



UNIVERSAL MUSIC

GENDER PAY GAP REPORT 2017

WHAT IS THE GENDER PAY GAP?

Legislation introduced in April 2017 requires all employers of 250 or more employees to publish their gender pay gap as of 5th April 2017. The gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings, in an organisation.

Gender pay gaps are common across many industries, and are widely reported to be driven by fewer women than men holding senior roles within their respective organisations.

OUR GENDER PAY GAP

Morna Cook, MBE
Senior Director, HR at Universal Music UK

At Universal Music, diversity and inclusion isn't driven by compliance or obligation. Success in our fast-evolving industry depends on us attracting people from all kinds of backgrounds, and having a team that truly reflects and supports the incredible diversity of our artist roster and society.

Uniquely in the UK music industry, two of our five "frontline" labels are now led by female presidents – promotions not reflected in the period covered by this report.

The Gender Pay Report we are publishing today, which covers every Universal Music employee based in the UK, shows a gender pay gap which is unacceptable to us. The gap is due to having fewer women than men in senior positions, something we are addressing.

We have put in place several measures to accelerate our efforts to promote inclusion and diversity in all its forms.

Our industry-leading paid intern scheme has seen more than 400 interns come through our doors since 2009, more than half of them women. It has provided many the crucial first opportunity to get their foot in the industry's proverbial door.

However we understand that encouraging a diverse range of people to join us is just one step, so we are also focused on career development to foster the advancement of our female executives. Growing numbers of our staff are now being mentored or coached – especially women embarking on and returning from maternity leave. Alongside our family-friendly policies, we offer bespoke development programmes, with more than two-thirds of those who benefited in 2017 being women.

It's worth noting that our headline pay gap figures are influenced by bonuses paid to senior A&R staff, an area of the music business which is still male-dominated. To help address that, we have put in place, and are continuing to build, a development plan to increase the number of women in our A&R teams to more closely reflect the overall 50:50 gender splits in our frontline labels.

The average pay gap between women and men at Universal is reducing, although it has been a long-term transition. Since 2007 our median gender pay gap has fallen from 30.3% to 16.7%, while our mean pay gap has reduced from 37.7% to 29.8%.

Despite this progress, we are very clear that there is still much more to be done. Diversity and inclusion is, and will remain, at the very top of our agenda.

OUR RESULTS

GENDER PAY GAP

Universal Music gender pay gap figures

MEDIAN:

The difference between the midpoints in the ranges of men's and women's pay

16.7%*

Median hourly pay gap

MEAN:

The difference between the average of men's and women's pay

29.8%*

Mean hourly pay gap

30.4%*

Median bonus gap

49.2%*

Mean bonus gap

*in favour of men

GENDER RATIO

The gender ratio across Universal Music in the UK



41% women

59% men

PAY QUANTILES

The proportion of employees in each quartile pay band

Upper



30% women

70% men

Upper middle



43% women

57% men

Lower middle



43% women

57% men

Lower

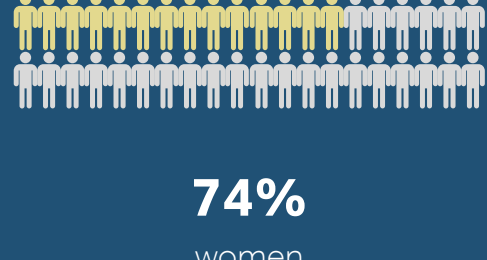


49% women

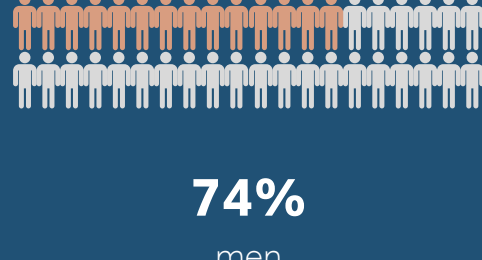
51% men

BONUS PAY

The proportion of men and women at Universal Music in the UK who receive bonus pay



74% women



74% men

DECLARATION

We confirm the Gender Pay Gap data contained in this report is accurate

David Sharpe
Chief Operating Officer

Morna Cook, MBE
Senior Director, HR



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