

Corporate Responsibility  
Summary Report 2016

# EMPOWERING POSITIVE CHANGE THROUGH TECHNOLOGY



LIBERTY GLOBAL®

## About this report

Welcome to Liberty Global's 2016 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 stories, can be found on our website: [www.libertyglobal.com/cr](http://www.libertyglobal.com/cr).

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, 2016 unless otherwise stated. We report on our global operations, including Virgin Media, operations under the UPC brand, Unitymedia, Telenet, VTR and Liberty Puerto Rico.

Our policy is to include any new subsidiaries that have been acquired in the first six months of the reporting period. Therefore, we include the recent acquisition of BASE in Belgium (completed in February 2016) and of Tullamore Beta Limited, the parent of TV3, in Ireland (completed in December 2015) in our 2016 data. In May 2016, we completed the Cable and Wireless Communications (CWC) acquisition. Due to the nature and size of CWC, a readiness review of its 2016 data will be carried out prior to inclusion of CWC within our 2017 reporting. Therefore, we have excluded CWC from this report.

In terms of disposals, our policy is to exclude any subsidiaries where we no longer have operational control during the reporting period. In December 2016, Liberty Global and Vodafone formed a joint venture in the Netherlands, therefore, we have excluded Ziggo Group Holding from our 2016 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, 2016. This information is included in this report and is highlighted on page 14. KPMG's full statement, including a summary of the work they performed, is available on our website.

Our 2016 GRI Standards Content Index, Environmental Reporting Criteria and KPMG Independent Limited Assurance Statement can be found at: [www.libertyglobal.com/cr/cr-report-2016](http://www.libertyglobal.com/cr/cr-report-2016).

For information about our governance structure and Board Committees, please see our [website](#).

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

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PERFORMANCE SUMMARY



## CEO Welcome

**We live in connected times.** Never before have we had the possibilities that we have today to connect people, ideas and places that were otherwise out of reach. The power of technology is transforming the lives of people around the world. At Liberty Global, we intend to use our collective imagination to help create an even more promising future for all.

### **A new Connected Purpose**

As the world's largest international TV and broadband company, with operations in more than 30 countries and 25 million customers across Europe, Latin America and the Caribbean, we are uniquely placed to do just that. In 2016, we reframed our corporate responsibility strategy, branding it Connected Purpose. At its heart is our belief in the potential of technology to liberate and empower people to address society's biggest challenges. Digital Imagination, our flagship program, is one key element of our Connected Purpose.

### **Digital Imagination**

Bringing people together, fueling their collective imaginations, and using digital skills to create positive social impact is what Digital Imagination is all about. In 2016, for example, we launched the Future Makers Awards and challenged youngsters from 13 countries to imagine a digital future. Aoife Kearins, age 17, took the winning award with an app to prevent drowsy driver accidents that could save lives across the globe. In 2017, we will launch our first Digital Imagination Challenges for social innovators in Poland and Germany.

### **Responsible Connectivity**

While we imagine and create our new digital future, we willingly bear our share of responsibility to improve our overall impacts on society and the environment. As we expand our networks, increasing connected possibilities for millions of people, we are

helping make the internet safer, protecting children online and safeguarding our customers' privacy. At the same time, we are minimizing our environmental impacts in new and creative ways.

**FOR EXAMPLE, IN 2016, WE EXCEEDED OUR TARGETS TO BECOME FIVE TIMES MORE CARBON EFFICIENT THAN WE WERE IN 2012 AND WE ALSO IMPROVED OUR ENERGY EFFICIENCY BY 25% OVER 2015.**

Both these achievements, which were well ahead of our published targets, were the result of installing energy efficient network technologies and procuring renewables and green energy to power our networks. We are now ready to take on new ambitions and expect to publish new environmental targets in next year's CR Report.

### **Help create our digital future**

Thank you for taking an interest in our sixth CR Report, which is once again aligned with GRI's Sustainability Reporting Standards. As usual, we've kept it short and focused. I encourage you to visit our corporate website, which showcases the great work that's happening across Liberty Global.

Your feedback on this year's report, as always, is encouraged and appreciated.

Sincerely,

**Mike Fries,**  
Chief Executive Officer

# Our CR Strategy

We refined our Corporate Responsibility approach in 2016, after consulting with key internal and external stakeholders, as well as external experts. This updated framework better reflects the way in which our company can shape digital technology to create positive change in our world. Our Connected Purpose strategy is how we are responding to this opportunity.



empowering CHANGE

# CONNECTED PURPOSE

Empowering positive change through technology

The internet is one of the most powerful tools ever invented. But it's what you do with it that counts. That's why we are focused on the positive potential of connectivity, digital entertainment and technology. It's where we invest, innovate and help empower people to 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 the digital world more accessible

### SUSTAINABLE GROWTH

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

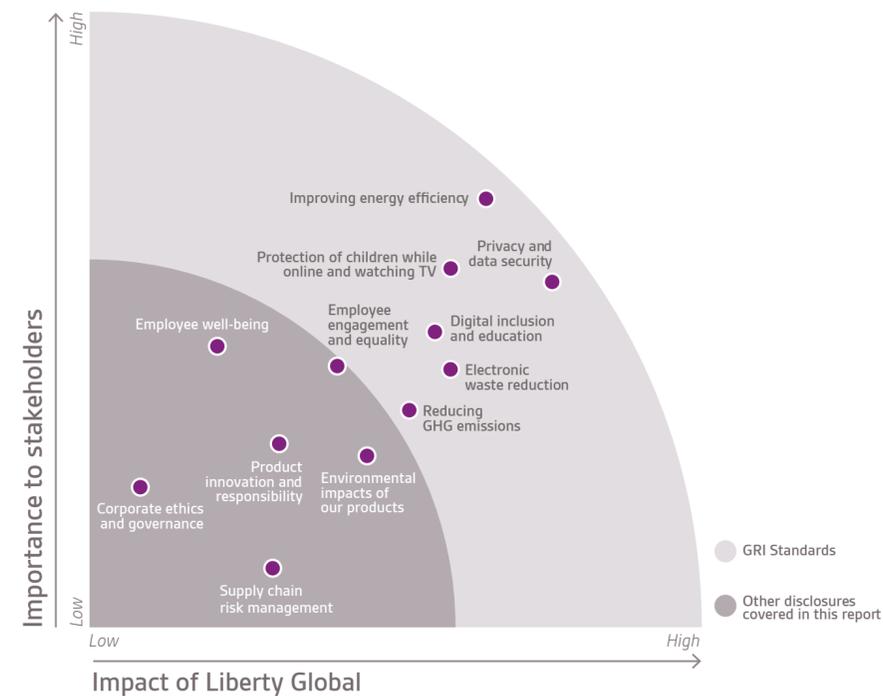
### EMPOWERING PEOPLE

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

# Our Material Issues

We're determined to address the issues most important to our stakeholders, our business and our communities. As part of a detailed materiality assessment in 2014, we carried out an industry peer and media review, interviewed 11 sustainability experts, surveyed 200 employees and over 6,000 customers and consulted with senior management. The issues we identified and prioritized, along with the feedback we received, shapes our current CR strategy.

Our materiality matrix



It's important that we continue engaging with our stakeholders and stay up-to-date with their most pressing issues. That way, we can adapt our strategy to focus on the key topics relevant to them and to our business. Using this process, we've recently conducted a new materiality review, the results of which will be published in 2017.

## Supporting the UN's Sustainable Development Goals

The UN Sustainable Development Goals (SDGs) give businesses, governments and civil society the chance to take positive action to secure long-term, global sustainability. While not specifically designed around them, our strategy supports and aligns with many of the UN SDGs.

Our strategic focus	Our material issue	SDGs goals and target
DIGITAL IMAGINATION	Digital inclusion and education	<b>Quality Education</b> <ul style="list-style-type: none"> <li>Target 4.4: Equip more young people and adults with relevant workplace skills</li> <li>Target 4.7: Share knowledge and skills that help promote sustainable development</li> </ul> <b>Decent Work and Economic Growth</b> <ul style="list-style-type: none"> <li>Target 8.3: Support the development of entrepreneurship, innovation and SMEs</li> </ul> <b>Partnerships</b> <ul style="list-style-type: none"> <li>Target 17.16: Collaboratively share knowledge, expertise and technology to help achieve the goals</li> </ul>
	Protecting children while online and watching TV	<b>Quality Education</b> <ul style="list-style-type: none"> <li>Target 4.7: Share knowledge and skills that help promote sustainable development</li> </ul>
	Product innovation and responsibility	<b>Decent Work and Economic Growth</b> <ul style="list-style-type: none"> <li>Target 8.2: Grow productivity through technological innovation</li> </ul>
RESPONSIBLE CONNECTIVITY	Supply chain risk management	<b>Decent Work and Economic Growth</b> <ul style="list-style-type: none"> <li>Target 8.7: Act decisively to eradicate modern slavery and forced labor</li> </ul>
	Improving energy efficiency	<b>Industry, Innovation and Infrastructure</b> <ul style="list-style-type: none"> <li>Target 9.4: Improve industry sustainability through more efficient resource-use and cleaner technology</li> </ul>
	Electronic waste reduction	<b>Responsible Consumption and Production</b> <ul style="list-style-type: none"> <li>Target 12.3: Sustainably manage natural resources</li> <li>Target 12.4: Manage chemicals and waste safely and responsibly</li> <li>Target 12.5: Substantially reduce waste generation</li> <li>Target 12.6: Integrate sustainability into corporate practice and reporting</li> <li>Target 12.7: Promote sustainable procurement</li> </ul>
	Environmental impacts of our products	<b>Climate Action</b> <ul style="list-style-type: none"> <li>Target 13.2: Integrate climate change measures into strategies and planning</li> <li>Target 13.3: Improve education and action on climate change</li> </ul>
	Employee well-being	<b>Decent Work and Economic Growth</b> <ul style="list-style-type: none"> <li>Target 8.5: Employ all people fully and fairly, regardless of background</li> <li>Target 8.8: Protect labor rights and promote safe, secure working environments</li> </ul>
	Employee engagement and equality	
	Corporate ethics and governance	

# 2016 In Brief

All across our operating regions, 2016 saw our people come together in support of our Connected Purpose strategy. Our collective efforts have been rewarded with impactful results. Here are some of the year's highlights.

WE INVEST,  
INNOVATE  
AND EMPOWER  
WITH PURPOSE.

REFURBISHED  
**4.1 MILLION** SET-UP  
BOX AND MODEM UNITS,  
AVOIDING **6,700 METRIC  
TONS OF WASTE** THAT  
WOULD OTHERWISE HAVE  
ENDED UP IN LANDFILLS

CONNECTED  
**25 MILLION**  
CUSTOMERS

MEMBER OF  
**Dow Jones  
Sustainability Indices**

RECEIVED THE  
**GOLD CLASS  
DISTINCTION**  
FOR EXCELLENT  
SUSTAINABILITY  
PERFORMANCE

PROVIDED  
**50 MILLION**  
TELEVISION,  
BROADBAND AND  
TELEPHONY SERVICES

INSPIRED **500  
BUSINESSES** TO  
ENTER THE THIRD  
EDITION OF UPC  
POLAND'S DIGITAL  
ENTREPRENEUR  
INNOVATION  
PROGRAM, THINK BIG

Think  
Big

SAVED **\$300 MILLION**  
AND AVOIDED **5,300  
METRIC TONS OF  
CARBON EMISSIONS**  
THROUGH ENVIRONMENTAL  
INITIATIVES

GAVE OVER **1,300 VIRGIN  
MEDIA PIONEERS** THE  
OPPORTUNITY TO GROW  
THEIR BUSINESS THROUGH  
A NUMBER OF ENGAGEMENT  
ACTIVITIES, SUCH AS GLOBAL  
ENTREPRENEURSHIP WEEK.

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

SUPPORTED  
**41,000  
EMPLOYEES**  
GLOBALLY

SUPPORTED  
**90 DOJOS**  
ACROSS EUROPE  
WITH YOUTH CODING  
PARTNER CODERDOJO

RAISED AWARENESS  
ABOUT ONLINE CHILD  
SAFETY THROUGH THE WEB  
WE WANT SOCIAL MEDIA  
CAMPAIGN AS PART OF  
**SAFER INTERNET DAY**

SHOWCASED INSPIRING  
SCIENCE AND ENVIRONMENTAL  
PROGRAMS IN CHILE THROUGH  
VTR'S VIVECHILE FOUNDATION,  
WATCHED BY OVER  
**58,000 PEOPLE**

SERVED  
**10.3 MILLION**  
MOBILE SUBSCRIBERS

BECAME  
**5X**  
MORE CARBON  
EFFICIENT THAN  
IN 2012



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



## Digital Imagination

### WHY IT MATTERS

The internet is one of humankind's greatest inventions. It's rapidly transforming our world, changing the way we work, have fun and learn.

But it's nothing on its own – the internet needs people. People who want to grasp opportunity, to expand knowledge and to envisage the impossible.

OUR CONNECTIVITY EXISTS TO FUEL IMAGINATIONS, SO THAT PEOPLE CAN CREATE MEANINGFUL SOCIAL IMPACT.

There are many inspiring individuals with amazing digital solutions making a real difference to our lives. We're committed to getting their voices heard.

We believe deeply in the power of technology to liberate and empower us all to achieve our potential. This is our Digital Imagination. We focus on three key areas:

### FUTURE MAKERS

We're finding exciting ways to help people thrive in the digital economy and use vital digital skills to create a positive social impact.

Our Future Makers Awards recognize young people who use their coding superpowers to bring about social change. Read more about the Awards on page 7.

We also continued our long-standing partnership with youth coding club, Coderdojo, in 2016, by expanding our support from 55 Dojos to 90 across Europe.

### ORIGINAL THINKERS

We're helping innovators and entrepreneurs use the power of digital technology to inspire social change.

Liberty Global Ventures, our global investment fund, continues to invest in and support companies with the potential to make profound differences to our world through start-up engagement programs. Ecoisme, a graduate of our 2015 Virgin Media Accelerator program in the UK, has further developed its business to enable smarter energy use in the home. We also made a \$3 million investment in leading-edge company, Veniam, in 2016. Its software and data is making cities safer and smarter for all by improving the performance of commercial fleet vehicles.

### COLLECTIVE SOLUTIONS

We're bringing people together to find ways of solving societal issues through digital technology.

Our Digital Imagination program in the UK is helping transform lives through digital technology. Through Virgin Media's partnership with Scope, we're investing in new ways to digitally connect parents of disabled children, while providing disabled people and their families with access to assistive technology to enable them to have greater independence.

In Poland, our innovation competition, the Digital Imagination Challenge, will call on innovators to submit digital solutions to today's most pressing questions.



## Aoife Kearins

Future Makers Award winner  
14 to 17 year-old category

## FUTURE MAKERS

# Powerful play

Today's young people are seen as digital natives – intuitive technology users from birth. Yet often, they aren't exposed to the digital skills or stimuli that enable them to fully participate in our digital economy and truly impact their communities. The Future Makers program is helping change that.

### Discovering new heroes

A quick look around your home reveals just how critical coding is to all our lives now: from your smartphone to your car, and even your refrigerator. Learning to code provides an opportunity to shape society. It's a modern-day superpower.

If young people can grasp that superpower potential, what might happen if they use it to respond to society's most pressing challenges? At the Future Makers Awards in Dublin in 2016, we caught a glimpse of the answer.

The Awards, in partnership with youth coding organization, CoderDojo, recognize the 10 to 17 year-olds across Europe using coding superpowers to bring about positive changes in the community. Youngsters from 13 countries entered, with projects judged against criteria including technological complexity, positive social impact and innovation.

### Incredible ideas, amazing winners

Italy's Giulio Muratori won the 10 to 13 year-old category with a game for children with Down Syndrome, while Aoife Kearins of Ireland was our 14 to 17 year-old victor. Andrei Covaci, from Romania, who built a robot measuring CO<sub>2</sub> levels in the classroom, and young Hungarian, Roland Horvath, who designed an interactive application for learning sign language, were our runners-up.

Aoife, who nurtured her skills at a CoderDojo in Sligo, Ireland, created the Eye Opener app that prevents drowsy driving accidents. The wearable device measures changes in a driver's core body temperature and warns them when they are at risk of falling asleep behind the wheel. "The implications for something like this are huge", says Aoife.

### Inspiring further innovation

As their prize, Aoife and Giulio will visit Amsterdam, 2016's European Capital of Innovation, where they'll explore the city and meet Liberty Global technical experts. Runners-up Andrei and Roland will receive goodie bags packed with coding and robotics equipment.

After receiving so many imaginative entries in 2016, we're thrilled to be sponsoring the Future Makers Awards again in 2017, allowing more young minds to unleash their coding superpowers.

“ IF THIS DEVICE PREVENTS JUST 1% OF THE ESTIMATED 328,000 CRASHES CAUSED EACH YEAR IN THE U.S. FROM DROWSY DRIVING, IT WILL RESULT IN 3,280 FEWER CRASHES. THAT'S 3,280 FEWER FAMILIES DISTRAUGHT, 3,280 FEWER BILLS TO PAY AND 3,280 FEWER LIVES TORN APART. ”  
AOIFE KEARINS. FUTURE MAKERS AWARD WINNER

WE'RE COMMITTED TO DELIVERING  
OUTSTANDING CONNECTIVITY  
WHILE RUNNING OUR BUSINESS  
RESPONSIBLY AND SUSTAINABLY.



## Responsible Connectivity

### WHY IT MATTERS

With over 3.5 billion internet users today, connectivity has become an essential part of everyday life around the globe.

AS DEMAND FOR CONNECTIVITY GROWS, THE RESPONSIBILITIES OF THOSE WHO PROVIDE IT GROW TOO.

As the world's largest international TV and broadband company, we acknowledge our responsibilities. These include ensuring digital technology helps people achieve their full potential and providing exceptional service that protects our customers' privacy.

We're also committed to ensuring that as we increase our bandwidth, we don't increase our burden on the planet. To realize our ambition of delivering outstanding connectivity while running our business responsibly and sustainably, we focus on three key areas:

### TRUSTED PRODUCTS

We pledge to protect our customers' personal data, help keep children safe online and make the digital world more accessible for all.

Our internet safety toolkits guide children, parents and teachers on how to keep young people of all ages safe as they explore the online world. The eSafety Label, an online support and accreditation platform, helps European schools benchmark their e-safety activities and download useful guidance. You can find out more [here](#).

As part of our promise to safeguard privacy, we conducted an audit of our supplier management process in 2016. Ensuring all our suppliers share our commitment to our customers' privacy has given us greater oversight and helped us strengthen our existing monitoring practices. Read more on page 9.

### SUSTAINABLE GROWTH

In 2016, we achieved a substantial 25% increase in our energy efficiency. By installing more efficient network equipment, investing in renewables and purchasing green energy, we also achieved our target to become five times more carbon efficient than 2012 well ahead of our 2020 target.

We opened our biggest ever renewable energy installation in Luquillo, Puerto Rico with over 2,400 solar panels that can generate more than 1 million kWh of electricity per year. Find out more about the project on page 10.

In Romania, thanks to the installation of innovative 'phase-changing materials' to maintain optimal temperatures in one of our edge technical facilities, we've reduced our energy use at this site by 40%. Watch our [video](#) for the full story.

Our Value Recovery Program for our customer products is reducing the end-of-life impact of our products. With the support of our partners, we have reconditioned 245,000 hard drives from our set-top boxes and saved 15 metric tons of e-waste from ending up as scrap or in landfills.

### EMPOWERING PEOPLE

We're developing and investing in a talented, inclusive workforce and inspiring our employees to make a difference in their local communities.

Our In Givers and In Heroes programs continue to encourage employees to be active community members by volunteering or fundraising for causes close to their hearts. In 2016, we matched and celebrated their achievements by donating almost \$140,000.

We continue to support the Lessons for Life Foundation, a charity Liberty Global helped establish in 2007, which provides scholarships and educational support to students, families and community members in Sub-Saharan Africa. This year, we donated \$1.1 million through various fundraising events including the Big Ride for Africa and the annual Gala Ball.

In a year of transformation for our company, characterized by a number of team restructures, we maintained support for developing talent. We invested approximately \$16 million in employee training and development, with almost 900,000 training hours recorded in 2016.

# TRUSTED PRODUCTS

## CUSTOMER PRIVACY AND DATA SECURITY

Our customers entrust much of their digital lives to us. It's therefore our obligation to ensure that the safety of their data is central to every decision we make.

Digital safety comprises two closely linked components – customer privacy and data security – and our teams work together to protect both.

2016 saw us further enhance our monitoring process to both keep pace with an ever-evolving range of digital threats and prepare for the European Union's General Data Protection Regulation, which takes effect in May 2018.

WE'VE RESTRUCTURED THE SECURITY TEAMS ACROSS OUR OPERATING COMPANIES SO THAT ALL TEAMS NOW REPORT CENTRALLY. THIS SINGLE UNIT IS EVEN MORE COLLABORATIVE, AGILE AND RESPONSIVE THAN BEFORE.

Working with 120 internal managers throughout our markets, we aligned all our group's security policies and standards into one set. These global policies and standards are easier to update as new threats emerge and they give us the oversight to audit compliance worldwide.

We also refreshed the six key performance indicators (KPIs) that the privacy teams in each of our markets report against quarterly. The KPIs include factors such as the number of products assessed for privacy, the number of employees trained in privacy and the number of subject access requests submitted from customers. Reporting against these KPIs provides improved recording of trends, greater visibility of activity across our business and customer base and more dynamic control when we need to act.

It's key for us to oversee privacy and security throughout our supply chain. By auditing our supplier management process, we gained insight into the privacy controls of our vendors and their compliance with our own Global Privacy Policy.

## OUR SUPPLY CHAIN

In 2016, we strengthened how we make sure our supply chain operates responsibly in three key ways:

**We used partnerships and collaborative platforms to make our approach more robust.** By joining the Global e-Sustainability Initiative (GeSI), we work with industry peers to help make our supply chain more sustainable. As part of GeSI, we also joined E-TASC, a community aiming to improve environmental and social practices within the ICT supply chain.

**We updated the way we assess supplier risk.** Moving on from focusing on our top 400 suppliers by spend, we created a risk-based framework that identifies our highest-risk suppliers against pressing issues such as conflict minerals, modern slavery, data protection and customer security. This

allows us to concentrate resources and positively act on our most material issues. If improvements are needed, we put corrective action plans into place with the supplier. In 2016, 94 suppliers completed the assessment, with 3 currently implementing corrective action plans.

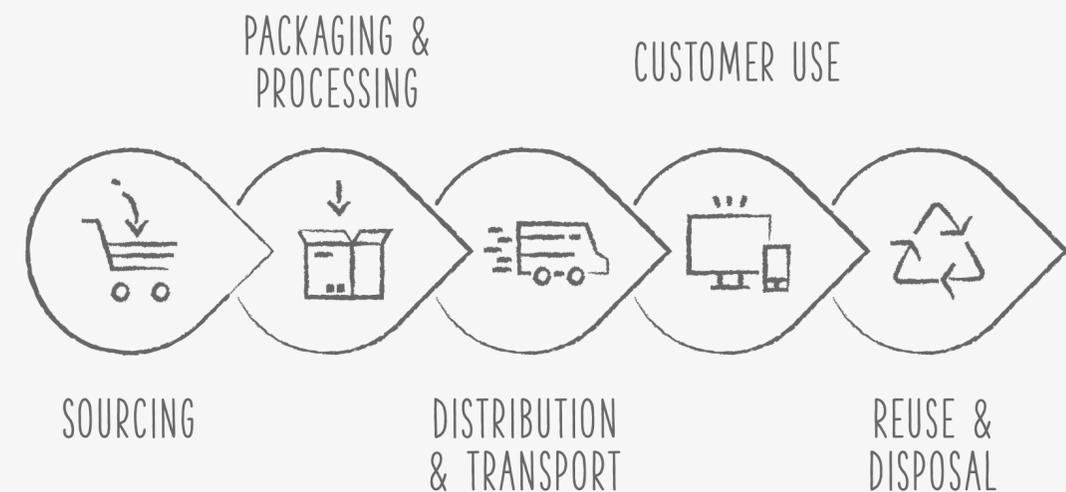
**We refreshed and integrated our policies and procedures.** Our newly developed Modern Slavery Act Statement was published in 2017. In accordance with U.S. Securities and Exchange Commission rules, we continue to collaborate with suppliers to identify any conflict minerals in the products they supply us. We also refer to conflict minerals in our Responsible Procurement and Supply Chain Principles and use the EcoVadis supplier assessment platform to provide greater analysis where needed.

Using a four-step process to guide our relationships, we work closely with our suppliers to improve products and services, mitigate risks and identify new opportunities.

- 1 **REQUIREMENTS**  
Setting requirements for suppliers through our Responsible Procurement and Supply Chain Principles
- 2 **ALIGNMENT**  
Creating internal understanding through training
- 3 **ASSESSMENTS**  
Assessing our suppliers using the EcoVadis platform
- 4 **DIALOGUE**  
Opening up possibilities for supplier improvement



## OUR SUPPLY CHAIN



## Investing in solar energy in Puerto Rico

For us and our 25 million customers, our network is the heart of our business. It provides the connectivity that enables people to transform our world. It's critical, therefore, that we power that network – and all our operations – in a reliable, low-cost and environmentally responsible way. That's why, in August 2016, we opened our biggest ever renewable energy installation, in Luquillo, Puerto Rico.

### Lighting up our network for good

As the world's largest international TV and broadband company, we're committed to reducing our impact on the planet. Our site in Luquillo was the perfect place to start scaling up our ambition – plenty of space for panels and a UV radiation level almost three times higher than Europe. By partnering with Oak Leaf Solar X LLC, who installed and operate the panels, we purchase the energy generated at a set cost.

The 2,400 solar panels now operating at our Puerto Rico facility are capable of generating 1 million kWh of electricity annually. Based on global averages, that's enough to power almost 300 homes each year.

### Securing our energy for the future

Alongside the environmental benefit is a financial one too. Puerto Rican electricity prices are considerably higher and more volatile than the averages across Europe and the US. This installation makes it easier for us to accurately forecast our energy spend and will help us save \$70,000 per year on our current local energy bill. Coupled with a 7% reduction in our total electricity consumption in 2016, this is good news for us and the environment.

“ INVESTING IN RENEWABLE ENERGY IS ONE OF THE WAYS IN WHICH WE CAN BECOME A RESPONSIBLE CORPORATE CITIZEN WHILE REDUCING OPERATIONAL COSTS. ”  
NAJI KHOURY, PRESIDENT AND CEO OF LIBERTY PUERTO RICO

<sup>1</sup> <https://www.wec-indicators.enerdata.eu/household-electricity-use.html>. 2014 figures state 3,353kWh/hh as the per household, global average. 1,000,000 divided by 3,353 = 298.2

Javier Díaz

Facilities and Fleet  
Senior Manager

Pedro Santos

Facilities Maintenance  
Technician



# SUSTAINABLE GROWTH

## ENVIRONMENTAL PERFORMANCE

As a large, growing, global organization, we're constantly seeking ways to minimize our environmental and financial costs.

Energy is costly in both senses: it accounts for 2% of our global operational spend, and electricity, the biggest proportion of that outlay, is responsible for 77% of our carbon emissions.

In an effort to combat these costs and reduce our carbon emissions, we've invested in green energy purchasing, onsite renewables and, most notably,

more efficient network technology. We know greater efficiency in this area can have a significant impact because 92% of our total energy consumption goes into powering our network.

**OUR EFFORTS ARE PAYING OFF. OUR NETWORK TRANSMITTED 36% MORE TERABYTES OF DATA PER KWH OF ELECTRICITY IN 2016 COMPARED TO 2015, WHICH HELPED US INCREASE OVERALL ENERGY EFFICIENCY BY 25% YEAR-ON-YEAR - WELL AHEAD OF OUR 15% ANNUAL TARGET.**

We also achieved our target to become five times more carbon efficient versus 2012, four years ahead of our 2020 goal.



**5X** FIVE TIMES MORE CARBON EFFICIENT THAN 2012



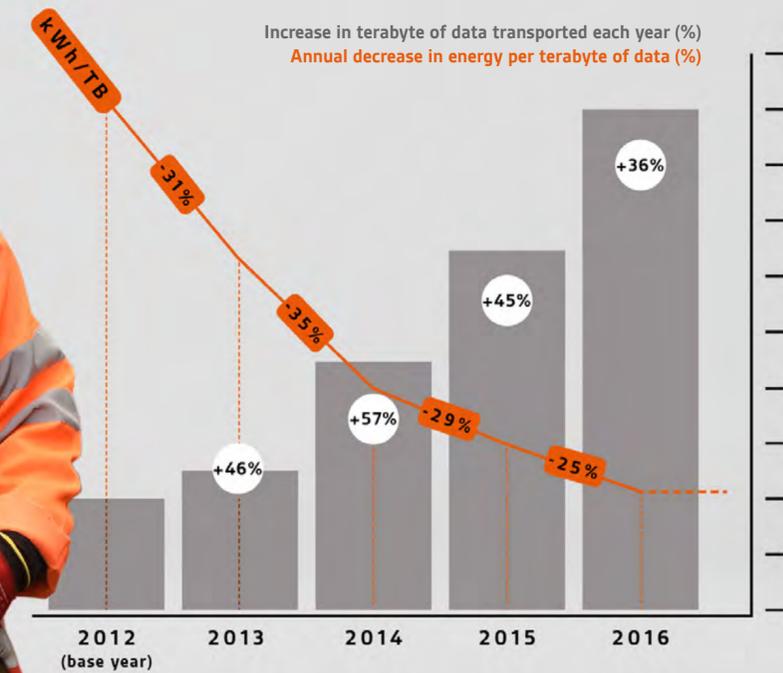
**25%** MORE ENERGY EFFICIENT IN 2016 THAN 2015

1 We measure our electricity consumption and carbon emissions per terabyte of data transported through our networks, using 2012 as our base year.  
2 Our energy consumption is the sum of total energy consumption from fuel and electricity, heating and cooling, minus electricity sold.  
3 Our Scope 1 emissions come from sources that are company owned or controlled. Our Scope 2 emissions come from purchased electricity, heat and steam. Our Scope 3 emissions come from business air and land travel, water and waste, recycling customer premises equipment and travel by our third-party service and installation vehicles. In 2016, 2015 and 2014, emissions from travel by our third-party service and installation vehicles were included as part of our Scope 3 emissions. This data was excluded in our 2013 and 2012 reporting. Please see page 14 for a complete breakdown of our environmental data, including both our location-based and market-based carbon emissions.

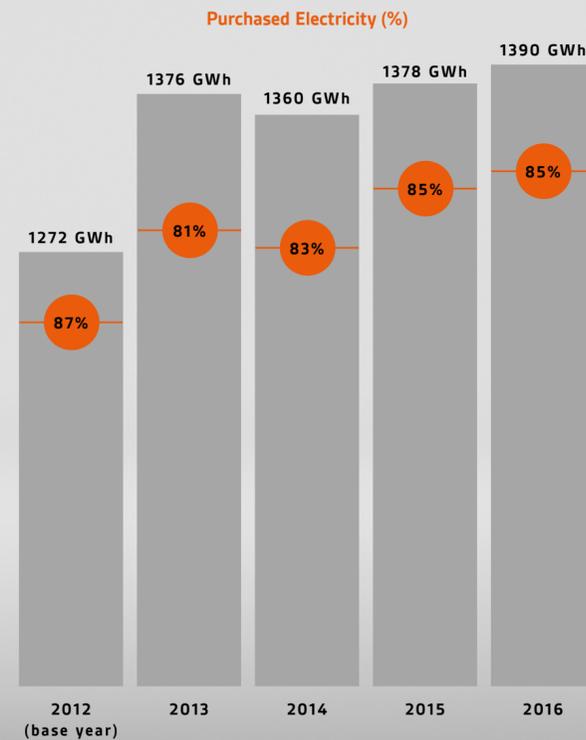
For more information on our reporting criteria, please visit: [www.libertyglobal.com/cr/cr-report-2016.html](http://www.libertyglobal.com/cr/cr-report-2016.html)



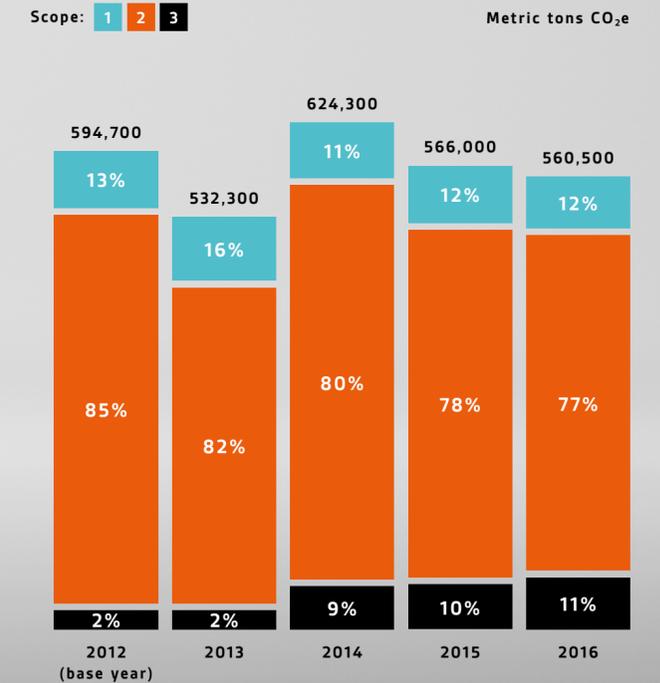
## OUR GROWING NETWORK<sup>1</sup>



## OUR ENERGY CONSUMPTION<sup>2</sup>



## OUR MARKET-BASED CARBON EMISSIONS<sup>3</sup>



# Performance Summary

## Community Investments

Community Investments <sup>1</sup>	Measure	2016	2015	2014	2013	2012
Total Community Investments	\$ million USD	16.2	13.8	9.7	9.7	4.7
Cash	%	39%	44%	67%	71%	85%
Time	%	4%	5%	5%	6%	2%
In-kind	%	56%	51%	28%	23%	12%
Employee volunteering time	hours	26,856	25,092	14,980	18,791	3,461

## Empowering People

Total workforce and breakdown by employee category (GRI 102-8, 405-1)	Measure	2016	2015	2014	2013	2012										
<b>Workforce including outsourced employees (headcount, year end)</b>																
Employees	Number	32,202	32,400	32,145	33,332	18,868										
Outsourced employees	Number	32,940	25,892	23,951	25,596	n/a										
<b>Total<sup>2</sup></b>		<b>65,142</b>	<b>58,292</b>	<b>56,096</b>	<b>58,928</b>	<b>18,868</b>										
<b>Employees by region and gender (headcount, year end)</b>																
		Male	Female	Total	Male	Female	Total									
North America	Number	82	70	152	79	64	143	71	58	129	66	56	122	64	43	107
Latin America	Number	1,963	1,215	3,178	2,278	1,551	3,829	2,060	1,400	3,460	2,420	1,540	3,960	2,560	1,609	4,169
Europe	Number	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>20,918</b>	<b>11,284</b>	<b>32,202</b>	<b>21,107</b>	<b>11,293</b>	<b>32,400</b>	<b>21,071</b>	<b>11,074</b>	<b>32,145</b>	<b>21,811</b>	<b>11,521</b>	<b>33,332</b>	<b>11,834</b>	<b>7,034</b>	<b>18,868</b>
	<b>%</b>	<b>(65%)</b>	<b>(35%)</b>		<b>(65%)</b>	<b>(35%)</b>		<b>(66%)</b>	<b>(34%)</b>		<b>(65%)</b>	<b>(35%)</b>		<b>(63%)</b>	<b>(37%)</b>	
<b>Employees by contract type (headcount, year end)</b>																
Employees on permanent contracts	Number	30,908		30,744		30,585		31,458		17,253						
Employees on temporary contracts	Number	1,294		1,656		1,560		1,874		1,615						
<b>Employees by employment type (headcount, year end)</b>																
Employees in full-time employment	Number	29,212		29,345		29,345		29,724		17,121						
Employees in part-time employment	Number	2,990		3,055		2,800		3,608		1,747						
<b>Employees by age group (headcount, year end)</b>																
Employees under 30 years old	Number		6,962 (22%)		7,424 (22%)		7,633 (24%)		9,023 (27%)		n/a					
Employees 30 – 50 years old	Number		20,692 (64%)		20,902 (65%)		20,592 (64%)		20,589 (62%)		n/a					
Employees over 50 years old	Number		4,548 (14%)		4,074 (13%)		3,920 (12%)		3,720 (11%)		n/a					
<b>Women in management</b>																
Percentage of management positions filled by women	%		31%		29%		29%		29%		27%					
Percentage of Executive Management positions filled by women	%		11%		13%		9%		10%		12%					
<b>Employee training (GRI 404-1)</b>																
Average training hours (Hours per FTE)	Number		28		28		23		23		27					
Average training investment (\$USD per FTE)	USD		499		610		634		612		602					
<b>Occupational health &amp; safety (GRI 403-2)<sup>3</sup></b>																
Injury rate (per 200,000 hours worked)	Number		0.95		3.14		2.40		n/a		n/a					
Occupational disease rate (per 200,000 hours worked)	Number		4.04		5.07		5.15		n/a		n/a					
Lost day rate (per 200,000 hours worked)	Number		35.68		31.70		33.56		n/a		n/a					
Absentee rate (% of total workdays)	%		6%		5%		6%		n/a		n/a					
Work-related fatalities	Number		0		1		0		0		0					

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 41,000. This figure includes employees from Cable and Wireless Communications and Ziggo Group at year end.

<sup>1</sup> Virgin Media UK's community investment data is not included in our 2012 results.

<sup>2</sup> Aside from this total workforce figure, our social performance data does not include outsourced employees. (GRI 405-1).

<sup>3</sup> 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.

n/a – data not available.

# Performance Summary

## Empowering People

New employee hires and employee turnover (GRI 401-1)				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	10	17	27	13	13	26	8	7	15	10	14	24	11	8	19		
Latin America	Number	337	249	586	426	344	770	436	361	797	420	318	738	530	433	963		
Europe	Number	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>3,913</b>	<b>2,179</b>	<b>6,092</b>	<b>3,580</b>	<b>2,349</b>	<b>5,929</b>	<b>3,068</b>	<b>1,907</b>	<b>4,975</b>	<b>3,283</b>	<b>2,153</b>	<b>5,436</b>	<b>2,401</b>	<b>1,784</b>	<b>4,185</b>		
Rate of new hires (%) <sup>4</sup>				19%			18%			15%			16%			22%		
<b>New employee hires by age group (headcount, % of total)</b>																		
under 30 years old	Number	3,080 (50%)			2,976 (50%)			2,645 (53%)			3,095 (57%)			n/a				
30-50 years old	Number	2,658 (44%)			2,655 (45%)			2,158 (43%)			2,199 (40%)			n/a				
over 50 years old	Number	354 (6%)			298 (5%)			172 (4%)			142 (3%)			n/a				
<b>Employee turnover by region and gender (number of leavers)</b>																		
North America	Number	11	15	26	6	7	13	3	5	8	6	1	7	n/a	n/a	0		
Latin America	Number	682	603	1,285	375	352	727	789	498	1,287	814	483	1,297	n/a	n/a	0		
Europe	Number	4,287	2,200	6,487	3,302	1,767	5,069	3,033	1,782	4,815	2,854	1,701	4,555	n/a	n/a	0		
<b>Total</b>	<b>Number</b>	<b>4,980</b>	<b>2,818</b>	<b>7,798</b>	<b>3,683</b>	<b>2,126</b>	<b>5,809</b>	<b>3,825</b>	<b>2,285</b>	<b>6,110</b>	<b>3,674</b>	<b>2,185</b>	<b>5,859</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Rate of total employee turnover (%) <sup>4</sup>				24%			18%			19%			18%			16%		
<b>Employee turnover by age group (number of leavers, turnover rate by age)</b>																		
Total leavers — under 30 years old	Number	2,599 (37%)			2,072 (28%)			2,313 (30%)			2,244 (25%)			n/a				
Total leavers — 30 - 50 years old	Number	4,254 (21%)			3,077 (15%)			3,222 (16%)			2,955 (14%)			n/a				
Total leavers — 50+ years old	Number	945 (21%)			660 (16%)			575 (15%)			660 (18%)			n/a				
<b>Employee performance reviews (GRI 404-3)</b>																		
Employees reviewed	%	94%			96%			96%			96%			91%				
<b>Employee performance review - by gender &amp; employee category</b>																		
Percentage of appraisal — executive management (men)	%	100%			98%			100%			94%			n/a				
Percentage of appraisal — executive management (women)	%	100%			100%			100%			100%			n/a				
Percentage of appraisal — senior management (men)	%	95%			96%			98%			99%			n/a				
Percentage of appraisal — senior management (women)	%	94%			98%			100%			95%			n/a				
Percentage of appraisal — managers/supervisors (men)	%	95%			97%			97%			95%			n/a				
Percentage of appraisal — managers/supervisors (women)	%	93%			98%			96%			95%			n/a				
Percentage of appraisal — non-management (men)	%	97%			96%			97%			97%			n/a				
Percentage of appraisal — non-management (women)	%	89%			94%			94%			93%			n/a				

## Sustainable Growth

Energy intensity (GRI 302-3)		Measure		2016		2015		2014		2013		2012	
Energy intensity	kWh of electricity / TB of data usage	65	87	123	189	275							
Electricity generated from onsite renewables	GWh	1.04	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	215	293	190	231	183							
Total waste generated — recycling onsite waste (excl. composting)	metric tons	10,336	10,623	11,212	17,366	12,845							
Total waste generated — incineration	metric tons	2,440	2,115	2,080	1,852	1,687							
Total waste generated — landfill	metric tons	3,736	3,931	3,924	4,378	6,216							
Total waste generated — composting	metric tons	108	144	258	171	177							
<b>Total waste generated</b>	<b>metric tons</b>	<b>16,835</b>	<b>17,107</b>	<b>17,663</b>	<b>23,998</b>	<b>21,109</b>							
% of waste recycled & reused	%	63%	64%	65%	73%	62%							

<sup>4</sup> 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.

n/a – data not available.

# Performance Summary

## Sustainable Growth

Energy consumption (GRI 302-1)	Measure	2016	2015	2014	2013	2012
<b>Non-renewable fuel</b>						
Diesel	GWh	125.46	125.97	139.82	155.68	72.23
Petrol	GWh	24.80	30.52	26.44	42.62	28.27
Natural gas	GWh	37.07	39.57	42.20	46.84	47.38
Burning oil	GWh	0.01	0.02	0.03	0.00	0.05
Gas oil	GWh	1.84	2.06	1.95	2.16	2.52
Fuel oil	GWh	0.33	0.36	0.60	0.76	2.59
Aviation fuel	GWh	11.07	11.10	11.13	12.70	12.70
<b>Total</b>	<b>GWh</b>	<b>200.58</b>	<b>209.60</b>	<b>222.17</b>	<b>260.76</b>	<b>165.74</b>
<b>Electricity, heating &amp; cooling</b>						
Electricity	GWh	1,186.83	1,165.30	1,133.19	1,113.55	1,106.56
Heating & cooling	GWh	2.12	3.14	4.48	1.39	n/a
<b>Total</b>	<b>GWh</b>	<b>1,188.95</b>	<b>1,168.44</b>	<b>1,137.67</b>	<b>1,114.94</b>	<b>1,106.56</b>
<b>Electricity sold</b>						
Electricity sold	GWh	(0.01)	(0.01)	(0.01)	(0.01)	(0.05)
<b>Total energy consumption<sup>5</sup></b>	<b>GWh</b>	<b>1389.52</b> 	<b>1378.03</b>	<b>1359.83</b>	<b>1375.69</b>	<b>1272.25</b>
<b>Carbon emissions (GRI 305-1, 305-2, 305-3)</b>						
Scope 1 emissions	metric tons CO <sub>2</sub> e	69,000 	69,700	70,700	83,400	79,200
Scope 2 market-based emissions	metric tons CO <sub>2</sub> e	431,100 	439,200	498,000	437,200	503,500
Scope 2 location-based emissions	metric tons CO <sub>2</sub> e	456,000 	472,600	477,100	443,100	450,200
Scope 3 emissions	metric tons CO <sub>2</sub> e	60,400 	57,100	55,600	11,700	12,000
<b>Total Scope 1, 2 &amp; 3 market-based emissions</b>	<b>metric tons CO<sub>2</sub>e</b>	<b>560,500</b>	<b>566,000</b>	<b>624,300</b>	<b>532,300</b>	<b>594,700</b>
<b>Total Scope 1, 2 &amp; 3 location-based emissions</b>	<b>metric tons CO<sub>2</sub>e</b>	<b>585,400</b>	<b>599,400</b>	<b>603,400</b>	<b>538,200</b>	<b>541,400</b>
Carbon credits	metric tons CO <sub>2</sub> e	(0.009)	(0.012)	n/a	n/a	n/a
Emissions intensity (scope 1 & 2 market-based)	metric tons CO <sub>2</sub> e / TB of data usage	0.028 	0.038	0.062	0.089	0.145
Emissions from business travel	metric tons CO <sub>2</sub> e	15,574	15,981	17,679	9,866	8,227
Emissions from 3rd party services and install vehicles	metric tons CO <sub>2</sub> e	42,850	38,963	36,357	27,422	16,055
<b>Water withdrawal by source (GRI 303-1)</b>						
Total water use (municipal only)	m <sup>3</sup> (water)	339,347	347,922	370,040	384,293	398,747
Total water use (onsite capture only)	m <sup>3</sup> (water)	4,848	4,471	4,700	4,585	0
<b>Total water use (inc. onsite capture)</b>	<b>m<sup>3</sup> (water)</b>	<b>344,195</b>	<b>352,392</b>	<b>374,740</b>	<b>388,878</b>	<b>398,747</b>
<b>Environmental Initiatives</b>						
Emissions reductions from initiatives	metric tons CO <sub>2</sub> e	5,318	2,038	10,615	3,779	n/a
Energy saved from initiatives	GWh	13	5	23	9	n/a
Cost savings from environmental initiatives	\$ million USD	301.5	374.1	325.7	284.1	n/a
Revenue generated from environmental initiatives <sup>6</sup>	\$ USD	0	1,352,965	461,413	543,869	n/a

For more information on our environmental reporting criteria, please visit: [www.libertyglobal.com/cr/cr-report-2016.html](http://www.libertyglobal.com/cr/cr-report-2016.html).

 Data extracted from Liberty Global plc Annual Report and Accounts for year ending 31 December 2016 which was included within KPMG LLP's independent limited assurance scope.

<sup>5</sup> Sum of total energy consumption from non-renewable fuel and electricity, heating and cooling, minus electricity sold.

<sup>6</sup> In 2016, we changed the scope of our reported data to include only the top 20 global environmental initiatives.

n/a – data not available.

## Forward looking statements

This report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including our expectations with respect to our future growth prospects. See pages I-5 and I-6 of the 2016 Annual Report on Form 10-K/A 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, including in the 2016 Annual Report on Form 10-K/A. These forward-looking statements speak only as of the date of this CR Report. Liberty Global expressly disclaims any obligation or

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