

17 March 2022

UK Pay Gap Information Report 2021

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Introduction from our CEO

Our culture at YouGov reflects the commitment that we offer equal opportunity to all. Diversity in all forms is not only celebrated – it is also essential to our growth as a business and as individuals. At YouGov, we hold ourselves accountable for increasing representation at all levels of the company, and we continue to be committed to addressing our pay gaps with clear and actionable objectives.

For the fourth consecutive year, in **2021** we have seen a positive downward trend in our gender pay gaps. Most notably, **our median hourly pay gap has reduced to 11%** (down from 30% in the prior year). In addition, **our mean hourly pay gap has fallen to 14%** (down from 22% in the prior year).

YouGov has grown considerably in the past year and we have successfully increased female representation in senior leadership, which has directly led to hourly

pay gap reductions. We expect this positive trend to continue in **2022** and this report outlines several initiatives that will contribute to that goal.

The requirement to report on our UK gender pay gaps does not preclude our responsibility to address gender pay gaps in other locations or to confront barriers to representation beyond gender. As a global company with over **1,600 employees** and **17 million registered members** worldwide, our internal diversification allows us to better serve both our valued clients and the valued communities that underpin our data. In line with this commitment, we are voluntarily expanding this report to include baseline data on our UK ethnicity pay gaps. While we will not be able to provide the same level of detailed analysis of our ethnicity pay gaps until we can compare figures in **2022**, this report will highlight planned actions to increase inclusion in every respect, including both gender and ethnicity.

To foster an inclusive and equitable environment, our Diversity and Inclusion (“D&I”) Task Force has evolved into a D&I Council made up of senior leadership and rotating employee representatives. The **D&I Council**, along with seven employee D&I Networks, helps us to identify areas of improvement and drive engagement on D&I initiatives. **YouGov** has partnered with external equity, diversity, and inclusion consultants to guide the development of a **D&I Roadmap** which will set out specific objectives, timelines, and measurements for progress. We acknowledge that there is still work to do, and we will continue to invest in people and projects to achieve our goals for representation and inclusion.

To support our ability to report on and address under-representation, we recently launched an internal global “**Count Me In**” campaign to encourage employees to share additional diversity data that will allow us to identify and address other areas of under-representation (more information on page 19). As **YouGov** grows, it is our priority to expand our range of skills, perspectives, and experiences so we can continue to learn from and support each other.

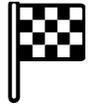


Stephan Shakespeare
Chief Executive Officer
YouGov plc

This report contains our UK Gender and Ethnicity Pay Gap Information for 2021. 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. At the time of publication, there is not a statutory requirement for publishing ethnicity pay gap information.

Tackling The Pay Gaps

As with everything we do, our company values drive our approach to tackling our pay gaps:



Be Fast

We will reduce our pay gaps within the term of our long-term strategic growth plan.



Be Fearless

We will not hide from the facts. Our pay gaps exist and we will take action to reduce them.



Get it Right

We are reviewing the data and engaging with our employees to ensure our 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

We respect each other in all aspects and we are inclusive of all identities.



Rosemary Leith
Chair of Remuneration
Committee, YouGov plc

“Gender equality continues to be a top priority at all levels of the business. We recognise that our commitment to equal opportunity extends beyond gender, as does our responsibility to embrace diversity of thought. We are dedicated to expanding our focus on representation, starting this year with the addition of our ethnicity pay gap report.”

UK Gender Pay Gap Reporting

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The background of the slide features a close-up photograph of a person wearing a black and white vertically striped long-sleeved shirt. Their right hand is resting on a large infographic spread across a light-colored wooden table. The infographic contains various data visualizations, including bar charts, line graphs, and a grid of small icons. The person's hand is pointing towards a specific section of the infographic. The overall scene suggests a professional meeting or a collaborative work environment focused on data analysis.

YouGov's UK Gender Pay Gap reporting

YouGov plc and subsidiary companies (together “YouGov Group”) is an international research and data analytics group. Our core offering of opinion data is derived from our highly participative panel of over 17 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. The YouGov Group is headquartered in London, with over 1,600 staff in 41 offices worldwide. We are committed to fostering an inclusive and transparent environment with equal opportunities for all our employees to help them realise their full potential. We champion equity and diversity as an employer



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. As mandated in the **UK Equality Act 2010**, men and women in the same employment and performing equal work must receive equal pay.

When a company pays male and female employees the same salary for the same work, a gender pay gap may still exist if the majority of male employees are in high-paying positions while the majority of female employees are in lower-paying positions.

Increasing female recruitment is often not enough to close the gender pay gap – companies must ensure that women are hired and promoted throughout all seniority levels.

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 required to publish data every year illustrating the workforce gender pay gap. The following data must be published annually: 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.

What data points do we include in our reporting?

**Mean
gender
pay gap**

**Median
gender
pay gap**

**Mean
gender
bonus gap**

**Median
gender
bonus gap**

**Proportion
of men and
women
receiving a
bonus**

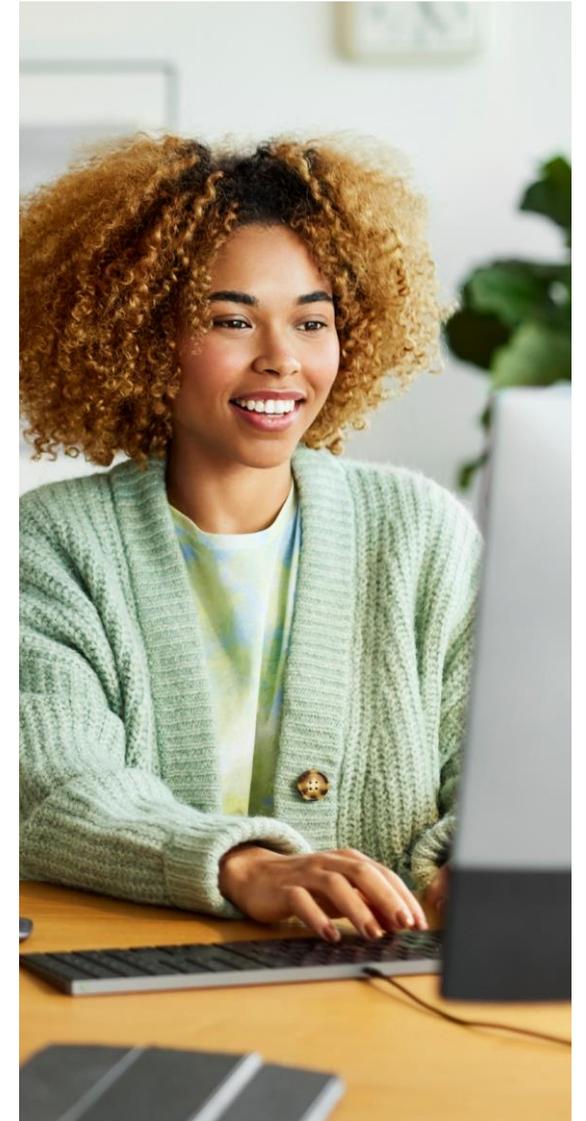
**Proportion
of men and
women in
each pay
quartile**

Expanding our approach to reporting

The data in this report has been calculated in accordance with the calculations mandated by the Regulations and the gender identification we have on record for our employees.

We recognise that the gender identification on record may not match the self-identification of some of our employees. To improve our records, we launched our “**Count Me In**” campaign in **December 2021**, to encourage all employees to self-report on a broad range of demographic and diversity characteristics. This data will be kept confidential but will inform future reporting and allow us to more fully support all our employees (more information on page 19).

The Regulations mandate disclosure along the binary distinction of specifically male and female employees. This excludes any employees who do not identify as cisgender female or cisgender male from being represented in this report. We acknowledge that we have transgender, non-binary, and gender non-conforming employees who do not align with these binary and restrictive reporting requirements, and it is our hope that expansion of our internal data through the “**Count Me In**” campaign will allow us to produce supplemental analysis inclusive of those employees who exist outside of the gender binary.



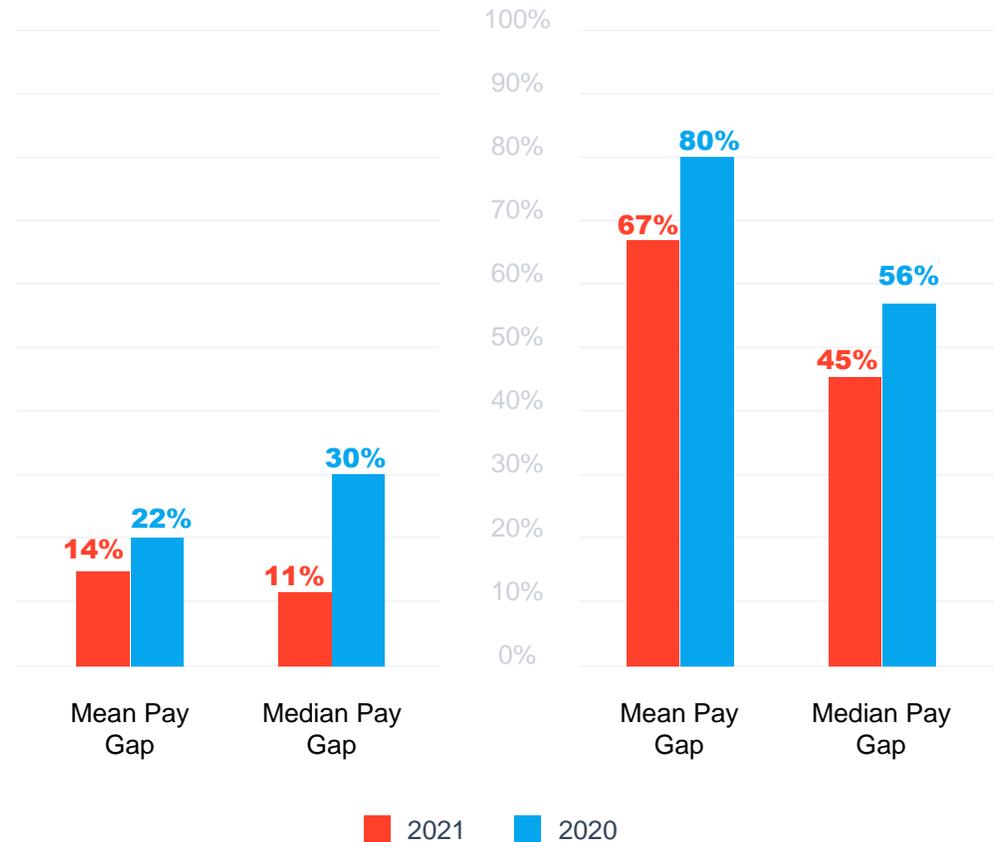
What have we been doing?

In our 2020 UK Gender Pay Gap Report we committed to several actions to target the pay gap. The actions highlighted here are in progress alongside ongoing practices to promote and improve representation at all levels. While these initiatives have significantly contributed to the reduction of our gender pay gaps specifically, they have also been instrumental in the minimal ethnicity pay gaps identified for the first time in this report.

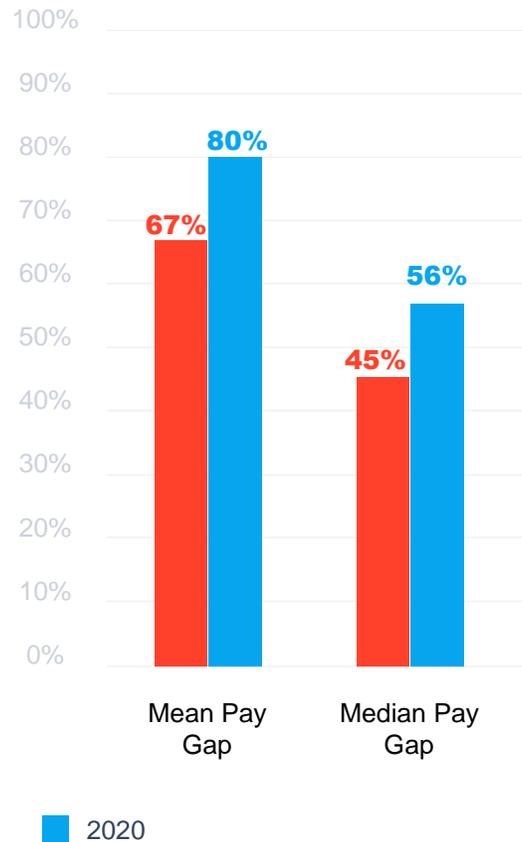
What we said we'd do	Formalise and promote a Diversity & Inclusion Council to be a voice within YouGov representing all employees.	Set specific objectives for embedding diversity & inclusion throughout YouGov.	Support the launch of a mentoring programme to encourage internal career progression.	Create greater transparency for promotion requirements and career paths.	Renew our commitment to continuously improve and reflect the diversity of under-represented groups.
What we've done	<p>The D&I Council formally replaced the D&I Task Force in 2021. The Council sets objectives for YouGov to work towards in terms of D&I and measures progress against those goals. It ensures that YouGov's D&I initiatives and objectives are fully aligned with the company's wider strategy and business plans. The Council is currently comprised of senior leaders and rotating employee representatives.</p>	<p>Over the course of several months, we have worked with external D&I consultants to identify short-, medium-, and long-term D&I objectives. These objectives will form the basis of our D&I Roadmap, which will guide our D&I initiatives in the coming years. The D&I Roadmap has been approved by the D&I Council and will be published in 2022.</p>	<p>The People Experience and Development team has initiated our first global mentoring programme, which will provide mentees with guidance, advice and feedback from mentors. This will support mentees to achieve their future aspirations and will increase internal networking and knowledge sharing, helping us to drive inclusive collaborative ideas and results.</p>	<p>Our People team has introduced a global levelling structure that provides clarity for career development. We are taking a staggered approach in communicating levels and career paths by region and function, in line with readiness.</p> <p>Our Data Intelligence Unit (DIU) team was the first to have successfully completed the initial stages, and the levelling structure has already been rolled out to a number of additional teams.</p>	<p>A new Group Diversity, Equality, and Inclusion policy was published in July 2021. The updated policy expands and reaffirms our commitment to equal opportunity through recruitment, promotion, and career development practices.</p> <p>The policy defines our approach to challenging discrimination and promoting diversity and inclusion at YouGov.</p>
How this helps tackle the gender pay gap	<p>Empowering employees to hold YouGov accountable for fostering an inclusive environment.</p>	<p>Committing to actionable initiatives that ensure continuous progress towards our goals.</p>	<p>Accelerating the career development of employees and fostering an internal support network.</p>	<p>Clarifying career development steps and encouraging internal promotion pipelines.</p>	<p>Embedding a framework for best practice to guide all YouGov operations.</p>

Our 2021 UK Gender Pay Gap Information

Hourly Pay Gap

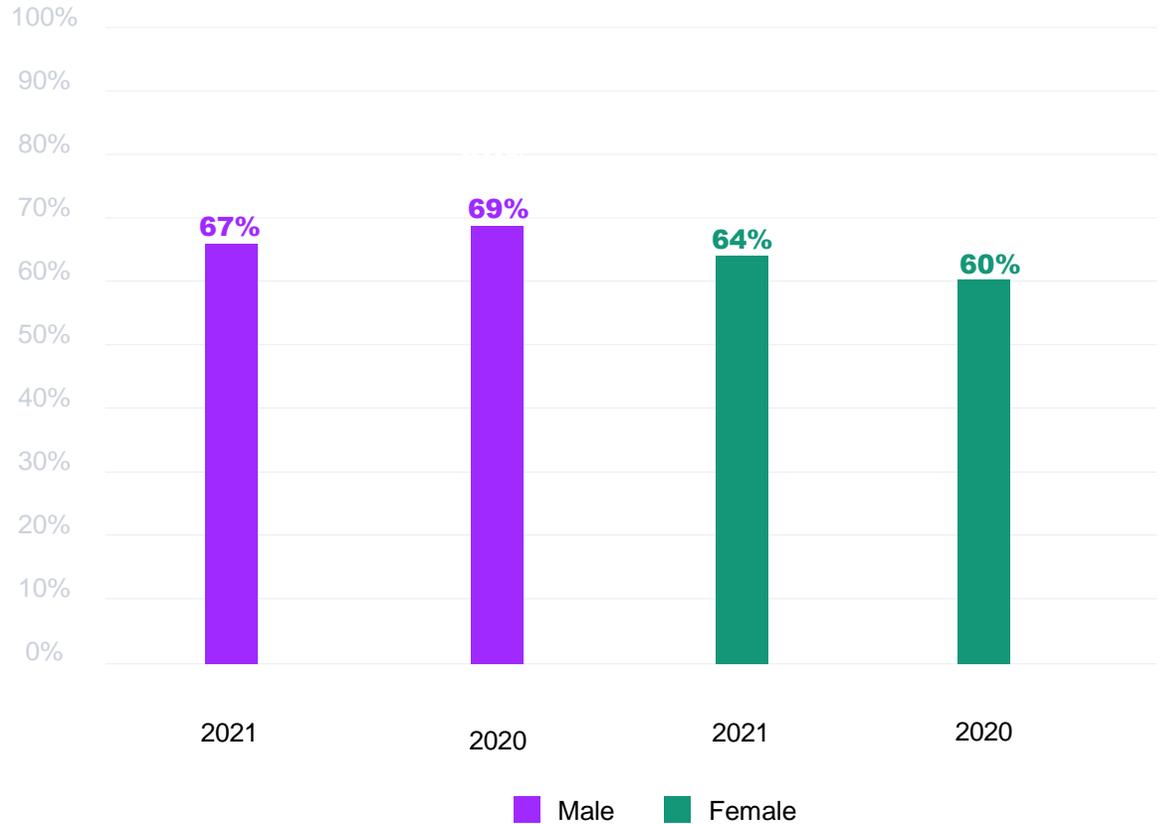


Bonus Pay Gap



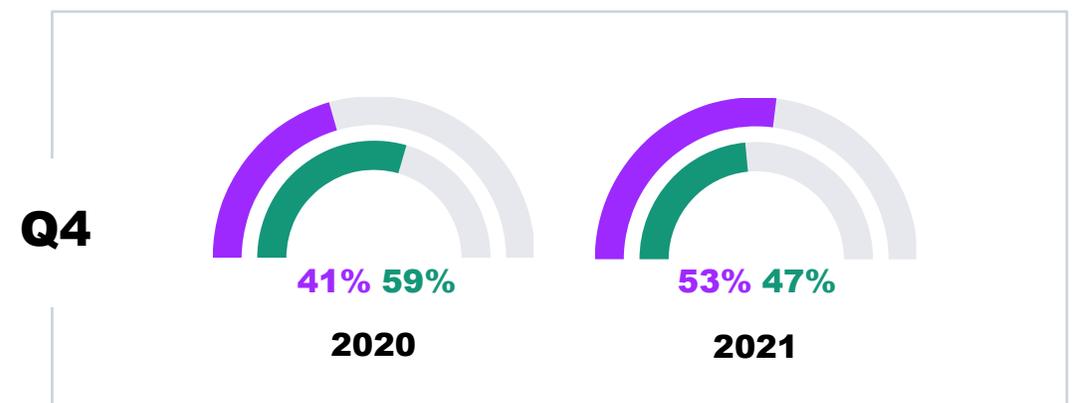
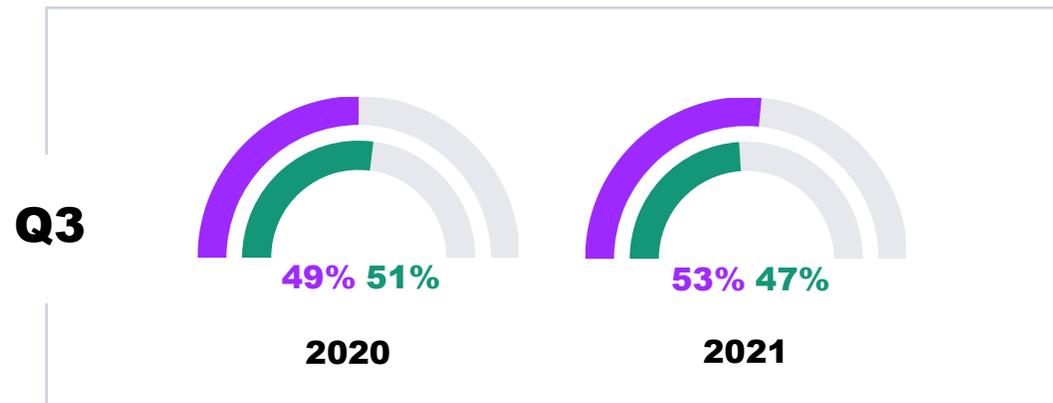
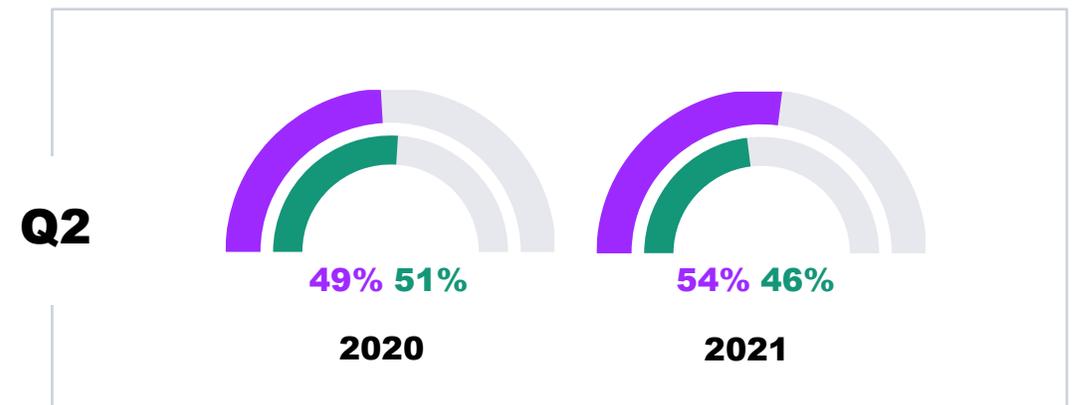
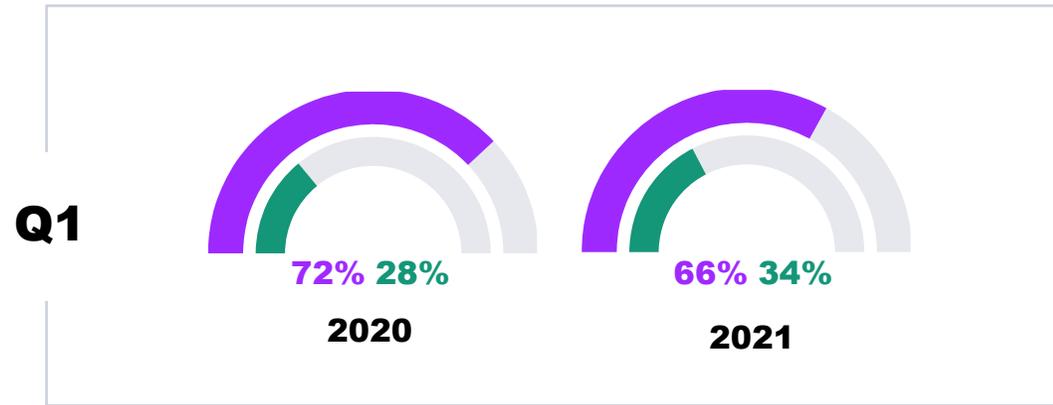
Bonus proportions:

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 through to Q4 being the lowest paid), grouping them into four equal quartiles, and then comparing the percentage of females and males in each quartile.

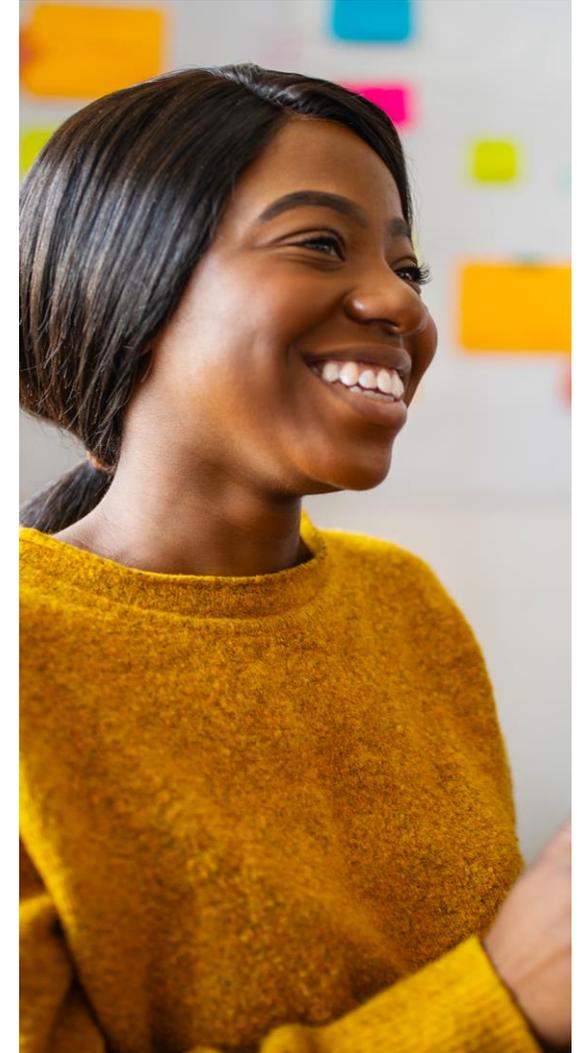


Female Male

Our Observations on our Gender Pay Gaps

We are pleased to see that both the mean and median hourly pay gaps have continued to decrease, with a significant drop in the latter. This can be attributed to our rapid headcount growth rate and the successful recruitment of a high proportion of women into senior roles. While we cannot predict the rate of our continued growth for the coming year, we hope the implementation of our [Gender Equality Plan](#) and [D&I Roadmap](#) will see a continuation of this downward trend.

While the bonus pay gaps have both steadily lowered, the mean bonus pay gap is still **67%** (down from 80% in the prior year). A significant factor in this number is the exercise of share options granted under historic share plans during this past year. The proportion of female participants in the current share plan (25%) is higher than in the predecessor plan and we anticipate that this will lead to a decrease in the bonus pay gap after the plan vests, which is expected to take place in **October 2023**. The proportion of men and women receiving bonuses has continued to equalise and has now reached near parity, and we will continue to keep our bonus plans under review to identify where any improvements could be made to address the bonus pay gap.



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

Across the YouGov Group globally, we have relative parity of male and female employees, albeit more men than women (**57% male, 43% female**). The proportion of female employees in our global business has declined slightly in recent years (**45% in 2020, 47% in 2019**), so it is particularly notable that our UK hourly gender pay gaps have significantly improved. This is supported by the fact that a high number of women have been hired into senior positions in the UK in the past year.

However, gender parity is still 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. While we have made considerable progress in **2020-21**, 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. With our Gender Equality Plan in action, and our newly developed D&I Roadmap to be implemented, we aim to further reduce the gender pay gap during the period of our current long-term strategic plan to **2023**.



UK Ethnicity Pay Gap Reporting

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A person is shown from the side, wearing a dark blue shirt and a black watch. They are holding a silver pen over an open spiral-bound notebook. In the background, a laptop and a smartphone are visible on a desk.

YouGov's UK Ethnicity Pay Gap Reporting

In this report we have disaggregated our pay gap data according to white and ethnic minority groups. As this is the first year of reporting on our ethnicity pay gaps, we do not have data from previous years to inform comparison-driven observations.

While the proportion of employees from ethnic minorities (**19%**) exceeds that of the UK population as a whole (**14%**), we have identified that the majority of employees in each pay quartile are white. We don't need to wait for a comparison of data in 2022 to tell us that this is something we need to address, and we will continue to promote inclusive recruitment, career progression, and personal development practices with the aim of improving representation in our workforce.

While there is no current statutory requirement for publishing a UK Ethnicity Pay Gap Report, we anticipate that this will become an industry standard, if not mandated, within several years. By reporting on these figures this year, not only do we prepare for evolving reporting requirements, but we reaffirm our commitment to improving diverse representation throughout YouGov.

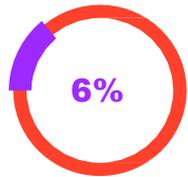
How are we disaggregating this data?

There are several terms used to refer to racial and ethnic groups that are in a minority in the UK population. We are conscious that umbrella terms may have the unintended effect of homogenising the experiences of peoples from different racial, ethnic, and cultural backgrounds. We have chosen to use the term "**ethnic minority**" to refer to racial and ethnic groups that are statistical minorities in the UK population. We recognise that many of these racial and ethnic groups are majorities in the global population. We also acknowledge that there are multiple ethnic groups that fall under the classification of "**white**;" the data in this report has been grouped to include all White ethnic groups on record (e.g. British, Welsh, Scottish, English, Irish, Northern Irish, Gypsy or Irish Traveller, White – Other) under the term "**white**." For the purposes of this report, we have made a binary distinction between white and ethnic minority groups and we have classified employees with partially white mixed ethnic backgrounds (e.g., Black Caribbean and White, Asian and White, etc.) under the term "**ethnic minority**".

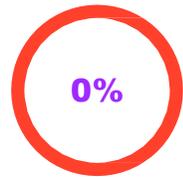
We appreciate that our method of disaggregation is only one way to represent this data. As we continue to report on our ethnicity pay gaps in the future we will revisit our terminology and classifications to ensure they remain fit for purpose and in keeping with any mandated reporting requirements.

Our 2021 UK Ethnicity Pay Gap Information

YouGov's UK ethnicity pay gap information for 2021 is as follows:



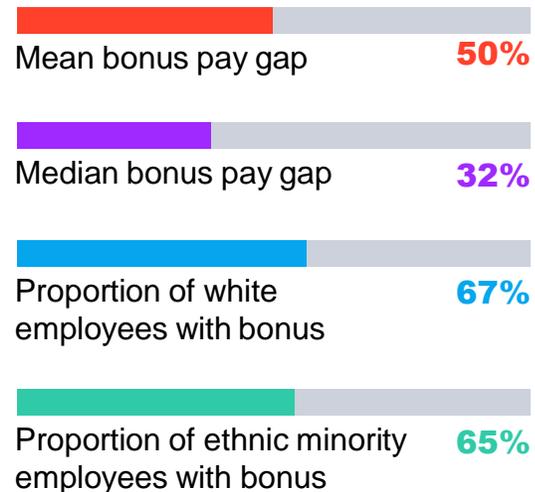
■ Mean hourly pay gap



■ Median hourly pay gap

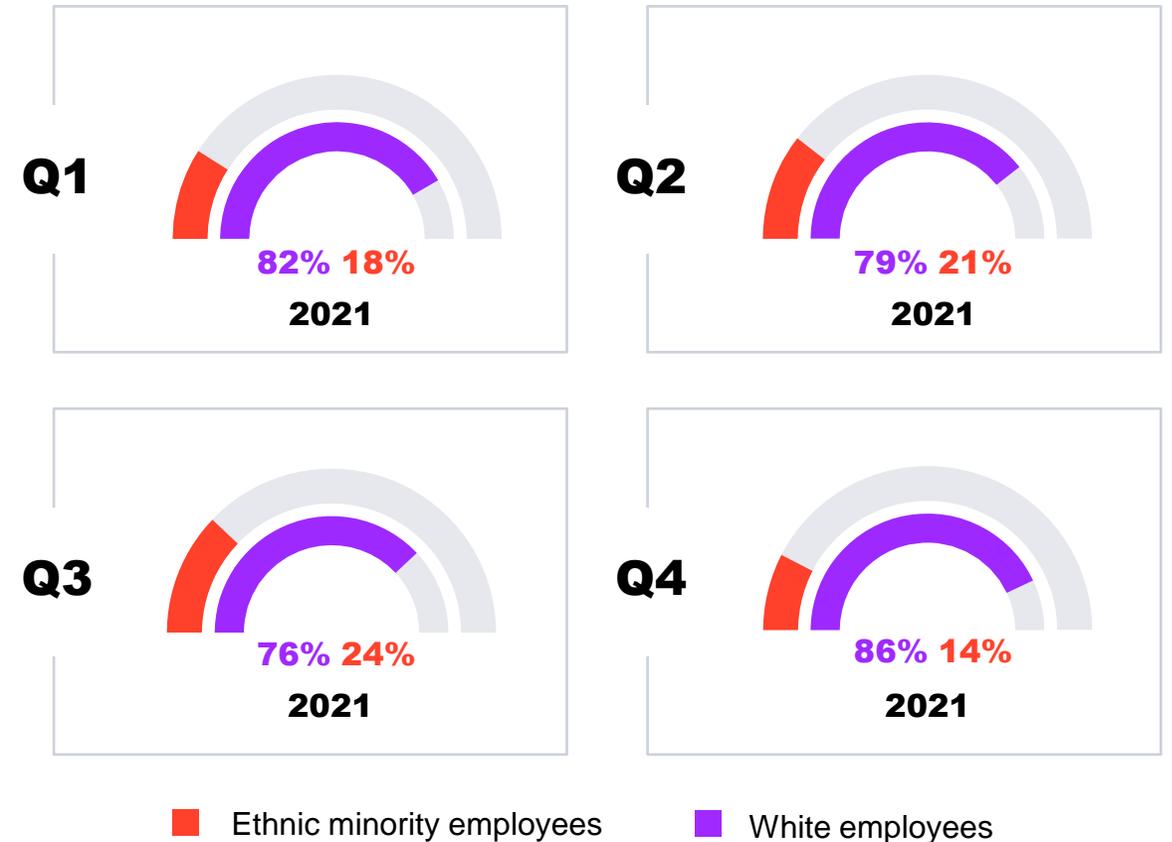
Bonus proportions:

Our employees (excluding those on a sales commission scheme) are eligible for an annual discretionary performance-related bonus. This table illustrates the bonus pay gap and the proportion of white and ethnic minority 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 through to Q4 being the lowest paid), grouping them into four equal quartiles, and then comparing the percentage of white employees and ethnic minority employees in each quartile.



Our areas of focus for the next year

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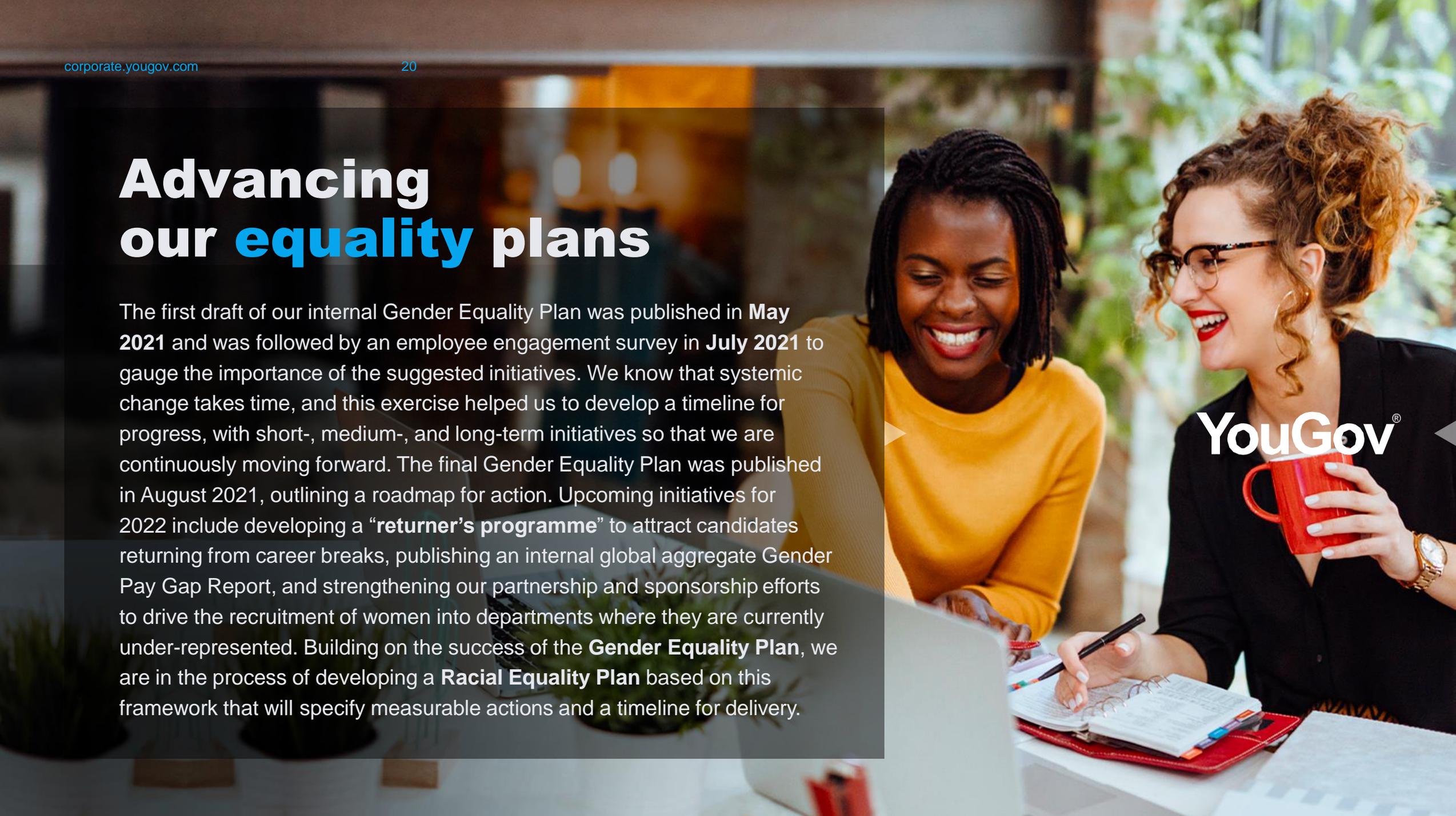
“Count Me In” Campaign

We are data-driven in everything we do and to measure our progress we need to be able to accurately report on our metrics. While we recognise the importance of reporting on and addressing our pay gaps, we also acknowledge that identities intersect with each other and **YouGov** employees can't be reduced to just their gender or ethnicity. We are committed to fostering a globally inclusive environment where all employees are empowered to be their whole selves. Although we currently collect gender identification data at the hiring stage in the UK, we do not have enough personal data to produce detailed D&I reports that would allow us to measure progress against our plans. In line with that goal, we launched the “**Count Me In**” campaign in December 2021 to collect consistent employee demographic data that will be used to inform future D&I initiatives.

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Advancing our **equality** plans

The first draft of our internal Gender Equality Plan was published in **May 2021** and was followed by an employee engagement survey in **July 2021** to gauge the importance of the suggested initiatives. We know that systemic change takes time, and this exercise helped us to develop a timeline for progress, with short-, medium-, and long-term initiatives so that we are continuously moving forward. The final Gender Equality Plan was published in August 2021, outlining a roadmap for action. Upcoming initiatives for 2022 include developing a “**returner’s programme**” to attract candidates returning from career breaks, publishing an internal global aggregate Gender Pay Gap Report, and strengthening our partnership and sponsorship efforts to drive the recruitment of women into departments where they are currently under-represented. Building on the success of the **Gender Equality Plan**, we are in the process of developing a **Racial Equality Plan** based on this framework that will specify measurable actions and a timeline for delivery.



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Diversity & Inclusion Roadmap

In 2021, we commissioned a Diversity, Equity and Inclusion Consultancy, [Equitas Insight](#), to review our overall approach to D&I at YouGov. Over the course of several roundtable workshops and collaborative discussions, Equitas Insight guided an internal team in the development of a comprehensive D&I Roadmap that aligns with global best practice. The D&I Roadmap outlines objectives, directional measurements and actions along a short-, medium-, and long-term timeline. The initiatives introduced in the Gender Equality Plan are included in the overall D&I Roadmap, and any future equality plans such as the Racial Equality Plan will align with the D&I Roadmap framework. During 2022, we will be implementing the D&I Roadmap targets and plan to report on our progress next year.

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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 17 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.

If you have any questions about this report, please contact governance.team@yougov.com.

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