



QVC UK

Gender Pay Gap Report 2026

Introduction

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

For 2026, our ninth year of reporting, we are pleased to share that QVC UK has made notable progress in addressing our gender pay gap, with our latest analysis showing a reduction in both mean and median pay gaps from 2025, as shown in our key findings.

Our bonus distribution has become more inclusive, with over 90% of both male and female employees receiving a bonus in 2025, compared to lower participation rates in 2024. The mean bonus gap has reduced significantly, although the median bonus gap has increased, indicating that further work is needed to ensure consistency in bonus allocation across all levels.

Our workforce composition by pay quartile shows encouraging signs of progress, particularly in the upper quartile, where gender representation has reached parity in 2025. This reflects our ongoing efforts to support career development and progression for women into higher-paid roles.

While these results are positive, we recognise there is more to do. We remain committed to ongoing review and action to further close the gender pay and bonus gaps, and to promote a culture of inclusion and opportunity for all.

As detailed in this year's report, we are continuing to focus on creating an environment where all team members can thrive, regardless of gender.

We are also investing in the wellbeing and career development of women. This includes strategic partnerships with:

- Allbright
- Gen-M
- Menopause Mandate
- Women in Hospitality, Travel & Leisure (WiHTL)
- Diversity in Retail (DiR)
- Menopause Friendly
- Working Families

We also recognise the important work our Gender Equality Team Member Resource Group does in this area. This group is made up entirely of QVC UK team members.



Koreen Fader,
QVC UK Market Lead



Helen Quinn,
QVC UK People Lead

KEY FINDINGS

Our **median gender pay gap** is **12.7%** compared to last year at **19.1%**. The national average is **12.8%***.

Our **mean gender pay gap** is **14.3%** compared to last year at **15.5%**. The national average is **13.4%***.

Gender parity was achieved in Quartile 4 (highest earners) and female representation increased in Quartile 3 also. This increased presence of females in the upper quartiles has brought female pay closer to that of males. This is a result of our continued focus on our Women in leadership strategy.

*ONS Provisional Data Set release date 23rd October 2025

Our **median gender bonus gap** is **23%** and **mean gender bonus gap** is **35%** compared to **14%** (median) and **50%** (mean) last year.

- Bonus median rose by 9% points, mainly because of higher bonuses in the top quartiles compared to the lower quartiles where we have the highest % of Female workers. Hourly paid females also worked fewer hours (26.4) than the company average of 31.8.

- Bonus Mean dropped significantly which may be attributed to changes in the bonus programme, moving from a full performance based payout in the previous year to a reduced, guaranteed payout in the current year.

A higher proportion of both men 89.7% and women 93.2% received bonuses in 2025, with women maintaining strong representation, showing a more inclusive approach to reward.

Progress and Moving forward - Current actions

Our QVC International 'Women in Leadership' strategic initiative aims to create an environment where all leaders can thrive, regardless of gender, and to build a more gender-balanced leadership team. In partnership with the UK Team Member Resource Group (TMRG) 'Gender Equality', this multi-year initiative focuses on three key areas:

1. Education

We are raising awareness about gender equality, with a special focus on flexible working. Activities include:

- Hosting focus groups with colleagues who have returned to work, to identify barriers.
- Partnering with Working Families (the UK's national charity for working parents and carers).
- Benchmarking our policies against other UK organisations.

The goal is to improve our flexible working options for everyone, including reviewing parental leave policies.

2. Career Development

We are supporting women's career growth through:

- Senior leader sponsorship, which has started positively.
- Access to AllBright's virtual development platform for a group of talented managers.
- Ongoing partnership with Women in Hospitality, Travel and Leisure (WhiTL) and Diversity in Retail (DiR), offering development opportunities for women aiming for senior leadership roles.

3. Leadership

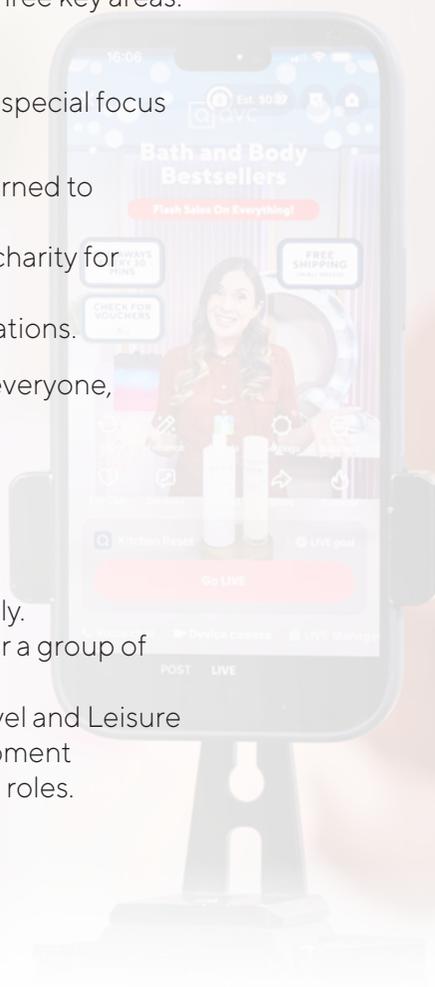
We are supporting women's career growth through:

- We are helping leaders to recognise challenges and support their teams effectively.
- Senior leaders are involved in mentoring programmes, such as WhiTL and DiR, supporting women both within QVC and in other organisations.

Our commitment to hiring diverse talent remains a key focus and we seek to ensure a minimum of two qualified female candidates are included for all supervisor and above roles. This minimum is an expectation for all applicable recruitment requisitions we process. We continue to ensure all our recruitment adverts are inclusive and fair to all applicants.

QVC UK is a founding member of Diversity in Retail (DiR), giving us opportunities to learn from and contribute to a wider community through networking, leadership programmes, mentoring, and webinars.

Our 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

In 2025, we strengthened our commitment to women's wellbeing and career development through strategic partnerships. QVC continues to collaborate with AllBright, a global collective dedicated to connecting, inspiring, and empowering women. AllBright supports women's professional growth through online courses, networking opportunities, and motivational panel talks, providing a platform for women to thrive, build resilience, and achieve success across diverse industries.

Building on the success of Menopause Month 2024, we expanded our collaboration with AllBright to a year-long partnership, serving as Retail Partner for International Women's Day and Headline Partner for the Live Well Event. Our involvement included product activations, wellbeing workshops, inspirational talks, and main stage panel contributions, focusing on menopause, empowerment, and wellbeing. We co-authored articles, supported women in leadership through CEO engagement, and enrolled team members in the Accelerate Learning Programme. Our shared values led to the renewal of this partnership for 2026.

We continued our partnership with Gen-M, promoting menopause awareness and education, and highlighting the Gen-M Menopause Friendly Tick to guide customers. At the World Retail Congress, we showcased our efforts to support women through curated products and informative content.

Additionally, we partnered with Menopause Mandate, promoting their Big Menopause Survey and funding research into perimenopausal symptoms. Our advocacy contributed to menopause being added to the NHS over-40 Health Check. We also spoke at key events, sharing our approach to supporting women in the workplace, educating leaders and allies, and enhancing workplace policies and flexibility.

These partnerships reflect our ongoing commitment to empowering women—both our customers and our team members—at every stage of their lives and careers.

Continued to support and have women leaders recognised in the 2024, 2025 and 2026 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 2025 we also placed talented women leaders in the UK, on DiR's UK Women Leaders Programme, Global Women Leaders Programme and their Ethnic Senior Leaders Programme.

We continue to be an accredited Menopause Friendly Employer having achieved accreditation in October 2023. The Menopause Friendly Accreditation is the mark of excellence for menopause at work and is recognised for 3 years. We are currently working on attaining reaccreditation for October 2026 in recognition of our continued focus on this important life stage.

In 2025 we became a member of Working Families, a national charity representing the needs and interests of working parents and carers. This partnership will help us to continue to shape strategies to improve the working lives of our team members and remove any barriers to career progression.



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.



Inclusion & Belonging at QVC Group

Our ongoing commitment to inclusion and belonging is integral to QVC Group success, enabling us to create a workplace where everyone can contribute, innovate, and grow. Key strategic areas include:



Our People

Build a highly skilled and engaged workforce that reflects our global customer base.



Our Culture

Establish inclusion and belonging as cornerstones of our culture, while ensuring our processes support a fair and equitable workplace for all.



Our Consumers & Marketplace

Leverage the diversity of our teams to drive more consumer inclusivity, identify untapped markets, innovative approaches, and new opportunities.



Our Communities

Empowering team members to support the causes they care most about to drive impact in our communities.

Progress and Moving forward



Mike Lyon -
VP Global Inbound Supply Chain,
Sponsor of Gender Equality TMRG



Sarah Malik -
Senior Manager Ethics and Compliance,
Chair of Gender Equality TMRG

The vision of Gender Equality 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 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 shared these video stories consistently through the year on our intranet to inspire our team members to take control of their own career.
- 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 a three-year certification with current work ongoing to achieve reaccreditation this year.

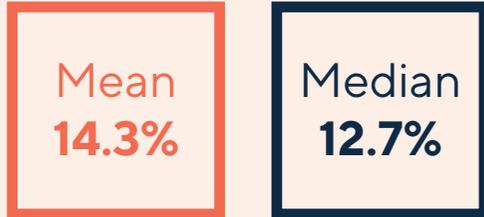
Menopause Friendly accreditation is the industry recognised mark of excellence for menopause at work. It demonstrates to an independent panel of experts how organisations support menopause at work across five accreditation pillars: Culture, Policies and Practices, Training, Engagement and Working Environment. For the fourth consecutive year we were finalists in the prestigious Menopause Friendly awards, including winner of 'Most Menopause Friendly Environment' in 2023 and having the privilege of being sponsor hosts of the awards event in 2025.

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 cafés, typically every quarter offering a confidential, supportive and psychologically safe environment.
- We celebrated World Menopause Day for the fifth consecutive year offering support, advice and guidance to our team members.
- 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.

Our Figures at first glance

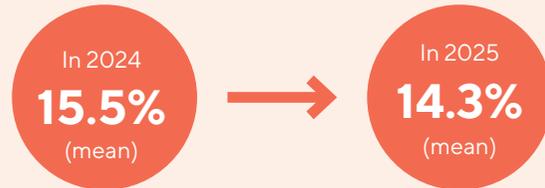
OUR GENDER PAY GAP



Median pay gap narrowed significantly by 6.4% points.



Mean pay gap narrowed by 1.2% points



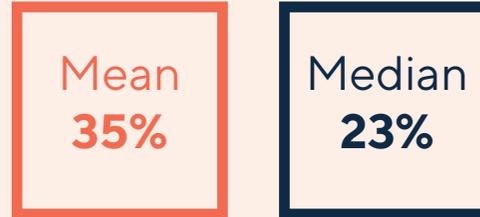
WHAT IS 'MEAN AND MEDIAN'?

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



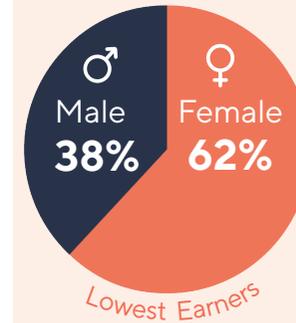
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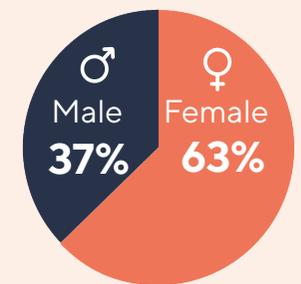
A higher proportion of both men 89.7% and women 93.2% received bonuses in 2025, with women maintaining strong representation, showing a more inclusive approach to reward. There was greater female bonus scheme participation of 93.2% compared to male participation of 89.7% of UK population who received a bonus in the relevant snapshot period.

PAY QUANTILES 2025

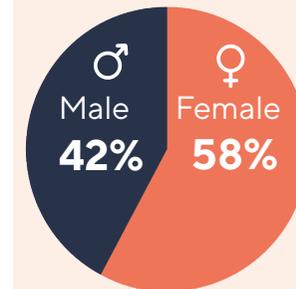
QUARTILE 1



QUARTILE 2



QUARTILE 3



QUARTILE 4



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.