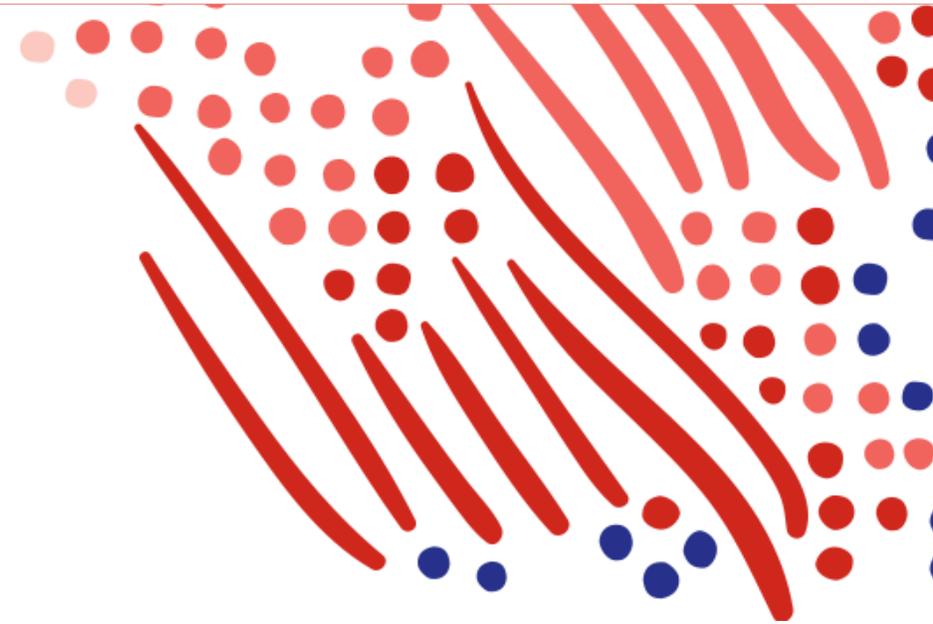


# Gender Pay Gap Report

2019

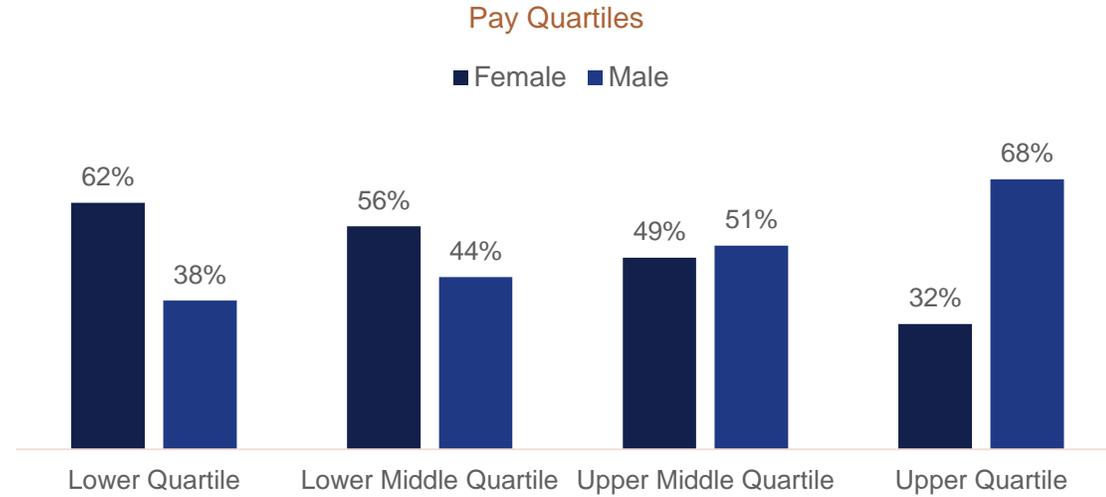
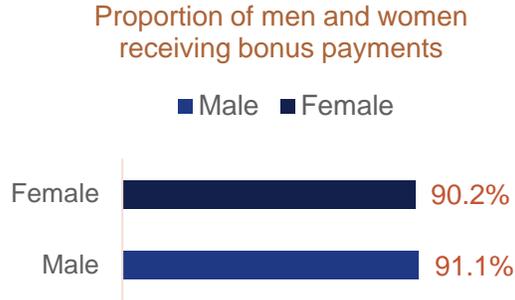
ADP UK

Copyright © 2019 ADP, LLC.



# 2019 Gender Pay Gap Results

	Median	Mean
Pay gap	19.8%	23.8%
Bonus gap	28.8%	60.1%



Our bonus median gap reduced by 2.3% and the bonus mean gap reduced by 0.6% compared to 2018. The median pay gap reduced by 1.7% and the mean pay gap increased slightly by 0.3%. We recognise that our gender pay gap results are largely driven by the higher proportion of men in sales, technology and senior executive roles. ADP is focused on improving female representation in these areas. We firmly believe that these gaps do not indicate pay inequity between men and women.

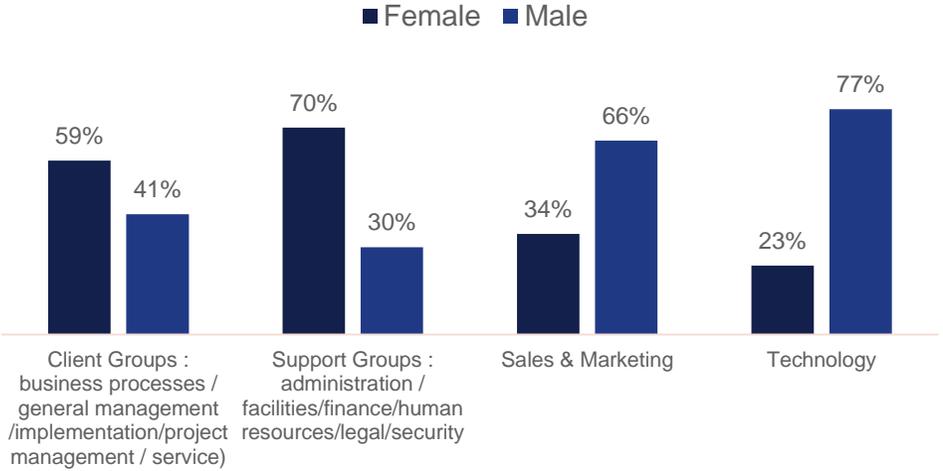
## Jeff Phipps, UK General Manager

Last year I spoke with pride at achievements ADP have made with regard to female representation at both manager and leader of leaders positions and whilst progress is slow it does continue in the right direction. The areas we continue to face the biggest challenges are technology, sales & marketing and executive leadership as the UK is home to a number of our international senior executives. Our discussions with and surveys of our female associates indicate that our culture and leadership behaviours reflect our goal to reach not just equality, in terms of gender pay, but that our organisational make-up reflects our community and eliminates a pay gap across all measures of diversity. I also believe that ADP should find organic solutions such as leveraging the apprenticeship levy in addition to the other initiatives we have place to create new career paths to address this problem. It is clear to me that hoping for more technology students to be female is not an answer and hiring female executives from other companies is not the answer. If we are serious and true to our values then we must play a central part of solving this and we must do everything in our power to accelerate. As required by the regulation, I confirm the data reported is accurate.

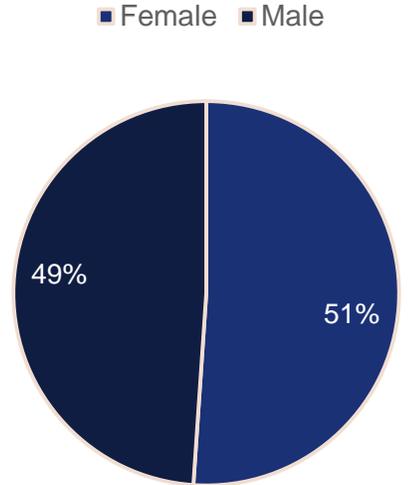
Jeff Phipps

# Key Metrics

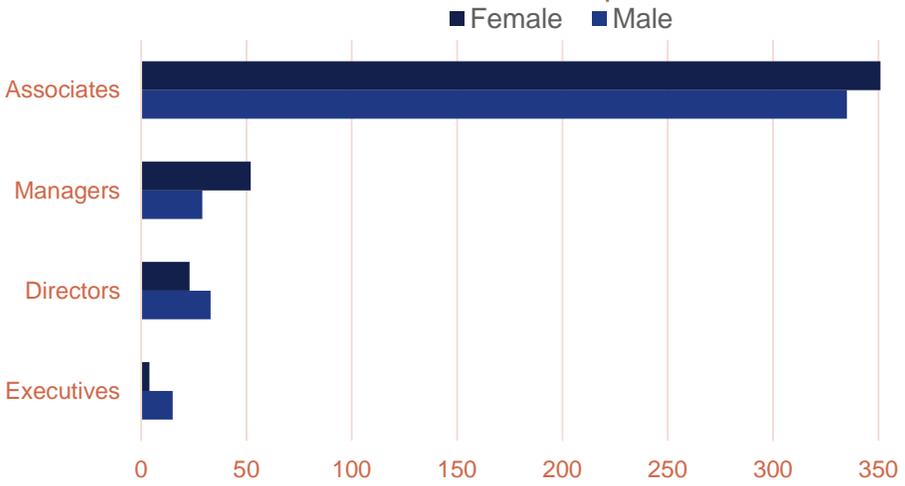
Gender split by job family



ADP UK gender split



Gender split



- The overall gender split across ADP remains evenly split.
- We have more females in managerial positions compared to previous years.
- We are committed to building strong female talent pipelines in sales, technology and leadership roles.



# Action Plan

We are confident that our diversity programmes will deliver in time. Some of these programmes include:

- 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.
- #BreakTheCeiling is our gender diversity initiative aiming to drive optimal performance through inclusion of a diverse leadership team. Our 3 focus areas are:
  - Establishing role models at all levels of the organization to inspire women
  - Sponsoring our women talents to facilitate leadership advancement
  - Combatting unconscious bias
- (WISL) Women In Sales Leadership is our initiative for Sales focused on:
  - Mentoring and empowering women in sales leadership positions
  - Developing women who want to become sales leaders
- 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.

