

GENDER AND ETHNICITY PAY GAP REPORT

5 April 2025 snapshot date
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UK GROUP

2025 GENDER PAY GAP

All legal entities (2,496 employees/workers)

■ Female ■ Male

Mean and median gender pay gap

Mean: **12.8%**
(14.1% in 2024)

Median: **6.5%**
(11.3% in 2024)

Female /male split

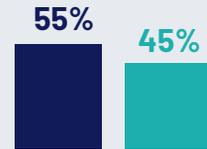


Mean and median gender bonus gap

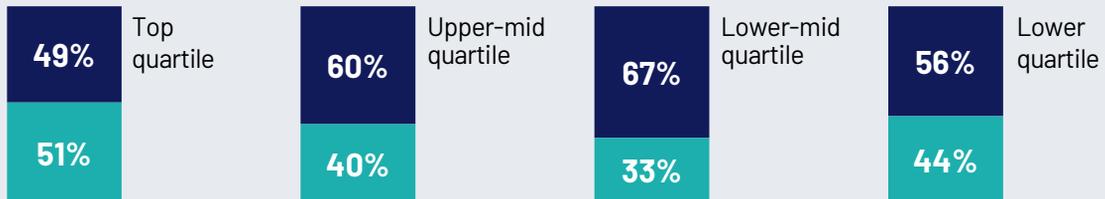
Mean: **13.3%**
(23.7% in 2024)

Median: **15.0%**
(8.6% in 2024)

Percentage bonus recipients



Percentage of female and male employees by pay quartile



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 2025. Bonus includes vesting Ipsos shares, performance bonus and other one-off payments such as long service awards.

Bonus gap

The percentage difference (median and mean) in total bonus or Ipsos shares payments received by men and women in the 12 months preceding 5 April 2025.

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 (mean gap of 12.8% down from 14.1% in 2024) is driven by a lower proportion of women in our most senior leadership roles and a higher number of women in the lower quartiles and it is our most senior people who receive the highest level of remuneration.

Our Mean bonus gap is slightly higher at 13.3% than our pay gap because our senior roles, which have a greater proportion of males, are more likely to have a larger performance-based remuneration. Bonuses, which can include Ipsos shares, are paid annually and subject to more fluctuations depending on when they are paid relative to the Gender Pay Gap cut-off date.

The picture this year shows an improvement over 2024 as we continue to recruit and promote more women to senior level positions.

The figures we have reported are for our entire UK Group business. This contains the two legal entities we must report on under current regulations as well as others which do not meet the reporting size threshold.



UK GROUP

2025 ETHNICITY PAY GAP

All legal entities (1,757 employees/workers)

Based on employees where we have ethnicity data*

Mean and median ethnicity pay gap

Mean:

18.6%

(22.1% in 2024)

Median:

17.5%

(17.2% in 2024)

■ White ■ Ethnic Minority

Percentage split



Mean and median ethnicity bonus gap

Mean:

28.2%

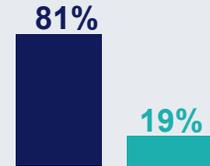
(59.1% in 2024)

Median:

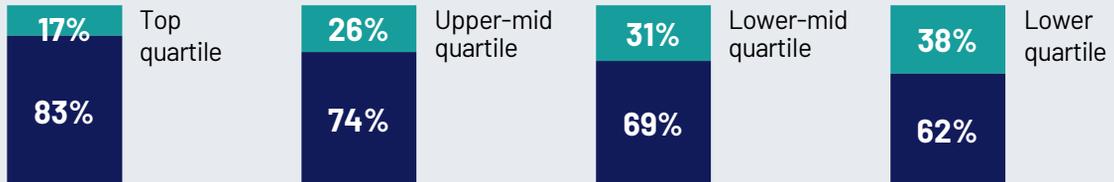
18.1%

(25.0% in 2024)

Percentage bonus recipients



Percentage by pay quartile



Mean pay gap

The difference in the average hourly rate of ethnic minority and white employees' pay.

Median pay gap

The difference between the midpoints in the ranges of ethnic minority and white employees' 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 ethnic minority and white employees who received a bonus in the 12 months preceding 5 April 2025.

Bonus includes vesting Ipsos shares, performance bonus and other one-off payments such as long service awards.

Bonus gap

The percentage difference (median and mean) in total bonus or Ipsos shares payments received by ethnic minority and white employees in the 12 months preceding 5 April 2025.

Pay quartile

The proportion of ethnic minority and white employees in each of four equal groups, defined by pay-band – lower, lower-mid, upper-mid and top.

* 70% disclosure rate which includes casual works and contractors.

UNDERSTANDING OUR ETHNICITY PAY GAP

There is currently no legal requirement to publish our Ethnicity Pay Gap. We have voluntarily done this since 2021, because we want to be open about the challenges we face in both areas, acknowledge we are not where we need to be and hold ourselves accountable to driving change.

In the UK, our mean Ethnicity Pay Gap is 18.6% (down from 22.1% in 2024) driven by a lower proportion of ethnic minority employees in our more senior, higher paid roles. Bonuses, which include Ipsos shares, are paid out at more senior levels in the organisation versus lower levels.

Compared with 2024, the percentage of ethnic minority population has remained stable at 28%.

Our pay quartile distributions have remained broadly unchanged compared to 2024 with a small 2% reduction in Lower-mid quartile but a 1% increase in Lower quartile .

Our workforce is 72% white and 28% ethnic minority. This is more diverse than the UK working population, highlighting the importance of our continued focus on internal talent development programmes for ethnic minority employees and enabling more access to senior level roles moving forward.



CLOSING THE GENDER AND ETHNICITY PAY GAPS IN THE FUTURE

We are committed to progressing towards closing our gender and ethnicity pay gaps. We know that systemic change requires consistency. Therefore, we will continue to focus on:

- Increasing understanding of pay gaps within our Senior Leader population by providing them with tools to gain a deeper understanding of the gaps within their teams and identify priority areas to address, supported by their HR Business Partner.
- Reviewing recruitment practices to ensure they are as inclusive as possible across gender and ethnicity. This will include reviewing and monitoring our processes to ensure they are optimised for a diverse pool of candidates and actively monitoring set groups where we have identified imbalance/lower rates of representation.
- Closer monitoring of diversity in retention practices by implementing pay review and promotion diversity checks across our talent management processes at all levels.
- Raising awareness and increasing understanding of what the pay gap is, what it means and how it can be influenced so that it becomes a collective responsibility in our business.



The changes we are making within Ipsos will take time to have an impact on both pay gaps, particularly on the ethnicity pay gap where there is an industry-wide under-representation of employees from an ethnic minority. We want to keep moving in the right direction and have commitment from across the organisation to continue to do what we feel is right, driven by our collective passion to make Ipsos a welcoming place where everyone can thrive.

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TECHNICAL NOTES

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 where it is unlawful to pay people unequally for carrying out the same jobs.

The Gender Pay Gap is calculated by comparing the hourly earnings of men and women based on the snapshot date of 5 April 2025. Both the mean and median are expressed as a proportion of men's earnings, for example 13.1% Gender Pay Gap means that women earn 13.1% less than men on average. The mean and median gender bonus gap is based on bonus pay, that can include Ipsos shares, received in the 12 months leading up to 5 April 2025.

We have calculated the Ethnicity Pay Gap using exactly the same approach, with the same snapshot date, in the absence of any UK legislation. The Ethnicity Pay Gap figures represent the pay or bonus gap between ethnic minority and white employees, expressed as a proportion of white employees.

For example, 19.4% Ethnicity Pay Gap means that ethnic minority employees earn 19.4% less than white employees on average.

The base size is lower for the Ethnicity Pay Gap as the analysis has been based on those employees where we have their ethnicity data, which is 70% of our workforce as this includes casual workers and contractors.

Ipsos comprises several legal entities in the UK because of various acquisitions, legacy and legal reasons. Two – Ipsos MORI UK Ltd and Ipsos (Market Research) 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.

For the Ethnicity Pay Gap we have reported only at the UK Group level.

STATUTORY DISCLOSURE

Ipsos in the UK 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 bonus	
		Male	Female					Male	Female
Ipsos MORI UK Ltd	1,779	41%	59%	11.4%	6.4%	11.7%	26.6%	44%	56%
Ipsos (Market Research)**	493	37%	63%	19.2%	15.2%	8.8%	9.1%	47%	53%
UK Group*	2496	42%	58%	12.8%	6.5%	13.3%	15.0%	45%	55%
		Upper quartile		Upper-mid quartile		Lower-mid quartile		Lower quartile	
		Male	Female	Male	Female	Male	Female	Male	Female
Ipsos MORI UK Ltd		49%	51%	35%	65%	36%	64%	44%	56%
Ipsos (Market Research)**		49%	51%	42%	58%	31%	69%	25%	75%
UK Group*		51%	49%	40%	60%	33%	67%	44%	56%

Accuracy statement

We confirm that the information in this report is accurate as of 5 April 2025 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).

** Formally MORI

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