

Gender Pay Gap

2020



Gender Pay Gap

At Wavemaker UK, we believe in the significant benefits that stem from a more inclusive and diverse organisation. This vision gives us access to a greater range of talent and creativity. In addition, growth in this area has been proven to result in better innovation and improved financial performance.

As part of our efforts to champion diversity, Wavemaker continues to invest in initiatives that educate our colleagues, promote awareness and celebrate differences. We are committed to treating all our employees fairly and equally, however this report shows there is still more we can do to become the truly inclusive organisation that we aspire to be.

This year the Gender Pay Gap report looks slightly different. We are sharing both 2019 and 2020 figures to give an up-to-date picture of where we stand. The results for Wavemaker UK are also included in the WPP Gender Pay Gap Report 2019 & 2020 and reflects the pay data as at 5 April 2019 and 5 April 2020 when each legal entity was required to supply the pay gap data. 2020 has been an unprecedented year, with drastic operational changes required as a result of the pandemic, factors that will potentially affect Wavemaker's growth in this area in coming years. However, closing the gender pay gap is a long-term goal and we are not deterred on our mission to see gender pay equality in our business.

Understanding the Gender Pay Gap

The UK's gender pay gap legislation requires companies with over 250 employees to measure the average earnings of all male and female employees, regardless of role, seniority and working hours.

Once the data is confirmed, we then show the percentage difference between the figures through several statistics.

The gender pay gap is different from equal pay. Equal pay is about men and women receiving equal pay for the same or similar job and is a legal requirement in the UK.

Mean pay gap

The mean gender pay gap is the difference in the hourly rate of pay (mean and median) for women and men within an organisation.

Median pay gap

The median represents the middle point of a population. The median figure is the difference between the middle in the ranges of men and women pays.

Bonus gap

The percentage difference (median and mean) in total bonus payments received by men and women in the 12 months preceding the snapshot date.

Proportion receiving bonus

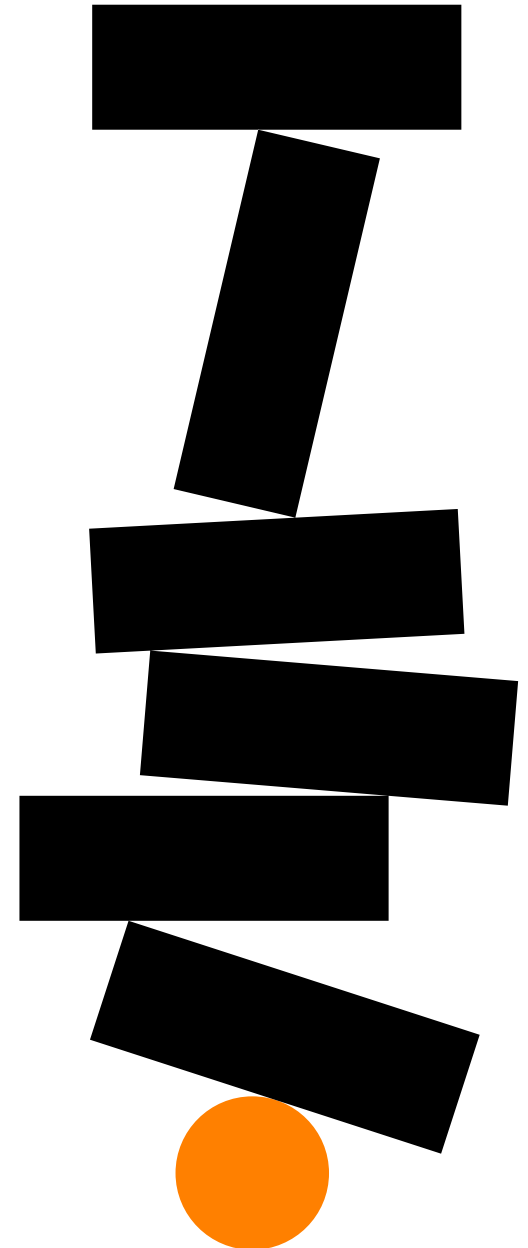
Percentage of men and women who received a bonus in the 12 months preceding the snapshot date.

Pay quartiles

Shows the proportion of men and women in different pay bands, with the workforce divided into four equal parts (quartiles).

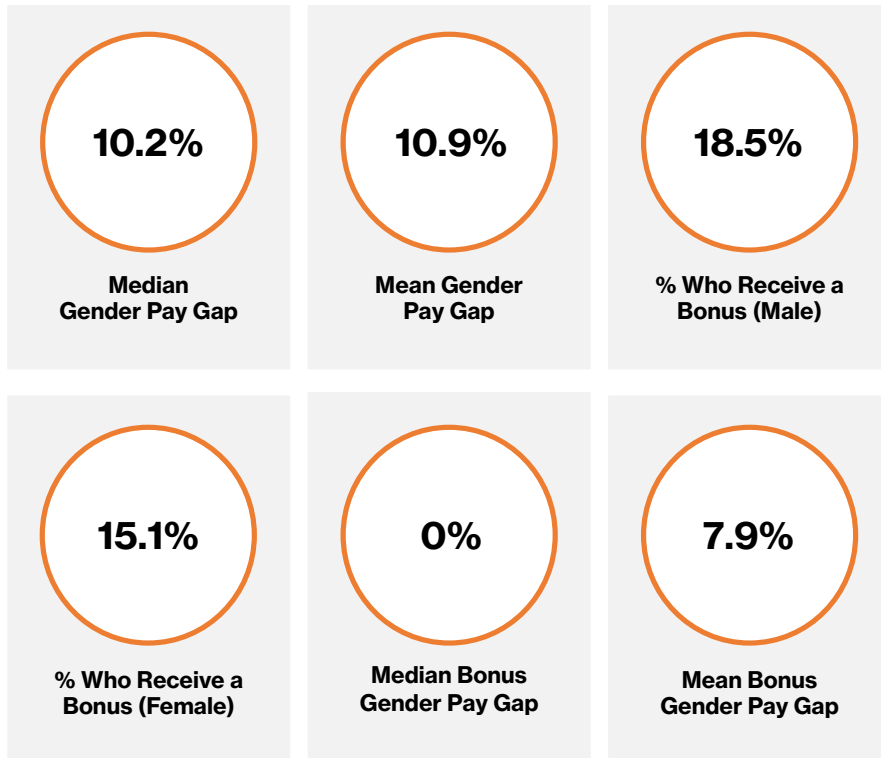
Wavemaker Gender Pay Gap Report 2019

Wavemaker Limited employs more than 250 employees. We are therefore legally required to publish our Gender Pay Gap data.

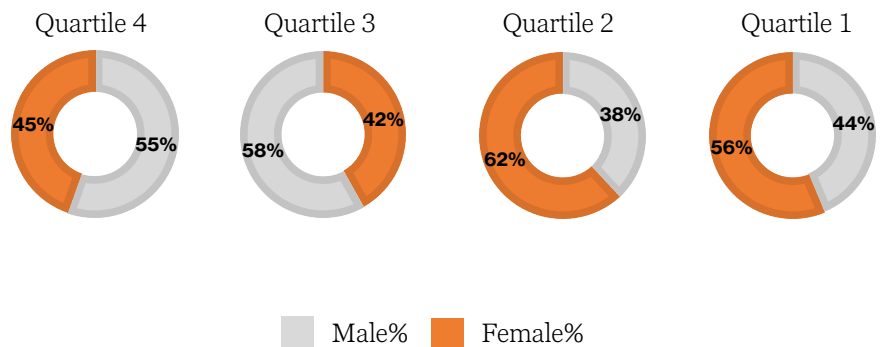


Gender pay gap 2019

Male: 286 Female: 353

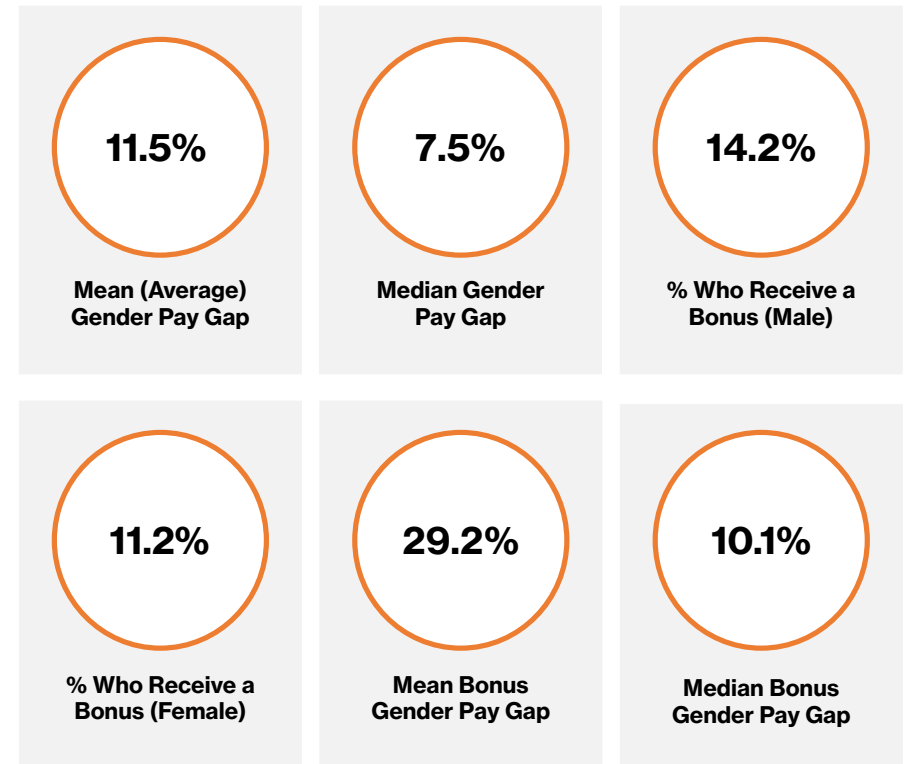


Proportion of Males & Females in each Quartile Bracket

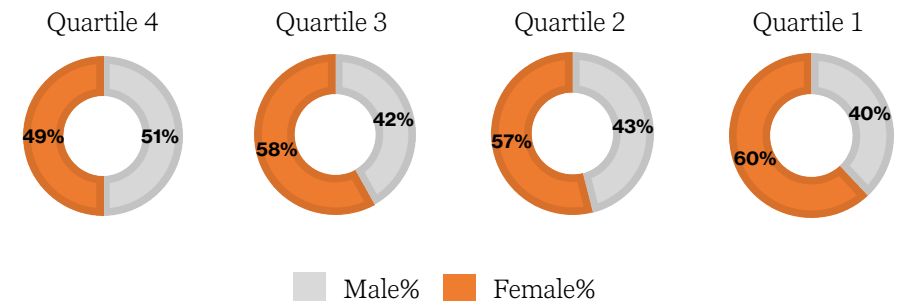


Gender pay gap 2020

Male: 234 Female: 298



Proportion of Males & Females in each Quartile Bracket



Data observations The data covers both our full-time and part-time employees.

2019

We were pleased to see that in 2019 our gender pay gap narrowed, while we maintained a gender balanced workforce in the 55% female and 45% male split. The average gender pay gap for all employees in the United Kingdom was 17.3% in 2019 as reported by the Office for National Statistics. Both our mean and median hourly rate were below this, evidence that the measures we continue to drive to tackle the gap can have an impact.

The most notable development in 2019, is within our bonus data. In 2019 we saw a 0% median bonus pay gap, down from 39.5% and an 11% mean bonus pay gap down from 65.3%; a significant improvement and a better reflection of our company ethos around equality and inclusion.

2020

This year we saw an increase of 0.6% in the difference between the mean pay gap. We have maintained a below UK average and similar figure to last year. Disappointingly, we note a sharp increase in our bonus pay gap figures. With the mean bonus pay gap figure increasing by 21.3% in comparison to last year. Which can be attributed to the changes in leadership during this period.

We do, however, have some other positive figures worth acknowledging. We see our median hourly rate pay gap drop by 2.7% to 7.5% and our quartiles evidence that we are now at 49:51 gender split at our leadership level, which is truly notable growth.

Tackling the gender gap The fluctuation of figures between 2019 and 2020 is evidence that representation is crucial when it comes to maintaining a consistent gap decrease. Our goal is to have no gender pay gap by 2024 and to achieve this we must continue to identify the factors

that are causing the gap and work towards minimising them as a strategic priority.

We are pleased to see that we continue to surpass the IPA #MakeTheLeap pledge ambition to achieve 40% female representation in senior positions by 2020, with that number now at 49% for Wavemaker UK, a figure we are proud to see. However, reducing our gender pay gap continues to largely be dependent on addressing our internal salary benchmarking. It is an essential breakdown that allows us to develop an effective and consistent reward strategy. In 2020, we developed a People Analytics Dashboard, which enables us to have a better diversity data and insight on trends that may be contributing to our gap. To further support this, we introduced a Sponsorship Programme this year to promote engagement with talent from underrepresented groups. This programme is in place to identify and address the barriers that are faced when becoming leaders in our business.

An update on our platinum standard policies for all Wavemaker parents which was introduced to combat the perception that taking leave will have a negative impact on career progression. As a result, we saw the uptake of our enhanced Shared Parental Leave quadruple since the launch. This is great progress and an indication that our people feel supported at all phases in their life or career at Wavemaker. We have also simplified the approval process for flexible working, making it easier for those with caring responsibilities, amongst other groups, to do their best work in a working pattern that suits their lifestyles.

We continue to get behind Woman@Wavemaker, an initiative that focuses on improving gender equality in the Wavemaker workplace by empowering women throughout their careers and across other aspects of their lives. The aim of this internal staff network is to encourage the development of current and future female leaders by tackling barriers to progression through learning and internal coaching. Some of the initiatives launched in 2019

aimed to promote gender equality through inspiration. This included a week-long programme of events to celebrate International Women's Day in March and a focus on sending our women to relevant external events and quarterly inspirational breakfast sessions, which hosted 18 speakers and drew an audience of 500+ Wavemakers and guests. This evolution has undoubtedly contributed to the 6+ increase to our gender equality Net Promoter Score.

We also saw the launch of Back in the Game in 2019, our returners programme. Returning to work after an extended leave of absence, whether that be parental leave or a change in life circumstances, can be overwhelming, and a poor experience can have a hand in increasing the pay gap. To help our employees reintegrate we offer support, both practical and emotional, to make the transition back as painless as possible. A successful transition back into work is majorly impactful on the likelihood of retaining parents in our business, which is why we have created this initiative to offer support and guidance to returners and their management team.

Additionally, we are committed to ensuring that each member of the leadership team has specific inclusion and diversity objectives for their departments against which they will be measured and held accountable for.

Our ambition to achieve a sustainable gender pay balance across our organisation is clear. Our strategy has proven effective in some areas, but more work needs to be done, not only to maintain our existing growth but to eradicate the gap altogether.

We confirm that the information in this report is accurate and prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Robert Jane, Chief Talent Officer