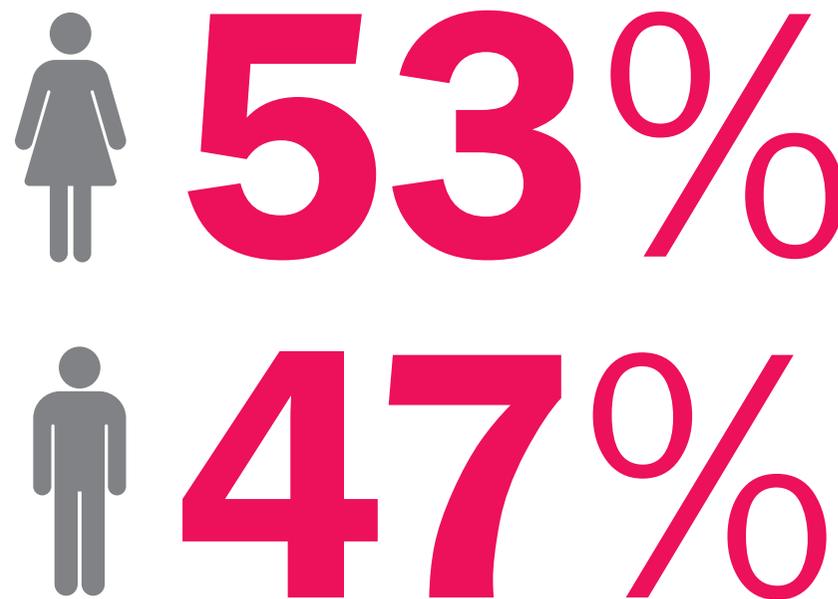


2017 GENDER PAY GAP REPORT

As an equal opportunities employer we recognise the benefits of a **diverse and gender balanced workforce.**

This report details our pay gap data, The Government requires all employers with over 250 employees on the snapshot date (5 April 2017) to publish their pay gap data. The employer is the legal entity under which an employee is engaged. Within MediaCom in the UK we have 2 legal entities which meet the 250 employee criteria – MediaCom Holdings for our employees based primarily in London and MediaCom North for our employees based in 3 locations across the north of England. Data by legal entity can be found in this document.

We are committed to fairly rewarding all protected characteristics; by this we mean gender, age, disability, ethnicity and sexual orientation. This report focuses on gender.



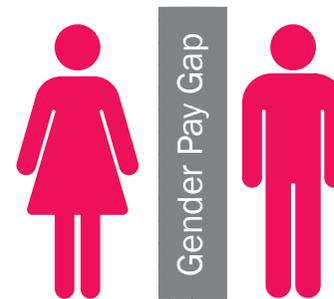
* % of male and female employees across all our offices

Unpicking The Definitions: Gender Pay Gap vs Equal Pay

EQUAL PAY

Is a legal requirement. It means being paid the same salary for carrying out the same or similar work, regardless of gender.

We ensure equal pay across our organisation, with bands that are specific to the role performed and experience of employees and candidates considered for them.



This report is about the Gender Pay Gap which is the difference in hourly pay between men and women in a workforce. Overall this is not the same as equal pay.

A gender pay gap is the result of gender imbalance. i.e. Having more of one gender in junior or senior roles compared to the other. This means having a pay gap is likely to persist until organisations have a fair representation of men and women at every level.

**THIS IS SOMETHING WE
ARE ADDRESSING.**

What Pay Gap Information Are We Required To Publish?



PAY GAP

Percentage difference (Mean and Median) in hourly rate of pay as at April 2017 between male and female employees.

BONUS GAP

Percentage difference (Mean and Median) in total bonus payments received by male and female employees in the 12 months preceding the snapshot date.

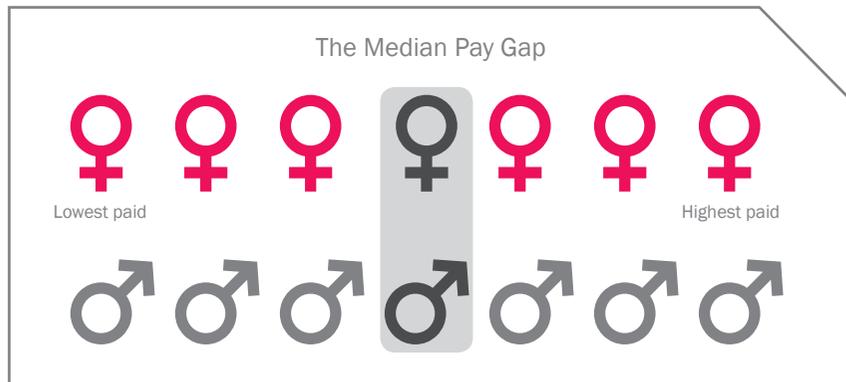
QUARTILES

Total percentage of employees in order from lowest hourly rate of pay to highest hourly rate of pay, split into four equal groups.

PERCENT RECEIVED BONUS

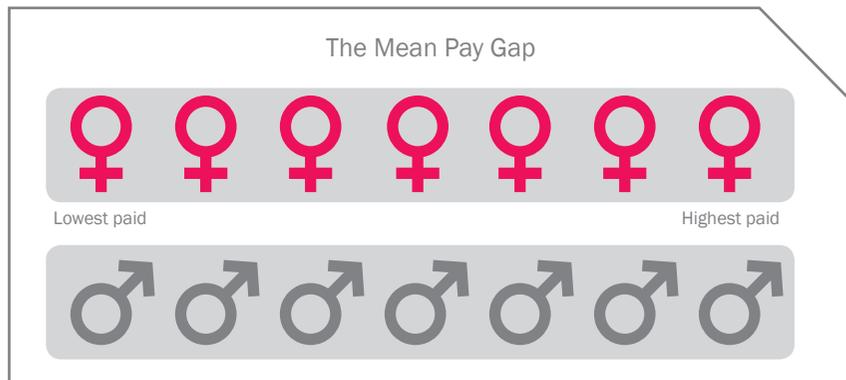
Percent of all males and females who received a bonus in the 12 months preceding the snapshot date.

What Is The Mean And Median Gap?



The Median Pay Gap

The median is the middle. To explain this imagine that all employees were lined up in a female line and a male line from lowest to highest in terms of rate of pay. The female and male in the middle of each line are compared, this is what gives us the median gender pay gap.



The Mean Pay Gap

The mean is the average. The mean pay gap is the difference in the average hourly rate of pay between all men and all women.

MediaCom Median Pay Gap*

13.8%

UK National Median Average**

18.4%

* MediaCom Holdings and MediaCom North combined

** Source: Office of National Statistics

We are a global company and the majority of our Global Board (the most senior people in the entire global organisation) are based in London. Therefore their pay is included in the analysis which impacts the gap. The analysis of our pay gap data shows us that the gap is driven by us having more men in senior management positions.

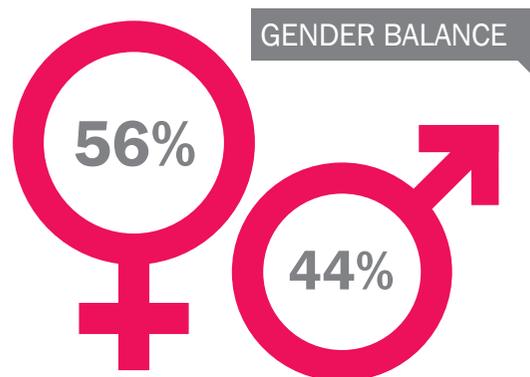
Entry level to mid-management level roles make up over **80% of our workforce*****. The pay gap results for this population are:

2%
Mean Pay Gap

2.9%
Median Pay Gap

*** Up to and including associate director level.

If we look at our UK London agency only, which in April had 720 employees (50% of our total UK workforce), the pay gap results are as follows:



PAY GAP

9.8% MEAN

10.7% MEDIAN

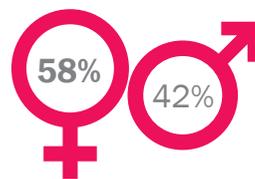
BONUS GAP

14.7% MEAN

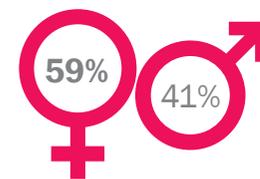
2.5% MEDIAN

QUARTILES

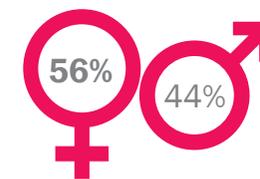
LOWER



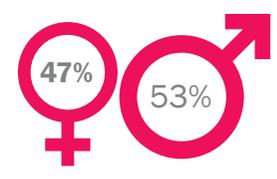
LOWER MIDDLE



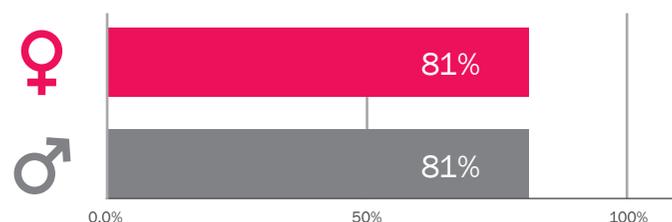
UPPER MIDDLE



UPPER



% OF PEOPLE THAT RECEIVED A BONUS



Statutory Information

The following results are based on government methodology.

HOLDINGS

Pay Gap	
Mean	Median
32.2%	11.1%
% Received Bonus	
Male	Female
83.2%	81.6%
Bonus Gap	
Mean	Median
85.9%	8.7%

Quartiles	
Lower	♀ 58% ♂ 42%
Lower Middle	♀ 56% ♂ 44%
Upper Middle	♀ 54% ♂ 46%
Upper	♀ 41% ♂ 59%

NORTH

Pay Gap	
Mean	Median
23.9%	15.7%
% Received Bonus	
Male	Female
88.7%	90.4%
Bonus Gap	
Mean	Median
49.3%	31.9%

Quartiles	
Lower	♀ 54% ♂ 46%
Lower Middle	♀ 56% ♂ 44%
Upper Middle	♀ 56% ♂ 44%
Upper	♀ 28% ♂ 72%

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.



Stephen Allan – Worldwide Chairman & CEO



Helen Brown – Global Chief HR & Talent Officer

Our Initiatives

Blend

This programme is designed to facilitate the conversation between managers and team members around an employee's priorities in life and how they can achieve a good blend of work life, hobbies, passions and families.

There is a coaching element to the programme that creates better understanding between team members and managers so that everyone can grow personally and professionally without compromising their areas of passion (which are key to creativity).



Maternity coaching

This programme offers women coaching pre, during and post maternity to ensure that employees are well equipped for the impending changes to their life and feel supported and motivated to return to the company.

We have received strong feedback that this is a compelling reason for women to return post maternity leave.



Flexible working

We have recently aligned ourselves with the Hire Me My Way (TimeWise) campaign and have announced that all jobs will be considered on a flexible basis. This is largely to encourage experienced women back to the sector/ agency but also to normalise flexible and part time working across the board, as this in turn helps to support and encourage women (generally the part time workers).

We believe this will attract senior talent from across the sector, which is critical considering the wealth of research showing women feel 'trapped' in their jobs once they have had children. Unlocking this talent could help to improve our percentage of women at a senior level.



Inclusion events

We host this series of events for our people every 8 weeks covering a range of topics which have been relevant for men and women in the workplace such as bringing your whole self to work, mental health and equality. We invite interesting speakers to the agency to share their stories about a given topic and then we open to debate and questions.



Our People



Satin Reid, Managing Director London

With two young kids and a husband that works full-time, flexible working is not a nice-to-have but a necessity for me. In those times when we have both had to work five days a week, our lives have become a ridiculous whirlwind of bewildered children, half-conversations and domestic chaos which was no fun for any of us. For our family, we only get the right balance when one of us is working part-time so there's a clear day when we can be there for the kids and spend a bit of time

sorting the stuff that just doesn't get done when we're both working.

Since having children, I had a great four-day week role at my previous company and I think this kept me committed and loyal to the business I'd worked at for a long time. But, if truth be told, I think my own prejudice was convincing me it wasn't really possible to do a more senior job in four days and that stopped me from pushing for a bigger role – especially one in another company. And then MediaCom came along, with the offer of working as an MD on four days a week. Not only was it a hugely exciting role but it also spoke volumes about the type of business MediaCom really is. Because a company that wants to open up the conversation around new ways of working, is a company that values different types of people with different needs from work.

I think we'll look back in a few years and realise exactly how unhealthy and counter-productive rigid working hours really are. Until then, I'm very grateful to be part of a company that thinks progressively and wants to make work 'work' for everyone.



Gemma Jebb, Associate Director

I have been at MediaCom for 10 years. I genuinely love MediaCom and as such, I have worked my butt off! In return, I have been rewarded with a willingness from key stakeholders (that I could not have imagined) to fit work around my new living arrangements.

Two years ago I decided to move closer to family (free babysitters) in Nottinghamshire. I never dreamt for a second that MediaCom would keep me. In fact, I started looking for gainful employment in the Midlands. It was my husband who convinced me to think outside the box and, rather than focus on the things I couldn't do whilst working remotely/part-time, to focus on the things I could do. Well, that's what I did and after crying on a number of my colleagues, I presented them with reasons to believe and a speculative job spec. I am hugely grateful for their willingness to approach my situation with an open mind.

I have a close team around me with whom I have gained trust and as a result they believe in me and trust that I will get the job done regardless of my location. The difference it has made to my family is significant and that drives me to work harder for the people that have put faith in me as I know that MediaCom's pro-flexible working stance is rare.

Our People



Peter Legg, Business Director

After thirty-five years in media buying, twenty-five of those at MediaCom, change was in the air due to commercial reasons and coupled with having three children all about to leave home, it was perhaps inevitable that I should take the opportunity to take stock and reevaluate my life.

Going cold-turkey and starting a brand new life was always an exciting option, but there was always a nagging doubt in the back of my mind, that after so many years did I really want to sever

ties with a company that was almost a second family?

Thankfully, by discussing my desire to pursue my outside interests, my dilemma did not fall on deaf ears. I was instead offered the opportunity, to redefine my role and work fewer hours, thereby allowing me to continue to offer MediaCom the benefit of my extensive knowledge and experience but also allow me to pursue other interests.

Although it is early days, it feels right. I feel my contribution will be far more focused on what is important. I have the opportunity to concentrate on the bigger picture, delegating the essential bread and butter work to others, not only allowing me to develop but giving career opportunities to those who are much younger.

I very much appreciate the willingness of MediaCom to support me and to consider alternative working methods. I hope that the new arrangement will not be viewed as a compromise or a concession but as a win/win where a paradigm shift brings about positive change for both myself and the company.



Erica Ingham, CFO North Group

I have been at MediaCom for four years and I am proud to work for a business where my flexible working has been embraced. I currently work flexible hours and work from home one day a week. As a single mum of two young children this helps me balance my work and family life significantly. I believe in leading by example and this flexible approach is reflected in my team; 78% of my team are female and of these females 50% work part time, with 100% acceptance of flexible working

requests, exhibiting that the standard of output can be phenomenal when providing people with the right support.

Furthermore, a great personal achievement was being paramount in the launch of MediaCom North's first extensive Neurodiversity policy, training team managers in dyslexia, dyspraxia, autism, and ADHD, changing recruitment practices, making Mediacom a diverse friendly environment.

Flexible working and our neurodiversity initiative enables us to attract the very best staff and offer them a workplace that suits their own individual circumstances, whilst supporting them to do the best job possible.

How Will We Reduce The Gap?

Gender neutral hiring opportunities:

All positions require an equal number of male and female candidates to be put forward.



Eliminating unconscious bias:

Unconscious bias training for every employee, not just in the UK but globally. This training is taking place in 2018.



Gender balance

We have a business priority to deliver gender balance at all levels throughout the company by 2023.



Preventing hiring bias:

Every hiring panel will be made up of a 50:50 ratio in order to prevent hiring bias.



Welcoming women back

We commit to making it easier for women to blend work and family so that they feel empowered to stay at MediaCom.

