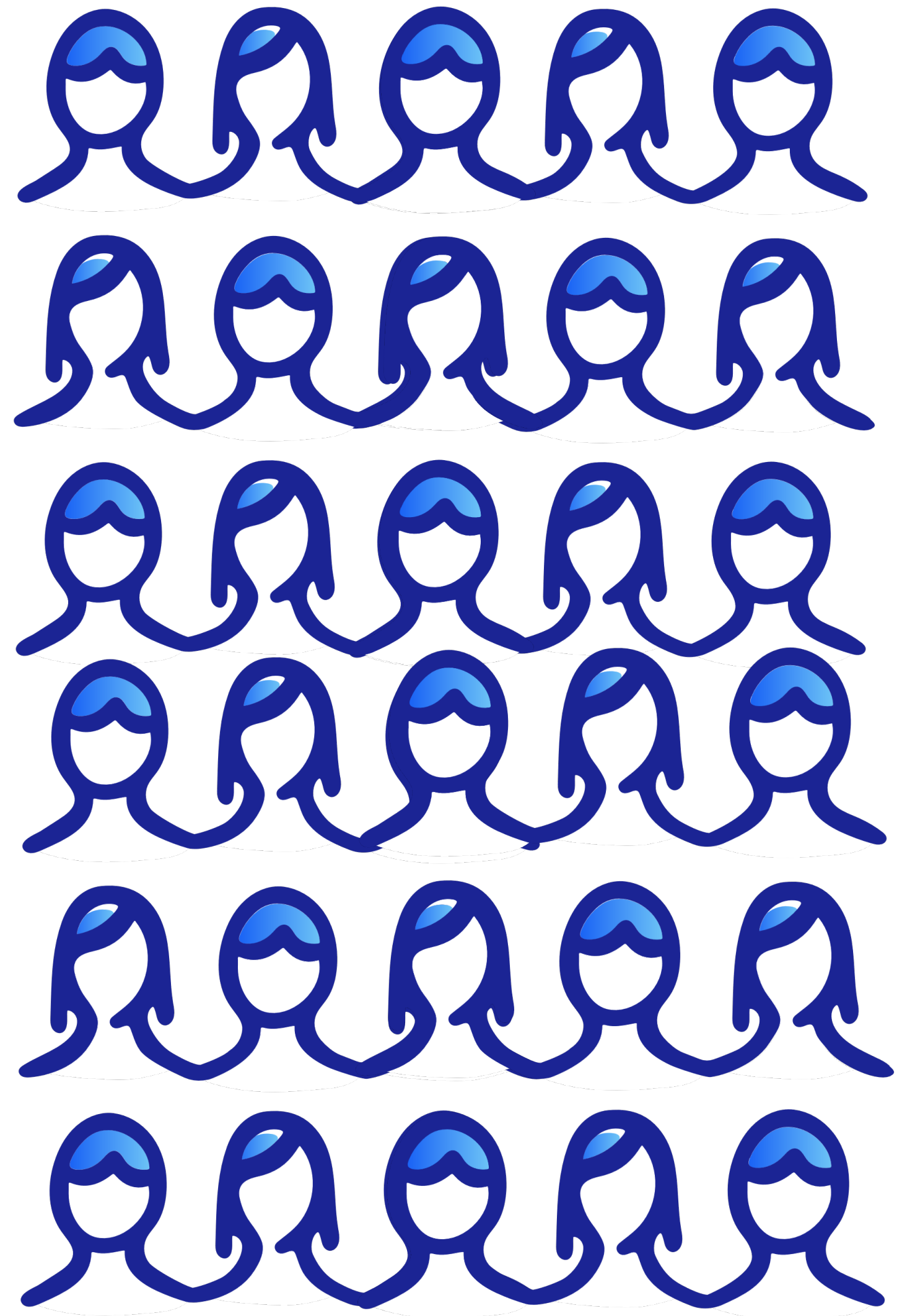



Epsilon[®]

UK

Gender Pay Gap Report 2025





“ Our 2025 results show that while we have made progress, there is more to do. We are actively addressing representation at senior levels and remain committed to addressing the pay gap, while continuing to support the development and career progression of women at Epsilon. ”

Tim Frankcom
President, Epsilon International



Our Results

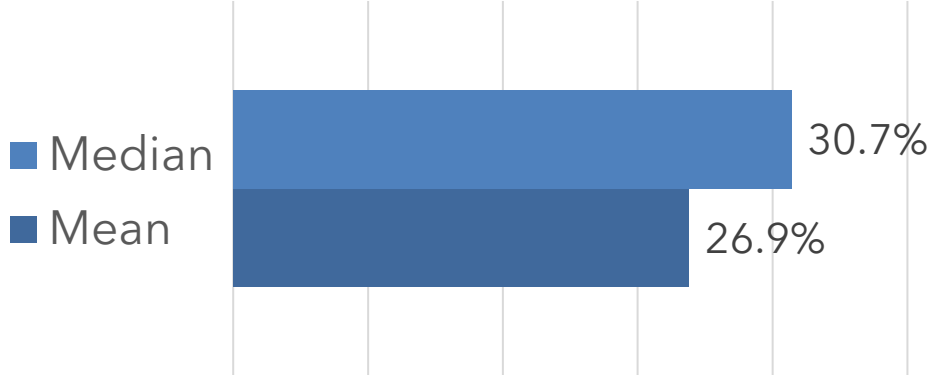
The gender pay gap is the difference in average pay between men and women in an organization. Epsilon's median gender pay gap for 2025 is 30.7%.

The gender pay gap is different from equal pay which is defined as 'the right for men and women to be paid the same when doing the same, or equivalent, work'.

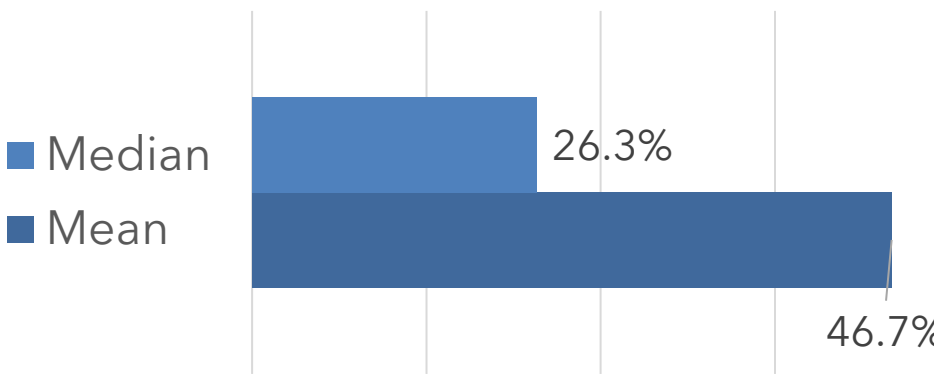
The Epsilon UK entity includes CJ Affiliate, who were a separate agency when this data was taken in 2025.

The following has been calculated using the UK Government guidelines to determine our gender pay gap for 2025.

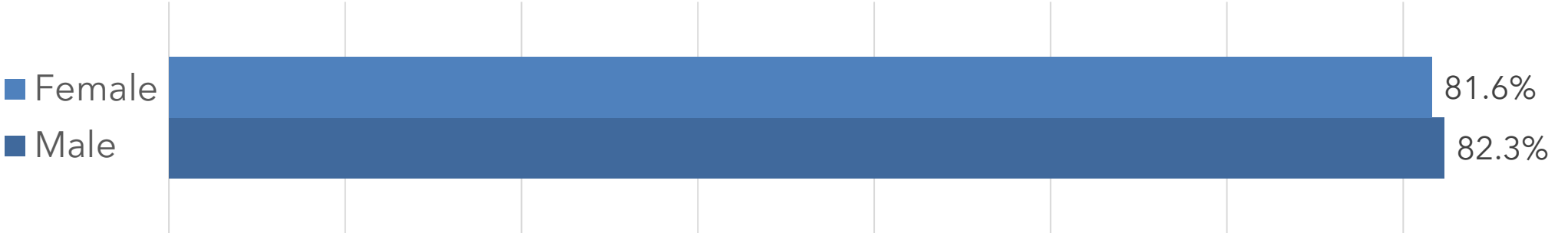
Salary Pay Gap



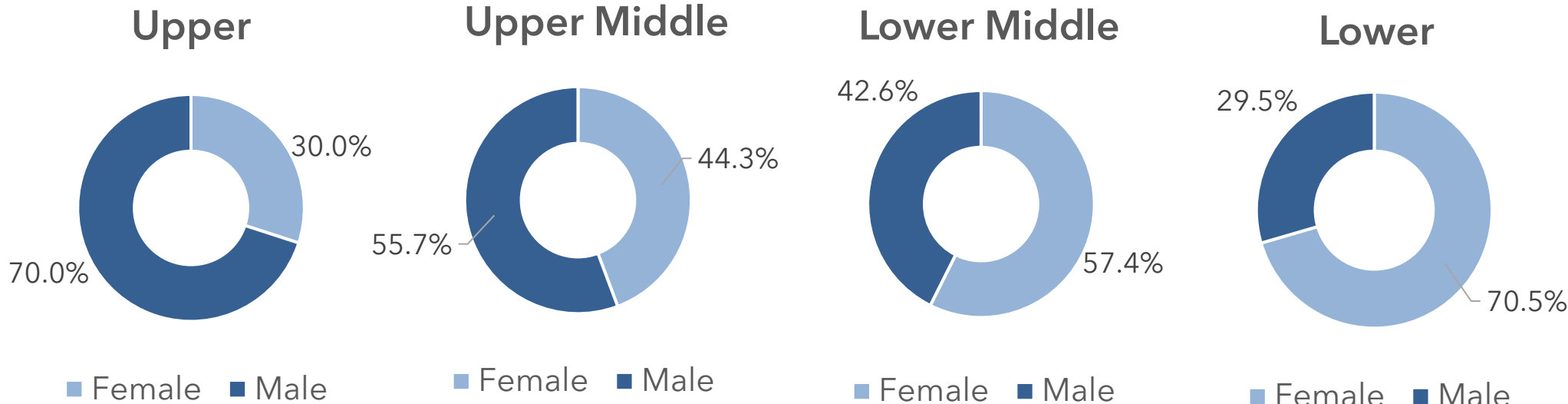
Bonus Pay Gap



Proportion of Male/Female employees that received a bonus in 2025:



Proportion of female and male employees by quartile:

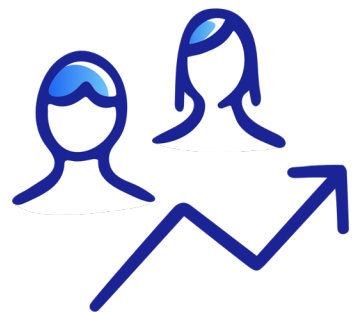


Our Results

Progress



Our 2025 results show a similar median salary gap, with a reduction in our mean salary gap (of 9%) and our median bonus gap (of 8.4%), when compared to our 2024 data.



Further analysis of the pay gap for each quartile, show where we have a more even split of male and female employees such as in the Upper Middle quartile, our mean and median pay gap is less than 1%.

Considerations

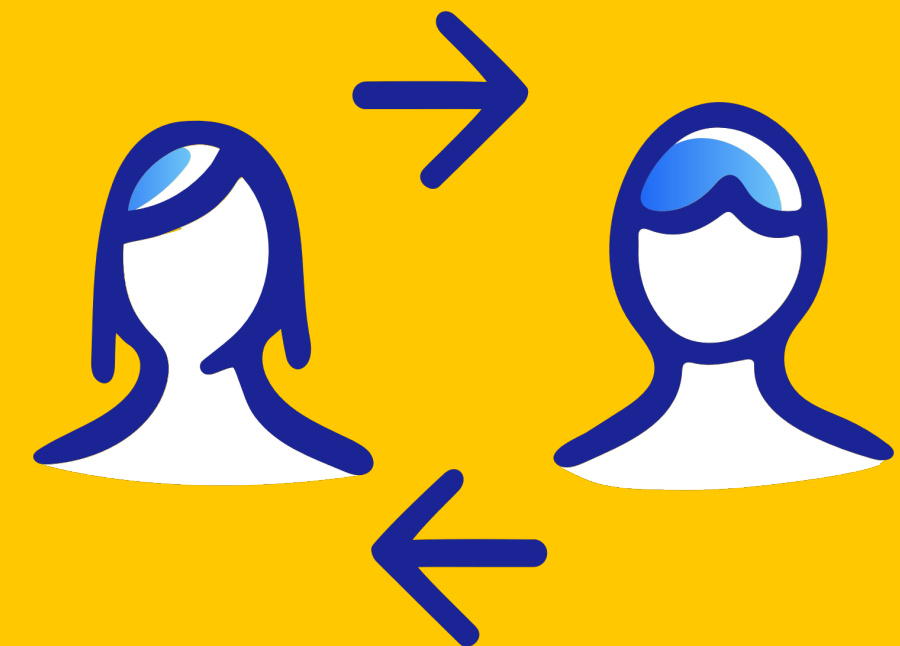
Whilst we continue to employ a high proportion of females and in 2026 have an even split of male/females in our Senior Leadership Team, some of our most senior long-tenured roles were held by males when this data was taken. This has impacted our gender pay gap for Epsilon UK.

Epsilon also operates on a regional basis within Europe. There are a number of senior female leaders who are based outside of the UK and therefore not included in our results, which impacts our gender pay gap also.

Our Commitments



- At Epsilon we are confident in our compensation philosophy, paying fairly based on roles and experience and competitively against the market. Epsilon Pays for Performance, which means we reward employees based on outcomes and impact and expect higher performing employees to earn more over time.
- We have continued to evolve our Life Stages Policy and further enhanced our maternity, paternity, adoption, second parent and shared parental leave policies. We additionally offer leave and support for employees going through fertility treatment, pregnancy loss, neonatal support and for those with caring responsibilities. As part of this policy, we also continue to educate and support our employees on topics such as the menopause or managing any long-term conditions.
- We have been investing in executive coaching for women in senior roles, supporting their development and long-term career progression within our business.
- Our employee action groups, in particular VivaWomen! and Parents Publicis UK, support women and their development and progress at work and their worklife balance, through events, topical sessions and networking opportunities.
- In order to collectively develop our skills and foundational knowledge in diversity, equity and inclusion, we offer a range of training including unconscious bias training which is mandatory for all our employees.



FAQs and Definitions

What is the gender pay gap?

The gender pay gap is the difference in average and median hourly earnings between men and women in an organisation.

Does a gender pay gap mean an equal pay issue?

No. Gender pay is different to equal pay which is defined as 'the right for men and women to be paid the same when doing the same, or equivalent, work'. (Equality Act, 2010). It is illegal to pay people differently for the same or equivalent work because of their gender.

Why do we have a gender pay gap?

A gender pay gap can be caused by a number of factors such as having more men than women in high earning roles or more women working part-time.

What is the reporting period?

The salary data is taken from a snapshot of payroll of 5 April 2025 and the bonus data covers 12 months leading up to that date.

What is the median pay gap?

This is calculated by listing all employees' hourly pay from lowest to highest and then comparing the midpoint figure for men and the midpoint for women. The difference between the two is the median pay gap, shown as a percentage.

What is the mean pay gap?

This is calculated by adding up all employees' hourly pay and dividing it by the number of employees. The pay gap is the difference between the mean (average) figures for men and for women, which is reported as a percentage.

What is the bonus gap?

The mean and median bonus gaps are the difference between the mean and median bonus pay received by employees in the 12 months ending on 5 April 2025. This applies to all employees, even if they're not in full pay on the snapshot date. We also report on the % of male & female employees that receive a bonus in the year.

What is a pay quartile?

Employers must sort their full pay employees into a list based on hourly pay, in highest to lowest order, and then split this list into four equal parts which shows how many men and women fall into each of the pay quartiles.

Which employees are included in the report?

The figures cover all employees who have a permanent or fixed-term contract (full or part-time) and are paid through our payroll system. The salary pay gap data does not cover employees who are paid a reduced rate or not being paid due to being on maternity/pregnancy, paternity/second parent, adoption or shared parental leave for example.

Our data is compiled based on the Gender Pay Gap Reporting requirements set out by the UK Government, which for now at least are gender specific. We anticipate this will evolve with time and our reporting will reflect this.

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