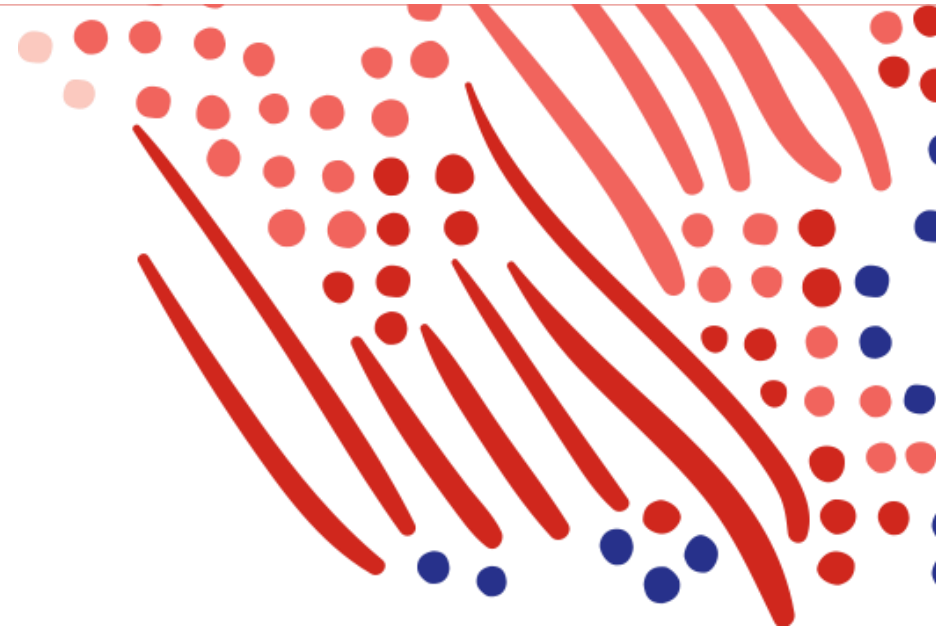


# Gender Pay Gap Report

2020

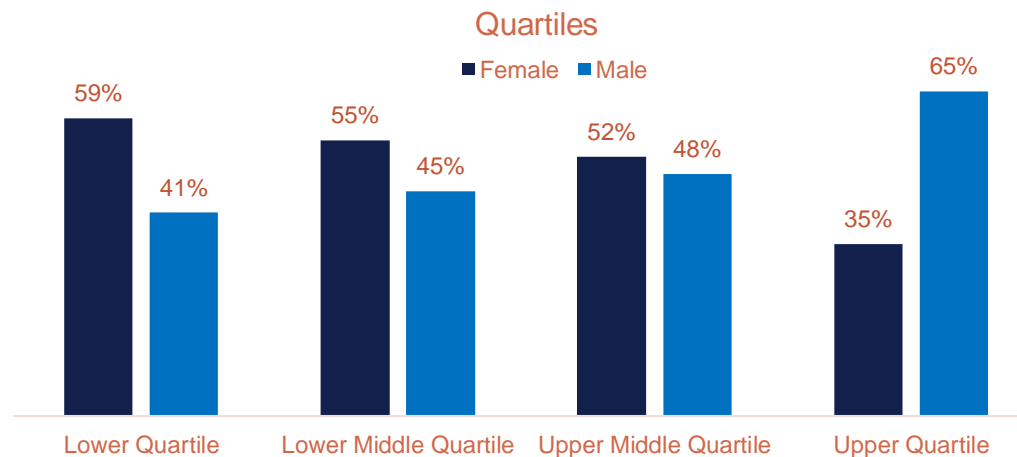
ADP UK



# 2020 Gender Pay Gap Results

	Median	Mean
Pay gap	14.1%	17.6%
Bonus gap	29.2%	58.5%

Proportion of males and females receiving bonus payments



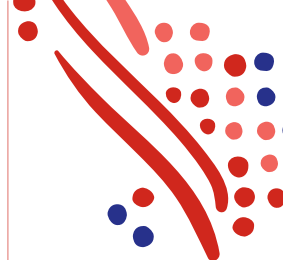
Our median pay gap reduced by 5.7% and the mean pay gap reduced by 6.2%. A significant factor in the reductions in both the median and mean pay gaps was a one off payment of £808.34 to all employees made in April 2020. This was made to support employees at the start of the Covid pandemic. Without this payment, our median pay gap would have reduced by 0.4% and our mean pay gap by 2.0%. Our bonus median gap increased slightly by 0.4% and the bonus mean gap reduced by 1.6% compared to 2019. 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. ADP is focused on improving female representation in these areas. We firmly believe that these gaps do not indicate pay inequity between male and female employees.

## Jeff Phipps, UK General Manager

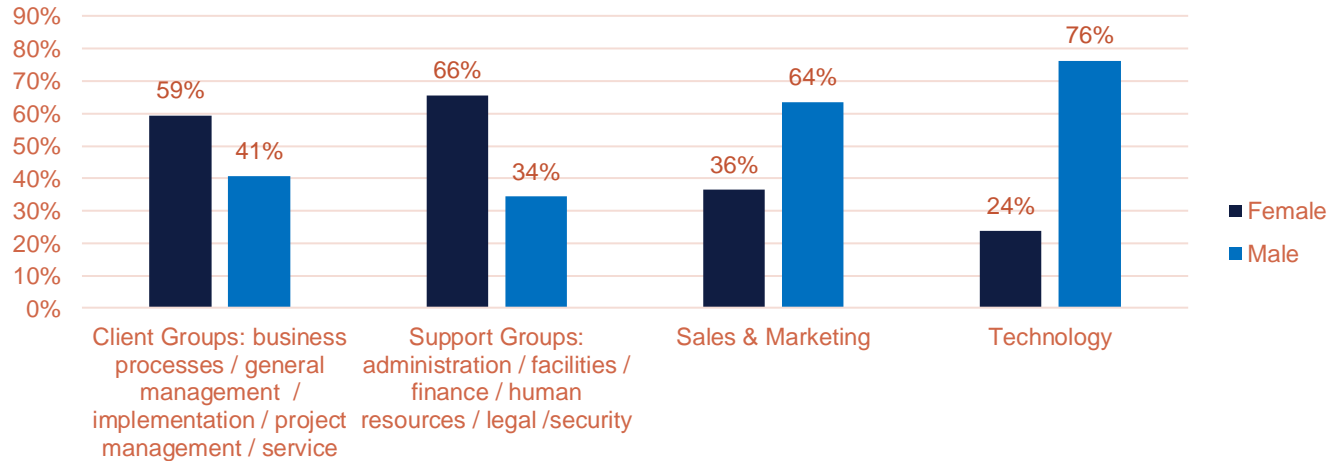
Given the challenges of the last year I am pleased that at ADP we have continued to make progress on closing the gender pay gap. In the interests of transparency some of that progress was as a result of special COVID payments made globally to our associates. Making those payments reflects ADP's values and concern for the well-being of our associates. Our commitment to addressing the gender pay gap is also a reflection of the importance we attach to diversity and inclusion in order that ADP reflects the society in which we operate and serve. Through business resource groups formed from our associates the interests of those diverse groups are represented and provide an invaluable source of innovation, inspiration and education to people such as myself. Across the organisation we are making good progress in increasing the proportion of women in executive positions and are working to do the same in roles in sales and technology. I believe that ADP should not solve the challenge simply by hiring from other companies but by developing and creating career paths for our associates into these roles and we would welcome improvements to the apprenticeship levy to help accelerate this. Finally, we regularly and carefully assess the engagement of our associates and that tells us that women at ADP feel the company and its culture respects them, treats them fairly and provides them with career opportunities. As required by the regulation, I confirm the data reported is accurate.

Jeff Phipps

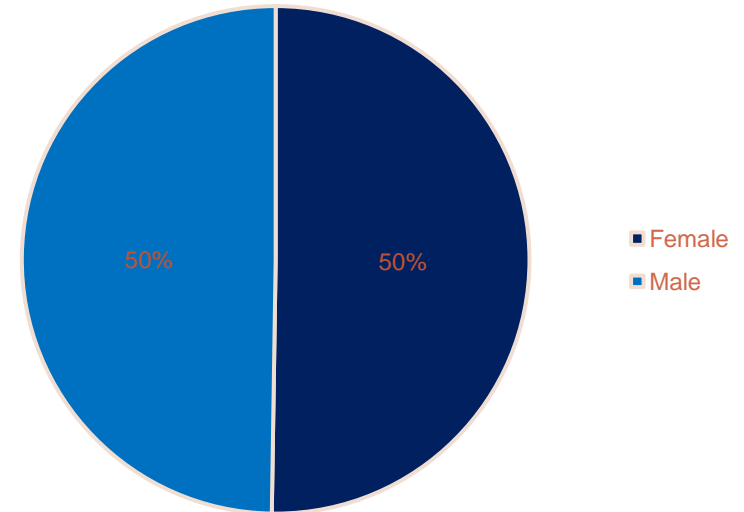
# Key Metrics



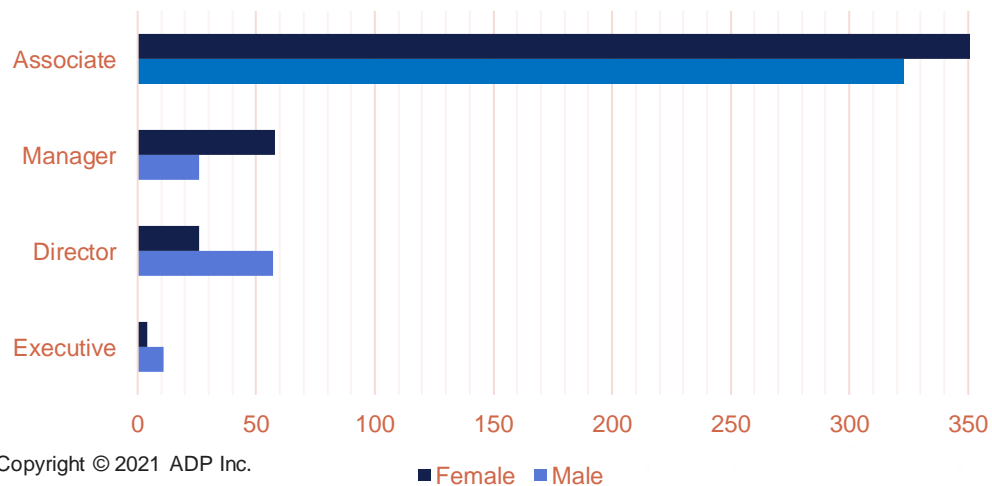
### Job Family by Gender



### Associates by Gender



### Job level by Gender



- The overall gender split across ADP remains even.
- 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

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 also continue to build on our focus on global pay equity gap and better leadership representation of women globally. We are confident that our diversity programmes will deliver in time. These programmes include:

- 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 over the next six months
- Women In Sales Leadership (WISL) is our initiative for Sales focused on:
  - Mentoring and empowering women in sales leadership positions
  - Developing women who want to become sales leaders
- Women in Leadership (WIL) 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.



We are working on a number of initiatives to address the current under representation of females in Sales, Technology and Executive roles. These are areas where salaries are typically above average and therefore the current male/female ratio is contributing to our gender pay gap. Some of the initiatives we are introducing include: exploring new ways to advertise vacancies to attract diverse candidates, reviewing job descriptions for any gender bias and ensuring a diverse slate of candidates at interview stage. We are also establishing a training programme in Sales aimed at candidates looking for a career change, particularly in the aftermath of Covid-19, and in Technology, we are running a graduate scheme to build a more diverse pipeline to reflect more closely our clients and the communities in which we do business.