

VIACOM UK'S

GENDER PAY GAP REPORT 2018

By law, all UK-based companies with more than 250 employees are required to publish information on an annual basis about their **gender pay gap** – the difference between average pay for their male and female employees.

The report – for the 2018 tax year –

**MUST BE PUBLISHED
BY 4TH APRIL 2019.**

17.1% Across the UK, the gap between average or mean hourly pay for men and women – with all full and part-time employees taken into account – is **17.1%**, according to the latest data from the Office of National Statistics.

GENDER PAY IS NOT THE SAME THING AS EQUAL PAY

The **'gender pay gap'** is the percentage difference between average rates of pay for men and women.

Equal pay refers to men and women being paid the same for carrying out similar roles.

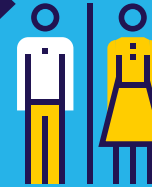
Viacom remains committed to fostering an

**INCLUSIVE
WORKPLACE
IN THE UK AND
ELSEWHERE.**

**WE BELIEVE THAT
ALL OUR
EMPLOYEES**

should have equal access to developing and progressing a successful and rewarding career at Viacom based on their abilities.

In the UK, Viacom operates five subsidiary companies and two joint ventures – Comedy Central UK Ltd and Nickelodeon UK Ltd – which between them contract approximately **1,079** full and part-time employees. Only two of these companies – VIMN UK Ltd (which is the parent company for MTV UK) and Channel 5 Broadcasting Ltd – have more than 250 employees and are therefore required by law to publish data on gender pay. However, Viacom voluntarily publishes consolidated data for our entire UK-based workforce – including all subsidiaries and joint ventures associated with our key on-air brands – to give a complete picture of gender pay across Viacom's London office.



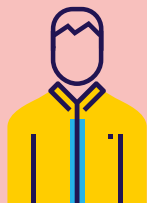
**THE GENDER
PAY GAP DATA
THROUGHOUT
THIS REPORT IS
PUBLISHED AS
BOTH MEAN
AND MEDIAN.**

The mean is calculated by adding up the total pay received by employees of each gender and dividing by the total number of employees. Calculating the median involves taking all payments for employees of each gender, lining them up in order from lowest to highest, and picking the middle point payment.

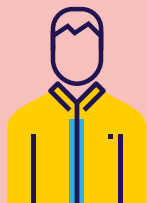
VIACOM UK

(CONSOLIDATED DATA FOR THE ENTIRE UK WORKFORCE)

GENDER PAY GAP*:



13.1%
MEAN PAY IS 13.1% IN FAVOUR OF MEN



13.4%
MEDIAN PAY IS 13.4% IN FAVOUR OF MEN

Viacom has a gender balanced workforce, with an equal 50/50 split between female and male employees across its various subsidiaries and joint ventures in the UK.

The 13.1% mean gender pay gap in favour of our male employees – compared to 2.8% last year – reflects a higher proportion of women than men in our lower paid roles and a higher proportion of men than women in our higher paid roles.

Although a higher proportion of our female employees (33.4%) received a bonus than their male counterparts (32.3%) during the 2018 UK tax year, the average bonus payment to men was 44.6% higher on average, which again

reflects the higher proportion of men at senior management level.

This gender pay gap data indicates the difference in average rates of pay for men and women across our workforce, but it does not indicate that women at Viacom are paid less than men in equivalent roles.

While this year's data compares unfavourably to our 2017 figures, we fully expect there to be fluctuations from year to year but sincerely believe that we have the strategies and commitment in place to achieve gender balance throughout our organisation in the medium to long-term.

BONUSES:

PROPORTION RECEIVING BONUS

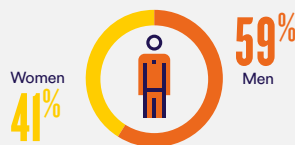
Female **33.4%**
Male **32.3%**

GENDER BONUS GAP

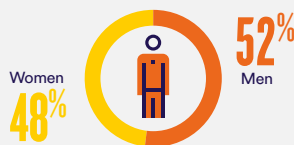
44.6%
Mean bonus in favour of men
30.2%
Median bonus in favour of men

MALE & FEMALE EMPLOYEES IN EACH PAY QUARTILE

Top



Upper Middle



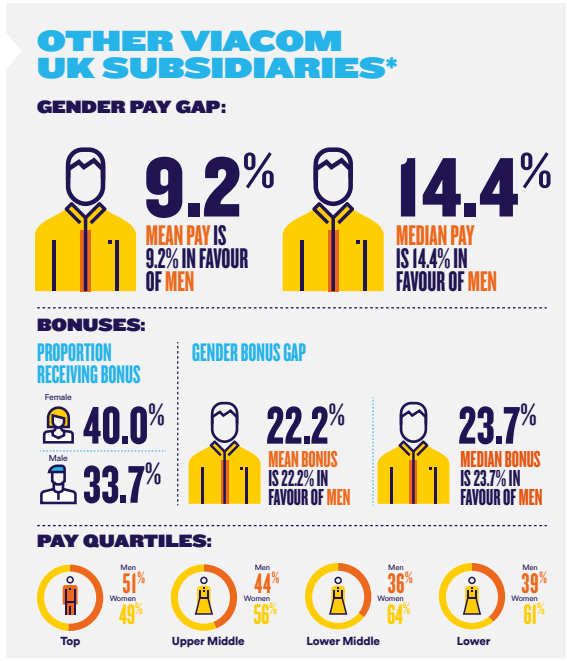
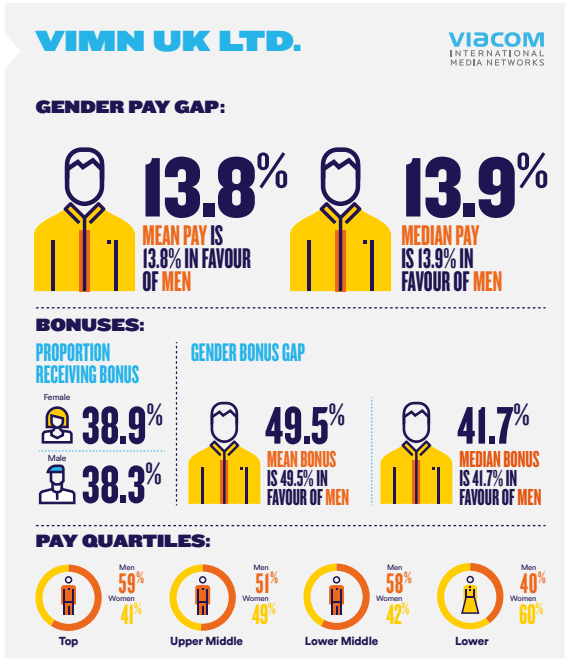
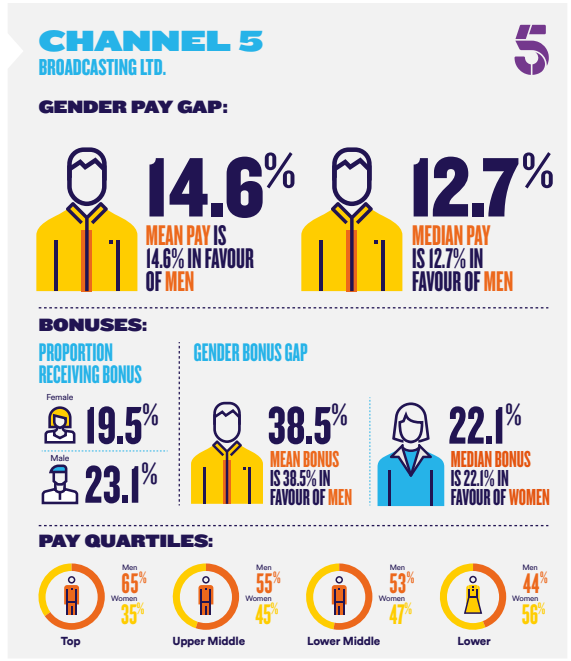
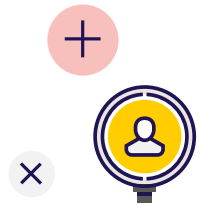
Lower Middle



Lower

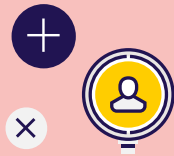


GENDER PAY BY KEY SUBSIDIARY



*Consolidated data across Comedy Central UK Ltd, Nickelodeon UK Ltd, Viacom Camden Lock Ltd, Viacom Global Ltd, ViMN CP Services (UK) Ltd.

WHAT WE'RE DOING ABOUT THIS



We are disappointed that our gender pay gap increased in the latest tax year, rather than narrowing as we had intended; if anything, the results have sharpened Viacom's resolve to achieve gender pay parity across our UK workforce.

Viacom takes a fair and consistent approach to pay and our set of progressive employment policies are designed to support our commitment to balanced gender representation across our workforce.

IN MARCH 2018 WE ADOPTED SEVERAL NEW AND IMPROVED POLICIES INCLUDING:



RECRUITMENT & PROGRESSION

- > Gender balanced candidate pools for every role recruited
- > Gender balanced interview panels
- > Gender balanced approach to internal succession planning allied to development plans for female employees preparing for senior roles

POLICY & PRACTICE

- > Flexible working – available to all; take up strongly encouraged across our UK workforce
- > Shared parental leave encouraged; parental leave paid at same level to either parent to promote shared childcare
- > Additional development support for anyone returning to work after a career break
- > Raising awareness of family friendly policies amongst male employees

POLICIES ARE CONSTANTLY REVIEWED AND UPDATED, WITH TWO NEW PRACTICES INTRODUCED IN 2019:

- > Inclusive leadership training for all senior leaders and people managers
- > Quarterly pay reports provided to every senior management team member to further raise awareness of Viacom's commitment to narrowing the gender pay gap, with closer support and guidance provided by newly funded HR specialist headcount



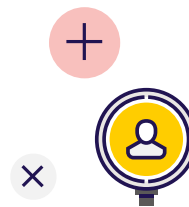
CULTURE

- > Viacom-funded women's Employee Resource Group, HERE, has been in place since 2013. The group cultivates a strong sense of community amongst female employees and promotes professional and personal development for women at every level of the business. Recent guest speakers include Mary Portas ('How to Work Like a Woman') and Laura Bates ('Everyday Sexism')
- > Unconscious bias training for the Senior Management Team and everyone involved in recruitment.

We believe adherence to these enhanced policies will further develop our progressive workplace culture and, ultimately, help us deliver our strongly held commitment to achieving greater pay parity between our male and female employees.

James Currell
President, Viacom UK

INDEPENDENT ASSURANCE STATEMENT BY DELOITTE LLP TO VIACOM INTERNATIONAL MEDIA NETWORKS UK LIMITED REGARDING THE GENDER PAY GAP DISCLOSURES FOR 2018



WHAT WE LOOKED AT: SCOPE OF OUR WORK

Viacom International Media Networks UK Limited (“Viacom”) engaged us to provide limited assurance over the mandatory Gender Pay Gap (“GPG”) disclosures (“the subject matter”) as required by The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (“the Regulations”) for the reporting period ending 5 April 2018. Our assurance procedures were applied to the two legal entities of Viacom in scope of the Regulations. The assured indicators and entities are outlined in detail within Appendix 1, and comprise:

KPIs in scope

- Mean gender pay gap (%)
- Median gender pay gap (%)
- Mean gender bonus gap (%)
- Median gender bonus gap (%)
- Proportion of men and women receiving a bonus payment (%)
- Proportion of men and women in each pay quartile of the organisation (%)

Entities in scope

- Viacom International Media Networks UK Limited
- Channel 5 Broadcasting Limited

WHAT WE FOUND: OUR ASSURANCE OPINION

Based on the scope of our work and the assurance procedures we performed, nothing has come to our attention that causes us to believe that the subject matter, as listed in the table above, is not prepared, in all material respects, in accordance with the applicable criteria.

WHAT STANDARDS WE USED: BASIS OF OUR WORK AND LEVEL OF ASSURANCE

We carried out limited assurance on the selected indicators in accordance with the International Standard on Assurance Engagements 3000 (Revised) (ISAE 3000 (Revised)). To achieve limited assurance ISAE 3000 (Revised) requires that we review the processes, systems and competencies used to compile the areas on which we provide assurance. This is designed to give a similar level of assurance to that obtained in the review of interim financial information. It does not include detailed testing of source data or the operating effectiveness of processes and internal controls. This provides less assurance and is substantially less in scope than a reasonable assurance¹ engagement.

The evaluation criteria used for our review was the “The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017”, as described at: www.legislation.gov.uk/ukdsi/2017/9780111152010

¹The levels of assurance engagement are defined in ISAE 3000 (Revised). A reasonable level of assurance is similar to the audit of financial statements; a limited level of assurance is similar to the review of a half year financial report.

WHAT WE DID: OUR KEY ASSURANCE PROCEDURES

To form our conclusions, we undertook the following procedures:

- Interviewed management at Viacom, including the Compensation and Benefits and HR teams, and those with operational responsibility for the assured indicators listed above;
- Evaluated the approach for measurement, calculation and reporting of each indicator as set out in the reporting criteria at: [www.legislation.gov.uk/ukdsi/2017/9780111152010](http://www.legislation.gov.uk/ukdsi/2017/9780111152010;);
- Understood, analysed and tested on a sample basis the key structures, systems, processes, procedures, and controls relating to the aggregation, validation, and reporting of the mandatory GPG indicators set out above; and
- Reviewed the content of the draft disclosure against the findings of our work and made recommendations for improvement where necessary.

LIMITATIONS

In relation to our work performed on the subject matter, we note that our scope of work did not include examinations of the underlying data systems, or the accuracy of the underlying data in systems operated by Viacom.

RESPONSIBILITIES OF DIRECTORS AND INDEPENDENT ASSURANCE PROVIDER

VIACOM'S RESPONSIBILITIES

The Directors are responsible for determining which legal entities fall within the scope of the required disclosures. They are also responsible for the preparation of the subject matter and statements contained within any voluntary narrative disclosure. They are responsible for establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived and for calculation of the required indicators.

DELOITTE'S RESPONSIBILITIES, INDEPENDENCE AND TEAM COMPETENCIES

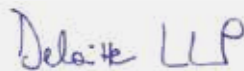
Our responsibility is to independently express conclusions on the subject matters as defined within the scope of work above to Viacom in accordance with our letter of engagement. Our work has been undertaken so that we might state to Viacom those matters we are required to state to them in this report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Viacom for our work, for this report, or for the conclusions we have formed.

The maintenance and integrity of Viacom's websites is the responsibility of the Directors; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported subject matter when presented on Viacom's website.

We complied with Deloitte's independence policies, which address and, in certain cases, exceed the requirements of the International Federation of Accountants' Code of Ethics for Professional Accountants in their role as independent auditors, and in particular preclude us from taking financial, commercial, governance and ownership positions which might affect, or be perceived to affect, our independence and impartiality, and from any involvement in the preparation of the subject matter. The firm applies the International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our team consisted of a combination of Chartered Accountants with professional assurance qualifications, professionals with a combination of responsible business experience, including many years' experience in providing non-financial assurance, and remuneration specialists with expertise in identifying and classifying different reward systems.

We have confirmed to Viacom that we have maintained our independence and objectivity throughout the year and in particular that there were no events or prohibited services provided which could impair our independence and objectivity.



Deloitte LLP
London, United Kingdom
31 January 2019