

# GENDER AND ETHNICITY PAY GAP REPORT

MIND THE PAY GAP

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5 April 2021 snapshot date  
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Ipsos MORI





# IPSOS MORI PAY GAP REPORTING

## Introduction

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.

This report details both our 2021 **Gender Pay Gap**, which we have reported on since 2017 when the legislation was introduced by the UK Government, and the second edition of our **Ethnicity Pay Gap** for which there is currently no legal requirement to publish. 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.

Ipsos MORI's workforce is 58% female and 42% male. However, our average Gender Pay Gap in April 2021 was 16.6% in favour of male employees, so we know we need to do better.

Over the last two years we have been encouraging our employees to provide us with their ethnicity so we could calculate our Ethnicity Pay Gap to understand the issues we need to tackle and create appropriate action plans. We are now at a disclosure rate of 88% reflecting an improvement in our processes and our people feeling comfortable to share this information.

Our Ethnicity Pay Gap compares the pay gap for ethnic minority (Black, Asian and Minority Ethnic) employees compared to white employees. Our workforce is 77% white and 23% ethnic minority. This is more diverse than the UK working population as a whole, but we have an average Ethnicity Pay Gap of 18.2% in favour of white employees which we want to address.

The pay gaps are due to an under-representation of women and ethnic minorities at our most senior levels which is unacceptable. We are committed to reducing both pay gaps with a focused inclusion and diversity strategy that is supported by detailed action plans. We have shared in this report some of the initiatives already in place, such as changing our approach to graduate recruitment to attract more ethnic minority candidates, as well as our ambitious plans for moving us further forward. These include providing high potential individuals with a board level sponsor to accelerate their progression into our most senior leadership roles.

We also want to continue to contribute to the public debate on diversity and equality in Britain today. We fund various research projects exploring the experiences of ethnic minority people as well as continuing our research partnership with the Global Institute for Women's Leadership and King's College London.

The changes we are making within Ipsos MORI will take time to have an impact on both pay gaps. 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 MORI a welcoming place where everyone can thrive.

**Kelly Beaver**  
Chief Executive  
Ipsos MORI

# ACTIONS WE HAVE TAKEN IN 2021 TO REDUCE OUR PAY GAPS

Belong, our Inclusion and Diversity group, works closely with the UK Management Committee as well as our Gender BALANCE Network and REACH (Race, Ethnicity and Cultural Heritage) Network. We have a range of other employee networks that collaborate closely, recognising intersectionality.

These employee networks run a programme of events for all staff. They also work to identify areas of policy and culture change that will help ensure our organisation is equitable in terms of opportunity, recognition and pay.

We created a Belong roadmap that has been shared with all staff, setting out our longer term goals for the next five years and a clear action plan. Closing the Gender and Ethnicity Pay Gaps are two key strands of our roadmap, helping to keep these issues top of mind and drive accountability.

Every year we conduct an Inclusion and Diversity survey amongst all employees to identify where we are doing well and where we need to improve. This provides us with detailed employee information that we use to create action plans at individual team and business unit level, supporting our overall corporate initiatives.

We have made a number of changes to our graduate recruitment approach, working with a new supplier to remove traditional entry requirements such as UCAS points and degree classification, allowing more candidates to access our programme.

We are proud to have worked closely with the Market Research Society (MRS) to launch the Market Research Apprenticeship, helping more school leavers build their careers in Market Research. This will also ensure we achieve greater diversity in our early careers population, laying the foundation for more diverse leadership in the future.



# 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 2021. Both the mean and median are expressed as a proportion of men's earnings, for example a 16% Gender Pay Gap means that women earn 16% 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 2021.

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, a 18% Ethnicity Pay Gap means that ethnic minority employees earn 18% 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 88% of our employees.

Ipsos MORI comprises several legal entities in the UK, as a result of various acquisitions, 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.

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





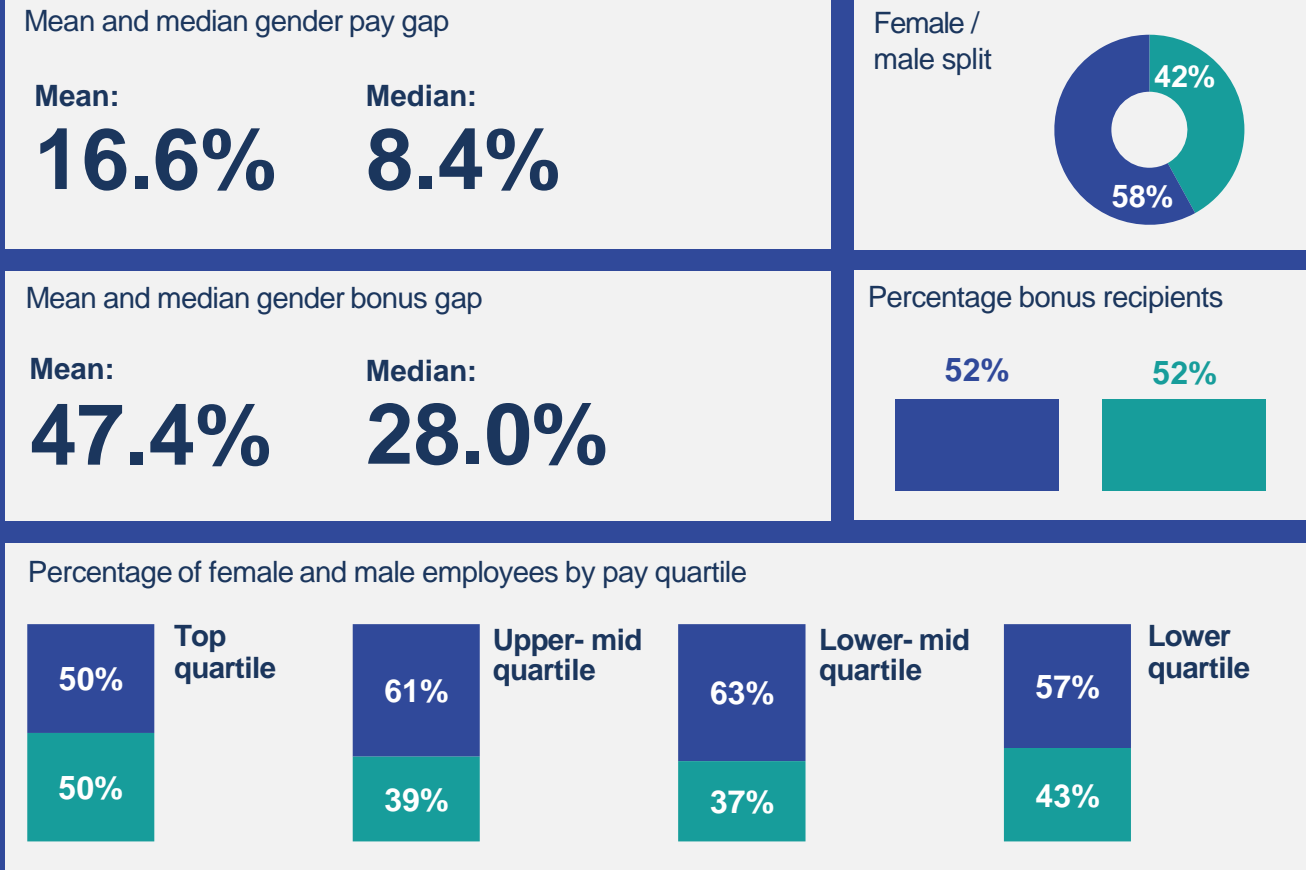
# GENDER PAY GAP

# UK GROUP

## 2021 GENDER PAY GAP

All legal entities (2,083 employees/workers)

Female Male



### 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 2021. 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 2021.

### 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 16.6%) is driven by a lower proportion of women in our most senior leadership roles and an increased number of women in the lower quartile.

The proportion of women decreases as we move up the levels of our organisation and it is our most senior people who receive the highest level of remuneration.

Our bonus gap is greater 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.

Over time we are improving the metrics, although the picture this year is a little worse than in 2020 due to temporary impacts of the pandemic on pay. Looking further back, we are in a better place than in 2019 and expect a further reduction in the Gender Pay Gap in 2022.





# CLOSING THE GAP IN THE FUTURE

We will continue to push ahead in 2022, with the following initiatives:

- Continue the focus on gender pay indicators during pay reviews, particularly at the more senior level
- Greater support for high potential women to accelerate their career progression with active sponsorship from UK board members and other senior colleagues
- Our Menopause Support Group has been established to play an active role in supporting women going through and into the menopause, to encourage older women to remain at work and continue their careers
- We want to recruit more women into senior positions so will strive to ensure we have gender balanced shortlists for all senior roles
- We plan to improve the career support provided to people returning from maternity (and paternity) leave, to help them realise their ambitions and ensure they feel able to stretch themselves with new challenges
- We will ensure all our staff are familiar with our policies on part time working, flexible working, parental leave and job shares. We will also showcase examples of different ways of working to ensure part time workers careers are not held back



# STATUTORY DISCLOSURE

Ipsos MORI comprises of 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
<b>Ipsos MORI UK Ltd</b>	1,603	42%	58%	15.0%	2.8%	42.1%	23.2%	49%	50%
<b>MORI UK Ltd**</b>	436	41%	59%	22.6%	14.0%	56.9%	40.0%	65%	56%
<b>UK Group*</b>	2,083	42%	58%	16.6%	8.4%	47.4%	28.0%	52%	52%
		Upper quartile		Upper-mid quartile		Lower-mid quartile		Lower quartile	
		Male	Female	Male	Female	Male	Female	Male	Female
<b>Ipsos MORI UK Ltd</b>		51%	49%	39%	61%	39%	61%	34%	66%
<b>MORI UK Ltd**</b>		50%	50%	40%	60%	36%	64%	39%	61%
<b>UK Group*</b>		50%	50%	39%	61%	37%	63%	43%	57%

## Accuracy statement

We confirm that the information in this report is accurate as of 5 April 2021 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.



# ETHNICITY PAY GAP

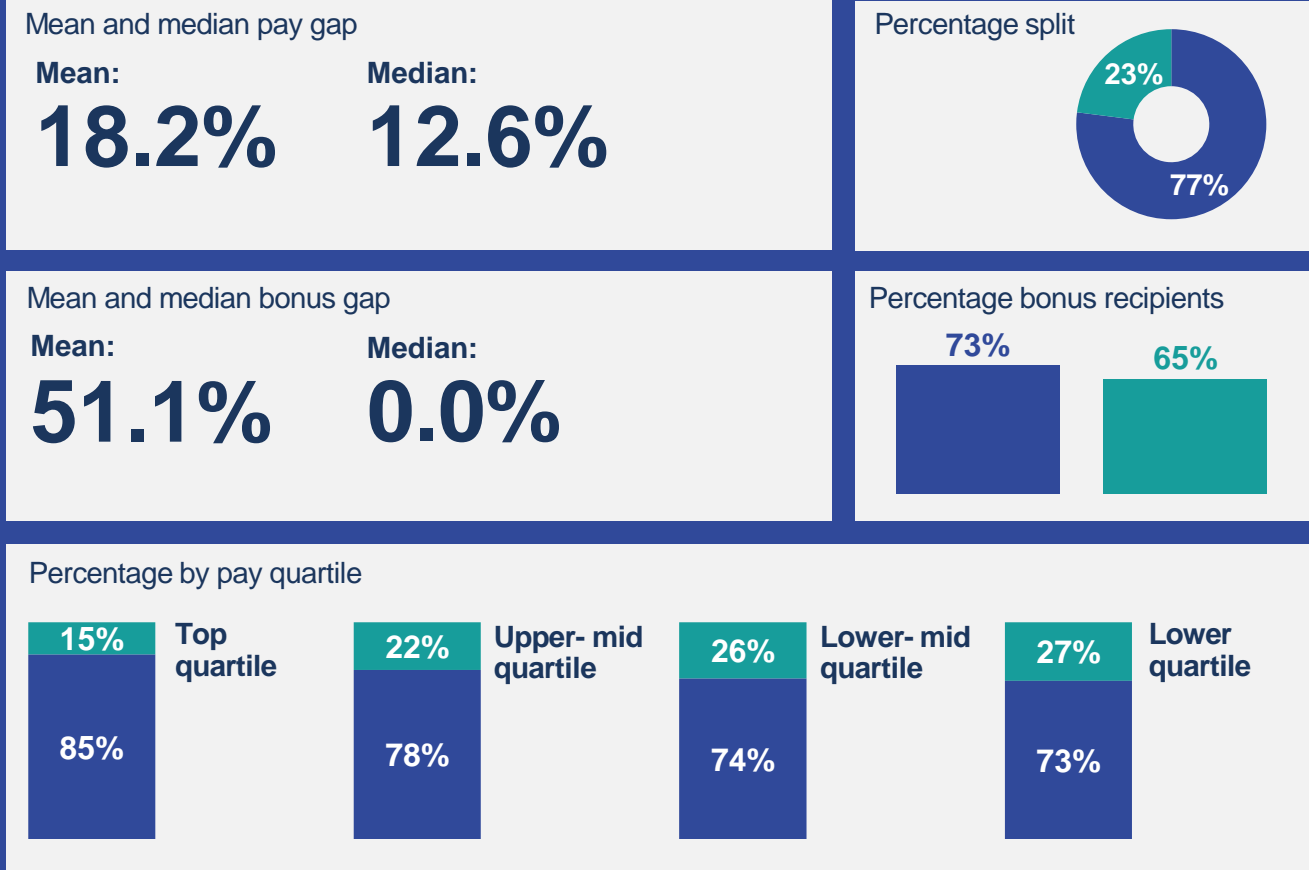
# UK GROUP

## 2021 ETHNICITY PAY GAP

All legal entities (1,256 employees/workers)

Based on employees where we have ethnicity data

White Ethnic Minority



**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 2021.

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 2021.

**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.



# UNDERSTANDING OUR ETHNICITY PAY GAP

In the UK our mean Ethnicity Pay Gap is 18.2%, driven by a lower proportion of ethnic minority people in our more senior, higher paid roles. We have only 15% ethnic minority people in the top quartile compared to 27% in the lower quartile.

Around a third of our new hires at the graduate and early career levels were ethnic minority people this year, reflecting the national proportion of ethnic minority graduates.

Our analysis has shown that this pay gap picture is consistent across all areas of our organisation in terms of the different business units and job functions.

Bonuses, which includes Ipsos shares, are paid out at more senior levels in the organisation versus lower levels, so the bonus gap is greater than our pay gap. The amount of bonus is also significantly higher at the more senior levels in the organisation.

All the analysis is based on those employees where we have their ethnicity data which is approximately 88% of all our people.



# CLOSING THE GAP IN THE FUTURE

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**We will continue to push ahead in 2022, working to reduce our Ethnicity Pay Gap, with a focus on the following initiatives:**

- Including ethnicity pay indicators during pay reviews, across all levels and business units
- Greater support for high potential ethnic minority people to accelerate their career progression with active sponsorship from UK board members and other senior colleagues
- We want to recruit more ethnic minority people into senior positions so will strive to ensure we have balanced shortlists for all senior roles
- Continuing our work with partner schools to promote careers in market research
- Increased focus on diversifying our early careers opportunities with an increased number of Market Research Apprenticeships

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