	58%	83.2%	81.6%
MediaCom North Limited	15.7%	23.9%	31.9%	49.3%	72%	28%	44%	56%	44%	56%	46%	54%	88.7%	90.4%
Mediacredence: CIA UK Limited	6.1%	12.3%	40.7%	51.2%	54%	46%	49%	51%	45%	55%	51%	49%	13.6%	10.7%
Millward Brown UK Limited	8.1%	9.6%	15.5%	16.5%	48%	52%	44%	56%	30%	70%	41%	59%	14.0%	12.1%
Mindshare Media UK Limited	22.2%	32.2%	24.7%	86.8%	66%	34%	43%	57%	48%	52%	36%	64%	83.5%	85.0%
Ogilvy & Mather Group (Holdings) Ltd	24.0%	24.7%	37.5%	56.2%	63%	37%	53%	47%	40%	60%	40%	60%	31.8%	29.7%
Precise Media Monitoring Limited	2.1%	11.7%	(347.0)%	(3.7)%	62%	38%	70%	30%	71%	29%	55%	45%	57.4%	52.7%
Salmon Limited	23.8%	26.6%	31.9%	45.6%	88%	12%	79%	21%	67%	33%	49%	51%	93.5%	91.0%
The Farm Post Production Ltd	20.0%	9.8%	(27.4)%	(70.4)%	77%	23%	84%	16%	72%	28%	63%	37%	9.0%	12.8%
TNS UK Limited (now Kantar UK Limited)	16.9%	33.3%	47.9%	53.4%	61%	39%	50%	50%	44%	56%	40%	60%	50.8%	48.0%
WPP 2005 Ltd	32.8%	42.2%	76.3%	95.3%	67%	33%	60%	40%	47%	53%	36%	64%	56.1%	54.7%
Y&R Group Limited	14.6%	18.4%	25.6%	58.6%	57%	43%	48%	52%	42%	58%	42%	58%	32.9%	35.1%

### Declaration

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.



**Karen Blakett OBE**  
UK Country Manager, WPP