

Gender Pay Gap statistics – Kantar 2018

The Gender Pay Gap regulations require us to publish data for all legal entities with 250 or more employees. In the UK, Kantar employees work for a number of different legal entities - these are not wholly aligned to our operating brand structure.

In addition, to give the most representative picture of Kantar overall, we have chosen to share the consolidated data for all Kantar legal entities with at least 250 employees. This represents 76% of our total UK population. You can see this data to the right.

We believe that, in the UK, our pay and bonus gaps reflect the lower proportion of women in our higher Skale levels. You will see that the proportion of women decreases in the upper pay quartile. This is something we have been addressing Kantar-wide in a number of ways but, due to a lack of turnover in more senior roles, it will take time for changes to be seen. We are committed to removing this gender pay gap.

Definitions

Gender pay

This report, which follows new UK government regulations that came into force in April 2017, is about the gender pay gap: the difference in average hourly pay between all men and all women in a workforce. A gender pay gap is often the result of gender imbalance – for example having more men than women in senior roles.

Pay gap

The difference (mean and median) in hourly rate of pay between all men and all women in an organisation, expressed as a percentage of men’s earnings – at the snapshot date of April 5 2018

Bonus gap

Percentage difference (mean and median) in total bonus payments received by men and women in the 12 months preceding the snapshot date

Mean pay gap

The mean is the average. The mean pay gap is the difference in the average hourly rate of men’s and women’s pay.

Median pay gap

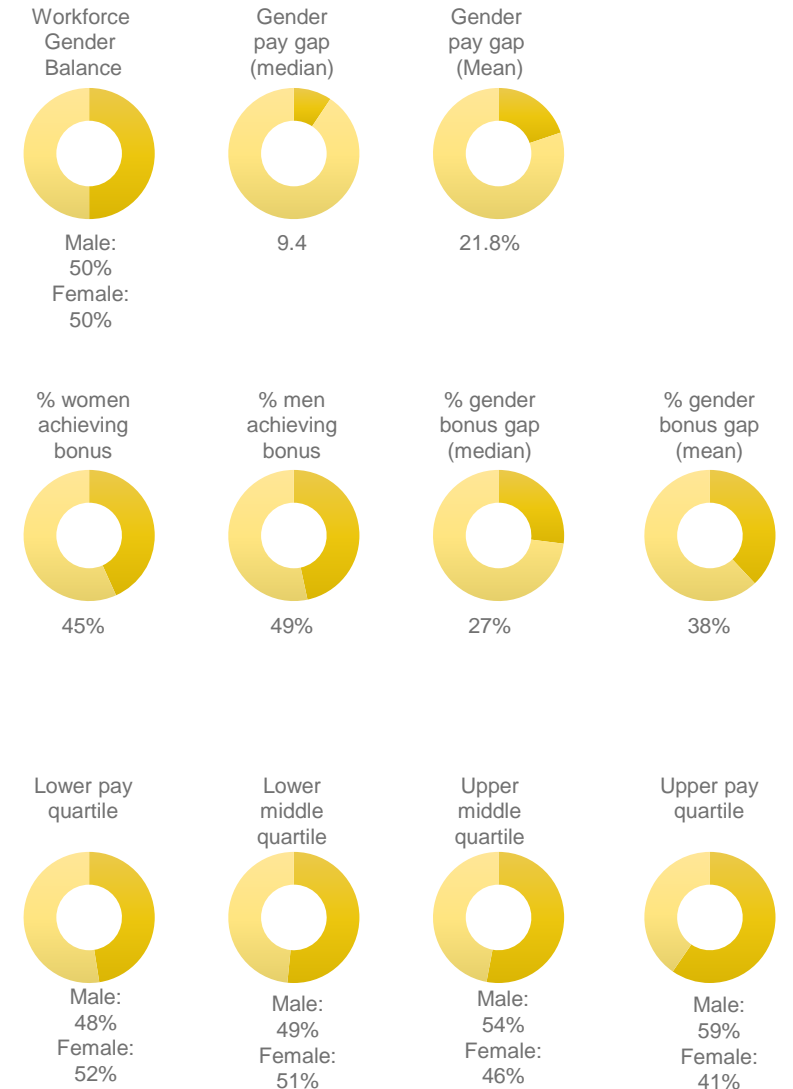
The median is the middle. The median pay gap is the difference between the midpoints in the ranges of men’s and women’s pay.

Pay quartiles

Shows the proportion of men and women in different pay bands, with the workplace divided into four equal parts (quartiles)

Proportion receiving bonus

Percentage of men and women who received a bonus in the 12 months preceding the snapshot date. This includes all bonus payments from STIP to spot bonuses.



Inclusion & diversity: Some of the actions we'll be taking in the UK this year

SHINE PILOT

Aim is to increase the gender balance at Skale 80+

SHINE programme developed to enable high-potential women from across Kantar UK to gain the skills and confidence to get to, and excel, at Skale 80+ within Kantar

Pilot in Q1 2019

INCLUSIVE BEHAVIOR CHANGE WORKSHOPS

Supports our recruitment and promotion process: the objective is to 'increase awareness about personal biases and for individuals to commit to action plan to tackle biases.'

Initial Pilot sessions held at Kantar Consulting, Lightspeed and Insights

Train the Trainer sessions have taken place with plans to rollout across operating brands in Q1 2019

FLEXIBLE WORKING

Supports a commitment to remove any perceived or actual barriers to maintaining work life balance when considering opportunities for promotion

Policy, Line Managers Guidance and Manifesto to be rolled out end of Q1

RARE AND EXCEPTIONAL INDIVIDUALS PILOT

Aim is to focus on a more diverse attraction policy to ensure that we see a more ethnically diverse and representative workforce

Created partnerships with RARE recruitment to support BAME and socially disadvantaged applications, and Exceptional Individuals to access Neurodiverse entry level candidates

Video interviewing, game-based assessment and CV blind processes will support fair, objective recruiting and minimise the risk of bias

Frequently Asked Questions

How do we compare to other comparative companies?

The UK's national gender pay gap is 17.9% on a median basis.

How do we compare to WPP overall?

WPP UK's gender pay gap is 14.9% on a median basis.

Why haven't we provided data for all Kantar UK brands?

The legislation requires us to submit data by legal entity, not operating brand, and only those legal entities that have more than 250 employees. For 2019, the three legal entities being reported on in the UK are Kantar Media UK Limited, Kantar UK Limited, Precise Media Monitoring Limited

Can we see additional pay gap data for other Kantar UK brands?

We have only reported on legal entities where we have more than 250 employees and will not be sharing additional data beyond this. In a complex and ever-changing organisation like Kantar, we believe the issue is broader than just gender, and not just an annual requirement we should respond to. We therefore continue to review multiple sets of data across the group, to ensure we have a holistic and sustainable approach to pay. This ongoing analysis supports work on a number of progressive talent strategies across Kantar.

Frequently Asked Questions

How do we explain the Gender Pay Gap at Kantar?

We believe that our gender pay gap is symptomatic of the gender imbalance we have in our more senior Skale levels – across Kantar in the UK 38% of our Skale 90+ leaders are women. The difference between our mean and median pay gaps highlights this, as well as the data that shows that the proportion of women decreases in the upper pay quartile data we submitted on 1 March. We are taking this issue very seriously and we have already implemented a number of initiatives to address the issue of gender representation in senior leadership, for example; targets for increasing women in senior roles at Skale 80 & 90, targets for representation of women in succession plans, dedicated programmes for leaders to be educated and better equipped to promote fairness and equality across Kantar and new approaches to recruitment.

Why has our Median gap increased?

The data we have to submit is for the 12 months to April 2018. During this time period, there was a change in employees included in the analysis with a different salary profile, and this is what has led to the mean decreasing and the median increasing.

This is compounded by the fact that most of the initiatives that we have put in place were implemented well into 2017 and so there was limited opportunity for them to start making a difference to the numbers in this current reporting period.

To see where things have changed more recently, we have investigated how things have changed since the April 2018 cut-off date. We are seeing signs that we are moving in the right direction. A large part of our overall challenge is that we have an imbalance of men to women in Skale 80+ roles across the business. So addressing this is our primary focus. We are seeing some good progress in areas like the increase in female external hires for Skale 80+ (at 54% compared to 33% in the previous year) but still more progress to be made in other areas such as internal promotions.

Frequently Asked Questions

How do we ensure people are paid equitably at Kantar?

In Kantar, we have a number of checks and balances to ensure we pay our people competitively and equitably. The job-sizing process called Skale that helps us ensure the pay and benefits for each job are quantitatively and qualitatively assessed. Skale takes account several factors including the job's size, scope, complexity and scale. We also set minimum and maximum salaries for each role in Kantar. These pay ranges are based on the average market salary, what our clients and competitors pay, and any specialist skills required. They allow us to assess an individual's pay and whether they are paid equitably.

I have questions about my pay. Who should I talk to?

If you have questions about your pay, you should speak to your manager to discuss the factors that make up an individual pay at Kantar. If managers have questions and require further support, they should speak to their local HR Business Partner.

Can I see a copy of the pay range for my role?

Kantar's pay ranges are designed for managers only and therefore not more widely available to employees. HR and our Reward Centre of Expertise work closely with managers to ensure pay ranges are effectively understood and applied to an individual, for example in the annual merit review process.

How does pay / bonus compare across operating brands?

As with any business built on mergers and acquisitions, there are historic differences in pay structures within Kantar brands. We have been working towards a more consistent approach, and to harmonise our pay structures, policies and employee benefits. For example, in May 2018 we harmonised the following policies for all employees in the UK; Compassionate Leave, Probation, Absence Management, Grievance, Redundancy, Disciplinary.

Legal entity data

The legal entity data of all WPP companies with over 250 UK employees can be found in the [WPP Gender Pay Gap report](#) (opens as a download). You can see the data for our Kantar legal entities on the next slide.

For information, here are the brands represented in each of the legal entities we have reported on.

Kantar Media UK Ltd (332 employees)	Kantar UK Limited (1908 employees)	Precise Media Monitoring Limited (364 employees)
<i>Kantar Media</i>	<i>Insights Division Kantar Worldpanel Kantar Public Kantar Health</i>	<i>Precise</i>

Gender pay gap – disclosure by legal entity (as at April 2018)

Legal entity	Mean Gender Pay Gap (Difference)	Median Gender Pay Gap (Difference)	Mean Bonus Gender Pay Gap (Difference)	Median Bonus Gender Pay Gap (Difference)	Quartile 4 (Upper Quartile)		Quartile 3 (Upper Middle Quartile)		Quartile 2 (Lower Middle Quartile)		Quartile 1 (Lower Quartile)		% Males who received a bonus	% Females who received a bonus
					Male	Female	Male	Female	Male	Female	Male	Female		
Kantar Media UK Ltd	1.13%	-0.44%	44.48%	20.45%	69%	31%	69%	31%	76%	24%	65%	35%	36.67%	37.17%
Kantar UK Limited	28.67%	18.71%	45.92%	42.13%	58%	42%	49%	51%	40%	60%	42%	58%	51.81%	45.53%
Precise Media Monitoring Limited	3.92%	-4%	43.66%	-403.14%	64%	36%	57%	43%	69%	31%	62%	38%	52.50%	50.99%

UK Inclusion & Diversity Steering Committee

Join the [Inclusion & Diversity Workplace group](#) to join in the ongoing I&D discussion

Hannah Beagley – Kantar Consulting (HR)

Eve Dixon – Kantar Insights

Catherine Grant – Kantar Public

Sahar Hadidimoud – Kantar Consulting

Jonathan Hall – Kantar Consulting

Abi McDonald – Kantar Worldpanel (HR)

Bart Michels – Kantar Consulting – Chair

Reshmi Nambiar – Kantar Insights

Ade Onile-Ere – Lightspeed

Sophia Papadopoulos – Kantar Insights (Technology)

Mandy Rico – Lightspeed

Katy Robinson – Kantar Insights

Kelly Smith – Kantar Insights (Finance)

Peter Scott – Kantar Media & Kantar Worldpanel (Ireland)

Margo Swadley – Kantar Media

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