

cosine

GENDER  
**PAY GAP**  
REPORT



2021

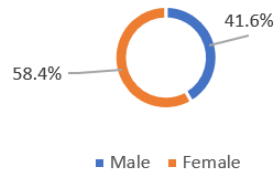
# INTRODUCTION

## What is the gender pay gap?

Legislation came into force in April 2017, requiring UK employers with more than 250 employees to publish their Gender Pay Gap.

The Gender Pay Gap looks at the overall pay of men and women, without taking into account their roles, working hours or seniority. This means that the Gender Pay Gap does not provide any insight into Equal Pay, which is the requirement to pay men and women equally for work of equal value.

### Gender split of Cosine employees:



As at April 2021

Our workforce is broadly split into two – office based and field based roles. Our field based roles can then be split further into contract field (permanent contracts) and our flexible workforce (temporary work of an ‘ad hoc’ nature).

The Gender Split of the different employee groups is as follows:

- |                       |                   |
|-----------------------|-------------------|
| • Office              | 53.8% M – 46.2% F |
| • Contract field only | 73.3% M – 26.7% F |
| • Flexible field only | 38.2% M – 61.8% F |

“Our business would not succeed without the great people who work within it. We are by nature and design a people business, where attracting, developing and nurturing our diverse workforce is key to our on-going success. Our people practises underpin our ability to be flexible with the range of roles we offer, which allow us to have such a gender balanced team.

We’re passionate about championing women into a variety of leadership within our business and will continue our focus in this area. We have continued our efforts in 2021 to support the health and well-being for our colleagues, with a variety of initiatives to support a range of needs, including our on-going focus on work-life balance.”

I confirm that the figures contained in this report are accurate and have been calculated in accordance with relevant legislation

**Claire Wicks**  
People Director



### Legislative requirements

- All UK companies with 250 or more employees on 5 April 2021 are required to publish specific gender pay information:
  - Mean and median gender pay gap
  - Mean and median gender bonus gap
  - Proportion of males and females receiving a bonus
  - Proportion of males and females by quartile pay band
- Figures for each legal entity with at least 250 employees on 5 April 2021 must be calculated and reported separately
- The mean and median gender pay gap is based on hourly rates of pay as at 5 April 2021
- The mean and median gender bonus gap considers bonus pay received in the 12 months leading up to 5 April 2021
- Pay quartiles look at the proportion of men and women in four pay bands when we divide our workforce into four equal parts

# WHAT IS OUR GENDER PAY GAP AT Cosine?

**Our median pay gap is 1.7%**  
**This compares to an average**  
**of 15.5% for the UK\***

\*From the Office of National  
Statistics, 2021 data

## Mean and median gender pay gap

The mean gender pay gap is the difference in average hourly rates of pay that male and female employees receive. This gives an overall indication of the gender pay gap by taking all hourly rates of pay and dividing by the total number of people in scope.

At Cosine, our mean gender pay gap for hourly pay is 8.3%.

The median gender pay gap for hourly pay is 1.7%.

The median gender pay gap shows the difference in the midpoints of the ranges of hourly rates of pay for men and women by ordering individual rates of pay from lowest to highest and comparing the middle value.

Mean  
Gender Pay Gap:

**8.3%**

Median  
Gender Pay Gap:

**1.7%**

Our mean Gender Pay Gap figure is predominantly driven by the fact that we have a higher proportion of males in our higher paid Digital Data and IT divisions.

## Mean and median gender bonus gap

The mean gender bonus gap is the difference in mean bonus pay that male and female employees receive. The median bonus gap shows the difference in bonus pay received by the middle woman compared to the middle man.

The bonus gap is calculated only from actual bonuses paid. It takes no account of part time workers, or whether someone has worked the full year or not. If someone received no bonus, they are not considered in either the mean or median figures.

As a Field Sales business working on various activities, we are able to offer a variety of flexible roles, attractive to individuals who want a pattern of work to meet their personal, career and family needs. This wide range of roles, attracts a variety of pay, benefits and incentives to reward and motivate the person in the role.

The bonus gap is driven by the fact we have a higher proportion of women in our flexible and part-time roles and are therefore receiving only a proportion of the fulltime bonus.

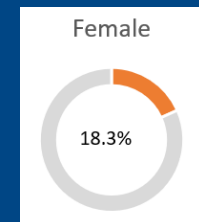
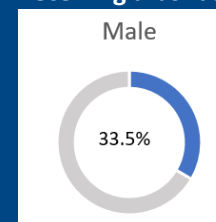
Mean  
Gender Bonus Gap:

**70.4%**

Median  
Gender Bonus Gap:

**69.3%**

## Proportion of employees receiving a bonus:



## WHY ARE THERE DIFFERENCES?

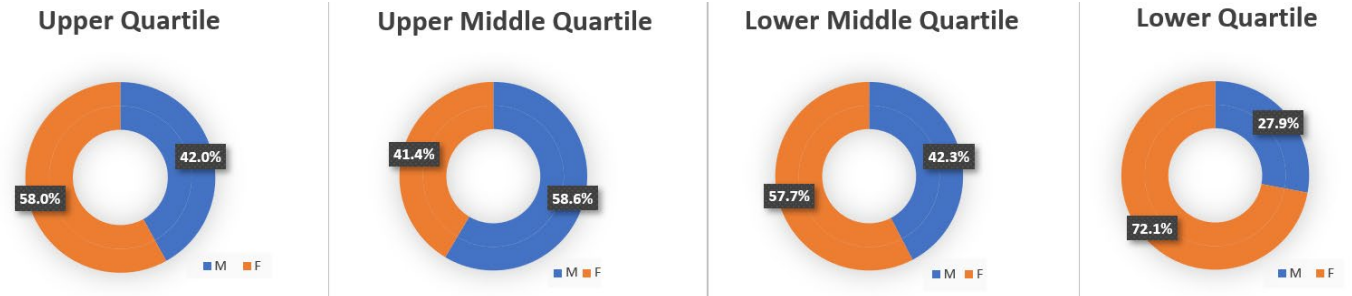
- When looking at the quartiles we see that there is a higher proportion of women in the lower quartiles. In Field Marketing due to the nature of the industry, we have a significantly high proportion of part-time employees and a high population of tactical (casual) employees typically within more junior roles. The reason that these roles are attractive to women is because they offer the most flexibility and so women can balance it around childcare commitments. Until we have a society where more men do more of the child raising, this is unlikely to change any time in the future.

As many of our large client accounts offer flexible working and part-time, this affects our overall gender split for the field being more female dominated.

- The upper quartile has more senior or specialist roles held by males which explains the gap – these roles are in Digital Data and IT which is male dominated.

### Proportion of males and females by pay quartile

This is the percentage of male and female employees in four quartile pay bands, (dividing our workforce into four equal parts).



### Looking at each quartile, the pay gap is as follows:

Upper quartile:

**8.7%**

Median

Upper middle quartile:

**1.7%**

Median

Lower middle quartile:

**0.0%**

Median

Lower quartile:

**0.0%**

Median

# OMNIWOMEN UK

To underscore our commitment to a gender inclusive environment, we are part of the **omniwomen** initiative.

In the UK we have supported an Annual Summit since 2015, a forum where our future female leaders find inspiration and mentorship.

Our goal with this event and its subsequent follow up sessions, known as basecamps, is to foster an environment where women feel they do not need to conform to “traditional” leadership stereotypes to be successful, but instead can be themselves, bringing their own leadership skills and attributes to our companies.

**We believe in programmes and initiatives that attract the best talent and foster a culture that gives our people the opportunity to succeed.**

Whilst the Gender Pay Gap reporting is focussed on gender equality in the workplace, at Cosine we are looking at all areas of diversity. We are currently working on a Group DE&I Plan which will help us to identify areas of focus.

In 2021 we opened up spaces to our Omniwomen initiative to more than 80 females across all levels in our business giving them the opportunity to network, learn and develop. In addition we have been a key part of launching a new Omniwomen group wide mentoring programme for female leaders.



At Cosine we are proud of our Talent initiatives and the focus we place on investing in our people, based on merit and equal opportunity. We support this through a range of internal development practices and programmes, including our award winning management and leadership programmes. We currently promote 60% of our managers from within which demonstrates our commitment to providing career opportunities and our current demographics show a healthy proportion of women in management and leadership positions. We will continue to review our talent management and succession planning strategies to encourage women into senior leadership positions.



## Omniwomen

Founded 2014, is dedicated to promoting networking and career opportunities for, and developing the skills of, Omnicom’s future female leaders. There are chapters all over the world, including New York, China, the UK and Germany, to name a few!



## OPEN Pride

Founded in 2016, promotes awareness, acceptance and advocacy by creating opportunities for leadership, visibility, community involvement, networking and business. Through its global and local chapters, OPEN Pride works to foster an inclusive and engaging work environment for Omnicom’s LGBTQ+ community and its allies.



## The Omnicom People Engagement Network (OPEN)

The umbrella group for all official Omnicom ERGs and D&I activities. It’s important to us that our people encompass diverse backgrounds, experiences and perspectives and so OPEN, and its respective groups, work to foster an inclusive and engaging work environment as well as increase networking and business opportunities. Not only is this the right thing to do, but it encourages fresh ideas and thoughts that stimulate creativity and provide outstanding innovation.

## Cosine

### ACTIONS MOVING FORWARD



#### Equity Diversity & Inclusion

Our data show that we have a healthy balance of females and males across our business, with strong female representation within our senior leadership teams.

We will be collecting further diversity data in 2022 to identify trends with a focus on ensuring there is equity and equality in all teams, and fostering an inclusive culture throughout.

We have recently introduced a local PRIDE Employee Resource Group (ERG) and plan to launch more ERGs this year, including menopause, together with increased training and awareness for all.

Our aim is to ensure we embrace all areas of diversity. Since the Pandemic the need for flexible working has been greater than ever, and we are continuing to offer flexibility including hybrid working where possible. We will also be reviewing our policies to ensure they are inclusive and equitable.



#### Career Development

We will continue to work hard to understand the challenges that women face in their careers, including balancing successful careers with family commitments.

We will be reviewing our talent management programmes and processes to ensure they are equitable and that we see a representative amount of females progressing through our business.

This includes widening access to learning and development content through a digital approach, and providing ongoing mentoring.



#### Recruitment and Attraction

We continue to work with our clients and have specific targets and plans in place to ensure we attract and recruit diverse candidates.

This includes specifically looking to attract more females into traditionally male dominated environments. We use gender neutral language for adverts, diverse advertising collateral and unconscious bias training, including specific training for hiring managers as part of our Interview Skills course.

We continue to review and work on ensuring our selection process is free from bias.