



Published 2025

Teleperformance UK Ltd

Gender Pay Gap Report



Championing Women and Promoting Inclusivity: TP's Commitment to Equality and Diversity

At TP, we truly value the diverse strengths that each team member brings. Our executive leadership team and I are deeply committed to promoting equality and diversity for every employee. We strive to create an inclusive environment where everyone feels empowered to achieve their personal best, knowing that their success contributes to the overall success of our organisation, our clients, and their customers.

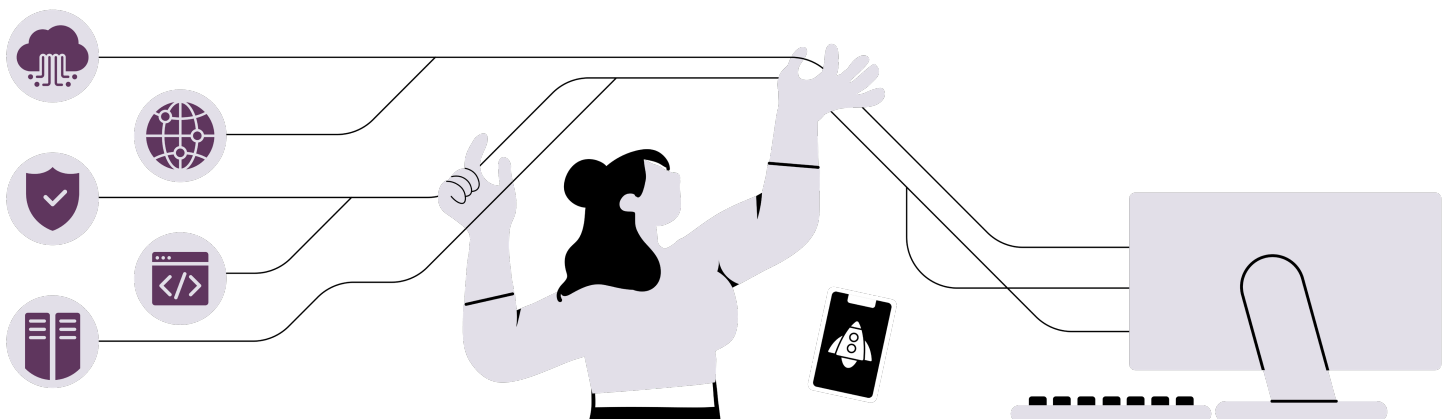
In addition to our ongoing efforts, we are now leveraging the power of Artificial Intelligence (AI) and Emotional Intelligence (EI) to better understand our emotions and the impact they have on those we interact with. By integrating AI and EI into our processes, we aim to enhance our ability to connect with and support our employees, clients, and customers on a deeper level.

Throughout 2024, we focused on promoting flexible working, including work-from-home where possible, and providing equitable pay and rewards for our people, irrespective of gender or background. We ensure that we not only provide opportunities to all but also reward our staff based on the role they perform, not their gender.

I am particularly proud to announce that for the fourth consecutive year, in 2024, TP UK was recognised as one of the best workplaces for women by Great Place to Work. This recognition is a testament to the actions we are taking to ensure equality and inclusivity in our workplace.

In 2024, we conducted our annual review of our gender pay gap. I am pleased to report that our gender pay gap remains lower than the UK and industry average. However, we acknowledge that there is still work to be done, particularly in attracting female applicants into traditionally male-oriented careers like IT and sales.

Looking ahead to 2025, we have made significant strides in our gender diversity initiatives. Accredited as a Menopause Friendly business in 2024, we are now working towards Menstruation Friendly accreditation. Our menopause training for leaders and gender-specific updates across employee networks are paving the way. Our partnership with the Purpose Coalition has strengthened these efforts, allowing us to participate in parliamentary discussions about supporting women in business.



The latest UK Employment Rights Bill mandates large businesses to provide a menopause action plan—an area where we are already ahead. As of February 2025, we see a gender mix of 56% female employees with an average age of 36. Notably, 36% of our directors are women, an increase from 33% in April 2024. Our manager-level roles have seen a rise in female representation from 41% to 45%.

To further support female leadership, we launched the Empower Her group in 2025. This group focuses on women in business and leadership apprenticeships, funded by our apprenticeship levy. These initiatives are shaping the future of women in leadership at TP.

To maintain our status as an employer of choice, we strongly believe that attracting, retaining, and developing talented individuals, regardless of gender, is critical to the success of our business. Our mission and values represent how we think and act day to day to achieve our main goal: happiness from inside out.



Gary Slade

Regional President & Chief Executive
Officer, Teleperformance UK, Ireland &
Sub-Saharan Africa

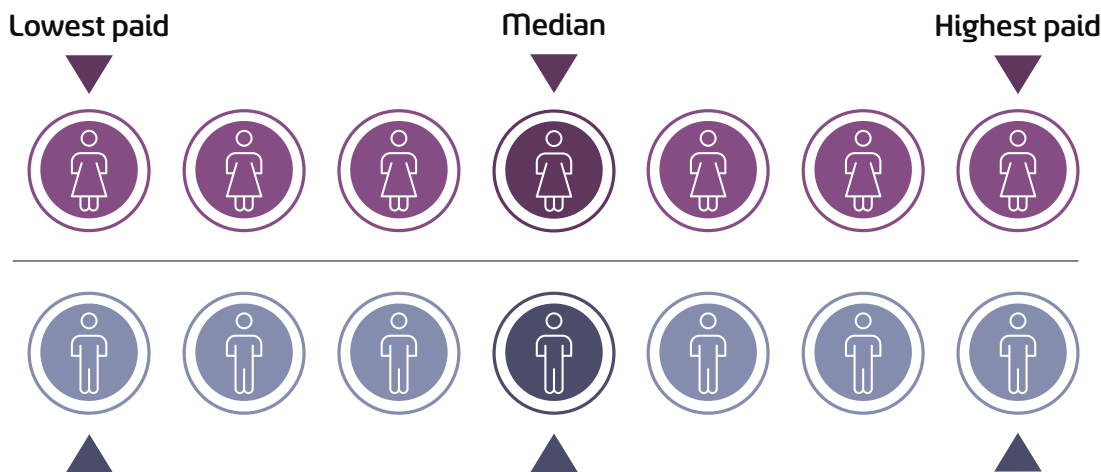
Gender pay gap definitions

The **gender pay gap** is the difference in the average hourly rate of pay between males and females. This is different from the issue of equal pay which is a legal requirement for men and women to be paid the same for equal work. Rather, the gender pay gap can be driven by a number of factors including a lack of women in more senior roles.

The calculation method for gender pay calculations is clearly set out by the in the legislation and all organisations must follow the same approach.

Distinguishing between median and mean

Median calculation



The median means the half-way point. It is the number which lands in the middle of a range of numbers. For the median gender pay gap this is like lining up all relevant employees from the lowest to the highest earners and then comparing the difference between the middle female employee and the middle male employee.

Mean calculation

Sum of **women's** hourly rate of pay



Total number of **women**

VS

Sum of **men's** hourly rate of pay



Total number of **men**

The mean is calculated from adding together the wages from all relevant employees and then dividing this by the number of employees.

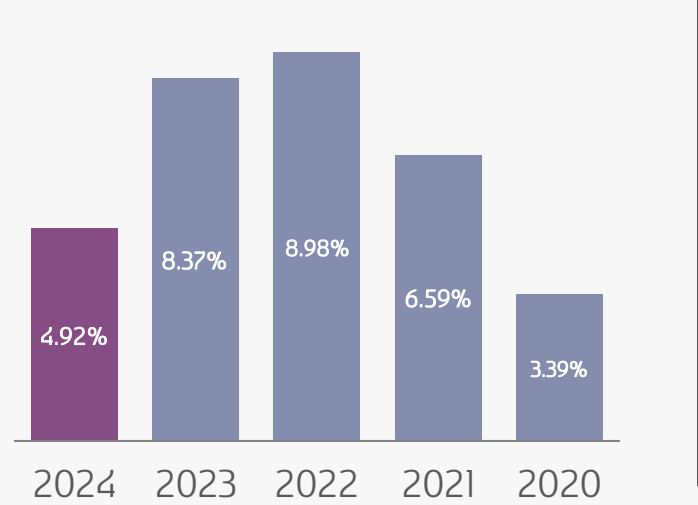
The mean gender pay gap is then calculated on the difference between the mean pay of males and females.

Key Metrics at a glance

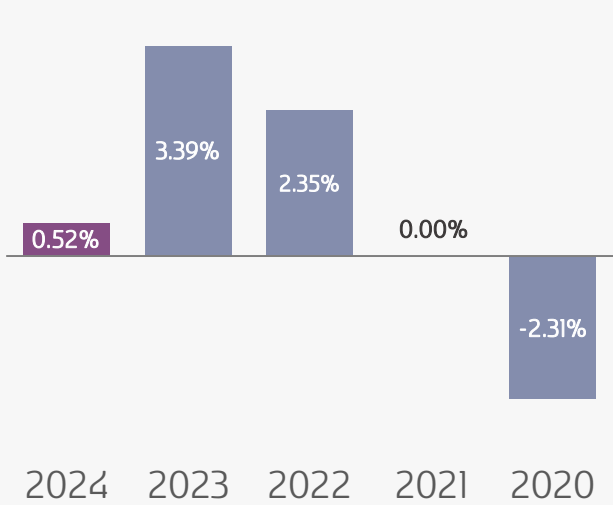
Gender Pay Gap

Difference between men and women across TPUK

Mean Average Gender Pay Gap



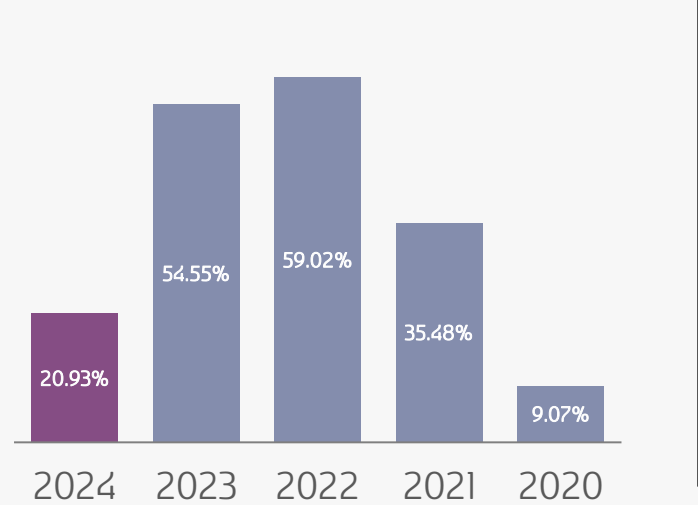
Median Average Gender Pay Gap



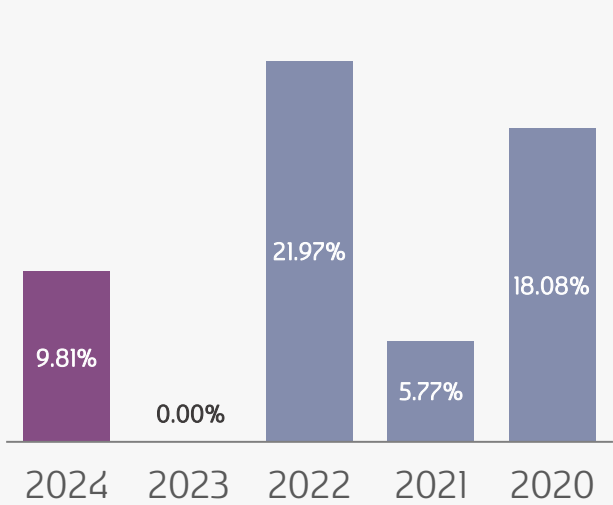
Bonus Gap

Difference between men and women across TPUK

Mean Bonus Pay

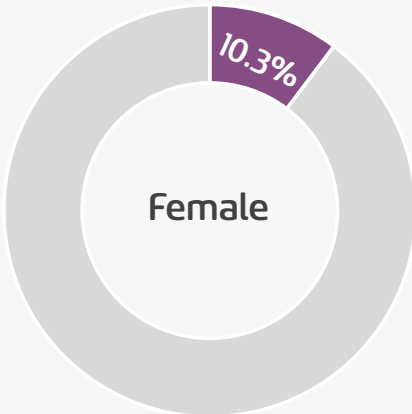
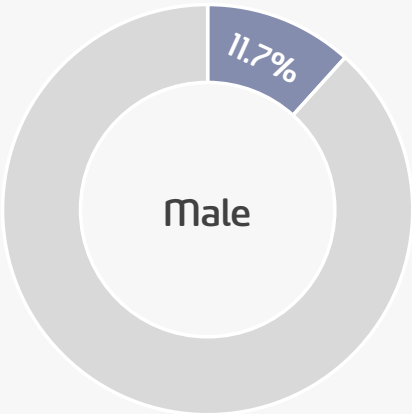


Median Bonus Gap



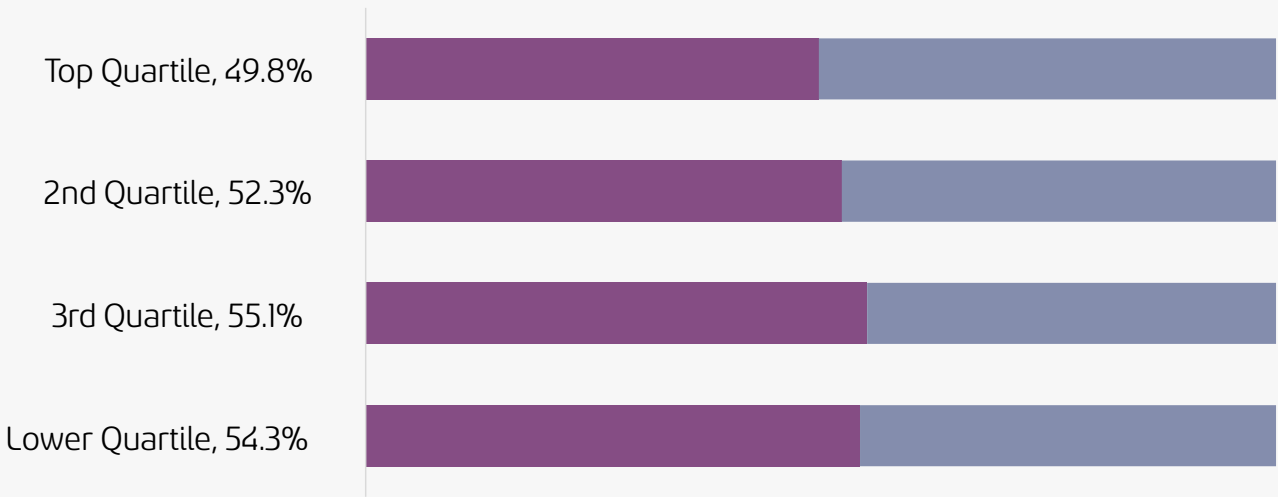
Mandatory Metrics on a page

Proportion of men and women getting a bonus



The % of males awarded a bonus for their performance was 1.4% higher than for females.
This has reduced from a 1.8% variance last year.

Proportion of men and women in each of the four pay quartiles



Female representation increased in the two top quartiles including a 1.6% increase in the top quartile and 1% increase in the 2nd quartile reducing the overall GPG as a result.





Jennifer Stephenson

VP of People Operations – HR
(UK & Ireland)

Our overall headcount has significantly increased compared to last year. However, the female demographic experienced a slight decrease from 57% to 56%, while the male demographic rose from 43% to 44%. This demonstrates that our ongoing efforts to enhance flexible working options continue to be accessible to all employees.

Compared to 2023/2024, we have observed a marginal improvement in our overall pay gap variance, which now stands at 4.92%, a decrease from 8.37% last year. This translates to females earning 95p for every £1 paid to males—an improvement of 3p from last year.

Female representation in the top quartiles has shown improvement, with a 1.6% increase in the top quartile and a 1% rise in the second quartile. These advancements have played a key role in reducing the overall gender pay gap. Collectively, the quartiles remain well-balanced, with no notable disparities or anomalies.

The lower quartile, which primarily consists of front-facing roles, has experienced a 3.6% decline in female representation compared to last year. However, the top two quartiles have seen a growth in female presence, leading to higher promotion rates and an increase in women taking roles in the second quartile (+1.4%). Notably, female representation in senior

executive roles has shown encouraging progress, with only a marginal 0.1% difference between genders. This positive trajectory has had a significant impact on narrowing the mean bonus pay gap, which has improved by 33.62% from the previous year.

At TP, we take pride in fostering a positive workplace culture that actively promotes flexible working arrangements, including remote work where applicable. These efforts have earned us continued recognition as one of the best workplaces for women by the Great Place to Work authority.

Looking ahead, we remain dedicated to reviewing and enhancing our pay and reward packages across all quartile roles. Our new job grading system aims to achieve greater parity in compensation levels. Additionally, we will continue collaborating with underrepresented and disadvantaged candidate groups to enhance their skills and employability.

As a business, we are exploring the role of Emotional Intelligence in the workplace. By helping employees and managers identify, understand, manage, express, and reflect on emotions, we aim to support our ethos of fostering a positive workplace culture for everyone.

We will closely monitor our gender pay gap data and adjust our strategies as needed. Our focus will remain on providing transparent and accessible career progression routes, nurturing our employees' talents, experiences, and skills to help them realise their full potential. This includes

advancing succession planning for existing roles and promoting mentorship initiatives such as Women in Leadership NVQs.

Furthermore, we are committed to supporting women in the workplace during menopause, and we are proud to have achieved the Menopause Friendly accreditation set as a goal for 2024. We will continue to review and update our policies to ensure they address current internal and external needs and align with the recent Employment Rights Bill.



My TP career journey...



Stacey Murray

Senior Project & Change Manager

Stacey's journey at Teleperformance is a great example of professional growth and dedication. Starting in 2000 as a Customer Service Advisor, she quickly adapted and moved into Quality Assurance, where she made a significant impact by driving the need for Campaign Quality Managers to help employees develop their careers. Her strong performance led to a promotion into Client Services, where her ability to build strong client relationships drove growth and new opportunities within the company.

In 2018, Stacey's transition to Project Management marked a key turning point in her career. She quickly became a key part of the team, offering crucial support to both the team and the wider business. Today, she oversees Project Management in the BFSI (Banking, Financial Services, and Insurance) sector across UKISSA, demonstrating her leadership and expertise in a highly specialised area.

"Joining Teleperformance has not only provided me with career growth but also personal fulfilment. The opportunity to learn and grow, along with obtaining industry certifications, is a testament to the supportive environment at Teleperformance."

I've had the chance to work with amazing mentors, build lasting friendships, and contribute to the company in such meaningful ways. I'm proud of the impact I've made and the support I offer to our team as I've been able to mentor and coach others, passing on my knowledge and experience.

Most importantly, the flexibility at Teleperformance has allowed me to find a balance between my career and personal life, especially now as a working mum. That flexibility can make all the difference in being able to thrive both at work and at home. Teleperformance highlights the value of a company that fosters growth, flexibility, and support."



My TP career journey...



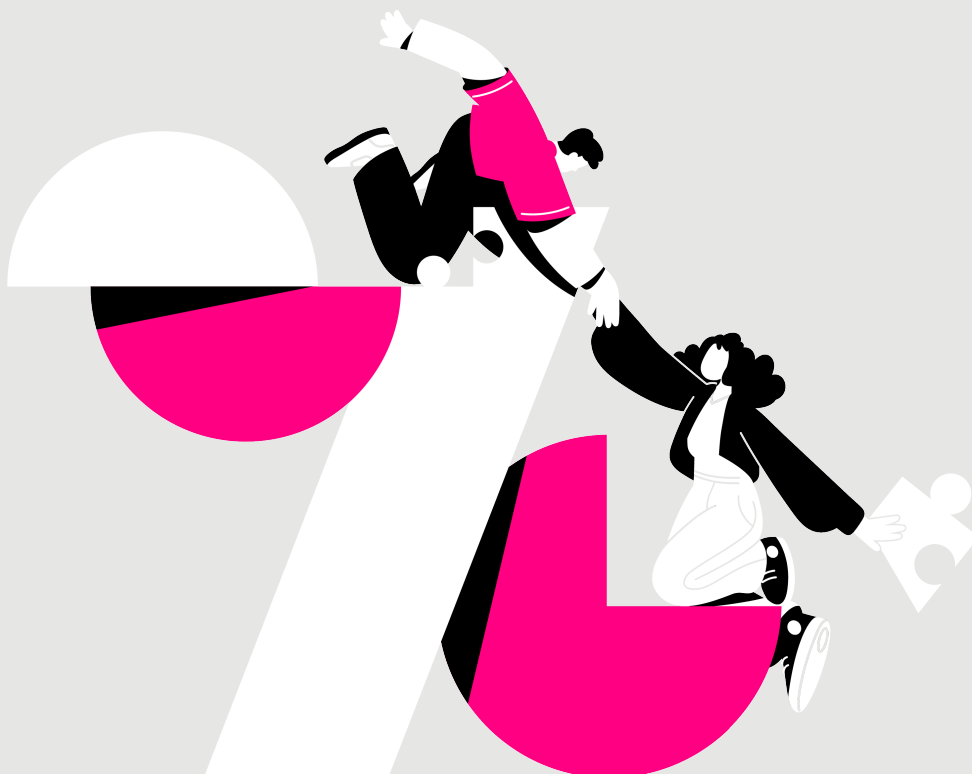
Hilary Stewart

Vice President of Operational
Delivery

Hilary joined Teleperformance in 2008 as a Senior Operations Manager having made the decision to return to the challenge of an outsource environment rather than in-house. Prior to Teleperformance Hilary had worked in management roles across the BFSI and Telecoms sectors. Since joining Teleperformance Hilary has managed a number of Commercial client's accounts held a variety of operational lead roles. In September 2022 became Vice President of Operational Delivery for the commercial vertical with a portfolio of 13 clients. Hilary also manages the Operational training delivery team for all of the UK.

I enjoy working in TP as the work is both challenging and rewarding. I have been lucky to work with a wide variety of clients and colleagues throughout my time in TP and the one team approach always shines through. TP puts its people first and support and development opportunities are readily available.

Being in such a fast paced environment makes every day different and it is great to still feel excitement about what is ahead. I have had a full and varied 17 years so far with TP and looking forward to what is still to come.





Karl Wise

Chief Executive Officer, TP UK & Ireland

“ With this updated gender pay gap report for TP UK, I’m thrilled to see positive trends and improvements in several key areas. We continue to embrace new ways of working, with even more employees taking advantage of our flexible, work-from-home roles, particularly in front-line positions.

Our gender pay gap remains below the UK average and many of our sector peers. While there’s still work to be done, we’re slightly ahead of the average.

At TP, we cherish the diverse strengths of each team member. Our leadership team and I are committed to promoting equality and diversity for everyone. We aim to create an inclusive environment where everyone feels empowered to excel, knowing their success drives our organisation forward.

I’m especially proud that in 2024, TP UK has been recognised as a Great Place to Work for the 5th consecutive year. We’ve also been listed among the UK’s Best Workplaces for Women™ for the 4th year in a row in 2024. Additionally, we were accredited as a Menopause Friendly Employer in 2024, reflecting our ongoing commitment to creating a supportive workplace.

We’re excited about the investment on skills development, creating even more equal opportunities for everyone and committed to continuing our efforts to support and empower all our employees. ”



tp.com