



PUBLICIS HEALTH

**PUBLICIS HEALTH UK
GENDER PAY GAP**

2020

GROUPE VISION



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Chief Executive Officer

Publicis Groupe UK

We'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.



A MESSAGE FROM *Philip Chin*

President Europe, Publicis Health

Our long-term objective is, of course, to significantly reduce our gender pay gap. We are committed to fostering a more diverse and inclusive culture where everyone can succeed irrespective of their background or circumstances, in line with our Publicis Groupe 'Viva La Difference' mantra.

To reduce the gender pay gap, we will continue to focus on tackling the root causes, implementing the necessary changes to our business processes, policies and practices.

We remain steadfast in our commitment to champion gender diversity at work at all levels, to enable our most important asset – our people, to fully realise their potential.

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 Health's gender pay gap for 2020 is 23.1%.

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).

The following has been calculated using the Government guideline calculations to determine our gender pay gap for 2020.

	Salary Pay Gap	Bonus Pay Gap
Mean	23.1%	22%
Median	24.1%	20%

%M/F	Male	Female
Upper	46.9%	53.1%
Upper Middle	39.1%	60.9%
Lower Middle	23.4%	76.6%
Lower	23.4%	76.6%

Bonus	Male	Female
% Received	14.9%	12.6%

WHAT OUR GENDER PAY GAP DATA TELLS US

- Whilst we have a high proportion of females across all quartiles, our most senior cohort are male which impacts the gender pay gap.
- In a unique year, on the snapshot date five of our senior female employees were on maternity leave and as such were not included in the gender pay gap calculations as they did not qualify as “relevant employees” under the regulations. We have already welcomed these key leaders back to work.
- It is great that we have a high proportion of female employees across all quartiles which include our leadership positions. However, even though the gender split in the lower middle level quartile is starting to improve, we still have significantly less males in the lower quartiles which has impacted the median and the mean gender pay gap.
- Our three key strategies of Transparency, Flexibility and Education (explained in greater detail below) continue to be instrumental in addressing our gender pay gap. However, despite this focus, there are no quick fixes and to achieve the impact we are looking for we need to continue to focus and build on these strategies.

OUR COMMITMENT (CLOSING THE GAP)

In 2020 we focused our efforts on the following three strategies to help work towards closing the gap:

TRANSPARENCY

- Recruitment: we added our D&I statement on all job descriptions, implemented anonymous CVs and used Unbiasify which hides names and profile photos on social networks so we can focus on requirements for the role only and ensure accessibility to all;
- Introduced the Publicis Groupe Reward Strategy across the UK to improve transparency around pay and promotion cycles and understanding of how the process works;
- Trained People Managers and Business Leaders on our Reward Strategy;
- Introduced an engagement survey that captured D&I data to gather actionable insights.

FLEXIBILITY

- Reviewed our family friendly and flexible working policies and practices to provide a more compelling offering and provide employees with greater flexibility and support in line with their changing needs.

EDUCATION

- Our internal D&I group (“FUSE”) continued to promote an inclusive working environment through hosting educational screenings on topics related to gender, creating newsletters and building connections with the Publicis Groupe Business Resource Groups (BRGs) such as VivaWomen!

- Actively participated in awareness campaigns including National Women's Day and National Inclusion Week;
- Facilitated employee participation in a variety of events hosted by our BRGs including a virtual training session that seeks to end pregnancy and maternity discrimination.

In addition to the above strategies, looking ahead we will also be focusing on:

- Introducing an early careers recruitment and development programme which is inclusive and accessible for all, encouraging gender diversity;
- Conducting a full review of our pay and reward offering to ensure it meets the needs of our people and it attracts the best talent to our business;
- Continuing to be transparent with employees about our Reward Strategy so that all employees understand the process and are clear about how they can progress, develop and grow at Publicis Health;
- Continuing to provide reward conversation training to ensure People Managers have the skills to hold meaningful reward conversations;
- Continuing to review and promote our family friendly and flexible working policies and practices, so that employees can embrace industry-leading flexible working options and feel supported in their roles and enable them to reach their full performance potential at all job levels;
- Increasing knowledge within the business about shared parental leave and understanding if there are any barriers to increase the number of male employees who work part time.

FAQS

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.

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 figure 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 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.