

2019 Annual  
Gender Pay  
Gap Report  
Delaware North UK



Delaware  
North.

# About Delaware North

Delaware North is one of the largest privately owned hospitality and entertainment companies in the world — a symbol of stability and reliability for more than 100 years.

Whether you are a fan, traveller, visitor or guest, chances are very good that you've enjoyed memorable moments personally delivered by our company. Serving more than a half-billion guests annually, our employees are dedicated to creating special experiences worldwide at high-profile places such as sports and entertainment venues, national and state parks, destination resorts, restaurants, casinos and other gaming venues, airports and travel hubs.

Our \$3.7 billion enterprise stems from our family of operating divisions. While each operates with expertise in its respective industry, they also contribute to our collective think tank of hospitality and entertainment leadership. The outcome is a progressive company that shares insights, best practices and resources across more than 200 operating locations in North America, the United Kingdom, Australia, New Zealand and Singapore.

## OUR VISION

Driven by one simple purpose — to delight guests — Delaware North is committed to providing the utmost hospitality. With that goal top of mind, our employees work each day to provide exemplary customer experiences throughout our operations.

## OUR VALUES

### LEAN FORWARD

We are innovative creators who continually reimagine what's next.

### COME TOGETHER

We work collaboratively with each other and believe in the power of partnership.

### STAND UP

We lead by example, own our decisions, and take initiative.

### DO RIGHT

We value integrity and always do the right thing, especially when no one is looking.

### THINK GUEST

The guest experience is at the heart of everything we do.

**55,000+** employees globally

**550+** employees in the UK

**6,000+** casual workers in the UK

## VENUES/LOCATIONS IN THE UK

Wembley Stadium, Emirates Stadium, London Stadium, Fulham FC, Derby County FC, Ricoh Arena, The Commission at Heathrow Airport, Friska at London Luton Airport, Glasgow Airport, ExCeL Exhibition Centre, Prime Burger St. Pancras Station, Prime Burger Euston Station



“Delaware North is a fantastic company full of opportunities both in career progression and learning. The feeling here is different from other companies I have worked for; it is a very welcoming and nurturing place to be.”

— **Paula**, General Manager, Delaware North UK at Glasgow Airport

# Reflecting on 2019

Once again, I am proud to see Delaware North firmly hold our position as a leader in the hospitality industry, and in equality and inclusion for our sector, as we publish our third annual Gender Pay Gap Report.

Each year, this report gives us an opportunity to review our organisation's progress, identify areas of improvement, and recognise and celebrate the commitment and achievements of our talented employees. I confirm the accuracy of this data and it being done in accordance with Equality Act 2010.

Delaware North UK is demonstrating good gender balance at all levels. Each year, we analyse our data and adopt a systematic approach to identifying clear actions in our equality and diversity journey. Every senior leader is committed to equality and high standards — it is part of their DNA — and there is role modelling at all levels throughout our organisation.

We review and track promotions, ensuring they are in proportion to the composition of our gender mix, and actively tackle barriers for all through learning, development, coaching and mentoring, and ensuring part-time or flexible workers can progress.

Our training modules include equality in the workplace and unconscious bias training throughout the employee lifecycle. We recruit locally, reaching out via technology to those needing assistance in entering the job market.

We analyse performance scoring at both a micro and macro level and our process includes a self-assessment and a performance review based on clear objectives. In our equalities measure, we involve a wide range of stakeholders, including employees, schools and colleges, the industry, venues we operate, and the wider customer base. We engage with stakeholders through working groups, informal feedback, and surveys.

In 2019, Delaware North UK reduced our median bonus gap from **37.4%** to **5.5%** in the reporting year, maintaining a position of strong gender balance in the lower, middle, and upper middle quartiles.

A small gap has emerged in our upper quartile. Our data demonstrates that we have consistent gender representation in job hiring and progression for hourly and salaried employees. However, among our casual workers, we have seen a shift in the demographics of our male and female population over the past 12 months. In this community, there has been a **10%** change, represented by **43** less female than male engagements.

Continuous improvement is paramount to our culture and this is great insight for us. As an event-based business, we need to ensure that we develop the same degree of focus on our casual workers as well as our employees, to ensure that we consistently live our values and culture.

That said, our median pay gap, at **6.4%**, derived from one quartile only, is a recognition of our continuous journey of focus and investment.

The Office of National Statistics Pay Gap has been published as **17.3%**, with the full-time employee gap recording as **8.9%**<sup>1</sup>.

When I look to our employees, I see a population as diverse as our business and a workplace culture where our values — Lean Forward, Come Together, Stand Up, Do Right, and Think Guest — are exemplified daily.

Our success as an organisation relies on the hard work of employees at all levels, and we are committed to being a company where everyone can explore ways to live a healthier, better, and more enjoyable life. At Delaware North UK, employees are appreciated for who they are, and they know that what they bring to the table really matters.



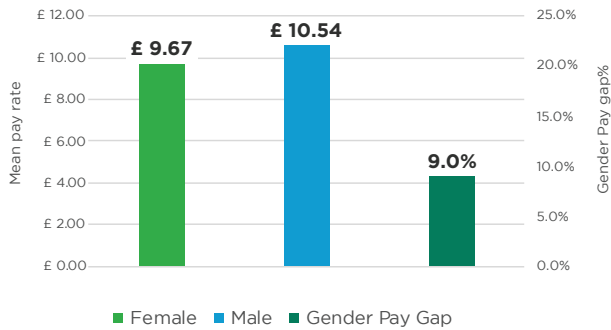
A handwritten signature in blue ink that reads "D. S. Tetley". The signature is written in a cursive, slightly stylized font.

Doug Tetley  
Managing Director, Delaware North UK

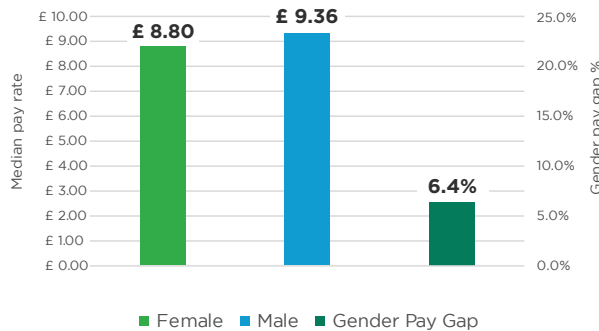
<sup>1</sup>Office of National Statistics Annual Survey of Earnings and Hours 2019. The median figure is used by the Office of National Statistics as it is considered to best represent a worker's salary.

# Our 2019 Gender Pay Results

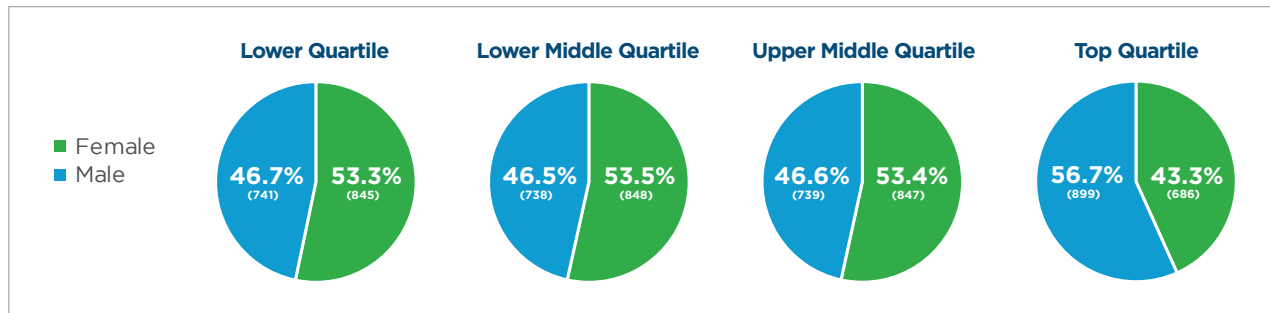
## OUR MEAN GENDER PAY GAP



## OUR MEDIAN GENDER PAY GAP



## BY QUARTILE



Gender pay is not the same as equal pay. Delaware North UK pays males and females the same when they do the same job. The gender pay gap is an equality measure that shows the difference in average earnings between women and men. The gender pay gap does not show differences in pay for comparable jobs. The upper quartile gap, which has impacted this year's results, was a result of our casual worker community (at one venue, employees who were predominantly male were on a higher rate of pay as a result of previously agreed upon rates, based on experience).

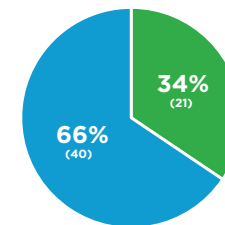
"Women need to feel comfortable that they have every opportunity to thrive, learn and progress with us, no matter what their commitments may be. Enabling everyone to bring the best version of themselves to work requires creative thinking, busting barriers and embracing increasingly different ways of working. To have the best people on our teams, we need to deliver the best experiences to them."

— Alison Gray, Vice President, Human Resources, Delaware North UK

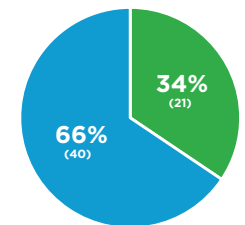
## OUR BONUS PAY RESULTS

We are pleased to report that our median gap has reduced from 37.4% to 5.5%, with 21 women achieving bonus, compared to 40 men. As in previous years, our incentivised community is relatively small due to the size of our salaried population. Regardless, we have seen a more equitable distribution of women across the operating businesses where bonus payouts were achieved as a result of our efforts to improve the distribution year-over-year.

### Bonus Eligibility

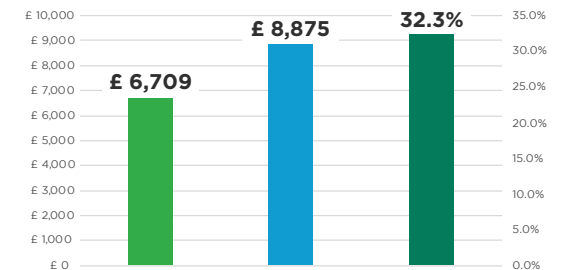


### Bonus Achieved

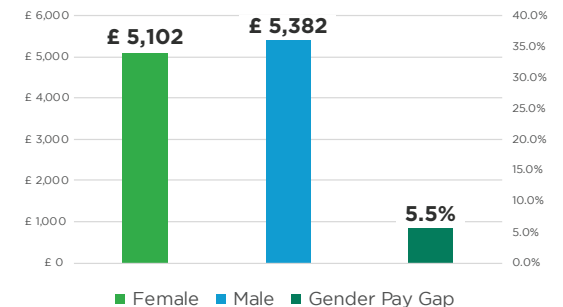


■ Female ■ Male

### Mean Bonus



### Median Bonus



■ Female ■ Male ■ Gender Pay Gap

# Career Possibilities

Whether you are committed to a career in the hospitality industry or merely looking for a part-time role that offers flexibility, Delaware North UK is a place where you can learn and grow personally and professionally. Our opportunities are as exciting as the venues we operate, and we reward behaviours that move us forward.

**55%** of all salaried placements were female

**55%** of those women placed were promotions

**54%** of all hourly placements were female

**49%** of casual workers recruited were female

We now know that we have an opportunity across all quartiles, but specifically the upper quartile, to better promote equality and inclusion in our attract and hire activity.

We have and continue to create development programs and initiatives aimed to support our employees and encourage them to play to their strengths. Having the required knowledge and skills to undertake and perform in their role, as well as having the confidence to deal with challenges that come their way, sets our employees up for success in their current and future roles, as leaders; and managers — and when serving our guests.



“I first joined Delaware North because I was looking for a flexible job. I’ve remained with the organisation for 11 years because I like working for a company that provides lots of career progression opportunities. I started off doing prep work in concessions and was then offered a position as an administrative assistant for the department, which I found to be a great step in my career progression. My contribution was once again recognised, and I was excited to be offered the role of Concessions Staffing Coordinator.”

— **Natasha**, Concessions Staffing Coordinator, Delaware North UK at Wembley Stadium

“I’ve worked for Delaware North since July 2018. I started as a human resources intern after graduating from Oxford Brookes University, where I studied international hospitality management. I’ve recently just returned to Delaware North UK after spending a year working for Delaware North in the United States. While working in the U.S., I learned about talent acquisition, marketing, and media, which resulted in me joining a new global team at Delaware North. Now, back in the UK, I am a media specialist supporting Delaware North’s global efforts to attract employees to our company. Without the support of Delaware North, I would not have had the opportunity to spend a year in the U.S., learn these new skills, and find a new career path for myself.”

— **Lydia**, Media Specialist, Delaware North UK



## NEXT ACADEMY

Delaware North partnered with HIT Training, the market-leading expert training and apprenticeship provider for the UK's hospitality and catering industry, to design and deliver Delaware North's NEXT Academy. Through this programme, we are able to offer a wide range of qualifications, delivered through interactive and practical workshops built on key and basic skills to give insightful and current technical knowledge. Our 2019 NEXT Academy participants graduated with nine distinctions. We now have our second class of participants, and are pleased to have increased the number of participants to 19 in total, with 58% of them being female.

### PARTNERSHIP WITH SPRINGBOARD CHARITY

Since beginning our partnership in 2014, Delaware North and Springboard have shared common goals — to equip people with the knowledge, skills and confidence they need to achieve their potential.

Our employees provide ambassadorial activities in educational establishments and with individuals who need support in establishing a second start in life. This programme is an avenue for growth and personal development that our teams find truly rewarding, and we are proud of the work they have done in our communities.

### OUR FLEXIBLE WORK ENVIRONMENT

As we welcome women back into the workplace after family leave, setting them up for success is crucial. Delaware North UK's flexible framework and approach to development is designed to nurture returning mothers and give them the confidence that anything is possible in their careers.

“During 2017, I was invited to take part in Delaware North's inaugural learning and development programme, NEXT Academy. I felt very privileged to be a part of this programme, which was introduced to help grow and develop future leaders of the company.”

— **Amanda**, General Manager, Delaware North UK at Heathrow Airport

“When my husband and I decided to welcome our youngest, just as our older two children were off to secondary school, we knew schedules were going to get complicated. Delaware North worked with me to find a flexible solution that worked for me and my bigger family so I could return to work. I get to enjoy swimming or playgroups with my daughter, while keeping my full-time role and not having to give up any responsibilities. Without this flexibility, I would have struggled to return to work after maternity leave.”

— **Caroline**, Procurement Systems Manager, Delaware North UK





# Leaning Forward

At Delaware North, we are innovative creators who continually reimagine what's next — for our guests and our employees. To achieve sustained and lasting success as an employer, we need to effectively lead, influence, engage and collaborate with our people, and continually improve and renew their capabilities. These elements are at the heart of personal, team, and organisational effectiveness.

The Gender Pay journey helps us focus on how we can do better. Last year, we learnt that we had disparity in bonus pay, and have worked to address it.

This year, we have learnt that we need to focus on the women in our casual worker workforce just as much as our employed workforce — this will happen. We have some great stories — but we need to ensure that we are consistent across our businesses.

