

# Gender Pay Report

At TalkTalk our people come from diverse backgrounds and cultures, creating a vibrant working environment that encourages new ideas and fresh thinking; this makes us stronger and is key to our innovation. We pride ourselves on the principle that TalkTalk is "For Everyone" so much so that we made one of our six company values "We can be ourselves here", explicitly stating that people from all walks of life thrive here.

We believe that everyone should have the same opportunities, regardless of gender and we are committed to levelling the internal playing field to create a truly inclusive culture.

We have a mean pay gap of 14.6% and a median pay gap of 14.1%. Whilst we are pleased that our median pay gap is lower than the UK national average of 18.4% and we are confident that men and women are paid equally for doing equivalent jobs throughout our business, we still believe there is opportunity for us to reduce our gender pay gap.

## Company demographic

Male 67%



Female 33%

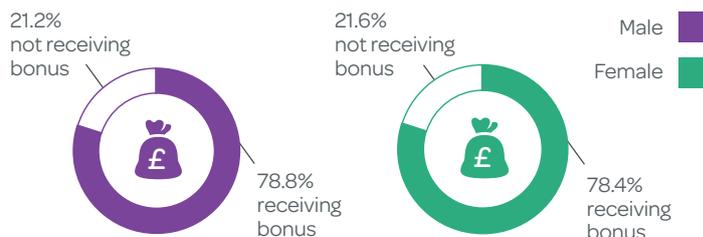


Gender Pay & Bonus Gaps		
	Mean	Median
Pay Gap	14.6%	14.1%
Bonus Gap	31.6%	20.7%

Note: The figures detailed in this report represent 98.7% of our total employee population. Executive Directors are not included as they sit in a non-qualifying employing entity of less than 250. The addition of Executive Directors reduces the mean pay gap to 13.3% and the mean bonus gap to 12.2%.

We know that the main drivers of our gender pay gap are lower numbers of females entering technical and engineering roles and fewer females progressing into leadership positions. Although 33% of our overall population is female, this reduces to 28.9% in our senior management group.

## Proportion of employees receiving a bonus in 2016-17



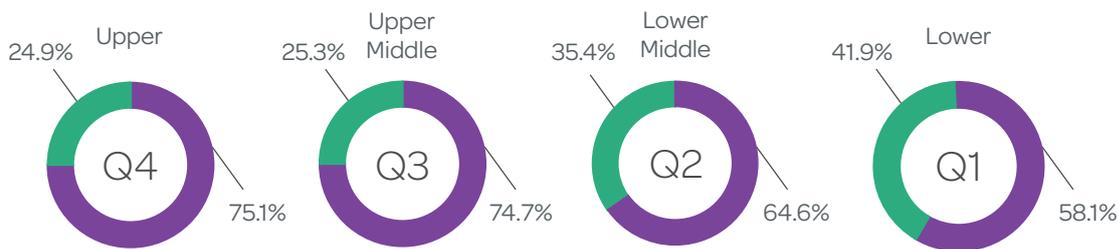
Whilst all of our employees have an element of variable pay as part of their remuneration package, the levels of our variable pay plan are closely aligned to seniority. Our bonus gap is therefore representative of the fact that we have fewer females in senior roles and more females than males in part-time roles.

## Pay Quartiles

Population of males and females in each pay quartile.

Each quartile contains 570 employees.

Male Female



## How we are closing the pay gap

<p>Levelling the playing field by creating a truly inclusive culture for all where those with diverse views thrive. Re-enforcing the message that creating an inclusive culture is the responsibility of everyone.</p>	<p>Supporting female career progression through both internal and external mentoring schemes.</p>	<p>Introducing training for managers to help develop our talent and future leaders in an inclusive way.</p>	<p>Developing initiatives to strengthen the attraction and retention of women – including the promotion of flexible working practices and actively attracting women into Tech careers.</p>	<p>Introducing positive action into our recruitment and selection processes, such as gender balanced shortlists for senior roles and for Tech graduate and apprenticeship schemes.</p>	<p>Reviewing all people policies and practices to ensure they operate in an inclusive way.</p>
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