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Gender Pay Gap Report

March 2022

SHARE



At Mindshare we are fully committed to closing our gender pay gap.

Introduction

This is our fifth Gender Pay Gap report and we are pleased to say that the overall trend is positive.

We are happy to report that we have managed to improve our overall pay gap, with the mean moving from 22.08% in 2020 to 19.65% in 2021 and the median moving from 15.17% in 2020 to 12.35% in 2021 for Mindshare employees in the UK, which covers both our UK and WW operations.

Our mean bonus gap has also significantly reduced, with the mean moving from 36.44% in 2020 to 19.04% in 2021. However, the 2021 median bonus gap stands at 15.76%, which is higher than the 11.1% in 2020. The reason for this is that whilst we have seen a reduction in our overall headcount across both genders and all 4 quartiles since 2020, the number of women is still significantly higher in our lowest two quartiles, which has had the effect of increasing our median bonus gap.

Our overall gender split across the business has also seen a positive trend. The overall gender split is 58.1% female to 41.9% male. We are pleased to report that our upper quartile (Q4) now shows a close to equal gender split with 49% female versus 51% male, rising from 40% female in our first Gender Pay Gap report in 2017. This is partly due to the fact that more women than men have been promoted into senior roles and there has been a higher decrease of men since 2020 at this same level.

However, and as much as we are pleased to see our efforts paying back, our fourth quartile still remains largely responsible for our pay gap and is our area of focus.

We know that there are lots more things to do, which is why we have multiple policies and programmes in place to try and tackle the underlying societal and business issues that cause the gender pay gap.

These include initiatives like enhanced shared parental policies and maternity leave policies, equal opportunity promotions, female leadership programmes, flexible working policies and support for those who have been out of the workplace for a long period as well as programmes for those people looking to start second careers in the industry. You can read about these and more later in this report.

We are an inclusive employer and believe discrimination, oppression and inequities towards people of different race, ethnicity, gender, sexuality, abilities, age or any other differences, are unacceptable and have no place in the world or within our Mindshare family. We strive for an environment where everyone is treated fairly and respectfully, has equal access to opportunities and resources, where everyone can have their voice heard and can contribute to the organisation's success.

We are both committed to doing everything we can to close the gender pay gap and will continue to measure and monitor our performance as well as introducing the policies and initiatives that are required.

Declaration

Michael Karg
Global COO

Jem Lloyd-Williams

UK CEO

Gender pay reporting

Mindshare only

Gender Pay reporting measures the difference in the hourly pay between all men and women in an organisation and the gender balance at the different levels of an organisation. This is different from equal pay, which is the legal requirement for people carrying out the same or similar work to be paid equally, regardless of gender and which has been law in the UK since 1970 through the Equal Pay Act. An imbalance of gender at different levels causes a gender pay gap and is a consequence of a whole host of factors, both from within an organisation and in society as a whole.

Gender pay gap legislation requires employers in the United Kingdom with 250 employees or more (private sector employers) to calculate and publish on an annual basis gender pay gap data. For the purpose of this report and as the legislation dictates, the data is taken as at 5th April 2021 which is the required ‘snapshot date’ and the specific information we are required to publish needs to include the following:

- o Mean (average) gender pay gap using hourly pay
- o Median gender pay gap using hourly pay
- o Percentage of men and women receiving bonus pay
- o Mean (average) gender pay gap using bonus pay
- o Median gender pay gap using bonus pay
- o Percentage of men and women in each hourly pay quarter

Mean: The mean is calculated by adding up the pay for every employee of each gender and then dividing by the number of that gender. This is what most people would refer to as the ‘average’.

Median: The median is calculated by lining up all the pay for every employee of each gender in numerical order and finding the middle number in that line for each gender.

This is our 5th year of gender pay gap reporting and as at 5th April 2021, we have recorded the following:

- o Headcount (total Mindshare Only employees/Relevant employees, excl. GroupM): 830
- o Full-Pay Relevant employees only (Mindshare Only employees excl. GroupM): 803

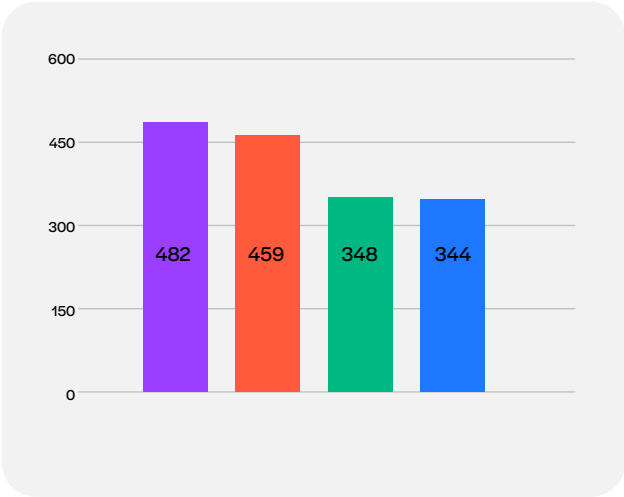
Even though our overall headcount decreased since 2020 , our female population continues to dominate our overall headcount with 1.38 women for 1 man (ratio) thus continuing to create a gender imbalance.

The largest concentration of females still shows in the lower two quartiles which is where our lowest paid roles sit.

We are however pleased to report that our upper quartile (Q4) shows a close to equal gender split with 49% females versus 51% males. This is partly due to the fact that more women than men have been promoted into senior roles and a higher decrease of men since 2020 at this same level.

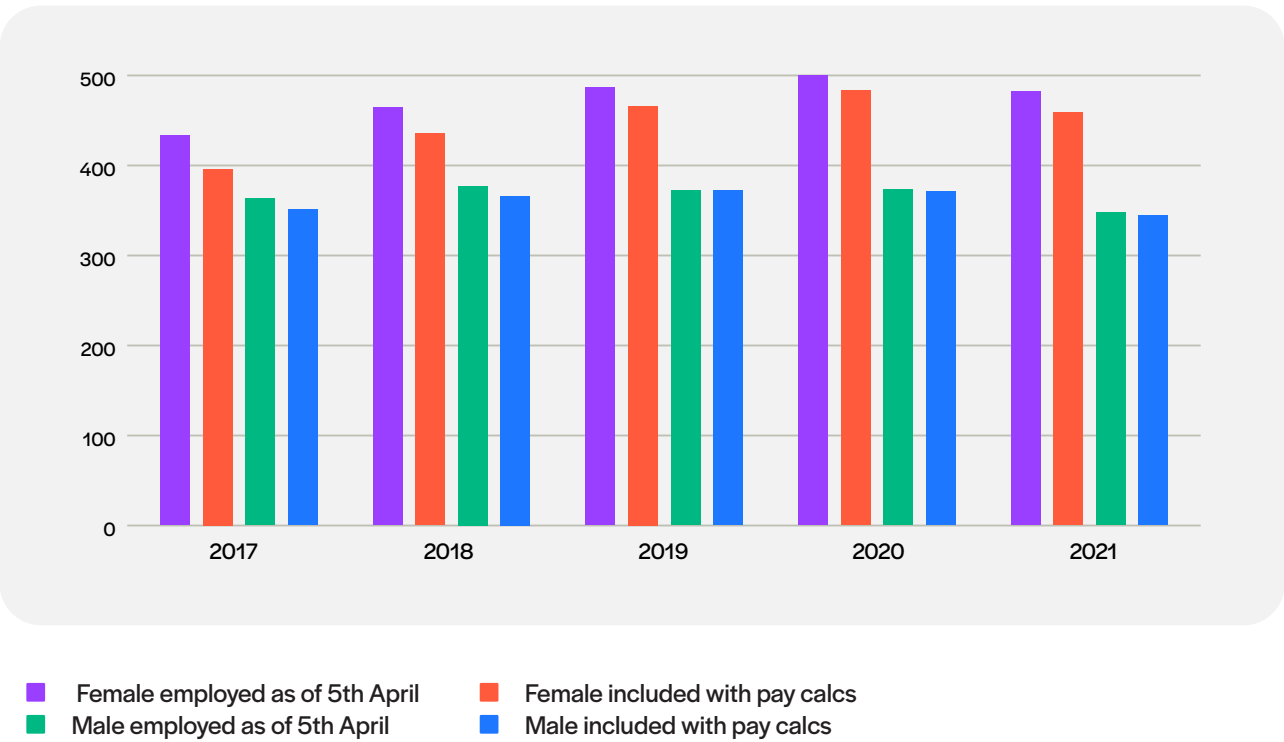
This is also reflected in the improvement of our overall pay gap with the mean moving from 22.08% in 2020 to 19.65% in 2021 and the median moving from 15.17% in 2020 to 12.35% in 2021. However, and as much as we are pleased to see our efforts paying back, our fourth quartile still remains largely responsible for our pay gap and an essential area of focus for Mindshare.

Mindshare Population as of 5th April 2021

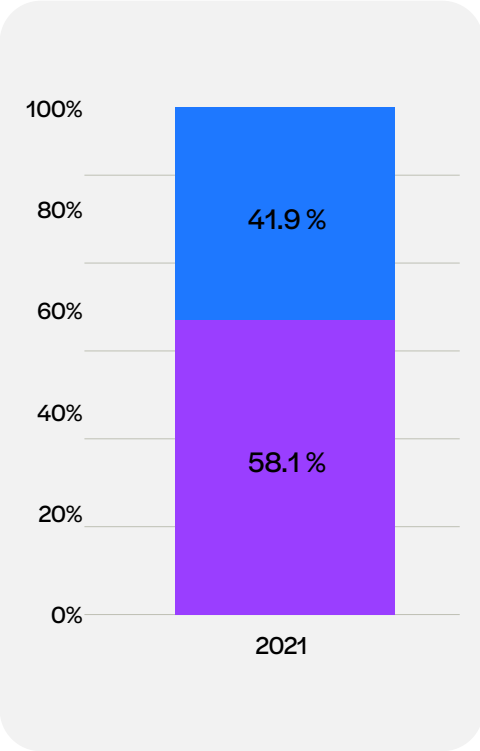


- Female employed as of 5th April
- Female included with pay calcs
- Male employed as of 5th April
- Male included with pay calcs

Mindshare Population as of 5th April: 2017-2021

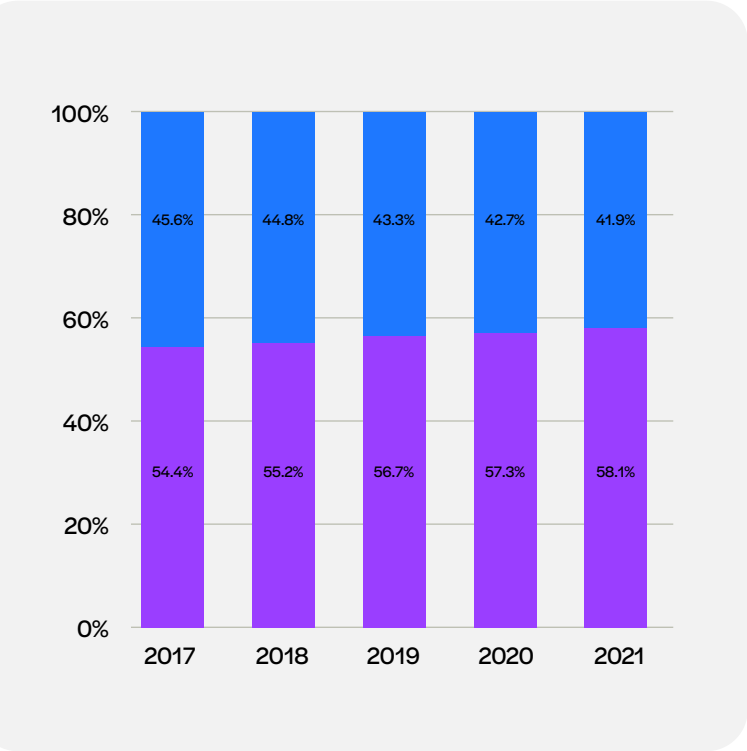


Gender Split of Employees 2021



- Male
- Female

Gender Split of Employees 2017-2021



Mean & Median Gender Pay Gap

Mean (average) gender pay gap using hourly pay:

We are pleased to report that our mean gender pay gap continues to reduce, standing at 19.65% compared to 22.08% in 2020.

Progress therefore continues to be made here and is partly due to the increase of women in the upper paid quartile (Q4) as well as the percentage of males decreasing at a faster rate at this level.

Mindshare Mean Pay Gap

Year	Mean
2017	23.40%
2018	20.79%
2019	23.32%
2020	22.08%
2021	19.65%

Median (mid-point) gender pay gap using hourly pay:

Mindshare Median Pay Gap

Year	Median
2017	19.10%
2018	19.78%
2019	16.88%
2020	15.17%
2021	12.35%

We are also seeing a continuous decrease of our median pay gap year on year.

Even though the overall headcount of both males and females has decreased across all four quartiles, the Mindshare population is still heavily dominated by females who are largely represented in the lower two paid quartiles thus driving the gap.

We are conscious that we need to continue to work towards greater gender parity across our business, looking at how we recruit and develop our people: ensuring junior roles are attractive to male candidates whilst also progressing women beyond Q1 into the upper quartiles. We also need to continue to increase female representation in the upper quartile (Q4) and this can be supported through recruitment or progression.

Bonus Pay Gap

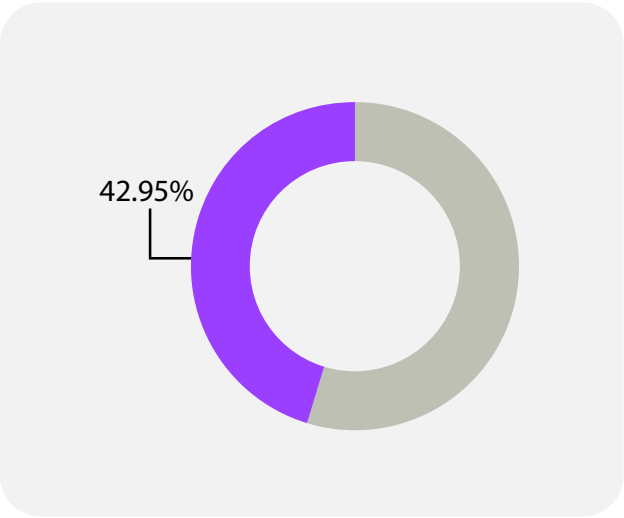
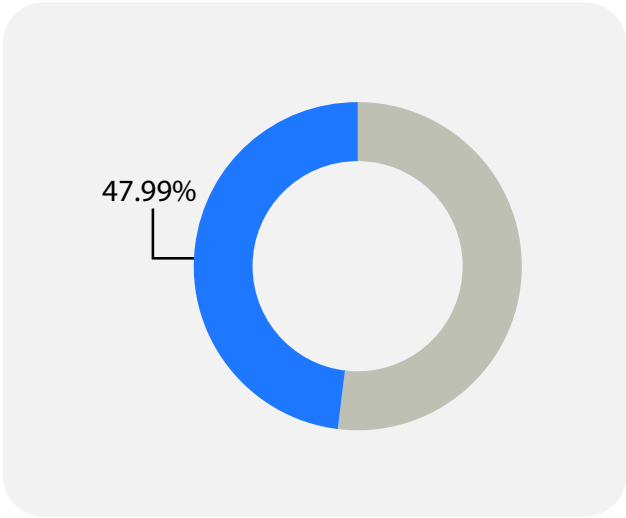
We have 48% of males who received a bonus versus 43% of women.

The mean bonus gap (19.04%) has significantly decreased since 2020. It is also just slightly lower than the pay gap which is due to our top structure being less top heavy than it used to be. However, the gap still exists because overall men still hold more senior roles than women therefore attracting higher bonuses (which include share plans which are wholly performance based) in comparison.

The median bonus gap (15.76%) is higher than our pay gap and continues to increase. Although we have seen a reduction in our overall headcount across both genders and all 4 quartiles, the number of women is still significantly higher in our lowest two which has had the effect of increasing our median bonus gap too.

Mindshare Mean and Median Bonus Pay Gap

Year	Mean	Year	Median
2019	45.6%	2019	10%
2020	36.44%	2020	11.11%
2021	19.04%	2021	15.76%



% Receiving a bonus:
The percentage of men and women at Mindshare who received a bonus in the 12 months preceding 5th April 2021.

■ Male Bonus (Mean) ■ Female Bonus (Mean)

Quartiles analysis

- 4th Quartile**
(Highest paid)
Upper hourly pay quarter
- 3rd Quartile**
Upper middle paid
Upper middle hourly pay quarter
- 2nd Quartile**
Lowest middle paid
Lower middle hourly pay quarter
- 1st Quartile**
(Lowest paid)
Lower hourly pay quarter

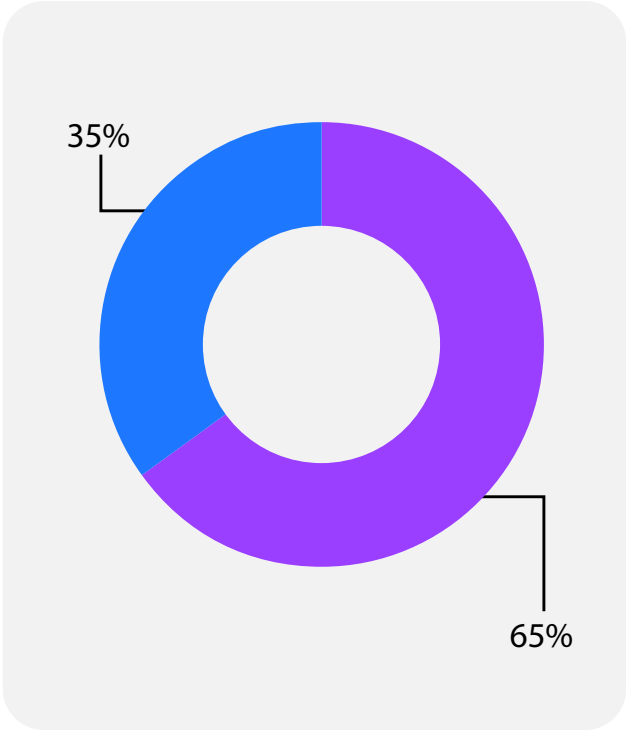
We still have our largest proportion of female representation in our lowest two quartiles where our lower paid roles at Mindshare sit and which are still mostly filled by women, with the difference between 2020 being negligible.

Our organisation is still representative of a top-heavy structure.

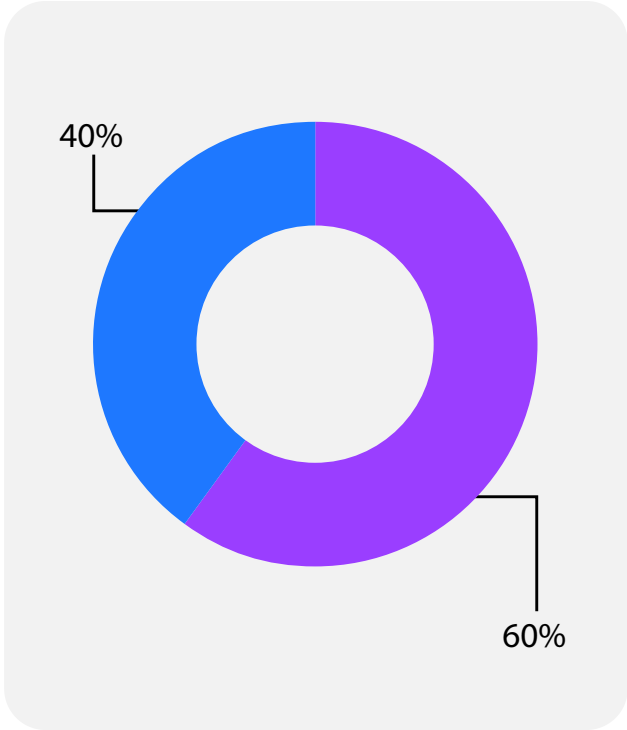
We are pleased to report however that our gender gap is decreasing and quartile 4 shows an almost even proportion of male versus female (51%/49%). This positive shift could be attributed to the departure of a few senior male leaders last year and conversely the promotions of more females in Partner roles.

This is nearly 1 woman for every man at this level and is encouraging for Mindshare.’ – as there are fewer women than men in Q4.

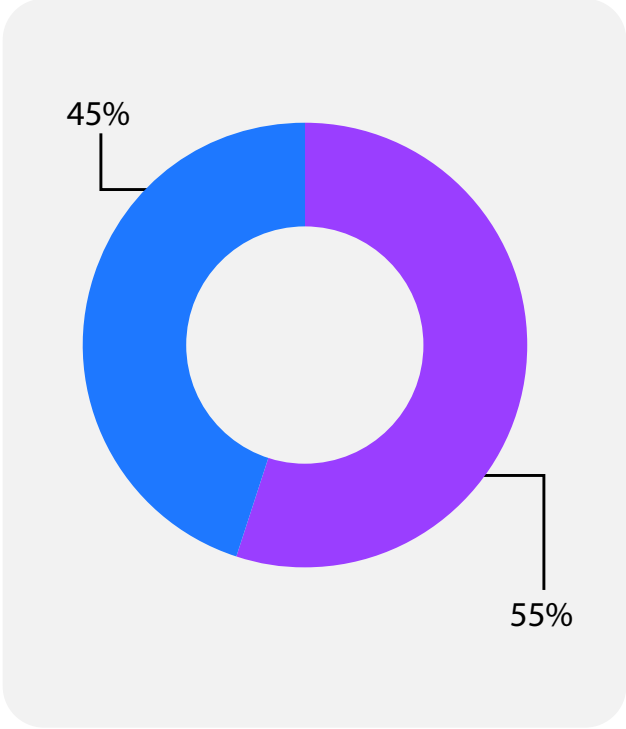
Quartile 1



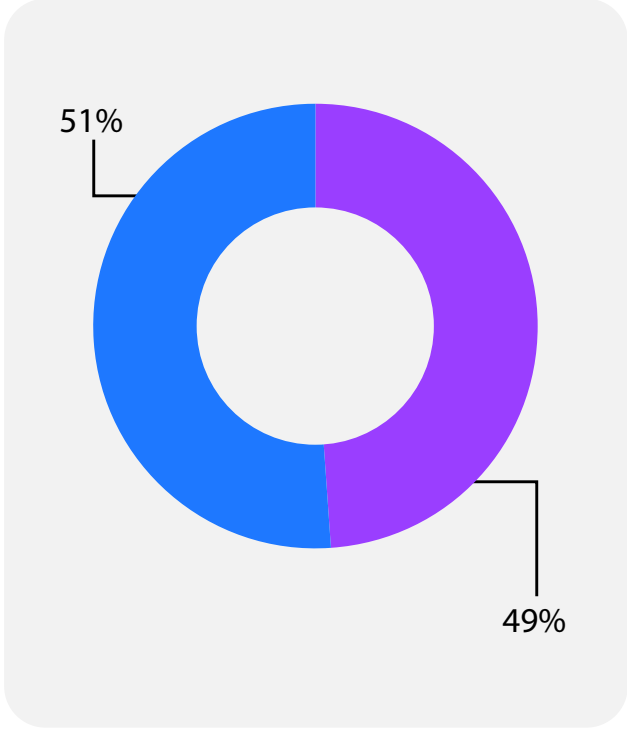
Quartile 2



Quartile 3



Quartile 4



■ Male ■ Female

Shows the proportion of men and women when the workforce is divided up equally into four parts based upon hourly pay (quartiles).

What is Mindshare doing about the Gender Pay Gap?

We have now successfully implemented our Mindshare Collective, which aims to drive productive conversations, visible change and employee-driven actions centred on intersectional diversity in markets, in regions and globally to cultivate a working environment diverse in representation and thought.

A workplace that promotes and celebrates inclusivity for Mindshare, for our clients and for the industry and provides equitable opportunities to all. Mindshare Collective achieves this through a focus on: People, Agency, Clients and Industry.

We continue to take what we've learned from the Collective to gain knowledge so we can provide greater support where needed.

To this end and as a result of its work to devise policy and strategy to implement at Mindshare and to work with the wider GroupM and WPP DE&I teams to help steer the GroupM and WPP approach where appropriate, we have enhanced some of our leave policies with effect from January 2022: :

Maternity Leave policy: up to 26 weeks' full pay with the aim to attract and retain more females at all levels due our enhanced maternity leave policy.

Our Partner(Paternity) Leave policy up to 4-week paid leave in a bid to encourage more partners to take time off and share the responsibility with the birth partner.

Shared Parental Policies: Alongside flexible working, and our enhanced maternity and paternity policies, we also operate enhanced shared parental policies. We increased our enhanced maternity and paternity pay and also enhanced our shared parental pay so that it mirrors our maternity policy.

Equal Opportunity Promotions: We continue to implement a formal promotion process, where every open position below partner level is advertised for a minimum of 7 days giving everyone equal opportunity to apply for

all roles – meaning every single role will be advertised internally and candidates assessed equally and fairly.

Back in The Game: Back in the Game is a programme created by Mindshare UK which has been rolled out across GroupM and its agencies. It is designed to support both men and women returning after an extended period off work to help them ease back into work and, and ensure they get equal opportunities for career progression.

Agile working: Agile working took on a new meaning during the pandemic. At Mindshare we didn't see this as a binary conversation about being in an office or working remotely, we saw 'agile working' in a more holistic sense as a way of enabling our employees to balance their personal and work life in a more complete way – whether driven by common life stages and challenges or extraordinary circumstances. As such, we offer programmes to enable our employees to meet their evolving personal needs, for example by adapting their working times and /or days to help with childcare requirements or when their families expand. We recognise that during the pandemic our employees had to juggle many responsibilities and we supported them by giving them the flexibility to work as they require to achieve this in the best way for them. We also offer our employees the opportunity to more permanently reshape their work life balance, whether they wish to reduce hours for any reason or change the hours or days they work to better suit their needs. This is most commonly to allow for the needs of a growing family or to support elder family members or those who need care. Whatever the reason, Mindshare believes that a better work life balance leads to a more productive business.

We have also by now all understood and accepted a little more about how our colleagues have to juggle the various priorities in their lives and embraced 'flexible working'. Therefore, we are now operating a hybrid model whereby employees are asked to work at least 2 days from the office on a weekly basis. As we know the caring responsibilities have disproportionately fallen on women for years and with this continuing initiative, we are optimistic that many of the barriers to women's progression in

general can be overcome. We would therefore not only attract but only retain employees, especially women.

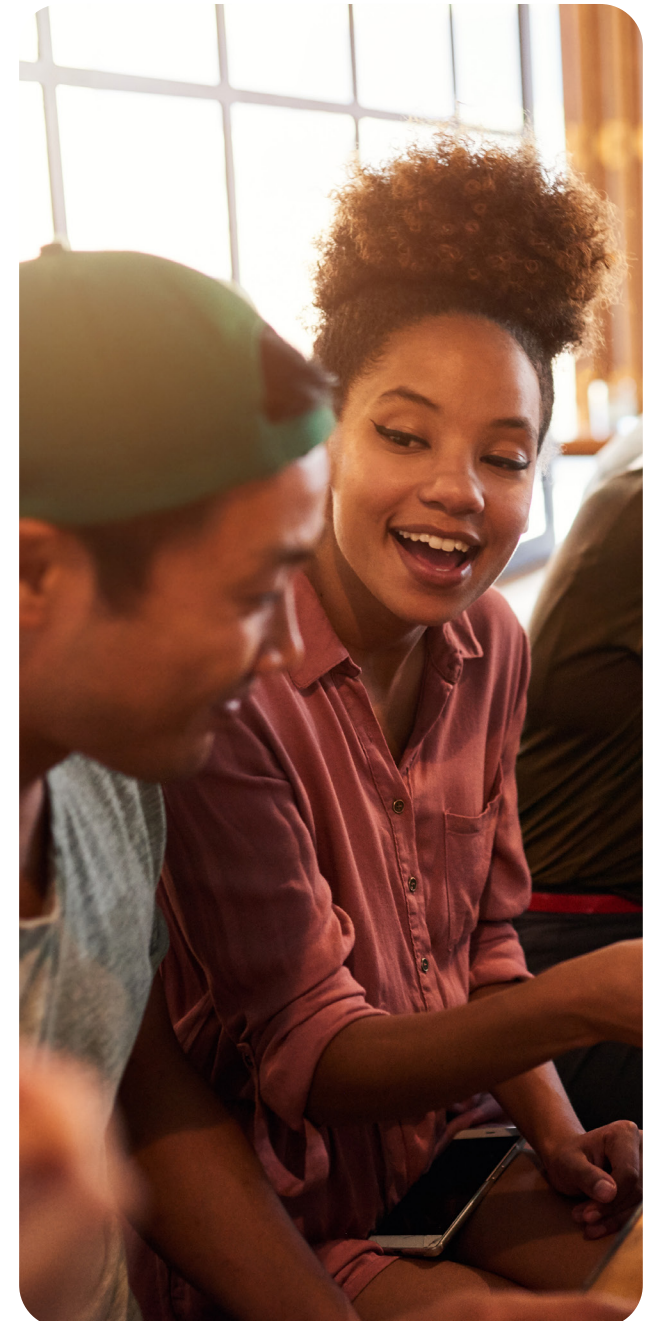
New Progression Roadmap/Competency Framework:

We know that career success is both about what employees do (applying technical knowledge, skills, and ability) along with how they do it (the consistent behaviours you demonstrate) while interacting and communicating with others at work. We have therefore developed this guidance tool for both employees and hiring managers to streamline career progression and talent development process, remove unconscious bias and therefore ensuring that diversity, equity and inclusion remain at the forefront of our everyone's mind so that that everyone, regardless of their background, ethnicity or else can achieve their goals.

VisibleStart: Brixton Finishing School, Uninvisibility, and WPP have joined forces to offer a free online 8-week course, alongside live events, aimed at women aged 45yrs+ and looking to get into Media, to teach them the basics of digital media as well as give the confidence to go out there and land their dream job.

And if that's not enough, we offer at the end of the course exclusive placement opportunities in the industry and 20 ring fenced roles at WPP agencies exclusively for VisibleStart participants.

Great with Talent tool: We are making full use of this exit interview platform to help inform the main key drivers for departures. This way we can try and remedy them with the view to retaining employees in a quicker and more efficient way and remain an employer of choice



Statistics

GroupM figures included:

Mean & Median gender pay gap

Mean (average) gender pay gap using hourly pay:

Mindshare (incl. GroupM) Mean Pay Gap

Year	Mean
2017	32.23%
2018	23.68%
2019	25.84%
2020	24.69%
2021	23.55%

Median (average) gender pay gap using hourly pay:

Mindshare (incl. GroupM) Median Pay Gap

Year	Median
2017	22.22%
2018	17.73%
2019	15.98%
2020	16.24%
2021	16.94%

Bonus Pay Gap

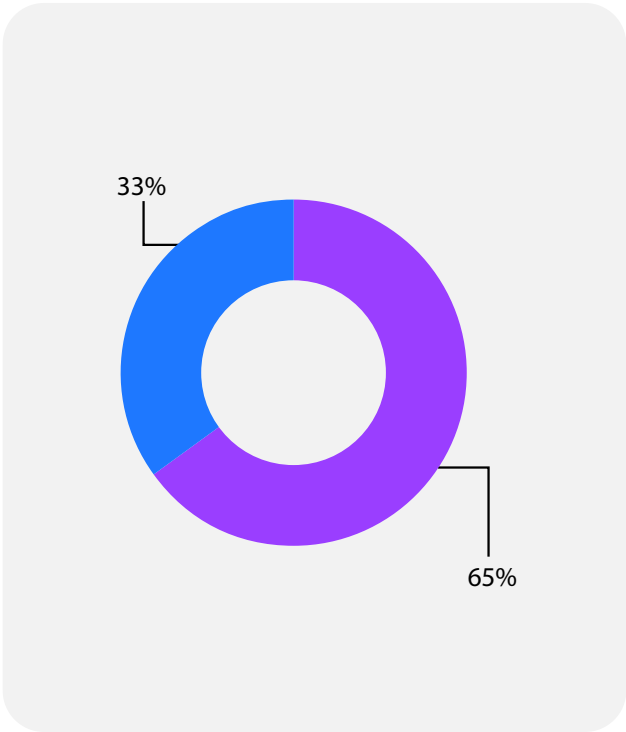
Mindshare (incl. GroupM) Mean Bonus Pay Gap

Year	Mean
2019	50.27%
2020	38.79%
2021	29.87%

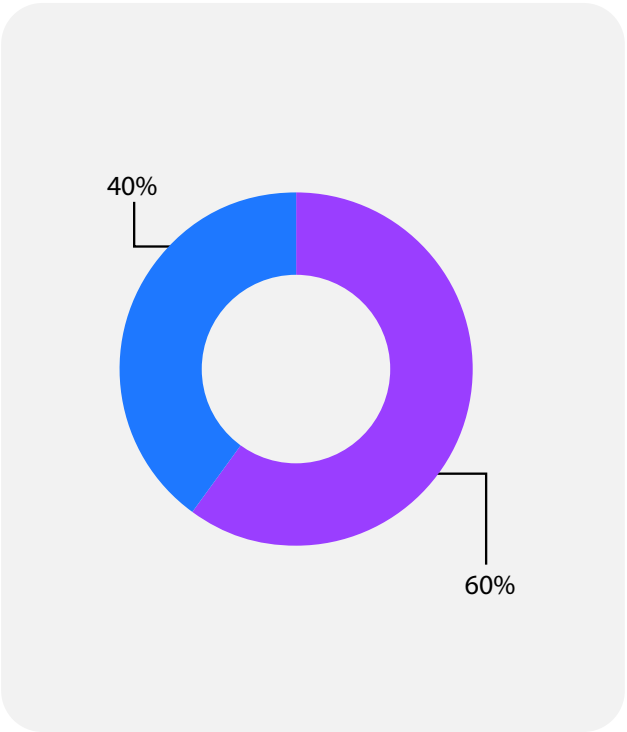
Mindshare (incl. GroupM) Median Bonus Pay Gap

Year	Median
2019	6.25%
2020	16.67%
2021	20.57%

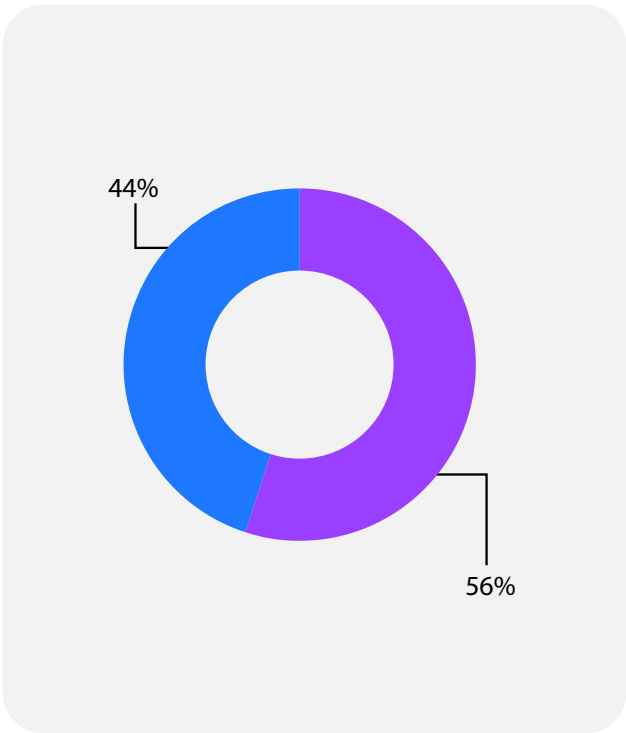
Quartile 1



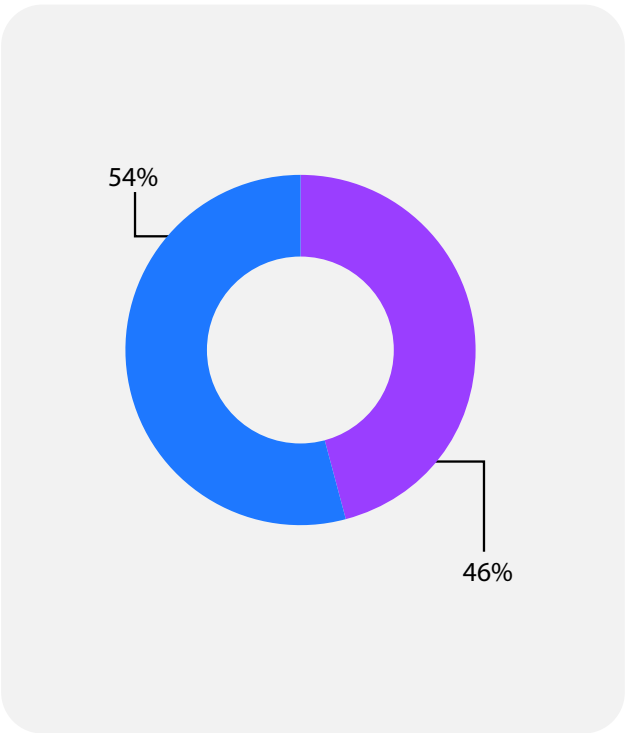
Quartile 2



Quartile 3



Quartile 4



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Shows the proportion of men and women when the workforce is divided up equally into four parts based upon hourly pay (quartiles).