



# CDK Global (UK) Limited Gender Pay Gap Report **2016-2017**

# Introduction

WE DEMAND  
DIVERSITY:  
OUR DIFFERENCES  
ARE OUR STRENGTHS

At CDK Global we believe in job opportunities for everyone. Diverse backgrounds, ideas and experiences are the only way to deliver world-class service to our customers.

As an organisation we are committed to addressing gender representation and supporting women in the workplace, and are pleased to share some results of this activity within this report.

# Definition

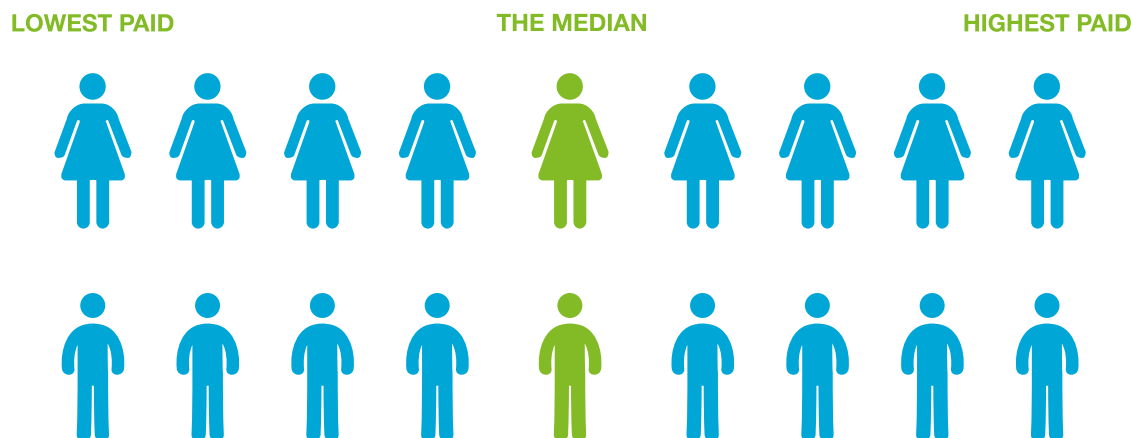
## What is a gender pay gap?

A gender pay gap is a measure of the difference in average pay of men and women, regardless of the number of male vs. female in the organisation or the nature of their work.

## How is it calculated?

*Median Pay* - if all employees were lined up in a female line and a male line, in order of pay from highest to lowest, the Median gender pay gap compares the pay of the woman in the middle of their line and the pay of the middle man.

*Mean Pay* - the Mean gender pay gap shows the difference in the average hourly rate of pay between men and women.



## How is this different to Equal Pay?

Equal pay is the difference in pay between men and women who carry out the same or similar jobs. The Gender Pay Gap does not give us a measure of Equal Pay. Having conducted some analysis of like for like roles we are confident that we practice Equal Pay within CDK Global.

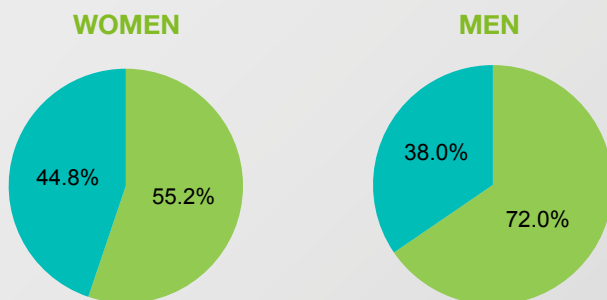
# Our Results

## Pay

At CDK Global (UK) Limited our Mean gender pay gap is 14.5%. At 9.9% our Median gender pay gap is significantly below the national average of 18.1% but we aspire to be better than average.

## Bonus

At CDK Global (UK) Limited all Associates above a certain job grade are eligible for a bonus.



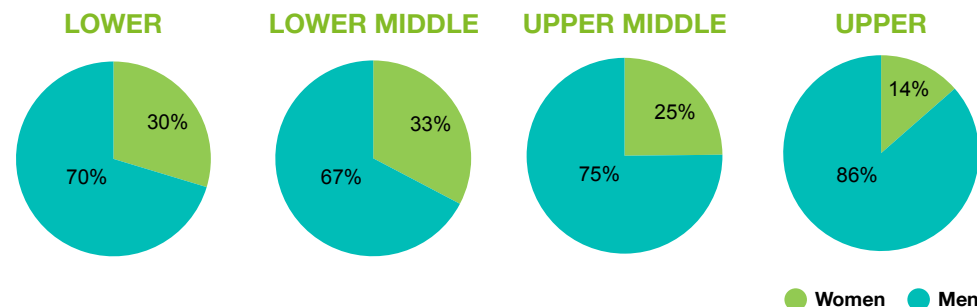
Proportion of Associates receiving a bonus

**Mean bonus gap 48.5%**      **Median bonus gap 5.7%**

The large difference between the Mean and Median can be attributed the higher proportion of men vs. women in our most senior level roles.

## Pay Quartiles

As you can see there are fewer women in upper middle and upper quartiles and our action overleaf is intended to address this imbalance.



Across approximately 620 UK Associates our gender balance was approximately 25% female and 75% male in line with the reporting period.

# Taking Action

We are focused on reducing the gender imbalance within CDK Global by attracting, developing and engaging female talent in an industry that has historically been male dominated. There is lots to be done, but here is a snapshot of some of the action we have already taken:

## Putting Diversity On The Agenda

At the start of last year we launched a new Diversity & Inclusion strategy focused initially on addressing gender representation within CDK Global. Each month we share an update on our progress with this work, and encourage Associates who are passionate about this topic to get involved in existing networking groups or form new ones. This has since led to the creation of a Women's Network and Parenting Forum in the UK. On 8th March 2018 we held our first Diversity & Inclusion Event to celebrate International Women's Day with a full calendar of events planned for the year ahead.

## Listening and Taking Action

Our Associates views are important to us, and last year's engagement survey highlighted that our Maternity and Paternity policies could be improved to better support new parents. As a result, last summer we launched new policies, with increased leave and maternity and paternity pay. In addition we created a number of guides designed to help our Associates and their Managers navigate what can be both an exciting and challenging time. We have just received the results of our 2018 survey and continue to be committed to taking action in response to the feedback we receive.

## Developing Careers In Technology

Over the last 12 months our STEM Programme has delivered two successful events working with local schools to encourage young people to consider a career in technology. Each of our Executive Leadership Team (ELT) have been paired with a female within our business as part of our new Mentoring Programme, and hold monthly sessions Both the mentors and mentees had fed back that they have benefitted from this relationship. Our ELT have also been asked to nominate a female to deputise for them at their monthly Board meetings to give more exposure to this level of the business.

## Building Future Leaders In Technology

In 2017 our first female Executive Leadership Team member was appointed which though a small feat is a positive step in the right direction. In addition, as of today we have seen an 11% increase in the representation of women in senior roles vs. 2016. Our recruitment team have been focused on ensuring that, where possible, all roles have a balance of male and female candidates. Ensuring our job ads use gender neutral language and we widen the search net to capture those outside of conventional career paths.

# The Future

OUR FOCUS  
ON DIVERSITY &  
INCLUSION AND  
ADDRESSING GENDER  
REPRESENTATION  
WITHIN CDK GLOBAL  
IS ONGOING.

In addition to the initiatives shared, this year we will launch a series of 'Unconscious Bias' training Programmes. These are designed to ensure our recruitment team, Hiring Managers, Executive Leadership Team and wider Associate population feel equipped to approach their interactions without bias or pre-judgement.

Our Mentoring Programme will be extended to reach a wider population of our business who would benefit from this type of relationship. Our existing mentee group have also been invited to take part in a Peer Coaching Programme to share learnings, and invited to become mentors themselves to create more visible female role models within CDK Global.



