

*DE&I Today:*  
**A Focus  
on Progress**

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2022-23 Diversity, Equity  
and Inclusion Report





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# A Letter from Our Chief Diversity & Impact Officer



We are thrilled to present our inaugural Diversity, Equity & Inclusion (DE&I) Report. It represents Qurate Retail Group's unwavering dedication to an inclusive environment, to equity, and to a sense of belonging for every team member, business partner, and customer.

Qurate Retail Group firmly believes that diversity is not only a moral imperative but also a powerful driver of innovation and success. As an organization, we embrace the rich tapestry of perspectives, experiences, and backgrounds that our team members and customers bring to our retail community. We understand that by embracing diversity, we can build a stronger and more resilient company, one that reflects and caters to the diverse needs and aspirations of our global customer base.

This report includes highlights from the initiatives, programs, and achievements that have shaped our DE&I journey. Since we launched our goals

and multi-year strategy in 2021, we have worked diligently to enhance our recruitment practices, expand training and education programs, and connect with a broader customer base in authentic ways. We've also worked to create an inclusive workplace culture where everyone can thrive and contribute their diverse talents and unique perspectives to drive and grow our business.

Our commitment to DE&I extends beyond our organization. We actively engage with our local communities, partnering with various organizations to support underserved groups and promote inclusivity. We have endeavored to make a meaningful and lasting impact, recognizing that our responsibility as a retail leader extends far beyond curating exceptional products and customer experiences.

We are immensely proud of the strides we have made thus far, and we acknowledge that the journey is ongoing. This report is not just a

testament to our commitments and achievements, it is also a roadmap for future progress. With the unwavering support and collaboration from team members and partners both internally and externally, we are confident in our ability to drive positive change and to continue fostering an inclusive environment that reflects and resonates with all the communities we serve.

Thank you for your continued partnership and for joining us on this important journey.

With gratitude,

**Virginia Nguyen**  
VP, Chief Diversity & Impact Officer





# DE&I

## GOALS AND COMMITMENTS

Qurate's DE&I goals, first launched in 2021, reflect our commitment to ensure that all team members feel free to bring their authentic selves to work every day; and that every member of our community feels welcomed and valued, with equal opportunity to grow and develop.

Our commitments span improving diverse representation in leadership, investing in our collective learning and awareness, and how we better reflect and serve our external communities. These goals set the direction and aspirations for how we will leverage DE&I as our differentiator to be a best place to work for our global team members, and the shopping destination of choice for our customers.

*"We exist to serve all people and to bring a more human-centered way to shop to the world. As a company, we strive to include and serve everyone, and make their lives richer as a result."*

**David Rawlinson II**  
President and CEO Qurate Retail, Inc.





## Representation

We are committed to improving diverse representation in our supervisory and leadership roles. After analyzing industry benchmarks and our own data across the organization, we are focused on improving racial/ethnic representation in our manager and above roles in the US, along with achieving gender parity in director and above level leadership roles globally.



## Leadership

By developing inclusive leaders who are engaged in our DE&I results, we will unlock the power of diversity. Leaders cast a very long shadow and play a critical role in shaping our culture. All executive leaders have established DE&I goals that are relevant to their function or brand, as well as commitments to their own DE&I leadership learning journey.



## Culture

We are committed to supporting an inclusive culture, where team members feel a sense of belonging, experience increased empathy, and feel empowered to do their best work. Our goals here include increased learning opportunities for team members, and investment in and expansion of our Team Member Resource Groups (TMRGs).



## Giving

With DE&I infused into QRG's community impact efforts, our goals here focus specifically on empowering and advancing underrepresented groups, as well as addressing broader needs, such as health care or food security.

## Consumer & Marketplace

We are committed to elevating underrepresented vendors and suppliers, and to offering inclusive products to invite a broader customer base. We reach millions of households and devices through our brands and platforms, so we are uniquely positioned to do this. By elevating a diverse group of business owners, we can create a broader range of customer experiences that resonate with new groups of shoppers and make our platforms even more welcoming.



## Transparency

As we continue our DE&I journey, we are committed to transparency. Both internally and externally, we share updates, data, and stories to highlight our successes and measure our progress against our goals.



## Progress Against Goals

We are proud of the progress we have made against our stated goals, achieving our goals ahead of schedule in many areas. We look forward to continuing advancing DE&I efforts across the organization and beyond.

Increase diverse representation in our supervisory and leadership roles	By 2023, achieve gender parity (50% women) at the director+ level worldwide.	ACHIEVED
	By 2025, 25% of leaders to be members of underrepresented racial/ethnic groups.	IN PROGRESS
	By 2025, double percentage of Black and Hispanic/Latino leaders to 12% and 10%, respectively	IN PROGRESS
Develop inclusive leaders who are accountable for DE&I results	By 2021, all leaders to set DE&I goals for their areas of responsibility.	ACHIEVED
	By 2022, all leaders assigned training on inclusive leadership, microaggressions/allyship and anti-racism/racial equity.	ACHIEVED
Advance inclusion and equity for our teams, customers, and communities	By 2022, all 25,000 team members assigned training on unconscious bias, microaggressions/allyship and anti-racism/racial equity.	ACHIEVED
	By 2025, rank in the top quartile for DE&I on team member engagement survey.	ACHIEVED
Elevate underrepresented businesses and products to invite a broader consumer base	By 2021, develop and implement a vendor/supplier diversity program.	ACHIEVED
	By 2025, spotlight 500 underrepresented small businesses.	ACHIEVED
Hold ourselves accountable by being transparent on our efforts and progress	By 2021, publish first Corporate Responsibility Annual Impact Report, including DE&I updates.	ACHIEVED





# DE&I STRATEGY

## Taking a Holistic Approach

In order to create an inclusive environment that invites, values, and leverages different perspectives and backgrounds, we have developed a comprehensive strategy that aims to enhance diversity, elevate inclusion and belonging, and embed equity throughout the organization. At QRG, we strive to be a great place to work for all, and our holistic approach to embed inclusion into the fabric of our organization helps us realize that aspiration. Our strategy maps out our four strategic pillars which focus on how we will achieve our goals:

**Our People** Build a highly skilled and engaged workforce that reflects our diverse global customer base. We do this by embedding DE&I into the full talent experience to create intention at every moment of choice.

**Our Culture** Establish inclusion and belonging as cornerstones of our culture, enabling us to leverage our diversity and deepen our connections. This includes building DE&I acumen and awareness through learning opportunities, and ensuring our practices and processes support an equitable workplace for all.

**Our Consumers & Marketplace** Infuse DE&I practices into all areas of our business, leveraging the diversity of our teams to drive more consumer inclusivity, identify untapped markets, innovative approaches, and new opportunities.

**Our Communities** Embrace our responsibility to champion empowerment and belonging and to drive impact in our communities. This includes empowering team members globally to support the causes they care most about.





# OUR PEOPLE

## Opportunity Attracts

More diverse and balanced teams drive greater innovation, better decision-making, faster problem-solving, and higher employee engagement. In short, they accelerate business growth. By embedding DE&I practices throughout the full talent lifecycle, we can attract, recruit, and grow top talent that reflects the communities around us.

We approach our talent practices inclusively and equitably, and continue to catalyze key partnerships to enhance our talent attraction efforts and professional development opportunities.

### 2023 Key Highlights

**15+** *DE&I Strategic Partnerships*

**200+** *Team Members attended development opportunities*

**18** *US Leaders and Team Members participated in external speaking engagements (i.e., workshops, panel discussions, and keynotes)*



## Implementing Inclusive Recruiting and Hiring Practices

Thoughtful DE&I efforts seek to help mitigate biases to help ensure a level playing field for all. Today, we **ensure diverse candidate slates** for all supervisory and managerial positions globally. By formally implementing this practice, we are building a more intentional, proactive and inclusive talent sourcing and recruiting strategy. To support and sustain this global initiative, we deliver global inclusive hiring training for managers and interview teams, and provide inclusive interview guides and tips for consistent and fair review in the candidate selection process. In addition, our recruiting teams continue to complete diversity sourcing and recruiting certification on a routine basis.

Passionate members of our Team Member Resources Groups (TMRGs) serve as **Talent Ambassadors**, who are champions of our culture and brands, connecting with students, candidates, and job seekers to highlight career experiences that the QRG family of brands can uniquely offer. Our talent acquisition team also launched a social-media strategy to enhance our brand and connect with new talent communities.

Additionally, to attract the next generation of leaders, we have reimagined our **university relations program** to give us early access to a more diverse career pipeline. Some of the initiatives include building closer relationships with Historically Black Colleges and Universities (HBCUs), institutions like Lincoln University and Delaware State University, to tour our studios, engage with business leaders, and explore exciting career opportunities within retail media. Over the past three years we have sponsored the Advancing Minorities' Interest in Engineering (AMIE) Student Design Challenge for the top 15 HBCU Engineering Schools.



## Leveraging Strategic Partnerships

We have expanded strategic partnerships globally to increase our diverse talent pipeline, amplify Qurate Retail Group's brand recognition, and drive team member engagement and development. Through these partnerships, we feature career opportunities that span all functions and engage with talent networks at organizations like Management Leadership for Tomorrow (MLT), Diversity in Retail, Association of Latino Professionals for America (ALPFA), and Black Engineer of the Year (BEYA) STEM Conference.



## Investing in Engagement & Development

Throughout the year, we support professional development opportunities for team members to enhance leadership skills, business acumen, and opportunities to provide thought leadership on topics that team members are passionate about. In 2022 alone, almost 200 team members engaged in a development experience, whether through conferences like Out & Equal Workplace Summit or Women in Retail Summit, or focused leadership development programs like the Executive Leadership Council's Mid-Level Managers' Symposium or McKinsey's Connected Leaders Academy. This focus remains a priority in order to build the next generation of impactful leaders who will lead a resilient and innovative Qurate Retail Group.





# OUR CULTURE

## The Qurate Way

A culture of inclusion, equity, and belonging is at the heart of everything we do. We firmly believe that a diverse and inclusive workplace is a strategic advantage that can be a driving force behind transformation and success. Our efforts are grounded in our principles that call on us to Drive Progress, Act with Empathy, Be Brave, Embrace the Future, and Do What's Right. With a focus on deepening education and awareness, actively listening and learning, building community and connections, and embedding equity across our processes, we continue to bolster an environment where team members can be their best selves, and do their best work.

*“By leading a team member resource group that focuses on individuals with disabilities, we foster a culture of inclusivity, celebrate and value diversity, and create a safe environment where team members can flourish and excel to their full potential.”*

**Ginger March**

Director, Qurate Corporate Brand and Experiential Design





## Deepening Our Collective Awareness

Our DE&I learning journey guides team members at all levels to be more aware of biases and provides applicable tools for adopting more inclusive behaviors to maintain a respectful workplace where team members can thrive. In 2022 our corporate team members focused on the importance of allyship and mitigating microaggressions in the workplace. In 2023 we delivered Bystander Intervention training in which globally, we reached a 97% completion rate among corporate team members. Also in 2023, across our US Operations function, all team members in our fulfillment centers received in-person facilitated training on allyship and microaggressions with a completion rate of 96%.

## Continuous Learning

We believe ongoing learning drives positive behavior change and is a driver of inclusion in the workplace. Our unique experiences included:

**Racial Equity in the Workplace:** All team members globally were offered a free screening of the award-winning documentary *Who We Are: A Chronicle of Racism in America*, accompanied by a fireside chat with Jeffery Robinson, film producer/writer and founder and CEO of The Who We Are Project.

**DE&I Leader Immersion:** The learning included a three-part monthly series designed to equip leaders with the knowledge and tools to embed DE&I across people-management, culture, decision-making, and to consistently apply an inclusive lens across all business practices through Leading Self, Leading Others and Leading Business & Growth. Speakers included DE&I strategists Michael Welp, Raven Solomon, and Frans Johansson.

**Global Knowledge Café:** We launched our Global DE&I Knowledge Café, which is an opportunity to elevate diversity, equity, & inclusion topics and themes that are of interest and importance to our global team members. This also promotes open dialogue and thought leadership that provide perspectives and plausible solutions to support a more inclusive and belonging culture. Topics included How Diversity Drives Innovation, the Power of “&”, and Emotional Intelligence.

**Additional learnings:** In addition to increasing awareness around important DE&I topics, we launched trainings to share best practices and upskill in using Conscious & Inclusive Language for our show hosts, guest community, and communications teams. We also invited team members to engage in key DE&I-related topics and different lived experiences through a speaker series that has featured guests like Emmanuel Acho and Alok Vaid-Menon during our Juneteenth and Pride Month celebrations in 2022.



We achieved our goal of scoring in the **top quartile** on the Inclusion Index  
\*3% Global Benchmark



We heard from over **11,700 team members** (62% response rate) across all our markets



### Equity

72% of team members feel that everyone can succeed to their full potential, no matter who they are



### Authenticity

4 in 5 team members feel they can be themselves at work



### Belonging

73% of team members feel they belong at the company

## Identifying Strengths & Opportunities: DE&I Survey

A data-informed approach to this work is key to driving sustained and meaningful change. To gain deeper insights into how to enhance diversity, elevate inclusion, and further evolve our equitable practices, we launched our inaugural DE&I Survey. We invited team members to share their perspectives on various drivers of inclusion like psychological safety, inclusive leadership, and fair processes. With a 62% response rate across all our markets, we achieved our goal of scoring in the top quartile on the Inclusion Index, which measures team members' perceptions of authenticity, fairness, and belonging.



## Ensuring Pay Equity

At Qurate Retail Group, we are committed to offering pay that is fair, competitive, globally consistent, performance-based, and transparent. Our Global Job Leveling Framework provides a fair and consistent approach for managing pay across QRG and serves as the foundation for our internal pay structures and pay ranges. These are determined using external compensation surveys, annual market compensation analyses, and other key tools.

We have also established a process for annual pay equity analysis. Our most recent analysis was conducted in February 2023 for all US

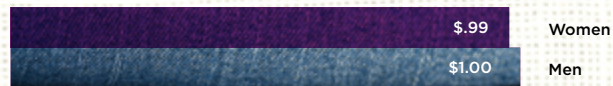
team members. We conduct our pay equity analyses at the same time each year, so that we can study any potential trends in results and adjust our practices if necessary. As part of our commitment to drive more transparency around pay equity, we shared aggregate level results with team members for the first time in 2023. This was accompanied by educational sessions to better understand our compensation philosophy and approach.



## 2023 QRG US Pay Equity Analysis Results

### Gender Pay Equity

For every \$1.00 earned by male team members, female team members earn \$.99



### Racial/Ethnic Pay Equity

For every \$1.00 earned by White team members, Black, Asian or Hispanic team members earn \$1.00



*\*Data as of February 6, 2023, based on post-merit pay data and analyzed via statistical regression analysis conducted externally by Berkeley Research Group under privilege at the direction of Legal Counsel*





## Team Member Resource Groups

Our Team Member Resource Groups (TMRGs) are voluntary, company-sponsored, team member-run groups that serve as culture and business catalysts. They share common interests aligned with our QRG business objectives fostering inclusive communities and advancing a culture of belonging for all.

TMRGs around the world continue to deliver creative, engaging, and inspiring programs, led by a passionate and dedicated group of volunteer leaders. In recognition of heritage months and days of observance, our TMRGs host keynote speakers, panel discussions with team members and vendor partners, cultural celebrations, and encourage team members to join in supporting non-profit organizations advancing causes that matter to their community.



In addition to these events, notable contributions from TMRGs include the creation of the global Transgender Toolkit and advancing for MLK Day as a paid company US holiday. By serving as Talent Ambassadors, TMRG members are representatives of our culture and brands when connecting with potential job seekers and candidates. TMRGs have also played an important role in providing feedback, insights and ideas into consumer and marketplace initiatives to more authentically reflect and resonate with a broader audience.

In under two years, we've expanded from four to 40 TMRGs around the world. All of our TMRGs are inclusive by design, being open to all team members, whether they identify as members of that community, or are allies, or just come with an openness to learn and connect. It's no surprise that we've seen a rapid increase in membership as these communities continue to positively impact our culture, our consumer experiences, and our external communities.

40

TMRGs across QRG

2,500~

active members globally

200+

leaders engaged in TMRGs



150+

global TMRG events in 2023

50+

consumer/marketplace initiatives supported

20+

non-profit/charitable organizations supported





## QVC International TMRGs

Although our TMRGs initially launched in the US, we now have TMRGs available in all markets including the UK, Japan, Germany, Italy, and Poland. As we expand our presence within existing markets, our dedication remains unwavering to providing the same exceptional caliber of content and transformative experiences that have brought tremendous success to TMRGs thus far.

### Germany

In 2023 the TMRGs collaborated to unite all team members through a QVC-DE team Company Run to show unity and embracing diversity. Another highlight includes the Visually Impaired People Day setting up simulation routes and glasses for team members to understand the experiences of the visually impaired community. In addition, the TMRG amplified awareness of older generational experiences 75+ and driving gender empowerment activation in recognition of Women’s Day.

### Italy

In Italy, a few TMRG highlights included awareness of the differences in maternal and paternal roles in childcare and creating dialogue to drive more equity in parental care across gender roles, to ensure working parents have the support needed to show up at their best at work. Sponsored by our ITAally TMRG, team members participated in a 21-Day Dad Challenge to overcome cliches of fatherhood.

### Japan

In Japan, the Gender TMRG delivered an educational session inviting an external speaker to discuss how “Unconscious Bias” may limit possibilities across genders. In celebration of Pride Month, a panel discussion and roundtable session were organized on how to be an effective LGBTQ+ ally respectful of people showing up as their authentic selves. For Mental Health Day, team members learned about managing sleep and stress and how to lead a more relaxing life. In 2022, QVC Japan was certified as “Silver” grade on PRIDE Index Japan.

### Poland

In Poland, the top priority was supporting team members affected by the war in Ukraine. Listening sessions were held, creating a safe space to share and navigate challenges, many caused by this difficult time. Team members also had the opportunity to support organizations helping Ukrainians through this challenging environment. In addition, a Mental Health Month activation included providing self-care meetings for women and mental health resources for men

### UK

In the UK, TMRGs continue to influence and drive meaningful and positive changes to evolve the culture and enhance team member experiences. They serve as collaborators to the business on consumer insights, delivering year-round calendar initiatives including keynote speakers, town halls, connect-and-learn days and onsite competitions. Some initiatives included Gender Equality Career Chats on career progression, onsite activities in support of World Mental Health Day, My Heritage Month to bring awareness to various cultural and heritage celebrations, sharing LGBTQ+ experiences through the Pride in Me campaign, and driving initiatives to support the neurodiverse young adult community.



## Qurate Retail Group TMRGs



**ALMA**

*Advancement of Latinx Mission and Advocacy*



**BaLaNCE**

*Balancing Life's Never-ending Challenges Effortlessly*



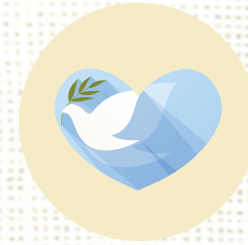
**BELIEVE**

*Black Employees Leading in Inclusion, Education, Vision and Engagement*



**EMC**

*Every M;nd Counts*



**InterFaith**

*Building understanding, compassion, and empathy for people of all faiths.*



**QRG Proud**

*Providing support for LGBTQ+ team members & education for their allies.*



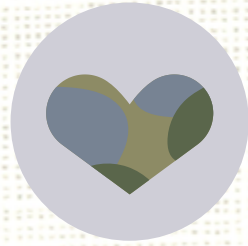
**REACH**

*Supporting AAPI team members and allies*



**SQUID Inc.**

*Supporting Qurate Individuals with Disabilities (Including those who support and love individuals with disabilities.)*



**Vets@QRG**

*Raising awareness for Veterans, their loved ones and allies*



**WIN**

*Women's Initiative Network*



**WIT**

*Women In Technology*

## QVC International TMRGs



**GERMANY**

Together with & without Disabilities

Colourful Q

Gender Empowerment

Queer & Allies

*For visibility and acceptance around LGBTQIA*

Our Stage

*Brings together team members of all ages*



**ITALY**

ItAlly

Ability

LGBTQ+ Rumore

Multiculturalita

*Promoting an inclusive culture and reducing gender stereotypes*



**JAPAN**

Disability + Age

Ethnicity + Race

Gender

LGBTQ+

Mental Health

DE&I



**POLAND**

DE&I

Community



**UNITED KINGDOM**

Accessibility Allies

*Raising disability awareness for team members, carers & allies*

BR&VE

*Backgrounds Represented and Valued Everywhere*

Every M;nd Counts

Gender Equality @Q

Pride in ME





# OUR CONSUMERS AND MARKETPLACE

## Keeping Up; Staying Ahead

Across our brands, we proudly champion diversity within our workforce, as well as in the products and experiences we offer to our customers. In an ever-evolving retail landscape, our commitment to authentic and inclusive storytelling is integral. Whether through new programs and content, or curated products, collaborations and special collections, we strive to ensure a shopping experience where everyone feels seen, valued, and welcomed.

*“Celebrating inclusion, authenticity and connection has always been core to QVC, and I’m proud that we are even more intentional about reflecting and welcoming everyone.”*

**Jane Treacy**  
QVC Host





# Driving Customer Inclusivity to Reach New Audiences

## HSN Embraces Belonging Every Day

Continuing our commitment to diversity, equity, and inclusion throughout the year, HSN welcomed fashion icon Victor Glemaud, beauty experts Issa Rae and Taraji P. Henson, and celebrated actress Sofia Vergara. Vergara’s inclusive SPF makeup line reinforces our mission to cater to the diverse needs of our community.

HSN’s 2023 Black History Month showcased numerous Black-owned, -founded, and -celebrated brands, anchored by Anthony Hankins and featuring supermodel Iman and the launch of ChicNiCity. The programming included new offerings from culture-centric brand Pardon My Fro and inclusive beauty brands. One highlight was the introduction of Nigerian Chef Lorna Maskea and her cookware line.

In June, “HSN Today” spotlighted our diverse brand lineup, including five self-identified brands. Additionally, our ally store featured Pride-inspired merchandise and video content, emphasizing our dedication to diversity and inclusion. In September, we provided a vibrant digital shopping experience for our Hispanic brands.

Our commitment to celebrating diversity extends to our collaborations with music legends Dolly Parton and Katherine McPhee, blending music and merchandise. Throughout the year, HSN takes pride in offering an inclusive shopping experience that celebrates and values the efforts of women from all walks of life.



Courtesy of Butterfly Records.  
Photo by Vijat Mohindra.



## QVC Expands Commitment to Accessible Products and Shopping Experiences

QVC has a long commitment to customer inclusivity. Virtually from its launch, QVC has offered fashion in a wide range of sizes for all women, with the same pricing regardless of size. The expanded focus on accessibility reflects rising customer demand, particularly for fashion that offers more options without sacrificing style and form, and for home products that simplify day-to-day life, improve safety, and promote independent living.

In March 2023, QVC launched a dedicated Accessible & Adaptive category – with hundreds of products spanning fashion, home, electronics and beauty – making QVC one of the first U.S. retailers to curate the full lifestyle of accessible products into a single multicategory offering. QVC is highlighting accessible products within each category and has launched a one-stop digital storefront for these products, with solution-based navigation and options to filter by adaptive features.

In addition, QVC introduced “Accessible Living,” an on-air show focused on essential home products that simplify everyday tasks and promote independent living. Across all vCommerce programming, QVC is demonstrating accessibility features of products more frequently, while also representing the disability, aging, post-surgery and recovery, and caregiving communities in product presentations and photography. We are also conducting a 360-degree review of all customer touchpoints – from advertising to vCommerce platforms, delivery processes and more – and making changes to increase accessibility and ensure a barrier-free customer experience.



## Enriching Inclusive Content

On both QVC+ and HSN+ Streaming platforms, we enriched our programming with new, more inclusive content to better reflect our customers, as well as to celebrate their cultural diversity.

On *Tastes Like Tradition*, guests and hosts share beloved recipes and traditions that tell the inspiring stories of where they come from and who they've become. Audiences had the opportunity to watch Carla Hall share a very special Cucumber Salad, Elizabeth Werner showing us how to make Grandmom's Brisket for Rosh Hashanah, Monifa Days preparing Mom's Homemade Crabcakes, Vijaya Selveraju making a Mango Lassi Float to celebrate Diwali, Marlo Smith making our mouths water with Grandmom Harriet's Collard Greens, and Kathy Levine baking a delicious Kugel for Hanukkah.

Throughout the year, we also celebrate heritage and identity with vibrant and meaningful content to engage, entertain

and inspire. We honor Hispanic culture from Mexico to Argentina with food, talk and time-saving tips. On *Para Ti Con Rosina*, Rosina Grosso shares fashion finds, seasonal essentials and more entirely in Spanish. On *Ayudantes De Casa* with Paulo Queveda, actor, singer, and father, Paulo Quevedo presents time-saving essentials to help clear clutter and stress. And we're also offering the first user-generated content show, *Hazlo Con Hart*, an unboxing of all things to help your home. This is fully shot by influencers and sent to QVC+.

During Black History Month and throughout the year, QVC program hosts get vulnerable and open with *Keeping It Candid*, an intimate and revealing roundtable discussion. Throughout Pride Month, audiences enjoyed content from drag queen makeup tutorials to gender-neutral ways to rock your wardrobe with *Total Look*.

*Menopause Your Way* was launched in QVC UK in June 2021 with the aim of empowering women to embrace the transformative stage of menopause. The mission of *Menopause Your Way* is to be the destination for women's midlife and menopausal needs, reframing the menopause experience with empathy and optimism. The platform offers curated product selections based on individual needs, along with compelling and inspiring storytelling that represent diverse perspectives and experiences to bring the products to life. It also provides education with videos and articles from subject matter and brand experts to empower women to make informed decisions, enabling a more human retail experience by representing women authentically as they navigate their midlife journey.





## Hosts Q&A

As storytellers and connectors, our Program Hosts are acutely aware of the importance of making meaningful, authentic connections with our customers. We asked a few of them their thoughts on our organization's DE&I journey and why it matters.

*What are some of the biggest changes/shifts you've noticed?*

**Steve Doss QVC Host** Our brands have incorporated diversity and inclusion in entirely new ways. QVC is a safe place for everyone to shop. For example, this past gardening season I presented garden gnome couples statues in one of my shows. There were man and woman, man and man, and woman and woman options. As a member of the LGBTQ community, it made me so proud to represent an organization that is inclusive of all viewers.



Steve Doss  
QVC Host

**Marlo Smith HSN Host** The biggest shift I've noticed is how we've shown up for the customer. For example, our holiday product assortment is more diverse, our on-air models are also more inclusive (shapes, sizes, ethnicities), and a few of our mainstream beauty brands are offering more choices for women of color. And while we also successfully on-boarded many Black beauty and apparel brands, we have the opportunity to take even greater care in our efforts in ensuring these brands remain supported and successful.

*How does a focus on DE&I enable us to better serve our customers?*

**Steve Doss QVC Host** Our customers turn to us for friendship, comfort, and education. Just as they learn recipes, and DIY hacks, we also have the power to open their eyes to different ways of living, people, and cultures. If we're embracing diversity, and they trust us, then we're doing our job for a more inclusive world.

**Nancy Yoon QVC Host** It allows us to reach and include more customers around the world. Feeling represented matters. For example, I love what we are doing with our adaptive and accessible initiative to serve often overlooked communities. And as the first Asian American host at QVC, we can continue to represent on and off air and focus on more emerging inclusive brands to grow our customer base.

**Marlo Smith HSN Host** A focus on DE&I helps us gain a greater understanding about who she is, how she lives, what she wants, and what she cares about. How to speak to her about her history, hopes, aspirations, dreams, traditions, culture, and community. You need someone from her community in the room who can be a voice for her.



Nancy Yoon  
QVC Host

*With increasing consumer demand for inclusivity, how do you authentically incorporate who you are in order to connect consumers both to you and to our products?*

**Steve Doss QVC Host** When I was announced as one of the newest hosts to join the team, it was important to me to let the viewer know immediately who they were going to get: a Mexican, Japanese, and openly out host who was going to keep it authentic. I wanted our customer to trust me and to invite me into their homes. The outpouring of love and support from our loyal fan base has been so rewarding. QVC has embraced me, and our customer was ready for it!

**Nancy Yoon QVC Host** I want all customers feel included. I am proud to be an Asian-American host and I'm so grateful that Qurate has let me be authentic. I am encouraged to truly be myself, have fun, and love the customer. And I think it

really shows. I love meeting and getting to know our customers. I am grateful to be a part of this amazing community. I can share personal stories and connect to each product or brand every day. I love our guests, our incredible founders and their inspiring stories, and love to share that with our QVC family and friends, what an honor to do so!

**Marlo Smith HSN Host** I only know how to be my authentic self. I connect with our customer through storytelling. We are more alike than unlike, and it is my greatest honor and joy to connect with her to share my life story and experiences.



Marlo Smith  
HSN Host





# OUR COMMUNITIES

## Embracing Responsibility

We recognize the unique power of QRG's platforms and reach across our family of brands. In 2022 and 2023, we continued our commitment to leveraging that power to uplift communities, support diverse entrepreneurs, invite broader communities of customers and enrich their lives through meaningfully curated products and experiences.

*“The essence of our Qurate Retail Group brands is relationships and great storytelling, so to be able to extend what we do best by shining a light on underrepresented brands and seeing them realize tangible results is a win for all - the entrepreneurs, our customers, and our team members.”*

**Suzanne Quigley**  
Director of Global Corporate Responsibility







## Big Opportunities for Small Businesses

We've moved full steam ahead and have achieved our goal of featuring 500 small businesses ahead of schedule.

Over the past few years, we have:

- Harnessed the immense power of video, social media, and PR to shine a spotlight on diverse brands.
- Ignited mentorship opportunities, sparking innovation and growth in budding entrepreneurs.
- Introduced new brands through product search process and launched the sune platform.
- Continued to partner with many industry-recognized organizations to ensure we are identifying qualified diverse indirect suppliers.

In 2022, we continued to offer underrepresented small businesses coveted national exposure on QVC and HSN through our Small Business Spotlight. By amplifying businesses on air, online, across social media, and on our streaming services we helped our customers discover 95 new brands from various entrepreneurs from across the US. Ten participants also joined in the SBS Mentorship Program, which paired them with QRG Team Members to complete a project that removes a barrier to their growth.

Our QVC Germany team continued to use their QVC NEXT platform for early-stage companies as a forum to elevate start-ups led by women through engaging networking opportunities.



## Small Business Spotlight Numbers

**535** underrepresented small businesses spotlighted by the end of 2023 - exceeding our 2025 goal.

**In 2022 alone:**

- 95** Businesses featured
- \$2.9m** in airtime donated
- 2,040** hours volunteered
- 92%** experienced benefits\*
- 28** Black-owned
- 19** Disability-owned
- 19** Latino or Hispanic -owned
- 18** LGBTQ+ -owned
- 16** Veteran-owned
- 67** Women-owned
- 20** Asian American/Pacific Islander

\*The figures included as a breakdown of participants will not total 95 as some participants identified as members of more than one group.

\*Per SBS participant reporting pre-and post- program business metrics, submitted by 52% of our 95 SBS participants



## Empowering team members to make an impact

Together for Good, Qurate's global social impact program, combines team members' passions around giving back with Qurate's commitment to be a conscientious corporate citizen. In 2023, team members around the globe volunteered at over 500 charities through our Paid Volunteer Days and Dollars for Doers and generated over \$840,000 in combined team member and corporate match contributions.



## Supporting causes & communities

Of the \$33.8M+ in corporate contributions in 2023, approximately \$9.8M was directed towards charities aligned with our DE&I focus areas, with \$9.6M specifically to women's empowerment causes. Our Team Member Resource Groups partnered with 25 charities and organizations throughout the year on events and overall engagement opportunities.

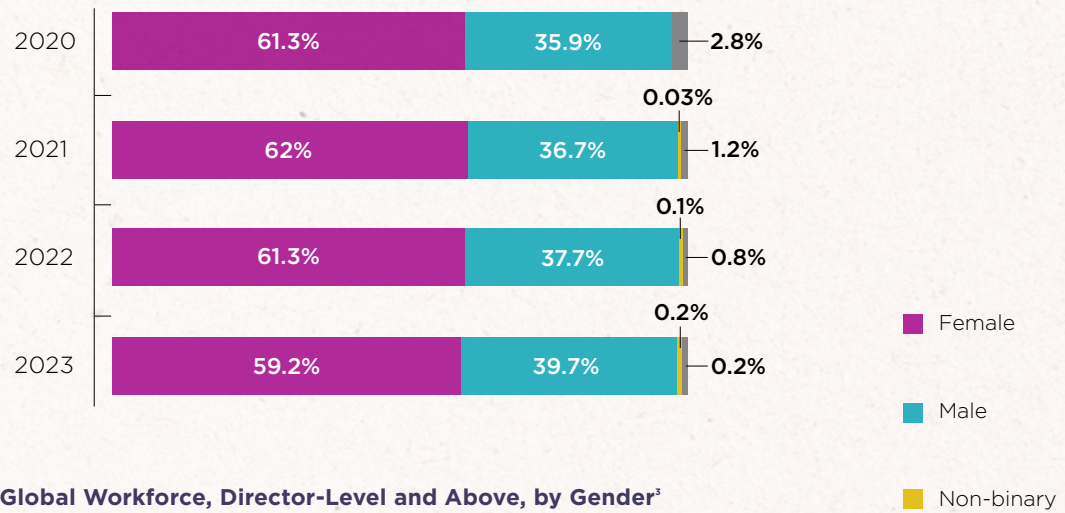


# Workforce

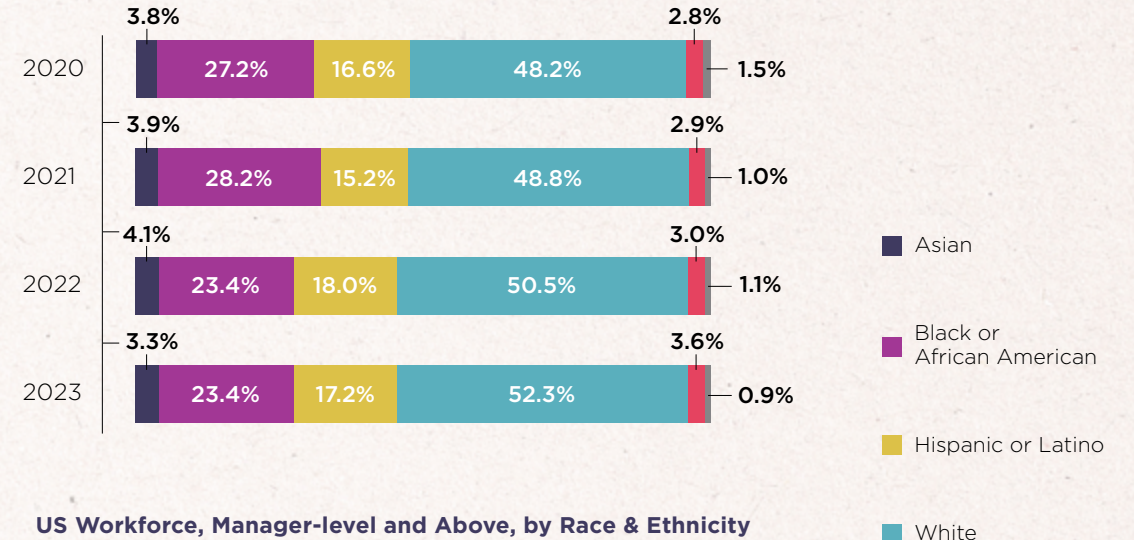
Representation across our global team is a key step towards true inclusion. We are transparent about our demographics and measure our progress against publicly-disclosed goals. As a result of a variety of initiatives that are designed to expand the pool of external and internal candidates who are interested in pursuing career opportunities with QRG, we have seen an increase in the diversity and quality of our new and promoted leaders and other team members. We have achieved our goal of 50% gender parity at Director level and above. We are also making solid progress in the representation of underrepresented groups in leadership roles. We value transparency and will continue to report on our progress.

### Global Workforce by Gender<sup>3</sup>

(minus Germany)

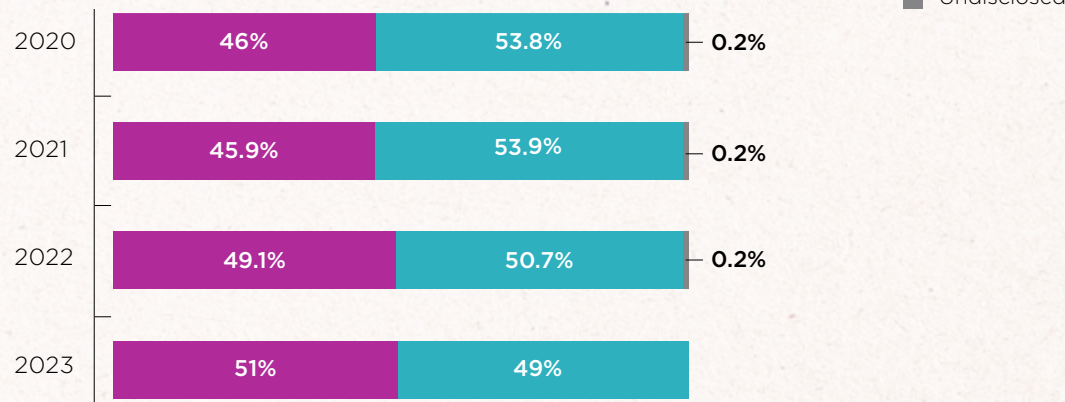


### US Workforce by Race & Ethnicity<sup>4</sup>

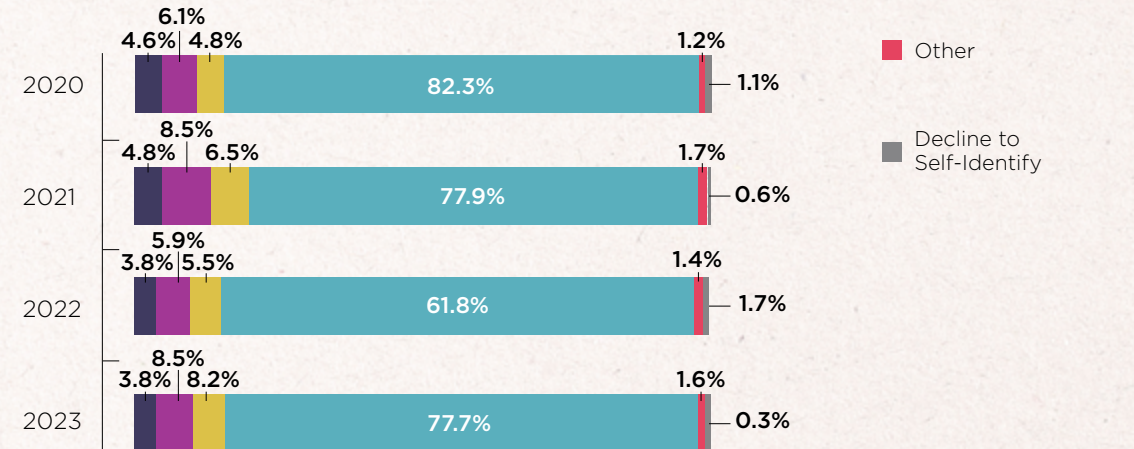


### Global Workforce, Director-Level and Above, by Gender<sup>3</sup>

(minus Germany)



### US Workforce, Manager-level and Above, by Race & Ethnicity



<sup>3</sup> Does not include any team members in Germany; for all other regions, does not include temporary, intern, seasonal or part-time team members. <sup>4</sup> 2022 data does not account for self-identifying responses. The data is as of December 1st, 2023 and will be updated once the EEO-1 report has been completed. <sup>5</sup> Includes Native American or Alaska Native, Native Hawaiian or Pacific Islander, and Two or More Races.



# Awards & Recognitions

We're honored to be recognized for our efforts in fostering inclusion and belonging within our workplace, and beyond.

## Qurate Retail Group



## Brand Specific (U.S.)



QVC & HSN



Ballard Designs



QVC

## Qurate Retail Group International



QVC UK Disability Confident Employer



QVC UK 2023 Most Menopause Friendly Environment Award Winner



QVC Italy Second Place Winner 2023 AIDP Awards





## Forward-Looking Statements

This presentation includes certain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including statements about business strategies and priorities and resulting benefits (including Project Athens and the sale leaseback transaction), market potential, future financial performance and prospects, the impact of the fire at QVC's Rocky Mount fulfillment center, insurance recoveries, leverage targets, market conditions, sales demand, customer growth, trends in digital video consumption, new services and product offerings and launches, estimated cost savings, organizational structure and other matters that are not historical facts. These forward-looking statements involve many risks and uncertainties that could cause actual results to differ materially from those expressed or implied by such statements, including, without limitation, the impact of the COVID-19 pandemic on our businesses, the impact of the fire at the Rocky Mount fulfillment center, insurance recoveries, possible changes in market acceptance of new products or services, competitive issues, regulatory matters affecting our businesses, continued access to capital on terms acceptable to Qurate Retail, Inc. ("QRI") and QVC, Inc. ("QVC"), availability of investment opportunities, general market conditions (including as a result of COVID-19), the impact of global conflicts, issues impacting the global supply chain and labor market, and market conditions conducive to stock repurchases. These forward-looking statements speak only as of the date of this presentation, and each of QRI and QVC expressly disclaims any obligation or undertaking to disseminate any updates or revisions to any forward-looking statement contained herein to reflect any change in QRI's or QVC's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based. Please refer to the publicly filed documents of QRI and QVC, including their most recent Forms 10-K and 10-Q, for additional information about QRI and QVC and about the risks and uncertainties related to their respective businesses which may affect the statements made in this presentation.



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