

Performance Summary

Community Investments

Community Investments ¹	Measure	2016	2015	2014	2013	2012
Total Community Investments	\$ million USD	16.2	13.8	9.7	9.7	4.7
Cash	%	39%	44%	67%	71%	85%
Time	%	4%	5%	5%	6%	2%
In-kind	%	56%	51%	28%	23%	12%
Employee volunteering time	hours	26,856	25,092	14,980	18,791	3,461

Empowering People

Total workforce and breakdown by employee category (GRI 102-8, 405-1)	Measure	2016	2015	2014	2013	2012										
Workforce including outsourced employees (Headcount, year end)																
Employees	Number	32,202	32,400	32,145	33,332	18,868										
Outsourced employees	Number	32,940	25,892	23,951	25,596	n/a										
Total²		65,142	58,292	56,096	58,928	18,868										
Employees by region and gender (headcount, year end)																
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
North America	Number	82	70	152	79	64	143	71	58	129	66	56	122	64	43	107
Latin America	Number	1,963	1,215	3,178	2,278	1,551	3,829	2,060	1,400	3,460	2,420	1,540	3,960	2,560	1,609	4,169
Europe	Number	18,873	9,999	28,872	18,750	9,678	28,428	18,940	9,616	28,556	19,325	9,925	29,250	9,210	5,382	14,592
Total (LG)	Number	20,918	11,284	32,202	21,107	11,293	32,400	21,071	11,074	32,145	21,811	11,521	33,332	11,834	7,034	18,868
	%	(65%)	(35%)		(65%)	(35%)		(66%)	(34%)		(65%)	(35%)		(63%)	(37%)	
Employees by contract type (headcount, year end)																
Employees on permanent contracts	Number	30,908		30,744		30,585		31,458		17,253						
Employees on temporary contracts	Number	1,294		1,656		1,560		1,874		1,615						
Employees by employment type (headcount, year end)																
Employees in full-time employment	Number	29,212		29,345		29,345		29,724		17,121						
Employees in part-time employment	Number	2,990		3,055		2,800		3,608		1,747						
Employees by age group (headcount, year end)																
Employees under 30 years old	Number		6,962 (22%)		7,424 (22%)		7,633 (24%)		9,023 (27%)		n/a					
Employees 30 – 50 years old	Number		20,692 (64%)		20,902 (65%)		20,592 (64%)		20,589 (62%)		n/a					
Employees over 50 years old	Number		4,548 (14%)		4,074 (13%)		3,920 (12%)		3,720 (11%)		n/a					
Women in management																
Percentage of management positions filled by women	%		31%		29%		29%		29%		27%					
Percentage of Executive Management positions filled by women	%		11%		13%		9%		10%		12%					
Employee training (GRI 404-1)																
Average training hours (Hours per FTE)	Number		28		28		23		23		27					
Average training investment (\$USD per FTE)	USD		499		610		634		612		602					
Occupational health & safety (GRI 403-2)³																
Injury rate (per 200,000 hours worked)	Number		0.95		3.14		2.40		n/a		n/a					
Occupational disease rate (per 200,000 hours worked)	Number		4.04		5.07		5.15		n/a		n/a					
Lost day rate (per 200,000 hours worked)	Number		35.68		31.70		33.56		n/a		n/a					
Absentee rate (% of total workdays)	%		6%		5%		6%		n/a		n/a					
Work-related fatalities	Number		0		1		0		0		0					

Total employee figures reported in the table are based on headcount at year end. In the text of the report, we have used the total number of full-time equivalent (FTE) employees, which is 41,000. This figure includes employees from Cable and Wireless Communications and Ziggo Group at year end.

¹ Virgin Media UK's community investment data is not included in our 2012 results.

² Aside from this total workforce figure, our social performance data does not include outsourced employees. (GRI 405-1).

³ Injury rate, Occupational disease rate & Lost days rate are calculated by dividing the total number of incidents by the total number of hours worked and multiplying the calculated figure by 200,000.

n/a – data not available.

Performance Summary

Empowering People

New employee hires and employee turnover (GRI 401-1)				2016			2015			2014			2013			2012		
Measure	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
New employee hires by region and gender (headcount, year end)																		
North America	10	17	27	13	13	26	8	7	15	10	14	24	11	8	19			
Latin America	337	249	586	426	344	770	436	361	797	420	318	738	530	433	963			
Europe	3,566	1,913	5,479	3,141	1,992	5,133	2,624	1,539	4,163	2,853	1,821	4,674	1,860	1,343	3,203			
Total	3,913	2,179	6,092	3,580	2,349	5,929	3,068	1,907	4,975	3,283	2,153	5,436	2,401	1,784	4,185			
Rate of new hires (%) ⁴			19%			18%			15%			16%			22%			
New employee hires by age group (headcount, % of total)																		
under 30 years old		3,080 (50%)			2,976 (50%)			2,645 (53%)			3,095 (57%)				n/a			
30-50 years old		2,658 (44%)			2,655 (45%)			2,158 (43%)			2,199 (40%)				n/a			
over 50 years old		354 (6%)			298 (5%)			172 (4%)			142 (3%)				n/a			
Employee turnover by region and gender (number of leavers)																		
North America	11	15	26	6	7	13	3	5	8	6	1	7	n/a	n/a	0			
Latin America	682	603	1,285	375	352	727	789	498	1,287	814	483	1,297	n/a	n/a	0			
Europe	4,287	2,200	6,487	3,302	1,767	5,069	3,033	1,782	4,815	2,854	1,701	4,555	n/a	n/a	0			
Total	4,980	2,818	7,798	3,683	2,126	5,809	3,825	2,285	6,110	3,674	2,185	5,859	0	0	0			
Rate of total employee turnover (%) ⁴			24%			18%			19%			18%			16%			
Employee turnover by age group (number of leavers, turnover rate by age)																		
Total leavers — under 30 years old		2,599 (37%)			2,072 (28%)			2,313 (30%)			2,244 (25%)				n/a			
Total leavers — 30 - 50 years old		4,254 (21%)			3,077 (15%)			3,222 (16%)			2,955 (14%)				n/a			
Total leavers — 50+ years old		945 (21%)			660 (16%)			575 (15%)			660 (18%)				n/a			
Employee performance reviews (GRI 404-3)																		
Employees reviewed			94%			96%			96%			96%			91%			
Employee performance review - by gender & employee category																		
Percentage of appraisal — executive management (men)			100%			98%			100%			94%			n/a			
Percentage of appraisal — executive management (women)			100%			100%			100%			100%			n/a			
Percentage of appraisal — senior management (men)			95%			96%			98%			99%			n/a			
Percentage of appraisal — senior management (women)			94%			98%			100%			95%			n/a			
Percentage of appraisal — managers/supervisors (men)			95%			97%			97%			95%			n/a			
Percentage of appraisal — managers/supervisors (women)			93%			98%			96%			95%			n/a			
Percentage of appraisal — non-management (men)			97%			96%			97%			97%			n/a			
Percentage of appraisal — non-management (women)			89%			94%			94%			93%			n/a			

Sustainable Growth

Energy intensity (GRI 302-3)		Measure	2016	2015	2014	2013	2012
Energy intensity	kWh of electricity / TB of data usage		65	87	123	189	275
Electricity generated from onsite renewables	GWh		1.04	0.23	0.20	0.16	0.13
Waste by type and disposal method (GRI 306-2)							
Total waste generated — reuse	metric tons		215	293	190	231	183
Total waste generated — recycling onsite waste (excl. composting)	metric tons		10,336	10,623	11,212	17,366	12,845
Total waste generated — incineration	metric tons		2,440	2,115	2,080	1,852	1,687
Total waste generated — landfill	metric tons		3,736	3,931	3,924	4,378	6,216
Total waste generated — composting	metric tons		108	144	258	171	177
Total waste generated	metric tons		16,835	17,107	17,663	23,998	21,109
% of waste recycled & reused	%		63%	64%	65%	73%	62%

⁴ Rate of new hires & rate of total employee turnover are calculated by dividing the total number of new hires/leavers by the total number of employees.

n/a — data not available.

Performance Summary

Sustainable Growth

Energy consumption (GRI 302-1)	Measure	2016	2015	2014	2013	2012
Non-renewable fuel						
Diesel	GWh	125.46	125.97	139.82	155.68	72.23
Petrol	GWh	24.80	30.52	26.44	42.62	28.27
Natural gas	GWh	37.07	39.57	42.20	46.84	47.38
Burning oil	GWh	0.01	0.02	0.03	0.00	0.05
Gas oil	GWh	1.84	2.06	1.95	2.16	2.52
Fuel oil	GWh	0.33	0.36	0.60	0.76	2.59
Aviation fuel	GWh	11.07	11.10	11.13	12.70	12.70
Total	GWh	200.58	209.60	222.17	260.76	165.74
Electricity, heating & cooling						
Electricity	GWh	1,186.83	1,165.30	1,133.19	1,113.55	1,106.56
Heating & cooling	GWh	2.12	3.14	4.48	1.39	n/a
Total	GWh	1,188.95	1,168.44	1,137.67	1,114.94	1,106.56
Electricity sold						
Electricity sold	GWh	(0.01)	(0.01)	(0.01)	(0.01)	(0.05)
Total energy consumption⁵	GWh	1389.52	1378.03	1359.83	1375.69	1272.25
Carbon emissions (GRI 305-1, 305-2, 305-3)						
Scope 1 emissions	metric tons CO ₂ e	69,000	69,700	70,700	83,400	79,200
Scope 2 market-based emissions	metric tons CO ₂ e	431,100	439,200	498,000	437,200	503,500
Scope 2 location-based emissions	metric tons CO ₂ e	456,000	472,600	477,100	443,100	450,200
Scope 3 emissions	metric tons CO ₂ e	60,400	57,100	55,600	11,700	12,000
Total Scope 1, 2 & 3 market-based emissions	metric tons CO₂e	560,500	566,000	624,300	532,300	594,700
Total Scope 1, 2 & 3 location-based emissions	metric tons CO₂e	585,400	599,400	603,400	538,200	541,400
Carbon credits	metric tons CO ₂ e	(0.009)	(0.012)	n/a	n/a	n/a
Emissions intensity (scope 1 & 2 market-based)	metric tons CO ₂ e / TB of data usage	0.028	0.038	0.062	0.089	0.145
Emissions from business travel	metric tons CO ₂ e	15,574	15,981	17,679	9,866	8,227
Emissions from 3rd party services and install vehicles	metric tons CO ₂ e	42,850	38,963	36,357	27,422	16,055
Water withdrawal by source (GRI 303-1)						
Total water use (municipal only)	m ³ (water)	339,347	347,922	370,040	384,293	398,747
Total water use (onsite capture only)	m ³ (water)	4,848	4,471	4,700	4,585	0
Total water use (inc. onsite capture)	m³ (water)	344,195	352,392	374,740	388,878	398,747
Environmental Initiatives						
Emissions reductions from initiatives	metric tons CO ₂ e	5,318	2,038	10,615	3,779	n/a
Energy saved from initiatives	GWh	13	5	23	9	n/a
Cost savings from environmental initiatives	\$ million USD	301.5	374.1	325.7	284.1	n/a
Revenue generated from environmental initiatives ⁶	\$ USD	0	1,352,965	461,413	543,869	n/a

For more information on our environmental reporting criteria, please visit: www.libertyglobal.com/cr/cr-report-2016.html.

Data extracted from Liberty Global plc Annual Report and Accounts for year ending 31 December 2016 which was included within KPMG LLP's independent limited assurance scope.

⁵ Sum of total energy consumption from non-renewable fuel and electricity, heating and cooling, minus electricity sold.

⁶ In 2016, we changed the scope of our reported data to include only the top 20 global environmental initiatives.

n/a – data not available.