



At BBH we believe in creating a diverse and gender balanced workforce and culture. A workforce that not only reflects the consumers we communicate with, but also one that brings difference into the workplace every single day.

In April 2017, new legislation came into force requiring all UK companies with 250 or more employees to report their gender pay gap information. In accordance with the statutory method for calculation, we had a mean gender pay gap of 28% and a median gender pay gap of 26%, as at 5th April 2017.

We are pleased to confirm that our ongoing efforts to reduce our gender pay gap continue to deliver good progress, with our mean gender gap reducing to 22% and our median gender pay gap reducing to 24%, as at 5th April 2018.

Despite being almost gender balanced overall, we are still imbalanced at the most senior levels of the company when it comes to average pay, particularly within our Creative Department.

Although our strategies to address this historical imbalance have made a positive impact on the gender pay gap in recent years, we know that we still have much work to do.



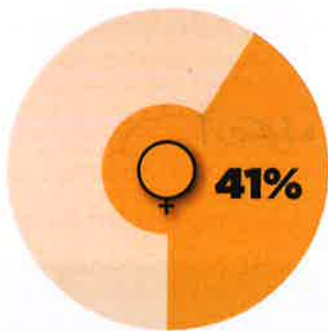
## Gender pay & bonus gap

Difference between men and women	Salary Pay Gap	Bonus Pay Gap
Mean (Average)	<b>22%</b>	<b>16%</b>
Median (Middle)	<b>24%</b>	<b>33%</b>

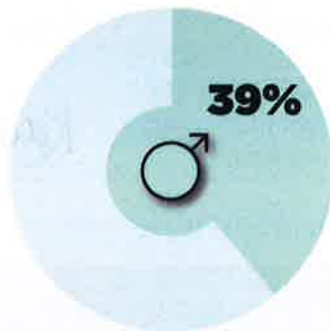
These numbers, in line with government reporting guidelines, do not include 8 London agency equity partners. When we add in the London agency equity partners, the mean Gender Pay Gap increases from 22% to 25%, as at 5th April 2018.



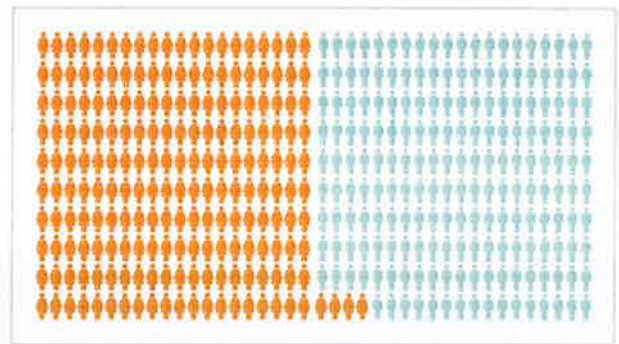
## Proportion of employees receiving a bonus within the reporting period



Female



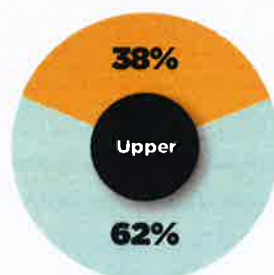
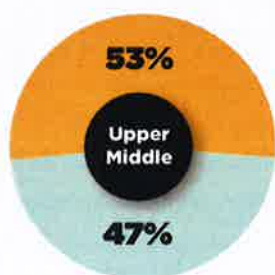
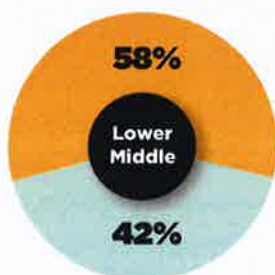
Male



When the data was recorded in April 2018, the gender balance was 51% female and 49% male.



## The following is the proportion of males and females in each pay quartile



Female  
Male

When we compare the quartile data year-on-year, we have made good progress in achieving a better gender balance in the Lower, Lower Middle and Upper Middle quartiles, with the Upper quartile remaining our biggest challenge.



## The plans in place to help close the gender pay gap:

In 2018 we created a series of strategies to address the gender pay gap at BBH; particularly within the Creative Department. The headlines are:

### I. Focus on the development and nurturing of our middle talent

Our agenda continues to put the growth of our people at the heart of the business. We are proud partners of Creative Equals, and attend their conferences and training sessions. We provided numerous training opportunities for our people this year, on subjects such as Managing Conflict, Future Leaders, How to Beat the Block, and Women, The Workplace & Happiness. Training consists of independent courses, such as the esteemed RADA 'Storytelling and presentations' and 'The voice of influence', as well as our own BBH Leadership Course, Mini MBA Program, Growth Days and Creative University. We also run a mentoring program for all female creatives. We have an even busier training agenda this year.

### II. Continue to support and extend our flexible working approach, and address the perception issues in the creative department

Last year we have had eight returning Mums and Dads to the workplace, most of whom avail of our flexible working program. We continue to actively promote and share their success stories. This is reflective across the agency, but we pay particular attention to the Creative Department.

### III. Look at different ways to attract talent into our business and industry

Our policy continues to be 'best candidate for the role'. Our recruitment partners are fully briefed and know they are required to give us a 50/50 candidate pool where possible. Last year we promoted three female Creative Directors, and we have more joining our business this year. We continue to front diverse interview panels, always including a senior BBH female.

At the other end of the spectrum, our hugely successful internship programmes continue to be a key driver of diversity at BBH. Homegrown gives people the opportunity to experience life in a large creative agency across the account management, strategy and production disciplines, whilst Barn provides opportunities in our creative and design departments. Both schemes are paid placements that run for three months at a time.

If you would like to know more regarding this data or our plans, please contact either Niall Hadden or Karen Martin.

Niall Hadden,  
Global Chief  
Talent Officer

Karen Martin,  
UK Managing  
Director

## Publicis Groupe UK Statement

"Talent is at the heart of everything we do at Publicis Groupe UK and we are committed in our ambition to being a company that provides equal, accessible opportunities for everyone.

I am proud that we have deployed a series of ambitious programmes across our UK agencies to help achieve a better balance of gender at senior levels. Although these are relatively new, we are already seeing progress in some areas. The simple truth is that we are on a journey, there will always be room for improvement and it's essential we talk, review and redress how we are going to embrace a better and more transformative workplace.

Over the last year, we have welcomed more female leaders across Publicis Groupe UK; Jo Coombs (COO, Publicis Groupe UK), Anna Campbell (CGO, Publicis Groupe UK), Paula Cunnington (CTO, Publicis Groupe UK) and Emma de la Fosse (CCO, Digitas) who join our ever-growing pool of senior female talent including Sue Frogley (CEO, Publicis Media), Kate Stanners (Chairwoman and global CCO, Saatchi & Saatchi), Fura Johannesdottir (ECD, Publicis.Sapient), Chaka Sobhani (CCO, Leo Burnett London), Larissa Vince (Managing Director, Saatchi & Saatchi London), Natalie Cummins (CEO, Zenith UK), Karen Martin (Managing Director, BBH) and Dani Bassill (CEO, Digitas).

Globally, our supervisory board is made up of equal numbers of women and men. Our Diversity & Inclusion initiatives, led by Anne-Gabrielle Heilbronner of the Directoire and Groupe Secretary General, are an everyday priority for Publicis Groupe and our agencies. These initiatives, including VivaWomen!, LGBT movement Égalité, and the Women's Forum actively push diversity and inclusion across many platforms."

Annette King, CEO, Publicis Groupe UK