

Gender Pay Report 2017-18

We pride ourselves on the principle that TalkTalk is "For Everyone". 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 gender pay gap of 19.1% and a median pay gap of 17.5%. The year-on-year change in our gender pay gap has been driven by underlying structural changes in our business; primarily the consolidation of our North West offices to Salford, which led to a number of one-off relocation payments in 2016-17 to support the transition. These payments were not repeated in 2017-18.

We are continuing to focus on the opportunities to reduce our gender pay gap. Underlying progress has been positive, with our base pay gap (excluding bonus and other variable elements) improving again. We have also seen strong progress across multiple inclusion initiatives which remain a priority in the coming year.

Gender pay & bonus gaps

	Mean		Median	
	2016-2017	2017-2018	2016-2017	2017-2018
Pay Gap	14.6%	19.1% ↑	14.1%	17.5% ↑
Bonus Gap	31.6%	30.7% ↓	20.7%	23.3% ↑

Note: The figures detailed in this report represent 99.8% 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 17.6% and the mean bonus gap to 28.0%.

Company demographic

Male 68%



Female 32%



Proportion of employees receiving a bonus in 2017-18

18.7% not receiving bonus



81.3% receiving bonus

16.6% not receiving bonus



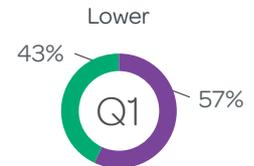
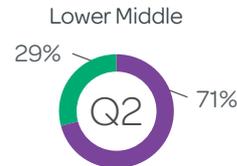
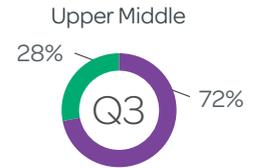
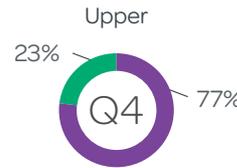
83.4% receiving bonus

Male ■
Female ■

Pay Quartiles

Population of males and females in each pay quartile. Each quartile contains 570 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"> Regular blogs from Senior Leaders on inclusion topics such as truly flexible working, wellbeing initiatives, cultural celebrations and mutual support & collaboration Internal colleague led networks emerging such as Women in Tech & TalkPride 	<ul style="list-style-type: none"> Launched 30% Club partnership working with Women Ahead. 2 mentoring cohorts live to date Internal mentoring also ongoing 	<ul style="list-style-type: none"> Unconscious bias training for all colleagues rolling out in 2019 Ongoing hiring manager training in 2019 	<ul style="list-style-type: none"> Female representation at careers fairs and on industry panels Launched Women in Tech partnership WISE partnership to encourage take up of STEM subjects at school age through the People Like Me campaign 	<ul style="list-style-type: none"> Diverse interview panels for senior hires Inclusive shortlisting for senior hires Women recruited into senior roles increased by 6 percentage points year on year 	<ul style="list-style-type: none"> Policy audit Equal pay audit (annual) Parental leave policies review and refresh for 2019 Succession planning reviews