



Teleperformance UK Ltd

# Gender Pay Gap Report

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## Creating Opportunity, Progress and Belonging TP's Continued Commitment to Equality and Diversity

At TP, our approach to the gender pay gap is grounded in both transparency and action. We recognise that the figures themselves are only part of the story. What sits behind them is what matters most: representation, progression, access to opportunity, and the lived experience of our people across the business.

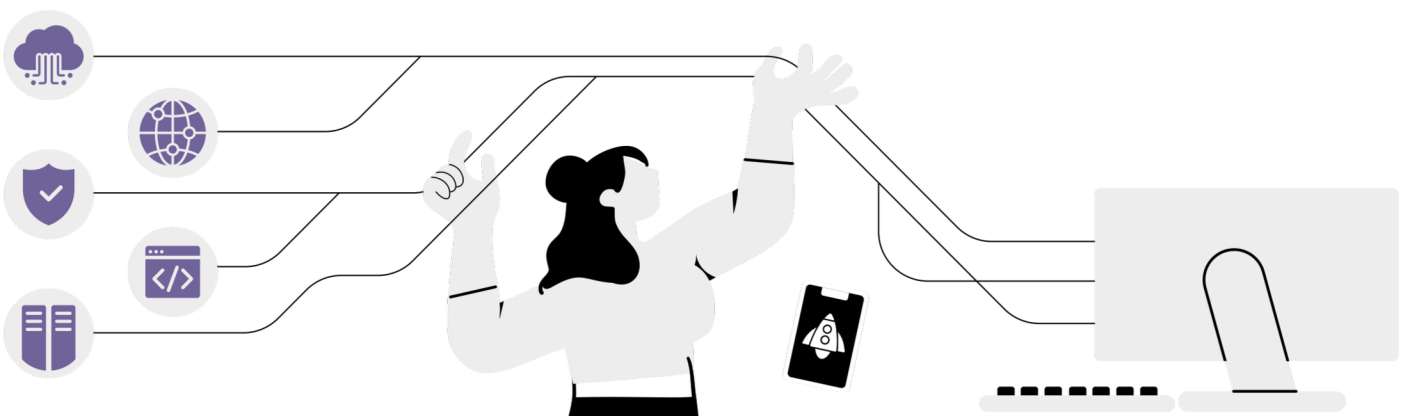
Over time, we have seen positive movement in female representation, particularly at more senior levels. We remain focused on strengthening the conditions that support long-term, sustainable improvement, including visibility of talent, progression pathways and practical development opportunities.

We are also clear that progress is not always linear. This year's results show a small increase in the mean gender pay gap, driven by specific factors within the reporting period.

Being open about this allows us to stay focused on what is within our control and to keep improving how pay, reward and progression operate across the business.

Real change comes from consistency. It comes from listening, adapting and continuing to invest in what makes the biggest difference to our people. Our commitment remains clear: to create an environment where opportunity feels accessible, progression is supported, and fairness and belonging are experienced in a meaningful way every day.

This commitment is reflected in how we continue to invest in the development of our future women leaders, ensuring more women are supported to build confidence, capability and progress at every stage of their career.





## Karl Wise

Chief Executive Officer, TP UK & Ireland



At TP UK, we continue to make steady progress towards gender equality, with our gender pay gap remaining below the UK average and many of our sector peers. Encouragingly, we have seen further improvements in female representation at both director and manager levels, reflecting the continued strength of our leadership pipeline and our focus on progression.

This year’s results show a small increase in the mean gender pay gap compared to 2024. This has been driven by a small number of higher commission payments within the reporting period. While this has had an impact on the headline figure, it does not reflect a change in our overall direction, and our longer-term trend remains positive.

We remain committed to ensuring our reward outcomes are fair, transparent and aligned to our inclusive pay principles. Alongside this, we continue to invest in the development of our people, with programmes such as Women in Management and Women in Leadership apprenticeships helping to strengthen our leadership pipeline and support more women to progress across the business.

We are proud to have maintained our Menopause Friendly accreditation and to be working towards being recognised as a Menstruation Friendly workplace. Our employee networks continue to play an important role in providing support, advocacy and development opportunities, contributing to a more inclusive and supportive environment for women at all stages of their careers.

Recognition as a Great Place to Work for Women for the fifth consecutive year, alongside our continued engagement through the Purpose Coalition, reflects the impact of the work we are doing both internally and externally.

Looking ahead, our focus remains clear. We will continue to review our pay and reward practices, strengthen progression pathways and invest in the development of our people, ensuring equality, opportunity and belonging are experienced by every employee across TP.



*Karl*



## Progress Over Time

A clear shift from transparency to impact, building stronger pathways for women at every stage

Our approach to gender pay gap reporting has developed steadily over time, evolving from a focus on transparency and compliance to a more integrated view of representation, progression and the lived experience of our people.

### 2019–2021: Foundation & Transparency

Between 2019 and 2021, we concentrated on establishing strong foundations. Our reporting aimed at transparently sharing gender pay gap data, meeting legislative requirements, and reaffirming our commitment to equality, fair pay, and inclusivity. We also began integrating flexible working methods to support a diverse workforce and ensure accessible opportunities across the organisation.

- Clear reporting, transparency, and compliance
- Emphasis on equality, fair pay, and inclusivity
- Flexible working for a diverse workforce
- Accessible opportunities within the business

### 2022–2023: Embedding Inclusion & Flexibility

Between 2022 and 2023, we moved from policy and intent to embracing practical actions. Flexible and inclusive working methods became ingrained, helping us attract and retain talent while ensuring workforce consistency. We also emphasised career progression and skills development, empowering individuals to build long-term careers at TP.

- Flexible and hybrid working is now standard.
- Increased focus on attracting & retaining diverse talent.
- Early emphasis on career progression & pathways.
- Support to develop long-term careers.

### 2024–2025: Progression & Development

By 2024 and 2025, our approach evolved significantly, emphasising career development, structured progression pathways, and the overall employee experience. We continued investing in support networks, wellbeing initiatives, and development programmes, enhancing representation, including more women at manager and director levels, and strengthening our leadership pipeline.

- Structured development and progression focus
- Growth in female representation in senior roles
- Recognition as a Great Place to Work for Women
- Initiatives launched to support women's leadership

### 2025–2026: Demonstrating Impact

Our focus has now evolved to demonstrating impact and scaling what works. We remain committed to transparency in our reporting and will increasingly highlight the impact of our initiatives. This includes investing in development pathways like the Women in Management and Women in Leadership apprenticeships. We are also expanding our internal Empower HER programme, offering more women opportunities to learn, build confidence, and advance within the business.

- Focus on demonstrating impact over mere activity
- Investment in women apprenticeships
- Creation of the Empower HER program
- Strengthening visible leadership pipelines for women

This journey reflects a deliberate shift in our approach, from building strong foundations, to embedding inclusive practices, to actively developing future leaders, and now to scaling what works and demonstrating measurable impact. We recognise that meaningful change requires consistency over time, and we remain committed to continuing this progress to ensure that opportunity, development and progression are accessible for all.

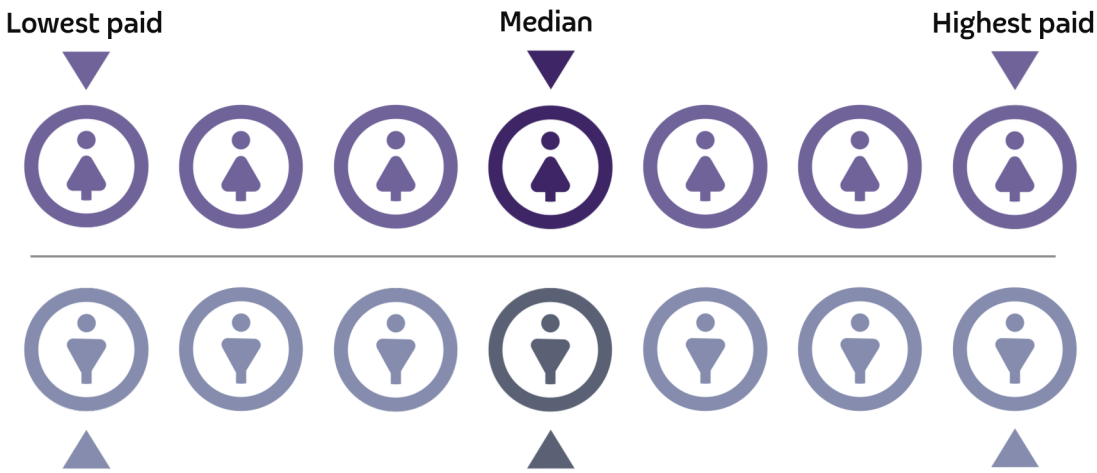
## Gender pay gap definitions

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 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**

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



VS

Total number of **men**

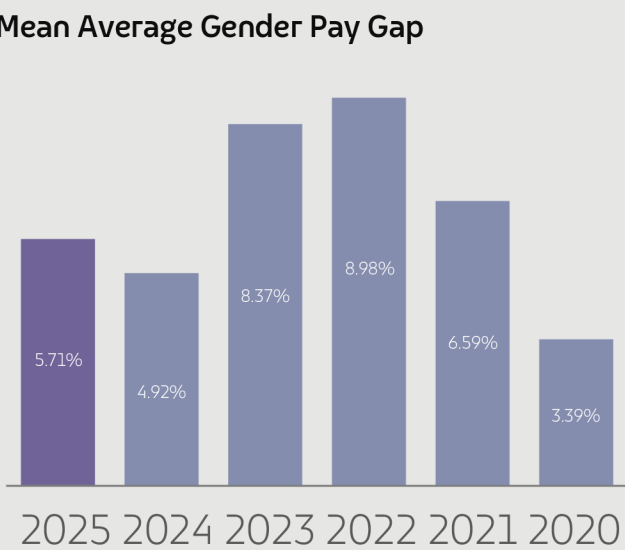
The mean is calculated from adding together the wages from all relevant employees and then dividing this by the number of employees. The mean gender pay gap is then calculated on the difference between the mean pay of males and females.

## Key Metrics at a glance

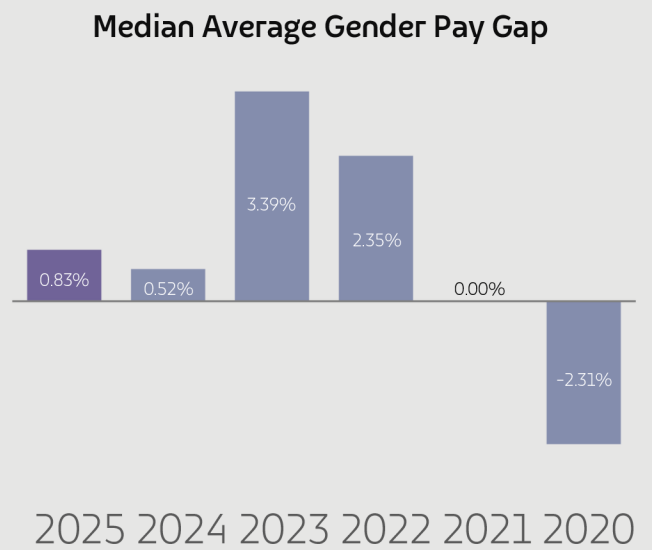
### Gender Pay Gap

Difference between men and women across TPUK

#### Mean Average Gender Pay Gap



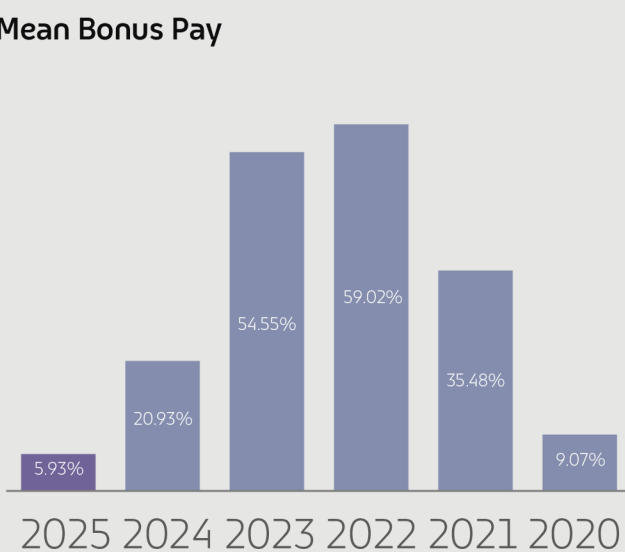
#### Median Average Gender Pay Gap



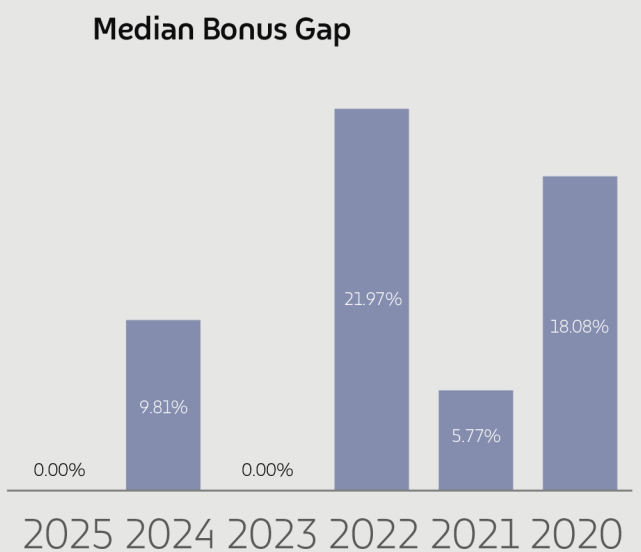
### Bonus Gap

Difference between men and women across TPUK

#### Mean Bonus Pay

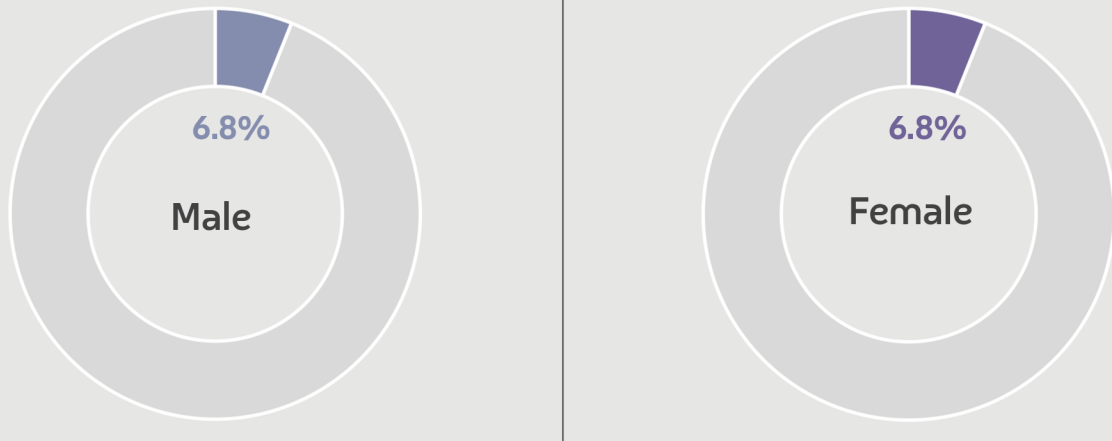


#### Median Bonus Gap



## Mandatory Metrics on a page

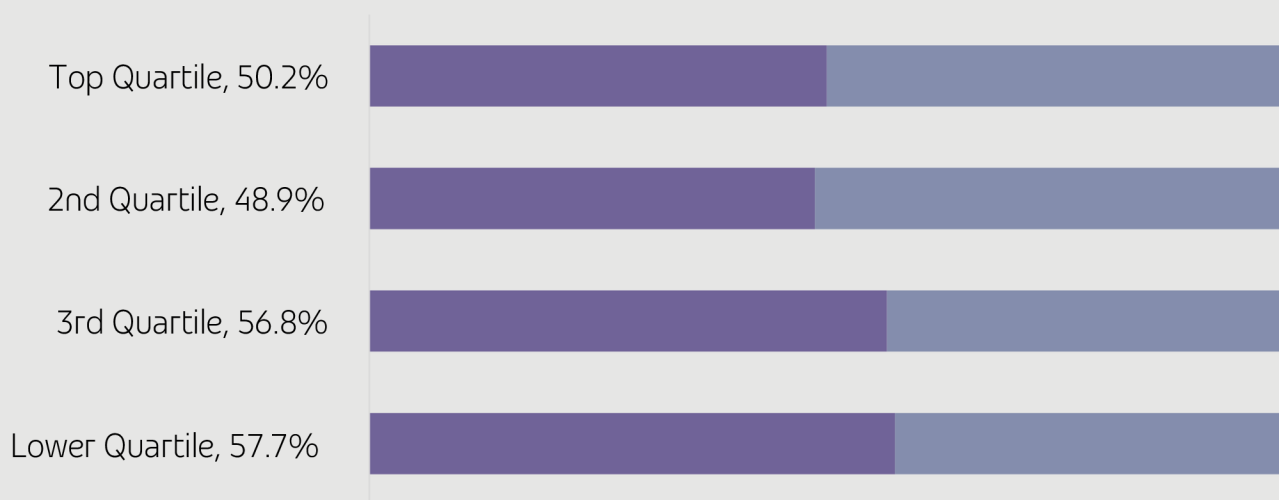
### Proportion of men and women getting a bonus



The % of males awarded a bonus for their performance had full parity in 2025.

**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 top quartiles but dropped in the 2<sup>nd</sup> quartile vs 2024.

**Bottom two quartiles female representation also increased.**



## Jennifer Stephenson

VP of People Operations - HR (UK& Ireland)

“We’ve continued to see growth across the business, with a stable gender mix of 56% women and 44% men. It’s a good reflection of how flexible working remains embedded and accessible across roles, supporting people to work in ways that fit their lives.”



“Our workforce has remained broadly balanced, with women representing 56% and men 44% of our employee population. This stability reflects the continued strength of our flexible working approach and our ability to support people in balancing work and life in a way that works for them.”

This year, we saw a small increase in the mean gender pay gap, driven primarily by a small number of higher commission payments during the reporting period. It is important to be clear about this. While it has influenced the headline figure, it does not indicate a wider structural change, and our longer-term trend continues to move in a positive direction.

There are also encouraging signs within the data. Female representation has increased across three of the four pay quartiles, including continued progress at more senior levels, with representation in leadership roles now close to parity. These shifts are important, as they directly support long-term progress in closing the gender pay gap.

We also achieved parity in the proportion of men and women receiving a bonus during the reporting year. While we continue to review average bonus values to ensure fairness and consistency, this is a positive indicator of how reward is being distributed across the business.

Our focus continues to be on taking action aligned to what the data is telling us. This includes strengthening transparent career pathways, reviewing our reward frameworks and continuing to invest in skills development and progression. Initiatives such as our job grading framework, leadership apprenticeships and structured development programmes are all designed to ensure that opportunity is both visible and accessible.

While we are proud of the progress we are making, we remain focused on what comes next. Our approach is to keep listening, keep learning and continue to build on the areas that drive the greatest impact, ensuring fairness, opportunity and belonging are experienced in a meaningful and consistent way across the business.



Jennifer

## Investing In Our Future Women Leaders



We're proud to invest in women's development through Women in Management & Leadership apprenticeships. These programmes build real confidence, practical skills, and genuine progression in their day-to-day work at TP.

We are already seeing a clear shift in confidence, capability and progression from those who have participated;



### Lisa Dolan

VP of Employee Experience

I'm leading with more intention by slowing down, truly listening, and making space for others. This change has improved conversations and decisions, leading to better outcomes. My renewed enthusiasm has driven me to launch phase one of our TP Empower HER programme, creating something that women across the region can genuinely benefit from.



### Lorna Ryan

HR Tupe & Change Manager

Being around like-minded women leaders through the Women in Leadership apprenticeship has greatly benefited me both professionally and personally. I've built a supportive network, gained confidence in using my voice, and regularly advocating for women. The wider reading has broadened my horizons and my bookshelf!



### Sarah Adams

Client Solutions Manager

I'm developing and maintaining my confidence as a mature woman in leadership. It encourages me to work with clearer intent while feeling more positive and inspired by the strong women I learn and work alongside. Most importantly, it opens my mind, helping me evolve and stay connected and relevant to my colleagues.



### Angela Thwaites

Customer Service Manager

I'm developing into a more authentic and confident leader... I've also strengthened my ability to coach, mentor, and support others... Overall, the programme is helping me lead with greater clarity, authenticity, and purpose.

Building on our apprenticeship success, in 2026 we're launching the internal TP accelerated Empower HER programme. We are already seeing a clear shift in confidence, capability and progression, with stronger visibility of female talent and greater readiness for future opportunities.

These programmes are not just about qualifications; they create a stronger leadership pipeline and a supportive community of women who actively challenge and help each other grow.

## My TP career journey...



### Lyndsay Donnelly

Operations Director - Transition

Lyndsay, who joined TP in 2003 and has over two decades of experience, has advanced through various roles. Now as Operations Director – Transition, she blends operational delivery with a passion for developing future leaders. TP has supported her through life's milestones, providing balance and career growth. Proud of the teams and leaders she's shaped, Lyndsay remains committed to purpose-driven leadership and contributing to TP's success.



I progressed early into leadership, becoming a Team Manager in 2004, and from there continued to take on broader responsibility across the business. I was promoted to ACCM / Operations Assistant Manager in 2009, then to CCM / Operations Manager in 2019, before stepping into my current role as Operations Director – Transition in April 2026. Each role has stretched me, shaped me, and given me the opportunity to support the business through periods of change, growth and complexity.

One of the greatest privileges of my career has been working with and learning from incredible people. I take real joy in people management, mentoring and developing future leaders, and supporting individuals to build confidence, capability and long-term careers at TP.

This passion is what led me to begin the Women in Leadership apprenticeship in February 2026, which is supporting my own continued development while strengthening how I support and mentor others across TP.

Throughout my time at TP, I've been fortunate to experience real flexibility and trust. That flexibility has allowed me to continually develop my skills, take on new challenges, and progress into roles that not only meet my own career aspirations but also support the evolving needs of the business.

Importantly, my journey at TP hasn't just been about professional milestones. Alongside my career progression, I've also reached some of life's most important personal moments; getting married in 2009, and welcoming my twins in 2014, becoming a family of four. The support, balance and understanding I've experienced at TP has made it possible for me to thrive both at work and at home, and that's something I value hugely.

Looking back, I'm incredibly proud of how far I've come, but even more proud of the people I've supported, the teams I've built, and the leaders I've helped develop along the way. TP has given me the opportunity to build a career with purpose, flexibility, and impact, and I'm excited about continuing that journey as I support TP's future growth and transition.

*Lyndsay* 

## My TP career journey...



### Kimberley Canning

Employee Experience Lead - UK & IRE

Kimberley joined TP in 2010 as a Customer Advisor, building her career from the front line into a strategic Employee Experience leadership role. Early involvement in employee forums sparked her passion for engagement, leading to progression through local and multi-site roles into the UK Engagement Team. Through continuous development, strong sponsorship and a clear focus on people, Kimberley has progressed to Employee Experience Lead for TP UK & Ireland.



I joined TP in August 2010 as a Customer Advisor, starting on the front line and learning the fundamentals of service delivery, teamwork and resilience. From early on, I was keen to get involved beyond my day-to-day role and became actively engaged in employee forums, representing colleagues, sharing feedback and contributing ideas to improve the workplace experience. That experience really sparked my passion for employee engagement and wellbeing, and it set the direction for everything that followed.

With the encouragement and support of people around me, I stepped into my first formal Engagement role as Engagement Coordinator for Glasgow Cadogan. This was a pivotal moment in my journey, giving me the opportunity to start shaping culture and creating meaningful experiences for employees. As my confidence grew, I took on a broader role supporting all Glasgow sites, which allowed me to scale initiatives, work with a wider network of stakeholders and understand how to balance consistency with local needs.

Moving into the UK Engagement Team was another key milestone. It gave me exposure to national strategies, larger projects and the opportunity to influence employee experience at scale. I developed my confidence in strategic thinking, using insight to shape decisions and understanding how to create impact across a much broader audience.

Today, as Employee Experience Lead for TP UK & Ireland, I lead a team of 10 and oversee engagement, wellbeing, recognition, DE&I and culture across the business. I work collaboratively with teams across TP to embed meaningful and sustainable employee experience strategies that genuinely make a difference.

Looking back, what has made the biggest difference to me has been the opportunities to grow, the support and belief from others, and a consistent focus on people. I'm incredibly proud of how far I've come since starting in a front-line role, and my focus remains the same — creating environments where people feel valued, supported and empowered to succeed.



*Kimberley*

## Building on Progress, Scaling Impact

This report reflects both our progress and our priorities. While our gender pay gap remains influenced by role distribution and specific reward factors in the reporting period, our long-term direction is clear: improving representation, strengthening progression pathways and ensuring fair, transparent and inclusive reward outcomes.

We will continue to build on what works, investing in structured development through programmes such as Women in Management and Women in Leadership apprenticeships, alongside scaling our internal Empower HER programme to widen access to skills development and confidence building across the business.

Our commitment remains steady, to keep listening, keep improving and create a workplace where opportunity feels accessible, progression is supported, and equality, opportunity and belonging are experienced by every employee.

