



2021 Annual Gender & Ethnicity Pay Gap Report

Delaware North UK



Delaware North Proud

Our collective pandemic experience has shown tough times. Throughout it all, my pride in, admiration for and gratitude to “Team Delaware North UK” is immeasurable. It’s especially in times of crisis that people come together, stand up and do right.

Many of our teams have given endless examples of “COVID heroism” with all the philanthropic work they took on whilst we were not trading. It’s been inspiring to see so many rejoin as we resurrect our business. As we look to the future, the commitment, dedication and loyalty in getting through these times is a true testament to our company, the clients we work with and, most importantly, our people.

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



Doug Tetley
Managing Director, Delaware North UK

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 employees 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, 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 2021

Our previous annual report identified certain hardships on our organisation that would significantly impact this year's report. Like so many other companies, Delaware North faced a global situation unlike any it has ever experienced. But we are resilient and on track for a recovery we could only have imagined while in the grips of the pandemic.

At the point of our data cut, Delaware North UK had been closed for commercial business for more than a year with fewer than 30 people working. We were not alone in our challenges — nationally, approximately 3.7 million employees* were still on furlough.

We had to let go over 53% of our employed and 100% of our casual workforces. 54% of males and 51% of all females were made redundant. 51% of white and 25% of BAME associates were let go.

The remaining 30% of our employed workforce were on furlough, some for over a year; all retained working employees did so on a reduced salary for most of the period and understandably there were no bonus payments made.

As we report our gender and ethnicity pay gaps for 2021, the data really doesn't tell our story. The national gender pay gap in April 2021 was 7.9%.*

*Source: Office for National Statistics (ons.gov.uk/employmentandlabourmarket)

For example, our casual workforce had a significantly higher headcount population than the employed workforce and was more inclusive in gender and ethnicity representation than our employed teams. As we look forward, we can use this insight to promote our brand to broad talent pools, minimize underrepresentation and proactively build recruitment and retention practices around equity, inclusion and a sense of belonging across all roles at Delaware North.

Our head of talent acquisition recently joined WiHTL's Race at Work steering committee. We're proud to begin a partnership with WiHTL to help us develop our people and our practices as we return to normal operations.



Our goal is to embed inclusivity in everything we do, rethinking our practices to ensure we provide equal opportunity for all.

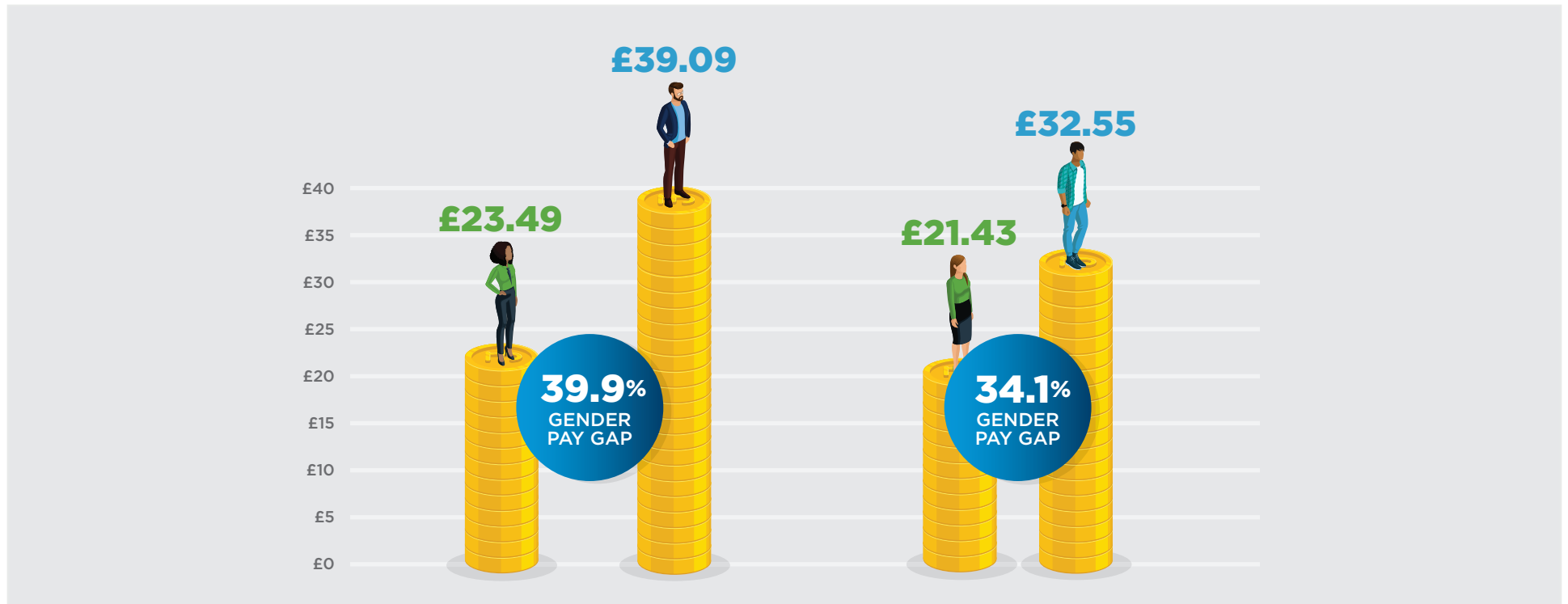
HEATHER JACOBS,
CHIEF HUMAN RESOURCES OFFICER



Our Gender Pay Results

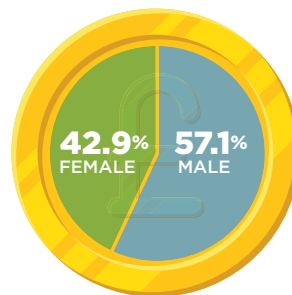
OUR MEAN GENDER PAY GAP

OUR MEDIAN GENDER PAY GAP

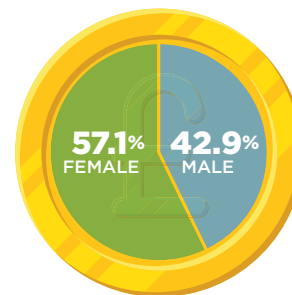


Gender pay is not the same as equal pay. Delaware North UK pays women and men the same when they do the same job. The gender pay gap is an equality measure that shows the difference in average earnings between women and men. The gender pay gap does not show differences in pay for comparable jobs.

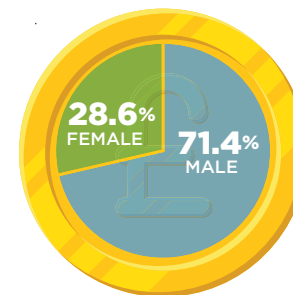
GENDER BY QUARTILE



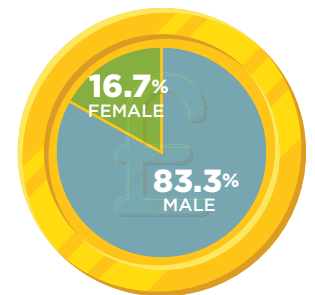
Lower



Lower middle



Upper middle

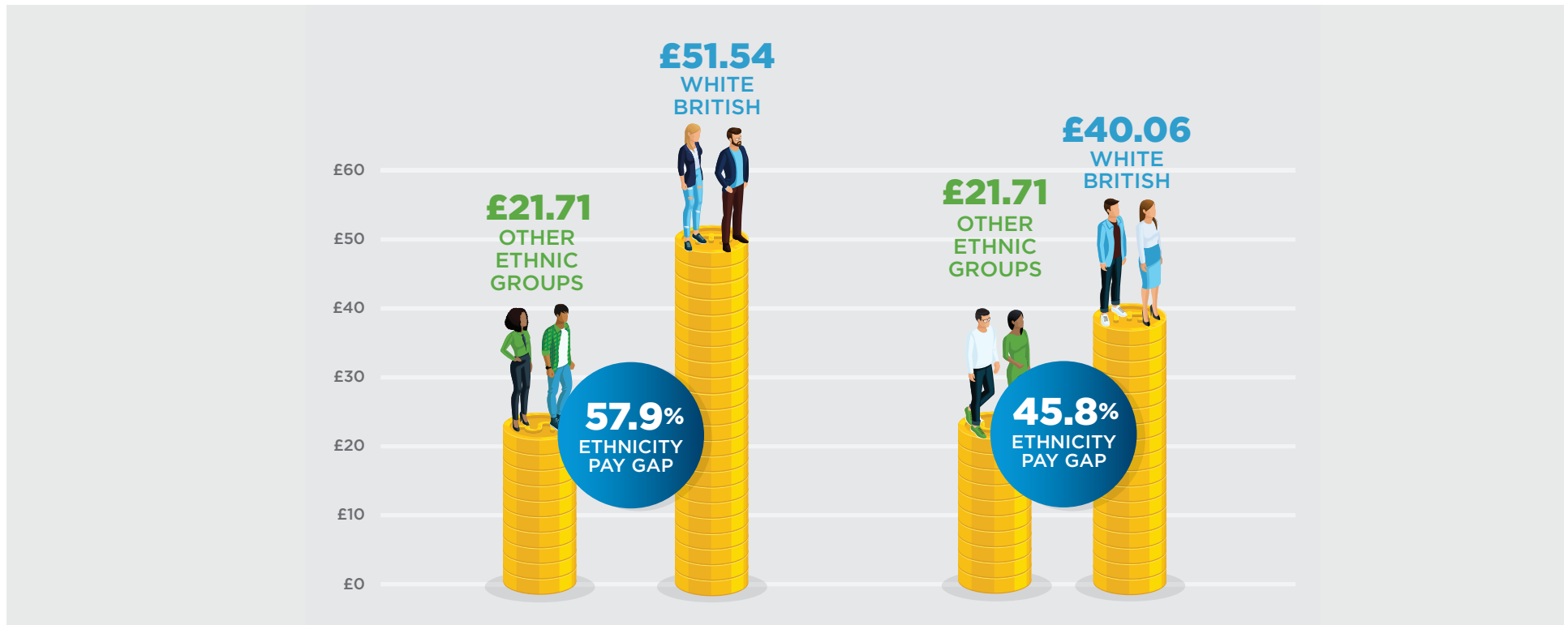


Upper

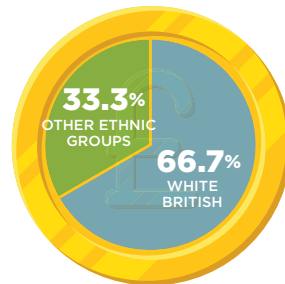
Our Ethnicity Pay Results*

OUR MEAN ETHNICITY PAY GAP

OUR MEDIAN ETHNICITY PAY GAP



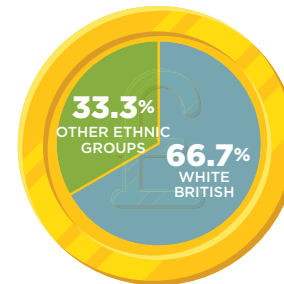
ETHNICITY BY QUARTILE



Lower



Lower middle



Upper middle



Upper

*Ethnicities are self-classified and voluntarily provided by employees.

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 employees.

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 employees has played in our recovery, we've offered new career development opportunities and given every associate 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 associates 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.



We're committed to rebuilding a more diverse and inclusive workforce.

DOUG TETLEY,
MANAGING DIRECTOR, DELAWARE NORTH UK

