

WPP MEDIA IRELAND **GENDER PAY GAP REPORT**

NOVEMBER 2025

WPP Media

INTRODUCTION

At WPP Media, we are committed to fostering a workplace where equality, diversity, and inclusion are at the core of our values and operations. We believe that a diverse workforce enriches our culture, drives innovation, and strengthens our business.

We are a people business, our people are what is most valued to us and we believe we are at our strongest when we have diversity of thought throughout all levels in the organisation.

For the purposes of the Gender Pay Gap Information Act 2021, we have looked at gender specifically and over the last 12 months, our female employees represent over half of all employees in WPP Media Ireland, averaging 55%. We will specifically look at our female employees and their representation across each quartile throughout this report.

In compliance with the Gender Pay Gap Information Act 2021, we are publishing our Gender Pay Gap Report for the reporting period 1st July 2024 to 30th June 2025. For context, the 30th June 2025 is our 'snapshot date' and we must report on all data requirements for employees on our payroll at this date and then look at that data in the preceding 12 months. This report provides transparency on the differences in average earnings between our male and female employees and outlines our commitment to addressing any identified gaps.

The Irish Government introduced mandatory gender pay gap reporting in 2021 for companies with over 250 employees and the requirement to report

each year has broadened, with companies over 50 employees now required to report on their gender pay gap in 2025. We have recently gone through an organisational restructure in WPP Media and our employees work across all our three agency, client-facing brands, Mindshare, Wavemaker and EssenceMediacom. We want to take the opportunity this year to report as a singular collective under our holding group, WPP Media. We believe this approach correctly reflects how we operate as a business and provides us with a more transparent representative picture and ensures that going forward, data and progress is easily comparable.

We will not approach this as just an annual compliance exercise in WPP Media Ireland, instead we are committed to using the data from the report as a valuable and critical tool to promote fair workplace practices for all employees. It places a direct accountability on our leadership team to rigorously assess our internal practices, identify areas for improvement and to commit to tangible actions that will help close the gender pay gap.



**OUR OBJECTIVE IS CLEAR:
TO IMPLEMENT
ROBUST STRATEGIES
THAT CULTIVATE
A TRULY FAIR,
EQUITABLE, AND
INCLUSIVE WORK
ENVIRONMENT FOR
ALL."**

Laura Mohan
Head of People, WPP Media Ireland



WHAT MUST WE REPORT ON

MEAN PAY GAP | MEDIAN PAY GAP | BONUS GAP (MEAN / MEDIAN) | BIK GAP / BENEFITS-IN-KIND REPORTING | QUARTILES / PAY QUARTILE BANDS

MEAN PAY GAP

The difference between the average hourly remuneration of male employees and female employees, expressed as a percentage of the male average hourly remuneration.

MEDIAN PAY GAP

The difference between the median (middle) hourly remuneration of male employees and that of female employees, expressed as a percentage of the male median hourly remuneration.

BONUS GAP (MEAN / MEDIAN)

The difference between (i) the mean (or median) bonus remuneration of male employees and female employees, expressed as a percentage of the male bonus remuneration.

BIK GAP / BENEFITS-IN-KIND REPORTING

While not always labelled explicitly as a "gap", organisations must report the percentage of male and female employees who receive benefits in kind (non-cash benefits of monetary value, e.g., company car, health insurance) and can also compare average BIK values.

QUARTILES / PAY QUARTILE BANDS

Employees are ranked by hourly remuneration from lowest to highest and then divided into four equally sized groups (lower, lower-middle, upper-middle, upper). The organisation then reports the proportion of male and female employees in each quartile.

Reporting for the first time, our mean pay gap for full-time employees as at the snapshot date in June 2025, is **31%** and our median is **28%**. Although WPP Media Ireland is **55%** female, this report shows us that as of June 2025, female representation was **39%** within the upper pay quartile, which would mainly consist of our leadership team and Executive Management Committee. If we look at our snapshot date again and remove our Executive Management Committee (100% male) and Senior Leadership Team (67% male), our mean salary pay gap reduces to **17%** and median reduces to **23%**.

We have a way to go to increase our female representation at senior leadership level, some of how we plan to do this is detailed in this report. However, we are moving in the right direction as we continue to evolve our structure, and as we align our roles and leadership teams with WPP Media global. If we were to look at our salary gap as of now, November 2025, in light of changes made already since that June read, the mean reduces to **20% from 31%** and the median reduces to **22% from 28%**. This is inclusive of our Executive Management Committee, who are all male at this current moment in time.

For context, if we remove the Executive Management Committee from our reporting figures as at November 2025, the mean reduces further to **11%** and the median reduces to **19%**.

PART-TIME PAY GAP

Our mean gender pay gap for part-time employees is -11% and median is -6%. This is due to the majority of part-time roles being fulfilled by female employees.

BONUS GAP

As our bonus scheme is managed from a global level, a very small number of people received a performance related bonus across the reporting timeframe (1st July 2024 to 30th June 2025) and the gender balance analysis around this shows the following:

Our mean bonus gap is **-5%** and median bonus gap is **45%**.

While the average bonus gap illustrates that a similar proportion of male and female employees received a bonus, the median bonus gap tells us that the median bonus payment for males was in the lower middle quartile and for females this was in the middle quartile.

Other bonuses are paid in forms of vouchers for Christmas, recognition for length of service, welcoming a new baby and returning to work from maternity leave. These are offered to all employees who meet the benefit conditions and the amounts paid are equal across all eligible employees.

BENEFIT-IN-KIND

BIK is applicable to our corporate Health Insurance. This benefit is optional to all employees and clearly outlined in our Benefits Booklet. At the snapshot date in June, **78%** of males were receiving Benefits-in-Kind against **67%** of females receiving them. As stated, these benefits are optional and offered to all employees. We will continue driving awareness to these benefits, in particular our health insurance which covers both our employees and their dependents up to the age of 21.

KEY ELEMENTS

Our analysis for the reporting period
1st July 2024 – 30th June 2025 reveals
the following key figures:

SALARY PAY GAP

Mean	Median
31%	28%

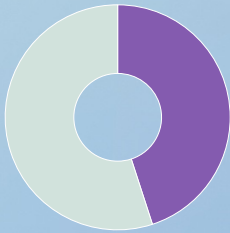
HOURLY RATE PAY GAP

Mean	Median
€2.41	€1.93

BONUS PAY GAP

Mean	Median
-5%	45%

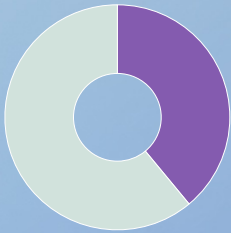
GENDER BALANCE (%)



● Women 55% ● Men 45%

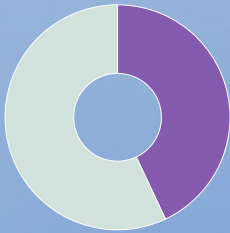
GENDER BALANCE BY QUARTILE

UPPER PAY QUARTILE (%)



● Women 39% ● Men 61%

UPPER MIDDLE PAY QUARTILE (%)



● Women 57% ● Men 43%

LOWER MIDDLE PAY QUARTILE (%)



● Women 70% ● Men 30%

LOWER PAY QUARTILE (%)



● Women 63% ● Men 37%

EXPLANATION OF THE GENDER PAY GAP

It is important to note that gender pay gap is very different from unequal pay for equal work. A gender pay gap can exist in many organisations depending on their structural and representation make up.

Equal pay means men and women being paid the same salary for carrying out the same/similar work, which is a legal requirement.

Gender pay gap is the difference in average hourly pay between all men and all women in a workforce.

It is important to clarify that our gender pay gap does not indicate that men and women are paid differently for performing the same role or work of equal value. Instead, our gender pay gap is primarily driven by:

REPRESENTATION IN SENIOR ROLES

A higher proportion of men currently occupy senior leadership roles which are higher paying in nature within our organisation. This challenge exists across the media communications industry in general. IAPI reported in their 2024 census that although there are **12%** more females than males in the industry, female representation at Executive Management level up to C Suite level accounts for less than **40%**.

This has increased across the industry over the last 10 years and we are making

positive changes within WPP Media but while we have made progress, there is still work to be done to achieve a more balanced representation at these levels.

PREVIOUS TALENT ATTRACTION STRATEGIES

As already evident throughout this report, more leadership roles are occupied by men across the company due to:

- Legacy industry reasons as stated above
- Lack of family friendly policies which are likely to attract more females than males. Outside of our Executive Management Committee and Senior Leadership team, other management roles have been filled by males over the last 10 years. These roles were recruited for in the market however lack of family friendly policies may have deterred females from applying or accepting the role.

Our family friendly policies have progressed significantly over the last 5 years and 7% of senior roles have been filled by females within the company within that time frame versus **4%** of senior roles being filled by males.

PREVIOUS TALENT RETENTION STRATEGIES

With more leadership roles occupied by men, the retention of strong, high-performing females is important to balance representation and be able to plan for succession fairly and equally. Our retention strategies, particularly for females, need to become more robust

across the company to include more coaching and developmental programmes. We have strong participation in industry led developmental programmes and wider WPP Media global developmental initiatives such as its 'Walk the Talk' programme for senior women in the company. This programme is run once a year for Europe with limited places available across the European markets but we have been successful in Ireland in 2024 and 2025 in securing a place.

ADDITIONAL UNPAID MATERNITY LEAVE

The 12 month preceding salary details have to be reported inclusive of any unpaid leave under 12 months. The majority of females who go on maternity leave in WPP Media Ireland also go on to take the additional unpaid maternity leave that is available up to 16 weeks as well as up to 9 weeks of Parent's Leave, which is unpaid by WPP Media Ireland. This leave type is used significantly more by our female employees.

PARENTAL LEAVE

The same can be said for Parental Leave. This leave type in Ireland is unpaid by both the company and the Department of Social Protection. This leave type is typically used by our female employees for childcare duties, reducing their working week to 4 days. There are no male employees across WPP Media Ireland who use this leave type frequently so that automatically skews the 12 month salary

amount being received in favour of male employees. It is important to note that female employees who frequently use parental leave are still included in the full-time bracket, not part-time.

This is a systemic issue across Ireland, with studies this year by the ESRI finding that early career earnings for men and women in Ireland tend to be roughly the same. It is only when women reach an age where they're more likely to have children, the gap opens up primarily driven by lower female participation rates and a higher incidence of part-time employment or higher usage of parental leave. This gap starts after the birth of a child and continues through a woman's lifetime.

BONUS ELIGIBILITY

The median bonus gap reveals while the average bonus gap illustrates that a similar proportion of male and female employees received a bonus, the median bonus gap tells us that the median bonus payment for males was in the lower middle quartile and for females this was in the middle quartile.

We know that these challenges are contributing to a gender pay gap across WPP Media Ireland and although we have made significant improvements in some areas, we are committed to addressing all of these underlying causes through targeted initiatives outlined in our action plan.

CONCLUSION & FORWARD-LOOKING STATEMENT

Looking to our global counterparts, WPP was included in the Financial Times Diversity Leaders 2025 ranking and in Ireland, we've had 2 females across WPP Media Ireland become 2025's recipients of IAPI's Female Future Funds Programme. This programme was created to address gender disparity by providing tools and strategies for female talent to excel in senior positions.

With our strong and talented employees driving success across WPP Media Ireland, we are passionately committed to embedding equity into every employment milestone, now and in the future, ensuring it stands as the cornerstone of our company's strategic direction and vision as we relentlessly work towards closing our gender pay gap.

This is WPP Media Ireland's first year to report on the Gender Pay Gap and we recognise the important insights gained from this report as to where we need to focus our efforts. We committed this year to hiring a Head of People who, along with our Executive Management Committee and Senior Leadership Team, will be dedicated to creating a truly equitable and inclusive workplace where all employees have equal opportunities to thrive and succeed.

The following action plan details measures we will look to implement to address the identified gender pay gap and drive sustainable change.



Bill Kinlay
CEO, WPP Media Ireland

KEY ACTIONS

A. REPRESENTATION OF FEMALES IN SENIOR ROLES

GOAL		
Increase female representation in higher-paying roles and functions.	Ensure gender diversity is a key consideration in succession planning for all critical roles.	To embed a shared belief and acknowledgement that diverse teams produce better business results.

ACTION		
As WPP's 'Walk The Talk' programme is limited in terms of vacancies it can offer across Europe and ultimately Ireland, we will look to establish a local, robust, leadership programme for our high potential females across the company so we have a strong pool readily available to step into leadership roles as they arise now and also strategically as we plan for the future.	Make the identification, development and retention of diverse talent a measurable objective for all our leaders across WPP Media Ireland that will be included in annual performance reviews and linked to their goals.	Implement mandatory 'Unconscious Bias Training' and WPP's 'Inclusion as a Skill' training for all employees, particularly those involved in recruitment, promotion, and performance management.

CONCLUSION & FORWARD-LOOKING STATEMENT (CONT'D)

B. TALENT ATTRACTION & RETENTION

C. FAMILY FRIENDLY BENEFITS & WORK-LIFE BALANCE

D. BONUS SCHEME REVIEW

GOAL				
Ensure we have balanced gender representation when recruiting. 16% of our employees are operating in junior, graduate level positions and of that 16%, 61% are females. We need to ensure we are not overly reliant on one gender when recruiting at all levels.	Ensure our retention strategies around our benefits offering is inclusive and supportive of females at all life stages.	Ensure fair and transparent pay practices and address any pay disparities to aid in the retention of employees.	Drive awareness of family friendly leave options to promote balanced usage across the company.	To ensure fair and transparent processes in rewarding employees for strong performance and achieving objectives.
ACTION				
<p>We will update how we recruit and attract talent into the business. As well as continuing to build on progressive policies and benefits, we will update our recruitment processes to include:</p> <ul style="list-style-type: none">• Reviewing job advertisements and job descriptions to implement gender-neutral language and focus on skills-based requirements to attract a broader pool of candidates.• Advancing our interview process to include representation from the People Team for certain roles and competency-based questions.• Partner with third party organisations when recruiting to build a stronger, more diverse talent pipeline.	<p>We have already progressed our benefits offering around maternity leave so we will look next to progress our benefits offering around fertility, menstruation and menopause supports in the workplace. To be fully committed to closing our gender pay gap, we need to be conscious of, and upskill our employees on, the impact fertility, menstruation and menopause have on females and their careers.</p>	<p>We will create transparent salary bands for all roles to ensure pay equity at all levels and train managers on using them as part of our recruitment and salary review processes.</p>	<p>This will be more challenging as the use of unpaid family friendly leave, such as Parental Leave, is available for all employees but mainly used by our female employees. As mentioned already, this is a systematic challenge across Ireland, however we will look to monitor the usage of these types of leaves on a regular basis in WPP Media Ireland and we will create more awareness of them through regular conversations as leave requests arise, particularly Paternity Leave requests, and more regular training with our People Managers so they can aid in the promotion of these leave offerings.</p>	<p>Evaluate the design and criteria of our bonus scheme to allow for greater transparency. It is a scheme controlled at global level but we will set local parameters around it to expand employee knowledge and awareness.</p>