



First Data<sup>®</sup>

UK Gender Pay  
Gap Report

April 2018

# First Data UK Gender Pay Gap Report

2018

*Since the publication of our 2017 report (published in April 2018), we have continued our commitment to gender equality in the workplace. The biggest opportunity to reduce our gender pay gap from our 2017 report was supporting career progression for female colleagues at all levels across the organisation. We have reviewed our pay practices, prioritised and driven internal mobility and spent time with our female colleagues gaining a better understanding of their views, perceptions and career aspirations.*

*While the impact of our initiatives will materialise in our 2019 report and beyond, we are pleased to report improvements in both our median and mean pay and bonus gender gap.*

*On behalf of First Data we look forward to continually promoting gender equality, diversity and inclusion throughout our UK business...”*



*“We confirm that the information contained within this gender pay gap report is accurate.”*

*Caroline Dobson  
UK HR Director*

*Keith Rowling  
UK General Manager & Director FDR Ltd*

# Diversity & Inclusion at First Data

First Data believes that diversity is key to its success. This translates into a strong commitment to make diversity and inclusion an integral part of the culture. The following initiatives are a few examples of the company's proactive approach

## - Employee Resource Groups (ERGs)

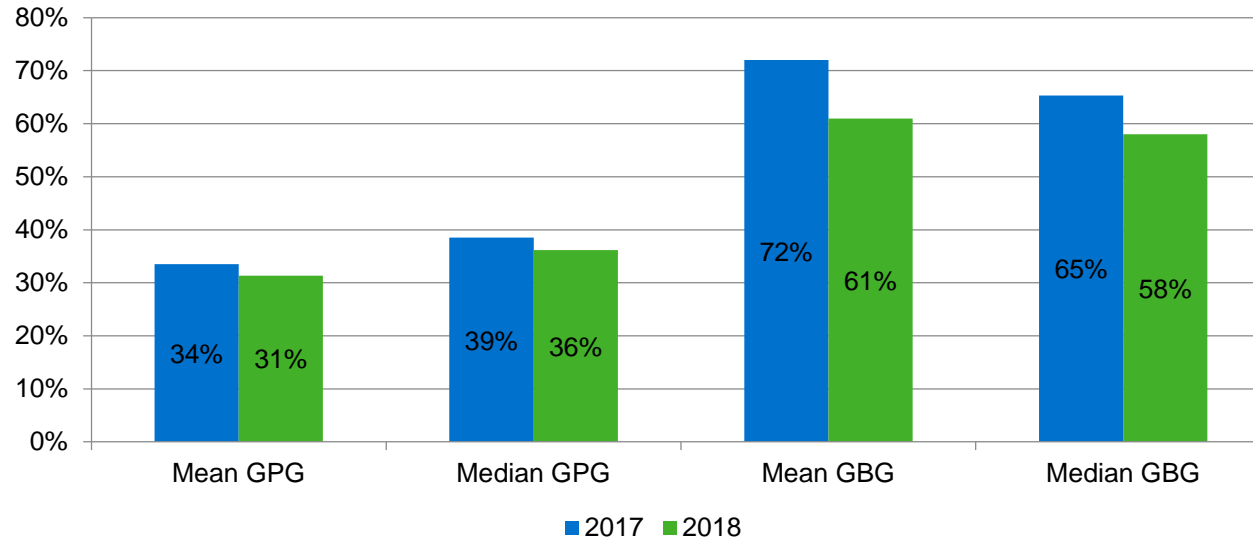
*Encourage employees to voluntarily unite around a shared identity, characteristic, and/or affiliation.*

## - The Office of Corporate Citizenship

*Facilitates philanthropy, community engagement, and volunteerism activities to better the communities in which we operate*



# Year on Year Comparison

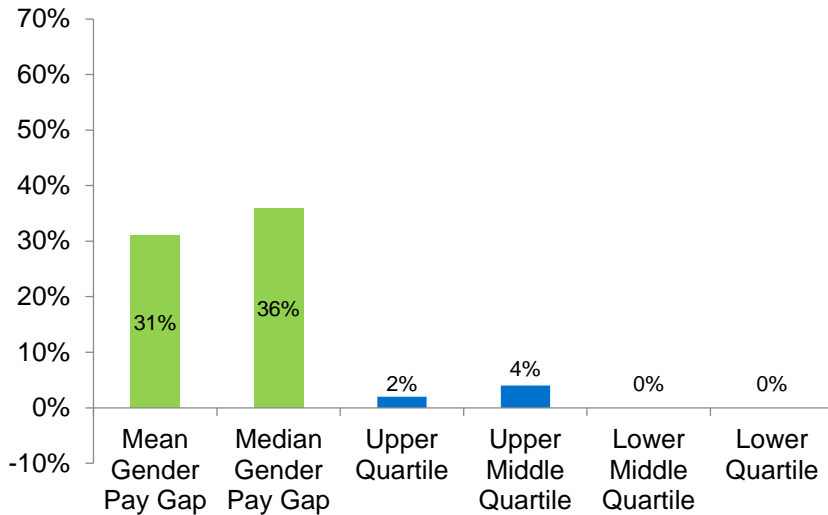


Our results for 2018 show a 3% improvement both on the mean and median gender pay gap. This improvement is higher for bonus with a 11% improvement on the mean bonus gap and 7% for the median.

We are pleased that we are reducing our pay gender gap in all areas especially due to the short time frame we had to impact our results.

We will continue to focus our effort on reducing the gap and expect our 2019 results will continue the improvements outlined above

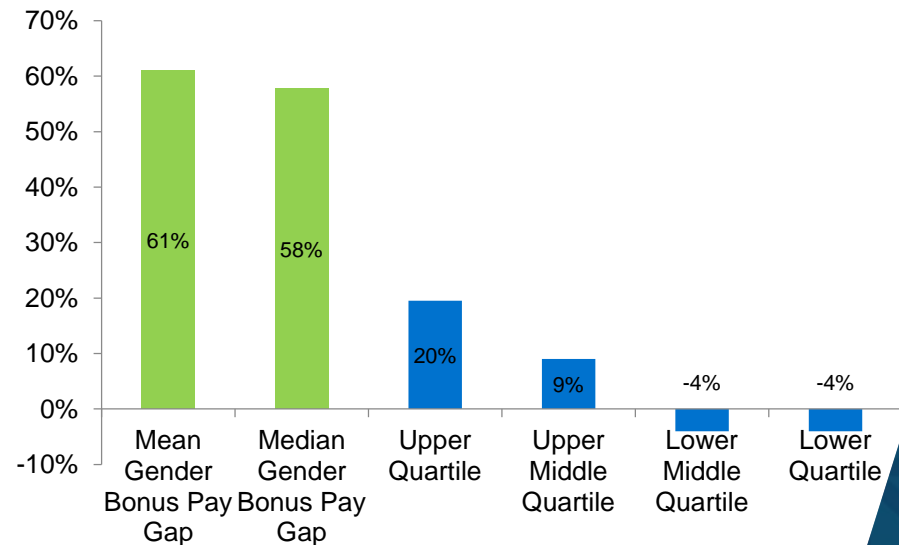
## Gender Pay Gap Data



Our mean and median pay gap data are 31% and 36% respectively. This is due to the fact that there is a higher proportion of senior male employees, and a larger proportion of entry level positions occupied by female employees

If we break our results down by quartile, our highest mean gap is 4%, with no gap at the lower middle quartile and lower quartile.

## Gender Bonus Gap Data

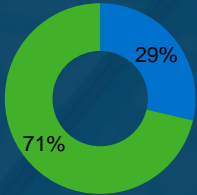


All of our UK employees regardless of job role or seniority are eligible for bonus. By design, our bonus is gender neutral however we do pay a larger proportion of total compensation in bonus to senior employees where we have a higher representation of males. Again, similar to pay, when we break down our mean gender bonus gap by quartile, our bonus gap reduces and at the lower middle quartile it is the female population receiving a higher bonus.

# Gender Pay Gap by Quartile

## Top Quartile

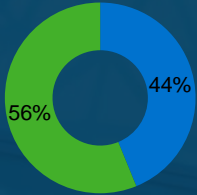
Gender Pay Gap 2%



The Top Quartile is made up of 29% women and 71% men. This quartile contains 113 unique job roles ranging from IT professionals through to Senior Vice Presidents of our EMEA business.

## Upper Middle Quartile

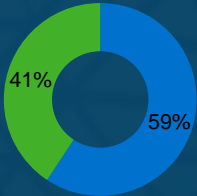
Gender Pay Gap 4%



The Upper Middle Quartile is made up of 44% women and 56% men. It contains 97 unique roles with a more equal overall proportion of males to females and a mean pay gap of 4%.

## Lower Middle Quartile

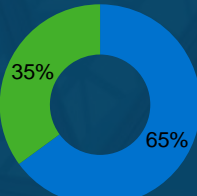
Gender Pay Gap 0%



This Lower Middle Quartile is made up of 59% women and 41% men. Women are on average paid the same as males in this quartile, which contains 60 unique job roles, providing a more accurate grouping of like for like jobs.

## Lower Quartile

Gender Pay Gap 0%



The Lower Quartile is made up of 65% women and 35% men. It contains 18 different job roles. Similar to the Lower Middle Quartile there is no gender pay gap and yet again due to the smaller number of jobs, the data provides a more accurate grouping of like for like jobs

= Male  
 = Female

# Explanation of First Data Gender Pay Data

As evidenced from the previous page, the main driver behind our gender gap is the imbalance of men and women at different levels of seniority in our organization.

Overall, we have a near 50/50 split of males and females across our business however in our upper quartile/leadership positions we have a high proportion of males (71%).

We recognise that increasing our proportion of women in the upper quartile and upper middle quartile is key in addressing the gap, and this is where our focus remains.

# Addressing First Data's UK Gender Pay Gap

Since the first requirement to publish our pay gender gap figures in April 2017, we have been widely communicating our results across the organisation and raising awareness of our pay gender gap driven by our high proportion of males in senior roles.

We have worked with, Talent Acquisition, Learning & Development and the Woman's Leadership council (one of our Employee Resource Group) and Senior Leadership to come up with initiatives to help address the imbalance in order to seek the best positive action to address our gender pay gap.

**Talent Acquisition** - Internal mobility and internal progression are core to First Data's culture. All jobs regardless of seniority are advertised internally on a weekly basis and we are seeing a marked increase in internal hires. We partner closely with our talent acquisition team to encourage them to consider pay gap and equality issues when they make pay and hiring decisions.

**Reward** – First Data conducts frequent salary reviews to identify targeted initiatives that will improve our gender pay gap. The HR team ensure that gender pay is a consideration in all compensation decisions.



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**Talent Management** - We are finalising a learning and development curriculum designed with the specific aim of developing our female talent. The Learning and Development Team are also designing Unconscious Bias training for UK Managers. This year will also see us launch a high potential development programme aimed at preparing our Managers for senior leadership positions

**Women's Leadership Council** - provides a supportive forum for our female employees to network with their colleagues. The Council organises a variety of initiatives including coaching opportunities, "lunch and learn" sessions encouraging women throughout the business to meet with senior leaders and build their network.

**Senior Leadership** - quarterly reports will be made available to Senior leaders providing them with regular updates on their male and female representation as well as an average gender pay data by level. This keeps the gender pay gap at the forefront of our leadership agenda, helping drive effective decisions around new hires and promotions and making gender pay part of the organisation's DNA.

# Addressing First Data's UK Gender Pay Gap

We realise there is always more work to be done and we need to ensure that our initiatives continue to deliver progress in 2019.

The most important thing is to maintain our focus and transparency on the gender pay gap, encouraging leadership accountability and making sure that this is front of mind across the whole organisation.

## Contact:

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