

At TT Electronics we strive to build a supportive, diverse and engaging place to work. Our people are our foundation to deliver our electronic expertise, to solve technology challenges for a sustainable world.

Creating a positive work environment where all employees want to build their expertise and progress is of paramount importance to TT. We strive to build a supportive, diverse and engaging place to work built around our “TT Way” culture.

At TT we aim to always employ the best person for the job, and endeavour to make sure that our recruitment, training and development and our remuneration policy are fair and do not contain any unintentional bias.

Across the UK Manufacturing industry, there are more male employees than female employees, with women making up 1 in 4 of employees. At TT, women make up over a third of our UK workforce. Whilst significantly

above the industry average, we recognise the need to do more as women continue to be underrepresented in our senior positions for both managerial and technical roles.

34% of our female employees earn at or above our median pay level in the UK, up from 32% in 2019 and up from 25% in 2018. Like many employers within our industry, we engage with our local communities to encourage more women to pursue technical and engineering based careers. With less than 1 in 6 engineering and technology graduates in the UK being female, collectively we must continue to address the diversity skills gap.

## Gender Pay Statistics

The snapshot date of the 2020 report, 5 April 2020, followed the commencement of the COVID-19 pandemic. To protect our employees from the impact of the pandemic on our end markets and to protect our most vulnerable employees around 15% of employees were on furlough on the snapshot date. Whilst it is difficult to quantify the impact of furlough on the 2020 statistics, it is expected that the 2020 statistics whilst broadly representative are in some cases impacted by employees on furlough being excluded from the analysis.

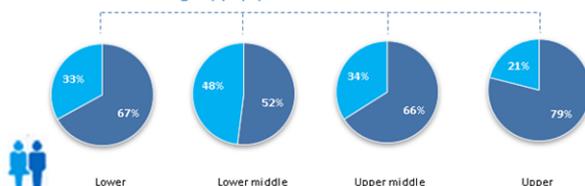
TT Electronics had eleven employing entities in the UK on the snapshot date. Under the gender pay reporting regulations, statistics for the three entities with 250 employees or more are as follows.

## Gender Pay Statistics: Aero Stanrew Ltd

Pay gap	2020	2019
Median hourly pay difference between men and women	7.7%	13.3%
Mean hourly pay difference between men and women	12.1%	16.9%

Bonus gap	2020	2019
Median bonus difference between men and women	27.1%	63.6%
Mean bonus difference between men and women	77.6%	59.5%

Male and Female earnings by pay quartile



Proportion of men and women receiving a bonus

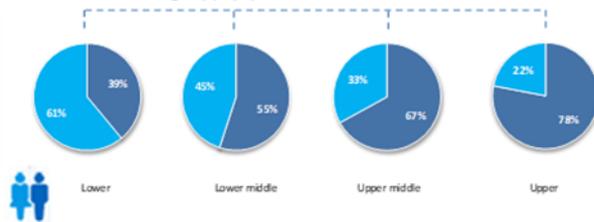
	2020	2019
Male employees receiving bonus pay	38.2%	4.7%
Female employees receiving bonus pay	50.0%	3.6%

## Gender Pay Statistics: TT Electronics Integrated Manufacturing Services Ltd

Pay gap	2020	2019
Median hourly pay difference between men and women	23.1%	23.6%
Mean hourly pay difference between men and women	26.7%	28.4%

Bonus gap	2020	2019
Median bonus difference between men and women	89.3%	90.6%
Mean bonus difference between men and women	85.8%	92.1%

Male and Female earnings by pay quartile



Proportion of men and women receiving a bonus

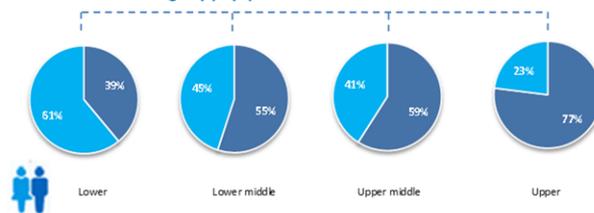
	2020	2019
Male employees receiving bonus pay	4.7%	9.5%
Female employees receiving bonus pay	6.8%	11.6%

## Gender Pay Statistics: Welwyn Components Ltd

Pay gap	2020	2019
Median hourly pay difference between men and women	17.1%	15.1%
Mean hourly pay difference between men and women	22.5%	17.1%

Bonus gap	2020	2019
Median bonus difference between men and women	2.0%	1.5%
Mean bonus difference between men and women	24.0%	22.4%

Male and Female earnings by pay quartile



Proportion of men and women receiving a bonus

	2020	2019
Male employees receiving bonus pay	97.7%	92.7%
Female employees receiving bonus pay	98.5%	93.3%

## Understanding our gender pay gaps

Our pay and bonus gaps are reflective of women holding fewer senior managerial and technical positions than men. This is similar to the UK national workforce where 10% of professional engineers are women and 15% of management roles in STEM (Science, Technology, Engineering and Maths) are held by women<sup>1</sup>. Women held 38% of our roles in the UK in April 2020 and 34% of those earned at or above our median pay level.

The composition of our workforce has a similar influence on our bonus gaps. Most of our entities, such as Welwyn Components Limited and Aero Stanrew, operate annual bonus profit share schemes which cover most employees. More senior positions are eligible to join the TT Group annual incentive scheme and the most senior positions are eligible for Long Term Incentive awards. The higher proportion of men in these roles results in mean bonus gaps across the UK as a whole.

## Tackling our gender pay gap

The challenge for TT, as with the rest of the industry is multi-fold.

**More women in senior managerial and technical roles.** In the last twelve months we appointed our first female General Manager in the US and have embarked on a company-wide initiative to standardise our recruitment process, reduce selection bias and attract more women into our business. At a local level we continued to engage with our local communities to inspire more women to follow STEM-related careers. We also continue to promote apprentice schemes, which target diverse intakes, champion talent and nurture our leading experts of the future.

**Support the development of female employees.** At the end of 2020 we began designing our first Women's Leadership Programme to accelerate the development of our emerging and high potential talent. This programme will go live in Q3 of 2021 and will see men participating at various stages. Additionally, we will be introducing mentoring and sponsorship to sit alongside the programme. We continue to focus on diversity in our talent and succession planning.

**Facilitate systemic change.** At TT we operate market leading UK maternity and paternity provisions and are working to improve flexible working initiatives where we can. In 2021, we will continue to build a supportive, diverse and engaging place to work, built around the "TT Way" through various leadership initiatives e.g. International Women's Day celebrations. This extends, but is not limited to, our requirement that all our managers facilitate development conversations with their people, resulting in meaningful development plans.

There is, no doubt, more for us to do. We recognise that this is a multi-faceted challenge requiring a multi-pronged approach and believe that the steps we are already taking, will facilitate our progress to becoming an even more inclusive and diverse business.

## Statement

We confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Warren Tucker  
Chairman, TT Electronics plc

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