

Digitas Gender Pay Gap Report

3 APRIL 2018



Digitas

This report

Gender pay reporting legislation requires employers with 250 or more employees to publish statutory calculations every year, showing how large the pay gap is between their male and female employees, as of 5th April 2017.

Our calculation includes all UK employees, as well as a number of senior individuals who are in global or international roles but who are employed by Digitas in the UK. We welcome this legislation and are committed to working to close the gender pay gap in Digitas.

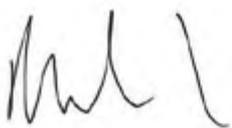


The future success of Digitas will be down to our diverse and inclusive talent strategy.

This is the first time we have properly looked at the difference in gender pay within the agency, and the results are disappointing. Especially as we have put a lot of time and energy into striving to build a more diverse workforce.

From looking at our policies for parents, including a term-time contract which we believe to be a first in the industry; to partnering with organisations such as Creative Equals to help us shift the gender balance in our creative teams; we have always taken this seriously.

Yet despite this, we haven't successfully tackled the structural issue that is causing the gender pay gap that we are reporting - we don't attract and retain enough senior women. The strategy we outline in this report is specifically aimed at overcoming this. I confirm that the information in this report is accurate and prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Michael Islip
CEO, Digitas UK



Gender pay gap explained

The gender pay gap is the difference in the average pay and bonuses of all men and all women across an organisation.

We are confident that we have equal pay for work of equal value, which is not only important, it's the law.

But we do have a gender pay gap when we compare the overall average pay and bonuses for women and men. The report provides detail and our actions to drive change.

Mean average gap

The mean is the difference in the average hourly rate of men's and women's pay.

Median gap

The median is the difference between the midpoints of the hourly rate of men's and women's pay.

Quartiles

This is the entire Digitas UK workforce divided into four equal parts. We have shown the split with and without global roles on the UK payroll.



Digitas gender pay gap

By quartile

Our employees split over four quartiles with averages:

Digitas Group Employees

% M/F	Male	Female	Mean	Median
Upper	69%	31%	24.7%	6.5%
Upper Middle	65%	35%	0.4%	1.6%
Lower Middle	52%	48%	-0.9%	-1.1%
Lower	39%	61%	5.5%	4.4%

Overall our staff ratio split is 56% male to 44% female.

Above, we have shown separately the gender pay gap analysis by quartile. We have also analysed the data without global roles that were paid through the UK, but are not specific to this country. This includes the Global Chief Executive Officer and the Global Chief Strategy Officer.

Digitas UK Employees

% M/F	Male	Female	Mean	Median
Upper	69%	31%	7.5%	0.9%
Upper Middle	62%	38%	0.3%	1.7%
Lower Middle	54%	46%	-0.6%	-1.6%
Lower	39%	61%	5%	2.4%

International roles that were primarily UK focused remain in our Digitas UK employee figures.

The difference in the staff ratios is in the top two quartiles, which is driving the gender pay gap at Digitas. We see this reflected in our leadership line-up, as well as our technology-focused and creative roles. The business is already proactively addressing this.



Digitas gender pay gap across all employees, with & without global staff

	Gender pay gap, with global roles	Gender pay gap, UK & international roles
Mean	30.2%	21.8%
Median	26.2%	22.6%

This table captures the mean and median difference between salary pay to men and women at Digitas as at in the year up to 5th April 2017.

We acknowledge that the gender pay gap on both mean and median are too high. We are not tolerating this imbalance within our organisation. Digitas is focusing its talent strategy and efforts to ensure we attract, develop and retain female staff.



Digitas bonus related gender pay gap

Bonus	Received bonus including global roles	Received bonus, UK & international roles
Male	4%	2.7%
Female	0%	0%

There is a discretionary global bonus scheme for senior executives within Digitas.

This table captures the mean and median difference between bonuses paid to men and women at Digitas as at in the year up to 5th April 2017. i.e. for the 2016 business performance. Our bonus figures show a 100% gender pay gap between male and female staff.



Closing the Gap

TACKLING THE GENDER GAP CHALLENGE



Equality and equal opportunities are not just ambitions for the future of Publicis Groupe.

It is something we work to make a reality, every day, for the good of our people and our clients.

Globally, our supervisory board is made up of equal numbers of women and men. In the UK, our agencies are focusing on progressing initiatives that will help achieve a better balance of gender at senior levels. We already have strong female leadership in Sue Frogley (UK CEO, Publicis Media), Kate Stanners (Chairwoman and Global CCO, Saatchi & Saatchi), Carol Miller-Repetto (CEO, PG One), Chaka Sobhani (CCO, Leo Burnett London), Karen Buchanan (Chairman, Publicis London / Chief Client Development Officer, Publicis UK), Jodie Stranger (Starcom UK Group CEO / President of Global Network Clients, EMEA) and Annette King, who will be joining us soon as CEO Publicis Groupe UK.

It is a start, but we are very aware that we still have a long way to go – as with many industries, the ratio of women to men decreases with seniority. We strongly believe in equality within the workplace and that our agencies and our industry would be more successful with men and women at all levels. That's why our Diversity & Inclusion initiatives, led by Anne-Gabrielle Heilbronner, member of the Directoire and Groupe Secretary General, are an everyday priority for Publicis Groupe and our agencies. These initiatives, including VivaWomen! and the LGBT movement Égalité, encourage and celebrate diversity and inclusion in all of their forms.

Steve King

Executive Sponsor Publicis Groupe UK, Global CEO Publicis Media



Our strategy and commitment

WE ARE ADDRESSING THE GENDER GAP ISSUES HEAD ON.

We have three areas of focus that are driving change:

Recruit

We want to ensure that we push ourselves to attract and employ a more diverse workforce. This means going beyond the normal recruiting practices and looking harder at the underlying causes of our current workforce mix.

Retain

We recognise that people have different requirements throughout their career. We have introduced and are expanding our policies that support: work-life balance; post-maternity return to work challenges; flexible and part-time working.

Advance

Across the organisation we have always endorsed practices that promote fairness, opportunity and inclusivity, to build equal career progression for all our staff.

We are proud that 14% of our staff take advantage of our flexible working practices



Digitas gender balancing initiatives

COMPANY SPECIFIC PROGRAMMES FOCUSING ON OUR ISSUES.

Recruit

Interview training for all hiring managers and those involved in interviewing so they are able to fairly assess candidates and are thinking about skillset and what they can bring to the company rather than hiring like for like.

Partnership with Women in Data being planned for 2018 including networking events to inspire and start conversations with young rising stars entering this area of the industry plus engaging women in more senior data and technology roles.

Retain

Our flexible working policy is currently available to all our employees through a formal process. Our focus throughout is to support a cultural shift towards more flexible working practices and an emphasis on output, giving people permission to manage themselves and their working patterns, around their individual work life blend.

Family-friendly policies and benefits currently offer enhanced maternity, paternity, adoption, parental leave and shared parental leave. We also are able to offer access to the childcare vouchers scheme, offering tax-free payments.

Advance

Unconscious bias training has been shown by research to simply raise awareness that can lead to more conscious decision-making. We started a programme of unconscious bias training at a leadership level in 2016 and continue to build on this issue.

Learning and development investment will be increased specifically in progressing junior and middle staff in management and leadership development skills. We believe this is key in enabling an inclusive and diverse environment.



Publicis gender balancing initiatives

EMPLOYEE EQUALITY COMMITMENT FROM PUBLICIS MEDIA AND PUBLICIS GROUPE.

Recruit

Publicis Media Apprenticeship scheme has recently launched to reach school leavers from diverse socio-economic backgrounds. Digitas will be supporting and creating opportunities as part of the programme.

Retain

Égalité (French for Equality) is the Publicis Groupe employee network for lesbian, gay, bisexual and transgender (LGBT) professionals and allies.

Égalité is committed to enhancing the company's reputation as an employer of choice for LGBT employees and allies by promoting equality in the workplace, supporting the LGBT community and helping to develop leaders who can elevate our clients' brands within the hearts and minds of the LGBT community.

Advance

VivaWomen! is dedicated to providing a unified global programme to empower and inspire both action and collaboration, ensuring the equal contribution and value of women in the Groupe.

VivaWomen! programming centres around four pillars to help women advance: mentoring, professional development, leadership, and work/life integration. The success of VivaWomen! will ultimately reinforce that Publicis Groupe and its agencies are employers of choice for women helping them to recruit and retain high performing talent.



Digitas driving industry change

OUR INVESTMENT IN CREATING AN INCLUSIVE LANDSCAPE.

Active partnering with Creative Equals, the organisation committed to changing the ratio and ensuring that 50% of creatives are women. This year, Digitas is a key partner of the Creative Equals Leaders Conference in May. This event will give women in creative roles opportunities to learn leadership skills with top executive coaches and experience speed mentoring sessions.

Sponsors of Digital Pride Festival, Gay Star News' Digital Pride, the first online, global Pride festival. Digitas has proactively promoted initiatives for embracing diversity and inclusion and also worked with clients to engage with this.

In the past, Digitas has hosted sold out events and chaired panel discussions about '*Being LGBTI in a Digital World*' and '*The Role of Brands in a Diverse World*'. Digitas' continued involvement with Gay Star News and Digital Pride has meant the platform has grown and become known as a champion of diversity in our industry. It has also provided opportunities for us to start conversations with potential new teammates from diverse backgrounds.

Digitas launched Women in Tech on International Women's Day 2018, in collaboration with Publicis Media.

Women in Tech is a new event series that aims to inspire and support women in technology roles within the agency. We recognise the inequalities and challenges women in technology face and are committed to building a supportive and motivational network that not only advances these women, but provides opportunities for more women to join Digitas the agency in these roles.

