



VIRGIN MEDIA GENDER PAY GAP REPORT 2017

This report details our April 2016 to April 2017 results and focus areas to ensure gender equality.

SEPTEMBER 2017



At Virgin Media we believe in job opportunities for everyone regardless of gender.

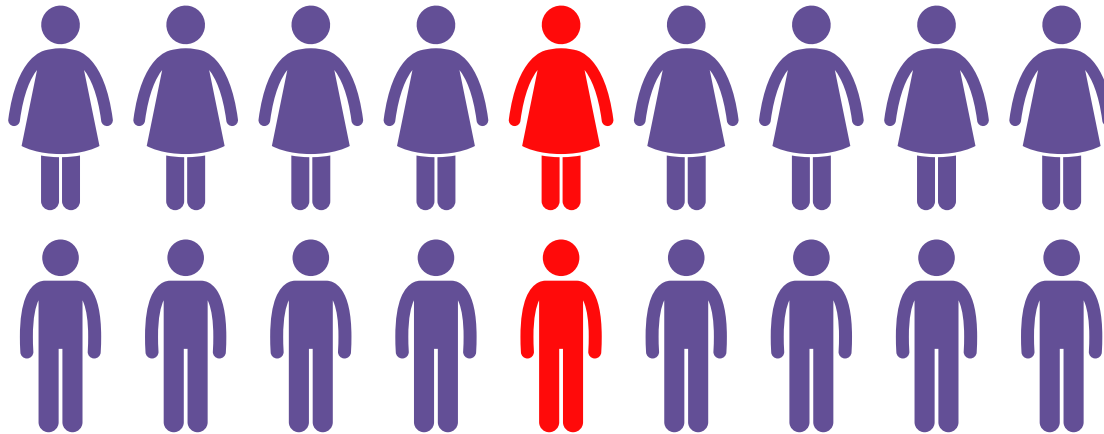
We want a **diverse** and **gender balanced workforce** which reflects the customers and communities we serve and ensures our people can be their best selves at work. As a company we are committed to addressing gender representation and supporting women in the workplace.

What is a gender pay gap and how is it calculated?

LOWEST PAID

THE MEDIAN

HIGHEST PAID



- If all company employees were lined up in a female line and a male line, in order of pay from highest to lowest, **the median gender pay gap compares the pay of the female in the middle of their line and the pay of the middle man.**
- Because different jobs pay differently and the number of men and women performing these jobs varies, a gender pay gap exists.
- The mean gender pay gap shows the difference in the average hourly rate of pay between men and women in a company.
- **This is different from 'equal pay'**, which is the difference in pay between men and women who carry out the same or similar jobs.

Our results

OUR MEAN (AVERAGE) GENDER PAY GAP IS **9.0%**

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AT 17.4%

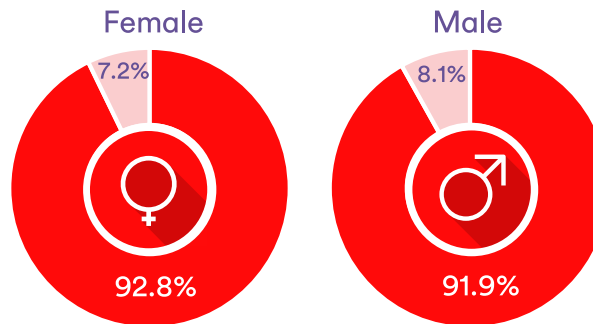
OUR MEDIAN (MIDDLE) GENDER PAY GAP IS CONSISTENT WITH THE UK NATIONAL AVERAGE (AT 18.1%)

BUT WE WANT TO BE BETTER THAN AVERAGE



Proportion of employees receiving a 2016 bonus

Received a bonus
No bonus received



2016 bonus refers to annual bonus, sales & local variable incentives + LTIP's

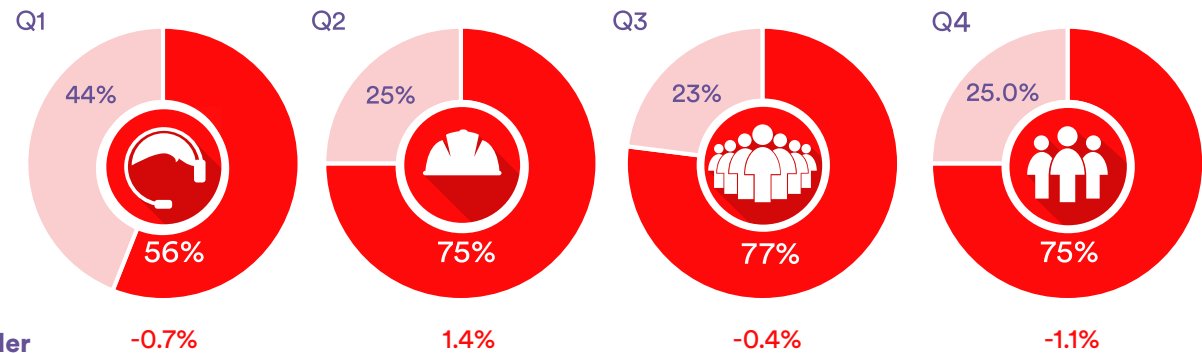
Pay & Bonus

Difference between men and women	Mean Average	Median Middle
Gender Pay Gap	9.0%	17.4%
Gender Bonus Gap	32.2%	0.05%

Pay quartiles

Proportion of males and females in each pay quartile, each quartile contains 3,239 employees

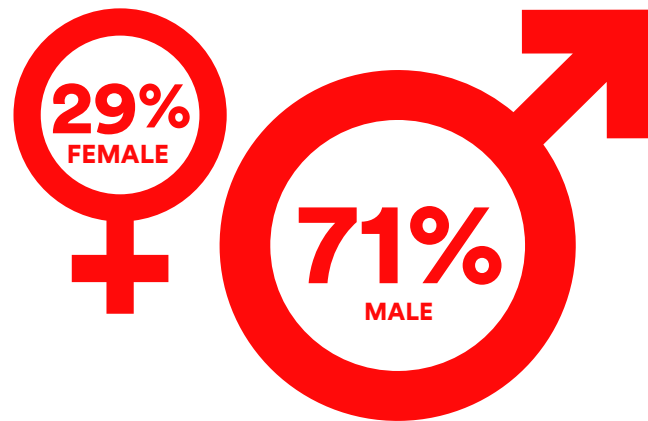
Male Female



Median gender pay gap by quartile

Our story today

ACROSS APROXIMATELY
13,000
EMPLOYEES
THE GENDER BALANCE IS



In order to reduce gender imbalance, there needs to be a renewed focus on gender equality.

We'll create a more evenly gender balanced workforce by identifying and introducing smarter ways to attract, retain and develop female employees. We will tackle the gender pay gap through insight, analysis and robust inclusion plans that will be delivered across the organisation.

These activities are organised around **three key pillars** which will provide the foundations for our longer term inclusion strategy:



Our three inclusion pillars

Creating a culture that truly represents our customers and communities to drive growth

1: Attract and nurture the widest possible talent pool

- Identifying key talent markets and channels to attract the most diverse and talented group of people we can
- Enhancing recruitment practices that position us as an inclusive employer offering an outstanding employee experience from attraction to exit
- Shouting about our talent in the public domain - celebrating our achievements and making our talent visible

2: Equip and empower our leaders to own and drive inclusion

- Dashboard, MI and reporting to drive accountability and insight
- Introducing inclusion as a leadership behaviour and attracting, rewarding and measuring performance against it
- Providing education and training to our managers and empowering leaders to be confident around inclusion
- Designing leadership development programmes to grow inclusive leaders

3: Make inclusion a normal part of what we do and who we are

- Ensuring our policies, tools and ways of working enable people to deliver their best
- Set as a personal objective in 2018 and assess level of inclusive behaviour in 2017
- Providing open, welcoming and accessible work environments
- Proactively engaging our people, building networks, sharing ideas and celebrating differences



Our focus on Science, Technology, Engineering and Maths (STEM)


At Virgin Media we're committed to improving the STEM opportunities for females

Digital technology has changed the way we live our lives. Virgin Media is at the forefront of delivering this technology to our customers and connecting people to the digital world and enabling them to do more, be more and have more fun.

To make sure Virgin Media stays ahead of the game we need people with high skill levels in STEM.


National demand for these skills is at an all-time high but the number of women studying and working in STEM remains low.

At Virgin Media we're doing our bit.



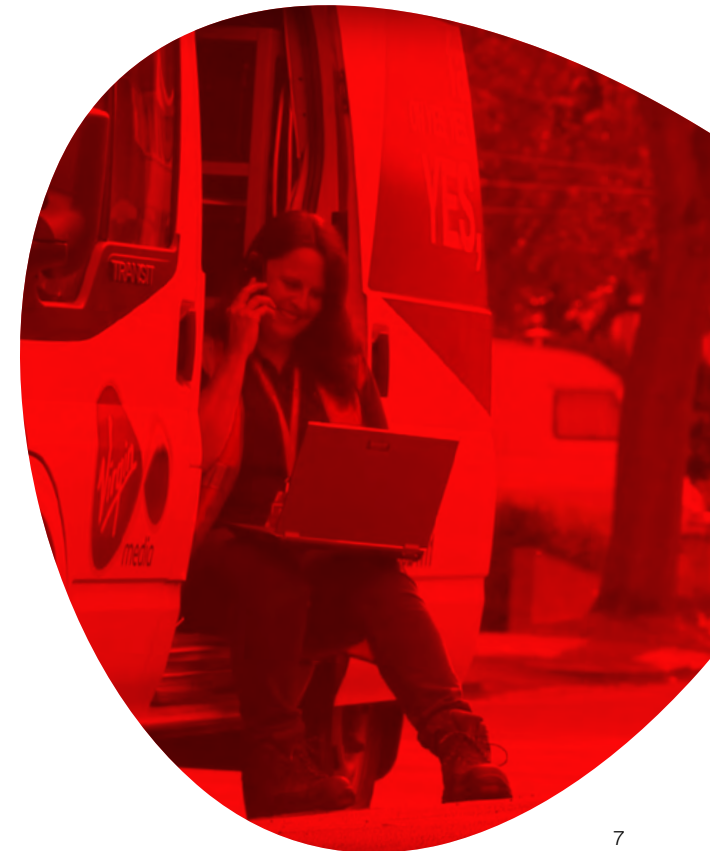
9% OF UK ENGINEERS ARE WOMEN

IN THE UK 4% OF ENGINEERING APPRENTICES ARE WOMEN



50% OF VIRGIN MEDIA ENGINEERING INTERNS ARE WOMEN

31% OF OUR ENGINEERING GRADUATES ARE WOMEN



What we'll focus on next

Our long term goal is to achieve 50/50 gender parity by 2025

In order to achieve this gender parity our people leaders need to understand the issues that may prevent greater female representation.

All people leaders in Virgin Media will receive unconscious bias training to ensure our recruitment and hiring practices are free from bias.

We will implement a one in three female shortlist for all senior recruitment going forward to provide a healthier balance in order to recruit the best talent.

We will bring women together through the Balanced Network and Everywoman portal to support career development.

50♂ GENDER PARITY BY 50♀ 2025

AT LEAST 1 FEMALE CANDIDATE PER JOB SHORTLIST



EVERYWOMAN ONLINE PORTAL TO SUPPORT FEMALE CAREER DEVELOPMENT

UNCONSCIOUS BIAS TRAINING FOR ALL PEOPLE LEADERS



This statement was approved by Virgin Media Limited CEO and Virgin Media Limited Chief People Officer

Tom Mockridge
CEO, Virgin Media

Catherine Lynch
Chief People Officer,
Virgin Media