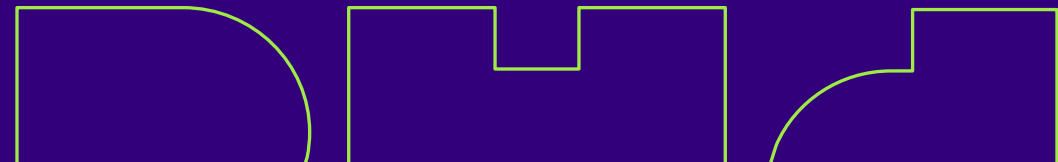


Gender Pay Gap 2025

PHD INTERNATIONAL LIMITED



Introduction

To encourage companies across all industries to do more to progress women in the workplace, the UK Government requires employers with 250 or more employees to report their gender pay gap annually.

Here at PHD EMEA, we fully support this initiative.

We are committed to giving everyone equal opportunity to unlock their full potential and succeed, regardless of gender and background.

This diversity strengthens our business and benefits both our clients and our colleagues.

Gender Pay Gap vs Equal Pay

Equal Pay is a legal requirement that has been in place since 1970 to pay men and women equally for the same work or work of equal value.

The gender pay gap shows the difference in the average pay of women compared to the average pay of men. It does not take into account differences in the jobs done by men and women.

The gender pay gap is best considered a measure of representation – higher gaps mean women occupy smaller proportions of the best paid and most senior roles than men.



Explaining the statistics

The difference between the average pay of all men and of all women in a company. Regardless of the type of work they do.

Hourly Pay

For hourly pay we report our mean and median pay gaps.

We compare average female to average male hourly pay and calculate the gap.

For the **median**, we effectively line up the hourly pay for all our female employees from lowest to highest paid and do the same for our male employees.

We take pay at the midpoint of each and calculate the gap.

The **mean** is calculated by adding all the hourly rates of pay earned by gender and dividing this total by the total number of each gender in scope, then comparing the mean female pay against the mean male pay.

Bonus Pay

For bonus pay we also report our mean and median pay gaps.

As well as the proportion of men and women who received a bonus in that year.

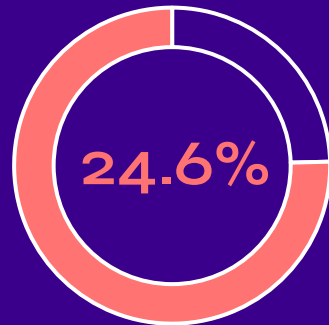
Quartiles

We report the proportion of men and women in each of our four pay quartiles, lowest to highest.

Our statistics

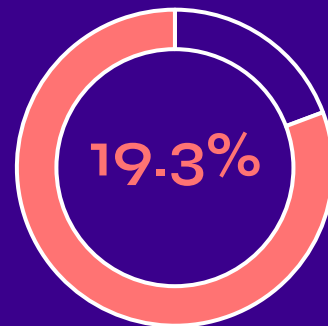
What is the median pay gap at PHD EMEA?

Our median gender pay gap is 24.6%



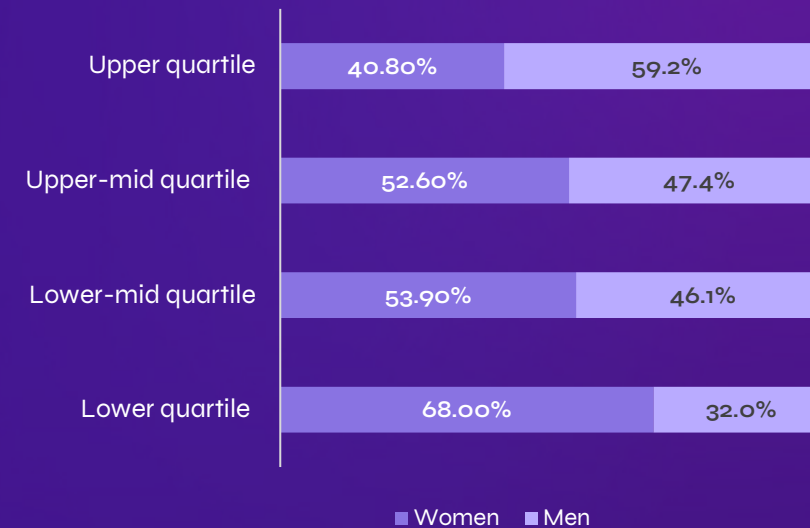
What is the mean pay gap at PHD EMEA?

Our mean gender pay gap is 19.3%



What are our quartile statistics?

The four quartiles for PHD EMEA are shown below:



Bonus pay gap

Bonus gaps have improved markedly over the years.

The mean bonus gap has reduced from 82.7% in 2022 to 53.1% in 2025, showing a significant closing of the gap in average bonus values between men and women.

The median bonus gap has remained at 0% across all years, meaning that at the midpoint, men and women continue to receive equivalent bonus amounts.

0.0%

The **M E D I A N** bonus gap at PHD EMEA

53.1%

The **M E A N** bonus gap at PHD EMEA

78.3%

Proportion of **W O M E N** receiving a bonus

81.8%

Proportion of **M E N** receiving a bonus

Explaining our statistics



The mean gender pay gap has reduced significantly, falling from 29.6% in 2022 to 19.3% in 2025. Over the same period, the median gender pay gap decreased from 30.8% to 24.6%. While this represents clear progress, the 2025 median figure is slightly higher than the most recently published figure of 21.7% in 2024.

A number of structural factors influence these figures and should be considered when interpreting the data. Employees receiving Statutory Maternity Pay (SMP) or on unpaid leave at the snapshot date are excluded from hourly pay calculations. As most employees on parental leave are women, this can result in a significant proportion of the female workforce being excluded from the analysis, often including higher-paid women. This can lower the reported average female hourly pay and artificially increase the reported gender pay gap.

Part-time working also has an impact. Women are more likely to work part-time, often due to caring responsibilities. As gender pay gap reporting compares average hourly pay without adjusting for role, seniority, or level, a higher proportion of women in part-time roles can reduce the overall female average and widen the apparent gap.

In addition, due to the international nature of our teams and our global accounts we have colleagues who work and reside outside of the UK but form a critical part of our team - amongst whom are senior female talent who are therefore not included in this UK dataset. This can make the upper pay quartiles appear more male-dominated and may overstate the gender pay gap at senior levels.

Bonus pay gaps have also shown marked improvement. The mean bonus gap has narrowed substantially from 82.7% in 2022 to 53.1% in 2025, reflecting a significant reduction in the difference between average bonus payments received by men and women. The median bonus gap has remained at 0% throughout the reporting period, indicating that, at the midpoint, men and women continue to receive equivalent bonus amounts.

Quartile data shows that women make up 68% of lower-quartile roles and 40.8% of upper-quartile roles. This suggests that the overall workforce balance is gradually shifting, with increased female representation at higher pay levels over time.

Working to close the gap

Our efforts continue to build on the initiatives we have in place in our drive to create an equitable environment throughout the employee life cycle:

- We have appointed a female CEO and restructured our leadership team to create a stronger and more complementary balance of female and male representation at senior levels, ensuring greater diversity of thought, experience and leadership across the business.
- As an inclusive employer, we are committed to supporting our colleagues at each stage of their employment, from understanding their needs when they join us to supporting them to contribute their best with our Passport of You, a document where they can share any reasonable adjustments they need.
- We provide monthly workshops for hiring line managers, focusing on how to run an inclusive interview process. Sessions encourage active participation on topics including writing inclusive job adverts, hiring for disability & neurodiversity and inclusive interview skills, as well as identifying and overcoming different types of bias and decoding language.
- We run regular educational workshops, including our 'Building an Inclusive Culture Together' programme for all employees.
- We have nine Advisory Groups that are instrumental in creating a truly inclusive environment at PHD EMEA, including OM Women and Gender Inclusion Group and our Working Parents and Carers Group who offer support and education for all women and allies across OM - through events, workshops and regular opportunities to share experiences.
- Our OM-wide mentoring programme, launched in 2023, was created with inclusivity in mind, allowing mentees to request a mentor match based on specific intersections/communities (such as ethnicity/multicultural, disability or LGBTQ+) or experiences (such as working parent, a carer).
- Omniwomen, an Omnicom-wide employee resource group, serves as a catalyst for increasing the influence and number of women leaders throughout the Omnicom network. In the UK, one of the key initiatives every year is the Omniwomen + Allies event aimed at supporting and inspiring our future leaders.
- We give additional benefits for parents through enhanced Maternity, Adoption, Surrogacy, Neonatal, Shared Parental Leave and Paternity financial packages, including return to work bonus and flexible working options.
- We have created Reboot: Return to Work – a structured return to work programme for those returning from maternity, adoption, surrogacy or shared parental leave.
- We continue to evolve our policies to reflect our employees' needs. Policies include Fertility & Trying to Conceive, Neonatal, Miscarriage & Pregnancy Loss, Menopause (including free access to the Bupa Menopause Plan), Supporting Carers and Time Off For Dependants.

2025 Gender Pay Gap Report

I confirm that the statistics reported are accurate and have been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Susanne Grundmann
CEO PHD EMEA

