



2022 Annual Gender & Ethnicity Pay Gap Report

Delaware North proud

One company. One vision.

Founded more than 100 years ago, Delaware North is one of the largest privately owned hospitality and entertainment companies in the world today.

Whether you're a fan, traveller, visitor or guest, chances are good you've enjoyed memorable moments personally delivered by our company. Our team members are dedicated to creating special experiences worldwide at high profile 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, it also contributes 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 and New Zealand.

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.



Our teams have worked extremely hard to remobilise our businesses after the COVID-19 pandemic. They have gone above and beyond the call of duty to ensure that our guests, fans and spectators could enjoy world-class hospitality again. In the very spirit of our values, we have come together with our clients and put guest experience at the heart of everything we do.

Our UK business was virtually dormant during the pandemic, and it is testament to the hard work, dedication and pride of our team members that we have come back stronger than ever.

Our commitment to providing inclusive and equal working environments for everyone remains, so we continue to report voluntarily on both our ethnicity and gender pay gaps. New initiatives to foster a culture of true inclusion have commenced across our global organisation and we look forward to seeing some real progress in the years to come.

I confirm the accuracy of this data and it being completed in accordance with the Equality Act 2010.

Doug Tetley

Managing Director, Delaware North UK

Reflecting on 2022

2022 was very much a year of recovery, remobilisation, redefining and reimagining tomorrow for Delaware North UK.

Our sector was hit extremely hard by the impact of COVID-19 and our teams across all our venues have shown tremendous amounts of resilience and determination to support our recovery post-pandemic. Fans and spectators began looking forward to enjoying large-scale events the way they used to before the pandemic. Like many organisations, we had to recruit and remobilise to successfully reopen our businesses in challenging circumstances.

We had to mobilise our entire casual workforce and large parts of our permanent workforce since our last report, against the backdrop of a tight labour market with more vacancies than unemployed people. The organisation we see today is not entirely comparable to Delaware North UK in a pre-pandemic world as we are operating with a significantly reduced permanent headcount.

With this landscape in mind, it is difficult to tell a meaningful story of how our gender and ethnicity pay gaps have

developed. Nationwide, the gap among full time team members increased to 8.3% in 2022, up from 7.7% in 2021.* At Delaware North UK, we have seen a rapid decrease in our mean gender pay gap, now standing at 7.7%, compared to 39.9% in 2021 which was an anomaly due to the COVID-19 pandemic. However, this compares slightly unfavourably to pre-pandemic levels.

Our median pay gap was reduced to 0% in 2022.

Due to the impact of COVID-19 on our business, we did not run our usual KPI-based bonus schemes in the reporting period. Instead, a 'thank you' bonus payment was made to those who continued to work throughout the pandemic, which we include in this report.

We continue to voluntarily report our ethnicity pay gap and the data is based on employees choosing to self-classify. Like our gender pay gap, we have seen a significant improvement in our mean ethnicity pay gap, decreasing from 57.9% to 12.9%; however, this once again compares slightly unfavourably to pre-pandemic data.

Our median ethnicity pay gap was reduced to 0% in 2022.

We believe that it is important for us to continue to report our ethnicity pay gaps, like our gender pay gaps, to highlight our focus and determination to create a workforce which is truly equal. Our continued partnership with WiHTL is instrumental in our quest to educate our leaders and future leaders in diversity, equity and inclusion, and we actively participate in a number of their programmes. Furthermore, Delaware North created a global DEI Advisory Council last year and we look forward to seeing its activities translate into positive action across our businesses.

2022 was a transition year for Delaware North UK. Whilst our data compares favourably to the UK averages, we acknowledge that work still needs to be done to create a truly equal environment for all.

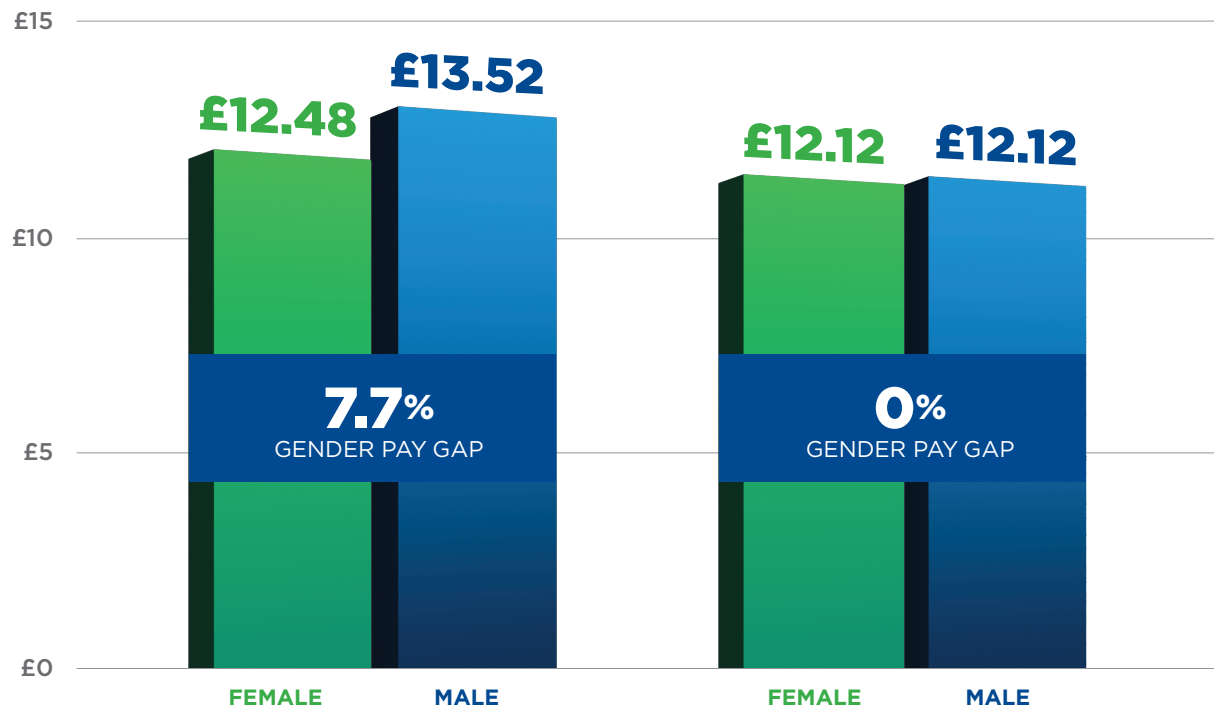
'We are continuously striving to create inclusive experiences for all of our team members, each and every day. This means we are intentional in our mindset and are constantly rethinking our practices to bring this to life.'

Heather Jacobs,
Chief Human Resources Officer

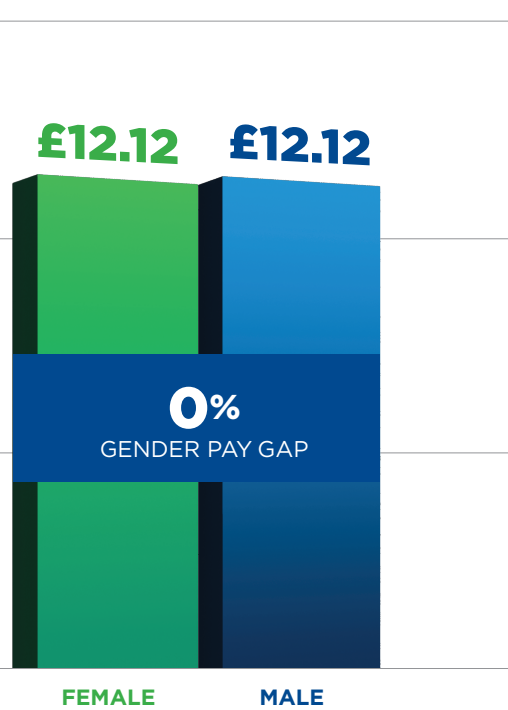
*Source: Office for National Statistics (Gender pay gap in the UK (ons.gov.uk))

Our gender pay results

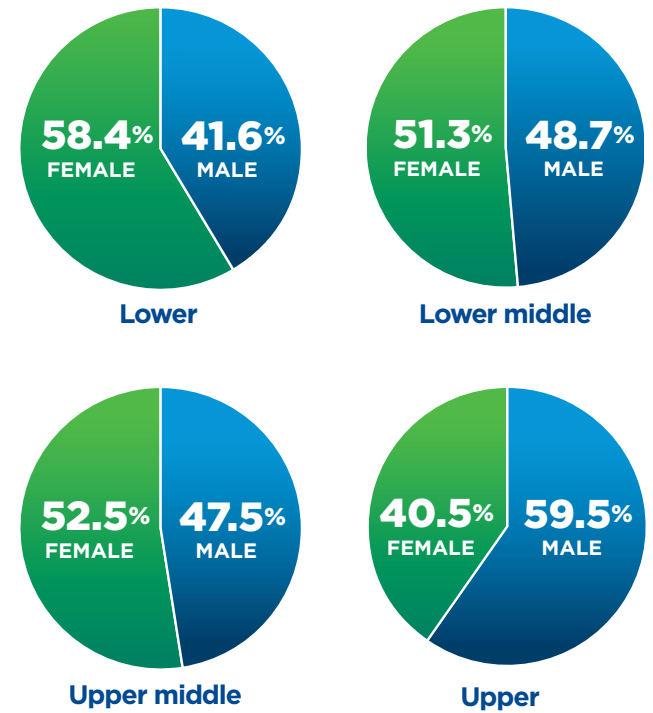
Mean Gender Pay Gap



Median Gender Pay Gap



Gender By Quartile



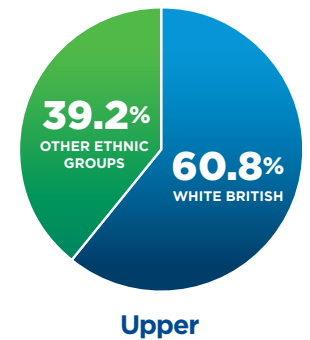
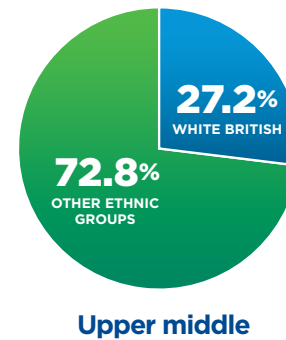
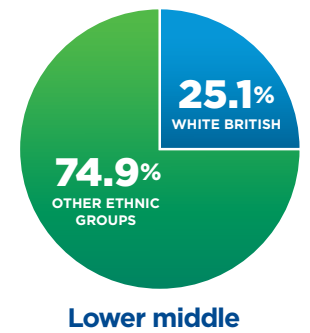
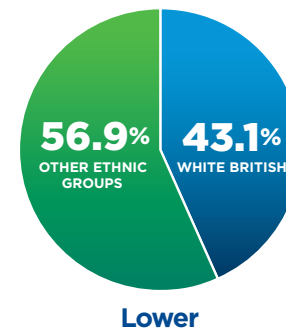
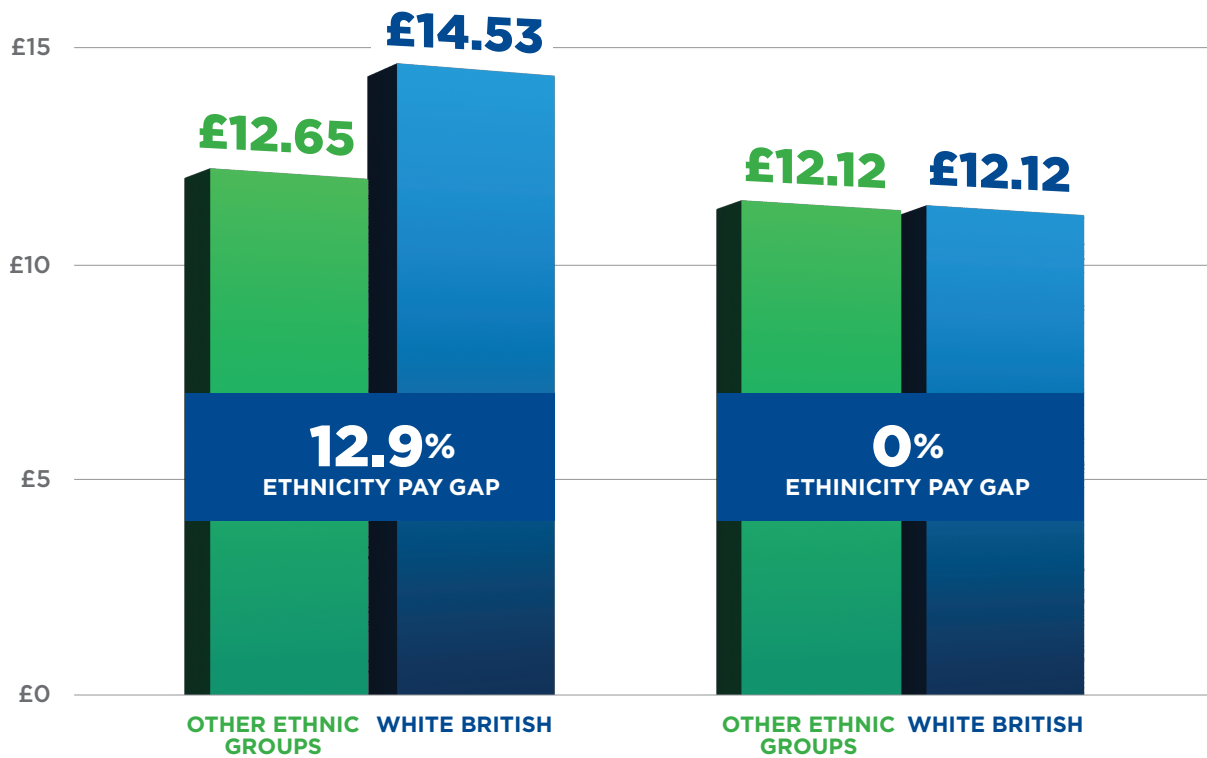
Gender pay is not the same as equal pay. Delaware North UK pays women and men the same when they do the same job. The gender pay gap is an equality measure that shows the difference in average earnings between women and men. The gender pay gap does not show differences in pay for comparable jobs.

Our ethnicity pay results*

Mean Ethnicity Pay Gap

Median Ethnicity Pay Gap

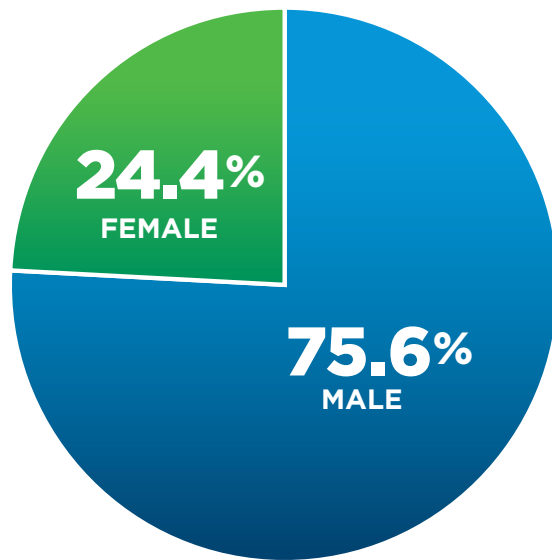
Gender By Quartile



*Ethnicities are self-classified and voluntarily provided by team members.

'Thank you' bonus payments*

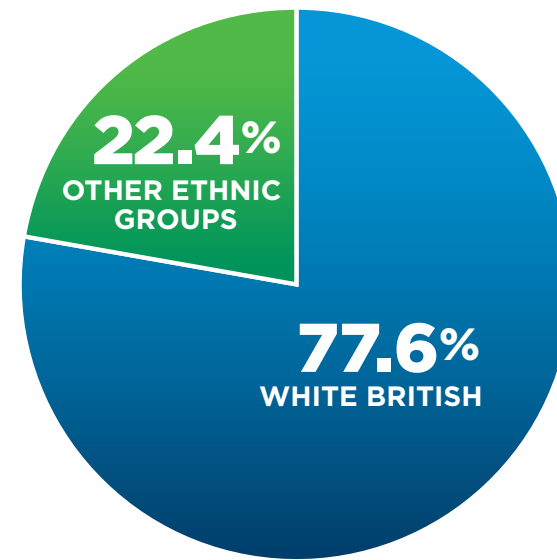
Gender 'thank you' payments



8.3%
MEDIAN GAP

33.2%
MEAN GAP

Ethnicity 'thank you' payments



16.7%
MEDIAN GAP

41.9%
MEAN GAP

*'Thank you' bonus payments were awarded only to those employees who continued to work throughout the pandemic. The sample of eligible employees is therefore smaller than the number of employees on snapshot date for the reporting period and the payments were only partially performance-related.

Our commitment to equity, diversity and inclusion



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

So many of our people made sacrifices, and we do not underestimate what this has meant for them. To recognize the important part each of our global team members has played in our recovery, we've offered new career development opportunities and given every team member a 'thank you' payment.

With our fighting spirit, we've come back stronger and more passionate than ever. Reimagining tomorrow for our guests has always been our vision, but reimagining how we work and care for our team members in the future is our top priority. We plan to offer opportunity to every one of our talented and hardworking individuals, promoting an environment where everyone can be themselves and feel supported to do their best work.

'2022 has been a transition year for Delaware North UK post-pandemic. We have put new structures in place to support our goal of creating a culture which is truly inclusive and where everyone is championed, a workplace which genuinely provides equal opportunity for all'.

Marco Galer-Reick,
Human Resources Director,
Delaware North UK