

Gender Pay Gap

2025



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At NTT DATA, building a more balanced and inclusive organisation is fundamental to our long-term performance and sustainability. Diverse teams strengthen decision-making, fuel innovation and help us better serve our clients in an increasingly complex and competitive market.

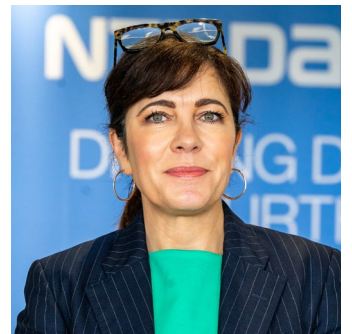


Our focus is on sustained progress – embedding equity into how we attract, develop and reward talent, and ensuring our organisation continues to grow in capability, resilience, and leadership depth. This approach supports our ambition to make NTT DATA the place where people grow, while strengthening the business for the future.

Niccolo Spataro, CEO

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At NTT DATA, we remain firmly committed to diversity, equity and inclusion, and to making this the place where people grow. Progress on gender representation and pay equity is being made through sustained, consistent action, as we continue to focus on increasing female representation and strengthening pathways into senior leadership.



Our priority remains equity – ensuring that barriers to progression are addressed and that everyone has the opportunity to develop, thrive and progress. Closing the gender pay gap is a long-term endeavour, and we remain committed to this journey through continued focus, accountability and inclusive culture change.

Clare Stephens, EU Head of Diversity & Inclusion

Introduction

Gender Pay Gap Report 2025



We have published our Gender Pay report in accordance with the requirements of The Equality Act 2009 (Gender Pay Gap Information) Regulations 2017.

We continue to champion diversity, equity and inclusion as a key driver of innovation and an essential part of building a strong organisation. Gender pay gap reporting provides a valuable snapshot of our progress towards greater gender equality and helps us identify where targeted action is needed.

This year's report reflects continued progress in our hourly pay outcomes, while highlighting the ongoing impact of role distribution on pay and bonus differences. Our focus remains on increasing representation at senior levels, strengthening career progression pathways, and reinforcing our inclusive culture through sustained initiatives and leadership accountability.

NTT DATA UK Limited

Gender Pay Gap

Hourly Pay

- A decrease in the Median compared to last year.
- Mean pay gap remains similar to 2024.

Gender Pay Gap		
Pay Gap	2025	2024
Mean	17.97%	20.04%
Median	15.42%	17.76%

Bonus Pay

- Mean bonus GPG is 29.23%, down from 34.52% in 2024.
- Median bonus GPG is 29.19%, down from 32% in 2024

Bonus Pay Gap		
Pay Gap	2025	2024
Mean	29.23%	34.52%
Median	29.19%	32%

Bonus Recipients



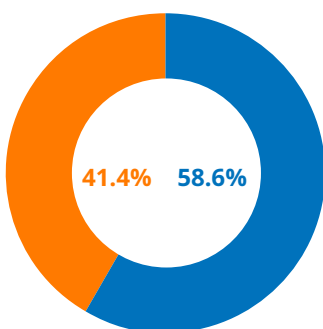
- 24% of men received a bonus in 2025 (compared to 72% in 2024)



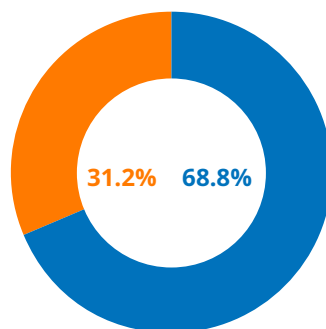
- 20% of women received a bonus in 2025 (compared to 58% in 2024)



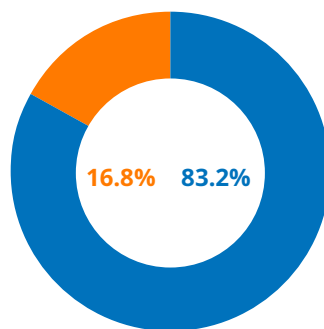
Gender split



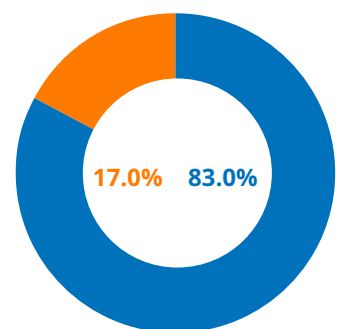
Lower Quartile



Lower Middle Quartile



Upper Middle Quartile



Upper Quartile

The overall gender pay gap has shown improvement compared to the previous year, with a reduction in our hourly pay gap and continued movement in bonus outcomes. This reflects gradual progress in workforce composition, while highlighting that role distribution continues to influence overall pay and bonus differences. Women now hold a slightly higher proportion of senior roles than last year, although representation at leadership levels remains a key priority.

We continue to work towards closing the gap in hourly pay, which is primarily driven by the lower representation of women in higher-paying roles. This data reinforces the importance of sustained focus on career progression, talent development and long-term pipeline growth to support greater balance at senior levels.

To maintain momentum, we remain focused on strengthening accountability and embedding gender diversity goals across the organisation. These internal priorities are designed to support consistent progress and ensure continued attention on building a more balanced workforce.

We recognise that meaningful and lasting change requires sustained effort across multiple areas.

Our ongoing focus includes:

Leadership accountability:

Ensuring senior leaders remain actively engaged in driving progress on gender balance and inclusion.

Career progression and development:

Strengthening pathways that support progression into senior and leadership roles.

Inclusive culture and engagement:

Continuing to support inclusion through employee networks and engagement initiatives.

Financial wellbeing awareness:

Increasing understanding of long-term financial outcomes, including pensions, to support informed decision-making.



