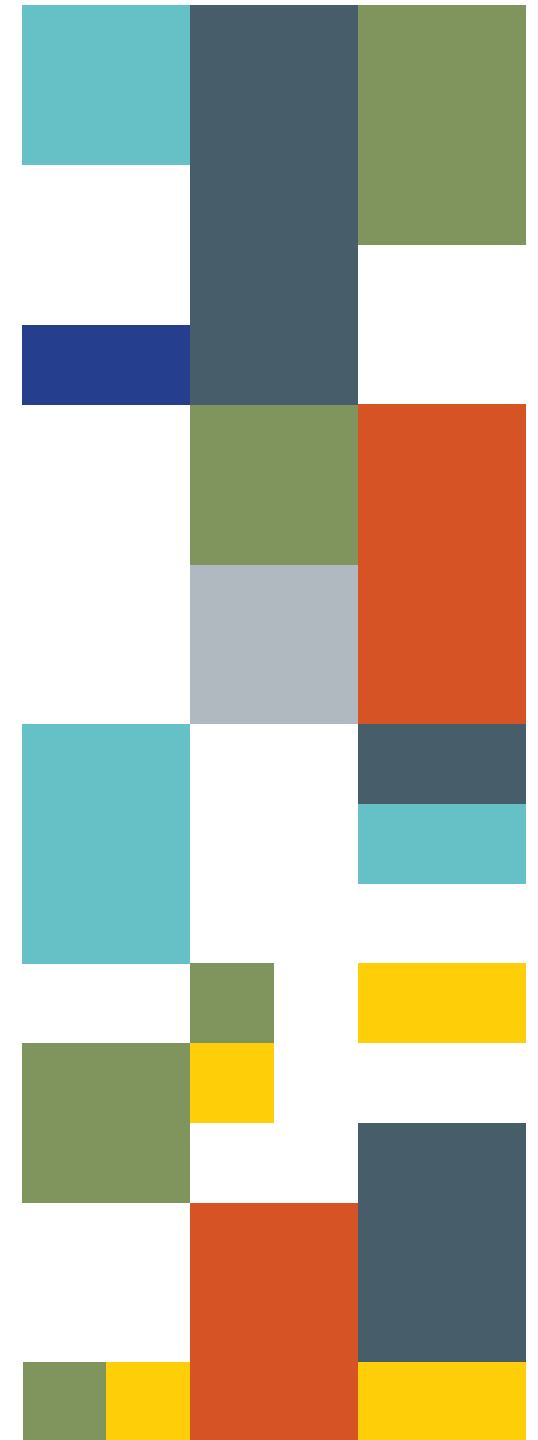


# 2021 Gender Pay Gap Report

Hill+Knowlton Strategies UK  
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# Introduction

H+K London is focussed on ensuring we have an inclusive and positive culture for all our people, one that promotes tolerance, mutual respect, and equality of opportunity. We are committed to having an environment where people are empowered to be their best and can thrive and develop, and there is opportunity for everyone - with no bias of any kind.

In this report, we provide our gender pay gap analysis for 2021, looking at the reasons behind the gap and our plans to close it. We continue to support the UK Government's drive for companies to be more transparent on gender pay issues.

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# Understanding the GPG Report

## Gender Pay Gap

The gender pay gap shows the difference in the average hourly rate of pay between women and men in an organisation, expressed as a percentage of the average male earnings.

The government requires employers in the UK with 250 staff or more to report both the median and mean gender pay gaps and bonus gaps in their workforce, as well as information on the proportion of men and women awarded a bonus, and the proportion of men and women when divided into four groups (quartiles) from lowest to highest pay.

Median and mean calculations were used when comparing pay on 5th April 2021 and bonuses for men and women from 6th April 2020 to 5th April 2021. Hourly earnings are used to take account of the fact that many more men than women work full-time.

## Median

The **median** is the figure that falls in the middle of a range when everyone's wages are lined up from smallest to largest.

## Mean

The **mean**, commonly known as the average, is calculated when you add up the wages of all employees and divide the figure by the number of employees. The mean gender pay gap is the difference (as a percentage) between mean male pay and mean female pay.

## Bonus Gap

The percentage difference (median and mean) in total bonus payments received by men and women in the 12 months preceding the snapshot date.

## Pay Quartiles

Organisations are required to rank employees in order of their pay from lowest to highest, then divide the workforce into four equal groups based on their hourly pay rate and show the proportion of genders in each group.

## Equal Pay

Equal pay is the legal right for men and women to be paid the same when doing the same or similar work, or work of equal value. This is different to the gender pay gap.

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# Our Gender Pay Gap Findings

When our gender pay gap numbers were measured in April 2021, we had 286 staff who were paid through the H+K London payroll and qualified to be counted, 191 of these were women and 95 were men.

In 2021 our mean gender pay gap number was 8.9% and this has decreased slightly from 2020 when it was 10.8%. Our median pay gap in 2021 is 8.5% having increased from 2020 where it was 2.6%.

H+K runs a meritocratic system of bonuses for performance related work and for specific achievements. In 2021 our bonus gap was 34.3% having reduced from 54.1% in 2020, whilst the mean moved from -11.1% in 2020 to 5.6% in 2021. An almost equal percentage of men and women received a bonus in 2021.

It is worth noting that in the 2021 report our figures include all H+K UK employees and then some individuals from our global organisation too. In all our previously published reports, we had also included the WPP entity, SJR, and this is the first year we no longer are required to do this.

We have a split of 60/40 women to men in the UK leadership team in London, so a strong representation of senior female women. However, H+K London's latest analysis shows that the gender pay gap is attributable to the fact that a few of the most senior UK and global roles in the organisation are held by men and this then impacts the salaries and bonuses that these roles attract.

In April 2021, we had 286 staff on the UK payroll and in a business of this size, the impact of a few men in the most senior roles can significantly impact our gender pay gap numbers.

Our findings also demonstrate that the number of men in the business has decreased since last year across all our quartiles. This is especially noticeable in Quartiles 2 and 3 and we need to understand why we are attracting fewer men into the business at these levels.

We have reviewed the data making up the gender pay gap statistics and we are confident that our existing gender pay gap does not result from paying men and women differently for the same or equivalent work.

It is important to note that H+K monitors pay at all levels of the organisation, and we undertake regular salary auditing and bench marking. We are firmly committed to equal pay, as set out in the Equality Act (2010). This ensures that a man or woman doing the same or a similar role are paid equally.

# Our Numbers

## The gender pay gap

Median (middle)

**8.5%**

Mean (average)

**8.9%**

## The gender bonus gap

Median (middle)

**5.6%**

Mean (average)

**34.3%**

The results below show H+K London's overall median and mean gender pay and bonus gap based on hourly rates of pay, as at the snapshot date of 5 April 2021, and bonuses paid in the year to 5 April 2021.

## Pay Quartiles

We have split our employees into four equal quartiles based on their average total hourly rate of pay to show the proportion of men and women in each group, with Quartile 1 representing the lowest paid group and Quartile 4 the highest paid.

## Proportion of males and females in each quartile salary bracket



### Quartile 1

2021	36%	64%
2020	49%	51%



### Quartile 2

2021	25%	75%
2020	34%	66%



### Quartile 3

2021	29%	71%
2020	39%	61%



### Quartile 4

2021	43%	57%
2020	46%	54%

■ Male ■ Female

## Full chart of all GPG findings from previous years

	2018	2019	2020	2021
Mean (average) gender pay gap	15.4%	15.3%	10.8%	8.9%
Median gender pay gap	-2.4%	8.9%	2.6%	8.5%
Mean (average) bonus gender pay gap	59.9%	67.5%	54.1%	34.3%
Median bonus gender pay gap	18.2%	20%	-11.1%	5.6%
Male % who receives a bonus	30.7%	19%	21.7%	24%
Female % who receives a bonus	31.4%	23%	21.2%	23.4%

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## What we have done in 2021?

We are committed to delivering existing and new initiatives to improve our ability to attract, engage and develop a more diverse workforce.

Our DEI Council continues to focus on a wide range of campaigns and initiatives, and we are working to the targets we set ourselves in mid-2020. We have established a clear DEI strategy and we are working with colleagues across all levels of our business to deliver the required changes.

We have a number of employee groups and networks that support our people and help raise awareness and drive change. These include EquALL, our employee led initiative to create a louder culture of equality. Our Roots group, that helps educate our people on ethnicity, race, culture and religion through discussions and events. The Parent Network and Thrive, our well-being group. These have all made strong progress over the course of the year and we are grateful to all those people who are involved and contributed to these groups.

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# People + Culture

We are hard at work creating a louder culture of inclusion and belonging and believe this is a matter for everyone. We have broadened our EquALL programme and our leadership team have signed up to our agency's diversity plans and are mentors and sponsors for the initiatives we have at H+K. We are supporting people of colour and other under-represented groups as a business imperative and committing to greater representation at all levels, with robust diversity targets and metrics. In the last year, we have been running a sponsorship programme for people of colour in our business, to help under-represented groups navigate their careers and we will continue to build and develop on this.

We regularly review and improve our processes and people policies to ensure they are clear, transparent, and robust. We calibrate and reward staff across several points in the year and we run a system of bonuses for performance related work and for specific achievements. In 2021 we also shared our new pay and promotions policy to ensure greater transparency in this area.

As part of our citizenship initiative, 2021 saw us undertake some pro-bono strategic communications work for the [Helen Bamber Foundation](#) – a charity supporting survivors of trafficking and torture and we hope to continue to work with them in 2022.



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# Recruitment

We have continued to review our recruitment processes and systems and upskill hiring managers to promote inclusive practices to better identify talent from more diverse backgrounds. All our job specifications include a clear statement of our support for agile working and are written in gender neutral language. We also reviewed our interview process to allow more time for people with dyslexia.

We have strengthened our partnerships with organisations that aim to support and attract diverse applicants through a range of initiatives, including Creative Access, Creative Alliance, and UK Black Comms Network – of which all Black employees within H+K London have been offered free membership. All our recruitment partners have also been sent our Diversity, Equity, and Inclusion Charter as a guide to our recruitment commitments.

In October 2021, we launched a work placement programme in partnership with a young people's charity, **Juvenis**, where 15 to 17-year-olds spent a week in our offices experiencing their first office environment and learning the basics of PR and we look forward to working with them again in 2022. We also continued our mentorship scheme with Stepney All Saints School.

We are also pleased to be partnering with **Backtobusinesship** again on the 2022 Returners Programme enabling those who have taken an extended break from the creative industry to return with the necessary support and flexibility.

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# Learning + development

Learning and Development continues to be a cornerstone of our DNA and is deeply embedded at every level. We have a dynamic set of programmes which are robust, relevant and, importantly, fun.

During 2021, we have continued our commitment to creating an environment where women and under-represented groups can thrive and progress their careers. We have sent more people on external training schemes than ever before; we have run accelerator and coaching programmes for people of colour in our organization and in November 2021 we held our second Female Leadership Programme for our mid to senior level female colleagues.

We have trained some of our employees to become Mental Health Allies, and we have also had external trainers from [MIND](#), [Mental Health at Work](#) and [Adjust](#) to lead lunch and learn sessions to dispel the stigma and encourage more open conversations around mental health, disability, and neurodiversity. We are also currently applying for accreditation from the British Dyslexia Association.

Our Learning + Development Hub has also rolled out compulsory sessions on topics such as allyship, “Knowing me, Knowing You”, “Minus the Bias”, and Inclusive Leadership.

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# Summary


We continue to be very focussed on reducing our gender pay gap and ensuring we have a diverse and equitable place of work where people feel respected and supported.

We want to ensure we understand the challenges our people face and have an inclusive culture that enables people to thrive.

We have been working on this agenda collaboratively with our employees and hope that they will continue to work with us on this and contribute to our progress.

I welcome all feedback and ideas, either on the content of this report or on our wider diversity, equity and inclusion programmes.

We confirm that the information in this report is accurate and prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**Simon Whitehead, CEO**  
Hill and Knowlton Strategies London