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.

**Mean and median gender pay gap**

- **Mean:** 11.7%
- **Median:** -0.9%

**Mean and median gender bonus gap**

- **Mean:** 56.1%
- **Median:** 50.3%

**Percentage bonus recipients**

- **Top quartile:** 17.2%
- **Upper-mid quartile:** 18.8%
- **Lower-mid quartile:** 40%
- **Lower quartile:** 60%

**Percentage of female and male employees by pay quartile**

- **Top quartile:** 44%
- **Upper-mid quartile:** 62%
- **Lower-mid quartile:** 63%
- **Lower quartile:** 40%
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.

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.

<table>
<thead>
<tr>
<th>Number of relevant employees</th>
<th>Gender split</th>
<th>Mean pay gap</th>
<th>Median pay gap</th>
<th>Mean bonus gap</th>
<th>Median bonus gap</th>
<th>% receiving a bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ipsos MORI UK Ltd</td>
<td>1182</td>
<td>48%</td>
<td>52%</td>
<td>4.7%</td>
<td>-12.1%</td>
<td>17.5%</td>
</tr>
<tr>
<td>MORI Ltd**</td>
<td>360</td>
<td>43%</td>
<td>57%</td>
<td>30.3%</td>
<td>21.9%</td>
<td>74.0%</td>
</tr>
<tr>
<td>UK Group*</td>
<td>1587</td>
<td>48%</td>
<td>52%</td>
<td>11.7%</td>
<td>-0.9%</td>
<td>56.1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Upper quartile</th>
<th>Upper middle quartile</th>
<th>Lower middle quartile</th>
<th>Lower quartile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>Female</td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Ipsos MORI UK Ltd</td>
<td>52.2%</td>
<td>47.8%</td>
<td>40.1%</td>
</tr>
<tr>
<td>MORI Ltd**</td>
<td>64.4%</td>
<td>35.6%</td>
<td>40.5%</td>
</tr>
<tr>
<td>UK Group*</td>
<td>56.5%</td>
<td>43.5%</td>
<td>38.4%</td>
</tr>
</tbody>
</table>

* 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.

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Claire Timmins  
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Ben Page  
Chief Executive, Ipsos MORI

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