



Leo UK Gender Pay Gap Report

March 2026

A message from Carly Avenier

“This is our first year reporting on our Gender Pay Gap, and it gives us a clear picture of where we stand today. At Leo, we aim to be ‘a home for everyone’. Somewhere people feel they belong and have equal opportunity to grow and build careers that work for their life. Closing our gap is fundamental to this and a priority for us.

Our internal benchmarking since the April 2024 snapshot shows we are making progress, with near parity at senior levels. But our Gender Pay Gap is still shaped by the structure of our workforce, particularly fewer men joining at junior levels, something we know is a wider challenge across our industry, reflected in the latest IPA Census.

That’s why our focus is on building balanced gender representation from the start of the career journey, while continuing to support people to grow into mid and senior roles. A more balanced, representative workforce creates better work. That belief sits at the heart of Populist Creativity.”

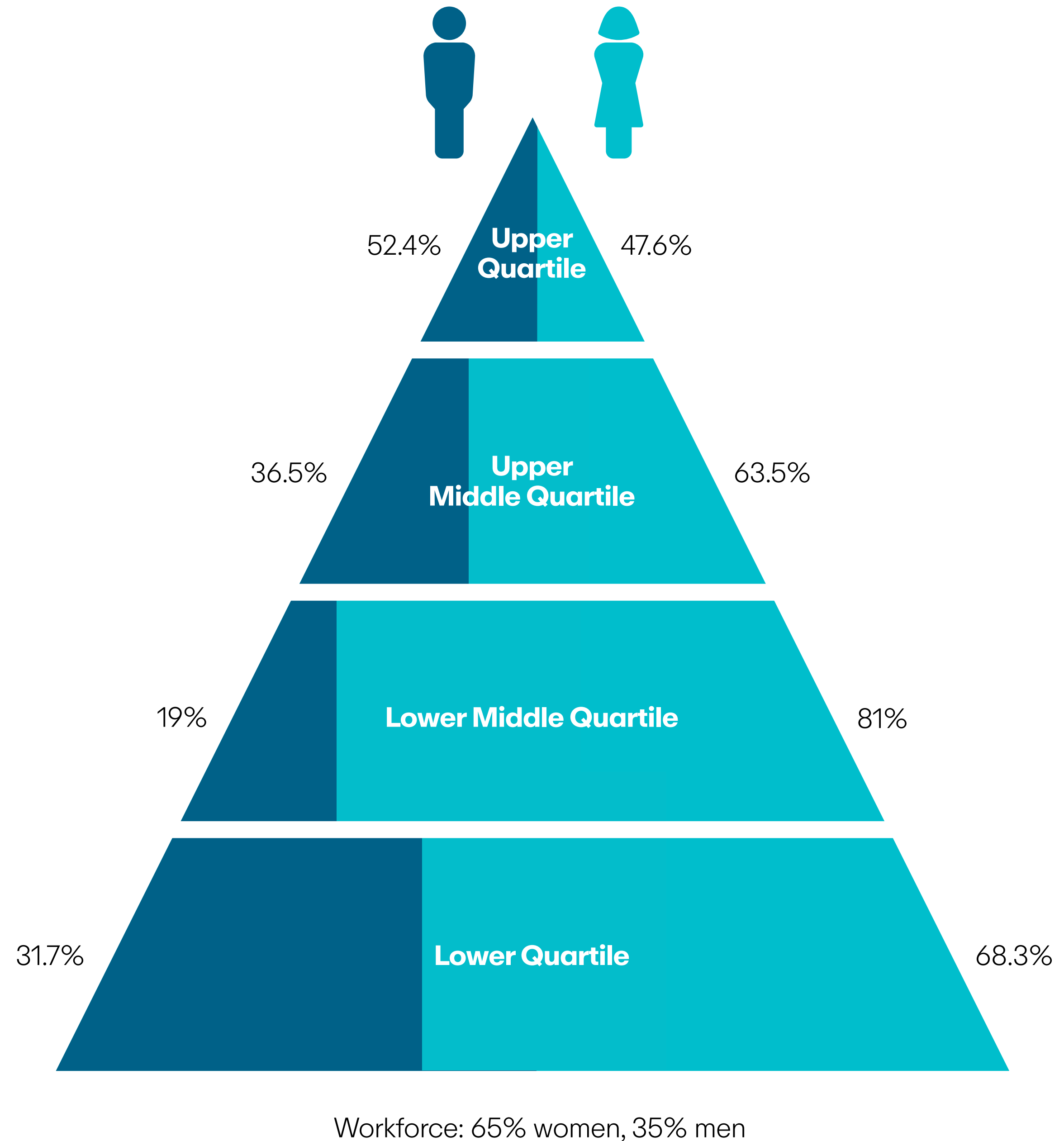
CEO
Leo UK



The Gender Pay Gap explanation and results

The gender pay gap is the difference in average pay between men and women in an organisation. Leo UK's Gender Pay Gap for 2025 is 23.3%. 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.

- Mean Salary Pay Gap: 24.5%
- Median Salary Pay Gap: 23.3%
- Mean Bonus Pay Gap: 69.1%
- Median Bonus Pay Gap: 46.6%
- Bonus % Received: Men 86.4%
- Bonus % Received: Women 77.2%

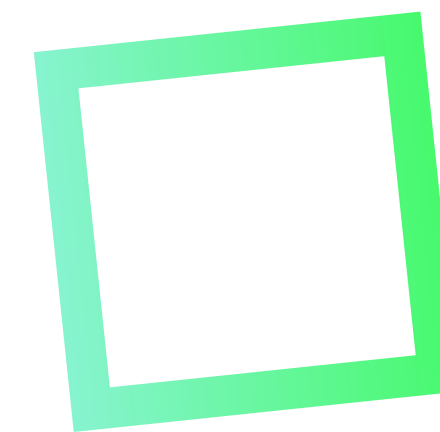


What does our Gender Pay Gap data tell us?

Women make up 65% of our workforce. Representation at the upper pay quartile is close to parity (52% men, 48% women), showing that women are progressing into leadership roles and building long-term careers at Leo.

Our Gender Pay Gap is therefore driven less by progression at senior levels and more by workforce distribution, particularly in early career roles.

A key factor is the lower number of men entering the business at junior levels, resulting in a higher proportion of women in the lower and lower-middle pay quartiles and lowering the overall average pay.



Progress and our
plan to close the gap

Strengthening early careers and widening access

At Leo, a key driver of our Gender Pay Gap is workforce distribution, particularly the lower proportion of men entering the business at junior levels.

To address this, we are prioritising action at the start of the career pipeline through our Early Careers Programme and the launch of Leo Futures, an eight-week training initiative (its first cohort is gender representative).

Across these programmes we are raising entry-level salaries, introducing a transparent reward framework, and providing structured development and progression support from day one.

Our focus is on building representative entry-level cohorts and ensuring recruitment better reflects the communities and audiences we serve.



Supporting continued progression across the middle of the organisation

We continue to invest in mid-career development and internal mobility to support progression into leadership roles.

Across Publicis Groupe UK we partnered with Madeline McQueen and Magnificently You to deliver a bespoke leadership programme designed to accelerate progression into senior roles. In 2025, 125 women from across the network, including several from Leo, participated in structured development focused on confidence, visibility, sponsorship, and readiness for larger roles.

Leo continues to invest in executive coaching, representative recruitment, and succession planning. In 2025 we strengthened female leadership representation with the appointments of Chief Strategy Officer Lilli English and Head of Social Helen Simpson.

We are also improving transparency around progression through clearer role frameworks, defined progression pathways and regular 360-degree feedback. These initiatives are supported by Leo Learns and the wider Publicis Groupe learning programme, helping colleagues build the skills needed to progress into senior roles.

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Carly Avener
CEO Leo UK

Protecting progression through key life stages

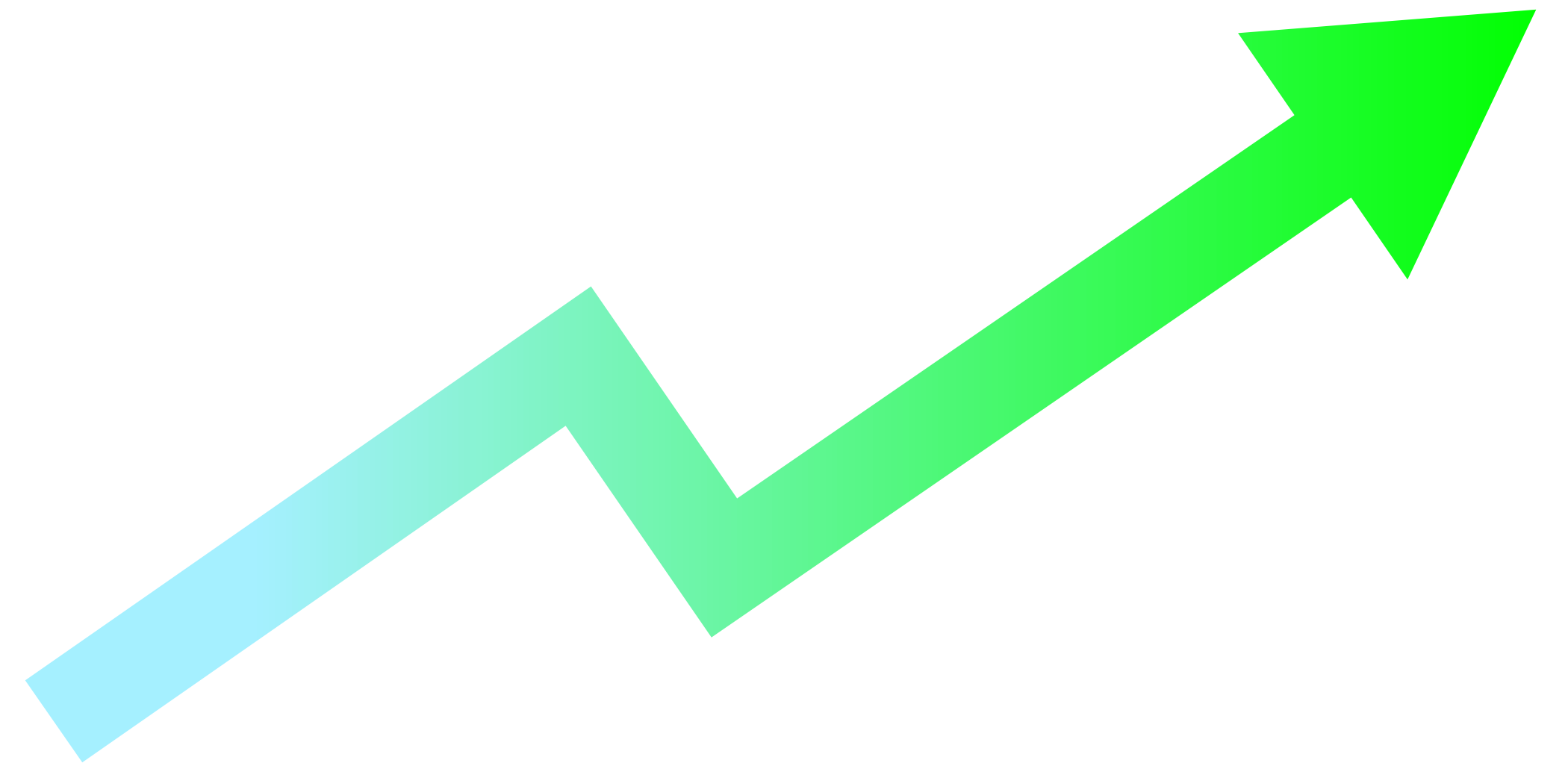
To support career momentum through key life stages, we have introduced several practical interventions. In 2024 we launched Parents @ Publicis UK, an internal community supporting working parents and carers. Our CEO, Carly Avener, is the executive sponsor, ensuring insight from parents directly informs leadership discussions and policy development.

At Leo, this support is strengthened through Parentland and Parental Guidance, our core progression-support framework for parents and carers.

Parentland is a peer-led initiative combining facilitated sessions, mentorship for colleagues returning from leave and practical changes to working norms, such as avoiding meetings during school pick-up times.

Parental Guidance, launched by Managing Partner Charlotte Coughlan, is a cross-industry mentoring programme supported by the IPA, NABS and MATRI Coaching. It pairs parents earlier in their careers with senior industry mentors to support confidence, career planning and progression.

Across Publicis Groupe UK, this work is underpinned by enhanced Life Stages policies supporting colleagues through pregnancy, parental leave, caring responsibilities, menopause and long-term health conditions, with improved policies now accessible after six months rather than one year.



Embedding equity through culture, education and accountability

Structural change only works when culture actively supports it. Across Publicis Groupe UK and at Leo, we continue to invest in a range of initiatives that support gender equity, inclusion and accountability.

Partnerships

- **Bloom** - mentorship, networking and best-practice guidance supporting women's development in communications.
- **Catalyst's MARC Foundations** - training that builds awareness of gender equity and the benefits of inclusive workplaces across all genders.
- **The Women's Association** - hosting Girls' Careers Days and job-shadowing opportunities at Leo UK, giving young women direct exposure to careers in advertising.

- **Token Man** - engaging men as active participants in gender equity. In 2025 we supported the Masculinity in the Workplace event and continued leadership coaching, with the partnership extending into 2026. equity is not positioned as a "women's issue" alone.

Communities

- **Employee Action Groups** - including VivaWomen!, Divergent Minds, Égalité, EMBRACE and enABLE
- **DIAL (D&I Allies at Leo)** - our peer-led DEI allies programme embedding inclusive behaviours into leadership practice and decision-making. In 2025 sessions included perimenopause, menopause, transgender representation and ADHD.

Training and inclusive practices

- **Sexual harassment education** - policy development, targeted training and mandatory learning.
- **DE&I management training** - equipping managers and leaders to lead diverse teams and create psychologically safe environments.
- **The Everyone Way** - our inclusion process developed with The Unmistakables and The Diversity Standards Collective to support authentic representation throughout the creative process.

Industry accountability

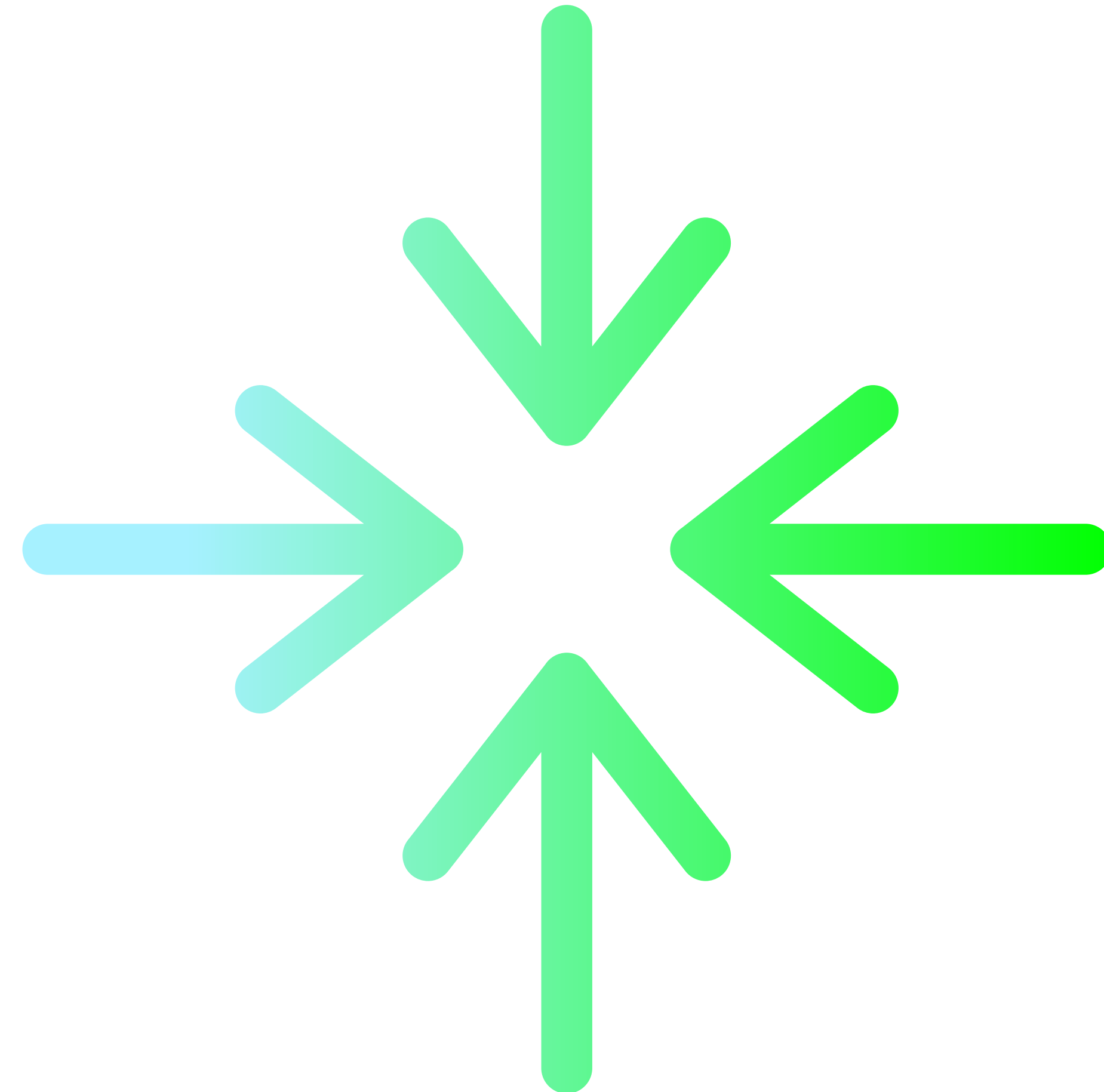
- **All In Champions** - committing Leo to industry-wide accountability, transparency and action on inclusion.

Taking an intersectional approach

We recognise that gender pay gaps are shaped by overlapping barriers and are not experienced uniformly.

Publicis Groupe UK is a founding member of Black Representation in Marketing (BRiM), a cross-industry initiative supporting high-potential Black talent through a structured leadership programme delivered by The Avenir Network. In 2025, 13 colleagues participated, supported by senior sponsors to accelerate progression.

We also support Lollipop Mentoring, providing targeted mentorship for Women of Colour and developing mentorship guidance and resources to strengthen inclusive progression across the organisation.



Facts 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 options 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 the 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.