

UK Gender Pay Gap Report 2023

"We are continually committed to breaking down barriers and offering fulfilling careers that help redefine the role of media in our daily lives"

Marie-Claire Barker, Global Chief People Officer at GroupM

Overview

At GroupM, we want to be responsible for shaping the next era of media, where advertising works better for people. This includes our clients, partners, the wider industry – and importantly – our people. We believe this responsibility also extends to accurately representing the brilliantly diverse societies we operate within. We are committed to creating a working environment where people of any gender, age, race, ethnicity, sexuality, disability, social background, and any other difference, feels like they can truly belong, are treated fairly, and can succeed in their career.

Since 2017, all employers with a headcount of 250 people or above are legally required to report on their gender pay gap information, reflective of pay data on 5th April 2023, which is the snapshot date decided by the UK Government. In order to provide a more representative picture of GroupM's UK workforce, in this report we have chosen to share our 2023 gender pay gap figures for all GroupM employees who are based in the UK, our agencies (EssenceMediacom, EssenceMediacomX, Mindshare and Wavemaker), GroupM Nexus Teams, Choreograph and GroupM Motion Entertainment. You can find the full figures on page 4 of this report.

Our collective commitment to closing the gap:

Due to the nature of gender pay gap reporting, the success of any initiatives can take time to be reflected in our gender pay gap numbers. However, we will continue to focus on initiatives to drive a greater gender balance and already have many in place across the group which we are extremely proud of, and plan to continue building on:

Employee Resource Groups (ERGs):

We have a number of ERGs which are voluntary, employee-led groups, formed to influence systemic changes across our businesses and create safe spaces for all. These include women's networks, LGBTQIA+, age, social mobility and parents and carers, to name a few. These groups are all championed by ExCo sponsors.

Visible Start:

In partnership with WPP, Brixton Finishing School and the Uninvisibility Project, we are continuing the Visible Start programme to support women over the age of 45 who would like to return to or join the advertising industry. Since launching the programme in 2021, we have employed 16 women across the GroupM network, across a range of seniorities, following on from the completion of their 8-week training programme.

Menopause Support:

Within GroupM and across WPP we have welcomed an increased focus on awareness, education and support around all stages of the menopause. Our menopause champions have held various events throughout the year and at GroupM we've had a dedicated Menopause policy for a number of years, as well as training to support people managers.

Individual Recognition:

Seven people across GroupM were recognised on the HERoes Women Executive Role Models and Future Leader Role Models lists, which celebrates women who are creating or advancing businesses that enable women to succeed. These recognitions spanned both the Executive Role Models list and the Future Leaders Role Models list.

Empower Women in Leadership Programme:

In 2023 we launched our inaugural Empower Women in Leadership programme, a nine-month development programme for women who have demonstrated outstanding leadership potential. The first cohort includes 50 women from the GroupM network, and is comprised of coaching-style workshops, keynote speakers, and skills to equip these women on their journey to leadership.

Internal Mobility:

A contributing factor to the gender pay gap can be the lack of opportunity for women to progress into leadership positions. We are focusing on gender balance in succession planning for senior roles, and regularly utilise the GroupM/WPP network to promote internal opportunities, and encourage internal mobility to help women achieve their career goals and progress through the quartiles.

The GroupM Network in the UK

Gender pay gap is the difference between the average hourly pay between all men and women in a workforce. Having a gender pay gap can be a result of having an imbalance of gender representation at various levels. It can be caused by a multitude of factors that result in structural gender imbalances at any or all levels within the organisation including, but not limited to, having fewer women in senior or more high-earning roles, and proportionately more women overall or at more junior levels.

Difference between Gender Pay Gap and Equal Pay:

It is worth noting that gender pay gap is not the same as equal pay. Equal pay is a legal requirement, meaning anyone doing the same or similar job should be paid the same amount, regardless of gender.

▶ Median Gender Pay Gap:

Difference between the midpoints in the ranges of men's and women's pay. This is also the most widely-reported figure by the UK Government when communicating gender pay gap.

▶ Mean Gender Pay Gap:

Difference in the average hourly pay for women compared to men, within a company.

▶ Median Bonus Gender Pay Gap:

Difference between the midpoints in the ranges of men's and women's bonuses, in the 12 months preceding the snapshot date.

▶ Mean Bonus Gender Pay Gap:

Difference in the average bonus awarded to women compared to men, within a company, in the 12 months preceding the snapshot date.

▶ Proportion Receiving Bonus:

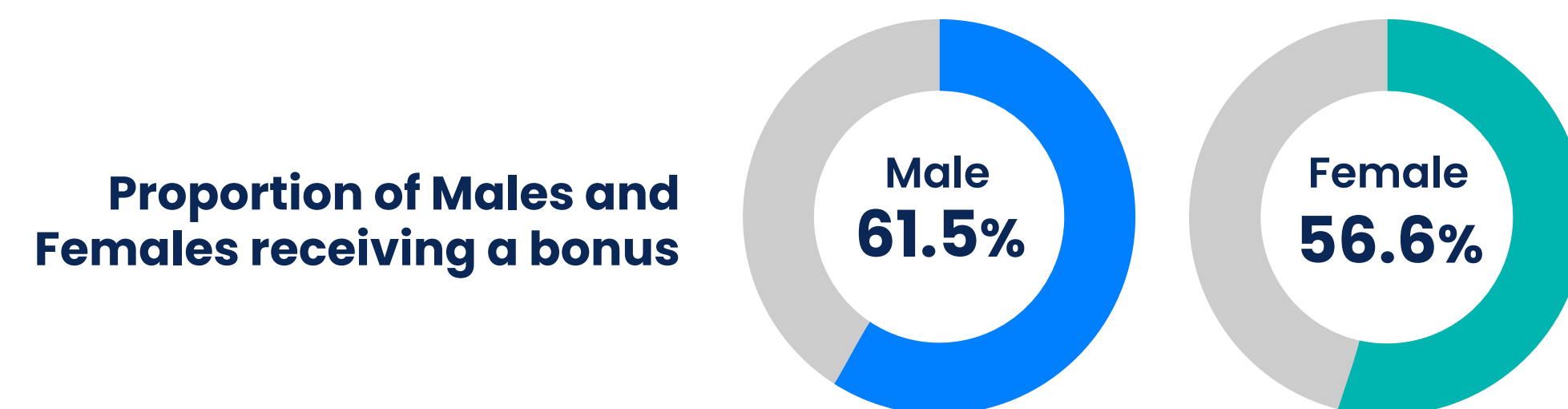
The percentage of men and women who received a bonus in the 12 months preceding the snapshot date. The 2023 bonus pay gap therefore reflects any bonuses paid in April 2022 relating to performance in the financial year of 2021.

▶ Pay Quartiles:

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

Full Figures

	Median	Mean
Gender Pay Gap	14.7%	23.6%
Bonus Gender Pay Gap	13.7%	57.6%



Proportion of Males and Females in each Quartile Band	Proportion of Males and Females	
	Male	Female
Quartile 4	56.1%	43.9%
Quartile 3	44.6%	55.4%
Quartile 2	39.3%	60.7%
Quartile 1	40.1%	59.9%

Full 2023 Figures

As part of WPP, GroupM is committed to fostering a diverse and inclusive culture. In order to better reflect the makeup of our organisation, this year we are publishing our overall gender pay gap figures based on all GroupM employees in the UK, alongside the mandatory disclosure of our legal entities with over 250 employees.

Drivers of the Gender Pay and Bonus Gaps:

In 2023, our overall gender pay gap mean across all entities was 23.6% and gender pay gap median was 14.7%. For reference, the overall WPP network has a gender pay gap mean of 21.2% and gender pay gap median of 18.1%. We recognise that as a collective, and individual entities, there is more progress to be made to help close our gender pay gap.

This is the first time we have reported our GroupM total figure in our report. Going forward we will be able to more accurately compare our total UK workforce figures year-on-year and will continue to track progress in this way in years to come. Overall, and within many of our individual entities, we have a higher proportion of women in our entry level/junior roles and while this provides a great pipeline of female talent that will, over time, continue to reduce the gender imbalance at the senior level, in the short-term it does mean that our reported gender pay gap will persist. This will be the case until we have a gender balance between women and men across all quartiles and with equal representation of women at the most senior levels and in the most senior roles in the organisation. We are continually committed to breaking down barriers we know can contribute to women being in less senior roles and have many initiatives in place to create opportunities within GroupM. We have provided an overview of these, and other key programmes, throughout this report.

2023 Legal entity	Median Gender Pay Gap (Difference)	Mean Gender Pay Gap (Difference)	Median Bonus Gender Pay Gap (Difference)	Mean Bonus Gender Pay Gap (Difference)	Quartile 4 (Top Quartile)		Quartile 3 (Upper Middle Quartile)		Quartile 2 (Lower Middle Quartile)		Quartile 1 (Lower Quartile)		% of males who received a bonus	% of females who received a bonus
					Male	Female	Male	Female	Male	Female	Male	Female		
GroupM UK Limited	0.0%	14.6%	17.9%	62.9%	45.6%	54.4%	44.8%	55.2%	44.8%	55.2%	45.0%	55.0%	50.6%	48.7%
EssenceMediacom Holdings Limited	15.7%	26.1%	19.7%	58.8%	60.8%	39.2%	39.2%	60.8%	36.6%	63.4%	42.3%	57.7%	73.1%	68.4%
Mindshare Media UK	22.1%	29.3%	23.5%	47.8%	53.4%	46.6%	46.1%	53.9%	34.3%	65.7%	34.8%	65.2%	55.3%	48.8%
Essence Global Limited	18.7%	20.3%	21.2%	54.5%	57.6%	42.4%	53.8%	46.2%	41.7%	58.3%	34.8%	65.2%	58.5%	51.4%
Wavemaker Limited	20.5%	10.0%	8.8%	-25.0%	50%	50%	36.0%	64.0%	30.2%	69.8%	34.9%	65.1%	64.1%	55.6%
Total*	14.7%	23.6%	13.7%	57.6%	56.1%	43.9%	44.6%	55.4%	39.3%	60.7%	40.1%	59.9%	61.5%	56.6%

*The total figure includes all legal entities in the UK, including those who do not meet the mandatory disclosure requirements.

2023 Legal Entity Data:

GroupM UK Limited

Whilst our gender pay gap median has reduced year-on-year to 0.0% (vs 4.9% in 2022), our mean gender pay gap has seen a slight increase (vs 14.0% in 2022), and our bonus pay gap median has increased (vs -13.3% in 2022).

We were able to award a higher percentage of bonuses in 2023 vs 2022, resulting in half of men (50.6%) receiving bonuses, and just under half (48.7%) of women receiving a bonus. However, although we have seen slight progress in our bonus pay gap mean year-on-year (vs 71.3% in 2022), our bonus pay gaps remain an area we will also look to improve on.

We recognise that whilst we have been able to achieve a higher proportion of women than men across all four quartiles, a gap does remain in our figures. This is likely to be as a result of less women in senior, and therefore higher paid roles and proportionately more women overall and at more junior levels. We know there is still more progress to be made in these areas.

A snapshot of initiatives at GroupM UK Limited to help close the gap:

► Supportive Policies:

We feel strongly about ensuring we have a range of policies available to support employees through key life moments. In January 2022 we introduced enhanced family leave packages, which include 26 weeks' full pay as part of our maternity and shared parental leave. We also have family policies to support those who may be going through; adoption, parental bereavement, surrogacy, premature birth and neonatal care, fertility treatment, breastfeeding and caring responsibilities.

► Training Through GroupM University:

GroupM University is our in-house Learning and Development provider. As well as designing and delivering the Empower Women in Leadership programme mentioned earlier, the team produce bespoke training for the GroupM network, including our mandatory training to remove biases (Conscious Inclusion and Allyship), and Conscious Hiring. There is also a range of personal development learning available on demand, including Fostering an Inclusive Environment, e-learning on the Menopause and a series called 'Managing Self', to name a few.

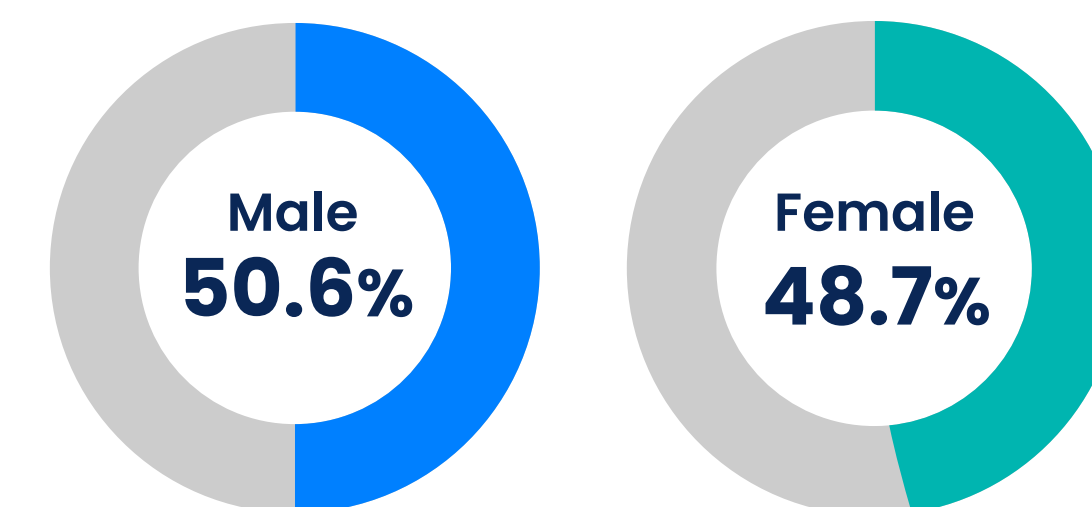
► Return with Balance:

It is widely reported that women not returning to work can impact the gender pay gap. We have relaunched our support for those returning to the network after an extended period away, whatever the circumstances. To help welcome those back to work who may have been on parental or adoption leave, caring responsibilities, illness, or anything else, we host workshops and have both manager and returners guidelines to make the transition back into the workplace less daunting.

Full Figures

	Median	Mean
Gender Pay Gap	0.0%	14.6%
Bonus Gender Pay Gap	17.9%	62.9%

Proportion of Males and Females receiving a bonus



Proportion of Males and Females in each Quartile Band

	Male	Female
Quartile 4	45.6%	54.4%
Quartile 3	44.8%	55.2%
Quartile 2	44.8%	55.2%
Quartile 1	45.0%	55.0%

2023 Legal Entity Data:

EssenceMediacom Holdings Limited

An increase in the mean (vs 24.6% in 2022) and median pay gap in 2023 (vs 9.9% in 2022) is largely due to the significant change in male and female ratios at the lower and upper quartiles and a gender imbalance at certain levels. We had a higher percentage of women in our entry level/junior roles and a higher percentage of men in our most senior management roles compared to 2022. Combined, this leads to a lower female hourly rate on average and thus a gap is created.

We recognise that whilst we have been able to achieve a higher proportion of women than men across three quartiles, we have seen a 4% reduction in the proportion of women in the upper/middle quartiles. We know there is still more progress to be made in these areas. Our focus will be on achieving a gender balance across all of our senior roles and retaining women at the upper/middle quartiles. In order to ensure a level playing field and hire the best candidate, we interview a candidate shortlist of at least 50:50 male/female when hiring at senior level.

A snapshot of initiatives at EssenceMediacom Holdings to help close the gap:

► **Menopause Coaching**

All management, irrespective of gender or age, have been trained to have empathetic and informed conversations about the menopause. We are also actively supporting women who are experiencing peri-menopausal and menopausal symptoms by providing important coaching, support and guidance where needed.

► **Safe Spaces:**

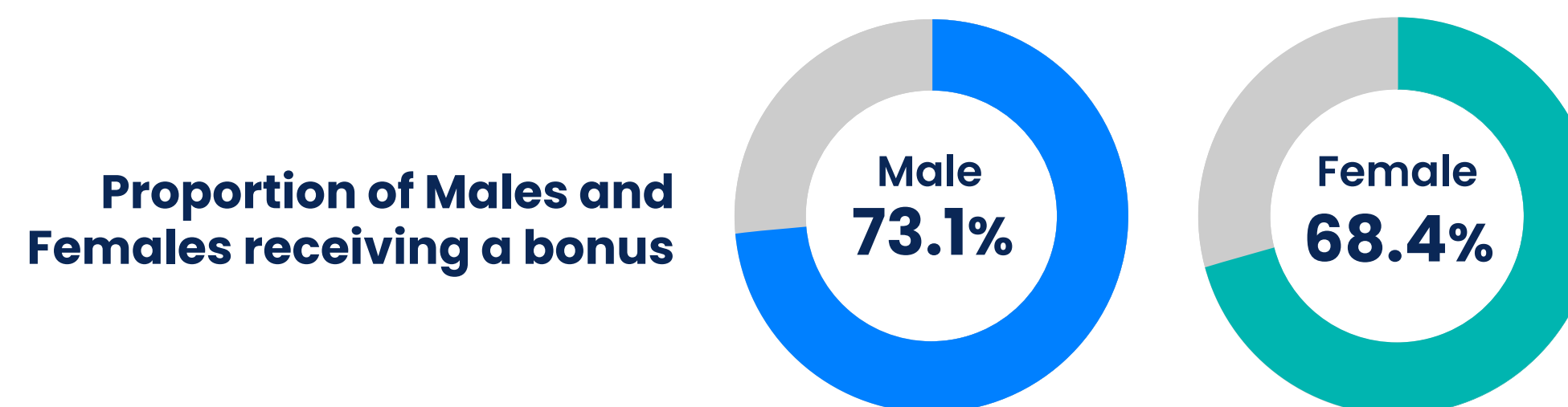
We hold regular community spaces to provide an environment for open discussion on a range of subjects, giving Essentials a chance to connect with each other on their experiences, offer advice, insights, or just a friendly and listening ear. We have run community spaces for working parents, SEN and neurodivergent parents, children’s mental health, and Walk the Talk sessions where women from around the agency come together to talk about something they have overcome, and how they’ve gone on to do bigger and better things as a result.

► **Reconnect:**

EssenceMediacom’s dedicated programme designed to support our people as they transition back to work after a period of absence. Historically in the workplace, women particularly have felt that parental leave has led them to fall behind and poor experience can lead to churn. The reconnect programme has improved communication for returners, introduced enhanced training for line managers, and a mentoring programme matching people with shared lived experience. We have a policy of sharing and encouraging vacancies and opportunities with those on parental leave and our promotion process ensures we showcase all promotion opportunities to everyone, including those on parental leave.

Full Figures

	Median	Mean
Gender Pay Gap	15.7%	26.1%
Bonus Gender Pay Gap	19.7%	58.8%



Proportion of Males and Females in each Quartile Band	Male		Female	
	Male	Female	Male	Female
Quartile 4	60.8%	39.2%	39.2%	60.8%
Quartile 3	39.2%	60.8%	63.4%	36.6%
Quartile 2	42.3%	57.7%	36.6%	63.4%
Quartile 1	42.3%	57.7%	42.3%	57.7%

2023 Legal Entity Data:

Mindshare Media UK

Our median gender pay gap has increased to 22.1% (vs 17.9% in 2022). This rise is partly due to the loss of senior female executives in the upper quartile (mainly due to retirement or promotions within the Group) but also due to the balance of genders across the quartiles, with the lower three quartiles containing a higher percentage of females as opposed to males in these roles. We acknowledge, like others in the Group, that our bonus pay gap median has increased (vs 0.6% in 2022). The reason is that we were able to award a higher percentage of bonuses in 2023 vs 2022. For the period under review, we had proportionately more males in our higher-paid quartile 4 and proportionately more females in all other quartiles; this imbalance results in gaps at the median (middle-person) and mean average for both the gender pay gap and bonus gender pay gap. We acknowledge that our gap is likely to be a result of fewer women in senior higher paid roles. We are actively trying to increase our proportion of females in the fourth quartile to help us improve both our gender pay gap and our bonus pay gap. Until we have equal representation of women at the most senior levels, we know a gap will remain.

A snapshot of initiatives at Mindshare Media UK to help close the gap:

► **Accelerating Women:**

Mindshare has focused our attention on promoting more females within our business, particularly at senior levels. We are proud to announce that over 60% of our promotions were awarded to women. We have been working hard to address the imbalance of men and women in quartile 4 and looked at the ways in which we could promote more top female talent within these key roles. Investing our talent in programmes such as 'Walk the Talk', which helps inspire and empower women to be their best, has contributed significantly to these successful promotions.

► **Learning and Development:**

We are fully committed to Good Growth for our people and are continually investing in their learning and development. We have had our senior women attend programmes such as 'Empower' which is a female leadership programme that develops their skills and gives them the confidence to take charge of their careers. We have sent more junior females to other management training courses such as 'Fuel' and 'Spark' to ensure they are given excellent training to help them in the start of their career journey.

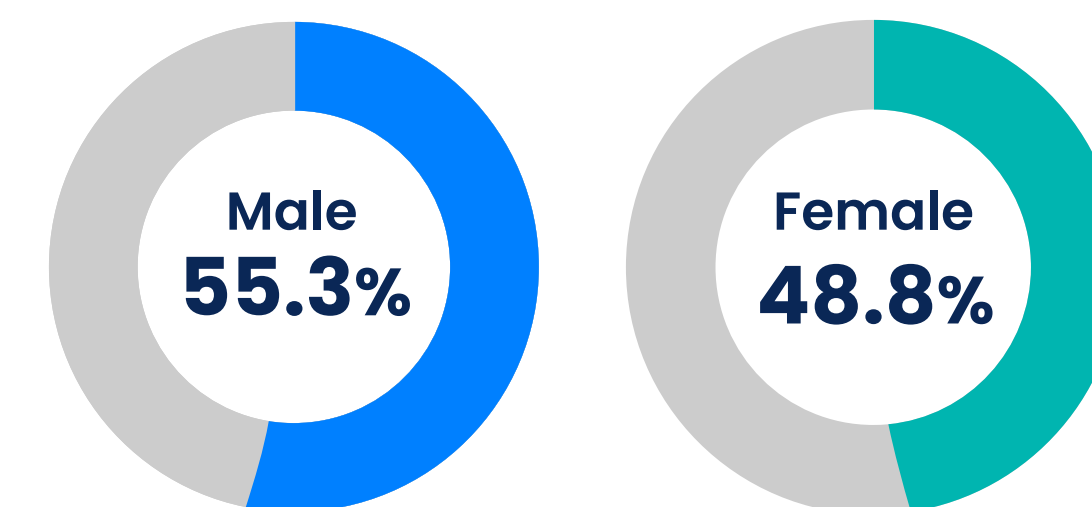
► **Holistic Support:**

We have relaunched our 'Back in the Game' programme which offers support to those who are returning from extended leave periods including maternity leave or illness. These workshops give people the confidence to come back to work and make them feel empowered to achieve their personal goals. We have organised menopause coaches to help provide support, recommendations, and resources. We have made adjustments to the office to make it more accommodating such as offering fans and fruit teas. Our Womxn+ group have focused on the safety of our women in the office. They have made suggestions on safer routes home and also circulated our taxi policy to ensure everyone is aware and knows how to get home as safely as possible.

Full Figures

	Median	Mean
Gender Pay Gap	22.1%	29.3%
Bonus Gender Pay Gap	23.5%	47.8%

Proportion of Males and Females receiving a bonus



Proportion of Males and Females in each Quartile Band

	Male	Female
Quartile 4	53.4%	46.6%
Quartile 3	46.1%	53.9%
Quartile 2	34.3%	65.7%
Quartile 1	34.8%	65.2%

2023 Legal Entity Data:

EssenceMediacomX (Trading as Essence Global Limited)

We saw a slight year-on-year increase in median pay gap, (vs 17.3% in 2022), which can largely be attributed to an increase in women in entry level/junior roles and a larger proportion of males in the upper quartile. When combined this leads to a lower female hourly rate on average and the creation of a gender pay gap.

We will continue to focus our energy on ensuring that we reflect gender diversity at all levels. Over the past year we've dug deep into different life stages of women at EssenceMediacomX (EMX), particularly the middle – upper quartiles and have developed programmes to ensure more senior women continue to thrive after maternity leave and are not set back by menopause.

A snapshot of initiatives developed at EMX to help close the gap:

► **Menopause:**

We have educated all management, irrespective of gender or age, to be able to have empathetic and informed conversations about the menopause. We are also actively supporting women who are experiencing peri-menopausal and menopausal symptoms by providing performance coaching for our senior women to ensure they do not drop out of the workplace due to symptoms.

► **Reconnect:**

We've developed a dedicated programme designed to support our people as they transition back to work after a period of absence. Historically in the workplace, women (in particular) have felt that parental leave has led them to fall behind and poor experience can lead to churn. The Reconnect programme has improved communication for returners, with enhanced training introduced for line managers and a mentoring programme matching people with shared lived experience. We have a policy of sharing and encouraging vacancies and promotion opportunities with everyone, including those on parental leave.

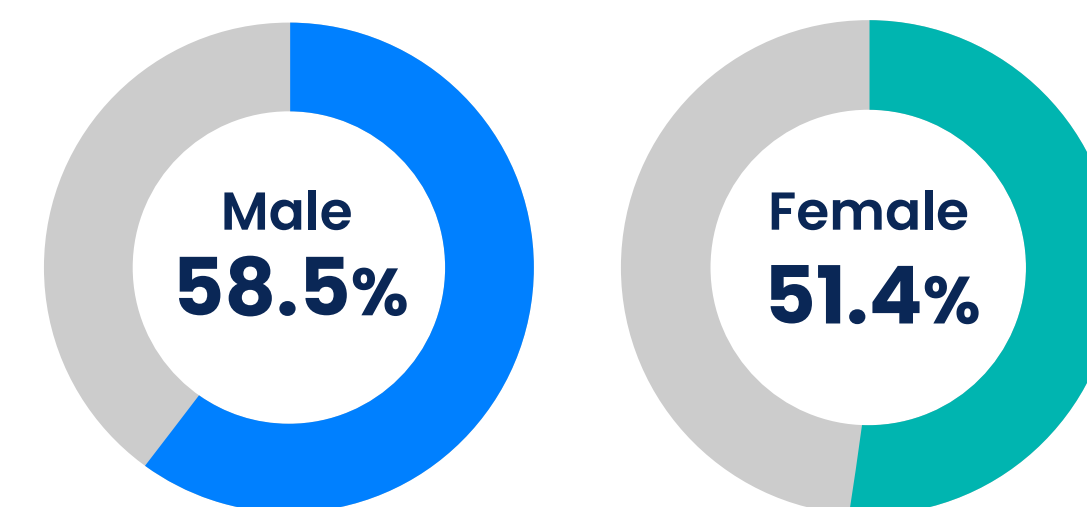
► **Gender Balanced Hiring Opportunities:**

All senior positions require male and female candidates to be put forward for interview. For senior interviews we ensure there is a 50:50 candidates list and an appropriately representative interview panel where possible.

Full Figures

	Median	Mean
Gender Pay Gap	18.7%	20.3%
Bonus Gender Pay Gap	21.2%	54.5%

Proportion of Males and Females receiving a bonus



Proportion of Males and Females in each Quartile Band

	Male	Female
Quartile 4	57.6%	42.4%
Quartile 3	53.8%	46.2%
Quartile 2	41.7%	58.3%
Quartile 1	34.8%	65.2%

2023 Legal Entity Data:

Wavemaker Limited

We are extremely proud of the progress we have made in recent years. As a result of much better female representation across all levels of the business, the mean gender pay gap has declined to 10.0% (below our 2022 and 2021 numbers, 16.5% and 11.2% respectively) and our mean bonus gender pay gap is -25.0% i.e. the gap is in favour of females. However, the fact that we have a higher proportion of females both overall (63%) and at almost all levels within the business results in a mismatch at the medians (the middle male, and middle female data points) i.e. for 2023 the median male falls in quartile 3 while the median female falls in quartile 2 resulting in a median gender pay gap of 20.5% and median bonus gender pay gap of 8.8%. In other words, the difference at the median (the middle person) between males and females is because of structural rather than gender differences.

Below is a snapshot of initiatives at Wavemaker Limited to help close the gap:

► **Be Our Best:**

We have made significant strides in refining our annual compensation and reward structures through the improvement of our performance engagement process. We have been forensic in our approach to building competency frameworks, skills gap analysis and learning pathways for every role and level in order to evaluate performance objectively and ensure fair reward vs performance. This approach underscores our dedication to fostering transparency and equity within our agency and also contributes to retaining top talent and driving overall agency success.

► **Family and Women @ Wavemaker:**

Our emphasis on cultivating a family-friendly community and facilitating the return of women following a leave of absence has proven instrumental in retaining our top talent. We've expanded our family-friendly policies to encompass various aspects, such as parental bereavement, surrogacy, premature birth and neonatal care, fertility treatment, breastfeeding support, and caring responsibilities. These policies not only attract more women to join us but also create a supportive environment. By prioritising the well-being and needs of all of our Wavemakers, we foster a culture of inclusivity and support that benefits everyone.

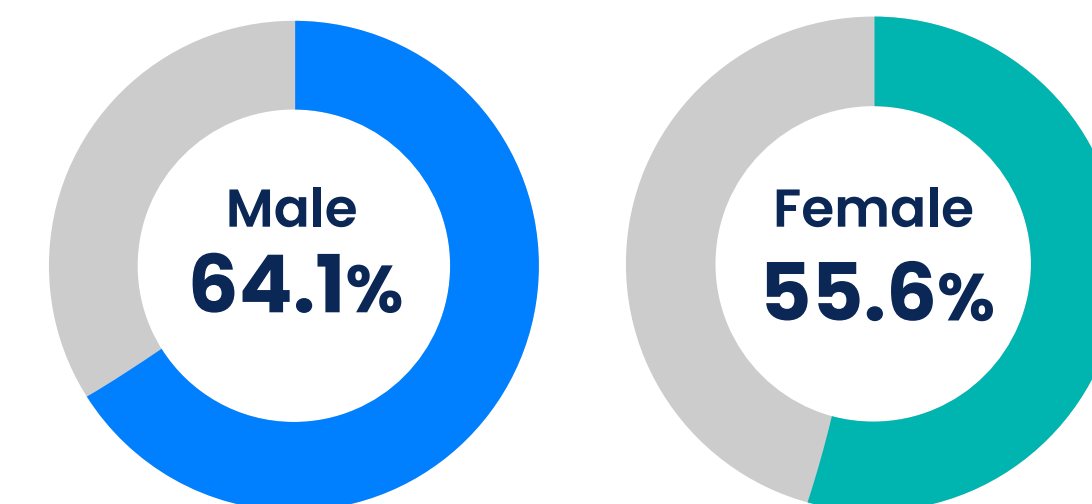
► **Inclusive Training Opportunities:**

We've enhanced our Learning initiatives by incorporating Inclusive Leadership training, Walk the Talk and Empower programmes. Inclusive Leadership training assists Wavemakers to implement subtle yet purposeful changes that promote inclusivity. Empower brings together our talented women, providing them with a platform to connect, learn, and gain the confidence to take charge of their career paths. Walk the Talk is a Senior Leadership Development programme for our high potential women designed to provide them with time, space and coaching to reflect on their present and future life.

Full Figures

	Median	Mean
Gender Pay Gap	20.5%	10.0%
Bonus Gender Pay Gap	8.8%	-25.0%

Proportion of Males and Females receiving a bonus



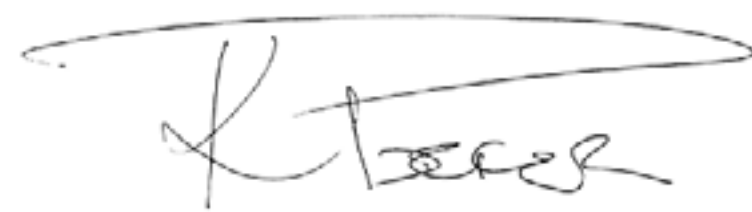
Proportion of Males and Females in each Quartile Band

	Male	Female
Quartile 4	50.0%	50.0%
Quartile 3	36.0%	64.0%
Quartile 2	30.2%	69.8%
Quartile 1	34.9%	65.1%

We confirm that the information in this report is accurate and prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



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