



ADP UK Gender Pay Report 2017

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Annabel Jones, UK HR Director

"I genuinely believe, because I see it and feel it, that ADP treats all our associates fairly and equally. We welcome the opportunity to prepare and share our gender pay data. The data the government requests only shows part of the story, so this report will reveal other statistics and information about our gender and leadership diversity.

Diversity of any description brings innovation, which is essential for the business to move forward in an ever changing world. A leadership team that has well-balanced gender diversity brings a well-balanced perspective and way of thinking, which makes for better business decisions and business success. I am fully confident that we already have diversity in place at ADP UK, and we are committed to seeing that grow at a senior leadership level moving forward."



Jeff Phipps, UK General Manager

"Having joined ADP 2 years ago, I have seen a number of initiatives and changes around the business both locally and globally that excite me on the wider topic of diversity and not just gender diversity. For example, my own leadership team (both direct and indirect) has changed and is now a 60% M / 40% F split.

I do feel that there is a shortage of female candidates coming forward for certain sectors or levels of roles. So as a leader of this business I believe we need to think differently and try different approaches to encourage female candidates to submit applications. We have begun to approach this at ADP, although some of the challenges are societal and we therefore welcome government initiatives to address this.

For me, gender diversity is an extension of equality. Fundamentally, it is about being a fair organisation treating others with respect and dignity. Being a successful business is not about having one genius or a super smart elite group at the top – it is about harnessing the potential in the wider organisation and bringing it all together. If you do not have diverse leaders you cannot make it happen. You need different perspectives and experiences to create that environment. It's about harnessing talent and diversity to succeed and I truly believe that is the culture we have at ADP UK."



Our Gender Pay Gap data and what these numbers mean:

	Median	Mean
Women's hourly rate is	19.2%	23.8%
Women's bonus rate is	46.3%	57%

Proportion of males and females receiving bonus payment/s



Annabel Jones, UK HR Director

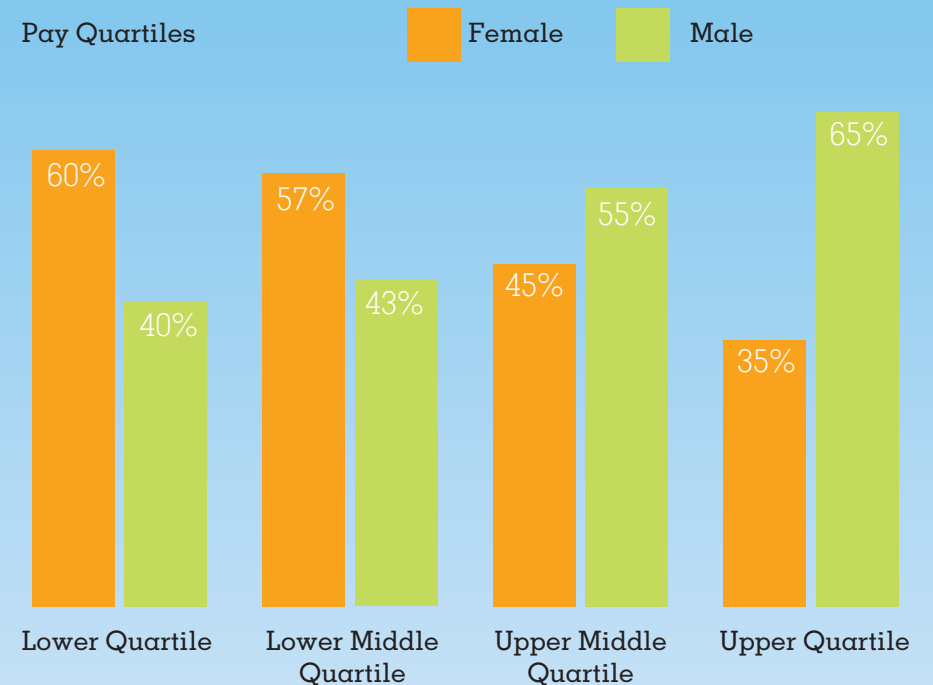
"I am encouraged to see that our pay gap is broadly in line with the rest of the UK, and we are confident we can work on closing that gap even further as we have strong gender diversity in our talent pipeline, for future senior leaders of this business.

We know what is driving our bonus gap. As more EMEA leaders are located in the UK, this is increasing the number of opportunities for development and promotion, but as you would expect this is increasing the number of male senior executives based in the UK. We also have a higher proportion of males in sales and technology roles.

Whilst we are seeing a gap in the gender split at a senior level, there is a strong focus for our local and global leaders to address this. We firmly believe that these gaps do not indicate pay inequity between men and women."

Jeff Phipps, UK General Manager

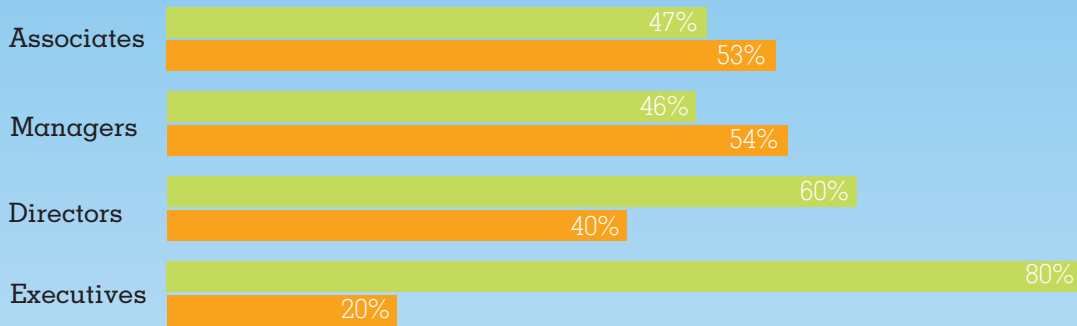
"We're doing a really good job in the majority of the organisation with our gender split, having made great progress during the last couple of years creating a diverse pool of talented people to allow us to make further progress in the future. We know we have a challenge at the top, but ADP believes in growing talent throughout the organisation and we are making good progress for the next generation of senior leadership. We are confident we have equal pay for equal roles."



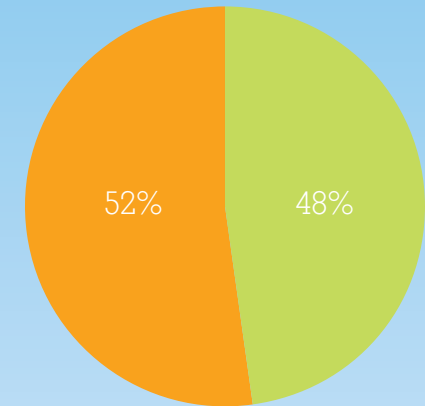
What are our other key metrics?

Female Male

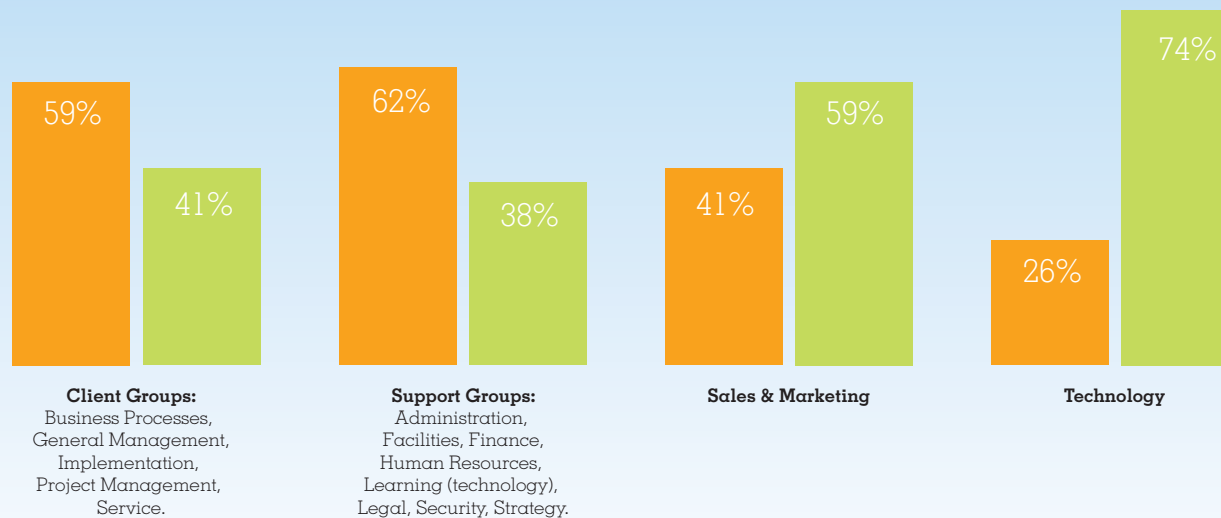
UK gender split (as at 1st October 2017)



Gender split (as at 1st October 2017)



Gender split by job family (as at 1st October 2017)



Our associate data shows:

We are building a great female talent pipeline at an Associate and Manager level – future Directors and Executives in the making.

Some of our larger business units are more male dominated:
Sales / Technology.

We see a fantastic overall gender split UK wide.

What do some of our female leaders say?



Nicole Bello, VP UK Sales

"I have just reached my 20 years milestone with ADP, I started as a Sales Associate and worked my way into Sales Leadership in the US, The Netherlands and The United Kingdom.

As a full-time working mum, ADP has been very supportive of me, my family and my career progression across multiple countries and multiple roles. Being a working mum has never hindered my progress and success. At a recent Women in Leadership meeting we discussed careers being like a road journey and there are times when you pull over, slow down or even stop because of self-development, family plans, caring for someone, etc. ADP gives you the opportunity to travel at the speed you like and need.

ADP has grown and developed over time, when I first joined ADP, as a female Sales Associate I had almost all male sales leaders and after a couple of years there was a shift, with people asking: "why are there no women in leadership?" A survey was sent out to women in sales roles who were asked "why do you not put your name forward for sales leadership roles?" The main answer was "I don't want to be a sales manager because I want children". Back then the perception of the job was extraordinarily rigid and lacked flexibility. It seemed that a woman couldn't be a sales leader successfully because they wouldn't be able to meet the demands of the job and have children at the same time. This type of feedback started to shape and evolve the direction that ADP has headed. I walk into work nowadays with an executive team that is nearly 50% female and ADP UK has been ranked a leading organisation for women to work (voted by Glassdoor). I am proud to be a part of the evolution and growth."



Lorna Wake, UK CFO

"Having joined ADP nearly 2 years ago, I have never felt that being a women has helped or hindered me in being promoted and being successful. I feel equal to everyone, this is supported by ADP's culture and values.

ADP is very aware of gender equality, the importance of diversity and the desire for a supportive culture. I believe equal opportunities are apparent here.

It is not just gender diversity but social diversity as well. A culture of awareness and sensitivity brings different points of view together to help run a business, ADP does this very well. I feel supported and encouraged to be successful here."

What is our diversity action plan?

Currently in place:

ADP has global BRG (Business Resource Groups), and a multitude of diversity programmes in place, including the following groups (list is not exhaustive).

- iWIN (International Women's Inclusion Network): The purpose of this group is to Engage, Equip and Empower women to achieve personal and professional success to drive ADP's business results.
- WIL (Women in Leadership) promotes leadership and career advancement opportunities for our executive women, with the mantra: "reach as you climb", so that every step you move forward you bring someone with you.
- Culturally we are supportive of flexible working patterns and modern day working practices, we are a people-focused business and we care about our associates and actively support work life balance.

Tanya Connolly, Service Delivery Systems Manager + VP iWIN EMEA

"iWIN, a BRG (Business Resource Group), is associate led, and provides excellent opportunities for stretch assignments, developing leadership skills and enhancing personal brand. Over the past 12 months, several of our core team have moved into leadership roles - their next desired career goal, helped by their engagement in iWIN. Our male colleagues play an important role as contributors and allies, with Jeff Phipps (UK General Manager) as our local sponsor. This is key when addressing the barriers women in leadership face and challenging ourselves to take action on the unconscious – you need to raise awareness for everyone to engage.

iWIN UK is an integral part of the culture in our business, with an active and inclusive community. There are networking opportunities, such as coffee mornings, lunches and topic talks where colleagues from across the business connect and engage. This has led to mentoring relationships and sponsorship of talent across different business units in ADP UK and ADP EMEA.

Being part of a global organisation, we benefit from additional initiatives such as the guest speaker series where our female global leaders share their personal and professional journeys, providing inspiration and motivation to continue our own journey of being the best possible version of ourselves!"



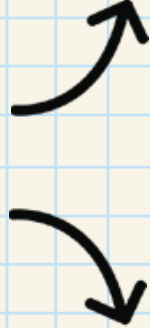
Development of our talent
Develop and retain our diverse talent

Recruitment (external and internal)
Attract diverse talent from multiple sources and methods. Coach and prepare associates for future roles

Future plans?
Over the coming years, we will continue our commitment on

Diversity programmes
Utilise the great work done globally in our local diversity programmes

External partnerships & change makers
Build upon our local initiatives with schools, colleges, universities and career advisory services



Jeff Phipps - UK General Manager

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