

# UK Gender Pay Gap Reporting

November 2025

## Reporting timeframe

All of the data analyzed was for the period April 2024 to April 2025

For NTT DATA Services



## NTT DATA Services

NTT DATA Services works globally to help businesses, organizations and government entities transform operations through digital technologies. Inclusion is one of our corporate priorities, and our immediate focus is on recruiting, retaining, and developing women across our business.

Our support for gender equity is based on respect for basic human fairness, and it recognizes that gender equity correlates to better business results and is a key component in sustaining an inclusive culture. Pay equity is an important piece of ensuring all employees feel valued and supported at NTT DATA.

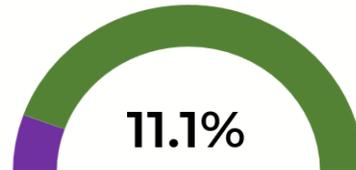


# Pay analysis

**Mean hourly pay**



**Median hourly pay**



For 2025, the gender hourly pay gap is 6.4% this decreased from 15% in the previous year. The median hourly pay difference between women and men decreased from last year to 11.1% from 19.3%. The decrease is due to headcount movement. When analyzed by grade level and work role, the differences are major and are driven by length of service, time in role and/or skills required.

When reviewing the employees against internal pay ranges women are predominantly positioned at the same or higher than men within the range for the specific job family and grade level, there is a minimal gap. The overall pay gap is impacted by a limited number of women in senior positions.

Women in NTT DATA UK account for 15.9% of the total population. The entire industry has work to do regarding gender parity, and NTT DATA Services is committed to increasing the percentage and success of women within our ranks. From the highest levels of the corporation, we promote Inclusion and Belonging as a business imperative.

	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Upper Quartile
	85%	74.4%	87.2%	89.7%
	15%	25.6%	12.8%	10.3%

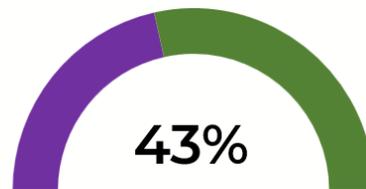


# Bonus analysis

**Bonus mean**



**Bonus median**



NTT DATA Services rewards for performance, and employees have equal opportunities to participate in incentive payment plans. Specific plans are determined by role and job grade. For our 2025 results, 83% of men and 93% of women received a bonus. Men received higher mean payouts by 21% than their female counterparts and 43% percent on the median. When comparison is reviewed at specific grade levels and where there is significant female population, women on average receive a bonus equal to or higher than their male counterparts. The bonus gap is significantly impacted by sales commissions and the minimal presence of women in senior roles.





# Our commitment

As part of our effort to effect positive change for women, NTT DATA supports the employee-led “Women Inspire NTT DATA (WIN)” which is our largest Employee Resource Group and has a global footprint. WIN provides opportunities for employees to nurture personal and professional development, support recruitment and retention of women, and promote and support inclusion and belonging initiatives that recognize and respect the individuality of all NTT DATA employees.

Inclusion and Belonging are core values for NTT DATA Services, and a key part of our company’s vision is that we enhance our creativity by respecting diversity. Our inclusion and belonging council drives this strategic direction. One way we support the achievement and sustainment of our goals is through continuing education and development programs, awareness, and practice through in-house training. NTT DATA launched an Inclusion Intelligence certification program that helps team members understand the importance of modelling the values, actions and decision-making needed to sustain a more diverse, equitable and inclusive workplace. With multiple diversity programs worldwide, we leverage tremendous strength in working together toward common objectives through our Inclusion and Belonging Champions. Our Champions harness the power of our corporate programs and initiatives, while driving new ideas and activities locally across the globe.

“Inclusion and Belonging are one of our top corporate priorities, and our commitment is illustrated by the small pay gap identified in Ireland at individual grade levels. Even so, we have work to do, and we’re focused on recruitment efforts and support systems that will lead to a more gender-balanced workforce. We view this as both a moral and business imperative. Fairness is the right thing to do, and credible research proves that gender balance leads to better financial results, increased market share and greater innovation.”

— **Kristina Brokelmann** - Executive, Head of People & Culture, UK&I