



Gender pay gap report 2018



At Equifax UK Ltd, we are committed to being open, transparent and accountable in our treatment of employees, and this extends to equality and diversity.

Gender pay reporting regulations give us the opportunity to share our record in this area and to reinforce our commitment to reducing the gaps reported.

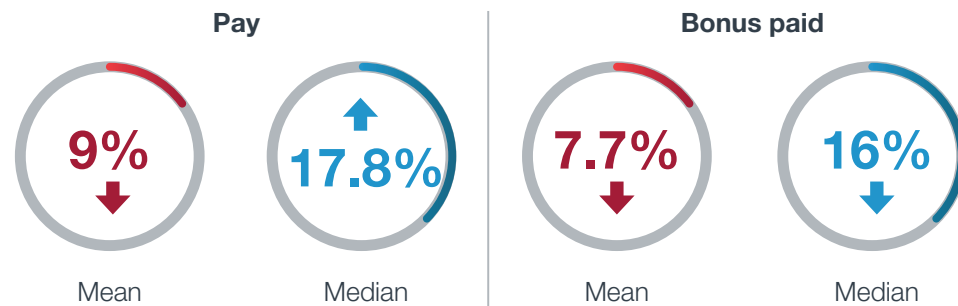
The following report includes our 2018 gender pay gap, and the progress we have made since first publishing our 2017 data.

The data and information presented are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

John Garside
VP HR – Europe
Equifax



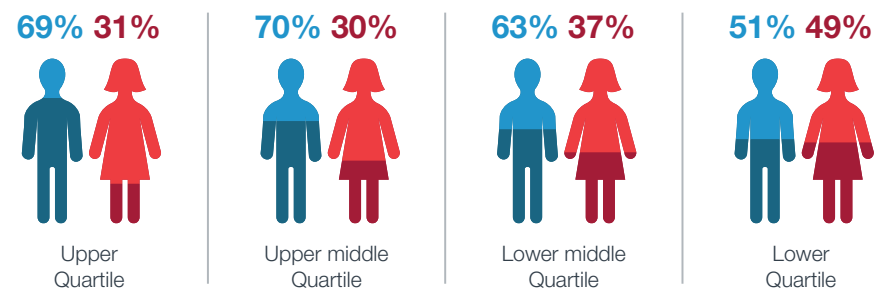
Our gender pay gap for April 2018 is:



% of gender receiving a bonus at April 2018:



Our gender representation by pay quartiles at April 2018:



Equifax UK Ltd – our gender pay gap

For 2018, our reported mean hourly rate shows a 9% pay gap, and our median hourly rate shows a 17.8% pay gap. This compares to 18.7% and 15% gap respectively for 2017.

Whilst we welcome any positive changes shown in our 2018 report, we also recognise that changes in pay gaps over a 12 month period are not a strong indicator of an overall trend, or reflective of the impact of any actions we commenced in 2018. Therefore, our focus on driving change will continue.

Looking at our gender representation by pay quartiles, shows a shift from 2017, there is now a higher proportion of women in our upper quartile – 31% vs 24% in 2017, albeit in the upper middle we see a lower proportion of women – 30% vs 38% in 2017.

Whilst we welcome any positive changes shown in our 2018 report, we also recognise that changes in pay gaps over a 12 month period, are not a strong indicator of an overall trend or reflective of the impact of any actions we commenced in 2018.

Growing evidence and research shows having a diverse leadership team is good for business, innovation, decision making, and attracting a wide range of talented people into your business.

We need to continue to develop our talent and succession planning practices, to provide the right opportunities for those who work here to thrive and develop and to choose Equifax for their long-term career aspirations, enabling a more diverse group of colleagues to reach senior roles in our business.





Equifax UK Ltd – our bonus pay gap

We will continue to ensure our focus on creating an increased gender balance across senior level roles in our business.

Our 2018 mean bonus gender pay gap is 7.7% and our reported median gap is 16%.

Both these results are a significant improvement from 2017 respective reported figures of 37.3% and 22.5%

As with our hourly pay rate data, these changes cannot be solely attributed to our 2018 action plans and will primarily be driven by higher bonus payments for some senior male job holders being included in our 2017 data, who did not feature in our 2018 data. Therefore, we will continue to ensure our focus on creating an increased gender balance across senior level roles in our business, which will have a positive impact on reducing and eliminating our gender pay gaps for the longer-term.

So how do we intend to address some of the issues highlighted above?

Improving gender pay gap

In our 2017 report, we set out a number of commitments to address our gender pay gaps, and in the following pages we set out our update against these public commitments.

There are a number of existing activities we undertake across the business and others we will look to further develop over time, as set out further on in this summary, which will help contribute to reducing our Gender Pay gaps over the next few years.

To address this, the organisation will make a concerted effort on existing and new initiatives. We can also work closely with other parts of our business, TDX Group, to share best practice, resources and opportunities to address our gender pay alignment.

We already have lots of activity already underway within Equifax. We promote fair treatment, respect and integrity in our work practices through our Code of Ethics and Conduct.

We have a variety of policies such as family friendly policies, including maternity, paternity and shared parental leave and flexible working (which we are looking for feedback to improve upon), that we hope provides all employees with flexibility.

We also encourage open and honest communication through our People Forum, which meets quarterly and is focused on the engagement, development and wellbeing of our people.

2017 actions and update on progress:

- **Women's network – Inclusion and Diversity**

2017: We already have networking forums for women. We will look to review how effective these are in the current format, and how they can support our desire for increased talent pools and opportunities to develop future leaders in our female population.

2018: Following the review of our current network, we made the decision to open up the network to all of our people, so it is more inclusive and can benefit everyone.

With this in mind, we will be partnering with an external consultancy business to launch our new Business Network in 2019. The sessions will include a series of influential speakers on topics that range from unconscious bias to self-confidence, and will create an opportunity for all of our people to come together and network.

- **National Living Wage Foundation**

2017: We've committed to registering our business with the foundation, to reinforce our decision and commitment to paying the national living wage to our people and for suppliers of services to our business in the UK, to work towards this.

2018: We are proud to say we achieved signatory status in 2018, as a result we increased people's pay in some areas of our business. Importantly, our suppliers also committed to, and implemented changes to pay levels for people delivering services to our business.

- **Women in Finance Charter**

2017: We plan to register for this industry leading initiative, to gain additional insight, knowledge and ideas on how we can adopt industry best practice in the development and progression of women into leadership roles.

2018: We are pleased to report that we signed up to the Women in Finance charter in September 2018. As part of the Women in Finance charter, we set one of the most ambitious targets of aiming for a 50/50 gender balanced executive team by 2023. Our target is now our accountable executive's annual objectives.

- **Hiring managers**

In September 2018, we hosted a diversity week across the business, which included a webinar from our recruitment partners on unconscious bias. We plan to build on this in 2019 and roll out unconscious bias training to all of our people.

- **Continue to refine our approach to pay and supporting pay policies**

2017: To ensure that they provide a transparent, fair, consistent framework that recognises contribution.

2018: We undertook an analysis for our Remuneration Committee (RemCo) of pay and progression changes by gender during the year. This enabled us to determine whether pay decisions were showing an inherent bias to either gender. We were pleased to see no statistically significant difference for promotion or in-year pay changes between men and women, which gives us confidence that pay decisions are not gender biased or discriminatory.

- **Graduate programmes**

2017: Specifically aimed at learning the skills and knowledge within analytics and technology roles. These are key to our future resource needs and enable us to partner with local higher education establishments and demonstrate the opportunities we can offer in our business to a broader range of potential candidates.

2018: We successfully launched a graduate programme and hired three Analysts into our data and analytical department.

After our graduate cohort last year was all male, our focus this year will be to continue building relationships with local universities to try and build a more diverse talent pipeline for analytical and IT roles.

Last year we attended a number of career fairs and our managers attended seminars on campus, to upskill students on the finance industry and Equifax – we will continue this activity to help us connect to a broader talent pool that we can develop for the future.

- **Succession planning and career development**

2017: We will be enhancing our succession planning and talent mapping frameworks, through quarterly Talent check-ins with our senior leaders, to ensure we're proactively managing talent across all levels of our business, including:

- o Ensuring future potential female leaders have the appropriate development opportunities, mentoring and support in progressing their careers at Equifax.
- o Talent and succession planning process, to ensure we track the retention of our key talent, including future potential female leaders.
- o Roll out training courses to our managers to help with unconscious bias.

2018: Over the last 12 months, we have been piloting quarterly talent check-in session in our data and analytics function. This year, we will be expanding this across the business to increase the focus on talent management and the succession plans of our future female leaders.

- **Management information**

2017: Explore putting in place a suite of MI tools to track recruitment and salary decisions by diversity profiles, which will provide the insight we need in order to proactively manage diversity.

This is a focus area for us in 2019. We would like to do more with our data so we can track the progress we are making more effectively.

We are pleased about where we are and some of the work already taking place, but recognise that we have further to go. We want to champion diversity and inclusion and be a driver for change.

Diversity Forum
brainstorming
ideas for the
2019 plan



Pictures of events during our diversity week –
London offsite event with Barclays and Virgin Money speakers, Leeds Ted Talk and Nottingham with Capital One



Diversity video – our people talking about the benefits of a diverse and inclusive workforce



Decorations in and around the office during diversity week



Explaining the terms

***Quartile** – A quartile in the case of gender pay reporting is all employees and salaries in the company in a long list from the highest salary to the lowest, and then split equally into quarters. The upper quartile being the top 25% highest earners, upper middle is the next 25%, etc.

****Mean** – the mean and median are both types of average. For the purposes of gender pay reporting, the mean is all the male salaries added up and then divided by the number of men working in the organisation. You then do the same for female employees. An example would be: $\pounds 22,000 + \pounds 28,000 + \pounds 35,000 + \pounds 40,000 + \pounds 59,000 \div 5$ = the mean value is $\pounds 36,800$.

*****Median** – the mean and median are both types of average. The median is the middle salary value when you have put them in value order from highest to lowest. For the purposes of gender pay reporting, the median is the middle salary when you line up all the male salaries in value order. You then do the same for female employees. An example would be: $\pounds 22,000, \pounds 28,000, \pounds 35,000, \pounds 40,000, \pounds 59,000$. The median value is $\pounds 35,000$.

Sources: ONS Annual Survey of Hours and Earnings 2017; gender-pay-gap.service.gov.uk