

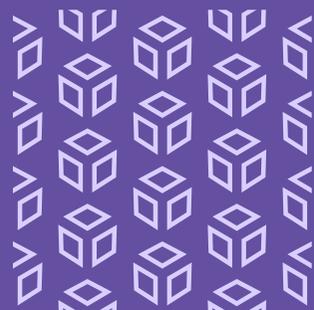


# MINDING THE GAP

## YouGov plc Gender Pay Gap Information Report 2018

**YouGov**<sup>®</sup>

Report produced in conformity with the UK Equality  
Act 2010 (Gender Pay Gap Information) Regulations 2018



## Our commitment to our people

Central to our culture at YouGov is a commitment that we offer equal representation and opportunity to all. Diversity in all forms is celebrated and valued.

Our gender pay gap data clearly shows that we have a gender pay gap in our company, which we are committed to reducing.

You will see in our figures that there is generally an improvement year-on-year. Whilst this is positive, we recognise that this change is as likely down to fluctuations in the make-up of our employee cohort, as it is to the impact of actions taken to tackle the gap so far. Whilst we firmly believe that the actions we are taking will start to reduce the gap, it is realistic to expect that this will likely take several years to come to fruition.

In a year when we launched our new company values, these values have been at the forefront of our minds when considering actions to remedy the pay gap. You will see more details on how our values connect to the action plan later in this report.

Since we published our first pay gap report, we have been working to understand the root cause so that we can target our actions where they will be most effective.

One cause of the pay gap is that there is less female representation at senior levels within the business. This is not unique to YouGov, nor to the industries in which we operate, but we have great talent within our business, and we want to encourage this talent to remain and grow with us to seniority. This is a key focus for us.

We recently held our first “Minding the Gap” event at our London office, which provided a forum for employees to openly discuss their experiences at YouGov and their ideas on how our gender pay gap may be addressed. Output from this event will form the basis for our long-term plans, completion of which will be monitored by our Board’s Remuneration Committee.

Whilst publishing this report on an annual basis is important, we are conscious that this only raises the topic once a year. We do not believe this is adequate, so we are committing to biannual updates to our UK employees on progress against our stated plans.

We appreciate that there is still work to be done to close our gender pay gap, but we are committed to addressing this and to pursuing our strategy of building a diverse and inclusive environment for all our employees.

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**  
CEO

# Our company values & our pay gap actions



*"Addressing the gender pay gap at YouGov is one of the Remuneration Committee's agenda priorities as we review the executive management's plan, challenging the YouGov team to continually improve and build upon their program of initiatives to work toward closing the Gender Pay Gap."*

**Rosemary Leith**  
Chair of YouGov plc Remuneration Committee

## YouGov company values

### Be fast

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



### Get it right

We are engaging our employees in developing our pay gap actions to ensure they are fit-for-purpose



### Be fearless

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



### Trust each other

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



# What have we been doing?

We have met the objectives from our 2017 report:

## What we said we'd do

Embrace new technologies to offer more opportunities for agile working

Offer flexible working in all new roles subject to business requirements

## What we've done

UK employees are no longer tied to desk phones, thanks to a new soft phone system. Employees are enabled to work remotely as required which offers more flexibility to cover other life commitments.

Now offered as a matter of course for the majority of roles, subject to the business needs.



Since our last report, we have also achieved the following:

**Launched a new dedicated careers website** prominently featuring the diverse YouGov global workforce, including women at different levels – [jobs.yougov.com](https://jobs.yougov.com).



**Held first event dedicated to discussing the gender pay gap at YouGov** - Our London office hosted the "Minding the Gap" event in April 2019. The purpose was to better understand the experience of women in YouGov UK, so that the plans to tackle the pay gap are based on real experience and tailored to our business. The Board of Directors' Remuneration Committee will monitor short and long-term actions arising, to ensure we see them to completion, and to analyse their impact on the pay gap.

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

Across the YouGov Group globally, we have relative parity of male and female employees (at the snapshot date, 57% male and 43% female). This parity is not reflected at each level of the business, which is clearly shown in the reported quartiles for the UK. Our key focus 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.

**As the company enters our next strategic Five Year Plan, we aim to reduce the gender pay gap during its term.**

In 2019 – 2020, our focus will be on cultivating our in-house talent and attracting the best new talent by:

- (1) **Developing** specified pathways to senior roles and succession plans – giving employees clarity on what they need to achieve to progress and the scope of their career development within YouGov.
- (2) **Acknowledging** that unconscious bias may exist in our talent recruitment process and providing training to hiring managers to combat this.
- (3) **Committing** to communicating twice a year with employees about our progress on pay gap initiatives to ensure they trust this is an ongoing process 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 research data and analytics group. Our core offering of opinion data is derived from our highly participative panel of over 7 million people worldwide. We combine this continuous stream of data with our deep research expertise and broad industry experience into a systematic research and marketing platform.

YouGov Group is headquartered in London, with over 900 staff in 22 countries globally. We are committed to fostering an inclusive and transparent environment, promoting equal opportunities for all our employees to help them realise their full potential. We champion inclusivity and diversity as an employer.

This report constitutes our 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 2018. 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 new 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:

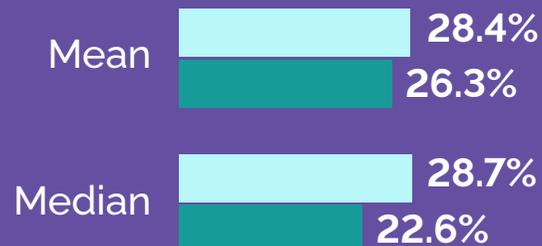
- Mean gender pay gap
- Median gender pay gap
- Mean gender bonus gap
- Median gender bonus gap
- Proportion of men and women receiving a bonus
- Proportion of men and women in each pay quartile

# Our 2018 gender pay gap information

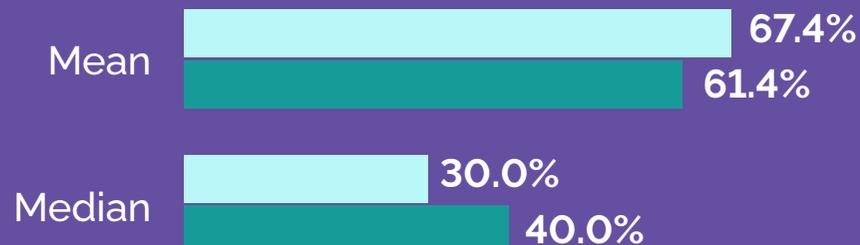
The YouGov plc (the 'Company') gender pay gap information for 2018 is as follows:



## Hourly Pay Gap

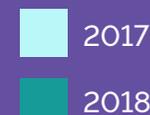


## Bonus Pay Gap



Whilst we are pleased to see that the 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 demographics 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 much more definitive trend towards parity over the next few years.

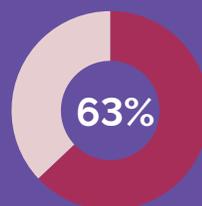
NOTE: In preparing our 2018 declaration, we identified that commission had been excluded from the Bonus Pay calculation published for 2017. The resultant change has been included in the figures above. The recalculation does not affect the overall result of increase and/or decrease in the Bonus Pay Gap figures.



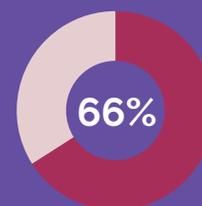
## Bonus proportions

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

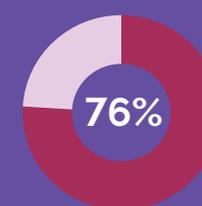
This table illustrates the proportion of male and female employees who were paid a bonus in the year.



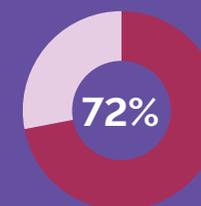
2017



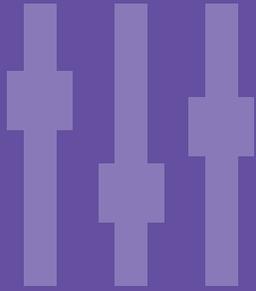
2018



2017



2018



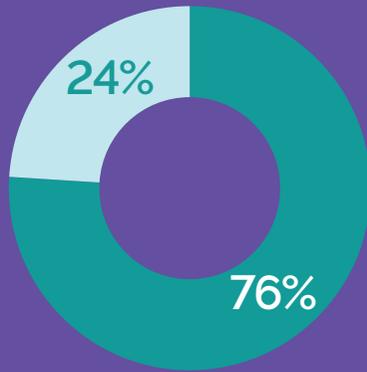
## Quartile proportions

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.

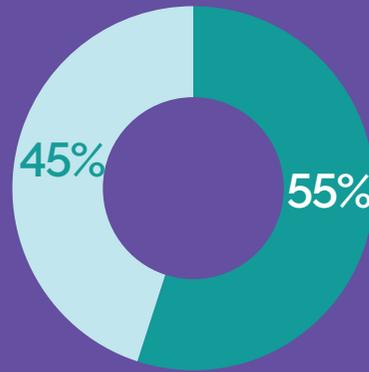
Calculations based on

- 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 2018, being the relevant month for the snapshot date of 5 April 2018.
- Bonus, commission and share option data for the 12 months to 5 April 2018.

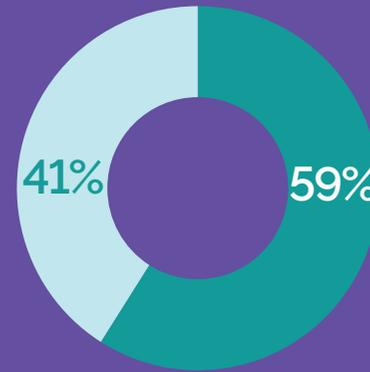
2018



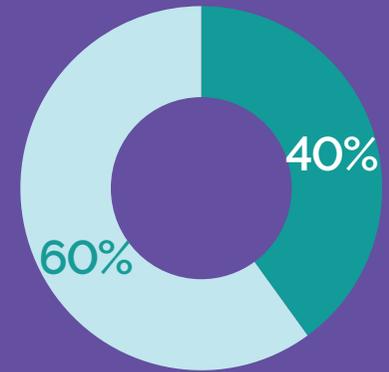
Q1



Q2



Q3



Q4

2017

22% 78%  
♀ ♂

38% 62%  
♀ ♂

49% 51%  
♀ ♂

59% 41%  
♀ ♂

## Women @ YouGov share their experience



**Tilly Heald**

Group Head of Governance &  
Company Secretary

“ *The saying goes: luck is what happens when preparation meets opportunity. I consider myself lucky to have landed a foot-in-the-door job at YouGov back in 2010, as EA to the CEO. Both YouGov and my professional-self have grown a lot during the last nine years. During that time, YouGov has expanded from 10 global subsidiaries to over 40, while I have qualified as a chartered Company Secretary and built a team from scratch.*

*I now oversee the Governance team at YouGov – with responsibility for legal matters, data protection, corporate secretariat and corporate communications. All of which are vitally important for our business. YouGov has always supported my development, recognising that the role in which you enter the business is not necessarily where you will remain. The company has a culture of growth and openness in which, for people with the right skillset, there is always scope to progress.*

*As Company Secretary, I work closely with the Board of Directors. Some companies do not value the role of Company Secretary. This is not the case at YouGov, where I have found that the Directors seek out my advice and opinion on a broad range of governance matters and see me as their trusted advisor.*



**Alice Hall**

Global Head of HR

“ *Working in a role that crosses different countries and time zones requires a great degree of flexibility in the way that I, and our teams, work. At the heart of making this happen is an environment where people are given the flexibility to balance their personal and working lives.*

*Flexible working and challenging the mind-set to celebrate our achievements, not presenteeism and the time we spend at our desks, is a big part of the culture that YouGov is driving.*

*Part of developing a diverse and inclusive workforce is understanding that we may all contribute something different and work in different ways. Flexible working allows employees to shape their roles around their lives, and not the other way around.*

*We still have a way to go at YouGov to eliminate the pay gap, but we have seen improvements already through the initiatives we have implemented and it continues to be a key focus for us not only in the UK, but across our global group.*

## Women @ YouGov share their experience



**Amelia Brophy**  
Head of Data Products, UK

“ As a member of the UK Leadership team, it is my responsibility to ensure YouGov is an employer of choice for a diverse workforce. This means driving a culture of equality across all aspects of the business from strategy through to recruitment, flexible working, and social events.

*Tools and policies, such as flexible working, are the building blocks of a diverse workplace but we need to be constantly vigilant to ensure effectiveness, and that our commitment to equality comes through in all decision making.*

*As the only female in the UK Leadership team I bring a particular perspective, but it is critical that ensuring inclusion is seen as a shared responsibility. We will only succeed in closing the gender pay gap, and building the diverse workforce we need for the future, if there is commitment at every level of the organisation.*

*I applaud YouGov's willingness to engage on the issue of the gender pay gap. We need open conversations about the structural and systemic biases that led to the pay gap if we are to successfully address this challenge.*



**Lynda Vivian**  
Global Head of Operations

“ As the Director of an historically male dominated function, I am proud to be able to say we have women at all levels of production and management in our Operations department at YouGov, who in total now make up 43% of a team of over 80.

*From a personal perspective, having had three children in the time I've worked here, I have also benefited from YouGov's policy of simply "choosing the right person for the job". At each stage of motherhood, I have been afforded the flexibility I have required to be able to spend important time with my children alongside carrying out a full time role. I have also received 4 promotions since starting my family.*

*There is surely some way to go to achieve a complete balance in gender pay, but, judging from my experiences at YouGov and those of other female colleagues around me, I am certain our business is committed to taking the steps to address that.*

**YouGov<sup>®</sup>**

Learn more at [yougov.co.uk](https://yougov.co.uk)

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