

GENDER PAY GAP REPORT

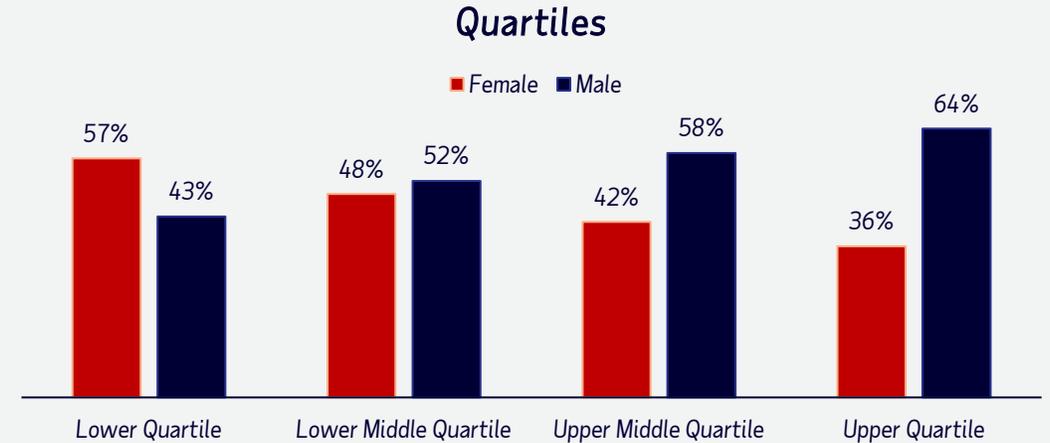
2025



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2025 GENDER PAY GAP RESULTS

	Median	Mean
Pay Gap	16.2%	14.3%
Bonus Gap	24.1%	44.1%



For a second year in a row, we have seen a positive trend in our results. Our median pay gap has decreased by 1.5% and the mean pay gap has also decreased by 2.1%. Our median bonus gap decreased by 12.6% and the mean bonus gap has also decreased by 9.4% compared to 2024/25 results. We recognise that our gender pay gap results are largely driven by the higher proportion of male employees in sales, technology and senior executive roles - particularly given that our UK hub is a central location for these international functional roles that have a remit beyond the UK. ADP is very focused on improving female representation in these areas. We firmly believe that these gaps do not indicate pay inequity between male and female employees for work of equal value.

The pay gap results include the impact of the transfer into ADP of 66 employees from Business Management Software (BMS). As our bonus payout is annually in September the impact on the bonus gaps will be included in next year's report.

Jeff Phipps, General Manager - UK

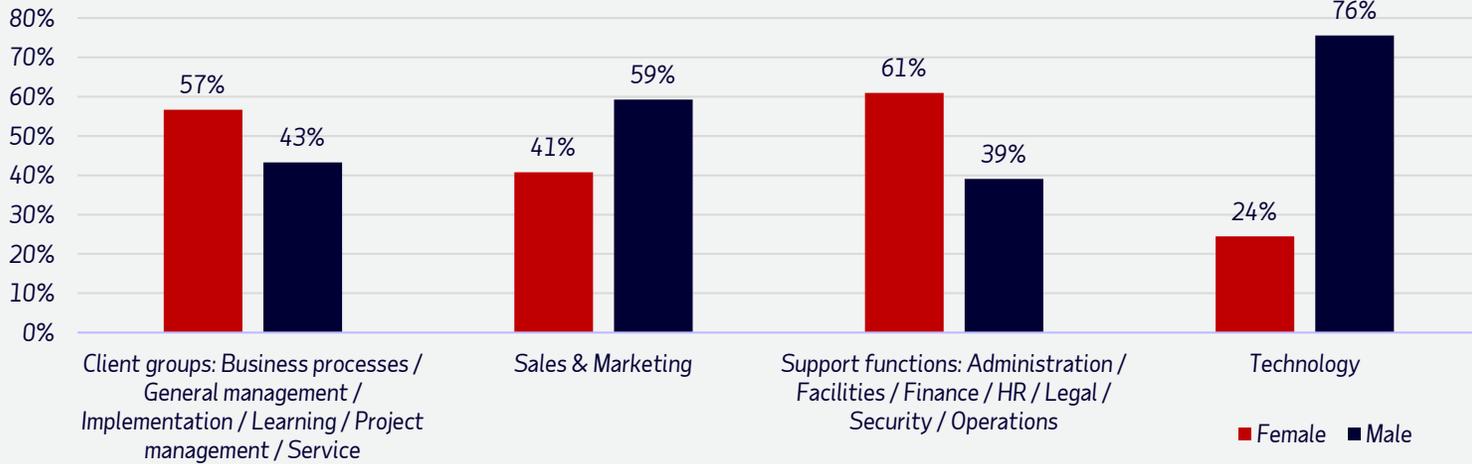
As in previous years, we have continued to focus on closing the gender pay gap which has had a positive impact on both the pay and bonus gap. Our commitment to addressing the gender pay gap is a reflection of the importance we attach to diversity and inclusion in order that ADP reflects the society which we operate in and serve. Our business resource groups and the Inclusion & Diversity Team ensure the interests of diverse groups are represented and provide an invaluable source of innovation, inspiration and education to all of us in ADP. Across the organisation we are working hard to continue to increase the proportion of women in executive positions, sales and technology specifically as we have identified that this is where our gender pay gap challenge lies. We will not solve the challenge simply by hiring from other companies but by developing and creating career paths for our associates into these roles. As required by the regulation, I confirm the data reported is accurate.



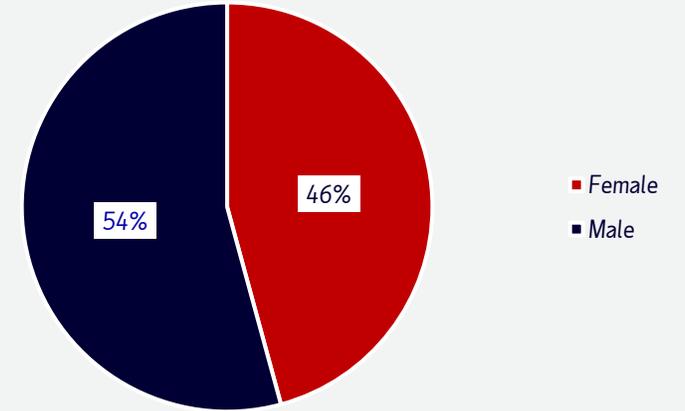
Jeff Phipps

2025 GENDER PAY GAP RESULTS

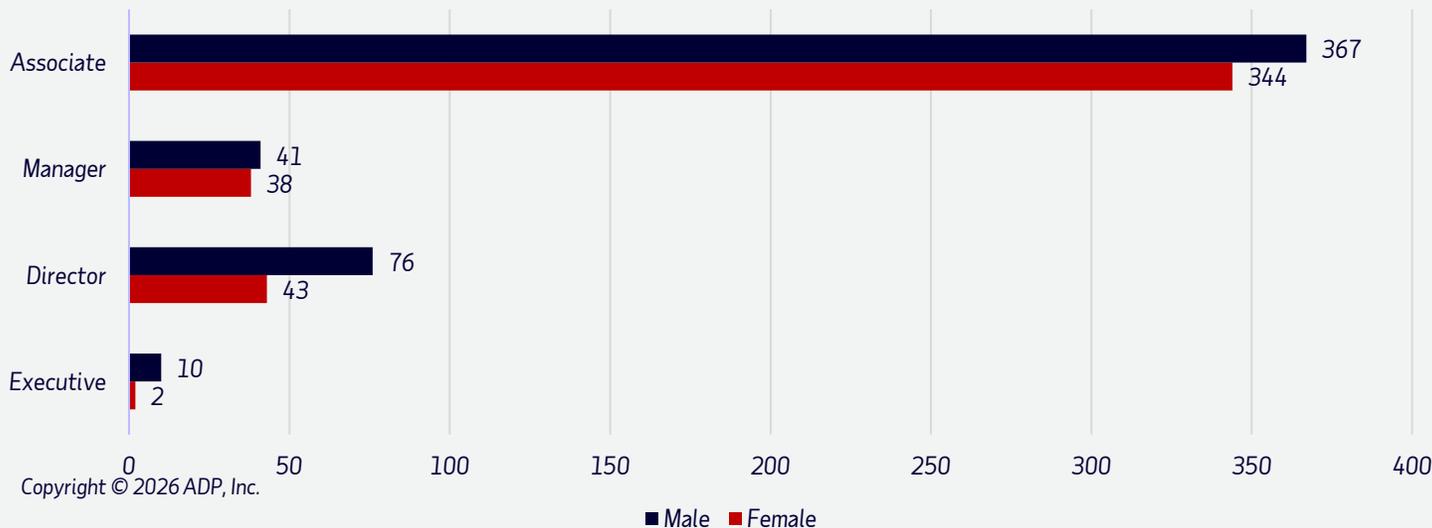
Business Area by Gender



Associates by Gender



Job Level by Gender



- The overall gender split across ADP has slightly tilted in favour of men since the previous year.
- We are committed to building strong female talent pipelines in sales, technology and leadership roles.

2025 GENDER PAY GAP RESULTS

At ADP, we are deeply committed to fair and equitable pay as it is critical to creating an inclusive and engaging culture to nurture and develop all associates so they can reach their full potential. We make pay decisions based on skills, job-related experience, the market value of the job, and performance. We continue to build on our focus on the global pay equity gap and better leadership representation of women globally. This is currently reflected in our business by our CEO, Maria Black, Employer Services International President, Virginia Magliulo and Senior Director Application Development representing Global Product Technology, Valquiria Cruz all being examples of female leaders.

We are confident that our inclusion and diversity programmes, outlined below, will deliver over time.

iWIN (International Women's Inclusion Network): Its purpose 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
 - Delivering unconscious bias training to all of our leaders
- Women in Leadership (WIL) promotes leadership and career advancement opportunities for women to progress into executive roles, with the mantra: "lift as you climb", so that every step you move forward you bring someone with you.

We continue to enhance Inclusion & Diversity within the workplace – for a second year in a row, we put ourselves forward to participate in the Inclusive UK Companies and were ranked 39th (4 places higher than the previous year) and have ongoing training for our associates on unconscious bias. We continue to support women in sales by encouraging their success through our global initiatives such as Women in Sales Leadership (WISL) to enhance their growth and career development. This is an area where salaries are typically above average and therefore the current male/female ratio is contributing to our gender pay gap. To attract candidates from diverse backgrounds we have run a development programme in our Service team for a number of years. We continue to provide a structured salary progression approach for employees in the development programme during their first 2 years of service to ensure they are rewarded for their experience and progression. Since 2021 we've run a graduate programme in Technology which spans multiple countries. We always aim for a 50/50 male to female ratio in candidates in this programme. It remains challenging to recruit women into technology roles however we continue to work with Talent Acquisition and external partners to improve our position. We aim for a good gender mix in our succession planning, talent pipeline initiatives and recruitment shortlists. We continue to manage our approach for approvals of any salary increases, reflecting ADP's growing global emphasis on pay equity and transparency. We periodically review our roles and salaries against the market.

