



GENDER PAY REPORT 2018



In 2017 we launched our first Gender Pay report. Our 2018 report gives us an opportunity to reflect on the progress we've made within the business – both in the UK and around the world – in increasing the diversity and inclusion within Experian.

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. That means working with our employees to make sure the opportunities, the support and the ways of working in Experian are equal and open to everyone.

We're making progress towards a better future for everyone. We hope, after you read this document and get a feeling for the Experian culture and way of life, that you'll want to be part of that journey too.



WE'RE MAKING
PROGRESS
TOWARDS A
BETTER FUTURE
FOR EVERYONE.

ENCOURAGING DIVERSITY

We're dedicated to encouraging diversity at every level within Experian.

That means building our culture, our ways of working and our approach in a way that offers equality of opportunity. Supporting our employees from the moment they join our organisation – for everyone, at every level. Letting people work flexibly, in the way that suits them and opens the door to new opportunities.

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. Its primary driver is the result of the gender imbalance in our senior leadership team, something we're committed to addressing.

We've set ourselves clear internal 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.

Our figures aren't where we want them to be. We're working hard to increase our support of women at every level in the organisation, and to make sure we're offering the best working environment and career path for everyone, so that we can change that for the better in the future.



“ There's no single kind of “Experian person”; people's differences are valued and actively sought after. ”



Anna Matty
Director of Propositions,
Experian UK & Ireland

GENDER PAY AT EXPERIAN

These figures show how Gender Pay looked across our UK organisation in 2018.

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 distinguish 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	2017	2018
GENDER PAY GAP MEAN (AVERAGE)	29.94%	26.50%
GENDER PAY GAP MEDIAN (MIDDLE)	24.57%	24.78%
GENDER BONUS GAP MEAN (AVERAGE)	60.53%	66.19%
GENDER BONUS GAP MEDIAN (MIDDLE)	46.22%	42.11%

UK based employee number = 3,635 (average from 1 April 2017 to 31 March 2018), gender split is 63.9% male and 36.1% female.

WHAT DO THE TERMS MEAN?

The **MEAN** Gender Pay gap shows the difference in the average hourly rate of pay between all UK based men and women within the organisation.

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

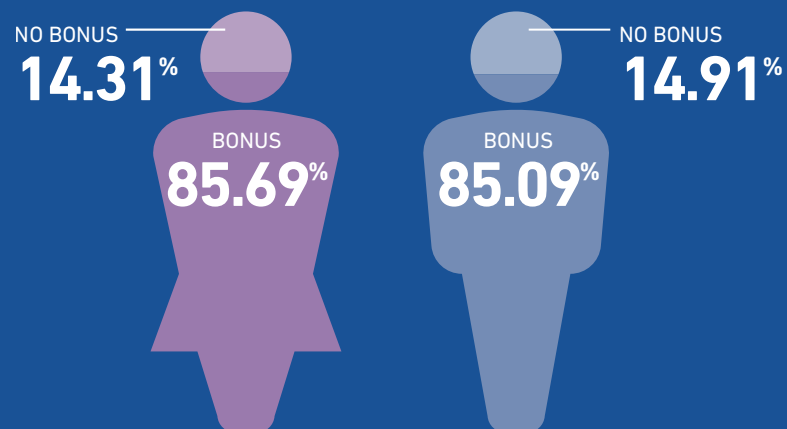
BONUS GAPS (including sales commission and long term incentives) are higher than the pay gaps because our strategy is to highly incentivise our most senior employees for delivering outstanding performance.

GENDER PAY AT EXPERIAN

2018

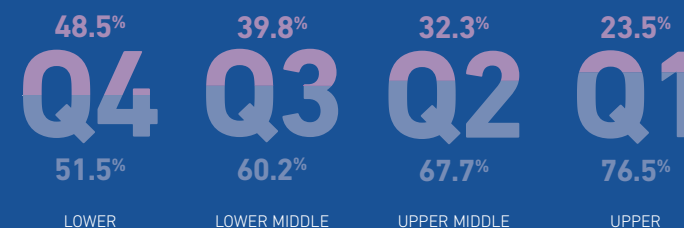
BONUS

Bonus refers to annual bonus, sales and local variable incentives + long-term incentives. Proportion of employees receiving a bonus in the qualifying period.



PAY QUARTILES

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



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

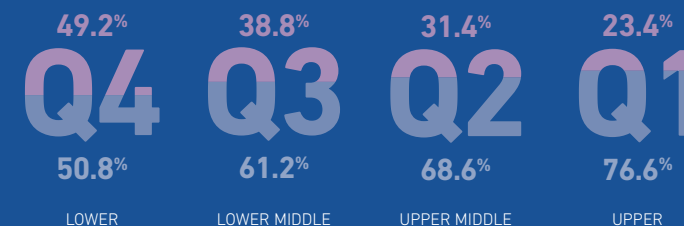
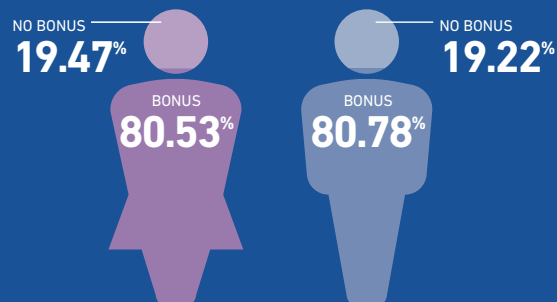
There are a number of new starters who had not received a payment in the qualifying period but who will receive a payment at the next annual payment date subject to satisfactory business and personal performance.

2017

KEY

Proportion of males and females in each pay quartile.

 FEMALE  MALE



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.



BUILDING A MORE DIVERSE WORKFORCE

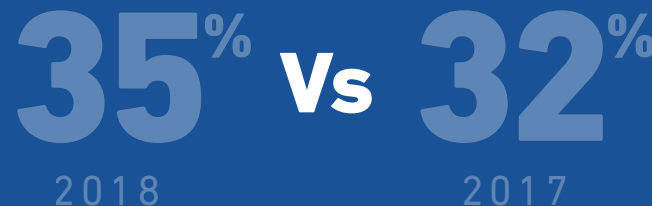


For the third year we've been recognised as one of the UK's Top Employers, with improved scores in both diversity (78%) and onboarding (98%)



We've put in place gender neutral job descriptions, helping increase the number of female applicants at leadership levels

Since 2016 we've asked our recruitment suppliers to deliver a balanced shortlist of candidates for all roles, which has contributed towards the increased number of women hired into the UK organisation in the last year (35% vs 32% the previous year)



2019 goals

- It's our goal for 2019 to make sure that 40-45% of all our external hires are female.
- As well as all the processes and steps we already have in place, we're introducing a blind offer process in recruitment to help address any unconscious bias in the process.

CREATING A FAMILY FRIENDLY CULTURE



We've entirely removed the service requirement for enhanced paternity pay, unpaid parental leave, flexible working and home working

We're proud to retain more than 90% of our family leave returns for more than a year after their return

90%

**TOP
30**

We've been recognised as a Top 30 Employer for Working Families in the UK



We've reduced our length of service requirement for enhanced maternity and adoption pay

2019 goals

- To keep growing our network of support groups for Experian employees, broadening the Working Families network, and setting up a new Early Careers network
- To increase our already high retention of those taking family leave
- To increase the number of people working flexibly across the organisation

ORGANISATIONAL EDUCATION

We've used moments like International Women's Day and International Men's Day to encourage mutual support, to share people's personal stories and experiences, and talk about the benefits of new ways of working, inclusion and flexibility



We launched a new video programme called Humans of Experian to share employee stories with each other

We've increased our training and education programme, bringing in external experts to talk about diversity and inclusion



2019 goals

- To keep building and enhancing our training programme
- To develop and release our first diversity and inclusion annual report with clear milestones and goals attached

NURTURING AND DEVELOPING TALENT

55% of our apprentices in FY18 were female, helping ensure we have a more diverse mix of future leaders in the organisation

55%



We've improved the gender balance on our talent programmes. The Emerging Leaders Programme is now 53% female, with the Experian Business Network now 43% female

2019 goals

- Unconscious bias training will roll out across the UK and Ireland organisation
- We're bringing in active succession planning to support high potential females on a journey up through the business
- We'll launch confidence workshops for high potential females across the business

“ Experian is an exciting place to work. There's a real opportunity to make a difference and that means the work here is varied, challenging and rewarding. ”

Shelley Malton
Managing Director of Service Delivery,
Experian UK & Ireland



OUR STORIES

“ I took over the Go To Market (GTM) team six years ago. At the time my first line leadership group was entirely male and the second line leadership team was virtually all male too, so unsurprisingly I inherited a culture that was very skewed towards traditionally male behaviour.

Andy Marshall
Managing Director of
Go To Market (GTM),
Experian UK & Ireland

Andy

One of my early goals was to address the balance and improve diversity both in the leadership and throughout the sales organisation. You can't make that kind of change overnight, you have to stick to your commitment for the long term. Whenever we had a position open, we made sure to shortlist a diverse mix of candidates, even when it took longer to find the right people. You have to make that extra effort to get the best results.

Today, the 12 person GTM leadership team is made up of 6 women and 6 men. When we sit around the table the dynamic is completely different. There's space for different voices, difference opinions and different styles. We're a better sales team as a result. The last six months have been our strongest in the last six years.

“ I joined Experian twelve months ago after spending 13 years with a telecommunications company. I'd built a successful career there and joined Experian to test my experience in a different, more global industry within a different operating environment.

Choosing the right organisation to continue my journey within was a big decision, so I've been delighted to find Experian has a highly supportive culture and a real drive throughout the business to improve diversity across the board. There's a lot of positive change in the business which is creating opportunities for people with all kinds of different experiences and ways of thinking. I'm excited to see where we go next.

Anna Matty
Director of Propositions,
Experian UK & Ireland



“ **I joined Experian in April 2016 after 23 years at one of the largest global banks where I was Chief Operations & Technology Officer.**

Experian is an exciting place to work. There's a real opportunity to make a difference and that means the work here is varied, challenging and rewarding. The culture is open and approachable – everyone is focused on doing the right thing, with a strong sense of teamworking, which makes it a great place to be.



Shelley Malton
Managing Director of Service Delivery,
Experian UK & Ireland

I love working with a great group of people who are passionate about making a difference and looking after our customers.

While we've got more progress to make to increase the levels of diversity, the nature of our open culture and sense of team makes Experian feel inclusive. I get judged on what I deliver. There's no culture of presenteeism, and we can work in the ways that suit us best. I drop my kids off at school once a week, which is very precious to me and helps me achieve a degree of balance given the long commute I have on other days.



“ **Working with investors and the media gives me a broad view across our industry. My time so far with Experian has been fantastic; it really does feel like being at the heart of the data revolution. There are so many ways to grow and develop your career, and the range of projects I have been involved in has been tremendously enriching. I'm excited to be able to support the next generation of women coming up through our business.**

As Experian's Chief Communications Officer, Nadia is responsible for investor relations, internal and external relations, corporate communications and management of the Experian brand. Nadia joined Experian in August 2006 as Investor Relations Manager, following ten years in the investment banking industry, and has been a member of the Experian Global Group Operating Committee since 2010.

Nadia Ridout-Jamieson
Chief Communications Officer



A MESSAGE FROM OUR CEO



Brian Cassin
CEO, Experian plc



The Experian we are working towards is one that offers equality of opportunity at every level. We continue to look seriously at how we make sure our organisation is accessible and open to people of all genders and backgrounds, not just in the UK, but around the world.

We know that we still have some way to go, and that representation is not yet where it needs to be throughout our business. With my colleagues on the Experian Board and our leadership teams around the world, we continue to challenge ourselves on ways we can make faster progress towards our goals of true diversity and inclusion.

We've made some good progress over the last twelve months. We've been delighted to welcome many new women to our global organisation over the last year; from new members of our leadership team to women starting out in their first job. While we continue to have a gender imbalance at the most senior levels, with every day, we are getting closer to our goal of being an organisation as diverse and varied as our customers themselves.





There's never been a better time to join Experian. We look forward to sharing the next steps on our journey with you.

We want Experian to be a great place to work for everyone. No matter their gender. No matter their age. No matter their background, ethnicity, their lifestyle or their experiences. Somewhere that anyone can thrive and create the career they want. Whether it's data science, customer service, business sales, marketing or one of the other thousands of exciting roles we have across the organisation.

We're committed to continuing our drive towards a greater gender balance at every level, and to attracting and retaining the best talent across our entire global footprint.