



# Gender Pay Gap

## Annual Report 2018



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# Introduction



Doug Tetley, Managing Director  
Delaware North UK

For the second consecutive year, Delaware North UK has maintained its position as the hospitality sector's market leader in equality and inclusion.

It gives me great pleasure to announce our 2017/2018 median gender pay gap remains at 0%.

This Gender Pay report clearly demonstrates our ongoing commitment to building a workplace that is flexible, supportive and responsive to both the changing nature of the 21st century workplace and the changing requirements of the 21st century workforce.

**Delaware North UK's  
median Gender Pay Gap is 0%  
compared to the wider UK  
median Gender Pay gap of 17.9%<sup>1</sup>**

**“We  
continually  
evaluate and  
re-iterate the way  
we work on a  
day-to-day  
basis”**

Our culture is increasingly more diverse and we regularly re-evaluate and re-iterate the way we work on a day-to-day basis. This mindset ensures we are flexible, adaptable and able to attract, support and retain women within our business at all levels.

As a result of building an inclusive and diverse culture, Delaware North UK continues to go from strength to strength. In 2018 the company recorded its strongest trading year to date with 4% year-on-year growth.

In 2019 we will continue our focus on attracting top female talent, as part of our culture of diversity and continuous learning and improvement.

I confirm that the data contained in this report is accurate and calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2018.

Doug Tetley  
Managing Director

<sup>1</sup> Office for National Statistics Annual Survey of Earnings and Hours 2018  
The median figure is used by the Office for National Statistics as it is considered to best represent a typical worker's salary.

# Median gender pay gap 0%

compared to the UK median Gender Pay gap of 17.9%<sup>1</sup>

The median is the midpoint in the ranges of men's and women's pay, at which half of the numbers are above and half below. The median is used by the Office For National Statistics as it is considered most representative of a typical worker's salary. There is no difference in the median range of men and women's pay at Delaware North UK.



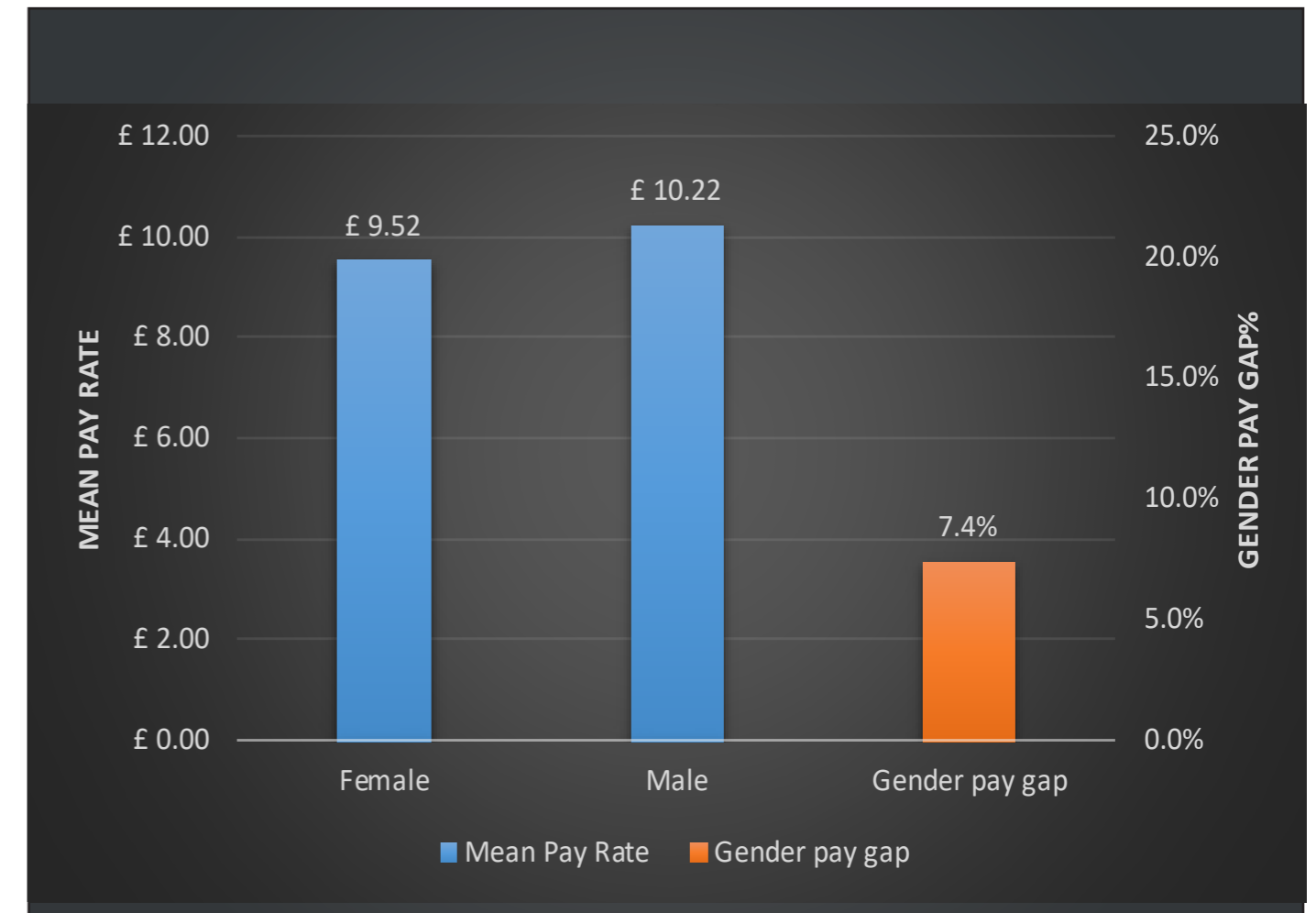
Median pay rates by gender



<sup>1</sup> Office for National Statistics Annual Survey of Earnings and Hours 2018

# Mean gender pay gap 7.4%

The mean is calculated by adding up the hourly rate of all the male employees and dividing the total by the number of male employees; this calculation is repeated for female employees. The difference represents the pay gap. However, mean figures are influenced by higher salaries at the upper end of the pay scale, and thus are not considered fully representative of the average earnings of a typical person in the company.



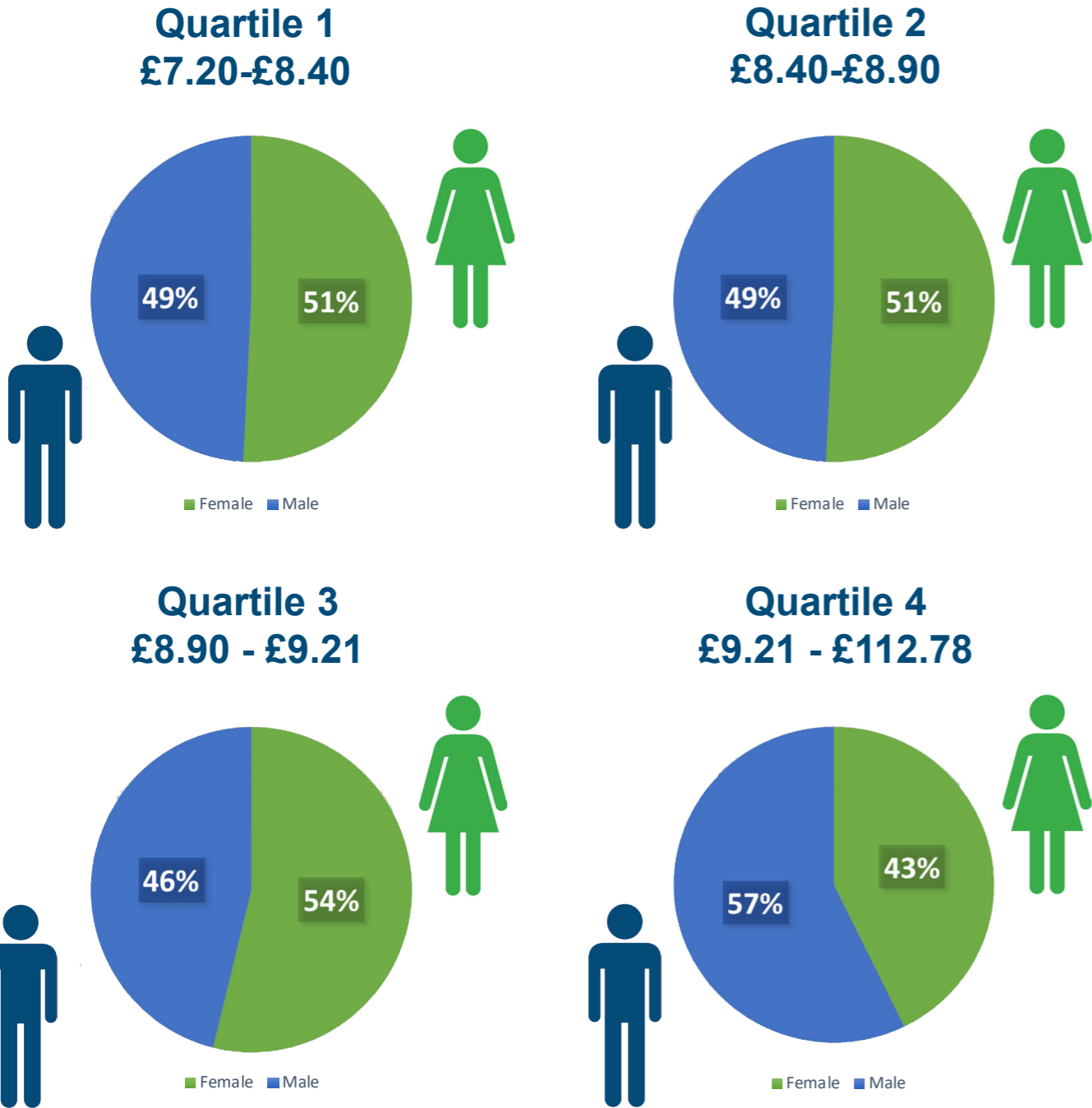
Mean pay rates by gender



# Gender Distribution

“We are flexible, adaptable and able to attract, support and retain women within our business at all levels”

Doug Tetley, Managing Director, Delaware North UK

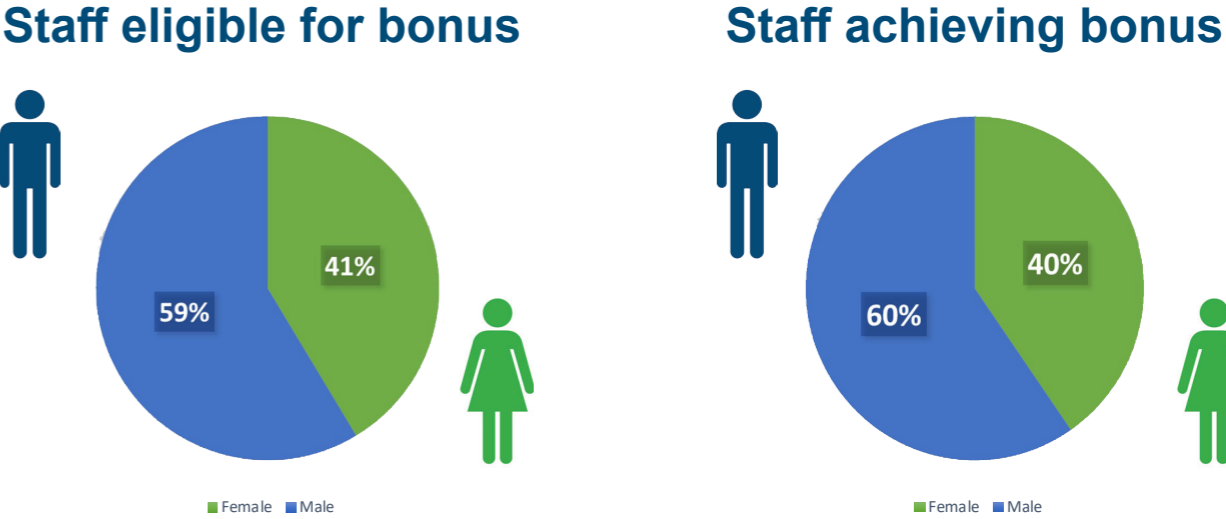


# Bonus Calculations

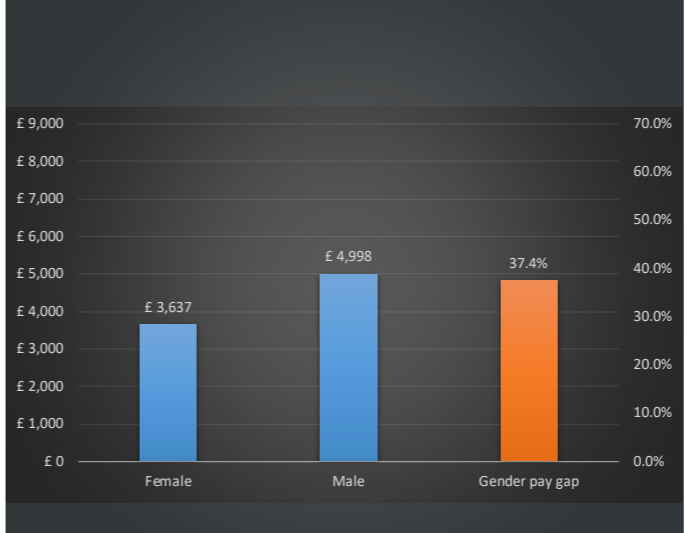
Positively, women achieving bonus has improved year on year, and female participation in the company bonus scheme has remained the same. Conversely, the median bonus gap has increased year on year. Due to the size of our organisation, eligibility for the bonus scheme is small by comparison, and any annual performance deficits have a significant impact on our overall percentages.

Trend analysis identifies this median bonus gap increase is a result of operating divisions achieving different results. Bonus pay-outs are variable depending on individual site performance.

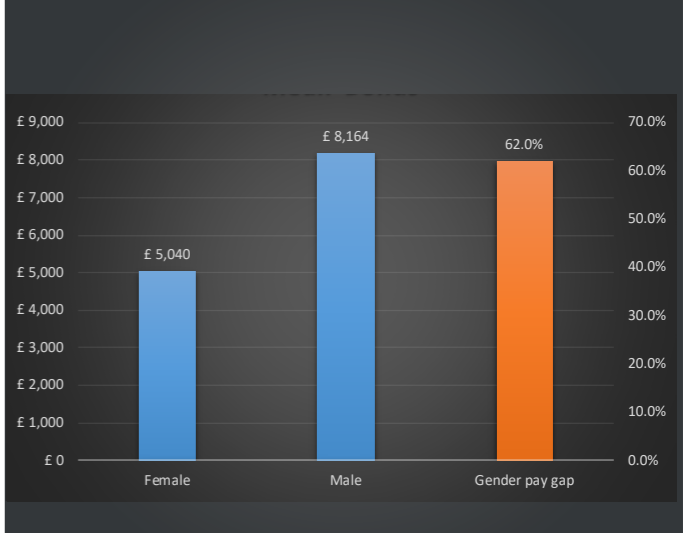
This report identifies some underlying imbalance in gender distribution among senior leaders at site level. Moving forward we will actively seek to re-dress the balance at specific sites where we see women under-represented in senior leadership teams.



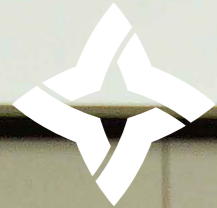
## Median Bonus



## Mean Bonus







Delaware North



Hospitality team, Emirates Stadium, London 2019

Delaware North has maintained its 0% median gender pay gap in 2018 by focusing on the basics

## Culture

Fairness, inclusion and equal opportunity underpin our practices

## Development

We have a learning and development culture where all our people are supported

## Retention

We are committed to a flexible, modern and friendly working environment

## Attraction

We actively seek to attract women at all levels of our organisation



# Culture

At Delaware North we constantly review our practices and procedures to ensure that we have a flexible culture that can prioritise a healthy work/life balance.

In 2018 there was a company-wide roll-out of a clearly articulated corporate vision, supported by five universal values. Our values actively encourage teamwork, growth and innovation across our business, every day.

**What's Next Happens Now**

**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.

**NEXT** Delaware North.

We lead by example, believe in the power of partnership and value the integrity of our people. That is why we offer a range of flexible working arrangements to all employees.

Our ability to prioritise the personal needs of our people is vital to the success of our business.

We further support employee well-being by offering schemes such as 'Birthday Bonus Days' taking the day off on your birthday and knocking off early on 'Summer & Autumn Fridays'.

We are committed to empowering our colleagues to affect their own change and take on new challenges, professionally, personally and in partnership with charities. This policy leads to personal achievement, professional success and supports the communities we serve.

## “personal achievement and professional success”



## “I can still do the job I love with flexible hours and working from home”



Jacqueline with her twin grandsons enjoying the footie at Arsenal Emirates Stadium

# Case study

**Name:** Jacqueline Mann  
**Position:** Hospitality Manager  
**Seniority:** Job Grade 6  
Mid-level Leader



## Case Study

I have worked at Arsenal for 30 years, more than half my life. I am responsible, along with my Matchday team, for delivering hospitality to the players, directors, press and media.

I work in hospitality because I have a passion for making sure that people have the very best experience. I am also Dyslexic and I like the more hands-on work rather than being at a desk.

I love to make a difference, but when my daughter was unwell, I felt she really needed her mum to help with new-born twin boys, Ted and Stanley. Then my dad had a stroke. I had no choice but to choose to reduce my working week to become “Nanny” Jacquie and help with childcare and support my parents.

The HR team and my manager were aware of my challenges and did not hesitate to help me with a solution. I now work a three-day week, more if the games fall close together, and then use any extra days to take time off when there are no games. I found the drop in salary quite hard to manage. And, at first, I felt left out and almost made to feel guilty in the office, but this attitude has changed with a change of people within the unit.

Delaware North has most definitely been open and a lot more inclusive in the six years I have worked for them, compared to my previous employer. I feel that we are also getting better and better as new members of staff are joining the company. We have some really good women in the company and there are most definitely some up and coming great women now working at Delaware North.

I am from an era where very few people went to university so after passing all my GSE's at school I left at 16 and was straight out to work. Most of what I have learnt has been on the job. I do have an NVQ in Catering and Hospitality, which I did years ago through my job, and I have learnt many life skills along the way.

It has always been important to me to have a career, but at the moment it seems that children have just got in the way. There are opportunities to learn being offered, but I find it quite hard to fit in the time as a part time worker. I shall definitely be enrolling once my (well they are nearly mine!) babies have started school.

It's great that I have been able to continue with my career. I can still do the job I love and with flexible days and hours, and working from home I can ensure I cover business needs. I know I have the option of increasing my hours when the time is right. But right now, I can be with the family that needs me.



# Development

A strong learning and development culture ensures everyone, at every level, has access to supported, relevant opportunities.

We work hard to create a culture of knowledge, inquiry and sharing. From induction, all our colleagues have access to a comprehensive interactive on-line learning resource. We actively encourage the learning of new skills through regular e-learning courses, company webinars, on-the-job training, internal and external courses and attending industry seminars.

Our in-house fast-track training programme, the NEXT Academy, was established to invest in our future leaders. In year one, this accredited programme was delivered through a blend of formal learning, experiential practice, case study and project work. End-point Assessments for Year 1 cohort will be completed in April 2019.

We are now in the process of gathering feedback and insight from our Year 1 cohort, to further tailor the training formats. Increased interactivity and practical hands-on learning modules will support our commitment to developing our next generation leaders.

We provide Buddies, Mentors and Personal Coaching at every level, to further support development.

We also recognise excellence and reward performance via our global GuestPath<sup>®</sup> continuous improvement programme.

This learning culture nurtures internal talent, creating opportunities for women at Delaware North to move into leadership and senior management positions.

We specifically provide support for women re-entering the workplace after a period of extended leave.

Our managers are encouraged to understand the true value of diversity of thought, which can only be achieved through gender balanced teams.

The Springboard Charity is our nominated corporate charity. We offer training and work experience to unemployed people of any age via Springboard. Internal staff are encouraged to participate and work with Springboard clients and are trained in mentoring and leadership to become “ambassadors”. Half of our internal Springboard ambassadors are women.



Helping people of all ages and backgrounds to build on their potential and enjoy a career in hospitality. We provide skills, experience, and confidence to those most in need of support.

**“our learning and development culture creates opportunities for women at Delaware North”**



Next Academy workshops & Wembley employees with WSET Level 2 certificates

# Case study

Name: Yvette Chatwin  
 Position: Catering Services Director  
 Seniority: Job Grade 13  
 Executive Leader



## Case Study

My role is extensive and includes catering, operational service, financial management, compliance, sales and client liaison. I’m responsible for a match-day team of 1,200 at Emirates Stadium, delivering fabulous food and drink to 60,000 fans, VIPs, players, and the Directors and Club owners. I also work with Michelin-starred Raymond Blanc, OBE, who is the Chef Director of Arsenal’s exclusive Diamond Club.

I work in hospitality because I adore food and being creative with food. Our aim is to create memorable moments and I love to watch our clients enjoying their food and drink.

My job is exciting, you can feel the energy in the stadium on a match day. I enjoy the immense satisfaction when we’ve had a great day and all our planning and attention to detail means we have delivered a fantastic experience to our guests.

I have two children who I raise on my own, so I have to achieve a balance between work and family. I can manage my working time around the needs of the business, which allows great flexibility. Working remotely is encouraged and supported by the use of technology.

When I joined Delaware North in May 2018, it was refreshing to see the balance of both men and women in my team who flex their working week to accommodate child-care commitments.

Flexibility is fundamental in today’s workplace. Not only does it enable the business to attract and retain good people, a flexible corporate attitude creates loyalty and inclusion in its workforce. As a result, our workforce is very diverse, and equality in the workplace is a key component to a successful operation.

Career progression is hugely important to me. I have a degree in Business Hospitality Management, and I like to learn new skills in my work. Delaware North has an excellent training platform and I work for a great boss who I can learn from.

Delaware North also has an inspiring senior leadership team, which includes two female Executive Directors, [HR Director Alison Gray and Communications Director Sam Steele]. I feel fully supported in my role by the senior team and I aim to be a fabulous role model for the women coming up below me.

I have spent my entire life working with my eye on the next role. My motto is, the only limitations a woman sets on her career are her own!

**“My job is exciting, you can feel the energy in the stadium on a match day”**

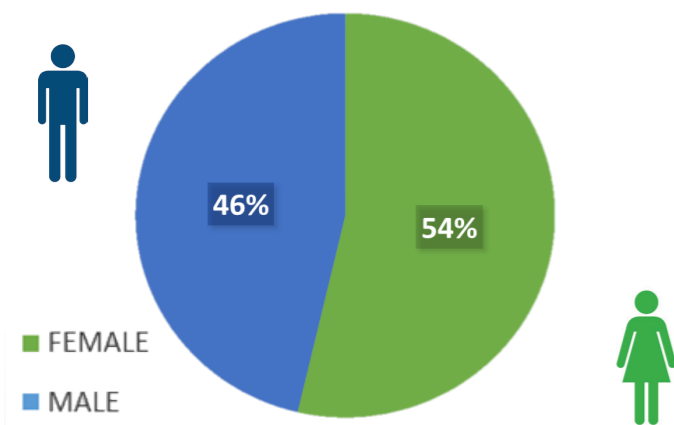


# Retention

We support our people with a continuous and mapped system of job chats, clear objective setting and regular reviews. This ensures that everyone understands what is expected of them and offers an opportunity for structured conversations with line managers at regular intervals throughout the year.

In three years we have increased the number of female internal hires by 14% from 40% in 2016 to 54% in 2018.

## Internal Hires - All Grades (2018)



We also saw slightly fewer women leaving the company than men, with 51% of all leavers being male workers.

By championing a culture that measures people on their outputs and not their inputs, we have created a very flexible approach to working methods. Remote and home workers are increasingly common-place in our organisation, as are flexible hours and days.

This strategy to enable our people to work where they are most productive, on days and hours flexed to suit them, has made it easier for women to remain within our workforce.

Our male colleagues also benefit from flexible and adaptable working arrangements that enable them to meet their domestic obligations and responsibilities. In this way our policies support not just women in our organisation, but many other women working in our society who rely on their male partner to share the domestic load.

A family culture pervades our entire business and provides mutual support and peer-to-peer interactions for all. It is a culture that we encourage and support, with lots of internal news updates and activities.

All our sites have reward and recognition programs in place and arrange numerous opportunities for teams to enjoy socialising and celebrating with each other.

**“we have increased the number of female internal hires by 14%”**



Delaware North colleagues

# Case study

Name: Mary Johnston  
 Position: HR Business Partner  
 Seniority: Job Grade 9  
 Senior Leader



## Case Study

I provide support, advice, guidance and direction to everyone from Directors to front-line variable workers. I deal with a whole range of issues, organisational design, disciplinary grievances, ad hoc issues and supporting teams in terms of people and productivity.

My work is always interesting. It's such an exciting, dynamic and variable business, there is no one day that is the same. What we do is innovative, we are encouraged to think differently. If we have a great idea, we are empowered to implement changes. It's liberating and different from companies I have worked in before.

I was away from the business for 13 months on adoption leave. I was terrified about coming back. It was a lack of confidence – would I still know my stuff? Would I be able to cope being a working Mum? Could I care for my son the way I wanted to care for him? Would it be to his detriment if I was back at work?

At work there had been so many changes in my absence. New business acquisitions, site closures and new staff members. It felt like I was starting a brand-new job. I was lucky that for the first 10 weeks I was actively encouraged to not take on my full portfolio but go through a kind of on-boarding process to bring me up to speed with all the changes and re-build relationships I felt I had lost.

I had regular conversations and meetings and 'Keep In Touch' (KIT) days during my leave. Even so, I was walking into a significantly different structure. The way I got over it was lots of open and honest conversations with my new line manager.

I work four days a week. I can drop-off my son, Kaiden, in the morning, and leave to collect him in the afternoon. If I've not finished something, I will make up the hours at home.

Delaware North has been flexible around my working terms and condition. There was a lot of discussions and, to begin with, a bit of trial and error.

I've been back in business for 5 months now. I feel much more settled and confident. The answers to all those worries are: my son is thriving. He loves nursery. I know I can cope. I know I can be both a parent and a professional to a satisfying level. I have achieved a good work/life balance

I love what I do, and I want to be able to show Kaiden what hard work gets you. I want to be a role model for him in terms of what I do, and how I do it.



# Attraction

**“an equal response rate across male and female applicants”**

Delaware North is an employer of choice, and we achieve an equal response rate across male and female applicants: 44% of our applicants for positions advertised in 2018 were female and 44% were male (the remainder unspecified).

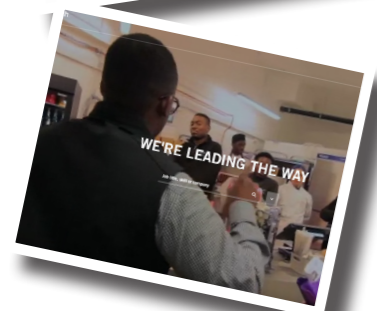
We continue to work hard to attract female applicants to senior positions at the top of our organisation.

Since 2017 we have assessed our advertising methodology and have made changes to the way our job ads are written. We reviewed the style and language used, and places in which we advertised, to ensure that we achieved a more diverse range of applicants.

We remain focused on ensuring that we encourage applicants at all levels, and committed to increasing the number of females in our senior leadership positions.

Ongoing recruitment initiatives include:

- ✓ Partnering with Colleges and Universities to showcase opportunities and offer paid work
- ✓ Ensuring our recruitment and advertisement is attractive to a broad range of experienced managers from a range of industries
- ✓ To reduce or better understand the applications that do not specify their gender at interview stage
- ✓ Maintain our visible female role models at Director level
- ✓ Transparency in recruitment and decision making process
- ✓ Remain committed to continuously review and monitor our recruitments processes by actively checking and challenging the diversity of our shortlists and eliminating bias by objective assessment of skills
- ✓ Conducting regular surveys and feedback questionnaires
- ✓ Continuing to actively encourage flexible working across our organisation, in every role, at every level, to ensure that our people have opportunities to achieve a work/life balance that retains talent while delivering results



Examples of recent Job Ads

# Case study

Name: Katie Loring  
Position: People Manager  
Seniority: Job Grade 6  
First Level Leader



## Case Study

My job covers the recruitment and assessments process for all roles to support our Matchday and Meeting and Events business at Pride Park Stadium, in Derby. I process payroll for three locations, create and produce planners, and book teams for over 350 roles. On Matchdays I am responsible for deliving people to all areas of the stadium ensuring they are on time and in the correct uniform.

Growing up I never knew what I really wanted to do, but travelling was a big interest. I lived in Italy as a au pair for a number of years, which was extremely exciting as a young lady. When I eventually came time to back to England I did various jobs, from sales to marketing to working in restaurants. What ever job I did, and do, I just put all my effort into making sure I do it right.

I moved to Derby and started at Derby County Football Club nearly 21 years ago as a Duty Manager. With time and experience, I had many roles, I finally became Operations Manager. Delaware North took over the Catering and Hospitality contract 10 years ago. I transferred across and my role then became People Manger.

I would say I have a career in HR now, but it's not CIPD-trained. I will seek support and get advice when required, but I have always felt I have got to where I am by being more street wise than book wise. It's about listening and asking questions!

Some-one said to me recently that if the People Manager doesn't get it right, the whole operation will fall down. That's very true, and that motivates me to get up in the morning, to do my best, every day.

I feel we have an open workplace. We're a small team. It would cause disruption if it wasn't open and inclusive. I work with a nice bunch of people. It's a good balance of personalities at the moment. We're like a work family - we don't always get on, but on the whole, we're all here to support each other.

I'm very close to my actual family, and my Dad in particular. I couldn't ever imagine not having a close relationship with my Dad. When my father had a stroke a year and half ago, the company was very supportive.

I was in and out of work for 10 or so days while he was in the hospital. Everyone was very kind and supportive. My line manager, General Manager Steve Fletcher, trusts me. It's not about clocking in at 9am and leaving at 5. Steve knows that I will stay as long as I need to stay to make sure the job is done.

My father is much better now. But it's good to know that that if I had to drop everything and go, I feel that I could.

**“We're like family, we're all here to support each other”**





# Delaware North is a place that makes us all better and is made better by all of us

Our goal is for everyone to have a sense of purpose.

We achieve that by ensuring our workforce is empowered to affect change and take on new challenges that lead to personal and professional growth, company success and a greater good for the communities we serve.

We create opportunities for all in our growth culture and through our ongoing commitment to gender equality.

Senior leaders 2018