

MTC Gender Pay Gap Report 2025

April 2026

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mtc  where
progress
happens

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Gender Pay Gap Report Introduction

At MTC, inclusion is not just a principle, it is a commitment. We believe that diversity drives innovation and success. Our goal is to create a world-class environment where every individual feels valued, respected, and empowered to thrive.

Graham Hoare, Chief Executive Officer



As the new CPO, and having joined MTC recently, it is clear to me what a unique and inspiring organisation this is. I have enjoyed meeting colleagues across MTC and have been struck by the passion, dedication and strong sense of community that underpin our work. Creating a workplace where everyone feels welcome, included, and supported is something I care deeply about, and I am excited to build on the strong foundations already in place.

Over recent months, I have worked with teams to understand how we attract talent, support development, and foster a culture of belonging. Our People Strategy is central to this and is focused on delivering meaningful experiences at every stage of a colleague's career.

This report outlines the steps taken over the past year to reduce the gender pay gap. While progress has been made, closing the gap remains a long-term commitment. I confirm this report is accurate and prepared in line with gender pay gap reporting requirements.

Fiona Mee, Chief People Officer



Gender Pay Gap Report Definitions

The Gender Pay Gap shows the difference between the average (mean or median) earnings of men and women. It is always expressed as a percentage of male earnings.

Mean Pay Gap:

Is the difference in the average hourly pay for women compared to men.



Median Pay Gap:

Is the middle number when hourly rates are placed in order from lowest to highest.



The Gender Pay Gap is not the same as 'Equal Pay'

Equal Pay:

Equal pay deals with pay discrimination and the differences in pay when members of the opposite sex are paid differently yet they carry out the same, similar or work of equal value.

Gender Pay Gap Report

What is included as Pay?

Included in the calculation	Excluded from the calculation
<ol style="list-style-type: none">1. Basic Pay2. Allowances3. Shift Premium Pay4. Pay for leave e.g. Sickness absence5. Bonuses – which were paid in the pay period.	<ol style="list-style-type: none">1. Overtime2. Redundancy/ Termination Payments3. Arrears4. Expenses5. Salary sacrifices. The figure used is post salary sacrifice.6. Pension deductions. Use the figure before deduction at source.

Gender Pay Gap Report

Our Gender Pay Gap and Bonus results

9.3%

MTC's 2025 mean gender pay gap

↓ by 3% on 2024

(2024 12.3%)

8.3%

MTC's 2026 median gender pay gap

↓ by 2.3% on 2024

(2024 11.7%)

9.1%

MTC's 2025 mean gender bonus gap

↓ by 32% on 2024

(2024 40.8%)

0% *

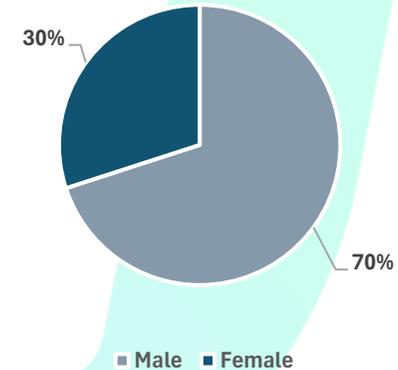
MTC's 2025 median gender bonus gap

↓ by 70.8% on 2024

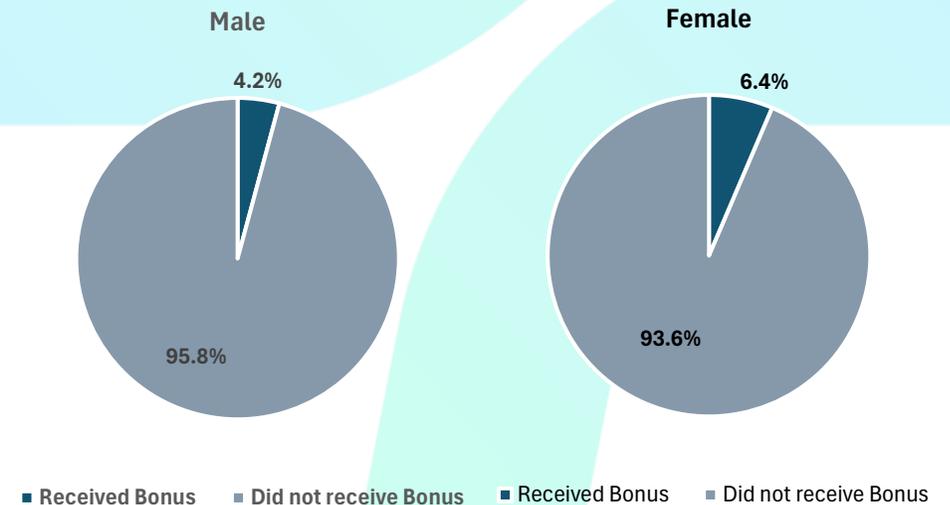
(2024 70.8%)

*Minimal bonus payments made

MTC's Gender Split



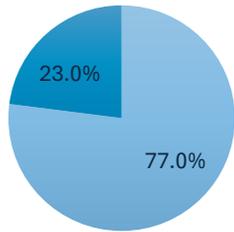
Bonus Proportion of Males and Females paid a bonus



Gender Pay Gap Report

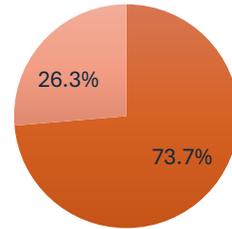
Pay Quartiles

Upper Quartile



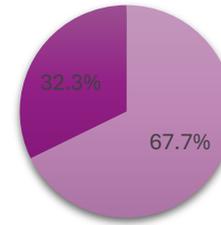
Male Female

Upper Middle Quartile



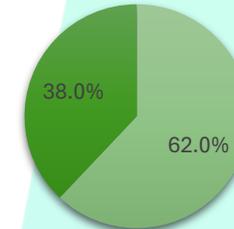
Male Female

Lower Middle Quartile



Male Female

Lower Quartile



Male Female

What do our results show?

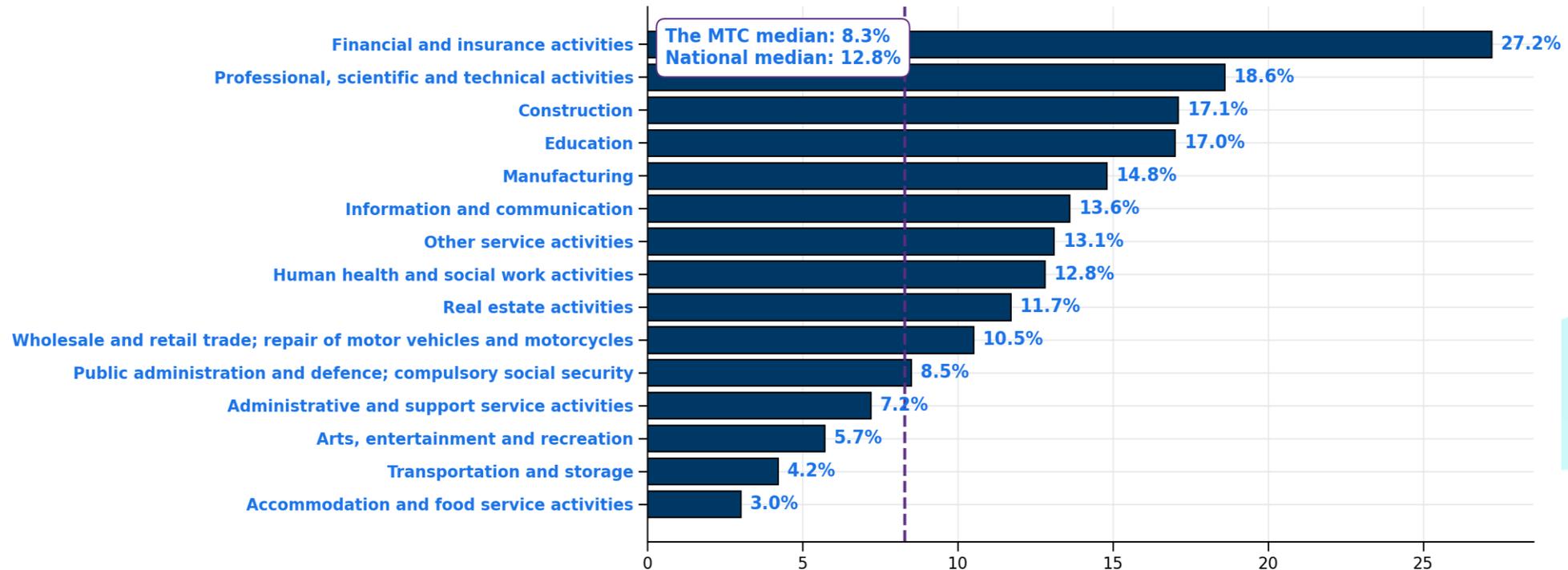
Between 2024 and 2025, female representation increased modestly in the upper pay quartile and more significantly in the upper-middle quartile, indicating early progress in progression into higher-paid roles, and narrowing the gap between females and males. However, women remain disproportionately represented in the lower quartiles, meaning sustained focus on career progression and access to senior roles is still a focus to reduce the gender pay gap.

Year	Upper Quartile of Proportion of Females	Upper-Middle Proportion of Females	Lower Middle Quartile Proportion of Females	Lower Quartile Proportion of Females
2025	23.0%	26.3%	32.3%	38.0%
2024	22.0%	20.9%	34.1%	36.6%
Difference	1.0%	5.5%	-1.8%	1.4%

Gender Pay Gap Report

National Statistics by Sector

How do we compare to other sectors and national data?



Source: ONS ASHE 2025

MTC's median gender pay gap of 8.3% compares favourably with national benchmarks for technology-related sectors, which typically report gaps in the mid-teens. While higher than the UK average in some public-sector-dominated industries, MTC's position reflects a comparatively balanced distribution of roles and pay when set against its sector context.

Gender Pay Gap Report

Closing the Gap – The last 12 months

Over the past year we have continued to take targeted and sustained action to address the drivers of our gender pay gap, with a particular focus on early-career representation, inclusive recruitment, outreach and building long-term talent pipelines.

We remain committed to increasing female representation within our early-career population. This is evidenced by 44% of our 2025 graduate intake being female, supporting a more balanced future workforce and addressing gender representation at entry and progression points.

To further champion women in manufacturing, we were proud to host an Ada Lovelace Day event in Parliament October 2025, focused on the future of women in UK manufacturing. The event, hosted by MTC, in partnership with Lloyds Banking Group and sponsored by Jodie Gosling MP, brought together women role models, industry leaders, and local changemakers. The discussion centred on practical strategies to attract, retain and progress women within manufacturing and engineering careers, helping to influence change both within MTC and across the wider sector.

Through our STEM outreach programme, we attended the 2026 Warwick Skills Show, raising awareness of careers in Engineering and Business and engaging directly with young people to challenge perceptions and encourage greater diversity into technical career pathways. In addition, we hosted and sponsored external school programmes, continuing to promote STEM careers and improve visibility of opportunities for under-represented groups.

Inclusive recruitment has remained a key focus. Now in its second year, the Talent Acquisition team has become a core partner across all stages of recruitment — from role design and advertising through to shortlisting, interviewing and final selection. The team has ensured a strong and consistent focus on ED&I at every stage of the process, supporting balanced shortlists and fair selection outcomes. Hiring managers continue to receive expert guidance to help mitigate bias and support inclusive decision-making.

To strengthen understanding and inform action planning, we also delivered internal round-table discussions, including a dedicated focus on gender. These sessions have helped surface lived experiences, identify barriers to progression, and inform practical actions to support greater equity across the organisation.

Gender Pay Gap Report

Closing the Gap: Key Actions for 2026 and beyond

Over the coming year, our focus will be on addressing the key drivers of our gender pay gap through targeted action across progression, representation, recruitment, and retention

We will continue to embed our career level framework to strengthen transparency in progression, support equitable access to development opportunities, and enable consistent and fair pay and promotion decisions.

We will take targeted action to increase representation at senior and specialist levels, supporting the retention and progression of women into higher-paid roles where representation has the greatest impact on the gender pay gap.

Inclusive recruitment will remain a priority, with ongoing review of role design, advertising, shortlisting and interview processes to mitigate bias and strengthen diverse talent pipelines.

We will further enhance our use of workforce and reward data to improve understanding of gender representation, pay distribution and progression outcomes, and to monitor the impact of our actions over time.

We are committed to promote inclusive and flexible working practices to support retention, career sustainability and progression.

We will remain committed to inspire the next generation through our sponsorship of the Girls in Innovation 2026 Programme to encourage future talent into STEM fields; by presenting at the “Unlocking the Future: Engineering Intelligence” 2026 Annual Conference; and by continuing to grow our STEM outreach programme with targeted activities in girls-only schools and communities with lower access to STEM opportunities.

We will deepen our support for people networks, including Women at MTC, to foster an inclusive and supportive workplace.