

The Ogilvy logo is centered at the top of the page. It features the word "Ogilvy" in a black, serif font. The background of the entire page is a photograph of two women in an office setting. One woman, with curly hair and wearing a white t-shirt with a "GUCCI" logo, is smiling and looking towards the other woman. The second woman, with her hair in a ponytail and wearing a plaid shirt, is seen from the side, looking at the first woman. The office environment includes computer monitors and desks in the background. A large, semi-transparent pink shape is on the right side of the page, partially obscuring the background image.

Ogilvy

Our Gender Pay Gap Report

2019 and 2020



Michael Frohlich
CEO, Ogilvy UK



Ogilvy's 2019 and 2020 gender pay report outlines our gender pay data at the snapshot date of 5th April in both years respectively. During 2018 to 2019, we saw very large changes in Ogilvy as we consolidated into one operating company. Since then, we have been working as one Ogilvy, one culture and one team to unite across one agenda. One of the priorities of this agenda, is to create a culture in which our people can do their best work. In order to achieve that, I believe this culture needs to be inclusive, flexible and diverse. Diversity in our thinking enables us to best represent our clients' customers, and create the best solutions to their problems.

This diversity covers many aspects, from under-represented groups, background, skills and thinking styles. It is only with a broad and multidimensional people strategy that we can address this, but this is a task I am fully committed to.

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.

Michael Frohlich
Chief Executive Officer Ogilvy UK



Helen Matthews
Chief People Officer



Since being appointed Chief People Officer in February 2019, diversity, inclusion and belonging have been the focus of my agenda. This agenda is wider than the topic of gender pay, ensuring that all individuals have the opportunity to be included, thrive and be treated fairly within Ogilvy.

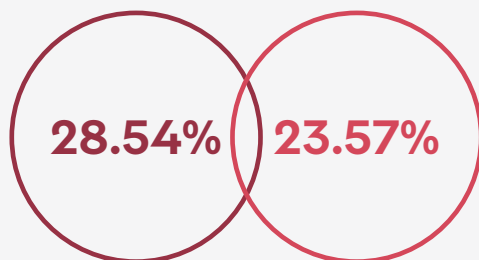
This gender pay report reflects data taken at the April snapshot date. Whilst I was disappointed with the 2019 results, the pay data for 2020 shows that the action we've taken through our diversity and inclusion agenda has started to take effect. I remain focused on the efforts that have been put into place as part of our action plan. These efforts will take time to produce results, and will require us to constantly put this plan at the top of our agenda, holding all business leaders to account. This report will detail what our gender pay gap is, the factors contributing to the gap and how we plan to overcome them.

Our Results

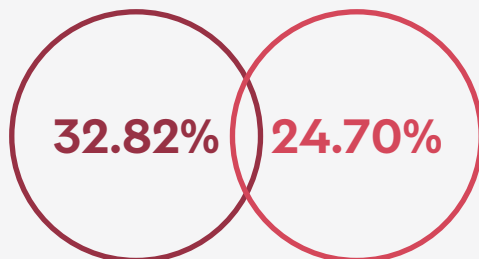
The gender pay gap is not the same as equal pay, which is the legal requirement for men and women to be paid the same salary for carrying out the same or similar work. The gender pay gap reports the difference (mean and median) in hourly pay between all men and women in an organisation. The image below shows the proportion of male and female employees in four pay bands (quartiles) across both years, ranging from the highest earners in the upper quartile to the lowest earners in the lower quartile and are not in relation to like-for-like roles.



Gender pay gap



Mean



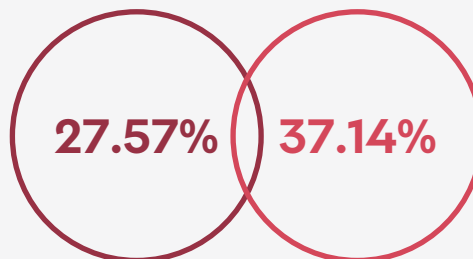
Median



Bonus pay gap



Mean



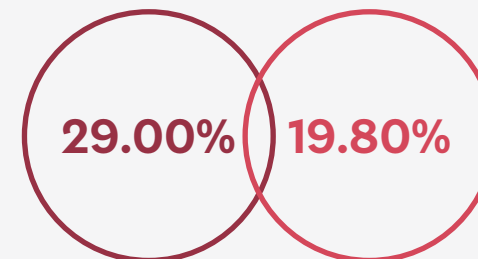
Median



Receiving a bonus



Of male employees



Of female employees



2019



2020

Our Results



Male



Female

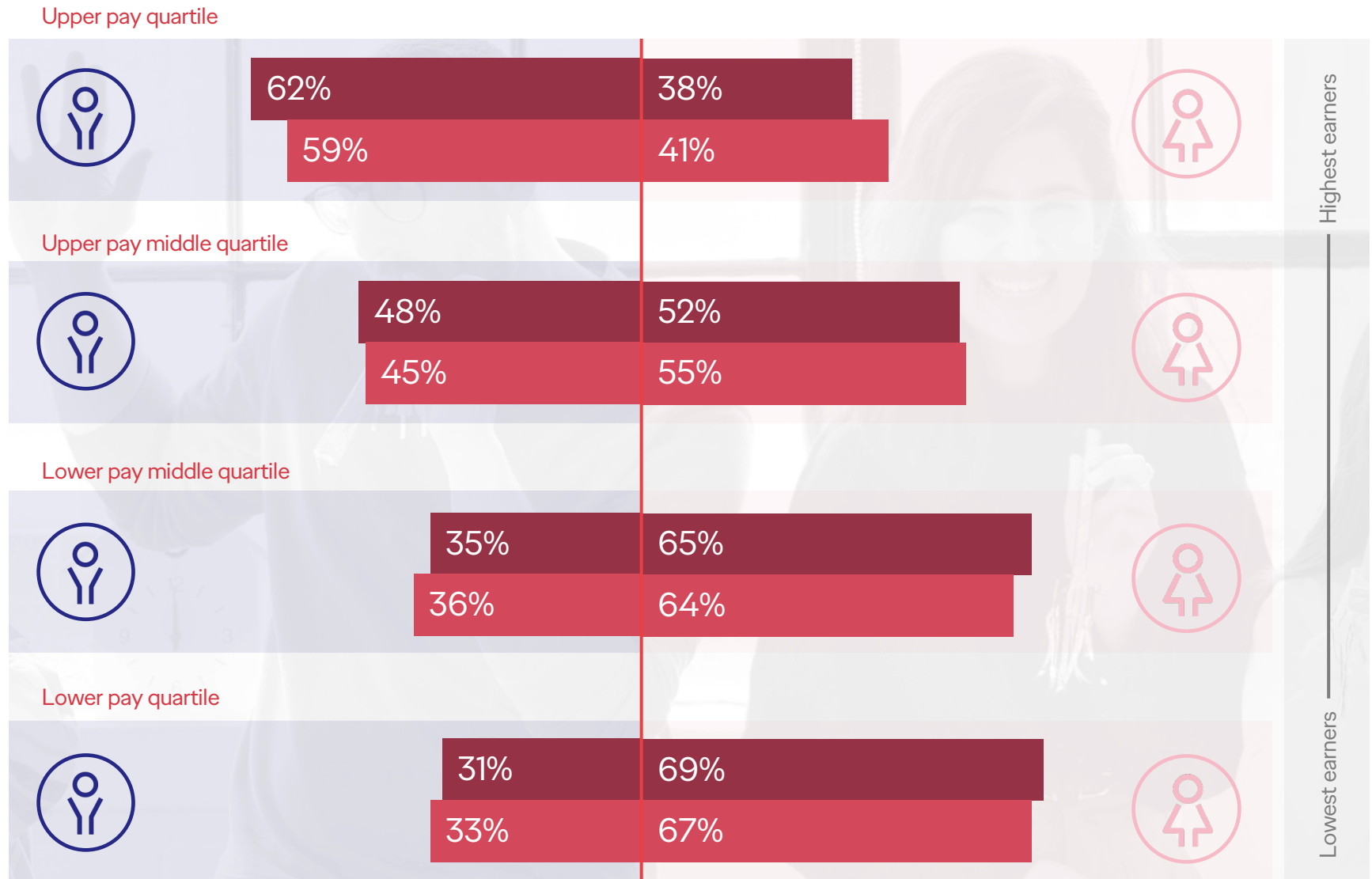


2019



2020

Gender pay gap in relation earnings



What is creating our gender pay gap?

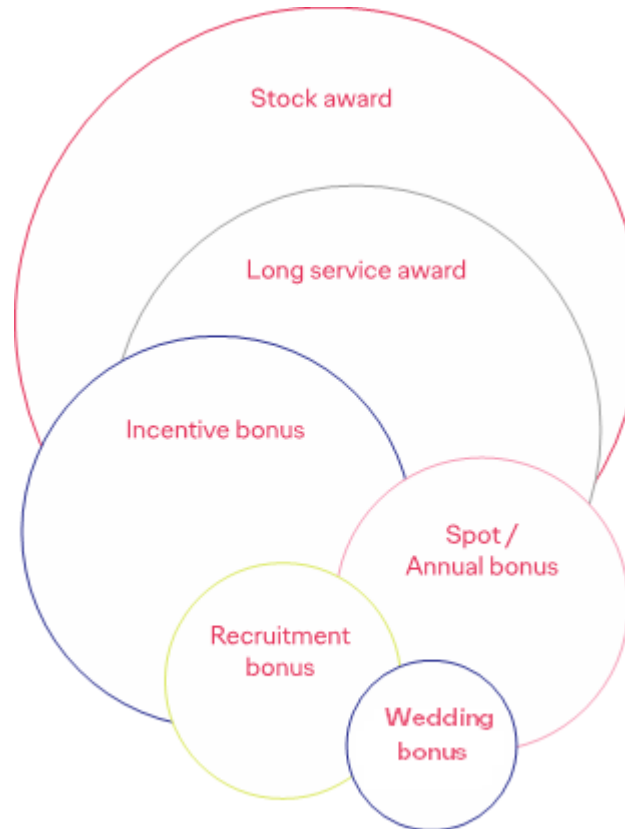
We have two factors impacting our gender pay gap figures.

Different bonus types available

Factor 1

The primary factor impacting our gender pay gap is that women are more highly represented in our lower quartile of paid roles and less represented in our upper quartile of paid roles.

It's important to note that the gender pay gap is different to equal pay. We have equal pay for equal roles and work, with a number of checks and balances to ensure this is the case. However we do need to create more opportunities to increase the number of women in our more senior roles across the business.



Factor 2

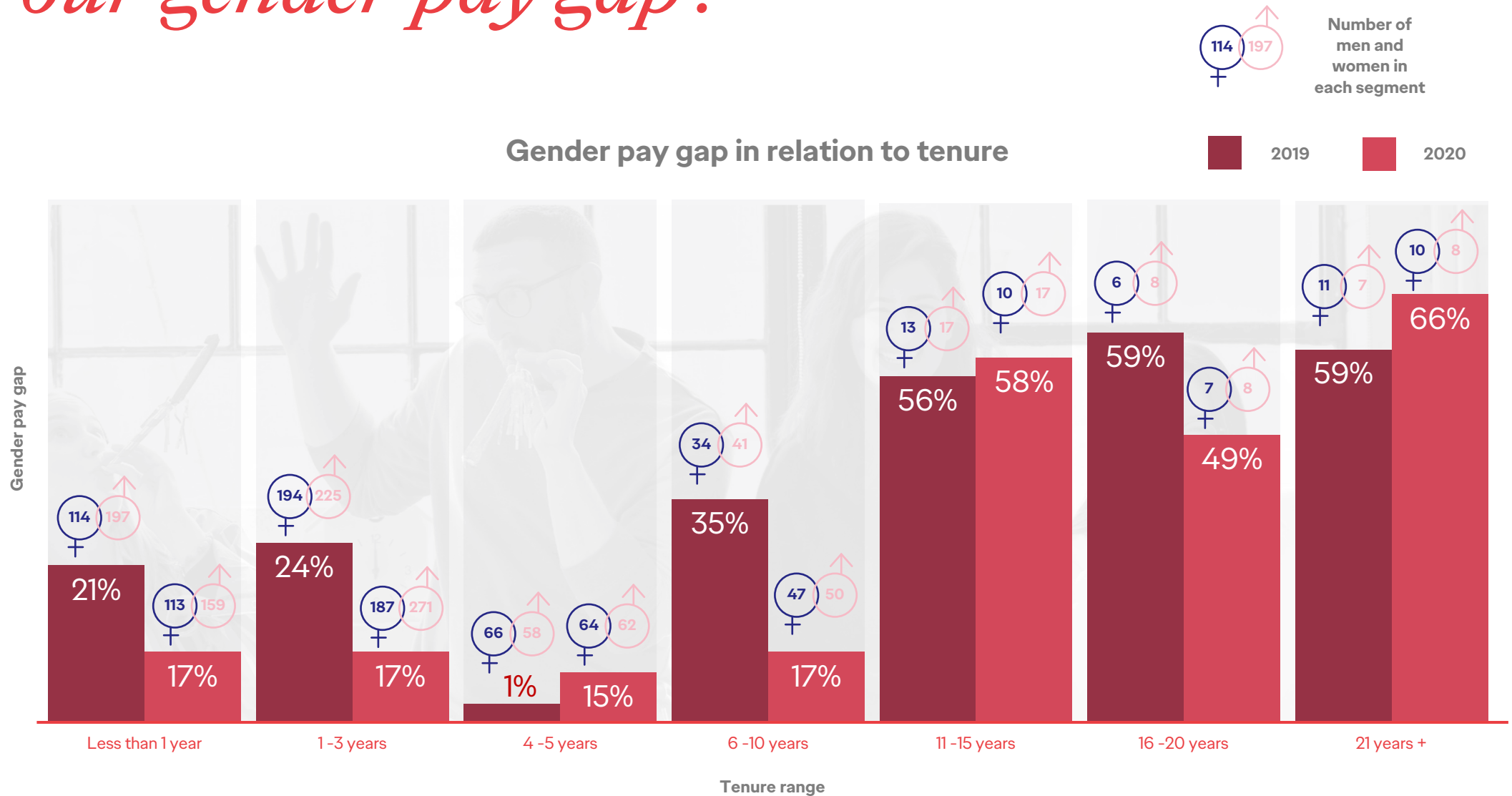
At the snapshot dates that these numbers relate to, we had undergone significant change with significant turnover in many of our senior roles, with a number of senior females leaving the business. We also have some legacy reward and share schemes from longer service employees that have skewed our results. Our legacy share awards will fluctuate from year to year in terms of pay-out. This is reflected in the larger gender pay gaps for individuals with over 11 years of service. This year we analysed what was causing our gap by viewing the data through different lenses, including age.

Our bonus gap is larger than our pay gap because of an over-representation of males in our most senior leadership positions (including EMEA) where, a higher percentage of total remuneration is 'non-guaranteed' and payable as a bonus if specific criteria – such as profit or sales targets – are met.

The mean bonus gap is therefore particularly impacted by these outliers.

Our biggest gender pay gap is in the over 60 age bracket, which can be tracked against past societal norms and behaviours, including a greater proportion of women in support roles.

What is creating *our gender pay gap?*

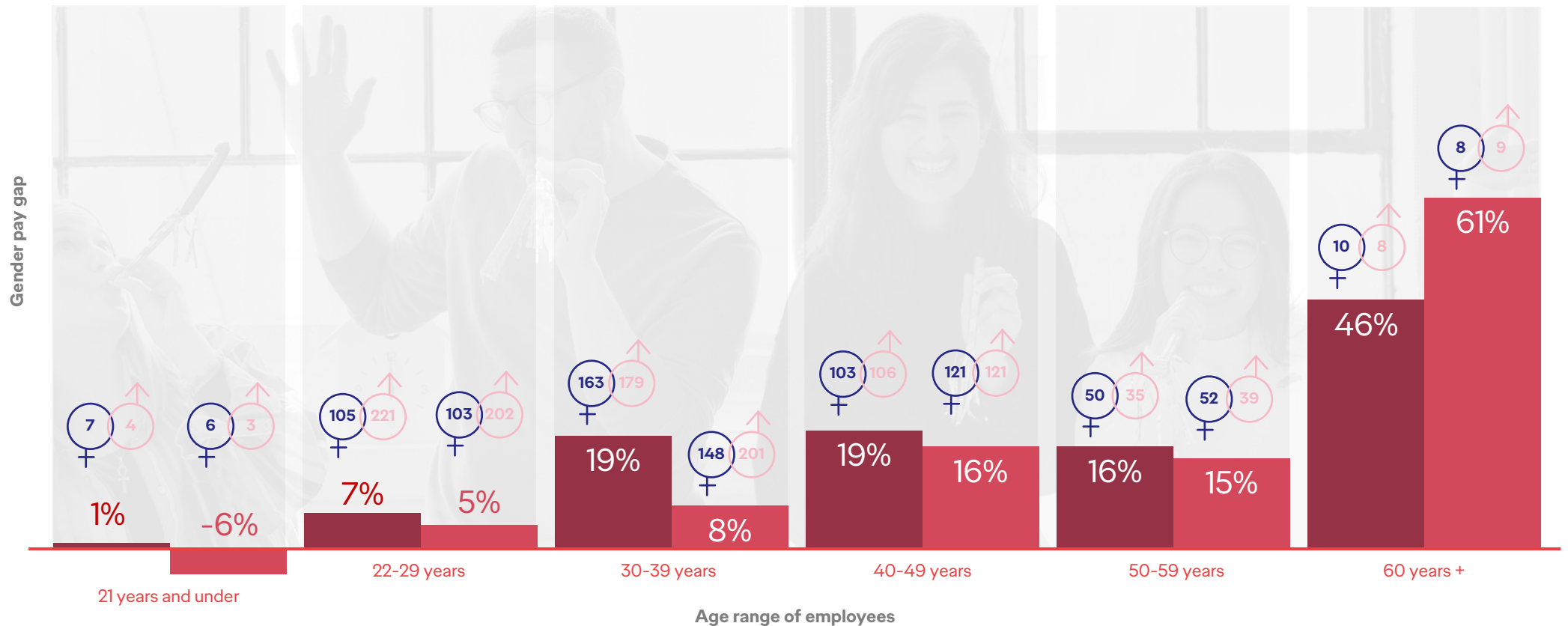


What is creating *our gender pay gap?*

Number of men and women in each segment

Gender pay gap in relation to age

2018-19 2019-20



We have a holistic diversity and inclusion plan at Ogilvy

Below are the actions we are taking to specifically focus on addressing the gender pay gap, as well as ensuring everyone feels a sense of belonging at Ogilvy UK.



1. Attraction and recruitment

We have a blind application process for all of our apprenticeship roles as well as for our dedicated creative internship, the Pipe.

All of our work experience is paid in line with the London Living Wage, and places for our summer schools are allocated through a blind, competitive selection process.

We request balanced shortlists for all senior roles from our external recruitment partners.

We participate in the Creative Equals Returners Programme for talent who have had a career gap.

We have discontinued legacy recruitment referral schemes.

We are working this year on our employer brand to ensure that the external perception of us is one of a welcoming and inclusive culture, with the aim of attracting more talent from under-represented backgrounds.

As part of this, we are reviewing all our social channels and redesigning our strategy to ensure that inclusion is at the heart of all content.



2. Development

We have carried out unconscious bias training across all hiring managers in Ogilvy UK. This training is mandatory for all people managers and leaders. All interview packs provided to hiring managers include a series of nudges to reinforce the unconscious bias learning.

We took part in a global '30 for 30' development programme for high potential female future leaders across the business.

We also offer mentoring and coaching across the business, with all returners from maternity leave offered coaching support and a number of learning and development opportunities through Craft Academy during their transition back to work.

We launched the Ogilvy Leadership Academy accelerator programme, for leadership development. As well as learning, this gives participants networking, mentoring and coaching opportunities.



3. Culture and inclusion

We have quarterly gender pay gap reviews and analysis with our CEO.

We have built in a gender pay calculator for each Craft Lead to enable real time analysis and decision making during our pay review and hiring processes.

In 2019, we introduced core working hours to enable everyone to balance their lives better, allowing for more flexible start and finish times. Half-way through 2020, we recognised that remote working and flexibility are here to stay. We are committed to the inclusion of everyone choosing to continue to work remotely, putting in place manager guidance that includes managed remote working guide for parents, and those with responsibilities as a carer.

We are proud of our five established networks, of which Ogilvy Equals is focussed on gender equality.

In 2019, we established our first dynamic diversity task force, now our Inclusion Board, with which we share gender pay analysis to foster a culture of transparency and collaboration in closing it.

Our wellness programme, Thrive is accessible to all our people to encourage everyone to be at their best.

We ran and co-hosted a number of events throughout 2019 and 2020 to foster a culture of belonging, including National Inclusion Week, International Women's Day, a panel for World Menopause day, a launch of our neurodiverse network (ReWired), a She Says event, open Creative Masterclasses and Thrive month.

We are focusing on establishing job families for pay benchmarking and job architecture with WPP.

We use strategic partnerships with external networks and companies such as Creative Equals and WACL.

We have implemented our menopause policy in 2019, and are currently enhancing our parental leave and family friendly policies.

We listened to employee feedback and provided a new pregnancy and nursing rest room in our London office.

All panel speakers will be scrutinised to ensure that the invitee list includes people from under-represented groups.

Ogilvy Roots

has enabled me to meet people I wouldn't have come across in my day job



Natalie Narh

Social Content Creative

My journey at Ogilvy started with a month-long Summer Internship at the Ogilvy Ghana office. There, I got the support I initially needed to help me define who I was as a creative and what I enjoyed doing. I then joined Ogilvy UK on The Pipe programme – a nine-month creative internship in which candidates work on briefs from across the entire company, learn to develop and realise their own ideas.

My time on The Pipe allowed me to explore different capabilities and brands that I wouldn't have typically had the opportunity to work on prior to that. The programme helped me discover what was truly important to me in the industry – greater ethnic and cultural diversity. Ogilvy Roots addresses this specific aim and my journey at Ogilvy so far is greatly determined by this.

My role as Vice-Chair of Ogilvy Roots has given me a unique opportunity to work in different parts of the business and meet people I wouldn't have necessarily come across in my day job. It's also a

safe space for me to meet people who are a lot closer to my experience as a Black person working in the creative industry. My team members have truly become such important people in my life outside of the context of work.

I'm also currently on the Ogilvy Leadership Academy programme which is yet another opportunity to directly contribute to my progression as a creative and leader within the agency and beyond.

Ogilvy encourages inclusion so I can be my best self at work

I had never worked in the communications industry before I joined Ogilvy as part of its pilot apprenticeship scheme. Being a Strategy Apprentice at Ogilvy, I've felt completely supported and championed in an environment that was totally new to me. Access to mentors and training has meant I can grow and develop my skills in strategy much faster and seek guidance from senior management along the way.

One of the best things about Ogilvy is that you are encouraged to be yourself, so I have always felt very comfortable here. Being neurodivergent myself, I am passionate about bringing more education and awareness to neurodiversity. I also wanted to foster an inclusive culture within the agency and beyond, so last year I raised my hand and Ogilvy held it. I launched Ogilvy's first internal network dedicated to neurodiversity, Ogilvy ReWired. This has been an incredible opportunity to do things and meet people I would never have encountered in my day job and has allowed me to become part of Ogilvy's first Inclusion Board to drive real change for the business and our clients.



Gabriella Field
Strategy Apprentice

The flexibility *at Ogilvy in my job share allows me to continue to progress my career*

“”



Gemma Davies and Gemma Wise
Head of People – job share

On making the decision to return to work after maternity leave, I knew balancing the job I had with my new family would be difficult due to the hours and amount of travel. So, I set up as a consultant, which I loved but was still missing the team collaboration and getting deep into a business to shape its HR strategy. I met with Ogilvy on the basis of working three days a week. I was thrilled that they considered me for a role on this basis and I've not looked back since. I love the fact that I get to undertake challenging work, progress my career and develop, while working for an employer who prioritises the time I need with my young children.

I've now just returned from my second maternity leave, being a mum at Ogilvy has meant that I don't need to worry about issues surrounding returning to work. I'm lucky enough to have a fantastic job share partner who I enjoy spending my time with, working with and learning from. It feels great to have complementary skills to one another, both in terms of what we offer the business as a team and that I am still able to develop myself by learning from my peer.

I've been fortunate enough to be a part of a future female leader programme, 30 for 30. This has given me huge work and life skills such as understanding my strengths and how I can best utilise them. It has given me access to senior sponsors, mentors and coaching to work through specific scenarios with.

Gemma Davies

Ogilvy

I have enjoyed a varied career at Ogilvy, and been part of so much change. I joined in 2004 as an HR administrator and in my time have seen a transformation of the business. I have been lucky enough to experience numerous roles as I have progressed through the company including working on a change management programme, consolidating all separate operating companies into one Ogilvy. For me, it's been a fascinating journey, bringing many unique cultures together.

I have had two maternity leaves during my time at Ogilvy. Returning from my first leave I was supported to work part-time which I have really valued in balancing my home life. Having returned from my second maternity leave recently to a job share, I'm able to undertake a role I love and continue to grow in, managing the people team and agenda across Ogilvy.

One thing I really value about a job hybrid arrangement is the ability for us both to tailor what we are working on our own development wants or needs. It allows us to be very purposeful about the next stage of our careers. As an individual I am constantly looking externally and keeping up with the changing landscape of work to enable me to support Ogilvy through large transitions whilst still appreciating where we have come from as a business. I love that during my time here, I have had many different careers within one organisation.

Gemma Wise

Ogilvy makes *brilliant, inspirational leaders accessible*



Bethan Williams
Managing Partner

I started out my career in the Ogilvy Paris office. A little while later, I decided to take time out to teach and travel but as fate would have it, I received a call from Ogilvy to join them again on a pitch.

The team leading the pitch consisted of eight amazing creatives, I had to be really hands-on and learn a broad range of skills. It was my chance to do a bit of everything. My big learning from this time period is that you get the best results when everyone rolls up their sleeves and gets involved when needed.

I left Ogilvy for another agency, working there for 12 years but came back to Ogilvy yet again, primarily because my experience of Ogilvy was that they encouraged interesting and diverse careers. I knew I could grow on merit. I joined as a client partner, I was also given an opportunity to work in strategy for two years. This was such a beneficial experience that highlighted to me that I enjoy the application of strategy more but having the understanding of strategy has made me a well-rounded managing partner.

I have now been here for nine years. Ogilvy has helped me to reach this goal through a number of development programmes, the opportunity to network and having such a large number of female role models to look up to and learn from.

I was privileged to be a part of three different leadership development programmes in my time here, the latest being 30 for 30. This programme brought high potential women across the Ogilvy network together. Whilst all the external speakers, mentoring and sponsorship from this programme has helped me to pause and assess the next step in my career, it also highlights what Ogilvy does particularly well in general. This is making brilliant, inspirational leaders accessible. The door is never closed to working with, meeting or networking with different people, whether on pitches or group initiatives – you can just put your hand up and ask.

Overall, I love that I have had a varied career, it has allowed me to broaden my skillset and I'm incredibly grateful to have had the opportunity to utilise these skills in my roles at Ogilvy.

Our *Ogilvy* *UK Networks*

1.

Ogilvy ReWired

Celebrating great diverse minds. Ogilvy ReWired empowers our neurodivergent colleagues and starts to make the invisible visible. The network wants to find a way to have a bigger conversation around neurodivergence to foster , diversity of thought, divergent creativity and the power of extraordinary ideas.

2.

Ogilvy Roots

A professional network driven by individuals passionate about championing greater ethnic and cultural diversity within the advertising industry, our independent agencies and our work.

3.

Ogilvy Equals

A collective of people on a mission to ensure true gender equality in everything from the ways we work, to the work we create.

4.

Ogilvy Proud

A network for LGBTQ+ people across the business which aims to nurture connections within Ogilvy, WPP, our clients and the wider community so we can create positive change across the industry.

5.

Parents and Carers

A community support network for Ogilvy's parents and carers as they balance their commitment to family life with building a successful career at Ogilvy.



Gender Pay Gap Report 2019 and 2020

Ogilvy

