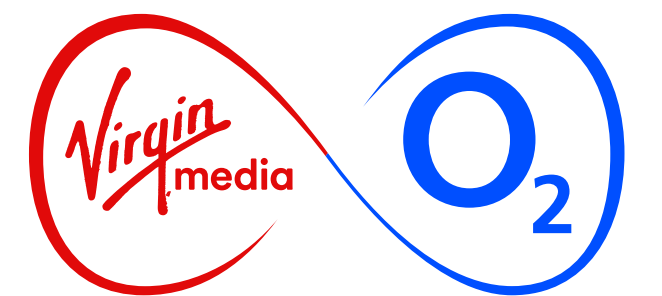


Virgin Media O2

Pay Gap Report

March 2026



Foreword



At Virgin Media O2, we're committed to building a workplace where people feel valued, included and able to thrive. We believe diversity, equity and inclusion are essential to our success, and this commitment is driven by the collective efforts of our people, leaders, and networks across the organisation.

Over the past year, we've made positive progress towards becoming a more inclusive and equitable employer, taking practical steps to improve fairness and support our people. Our gender pay gaps have moved further in favour of women, with the mean hourly gap moving by 4.5 percentage points and the median by 4.7 percentage points. The movement in our bonus gaps is larger and has also shifted significantly towards women. This reflects the impact from efforts in recent years, as well as changes in our workforce composition and – importantly – increased female representation in leadership roles.

Our ethnicity pay gap presents a more complex picture. While overall representation of Global Majority colleagues has grown, both the mean and median ethnicity pay gaps have widened year on year, influenced primarily by the distribution of roles across the organisation. These movements highlight that progress is rarely linear, and that long-term, consistent action remains essential. We're committed to tackling inequity and creating fairer

opportunities for all colleagues, through initiatives ranging from access to neurodiversity assessments, a Menopause GP service, and a wide selection of core and flexible benefits ensuring we support people in all stages of life. We're also strengthening our inclusive hiring, developing leaders through our inclusion programmes, and continuing external partnerships that support diverse talent.

Alongside our pay data, we're pleased to share an important development in our representation ambitions – we've reached our 2027 goal of achieving 15% Global Majority leadership representation ahead of schedule. This is an encouraging milestone and reflects the sustained focus on creating more inclusive pathways into senior roles, while also reminding us that broader progress must continue.

Virgin Media and O2 remain two employing entities, but our ambition is shared: to create a workplace where everyone feels respected and supported. This report outlines the progress we've made and the areas where we're focusing our efforts to drive even greater equity over time.



Philipp Wohland

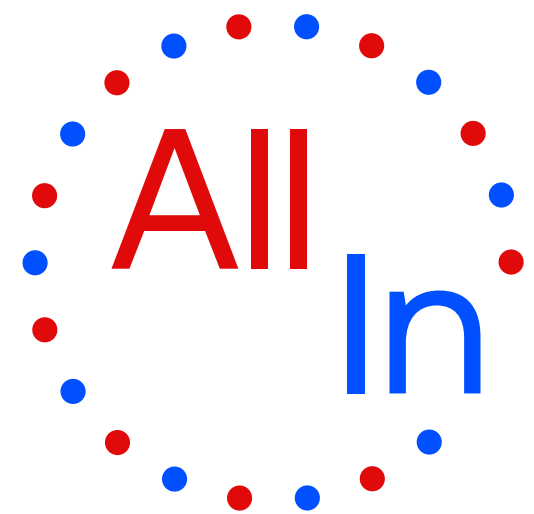
Chief People and Transformation Officer
Virgin Media O2

All In:

Bringing our strategic commitments to life

Diversity, equity, and accessibility sit at the heart of how we do business, and we have set ambitious goals to hold ourselves accountable.

Our five-year Diversity, Equity and Inclusion (DE&I) strategy, 'All In', publicly sets out our clear commitment to move towards gender parity and increase employee representation from Global Majority groups by 2027. Throughout 2024 and 2025, we've taken important steps to better support our entire workforce – driving progress on both gender equity (including diverse expressions) and race equity across the organisation.



New initiatives for 2025

01 Neurodiversity assessments

In January 2025, we introduced a significant new benefit within our private healthcare cover to support colleagues seeking neurodiversity assessments. This gives our people (and their dependants aged six and over) access to private assessments for a range of neurodiverse conditions. This enhancement reflects the value we place on recognising and supporting everyone's individual needs, and our commitment to being a leading inclusive employer. To complement the new benefit, we also introduced guidance for people managers to help them better support team members following a diagnosis, ensuring they feel understood and empowered at work.



02 Strengthened inclusive hiring practices

Recruitment is a core lever for driving sustainable progress on gender representation. We continued to strengthen our fair and inclusive hiring practices to expand equitable pathways into our organisation, ensuring our recruitment and performance processes minimise bias and broaden access to diverse talent. A new recruitment system now embeds independent assessment observers and consistent interview criteria, while an end-to-end review of our processes has helped to dismantle systemic barriers and ensure a fair, accessible candidate experience.

We have also refreshed our 'Zero Tolerance' policies on harassment, discrimination and abuse, supported by dedicated training to enhance psychological safety and equip leaders to respond effectively to concerns. To widen our outreach, we partner with specialist organisations such as Women in Data, creating pathways for underrepresented groups, particularly women in technology and data roles. Complementing these actions, all hiring managers now complete mandatory inclusive hiring training to apply best practice consistently and mitigate bias throughout the candidate selection journey.

03 Career Returners Programme

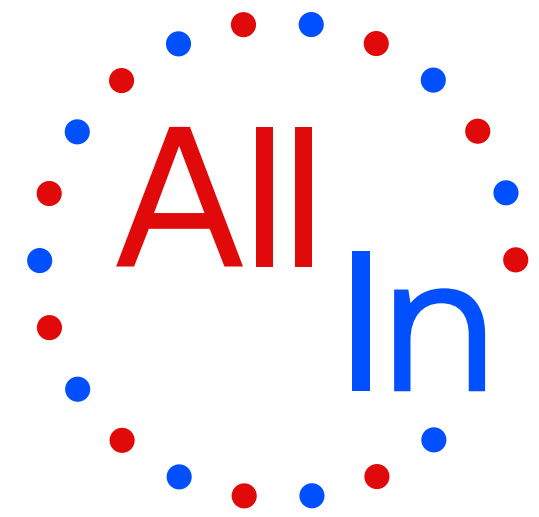
Our Career Returners Programme, a 12-week supported pathway, provides tailored coaching, mentoring and skills development for professionals returning to the workforce after career breaks, tapping into skilled, talented individuals often disproportionately excluded from traditional hiring routes. While open to candidates of any gender, this programme has already resulted in successful female hires by rebuilding confidence and improving access to opportunities for those historically excluded.

Through targeted action, data-driven accountability, and sustained senior leadership, Virgin Media O2 remains committed to accelerating gender equity and building a workplace where women and all underrepresented groups can thrive.

Times Top 50 Employers for Gender Equality

We are proud to be named one of the Times Top 50 Employers for Gender Equality in 2025. The award recognises our commitment to continuously improving our policies, practices and culture to ensure that gender equality remains a central pillar of how we work.





Celebrating diversity and encouraging allyship

We continue to foster inclusion through focused DE&I programmes that build understanding, confidence and allyship across the organisation. Our always-on programme of 'Ally Up' workshops (covering topics such as neurodiversity, anti-racism, microaggressions and women's health) give colleagues practical insights into the barriers faced by women and other marginalised groups. The sessions delivered more than 1,000 hours of employee learning last year, reflecting strong colleague engagement and a consistent appetite for individuals to deepen their own awareness of psychological safety, workplace inequalities, and inclusive behaviours, racism, microaggressions and women's health.

Beyond workshop-based learning, we believe that storytelling remains a powerful tool in building empathy. Our docufilm 'It's All In Your Story' shares lived experiences of inclusion and exclusion from across our workforce, bringing to life the impact of everyday actions and behaviours. And throughout the year, we reinforce visibility and representation through awareness days and high-profile campaigns during key moments such as International Women's Day, Black History Month, and Pride.



During National Inclusion Week 2025, themed *Now is the time*, our Chief Executive Officer, Lutz Schüler, shared his own personal reflections on why every voice should be heard and valued. We also hosted a compelling discussion with Olympic champion, Dame Kelly Holmes, who spoke candidly about psychological safety and the role of allyship in helping people thrive.

- Psychological safety
- Workplace inequalities
- Inclusive behaviours
- Neurodiversity
- Anti-racism
- Microaggressions
- Women's health



1,000+

Hours of employee learning from 'Ally Up' workshops

Increasing data disclosure

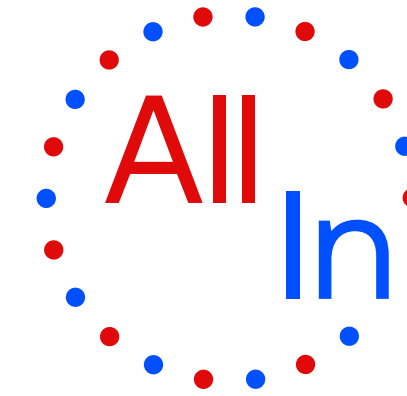
We continually encourage colleagues to voluntarily share their diversity data through our HR system so we can better understand the makeup of our workforce. Over the past year, a targeted communications campaign - the All Info diversity data drive - has driven a marked increase in disclosure across key data categories including disability and sexuality. To maintain

momentum and empower local leaders, each division now has access to a dashboard showing up-to-date disclosure rates for their teams. Alongside our move to a new HR system, we also made the disclosure process simpler, supported by practical video guides and communications emphasising the value of this anonymised and aggregated data.



Supporting our employee resource groups

- Women
- Race and ethnicity
- LGBTQIA+
- Disability
- Neurodiversity
- Unpaid carers



More than half of our 16,000+ employees are members of at least one of our six 'All In' employee networks, which represent women, race and ethnicity, LGBTQIA+, disability, neurodiversity, and unpaid carers. These networks play a crucial role in shaping our culture while providing support for employees to connect with others. Actively sponsored and championed by our Executive Management Team, these communities are run by employees, for employees. They aim to celebrate key dates and increase awareness of the challenges faced by the traditionally marginalised groups they represent. They are also consulted and engaged in key projects, strategies, product launches and communications, making sure we hear a range of views and perspectives from people with diverse backgrounds and experiences.

16,000+
Total employees

50%+
Members of at least one of our six 'All In' employee networks

Listening to our people

We remain committed to listening to our employees and acting on their feedback using insights gathered through engagement surveys. This year, we strengthened our 'Always On' listening approach through bi-annual surveys and employee lifecycle surveys - such as onboarding (30 and 90 days) and exit surveys - to capture insights across the entire employee journey.

Our pulse surveys focus on the most relevant topics at Virgin Media O2, supported by consistent questions for year-on-year comparison. In the final 2025 pulse survey, we achieved an engagement score of 79 and a 79% response rate - an improvement on last year. The results offered strong workforce representation and reflected a healthy sense of psychological safety across the organisation.

79
Engagement score 2025

79%
Response rate 2025

Binary Gender Pay Gap Report 2024-2025

• Women • Men

Headcount and Binary Gender split



Relevant Employees

16,809

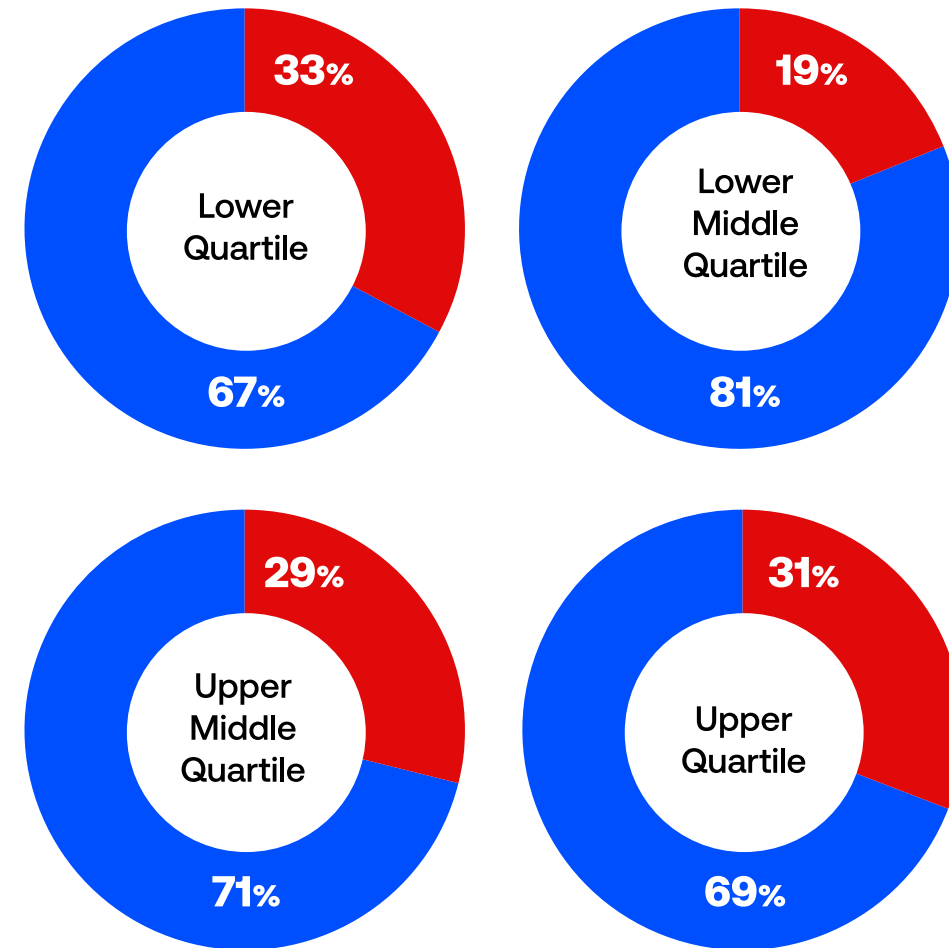
Relevant Full Pay Employees

15,555

Relevant Full Pay Employees

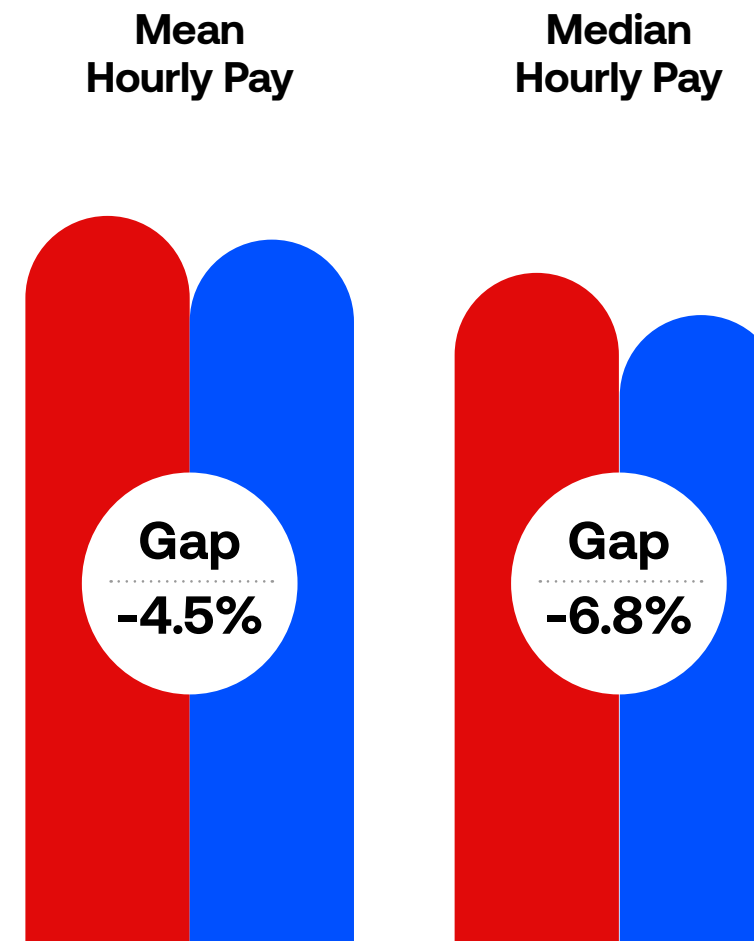


Gender Pay Quartiles 2025



In 2025 our overall headcount increased, although relevant full pay employees remain stable. Our gender balance saw an increase in males and a decrease in females which is reflected across the pay quartiles. The decrease in females is predominantly seen across the lower quartiles, due to an increase in field sales and field technician roles that are majority male.

Gender Mean and Median Pay Gaps 2025

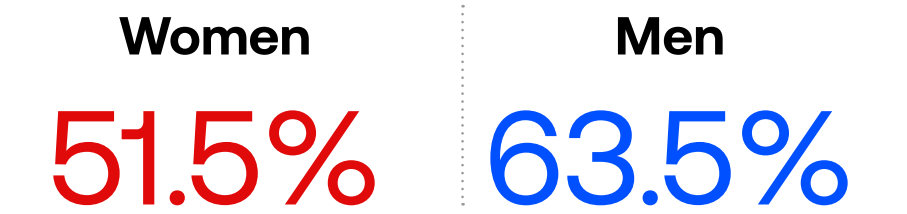


The gap for mean hourly pay moved 4.5 percentage points and median hourly pay moved 4.7 percentage points, both in favour of women this year in comparison to last year, indicating a more uneven spread of employees. With both genders mean and median pay increased, however we have fewer women in lower paid roles.

Bonus Gender Pay Gaps 2025



Proportion of men and women eligible for 2024/25 bonus payments



Bonus pay gaps

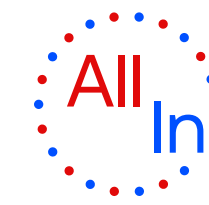
	% Gap	£ Gap
Mean	-27.3%	£2,665
Median	-33.3%	£1,598

For 2024/25 bonus period, we see 36% fewer women and 26% fewer men receiving a bonus payment, this is due to a one-off Salary Review payment made in 2023/24 that was paid to all eligible employees. The bonus gap now shows favourable to female employees moving by 39 percentage points for mean and 71 percentage points for median due to the majority of bonus eligible female employees being part of an annual bonus scheme rather than lower value incentive schemes.

What are we doing to close the Binary Pay Gap?



Strategic goal to move the dial on gender representation



The core ambition of our All In strategy is to drive progress for gender parity across our organisation and achieve gender balance in our wider leadership population (including representation from those with diverse gender expression and identities) by the end of 2027. In 2024, we worked closely with each member of the Executive Management Team to set tailored ambitions that align to our All In strategy.

Menopause Friendly Employer

We were the first telecommunications organisation to achieve the Henpicked ‘Menopause Friendly Employer’ accreditation. In addition, our Women’s Network provides support and guidance for all employees on menopause topics through virtual webinars and a dedicated Menopause Support community, encouraging all genders to participate in the conversation. During Menopause Awareness Month, we invited Helen Tomlinson, the Government’s first-ever Menopause Champion, to share insights on how the menopause journey varies depending on race.



www.henpicked.net

Women’s Network

We continue to support our established Women’s network, which plays an important role in raising awareness of issues affecting women across the business. The network provides a supportive space for women to focus on their personal and professional goals, offering connection, development and inspiration through events and online discussion, as well as networking and mentorship opportunities. The network’s current priorities include menopause, personal development, health and wellbeing, family, and women in technology.

- Menopause
- Personal development
- Health & wellbeing
- Family
- Women in technology



What are we doing to close the Binary Pay Gap?



Ofcom Pledge

Virgin Media O2 is a signatory to Ofcom’s DE&I pledge to help more women build careers in technology across the telecoms sector.

The pledge has the following commitments:

- Increasing the senior representation of women in technology-based roles.
- Investing in attracting and retaining women within their organisations, creating inclusive environments where they can excel.
- Sharing best practice to showcase talented women in technology.
- Publishing information on the impact of their initiatives to inspire others in the sector.



Girls Talk London

We have a five-year partnership with the award-winning gender equality organisation, Girls Talk London. As part of this partnership, we’re proud to be actively involved in the Step Up programme – a technology talent accelerator designed specifically for women. Delivered in collaboration with other sponsors, the programme provides female university students with access to mentorship and skills-based training. Over a six-month period, participants receive tailored guidance to support their career aspirations within the tech industry.



www.girlstalklondon.com

International Women’s Day

The theme for International Women’s Day 2025 was *Accelerate Action*. To mark this, we held several events throughout March including workshop events on mastering job application and “Being Seen and Heard in the Workplace” – encouraging women to unlock visibility, value and self-leadership with confidence and resilience.

We also held a fireside discussion with Konnie Huq, British television, radio presenter and children’s author on accelerating action practically at VMO2.



Ethnicity Pay Gap Report 2024-2025

• Global Majority • White

Ethnicity Split



Relevant Employees
11,595

Relevant Full Pay Employees
10,775

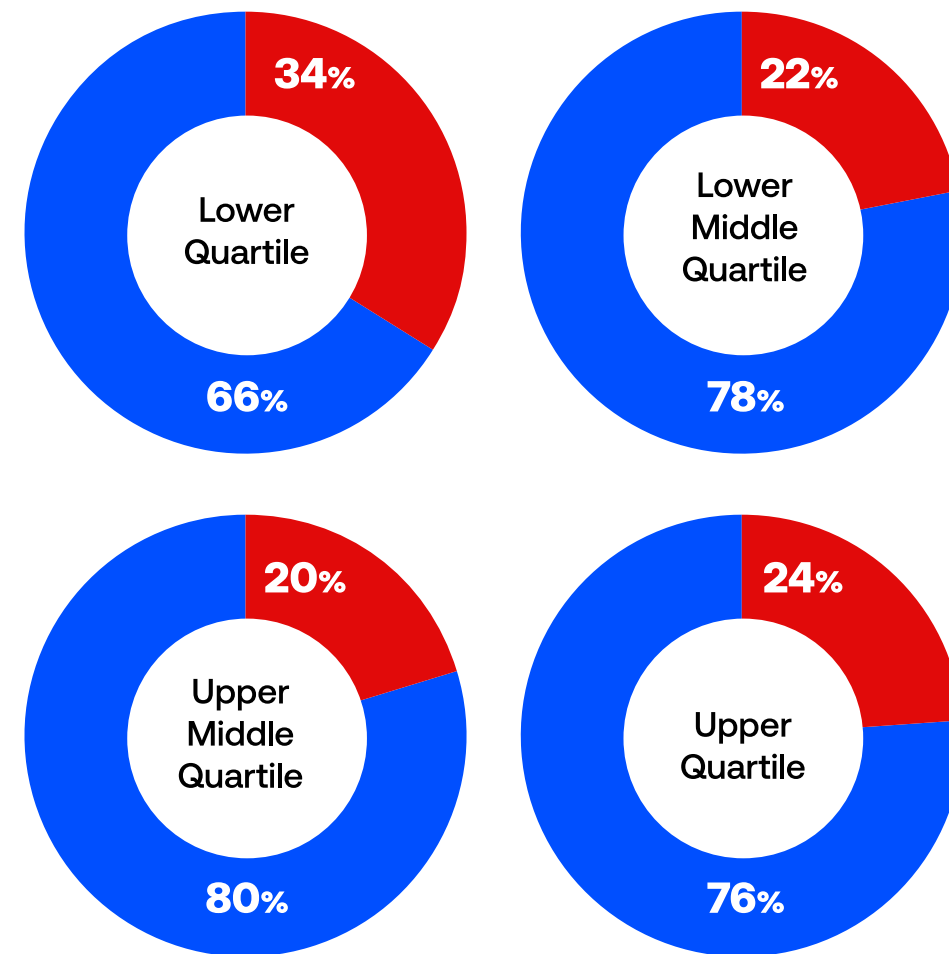
Disclosure
69%

Global Majority
25%

White
75%

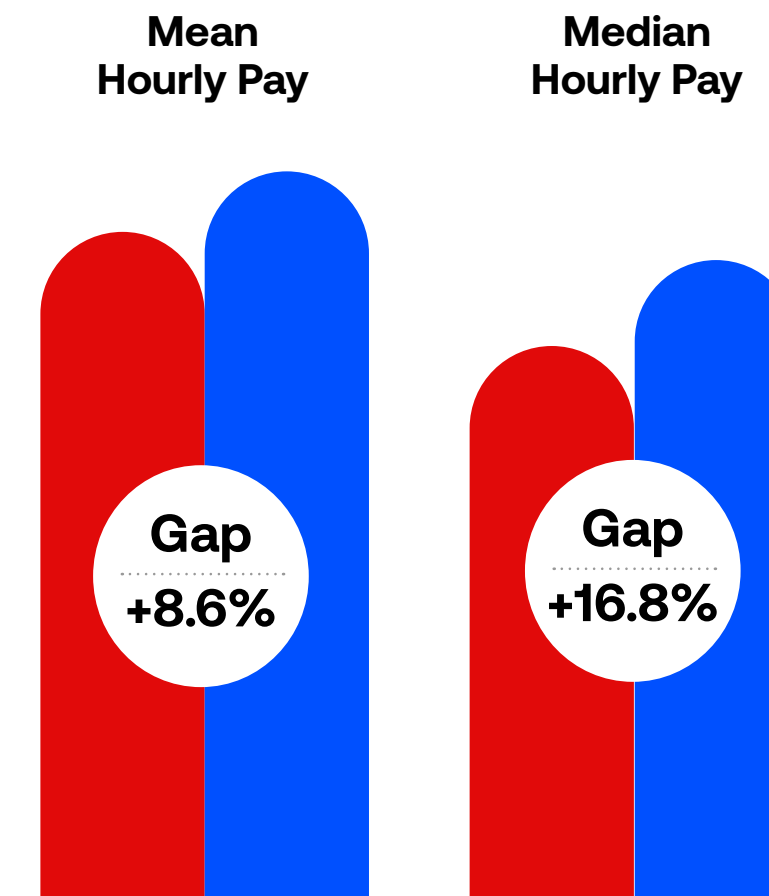
In 2025 our overall headcount increased, and we have seen a 1 percentage point increase in Global Majority employees in comparison to last year. However, our disclosure rate for ethnicity dropped by 1 percentage point.

Ethnicity Pay Quartiles 2024-2025



From our headcount movement, we see a 2 percentage point increase in Global Majority employees across both our lower quartiles, with a 1 percentage point increase across our upper quartile. These lower quartile increases are due to a significant increase in our field sales, field technicians and retail roles, again reflecting the continued focus on providing inclusive routes into more senior roles.

Ethnicity Mean and Median Pay Gaps 2024-2025



The most significant movement can be seen in our Median Pay Gap, which has grown by 3.3 percentage points in favour of white employees. Our Mean Pay Gap has also increased by 1.5 percentage points since last year's report.

Bonus Ethnicity Pay Gaps 2024-2025



Proportion of Global Majority and White eligible for 2024/25 bonus payments

Global Majority
55.1%

White
63.0%

	Bonus pay gaps	
	% Gap	£ Gap
Mean	+27.2%	£3,017
Median	+12.2%	£707

For the 2024/25 bonus period, 32% fewer Global Majority and 28% fewer White employees received a bonus payment than the previous period. As seen in our Gender bonus gap, this is due to a one-off Salary Review payment made in 2023/24. There has been a reduction of 5.3 percentage points for mean and 21.3 percentage points for median bonus gaps, remaining in favour of White employees. This reflects a higher proportion of bonus-eligible Global Majority employees being represented across lower-value incentive schemes.

What are we doing to close the Ethnicity Pay Gap?



Strategic goal to move the dial on ethnicity



Global Majority representation aim by 2027

A core ambition of our All In strategy is to improve representation of people from Global Majority backgrounds. By 2027, we aim for 15% of our leadership population and 25% of our overall workforce to be from Global Majority groups. The target is different for leadership because we recognise that we are starting from a lower position in terms of representation, and we believe that our ambitions need to be stretching but achievable.

Increasing diversity data

We actively promote transparency and inclusivity by encouraging employees to voluntarily disclose their diversity data through initiatives such as All Info. All DE&I events and campaigns also emphasise the importance of disclosure, while reassuring colleagues that data is treated confidentially and used only in an anonymised and aggregated way. Stronger diversity data gives us clearer insights into our workforce, helping us take targeted action to address areas of concern and advance equity for Global Majority employees and other traditionally marginalised groups.

Enrich network



Enrich, our employee network for race and cultural heritage, has a mission to cultivate an inclusive, anti-racist community within Virgin Media

O2. They aim to uplift all employee voices, advocate for change, provide allyship through adversity, and celebrate the broad range of cultural identities within our organisation.

What are we doing to close the Ethnicity Pay Gap?



Key campaigns and activities led by Enrich



The theme for Black History Month 2025 was *Standing firm in Power and Pride*. Throughout the month we held a number of events celebrating black culture, including our third industry collaboration with Vodafone, Tesco Mobile, giffgaff & Liberty Global at the O2 Blueroom. Panel discussion from leaders across the industry understanding what it means to stand strong in power & pride. Our Enrich network also collaborated with the Women's Network for an intersectional approach reviewing women in tech during Black History Month. The month was ended with a closing party with panel discussion supported by senior leadership, authentic stories from colleagues across the business and an after party with DJ & food.

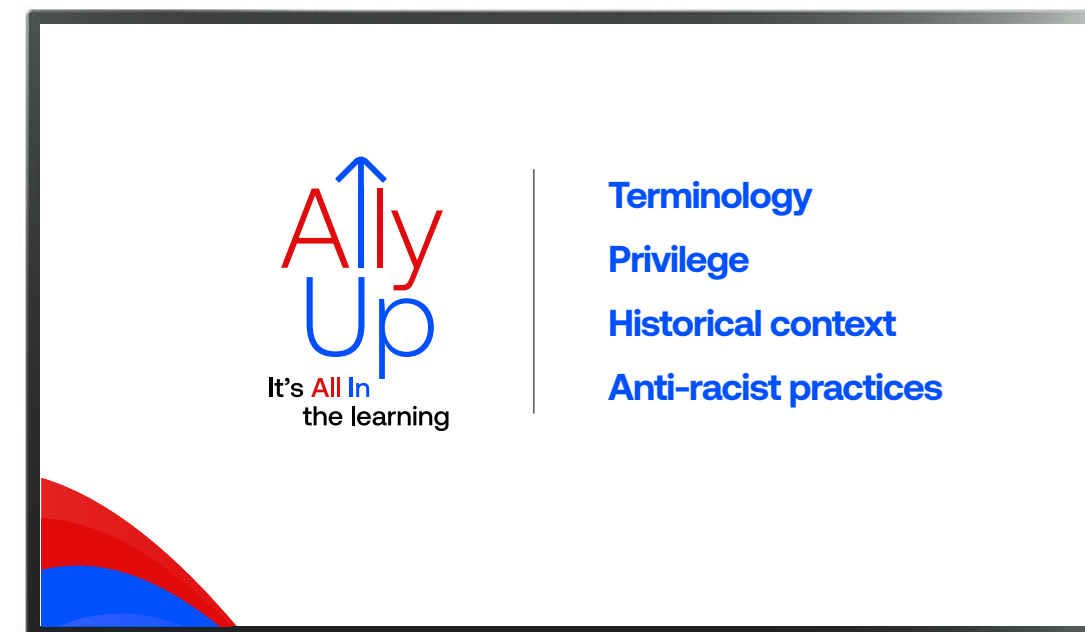
20/20 Levels

We continue our four-year sponsorship with 20/20 Levels (formerly 20/20 Change), a social mobility organisation dedicated to empowering Black and racially underrepresented young individuals. Through this partnership, Virgin Media O2 supports the 'I AM CHANGE' programme, which offers skills development and mentorship (including mentors from Virgin Media O2), helping participants to build confidence and pursue their aspirations. By investing in programmes like this, we aim to contribute to lasting change beyond our own organisation and play a part in creating a more inclusive and equitable society where every individual can realise their full potential.

20 / 20 LEVELS

<https://2020levels.org>

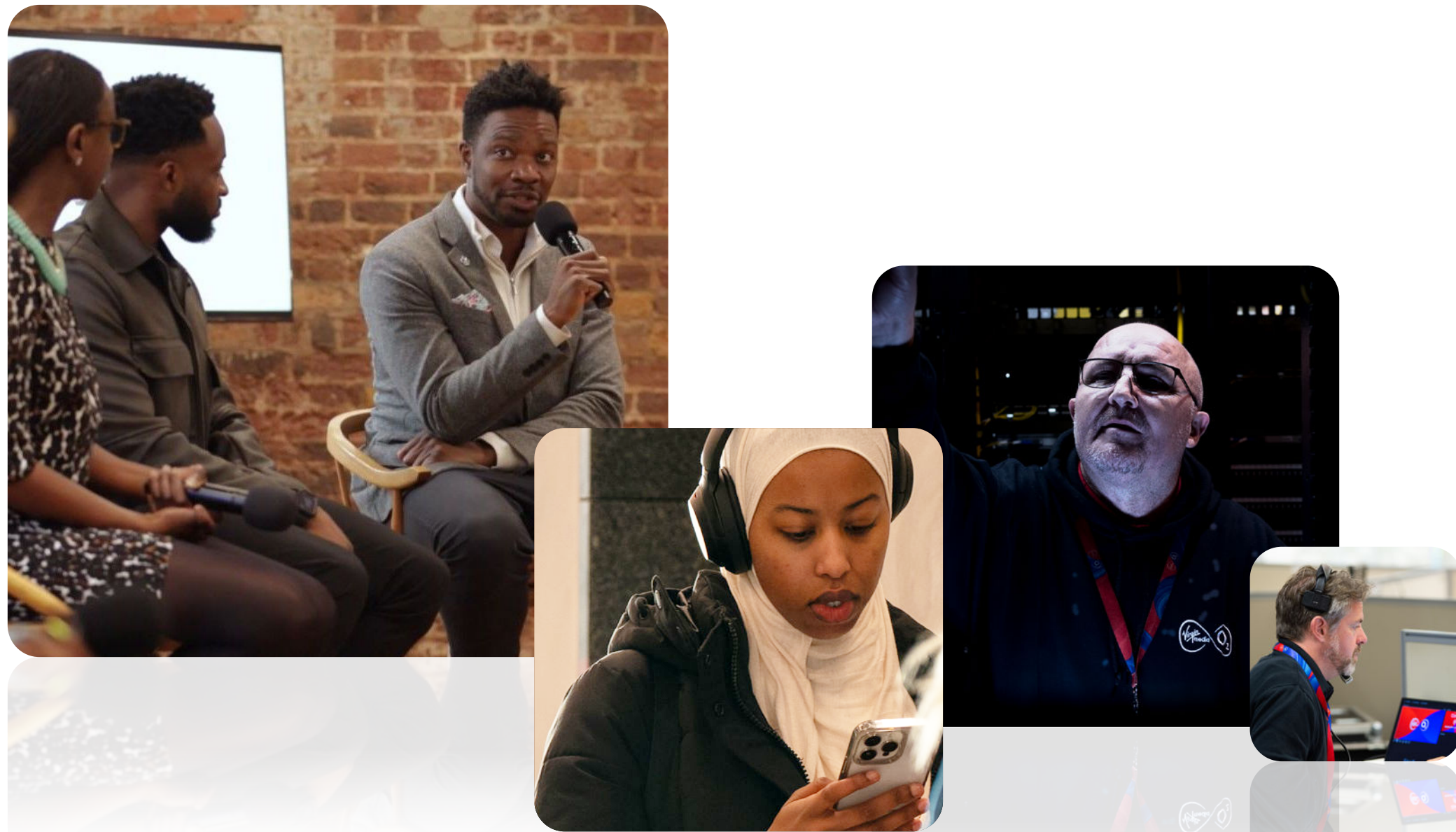
Anti-racism training



Our approach to anti-racism training for our people continued this year through our 'Ally Up' initiative. Regular workshops offered in-depth discussions on terminology, privilege, historical context, and anti-racist practices within an open, supportive environment. The workshops were complemented by toolkits and resources that line managers could use to facilitate conversations within their teams.

We also continue to support 'Safe Space Sessions' for members and allies of the Enrich Network, to discuss societal events and share concerns.

Looking to the future



Workplace adjustments

We have designed a streamlined Workplace Adjustments process that aims to provide comprehensive support to any employee who may require it, whether they are experiencing a change in circumstances, require support for a pre-existing condition, or have specific requirements as a new employee. Recognising the significant impact that having the right tools can have on both productivity and wellbeing, we want to make sure that every employee has the necessary resources to perform at their best.

HR passport

To improve the employee experience, we have created a central location within our HR portal to log any adjustments. This system focuses solely on the adjustments themselves, rather than the reasons behind them, and ensures that requirements are consistently recorded and transferred following any changes in line management. Adjustments are visible only to line managers to ensure confidentiality, and the system includes a built-in review date. Before the anniversary of the logged adjustment, the system will automatically email the line manager, prompting them to discuss the adjustment with the employee. This ensures that the adjustment remains relevant and meets the employee's needs.

Zero tolerance

To ensure the safety and respect of our employees, we have reinforced our zero tolerance approach toward any forms of abuse, bullying or harassment. We've established a clear process for reporting unacceptable behaviour and provided support mechanisms for the health and wellbeing of our employees in the workplace. Following a successful launch and positive feedback from our customer-facing teams, we've extended this approach across the entire organisation via a dedicated campaign titled 'That's #NotOkay'.



Looking to the future



Building our allyship journey



We will continue to provide interactive and educational workshops on key inclusion topics for all employees, including bespoke leadership courses through the 'Ally Up' initiative. As part of our leadership development pathways, we have launched the 'Inclusive Leader' programme. This online platform offers leaders practical tools and support to help create inclusive teams and environments where everyone feels a sense of belonging.

We've also introduced a mandatory DE&I employee learning and development module to create and develop inclusive team environments and strengthen allyship across the organisation.

Inclusive recruitment policies

We regularly review how we recruit to make sure our approach reflects best practice and supports fair, inclusive outcomes. We continue to invest in recruitment technology that improves the quality of our data and helps broaden the diversity of our talent pipeline. Our recruitment system is designed to offer candidates an inclusive and intuitive experience, and we are actively reviewing assessment and interview processes to remove barriers and reduce bias. Almost 50% of our hires no longer require a CV to be provided, and independent assessment observers support hiring managers during interviews to strengthen inclusive decision making.

Continuing menopause support

We enhanced our menopause support because we understand that navigating this phase can be challenging without the right assistance – both for the individual experiencing the menopause first-hand and for partners, friends, and colleagues. Recognising that each person's experience is unique, our support is customised to individual needs. In collaboration with our healthcare provider, we've introduced a Menopause HealthLine offering one-to-one support with trained menopause nurses. These flexible care options (including face-to-face, video and telephone appointments) mean our employees can take control of their health in a way that suits them.

Declaration

I confirm the data reported is accurate.

Philipp Wohland

Chief People and Transformation Officer
Virgin Media O2

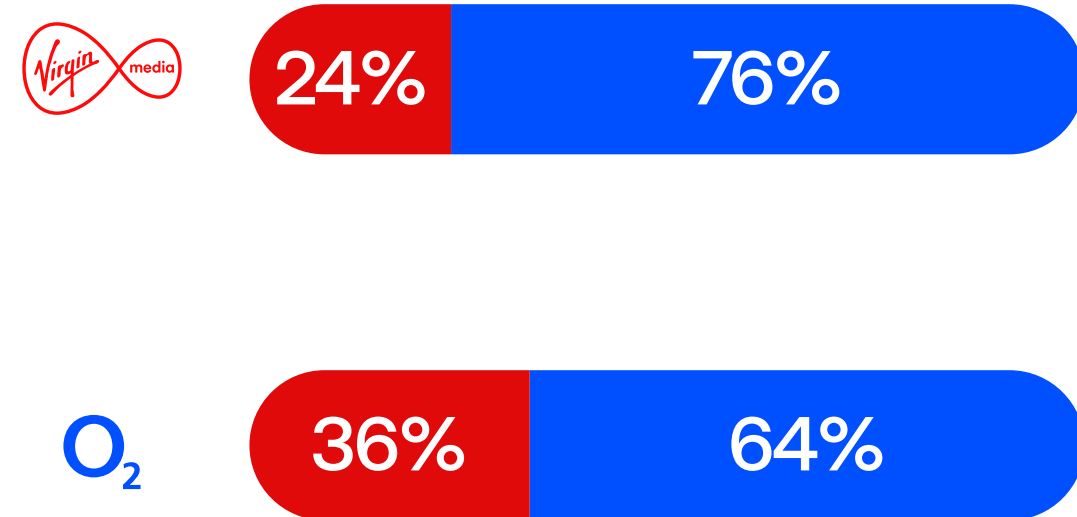
Appendices Virgin Media and O2 numbers in an appendix for gender

● Women ● Men

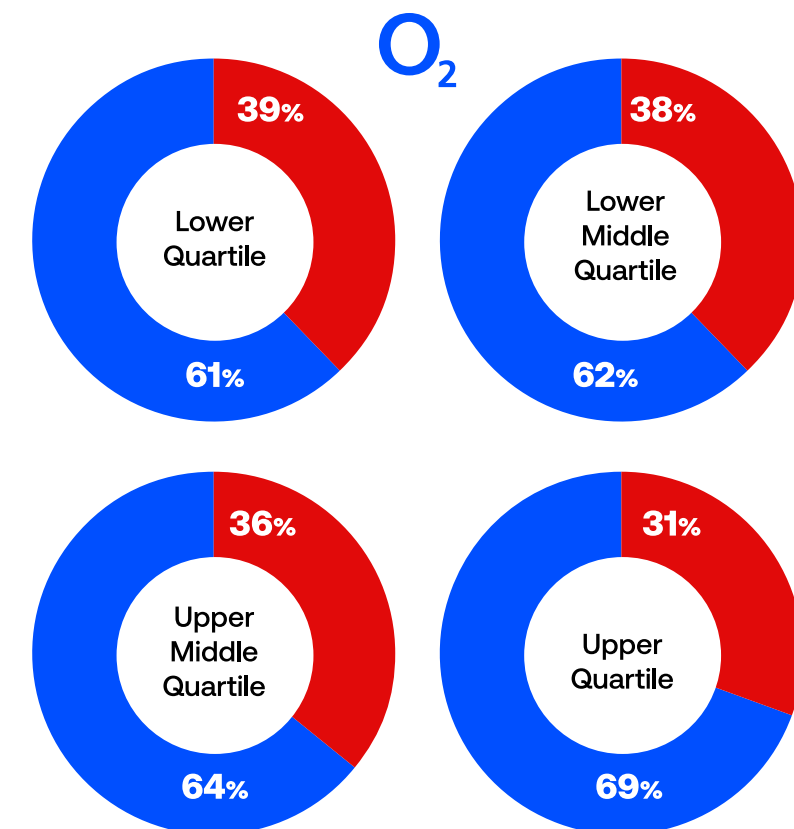
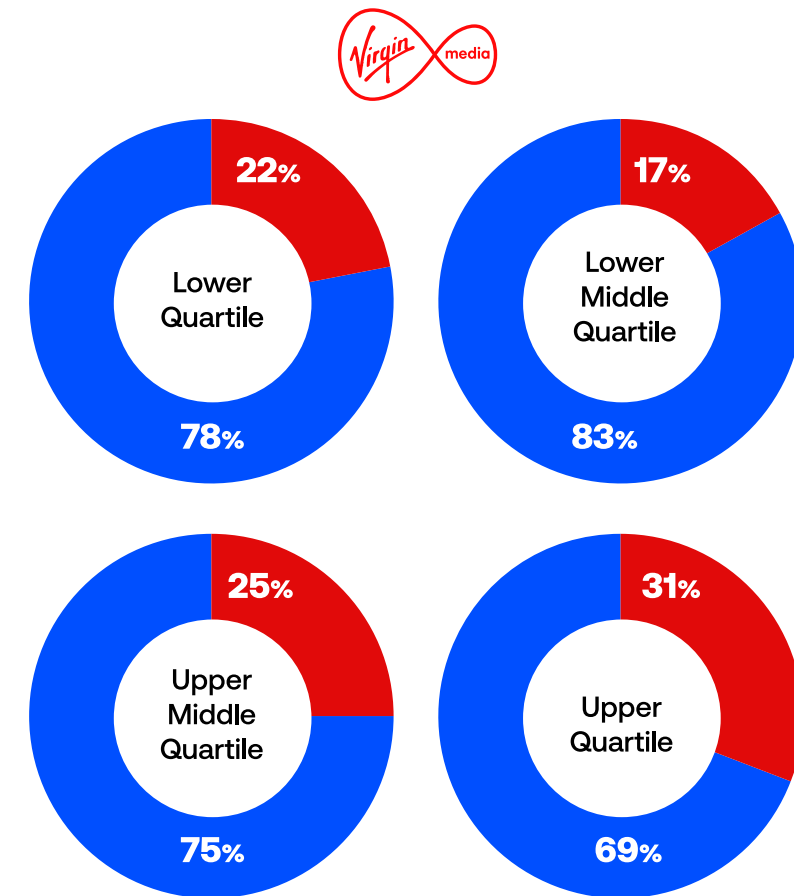
Headcount and Binary Gender split

	Virgin Media	O2
Relevant Employees	10,926	5,883
Relevant Full Pay Employees	10,144	5,411

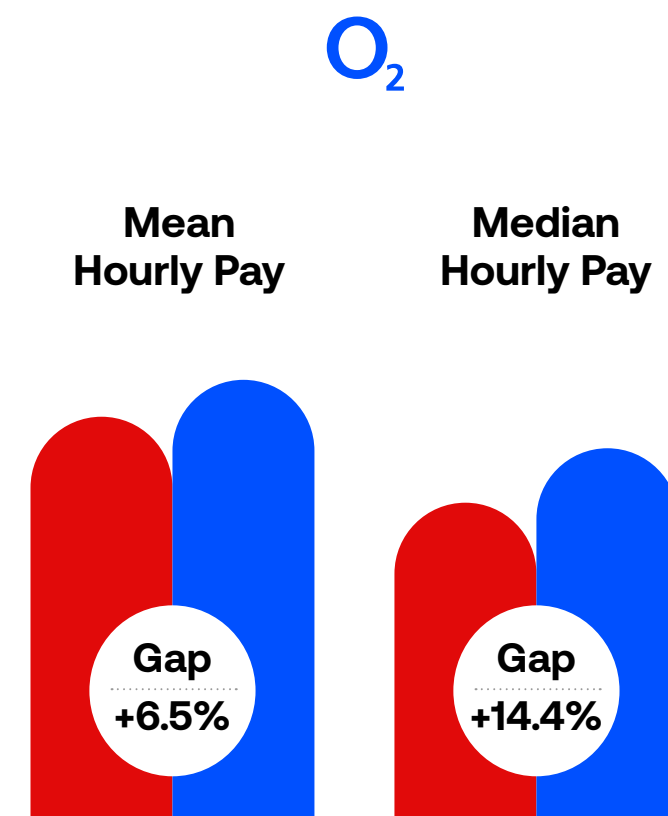
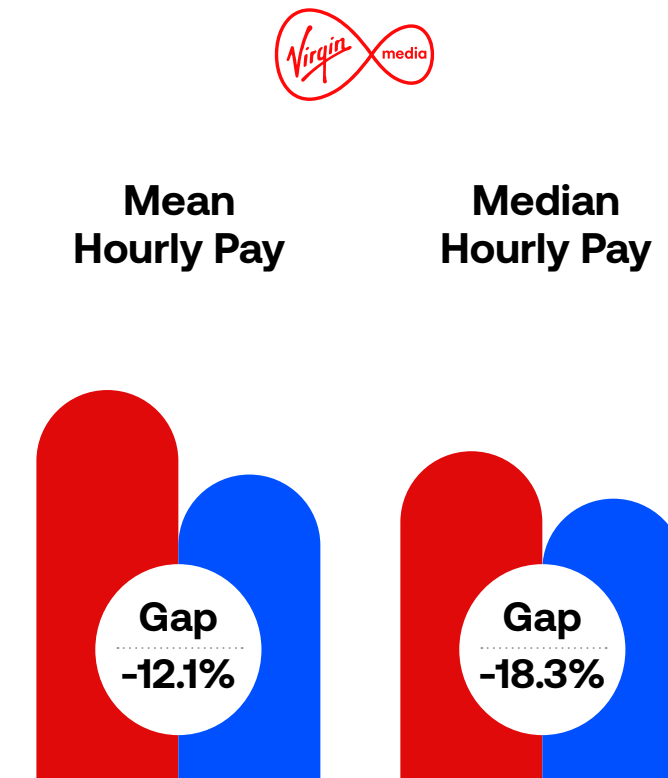
Relevant Full Pay Employees



Gender Pay Quartiles 2025



Gender Mean and Median Pay Gaps 2025



Bonus Gender Pay Gaps 2025



	% Gap	£ Gap
Mean	-45.7%	-£4,659
Median	-110.2%	-£4,601

	% Gap	£ Gap
Mean	-13.0%	-£1,119
Median	+8.6%	£491

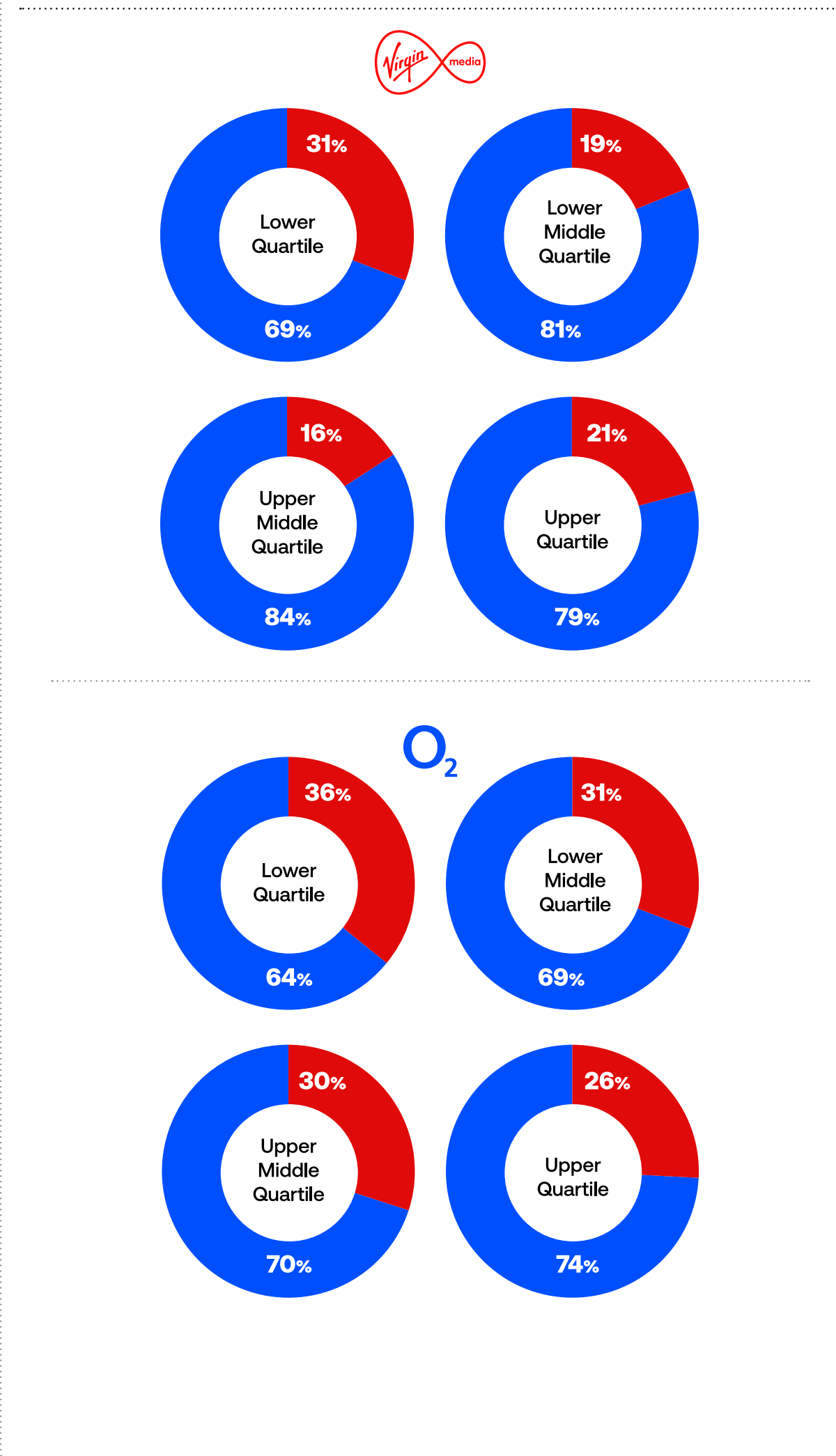
Appendices Virgin Media and O2 numbers in an appendix for ethnicity

● Global Majority ● White

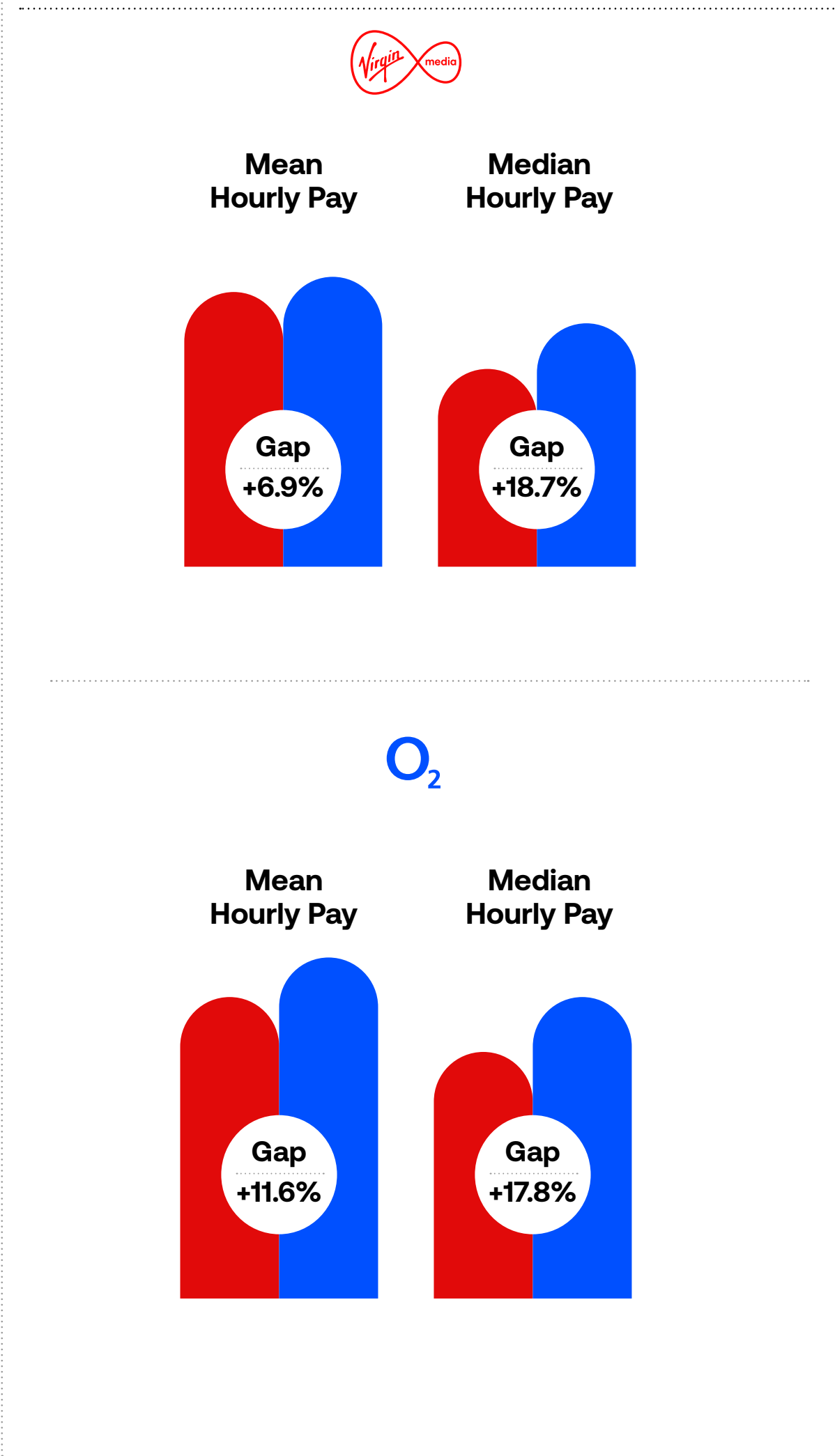
Ethnicity Split

		
Relevant Employees	7,167	4,428
Relevant Full Pay Employees	6,676	4,099
Disclosure	66%	76%
Global Majority	22%	31%
White	78%	69%

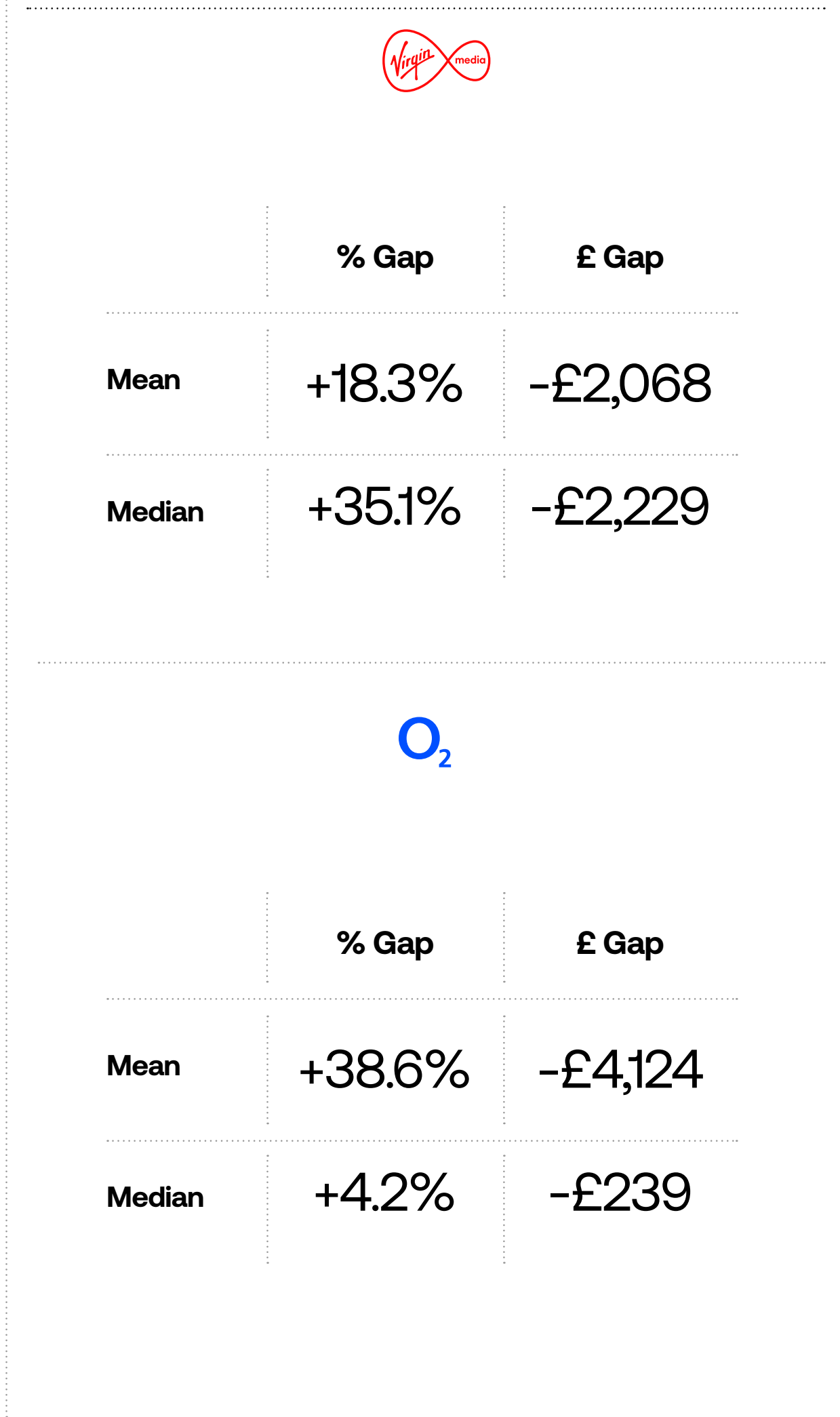
Ethnicity Pay Quartiles 2025



Ethnicity Mean and Median Pay Gaps 2025



Bonus Ethnicity Pay Gaps 2025



	% Gap	£ Gap
Mean	+18.3%	-£2,068
Median	+35.1%	-£2,229

	% Gap	£ Gap
Mean	+38.6%	-£4,124
Median	+4.2%	-£239

Appendices

Key terminology

Relevant Employees

All employees who were paid their usual full pay on the snapshot date (i.e. did not receive a one-off bonus, nor were they on unpaid leave, both of which may skew the figures).

Snapshot Date

Gender Pay Gap calculations will be based on figures from a set date each year – for businesses like Virgin Media O2 this is 5 April.

Pay Quartiles

The proportion of employees across our Ordinary Pay range is represented in quartiles by dividing the workforce into four equal segments, from the lowest hourly rate to the highest hourly rate.

Ordinary Pay

This is the basic hourly pay on the snapshot date (5 April), plus bonus (monthly and quarterly) and premiums (shift premiums, on-call allowances etc), which is then converted into an hourly rate.

(Note: Overtime and pension contributions are excluded, as is our annual bonus paid in March).

Global Majority This includes Asian, Dual Heritage, Black and other Global Majority groups.

Engagement Index

Our Employee Engagement index is a 0-100 point score that measures the degree to which employees are involved in, enthusiastic about, and committed to their work and workplace. We calculate this by combining feedback scores in 5 areas: Employee Satisfaction, Recommending VMO2 as a great place to work, Pride in working at VMO2, sense of personal Accomplishment, and feeling Valued.

Calculation definitions

Mean (average) calculation

The mean is calculated by adding up the wages of all relevant employees and dividing the figure by the number of employees.

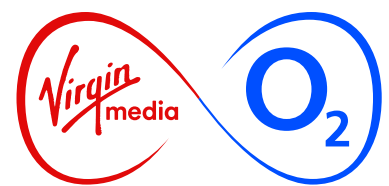
The average hourly rate of traditionally marginalised groups (women or Global Majority) compared to the average hourly rate of majority groups (men and white employees) as a percentage. A positive % indicates a favourable pay gap towards traditionally dominant groups, and a negative % indicates a favourable pay gap towards traditionally marginalised groups.

Median (middle) calculation

The median is the figure that falls in the middle of a range when the wages of all relevant employees are lined up from smallest to largest. The median gap is calculated based on the difference between the employee in the middle of the range of traditionally marginalised groups (Global Majority or women) and the middle employee in the range of the majority groups (white or men). A positive % indicates a favourable pay gap towards majority groups, and a negative % indicates a favourable pay gap towards traditionally marginalised groups.

Bonus Pay Calculation

Bonus Pay refers to any bonus, commission, or equity paid between 1 April 2024 and 31 March 2025, this doesn't pro-rate for part-time employees and those who have joined or left through the year. This is not an hourly figure but an overall total figure of bonus awarded during the year. We then calculate mean and median bonus pay gaps.



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www.news.virginmediao2.co.uk