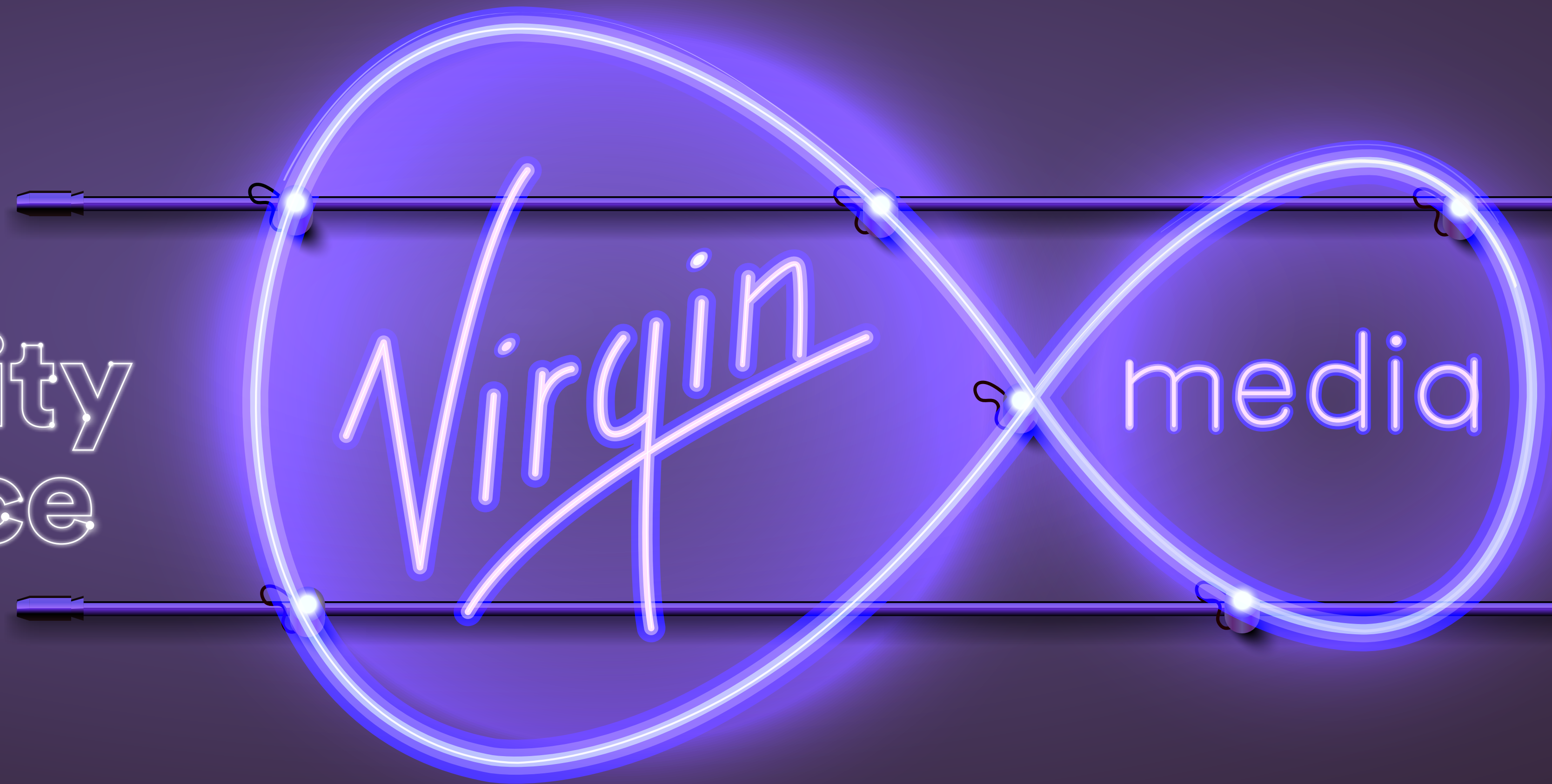


2018
sustainability
performance





A bit about us

We're in the business of building connections that really matter and improving the digital fabric of the UK and Ireland. Virgin Media offers four multi award-winning services; broadband, TV, mobile and home phone.

Our dedicated, ultrafast network delivers the fastest widely-available broadband speeds to homes and businesses. Now we're expanding this through our Project Lightning programme, which could extend our network to up to 17 million premises.

Virgin Media is part of Liberty Global, the world's largest international TV and broadband company. Liberty Global connects 21 million customers through operations in 10 countries across Europe subscribing to 45 million TV, broadband internet and telephone services. It also serves 6 million mobile subscribers.



Nearly
5.9 million
cable customers

Project Lightning is the single biggest private investment in the UK and Ireland's digital infrastructure in more than a decade

Our customers
subscribe to

14.7
million
cable products

Virgin Media Ireland has three TV channels, Virgin Media One, Two and Three

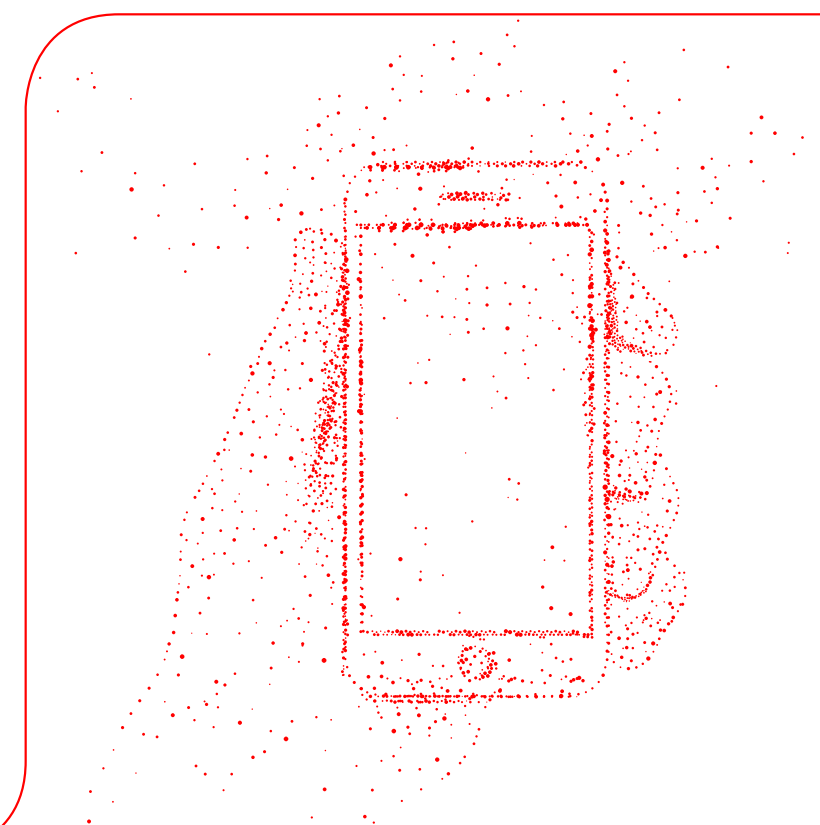


£5.2bn
total revenue

10,000+
employees

15.3
million
premises connected

Our dedicated, ultrafast network delivers the fastest widely-available broadband speeds to homes and businesses



3.1 million
mobile customers

Our network expansion programme is creating thousands of new jobs

Intro

Strategy

Transforming lives

Boosting business

Better products

More inclusive

Lower impact

<< Prev page

>> Next page

Page 1 of 28



Intro

Strategy

Transforming lives

Boosting business

Better products

More inclusive

Lower impact

<< Prev page

>> Next page

Page 2 of 28

Looking back at 2018

Technology has a big impact on the way we all live and at Virgin Media we want to help make sure this is a force for good for our customers, our people and the communities we serve.

While ‘sustainability’ or ‘corporate responsibility’ might sound like corporate jargon to lots of people, the idea that businesses should stand for making more than a profit for their shareholders has never been higher on the public agenda.

In 2015 we moved from 27 yearly targets to five long-term goals. This report marks the penultimate year of our 2020 strategy – we call these targets our ‘5 in 5’ goals.

We’re well on the way to hitting our ‘5 in 5’ goals and our partnership with Scope is going from strength-to-strength. In 2018, we launched Support to Work, an innovative digital employment service for disabled people, run by Scope to deliver on our commitment to support one million disabled people with the skills and confidence to get into and stay in work by the end of 2020. The service supports the people that need it the most, but also creates evidence for a more disruptive employment system that can be delivered digitally. Internally, we’ve progressed our three-year disability action plan, delivering disability and vulnerability training to more than 8,000 frontline employees. We also revamped our priority fault service to make sure that when it comes to building a more inclusive business, we want to step up and lead the way.

At Virgin Media we talk about sustainability as the ambition to grow our business in a way that’s good for people and the environment. That’s why we’re harnessing the power of digital technology to drive positive change.

Alongside our ‘5 in 5’ plan, we’ve mobilised our people in response to events across the world, including the Indonesian tsunami and the centenary of the First World War. We’re proud of our employees’ commitment to support both these international events and the local communities we serve through an amazing variety of volunteering and fundraising activities.

We’ve made this happen alongside a demanding business environment. Despite this, in 2018 our network expansion plan, Project Lightning, delivered ultrafast connectivity to 481,000 additional homes and businesses. Alongside this growth, we reduced our environmental impact, achieving a 22% reduction in our carbon footprint in 2018 against a 2014 baseline. This includes an 80% reduction per terabyte of data during the same period. We’re doing the hard work so our customers don’t have to.

We made a bold and long term commitment to renewable energy. In 2018, 100% of our contracted electricity for our entire building and technical estate across the UK and Ireland, came from renewable sources. This represents 99.5% of our total electricity consumption, with the remaining 0.5% relating to sites without an assigned energy supplier.

With the support of our leadership team behind the goals, we’re committed to using digital technology to make good things happen. We’ve made great progress and achieved a lot but we’re not losing sight of that finish line in 2020. We have key priorities to deliver our ‘5 in 5’ plan. Soon we’ll be looking to the future, engaging our people and our customers on what we should focus on from 2020.

Email us at sustainability@virginmedia.co.uk.



The best of 2018

Intro

Strategy

Transforming lives

Boosting business

Better products

More inclusive

Lower impact

<< Prev page

>> Next page

Page 3 of 28

Supported

121,252

disabled people

with information, skills and advice following the launch of the Support to Work Service

Reduced our carbon footprint by

22%

against our 2014 baseline*
* location based

We've taken back over

10 million

pieces of kit since 2014, reusing over half of them



100% of our contracted electricity

came from renewable sources



SCOPE = Equality for disabled people

Won 'Partnership with a National Charity'

with Scope at the 2018 Better Society Awards

Created the opportunities for more than

100,000

small businesses to grow

through digital since 2015, hitting our target a year early

Became a gold tier sponsor

of the British Paralympic Association



Reduced paper for direct marketing by

70%

since 2014

More than

8,000 of our customer-facing people

completed a new customer disability and vulnerability training module





The way we do things

We're a big business with big ambitions and we're committed to doing this in a responsible and sustainable way. At the heart of Virgin Media are our customers and our people. We want our customers to love what we do and our people to be proud of how we do it.

Our sustainability strategy is owned by the business inside out, top to bottom. Each of our sustainability strategy goals is sponsored by a member of the Executive Committee and our business functions are accountable for making it happen day-to-day, with advice and support from the Sustainability team. Virgin Media Ireland's sustainability strategy is managed locally, although very much aligned with the vision of using digital technology and connectivity to make good things happen for customers and communities. The sustainability team works closely with the team at Liberty Global, our parent company, on issues that require action across the Group, such as modern slavery and ethical supply chains.

All our people adhere to the Code of Business Conduct and our suppliers sign up to our **Supplier Code of Conduct**, which outlines a set of sustainability principles including business ethics, human rights, labour conditions and environmental management. Transparency is also important to us and we publish an annual **Modern Slavery Statement** and **Gender Pay Gap Report**.

We can't achieve our ambitions alone. We work with a range of experts and partners to understand the latest trends and to make sure our activities remain relevant and deliver a positive impact across our industry and society. For example, we connect with our peers through the **Responsible Media Forum**, collaborate with the industry on child online safety through **Internet Matters** and work closely with our strategic charity partner **Scope**, to deliver our commitment to transform the lives of disabled people.

To make sure our sustainability strategy remains credible and relevant, we undertake a materiality assessment every few years to identify and prioritise the issues that matter the most. This involves talking to our people, customers, the public and sustainability professionals to understand where we should be concentrating our efforts. Our next assessment in 2019 will inform our sustainability strategy from 2020 onwards.

In 2019 Virgin Media revealed its purpose of **building connections that really matter**. What we're doing as a values-led, sustainable business really brings this to life.

Our approach goes beyond compliance and 'doing the right thing' to actively using our business, brand and people to create a positive impact for our customers, people and the communities we're part of.

• Intro

Strategy

Transforming lives

Boosting business

Better products

More inclusive

Lower impact

<< Prev page

>> Next page

• Page 4 of 28



Our Sustainability Strategy

To grow our business in a way that's good for people, communities and the environment, we're harnessing the power of digital technology to make good things happen inside our business and out.

We're focused on where we should and can have most impact. In 2015, we made five big, bold commitments to achieve our ambitions, and gave ourselves five years to achieve them.



Digital for good

Using our business, brand and people to create positive change for our customers and the communities we're part of.

Sustainable growth

Making sure that as we grow as a business, including our biggest ever network expansion, we're going beyond compliance and doing it in a way that's good for our customers, our people and the environment.

Intro

• **Strategy**

Transforming lives

Boosting business

Better products

More inclusive

Lower impact

<< Prev page

>> Next page

• Page 5 of 28



Virgin Media Ireland

Virgin Media is Ireland’s leading connected entertainment provider. Its sustainability strategy is built on the vision of using digital technology and connectivity to make good things happen for customers and communities.

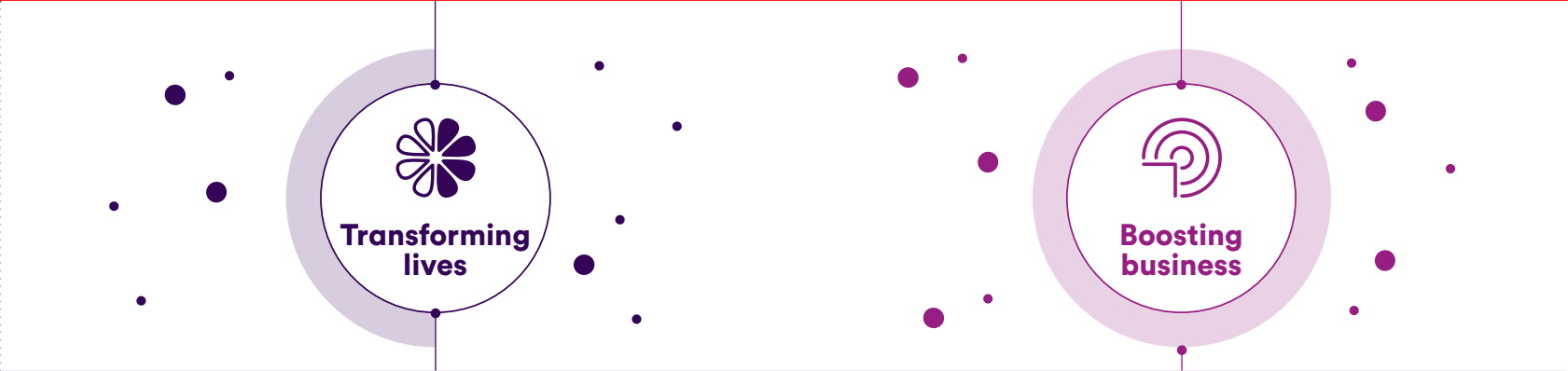
In 2018,
25%
of Virgin Media Ireland employees took part in volunteering as part of their '1,000 days doing digital for good' programme

Virgin Media Ireland focuses its activities around six core programmes:

- Time to Read**
A literacy programme where volunteers read with children in their partnered primary school
- Business Action on Employment**
Targeting the marginalised in society or supporting immigrants to prepare them for work placements
- Safer Internet Talks**
Virgin Media Ireland employees are upskilled through training workshops to deliver Safer Internet Talks in local primary schools
- Coder Dojo Club and Awards**
Coder Dojo volunteers attend workshops to empower employees to volunteer to run Coder Dojo Clubs across the country and participate in the annual Coder Dojo Coolest Projects Awards
- Lessons for Life**
Annual employee fundraising event, The Big Ride for Africa. Our people take part and fundraise to support the Lessons for Life's ambition of increasing access to quality education for disadvantaged children in Africa
- Nurture Africa**
Supporting primary and secondary school children, teachers and local communities close to the capital of Uganda



Here’s how we did in 2018



2020 targets	
Support 1 million disabled people with the skills and confidence to get into and stay in work by the end of 2020	Create the opportunities for 100,000 small businesses to grow through digital
Launch the #WorkWithMe pledge and sign up 100 organisations committing to build more inclusive businesses for disabled people by the end of 2020	

2018 progress	
121,525 disabled people supported	Created the opportunities for 112,947 small businesses to grow
Launched #WorkWithMe pledge	

What we've done	
<ul style="list-style-type: none">• 121,525 people have accessed the Virgin Media-Scope partnership advice and resources• 120,908 views of online employment content on Scope website• 617 disabled people enrolled onto the Support to Work tailored service• Launched #WorkWithMe pledge and microsite• Held two #WorkWithMe roundtables, one with Secretary of State DWP in attendance• Launched partnership with The Valuable 500• Donated Virgin Media’s shirt sponsorship of Southampton Football Club for a second time• Announced gold tier sponsorship of the British Paralympics Association	<ul style="list-style-type: none">• Supported 35,616 small businesses, reaching 112,947 since 2015, meaning we've hit our target a year early• Completed a VOOM bus tour of the UK, which took in 15 cities, offered over 1,400 one-to-one consultancy sessions and gave away £50,000 in prize money• Hosted webinars for 3,527 small businesses• Held a VOOM Pitch competition with more than 3,500 businesses in it to win a share of £1 million in prizes

Doing more good with digital



2020 targets		
Improve the sustainability performance of every new customer product as measured by the product scorecard	Increase percentage of women in the workplace – working towards 50:50 gender balance by 2025	Reduction in carbon footprint
	Achieve Disability Confident Level 3 status	Zero waste to landfill (office and logistics supply chain)

2018 progress		
Virgin TV V6 box uses less than half the power of the TiVo box and is made from 21% fewer materials	29.0% of Virgin Media employees are women	22% reduction in CO₂e compared to 2014 baseline
	Disability Confident Level 1	91% office waste diverted from landfill
		100% of logistics supply chain waste diverted from landfill

What we've done		
<ul style="list-style-type: none">• Published the product scorecard results for the Virgin TV V6 box• Worked with wrap to launch a new recycling centre search tool on our website	<ul style="list-style-type: none">• Increased female representation in future careers schemes• Delivered training on inclusive job adverts, unconscious bias and customer disability and vulnerability• Launched a 'Women in Field' programme to attract women into STEM roles and set up further women's networks including 'Women in Sales'• Relunched our Gender Balance Network• Launched Thrive, the wellbeing brand for our people and signed the ‘Time to Change’ pledge• Launched a disability network group, UltraViolet• Supported #PurpleLightUp disability awareness campaign across key sites	<ul style="list-style-type: none">• 2% reduction in energy consumption year-on-year• 100% of contracted electricity from renewable sources• Achieved an average of less than 100g CO₂/km in the car fleet for the first time• Rolled out Lightfoot driver software, enabling a 9% year-on-year reduction in fuel consumption and emissions• Reduced single-use plastic consumption by 60 tonnes

Growing responsibly & sustainably



Doing more good with digital

transforming lives

Intro

Strategy

Transforming lives

Boosting business

Better products

More inclusive

Lower impact

<< Prev page

>> Next page

Page 8 of 28

OUR 2020 GOAL:

Transform the lives of disadvantaged people through digital technology



Transforming lives

Transform the lives of disadvantaged people through digital technology

Why this is important to us

Disabled people are some of the most disadvantaged in Britain – they're roughly twice as likely to live in poverty as non-disabled adults. The internet and digital technology can be truly liberating for the most disadvantaged people in the UK. But, 20% of disabled adults have never used the internet compared to 8.4% of non-disabled adults.¹

Of the 14 million disabled people in the UK, 7.5 million are of working age and 3.6 million of them are out of work.² The disability employment gap has been stuck at 30% for 10 years.³ Disabled people face a number of barriers that prevent them from getting into and staying in work, including employers' attitudes, inflexible working hours and outdated HR policies.

For the 14 million disabled people in the UK, digital technology and access to the internet can be transformational – providing a voice, enabling people to live independently and unlocking access to education and work. That's why we want to use digital technology and connectivity to help take away the barriers that prevent disabled people having the same opportunities as everyone else.

How we're making it happen

We've evolved our partnership with Scope, which started in 2015, from a traditional national charity partnership to something more substantial and strategic that can ultimately drive a bigger social impact.

To make sure we drive real progress towards our goal, we have a steering committee in place for our partnership with Scope, with an independent chair, which meets twice a year. Brigitte Trafford, our Chief Corporate Affairs Officer is the executive sponsor for transforming lives.

To drive progress on our goal, we have three areas of focus:

- **Supporting 1 million disabled people with the skills and confidence to get into and stay in work by the end of 2020.** Together with Scope we've launched a new digital employment service delivered through Scope's channels
- **Transforming the experience for our disabled customers and employees.** We have a three-year disability action plan in place and have made great progress in 2018
- **Celebrating and normalising disability.** We're proud to be gold-tier sponsors of the British Paralympic Association and are using various brand activations to help shift attitudes towards disability in the run up to the Tokyo 2020 Games



In 2018 we...

- Grew #WorkWithMe with Scope, a business-to-business community providing a platform for businesses committed to thinking and acting differently about disability in their organisation to share resources, best practice and learnings. With Scope we hosted two roundtables and launched a new open access digital hub to host shared resources, latest news and helpful information
- Launched the #WorkWithMe pledge outlining five practical steps businesses can take to become a more inclusive employer for disabled people
- Became a strategic partner of #valuable, now called The Valuable 500, a global call to action for 500 c-suite leaders to put disability on their board agenda in 2019
- Donated our logo sponsorship of Southampton Football Club to Scope for the second time
- Used our platforms to amplify the activity of ParalympicsGB throughout the PyeongChang 2018 Winter Paralympic Games campaign. This included a piece of commissioned research, internal communications engagement and a social media campaign celebrating the fearless qualities of our Paralympic athletes, delivering our ambition to shift perceptions of disability and encourage the nation to be braver
- Won 'Best Partnership with a National Charity' at the 2018 Better Society Awards for our work with Scope

By 2020, we'll have...

- Supported 1 million disabled people with the skills and confidence they need to get into and stay in work by the end of 2020
- Supported 250 UK and Irish businesses with the resources, advice and support they need to deliver on their Valuable 500 commitments
- Delivered our internal disability action plan and identified more opportunities to improve the experience of disabled customers and our people
- Used our platforms to support a shift in public attitudes towards disability as a result of the 2020 Paralympic Games



¹Office of National Statistics, Internet users UK: 2018 Report

²DWP Family Resources Survey, 2016/17

³Identified from Scope analysis of the Labour Force Survey 2017

Intro

Strategy

Transforming lives

Boosting business

Better products

More inclusive

Lower impact

<< Prev page

>> Next page

Page 9 of 28

Support to Work: tackling the disability employment gap

Case study

In 2018 we launched Support to Work with Scope, a new innovative digital employment service for disabled people

We responded to feedback from disabled people that there is inadequate support, information and advice available to help them get into and stay in work.

The reality is that on average, disabled people face £583¹ extra costs related to their disability on a monthly basis. A regular wage alongside the confidence and sense of community a job brings is crucial for disabled people to have the independence needed to thrive in and outside of work.

Support to Work offers disabled people a tailored 12-week programme and a suite of online self-service resources delivered by Scope and fully-funded by Virgin Media. The two elements of the service allow customers to receive the appropriate level of advice and support based on their individual ambition, skill set, experience and confidence level with employment.

Launching and growing the Support to Work service delivers on our commitment to support one million disabled people with the skills and confidence they need to get into and stay in

“I felt uplifted. I was so happy. I was smiling for days. For a long time, I couldn’t see a future but Support to Work really turned my life around”

work by the end of 2020. In 2018 our target was for 100,000 disabled people to access support to help them get into and stay in work. We surpassed expectations, reaching 121,525 customers. 617 enrolled on the tailored service and 120,908 disabled people and their families benefitted from our digital resources.



Simone, 2018 Support to Work customer

Press refresh: Simone's career 2.0

Simone never had a problem looking for jobs before she became disabled. When she developed repetitive strain injury, a condition affecting her arms and hands her employer did not make the adjustments she needed, things like speech recognition software and an adapted keyboard. She faced intolerable pain every day leading to her decision to leave her job.

After 15 months of applying for new jobs with no response, Simone had lost hope. She was desperate to work but could not find anyone who would employ her.

“It really knocked my self-worth and my self-confidence. You start to feel like you’re not worthy of being employed despite having a great career history. I felt like all my qualifications had been for nothing”.

Simone got in touch with Support to Work and was paired with advisor Zaid. With the right support Simone was able to turn her life around.

“I felt a sigh of relief. It felt like someone finally had my back, after months of feeling so alone. The main thing that Support to Work helped me

with was my confidence. Because my confidence had taken such a huge knock, I didn’t feel like an employer should employ me. I didn’t think I was worth it. But when Zaid made so many nice comments about my CV and gave me so many ideas for what I could do, I started to believe in myself again”.

With Zaid’s support, Simone found the best approach was to tell employers about her condition and what she’s able to do with some simple adaptations. With this new-found confidence she applied for a role as an Operations Assistant and got an interview straight away. The interview went well and Simone was offered the job.

“I felt uplifted. I was so happy. I was smiling for days. For a long time, I couldn’t see a future but Support to Work really turned my life around”.

Stories like Simone’s show how Support to Work is providing the evidence that employment support can be delivered digitally rather than the more traditional approaches of mandatory schemes. **Our digital approach is disrupting the wider employment support market.**

The Scope for equality

Case study

We know a lot of people are still uncomfortable talking about disability. Many find it awkward and are not sure how to approach the topic, or if they should at all

At Virgin Media we have a long term focus on creating an inclusive culture for our people and our customers. Our partnership with Scope forms part of this commitment but we want to go beyond transforming the experience for disabled employees and customers and use our brand to shift public perceptions about disability.

August 2018 marked a huge moment for Scope, as they launched their new brand identity and a renewed focus on their role as a social purpose organisation. In support of this pivotal point in their history, we donated our official Virgin Media shirt sponsorship of Southampton FC to Scope as they took on Leicester City FC at St Mary's Stadium.

We secured over 30 pieces in national print media, national broadcast coverage including Sky News and ITV News and an array of radio outlets, enabling Scope to bring their renewed commitment to disability equality to the front of public consciousness.

The event also provided a moment for us to pause and reflect on how far Virgin Media has come since the first logo swap in May 2017. In this time we've embedded a truly strategic partnership and delivered significant impacts across all shared programmes, campaigns and initiatives. The repetition of the logo swap is indicative of the ever increasing focus on disability across Virgin Media; Marketing, Corporate Affairs, Sponsorship and many other teams pulled together to make the event possible.

Looking to the future, we're confident in the growing importance placed on our sustainability agenda in core brand activations. Symbolic actions like this, reaching millions, can really get the nation talking, helping our mission to support disabled people achieve everyday equality.

Our second logo swap enabled Scope to showcase their bold new logo on the shirts of the Saints players. It provided a unique platform for Scope to engage the public with their new identity and Disability Game Changers campaign.

Southampton FC Player, Mario Lemina, in action sporting the one-off Scope logo shirt



Doing more good with digital

boosting business

Intro

Strategy

Transforming lives

• Boosting business

Better products

More inclusive

Lower impact

<< Prev page

>> Next page

• Page 12 of 28

OUR 2020 GOAL:

**Create the opportunities for 100,000
small businesses to grow through digital**

Boosting business

Create the opportunities for 100,000 small businesses to grow through digital

Intro

Strategy

Transforming lives

Boosting business

Better products

More inclusive

Lower impact

<< Prev page

>> Next page

Page 13 of 28

Why this is important to us

We know that harnessing the power of digital technology can help unlock growth and generate wealth. Small businesses already contribute over half¹ of all private sector turnover in the UK. With the right support, small businesses can continue to create jobs, contribute to local communities and help drive digital competitive advantage for the UK.

We have been enabling small businesses to unleash their digital potential and drive business growth through inspiration, education and peer-to-peer support.

How we're making it happen

VOOM is our way of boosting the UK and Irish economies by creating opportunities for 100,000 small businesses to grow through digital.

Since 2010, VOOM has grown to become a unique and powerful community of entrepreneurs and small business owners who come together with Virgin Media to make connections, share their expertise, find peer-to-peer support and compete for their chance to 'pitch to Rich'. The community is packed with great advice from successful start-ups, business leaders and leading brand partners like Virgin StartUp, Crowdfunder.co.uk, Paypal and LinkedIn.



¹Combined annual turnover of SMEs was £2 trillion. Business population estimate for the UK and regions: **2018 statistical report, Department of Business, Energy and Industrial Strategy (DBIS)**

Virgin Media Business has driven this initiative forward and Peter Kelly, Managing Director of Virgin Media Business is the executive sponsor for this goal.

The three areas we focus on:

- **Boosting the speed of business:** In 2017, Virgin Media Business launched VOOM Fibre, to become the only provider in the market to offer its top speed of 350Mbps as standard. After learning that the average employee loses 15 minutes a day to slow internet speeds², we went a step further introducing a new speed of up to 500Mbps, the fastest widely available speed in the market³
- **Building connections that really matter:** The VOOM Pioneers digital platform provided a place for small business owners to meet like-minded entrepreneurs and potential business partners
- **Getting ahead:** From humble beginnings in 2011, VOOM Pitch has grown to become the UK and Ireland's biggest pitching competition giving entrepreneurs the chance to pitch to Sir Richard Branson and giving away over £3.5 million worth of prizes to more than 52 businesses

²**Virgin Media Business Digital Opportunities report**, 2016. A small business with eight employees used for illustrative purposes only. Eight people losing 15 minutes for five days equals 600 minutes, or ten hours of time, lost. According to the Department for Business, Innovation & Skills, businesses with 0-9 employees account for 96% of all UK businesses.

³Speed claim: The UK's fastest major business broadband provider based on VOOM Fibre 350Mbps vs major UK B2B ISPs max: 314Mbps BT; 80Mbps O2; 76Mbps Plusnet; 76Mbps TalkTalk; and 76Mbps Vodafone. Virgin Fibre areas only

In 2018 we...

- Supported 35,616 small businesses, reaching 112, 947 in total since 2015, meaning we've hit our target a year early
- Provided a place for small business owners to meet like-minded entrepreneurs and potential business partners on the VOOM Pioneers digital platform. Since 2010, 15,162 members have used the VOOM Pioneers platform to start conversations, ask to start conversations, ask questions, offer advice and meet at face-to-face events that we hosted
- Hit the road in a big red bus to complete the VOOM Tour which took in 15 cities across the UK, offered over 1,400 one-to-one consultancy sessions and gave away £50,000 in prize money
- Held another great VOOM Pitch competition with more than 3,500 businesses battling it out for their chance to pitch to Sir Richard Branson and share in the £1 million prize fund

By 2020, we'll have...

- Continued to develop VOOM as a business acceleration initiative, providing more opportunities to boost business potential
- Delivered social and economic impact through the opportunities we have created for businesses

Giving businesses VOOM to shine

Case study

Our boosting business goal is all about creating opportunities for small businesses to grow

VOOM, the UK and Ireland's biggest pitching competition does just that, giving entrepreneurs and small businesses the chance to pitch to Sir Richard Branson. Since 2011, the competition has awarded over £3.5 million in prizes and has supported 27,500 businesses to grow.

VOOM 2018 was our biggest and best yet, with the familiar elements of the pitching competition, backed up by big brands offering great advice, mentoring and prizes to the entrants. In the lead up to the main competition, the VOOM bus visited 15 cities across the UK with brand partners including Virgin StartUp, Crowdfunder.co.uk, PayPal, LinkedIn and many more. The VOOM bus hosted over 1,400 one-to-one sessions covering digital business skills, crowdfunding, leadership and international growth.

In addition to the main prize pool, VOOM 2018 also awarded five special awards (worth over £50,000 in prize money) from our partners including Virgin Unite, Crowdfunder, PayPay, Grant Thornton and even a very special award from Sir Mo Farah, for going the extra mile.

Outside of the VOOM competition, Virgin Media Business also hosted webinar sessions for small businesses on important subjects like the new GDPR regulations which were a big challenge for a lot of businesses, big and small. 3,527 small businesses attended these webinars, gaining new skills to help their business to grow.

In 2018, more than 3,500 businesses battled it out across two categories for their chance to pitch to Sir Richard Branson and win a share of £1 million in prizes.

VOOM pioneers leaving the VOOM bus



Intro

Strategy

Transforming lives

Boosting business

Better products

More inclusive

Lower impact

<< Prev page

>> Next page

Page 14 of 28

A healthcare app with some va-va-VOOM

Case study

The digital healthcare market is thriving as was evident from the VOOM 2018 entries

One of these entries went all the way. Therapy Box, the artificial intelligence app that uses machine learning to diagnose, treat and support people with hidden communications disabilities, took home the coveted 'Scale & Grow' trophy (for organisations with more than 20 employees).

Around one in 10 children are affected by Developmental Language Disorders (DLDs). DLDs often lead to isolation and poor academic performance; they're more likely to drop out of school, and half of offenders in custody have communication problems of some sort. This is where Therapy Box comes in. Therapy Box is a London based small to medium sized enterprise (SME) founded by speech and language therapist Rebecca Bright MBE. In her experience working for the NHS she realised there was a need to create a new way to support those affected.

Therapy Box have developed a range of apps that support patients with DLDs and communications disabilities. The ATLAS Project app, still in development, will analyse a child's speech to find out if she or he needs a referral to a specialist. This would save a stack of therapist time. Rebecca describes how she wanted to stop children slipping through the net by making initial detection and diagnosis easier.

"DLD is often called 'the hidden disability', and early intervention is hugely important as it has a significant knock-on effect on children's lives. Our app listens to the child's speech, analyses it and triggers a referral if necessary."

Rebecca, who bagged the Queen's Award for Enterprise Innovation in 2014, says:

"I'm lucky that I've been able to use my expertise as a speech and language therapist to build a business that creates apps to help people with disabilities such as motor neurone disease, stroke and autism. So far we've launched over 40 apps, which are used by people all over the world."

By winning the Scale & Grow award and a share of the £1 million prize, Therapy Box have continued to invest in further research and development and upskilling for machinery learning projects. This allows them to place themselves as a leader in AI with a focus on using speech and acoustics to detect disease and disability.

Rebecca Bright MBE.
Founder of Therapy Box (right)



Intro

Strategy

Transforming lives

Boosting business

Better products

More inclusive

Lower impact

<< Prev page

>> Next page

Page 15 of 28



Growing responsibly & sustainably

better products

Intro

Strategy

Transforming lives

Boosting business

Better products

More inclusive

Lower impact

<< Prev page

>> Next page

Page 16 of 28

OUR 2020 GOAL:

**Improve the sustainability performance
of every new customer product**

Better products

Improve the sustainability performance of every new customer product

Why this is important to us

The production, use and disposal of electrical products touches on many global environmental and social issues like greenhouse gas emissions from energy consumption, resource depletion, the treatment of workers in the supply chain and the safe disposal, reuse or recycling of products when customers no longer need them.

The impacts of electrical products through their lifecycle can far outweigh the direct operational impacts of a business. While one product in a home may not seem to make a big difference, across millions of customers, this really adds up.

At Virgin Media, we want our products to have an environmental and social story we can all be proud of. Looking holistically at the sustainability performance of our products past and present means we can take a more considered approach to our product development.

How we're making it happen

Following the creation of our product scorecard, a tool we've developed to measure and improve the sustainability performance of our products, we're actively working with our product suppliers to identify opportunities to improve the environmental and social impacts of new products as they're developed. This includes energy efficiency, the amount of materials used, recycled content and recyclability, minimising packaging and making sure the product follows accessibility guidelines.

The directors responsible for our products are regularly updated on the product scorecard and how we're using it to deliver improved performance in the development of new customer products. The Sustainability team work with the Liberty Global Corporate Responsibility team to drive accountability with the Liberty Global product owners who manage the product development process on behalf of the local markets. Jeff Dodds, our Chief Operating Officer is the executive sponsor for this goal.

To drive progress on our goal, we have two areas of focus:

- **Making sure our products follow accessibility guidelines** and consider the experience of our disabled customers
- **Improving the environmental and social impacts** of all new customer products



In 2018 we...

- Published the Virgin TV V6 product scorecard
- Worked with the product team at Liberty Global to influence the design of the next router to be rolled out across the Group, using the product scorecard to ensure the hardware and software has improved environmental and social credentials
- Reduced or avoided single-use plastic amounting to 60 tonnes, including removing document wallets, plastic resealing tabs, packing tape and pallet wrap at our distribution centres and in our product packaging

By 2020, we'll have...

- Embedded social and environmental performance as a key focus in the new product development process resulting in demonstrable reductions in environmental and social impact every time we launch a new product. This should tell a story about the whole product, across the whole lifecycle and identify opportunities for innovation that impacts the industry, not just Virgin Media

A score for sustainability

Case study

Back in 2015 we committed to making every new customer product more sustainable than the last

Back in 2015, we committed to making every new customer product more sustainable than the last. To deliver this promise we developed our product scorecard which helps us measure and communicate how we're reducing the environmental and social impacts of every product. The results from our first product scorecard published in 2017 for our Hub 3 act as the benchmark for all future broadband routers.

In January 2018, we published the product scorecard results for our V6 box. In addition to being our smallest, smartest and fastest box ever, we know that:

- It uses less than half the power across a 24-hour period compared to the existing TiVo box due to its low power modes, in a typical user scenario. Across our customer base this is already saving enough energy to power over 7,000 UK homes a year
- It uses 21% fewer materials by weight, like plastics, metals and electronics
- It uses 50% less packaging when in distribution from our suppliers to our central logistics hub, the Big Red Shed

The application of the scorecard methodology to the V6 shows building products to enhance the quality of its service provision can be achieved alongside significant improvements in environmental and social performance.

The product scorecard isn't just about measuring the impact of our products. We're also using it to influence the design and development of future products by working with Liberty Global at the earliest stages of product development, as well as asking our suppliers to demonstrate how they can improve the sustainability impacts of future products.

Virgin TV V6 box



Our smallest, smartest, fastest box yet – half the size of our previous TiVo box with ten times the power.



Record six programmes while watching a 7th.



Recordings, on demand and live TV can be watched in one room, paused and continued in another room or on our Virgin TV Go App.



Supports 4K Ultra-High Definition content.



Comes with 1TB storage allowing 500 hours of SD recordings or 100 hours of HD recordings.



Big-ups to our Big Red Shed

Case study

When we look at the environmental impact of our products, we look beyond just the product and also at the process of getting them from A to B

This process involves packaging and transportation from the manufacturer to our Big Red Shed (our central logistics hub) and out to our Little Red Sheds (our regional logistics hubs). The products are then picked up by our field technicians to take out to customers. Increasingly, we are also sending products directly from our Big Red Shed to customers as part of our Quick Start service, with customers setting up their own products in their home.

We've built a strong connection over the years with our logistics partner Kuehne+Nagel who operate our logistics hubs. Part of this strong partnership is a commitment to reducing our environmental impact, including maintaining a zero waste to landfill logistics supply chain (the storage and distribution of our products) since 2013. In 2018, in addition to continuing to reduce how much packaging we use and refurbishing customer kit that can be reused, the focus also turned to single-use plastic.

These are some of the measures we implemented in 2018, which are now integrated into our normal business practice:

- **Refurbishing and reusing equipment.** In 2018 we took back over 1.9 million items of our kit, with 1.1 million being refurbished and sent back out to be reused. In addition, we screened and cleaned over half a million HDMI cables, power supply units and remote controls for reuse

- **Quick Start box tabs.** We've removed the plastic resealing push tabs from our Quick Start boxes that enables customers to return their old kit to us and replaced with paper based gummed tape. This saved half a tonne of plastic in 2018 alone

- **Document wallets.** We've removed single-use plastic document wallets from our Quick Start boxes, saving up to half a tonne of single-use plastic a year

- **Reusing cardboard.** We're reusing the original cardboard boxes that customer products are delivered to us in, saving 22 tonnes of cardboard per year

- **Pallet wrap.** We've removed the plastic toppers for pallets of equipment saving over 12 tonnes of plastic per year

- **Packing tape.** We've removed plastic based packing tape in favour of paper based gummed tape, saving 50kg of plastic a year

- **Returns to the Big Red Shed.** We've stopped using shrink wrap for items that are returned to our Big Red Shed from our Little Red Sheds. This is saving over 700kg of shrink wrap per year

In 2019, we'll continue to work with our equipment partners to identify more opportunities to remove unnecessary packaging.



Logistics in action

Intro

Strategy

Transforming lives

Boosting business

• Better products

More inclusive

Lower impact

<< Prev page

>> Next page

• Page 19 of 28

Growing responsibly & sustainably

Intro

Strategy

Transforming lives

Boosting business

Better products

• More inclusive

Lower impact

<< Prev page

>> Next page

• Page 20 of 28

more inclusive

OUR 2020 GOAL:

**Nurture an engaged workforce that represents
the diversity of our customers and communities**

More inclusive

Nurture an engaged workforce that represents the diversity of our customers and communities

Why this is important to us

Diversity of thought, background and experience is essential to drive business performance.

While the business case to create an engaged and diverse workforce is widely understood and accepted, there are many indicators that there's a lot more work to do. The findings of the gender pay gap, the low representation of women in senior positions, the low uptake of women entering science, technology, engineering and maths (STEM) roles and the disability employment gap are a few of the examples showing a lot more progress is required.

At Virgin Media, we know building an inclusive environment is essential to our growth. We're working on building a fully inclusive culture, celebrating everybody's individuality and differences. We also believe we have a pivotal role within our industry to drive improved gender balance and help those with disabilities to thrive at work.

How we're making it happen

This goal is overseen by our Ethics Committee, which meets quarterly and is attended by functional leads from key business areas. It's truly cross-functional so people from our People, Customer and Sustainability teams regularly get together and review progress against our action plans. Catherine Lynch, Chief People Officer, is the executive sponsor of this goal.

To drive progress on our goal, we have three areas of focus:

- **Attract and nurture the widest possible talent pool.** Make sure diverse talent channels are used for recruitment at all levels, and consistently implement our policy of shortlisting at least one female for every senior position vacancy to address bias in traditionally male-dominated areas of the business
- **Equip and empower our leaders to own and drive inclusion.** Through making inclusion a leadership behaviour that's supported through development, measurement and reward, it's our intent to make inclusion part of all our people's everyday business
- **Make inclusion a normal part of what we do and who we are.** Our inclusion strategy is driven by our Executive Committee and business leaders. We are changing our ways of working and complementing this by ensuring our physical work environments are accessible to all. Inclusion is part of everyone's remit

In 2018 we...

- Revamped our priority fault service for disabled and vulnerable customers who depend on their landline and extended the service to broadband
- Published our customer facing accessibility and vulnerability policy and delivered new disability and vulnerability training to over 8,000 of our frontline employees
- Trained hiring managers to increase awareness of cultural difference and internal bias and our recruiters on writing inclusive job adverts, which are then screened for bias
- Overhauled our workplace adjustments process to ensure simple access and consistency of delivery, and reduced the time for workplace adjustments delivery in volume recruitment from 12 weeks to one week
- Launched outreach to women in STEM programmes including 'Women in the Field'
- Relaunched our gender balance network and set up further women's networks including 'Women in Sales'
- Launched our disability network, UltraViolet on #PurpleLightUp day, an international awareness event, calling on organisations across the globe to recognise the economic power of disabled people
- Launched our Black, Asian and Minority Ethnic (BAME) network and relaunched our gender balance network
- Worked with military resettlement organisations to attract more female service leavers

By 2020, we'll have...

- Mapped out and created clear career routes to join Virgin Media and removed barriers for new talent pools
- Provided the policies, tools and systems that underpin and enable inclusive practices
- Created a more inclusive culture that looks, feels and is experienced by all of our people
- Made progress towards achieving a 50:50 gender balance by 2025



Levelling fields

Case study

Our field technicians travel all around the country every day visiting customers' homes to set up their services and fix problems

Historically it's been a male-dominated area and we want to do something about this gender imbalance.

The targeted approach we took to the recruitment strategy resulted in a total of 74 women working within our field technician community, 56 of which were hired in 2018 across our operating regions. This has increased the percentage of our female field technicians from 3.8% to 7.1%.

In a pilot scheme in 2018, we committed to recruiting 20 female field technicians across four locations - Flitwick, Portsmouth, Cardiff and Plymouth. We launched a recruitment campaign 'Calling all Women' with the hashtag '#levellingthefield' and had an overwhelming response.

We received over 900 applications within the first four weeks and as a result were able to extend the pilot. The targeted approach we took to the recruitment strategy resulted in a total of 74 women working within our field technician community, 56 of which were hired in 2018 across our operating regions. This has increased the percentage of our female field technicians from 3.8% to 7.1%.

We were subsequently shortlisted in the Diversity and Inclusion category of the Recruitment Marketing Awards. Although there's still a long way to go, our learnings and approach mean we're definitely going in the right direction.

Maria, Virgin Media Field Service Technician



Intro

Strategy

Transforming lives

Boosting business

Better products

More inclusive

Lower impact

<< Prev page

>> Next page

Page 22 of 28



The future is purple

Case study

#PurpleLightUp is an annual campaign from PurpleSpace

PurpleSpace is the world's only professional development hub for disability network leaders, bringing organisations across the world together on International Day of Persons with Disabilities to celebrate the economic power of disabled people across the globe.

#PurpleLightUp is an important example of the collective power of businesses and organisations standing up for inclusion in their own workplace and society at large.

Josh Dennis, one of our Customer Transformation Executives, featured in an advert produced by Channel 4 in support of the campaign alongside employees from businesses committed to thinking and acting differently about disability in their workplace.

On 3 December 2018, Virgin Media joined global corporations, governments and universities, and lit up our London HQ. But we weren't going to stop there. Disability is at the core of our commitment to transform lives through digital technology and we wanted to leverage our digital platforms to ensure the campaign reached as big an audience as possible, including our people, customers and the general public.

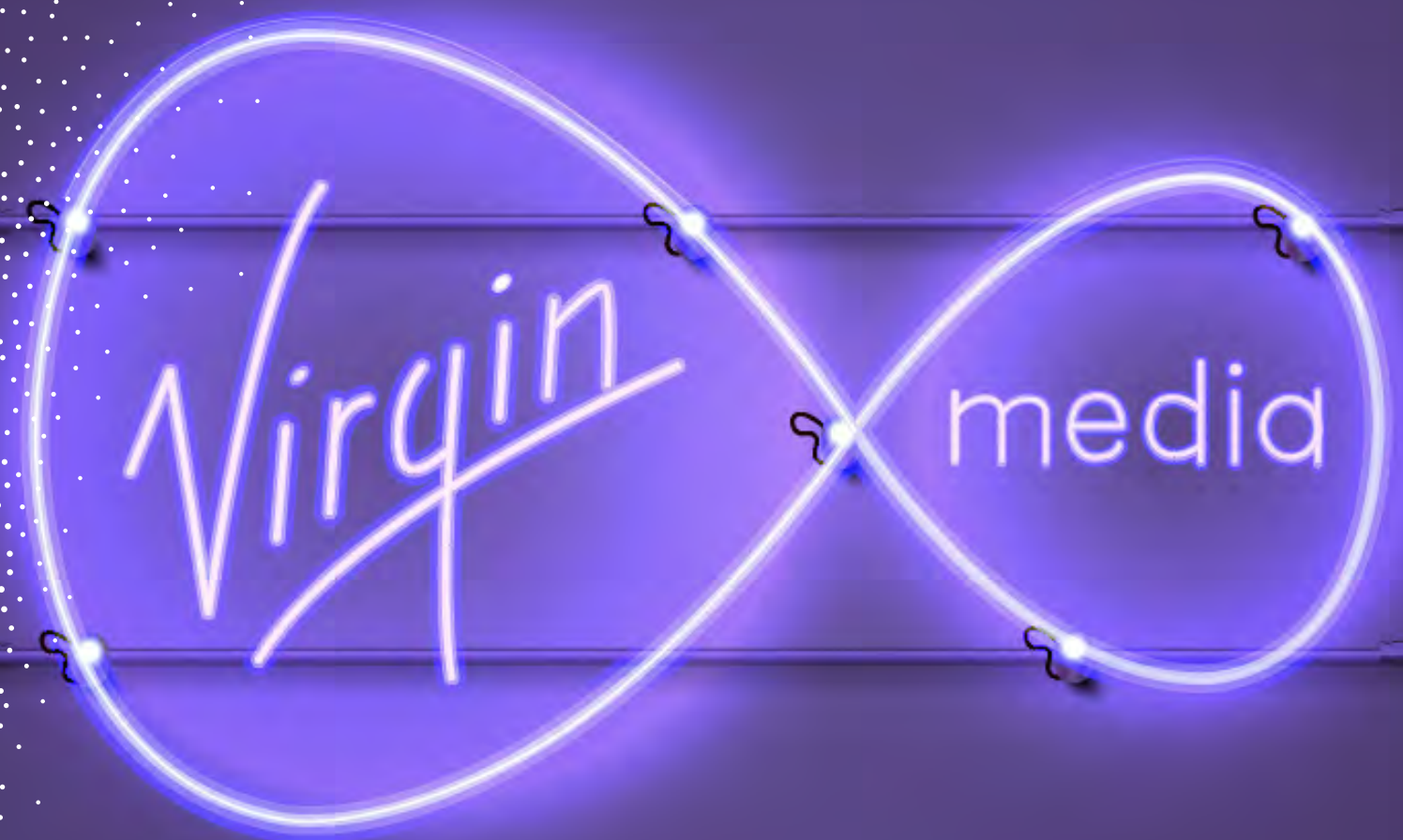
We turned our digital channels purple, including our consumer and corporate websites, social media platforms and TV Discovery Bar – the main information bar that features on the home page of all Virgin TV platforms. In total our campaign content hit almost 15 million impressions on the day.

We also used the day to launch our first employee disability network, UltraViolet. This was brought to life through a live panel discussion with senior leaders, line managers and key disability influencers on how we can continue to have confident conversations about disability.

#PurpleLightUp is an important example of the collective power of businesses standing up for inclusion in their own workplace and across society at large. At Virgin Media, we believe building inclusive businesses leads to an inclusive society.

#PurpleLightUp

03\12\2018



Virgin Media #PurpleLightUp campaign poster

Intro

Strategy

Transforming lives

Boosting business

Better products

More inclusive

Lower impact

<< Prev page

>> Next page

Page 23 of 28

Growing responsibly & sustainably

lower impact

Intro

Strategy

Transforming lives

Boosting business

Better products

More inclusive

• Lower impact

<< Prev page

>> Next page

• Page 24 of 28

OUR 2020 GOAL:

**Grow our business without
increasing our carbon footprint**

Lower impact

Grow our business without increasing our carbon footprint

Why this is important to us

Business will play a vital role in delivering the UK's climate change commitments under the Climate Change Act 2008 and the UK government's 25-year environmental plan, as well as the recent announcement that the UK will seek to achieve net zero emissions by 2050. In addition to the global challenge of climate change, there's increasing focus on how society can best move to a more circular economy, with the impact of plastic waste on our natural environment continuing to make headlines.

In 2015, we launched the biggest investment in new broadband infrastructure for more than a decade. We plan to increase the number of homes and businesses to which Virgin Media can offer its ultrafast broadband services to up to 17 million premises. For every kilowatt hour we use in our technical sites, litres of fuel we consume in our fleet and every tonne of waste we send to landfill, we're contributing to the UK's greenhouse gas emissions and waste challenges.

The more we can grow our business while minimising energy, fuel and waste, the more cost efficient we can be while also positively contributing to the UK's carbon and waste targets.

How we're making it happen

Jeanie York, Chief Technology and Information Officer is the executive sponsor for our lower impact goal. The delivery of this goal is overseen by our Sustainable Operations sub-committee, chaired by the Vice President of Planning and Engineering and attended by functional leads for Property, Facilities and Sustainability.

To drive progress on our goal, we have four areas of focus:

- **Reducing energy demand in our technical estate**, which accounts for over 75% of our carbon footprint (fuel and electricity use), through investment in our OREO (Overall Room Energy Optimisation) programme and using newer, more efficient equipment
- **Reducing vehicle fuel consumption** through driver monitoring software and purchasing more efficient vans
- **Instilling good environmental management principles** across our estate through the continued rollout of our ISO14001 certified Environmental Management System
- **Working towards zero office waste** to landfill and cutting out single-use plastic waste



In 2018, we...

- Achieved a 22% reduction in our carbon footprint (fuel and electricity use) against our 2014 baseline in conjunction with the delivery of our ambitious network expansion plan
- 100% of contracted electricity, for our buildings and technical estate across the UK and Ireland, came from renewable sources. This represents 99.5% of our total electricity consumption, with the remaining 0.5% relating to sites without an assigned energy supplier.
- Reduced fleet fuel by 9% saving 1,200 tCO₂e, meaning on average, our car fleet is below 100gCO₂/km for the first time
- Diverted 91% of office waste from landfill
- Diverted 100% of logistics supply chain waste from landfill
- Saved over 60 tonnes of single-use plastic through removing plastic packaging from our uniform supply chain, Quick-Start boxes and logistics operation at our Big Red Shed. We've also tackled waste in our catering facilities including saving over 50,000 single-use coffee cups

By 2020, we'll have...

- Found new ways to power and cool our network with lower energy demand
- Made the most of more efficient logistics methods and enabled more customers to resolve issues online to minimise vehicle journeys
- Made a step change in the way we use and manage waste across the business, building on the success we've had in our zero-waste-to-landfill logistics supply chain and reduction of single-use plastic at our core sites. This means taking big steps to cut out the most common waste streams and delivering zero waste to landfill across all of our offices

Intro

Strategy

Transforming lives

Boosting business

Better products

More inclusive

Lower impact

<< Prev page

>> Next page

Page 25 of 28



Project OREO: filled with smart solutions

Case study

Since 2014, Virgin Media has reduced its carbon footprint from fuel and electricity use by 22%, while growing our network to millions more homes and businesses, delivering faster speeds and new products

The biggest part of our footprint and focus of our improvement in performance is the energy used in our technical estate. Over 75% of our 2018 operational carbon footprint relates to energy used in the complex network of data centres, hubsites and street cabinets that deliver our services to customers' home. Since 2014, our carbon footprint from electricity use has reduced by 32%, and energy consumption in 2018 is the lowest at any point during the past five years. Throughout that period, one project has been a mainstay: Project OREO.

Not the cookie, but Overall Room Energy Optimisation. The project is a comprehensive approach to optimising our highest consuming technical sites, delivering substantial energy efficiency and in many cases, absolute reductions in consumption. OREO has already won multiple awards, including at the Data Centre Dynamics EMEA Awards and the Energy Awards.

OREO can seem incredibly complex, but it's actually pretty simple. Many of our technical sites look like how you'd imagine a typical data centre – rows of technical-looking kit stacked up, each with wires connected to them. In these sites, it all comes down to managing temperature and hot and cold air flows. The hotter it gets, the more cooling is needed, which uses energy.

By focusing on the following, Project OREO delivers substantial energy and cost savings:

- **Good housekeeping.** Ensuring good air flow by keeping air filters clean, making sure floor grills are in the right location and preventing build-up of cable
- **Hot and cold aisles.** Positioning heat producing kit to face in one direction to create a hot aisle on one side and cold on the other with cooling only required on every other aisle. Gaps between kit and holes in the floor are blocked to prevent hot air creeping into cold areas
- **Free air cooling.** Sucking in the outside cooler air into the site creating an almost mechanical-free source of cooling
- **Temperature control.** Actively keeping on top of the temperature and intervene when needed to correct it

In 2018, Virgin Media invested over £6 million into the next round of OREO at 42 sites. This has already delivered over £1.8 million in energy savings, equivalent to over 15 million kWh energy and 4,280 tCO₂e.

A Virgin Media data centre



Intro

Strategy

Transforming lives

Boosting business

Better products

More inclusive

Lower impact

<< Prev page

>> Next page

Page 26 of 28



Lightfoot: treading lightly on the road

Case study

In 2017 we rolled out Lightfoot across our fleet, a connected vehicle technology which uses advanced real-time engine analytics to provide in-cab coaching to help drivers improve both efficiency and safety

In 2017, we rolled out Lightfoot across our fleet, a connected vehicle technology that uses advanced real-time engine analytics to provide in-cab coaching to help drivers improve both efficiency and safety.

In 2018, 7% of Virgin Media's carbon footprint was attributed to the emissions from vehicle fuel.

One year on, Lightfoot has helped us significantly improve the efficiency of our fleet, specifically a 10% improvement in miles per gallon, which has helped us to reduce our fleet emissions by 1,249 tonnes of CO₂e.

In addition, since the introduction of the technology, driver safety behaviour across our van fleet has improved, decreasing driver fault accidents by 18%.

The use of the Lightfoot technology alongside a series of efficiencies driven through our OREO programme has made a significant contribution to the 22% reduction in CO₂e emissions against our 2014 baseline. Our 2020 goal is to grow our business without increasing our carbon footprint. We're already showing we can grow our business and significantly reduce our carbon footprint. Looking forward, we're working with the Energy Saving Trust to explore further options for reducing the impact of our fleet.

Virgin Media Field Service Technician on the job



Intro

Strategy

Transforming lives

Boosting business

Better products

More inclusive

Lower impact

<< Prev page

>> Next page

Page 27 of 28



Thanks for giving me a read

We'd love to know what you thought of our report. Tips, feedback, honest critiques, we're all ears

Email us: sustainability@virginmedia.co.uk

Drop us a Tweet: [@VirginMediaCorp](https://twitter.com/VirginMediaCorp)

Find out more: www.virginmedia.com/corporate/sustainability/

