



**QVC UK**

Gender Pay Gap Report 2024

# 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 year, which is our seventh year of reporting, we are pleased to share that we have seen a decrease in our median gender pay gap of -1.1% to 14.8%, and in our mean gender pay gap of -0.8% to 15.3%.

Our largest contributing factor to our gender pay gap continues to be the balance of women and men 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 women and men equitably and we pay equally across genders for like positions.

Celebrating our thirtieth year in business recently gave us an opportunity not only to reflect on our journey up to this point, but also to look ahead to the work that is still to do. Our commitment remains unchanged which is to: Actively partner with our senior leadership team, along with our voluntary, company-sponsored, Team Member Resource Groups (TMRGs) to create a culture of belonging for all and drive meaningful and positive change where it is needed for all our team members.

While we continue to report on the difference in pay between females and males as required by law, we also recognise and respect team members of all gender identities which are not described in this report.



**Koreen Fader,**  
*QVC UK Market Lead*



**Helen Quinn,**  
*QVC UK People Lead*

## KEY FINDINGS

Our median gender pay gap is **14.8%** compared to last year at **15.7%**. The national average is **14.3%**

Our mean gender pay gap is **14.5%** compared to last year at **15.3%**. The national average is **13.2%**.

Our median gender bonus gap is **36%** and mean gender bonus gap is **58%** compared to **19.6%** (median) and **70%** (mean) last year. A contributing factor for the gap is that in our hourly paid workers the average hours worked for females being 25 and the average hours worked for males being 32, which would directly influence eligible earnings and therefore bonus amounts.

There was no gap between male and female bonus scheme participation as **89%** of the male and female population received a bonus in the relevant snapshot period.

Nationally the gender pay gap has been declining slowly over time but there is still plenty of progress to be made to reduce the gap especially in the proportion of women getting higher paid roles in British businesses.

At QVC UK we have a split between men and women within our highest earners quartile of **53%** male / **47%** female and continue to focus on this with our Women in leadership strategy.

We pay men and women equitably and we pay equally across genders for like positions with every role having an externally benchmarked pay range regardless of gender.

# Progress and Moving forward - Talent and Partners

Our strategic programme Women in Leadership has a goal of 50 female / 50 male representation at Director+ role in the UK by end of 2025. Current activity to date has been listening sessions identifying barriers, analysis of people data and changes, embedded into talent strategy and continue to support diverse slate recruitment. As a result we have seen some additional female leaders join the UK business and a small reduction in the gap in quartile 4 between male and female leaders.

We continue our diverse candidate slate approach for all supervisor and above roles and met our commitments in the UK for this year, ensuring a minimum of two female candidates in the interview process. This is supported by Diverse Candidate Slate training and Inclusive Interviewing virtual training for all Hiring Managers and Interviewers.

The Women in Leadership programme is supported by our ambassador roles from our senior leadership in all markets. These roles have clearly defined goals and play an active part in support of gender equality at work and our ambition to focus on a more gender balanced leadership.

QVC UK is a founding member of Diversity in Retail (DiR) and we continue to enjoy opportunities to contribute to, and learn from this partnership, including external network connections, conversations with TMRGs connected with DiR, leadership programmes, mentoring, toolkits and webinars.

Based on sentiment from the latest engagement survey we have found that there is a difference in how men perceive their next steps for growth and how they will be able to meet career goals when compared with female responses (gap 8%). In the UK we have kicked off a multi-year programme on Career to improve pathways and knowledge for all team members and will look to identify any barriers for female advancement into manager or senior leader positions.

Continued our two key partner relationships with Everywoman and Mama Youth; advertising, 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.

Completed a DE&I Leader Immersion for our global Director and above leaders. This immersive learning experience was designed to equip leaders with knowledge and tools to embed DE&I across people management, culture, decision-making, and consistently apply a DE&I lens across all business practices.

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.

# Progress and Moving forward - Listening & Learning

We are committed to ensuring that our workplace provides equal employment opportunities for all team members regardless of gender with our focus on Diversity, Equity and Inclusion being deeply rooted in 'Our Principles' and 'Leadership Competencies'.

We continue using the inclusive writing tool 'Data People' for our Talent teams and 4-part DE&I Talent training programme including Diversity Sourcing, making sure we're inclusive and fair to all applicants.

We 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.

Our annual DE&I communications calendar enables scheduled and direct ways to communicate our DE&I progress and activity. Our TMRGs have successfully delivered a diverse programme of initiatives including keynote speakers, town halls, connect and learn onsite days and competitions.

We've created an inclusive working environment where all team members can be their authentic selves by actively encouraging and championing a culture of open, honest discussion enabling positive mindsets and attitudes to be realised.

In bringing this to life we have sought to ensure psychological safety is paramount, providing a safe environment where all our team members can engage, in accordance with their own learning style, whether wanting to contribute directly, listen and learn in an open forum or on their own in a safe space when openly supporting women's challenges. We are open to conversations encouraging women of any age to join and stay with our organisation and know that they will be supported in their careers.



# Progress and Moving forward - External Recognition

Awarded prestigious “Top Employer” status for the eleventh 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 was 93%. Against all assessed organisations, we were +10% against the UK and +13% against the global benchmarks.



Three QVC UK leaders listed as Women to Watch in Retail 2023 – by Diversity in Retail and the MBS Group

Three QVC UK leaders listed as Role Models for Inclusion and Retail 2023 – by Diversity in Retail and the MBS Group



Attained Menopause Friendly Employer accreditation in October 2023.



Won Most Menopause Friendly Environment Award 2023 – from Menopause Friendly.

QVC team member won award for Menopause Champion of the Year 2023 – from GenM.

Magazine article discussing the QVC UK menopause work in Woman & Home Feel Good You magazine, July 2023 and Platinum Magazine, October 2023.

Recognition of having an innovative menopause support programme by delivering external workshop on:

- introduction of Care Packages, a QVC UK-wide initiative to provide on-site menopause/menstrual support for our team members, including a change of clothes and shower kit.
- Menopause Community set up as a supportive menopause discussion group.
- Launch of Menopause destination intranet home page.
- Access to desk fans, provided to anyone having hot flushes.
- Live events with Menopause advocates and nutritional experts.

# Progress and Moving forward

## Team Member Resource Groups (TMRGs)

All our TMRGs are supported by direct and active sponsorship by Senior Leadership. Our 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.



### 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.

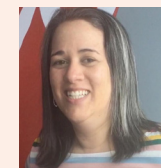
# Progress and Moving forward



**Alexandra Mendel-**  
VP Merchandising, Planning & Programming,  
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

**The vision of Gender Equality @Q is to make Gender Equality part of everything we do at QVC UK. We're working together, to identify where we can positively impact QVC UK team members, step by step, focusing on two key areas:**

## Career

- We are facilitating focus groups and delivering events on identifying career progression challenges seeking solutions to mitigate barriers. This is targeted at the three stages of career, early, mid and later career and their unique challenges.
- We are enabling easier access to information, policies and benefits.
- We are conducting Career Chats with leaders to help understand the individuality of career paths gaining insights and sharing stories to empower others.
- We conduct live events on imposter syndrome and other challenges that creates a barrier to progression, particularly for women.

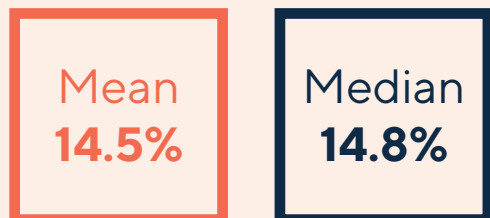
## Menopause

- We launched the first Menopause Policy at QVC UK, identifying reasonable adjustments to help anyone with menopause symptoms.
- We continue to work on educating all team members regardless of gender on the potential impact of menopause seeking to break the taboo providing information and support, encouraging older women to join and stay with QVC UK.
- We are collaborating with our commercial strategy Menopause Your Way, to deliver bespoke menopause information to our team members.
- We have made available the Visible Change Programme for all QVC UK team members, bespoke learning for midlife women.



# Our Figures at first glance

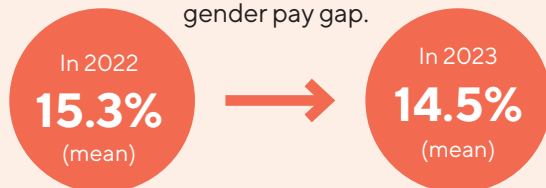
## OUR GENDER PAY GAP



In **2023** we saw a decrease in our median gender pay gap.



In **2023** we saw an 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 **58%** and our median gender bonus gap is **36%** compared to **70%** (mean) and **19.6%** (median) last year.



The biggest significant factor in our current gap is that we have a higher proportion of female team members in quartiles 1 and 2 that work part time. As a result, there is a reduction in eligible earnings when calculating the bonus which results in a bigger gap. (The average hours worked for females being 25 and the average hours worked for males being 32)

There was no gap between male and female bonus scheme participation as 89% of the male and female population received a bonus in the relevant snapshot period.

## FOUNDATIONS



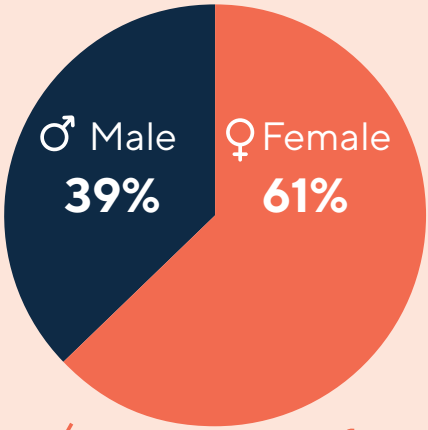
We offer flexible working opportunities which makes us an attractive employer to men and women at all levels.

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



# Pay Quartiles

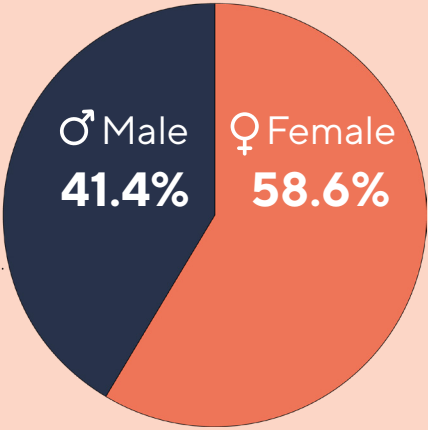
## QUARTILE 1



Lowest Earners

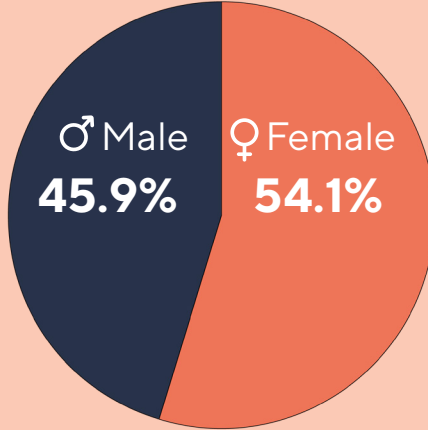
Female increase 10.2% in 2023

## QUARTILE 2



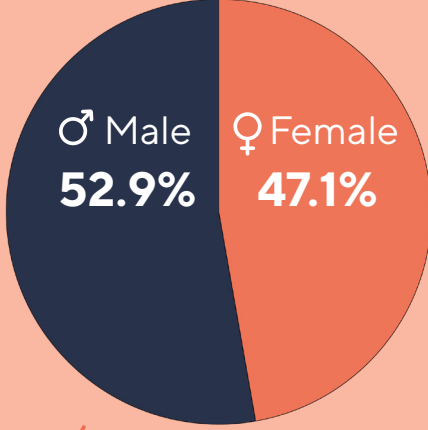
Male increase 4.4% in 2023

## QUARTILE 3



Male increase 2% in 2023

## QUARTILE 4



Highest Earners

Female increase 1% in 2023