



DDB UK Gender Pay Gap Report 2023

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Introduction

This report reflects data from employees who work within DDB UK Limited – the legal entity that includes adam&eveDDB, Tribal Worldwide and cain&abel. The figures included within this report are accurate and in accordance with the regulations.



At DDB UK, our people continue to be our biggest asset, packed with the creativity and passion to make things happen. It is with this energy, we have been able to translate our intentions and ambitions around inclusion and representation into tangible change – delivering stand out work that delivers authentic, nuanced stories that increase the visibility of underrepresented groups.

Our efforts have also led to a reduction in our gender pay gap, with more women in senior, influential positions as well as more women being promoted across the business. We continue to invest in equitable programmes such as mentoring, coaching and leadership training, increasing access to opportunities

for women. As part of our broader DE&I commitments we're continuing to address the barriers that have historically stopped women thriving - placing an emphasis on inclusive language and behaviour alongside better health and family forming policies, reflective of today's society and designed to better meet the needs of our people.

While we are making progress, there is still work to be done to reach our overall goal – to eliminate our gender pay gap. We are on a long-term journey of change, sponsored by our management team, CEO, Tammy Einav and Group Head of People, Christiana Coker. We have a clear roadmap that will see us achieve our goal.

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A word from Tammy Einav, CEO & Christiana Coker, Group Head of People

The agency's future success will be realised by a diverse group of talented individuals so it's essential we create the right environment for everyone to flourish.

This year's gender pay gap report shows that whilst we continue to make progress, we have more work to do, so our focus remains a key priority.

I am committed to continuing to make the agency a place where all women can thrive throughout their lives - to do so, we will invest and make changes to ensure we attract, retain and nurture brilliant women within all areas of our business. This year I am delighted that we've made some key hires and promotions that recognise and elevate female talent across multiple departments within the agency.

I am confident we have a strong set of programmes and policies in place to continue to move forward, however reaching equity will take time and progress will not always be as linear as we'd like. The good news is we are clear on our destination and will push and evolve as required until we reach gender pay equity.



Tammy Einav
CEO



As someone who grew up in a world where few women role models in the workplace rarely held meaningful leadership roles, I am encouraged by the agency's gender pay report. Our most recent report shows that we are taking positive action to advance gender pay equality at all levels and in all positions. It is important not to get complacent. To echo Tammy, the fight for pay equity continues and there is still work to be done. Our progress needs to be quicker.

Our diversity programs have made opportunities available to groups who otherwise would have felt the doors were closed to them and created space for even more meaningful conversations. This however is just the first step, and we will continue to amplify voices from all areas so that inclusion can be felt and not just talked about. This is a priority for us.



Christiana Coker
Group Head of People



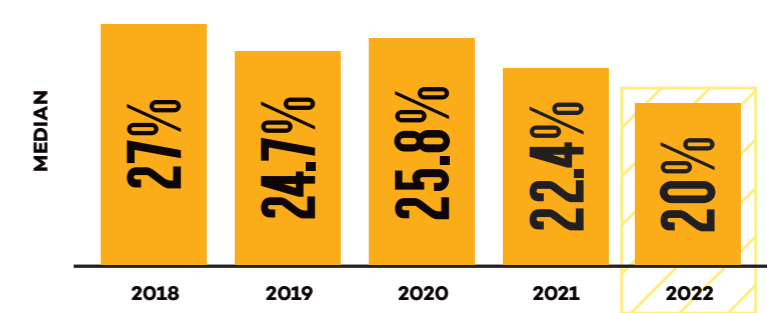
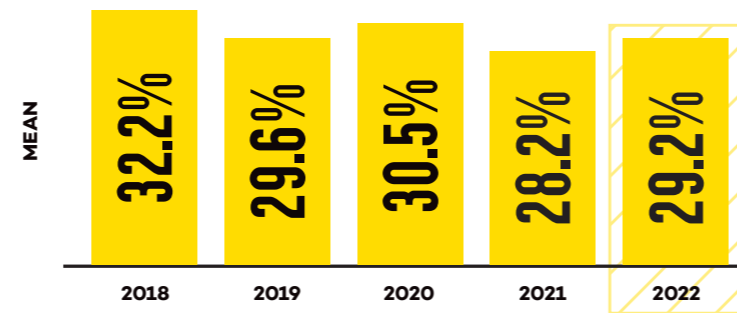
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Our Gender Pay Gap.

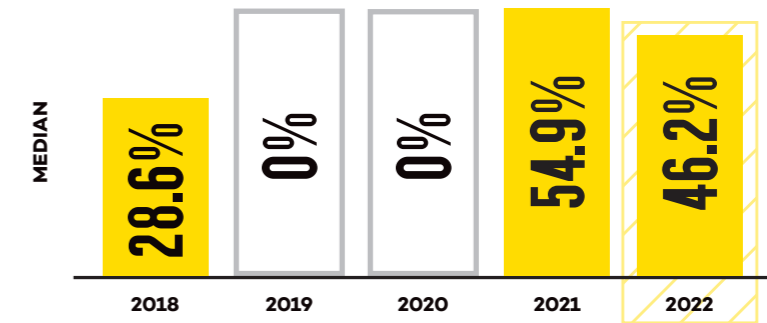
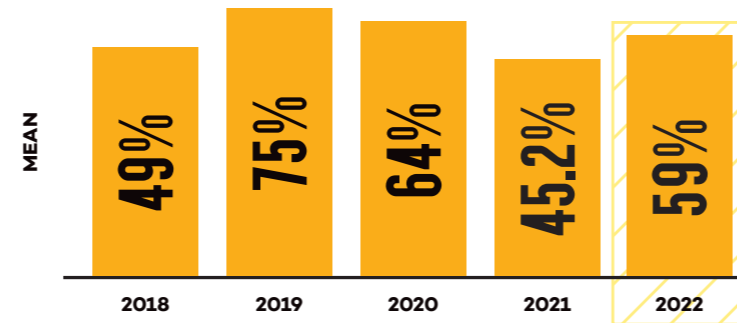
QUALIFYING HEADCOUNT

The total qualifying employee headcount across DDB UK on the 2022 snapshot data was **535** and the gender split was **50.1% Men** to **49.9% Women**.

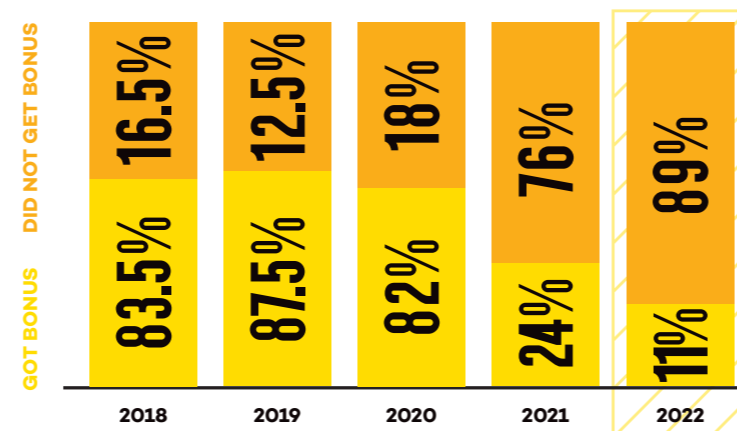
AVERAGE HOURLY PAY DIFFERENCE BETWEEN WOMEN AND MEN



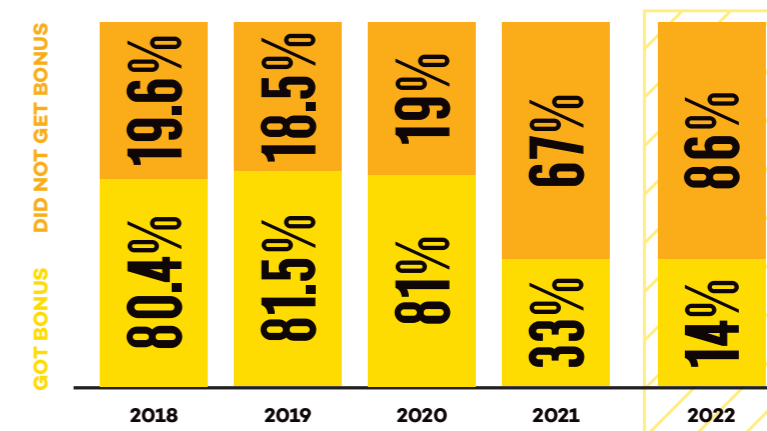
BONUS PAY GAP BETWEEN WOMEN AND MEN



PROPORTION OF WOMEN RECEIVING A BONUS



PROPORTION OF MEN RECEIVING A BONUS





Why we have a Gender Pay Gap.

Since we started the gender pay gap reporting, the number of women in more senior, higher paying roles has grown and year on year we are seeing an increase of women in senior roles across the group. However, we still have a higher proportion of men than women in the highest paid roles and continue our efforts to redress this imbalance in an equitable way.

Part of the reason for this difference is the impact of parenthood. To combat this we have made changes to support working parents, with a refreshed family forming policy, supporting programmes such as Creative Comeback and providing

coaching as part of the transition back into the business. We are committed to reviewing these policies at least every two years to ensure they are offering the right supports to our returning Mums (and Dads).

We pay our performance related bonuses to our senior staff. When the business does well, they receive a share of the success. However, as a large proportion of these are men, this pushes up the overall mean bonus gap. In addition, unlike the pay gap calculation, which is based on hourly pay, the bonus pay gap calculation uses the actual bonus received and so does not adjust for part-time working.

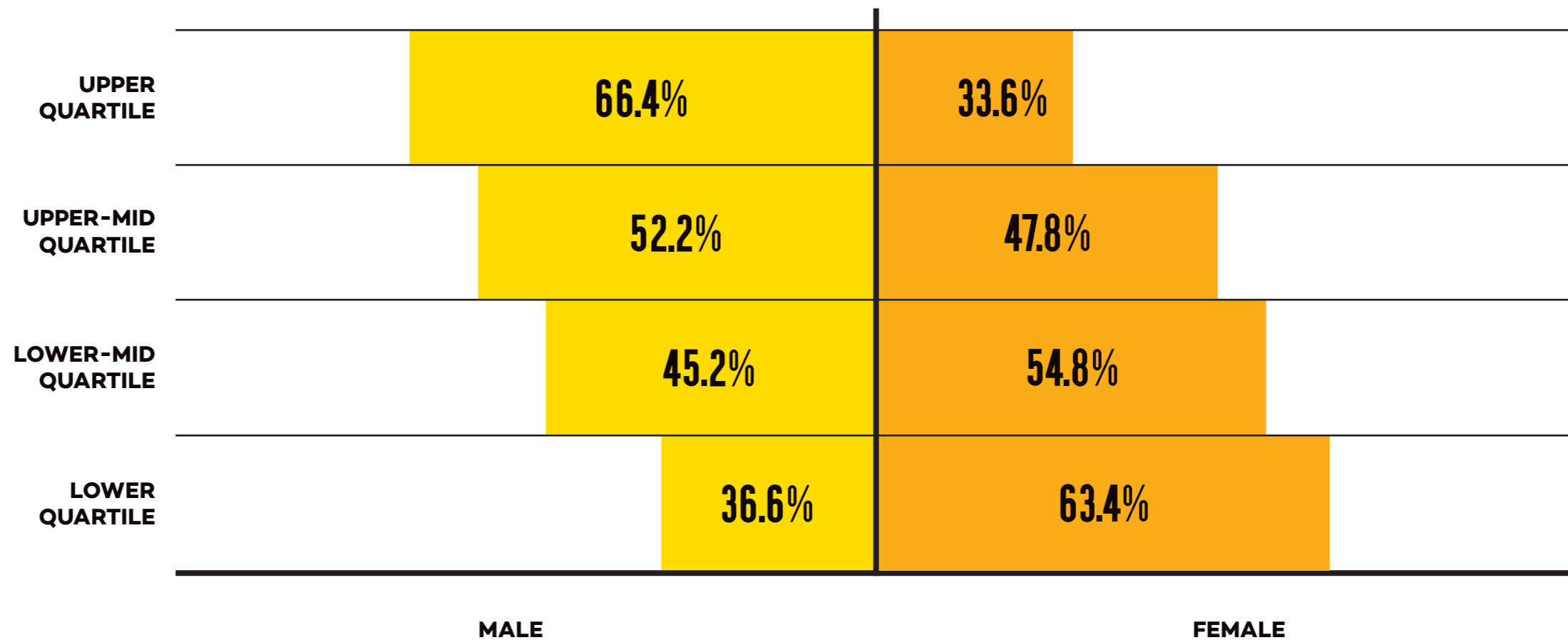
As most of our part-time workers are women, including some in the most senior roles within our business, this also influences our mean bonus gap.

Additionally, bonus gaps must be calculated only from those who received a bonus rather than averaged across the whole workforce. In recent years, we have not paid any Christmas bonuses to our staff, which is why our median bonus gap has increased. We have instead focused our efforts in supporting our employees through the cost of living crisis in a more meaningful way, by providing free breakfast and lunches in the office alongside cash advances and travel allowances.

adam & eve



Our gender pay gap.



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Our commitment to change.

We remain committed to our long-term plan to drive change as we continue building an agency that is representative and future fit. Below are some of the ways in which we are demonstrating this:

1 Enabling flexibility for all employees.

- We have a flexible working policy which allows employees the opportunity to request changes to their contract such as part time or job share options. We also have an agency wide Four & Flex policy to support the flexibility we know our teams value highly. This flexibility is supported by a cash sum for employees to put towards their travel costs to the agency.

2 Diversifying recruitment and future-proofing the industry:

- A new, centralised, bias-free recruitment process, which is supported by the redirection of 50% of funds to new, diverse platforms set up to reach underrepresented groups in advertising.
- A six-month paid placement scheme – First Bite, targeting underrepresented talent running across creative, planning, and account management.



Our commitment to change.

3 Tackling structural inequalities within the industry:

- A new **Culture of Positive Challenge policy** that supports people in calling out problematic language and behaviours regardless of role level.
- Introduced **a new Performance Development process** that ensures better sponsorship of talent across all levels of the business, as well as more transparency of development opportunities.
- A commitment to a bi-annual review of our **Women's Health Policies**. This includes (but not limited to) menopause, reproductive health, miscarriage, fertility, premenstrual disorders, gynaecological conditions, hormone therapy and hormonal changes during gender transition.
- Launched a revised **Family Forming policy** that extends leave from 2-4 weeks for a non-birth parent, as well as flexible return periods and personal coaching allowance to support with the transition on, during and after family leave.

4 Bridging the gap for talent and supporting non-linear pathways:

- Continued sponsorship of the **Creative Equals Returner Programme**, which specifically aims to support women to return to creative roles after taking time out of the industry for family responsibilities. This partnership enables us to recruit senior female Creatives. We have successfully hired two creative pairs into full time roles. We have also offered portfolio reviews for the 70 creatives, who have signed up to the programme and currently awaiting roles.
- A global launch of **#SheTakesOver**, our industry-wide initiative running through the month of March. It celebrates, elevates, and advocates for established and up-and-coming women and non-binary talent in filmmaking, illustrations, photography, animation and music.

5 Prioritising learning, training, and ongoing reflective practice.

- A new suite of masterclasses such as 'Pitch Perfect' delivered through our adam&eve academy proposition - ensuring a fair and level playing field for employees to develop in key craft skills.
- Bi-monthly DEI drop-ins providing in-the-moment consultation for all DEI related challenges.
- Creating space for connection and reflection, facilitated by qualified therapists

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The future.



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Reducing our gender pay gap remains a priority and we are committed to taking the long-term action that is needed to achieve this. Since 2017, we have reduced our mean pay gap by 8.2% and our median pay gap by 14.2%. We want to continue this progress and aim to reduce both gaps by a further 10% by 2027.

Authentic, long-term progression will take time to be realised and it will continue to require meaningful collaboration across our business, our group and our sector.

We are optimistic about the impact of the positive changes that are occurring across our industry and welcome working with others to drive positive change.