

Putting people first

DIVERSITY, EQUITY AND INCLUSION
REPORT 2021



Welcome

It makes us incredibly proud to share with you our Diversity, Equity and Inclusion (DEI) Report 2021. Tangible proof that at Experian, we don't just recognise diversity, we champion it.

This is the first time we've produced a global report of this kind. It's a snapshot of the progress we've made so far, and an essential step in creating a better tomorrow for all of our people.

Our commitment to make Experian a great place to work is clear. And as we go into the future, we will continue to stand up for equity, building a fairer future for everyone.

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DEI means everyone matters. Means you have a say, a voice, a choice. We support an environment without prejudice, and we fight so every single person can be treated equally considering all their differences.

LETICIA CANHA DOS SANTOS, MARKETING ANALYST AND UBUNTU BRAZIL LEAD (RACIAL EQUALITY NETWORK)



Brian Cassin

Chief Executive Officer



Put simply, we want to be one of the best companies in the world to work for and a diverse, equitable and inclusive workplace is a prerequisite for this.

Our first Global Diversity, Equity and Inclusion (DEI) Report is an opportunity for us to spell out our commitment to making Experian a place where everyone can be themselves at work – and to map the progress we are making on these crucial issues.

I am proud of the steps we have taken over the last few years: introducing new working policies that foster greater inclusion; supporting over 30 Employee Resource Groups across Experian; investing in development programmes focused on advancing talent from under-represented groups; and partnering with organisations around the world to extend our impact to our communities. I also recognise that this is a continuous journey and we have more work to do, but what will not change is our resolve to deliver on our commitment.

We have expanded our efforts to support greater diversity, equity and inclusion across our business, committing to focus on five priority areas: sponsoring our initiatives at the highest level in the company; better

understanding our demographics; refreshing DEI targets; increasing transparency and accountability; and empowering our people to help us create a more diverse and inclusive business.

Experian's purpose is to create a better tomorrow for people and organisations around the world. It is an integral part of our culture and a guiding principle through which we operate. Our commitment to putting our people first and doing everything that we can to protect and support them is where we start bringing it to life.

I am confident the steps we are taking are the right ones and I believe that if we continue to live up to our purpose and stay true to our diversity, equity and inclusion ambitions, we will make Experian a better and stronger company for our people, for the clients, consumers and the many communities that we serve.



Jacky Simmonds

Chief People Officer

Experian is proud to be sharing its first Global Diversity, Equity and Inclusion (DEI) Report, giving insight into our progress and our ambitions.

We're 17,800 people across 44 countries, comprising 94 nationalities and spanning five generations. It's vital everyone feels supported to grow and succeed at Experian.

Publishing this Global DEI Report increases transparency around our progress and goals, and is a key step towards achieving our ambition to be one of the best companies in the world to work for.

When I joined just under a year ago I immediately felt the great passion, energy and genuine commitment that Experian has to its diversity, equity and inclusion agenda.

Our ambition to keep progressing on this important topic prompted us to seek external expertise, not only to better understand the impact of the great work we currently do, but also to identify opportunities for improvement.

Those recommendations became the foundation for our commitments to support greater diversity, equity and inclusion across our business. These underpin our ambition to create a fair and inclusive workplace, where our people can thrive and reach their highest potential. They will also enable us to hire and develop the very best people to take our business forward.

A significant part of this report is dedicated to our 'People First' approach. Its ethos to support our employees has been our guiding principle over the past year.

The events of 2020 have shown the disproportionate impact of the global pandemic on certain communities. It has also demonstrated how important it is for our people to feel safe, secure, and connected to one another. This has just reinforced our determination to renew and evolve our efforts.

Nearly one year into my role, I'm proud to be part of a company that is truly committed to elevating equity, promoting diversity and leading inclusively. I am confident that our commitment to diversity, equity and inclusion will allow us to build on our really special culture that welcomes everyone to be their true selves at Experian.

At Experian, we're creating a better tomorrow for our consumers, clients, people and communities. That's our purpose.

We turn data into information and deploy advanced technologies and analytics to help people and businesses make informed decisions, take control of their financial wellbeing and seize new opportunities.

But we couldn't do any of this without our people.



Globally, we employ 17,800 of the best and brightest people, working across 44 countries. And we want to create a diverse, equitable and inclusive workplace for them all. We set out to be a champion for the consumer, but it's only right that we're a champion for all of our people too.

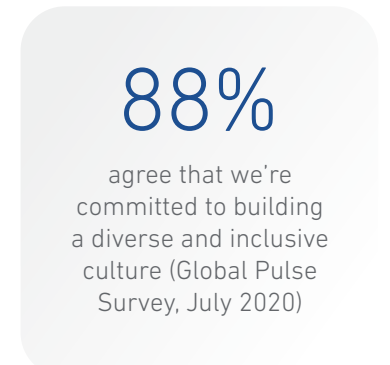
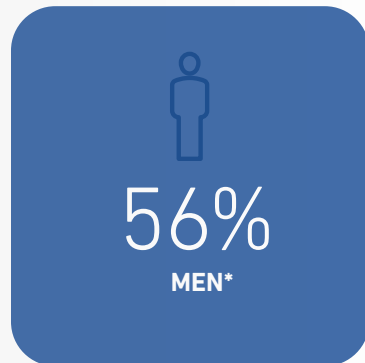
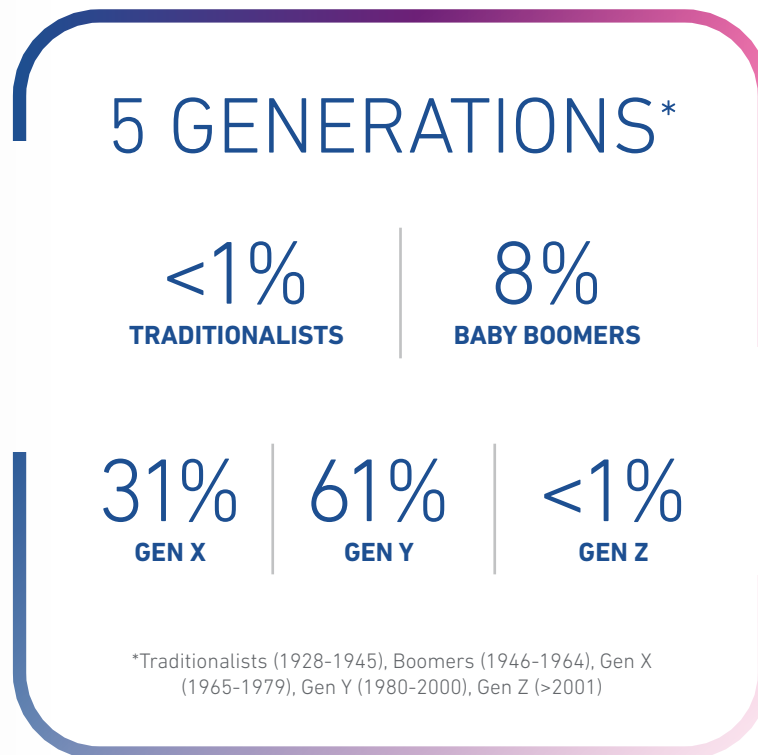
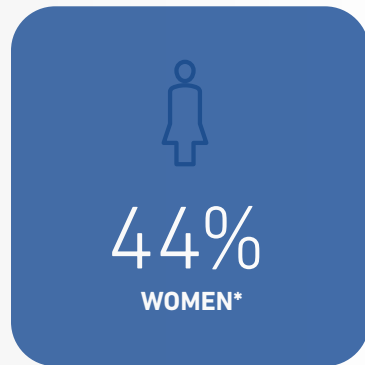
Snapshot

of our workforce



“ DEI means living in a society that values each of us, celebrates our uniqueness, promotes fairness and equal opportunity and provides everyone the choice to participate and feel appreciated.

MEREDITH WILSON, SENIOR VICE PRESIDENT PROJECT MANAGEMENT, HEALTH AND NORTH AMERICA WOMEN IN EXPERIAN NETWORK MEMBER

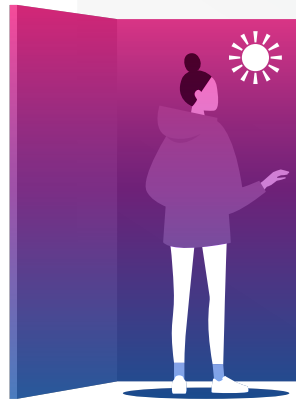


*We currently gather binary gender data but we're working on improving this.

Why does DEI matter to us?

We want to create a better tomorrow for people, organisations and communities around the world. To do that we need to start with ourselves – making sure diversity, equity and inclusion (DEI) runs through everything we do.

First and foremost, our employees are people. That's something we never forget – and we're incredibly proud of the diverse culture we've created. The different backgrounds and experiences that our employees bring to their teams drive innovation and create an inspiring workplace. And we wouldn't have it any other way.



Diversity

Refers to the composition of our people across various elements of difference (e.g. gender identity, ethnicity/race, disability and sexual orientation etc).

This matters because we want to attract and keep the best people from all available sources, to reflect the communities we work in and make the most of all the advantages that diversity brings to our business. We are constantly setting up and improving programmes, processes and policies that increase the diversity of our workforce.

Inclusion

Is the degree to which we embrace our people and ensure they feel able to bring their whole selves to work.

This matters because creating a culture of inclusion and belonging is a top priority for us – and we're not afraid to highlight anything that stops it from happening. We're building an environment where our people feel free to speak their truth, feel valued, and perform at their best.

Equity

Is how we ensure identity does not predict professional opportunities or workplace outcomes.

This matters because we work hard to be fair – giving all our people access to the same opportunities and outcomes. If there are barriers that stop individuals from thriving, we'll do all we can to remove them and give everyone what they need to be successful.



How we're
making
progress

Joining forces with experts

To help us drive our commitment to DEI, we work with over 25 non-profit and diversity organisations around the world. Through our partnerships, we aim to drive systemic change in diverse communities and bolster an inclusive workplace. Their expertise means we can benchmark where we are today, recognise where great work is already going on, and take action where we need to do more. Here are some of the partnerships we've already forged:

WE BECAME A GLOBAL SIGNATORY of the **United Nations Women's Empowerment Principles** (WEPPs), which promote gender equality and women's empowerment in the workplace, marketplace, and community.

We have global partnerships in place with **Stonewall**, who work with institutions to create inclusive and accepting cultures, **Out & Equal**, an organisation working exclusively on LGBTQ+ workplace equality and **Disability: IN**, the leading non-profit resource for business disability inclusion worldwide.

IN THE UK AND IRELAND, we signed the **Business in the Community (BITC) Race at Work Charter** and became a signatory supporting **Stonewall's Trans Rights Are Human Rights campaign** to help reform the Gender Recognition Act (GRA) 2004. We were also the official partner of the first **Women in Data** week. Two of our employees even hosted a session focusing on our support of Girls in Data, where they shared Experian's data challenge to help inspire children to pursue a career in science, technology engineering and mathematics (STEM).

IN NORTH AMERICA, we've established new partnerships; **Unidos**, an organisation who work to build a stronger America by creating opportunities for Latinos; and **National Urban League**, a historic civil rights organisation dedicated to economic empowerment to elevate the standard of living in historically underserved urban communities.

IN BRAZIL, we're building on our partnership with **The Business Coalition for Racial and Gender Equity** to promote social inclusion, growing a culture of equity with suppliers and service providers, and accelerate gender equality through positive actions and marketing good practices. We're also a member of **Pride Connection** – a network of companies seeking to promote more inclusive, diverse and safe workplaces for LGBTQ+ people.

PARTNERSHIP WITH THE TREVOR PROJECT IN NORTH AMERICA.

Every year during Pride month, we open our 'swag store' for business. Employees can buy Experian pride merchandise and all the proceeds go to the Trevor Project – an organisation supporting LGBTQ+ youth through crisis intervention and suicide prevention.



I'm delighted that Stonewall and Experian continue to work together to progress LGBTQ+ equality in the workplace. The work Experian have undertaken in the past year including supporting LGBTQ+ staff via their employee network group, hosting virtual LGBTQ+ events, ensuring their policies are inclusive of LGBTQ+ staff and publicly advocating for trans rights, is essential in helping to build an environment where LGBTQ+ staff can feel accepted without exception.

**STEVE BOODHUN, STONEWALL
CLIENT ACCOUNT MANAGER**



Using data for good

Our business is built on connections, and we know it's important to play our role outside of Experian to make a difference to people the world over.

As the world's leading global information services company, we have the opportunity to work with organisations and individuals every day to help them improve their financial health and achieve their goals. And while that's good for our business, it's also good for society, consumers and the world as a whole.

United for Financial Health

One of the ways we're doing this is with a new initiative launched in 2020, United for Financial Health.

This global programme empowers vulnerable people to improve their financial health through education and action. We're partnering with 11 non-profit organisations across the globe to deliver tools and resources to reach 35 million people in less than a year. That smashes our first-year target of 15 million, but we're not ready to stop there. With COVID-19, the need is greater than ever, so we're being even more ambitious, with a target to reach 100m people in total by 2024. You can find out more about the programme in our [**Sustainable Business Report**](#).

Helping to remove bias

There is growing awareness that automated processes used to make financial, healthcare, hiring or housing decisions could be making inadvertently sexist, racist or discriminatory decisions.

As experts in data and analytics, we want to help remove the bias and discrimination in machine-learning systems. So, our UK DataLab created and patented the first end-to-end Fairness-as-a-Service platform. Bringing together a decisioning platform, normative data, and state-of-the-art algorithmic expertise, it helps answer the important question, 'What is fairness in AI?' This will help banks, consumers, regulators, universities and large organisations vet and monitor the fairness of their models.

This project was the winner of our annual Si Ramo prize, which recognises exceptional innovation, scientific excellence and commercial impact in its use of data, analytics and technology.



To me, DEI means that everyone feels represented, included and heard. It means everyone can be their true selves at work without fear.

**MAIREAD MULCAHY, BUSINESS ANALYST
AND PRIDE NETWORK LEAD UK&I**



Inclusion-Unlocked™

Our North America business is using our best-in-class data, advanced analytics and technology capabilities to look outside our own business, powering our clients' diversity and inclusion goals. We have designed an approach, Inclusion-Unlocked™, and have started engaging key clients in this new venture. Inclusion-Unlocked™ focuses on three key stages of the overall consumer credit journey:

**MEASURE
& TRACK**

**INCLUDE
& REACH**

**PROTECT &
EMPOWER**



Our ultimate goal through Inclusion-Unlocked™ is to support credit equity for consumers that are members of marginalised communities, helping them unlock the power of their own credit. We're also aiming to educate organisations of the value of credit equity and support them with tools that will help drive a better world for all.

DEI at the heart of innovation

In February this year, we invited all employees to get involved in our second global hackathon. These have been introduced to find new ideas and concepts to help our clients, consumers and vulnerable communities tackle COVID-19. The pandemic has accelerated the need for new experiences, new ways to make decisions and new technologies, and this was an opportunity for us all to help drive the 'new normal'.

Over 3,400 people took part and submitted ideas across four categories, one of which was 'innovating for inclusion'. The winning teams received a large donation for the charity of their choice, and significant investment in developing their solutions.

CURRENTLY
BEING
DEVELOPED

Winners of 'innovating for inclusion', Experian global hackathon

Minority Business ID

Problem to be solved

Helping our financial and trade clients identify minority-owned businesses in order to help them diversify their supply chain.

Solution

Using third-party data in combination with analytics we are able to identify minority-owned businesses, genders and if they attended historically black colleges and universities.

Serasa Avisa

Problem to be solved

Our Brazilian business (Serasa Experian) found some people struggle to understand the information on our consumer platform and choose the product that's right for them.

Solution

We're creating a financial education product to help people improve their financial health. It suggests the best actions for people to take to improve their financial health and maintain their credit scores, and also helps them reduce their debts.



These are just a few examples of how we can use our expertise and tools to grow our DEI efforts in our wider society. We're committed to making diversity, equity and inclusion part of everything we do, so we can transform lives for the better for the consumers and partners we work with.

You can find out more about our approach to responsibility as an organisation through our **Sustainable Business Report**.



Driving a diverse and dynamic workforce

Even during a global pandemic, we've continued to bring more talented people into our business. And we've pushed even harder to make new connections and cast our net wider so we can attract the best from different areas and backgrounds.

To help this, we've sponsored events including **AfroTech**, one of the largest multicultural technology conferences in the United States, **Grace Hopper Celebration**, the world's largest gathering of women in computing, and we're proud to be a gold sponsor for **Women in Data**.

The last year has changed how we work and will work in the future. But it has been an opportunity for us to embrace new flexible ways of working and help our people to bring more balance to their lives. You can read more about our approach [here](#).



What else are we doing?

We've looked at our end-to-end hiring process and made some improvements:

We've been trialling a process where we remove all identifiable information from the CVs/resumes that our hiring managers review. It's still early days, but we'll be tracking whether this has a positive impact on our shortlisting and hiring.

We're looking at how we measure success in hiring. Traditionally we've relied heavily on 'time to hire' as a key metric, but know this isn't always the most important measure, particularly when targeting under-represented groups. Sometimes we need to spend more time to make sure we're not just focused on the most readily available talent.

We've reviewed our early careers assessments to ensure entry requirements are accessible to a wider pool of applicants.

We're upgrading 'Lingo', a global in-house tool developed to identify gender-biased language in job descriptions and adverts, to challenge ourselves to get it right from the start of an employee's journey.

We've also partnered with an organisation that allows recruiters to filter candidates on GitHub by various demographic profiles, helping us proactively seek out diverse shortlists, particularly in industries where typically a diverse candidate pool is not common. We've had a positive response to this and are expanding our initial pilot into three regions.

We're further developing 'Tempo', a global in-house tool to help identify diverse internal talent for succession planning.

It's all part of our proud commitment to championing our people – and working towards a future where we make it easier to attract and promote talent from all groups.

**AFRO
TECH**



women
in
data

A focus on development

We want all of our people to be the best they can be. If we can develop their knowledge and skills, it's not only good for them, it's good for our organisation too.

All around the world, we're committed to developing employees in every way we can, ensuring that all talent and development programme shortlists are representative of our diverse workforce.

We're evolving these programmes through a global approach so that we are able to fast track people into leadership positions as appropriate. Currently we have a range of programmes in place across regions, focused on developing different skillsets, some of which are listed below.

Our progress to date has been on advanced development programmes for women. Moving forward we'll be looking at how we can best support others from under-represented groups to develop talent in all areas.

Our Accelerated Development Programme (ADP) in Global Decision Analytics, designed to support talented women at mid and lower tiers to progress in the organisation, saw great success, with 44% of the participants being promoted after the programme.

The Women in Leadership Diveln (WILD) programme in Asia Pacific, designed to give real experiences of leadership development and career acceleration for women. The cohort ended with an 88% retention rate and 71% of women seeing their roles developed after finishing the programme.

This year in Experian Information Technology Services (EITS), we launched Advancing Women Leaders in Tech, a nine-month leadership and development programme for high-potential talent. We'll be tracking results over the coming year to measure impact of the programme on the business.

UK&I partnered with Women Ahead, an organisation specialising in matching women with a senior mentor from another organisation to expand their networks and experiences as part of their continued investment.

Spanish Latin America launched their new 'W Power' mentoring programme which aims to strengthen the soft skills of 40 high-potential women from across the region, to promote their professional and personal growth. The first cohort of the programme attended a virtual graduation ceremony on International Women's Day 2021 to celebrate their success.

In Brazil, we launched our development programme for high potential women. The programme focuses on increasing the level of exposure of participants regionally and globally and matches them with a leader to build a mentoring relationship.

Across EMEA we provide executive coaching to high potential women across the region.

Veterans & Patriots
(North America)

Karibu Black/
African American
employees
(North America)

Juntos Hispanic
and Latino
employees
(North America)

Namaste Indian
Subcontinent
employees
(North America)

**Asian
American**
(North America)

Pride
LGBTQ+
(North America)

**Experian
ASPIRE** Mental
and physical
health
(North America)

Ubuntu
Racial Equity
(Brazil)

Aspire
People with
disabilities
(Brazil)

For All
LGBTQ+
(Brazil)

4Ever Youngs
Age/generational
(Brazil)

Superheroes
(APAC)

D&I
(Spanish
LATAM)

NEW

Women in Experian
(Global – Across
all Regions)

Everybody welcome

Each and every one of our people deserves to feel valued, represented, and that they belong at Experian.

We have over 30 employee-led groups globally that play a huge part in creating inclusion and advocating on behalf of our people. These groups are not only a safe space for anyone who needs it, but also drive change and build awareness across Experian, raising the standard for everyone.

This year we're working to make sure the groups have clear objectives, momentum, and methods to report progress back into the business.



NEW

**Black @
Experian**
(UK&I)

NEW

**Experian Reach
Network (UK&I)**
Minority Ethnic
communities

**Autistic
Employees
of Experian**
(UK&I)

**Early Careers
Network**
(UK&I)

Pride
LGBTQ+
(UK&I)

**Menopause
Community**
(UK&I)

**STEM (science,
technology,
engineering,
mathematics)
Network**
(UK&I)

everyMIND
Mental Health
(UK&I)

**Islamic
Faith Network**
(UK&I)

NEW

**Experian
Christian Group**
(UK&I)

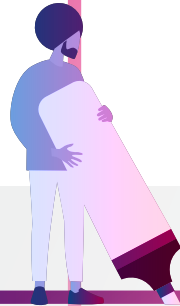
**Disability
Network**
(UK&I)

**Working
Families**
(UK&I)

We don't just recognise diversity, we champion it

Our global events are something we're really proud of. Employees come together to channel their passion, share stories and celebrate progress. But we don't just do this because it's fun. We do it to build awareness and understanding of the various experiences and issues that may impact our colleagues globally.

Every year, across the world we come together to recognise International Women's Day, International Men's Day, Pride Month, Black History Month, International Day of Persons with Disabilities, and World Mental Health Day. Our regions also mark local traditions and regional awareness days.



In UK&I, The Vivienne, the winner of RuPaul's Drag Race UK season one joined us for a panel discussion about why she is supporting our 'money positive' campaign and celebrated LGBTQ+ History month with us.



Standing up for equity

Closing the gender pay gap

In our UK gender pay gap report, we see continued signs of progress, aligning with the positive outcomes our wider DEI initiatives are producing.

That being said, we know there is a lot more to do.

We'll continue our journey with the steps we have already put in place, such as delivering accelerated development programmes for women, growing our support network groups, and continuously working to educate and raise awareness, allyship and understanding.

Check out our **[Gender Pay Report](#)** for more information on what we're doing.

Growing a workforce of allies

Anyone can be an ally and we've made it a focus this year, encouraging employees to step up, be aware, listen and take action. Our **Ally Guide** helps everyone play their part to help us achieve our goals.



External recognition

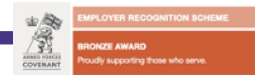
We're incredibly proud to be recognised globally by many external organisations for our hard work and commitment to making Experian a great place to work for all of our people.



The Human Rights Campaign Foundation announced that Experian North America received a perfect score for its 2020 Corporate Equality Index – a national benchmarking tool on corporate policies and practices relevant to lesbian, gay, bisexual, transgender and queer employees. Experian North America is considered one of the “Best Places to Work for LGBTQ+ Equality” for the second year in a row.



Experian were named as a **Top 10 Employer for Working Families** in the UK. This recognises organisations across the UK who are leading the way in building flexible, family friendly workplaces.



The Defence Employer Recognition Scheme (ERS) encourages UK employers to support defence personnel and inspire others to do the same. We were awarded a bronze award for demonstrating support to defence and the armed forces community, and align their values with the Armed Forces Covenant.

The DivHERsity awards recognise exceptional work done by companies to accelerate representation of women and performance in the Indian workforce. We were awarded Top20 Companies in DivHERsity (SMEs) and Top20 DivHERsity Champions (SME/Startup).

Top Employer certification evaluates organisations and awards certification based on demonstration of high-quality people practices. We've been certified in Australia, Singapore, Bulgaria, Spain and the United Kingdom.

In Brazil, we were awarded the **Best Choices Award** from the Social Professional Teaching Association (ESPRO). The award is for partners who are in tune with the development of young people in vulnerable situations.



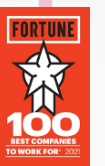
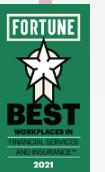
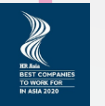
Fortune and Great Place to Work named Experian North America one of the Best Workplaces for Diversity – a testament to our culture and commitment to honouring, practising and celebrating the values of DEI.

We were awarded the **HR Asia Best Companies to Work For** Award, recognising organisations with the best HR practices who demonstrate high levels of employee engagement and excellent workplace culture.

For the second straight year, **Fortune magazine and Great Place to Work®** have recognised our company as one of the Best Workplaces in Financial Services & Insurance in USA, coming in at #9, up nine spots from 2020. We are ranked in the large company category, alongside other industry leaders that have found innovative ways to demonstrate their value and commitment to employees.

For the second year in a row, we've been named in **Fortune's 100 Best Companies to Work For** in the US, moving up 59 places to rank #31.

We've been certified by **Great Place to Work** across the USA, Costa Rica and Brazil. This recognition is based on employee feedback and recognition of our strong workplace culture, programmes and practices.



A photograph of three people sitting around a wooden table in a meeting. On the left, a woman with long dark hair is looking towards the center. In the middle, a man with a beard and short hair is smiling. On the right, a man with dark hair is sitting in a wheelchair, looking towards the other two. A laptop is open on the table in front of the woman. The background shows a large window with a view of trees and a building. The image has a blue and purple color overlay.

What's next for Experian?

At Experian, we want to be one of the best companies in the world to work for.

But we can't be that unless we create an environment where people of all backgrounds have equal opportunities to grow and succeed. It also doesn't happen by itself.

Our efforts need to be constantly renewed and developed. We have made progress, but still have a lot to do.

Further strengthening our efforts across diversity, equity and inclusion is a key priority so we're making five commitments to track our progress against.

Our five commitments to DEI are:

1 Active Sponsorship



2 Better understand our opportunities and challenges



3 Measure progress against specific goals



4 Ensure accountability



5 Support our people



1

Active sponsorship

One way we can ensure that DEI remains at the forefront of our strategic discussions, and that minority groups are truly represented, is to have Executive Sponsorship at the highest level in the company.

We now have Executive Sponsors for five areas that we will be focusing on globally. These sponsorship roles are in addition to local sponsorship programmes and initiatives, and they are:



GENDER

Jennifer Schulz,
Group President
Health, Automotive,
Data Quality (EDQ)
and Targeting



LGBTQ+

Jose Luiz Rossi,
Managing Director,
UK and Ireland



MENTAL HEALTH

Lloyd Pitchford,
Chief Financial Officer



RACE AND ETHNICITY

Craig Boundy,
Chief Executive Officer,
North America



DISABILITY

Ben Elliott,
Chief Executive Officer,
Asia Pacific



The primary role of the sponsor is to act as an ally to affinity groups and they're committed to:

LISTEN

**BE VISIBLE
AND ACTIVE**

SUPPORT

ADVOCATE

**AMPLIFY
IMPACT**

**ROLE
MODEL**

2

Better understand our opportunities and challenges

Data is what we do, and we must have a deep understanding of the make-up of our employees and what it's like for people to work here. With that, we can set relevant goals and develop meaningful DEI programmes and practices.

Through the coming year, we'll focus on improving our demographic data. Our people will be asked to take part in a voluntary census and sentiment survey.

The demographic data that employees choose to share will help us understand the composition of Experian better. The sentiment data will help us understand employees' personal experiences.

This will help us take more steps such as:

- Building representation across all roles and levels
- Ensuring pay equity
- Removing barriers to progression
- Making changes to policies or creating new ones
- Providing effective assistive technology

We'll repeat this annually, so that we always have a full picture of our workforce – and how they are feeling.





3

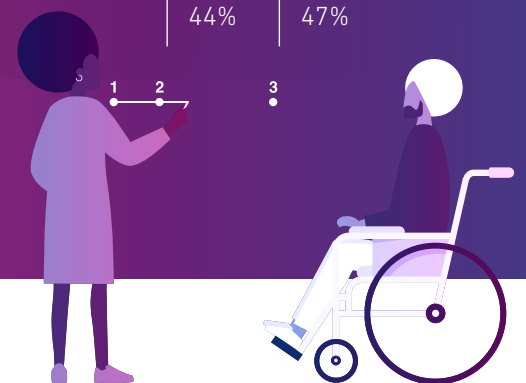
Measure progress against specific goals

We're setting ourselves three-year targets for global gender diversity so we can measure our progress objectively.

These targets will take into account our current position in each region and talent availability in the market, so we can develop focused action plans.



Representation of women	FY21	FY24 target
ExCo + direct reports	26%	30%
Senior Leaders	32%	40%
Mid-Level Leaders	35%	42%
Total workforce	44%	47%



4

Ensure accountability



Publishing this Global DEI Report is a key step in us increasing transparency around our progress and goals. We'll expect to be held accountable on our progress by our Board and others outside of our organisation. And critically, by the people that work at Experian.

On the back of this report, we're developing Experian's first Global DEI policy. It will clearly outline the five commitments we've made, and the role that employees play in actively seeking diversity within the workplace, acting inclusively and eliminating discrimination and unfavourable treatment.

In addition to this, we'll hold quarterly reviews in our regions, bi-annual reviews globally and add an annual strategic review as part of our strategy planning, which will be chaired by our CEO. These will make sure we can monitor our performance closely and quickly take action where we need to.

This year, we have also undergone a global DEI audit and, as a result of the independent review, can clearly benchmark where we're doing great work and where we need to focus going into FY22. The following were identified as areas for us to build on:

- 1** Improve the capture, monitoring and reporting of diversity data
- 2** Set clear DEI strategy, governance and action planning
- 3** Greater diversity in talent attraction and role modelling inclusive behaviours
- 4** Upskilling and improving DEI understanding for all employees
- 5** Harnessing the potential of effective diversity networks

The recommendations that were identified have helped us define our five commitments to DEI (**highlighted on page 20**) and will have also contributed to our FY22 DEI strategy.



5

Support our people

Our progress in creating a diverse and inclusive workplace requires action. It's not somebody else's job; everyone has a role to play in building the kind of company we want. That's why we're developing a consistent global DEI offering to ensure that people clearly understand what DEI means to us at Experian, and what part they play.

We've identified three areas of support for our people to progress in our DEI journey:

1 Foundational DEI Education

To give a common level of understanding of DEI and why it matters to Experian.

2 Conscious Inclusion

To educate our people on building self-awareness of biases and their own impact as well as to giving employees strategies and tangible actions to mitigate against bias.

3 Inclusive Leadership

To educate leaders on how to adapt an inclusive mindset, create psychological safety for their teams and gain a base level understanding of allyship and privilege.

These three areas will inform our global learning offering which will be embedded at key points throughout our employee lifecycle. We plan to roll them out to all of our employees globally through a phased approach.



The numbers

Global gender representation 2018-2021

Gender diversity by level	Unit	2021	2020	2019	2018
Board	% women	36	33	27	25
Senior leaders	% women	32	30	31	32
Mid-level leaders	% women	35	35	35	35
Total workforce	% women	44	44	44	45

USA Ethnicity representation 2018-2021

Racial and Ethnic diversity in USA by year	Unit	2021	2020	2019	2018
Asian	%	18.8	19.3	18.0	16.0
Black or African American	%	7.9	6.4	6.2	8.3
Hispanic or Latino	%	8.6	8.9	9.1	9.1
White	%	60.0	62.2	63.0	63.5
Other	%	2.1	1.9	1.9	1.9
N/A	%	2.5	1.4	1.8	1.1

USA Ethnicity leader representation 2021

Racial and Ethnic diversity in USA by level	Unit	Asian	Black or African American	Hispanic or Latino	White	Other	N/A
Senior leaders	%	12.8	1.5	4.2	79.7	0.6	1.2
Mid-level leaders	%	29.6	3.1	6.4	57.4	1.9	1.6
Total workforce	%	18.8	7.9	8.6	60.0	2.1	2.5

Global age representation 2018-2021

Age diversity	Unit	2021	2020	2019	2018
16-24	%	4.6	5.4	6.1	6.9
25-34	%	34.4	36.5	36.2	36.3
35-44	%	32.4	31.7	31.4	31.1
45-54	%	19.3	18.1	18.1	17.8
55-64	%	8.4	7.4	7.3	7.0
65+	%	0.9	0.9	0.9	0.9

Global age total workforce representation 2021

Age diversity by region	Unit	Total	North America	Latin America	UK & Ireland	EMEA	Asia Pacific
16-24	%	4.6	4.9	7.0	3.6	2.9	2.9
25-34	%	34.4	27.3	44.6	31.4	39.5	42.7
35-44	%	32.4	27.9	34.1	33.2	35.2	42.2
45-54	%	19.3	23.4	11.4	24.4	17.3	10.2
55-64	%	8.4	14.4	2.7	7.4	4.8	1.9
65+	%	0.9	2.06	0.2	0.2	0.3	0.2

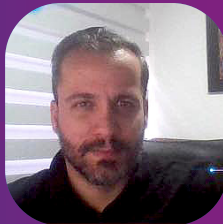


To me, DEI means a journey for all of us to look out for diversity, respect for minorities and thirst to learn and act together in order to promote a socially just environment.

MARCO SILVA, MARKETING ANALYST AND FOR ALL LEAD BRAZIL (LGBTQ+ EQUALITY NETWORK)



A fairer future for everyone



At Experian, we have an important part to play in the world. We know that we can create a better tomorrow – by using data for good, championing the consumer, and building a global culture that supports our people.

That's something that excites us. But it all relies on us putting diversity, equity and inclusion at the heart of everything we do.

Now, we have to take the right steps to keep building on the vibrant culture we've already created. So we're working hard to build an environment where everyone feels like they belong. Where employees feel safe, secure, respected and valued. And where everyone has a fair opportunity to join us.

We're supporting our people to grow awareness of DEI and raise standards throughout our business. We're partnering with other organisations to celebrate and support everything that

a diverse global business represents. And in turn, we're receiving recognition for what we've already achieved.

And to ensure we achieve all of this, we have our **five commitments** to keep pushing us forward: active sponsorship, to better understand our opportunities and challenges, to measure our progress against specific goals, ensure accountability and support our people. It will be our blueprint to strengthen our efforts and become one of the best workplaces in the world.

There's still more to do. But we're confident an even better tomorrow is possible – and it's well within our reach.

Stay connected

We'd love you to stay connected to our progress, follow us on:

#UniquelyExperian