

GENDER PAY GAP REPORT 2025



A message from our agency CEO

I'm acutely aware that our gender pay gap is not where it needs to be. Although 66% of our agency are women and our leadership team is 63% women, we have seen our gender pay gap increase from 18.2% to 20.8% and we need to work harder to close it.

We are committed to laying sustainable foundations that will enable all our talent to thrive, and reducing our gender pay gap is a central part of this ambition. Our key focuses in 2026 are nurturing early careers through a number of new and evolved initiatives such as Saatchi Society, and supporting women into senior roles through targeted programmes and policies.

We're committed to driving meaningful progress and closing the gap.



CLAIRE HOLLANDS,
CEO, Saatchi & Saatchi

The Gender Pay Gap explanation and results

The gender pay gap is the difference in average pay between men and women in an organisation. Saatchi & Saatchi Group Limited's median Gender Pay Gap for 2025 is 20.8%. 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	16.3%	-9.1%
Median	20.8%	0%

	Men	Women
Upper	46.4%	53.6%
Upper Middle	40.6%	59.4%
Lower Middle	29.0%	71.0%
Lower	28.6%	71.4%

Bonus	Men	Women
% Received	71%	57.9%

What does our Gender Pay Gap data tell us?

Despite a sustained strong representation of women across the agency, our median pay gap has increased from 18.2% to 20.8%

We are encouraged by our bonus pay data, which shows a mean bonus pay gap of -9.1%. This means that, on average, women received higher bonus payments than men. The median bonus pay gap is 0%, meaning that at the midpoint of the distribution, bonus pay is equal across genders.

There is a higher proportion of women than men across the agency as a whole. This is particularly high in the lower and lower middle quartiles which has been a consistent trend across recent years. The lower and lower middle quartiles are currently 71% women and impacting the median gender pay gap. In order to address this imbalance, in 2026 we will be investing in programmes designed to nurture young talent. Although we do have a higher representation of women in our upper and upper middle quartiles, we need to focus on ensuring more balance equally across all quartiles.

Progress and our plan to close the gap

As part of Publicis Groupe UK, we worked with Madeline McQueen and Magnificently You throughout 2025 to deliver a bespoke programme to increase the representation of women in senior leadership across the Groupe. 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.

In 2025 we took part in the Publicis Groupe UK Internship programme and will be continuing our involvement in 2026. This programme provides meaningful entry-level opportunities and the development of new talent within Groupe. We also have Creative Placements throughout the year to support entry level talent into agency rolls.

In 2025, we also launched Saatchi Society, an employee-led initiative designed to ensure voices from across the business are heard and actively shape how we evolve. The self-nominated cohort represents every level of seniority and meets regularly with our CEO to help influence agency culture and key initiatives. This creates greater visibility across the business and ensures that issues such as the Gender Pay Gap remain top of the agenda throughout the year by improving accountability and momentum towards closing the gap.

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.

Senior leaders from Saatchi & Saatchi, including CEO Claire Hollands, also support Parental Guidance, a peer-led and industry-wide mentoring programme for working parents and carers who are often in the middle of organisations, the time when gender imbalance often takes hold.

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 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.

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.

FAQs & 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 2024 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.

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.