

YouGov plc Gender Pay Gap Information Report 2019

YouGov[®]

Report produced in conformity with the UK Equality Act 2010
(Gender Pay Gap Information) Regulations 2017



Our commitment to our people

This report contains our UK Gender Pay Gap Information for 2019. The data presented herein has been calculated in accordance with the formulas specified in the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

YouGov plc and subsidiary companies is an international data and analytics group. We employ over 1,100 people globally including approximately 300 people in the UK where the group is headquartered.

The culture at YouGov reflects our commitment to equal representation and opportunity for all. Diversity is highly valued and we aim to be an inclusive company.

We acknowledge that we have gender pay gap in our company, which we are committed to reducing. We have an action plan for reducing our gender pay gap and improving the balance in gender representation at all levels of our business.

One element of our action plan has been to strengthen our human resources capabilities and data systems. During the year, we were delighted to welcome our new Group HR Director, Kirsty Wilson, who is in the process of growing the HR team to meet the demands of our five-year plan. Since late-2019, Kirsty and her team have been undertaking a detailed review of our HR data, processes and procedures.

As we reported last year, one cause of the pay gap in our company is that there is less female representation at senior levels. This is not unique to YouGov, nor to the industries in which we operate, but we have great talent within our business which we want to remain and grow with us to seniority. Talent development is a key area of focus for us, with current activities including a review of company policies to ensure they are employee friendly, and strengthening our Learning & Development offer in order to create an environment that encourages career development and retention.

While publishing this report on an annual basis is important, we are conscious that this only raises the topic once a year. To make this a continuous conversation, we regularly use our Town Halls and other internal events to report to our employees on the actions being taken, and the matter is regularly discussed at Board-level.

As we have noted in prior year reports, we recognise that improving the gender pay gap will take time and there is more work to be done both within our company and society at large. We remain strongly committed to this work. We aim to see a reduction in our gender pay gap during the period of our current long-term strategic plan to 2023. I confirm that the figures in this report are accurate and that this report is approved by the Board of Directors of YouGov plc.



Stephan Shakespeare

Chief Executive Officer
YouGov plc

YouGov's company values

Be fast

We will reduce our gender pay gap within the term of our 5-year plan



Be fearless

We will not hide from the facts. Our pay gap exists and we take action to reduce it



Get it right

We are reviewing the data and engaging with our employees to ensure our gender pay gap actions are fit-for-purpose



Trust each other

We are asking our employees to trust management in the measures they are taking. In return, management is committed to communicating regularly on progress



Our company values & our pay gap actions



"As a Board we want to ensure that YouGov benefits from diversity of thinking in every aspect of the company, from the senior management team through to our wider workforce. I'm personally committed to facilitating gender diversity and promoting change where it is needed. The more data we are able to collect and analyse, the more able we are to focus on what action creates change in the right direction."

Rosemary Leith

Chair of YouGov plc Remuneration Committee

What have we been doing?

We have met the objectives from our 2018 report:

What we said we'd do	What we've done
Create a gender pay gap action plan	We have incorporated our gender pay gap action plan into the wider HR action plan for the business, putting tackling the pay gap at the forefront of YouGov's people strategy.
Communicate during the year	We have included updates on gender pay gap in Town Halls presented by our Executive Directors and other senior managers.
Keep diversity and inclusion on the Board's agenda	We have provided regular updates to the Board's Remuneration Committee on gender pay gap reporting during the year. A board meeting with a focus on diversity and inclusion is planned for 2020.
Provide flexible working opportunities	We have continued to promote a culture of flexibility at work, including offering agile, remote and flexible-hours working where appropriate.

What does our data tell us and what are we doing about it?

We have relative parity of male and female employees across our business (at the 2019 snapshot date our global workforce was 53% male and 47% female). This parity is not found at all level of the business (as reflected in the quartiles data shown on page 7). Consequently, a key focus of our action plan is on improving the equal distribution of men and women at senior levels and in each business area. As we observed last year, redressing the imbalance in gender representation at senior levels will take time and it is important that our business supports employees at each stage of their careers.

We aim to reduce the gender pay gap during the period of our current long-term strategic plan to 2023.

For 2020, our focus will be on:

- (1)** Developing specified pathways and succession plans through all levels of the business – giving clarity on what employees need to achieve to progress and helping them to choose their direction of travel within YouGov.
- (2)** Developing employee-friendly policies that enable those with caring responsibilities to stay in work and progress within YouGov. Such policies are a key lever for removing barriers to development and career progression for women in particular.
- (3)** Leveraging our HR data to make informed decisions and properly target our actions to improve our pay gap.
- (4)** Launching a new Diversity & Inclusion Council to be a voice within YouGov representing all employees.
- (5)** Continuing to communicate with employees about our progress on pay gap initiatives to ensure they trust this is an ongoing process, which the Company takes seriously, and not a "tick the box" exercise once a year.



YouGov's Gender Pay Gap Reporting

YouGov plc and subsidiary companies (together "YouGov Group") is an international data and analytics group. YouGov employs over 1,100 people across 25 countries. We are committed to fostering an inclusive and transparent working environment and to promoting equal opportunities for all our employees to realise their full potential. We champion inclusivity and diversity as an employer.

This report constitutes our UK gender pay gap annual information report (in respect of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017) for the reporting year ended 5 April 2019.

Information presented in this report has been calculated in accordance with the formulas specified in the Regulations.



What is the "gender pay gap"?

The 'gender pay gap' is the average difference between earnings for men and women, typically expressed as a percentage of male earnings. This is not to be confused with the concept of 'equal pay', which prohibits pay differences between men and women who carry out the same or similar roles. Under the gender pay reporting regulation which came into force in the United Kingdom in 2017, all UK companies with more than 250 employees are obligated to publish data every year illustrating the workforce gender pay gap.

The following data is mandated to be published annually in relation to the twelve months to 5 April:

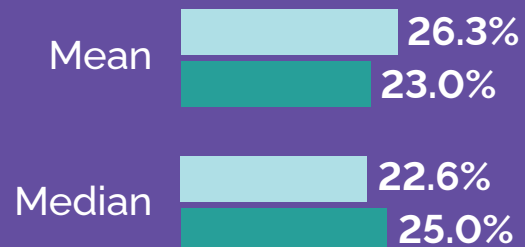
- Mean gender pay gap
- Median gender pay gap
- Mean gender bonus gap
- Median gender bonus gap
- Proportion of men and women receiving a bonus
- Proportion of men and women in each pay quartile

Our 2019 gender pay gap information

The YouGov plc gender pay gap information for 2019 is as follows:



Hourly Pay Gap



Bonus Pay Gap



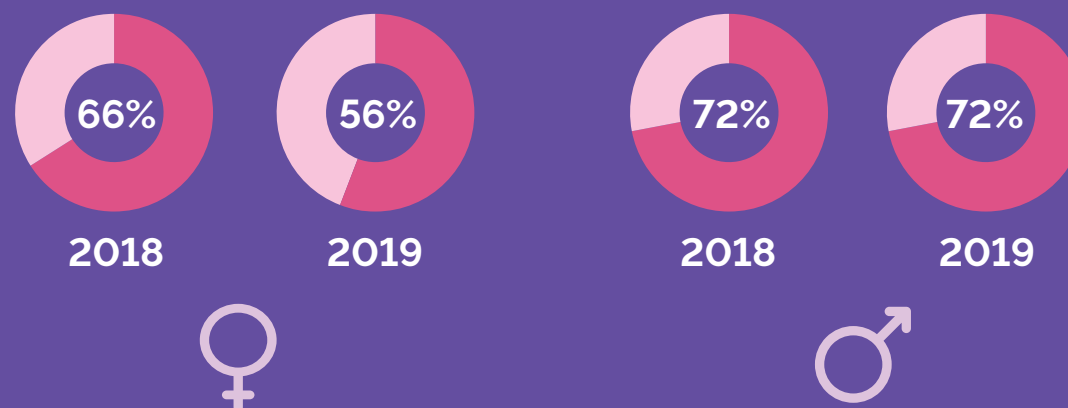
While we are pleased to see that the mean hourly pay gap has moved in the right direction, we are conscious that this could as easily be attributed to organic changes in our workforce as it could be to the measures which we have taken to tackle the gap. Through implementation of our action plan, we hope to see a more definitive trend towards parity over the next few years.

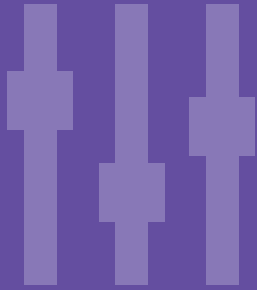


Bonus proportions

All our employees (excluding those on a sales commission scheme) are eligible for an annual discretionary performance-related bonus.

This table illustrates the proportion of male and female employees who were paid a bonus in the year.





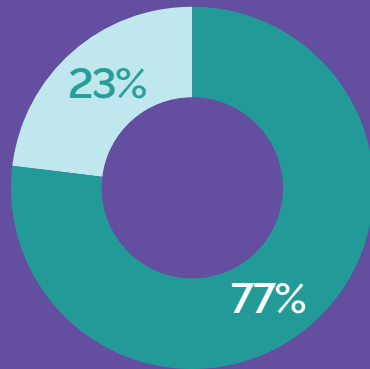
Quartile proportions

Pay quartiles are calculated by establishing the hourly pay rate of all employees, ordering them from the highest to the lowest pay rate ("Top quartile" being the highest paid), grouping them into four equal quartiles, and then comparing the percentage of males and females in each quartile.

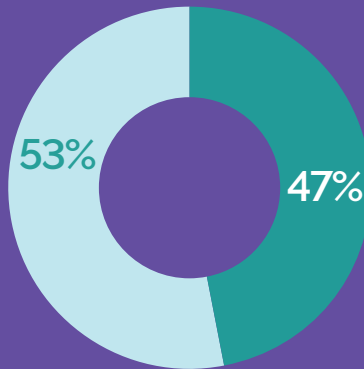
Calculations based on

- The formulas mandated by the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and guidance published by ACAS in their December 2017 publication 'Managing Gender Pay Reporting'.
- YouGov plc (UK) employees only.
- Pay data for the month ending 30 April 2019, being the relevant month for the snapshot date of 5 April 2019.
- Bonus, commission and share option data for the 12 months to 5 April 2019.

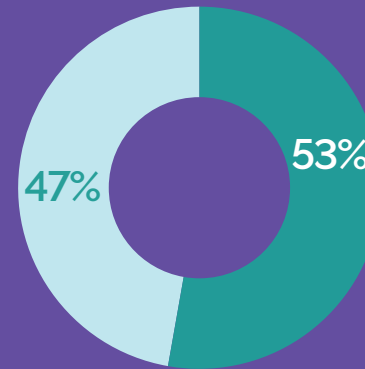
2019



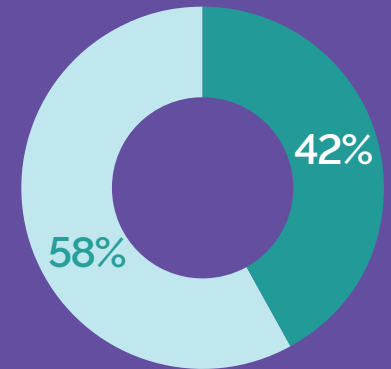
Top quartile



Upper mid quartile



Lower mid quartile



Lower quartile

2018



♀ 24% ♂ 76%



♀ 45% ♂ 55%



♀ 41% ♂ 59%



♀ 60% ♂ 40%

Women @ YouGov share their experience



Amelia Stevens
Research Executive
London

“ I joined YouGov as part of the Graduate program in 2018 and am now a Research Executive in the Reputation team. As someone relatively new to the workplace, I find it staggering that there is still such a thing as a gender pay gap, let alone the fact that a reporting regulation is required to address it! It's uncomfortable to think that, in part, this gap stems from women taking time out of the labour market or needing a more flexible approach to their working hours (for whatever reason this may be), and the ensuing notion that this makes you less valuable, and sees less women progress into senior roles.

It's great to see businesses embracing flexible and agile working, recognising the value of contribution over 'presenteeism'. This can only help companies attract, retain and develop the best staff, and build a balanced and representative workforce with no space for disparity of pay. This helps female parents and, in turn, the narrowing of the gap; but it also looks at the broader issue of diversity - valuing male parents too and all staff that want or need to combine their work life with other issues, commitments or aspirations.

YouGov's core values demand we be fearless, get it right and trust each other. These translate perfectly across issues of diversity and inclusion. I'm excited to see how we not only continue to close the gap but also offer road maps to gender pay parity throughout our business.



Mounia Hajji
Chief of Staff
Dubai

“ I joined YouGov over a year ago into the newly created Chief of Staff role. I am based in the Dubai office, with a global remit, so I work closely with colleagues across the world. Having previously worked at a large multinational, I came to YouGov with an insight into what other companies offer their global workforces when it comes to diversity, inclusion and gender pay gap initiatives. I was very happy to find a similar – if not greater – commitment to diversity and inclusion at YouGov. By contrast, I have also experienced what it is like to work at smaller companies where the diversity and inclusion offering is limited and the work environment is not set up to enable female employees to thrive. In my opinion gender pay parity is not only a moral or ethical issue, it also makes business sense.

Recent research continues to demonstrate that more diverse teams outperform their peers and gender diversity plays a very important part in this. Our leadership team at YouGov is strongly committed to driving more diversity and inclusion within our business and to tackling the gender pay gap; and they are open to new ideas and initiatives to make it happen.

I applaud the commitment YouGov has made to address its gender pay gap. Even though only companies in the UK are obligated to report their gender pay gap, by rolling out our initiatives across the organisation I believe we can aim for greater gender equality globally.

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Learn more at
corporate.yougov.co.uk

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