

GENDER PAY GAP REPORT



Ogilvy

2024

FOREWORD BY

JAMES MURPHY & LAURA SHERWOOD

Ogilvy UK continues to shine as an agency stalwart, consistently winning awards for our creativity and the culture of belonging we cultivate, where everyone feels valued, respected, and empowered. Our inclusion strategy is directly tied to our values and our business goals: doing the best work of our lives, together, while doing the right thing to deliver the world's most creative work for our clients.

Just as brands have the power to impact culture, we are in a unique position to make a positive difference in the pursuit of gender equality, both internally and externally. In an Ogilvy-led study of over 8,000 people (The Consumer Equality Equation, November 2022), 82% of respondents said brands play an important role in shaping culture. Nowhere could this be more apparent than in the successful campaigns we have developed for The Mayor of London to counter violence against women and girls. But gender equality must begin, as it were, 'at home'.

Reducing our UK Gender Pay Gap (GPG) means being committed to supporting the career paths of our women in the UK by investing in their growth and development, particularly at crucial points in their professional lives. Gender empowerment and diversity features strongly in our overall inclusion strategy in the UK. For example, our flagship initiative 30for30, is a programme designed for mid-to-senior women to receive the support, stimulus and space to develop themselves as leaders. The results speak for themselves: we have had an 83.3% retention rate since 2019 and more than half of participants achieved a promotion within six months of engaging with the programme.

This report looks at the snapshot date of 5 April 2024, with an analysis of our figures on pages 3 to 5. In September 2024 Ogilvy UK saw a change in leadership as it merged with New Commercial Arts (NCA), bringing to the agency a new energy to deliver the most creative work for some of the world's biggest brands. We recognise this development will also impact the makeup of our organisation, particularly in the most senior roles. To that end, James Murphy, as the newly appointed CEO, is committed to addressing female representation at the most senior levels to achieve greater gender balance. Now, as a more streamlined agency that fuses a nimble and highly successful creative business with Ogilvy's broad functional capabilities, we hope to simplify how we do things to get to where we need to be quicker and more effectively.



**JAMES
MURPHY**

Chief Executive Officer
Ogilvy UK
(he/him)



**LAURA
SHERWOOD**

Chief People Officer
Ogilvy UK
(she/her)

We confirm that the information in this report is accurate and prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

GENDER PAY GAP CONTEXT

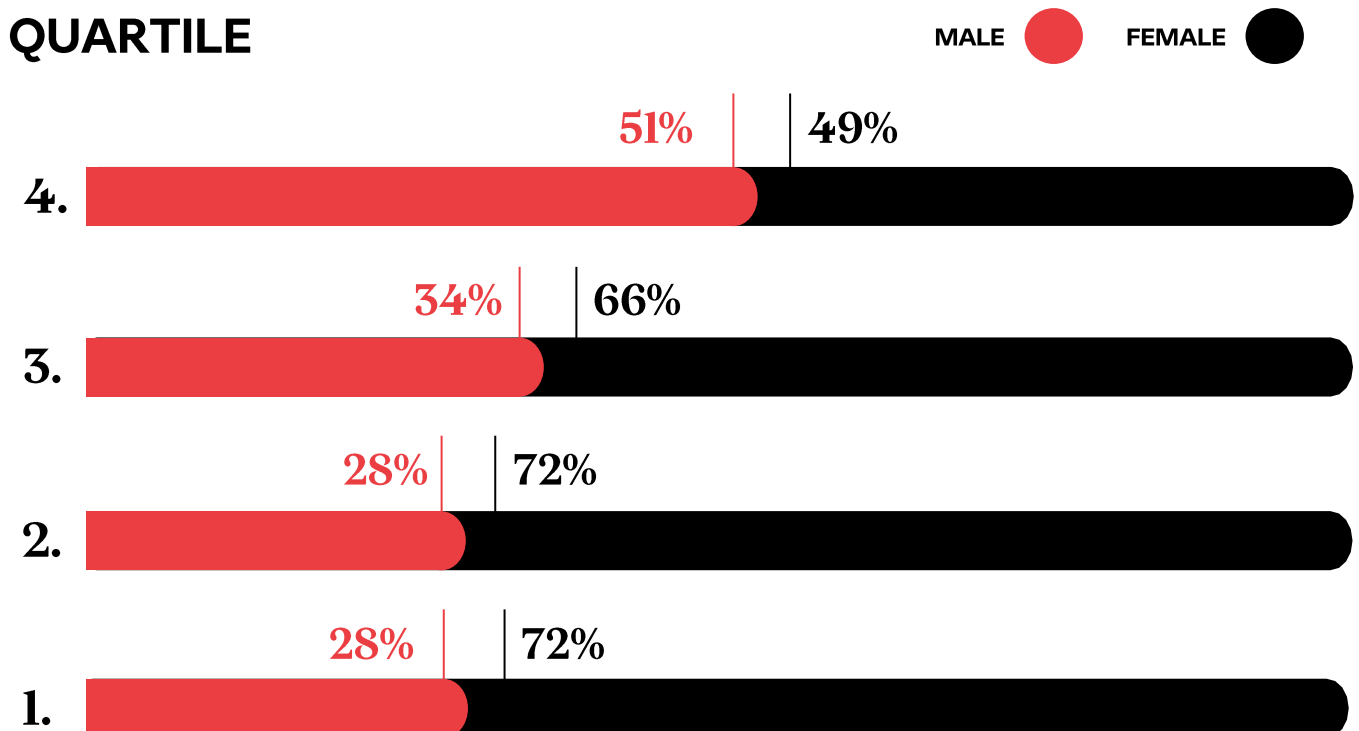
The gender pay gap reports both the mean and median difference in hourly pay between all men and women within a legal entity of over 250 employees, and is calculated as per the methodology set by the UK government. It is important to note that the gender pay gap is not the same as equal pay. Ogilvy continues to uphold our legal requirements to ensure men and women receive equal remuneration for doing equal work.

As part of WPP, Ogilvy is committed to fostering a diverse and inclusive culture where everyone feels they belong and has the same opportunities to progress in their careers. In order to better reflect the makeup of our organisation, we publish our overall gender pay gap figures based on all UK employees irrespective of the size of the legal entity, alongside the mandatory disclosure of those over 250 employees (see table on page x under '2024 Disclosure').

Please note that this report looks at the snapshot date of 5 April 2024, which took place before Ogilvy's acquisition of New Commercial Arts (NCA) in September 2024. Changes to our employee base, size and structure will be impacted by the strategic priorities implemented to address our business goals and the impact of market forces to ensure we continue to drive shareholder value.

Proportion of employees in each pay quartile according to gender:

The image below shows the proportion of female and male employees in four pay bands (quartiles), ranging from the lowest earners in the bottom first quartile to the highest earners in the top fourth quartile.



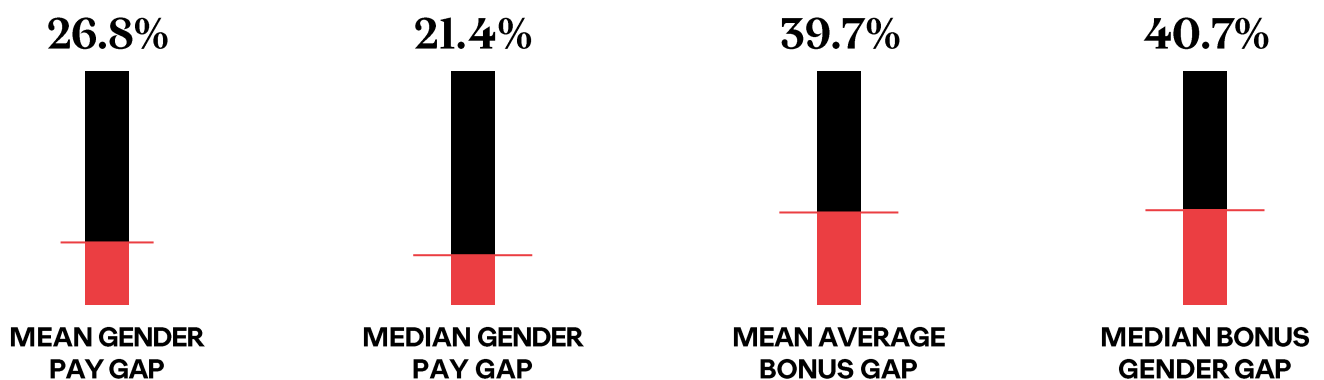
GENDER PAY GAP STATISTICS

Overall, we have seen since 2023 a slight shift in the gender balance towards men in the upper quartile of 0.6 percentage points (51% male vs 49% female) meaning that there was an increase in the proportion of men falling into the highest pay band. This was due to the movement of employees from the upper middle quartile (quartile 3) to the top quartile (quartile 4) and the departure of some senior leaders in the latter.

We have also seen a decrease in the proportion of men falling into the upper middle, lower middle and lower quartiles (34%, 28% and 28% respectively), which impacts the GPG by widening it due to an increased gender imbalance in the lower-earning quartiles which are predominantly female.

Below you can see the mean and median gender pay gaps and bonus pay gaps. The median gender pay gap/bonus is calculated by comparing the mid-point values between the pay received by men and women.

They show a moderate increase in all four pay gaps between 2023 and 2024 due to the reasons stated above.



Shown is the proportion of employees receiving a bonus at Ogilvy broken down by percentage of women and percentage of men.



36.8%

of **men** received a bonus.



25.9%

of **women** received a bonus.

A narrower distribution of bonuses occurred overall in 2024 vs 2023.

However, we will continue to focus on reducing the gaps.

2024

DISCLOSURE

Below are tables that show complete figures for both Ogilvy's overall UK network, and the Ogilvy & Mather Group (Holdings) Limited legal entity from both 2023 and 2024.

2024

Snapshot date of 5th April

	Ogilvy & Mather Group (Holdings) Limited legal entity	Ogilvy UK overall (legal entity + Ogilvy Health)
Median Gender Pay Gap (Difference)	21.4%	21.2%
Mean Gender Pay Gap (Difference)	26.8%	25.6%
Median Bonus Gender Pay Gap (Difference)	40.7%	48%
Mean Bonus Gender Pay Gap (Difference)	39.7%	39.3%
Quartile 4 (Top Quartile)	Male 51.4%	Male 48.5%
	Female 48.6%	Female 51.5%
Quartile 3 (Upper Middle Quartile)	Male 34.4%	Male 34.7%
	Female 65.6%	Female 65.3%
Quartile 2 (Lower Middle Quartile)	Male 28.1%	Male 31.1%
	Female 71.9%	Female 68.9%
Quartile 1 (Lower Quartile)	Male 28%	Male 21.6%
	Female 72%	Female 78.4%
% Males who receive a bonus	36.8%	35.9%
% Females who receive a bonus	25.9%	25.5%

2023

Snapshot date of 5th April

	Ogilvy & Mather Group (Holdings) Limited legal entity	Ogilvy UK overall (legal entity + Ogilvy Health)
Median Gender Pay Gap (Difference)	20.4%	16.4%
Mean Gender Pay Gap (Difference)	23%	20.2%
Median Bonus Gender Pay Gap (Difference)	37.2%	33.2%
Mean Bonus Gender Pay Gap (Difference)	38.7%	36.6%
Quartile 4 (Top Quartile)	Male 50.8%	Male 48%
	Female 49.2%	Female 52%
Quartile 3 (Upper Middle Quartile)	Male 40.7%	Male 37.3%
	Female 59.3%	Female 62.7%
Quartile 2 (Lower Middle Quartile)	Male 32.2%	Male 33.2%
	Female 67.7%	Female 68.8%
Quartile 1 (Lower Quartile)	Male 29.5%	Male 30.2%
	Female 70.5%	Female 69.8%
% Males who receive a bonus	58.2%	54%
% Females who receive a bonus	51.2%	47%

THOUGHTS FROM **OUR DIRECTOR** OF **STRATEGIC INCLUSION**



MATT FOSTER
Director of Strategic Inclusion
(he/him)

In 2024, we continued in our efforts to further gender equality in our UK agency, which has resulted in holding onto some of the gains made in reducing the Gender Pay Gap (GPG) from the previous reporting period. This means since 2022 we have reduced our mean GPG by 2.6 and our median GPG by 0.2 percentage points respectively.

In 2023, we also saw noteworthy reductions in the mean and median GPG from the previous year, which were the result of strong representation of women in leadership positions (52% in the top quartile). However in 2024, although our gender balance remains relatively stable, we saw a slight reduction to 48.6% of women in the top quartile, which resulted in a moderate widening of the GPG as expressed in our 2024 figures reported here.

This is an important example of how even very small changes can have a significant impact on our figures, and that our concerted efforts to reduce the GPG and achieve gender parity through our UK female leadership programmes and policies remain a priority for us as they are critical to effect positive change. On the latter, we are pleased to witness more men taking a greater share in parental leave, which we are proud to enable through our equalised benefits. Alongside policies such as our accredited approach to menopause, we continue to think hard about the barriers to gender parity and how we can address them boldly.

In the following case studies, you will read the testimonies of some of our people, expressing a range of experiences as they build their careers at Ogilvy UK. They are all thriving due to the opportunities, policies and practices we have established, whether that's enabling colleagues to move internally, share parental leave with their spouses or build a clear path to leadership.



CASE STUDIES

These case studies showcase our work in the direction of reduction of our gender pay gap and strengthening our culture of belonging.

Here you will hear our employees discuss the positive impact our efforts have had on their lives and future aspirations at Ogilvy UK.



THE PATH TO LEADERSHIP

Before I joined Ogilvy and in anticipation of starting my time at this agency, I wasn't sure what to expect. I had previously worked in very different environments – both in-house and at a boutique agency – so coming to an agency of this scale felt a little daunting. Four years down the line and I can happily say that I made the right decision.

I work at Ogilvy Health, which is led by a female CEO, Caroline Howe. In my early days at the agency, I remember noticing the strong senior female leadership and thinking, “this is a place where I could become a leader too.” While I think that gender equality in the advertising industry still has a way to go, we are making promising steps forward.

There are so many opportunities within the Ogilvy network, which is one of the best things about working here. In 2024, I was fortunate enough to be part of the 30for30 programme, which is Ogilvy's leadership initiative, which enables and empowers women leaders of the future to unlock their full potential. I didn't know it at the time, but the programme changed the way I think and behave (both personally and professionally). 2024 presented so many challenges and there were times I felt a lack of direction. However, through everything I learned on the programme, I began 2025 with a very positive outlook.

I'm excited about the future. I want to keep creating work that I'm proud of, that is innovative, creative and that makes a real impact. Ogilvy Health is the perfect space to do this in.

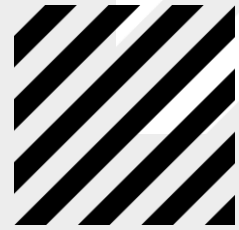
Looking forwards, I would like to continue seeing a more inclusive workplace, where everyone is treated equitably and given opportunities that consider the unique challenges that we all face.

NATASHA FINN

Senior Social Media Director
(she/her)



MAKING MOVES INTERNALLY



As Head of People for Ogilvy UK, I'm proud to share my journey and story of how I got to be where I am today. My Ogilvy journey began in South Africa in 2008, walking into an office buzzing with life and opportunity. Seventeen years later, I'm a testament to the network's commitment to growth and mobility.

Throughout my career, I've held various and diverse roles within the People team, from generalist positions to specialisations in Learning & Development and Change Management. Each experience has been invaluable, shaping my understanding of our people and their needs.

Ogilvy's global reach fostered a sense of connection and collaboration. When the opportunity arose to be part of the leadership team for the People function in the UK, I knew it was the right next step. Supported by women leaders like Angela Madlala (Chief People Officer, Ogilvy South Africa) and Elaine Grell (Chief People Officer, Europe, Middle East and Africa), I embraced the challenge and moved me and my family to London.

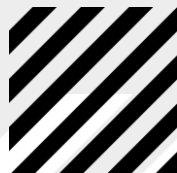
My experience in the UK has been transformative. It's allowed me to contribute to a business I'm passionate about while navigating the nuances of a new market. I'm energised by the cultural differences and the opportunity to learn and grow, not just professionally, but personally. I believe career growth is a "jungle gym" of diverse experiences, not just a ladder. I'm excited to bring my skills and learnings to Ogilvy UK, and I'm confident that together, we can continue to build a more equitable and inclusive workplace.

I am excited about the future and prospects that lay ahead. I feel settled, I work with an amazing group of people and am learning every single day.



MARISSA WILD

Head Of People
(she/her)





REON FORD
Talent Acquisition Partner
(he/him)

SUPPORT FOR SHARED PARENTING

As I approach my fourth year at Ogilvy, I find myself amazed by how quickly time has flown. Reflecting on my role within the talent acquisition team, I've been trusted and given many opportunities to evolve through various positions, from recruitment to team leadership. My true passion, however, lies in promoting inclusion. Navigating the challenges of a large organisation like Ogilvy is no small feat, but also being part of a team dedicated to creating an inclusive workplace makes even the toughest days worthwhile. I want to give a heartfelt shout-out to the talent and people team. I truly cherish being surrounded by colleagues who support one-another

In my early days at Ogilvy, my partner and I decided to embark on the adoption process, a journey we had contemplated for years. Given our demanding careers, we often questioned whether we could manage the adoption process while maintaining our workloads. When I shared our decision with the team, the response was overwhelmingly positive and supportive. Over the three years it took to complete our adoption and welcome our beautiful daughter, Ogilvy's enhanced parental leave policy was a tremendous help, allowing fathers like me to bond with their new family members.

As part of this policy, currently I am fortunate to be taking 12 months of leave, giving my wife, our daughter, and me crucial time to adjust and establish our new family rhythm. I'm incredibly grateful that Ogilvy fosters an environment where it's not just acceptable but encouraged for fathers to take significant time off, rather than the standard two weeks. This policy has been invaluable in helping our daughter, who faced a challenging start to life, transition smoothly into our home.

Ogilvy's approach to shared parental leave benefits not only individual families but also works towards addressing historical gender imbalances. By supporting both mothers and fathers equally, I truly believe these policies help dismantle outdated stereotypes about caregiving roles.

Looking ahead, I hope more companies will adopt similar family-friendly policies, creating workplaces where diversity and inclusion are genuinely valued. I am deeply thankful to Ogilvy for their support, and I'm excited to reconnect with everyone in the spring."



IN PURSUIT OF CONSUMER EQUALITY



**SHELINA
JANMOHAMED**

Vice President of Islamic Marketing
& Director of Consumer Equality
(she/her)

I came to Ogilvy as an industry outsider, stepping into an exciting new stage of my career. You could almost call me a returner: I joined when my baby was just three months old, working entirely from home before it became the norm. At the same time, I was pioneering new ways of thinking, bringing fresh talent from outside the agency world and shaping innovative approaches to engaging with Muslim audiences. It was about new audiences before we even had the language of representation, belonging or DE&I.

From day one, I was proactive about moving the dial on issues that matter to all of us; to the brands we serve, to society at large, and in service of creativity. I was given the respect and resources to drive that change forward, and while there were inevitable bumps along the way, I've always believed that creativity needs friction. Otherwise, it risks becoming a cul-de-sac. In my role as Vice President of Islamic Marketing I have a global remit. In pioneering our work on 'consumer equality' for audiences from minority ethnic backgrounds, I have the chance to make paradigm shifting change with clients, out in the world, as well as internally.

During my time here, I've been through some of life's biggest challenges. As part of the sandwich generation, I've balanced caring for my children and my parents alongside my creative ambitions. I was able to deliver meaningful, high-impact work while also ensuring I could be there for my loved ones in the ways that mattered most. Through two bereavements, my colleagues and the environment at Ogilvy gave me the space to navigate both growth and grief. Today, I'm an active member of the Parents and Carers group and even facilitate the monthly Carers' Café.

I sometimes surprise myself that I've been at Ogilvy for over a decade. But the world is changing, our clients are evolving, and the work keeps pushing new boundaries. Is there always more to do? Of course. Bring it on.

ABOUT **OUR** NETWORKS

Our Employee Networks provide a space for employees with shared backgrounds, identities and focus across several diversity dimensions to come together as a community and celebrate who they are, exchange learnings and offer support to one another. These networks – which are open to all our employees – act as a powerful source of insights that contribute to our overall inclusion strategy and elevating our work on creating a sense of belonging for everyone.



ogilvy equals

A collective of people on a mission to ensure true gender equality in everything from the ways we work, to the work we create.



OGILVY REWIRED

Celebrating great diverse minds. Ogilvy ReWired empowers our neurodivergent colleagues and starts to make the invisible visible.

PROUD

OGILVY PROUD

A network for LGBTQ+ people across the business which aims to nurture connections within Ogilvy, WPP, our clients and the wider community so we can create positive change across the industry.

PARENTS



CARERS

A community support network for Ogilvy's parents and carers as they balance their commitment to family life with building a successful career at Ogilvy.

Ogilvy
Roots

A professional network driven by individuals passionate about championing greater ethnic and cultural diversity within the advertising industry, our independent agencies and our work.

ROAD AHEAD

To ensure we continue our efforts to reduce the gender pay gap, Ogilvy UK has developed a clear action plan to address key challenges and drive gender equality moving forwards:



Gender balance within all quartiles will be a focus of our GPG strategy



Prioritising inclusive hiring and our recruitment process capabilities



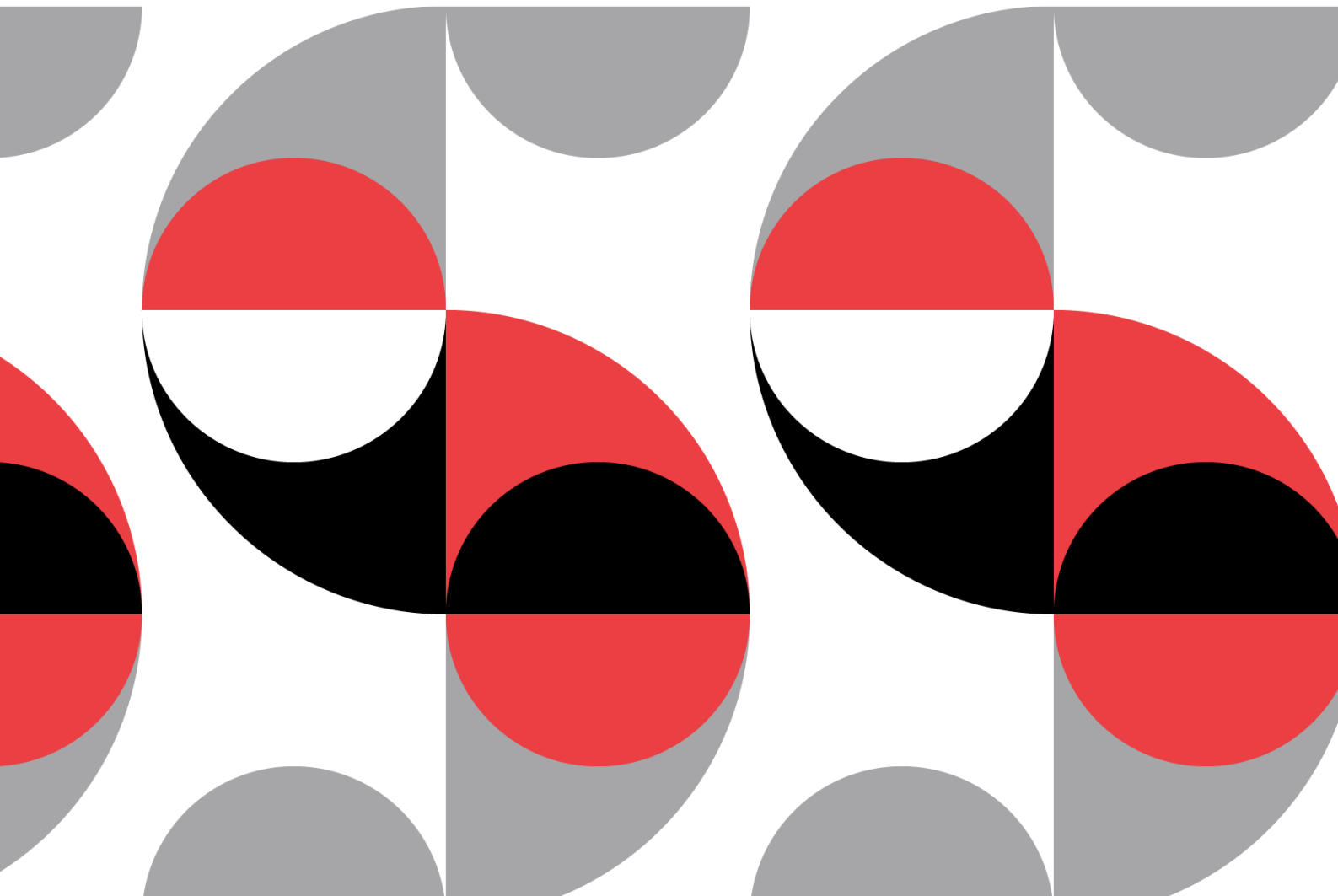
Supporting our people with adopting the new WPP-wide flexible working policy



Continue promoting our market-leading gender and family policies (eg: menopause support and enhanced parental leave)



Equipping exceptional employees with the skills to succeed, including women on the path to leadership roles,



Ogilvy

