



QVC UK

Gender Pay Gap Report 2023

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 sixth year of gender pay gap reporting and we have seen an increase in our median gender pay gap of + 5.5%. Our mean gender pay gap has decreased slightly compared to the previous year by -1.2%. 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 provide the flexibility required for many of our team members' lifestyle choices by providing a wide variety of shifts within these roles. We remain 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.

To support our strategic DE&I pillars, our five Team Member Resource Groups (TMRGs) – including one focused on gender – are now well established. Our TMRGs are voluntary, company-sponsored, team member run groups that share common interests aligned with our QRG business objectives, fostering inclusive communities and advancing a culture of belonging for all.

Our commitment remains unchanged which is to: Actively partner with our TMRGs and, along with the senior leadership team, we 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 **15.7%** compared to last year at **10.2%**. The national average is **14.9%**

Our mean gender pay gap is **15.3%** compared to last year at **16.5%**. The national average is **13.9%**.

Our median gender bonus gap is **19.6%** and mean gender bonus gap is **70%** compared to **28.6%** (median) and **66.7%** (mean) 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.

Whilst nationally there is some progress post pandemic in the proportion of women getting higher paid roles in British businesses, there is still significant work to be done to reduce the gap.

At QVC UK we have a split between men and women within our highest earners quartile of **54%** male / **46%** female.

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

Progress and looking *Forward*



Talent and partners

• Made progress against our goal of increasing female representation in leadership positions. We embedded our diverse candidate slate approach for all supervisor and above roles, ensuring a minimum of two female candidates in the interview process. This was supported by Diverse Candidate Slate training and Inclusive Interviewing virtual training for all Hiring Managers and Interviewers.

• Strengthened our female leadership talent strategy, identifying and appointing newly created ambassador roles from our senior leadership in all markets. These roles have clearly defined goals and will play an active part in support of gender equality at work and our ambition to focus on a more gender balanced leadership.

• Developed our two key partner relationships with Everywoman and Mama Youth; advertising over 100 roles with them, hosting webinars, studio tours, mentoring circles and creating content to connect and support these talented, diverse groups. Everywoman are experts in the advancement of women in business, with a presence in over 100 countries and an active network of 45,000 members. Mama Youth strategically train talent from under-represented backgrounds, helping the TV and media industry to be more inclusive.

• Continued our membership of Diversity in Retail accessing and contributing with the collective aim of increasing Diversity and Inclusivity across the Retail sector. This includes accessing external programmes for female leaders and the provision of mentors from our senior leadership team to support these programmes. Our TMRGs also benefit from a strengthened external network and a space to connect with others.

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



Listening and learning

• Introduced our inclusive writing tool 'Data People' for our Talent teams, making sure we're inclusive and fair to all applicants. This helps us avoid negative or exclusionary language, formatting or criteria in our job adverts and external communication.

• Created a 4-part DE&I Talent training programme including Diversity Sourcing training to help reach more diverse talent.

• Continued building a diverse and inclusive culture through the development of the QVC UK DE&I commercial strategy. Led by our Commerce business functions, guided by our TMRGs, informed by Customer Insights and Data and supported by Legal, this celebrates diversity of hearts, minds, and bodies, delivering joy and discovery for all.

• Developed an annual DE&I comms calendar to better communicate our DE&I progress and activity. Our TMRGs have successfully delivered a calendar of initiatives including keynote speakers, town halls, connect and learn days and onsite competitions.

• Conducted the first DE&I survey to all QVC UK team members to gain deeper insights into their experiences. The Inclusion Index measured Authenticity, Belonging and Equity, giving us a score of 76% favourable. These results will help better inform what actions to take to enhance diversity, elevate inclusion and further evolve our fair and equitable practices.



Recognition

• Awarded prestigious "Top Employer" status for the tenth consecutive year. The Top Employer 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.

• Assessed by Top Employers Institute, our DE&I score increased by 4% to 94%. Against all assessed organisations, we were +13% against the UK and +14% against the global benchmarks.

• Committed to being a Menopause Friendly Employer including launching our first menopause policy. We've created an environment where female leaders can feel comfortable, along with expanding knowledge and understanding for all team members by actively encouraging and championing the culture of open, honest discussion. Supportive measures have also been introduced to assist during this important life event.



Committed to being a
menopause friendly employer



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."

" Our shared aspiration is to achieve real equality and equity through educating ourselves and our teammates, proactively challenging the status quo and being dedicated to influencing change across all levels of our business."

"We have an amazing team dedicating time to identify how we can influence gender equality and support our people. We are delivering impactful improvements, moving towards our goal of making gender equality part of everything we do at QVC UK."



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



Mike Lyon -
VP Global Supply Chain
Co-Sponsor Gender
Equality @ Q



Sarah Malik -
Manager, Ethics &
Compliance Europe,
Chair of 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.



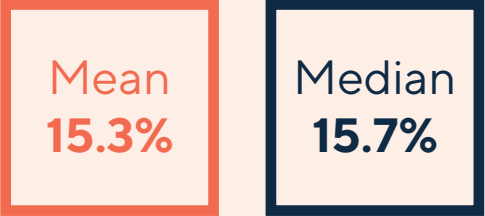
Support community involvement through relationships that advance social justice.



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

Our figures at a *Glance*

OUR GENDER PAY GAP



In **2022** we saw an increase in our median gender pay gap.



In **2022** we saw a decrease in our mean gender pay gap.



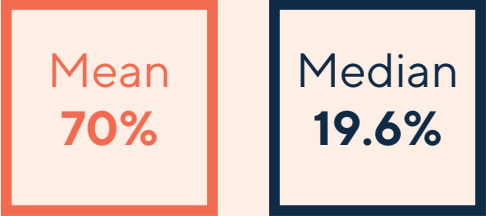
WHAT IS 'MEAN AND MEDIAN'?

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



Our mean gender bonus gap is **70%** and our median gender bonus gap is **19.6%** compared to **66.7%** (mean) and **28.6%** (median) last year.



All team members in population received a bonus in the relevant snapshot period.

FOUNDATIONS

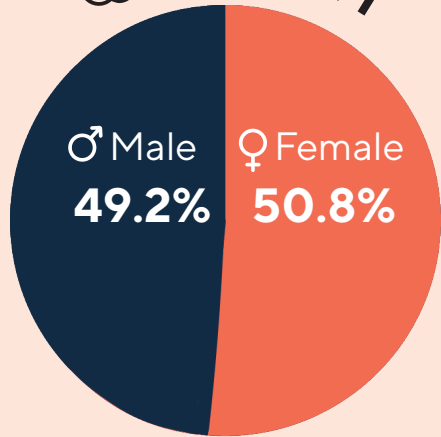


We offer flexible working opportunities which makes us an attractive employer to men and women at all levels.

We pay fairly and equally – our current pay strategy under our global job level framework includes job evaluations and regular market reviews.

Pay *Quartiles*

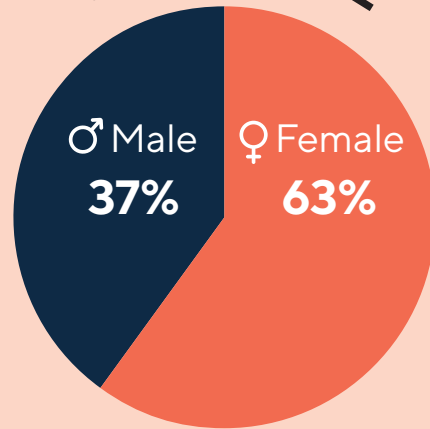
QUARTILE 1



Lowest Earners

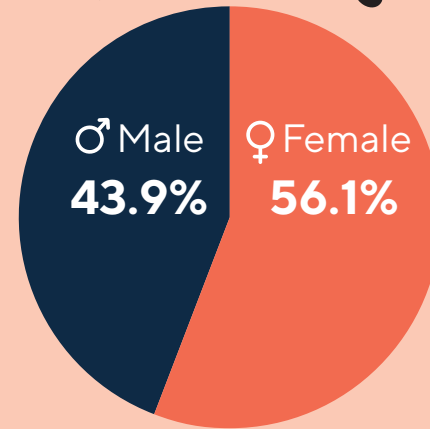
Male increase 6.4% in 2022

QUARTILE 2



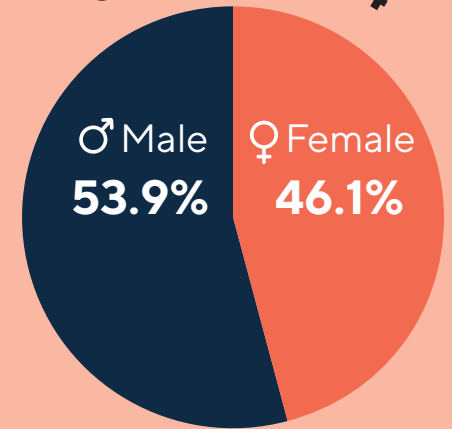
Female increase 2.8% in 2022

QUARTILE 3



Male increase 1.4% in 2022

QUARTILE 4



Highest Earners

Female increase 1.1% in 2022

