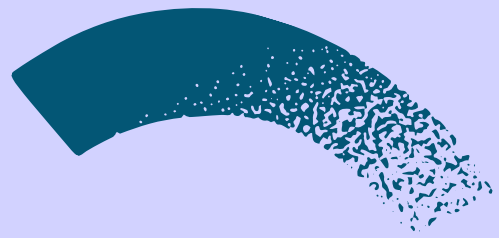


WMI GENDER PAY GAP REPORT



WARNER
MUSIC
INTERNATIONAL

OVERVIEW



Warner Music International (WMI) is committed to shaping an environment in which all our employees can build a career and fulfil their true potential. We're publishing our GPG figures this year as we now have more than 250 employees in London, crossing the UK Government's reporting threshold.

We've chosen not to publish our figures voluntarily to date because of the unusual structure of our business. Warner Music International Services Limited ("WMISL"), the entity employing our UK based employees, includes people working in several divisions that operate individually. These range from shared services such as the Finance, IT and People teams; through specialist business units, such as Business Development, Merch Production and Songkick; to Global Catalogue and Warner Classics. Given the small size of some of these teams, it's impossible to provide a detailed breakdown for each department individually without infringing on the privacy of individual employees.

While we've not been publishing our figures for WMISL, we have been working in parallel with our colleagues at Warner Music UK (WMUK) to adapt and progress our shared policies to drive real change. You can read WMUK's separate GPG report [here](#).

We continue to work closely with WMG's Global Diversity, Equity, and Inclusion team. Several of our divisions – Global Catalogue, Recorded Music Operations, WMG corporate and WMX – have global leaders, and will therefore be adopting tailor-made division-level global DEI plans in partnership with the global DEI team.

WMISL employees also sit on the Womxn of WMG UK employee recourse group (ERG), which has engaged with leadership to help us identify where we need to add or improve policies, as well as working with us to develop new learning and development opportunities.

We welcome the opportunity to share what we're doing to build a more inclusive and diverse team and make WMI a better place for everyone to work.

MARIA WEAVER – President, WMX

KEVIN GORE – President, Global Catalogue and President, Arts Music

KATE LE GASSICK – General Counsel, WMI

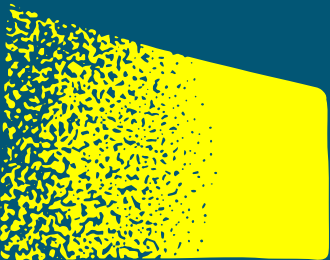
JESSICA KEELEY CARTER – EVP, Global Marketing

RUPERT LOUGEE – VP, Global Process Lead

The gender calculations in this report are based on the UK Government's legal criteria, which is simply whether individuals identify as men or women. We're aware that not all our employees would categorise themselves in this way, but breaking out figures for non-binary colleagues could risk identifying their individual salaries.

EQUAL PAY FOR EQUAL WORK

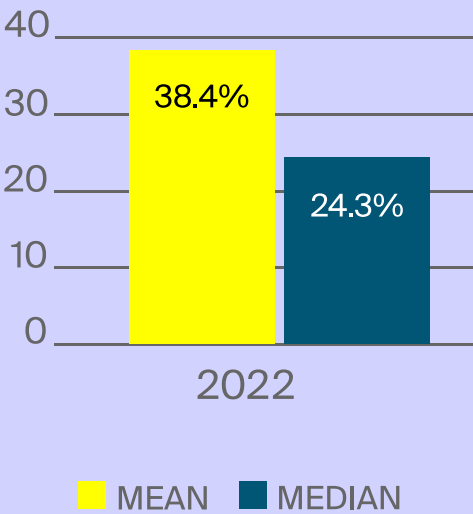
The GPG is not caused by women being paid less for doing the same jobs as men. It is illegal to pay anyone more or less than others doing the same job on the basis of their gender. The gap is a company-wide calculation and driven by having more men than women in senior roles.



SALARIES

Our mean salary GPG in 2022 is 38.4%, while our median salary GPG is 24.3%. This is the first time we've tracked these figures and they'll act as the baseline as we go forward. The gap is driven by the fact that men are over represented in the highest paid roles within the organisation, an imbalance we're committed to correcting.

MEAN & MEDIAN SALARY GENDER PAY GAP, 2022



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 GPG 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 people – on the overall GPG.

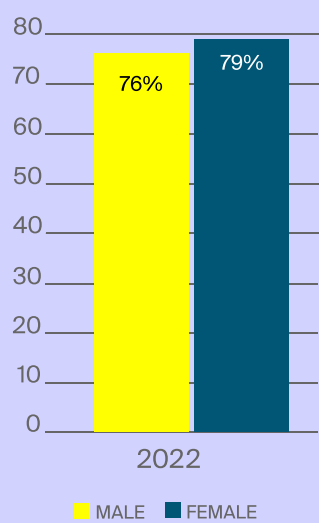
The median is the figure that falls in the middle of a range when everyone's wages are lined up from smallest to largest. The median GPG is the difference between the employee in the middle of the range of male wages and the middle employee in the range of female wages. It's a useful calculation for eliminating the impact of outliers on the average figure.

BONUSES

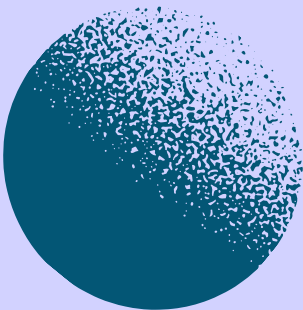
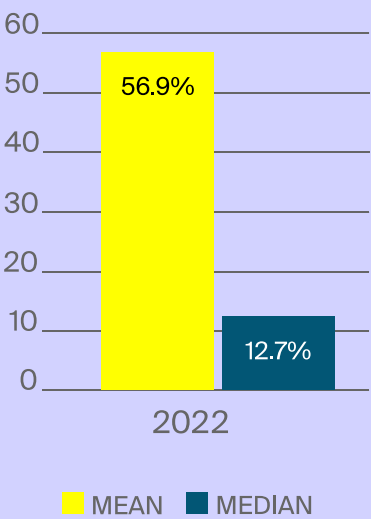
All permanent employees are eligible for a bonus payment in January, provided they started with the company before 1st July of the previous year. A slightly higher proportion of women (79%) than men (76%) were eligible for a bonus.

Our mean bonus GPG was 56.9% and our median bonus GPG was 12.7%. As with our salary GPG, the figures are driven by the overrepresentation of men in the most senior roles within the organisation, something we're committed to correcting.

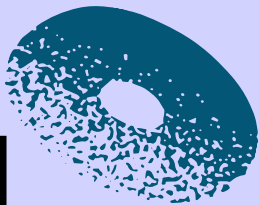
% RECEIVING A BONUS



MEAN & MEDIAN BONUS GENDER PAY GAP, APRIL 2022

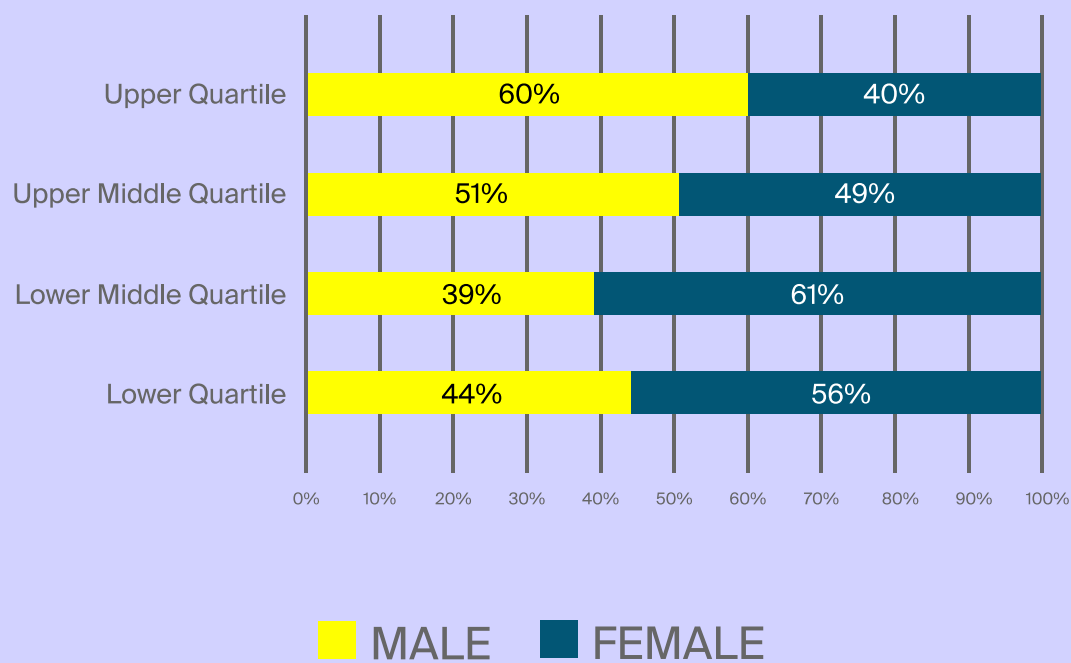


GENDER DISTRIBUTION BY QUARTILE



Men dominate the Upper Quartile of the business, which remains the major driver of our GPG. To address this, we're taking several steps, including introducing a reciprocal mentoring programme following a successful pilot in 2021. The programme provides a structured opportunity for relationship building, knowledge sharing, and collaboration between senior leaders and people from groups who are underrepresented at a senior level of the business.

APRIL 2022 GENDER PAY GAP - QUANTILES



WHAT WE'RE DOING TO CLOSE THE GAP

We've put in place several policies to help create an environment where all our female employees can thrive, and we're in a continuous dialogue with the Womxn of Warner WMG UK Employee Resource Group (ERG) to make sure that we're continuing to adapt to offer them the support they need.

Below are just some of the things we're doing:



IMPROVING POLICIES FOR PARENTS AND CAREGIVERS

Having strong family friendly policies supports women to continue to progress in their careers and reduces inequality. Offering the same amount of parental leave to parents of all genders helps to equalize the division of childcare across parents. When men are encouraged and supported to take paternity leave, this reduces the career-related penalties women often face for time out of work and keeps women on the same track for career progression. We're looking forward to sharing the changes we've made to our family friendly policies in 2023.

We also recognise that parenting demands don't stop after the first 12 months of a child's life, and that people have other caregiving responsibilities.



DEVELOPING OUR TALENT

Supporting women at WMI to progress their careers and rise into leadership roles is a critical component of addressing the Gender Pay Gap. Following a successful pilot with WMUK employees, WMG's Global DEI Team is continuing to develop our reciprocal mentorship programme, which sees junior employees from underrepresented groups paired with senior mentors for mutual development.

The two-way learning supports business leaders to be more informed, inclusive, and agile for hiring and management and provides people from underrepresented groups (including women and gender expansive people) with relationships and guidance from senior leaders that will support them to progress in their careers. A second iteration was launched in the US, Canada, and Latin America in October 2022. We expect an improved and expanded version of the scheme to launch in Europe in 2023.



CHANGES TO RECRUITMENT, HIRING, AND ONBOARDING

To move us closer to our aim of more equitable representation throughout all levels at WMUK, we're continually working to improve our recruitment, hiring, and onboarding to reduce barriers to joining WMUK. Specifically, we:

- **CHECK FOR BIAS IN OUR JOB SPECS**
From the application stage, we use Textio, a software program that reveals bias, jargon, and phrases that can be exclusive to members of certain groups. This makes sure that our job specs are inclusive and appealing to people of all genders. We also collect, on a voluntary basis, applicant diversity data in Workday, our hiring dashboard, to identify the candidates that are applying for our roles.
- **ENSURE OUR JOB POSTINGS REACH WOMEN**
We post opportunities with networks that target diverse audiences, including women-focused boards.
- **DON'T ASK FOR CURRENT SALARIES**
so that we don't perpetuate any pay inequality that existed.

- COLLECT PROSPECTIVE AND CURRENT EMPLOYEES' DIVERSITY DATA (on a voluntary basis) to identify gaps and trends in recruitment, promotion, and attrition to see where and how we can improve.
- WORK WITH PARTNERS ON OUTREACH EVENTS. We've worked with The Ultimate Seminar and Rio Ferdinand Foundation to encourage people from all backgrounds and genders to consider a career in the music industry and understand how to get the breaks they need.



PARTNERING WITH OUR UK WOMXN OF WARNER EMPLOYEE RESOURCE GROUP

We work closely with our Womxn of Warner WMG UK ERG to explore development opportunities and support programming. We've brought in independent experts to deliver events and workshops exploring the issues faced by women in the workplace, including women's safety at work and allyship.

We ran a learning event in November, in partnership with Womxn of Warner WMG UK, specifically to help senior women in their career development called 'Leaders on the Rise'. We want to support women in their development into more senior positions across the business, where there is currently an imbalance, so we can see better parity between men and women.



TRAINING & EDUCATION

Bias can sneak into things like hiring, performance discussions, and promotions without people even realising it. So we've updated our mandatory Management Explored training for all managers to cover topics such as psychological safety and addressing unconscious bias, to help our managers be more aware and lead more inclusively. In partnership with WMUK, we've also massively expanded the range of resources available through our digital learning platform.

THANK YOU

