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*Teleperformance UK Ltd*

# Gender Pay Gap Report



## At Teleperformance, we encourage and celebrate the benefits and strengths that come from a diverse team.

**Our executive leadership team and I remain dedicated to promoting equality and diversity for each and every employee, creating an inclusive environment that enables our people to achieve personal success that translates into success for our organisation, our clients and their customers. Since 2021 was another challenging year both globally and domestically, we have focused on promoting flexible working, including work-at-home where possible and providing the right pay and rewards for our people, irrespective of gender or background.**

There is no stronger evidence that we deliver on our promise, than ensuring we not only give opportunities to all but we reward our staff in line with the role they do, not on their gender.

I am especially proud that in 2021 we were placed in the top 25 best UK workplaces for women by the Great Place to Work authority, a strong indicator the actions we are taking are having the right effect. Our gender pay gap, remains lower than the UK and industry average although I acknowledge we still have more to do to attract female applicants, particularly into traditional male-oriented careers like IT and sales. Teleperformance is first and foremost a people business and in order to maintain employer of choice status, 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**

CEO Teleperformance UK & South Africa



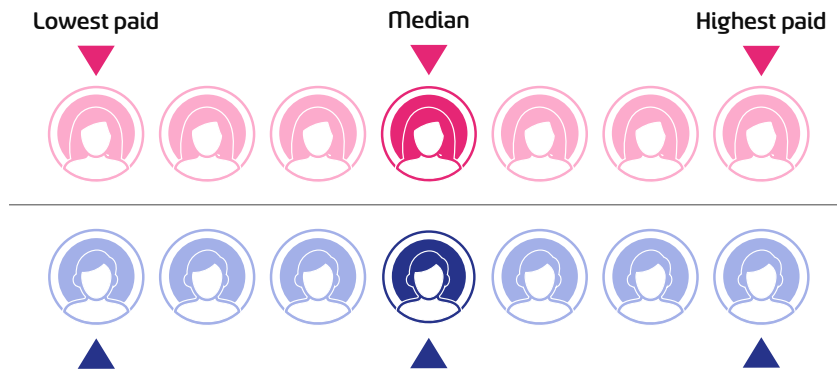
## Gender pay gap definitions

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 legislation and all organizations must follow the same approach.

### Distinguishing between median and mean

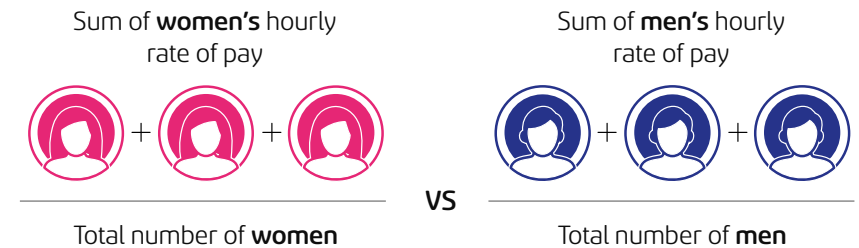
#### Median calculation



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



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

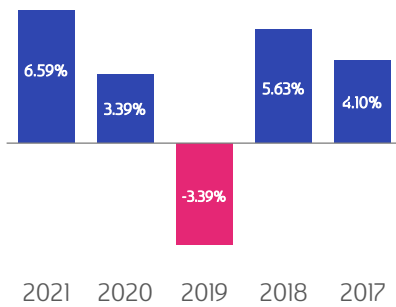
The mean gender pay gap is then calculated on the difference between the mean pay of males and females.

## Mandatory Metrics on a page

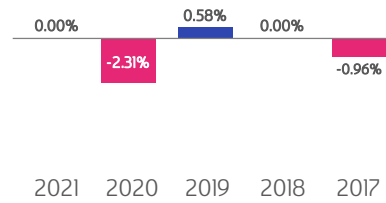
### Gender Pay Gap

Difference between men and women across TPUK

Mean Average Gender Pay Gap



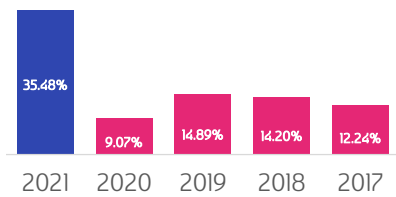
Median Average Gender Pay Gap



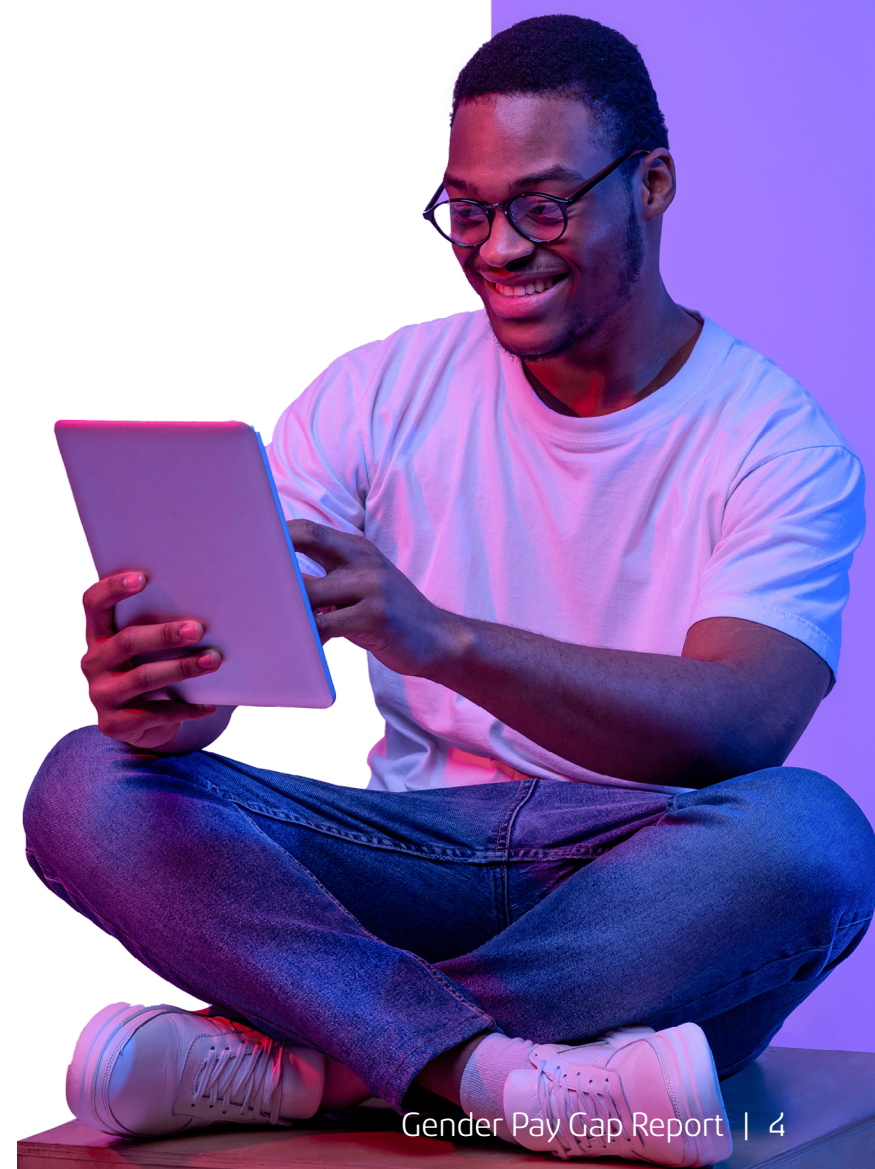
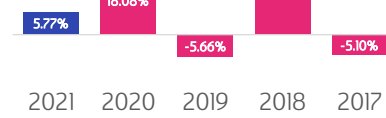
### Bonus Gap

Difference between men and women across TPUK

Mean Bonus Pay

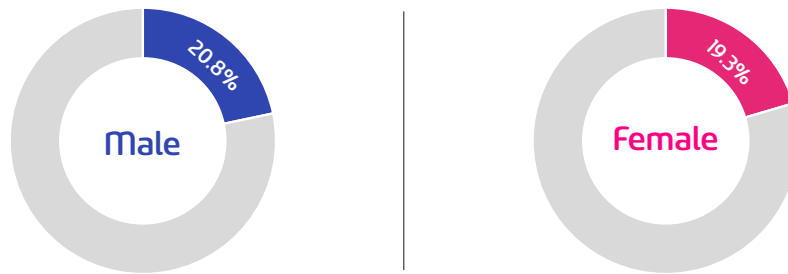


Median Bonus Gap



## Mandatory Metrics on a page

### Proportion of men and women getting a bonus



The % of males and females earning a bonus at all roles and levels in the organisation had a small variance of **1.5% towards males**, this being driven by a higher proportion of males in senior or sales commissioned roles where bonuses form a key part of remuneration.

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



Female representation increased in the two lowest quartiles and marginally in the top quartile between 2020 and 2021. This is largely down to new job creation in 2020/21 to support our client's with their COVID-19 response and where the majority of new roles created were female. **So positively whilst a large number of new roles were created that supported the UK economy and provided flexible home-working, these tended to be more entry-level roles and more often occupied by female candidates therefore creating a dilution effect on our Gender Pay results this year.**

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**Lisa Huggins**  
SVP of People Operations

After another exciting and (positively) challenging year, I am pleased to talk about our Gender Pay Gap results and provide some additional insight and reflection to help readers understand the progressive journey we have been on and continue on, to pave the way forward. As all of us have adapted to new ways of working in the wake of Covid - which for Teleperformance has largely remained as a working-from-home scenario with over 85% of our colleagues in the UK remaining at home and enjoying the flexibility which this continues to bring – this has also changed some of the dynamics and demographics within our working population over the last 2 years and affected this year’s results.



Teleperformance UK are delighted to be sharing our latest annual gender pay gap report.

Teleperformance have been privileged to support our NHS by providing essential front line contact services throughout the pandemic, which in the reporting period for this report saw an increase in the volume of those front line roles being created. With the increased flexibility from work at home, this has also seen an increase in our proportion of female workers and as these roles are typically in a lower pay scale this has inadvertently diluted the average female pay across the organisation and increased the pay gap more in favour of males than in previous years. In addition, we have had a particularly successful year within our business development teams which has allowed for increased earnings in bonuses and commissions – these teams have a higher proportion of male employees than females, and this has also driven an increase in mean bonus pay in favour of males, as a result.

**Our overall pay gap variance is 6.59% in favour of males, meaning that for every £1 paid to males, females received 93.4p. This figure remains at a low level compared with the UK as a whole and others across our industry but we remain committed to reducing the gap as much as we possibly can.**



**In the last 12 months, we have successfully achieved some strategically important milestones aimed at doing just that, including:**

- Introduced a new basic entry-level minimum pay point for majority of core roles within the business, to ensure further parity across pay levels for both males and females;
- Introduced a new digital recruitment system and assessment platform, matching candidates to roles without gender or other biases;
- Achieving Great Place to Work's "Best Workplaces for Women" in 2021;
- Maintaining our fair gender balance in our Executive Board of Directors with the recent appointments of one male and one female onto the board.

**In the coming 12 months, we will continue to work across the following areas:**

1. Flexible working / future ways of working review to enable additional flexibility in working arrangements, which could include hybrid office-to-home options;
2. Seek to provide more flexible training options for colleagues who seek to work part-time;
3. Further efforts to promote gender balance in key business functions which traditionally have had more leaning towards males, by working to attract more females to those roles

## Women in TP Spotlight



**Karolina Kratiuk**

Resource Planning Manager

Karolina joined Teleperformance at the end of 2020, initially to support the increases in demand for COVID related support services. She joined us with over 10 years' experience in contact centre activity and across multiple industry sectors. It didn't take long for Karolina to go onto leading on Public Sector Planning and more recently for our newly formed Central Planning function which aims to synchronise multiple activities to support our clients and their customers whilst simplifying the journey for internal Teleperformance stakeholders.



*I joined Teleperformance for a short term to support COVID work and my previous experience with BPOs was mainly from the client side. I quickly learnt to appreciate the effort BPOs make to support their clients whilst showing flexibility and the ability to adapt to the ever-changing client needs. It is a very fast paced and challenging environment, but one in which everyone gets equal opportunity to progress if they wish, regardless of gender. While being here I have observed that the business champions and celebrates equality and diversity – Teleperformance are truly aware that its strength lies with well skilled people, irrespective of gender.*





## Women in TP Spotlight



**Kimberley Canning**

Employee Engagement and  
Communications Executive

Kimberley joined Teleperformance in 2010 as a Customer Service Representative. Her passion for employee engagement quickly shone through and Kimberley moved into the Employee Engagement Team covering Scotland before progressing onto the UK team. Kimberley has since moved into the role of Employee Engagement and Communications Executive for UK & SA and helps develop our engagement, wellbeing and communication strategies.



*I am so proud to work for a company who put their employees' health and wellbeing as a top priority. Over my years at TP I have become a wife and mother and my TP family have supported me every step of the way. There are so many inspirational women within TP who are more than happy to offer advice and support, both on a personal and professional basis, and I am truly inspired each and every day.*



## Women in TP Spotlight



**Emma Ross Patterson**

Team Leader

Emma joined TP in June, 2021 bringing in 7 years of experience in customer service roles in contact centre. The servant leadership management and approachability of leaders won her to join Teleperformance, and the opportunity to join a new client and work from home were other perks she could not say no to.



*I started on a new campaign, my first thought was can I do this! From my first day at TP I have always been fully supported, if anything, I feel I've received such a humbling amount of support. There have been challenges along the way but it's personally been such a growth in learning for me. I was worried about managing a team I've never met and working with colleague's I've never met; how could I build a good rapport with my team and colleague's and create a good team bond without meeting them and them meeting each other? This was quickly overcome as time went on – I learnt it's important to just be you and show people who you are. In doing this I created such a good rapport with my team and those I worked alongside. I set clear performance expectations with my team as I would within an office environment and made time in Teams' Meetings for us to all learn about each other – literally the only difference from being within an office to working from home is communication is over teams instead of face to face. I now absolutely love working from home as it has helped me improve my time management and balance work and life.*





## Karl Wise

Chief Financial Officer, TP UK, Ireland & South Africa  
(and accountable board executive for gender pay equality)



*With this the fifth gender pay gap report for Teleperformance UK, it is pleasing to see our strategy being translated into results with median average gender pay gap of 0% (exactly gender neutral) and a 6.59% mean average pay gap (in favour of males). Whilst this has increased from the prior year we do understand that an element of this has been as we adapted to new ways of working from the pandemic with a higher proportion of female employees taking up our flexible, work-from-home opportunities predominantly in customer service roles. Furthermore the gap remains below the UK norm and many other organisations in our sector.*

*Promotion and recruitment of women into senior roles means we have recently moved to just over 40% of our UK Executive Team being female, slightly ahead of the FTSE 100 average.*

*Further, I am extremely pleased and proud that in 2021 Teleperformance UK was independently recognised as a Great Place to Work and additionally recognised separately as a Great Place to Work for Women.*



Teleperformance, a leading global group in digitally integrated business services, serves as a strategic partner to the world's largest companies in many industries. It offers a One Office support services model combining three wide, high-value solution families: customer experience management, back-office services and business process knowledge services.

**These end-to-end digital solutions guarantee successful customer interaction and optimized business processes, anchored in a unique, comprehensive high tech, high touch approach.**

