



GENDER PAY GAP REPORT 2020

OUR VISION

To unleash the creative power of every employee.

OUR MISSION

To attain, grow and retain the best, most diverse talent.

OUR BELIEF

Diversity and Inclusion will always be fundamental to achieving our vision to become the #1 creatively-driven global marketing company. As a globally integrated community that influences and shapes culture, our talent must reflect the marketplace we serve; simultaneously, our agencies must foster inclusive environments that unleash the creative power of our people and our work. This requires the conscious effort of everyone to unearth and engage the unique perspectives of our co-workers: Conscious Inclusion.

COMMITTED TO DIVERSITY & EQUALITY

"As a key member of the world's most creatively effective agency network, McCann Worldgroup UK is made up of a highly diverse portfolio of premier clients and brands.

Our mission is to help brands play a meaningful role in people's lives. To achieve this, we have a cultural commitment to put creativity at the centre of everything we do and cultivate a diverse workforce, dedicated to creating an environment where all employees have equal opportunity to build careers and progress within the agency and the industry as a whole.

Diversity is central to our strategy and key to delivering the best creative product to our clients. We are dedicated to attracting and developing the best and most diverse talent and nurturing a culture of inclusion."

Mark Lund, CEO, McCann Worldgroup UK



DRIVING PARITY THROUGH LEADERSHIP ACCOUNTABILITY



Shipra Roy, Chief Talent Officer, UK & Europe

In the UK, we are dedicated to creating an environment where all of our people can build careers and progress within the agency and the industry as a whole.

Our strategy to accelerate gender balance at the senior ranks is reinforced at both regional and global levels: our governance holds business leaders personally accountable to meet both quantitative and qualitative goals toward improved retention and advancement of women in our agencies.

We are committed to ensuring fair and inclusive recruitment practices, integrating conscious inclusion principles and driving accountability into all talent communications and business processes. Our activity to date has resulted in the appointment of two new female CEOs and a new Managing Director in 2019.

CREATING A SUPPORTIVE ENVIRONMENT



Sufia Parkar, Diversity & Engagement Director, McCann Worldgroup UK & Europe

By putting Conscious Inclusion at the front and centre of McCann Worldgroup’s culture, we aim to address both the existing fabric of our company and improve the industry’s pipeline to help safeguard its future.

Integral to our vision is creating the conditions where women at all levels feel empowered to fully contribute and have equal opportunity to achieve their highest career ambitions. We ensure a safe, respectful and open environment that allows employees at all levels to thrive.

We create and evolve policies and practices that create an ethos of belonging, connection and purpose. We know that it is only through our relentless commitment to these principles that we are able to deliver the deepest, most connected communications expertise to our clients and their consumers.

FOSTERING A CULTURE OF CONSCIOUS INCLUSION

By aligning personal responsibility with corporate objectives, we have been instilling a culture which collectively places Conscious Inclusion at its very core, influencing everything we do.

We run a number of programmes centrally in addition to outreach, apprenticeship and inclusion programmes which operate on an office-by-office basis. Each aims to address specific issues faced by the industry and businesses today and encourages us to play a meaningful role in people’s lives.

- **Day for Meaning** a day-long workshop for all employees to down tools and focus on creating a D&I programme for lasting and meaningful change. It shone a spotlight on Conscious Inclusion, encouraging every single person to assess their understanding of its importance while applying their collective skills to addressing the key issues. Ideas from the day focused on behavioural change are now being implemented across the network.
- **Conscious Inclusion Council** our Conscious Inclusion Council consists of senior leaders from across various agencies and disciplines who meet regularly and feed into the regional/global Diversity board, ensuring that change is effected across the network in a significant and continual way.

SUPPORTING OUR EMPLOYEES TO EFFECT POSITIVE CHANGE

We recognise the importance of equipping our leaders to become authentic ambassadors who consciously drive lasting and effective cultural change across the organisation. Examples of programmes we run to support this are:

- **Leadership Awareness and Culture Codex training** for our senior leaders to support equality, an open culture, agile and flexible working practices and continuous professional development of our people.
- **Unconscious bias training:** mandatory for all employees, but with in-person workshops for our leaders to help elevate the level of competency.

DEVELOPING WOMEN IN LEADERSHIP

Our focus continues to be on investing in women at senior management level who constitute our future top executives. Our MWG UK Board consists of 38% women, ahead of the industry average of 32% (according to IPA's Diversity Survey 2018). However, we recognise that this figure needs continual improvement and therefore have programmes in place to enable this.

We hold annual high-potential development training to equip future leaders with the skills needed to develop and succeed, as well as providing on-going mentorship programmes to help them to achieve their full potential at McCann Worldgroup.

Specific initiatives include:

- **Women's Leadership Network** as part of Interpublic Group (IPG) all employees have access to this valuable network that addresses gender equality and stereotyping.
- **'Women in Leadership'** programme to identify the challenges female leaders face, differentiating gender issues from organisational issues and providing meaningful direction that allows for reflection on personal leadership style, co-counselling between female leads to address challenges and individual learning sets that provide clear and measurable direction towards future promotion.

DIVERSIFYING THE TALENT PIPELINE

Investing in future talent remains a key focus for us. We run a number of key UK initiatives, partnerships and programmes that help to support the attraction and development of diverse employees, recognising that improving our future talent pipeline is key to driving long-term change and parity across several parameters.

These include:

- **IPA/Creative Pioneers:** Offering 12-month apprenticeships and a Digital Marketing Level 3 Qualification via our Apprenticeship Programme. (52% of applicants are female, and 44% BAME).
- **Advertising Unlocked:** Welcoming students for IPA's industry open day and additionally visited several inner city schools and education institutes to help raise awareness of careers within the industry.
- **Investors in People:** Awarded Gold for the last ten years, in recognition of our talent management and inclusive culture (McCann Central).

- **Apprenticeship schemes** established in all our main offices: Ignite, Canvas, McAdemy & IPA-sponsored programmes.
- **Outreach programme:** Partnerships and initiatives that explore new avenues for talent include placements through Miami Ad School, Brixton Finishing School, Urswick School, The Ideas Foundation, the Salford Foundation, NABs and IPA's Advertising Unlocked.
- In London, the comic book with no words 'Kkaptionn' has become an integral part of our creative recruitment process.

TESTIMONIALS

"I joined McCann Worldgroup twelve years ago to head up the Central PR and Social Division and have never looked back!

It's been an incredible journey – challenging, exciting and fulfilling and I've felt supported and respected every step of the way. Over the years, I've been fortunate to work with amazing people (experts in their fields, both Agency and client-side) and together we've delivered award-winning, effective work which has changed behaviours.

My approach to leadership has always been people first. I firmly believe that diverse teams create better work. Key to that is being collaborative and inclusive, and ensuring everyone has a clear role in the team. As a result, I like to surround myself with people who are different to me and empower them to drive positive change, celebrating successes along the way, however big or small!

As an Agency, McCann Worldgroup has been forward-thinking and proactive in driving the equality agenda and, in doing so, has created a very special culture that allows people to learn, develop, grow and appreciate one another – all values that are important to me.

By continuing to be open-minded, brave and fair, we will ensure McCann Worldgroup remains a great place to work and everyone is welcome regardless of gender or background."

Chris Arthur, Group MD PR & Comms, McCann Central



"McCann Worldgroup has a culture that promotes the idea that we keep the door open for those behind us; a pure attitude that enables talent to succeed. It expects us to be generous, curious and honest about what makes that individual awesome and insists that we focus on what they bring rather than who they are.

I've always been made to feel that my core attributes outweigh my lack of university education; that my strength of fostering authentic human relationships is more important than having letters after my name. My predecessor, Alex Lubar, helped me to use that gift in business to identify risk and opportunity.



As a result of this human-first approach, we have a rich culture that enables each individual to be themselves rather than conform to a specific cultural fit. And, ultimately, that reflects in the work that we do."

Sheryl Marjoram, CEO, McCann London

"We're very lucky here at McCann Manchester in that we've had senior female leadership for years – so when I took the reins just over a year ago, I didn't feel that I was breaking barriers or having to redefine the culture in any way. Instead I'm delighted to be continuing the legacy of a 50/50 senior leadership team.

Part of the legacy I inherited – and I've been honoured to continue – was a clear objective to drive gender balance across all aspects of the agency, especially in specific disciplines: creative, digital, tech and finance roles. We have taken positive steps in this respect with women leading both our digital and finance teams as well as ongoing progress in the creative department.

I'm very proud to be part of an agency culture where appetite for learning and development is highly valued, whether through our longstanding apprenticeship scheme or internal training.

Diversifying our industry talent pipeline and upskilling our people so that they feel included and empowered regardless of seniority, skills or background is key to moving the dial on gender equality and more."

Karen Buchanan, CEO, McCann Manchester



"I'm really lucky, I joined McCann Worldgroup in Manchester which was under the leadership of a strong female CEO (and has continued to be which I'm very proud of).

It enabled me to feel that anything was possible, that gender and background didn't matter because this was an organisation that valued everyone and promoted them based on their hard work.

Over the past seven years that has proven to be absolutely spot on. I've been massively supported by colleagues, line managers and 'fans'.

People at McCann are hugely supportive, treat each other with respect and understand that we're all human which means we can bring our true selves to work, I don't have to pretend to be someone I'm not, I am me and that's valued and respected at McCann.



That culture, for me, enables our people to be the best they can be."

Monica Tailor, Head of Live, McCann UK

"I firmly believe that positive women drive positive women. I count myself very fortunate to be working in an environment that offers this by the bucket load; for me that's a huge factor in career satisfaction, and something that inspires me on a daily basis.

We need to be looking not only at the number of women in the upper echelons of the company, but ensuring that we provide a supportive environment for women at every level. We will only achieve true gender equality by consciously striving for a 50/50 balance across the board.

McCann Worldgroup promotes a very equal culture and during my time here I've always felt it a level playing field that isn't driven by anything other than my ability to do the job.

The authentic positive and inclusive environment that the agency drives means I can confidently say my gender has never been a barrier to progression."

Helen Sullivan, Finance Director, McCann Manchester



CASE STUDY

L'ORÉAL

Reaching gender parity not only within our own environment, but also influencing our output and helping to effect lasting change in the public sphere. Our award-winning work for L'Oréal, Vogue's "The Non-Issue" is a prime example:

While 40% of Women are over 50, only 15% are represented in the media. Partnering with L'Oréal Paris, we created The "Non-Issue": an 80-page issue of Vogue whose content was exclusively made by and dedicated to women over 50. In just two weeks, the Non-Issue achieved 19m organic impressions and attracted +40,000 new readers. By the end of the month, it had reached greater coverage than Vogue's most successful September fashion issue



- **Meaningful Role:** Giving Women The Confidence To Realise Their Worth
- **Meaningful Results:** Building long-term client loyalty in a 25-year relationship with L'Oréal by tackling complex issues such as discrimination, ensuring L'Oréal is at the forefront of change.

*Cannes Lions (2019), Clio (2019), Epica (2019)
Grand Lia (2019), Adweek (2019)*

OUR RESULTS

GENDER PAY GAP: HOW IT IS CALCULATED

In accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, businesses with over 250 employees must publish their gender pay gap information every year showing how large the pay gap is between men and women. We are required to calculate the mean and median percentages across our male and female employees for both hourly rates of pay at the 5th April 2019 and for bonuses paid.

MEAN

This is the sum of all the hourly rates combined, divided by the number of employees.

MEDIAN

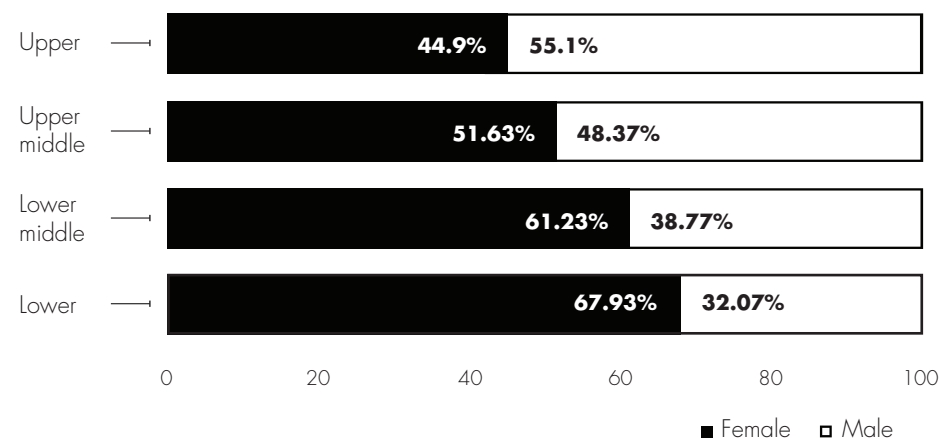
This is worked out by putting all hourly rates in ascending order, then picking the midmost one.

McCANN WORLDGROUP*

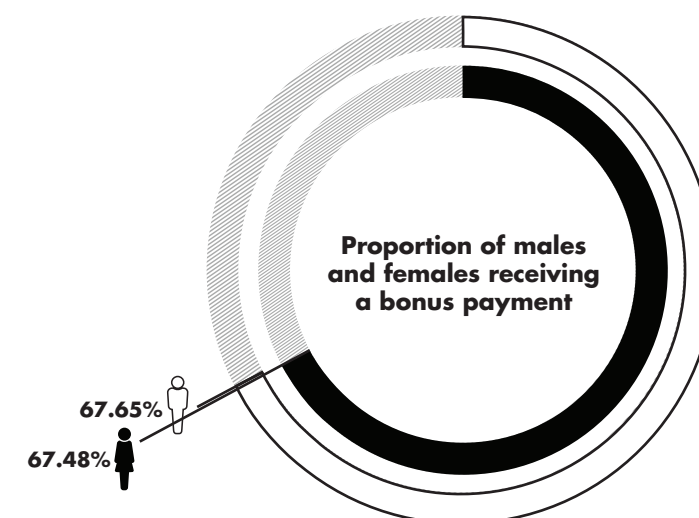
PAY DIFFERENCE OVERALL



Proportion of females and males in each quartile band



BONUS PAY DIFFERENCE



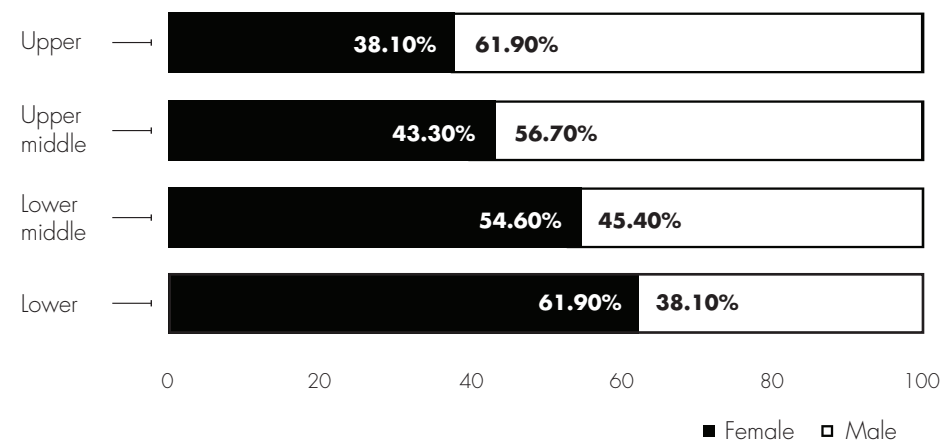
*Representing McCann Central, McCann Erickson Advertising, McCann Health Medical Communications and McCann Manchester

McCANN MANCHESTER LIMITED

PAY DIFFERENCE OVERALL



Proportion of females and males in each quartile band



BONUS PAY DIFFERENCE

