



QVC UK
Gender Pay Gap Report 2022

Introduction

Our Diversity, Equity and Inclusion commitments are designed to drive a culture of inclusion, belonging and fairness which foster diversity, improve team member engagement and enablement, and lead to better business performance.

This is the fifth year of gender pay gap reporting and we have seen good progress in reducing our median gender pay gap by - 9.8%. Our mean gender pay gap has increased slightly compared to the previous year by +2.4%. Our largest contributing factor to our mean gender pay gap continues to be the balance of men and women across job levels. We still have a greater number of women working flexibly in our lower paid roles.

We continue to be an employer of choice for many given our variety of shifts within these roles which can provide the flexibility required for many of our team members' lifestyle choices. We remain confident that we pay men and women equitably and we pay equally across genders for like positions.

During 2021 we expanded our five Team Member Resource Groups (TMRGs) - including one focused on gender - to support our strategic DE&I pillars. We are clear in our commitment to cultivate an inclusive and equitable culture for our team members for all levels, backgrounds, and identities. We continue to be confident that we pay men and women equitably and we pay equally across genders for like positions. As our journey continues, we will stay curious, challenge how things are done and live by our principles; to Drive Progress, Act with Empathy, Be Brave, Embrace the Future and Do what's Right, to stimulate engagement, fuel innovation and unlock our collective potential.

Our commitment:

Actively partnering with our TMRGs and we, along with the senior leadership team, are committed to influencing and driving meaningful and positive change where it's needed for all our team members.



Koreen Fader,
QVC UK Market Lead



Rachael Egerton,
QVC UK People Lead

KEY FINDINGS

Our median gender pay gap is **10.2%** compared to last year at **20.0%**. The national average is **15.4%**.

Our mean gender pay gap is **16.5%** compared to last year at **14.1%**. The national average is **14.9%**.

Our mean gender bonus gap is **66.76%** and median gender bonus gap is **28.6%** compared to **35.0%** (mean) and **16.3%** (median) last year.

There was no gap between male and female bonus scheme participation as all team members received a bonus in the relevant snapshot period.

Nationally there is slow progress reflected in the proportion of women getting higher paid roles in British businesses, but this is not a trend representative at QVC UK. We have a **53%/47%** split between men and women within our highest earners.

We pay men and women equitably and we pay equally across genders for like positions.

Progress and looking *Forward*



Talent and partners

During 2021 we extended our talent management strategies to include a targeted focus on internal female talent and have various targeted development/actions plans in place. We aim to increase female representation in leadership positions.

Introduction of a diverse candidate slate approach for all supervisor and above roles which will ensure that a minimum of two female candidates are part of the interview process. This will help to mitigate potential biases in the hiring process, support efforts to improve gender in leadership positions and contribute to inclusion as a core value and priority at QVC UK.

A new role created last year of 'Senior Partner - University and Diversity Programs' has furthered the focus on diversity and driving change.

Created two key partner relationships over the last year. Firstly, with Everywoman who are experts in the advancement of women in business and have a presence in over 100 countries and a successful active network of over 45,000 members. We will look to leverage this relationship to increase female representation in leadership positions and across female underrepresented functions. Our second relationship is with Mama Youth who strategically train talent from under-represented backgrounds to help the TV/ media industry be more inclusive. We will partner with Mama Youth to focus on diversity, age, and gender (especially in IT/ Technology and Broadcasting).

Alongside our gender equality TMRG we remain committed to gender diversity and champion women's and men's empowerment to create and enable professional experiences and relationships where every team member can thrive.



Listening and learning

Launched mandatory inclusive leadership training for all leaders across QVC UK.

Launched mandatory unconscious bias awareness training for all team members across QVC UK.

Launched first DE&I survey to all team members in the UK to gain deeper insights into the day-to-day experiences of team members to better inform the actions we can take to enhance diversity, elevate inclusion, and further evolve our fair and equitable practices at QVC UK. Survey provides benchmark and ability to measure progress year on year.

Made enhancements to core HR management system to allow team members to self-report on gender, gender identity, indicate preferred pronouns and preferred title/prefix.

Our engagement pulse survey in April 2021 (participation of 89%) indicated a favourable increase of 12% in DE&I progress to 84% and we'll measure this again in 2022 alongside the results from the DE&I survey to measure and monitor views of our progress.

We continue to build an inclusive culture with listening sessions led by our TMRGs including keynote speakers, supported events and focusing on key themes, for example Menopause, resilience and building awareness.



Recognition

Awarded prestigious "Top Employer" status for the ninth consecutive year.

Top Employers Institute is the global authority on recognising excellence in people practices including compensation and benefits, wellbeing, learning and development, performance management, career succession, diversity equity and inclusion and talent acquisition.

Our recent score for culture (including DE&I measures) was 86%.

Qurate Retail Group (QRG) which contains QVC UK as one of its operating markets is also included on the Bloomberg Gender Equality Index. The Bloomberg Gender-Equality Index (GEI) tracks the performance of public companies committed to disclosing their efforts to support gender equality through policy development, representation, and transparency.



Progress and looking *Forward*

Team Member Resource Groups (TMRGs)

UK TMRGs include gender, LGBTQ+, ethnicity/race, disability and mental health and will support our four strategic DE&I pillars to:

- Attract, develop and retain diverse team members.
- Create a belonging corporate culture and team member experience.
- Infuse Diversity, Equity and Inclusion into all areas of our business.
- Lead Diversity, Equity and Inclusion efforts in our broad-based communities.

Spotlight on : Gender Equality @Q:

Our Aspiration:

Making gender equality a part of everything we do at QVC UK. Raising awareness to drive positive change and create a safe space for all.



Helen Quinn -
Director, People Lead
Q1 (UK) Co-Sponsor
Gender Equality @ Q



Mike Lyon-
VP Global Inbound
Logistics Co-Sponsor
Gender Equality @ Q



QRG five-year DE&I goals

In 2021 we launched our global Qurate Retail Group DE&I goals, organised into six broad DE&I commitments:



Increase diverse representation in our supervisory and leadership roles.



Develop inclusive leaders who are accountable for DE&I results.



Advance inclusion and equity for teams, customers and communities.



Elevate underrepresented businesses and products to invite a broader consumer base.



Support community involvement through relationships that advance social justice.



Hold ourselves accountable by being transparent on our efforts and progress.

Our figures at a *Glance*

OUR GENDER PAY GAP

Mean
16.5%

Median
10.2%

In **2021** we saw a decrease in our median gender pay gap.

In 2020
20.0%
(median)



In 2021
10.2%
(median)

In **2021** we saw an increase in our mean gender pay gap.

In 2020
14.1%
(mean)



In 2021
16.5%
(mean)

WHAT IS 'MEAN AND MEDIAN'?

Mean is the average when you add up all of the numbers then divide by the number of team members.

Median is the middle value in the list.

The gender pay gap is the difference between the average wages of men and women, regardless of their job.

BONUS GENDER PAY GAP

Mean
66.7%

Median
28.6%



Our mean gender bonus gap is **66.76%** and our median gender bonus gap is **28.6%** compared to **35.0%** (mean) and **16.3%** (median) last year.



All team members in population received a bonus in the relevant snapshot period compared to previous period where the annual bonus scheme did not meet requirement to pay out. The higher percentage of males in quartile 4 has led to a higher bonus gap this year.

FOUNDATIONS



We offer flexible working opportunities which makes us an attractive employer to men and women at all levels.

We pay fairly and equally – our current pay strategy includes job evaluation and regular market reviews.

Pay Quartiles

There has been an increase of 16.88% of females in executive band roles and 4% increase of females in management band.



