

EQUINIX'S 2018 U.K. GENDER PAY REPORT

U.K. gender pay reporting was introduced in 2017 as a legislative requirement for U.K. employers with 250 or more employees. The law requires annual publication of certain data (known as "statutory disclosures") showing the pay gap between men and women employees. This is the second annual report that Equinix has published. All tables now show year-on-year comparisons.

Statutory disclosures

Equinix U.K. has two legal entities with more than 250 employees: Equinix (U.K.) Limited and Equinix (Services) Limited. We are required to report our gender pay gap data for each of these entities. This information is set out in the tables below (on the required "snapshot" date of 5 April 2018).

Equinix (U.K.) Limited

Overall mean and median pay gap

	Mean		Median	
	2017	2018	2017	2018
Hourly Pay Gap	23.77%	11.50%	14.93%	13.72%
Bonus Pay Gap	42.35%	26.74%	34.51%	16.64%

Proportion of men and women receiving a bonus

Men		Women	
2017	2018	2017	2018
89.57%	91.14%	82.46%	92.59%

Proportion of men and women in each pay quartile band

Quartile	Men		Women	
	2017	2018	2017	2018
Lower Quartile	65.63%	66.67%	34.38%	33.33%
Lower Middle Quartile	84.38%	87.50%	15.62%	12.50%
Upper Middle Quartile	89.23%	90.28%	10.77%	9.72%
Top Quartile	85.94%	81.33%	14.06%	18.67%

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Equinix (Services) Limited

Overall mean and median pay gap

	Mean		Median	
	2017	2018	2017	2018
Hourly Pay Gap	18.21%	25.26%	33.52%	37.29%
Bonus Pay Gap	37.61%	35.35%	62.44%	68.21%

Proportion of men and women receiving bonus

Men		Women	
2017	2018	2017	2018
84.90%	91.74%	80.66%	90.06%

Proportion of men and women in each pay quartile band

Quartile	Men		Women	
	2017	2018	2017	2018
Lower Quartile	51.96%	41.84%	48.04%	58.16%
Lower Middle Quartile	46.08%	45.92%	53.92%	54.08%
Upper Middle Quartile	66.67%	73.47%	33.33%	26.53%
Top Quartile	72.82%	74.23%	27.18%	25.77%

Understanding the gap

Equinix is obliged to present data in the format of the tables above which show a comparison of average pay of men and women. Reported in such a way, the outcome can be influenced by a variety of factors, and is not the same as equal pay, which is the principle that men and women are paid equally for doing equivalent roles across the business. Equinix is committed to ensuring equal pay for its employees.

In Equinix (Services) Limited, we know that our gender pay gap arises mainly because there are more men in senior grades than women. Similarly, there are more men in commission-bearing sales roles in Equinix (U.K.) Limited than women.

In engineering roles, in particular, there are more men in senior positions than women. This is reflective of the typical gender split in the industry in which we operate. We recognise that, traditionally, a greater proportion of men than women have studied for and pursued careers in STEM (science, technology, engineering and maths) subjects, and this trend continues today. We continue to encourage women into engineering careers at Equinix and into management and sales positions. See page 4 to read about the initiatives we have set up to drive this.

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Gender pay and bonus pay figures across all U.K. entities

Equinix has three legal entities operating in the U.K.: Equinix (U.K.) Limited, Equinix (Services) Limited and Equinix (U.K.) Enterprises Limited. Our gender split across all Equinix entities in the U.K. on 5 April 2018 was 74% men, 26% women. The tables below show our overall mean and median gender pay and bonus gap based on hourly rates of pay across these three entities combined (snapshot date 5 April 2018).

Equinix (U.K.) Enterprises Limited has fewer than 250 employees and does not therefore meet the threshold required for statutory reporting. We have, however, included it in the following combined figures for transparency and to give a more representative picture of Equinix's overall U.K. business:

Overall mean and median pay gap

	Mean		Median	
	2017	2018	2017	2018
Hourly Pay Gap	8.73%	6.87%	5.13%	0.13%
Bonus Pay Gap	11.50%	3.83%	13.40%	-1.59%

Proportion of men and women receiving bonus:

Men		Women	
2017	2018	2017	2018
86.18	91.97%	80.91%	90.78%

Proportion of men and women in each pay quartile band:

Quartile	Men		Women	
	2017	2018	2017	2018
Lower Quartile	69.61%	70.00%	30.39%	30.00%
Lower Middle Quartile	74.02%	78.10%	25.98%	21.90%
Upper Middle Quartile	74.63%	72.38%	25.37%	27.62%
Top Quartile	75.49%	76.19%	24.51%	23.81%

Year-on-year comparisons

Since reporting our gender pay gap last year, our report shows that for the combined analyses including all our U.K. entities, both the mean and median pay and bonus gaps have narrowed. This is also the case for Equinix (U.K.) Limited. We are very pleased to see a reduction in this gap from both a mean and median perspective.

Across all entities the proportion of men and women receiving a bonus has increased, and furthermore this number has become more equitable when comparing women to men.

This positive trend is the result of several factors including: an effort by the Talent Acquisition function and hiring managers who are increasingly conscious of gender bias when making offers to candidates; a higher percentage of women hired during the report period into roles that qualified for bonuses; and more women were hired into more senior roles with higher salaries and bonuses.

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How we are working to ensure gender parity

Equinix continues to focus on a number of proactive measures to increase women's representation in our business. Gender is an important area of focus for us and forms part of a bigger program to improve our diversity, inclusion and belonging strategy at Equinix. Through that work, we are examining and improving how we hire, support and empower all people and the communities they identify with, including but not limited to: race and ethnicity; religion; ability; and LGBTQ identities and expressions. We are identifying tangible ways to ensure every employee can say "I'm safe, I belong, I matter."

Equinix remains committed to attracting more women to join the company and ensuring we have fair and consistent practices in place to recognise, reward and promote all employees, regardless of gender. Equinix operates a rigorous governance framework to manage pay and bonus pay to ensure that all reward decisions are made fairly and without discrimination or bias. All roles are mapped and graded to one consistent global organisational framework. Each grade has a specific pay range created by benchmarking against the external market in the country in which the role is located. This global framework is also used to determine target levels for annual bonuses and long-term incentives.

We have in place a robust global Diversity Talent Acquisition strategy. Among other things, it focuses on reaching out to pupils in schools, colleges and universities; sponsoring panel sessions for women who are looking to return to work after taking time off for family commitments; and increasing our external presence at conferences and speaker events targeting women. The intent behind these measures is to increase our pool of women candidates.

As part of our commitment to create a sense of belonging and invest in ongoing career development for women, we have a strong internal women's leadership network called the Equinix Women Leaders Network (EWLN) that includes and embraces all Equinix female employees at every level across the organisation. EWLN offers opportunities to promote, connect and empower women as leaders. EWLN offerings have included a strategy debrief with the EMEA President as well as workshops on building networks, body language, well-being assessment, mindfulness and maximising inclusive language. Another workshop discussed specific strategies women can use to optimize performance conversations. The strategies were based on the data collected in the 2017 McKinsey/LeanIn Women in the Workplace Study and our internal employee surveys. Participants evaluated workshops for skill development and business impact. EWLN events invite men to participate in certain of their events to promote inclusion and gain disparate perspectives of gender issues.

Equinix also continues our membership with *Paradigm for Parity*, a coalition of companies committed to driving equal power, status and opportunity in corporate leadership for women and men.

In 2018, we engaged sixteen well-respected senior leaders from across the globe (men and women; senior vice president and vice president levels) in a six-month learning process. In October, this group identified inclusive leadership behaviours, made recommendations to the senior executive team and committed to be an ongoing "Allies Council" of role models for inclusive leadership. Six of the sixteen Allies Council members are senior leaders from the U.K. or with direct reports or teams in the U.K.. They include the Managing Director, U.K. & Nordics; VP EMEA HR; VP EMEA Marketing; VP Global Accounts; VP EMEA Finance; and SVP Legal.

We remain focused on doing even more to make Equinix a company that champions gender parity on a global basis. To highlight more of our efforts:

On the recruitment side, we are putting processes in place to ensure a balance of genders on our interview panels and are further refining our interviewing process to ensure that hiring managers have access to behavioural interviewing strategies that include strategies for addressing unconscious bias.

Similarly, we are maturing our talent processes to ensure that, at each step of the way (performance discussions, reviews, rewards calibrations and promotion discussions), managers are leveraging strategies to address potential unconscious biases, and that we have checks and balances to review and calibrate the decisions being made. Unconscious bias training is embedded in internal training modules which all employees are expected to complete.

We have a flexible working policy in place in the U.K. to encourage women to return to work following maternity and other family-related leave such as shared parental leave, including working part time where appropriate.

Taking a long-term view, we recognise that in order to have more gender balance in senior roles within the IT industry, more girls need to become interested in studying STEM subjects at school. We involve our employees in initiatives to encourage girls (and boys) from age 12 to 18 (school years 8 to 13) to do so. These include a student touring programme, work experience opportunities and "world of work" days which we offer to local schools, to give children an insight into working at Equinix and the variety of careers we offer. We hope these initiatives will ultimately encourage more women to apply for engineering roles within Equinix and other employers in our industry.

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Declaration

We confirm that Equinix's gender pay gap data contained in this report is accurate and has been produced in accordance with the guidance on managing gender pay developed by the Arbitration and Conciliation Service (ACAS).



Signed:
Name: Russell Poole
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Signed:
Name: Michael Winterson
Job title: Managing Director, Equinix (Services) Limited
For and on behalf of Equinix (U.K.) Limited and Equinix (Services) Limited