



JDA Software

UK Gender Pay Gap Reporting 2018

Table of Contents

Company Statement	2
About the Report	3
Explaining Key Terms	4
Mandatory Calculations	5
Gender Pay Gap by JDA Job Grade	6
Mean Hourly Pay	6
Median Hourly Pay	6
Bonus Calculations	7
Mean Bonus	8
Median Bonus	8
Conclusions and Plan of Action	9

Company Statement

I confirm that the gender pay gap data contained in this report for JDA Software Uk Ltd is accurate and has been produced in accordance with guidance on managing gender pay developed by the Arbitration and Conciliation Service (Acas).



Nathalie Carruthers
EVP, Chief HR Officer

About the Report

This report complies with the current regulations on Gender Pay Gap Reporting which came into effect in 2017. These regulations stipulate that companies with more than 250 employees need to publish a defined list of figures which show the difference between the average and the median pay of their male and female employees annually.

The defined list of figures are:

- The mean gender pay gap
- The median gender pay gap
- The mean bonus gender pay gap
- The median bonus gender pay gap
- The proportion of males receiving a bonus payment
- The proportion of females receiving a bonus payment
- The proportion of males and females in each quartile band

The aim of this report is to be open and transparent in relation to JDA's overall gender pay gap figures. The data presented in this report represents the gender pay data for JDA Software UK Ltd as at 5th April 2018.

As at 5th April 2018, JDA Software UK Ltd employed 295 people in permanent or fixed term contract roles (214 men and 81 women). The overall gender split within JDA's workforce at this time was 72.5% men and 27.5% women.

All percentage pay gaps are expressed using the following calculation:

$$\frac{(\text{Male hourly rate} - \text{Female hourly rate})}{\text{Male Hourly rate}}$$

Within the results presented, a positive percentage means that men are paid more than women and a negative percentage means women are paid more than men.

The pay gaps identified in this report are partly a reflection of the demographics of JDA and our overall underrepresentation of women within the business, which is aligned to the industry average of 75% male representation. (Mercer, 2017). It is also a reflection of our underrepresentation of women at higher levels, and therefore in higher paid roles within the organisation.

Explaining Key Terms

Gender Pay Gap

Gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings. Please note, gender pay is not the same as equal pay and this report solely looks at gender pay differences.

Full Pay Relevant Employee:

A full pay relevant employee is any employee who is employed on the snapshot date and who is paid their usual pay during that pay period. Those employees that receive a lower rate of pay due to being on leave are not a full pay relevant employee and are excluded from the gender pay gap calculations. Please note that those employees excluded from the gender pay gap calculations are included in the bonus calculations if applicable.

Ordinary Pay

Ordinary pay includes basic pay, allowances, pay for piecework, pay for leave and shift premium pay. Any pay related to overtime, redundancy, termination of employment, pay in lieu of annual leave or benefits in kind are not included in ordinary pay.

Bonus and the Relevant Bonus Period

For the purpose of gender pay gap reporting, bonus includes anything that is related to profit sharing, productivity, performance and commission. Bonus does not include any pay which is related to overtime, termination of employment or redundancy and pay in lieu of annual leave.

For gender pay gap reporting the relevant bonus period is the preceding twelve months ending on the snapshot date of 5th April. Therefore, for this report the relevant bonus period is any bonus paid from 6th April 2017 to 5th April 2018.



Mandatory Calculations

All JDA UK Full Pay Relevant Employees

The regulations required JDA to record the 'hourly-pay' for full pay relevant employees only. The hourly pay is comprised by adding all bonuses received during the relevant pay period to the ordinary pay received in the relevant pay period for full-pay relevant employees only. The relevant multipliers are then applied to calculate an hourly rate of pay for each employee.

The table below shows the overall median and mean comparison between the hourly rates of pay for men and women.

Difference in Mean Pay	30%	Difference in Mean bonus pay	77%
Difference in Median Pay	28%	Difference in Median bonus pay	58%
Proportion of men/women who received bonus pay in the relevant period	Men: 92% Women: 90%		
Number of men/ women in the quartile pay bands: Upper, Upper Middle, Lower Middle, Lower	Women		Men
	Upper	14%	86%
	Upper Middle	18%	82%
	Lower Middle	25%	75%
	Lower	54%	46%



Gender Pay Gap by JDA Job Grade

JDA's job grades is representing a cluster of different jobs that are performed with equal complexity and market pay level. In the JDA UK the job grade goes from grade 34 to 49 and each grade has a salary range. Job grades which have no gender comparative data have been removed.

Median Hourly Pay

Grade	Hourly Pay % Gap
35	-5%
36	-5%
37	5%
38	-8%
39	-15%
40	12%
41	16%
42	9%
43	1%
44	5%
46	-15%

Mean Hourly Pay

Grade	Hourly Pay % Gap
35	-12%
36	-4%
37	-27%
38	-2%
39	-2%
40	6%
41	16%
42	9%
43	1%
44	6%
46	-19%

The salary grade data shows that for employees at similar levels within the organisation, the % differences are much smaller than shown in the mandatory calculations. There is also a mix of positive and negative % differences, representing both men and women having higher pay.

Bonus Calculations

JDA's company bonus scheme is based on both individual and company performance.

For those eligible, JDA's annual bonus plan is designed to provide a variable component to employees' total compensation that is directly tied to the annual financial performance of JDA, as well as the performance of the individual. Targets (% of base pay) have been established for those eligible. The Human Resources department is responsible for recommending and maintaining market competitive targets. The Company reserves the right to modify the bonus targets and the frequency of distribution.

The funding of the company annual bonus pool is based on achievement of the company's annual financial goals, as approved by the Board of Directors. The actual payout to employees is based on individual performance and contribution to the company in the applicable year, as determined by management. Payouts will be adjusted based on hire date and any changes of pay or role during the year. Employees must be actively employed at the time of the bonus payout to receive payment. Employees taking non-full pay/unpaid leave, such as maternity leave, short term sick leave, long term sick leave and sabbatical leave will be paid a pro-rata bonus.

The bonus distribution is, of course, not guaranteed, and the company has the right to modify the program from time to time or cancel the program at its sole discretion.

For the purpose of this report, job grades which have no gender comparative data have been removed.



Mean Bonus

Grade	Bonus % Gap
35	-37%
36	12%
37	46%
38	-15%
39	-22%
40	54%
41	19%
42	36%
43	52%
44	41%
46	34%

Median Bonus

Grade	Bonus % Gap
35	-32%
36	11%
37	-23%
38	-13%
39	-18%
40	-9%
41	19.5%
42	21%
43	18%
44	41%
46	-34%

The large percentage gender gaps can be explained by the following:

- Individual performance of employee: the company's annual bonus scheme and corresponding payouts are based on an individual's performance.
- Employees not on the annual company bonus scheme but instead have a quota carrying role: These employees will be on a commission plan and may have received large payments in the snapshot period and throughout the relevant bonus period.
- Bonus Scheme Eligibility: Employees who commenced employment with JDA after 1st October 2017 are not eligible for the annual company bonus being paid out in the relevant bonus period and for those who joined within 2017 will have pro-rated bonus amounts.

Conclusions and Plan of Action

From the findings detailed in this report, JDA acknowledge that there is an overall underrepresentation of women within the business, particularly at the more senior levels. A Mercer study indicates that the underrepresentation is widespread within the technology industry, which is 75% represented by men (Mercer, 2017). The overall gender split within JDA's workforce on 5th April 2018 was 72.5% men and 27.5% women.

- Whilst some steps have already been taken to narrow the gap, JDA has and continues to commit to the following to make improvements:
- Endeavour that female candidates are presented for all job openings and that female employees are included in all hiring panels.
- Conducting regular global compensation benchmarking reviews with enhanced market data and review of our gender wage position.
- Embrace flexible working arrangements to help attract and retain women.
- Active support of JDA's Women's Interest Network (WIN) an employee-based group dedicated to developing Women and other minorities at all levels of the organization.
- Leadership and training programmes for all employees with a focus on diversity, inclusion and unconscious bias to ensure leaders understand how they can create a more inclusive working environment.
- Mentoring and sponsorship programmes to advance women at all levels of the organisation.
- Annual intern and graduate programmes to encourage diversity from entry level upwards.

From these actions, we expect to see continuous improvement over the next 5 years and will continue to monitor and reflect on the progress being made.



About JDA Software Group, Inc.

At JDA, we're fearless leaders. We're the leading provider of end-to-end, integrated retail and supply chain planning and execution solutions for more than 4,000 customers worldwide. Our unique solutions empower our clients to achieve more by optimizing costs, increasing revenue and reducing time to value so they can always deliver on their customer promises.

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