

LIBERTY GLOBAL



# UK GENDER PAY GAP REPORT 2023

This report details our April 2022 to April 2023 results  
and focus areas to ensure gender pay equity.



# INTRODUCTION



**Soraya Loerts**  
Chief DE&I Officer  
Liberty Global



**Neil Foulger**  
MD, Reward  
Liberty Global

At Liberty Global, we are building a culture of belonging, where everyone is valued and respected. We all reap the benefits of a more equitable, diverse, and inclusive environment; it enables us to grow as a family, individually and collectively, underpins our culture and drives high performance.

## 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 Liberty Global Europe, Liberty Global Shared Services and for the first time, Liberty Global Technology.

While our gender pay gap improved slightly on last year, it remains higher than the market average in 2023, due to our gender representation in our wider leadership team. Where we do have a balance of gender representation, such as in Liberty Tech, where there are 40% women in the senior leadership team, we see a small average gender pay gap in favour of women.

We are continuing to make progress against our ambition to increase the representation of all women to 45% and to 40% within our wider leadership team by the end of 2025. Details of our progress can be found on page 10.

Our annual internal pay equity assessments, where we look at every pay decision from hiring, salary reviews, bonus and promotions, continue to show that no structural gender pay inequities were found.

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

## 2023 Belonging highlights: Gender

- Improved participation and stable sentiment of women in our Belonging survey VIBE, where women feel they can be themselves at work.
- Overall gender representation continues to improve on a year-on-year basis, and we increased our women representation in our wider leadership team (Director and above).
- Our Employee Resource Group, Women’s Inclusion Network (WIN), continues to make an impact through a series of educational events and workshops, mentoring and volunteering.

### Our ambition

### By end of 2025

**40%**  
Women

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

**45%**  
Women

All Liberty Global  
employees  
UK, US, and Netherlands



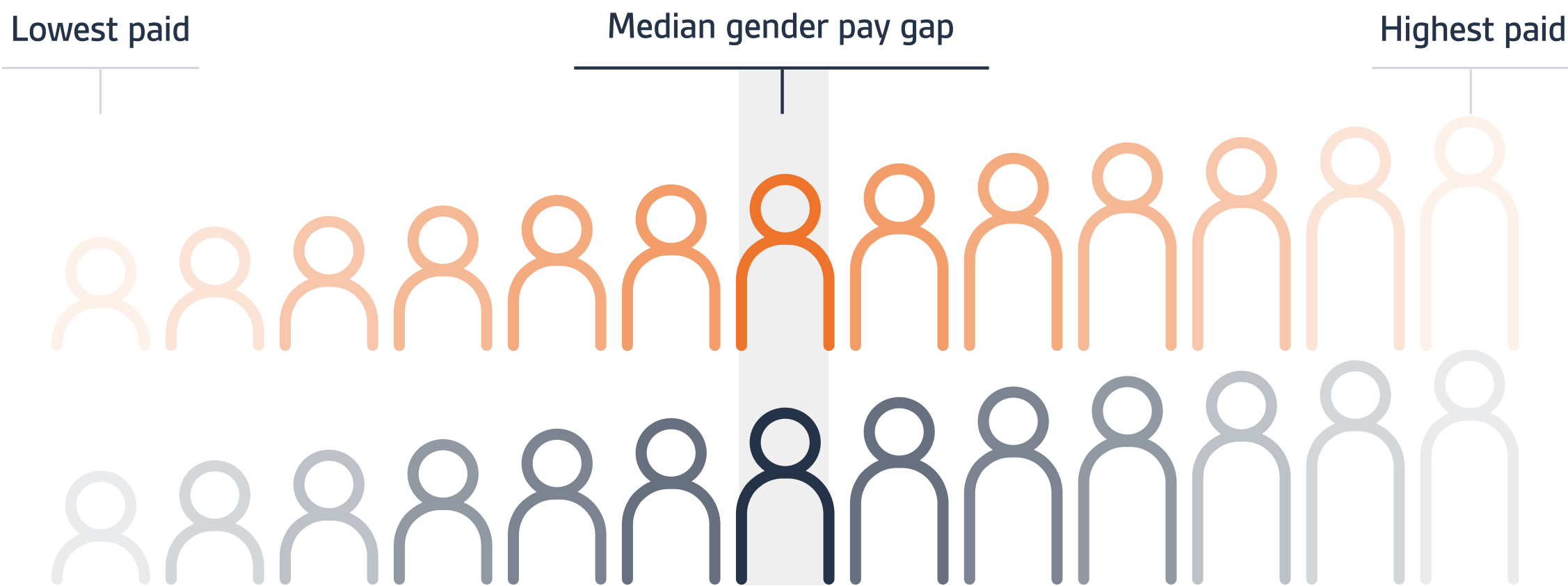
# DEFINITIONS

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

- If all company employees were arranged in a line of women and a line of 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.

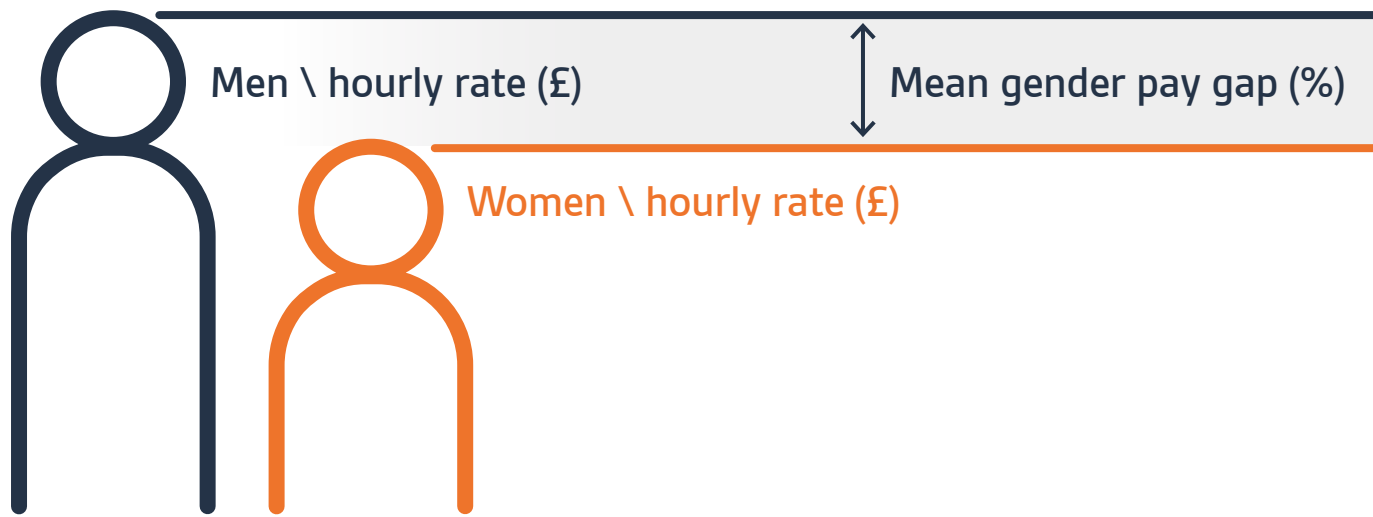
### Median (middle)

● Men   ● Women



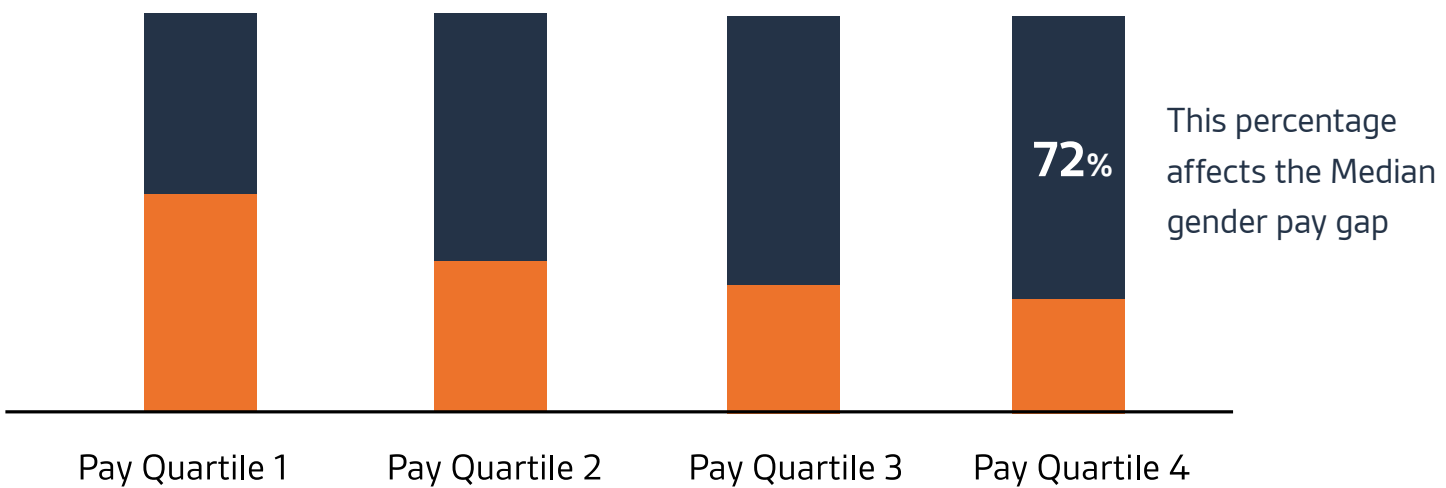
### Mean (average)

● Men   ● Women



### Impact of men in senior positions

● Men   ● Women





# PROPORTION OF MEN AND WOMEN

## LIBERTY GLOBAL EUROPE LTD

### Proportion of men and women

44%  
Women  
2023

2%  
↑  
INCREASE COMPARED TO 2022

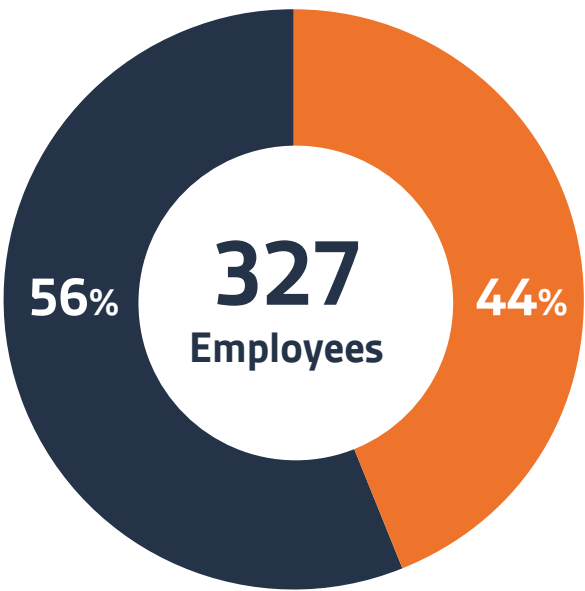
Quartile 4  
Quartile 3  
Quartile 2  
Quartile 1

Our overall gender representation continued to improve on a year-on-year basis. In 2023, we saw a 2% increase in our proportion of women employees to 44%, compared to 42% in 2022 and 38% in 2021.

We also saw a substantial move of our proportion of women from to the lowest pay quartile (Quartile 1) to the lower middle pay quartile (Quartile 2).

### Relevant Full Pay Employees

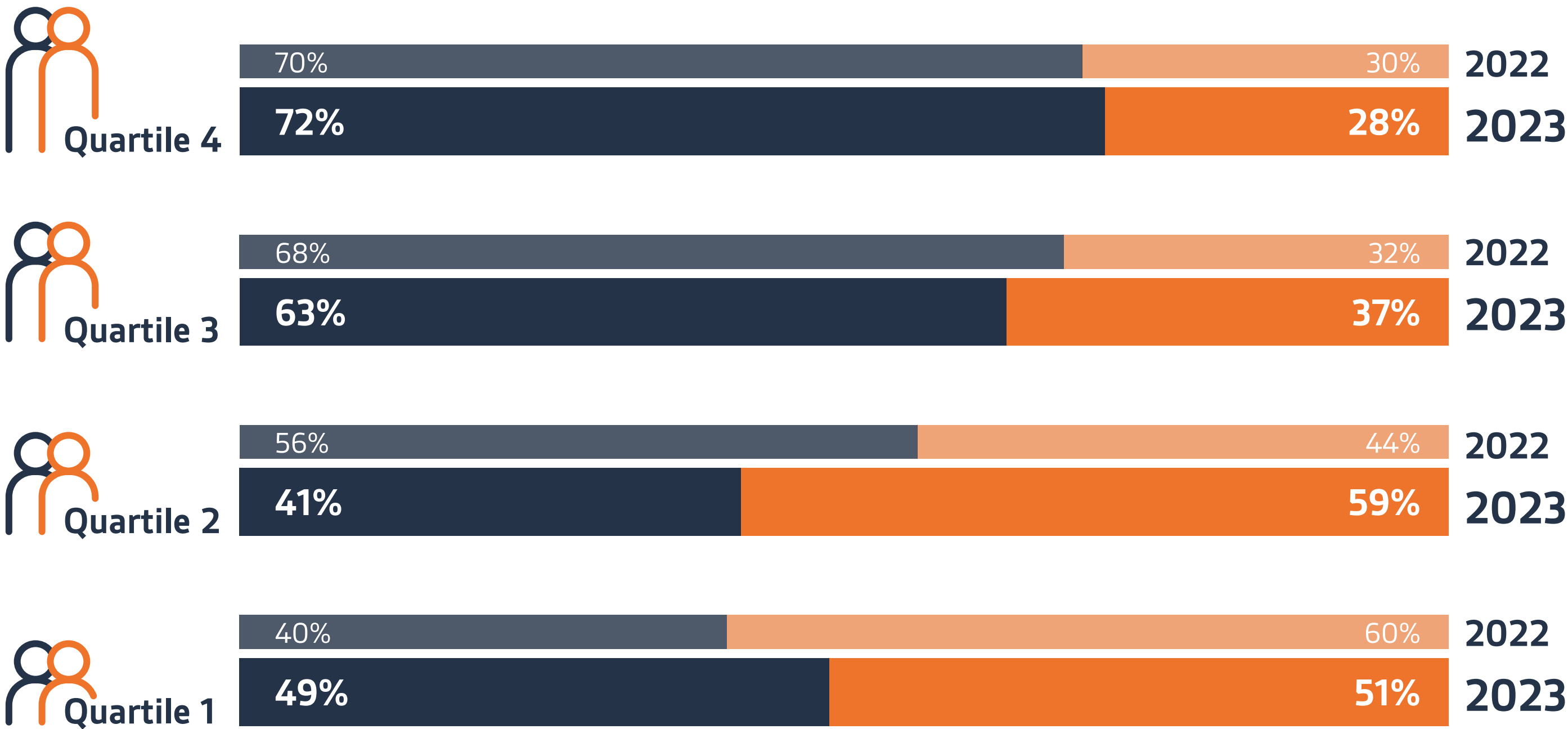
● Men   ● Women



### Men and women in each pay quartile

● Men   ● Women

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







# PAY AND BONUS

## LIBERTY GLOBAL EUROPE LTD

### Pay and Bonus

Our mean gender pay gap has reduced by 3% compared to 2022, whilst our median gender pay gap has increased slightly by 1%.

This was due to the following factors:

#### Cost of living support in 2023

We have experienced a challenging year in 2023 with an exceptionally high inflation environment. In response to this, we provided support to our entry level and middle level roles by offering a fixed increase of £1,500 p.a. in April 2023.

As we have more women in our lower and lower middle quartiles, this fixed increase helped to improve our mean gender pay gap.

#### Attracting more women into our workforce

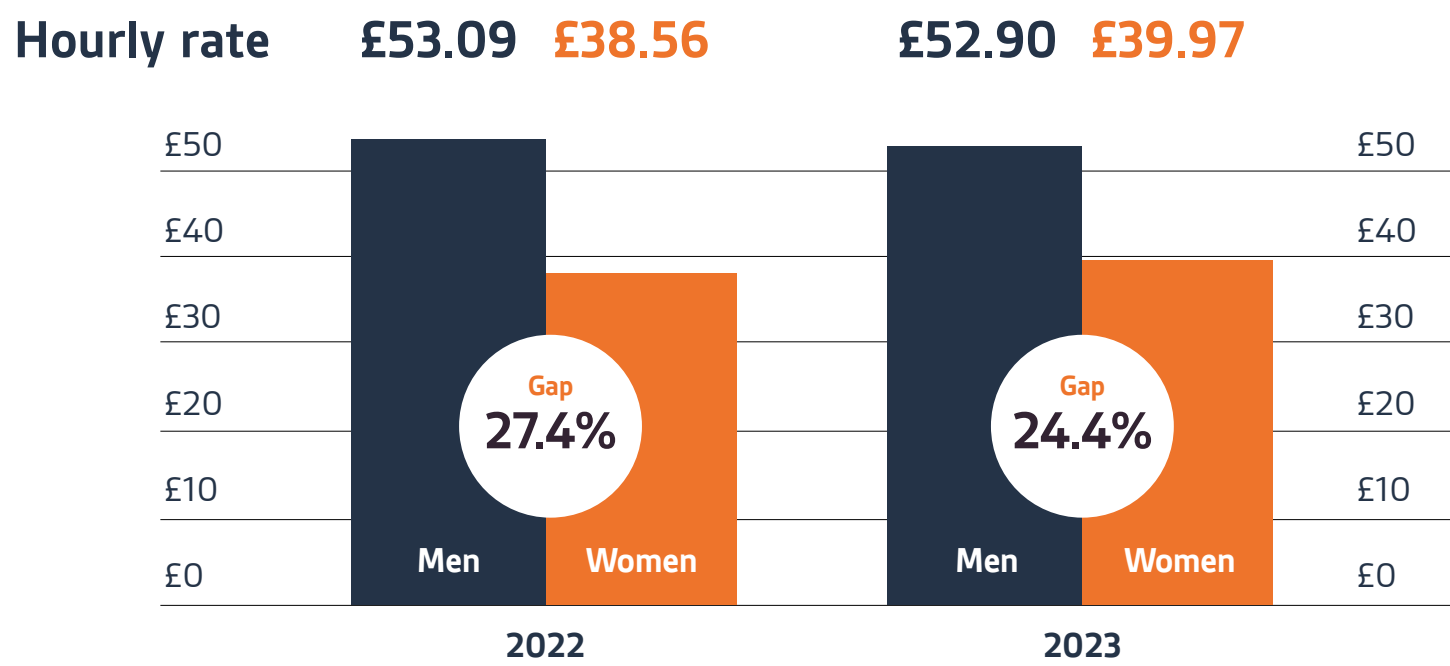
Our 2023 demographic landscape changed compared to 2022, and we have an upward movement of women in our workforce, which helps improve our overall women's representation, as well as our mean gender pay gap.

However, they are also typically newer to the role compared to the men, resulting in a wider median gender pay gap compared to recent years.

While our mean bonus gap has reduced, our median bonus pay gap saw a slight increase. The increase in number of women in recent years at wider leadership level decreased the average bonus pay gap, however, the median bonus gap slightly increased due to the larger number of women hired compared to men this year.

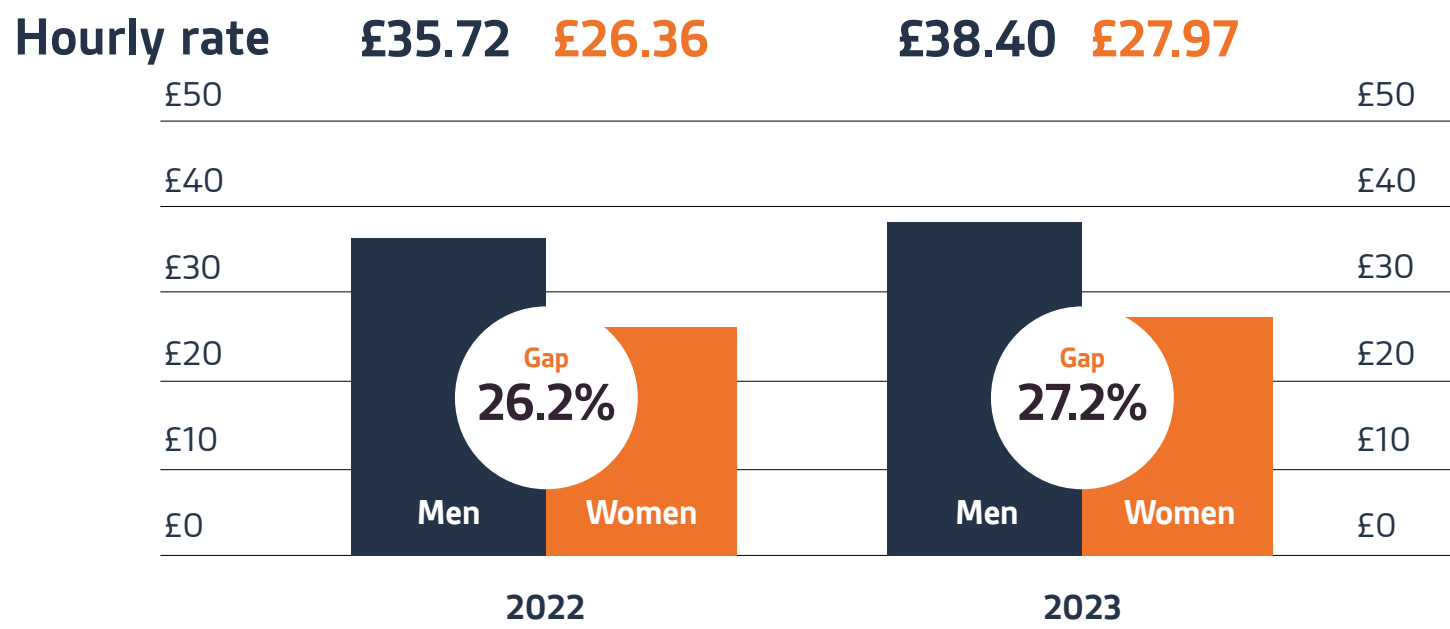
### Pay: Mean (average)

● Men   ● Women

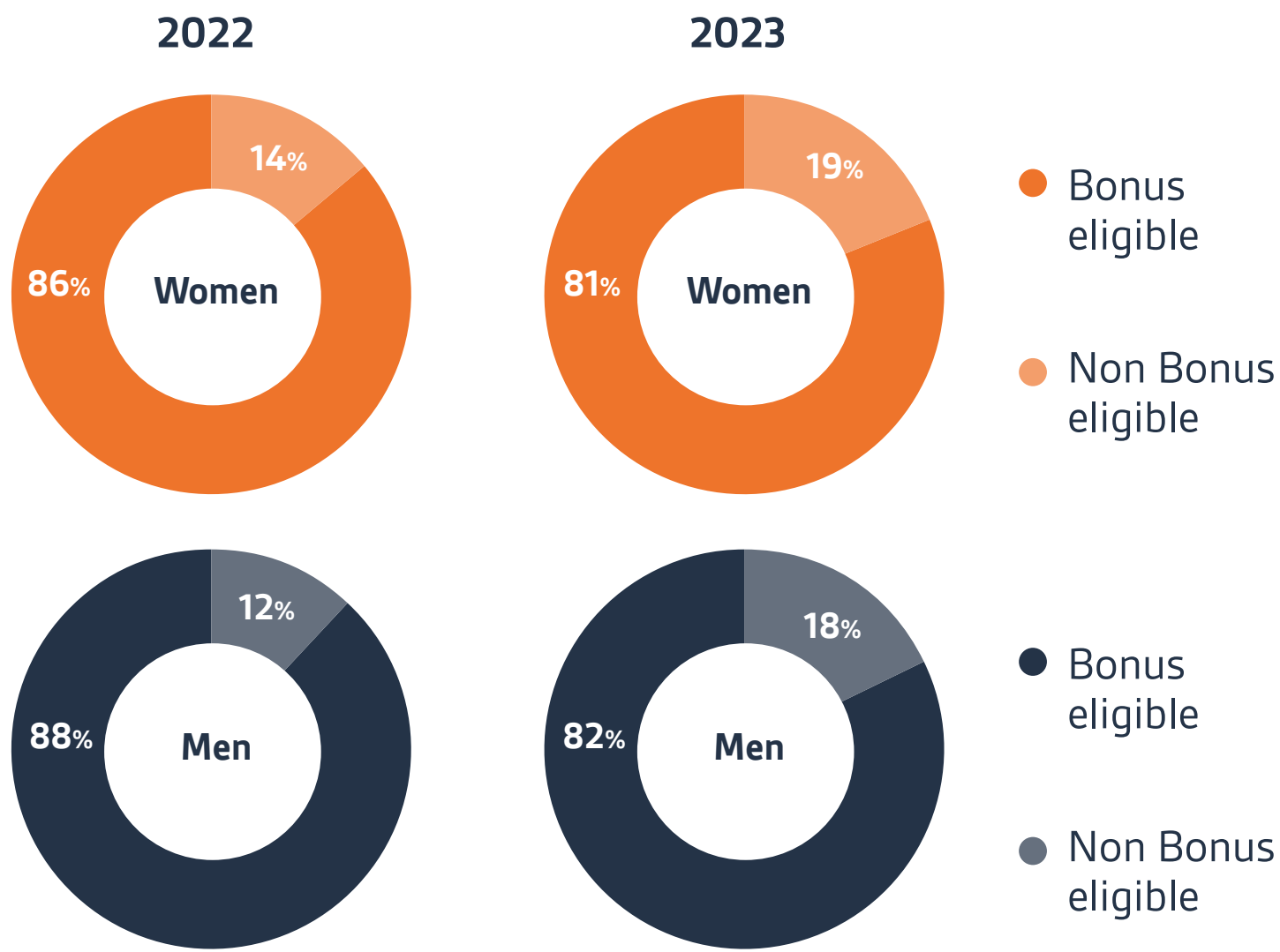


### Pay: Median (middle)

● Men   ● Women



### Proportion of employees receiving Bonus ● Men ● Women



### Bonus

Difference between men and women	Mean (average)	Median (middle)
2022 Gender Bonus Gap	65.1%	47.0%
2023 Gender Bonus Gap	54.9%	49.9%



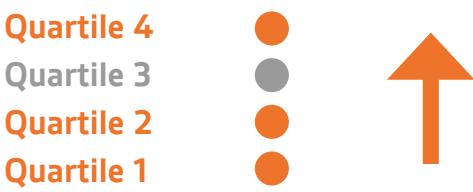
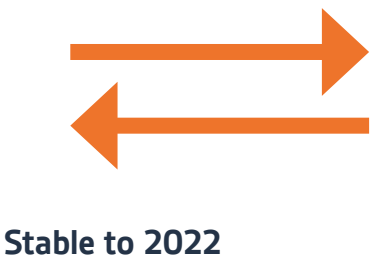
# PROPORTION OF MEN AND WOMEN

## LIBERTY GLOBAL SHARED SERVICES LTD

### Proportion of men and women

51%  
Women  
2023

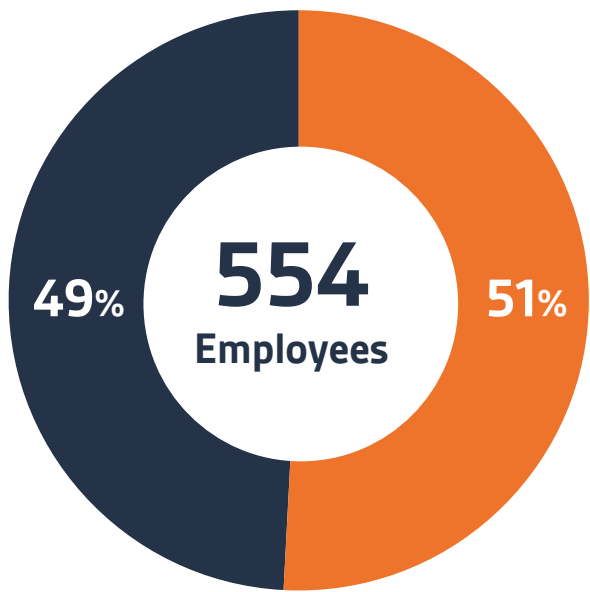
We maintained a balanced overall gender representation in 2023 with the proportion of women in the organization at 51%.



While the gender representation in quartiles 1, 2 & 4 remains largely the same as 2022, there has been a slight shift in the women population at Quartile 3 from 51% to 45%.

### Relevant Full Pay Employees

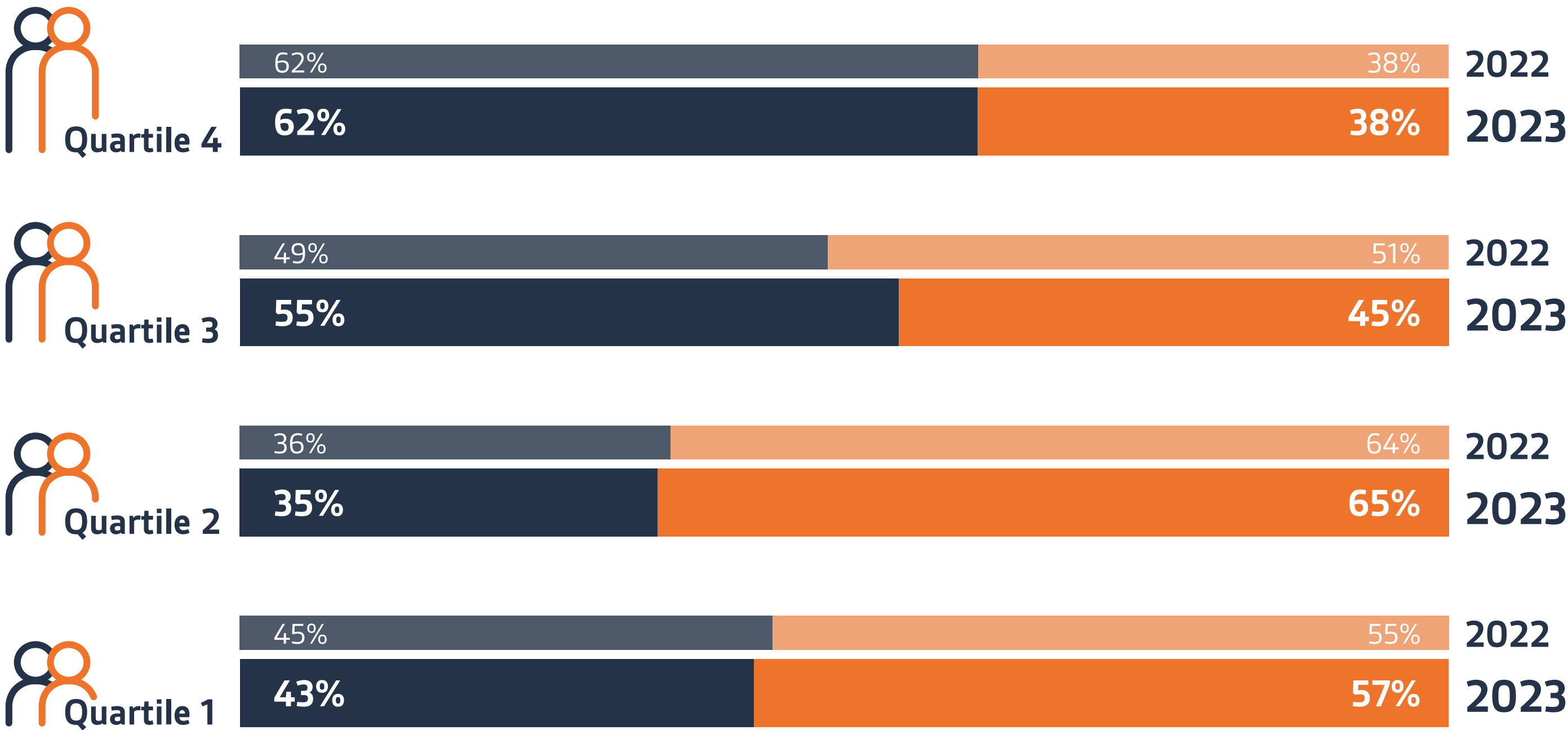
● Men ● Women



### Men and women in each pay quartile

● Men ● Women

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





# PAY AND BONUS

## LIBERTY GLOBAL SHARED SERVICES LTD

### Pay and Bonus

Our mean and median gender pay gap in Liberty Global Shared Services has increased compared to 2022.

This was due to the following factors:

#### Expansion of administrative & support workforce

We have an increased headcount in our administrative and support job roles which are often filled up by a higher proportion of woman compared to men. Due to the nature of these job roles, they are typically positioned at junior level in our job hierarchy.

#### Challenge in bringing in “Tech Talents”

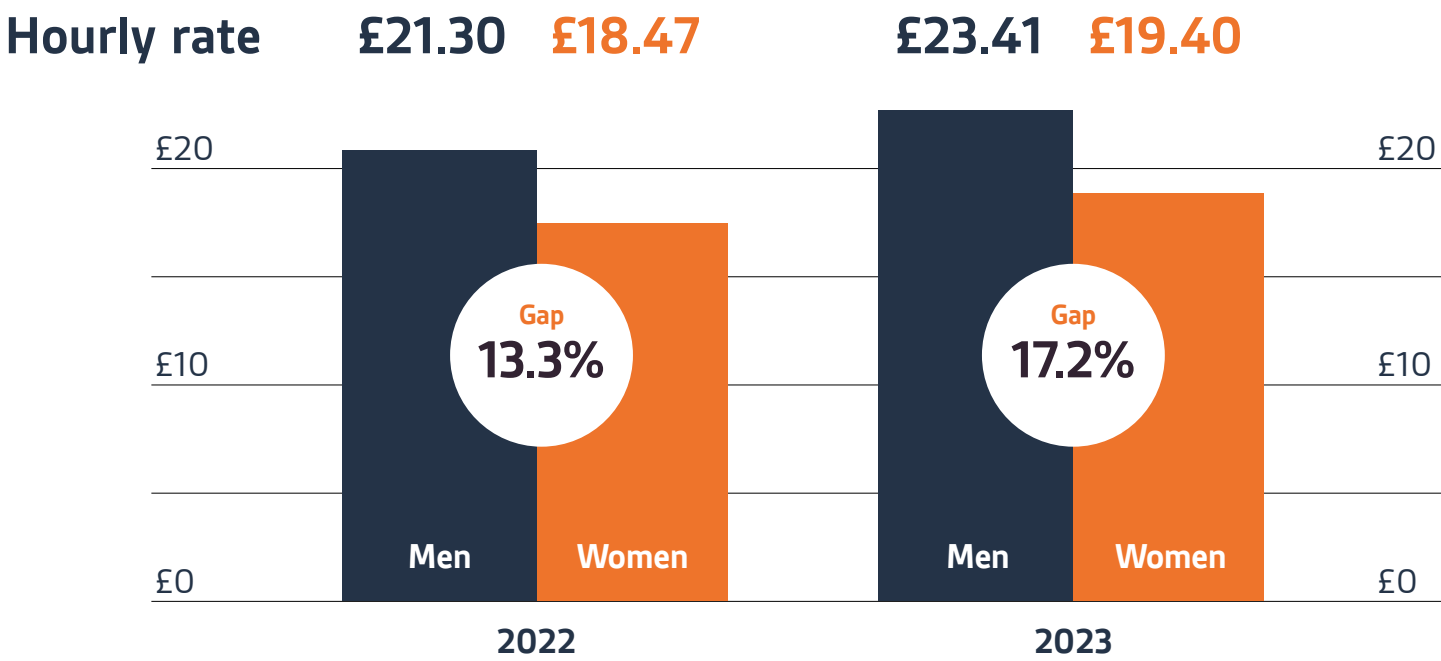
In recent years, our LSS entity in Bradford has encountered a challenge in attracting the “Tech Talents” in our business. These roles are often associated with competitive market salaries and sometimes require a premium for securing the top-tier talents. However, the current talent pool in the market has led to a prevailing trend where these positions are predominantly filled by men.

#### Cost-of-living payments

We observed a notable shift in our bonus pay gap in 2023. This is primarily contributed by the cost-of-living support offered to our employees amid high inflation. Over 2022/2023, we granted three £500 cost-of-living payments to individuals with an annual target pay of £45,000 or less. This affects both the number of employees receiving a bonus as well as the mean and median bonus pay gap.

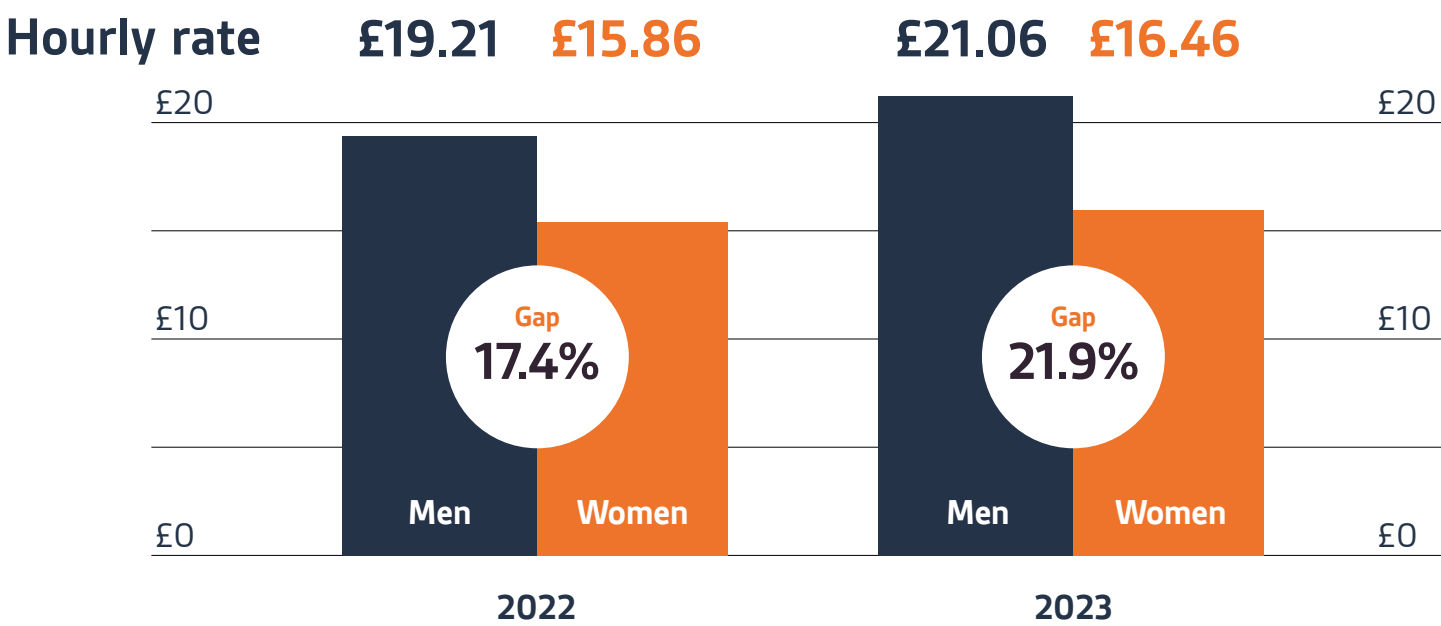
### Pay: Mean (average)

● Men ● Women



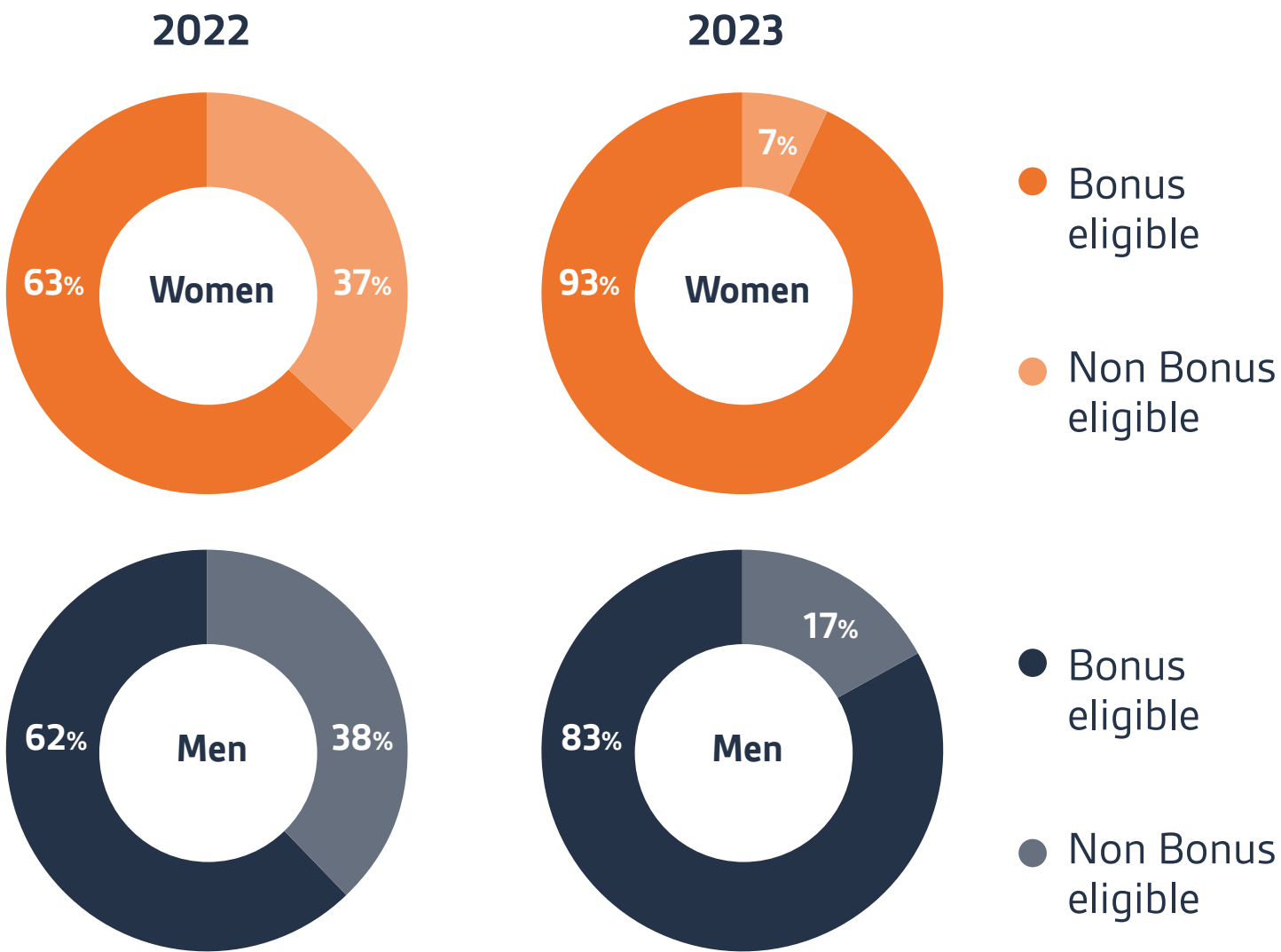
### Pay: Median (middle)

● Men ● Women



### Proportion of employees receiving Bonus

● Men ● Women



### Bonus

Difference between men and women	Mean (average)	Median (middle)
2022 Gender Bonus Gap	46.9%	33.3%
2023 Gender Bonus Gap	42.4%	0.0%

PROPORTION OF MEN AND WOMEN

LIBERTY GLOBAL TECHNOLOGY LTD

Proportion of men and women

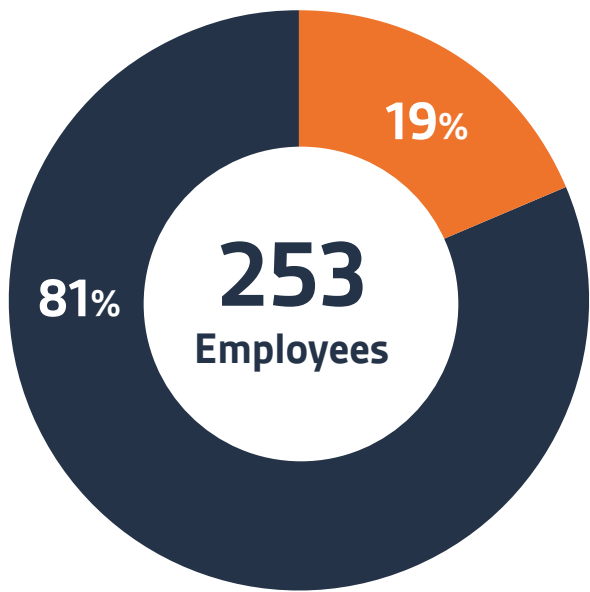
This marks our first year to publish the gender pay gap results for our Liberty Global Technology Limited entity, a technology-focused organization that operates within our UK business footprint and has the largest pool of tech talent in our UK workforce. Key highlights from our 2023 results:

Our overall gender representation in Liberty Global Technology Ltd mirrors the current industry landscape, with men making up the majority of our workforce at 81% and women making up 30% of the talent in the lower-paid quartile (Quartile 1)

Relevant Full Pay Employees

Men

Women



Men and women in each pay quartile

Men

Women

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







# PAY AND BONUS

## LIBERTY GLOBAL TECHNOLOGY LTD

### Pay and Bonus

In 2023, our Liberty Global Tech entity shows a negative mean gender pay gap of -1.4%, indicating that women, on average, earn more than men. Conversely, the median gender pay gap is positive at 18.9%, signifying that men typically have higher earnings. These results are influenced by the factors below:

#### Balanced Gender Representation in the Liberty Global Tech senior leadership team

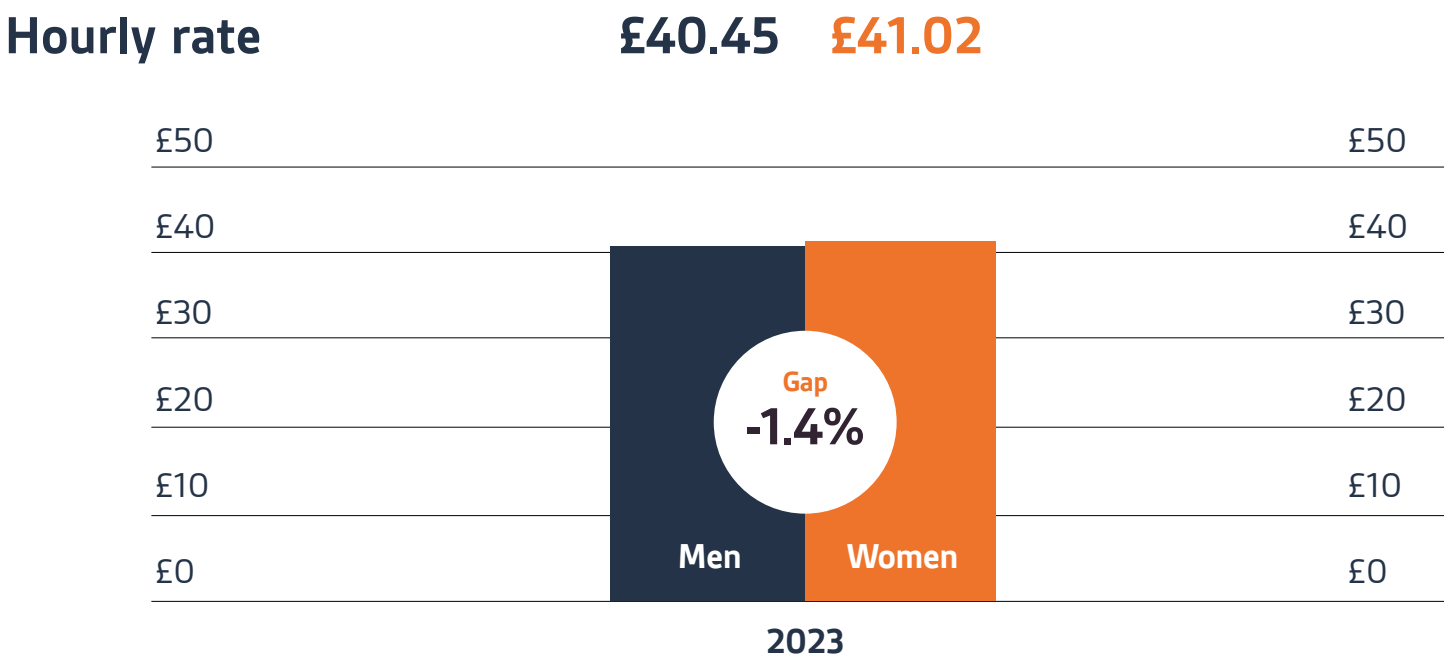
The negative mean gender pay gap is mainly influenced by a balanced gender representation in our Tech senior leadership team. 40% of the talent in our top-level job hierarchy are women, creating a more equitable gender balance compared to our other entities in the UK.

#### Limited Women Talent in the Tech Talent Pool

Historically, the Tech industry has been dominated by men, and the pool for women in Tech is relatively limited. Although there has been an increase in women taking up STEM subjects, the majority of women talent in the market is relatively new and has less experience. This is reflected in the gender distribution across the pay quartiles, where women make up 30% of the talent in the lower pay quartile (Quartile 1) and only 13% in our upper-middle pay quartile (Quartile 3), where roles require talent that have highly technical skills and experience. This skewed distribution contributes to a positive median gender pay gap.

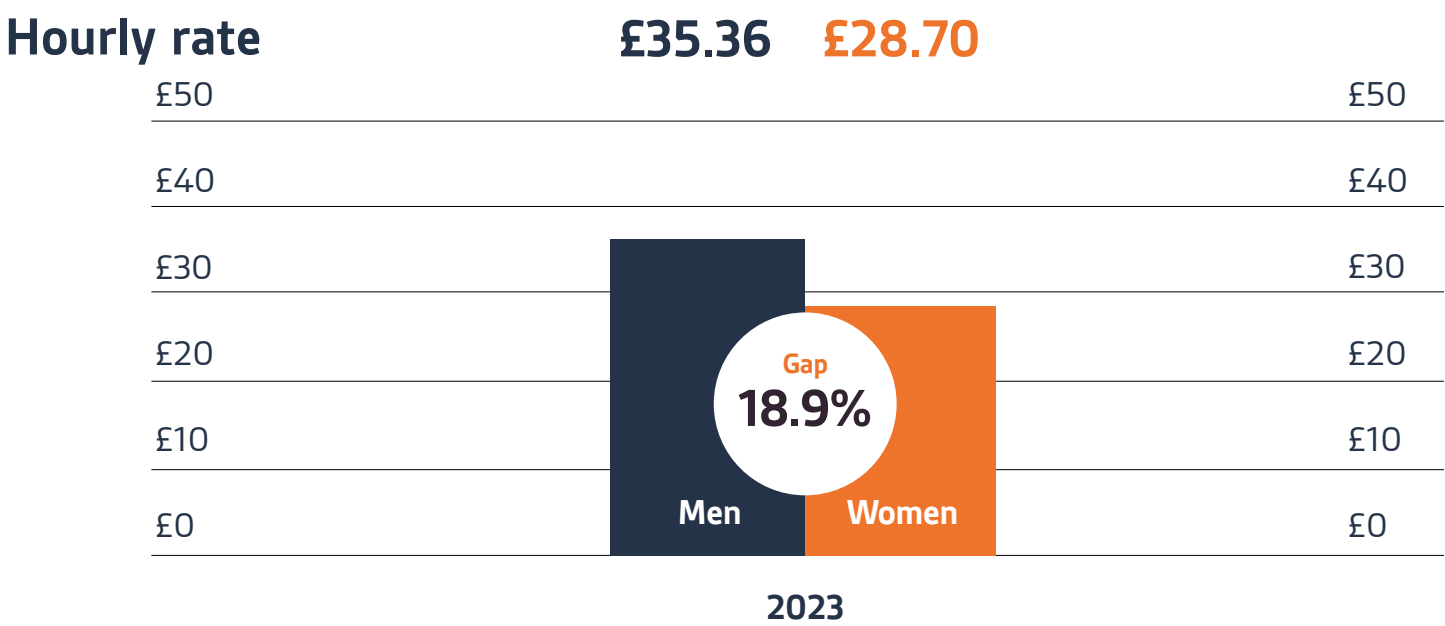
### Pay: Mean (average)

● Men ● Women



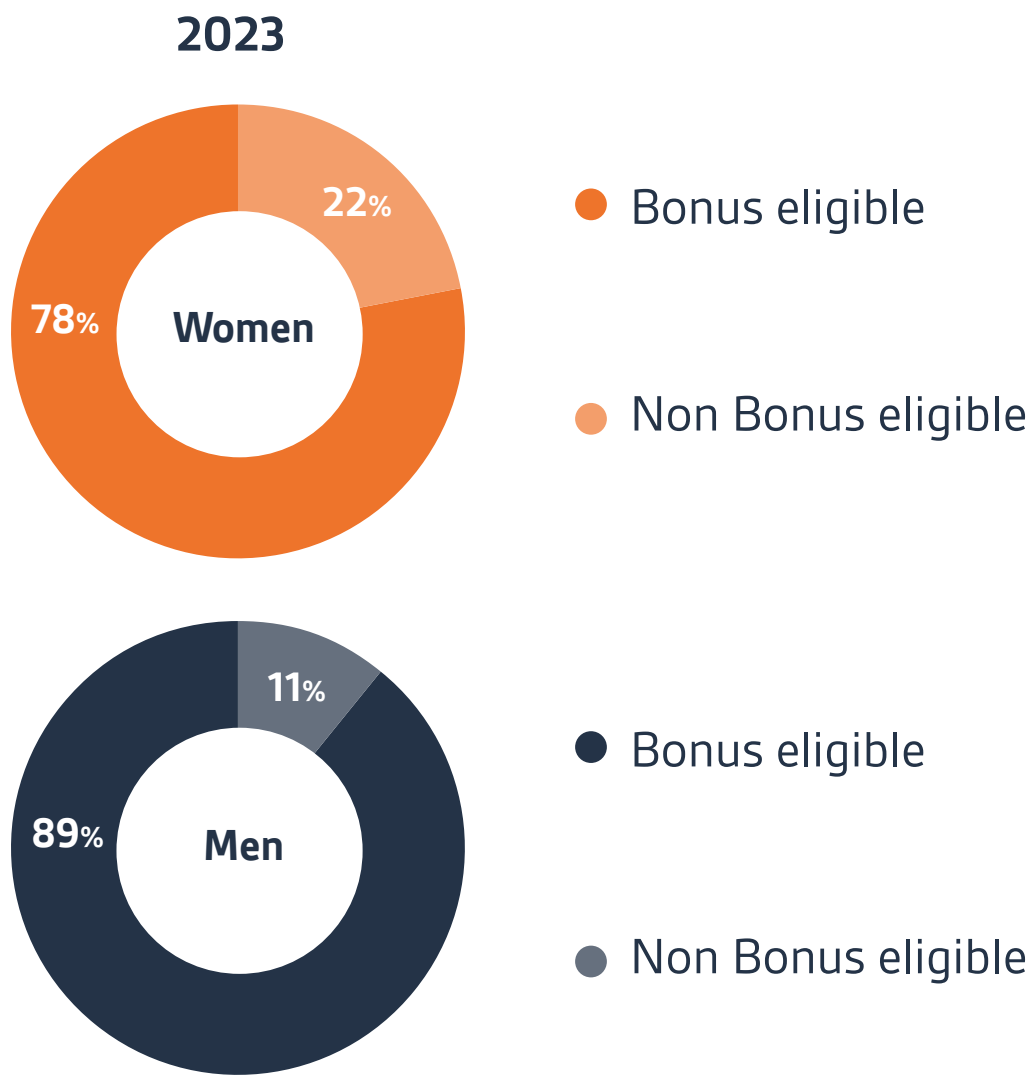
### Pay: Median (middle)

● Men ● Women



### Proportion of employees receiving Bonus

● Men ● Women



### Bonus

Difference between men and women	Mean (average)	Median (middle)
2023 Gender Bonus Gap	-2.7%	20.1%



# OUR PROGRESS

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



## DE&I Council

Continue to work with our DE&I council including 19 executive representatives from across the Liberty Global Group, co-chaired by our CEO and Chief DE&I Officer.

## ERGs & Youth Council

Worked closely with our six Employee Resource Groups that focus on gender, race and ethnicity, multi-generation, disability, neurodiversity, LGBTQIA+ and the world around us. Launched Youth Council, serving as a leadership advisory body to harness the youth culture and future proof our strategy.

## Recognition

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

## Representation

Improved representation of women across our organization, including our wider leadership (Director and above) through new hires and promotions. Holding individual quarterly review with Executives to track progress and action planning.

## Learning & Development

Creating an inclusive culture where everyone feels they can belong. Kicked off psychological safety training to equip our people and continued inclusive hiring training for line managers.

Delivered "Empower Hours", centered around the diversity calendar, to educate, engage and empower each other to take meaningful action. Started reverse mentoring with our ethnicity ERG for Senior Leaders globally.

## Hiring

Removing potential bias in our hiring approach. 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.



# WHAT'S NEXT?

## EMPOWER

- 1 Continuing to create a culture where all voices are heard, valued and people feel they can speak up
- 2 Equipping our people with inclusive skills
- 3 Continuing to strengthen our global community of ERGs



## TRACK

- 1 Holding ourselves accountable to improve women representation
- 2 Measuring our sense of belonging in our annual DE&I survey
- 3 Focusing on gender pay equity as a key consideration in all hiring decisions



## DO MORE

- 1 Removing potential barriers to accessibility for our people and customers
- 2 Recognizing of cultural/community days
- 3 Progressing practices for inclusive hiring





# 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 5 April each year.

## Relevant employees

All employees who are employed by LG Europe Ltd / LG Shared Services Ltd / LG Technology Ltd on 5 April 2023.

## Relevant full pay employees

All LG Europe Ltd / LG Shared Services Ltd / LG Technology 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 ended on 5 April 2023.

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.