



Equinix's 2017 UK Gender Pay Report

Gender pay reporting is a new legislative requirement for UK employers with 250 or more employees to publish certain data (known as "statutory disclosures") every year showing the pay gap between their male and female employees.

Gender pay and bonus pay figures

Equinix has three legal entities operating in the UK: Equinix (UK) Limited, Equinix (Services) Limited and Equinix (UK) Enterprises Limited. The tables below show our overall median and mean gender pay and bonus gap based on hourly rates of pay across our combined business (on the required snapshot date of 5 April 2017).

Mean Hourly Pay Gap	Median Hourly Pay Gap	Mean Gender Bonus Pay Gap	Median Gender Bonus Pay Gap	Proportion of males and females receiving a bonus payment
8.73%	5.13%	11.50%	13.40%	M – 86.18% F – 80.91%

Proportion of males and females in each quartile band:

	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Top Quartile
Men	69.61%	74.02%	74.63%	75.49%
Women	30.39%	25.98%	25.37%	24.51%

One of Equinix's UK entities, Equinix (UK) 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 combined figures above to give a more representative picture of Equinix's overall UK business. The figures that we are required to report (for Equinix (UK) Limited and Equinix (Services) Limited) are below.

Equinix operates a rigorous governance framework to manage pay and bonus pay, thereby ensuring 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 bonus and long-term incentives.

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 across an organisation. 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.

The reporting format illustrates the gender pay gap at company level, and examining specific employee groups and job levels may produce different results. For example, within management grades outside of Sales, the gender pay gap is -0.47% in favour of women and drops to a median of 1.38%.



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Our gender split across all Equinix entities in the UK on 5 April 2017 was 72% male, 28% female. In Equinix (Services) Limited, 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 (UK) 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.

How we are working to ensure gender parity

Equinix has a number of proactive measures in place to increase female representation in our business, and it's worth noting that 40% of our UK leadership team are female.

Equinix is committed to attracting more women to join the company and ensuring we have fair and consistent practices in place to recognize, reward, and promote all employees, regardless of gender.

We have a robust global Diversity and Belonging Talent Acquisition strategy in place. Among other things, it focuses on reaching out to females 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 female candidates. Internally, we have a global women's leadership network called the Equinix Women Leaders Network (EWLN) that is open to women at every level across Equinix. We're expanding the EWLN this year to offer more opportunities to help women grow and develop as leaders. Last year we became a member of Paradigm for Parity, a coalition of companies and senior leaders committed to ensuring women and men have equal power, status and opportunity in corporate leadership.

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

On the recruiting side, we strive 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 eliminating 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. Through our company culture and values, we are reinforcing a culture of inclusion where all employees feel a sense of belonging.

We also have a flexible working policy in place in the UK to encourage women to return to work following maternity and other family-related leave, including part time working where appropriate.

Taking a long-term view, we recognise that in order to have more gender balance in senior roles within our 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



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18 (school years 8 to 13) to do so. These include a student mentoring 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 females to apply for engineering roles within Equinix and other employers.

Statutory disclosures

Equinix UK has two legal entities with more than 250 employees: Equinix (UK) Limited and Equinix (Services) Limited. We are required to report our gender pay gap data for each of these entities, which is set out in the tables below:

Equinix (UK) Limited:

Mean Hourly Pay Gap	Median Hourly Pay Gap	Mean Gender Bonus Pay Gap	Median Gender Bonus Pay Gap	Proportion of males and females receiving a bonus payment
23.77%	14.93%	42.35%	34.51%	M – 89.57% F – 82.46%

Proportion of males and females in each quartile band:

	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Top Quartile
Men	65.63%	84.38%	89.23%	85.94%
Women	34.38%	15.63%	10.77%	14.06%

Equinix (Services) Limited:

Mean Hourly Pay Gap	Median Hourly Pay Gap	Mean Gender Bonus Pay Gap	Median Gender Bonus Pay Gap	Proportion of males and females receiving a bonus payment
18.21%	33.52%	37.61%	62.44%	M – 84.90% F – 80.66%

Proportion of males and females in each quartile band:

	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Top Quartile
Men	51.96%	46.08%	66.67%	72.82%
Women	48.04%	53.92%	33.33%	27.18%



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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).

A handwritten signature in black ink, appearing to read 'Russell Poole', written over a light grey rectangular background.

Signed:

Name: Russell Poole

Job title: Managing Director, UK & Nordics

A handwritten signature in black ink, appearing to read 'Michael Winterson', written over a light grey rectangular background.

Signed:

Name: Michael Winterson

Job title: Managing Director, Equinix (Services) Limited

For and on behalf of Equinix (UK) Limited and Equinix (Services) Limited