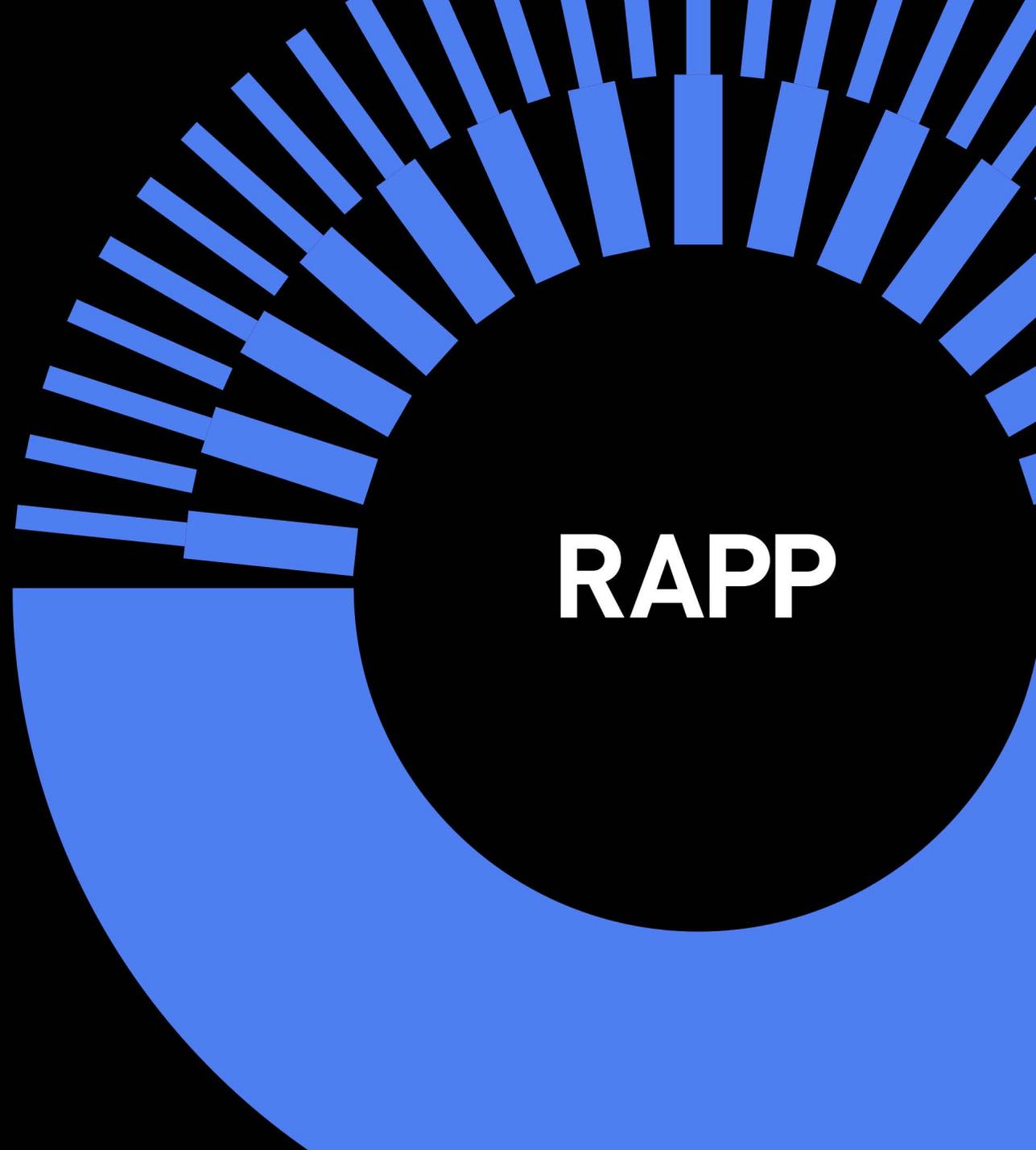


GENDER PAY GAP REPORT 2026

APRIL 2026



**THE EQUALITY ACT
2010 REQUIRES ALL
UK ORGANISATIONS
WITH MORE THAN
250 EMPLOYEES
TO REPORT THEIR
GENDER PAY
GAP ANNUALLY.**

This reporting framework plays an important role in driving transparency, accountability and long-term progress across our industry.

At RAPP UK, we remain committed to closing our gender pay gap in a sustainable and meaningful way. We are proud to report that our figures for April 2024–April 2025 represent our lowest recorded gender pay gap to date, continuing the steady downward trend we have seen since 2021.

This reflects sustained progress over several years and reinforces our belief that meaningful, lasting change comes from consistent and thoughtful structural improvement. Our focus continues to be on building fair and transparent systems that enable equitable career progression and reward.

**Our 2024–2025
GPG Results**

**Mean
gender pay
gap: 11.0%**
(Down from 17.5% in 2024)

**Median
gender pay
gap: 7.7%**
(Down from 14.4% in 2024)

THESE RESULTS MARK SIGNIFICANT IMPROVEMENT YEAR ON YEAR AND REPRESENT THE NARROWEST GAP RAPP UK HAS RECORDED.

Representation across pay quartiles continues to evolve positively, particularly in the upper quartile, where female representation has increased to 42.7%.

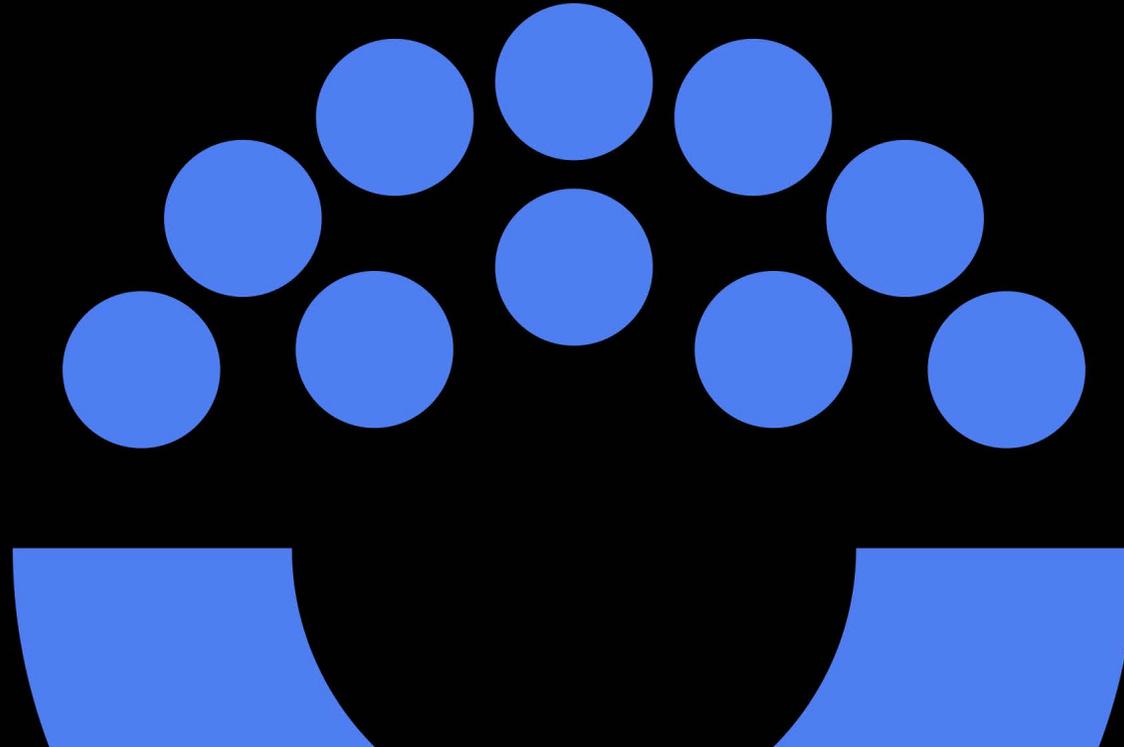
While progress is evident, we recognise that there remains more work to do to achieve stronger balance at the most senior levels.



WHAT WE FOCUSED ON THIS YEAR

Over the past year, our emphasis has not been on launching multiple new initiatives, but on strengthening and embedding the structural work already underway.

We believe sustainable pay equity is achieved not through isolated programmes, but through consistent clarity in how roles are defined, assessed, rewarded and progressed.





1. CREATING CLEAR AND CONSISTENT COMPETENCY FRAMEWORKS

Our most significant area of focus this year has been working across every discipline to define and create structured, consistent and transparent competency frameworks.

This work has included:

- Role mapping and levelling across departments against clearly defined competencies and behaviours
- Benchmarking and improved alignment of roles to pay bands
- Standardisation of expectations at each level and clearer progression pathways across disciplines

By creating structured and consistent competency frameworks, we are:

- Reducing subjectivity in role assessment
- Increasing fairness in promotion decisions
- Providing greater clarity around progression
- Supporting equitable reward and pay review processes

This work strengthens our ambition of ensuring progression is based on capability, contribution and impact, rather than informal norms or inconsistency across teams.

Importantly, this is foundational work. While it may not deliver instant shifts in overall figures, it is critical to ensuring longer term pay equity.

2. STRENGTHENING INTERNAL MOBILITY

We continued to promote and utilise our internal mobility process and policy to increase development and progression opportunities for existing employees.

By further advocating access to internal opportunities, we support career growth across the organisation and help improve representation at more senior levels over time.

3. INCLUSIVE HIRING AND MANAGEMENT PRACTICES

We have maintained improvements to our hiring processes, including:

- Recruitment and line manager training to further embed inclusive hiring and line management practices
- Broader and more diverse hiring panels
- Continued focus on expanding talent pools

These efforts are designed to ensure fairness at the point of entry and to support better long-term representation across all pay quartiles.





4. SUPPORTING EQUALITY BEYOND THE WORKPLACE

We continue to offer a range of enhanced and well-utilised family-friendly and carers' policies and benefits.

We recognise that enabling greater equality at home helps foster greater equality at work. Supporting working parents and those with caring responsibilities remains central to building an inclusive culture and reducing barriers to progression.

OUR LONGER TERM STRATEGY



FOR SEVERAL YEARS, WE HAVE BEEN INTERROGATING BUSINESS NORMS AND CONVENTIONS TO MAKE CAREERS MORE ACCESSIBLE AND TO REALISE OUR AMBITION OF TRUE MERITOCRACY.

Looking ahead to 2026 and beyond, our strategy remains focused on improving representation across all pay quartiles, with particular attention on the upper quartile.

OUR FOCUS INCLUDES:

Continuing to open doors into the industry

- Extending partnerships with schools, universities and apprenticeship providers
- Broadening recruitment talent pools
- Reviewing candidate criteria to ensure we champion “culture add” rather than “culture fit”

Setting individuals up for success

- Training individuals from underrepresented backgrounds to join hiring panels
- Continuing to evolve our onboarding strategy
- Aligning accessible training and development opportunities with competency level mapping

Increasing transparency

- Embedding clearer career conversations and performance review processes
- Strengthening transparency around progression opportunities
- Continuing annual salary benchmarking and communicating when reviews have taken place

Supporting industry wide change

- Continuing our partnership with the IPA (Institute of Practitioners in Advertising)
- Carrying forward activity with RAPP and Omnicom’s Employee Resource Groups



OUR ONGOING COMMITMENT

RAPP UK remains steadfast in our commitment to closing our gender pay gap.

We continue to analyse our data both quantitatively and qualitatively and share findings with our Senior leadership team and wider agency population, and hold ourselves accountable for progress. We believe transparency, structural clarity and consistent action over time are what will deliver lasting change.

While this year's improvements are encouraging, we recognise that sustainable equity requires continued focus and accountability. Our priority remains embedding fair systems, enabling equitable progression, and ensuring that opportunity and reward are accessible to all.

We are proud of the progress made to date and equally committed to the work that still lies ahead.

FULL REPORTED GENDER PAY GAP DATA FOR RAPP GROUP



Mean gender pay gap

11.0%



Median gender pay gap

7.7%



Mean bonus gap

63.5%



Median bonus gap

0.0%



Proportion of men receiving a bonus

8.9%



Proportion of women receiving a bonus

9.1%



Lower quartile (percentage women)

52.1%



Lower-mid quartile (percentage women)

51.3%



Upper-mid quartile (percentage women)

44.9%



Upper quartile (percentage women)

42.7%

*Please note in this report 'Bonus' is constituted as: Employee referral bonuses; Maternity return to work bonuses; Long Service awards; Stock vesting

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RAPP



RAPP

We confirm that the
information contained
in this report is accurate

A handwritten signature in white ink, appearing to read 'U. Marchese'.

Ursula Marchese
RAPP Global Chief People Officer

A handwritten signature in white ink, appearing to read 'Paul Tomlinson'.

Paul Tomlinson
RAPP EMEA Chief Financial Officer