

GENDER PAY GAP REPORT 2023



A message from Christian Lee

At Zenith International, we are committed to fostering a diverse and inclusive culture where all of our people can thrive. We believe that diversity and inclusion makes our company stronger and the work we do for our clients better, we continually look for ways to make meaningful change to support employees through different life and career stages.

We have grown as an agency over the past few years and 2022 is the first time we are reporting our gender pay gap, as a result of headcount growth. There is a lot of work to be done, and building an equitable representative agency is one of our top priorities.

We are inspired by the wider Publicis Groupe commitment and initiatives to drive gender equity. In 2022, we made steps forward in hiring and promoting women into senior positions. We also developed more initiatives to help employees thrive, ranging from employee action groups to supporting women in their career progression, enhanced family friendly policies and improved flexible working. This year, we will further improve our maternity process to make returning to work smoother. We are developing a competency ladder and learning pathway which will support the career progression of our junior talent into more senior roles.



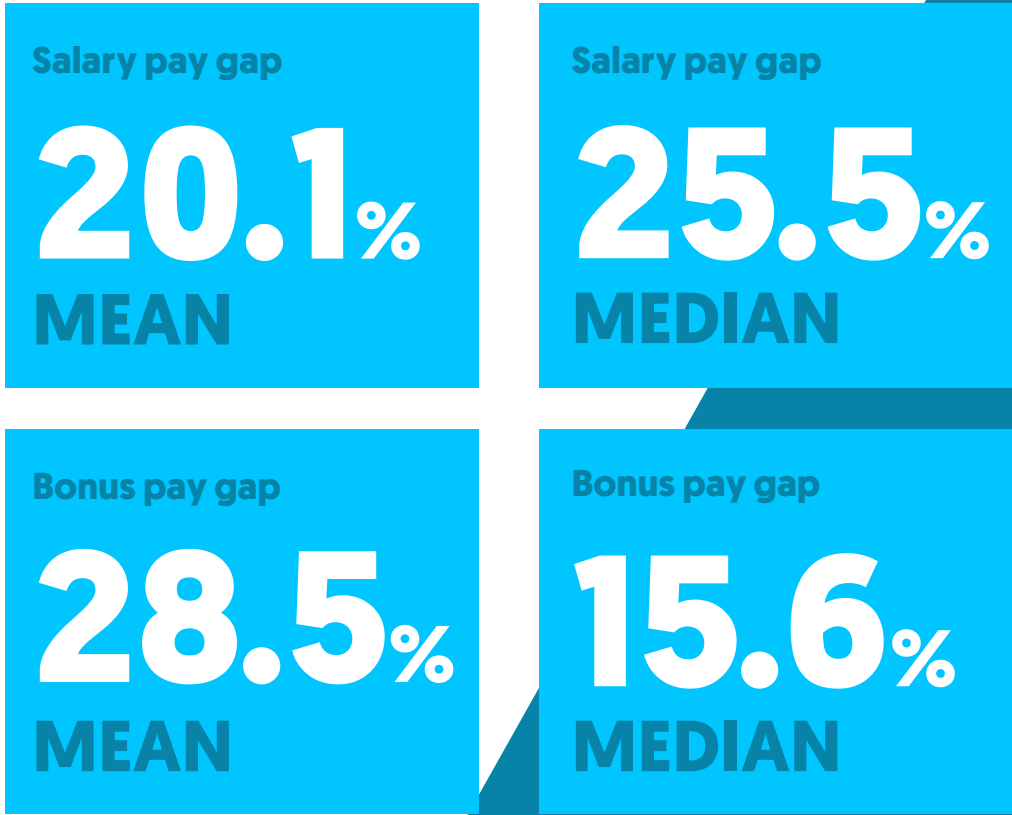
Christian Lee

Managing Director of Zenith International Ltd

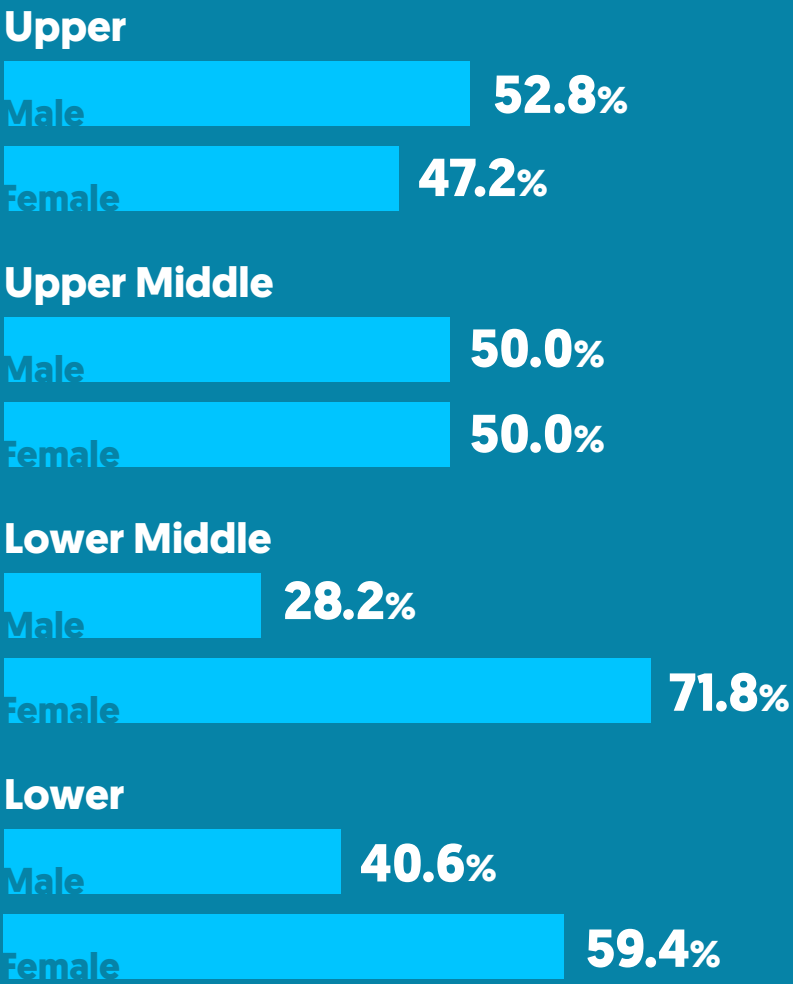


The gender pay gap explanation and results

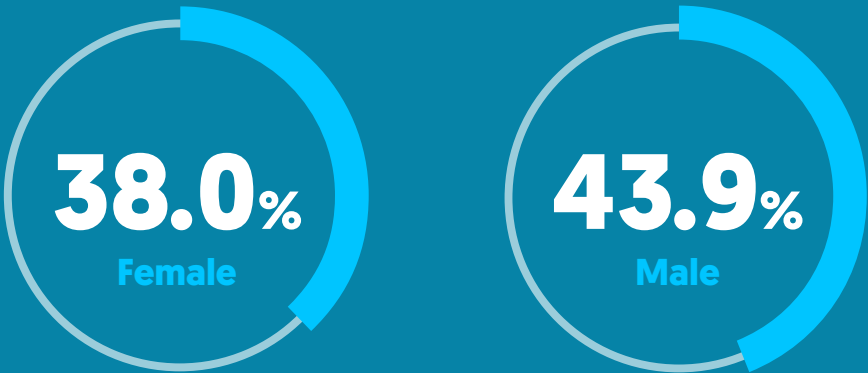
The gender pay gap is the difference in average pay between men and women in an organisation. Zenith International's mean gender pay gap is 20.1% and its median gender pay gap for 2022 is 25.5%. The gender pay gap is different from equal pay which is defined as "the right for men and women to be paid the same when doing the same, or equivalent, work" (Equality Act, 2010). We used the government guideline calculations to determine our gender pay gap for 2022



Proportion of male and female employees by quartile



Proportion of male and female who received bonuses



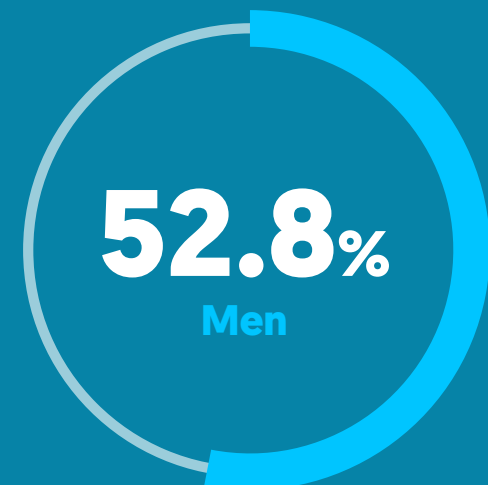
What does our data tell us?

Due to growth in 2021, we saw a steady increase in our population and have reached the threshold for gender pay gap reporting for 2022. In preceding years, whilst not required to publish externally, we took the initiative to monitor our data internally and have already made progress in narrowing our median gender pay gap.

The number of men [52.8%] and women [47.2%] in our most senior account management and leadership roles is relatively even. The main reason for our gender pay gap has been the significantly higher number of women in middle and junior roles within our agency. Two years ago, we built an Early Careers team, designed to invest in early career recruitment that focused on ways to attract a broader and representative talent pool so that our current split for junior to mid-level roles within the agency is more balanced. In 2021, we created a tool to remove all identifiable characteristics from a candidate's profile.

In April 2022, the percentage of men who received a bonus was 43.9%, compared to 38% of women. At Zenith International, women make up 56% of the overall workforce, therefore more women than men actually received a bonus. Bonuses are calculated on a pro rata basis taking working hours into account. Our flexible working policy is open to everyone and it enables our people to create a successful career at Zenith while doing things that are important to them outside of work. This offering is particularly popular with our female colleagues. Since there is a higher figure of women working part-time, including within our leadership team, the bonus pay gap is affected.

Percentage of men and women in Zenith International's senior roles



Progress and our plan to close the gap

- Over the past year, we have evolved our 'Life Stages' programme for all employees with the introduction of the following policies: transitioning at work, experiencing domestic violence, neonatal care, carers, fertility, and pregnancy loss.
- We have improved the leave available and our policies for pregnancy/maternity, adoption, shared parental, surrogacy and paternity/second parents. This includes a month phased 'return to work' enabling employees to build back up to their full hours whilst receiving full pay.
- We continue to educate and support our people on topics such as the menopause to ensure we are supporting colleagues as they go through different life stages.
- We developed a Gender Equity strategy that focuses on our strategic aims, which are to better understand and address the challenges we face to be a representative and progressive employer. We have developed plans to address our other strategic priorities as well, such as disability inclusion, race equity and LGBTQ+ inclusion. These detail our principle aims and commitments which will allow everyone to thrive and develop at work.
- Our Employee Action Groups, in particular VivaWomen! and EMBRACE, are active in supporting women and their development and progress at work through events such as speed mentoring, career development and understanding and supporting the mental health and wellbeing of WoC and black women at work.
- We launched Becoming, a network of working parents who come together to support each other on anything and everything relating to parenting.
- We implement an engagement survey twice a year to ensure everyone feels comfortable being their authentic selves at work.

At Zenith International, diversity, equity and inclusion are imbedded in the culture initiatives we implement. Our DE&I and Culture teams have joined forces this year to build and maintain an inclusive culture where equity thrives. We are committed to achieving this by promoting and celebrating our unique differences, driving positive conversations and learning for all around diversity and inclusion.

In addition, as part of Publicis Media, our Publicis Media commitment to closing the gender pay gap is focussed on three core areas:

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.

- Our internal recruitment teams use a piece of software called 'Unbiasify' which allows us to source candidates from LinkedIn without seeing people's faces or names, helping to block some key sources of unconscious bias. The software helps us to review our job adverts to make sure they appeal to all.
- Our recruitment and DE&I team is also involved in training managers on unconscious bias and are helping create interview questions and practices that are equal for all.
- Following industry research that male candidates are more likely to apply for positions where they do not meet every criteria, and women will often only apply for positions where they meet 100% of the requirements, we have actively worked with, and trained, our hiring managers to remove 'nice to have' skills from our job descriptions and to keep job requirements as simple as possible to ensure the application process is as inclusive as possible.
- Finally, we are working hard to ensure that we have representative and diverse interview panels wherever possible.



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.
- We also launched our Baby First Aid programme last year to help new parents learn essential skills.
- 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

- 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. Since the pandemic has shown us the benefits of hybrid working, we've since evolved PMWOW so that our policy is to work from the office for a minimum of two days. This has been a huge help for all staff in having a better work-life balance and a definite retention strategy for us, particular for working parents.
- 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.
- 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. Each year sessions focus 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 their talented male colleagues, all have a real opportunity to influence change and develop their own careers.
- Last year, we introduced a Menopause Policy to help mitigate the impact of 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. We have been building on this new policy through 2022, helping to normalise the conversation around menopause.



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 2022 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 2022 we had no one on salary sacrifice.

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 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 2022. 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.

