

Gender pay gap report

AUGUST 2019 (April 2019 Data)

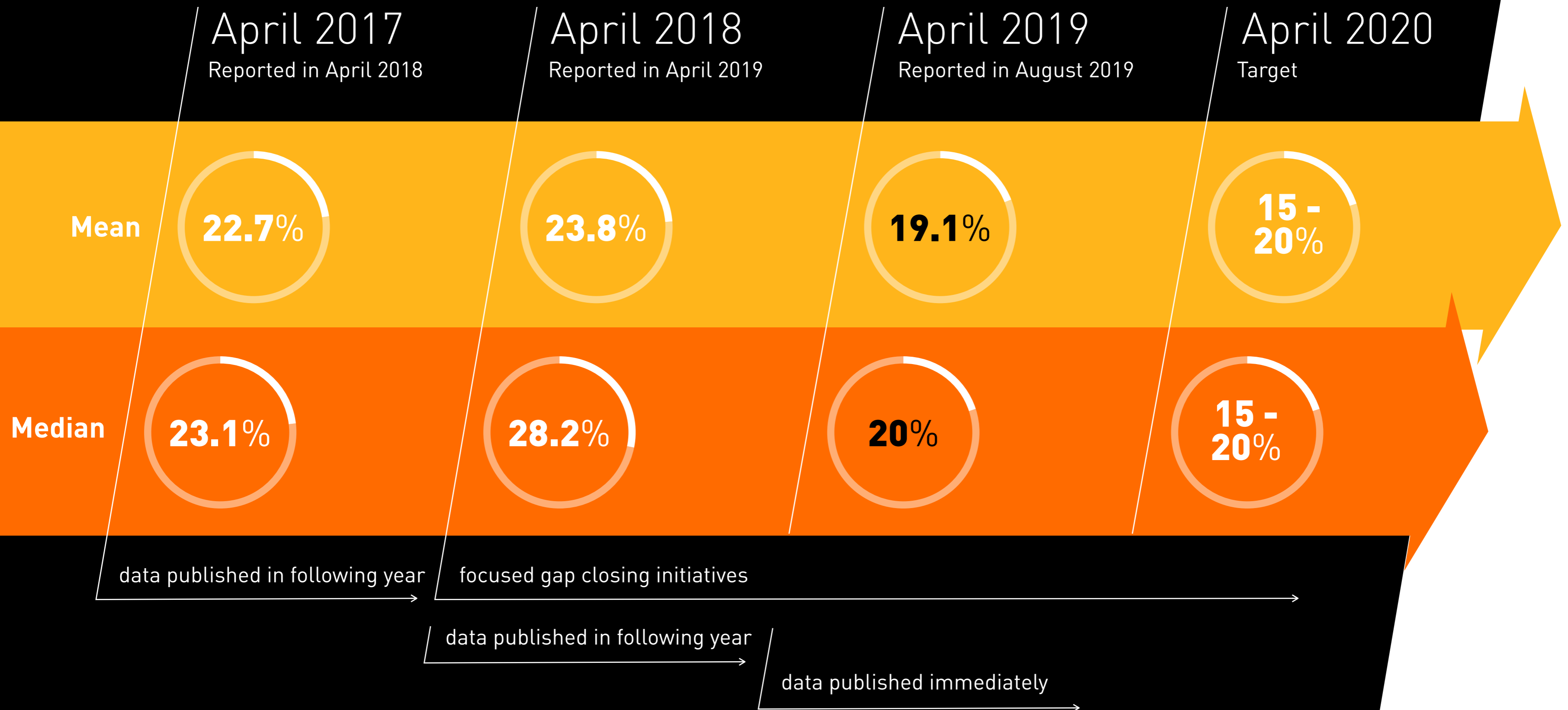


Focused effort is driving progress

April 2018 was when we were first required to look retrospectively at our Gender Pay Gap data. Since then we have been not just complying with the legal requirements to report our data annually but we have been actively focusing

attention on more detailed analysis of our gender pay gap in order to effect change. Because we are monitoring pay gap data in real time, this year we are able to publish 2019 data 9 months ahead of the deadline. Since mid 2018 a

number of initiatives have begun to take effect and now our gender pay gap is below 20%. Focused efforts continue in order to reduce our gender pay gap further in the next 12 months.



Initiatives that are making a difference

1

Understanding our problem fully

Reporting our 2017 data in April 2018 was the beginning of a journey of discovery. The government reported numbers told us only that we have a gender pay gap but in order to diagnose the causes and implement effective measures we needed to go deeper. We have analysed our employee data by decile (not just quartile), by department, and by sub department plus we've held qualitative workshops to add colour to our data.

2

Focusing our energy where it matters most

1. Remove barriers to progression and eradicate unconscious bias.
2. Pioneer approaches to buck creative industry norms.
3. Pioneer approaches to buck tech industry norms.
4. Make leadership positions more attractive and attainable for women.
5. Explore new models of time management and talent rotation.

3

Long term strategies that will move the dial closer to 0%

In January 2019 we demonstrated that we are serious enough about inclusion to put it in our purpose: we stand up for individuality.

We continue to support initiatives such as Omniwomen UK + Allies, and OPEN Pride. And we are fostering new relationships with partners such as #valuable, Creative Equals and Greenwich University with a view to driving long term change within our industry.

01

Understanding the GPG within The RAPP Group*

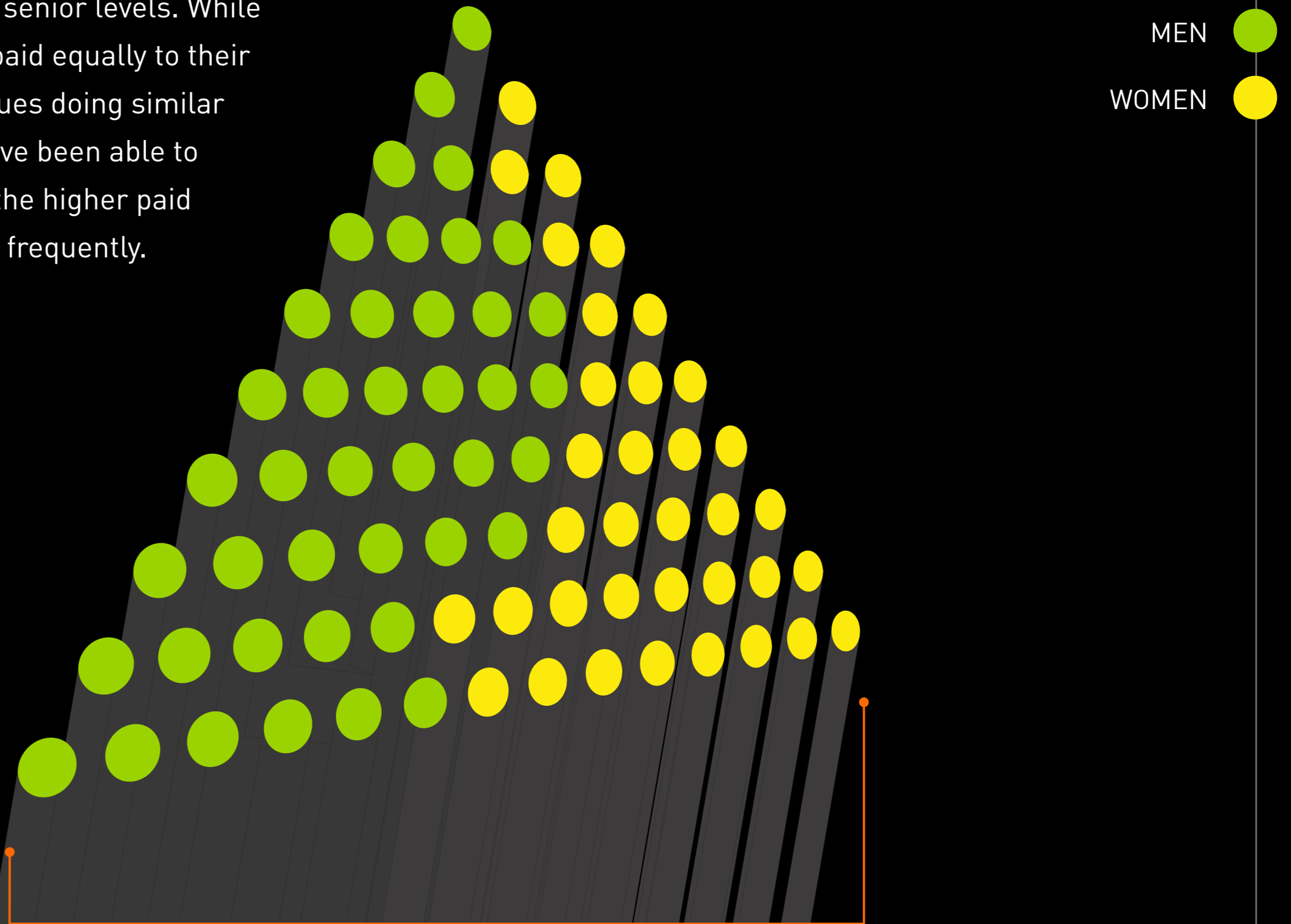
* The RAPP Group encompasses RAPP and Code in the UK

Departmental gender splits show the detail behind the headline numbers

We have analysed in more detail where women are (under) represented in our business by pay segment

This has shown us:

Men are overrepresented particularly at the more senior levels. While women are paid equally to their male colleagues doing similar roles, men have been able to progress into the higher paid positions more frequently.



View of latest available data Apr 2019

Action:

We need to find and remove the barriers to progression and eradicate any (unconscious) bias that could be unfairly benefitting male progression

Departmental gender splits show the detail behind the headline numbers

We have analysed departmental differences in gender split and in gender pay gap (at a total level and by quartile).

This has shown us:

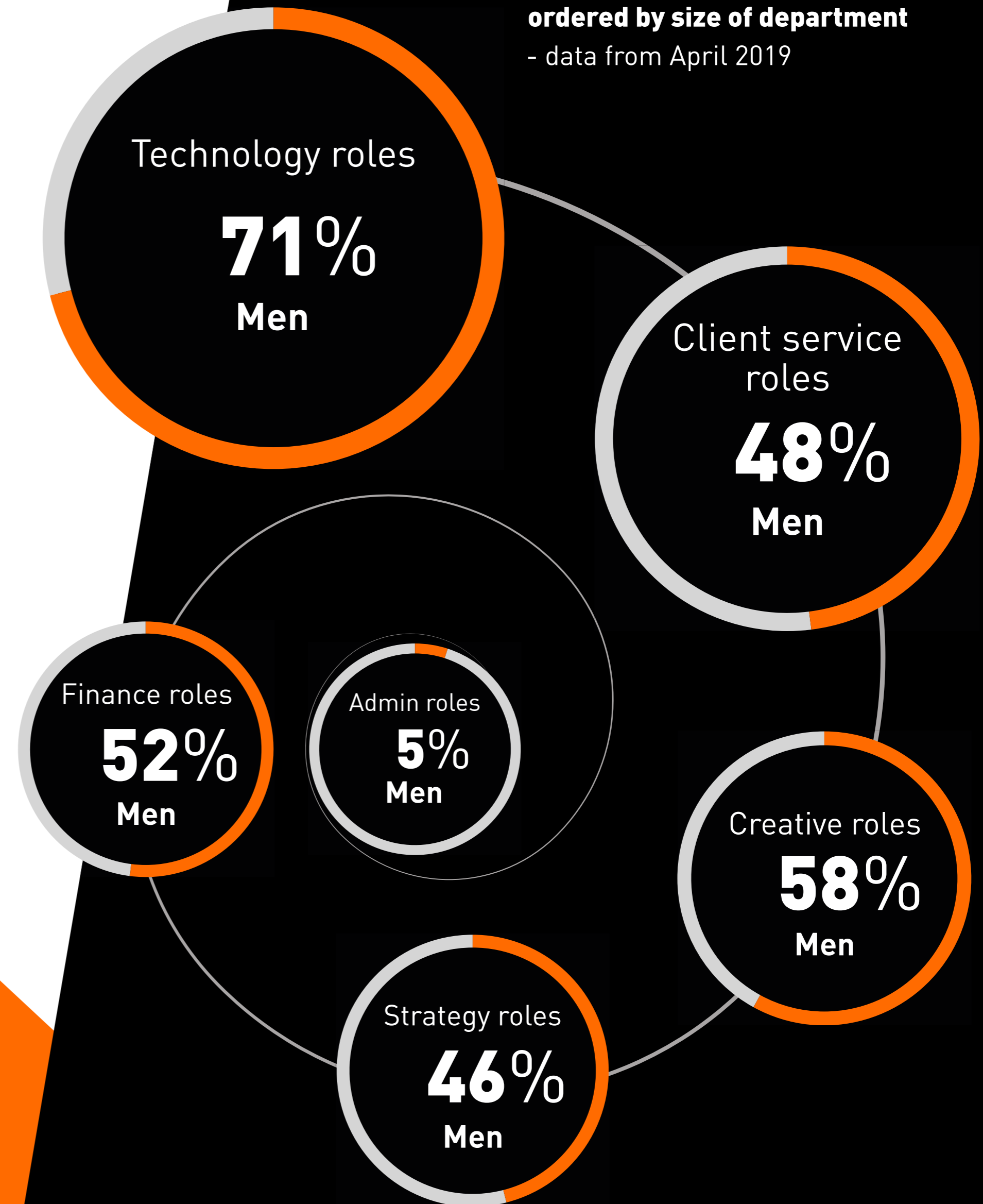
Two of our biggest departments are traditionally male dominated disciplines: technology and creative. Client solutions has more women than any other department but represents a microcosm of our overall challenge with fewer women progressing into more senior positions.

Action:

We need to pioneer new approaches to buck ingrained industry norms in technology and creative

Gender split by role type ordered by size of department

- data from April 2019



Departmental gender splits show the detail behind the headline numbers

We have carried out a number of qualitative working sessions to explore perceptions and challenges for women in our workplace

This has shown us:

There is a gap between policy intention and reality perceptions of employees on the ground.



#timeto discussion

Flexible work policy workshop.



Flexible working in client services workshop

Action:

We need to change leadership language and behaviours

We need better clarity on our policies and better feedback loops

We need creative new approaches to time management and resource rotation

02

5 priority areas of focus that have made a difference so far



Remove barriers to progression and eradicate unconscious bias

01

We invited an external consultant to deliver two 90-minute lectures to all of our staff (permanent and freelance). Attendance was mandatory.

We also required all employees to undertake an online test designed to reveal one's own unconscious bias and therefore be conscious of the need to potentially check one's behaviour and decision-making in certain situations (<https://implicit.harvard.edu/implicit/>). This test will be part of our Induction Process going forward.



Mandatory Unconscious Bias Training

Audience: All employees



Our aim is to eradicate unconscious bias from all areas of Talent Acquisition. As a result of the Unconscious Bias training we are trialling blind CV submission within a number of key departments, i.e. removing name & personal info, as well as education and other identifying factors unrelated to experience, prior to hiring manager review.

Chris Bailey, Recruitment Manager

Focus area

02

Pioneer new approaches to buck creative industry norms

Our industry seems to be spending a lot of time discussing talent policies. But to develop a more diverse and inclusive workforce, we try to focus more on our attitudes and behaviours - to make sure every individual can show up as the best version of themselves.

Al Mackie, Chief Creative Officer

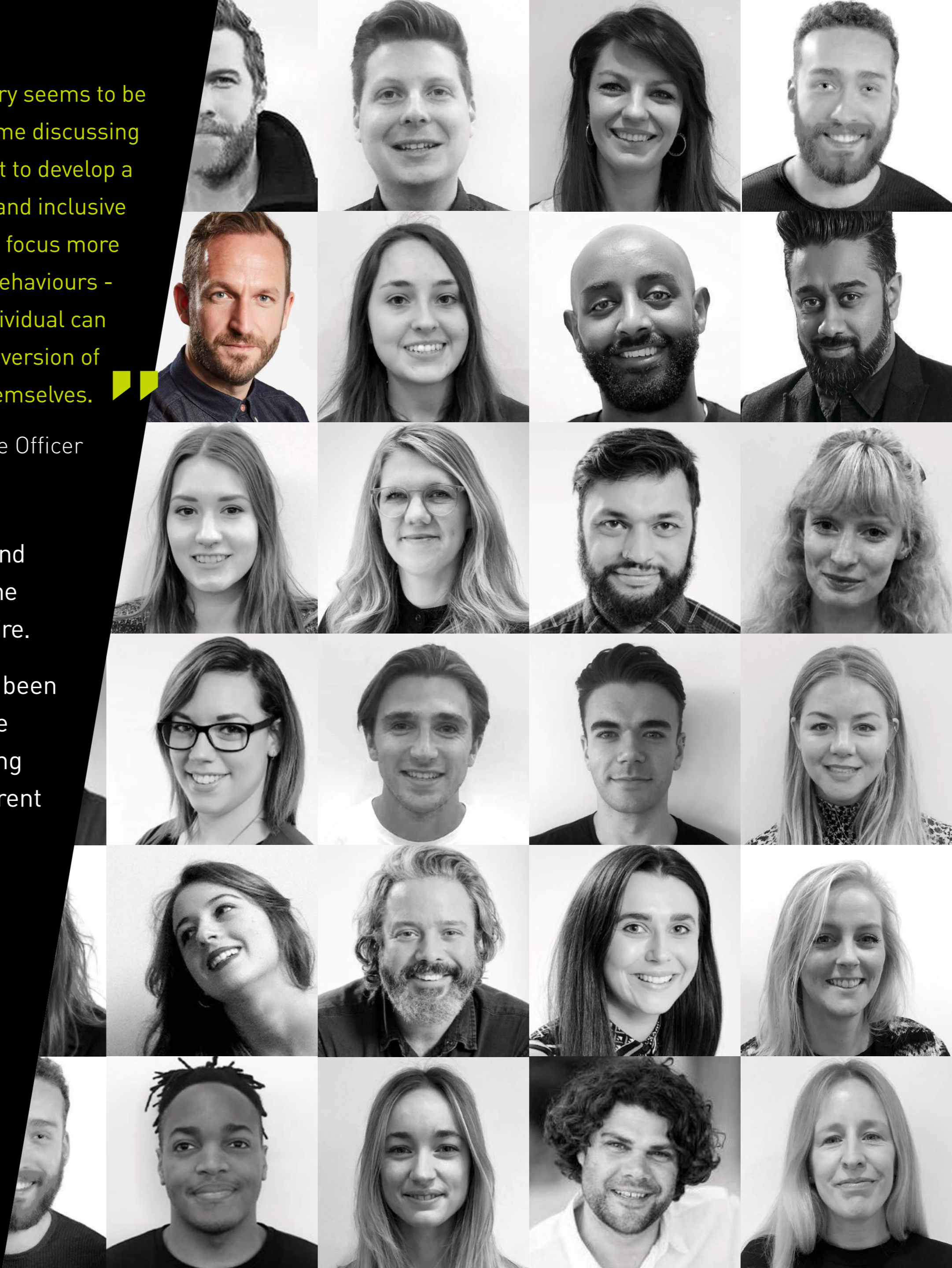
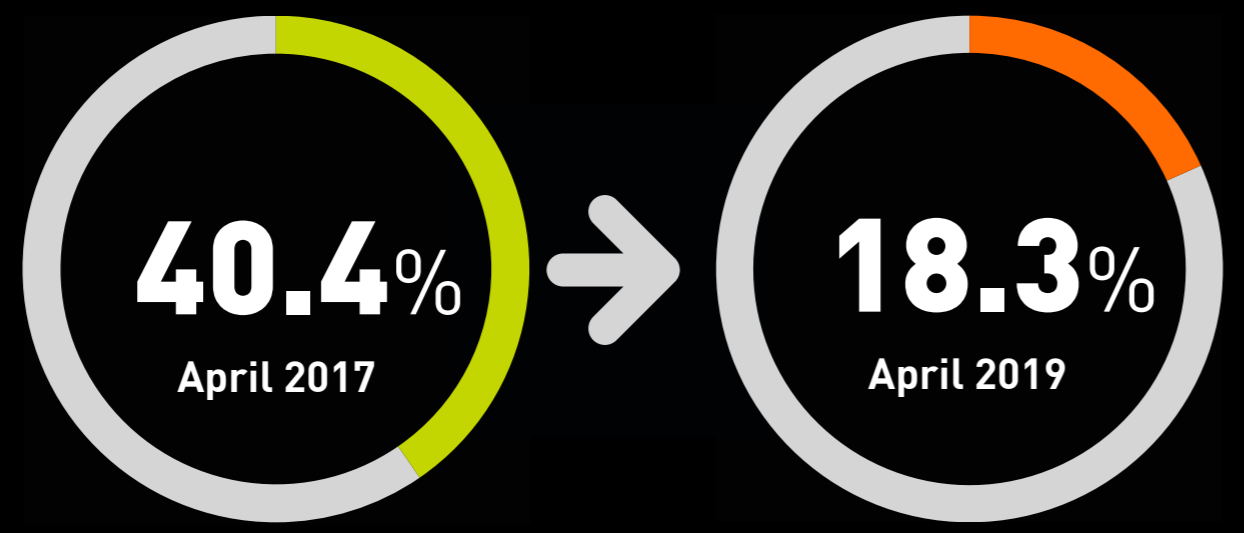
“What does your perfect job look like?”

This is now a standard question to all our creative talent and we build creative networks (not teams) around the answers. We’ve retrained all our creative leaders to ditch hierarchical structures and adopt a coaching mentality. So some talent gets the help and time

they need when they need it and other talent thrives through the autonomy that sets them on fire.

This mindshift has ironically been the catalyst for more creative hiring, resourcing and training decisions resulting in a different mix of individuals.

Significant improvements achieved on our mean GPG for creative roles



Focus area

Continue to buck industry norms and build on our strong female leadership in tech

03

We have been working on initiatives such as rewriting technology job descriptions with a narrative that appeals more widely to both women and men. We partnered with Women in Tech to launch their UK Chapter, and with TechGirls to address the perception of STEM subjects with girls from a young age. In addition we continue to participate in the Annual IDM Creative Data School. The intention is to raise the profile of the colourful and vibrant roles available in this growing discipline.



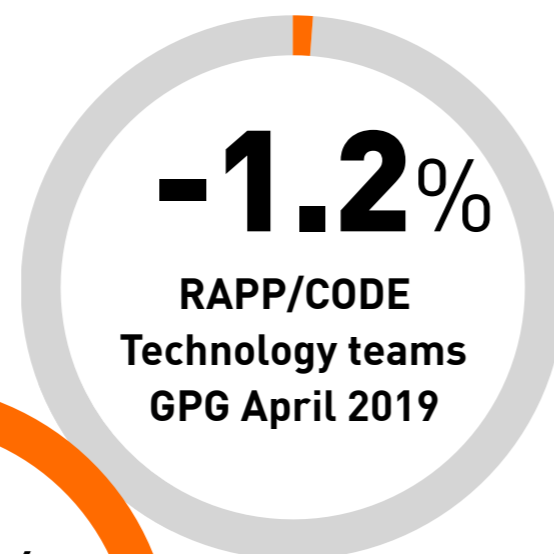
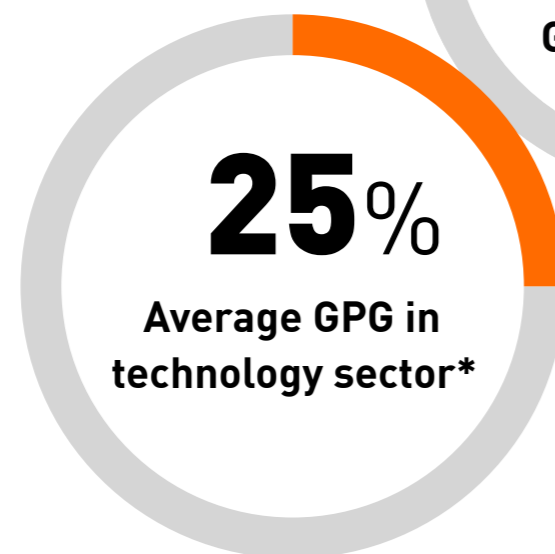
NEXT TECHGIRLS
Created With Empiric

WOMEN in tech



Rewriting rules to attract more women to technology roles

Our strong female leadership in technology gives us a negligible gender pay gap in this part of our business but we need a pipeline of new female talent to address the volume of men vs women challenge.



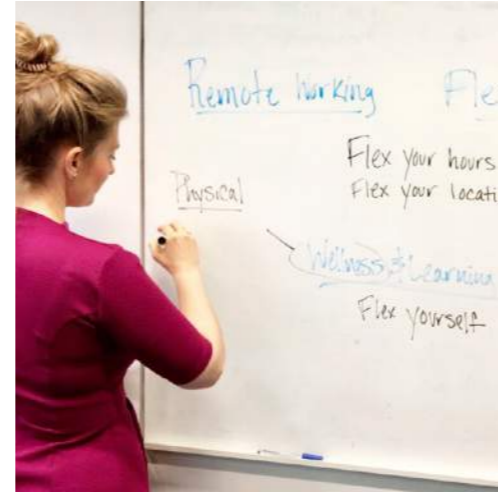
“ I’m proud to work with some great female leaders in tech, however, it saddens me to see that the pipeline for succession is not as buoyant as I’d like. To this end we are partnering and sponsoring a number of initiatives to address the balance. Where these don’t exist we’ll rewrite the rules and start one ourselves – it’s that important. ”

Carolyn Stebbings, SVP RAPP & Managing Director Code

*data from Mercer study of 66,000 employees across 153 companies



Making leadership positions more attractive and attainable for women



Promoting flexible working across the business

While we have had many flexible working arrangements in place for years our official flexible working policy didn't reflect the types of working arrangements that are available or the intentions of the business to encourage people to pursue the working hours that work for them as individuals. Our flexible working policy document is therefore being updated following a cross-departmental workshop exploring some of the challenges:

- To remove the parenthood emphasis
- To make it less intimidating to staff by toning down the legal jargon
- To word it so that the business will partner with you to pro-actively explore a positive solution for your request

Additionally a more flexible approach to resource management is applied now in key departments with alternatives to the traditional one FTE = one person approach. This has allowed us to improve the quality of talent without negatively impacting our compensation-revenue metric.



It's not only about kids – I write science fiction on Fridays and couldn't face giving it up. Hobbies and side hustles are an important part of life and make you more creative at work.

Katie Carruthers
Creative Director

Exploring new models of time management and talent rotation

Task forces, splinter cells and special ops

We have recognised that the old model of resource management is not fit for today's talent and that in order to compete for the best talent from a widening range of businesses (everything from the GAFA tech giants to the side hustles that are increasingly important to our talent's portfolio careers) we need to operate differently. To address this we have been trialling the introduction of

different operating rhythms for different parts of the business. In classic test and learn fashion, some of these have failed to take off, some have flourished into growth businesses in their own right and some are gaining traction as new ways of working.

By actively continuing to explore alternative models we are creating opportunity for change and openness to rejection of the status quo which will bring with it the potential for increased diversity.



“ We'd created something great for one specific client but the opportunity is now to grow our gang of shakers and makers to do things differently for other clients too. ”

Kat Bain, Business Director



The RIFF team within RAPP - pioneers of new ways of working

03

**KEY LONG TERM INITIATIVES TO
GET US CLOSER TO 0%**



FINDING AND KEEPING FEARLESS TALENT

HEROING SOME OF OUR INDIVIDUALS PAVING THE WAY

"My aim is transparency. We have to make our behaviours match our beliefs. Not because it's the right thing to do - because it's the best thing to do. By creating a department that reflects society we can create work that better connects with it."

INITIATIVES

- Partnerships with: Creative Equals, Women in Tech, Valuable 500, Greenwich University
- RAPP Apprenticeship scheme
- Unconscious bias training



EVIDENCE OF SUCCESS

Below average gender pay gap of 18.3% in creative department & -1.2% in the technology department vs industry average of 25%



AL MACKIE

CHIEF CREATIVE OFFICER

Flying the flag for new ways of working and pushing us to be better

INITIATIVES

- Retrained creative leaders to ditch hierarchical structures and adopt a coaching mentality
- Active promotion of shared parental leave
- Passionate supporters of Omniwomen



EVIDENCE OF SUCCESS

50% of promotions over last 2 years have been female



LEENA PATEL

DIRECTOR OF OPERATIONS

Recently promoted and always leading by example

INITIATIVES

- Candidates are asked 'what does your ideal job look like'
- Remote and flexible working contracts
- Initiated self organising teams to encourage entrepreneurship - RIFF and ATOMK



EVIDENCE OF SUCCESS

76% benefit from working non standard hours and remotely on a regular basis



CAROLINE PARKES

HEAD OF STRATEGY

Proving flexible working and leadership can go hand in hand

"Quite simply, I couldn't do my role without having flexible working. And quite frankly, RAPP gets a 'me' for 80% of my salary. Which is a win win isn't it?!"

We want to work for an agency that is bucking the trend and reflecting real Britain

To progress, we need more control over our own destiny

Help us understand RAPP's purpose

How do we learn, grow and improve

We want to see more women in leadership positions

We want to be able to bring our whole self to work and encourage others to do the same

Help us manage our wellbeing at work

"This whole structure of support and understanding has improved my mental health, making it less likely for me to have to take a day off in the first place."

THE TALENT ATTRACTION JOURNEY

THE TALENT RETENTION JOURNEY

INITIATIVES

- Curiosity Labs
- D&I Taskforce
- Open Pride
- #TimeTo
- Culture Club



EVIDENCE OF SUCCESS

Published personal stories on flexible working and mental health



JON POLLARD

STRATEGY DIRECTOR

Passionate LGBTQ+ supporter who takes a lead on diversity and inclusion at RAPP

INITIATIVES

- Sanctus coaching
- Fighting Fit
- Mental health ambassadors



EVIDENCE OF SUCCESS

Lower than national average sick days taken



MEGAN PATERSON

TECHNOLOGY SERVICES

Champion of physical and mental wellbeing in the workplace

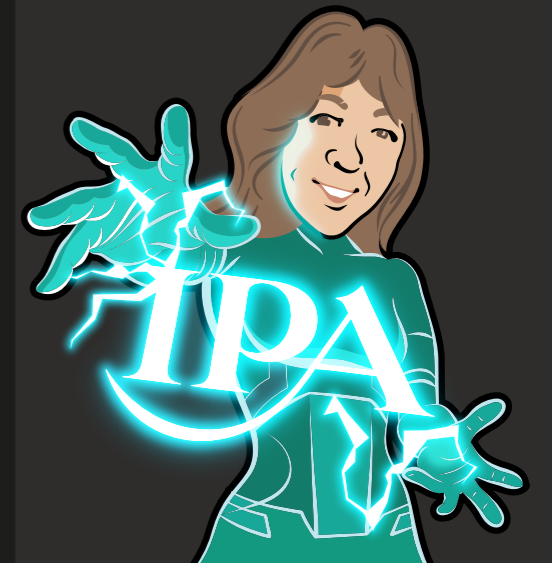
INITIATIVES

RAPP Academy



EVIDENCE OF SUCCESS

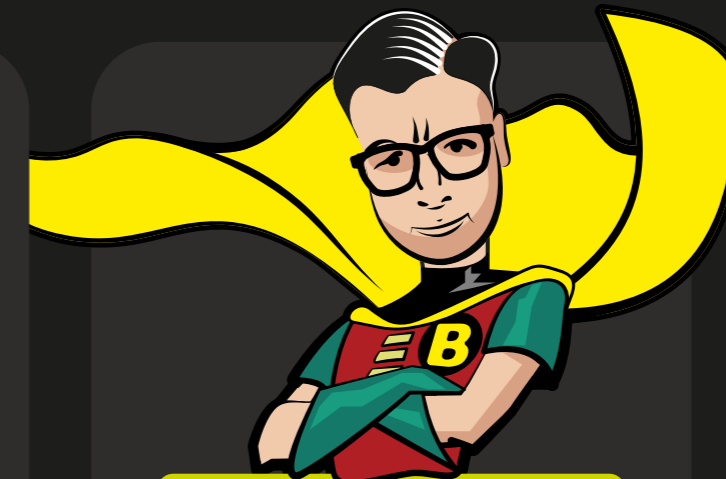
IPA Gold accreditation 2019 & 2018



CLAIRE ROGERSON

SENIOR TALENT DEVELOPMENT PARTNER

Ensures our knowledge and skill sets have an industry edge



BEN PHILLIPS

SENIOR ACCOUNT MANAGER

Fearlessly jumps into any challenge no matter how big, no matter how small

INITIATIVES

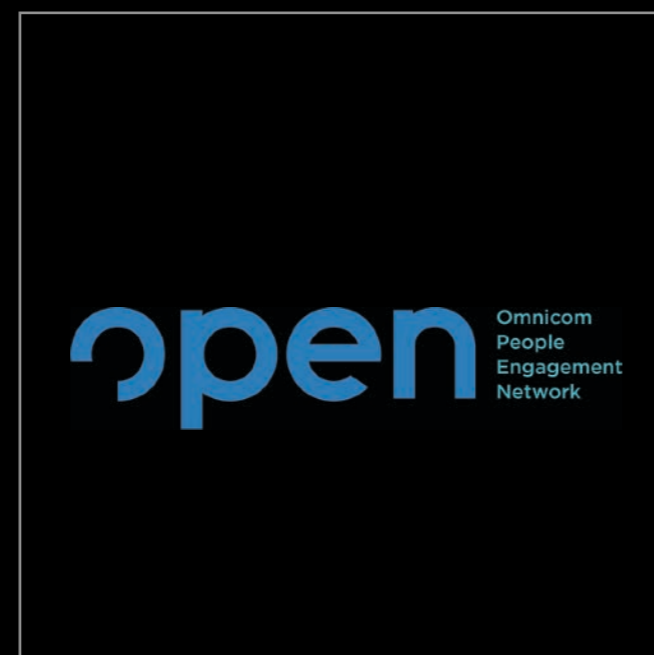
- Induction programme
- Company meetings



EVIDENCE OF SUCCESS

Monthly RAPP Value Awards

Partnerships
to help us
pioneer a
better talent
journey for all



Revolutionary ideas that push our industry forward can only be born out of diverse spaces and they will only come into existence if we carve them out! Omnicom level partnerships are proving from the top-down that we are deadly serious about our inclusivity

Matt Wright,
Senior Data Scientist

We stand up for individuality



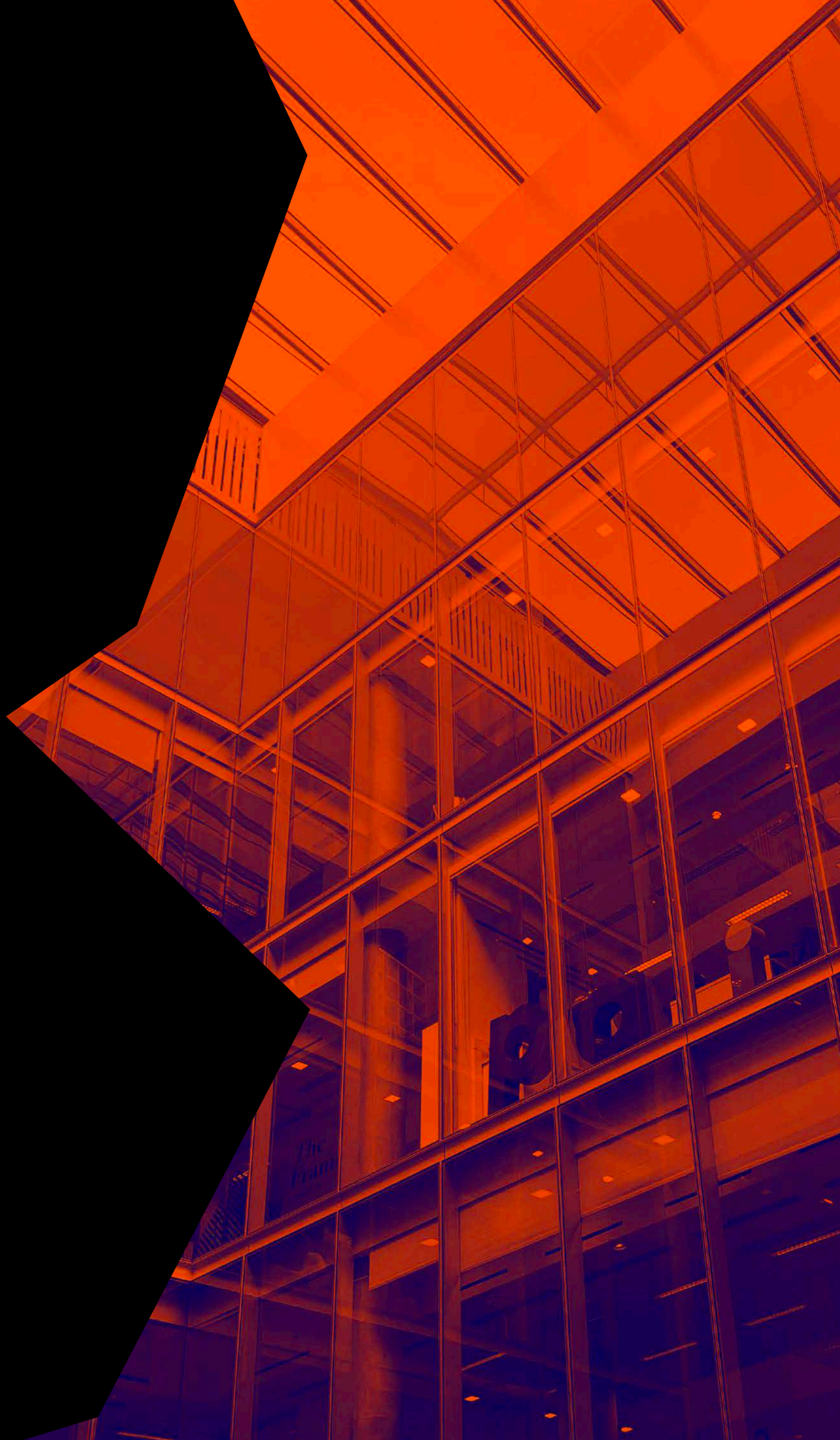
Our purpose is to stand up for individuality in everything we do so whatever it takes, we hope to lead the way in our industry and bring about real change.

A 19.1% mean gender pay gap puts us well below the average for our industry but it remains a gap nonetheless and we continue to focus our attention on initiatives that will close this gap further.

I'm incredibly proud of the change we've affected so far in such a relatively short period of time and that we've already hit the target we set ourselves for 2020. Attracting and retaining the best talent and helping them be the brilliant individuals who will create value for our clients is after all the only thing we're here for.

Chris Freeland,
RAPP UK CEO

APPENDIX



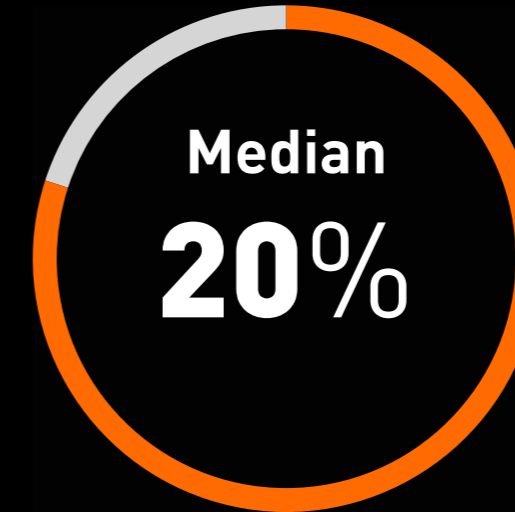
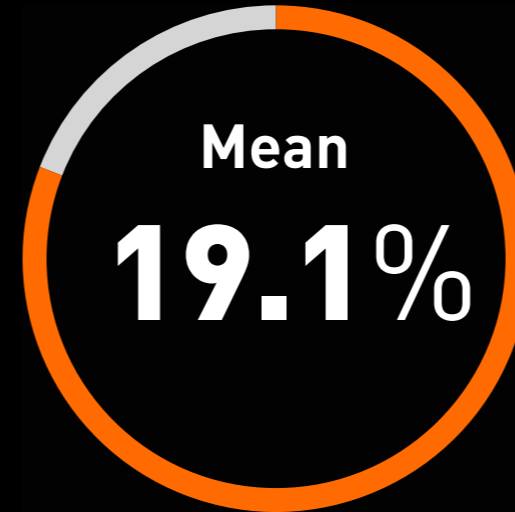
**Full reported
April 2019
gender pay
gap data for
UK RAPP
Group**

I confirm that the
information contained in
this report is accurate

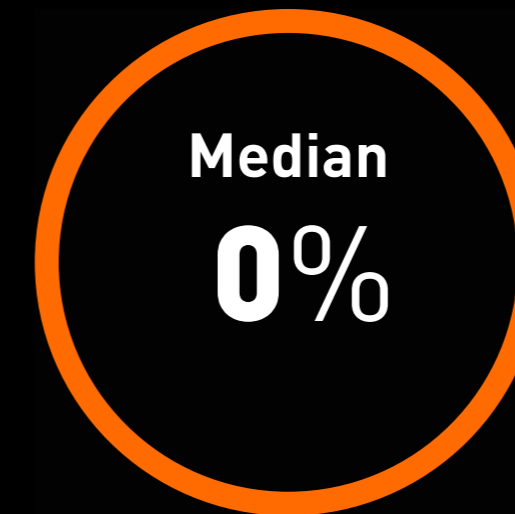
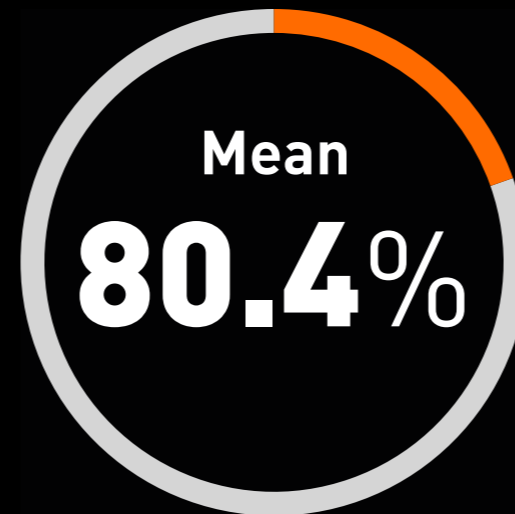


Chris Freeland,
RAPP UK CEO

OVERALL GENDER PAY GAP



BONUS PAY GAP



% RECEIVING A BONUS



PAY QUARTILES

