

Corporate Responsibility Report 2015



LIBERTY GLOBAL®

EMPOWERING POSITIVE CHANGE THROUGH DIGITAL



ABOUT THIS REPORT

Welcome to Liberty Global's 2015 Corporate Responsibility (CR) Report. This annual report provides an overview of our economic, social and environmental impacts and performance. Additional details, including our latest CR news, can be found on our website: www.libertyglobal.com/cr

This report is written in accordance with the Global Reporting Initiative (GRI) G4 Sustainability Reporting Framework, core option. All data in this report covers the period January 1 to December 31, 2015 unless otherwise stated. We report on all of our global operations, including Virgin Media, Ziggo, operations under the UPC brand, Unitymedia, Telenet, VTR and Liberty Puerto Rico. Our policy is to include any new subsidiaries that have been entered into in the first six months of the reporting period. Therefore, we include the recent acquisition of Ziggo in the Netherlands (completed in November 2014) and Choice in Puerto Rico (completed in June 2015) in our 2015 reporting.

GRI: G4-17, G4-28, G4-30-33

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 year ending December 31, 2015. This information is included in this report and it is highlighted with  on page 21. KPMG's full statement, including a summary of the work they performed, is available on our website.

Our 2015 GRI G4 Content Index, Environmental Reporting Criteria and KPMG Independent Limited Assurance Statement can be found at: www.libertyglobal.com/cr/cr-report-2015

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

YOUR VIEWS ARE IMPORTANT TO US.
Please send comments and suggestions to:
cr@libertyglobal.com

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AT LIBERTY GLOBAL, WE PASSIONATELY BELIEVE IN THE POWER OF DIGITAL AS A FORCE FOR GOOD

CEO Welcome

At Liberty Global, we believe that the internet is one of the most powerful tools ever invented. Connectivity brings us together, accelerates learning and transforms societies. We passionately believe in the power of digital technology as a force for good, and our customer base of 27 million people and families positions us to help drive positive change for society as a whole.

Our industry continues developing at a rapid pace, and we are helping to fuel that innovation. Our rebased revenue rose by 3% to \$18.3 billion in 2015 and we invested more than ever in building and expanding our powerful network. In the UK, we are in the early stages of adding four million new homes to our footprint through Project Lightning, and our recent acquisition of Cable & Wireless significantly extends our reach throughout Latin America and the Caribbean.

In 2015, we introduced the Connect Box - our first product to be launched across all fourteen of our markets. It is better connecting our customers through superior in-home WiFi and it's a prime example of how our investments always place the customer at the heart of everything we do. And the recent decision to link the remuneration of our employees to challenging customer satisfaction targets further underpins our commitment to our customers.

Our industry-leading scale gives us an unprecedented opportunity to champion digital as a catalyst for a better world. To maximize our impact, we recently clarified and sharpened our CR strategy. At its foundation is our belief in the liberating potential of technology and that digital solutions can be used to help answer society's most pressing challenges. We call this Digital Imagination.

Through our Digital Imagination program, we are equipping future change makers with the vital skills needed to thrive in the digital economy. Our partnership with CoderDojo encourages kids to use technology and coding to solve social issues affecting their communities. We are also committed to helping entrepreneurs develop new business ideas with purpose at their core. Our accelerator programs at Telenet and Virgin Media are helping to scale the impact of social

innovations. We are excited about the future that we can create and, at the same time, we are respectful of the responsibility our position brings.

That's what we mean when we talk about Responsible Connectivity. At Liberty Global, we must earn the trust of our stakeholders by investing in our network, delivering outstanding service and protecting our customers' privacy. That's why we have prioritized the protection of customer data, introducing a new advanced security platform that greatly reduces device contamination.

Our membership in the Society of Cable Telecommunication Engineers' Energy 2020 program helps us deliver on our commitment to make sure that as our bandwidth grows, our impact on the planet will not. We are sharing best practices with our industry peers and leading the way in seeking new energy management solutions for the entire sector. Importantly, we remain on track to meet our long-term environmental targets, improving our overall energy efficiency by 29% this year, and becoming three times more carbon efficient than we were in 2012.

Now in our fifth year of Corporate Responsibility reporting, we are building upon a strong foundation. While many challenges remain, I am excited about the level of ambition throughout our company for empowering positive change through digital. All of our achievements were only made possible by the sustained effort of our 37,000 employees, whose talent, commitment and hard work enable us to deliver on our growth agenda and to always do more for our customers - every single day.

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

Sincerely,

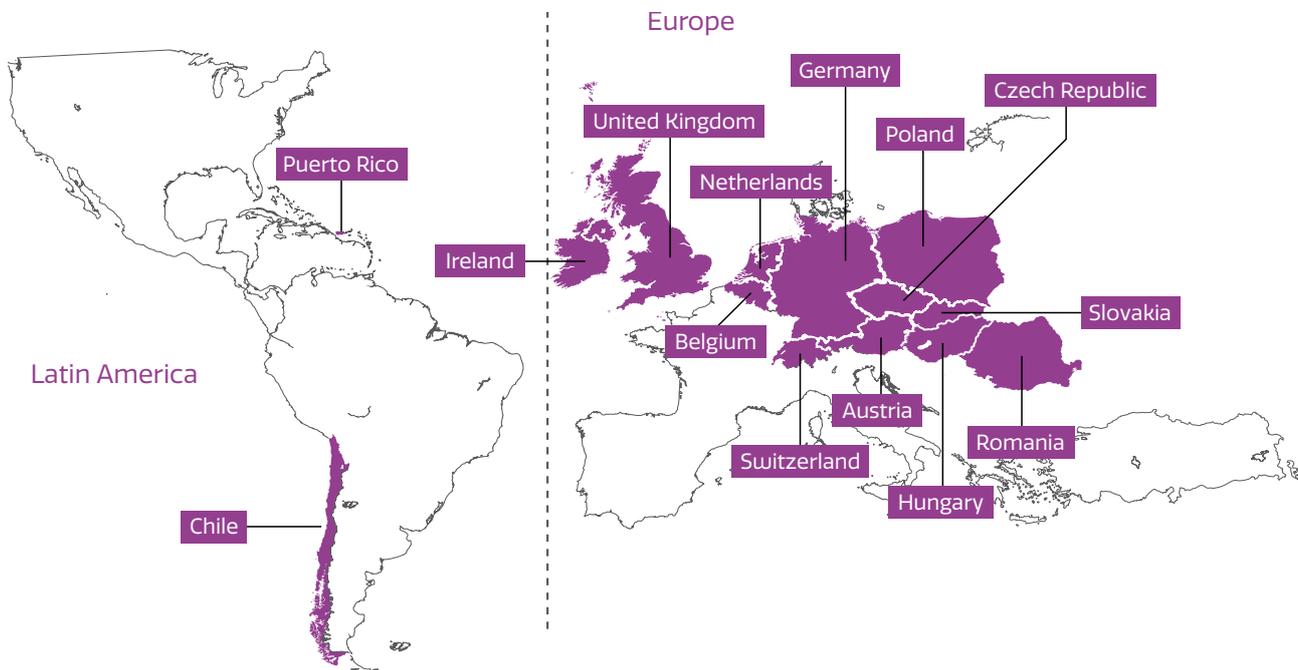


Michael T. Fries,
President and Chief Executive Officer

OUR OPERATIONS

Our Corporate Offices

- London
- Denver
- Amsterdam



OUR BRANDS



ABOUT LIBERTY GLOBAL

Liberty Global plc is the world's largest international TV and broadband company with operations in 14 countries. We connect people to the digital world and enable them to discover and experience its endless possibilities. Our market-leading products are provided through next-generation networks and innovative technology platforms that connected 27 million customers subscribing to 57 million television, broadband internet and telephony services at December 31, 2015. In addition, we served five million mobile subscribers and offered WiFi service across six million access points.

Liberty Global's consumer brands include Virgin Media, Ziggo, Unitymedia, Telenet, UPC, VTR and Liberty Cablevision. Our operations also include Liberty Global Business Services and Liberty Global Ventures.

OUR VISION

Our company vision simply stated is "Connect. Discover. Be Free." Our broadband internet, voice and video services and innovative product bundles empower millions of people to discover and experience the endless possibilities of the digital world, and we're constantly striving to enhance and simplify their lives through meaningful innovation. At the same time, we are focused on bringing an amazing entertainment experience to even more customers — through significant investment in our networks and by driving incremental penetration of our advanced services.

BENCHMARKS & ACHIEVEMENTS

MEMBER OF
Dow Jones Sustainability Indices
 In Collaboration with RobecoSAM



FTSE4Good

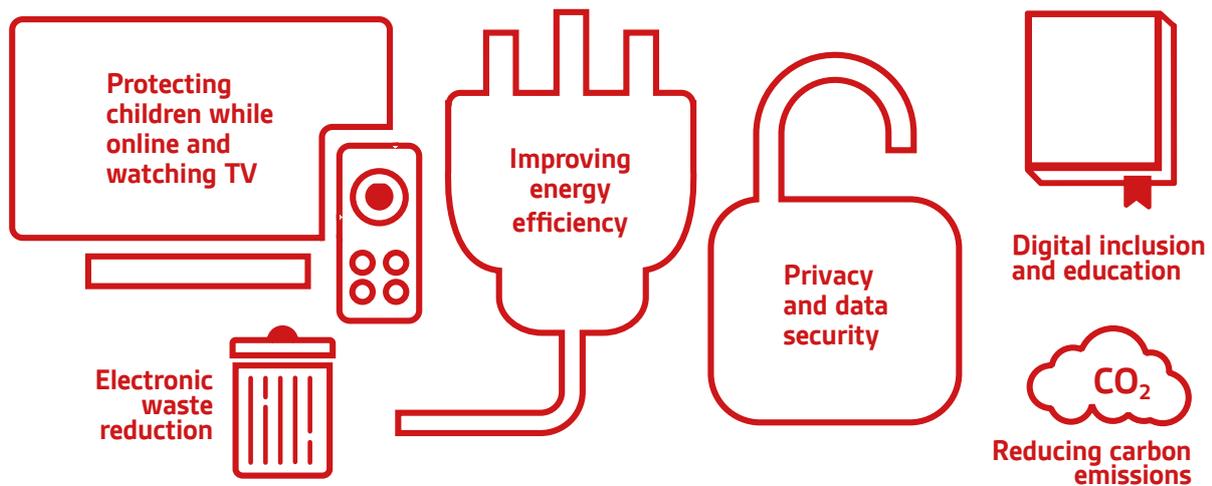


Our approach

Addressing the issues that are most important to our stakeholders and our business is an opportunity for us to strengthen our company and positively influence the communities in which we operate.

We identified and prioritized our most pressing issues by conducting a materiality assessment in 2014. As part of a detailed process, we reviewed our industry peers and the media relevant to our sector, interviewed 11 sustainability experts, surveyed 200 employees and more than 6,000 customers, and held consultation sessions with senior management. Our CR strategy continues to be shaped by their collective feedback.

MATERIAL ISSUES



See our full materiality matrix on our [CR website](#).

STAKEHOLDER ENGAGEMENT

Here are just some of our stakeholder engagement highlights from 2015. For the full detail of our initiatives, please see our [website](#)

Communities and civil society organizations

We listen to feedback from our communities and collaboratively identify the best ways of supporting the needs that meet our shared strategic objectives. This leads us to work with organizations like CoderDojo to help kids develop digital skills and European Schoolnet to keep children safe online.

Customers and consumers

Net Promoter Score (NPS) helps us gauge the strength of our relationship with our customers and also monitor their experiences at all stages of their journey with us. Customer loyalty is critical, which is why, starting in 2016, the remuneration of our employees is linked to our NPS targets.

Employees

Launching our first global employee survey, Zoom, in 2015 enabled us to gain powerful insights from our employees about what we do well and what needs improvement. Through action plans implemented by our managers, we are now addressing the key findings.

Governments and policy makers

We engage European Union (EU) policymakers through our membership in the ICT Coalition and our support for the European Commission's Digital Single Market strategy in order to promote a safer internet for our children while actively delivering on the priorities of the European Commission's Grand Coalition for Digital Jobs.

Industry peers

As members of the Society of Cable Telecommunications Engineers' (SCTE) Energy 2020 program and Chair of SCTE's Access Network Energy Efficiency workstream, we help the industry develop standards for more energy-efficient technologies as well as the development of a new standard for measuring and managing energy use.

Socially responsible investment community

We engage with the Dow Jones Sustainability Index and CDP's Climate Change Program seeking their advice on how best to improve our performance. We also respond to FTSE4Good, Newsweek Green Ranking and MSCI ESG.

Suppliers

We use the EcoVadis assessment platform to collaboratively work with our suppliers, identifying the biggest risks in our supply chain and implementing corrective action plans wherever needed.

Our CR strategy

In early 2016, we decided to conduct an in-depth review to identify the most effective way of structuring our CR strategy to match the ambition and potential of Liberty Global in our rapidly changing industry. By engaging senior stakeholders internally as well as external experts, we have updated our CR framework to better reflect our priorities as a responsible business. Our CR initiatives have not fundamentally changed. They are presented more clearly and focus more explicitly on the change we want to create.

CONNECTED PURPOSE

Empowering positive change through digital

At Liberty Global, we think that 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 to empower people to make the most of the digital world.



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



DIGITAL IMAGINATION

WHY IT MATTERS

The transformative power of the internet is found in every corner of the world. It defines our generation, and is inspiring the next, in ways that we are only just beginning to imagine. That's why our vision for Digital Imagination is inspired by our deep belief in the liberating potential of technology.

OUR GOAL IS TO TAKE PEOPLE FURTHER, TO FUEL IMAGINATION, AND TO EMPOWER US ALL TO REALIZE OUR POTENTIAL. WE WILL HARNESS CONNECTIVITY TO TEACH FUTURE MAKERS, SPARK POSITIVE CHANGE AND ACCELERATE INNOVATION THAT BRINGS BENEFITS TO COMMUNITIES AND SOCIETY.

WHAT WE'RE DOING

Our new flagship program, Digital Imagination, is a collective movement to create digital solutions that respond to pressing societal challenges. We focus on three main areas:

FUTURE MAKERS

We are creating exciting ways to share the skills needed to thrive in the digital economy and create a positive social impact. For example, our work with coding club [CoderDojo](#), [the Big Digital Skills Hub](#), [Get Online Week](#), [Virgin Media Pioneers](#), and [Maturity in the Net](#).

ORIGINAL THINKERS

We are supporting and investing in innovators and entrepreneurs to use digital technology to inspire social change. For example, our work with [Virgin Media Accelerator](#) in the UK and [Telenet Kickstart](#) in Belgium.

COLLECTIVE SOLUTIONS

We are bringing people together to use digital technology to solve the most pressing issues facing society. This is a new focus for us that we will develop further in 2016. One example is our Spark campaign, which sources responses to real business challenges by tapping into the collective creativity of our employees.



FUTURE MAKERS

Digital skills are essential for working professionals to keep pace in today's competitive job market. It is a particularly strategic issue in Europe, where the skills gap is projected to grow significantly by 2020. To address this skills gap, the European Commission has established the [Grand Coalition for Digital Jobs](#), a multi-stakeholder partnership aimed at creating a talent pipeline for jobs, of which Liberty Global is a member.

We want to help young people drive a fast-paced digital revolution as active creators of websites, apps and games, not simply passive consumers. Teaching and developing digital skills is a major part of this process. To enable this, we must work together, bringing programming to all communities and embedding it into home life, workplaces, communities and mainstream education.

CODING FOR OUR FUTURE

This need has driven our partnership with the CoderDojo Foundation, a global community of free coding clubs for children aged seven to 17, since 2013. Our support for CoderDojo is enabling the next generation of creators, improving their long-term career prospects.

As well as coding, our partnership also teaches vital skills like problem-solving and introduces young people to STEM (science & technology, engineering and math) subjects in a fun, practical way.

COOLEST PROJECTS AWARDS

In 2015, Virgin Media Ireland and Liberty Global sponsored the popular [CoderDojo Coolest Projects Awards](#) in Dublin. Now in its fourth year, the Coolest Projects Awards give members of local coding clubs the opportunity to showcase the skills they gain from their coding sessions.

WHAT'S NEXT

We believe that learning coding skills is not enough; it's what you do with those skills that really counts. We plan to actively encourage young people to use their newly-acquired coding skills for positive social change by establishing a Future Makers Award, celebrating the best digital solutions that respond to society's most pressing challenges.

Read our case study on [page 8](#) to find out more about our partnership with CoderDojo.

ORIGINAL THINKERS

Innovative small businesses are being launched every day, all around the world, and we are fortunate to have operations near some of the most dynamic of those start-ups. In London alone, 2015 saw over 580,000 new start-ups established¹ and Amsterdam is increasingly recognized as the start-up capital of continental Europe. We aim to nurture the development of these new businesses through accelerator programs, mentoring and funding that also get us closer to the cutting edge of innovation.

HELPING SMALL BUSINESSES FLOURISH

The 2015 edition of Virgin Media Business' Pitch to Rich competition attracted over 2,500 small and medium-size enterprises (SMEs), each trying to win a share of £1,000,000 in marketing investment and development support. The three winners are now building their capabilities as they prepare to launch.

In the UK, we also developed the [Virgin Media Accelerator](#), an intensive three-month, mentorship-driven scheme. In Belgium, Telenet continued its eight-month accelerator program, [Telenet Kickstart](#).

Our Chilean business, VTR, expanded the scope of its Vive Chile Foundation to incorporate projects focusing on entrepreneurship and innovation, with further projects planned.

Read our case study on [page 9](#) to find out more about how two of this year's Telenet Kickstart and Virgin Media Accelerator participants are making a difference to our society.

WHAT'S NEXT

We want our accelerators to inspire Digital Imagination. So, as we continue to develop and expand these programs in the future, we aim to increase our focus on specifically helping start-ups with a defined social purpose.

¹<http://www.telegraph.co.uk/finance/businessclub/11692123/Britain-hits-record-number-of-startups-as-more-aspiring-entrepreneurs-take-the-plunge.html>



YOUR PITCH TO RICH GOES HERE_



BUSINESS





EMPOWERING SUPERPOWERS

CASE STUDY: CODERDOJO: DEVELOPING OUR DIGITAL FUTURE

CoderDojo is a global community of free coding clubs for young people aged seven to 17. As members of the European Commission's Grand Coalition for Digital Jobs, our passion for inspiring the next generation of technology leaders means we're helping CoderDojo scale across Europe.

In 2015, Liberty Global staff helped us extend our partnership even further. CoderDojo Belgium worked with businesses, NGOs and local schools to organize a successful MegaDojo event for 10 to 14 year olds, attended by over 1,100 kids. More than 40 Telenet employees volunteered to support the event, helping young people learn basic coding techniques.

In September, at our Liberty Global Tech Summit Appathon in Amsterdam, we invited five of the brightest minds, all winners of the CoderDojo Coolest Projects Awards, to demonstrate their projects alongside 100 professional developers.

We also trained over 200 of our employees in the Netherlands to lead coding sessions at another MegaDojo in February 2016. Hosted by our Dutch operation, Ziggo, the event saw our new mentors assisting in excess of 1,000 young people with coding assignments.

Conor Begley is a perfect example of why Liberty Global has worked with the CoderDojo Foundation since 2013.

CONOR'S WINNING ENTRY AT THE TECH SUMMIT APPATHON WAS QUICK COM, A COMMUNICATION AID THAT COULD HAVE REAL IMPACT ON HOW DISABLED PEOPLE INTERACT WITH DIGITAL DEVICES.





NURTURING BUSINESS

CASE STUDY: HELPING ENTREPRENEURS LEAD OUR DIGITAL FUTURE

Entrepreneurship is driving Europe's economy. Small and medium-sized enterprises create 85% of new jobs, provide two-thirds of private sector employment² and are a rich source of ground-breaking digital innovation addressing key needs for society. Yet new start-ups often find their growth restricted by a lack of access to support that can build their capabilities. At Liberty Global, we're helping start-ups break into the market so that they can improve lives, using tailored mentoring, networking, marketing and financing opportunities.

In Belgium, the Telenet Kickstart program is an intense, eight-month accelerator enabling start-ups to address important societal issues. For example, take Hannes Hauwaert's company. Happs, one of the start-ups assisted by Telenet Kickstart, is producing an educational role-playing game that lets children with dyslexia practice reading and writing skills in a fun, interactive way. Hauwaert, himself dyslexic, worked with professional speech therapists to complete the first version of the game, called Karaton, now being tested by academic experts. With an estimated 700 million people worldwide living with dyslexia, the business and social potential is immense.

In the UK, our newly-launched Virgin Media Accelerator is helping start-ups use digital for good too. One of the companies it supports, Ecoisme, is developing a sensor that tracks the energy consumption of any device and provides alerts for devices left on in error.

Ecoisme and Happs are just two of the innovative start-ups we are excited to support, because we believe in the power of small business to generate positive change through digital technology.

“ WE WANT TO HELP DYSLEXIC CHILDREN, NO MATTER WHERE THEY'RE FROM OR WHAT LANGUAGE THEY SPEAK. THE TELENET KICKSTART PROGRAM HELPED US MAKE THIS DREAM COME TRUE. ”

HANNES HAUWAERT, FOUNDER HAPPS

² <http://ec.europa.eu/growth/smes/>



RESPONSIBLE CONNECTIVITY

WHY IT MATTERS

Connectivity is essential for today's economies, communities and people's everyday lives. This creates an important responsibility to make sure that digital technology works in everyone's best interests. It's our responsibility to continue to invest in our network, deliver outstanding service and protect our customers' privacy. And to ensure that as the bandwidth we provide grows, our impact on the planet won't.

AS THE WORLD'S LARGEST INTERNATIONAL TV AND BROADBAND COMPANY AND WITH AN AMBITIOUS GROWTH PLAN FOR THE FUTURE, WE WILL DEMONSTRATE TO ALL OF OUR CUSTOMERS AND STAKEHOLDERS THAT WE OPERATE RESPONSIBLY AND SUSTAINABLY.

WHAT WE'RE DOING

To deliver outstanding connectivity while running our business responsibly and sustainably, we focus on three main areas:

TRUSTED PRODUCTS

We are protecting our customers' personal data, helping keep children safe online and making the digital world more accessible. For example, producing toolkits on internet safety used by schools, parents and children around the world, and protecting our customers from malware through our partnership with the Microsoft Digital Crimes Unit.

SUSTAINABLE GROWTH

We are working to ensure that as our business grows, our environmental impact does not. For example, through our commitments as a member of the [Energy 2020](#) plan to reduce the sector's energy consumption and grid dependency, and through the launch of our new eco-friendly packaging that has helped us improve resource efficiency and cut waste across our operations.

EMPOWERING PEOPLE

We are 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. For example, through the global roll out of our employee engagement survey Zoom.



TRUSTED PRODUCTS

CUSTOMER PRIVACY AND DATA SECURITY

As a provider of internet, telephone and television services, our customers' entire digital lives are entrusted to our organization. Consequently, the obligation on us to ensure the safety of their data is central to every decision we make.

This responsibility is both legal and ethical. High-profile digital hacking in the UK during 2015 highlighted the imperative to protect our customers from risk, while legally, we comply with strict regulation and legislation across all of our market operations.

Digital safety is comprised of two main work streams: customer privacy and data security. As they are closely linked, our teams work together to make sure we keep all data safe and protected.

Customer privacy

The significance of customer privacy to our customers and our business is growing. Our Global Privacy Policy outlines the standards and practices all of our employees must follow and our privacy policies are easily accessible for customers on our operating companies' websites. To help us stay ahead of this complex issue, we doubled the size of our Group Privacy team in January 2016. This increase is in addition to the dedicated teams acting locally in each of our operating markets.

Legislatively, privacy regulations vary according to local jurisdictions. Each operation's local teams manage our

compliance with the law, overseen by the Group Privacy team which reports centrally on any customer privacy incidents.

We are also designing privacy into the foundation of every new technology product being launched. Our Privacy by Design process includes stringent vulnerability checks and built-in prevention for threats such as hacking.

In 2015, for the first time, we audited our privacy incident management process in Europe. The audit findings indicated that the process is well managed. At the same time, there is still work for us to do to ensure that all our employees are confident in their knowledge and usage of each process stage.

Data security

At Liberty Global, we have a number of functions specializing in different aspects of data protection and information security at the corporate level, all working hand-in-hand with the privacy teams in our market operations.

Information security managers act as risk assessors, ensuring and measuring compliance to the latest policy and regulatory requirements. Security Architecture, Design and Engineering teams assess every new technology product and service for secure design principles and a strong security control environment, as well as for threats that may affect them or vulnerabilities that may be present.

Our 24-hour Security Operations monitoring team, based in our Global Security Operations Center, detects and monitors events and implements our security incident response management process, assigning a specialist team as soon as an incident is detected. At the same time, our Threat

Intelligence team analyze and refine information about potential or current attacks that threaten our organization.

Read our case study on [page 12](#) to find out how our new abuse management platform is reducing network contamination.

Managing a potential data threat

In the Netherlands during 2015, hacktivists overloaded the system of our Ziggo business and while all customer data remained safe, it created a very slow customer experience. By invoking both our security incident response and crisis management process, we quickly put in place a cross-functional team of experts and operational staff to mitigate the attack and restore services. We also engaged Deloitte's Risk Services to conduct an internal forensics investigation to rule out any possibility of the threat originating from inside our own organization.

The overload impacted 2.2 million customers yet within 24 hours, our teams were moving 130,000 customers per hour to more resilient infrastructure. Two days later, full service was restored. Our swift action and agile processes ensured the continued safety of our customers' data and privacy, with services returned to normal as quickly as possible thanks to the hard work of our specialist teams.

WHAT'S NEXT

We will continue to focus on meeting all recognized standards for data protection and information security, including the implementation of new EU data protection regulations released in January 2016.





PROTECTING CUSTOMERS

CASE STUDY: REDUCING THE THREAT OF MALWARE

Last year, nearly one million new malicious software (malware) threats were released every single day³. Malware infiltrates a computer and spreads a digital infection to other computers in seconds. So how do you keep a global network of over 27 million connected customers safe?

Liberty Global's abuse management process has always done exactly that. In 2015, we gave it a major upgrade. Partnering with the Microsoft Digital Crimes Unit and global cybersecurity leader, Synopsys, we built our own exclusive platform that allows us to detect potential issues on customers' equipment and proactively contact them to take action.

This new global platform keeps customers safe by temporarily moving the affected customer into a quarantine zone, prompting him or her to click through easy-to-follow remedies. Once completed, the customer's device is retested and released back into the full network.

THE RESULTS ARE IMPRESSIVE. SINCE LAUNCH IN JANUARY 2015, WE'VE REDUCED MALWARE INFECTION RATES BY 25%, RESULTING IN FEWER REPORTED ISSUES, INCREASED POSITIVE CUSTOMER FEEDBACK AND GREATER NETWORK STABILITY.

And we're not stopping there. In 2016, we plan to refine our data and information security programs even further and aim to widen our focus to also help business customers tackle the damaging effects of malware.

³ <http://money.cnn.com/2015/04/14/technology/security/cyber-attack-hacks-security/>

PUTTING OUR CUSTOMERS FIRST

At Liberty Global, we put our customers at the heart of everything we do and strive for consistently positive experiences that meet or exceed our customers' expectations. Last year, as a foundation of this approach, we established a single, global monitoring platform using the Net Promoter Score (NPS) metric to help us listen and improve based on real customer insight.

Net Promoter Score

NPS gauges customers' loyalty by asking them how likely they are to recommend either our products or our company to friends. Surveys are sent when customers complete a service transaction, like paying a bill, or by random selection based on the products they own. Each month we collect about 250,000 survey responses.

In 2015, we successfully aligned our methodology and deployed a single NPS platform for all markets. Not only did this allow us to ensure consistency of measurement, but it gave aggregated insight in real-time. Better understanding of our customers has, in turn, guided our development and improvement.

WHAT'S NEXT

Our 2016 focus is on listening to customers and making meaningful improvements to their experience. Encouraged by strong improvements in our Mobile Product NPS, we are embedding customer feedback into the development of our full product set.

By linking our global NPS targets to the remuneration plan of Liberty Global employees in 2016, we are further reinforcing our intent to improve experiences for all customers.



KEEPING CHILDREN SAFE ONLINE

As the overall volume of online content increases exponentially year-on-year, so too does the quantity of material unsuitable for young people. One in three young people are victims of cyberbullying⁴. We are determined to maintain our focus on child safety and provide opportunities for children to reach their full potential online.

Protecting the next generation

Parents, educators, policymakers and our entire industry have a shared responsibility to nurture the digital citizens of the future. At Liberty Global, we are aligned with the European Commission's Digital Single Market strategy, which aims to increase training in digital skills, modernize education across the EU, harness digital technologies for learning and for the recognition and validation of skills, and anticipate and analyze skills needs. In 2015, we invested over \$1.1 million into the protection of minors through our various programs.

Since 2007, we have produced toolkits for families, educators and a broad age range of children. These resources aim to educate parents and teachers and empower children to protect themselves online while discovering the endless possibilities of the digital world. Our [Family eSafety Kit](#) for six to 12 year-olds, for example, offers advice to both adults

and young people on topics such as security, contact with strangers and cyberbullying. We are proud that over 1 million toolkits in 18 different languages have been used by schools, parents and children, making a significant contribution to keeping kids safe online.

Educating and empowering

2015 saw us join the [ICT Coalition for Children Online](#), which aims to help young people in Europe make the most of their digital life and become better equipped to handle the challenges and risks it may bring. In collaboration with teachers, we also launched the [Web We Want Handbook for Educators](#), containing lesson plans and activities that encourage young people to develop the creative and critical thinking skills essential for a positive digital future.

We are further supporting schools through the [eSafety Label](#), an accreditation and support service for schools developed by leading technology companies and European Ministries of Education in conjunction with European Schoolnet. The Label is now being used by over 4,000 teachers across Europe.

In Chile, VTR launched a free children's e-book about the risks of forming relationships online. In addition, VTR gave 13 educational talks to over 2,000 primary school children about staying safe online.

⁴ <http://www.bullyingstatistics.org/content/cyber-bullying-statistics.html>



SUSTAINABLE GROWTH

Given present energy consumption rates and the mitigations needed to limit climate change, projections indicate that the cost of energy is likely to continue increasing⁵. Energy is currently responsible for approximately 2% of our operational expenditure and electricity consumption accounts for 80% of our total carbon emissions, so finding ways to be more efficient and decrease our impact on the planet is important to us.

Our biggest source of carbon emissions is the energy that powers our networks, making up 90% of our total consumption. Therefore, we are focused on deploying the most efficient solutions that drive down energy use, from our data centers to our customers.

At the same time, we are adding solar capabilities across our markets and procuring renewable energy in order to reduce our carbon emissions. Our global [environmental statement](#), published in 2014, sets out our commitment to enhancing the energy efficiency of all our operations, with a focus on energy use, carbon emissions and management of electronic waste.

PERFORMANCE AGAINST OUR GOALS

We are on track to achieve both of our key corporate goals – to improve energy efficiency by 15% every year through 2020 and to be five times more carbon efficient by the end of this decade, using our 2012 emissions as our base year. We are achieving these goals by optimizing new technologies in our network, investing in new technologies in our facilities and by procuring renewable energy.

In 2015, 26% of our purchased electricity came from renewable or green energy, compared to just 6% in 2012. We also increased the amount of electricity generated from onsite renewable sources by 39% compared to 2012. In total, this year, we decreased our market-based carbon emissions by 10% and location-based emissions by 1%. We continue to see the economic benefits of our ongoing environmental initiatives, saving more than \$337 million in 2015 alone. This represents a 3% improvement compared to our savings in 2014.

Commitment: To improve energy efficiency by 15% every year to 2020, using 2012 as our base year.

29% MORE ENERGY EFFICIENT IN 2015 - AND 66% MORE EFFICIENT THAN 2012

Progress: On track

Commitment: Become five times more carbon efficient by the end of this decade, using 2012 as our base year.

3x MORE CARBON EFFICIENT COMPARED TO 2012

Progress: On track

In order to provide meaningful targets, we measure our energy consumption and GHG emissions in terabytes (TB) of data transported through our networks. For the second year, KPMG assured our Scope 1, 2 & 3 carbon emissions and energy consumption. Their assurance statement, including a summary of the work they performed, is available on our [website](#).

ENERGY 2020

In 2015, we joined [Energy 2020](#), the energy plan of the Society of Cable Telecommunications Engineers (SCTE). The program aims to create energy management solutions by sharing best practices, setting standards and finding innovative ways for cable companies and vendors to manage energy use.

We have subsequently created a governance model enabling us to integrate energy efficiency initiatives from Energy 2020 across Liberty Global. This approach has proven to be extremely fruitful, engaging employees in different market operations to share learnings and collectively find solutions to pressing efficiency issues.

Each company aligned to Energy 2020 aims to achieve the goals of reducing its power consumption by 20% per unit, decreasing its energy costs by 25% per unit, reducing its grid dependency by 10% and optimizing its data center and technical facility footprint by 20%.

These goals encourage us to look beyond our own internal efficiency goals, collaborating to minimize our entire sector's grid dependency and energy consumption.

Read our case study on [page 16](#) to find out how we are reducing the environmental impact of our technical sites.

REDUCING CONSUMER ELECTRONIC WASTE

As we supply hardware such as set-top boxes and modems for use in our customers' homes, we take care to keep all product waste to a minimum.

E-waste and recycling

Electronic equipment that becomes obsolete is disposed of in line with applicable legislation. Wherever possible, however, we use refurbished equipment, thereby avoiding additional resource consumption in our supply chain. In 2015, 40% of newly-deployed set-top boxes and modems were from refurbished stock and 63% of collected hardware was refurbished for future use. We refurbished 4.7 million set-top boxes and modems this year, avoiding approximately 7,500 metric tons of waste that would otherwise have been sent to landfill.

Eco-friendly packaging

2015 saw the launch of our new [eco-friendly packaging solution](#). The reduction in bulk and weight helped us improve resource efficiency and cut waste across our operations. As a result, we have reduced the environmental impact of our new Horizon packaging by over 30%. In addition, the new packaging is 100% recyclable and almost 40% lighter than its predecessor, so it is significantly more efficient to transport and deliver.

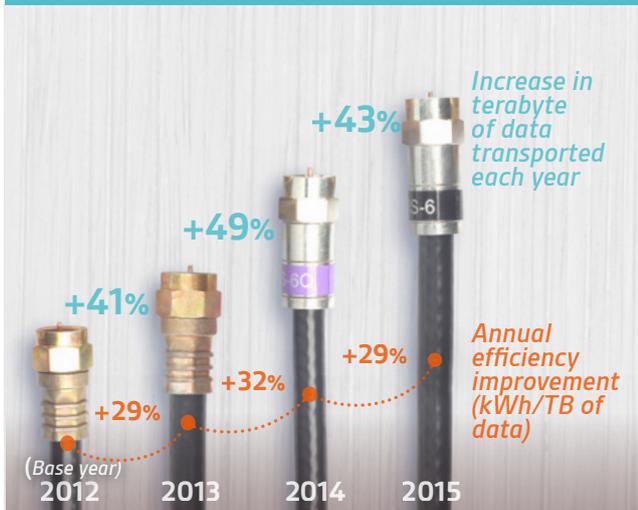
WHAT'S NEXT

By the end of 2016, our eco-friendly packaging will have helped us avoid more than 450 metric tons of unnecessary packing material since its introduction – the equivalent of more than 55 trucks fully loaded with Horizon set-top boxes. Our new packaging is expected to not only save our company an estimated \$2 million in 2016 alone, it is helping us deliver against our operational goal to be five times more carbon efficient by the end of this decade.

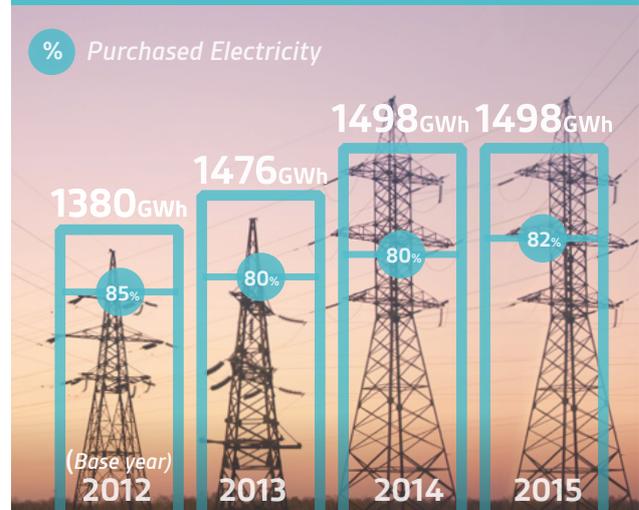
⁵ http://www.iea.org/publications/freepublications/publication/WEB_WorldEnergyOutlook2015ExecutiveSummaryEnglishFinal.pdf

ENVIRONMENTAL PERFORMANCE

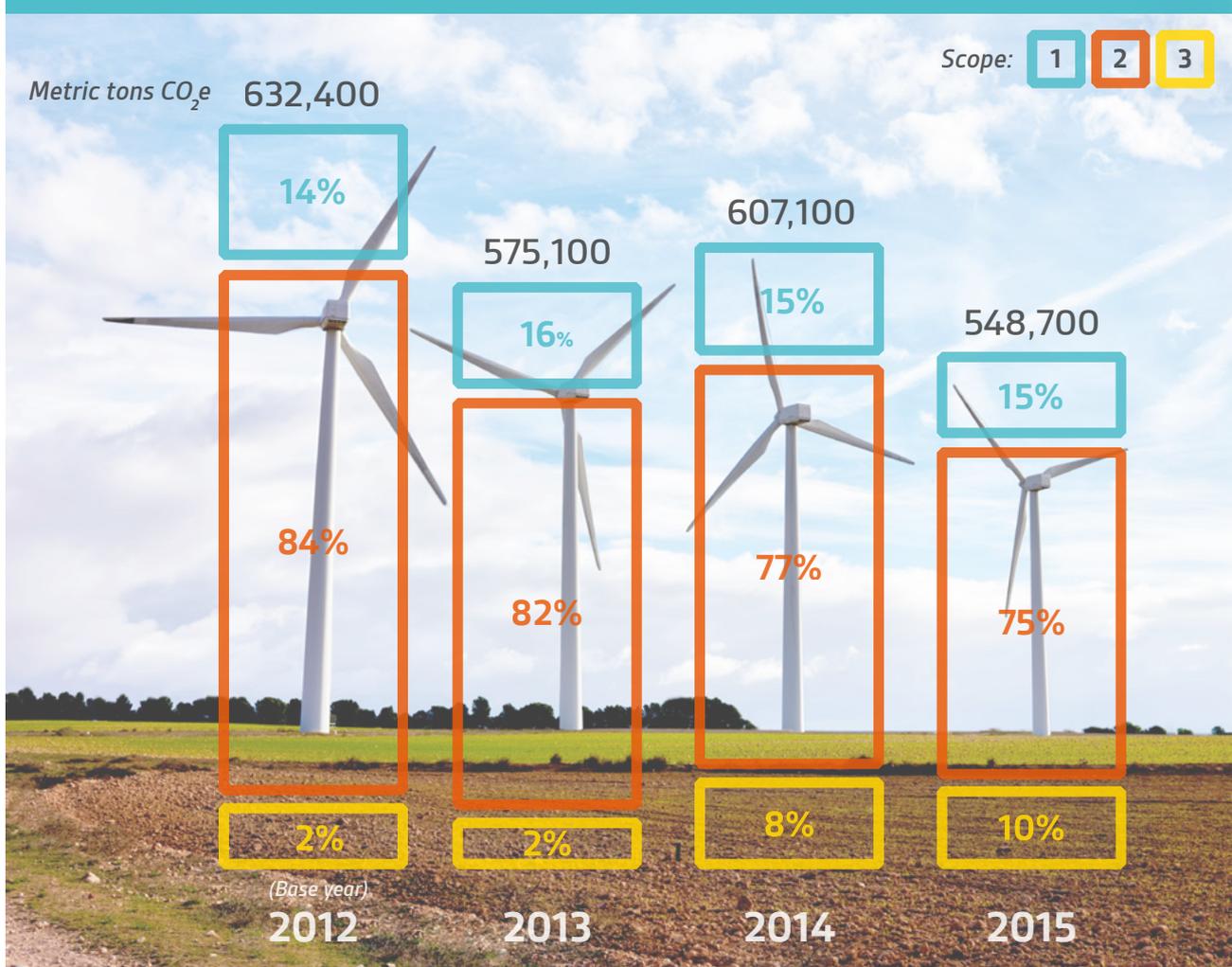
Our growing network¹



Our energy consumption²



Our market-based carbon emissions³



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 non-renewable 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. In 2015, the GHG Protocol changed its guidelines for reporting Scope 2 emissions from purchased electricity. These emissions now need to be reported as two numbers instead of one. The first number uses the 'location-based' methodology, which applies a grid average emissions factor. The second number uses the 'market-based' methodology that uses supplier-specific emissions information wherever it is available. The latter methodology tends to better reflect electricity purchasing decisions. 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 2015 and 2014, emissions from the travel by our third party service and installation vehicles were included as part of our Scope 3 emissions. This data was not included in our 2013 and 2012 data. Please see page 21 for a complete breakdown of our environmental data, including both our location-based and market-based carbon emissions.



EFFICIENCY EMPOWERED

CASE STUDY: ENERGY SAVING INNOVATION FOR DATA CENTRES

With millions of set-top boxes and modems in customer homes and an ever-growing number of devices connected to them, the demand for bandwidth, and therefore energy, grows too. However, one of our companies, Ziggo in the Netherlands, has come up with a completely new solution to reducing our energy usage.

Edge facilities (data centers connecting homes and businesses to the wider network) need a stable temperature to maintain peak performance. While higher demand leads to an increasing number of edge facilities, we want to manage that expansion in an environmentally responsible way.

In response, Ziggo built revolutionary phase-change material (PCM) into the fabric of new technical buildings. PCM keeps temperatures even by absorbing warmth from the air by day and then releasing it back during the cooler night. The result is that these sites use 40% less energy and zero refrigerants.

Ziggo already has 31 PCM sites, with more on the way, and in 2016 we plan trials in other locations across Europe.



OUR SUPPLY CHAIN



WORKING ACROSS OUR SUPPLY CHAIN

From information technology, customer premises and network equipment to mobile and business-to-business markets, we work with a wide range of suppliers.

Working together

Our collaborative relationship with suppliers helps us both mitigate risk and identify opportunities – from better understanding of the way we source electronic components to their subsequent distribution to our customers. We also employ certified organizations to perform the collection and safe disposal of equipment returned from customer homes and other premises.

We use a four-step process to guide our supplier relationships:

- 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

Assessing suppliers' risks and opportunities

In 2015, we continued building on the supplier assessment program that we established in 2013. Phase one of this assessment focused on our top 400 suppliers, who collectively account for 80% of our overall spend.

Using the [EcoVadis](#) platform to benchmark suppliers against 21 environmental, social and ethical indicators, we identified our highest risk suppliers. In 2013, this generated a list of 11 suppliers considered high risk. Through corrective action plans, nine of these suppliers improved their performance and were upgraded to normal status over the last two years. The remaining two suppliers are continuing to work through their corrective action plans. In 2015, a further 147 suppliers completed the assessment.

Conflict minerals

Conflict minerals consist of tantalum, tin, tungsten and gold that is sourced from the Democratic Republic of Congo and neighbouring countries, often used to finance armed conflict. The U.S. Securities and Exchange Commission has issued rules covering these minerals and we collaborate with our suppliers to identify whether they may exist in the products they supply us. We also address conflict minerals through their integration into the [EcoVadis](#) assessment platform and through our [Responsible Procurement and Supply Chain Principles](#).

WHAT'S NEXT

Now that we can isolate the key risk areas to focus on with our suppliers, we can work collaboratively to mitigate those risks. We also plan to join [GeSI](#), the Global e-Sustainability Initiative, in early 2016, to work with our industry peers to strengthen our supply chain.



EMPOWERING PEOPLE

Our people are our greatest competitive advantage. We aim to both develop their talents and inspire them to make a difference in the communities where we operate. We want to nurture a dynamic, talented workforce that reflects the diversity of our customers, building a culture of innovation where our 37,000 employees can grow and feel supported.

OUR PEOPLE AGENDA

The development, motivation, health and wellbeing of our employees are all critical to our business. We address these factors in our multi-year strategy, the People Agenda, setting out our vision for investing in our people across four key areas: Talent, Leadership, Reward and Culture.

The People Agenda ensures our employees are supported in their careers with the tools to work and grow. It also recognizes the importance of engaging people across all levels of our business, because we know engaged employees deliver superior business performance. This is why, in early 2015, we launched our first global employee survey, Zoom, to better understand the views of our worldwide workforce.

Read our case study on [page 19](#) to find out more about Zoom, our global employee engagement survey.

Learning and development

We invested approximately \$20 million in employee training and development in 2015, with almost 900,000 training hours recorded. Our portfolio of employee development programs includes Fast Forward, focusing on emerging leaders, and Lead Forward, providing a platform for senior management to improve their personal leadership effectiveness and build a common cultural framework within the company despite our geographical spread.

We also provide graduate training and ongoing personal development programs, reflecting our commitment to employee development as a top priority. Liberty Global's Management Development Program provides new graduates

in our European divisions an opportunity to participate in a job rotation where they gain experience across various aspects of our business over a three-year period, rotating every six months. This program equips young graduates with a background in the core functional areas of management at a range of locations across our 12 European markets.

Some of our operating companies complement Liberty Global's Management Development Program with their own local programs. In Belgium, for example, Telenet concentrates on pairing new graduates with experienced employees, supporting the growth of our young talent through cross-functional collaboration. So far, 74 employees have participated. We are also proud of our successful apprentice programs at UPC Austria and Virgin Media in the UK.

Employees in the community

Our employees are encouraged to support the causes they care most about, and we offer tools and resources to help them. Our [Employees in the Community](#) initiative gives people the opportunity to raise money for their chosen charities through the In Heroes and In Givers programs. In Heroes supports employee volunteering, awarding \$40,000 per year. In Givers encourages our employees to get involved in community and charitable activities by matching any funds they raise.

In 2015, we matched \$97,000 for various charities important to our employees through our In Givers program, including matching over \$35,000 raised by our employees for the Movember Foundation. In addition, our colleagues in Switzerland contributed 1,200 hours for social organizations during their Corporate Volunteering Days and over 9,500 people were reached through roadshow activities for Virgin Media Charity Week in the UK.

We continue to support [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 over \$1.3 million through various fundraising events including the Big Ride for Africa and the annual Gala Ball.





LISTENING TO EMPLOYEES

CASE STUDY: ENGAGED EMPLOYEES DRIVING A BETTER BUSINESS

Liberty Global's success is built on attracting and retaining the very best talent, so it's critical that we listen to our people. With over 37,000 employees in 14 markets representing more than 80 nationalities, the challenge is ensuring that everyone's voice gets heard.

In 2015 we launched Zoom, our new, global, employee survey. Zoom ensures consistency of feedback across all our operating regions. In the first year of Zoom, we achieved 85% employee participation, with 62% of respondents considering themselves engaged, putting us well above the global benchmarks of our independent surveyor, Aon.

ZOOM ALSO GIVES US OUTSTANDING INSIGHT. WE ARE PROUD THAT, ACROSS ALL OF OUR LOCATIONS, EMPLOYEES VALUE OUR CULTURE OF INCLUSIVITY, OPENNESS AND AUTONOMY, AND KNOW THAT THEIR VIEWS COUNT. THIS IS THE EMPOWERED ENVIRONMENT THAT WE STRIVE FOR.

Of course, there are areas for us to work on too. Sometimes, complexity in our organizational structure and processes can slow us down and we see opportunities to improve talent attraction and retention. We also need to continue improving our focus on putting customers at the heart of our operations, responding to their needs and adding value to them in all that we do.

We are currently working with 28 engagement experts across the organization to embed these findings into our People Agenda. As we run action-planning workshops and support all of our managers to use Zoom to identify and deliver targeted actions for their teams, we expect to demonstrate that listening to our people will help us improve our business for all.



Progress against our commitments

Below please find a summary of our progress against our 2015 commitments. We are currently setting new commitments for 2016.

2015 COMMITMENTS

Continue to support the European Commission's Grand Coalition for Digital Jobs through programs to advance youth skills and digital entrepreneurship

Develop and launch 'The Web We Want' toolkit for educators

Redefine Liberty Global's 'promoting a digital society' strategy

Conduct an audit of our privacy incident response management process

Finalize and publically report our Net Promoter Score for 2015

Improve our energy efficiency by 15% each year through 2020

Be five times more carbon efficient by 2020

Develop an e-waste target

Maintain inclusion in FTSE4Good and Dow Jones Sustainability Indices (DJSI)

Implement action plans to advance employee engagement

Develop and launch a CR awareness strategy

Assess a further 100 suppliers as part of our ESG supplier assessment

Implement corrective action plans with remaining four high risk suppliers

2015 PROGRESS



Achieved - In 2015, Liberty Global continued to support the goals of the Grand Coalition for Digital Jobs. We achieved the targets set by the European Commission and became a key partner in the 'all you need is code' industry workstream.



Achieved - The handbook, created in partnership with European Schoolnet and Google, is now available in eight languages. We also launched a social media campaign aimed at teachers.



Achieved - In 2015, we redefined the 'promoting a digital society' strategy. Our new and ambitious 'Digital Imagination' flagship program will be implemented mid-2016.



Achieved - An audit of our incident response management process in Europe was conducted in 2015. Results confirmed our approach is well managed, but there is still work for us to do to ensure that all our employees are confident with the process and escalation path.



Partly Achieved - In 2015, we successfully aligned our methodology and deployed a single NPS platform for all markets. This provides us with consistency going forward. However, the change in methodology means we cannot compare against a 2014 benchmark and therefore cannot report our relative annual NPS performance this year.



Achieved - We improved our energy efficiency by 29% in 2015 and 66% compared to 2012, putting us ahead of our target.



Achieved - Since 2012, we have improved our carbon efficiency threefold. With four more years remaining, we are on track to achieve our target.



Not achieved - We postponed developing a global e-waste target to 2016 in order to align with internal business projects.



Achieved - We were listed in the FTSE4Good and Dow Jones Sustainability North America and World Indices. As one of the top-scoring companies in the media industry, Liberty Global was pleased to receive the RobecoSAM Silver Class award from DJSI in January 2016.



Achieved - The global Zoom survey launched in 2015 with 85% employee participation, and 62% considering themselves engaged, putting us well above the global benchmarks of our independent surveyor, Aon. Action plans are now in place to address employees' feedback.



Partly achieved - We began the process of updating our CR framework, name and narrative, and in this report we have adopted this new approach. We anticipate this work, including communications to drive further CR engagement across the business, will be completed in 2016.



Achieved - 147 suppliers were assessed via the EcoVadis platform.



Partly achieved - Corrective action plan requests were initiated with all four suppliers and two were upgraded to normal status. We are continuing to implement corrective action plans with the remaining two suppliers.



Performance summary

ENERGY AND CARBON EMISSIONS

Energy consumption (G4-EN3)	Measure	2012	2013	2014	2015
Non-renewable fuel					
Diesel	GWh	84	168	176	154
Petrol	GWh	42	55	50	50
Natural gas	GWh	58	56	49	47
Burning oil	GWh	0.05	0.00	0.03	0.02
Gas oil	GWh	0.85	0.50	0.29	0.40
Fuel oil	GWh	2.59	0.76	0.60	0.36
Aviation fuel	GWh	13	13	11	11
CNG	GWh	0.01	0.01	0.01	0.01
Total	GWh	200.50	293.27	286.93	262.79
Electricity, heating & cooling					
Electricity	GWh	1,180	1,182	1,204	1,230
Heating & cooling	GWh	n/a	1	7	5
Total	GWh	1,180	1,183	1,211	1,235
Electricity sold					
Electricity sold	GWh	(0.05)	(0.01)	(0.01)	(0.01)
Total energy consumption¹	GWh	1,380.45	1,476.26	1,497.92	1,497.78 
Energy intensity					
Energy intensity (G4-EN5)	kWh of electricity / TB of data usage	221	157	107	76
Electricity generated from onsite renewables	GWh	0.19	0.23	0.26	0.26
Carbon emissions					
Scope 1 emissions (G4-EN15)	metric tons CO2e	88,500	91,600	88,300	84,400 
Scope 2 market-based emissions (G4-EN16)	metric tons CO2e	531,700	471,600	469,000	409,500 
Scope 2 location-based emissions (G4-EN16)	metric tons CO2e	498,800	488,900	524,300	516,400 
Scope 3 emissions (G4-EN17)	metric tons CO2e	12,200	11,900	49,800	54,800 
Total market-based emissions	metric tons CO2e	632,400	575,100	607,100	548,700
Total location-based emissions	metric tons CO2e	599,500	592,400	662,400	655,600
Carbon credits	metric tons CO2e	0	0	0	0.012
Emissions intensity (scope 1 and 2 market-based) (G4-EN18)	metric tons CO2e / TB of data usage	0.116	0.075	0.050	0.031 
Emissions from business travel (Scope 3)	metric tons CO2e	8,400	10,100	9,300	11,500
Emissions from 3rd party service and install vehicles (Scope 3)	metric tons CO2e	n/a	n/a	38,900	41,100
Waste by type and disposal method (G4-EN23)					
Total waste generated - reuse	metric tons	56	137	90	166
Total waste generated - recycling onsite waste (excl. composting)	metric tons	12,700	17,354	11,314	10,715
Total waste generated - incineration	metric tons	2,022	2,168	2,376	2,453
Total waste generated - landfill	metric tons	6,216	4,378	3,924	3,931
Total waste generated - composting	metric tons	178	207	283	154
Total waste generated	metric tons	21,173	24,243	17,988	17,419
% of recycled and reused waste	%	60%	72%	63%	62%
Water withdrawal by source (G4-EN8)					
Total water use (municipal only)	m3 (water)	422,547	410,148	395,578	374,211
Total water use (onsite capture only)	m3 (water)	n/a	6,047	5,994	5,540
Total water use (inc. onsite capture)	m3 (water)	422,547	416,195	401,572	379,751
Initiatives					
Emissions reductions (G4-EN19)	metric tons CO2e	n/a	4,200	10,900	2,400
Energy saved through efficiencies (G4-EN6)	GWh	n/a	9,093	23,112	5,882
Cost savings from environmental initiatives	\$ million USD	n/a	284.1	325.7	337.1
Revenue generated from environmental initiatives	\$ USD	n/a	543,900	461,400	1,218,900

SOCIAL PERFORMANCE

Community Investments ²	Measure	2012	2013	2014	2015
Total Community Investments	\$ million USD	9.2	10.3	10.3	14.4
Cash	%	55%	72%	68%	46%
Time	%	2%	6%	6%	5%
In-kind	%	43%	22%	26%	49%
Employee volunteering time	hours	4,500	20,200	18,200	27,000

¹ Sum of total energy consumption from non-renewable fuel and electricity, heating and cooling, minus electricity sold. For more information on our environmental reporting criteria, please visit www.libertyglobal.com/cc-report-2015.html

² Virgin Media UK's community investment data is not included in our 2012 results.

 Data extracted from Liberty Global plc Annual Report and Accounts for year ending 31 December 2015 which was included within KPMG LLP's independent limited assurance scope.

n/a - data not available.

EMPLOYEES

Total workforce and breakdown by employee category (G4-10, G4-LA12)				2012			2013			2014			2015		
Workforce including outsourced employees (Headcount, year end)															
Employees	20,591			35,156			33,969			36,427					
Outsourced employees	n/a			25,830			24,185			29,197					
Total ³	20,591			60,986			58,154			65,624					
Employees by region and gender (Headcount, year end % of total)															
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total			
North America	64	43	107	66	56	122	71	58	129	79	64	143			
Latin America	2,560	1,609	4,169	2,420	1,540	3,960	2,060	1,400	3,460	2,278	1,551	3,829			
Europe	10,416	5,899	16,315	20,606	10,468	31,074	20,221	10,159	30,380	21,745	10,710	32,455			
Total (LG) (%)	13,040 (63%)	7,551 (37%)	20,591	23,092 (66%)	12,064 (34%)	35,156	22,352 (66%)	11,617 (34%)	33,969	24,102 (66%)	12,325 (34%)	36,427			
Employees by contract type (Headcount, year end)															
Permanent contracts	18,522			32,775			31,902			34,431					
Temporary contracts	2,069			2,381			2,067			1,996					
Employees by employment type (Headcount, year end)															
Full time	18,256			30,904			30,525			32,242					
Part time	2,335			4,252			3,444			4,185					
Employees by age group (Headcount % of total)															
under 30 years old	n/a			9,557 (27%)			8,167 (24%)			7,946 (22%)					
30-50 years old	n/a			21,647 (62%)			21,650 (64%)			23,551 (65%)					
over 50 years old	n/a			3,952 (11%)			4,152 (12%)			4,930 (13%)					
Women in management															
Women in management positions	27%			29%			29%			28%					
Women in Executive Management	11%			10%			9%			13%					
New employee hires and employee turnover (G4-LA1)				2012			2013			2014			2015		
New employee hires by region and gender (Headcount, year end %)															
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total			
North America	11	8	19	10	14	24	8	7	15	13	13	26			
Latin America	530	433	963	420	318	738	436	361	797	426	344	770			
Europe	2,068	1,482	3,550	3,093	1,942	5,035	2,864	1,660	4,524	3,184	2,005	5,189			
Total (Headcount, year end %)	2,609	1,923	4,532	3,523	2,274	5,797	3,308	2,028	5,336	3,623	2,362	5,985			
Rate of new hires (%) ⁴	22%			16%			16%			16%					
New employee hires by age group (Headcount % of total)															
under 30 years old	n/a			3,316 (57%)			2,866 (54%)			3,012 (50%)					
30-50 years old	n/a			2,336 (40%)			2,295 (43%)			2,669 (45%)					
over 50 years old	n/a			145 (3%)			175 (3%)			304 (5%)					
Employee turnover by region and gender (Number of leavers)															
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total			
North America	n/a	n/a	16	6	1	7	3	5	8	6	7	13			
Latin America	n/a	n/a	824	814	483	1,297	789	498	1,287	375	352	727			
Europe	n/a	n/a	2,334	3,009	1,798	4,807	3,188	1,879	5,067	3,654	1,954	5,608			
Total	n/a	n/a	3,174	3,829	2,282	6,111	3,980	2,382	6,362	4,035	2,313	6,348			
Rate of total employee turnover (%) ⁴	15%			17%			19%			17%					
Employee turnover by age group (Number of leavers rate, %)															
Total leavers - under 30 years old	n/a			2,350 (6.5%)			2,419 (7%)			2,265 (6%)					
Total leavers - 30-50 years old	n/a			3,076 (8.5%)			3,343 (10%)			3,361 (9%)					
Total leavers - over 50 years old	n/a			685 (2%)			600 (2%)			722 (2%)					
Employee training (G4 - LA9)				2012			2013			2014			2015		
Average training hours (Hours per FTE)	29			24			24			25					
Average training investment (\$USD per FTE)	644			628			650			566					
Employee performance reviews (G4-LA11)				2012			2013			2014			2015		
Employees reviewed (%)	91%			96%			96%			96%					
Employee performance review – by gender and employee category															
Executive management (men)	n/a			95%			100%			98%					
Executive management (women)	n/a			100%			100%			100%					
Senior management (men)	n/a			99%			98%			97%					
Senior management (women)	n/a			96%			100%			98%					
Managers/supervisors (men)	n/a			94%			95%			96%					
Managers/supervisors (women)	n/a			100%			100%			100%					
Non-management (men)	n/a			97%			97%			97%					
Non-management (women)	n/a			93%			94%			94%					
Occupational health & safety (G4 - LA6)⁵				2012			2013			2014			2015		
Injury rate (per 200,000 hours worked)	n/a			n/a			2.28			2.86					
Occupational disease rate (per 200,000 hours worked)	n/a			n/a			4.88			4.53					
Lost day rate (per 200,000 hours worked)	n/a			n/a			31.86			29.60					
Absentee rate (% of days that could have been worked)	n/a			n/a			5.54%			5.81%					
Work-related fatalities	0			0			0			1					

Total employee figures reported in the table above 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 37,000. UPC Netherlands' 2013 employee data has been applied to 2014, due to the acquisition of Ziggo.

³ Aside from this total workforce figure, our social performance data does not include outsourced employees. (G4-LA12)

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.

⁵ 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.



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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-6 and I-7 of the 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, including in the Annual Report on Form 10-K. 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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