



PUBLICIS
GROUPE

Publicis Groupe Australia

Gender Pay Gap Report

2023

Acknowledgement *of* Country

Publicis Groupe respectfully acknowledges the past, present and future Traditional Custodians and Elders of Australia. We honour our responsibility in our work to respect and reflect the continuation of cultural, spiritual and educational practices of First Nations peoples.



Message *from*
Publicis Groupe
ANZ CEO
Michael Rebelo

In Australia, Publicis Groupe is made up of 1,300+ talented people. Our Gender Pay Gap report allows us to see where we currently stand and share details of our commitment to support the many talented women and non-binary people that work with us.

I'm pleased with the progress we have made in getting more women to senior positions, which is the main driver to reduce the Gender Pay Gap. Over the last three years, we have held an average of 61% to 39% gender split across the entire workforce (in favour of women) and this also remains reflected in our senior leadership cohort.

We have also seen considerable improvement in closing the Gender Pay

Gap over the last three years moving from 21% in 2021 ; 16% in 2022 ; 11% in 2023 and as of January 2024 we are now at 10.7%. This data is inclusive of all agencies and business units across Publicis Groupe which consists of media, creative, PR, digital and production.

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

mike

Michael Rebelo
CEO, Publicis Groupe ANZ

Gender equity is a strategic priority for Publicis Groupe. We currently have women occupying 57% 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.

We appointed a Head of DE&I ANZ in 2023, reinforcing our dedication to fostering meaningful change by providing the necessary specialised resources and expertise. This strategic investment reflects our core principle of 'Viva La Difference' where we aim to build a consciously inclusive culture that actively welcomes and values difference in all forms.

Over the last few years we have continued to

introduce policies and programs to help attract more women into our business and provide an environment for them to thrive (see section 6). 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 ANZ invested in Syndio – a leading workplace equity analytics platform – which we will use as an additional tool to better identify, resolve and prevent disparities in pay and opportunities within our agencies, in order to further support our efforts to close the gap.

Spirit of Viva La Difference

We are all united by our powerful spirit of 'Viva la

Difference' which is deeply rooted in 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 of all of our people. 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..

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 pay between men and women in an organisation. Publicis Groupe's mean Gender Pay Gap for 2023 is 11% (vs the national GPG of 21.7%). 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 guideline calculations to determine our Gender Pay Gap for 2023.

Gender split

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

	2023	2022	2021
	34%	40%	41%
	66%	60%	59%

Gender Pay Gap

	Jan 2024	2023	2022	2021
Mean →	10.7% <small>(internal calc.)</small>	11%	16%	21%
Median →	11.9% <small>(internal calc.)</small>	12%	15%	22%

See definitions below

Pay Quartiles

All salaries, expressed as four quartiles with gender split and average remuneration.

Gender Pay Gap

	Lower	Lower Middle	Upper Middle	Upper
	38%	24%	39%	37%
	62%	72%	61%	63%
Average remuneration →	\$76,442	\$90,000	\$127,404	\$155,221

FAQ *and* Definitions

FAQ

Who is included in the data?

Our company structure is made up of multiple entities. We submit our WGEA data under the Publicis Communications entity, but it is reflective of all employees working in agencies across Publicis Media and Publicis Communications Australia. This includes Leo Burnett, Saatchi & Saatchi, Saatchi & Saatchi Wellness, Publicis Worldwide, HerdMSL, Digitas, Prodigious, ARC, Salterbaxter, Balance, Zenith, Starcom, Spark Foundry, Performics and Razorfish.

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 (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 1969.

Why does Australia 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, more women working part-time, caregiving responsibilities of women, different industries (where it is predominantly women) having lower wages, bias in hiring and pay decisions and lack of flexibility for mothers returning to work.

What is the reporting period?

The most recent salary data in this report is taken from a snapshot of payroll on 31 March 2023. However, we review data internally quarterly as part of our salary review and promotion process.

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. **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. It is our intention to ensure we are reflective of our non-binary people moving forward, and rely on our employee's updating their personal data to ensure this is consistent. The Workplace Gender Equality Agency does allow for the recording of non-binary people, and we will ensure our reporting reflects this when we take the next snapshot data in March 2024.

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 2023.

- **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. 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

FAQ *and* Definitions (cont'd)

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 Workplace Gender Equality Agency's regulations, is about the gender pay gap: the difference in average hourly pay between all men and all women in a workforce.



Our commitment to 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 2023, 54% of internal mobility career moves were women.
- 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 a 1:1 career coaching and development program with 83% of participants in 2023 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



Grow


- In late 2023 Publicis Groupe ANZ invested in Syndio – a leading workplace equity analytics platform – which we will use as an additional tool to better identify, resolve and prevent disparities in pay and opportunities within our agencies, in order to further support our efforts to close the gap.
- 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 (called Threads)** for our Top 150 cohort setting expectations of being a Publicis Groupe Leader
- ANZ wide roll-out of training to drive **inclusive behaviours and culture**.
- **L'avenir is a leadership & creative development**



Retain

- Delivering the **'Be You' survey** to better understand employees' experiences and perceptions on diversity, inclusion and discrimination to feed into a targeted program of DE&I activity.
- Devising an **ANZ DE&I strategy** that fosters an inclusive environment and values difference with a roadmap of planned actions.
- Launching our **Menopause Policy** to help 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 employee wellbeing platform, Sonder.
- Our **Next Generation Board** is an immersive development program designed to support mid-level employees for future leadership roles. Each year our cohort of





manage their workloads and lives. Since the pandemic has shown us the benefits of hybrid working this has definitely been a huge help for all staff in having a better work life balance.

- Our **Parental Leave carer swap program** allows parents the freedom to consider primary and secondary carer roles, allowing each to focus on career development and progression.
- 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.

program that supports 15 **high-potential female creatives** from APAC & MEA every year. The program aims to accelerate their careers, grow their potential and change the gender ratio among creative leaders in the Groupe.

- **Buddy Up program**, our Groupe wide mentoring program provides unique mentoring opportunities with 70% of 2023 participants being women.
- Continued close analysis and reporting of **salary increase and promotion decision making**. In 2023, 68% of promotions across Publicis Groupe Australia were women and 61% of all salary increases awarded were women. This is reflective of the current gender headcount split.
- Conducting **360 reviews** of Senior Leaders against our **Inclusive Leadership behaviours** and tracking our leadership commitments to DE&I as a key success indicator in OKRs globally.

board members helps shape and steer the future of our organisation and is made up of representatives from each agency. 68% of the board are aspiring female 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! are active in supporting women and their development and progress at work through events, topical sessions and networking opportunities.
- 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 plans in place for our other three core DE&I pillars which are disability inclusion, race equity and LBGTQIA+ inclusion. These detail our principle aims and commitments which will allow everyone to thrive and develop at work.