

Gender Pay Report 2020-21

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

We have a mean gender pay gap of 6.0% and a median pay gap of 10.4%. The year-on-year improvement in our mean gender pay gap of 4.4pp (following a 4.1 pp improvement last year) evidences that our progressive pay structure and inclusion activities continue to have positive effects. Our base pay gap (excluding bonus and other variable elements) has also improved for the sixth successive year. We are pleased with our considerable progress to date but fully recognise that there is more to do.

We've unveiled new policies for all colleagues in the area of pregnancy loss and another in menopause support. We also have a pay structure governed by equality best practices and process. Last year we worked with provider Raise the Bar to create a Women in Leadership apprenticeship to support our female leaders.

Our Women in Tech network is strong and we continue to support female career progression through mentoring schemes. We have long championed and promoted flexible working practices and when colleagues join us we also have inclusive recruitment processes - such as using masked CVs and aiming for gender balanced shortlists for senior roles and apprenticeship programmes where possible.

Gender pay & bonus gaps

	Mean		Median	
	2019-2020	2020-2021	2019-2020	2020-2021
Pay Gap	10.4% ↓	6.0% ↓	10.8% ↓	10.4% ↓
Bonus Gap	27.9% ↓	13.5% ↓	13.3% ↑	14.8% ↑

The figures detailed in this report represent 90.5% of our total employee population. Executive Directors and TTB Direct colleagues are not included as they sit in non-qualifying employing entities of less than 250. The addition of these colleagues results in a mean pay gap of 10.4% and the mean bonus gap of 20.6%.

Company demographic

Male 69%



Female 31%



Proportion of employees receiving a bonus in 2020-21: Male 90.3% and Female 87.7%

9.7% not receiving bonus



90.3% receiving bonus

12.3% not receiving bonus



87.7% receiving bonus

Male ■
Female ■

Pay Quartiles

Population of males and females in each pay quartile. Each quartile contains 435 employees.

Male ■
Female ■



Closing the Gender Pay Gap

The commitments we made	The initiatives we're delivering					
<p>Levelling the playing field by creating a truly inclusive culture for all where those with diverse views thrive. Reinforcing the message that creating an inclusive culture is the responsibility of everyone.</p>	<ul style="list-style-type: none"> New values created, shaped by colleagues - We Care, We Challenge and We Commit. Focus on a speak up culture and accountability for living the values. Six Internal colleague led networks growing rapidly - Women in Tech, TalkPride & Wellbeing, TalkNeurodiversity, TalkFamilies, and Empower. Measuring engagement via Peakon and reviewing female colleagues experience and scores bi-monthly. 	<ul style="list-style-type: none"> Supporting female career progression through both internal and external mentoring schemes. Creation of internal mentoring programme via our Women in Tech Network. 10 Female employees attended the 30% club 20/21 cohort. Internal "30% group" created to share best practice and learnings from the 30% Club. Giving females mentor experience in local schools. Hosting virtual work experience days where we showcase our female role models to children from schools across Manchester. 	<ul style="list-style-type: none"> Introducing training for managers to help develop our talent and future leaders in an inclusive way. Inclusion training for all colleagues, including a specific module on unconscious bias and an overall focus on inclusive behaviours. Women in leadership apprenticeship - first cohort starting September 2021. Leading with every fibre programme for all people leaders and aspiring people leaders focussed on being inclusive, and what inclusive leadership looks like. 	<ul style="list-style-type: none"> Developing initiatives to strengthen the attraction and retention of women - including the promotion of flexible working practices and actively attracting women into tech careers. Members of Women in Tech committee speaking at We are Tech Networks Conference to share Women in Tech's journey and impact. Piloting a maternity returners scheme to support women back in to work who have been out of the business on leave due to mat/adoption/SPL leave. Female representation at Careers Fairs and on industry panels including our CEO who discussed our business priorities and inclusion aspirations. 	<ul style="list-style-type: none"> Introducing positive action into our recruitment and selection processes, such as gender balanced shortlists for senior roles and for tech graduate and apprenticeship programmes. Introduction of masked CVs to remove bias from the recruitment process at application stage. Introduction of recruitment assessment approach that bases shortlisting on intrinsic skills and remove manager bias from initial decisions. Gender balanced shortlists for all senior hires where possible. Gender targets on our apprenticeship and kickstart programmes. 	<ul style="list-style-type: none"> Reviewing all people policies and practices to ensure they operate in an inclusive way. External audit of our processes via the Top 50 Inclusive Companies Benchmark (placed at number 19 2021/22). Launched a pregnancy loss and now a menopause policy for 2021/22. 18 weeks full pay maternity leave and 4 weeks full pay paternity leave. Annual equal pay audit.