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# DIGITAS GENDER PAY GAP REPORT 2025



# MESSAGE FROM AGENCY CEO, ANNE STAGG



This year, our median gender pay gap has decreased by 2% reflecting the progress we've made against the commitments set out in last year's report.

While we're pleased to see this positive movement, the gap remains higher than we want it to be, and we know there is still significant work to do to. Over the past year, we've continued to focus on strengthening gender representation across Digitas – particularly supporting women's progression into senior roles, where the gender balance has the most impact on our overall gap.

We know the gender pay gap can fluctuate year on year, but our commitment does not. We will continue to take practical steps to reduce the gap and ensure Digitas is a place where everyone can develop and thrive irrespective of background or circumstance.

**“ WE KNOW THE GENDER  
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**Anne Stagg,**  
CEO, Digitas

# THE GENDER PAY GAP EXPLANATION AND RESULTS

The gender pay gap is the difference in average pay between men and women in an organisation. Digitas UK Gender Pay Gap for 2025 is 23.5%. 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.

	Salary Pay Gap	Bonus Pay Gap
Mean	15.3%	-70.3%
Median	23.5%	-0%

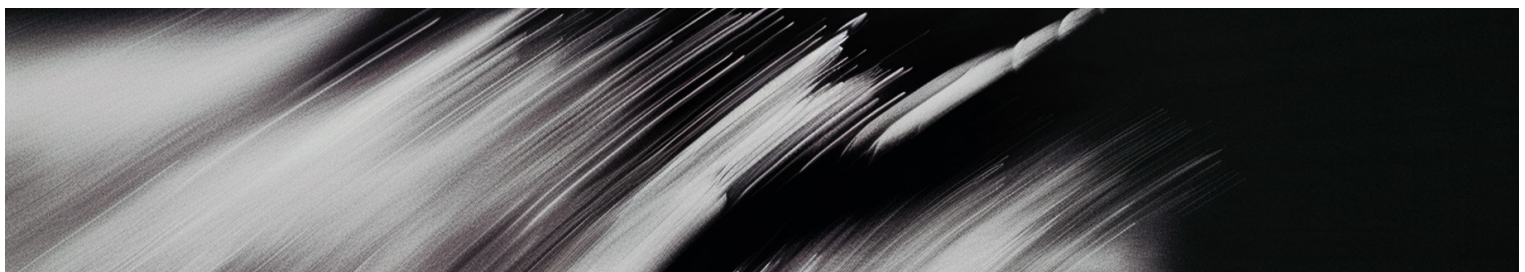
% M/W	Men	Women
Upper	55.8%	44.2%
Upper Middle	61.1%	38.9%
Lower Middle	45.8%	54.2%
Lower	31.3%	68.8%

Bonus	Men	Women
% Received	17.9%	10.8%

## What does our Gender Pay Gap data tell us?

While we have strong female representation across the agency, our gender pay gap reflects the need for continued focus on career progression. The data shows that we must do more to support women in the lower quartiles to grow and move into senior roles in the future, a critical step in reducing the gap. We remain committed to driving meaningful change through targeted initiatives and improvements to create a more diverse and representative agency.



# PROGRESS AND OUR PLAN TO CLOSE THE GAP:

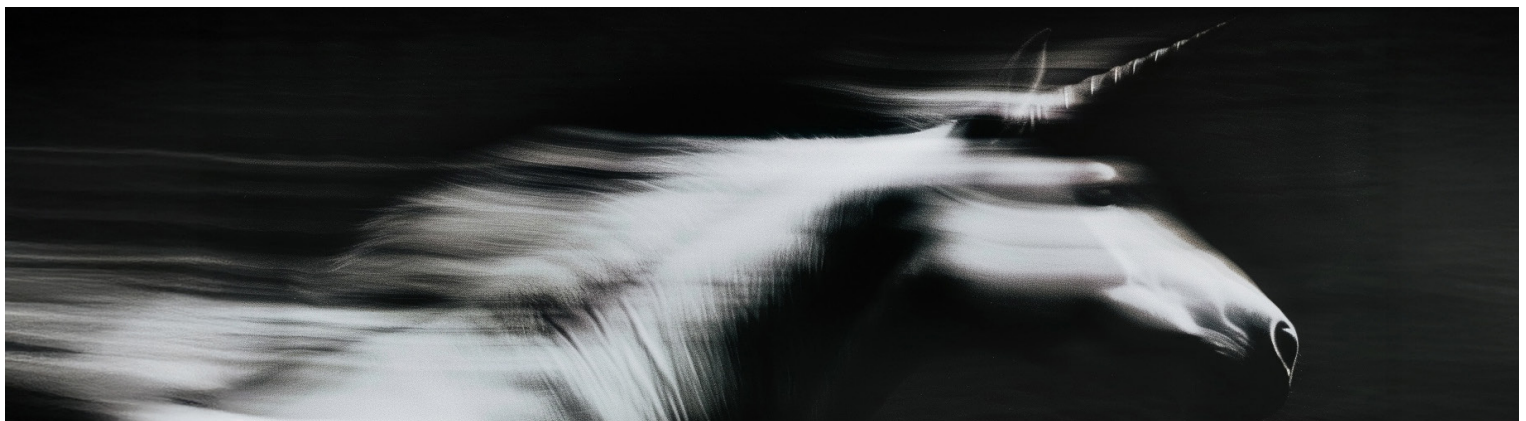
Creating an inclusive culture, where we celebrate difference through an intersectional lens is essential to closing our gender pay gap.

We continue to drive our **Digitas Next** strategy, to build a strong and diverse pipeline of future talent. Our partnerships with **Multiverse**, **Generation** and **Apprentify** are helping us open up early careers' pathways for individuals from under-represented backgrounds. In 2025, seven out of the eight previous year's apprentices moved into permanent roles across the agency, and we welcomed four new apprentices in September.

This year, we continued our partnership with women-led social enterprise **Next Tech Girls** to co-launch nationwide online workshops designed to inspire young girls to pursue careers in the tech. We welcomed another group of school age girls for work experience, offering them insight into careers within the industry.

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.

During 2025, 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.



# 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 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.



# PROGRESS AND OUR PLAN TO CLOSE THE GAP:

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.

# 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 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.

# FAQ AND DEFINITIONS

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## **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 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 men and women 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.

