

UK 2022 Gender Pay Report

This narrative provides more detail on the UK gender pay gap results for Yahoo-UK Limited for the snapshot date of 5 April 2022. The gender pay gap results are included in this report.

In this document, we will also explain the actions we've taken to improve these results so far, and the activities we are planning that will move us toward equal pay across genders.

The United Kingdom requires all employers with more than 250 employees to publish their gender pay gap results. While Yahoo-UK Limited had fewer than 250 employees in April 2022, we chose to continue the practice of publishing our annual data calculated on the same basis as previous reports, [as we have since 2018](#).

Explaining our results

The data compiled for the UK gender pay gap report aggregates Yahoo-UK Limited data for *all jobs* in a relevant entity, without comparing how women and men that perform *similar work* are paid. This is an important distinction because our UK workforce has more men than women in certain areas of our business—and consequently base pay quartiles—and the data reflects a pay gap in these quartiles.

However, please note that Yahoo-UK Limited remains dedicated to our ongoing commitments to both paying employees equitably for performing similar work and increasing the representation of women across our UK businesses.

For awareness, when we refer to “median” this means the difference between the midpoints in the ranges of hourly earnings and bonus pay of men and women. By “mean” we are referring to the difference in average hourly rate of pay and bonus pay between men and women. In the employing entity where mandatory reporting requirements applied:

- Although a slight increase in the mean hourly pay gap, there's been a substantial improvement in our median pay results across Yahoo-UK Limited.
 - In 2022, the mean was 9.0% compared to 7.8% in 2021.
 - In 2022, the median was 5.3% compared to 10.7% in 2021.

- In addition, we're pleased to report the bonus pay results showed improvement year over year.
 - In 2022, the mean was 18.0% compared to 22.9% in 2021.
 - In 2022, the median was 13.9% compared to 23.2% in 2021.

In 2022, 97.5% of men and 98.9% women received a bonus. All of our UK-based employees are eligible to receive a bonus.

Our Actions

We continue to prioritise our employees' safety and wellbeing through our commitment to Diversity, Equity, Inclusion and Culture (DEI&C) with a number of actions aimed to address our UK Gender Pay Gap results.

- We continue to have a COVID leave policy enabling employees with caring responsibilities to take paid time off.
- Our Work @ Yahoo-UK Limited programme has been ongoing to meet our employees needs and encourage flexible and hybrid working. Employees have the ability to continue working from home where their role and responsibilities allow them.
- We launched our voluntary UK Self-Identification pilot to better understand the makeup of our organisation's employee base and create policies and programs that reflect our employee population's interests.
- Our Employee Resource Groups (ERGs) continue to be a priority for our diverse communities with our female (WIN - Women's inclusion Network) and family-oriented (PACT - Parents and Caregivers Together network) ERGs who focus on a number of activities including career conversations, development, growth and consulting employees on flexible working. PRISM (ERG for LGBTQIA2S+ employees and allies) increases feelings of connectivity for our queer, transgender and gender-non-binary employees as well. Our ERG's support the company to foster an equitable work culture that propels diversity, champions inclusion and amplifies belonging.
- We continue our efforts to drive diversity and inclusivity through our global hiring strategies (e.g., diverse sourcing tools and job boards, reviewing voluntary self-ID options at application stage).



- We strive to ensure our interview panels are made up of diverse participants. Equally, we look to present diverse shortlists for hiring managers to review.
- Yahoo senior leadership reviews diversity hiring data every quarter to understand the diversity pipeline and conversions percentages at each stage of the hiring process. With this robust data, we can influence leadership decisions.
- We aim to ensure equal gender representation at all UK final round interviews.
- Yahoo-UK Limited continues to raise awareness of unconscious bias including training programmes for all new hires.
- Our specially designed learning & development programmes such as Leadership Essentials, Level Up and Spark deliver unique experiences that support our employees in their career growth.
 - **Leadership Essentials** - This learning pathway for Yahoo's people leaders empowers them with the essential skills to excel in their roles while leading change, motivating teams and fostering belonging.
 - **Level Up** - Our Level Up program was originally designed to address the unique experiences of people who identify as female in the workplace. We have now revamped this program for employees of various genders and backgrounds to empower participants and promote an inclusive and collaborative work environment that fosters innovation.
 - **Spark** - Leadership development experience designed by the L&D Team in partnership with Tara Jaye Frank, addresses the unique workplace experiences of underrepresented racial/ethnic groups and their allies. Through an inclusive lens, we aim to inspire and equip participants to grow towards greater levels of contributions at Yahoo.
 - **Online Learning** - We continue to offer our employees online learning opportunities (on demand and live) via digital educational platforms that help build essential skills and support career growth for employees across all genders.

Looking to the future


While we acknowledge we have seen continued progress on our gender pay numbers as a result of the actions we have taken, we recognise there's still more work to be done to improve the representation of women throughout our UK business, particularly at a senior level.

Our culture continues to evolve to make Yahoo-UK Limited a place where everyone can be exactly who they are. We strive to foster an equitable work culture through education and communication, community and policy, product and content, and talent and representation. We'll continue to drive Diversity, Equity, and Inclusion efforts in the following ways:

- Continue to develop awareness and educational training programs for all employees and people managers on the importance of equity and equality.
- Continue to offer learning opportunities and resources to support career progression for all employees.
- Dedicated support to our ERG communities and continued commitment to those employees leading our ERGs.
- Continue to embed diversity in our business by ensuring our products and content represent the communities we serve.
- Encourage internal mobility to retain employees and provide career development and progression opportunities.
- Ensure that our brand externally showcases our commitment to diversity by continuing our core partnerships with diverse job boards, industry bodies, inclusive job fairs and summits.
- We will continue to measure and monitor our success through our employee data, engagement scores, attrition data, and talent mobility.

We are confident that our continued focus on increasing gender diversity in our UK workforce is creating a solid foundation for the future and will help our business achieve its strategic goals.

I declare that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

DocuSigned by:

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