

# GENDER PAY GAP REPORT



Ogilvy

2023

# FOREWORD BY **FIONA GORDON** & **LAURA SHERWOOD**



**FIONA  
GORDON**  
CEO, Ogilvy UK  
(she/her)



**LAURA  
SHERWOOD**  
CPO, Ogilvy UK  
(she/her)

Reflecting over the past year, it is heartening to see that our efforts to address the gender pay gap are having a positive impact. In our journey towards fostering a more inclusive and equitable workplace, we are pleased to see the progress we've achieved. Our concerted efforts are yielding tangible results, with a noteworthy 6.1 and 3.4 percentage points reduction in the mean and median gender pay gap respectively from 2022 to 2023. We have also reduced our mean average bonus gap.

Although this offers cause for optimism, as in any large organisation, progress can take time and we remain cautious. However, from ensuring we have a more diverse leadership team with increased female representation, to implementing industry-leading policies that support greater gender parity (such as our flagship accredited menopause and shared parental and enhanced paternity leave policies), our focussed plan on addressing the imbalances seen in our industry is clearly making a difference.

New strategic hires are part of this plan and at the end of last year, we were thrilled to welcome our new Chief People Officer for the UK, Laura Sherwood. Laura is a hugely valuable addition to our team and brings with her decades of experience in-agency, which has seen her oversee complex organisational and cultural transformations. Her personal passion for diversity, equity and inclusion (DEI) and leading over times of change are a major boon to our own ambitions in these areas.

We are also now a year on from hiring a dedicated Director of DEI. Matt Foster continues to ensure that closing our gender pay gap remains a business priority and is accountable for delivering on our overall DEI strategy with the support of our leadership team. This year, the strategy includes a review of our policies so that we can ensure we continue to offer inclusive initiatives for our people.

For example, after successfully adapting to hybrid working over 2022 and 2023, we are now launching a "Work From Anywhere" policy that allows employees to balance the demands of their role with their personal circumstances. This means Ogilvy employees will be able to opt out of hybrid working for four weeks in a year (if they meet certain requirements) and work remotely in a place of their choosing.

Whether for family or carer commitments, or just ensuring we are all able to disconnect, we believe empowering everyone to have an effective work/life balance helps to create a truly inclusive culture that everyone can benefit from. Broad inclusion policies like these, though aimed at all our people, have the ability to unblock the barriers that have historically challenged women, meaning their implementation can make a significant difference to achieving gender equality.

This year is also an exciting one with regards to our gender network Equals, which relaunches on International Women's Day 2024 with a reinvigorated mission as they deliver on a vision to support true gender equality in our agency.

All of these developments are hugely positive and we celebrate our successes, however we remain vigilant of the challenges that still need to be overcome however bright the future looks.

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.



# GENDER PAY GAP CONTEXT

The gender pay gap reports both the mean and median difference in hourly pay between all men and women within a legal entity of over 250 employees, and is calculated as per the methodology set by the UK government. It is important to note that the gender pay gap is not the same as equal pay. Ogilvy continues to uphold our legal requirements to ensure men and women receive equal remuneration for doing equal work.

As part of WPP, Ogilvy is committed to fostering a diverse and inclusive culture. In order to better reflect the makeup of our organisation, this year we are publishing our overall gender pay gap figures based on all Ogilvy employees in the UK, alongside the mandatory disclosure of our legal entities over 250 employees.

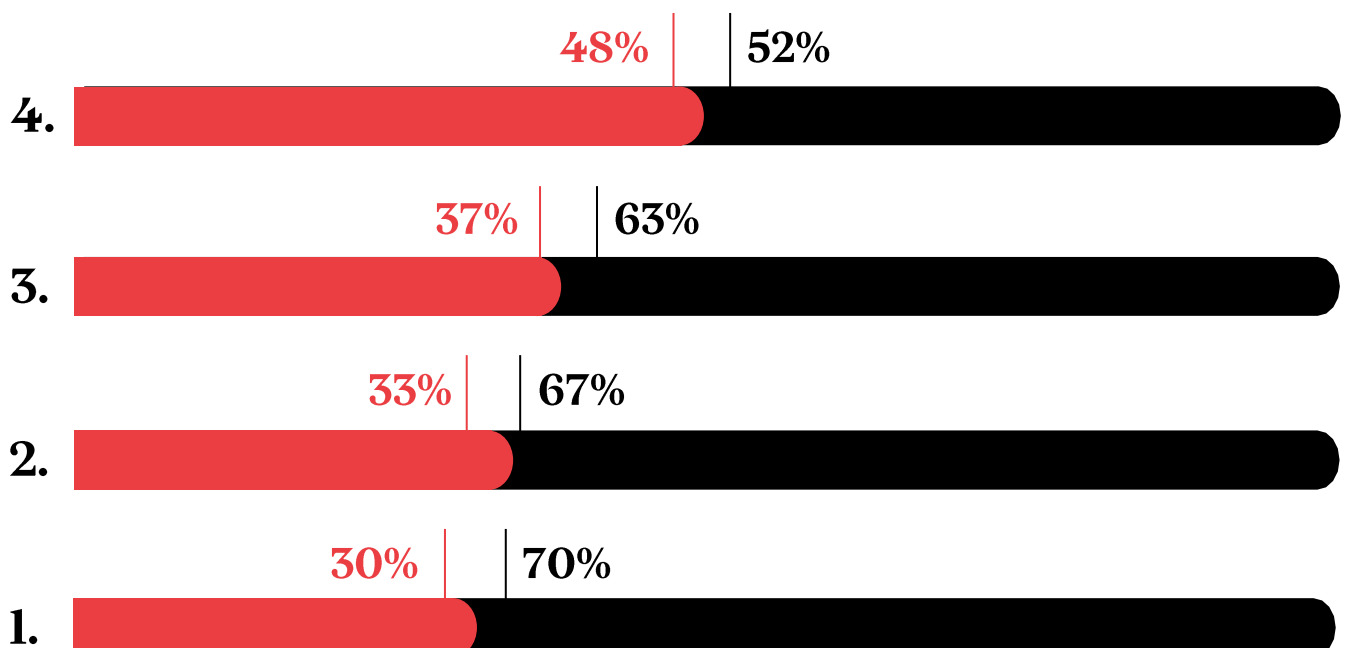
Changes to our employee base, size and structure are impacted by the strategic priorities implemented to address our business goals and the impact of market forces to ensure we continue to drive shareholder value.

## Proportion of employees in each pay quartile according to gender:

The image below shows the proportion of female and male employees in four pay bands (quartiles), ranging from the lowest earners in the bottom first quartile to the highest earners in the top fourth quartile.

### QUARTILE

MALE ● FEMALE ●

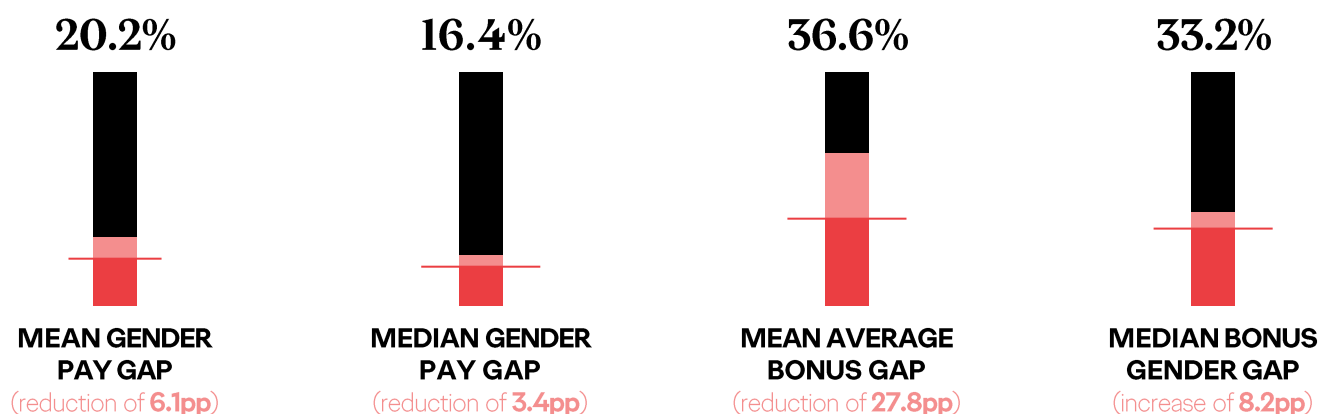


# GENDER PAY GAP STATISTICS

Overall, we have seen since 2022 a positive shift in the ratio of women to men in the upper quartile of more than 5%, meaning that there was an increase in the proportion of women falling into the highest pay band. We have also seen an increase in the proportion of men falling into the lower middle quartile. Both developments indicate we are addressing current imbalances in our workforce that help to close the gender pay gap.

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

They show a reduction across all four pay gaps between 2022 and 2023.



Below is the **proportion of employees receiving a bonus at Ogilvy broken down by percentage of women and percentage of men.**



**54.0%**

of **men** received a bonus, which equates to 170 men



**47.0%**

of **women** received a bonus, which equates to 250 women

A wider distribution of bonuses occurred in 2023 vs 2022 and we continue to focus on reducing the gaps.

# 2023

## DISCLOSURE

Below are tables that show complete figures for both Ogilvy's overall UK network, and the Ogilvy & Mather Group (Holdings) Limited legal entity from both 2022 and 2023.

## 2023

Ogilvy & Mather Group  
(Holdings) Limited legal entity

Ogilvy UK  
overall

|  |                 |                 |
|--|-----------------|-----------------|
| Median Gender Pay Gap (Difference)       | 20.4%           | 16.4%           |
| Mean Gender Pay Gap (Difference)         | 23.0%           | 20.2%           |
| Median Bonus Gender Pay Gap (Difference) | 37.2%           | 33.2%           |
| Mean Bonus Gender Pay Gap (Difference)   | 38.7%           | 36.6%           |
| Quartile 4<br>(Top Quartile)             | Male<br>50.8%   | Male<br>48.0%   |
|  | Female<br>49.2% | Female<br>52.0% |
| Quartile 3<br>(Upper Middle Quartile)    | Male<br>40.7%   | Male<br>37.3%   |
|  | Female<br>59.3% | Female<br>62.7% |
| Quartile 2<br>(Lower Middle Quartile)    | Male<br>32.3%   | Male<br>33.2%   |
|  | Female<br>67.7% | Female<br>66.8% |
| Quartile 1<br>(Lower Quartile)           | Male<br>29.5%   | Male<br>30.2%   |
|  | Female<br>70.5% | Female<br>69.8% |
| % Males who receive a bonus              | 58.2%           | 54.0%           |
| % Females who receive a bonus            | 51.2%           | 47.0%           |

## 2022

Ogilvy & Mather Group  
(Holdings) Limited legal entity

Ogilvy UK  
overall

|  |               |                 |
|--|---------------|-----------------|
| Median Gender Pay Gap (Difference)       | 21.6%         | 19.8%           |
| Mean Gender Pay Gap (Difference)         | 29.4%         | 26.3%           |
| Median Bonus Gender Pay Gap (Difference) | 40%           | 25.0%           |
| Mean Bonus Gender Pay Gap (Difference)   | 65.5%         | 64.4%           |
| Quartile 4<br>(Top Quartile)             | Male<br>56%   | Male<br>53.4%   |
|  | Female<br>44% | Female<br>46.6% |
| Quartile 3<br>(Upper Middle Quartile)    | Male<br>37%   | Male<br>40.3%   |
|  | Female<br>63% | Female<br>59.7% |
| Quartile 2<br>(Lower Middle Quartile)    | Male<br>31%   | Male<br>31.8%   |
|  | Female<br>69% | Female<br>68.2% |
| Quartile 1<br>(Lower Quartile)           | Male<br>30%   | Male<br>28%     |
|  | Female<br>70% | Female<br>72%   |
| % Males who receive a bonus              | 20.9%         | 20.4%           |
| % Females who receive a bonus            | 18.4%         | 18.2%           |

# THOUGHTS FROM **OUR** **DIRECTOR,** DE&I



**MATT FOSTER**

Director of Diversity, Equity  
and Inclusion  
*(he/him)*

In an industry that was historically male dominated, we are proud of the fact that at Ogilvy UK the majority of our C-suite are women, as well as 55% of our senior leaders. This is by no means typical of our industry even by today's standards, and it has taken time and a concerted effort to get here.

When we developed our diversity, equity and inclusion (DEI) strategy for 2023, one of its key objectives was to deliver an action plan that would address the persisting challenges that lie beneath the gender pay gap. It is encouraging that we are now seeing the beginnings of the positive impact that these actions are having on reducing it.

As well as undertaking a comprehensive job architecture and pay review, our action plan included signing up to WPP's Visible Start, a positive action employability programme for midlife women (45+) who are considering a new career in our industry or are returning after a long absence. As we also recognise the impact of intersectionality on the career paths of women, we launched an intersectional mentoring initiative designed specifically to accelerate the careers of employees from our most underrepresented backgrounds, spanning ethnicity, disability and social mobility.

At the same time, our people continue to benefit from Ogilvy UK's established flagship policies such as shared family leave and our menopause policy, the latter of which we were the first-ever creative agency to receive a workplace accreditation for.

We are pleased that the cumulative results of our efforts to reduce our gender pay gap appear to be working, but remain ever aware of the structural barriers in our industry that take time and thoughtful consideration to dismantle. There are reasons to be optimistic as we appear to be heading in the right direction, and we remain committed to the work that is needed to effect real and sustainable change.

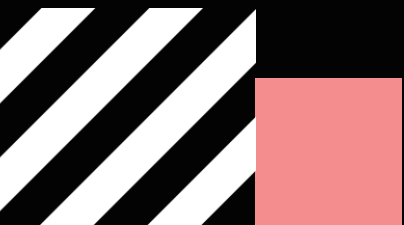




# CASE STUDIES

These case studies showcase our work in the direction of reduction of our gender pay gap and strengthening our culture of belonging.

Here you will hear our employees talk about how our approach to diversity, equity and inclusion has supported them, what difference it has made to their lives and their future aspirations at Ogilvy.





# AT THE FOREFRONT OF CHANGING CULTURE

## JODENE ROBINSON

PA, Roots Co-Chair  
and Events Lead  
(she/her)



When I first joined Ogilvy five years ago, I was very excited to join such a large agency and really get my foot in the creative door, but I wanted to see more women who looked like me and had my lived experience sitting in senior and board level roles. Although I was in awe of joining such a big agency, I still had high expectations for what Ogilvy could be doing to further diversity and inclusion, especially as a global organisation.

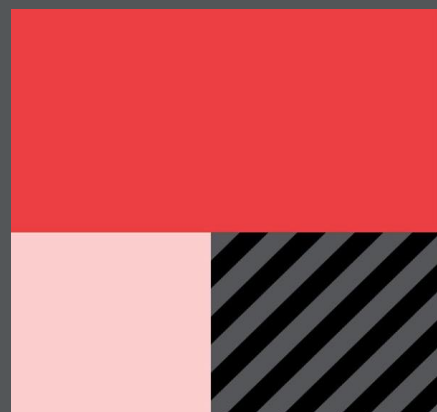
Over the last few years, I have taken all the opportunities that have come my way and have now crafted a role that supports our people and culture. Those opportunities have included becoming a Mental Health First Aider and Ally, which means I form part of my colleague's first line of support when it comes to their mental wellbeing in the workplace. This is a hugely important area for me as agency life can be very demanding.

I became an active member of our cross-cultural Roots network when I joined Ogilvy and have led the community's events ever since, which includes launching the now legendary annual open mic night. This initiative started as a UK Black History Month celebration but has now opened as a cross-network event to celebrate all our people.

Most recently, I have become a co-chair of Roots, because I wanted to hold a position of influence and responsibility. Now I am one of the key decision makers that can help to shape the organisation's culture and help create a lasting sense of belonging for everyone.

As a champion for mental and physical wellbeing, I have been captain of the Ogilvy netball team for the last three years. We successfully brought home some trophies last summer at the charity tournaments we sign up for each year.

One thing that has been really encouraging to see since my time began here has been the significant increase of women in leadership positions across the agency, specifically over the last few years. It has made a difference to my confidence and belief that women including myself have a real opportunity to lead at Ogilvy.





# CELEBRATING ADLAND'S SENIOR FEMALE CREATIVE TALENT

I still remember the moment, many moons ago, when I knew I wanted to be an ad creative. I was about to start work experience at a Primary School when the now legendary Levi's 501 'Creek' ad came up on the telly and it hit me like a bolt of lightning. "Now that is what I want to do!". So I sacked off the school work experience and blagged my way into a creative agency for the most amazing two weeks of my life. They told me that the best way to get my foot in the door was to go to the number one college for budding ad creatives, which was then the Watford Ad School, and I did.

Fast forward a couple of decades and a lot has changed, especially with tech and social. When I was in my first creative role, I remember the huge buzz around this thing called 'Facebook'. Now we have AI, which is advancing at such a fast pace, that I wonder how we will all keep up. I do think though that our industry is making good strides in having more women in senior leadership and C-suite roles.

As a senior female creative, it's great when I see others in C-suite roles in the creative departments of other agencies. They deserve to be celebrated for their phenomenal talents. But I look forward to the day when someone's gender is less relevant to the discussion than their ability, which should speak for itself.

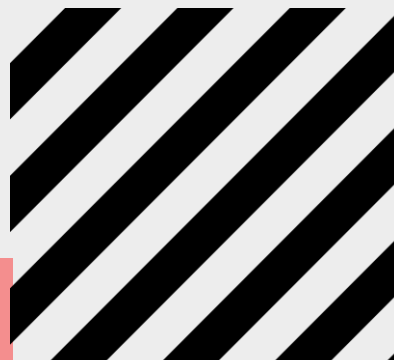


**NICOLA WOOD**

Executive Creative Director  
(she/her)

The last seven years have been the most awarded in my career from winning Glass Lions to White Pencils. And the highlight of my time at Ogilvy has to be affecting change in culture with our anti-misogyny campaign for the Mayor of London, which contributed to a law change against female harassment. Of course, putting condoms in garden centres for the over 65s as part of a sexual health campaign was ace too!

I am genuinely looking forward to seeing how my career continues at Ogilvy and doing more creative work that has a real impact both for clients and on the world around us, and to be able to do so in an agency that has the ability to scale like we do.





## **YESIDE WILLIAMS**

Content Creator and  
Photographer  
(she/her)

My career at Ogilvy did not begin in the traditional way that most do. Three years ago, I was launched into adland via Ogilvy's Pipe programme: an intensive 18-month apprenticeship, during which I learned a lot about the advertising industry and what it took to be a junior creative. I had come into the agency with a background in photography, so was able to marry this skill set with realising my dream job when I became the agency's first-ever content creator. I was so encouraged that Ogilvy were open to creating a new role based on the skills I brought with me.

The Pipe was an exciting opportunity to get really stuck in with live briefs from a range of interesting clients, and I felt I could authentically bring who I was to the work. My background plays an important role in how I create and the ideas I contribute towards a campaign. When a creative agency makes space for people to be their true selves, we can do great things for brands.

I've also had the chance to get heavily involved with Roots, which is our cross-cultural employee network. Supporting the Ogilvy Roots community has given me even more creative freedom in my photography and to explore new areas of production and directing.

# CARVING OUT A **UNIQUE** CAREER IN **CONTENT CREATION**

I'd say some of the greatest highlights of my time at Ogilvy so far include being chosen to attend the Cannes Lions International Festival of Creativity, appearing on the Black Young Professionals Creator Panel and being part of the agency's first-ever Borderless Mentoring programme.

I hope to keep making work that I'm proud of, that wins some awards, and ultimately lead a team of content creators that makes unforgettable and ground-breaking content for our clients. I feel this is possible at Ogilvy.

# Q&A WITH SARAH HOWARTH



Executive Assistant and  
Equals co-chair  
(she/her)



# & ELLIE BATTERSBY

Account Director, Health  
(she/her)

## REINVIGORATING OUR GENDER NETWORK

### Q1: Why did you become an Equals co-chair?

SH: When I joined Ogilvy, I immediately wanted to involve myself with our networks, as diversity and inclusion has always been a passion of mine. Equals' mission really appealed to me; having worked across a number of different industries, I've tended to work outside the remits of my day-to-day role to champion women and advocate for gender minorities.

EB: I've always wanted to have an impact and work towards a better, more inclusive and representative world. Gender should fundamentally not be a barrier to anyone's success, and I want to champion this in my role as co-chair. With Equals at a point where its purpose is evolving, it seemed like the perfect time for me to get stuck in.

### Q2: What are you hoping to achieve with the Equals network?

EB: I think the key thing we want to achieve is diverse gender representation and the widespread understanding that Equals is for everyone. We want to be a spirited community that empowers each other on our career journeys and continuously pushes for gender equality at Ogilvy through the work that we will do.

SH: I'd love to see people of all gender expressions connecting, sharing advice, and growing together. We want our members to have agency: to feel included in our decision making, and have their voices heard. We want to create a space for lively discussions that will inspire people, regardless of their gender expression, to thrive at Ogilvy - that's our mission.



### **Q3: What does the newly refreshed Equals network stand for and why did you see a need to reinvigorate it?**

SH: Equals had predominantly operated as a network for women. I myself have benefited from women-only spaces, and know we still have a way to go before gender equality in the workplace. However, tackling gender disparity needs everyone on board. The newly refreshed Equals network stands for striving for equality for all gender expressions – and we believe that learning from and supporting one another is the way to bring about progress.

EB: We're better together, and this is what will counteract inequality. An area Sarah and I are both passionate about is male allyship and how this is crucial for furthering true gender equality, not only in female empowerment but all other genders. We stand for championing and advocating for all gender identities in all of our activities.

### **Q4: What do you see as the key opportunities that support true gender equality?**

EB: Education is key and I firmly believe we are always learning and growing and this needs to be ongoing. Having access to opportunities and seeing representation in positions of impact/influence really help breakdown systematic and societally constructed barriers.

SH: I think the more you make it your mission to understand someone else's lived experience, the more we are able to make decisions from an inclusive standpoint. A key opportunity is growing your allyship, and this will hopefully be a focus for the Equals network. It's only from a place of true understanding that we can begin to act.

### **Q5: How does the culture at Ogilvy inspire you to lead inclusively?**

SH: The chairs of Ogilvy's many vibrant networks inspire me, and I've learned a lot from their efforts. To me they demonstrate what it is to be an inclusive leader – advocating for their communities and holding the business accountable to the application of its DE&I objectives.

EB: The culture at Ogilvy is an empowering one, allowing people the space to grow and get involved in something they are passionate about. The community networks are incredibly inspiring, as is the businesses' strategy to keep on track with the organisation's DE&I mission.





# ABOUT **OUR** NETWORKS

Our Employee Networks provide a space for employees with shared backgrounds, identities and focus across several diversity dimensions to come together as a community and celebrate who they are, exchange learnings and offer support to one another. These networks act as a powerful source of insights that contribute to our overall DEI strategy and elevating our work on creating a sense of belonging for everyone.



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.



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.



OGILVY REWIRED

Celebrating great diverse minds. Ogilvy ReWired empowers our neurodivergent colleagues and starts to make the invisible visible.

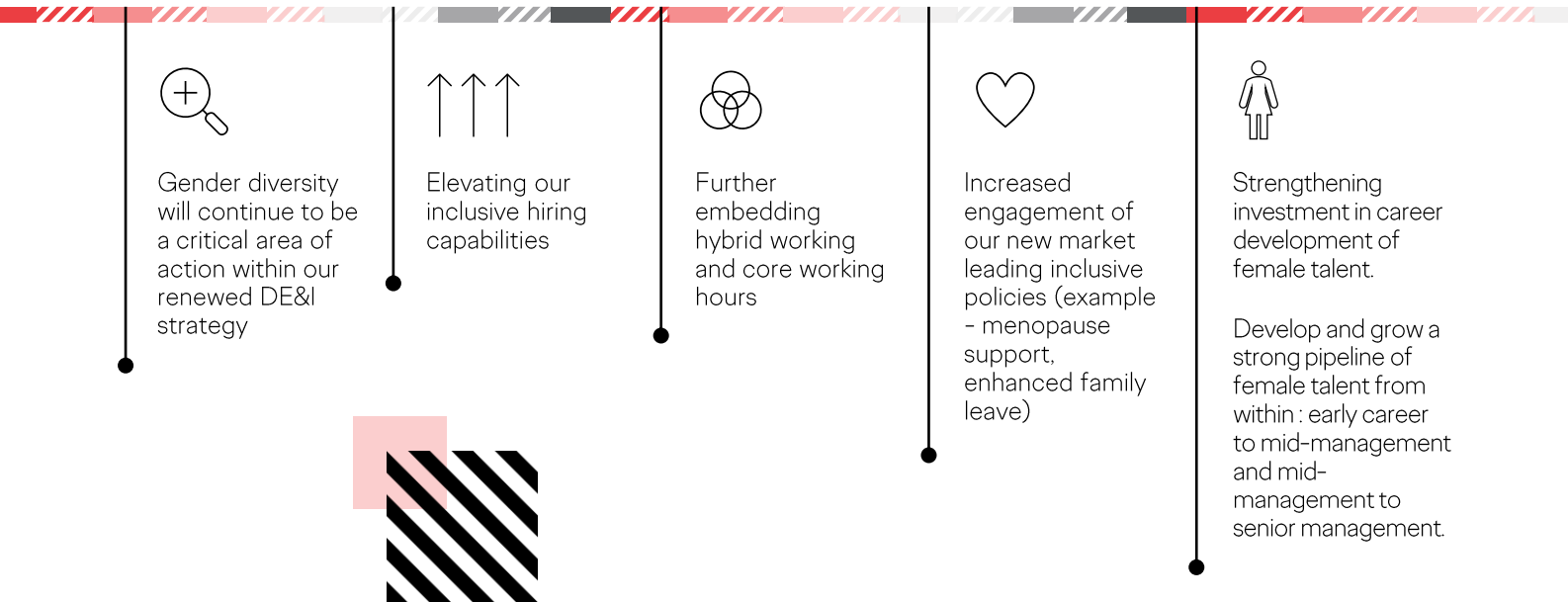


PARENTS AND CARERS

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.

# ROAD AHEAD

While this report captures our gender pay gap statistics as of April 2023, we thought it would be helpful to share what our current gender distribution looks like at the time of publication (February 2024).



**While our report has shared our gender pay gap statistics, as of April 2023, let's give you a snapshot of how our gender distribution looks right now (Feb 2024).**



**66.4%**

of Ogilvy is made up of women.  
(+1.6% vs Feb 2023)



**55.0%**

of women on our leadership team.  
(-11% vs Feb 2023)



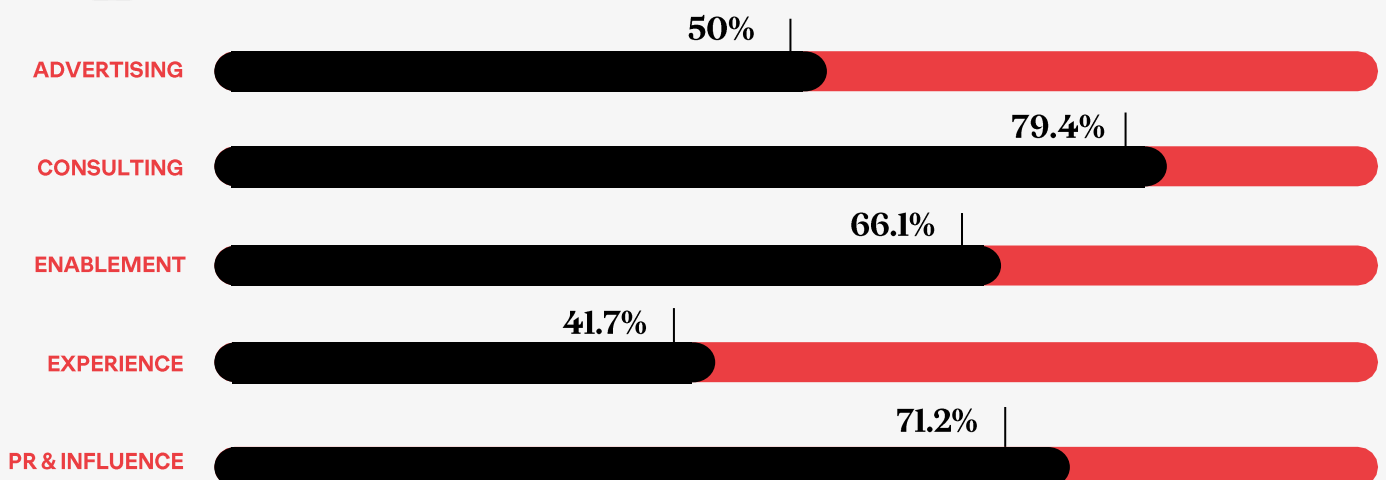
**80.0%**

of our five businesses are women-led.  
(same as Feb 2023)

MALE



FEMALE





Ogilvy