

# GENDER GENDER PAY GAP PAY GAP 2020



# a message from Sue Frogley



**Sue Frogley**

CEO of Publicis Media UK

**S**ince we began reporting our gender pay gap in 2017, we have made positive and steady progress across Publicis Media. We continue to do what is possible to ensure there is gender balance in senior positions, and we now have women leading two of our three media agencies as CEO. I am proud to work alongside such a well-balanced leadership team who all remain committed to ensuring that everyone has an equal opportunity to progress within the business.

The introduction of our fully flexible way of working in 2019 has had an incredibly positive impact on our talent, especially for women, and enabled us to seamlessly move to fully remote working over the past year due to the pandemic. We will continue to evolve and champion this in our future ways of working, to allow people to choose how and where they work in a way that suits them.

Initiatives like this and the other key actions outlined in this report form only part of what we are doing to foster a culture of inclusion and equality for all.

As outlined last year, we have a thorough Embrace Change plan across Publicis Groupe UK to tackle racial inequality and improve black and minority ethnic representation.

Our Publicis Media Apprenticeship Scheme continues to go from strength to strength and has seen over 50 apprentices joining our agencies since the programme began in 2019. It remains central to creating a pipeline of talent from black and minority ethnic backgrounds.

We have also pledged to become a Disability Confident Employer and I am pleased to be executive sponsor of our recently established business resource group, enABLE, to help us to take action to improve how we attract, retain and support disabled people.

Over the past year we have established diversity champions across all of our media agencies and specialist practices. Each play a critical role in supporting our collective efforts and in raising awareness of important issues around gender, ethnicity, disability, age and LGBT+ equality.

I am pleased with the progress that we are making but recognise that there is still more to do. We are determined to build a truly inclusive workplace across Publicis Media and to drive positive lasting change.

# a message from Natalie Cummins



**Natalie Cummins**

CEO of Zenith UK

A stylized, handwritten signature in white ink, appearing to read 'Natalie Cummins', positioned below the printed name and title.

**At** Zenith, we're committed to creating a happy and motivated workforce where equality thrives. Our gender pay gap report is critical in measuring our progress and identifying where we need to focus our efforts.

Since 2019, our median gender pay gap has reduced from 16.1% to 14.1% (based on median numbers). This positive trend is also reflected in the number of women in senior roles, which has risen since we began reporting.

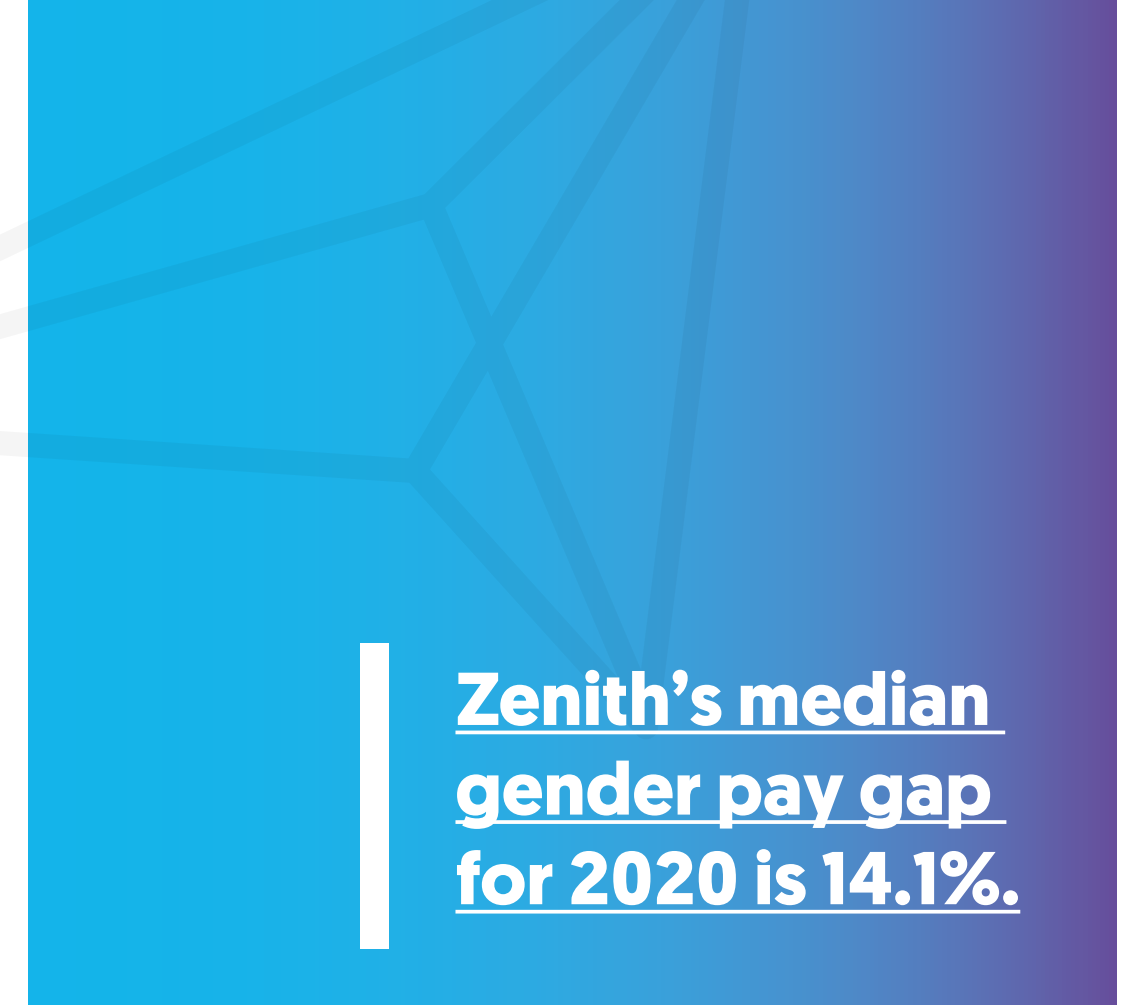
Our bonus pay gap is bigger, in large part because bonus pay gaps are calculated according to actual bonuses paid. As is typical across business, we have more women than men in part time roles (I am one of these women). Those who work part time receive a pro-rated bonus based on working hours.

**Positive diversity figures at Zenith are also reflected in the fact that we are one of only a handful of agencies to meet the IPA's 2021 D&I targets, around women and BAME employees [40% senior women, 15% senior BAME and 25% BAME entry-level staff].**

We don't profess to have cracked it but I'm proud of the agency that we are today. Diversity and inclusion is critically important and we know that everyone working here, regardless of gender, background, age or orientation, can achieve equal career success.



# the gender pay gap explanation and results

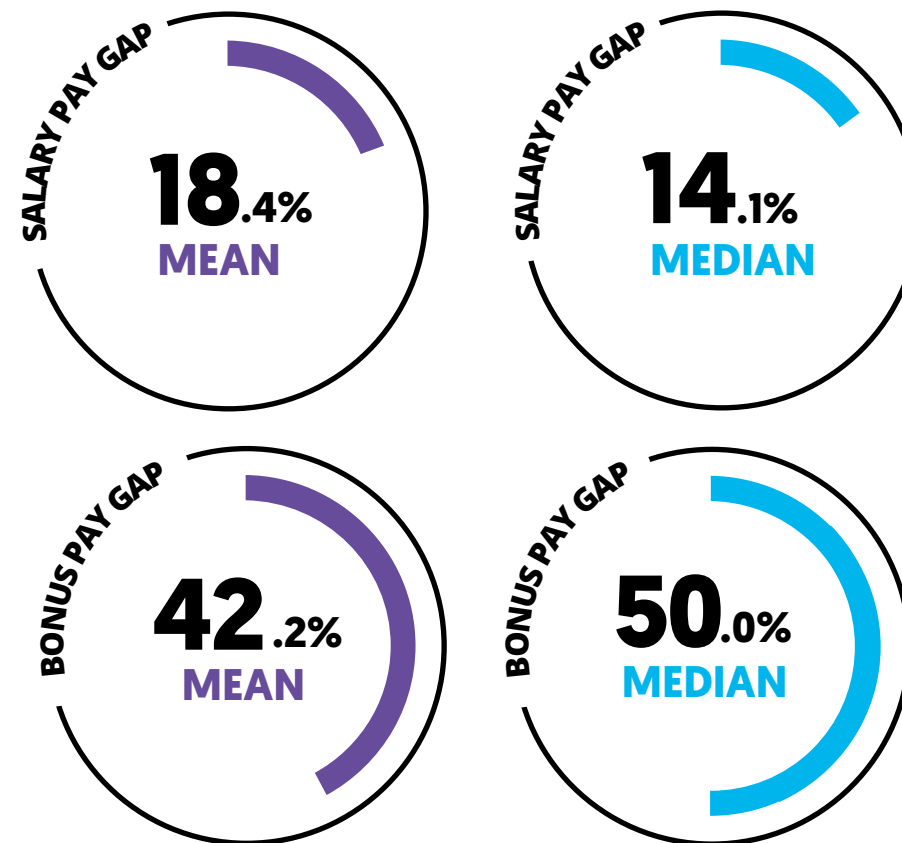


**T**he gender pay gap is the difference in average pay between men and women in an organisation. Zenith's median gender pay gap for 2020 is 14.1%.

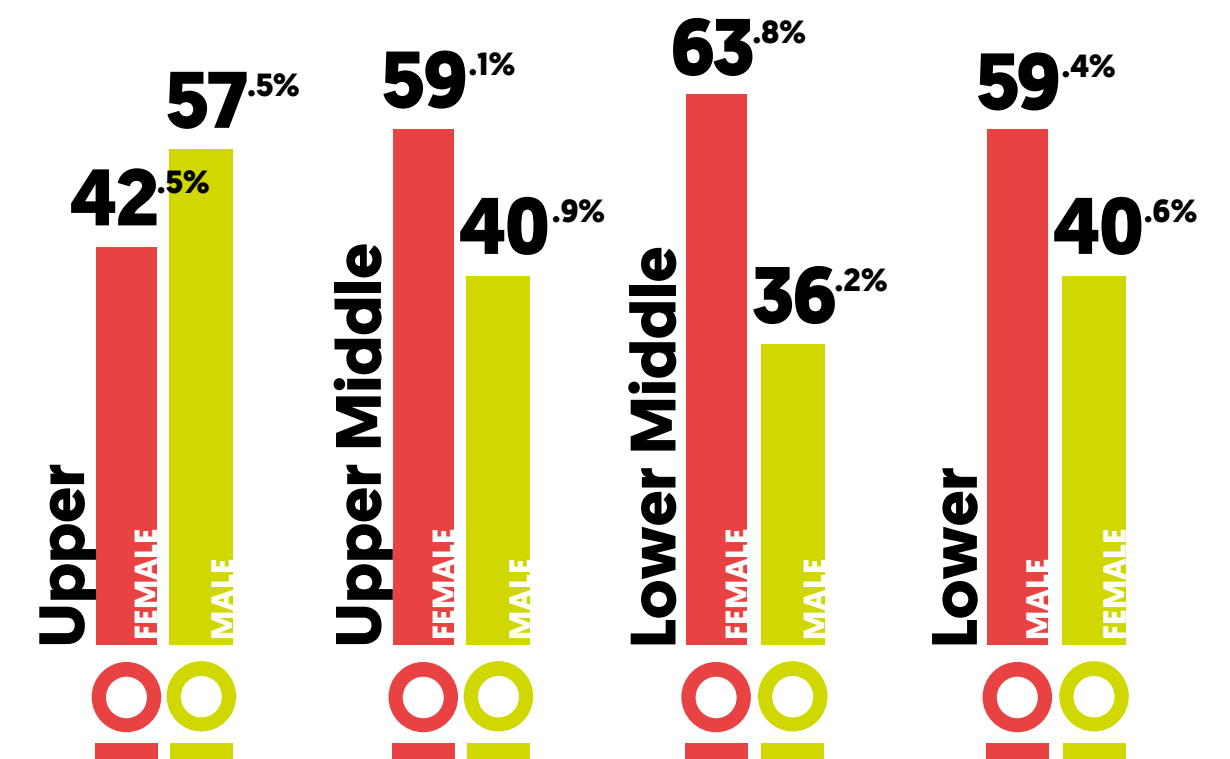
The gender pay gap is different from equal pay which is defined as "the right for men and women to be paid the same when doing the same, or equivalent, work" (Equality Act, 2010).

Like most organisations, one of the reasons we have a gender pay gap is because historically, men have typically occupied more senior positions than female employees. However, we are committed to supporting and providing the best equal career progression opportunities.

Our gender pay gap has been calculated using the Government guideline calculations.



Proportion of female and male employees by quartile



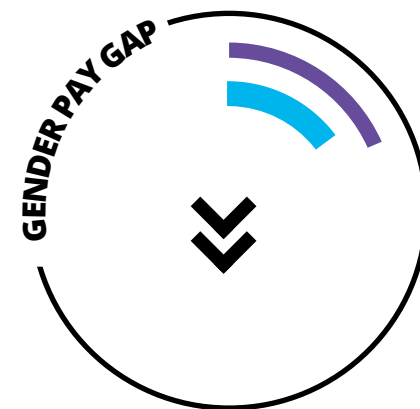
# what does our data tell us?



**O**ur latest report shows that we are making steady progress to close our gender pay gap across Zenith. In the 12 months since our last report, our gender pay gap has reduced from 16.1% in 2019 to 14.1% in 2020.

Our overall headcount continues to increase since we began reporting our gender pay gap, and we are proud that the number of women in our top pay quartile has grown from 40.3% in 2019, to 42.5% in 2020. This increase in women in more senior roles has contributed to the positive progress in reducing our gender pay gap.

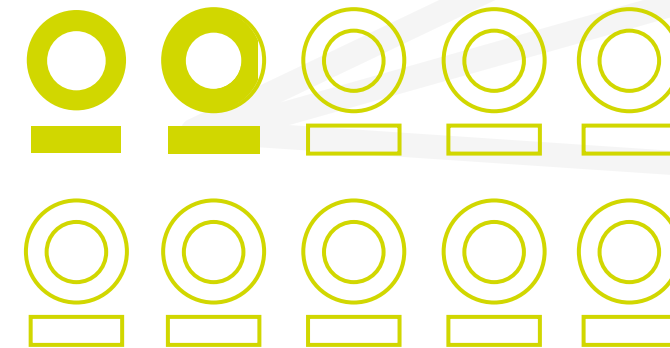
Our bonus pay gap is in part due to Zenith having more women than men that work part-time, including our CEO, Natalie Cummins, and one of our managing directors, Sannah Rogers. While the hourly pay gap calculations take part-time pay into consideration, the methodology for calculating bonus pay doesn't. That means the bonus pay gap is skewed by the greater frequency of women working part-time and receiving bonuses aligned to these hours.



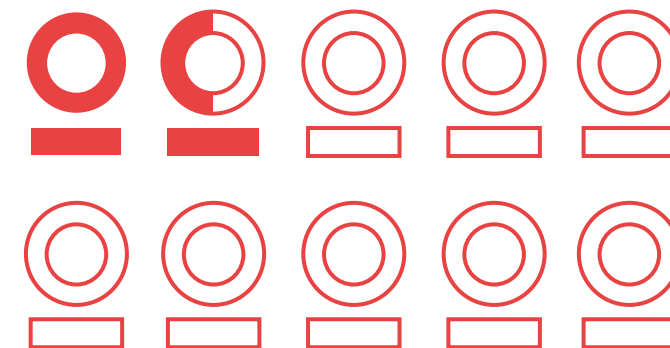
**16.1%**  
IN 2019  
**14.1%**  
IN 2020



**40.3%**  
IN 2019  
**42.5%**  
IN 2020



**19.9%**  
**MALE**  
% of men who  
received a bonus



**14.5%**  
**FEMALE**  
% of women who  
received a bonus





# our commitment to close the gap

**O**ur dedicated Evolve team are focussed on helping us achieve this by promoting and celebrating our unique differences, running reverse mentoring to help our senior leadership learn from our more diverse talent and driving positive conversations and learning for all around diversity and inclusion.

In addition to Zenith's Evolve team, our Publicis Media commitment to closing the gender pay gap is focussed on **three core areas: Hire, Train, Retain.**

**At Zenith, we remain  
steadfast in our  
mission to build and  
maintain an inclusive  
culture where  
equality thrives**







## hire

- We have a number of processes in place to ensure that we are hiring from a diverse pool of talent and that candidates are treated equally and fairly. **We anonymise CVs** to ensure that we're hiring the best people for the job, regardless of gender or any other characteristic that could lead to discrimination. Our Talent Partners remove all information from CVs that might lead to bias around gender, name or age, at the shortlisting stage of hiring.

## train

- In order to collectively develop our skills and foundational knowledge in diversity and inclusion, we offer a range of training including **unconscious bias training** which is mandatory for all our employees.
- We believe it is important to support parents as much as possible to enable a parent friendly working environment. As well as our well-established flexible working, we also have a **Parent Programme** which is a series of e-learning modules designed to support new or expectant parents and their line managers. These classes help answer common employee, manager, and team questions regarding planning for, going on, and returning from parental leave. It also covers a number of parenting scenarios including, IVF, twins and adoption.

- Our **Women in Tech programme** aims to inspire and educate future leaders in our company, by placing a spotlight on successful women in tech, from within and outside the agency. The programme incorporates learning and development opportunities for women to benefit their day-to-day work, up-skill in the areas of technology, data and innovation, and promote the importance of diversity within these fields.

## retain

- **VivaWomen!** is an internal programme to help women to achieve their potential across all parts of Publicis Groupe. It includes mentoring, events and training sessions for all employees, but designed with women in mind. Over the past year, sessions have focussed on; how to negotiate with confidence; working parents; ways to build confidence and self-trust; career progression empowerment; and challenging conversation training.
- Our **Next Generation Board** is an immersive development programme designed to support mid-level employees for future leadership roles. Each year our cohort of board members helps shape and steer the future of our organisation and is made up of representatives from each agency within Publicis Media. Just over 60% of the board are aspiring female leaders, who, alongside other talented colleagues, all have real opportunity to influence change and develop their own careers.
- **PMWOW** is Publicis Media's flexible working policy which aims to improve productivity and enhance wellbeing by empowering employees to carry out their work in a way that suits them. We believe that this new way of working has helped all employees, but especially our female talent at all levels to better manage their workloads and lives.

- **Enboarder** is our bespoke communications platform that guides and assists employees and managers through the parental leave journey, from notification of a pregnancy or adoption, through extended leave, and finally welcoming new parents back to work. Both employees and managers receive communications at specific milestones to help new parents feel connected, cared about and informed, during their time off and ahead of their return to work.
- This year, we have introduced a **Menopause Policy** to help mitigate the impact of the menopause on employees at work. The support offered includes flexible working arrangements, temperature control in the office, access to an occupational health advisor, a confidential employee helpline, mental health first aiders, and other resources such as yoga and meditation sessions.







# FAQ and definitions



## **What is the gender pay gap?**

The gender pay gap is the difference in average and median hourly earnings between men and women. This is calculated by looking at all employees' salaries across an organisation, regardless of their job role or level. Gender pay gap reporting was introduced in April 2017 for organisations with more than 250 employees at the snapshot date (5 April each year).

## **Does a gender pay gap mean an equal pay issue?**

No. Gender pay is different to equal pay which is defined as "the right for men and women to be paid the same when doing the same, or equivalent, work". It is illegal to pay people differently for the same or equivalent work because of their gender and has been since the Equal Pay Act was introduced in 1970.

## **Why do we have a gender pay gap?**

A gender pay gap can be caused by a number of factors, such as having more men than women in high earning roles or more women working part-time.

## **What is the reporting period?**

The salary data is taken from a snapshot of payroll on 5 April 2020 and the bonus data covers the 12 months leading up to that date.

## **Which employees are included in this report?**

The figures cover all employees who have a permanent or fixed term contract (full or part time) and are paid through our payroll system. The data does not cover employees who are being paid a reduced rate or not being paid due to being on maternity, paternity, adoption, shared parental leave or an unpaid sabbatical for example).

## **How have you calculated bonus payments?**

Bonus calculations include performance incentives, commission payments and stock option payments.





### **How do you account for those who identify as non-binary?**

Our data is compiled based on the Gender Pay Gap Reporting requirements set out by the UK Government, which for now at least are gender specific. We anticipate this will evolve with time and our reporting will reflect this.

### **Has salary sacrifice been included in this year's report?**

On the snapshot date of 5 April 2020, our highest earners had made a temporary salary sacrifice of between 10 and 20 per cent and this is reflected in the numbers reported.

### **What is the median pay gap?**

This is calculated by listing all employees' hourly pay from highest to lowest, and then comparing the midpoint figure (the number that falls in the middle) for men with the midpoint for women. The difference between the two is the median pay gap, shown as a percentage. This is the measure that most organisations typically focus on as it is more representative of the pay gap. This is because it is not affected by outliers – a few individuals at the top or bottom of the salary range.

### **What is the mean pay gap?**

This is calculated by adding up all employees' hourly pay and dividing it by the number of employees. The pay gap is the difference between the mean (average) figures for men and for women, which is reported as a percentage.

### **What is the bonus gap?**

The mean and median bonus gaps are the difference between the mean and median bonus pay received by male and female employees in the 12 months ending on 5 April 2020. This applies to all employees, even if they're not in full pay on the snapshot date. We also report on the percentage of male and female employees that receive a bonus in the year.

### **What is a pay quartile?**

Employers must sort their full pay employees into a list based on hourly pay, in highest to lowest order, and then split this list into four equal parts which shows how many men and women fall into each of the pay quartiles.



# a message from Annette King



**Annette King**

CEO of Publicis Groupe UK

A stylized, handwritten signature of 'Annette' in white ink, positioned below the printed name and title.

**W**e've made great strides forward in the past year in tackling inequalities that exist in our business, as they do across society. I'm very proud of what we've achieved, and our employees' ongoing commitment to making the changes we need to see. We have a long way to go but I'm confident we are on the right track.

In the past year, since the 2020 Gender Pay Gap data here, we've created and filled two new D&I roles. We've set up a Diversity Council to hold us to account, with external representation from among our clients and diversity specialists. We've introduced a menopause policy and a set of family friendly policies to help parents and carers, all supported by training to raise awareness of the issues and drive a culture shift. These will benefit all parents and carers but particularly the women in our business.

We've overhauled our recruitment processes, we've rolled out an unconventional new training programme focused on inclusion, we've introduced an annual engagement survey to better understand how our people feel. This allows us to analyse and act upon the anonymised findings. We've established and embedded a network of D&I champions in all of our 22 agencies and, crucially, we've introduced a Publicis Groupe UK Behavioural Charter which builds on our core principle of 'Viva La Difference' – a belief that we are better, stronger and braver when we celebrate difference.

Our BRGs, VivaWomen!, EMBRACE, Égalité and enABLE, continue to do a fantastic job in providing space for additional listening and learning to take place, raising awareness of important issues through internal communications and events that provide valuable insights and help us celebrate difference and make our workforce as inclusive as possible.

We have a strong set of female leaders across Publicis Groupe UK. Our ComEx, which is what we call our top team, is made up of six female and six male leaders, and nine out of our 22 agency CEOs are female. Despite this balance across Publicis Groupe UK, we still don't have enough senior females in several agencies and that is why some of our numbers fall short. We have reviewed the causes of this, which are varied, and have put actions in place to close the gap.

I firmly believe that as we emerge from the pandemic, we have a responsibility to build back better, and this means doing everything we can to close the gap and build a truly inclusive culture with a good balance of people from all backgrounds.