



Ipsos MORI

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 white circle of the symbol.

Ipsos MORI
Gender Pay Gap Report
2017

Ipsos MORI UK

Gender Pay Gap Report 2017

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.

As an organisation that has data at its heart, we also strongly believe that what gets measured gets done. We therefore very much welcome gender pay gap reporting for the transparency that it brings to our own organisation, the industry, and business and society in the UK.

Ipsos MORI has a gender-balanced workforce – 52% female and 48% male. However, our current average gender pay gap of 11.7% is not acceptable. This gap is primarily due to the under-representation of women at senior management level.

We recognise that we still have work to do to create a truly representative and balanced workforce. I, along with the rest of the Senior Management Team, am committed to ensuring we address this 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 plan to do to close the gap 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. This is distinct from equal pay that states that men and women should be paid the same for work of equal value.

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 2017. The mean and median gender bonus gap is based on bonus pay received in the 12 months leading up to 5 April 2017.

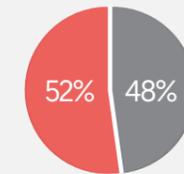
Ipsos MORI comprises a number of legal entities in the UK, as a result of various acquisition, legacy and legal reasons. Two – Ipsos MORI UK Ltd and Market & Opinion Research International (MORI) Limited – are required to report their gender pay gap under current regulations. We have also chosen to publish 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.

UK Group

Mean and median gender pay gap

Mean: 11.7%
Median: -0.9%

Male/female split

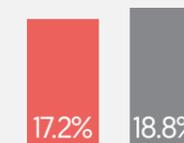


Female
Male

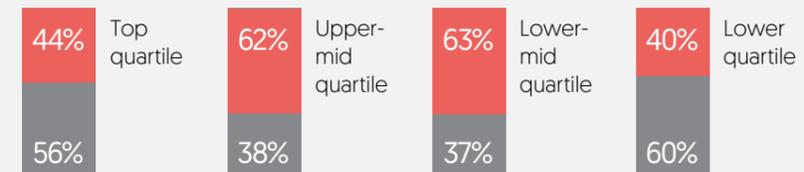
Mean and median gender bonus gap

Mean: 56.1%
Median: 50.3%

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. The 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 2017.

Bonus gap

The percentage difference (median and mean) in total bonus payments received by men and women in the 12 months preceding 5 April 2017.

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 an 80:20 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. The figures are also impacted by the higher proportion of men in our Lower quartile which includes some of our hourly paid interviewers.

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 not proud of the results that we publish today, and we are fully committed to reducing our gender pay gap, in particular by addressing the gender imbalance within our senior management. In the next section of this report we set out in more detail the measures we are undertaking to ensure we close this gap as quickly as possible.

Closing the gap

We are committed to ensuring gender balance at all levels of the organisation, in particular, our senior leadership and management, and to closing the gender pay gap. We have established an Inclusion Group, who will work alongside the UK Management Board and senior leadership team, to formulate and deliver our strategy and implementation plan.

- We will be rolling out unconscious bias training to hiring and promoting managers to ensure we are not unknowingly replicating current structures.
- We will ensure we have eliminated any potential bias from our recruitment process, by selecting gender-balanced shortlists of candidates; reviewing CVs with personal information removed; not asking for details of current/last reward package; and ensuring flexible working is both promoted and favourably considered at recruitment stage.
- We will ensure a better gender split in all our training and professional training courses, in particular those designed for managers, senior leaders and our leaders of the future. We will also be examining our gender balance with regards to instructors and trainers.
- We will develop a programme of female-focused events, networking opportunities, and cross-company mentoring.
- We will be encouraging more people to take advantage of our flexible working and family friendly policies, including part-time, job-sharing and remote working.
- We acknowledge 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 and background.



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	1182	48%	52%	4.7%	-12.1%	17.5%	50.8%	10.7%	10.2%
MORI Ltd**	360	43%	57%	30.3%	21.9%	74.0%	50.0%	51.0%	39.5%
UK Group*	1587	48%	52%	11.7%	-0.9%	56.1%	50.3%	18.8%	17.2%

	Upper quartile		Upper middle quartile		Lower middle quartile		Lower quartile	
	Male	Female	Male	Female	Male	Female	Male	Female
Ipsos MORI UK Ltd	52.2%	47.8%	40.1%	59.9%	44.3%	55.7%	59.0%	41.0%
MORI Ltd**	64.4%	35.6%	40.5%	59.6%	34.8%	65.2%	33.7%	66.3%
UK Group*	56.5%	43.5%	38.4%	61.6%	37.2%	62.8%	60.0%	40.0%

* 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

Accuracy statement

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

Claire Timmins
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Chief Executive, Ipsos MORI

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