

Gender Pay Report (UK)

APRIL 2021

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Foreword

Satrajit “Satty” Saha, CEO of TransUnion in the UK



In 2019, TransUnion pledged to achieve gender parity in senior leadership across all the countries we operate in by 2030, highlighting our commitment to driving positive change and illustrating just one of the ways we aim to address the gender imbalance that exists within the technology sector.

Since then, we have continued to make strides to achieve our goals. Currently, 40% of our global colleagues are women, whilst 30% of our senior leaders globally are women.

In the UK, I'm proud that our executive board is almost half female, at 44%. Now we want to focus on mirroring that balance throughout our organisation.

In this report we'll explore in more detail some of the successes we've had here in the UK. We continue with our various programmes designed to address this issue, despite the wider challenges that all businesses have faced as we collectively deal with the global COVID-19 pandemic that has profoundly affected all our lives.

We know there is more work to do and we're really proud of the support we've seen from colleagues to help drive this change at all levels and in all departments.

We're confident that as we look ahead, the many initiatives we've put in place will start to reap rewards: creating a welcoming, egalitarian environment where all women within our organisation can reach and exceed their potential, in turn encouraging more women into the field of technology.

“ I'm proud that our executive board is almost half female, at 44%. Now we want to focus on mirroring that balance throughout our organisation. ”

Introduction

There is an industry-wide challenge to encourage more women into the technology sector, in order to make progress in redressing the existing gender imbalance.

The latest WISE workforce statistics for 2020¹ show that women account for only 17% of IT professional occupations. Whilst that is marginally up on the previous year (16%) there remains a long way to go. Similarly, in science, engineering and technology management roles, women are represented at a ratio of one in seven, at 15.1%. Again, this is only marginally up on 2019 which stood at 14%, whilst women in IT technician occupations remained flat year-on-year, at 22.2%.

Data from the Office for National Statistics in 2020² states that for IT engineers, women earn 35.9% less than men, at an average of £10.06 per hour compared to £15.69 per hour. This gives a useful barometer of the view from the field of technology, which varies significantly from the national average when looking across all sectors.

To address this, TransUnion looks at three key areas of focus:

- **retaining and empowering the women working at TransUnion**
- **creating clear pathways to senior roles for women in our business**
- **encouraging more women to consider careers in technology**

These strategic priorities align with what PwC has identified as the main challenges for women in this sector; namely, gender stereotypes, a lack of female role models, skills and qualifications, plus workplace experiences for women³.

We remain firmly committed to making a difference when it comes to gender parity, leading the way with initiatives to support women within the technology sector. Our extensive activity ranges from mentoring emerging female talent within our own business, to educating girls on the many opportunities that exist – before they make their career choices – so we can tackle the wider issue.

What is the gender pay gap?

The gender pay gap is the difference between the average earnings of men and women (excluding overtime), including pay and bonuses, within an organisation. The pay gap is not the same as equal pay. Equal pay is a legal requirement which states that men and women doing the same job should be paid the same.



¹ WISE 2020 workforce statistics - <https://www.wisecampaign.org.uk/statistics/updated-workforce-statistics-to-september-2020/>

² Office for National Statistics: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/202>

³ PwC, Women in Work 2020: <https://www.pwc.co.uk/economic-services/WIWI/women-in-work-2020-executive-summary.pdf>

Our gender pay gap at TransUnion in the UK

PAY GAP

Differences between men and women

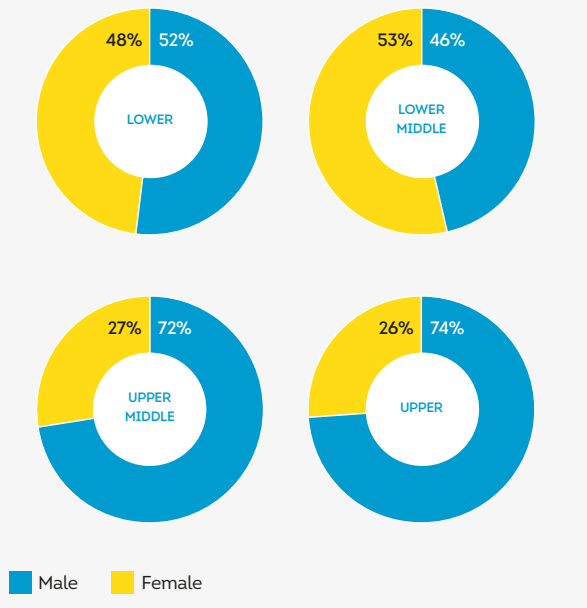
	mean	median
PAY GAP	29.5%	28.3%

BONUS GAP

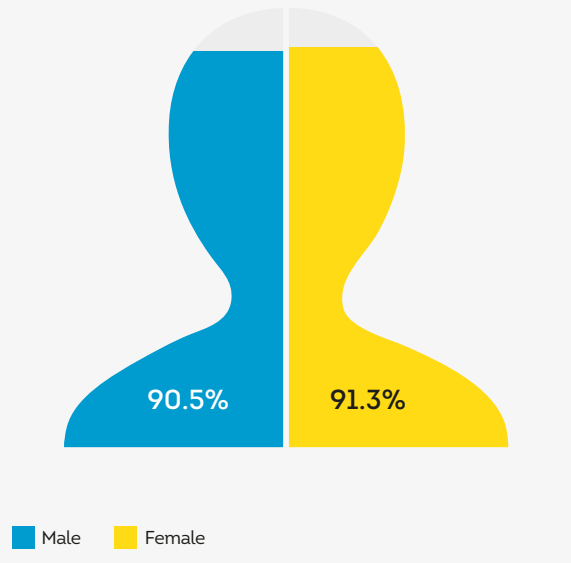
Differences between men and women

	mean	median
BONUS GAP	36.6%	46%

The proportion of males and females in each pay quartile:



The proportion of males and females receiving a bonus or commission payment:



WHEN WE COMPARE THESE FIGURES TO LAST YEAR:

- Our median gender pay gap increased by 3.9%
- Our mean gender pay gap increased by 4.6%

How we are addressing the gender pay gap



Working towards gender parity in leadership by 2030

Our UK leadership team is now **44% female** compared to an average of 23%

We are committed to bringing about gender parity in leadership across all of the markets we operate in, spanning more than 30 countries worldwide. We continue to drive forward initiatives focused on inclusion and to provide training around understanding unconscious bias, to help sow the seeds of change from within.

We've continued to strengthen our UK leadership team which is now 44% female – compared to an average of 23% when looking at women at board level within technology (as well as media and telecommunications) across the G7 group of nations.⁴

Having strong senior role models is a pivotal part of bringing about greater gender parity and encouraging and inspiring women at all levels within our organisation. We're pleased to share some of our success stories that showcase how our female leaders have been influencing not only our own colleagues but also clients and consumers within their capacity as leaders of a global insights and information company.

Appointment of **Margot Cronin** as our chair



In December 2020, Margot Cronin joined our UK board as an independent non-executive director and newly appointed chair, subject to approval by the Financial Conduct Authority (FCA).

Margot will promote the long-term sustainable success of the company, providing constructive challenge,

strategic guidance and specialist advice to the UK board and management executives.

Margot is a winner of the prestigious Institute of Directors award for 'Chartered director of the year' and has leadership experience across multiple board memberships.

⁴PwC, Women in Work 2020: <https://www.pwc.co.uk/economic-services/WIWI/women-in-work-2020-executive-summary.pdf>

Continuing to strengthen our UK executive team

Appointment of Tammy Taylor-Stowe



In 2020, TransUnion appointed Tammy Taylor-Stowe as chief human resources (HR) officer for UK and Europe; responsible for leading the HR strategy and people operations in the UK, Lithuania, Ireland and Spain.

Bringing extensive experience in transformational HR strategies, Tammy has worked across a variety of business sectors and has brought new ways of engaging with and supporting colleagues at all levels, thanks to her candid communications and an open-door policy that gives everyone in the business the chance to drop in to her virtual open house once a week. Tammy's unique approach encourages women throughout the business to have

the confidence to speak up and the forum to do so, something that has been particularly important as colleagues come to terms with the impact of COVID-19.

Tammy Taylor-Stowe said:

"Delivering a positive employee experience for all colleagues has to be a collective goal and everyone needs to play their part, across all departments and levels of seniority. COVID-19 has reshaped the way we work and that will continue through 2021, so must be taken into account. At TransUnion we want to nurture a diverse and inclusive work environment that encourages all our colleagues to bring their authentic self to work each and every day."

Consumer empowerment programme with Kelli Fielding



COVID-19 has impacted people all around the world, bringing with it much uncertainty. Whilst health and safety is the number one priority, we understand that at a time like this, worrying about credit and finance can be stressful. TransUnion is committed to helping consumers protect – and stay in control of – their financial standing and our UK initiative has been led by Kelli Fielding, managing director of consumer interactive (UK).

From our COVID-19 consumer support centre to sharing advice and insights in more than 300 media features over a 9-month period, Kelli has embodied our promise to do all we can to help consumers better understand their credit information so they can take control of their own data to improve their financial profile and get access to the most appropriate finance.

Kelli Fielding explains: **"It's great to see that over half of consumers (51%) think their credit score has either stayed the same or improved over the course of the pandemic but it's a concern that a quarter have never checked it, according to our research. Being familiar with your credit profile is essential when it comes to managing your financial standing and understanding what your options are in terms of accessing finance and managing your debt."**

Her visibility throughout the pandemic has meant Kelli is a strong role model not only across the business but as a leading industry voice, providing reassurance when needed and helping to debunk some of the common myths around credit data and how it's used.

Continuing to strengthen our UK executive team

Supporting clients through the COVID-19 pandemic, led by Shail Deep



COVID-19 had a huge impact on many of our client's businesses, with sectors such as financial services and retail being hard hit and we responded quickly to help clients address the challenges they faced at this time of crisis. We set up a new project, led by our chief product officer Shail Deep, to give clients bespoke support. To do this we had to pivot and re-align our business to this initiative.

Shail Deep explains:

"We wanted to deliver an insight-led client engagement model, at scale, that would help clients that were having difficulty in adapting

more traditional solutions to the rapidly changing environment that the pandemic gave rise to. Drawing on expertise from across the business to build and deliver products, models, and integrated solutions, we were able to better understand what clients needed and to tailor our offering and marketing accordingly, delivering the assistance needed for our clients and, in turn, the consumers they serve."

Technological enhancements driven by Ann-Marie Orange



As chief information officer at TransUnion in the UK, Ann-Marie Orange is a prominent reminder that gender stereotypes can, and should, be challenged. Over recent months, she has led a comprehensive programme to improve IT capacity, resilience and performance, with a commitment to ensuring the highest of standards of service for TransUnion clients.

"We made a number of improvements last year, investing in our underlying infrastructure and optimising our performance, listening closely to the feedback clients provided," said Ann-Marie Orange. **"We'll continue on that journey as we invest further in our technical currency and data security."**



Retaining and empowering the women working within our organisation

Given that less than one in five women hold technical roles within the sector, it's essential to retain and support the women that are already in our business, to help close the gender pay gap, as well as recruiting more women. Our network support groups aim to help colleagues reach their full potential and support inclusion and diversity throughout the business.

Women @ TU

Women @ TU is a global network group, open to all employees passionate about promoting women's growth. It spans networking, education, personal development, social impact, mentoring and supporting working parents, and creates an opportunity for women to come together to effect positive change.

Since its launch, Women @ TU in the UK, sponsored by chief product officer Shail Deep, has organised and hosted 11 initiatives promoting gender equality throughout the company. These include the development of a regular newsletter to share stories and showcase the successes of women in our organisation, as well as a quarterly virtual coffee chat with members of our executive board.

Following one recent chat to celebrate gender identity, our global CEO Chris Cartwright said: "I joined a virtual coffee chat with the UK chapter of Women @ TU where we discussed the importance of gender equity, the unique barriers and pressures women face, and more. I left that conversation energised about our work to advance gender equity, and grateful for the many talented women at TransUnion."

As a network group, Women @ TU can advocate for women throughout the business, ensuring our female colleagues are fairly represented and have the chance to make their voices heard.

Focusing on diversity and equal opportunities

We believe in creating equal opportunities for all, and we're proud to have recently signed the Race at Work Charter, which was created by Business in the Community, in partnership with the UK government in 2018 to improve outcomes for black, Asian and minority ethnic employees in the UK.

By signing up to the charter, we're confirming our aspiration to have one of the most inclusive workplaces in the country. At the same time, we celebrated the UK launch of our global diversity and inclusion forum, which supports a work environment that encourages all colleagues to be their authentic selves and promotes collaboration and cohesion across teams and departments, irrespective of race or gender.

This is just one of the ways in which we support diversity. Read more in our [Global Diversity Report](#).

Creating clear and accessible pathways to senior roles for women

Those involved report a 75% increase in both their confidence and happiness.

TransUnion's 'WE lead' programme

Our WE Lead programme (formerly called Women in Leadership) incorporates a series of workshops and masterclasses focusing on action learning groups, personal coaching, and business mentoring. Initially an 8-month programme, this was extended due to COVID-19, with a total of 18 days per participant over the course of a year.

The aim is to help participants feel more prepared and confident with leadership in the workplace and those involved report a 75% increase in both their confidence and happiness in their role at TransUnion. The feedback collected showed that the participants felt more able to speak up and more capable of challenging in a constructive manner, as well as feeling more confident in taking on a different role.

The programme – now named WE Lead which stands for 'women emerging' – will continue this year with a total new intake of 25 colleagues taking part across two groups, with the chance to build confidence through active learning focused on leadership concepts, supported by a dedicated mentor from our senior leadership team.

We have seen, from previous cohorts, the results that this has delivered in terms of aiding career development and retaining female colleagues. However, the programme also supports wider community activity, with the participants involved in mentoring schemes with local young people, giving them the chance to cascade their knowledge and put into practice some of what they've learned.



Encouraging more women to consider careers in technology

Research tells us that young women are far less likely to choose careers in tech, as they do not see people like them working in these roles. Statistics confirm that in 2020, despite an increase in year-on-year figures, girls still only represented 14% of the total Computing A-level entries⁶. Whilst the numbers of girls taking STEM subjects at A-level is steadily increasing, with 632 more girls taking core STEM subjects in 2020 compared with the previous year, the numbers remain dramatically below that of male counterparts.

These subjects are a gateway to careers in technology and the disparity of girls taking them up leads to a shortage of women available to recruit into tech roles, perpetuating the gender disparity that exists in this sector.

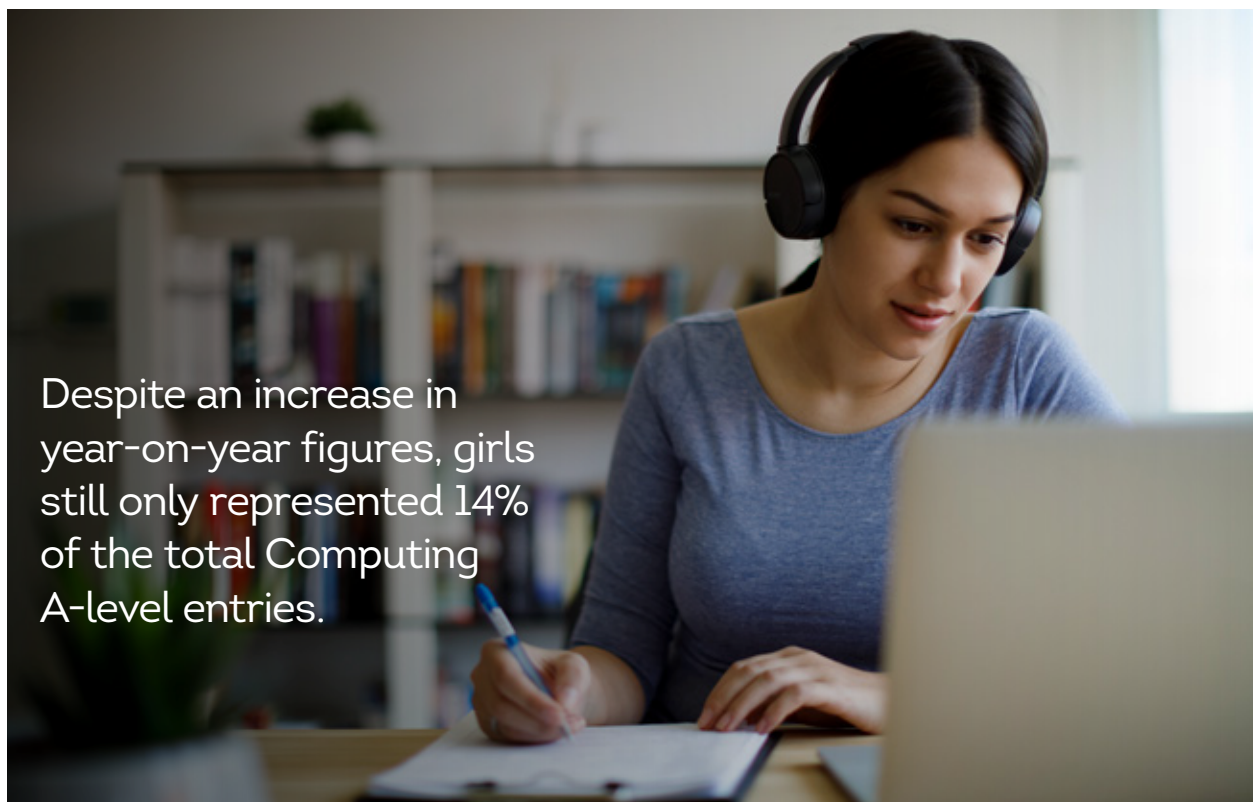
We aim to tackle this by looking to the next generation, whether that's through our mentoring schemes, our #WorkInspiration programme or #GirlsIntoTech, to help demonstrate to female students the opportunities that exist within the sphere of technology.

Our female mentors supporting computer science students

TransUnion recently conducted an A-level Computer Science mentoring programme in partnership with Leeds University Technical College, where we worked with Year 13 Computer Science students.

Female mentors from TransUnion's cohort of graduate trainees took part in regular virtual sessions to challenge and support students, as well as providing an opportunity for them to showcase the application of the knowledge gained on the course. Mentors also shared with students their own career journeys and how their technical skills were used in a workplace environment.

Damian Whitehouse, subject leader of Computing from Leeds University Technical College, said: "It's vital that young people studying A-level Computing Science and planning to enter the tech sector are able to experience working with female and male colleagues across all levels of seniority. Being able to reflect this diversity by presenting female mentors who can support students in developing their programming projects has added further value to the mentoring experience."



Despite an increase in year-on-year figures, girls still only represented 14% of the total Computing A-level entries.

Building on our **#GirlsIntoTech** programme

Our established #GirlsIntoTech programme, which is run in conjunction with local schools, gives girls aged 15 and over a chance to learn more about careers in tech and the many different paths which that could incorporate.

Following an initial classroom session, a number of participants take part in an intensive week-long work shadowing scheme. This is typically held at our Leeds headquarters and sadly had to be put on hold last

year due to COVID-19. However, the programme will resume in a virtual format to align with social distancing measures, with the girls taking part in workshops, meeting senior female leaders within the business and job shadowing. They also then work together to deliver a team project which is consistently a highlight of the programme.

To date, nearly 500 students have taken part in this scheme and we've seen some inspirational results.

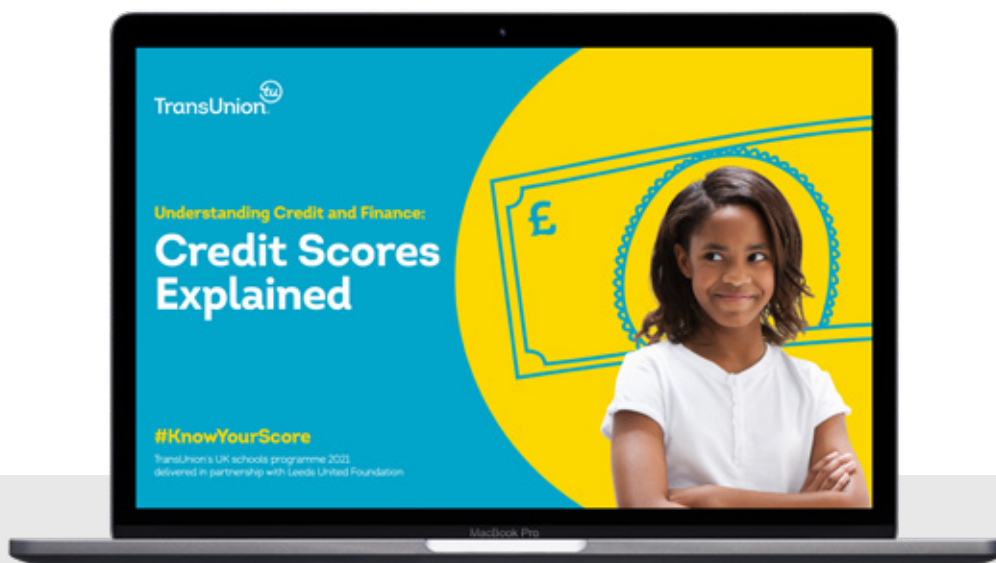
Helping young people develop work life skills through **#WorkInspiration**

We established our #WorkInspiration programme in line with government frameworks identified by The UK Commission for Employment & Skills, and aligned with Gatsby benchmarks of good career guidance, with the following objectives:

- Helping students learn from career and labour market information
- Linking curriculum to careers
- Giving students encounters with employers and employees
- Giving students experiences of workplaces

In recent years our colleagues have worked with over 1000 young people across our programmes. To help us reach out as widely as possible, we've partnered with a variety of organisations, such as IntoUniversity, Business in the Community, The Prince's Trust and the Careers and Enterprise Company, with very successful results. Working with both larger groups and individual students, we have been able to provide young people with the opportunity to get a close-up view of our business, across a range of departments including marketing, legal, IT, consumer services, analytics and more.

This year, our #WorkInspiration initiative has also included our Credit Scores Explained education programme, #KnowYourScore, which is being delivered in local schools, in partnership with the Leeds United Foundation. Our aim is to give teens the best start to their financial life, helping them learn more about managing money and understanding from an early age the role that their credit report and score can play.



⁴Wise 2019 Workplace statistics: <https://www.wisecampaign.org.uk/statistics/2019-workforce-statistics-one-million-women-in-stem-in-the-uk/>

Conclusion

A word from our chief HR officer for UK and Europe

Like all technology firms, TransUnion faces challenges that arise due to a wider shortage of women within the industry – for the reasons we’ve outlined – but we’re striving to change that. Within our business, we closely monitor our gender and pay balance, and ensure we have fair and transparent processes, with opportunities open to all regardless of gender.

As our chief HR officer for the UK and Europe, Tammy Taylor-Stowe explains: “We’re proud of the progress we’ve made in helping to establish more female role models, for our colleagues and within the wider industry. With a UK executive team that is 44% female, we hope that we’re helping to show young girls thinking about tech careers that there are indeed people like them in this world, and at the highest and most influential levels.

“We know there is still work to do in order to see that parity cascading throughout the organisation, and technology in general, but this change has to be driven from the top in order to break the cycle and encourage more women into the sector.

“Our ‘WE Lead’ programme illustrates the practical steps we’re taking to create pathways into senior roles, whilst our various work inspiration initiatives and mentoring schemes are about approaching change at a grassroots level, in the hope that more young women will consider careers in this field.

“Getting this message out early is crucial so that young girls can still take up the STEM subjects needed to give them the best opportunities to succeed. It’s a long-term play but one that’s essential for effecting change.

“Equality and diversity are essential in any modern workplace and we’re committed to making TransUnion a company where all our colleagues have the tools and the opportunities to succeed.”



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