

# Gender Pay Gap

# Foreword

At TTP, brilliant scientists, engineers, and professional support staff come together in multifunctional teams to invent complex solutions to challenging problems. The diversity within those teams seeds creativity, productive debate, and opportunities to learn; better outcomes for clients, and fulfilling work for TTP colleagues. Our diversity takes many forms, both visible and invisible. We have biologists working alongside mechanical engineers, women, men, and non-binary colleagues, people of different faiths and no faith, individuals who were the first in their families to go to university and others whose parents were professors, neurodivergent and neurotypical ways of thinking, and a wide range of rich cultural heritage.

Within this community, however, women are still underrepresented, and our gender pay gap remains too big. Each year we have made progress, and we remain committed to closing the gap over time. Talented women are building their careers at TTP, bringing technical depth, leading client projects, and leading market teams. While continuing to ensure that those women feel valued and respected and have opportunities to progress, this year we will step up our efforts to attract more women into TTP and I look forward to welcoming them.

**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?

This 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.

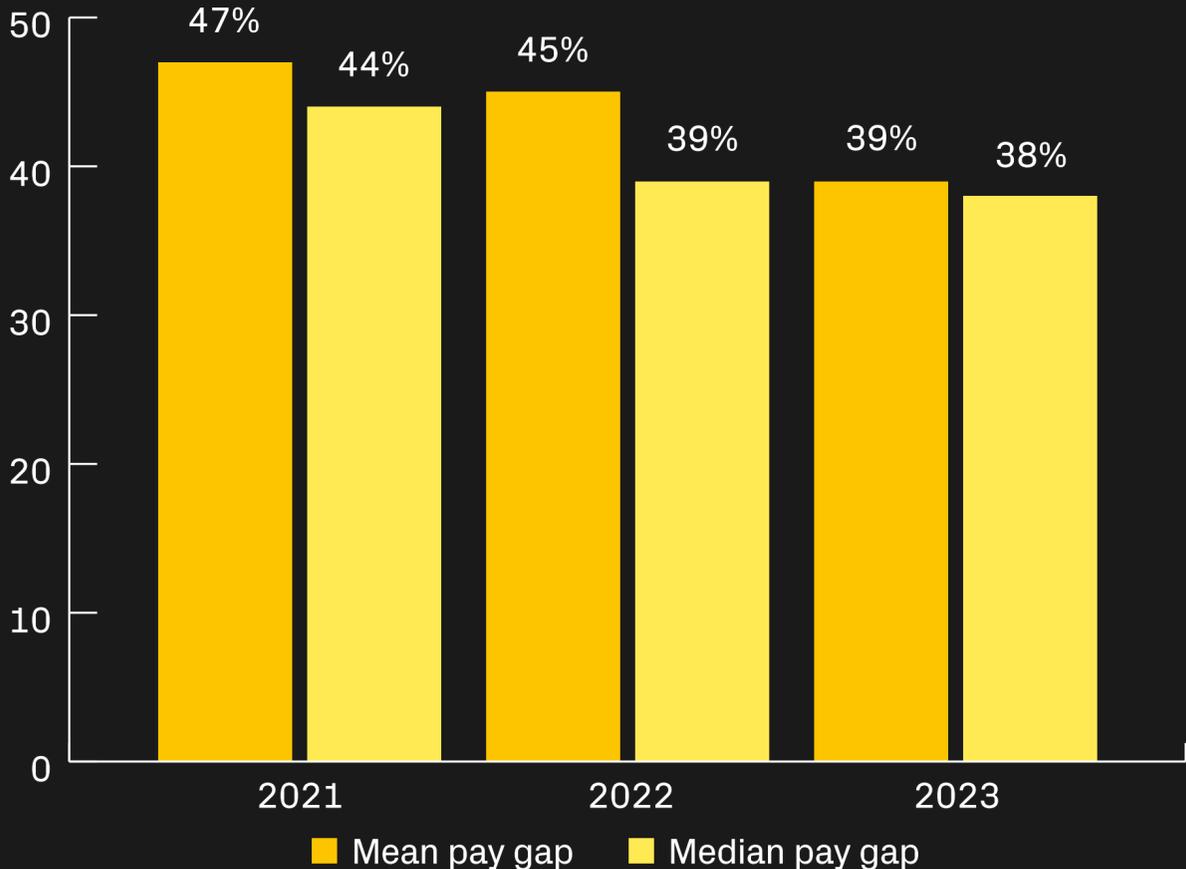


# Gender Pay Reporting

## 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 **39.2%** (2022 – 45.4%).

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 **37.8%** (2022 – 39.2%).



## Mean and median bonus pay

Our mean bonus pay gap is **50.1%** (2022-48.8%).

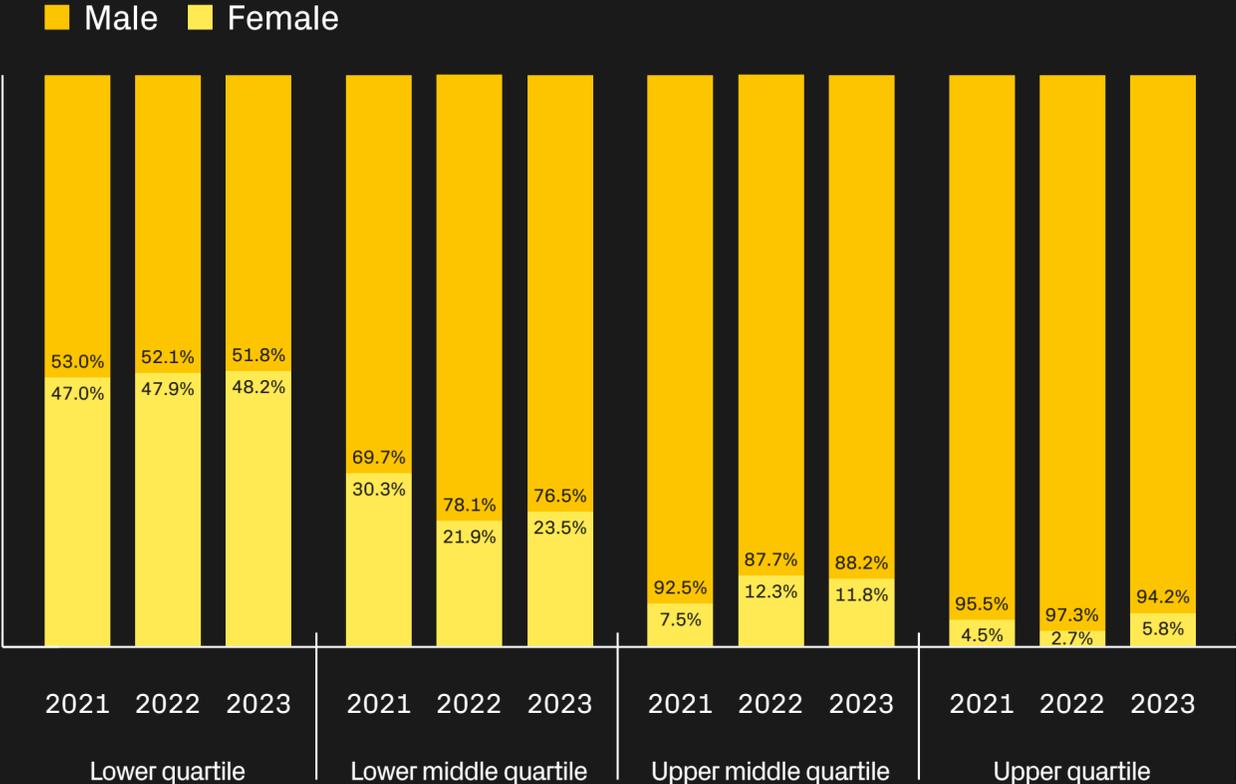
This is the difference between the average bonus pay paid to men and women, expressed as a percentage of the average bonus pay paid to men.

Our median bonus pay gap is **45.9%** (2022-34.8%).

We pay bonuses once a year to all eligible staff. Those who joined too late for the bonus and staff who had their bonus paid into pension still have to be counted, therefore our bonus payment rates are not 100%.

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 **74.7%** and **75.0%** (2022 – 66.5% and 73.8%).

## Pay Quartiles





# Understanding the gender pay gap at TTP

Our analysis has shown a gender pay gap that we are committed to reducing. This challenge is faced by many companies with a technology and engineering focus. Within our own community, we recognise that:

- Historically, we have not retained women at the same rate as men
- We have been more successful at recruiting female consultants who are at an earlier career stage than we have been at hiring more experienced female consultants, increasing our pay gap
- The majority of our more senior positions are currently held by men.

## Looking to the future

Since first publishing our pay gap data in 2020 we have been committed to closing the gap in a sustainable, thoughtful way that marks a long-term change to the make-up of our community and culture. Whilst we're pleased that our three years' worth of data does show continuous improvement, we still have a lot of work ahead of us in closing the gender pay gap and ensuring a better balance of men and women across our business.

Below are some of the recent actions we have taken, along with some of our plans for the next year. All of these actions are organised within the structure of our three broad long-term Inclusion & Diversity strategies.

# All colleagues feel that they belong within our community

We are working hard to ensure that ours is an inclusive, respectful and understanding community in which diversity is valued and everyone feels like they belong.

Since our last report, we've made an active effort to seek out stories and understand experiences of individuals within our community; through focus groups and 1:1 discussions, we've heard first-hand experiences of women, individuals from lower socio-economic backgrounds, and individuals who are neurodivergent. This activity has helped to inform an internal workshop on belonging, bias and allyship (which will be delivered throughout 2024), as well as provided us with direct feedback and suggestions on the kinds of additional support and activities individuals from these under-represented groups would like to see.

As a community, we come together to have fun as well as to support and learn from one another. Our Activities & Community Fund is an important part of this, bringing people together from across the business to pursue hobbies and interests. The Community Fund supports a diverse range of activities, with current groups ranging from Zumba and other sports-based activities like yoga, climbing, badminton, touch rugby and running; to Art Club; to the board games society. The diversity of the interests represented helps people to build networks across our business and increases the likelihood of individuals finding a community for themselves which they can feel at home within.

In addition to social activities, we also support Employee Networks, one of which is our TTP Women's Network: a forum for women from across the business to get-together. This is particularly important for women in areas of the business in which there is less gender diversity and so we are putting increasing effort into making Women's Network activities regular occurrences.





# A diversity of brilliant people progress here

Since we began publishing our gender pay gap report, a re-shaping of our internal business structure has created several new roles and opportunities, which has led to us having several women in clear, visible leadership positions across the business in a way we have not had previously.

This is an important development, but we need to do more to ensure women, across all stages of their career, have role models within the business. Indeed, a desire for more role models who women feel they can relate to and identify with was a key learning from our recent focus groups. Over the next twelve months, we will run events and programmes to attract more experienced women into our business, and we will invest in people management and mentoring skills so that all of our employees feel well supported.

We also need to ensure that people can build a career here that spans different stages of life and the challenges that may arise at different points in time. As such, we provide access to specialist external resources and support for anyone going through the menopause. In Autumn of 2023 we also launched a Parents & Carers' Network as a community for all our employees who are juggling working life with caring responsibilities. Whilst, through our "Returnity" scheme, we support people in phasing back their return to work after taking any form of parental leave, providing the option to work part-time for up to 12 months. This option of phased return eases the transition back to work and provides people a simple opportunity to change their working pattern and find out what works for them, without having to undergo a formal flexible working request.

More broadly within our Learning & Development strategy, we are focusing on effectively communicating a range of career routes, so people understand how they can continuously learn and develop their career within TTP Group.

# We recruit from a broader pool of talent

For the past 2-3 years we have put a lot of focus in building an early careers recruitment strategy which incorporates targeting a diverse range of talent – and we are seeing results from this. 2023 was our third year as headline sponsors of Bright Network's Women in TEC, a national event, which saw us have conversations with around 400 women interested in careers in STEM and technology. Meanwhile, through our partnerships with Lucy Cavendish College, Cambridge, the Arkwright Engineering Scholarship scheme and through our own scholarship initiative, we have been able to build long-term relationships with several women early in their careers, providing them with work experience and internship opportunities.

This is helping us to build a diverse pipeline of talent and we need to ensure these individuals find a permanent role in TTP once they graduate, if this is what they choose to do. Over the next year, we'll be improving the consistency in our intern and graduate recruitment process to ensure the experience of offering our interns permanent graduate roles is as seamless as possible. We'll also be working to inspire the next generation of students: Broadening our outreach work with Cambridge LaunchPad by hosting a project day for Year 10 secondary school students for the first time, and expanding our own scholarship scheme to support more women to pursue careers in STEM.

Finally, whilst attracting, hiring and retaining women throughout their early career is vital, we want a balance of women and men throughout the business at different career stages. We will therefore be putting increasing effort into hiring experienced women into the business, including a bespoke recruitment and onboarding programme specifically targeting experienced women.





Our aim is that we achieve a greater balance of men and women throughout our community, at all career stages, and that we're also actively involved in inspiring the next generation of women to pursue a career in STEM.”

**Rebecca Bradley, Learning & Diversity Specialist**



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