

Gender Pay Report 2021-22

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

We are pleased to see an improvement in our median pay gap, which has reduced for several years running and is now roughly half of what it was in our first report in 2016-17. We reflect on this measure as a primary indicator of the difference in pay between men and women as prescribed by The Office for National Statistics, and believe it provides a balanced view of 'average'. This year our mean pay gap has risen slightly, however this follows several years of a gap reduction and the outcome remains favourable compared to previous years and industry norms. We appreciate that there can be more volatility in the mean average than the median, due to the influence of small fluctuations within senior levels of the organisation. While gender pay calculations are subject to many variables, we will continue to ensure equality through a relentless focus on making fair, unbiased decisions and creating a culture that allows everyone to thrive, where differences are celebrated.

At TalkTalk we are in an exciting phase with our refreshed company values (launched in 2021), pioneering flexible working practices, lively collaboration focused office spaces, boundary pushing people practices and policies, impactful colleague networks and brilliant role models - we are well on the journey to becoming the inclusive company we aspire to be. This is driven from the very top of the organisation, in leadership by Tristia Harrison, one of the few female CEOs in the Telecoms sector. Plus, with our creation of the 'TalkTalk North West Women in Tech Awards', it is clear that promoting and encouraging more women in Tech is a prime focus. We continually strive to be a catalyst for change - challenging those in our industry, our communities and across our society. And of course challenging ourselves, living the TalkTalk values: We Care, We Challenge, We Commit.

Company demographic

Male 67%



Female 33%



Proportion of employees receiving a bonus

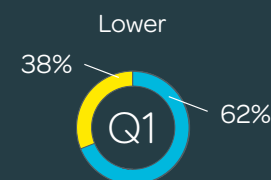
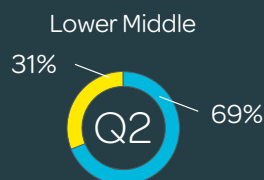
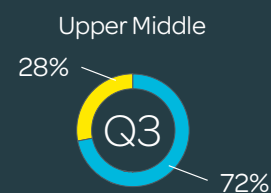
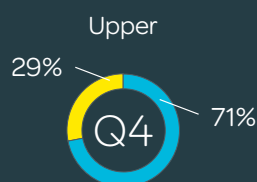
14.6% not receiving bonus



19.8% not receiving bonus



Pay Quartiles



Quartile 1 and 3 contain 397 employees, quartile 2 and 4 contains 396.

Gender pay & bonus gaps

	Mean		Median	
	2020-2021	2021-2022	2020-2021	2021-2022
Pay Gap	6.0% ↓	8.6% ↑	10.4% ↓	7.6% ↓
Bonus Gap	13.5% ↓	28.9% ↑	14.8% ↑	-10.4% ↓

Note: The figures detailed in this report represent 89% 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.

In focusing on our commitments on gender equality, we have aligned to three pillars:

Inclusive culture for all

At TalkTalk there is strong inclusive leadership from the top, including regular engagement and blogs from our CEO, Tristia Harrison, on the importance of gender representation and inclusivity within TalkTalk.

We regularly review policies and practices to ensure that we are an inclusive employer of choice for all and have specific policies for menopause (including paid HRT), pregnancy loss, maternity, paternity, and parental and adoption leave. We have also worked with our employee network representatives to reflect on existing policies to ensure they are inclusive.

Furthermore, TalkTalk continues with our 'leading with every fibre' programme to support, up skill and educate managers on inclusive leadership - including why diversity matters, and addressing your own biases.

Female representation across all levels and areas

Everyone should have equal opportunity to progress their career in a way that works for them! We have long championed and promoted flexible working practices, ensuring that work life balance is a key part of our ways of working. Plus, career development coaching is available for all colleagues and managers.

We continue to challenge potential for bias and underrepresentation during both internal and external recruitment into roles. For instance, we use 'masked CVs', candidate shortlisting based on intrinsic skills, and applications reviews to deep dive into candidate data and experiences to understand how we can improve diversity of our talent pools. We are also piloting a policy of not asking for past salary details of job applicants as recommended by the Equal Pay Equalities commission to promote fairness of starting pay and break cycles of gender pay gaps.

We have strong female representation right at the top; and have set aspirational targets within our Talent Acquisition Team when recruiting women across all roles, with a particular emphasis on middle and senior leadership. As a result, our proportion of women in these roles has grown over the last 12 months.

We also seek formal development paths for our female talent and recently launched a 'Women in Leadership' apprenticeship programme that is bespoke to TalkTalk and created in partnership with the apprenticeship provider, Raise the Bar. This has already seen a 70% rate of promotions since the programme began. We also ensure we have strong female representation on our management development programme 'Change Catalyst'.

Engage and inspire female talent

We celebrate female talent in the North West through the annual 'TalkTalk North West Women in Tech Awards'. Members of our Women in Tech employee network committee are regularly speaking at external conferences, careers fairs and industry panels to share their journey, impact and inclusion aspirations.

We seek to inspire the next generation, with a specific focus on supporting young girls into tech through engagement with local schools and colleges. For instance, we have a close partnership with The University of Salford and in 2022 we hosted a Women in Tech summit, which brought together 100 people including students, SMEs and academics from the University's four schools, and our own Women in Tech champions. Attendees explored several key themes, including attracting and retaining talent, diversity in the workplace and disruptive technologies.

Within TalkTalk we celebrate women of all backgrounds, our Women in Tech (WiT) network regularly collaborates with our other employee networks to explore female intersectionality, to make TalkTalk a welcome place for everyone and have inclusivity as an underpinning for all communications. Plus, women from across the business at various levels of seniority are supported to share their career stories to encourage internal mobility and showcase role models.