

DHP FAMILY GENDER PAY GAP REPORT 2019

WHAT IS THE GENDER PAY GAP?

The gender pay gap measures the difference in the average pay of men and women across an entire organisation, regardless of the role or the nature of their work, and can be the result of many factors, including the number of men and women in each role, or the total number of men and women in the organisation.

Gender Pay Gap is very different from “Equal Pay”. This is the difference in pay between a man and a woman who carry out the same or similar jobs.

For the second year running of submitting these figures, here at DHP Family we are considerably better than the UK National averages for our mean and median pay gap. Regardless of whether we have to report this numbers, we remain committed to reducing our gender pay gap further, and have numerous initiatives to ensure that this happens. In short, we take our role within the music industry very seriously, and are working to raise awareness in the industry as a whole to gain commitment to reducing the gap which is common throughout the industry.

SUMMARY OF OUR RESULTS

At DHP Family we are proud of having a diverse workforce and it is satisfying that we attract applicants of different demographic groups, such as age, backgrounds and ethnicity.

Our Organisation Demographics

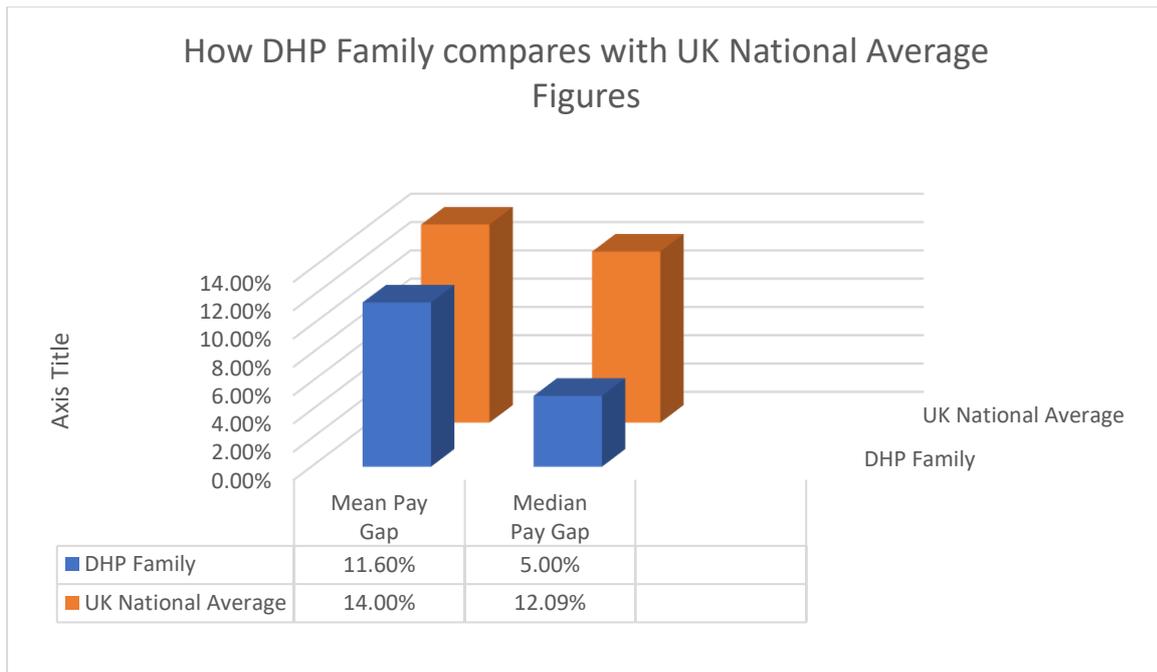
The majority of our employees are venue based and our pay structure below management level within the venues is based on the national minimum wage guidelines, experience and tenure, not gender.

OUR GENDER PAY GAP

		*UK National Average
MEAN PAY GAP	11.6%	14%
MEDIAN PAY GAP	5.0%	12.09%

The table above shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (i.e. 5 April 2018)

**National Averages taken on April 2, 2019 from those companies whom have submitted*



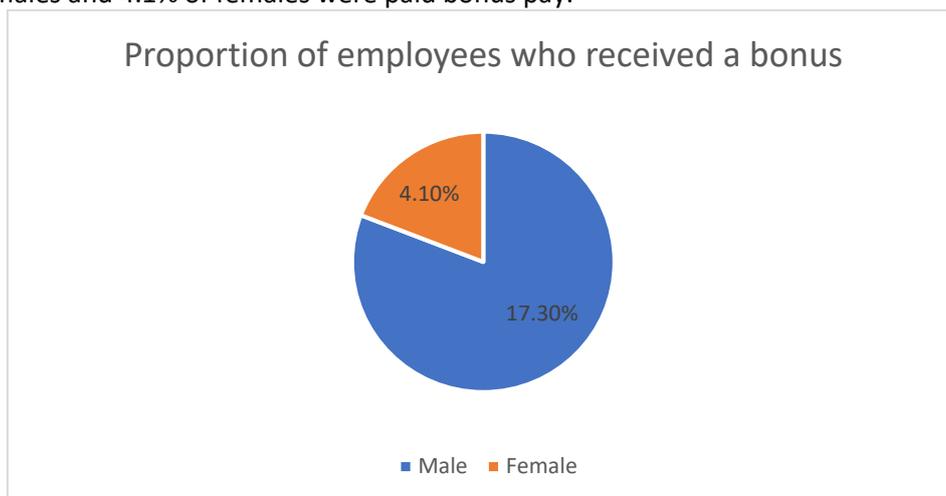
Explanation of our results:

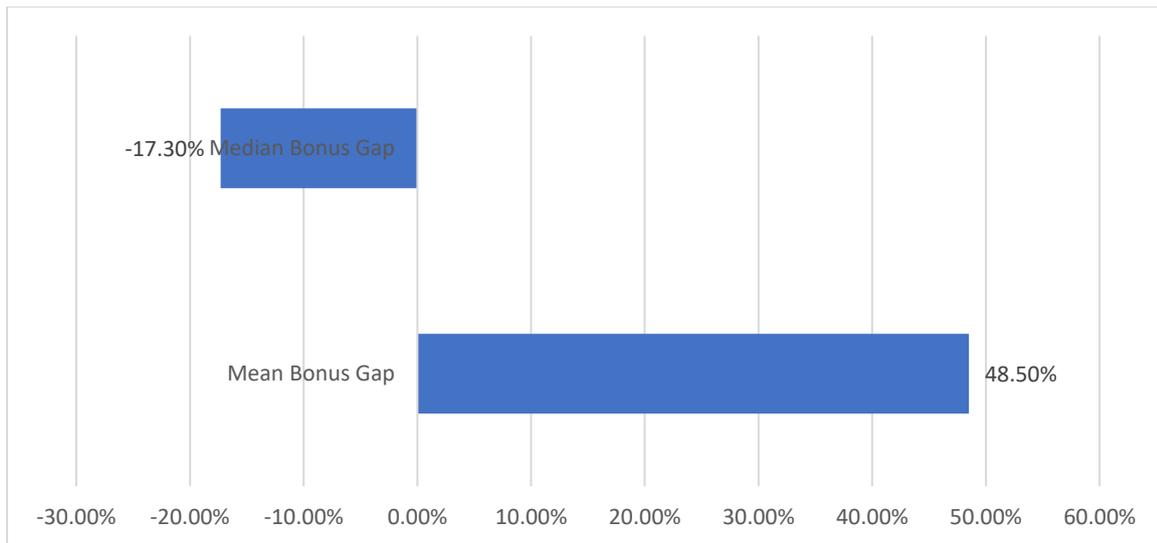
Our mean Pay Gap has reduced by 2% from 2017 and is still significantly below both the National Average and our competitors within the music industry. We are committed to ensuring that our organisation is fair, inclusive and we strive through tangible actions for equality. We are passionate about this and we do not have an issue with equal pay. Our gender pay gap derives from fewer female employees within our venue management teams. This is a trend within our industry, whereby there are many more male venue managers across all levels, in particular the more senior the positions.

OUR BONUS PAY GAP

Proportion of employees paid a bonus

17.3% of males and 4.1% of females were paid bonus pay.





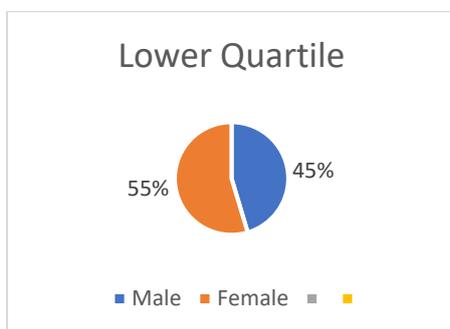
Median Bonus Gap: -17.3%
Mean Bonus Gap: 48.5%

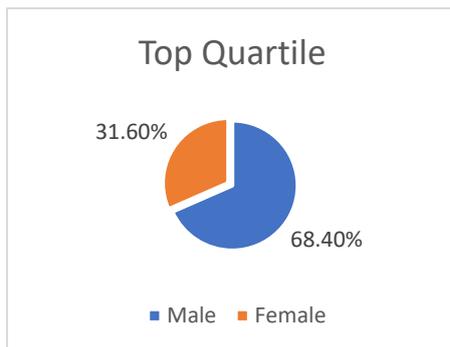
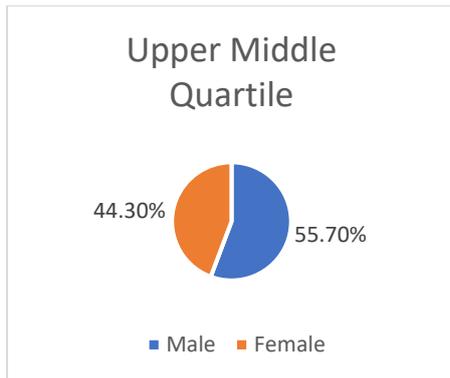
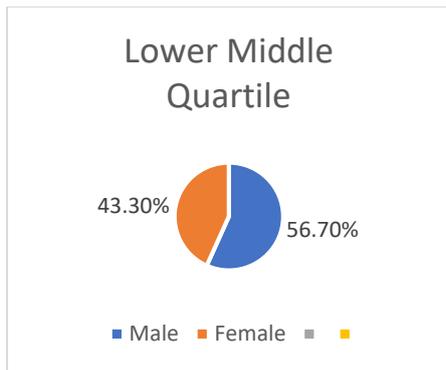
Whilst our 2018/19 figures have improved on 2017/18, we continue to see a larger gap in our mean bonus versus the national average. Female representation for bonus eligibility has improved, with the percentage of females eligible for a bonus doubling in 2018/19. But this number is well below that of eligible males. We are continuing to work on female representation for bonus eligible roles, and our initiatives to attract and retain females within our venue management and senior management teams are slowly reducing this difference.

OUR GENDER REPRESENTATION WITHIN PAY QUARTILES

Each quartile contains 119 employees.

	Male	Female
Lower quartile	45%	55%
Lower middle quartile	56.7%	43.3%
Upper middle quartile	55.7%	44.3%
Top quartile	68.4%	31.6%





The work that we have done since 2017 has provided a reduction in our pay quartiles gaps, and three of them show a balanced weighting of female and male employees. Inroads have been made to balance the Upper Middle Quartile, and the gap here has reduced by 3% by the promotion and attraction of more females into management roles. The gap within our Top Quartile has reduced by 2% from 2017/18 but this Quartile continues to have a slightly higher proportion of males. This Quartile comprises of the venue and senior management teams.

HOW DHP FAMILY IS TACKLING ITS GENDER PAY GAP:

We are happy with the inroads that have been made to our figures in the last two years, we work hard within an industry that finds it tough to attract and retain females into higher management and hence bonusable roles. We are fully aware that the gap in both our mean pay and mean bonus shows there’s more work to be done. And while we don’t have an equal pay issue across the Group, we are aware that we do need to continue to take further steps to reduce our pay gap. These steps are planned and we remain committed to making a positive change to our gender pay and bonus gaps. Over the last couple of years, we have already taken proactive steps to address these issues – we are championing a change within the music industry to attract and retain more women in the industry as a whole. We are proud to pioneer a Women In Music initiative that holds events and training to discuss this issue and to empower ourselves and other organisations to take practical

steps to embed change. This initiative is supported by key females within the industry and allows us to not only mentor women who are wanting to succeed in the industry, but also allows us to have clear lines of communication with them to ensure they remain attracted. Furthermore we also backed a national campaign with the Music Venue Trust that aimed to find the next generation of young female music promoters, with all of our senior promoters being part of the scheme. Through this we built links with many young females wanting to become Promoters, an area that is hugely dominated by men throughout the whole industry.

Ultimately we are proud that our figures remain low and are reducing in the right direction, and whilst the analysis of our results shows a lack of females within our venue management teams and senior management team, positive appointments have been made in the last year, that will impact our submission in 2019. We continue to work to attract females into these key roles through our progression and development plans, our Company culture, commitment to strategies such as this and by our flexible benefits provision.

This statement was approved by
George Akins
Managing Director