

UK GENDER PAY GAP INFORMATION REPORT

2020

The graphic features the year '2020' in a large, bold, teal font. The first zero is replaced by a female symbol (a circle with a vertical line extending downwards), and the second zero is replaced by a male symbol (a circle with an arrow pointing diagonally upwards and to the right).

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INTRODUCTION FROM OUR CEO



Stephan Shakespeare
Chief Executive Officer
YouGov plc

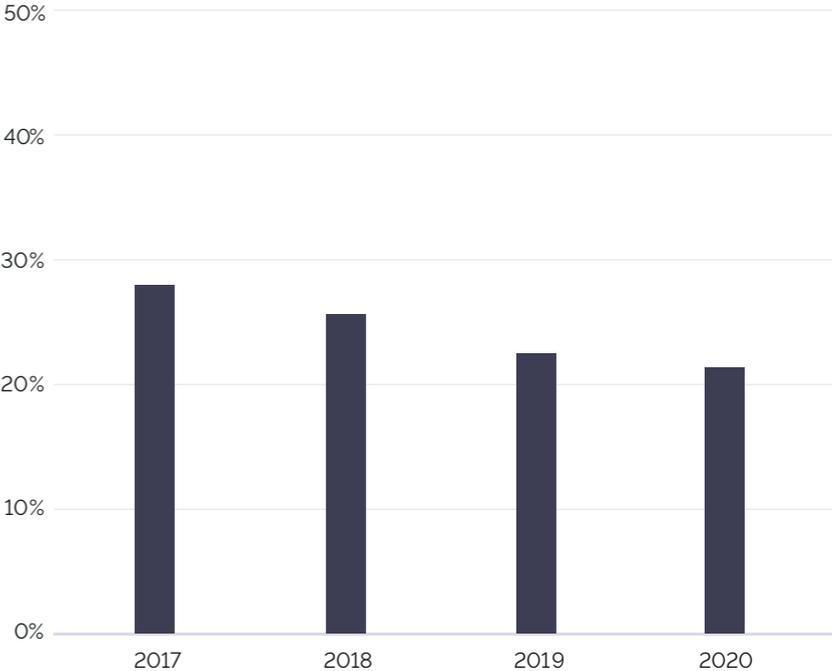
For the third consecutive year, our mean hourly gender pay gap has reduced (2017: 28.4%; 2018: 26.3%; 2019: 23.0%; 2020: 22.0%). This positive downward trend is uncommon in our industry and demonstrates that the actions YouGov is taking are working. Notably this year, the reduction can be attributed to increased female representation in senior levels of our business moving us closer to gender parity in the senior leadership team.

Our culture at YouGov reflects the commitment that we offer equal opportunity to all. Diversity in all forms is celebrated and valued.

Reflecting the importance of diversity to our workforce, our employees have established a Diversity & Inclusion Task Force. YouGov's D&I Task Force, led by our Chief of Staff, has leveraged our research expertise to conduct an internal survey and a set of focus groups to canvas the opinions of our workforce on diversity and inclusion matters. From this research, the Task Force has identified a set of actions that will help us make YouGov more diverse and inclusive - both as an employer and in respect of our work as data analysts and researchers. While not a direct action taken to tackle the gender pay gap, the work of the D&I Task Force provides a lens through which to identify areas of improvement and to engage with our staff on gender issues.

YouGov continues to be committed to addressing our gender pay gap and to pursuing our strategy of building a welcoming, diverse and inclusive environment for all employees.

YouGov UK Mean Hourly Pay Gap



OUR COMPANY VALUES DRIVE OUR APPROACH TO TACKLING THE GENDER PAY GAP



Be Fast

We will reduce our gender pay gap within the term of our long-term strategic growth 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.



Respect Each Other

We respect each other in all aspects, including gender or gender identity.



Tackling the gender pay gap is a critical issue at YouGov and we continue to see improvement in both the quality of data and the results of the gender pay gap reporting. We are committed to leading in this area and will continue investing further this year in education, training and mentoring to stay ahead on closing the gender pay gap.

Rosemary Leith

Chair of YouGov plc Remuneration Committee

WHAT ACTIONS HAVE WE BEEN TAKING?

<p>What we said we'd do</p>	<p>Develop specified pathways and succession plans through all levels of the business.</p>	<p>Develop family-friendly flexible policies that enable employees with caring responsibilities to stay in work and progress within YouGov.</p>	<p>Support the launch of a Diversity & Inclusion Council to be a voice within YouGov representing all employees.</p>	<p>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.</p>	<p>Eliminate bias in our workplace.</p>
<p>What we've done</p>	<p>Our Group HR continue to work to improve the clarity of career pathways in the business. This year has included developing new resources for performance review season and sharing them in on our global intranet.</p> <p>During the year we implemented a new Applicant Tracking System (ATS), making internal vacancies more transparent and enabling closer analysis of our talent process.</p>	<p>In a year of unprecedented disruption to office working, our focus has been on supporting staff who faced working remotely long-term in a wide variety of domestic situations and therefore required flexibility. Through this work we have developed our wellbeing offering, including investing in specialist-led training for staff and managers on maintaining their wellbeing.</p>	<p>Our employee-led Diversity & Inclusion Task Force launched in 2020 and undertook a series of focus groups and workshops globally to understand the challenges facing YouGov.</p> <p>A new Diversity & Inclusion Framework is being created by the Task Force, including the establishment of a D&I Council to replace the Task Force, planned to roll-out in 2021.</p>	<p>During the year we have communicated regularly with the business on the activities of the Diversity & Inclusion Task Force, including at our regular Town Hall meetings.</p>	<p>Our Talent Development team launched an awareness training session on unconscious bias which is being trained out to all line managers.</p>
<p>How this helps tackle the pay gap</p>	<p>Supporting staff and line managers to have transparent, honest and productive performance review conversations.</p> <p>Applicant tracking system enables us to access a more diverse talent market digitally and to analyse how our female staff are moving through the business.</p>	<p>Enabling staff with caring responsibilities to continue to remain in the workplace, whilst also fulfilling their caring roles.</p>	<p>Empowering staff to drive forward the diversity and inclusion agenda at YouGov in a meaningful way.</p>	<p>Highlighting the topic within the business, giving it prominence.</p>	<p>Increasing the awareness of line manager's to their own unconscious bias, thereby helping to eliminate bias from recruitment and management.</p>

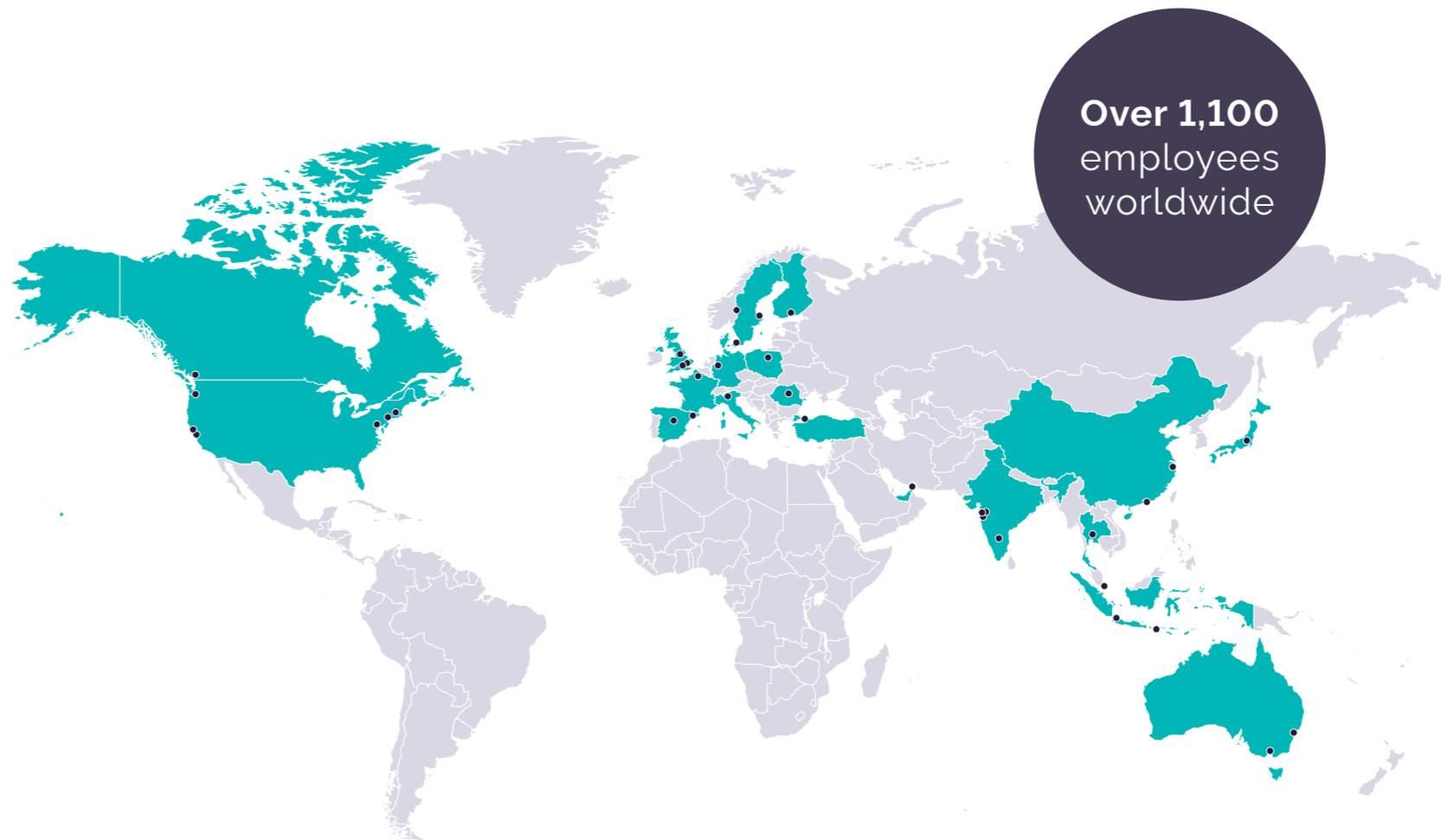
YUGOV'S UK GENDER PAY GAP REPORTING

YouGov plc and subsidiary companies (together "YouGov Group") is an international research data and analytics group. Our core offering of opinion data is derived from our highly participative panel of over 11 million registered members worldwide. We combine this continuous stream of data with our deep research expertise and broad industry experience into a systematic research and marketing platform.

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 2020.

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

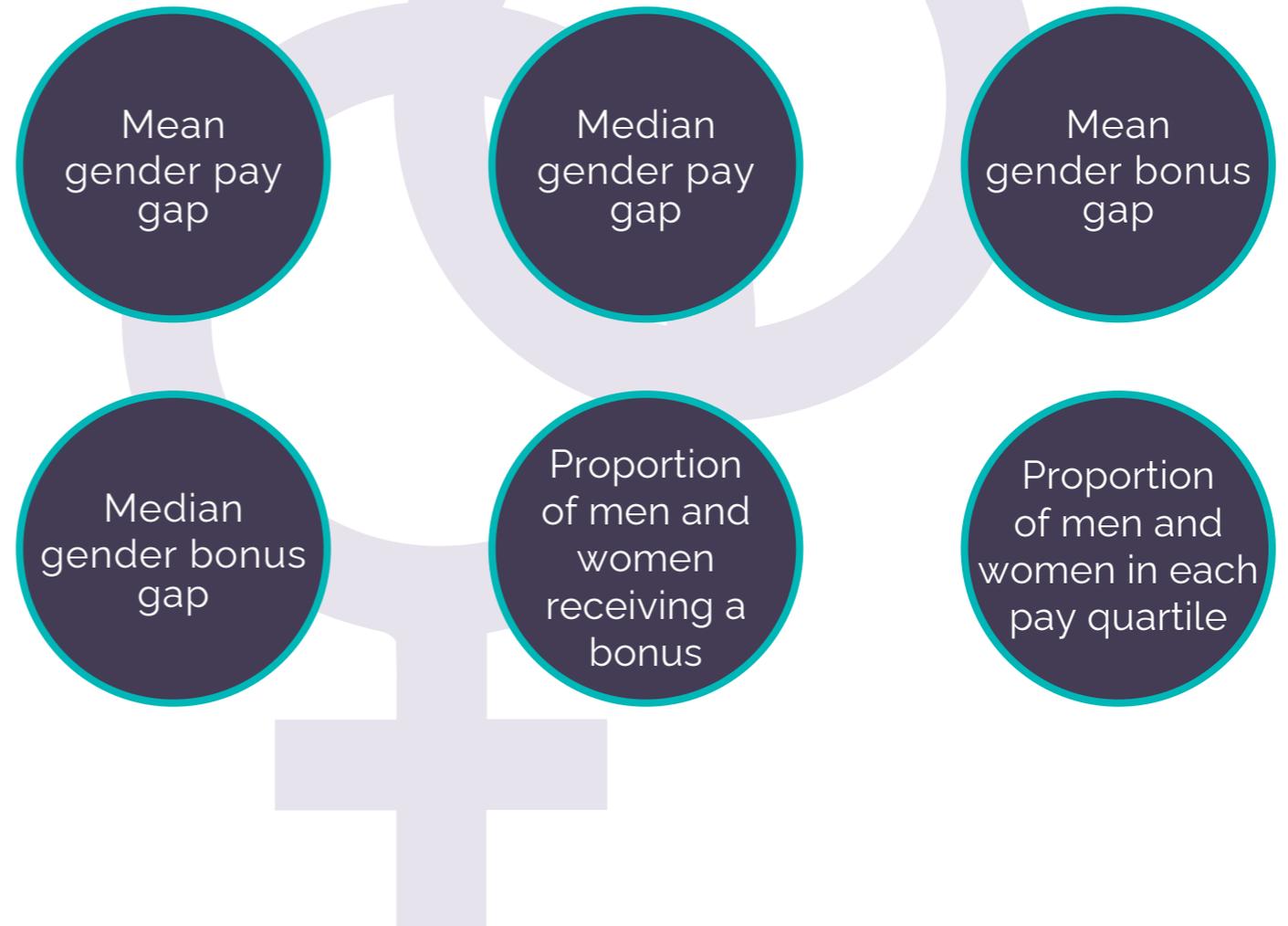
This report has been reviewed and approved by the YouGov plc Board of Directors' Remuneration Committee.



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.

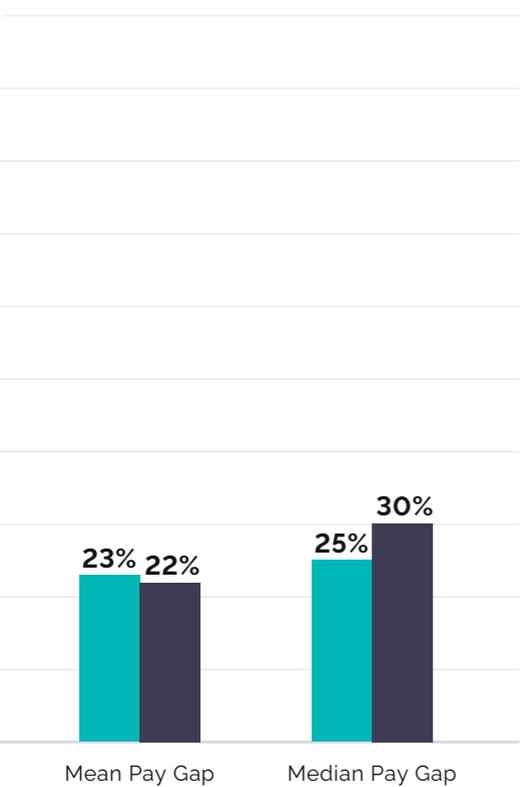
The following data is mandated to be published annually in relation to the twelve months to 5 April:



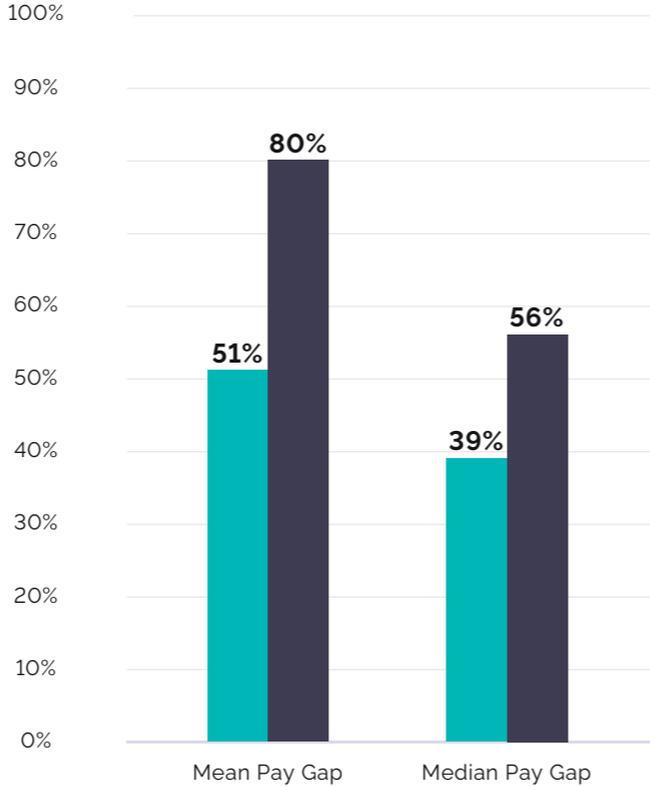
OUR 2020 GENDER PAY GAP INFORMATION

YouGov's UK gender pay gap information for 2020 is as follows:

Hourly Pay Gap

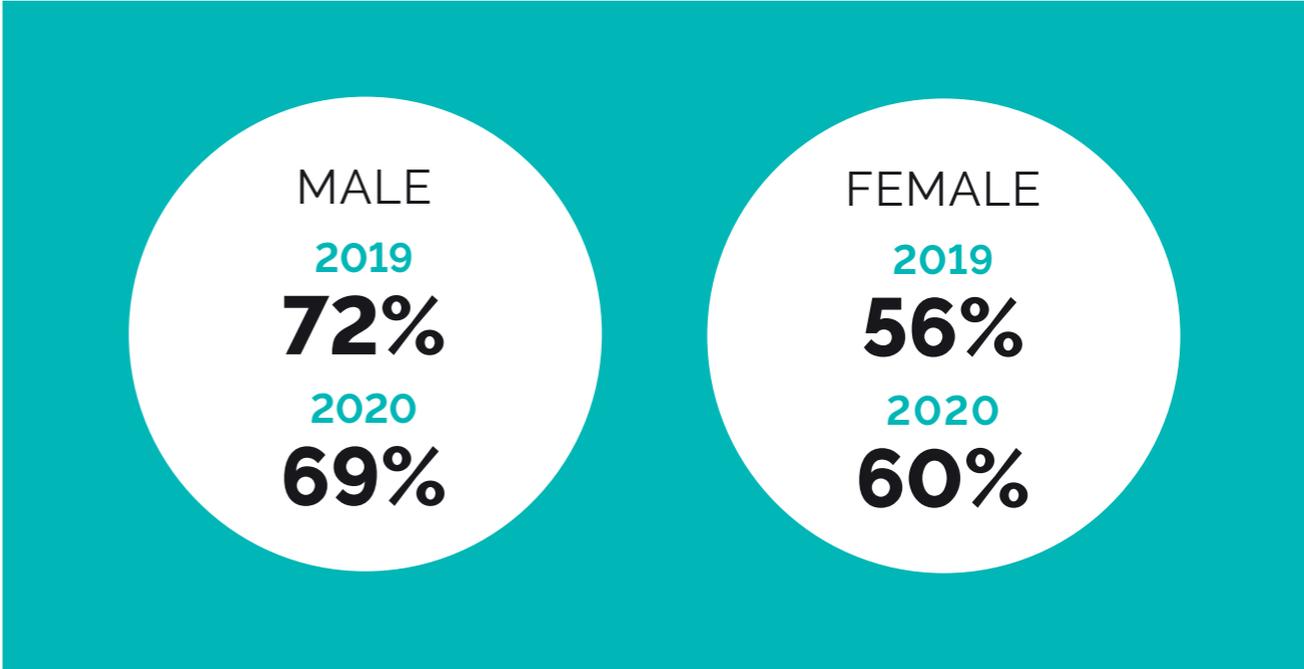


Bonus Pay Gap



Bonus Proportions

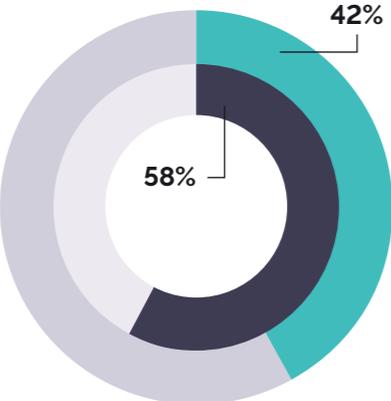
Our employees (excluding those on a sales commission scheme) are eligible for an annual discretionary performance-related bonus. This table illustrates the proportion of male and female employees who were paid a bonus in the year.



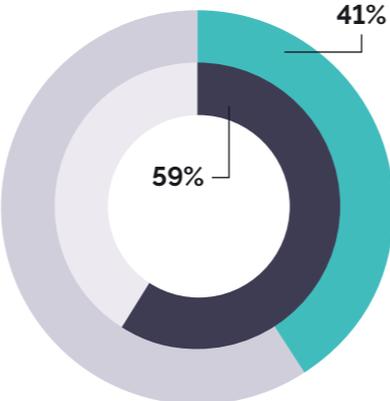
Quartile Proportions

Pay quartiles are calculated by establishing the hourly pay rate of all employees, ordering them from the highest to the lowest pay rate (Q1 being the highest paid), grouping them into four equal quartiles, and then comparing the percentage of males and females in each quartile.

Q4

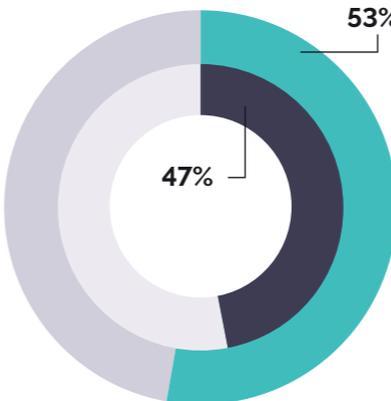


2019

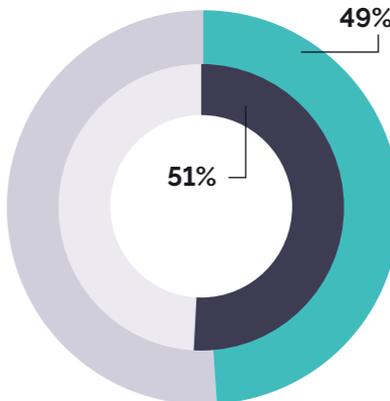


2020

Q3

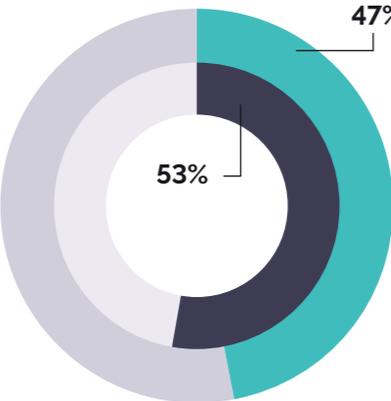


2019

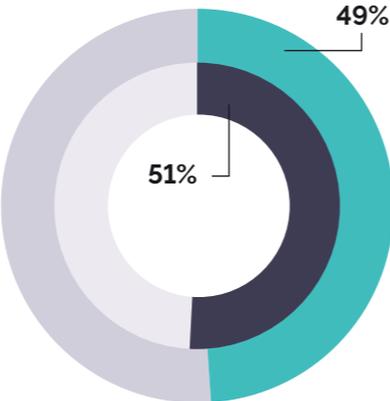


2020

Q2

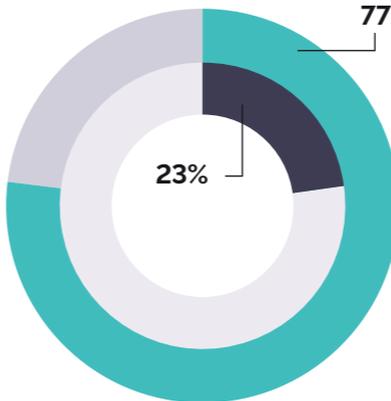


2019

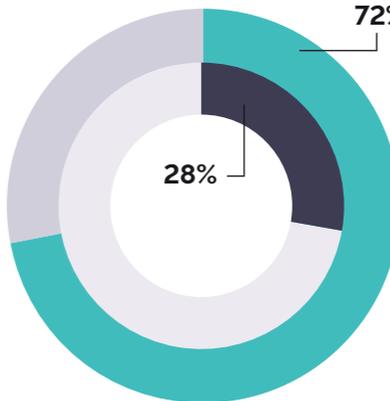


2020

Q1



2019



2020

● Male ● Female

OUR OBSERVATIONS

We are pleased to see that the mean hourly pay gap has reduced for the third year in a row and that the proportion of male and female employees receiving a bonus is equalising. However, we note that there is an imbalance in our Mean and Median Bonus Gap this year. A significant factor for this was our Long-Term Incentive Plan 2014 (the "LTIP 2014"). The LTIP 2014 awarded share options over a 5-year plan period from 2014-19 and vested in full during the reporting year. Participants in the LTIP 2014 were selected in 2014 and were all Executive or Senior Management and, in the UK, male.

When exercised LTIP 2014 share options are removed from the Bonus Pay Gap calculations, the result is a smaller increase in Mean Bonus Gap:

Year	Mean Bonus Gap	Median Bonus Gap
2019	51%	39%
2020	68%	55%



The LTIP 2014 has been superseded by the Long-Term Incentive Plan 2019 (the "LTIP 2019"). The proportion of female participants in the new LTIP 2019 is higher compared to the expired plan (25% in LTIP 2019 vs 8% in LTIP 2014).

We will continue to interrogate our bonus processes to identify where any improvements could be made to the bonus pay gap.

WHAT DOES OUR DATA TELL US?

Across the YouGov Group globally, we continue to have parity of male and female employees (at the snapshot date of 5 April 2020, 55% male and 45% female). This parity is not reflected at each level of the business, as shown in the reported quartiles for the UK. Our key focus remains improving the equal distribution of men and women at senior levels and in each business area. As we observed in prior years, but still relevant, is that redressing the imbalance in gender representation at senior levels will take time and our business needs to support 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.

Our focus for the coming year

1 Launching our Diversity & Inclusion Framework

Led by the Chief of Staff, the Diversity & Inclusion Task Force is expected to launch the Framework in 2021, including actions towards tackling the gender pay gap.

2 Diversity & Inclusion Awareness

Continuing the conversation around diversity and inclusion which has taken place during the year, a programme of awareness events is planned for 2020/21.

3 Family Flexible Policies

Our work to update and introduce family flexible policies continues into the next year.

WOMEN AT YOUNGOV

Ola Bradford

Global Facilities & Property Services Manager

London



I came onboard YouGov's team in March 2020, right at the beginning of COVID-19 pandemic. Two weeks into the job we had to shut down all the offices... what a promising start of the new adventure for a Facilities Manager! In fact, I couldn't have wished for a better company to work for.

As Facilities Manager, I have often faced, typically for the industry, bias towards women in my role. In the last 15 years my knowledge and experience has been questioned and doubted more times I can count, often only because I am a woman. Not at YouGov.

I am responsible for facilities and property services globally, covering 23 countries, 36 offices, including Health and Safety, maintenance, relocations as well as leading the Return to Office Working Group in our response to COVID-19.

In the last 12 months I have been challenged, supported, and trusted to make decisions that have effect on our global teams and locations. I found myself working with likeminded people who have the passion for what they do and really live up to the company values. There are many women at all the levels across the company, globally, and the female perspective is visible in how we operate, positively impacting the employee value proposition.

I am looking forward to seeing what the future will bring.

WOMEN AT YUGOV

Anjali Chhabra
Associate Director
Singapore



I recently completed five years at YouGov and it has been an incredible journey so far. I originally joined Dubai office with a regional client-servicing focus, but I am now based in Singapore with a global remit to manage our affiliate partners across APAC & EMEA.

I have seen the affiliates unit built from scratch, with close collaboration among several teams across functions and geographies. I have, therefore, experienced first-hand how diversity results in more innovative & effective solutions. Furthermore, organizations that are inclusive and provide the psychological safety for employees to be their unique, authentic selves note greater employee satisfaction and are more resilient to external shocks.

The recent pandemic has shown how important resilience is for businesses to thrive in a world that's increasingly uncertain. Gender diversity is a big part of this as recent data indicates that the pandemic has hit women harder in terms of unemployment and increased share of household responsibilities resulting from closure of day-care and schooling facilities. It's believed, therefore, that the pandemic might see more women dropping out of labour force and a worse gender pay gap than before. In a time like this, it's even more heartening to see YouGov's commitment to not only address the gender pay gap, but also actively support employees' mental and emotional well-being in achieving a healthy balancing work-life balance.



YouGov is an international research data and analytics group headquartered in London. Our data-led offering supports and improves a wide spectrum of marketing activities of a customer-base including media owners, brands and media agencies. We work with some of the world's most recognised brands.

With over 11 million registered panellists in more than 55 countries, YouGov's market research covers the UK, the Americas, Mainland Europe, the Middle East, and Asia-Pacific. Our panellists come from all ages, socio-economic groups, and other demographic types – allowing us to create representative samples of whole populations and different sections of society.

For more information, visit corporate.yougov.com

YouGov Group is headquartered in London, with more than 1,100 employees globally. Calculations in this report are 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 2020, being the relevant month for the snapshot date of 5 April 2020.
- Bonus, commission and share option data for the 12 months to 5 April 2020.