

LIBERTY GLOBAL

# UK GENDER PAY GAP REPORT 2022

This report details our April 2021 to April 2022 results and focus areas to ensure gender pay equality.





# INTRODUCTION



At Liberty Global we are creating a culture where everyone feels like they belong. Ensuring we have a diverse, equitable and inclusive environment, where we all benefit from different perspectives and innovation, is key to our growth and overall high business performance.

## Neil Foulger

MD, Reward  
Liberty Global

## UK Pay Equity at Liberty Global

All UK companies employing more than 250 employees are required by the UK Government to publish their gender pay gap data.

Our gender pay gap is higher than the market average in 2022, which is created by our gender representation at a senior level.

To reduce this gender pay gap, we have to improve our representation. Our ambition is to increase representation of women to 45% across Liberty Global and to 40% within our senior leadership team by the end of 2025.

We are also taking meaningful action to drive equity and inclusion in everything we do. That's why removing potential bias in our policies, programs, guidelines, and decision making to support our culture was our immediate focus area.

In 2022, our internal pay equity assessment looked at every pay decision in an employee's time with us – including hiring, salary reviews, bonus and promotions to see if we had any gender bias. We are proud that no gender pay inequities were found.

We will continue to publish our Gender Pay figures every year and report against our ambitions each quarter through our Belonging dashboard.

### Our ambition

By end of 2025

**40%**  
Women

Liberty Global  
Senior Leadership Team  
(Director and above)  
UK, US, and Netherlands

**45%**  
Women

All Liberty Global  
employees  
UK, US, and Netherlands



# DEFINITIONS

## What is the UK gender pay gap and how is it calculated?

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

### Median (middle)

● Women ● Men



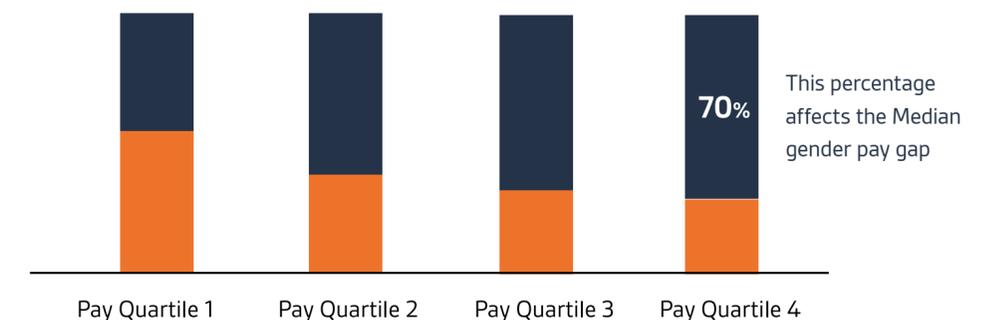
### Mean (average)

● Women ● Men



### Impact of men in senior positions

● Women ● Men





# UK GENDER PAY GAP RESULTS

## LIBERTY GLOBAL EUROPE LTD

### Proportion of men and women at Liberty Global

**42%**

Women  
2022

Our overall gender representation improved in 2022, with the proportion of women in the organization now at 42%, an increase of 4% compared to 2021.

**4%** ↑

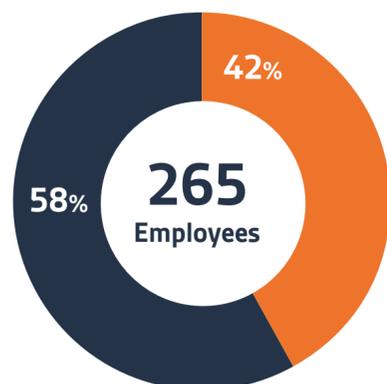
INCREASE COMPARED TO 2021

↑  
 Quartile 4 ●  
 Quartile 3 ●  
 Quartile 2 ●  
 Quartile 1 ●

Our proportion of women increased in almost every pay quarter in 2022 except the upper middle pay quarter (quartile 3).

### Relevant Full Pay Employees

● Women ● Men



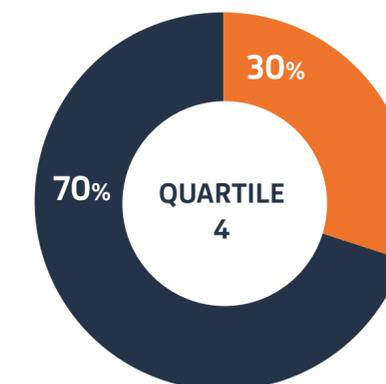
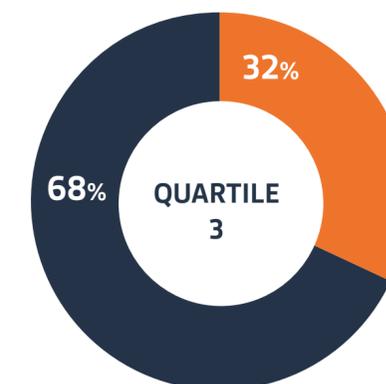
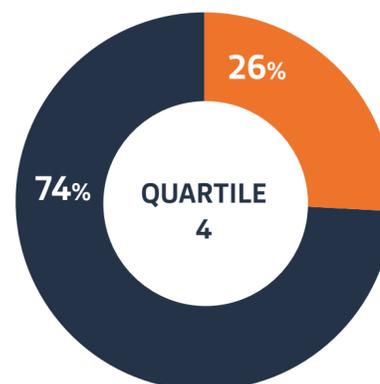
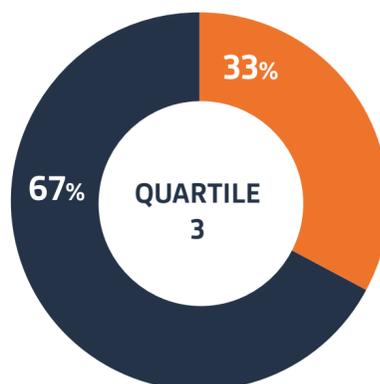
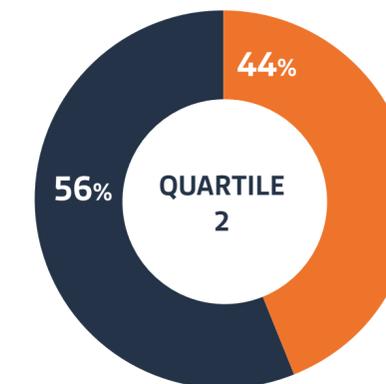
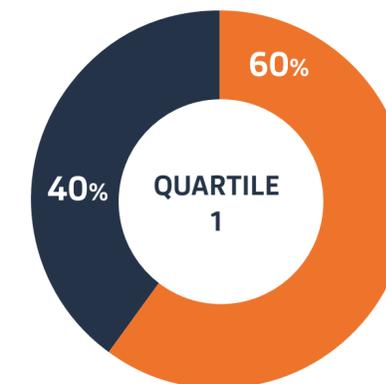
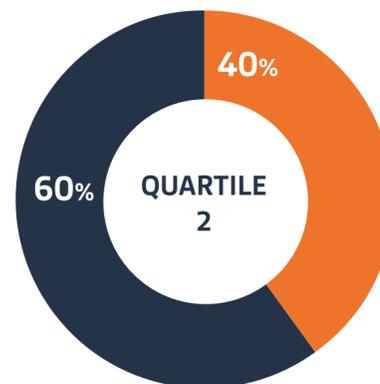
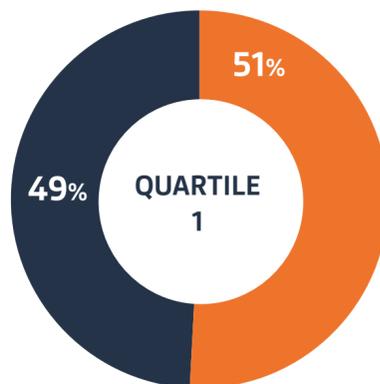
### Men and women in each pay quartile

● Women ● Men

Our UK Corporate employee base is split equally between 4 quartiles ranging from lowest paid (quartile 1) to highest paid (quartile 4)

2021

2022





# UK GENDER PAY GAP RESULTS

## LIBERTY GLOBAL EUROPE LTD

### Pay and Bonus

Our gender pay gap has slightly increased on last year, whilst our gender bonus gap has also increased.

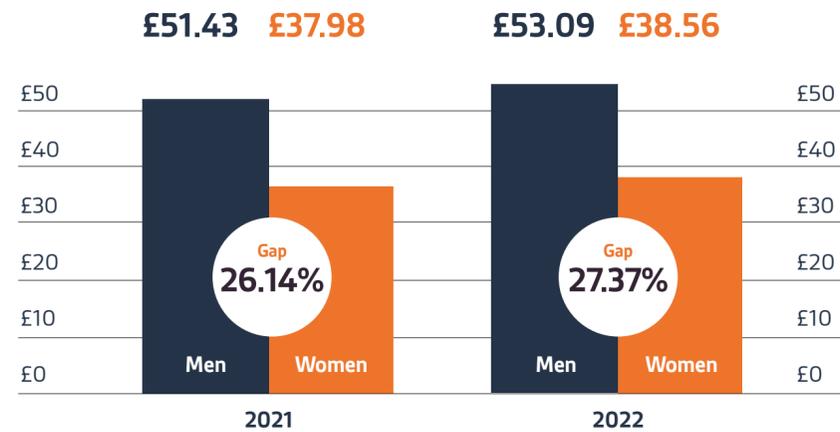
In 2022, we recruited an equal gender split of new hires at director level and above, while at below director level we recruited slightly more women than men.

This impacted on our gender bonus gap results in the following ways:

- More of our new starters are women (23% women vs 13% men). New starters receive a pro-rated bonus and did not receive any vested shares yet during the period.
- We have more men at our senior levels who have a significantly higher bonus opportunity.
- Some high performing senior levels, in which there are more men, also benefited from an enhanced equity award.

### Pay: Mean (average)

● Women ● Men

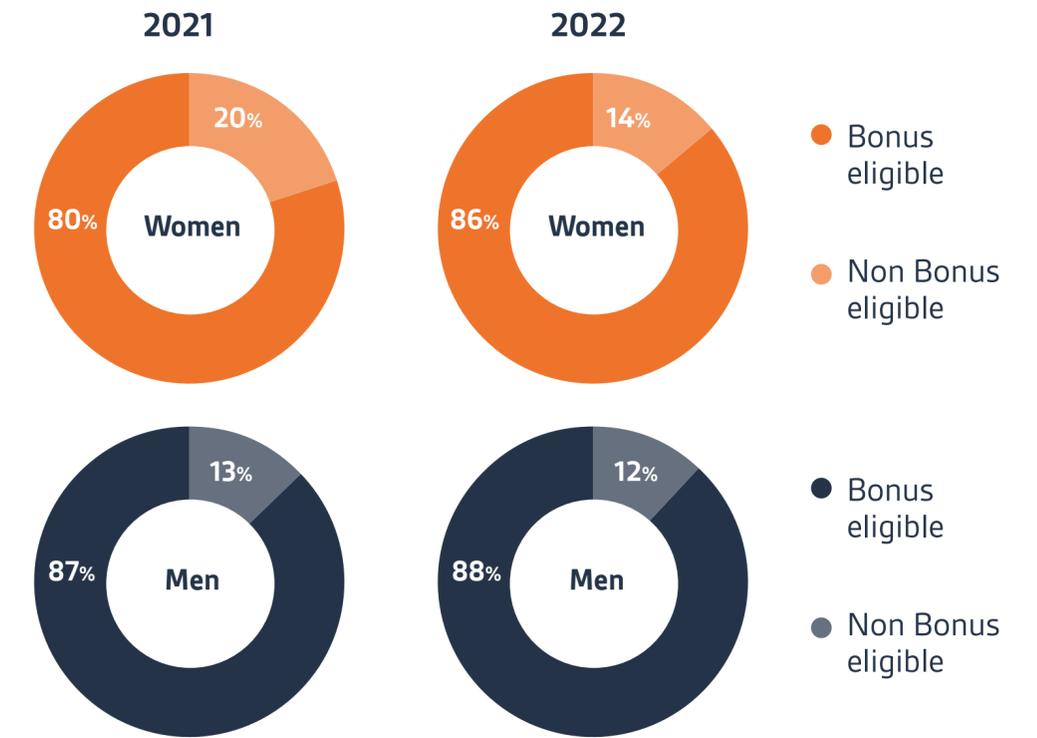


### Pay: Median (middle)



### Proportion of employees receiving Bonus

● Women ● Men



### Bonus

Difference between men and women	Mean (average)	Median (middle)
2021 Gender Bonus Gap	<b>54.5%</b>	<b>36.5%</b>
2022 Gender Bonus Gap	<b>65.1%</b>	<b>47.0%</b>



# UK GENDER PAY GAP RESULTS

## LIBERTY GLOBAL SSC LTD

### Proportion of men and women at Liberty Global SSC LTD

**52%**

Women  
2022

Our overall gender representation remained the same in 2022, with the proportion of women in the organization at 52%.

Quartile 4 ●  
Quartile 3 ●●  
Quartile 2 ●●●  
Quartile 1 ●●●●



Our proportion of women increased in two out of four pay quarters in 2022 (quartile 1 & 3).

### Relevant Full Pay Employees

● Women ● Men



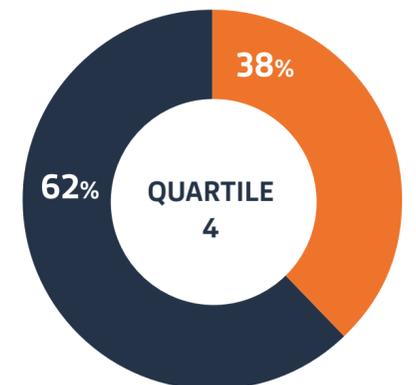
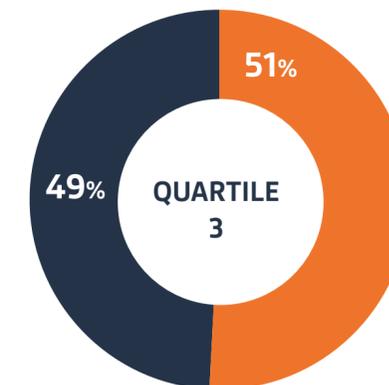
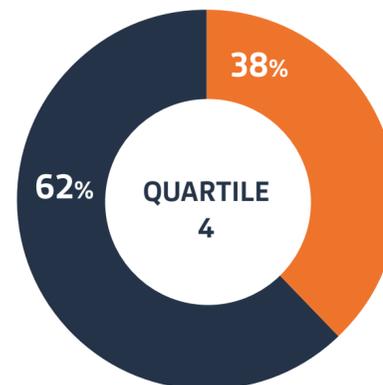
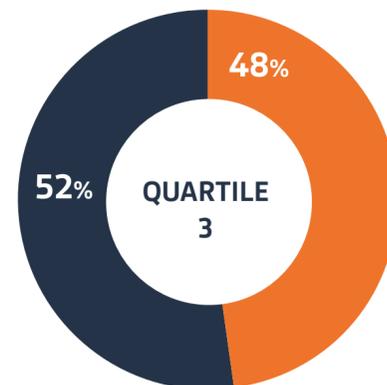
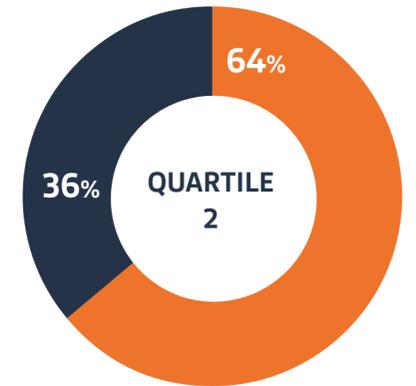
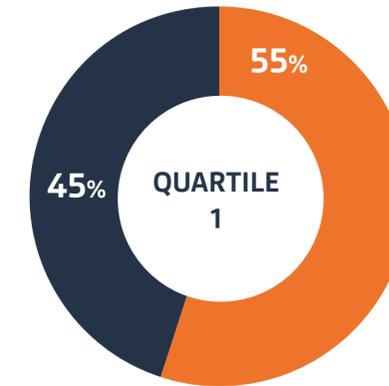
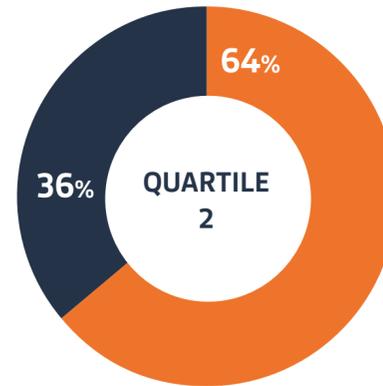
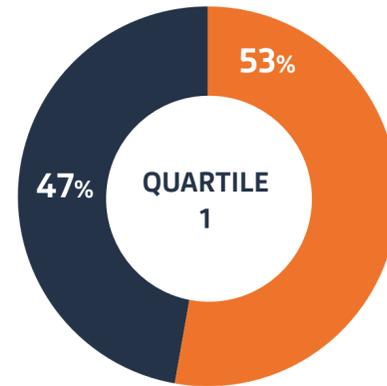
### Men and women in each pay quartile

● Women ● Men

Our UK Corporate employee base is split equally between 4 quartiles ranging from lowest paid (quartile 1) to highest paid (quartile 4)

2021

2022





# UK GENDER PAY GAP RESULTS

## LIBERTY GLOBAL SSC LTD

### Pay and Bonus SSC LTD

Our gender pay gap has slightly increased on last year, whilst our gender bonus gap has increased.

The overall gender representation for men and women is almost 50/50. However, some of the administrative and supportive job roles are historically filled by women. Due to the nature of these roles, they are typically positioned at a junior level in our job hierarchy.

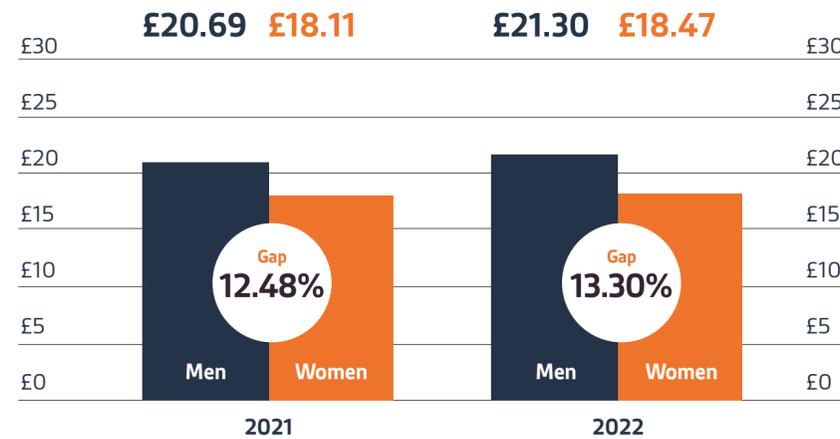
In April 2022, we offered a cost of living support to our junior level employees by giving them an one-off bonus of £500. This impacts our overall bonus eligible population as a result and we also see a higher proportion of women are eligible for this one-off bonus, which significantly skew our overall mean and median bonus pay gap figures during the reporting period.

Our gender bonus gap results were also impacted in the following ways:

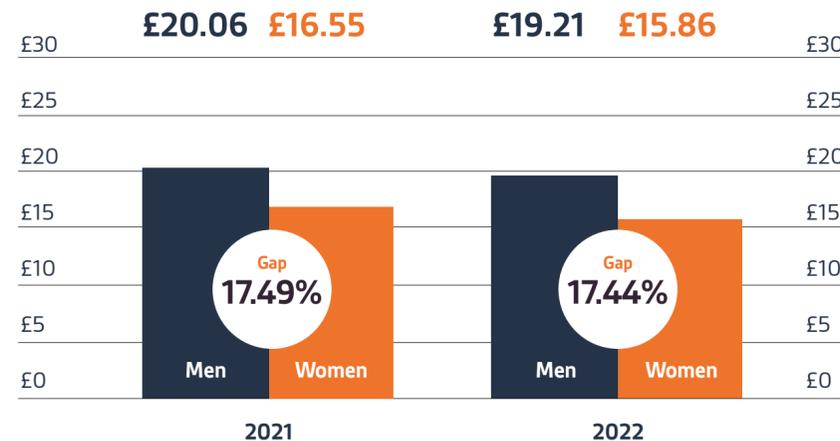
- We have more men at our senior levels who have a significantly higher bonus opportunity.
- Some high performing senior levels, in which there are more men, also benefited from an enhanced equity award.

### Pay: Mean (average)

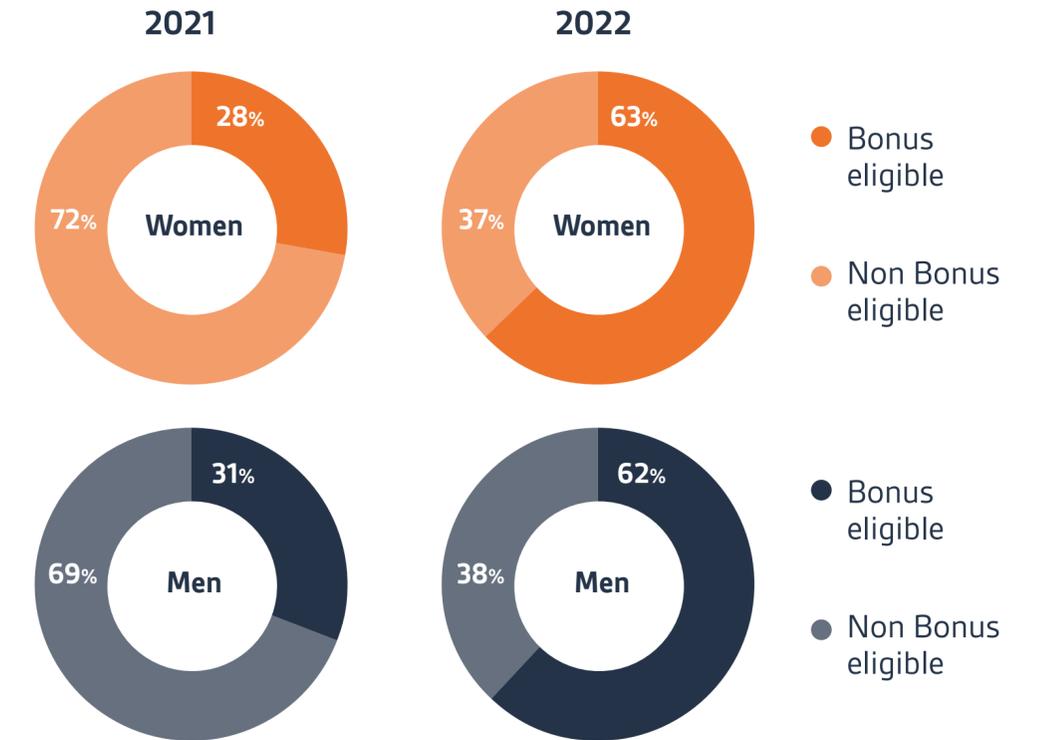
● Women ● Men



### Pay: Median (middle)



### Proportion of employees receiving Bonus



### Bonus

Difference between men and women	Mean (average)	Median (middle)
2021 Gender Bonus Gap	30.52%	13.41%
2022 Gender Bonus Gap	46.88%	33.33%



# OUR PROGRESS

Over the last year we have been working hard to create more equity for everyone



## DE&I Council

Continued to work with the DE&I Council, which includes our CEO and 19 executive representatives from across Liberty Global Group who discuss, support and sponsor our DE&I initiatives.

We have listened to our employees and worked even closer with our six Employee Resource Groups (ERGs), that focus on gender, race and ethnicity, multigenerational, disability, neurodiversity, LGBTQIA+, sustainability and societal impact.

## Representation

Created ambitions to increase representation of women across our entire organization, including our wider leadership (L6+) by end of 2025 and measure sense of belonging. Reporting back to all employees on a quarterly basis, holding ourselves accountable.

## Learning & Development

All employees and leaders have gone through Conscious Inclusion training, as well as Equity Training for all leaders.

## Hiring

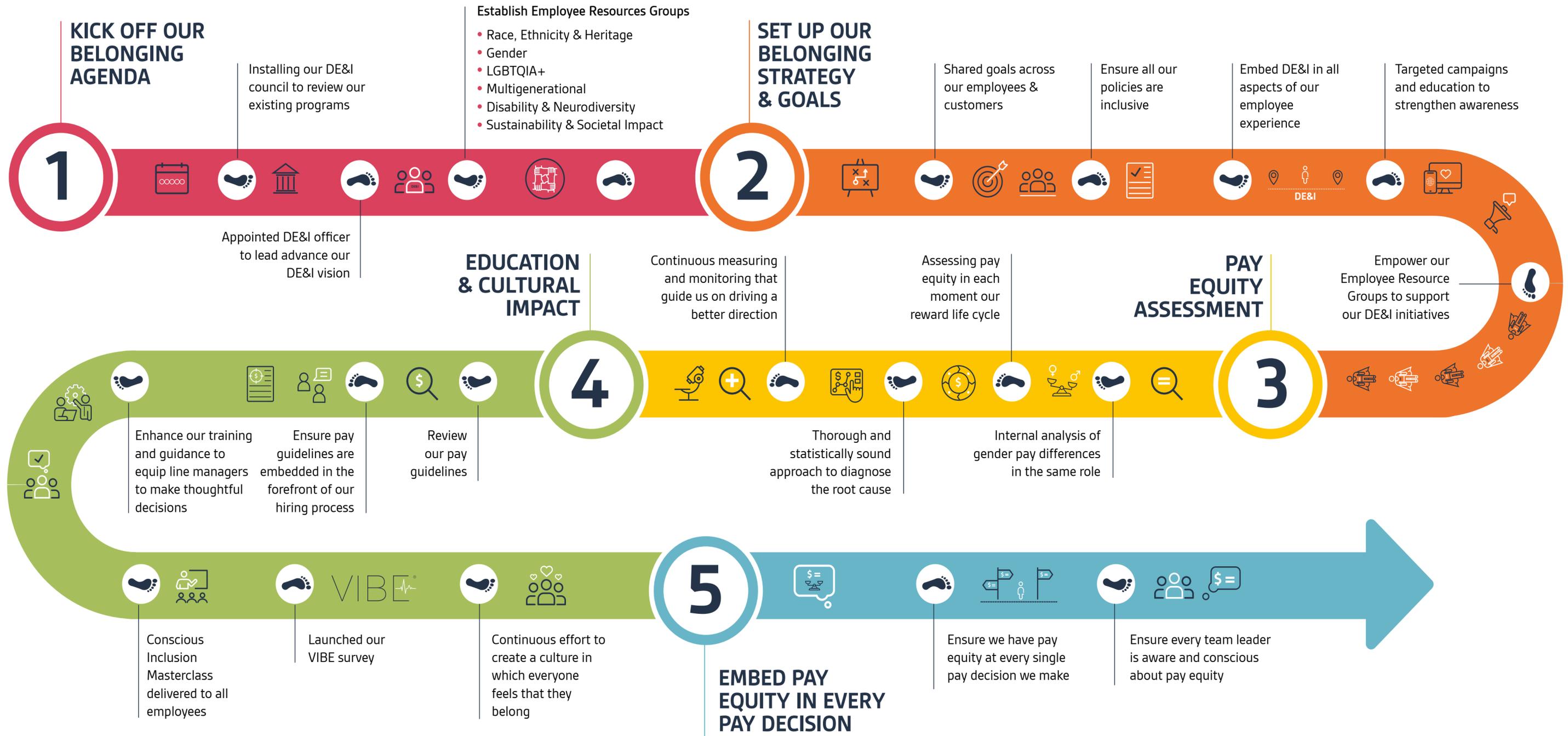
Delivered bespoke inclusive hiring manager training, diverse interview panels and using an AI tool to review our job descriptions and adverts to remove any potential bias.

Widened our talent pool by refreshing our external proposition, partnerships and being conscious of where we are advertising, creating better transparency of opportunities internally.



# OUR PROGRESS

Our ongoing action to safeguard our workplace equity





# WHAT'S NEXT?

## EMPOWER

### Education & accountability

- 1 Accelerate development and education on Diversity, Equity and Inclusion for all
- 2 Intensify community and share learnings with a data driven approach



## IMPROVE

### Inclusive practices & processes

- 1 Progress diversity in hiring and promotion
- 2 Enhance equitable policies and practices



## IMPACT

### Equitable impact on society

- 1 Understand local initiatives to narrow inequities
- 2 Unite by jointly investing and partnering





# KEY TERMINOLOGY

Calculating the Gender Pay Gap means following specific Government legislation and definitions. These definition may be different to how we might usually talk about gender pay at Liberty Global.

## Snapshot date

Gender calculations are based on figures from a set date each year – for Liberty Global this is 5 April each year.

## Relevant employees

All Liberty Global Europe Ltd / SSC Ltd who were employed by us on 5 April 2022.

## Relevant full pay employees

All Liberty Global Europe Ltd / SSC Ltd employees who were paid their usual full pay during on the snapshot date (i.e. were not on unpaid leave).

## Ordinary pay

This includes any basic pay, allowances, pay for leave and shift premium pay on the snapshot date.

## Bonus pay

This includes any bonus, commission or equity (vested RSUs, PSUs or exercised SARs) paid in the 12 months that ends on 5 April 2022.

Note: The bonus pay figures do not pro-rate for part-time employees and those who have joined or left throughout the reporting period.

## Pay quartiles

The proportion of employees across the Liberty Global pay range is represented in quartiles by dividing the workforce into four equal segments from the lowest Liberty Global hourly rate to the highest.

