



LIBERTY GLOBAL

UK GENDER PAY GAP REPORT

2025

Regulatory report detailing our April 2024 to April 2025 results.

March 2026



INTRODUCTION

At Liberty Global the overarching goal of our Belonging agenda is to attract the widest talent pool, so that we can hire the best; while creating an environment where people can perform at their best.

Soraya Loerts

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

Charmaine Birss

VP, Global Compensation & Benefits
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. This report includes figures from Liberty Global Europe and Liberty Blume Business Solutions.

We are proud to have improved our Mean & Median pay gap figures across both Liberty Global Europe and Liberty Blume Business Solutions from 2024 to 2025.

We remain committed to further progress & will continue to review representation through our internal Belonging dashboard reports.

2025 Belonging highlights

Our DE&I journey has delivered consistent positive impact across Liberty Global - embedding inclusive hiring, equitable progression, and a Strong & Safe culture. Employees increasingly feel a shared commitment, with scores rising across demographics in Strong and Safe and leadership role modelling. Early achievement of gender goals reinforces Belonging as a powerful driver of engagement and business performance.

Leadership Commitment: Our DE&I Council continues to champion belonging strategies and guide impactful initiatives.

Employee Voice & Representation: ERGs and the Youth Council are shaping decisions through active collaboration, ensuring diverse perspectives are heard and influence our culture.

Inclusive Growth & Capability: Groupwide inclusive leadership programs and Reverse mentoring initiatives are driving meaningful change.

Equitable Talent Practices: Recruitment and early careers processes embed fairness, transparency, widening talent pools and reinforcing inclusive hiring.

Declaration

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


Soraya Loerts


Charmaine Birss



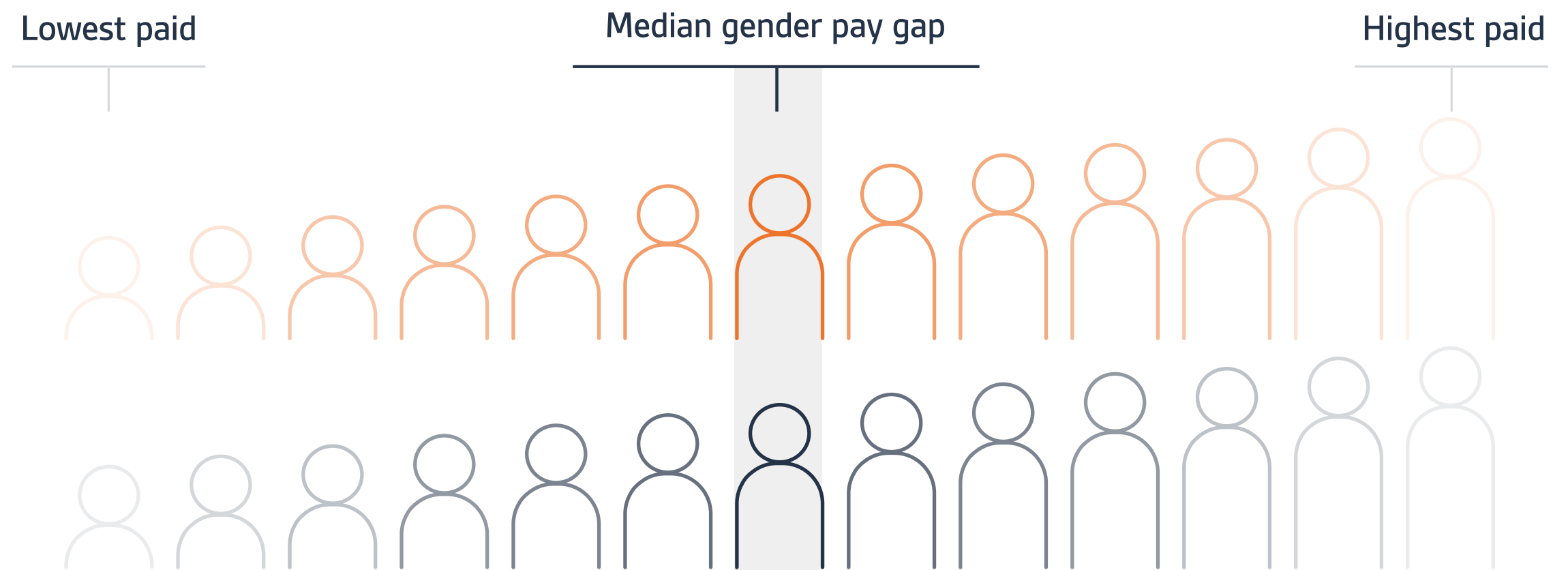
DEFINITIONS

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.

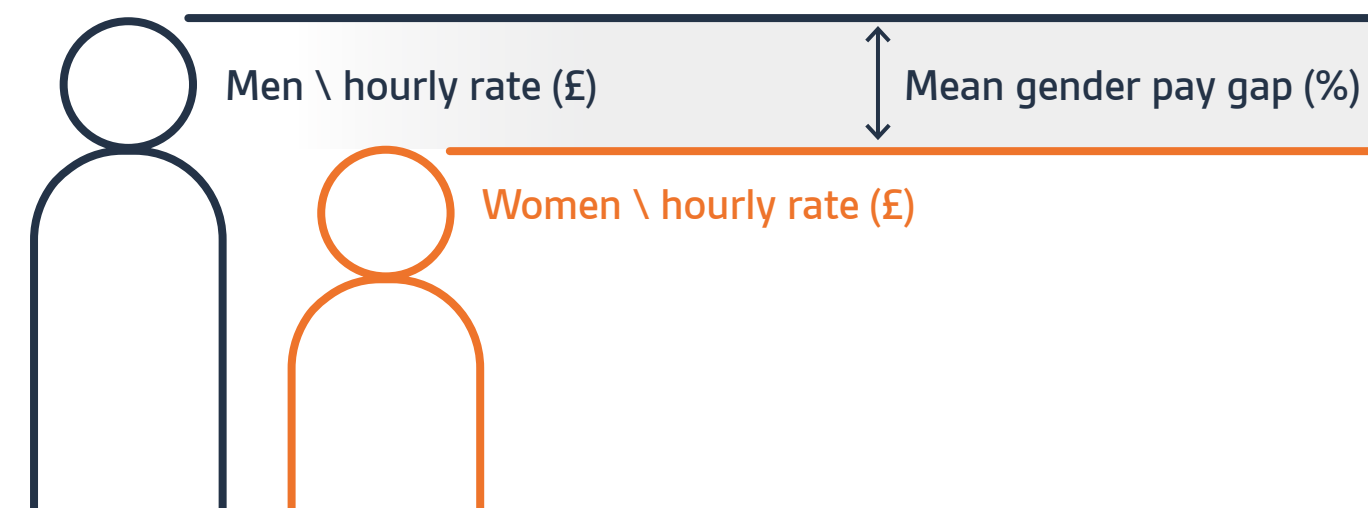
Median (middle)

● Men ● Women



Mean (average)

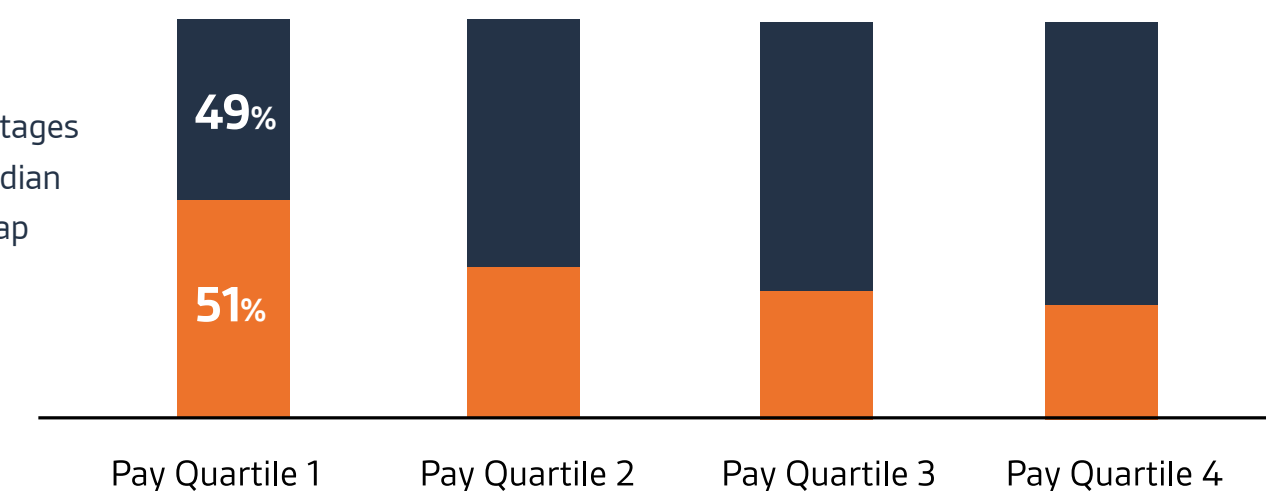
● Men ● Women



Impact of men in senior positions

● Men ● Women

These percentages affect the Median gender pay gap





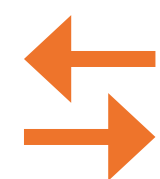
PROPORTION OF MEN AND WOMEN

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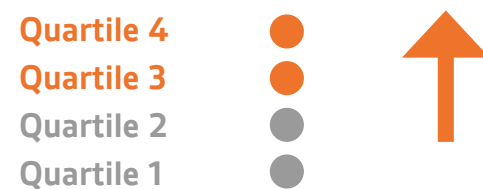
Proportion of men and women

45%

Women
2025



Stable to 2024

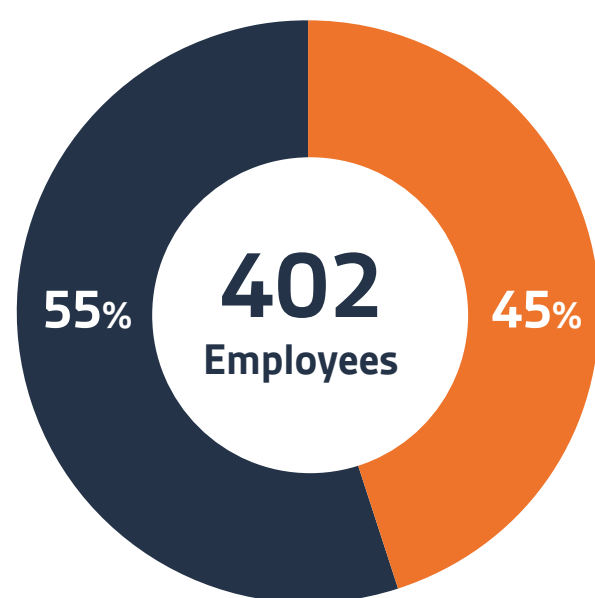


The proportion of Men & Women is more balanced in 2025 across all quartiles and the overall gender representation has remained the same as per our ambition.

In the last year, we observe progress in the proportion of women in in the top two quartiles.

Relevant Full Pay Employees

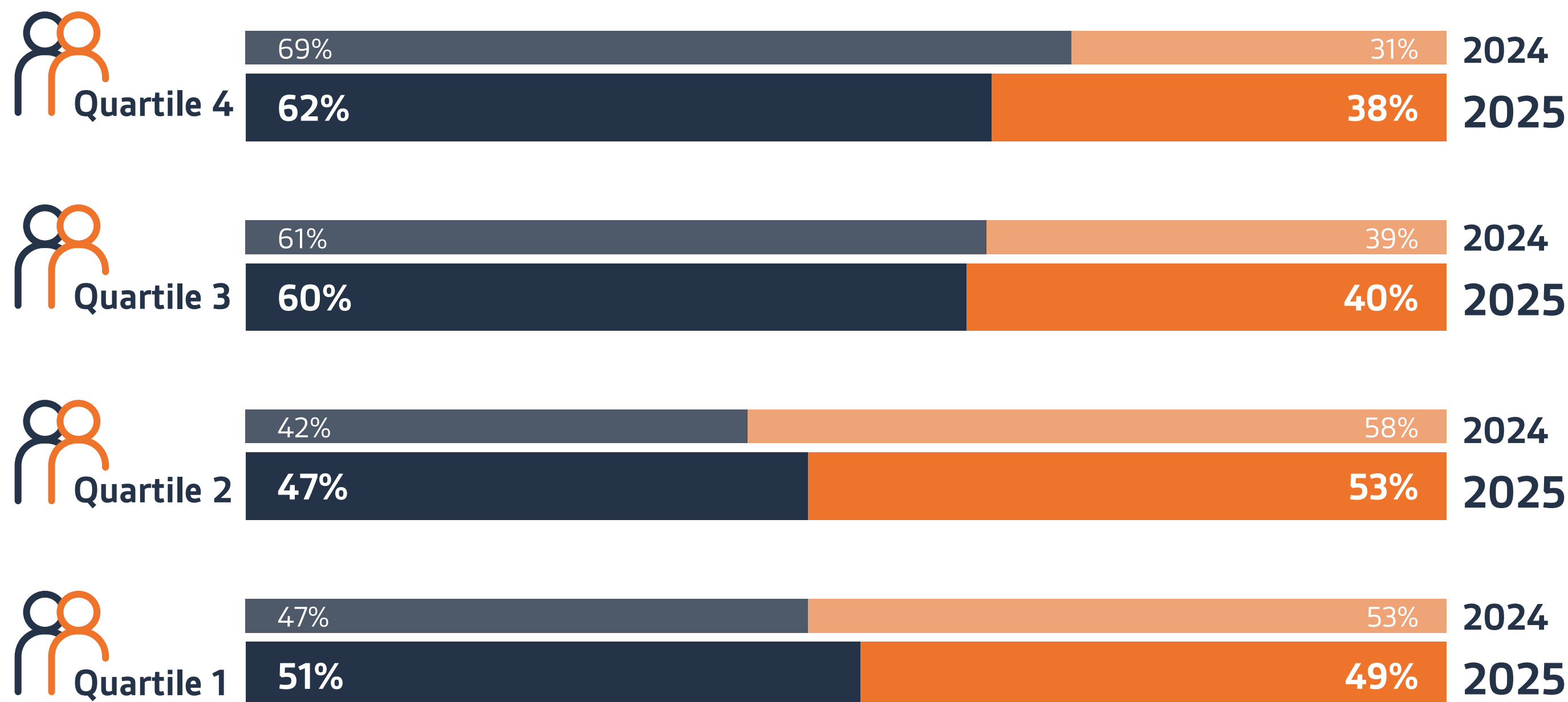
● Men ● Women



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

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Pay and Bonus

Our mean pay gap has decreased significantly by 9.8% and our median gap has also decreased by 6.8%. We saw this occur as a result of:

Increased Women in Leadership

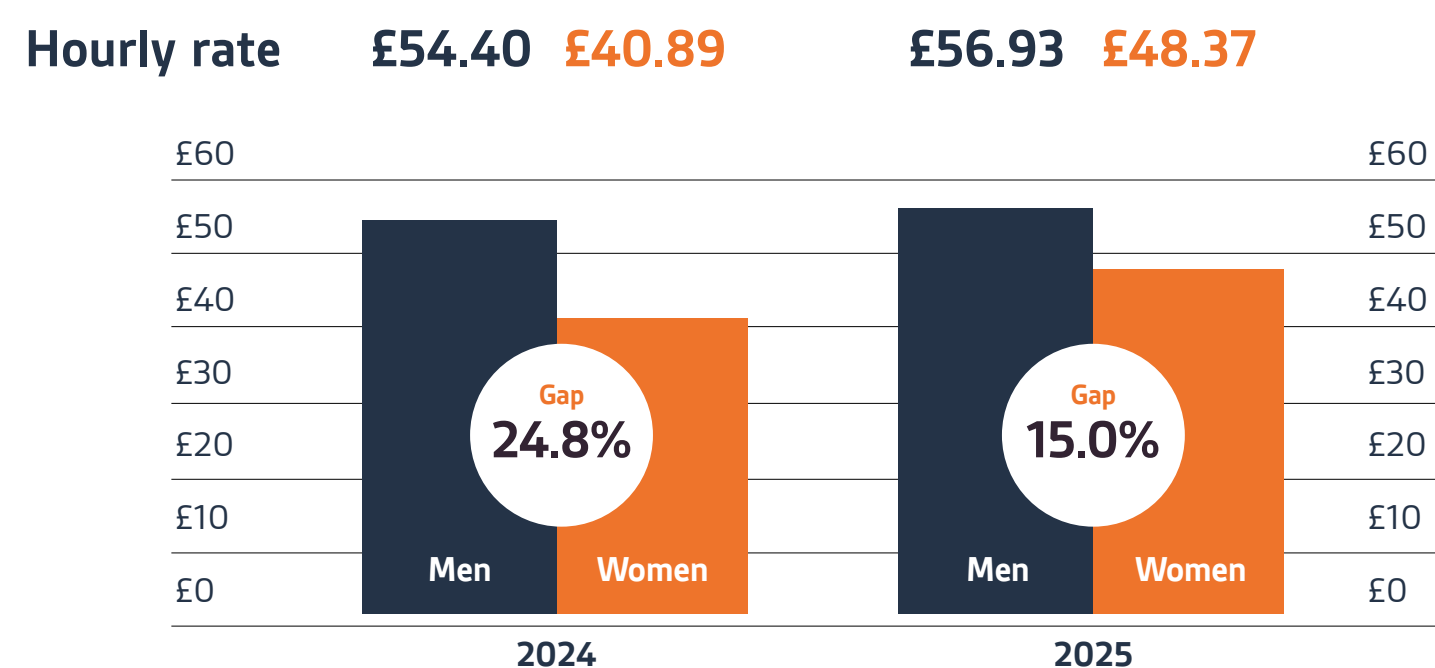
A key driver of this improvement has been the increased representation of women in management and senior roles, which has positively impacted the distribution of earnings across our pay quartiles. We see this increase as a combined result of promotions and new hires.

As the workforce was previously characterised by a higher ratio of men in the top two quartiles, over time natural attrition alongside our continued commitment to merit-based hiring and promotions has shifted our overall gender ratio toward a more balanced representation and reduced the gender pay gap.

Last year's natural attrition in the top quartile was predominantly men, representing 74% of leavers. In contrast, they comprised 60% of new hires, showing a shift towards greater gender balance at senior levels.

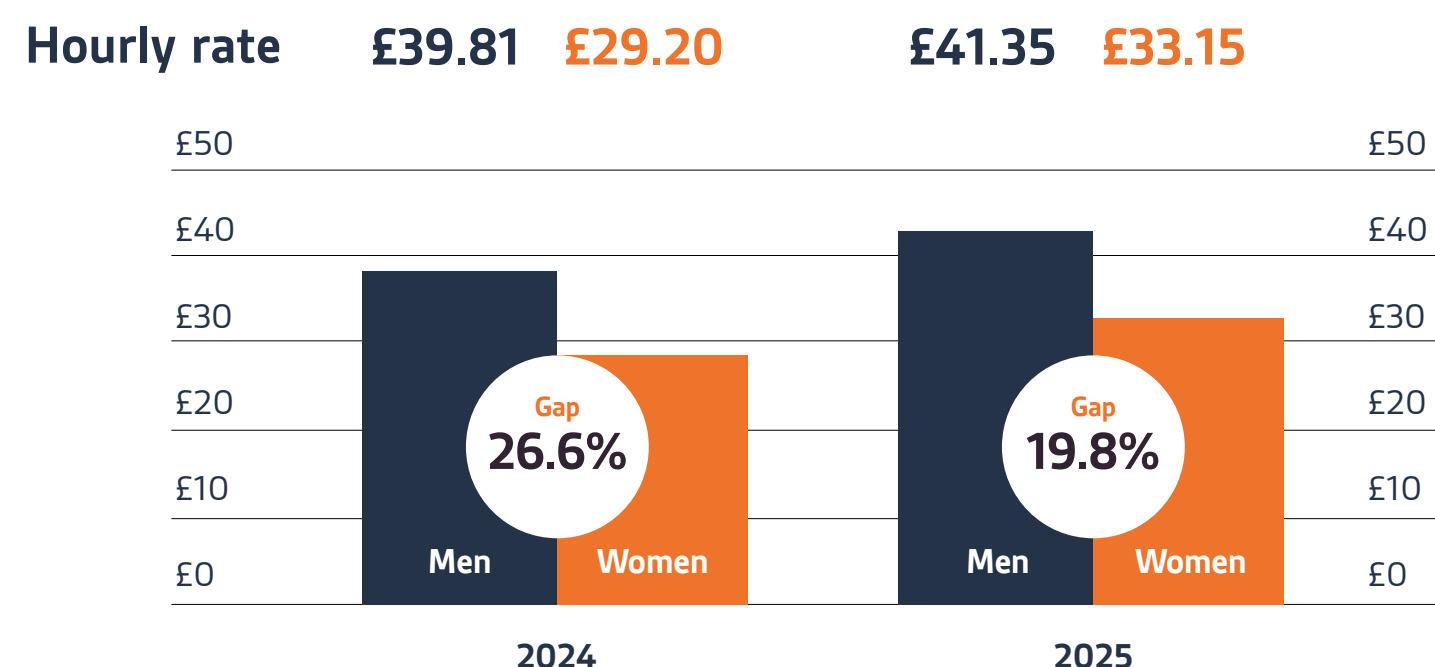
Ordinary Pay: Mean (average)

● Men ● Women



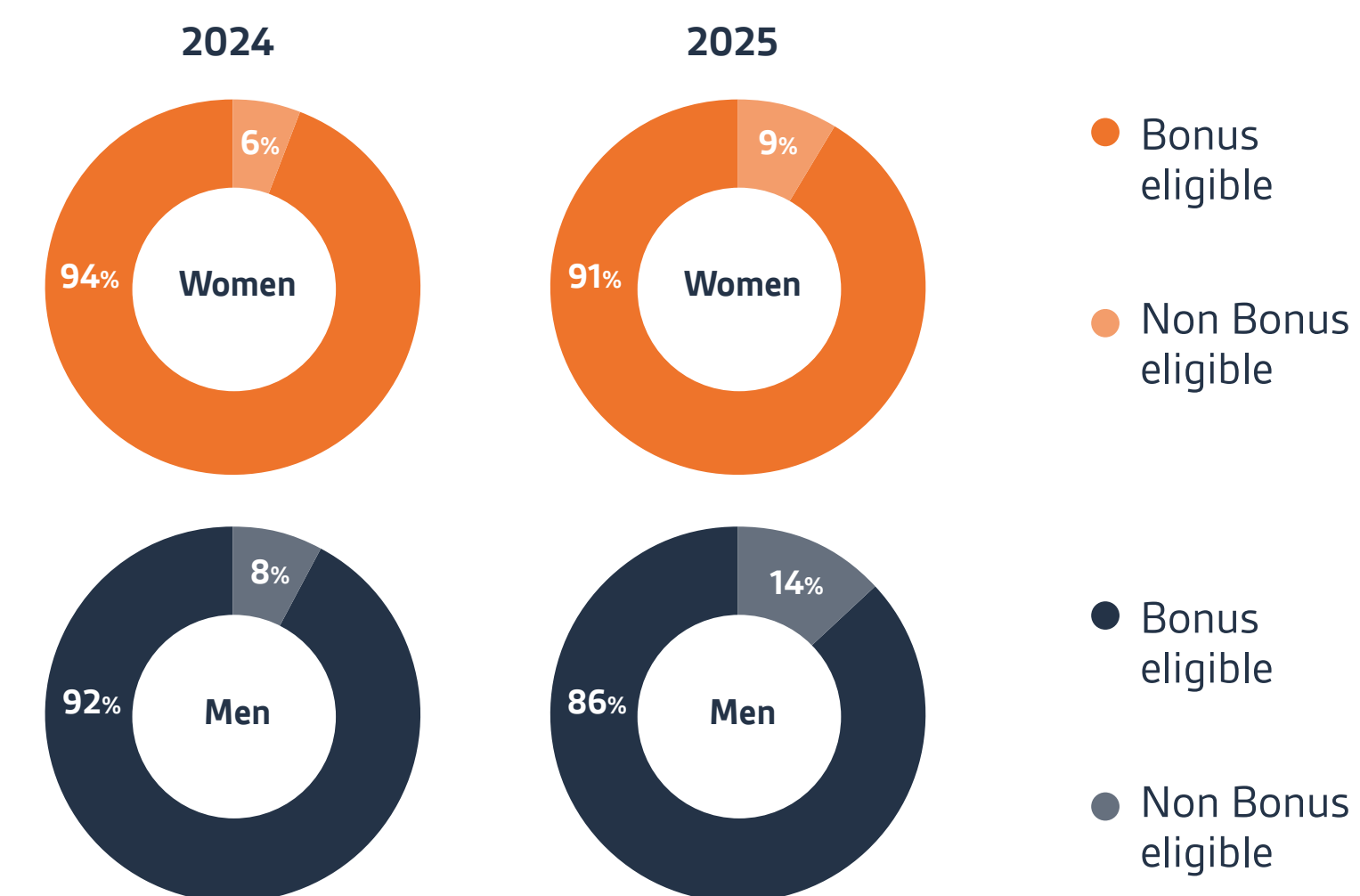
Ordinary Pay: Median (middle)

● Men ● Women



Proportion of employees receiving Bonus

● Men ● Women



Bonus

Difference between men and women	Mean (average)	Median (middle)
2024 Gender Bonus Gap	53.8%	43.6%
2025 Gender Bonus Gap	31.4%	16.1%



PROPORTION OF MEN AND WOMEN

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Proportion of men and women

52%
Women
2025

The overall gender representation remains balanced, with a 1% increase in proportion of women.

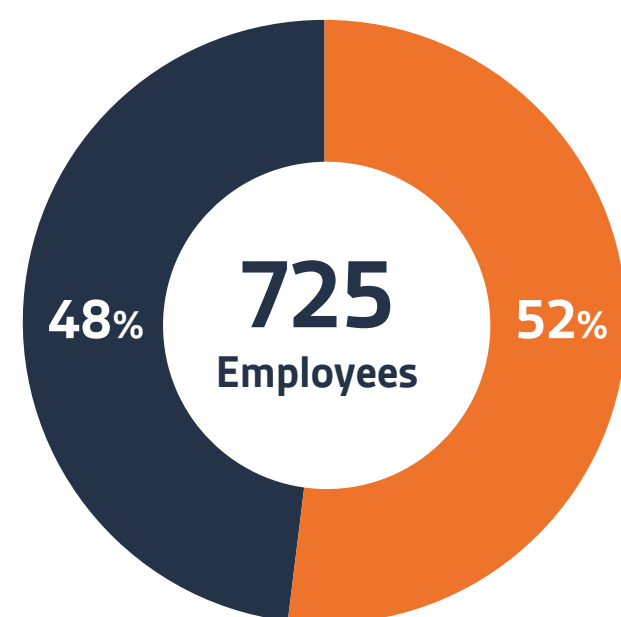
1% ↑
Increase compared to 2024

Additionally, we note the proportion of Men & Women is becoming more balanced. Compared to 2024, the representation of women has increased in quartiles 4, 3 and 1, while there was a shift towards men in quartile 2.

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

Relevant Full Pay Employees

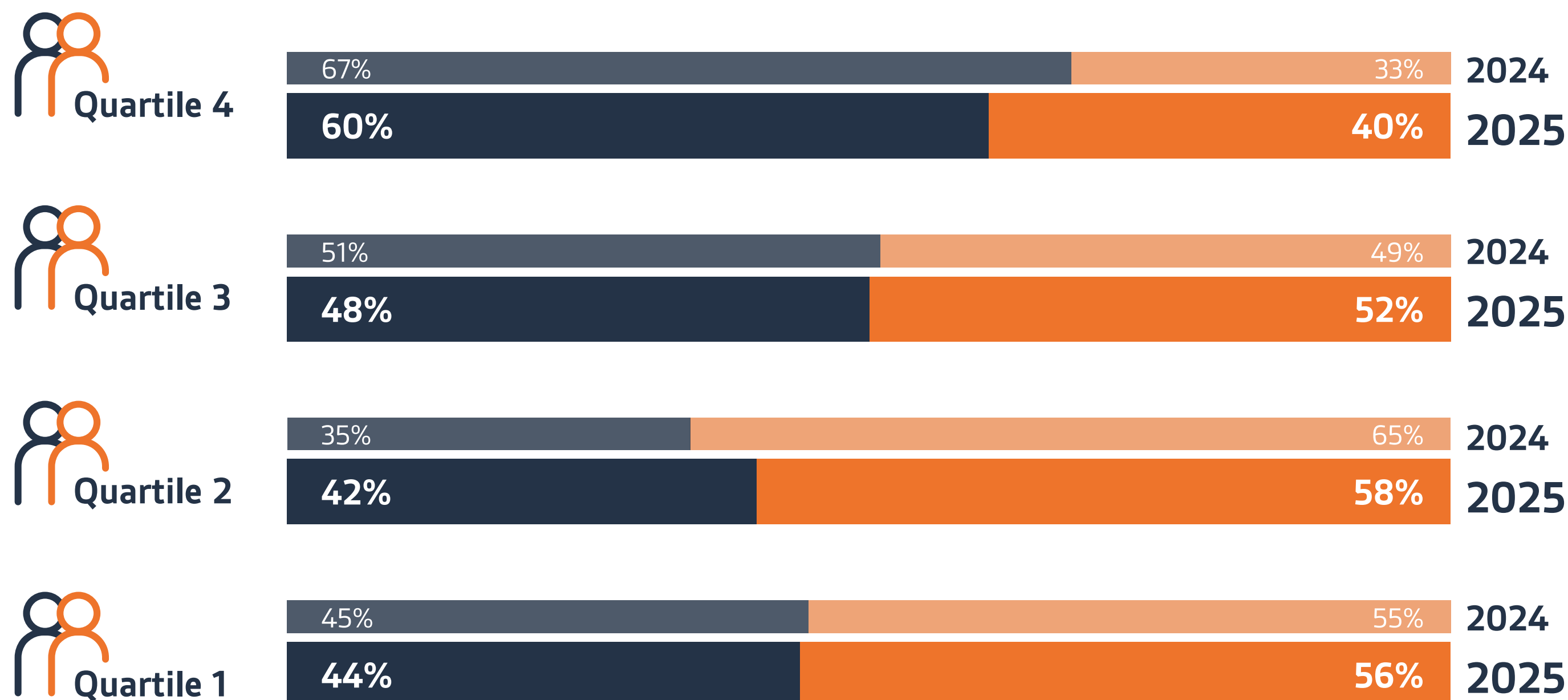
● Men ● Women



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

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Pay and Bonus

Both our mean and median pay gap has decreased since 2024 by 5.1% and 6.9%, respectively. This is a result of:

Organisational Growth & Diversity in Hiring

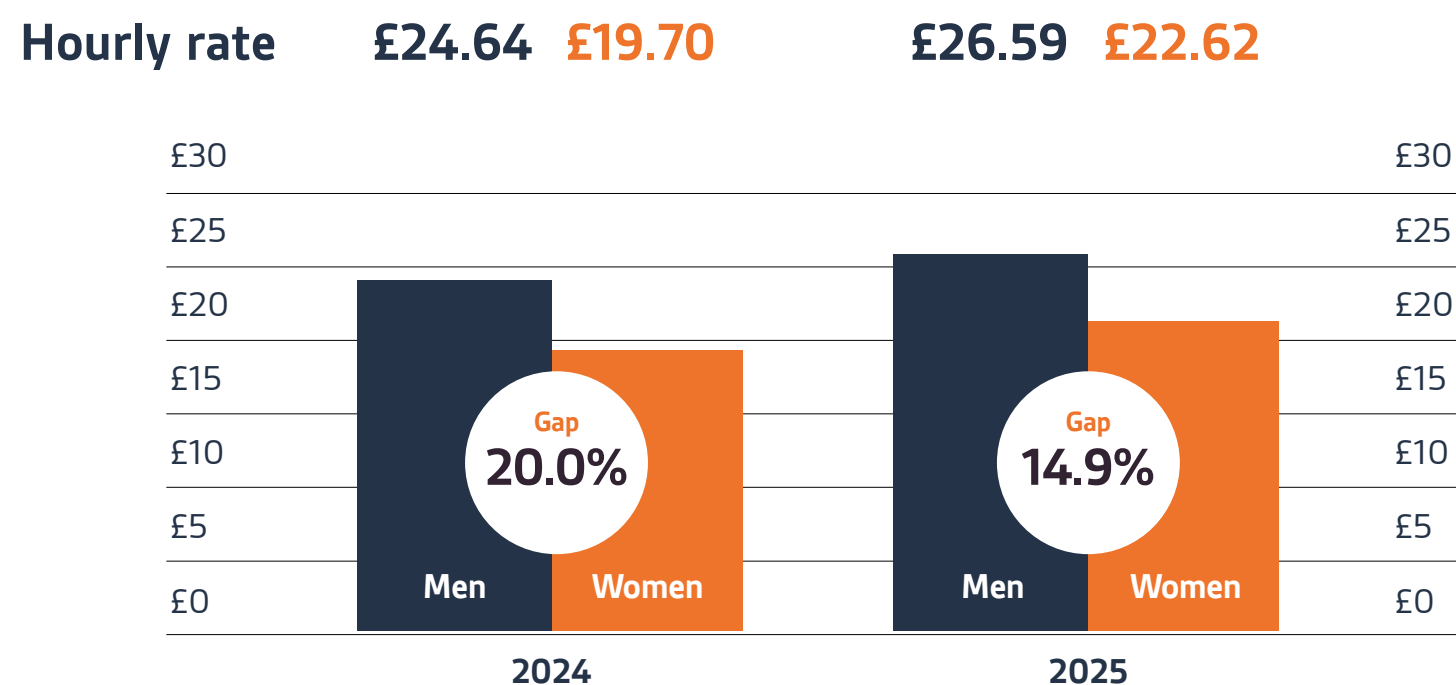
Over the last year, Liberty Blume Business Solutions has been scaling as a business. The organisation grew from 613 to 725 employees. Our inclusive hiring efforts have enabled us to hire the best and resulted in a diverse pool contributing positively towards narrowing our pay gap.

Additionally, the organisations growth has also created more opportunities for employees to be promoted. In particular, we have seen many women progress into senior and management positions, which has contributed to reducing our gender pay gap by improving representation at higher pay levels.

One area which has notably contributed is Accounting. 70% of new hires in the upper quartiles were in Accounting, of those 47% were women. In addition, women employees made up 50% of promotions in Accounting.

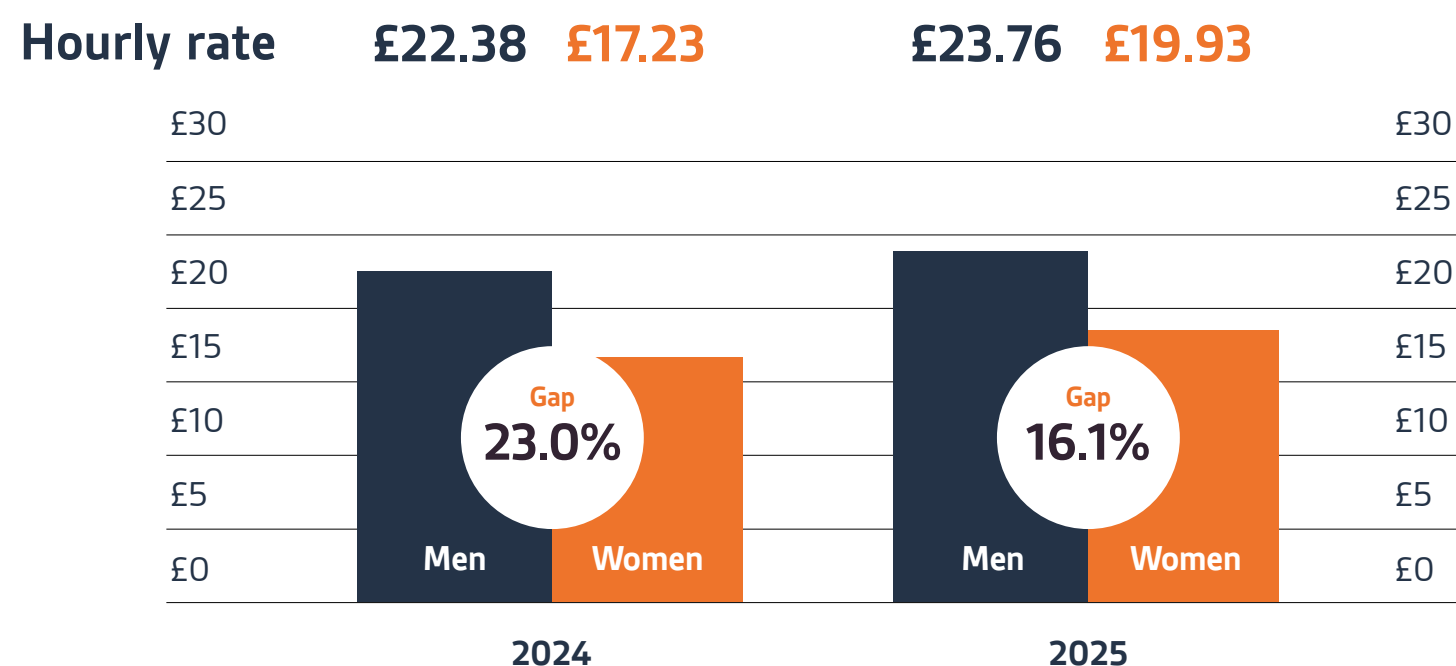
Ordinary Pay: Mean (average)

● Men ● Women



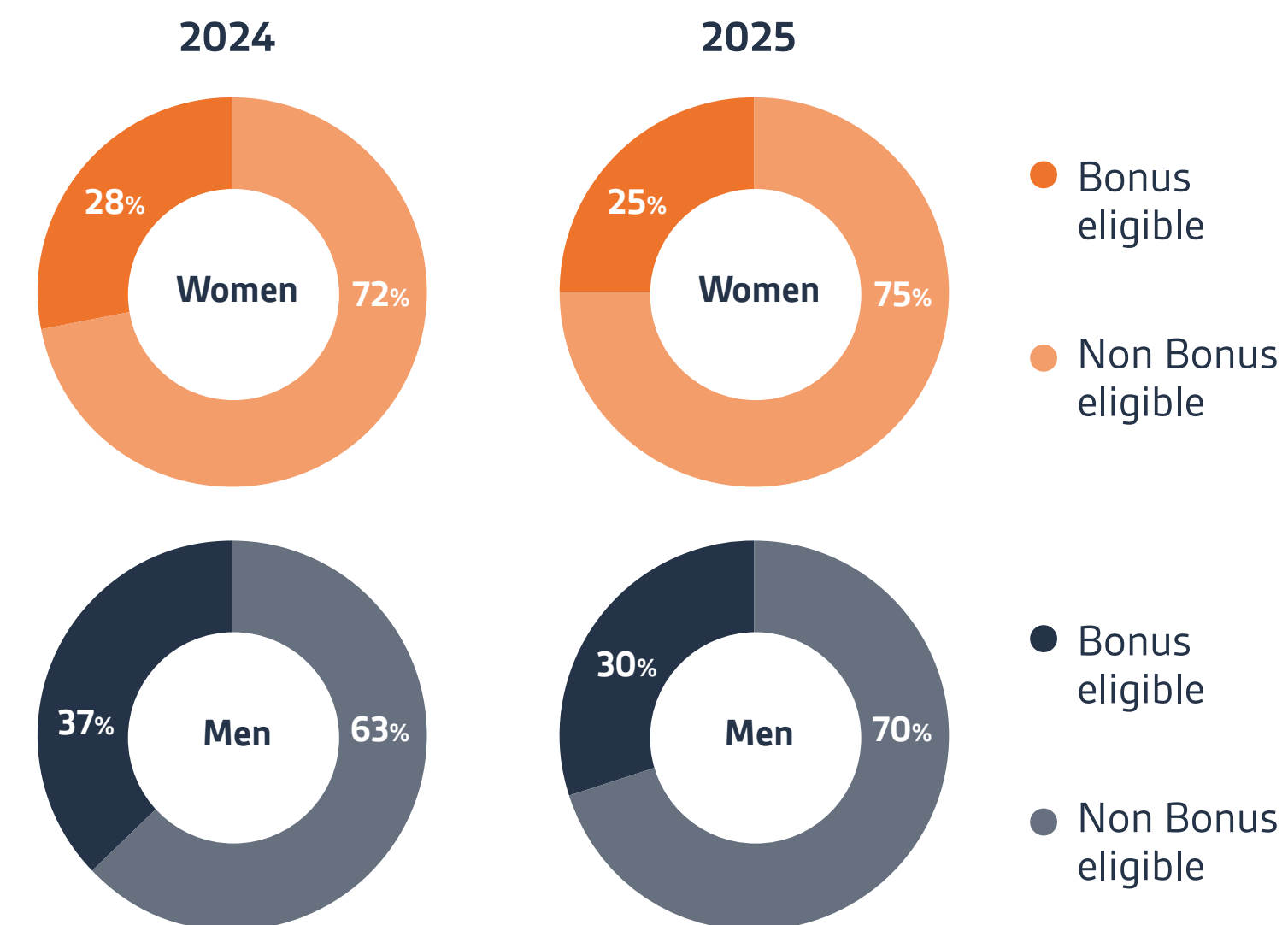
Ordinary Pay: Median (middle)

● Men ● Women



Proportion of employees receiving Bonus

● Men ● Women



Bonus

Difference between men and women	Mean (average)	Median (middle)
2024 Gender Bonus Gap	37.8%	8.5%
2025 Gender Bonus Gap	49.0%	16.3%



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.

Learning and Development

Designed and delivered a groupwide inclusive leadership program to spark an entrepreneurial mindset, elevate performance, and build a culture where everyone feels they belong and can contribute their best to our businesses and communities. The rollout is empowering teams to create strong, safe environments, driving a marked improvement in our strong and safe engagement scores.

Reverse Mentoring

Our pilot began as a bold step to connect senior leaders with underrepresented colleagues, creating space for honest conversations and shared experiences. What started as a trial quickly became a catalyst for change. Today, the impact is clear - meetings continue, and voices are shaping decisions.

Early Careers

Our Early Careers Assessment Process is built on a foundation of Belonging. It is merit focused and ensures transparency at every stage.

Behavioral and cognitive evaluations, video interviews and assessment centers, all follow predefined frameworks. Diverse panels and calibrated scoring ensure equitable opportunities for all candidates. The process embeds inclusion and belonging throughout, ensuring every candidate experiences a fair and transparent journey.

Hiring

Attracting the widest possible talent pools, resulting in diverse shortlists and hiring through interview panels and consistent selection criteria.



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 LG Europe Ltd/ Liberty Blume Business Solutions Ltd on the 5th of April 2025.

Relevant full pay employees

All LG Europe Ltd/ Liberty Blume Business Solutions 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 2025.

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.