

# Advancing Diversity, Inclusion and Belonging at Xerox

The Xerox UK Gender Pay Gap Report for 2023.



# Diversity, Inclusion and Belonging in Action

Our commitment to diversity began more than half a century ago with our first Chief Executive Officer (CEO), Joseph Wilson. His call for social responsibility, diversity and inclusiveness is a core value of Xerox and part of our company DNA.

## EVOLVING THE WORKPLACE

Joseph Wilson's vision is still reflected today in our diversity, inclusion and belonging (DIB) roadmap through the development and execution of environmental, social and governance (ESG) targets. In 2023, we continued to make progress toward our commitment to DIB by focusing on the areas where we can make the most significant impact.

Advancing our DIB roadmap enables us to have an inclusive approach that addresses client needs, creates diverse work teams, facilitates diversity of thought, increases our talent pool and fosters accountability that supports our progress against our ESG metrics. In 2021, we outlined a 5-year DIB roadmap comprising approximately 140 initiatives. Through 2023, we have completed or made progress in approximately 70% of those initiatives.



The 2023 All of Us Together event was hosted by Sharon Allsopp, Global President for TWA (far left) with (left to right) Jacques Edouard Gueden, President EMEA Operations; Dr. Yetta Toliver, Global Head of Diversity, Inclusion and Belonging; Darren Cassidy, Head of EMEA and Deb Patsky, Vice President of HR for EMEA.

## DIVERSITY, INCLUSION AND BELONGING – STRATEGY IN ACTION

We know the power of having a global and diverse team. It is one of the reasons Xerox has been successful for more than 115 years. By having a diverse workforce, we benefit from different ways of looking at our business, leading to innovative breakthroughs for our clients and more engaging work for our people. Research shows that diverse companies have more engaged, productive and innovative workforces and in turn, perform better financially<sup>1-4</sup>.

In 2023, women comprised approximately 26% of the Xerox workforce and 40% of our Executive Committee – a reflection of our commitment to gender diversity and inclusion at the highest level. We continue to focus on improving the representation of women in professional roles and creating more opportunities for women in leadership across Xerox and within our Board.

These accomplishments are the direct result of our DIB roadmap, which reflects the foundation set by our first modern-day CEO, Joseph Wilson. Thanks to his vision, social responsibility, diversity and inclusion became a part of our value system and helped forge who we are today – a workplace where everyone can thrive and reach their full potential. More details about our progress can be found in the [Xerox Global Diversity, Inclusion and Belonging Report 2023](#).

As the world changes, we continue to evolve and turn today's challenges into opportunities, incorporating new elements within our DIB strategy including employee listening sessions that educate and cultivate belonging. Xerox has been a trailblazer in diversity matters since the 1960s, as shared in our [historical timeline](#).

# Diversity, Inclusion and Belonging in Action (Continued)

Our DIB roadmap continues to focus on the areas where we can deliver the most meaningful impact. These include:

**Diverse Pipeline:** Continue to focus on aspirational goals to recruit, hire and promote more women globally, as well as underrepresented talent within the U.S. for professional-level job roles. Governed by our Diversity Policy known as The Wilson Rule (See below).

**Partnership:** Build relationships with external organisations to increase the sourcing of incoming talent that better reflects the markets and communities we serve. For example, we are working with artificial intelligence (AI) vendors that provide a more accurate match to support mentoring programmes, connect candidates with employees to learn about company culture and generative AI dashboard support.

**Culture Change:** Integrate DIB learning events with annual ethics and compliance training and provide Employee Resource Group (ERGs) leaders with resources to support their professional and personal development programs. Our 2023 All of Us Together event focused on cultivating and sustaining an inclusive workplace culture. The event received an overall 96% satisfaction rating on information and engagement with 99% respondents stating that they understand how Xerox is advancing our DIB roadmap.

**Community Outreach:** Foster relationships with partners that reflect the communities that we serve, which is at the heart of our DIB roadmap. We continue to nurture existing partnerships while extending our roles with new partners such as the Prince's Trust, Black Women's Leadership Council Sankofa Girls in Science and GenderCool.

**Accountability:** Measure our progress against our ESG metrics and continue to be transparent by utilising our Corporate Social Responsibility (CSR) Report to inform the public about our strategy and progress. We are confident that over time, our efforts will yield sustainable progress in this critical business challenge. In 2023, a third-party assurance audit against the social Key Performance Indicators (KPIs) confirmed accuracy in the methodology.



The Wilson Rule, inspired by our first CEO, Joe Wilson, follows robust outreach and recruiting strategies to foster diverse representation at management and professional levels throughout the business. This initiative ensures that women and minorities are among the final pool of qualified candidates for every open position. Joe's commitment to social responsibility, diversity and inclusiveness remains core to the values of Xerox. It is part of our company's DNA as well as a key aspect of our hiring process.

[Explore our legacy more in the DIB timeline.](#)

# Diversity, Inclusion and Belonging Initiatives in Xerox (UK): Making Strides toward Gender Parity

In recent years, we've made significant strides in fostering diversity and inclusivity within our organisation. Despite our progress, there's still work to be done. We remain committed to addressing the challenges and any barriers that persist. We are determined to build a future where gender parity is not just an aspiration but a reality.

In 2023, we continued to focus on the DIB agenda across Europe, the Middle East and Africa (EMEA) by reinforcing a company-wide culture of belonging, extending our reach into the communities that we serve and fostering accountability by measuring our progress against ESG KPIs. This includes an ESG metric tied to improving the representation of women in professional roles globally.

Furthermore, we designed and deployed an interactive dashboard that provides our ERG leaders with balance workforce numbers that reflect their respective communities. In addition, growth in advocacy for our female workforce is underway through The Women's Alliance (TWA) Manbassadors Programme where our male leaders and employees can join as allies. Overall, TWA ensures that we, at Xerox, recognise and value women for their significant contributions and leadership. Visit [TWA](#).

The TWA UK chapter also hosted Women in Leadership Inspire webinar series where women who work in the tech industry shared their stories and experiences. The webinars aimed to inspire and motivate women to grow within their careers.

We continue to hold ourselves accountable for making progress by incentivising our leaders to achieve specific people-related goals with renewed focus on recruiting, developing and promoting our female talent across the organisation and in particular when recruiting for senior

level roles. A robust review of the 2022 salary report was undertaken to ensure no indirect barriers were in place preventing this objective. We ensured that inclusivity was a key consideration during our annual salary planning process. Data was analysed, planners were trained to ensure merit was awarded to reflect performance, encourage development and address salary differential, where applicable.

In 2023, we launched a UK-wide initiative to identify key talent and develop high potential talent within the various business groups. Cross-functional actions were put in place to support their continued development as well as supporting our goal to identify and develop female talent and other DIB objectives.

During 2023, we continued our commitment to employee wellbeing, developing our UK Wellbeing Strategy and programme to provide a working environment in which everyone can maintain and improve their personal wellbeing by:

- creating a culture that is inclusive and supportive and that meets the needs of our diverse workforce, both professionally and personally.
- creating an environment where employees are given the resources to feel confident having regular conversations about their physical and mental health and work to understand what support they need to stay and grow within the organisation.



Sharon Allsopp, Global President for TWA, hosts a fireside chat with Steve Bandrowczac, CEO of Xerox, at this year's TWA Conference.

To support the retention of female talent, we continue to enhance our menopause support programme in the UK. This year, we partnered with the Menopause Friendly Society, the leading menopause accreditation organisation in the UK and Ireland. In 2023, Xerox achieved recognition as a menopause-friendly company in the UK. This badge identifies organisations who are committed to being the best places to work for employees who are directly or indirectly impacted by menopause.

[Explore all current DIB awards.](#)

# Accelerating our Diversity, Inclusion and Belonging Roadmap in the UK

## Looking Ahead: Our 2024 Plan

Our commitment to creating a more gender-balanced workforce remains the same. We stand ready to hire, promote and develop more women in senior leadership roles and will continue to embed DIB in all our policies and processes, creating a more inclusive environment.

The DIB roadmap focuses on building a diverse pipeline and accelerating the careers of women and underrepresented talent by:

- continuing to recruit, hire and promote more women and underrepresented talent
- leveraging partnerships with job sourcing vendors who leverage AI to diversify the pool of candidates
- building cultural cohesion through education, advocacy and engagement
- nurturing partnerships with organisations for community outreach and to increase hiring of underrepresented talent
- measuring our progress while being transparent

We are committed to fostering an inclusive workplace culture where every individual feels valued, respected and empowered to thrive. To achieve this, we are implementing a multifaceted approach centered around DIB, addressing key areas such as mentorship, wellbeing, career mobility and leadership development. By prioritising these initiatives, we aim to create a more equitable and supportive environment for all employees.

Our organisation recognises the invaluable role that mentorship plays in professional development and career advancement. In 2024, we will continue the enterprise-wide mentoring program piloted in 2023. The pilot is designed to pair employees from diverse backgrounds with experienced mentors across different levels, departments and ERGs. This programme will provide opportunities for mentorship, guidance and skill development, fostering cross-functional collaboration and knowledge sharing.



In 2024, our desire is to expand our wellbeing initiatives to encompass mental health support and resources alongside specific programmes that address the unique challenges faced by individuals navigating menopause. Recognising the importance of mental health in overall wellbeing, we will provide employees with access to counselling services, mental health resources and educational workshops, aimed at promoting resilience, stress management and work-life integration.

Also recognising the significance of career mobility in professional growth, we are committed to providing pathways for advancement and opportunities for all employees. In 2024, we will enhance our career development programmes to facilitate smoother transitions between roles and departments, ensuring equitable access to growth and advancement opportunities. By offering career guidance, training and resources, we aim to empower employees to navigate their career paths effectively and achieve their full potential.

Women's leadership remains a focal point in our DIB strategy and in 2024, we will launch a comprehensive leadership development programme tailored specifically for women. This programme will provide targeted training, mentorship and networking opportunities to support the advancement of women into leadership roles within the organisation. By investing in the development and empowerment of women leaders, we aim to create a more diverse and inclusive leadership pipeline that reflects the richness of our workforce.

Our organisation is committed to advancing DIB through strategic initiatives focused on mentorship, wellbeing, career mobility and leadership development. By prioritising these areas, we aim to create a workplace where every individual feels valued, supported and empowered to succeed, ultimately driving innovation, collaboration and organisational excellence. Together, we will build a culture where diversity is celebrated, inclusion is embraced and belonging is inherent to our collective success.

# 2023 Results

Two Xerox companies operate in the UK: Xerox (UK) Limited is the local operating company and Xerox Limited employs UK-based headquarters staff.

## XEROX (UK) GENDER PAY GAP

1,348 Employees (19% women)

HOURLY PAY	
<b>6.59%</b>	The <b>mean</b> pay variance shown is the difference between the average hourly pay of men and women.
<b>6.58%</b>	The <b>median</b> pay variance shown is the difference between the midpoint in the ranges of hourly pay of men and women.

BONUS PAY	
<b>-3.09%</b>	The <b>mean</b> bonus pay variance shown is the difference between the average bonus pay of men and women.
<b>0.84%</b>	The <b>median</b> bonus pay variance shown is the difference between the midpoint in the ranges of bonus pay of men and women.

EMPLOYEES BY QUARTILE		
	Men	Women
Upper	81.90%	18.10%
Upper Middle	85.16%	14.84%
Lower Middle	84.91%	15.09%
Lower	73.21%	26.79%

PROPORTION OF MEN AND WOMEN RECEIVING BONUSES	
<b>60.71%</b>	<b>72.35%</b>
The proportion of <b>female</b> employees that received bonus pay during the year to the 5 <sup>th</sup> of April.	The proportion of <b>male</b> employees that received bonus pay during the year to the 5 <sup>th</sup> of April.

# 2023 Results (Continued)

## XEROX LIMITED

391 Employees (30% women)

HOURLY PAY	
<b>13.66%</b>	The <b>mean</b> pay variance shown is the difference between the average hourly pay of men and women.
<b>6.11%</b>	The <b>median</b> pay variance shown is the difference between the midpoint in the ranges of hourly pay of men and women.

BONUS PAY	
<b>38.15%</b>	The <b>mean</b> bonus pay variance shown is the difference between the average bonus pay of men and women.
<b>16.75%</b>	The <b>median</b> bonus pay variance shown is the difference between the midpoint in the ranges of bonus pay of men and women.

EMPLOYEES BY QUARTILE		
	Men	Women
Upper	74.59%	25.51%
Upper Middle	70.41%	29.59%
Lower Middle	72.16%	27.84%
Lower	62.24%	37.76%

PROPORTION OF MEN AND WOMEN RECEIVING BONUSES	
<b>53.39%</b>	<b>57.51%</b>
The proportion of <b>female</b> employees that received bonus pay during the year to the 5 <sup>th</sup> of April.	The proportion of <b>male</b> employees that received bonus pay during the year to the 5 <sup>th</sup> of April.

### A GENDER PAY GAP DOESN'T MEAN UNEQUAL PAY

The gender pay gap is a measure of the difference between the average hourly earnings of men and women, expressed as a percentage of men's earnings. It should not be confused with the law relating to equal pay, which states that men and women should not be paid differently for the same or similar work. The mean gap of 6.63% for Xerox (UK) means that, on average, women in Xerox (UK) are paid 93p for every £1 earned by a man. This is an improvement from 2021 when the mean gap was 13.5%.

Our analysis shows that the gender pay gap in Xerox UK is a consequence of low gender diversity in senior roles within the company, a reality that we encounter outside the UK as well and is typical of engineering and technology sectors<sup>5</sup>. Our bonus schemes are gender-neutral by intent and design. The data though shows a mean gap of 3.39%.

At Xerox, we provide equal opportunity to all, irrespective of age, disability, gender identity, marriage or civil partnership, pregnancy and maternity, ethnicity, religion or belief and sex or sexual orientation.

<sup>1</sup> How diversity, equity and inclusion (DE&I) matter – McKinsey & Company.

<sup>2</sup> The Business Case For Diversity, Equity and Inclusion – Forbes.com.

<sup>3</sup> Insights on Diversity and Inclusion – McKinsey & Company.

<sup>4</sup> Advancing diversity, equity and inclusion – McKinsey & Company.

<sup>5</sup> Annual Report – Women in Tech.

Through diversity of backgrounds and perspectives, we gain the benefit of different ways of looking at our business, leading to innovative breakthroughs for our customers and more engaging work for our people. [Explore more.](#)