

VIRGIN MEDIA GENDER PAY GAP REPORT 2018



This report details our April 2017 to April 2018 results and focus areas to ensure gender equality.

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.

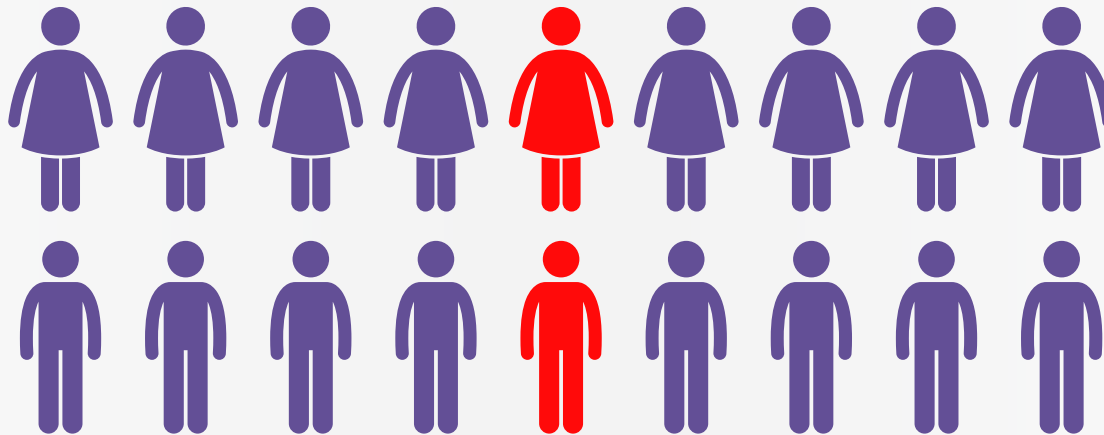


WHAT IS A GENDER PAY GAP AND HOW IS IT CALCULATED?

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
10%

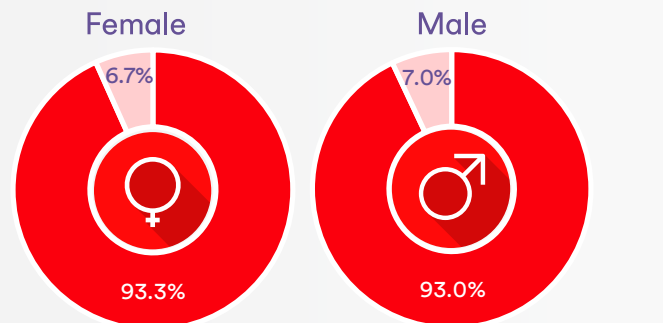
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AT 13.8%

OUR MEDIAN (MIDDLE)
GENDER PAY GAP IS
LOWER THAN THE
UK NATIONAL
AVERAGE (AT 18.4%)
BUT WE WANT TO BE BETTER THAN
AVERAGE



Proportion of employees receiving a 2017 bonus



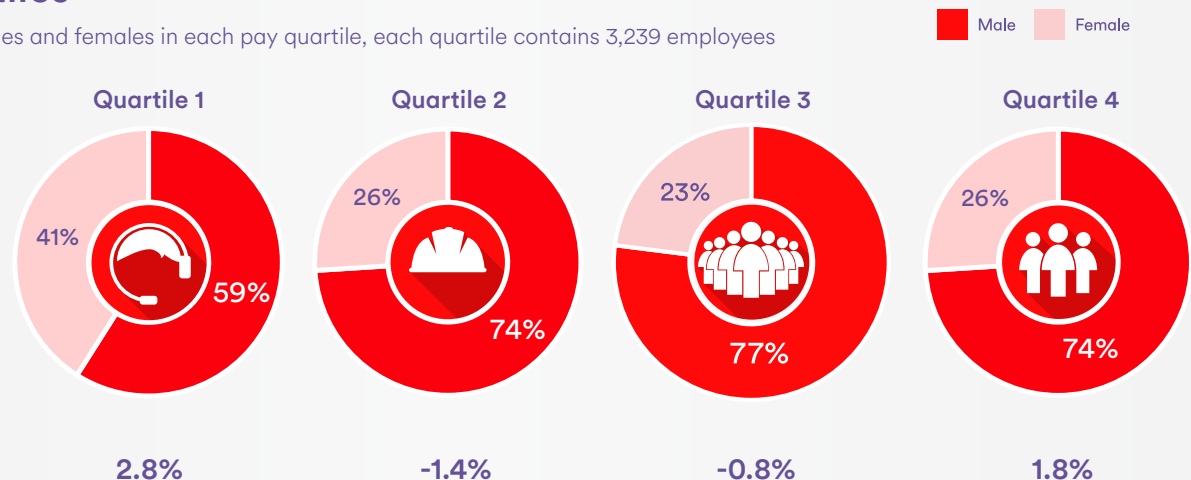
2017 bonus refers to annual bonus, sales & local variable incentives + LTIPs

Pay & Bonus

Difference between men and women	Mean Average	Median Middle
Gender Pay Gap	10.0%	13.8%
Gender Bonus Gap	10.1%	-8.9%

Pay quartiles

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

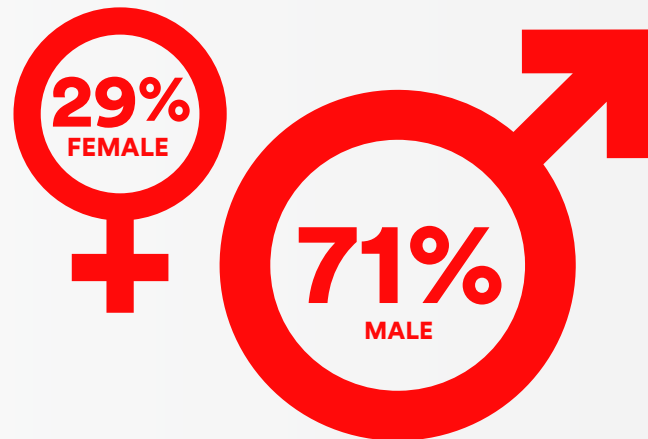


Pay Gap Data
showing pay
equality within
quartiles

- In favour of women + In favour of men

OUR STORY TODAY

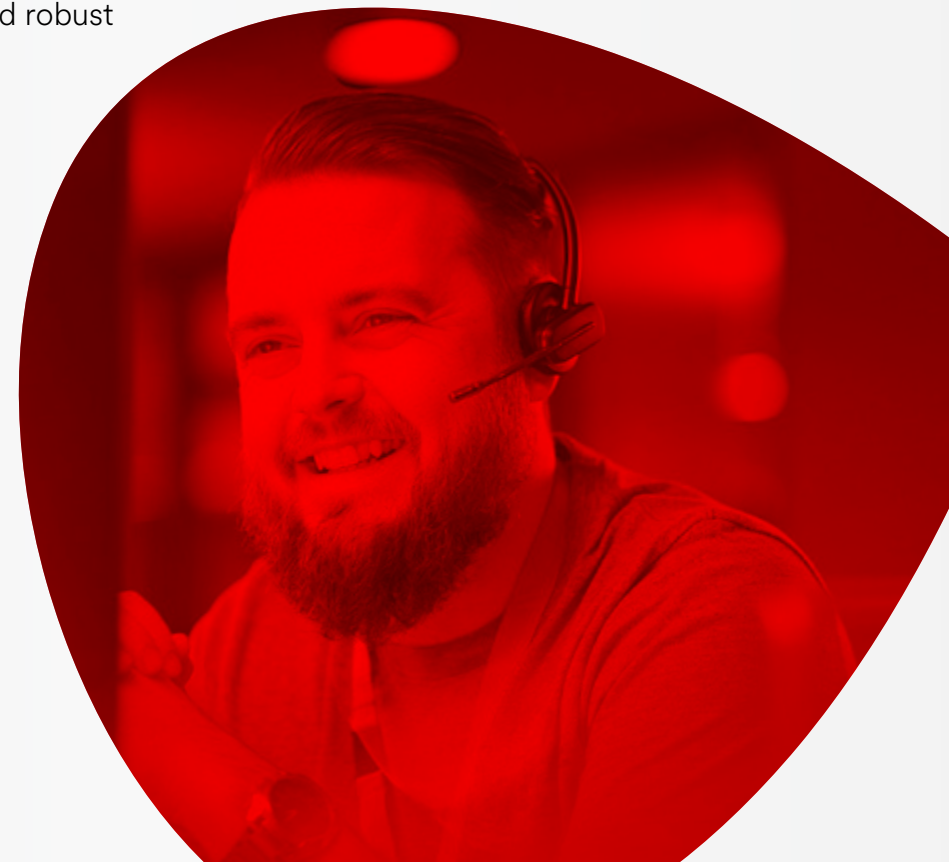
ACROSS APROXIMATELY
12,300
EMPLOYEES
THE GENDER BALANCE IS



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

We'll create a more 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 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
- Deliver gender action plans by division, holding leaders accountable
- Providing open, welcoming and accessible work environments
- Proactively engaging our people, building networks, sharing ideas and celebrating differences



FIRST YEAR INTERVENTIONS



A year into our journey to achieve gender parity by 2025, the image on the following page shows our programme of interventions which are beginning to deliver real results.

We recognise that there is no one or quick fix in regards to improving gender parity and that our success is dependent upon many jigsaw pieces being delivered concurrently.

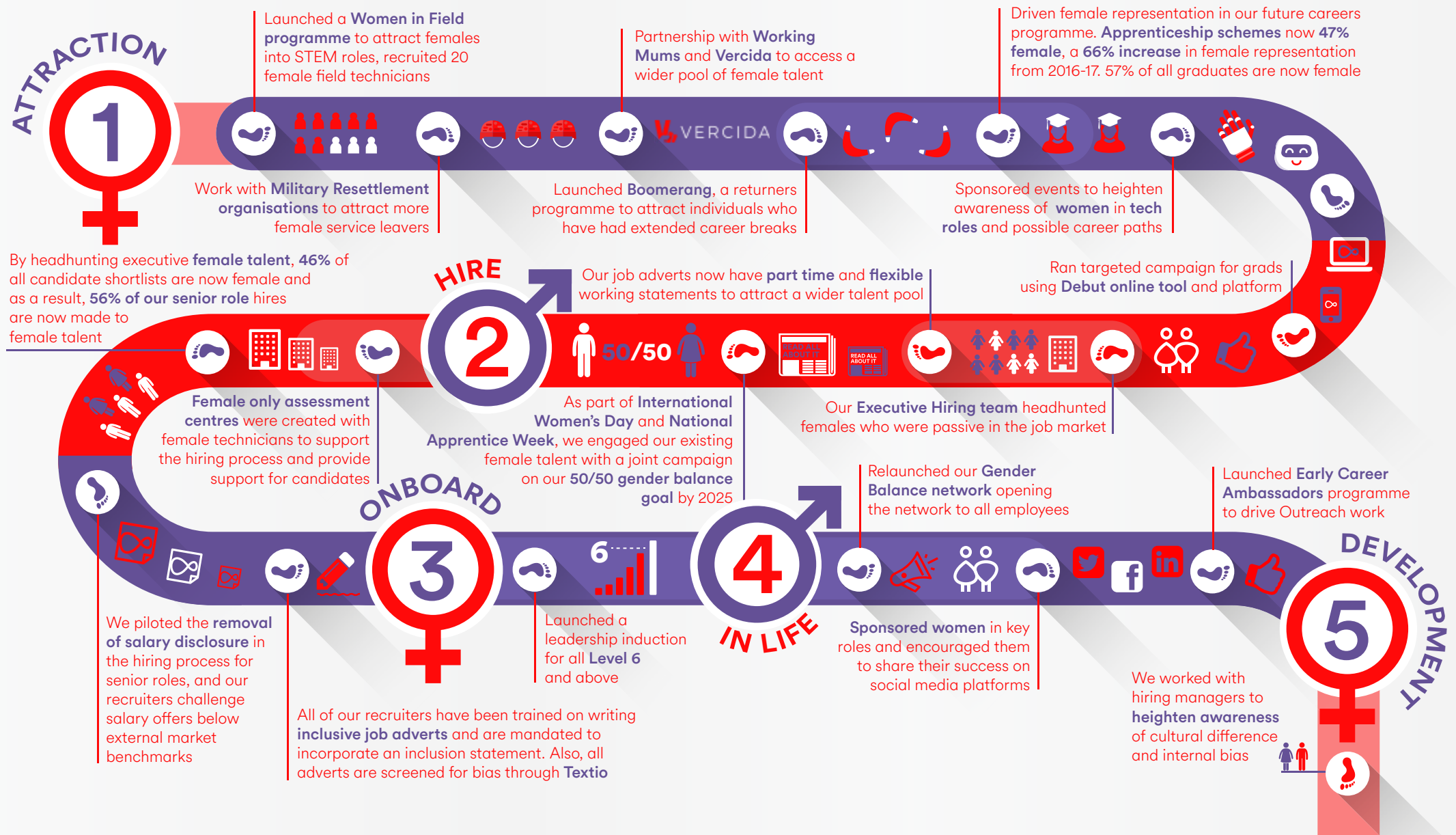
That's why our focus in these areas will be sustained and enhanced as we move to the next stage of our journey.

We know there is more to do and we are committed to maintaining the momentum and results we have experienced as a result of our first year of interventions.

**OUR JOURNEY TO ACHIEVE
GENDER PARITY BY 2025**



FIRST YEAR INTERVENTIONS



WHAT WE'LL FOCUS ON NEXT

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

Our programme of interventions will remain focussed around our three inclusion pillars.

Attract

Recruiting and investing in awesome talent from a range of backgrounds

- Build long term relationships with schools and colleges through our STEM ambassador programme to encourage more females to study Science, Technology, Engineering and Maths subjects and to enter related careers
- Continue to target female talent for roles, with every senior management shortlist of three to include at least one woman and all other roles to have 40% female on shortlist's

Develop

Equip and empower our leaders to own and drive inclusion

- Up skill our leaders and line managers through our essentials programmes development courses to own and drive inclusion in their respective business areas
- Showcase our talent, creating relatable role models and mentors for our female talent to connect with and aspire to

Nuture

Making inclusion part and parcel of everyday life

- Goal of 50:50 balance of men and women across all levels by 2025
- To measure our success through core KPIs focused on attracting, promoting and retaining female talent

**50♂ GENDER
50♀ PARITY
BY
2025**

**AT LEAST 1
FEMALE
CANDIDATE
PER JOB SHORTLIST**



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