

# GENDER AND ETHNICITY PAY GAP REPORT



MIND THE PAY GAP

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5 April 2023 snapshot date  
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# IPSOS PAY GAP REPORTING

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## INTRODUCTION

At Ipsos, 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 2023 **Gender Pay Gap**, which we have reported on since 2017 when the legislation was introduced by the UK Government, and the fourth 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' workforce is 58% female and 42% male. However, our average Gender Pay Gap in April 2023 was 14.9% in favour of male employees, so we know we need to do better.

Over the last four 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 93% 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 72% white and 28% ethnic minority. This is more diverse than the UK working population as a whole, but we have a mean Ethnicity Pay Gap of 23.6% 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, as well as our plans for moving us further forward.

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 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 are pleased in the progress we are making at an early careers level and see internal talent development programmes and access to senior level roles as a key area of focus moving forwards.

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.

**Kelly Beaver MBE**  
**Chief Executive, UK & Ireland**  
**Ipsos**



# ACTIONS WE HAVE TAKEN TO REDUCE OUR PAY GAPS

Belong, our Inclusion and Diversity group, works closely with the UK Management Board 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 who work at Ipsos in the UK. 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.

In 2021 we created a Belong roadmap that has been shared with all employees, 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.

Actions taken in 2023:

- **Recruitment, attraction and selection** - resources have been refocused into developing training for hiring managers to support them when making selection decisions.
- **I&D training** – we have embedded I&D across our leading Academy training programmes so that it is intrinsic to all aspects of development.
- **Online mentoring for 2024** - we are exploring ways to run mentor training as a more effective way to deliver this provision within our business.
- **Reverse mentoring** – pilot commenced with Management Board members paired with future talent employees.
- **Aspirational Targets** have been set and are monitored for increasing female and ethnic minority representation in our senior levels. We are making positive progress in reaching our goals.



# 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 2023. Both the mean and median are expressed as a proportion of men's earnings, for example 14.9% Gender Pay Gap means that women earn 14.9% 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 2023.

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, 23.6% Ethnicity Pay Gap means that ethnic minority employees earn 23.6% 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 75% of our workforce as this includes casual workers and contractors.

Ipsos comprises several legal entities in the UK as a result 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.



# GENDER PAY GAP

# UK GROUP

## 2023 GENDER PAY GAP

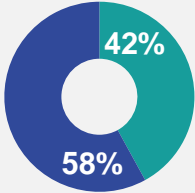
All legal entities (2,769 employees/workers)

Female Male

### Mean and median gender pay gap

Mean: **14.9%**      Median: **9.1%**

Female / male split



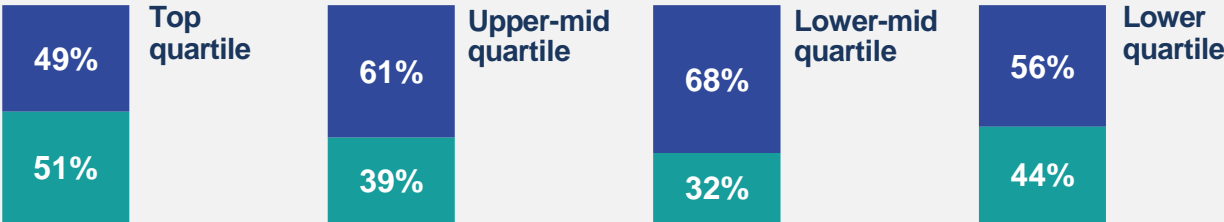
### Mean and median gender bonus gap

Mean: **32.6%**      Median: **21.1%**

### 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 2023. 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 2023.

### 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

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Our Gender Pay Gap (mean gap of 14.9% down from 17.4% in 2022) 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 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.

The picture this year is a little better than in 2022 due to an improvement of women in our more senior level positions, where talent mapping and succession planning actions have contributed to progress.







# CLOSING THE GENDER PAY GAP IN THE FUTURE

We are committed to progressing towards closing our gender pay gap by embedding the actions we've previously identified, so they become custom and practice for our business and continue to promote gender equality in the workplace. We will continue to:

- Focus on gender pay indicators during pay review.
- Communicate and monitor progress in reaching our aspirational target for the representation of women at our senior levels.
- Offer career support to people returning from family-related leave, to help them realise their ambitions and ensure they feel able to stretch themselves with new challenges.
- Embed I&D across all our training programmes to ensure an inclusive first mindset.
- Raise awareness of part-time/flexible working policies.
- Continue with our apprenticeship programme.
- Promote gender data disclosure.
- Analyse and take action on our diversity data.
- Explore and pilot reverse mentoring and mentoring training to continue building our inclusive culture, increase engagement and retention, attract talent, and increase diversity in leadership.
- Sponsor high potential female employees, helping to accelerate their careers.
- Ensure promotions are transparent and equitable.
- Review and enhance inclusive attraction and selection for all levels.

Any new actions identified to close our gender pay gap will be embedded into our overall strategic people plan. This will ensure they are visible to all, and we have collective responsibility for them.

# 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
<b>Ipsos MORI UK Ltd</b>	2,100	42%	58%	14.2%	9.8%	27.5%	20%	44%	56%
<b>Ipsos (Market Research) **</b>	542	39%	61%	19.3%	14.9%	43.2%	33.33%	40%	60%
<b>UK Group*</b>	2,769	42%	58%	14.9%	9.1%	32.6%	21.1%	43%	57%
		Upper quartile		Upper-mid quartile		Lower-mid quartile		Lower quartile	
		Male	Female	Male	Female	Male	Female	Male	Female
<b>Ipsos MORI UK Ltd</b>		52%	48%	36%	64%	36%	64%	43%	57%
<b>Ipsos (Market Research) **</b>		47%	53%	40%	60%	35%	65%	34%	64%
<b>UK Group*</b>		51%	49%	39%	61%	32%	68%	44%	56%

## Accuracy statement

We confirm that the information in this report is accurate as of 5 April 2023 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.



# ETHNICITY PAY GAP



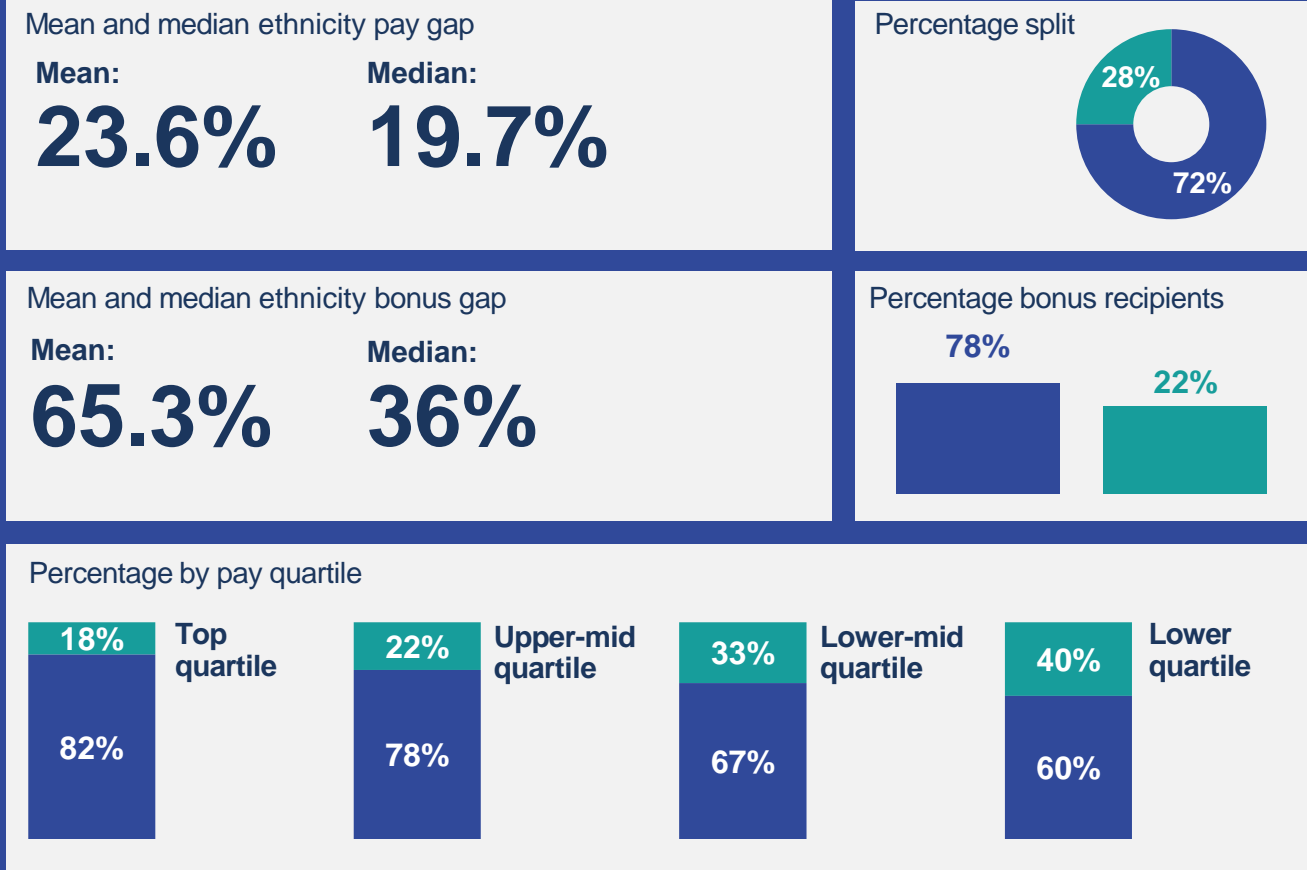
# UK GROUP

## 2023 ETHNICITY PAY GAP

All legal entities (1,764 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 2023.

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 2023.

### 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 23.6% (up from 21.9% in 2022) 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.

The proportion of employees for whom we hold ethnicity data is lower, at 75% of our workforce, for the Ethnicity Pay Gap, as this includes casual workers and contractors.

Compared with 2022, the percentage of ethnic minority population has slightly increased from 25% in 2022 to 28% in 2023.

While we have seen a slight increase at the upper quartile (3%), the bottom two quartiles are where we have seen the most impact - reflecting results of our Early Careers recruitment. This means that we are now reporting more ethnic minority employees in the lower quartiles, which will increase the gap in favour of white employees.

This highlights the industry challenge around driving ethnic diversity across the market research industry as a whole and drives our focus on internal talent development programmes for ethnic minority employees and enabling more access to senior level roles moving forward.



# CLOSING THE ETHNICITY PAY GAP IN THE FUTURE

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We are committed to progressing towards closing our ethnicity pay gap by embedding the actions we've previously identified, so they become custom and practice for our business and continue to promote equality in the workplace. We will continue to:

- Include ethnicity pay indicators during pay review, across all levels and business units.
- Communicate and monitor progress in reaching our aspirational target for the representation of ethnic minorities at our senior levels.
- Offer career support to people returning from family-related leave, to help them realise their ambitions and ensure they feel able to stretch themselves with new challenges.
- Embed I&D across all our training programmes to ensure an inclusive first mindset.
- Raise awareness of part-time/flexible working policies.
- Continue with our apprenticeship programme.
- Promote ethnicity data disclosure.
- Analyse and take action on our diversity data.
- Explore and pilot reverse mentoring and mentoring training to continue building our inclusive culture, increase engagement and retention, attract talent, and increase diversity in leadership.
- Sponsor high potential ethnic minority employees, helping to accelerate their careers.
- Ensure promotions are transparent and equitable.
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