

# U.K. GENDER PAY REPORT

## Ebiquity Associates Ltd., for 5<sup>th</sup> April 2017

In April 2017, the Government introduced new gender pay gap transparency regulations, which are designed to encourage large UK employers to take informed action to close their gender pay gap where one exists. This is the first time we have published gender pay data under these guidelines.

*“We are committed to building a diverse company that reflects the clients and the industry we serve, and gives everyone the opportunity to fulfil their potential. We know that diversity – in all its dimensions – is crucial to our ability to attract the best talent and to grow our business.”*



Michael Karg, CEO



We are confident that men and women are paid equally for doing equivalent jobs across our UK business. However, our analysis for 2017 shows that we did have a significant gender pay gap.

This was primarily due to employing significantly fewer women in senior positions and significantly more women in our data processing centre in Newcastle where the average salary is lower, reflecting both the local labour market and the nature of the work.

Our UK workforce was 47% male/53% female at the time of reporting.

We do not consider that the predominance of women in our data processing centre – where they are well-represented at all levels – is a cause for concern. But, we do recognise the need to address the gender imbalance among our senior client leaders and executive management in London.

We recognise that we have gender pay gaps, and that this needs to change. We are committed to ensuring that everyone at Ebiquity has an equal opportunity to thrive. We aspire to being a truly diverse company not just in regard to gender.

### The Gender Pay Gap

The gender pay gap shows the difference in the average pay between all men and women in a workforce. It is different from equal pay, which deals with the legal requirement to pay men and women the same for the same work or work of the same value.

**Q: What is the mean pay gap?**

**A:** The difference in the average hourly pay for women, compared to men, within a company.

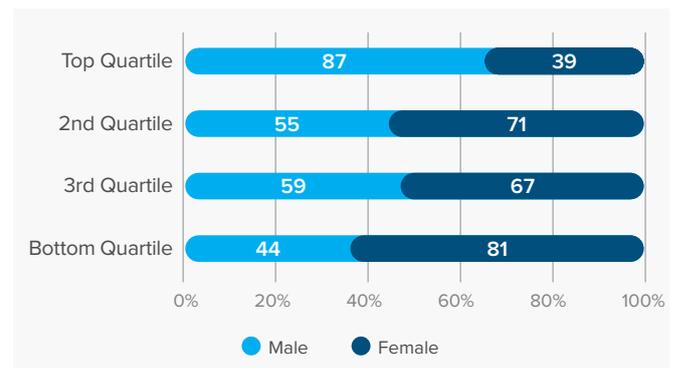
**Q: What is the median pay gap?**

**A:** The median is the middle point of a group. If you separately lined up all the women in a company and all the men, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.

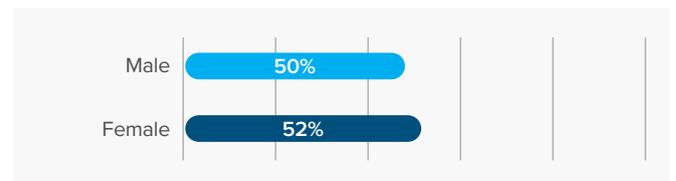
### The results

	Mean	Median
Hourly Pay <sup>1</sup>	56%	34%
Bonus Pay <sup>2</sup>	63%	29%

### Quartiles of Hourly Pay



### Proportion of employees receiving Bonus Pay



### IN CONTEXT: HOW DO OUR RESULTS COMPARE WITH THE UK?

Gender pay gaps are an issue nationally. The Office for National Statistics reports that on hourly pay women earn on average 18.4% less than men.

### Taking action

The first step towards achieving that change is to further understand the underlying causes of the gender pay gaps that we have identified and in particular of the under-representation of women in senior roles. We will be conducting a Diversity Audit in H1 2018 in order to develop a detailed action plan. Both the findings and this plan will be reviewed by the Board.

1. "Hourly Pay" includes all forms of ordinary pay and is calculated according to the definition in the Regulations.

2. "Bonus Pay" includes any variable cash compensation (bonuses, commissions, performance pay) and other incentives including shares and options.

### Further analysis

We have conducted further research into specific areas of the business to see how they compare to our overall UK headline reported data.

Within our London office, we identified:

- a 14% gap for mean hourly pay and 8% for the median for our Consulting/Client Service teams;
- a 34% gap for mean hourly pay and 43% for the median for our Client Leadership group, and
- a -5% gap for mean hourly pay and -18% for the median for our Executive Management.

### Client Leaders, Consulting and Client Services

Our teams in Media, Analytics and Tech in London show a gender pay gap both within the Consulting teams and the more senior Client Leadership group. The gender pay gap in our Consulting and Client Service teams is consistent with the national average; we are not content with this, but it is within the realm of being addressable. The gap is more marked at the senior end, and the lower median gap in the Consulting and Client Service category indicates that the gap results from an under-representation of women in the top-quartile of this group, which is further demonstrated in the Client Leader category. Our Client Leadership group had a gap which contributed to the overall Gender Pay Gap, resulting primarily from this group being disproportionately male (25 men and 10 women). It is this area – ahead of participation in the Executive Management of the company – that requires focus.

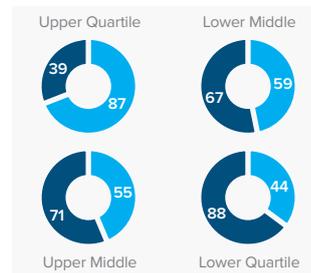
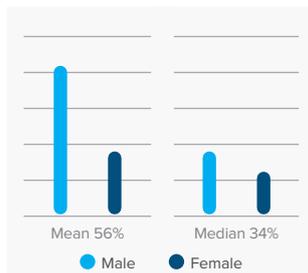
### Executive Management

While our Executive Management group is predominantly male within this group female pay rates were well-positioned within the range of their peers.

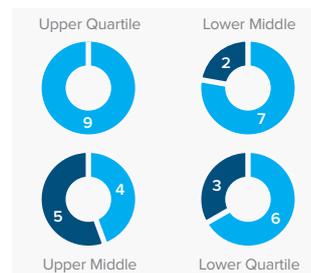
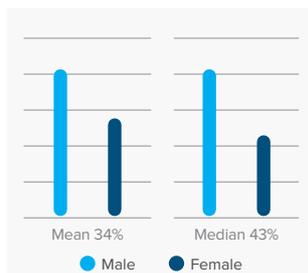
### Data Processing

Within our Data Processing group we identified a mean gender pay gap of -4% and a median gender pay gap at 0%. Our data processing operation, predominantly based in Newcastle – which has a disproportionately female workforce – shows a negligible gender pay gap in favour of women as a result of a relatively even distribution of men and women across all four quartiles of hourly pay.

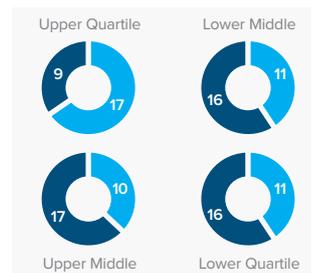
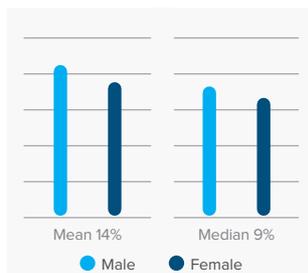
#### Ebiquity UK (Overall)



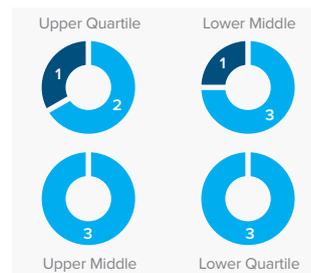
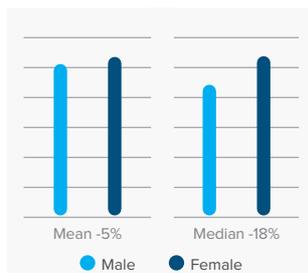
#### Client Leaders



#### Consulting and Client Services



#### Executive Management



#### Data Processing

