

TOMRA & MUNRO T/A FUTURE THINKING GENDER PAY GAP REPORT 2019

INTRODUCTION

I am pleased to present this Gender Pay Gap Report for Future Thinking in accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

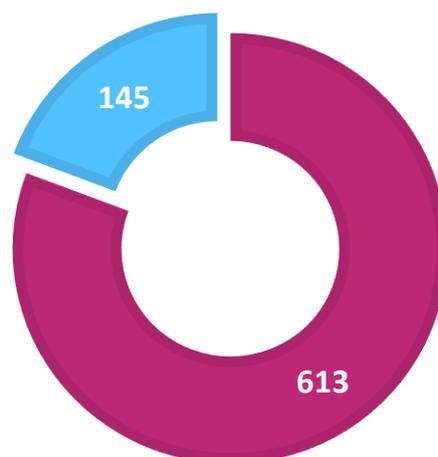
Calculations for the metrics are based on **5th April 2018** as a “snapshot date” in time, while bonus gap metrics cover the whole year April 2017-2018. Definitions of what is meant by “pay” and “bonus” in this context are set out in the Regulations, as are detailed instructions on how the figures should be calculated which FT has adhered to (<https://www.gov.uk/guidance/gender-pay-gap-reporting-overview>). This report contains the following detail for Munro (Munro Market Research) & TOMRA (The Oxford Market Research Agency) entities – the two UK entities which make up the trading business of Future Thinking UK:

- mean gender pay gap in hourly pay
- median gender pay gap in hourly pay
- mean bonus gender pay gap
- median bonus gender pay gap
- proportion of males and females receiving a bonus payment
- proportion of males and females in each pay quartile

While Future Thinking UK employs a total of 758 workers, only 62 MUNRO staff and 44 TOMRA staff are permanent employees; such a large number of casual workers will inevitably skew the figures in this report. In addition, MUNRO does not technically qualify for reporting as a single employing entity employing only 145 workers overall (the requirement is 250+). However, in the interests of illustrating the complete picture of the UK business, the figures for Munro are also shown.

TOTAL NUMBER OF FTUK WORKERS (INCLUDING CASUAL STAFF)

■ TOMRA WORKERS ■ MUNRO WORKERS



THE FIGURES

TOMRA

TABLE 1.

TOMRA	MALE	FEMALE	GENDER GAP
Mean Salary	£20,331	£16,024	21%
Median Salary	£14,625	£14,625	0%
Proportion of M/F receiving a bonus	5%	0%	
Mean Bonus Pay	£250	£0	
Median Bonus Pay	£200	£0	

It should be noted that the market research industry (in which Future Thinking operates) typically contains a wide range of functional disciplines and levels of professional seniority, from Board level senior executive professionals, through to casual workers who offer their labour to the business on an 'as & when' basis. At TOMRA, there are 569 casual workers included in the figures above. The majority of these staff (492) are women. The net effect of having so many, mainly female, casual staff is to lower the mean average salary for women. This accounts for the relatively large difference in the overall gender pay gap figure for TOMRA for the purposes of the regulations (mean gap at 21%).

If we isolate the permanent employee base at TOMRA instead, which would arguably be a more accurate depiction of the distribution of salary costs in the business, the mean gender pay gap is 2% but the median is only 0.2% showing that pay among salaried staff is virtually equal.

TABLE 2.

TOMRA SALARIED STAFF ONLY	MALE	FEMALE	ALL	GENDER GAP
	19	25	44	
Mean salary	£43,494	£42,539	£42,951	2%
Median salary	£36,287	£36,204	£34,578	0.2%

In relation to quartile ranges, the table below is for salaried employees only. It shows that there are proportionately more women in the lower quartile salary range compared with men. An important objective for the company in the next three years is to grow, nurture and support its more junior female staff to advance into more senior and leadership positions.

TABLE 3.

TOMRA SALARIED STAFF ONLY	MALE	FEMALE
	%	%
First quartile (lower quartile)	16	32
Second quartile	32	20
Third quartile	26	24
Fourth quartile (upper quartile)	26	24

TABLE 4.

MUNRO	MALE	FEMALE	GENDER GAP
Mean Salary	£35,113	£28,920	18%
Median Salary	£14,918	£14,625	1.9%
Proportion of M/F receiving a bonus	18%	11%	
Mean Bonus	£845	£544	37%
Median Bonus	£400	£500	-25%

The differential between the mean and median pay gaps in Munro is largely due to the number of executive Board level staff within Munro. In relation to mean salaries, there is an 18% gender pay gap but at the median level the gap is less than 2 percentage points.

TABLE 5.

MUNRO SALARIED STAFF ONLY	MALE	FEMALE	ALL	GENDER GAP
Mean salary	£59,346	£48,829	£52,900	18%
Median salary	£45,000	£41,493	£43,378	8%

For salaried staff, the median gender pay gap is wider than for all staff. Male employees in Munro tend to be more senior than female staff but this does not mean that women do not get to the top of the organisation; the UK MD, the Group MD Operations and the MD Qualitative are all women. The issue for Munro is that a lot of its more junior research and Finance posts are filled by women.

This skew is also reflected in the distribution by quartile group with proportionately fewer women in the top quartile group and proportionately more in the lower quartile. As with TOMRA, the challenge for Munro is to develop its more junior female staff into positions of leadership.

TABLE 6.

MUNRO SALARIED STAFF ONLY	MALE	FEMALE
	%	%
First quartile (lower quartile)	21	26
Second quartile	17	32
Third quartile	33	21
Fourth quartile (upper quartile)	29	21

WHAT DOES FUTURE THINKING DO CURRENTLY TO SUPPORT EQUALITY & DIVERSITY?

It is important to note that the gender pay gap is not the same as equal pay. We are confident that men and women at Future Thinking are paid equally for doing the same job. We operate salary bands which are benchmarked against our competitors and all casual workers are paid statutory minimum wage rates.

Future Thinking is focused on creating a range of policies and initiatives to improve gender diversity, increase female representation and enable women to fulfil their career aspirations. These include:

- Operating modern flexible and agile working policies and practices.
- Creating new career opportunities to attract and retain diverse talent.
- Conducting transparent and fair recruitment practices.
- Leadership Succession Planning to include a 50% female quota (Quartile 4) by 2021.
- Providing a 'Women in Business' orientated career coaching and mentorship programme to encourage female aspiration in market research, sponsored by Adele Gritten, UK Managing Director (author of industry articles on the subject).
- Supporting new and existing mothers/primary caregivers to return to and succeed at work and promoting Shared Parental Leave.
- Providing training for staff in understanding and adhering to ethical, equal and fair practices in the course of their work.
- Working to incorporate Gender Diversity Targets as part of FTUK's KPIs.
- Encourage open dialogue and review of flexible and part time working arrangements to ensure both the needs of the business and of the individual are being met. For example, client needs may dictate that a part time worker increases their hours temporarily and they can take the hours back in the school holidays to spend more time with their children.
- Supporting wider societal issues through external strategic partnerships and FT's CSR Programme.

Our operating structure provides colleagues with multiple ways to find new internal career opportunities across the Group. By making it simple for colleagues to move internally, we hope to successfully retain and develop internal talent. More broadly, we have policies and practices in place to ensure that all recruitment decisions are fair and candidate shortlists are diverse. We already regularly review succession plans to ensure that we have a diverse internal pipeline to key accounts and/or the Senior Management Team. An increased focus on female mobility within the business as a global Group will help to address the gap further.

Future Thinking has always understood that providing a workplace that encourages colleagues to achieve their personal and professional goals is key to supporting and retaining staff. We aim to do this through our progressive maternity, paternity, adoption and shared parental leave policies which go beyond the statutory requirements. Our Equality & Diversity training, available to all staff via our e-learning platform, supports the continued elimination of bias from our people processes. In addition, we appreciate that flexible working is not just about supporting women with childcare commitments; our policies support colleagues in all stages of their lives in achieving an optimal work and life balance, helping them with parenthood, sabbaticals, studies, caring and outside interests.

WRITTEN STATEMENT

This gender pay gap report is a true and accurate reflection of the pay and remuneration figures of all Future Thinking workers as at the snapshot date.

Michael Wagstaff

Business Strategy Director