



Gender pay gap 2025



Foreword

At TTP, our success comes from exceptional people doing ambitious, technically demanding work. We bring together individuals with a wide range of skills, experiences, and perspectives to spot opportunities and solve complex challenges others cannot. An inclusive environment, where everyone can thrive and contribute fully, is fundamental to who we are and how we operate.

This year, our gender pay gap has not improved and, at its current level, remains far too large. The gap reflects the continued underrepresentation of women across our workforce. While this imbalance is not unique to our sector, that does not lessen our responsibility to address it. We are committed to sustained, meaningful action to improve representation at every career stage.

There are areas of genuine progress. More women are building long-term careers with us, leading complex technical programmes, developing client relationships, and growing our business. Strong retention and engagement provide the foundation for lasting change, and we are all proud of the inclusive and supportive culture our teams continue to build. We have also welcomed more talented women across both consulting and support roles.

Our focus remains on three priorities: continuing to strengthen our inclusive culture where high standards and performance sit alongside everyone feeling they belong; supporting career progression through meaningful development opportunities; and broadening and deepening our recruitment pipeline.

This will not change overnight. It requires sustained focus and deliberate action. I am personally committed to driving that agenda forward and making meaningful progress on closing our gender pay gap over time.

Dr Sam Hyde
Managing Director

What is the gender pay gap?

The gender pay gap shows the differences in the earnings between men and women in the following ways:

- the difference between the hourly earnings of men and the hourly earnings of women (earnings include basic pay and allowances)
- the difference between the bonuses paid to men and women
- the proportion of men and women receiving bonuses and
- the proportion of men and women in each quartile of the organisation's pay structure.

We fully support the reporting of gender pay gap figures. For us, it provides transparency across our community and serves as a useful data-gathering exercise from which we can learn and chart our own progress year-on-year.

How does this differ to equal pay?

“Equal pay” is the legal requirement for men and women to receive equal pay for like work (work that is the same, similar, or equivalent) or work of equal value. This is set out in the Equality Act 2010, but dates back to legislation from 1970, and is protection against unfair pay.

The gender pay gap signifies the profile of a workforce and not whether men and women are paid the same for doing the same job.

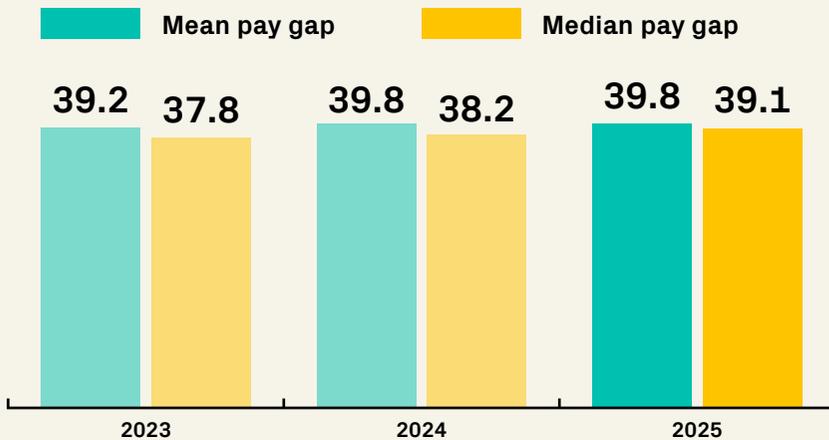


Gender pay gap reporting

Mean and median hourly pay

The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees, expressed as a percentage of the mean hourly rate of male full-time relevant employees is **39.8%** (2024 – **39.8%**).

The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees, expressed as a percentage of the median hourly rate of male full-time relevant employees is **39.1%** (2024 – **38.2%**).



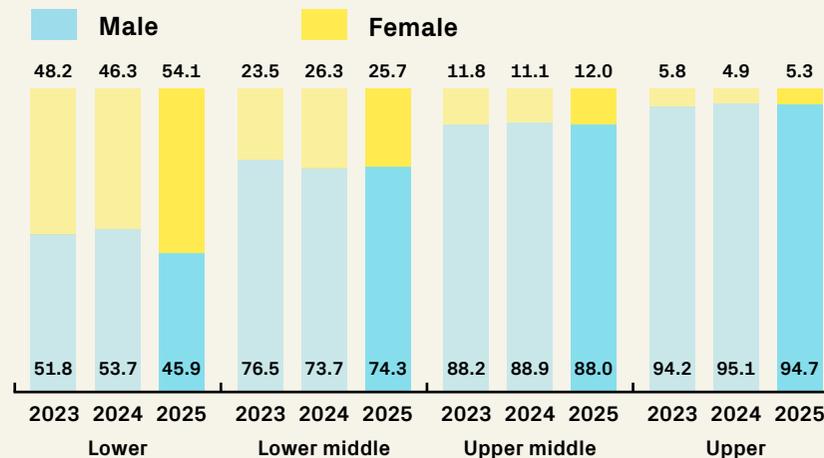
Mean and median bonus pay

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees, expressed as a percentage of the mean bonus pay paid to male relevant employees is **43.9%** (2024 – **48.4%**).

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees, expressed as a percentage of the median bonus pay paid to male relevant employees is **48.0%** (2024 – **48.8%**).

The proportions of male and female relevant employees who were paid bonus pay, expressed as a percentage of male and female relevant employees (respectively), are **92.5%** and **83.3%** (2024 – **85.7%** and **91.5%**), respectively.

The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands are:



Understanding the gender pay gap at TTP

Since first publishing our pay gap data in 2020 we have been committed to closing the gap in a sustainable, thoughtful way. This commitment remains steadfast, and we recognise that there is a lot of work ahead of us.

Despite initial steady progress in closing our gender pay gap, our gap remains significant and, since 2023, we have seen progress stall. This stems from the fact that, historically, we did not retain women at the same rate as men – meaning we now have fewer experienced women within our business than we do men. We have also been more successful in hiring women at an earlier career stage than we have women with more experience. Furthermore, over 2024-25, we had fewer available vacancies to recruit into.

Closing our gender pay gap will take time. We must continue to develop the talented women that are within TTP, and ensure we are well positioned to attract extraordinary engineers, scientists, and support staff of all genders.

Each year we have detailed our key actions and areas of focus in closing our pay gap and ensuring an improved gender balance; so we have positive foundations to build upon. What

follows in this report is an update on our recent actions (relevant to the 2024-25 year we are reporting our pay gap figures on), along with our areas of focus going forwards. These plans are organised within the structure of our three long-term Inclusion & Diversity strategies covering recruitment, development and belonging.



We recruit from a broader pool of talent

Successful recruitment activities are key to us closing our gender pay gap.

Over recent years we have consistently hired talented women into TTP. However, we have had more success in hiring women who are earlier in their careers – something which promises exciting things for TTP's future, but which in the short term, does not aid our gender pay gap. Looking forwards we are committed to continuing our efforts in bringing talented young women into the business, whilst also balancing this with initiatives targeted at hiring women at a mid-to-late career stage. Achieving an improved gender balance across all career stages will close our gender pay gap for the long-term.

Specific actions we have taken within 2024-25 to help us recruit from a broader pool of talent, include:

- A programme of events for women, designed to build community and grow networks amongst women in Cambridge, as well as for opportunities for personal growth and inspiration. These events have either been delivered by us or in collaboration with partners such as the Rising Network or Cambridge Network.
- Our Future Scholars programme provides work experience and the potential for ongoing mentorship, internships and financial support throughout our scholars' time at university. This is targeted at sixth form students within underrepresented groups in STEM industry, including women, and aims to increase the pipeline of women studying science and engineering subjects at university level.
- Continued partnership with Bright Network and their annual Women in Technology, Engineering and Consulting event, which attracts 200+ women.

Looking forwards, these activities will continue and we will keep investing in external partnerships and events to ensure we are forging strong relationships with experienced women in particular. Recent months have seen us expand the range of partners we collaborate with, including groups such as Women4Technology. This is positive as it enables us to keep experimenting and be involved with a diverse range of activities, as well as growing the network of women who know of, and have a genuine relationship with, TTP.

Much of the above focuses on reputation and attraction. One action more specifically within our recruitment process itself is that we want every woman candidate to have the chance to speak with another woman who works here, and so we are working on increasing the number of women interviewers, and we are offering informal chats, lunches or tours with a woman.

Ultimately, all our activities in the recruitment space look at understanding – and learning from – external best practice, to help us recruit from a truly broad talent pool, spot opportunities to do things differently, and actively promote ourselves as an inclusive employer of choice for experienced women. Taken together, these initiatives will help us to form a sustainable, diverse pool of talent to welcome into our business for years to come.

A diversity of brilliant people progress here

Over recent years, we've been better articulating the key skills and capabilities people can hone within TTP – and which are vital for our business success – and developing our learning and training offerings in line with this framework in a strategic, purposeful way. This helps individuals understand development routes and makes opportunities broadly accessible.

Within this context, we aim to empower and support women in our community, offering long-term careers with continuous learning and growth opportunities which evolve with the individual.

32% of our market teams and central functions are led by women. This is an important step forward, providing meaningful development opportunities for individuals and visible women role models in leadership roles, to an extent we did not have when we first began reporting on our gender pay gap.

Given our gender balance remains majority male, it's important that women within our business have opportunities to build networks with women across different career stages, so that they're able to find role models and draw inspiration from a range of people

and experiences. We're therefore focused on bringing women together through our internal women's network, as well as through external event opportunities. This is through partnerships like the Rising Network and Women4Technology, as well as relevant sector-specific women's groups (such as the Cell & Gene Therapy Circle for women).

Retaining women as they progress through different life stages remains important and, within 2024-25, our voluntary turnover rate for women was 4.1%, which is pleasingly low – and slightly lower than the male turnover rate of 4.6%. It indicates that women are choosing to stay within our business. Through our private healthcare insurance, we provide access to expert menopause support services. Whilst from August 2024, we extended fully paid maternity leave to 6 months and, as people return from maternity leave, we offer peer support through a buddy scheme. Meanwhile, through our Returnity scheme we continue to support all new parents, regardless of gender, in their return to work, with the scheme guaranteeing a phased return to work to help parents as they adjust to balancing working life with family life. Since introducing the Returnity offering, we have retained 93% of women following their return from maternity leave.

Taken together, over time, these initiatives will help provide exciting opportunities to women within TTP and allow to us achieve a greater gender balance at the most senior levels of our business, which is vital for our long-term success.



All colleagues feel that they belong within our community

Since we first began reporting on our gender pay gap, we've seen the number of women within our business increase. This marks positive progress but there remains much work to do in growing our community of women further and achieving a better gender divide.

We believe that individuals can only thrive within our workplace when they feel respected, supported, accepted and comfortable being themselves at work. In short: when they feel a sense of belonging within our community. Fostering this is of vital importance to us.

We're aware that the nature of our gender divide means that some women work in teams where they may be used to being in the minority. Our Allyship & Belonging workshops continue for this reason, being held for all teams within the business, and encouraging all colleagues to come together to share experiences, listen to one another, build connections and take responsibility for ensuring ours is a welcoming, inclusive environment for everyone. Meanwhile our internal Women's Network is an important community, creating space for women to

come together to socialise and share perspectives. Over the last year activities have included social lunches, networking events, film nights, paintballing, mini-golf, external speaker sessions, and wreath-making – the aim being to provide a range of activities for different people to engage with.

Within our annual engagement survey, we measure how comfortable people feel being themselves at work, along with other metrics assessing individual, development and team needs. Whilst this survey is anonymous, it's a useful tool for our business in gathering feedback, and we do collect demographic data to understand different groups' experiences and take appropriate data-informed action. In our 2025 survey, we saw a positive increase in engagement scores for women – particularly in relation to feeling cared about at work, having the tools and equipment needed for their work, and feeling their opinions were valued. Indeed, overall, our women consultants were even more engaged than their male counterparts. This marks positive progress for how supported, valued and comfortable women feel within our community.

Ultimately, we want all women within our community to feel like they belong, are supported in their development, and that their voices and opinions are valued and actively heard across our business. We are encouraged by the positive progress we continue to see in these areas.





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