

2018 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 2018) 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.



vs 53% in 2017



vs 47% in 2017

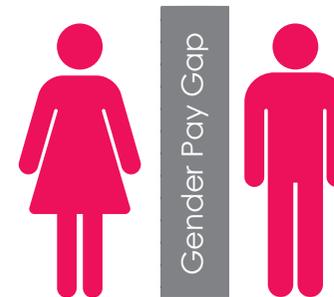
* % of male and female employees across all our offices

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 2018 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.

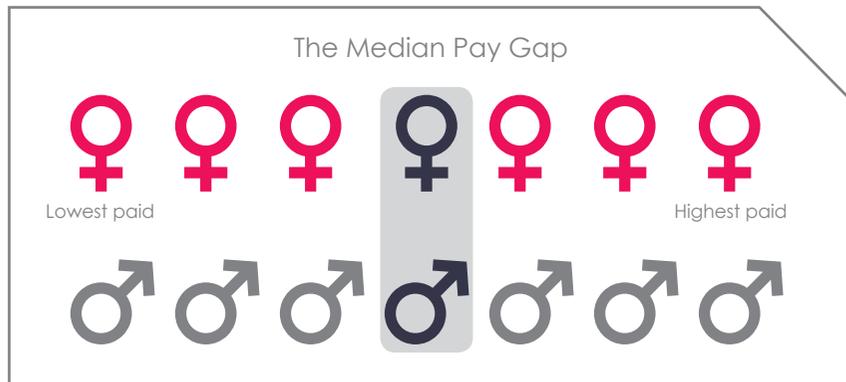
QUARTILES

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

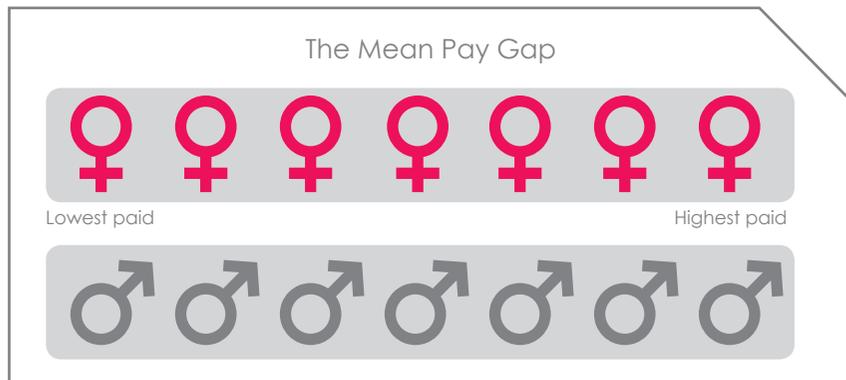
Percent of all males and females who received a bonus in the 12 months preceding the snapshot date.

The difference between the Mean and the 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.

Our results

MediaCom Median Pay Gap*

6.7%*

vs 13.8% in 2017

UK National Average

17.9%**

vs 18.4% in 2017

*

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 our gap is largely driven by 2 factors. A higher % of females in our entry level/junior roles and a higher % of males in our most in senior management roles. Combined this leads to a lower female hourly rate on average. We are continuing to focus on achieving a gender balance across all of our senior roles by 2023 and have already seen progress since the 2017 pay gap report. This can be seen in the pay quartiles as an example – 43% of the Upper Pay Quartile in April 2018 are Female vs 39% in April 2017.

Entry level to mid-management level roles make up over **81.6% of our workforce****. The pay gap results for this population is:

-0.97%

Mean Pay Gap

vs 2% in 2017

0%

Median Pay Gap

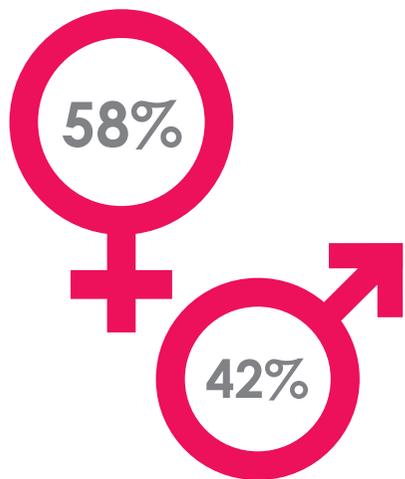
vs 2.9% in 2017

** Up to and including associate director level.

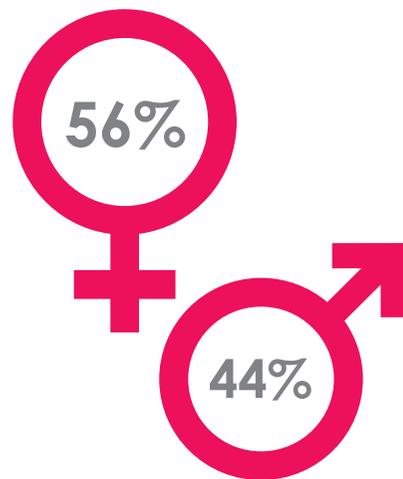
In April our London agency had **850 employees** (55% of our total UK workforce). The pay gap results are as follows:

UK GENDER BALANCE

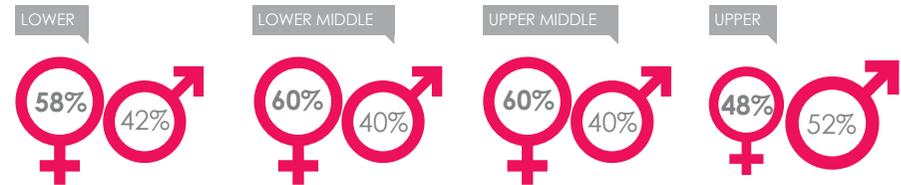
2018



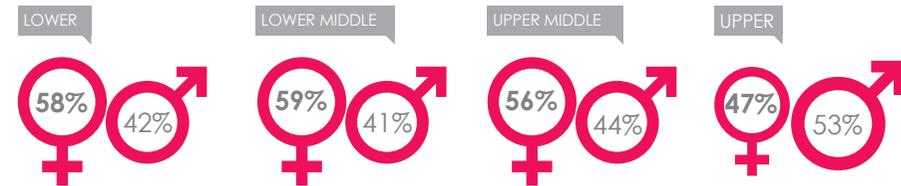
2017



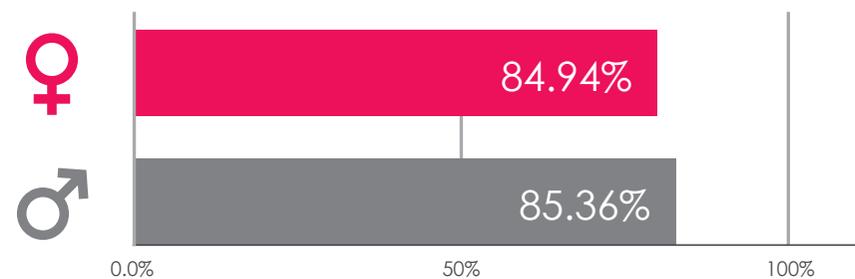
2018 QUARTILES



2017 QUARTILES



% OF BONUS RECEIVED UK



Our London agency

PAY GAP

9.15% MEAN
vs 9.8% 2017

BONUS GAP

21.84% MEAN
vs 14.7% 2017

5.52% MEDIAN
vs 10.7% 2017

0% MEDIAN
vs 2.5% 2017

Whilst we have seen an improvement for both Mean and Median Pay Gap and also Median Bonus Gap, we have seen an increase in our Mean Bonus Gap figure. This is due to the bonus received by employees in entry level to mid management being lower than those in a senior level roles; we had more females than males in this group (entry to mid management level) therefore there is a greater impact on the average bonus received by females.

Some of 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.

Shared Parental Leave

We believe strongly that where possible both parents are able to take time away from work to care for a new child. This is why we offer an enhanced entitlement for shared parental leave that mirrors our maternity leave benefit. Having placed a real focus on driving awareness of this benefit we have seen a significant increase on parents taking shared parental leave since 2017.

MediaCom My Way

We have aligned ourselves with the Hire Me My Way (Timewise) campaign and have announced that all jobs will be considered on a fluid 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 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



Kate Rowlinson, Managing Director, Worldwide Hubs

Having a fulfilling career is about opportunities – both creating them and being offered them. In my time at MediaCom, there has always been opportunity for me to grow and develop my career and skills. I came back to MediaCom in 2011 having had a nine year break working in other agencies. I was contacted whilst on maternity leave with my second baby and whilst I was flattered and thrilled to have been offered the opportunity to lead our EMEA new business team, I was also daunted about returning from maternity leave to not only a new job but a new company!

But it was ok. My boss, Nick Lawson, offered me the flexibility to work a four day week which allowed me time with my kids as well as a rewarding career. And my new job provided the opportunity to not only engage with the exciting business of new business but also to travel to new markets and meet the fantastic people in our MediaCom network across the world.

Sometimes, if I've been on the road, I need to be at home with my family and not in the office. But that's never been a problem for me. If I've just landed from New York, why battle into the office when I have all the necessary equipment – phone, laptop – to work from home!

Since I re-joined in 2011, I've developed my career more than ever before. I now work full time again but I do this in an agile way and this way of working is open to all of our people at MediaCom, whoever they are and whatever they do.



Pardeep Heer, UK Business Director

MediaCom My Way has been adopted by everyone in some shape or form in our Birmingham office, whether through the hours worked, or where they work from. It's helped the wider team to improve their work-life blend and given the parents in the office the ability to work around their child care needs.

The scheme has personally helped me to ensure I can still push on in my career and do the job I love, without impacting on the time I spend with the ones that matter to me at home.

Our people



Felicity Long, Global Managing Director, Connected Execution

I came from my second maternity into this job, I've been here for 4 months and have 1 and 4 year old boys (busy!). Anyone that has taken maternity / paternity leave can understand it can be quite the adjustment coming back into a business, let alone a new one. Step forward Kate Rowlinson my new boss, who had previously made the move on her way back from her second maternity. Being able to see someone above me that had already trodden this path absolutely gave me the confidence to know that I could do this and that importantly they would be able to understand and help me!

I'm an early bird and work best in the morning, additionally with such young children they have a limited period in which they are awake each day. When I arrived I quickly realised that I wasn't managing to see either of my children in the week – not a way I can live my life and be happy so I've adjusted my work day to start earlier and finish earlier. This allowed me to work at my best and also try to catch that all important time with my children at the end of the day! I believe it's a constant adjustment of the two things and working in a business that is committed to ensuring that adjustment is able to take place is amazing!



Chris Denman, UK Business Director

Having the ability to flex my hours and also being given the opportunity to work from home on a regular basis has had a hugely positive impact on my family and for that I am extremely grateful to MediaCom.

It has enabled me to be more focused and prioritise key tasks whilst using my time in the office much more efficiently. This has also been beneficial for my team as I have been able to delegate tasks which has allowed them to get exposure to new opportunities meaning we are all able to grow and develop our careers. I'm lucky to have a great team around me who I know trust and support me as I do them.

The support I have also received from senior leadership has been remarkable and that in itself has had a positive impact as I know they have faith in my ability to deliver no matter what.

Reducing the Gap

Gender neutral hiring opportunities

All senior 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 ongoing across the company.



Gender balance

We have a business priority to deliver gender balance by 2023 at a senior management level.



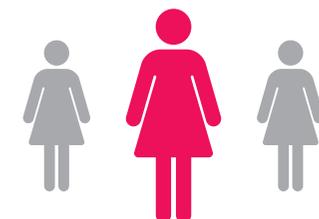
Preventing hiring bias

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

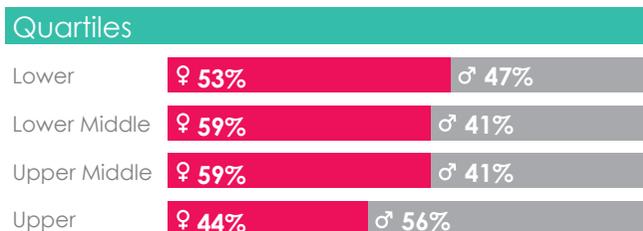


Statutory information: MediaCom Holdings and North Group

The following results are based on government methodology.

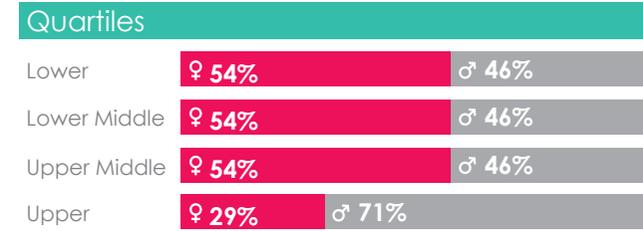
HOLDINGS	
Pay Gap 2018	
Mean	Median
30.85% *32.20%	6.53% *11.07%
% Received Bonus	
Male	Female
85.86% *83.20%	84.74% *81.55%
Bonus Gap	
Mean	Median
88.73% *85.88%	0% *8.70%

*the comparative 2017 figure



NORTH	
Pay Gap 2018	
Mean	Median
19.25% *23.90%	14.90% *15.70%
% Received Bonus	
Male	Female
90.71% *88.70%	94.03% *90.40%
Bonus Gap	
Mean	Median
13.46% *49.3%	0% *31.9%

*the comparative 2017 figure



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