

Gender Pay Gap Report 2022

Conduent Business Services UK Limited

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As a global technology-led business process solutions company, we see a diverse and inclusive workforce as a competitive advantage.

We consider it a business imperative to build, celebrate and nurture a corporate culture that is inclusive and provides equal opportunities to all, taking a top-down, bottom-up approach (*i.e. driven by both the business's executives and the workforce on the ground*) to diversity and inclusion (D&I).

This is reflected in our commitment to being an open and collaborative workplace. At Conduent, every employee should feel empowered to share his or her perspectives, ideas, and knowledge in an open and authentic manner. This in turn fosters innovations and solutions that help us create exceptional outcomes for our clients and the millions of people who count on them.

As a business process services industry leader, businesses and governments rely on Conduent to drive process efficiencies, cost savings and long-term revenue growth. Our solutions expertise and understanding of our clients' operations creates a strong partnership to provide essential services to millions of people every day.

Conduent Business Services UK Limited

Gender Pay Gap Report 2022

We rely on the diverse backgrounds, experiences and expertise of our employees and clients to ensure that the Conduent of tomorrow is better, faster and stronger than the Conduent of today. As a Company, we also understand that only through inclusion is true innovation possible. Conduent employees embrace and welcome individual differences and know that they make Conduent a special place to work when leveraged positively.

As a global company that operates in 24 countries, we see our diversity as a competitive advantage and critical to creating a culture of high-performance and growth. Each employee has an inherent responsibility to ensure our business treats all people - colleagues, clients and their customers with dignity and respect.

Conduent is committed to being a fair and inclusive workplace and our approach to employee pay is gender neutral.

Read more about our diversity and inclusion [here](#)



A handwritten signature in black ink that reads "Christopher Kujawa".

Chris Kujawa
Chief Human Resources Officer
Conduent



A handwritten signature in black ink that reads "Charon Gidda".

Charon Gidda
People Relations Lead, Europe



A handwritten signature in black ink that reads "Alice Thompson".

Alice Thompson
Senior Manager, Talent
Acquisition, Europe



A handwritten signature in black ink that reads "Rory Hunter".

Rory Hunter
Vice President
Delivery Management APAC and
EMEA

What Have We Measured?

In the U.K, we have three business entities; Conduent Business Process Solutions Ltd, Conduent Public Sector UK Ltd and Conduent Business Services UK Ltd.

This report reviews the Gender Pay Gap reporting for Conduent Business Services UK Ltd based in Poole, Dorset, which employs over 700 associates in our diverse customer care operation, supporting multiple languages.

The data captured in this report is a snapshot of April 2022, and has been verified and approved as per the Gender Pay Gap requirements defined under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The report shows the difference in the average pay and bonus pay between all full-time male and female employees on permanent contracts across the workforce in Conduent Business Services UK Limited (CBS). Higher earners of salaries above £45k have been excluded from the report for the purpose of providing a more accurate reflection of average pay and bonus pay across the workforce. More details on this can be found later in report.

The **'Mean'** is the average pay and bonus earnings of males and females, whilst the **'Median'** is the middle number in a sorted, ascending or descending list of numbers that has been split into two lists of male and female employees.

The four **'Quartiles'** show the four equal splits of our employees based on their hourly earnings (including bonuses) and then the gender split is recorded.

The **'Bonus'** pay is based on payments received in the 12 months leading up to April 2022.

Summary of Conduent Business Services UK Ltd

The Company continued to make improvements during 2022 towards ensuring gender pay and equality remained gender natural, with further development continuing throughout 2023. The overall aim is to ensure that the company vision, purpose and core values remains current, innovative and meet overall expectations.

As shown in the graphs below:

- The **average hourly pay** gender gap has slightly decreased from the data reported for 2021.
- **Median hourly pay** had a slight increase in favor of male employees compared to the data reported last year.
- The **median bonus pay** and **average bonus pay** gap widened slightly since 2021 reporting due to the higher number of male employees in higher earning roles.

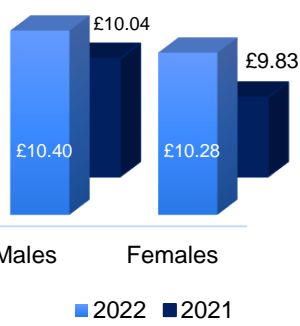
2021 Average bonus pay gap
M vs F = 5.4%

2022 Average bonus pay gap
M vs F = 11.7%

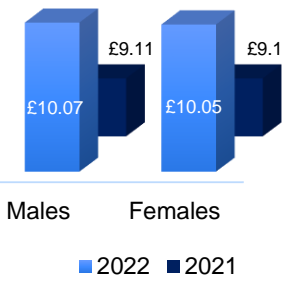
The average bonus pay gap has increased from the previous year and the number of males and females receiving a bonus has also increased by 16.6%.

76% of our associates that work part time are female workers. We have seen an increase in the number of flexible working applications approved amongst this population, which is a major contributing factor to the increase in the gap from the previous year.

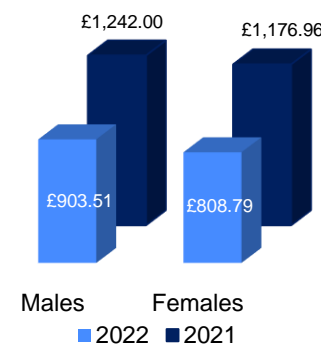
Average Hourly pay



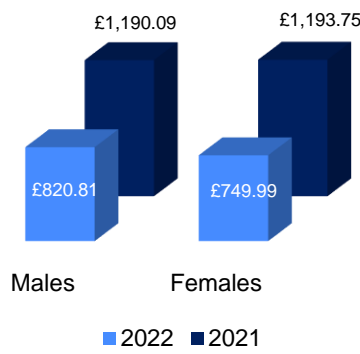
Median Hourly pay



Average Bonus pay



Median Bonus pay



Salary & Bonus Pay

Salaries

The data below shows that the number of males and females earning £30k or above has remained the same as in the previous year.

£30k or Above	2021	2022	Percentage Change
Male	15	15	0%
Female	6	6	0%

Bonuses

As mentioned earlier in the report, higher earners on salaries of £45k and above, and their bonuses have been excluded from the overall calculations of Average Pay and Bonus Pay within this report.

This equates to 9 Higher Earners: 7 Male, 2 Female

Out of the 710 employees (356 males, 354 females) reported in April 2022, 95.8% of the workforce received a bonus. The remaining 4.2% were not eligible for a bonus.

Compared to the previous reporting year, the total number of employees who receive a bonus has increased significantly as shown below:



2022 – 95.2%
2021 – 81.5%



2022 – 96.3%
2021 – 75%

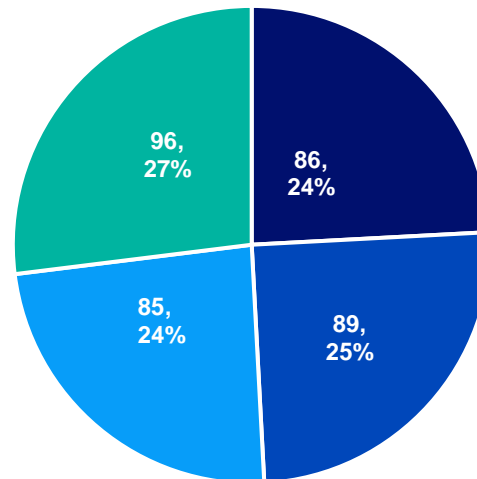
Pay Quartile Comparison

Compared with April 2021, the total workforce in April 2022 increased by 25.22%.

The data opposite shows that male and female proportions are of similar percentages throughout each quartile.

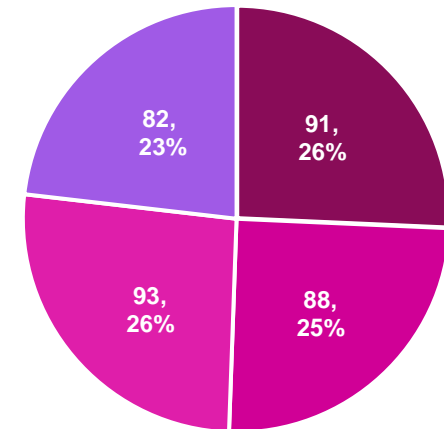
The Company's approach to recruitment, retention and attrition has helped to attract a healthy balance of male and female candidates, creating a natural workforce gender balance.

Proportion of Male Employees By Pay Quartile



■ Q1 Lowest ■ Q2 ■ Q3 ■ Q4 Highest

Proportion of Female Employees by Pay Quartile



■ Q1 Lowest ■ Q2 ■ Q3 ■ Q4 Highest

Our Priorities & Values

As a company, we are committed to:

- Embracing diverse backgrounds, experiences and perspectives
- Ensuring our culture and work environment are inclusive and welcoming to all
- Building a workplace where all our associates feel like they belong
- Helping our employees grow and thrive in their careers

As a global company that operates in 24 countries, we believe that our diversity makes us stronger and together, as one Conduent team, we can make a difference for our employees, clients and customers, and communities where we live and work.



Our Core Values

- Drive client success
- Deliver with quality & personal accountability
- Be open and inclusive
- Communicate with purpose
- Be a good teammate
- Be Conduent proud and act with humility

Our Approach

Driven by the business strategy that is aligned with our vision, purpose and values, we remain focused and continue to work on a number of initiatives that will ensure we are a gender equality and well-balanced organisation.

As shown throughout the report, the Company has demonstrated equality across all gender pay matrixes. Furthermore, there has been an extensive effort, investment in resource and funding to help modernise and adapt the style in which the business attracts and retains its best employees, which in turn supports the growth, diversity and inclusion of the workforce and business success.

The focus of our people strategy in 2022 was to attract, develop and retain a diverse, inclusive and high performing workforce that met the needs of our clients and their customers by becoming an employer of choice where all associates were able to thrive and deliver for our clients.

We aimed to deliver this by focusing on our core goals;

- Actively supporting people in achieving their full potential
- Balancing traditional elements such as compensation, benefits and opportunity with non-traditional elements like purpose, wellness, development and great leadership
- Fostering diverse and inclusive workforces

Diversity & Inclusion

Conduent Employee Impact Groups (EIG) bring together people who have a similar interest or passion. All groups are open to all associates. EIG foster inclusion, elevate the power of diversity, and build a sense of community where our associates can collaborate, share their voices, and create a sense of teamwork and belonging.

Our Employee Impact Groups have the full support of senior management who have pledged to advance diversity and inclusion in the workplace. While our commitment to diversity and inclusion starts at the top, we also create numerous opportunities, like this one, to encourage our employees to get involved, feel empowered and drive a diverse and inclusive culture.

Conduent Employee Impact Groups



Our Apprenticeships

Conduent recognises that apprentices are essential to growing the workforce for the future. With changing demographics, social and economic patterns, Conduent continues to look at the future needs of the business, and ways to help attract and retain key talent needed for growing demand. Apprenticeships offer an opportunity for an individual to work within an organisation, gaining invaluable experience, whilst studying for a qualification.

Since launching our Apprenticeship Programmes in 2019, the interest within our workforce continues to develop; using an external, and one of the leading training providers in the area, our programmes are seen not just as a learning platform but a gateway for personal development, network building and an opportunity to become a well-skilled member of the Conduent team.

Apprenticeships create the opportunity for further development and learning but, at the apprentice's own pace, in the comfort of their own home and at no cost (subject to terms and conditions of employment) - these factors alone make our programmes attractive and easy to join.

Working part-time and/or having personal commitments outside of work now does not have to get in the way of personal development.

Summary

In summary, we are committed to being a fair and inclusive workplace and our approach to employee pay is gender neutral. Our compensation strategy is designed to ensure employee pay is both internally equitable and aligned with individual performance.

As a company, we recognise the importance of addressing any pay inequity and are regularly evaluating and taking proactive steps to do so.

Conduent leadership remains committed to making progress in this area, with the ultimate goal of not just ensuring equal pay across all of our roles, but also making certain that women are duly represented in senior roles.

Embracing our diversity will help ensure that the Conduent of tomorrow is better than the Conduent of today.

I declare that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Chris Kujawa
Chief Human Resources Officer
Conduent



