

## Gender Pay Report 2018-19

We pride ourselves on the principle that TalkTalk is "For Everyone". 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 gender pay gap of 14.5% and a median pay gap of 12.9%. The year-on-year improvement in our mean gender pay gap of 4.6 pp is evidence that our inclusion activities are having a positive effect. Our base pay gap (excluding bonus and other variable elements) has also improved for the fourth successive year. We recognise that there is more work to do, however.

We have improved our paid maternity leave offering by another four weeks, and we remain committed to offering flexible working to all colleagues whose role allows it. We have also driven multiple inclusion initiatives such as our "Women in Tech" colleague network. These activities have helped engender the happiness of our female colleagues – who have +36 engagement score relative to +23 for male colleagues.

### Gender pay & bonus gaps

	Mean		Median	
	2017-2018	2018-2019	2017-2018	2018-2019
Pay Gap	19.1%	14.5% ↓	17.5%	12.9% ↓
Bonus Gap	30.7%	29.3% ↓	23.3%	-35.3% ↓

Note: The figures detailed in this report represent 91.3% of our total employee population. Executive Directors, Fibrenation 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 15.9% and the mean bonus gap of 40.5%.

### 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>Hosted a 2 month "TalkTalk Together Series" of events with external and internal speakers on topics such as equality in the workplace, resilience, mental health and personal brand.</li> <li>Internal colleague led networks established and growing rapidly for Women in Tech, TalkPride &amp; Wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>Continued 30% Club partnership, working with Women Ahead.10 mentors and 10 mentees in our 2019 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, through the 1 million mentors programme. Currently five female mentors from across the business are supporting Year 10 pupils.</li> </ul>	<ul style="list-style-type: none"> <li>Recruited a dedicated Diversity &amp; Inclusion manager to focus on all aspects of inclusion for the complete employee lifecycle including attraction, engagement and retention.</li> <li>Created inclusion training for all colleagues, including a specific module on unconscious bias and an overall focus on inclusive behaviours.</li> </ul>	<ul style="list-style-type: none"> <li>Female representation at Careers Fairs and on industry panels including our CEO who discussed our business priorities and inclusion aspirations</li> <li>Launch of dynamic ways of working, including core hours of 1000-1500 and flexibility for all roles where possible.</li> <li>Partnership with Working Families, using their logo on our external website.</li> </ul>	<ul style="list-style-type: none"> <li>Moved senior talent acquisition in house to further align senior recruitment with our values and commitment to inclusion and diversity.</li> <li>Relationship developed with Tech Returners who help to remove barriers that returners of all ages, genders and life circumstances face after a career break.</li> </ul>	<ul style="list-style-type: none"> <li>Parental leave policies reviewed and leave increased by 2 weeks in 2019 with 18 weeks full pay maternity leave and 4 weeks full pay paternity leave</li> <li>Annual equal pay audit</li> <li>Succession planning reviews throughout the company</li> </ul>

### Company demographic

Male 69%



Female 31%



### Proportion of employees receiving a bonus in 2018-19

13.4% not receiving bonus



86.6% receiving bonus

16.5% not receiving bonus



83.5% receiving bonus

Male ■  
Female ■

### Pay Quartiles

Population of males and females in each pay quartile. Each quartile contains 570 employees.

Male ■  
Female ■

