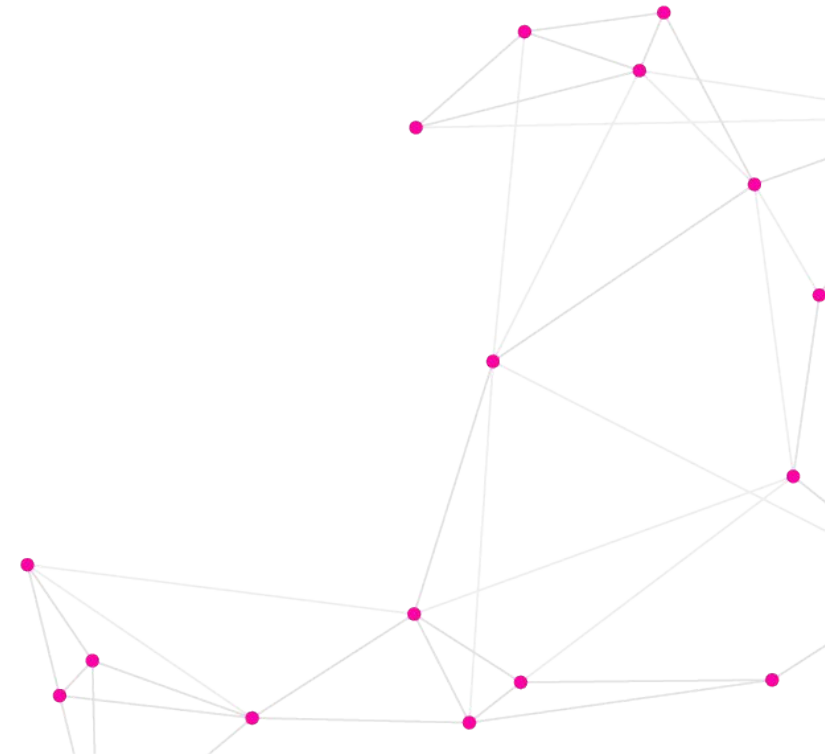


Gender and Ethnicity Pay Gap Report 2020 and 2021





Diverse By **Nature**, Inclusive By **Choice**

MVF has over 500 employees globally that bring together a deep understanding of digital marketing and tech expertise to develop a smarter, data-led approach to customer generation for our clients. In addition to our ambition to transform our industry, we are also committed to growing a company which is accountable to its employees, provides equal career opportunities and is an inspiring place to work.

We're fuelled by MVFers who reflect the diverse and varied world around us. A variety of ideas and opinions makes our business stronger, and shapes our future growth.

We celebrate and utilise our differences to actively drive lasting change, whilst being committed to ensuring that all MVFers can be their authentic selves at work, without limitations.

We are diverse by nature, inclusive by choice.



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MVF's Gender Pay Gap Analysed




Between April 2018 and April 2019

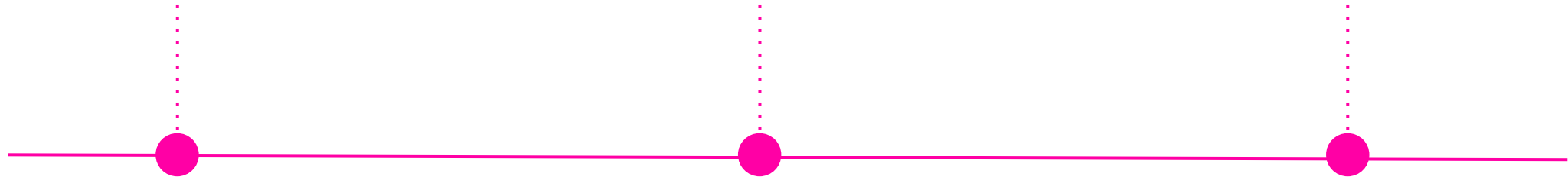
 The average (mean*)
pay gap **increased**
from **17.3% to 23.8%**.

Between April 2019 and April 2020

 The average (mean*)
pay gap **increased**
from **23.8% to 25.8%**.

Between April 2020 and April 2021

 The average (mean*)
pay gap **decreased**
from **25.8% to 20.7%**.





Why did the pay gap increase up to April 2020?

MVF grew significantly between April 2018 and April 2020 and as part of this we set ourselves an objective to increase the number and proportion of women employed at MVF.

We were successful in this and during this period, our hires at emerging talent level comprised 93 women and 88 men.

As a result, our gender ratio shifted from 64:36 to 60:40 over this period (60:40 was the initial target we set for ourselves). Having reached that initial target, we want to continue to progress, and ultimately would like our gender split to reflect the gender split in London (53% male, 47% female).

MVF typically hires emerging talent who we help to develop over time, and this was again true of the people we hired over the two years to April 2020. **The high number and proportion of women that we hired over this two year period has therefore had the - counter intuitive - impact of increasing the mean pay gap since we now have proportionately more women at emerging talent level than men.**

However we have created a more balanced talent pipeline of emerging talent, providing better future opportunities for women to progress into senior roles, as well as men.

The other factor which contributed towards the increased pay gap was that **during this period, 30% of women at Manager level or above left MVF, compared to 16% of men**, which is an area which improved in the following year, to 30 April 2021, and which we are continuing to focus on.



Why did the pay gap decrease in April 2021?

Because of the emerging talent pipeline that built up over the past two years, there were many strong women candidates, and therefore a much higher number of women were promoted in January 2021

To further ensure and demonstrate fairness, we have also improved the objective performance measures we use to understand MVFers' performance. This has enabled MVFers to have more clarity around what they can do to progress and enabled us to ensure and demonstrate that promotions are fair.

As a result, in January 2021, 47% of those who received a promotion were women, which is an increase from 39% in our previous round of salary reviews in April 2020.

Other factors that contributed towards reducing our pay gap included; more balanced senior hires during this period (47% of senior hires were women in 2021 compared with 36% in 2020), along with a reduction in the proportion of senior women leaving (37% of senior leavers were women in 2020 and this reduced to 29% in 2021).





Areas to focus on

Although the data shows MVF is on the right track, even with a more balanced pipeline we still have more men in senior positions than women.

Although our recent promotions have helped create a pipeline of future female senior talent, this has historically been affected by women leaving at Manager or Specialist level.

Addressing this remains a major focus within our inclusion objectives.

*The median hourly pay gap was 9.7% (2018), 26.8% (2020) and then reduced to 21.5% (2021).

Notes: We have followed the government guidelines to calculate this data. This means that employees' hourly rate of pay is their annual gross salary represented as an hourly rate. The hourly rate of pay includes any bonuses paid in April 2021 prorated to one month and relevant pay reductions for salary sacrifice schemes or working part-time hours. Data excludes the salary of any employees on statutory maternity, paternity or sick leave during April 2021 and also excludes any overtime earned by employees during this month. This report does not compare what a man and a woman are paid for doing the same job. Rather, it's the comparison of average salary from a list of all men's salaries and all women's salaries. The pay gap is the difference between the average man's salary and the average woman's salary.



Mean Pay Gap by Pay Band Quartiles

	% Women MVFers Apr 2021	% Women MVFers Apr 2020	% Women MVFers Apr 2019	% Women MVFers Apr 2018
Lower	58	55	50	43
Lower Middle	47	49	46	42
Upper Middle	34	35	31	40
Upper	26	25	21	24

The largest increase of women at MVF has been in emerging talent roles which typically sit in the Lower or Lower Middle quartile.

In the Upper pay band, the % of women has remained around ~25%. These higher paid roles tend to be Senior Manager level roles or above. To ensure we continue to improve our pay gap, we are focused on growing, retaining and supporting more women into Manager level roles and beyond.





Bonuses


During the 12 months to April 2021, 44% of men at MVF and 36.8% of women at MVF received bonuses.

These figures include all types of variable pay such as commission, bonuses and allowances. Almost all bonuses were earned within our Sales and Contact Centre teams and were calculated based on objective performance measures.

Across all of MVF, the average (mean) total bonus paid to women employees over the 12 months to April 2021 was 35.8% lower than that paid to men employees.

Historically, our average (mean) bonus pay gap has been around ~50%. This has reduced to 35.8% for a number of reasons:

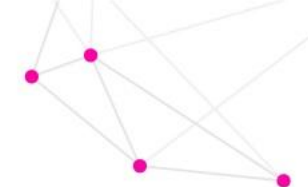
- The first reason is that we have recruited and developed more women who have been promoted in Sales, resulting in more women earning higher bonuses. However, there is more work to do to ensure this trend continues into the most senior positions.
- The second reason is that we had fewer new starters between April 2020 and April 2021 due to a pause on hiring during the Covid-19 pandemic. This reduced the skew typically caused by a larger number of newer starters who earn lower bonuses as they start part way through the reporting period.
- Lastly, we made a number of one-off bonus payments during this period which resulted in bonuses to some MVFers not normally eligible.



We continue to regularly review bonus schemes to ensure they solicit and reward the right behaviours regardless of gender identity, sexual orientation or ethnicity.

MVF's Ethnicity Pay Gap Analysed





As of May 2021, the government has not yet mandated that companies report on their ethnicity pay gap. However, we believe that diversity extends beyond just gender and it is important for us to evaluate diversity through different lenses.

At MVF we don't use the traditional government terminology of 'BAME' as we believe this term views ethnicity as one homogenous group, which is not conducive to inclusion. Instead, we use the term **LEEP**, (Lived Experiences of Ethnic People) recognising that ethnicity isn't a single-strand and comes with a different lived experience for all.

As the government has not yet issued a standardised approach, we have conducted our ethnicity pay gap analysis by comparing the average hourly basic pay, as outlined in our employment contracts, of white MVFers against the average hourly basic pay of LEEP MVFers.

The average (mean) **ethnicity pay gap was 21.7% in April 2020 and this reduced to 15.6% in April 2021**. The data has been further analysed for each ethnic group.

Although our pay gap has reduced in the short term, more work needs to be done to ensure there is a balanced talent pipeline of white and LEEP MVFers, which will set us up for a more balanced progression of all ethnicities in the longer term.





What We've Done and What We're Doing



Since our last published report in April 2019 detailing April 2018's pay gap, we've worked hard to ensure that MVF continues to work towards being a fair and inclusive company.

The first step is holding ourselves accountable as a business, and this is underpinned by our company-wide **Inclusion Targets** that are reviewed at the end of every financial year. Our FY2021 targets were purely **gender focused** as this was the only data we had at the time, we've now expanded our data-set to include **ethnicity, religion, parental status, gender identity** and **sexual orientation**; and as such, our FY2022 Inclusion Targets are reflective of this intersectionality.

Our FY21 Inclusion Targets predominantly focused on the application status, recruitment funnel, hiring and promotion of women; ensuring a balanced pipeline for emerging talent roles which has led to an overall reduction in our gender pay gap in FY21, amongst other factors. As mentioned above, our FY22 Inclusion Targets have a more intersectional lens due to wider data available, and as such, we're hoping to have a positive impact on the themes identified in our Ethnicity Pay Gap.

MVF Networks (LEEP, LGBTQ+ and Women) were introduced in late 2018. Each Network has its own vision, mission and objectives which closely align with the MVF Inclusion Targets. The impact of all the networks has steadily increased, particularly in 2020, with a focus on educating employees on microaggression in the workplace, creating bespoke initiatives which have **benefited the wider community and providing a safe environment for all MVFers to express themselves and raise any concerns.**



A review of our reward philosophy and approach to salary reviews and promotions has started to result in a fairer, more transparent and meritocratic process. As mentioned in slide 7, performance measures have been introduced for most teams to ensure MVFers have greater clarity on what progression looks like at each level, Leadership Traits have been revised detailing expectations at Manager and Specialist level and above and the salary review process now includes all leadership team members for each relevant department ensuring greater diversity of thought and inputs from individuals closer to the teams. We are continuing to build on this work throughout 2021.

To support the implementation of our FY22 Inclusion Targets we've also been working with 7 key departments to create their own targeted inclusion focus areas. This have now been completed and will be shared with the wider business September 2021. **Both our company-wide and department Inclusion Objectives will hold us accountable over the next financial year;** and in order to deliver these objectives we'll be **working on 4 key areas:**

1. The creation of our **MVF Diversity, Equity & Inclusion Committee (DE&I)** will ensure that the business is held to account against our wider Inclusion Targets and our Department Inclusion Objectives.
2. We're developing a **Sponsorship programme** that will support, develop and progress our top-talent returning mothers.
3. We'll provide further clarity around **progression for women and LEEPers.**
4. **We have expanded on our company-wide Inclusion Targets to create more detailed Department Inclusion Objectives,** detailing where change needs to happen to drive our inclusion strategy forward.





Sponsorship Programme

We're introducing a sponsorship programme in FY22 enabling our top-talent returning mothers to continue to develop and progress their careers at MVF. As part of the research phase, we uncovered that although there were individuals who had been promoted within three months before going on maternity leave, not one mother had yet progressed upwards a job level since returning from maternity leave. It's really important we address this as a business.

A key focus area that came out of our research stage was the need to address our organisational approach to flexible working, and more specifically, how it's perceived by management. This forms the first step in the project. Returning mothers have said that a sponsorship programme will work, but only if flexible working and its impact on progression is addressed. Both our sponsorship programme and flexible working approach will be developed hand in hand, with an expected completion date of December 2021.

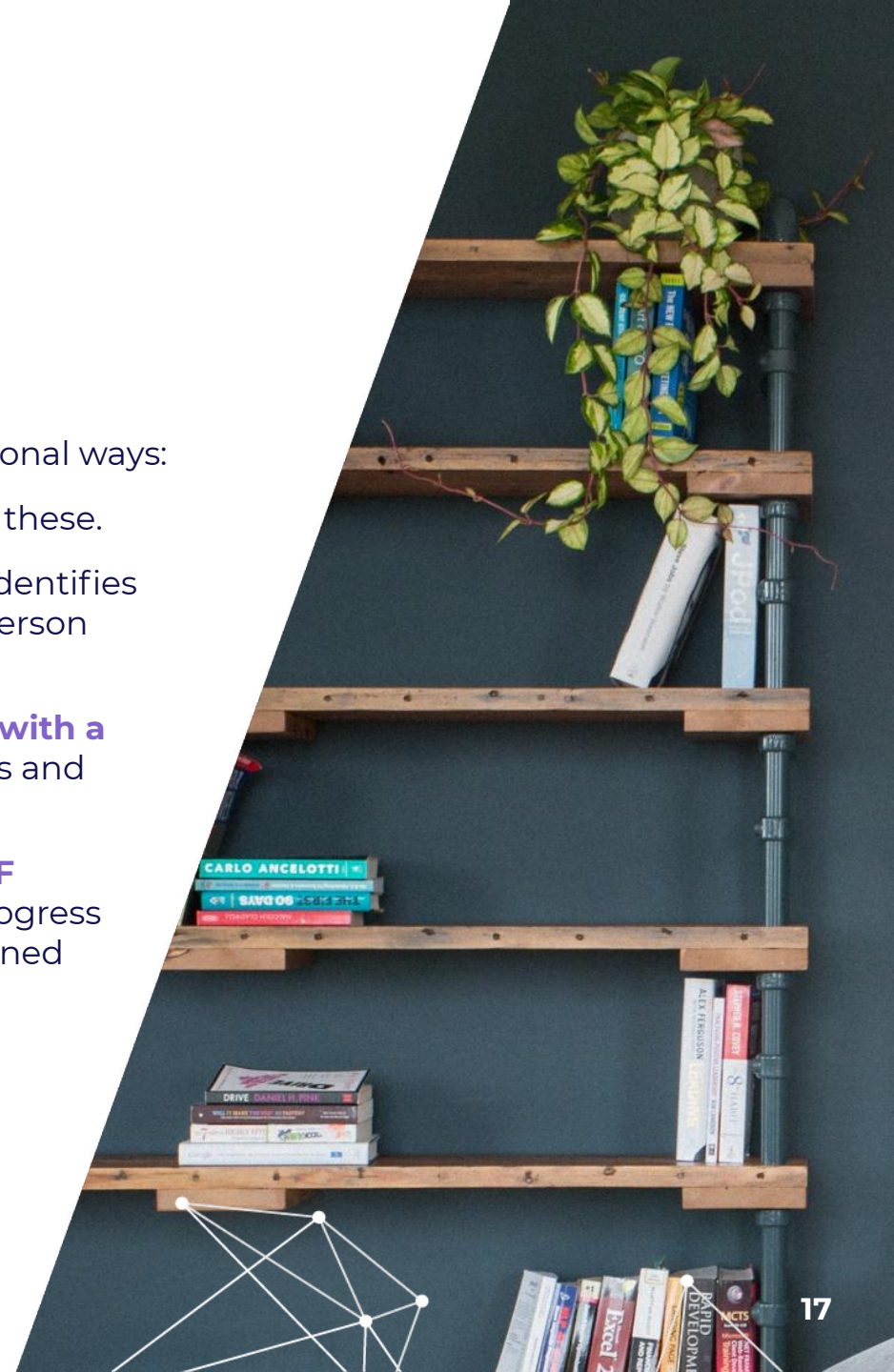
The sponsorship programme fits into a broader programme of work which we call 'Family Forward', looking at all aspects of the parental leave journey to ensure MVFers can bring their authentic selves to their family and work life. We don't believe MVFers should have to make a choice between the two. To support this, and in addition to our sponsorship programme, we recently increased the provision of maternity leave to 6 months full pay, and have partnered with two external providers who supply services to support working parents.



Providing further clarity around progression

We'll continue to provide clarity around progression for all our MVFers in four additional ways:

1. Continuing to **clarify career pathways** and the **competencies** that accompany these.
2. Finalise and communicate our **Director and Head of progression matrix** that identifies when a domain is at the right size for a more senior role (as well as identifying person readiness).
3. Actively identifying the competencies required for our **Commercial Head roles with a view to developing a Commercial Academy** to equip our MVFers with the tools and knowledge they need to apply for upcoming roles.
4. And from September, our new **Advanced Academies will be added to our MVF Curriculum** so all MVFers can further hone and develop their skill-set as they progress throughout the business. These Advanced Academy courses are bespoke, designed and delivered by MVFers and can be attended by any MVFers from any team.



Department Objectives & Inclusive Leaders at MVF

The creation of our 7 department inclusion objectives unearthed a gap in leadership knowledge and ability to make improvements against the objectives.

To address this gap, and to ensure our department objectives are delivered, we're doing three key things:

1. We'll **identify any common themes** from the creation of these objectives.
2. We'll **partner with external experts** to ensure our MVF leaders are having robust and sometimes difficult inclusion conversations, which ultimately lead to change.
3. We'll flex our current **Conscious Inclusion workshop** to tailor to department needs such as interrupting biases.

In addition to our company-wide inclusion objectives and more specific department objectives, we'll continue to closely partner with **our three employee-led inclusion networks; Women's, LEEP and LGBTQ+**. These networks help open up, facilitate and normalise conversations around inclusion and have been a real force for change within MVF. Over this financial year, we'll continue to increase our network scope and are looking to introduce a Neurodiversity Network in Q3.

Through our company-wide inclusion objectives, more specific department objectives and by continuing the ambitious goals of our networks we hope to have a real impact on driving inclusive change at MVF.





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