

2025

# Gender Pay Gap Report



**starcom**

*Move People. Move Business.*

# Message from Agency CEO

---

**Katie Lee, CEO at Starcom says:**

“We believe our gender pay gap data should act as a catalyst for change, not just a measure of progress.

With our median gender pay gap at 9.7% in April 2025, up from 9.5% the year before, we know this isn't moving in the direction it should, and that more focused action is needed.

We're addressing this by strengthening pathways for women at every level – increasing transparency around career progression and building active sponsorship. These efforts are supported by access to Publicis Groupe UK – wide programmes already available to our people.

Since joining as CEO in January 2026, I've seen firsthand how care, consistency and bravery shape this agency. Building on these foundations, we're committed to using this data as a clear guide for decision making, turning intent into impact and making sustained progress on closing the gender pay gap.”



Katie Lee  
CEO, Starcom UK

# The Gender Pay Gap explanation and results

The gender pay gap shows the difference in average hourly pay between men and women across our whole agency.

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.

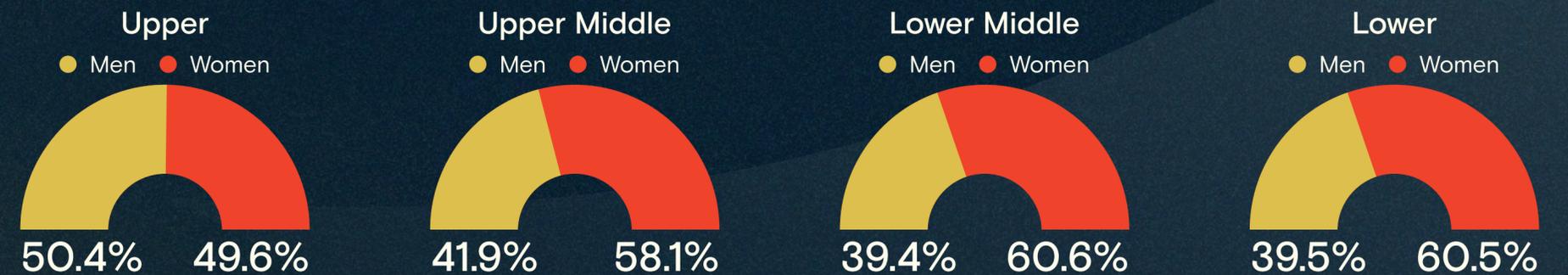
## Salary Pay Gap



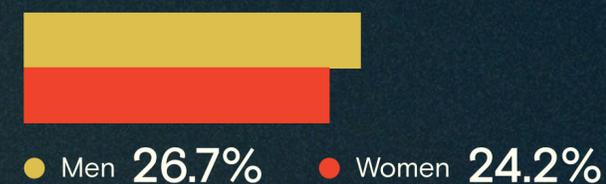
## Bonus Pay Gap



## Proportion of men and women employees by quartile



## Percentage of men / women that received a bonus



# What does our Gender Pay Gap data tell us?

---

**As women continue to make up the majority at Starcom, our gender pay gap makes it clear that we need to do more to support women in the lower and mid quartiles to progress into senior roles.**

Over the past year, the proportion of women at these levels has increased, driven in part by business growth and new client wins that have expanded our workforce. Building on this momentum, we're committed to supporting careers and advancing talent at every level of the agency through a sustained focus on belonging, structured development and fair, transparent progression.

Our upper quartile remains stable, showing that we're successfully attracting, progressing and retaining senior women. This consistency is a direct result of clear expectations, transparent progression and leadership pathways designed for long-term careers. This structure removes ambiguity and ensures women have equal access to stretch, development and advancement.

Our bonus gap largely reflects the presence of senior leaders on the Starcom payroll who hold roles spanning the wider Groupe. Their bonuses are aligned with these broader responsibilities, which in turn affect our overall bonus outcomes.

Our bonus gap partly reflects the inclusion of senior leaders on the Starcom payroll whose roles span the wider Groupe. Their bonuses are aligned with these broader responsibilities, which in turn affect our overall bonus outcomes.

# Progress and our plan to close the Gap:

---

**Closing the gender pay gap requires sustained action and a culture where fairness and clarity guide every people decision. At Starcom, our plan is intentional, cultural and grounded in consistent behaviours.**

In 2025, we relaunched HOPE with clear behavioural pillars focused on honesty, accountability and inclusion. We expanded growth opportunities through initiatives that build confidence and craft capability, including Brave Stories, Brave Plays, Planning Power Sessions and Discovery Sessions. To drive inclusive leadership, we delivered Manager Masterclasses, psychological safety training and reciprocal mentoring.

Our commitment to access and fairness is reinforced by anonymised hiring, Arctic Shores assessments and partnerships with Creative Access, NextTechGirls, 10,000 Interns Foundation and others – helping reduce bias, widen representation and support social mobility.

Looking ahead, our priority at Starcom is to increase representation of women leadership across various disciplines. We'll do this by strengthening progression pathways, offering targeted development, and providing inclusive support that enables more women to step into senior roles. Transparent Expectations Frameworks will ensure equitable access to career progression, and strengthened flexible policies will help parents, caregivers and colleagues navigating menopause or long-term health conditions to thrive.

We'll also grow early-careers pathways through programmes such as The Pack, internships and apprenticeships, widening access and removing barriers.

Allyship will be central to our progress. We'll continue encouraging all colleagues to actively champion gender equity, positioning it as a shared responsibility. We'll lead by example, acting visibly on feedback; keeping clarity, consistency and fairness at the centre of all decision-making; and embedding inclusion throughout the employee lifecycle.

At the heart of Publicis Groupe 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.

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.



# 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.