

A vibrant nightclub scene with a large crowd of people dancing and celebrating. The air is filled with falling confetti, and the lighting is a mix of purple, blue, and warm orange tones. A semi-transparent dark blue rectangle is overlaid in the center of the image, containing the title text.

# GENDER PAY GAP REVIEW 2019

THE DELTIC GROUP

# INTRODUCTION

We have over 2,600 passionate, talented and valued employees here at Deltic, and we are committed to ensuring that each and everyone who joins our team has the same opportunity to enjoy a long and lasting career with us.

We truly believe that as a business that is all about people, it is really important that our employees reflect the public we serve. We also believe that a diverse workforce is integral to the business's innovation, customer understanding and competitive advantage.

It is encouraging that across our 2,600 employees, at 3.1% our median pay gap is far below the UK national average of 18.4% for 2018, and as our pay quartiles show, we are relatively evenly split between the number of males and females in these roles. We are confident that there is no inconsistency between how we pay men and women for the same role. We will review again when the UK national average for 2019 is confirmed.

However, there are ways that we can evolve and improve. Whilst it is positive to note that 58.4% of our female employees, and 51.1% of our male employees received bonus pay, we are also conscious that where there is a gender discrepancy it is in the level of that pay. This is because the majority of our highest paid senior leadership roles are currently men. Though it is important to recognise that there are naturally fewer senior roles, and turnover at this level is less frequent than more junior roles, looking forward we will be examining how we can use the available data to improve and ensure that Deltic becomes an even better place to work.

*Zoe Pacyna-Wood, HR Director*

# UNDERSTANDING THE GENDER PAY GAP

A gender pay gap is a measure of the difference in the average pay of men and women across a whole organisation.

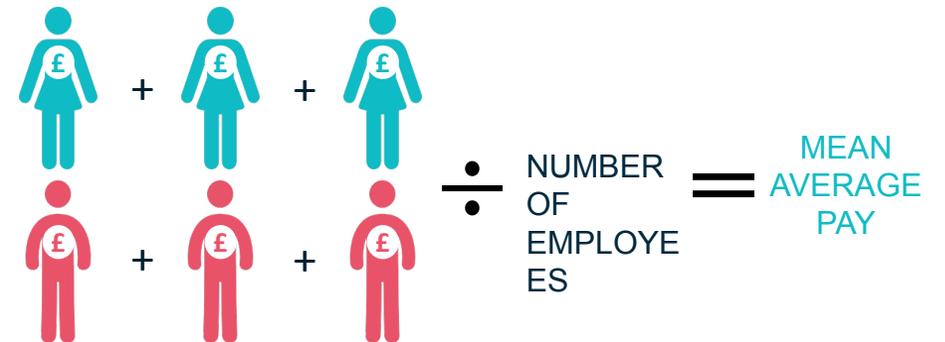
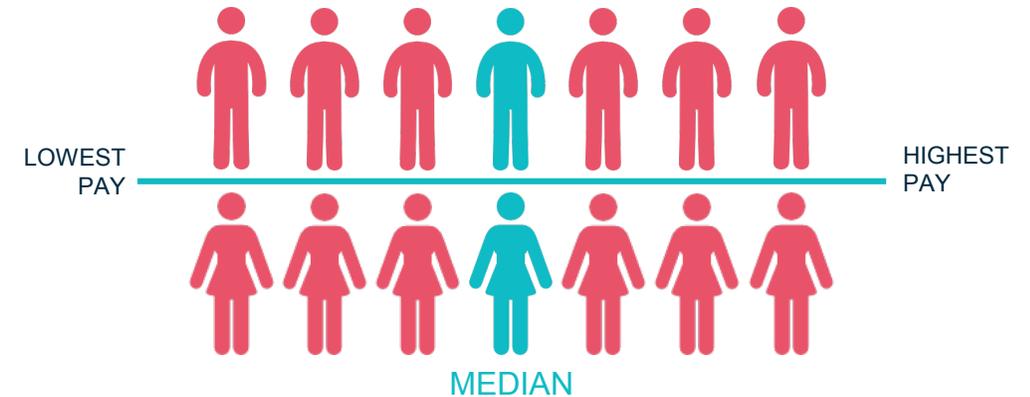
The Gender Pay Gap is not the same as Equal Pay, which measures the salary difference between men and women doing the same work or work of the same value.

Regulation requires that we report both our median and mean gender pay gap and bonus pay gap across our total employees. This encompasses varying roles and rates of pay.

**The mean** – this is the difference between average male salary and average female salary

**The median** – this is the difference between mid point male salary and mid point female salary

We are also reporting on the percentage of men and women in each pay quartile. This is calculated by listing the rates of pay of all employees in the business, before splitting that total equally highest to lowest into four groups, and then calculating the percentage of male employees and female employees in each group (quartile).



# OUR RESULTS

Gender pay gap

Bonus pay gap

Median

3.1%

25.4%

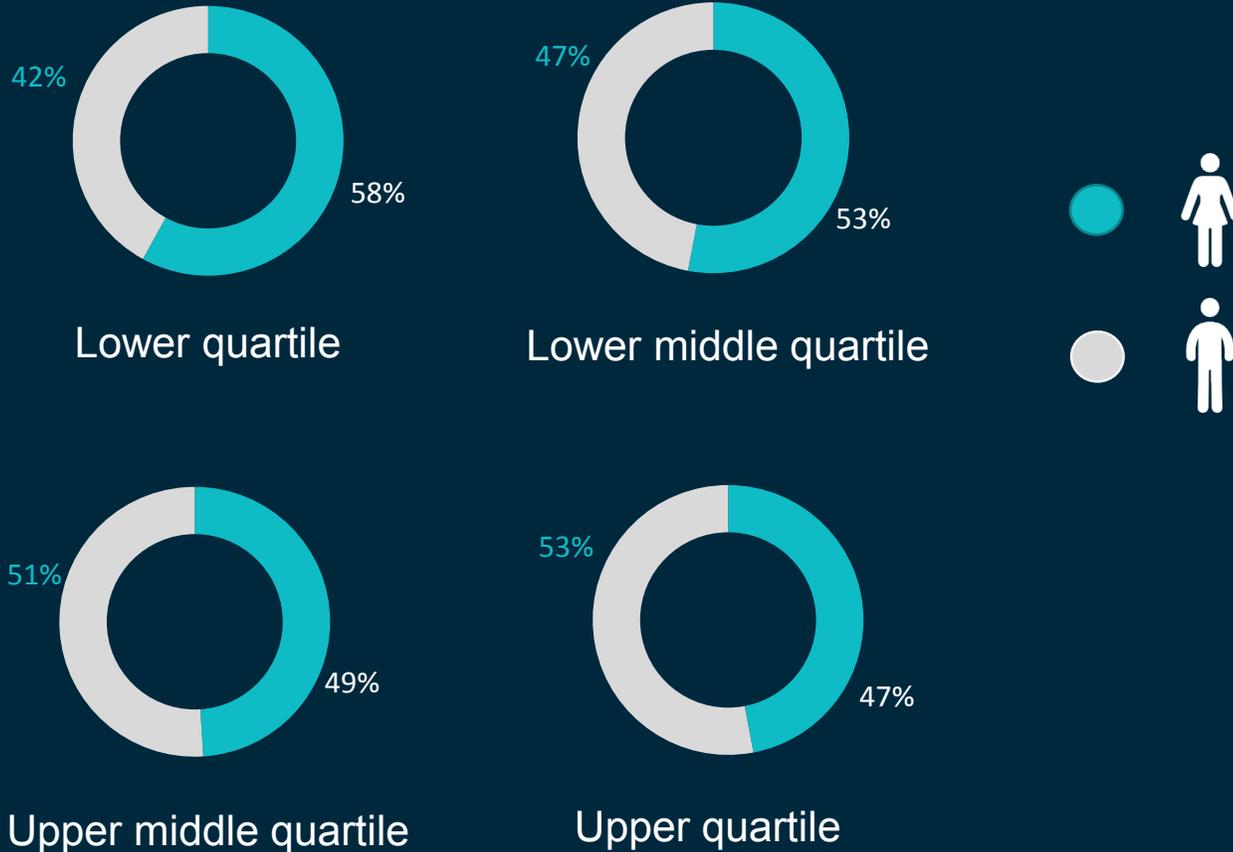
Mean

14.3%

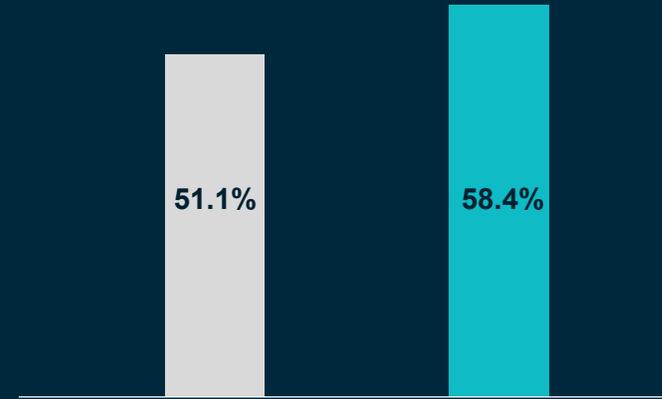
82.8%

# OUR RESULTS

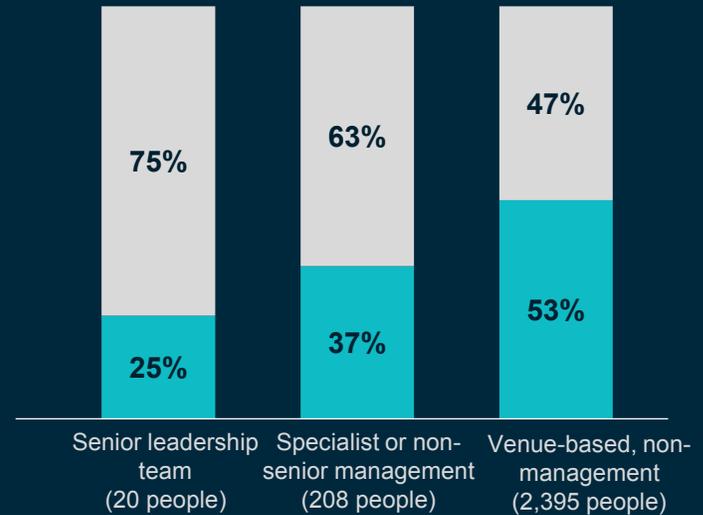
## GENDER SPLIT BY PAY QUARTILE



## PROPORTION OF EMPLOYEES WHO RECEIVED BONUS PAY



## JOB BREAKDOWN BY LEVEL



# THE DETAILS

Our median pay gap is 3.1%, compared to 0.6% last year, and our mean is 14.3% compared to 11.1% last year.

There are a number of drivers behind this, the main being that the proportion of women within the lower and lower middle pay quartiles has increased to 58% and 53% respectively (compared to last year's 57% and 51%), and the proportion of men within the upper and upper middle pay quartiles has increased to 53% and 51% respectively (compared to last year's 51% and 48%). Due to the nature of our business, as has happened this year, the proportion of male and female employees at Deltic is likely to fluctuate with time, which will be reflected by small changes in our gender pay gap.

Our median bonus pay gap is 25.4%, compared to 80.2% last year, and our mean bonus pay gap is 82.8%, compared to 63.6% last year.

Deltic operates numerous bonus schemes at various levels. Venue and sales employees can earn bonuses for driving sales and delivering great customer experiences, while operational management and senior control staff can earn bonuses based on their performance vs budget profit.

During the period, we introduced a new incentive scheme that is available to all bar staff. Whilst it is relatively low value compared to senior management bonuses, a large number of our team members have achieved their targets and received a bonus payment during the year. This group of staff, as is illustrated by the chart on the previous page, is fairly evenly split between males and females, so the scheme's effect on the business's median bonus pay gap is a positive one – a reduction of almost 55% on the previous year. However, the lower bonus potential of the scheme compared to the greater bonus potential available to the Group's predominantly male senior leadership and specialist employees, has driven a 19.2% increase in our mean bonus pay gap to 82.8%

# OUR COMMITMENT

We remain committed to doing all that we can to close our gender pay gap and to ensure that all our employees have access to the same support and opportunities for progression, regardless of their gender. Below are a number of initiatives we have in place to ensure this:

- We offer all employees regular training and development opportunities to both further their skills and enable us to build talented teams both now and in the future.
- We have robust processes in place to ensure that salary and salary management is fair and equitable across the business, and review all salaries at least once a year.
- We pay all employees a minimum of National Minimum/Living Wage, and none are on zero hours contracts

As well as continuing with these processes, we will use this data to identify ways to improve and implement relevant processes to make sure that we're the best employer we can be.

We're passionate about being a fair and a modern employer and committed to being an attractive employer to attract and retain the best talent. Employee engagement is also high on our agenda as we recognise it is the sign of a healthy company culture.

We continually review our attraction, recruitment process, salaries and benefits, many of which are family friendly to allow flexibility so as to attract more females into senior positions. We strive to continually be seen as a transparent company, fair and equitable in everything we do.



 **ELTIC**  
GROUP