

Corporate Responsibility  
Summary Report 2017

# EMPOWERING POSITIVE CHANGE THROUGH TECHNOLOGY



LIBERTY GLOBAL®

# Contents

1

ABOUT THIS REPORT

2

CEO WELCOME

3

ABOUT LIBERTY GLOBAL

4

OUR MATERIAL ISSUES

5

2017 IN BRIEF

6

DIGITAL IMAGINATION

9

RESPONSIBLE CONNECTIVITY

14

PERFORMANCE SUMMARY



# About this report

Welcome to Liberty Global's 2017 Corporate Responsibility (CR) Summary Report. This annual report provides an overview of our economic, social and environmental impacts and performance. Additional details, including our latest CR stories, can be found on our [website](#).

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. All data in this report covers the period January 1 to December 31, 2017, unless otherwise stated.

We report on our operations in 11 European countries under the consumer brands Virgin Media, Unitymedia, Telenet and UPC.

Our policy is to include any new subsidiaries that have been acquired in the first six months of the reporting period. Therefore, we have included last year's acquisition of SFR BeLux, with operations in Belgium and Luxembourg, in our 2017 data.

In terms of disposals, our policy is to exclude any subsidiaries where we no longer have operational control during the reporting period. At the end of 2017, we completed the Liberty Latin America Split-off Transaction, which included Cable & Wireless Communications, VTR and Liberty Puerto Rico. Therefore, we have excluded these operations from our 2017 reporting.

We engaged KPMG LLP to perform independent limited assurance, reporting to Liberty Global plc, using the assurance standards ISAE 3000 and ISAE 3410, of the energy consumption and greenhouse gas emissions data presented in Liberty Global plc's Annual Report and Accounts for the year ending December 31, 2017. This information is included in this report and is highlighted on [page 16](#). KPMG's full statement, including a summary of the work they performed, is available on our website.

Our 2017 GRI Standards Content Index, Environmental Reporting Criteria and KPMG Independent Limited Assurance Statement can be found [here](#).

For more information on our governance structure, Board Committees and our commitment to the United Nations Sustainable Development Goals, please see our website.

Your views are important to us. Please send comments and suggestions: [cr@liberyglobal.com](mailto:cr@liberyglobal.com).

## CEO Welcome

We've always believed that the internet's greatest power lies in its ability to connect things that weren't previously connected. Without it, there would be people who'd never meet, ideas that wouldn't come together and places that would remain unreachable.

We're committed to improving lives, boosting economies and revolutionizing businesses where we operate by delivering faster speeds and greater bandwidth to our customers. In turn, we're unlocking innovation and creating significant economic benefits. Through industry-shaping research, we found that Gigaspeed technologies have the potential to generate an economic value of up to \$660 billion per year by 2025 in Europe. Our networks are an essential foundation of that exciting future, so in 2017, we invested heavily to significantly extend our reach and further improve our broadband products for consumers and businesses.

As our business evolves, we remain committed to our vision of empowering positive change through technology. We call this our Connected Purpose strategy. It starts by ensuring that we deliver outstanding connectivity while running our business responsibly and sustainably.

Looking after customers' data has become an even greater priority in the current landscape, and we're working harder than ever to keep people safe online while simultaneously increasing digital accessibility. In 2017, we reviewed and strengthened our approach to privacy and data security to ensure that the safety of our customers' personal data is central to every decision that we make.

We improved our overall energy efficiency by 37% in 2017, exceeding our 15% annual target. The new, ambitious environmental goals that we're establishing in 2018 will help drive further emission reductions and greater efficiencies as we commit to setting science-based targets in line with the objectives of the United Nations' Paris Agreement.

To ensure we stay ahead of emerging sustainability subjects, we reviewed our business and incorporated two new focus points into our materiality matrix - customer experience and service quality, and employee engagement and equality. During 2018, we'll review how our Connected Purpose strategy can help support these two important areas.

**BEYOND OUR OWN BUSINESS, OUR GOAL IS TO EMPOWER PEOPLE TO HARNESS THE POWER OF TECHNOLOGY TO SOLVE SOCIETY'S GREATEST CHALLENGES.**

Our flagship program, Digital Imagination, is a collective, collaborative movement to fuel imaginations and promote digital solutions that benefit society. In Germany and Poland, we called on innovators to tackle the pressing issues in their countries – such as removing barriers for people with disabilities so they can access, participate and engage in the digital world. Through our ongoing Future Makers program, we give young people exciting ways to learn the skills needed to thrive in the digital economy and generate a positive social impact. In 2018, we plan to accelerate our Digital Imagination program by launching initiatives in several new markets.

Of course, we're nothing without our people. Throughout this report, which is aligned with GRI Sustainability Reporting Standards, you'll see examples of the amazing work they're doing to bring our Connected Purpose strategy to life and empower positive change. I also encourage you to explore the powerful stories showcased on our corporate [website](#).

As ever, your feedback on this latest report is both encouraged and appreciated.

Sincerely,



Michael T. Fries,  
Chief Executive Officer



## About Liberty Global

Liberty Global is the world's largest international TV and broadband company, with operations in 11 European countries under the consumer brands Virgin Media, Unitymedia, Telenet and UPC. We invest in the infrastructure and digital platforms that empower our customers to make the most of the video, internet and communications revolution. Our scale and commitment to innovation enable us to develop market-leading products delivered through next-generation networks that connect 22 million customers subscribing to 46 million TV, broadband internet and telephony services. We also serve over 7 million mobile subscribers and offer WiFi service through 12 million access points across our footprint.



LIBERTY GLOBAL®

GRI: 102-1 - 102-6

## CONNECTED PURPOSE

Empowering positive change through technology

We engage with key internal stakeholders and external experts to shape our CR strategy. This approach allows us to maximize our potential for guiding digital technology towards creating positive change in our world today. Connected Purpose is how we structure our response to this opportunity.

The internet is one of the most powerful tools ever invented. But it's what you do with it that counts – and that's up to all of us. We need people who embrace opportunity, who want to learn and grow and who want to make the world a better place. We're focused on the positive, enabling potential of connectivity, digital entertainment and technology. We're investing, innovating and helping to empower people so they can make the most of the digital revolution.



### DIGITAL IMAGINATION

#### FUTURE MAKERS

Creating exciting ways to share the skills needed to thrive in the digital economy and create a positive social impact

#### ORIGINAL THINKERS

Supporting and investing in innovators and entrepreneurs to use digital technology to inspire social change

#### COLLECTIVE SOLUTIONS

Bringing people together to use digital technology to solve the most pressing issues facing society



### RESPONSIBLE CONNECTIVITY

#### TRUSTED PRODUCTS

Protecting our customers' personal data, helping keep children safe online and making our services easier to use and more accessible

#### SUSTAINABLE GROWTH

Working to ensure that as our business grows, our environmental impact does not

#### EMPOWERING PEOPLE

Developing the talents of our people, investing in an inclusive, diverse and engaged workforce, and inspiring colleagues to make a difference in the communities where we operate

# Our Material Issues

We want to ensure that we're constantly focused on the most significant sustainability impacts of our business as they affect our stakeholders and communities.

In 2014, we conducted a detailed analysis to identify the material sustainability issues of greatest concern to our business and to society. We engaged stakeholders including employees, customers, industry associations, sustainability experts and the media to understand their priorities.

We reassessed those issues in 2017 to ensure that our strategic direction continues to reflect the changing interests and expectations of our business leaders and stakeholders. To do this, we conducted an analysis of factors that affect our material impacts including:

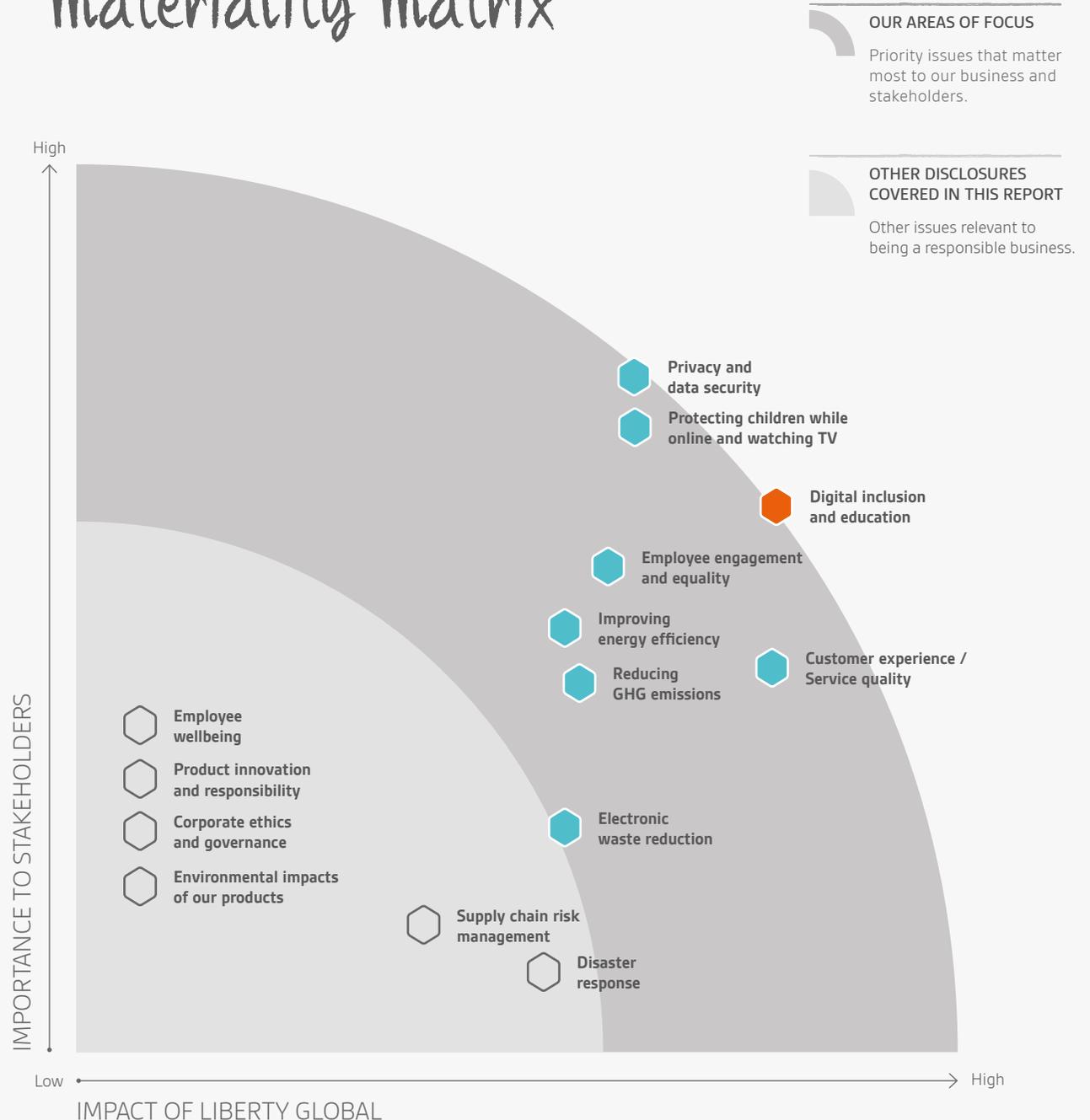
- The material priorities generated through engagement with local stakeholders by our operating companies: Virgin Media, Unitymedia and Telenet;
- General and sector priorities defined by sustainability frameworks such as the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB);
- Reputational impacts across the European markets where Liberty Global is active;
- A review of leading telecommunications companies and the issues they present as material for their businesses and their associated social impacts; and
- Employee feedback collected as part of a survey on CR and employee priorities.

The results confirmed that the six material topics identified in 2014 continue to be the most relevant for our business, our industry and our stakeholders. In addition, two new topics were identified as being important: customer experience and service quality and employee engagement and equality.

We therefore recognize all eight topics as key impacts to be addressed by our CR framework and strategy, as well as the focus of our sustainability reporting to stakeholders.

Further details can be found [here](#).

# Materiality Matrix



## 2017 In Brief

Throughout 2017, our people once again came together in support of our Connected Purpose strategy. Their collective efforts were rewarded with results that make a significant difference across all our operating regions. Here are some of this year's highlights.

WE INVESTED ALMOST

**\$5 BILLION**  
IN PRODUCT AND  
NETWORK INNOVATION



VIRGIN MEDIA IN THE UK LAUNCHED A CAMPAIGN WITH CHARITY PARTNER SCOPE TO SUPPORT

**1 MILLION**  
DISABLED PEOPLE TO GET  
INTO AND STAY IN WORK  
BY THE END OF 2020



SERVED 6.5 MILLION  
**MOBILE SUBSCRIBERS**

ACHIEVED **A- SCORE** IN THE  
**LEADERSHIP CATEGORY** AS PART  
OF CDP'S CLIMATE PROGRAM



SUPPORTED 28,800  
EMPLOYEES GLOBALLY



INSTALLED  
**3.5 MILLION**  
OF OUR LATEST WIFI CONNECT BOXES

REFURBISHED 2.2 MILLION  
SET-TOP BOXES AND MODEM UNITS,  
AVOIDING 3,700 METRIC TONS OF  
**WASTE** THAT WOULD OTHERWISE  
HAVE ENDED UP IN LANDFILL

BECAME

**10X MORE**  
CARBON EFFICIENT  
THAN 2012

RECEIVED **BRONZE CLASS**  
DISTINCTION IN THE DOW  
JONES SUSTAINABILITY INDEX  
FOR EXCELLENT SUSTAINABILITY  
PERFORMANCE



PROVIDED

**46 MILLION**  
TELEVISION,  
BROADBAND AND  
TELEPHONY SERVICES

SAVED \$260 MILLION AND  
AVOIDED 4,335 METRIC TONS OF  
CARBON EMISSIONS THROUGH  
ENVIRONMENTAL INITIATIVES



**CONNECTED**  
**22 MILLION**  
CUSTOMERS

LAUNCHED OUR **PRODUCT**  
**SUSTAINABILITY SCORECARD** TO  
IMPROVE THE SUSTAINABILITY  
PERFORMANCE OF NEW CUSTOMER  
PRODUCTS



LAUNCHED 2 **DIGITAL**  
**IMAGINATION** CHALLENGES  
IN POLAND AND GERMANY, ENGAGING  
74 SOCIAL ENTREPRENEURS

# EMPOWERING PEOPLE TO HARNESS THE POWER OF TECHNOLOGY TO SOLVE SOME OF SOCIETY'S BIGGEST CHALLENGES



## Digital Imagination

### WHY IT MATTERS

The internet shapes our world today like nothing before. It enables us to experience meaningful moments and has changed the way we shop, work, communicate and live our lives. It's the greatest tool that's ever been invented. But it's what we do with it matters – and that's up to people. That's why we're committed to using connectivity and technology to fuel people's imaginations, to help them be their best and to unlock their ability to create positive change in the world today.

We do this in three ways: we help young people develop skills that capitalize on the future opportunities of the digital world, we challenge and support entrepreneurs to think of original ways to drive social change and we spark conversations to inspire collective solutions to the most pressing issues that technology can address.

Our Digital Imagination program is rooted in a deep belief in the liberating potential of technology to help people do good. After all, the internet is nothing without people.

### FUTURE MAKERS

We're creating exciting ways for young people to thrive in the digital economy and use essential new skills to generate a positive social impact. Our Future Makers Awards challenges 7 to 17-year-olds to use their coding superpowers to make positive changes in their communities. For example, 17-year-old Jeroen designed an app ('Welcome Here') to help refugees settle into a new country and 13-year-old Amy used pioneering technology to create a 'smart beehive' that explores the reasons for declining bee populations. We're proud to support inspiring young people like Jeroen and Amy to demonstrate their boundless imaginations, hunger to learn and innate desire to do good with technology.

### ORIGINAL THINKERS

We're helping innovators and entrepreneurs use the power of technology to inspire social change. In 2017, Virgin Media Business continued to invest in its VOOM Pitch Program. This renowned competition sees the best British and Irish start-ups compete to pitch industry-disrupting ideas with Sir Richard Branson in a bid to win investment. One business that VOOM benefitted is FoodCloud, a social enterprise that manages the redistribution of food surpluses between businesses and charities. To date, FoodCloud has redistributed the equivalent of more than 17 million meals in the UK.

### COLLECTIVE SOLUTIONS

We're bringing people together who can harness the power of digital technology to solve societal issues. We've sparked conversations throughout society that get people thinking about issues like smart living, lifelong learning, healthcare monitoring and digital inclusion. In 2017, we partnered with UPC in Poland and Unitymedia in Germany to launch our first Digital Imagination Challenges. Entrepreneurs from both countries submitted solutions to important social issues with the most promising concepts receiving additional guidance before being pitched to an expert panel. The three winners earned seed funding and support to help them scale their solutions. See pages 7 and 8 for more information on this year's winners.



## Digital Imagination Case studies

### UPC Poland

Our inaugural Digital Imagination Challenge, hosted by UPC Poland in 2017, was a huge success. With 50 high-quality entries to review, all from entrepreneurs committed to making a positive social impact, our judging panel had its work cut out.

The challenge began with a public online debate, kicked off by UPC to discover what the public considered to be the country's most pressing social issues. The hottest topics – smart living, healthcare monitoring and lifelong learning – then formed the basis for the challenge and the nation's top innovators got to work perfecting their proposals around these themes.

Our first winner - Findair - was a great example of how connectivity and technology can have an immediate impact on those suffering from asthma: a smart inhaler that not only helps asthma sufferers monitor progress but also identifies the causes of attacks and maps high-risk locations.

According to EUROSTAT, 9% of Poland's population lives with asthma but this locally conceived solution has the power to make a positive impact on a global scale. Having demonstrated the idea is implementable, scalable and backed by a strong business model, our winner is now receiving additional advice and professional support to further develop the project.

“ WE ARE VERY HAPPY WITH OUR VICTORY IN THE DIGITAL IMAGINATION CHALLENGE PROGRAM. WE BELIEVE THAT THIS WILL INCREASE THE AWARENESS OF ASTHMA AND WAYS TO FIGHT ITS LIMITATIONS. THE UPC AWARD WILL HELP US IN FURTHER PRODUCT DEVELOPMENT AND WILL ALLOW US TO REACH AN EVEN WIDER AUDIENCE. ”

TOMASZ MIKOSZ,  
CO-FOUNDER OF FINDAIR





## Digital Imagination Case studies

# Unitymedia Germany

Germany was the location of our second Digital Imagination Challenge, with Unitymedia seeking to empower social innovators and enable ground-breaking ideas that could make a real and lasting difference.

Working with Sozialhelden, a not-for-profit organization that develops creative projects to address social problems, and Impact Hub Berlin, a network of collaborators focused on making positive impacts, Unitymedia launched a search for new solutions to the problems of digital inclusion. Under the motto of 'access, participate and experience', the challenge invited innovators to dismantle digital barriers and fight negative prejudices to make the power of digital technologies more universally accessible.

The winner of Unitymedia's first Digital Imagination Challenge was the audio description software developed by FRAZIER.

Creator, Lukas Pajoncsek explained "our website enables anyone to upload a film and instantly create an audio description which can be shared across their own channels." The concept, which enables blind people to gain full insight into the visual content of video formats, is an important one as only 7% of public TV broadcasts in Germany are currently audio described.

FRAZIER proved that the software works and could have a positive impact for blind people in Germany and beyond. As part of their prize, they'll now get dedicated support to help them develop their strategy and rollout their innovative solution.

“ WITH THE DIGITAL IMAGINATION CHALLENGE, WE WANT TO DRIVE DIGITAL INCLUSION. AS CEO OF A CABLE OPERATOR, I SEE IT AS MY RESPONSIBILITY TO CREATE A DIGITAL WORLD WITHOUT OBSTACLES AND BARRIERS, FOR EVERYONE, FOR ALL OUR CUSTOMERS, FOR ALL OF OUR EMPLOYEES. AT UNITYMEDIA, WHERE PEOPLE WITH AND WITHOUT DISABILITIES WORK, WE ARE COMMITTED TO BREAKING DOWN BARRIERS. ”

LUTZ SCHÜLER, CEO UNITYMEDIA





## Responsible Connectivity

### WHY IT MATTERS

Our world is becoming ever more connected. With over 3.5 billion internet users around the globe, connectivity is now an essential part of everyday life. As the world's largest international TV and broadband company, we have a responsibility to ensure everyone, no matter where they are or what barriers they face in life, can make use of digital technology to achieve their full potential.

That means delivering exceptional service, protecting our customers' privacy and ensuring that as the bandwidth we provide grows, our impact on the planet doesn't grow with it. To provide outstanding connectivity while running a responsible, sustainable business, we focus on three main themes.

### TRUSTED PRODUCTS

We're focused on delivering the best customer experience possible by transforming the way we help and support customers. We're investing in making our products and services more accessible while also being committed to protecting customer privacy and maintaining data security. Read more about our approach to securing customers' personal data on [page 10](#).

We aim to make the digital world safe for everyone, especially our children, so we ensure our products and services offer parental control features that help parents keep children safe online. Our internet safety toolkits guide parents and teachers alike on how to empower young people of all ages to protect themselves as they explore the online world. You can find out more about this on our [website](#). Our Product Sustainability Scorecard is helping us embed sustainability across our products; from design through to disposal. To learn more about this see [page 12](#).

### SUSTAINABLE GROWTH

We're working to ensure that as our business grows, our environmental impact doesn't grow with it. In 2017, our overall energy efficiency improved by 37% (per terabyte of data traffic generated). Our electricity consumption remained relatively flat, increasing by 1% compared to 2016, and we decreased our total market-based emissions (scope 1, 2 & 3) by 18%, which takes into account the GHG intensity of the electricity we source. We also refurbished 2.2 million set-top boxes and modem units, avoiding 3,700 metric tons of waste that would otherwise have ended up in landfill.

Our global environmental statement sets out our commitment to enhancing the energy efficiency of our operations, with a focus on energy use, carbon emissions and the management of electronic waste. We're committed to achieving a 15% energy efficiency improvement every year through to 2020.

### EMPOWERING PEOPLE

To us, empowering people means developing the talents of our employees, investing in an inclusive, diverse and engaged workforce, and inspiring colleagues to make a difference in the communities where we operate.

We're committed to driving improvement around employee engagement and equality. We are taking steps to monitor our performance and identify opportunities for progress. In 2017, for example, we grew the percentage of women in senior management positions by 2% to 26% and we also increased the percentage of new female hires from 19% to 23%. We recognize that we still have plenty of work to do and we'll continue to review our policies and processes in order to best support our ambition for further improvement.

As part of our commitment to helping our people achieve their potential, we invested nearly \$13 million, achieving over 676,000 hours in employee training during 2017. In addition, our Step Forward graduate program enables graduates to spend two to three years rotating through teams, working on a breadth of projects. Last year, 130 graduates participated in Step Forward.

We also continued to celebrate our employees' dedication to community causes through matched funding and support for over 40 charities, including the Lessons for Life Foundation. We directly assisted relief efforts for Hurricanes Irma and Maria and are proud of all our colleagues who volunteered to repair damaged infrastructure.



## CUSTOMER PRIVACY

As a provider of internet, telephone and television services, our customers' digital lives are entrusted to us. So every decision we make comes with an obligation to keep personal data safe. 'Digital safety' comprises two main strands, customer privacy and data security, and because they're closely linked, our teams work together to protect them.

In 2017, we further enhanced our threat monitoring procedures, implementing 20 new processes in preparation for the EU's General Data Protection Regulation (GDPR), which became effective in May 2018. We also created a brand new Digital Confidence team to step-change the way we manage privacy and give customers control over their data while growing trust between us.

We never sell any customer data and have strong purpose-limitation processes in effect. Now we have initiated a new program that backs up our determination to do as much as possible to manage data transparency. As a result, we've implemented new systems, put in place changes to protect customer rights and help our customers understand the issues. Our newly appointed Data Protection Officer will oversee this work.

Making sure we have visibility of privacy and security across our entire supply chain is key. Last year, we audited our third-party management process to ensure that our vendors and suppliers both comply with the standards in our Global Privacy Policy and have their own stringent controls in place.

## DATA SECURITY

We define data security as the measures that we take to protect the confidentiality and integrity of our customers' data. It's a priority for us because our customers trust us with their data and we work hard to maintain that trust. Today, with awareness of the importance of data security at an all-time high, there is increased demand from customers, shareholders and regulators for stronger, more secure practices. In 2017, we expanded our Global Security team and continued to invest in tools and systems across our operations. Additionally, we stepped up the security training that we provide to staff and continued building strong external partnerships with the public and private sector to enhance our capabilities.

# Our supply chain

In 2017, we strengthened the four-step process we utilize in collaboration with suppliers to improve products and services, mitigate risk and identify new opportunities.

1

### REQUIREMENTS

We updated our Responsible Procurement and Supply Chain Principles to reinforce what we expect from our suppliers in terms of labor practices, forced labor, collective bargaining and privacy and security.

2

### ALIGNMENTS

All new procurement employees now have access to responsible training and we incorporate responsible procurement updates in our quarterly Procurement newsletter. We've continued to integrate Environmental, Social and Governance indicators into our procurement processes. Suppliers' EcoVadis assessment scores are now weighted and form part of our Procurement Supplier Risk Assessment Framework. This allows us to monitor and react to high-risk suppliers more effectively.

3

### ASSESSMENTS

In 2017, we used the EcoVadis tool to assess over 230 suppliers. Suppliers were selected utilizing our own risk-based framework that identifies our highest-risk suppliers against pressing issues such as conflict minerals, modern slavery and environmental sustainability.

4

### DIALOGUE

We held ten face-to-face meetings with suppliers in 2017 to discuss opportunities for collaboration on supplier improvement. Additionally, 27 suppliers were asked to improve their performance through corrective actions based on our assessments.

We continued using partnerships and collaborative platforms, such as the Global e-Sustainability Initiative, to make our approach even more robust. We are also working with industry peers to make our supply chain more sustainable.

## CUSTOMER EXPERIENCE / SERVICE QUALITY

Customer behavior is changing and, at Liberty Global, we're changing with it. Our Customer Experience Operations team has launched an exciting new project to simultaneously strengthen customer relationships, improve customer satisfaction and increase our operational efficiency.

Because we're committed to providing our customers with the best experience possible, we want them to be able to contact us however and whenever they choose. That means making a range of more flexible communication tools available, starting with a new service for customers to be able to contact us. Rather than waiting for an agent to become free, customers now have the opportunity to start a messaging conversation with us. Alongside this, we're also introducing in-app messaging as a key component of our future apps and providing greater management of our social media channels.

Virgin Media Ireland has taken our first step. In March 2017, they began giving customers the chance to contact them via text messaging; a service which, judging by our initial findings, seems to be generating significant increases in customer satisfaction accompanied by improved agent efficiency. We're now getting set to roll out this service across the UK, Germany and Switzerland.

Looking to the future, we're now paving the way for the next generation of messaging services, Rich Communication Services (RCS). RCS combines Facebook Messenger, WhatsApp and iMessage into a single platform and is designed to work with all software and smart phones.

**"WE UNDERSTAND THAT THE LIVES OF OUR CUSTOMERS ARE FLUID AND DEMANDING,"**

says Melanie Longdon, VP of Customer Experience Operations. "We simply don't have time to wait for answers to our questions – that's why we're messaging each other more than ever in our personal lives. Knowing this, we're using market-leading technology to ensure that our customer support goes fully digital and aligns with consumers, empowering them to use our services on their own terms and at their own pace, for a best-in-class experience."





## Sustainable Growth Case study

# Product Sustainability Scorecard

Manufacturing our products to serve over 22 million customers in 11 countries is a substantial undertaking. Improving the sustainability performance of products on this scale is no easy challenge: many of our products are made from up to 1,000 components sourced from suppliers based all over the world.

Our Product Sustainability Scorecard helps measure and improve the sustainability performance of our products. It works by first identifying the most relevant environmental and social issues. Then we analyze the specific activities within the product's lifecycle that influence these issues. With that information, we then measure performance against these impact areas.

We used the Product Sustainability Scorecard to assess one of our new products, the Connect Box. As part of the process, we conducted external benchmarking of the impact areas against other companies and sectors, carried out a Life Cycle Assessment on our previous WiFi router, the Super Hub 2 and reviewed relevant standards and guidelines including the EU's eco-design requirements. We also held internal and external stakeholder interviews and commissioned WRAP, the not-for-profit organization promoting sustainable resource use, to conduct a technical review.

The assessment found the Connect Box to be more energy and resource efficient than its predecessor, the Super Hub 2. In fact, it's 15% more energy efficient during use – saving enough electricity to power over 7,000 homes each year – and avoids 173 metric tons of plastics, metals and electronics. It also saves 40 metric tons of paper from documentation and 311 metric tons of cardboard from packaging when compared to the previous WiFi hub distributed in the UK.

As well as environmental impacts, the Scorecard also evaluates the accessibility of our products. From set-top boxes to modems, handsets and user interfaces, it assesses accessibility by analyzing features such as feel and comfort, button layout and design, text size and text-to-speech capabilities.

Our first Product Sustainability Scorecard now forms the baseline against which future broadband products will be measured. Use of the Scorecard has now been embedded into our processes and will drive improvements in the sustainability performance of our products. For more information on our Product Sustainability Scorecard, including our methodology, please visit our [website](#).



“ WE REVIEWED LIBERTY GLOBAL'S PRODUCT SUSTAINABILITY SCORECARD IN DETAIL AND BELIEVE IT WILL PLAY A KEY ROLE IN IDENTIFYING THE ENVIRONMENTAL AND SOCIAL IMPACTS OF THEIR PRODUCTS, FURTHER DELIVERING PROGRESS TOWARDS THEIR GOAL OF CREATING MORE SUSTAINABLE PRODUCTS. ”

NORAH LEWIS, TECHNICAL SPECIALIST, WRAP



## Empowering People Case study

# Virgin Media UK Inclusion

Like many large businesses, at Virgin Media (UK) we want to create a more inclusive culture that both represents the customers and communities we serve and enables our people to be their best at work. We believe that a more inclusive workforce is a more productive one so, through our long-standing partnership with national disability charity Scope, we're focused on building a more inclusive workplace while also transforming the lives of disabled people through technology.

Our work with Scope has moved beyond simply adopting a charity partner to become something with a greater purpose. Scope exists to make the UK a place where disabled people have the same opportunities as everyone else. We recognize that our digital capability can help accelerate that positive change – and Scope can help us better understand what we need to do to support our disabled employees and customers.

With Scope's support and expertise, we've taken a thorough look at the way we remove barriers for disabled people. Partnering with Scope has inspired us to transform how we support our disabled employees and customers. Virgin Media has been working to identify and remove barriers for disabled people across the organization, which includes transforming the way we provide reasonable adjustments, training line managers and enhancing the access services that we provide to our customers.

“ FROM MY INITIAL CONTACT WITH THE RECRUITMENT TEAM THROUGH TO THE INTERVIEW STAGES, I WAS IMPRESSED BY THE CONFIDENCE MY COLLEAGUES HAD WHEN SPEAKING TO ME ABOUT ANY WORKPLACE ADJUSTMENTS I MAY NEED. WHEREAS IN PREVIOUS SITUATIONS THIS CONVERSATION WAS THE ELEPHANT IN THE ROOM, VIRGIN MEDIA GAINED MY TRUST AND CONFIDENCE BY INITIATING AND LEADING THE CONVERSATION. ”

SHANI DHANDA, DISABILITY  
PROGRAMME MANAGER VIRGIN  
MEDIA (UK)



LAUREN PITT, 24,  
FROM GLOUCESTER,

is registered blind after losing most of her sight aged 13 due to a genetic condition.

# Performance Summary

## Community Investments

Community Investments <sup>1</sup>	Measure	2017	2016	2015	2014	2013
Total Community Investments	\$ million USD	10.6	16.2	13.8	9.7	9.7
Cash	%	84%	39%	44%	67%	71%
Time	%	5%	5%	5%	5%	6%
In-kind	%	11%	56%	51%	28%	23%
Employee volunteering time	hours	18,377	26,856	25,092	14,980	18,791

## Empowering People

Total workforce and breakdown by employee category (GRI 102-8, 405-1)	Measure	2017			2016			2015			2014			2013			2012		
<b>Workforce including outsourced employees (Headcount, year end)</b>																			
Employees	Number	28,858			29,024			28,571			28,685			29,372			14,699		
Outsourced employees	Number	26,218			24,306			18,803			17,401			18,667			n/a		
<b>Total<sup>2</sup></b>		<b>55,076</b>			<b>53,330</b>			<b>47,374</b>			<b>46,086</b>			<b>48,039</b>			<b>14,699</b>		
<b>Employees by region and gender (headcount, year end)</b>																			
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
North America	Number	93	84	177	82	70	152	79	64	143	71	58	129	66	56	122	64	43	107
Europe	Number	18,730	9,951	28,681	18,873	9,999	28,872	18,750	9,678	28,428	18,940	9,616	28,556	19,325	9,925	29,250	9,210	5,382	14,592
<b>Total (LG)</b>	<b>Number</b>	<b>18,823</b>	<b>10,035</b>	<b>28,858</b>	<b>18,955</b>	<b>10,069</b>	<b>29,024</b>	<b>18,829</b>	<b>9,742</b>	<b>28,571</b>	<b>19,011</b>	<b>9,674</b>	<b>28,685</b>	<b>19,391</b>	<b>9,981</b>	<b>29,372</b>	<b>9,274</b>	<b>5,425</b>	<b>14,699</b>
	<b>%</b>	<b>(65%)</b>	<b>(35%)</b>		<b>(65%)</b>	<b>(35%)</b>		<b>(66%)</b>	<b>(34%)</b>		<b>(66%)</b>	<b>(34%)</b>		<b>(66%)</b>	<b>(34%)</b>		<b>(63%)</b>	<b>(37%)</b>	
<b>Employees by contract type (headcount, year end)</b>																			
Employees on permanent contracts	Number	27,577			27,841			27,111			27,275			27,682			13,366		
Employees on temporary contracts	Number	1,282			1,183			1,460			1,410			1,690			1,333		
<b>Employees by employment type (headcount, year end)</b>																			
Employees in full-time employment	Number	26,158			26,187			25,917			26,214			26,228			13,455		
Employees in part-time employment	Number	2,701			2,837			2,654			2,471			3,144			1,244		
<b>Employees by age group (headcount, year end)</b>																			
Employees under 30 years old	Number	6,330 (22%)			6,372 (22%)			6,512 (23%)			6,774 (23%)			7,944 (27%)			n/a		
Employees 30 – 50 years old	Number	18,122 (63%)			18,383 (63%)			18,281 (64%)			18,254 (64%)			17,977 (61%)			n/a		
Employees over 50 years old	Number	4,406 (15%)			4,269 (15%)			3,778 (13%)			3,657 (13%)			3,451 (12%)			n/a		
<b>Women in management</b>																			
Percentage of management positions filled by women	%	31%			30%			28%			29%			29%			27%		
Percentage of Executive Management positions filled by women	%	6%			11%			13%			9%			10%			12%		
<b>Employee training (GRI 404-1)</b>																			
Average training hours (Hours per FTE)	Number	24			28			27			24			21			18		
Average training investment (\$USD per FTE)	USD	462			527			645			675			624			623		
<b>Occupational health &amp; safety (GRI 403-2)<sup>3</sup></b>																			
Injury rate (per 200,000 hours worked)	Number	0.70			0.77			3.22			2.29			2.43			n/a		
Occupational disease rate (per 200,000 hours worked)	Number	4.67			4.28			5.60			5.73			0.40			n/a		
Lost day rate (per 200,000 hours worked)	Number	25.22			31.72			29.36			32.21			73.29			n/a		
Absentee rate (% of total workdays)	%	5%			6%			5%			5%			5%			n/a		
Work-related fatalities	Number	0			0			1			0			0			0		

## Empowering People

New employee hires and employee turnover (GRI 401-1)			2017			2016			2015			2014			2013			2012		
Measure	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total		
<b>New employee hires by region and gender (headcount, year end)</b>																				
North America	Number	26	21	47	10	17	27	13	13	26	8	7	15	10	14	24	11	8	19	
Europe	Number	3,445	2,332	5,777	3,566	1,913	5,479	3,141	1,992	5,133	2,624	1,539	4,163	2,853	1,821	4,674	1,860	1,343	3,203	
<b>Total</b>	<b>Number</b>	<b>3,471</b>	<b>2,353</b>	<b>5,824</b>	<b>3,576</b>	<b>1,930</b>	<b>5,506</b>	<b>3,154</b>	<b>2,005</b>	<b>5,159</b>	<b>2,632</b>	<b>1,546</b>	<b>4,178</b>	<b>2,863</b>	<b>1,835</b>	<b>4,698</b>	<b>1,871</b>	<b>1,351</b>	<b>3,222</b>	
Rate of new hires (%) <sup>4</sup>			20%			19%			18%			15%			16%			22%		
<b>New employee hires by age group (headcount, % of total)</b>																				
under 30 years old	Number		2,958 (51%)			2,788 (51%)			2,527 (49%)			2,154 (52%)			2,615 (56%)				n/a	
30 - 50 years old	Number		2,504 (43%)			2,380 (43%)			2,342 (45%)			1,870 (45%)			1,959 (42%)				n/a	
over 50 years old	Number		362 (6%)			338 (6%)			290 (6%)			154 (5%)			124 (4%)				n/a	
<b>Employee turnover by region and gender (number of leavers)</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>		
North America	Number	6	17	23	11	15	26	6	7	13	3	5	8	6	1	7	16	n/a	16	
Europe	Number	3,887	2,443	6,330	4,287	2,200	6,487	3,302	1,767	5,069	3,033	1,782	4,815	2,854	1,701	4,555	2,132	n/a	2,132	
<b>Total</b>	<b>Number</b>	<b>3,893</b>	<b>2,460</b>	<b>6,353</b>	<b>4,298</b>	<b>2,215</b>	<b>6,513</b>	<b>3,308</b>	<b>1,774</b>	<b>5,082</b>	<b>3,036</b>	<b>1,787</b>	<b>4,823</b>	<b>2,860</b>	<b>1,702</b>	<b>4,562</b>	<b>2,148</b>	<b>n/a</b>	<b>2,148</b>	
Rate of total employee turnover (%) <sup>4</sup>			22%			22%			18%			17%			16%			15%		
<b>Employee turnover by age group (number of leavers, turnover rate by age)</b>																				
Total leavers — under 30 years old	Number		2,340 (8%)			2,152 (7%)			1,775(6%)			1,757 (6%)			1,751 (6%)				0 (0%)	
Total leavers — 30 - 50 years old	Number		3,213 (11%)			3,494 (12%)			2,702 (9%)			2,564 (9%)			2,279 (8%)				0 (0%)	
Total leavers — 50+ years old	Number		800 (3%)			867 (3%)			605 (2%)			502 (2%)			532 (2%)				2,148 (15%)	
<b>Employee performance reviews (GRI 404-3)</b>																				
Employees reviewed	%		97%			95%			97%			97%			95%			92%		
<b>Employee performance review — by gender &amp; employee category</b>																				
Percentage of appraisal — executive management (men)	%		100%			100%			98%			100%			94%			98%		
Percentage of appraisal — executive management (women)	%		100%			100%			100%			100%			100%			100%		
Percentage of appraisal — senior management (men)	%		99%			95%			96%			98%			100%			n/a		
Percentage of appraisal — senior management (women)	%		96%			93%			98%			99%			95%			n/a		
Percentage of appraisal — managers/supervisors (men)	%		97%			95%			97%			97%			96%			n/a		
Percentage of appraisal — managers/supervisors (women)	%		95%			94%			98%			97%			96%			n/a		
Percentage of appraisal — non-management (men)	%		98%			98%			97%			98%			96%			85%		
Percentage of appraisal — non-management (women)	%		94%			90%			96%			96%			93%			97%		

## Sustainable Growth

Energy intensity (GRI 302-3)		Measure	2017	2016	2015	2014	2013	2012
Energy intensity	kWh of electricity / TB of data usage		42	66	88	122	191	278
Electricity generated from onsite renewables	GWh		0.42	0.38	0.23	0.20	0.16	0.13
<b>Waste by type and disposal method (GRI 306-2)</b>								
Total waste generated — reuse	metric tons		956	215	293	190	231	183
Total waste generated — recycling onsite waste (excl. composting)	metric tons		12,238	9,586	10,006	10,772	10,701	6,567
Total waste generated — incineration	metric tons		2,802	2,449	2,124	2,089	1,861	1,696
Total waste generated — landfill	metric tons		2,475	2,654	2,780	3,313	3,279	5,048
Total waste generated — composting	metric tons		81	108	144	258	171	177
<b>Total waste generated</b>	<b>metric tons</b>		<b>18,552</b>	<b>15,013</b>	<b>15,347</b>	<b>16,622</b>	<b>16,244</b>	<b>13,672</b>
% of waste recycled & reused	%		71%	65%	67%	65%	67%	49%

## Sustainable Growth

Energy consumption (GRI 302-1)	Measure	2017	2016	2015	2014	2013	2012
<b>Non-renewable fuel</b>							
Diesel	GWh	117.89	117.87	118.51	131.89	146.73	63.45
Petrol	GWh	12.10	12.85	16.80	17.96	33.87	19.82
Natural gas	GWh	38.82	37.18	39.68	42.32	46.94	47.49
Burning oil	GWh	0.05	0.01	0.02	0.03	0.00	0.05
Gas oil	GWh	1.59	1.84	2.06	1.95	2.16	2.52
Fuel oil	GWh	0.31	0.41	0.44	0.68	0.84	2.67
Aviation fuel	GWh	9.47	11.07	11.10	11.13	12.70	12.70
<b>Total</b>	<b>GWh</b>	<b>180.23</b>	<b>181.23</b>	<b>188.61</b>	<b>205.96</b>	<b>243.25</b>	<b>148.7</b>
<b>Electricity, heating &amp; cooling</b>							
Electricity	GWh	1,103.76	1,091.82	1,072.10	1,044.43	1,028.83	1,023.98
Heating & cooling	GWh	3.38	2.12	3.14	4.48	1.39	n/a
<b>Total</b>	<b>GWh</b>	<b>1,107.14</b>	<b>1,093.94</b>	<b>1,075.24</b>	<b>1,048.91</b>	<b>1,030.22</b>	<b>1,172.68</b>
<b>Electricity sold</b>							
Electricity sold	GWh	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	0.05
<b>Total energy consumption<sup>5</sup></b>	<b>GWh</b>	<b>1,287.38</b> 📉	<b>1,275.15</b>	<b>1,263.84</b>	<b>1,254.85</b>	<b>1,273.46</b>	<b>1,172.63</b>
<b>Carbon emissions (GRI 305-1, 305-2, 305-3)</b>							
Scope 1 emissions	metric tons CO <sub>2</sub> e	61,645 📉	56,196	56,718	57,863	69,162	70,062
Scope 2 market-based emissions	metric tons CO <sub>2</sub> e	291,700 📉	387,565	418,863	449,432	379,793	444,130
Scope 2 location-based emissions	metric tons CO <sub>2</sub> e	369,465 📉	365,640	357,777	378,360	399,208	423,676
Scope 3 emissions	metric tons CO <sub>2</sub> e	55,177 📉	54,407	51,179	50,649	10,517	10,835
<b>Total Scope 1, 2 &amp; 3 market-based emissions</b>	<b>metric tons CO<sub>2</sub>e</b>	<b>408,522</b>	<b>498,168</b>	<b>526,760</b>	<b>557,943</b>	<b>459,472</b>	<b>525,027</b>
<b>Total Scope 1, 2 &amp; 3 location-based emissions</b>	<b>metric tons CO<sub>2</sub>e</b>	<b>486,287</b>	<b>476,243</b>	<b>465,674</b>	<b>486,872</b>	<b>478,886</b>	<b>504,573</b>
Carbon credits	metric tons CO <sub>2</sub> e	8,473	8,627	12,306	n/a	n/a	n/a
Emissions intensity (scope 1 & 2 market-based)	metric tons CO <sub>2</sub> e / TB of data usage	0.013 📉	0.027	0.039	0.059	0.083	0.140
Emissions from business travel	metric tons CO <sub>2</sub> e	13,786	14,853	15,120	16,915	9,255	7,626
Emissions from 3rd party services and install vehicles	metric tons CO <sub>2</sub> e	39,514	38,149	34,489	32,469	24,275	17,814
<b>Water withdrawal by source (GRI 303-1)</b>							
Total water use (municipal only)	m <sup>3</sup> (water)	264,328	265,844	275,204	274,866	281,494	274,759
Total water use (onsite capture only)	m <sup>3</sup> (water)	5,862	4,848	4,471	4,700	4,585	0.00
<b>Total water use (inc. onsite capture)</b>	<b>m<sup>3</sup> (water)</b>	<b>270,190</b>	<b>270,692</b>	<b>279,675</b>	<b>279,566</b>	<b>286,079</b>	<b>274,759</b>
<b>Environmental Initiatives</b>							
Emissions reductions from initiatives	metric tons CO <sub>2</sub> e	4,179	4,574	1,775	9,160	3,593	n/a
Energy saved from initiatives	GWh	4	11	5	23	9	n/a
Cost savings from environmental initiatives	\$ million USD	259.0	297.1	368.8	325.0	281.7	n/a
Revenue generated from environmental initiatives <sup>6</sup>	\$ USD	5,720,084	0	1,242,014	439,624	516,617	n/a

Total employee figures reported in the table are based on headcount at year end. In the text of the report, we have used the total number of full-time equivalent (FTE) employees, which is 55,076.

- 1 Virgin Media UK's community investment data is not included in our 2012 results.
- 2 Aside from this total workforce figure, our social performance data does not include outsourced employees. (GRI 405-1).
- 3 Injury rate, Occupational disease rate & Lost days rate are calculated by dividing the total number of incidents by the total number of hours worked and multiplying the calculated figure by 200,000.
- 4 Rate of new hires & rate of total employee turnover are calculated by dividing the total number of new hires/leavers by the total number of employees.

For more information on our environmental reporting criteria, please visit: [www.libertyglobal.com/responsibility/reporting-and-performance/](http://www.libertyglobal.com/responsibility/reporting-and-performance/).

📉 Data extracted from Liberty Global plc Annual Report and Accounts for year ending 31 December 2017 which was included within KPMG LLP's independent limited assurance scope.

- 5 Sum of total energy consumption from non-renewable fuel and electricity, heating and cooling, minus electricity sold.
- 6 In 2017, we changed the scope of our reported data to include only the top 20 global environmental initiatives.

n/a – data not available.



## Forward looking statement

This report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including statements with respect to our CR strategy and Connected Purpose. See pages I-4 and I-5 of the 2017 Annual Report on Form 10-K for a description of other forward-looking statements that are included in this CR Report and certain of the risks and uncertainties that could cause actual results to differ materially from those expressed or implied by such statements.

These forward-looking statements speak only as of the date of this CR Report. Liberty Global expressly disclaims any obligation or undertaking to disseminate any updates or revisions to any forward-looking statement contained herein to reflect any change in Liberty Global's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.



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