

UK Pay Gap Information Report 2022

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Introduction from our CEO



STEPHAN SHAKESPEARE, CHIEF EXECUTIVE OFFICER

This pay gap information report will be my last as CEO, before I take up my new position as the Chair of YouGov's Board of Directors. An upcoming change in leadership marks an opportunity to reflect on the progression of our pay gaps since we voluntarily published our [first report](#) in 2018 (publishing our 2017 gender pay gap data). At that time, our revenue was £116.6 million with 800 employees globally and a panel of 5 million registered members – since then, we have nearly doubled our revenue (to £221.1 million) and our global workforce to over **1,650 employees** with over **22 million registered members** worldwide. The growth of the company has been matched by our commitment to diversity and inclusion (“D&I”). Our targeted recruitment, promotion, and retention initiatives have contributed to our lowest gender pay gaps to date.

For the fifth consecutive year, we have seen a **positive downward trend** in our UK gender pay gaps. Both our mean and median hourly gender pay gaps are now below 10% with the **mean gender pay gap at 9%** (down from 14% in 2021) and the **median gender pay gap at 7%** (down from 11% in 2021).

Our median hourly pay gap is now lower than the UK national median pay gap of 8.3%. Compared to [our first reported gender pay gaps](#) (mean at 28.4% and median at 28.7%), we have made significant progress in reducing our pay gaps during a period of rapid company growth. The 2023 Market Research Society (MRS) Research Live Industry Report notes that YouGov has achieved one of the most significant pay gap improvements (from 2018-2022) in the industry.

We first reported our UK ethnicity pay gaps in our 2021 UK Pay Gap Report. This year we are able to report a year-on-year comparison for the first time, with a reduction in our **mean ethnicity pay gap at 3%** (down from 6% in 2021) and an increase in our **median ethnicity pay gap at 8%** (up from 0% in 2021). These changes can likely be attributed to our efforts to improve data collection – this year's analysis reflects a more accurate snapshot of our ethnicity pay gaps. While the number of UK employees has increased by less than 20 people, more employees have voluntarily disclosed their ethnicities during this reporting period (87% of UK employees in 2022 compared to 64% in 2021).

As a data-driven company, our D&I approach starts with our employee data. In 2021, we prioritised the collection of accurate and consistent employee diversity monitoring data across our global workforce. The launch of the Count Me In campaign (more on page 6) has provided a more robust data set to analyse both our gender and ethnicity pay gaps, with a particular improvement in the internal analysis of global and regional figures. This data will also support the production of our first annual workforce diversity report (more on page 22), providing a clear benchmark to measure success against our D&I objectives.

A significant factor in the reduction of both our hourly and bonus gaps this year has been the restructuring of our Senior Leadership Team (“SLT”) – to create greater definition and to ensure a closer alignment between the SLT structure and our current long-term

strategic plan (FYP2). Expanding the SLT came with the inclusion of a number of women who had previously reported to SLT and the SLT is now 38% women (compared to 27% in 2021).

We are pleased to be moving closer to our aspirational goal of eliminating our pay gaps entirely. Our ability to fairly and accurately represent the opinions of our panel members is strengthened by the representation within our own workforce. We champion diversity of thought and recognise the importance of a workplace culture that allows all employees to be their authentic selves. Tackling our pay gaps will remain a priority, both for the incoming CEO and in my new role as Chair of the Board. Looking forward, we will be championing data-driven decisions in our D&I approach – we know where we’ve come from, we know where we stand today, and we know where we want to go.

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 no statutory requirement for publishing ethnicity pay gap information.

Hourly & Bonus Gaps	2017	2018	2019	2020	2021	2022
Mean hourly	28.4%	26.3%	23%	22%	14%	9%
Median hourly	28.7%	22.6%	25%	30%	11%	7%
Mean bonus	64.8%	61.4%	51%	80%	67%	61%
Median bonus	27.5%	40%	39%	56%	45%	37%

Bonus Proportions	2017	2018	2019	2020	2021	2022
Proportion of men receiving bonus	59%	72%	72%	69%	67%	62%
Proportion of women receiving bonus	56%	66%	56%	60%	64%	57%

Quartile Proportions	2017	2018	2019	2020	2021	2022
Q4 Female	59%	60%	58%	59%	47%	48%
Q4 Male	41%	40%	42%	41%	53%	52%
Q3 Female	49%	41%	47%	51%	47%	45%
Q3 Male	51%	59%	53%	49%	53%	55%
Q2 Female	38%	45%	53%	51%	46%	43%
Q2 Male	62%	55%	47%	49%	54%	57%
Q1 Female	22%	24%	23%	28%	34%	38%
Q1 Male	78%	76%	77%	72%	66%	62%

Tackling the **pay gaps**

OUR VALUES

As with everything we do, our company values drive our approach to tackling the 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.



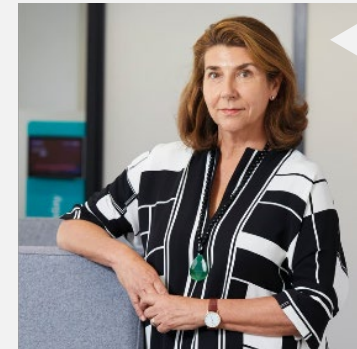
Respect

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

OUR MISSION

Our mission is to supply a continuous stream of accurate data and insight into what the world thinks, so that companies, governments and institutions can make informed decisions. This is complemented by our social mission to make people's opinions heard for the benefit of the wider community. Neither aim can be achieved without having a truly diverse workforce, in an inclusive workplace.

OUR PRIORITIES



Rosemary Leith

Senior Independent Director and
Chair of Remuneration Committee,
YouGov plc

"A priority for this reporting year has been the expansion of our Senior Leadership Team. Strengthening our leadership structure meets the growing needs of the company and reflects the invaluable contributions of experts in each department. Representation remains on the agenda for the final year of our current long-term strategic plan, and the Board will continue to champion policies that proactively address our pay gaps in 2022 and beyond."

What have we been doing?

In our 2021 UK Pay Gap Report we committed to several actions to target both our gender and ethnicity pay gaps. The actions highlighted here are in progress alongside ongoing practices to promote and improve representation across our organisation.

What we said we'd do	Collect consistent employee demographic data to inform recruitment targets and D&I initiatives.	Action short-, medium-, and long-term D&I objectives as outlined in the D&I Roadmap.	Achieve specific initiatives to improve gender diversity.	Promote regular engagement through the D&I Networks.	Support diverse recruitment both internally and in our industry.
What we've done	The Count Me In campaign (launched December 2021) invited employees to voluntarily self-disclose diversity monitoring information. The campaign ran for one month with over 600 respondents globally. We ran a second round of the campaign in September 2022 ¹ to capture new joiners and allow employees to update their disclosures. Count Me In will continue to run every 6 months and we will evaluate the collection of diversity monitoring information at the recruitment and hiring stages.	Introduced in April 2022, our D&I Roadmap outlines objectives and actions to achieve our vision for the future of D&I at YouGov. Over the last year, we have re-launched our D&I Networks (employee resource groups) with a clarified purpose and approved Rules of Engagement, improved our data collection efforts, expanded our D&I learning and development offerings, and internally published quarterly D&I Updates to keep employees informed on our progress.	With the implementation of the D&I Roadmap, the initiatives defined in our Gender Equality Plan ("GEP") have been incorporated into our larger D&I strategy. To meet the objectives set by the GEP, we have published an internal global aggregate Gender Pay Gap Report, started advertising all roles internally on a dedicated job board, and published curated LinkedIn Learning playlists with training modules relevant to D&I issues (including a Gender at Work playlist).	As part of our D&I Roadmap, we made a commitment to hold monthly D&I Conversations hosted by our D&I Networks. We launched this initiative with our global Pride Month webinar in June 2022, the flagship event for our LGBTQ+ & Allyship Network. Further D&I Conversations have included a webinar on Inclusion & Accessibility in the Panel Experience (Responsible Research & Innovation Network) and two workshops on wellness practices for World Mental Health Day (Mental Health Network).	Through our corporate partnership with the National Diversity Council (NDC) in the US, we have access to a diverse recruitment platform to advertise a range of roles and proactively recruit candidates from diverse backgrounds. We have also signed up as a host for two 6-month hires with the US-based IDEAtor Fellowship Programme; an initiative in collaboration with Insights Association, which aims to increase ethnically diverse talent hiring within the insights and data analytics industry.
How this helps tackle our pay gaps	Ensuring we have the most accurate and consistent data set to inform our analysis.	Incorporate accountability measures in progress towards our D&I vision.	Address key areas of under-representation with transparency.	Creating a culture of inclusion that encourages awareness and belonging.	Proactively incorporate diverse recruitment practices.

¹ This report contains data collected as at 5 April 2022, reflecting the expanded data set from the first round of the Count Me In campaign. The second round of the campaign, and further rounds in the future, will be reflected in future reports.

YouGov's UK pay gap reporting¹

YouGov plc and its subsidiary companies (together “YouGov Group”) is an international online research data and analytics technology group. Our innovative solutions help the world’s most recognised brands, media owners and agencies to plan, activate and track their marketing activities better. At the core of our platform is our **22+ million** registered panel members, an ever-growing source of consumer data that allows us to deliver accurate, actionable consumer insights. YouGov Group is headquartered in London, with over **1,650** staff² across **39 offices** worldwide.



¹This report constitutes our UK gender pay gap annual information report (in respect of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017) (“the Regulations”) for the reporting year ending on 5 April 2022. 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.

² This figure reflects our full-time equivalent contracted employees. For the purposes of our mandated gender pay gap reporting, part-time employees are counted as a single full-time employee.

▶ What is a **pay gap**?

A pay gap is the average difference between earnings for two groups of employees – for example, men and women, or white and non-white – typically expressed as the percentage of earnings of the predominantly privileged group.

▶ What data points do we **include in our reporting**?

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. We voluntarily report on these same data points in our analysis of ethnicity pay gaps.

**Mean hourly
pay gap**

**Median
hourly pay
gap**

**Mean
bonus gap**

**Median
bonus gap**

**Proportion
receiving
a bonus**

**Proportion
in each pay
quartile**

What is equal pay?

Pay gaps are not to be confused with the concept of 'equal pay', which refers to pay differences between two people who carry out the same or similar roles without a material difference for the pay discrepancy. In the UK, the Equality Act 2010 mandates that men and women in the same employment and performing equal work must receive equal pay. We extend this commitment to all roles and employees globally, regardless of their gender, ethnicity, or other identity characteristics.

When a company pays employees the same salary for the same work, a pay gap may still exist if the majority of male or white employees are in high-paying positions while the majority of female or non-white employees are in lower-paying positions. Diversifying recruitment is often not enough to close the gender pay gap – companies must ensure that women and non-white employees are hired and promoted throughout all seniority levels.

UK Gender Pay Gap Reporting

How are we **disaggregating** this data?

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.

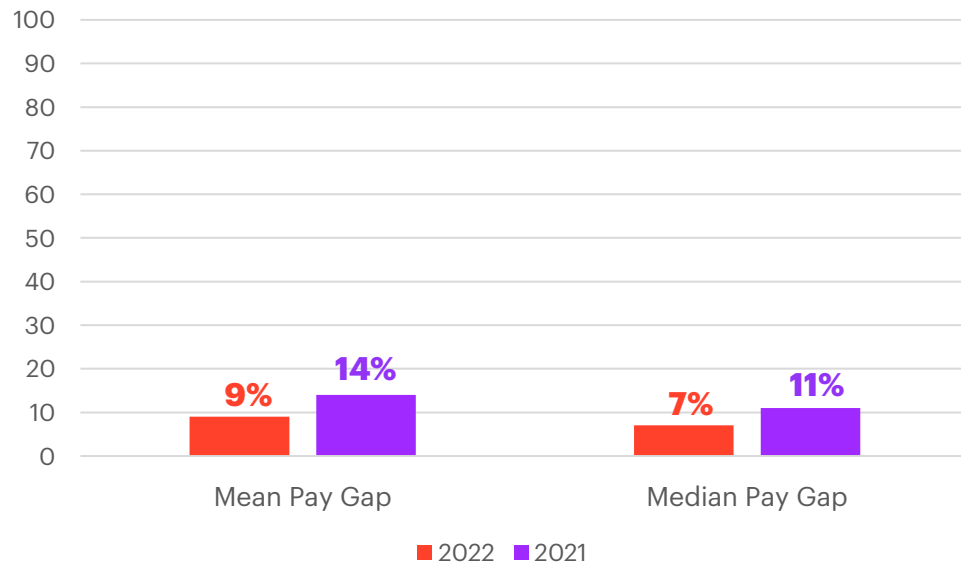
We recognise that gender is a spectrum, and we have transgender, non-binary, and gender non-conforming employees who do not align with these binary and restrictive reporting requirements. With the launch of the Count Me In campaign in December 2021 (more details on page 6), our employees have been able to update their gender identification beyond the binary. At the moment, we do not have enough employees reporting an identification other than 'female' and 'male' to be able to produce non-identifiable analysis of employees who exist outside of the gender binary. We hope that our continued data collection and inclusive recruitment efforts will support the expansion of our gender reporting in the future.

Our 2022 UK gender pay gap information

YouGov's UK gender pay gap information for 2022 is as follows:

HOURLY PAY

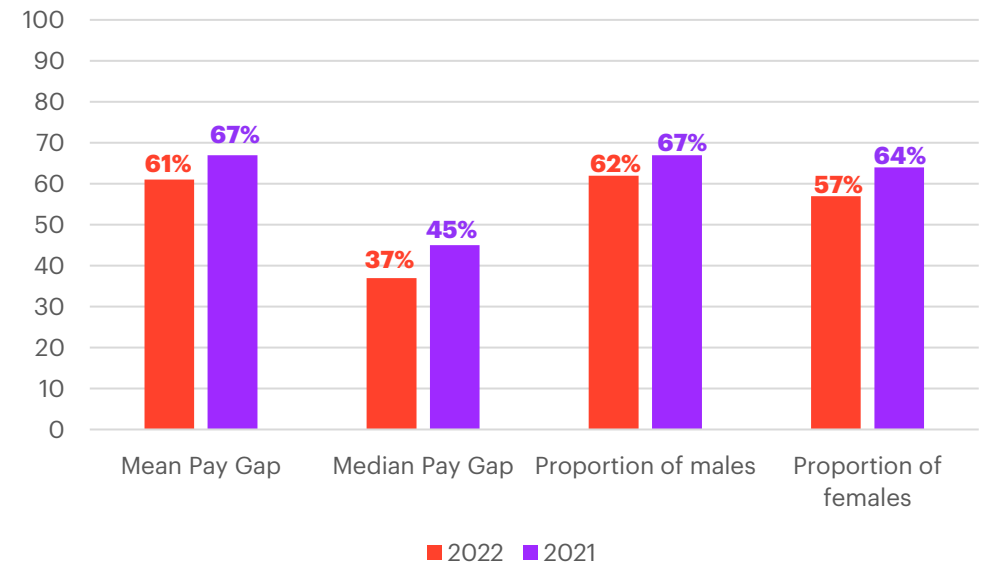
Hourly Pay



BONUS PAY

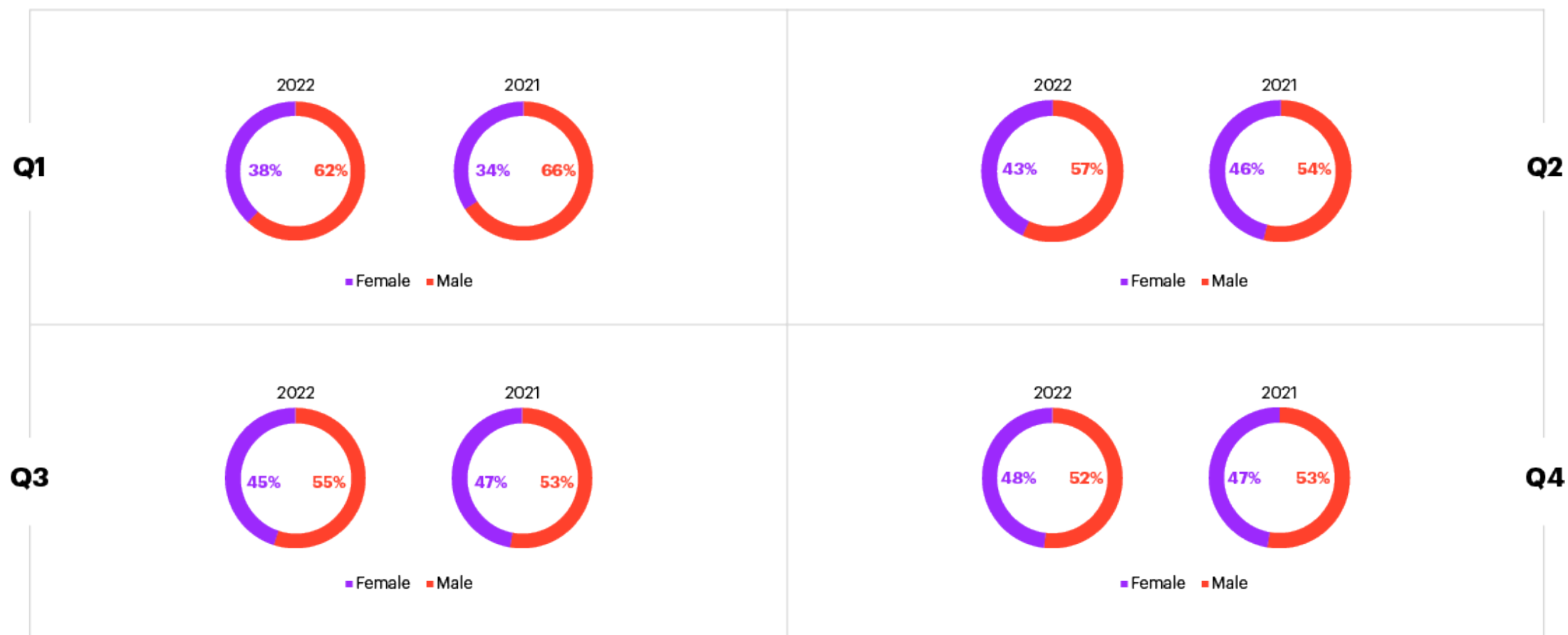
Our employees (excluding those on a sales commission scheme) are eligible for an annual discretionary performance-related bonus. This table illustrates the bonus pay gap and the proportion of male and female employees who were paid a bonus in the year.

Bonus Pay



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.



Our observation on the gender pay gaps

For the first time since we began reporting our gender pay gaps, both our mean and median hourly pay gaps have fallen below 10%. While our rate of growth as a company has slowed since 2021, we continue to prioritise the recruitment of women into senior roles, which has supported this downward trend. A new Senior Leadership Team (SLT) structure was implemented in 2022, with a significant expansion to cover seven areas of our long-term strategic plan. This will also be a contributing factor in our lower pay gaps, as the new structure included the promotion of a number of women to SLT-level, which is now 38% women (compared to 27% in 2021).

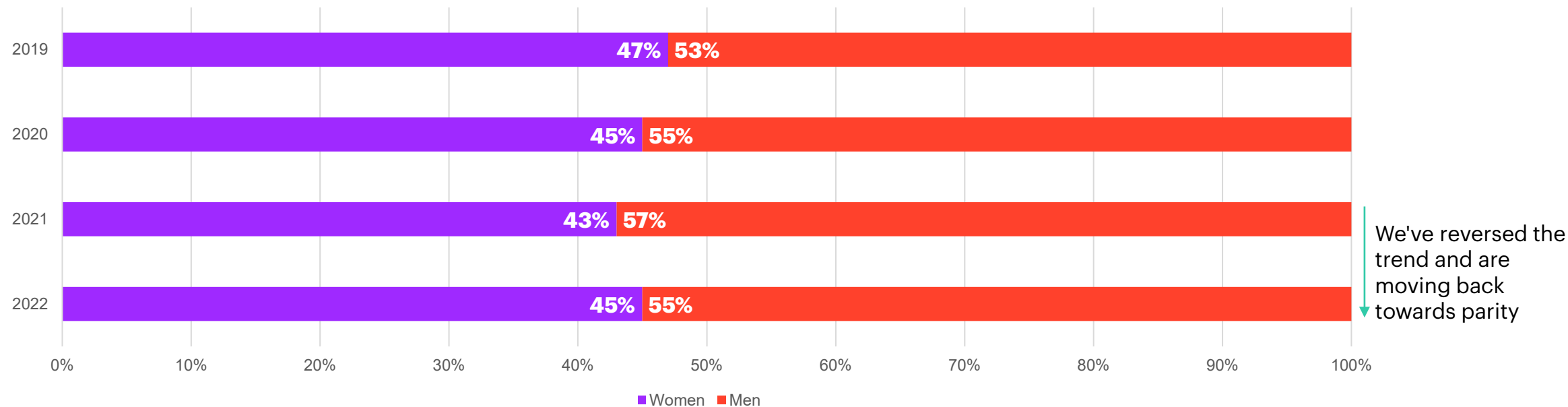
While the proportion of men and women receiving bonuses is still near equal and both bonus gaps have decreased, our mean bonus pay gap remains relatively high. The exercise of share options under our share incentive plans continues to be a factor in our bonus pay gaps. The proportion of female participants (25%) in our current share plan, the Long-Term Incentive Plan 2019, is higher than the prior plans, but participation remains predominantly male. We anticipate a decrease in our bonus pay gaps for years reported after October 2023, when the current plan is due to vest. We expect that future plans will more accurately represent the gender split of our workforce.



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

While we continue to prioritise the recruitment and promotion of women in senior roles, it is important that we have an equal distribution of women at all levels of the company. The quartile data reflects that we still have work to do in this regard – our Q1 proportions have marginally improved, in part due to the new SLT structure, but this quartile remains the farthest from parity. We cannot predict our rate of growth, but we can embed diverse recruitment and promotion practices to champion equal representation when hiring decisions are made.

This year we have moved closer to company-wide gender parity, reversing the trend of recent years.



▶ UK Ethnicity Pay Gap Reporting

How are 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 a 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 acknowledge that there are multiple ethnic groups that fall under the classification of “white” - the data in this report has been disaggregated 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, and as we continue to report on our ethnicity pay gaps in the future we will revisit our terminology and classifications.

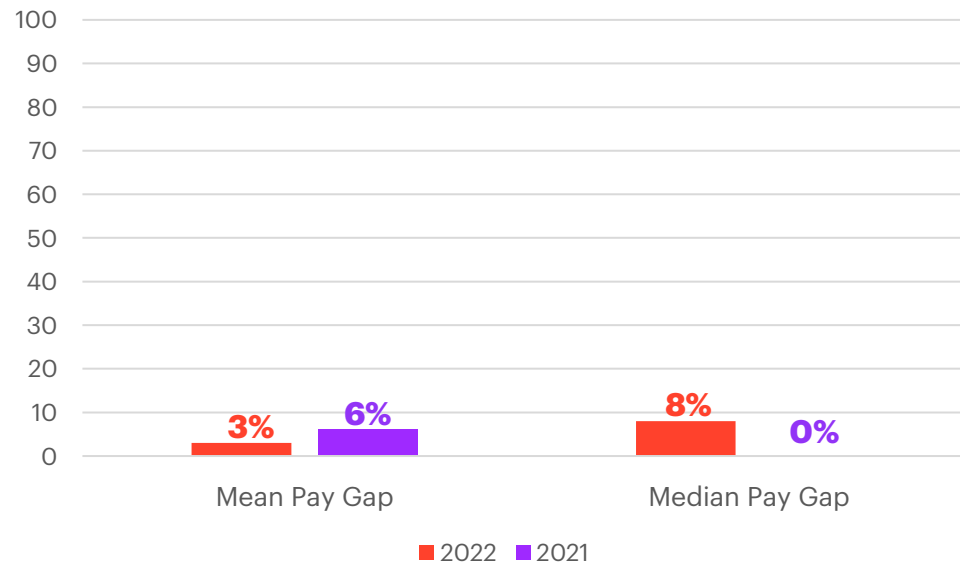


Our 2022 UK ethnicity pay gap information

YouGov's UK ethnicity pay gap information for 2022 is as follows:

HOURLY PAY

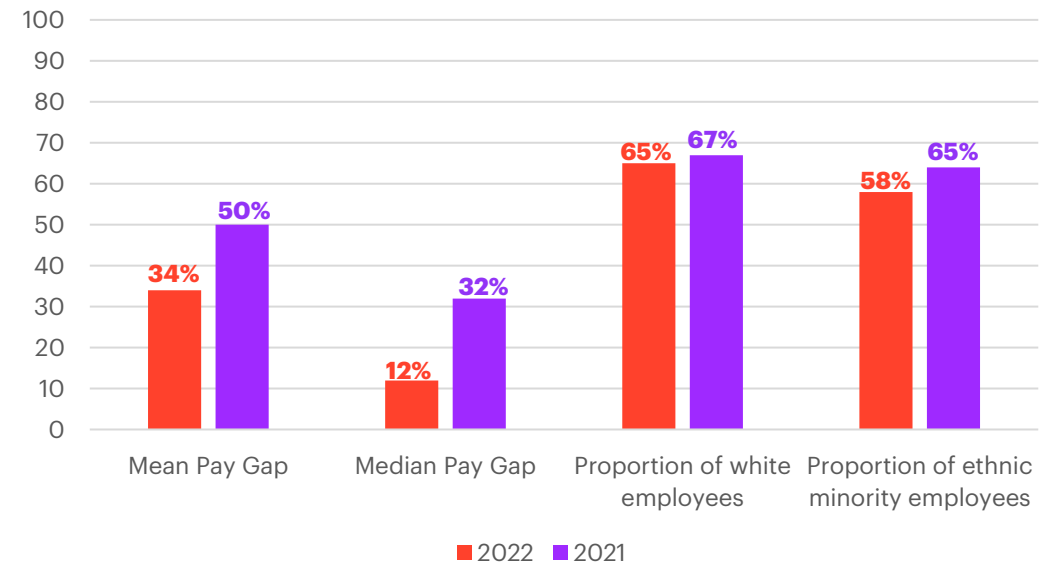
Hourly Pay



BONUS PAY

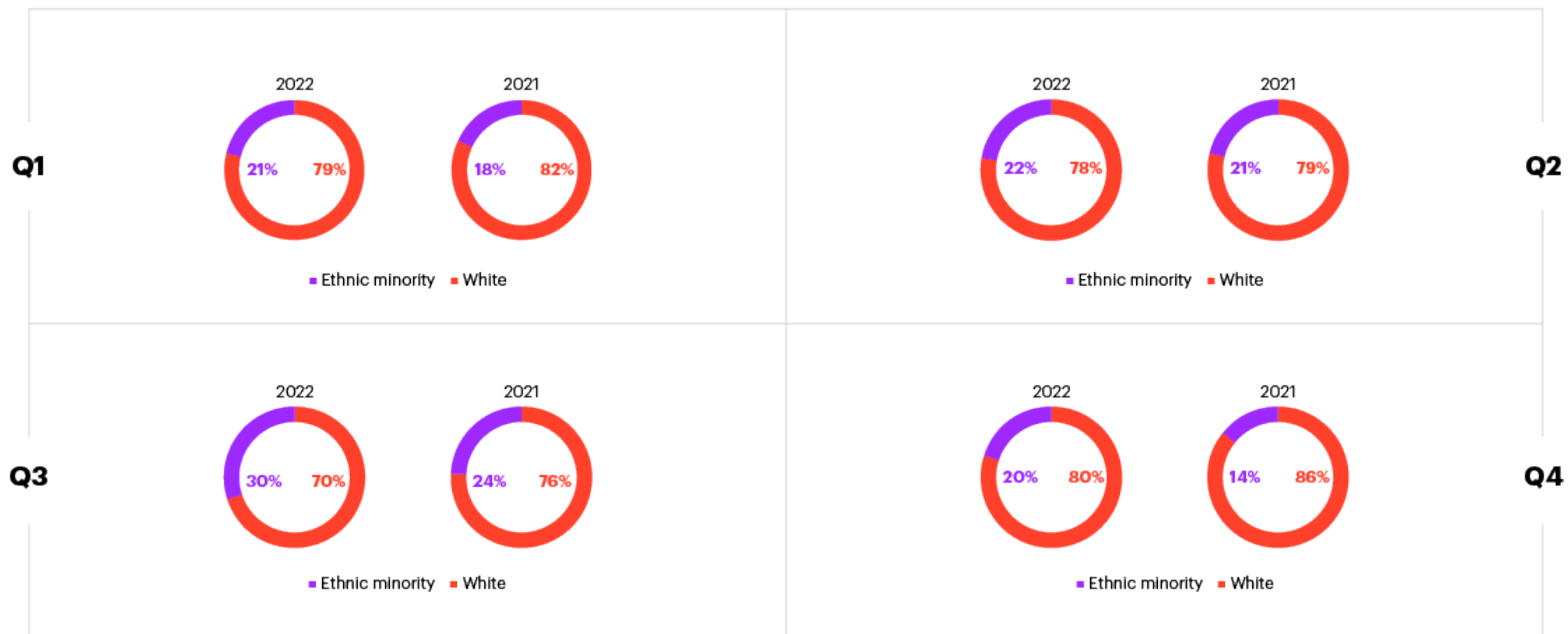
Our employees (excluding those on a sales commission scheme) are eligible for an annual discretionary performance-related bonus. This table illustrates the bonus pay gap and the proportion of white and ethnic minority employees who were paid a bonus in the year.

Bonus Pay



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 white and ethnic minority employees in each quartile.



Our observations on the ethnicity pay gaps

The success of the Count Me In campaign (described on page 6) has provided us with more robust and accurate ethnicity data. We are pleased to see that the majority of our pay gaps have decreased with the inclusion of the additional ethnicity data – particularly our mean hourly pay gap, down to 3% from 6% in 2021.

Our median hourly pay gap has increased to 8% (up from 0% in 2021), which may be a reflection of the greater depth of data – i.e., this increase may not illustrate a genuine change in the pay gap, but instead a more complete report in comparison to the 2021 figures³. Even if this is the case, we will continue investing in initiatives to reduce and ultimately eliminate all of our pay gaps.

³ In 2021 255 UK employees had an ethnicity disclosure on record. By the date of the data collection for this report, 5 April 2022, 359 UK employees had an ethnicity disclosure on record.



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

While our goal is to achieve global parity of employees when it comes to gender, defining targets for ethnic representation is a more complicated task. We are guided by the wider UK population as a comparison, but proportionate representation (relative to the wider population) is a minimum standard, not the limit. We can report that 23% of our UK workforce is from an ethnic minority background (compared to 19% in 2021) and this is 10 percentage points higher than the UK national proportion of people from an ethnic minority background (13%)⁴.

We are continuing to diversify our recruitment efforts and the initiatives that support the reduction of our gender pay gaps are also designed to promote ethnically diverse representation. While we are only able to report on employees who have voluntarily disclosed their ethnicity, we are regularly evaluating our approach to data collection and listening to employee feedback to encourage trust in the disclosure process.

⁴ According to the House of Commons 'Ethnic diversity in politics and public life' report, 30 September 2022.



▶ **Our key areas of focus
for the next year**

Producing an annual workforce diversity report

While our pay gap reporting reflects our UK data, our D&I objectives are global and must rely on accurate benchmarking data. With the success of the Count Me In campaign and the voluntary disclosure of diversity monitoring information (more on page 6), we now have a consistent and robust data set for our employees worldwide. In the coming year, we will prepare our first annual workforce diversity report to establish a baseline understanding of the distribution of identity characteristics, including gender and ethnicity, across our workforce. Along with increasing transparency for our employees, this report will enable us to set targets to fill gaps in representation, identify any appropriate D&I metrics to be linked to executive remuneration KPIs, and measure the success of our D&I initiatives.



Increasing representation in our talent pool and removing bias from our interview process

Our success is driven by our talent, and we are continuously working to improve our recruitment process. We are evaluating demographic data tracking at the hiring stage to improve our recruitment practices and strengthen our existing employee data set. Building on our positive experience with the IDEAator Fellowship (described on page 6), we will be conducting a thorough review of all our recruitment channels and will introduce alternative channels to attract more diverse candidates.

We are prioritising the development of a new early careers programme to ensure we are attracting and nurturing new talent. This will include apprenticeships, internships, and graduate schemes where applicable, as well as a new partnership with the Social Mobility Foundation who facilitate work experience programmes and provide support networks for students aged 16-17. Our Talent Acquisition team is working with specific departments to identify where these initiatives would be suitable, and our People Experience & Development team evaluates our onboarding and career development practices to ensure all employees have the support they need to thrive at YouGov.



People Dashboard

To address both our gender and ethnicity pay gaps, one of our continuing areas of focus is increasing representation at senior levels. Our People Dashboard is a new tool that provides an overview of demographic data for a set of employees, either at a workforce or team level. This ensures that senior leaders are equipped with a complete and accurate picture of the relevant teams – to be able to fill gaps, we need to be aware of them. This is supported by our continued data collection efforts, as explored in this report. During the coming year, we intend to extend access to the People Dashboard to ensure that we can make informed, data-driven decisions for our people.



YouGov

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 22 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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