

GENDER PAY GAP REPORT 2020



WARNER
MUSIC
UK

OVERVIEW

Building a company that's diverse and inclusive is a priority for everyone at Warner Music UK. So, even though we didn't have to report our Gender Pay Gap this year, it was important to us that we continued to be transparent and hold ourselves accountable.

This year's numbers continue to show progress for the second year running. That said, we recognise that we're still falling short and there's plenty of work to be done.

The numbers in this report set out our gender pay gap as it was on 5th April 2019, and to add context, we've compared the figures to those from April 2018 and April 2017.

We've made further headway since then; 61 per cent of our new starters in the last year have been women, up 8 per cent on the previous year. But many of these hires were in the lower-paid quartiles of our company, so that's one reason why we're offering more training and support to help our people flourish.

One example is The Leadership Essential Programme, a new compulsory scheme for all our managers, which stresses the need to put equality at the heart of their strategic thinking and day-to-day work.

Through our recent Lived Experience programme, we've also worked with outside experts to get frank and honest feedback about our company culture. These insights will shape our response on the next steps of the journey.

Music is an incredibly vibrant and eclectic art form, and we are committed to building a team that is passionate about our artists, culturally curious and dynamic and diverse in every sense.

Tony Harlow
CEO,
Warner Music UK

Masha Osherova
EVP and Chief Human Resources Officer,
Warner Music Group

EQUAL PAY FOR EQUAL WORK

Equal pay for equal work is a fundamental principle for us, as well as the law of the land. WMUK is fully compliant with the equal pay criteria set out in the Equality Act (2010).

In other words, men and women doing the same job get paid the same salary. The gender pay gap is fuelled by the fact there are more men than women in senior positions, not because men are paid more than women for doing the same job.

SALARIES

In 2019, our median* gender pay gap decreased by 4.9% from 2018.

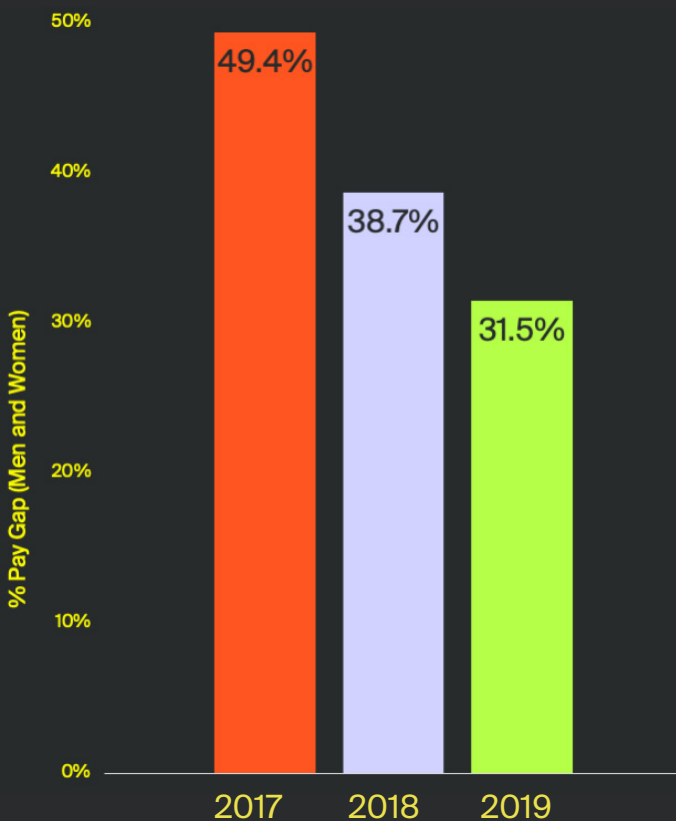
Our mean* gender pay gap narrowed by a further 7.3%, an 18% improvement from our initial gender pay gap report published for 2017. This is a metric we pay especially close attention to, as it reflects salaries across all levels of the business, rather than providing a snapshot of the male and female employees who stand in the middle of the pay scale. What the mean pay gap shows very clearly is the impact of the relative lack of women at the most senior levels of the company.

*MEAN VS MEDIAN

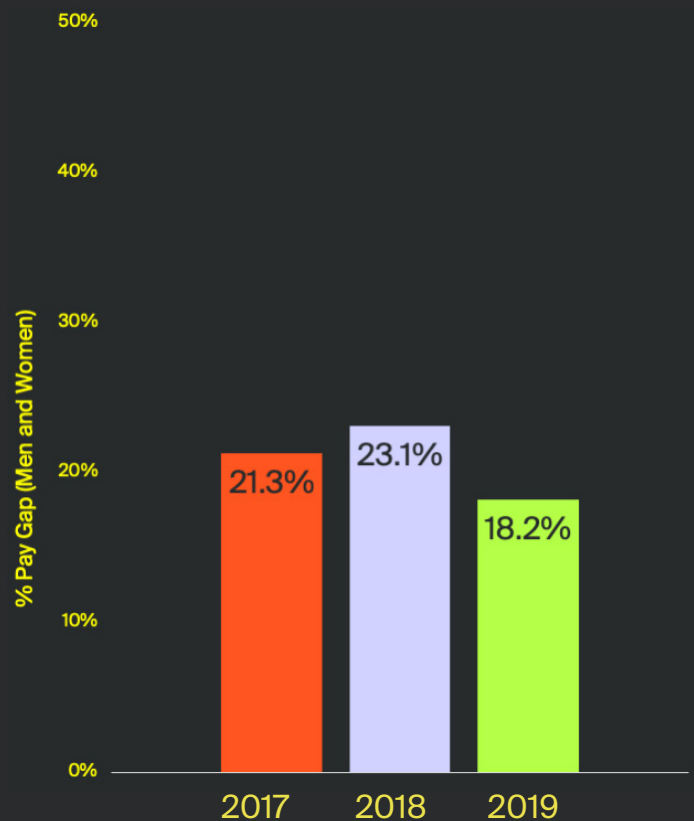
The mean is calculated when you add up the wages of all employees and divide the figure by the number of employees. The mean gender pay gap is the difference between mean male pay and mean female pay. It's a better calculation for understanding the impact of outliers – such as a few, highly paid men – on the overall gender pay gap.

The median is the figure that falls in the middle of a range when everyone's wages are lined up from smallest to largest. The median gender pay gap is the difference between the employee in the middle of the range of male wages and the middle employee in the range of female wages.

GENDER PAY GAP 2017 - 2019
(MEAN AVERAGE)



GENDER PAY GAP 2017 - 2019
(MEDIAN AVERAGE)



BONUSES

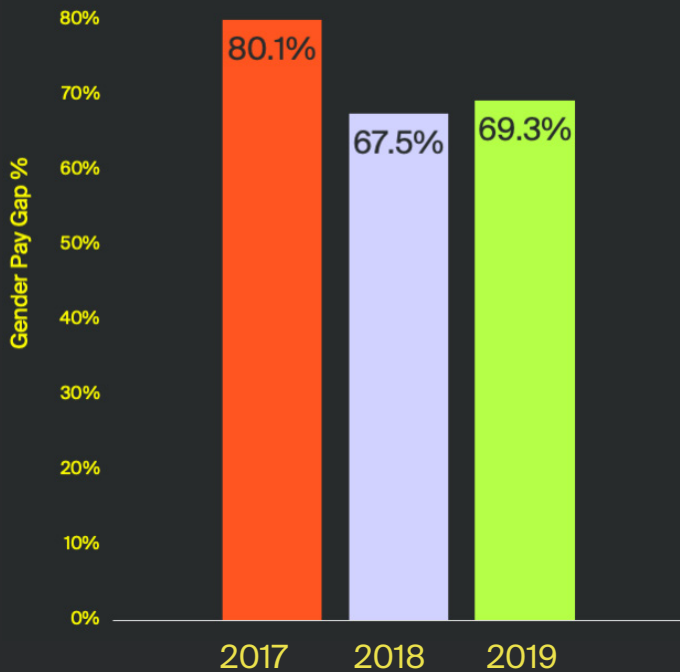
All permanent employees are eligible for a bonus payment in January, provided they started with the company before 1st July of the previous year.

In 2019, the proportion of female employees who received a bonus decreased. This is because a number of them started after the cut-off date, making them ineligible.

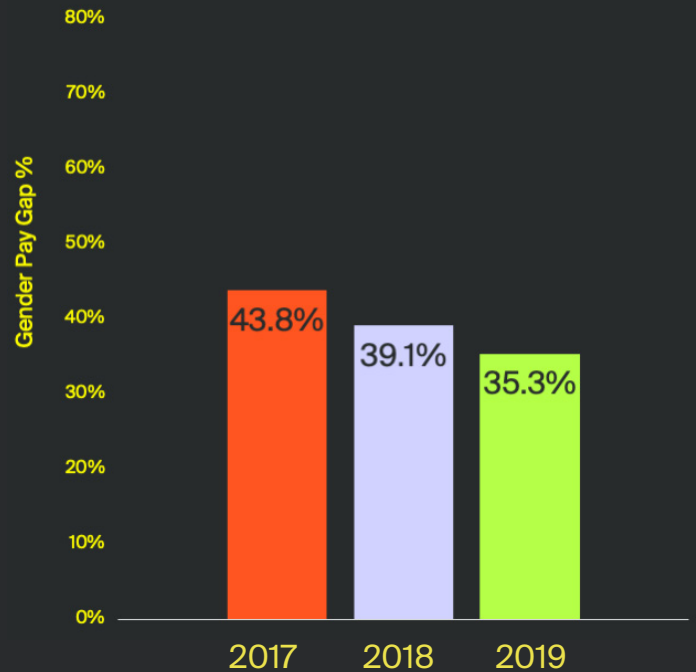
The male bonus reward remained relatively static, as only a minority of men were newly employed after 1st July.

While there is minimal change in the bonus mean and median, it does still reflect the weighting of males in senior roles. We continue to address this imbalance.

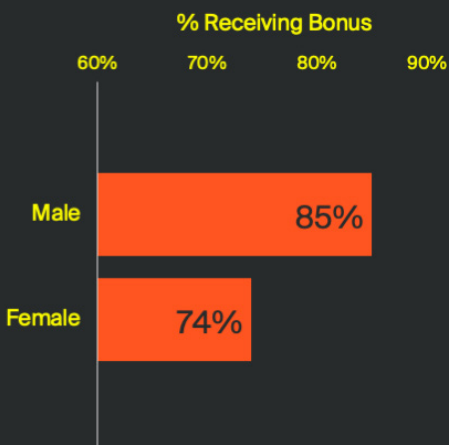
*BONUSES 2017 - 2019
(MEAN AVERAGE)*



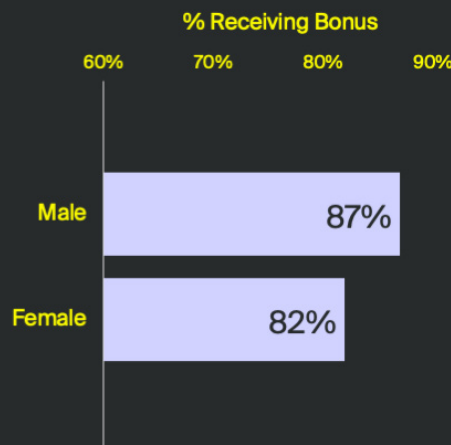
*BONUSES 2017 - 2019
(MEDIAN AVERAGE)*



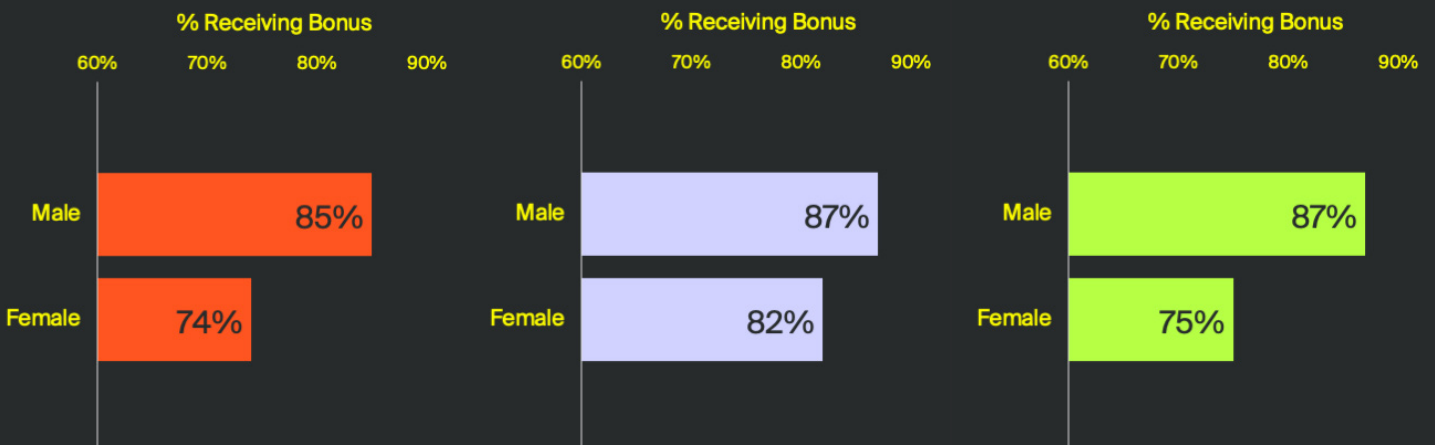
2017



2018



2019



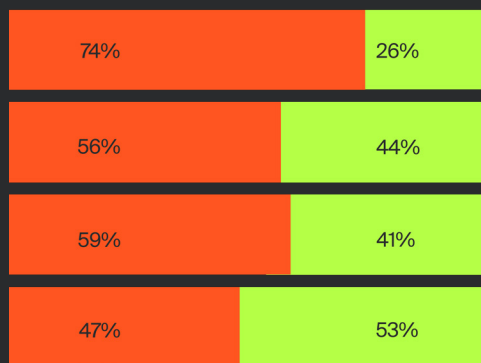
GENDER DISTRIBUTION BY QUARTILE

There is still a dominance in the upper quartiles of the company towards males, which is the major driver of our pay gap. But this is starting to narrow, especially with the improvement in the UMQ level.

In 2019, we started to see a developing trend in the dominance in female talent emerging in the lower quartiles, showing that our initiatives are having an impact.

PROPORTION OF WOMEN & MEN IN EACH PAY QUARTILE 2017 - 2019

2017



Upper Quartile

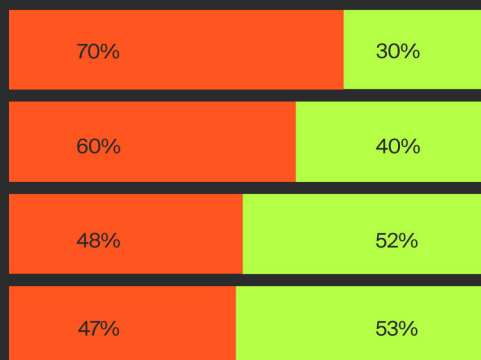
■ Male
■ Female

Upper - Middle Quartile

Lower - Middle Quartile

Lower Quartile

2018



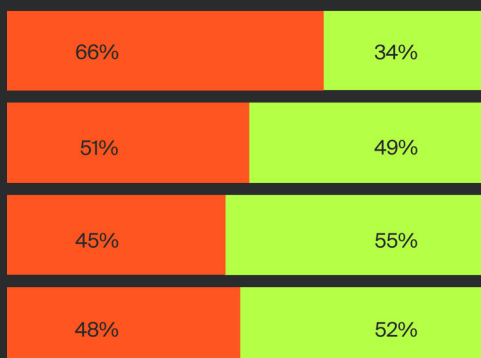
Upper Quartile

Upper - Middle Quartile

Lower - Middle Quartile

Lower Quartile

2019



Upper Quartile

Upper - Middle Quartile

Lower - Middle Quartile

Lower Quartile