

# UK Gender Pay Gap 2024

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*"At GroupM, we want to build a culture that empowers everyone in our network to have exceptional opportunities and lead fulfilling careers"*  
**Marie-Claire Barker, Global Chief People Officer at GroupM**

At GroupM, we are building the future of advertising. This underpins our work with our clients, partners, the wider industry – and importantly – our people. We believe we have a responsibility to represent the 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, feel 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 the 5<sup>th</sup> April each year, a snapshot date decided by the UK Government. To provide a more representative picture of GroupM's UK workforce, in this report we have chosen to share our 2024 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:

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:

### ▶ Internal Mobility:

A key driver of the gender pay gap is that there are often proportionately fewer women in senior and higher-paying positions. Our aim is to achieve greater gender balance in senior roles, and we 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.

### ▶ Learning across the WPP network:

We are proud to be part of the WPP network and lean into wider learning and development opportunities available to our colleagues. We ensure a 50/50 gender split on all colleagues nominated for these programmes which include WPP Momentum and Walk The Talk.

### ▶ 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. Following the success of the programme, which saw over 60% of participants receiving salary increases or bonuses within a year, we launched the second cohort at the end of 2024. Empower is comprised of 50 women from the GroupM network, and includes coaching-style workshops, keynote speakers, and skills to equip these women on their journey to leadership.

### ▶ Menopause Support:

Within GroupM and across WPP we continue to welcome a 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 many years, as well as training to support people managers.

### ▶ Supportive policies:

We feel strongly about ensuring we have a range of policies available to support employees through key life moments. In January 2021 we introduced enhanced family leave packages, which include 26 weeks' full pay as part of our maternity and shared parental leave. More recently in 2025, we have reduced the eligibility period required for employees to be able to access this enhanced leave from 1 year to six months' service. 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.

### ▶ Employee Community Groups (ECG's):

We have a number of ECG's 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. Since moving into a shared campus in Q3 2024, we have been working to unify these groups and will be relaunching them in April 2025.

# 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.

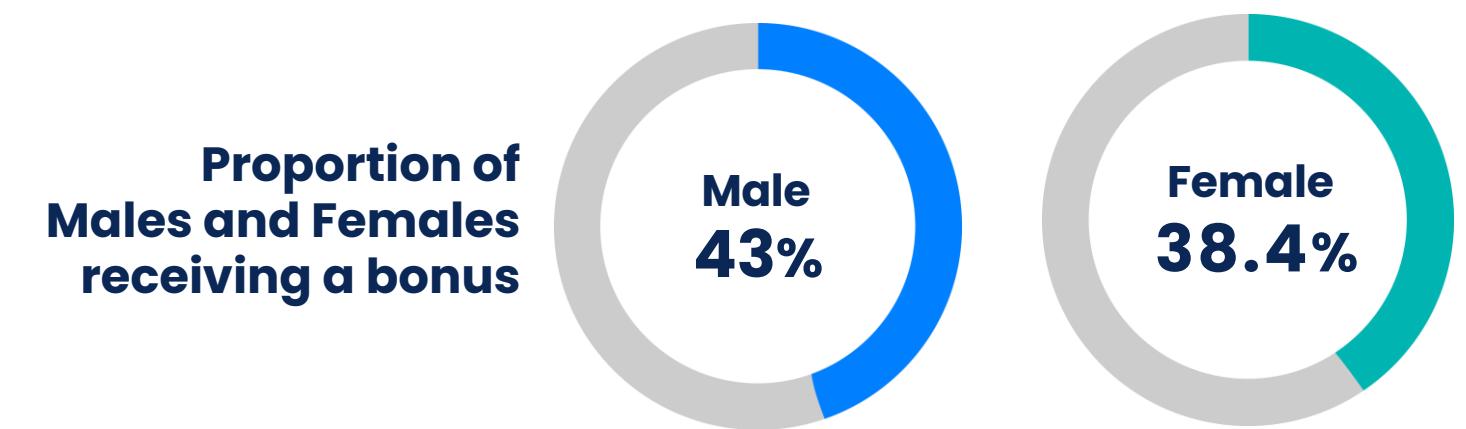
## Difference between Gender Pay Gap and Equal Pay:

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
<b>Gender Pay Gap</b>	<b>14.4%</b>	<b>20.5%</b>
<b>Bonus Gender Pay Gap</b>	<b>27.6%</b>	<b>57.7%</b>



Proportion of Males and Females in each Quartile Band	Male		Female	
	Male	Female	Male	Female
Quartile 4	56.3%	43.7%	44.5%	55.5%
Quartile 3	44.5%	55.5%	40.6%	59.4%
Quartile 2	40.6%	59.4%	40.5%	59.5%
Quartile 1	40.5%	59.5%		

# Full 2024 Figures

GroupM is committed to fostering a diverse and inclusive culture. To better reflect the makeup of our organisation and continue the same approach as with our 2023 reporting, 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 2024, our overall gender pay gap mean across all entities was 20.5% and gender pay gap median was 14.4%. Both figures have seen a reduction since our 2023 reporting, where our gender pay gap mean was 23.6% and our gender pay gap median was 14.7%. For reference, the overall WPP network has a gender pay gap mean of 20.5% and gender pay gap median of 17.8%. We recognise that as GroupM, and individual entities, there is more work to be done to close our gender pay gap.

As a GroupM network we have seen a reduction in our mean and median gender pay gaps. 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 in the UK. We have provided an overview of these, and other key programmes, throughout this report.

2024 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	3.6%	15.5%	15.0%	74.3%	51.0%	49.0%	45.0%	55.0%	45.1%	54.9%	43.7%	56.3%	26.0%	27.4%
EssenceMediacom Holdings Limited	14.8%	25.3%	50.2%	59.2%	62.1%	37.9%	37.8%	62.2%	34.4%	65.6%	44.8%	55.2%	51.7%	43.8%
Mindshare Media UK	14.4%	20.2%	37.2%	62.2%	50.6%	49.4%	40.0%	60.0%	39.4%	60.6%	37.0%	63.0%	45.0%	41.0%
Essence Global Limited	18.2%	17.0%	0.0%	45.5%	52.4%	47.6%	53.5%	46.5%	44.4%	55.6%	29.9%	70.1%	74.6%	64.3%
Wavemaker Limited	12.6%	3.6%	-42.9%	-41.7%	52.1%	47.9%	38.3%	61.7%	34.0%	66.0%	40.0%	60.0%	23.2%	19.2%
<b>Total*</b>	14.4%	20.5%	27.6%	57.7%	56.3%	43.7%	44.5%	55.5%	40.6%	59.4%	40.5%	59.5%	43.0%	38.4%

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

# GroupM UK Limited

Our gender pay gap median has increased year-on-year to 3.6% (vs 0.1% in 2023), our mean gender pay gap has seen a slight increase (vs 14.7% in 2023), and our bonus pay gap median has reduced (vs 17.9 % in 2023).

We awarded a lower percentage of bonuses overall in 2024 vs 2023, however a slightly higher percentage of women received a bonus (27.4%), compared to 26.0% of men who received a bonus. While we have seen reductions in certain areas, we recognise that our bonus pay gaps – in particular, bonus pay gap mean – remains an area of focus for us.

Comparative to our 2023 quartiles, we have also seen female representation increase across all four quartiles, however a gap does still 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 to achieve greater gender balance.

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



### 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 in the UK, 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.



### Developing our Future Leaders:

The award-winning GroupM University team also produce a range of training specifically aimed to develop our future leaders and talent pipeline. From Fuel and Spark which are our blended learning programmes for early managers, to Boost which is for more experienced managers (currently being piloted within the group), there is something for all.

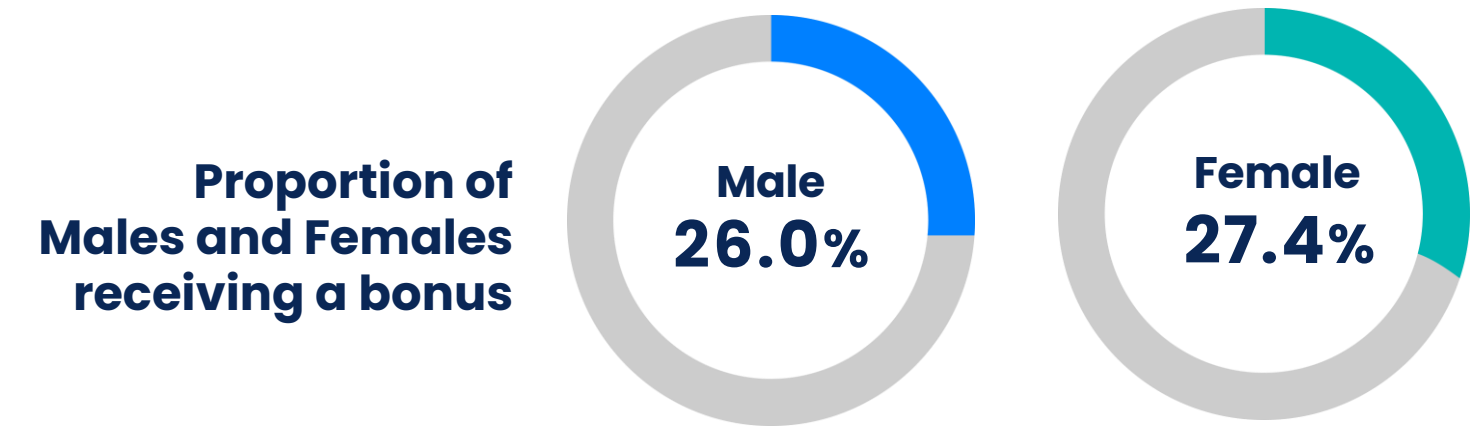


### Return with Balance:

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	<b>3.6%</b>	<b>15.5%</b>
Bonus Gender Pay Gap	<b>15.0%</b>	<b>74.3%</b>



Proportion of Males and Females in each Quartile Band	Male		Female	
	Male	Female	Male	Female
Quartile 4	<b>51.0%</b>	<b>49.0%</b>		
Quartile 3	<b>45.0%</b>	<b>55.0%</b>		
Quartile 2	<b>45.1%</b>	<b>54.9%</b>		
Quartile 1	<b>43.7%</b>	<b>56.3%</b>		

# EssenceMediacom Holdings Limited

Our data shows that gender representation across different levels of the workplace is the main contributor to our overall gender pay gap. In the upper quartile, where the most senior roles are held, there is the lowest percentage of female employees, and this proportion has slightly decreased in 2024. However, we saw an increase in the percentage of female representation in the upper middle and lower middle quartiles. These changes have overall contributed to a 1% decrease in our gender pay gap. Despite the gender distribution remaining relatively unchanged at 56% female and 44% male across all levels, there's been a slight reduction in both the mean and median gender pay gaps.

As a company we are committed to inclusivity and support for staff through various programmes, For women in particular, we understand how important it is that we support them through all stages of life. From training in recognising and addressing microaggressions as part of the employee onboarding processes, to progressive family policies, our management being educated to understand and discuss the menopause empathetically, or our leadership development experience for Black Women to enhance personal and professional growth, we want to ensure that no one feels that they are being restricted because of their gender.

## A snapshot of initiatives developed at EssenceMediacom UK to help close the gap:



### Safe spaces:

Safe spaces are regularly available for open discussions on various topics, allowing employees to connect, share insights, or simply listen. The company has advanced policies to support various aspects of family life, from parental leave to bereavement.



### Gender-balanced hiring:

To ensure gender-balanced hiring, senior positions require an equal number of male and female candidates for interviews. Opportunities are shared with employees on parental leave, promotions are inclusive, and women on maternity leave have been actively promoted.



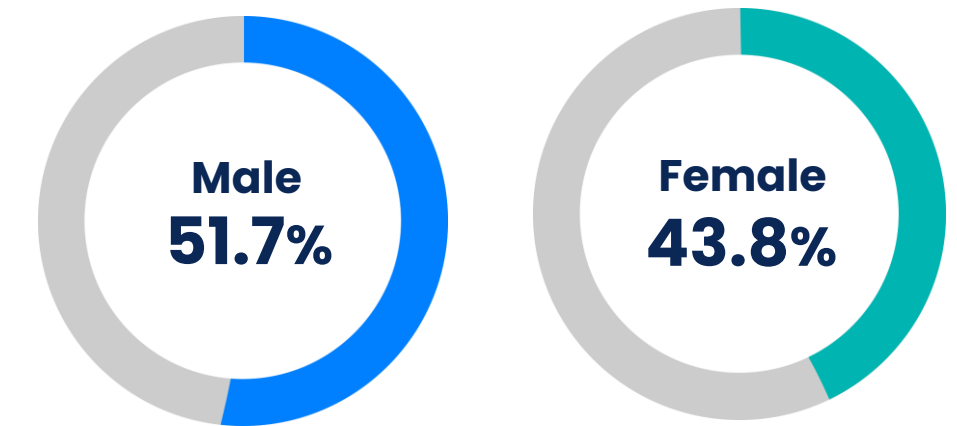
### Returning to work:

We support the relaunched 'Return with Balance' initiative across GroupM, and our own "Reconnect" programme supports employees returning to work after a leave, with communication improvements, manager training, and mentoring to reduce attrition and support a smoother transition back to the workplace.

## Full Figures

	Median	Mean
<b>Gender Pay Gap</b>	<b>14.8%</b>	<b>25.3%</b>
<b>Bonus Gender Pay Gap</b>	<b>50.2%</b>	<b>59.2%</b>

### Proportion of Males and Females receiving a bonus



### Proportion of Males and Females in each Quartile Band

	Male	Female
Quartile 4	<b>62.1%</b>	<b>37.9%</b>
Quartile 3	<b>37.8%</b>	<b>62.2%</b>
Quartile 2	<b>34.4%</b>	<b>65.6%</b>
Quartile 1	<b>44.8%</b>	<b>55.2%</b>

# Mindshare Media UK

Our median gender pay gap has reduced significantly, decreasing to 14.4% (vs 22.1% in 2023). This shift reflects changes in senior leadership as well as a more balanced gender distribution in the 4th quartile. The lower three quartiles now have a significantly higher percentage of female employees compared to males.

Our bonus pay gap median has increased to 37.2% from 23.54% in 2023. This is due to a more even distribution of males and females in the highest-paid quartile, along with a higher proportion of females in all other quartiles. As a result, the median and mean figures reflect the high proportion of females in quartiles 1 through 3.

These figures include both Mindshare global employees based in the UK and UK employees.

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



### Accelerating Women:

Mindshare is focused on attracting, retaining and developing female talent. Over 60% of our promotions in the UK in 2024 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 provide development of more top female talent within these key roles.



### Learning and Development:

We are fully committed to Good Growth for our people and are continually investing in their learning and development. We lean into a range of programmes across GroupM and WPP that focus on senior female leadership - 'Walk the Talk', which helps inspire and empower women to be their best as well as 'Empower' (mentioned earlier in this report), a programme that develops personal and professional skills and gives participants the confidence to take charge of their careers. We also offer leadership programmes for all high potentials, including Momentum, which had 50% female representation. A key focus highlighted by our Womxn+ ECG in 2024 was the need for confidence training. In response, we introduced Personal Brand Storytelling training at the AD/BD level to empower our team with the skills to communicate their value with confidence.



### Holistic Support:

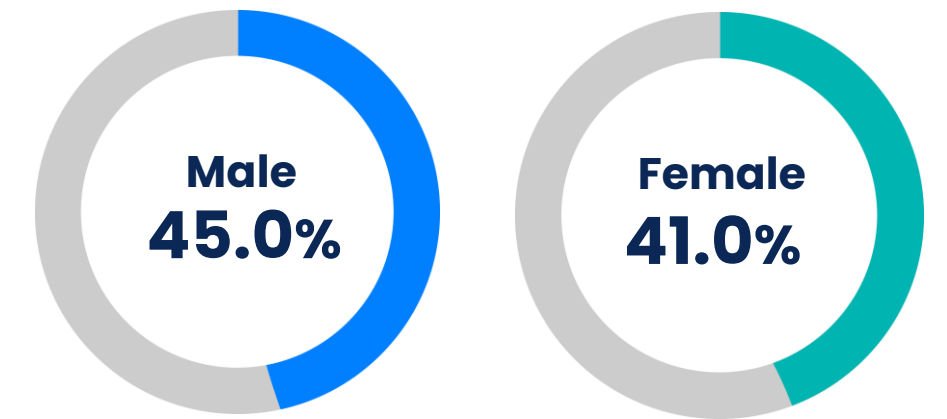
At Mindshare we are invested in creating an environment that also fosters retention of our female talent. We strongly support the relaunched 'Return with Balance' initiative across GroupM, and our own Back in the Game programme, both offering support to those who are returning from extended leave periods including maternity leave or illness. These workshops provide returners with 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 adjusted the office to make it more accommodating, introducing simple additional amenities such as fans and fruit teas, which have been proven to alleviate symptoms of hormonal fluctuations. Additionally, our Womxn+ group have focused on driving awareness and understanding of specific women's health conditions and on women's safety.

Underpinning these programmes are educational initiatives so that the broader workforce, including leadership, are aware of the concerns, challenges, and potential roadblocks that female employees face which in turn will help drive the behavioural change necessary for greater inclusion. Last year, our Womxn+ ECG partnered with men across Mindshare to wear "Menopause Vests" on World Menopause Day to heighten awareness of what women experience during the Menopause.

## Full Figures

	Median	Mean
Gender Pay Gap	<b>14.4%</b>	<b>20.2%</b>
Bonus Gender Pay Gap	<b>37.2%</b>	<b>62.2%</b>

### Proportion of Males and Females receiving a bonus



### Proportion of Males and Females in each Quartile Band

	Male	Female
Quartile 4	<b>50.6%</b>	<b>49.4%</b>
Quartile 3	<b>40.0%</b>	<b>60.0%</b>
Quartile 2	<b>39.4%</b>	<b>60.6%</b>
Quartile 1	<b>37.0%</b>	<b>63.0%</b>

# EssenceMediacomX (Trading as Essence Global Limited)

While it was announced that EssenceMediacomX would transition into EssenceMediacom in September 2024, the Essence Global Limited legal entity still existed at the time of the gender pay gap snapshot date (April 2024). For the purpose of this report, we will therefore still share the EssenceMediacomX figures here. We saw a slight year-on-year reduction in median pay gap, (vs 18.65% in 2023), which can largely be attributed to continued levels of entry level/junior women in 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.

Over the past year, we've dug deep into different life stages of women within the business, 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 support the relaunched 'Return with Balance' initiative across GroupM, and 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.



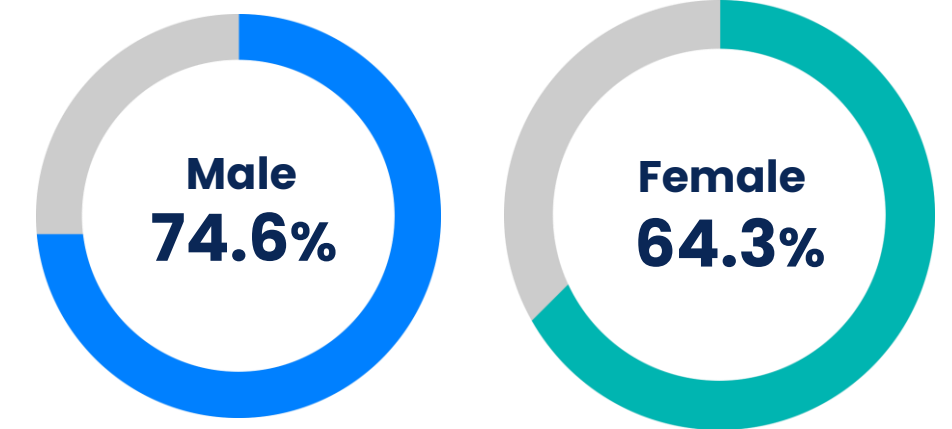
#### Gender Balanced Hiring Opportunities:

In the UK, 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	<b>18.2%</b>	<b>17.0%</b>
Bonus Gender Pay Gap	<b>0.0%</b>	<b>45.5%</b>

### Proportion of Males and Females receiving a bonus



### Proportion of Males and Females in each Quartile Band

	Male	Female
Quartile 4	<b>52.4%</b>	<b>47.6%</b>
Quartile 3	<b>53.5%</b>	<b>46.5%</b>
Quartile 2	<b>44.4%</b>	<b>55.6%</b>
Quartile 1	<b>29.9%</b>	<b>70.1%</b>



# Wavemaker Limited

We are proud of the continuous progress we have made; our mean gender pay gap has moved to 3.6% in 2024, a significant improvement on the 10% and 16.5% in 2023 and 2022, respectively. This shift is testament to the strategies we have adopted to continually strive for improvement across all levels.

The fact that we have a higher proportion of females both overall (60%) and across almost all levels within the business results in a mismatch at the medians (the middle male, and middle female data points) i.e. for 2024 the median male falls in quartile 3 while the median female falls in quartile 2 resulting in a median gender pay gap of 12.6%, this has also improved significantly vs 2023 where the median gender pay gap was previously 20.4%.

Our strong female representation overall across the agency, and the volume of senior female leaders within the business, results in a mean bonus gender pay gap of -41.7% and a median of -42.9%.

## A snapshot of initiatives at Wavemaker Limited to help close the gap:



### Inclusive Training Opportunities:

Our continued focus on our performance engagement progress has seen us develop learning pathways as part of our 'Be Our Best' framework. This provides essential learning required for each discipline, providing focused development for every level of the organisation, offering a clear roadmap for skill progression. The GroupM UK Women in Leadership programme 'Empower' continues, empowering aspiring female leaders with the skills, confidence, and network to excel in leadership roles and colleagues from across Wavemaker have seen great success from this initiative. This translates into tangible career advancements, talent taking on high-profile projects, or increasing their visibility within the industry. And as part of our ongoing commitment to developing future female leaders, we sent rising stars to WACL's festival of talent, empowering women in the communications and media industry to reach their full leadership potential.

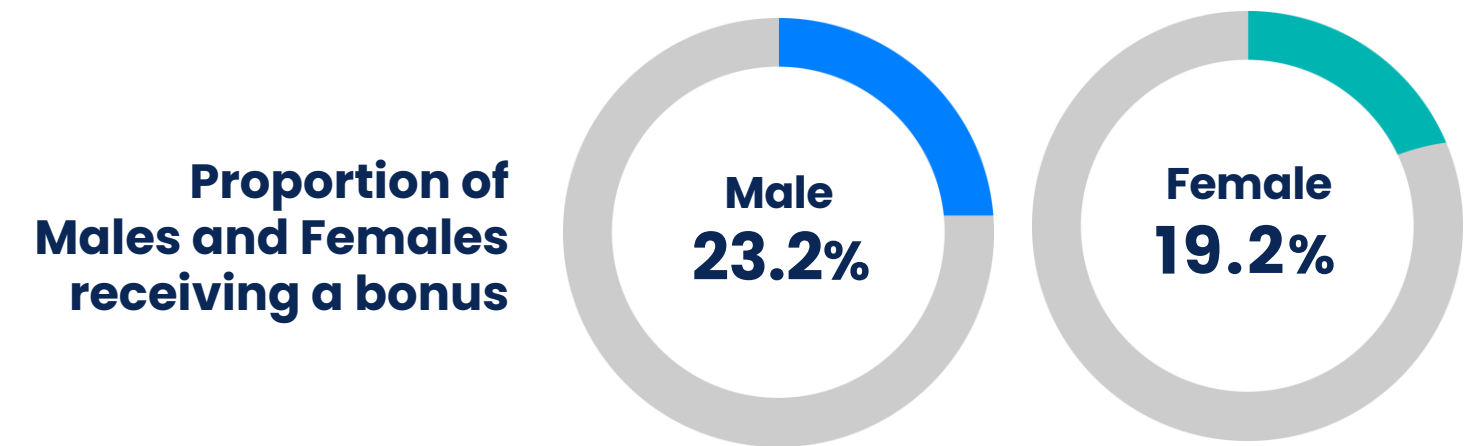


### Inspiring Women:

We've curated several inspirational sessions for women over the past year. This has included panel events where senior female leaders in the agency talk about their career journeys, highlighting the transformational role of networking in their professional growth and bringing focus to topics such as work/life balance, learning from their career experience and celebrating the people who have supported them. We also ran a speed mentoring event on International Women's Day, that demonstrated the appetite for senior leaders to spend time with females from all levels within the agency at scale, with over 50 women having the opportunity to discuss their career aspirations. We've also focused on gender financial equality, with Scottish Widows educating over 200 women on not only the gender pay gap, but also the differences that occur in their finances when it comes to retirement, pensions and savings.

## Full Figures

	Median	Mean
<b>Gender Pay Gap</b>	<b>12.6%</b>	<b>3.6%</b>
<b>Bonus Gender Pay Gap</b>	<b>-42.9%</b>	<b>-41.7%</b>



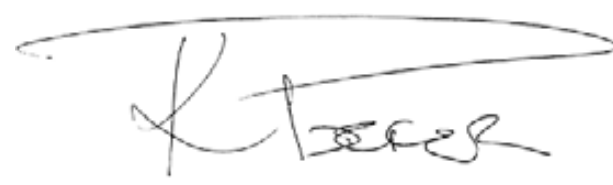
Proportion of Males and Females in each Quartile Band	Proportion of Males and Females	
	Male	Female
Quartile 4	52.1%	47.9%
Quartile 3	38.3%	61.7%
Quartile 2	34.0%	66.0%
Quartile 1	40.0%	60.0%



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.

A handwritten signature in blue ink, appearing to read "K. Rowlinson".

**Kate Rowlinson,**  
CEO,  
GroupM UK

A handwritten signature in blue ink, appearing to read "K. Parker".

**Kelly Parker,**  
CEO,  
Wavemaker UK

A handwritten signature in blue ink, appearing to read "J. Lloyd-Williams".

**Jem Lloyd-Williams,**  
CEO,  
Mindshare UK

A handwritten signature in blue ink, appearing to read "N. Cummins".

**Natalie Cummins,**  
CEO,  
EssenceMediacom UK