Corporate Responsibility Report 2013

Empowering a digital society

LIBERTY GLOBAL

About this report

Welcome to our third Corporate Responsibility (CR) Report, entitled *Empowering a digital society*.

This report provides an overview of our economic, social and environmental impacts and performance in 2013. Additional details including our latest CR news can be found in the CR section of our website:

www.libertyglobal.com/cr

The structure of this report has been guided by our CR Framework (page 5), which is the basis of our CR strategy, and a detailed review with external stakeholders of the most important material issues. We have focused the content of this report on these issues and in doing so, we self-declare this report is in accordance with the Global Reporting Initiative G4 Sustainability Reporting Framework at Core level. Our full GRI G4 Core Content Index is available here:

www.libertyglobal.com/cr/cr-report-2013.html

Reporting period

All data in this report covers the period January 1 to December 31, 2013 unless otherwise stated. We have included a full year's worth of data for our Virgin Media operation even though the company was not acquired until June 7, 2013. We have also made pro-forma adjustments to our prior years' environmental results to include Virgin Media's data, for comparative purposes.

Organizational reporting boundaries

Liberty Global's reported environmental data follows the GHG Protocol operational control approach, covering all global operations, including Virgin Media, operations under the UPC brand, Unitymedia Kabel BW, Telenet, VTR, Liberty Puerto Rico, Chellomedia, Liberty Global Services and Liberty Global Ventures. We have reported 100% of the emissions from Telenet (Belgium), VTR Group (Chile) and Liberty Puerto Rico, in which we had ownership interests of 57.4%, 80.0% and 60.0%, respectively, at December 31, 2013. Emissions from businesses in which we have small and/or non-controlling equity stakes are not included within our reported figures. Chellomedia's 2012 environmental data has been applied for 2013, as substantially all of Chellomedia's assets were sold in January 2014.

Your views are welcome

As a reader of the report and a Liberty Global stakeholder, your views are important to us. Please send comments and suggestions to:

cr@libertyglobal.com

Forward-looking statements

This report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including our expectations with respect to our future growth prospects. See pages I-5 and I-7 of the Annual Report on Form 10-K/A for a description of other forward-looking statements that are included in this CR report and certain of the risks and uncertainties that could cause actual results to differ materially from those expressed or implied by such statements, including in the Annual Report on Form 10-K/A. These forward-looking statements speak only as of the date of this CR report. Liberty Global expressly disclaims any obligation or undertaking to disseminate any updates or revisions to any forward-looking statement contained herein to reflect any change in Liberty Global's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

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Welcome from our President and CEO

Rapid technology advancements across our industry certainly make for exciting times, and we remain passionate about providing our customers with the best means to explore and experience all of the opportunities provided by today's digital world. This passion was manifest in our strong business performance last year, and supported by our continued investment in corporate responsibility (CR).

2013 was a landmark year for Liberty Global. With our $24 billion acquisition of Virgin Media in the UK, we entered Europe's most vibrant media and communications market and solidified our position as the world's largest international cable company. Meanwhile, strong consumer demand for our market-leading product bundles allowed us to deliver our third consecutive year of more than 1 million organic subscriber additions, and we entered 2014 with over 24 million unique customers. Our stock price was up 40% in 2013, outperforming the broader market as well as our peer group — a solid indicator that our strategies have been effective.

With a growing business comes growing responsibility, along with an opportunity to promote a digital society that improves the way people live. We remain true to the CR strategy we established several years ago, and in 2013, we continued making progress for the benefit of our business, our customers, our employees and other important stakeholders. For example, we established an environmental strategy that includes energy and carbon efficiency reduction targets that we will strive to meet

by 2020 — the first time we have articulated such a long-term ambition. We also launched a supply chain management platform to assess the environmental and social risks of our largest vendors. And, we invested more than ever in support of our promoting a digital society strategy, including a substantial portion directed to protecting children online.

Our CR journey is not without its challenges. As a company rapidly expanding both organically and through acquisitions, ensuring that all our operations align with our core CR strategy requires close collaboration with our local teams. While we made significant progress last year across all key areas of our CR strategy and achieved most of our targets, we still have room for improvement, leaving us more to do this year and beyond.

We hope you will find that our Corporate Responsibility Report, aligned with the new Global Reporting Initiative G4 Guidelines, is informative and easy to read. As always, we welcome, encourage and appreciate your feedback.
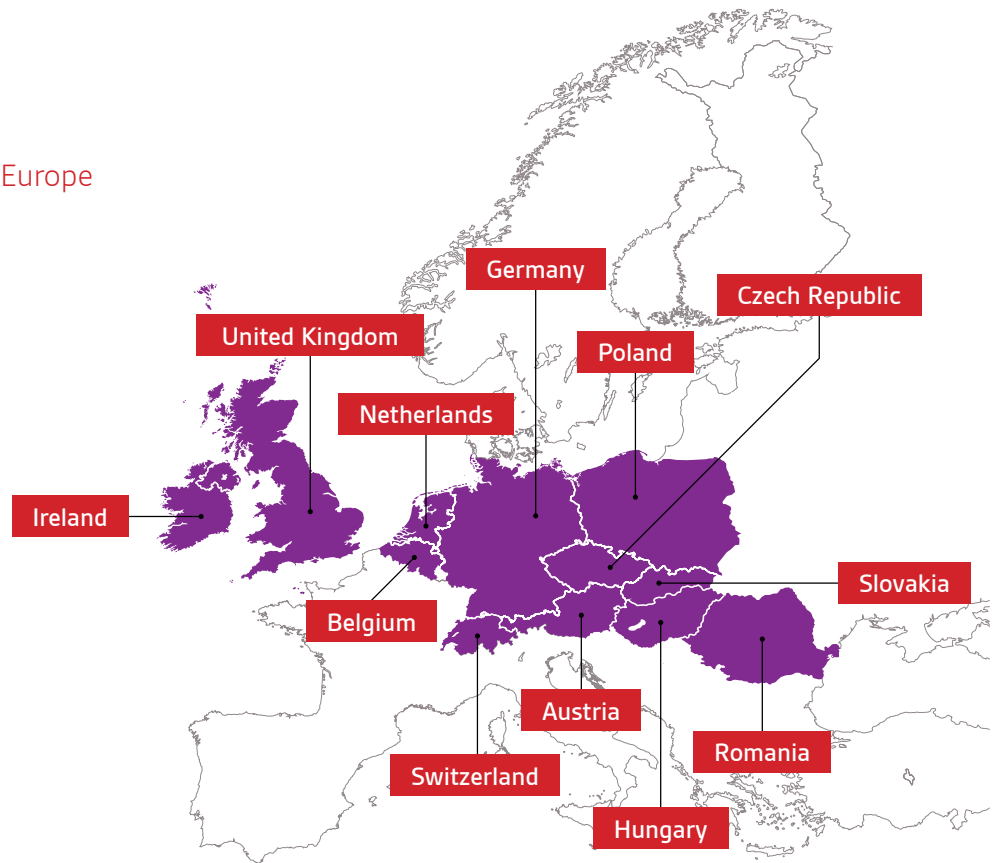
Sincerely,

Michael T. Fries, President and CEO

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About Liberty Global

Our operations

Latin America

Puerto Rico

Chile

Europe

Germany

Czech Republic

United Kingdom

Poland

Netherlands

Ireland

Slovakia

Belgium

Austria

Switzerland

Romania

Hungary

Our Headquarters
- Denver
- London
- Amsterdam

Liberty Global plc is the largest international cable company with 24.5 million customers who subscribe to over 48 million services, as of December 31, 2013. We operate in 14 countries and employ more than 35,000 people. We provide television, broadband internet and telephony services through next-generation networks and innovative technology platforms. Liberty Global's consumer brands include Virgin Media, UPC, Unitymedia, Kabel BW, Telenet, VTR and Liberty Puerto Rico. Our operations also include Liberty Global Business Services, our commercial division and Liberty Global Ventures, our investment fund.

Our company's vision is 'Connect. Discover. Be Free.' We advance toward our vision by connecting people to the digital world and enabling them to discover and experience its endless possibilities. We're constantly striving to enhance and simplify our customers' lives through meaningful innovation. At the same time, we are focused on bringing an amazing entertainment experience to even more customers through significant investment in our networks and by increasing accessibility to advanced services.

At Liberty Global, we believe that everyone should be able to explore the digital world in a safe and responsible environment. We're convinced that making the most of the opportunities and benefits that our products and services create is good for our business and good for society. Our corporate responsibility strategy, focused on promoting a digital society, is therefore an essential part of the way we do business.

Our main brands

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How we create value

We aim to create economic, social and environmental value through everything we do. From expanding our network infrastructure to creating business opportunities for suppliers and empowering thousands of employees, we aim to make a contribution which is far greater than the digital access we provide. At every stage in our value chain, we seek to bring benefit to our customers and promote a digital society which is safe, secure, ethical and responsible.

OUR VALUE CHAIN

PROCURE

OUR SUPPLIERS

- Network infrastructure and CPE*
- Digital content
- Energy

DEVELOP

OUR OPERATIONS

- Engineering and programming
- Content aggregation
- Marketing and sales

CONNECT

OUR CUSTOMERS

- Connectivity and entertainment
- Customer service and care
- Product use and disposal

CREATING SOCIAL AND ENVIRONMENTAL VALUE

- Building infrastructure
- Sustainable materials and packaging
- Engaging with suppliers
- Maintaining human rights standards in our supply chain
- Sustainable energy sourcing

- Optimizing energy consumption of our network
- Reducing greenhouse gas emissions of our operations
- Responsible marketing and advertising
- Engaging and empowering employees

- Promoting a digital society
- Protecting customer privacy and data
- Protecting children while online and watching TV
- Reuse and recycling of products

*Customer premise equipment (CPE): includes set-top boxes, modems and handsets.
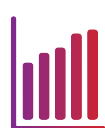
Over $17 billion revenue

35,000 employees

14 cable operations

48 million homes passed

24.5 million customers

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Our Corporate Responsibility Framework

We take a long-term approach to corporate responsibility. Our strategic framework, established in 2012, remains the basis for defining what we do to promote a digital society and deliver overall positive impacts for our stakeholders.
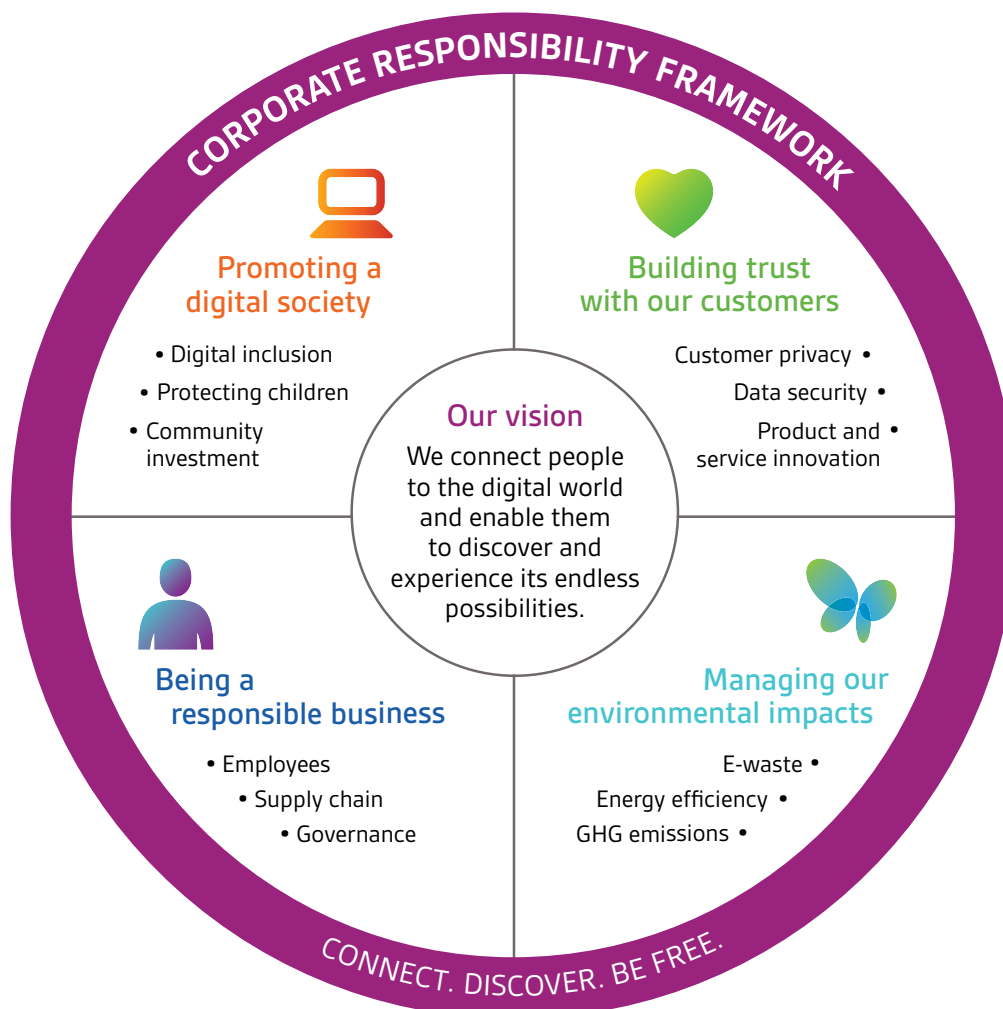
Of the four issue areas highlighted in our CR Framework, our priority is to promote a digital society for all. We enable this to happen by providing people with access to products and services that can enrich their lives or help them do business. We then ensure they have the skills and the opportunities to make the most of what the digital society can offer. We also actively address our responsibilities to our employees, our suppliers and the environment.

We formalized our approach to stakeholder engagement with a new global CR Stakeholder Engagement Framework that provides a common methodology across all of Liberty Global's operations. It includes a formal structure around governance, implementation and review. This Framework allows for flexibility in local implementation while providing guidelines and tools anchored in best practice. Our Stakeholder Engagement Framework is published on our website and can be found here.

CORPORATE RESPONSIBILITY FRAMEWORK

Promoting a digital society
- Digital inclusion
- Protecting children
- Community investment

Building trust with our customers
- Customer privacy
- Data security
- Product and service innovation

Our vision
We connect people to the digital world and enable them to discover and experience its endless possibilities.

Being a responsible business
- Employees
- Supply chain
- Governance

Managing our environmental impacts
- E-waste
- Energy efficiency
- GHG emissions

CONNECT. DISCOVER. BE FREE.

Focusing on the issues that matter most

This report places emphasis on the issues that matter most, as defined by the scale of our impacts as a business, and by the feedback we received from key stakeholders as part of our reporting process and throughout the year. Using our CR Stakeholder Engagement Framework, we consulted with internal and external stakeholders in the most extensive materiality assessment we have performed to date. The process involved several stages including:
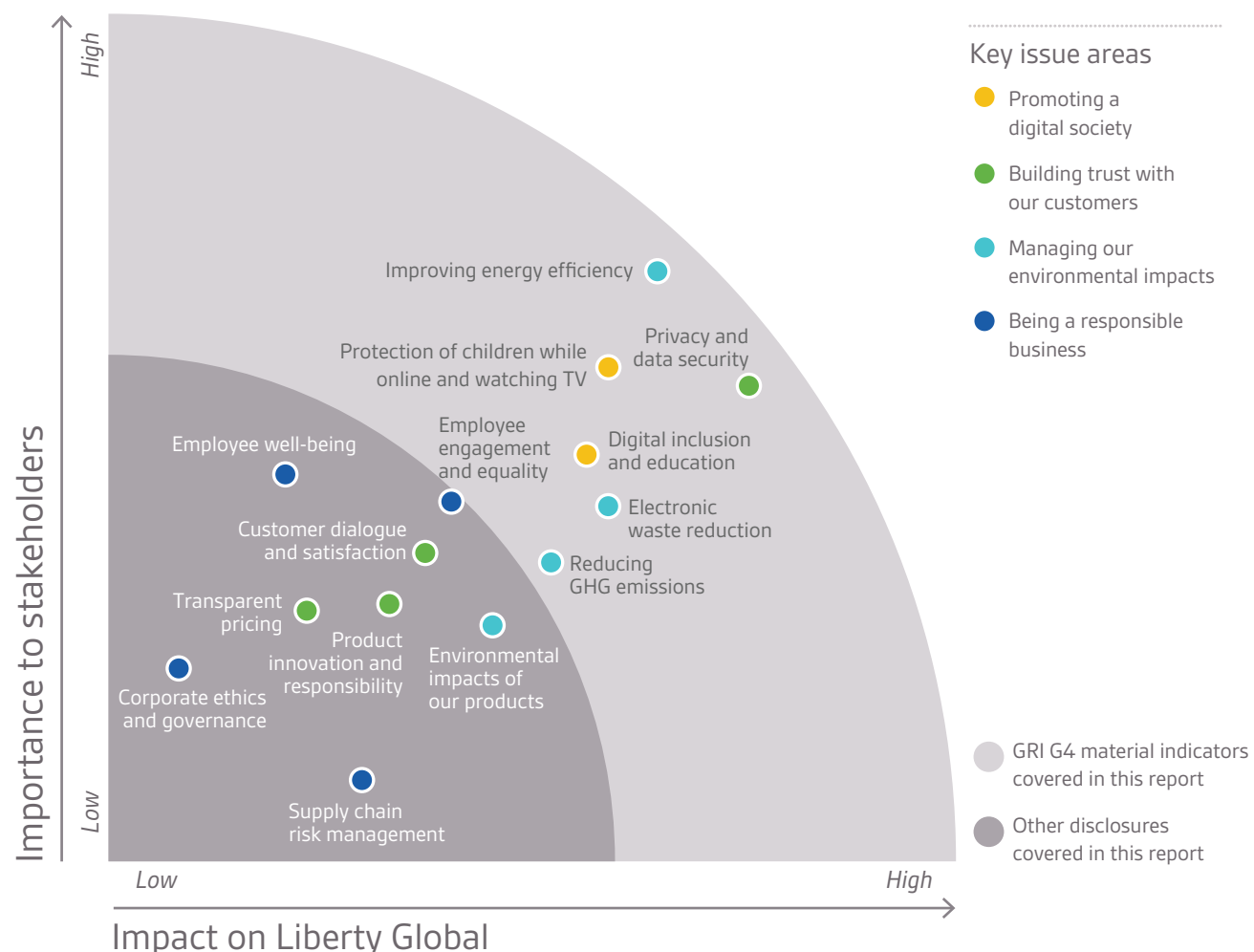
• a comprehensive review of CR topics identified in our business sector and reported in the media;

• interviews with internal and external sustainability experts;

• an employee CR survey across all Liberty Global market operations;

• a review of our RepTrak™ consumer survey results, based on 6,000 consumers; and

• workshops and consultation sessions with senior management.

The outcome of this engagement process enabled us to prioritize the issues that are most material to our business and to our stakeholders at the present time. These are reflected in our 2014 matrix of material issues as shown below.

The issues that ranked highest, in terms of impact on our stakeholders and importance to our business, informed the detailed content of this report, including our reported GRI G4 Indicators. These are:

• Privacy and data security;
• Improving energy efficiency;
• Protection of children while online and watching TV;
• Digital inclusion and education;
• Electronic waste reduction; and
• Reducing GHG emissions.

Our materiality matrix

Key issue areas

- Promoting a digital society
- Building trust with our customers
- Managing our environmental impacts
- Being a responsible business

Improving energy efficiency

Protection of children while online and watching TV

Privacy and data security

Employee engagement and equality

Digital inclusion and education

Electronic waste reduction

Employee well-being

Reducing GHG emissions

Customer dialogue and satisfaction

Transparent pricing

Product innovation and responsibility

Environmental impacts of our products

Corporate ethics and governance

Supply chain risk management

Importance to stakeholders — High / Low

Impact on Liberty Global — Low / High

GRI G4 material indicators covered in this report

Other disclosures covered in this report

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Ongoing stakeholder engagement

In addition to the specific consultation with stakeholders we conducted for the purpose of preparing this report, we maintain many channels of interaction and engagement with a host of stakeholder individuals and groups. This helps us keep our finger on the pulse of what matters most to stakeholders throughout the year, not only at reporting time.

2013 Stakeholder engagement highlights

Stakeholder group	Engagement highlights
Customers and consumers	• Commissioned the 2013 RepTrak™ consumer reputation survey in 13 markets, reaching 6,000 consumers. • Advanced Net Promoter Score (NPS) as our key source of customer engagement and analyzed 15,000 customer interactions for specific deep feedback about our services and their needs. • Maintained interaction with our customers throughout our global operations through social media, customer focus groups, external research and large-scale field trials. • Launched the Virgin Media Our Digital Future program, engaging with more than 3,000 people to discuss issues relating to the digital world and took Virgin Media's 'Big Red Box' consumer interaction platform to 11 cities in the UK, engaging directly with more than 500 customers about their digital hopes and fears. • Engaged thousands of entrepreneurs across several markets in online competitions to support innovation in our digital society.
Employees	• Engaged employees in a survey requesting feedback about our CR initiatives and priorities. • Expanded Spark, an employee innovation and ideation platform, adding 4,000 employees, now reaching a total of more than 9,000 employees. • Delivered our Fast Forward leadership development program to 40 emerging leaders. • Supported the UK Government's traineeship scheme and recruited trainees at Virgin Media.
Investors	• Engaged with key socially responsible investment Indexes and retained listing in the FTSE4Good and Dow Jones Sustainability North America Indexes.
Communities and civil society organizations	• Conducted a materiality assessment, engaging external experts to provide advice and feedback about our most important CR issues and impacts. • Engaged with the London Benchmarking Group for the third year to measure our community investments. • Helped beginners to use the internet and sponsored Get Online Week in Europe. • Sponsored Safer Internet Day and rolled out more initiatives to protect children online. • Partnered with Insafe and European Schoolnet to further develop tools to protect children online and while watching TV. • Advanced support for engaging people in the digital society through dozens of initiatives across our markets.
Supply chain partners	• Invited 111 suppliers to engage in our EcoVadis environmental, social and governance supplier assessment, receiving 78 responses. • Gathered key partners and employees at Liberty Global's annual Tech Summit, focusing on innovation in technology.
Government and policy makers	• Held engagement events and policy seminars on issues related to digital inclusion and protecting children. • Launched *The Web We Want*, a pan-European educational toolkit for teenagers, at an event for key stakeholders held at the European Parliament.

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Progress against our commitments

Legend:
- ○ Achieved
- ○ Partially achieved
- ○ Not achieved

Promoting a digital society

Commitments for 2013	Progress in 2013	Commitments for 2014
Increase the proportion of our community investments that focus on 'promoting a digital society' by 5%.	○ We increased the proportion of our community investments that focus on 'promoting a digital society' by 9%.	• Support the European Commission's Grand Coalition for Digital Jobs to address the challenges of the ICT skills gap in Europe, including:
Produce three products and/or services aimed at 'promoting a digital society.'	○ We launched several products and services, including: *The Web We Want* toolkit and two 'Apps for Good' on our Horizon TV platform, Toys from Trash and Amber Alert.	> Support YouRock, a youth employability platform, to reach young people across 11 European countries;
Identify a Liberty Global flagship program aimed at 'promoting a digital society.'	○ Following the acquisition of Virgin Media, we decided to postpone this target to 2015.	> Support CoderDojo, a not-for-profit coding club, to create 60 new Dojos across Europe, reaching an additional 2,000 young people; and
		> Sponsor Get Online Week to engage 5,000 community telecenters in campaign activities, reaching 50,000 people across Europe.

Building trust with our customers

Commitments for 2013	Progress in 2013	Commitments for 2014
Develop and publish a Liberty Global Code of Ethics for Advertising.	○ We published a Code of Ethics for Advertising.	• Further align the consistency of reporting breaches of customer privacy and losses of customer data across the organization, in order to report globally in 2015.
Engage relevant employees to embed the code into business practice.	○ We engaged relevant staff through communications and training.	

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Progress against our commitments

Managing our environmental impacts

Commitments for 2013	Progress in 2013	Commitments for 2014
Include 100% of Liberty Global operations in the global data collection process.	⃝ We included 100% of our operations in our environmental data collection.	• Improve our energy efficiency by 15% each year through 2020, measured in kWh of electricity per terabyte of data transported through our network, using 2012 as the base year.
Develop environmental efficiency targets using 2012 data as our base year.	⃝ We developed an environmental strategy with two efficiency targets to 2020.	• Be five times more carbon efficient by 2020, measured in metric tons of CO_2e per terabyte of data transported through our network, using 2012 as the base year.

Being a responsible business

Commitments for 2013	Progress in 2013	Commitments for 2014
Maintain inclusion in FTSE4Good and Dow Jones Sustainability World and North America Indexes.	⃝ We remained in the FTSE4Good and Dow Jones Sustainability North America Indexes.	• Maintain inclusion in FTSE4Good and Dow Jones Sustainability Indexes.
Produce a more transparent CR Report at GRI Application Level B.	⃝ We delivered a GRI Application Level B CR Report, checked by GRI.	• Continue to report annually using the GRI G4 Guidelines.
Prepare CDP Climate Change application for submission in 2014.	⃝ We submitted our CDP Climate Change application in 2014.	• Survey employee engagement globally as part of our People Agenda strategy.
Develop an environmental, social and governance (ESG) data bank for the Socially Responsible Investment community.	⃝ We expanded our public reporting, aligned our data to investor reporting requests and included performance data tables in our 2012 CR report.	• Develop an ESG equity communications strategy for the Socially Responsible Investment community.
Develop a CR employee engagement program.	⃝ We were not able to progress this goal at a global level in 2013 due to focus on business expansion and integration.	• Develop a global CR employee engagement program. • Expand our supplier ESG assessment to 100 additional top suppliers. Our target is a total of 200 suppliers assessed by the end of 2014.
Identify a monitoring platform to assess the ESG performance of our supply chain.	⃝ We selected the EcoVadis platform to assess the ESG performance of our supply chain.	• Implement corrective action plans with the high-risk suppliers identified in our 2013 assessment.
Assess the ESG performance of Liberty Global's top 100 suppliers.	⃝ A total of 78 suppliers (out of 111) completed the EcoVadis assessment.	

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Promoting a digital society

Why it matters

The digital world offers incredible growth opportunities for society by stimulating business, innovation and employment. It enhances education and healthcare, providing connectivity between people and improving their quality of life. Deloitte estimates in a recent report, *Value of Connectivity*, that increasing connectivity could result in economic activity generating $2.2 trillion in additional gross domestic product (GDP) and more than 140 million new jobs. According to a recent Visual Networking Index forecast published by Cisco, internet traffic is projected to reach 1.4 zettabytes by 2017 (that's roughly equivalent to a billion DVDs downloaded every day for an entire year). This means that much of our lives will be played out in a digital society. Being connected to the digital world is a tremendous and imperative opportunity. Digital access, together with the necessary privacy and protection measures, is key to economic, social and environmental development.

What we are doing

In order to promote a digital society, Liberty Global provides access and helps people develop the skills and confidence they need to get online. We do this through a range of programs that facilitate digital inclusion and protect children online and while watching TV.

We provide increased broadband speeds that can transport content more reliably and more efficiently at higher speeds, so that customers everywhere can unlock the opportunities of the digital world faster and better than ever before. We have been significantly increasing broadband speeds across our network, offering 120 Mbps or Mbps-ready access in Europe and Chile, and we launched one of the fastest internet subscriptions available with speeds up to 500 Mbps in the Bern region of Switzerland in 2013.

Our promoting a digital society strategy is based on widening access, enhancing skills and creating opportunities for individuals and communities, while protecting children through education and empowerment programs and tools. Working alongside strategic partners, including governments, civil society and industry peers, is fundamental to our approach.

100%
of our networks ready to deliver 120 Mbps in Europe and Chile

4 million
mobile subscribers in Europe

$10.3 million
total community contribution in 2013

9%
increase in 'promoting a digital society' investments

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Our approach to digital inclusion

Our approach to the challenge of digital inclusion is based on widening access, enhancing skills and creating opportunities for individuals and communities. We understand that our role is more than just connecting networks, it is also about providing people with the skills they need to develop in the digital world. We do this with a passion for delivering opportunities to young people, small business entrepreneurs and charitable organizations.

Connecting customers everywhere

With the massive uptake of smartphones and tablets, consumers expect to be connected at all times. We already have 4 million mobile subscribers in Europe, and have plans to expand these services in the other countries where we operate. In addition, we are rolling out innovative WiFi solutions, which allow our customers to watch their favorite shows, access digital music services and connect with family and friends wherever they are. A good example is our Community WiFi network, which uses our installed base of WiFi-enabled home routers to let customers connect to the internet when away from home. We also extend out-of-home coverage by providing internet access through hotspots in public locations, such as bars, hotels and train stations.

For example, in Belgium, Telenet runs the country's largest Community WiFi network. The network, launched in 2011, already consists of more than 1 million 'homespots'. In addition, Telenet provides out-of-home coverage through approximately 1,500 public hotspots. In the Netherlands, UPC piloted WiFi homespots in 2013 and plans to have half a million access points by mid-2014, alongside new launches of Community WiFi in Switzerland, Ireland, Poland, Austria and Germany. Across London, Virgin Media has rolled out over 2,000 public access points (hotspots) across 131 underground stations, connecting more than 3.5 million unique users per month.

Transforming education through connectivity

Education is being transformed through digital possibilities and new ways of learning which are fun, efficient and, above all, connected. In the UK, London Grid for Learning (LGfL), a consortium of local authorities and schools, launched TRUSTnet, a package of digital services including ultra-high-speed broadband, school security systems and a wealth of resources, all supported by Virgin Media. This initiative enables 23,500 schools across Britain to enjoy new capabilities, such as collecting homework via the cloud or hosting parents' days via video conference. By bundling ICT infrastructure, services and content into one simple and cost-effective package, TRUSTnet is forecast to save UK schools up to $1.4 million over the next three years.

Similar developments are at hand in Ireland. UPC continues to expand its role in the Irish Schools Broadband Scheme and was selected to provide 100 Mbps fiber broadband to a further 48 schools in Dublin, in addition to the 71 schools already connected by UPC.

In Austria, UPC became the first provider to offer children the opportunity to learn English through its digital Video On Demand service. Lessons are short and focused, require no prior knowledge, and are created with interesting facts about culture and travel destinations to help children learn at a pace that suits them. In the first two months, more than 600 customers took advantage of this new service.

"Our children are growing up in a completely connected world — preparing for jobs that haven't been invented yet — so schools must be immersed in digital technology to prepare them for life beyond the classroom. TRUSTnet makes this experience possible for every single child in the country."

Mario DiMascio, Executive Director,
Virgin Media Business

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UPC Business partners with the Warsaw Uprising Museum

Creating new cultural experiences

In Poland, UPC Business became the official partner of the Warsaw Uprising Museum, bringing an entirely new museum experience for its half a million visitors each year. UPC Business provided free WiFi access throughout the museum and internet tools for presenting the lessons of history to current and future generations. Over 100,000 school children visit the museum each year and experience history through interactive internet-based educational games. In this way, digital possibilities help us not only to create the future, but also to learn from the past.

Making products accessible and enjoyable for all at Virgin Media

Virgin Media launched an accessibility program in 2013 to encourage staff to help customers with disabilities to live an independent digital lifestyle. Working with internal teams, as well as external experts and advisors, Virgin Media refreshed accessibility training for more than 900 staff members, upgraded call routing procedures to ensure customers with special needs are served by trained staff, and launched a dedicated accessibility web platform for customers.

In 2013, Virgin Media also committed to a national charity partnership with Scope, the UK's largest pan-disability charity, which supports issues ranging from physical disability, to learning difficulties and mental health. One of the first activities with Scope was the sponsorship of Paralympian Richard Whitehead MBE to run 40 back-to-back marathons across the UK to raise awareness of the issues faced by people with special needs. Through this initiative, Virgin Media raised more than $500,000, including almost $90,000 raised by Virgin Media employees who took part as runners. The campaign was also promoted across Virgin Media's vehicle fleet and retail stores.

Virgin Media aims to provide connectivity that everyone can enjoy — regardless of their needs. It's all about ensuring they have the support they need to connect, discover and be free in the digital world.

To learn more, please click here.

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Coding clubs for young people in Belgium

Paving the way for digital society jobs

CoderDojo is a volunteer-led global movement founded in 2011 that offers free coding clubs for young people. In these sessions, children between the ages of 5 and 17 learn how to make websites, applications and internet games. Dojo workshops are set up, run and taught by volunteers and offer a fun, sociable environment for discovering and developing new skills. In Belgium, together with Idealabs, an innovation accelerator hub in Antwerp, Telenet hosted 11 coding workshops, reaching more than 250 participants in 2013.

Telenet also organized a special CoderDojo Divas edition, aimed at young girls. Attracting young women to the Information and Communications Technology sector is essential, as they represent a mere 10% of computer science students in Belgium. CoderDojo for Divas was a collaboration between Telenet and the Karel de Grote College in Antwerp.

"Until recently, children with a passion for computers had nowhere to turn. CoderDojo is a global initiative that gets kids excited about programming outside school hours."

Martine Taeymans, Dean, Industrial Science & Technology Department at Karel de Grote College, Antwerp

Digital inclusion and entrepreneurs

The digital society thrives through innovation, creativity and entrepreneurship. Therefore, our commitment to promoting a digital society means that we must do all we can to help innovation flourish. Across all of our markets, we support entrepreneurship and help embed digital ways of working, developing, growing and scaling up businesses. A few examples include Think Big in Poland, Ideas to Business in Austria and Made in.de in Germany.

Virgin Media Pioneers

Virgin Media Pioneers is an online community of enterprising people, founded by Virgin Media, who use videos and blogging to share their ideas and experience to help entrepreneurs everywhere get inspired, get connected and get ahead. Virgin Media provides unique opportunities and events. For example, in collaboration with the UK Trade and Investment Office and Virgin Atlantic, Virgin Media took five Pioneers to New York for five days of networking and business meetings, concluding with live pitches to potential investors. In the UK, Virgin Media also hosted 12 inspirational networking events in 2013, reaching 1,800 people in face to face meetings and more than 1.5 million online. Virgin Media's I'm Hustling event in London, based on a series of established entrepreneurs describing how they 'hustled' their way to success, was considered one of the best-quality campaigns of Global Entrepreneurship Week in the UK and was awarded 'High Impact' status.

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The Virgin Media Pioneers community has generated incredible results over the years. For example, Heidi Lindvall and Guy Gunaratne, members of the Virgin Media Pioneers and award-winning film makers, founded Storygami, a groundbreaking interactive video company. Storygami revolutionizes online video viewing and storytelling with unique technology that allows content creators to insert interactive elements and applications within online videos. This enables viewers to interact with content in a way that has never before been possible. Following Storygami's pitch to Sir Richard Branson, Virgin Media commissioned the startup to create a documentary series called *On the Line*, which can now be viewed online.

To learn more, please click here.

"There is a huge amount we can do to unlock entrepreneurial potential, and Virgin Media Pioneers is empowering young entrepreneurs to fulfill their dreams of owning and managing successful businesses."

Sir Richard Branson, Pioneer-At-Large of Virgin Media Pioneers and founder of the Virgin Group

Using apps for good

In the Netherlands, UPC expanded its range of free apps for Horizon TV, our next-generation media and entertainment platform. Horizon customers can not only use familiar mobile apps such as Twitter, allowing them to tweet about the program currently playing on TV, but also take advantage of more socially oriented apps.

Amber Alert

AMBER Alerts are issued by the Dutch police when a child goes missing or is abducted. When this happens, the Horizon Amber Alert app immediately notifies users with a pop-up on their TV screen, alerting the viewer about the disappearance and referring to the app for more information, including pictures of the child. With more than 100,000 Horizon TV users, this app helps expand awareness and the chances of obtaining information that might help locate a missing child in real time.

Toys from Trash

The Toys from Trash app shows parents and children how to create homemade, educational toys using simple materials that would typically be thrown away as trash. Designed to stimulate interest in science and recycling among children, it is available for free on Horizon TV in both Dutch and English. The app features tutorial videos showing the materials required and the methods for building different types of toys. The app was developed by Liberty Global in collaboration with Arvind Gupta, an Indian toy inventor and popularizer of science for kids, to illustrate principles of science and design in a fun and memorably hands-on fashion.

Protecting children

As more young people enter the digital world, our industry's responsibility to keep them safe from potential harm has become an increasingly important issue. A major focus of our strategy to promote a digital society is protecting children, the group we believe is most at risk online or watching television.

A recent report published by the London School of Economics indicates that children are using the internet at younger and younger ages[1]. In the UK, a third of children aged 3 and 4 go online using a computer or mobile phone, while 87% of 5–7 year olds do the same. In the Netherlands, 78% of toddlers and pre-schoolers are already online. In most EU countries, these figures are similar. Tweens and teens (9–16 year olds) are fluent digital users but face potential risks, with EU data showing that 30% have interacted online with people they have not met, 14% have been exposed to sexual images online and 6% have been bullied (EU Kids Online, 2013).

Moreover, the European Commission's (EC) Strategy for a Better Internet for Children proposes that children need to develop their critical thinking, and digital and media literacy skills, to be able to actively contribute in a participatory society. Teaching online safety in schools is therefore a key feature of the Digital Agenda for Europe.

In response to research like this and in support of the EC's Better Internet strategy, we've developed a protecting children strategy based on education and empowerment so that children, their families and their teachers can develop self-protection and self-responsibility in the online environment.

We work alongside strategic partners including Governments, civil society and industry peers to drive awareness of internet risks as well as benefits, create tools and programs to help children stay safe, and invest in educating parents and teachers. For example, Liberty Global is a founding member of the CEO Coalition to make the internet a better place for children. The Coalition, led by the European Commission, includes 31 leading global digital, media and technology companies. As part of our commitment to the Coalition, we continue to implement a wide range of international and local projects, campaigns for raising awareness, educational tools, and protective features embedded in many of our products and services.

Support schools with eSafety challenges

Since 2007, we have partnered with European Schoolnet and developed a set of educational toolkits for children, parents and educators. We now have a trilogy of toolkits spanning ages 4 to 16, a parental video and a teaching tool for schools and educators, so that we support the entire ecosystem of children's involvement on the internet.

In 2013, we launched our latest educational handbook, called _The Web We Want,_ developed by European Schoolnet (EUN), in cooperation with Google and a team of young people. The handbook is aimed at teenagers aged 13 to 16, challenging them to test their skills, and learn more about their rights and responsibilities in the online world. _The Web We Want_ covers topics such as freedom of expression, thinking before you post, online and offline values, and privacy protection. The handbook is translated into nine languages and accessed by people from across Europe. We have committed to distributing a further 50,000 copies in 2014 as part of our long-standing annual European Safer Internet Day collaboration.

We held a launch event for _The Web We Want_ at the European Parliament in Brussels. The event demonstrated our successful multi-stakeholder approach to the creation of the handbook. Member of the European Parliament (MEP) Sabine Verheyen of Germany addressed the audience, who also heard from a youth panel, European Commission officials, Members of the European Parliament and industry representatives. The discussions focused on the role of public-private partnerships in making a better internet for kids and the importance of youth participation.

"Given the complexity of new technologies as well as the associated risks, no organization or entity can address eSafety alone. Governments and industry must work together to address common concerns and build collaborative solutions. _The Web We Want_ toolkit is an excellent example of what can be achieved through multi-stakeholder partnerships."

Manuel Kohnstamm, Senior Vice President and Chief Policy Officer, Liberty Global

1   Zero to eight. Young children and their internet use. LSE, London: EU Kids Online, 2013.

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THE DIGITAL UNIVERSE OF YOUR CHILDREN
ONLINE TIPS FOR PARENTS

WHO ARE YOUR KIDS TALKING TO?

Safer Internet Day

Safer Internet Day is a global drive to promote a safer and better internet for all users, especially young people. It is organized by Insafe and INHOPE in the framework of the European Commission's Safer Internet Program. This year we celebrated the 10th anniversary of Safer Internet Day, promoted under the theme Connect with Respect. Liberty Global partnered with Insafe and the European Commission to develop a three-minute animation entitled *Who are your kids talking to online?*, to inform parents how they can help their children communicate online in a safe and responsible manner. The animation provides practical tips for parents struggling to keep up with their children's online activities.

Liberty Global has been a main sponsor of Safer Internet Day since 2007, providing financial support as well as raising awareness and hosting internet safety activities throughout our operations. For example, in Ireland, UPC volunteers toured classrooms to teach school children the importance of online safety. Children also received eSafety packs that outline ways to act on the internet in a safe manner. UPC has distributed over 100,000 Family eSafety kits across Ireland over the past five years, bringing the total reach of Liberty Global's educational toolkits to well over one million.

Helping parents protect children online

We also help protect children by embedding protective features into the technologies we design and have introduced such options in several markets. For example, the 'Kidzone' TV mosaic aggregates all child-appropriate content into a single interface, making it easy to access content that holds no risk for children. In Romania, UPC distributes a children's TV remote control handset that offers parental programming so that children access only appropriate content. In Ireland, UPC offers Magic Desktop software, designed to protect children between ages 2 and 10 when they are online. In the UK, Virgin Media is a founding partner and funder of the Internet Watch Foundation (IWF), which blocks access to child abuse material across digital networks in collaboration with other industry players. In 2013, Virgin Media extended funding to allow IWF to upscale its activities and protect even more children online.

To learn more about Liberty Global's approach to promoting a digital society, including our digital inclusion and protecting children initiatives, please click here.

1.1 million
Family eSafety toolkits distributed to date

$900,000
invested in activities to help protect children in 2013

25
countries have access to eSafety Family Toolkits

10 million
participants reached by Safer Internet Day across 100 countries

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Our community investments

In 2013, our investment in promoting a digital society and other social and environmental causes reached $10.3 million, 6% more than in 2012. This increase includes the addition of Virgin Media's community investments as part of our total achievement in 2013. We continued our focused effort to channel community investments to support promoting a digital soci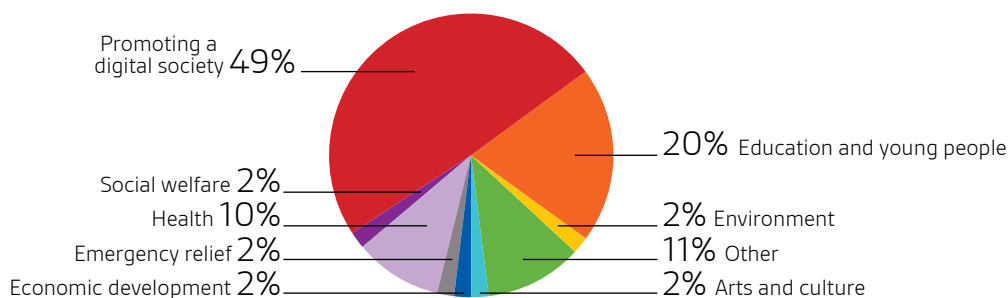ety, and in 2013, we achieved a further 9% increase in our total investments serving this purpose, exceeding the 5% increase that we targeted. Of our total investment in promoting a digital

society, almost $900,000 went to initiatives to help protect children online and while watching TV.

We measure our community investment programs using the London Benchmarking Group methodology, which records our investments in cash, time, in-kind and management resources. In 2013, we achieved more than 20,000 employee volunteering hours (within work time), including a contribution of almost 10,000 hours by our Virgin Media colleagues in the UK.

	2011	2012	2013
Total community investments*	$7.7m	$9.7m	$10.3m
Community investments by type	35% In kind / 2% Time / 63% Cash	45% In kind / 2% Time / 53% Cash	22% In kind / 6% Time / 72% Cash
Employee volunteering hours*	3,500	5,100	20,000
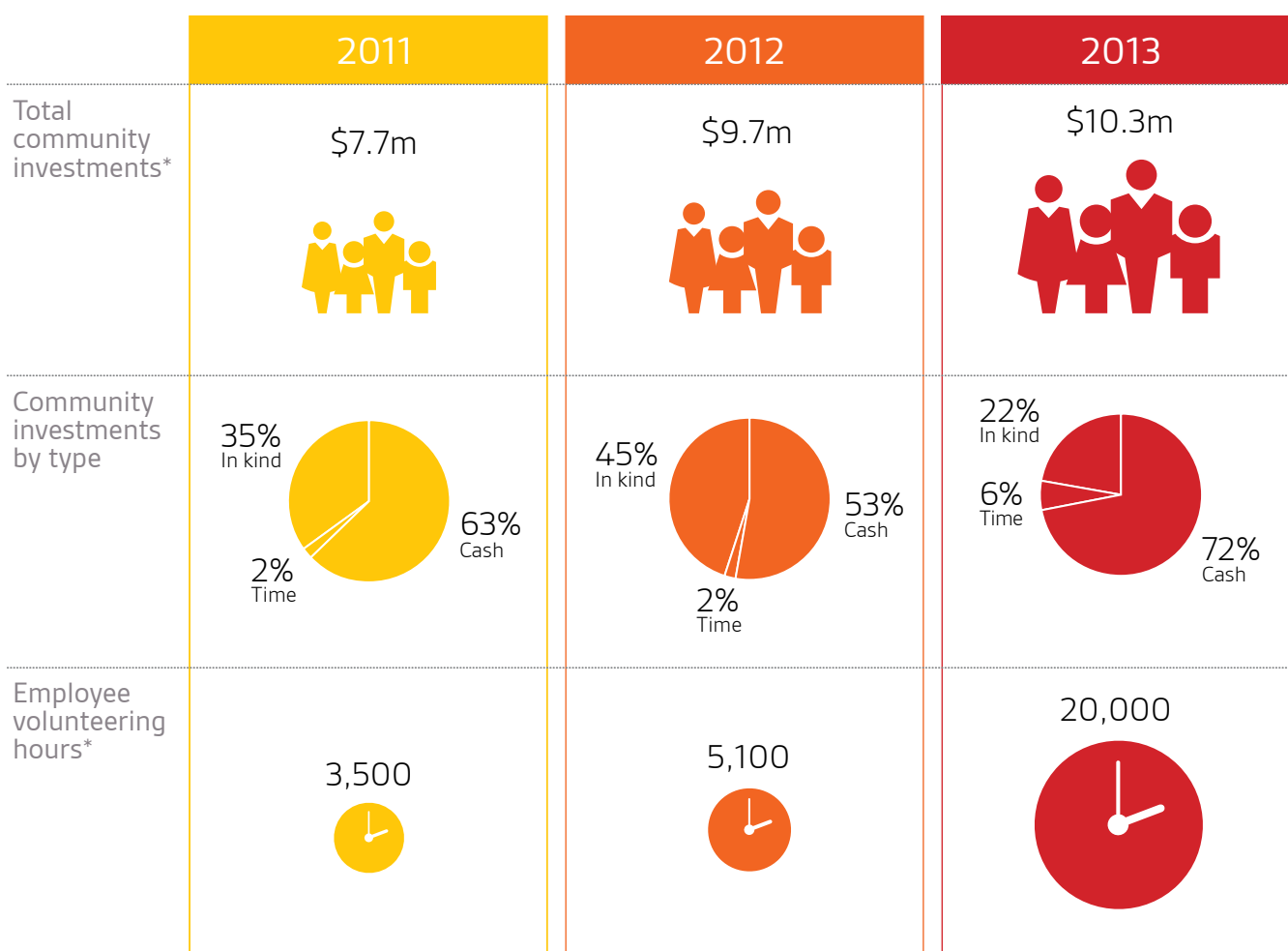
2013 community investments by focus area

- Promoting a digital society 49%
- Social welfare 2%
- Health 10%
- Emergency relief 2%
- Economic development 2%
- 20% Education and young people
- 2% Environment
- 11% Other
- 2% Arts and culture

*Please note, Virgin Media's community investment data is included in the 2013 figures only.

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Building trust with our customers

Why it matters

Personal data has become a new form of currency with huge potential value for consumers, businesses and institutions. This places it at great risk of security breaches and has the potential to damage the trust that customers have in our products and services. Customers remain loyal and recommend our products and services when they trust us.

Our stakeholders identified both the positive possibilities and the potential privacy risks of 'Big Data' as a mega-trend that is particularly relevant to our business. The customer benefit of harnessing this data provides almost infinite opportunities for personalization of products and services. As our business expands, we need to retain the trust and loyalty of our customers and their increasing use of our services. This, in turn, will generate revenues to fuel our growth and improve our offerings, enabling customers to get the most out of life in a digital society.

What we are doing

We work in several ways to increase customer trust and we invest in technologies and resources to protect customer privacy. We also actively engage our customers in dialogue so that we can understand their needs and design solutions to help them achieve their aspirations in the digital world. Through our 'Customer First' strategy, we address our customers' core needs of transparency, simplicity, reliability and best value. We use the Net Promoter Score (NPS) methodology as one of our key tools, which among other tools, asks whether our customers would recommend our products and services to their family and friends. This is the most important test of consumer trust that we work hard to earn.

15,000
customer interactions analyzed as part of our 'Customer First' program

6
market operations offering videos explaining customer's first bill

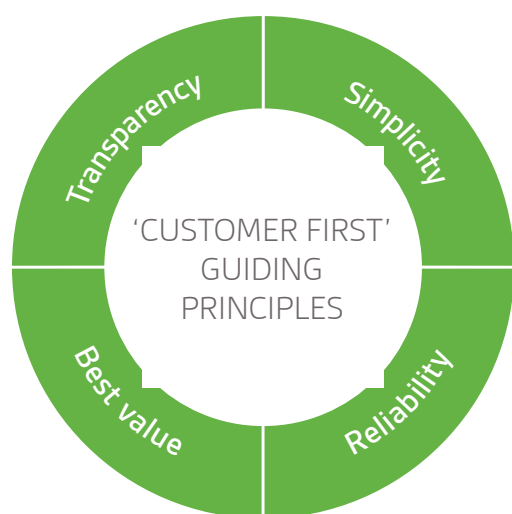## 24,000
customers using the UPC Phone App in Poland

24/7/365
Security Operations Center for cyber threat detection

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Customer relationships

'CUSTOMER FIRST' GUIDING PRINCIPLES — Transparency, Simplicity, Reliability, Best value

Delivering a great customer experience

At Liberty Global, we aim to be the consumer's first choice for TV, internet and telephony services. In 2013, we embarked on a company-wide customer engagement initiative, analyzing more than 15,000 customer interactions, including 2,300 complaint letters and 250 targeted telephone interviews.

This resulted in the creation of our 'Customer First' program centered on transparency, simplicity, reliability and best value for our customers. This applies to everything we do, from product design and pricing to delivery, customer support and billing. We also put in place a 'Customer First Board', made up of senior management, to drive progress and build on our existing achievements.

A great example of our customer-centric approach would be the product offerings of Telenet in Belgium. Following the ongoing success of its simplified and highly transparent mobile rate plans, King and Kong, Telenet introduced Whop and Whoppa product bundles. Whop is a basic triple-play package of TV, broadband and telephony services, while Whoppa offers the maximum digital experience including superfast internet and next-generation TV. In the third quarter of 2013, these new simple and transparent bundles helped Telenet deliver its highest net triple-play subscriber growth in more than four years.

Also in 2013, we started sending new customers in Ireland, the Czech Republic, Austria, Poland, Hungary and Slovakia a personalized video via email to explain their first bill. This initiative led to increased customer satisfaction, while significantly reducing the number of support calls.

Another 'Customer First' example is the UPC Phone App we launched in Poland, which enables customers to enjoy the great value rates of their fixed line when using their mobile phone. Customers can use the app to make or receive calls over their fixed line from wherever they are, even abroad. At the end of 2013, the app had more than 24,000 active users in Poland, demonstrating the enhanced value of our telephony services to customers. In Belgium, Telenet offers a similar service via its 'Triiing' app, and in 2014, phone apps will be rolled out in the Netherlands, Ireland and the UK — with more countries to follow soon after.

Listening to our customers

As part of our Customer First program, we adopted Net Promoter Score (NPS) to manage customer experience. NPS measures customer experience in a structured manner, helping drive commercial effectiveness as well as operational efficiencies. We use NPS to measure brand, product and service insights to show how customers experience our products and services at each touch point, and ultimately seek an answer to "How likely are you to recommend our services to your family, friends or colleagues?"

In almost all of our major market operations, NPS scores are part of the performance management process, linking customer satisfaction to employee bonuses.

In 2014, as we move forward with our Customer First program, we will focus on three areas and report our progress in future reports:

• introducing targeted Customer First initiatives across all our market operations, tailoring solutions to individual market needs;
• aligning our performance metrics behind full implementation of NPS methodology, developing specific NPS targets in all three NPS categories for all markets; and
• engaging and equipping all employees through new communication programs and cross-functional team development, new technology tools and process guides, and aligning performance assessment with Customer First objectives.

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Customer privacy and data security

We are committed to protecting the privacy and security of our customers' data. We work in accordance with our Global Privacy Policy that prescribes the principles, values, standards and rules of behavior for handling personal customer information. We have a program to train all relevant employees in customer privacy and data security across all our markets. Our Consumer Privacy Policy is available on the websites of our local market operations.

Making our network more secure

In 2013, we undertook a full review of our data security architecture, resources, processes and network. This effort identified that, although we were investing in many resources, the information security operation was rather fragmented. We identified an opportunity to channel our investment to ensure a more effective and centralized data protection process. By the end of 2013, we had created a Global Security Operations Center, responsible for aligning all information security units, and establishing common standards, policies and controls across all of our markets. We also created a five-level plan to give greater efficiency and effectiveness end-to-end, and established work streams to improve our operations in several critical areas. Our Security Operations Center operates 24/7/365, enabling global security functions to respond faster, work more collaboratively and share knowledge more effectively for cyber threat detection.

At any given time, our systems are subject to attacks from a multitude of sources. In 2013, we ran a secret test in Europe, inviting expert (ethical) hackers to penetrate our systems both from external locations and internally, while connected to our networks from inside Liberty Global offices. The result was highly instructive for us and made it possible to further improve the security of our systems.

Privacy by Design

We continued to embed privacy risk prevention into all our technologies. In Europe, we formally adopted a new decision stage (gateway) in our centralized product development process. Under the umbrella of our Privacy by Design approach, no new technology or product should be developed without applying privacy controls. Furthermore, we continued to improve our privacy standards throughout our supply chain and applied a new privacy supplier impact assessment for prospective suppliers participating in our global tenders.

Partnering to fight digital crime

Also, in 2013, we established a partnership with the Microsoft Digital Crimes Unit (DCU) to help improve internet safety and security for everyone. The DCU is able to identify malware and potentially harmful software on remote computers owned by customers. In this collaboration, without sharing any customer details, we are able to understand which customers may be at risk and approach them to see if they will accept our assistance in cleaning up their computers and removing known risks. Piloted in the UK, customers have already responded positively to this opportunity.

Code of Ethics for Advertising

In 2013, we published a Code of Ethics for Advertising to address the way we approach our advertising and marketing communications. This Code of Ethics for Advertising binds us to adhere to the principles of the International Chamber of Commerce's Code of Advertising and Marketing, prescribing that all marketing communications should be legal, decent, honest and truthful. Our Code of Ethics for Advertising includes our responsibility for integrity in our advertising claims and sensitivity in marketing to diverse populations, including vulnerable groups such as children. All relevant staff have been trained in the new Code of Ethics for Advertising. To download the Code of Ethics for Advertising, please click here.

For more information on our Building trust initiatives, please click here.

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Managing our environmental impacts

Virgin Media's aerodynamic trucks take the drag out of deliveries

Why it matters

As a global corporate citizen, we play a role in addressing the environmental impacts generated through our business. The fifth report of the Intergovernmental Panel on Climate Change (IPCC, 2014) maintains that global carbon emissions must be reduced by at least 40% in order to support quality of life on the planet for future generations. Governments are responding and, in the EU, legislation is in place to reduce emissions to 20% below 1990 levels by 2020.

The Information and Communications Technology (ICT) sector generates around 2.3% of these global greenhouse gas (GHG) emissions according to the *SMARTer2020* report from the Global e-Sustainability Initiative (GeSI). More importantly, ICT-enabled solutions offer the potential to reduce global GHG emissions by 16.5%, create 29.5 million jobs and yield $1.9 trillion in savings by 2020. As one of the largest cable companies in the ICT sector, we have a critical role to play in responding to these challenges and opportunities.

What we are doing

We have been consistent in our efforts to manage our environmental impacts. Central to this effort has been our continued focus to drive down energy consumption both in our networks and by helping our 24.5 million customers to do so in their homes and offices. We do this in many ways, including our continuous uptake of new network technologies and optimization of energy use at our data centers. We also continue to improve our set-top boxes to give greater functionality without increasing energy consumption, and we recycle and refurbish end-of-life equipment to reuse existing resources. In addition to our focus on efficiency, we also look to procure and produce renewable energy in order to minimize the GHG emissions of our operations. Reducing our environmental footprint is not only the right thing to do, it also supports the sustainability of our business, saving more than $284 million in 2013.

29%
energy efficiency improvement in 2013 (kWh/terabyte of data)

32%
GHG efficiency improvement in 2013 (CO$_2$e/terabyte of data)

$284 million
in cost savings from environmental-related activities

4.3 million
set-top boxes and modems refurbished

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Environmental statement

In early 2014, we published a new global corporate environmental statement, underpinned by multi-year targets to 2020, using 2012 as our base year. The result of a focused process to review and incorporate existing environmental policies from our market operations, our global environmental statement will help drive performance improvements across our business. In developing the statement, we also incorporated feedback from our stakeholders and best practice from our sector. The statement addresses three areas that represent our most significant impacts: energy use, greenhouse gas (GHG) emissions and management of electronic waste (e-waste).

Environmental Statement: key elements

- **Increasing energy efficiency**: We seek to drive energy efficiency initiatives in all our markets and aim to reduce our consumption of natural resources where possible.

- **Reducing greenhouse gas emissions**: We work actively to reduce our emissions by carefully measuring our direct and indirect GHG emissions (according to the GHG Protocol), increasing our energy efficiency and procuring renewable energy. We also strive to deliver smarter solutions and products for our customers that help them minimise their energy use and carbon footprint.

- **Responsible management of e-waste**: Our business relies on the supply of electronic hardware (set-top boxes and modems) to customers. We share responsibility for the safe and environmentally friendly handling of these products when they reach end-of-life, collecting equipment from our customers and refurbishing whenever possible. Where obsolete equipment cannot be refurbished, we ensure disposal according to the Waste Electrical and Electronic Equipment (WEEE) Directive.

Click here to view our full Environmental Statement.

Environmental targets

We recently established efficiency targets for electricity consumption and GHG emissions. Our environmental performance is normalized per terabyte of data transported through our network. We feel this is the measure that most closely represents the scale of our business and therefore the impact we have on the environment.

Our network currently handles more than 6.5 million terabytes per year. This is the equivalent of streaming 7 million full-length movies in high definition every single day through our network. We make a distinction between bandwidth available to the customer and the data actually transported. On any given day, the amount of terabytes transported through our network will change depending on actual customer activity. Customers generally do not use all of the capacity available to them every day. Our efficiency measurement therefore reflects the data that is actually transported, influenced by customer behavior, rather than theoretical available capacity. We believe this measurement gives a more accurate picture of our business and also enables easier identification of energy-saving opportunities.

To develop long-term environmental targets, we projected electricity consumption and GHG emissions, accounting for expected annual business growth and current market trends. Similarly, we projected terabytes of data traffic through our network, relying on what we know today about potential future usage trends, technology advances and continued business expansion. Using these analyses, we set objectives to improve the energy efficiency of our electricity consumption by 15% (kWh/terabyte of data) every year through 2020, and be five times more carbon efficient by 2020 (metric tons CO_2e/terabyte of data). Both of our targets use 2012 as the base year.

This will be the first year we report our performance against these targets (see pages 23 and 25). Moving forward, we will report annually on our progress.

Our environmental targets

**15%**
energy efficiency improvement each year through 2020

5x
more carbon efficient by 2020

Energy efficiency target and 2013 performance[1]

Target	15% energy efficiency improvement each year through 2020
2012 baseline	240 kWh of electricity per terabyte of data usage
2013 achievement	170 kWh of electricity per terabyte of data usage
Annual improvement	29%
Progress towards target	On track

Total electricity consumption in GWh

1,072   1,098   1,101

2011   2012   2013
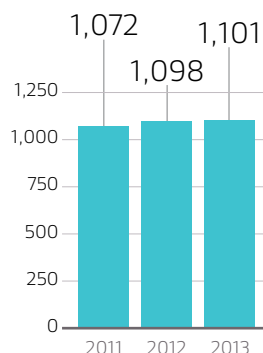
Energy efficiency (kWh of electricity/TB)

240   29%   170

2012   2013
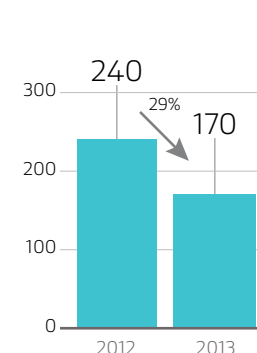
Energy use and efficiency

Electricity is our primary form of energy use, making up 80% of our total consumption. The vast majority (90%) of this consumption is used to power our networks, while the remaining 10% is used in our offices, call centers and warehouse operations. Using electricity more efficiently remains a priority across Liberty Global.

The scope of our electricity consumption data covers Liberty Global's worldwide operations, divided into network infrastructure and non-network sites. Click here to see what we include in our electricity consumption data.

In 2013, Liberty Global consumed a total of 1,101 GWh of electricity, a small increase of 0.3% compared to 2012. However, our energy efficiency per terabyte of data transported improved by 29% due to efforts to reduce electricity consumption across our markets while at the same time serving the increased use of our services by customers.

We made a great start, going beyond our initial expectations and delivered savings nearly double our annual target in the first year. However, maintaining our performance at a level of at least 15% efficiency improvement year on year will require continued focus and targeted activities across all markets.

Energy efficiency at our technical sites

We seek to drive energy efficiencies throughout our operations, at both global and local levels. For instance, in Ireland, UPC took advantage of the natural climate, which is optimal for using external air to cool its data centers, rather than using electricity powered air-conditioning units with compressors. The average external temperature is below 17 degrees Celsius for approximately 90% of the year. By installing two fans positioned to draw in outside air, UPC realized a 66% saving in power for cooling these locations. UPC has been using this 'natural' cooling method at the Sandyford site in Ireland since 2012, saving around 59,000 kWh per year. During a recent upgrade of the Churchfield data center in 2013, UPC also installed two fan units, saving a further 72,000 kWh per year.

UPC Ireland has also realized additional energy savings in recent years through equipment upgrades and installation of high-efficiency power conversion units while removing old legacy equipment, resulting in improved power flow and reduced energy losses. Overall, UPC calculates its annual power savings from natural cooling and equipment upgrades to total more than 592,000 kWh per year, enough to power 120 family households with electricity for an entire year.

In the UK, Virgin Media started deploying smart monitoring and remote control technology in 2011 to optimize the heating, ventilation and air conditioning systems across 10 key sites. The results from this project showed the potential for significant energy efficiency improvements from further deployment and over the past two years savings of 10,015 MWh have been achieved, enough to power more than 1,100 UK homes with electricity over the same period.

1,101 GWh
total electricity consumption

90%
of energy use comes from our network infrastructure

1 Please refer to the data table on page 35 for details of how our intensity metric is calculated.

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Energy efficiency in our network

As our networks become bigger and more efficient, transporting ever increasing amounts of data, we need to see improved performance from our peripheral equipment. In simple terms, supplying our products and services to our customers requires amplifiers between our network and the customer location. Amplifiers boost the data transfer as data traffic approaches the customer location, and are critical components in ensuring the capacity and reliability of our services in the home. In the Netherlands, we have tried various ways of improving our amplifier performance and, together with our suppliers, we adopted new semi-conductor technology that significantly increases amplifier efficiency in the order of 16% in the downstream direction (to the customer) and 18% upstream (from the customer). Over a five-year period, beginning in 2013, we plan to replace all the amplifiers currently deployed in the Netherlands. So far in 2013, we have replaced 8,000 amplifiers, delivering more data to our customers without any additional electricity consumption.

Similarly, in Austria, UPC has been replacing transmitters, another key element of our infrastructure, to support the improvement of our network by delivering around 50% energy savings with each transmitter replacement. Previously, UPC required both transmitters and receivers at fiber node locations to ensure reliable transfer of data between the network and our customers. After reviewing several options, our team in Austria adopted technology that eliminates the need for receivers in certain platforms, while installing new, more energy efficient transmitters.

Greenhouse gas emissions

Our greenhouse gas (GHG) emissions are expressed in metric tons of carbon dioxide equivalent (CO_2e) — a universal measure that allows the global warming potential of different GHGs to be compared. In 2013, our gross GHG emissions totaled 549,000 metric tons of CO_2e, a reduction of 0.7% versus 2012.

We have included full year data for our Virgin Media operation even though the company was not acquired until June 7, 2013. We have also made pro-forma adjustments to our prior years' environmental results to include Virgin Media's data, for comparative purposes.

Breakdown of gross GHG emissions by scope (in metric tons CO_2e)[1]	2011	2012	2013	Change 2013 vs 2012
Scope 1 (coolants, propellants and fuels for generators and vehicles)	75,500	79,200	84,500	6.7%
Scope 2 (purchased electricity)	462,400	461,000	451,800	-2.0%
Scope 3 (business travel, water and waste)	12,500	12,600	12,700	0.8%
Total	550,400	552,800	549,000	-0.7%

1   We have calculated the GHG emissions of our operations according to the WBCSD GHG protocol methodology. Our footprint has been restated for 2011 and 2012 to account for material changes to the conversion factors provided by Defra for company reporting purposes, as well as to account for the acquisition of Virgin Media. Our scope 3 data excludes emissions arising from operation of customer set-top boxes and modems at the customers' premises.

0.7%
reduction in gross GHG emissions

8,000
amplifiers replaced with more energy efficient alternatives

60%
increase in renewable energy generated since 2011

4
operations purchase 100% green energy

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In addition to the energy efficiency initiatives outlined previously, we also focus on the procurement and production of alternative energy in order to reduce the carbon impact of our business. In line with best practice, we break our greenhouse gas footprint down into gross and net emissions, which illustrates the impacts of this alternative energy, as shown in the graph below.

Greenhouse gas footprint, scopes 1, 2 and 3 (metric tons CO_2e)

- Total gross emissions
- Total net emissions

	2011	2012	2013
Total gross emissions	550,400	552,800	549,000
Total net emissions	503,700	494,400	481,700
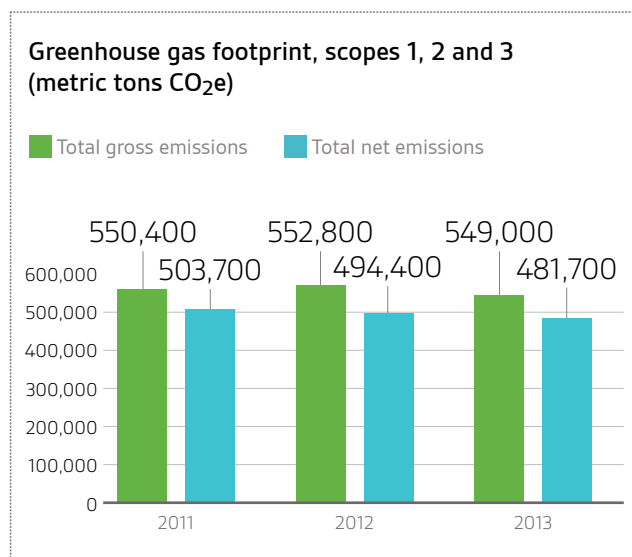
Our GHG efficiency target is based on net scope 1 and 2 emissions as defined by the Greenhouse Gas Protocol. This therefore takes into account the impacts of our alternative energy use. We increased our GHG efficiency by 32%, putting us well on track to achieve our 2020 target.
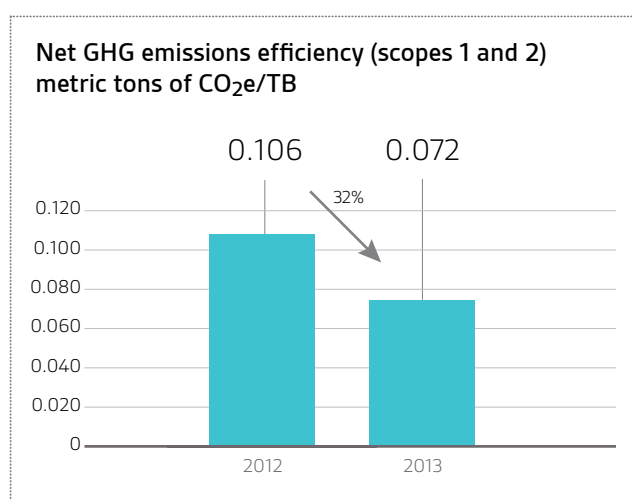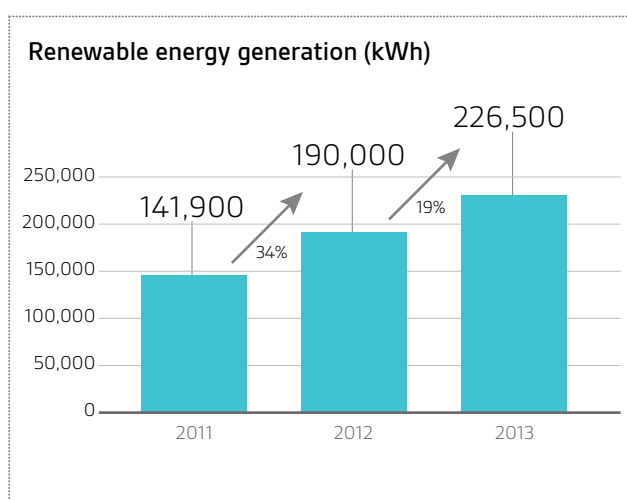
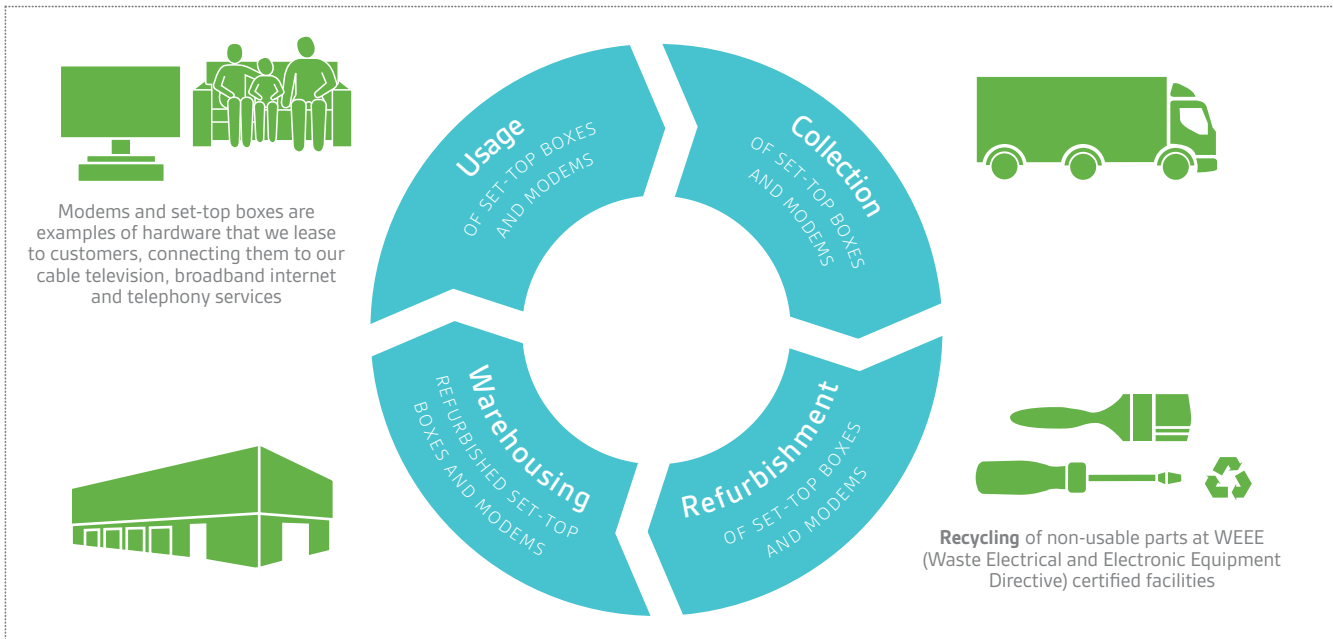### GHG emissions efficiency target and 2013 performance[1]

Target	Be five times more carbon efficient by 2020
2012 baseline	0.106 metric tons of net CO_2e per terabyte of data usage
2013 achievement	0.072 metric tons of net CO_2e per terabyte of data usage
Annual improvement	32%
Progress towards target	On track

Renewable energy

We drive our GHG emissions down through the purchase of renewable energy and through the generation of our own renewable energy at several sites across our operations. In three of our markets, Telenet in Belgium, UPC in the Netherlands and UPC DTH in Luxemburg, as well as at our headquarters office in Amsterdam, we purchase 100% 'green' energy derived from renewable sources such as wind, solar and hydroelectricity. In several other market operations, we purchase renewable energy for a portion of our electricity consumption. And in eight market operations, we also generate our own energy from on-site solar panels, a 60% increase in renewable energy generation since 2011.

Net GHG emissions efficiency (scopes 1 and 2) metric tons of CO_2e/TB

	2012	2013
	0.106	0.072

32%

Renewable energy generation (kWh)

	2011	2012	2013
	141,900	190,000	226,500

34%   19%

1   Please refer to the data table on page 35 for details of how our intensity metric is calculated.

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Modems and set-top boxes are examples of hardware that we lease to customers, connecting them to our cable television, broadband internet and telephony services

Usage OF SET-TOP BOXES AND MODEMS

Collection OF SET-TOP BOXES AND MODEMS

Refurbishment OF SET-TOP BOXES AND MODEMS

Warehousing REFURBISHED SET-TOP BOXES AND MODEMS

Recycling of non-usable parts at WEEE (Waste Electrical and Electronic Equipment Directive) certified facilities

E-waste and recycling

Around the world, we have millions of set-top boxes and modems placed in our customers' homes. When these devices need upgrading or replacing, we collect them for refurbishment and reuse. In 2013, 35% of set-top boxes and modems supplied to our customers came from refurbished stock, down slightly from 36% in 2012[1]. Hardware equipment that cannot be refurbished is recycled or sent for safe disposal in line with applicable legislation.

In total, we refurbished 4.3 million set-top boxes and modems in 2013, avoiding approximately 7,200 metric tons of waste that would otherwise have ended up in landfill sites. We expect our refurbishment rate to further decrease over the coming years as we deploy new equipment with more innovative service offerings and better energy efficiencies to meet the evolving needs of our customers.

Liberty Global also recycles office IT equipment, where possible, donating refurbished computers, printers and screens to benefit schools and hospitals in Kenya through Close the Gap, a non-profit organization.

35%
of set-top boxes and modems supplied to our customers were from refurbished stock

7,200
metric tons of waste to landfill avoided through hardware refurbishment

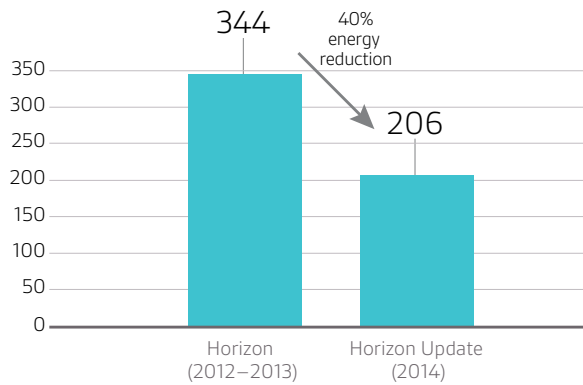# Improving the energy efficiency of customer products

Another way we support energy conservation is by developing more energy efficient equipment, enabling lower energy consumption for our customers as they use our products and services.

For example, the most recent software upgrade, in early 2014, to our Horizon Multimedia Gateway reduced energy consumption from 344 kWh per year to 206 kWh per year, an absolute reduction of 40%. When compared to similar devices that we currently offer, to support our traditional triple play bundle, the latest Horizon Gateway consumes 18% less energy.

In the first three months since the Horizon Gateway launch, almost 85,000 Horizon boxes have been distributed with this new software upgrade. Of these, almost 19,000 customers are actively using this new smart energy setting, realizing total savings of 2.6 GWh per year. However, if all 85,000 Horizon customers utilize this new energy setting, then the total annual energy reduction could exceed more than 11 GWh, the equivalent of each of these customers using two tablets, four smart-phones and a laptop for a year.

1 Refurbishment data excludes Virgin Media and Unitymedia Kabel BW to enable comparison with prior years.

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**Absolute energy consumption of Horizon set-top box
(Total energy per year in kWh)**

In addition to our most recent Horizon software upgrade, our latest set-top box models have an auto standby 'cold' mode of between 0.5–1.0W. In several markets, we also offer customers a Common Interface Plus (CI+) module. This enables the reception of digital video services without a set-top box and the subsequent additional power consumption. CI+ technology can also minimize the environmental impacts generated through our value chain, eliminating the need for set-top boxes and the entire network that supports their manufacture, distribution and end-of-life handling. Additionally, in most of our markets, we have introduced unencrypted signals that enable our customers to access basic TV and digital radio channels without a set-top box.

Another option, which is currently in development, will enable customers to record and store content in the cloud, rather than on the local hard drive of their set-top box. This cloud-based solution will contribute to improving overall energy efficiency as these hard drives are a main source of energy consumption. Moreover, set-top boxes that do not require a local hard drive also necessitate fewer materials for production, while making the devices smaller and lighter to transport.

One of the most significant challenges we face in our efforts to drive energy efficiency is how to inspire customers to adapt the way they use our products and services to achieve lower home electricity costs while reducing their environmental footprint. Changing customer behavior is never easy and achieving the optimum outcome — a combination of the best user experience while saving energy — remains a challenge. For example, functionalities such as boot-up time and remote monitoring can be impeded when the set-top box is in energy-saving modes. By better understanding our customers' behaviors, we can improve our communication around the sustainability attributes of these products, and recommend energy-saving functionalities that best suit their needs.

Another challenge is 'deconsolidation'. Horizon is designed to be a single device, combining three pieces of hardware into one, while meeting our customers' digital TV, internet and telephony requirements. However, up to 55% of our customers in the Netherlands maintain a second device in the home, usually the modem. These customers are currently not fully exploiting the energy-saving opportunities of our new products and services. Again, we challenge ourselves to better align our energy-saving initiatives with our customers' needs and behaviors, providing customers the opportunity to realize the maximum benefits of our services.

40%
reduction of energy consumption of our Horizon Multimedia Gateway

1 watt
auto standby mode in our latest set-top box models

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Being a responsible business

Fast Forward class of 2013 at the Liberty Global Denver headquarters

Why it matters

The Reputation Institute's 2013 CSR RepTrak® 100 study shows that 73% of the 55,000 consumers surveyed are willing to recommend companies perceived to be performing responsibly. Conversely, only 17% of consumers are willing to recommend a company perceived as not doing so. Responsibility goes deeper than merely ensuring our customers are satisfied. Instead, it relates to the way we care for and develop our employees, maintain collaborative relationships with our suppliers, and help communities thrive. The communities in which we operate are a valued source of talented employees and suppliers of products and services that are vital to our operations. In return, our investment in our people, our suppliers and our communities helps make us more resilient, while increasing consumer trust in our brands.

What we are doing

It all starts with our Code of Business Conduct, which defines the standards we set for ourselves in our business interactions with all stakeholders. Our Code applies equally to all company employees, and helps us ensure that we always strive to do the right thing. Building on this foundation, we encourage a responsible business through the way we engage our employees and the way we develop an ethical supply chain. With our employees, we drive our People Agenda — a framework for investing in the growth and development of our employees — while doing much to assure their well-being. In our supply chain, we are improving the way we engage with suppliers, assessing supply chain risks and taking appropriate measures to mitigate those risks.

Liberty Global's performance as a responsible business has been recognized by leading sustainability indexes. For example, we have been listed in the FTSE4Good Index since 2007, and in 2013, we maintained our listing in the Dow Jones Sustainability North America Index. In addition, our Belgian subsidiary, Telenet, was once again named Supersector Leader in the Dow Jones Sustainability World Index.

Dow Jones Sustainability Indexes Member 2012/13

FTSE4Good

29%
women in management positions

78
suppliers completed the EcoVadis assessment in 2013

2,000
ideas generated through our Spark ideation platform

17,000
employee volunteering hours (during personal time)

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Engaging employees

In 2013, Liberty Global's workforce increased by two-thirds, from 22,000 to more than 35,000 employees, following the acquisition of Virgin Media. A noteworthy achievement this year was the successful integration of Liberty Global and Virgin Media, maintaining business continuity for our customers and the trust and engagement of our employees.

Advancing the People Agenda

In 2013, we launched the People Agenda, our global strategy focused on our greatest competitive advantage and asset: our people. Organizing our efforts around four key areas — Talent, Leadership, Reward and Culture — we design programs and create an infrastructure that helps us attract and retain the best people in the industry. The People Agenda is a key priority for the business. Our Human Resource (HR) leaders across the organization work together collaboratively to define priorities that best support our people. To make sure we stay aligned to the needs of the business, we have engaged the People Agenda Advisory Team comprised of 12 executives representing all areas of the business who share a common passion for ongoing development of talent in our organization.

In 2013, we started our journey building our HR infrastructure and designing the foundational building blocks of a global HR function. Our approach is to introduce new programs to our senior leadership group that have considerable impact on our business. As a first step we launched 'Talent Discovery' to understand the skills, strengths, gaps and pipeline for our senior leaders. Next, we focused on leadership development to

"Our people are truly our competitive advantage. Through the People Agenda we are working towards attracting, retaining and building the best talent in the industry, and creating an inspiring culture where people thrive. It's about making Liberty Global the best place to work."

Amy Blair, Senior Vice President and Chief Human Resources Officer, Liberty Global

build collective strength across this group. We continued our development program, Fast Forward, focused on our emerging leaders and in parallel we designed the Lead Forward development program for our senior leaders. The goals of Lead Forward are to align our leadership team to our strategy and business model, and trigger new ways of thinking about three opportunities we've identified as critical to our long-term success: innovation, customer centricity and talent.

We continued to invest in developing our employees' capabilities with more than 840,000 training hours in 2013, and the development of a new company-wide performance management process. The new process, linked to our new global HR technology platform, Pearl, provides a common standard of defining and measuring performance across the business. This marks the first launch of a single process to over 35,000 employees across the organization, providing us with powerful insights on our top-performers company-wide.

An employee engagement culture

UPC Ireland, for example, brings to life the People Agenda through a number of initiatives including a development program for emerging leaders, a 'CEO Club' that rewards values-based behaviors, a Customer Connect program that takes employees out to see how our products reach customers, and a health and wellness program. In a recent survey, our employees scored a collective 9.5 out of 10 when asked whether they feel connected with UPC. In addition, employee turnover more than halved in 2013 — down to 4% voluntary turnover — beating the national average by 2%.

"Our employees want to work for a company they can be proud of, and this includes CR activities. We run a program of community volunteering events that employees are happy to support, contributing to a high engagement culture at UPC Ireland."

Eileen O'Loughlin, Vice President Human Resources, UPC Ireland

35% female employees

55% of new hires under 30 years old in 2013

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Liberty Global 2013 Technology Summit in Amsterdam

Sparking innovation

This year, we expanded our Spark initiative, an employee innovation and ideation platform, to an additional 4,000 employees. Spark is currently available to 9,000 employees globally. To date, more than 4,000 employees have generated over 2,000 ideas, of which around 90 have been selected for implementation. Our best innovators were recognized for their contributions at Liberty Global's annual Technology Summit in Amsterdam last fall.

Bringing on new talent

Across Liberty Global, we offer young graduates the opportunity to have a rewarding and meaningful career. For example, Virgin Media offers apprenticeship to new recruits, giving them a wide range of digital and business skills. Successful graduates achieve a national vocational qualification in communication technology. Since 2008, a total of 785 apprentices have graduated the program, including 116 in 2013, and many are now employed in management roles. All apprentices also complete a community involvement project to add value to society as part of their training.

With early 2014 UK employment statistics showing that around 20% of people aged 16−24 are currently unemployed across the UK, this program creates real value for society as well as for our business. Virgin Media currently receives 63 applications for every one apprenticeship opportunity offered.

"Our apprenticeship program has gone from strength to strength with huge demand for opportunities in recent years. Virgin Media's courses offer a superb insight into our business and are an excellent gateway to stimulating and prosperous careers."

Chris Starling, Head of Apprenticeships, Virgin Media

Recruitment with added value

In Chile, VTR partnered with 'Project B' to help integrate young law offenders into the workforce and to encourage them to move toward productive citizenship. Project B is a foundation aimed at the employment of young law offenders. The Foundation works with local employers to change their perceptions about ex-offenders, and create work experience opportunities.

In 2013, VTR employed three of these young people in network maintenance roles and provided personal mentoring to help develop their skills and work experience. The project has allowed VTR to promote the positive integration of juvenile offenders into community life and provide them with new job opportunities.

24
average training hours per full-time employee

96%
of employees received a performance review

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Boxing Mom, Sarah Aarssen, getting fit at our corporate gym in Amsterdam

Employee well-being

We invest in the health, safety and well-being of our employees as we recognize that this contributes to employee satisfaction, which in turn translates into our business success. We had more than 40 different well-being programs across Liberty Global in 2013, including flexible working schemes, health and nutrition programs, stress management programs and more. One example is the new on-site fitness facility, which opened in 2013 at our headquarters office in Amsterdam where more than 1,400 people come to work every day. The facility is free for all employees and provides a wide range of state-of-the-art gym equipment and a team of trainers. In 2013, employees clocked more than 7,000 hours of fitness activity.

"As a mom, I prefer to spend my non-working time with my young daughter. The new gym at our office has been a life-saver for me, helping me to add physical activity into my working day without significantly extending my hours. Working out at the gym has helped me get in better shape and even lose weight," said Sarah Aarssen, Corporate Communications Team Assistant.

Employees In the Community

A significant portion of our charitable giving at Liberty Global is guided by our employees through our Employees In the Community initiative, including our In Heroes and In Givers programs.

In Heroes

In Heroes recognizes and honors employees for their volunteering activities. This is the eighth year that Liberty Global has celebrated the In Heroes Awards, offering employees a chance to win €5,000 (almost $7,000) for their favorite charity. Each year, we award 22 employees €28,000 (around $40,000) for their selected charities.

In 2013, we received over 70 applications from employees worldwide who collectively volunteered over 17,000 hours of their own time to make a difference in their local communities. This year's winner was Emma Thomas from Virgin Media, who spent many hours coordinating the National Outreach Program for Engineers Without Borders (EWB). EWB works to empower the next generation of engineers in the UK to work with disadvantaged communities across the globe.

"Volunteering for EWB has really changed my life. I find it incredibly rewarding to hear teachers and students tell me about the amazing workshop we ran, how the children were buzzing and how they would now like to be engineers."

Emma Thomas, engineering graduate, Virgin Media

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Movember Moustache Movement – raising funds and awareness

In Givers

Alongside In Heroes, our In Givers program matches employee fundraising. In total, Liberty Global matched $138,000 in 2013. This year, we had fun with one of our most successful global fundraising efforts to date, putting our weight behind the Movember Foundation. This month-long campaign raises awareness and funds to support men's health research, specifically prostate cancer, testicular cancer and mental health. Over 400 employees from across several market operations devised many creative ways to raise money, including chair massages, bake sales and sports tournaments. Collectively employees raised $75,000, matched by Liberty Global to reach a total donation of more than $130,000. This result placed Liberty Global in the official Movember top 15 ranking of 'multinational networks' worldwide.

Liberty Global supports Movember, alternating each year with Pink Ribbon for breast cancer, because these are issues that touch everyone in the communities and markets we operate in.

Support in times of need

We do our best to support local populations when disaster strikes. In a matter of hours on November 8, 2013, super typhoon Haiyan, one of the strongest storms ever recorded, completely devastated parts of the central Philippines. More than 6,200 lives were lost, 1.9 million people were left homeless and 6 million people were displaced. At Liberty Global, we raised more than $200,000 to support the relief for those tragically affected, with funds going to the American Red Cross. We also provided essential connectivity through our products and services and offered free calls to the Philippines in several markets.

Lessons for Life Foundation

In 2013, we continued to support the Lessons for Life Foundation (LFL), an organization founded in 2007 by Liberty Global. LFL improves the prospects of children from disadvantaged backgrounds, including those orphaned and affected by HIV and AIDS in Sub-Saharan Africa. LFL enables these deserving children to gain access to quality education. A key event is the annual LFL Bike Challenge. In 2013, 160 cyclists rode from London and Cologne to our Amsterdam headquarters, collectively raising almost $700,000, including Liberty Global matching funds of around $200,000. Participants included many Liberty Global employees from different markets as well as our business partners and suppliers. The total sum raised was enough to provide five years' worth of primary education for more than 800 children.

For more information on Liberty Global's charitable giving, please click here.

$440,000
donated as part of our 'Employees In the Community program'

$700,000
raised for Lessons for Life Charity Bike Challenge in 2013

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Supply chain partnerships

Being a responsible business includes the way we manage our supply chain. This includes the way we source our electronic components and network equipment and its subsequent distribution to our customers. Components are sourced from qualified vendors, and our distribution is handled by transport contractors. We employ certified organizations to perform the collection and safe disposal of equipment returned from our customer homes and other premises. Our total supplier base includes approximately 15,000 vendors. The main supplier categories we engage include information technology, customer premise equipment, network equipment and other indirect services, such as marketing.

Revised supply chain principles

In 2013, we updated our Responsible Procurement and Supply Chain Principles (RPSCP). These principles reflect our expected adherence by all suppliers to global responsible business norms and international labor standards, ethical conduct, health and safety of employees and environmental stewardship.

Assessing our top suppliers

In order to minimize risk and potential negative impacts throughout our supply chain, we initiated a global program to assess key suppliers against our RPSCP. In 2013, our procurement and corporate responsibility teams launched a partnership with EcoVadis, a global supply chain assessment specialist, to implement a robust approach for assessing our suppliers' social and environmental performance.

EcoVadis' evaluation and assessment platform benchmarks Liberty Global's suppliers against 21 environmental, social, human rights and ethical criteria, including policies and performance of suppliers. These assessments are based on internationally recognized standards and frameworks such as the Global Reporting Initiative and the UN Global Compact. Supplier ratings are determined by combining questionnaire responses, supporting documentation, third-party information and risk factors mapped according to industry sector and country.

Following training of relevant staff in our procurement team, we invited 111 of our largest suppliers to participate in our initial assessment process. These suppliers equate to 50% of our overall capital expenditure. Of the 111 suppliers invited to participate, we achieved a positive response rate with 78 suppliers completing the EcoVadis assessment. 24 suppliers (22%) declined to respond and we await responses from nine suppliers. Of the 78 assessed, three suppliers were found to have a high-risk score, and a further eight suppliers had a medium-risk score.

During 2014, we are working with these 11 'at-risk' suppliers to develop action plans to improve their performance and increase the robustness of our supply chain. We also plan to expand our assessment to include an additional hundred suppliers.

Our position on conflict minerals

The Securities and Exchange Commission (SEC) in the U.S. has issued final rules covering certain 'conflict minerals' (tantalum, tin, tungsten and gold) that are sourced from the Democratic Republic of Congo and surrounding countries and which are used to finance armed conflict in that region. We are working with our suppliers, who help make us aware of such conflict minerals that may exist in products they supply to us. In 2013, a conflict mineral section was integrated into the EcoVadis assessment platform and our RPSCP.

For more information about our position on conflict minerals, please click here.

Our supply chain

| Sourcing | Packaging and processing | Distribution and transport | Customer use | Reuse and disposal |

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Governance

Five committees report into the Board of Directors to assist it in carrying out its duties.

Executive Committee	May exercise all the powers and authority of our Board in the management of our business and affairs between Board meetings, with the exception of certain matters.
Audit Committee	Review and monitor accounting and financial reporting and audit of our financial statements, plus maintain integrity of accounting policies and practices, auditor qualifications and independence, internal audit function, confirm compliance with laws and regulations and stock exchange rules.
Compensation Committee	Assists our Board in discharging its duties relating to performance evaluations and compensation of our executive officers and of administering our incentive plans.
Nominating and Corporate Governance Committee	Identifies and recommends persons as nominees to our Board of Directors, reviews corporate governance guidelines applicable to us and oversees the evaluation of our Board of Directors.
Succession Planning Committee	Assists the Board in succession planning for our CEO, including identification and evaluation of potential internal and external candidates.

Liberty Global's Board of Directors consists of 12 persons. Of these 12 persons, 10 (83%) are both independent and non-executive directors, one is a non-executive director and one is an executive director. The executive director is the only director who is an employee of Liberty Global. Eleven directors are male and one is female (8%).

John C. Malone has been a non-executive chairman of Liberty Global since June 7, 2013, when Liberty Global plc was founded after the acquisition of Virgin Media. Dr. Malone is a director of other publicly held companies, including Charter Communications, Discovery Communications, Inc., Expedia, Inc., Liberty Media Corporation (also chairman), and Liberty Interactive Corporation (also chairman).

For further details of all matters relating to corporate governance and our Board of Directors, please see our Proxy Statement submitted to the SEC in April 2014.

Corporate responsibility (CR) is governed by a Corporate Responsibility Committee (CRC), reporting to Michael T. Fries, President and CEO of Liberty Global. The CRC is chaired by Rick Westerman, Senior Vice President of Investor Relations and Corporate Communications, and meets on a quarterly basis.

A dedicated team based in our offices in Amsterdam leads the execution of our CR strategy, supported by a network of managers and employees with shared responsibility for CR delivery throughout our operations and markets.

For more information about our CRC, click here.

Liberty Global Board of Directors

President and CEO

Michael T. Fries

Corporate Responsibility Committee (CRC)

Rick Westerman	Amy M. Blair	Diederik Karsten	Manuel Kohnstamm	Balan Nair	Mauricio Ramos	Dana Strong
CRC Chairman SVP Investor Relations and Corporate Communications	SVP and Chief Human Resources Officer	EVP European Broadband Operations	SVP and Chief Policy Officer	EVP and Chief Technology Officer	President, Liberty Global Latin America	Chief Operations Officer Virgin Media

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Performance summary

Environmental performance	Metric	2011	2012	2013
Energy consumption (G4-EN3)				
Non-renewable fuel				
Diesel	GWh	71	71	156
Petrol	GWh	34	36	44
Natural gas	GWh	55	53	51
Burning oil	GWh	1	0	0
Gas oil	GWh	0	1	1
Fuel oil	GWh	0	3	1
Jet fuel	GWh	13	13	13
Total	**GWh**	**174**	**177**	**266**
Electricity, heating and cooling				
Electricity	GWh	1,072	1,098	1,101
Heating and cooling	GWh	0	0	1
Total	**GWh**	**1,072**	**1,098**	**1,102**
Electricity sold	GWh	0.11	0.05	0.01
Total energy consumption[1]	**GWh**	**1,246**	**1,275**	**1,368**
Energy intensity				
Energy intensity (G4-EN5)[2]	kWh of electricity per terabyte of data usage	N/A	240	170
Electricity generated from onsite renewables	GWh	0.14	0.19	0.23
GHG emissions[3]				
Scope 1 emissions (G4-EN15)	metric tons CO_2e	75,500	79,200	84,500
Scope 2 emissions (G4-EN16)	metric tons CO_2e	462,400	461,000	451,800
Scope 3 emissions (G4-EN17)	metric tons CO_2e	12,500	12,600	12,700
Total gross GHG emissions	**metric tons CO_2e**	**550,400**	**552,800**	**549,000**
Total net GHG emissions	**metric tons CO_2e**	**503,700**	**494,400**	**481,700**
Emissions intensity (scopes 1 and 2) (G4-EN18)[2]	metric tons CO_2e per terabyte of data usage	N/A	0.105	0.076
Emissions from business travel	metric tons CO_2e	9,800	10,300	10,800
Waste by type and disposal method (G4-EN23)[4]				
Reuse	metric tons	89	104	185
Recycling	metric tons	9,488	10,954	12,853
Incineration	metric tons	728	1,465	1,613
Landfill	metric tons	7,815	6,494	4,655
Composting	metric tons	71	180	208
Total	**metric tons**	**18,191**	**19,197**	**19,514**
Percentage of recycled and reused waste	%	53	58	67
Water withdrawal by source (G4-EN8)				
Municipal water supplies	m³	465,993	411,259	398,847
Other	m³	N/A	N/A	6,047
Total	**m³**	**465,993**	**411,259**	**404,894**
Initiatives				
Emissions reductions (G4-EN19)[5]	metric tons CO_2e	N/A	N/A	4,100
Energy saved through efficiencies (G4-EN6)[5]	kWh	N/A	N/A	9,093,029
Cost savings from environmental initiatives	$ million USD	N/A	N/A	284.1
Revenue generated from environmental initiatives	$ million USD	N/A	N/A	0.6

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

2 For our intensity metrics, we report our electricity consumption and also our net emissions, per terabyte of data consumed. The figures for 'terabytes (TB) of data usage' are based on actual internet protocol (IP) based traffic from 10 market operations and estimates from four market operations. The estimates calculated for Virgin Media, Telenet, the VTR Group and Liberty Puerto Rico are based on the assumption that the users in these market operations consume data similar to the rest of our operations for which actual data usage is available. We plan to collect the actual data for all of our market operations going forward. TB of data usage excludes services not offered over IP-based technology and therefore excludes data usage in connection with cable television, digital television, video-on-demand, asymmetric digital subscriber line and time-division multiplexing licensed capacity. Over time, we expect that all of our data usage will migrate to IP-based technology.

3 We have calculated the GHG emissions of our operations according to the WBCSD GHG protocol methodology. Our footprint has been restated for 2011 and 2012 to account for material changes to the conversion factors provided by Defra for company reporting purposes, as well as to account for the acquisition of Virgin Media. Our scope 3 data excludes emissions arising from operation of customer set-top boxes and modems at the customers' premises.

4 G4-EN23: The majority of our waste data is based on information provided by the waste disposal contractor.

5 In 2013, we changed our methodology for collecting data on environmental initiatives. Consequently, data from previous years is not reported, as it is not comparable.

Environmental performance notes

All calculations are based on site-specific activity data collected by our teams around the world. Where data was not available, estimations and extrapolations have been made from business-specific data and industry guidance.

Scope 1 (Direct): emissions come from sources that are owned or controlled by company, including: emissions from static combustion (e.g. fuel used in generators for heating/power); emissions from mobile combustion (e.g. fuel used in our vehicles); and emissions from any coolants and propellants used (e.g. in air conditioning units and fire suppression systems). Gases included: CO_2, N_2O, CH_4, HFCs, PFCs.

Scope 2 (Indirect): emissions from purchased electricity, heat and steam. Gases included: CO_2 (for the UK CH_4 and N_2O gases are also included).

Scope 3 (Indirect): includes emissions from business travel, water and waste (which includes the impact of recycling customer premise equipment). Gases included: CO_2, N_2O, CH_4 (where available).

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Performance summary

Social performance	Metric	2011		2012		2013	
Community investment	$ million USD	7.7		9.7		10.3	
Total workforce and breakdown by employee category (G4-10, G4-LA12[1])							
Workforce including outsourced employees							
Employees	Headcount, year end	19,542		21,809		36,374	
Outsourced employees[2]	Headcount, year end	N/A		N/A		25,830	
Total	**Headcount, year end**	**19,542**		**21,809**		**62,204**	
Employees by region and gender		Male	Female	Male	Female	Male	Female
North America	Headcount, year end	58	47	64	43	66	56
Latin America	Headcount, year end	2,678	1,581	2,657	1,675	2,517	1,606
Europe	Headcount, year end	9,568	5,610	10,947	6,423	21,137	10,992
Total	**Headcount, year end**	**12,304**	**7,238**	**13,668**	**8,141**	**23,720**	**12,654**
Total percentage split	**%**	**63%**	**37%**	**63%**	**37%**	**65%**	**35%**
Employees by contract type							
Permanent contracts	Headcount, year end	N/A		19,613		33,866	
Temporary contracts	Headcount, year end	N/A		2,196		2,508	
Employees by employment type							
Full time	Headcount, year end	N/A		19,422		32,070	
Part time	Headcount, year end	N/A		2,387		4,304	
Employees by age group							
Under 30 years old	Headcount (% of total)	N/A		N/A		9,557 (26%)	
30−50 years old	Headcount (% of total)	N/A		N/A		21,647 (60%)	
Over 50 years old	Headcount (% of total)	N/A		N/A		5,170 (14%)	
Women in management							
Women in management positions	% of total management team	28%		28%		29%	
Women in executive management positions	% of executive management team	19%		11%		10%	
New employee hires and employee turnover (G4-LA1)							
New employee hires by region and gender		Male	Female	Male	Female	Male	Female
North America	Headcount	2	9	11	8	10	14
Latin America	Headcount	627	379	539	448	429	333
Europe	Headcount	1,538	1,074	2,164	1,565	3,189	2,025
Total number of new hires	**Headcount**	**2,167**	**1,462**	**2,714**	**2,021**	**3,628**	**2,372**
Rate of new hires	Rate (%)	19%		22%		16%	
New employee hires by age group							
Under 30 years old	Headcount (% of total)	N/A		N/A		3,316 (55%)	
30−50 years old	Headcount (% of total)	N/A		N/A		2,336 (39%)	
Over 50 years old	Headcount (% of total)	N/A		N/A		348 (6%)	
Employee turnover by region and gender						Male	Female
North America	Number of leavers	9		16		6	1
Latin America	Number of leavers	1,169		856		846	483
Europe	Number of leavers	2,010		2,469		3,144	1,798
Total employee turnover	**Number of leavers**	**3,188**		**3,341**		**3,996**	**2,282**
Rate of total employee turnover	Rate (%)	16%		15%		17%	
Employee turnover by age group							
Under 30 years old	Headcount (rate, %)	N/A		N/A		2,350 (6%)	
30−50 years old	Headcount (rate, %)	N/A		N/A		3,076 (8%)	
Over 50 years old	Headcount (rate, %)	N/A		N/A		852 (2%)	
Employee training (G4-LA9)							
Average training hours	Hours per FTE	31		29		24	
Average training investment	$USD per FTE	642		643		628	
Employee performance reviews (G4-LA11)							
Employees reviewed	%	92		91		96	
Employee performance reviews − by gender and employee category						Male	Female
Executive management	%	N/A		N/A		95%	100%
Senior management	%	N/A		N/A		99%	96%
Managers/supervisors	%	N/A		N/A		94%	100%
Non-management		N/A		N/A		97%	93%
Occupational health and safety (G4-LA6)							
Work-related fatalities		0		0		0	

Social performance notes

The following data has been omitted as it is not available: supervised workers broken down by gender (G4-10); data on minority groups and other indicators of diversity (G4-LA12); data split by gender and employee category (G4-LA9 and G4-LA11), type of injury and rates of injury, occupational diseases, lost days and absenteeism (G4-LA6).

1   One Board member (8%) is 30-50 years old and 11 Board members (92%) are over 50 years old.

2   Aside from this total figure, our social performance data does not include outsourced employees.

GRI G4 Index

The Global Reporting Initiative (GRI) is a non-profit organization that promotes economic, environmental and social sustainability. GRI's Sustainability Reporting Framework enables all companies and organizations to measure and report their sustainability performance.

We have focused the content of this report on our most material CR issues and in doing so, we self-declare this report is in accordance with the Global Reporting Initiative G4 Sustainability Reporting Framework at Core level. Click here for our full GRI G4 Core Content Index.

◷ Reported ▮ Information in our Annual Report ▮ Information in the full GRI Content Index on our website

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PRESIDENT AND CEO MESSAGE

ABOUT LIBERTY GLOBAL

OUR APPROACH

DIGITAL SOCIETY

CUSTOMER TRUST

ENVIRONMENT

RESPONSIBLE BUSINESS

GOVERNANCE AND DATA

Connect. Discover. Be Free.