



2023 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.



At Delaware North, people are always the heart of our business. Our newly launched initiatives support team members' training and personal development, and we're committed to providing inclusive working environments for everyone.

We continue to report on our ethnicity pay gap and the statutory required gender pay gap. As we stay on the journey towards a truly respectful and supportive culture, our wider organisation across the globe has made great strides in diversity, equity and inclusion through our DEI council.

I confirm the accuracy of the data provided in this report in accordance with the Equality Act 2010.



DOUG TETLEY
MANAGING DIRECTOR,
DELAWARE NORTH UK



Reflecting on 2023

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

We're pleased to report that our mean gender pay gap decreased from 7.7% in 2022 to 7.3% in 2023, below the nationwide average of 7.7%. Our median gender pay gap remains unchanged at 0.0% for 2023.

We voluntarily report our ethnicity pay gap with employees choosing to self-classify. Our mean ethnicity pay gap is up slightly from 2022 to 15.5% in 2023, and our median ethnicity pay gap once again stands at 0.0%.

Our work around diversity, equity and inclusion (DEI) is a main priority at Delaware North, as initiatives proposed by our global DEI Council come to life throughout the organisation. We launched diversity training programmes throughout the business and rolled out Team Member Resource Groups (TMRGs) in the United States, with United Kingdom groups coming soon. Appointed "inclusion champions" support our drive to create a truly inclusive culture.

Actively participating in their development programmes, our continued partnership with Women in Hospitality, Travel and Leisure (WiHTL) and Diversity in Retail (DIR) furthers our quest to educate our leaders and future leaders in diversity, equity and inclusion.

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We're pleased that our gender pay gap is once again below the UK national average. New initiatives around diversity, equity and inclusion will further support our desire to create a workplace where everyone is championed, a workplace which genuinely provides equal opportunities for all team members.



MARCO GALER-REICK,
HUMAN RESOURCES DIRECTOR,
DELAWARE NORTH UK

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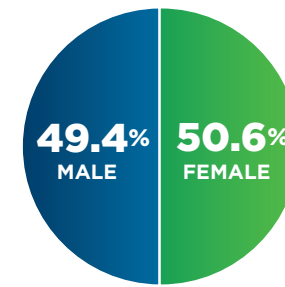
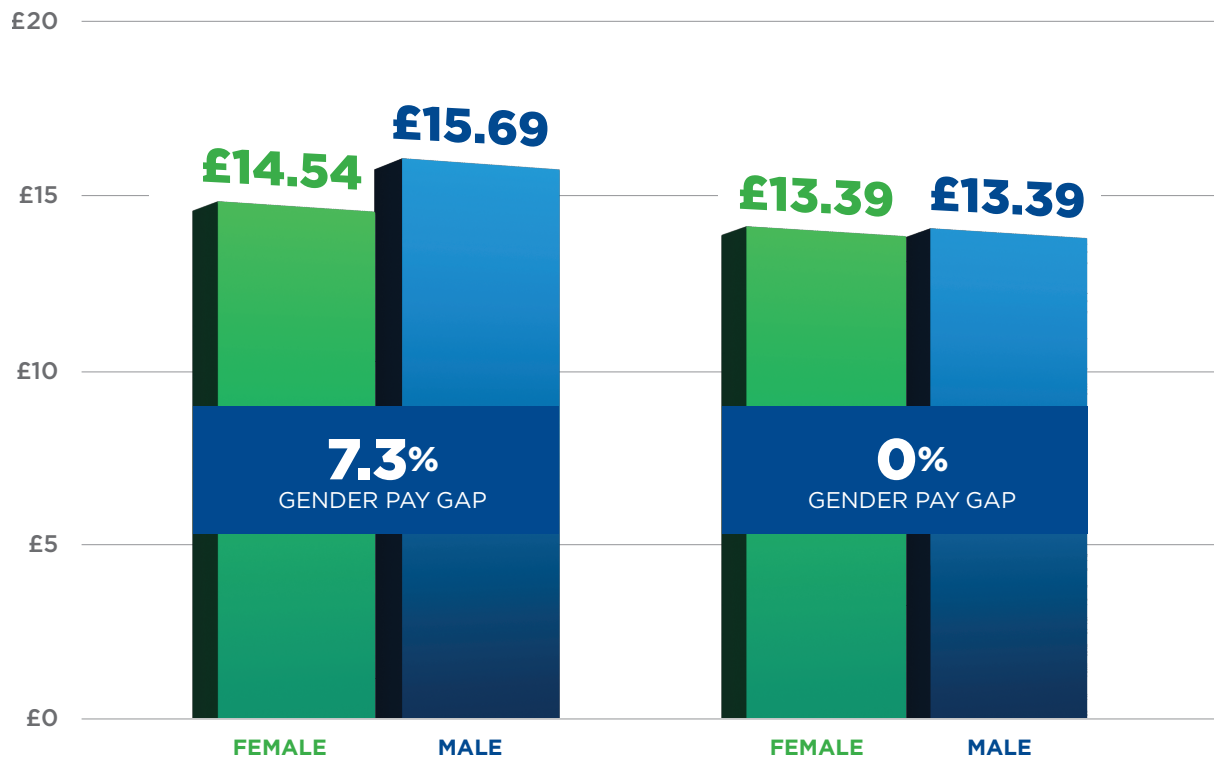
Source: Office for National Statistics (Gender pay gap in the UK; ons.gov.uk)

Our gender pay results

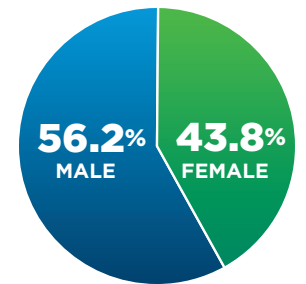
Mean Gender Pay Gap

Median Gender Pay Gap

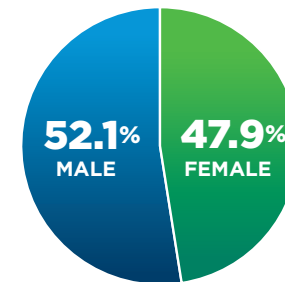
Gender by Quartile



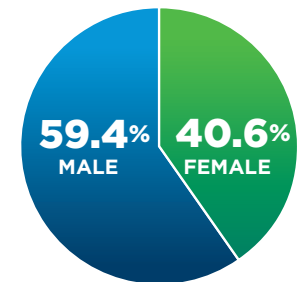
Lower



Lower middle



Upper middle



Upper

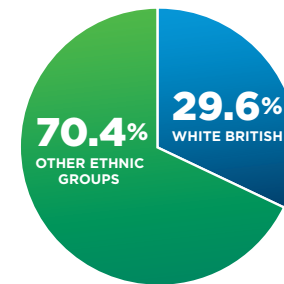
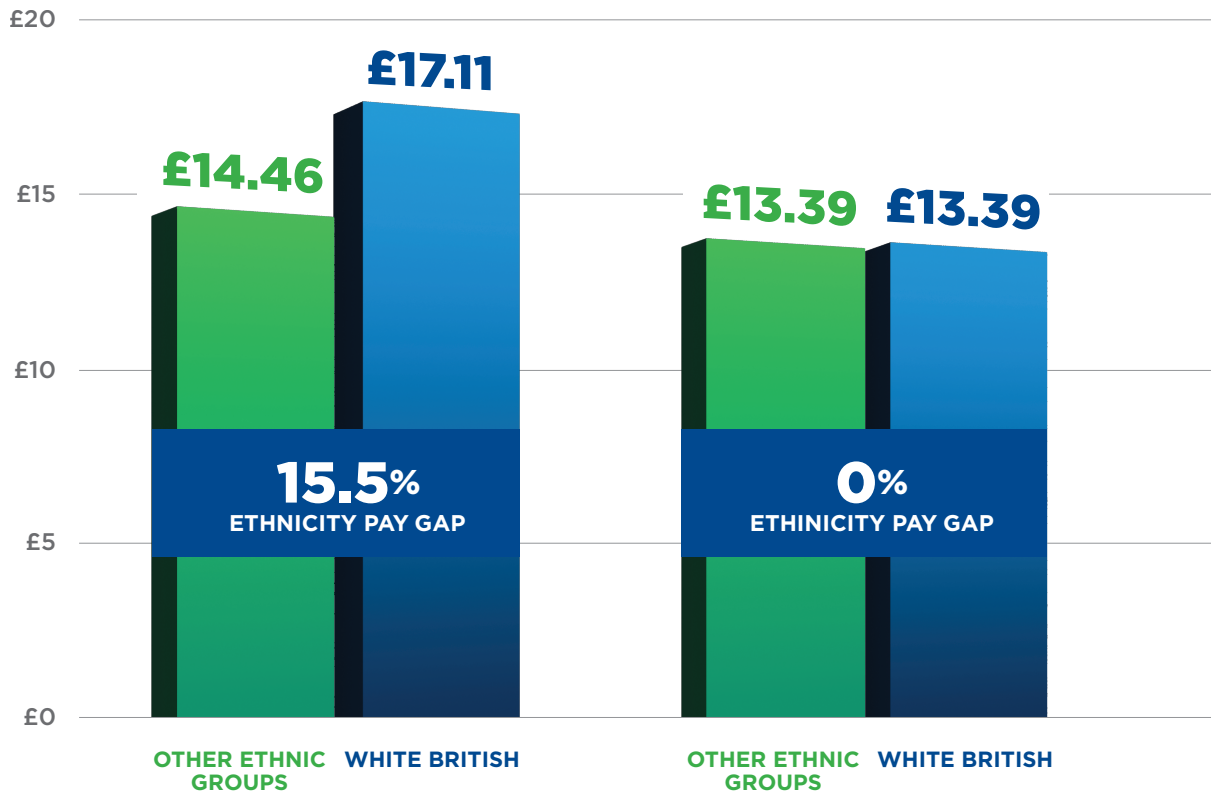
Gender pay is not the same as equal pay. Delaware North UK pays women and men the same when they do the same job. The gender pay gap is an equality measure that shows the difference in average earnings between women and men. The gender pay gap does not show differences in pay for comparable jobs.

Our ethnicity pay results*

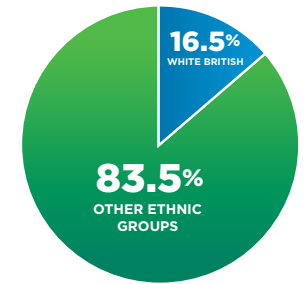
Mean Ethnicity Pay Gap

Median Ethnicity Pay Gap

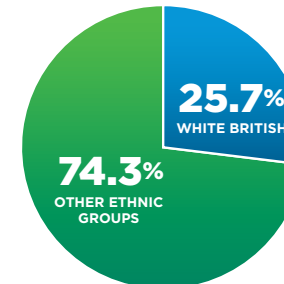
Ethnicity by Quartile



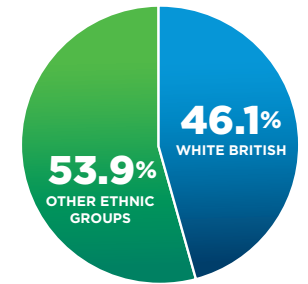
Lower



Lower middle



Upper middle

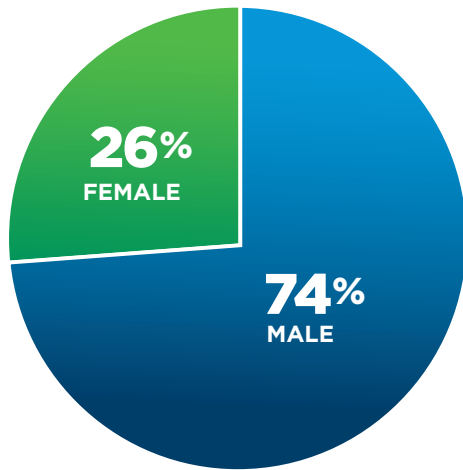


Upper

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

Bonus payments*

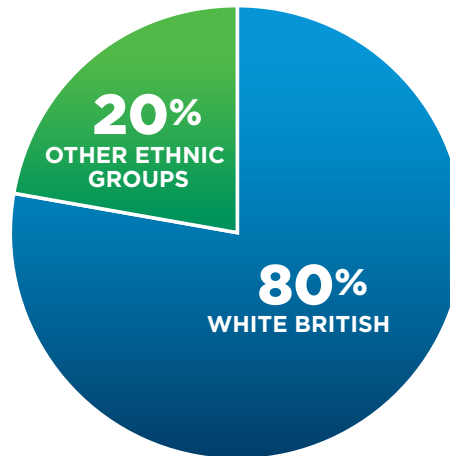
Gender Bonus Payments



52.8%
MEDIAN GAP

30.7%
MEAN GAP

Ethnicity Bonus Payments



51.4%
MEDIAN GAP

14.9%
MEAN GAP



We're committed to fostering an environment where every team member thrives. This commitment drives us to continuously enhance the employee experience and prioritize opportunity, ensuring that everyone feels included and valued every step of the way.



HEATHER JACOBS,
CHIEF HUMAN RESOURCES OFFICER,
DELAWARE NORTH

