



QVC UK

Gender Pay Gap Report 2025

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 is our eighth year of reporting, and our data shows an increase in both our mean pay gap of 0.2% to 15.5% and our median pay gap of 4.3% to 19.1%.

Influencing factors leading to this increase include organisational changes in 2023 as part of our global transformation strategy, and a notable increase in the proportion of women in our lower-paid roles, where flexible work arrangements help to serve their diverse lifestyle needs. Changes in our organisational structure have meant that, while we have promoted more women, some men were promoted into more senior roles.

We have continued our focus on Diversity, Equity, and Inclusion, aimed at nurturing a workplace culture rooted in fairness, inclusivity, and belonging. By the end of 2025, we commit to a continued balanced male to female representation in Director and above, leadership roles across QVC UK's Commercial business (currently 63% female), a proactive step toward our long-term gender equity goals. We remain dedicated to ensuring equitable pay structures and opportunities and to continue our partnerships with Diversity in Retail including their Women to Watch index and Women's leadership development programmes.

We have also launched a new partnership with AllBright – an organisation that supports women's professional development. This key partnership will last throughout 2025 and aims to support women in their careers through online courses, networking events, panel talks, and more. Our Gender Equality @Q Team Member Resource Group continues to actively work on aspects that help create an inclusive environment that supports reducing our pay gap.



Koreen Fader,
QVC UK Market Lead



Helen Quinn,
QVC UK People Lead

KEY FINDINGS

Our median gender pay gap is **19.1%** compared to last year at **14.8%**. The national average is **13.1%***

Our mean gender pay gap is **15.5%** compared to last year at **15.3%**. The national average is **13.8%***.

*ONS Provisional Data Set release date 29th October 2024

Our median gender bonus gap is **19.1%** and mean gender bonus gap is **50%** compared to **36%** (median) and **58%** (mean) last year. A contributing factor for the gap is that in our hourly paid workers the average hours worked for females being 31 and the average hours worked for males being 35, which would directly influence eligible earnings and therefore bonus amounts.

There was greater female bonus scheme participation of **82%** compared to male participation of **71%** of UK population who 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 **54%** male / **46%** 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 - Current actions

Our QVC International strategic initiative Women in Leadership focuses on identifying barriers to career progression for women, with a current focus on sponsorship, networking and soon to come, flexible working practices. By responding to Team Member feedback and data insights, the aim is to facilitate a more balanced set of career opportunities across all genders. The aim is that this work will enable a gender balanced leadership team (Director and above) for our UK Commercial business by end of 2025, and more broadly, benefit other areas of our business. Current activity to date has included listening sessions to identify barriers, analysis of data preparation to launch a sponsorship programme and the partnership with AllBright, as well as leveraging our Diversity in Retail partnership and specific talent strategy commitments such as ensuring a diverse slate for recruitment.

The diverse candidate slate approach for all supervisor and above roles seeks to ensure a minimum of two qualified 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.

We continue using the inclusive writing tool 'Data People' which ensures non-biased wording in our recruitment adverts for our Talent teams and four-part DE&I Talent training programme including Diversity Sourcing, making sure we are inclusive and fair to all applicants.

The Women in Leadership initiative is supported by our ambassador roles from our senior leadership in all markets. These roles have clearly defined responsibilities and play an active part in promoting gender equality at work and achieving our ambition to no longer require a 'Women in Leadership' strategy, because we have created an environment where all leaders can thrive.

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.

QVC is partnering with AllBright which is a global collective for women offering a network for connection, inspiration and growth. They focus on supporting women in their careers through various initiatives such as online courses, networking events, informative and inspirational panel talks. They aim to foster professional development and growth and seek to provide a platform for women to thrive and achieve greater resilience and success across different industries. We had a successful partnership with AllBright in Menopause Month with a networking breakfast and panel discussion on empowering women during perimenopause to advocate more for their Wellbeing. Furthermore, we co-wrote an article with them on supporting women navigating Menopause in the workplace that was their most engaged and top read article of 2024. We will be looking at future opportunities in panel and wellbeing events.

Our annual DE&I communications calendar enables scheduled and direct ways to communicate our DE&I progress and activity. Our Team Member Resource Groups (TMRGs) continue to successfully deliver a diverse programme of initiatives including keynote speakers, town halls, connect and learn onsite days and competitions.

Progress and Moving forward - External Recognition

Awarded “Top Employer” status for the twelfth 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 93.04%. Against all assessed organisations, we were + 10.02% against the UK and + 12.49% against the global benchmarks.



Continued to support and have nominated female leaders in the 2024 and 2025 Women to Watch in Hospitality, Travel, Leisure and Retail Index, produced by Women in Hospitality, Travel and Leisure (WiHTL) and Diversity in Retail (DiR) in partnership with The MBS Group.



The Index features over 100 women who are recognised for making an impact in their organisation and their industry and seeks to inspire generations of leaders to come.

In 2024 we have also placed female talent in the UK on DiR’s UK Women Leaders Programme, Global Women Leaders Programme and their Ethnic Senior Leaders Programme.



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 QVC 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



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 focused on creating awareness of the diversity of career paths in our business by creating a series of 'Career Chats' with a variety of talent internally. We interviewed team members at different levels in our organisation, targeting the three stages of career, early, mid and later career with their unique challenges.

- We shared these video stories consistently through the year on our intranet to inspire our team members to take control of their own career.
- We supported our Women in Leadership initiative by conducting focus groups and we also covered the concept of Imposter Syndrome internally and demonstrated our support for International Women's Day.
- We are evolving our focus to support working families and team members who have parental responsibilities with the aims of:
 - Enhancing the experience of maternity and parental transitions through clear, accessible, and supportive policies that cater to the diverse needs of all team members.
 - Tackling the 'motherhood penalty', promoting gender equality, and supporting career development for all team members by addressing both structural and experiential aspects of maternity.

Menopause

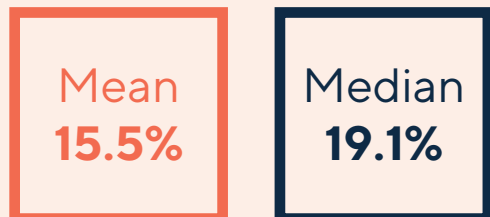
We attained Menopause Friendly employer accreditation in October 2023 and is a three-year accreditation. Menopause Friendly accreditation is the industry recognised mark of excellence for menopause at work. It demonstrates to an independent panel of experts how organisations support menopause at work across five accreditation pillars: Culture, Policies and Practices, Training, Engagement and Working Environment. For the third consecutive year we were finalists in the prestigious Menopause Friendly awards, including "Most Open Culture" in 2024.

We are recognised externally for our inspirational and supportive menopause programme, providing external workshops to share best practices, including these additional elements added this year to our extensive programme:

- Menopause community café offering a confidential, supportive and psychologically safe environment.
- We celebrated World Menopause Day for the fourth consecutive year offering support, advice and guidance to our team members associated to the theme which was Hormone Replacement Therapy (HRT) including alternative offerings including free onsite Yoga taster sessions.
- The evolution of our menopause inclusive journey.
- Implementing and sustaining our award winning in-office care packs which provide menopause/menstrual support for our team members and visitors, including a change of clothes and shower kit.
- Conveying the benefits of being an inclusive employer.

Our Figures at first glance

OUR GENDER PAY GAP



In **2024** we saw an increase in our median gender pay gap.



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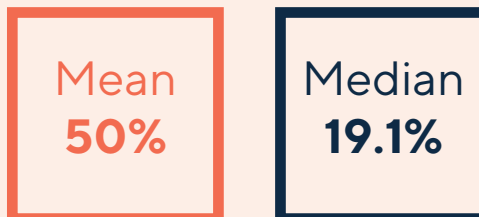
WHAT IS 'MEAN AND MEDIAN'?

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 **50%** and our median gender bonus gap is **19.1%** compared to **58%** (mean) and **36%** (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 31 and the average hours worked for males being 35)

There was greater female bonus scheme participation of 82% compared to male participation of 71% of UK population who received a bonus in the relevant snapshot period.

FOUNDATIONS

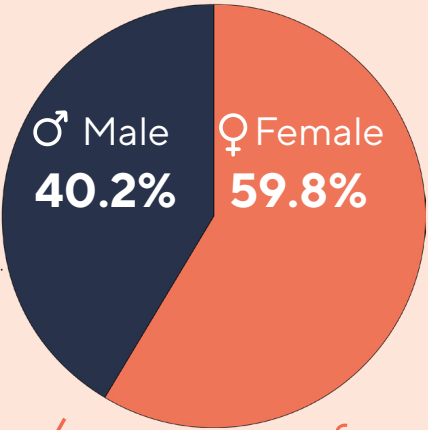


We offer flexible working opportunities which makes us an attractive employer to men and women at all levels.

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

Pay Quartiles

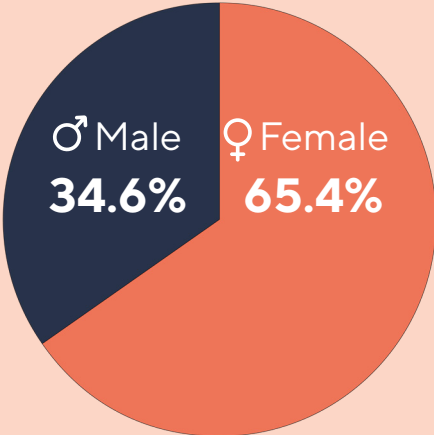
QUARTILE 1



Lowest Earners

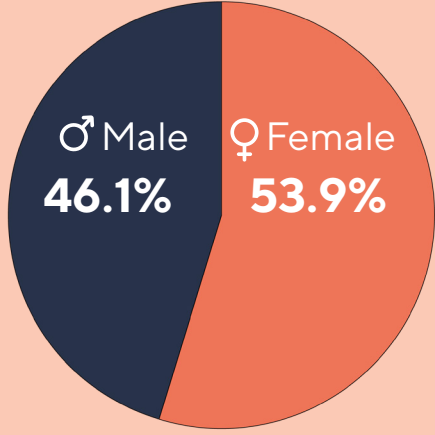
Female reduction 1.2% in 2024

QUARTILE 2



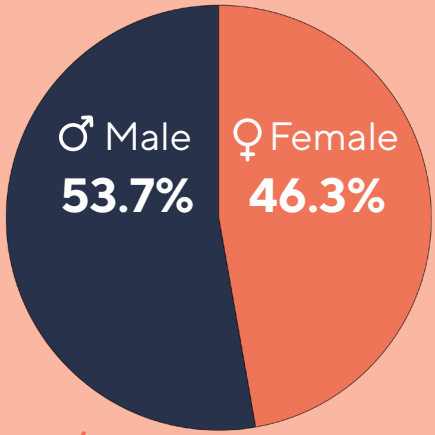
Female increase 6.8% in 2024

QUARTILE 3



Female reduction 0.2% in 2024

QUARTILE 4



Highest Earners

Female reduction 0.8% in 2024