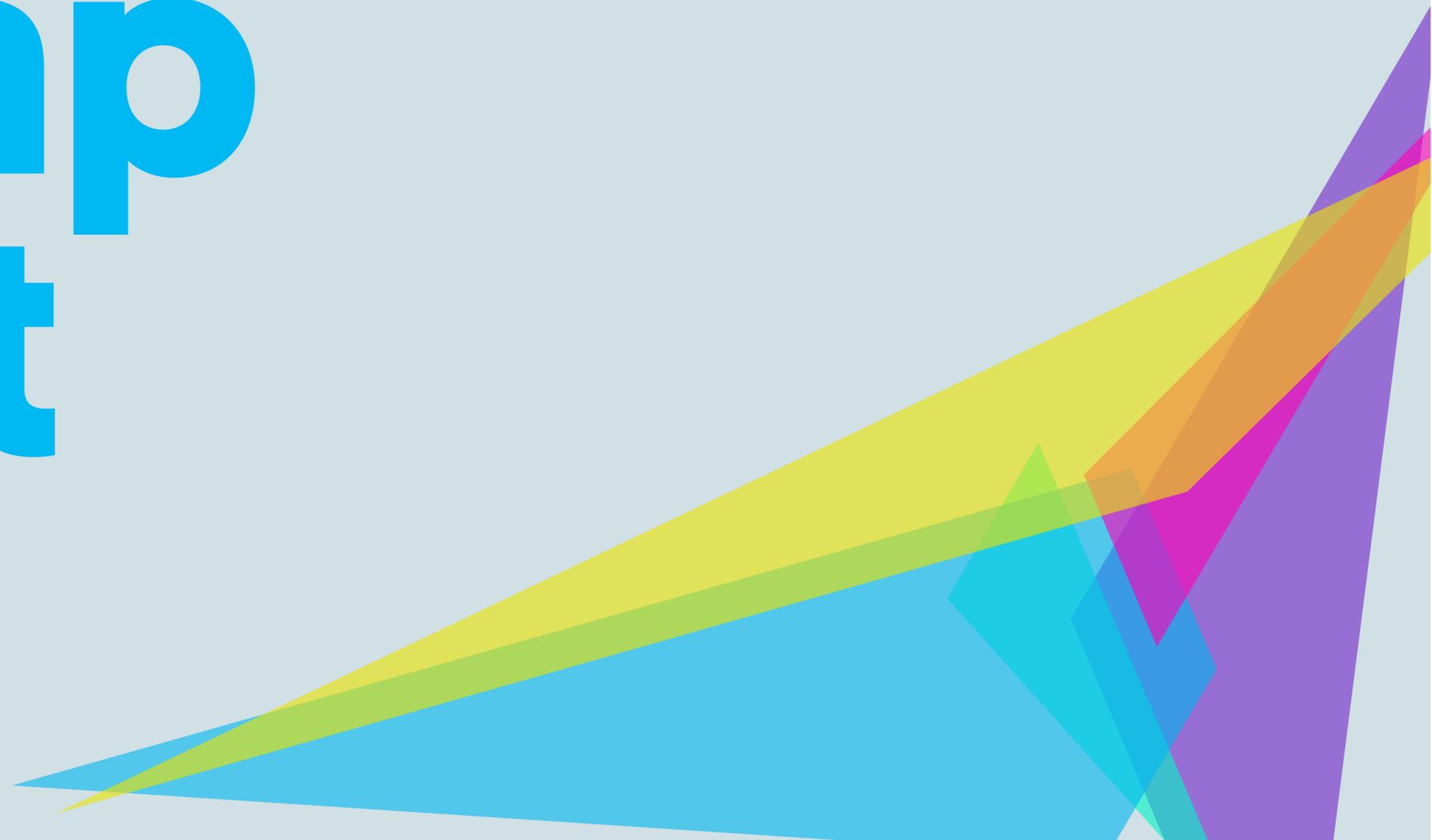


Gender Pay Gap Report

2025



Message from agency CEO

At Zenith, creating fair and inclusive opportunities for everyone remains a key priority for us. This year, we've continued to make progress in reducing our gender pay gap, which has decreased by 3.8% points to 6.8%, marking another step forward. While we're proud of this progress, we remain committed to advancing gender equality and supporting women to build their careers at Zenith.

Sannah Rogers

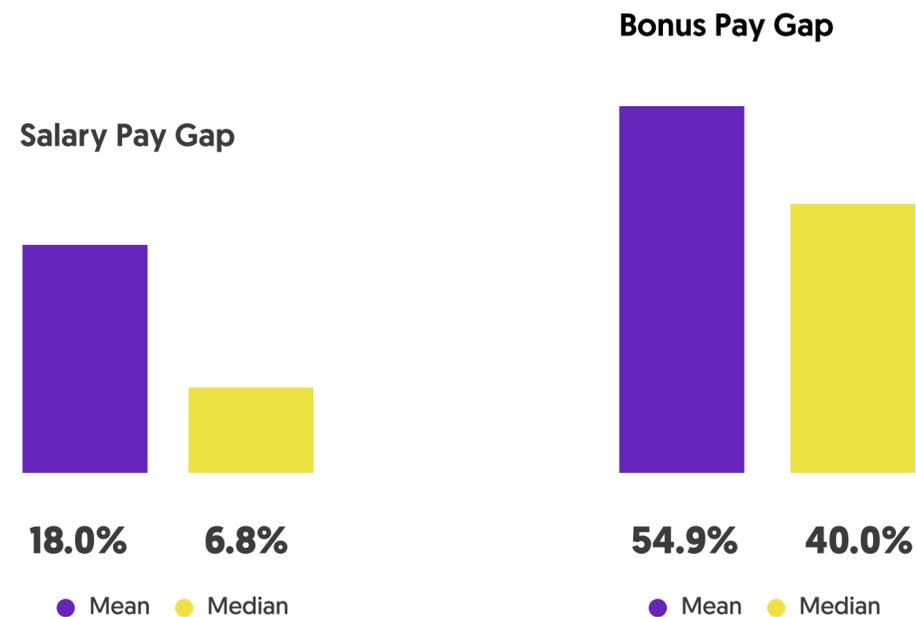
CEO of Zenith UK



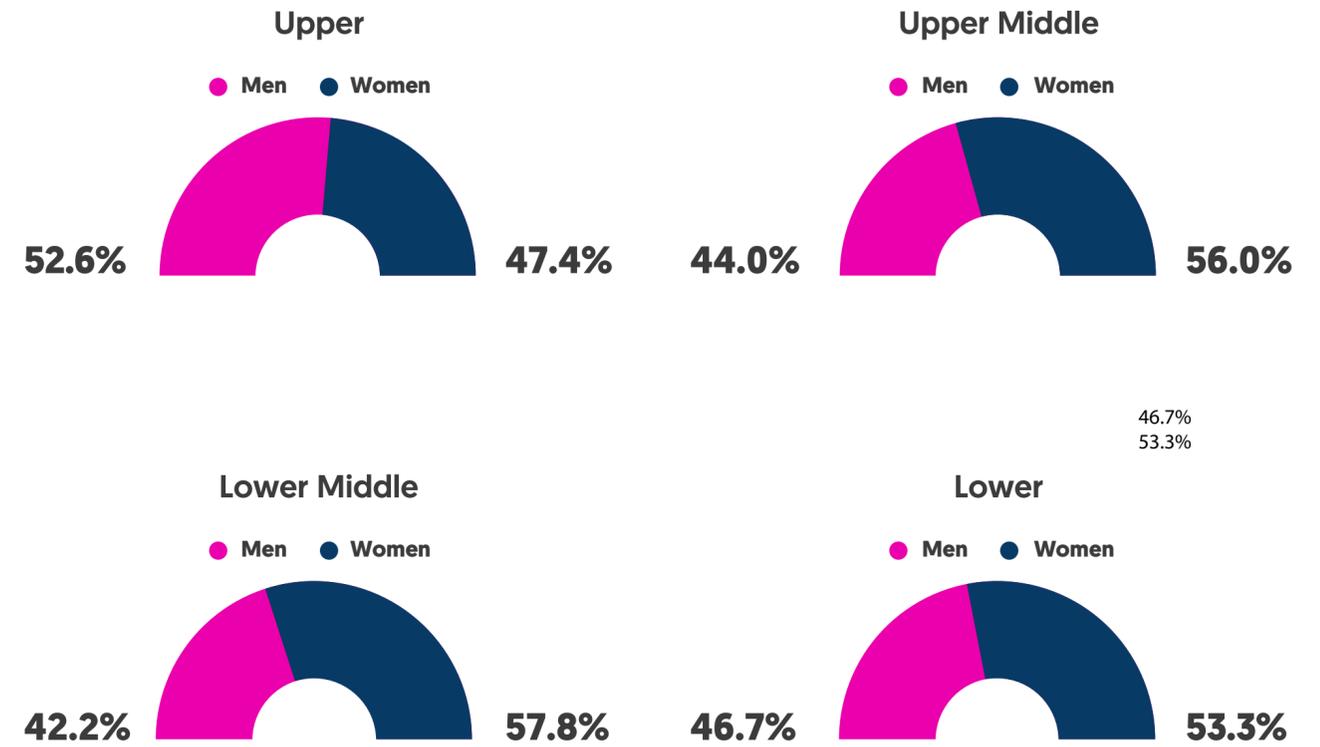
The Gender Pay Gap explanation and results

The gender pay gap is the difference in average pay between men and women in an organisation. Zenith UK (Media) Limited median Gender Pay Gap for 2025 is 6.8%. 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.

Pay Gap



Percentage Men / Women



Bonus Percentage Received



What does our Gender Pay Gap data tell us?

It's normal to see some movement in our figures from year to year, but we're pleased that our median gender pay gaps continue to move in the right direction, showing a clear downward trend since our 2023 report.

Our workforce remains well balanced, with women making up just over half of our people at Zenith UK (54.4% women and 45.6% men). This balance reflects our ongoing commitment to building an inclusive workplace where everyone can thrive.

Over the past year, we've made encouraging progress in reducing our median pay gap, bringing it down from 10.6% to 6.8%. During 2024-2025, we focused on strengthening policies and employee led initiatives that support working parents and career progression. One example is the launch of our Parents @ Publicis community, which has created a supportive network for working parents and given us insight into the barriers and pinch points that can affect women's retention and progression - helping us focus action on the underlying drivers of our gender pay gap.

Bonuses tend to increase with seniority, so when a higher proportion of bonus-eligible senior roles are held by men, the overall bonus figures are disproportionately weighted towards higher male bonus payments.

Our bonus pay gap remains higher, largely because seniority has a significant impact on bonus outcomes and men are currently more represented in senior leadership roles included in the reporting population.

While there's still more to do, this progress shows the steps we're taking are having a real impact, and we remain committed to building on this momentum in the year ahead.



Progress and our plan to close the Gap:

We recognise that men are currently overrepresented in our upper pay quartile at Zenith, and that this is influenced in part by where senior leadership roles are currently aligned on the payroll. Over the next year we will address the underlying drivers by improving transparency and consistency in role levelling and reward decisions, and by strengthening progression pathways so senior representation becomes more balanced over time.

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

During 2025, as part of Publicis Groupe UK, we built on our partnership with 55 Redefined to support our journey to becoming an age inclusive employer, helping shift attitudes and challenging age discrimination, something which impacts the career development of many women particularly often coinciding with experiencing being a parent and peri-menopausal and menopause symptoms. Using their age accreditation benchmarking, we identified key areas of focus, and developed a framework in collaboration with 55 Redefined, to help advance our focus on Age Inclusion. We also hosted a webinar for all our colleagues on age inclusion to embed age inclusion across Publicis Groupe UK.

Throughout 2025 we worked with Madeline McQueen and Magnificently You, delivering a bespoke programme to increase the representation of women in senior leadership roles at Publicis Groupe UK. We've empowered a cohort of 125 women across all our Gender Pay Gap reporting agencies through the delivery of a structured development programme and by fostering a culture of gender equity across the organisation. The programme adopts an intersectional approach to boost representation from diverse communities of women.

We continued our partnership with Token Man to open up and hold space for men to take their active part in driving inclusion initiatives. We supported their Masculinity in the Workplace event for the past two years, the only UK event designed specifically to engage men with inclusion and diversity and we have two senior men leaders participating in their coaching programme. Our partnership will continue to through into 2026 emphasising the vital role men play in driving gender equity and the benefits of this work reaching people of all genders.

In 2024 we launched an internal community 'Parents @ Publicis UK' to provide a network of peer support for working parents, and a forum for engaging with, listening to and learning from our people to inform our work on providing meaningful support to this community. Throughout 2025 'Parents @ Publicis UK' has continued to support and advocate for working parents within the organisation, including a panel event held in September to celebrate Working Parents' Day.

We worked with Smart About Health to deliver Wellbeing sessions aimed at supporting parents with how to be present and connected with your children particularly in the challenging space that is finding the right work life balance. The sessions explored how to build stronger connections with your children, switch out of work mode, embrace quality moments, foster playfulness, and support your child's emotional wellbeing - even when you're apart. This type of provider partnership is crucial to underpinning the inclusive culture we strive to build where working parents (in particular women) feel able to seek internal development and promotion.

Continued support our of employee action groups, VivaWomen!, Divergent Minds, Egalité, EMBRACE and enABLE which were active this year in supporting career development for women, and bringing people of all genders into the discussion of the benefits of gender equity for all through events such as speed mentoring and workshops on career development.

Working with our partners at Catalyst, we continued to provide access to their MARC Foundations gender equity training to raise awareness of the benefits of gender equity to people of all genders across the Groupe.



Progress and our plan to close the Gap (continued):

We remained committed to our partnership with Bloom, the organisation dedicated to ensuring women have equal opportunities in the communications industry.

Across Publicis Groupe UK, we continue to review and evolve our 'Life Stages' policies improving our maternity/pregnancy, paternity/second parent/adoption and shared parental leave so employees are now eligible for the enhanced policy after six months with their agency (previously a year). It's critical for us to support our people whatever they're going through, in particular working parents and those with caring responsibilities, those returning from leave, colleagues experiencing menopause or managing any long-term conditions.

Publicis Groupe is a proud founding member of Black Representation in Marketing (BRiM), a cross-industry initiative that aims to improve the representation of Black people in our industry. Delivered by the Avenir Network, it includes expert-led training sessions, individual sponsor-led coaching, and a suite of tools and resources. In addition, sponsors will work directly with their sponsees to help implement learnings, facilitate connections, assign high-profile projects and accelerate their careers. Since 2024, we've had a cohort nearly 30 colleagues engage with the programme – and will look to continue our engagement into 2026.

We supported the Lollipop mentoring 2025 cohort of Black women mentors and mentees, looking to provide strategic and specialist support to targeted communities within our industry who may be experiencing heightened opportunity and equity gaps.

We ran a comprehensive programme of awareness raising and education around sexual harassment, including the development and implementation of a sexual harassment policy and targeted training for our talent teams, senior leaders and a session for all colleagues. We also introduced mandatory sexual harassment training, to ensure we're doing everything we can to eliminate toxicity and build a culture predicated on safety and respect where everyone can develop and grow in a progressive culture.



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.

How have you calculated bonus payments?

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

What is the bonus gap?

The mean and median bonus gaps are the difference between the mean and median bonus pay received by men and women in the 12 months ending on 5 April 2025. This applies to all employees, even if they're not in full pay on the snapshot date. We also report on the percentage of men and women that receive a bonus in the year.

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].

What is the reporting period?

The salary data is taken from a snapshot of payroll on 5 April 2025 and the bonus data covers the 12 months leading up to that date.

What is the median pay gap?

This is calculated by listing all employees' hourly pay from highest to lowest, and then comparing the midpoint (the numbers that fall in the middle) for men with the midpoint for women. The difference between the two is the median pay gap, shown as a percentage.

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 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.

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.

