



SAATCHI & SAATCHI | Groupe Limited
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Gender Pay Gap Report
April 2021



**A message from Sam Hawkey, CEO,
Saatchi & Saatchi:**

We are nothing without our people. They are what make us the 'nothing is impossible' agency and it's our responsibility to make sure we are addressing any inequalities that exist within our industry and our agency, and closing the gender pay gap within our business.

We're on the right journey and it's important we're open about our progress and where we need to do more. Our April 2020 figures show a reduction in our mean gender pay gap compared to both 2019 and 2018 figures. We have also seen a 3.4% reduction in our median gender pay gap compared to our 2019 figure.

We know we can do better and we recognise that we need to employ and progress more senior women within our business. We are taking the right actions to make sure that happens.

In the last year we invested in developing Saatchi Women; a programme created to assist our female employees with the tools and techniques they need to progress in their careers. As part of this initiative, we expanded our career development programme and created a continuous coaching framework in partnership with Shine.

We also launched Saatchi Family to improve the working experience of our working parents and working mums in particular and expanded our existing parental policies to cover the entire parenthood journey. We outline these programmes in more detail later in this report.

We recognise the importance of intersectionality in our approach to gender equality and will keep putting our energy, creativity and drive behind our Saatchi Ignite, Saatchi Open and Saatchi Home initiatives.

designed to ensure that Saatchi & Saatchi is a place where everyone, regardless of gender, race or background, can thrive and progress in their careers.

We will be open and honest about sharing our progress with our people and the industry and holding ourselves to account. We will not stop until we close the gap.

Sam Hawkey



THE GENDER PAY GAP EXPLANATION AND RESULTS

The gender pay gap is the difference in average pay between men and women in an organisation. The Saatchi & Saatchi Group Limited Gender Pay Gap for 2020 is 17.4%.

The pay gap is different from Equal Pay which is defined as “the right for men and women to be paid the same when doing the same, or equivalent, work” (Equality Act, 2010). The following has been calculated using the Government guideline calculations to determine our Gender Pay Gap for 2020.

	Salary Pay Gap	Bonus Pay Gap
Mean	17.4%	29.4%
Median	16.9%	0.0%

%M/F	Male	Female
Upper	53.7%	46.3%
Upper Middle	47.4%	52.6%
Lower Middle	46.3%	53.7%
Lower	30.5%	69.5%

Bonus	Male	Female
% Received	69.0%	64.0%



WHAT DOES OUR GENDER PAY GAP DATA TELL US?

Median Gap

Our median gap is 16.9%. We've observed a 3.4% decrease in our median gap to 2020.

Mean Gap

Our mean gap is 17.4%, down by 9.9% in the last year. We have more females within the business overall (221 full pay relevant females versus 169 full pay relevant males), with more male hires across the upper and upper middle quartiles between April 2019 and April 2020 (we hired 26 females compared with 32 males in the upper and upper middle quartiles).

Bonus Pay

Our data suggests a median bonus gap of 0%, and a mean bonus gap of 29.4% (down 25.7% from the previous year). This is a result of more men than women occupying senior positions that have a bonus as part of the remuneration package.

PROGRESS AND OUR PLAN TO CLOSE THE GAP

D&I Agenda

Five key principles shape our diversity, equity and inclusion initiatives:

1. **Leadership led** - setting the ambition, strategy and behaviours to create systemic change
2. **Agency built** - drawing on the experiences, knowledge and energy of our agency team, client partners, expert partners and suppliers
3. **Sustainable** - programmes that are designed to grow in strength and impact over time
4. **Measurable** - setting metrics for success and tracking impact
5. **Open** - always open on our plans, our progress and critically on our lessons learned

SAATCHI WOMEN

Focuses on three core areas:

In January 2021 we launched Saatchi Women; a programme shaped by our annual employee engagement survey, and insights gained from our on-going 2020 initiatives. We run regular open forums with female talent and allies to refine and optimise our approach. Saatchi Women focuses on three core areas, each with a focus on driving change and career development.

Work-life Balance

Managing boundaries and work-life balance is a challenge that both our agency and the industry face; one that was particularly acute over the last year whilst working from home. We have implemented practical interventions to improve work-life balance. For example, Saatchi Time Out - a system designed to protect "meeting-free" time during the day, for our employees to use as they wish (e.g., wellbeing, learning & development, and childcare); something that has disproportionately benefited our working parents and carers.

Confidence, Identity & Voice

In 2020 we launched a partnership with Shine to create a continuous coaching framework for our female employees, enabling them to reach their full potential in their career while also focusing on wellbeing and work life balance. Shine are leading experts in coaching women to build confidence and provide clarity on values, purpose and goals and work across multiple industries to achieve gender balance at the top. Our partnership with Shine continues into 2021, and in Q2 the first cohort of 30 women took part in the Shine for Women programme. We also curated a series of masterclasses and inspiration sessions on different areas to support the growth, knowledge and awareness of our people. These range from continued focus on D&I, gender bias and intersectionality, to practical support and guidance - for example, thinking about your financial futures and pension management.

Reward & Progression

In early 2021 we provided transparency on our salary review and remuneration processes through regular check in sessions and we are continuing to upskill and encourage our managers to have conversations about money with their people, as well as working alongside experts including Mercer and Major Players to ensure that our compensation structures are always aligned to industry standards.

SAATCHI FAMILY

Saatchi Family focuses on working parents and working mums in particular. At the start of this process, we plotted and mapped the entire journey for parents to identify where the gaps and biggest challenges were – looking at emotional, physical, mental and financial barriers to progression.

Saatchi Family includes:

Family-friendly policies for all employees including enhanced pregnancy/maternity, shared parental, adoption and surrogacy leave, second parent/paternity, fertility and pregnancy loss.

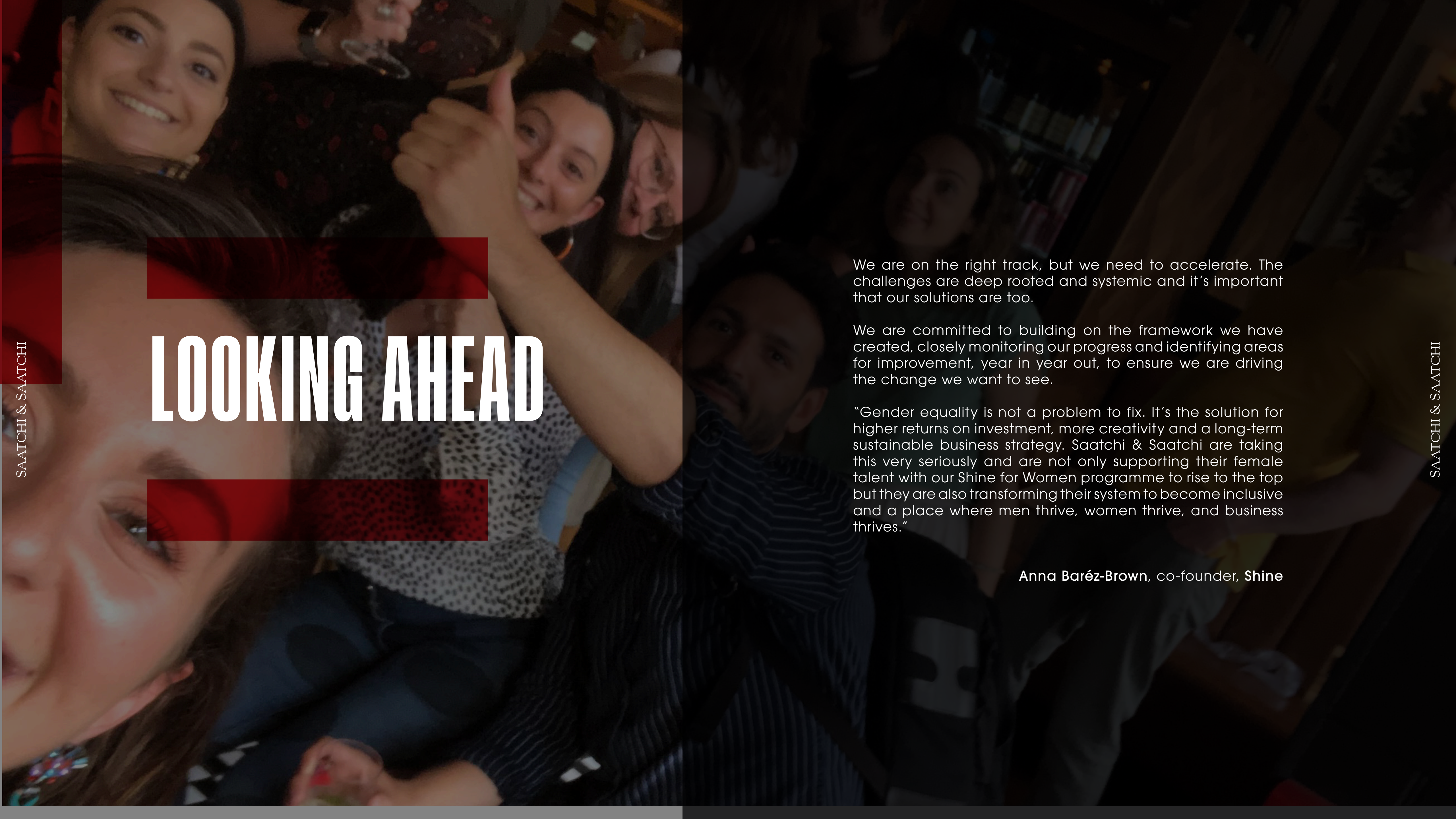
Buddy system: a support system led by employees who are comfortable discussing their parenting experiences so the agency can connect individuals with relevant support.

Optional phased return for working parents.

One week's fully paid emergency leave to cover emergency scenarios, particularly for single parents and carers.

12 months career coaching / mentoring.

Engineering continued flexibility for school drop off and pick up times, in addition to a Saatchi Time Out policy ensuring parenting moments are protected.



LOOKING AHEAD

We are on the right track, but we need to accelerate. The challenges are deep rooted and systemic and it's important that our solutions are too.

We are committed to building on the framework we have created, closely monitoring our progress and identifying areas for improvement, year in year out, to ensure we are driving the change we want to see.

"Gender equality is not a problem to fix. It's the solution for higher returns on investment, more creativity and a long-term sustainable business strategy. Saatchi & Saatchi are taking this very seriously and are not only supporting their female talent with our Shine for Women programme to rise to the top but they are also transforming their system to become inclusive and a place where men thrive, women thrive, and business thrives."

Anna Baréz-Brown, co-founder, Shine

A message from Annette King, CEO of Publicis Groupe UK:

We've made great strides forward in the past year in tackling inequalities that exist in our business, as they do across society. I'm very proud of what we've achieved, and our employees' ongoing commitment to making the changes we need to see. We have a long way to go but I'm confident we are on the right track.

In the past year, since the 2020 Gender Pay Gap data here, we've created and filled two new D&I roles. We've set up a Diversity Council to hold us to account, with external representation from among our clients and diversity specialists. We've introduced a menopause policy and a set of family friendly policies to help parents and carers, all supported by training to raise awareness of the issues and drive a culture shift. These will benefit all parents and carers but particularly the women in our business.

We've overhauled our recruitment processes, we've rolled out an unconventional new training programme focused on inclusion, we've introduced an annual engagement survey to better understand how our people feel. This allows us to analyse and act upon the anonymised findings. We've established and embedded a network of D&I champions in all of our 22 agencies and, crucially, we've introduced a Publicis Groupe UK Behavioural Charter which builds on our core principle of 'Viva La Difference' - a belief that we are better, stronger and braver when we celebrate difference.

Our BRGs, VivaWomen!, EMBRACE, Égalité and enABLE, continue to do a fantastic job in providing space for additional listening and learning to take place, raising awareness of important issues through internal communications and events that provide valuable insights and help us celebrate difference and make our workforce as inclusive as possible.

We have a strong set of female leaders across Publicis Groupe UK. Our ComEx, which is what we call our top team, is made up of six female and six male leaders, and nine out of our 22 agency CEOs are female. Despite this balance across Publicis Groupe UK, we still don't have enough senior females in several agencies and that is why some of our numbers fall short. We have reviewed the causes of this, which are varied, and have put actions in place to close the gap.

I firmly believe that as we emerge from the pandemic, we have a responsibility to build back better, and this means doing everything we can to close the gap and build a truly inclusive culture with a good balance of people from all backgrounds.



FAQS—

What is the gender pay gap?

The gender pay gap is the difference in average and median hourly earnings between men and women. This is calculated by looking at all employees' salaries across an organisation, regardless of their job role or level. Gender pay gap reporting was introduced in April 2017 for organisations with more than 250 employees at the snapshot date (5 April each year).

Does a gender pay gap mean an equal pay issue?

No. Gender pay is different to equal pay which is defined as "the right for men and women to be paid the same when doing the same, or equivalent, work". It is illegal to pay people differently for the same or equivalent work because of their gender and has been since the Equal Pay Act was introduced in 1970.

Why do we have a gender pay gap?

A gender pay gap can be caused by a number of factors such as having more men than women in high earning roles or more women working part-time.

What is the reporting period?

The salary data is taken from a snapshot of payroll on 5 April 2020 and the bonus data covers the 12 months leading up to that date.

Which employees are included in this report?

The figures cover all employees who have a permanent or fixed term contract (full or part time) and are paid through our payroll system. The data does not cover employees who are being paid a reduced rate or not being paid due to being on maternity, paternity, adoption, shared parental leave or an unpaid sabbatical for example).

How have you calculated bonus payments?

Bonus calculations include performance incentives, commission payments and stock option payments.

Has salary sacrifice been included in this year's report?

On the snapshot date of 5 April 2020, our highest earners had made a temporary salary sacrifice of between 10 and 20 per cent and this is reflected in the numbers reported.

What is the median pay gap?

This is calculated by listing all employees' hourly pay from highest to lowest, and then comparing the midpoint figure (the number that falls in the middle) for men with the midpoint figure for women. The difference between the two is the median pay gap, shown as a percentage.

What is the mean pay gap?

This is calculated by adding up all employees' hourly pay and dividing it by the number of employees. The pay gap is the difference between the mean (average) figures for men and for women, which is reported as a percentage.

What is the bonus gap?

The mean and median bonus gaps are the difference between the mean and median bonus pay received by male and female employees in the 12 months ending on 5 April 2020. This applies to all employees, even if they're not in full pay on the snapshot date. We also report on the percentage of male and female employees that receive a bonus in the year.

What is a pay quartile?

Employers must sort their full pay employees into a list based on hourly pay, in highest to lowest order, and then split this list into four equal parts which shows how many men and women fall into each of the pay quartiles.

