



**We've had another incredible year with a keen focus on strengthening skills and ensuring more opportunities for growth are open to all our people.**



**TALENTED  
PEOPLE**

**EQUIP**  **ED** 



Our relentless focus on partner experience meant we continued to foster an environment where health and wellbeing are actively promoted and where all partners feel engaged with the business and valued for their contribution.

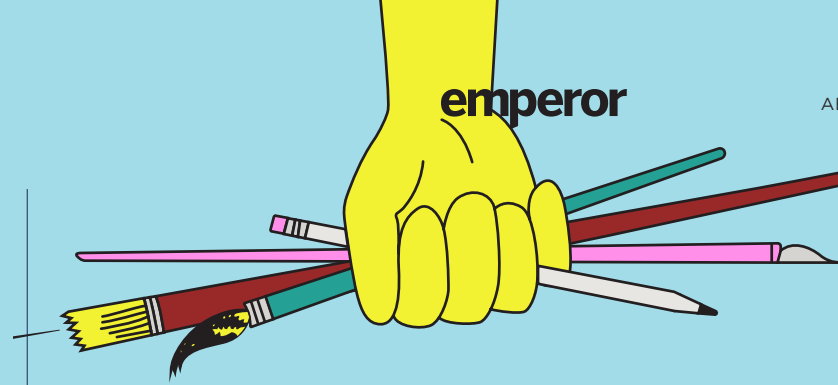
This year also saw the departure of our Head of People and Culture, Nicole Andrews. Nicole returns to New Zealand with her family after nearly 10 incredible years leading the people agenda at Emperor. Our people-first culture is testament to her dedication and relentless enthusiasm.

We move into 2022/23 with the appointment of Sam Lipman to the role of Chief People and Talent Officer. Sam brings a wealth of experience in brand and communications agencies, and will continue to build upon the strong foundations of our people team.

**Sam  
Lipman**

Chief People  
and Talent  
Officer

→



# AND INSPIRED

## GROWING OUR OWN

We are convinced that learning and development (L&D) enables a high-performance culture. This year was a bumper year for L&D as we set about establishing the foundations to amplify our learning culture. We encouraged our people to take advantage of our many opportunities to learn and grow and offered a wide range of opportunities including:

- Developing the capabilities of our managers and leaders through internal and external development
- Continuously improving our knowledge of investor relations with the IR Society
- Amplifying our Pitch Stars with the D&AD
- Developing technical capabilities through Pluralsight, Udemy and LinkedIn Learning
- Enhancing our sustainability capabilities with Cambridge University
- Discovering our unique talents and how to apply them through Clifton StrengthsFinder

- Building exceptional leaders through executive coaching
- Staying current with industry leading conferences and workshops.

We also recognise the significant knowledge we hold as an organisation and continue to foster informal and peer-to-peer learning. Spots on our monthly organisation-wide meetings allow partners from all over the business to share work and experiences we can all learn from. We also have regular cross-function learning in 'show and tell' sessions hosted by our creative teams, as well as sessions in which we share best practice work.

A six-week sustainability programme hosted by our Head of Stakeholder Engagement was again oversubscribed and we'll look to run this for the third time next year. Participants came away with current thinking and confidence relating to sustainability.

## IMPROVED EXPERIENCES

We have invested in technology with user friendly, self-service tools to provide more data-driven insights for improved decision making.

Our new HR information system supports our ambition for all employee data to live in a single, secure database.

We've also introduced an applicant tracking system that optimises our hiring process. It's allowed us to improve the candidate experience and manage hiring processes across the organisation.

Together these modernisation initiatives have helped to simplify and standardise how we work and we will continue to explore technology solutions that generate cost and efficiency savings.

**FOSTERING AN INCLUSIVE ORGANISATION**

Much work remains, but we continue to make good progress with our commitment to equality, diversity and inclusion in all aspects of our business. This year we launched our first inclusion survey to better anticipate our people’s needs and to shape our people strategy. As a result, we developed a number of initiatives including allyship workshops for all partners, the evolution of our employee resource group and we engaged in a partnership with a disability consultancy.

We also launched our first apprenticeship programme, RISE. We know that many young people lack access to our industry. We set out to proactively offer young people space and support to shape a career in the communications industry. With five bright school leavers joining us in August, they quickly hit the ground running. They’re rotating across multiple disciplines throughout the programme and we can’t wait to nurture these future stars.

We also continued our partnership with fellow B Corp LDN Apprenticeships to recruit our first Responsible Business Executive participating in the new Corporate Responsibility and Sustainability Apprenticeship pathway.

Equality, diversity and inclusion (ED&I) continues to be central to our people strategy and we’ll continue to review and deepen our efforts.



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**New RISE apprentices**

**PRIORITIES FOR FY22/23**

In the year ahead, we’ll focus on delivering a brilliant people experience that drives incredible performance.

We’ll be investing our efforts in:

- Creating an inclusive culture where we can all be our best
- Designing people metrics to shape our strategy
- Improving our onboarding experience with a streamlined approach
- Continuing to grow the people function, infrastructure and processes to keep pace with the evolving needs of the business.



68

**Partners participated in POP!, our first internal mentor programme**

**RISE**



**OUR PLEDGES**

**We help you go beyond your potential**

This year’s focus on learning and development meant we could really fulfil the potential of the ‘We help you go beyond your potential’ pledge. We saw the launch of two key programmes:

**POP!**

Partnerships of Potential or POP! was our first internal mentor programme. We saw 68 partners participate for a variety of development needs, including personal brand and career progression through to extending knowledge and career changes. This six-month programme now has a waiting list for 2023 and we look forward to seeing the potential of even more partners, pop!

**BE YOUR BEST FEST**

Over three glorious sunny days, 40 partners came together in a field for our inaugural Festival of Learning, Be Your Best Fest. This year’s event was aimed at upskilling our junior members of staff with vital agency skills, such as interrogating and responding to a brief. Working in cross-function teams, our partners worked on a real client brief with the ambition to create a brand for a game-changing apprenticeship initiative that fosters social mobility. The event not only gave a nod to our ED&I ambitions but also our sustainability efforts as we went off grid at an eco campsite. Be Your Best Fest gave partners the opportunity to come together to celebrate and truly deepen our extraordinary culture.



↑ Be Your Best Fest



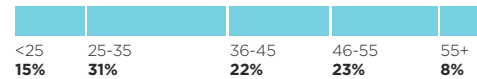
## People and culture dashboard

As at 31 August 2022

### EMPLOYMENT TYPE



### AGE RANGE



# 82

New joiners

# 49

Leavers

# 19

Interns

# 6

Apprentices

# 13

Fixed-term to permanent

# 285

Permanent employees  
(as of 31 August 2022)

# 18.4%

Employee turnover  
(compared to industry average  
of 26.8%, April 2022)

# 4.2yrs

Average length of service

# 9

Number of 'boomerangs'

# 89%

annual appraisals (up from  
65% last year) - up 24%

# 2,847

training hours internally  
(up from 1,616) - up 76%

# 38

career progressions  
(up from 22) - up 73%

# 1st

festival of learning

### OUR PLEDGES

#### We give youth a chance

Emperor has continued to support young people through apprenticeships, internships and work experience programmes across our UK hubs.

#### LONDON

- 14 interns joined to work across all teams
- Five apprentices joined us through our RISE programme
- 11 work experience students worked with us

#### EDINBURGH

- Two account executives were recruited through our schools programme
- Four interns joined to work across all teams
- Mentoring, inductions, presentations and creative partnership with Edinburgh College



#### MANCHESTER

- Two mentees in partnership with charity, Barnado's
- One intern who rotated through all teams
- Brand strategy event for Stockport Design College
- Brand strategy masterclass for apprentices
- Held workshops for youth and social mobility in the design industry

#### WARWICK

- Established a creative connection with Northampton University to look for talent of the future
- One apprentice joined us on the Corporate Responsibility and Sustainability Apprenticeship Pathway through LDN Apprenticeships



We know that the right focus on equality, diversity and inclusion is fundamental to our ongoing success.

Companies with 250 or more employees must publish their gender pay gap data each year. We're only now over 250 people but we've chosen to report this data for the past two years to be more transparent and conduct a very useful analysis.

At its simplest, the gender pay gap is described as 'the difference between the average earnings of men and women across a workforce.' It's also important to note that 'gender pay gap' and 'equal pay' aren't synonymous. When we talk about equal pay, we mean when men and women perform the same work (or work of the same value), they must be paid the same. Emperor pays equally. Earlier this year we published our salary bands and that exercise illustrated that point.

The gender pay gap analysis is just one data point that we use as a reference for our actions in the ED&I space. It is an incredibly useful indicator for areas of the business that we need to investigate and improve. Just like the insights we source from our disability survey data or the reporting from our Belonging Index survey. If we can get the ED&I focus right, then we should expect an outcome with appropriate representation across all demographics, not just gender.

**GENDER SPLIT AT TIME OF REPORTING**



**HAS OUR PAY GAP INCREASED OR DECREASED?**



Mean



Median

ONS



Median

\* UK figures for 2022 published by the Office for National Statistics (ONS)

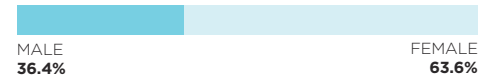
Our 2022 mean pay gap was 13.2% and the median pay gap was 8.8%. When we compare 2022 to 2021, there has been a significant reduction in the mean pay gap of 8.6% and a reduction in the median pay gap of 10.1%.

It's clear that the figures this year show positive movement. But it's important to look beyond the headlines.

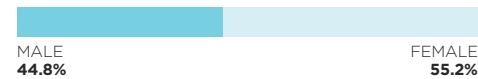


**WHAT ARE OUR GENDER SPLITS?**

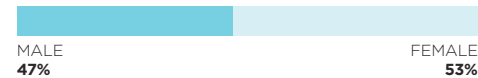
**LOWER QUARTILE**



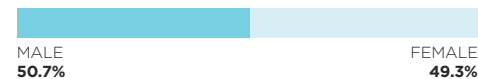
**LOWER-MIDDLE QUARTILE**



**UPPER-MIDDLE QUARTILE**



**UPPER QUARTILE**



There is more insight when we begin to explore the distribution of male and female employees in each of the four equal quartiles. In the lower quartile we have 63.6% female but by the time we reach the upper quartile, that's reduced to 49.3%. We know there are internal and external factors that influence this so the key takeaway for us is to ensure we're helping women progress through the quartiles.

On the whole, there is positive movement and we can say with confidence that:

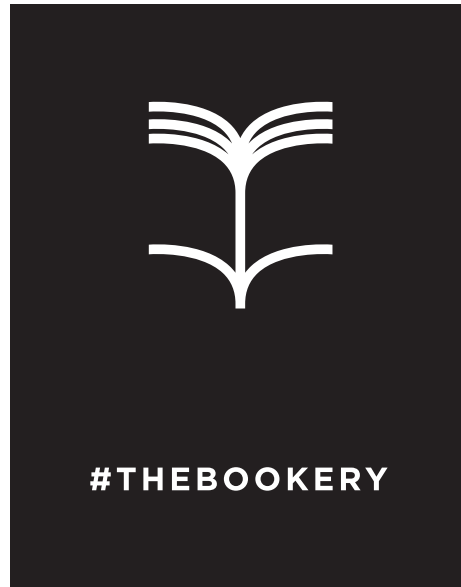
- Men and women are paid equally for doing the same role at Emperor.
- Progressing to a senior role in Emperor is not affected by your gender.
- There are external factors that contribute to these figures.
- We are going in the right direction and continuously working towards maintaining a fair gap.

It's clear there is still significant and ongoing work to do in the ED&I space. The gender pay gap is just one slice of the data pie. In 2023, we're renewing our diversity and inclusion commitments to ensure we keep a razor sharp focus in this space and will be regularly reviewing our data to ensure we are being proactive and continuing to hire and retain a diverse group of talented partners.



**Renewed commitments to ED&I in 2023**

- **A RAZOR SHARP FOCUS ON THE DATA**
- **CLEAR GOVERNANCE AND ACCOUNTABILITY**
- **INCREASING REPRESENTATION IN OUR TALENT POOLS**
- **ENHANCED, BEST-IN-INDUSTRY POLICIES AND PRACTICES**
- **HELPING ALL PARTNERS PLAY THEIR PART**



↑ **The Bookery**, Emperor's very own virtual book club which was born out of lockdown, continued to bring us together over our shared love of getting lost in stories.



**OUR PLEDGES**

**We look after the whole you**

We continued to prioritise a proactive approach to our partners' wellbeing. Through a survey and our Partner Voice workshops, partners shared vital feedback on their experiences, challenges and needs. This shaped how we supported our people to improve their physical, mental, social and financial wellbeing.

**Initiatives included:**

- Weekly yoga and meditation
- Improvement to our Partner Assistance Programme
- Men's Health Week talk on nutrition and HIIT session
- Wellbeing sessions including NLP and confidence
- Blue Monday event and treats
- The Bookery - our Emperor book club
- Winter March of the Penguins - a company-wide step count to keep us moving
- Monday Matchup - matching people across Emperor to have a casual coffee catch up
- World Mental Health Week pottery session
- Financial and mortgage advice
- Organisation-wide blocks in calendars for a lunch break and Teams-free Friday afternoons
- Continued promotion of our mental health resources via our Mental Health Champions



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**Mental Health Champions**

60+

**hours of yoga**

540+

**minutes meditating**

11+

**hours of wellbeing capsules and webinars**

