

GENDER PAY GAP REPORT 2023

The gender pay gap measure is an indicator which helps us to focus our efforts to create a team that reflects the diversity of our artist roster, and of broader society. We value – and continually work to advance – diversity, equity and inclusion.

In many ways, we've achieved real progress. We now have more women than men working at our record labels and six of our business units are led by women. This reflects a steady increase in the number of women moving up through the organisation to more senior roles at Universal Music UK.

Nevertheless, looking across all Universal Music employees working in the UK, we still have a headline Gender Pay Gap figure of 25.6%. This figure – reflecting the difference in the average ("mean") pay of all men and women in the organisation – is an improvement on the 31.0% we reported in 2022, but clearly there is more to be done.

GENDER PAY VS EQUAL PAY

The gender pay gap, which is an issue every industry faces, is driven by there being fewer women than men holding senior roles at an organisation, not – crucially – by unequal pay. Indeed an equal pay review of our UK businesses conducted by an impartial third-party expert made clear that we do not have systemic pay inequalities – in other words, women and men at Universal Music are not paid differently for the same work.

The figures we are reporting today include every team and function of our business based in the UK and while we have gender balance across our frontline labels, this is not the case in every part of the company. There are a number of areas in our business where women are under-represented, and we are further focusing our efforts to redress this imbalance.

DRIVING MORE PROGRESS

Within our ongoing work to enhance all forms of diversity, equity and inclusion, we have a number of initiatives to support the careers and progression of women at Universal Music. These include:

- **Women In A&R.** Our unique programme, which offered women from any department the opportunity to apply to move across to A&R supported by bespoke training and mentoring, is now up and running. In 2023 we will be exploring further "lane-switching" programmes to facilitate the progression of women in our business, with a focus on areas of our business where women are under-represented and also those which are traditionally pipelines to the most senior positions in the company.
- **Mentoring and Training.** We recognise that we need to progress and support female talent in every division and at every level. As we continue to invest in learning and career development, our Emerging Leaders and Career Conversations programmes will feed into personal development plans to fast-track our senior executives.
- **"Bystander to Upstander" training** is being undertaken by every employee, from CEO to entry level. Amongst a range of topics, this covers the myriad biases that women experience inside and outside of working life, and explains how to address and challenge them.
- **Personalised support around fertility, pregnancy and early parenthood.**
- **Menopause support:** We now provide expert support for menopause as an addition to our standard employee medical benefits. Training on menopause is being rolled out across the company, and we provide regular support forums where women can connect with each other and speak directly with medical menopause experts.
- **New Workplace Policies.** In 2023, our updated Family Matters policy now additionally includes partners leave. This policy, which means that all new parents – irrespective of gender or how they became a parent – are eligible for 12 months of parental leave, should they wish to take it, with six months at full pay. This important change addresses outdated perceptions of parental norms and wider issues of gender inequality. We believe the benefits of equal parental leave will be seen and felt right across our business.
- **Our Women's Network.** Supporting and championing female employees, this is one of the most active of our growing number of internal community groups.

The actions we're taking are helping us make real progress but we are disappointed this isn't more visible in the gender pay gap measure. We won't rest until the work is done.

OUR PAY GAP FIGURES

Legislation introduced in April 2017 requires all employers of 250 or more employees to publish their gender pay gap – for this year as of 5th April 2022.

Mean

Pay Gap 25.6%

Bonus Gap 61.8%

Median

Pay Gap 25.0%

Bonus Gap 57.2%

Mean vs Median

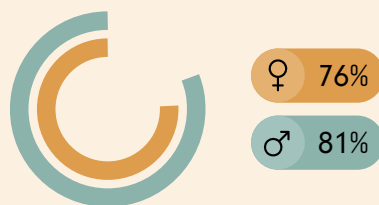
The MEAN gender pay gap is the difference between average male pay and average female pay. It is calculated by adding the wages of all employees then dividing it by the number of employees. The calculation method means a few highly paid people can have a significant impact on this figure.

The MEDIAN is the middle figure in the sequence of salaries from smallest to largest. It compares the middle male earner in the organisation to the middle female earner.

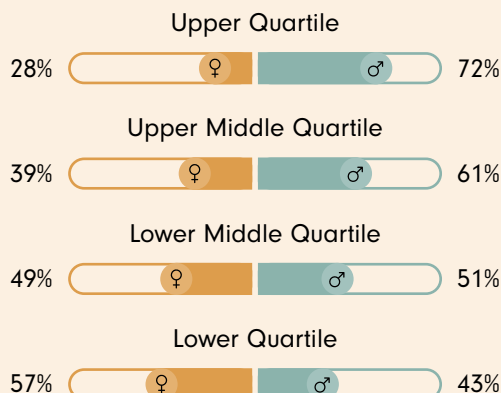
Employees

♀ 43% ♂ 57%

Proportion receiving a bonus

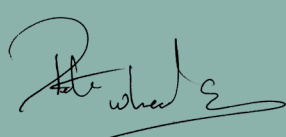


Pay bands by gender



Declaration

I can confirm that the above information and data reported are accurate



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