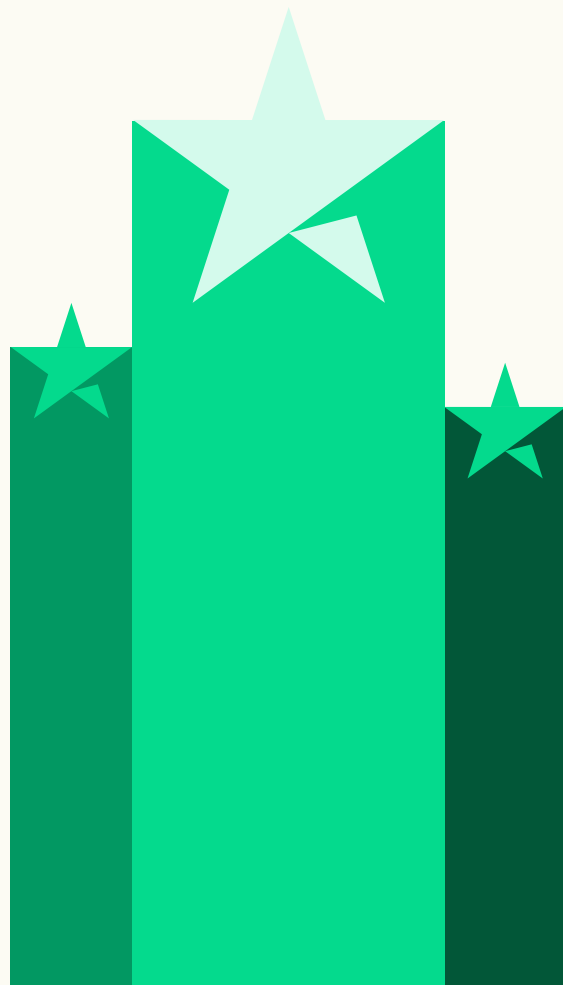


2026

UK Gender Pay Gap Report



Introduction from our leaders



Donna Murray Vilhelmsen
Chief People Officer

A handwritten signature in black ink, reading 'DM Vilhelmsen'.



Dave Williams
Chief Technology Officer
Executive Sponsor for
Gender Equality

A handwritten signature in black ink, reading 'Dave Williams'.

Welcome to our fifth annual UK Gender Pay Gap Report. We are pleased to report positive, year-on-year upward trend across most of our core metrics - including our mean and median hourly pay gaps, as well as our median bonus gaps.

This progress is driven by our ongoing focus on development, supported by the vital work of our long-standing employee resource groups (ERGs): **Trustpilot Women in Leadership** and **Trustie Families and Carers**, which continue to champion representation, community, and internal progression across our global teams.

You will also notice a shift in our scope this year. To optimise our public disclosures, this document focuses purely on our statutory UK requirements. However, our work across our global entities continues behind the scenes; we remain fully committed to monitoring and driving global pay parity internally as we review our long-term reporting strategy. We verify that the metrics presented herein are accurate and meet all statutory reporting regulations for the UK Gender Pay Gap.

UK Gender Pay Gap Analysis

Reporting scope and methodology

The UK gender pay gap measures the **difference** in **mean** (average) and **median** (middle) **hourly earnings** between all women and all men working at an organisation, regardless of role or job level.

This is not the same
as equal pay.

Scope of reporting

For the current reporting period, Trustpilot has aligned its public disclosure *specifically* with UK regulatory frameworks to optimise reporting efficiency.

This represents a shift from 2025, where we supplemented the UK data with a broader, internally modelled global analysis.

While this formal publication is now localised to UK compliance, **our commitment to global pay parity remains unchanged**; progression across our international entities will continue to be monitored internally as we review our long-term corporate reporting strategy.



Gender Pay Gap

UK mean and median gender pay gaps

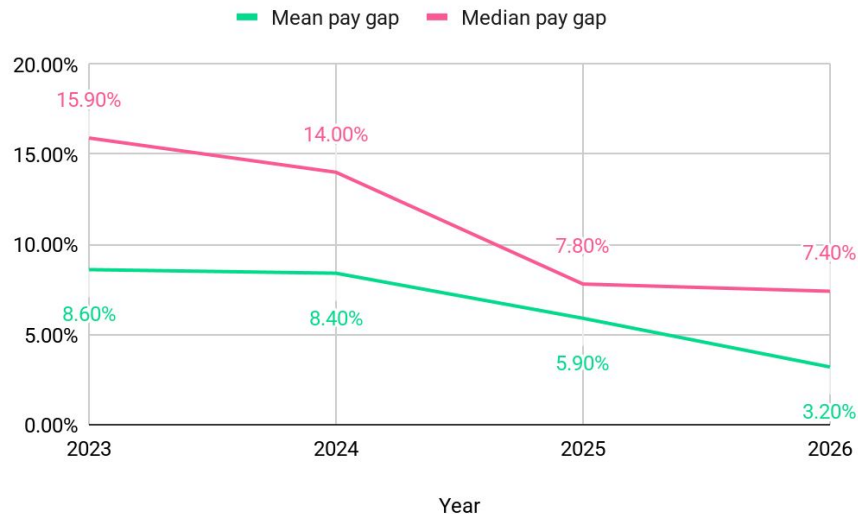
★ Our mean and median gender pay gaps

Our female mid-level pipeline continues to grow steadily, driving another year of improvement in our hourly pay gap. This year, we narrowed our mean and median gender pay gaps by 2.7pp and 0.4pp, respectively, continuing our progress since 2023.

★ Primary drivers for narrowing the gap

1. **Executive level changes:** The departure of a male executive with a female successor drove the largest shift in the mean.
2. **LTIP Impact:** Board-level LTIP vesting timelines significantly drove this year's data. Last year, one male participant received a vesting during the April hourly pay snapshot. This year, that vesting shifted to March, notably reducing the group's hourly pay figures.
3. **Increased Female Representation:** Female representation rose in the middle quartiles, both by 2pp. Driving this, more women moved into senior leadership and individual contributor roles, particularly within the Finance, People, and Commercial functions.

Mean pay gap and median pay gap



Bonus Pay Gap

Summary and trends

★ The data:

1. **Mean bonus gap:** Increased from 35.9% in 2025 to 41.9% in 2026.
2. **Median bonus gap:** Improved from 31.3% to 21.3% (the most reliable metric due to fewer outlier distortions).
3. **Bonus participation:** This year, 92.4% of men (no change from 2025) and 90.9% of women (up 3.5pp from 2025) earned bonus payouts. Although start dates determine eligibility for all employees, a higher percentage of new female hires missed the cut-off compared to male hires.

★ Main driver of the mean increase:

1. **Board-level LTIP vesting:** One Board-level male's LTIP vesting was significantly higher this year compared to last year, skewing the mean bonus gap up. As the mean is more sensitive to anomalies, it was impacted by this more than the median bonus gap.

★ Primary factors driving the median reduction:

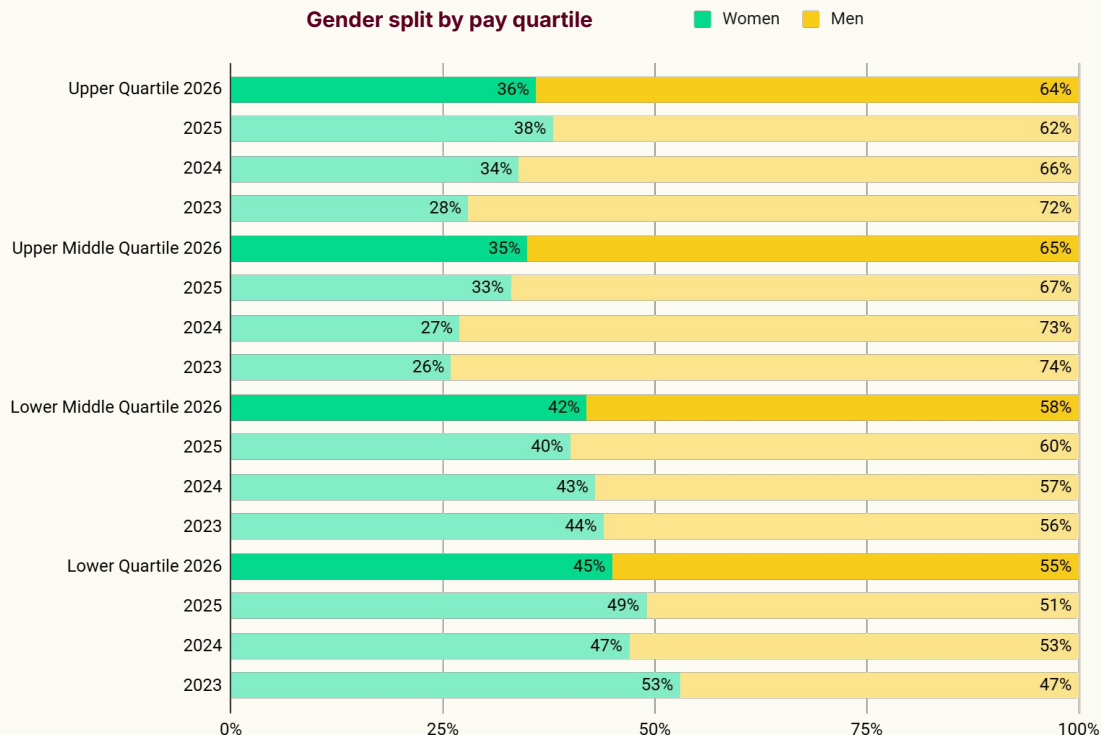
1. **Female representation:** An increased proportion of women in the middle pay quartiles has increased the median company bonus payouts for women (which are a percentage of salary). This, in turn, reduces the bonus gap.

Pay Quartiles

Quartile and level breakdown

Our overall quartile distribution holds steady against 2025 and highlights a **strengthening internal talent pipeline**. We achieved a key structural breakthrough in our lowest pay tier, successfully dropping the percentage of women in the Lower Quartile from 49% to 45% as team members progressed into higher bands.

This movement directly fuelled our mid-level tiers, lifting the Upper Middle Quartile to a four-year high of 35% (up from 26% in 2023) and expanding the Lower Middle Quartile to 42%. While the Upper Quartile dipped slightly by 2% to 36% this year, our four-year trajectory shows exceptional progress from our 28% baseline in 2023, proving that our development initiatives consistently elevate female talent.



Looking Back

2025 commitments

Gender balance

We sustained a positive, upward trend in female representation across the UK. Refining governance to track top tiers established a transparent **37.2% female baseline** within our Senior Leadership Team.

Inclusive Hiring

We maintained our commitment to gender-balanced shortlists for senior UK roles. To further embed objectivity, we successfully scaled diverse, bias-challenging interview panels across our funnel.

Flexible Workplace

Our hybrid approach provides parents and carers with the flexibility to remain highly productive. Internal metrics confirm this attracts top talent, strongly backed by our Trustie Families and Carers ERG.

Talent Development

Launched two core progression initiatives: **MentorMatch**, opening company-wide mentorship networks to all, and **Navigator**, preparing mid-level leaders through targeted fast-track coaching.



Our UK Gender Pay Gap Action Plan



Standardising Selection

Launching formal leadership assessments for key senior appointments to ensure objective, bias-free hiring decisions across the UK.



Nurturing Pipelines

Further strengthening and formalising our existing succession pathways to ensure high-potential female talent is consistently surfaced, developed, and prepared for future executive roles.



Amplifying Community

Further leverage our **Trustpilot Women in Leadership Employee Resource Group** to drive peer-to-peer sponsorship and provide a platform for collective influence.

