



# Gender pay gap **report**

Thatcham  
Research



# Thatcham Research Gender Pay Gap Report

A fair and inclusive workplace is fundamental to our success as an organisation.

I am committed to building a diverse and inclusive business – where our workforce is representative of society, and our people feel free to be themselves and succeed in their careers.

As a business operating within a male dominated industry, Thatcham Research has an important role to play in driving gender equality. The automotive industry still suffers from gender imbalance, particularly at a senior level. We want to change that.



**Jonathan Hewett**  
Chief Executive

Thatcham  
Research





## Legislation

Organisations have a legal obligation to pay men and women equally, for equal work. Gender pay gap (GPG) legislation requires employers in the United Kingdom with 250 employees or more to calculate and publish their GPG data each year.

This is the first time we have shared our GPG. Due to the size of our organisation, we are not legally required to share these details, but have chosen to demonstrate transparency with our colleagues and external partners. We hope in doing so, we signal our commitment to equality and equal pay and hold ourselves accountable for driving change.

We will use our GPG data to set a benchmark for 2023. We have committed to sharing this each year and will monitor progress as our inclusion journey continues.



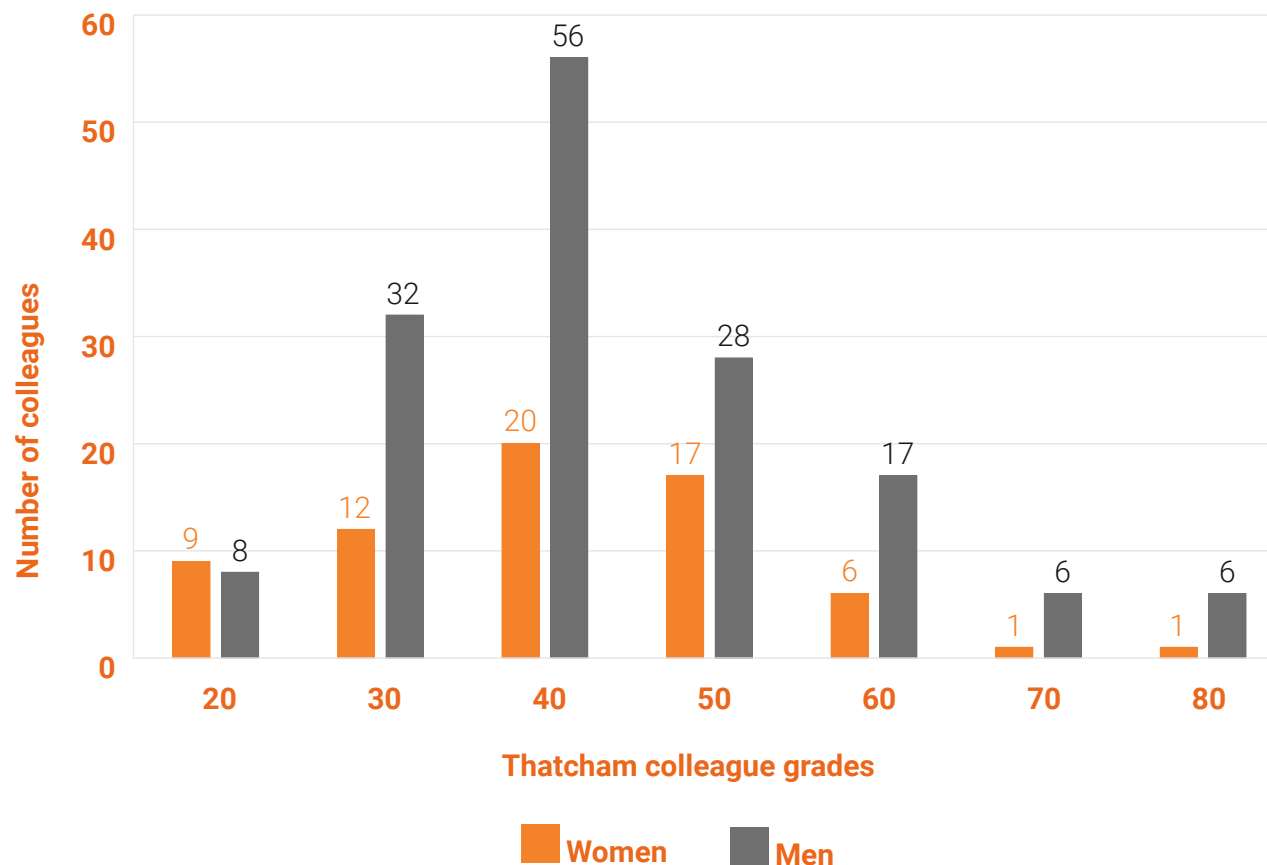
## Our Data

The GPG marks the difference between the average earnings of men and women in an organisation.

**It is important to note that we do not pay colleagues differently based on gender.**

We have a fair approach to pay across all levels of the organisation and this is regularly monitored and reviewed.

Our GPG is negatively impacted by the fact that men and women are represented unequally at different levels of our organisation – in simple terms, fewer Thatcham Research colleagues are women – as demonstrated in the below graph which shows our headcount split by gender (2022).





## Our Pay Quartiles

The following data illustrates the proportion of men and women at Thatcham Research within four pay quartiles as of 5 April 2022.

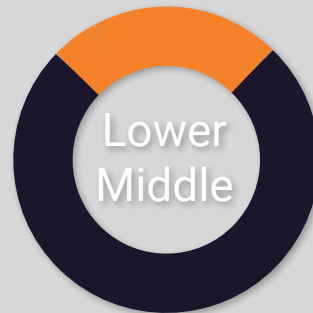
We have a higher proportion of men at all levels of the organisation. There is the most equal proportion of men and women at the lowest quartile and the most unequal balance at the upper quartile. Our data indicates that our pay gap is negatively impacted due to a greater proportion of men in roles which attract higher salaries due to seniority level.

**42%** women



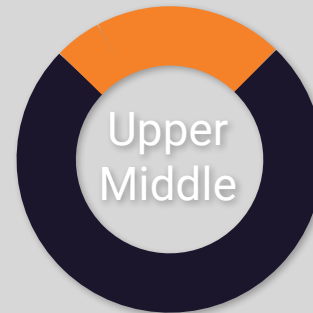
**59%** men

**25%** women



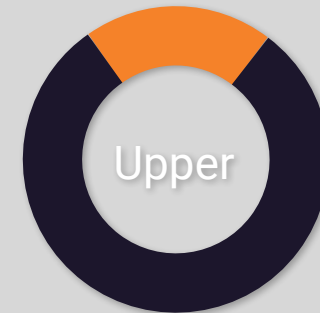
**75%** men

**29%** women



**71%** men

**22%** women



**78%** men



## Salary

### Gender Pay Gap

At Thatcham Research, our average, or mean, GPG is 14% in favour of men. This means that for every £1 earned by a man, a woman will earn 86p.

The pay quartiles for our median pay gap represent hourly rate ranked from highest to lowest. When looking at the median pay gap we can see that for every £1 earned by a man, a woman earns 93p. When we talk about the median, we are referring to the middle value. For example, if there are nine people in the population of an organisation and you lined them up in order of salary, the median is the salary of the person in the middle (i.e., the 5th person).

We know from our data that the main factor influencing our GPG is the structure of our workforce. We have lower women representation in senior leadership roles and a higher representation of women in more junior roles.

**14%**

**Mean in favour of men.**

**7%**

**Median in favour of men.**



## Bonuses

The data below shows our mean and median bonus pay gap figures.

**96%** Men received a bonus.

Our mean bonus pay gap reflects the fact that we have more men than women in roles which attract regular bonus payments. Typically bonus receivers are those operating at managerial level and above, as we have more men than women operating at this level of the organisation.

**97%** Women received a bonus.

**29%** For every £1 bonus earned by a man, a woman will earn 71p (Mean).

**0%** For every £1 bonus earned by a man, a woman earns £1 (Median).

In 2022 we awarded two cost of living bonuses to all colleagues outside of the senior leadership team – a direct response to increases in the cost of living. In 2023 we will continue to review the financial wellbeing and support we provide to all colleagues.



## What we're doing to close the gap

We can see that we have work to do. We're committed to closing the gap and developing a culture where everyone feels included, valued and able to reach their full potential, regardless of the gender they identify with.

We will do this via a range of short- and long-term activities to deliver authentic and sustainable change.

For example:

### Partner Networks

In 2022 we became silver members of the Automotive 30% Club, a voluntary network of CEOs with a shared objective of achieving a better gender balance within the automotive industry. Along with the other member organisations, we aim to fill at least 30% of key leadership roles with diverse women by 2030 through a "30 by 30" strategy.

It is not a quota and we do not advocate positive discrimination, we simply want to do the right thing, by everyone. There is still a significant gender imbalance within the wider automotive industry and our silver membership signifies an extension of our commitment to diversity, inclusion and equality, both internally and across the industry.

### Culture

In 2022 we conducted our first ever diversity, equality, and inclusion (DE&I) survey, helping us to establish a clear understanding of our organisational makeup and gain insight into how our colleagues feel about our culture and commitment to DE&I.

We received a great response, 67% of our colleagues participated and 89% of respondents reported that they felt a sense of belonging at Thatcham Research.

We arranged several focus groups which were facilitated by an external diversity and inclusion specialist. The focus groups enabled our colleagues to speak in detail about some of the topics raised in the DE&I survey.

These activities have enabled us to gain a real understanding of what matters most to our colleagues. And we have used this feedback to shape our DE&I strategy for 2023, working closely with colleagues to measure our success.





## Flexible Working

From feedback provided by our people, we know that flexible working is important.

The disruption caused by the pandemic demonstrated that we can enjoy the benefits of working from home and still deliver great work. That's why wherever possible, we offer a hybrid working model, where our people can choose to spend time working from the office and from home.

Recently we have re-designed some of our office spaces with flexibility in mind and have also introduced hot-desking, to promote collaboration and team building.

We understand that more flexible ways of working benefits us all, but particularly those who have childcare and caring responsibilities.

## Recruitment and Promotion Practices

In 2022 we also worked with an external DE&I specialist to conduct an external audit of our recruitment practices and policies. The audit identified that all our recruitment processes from application stage to onboarding were inclusive.

The audit did uncover that some of our adverts contained more masculine coded language, so we embedded a gender decoder in our applicant tracking system, helping us to create more gender-neutral writing and strip out subtle bias.

Wherever possible, we advertise our jobs as open to flexible and / or hybrid working.

We will continue to review our recruitment practices and in 2023 we will be looking at ways to make them even more inclusive. For example, through introducing applicant feedback surveys. In addition, we will be implementing better ways to monitor and report on voluntary candidate diversity data.

Through these activities we will gain a better understanding of our successes, as well as the areas we need to focus on.

## Schools Outreach Activities

We are not going to achieve a better automotive gender balance if younger generations are not inspired to consider careers in the industry. Through our outreach programme we partner with schools in our local communities to myth-bust perceptions of the automotive sector as a place only for 'petrol heads'.

Through workshops, presentations, work experience and tours of our facilities we help students navigate into the world of work, while raising awareness of our industry's ample opportunities for innovation, creativity, communication, collaboration, customer service, enterprise and commerce.

## What's Next?

We are dedicated to inclusion and closing the GPG. Diversity and inclusion is a journey and we will not improve gender balance overnight. Through the regular monitoring of data, we will learn continuously, listening to feedback from our people to drive change.

The GPG will continue to be a crucial metric that we use to track and report progress on our inclusion journey.



Thank you for reading the Thatcham Research - Gender pay gap report.

Share your views with us:



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