

**cosine**

GENDER

**PAY GAP**

REPORT



**2020**

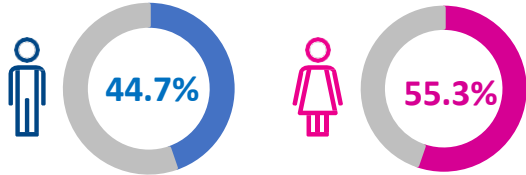
# INTRODUCTION

## 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 2020

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              | 61.3% M – 38.7% F |
| • Contract field only | 79.4% M – 20.6% F |
| • Flexible field only | 37.0% M – 63.0% F |

*“We’re a people business. So attracting, growing and keeping the very best, diverse talent is key to our continued success. We have great people practices at Cosine and are proud to be able to offer a wide variety of roles with varying flexible working patterns for both males and females and we are immensely proud of our balanced gender workforce which is extremely rare within the sales industry. This year more than ever, it has been is hugely important for to us to support the mental health and well- being of all our employees and provide the opportunity to balance work with other aspects of their lives in what has been a very challenging 12 months for everyone. I am passionate about championing women in leadership and taking an active part in fostering a culture that encourages, nurtures and develops females in every area of our business”*



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

**Karen Jackson**  
Managing Director

### Legislative requirements

- All UK companies with 250 or more employees on 5 April 2020 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 2020 must be calculated and reported separately
- The mean and median gender pay gap is based on hourly rates of pay as at 5 April 2020
- The mean and median gender bonus gap considers bonus pay received in the 12 months leading up to 5 April 2020
- 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 9.9%**  
**This compares to an average of 15.5% for the UK\***

\*From the Office of National Statistics, 2020 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.

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.

At Cosine, our mean gender pay gap for hourly pay is 14.9% meaning that when taking into account all level of employees, the hourly rate is 14.9% lower for women.

The median gender pay gap for hourly pay is 9.9%.

Mean  
Gender Pay Gap:  
**14.9%**

Median  
Gender Pay Gap:  
**9.9%**

Our overall Gender Pay Gap figure is predominantly driven by the fact that we have the highest number of women in our flexible and part-time workforce, where the roles attract comparatively lower pay. In April 2020 we had nearly 20% of our employees on furlough so they were excluded from the calculations as per the government guidelines.

## 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.

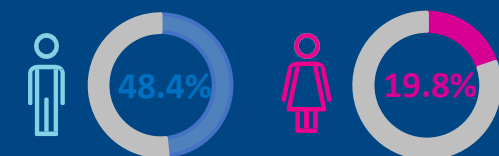
As a Field Sales business working on various activities, we are able to offer a variety of flexible roles, attractive to individuals who want a pattern of work to meet their personal, career and family needs. This wide range of roles, attracts a variety of pay, benefits and incentives to reward and motivate 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:  
**44.1%**

Median  
Gender Bonus Gap:  
**49.9%**

## Proportion of employees receiving a bonus:

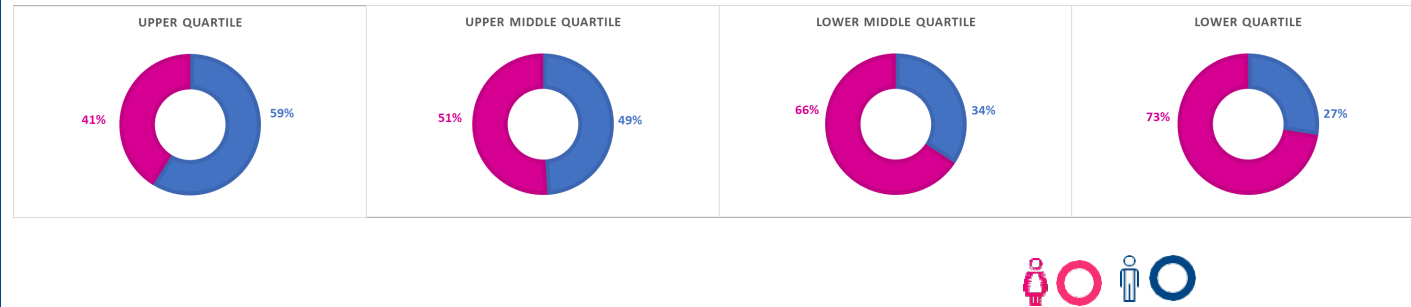


## WHY ARE THERE DIFFERENCES?

- When looking at the quartiles we see that there is a higher proportion of females 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 middle quartile still includes some junior roles which are overrepresented by females, together with more senior or specialist roles held by males which explains the gap. Despite this women hold 45% of the managerial roles.

### 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:	Upper middle quartile:	Lower middle quartile:	Lower quartile:
<b>-3.1%</b>	<b>0.0%</b>	<b>0.6%</b>	<b>0.0%</b>
Median	Median	Median	Median

When we calculate the Gender Pay Gap in each quartile we see that there is very little difference in the pay for men and women showing that people are paid the same for similar roles.

# 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.

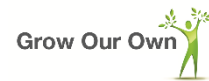
Our goal with this event and its subsequent follow up sessions, known as basecamps, is to foster an environment where women feel they do not need to conform to “traditional” leadership stereotypes to be successful, but instead can be themselves, bringing their own leadership skills and attributes to our companies. 2021’s theme ‘Choose to Challenge’ has been adopted across the company.

**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.

During International Women’s Day we supported this cause through team workshops to raise awareness of gender bias, and will be looking at further DE&I training and awareness throughout the year.



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 and it is our goal to increase this to 70% 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, and this year will be widening access to the Omniwomen Leadership programme to over 50 employees.



## 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 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 UK Ltd

## ACTIONS MOVING FORWARD



### Diversity and Flexible Working

The results of the Omnicom wide Diversity Census show that we have a majority of females working for us 56%/44%.

We will be collecting further diversity data in 2021 to ensure we have up-to-date information to help shape our plans on how we best support the needs of all our employees.

Our aim is to ensure we embrace all areas of diversity. Since the start of the Pandemic the need for flexible working has been greater than ever, be that location of work or hours, and we are pleased to be able to accommodate this fully and will continue to build this into our plans for returning to the office post-COVID.



### 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 succession planning strategies to ensure that we identify and positively nurture future female talent and provide the right opportunities for their development. This includes widening access to our leadership and development programmes through a more virtual offering, and providing ongoing mentoring.



### Recruitment and Attraction

We continue to review and work on ensuring our selection process is free from gender bias and have amended our approach to hiring in some areas to ensure a greater focus on behaviours and will over experience and skill, which means we reach a broader range of candidates. We've introduced 1:1 sessions with recently hired employees to review their experience and understand what else can be improved to ensure we appeal to as wider group of people as possible.