



# 2020 Annual Gender & Ethnicity Pay Gap Report

Delaware North UK



# Delaware North Proud

This year, for the first time, we are also including data on our ethnicity pay gap. While there is no agreed methodology for collecting and analysing data for Ethnicity Pay Gap reporting, we feel it important to review our numbers so that we can begin to proactively address any gaps.

When I look to our employees, I see a population of talented, hardworking, and diverse individuals who show up each and every day to deliver on our vision. Our success as an organisation has and continues to rely on the contributions of our employees at all levels. We thank you for your continued commitment and for choosing Delaware North UK.



**Doug Tetley**  
Managing Director, Delaware North UK

## One Company. One Vision.

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. 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 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

To delight guests by creating the world's best experiences today while reimagining tomorrow.

### 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.

# Reflecting on 2020

Each year, the Gender Pay Gap Report gives us an opportunity to review and reflect on our progress and recognise and celebrate our talented employees. As we look to publish our fourth annual Gender Pay Gap Report, we are proud to see that our efforts have shown positive results. This report also makes it clear that our work is not done, and we remain committed to cultivating a culture of equality and inclusion.

Over the last year, we have seen a decrease in our mean and median gender pay gaps. Our mean pay gap was reduced from 9% to 6.7%, well below the UK national average of 15.5%<sup>1</sup>, and the median was reduced from 6.4% to 1.3%.

As it relates to gender pay gaps within our bonus-eligible population, we saw the disparity in bonus payout between men and women grow. Similar to previous years, our incentivised community is relatively small due to the size of our salaried employee population. This year's report demonstrates how a long-term incentive payout can have significant impact on our mean and median bonus pay gaps.

For the first time, we've chosen to include our ethnicity pay gap. As with our gender pay gap, we will develop a systematic approach to identifying clear actions in our equality and diversity journey that aim to improve the opportunity and experience that our employees of Other Ethnic Groups have at Delaware North.

This voluntary data, based on our employees choosing to self-classify, demonstrates that we have a very diverse workforce with a high number of individuals from Other Ethnic Groups across all quartiles. We also see that there are clearly more White British employees eligible for a bonus than employees of Other Ethnic Groups; however, there is good parity when it comes to eligible employees receiving their bonus. This suggests to us that—whilst there might be barriers to Other Ethnic Group employees accessing roles with bonus eligibility that we need to address—once in these roles, the criteria seem to operate fairly across the relevant employees.

The pay gaps we see between our employees of Other Ethnic Groups and White British employees are a clear indication to us that efforts aimed to address only one element of diversity—gender—can have no impact on other elements. For us, this clearly indicates that our inclusion strategy must consider intersectionality.

<sup>1</sup> Source: Office for National Statistics — [ons.gov.uk/employmentandlabourmarket](https://ons.gov.uk/employmentandlabourmarket)



We strive to be a truly inclusive organisation where there are equal opportunities for all.

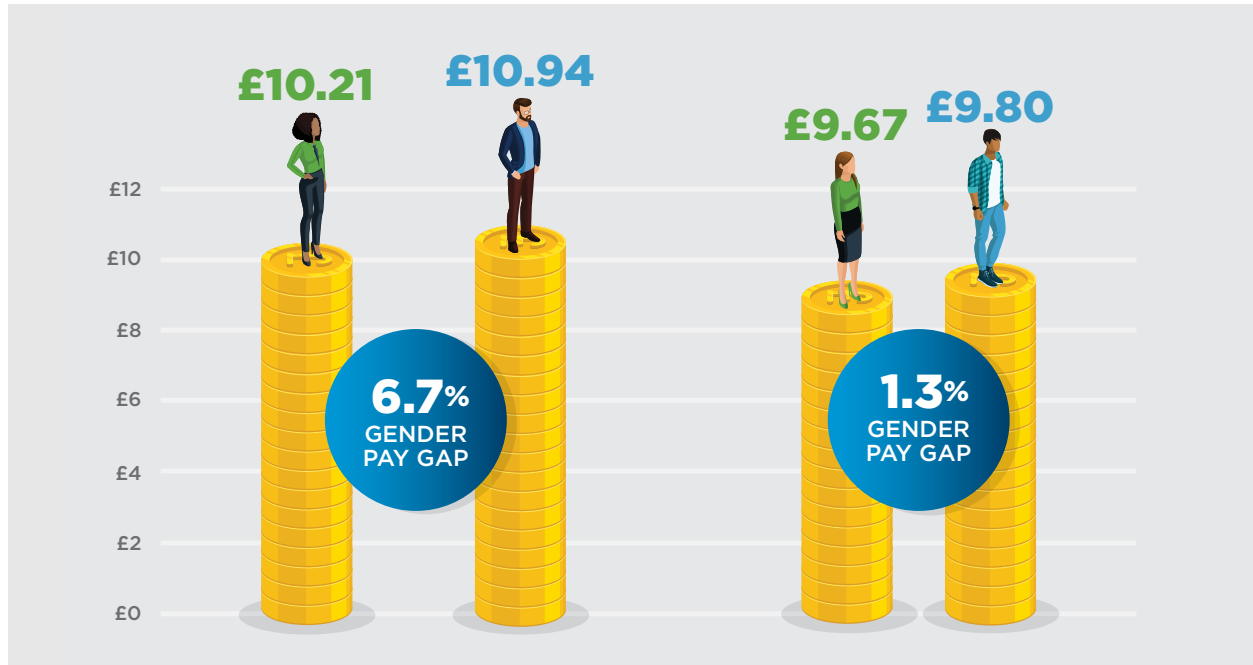
ALISON GRAY, UK VICE PRESIDENT OF HUMAN RESOURCES



# Our Gender Pay Results

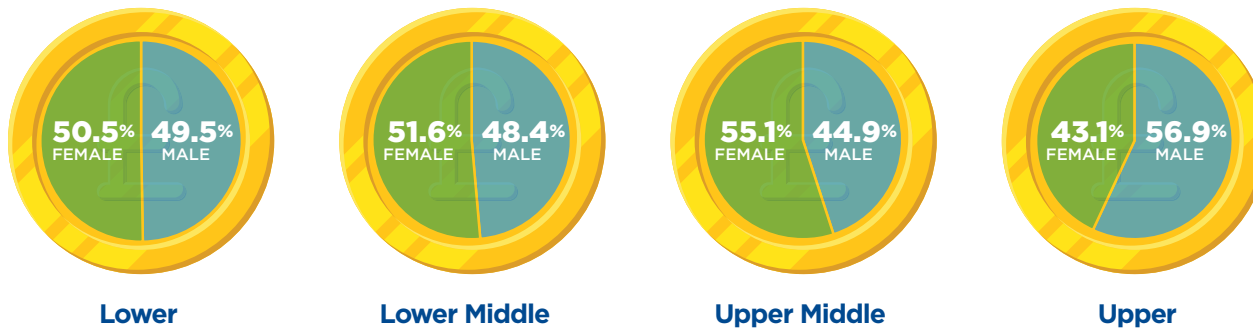
## OUR MEAN GENDER PAY GAP

## OUR MEDIAN GENDER PAY GAP



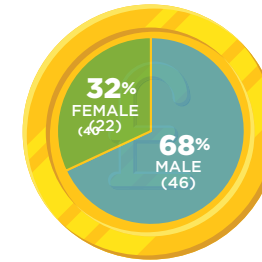
Gender pay is not the same as equal pay. Delaware North UK pays males and females the same when they do the same job. The gender pay gap is an equality measure that shows the difference in average earnings between women and men. The gender pay gap does not show differences in pay for comparable jobs.

## GENDER BY QUARTILE

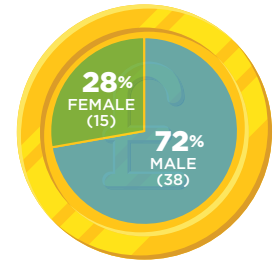


## OUR BONUS PAY RESULTS BY GENDER\*

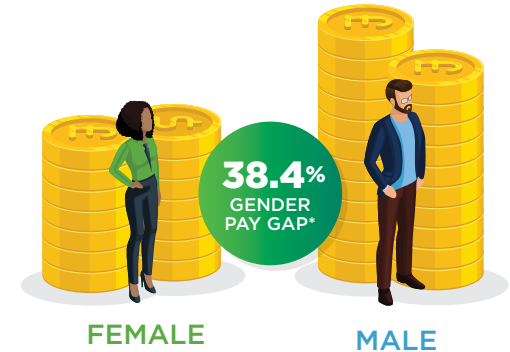
### Bonus Eligibility\*



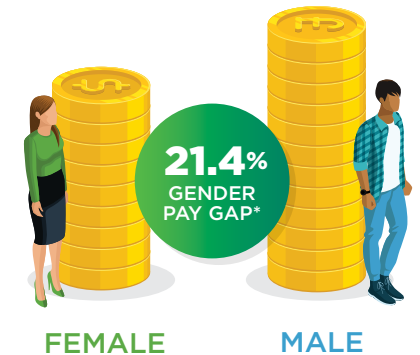
### Bonus Achieved\*



### Mean Bonus\*



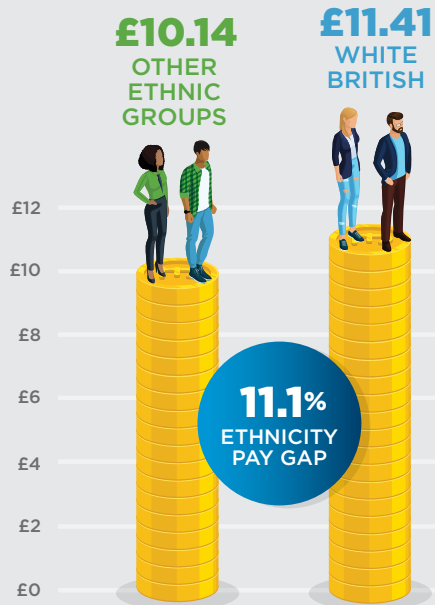
### Median Bonus\*



\*A long-term incentive payout had a significant impact on this metric.

# Our Ethnicity Pay Results\*

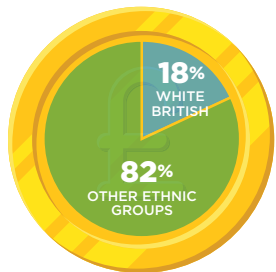
## OUR MEAN ETHNICITY PAY GAP



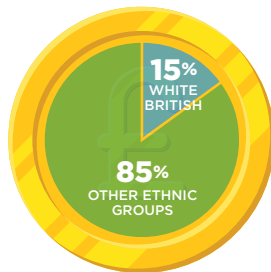
## OUR MEDIAN ETHNICITY PAY GAP



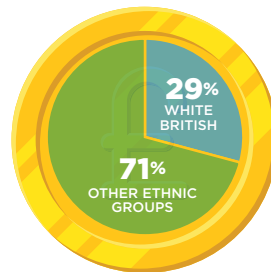
## ETHNICITY BY QUARTILE



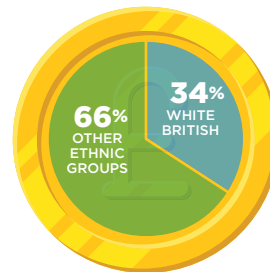
Lower



Lower Middle



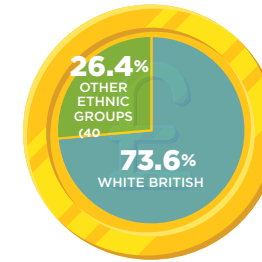
Upper Middle



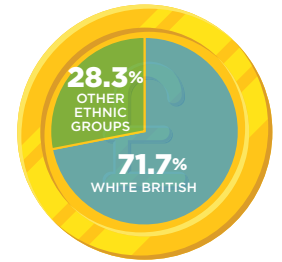
Upper

## OUR BONUS PAY RESULTS BY ETHNICITY

### Bonus Eligibility



### Bonus Achieved



### Mean Bonus



### Median Bonus\*\*



\*Ethnicities are self-classified and voluntarily provided by employees.  
 \*\*Data points that show (-) are in favour of employees of Other Ethnic Groups

# Our Commitment to Equality, Diversity, and Inclusion

At Delaware North, we are innovative creators who continually reimagine what's next—for our guests and our employees.

As we look ahead to publishing our 2021 Gender & Ethnicity Pay Gap Report, we know the hardships our organisation has faced as a result of COVID-19 will have significant impact on our annual report. Many of our doors remain closed, our staff has been reduced drastically, and our revenue numbers are unlike any we have ever experienced.

Still, our leaders remain committed to a diverse, inclusive workplace. When our doors reopen, our employees will continue to benefit from our valuable learning offerings and trainings, flexible working environment, rewards and recognition programs, and innovative culture.



Despite the business challenges as a result of COVID-19, our leaders remain committed to a diverse, inclusive workplace.

—DOUG TETLEY,  
MANAGING DIRECTOR, DELAWARE NORTH UK

