

GENDER PAY GAP REPORT

Ogilvy

2021

FOREWORD BY FIONA GORDON

CEO UK, OGIIVY

When I took over the leadership at Ogilvy in London in June 2021, I was acutely aware that I have a responsibility to continue to create an environment where everyone can thrive. In this document I am sharing with you our gender pay gap report. Since this data was gathered, we have had significant changes in our leadership which I am confident will improve our numbers in the next year (reported on in 2024). Many of our leadership vacancies have been filled by women.

We are proud of our approach to hybrid working, allowing more flexibility when and where we work. I think this will be key in attracting and retaining key talent and ensuring that those with caring responsibilities are not disadvantaged in their careers at Ogilvy. This will make it easier to retain women, especially those returning from maternity leave as they have the flexibility they need built into each and every one of their roles. We have an on-going commitment to leadership training – Leadership Academy has resulted in several promotions including Victoria Day who is now MD Advertising.

Nothing will bring me more satisfaction than closing our gender pay gap, so I can promise you that it will be a priority for all of us leading the agency and a personal KPI of mine. I've been lucky enough to have spent my whole career at Ogilvy – starting as a graduate and working across different brands and running different teams and offices so

FIONA GORDON

CEO UK, OGIIVY



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.

I am extremely passionate about the development and progression opportunities within our business. Getting here was not a solo journey, it was a team effort. I have had mentors who have believed in me, peers and colleagues who have supported and guided me and inspirational leadership. I want this opportunity available to all and a legacy I create.

Today in Ogilvy you will find a multitude of diverse talent - all working together to create the very best work for our clients and their brands by representing the voice of their customers. Through this approach to diversity we have won many creative accolades – adding further proof that the more diverse you are as a business the better your creativity.



GENDER BY LEVEL

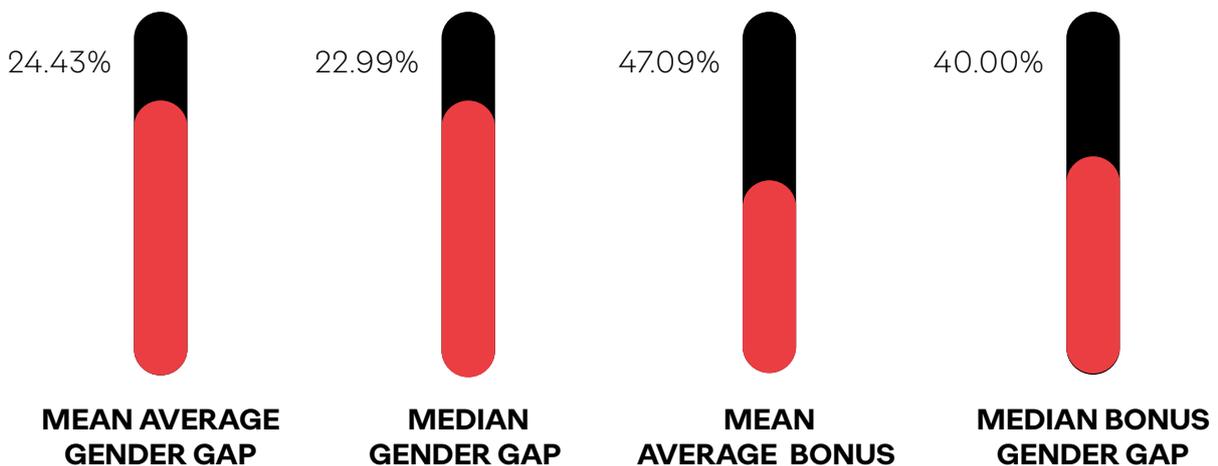
FEMALE ● MALE ●

SOME USEFUL BACKGROUND: 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.

OGILVY'S GENDER PAY GAP: The image below shows the proportion of male and female employees in four pay bands (quartiles), 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.



Below you can see the mean and median gender pay gaps and bonus pay gaps. The median gender pay gap/bonus is calculated by comparing the mid-point values between the pay received by men and women.



Below is the proportion of people getting a bonus at Ogilvy broken down by % of women and % of men.

33.71% of **men** received a bonus, this equates to 120 men

25.30% of **women** received a bonus, this equates to 128 women

CASE STUDIES



Ogilvy

RETURNING FROM MATERNITY LEAVE

The average age of a new mum in the UK is 31, and as a new 'Solo Mum by Choice' in my 40s, I am probably older than most returning mums at Ogilvy. So being in a leadership role while going on maternity leave may be a little unusual.

Having a baby is a huge and wonderful life change for anyone, but with 23 years of my WPP/Ogilvy career behind me, work was firmly established as a major part of my personal identity. Thankfully, disconnecting during maternity leave was a no-brainer with a little one completely dependent on me (and a cute one at that). But I also had the confidence that a stellar team would continue to drive our business forward in my absence.

Despite a little trepidation, when the time came to return to work, I was looking forward to re-discovering my former professional self and working with lovely, interesting clients and colleagues. My son and I have quickly settled into

a new daily routine of nursery drop-offs and pick-ups. The context of the pandemic – with the silver lining of increased flexibility and working from home – is in some ways a positive development and allows me to be much more productive with my time.

Ogilvy provides a wealth of practical support for new parents returning to work. From Coaching to the Lifeworks employee assistance programme and the Parents & Carers Network. But above all the very useful and practical tools, it's the culture that makes Ogilvy a great environment for a parent returning to work.

For mums and dads alike, we are experiencing something of a baby boom in Ogilvy Growth & Innovation. It took me a long time to become a mum, but it's great to work for a company that is supportive of both work and life.

ANN HIGGINS

CHIEF CONSULTING OFFICER, UK



OGILVY AND ME



FIONA UWAGWU
HEAD OF SOCIAL AND CONTENT

My career in advertising started too many years ago to mention and not sound old. It was my second career, and I was looking for a career path that could give me the opportunity to grow and satisfy my ambitious heart.

After bouncing around at a number of agencies, I finally found myself at Ogilvy back in 2012. By the time I got here I was no longer the same idealistic ambitious person who had started this journey. As a woman coming from an African background, I was no stranger to the 'isms' that define the world we live in, and there were many in our industry that left me feeling as if it would be impossible to get to where I wanted. But one thing stood out for me when I arrived at Ogilvy, and that was the sheer number of women in leadership positions in the agency.

I was so inspired by this dynamic that it was a key factor in my decision making. I reasoned that any agency that invested in women to such an extent would be a great place to build a career, and even

face the challenges of being a woman of colour in this industry.

Ogilvy has not disappointed me. In my time here, I have had the privilege of going through the 30 for 30 leadership programme – it's a programme that brings together high performing women from around the world, connects them as a network, and nurtures and supports them as the next generation of women leaders. And, I have had the opportunity to fulfil my ambitions of becoming a leader, leading a pan African digital team from Kenya, setting up an Ogilvy office in Nigeria, and most recently heading up Social and Content in the UK.

I like to describe being here as being part of a family. There are good days and there are not so good days... but this is family and we stick together and work things out.

I feel represented. I feel represented as a woman and I feel represented as a woman leader. The thing that impressed me most on that fateful day when I joined the company was that Ogilvy came across as an organisation well ahead of its time. Well ahead of understanding and trying to address the social & cultural issues that impact the working environment. Well ahead of knowing that change takes time, but the commitment to it must be complete and consistent.

That fact was true then and it remains true now.



THE IMPORTANCE OF OUR LEADERSHIP ACADEMY

Leadership Academy is a two-year course on Management and Leadership which will result in an MSc qualification. Everyone in the agency was given the chance to apply, and it is entirely funded by Ogilvy making it genuinely accessible to everyone. When the opportunity arose I knew that although it would undoubtedly be a lot of work I had to go for it and take this 'once in a career' opportunity. By putting me on the course I feel Ogilvy has made a huge investment in me as an employee, and really demonstrated how committed the company is to developing talent within the company and allowing us to fulfil our potential.

Of course, doing an MSc is a huge undertaking in both time and energy, but throughout the course we have had the active support of the Exec and the Learning & Development team. We have been given lots of lovely management theory books, and allocated study days over and above our holiday entitlement to give us time to get our essays and reports done. Learning with a cohort of colleagues from across the business has added hugely to the experience –



VIC DAY

MANAGING DIRECTOR, ADVERTISING, UK

I've learned so much from them and created friendships and connections which also make every day at work better and easier.

The course is focused on management and leadership theory, applied to the real challenges of our industry and company. Every day I am taking the things I am learning and applying them to my job – and I am certain that I am better at my job as a direct result.



30 FOR 30



NICOLA WOOD

CREATIVE DIRECTOR

I joined Ogilvy nearly 5 years ago, having worked within WPP for coming up to 19 years and I can honestly say that no other company has championed me and invested in my career as much as Ogilvy has.

Across the industry there has always been a massive imbalance within the creative department, with far fewer female leads at the top end but this is something that I feel Ogilvy has actively set out to change. Whilst there is clearly still some disparity the higher up the creative food chain you go, the appointment of Liz Taylor as Global CCO is a clear signal to female creatives that women can make it to creative c-suite roles. Ogilvy are

really starting to champion female creatives which is great. I feel extremely supported, valued and encouraged by Ogilvy, who really do take career progression seriously.

This year Ogilvy have got behind me and truly recognised my potential by nominating me into various awards. I have subsequently been chosen as a 2021 Creative Equals Future Leader and I am delighted to find out I made the honouree list and am a 2022 Female Frontier for Conquering Creativity.

I have also been incredibly fortunate to have been invited into this year's 30 for 30 cohort keeping company with an amazing bunch of high potential women across EMEA. This is a future female leadership programme that has given me access to inspiring and influential people across the network. It has also given me the opportunity to hone my own leadership skills with training and coaching from internal and external companies. It has really helped me to understand what my goals are, and how I can help others achieve their goals. For me nurturing the future of the industry and being a mentor to young talent across the UK is an important part of my job and who I am as a person.



STARTING MY CAREER AT OGILVY

As creatives, The Pipe has been an incredible route into an industry that once seemed closed off and inaccessible. From the blind hiring process to the willing and eager mentors helping us learn on the job, the entire journey has been supportive and an authentic approach towards making the industry more accessible.

Unlike traditional entry to the advertising world, we've had exposure to different teams and a range of work streams within the industry such as Social and Content, TV, Print, PR and Influence and even Consulting/Behavioural Science. We've done a fair bit of internal work too, including assets for Ogilvy's social media and a Pipe case study video which we created from beginning to end.

We're now working with and alongside people who created campaigns that we once saw as creative inspiration, in fact, they're helping us grow our own skills. We've received loads of support in getting to

grips with the fundamentals of advertising; ideation, writing strategy, sketches, scamps plus the general creative process from briefing to delivery. Not to mention we've been able to work alongside the other Pipers, each with their own interests and expertise to share.

The Pipe has given us the opportunity to 'mess up', again and again in some cases! Having an opportunity to fail but to learn, teaches us that you won't always get it right but to keep trying.

And as The Pipe continues to grow into new departments, we hope to see even more diversity in the people that work at Ogilvy and the work we create.



**MABINTY
TAYLOR-KAMARA**

ADVERTISING CREATIVE



**PHOENIX
HAMILTON**

CREATIVE

9 WAYS TO FOSTER AN INCLUSIVE WORK CULTURE

Inclusivity is a 24/7 thing - not just for a week-long observance

It's National Inclusion Week in the UK, which is a wonderful concept, but inclusivity must not be the focus for only one week. To grow, a brand must build a more inclusive culture that attracts a wider diversity of talent which, in turn, improves business outcomes. Having an inclusive culture empowers diverse talent to come together, think differently and share their different experiences and perspectives. This dynamic drives creativity, innovation, transformation, development and engagement. Here are nine ways to make it happen:

KEEP INCLUSION FRONT AND CENTER

Inclusion is a very deep-seated human trait. None of us like to be excluded. If employees feel excluded in the workplace, it will stifle growth. Make inclusivity one of your personal goals. Ask to be graded on it in staff surveys. Take an open and honest approach to conversations around the subject. Put it on the company agenda - even if sometimes that is challenging for everyone. Foster a spirit of transparency and collaboration. This is not something anyone can do on their own.

ESTABLISH A BLIND APPLICATION PROCESS

Having a blind application process for all entry-level roles is essential. This will enable you to remove unconscious bias and select from a larger pool of candidates from different backgrounds. It will enable you to make new hires based on merit and ultimately produce a more diverse workforce with more varied skills. For non-entry level positions, have a balanced shortlist and ensure that members of the interview panel have undergone unconscious bias training. In addition, make sure all interview packs provided to hiring managers include a series of nudges to reinforce the unconscious bias learning.

CELEBRATE A WELCOMING AND INCLUSIVE CULTURE

Think of how your workplace is perceived when employees join or move throughout the company. This will enable you to ensure that the external perception of your company is one of a welcoming and inclusive culture, which will attract more talent from underrepresented backgrounds.

SUPPORT EMPLOYEES RETURNING FROM PARENTING OR ADOPTION LEAVE

Coming back to work after a baby or adoption can be hard, but you want your team members to feel included from Day One. Helping returners come back is bolstered by structured mentoring and maternity or parenting coaching for them. In addition, recognize that there may be gaps in their development due to their absence, so make sure they have access to all learning and development opportunities as they transition back into work.

CLOSE YOUR GENDER PAY GAP

Make the elimination of disparities a joint KPI of the leadership team. Review progress quarterly, not annually. Which way are the numbers going? What actions can close the gaps?





LIBERATE FLEXIBLE WORKING

Having core working hours to enable everyone to better balance their lives—allowing for more flexible start and finish times—felt visionary in 2019. But the pandemic has changed how we work forever, and remote working and flexibility are here to stay. The people team should actively work with employees to understand what kind of hybrid working they want. Listen, learn and flex: What is your office there for and how do you make hybrid really work? Put in place manager guidance that includes a remote working guide for parents and those with responsibilities as caregivers, and let your clients know what you are doing and why.

BUILD ACTIVE SUPPORT NETWORKS

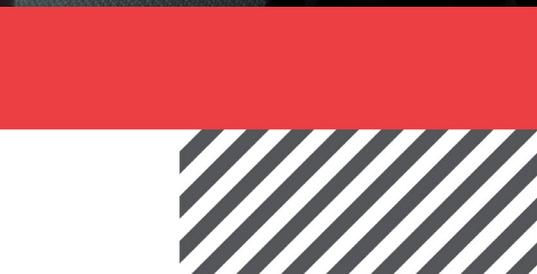
Build internal networks so that everyone has a place to talk and discuss their needs with people who share their experiences—be that BIPOC, LGBTQ+, neurodiversity or beyond. National Inclusion Week is the perfect chance to hold events to celebrate, welcome new joiners and help shape the workplace we all want to be part of.

WALK THE TALK

Ensure that who you are is also reflected in what you do. Putting inclusion at the heart of your employee offering is a start but must be reflected in your external offering too. Being in the creative and communications industry, you have a direct route into people's homes and lives. Working with your teams and clients, every day and in every channel, you have the chance to create work that can shape the world we want to see.

KEEP LEARNING

The path to change is one of many steps and we must all keep learning and listening and be open to having sometimes difficult conversations that will shape the journey to true inclusion. By focusing on inclusion, you will equip your teams to make a difference, enhance their wellbeing and drive success and growth in your organization. The world is changing, and inclusion is the key to both growth and futureproofing your business.



ABOUT OUR NETWORKS



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.



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



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.



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



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.



LOOKING AHEAD

At Ogilvy we are committed to improving diversity at all levels. We can see several changes that we have already applied that will affect our gender pay gap positively across this year, which is reported in 2024. Our focus now will be...

-  A wide ranging review of our talent attraction and employer brand including our social media strategy.
-  New training for our managers around Right to Hire.
-  Benchmarking taken from our job mapping exercise.
-  A new family friendly policy supporting all parents.
-  A focus on career paths and progression through our organisation for all.



ABOUT OUR DATA & RESULTS

OUR DATA COVERS A REPORTING PERIOD OF APRIL 2020 TO MARCH 2021

Whilst we have published our gender pay gap data in this report we thought you would find it interesting to understand how our population looks right now in March 2022.

58%

FEMALE IN
OGILVY

62%

FEMALE ON
LEADERSHIP
BOARD

80%

OF OUR 5 BUSINESS
UNITS ARE LEAD BY
WOMEN

The population of Ogilvy split by sex and by level. Here you can see Ogilvy has strong female leadership both at the highest level and at the broader board level.



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