

GENDER
PAY GAP
REPORT
2018



INTRODUCTION

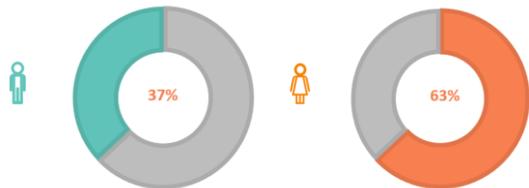
Cosine...

... is an Insight led Field Sales agency, working for multiple clients on a variety of activities.

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.

Gender split of Cosine employees:



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).

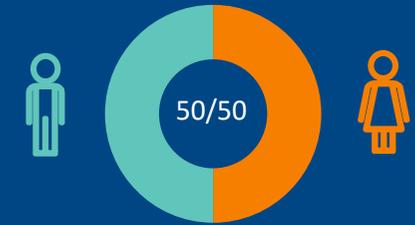


The Gender Split of the different employee groups is as follows:

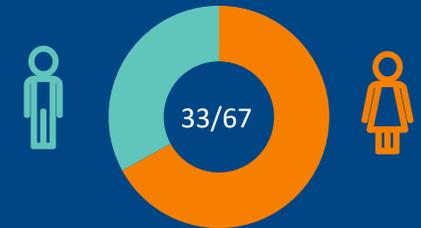
- Office 37% M - 63% F
- Contract field only 79% M - 21% F
- Flexible field only 30% M - 70% F

Since last reporting we've seen an increase in females in the office and a decrease in Contract Field.

WOMEN IN LEADERSHIP AT COSINE



Cosine Board – Gender Split



Cosine Senior Leadership – Gender Split

What is Our gender pay gap?

Our Gender Pay Gap has gone down this year. Our mean gender pay gap for hourly pay is **18% (23% last year)** and the median gender pay gap for hourly pay is **10% (35% last year)**.

Why do we have a gap?

Our Gender Pay Gap figure is predominantly driven by the fact that we have a higher proportion of women in the lower pay quartiles where the flexible roles attract comparatively lower pay and this has not changed this year.

Gender Pay Gap

Mean Pay Gap **18%**

Median Pay Gap **10%**



WHAT IS THE GENDER PAY GAP?

From April 2017 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

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.

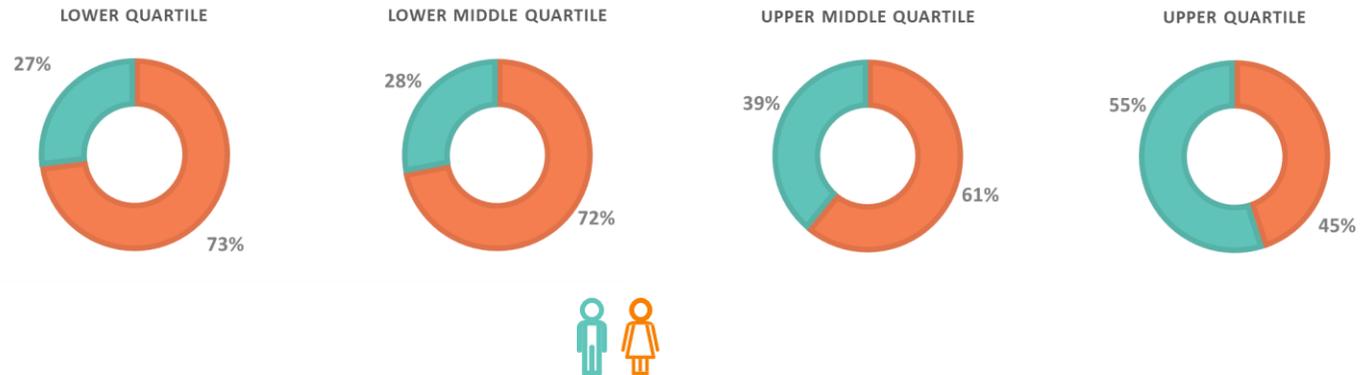
We are required to report against mean and median pay gaps.

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.

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. There has been some movement this year with the upper quartile moving more towards parity and female representation in the upper middle quartile has gone up.

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

Lower quartile:	Lower middle quartile:	Upper middle quartile:	Upper quartile:
0%	0%	0%	-16%

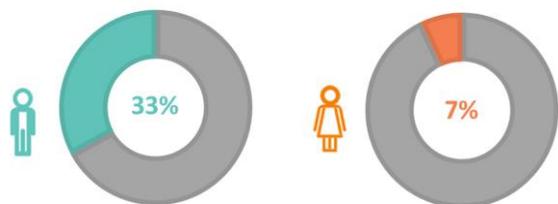
When you break down by quartile the gender pay gap falls to neutral or a minus. The median in the upper quartile is -16% showing that women, rather than men, occupy the higher paid roles.



Gender Pay Gap by Pay Quartile

Bonus Pay Gap

Proportion of employees receiving a bonus at Cosine:



Our mean and median gender bonus gap

Our mean bonus pay gap is **62%**

Our median bonus pay gap is **39%**

The gap has decreased significantly since last year with the mean gap reducing from **75%** to **62%** and the median reducing from **94%** to **39%**.

Why do we have a bonus pay gap?

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 variety 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 the full range of payments (varying from performance related sales commissions to long-service awards) and this impacts our overall bonus pay figure. Also the bonus gap does not take into account Part time workers who will get a pro-rated amount.

Our contract field team is the only area of our business which has more males than females (79%/21%) and this is where the majority of our commission based sales roles sit.



Bonus Pay Gap

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.

When asked about Diversity and Inclusion, **83% 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.

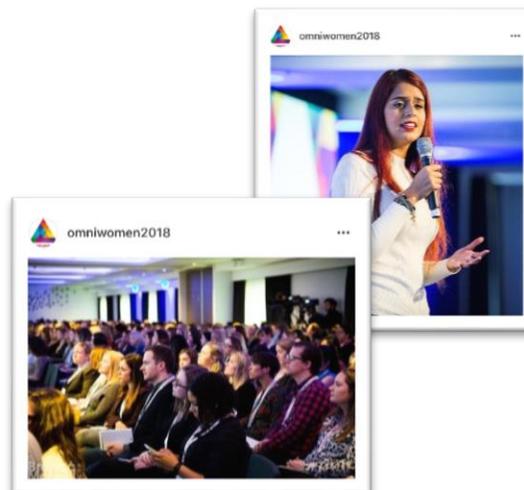
OMNIWOMEN UK

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

Each year our we support the Annual Summit, 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 follow these up internally to share our learnings with other colleagues.



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

- We will be taking part in the Omnicom Census in order to assess where we sit against the vision 'Reflecting Real Britain', as gender and age aside some of the areas of D&I that we need to understand are nonvisible.
- We have reviewed and enhanced our Flexible working approach in order to allow greater flexibility to our employees.
- We are continuing to make Cosine a diverse and inclusive workplace by reviewing and sharing our company approach to Diversity and allowing our employees to be genuine and be themselves at Cosine.
- We have reviewed our Recruitment and Attraction process and changed the language we use for job adverts to make it more gender neutral.
- We have developed a 'Work Mums' chat group on our Workplace (open to Dads too), for people to share tips and trials of being a working parent.

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



Michelle Tugwell
People Director