

# GENDER PAY GAP REPORT



Ogilvy

2025

FOREWORD BY

# JAMES MURPHY & LAURA SHERWOOD

While the advertising industry undergoes rapid change and evolves to integrate emerging technologies that are helping our clients grow, Ogilvy UK remains a leading creative agency, which is staffed by talented people, whose creativity continues to power some of the world's most iconic brands. All this period of change comes with a level of disruption, it also provides the opportunity to demonstrate our unwavering commitment to create a culture of belonging, which remains a consistent business priority.

As part of WPP, Ogilvy UK has always cultivated a healthy obsession with our clients and how we can help them to make a big impact on the world. That healthy obsession has been rooted in a genuine desire to make a positive difference and extends not only to our clients but to our people who sit at the centre of our achievements. We believe that a rising tide lifts all boats, and our pursuit of gender equality forms a central part of this approach. As an agency our brands have the power to shape culture, and as a community our policies have the power to create a fairer and more level playing field for all our UK employees.

Of course, the reality is not without its challenges. We are a large organisation and as such face many of the same obstacles as other large companies. Our programmes and policies that address gender equality help to close some of the gaps but progress is not as fast as we would like. As is common in our industry, we struggle with gender balance. Our junior to middle employees are mostly women, and as we look at more senior levels, the gender balance shifts towards men. This is reflective of continuing patterns in wider society and these ratios make closing the pay gap even more challenging. However, we recognise that progress can be slow, the stabilisation of our gap numbers and in

some cases the incremental improvements Ogilvy UK is seeing indicate that what we are doing is working.

This report is based on data on the snapshot date of 5 April 2025. Our figures therefore reflect the structural and leadership changes to Ogilvy UK when New Commercial Arts (NCA) joined in September 2024. This brought to the agency not only new energy but new colleagues that ultimately changed our UK employee makeup. In recognition of the impact of the merger on our workforce, we actively sought to minimise any disruption, and our CEO James Murphy remains committed to achieving greater gender balance at senior levels to address the representation of senior female leaders. The following report captures the data during that period, and our Director of Inclusion and Impact gives his analysis on the figures and what they mean for our people.



**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

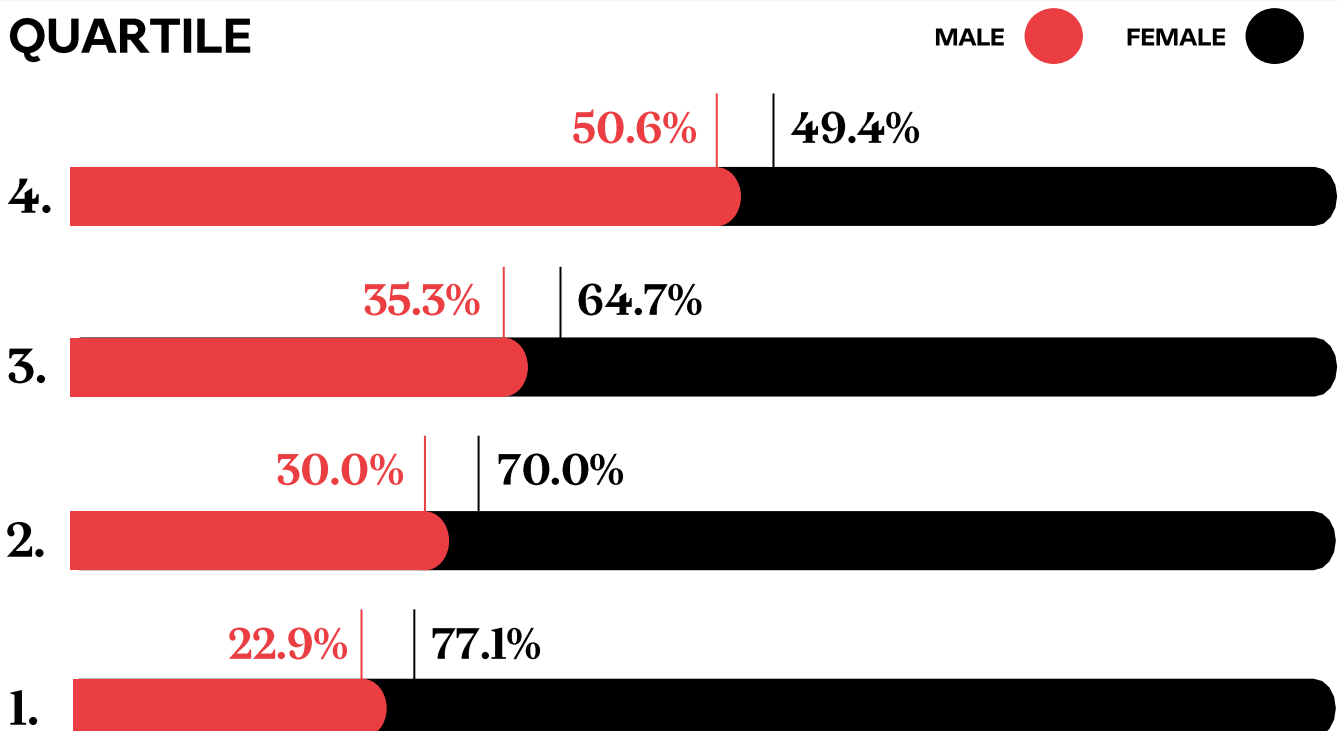
The gender pay gap reports both the mean and median difference in hourly pay between all men and women within a legal entity of over 250 employees and is calculated as per the methodology set by the UK government. It is important to note that the gender pay gap is not the same as equal pay. Ogilvy UK 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 an inclusive culture. In order to better reflect the makeup of our organisation, we publish our overall gender pay gap figures based on all UK employees (Ogilvy UK overall) irrespective of the size of the legal entity, alongside the mandatory disclosure of those over 250 employees (see table on page 5 under '2025 Disclosure'). We include our legal entity figures in the enclosed table, this report's analysis is based wholly on Ogilvy UK overall.

Please note that this report looks at the snapshot date of 5 April 2025, and reflects the impact of Ogilvy's acquisition of New Commercial Arts (NCA) in September 2024. Changes to our employee base, size and structure reflect 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.



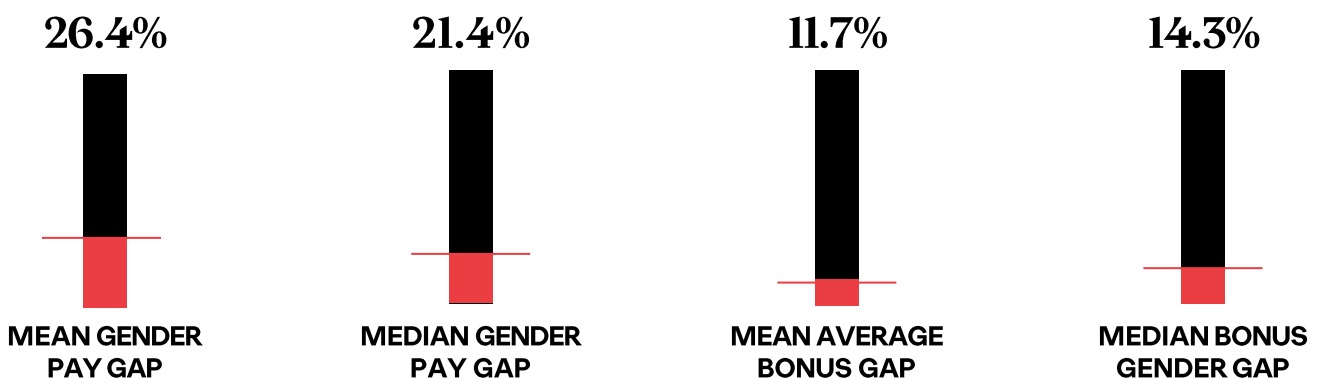
# GENDER PAY GAP STATISTICS

Overall, we have seen since 2024 a slight shift in the gender balance towards men in the upper quartile of 2.1 percentage points (from 48.5% male vs 51.5% female in 2024 to 50.6% male vs 49.4% female in 2025) meaning that there was an increase in the proportion of men falling into the highest pay band. This was due in part to the merger with NCA that brought with it slightly more men at leadership level falling into the upper quartile.

We have also seen a slight increase in the proportion of women in the lower middle quartile (68.9% in 2024 vs 70.0% in 2025) and a slight increase in the proportion of men in the lower quartile (21.6% in 2024 vs 22.9%). These small percentage point shifts in both directions have kept the gender balance in these quartiles relatively stable year on year, which is reflected in the mean and median salary gaps from 2024 and 2025.

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 slight increase of 0.2 percentage points in the median pay gap and 0.8 percentage points in the mean pay gap. Encouragingly, we saw significant reductions in our bonus pay gaps, namely 33.7 percentage points in our median and 27.6 percentage points in our mean.



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



**42.1%**

of **men** received a bonus.



**28.5%**

of **women** received a bonus.

A narrower distribution of bonuses occurred overall in 2025 vs 2024.

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

# 2025

## 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 2024 and 2025.

### 2025

Snapshot date of 5<sup>th</sup> April

	Ogilvy & Mather Group (Holdings) Limited legal entity	Ogilvy UK overall (legal entity + Ogilvy Health + New Commercial Arts)
<b>Median Gender Pay Gap</b> (Difference)	21.2%	21.4%
<b>Mean Gender Pay Gap</b> (Difference)	24.8%	26.4%
<b>Median Bonus Gender Pay Gap</b> (Difference)	18.8%	14.3%
<b>Mean Bonus Gender Pay Gap</b> (Difference)	14.4%	11.7%
<b>Quartile 4</b> (Top Quartile)	Male 50.5%	Male 50.6%
	Female 49.5%	Female 49.4%
<b>Quartile 3</b> (Upper Middle Quartile)	Male 36.8%	Male 35.3%
	Female 63.2%	Female 64.7%
<b>Quartile 2</b> (Lower Middle Quartile)	Male 30.5%	Male 30.0%
	Female 69.5%	Female 70.0%
<b>Quartile 1</b> (Lower Quartile)	Male 26.2%	Male 22.9%
	Female 73.8%	Female 77.1%
<b>% Males</b> who receive a bonus	47.1%	42.1%
<b>% Females</b> who receive a bonus	31.6%	28.5%

### 2024

Snapshot date of 5<sup>th</sup> April

	Ogilvy & Mather Group (Holdings) Limited legal entity	Ogilvy UK overall (legal entity + Ogilvy Health)
<b>Median Gender Pay Gap</b> (Difference)	21.4%	21.2%
<b>Mean Gender Pay Gap</b> (Difference)	26.8%	25.6%
<b>Median Bonus Gender Pay Gap</b> (Difference)	40.7%	48.0%
<b>Mean Bonus Gender Pay Gap</b> (Difference)	39.7%	39.3%
<b>Quartile 4</b> (Top Quartile)	Male 51.4%	Male 48.5%
	Female 48.6%	Female 51.5%
<b>Quartile 3</b> (Upper Middle Quartile)	Male 34.4%	Male 34.7%
	Female 65.6%	Female 65.3%
<b>Quartile 2</b> (Lower Middle Quartile)	Male 28.1%	Male 31.1%
	Female 71.9%	Female 68.9%
<b>Quartile 1</b> (Lower Quartile)	Male 28.0%	Male 21.6%
	Female 72.0%	Female 78.4%
<b>% Males</b> who receive a bonus	36.8%	35.9%
<b>% Females</b> who receive a bonus	25.9%	25.5%

# THOUGHTS FROM **OUR DIRECTOR** OF **INCLUSION AND IMPACT**



**MATT FOSTER**  
Director of Inclusion and Impact  
(he/him)

Please note the below analysis pertains to data from Ogilvy UK overall (legal entity + Ogilvy Health + New Commercial Arts).

The time period at which this snapshot was taken (5 April 2025) reflects the impact of the rapid changes to our workforce in the months preceding. Ogilvy UK's merger with NCA brought with it a change in our headcount, particularly at leadership levels. Within our Ogilvy & Mather Group (Holdings) Limited legal entity and in our Ogilvy UK overall category, our ratios of male to female in the upper quartile did see a shift towards more men in the upper quartile, due in most part to the merger with NCA. The other quartiles saw minor shifts in both directions and were relatively stable year on year.

All these shifts were moderate, they have resulted in slight increases in our gender pay gap in regards to mean and median salary. From a salary perspective, our mean pay gap has increased from the previous year by 0.8 percentage points. Our median pay gap has increased by 0.2 percentage points over the same time period. As mentioned, these were anticipated due to significant changes to headcount, especially at leadership level, resulting from the merger and strategies were employed to mitigate its impact. A series of promotions recognising outstanding performances throughout the year was carried out, many of which included women. Notably Hannah White was deservedly promoted into the role of Chief Executive Officer at NCA.

However, from a bonus perspective, we have seen a marked reduction in the associated pay gaps. Notably, more women received bonuses in 2025 than in 2024 (up by 3 percentage points). The mean bonus pay gap has also reduced from the previous year by 27.6 percentage points and the median by 33.7 percentage points.

We are encouraged by the results of mitigating strategies that have anticipated major changes to gender balance at leadership levels in the UK in order to minimise disruption. Our mean and median salary gaps have increased, they have done so only very slightly by less than one percentage point and we have managed to keep their impact on the salary pay gap stable. We are however pleased we were able to reduce the mean and median bonus pay gaps significantly.

At the same time, we understand that societal barriers persist, and the programmes and policies we have in place to ensure fairness for all our employees continue to meet those challenges when it is proportional and appropriate. Men at Ogilvy are continuing to take a greater share in parental leave, which we have enabled through our equalised benefits. Alongside policies such as our accredited approach to menopause, we launched our Ogilvy Circles initiative in 2025; an ongoing programme based on the Lean In model, which consists of small, peer-led support groups where women at Ogilvy UK meet regularly to share experiences, build skills, and help each other achieve their professional and personal goals. This programme has been a resounding success, and you can read more about it in the following case studies.

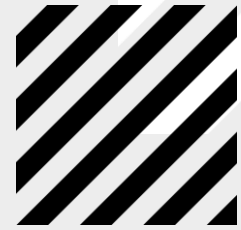


# CASE STUDIES

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.

# LAUNCHING OGILVY CIRCLES



Closing the gender pay gap in the UK requires more than structural policy changes. It demands active, ongoing investment in the growth, confidence and leadership potential of our female talent. Central to this mission at Ogilvy UK is longstanding employee resource group, Equals, which champions gender parity across the business and inspires tough conversations about the creative industry more widely. Last year, the co-chairs launched and drove a flagship initiative that fundamentally transformed how women connected and grew at the agency: Ogilvy Circles.

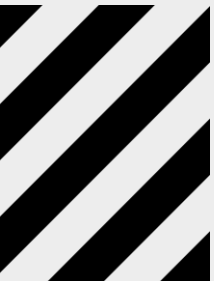
Inspired by former Facebook COO Sheryl Sandberg's Lean In methodology, Ogilvy Circles were designed to encourage women to learn new skills and be unapologetically ambitious. First piloted at Ogilvy UK during International Women's Day 2025, the initiative successfully created dedicated spaces where junior to mid-level female talent came together in small, intimate groups in sessions facilitated by Equals and led by a senior member of staff.

The latter point has been a crucial driver of this success – and it was brilliant to see senior leadership willing to allocate time to really invest in this. This included UK Chief Financial Officer Karla Smith and Global President of Ogilvy One, Clare Lawson. Having leaders of this caliber step up to lead Circles, share their personal backgrounds, and offer vulnerable, actionable advice proved invaluable and a strong driver of uptake.

To ensure psychological safety and foster deep connection, Ogilvy Circles deliberately followed a micro-community structure. Mirroring Lean In recommendations, each Circle was capped at a maximum of 8 to 12 members. These one-hour sessions were carefully structured to maximize impact, consisting of introductions, a mixture of broader group discussions, and smaller breakaway groups, before concluding with tangible, actionable takeaways for every attendee.

Throughout the year, we found that Circles worked best when focused on a specific theme or challenge that the facilitator had direct, lived experience navigating. Circle leaders identified a primary interest for their group, allowing attendees to join sessions they were truly passionate about. Themes over the last year ranged from navigating the path to senior leadership as a woman to balancing a demanding career while being a new mother.

Ogilvy Circles is an initiative we will absolutely continue this year to build on the momentum. While this past year's initiative focused heavily on supporting women, it remains part of Ogilvy UK and Equals' wider, inclusive commitment to supporting all colleagues.





**KATE HARRISON**

Delivery Director  
(she/her)

# FOSTERING A CULTURE OF EMPOWERMENT

I joined Ogilvy from the traditionally male-dominated financial services sector nearly five years ago. What struck me immediately was the presence of women at every level of Ogilvy, from entry-level roles through to the C-suite at WPP. I quickly saw that career progression was genuinely possible. Just as importantly, and refreshingly, there was a culture of empowerment: women actively supported, guided and advocated for one another's development.

Wanting to pay forward my own positive experience, I stepped up as co-chair of Ogilvy's Equals, the agency's employee resource group focused on gender parity, and launched the Ogilvy Circles initiative. The programme brings together small groups of women, facilitated by senior female leaders, to explore topics affecting women, ranging from building professional confidence to confronting workplace misogyny.

A key focus of these sessions is practical action. It has been incredible to see the oversubscribed demand and to watch colleagues realise that challenges they once thought were isolated are, in fact, shared experiences. Equally powerful has been seeing senior leaders show up with honesty and vulnerability. Additionally, as a large organisation,

Ogilvy can sometimes feel complex to navigate. The programme helps women build connections across the business, expand their networks, and form lasting mentoring relationships with both the other attendees and leaders.

That culture of active support became deeply personal for me last year when I announced my pregnancy. I was met with genuine understanding and encouragement from both colleagues and leadership. While I recognise that this is not every woman's experience, it reinforced for me how critical supportive everyday behaviours, alongside inclusive policies, are in enabling women to continue their careers with confidence.

Looking ahead, I am committed to expanding Circles, strengthening support for pregnant employees and returning parents, and advocating for systemic change. My motivation is simple: I have had a positive experience at Ogilvy, and I want to ensure every woman here feels the same sense of belonging, opportunity and support.



# RAISING THE BAR FOR GLOBAL CREATIVITY

When I joined Ogilvy, I started as a Junior Awards Assistant and at the time I couldn't have predicted the path ahead, but what I did know was that I wanted to be close to great work. I wanted to understand how ideas are shaped, recognised and elevated onto the global stage.

From Junior Awards Assistant to Awards Manager, then Awards Director, and now Creative Excellence Director for the UK & EMEA, my career has evolved into multiple markets with work that reaches people all over the world alongside people who make it exceptional.

Working in Creative Excellence means sitting at the intersection of ambition and craft. It's about helping teams sharpen ideas, raise standards, and ensure our work competes and wins at the highest level globally. But more than that, it's about building belief across Ogilvy's vast network.

A pivotal moment in my career journey was being part of the Ogilvy Xchangers programme, a unique initiative made up of representatives across EMEA to share knowledge, best practice and learn from each other. It gave me the opportunity to connect deeply with colleagues across EMEA with different disciplines and cultures. It broadened my perspective on what excellence looks like regionally and reinforced something I believe strongly: the strength of Ogilvy lies in its collective talent.

I've also had the privilege of working on defining pieces of work, including contributing to the long-term Dove brand platform, which has been recognised with multiple Grand Prix at Cannes and has inspired people all over the world. Closer to home, I'm incredibly proud to have played a role in positioning London as one of the most awarded offices in the network — earning recognition across D&AD, Cannes Lions, The One Show and WARC. Those achievements are never about one individual; they are the result of consistent standards, shared ambition and deep collaboration.

Looking back, progression for me at Ogilvy hasn't been about titles. It has been about growth, responsibility and impact. Each role has stretched me in new ways. From operational rigour and strategic influence, to managing submissions and shaping regional creative ambition.

Looking ahead, I'm focused on continuing to raise the bar. I want to keep championing bold ideas, supporting emerging leaders and ensuring Ogilvy EMEA shows up with confidence, consistency and excellence on the global stage.

**BENITA GODER - DENT**  
Creative Excellence Director, UK & EMEA  
(she/her)



# 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



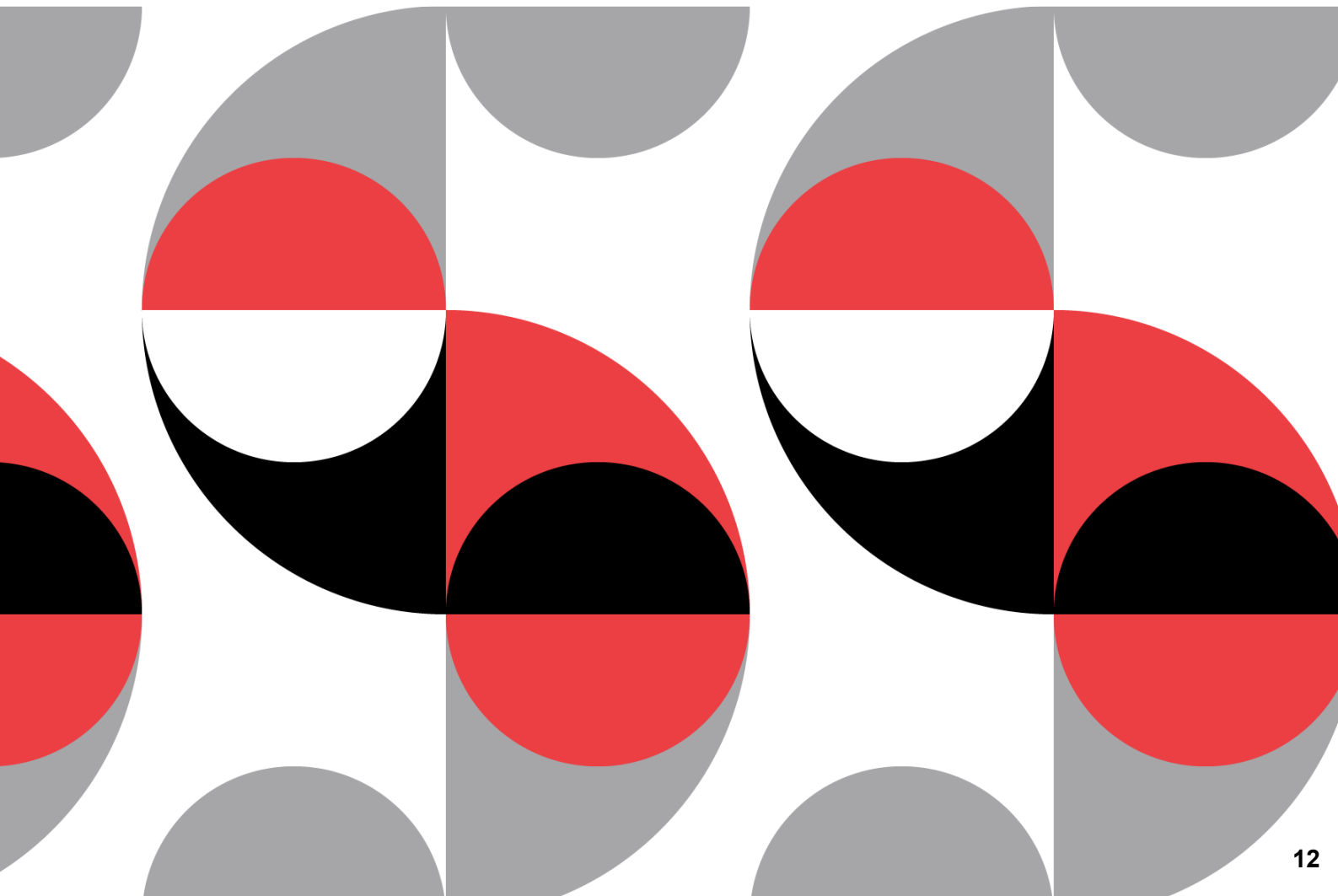
Supporting our women with leadership skills through initiatives such as Ogilvy Circles



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



Talent mapping all our exceptional employees, and equipping women with the specific skills they may need to succeed



# Ogilvy

