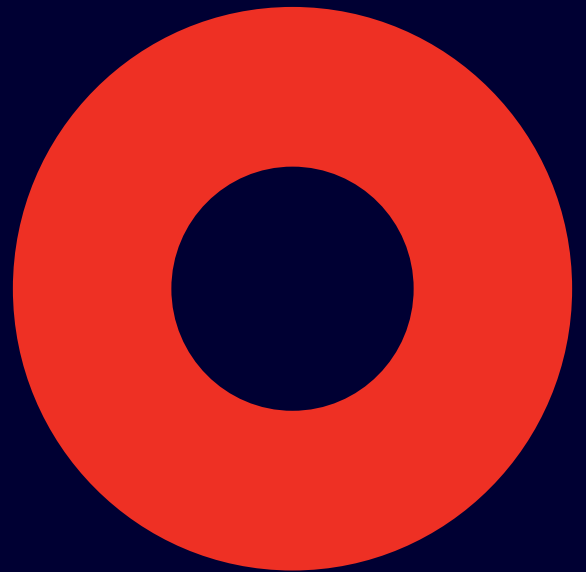


GENDER PAY GAP REPORT 2024

OMD EMEA LIMITED

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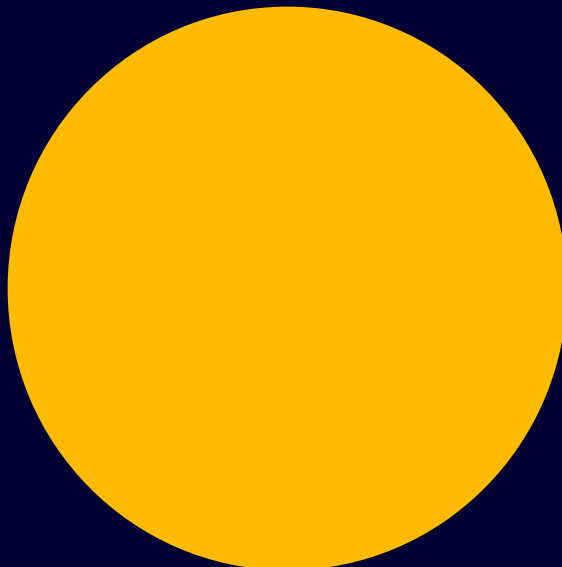
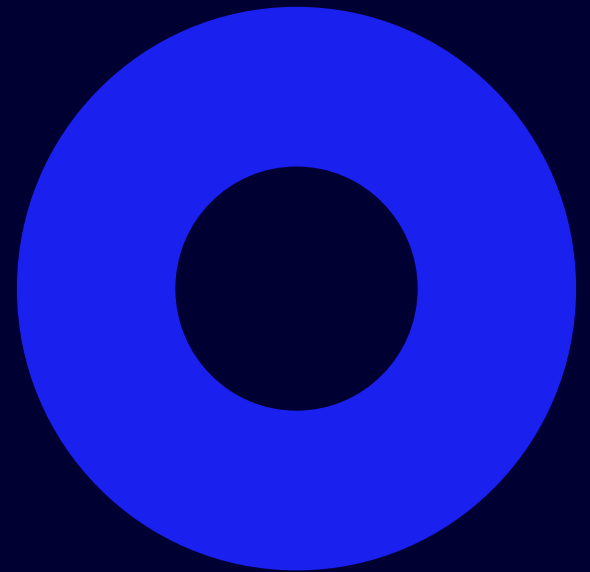
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01 BUILDING A BALANCED FUTURE

Reflections from our CEO



WE
Create
**WHAT'S
NEXT**

As we continue our journey towards creating a fair and inclusive workplace, we remain committed to looking at every opportunity to improve. This year's report highlights both our progress and the areas where we need to focus our efforts.

We have seen improvements in our gender pay gap metrics since 2017. The mean gender pay gap has decreased from 35.0% in 2017 to 13.7% in 2024. Similarly, the median gender pay gap has dropped from 28.0% to 14.5% over the same period.

Increasing the representation of women in senior roles, and the proportion of women receiving bonuses remains our priority. The percentage of women in the upper quartile has risen from 34.3% in 2017 to 45.2% in 2024, while the proportion of women receiving bonuses across all quartiles has increased from 31% in 2017 to 88.7% in 2024.

In 2024, we observed a slight increase in both the mean and median gender pay gaps compared to the previous year. The mean gender pay gap rose from 13.5% in April 2023 to 13.7% in April 2024, and the median gender pay gap increased from 10.0% to 14.5% over the same period. These increases indicate areas where we need to focus our efforts and work on strategies to actively close the gap.

As we look ahead, we are guided by our new brand mission **WE Create WHAT'S NEXT with media solutions that transform your business creatively, culturally, and commercially.** This mission drives us to continuously improve and foster an inclusive work environment where everyone can achieve success and flourish.

To effectively close the pay gap, particularly in areas where the representation, we have set departmental targets. These targets focus on increasing the representation of women in senior roles by 5% by the end of 2025. Furthermore, in 2025, we are invest in further leadership development programs and implement purposeful talent acquisition strategies to support the drive.

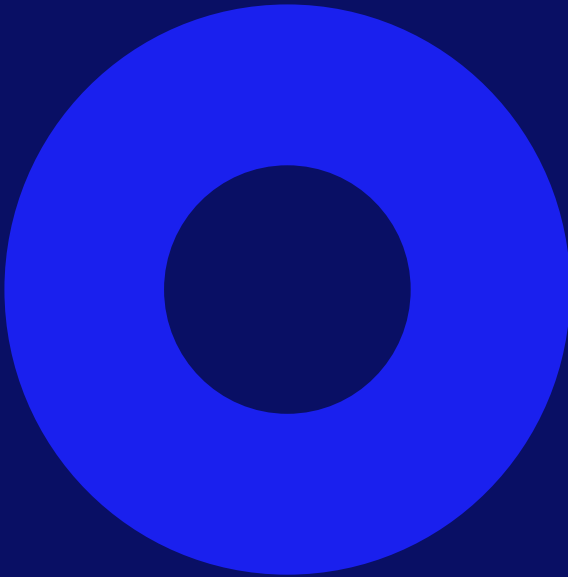
Our progress will be continuously tracked, ensuring that department heads maintain transparency and accountability throughout the process, and set the standards we expect at both departmental and organisational levels. We believe that our efforts will positively impact the results of our future annual report.

Thank you for your continued support and commitment to our journey towards gender equity.

I confirm that the statistics contained in this report are accurate and have been calculated in accordance with relevant legislation.

BLAKE CUTHBERT

Chief Executive Officer | OMD EMEA



There are six key metrics required for annual Gender Pay Gap reporting. Each metric provides a unique perspective on our data, helping us to better understand the disparities and identify the necessary actions to address them.

It's important to note that the Gender Pay Gap is captured at a specific point in time, 5th April 2024, and excludes employees that are on a reduced pay rate (e.g. maternity leave, etc.)

The Gender Pay Gap is not the same as equal pay. The Gender Pay Gap measures the difference in average earnings between men and women across the organisation, not taking into account differences in jobs. Equal pay refers to paying men and women the same for performing the same or similar work.

MEAN GENDER PAY GAP

This illustrates the disparity in average hourly pay of women compared to men.

MEDIAN GENDER PAY GAP

This illustrates the disparity between the median hourly pay of women compared to men.

MEAN BONUS GAP

This illustrates the disparity in bonuses of women compared to men.

MEDIAN BONUS GAP

This represents the disparity in the median bonuses awarded of women compared to men.

PROPORTION RECEIVING BONUSES

This illustrates the proportion of men and women who were awarded a bonus.

QUARTILE DISTRIBUTION

This illustrates the distribution of men and women across different pay quartiles, which represent four equal segments of employees categorised by their hourly pay on the snapshot date.

GENDER PAY GAP

	2017	2018	2019	2020	2021	2022	2023	2024
GENDER PAY GAP MEAN	35.0%	26.9%	22.3%	22.3%	16.6%	16.6%	13.5%	13.7%
GENDER PAY GAP MEDIAN	28.0%	20.8%	22.0%	27.3%	26.0%	12.0%	10.0%	14.5%
BONUS GAP MEAN	52.0%	-0.3%	-8.0%	20.0%	25.2%	-25.1%	13.9%	10.7%
BONUS GAP MEDIAN	35.0%	30.0%	35.0%	50.0%	0.0%	0.0%	0.0%	0.0%
MEN RECEIVING BONUS (PROPORTION OF)	44.0%	33.9%	21.3%	20.0%	92.2%	82.1%	82.9%	84.2%
WOMEN RECEIVING BONUS (PROPORTION OF)	31.0%	24.4%	14.9%	19.8%	88.8%	83.9%	84.2%	88.7%
LOWER QUARTILE (PERCENTAGE WOMEN)	73.2%	69.3%	67.0%	63.0%	64.8%	61.8%	60.2%	61.9%
LOWER-MID QUARTILE (PERCENTAGE WOMEN)	62.0%	60.0%	59.6%	65.2%	64.8%	56.9%	67.6%	64.9%
UPPER-MID QUARTILE (PERCENTAGE WOMEN)	56.3%	58.7%	52.8%	48.9%	54.5%	55.4%	60.4%	55.2%
UPPER QUARTILE (PERCENTAGE WOMEN)	34.3%	41.9%	42.7%	39.1%	44.3%	39.2%	46.9%	45.2%

GENDER PAY GAP

The graph shows the changes in Gender Pay Gap (GPG) metrics, both mean and median, from 2017 to 2024. While the mean GPG has slightly increased and the median GPG has risen on the snapshot date, 5th April 2024, it's important to acknowledge these increases and understand the factors contributing to them.

UNDERSTANDING THE INCREASES

The recent rise in the mean and median gender pay gaps can be linked to various factors.

Changes in Workforce Composition

There has been a redistribution of men and women in different roles, with more women in lower-level positions affecting the median pay gap. Additionally, some senior women were on reduced pay due to maternity leave during the snapshot period.

Representation in Senior Roles

Although progress has been made in advancing women to senior roles, men remain predominant in the highest-paid positions, causing a moderate pay gap.

POSITIVE LONG-TERM TRENDS

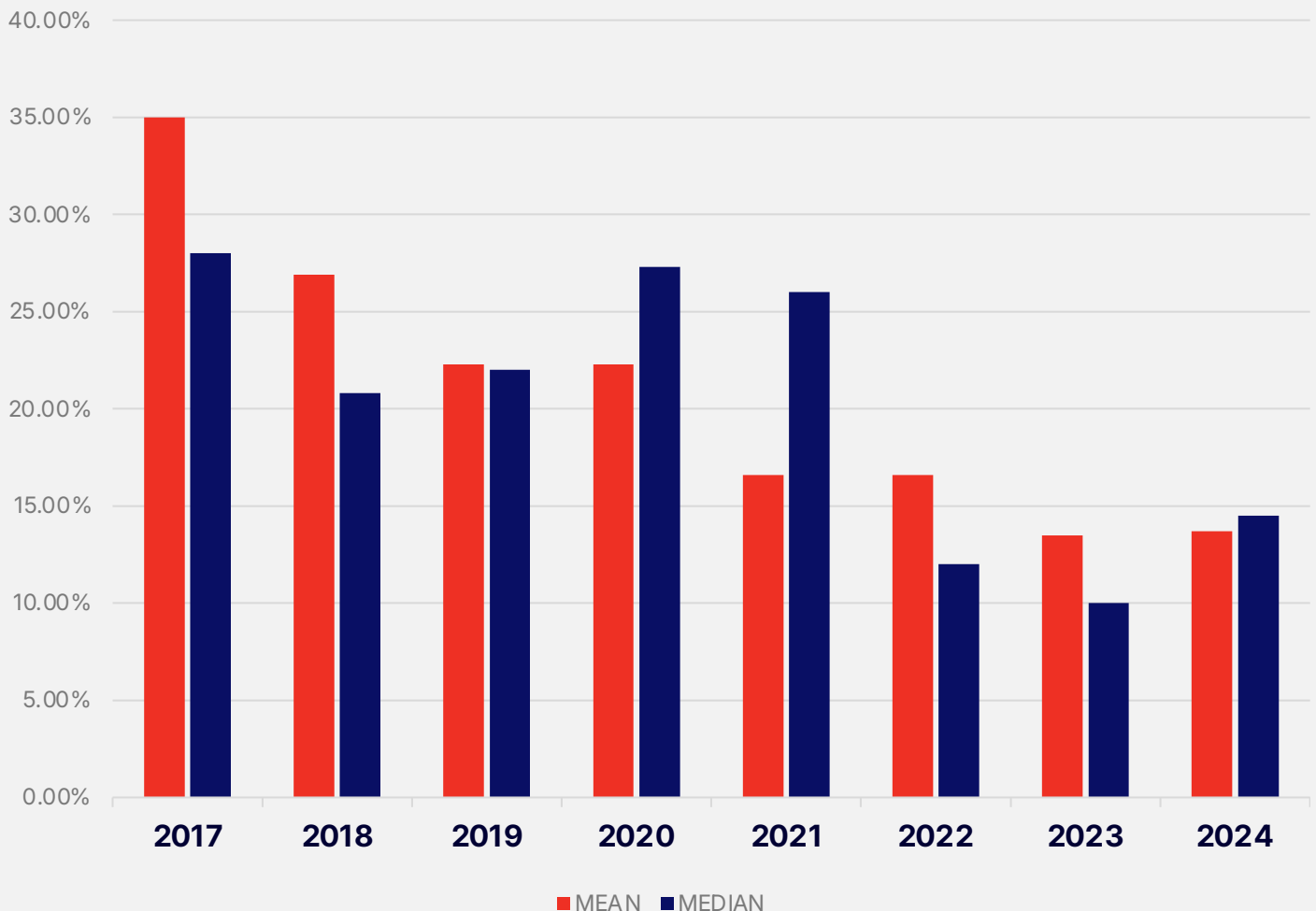
We have made significant progress since 2017.

Mean Gender Pay Gap

The mean gender pay gap has dropped from 35.0% in 2017 to 13.7% in 2024, showcasing our commitment to reducing pay disparities.

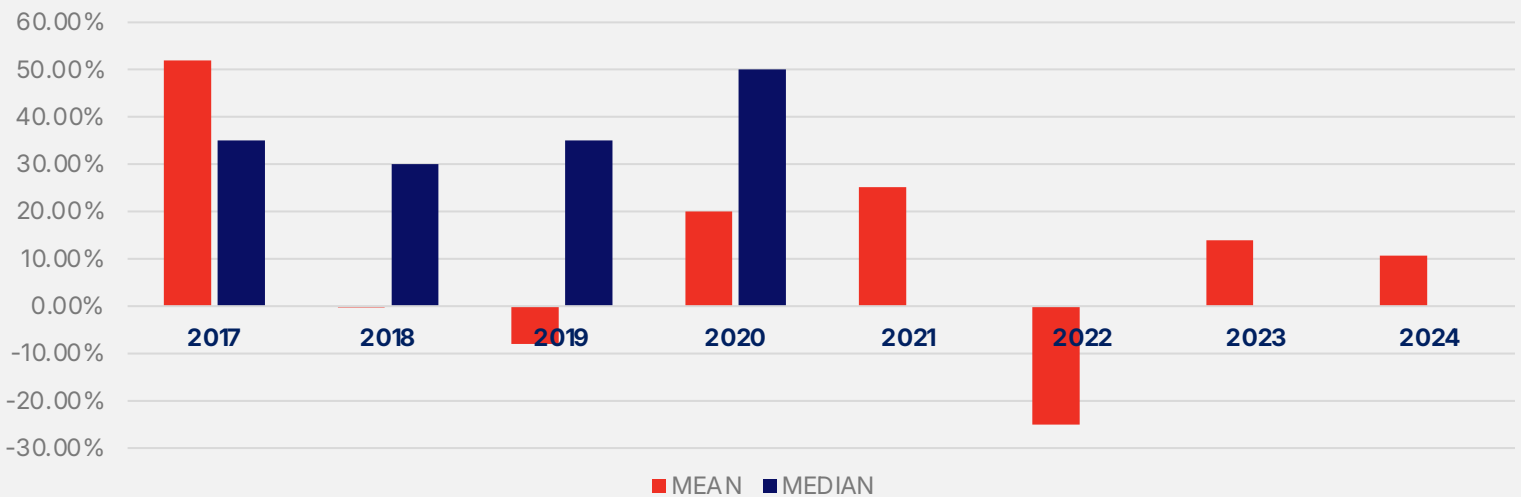
Median Gender Pay Gap

The median gender pay gap has decreased from 28.0% in 2017 to 14.5% in 2024, indicating progress in the right direction.





BONUS GAP



MEAN

There was a further decrease of 3.9% from 2023 to 2024, adding to the reduction over the last eight years.

52%

2017

10%

2024

MEDIAN

We successfully closed the median bonus gap three years ago, and it has remained at 0% since 2021.

35%

2017

0%

2024

BONUS DISTRIBUTION

Over the past year, we've seen a notable increase in the number of our people receiving bonuses. This demonstrates our dedication to recognising our teams' valuable contributions to the company's success.

- The percentage of women receiving bonuses rose from 84.2% in 2023 to 88.7% in 2024.
- The percentage of men receiving bonuses increased from 82.9% in 2023 to 84.2% in 2024.

LONG-TERM TREND 2017 to 2024

WOMEN RECEIVING BONUS

31% **89%**

Proportion in 2017

Proportion in 2024

MEN RECEIVING BONUS

44% **84%**

Proportion in 2017

Proportion in 2024

QUARTILE DISTRIBUTION APRIL 2024

We have made progress in increasing the representation of women across all pay quartiles, but there is still work to be done.

LOWER QUARTILE

In 2017, women comprised 73.2% of the lower quartile. This quartile fell to 61.9% by 2024, showing a decrease from 60.2% in 2023.

This indicates the need to focus our efforts on addressing the distribution of men and women in entry-level roles.

UPPER QUARTILE

Women made up 34.3% of the upper quartile in 2017. This percentage increased to 46.9% in 2023 but slightly decreased to 45.2% in 2024.

While the slight decrease from 2023 to 2024 indicates a minor setback, the overall trend shows significant progress in advancing women into senior and leadership roles.

LOWER-MID QUARTILE

Women accounted for 62.0% in 2017, rose to 67.6% in 2023, and dropped to 64.9% in 2024.

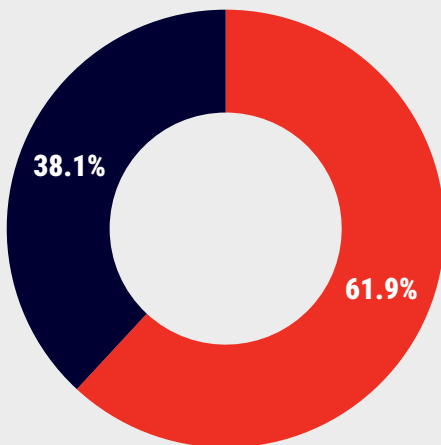
We aim to balance representation by supporting career progression for more women to advance from lower to upper quartiles.

UPPER-MID QUARTILE

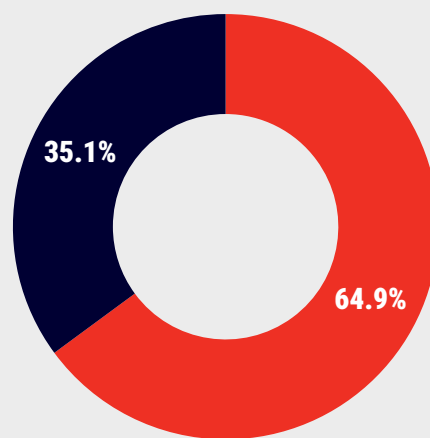
In 2017, 56.3% of this quartile were women, which increased to 60.4% in 2023 but decreased to 55.2% in 2024.

Our goal is to enhance women's representation here to promote their advancement into senior roles and ensure a balanced distribution across all quartiles.

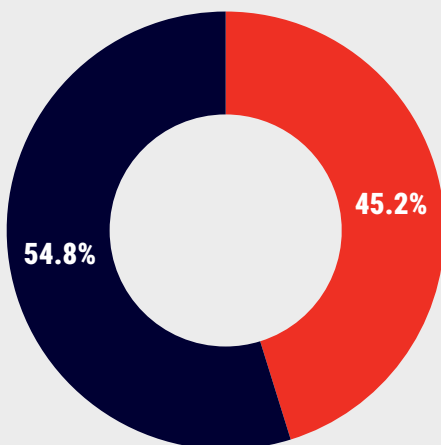
LOWER QUARTILE



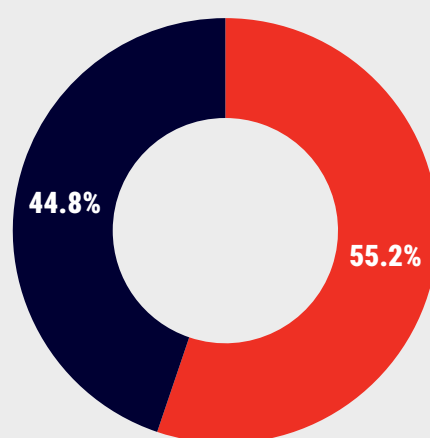
LOWER-MID QUARTILE



UPPER QUARTILE



UPPER-MID QUARTILE



■ WOMEN ■ MEN

04 FUTURE FOCUS

We acknowledge the progress made in reducing the gender pay gap over the years. Our commitment to fostering an inclusive and equitable workplace remains a priority, and we continue to take steps to close the gender pay gap.

As we look ahead, we are guided by our new brand mission and values, emphasising creative, cultural relevance, and commercial impact. We aim to increase the representation of women in senior roles by 5% by the end of 2025. The steps include:



PURPOSEFUL TALENT ACQUISITION

Our goal is to attract and retain top talent from all backgrounds, with a particular focus on increasing the representation of women in senior roles. By setting departmental targets, especially in areas with acute underrepresentation, we aim to address them. We also regularly review and update our recruitment practices to provide equal access to external hiring and internal mobility opportunities for all talent.



TUNING OUR TALENT FRAMEWORK

To enhance the gender ratio in senior positions through succession plans, particularly within the upper quartile, we are focusing on a more strategic alignment. Each department will, therefore, have specific targets to achieve this goal.

Setting Departmental Targets by end of Q1 2025

Implementing targets for each division to improve women's representation in senior positions, ensuring leadership accountability and responsibility for progress towards balanced representation, with quarterly reviews.

Leadership Development Programs commencing Q1 2025, concluding Q3 2025

We invested in management and leadership development to align decision-making with our Gender Pay Gap (GPG) goals. These programs offer mentorship, training, and networking to support women's career progression and advancement into senior roles.

Implementing a new appraisal tool by early Q2 2025

The newly implemented performance and goals platform provides guidance and support for our appraisal process, facilitating transparent evaluations for promotion and salary increase decisions. Furthermore, this innovative framework equips managers and leadership with established criteria for equitable assessments.



MONITORING & REPORTING

Department heads are tasked with achieving these goals and will be held accountable through quarterly performance reviews, establishing the standards we expect at both the departmental and organisational levels. To track our progress, we have introduced an internal interim report along with a year-end summary to analyse the data and pinpoint areas where we are falling short.

This approach will allow us to adjust our annual plan and uphold accountability for improvements. We anticipate that achieving these targets will have a positive effect on the results presented in our annual report, scheduled for release in April 2026, covering the year 2025.

**TOGETHER
WE CREATE A WORKFORCE
WHERE EVERYONE
REACHES THEIR POTENTIAL
AND CONTRIBUTES TO
OUR SHARED SUCCESS**

BLAKE CUTHBERT | CEO OMD EMEA

WE
Create
WHAT'S
NEXT

