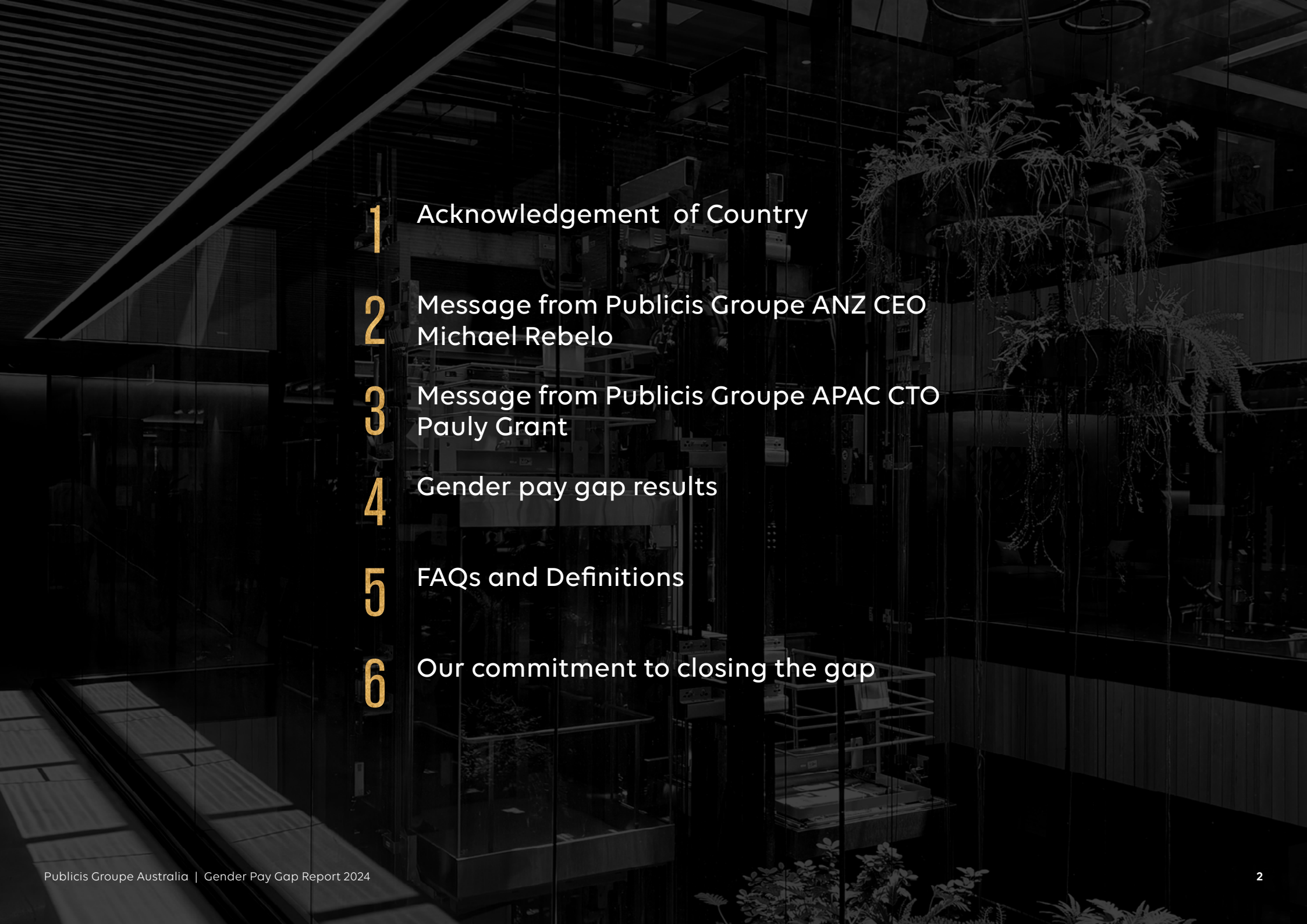




Publicis Groupe Australia

GENDER PAY GAP

Report 2024

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ACKNOWLEDGEMENT of Country

Publicis Groupe Australia respectfully acknowledge the Traditional Custodians of the lands on which we live and work. We pay our respects to Aboriginal and Torres Strait Islander Elders – past, present and emerging – for they hold the memories, traditions, stories and cultural practices that inform us today and set the foundations for tomorrow.





MESSAGE FROM PUBLICIS GROUPE ANZ CEO Michael Rebelo

In Australia, Publicis Groupe is made up of over 1,300 talented individuals. Our gender pay gap report provides us with a clear picture of where we currently stand and allows us to share our unwavering commitment to supporting the many talented women and non-binary people who are part of our team.

Over the past four years, we have consistently maintained a 60% to 40% gender split across our entire workforce, favouring women. I am proud of the progress we have made in promoting more women to senior positions, which has been a key factor in reducing the gender pay gap. Additionally, we have seen significant improvements in closing the gender pay gap across Publicis Media, Creative, PR, Digital and Production agencies over the last three years.

While we are making progress, we recognise that there is still much work to be done to achieve our goal of a zero pay gap. We have developed a comprehensive gender equity strategy aimed at better understanding and addressing the challenges we face in becoming a truly representative and progressive employer.

Together with the CEOs of our agency brands, APAC Chief Talent Officer and ANZ Executive Leadership Team, we will continue to implement our Diversity, Equity & Inclusion (DE&I) Strategy, placing it at the heart of our people plans, in order to create an inclusive and equitable work environment for all.

Michael Rebelo
CEO, Publicis Groupe ANZ

Gender equity is a strategic priority for Publicis Groupe. We currently have women occupying 56% of senior leadership roles across our Australian agencies and we have a strategy in place to continue to make progress in reducing the gender pay gap.

In 2024, we had some considerable achievements, including launching our first Disability Access & Inclusion Plan and our Innovate Reconciliation Action Plan, becoming Family Friendly Workplaces certified, and continuing with Born Blak, a program dedicated to increasing representation and creating opportunities for First Nations content creators who are underrepresented in Australian marketing. As a result of this progress, Publicis Groupe ANZ was awarded Gold for the CSR Achievement of the Year ANZ for Campaign Asia Agency of the Year Awards.

Globally, Publicis Groupe leads the Women's Economic Forum, empowering women to voice opinions on key social and economic issues.

By uniting diverse perspectives from global leaders, we foster inclusive growth and business success. As part of our CSR commitment, the Women's Forum reinforces our values of diversity, ethics, and responsible marketing, driving positive social impact.

Over the last few years we have continued to introduce policies and programs to help attract more women into our business and create the conditions for them to thrive. Our commitment extends to nurturing the advancement of women across the Groupe and progressively addressing the gender pay gap. Additionally, in late 2023, Publicis Groupe invested in Syndio – a leading Workplace Equity Analytics Platform that identifies inequities in compensation, representation, and promotions to support us closing the gap. Syndio takes into account an employee's location/city of work, department and career level. Using this more detailed measure, we have identified pay equity within our Groupe in Australia to be 2.6%. This

figure is below the pay equity gap of 3% as measured by the MFA Industry Census.

Spirit of Viva La Difference

We are all united by our powerful spirit of 'Viva la Difference' which is core to everything we do. Viva La Difference expresses how we value and respect each individual and recognise what makes us distinctive. It is embedded in our DNA. This is the charge that inspires our teams to celebrate the differences in identity, background, culture, and experience in all of us. It is how we behave with each other and our clients, and it is deeply rooted throughout our work, to elevate and bring to life our differences throughout the platform world.

I look forward to continuing the work on this journey.



Pauly Grant
CTO, Publicis Groupe APAC

MESSAGE FROM PUBLICIS GROUPE APAC CTO Pauly Grant



GENDER PAY GAP Results

The gender pay gap is the difference in average or median pay between men and women in an organisation.

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."

The following has been calculated using the Workplace Gender Equality Agency's (WGEA) guideline calculations to determine our gender pay gap for 2024.

Gender Split
Headcount split between male and female as at 31st March of each year.

	2024	2023	2022	2021
Male	37.5%	34%	40%	41%
Female	62.5%	66%	60%	59%

Gender pay gap
Publicis Media

	2023 - 2024	2022 - 2023	2021 - 2022
Median Total Remuneration →	3.5%	5.3%	4.7%
Median Base Salary →	5%	6.9%	4.7%
Publicis Communications			
Median Total Remuneration →	9.6%	12.7%	15.6%
Median Base Salary →	7.7%	12.7%	15.6%



FAQ and DEFINITIONS

Equality Agency. However, public reporting of non-binary people is not available as we are pending WGEA establishing the baseline level for this new information.

Definitions

Pay Gap

The difference (median and mean) in hourly rate of pay between all men and all women in an organisation, expressed as a percentage of men's earnings – at the snapshot date of 31 March 2024.

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

FAQ

Who is included in the data?

Our company structure is made up of multiple entities. For the first time this year, our data is split between two entities – Publicis Communications and Publicis Media. For clarity, this means the following agencies are represented in the data:

Publicis Communications

- Leo
- Saatchi & Saatchi
- Saatchi & Saatchi Wellness
- Publicis Worldwide
- Herd MSL
- Digitas
- ARC

Publicis Media

- Spark Foundry
- Starcom
- Zenith
- Razorfish
- Prodigious
- Performics

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 2012 for organisations with more than 100 employees at the snapshot date (31 March 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 1969.

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 31 March 2024.

What is base salary vs total remuneration?

Base Salary

Base salary refers to an employee's annual earnings before tax, calculated on a full-time, full-year basis, excluding compulsory superannuation and other benefits or payments.

Total Remuneration

Total remuneration includes an employee's base salary plus any additional benefits, whether paid directly or indirectly, in cash or other forms. This encompasses

salary payments, superannuation, bonuses, higher duties allowances, temporary performance loadings, back pay, workers' compensation, commissions, penalty rates, and shift loadings.

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. Part time employees are reflected as full-time equivalent salary in the reporting. For the first time, casual employees are also reflected in the data.

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

Our data is compiled based on the information available in our HR system at the snapshot date. If someone identifies as non-binary, it is reflected in the data provided to the Workplace Gender

FAQ and DEFINITIONS (cont'd)

middle) for men with the midpoint figure 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.

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.

Pay Quartiles

Shows the proportion of men and women in different pay bands, with the workforce divided into four equal parts (quartiles).

Gender Pay Gap vs. Equal Pay

Equal pay means men and women being paid the same salary for carrying out the same or similar work, which is a legal requirement. This report, which follows the WGEA's regulations, is about the gender

pay gap: the difference in average hourly pay between all men and all women in a workforce. A gender pay gap is the result of gender imbalance – for example having more men than women in senior roles.



OUR COMMITMENT close the gap

At Publicis Groupe, we remain steadfast in our mission to build and maintain an inclusive culture rooted in equality. We are focused on achieving this by promoting and celebrating our unique differences, driving a vibrant and authentic DE&I strategy and program of work, recruiting more diverse talent and supporting leaders in their inclusive leadership journey.

Our commitment to closing the gender pay gap continues to focus on three core areas: hire, train and retain.

Hire



- Promoting **internal mobility** opportunities to enhance career development across Publicis Groupe. In 2024, 60% of internal mobility career moves were women.
- Our Creative agencies are members of **Mums in Ads** – a jobs board featuring part-time job vacancies aimed at providing broader career progression opportunities. All roles indicate that the role is part-time negotiable.
- Development of Talent Acquisition practices that support the appointment of a more diverse workforce and ensure an **inclusive and equitable recruitment experience for all**.
- Our **Connected Careers** program includes 1:1 career coaching and development program with 77% of participants being women.
- **Publicis Liberté, our flexible working policy**, 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 way of working

has helped all employees, but especially our female talent at all levels to better manage their workloads and lives.

- **Our Parental Leave secondary carer swap program** actively encourages fathers/partners to return to work to allow mothers to continue to focus on career development and progression. We also provide Cub Care leave (an additional five days of paid leave for parents returning to work).
- Creation of our inaugural **Disability Access & Inclusion Plan**, partnering with the Australian Network on Disability to become a more disability confident employer and increase disability representation through the Groupe.
- Finally, we are working hard to ensure that we have a **representative and diverse interview panel** wherever possible.

Grow



- We're launching **Rise & Thrive**, a six part series

designed and dedicated to the development of women across Publicis Groupe.

- Publicis Worldwide launched **LeadHERship**, a program focused on funding leadership development for women.
- Our **Festival of Growth** learning program is designed to accelerate the growth of our early to mid-career employees.
- Globally, we are partnering with **Syndio**, a Workplace Equity Analytics Platform which identifies inequities in compensation, representation, and promotions to help the us close pay gaps.
- 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.
- Cocreating and delivering a **leadership development program (THREAD)** for our Top 190 cohort setting expectations of being a Publicis Leader.



- **Fair and competitive pay** is ensured through close analysis and in conjunction with benchmarking practices.
- In 2024, 68% of **promotions** across the Groupe were women (80% at the senior leader level) and 71% of all **salary increases** awarded were women.
- Conducting 360 reviews of our senior leaders against our **inclusive leadership behaviours** and leadership commitments to DE&I and tracking as a key success indicator in KPIs globally.

Retain

- Delivering the **'Be You' survey** to better understand employees' experiences and perceptions on diversity, inclusion and discrimination to feed into a targeted programme of DE&I activity.
- Devising an **ANZ DE&I strategy** that fosters an inclusive environment and values difference with a roadmap of planned actions.

- Our **Menopause Policy** helps mitigate the impact of menopause on employees at work. The support offered includes 10 days paid leave per year, flexible working arrangements, temperature control in the office, access to mental health first aiders and Sonder (employee wellbeing platform).
- Our **Next Generation Board** is an immersive development program 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. 80% of the board are aspiring women leaders, who alongside their talented male colleagues, all have real opportunity to influence change and develop their own careers.
- Our employee action groups, in particular **VivaWomen!** Is active in supporting women and their development and progress at work through

events and sessions. In 2025, we are launching our **Parents & Carers** employee action group focused on supporting working parents and carers.

- We've developed a **Gender Equity strategy** focusing on our strategic aims, which are to better understand and address the challenges we face to be a representative and progressive employer. We also have strategic plans in place for our other priorities, which are disability inclusion, race equity, LBGTQIA+ inclusion and parents & carer inclusion. These detail our principle aims and commitments, which will allow everyone to thrive and develop at work.