

A large, stylized graphic of a female symbol (a circle with a vertical line and a horizontal crossbar) is centered on the page. The symbol is composed of several overlapping layers in shades of teal, dark green, and red. The text is overlaid on the central circle of this symbol.

Ipsos MORI
Gender Pay Gap Report
2018

Ipsos MORI UK

Gender Pay Gap Report 2018

At Ipsos MORI we firmly believe that the diversity and range of skills, experiences, backgrounds and ideas we have here in the UK creates a richer working environment for us all and a stronger offer for our clients.

However, like many other organisations, we are not where we need to be and acknowledge the challenge is a long-term one. Whilst we have made significant changes since we reported last year and are committed to doing more, the effects of these changes are not yet represented in our numbers as taken on the snapshot date of April 2018.

Ipsos MORI has a gender-balanced workforce – 54% female and 46% male. However, our average gender pay gap in April 2018 was 13.7%, which has widened slightly since 2017. This is not acceptable. This gap is primarily due to the under-representation of women at senior management level and has widened due to an increase of women employed in the lower quartile.

As at the time of going to print, I'm pleased to note that our Senior Management Team is now gender balanced and we remain committed to ensuring we address the gap and promoting and celebrating even greater diversity within our teams here in the UK.

This report details our figures for our UK operations and sets out initiatives we have already undertaken to close the gap, as well as what we plan to do going forward.



Ben Page

Chief Executive, Ipsos MORI

Statement

In 2017 the UK Government introduced new legislation requiring all companies in the UK with more than 250 employees to report their gender pay gap. The gender pay gap is the difference between the average pay of men and women within a company or workforce.

The gender pay gap is the difference between the average hourly earnings of men and women, and the figure is expressed as a proportion of men's earnings. The mean and median gender pay gap is based on hourly rates of pay on the snapshot date of 5 April 2018. The mean and median gender bonus gap is based on bonus pay received in the 12 months leading up to 5 April 2018.

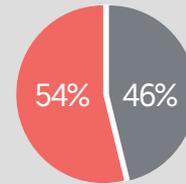
Ipsos MORI comprises several legal entities in the UK, as a result of various acquisition, legacy and legal reasons. Two – Ipsos MORI UK Ltd and MORI Ltd – are required to report their gender pay gap under current regulations. We have also chosen to publish the figures for our entire UK business, which contains these two legal entities, as well as others which do not meet the reporting size threshold. This combined figure is labelled as UK Group in the charts and tables.

Mean and median gender pay gap

Mean:
13.7%

Median:
4.6%

Male/female split



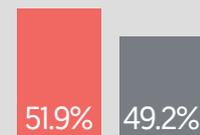
Female
Male

Mean and median gender bonus gap

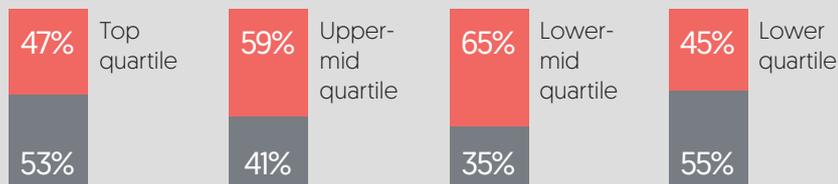
Mean:
55.8%

Median:
31.3%

Percentage bonus recipients



Percentage of female and male employees by pay quartile



UK Group figures include companies with less than 250 employees

Mean pay gap

The difference in the average hourly rate of men's and women's pay.

Median pay gap

The difference between the midpoints in the ranges of men's and women's hourly pay. The median point is calculated by taking all salaries in the sample, lining them up in order from lowest to highest, and picking the middle-most salary. Median is less likely to be distorted by outliers or extremes at either end of the spectrum.

Proportion receiving bonus

The percentage of men and women who received a bonus in the 12 months preceding 5 April 2018.

Bonus gap

The percentage difference [median and mean] in total bonus payments received by men and women in the 12 months preceding 5 April 2018.

Pay Quartile

The proportion of men and women in each of four equal groups, defined by pay-band – lower, lower-mid, upper-mid and top.



Understanding our gender pay gap

Our gender pay gap is driven by the lower proportion of women in leadership and senior management roles and the Top pay quartile. We have approximately a 60:40 male to female ratio in terms of our most senior management population. This group is most likely to receive the highest level of remuneration and bonus opportunities which is contributing significantly to our gender pay gap.

Our bonus gap is greater than our pay gap, because our senior roles have a larger proportion of performance-based remuneration. These types of roles are also much more likely to receive a bonus under the scheme than someone in a more junior role.

We are making progress on addressing the disparities in representation at senior management levels, but this may still take a few years before it impacts our figures.

Closing the gap

In our last report we stated that we were committed to ensuring gender balance at all levels of the organisation, in particular, our senior leadership and management, and we feel we have made good progress against this objective, with female employees representing nearly 40% of our most senior managers as at the cut-off date for reporting, with this ratio now being 50:50 at the end of 2018 following the completion of companywide restructuring.

In terms of our stated commitment to closing the gender pay gap, we unfortunately have reported a small widening of the gap compared to 2017 figures (+2%), largely because of a more balanced ratio of men and women in our lower quartile pay bands, with men now accounting for 53% compared to 59% in 2017.

The Diversity and Inclusion Group, set up shortly after publication of last year's gender pay report, along with the UK Management Committee have been identifying areas of policy and culture change that will help to make our organisation more diverse, inclusive, and ultimately equitable in terms of pay and reward.

Notable achievements to date have included:

- We have introduced an industry-leading Paternity Policy to the company, where all new fathers will be entitled to exactly the same amount of leave and pay as new mothers, without the need for their partners to return to work. We have also made enhancements to both our maternity and paternity policy, including removing length of service requirements for eligibility.
- Successively rolling out unconscious bias training to over 180 hiring and promoting managers [and counting!].
- We have worked very hard to eliminate any potential bias from our recruitment process, by selecting gender-balanced shortlists of candidates.
- We have succeeded in achieving a more representative gender split for our training and professional training courses, and we are pleased to report that our attendees for manager, senior leaders and our leaders of the future courses have been gender representative of the organisation as a whole.
- We conducted an internal investigation into the challenge's women face in our workplace, especially those with caring responsibilities.
- We have established an active Women in Ipsos network that regularly runs female-focused events, networking opportunities and cross-company mentoring.

- We have been encouraging all our employees to take advantage of our flexible working and family-friendly policies, including part-time working and job shares.

In 2019 we will continue to push ahead with these and other changes to embed them in the everyday culture of Ipsos MORI.

We firmly believe that our strength comes from our diversity and are committed to encouraging not just greater gender equality at all levels of the organisation, but also greater diversity of ethnicity, background and other characteristics. Redressing these imbalances at all levels and in all areas takes time to impact on the shape of the business, the industry, as well as on the reported figures, but we remain committed to driving this change.

Statutory disclosure

Ipsos MORI comprises several distinct legal entities. Those that have 250 or more employees are therefore required to publish their own gender pay gap data.

	Number of relevant employees	Gender split		Mean pay gap	Median pay gap	Mean bonus gap	Median bonus gap	% receiving a bonus	
		Male	Female					Male	Female
Ipsos MORI UK Ltd	1214	46.0%	54.0%	7.7%	-4.7%	33.8%	24.0%	45.9%	52.0%
MORI UK Ltd**	336	40.7%	59.3%	29.5%	18.0%	84.2%	44.4%	59.7%	52.1%
UK Group*	1615	45.1%	54.9%	13.7%	4.6%	55.8%	31.3%	49.2%	51.9%

	Upper quartile		Upper-mid quartile		Lower-mid quartile		Lower quartile	
	Male	Female	Male	Female	Male	Female	Male	Female
Ipsos MORI UK Ltd	52.0%	48.0%	38.7%	61.3%	42.7%	57.3%	54.6%	45.4%
MORI UK Ltd**	55.4%	44.6%	41.6%	58.4%	34.4%	65.6%	33.0%	67.0%
UK Group*	52.8%	47.3%	40.6%	59.4%	34.6%	65.4%	54.4%	45.4%

Accuracy statement

We confirm that the information in this report is accurate as of 5 April 2018 and prepared in accordance with the Equality Act 2010 [Gender Pay Gap Information] Regulations 2017.

* Includes companies with less than 250 employees (not shown above).

** Market & Opinion Research International Limited.

Figures may not add up to 100% due to rounding.

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