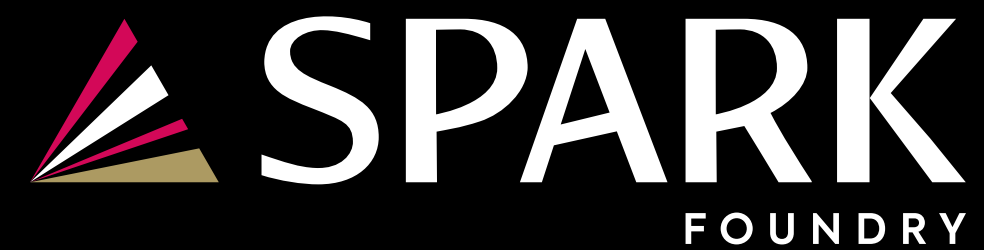




# *GENDER PAY GAP REPORT*

2025



# *A MESSAGE FROM THE AGENCY CEO*

Our gender pay gap has increased this year, with a median gap of 8.7 percent and a mean gap of 6.1 percent. A widening gap isn't what we want to see and I am committed to addressing it with a clear strategy and focus.

We have strengthened the representation of women at senior levels, which is an important step. However, we know senior roles are only one part of the picture.

To drive progress, we plan to support more women as they move from mid to senior roles. Strengthening this pipeline remains our biggest opportunity to reverse the gender pay gap.

As CEO, I believe in continued, genuine improvement. This data will guide our decisions and actions, so the progress we make is meaningful and lasting.

**Nadine Young**  
CEO, Spark Foundry UK

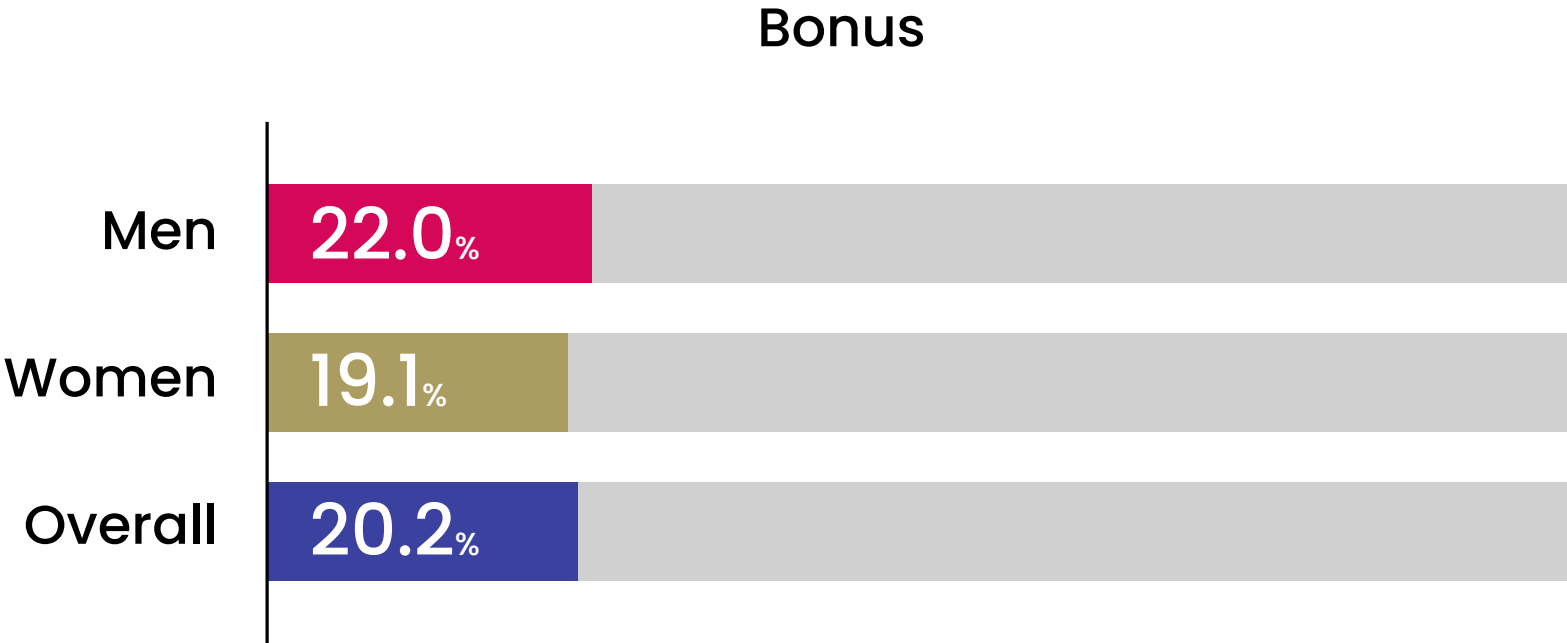


# THE GENDER PAY GAP EXPLANATION AND RESULTS

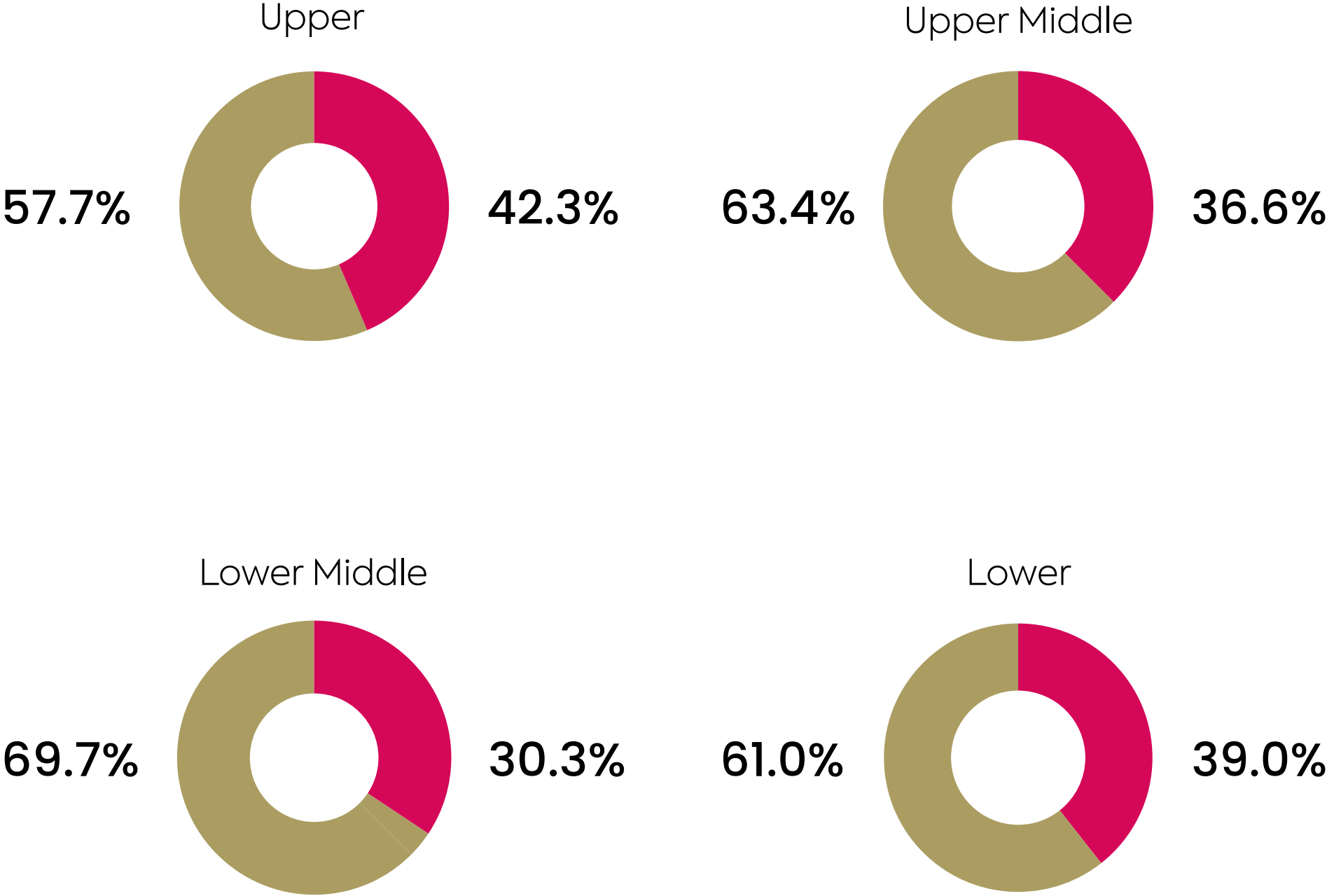
The gender pay gap is the difference in average pay between men and women in an organisation. It is not the same as equal pay, which is the legal right for men and women to be paid the same for the same, or equivalent, work.

Spark Foundry's Gender Pay Gap for 2025:

	Mean	Median
Gender Pay Gap	<b>6.1%</b>	<b>8.7%</b>
Bonus Pay Gap	<b>58.7%</b>	<b>-8.3%</b>



Pay Quartiles:



# FAQ & DEFINITIONS

## What is the gender pay gap?

The gender pay gap compares the average hourly earnings of men and women across an entire organisation. It looks at pay for all employees, regardless of role, level or function. Since April 2017, any employer with 250 or more employees on the snapshot date (5 April each year) must publish this information.

## Does a gender pay gap mean an equal pay issue?

No. A gender pay gap does not mean there is an equal pay issue. Equal pay refers to men and women being paid the same for doing the same or equivalent work. This has been a legal requirement since the Equal Pay Act was introduced in 1970.

## Why do we have a gender pay gap?

A gender pay gap can appear for several reasons, including having more men in higher paid positions or more women in roles with lower average salaries. A higher proportion of women working part time can also influence the overall averages.

## What is the reporting period?

The salary figures are based on payroll data taken on 5 April 2025. Bonus information includes all bonus payments made in the 12 months leading up to that date.

## Which employees are included in this report?

The data includes all permanent and fixed term employees, both full time and part time, who were receiving full pay on the snapshot date. Employees who were on reduced or zero pay for reasons such as maternity, paternity, adoption, shared parental leave or unpaid sabbatical are excluded from certain calculations in line with reporting rules.

## How have you calculated bonus payments?

All bonus payments within the reporting year are included. This covers performance incentives, commission and any relevant stock related payments. These are counted for all eligible employees, not only those on full pay at the snapshot date.

## What is the median pay gap?

To calculate the median, all employees' hourly rates are arranged from highest to lowest. The middle point for men is then compared to the middle point for women. The difference between these two midpoints gives the median pay gap.

## What is the mean pay gap?

The mean is the average. All hourly pay for men is added together and divided by the number of men. The same calculation is done for women. The gap between these two averages is the mean pay gap.

## What is the bonus gap?

The mean and median bonus gaps show the difference between average bonus payments received by men and women during the 12-month reporting period. We also report the percentage of men and women who received a bonus.

## What is a pay quartile?

All employees on full pay are ranked by hourly rate from highest to lowest and then divided into four equal groups. Each quartile shows the proportion of men and women in that segment of **the pay distribution**.

# *WHAT DOES OUR GENDER PAY GAP DATA TELL US?*

Spark Foundry's gender pay gap has widened compared to last year's figure of 1.6%. The data shows that women are disproportionately represented in the mid to low pay quartiles, highlighting the importance of supporting their progression into senior roles to achieve greater gender equity.

There is clearly work to do. We are taking practical steps to improve representation and build a more inclusive agency. Over the past year, we have strengthened female representation at senior levels, supported by several key hires to our leadership team who are women. This marks meaningful progress, and we are committed to continuing this trajectory.

The increase in the median bonus pay gap is primarily driven by a higher proportion of women being eligible for bonuses in the lower pay quartiles compared to the upper quartiles, resulting in more women receiving bonuses at lower pay levels.



A photograph of two women laughing together. The woman on the left is older, with short blonde hair, wearing glasses and a dark ribbed sweater. The woman on the right is younger, with long dark hair, wearing a dark top. They are both smiling broadly and laughing. The background is a textured wall. The image is partially obscured by a white diagonal shape that contains the text.

# *PROGRESS AND OUR PLAN TO CLOSE THE GAP:*

We continue to strengthen early-career and mid-level progression, which is essential to closing the gap. Our Emerging Leaders Programme supports colleagues at all levels to step into leadership roles and drive agency initiatives. As part of this, Emerging Leaders host Spark Acceleration Days, including focused sessions on Diversity & Inclusion and Women in Business. These sessions create space for open discussion on barriers to progression and help inform practical actions to support women's career development. This work strengthens our leadership pipeline, encourages wider participation in decision-making and supports long-term gender equity across the agency.

At the heart of our business is a powerful belief: *Viva la Différence*, the idea that we are stronger, braver, and better when we embrace difference. The values of *Viva la Différence* – nurturing talent, recognising merit, and creating opportunities for all – date back to our founder, and are part of who we are as a company.

As part of Publicis Groupe, we built on our partnership with 55 Redefined in 2025 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.

# PROGRESS AND OUR PLAN TO CLOSE THE GAP:

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 men in leadership roles 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 2025 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 of our 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 UK 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 2025, we've had a cohort of 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.