

# Gender Pay Gap

# Foreword

At TTP, inclusion and diversity are key to our success. Our teams are made up of individuals with diverse skills, perspectives, and creativity, working together to deliver transformational new products and technologies. While we value the range of really capable people within our organisation, we recognise that women remain underrepresented, and our gender pay gap remains significant.

We are encouraged by the progress we've made in shifting the gender balance within our consultant population. An increasing number of talented women at early- and mid-career stages are choosing to join and grow their careers at TTP. They are building business, tackling complex technical challenges, and guiding clients through critical phases of product development. Supporting their continued success is a key priority for us. At the same time, recruiting experienced women remains an area where we need to improve to match the pace of hiring their male counterparts.

Closing the gender pay gap is a long-term commitment that requires sustained effort. I am fully committed to pursuing our three focus areas: inclusion, progression, and recruitment. These will remain our focus as we strive for meaningful change.

**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.

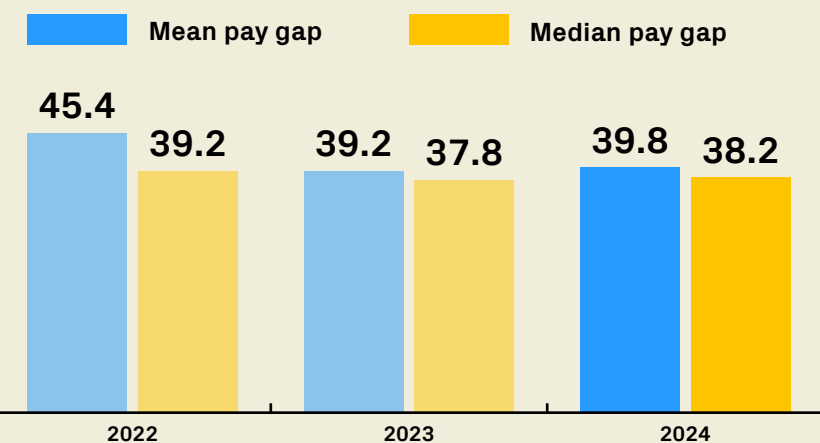
The gender pay gap signifies the profile of a workforce and not whether men and women are paid the same for doing the same job.

# 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 **39.8%** (2023 – **39.2%**).

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 **38.2%** (2023 – **37.8%**).



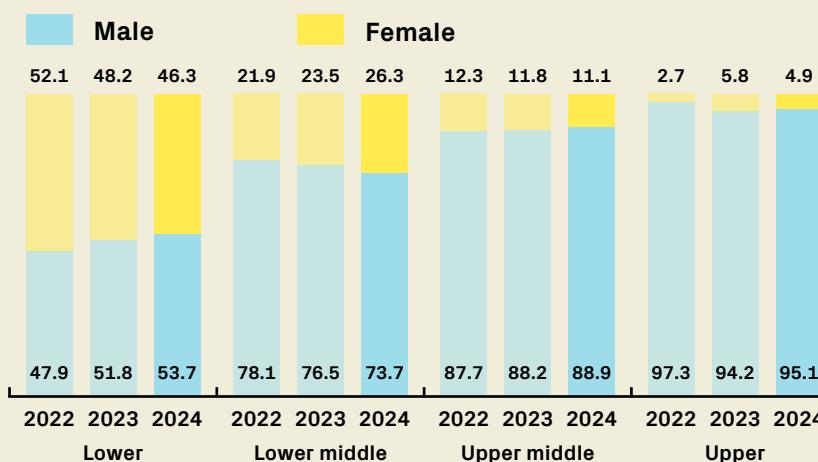
## Mean and median bonus pay

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 **48.4%** (2023 – **50.1%**).

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 **48.8%** (2023 – **45.9%**).

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 **85.7%** and **91.5%** (2023 – **74.7%** and **75.0%**), 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

Our gender pay gap remains significant. This stems from the fact that we have been more successful in hiring women at an earlier career stage than women with more experience, and historically we did not retain women at the same rate as men.

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.

After four years of steady progress, progress stalled between April 2023 and April 2024 because we recruited a significant number of experienced professionals during that period, most of whom were men. This highlights that closing our gender pay gap will not be easy and it will take time. We must continue to develop the talented women within TTP. We must also find ways to attract seasoned engineers and scientists of all genders, which is a challenge facing many companies with a technology and engineering focus.

Previous reports have detailed our actions over the years, so we have positive foundations to build upon. What follows in this report is an update on our recent actions, 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 that is fantastic to see and which, with their high potential, promises exciting things for the future. We need to continue these efforts while also hiring women who are more experienced and 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.

Within the 2024-25 financial year we started to invest in external partnerships and events to help forge positive relationships with experienced, senior women.

## Specific actions include:

- A multi-year partnership with the Rising Network, an external community for women which promotes personal development, expands networks, and fosters inclusivity. The Rising Network's audience are predominately women aged 35+, including many influential women in senior roles.
- A programme of events for women, delivered by us or in collaboration with partners such as the Cambridge Network.
- An enhanced reward for referrals of experienced women who are successfully hired.
- Research into career returner schemes, working with an external partner to understand needs and identify opportunities, with a view to offering a returner scheme in 2025.



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.

At the same time, we must continue to hire women earlier in their career – who we can support and develop into future business leaders. Our early careers activities therefore continue, including headline sponsorship of Bright Network’s Women in TEC, which brings together over 300 women interested in careers within technology, engineering and consulting.

Looking further to the future, in 2024 we established our TTP Future Scholars programme. Targeted at students in Years 12 and 13, it provides work experience, the potential for financial support, internships and mentoring for individuals who go on to pursue a STEM degree at university. The programme is targeted at students from under-represented backgrounds, including women, individuals of Black heritage, and those from lower socio-economic backgrounds. Our involvement with Cambridge LaunchPad, a programme which TTP co-founded and is run by Form the Future, also continues, providing school-age students the opportunity to get a glimpse into STEM careers.

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

For the last three 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.

Since we first began reporting on our gender pay gap, the proportion of women leading teams has increased to 33%. This is an important step forward, providing meaningful development opportunities for individuals and visible women role models. Over time, this will help us achieve greater gender balance at the most senior levels of our business, which we recognise is important.

Going forwards, we will harness the power of our internal Women's Network to provide additional mentors – more formal supportive relationships for those who would like these, and opportunities to share experience. This will supplement existing mentoring and buddying initiatives. In addition, women within our business will be able to access external networks for inspiration and support (through partnerships like the Rising Network, mentioned within the recruitment section of this report).

Retaining women as they progress through different life stages remains important. Starting in August 2024, we have extended fully paid maternity leave to 6 months. We also continue to support new parents returning to work through our Returnity scheme, which guarantees a phased return, and through peer support. Additionally, we offer expert menopause support services through our private healthcare insurance.







# All colleagues feel that they belong within our community

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.

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.

Throughout Autumn 2024, we held Allyship & Belonging workshops to encourage all colleagues to take responsibility for ensuring ours is a welcoming, inclusive environment for everyone. Team by team, these will continue into 2025, encouraging the sharing of stories, experiences, and broadening our understanding and perspectives.

Our employee networks are also essential in providing different communities for our colleagues. Our Women's Network is one of these internal networks, bringing women together to share perspectives, socialise and make connections. This year, we have liaised with our Women's Network on our action plan for shifting our gender balance, soliciting thoughts and feedback. We will seek to do and offer more over the next year, helping to build and maintain further momentum for the Women's Network.

Ultimately, we want all women within our community to feel like they belong, are supported in their development, and that their voices and opinions matter – and are heard throughout our business.



TTP plc

TTP Campus, Cambridge Road,  
SG8 6HQ

+44 1763 262626

[ttp.com](http://ttp.com)