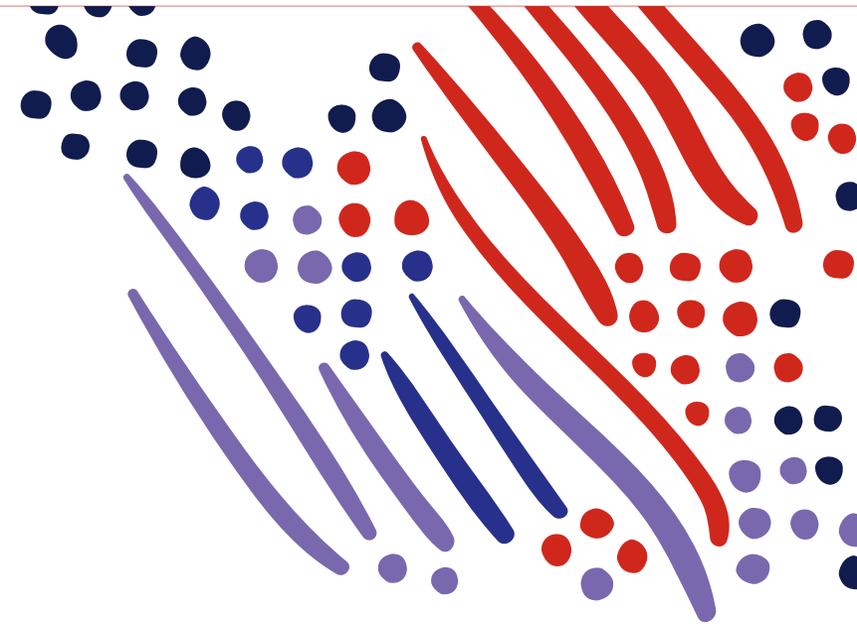


Gender Pay Gap Report

2021

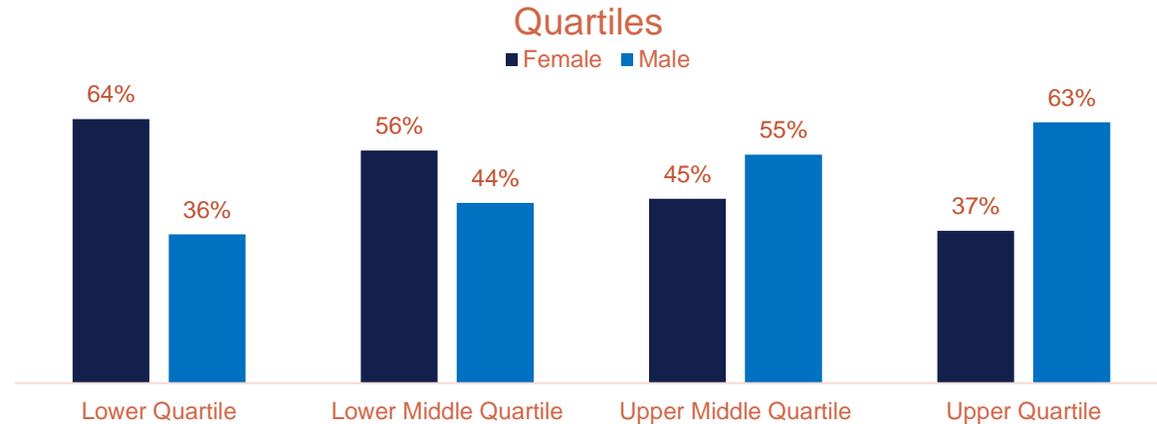
ADP UK

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2021 Gender Pay Gap Results

	Median	Mean
Pay gap	19.8%	21.4%
Bonus gap	17.1%	48.2%



Our median pay gap increased by 5.7% and the mean pay gap by 3.8%. A significant factor in the changes 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 increased by 0.4% and our mean pay gap decreased by 0.4%. Our median bonus gap decreased by 12.1% and the mean bonus gap by 10.3% compared to 2020. 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.

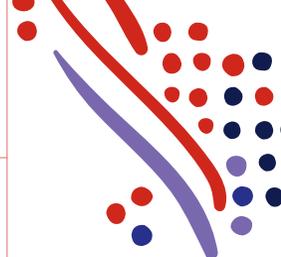
Lorna Wake, Chief Financial Officer - UK

Despite the continued challenges facing all of us from the global pandemic, I am pleased that at ADP we have continued to focus on closing the gender pay 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 newly formed UK & Ireland 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 across ADP. Across the organisation we are working hard to continue to increase the proportion of women in executive positions, 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. 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.

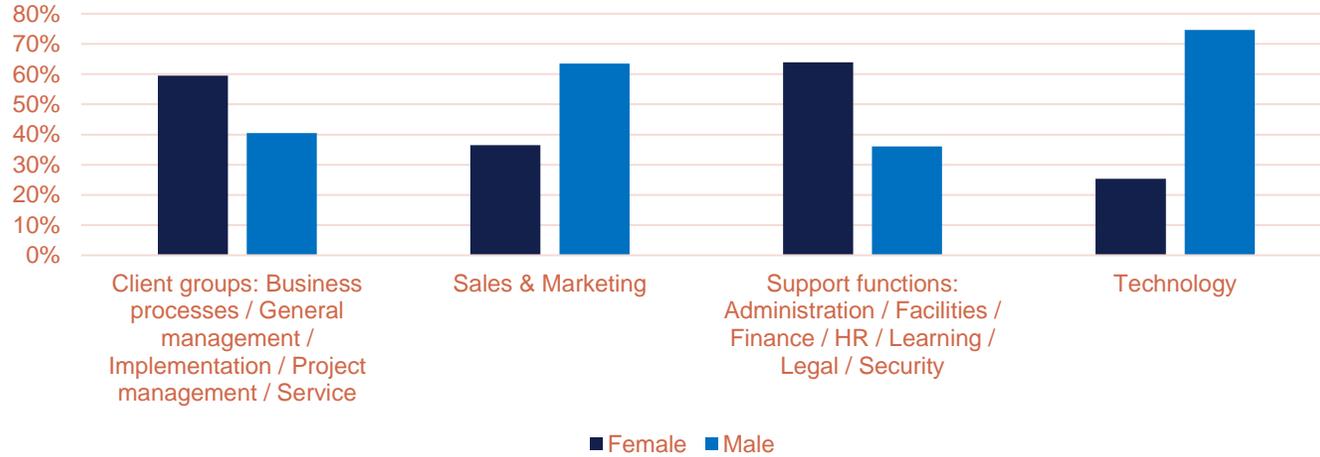
Lorna Wake

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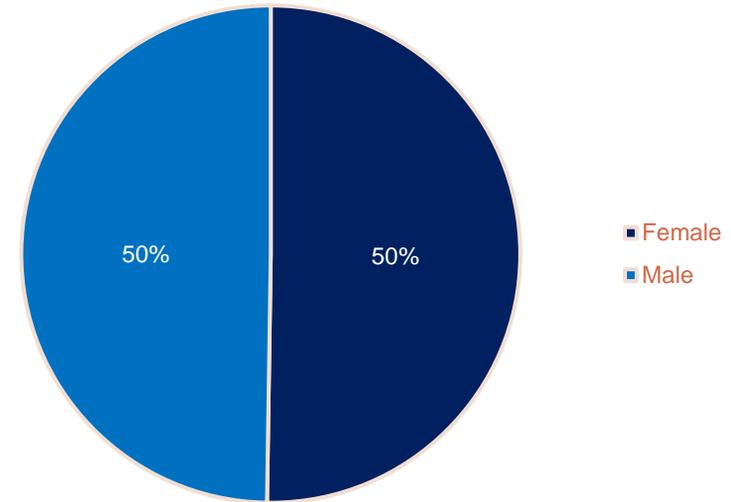
Key Metrics



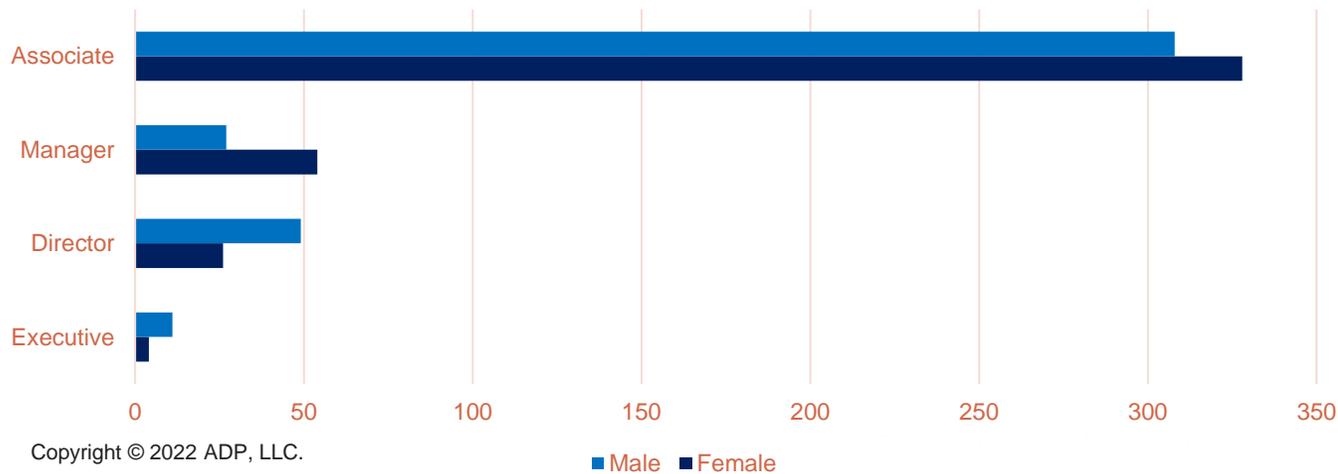
Business area by gender



Associates by Gender



Job level by gender



- The overall gender split across ADP remains even.
- 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 the global pay equity gap and better leadership representation of women globally. We are confident that our inclusion and 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 concentrating on:
 - Mentoring and empowering women in sales leadership positions
 - Developing women who want to become sales leaders
 - Our emerging leaders programme in Sales, focusing on gender mix in our succession planning
- 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.



In the last year we have taken a number of steps to enhance Inclusion & Diversity - we have a newly formed UK & Ireland Inclusion & Diversity Team, all our leaders have undertaken unconscious bias training, we have audited all our policies and job descriptions to remove any unconscious bias and we have signed the menopause pledge. We continue to work 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. To attract candidates from diverse backgrounds we have run a development programme in our Service team for a number of years, we are working on a programme for our implementation team and we took in our first graduate intake in Technology in September 2021, with a second planned for 2022. It remains challenging to recruit women into technology roles, however we continue to work with TA 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 periodically review our roles and salaries against the market.