

GENDER PAY GAP REPORT 2025

Zenith International

Message from agency CEO

Our 2025 gender pay gap results build on the progress made in 2024, with positive reductions in both our median salary and bonus gaps, reflecting the impact of our ongoing work to build a more inclusive and equitable organisation. While we're pleased to see this continual positive movement, the data also reinforces that we still have important work ahead.

We will take meaningful action towards strengthening progression opportunities for women, improving our visibility on routes to development and ensure our reward structures consistently support fairness, opportunity and inclusion.



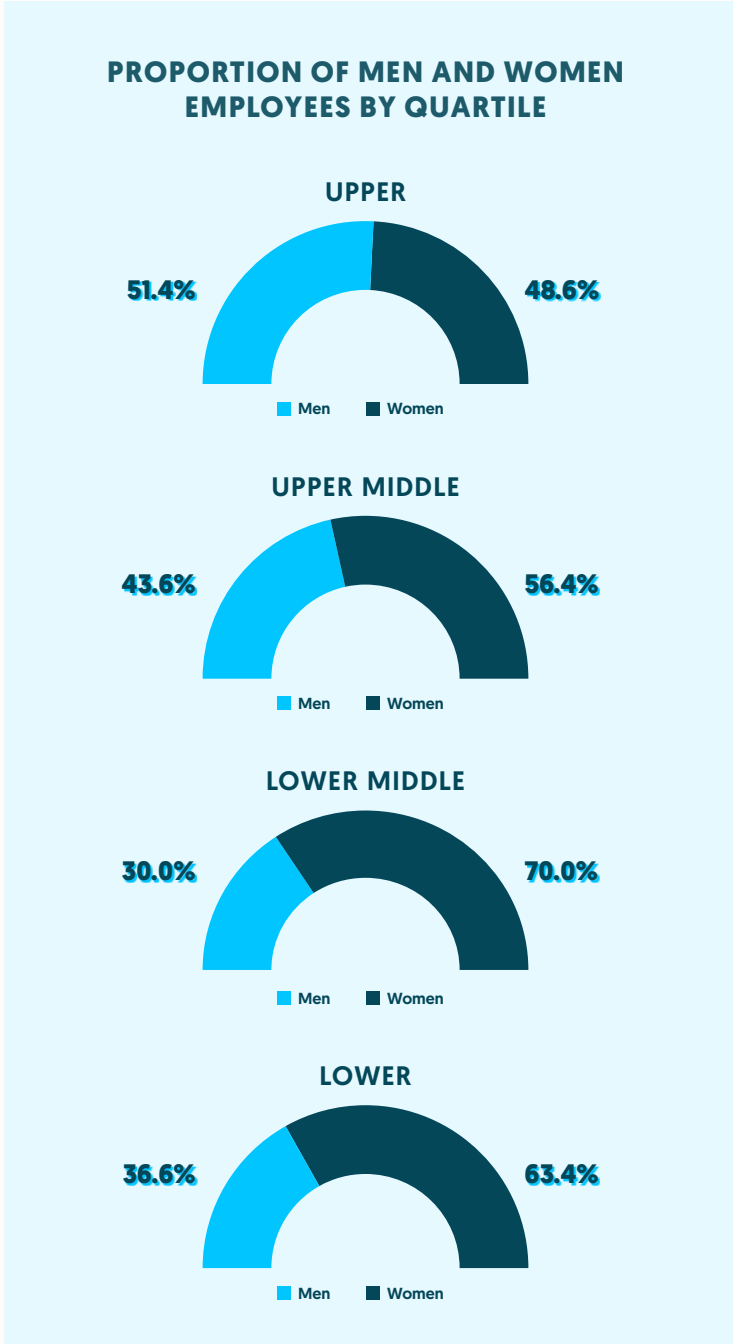
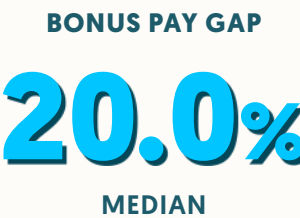
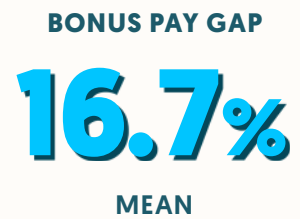
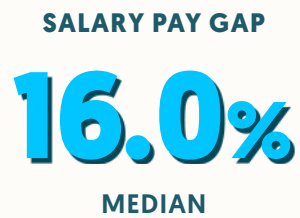
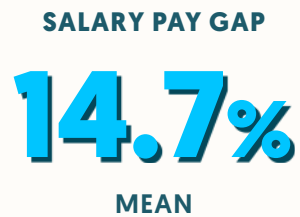
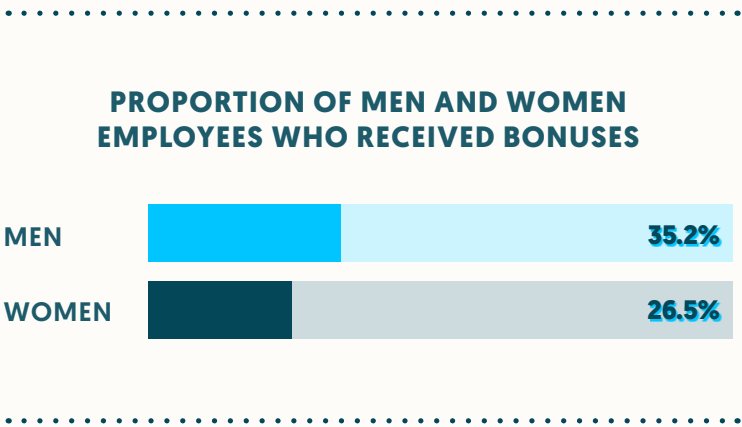
Christian Lee

Managing Director, Zenith International

A handwritten signature in black ink that reads "Christian Lee". The signature is written in a cursive, flowing style.

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 Gender Pay Gap for 2025 is 25.4%. 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.



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 males and females 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 2025 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.

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 men and women employees 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 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.

What does our Gender Pay Gap data tell us?

Our gender pay gap data shows continued progress year on year. The mean salary pay gap has reduced from 19.9% to 14.7%, while the median salary pay gap has remained broadly stable at 16.0%, reflecting the ongoing impact of role and level distribution across the organisation.

There has been a notable improvement in the bonus pay gap, with the mean bonus pay gap reducing significantly from 38.8% to 16.7% and the median bonus pay gap decreasing from 25.0% to 20.0%. This indicates a more balanced distribution of bonus values between males and females overall.

Gender representation across pay quartiles continues to influence the remaining gap. Female representation in the upper pay quartile has increased, and women continue to be well represented across the middle and lower quartiles, while men remain more concentrated in the highest-paid roles.

Bonus participation has also shifted year on year, with a higher proportion of men receiving a bonus. Despite this change, the overall bonus pay gap has narrowed, suggesting greater consistency in bonus outcomes.

Overall, the data reflects positive momentum, while highlighting that improving representation at senior levels remains the key driver for further closing the gender pay gap.

Progress and our plan to close the gap

We are committed to continuing to close the gender pay gap. This year's data shows meaningful reductions in both the mean salary and mean bonus gaps compared with last year. While these improvements indicate movement in the right direction, we recognise that women remain disproportionately represented in lower paid quartiles and that fewer women than men received a bonus in April 2025. These indicators highlight that, despite the progress made, there remains important work to address.

Our focus is on strengthening career pathways and progression opportunities for women, ensuring clearer visibility of development routes and equitable access to advancement. We will also seek deeper insight into patterns of bonus eligibility and outcomes, so that our reward structures consistently support fairness and do not inadvertently disadvantage any group.

Alongside this, we remain focused on building the right workplace practices to support a balanced and fair environment for all employees.

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 male 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.

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.



Zenith
The ROI agency