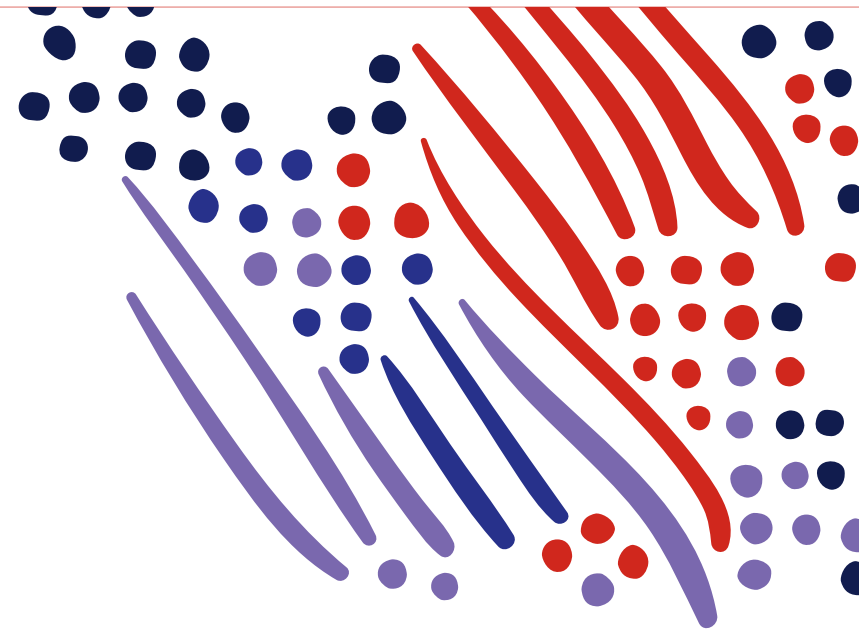


# Gender Pay Gap Report

2022

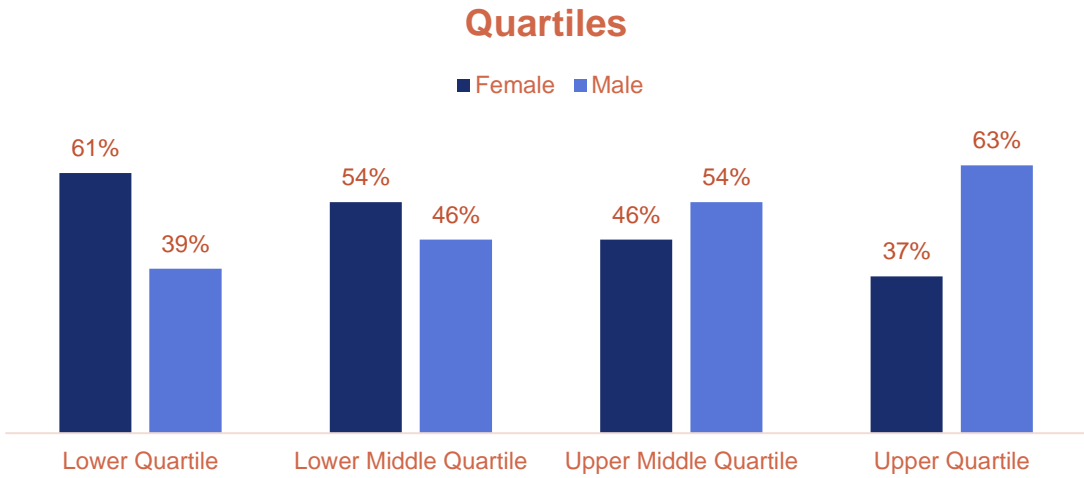
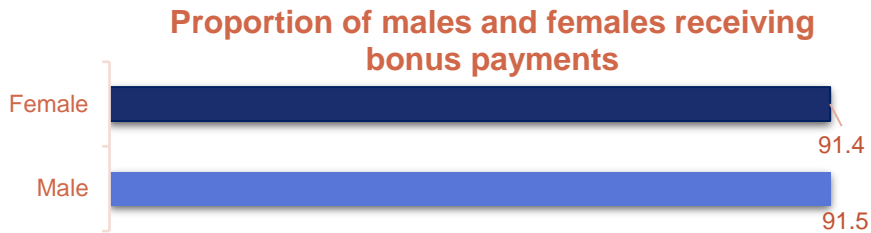
ADP UK

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# 2022 Gender Pay Gap Results

	Median	Mean
Pay gap	19.3%	24.0%
Bonus gap	34.2%	65.5%



Our median pay gap decreased by 0.5% and the mean pay gap increased by 2.6%. Our median bonus gap increased by 17.1% and the mean bonus gap by 17.3% compared to 2021. 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 and particularly given that our UK hub is a central location for these particular 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.

**Sirsha Haldar, General Manager - UK**

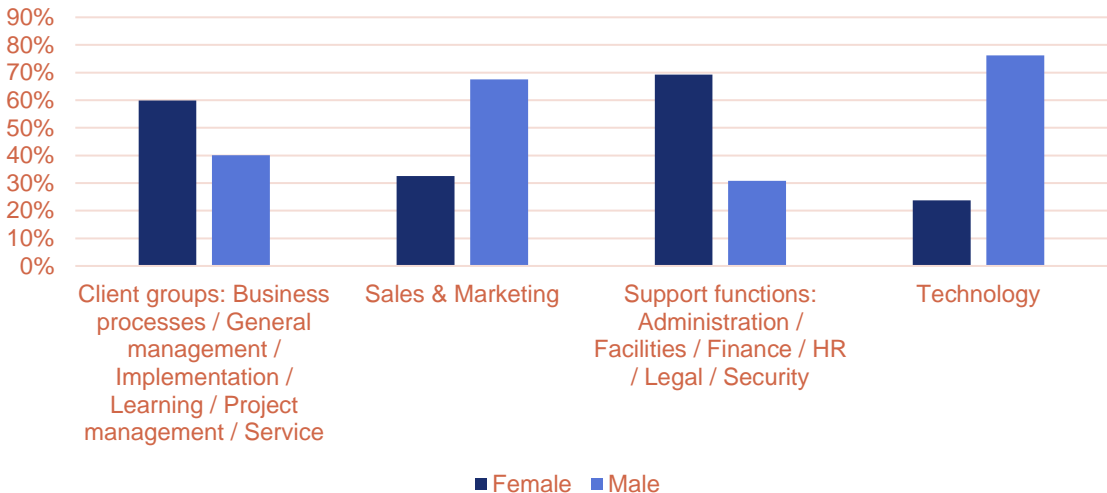
We have continued to focus on closing the gender pay gap although it is disappointing that we have not seen the progress we had hoped for due to the reasons outlined above. Our commitment to addressing the gender pay gap is a reflection of the importance we attach to diversity and inclusion in order that ADP reflects the society which we operate in and serve. Our business resource groups and the 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 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. 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.

Sirsha Haldar

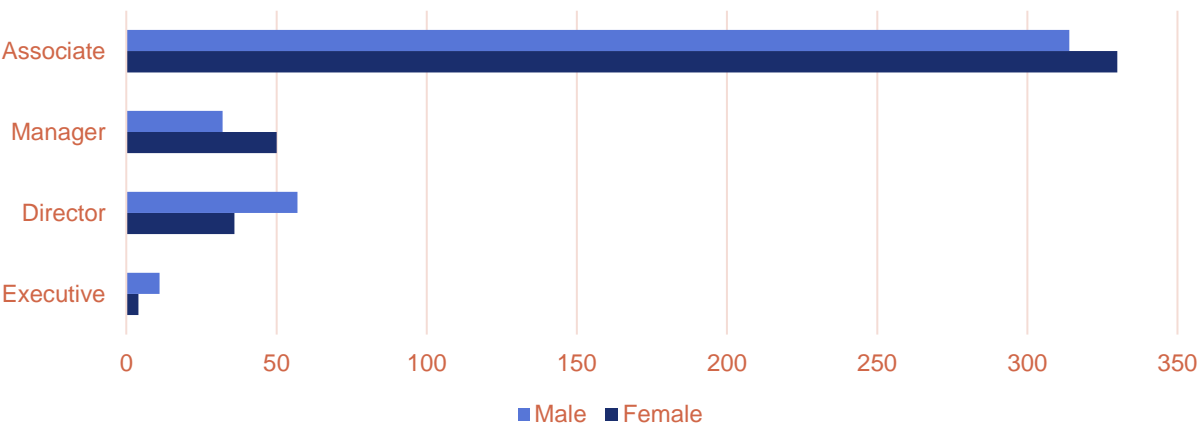


# Key Metrics

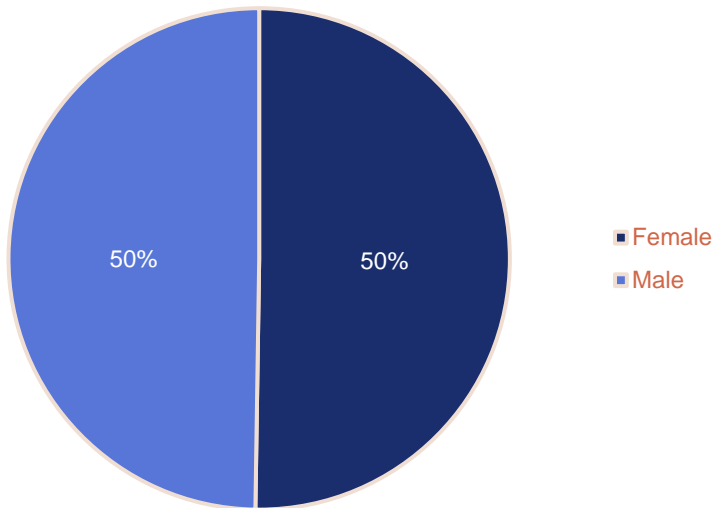
### Business area by gender



### Job level by gender



### Associates 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, outlined below, will deliver over time and we have made some more recent key female senior leader appointments in both the Sales and Technology spaces within the UK which will not be reflected in this period of review. ADP has appointed its first female CEO, Maria Black, and we also have a newly appointed female Employer Services International President Virginia Magliulo.

- :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 associates
- 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: "lift as you climb", so that every step you move forward you bring someone with you.



We have taken a number of steps to enhance Inclusion & Diversity - last year all of our leaders undertook unconscious bias training and we are now rolling this out to all associates, we have audited all our policies and job descriptions to remove any unconscious bias, we are working on inclusive language guidance for all associates and we have signed the menopause pledge and rolled out a menopause policy. 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 and we are working on a programme for our implementation team. We took in our first graduate intake in Technology in September 2021, with a second in 2022 and we are now on the third year of the Technology programme. We always aim for a 50/50 male to female ratio in candidates in these Technology graduate programmes which span multiple countries. 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 periodically review our roles and salaries against the market.