



# DDB UK Gender Pay Gap Report 2022

# 1

## 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 improved Women's 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 – since 2017 we have reduced our mean and median pay gaps by 9.9% and 11.8% respectively – there is still work to be done to reach our overall goal of eliminating our gap.

We are on a long-term journey of change, sponsored by our Head of DE&I, Bukola Garry, our Group CEO, Tammy Einav and the rest of the Management Team. We have a clear roadmap that will see us achieve our goal.

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## A word from Tammy Einav, Group CEO & Bukola Garry, Head of DE&I.



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We have made progress on our gender pay gap over the last 5 years, but until there is no gap, it's not enough. I am a firm believer that our future success will be realised by an agency that is as diverse as the world we live in. I am confident we have a strong set of programmes and policies in place to continue to make desired progress, however it will take time and our path will evolve as new challenges and opportunities emerge. I am committed to continuing to make the agency a place where all women can thrive, through all stages of their lives – interrogating and making change in all areas of the organisation to attract and then retain and support the development of brilliant women.

*T. Einav*

**Tammy Einav**  
Group CEO

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“

'You can't be what you can't see' still rings true for me. Therefore, seeing more women across the business in decision making positions is key to inspire talent entering and progressing in the industry. Our industry is all about people and our ability to form connections and communicate our varied stories and experiences. It is a more rewarding and validating experience when those experiences represent different backgrounds and perspectives, including those of all women. This can't be achieved with homogenous cultures and leadership.

*B. Garry*

**Bukola Garry,**  
Head of DE&I

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# 3

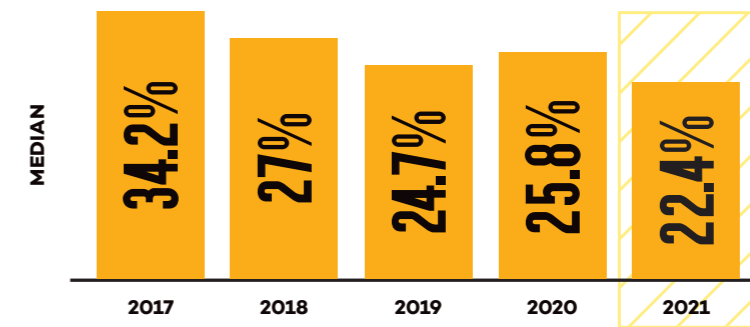
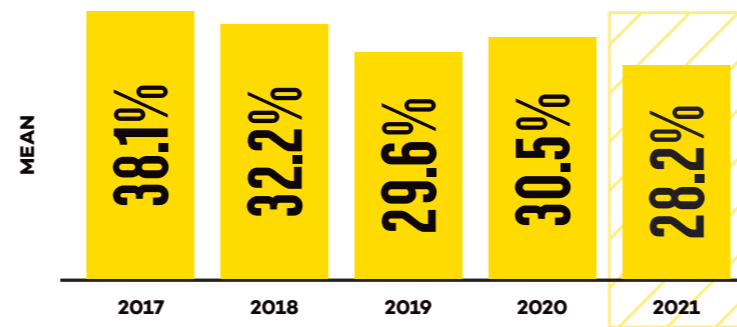
## Our Gender Pay Gap.



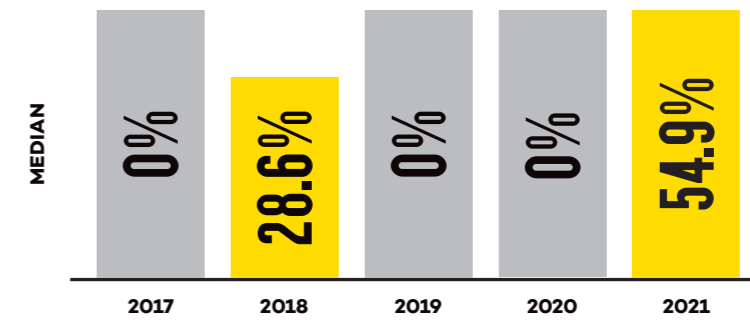
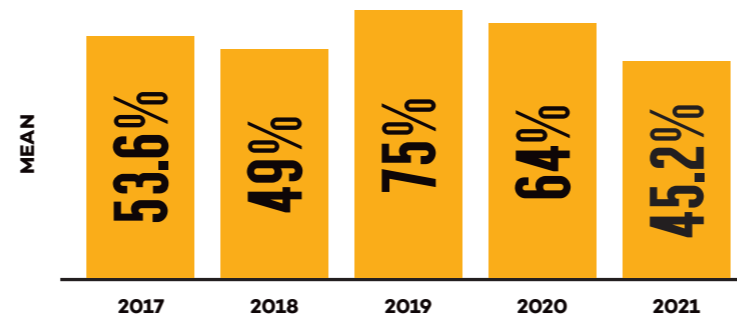
### QUALIFYING HEADCOUNT

The total qualifying employee headcount across DDB UK on the 2021 snapshot date was 536 and the gender split was 50.2% Women to 49.8% Men. In 2017 the gender split was 46.8% Women to 53.2% Men.

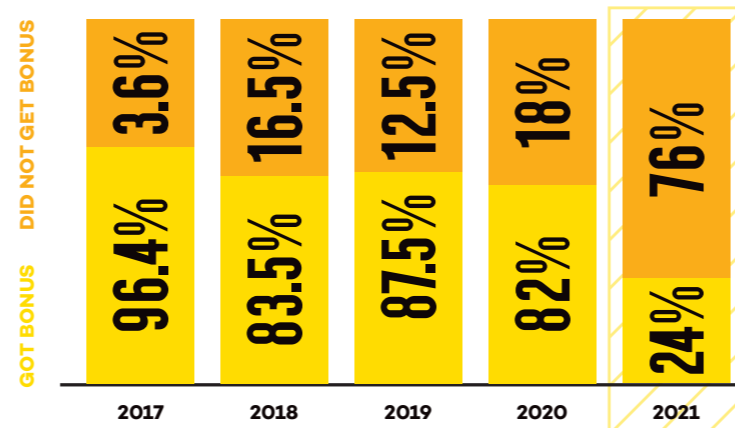
### AVERAGE HOURLY PAY DIFFERENCE BETWEEN WOMEN AND MEN



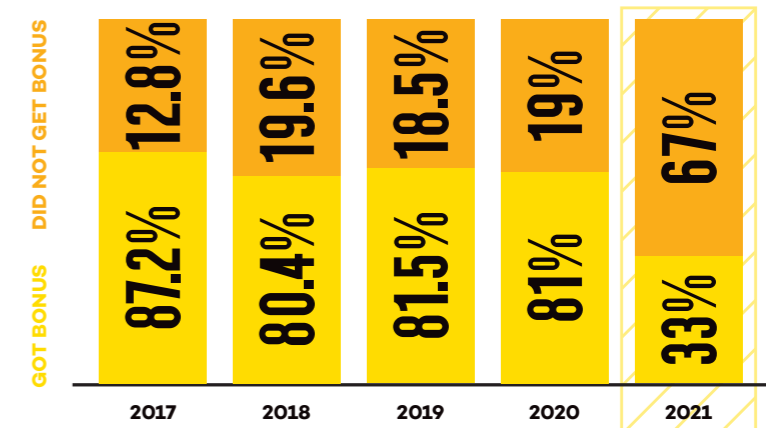
### BONUS PAY GAP BETWEEN WOMEN AND MEN



### PROPORTION OF WOMEN RECEIVING A BONUS



### PROPORTION OF MEN RECEIVING A BONUS





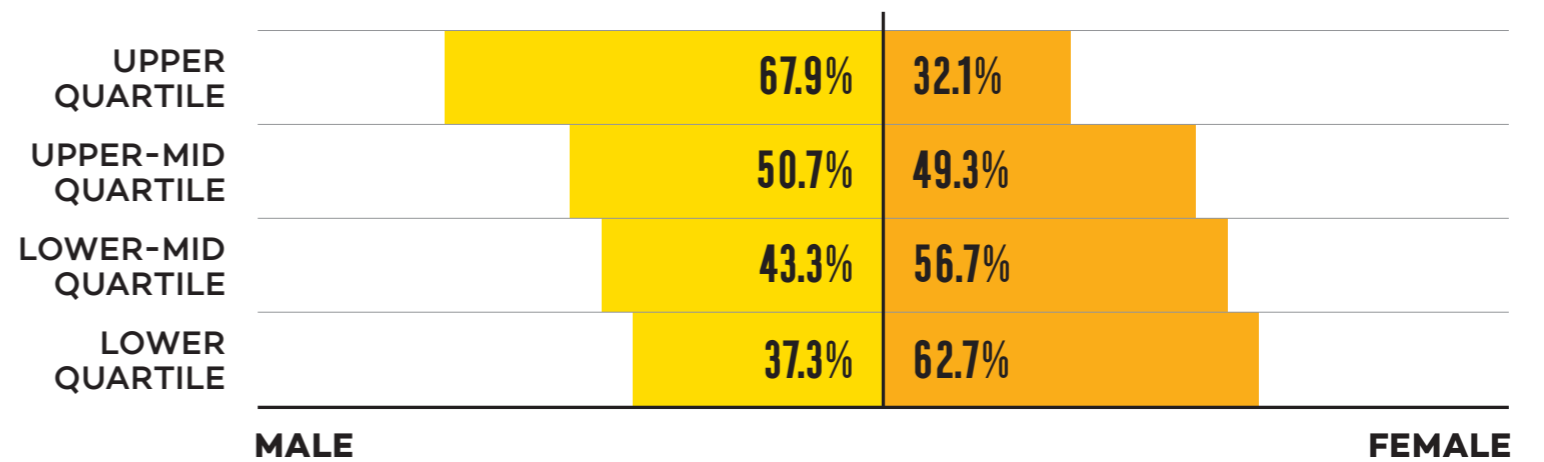
## Our Gender Pay Gap.

To mark the fifth year of reporting we looked back to 2017 to show the significant distance travelled, towards achieving our overall ambition of a 0% pay gap.

Since 2017, the number of women in more senior, higher paying roles has grown by 8.6%.

However the most significant factor remains, we still have a higher proportion of men than women in the upper quartile and continue our efforts to redress this imbalance in an equitable way as detailed overleaf.

## 2021 DISTRIBUTION OF MEN AND WOMEN IN EACH QUARTILE



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## Our commitment to change.

As we stated at the start of this report, we have a long-term plan to drive change as we continue building an agency that is representative and future fit, as well as tackling structural inequalities within the industry.

Below are some of the ways in which we are demonstrating this:

### 1 Diversifying recruitment and supporting non-linear pathways

- Continued sponsorship of the **Creative Equals Creative Comeback Programme**, which specifically aims to support women to return to creative roles after taking time out of the industry - enabling us to recruit senior female creatives. We have successfully hired two creative pairs into full time roles, and an individual creative within a senior role. We have also offered portfolio reviews for the 70 creatives who have signed up to the programme and currently awaiting roles.

- 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.
- Launch of **First Bite, a six-month paid placement scheme** targeting underrepresented talent, running across Creative, Planning, and Account Management.

## Our commitment to change.

### 2 Supporting all women throughout their career journey

- Introduction of **Career Counsellor Programme** – a 6-month 1:1 equitable programme designed to challenge and overcome the key barriers identified by women and ethnically diverse employees (as well as provide access to senior leaders within our agency/industry).
- **Flexible Working Policy** which allows employees the opportunity to request changes to their contract such as part time or job share options.
- Relunched **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.
- 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.
- Our CEO Tammy Einav and Chief Marketing & Operations Officer Jemima Monies are members of **WACL (Women in Advertising & Communications Leadership)** which is focused on supporting women and driving gender equality in our industry.

### 3 Prioritising learning, training, and ongoing reflective practice

- New mandatory, **18-month Inclusive Learning Programme** with external training partners, covering areas including Knowing Your Bias, Allyship in the Workplace and Anti-racism in Practice.
- Introduction of **Talent Indices**, an equitable approach ensuring all interview, appraisal and performance reviews are bias free and offer transparency against roles and responsibilities.

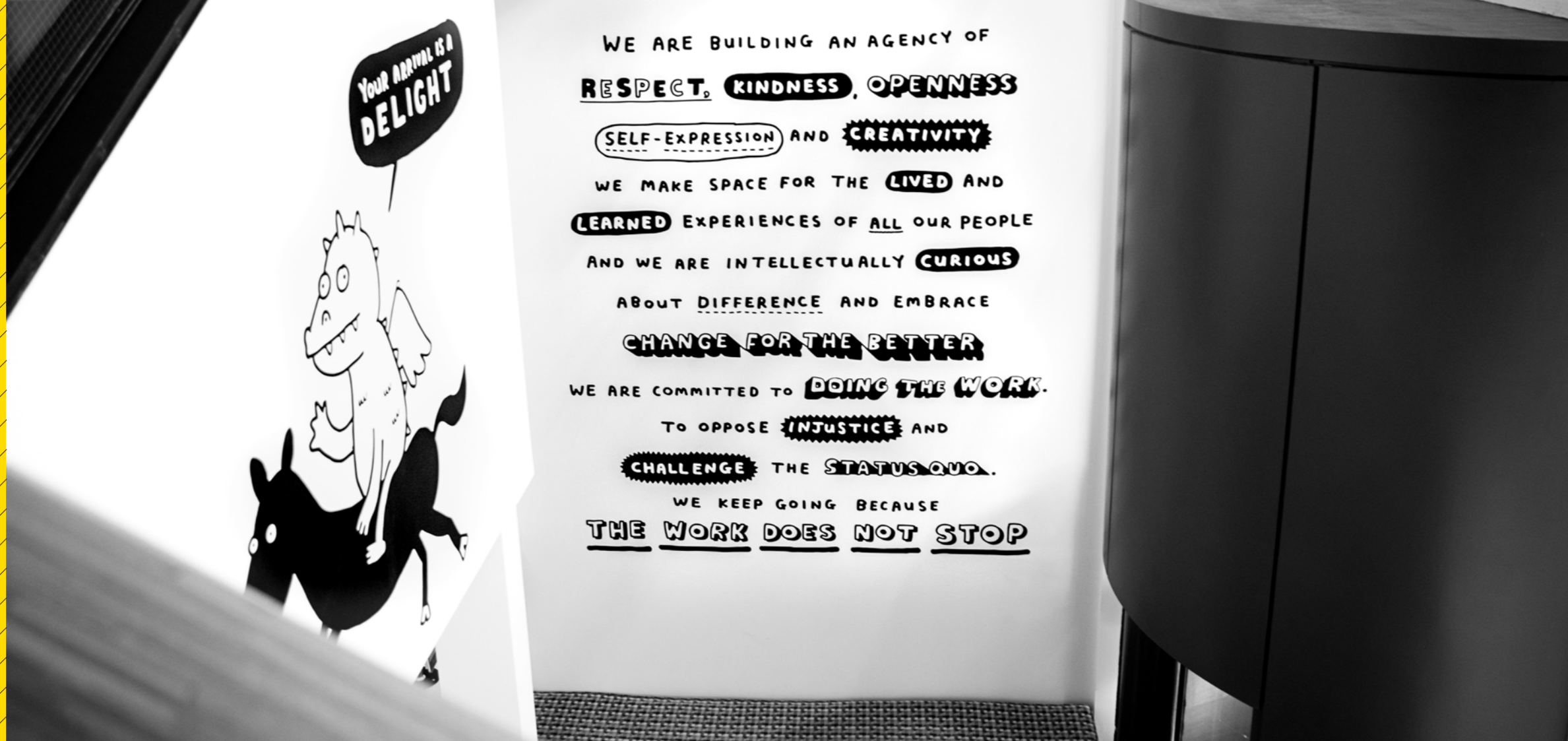
- New **Culture of Positive Challenge Policy** that supports people in calling out problematic language and behaviours regardless of role level.
- **Training Programmes and Workshops**, including Creative Equals RISE, WACL Festival of Talent and WACL Future Leaders.

### 4 Tackling structural inequalities within the industry

- **Fresh Takes** - our triple bidding process for third party production partners provides the opportunity for new, underrepresented production talent with a specific focus on gender, ethnicity, sexual identity, and people with disabilities / from the disabled community.
- **#SheTakesOver** - our annual, industry-wide initiative showcasing the work of all women in creative production, in partnership with Campaign, Clear Channel, Free The Work, Equal Lens and the Alliance of Women Film Composers. Running through the month of March and in its third year it celebrates, elevates, and advocates for established and up-and-coming talent in filmmaking, illustrations, photography, animation and music.
- **Unstereotype Alliance** - an ongoing industry-wide partnership focused on best practice across the creative process. We support with projects aimed at removing stereotypes from the work that we make and the stories we tell, while also increasing the visibility of diverse suppliers and media owners. As a collective we produce policies and process that as agencies, we can lean on to govern our own DE&I efforts.
- We have built a list of **Strategic Partners, including ONRoad and Blanguage**, who we can draw on to better understand and co-create with marginalised consumer groups.

# 5

## The future.



Reducing our gender pay gap remains a business priority.

Since 2017, we have reduced our mean pay gap by 9.9% and our median pay gap by 11.8%, and are committed to taking long-term action to eliminating our gap altogether.

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

We are optimistic about the impact of the positive changes that have been made and welcome working with others to drive further change.