

PUBLICIS LIMITED

Gender Pay Gap 2025



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Message from our Chief talent Officer



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The Publicis Limited gender pay gap report reflects several parts of our business comprising of different sizes and gender splits. This includes our trading entity Publicis London, and our centralised teams such as talent, finance and communications. This report provides a collective picture of our gender pay gap.

This year's data shows our median gender pay gap has increased from **13.1% in 2024** to **19.1% in 2025**. This is not the direction we want to be moving in, and it's a clear signal that there is more work to do.

Closing the gender pay gap takes sustained, long term action. Our focus remains on strengthening leadership pipelines, improving progression opportunities, and addressing imbalances in representation.

Guided by our belief in **Viva la Difference**, we remain committed to building a workplace where difference is valued and anyone can thrive, irrespective of background or circumstance.

Headline Results

The Gender Pay Gap explanation and results.

The gender pay gap is the difference in average pay between men and women in an organisation. **Publicis Limited Gender Pay Gap for 2025 is 19.1%**. The pay gap is different from Equal Pay which is defined as “the right for men and women to be paid the same when doing the same, or equivalent, work” (Equality Act, 2010). The following has been calculated using the Government guideline calculations to determine our Gender Pay Gap for 2025.

	Salary Pay Gap	Bonus Pay Gap
Mean	21.7%	81.1%
Median	19.1%	44.4%

%M/W	Men	Women
Upper	51.5%	48.5%
Upper Middle	46.9%	53.1%
Lower Middle	40.2%	59.8%
Lower	34%	65.9%

Bonus	Men	Women
% Received	31.1%	45.6%

What does our Gender Pay Gap data tell us?

Our median salary pay gap is **19.1%**, which represents an aggregated figure for Publicis Limited which consists of a number of different trading entities and business areas.

Exploring the data in more detail, women are proportionately more represented in lower paid roles in all areas the Publicis Limited reports covers (**65.9%**) and less represented in the highest paid quartile (**48.5%**). Whilst there are a significant number of women in leadership in some areas of the Publicis Limited entity, we do have a several men in leadership roles which impacts our gender pay gap and reflects differences in role distribution, rather than unequal pay for the same roles.

Notably, the median salary in the finance function is higher than in the talent function, reflecting broader industry pay structures. The higher representation of men in both senior and junior finance roles has a material impact on the overall gender pay gap. This requires us to commit to consistent, long-term action to work on improving the representation of women in leadership roles across some specific functions.

Although a higher proportion of women (**45.6%**) received a bonus than men (**33.1%**), the distribution of bonuses across the business results in a significantly higher mean bonus gap. This is largely due the fact that we have a number of very senior men in leadership roles in this entity.

Progress and our plan to close the Gap:

Closing our gender pay gap is a priority for Publicis Limited and central to our commitment to gender equity. Our data reflects a wide range of roles and career pathways, which means progress requires sustained action across the organisation.

We regularly review our pay and workforce data to understand the drivers of our gender pay gap and to monitor progress. These insights inform how we approach hiring, development and progression, particularly where women are under-represented at senior levels. We continue to invest in development, mentoring and sponsorship to strengthen leadership pipelines and support long-term change. We will also continue to embed an inclusive culture, maintaining training, allyship initiatives and awareness events so psychological safety and fairness remain visible priorities linked to performance.

At the heart of our business is a powerful belief, **Viva la Difference**, the idea that we are stronger, braver, and better when we embrace difference. The values of **Viva la Difference** – nurturing talent, recognising merit, and creating opportunities for all – are part of who we are as a company.

Across Publicis Groupe in 2025, we deepened our partnership with 55 Redefined, advancing age inclusion through accreditation benchmarking, a collaborative framework, and a company-wide webinar. This targeted age discrimination, which often intersects with parental responsibilities and menopause for many women.

We delivered a bespoke leadership programme with Madeline McQueen and Magnificently You, empowering 125 women from diverse backgrounds across our agencies to progress into senior roles, adopting an intersectional approach.

Our ongoing collaboration with Token Man included supporting their Masculinity in the Workplace event and coaching senior male leaders, highlighting men's crucial role in driving gender equity. This partnership will continue into 2026.

'**Parents @ Publicis UK**' provided peer support and advocacy for working parents, including a September panel event for Working Parents' Day. Wellbeing sessions with Smart About Health helped parents strengthen connections with their children and balance work-life demands. Employee groups such as **VivaWomen!, Divergent Minds, Egalité, EMBRACE** and **EnABLE** supported women's career development and promoted gender equity through mentoring and workshops.

We continued access to Catalyst's **MARC Foundations** gender equity training, and sustained our partnership with Bloom to further equal opportunities for women in communications.

Our '**Life Stages**' policies were enhanced, reducing eligibility for improved parental and caregiving leave from one year to six months, better supporting working parents, carers, and those experiencing menopause or managing long-term conditions.

As a founding member of **BRiM**, we provided training, coaching, and resources to nearly 30 colleagues since 2024. We also supported the Lollipop mentoring cohort for Black women, addressing equity gaps in the industry.

A comprehensive **sexual harassment awareness** and training programme was delivered, including a new policy and mandatory sessions for all staff, to foster a safe and respectful workplace culture.

FAQs and definitions

What is the gender pay gap?

The gender pay gap compares the average hourly earnings of men and women across an entire organisation. It looks at pay for all employees, regardless of role, level or function. Since April 2017, any employer with 250 or more employees on the snapshot date (5 April each year) must publish this information.

Does a gender pay gap mean an equal pay issue?

No. A gender pay gap does not mean there is an equal pay issue. Equal pay refers to men and women being paid the same for doing the same or equivalent work. This has been a legal requirement since the Equal Pay Act was introduced in 1970.

Why do we have a gender pay gap?

A gender pay gap can appear for several reasons, including having more men in higher paid positions or more women in roles with lower average salaries. A higher proportion of women working part time can also influence the overall averages.

What is the reporting period?

The salary figures are based on payroll data taken on 5 April 2025. Bonus information includes all bonus payments made in the 12 months leading up to that date.

FAQs and definitions

Which employees are included in this report?

The data includes all permanent and fixed term employees, both full time and part time, who were receiving full pay on the snapshot date. Employees who were on reduced or zero pay for reasons such as maternity, paternity, adoption, shared parental leave or unpaid sabbatical are excluded from certain calculations in line with reporting rules.

How have you calculated bonus payments?

All bonus payments within the reporting year are included. This covers performance incentives, commission and any relevant stock related payments. These are counted for all eligible employees, not only those on full pay at the snapshot date.

What is the median pay gap?

To calculate the median, all employees' hourly rates are arranged from highest to lowest. The middle point for men is then compared to the middle point for women. The difference between these two midpoints gives the median pay gap.

What is the mean pay gap?

The mean is the average. All hourly pay for men is added together and divided by the number of men. The same calculation is done for women. The gap between these two averages is the mean pay gap.

FAQs and definitions

What is the bonus gap?

The mean and median bonus gaps show the difference between average bonus payments received by men and women during the 12-month reporting period. We also report the percentage of men and women who received a bonus.

What is a pay quartile?

All employees on full pay are ranked by hourly rate from highest to lowest and then divided into four equal groups. Each quartile shows the proportion of men and women in that segment of the pay distribution.



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