

UK GENDER PAY REPORT 2017





At **Experian** we believe in powering opportunities, helping people and organisations to create a better future.

It's what we do for our customers, and it's what we do for our employees. We believe we're stronger as an organisation when we draw upon the diversity of our teams, and **we're committed** to creating a work environment where **we value each other** and treat one another with **respect, trust and integrity**.

It's our **ambition** to have a workforce that's as **diverse** and varied as our customers.

We believe that diversity of gender, ethnicity, thinking style, experience, age, sexual orientation, physical ability and economic background help us create a stronger, more creative, and effective organisation. We're dedicated to encouraging diversity at every level within Experian.

Today, in response to the UK Government request, we're releasing our first gender pay gap figures. We've done a lot of work across our organisation to support women at every level, and there are a number of things we're proud of.

We're confident that jobs of equal value are paid appropriately, and that the pay gap you'll see in our figures is not caused by unequal pay for jobs of a similar nature.

Rather, this is the result of the gender imbalance in our senior leadership team, something we're committed to addressing. We've set ourselves clear targets to reduce that gap over the next few years, while at the same time continuing to grow, support and evolve the kind of diverse organisational culture that we believe is essential for the success of our people and our business.



In the next few pages, as well as our gender pay gap statistics, you'll find out a bit more about life at Experian, and meet some of the women who work here today.

GENDER PAY AT EXPERIAN

These figures show how Gender Pay looked across our UK organisation in 2017.

Gender Pay statistics compare the average and median rates of pay between men and women in an organisation. Different jobs are paid at different levels, and a gender pay gap exists where there is a difference in the number of men and women performing particular jobs at different levels, and being paid accordingly. It's important to differentiate between this and equal pay, which is the difference between men and women who carry out the same or similar jobs. Rather, the difference in the numbers you see below reflects a gender imbalance in our senior team.

| PAY & BONUS | MEAN AVERAGE | MEDIAN MIDDLE |
|------------------|-----------------|------------------|
| GENDER PAY GAP | 29.94% | 24.57% |
| GENDER BONUS GAP | 60.53% | 46.22% |

Across approximately 3,680 UK-based employees, the gender split is 63% male to 37% female.

The **MEAN** Gender Pay gap shows the difference in the average hourly rate of pay between all men and all women in a company.

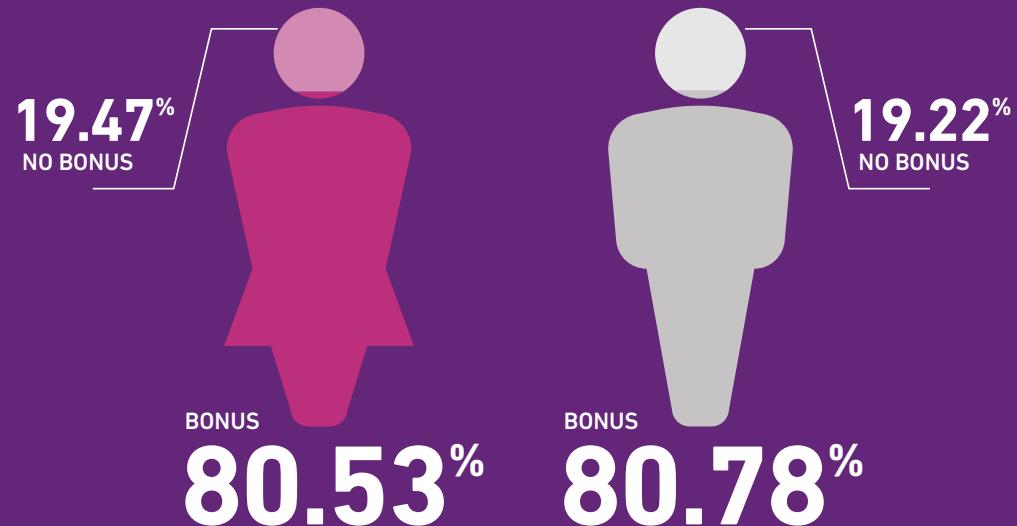
The **MEDIAN** Gender Pay gap compares the midpoint of all male pay within the organisation with the midpoint of all female pay within the organisation.

BONUS GAPS (including sales commission and long term incentives) are higher than the pay gaps because our strategy is to highly incentivise our most senior employees for delivering outstanding performance.

We continue to believe that a **highly geared reward system** is right for our global business, but we are also keen to ensure that we have a **more balanced team** at all levels throughout the organisation so that females and other diversity groups can also **benefit equally** from this approach.

GENDER PAY AT EXPERIAN

PROPORTION OF EMPLOYEES RECEIVING A BONUS IN THE QUALIFYING PERIOD



All employees have access to either a bonus or commission plan and there is no gender difference in our results for those who received a payment.

There are a number of new starters who had not received a payment in the qualifying period but who will receive a payment at the next annual payment date subject to satisfactory business and personal performance.

Bonus refers to annual bonus, sales and local variable incentives + long-term incentives

PAY QUARTILES

These figures reflect the proportion of men and women in each quartile of the organisation's pay structure.

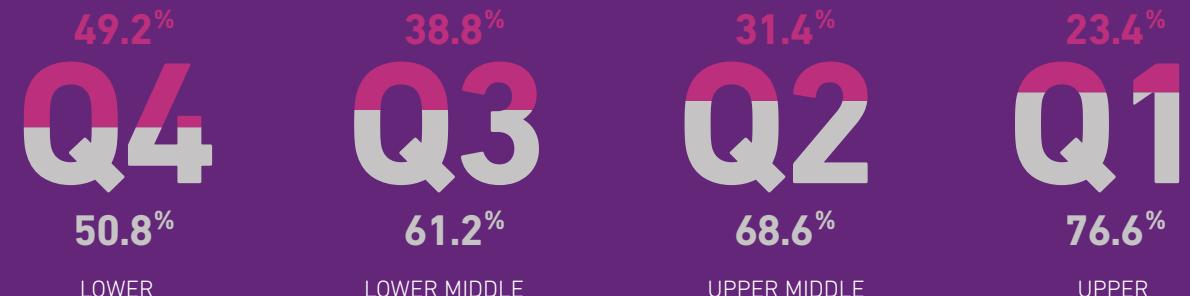


MALE



FEMALE

Proportion of males and females in each pay quartile.



THE EXPERIAN WAY



One of the five key tenets of The Experian Way is **“Value Each Other”**. That means that each one of us is responsible for making this a great place to work. We treat each other with respect, trust and integrity.

We support and **invest in each other** to help everyone achieve their potential and aspirations. We are prepared to speak up and take a leadership role.

We **recognise and celebrate** individual and team performances and achievements. We value those who lead by example and set high standards for performance, and share their learnings.

We promote a culture of inclusivity and **value diversity** of all kinds, including thinking, knowledge and experience.

We work together to make a **positive impact on the lives** of others through our commitment to Corporate Social Responsibility and community involvement.

CREATING AN INCLUSIVE CULTURE AROUND THE WORLD

BUILDING A MORE DIVERSE WORKFORCE

- We ask our recruitment suppliers to deliver a **balanced shortlist** of candidates for all roles
- Committing to the Hampton Alexander Review targets, including **ensuring that 33% of Executive Committee direct reports are women by 2020** – already 29% in Experian globally
- Supporting **flexible working** and networking across the business
- **Increasing female representation** at UK Executive and in senior leadership groups
- Working with the **Grace Hopper Celebration**, the world's largest conference for women in technology, to encourage female applicants at all levels

CREATING AN INCLUSIVE CULTURE

- Family-friendly portal to **support employees** and their managers at various stages of **parenthood and adoption**
- Lesbian, Gay, Bisexual and Transgender Plus (LGBT+) Network
- Women in Experian network
- Parental network with specific workshops on technology, returning to work, flexible working and mindfulness

ORGANISATIONAL EDUCATION

- Training for leadership and managers on managing inclusivity and unconscious bias
- Sharing employee stories through The Power of You video series

NURTURING AND DEVELOPING TALENT

- Supporting future female leaders through the Experian Business Network and Emerging Leaders Programme
- Corporate membership for all employees to access the Everywoman training resources
- Transparent and gender-balanced talent management and succession processes



OUR PEOPLE **BERENICE PILA DIEZ**

SUPPORTING DIVERSITY



Women in Experian network
Helping to create an inclusive culture



I realised that I enjoyed the subject, but I wanted to do something faster-paced



Berenice is a Data Scientist at our UK Data Lab who has taken part in several STEMnet events aimed at fostering an interest among children and teenagers.

Berenice has a degree and Masters in Physics in Spain, which led to a PhD in Astrophysics in The Netherlands. After moving to London, she worked for one of the big four management consultancies before joining Experian in 2016.

"I realised that I enjoyed the subject, but I wanted to do something faster-paced and which would have tangible impact. It has not been much of a change for me because my PhD was very data-centric and the techniques are very similar. The biggest difference comes from communicating with clients and managers - that has required a level of change and thinking outside the box. You need to express things differently."

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It's brilliant to be part of
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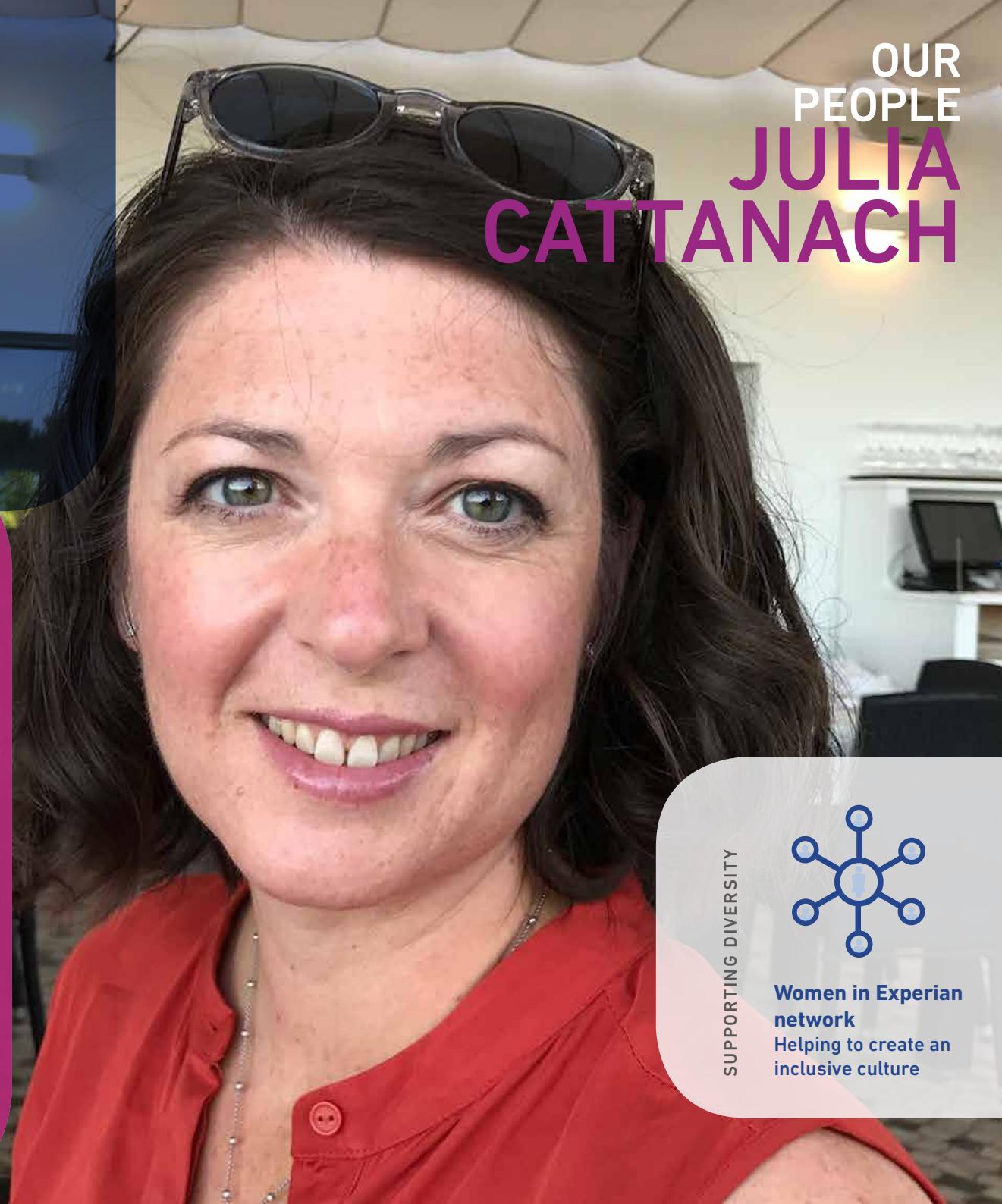
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**Julia is Experian's Chief Risk Officer in the UK,
with responsibility for the risk, compliance and
legal teams.**

She started her career as a lawyer in New Zealand before moving into the banking industry, where she worked in legal, compliance and risk functions in major organisations in both England and Scotland. In 2016 she moved to Experian to take her current role on the UK & Ireland Executive Team.

“There's a great energy in Experian, and a lot of opportunity to make a positive imprint on the business. For a long time the business world has recognised the power of data. Now, we're working with our industry to help put that power into consumers' hands, delivering innovations that will make a real difference to people's lives. It's brilliant to be part of an organisation that's helping drive such a significant change.”

OUR
PEOPLE
**JULIA
CATTANACH**



SUPPORTING DIVERSITY



**Women in Experian
network**
Helping to create an
inclusive culture

OUR
PEOPLE

JADE STARRETT AND RACHAEL TAYLOR-JENKINS



SUPPORTING DIVERSITY



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It's great that the business benefits from the combination of our skills and experience

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GLOBAL TALENT, CULTURE AND ENGAGEMENT DIRECTOR(S)

Jade and Rachael's job share allows them to balance home commitments with the work they are passionate about.

Jade joined Experian in 2012 from Diageo, where she had gathered extensive experience as a senior HR executive. Rachael has worked in Experian since 2006, with a prior history in senior HR executive roles including time at Barclays, Whitbread and Coca-Cola.

"When we moved to this job share arrangement in 2016 we were committed to making it work and show how senior executive roles could be done well in this way. Despite inevitable challenges it's now working really well and allows us to balance our lives better. It's great that the business benefits from the combination of our skills and experience. It's also great to see more job shares taking place across Experian and we hope this will continue."

A message from our CEO



Brian Cassin
CEO, Experian Plc

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Over the years, we have focused on supporting the personal and career development of women at all levels in Experian. We know that we still have some way to go and need to do more, especially to increase women's representation in more senior roles. This is something we're fully committed to addressing and we have put specific goals in place to increase the number of women in senior leadership roles around the world. These goals are shared by the leadership team and will remain an area of focus in the years ahead. We believe that the goals and programmes we have in place will help us make a positive difference to Experian women in the UK and all other countries where we operate.

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What you've seen here is just the beginning of our journey.

At Experian we're committed to continuing drive towards greater gender balance at every level of the organisation. It remains a key focus in the years ahead, to help ensure that we always attract and retain the best talent – not just in the UK, but around the world.

We believe there's never been a better time to join the Experian family, and we look forward to sharing the next steps on our journey with you.



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