

LIBERTY GLOBAL



UK GENDER PAY GAP REPORT 2024

Regulatory report detailing our April 2023 to April 2024 results.



INTRODUCTION



Soraya Loerts

MD, Global Talent & Chief DE&I Officer
Liberty Global



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Liberty Global

At Liberty Global, we are building a culture of belonging, where everyone is valued and respected. Our goal is to attract, engage, and retain the best talent. This is the focus of our **Belonging Agenda** - expanding access to a wider talent pool and selecting the best, while creating an environment where people are engaged and can contribute fully.

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. This report includes figures from Liberty Global Europe and Liberty Blume Business Solutions.

We are proud to have increased the representation of all women to 45% across Liberty Global Europe and Liberty Blume Business Solutions—an ambition we achieved a year ahead of schedule.

While we have largely maintained the improvements made in our gender pay gap last year, we haven’t achieved the strides we were aiming for, and our pay gap remains above the market average. We recognize that this is still principally driven by our gender representation at the wider leadership team level. However, we remain committed to further progress.

We will continue to update on these ambitions within our Gender Pay reporting every year and our internal Belonging dashboard reports on these figures quarterly.

Declaration
We confirm that the gender pay gap data provided in this report is accurate.


Soraya Loerts


Neil Foulger

2024 Belonging highlights

- We achieved our 2025 ambition of 45% overall women representative through commitment from our top leadership, and evolved hiring and progression practices.
- We designed and deployed a groupwide inclusive leadership program to enable an entrepreneurial mindset, drive high performance, and create a culture where everyone belongs and contributes their best to our businesses and communities.
- Our Employee Resource Groups (ERGs) and Youth Council continue to drive action, celebrate diversity and deliver impact.



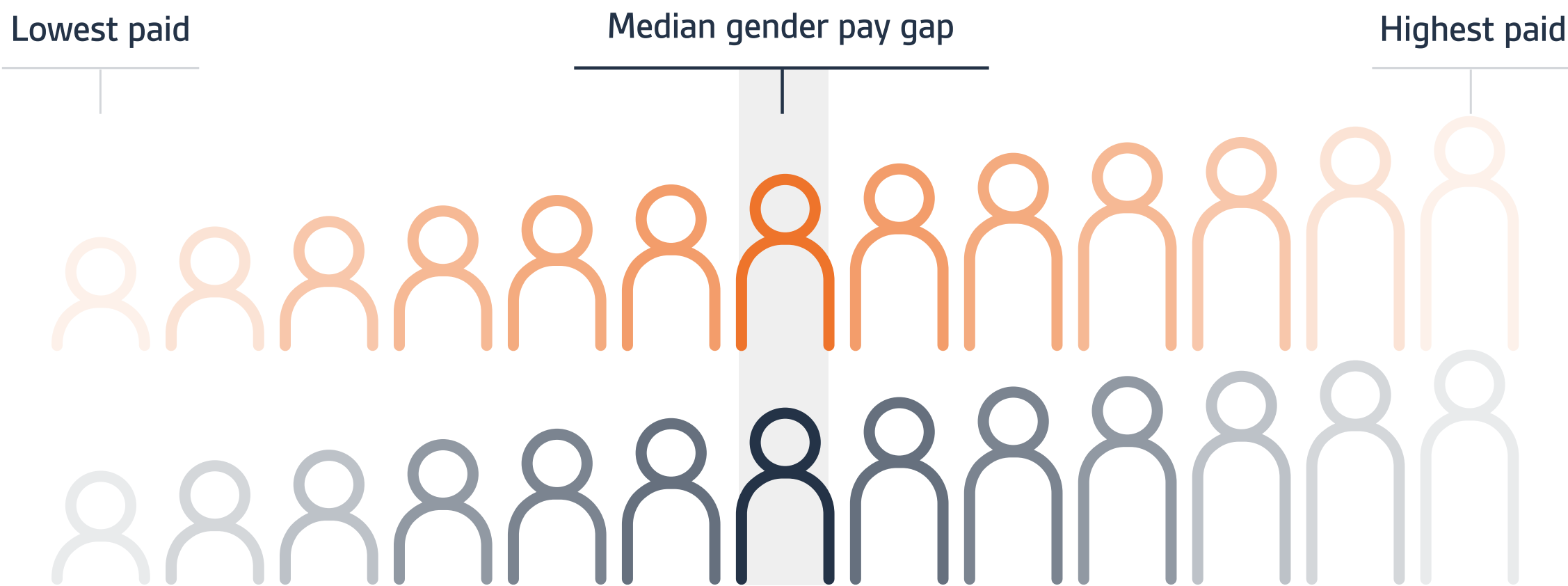
DEFINITIONS

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

- If all company employees were arranged in a line of women and a line of men, in order of pay from the lowest to highest, 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.
- Pay quartiles represent the workforce divided into four equal segments from the lowest to the highest hourly rate.

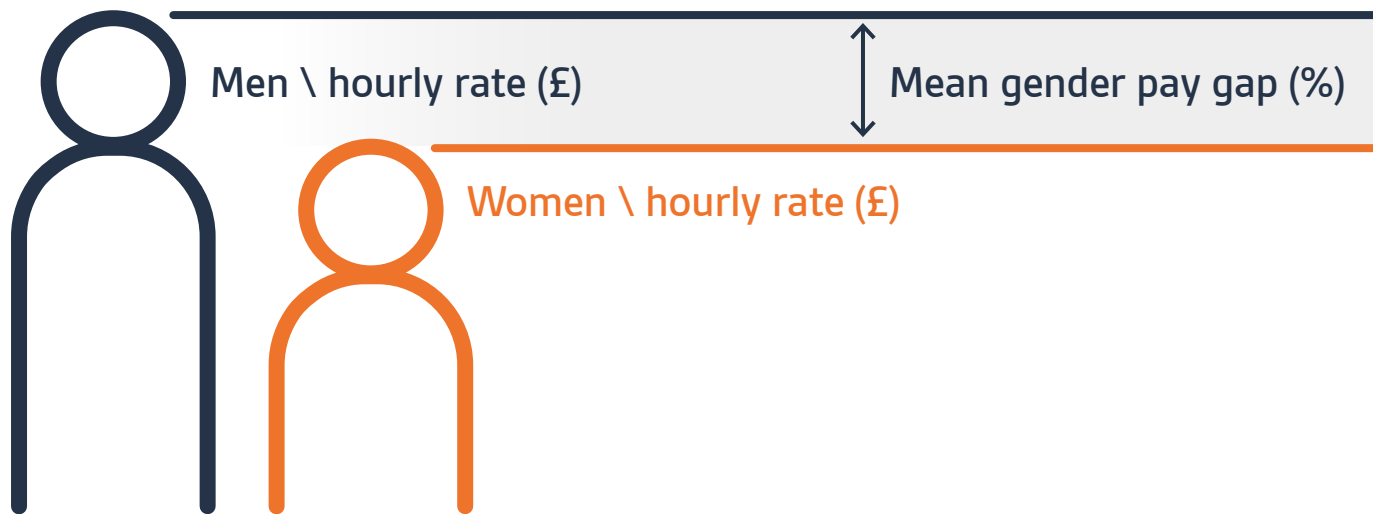
Median (middle)

● Men ● Women



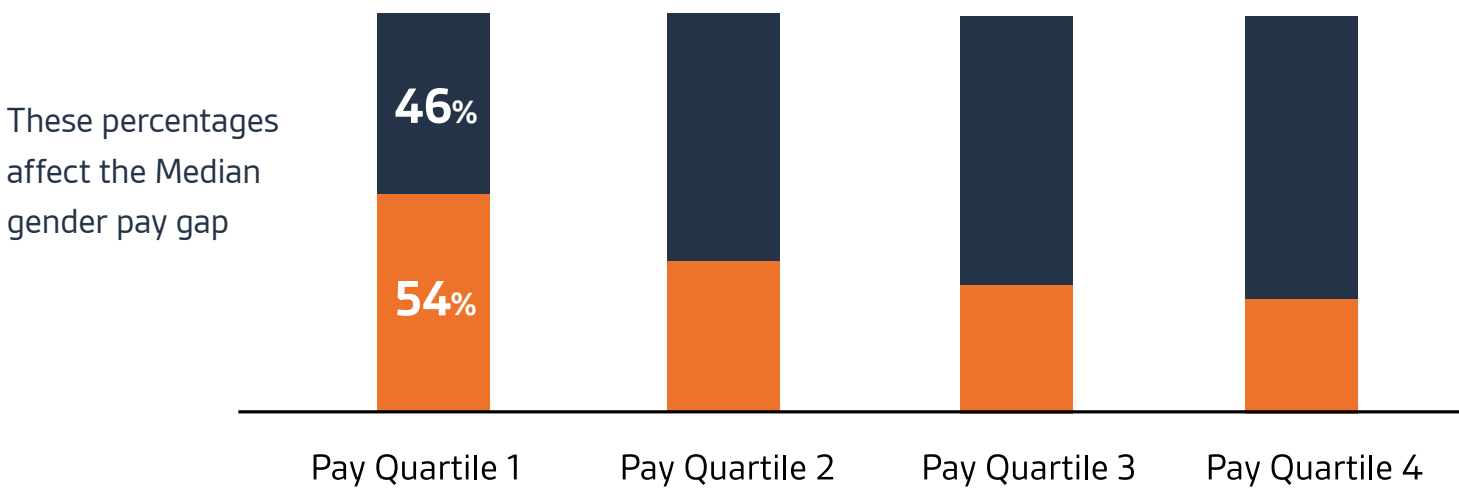
Mean (average)

● Men ● Women



Impact of men in senior positions

● Men ● Women





PROPORTION OF MEN AND WOMEN

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Proportion of men and women

45%
Women
2024

1%
↑
INCREASE COMPARED TO 2023

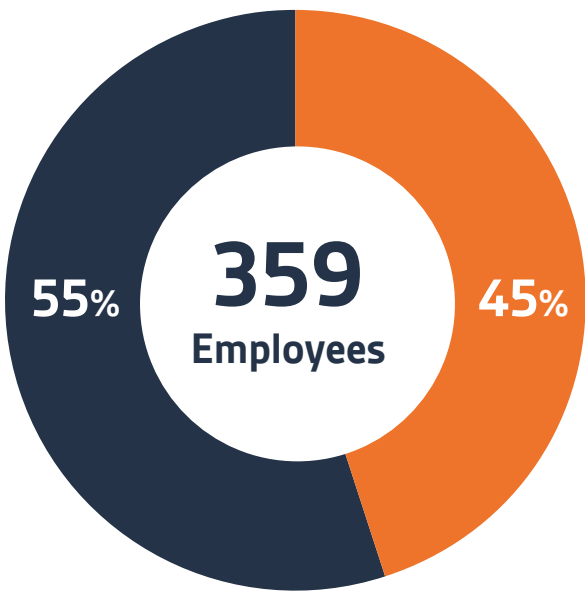
Quartile 4
Quartile 3
Quartile 2
Quartile 1
↑

Our gender representation has consistently improved year over year. In 2024, the proportion of women employees increased to 45%, up from 44% in 2023 and 42% in 2022.

We observed significant progress in the proportion of women across almost every quartile, though in quartile 2 the proportion has slightly decreased.

Relevant Full Pay Employees

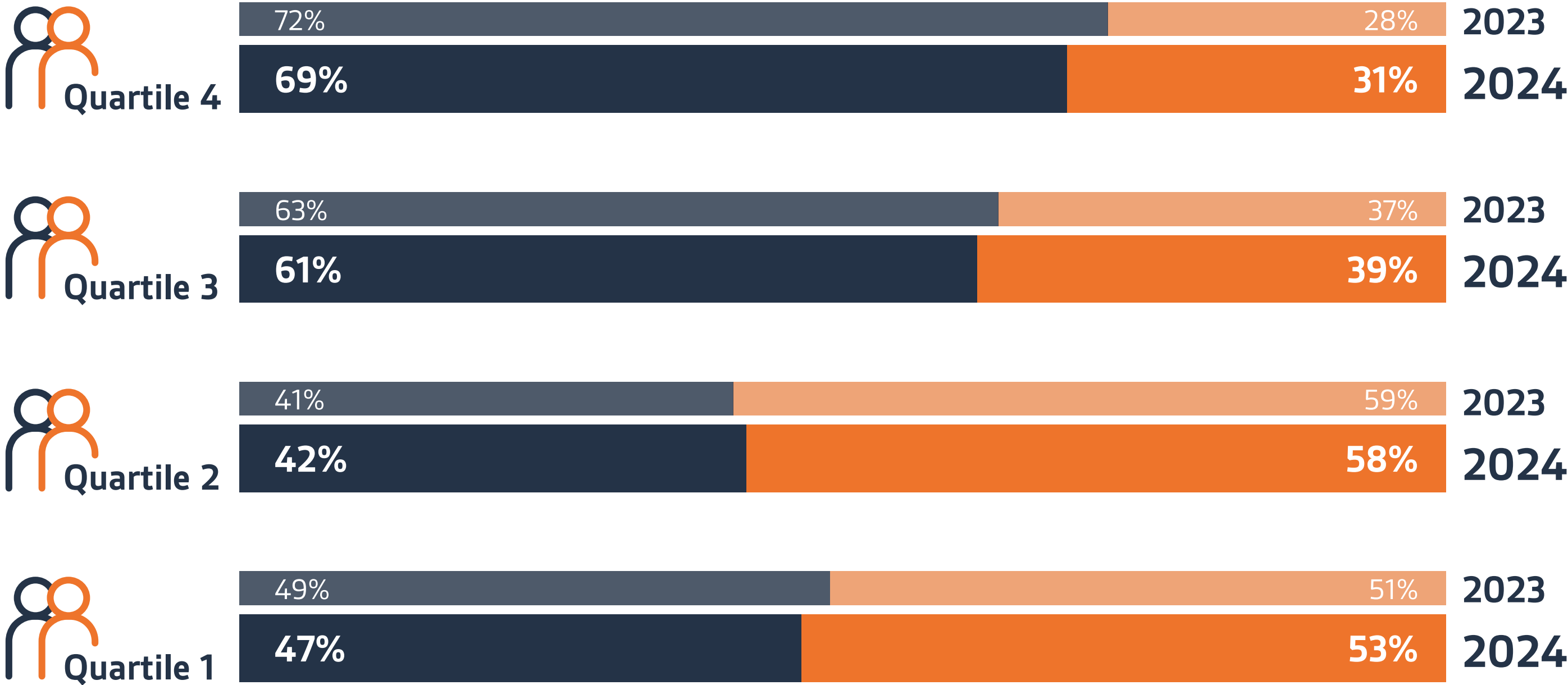
● Men ● Women



Men and women in each pay quartile

● Men ● Women

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





PAY AND BONUS

LIBERTY GLOBAL EUROPE LTD

Pay and Bonus

Our mean pay gap remained nearly unchanged, with a slight increase of 0.4%, while the median decreased by 0.6%.

We saw this occur as a result of:

Expanding Finance Leadership

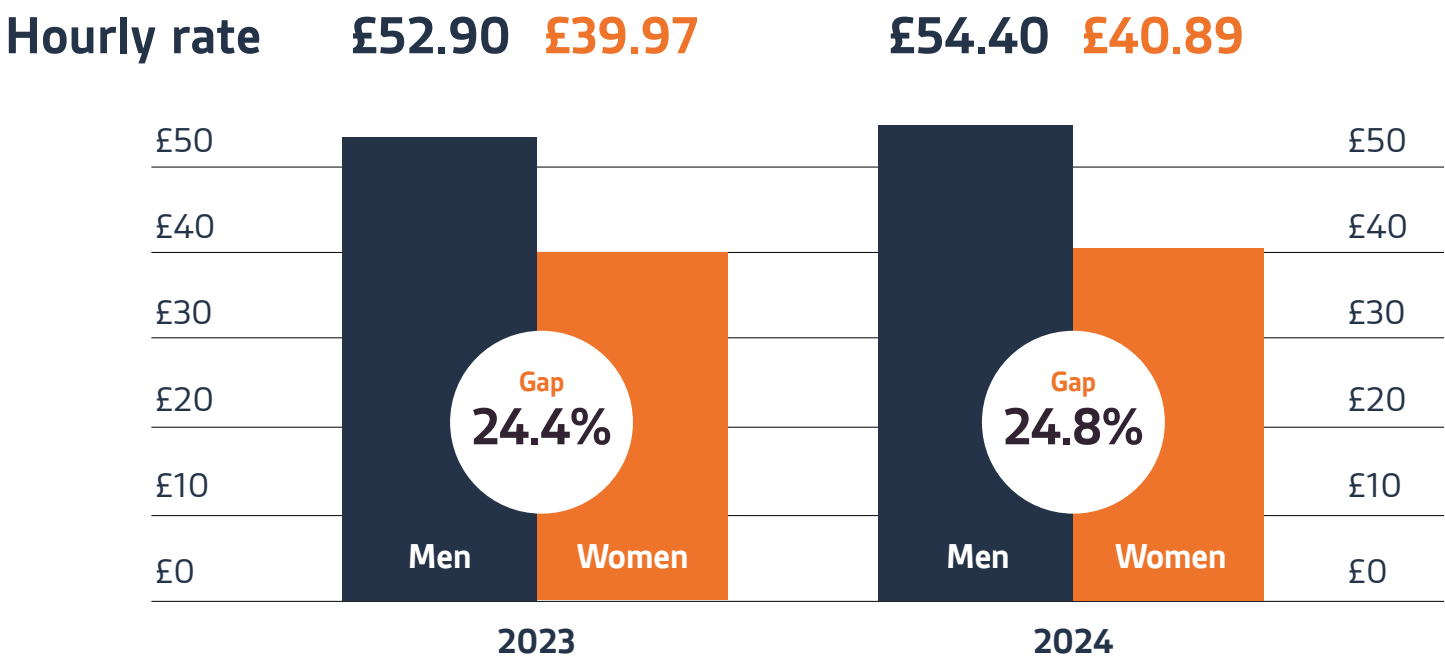
Recent business strategy has driven the need for an expansion of our finance leadership team as we explore new business opportunities. Whilst this refers to only a few select roles we have seen men hired into these senior positions, which has seen our mean pay gap increase.

Including Graduates within our Bonus

We moved to make all employees participating in our Graduate Schemes eligible for a bonus in 2024, in an effort to share our success further with our employees. This in turn expands our proportion of employees within the lower quartile eligible for bonus, where we see better gender representation overall, and has positively affected both our mean and median bonus pay gaps.

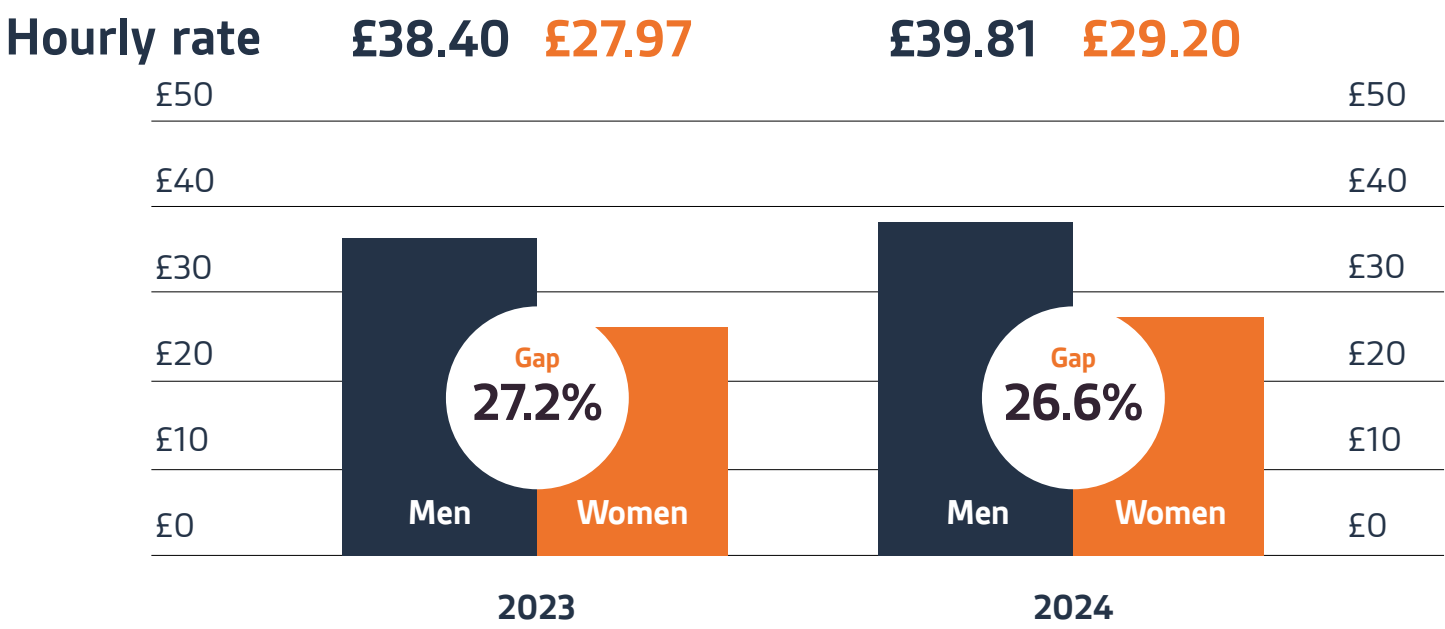
Ordinary Pay: Mean (average)

● Men ● Women



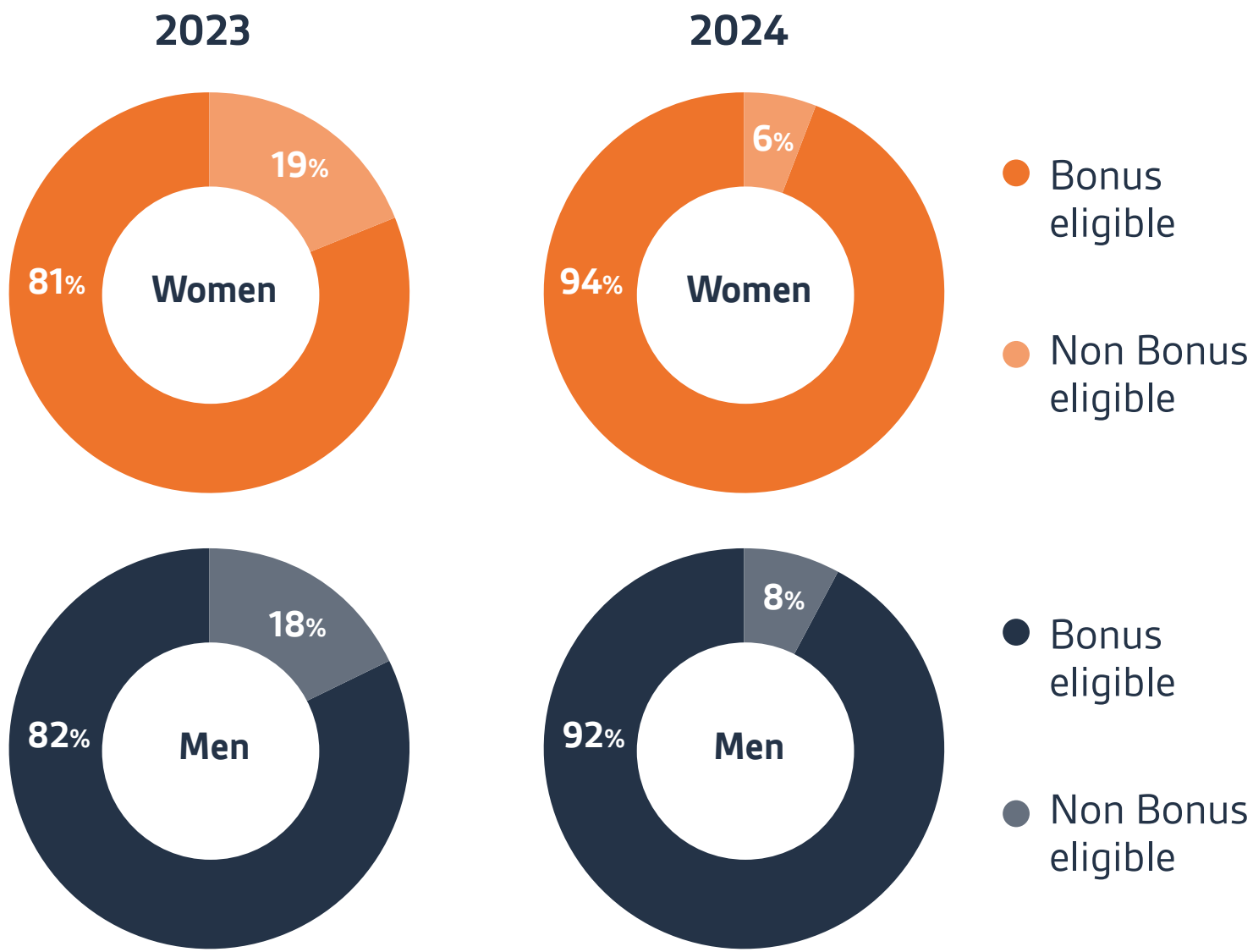
Ordinary Pay: Median (middle)

● Men ● Women



Proportion of employees receiving Bonus

● Men ● Women



Bonus

| Difference between men and women | Mean (average) | Median (middle) |
|----------------------------------|----------------|-----------------|
| 2023 Gender Bonus Gap | 54.9% | 49.9% |
| 2024 Gender Bonus Gap | 53.8% | 43.6% |



PROPORTION OF MEN AND WOMEN

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Proportion of men and women

51%
Women
2024

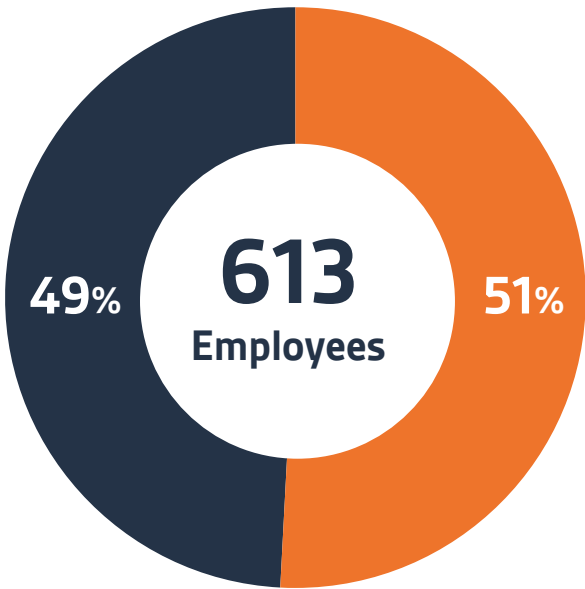
The overall gender representation remains balanced and keeps the slight shift in favour of women, 51%, same result than in 2023.



Compared to the previous year, the representation of women increased in both quartiles 3 and 2, while there was a shift towards men in quartiles 4 and 1.

Relevant Full Pay Employees

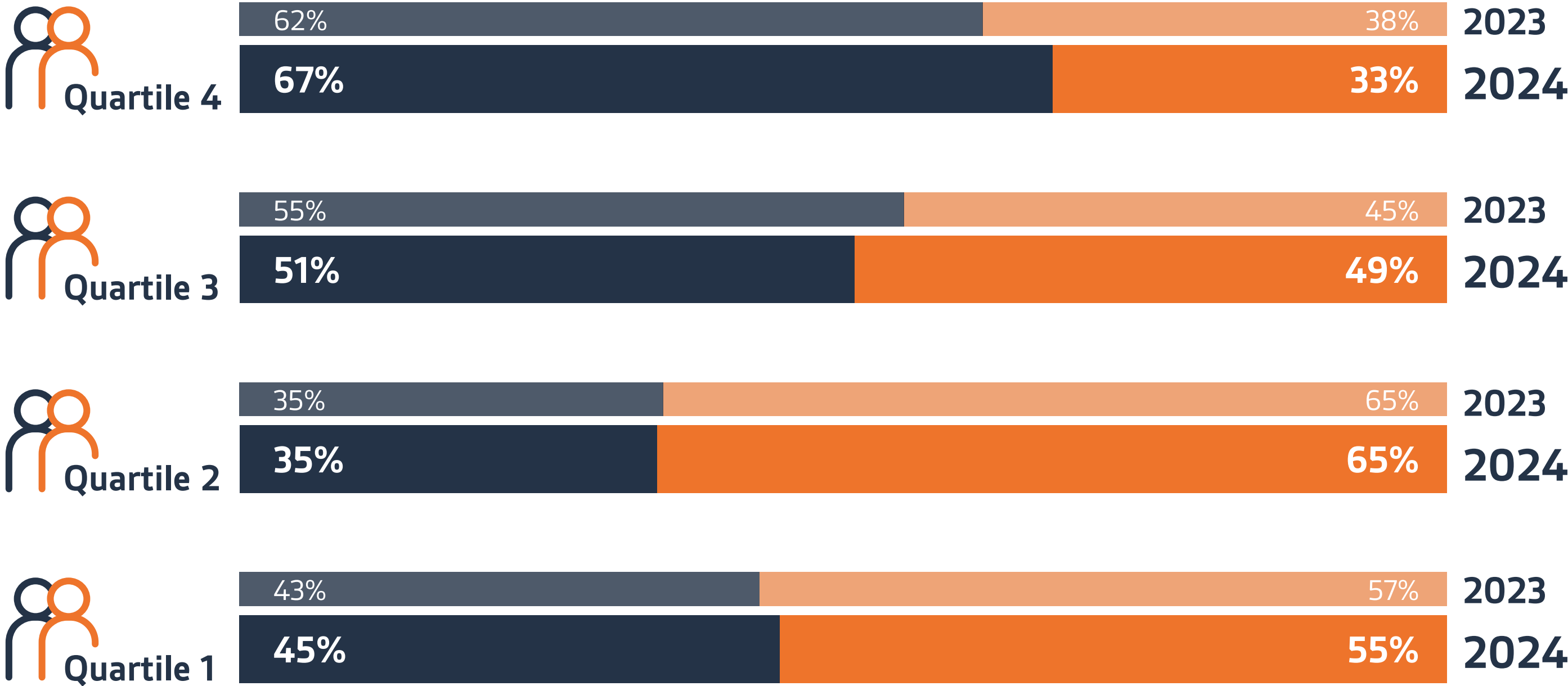
● Men ● Women



Men and women in each pay quartile

● Men ● Women

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





PAY AND BONUS

LIBERTY BLUME BUSINESS SOLUTIONS LTD

Pay and Bonus

Both mean and median gender pay gap has increased since 2023, by 2.8% and 1.1%, respectively. This is an increase we are monitoring and understand it to be caused by the following factors:

Accelerating Digital Transformation

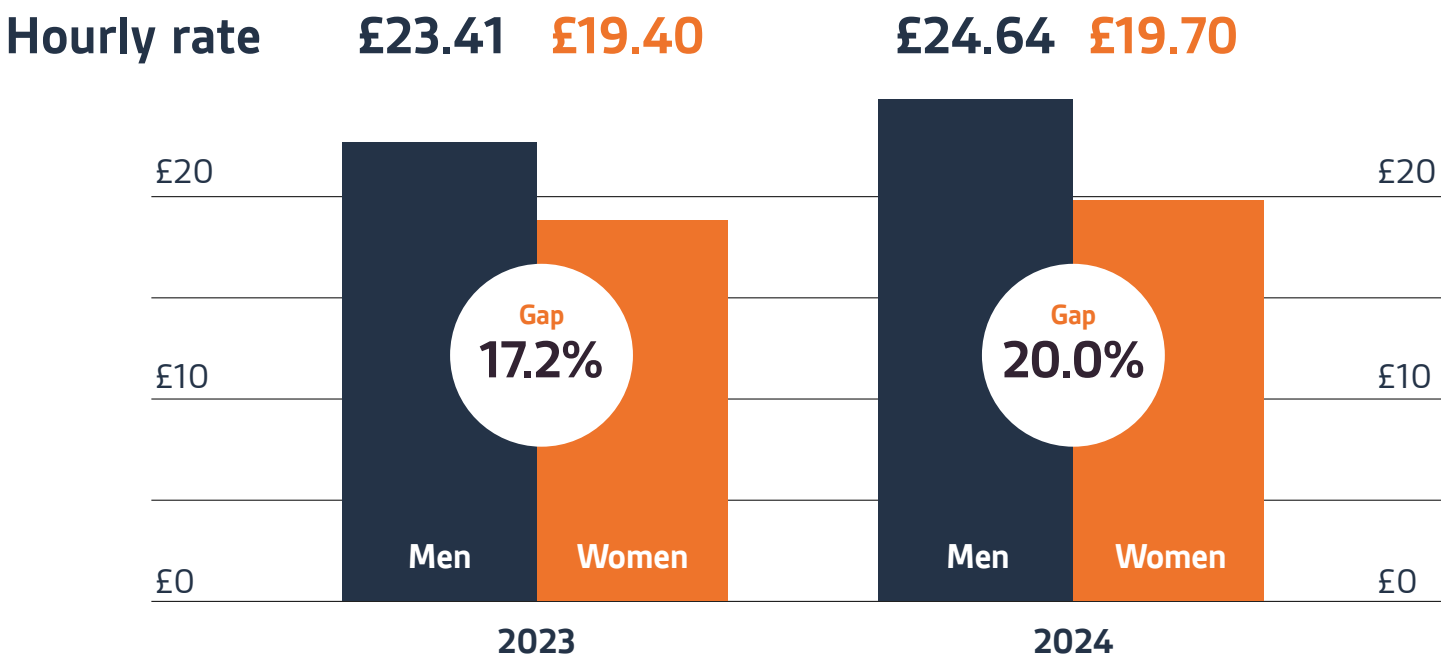
Our Liberty Blume Business Solutions entity in Bradford has recently been accelerating its path to digital transformation as they strive to be a leader for advanced technological customer-centric solutions, however, it is extremely competitive to attract the top-tier “Tech talents” in driving this ambition. The current talent pool here is limited and whilst our overall gender representation goes above our ambitions, we aim to achieve better representation in our top tech roles. As part of an effort to widen this talent pool we have founded new development programmes aimed at cultivating digital skills for all. This will help us expand the talent pool and its gender representation.

Cost-of-living payments 2023

In 2023 amid high inflation and the increasing cost-of-living we offered support to our junior employees in the form of cash payments who had an annual target pay of £45,000 or less. This significantly expanded the number of bonus eligible recipients and resulted in no median gap between men and women. As this support was a one-time measure in 2024 we expected to see a shift here again, however we were able to further decrease our mean average bonus gap and our median gap remains considerably below our 2022 figures.

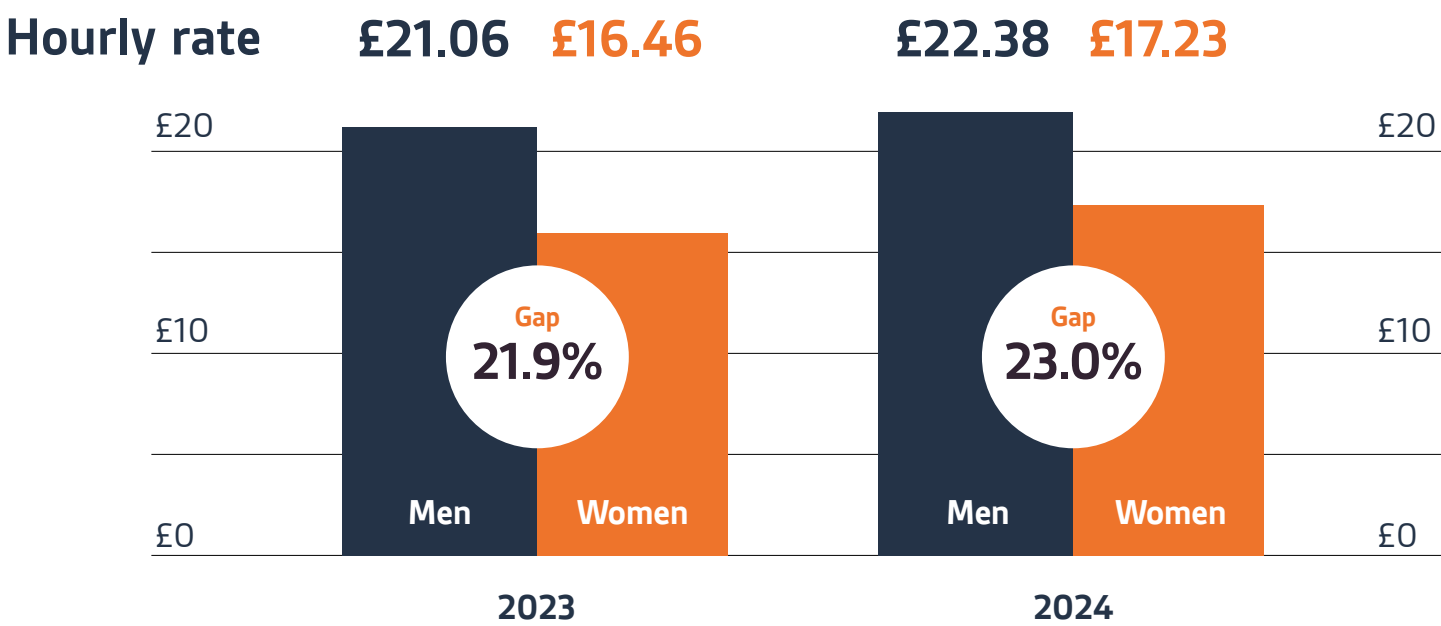
Ordinary Pay: Mean (average)

● Men ● Women



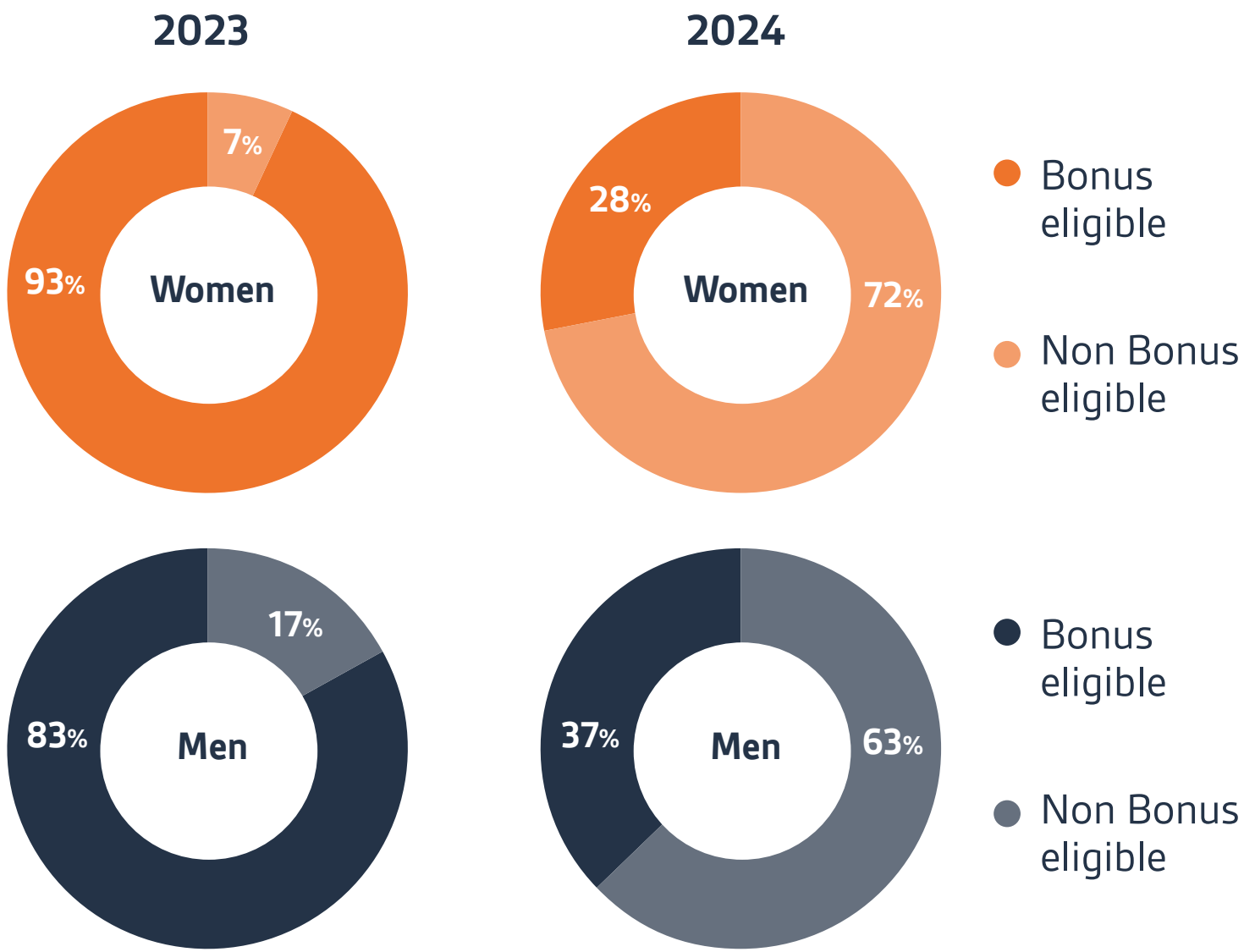
Ordinary Pay: Median (middle)

● Men ● Women



Proportion of employees receiving Bonus

● Men ● Women



Bonus

| Difference between men and women | Mean (average) | Median (middle) |
|----------------------------------|----------------|-----------------|
| 2023 Gender Bonus Gap | 42.4% | 0.0% |
| 2024 Gender Bonus Gap | 37.8% | 8.5% |



OUR PROGRESS

We have continued to create an environment where all employees feel like they belong and can thrive.



DE&I Council

Continued to work with our DE&I Council, including our CEO and 19 executive representatives from across the Liberty Global Group who discuss and advise on our Belonging strategy and initiatives.

ERGs & Youth Council

Worked closely with our six Employee Resource Groups (ERGs) that focus on gender, race and ethnicity, multigenerational families, disability, neurodiversity, LGBTQIA+ and impact on the world around us, ensuring that we are actively listening and co-creating.

Our Youth Council, that serves as a leadership advisory body to harness the youth culture and future-proof our strategy, delivered meaningful impact via several consultancy projects.

Recognition

Retained Silver status from Inclusive Employers who continue to help us to build an inclusive workplace through consultancy, training and thought leadership.

Representation

Achieved overall gender representation ambitions early and improved representation of women across our organization, including our senior leadership (Director and above) through new hires and promotions. Held individual quarterly reviews with Executives to track and continue progress.

Learning & Development

We designed and deployed a groupwide inclusive leadership programme to enable an entrepreneurial mindset, drive high performance, and create a culture where everyone belongs and contributes their best to our businesses and communities.

Delivered Empower Hours, centered around the diversity calendar, to educate, engage and empower each other to take meaningful action. Expanded reverse mentoring with our race and ethnicity ERG members (mentors) and senior leaders from across the Group (mentees) due to overwhelming success of the pilot we ran last year.

Hiring

Increased the number of diverse shortlists, interview panels, standardized candidate scoring and used AI to ensure inclusive language in job adverts.

Widened talent pool, with refreshed recruitment partnerships. Embedded Pay Equity as a criteria in all Reward decisions taken by leaders.



KEY TERMINOLOGY

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

Snapshot date

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

Relevant employees

All employees who are employed by Liberty Global Europe Ltd or Liberty Blume Business Solutions Ltd (formerly named Liberty Global Shared Services Ltd) on the 5th of April 2024.

Relevant full pay employees

All Liberty Global Europe Ltd or Liberty Blume Business Solutions Ltd (formerly named Liberty Global Shared Services Ltd) employees who were paid their usual full pay 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 end on the 5th of April 2024.

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