

## Gender Pay Report 2019-20

TalkTalk is “For Everyone” and we are committed to creating a truly inclusive culture.

We have a mean gender pay gap of 10.4% and a median pay gap of 10.8%. The year-on-year improvement in our mean gender pay gap of 4.1 pp (following a 4.6 pp improvement in 2018-19) evidences that our progressive pay structure and inclusion activities continue to have positive effects. Our base pay gap (excluding bonus and other variable elements) has also improved for the fifth successive year. We recognise that there is more to do, however.

We offer flexible working to all colleagues whose role allows it. Our “Women in Tech” colleague network continues to thrive and is working with local schools to encourage girls into technology careers. Our recruitment processes use gender balanced short lists and we have done extensive work to remove bias from all processes, such as implementing the use of masked CVs.

Crucially, as well as improving our gender pay gap again, the wider activities in place at TalkTalk are effective where they matter most - we have significantly increased our female colleague engagement score to +38 (+20 in prior year) and it has grown more rapidly than our male score (+25 vs +13 in prior year).

### Gender pay & bonus gaps

	Mean		Median	
	2018-2019	2019-2020	2018-2019	2019-2020
Pay Gap	14.5% ↓	10.4% ↓	12.9% ↓	10.8% ↓
Bonus Gap	29.3% ↓	27.9% ↓	-35.3% ↓	13.3% ↑

Note: The figures detailed in this report represent 88.7% of our total employee population. Executive Directors and TTB Direct colleagues are not included as they sit in non-qualifying employing entities of less than 250. The addition of these colleagues results in a mean pay gap of 6.8% and the mean bonus gap of 27.5%.

### Company demographic

Male 70%



Female 30%



### Proportion of employees receiving a bonus in 2019-20

23.2%

not receiving bonus



76.8% receiving bonus

26.7%

not receiving bonus



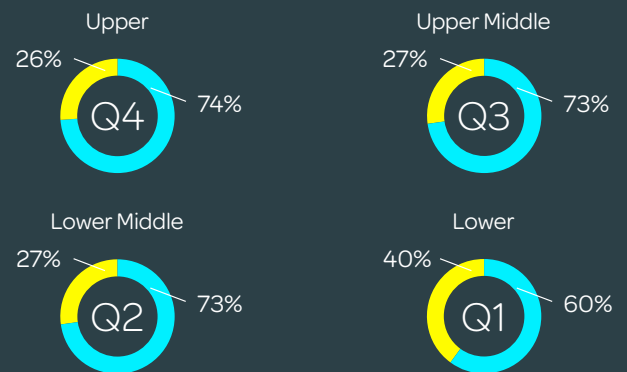
73.3% receiving bonus

Male ■  
Female ■

### Pay Quartiles

Population of males and females in each pay quartile. Each quartile contains 453 employees.

Male ■  
Female ■



### Closing the Gender Pay Gap

The commitments we made	Supporting female career progression through both internal and external mentoring schemes.	Introducing training for managers to help develop our talent and future leaders in an inclusive way.	Developing initiatives to strengthen the attraction and retention of women – including the promotion of flexible working practices and actively attracting women into tech careers.	Introducing positive action into our recruitment and selection processes, such as gender balanced shortlists for senior roles and for tech graduate and apprenticeship programmes.	Reviewing all people policies and practices to ensure they operate in an inclusive way.	
The initiatives we're delivering	<ul style="list-style-type: none"> <li>New values created, shaped by colleagues - We Care, We Challenge and We Commit. Focus on a speak up culture and accountability for living the values.</li> <li>Six Internal colleague led networks growing rapidly - Women in Tech, TalkPride &amp; Wellbeing, TalkNeurodiversity, TalkFamilies, and Empower.</li> <li>Measuring engagement via Peakon and reviewing female colleagues employee experience and scores bi-monthly.</li> </ul>	<ul style="list-style-type: none"> <li>Creation of internal mentoring programme via our Women in Tech Network.</li> <li>10 Female employees attended the 30% club 20/21 cohort.</li> <li>Internal “30% group” created to share best practice and learnings from the 30% Club.</li> <li>Giving females mentor experience in local schools.</li> <li>Hosting virtual work experience days where we showcase our female role models to children from schools across Manchester.</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion training for all colleagues, including a specific module on unconscious bias and an overall focus on inclusive behaviours.</li> <li>Women in leadership apprenticeship - first cohort starting September 2021.</li> <li>Leading with every fibre programme for all people leaders and aspiring people leaders focussed on being inclusive, and what inclusive leadership looks like.</li> </ul>	<ul style="list-style-type: none"> <li>Members of Women in Tech committee speaking at We are Tech Networks Conference to share Women in Tech’s journey and impact.</li> <li>Piloting a maternity returners scheme to support women back in to work who have been out of the business on leave due to mat/adoption/ SPL leave.</li> <li>Female representation at Careers Fairs and on industry panels including our CEO who discussed our business priorities and inclusion aspirations.</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of masked CVs to remove bias from the recruitment process at application stage.</li> <li>Introduction of recruitment assessment approach that bases shortlisting on intrinsic skills and remove manager bias from initial decisions.</li> <li>Gender balanced shortlists for all senior hires where possible.</li> <li>Gender targets on our apprenticeship and kickstart programmes.</li> </ul>	<ul style="list-style-type: none"> <li>External audit of our processes via the Top 50 Inclusive Companies Benchmark (placed at number 27 2020/21).</li> <li>Launching a new pregnancy loss policy in 2021.</li> <li>18 weeks full pay maternity leave and 4 weeks full pay paternity leave.</li> <li>Annual equal pay audit.</li> </ul>