

4 July 2022

Classification: External

# EVOLVING OUR ESG COMMITMENT

YouGov®

**YouGov's ESG Roadmap 2 for 2022 - 2023**

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This Roadmap is aligned with YouGov's current long-term strategic plan, ending on 31 July 2023.

[business.yougov.com](https://business.yougov.com)

## Our ESG Commitment

YouGov's business is underpinned by socially responsible practices, built upon an ethos of transparency and trust. Environmental, Social and Governance (“ESG”) is core to what we do and our ESG Roadmap reflects our responsibility to champion sustainable, ethical and responsible business practices in every aspect of our operations.

As stakeholder expectations of ESG, as well as regulations and standards, are rapidly evolving, as well as we regularly evaluate our ESG approach to ensure we are keeping pace. The first ESG Roadmap, published in June 2021, articulated our commitment to ESG and actions we would take to further embed ESG practices throughout YouGov. Our commitment has not changed, and we now have a stronger framework and more capacity to support ESG initiatives. See page 3 for details of how we have progressed against ESG Roadmap 1.

In this, our ESG Roadmap 2, we define overarching objectives that apply across the business, as well as specific strategies and objectives in the areas of Environmental, Social and Governance. Several activities are already in progress, and we intend to reflect on our ESG journey at the end of our current long-term strategic plan in 2023. As YouGov grows, so does responsibility to all our stakeholders and we will continue to prioritise good ESG practices in the evolution of the business.

We welcome feedback from our stakeholders and there are details of how to contact us later in this document.

Sincerely,

**Stephan Shakespeare, CEO**  
**Alex McIntosh, CFO**  
**Sundip Chahal, COO**

July 2022

# An update on ESG Roadmap 1

The first ESG Roadmap was published in June 2021. The ESG Roadmap 1 defined objectives to be completed by 2023, in line with YouGov's current long-term strategic plan.

The Year 1 actions have been completed on schedule and, with the addition of an ESG Coordinator in October 2021, we have capacity to develop and implement the ESG Roadmap 2 a year earlier than originally scheduled. The remaining Year 2 objectives – the evolution of KPIs and affirmation of staff understanding – will remain priorities in ESG Roadmap 2.

Updates on YouGov's ESG Roadmaps will be reported in each Annual Report. In our FY22 Annual Report, due to publish in November 2022, we will report on progress against ESG Roadmap 1 and 2.

## ESG Roadmap 1 Key Aims

### Year 1

#### Completed:

- Defined corporate purpose statement
- Improved ESG ratings with Investors
- Improved understanding by staff of YouGov's ESG activities
- Increased transparency with suppliers and clients about YouGov's ESG approach

### Year 2

#### Completed:

- ESG Roadmap 2 created and on target to be published

#### *To be completed in ESG Roadmap 2:*

- *Evolution of ESG metrics and KPIs*
- *Build on staff understanding of ESG at YouGov*

## Company objectives for the ESG Roadmap 2

*These objectives define our vision for the future of ESG at YouGov and are supplemented by specific strategies in the areas of Environmental, Social, and Governance.*

- Continue to leverage our business strengths in our ESG activities.
- Maintain transparency in communication of ESG activities to all stakeholders, including staff (including via the "Giving a Voice" initiative) and investors.
- Cascade YouGov's ESG commitment through our supply chain with increased accountability for suppliers.
- Maximise ESG ratings with the investor community.
- Proactively align with appropriate reporting frameworks.

### Ownership of the ESG Roadmap 2

The Chief Governance & Compliance Officer is responsible for the completion of this ESG Roadmap. The Company Secretariat will undertake an annual review of the ESG Roadmap and deliver an update to the Board of Directors.

## Environmental Strategy

YouGov is a naturally low-emission business, but **we recognise our responsibility to proactively mitigate our environmental impact, make a positive contribution to addressing climate change and to meet our regulatory reporting requirements.**

We are continuously working to make our operations environmentally friendly at all levels of the business, including through our supply chain.

# Environmental Strategy

## Ratings, Reporting & Financial Disclosures

### Objectives

- Align to necessary reporting standards and prepare for disclosure mandates
- Improve environmental ratings by external agencies
- Ensure environmental actions are prioritised appropriately and communicated effectively

### Actions

- Conduct gap analysis of existing environmental reporting to determine what changes will need to be made to meet TCFD requirements in FY23 reporting
- Consider additional disclosure frameworks for applicability to YouGov's operations and, if appropriate, start alignment process
- Conduct scenario analysis as required by mandatory reporting requirements to identify potential range of climate change implications for the business

## Climate Transition Plan

### Objective

- Develop a time-bound and action-oriented Climate Transition Plan (CTP) that clearly outlines YouGov's plan to pivot existing assets, operations, and the business model to align with climate science recommendations

### Actions

- Sign global and regional net zero pledges
- Set targets(s) verified by the Science-Based Targets initiative (SBTi)
- Calculate an internal carbon price and explore legitimate carbon offsets as a last-resort option
- Use policy to encourage reducing business travel and making low-carbon choices where business travel is necessary
- Cascade CTP through supply chain

## Facilities Management

### Objectives

- Prevent pollution and reduce YouGov's direct impact on the environment
- Comply with all relevant environmental legislation
- Raise awareness of our environmental impact and educate staff on steps we are taking to mitigate that impact

### Actions

- Work towards achieving single-use plastic elimination and reduction certification at key physical offices
- Explore renewable energy options for offices
- Audit waste management processes and evaluate alternate suppliers for procurement of eco-friendly products
- Explore feasibility and relevance of ISO 14001 (Environmental Management) certification

## Social Strategy

It is YouGov's social mission to make people's opinions heard for the benefit of the wider community and social value. We have defined this purpose as "Giving a Voice," which is one of the strategic themes for the ESG Roadmap 2. This mission encompasses our Public Data offering, our ongoing efforts to ensure our panel is as representative as possible, our socially-oriented research for clients and collaborations with partners, and our expectations of suppliers.

YouGov is also committed to diversity and inclusion in every aspect of our operations. As the company grows, so does our responsibility to foster an inclusive and representative workforce. The scope of our D&I commitment is not limited to the actions identified in the ESG Roadmap 2, and we are continuously evaluating ways to strengthen our employment practices and our interactions with the diverse communities in which we operate.

# Social Strategy

## Giving a Voice

### Objectives

- Regularly track and publicise (as appropriate) our socially-oriented research and initiatives
- Embed awareness of socially-oriented work for stakeholders across the business
- Define appropriate charitable giving practices

### Actions

- Launch and maintain "Giving a Voice" sections on Youniverse and corporate website to communicate our socially-oriented projects and initiatives
- Externally publish Public Data factsheet identifying the scale and uses of our public data
- Develop and implement a charitable giving policy

## Investing in Representation & Inclusion

### Objectives

- Identify and address areas of under-representation in workforce and panel
- Provide appropriate resources to action D&I Roadmap

### Actions

- Produce annual workforce diversity report
- Invest in early workforce development programmes
- Use staff feedback to identify areas of improvement related to D&I
- Enhance D&I content in induction process
- Implement D&I Roadmap initiatives
- Engage with panel members in key markets to ensure member voice is at the heart of accessibility and inclusion efforts in panel recruitment and experience

## Career Development

### Objective

- Ensure YouGov employees are suitably supported at every stage of their career

### Actions

- Analyse equality of use of career development opportunities (e.g., YouGov Academy, LinkedIn Learning, global mentorship scheme)
- Provide personal development training (such as senior leadership development programme)
- Training for line managers on identifying, retaining, and growing talent



## Governance Strategy

**Governance is the foundation of a strong ESG approach.** Without first having good governance, we cannot focus our efforts on the environmental and social initiatives defined in this Roadmap.

**Governance continues to be an area of strength for YouGov,** with a team of specialists in the areas of information security, data privacy, legal, compliance, facilities, secretariat, investor relations and ESG.

As the recipients of the **London Stock Exchange's AIM Corporate Governance Award in 2021**, we take pride in our expansive Governance team and this Strategy outlines a small part of our continuous efforts to achieve the highest quality in each area of governance.

# Governance Strategy

## Supplier Management

### Objectives

- Streamline our supplier approval and maintenance processes to avoid duplicating work and to more accurately track supplier compliance with Supplier Code of Conduct
- Embed ESG considerations in supplier approval process
- Encourage procurement from diverse suppliers

### Actions

- Update supplier approval questionnaire to include relevant ESG questions
- Update supplier approval questionnaire to include questions about minority ownership
- Determine % of suppliers with minority ownership and identify targets for increased diversity in procurement
- Develop purchasing policy to diversify procurement

## Embedding ESG from the Top-Down

### Objectives

- Ensure that ESG is championed by the Board and senior management
- Encourage SLT to lead by example in treating ESG as a shared priority

### Actions

- Materiality assessment to identify which ESG metrics are most relevant to key stakeholders and the company
- Continuing Board education on relevant ESG topics
- Identify appropriate ESG metrics for KPIs tied to executive remuneration
- Integrate ESG considerations into succession planning processes
- Quarterly updates to SLT & GMs on ESG Strategies to cascade within teams
- Integrate automated data management platform to streamline ESG reporting

## Ethical Compliance

### Objective

- Maintain high standards of ethical business and compliance practices

### Actions

- Improve alignment with appropriate UN SDGs (5, 8, 9, & 10)
- Explore signing the UN Global Compact if relevant and appropriate
- Explore feasibility of market research quality certification (ISO 20252)
- Conduct human rights risk assessment in operations and key direct supply chain
- Develop and implement a Human Rights Policy
- Translation of key compliance policies (e.g. whistleblowing) into relevant languages for our key jurisdiction

# ► **Timeline, monitoring and communication**

# Timeline, monitoring and communication

Progress against the ESG Roadmap as well as each Environmental, Social, and Governance Strategy, will be reviewed by the Chief Governance & Compliance Officer and reported to the Board on an annual basis to ensure our objectives are being met and that YouGov is keeping pace with the rapidly changing ESG reporting and regulatory landscape.

Some of the actions identified in this ESG Roadmap 2 are already in progress, and some will be completed over the course of the remainder of our long-term strategic growth plan for 2019-2023 (FYP2).

Our objective for ESG Roadmap 2 is to complete the short- and medium-term actions identified here by the end of FYP2. In line with the anticipated implementation of FYP3, we will develop a long-term ESG Roadmap 3 to build on the success of the previous Roadmaps and continue to make positive impact within the scope of our business.

Progress against the objectives defined in this ESG Roadmap will be reported in our [Annual Report](#). Information on YouGov ESG initiatives will also be made available on the [corporate website](#).

Internally, we will continue to host regular webinars to share detailed updates on our ESG progress with all staff, in addition to updates via email and our global staff intranet site, Youuniverse.

# Contact us

*We welcome feedback and engagement from our stakeholders about our ESG Roadmap and activities.*

Investors and analysts

[investor.relations@yougov.com](mailto:investor.relations@yougov.com)

Clients, staff, partners, and other stakeholders

[governance@yougov.com](mailto:governance@yougov.com)

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