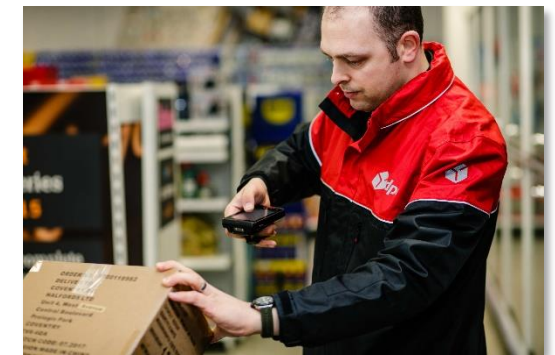




GENDER
PAY GAP
REPORT
2017



INTRODUCTION

Cosine...

... is an Insight led Field Sales agency, working for multiple clients on a variety of activities. This leads to us having a varied workforce with a strong gender-balance.

We're a people business, so having great people practices and a strong and supportive culture is important to us. We offer a wide range of roles, with a wide variety of working patterns and so flexibility is ingrained in our culture. We're really pleased to be able to offer plenty of opportunity for both males and females wanting a more flexible pattern of work to suit their personal and family needs.

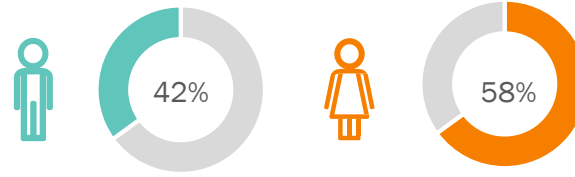
We understand that inclusion and diversity leads to greater business success and we're proud to have a gender diverse leadership team. 67% of our Senior Leadership team is female with a 50% representation on the Board.



UK Board and FD

L to R – Fleur Tunnard, Commercial Director, Laura Keane, Finance Director, Steve Mouny, Commercial Director, Michelle Tugwell, People & Implementation Director, Nick Jones, CEO

Gender split of Cosine employees:



As at April 2017

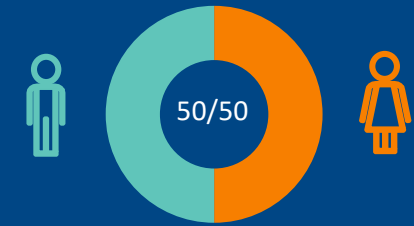
Our business community is broadly split into two – office based and field based roles. Our field based roles can then be split further into contract field (permanent contracts) and our flexible workforce (temporary work of an 'ad hoc' nature).

The Gender Split of the different employee groups is :

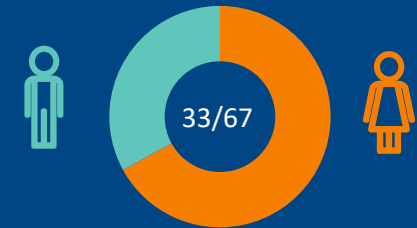
- Office 44% M - 56% F
- Contract field only 62% M - 38% F
- Flexible field only 30% M - 70% F



WOMEN IN LEADERSHIP AT COSINE



Cosine Board – Gender Split



Cosine Senior Leadership – Gender Split

What is the gender pay gap?

The Gender Pay Gap looks at the overall pay of men and women, not taking into account their roles or seniority. This means that the Gender Pay Gap **is different to** Equal Pay, which is the requirement to pay men and women equally for work of equal value.

Legislative requirements

All UK companies with 250 or more employees on 5 April 2017 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 the snapshot date must be calculated and reported separately.

The mean and median gender pay gap is based on hourly rates of pay as at 5 April 2017.

The mean and median gender bonus gap considers bonus pay received in the 12 months leading up to 5 April 2017.

Pay quartiles look at the proportion of men and women in four pay bands when we divide our workforce into four equal parts.

Definitions:

We are required to report against mean and median pay gaps.

The mean gender pay gap is the difference in average hourly rates of pay (or bonus payments) 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.

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

WHAT IS OUR GENDER PAY GAP?

At Cosine, our mean gender pay gap for hourly pay is **23%** and the median gender pay gap for hourly pay is **35%**.

WHAT'S THE REASON FOR THIS GAP?

Our overall Gender Pay Gap figure is predominantly driven by the fact that we have the highest number of women in our flexible workforce, where the roles attract comparatively lower pay.

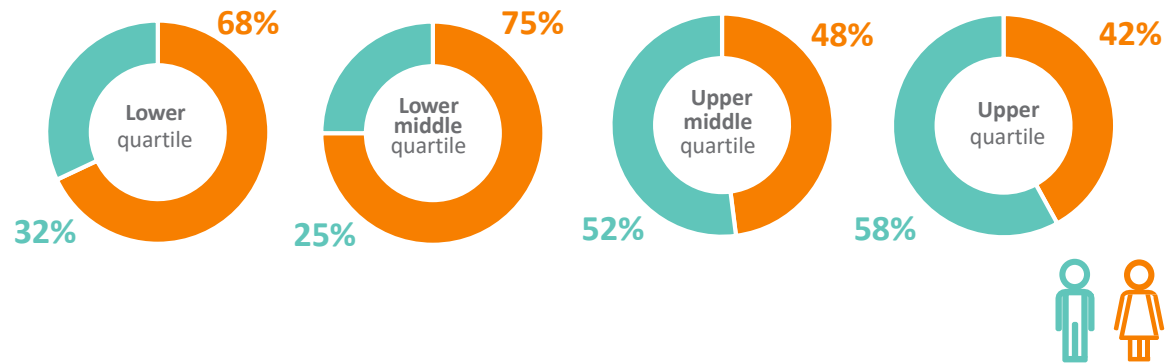
GENDER PAY GAP BY EMPLOYEE GROUP

When we look at the gender pay gap within each group in our business community, the picture is significantly different and the gap is greatly reduced. The median pay gap for these groups is as follows:

Office	7.9%
Contract Field	1.3%
Flexible workforce	0%

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).



When you split our workforce into four pay groups (quartiles) the lower two quartiles are predominantly female whereas the upper two are more evenly split. The lower two quartiles broadly represent our more flexible workforce.

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

Lower quartile:	Lower middle quartile:	Upper middle quartile:	Upper quartile:
0%	0%	11.18%	-4.41%

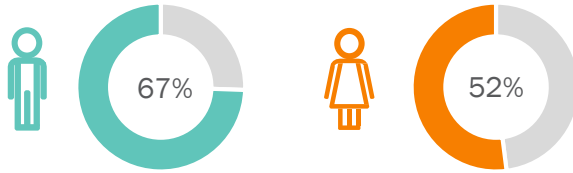
When you break down by quartile the gender pay gap falls to neutral or a minus in all but one. This is because we pay men and women similar pay for doing similar work



Gender Pay Gap by Pay Quartile

BONUS PAY GAP

Proportion of employees receiving a bonus at Cosine:



Cosine is a Field Sales business working with many different clients on various activities, enabling us 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 huge range of pay, benefits and incentives to reward and motivate the person in the role.

When calculating the gender bonus gap, we are required to include this huge range of payments (varying from performance related sales commissions, to long-service awards, to hourly completion bonuses) and this impacts our overall bonus pay figure and could be quite misleading.

Our contract field team is the only area of our business which has more males than females (62%/38%) and within this area we do have one particular role which is highly commission based. The relevant pay period happened to include some exceptional performance-related commission payments which were unusually high, which has impacted our bonus pay gap.

Similar to our gender pay gap, when we break our workforce community into groups, and then look at the bonus pay gap within each group, the results look very different. The gap within these different groups are as follows:

Office	0%
Contract Field	19%
Flexible workforce	-11%



Our mean and median gender bonus gap

Our median bonus pay gap is **94%**

Our mean bonus pay gap is **75%**

Through our opportunities and initiatives, we're proud to attract a diverse group of people and to give them the opportunity to succeed.

What our people tell us

One of the best ways we can measure whether we have a culture that gives people the opportunity to succeed, is to ask our people how we're doing.

In our latest employee survey when asked about Diversity and Inclusion, **98% of people surveyed felt that Cosine treats people fairly regardless of differences.**

Investors in People – Gold Standard

Investors in People is the **benchmark of good people management practice** and our overall approach has been independently assessed and recognised as **Gold Standard**.



Omnicom initiatives

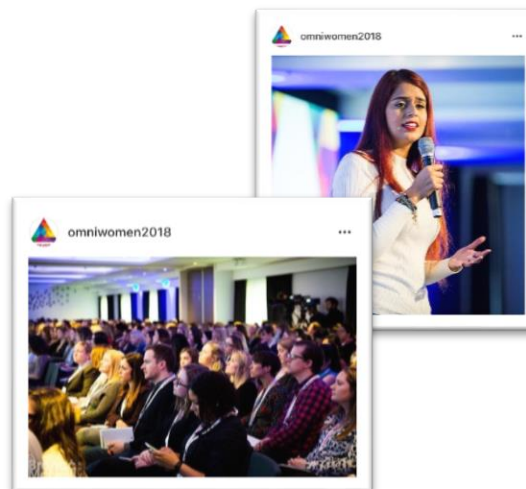
As well as what we do as a business, being part of the Omnicom group means our employees can benefit from established diversity programmes, Omniwomen, OPEN Pride and OPEN.



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.



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 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 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

1. We will continue to offer a variety of flexible working options for all our people
2. We are piloting an externally accredited management training programme and this was made available to people from all areas of the business, at all levels. Getting on to the programme was completely unbiased and down to self-selection, promoting our approach of opportunity for everyone.
3. We will heighten diversity awareness across all areas of our business

I can confirm the information within this report has been checked and verified to ensure its accuracy.



Michelle Tugwell
People and Implementation Director