



2024 Annual Gender 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. We continuously launch and improve initiatives which support team members' training and personal development, and we're committed to providing inclusive working environments for everyone.

As we stay on the journey towards a truly respectful and supportive culture, our wider organisation across the globe has made great strides in bringing our values to life. 'Do Right' is our value which aligns with our goal to treat all team members equally. 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 2024

At Delaware North, we aim to create a culture where everyone thrives.

We're pleased to report that our mean gender pay gap decreased from 7.3% in 2022 to 5.8% in 2024, broadly in line with the UK national average. Our median gender pay gap once again remains unchanged at 0.0% for 2024. Championing equal pay and the inclusion of all team members will continue to be a priority of Delaware North in the UK throughout 2025, to support the delivery of our ambitious business goals through our people. As an employer, we aim to pay everyone competitively to attract and retain the best talent across our sector, whilst promoting fairness and equality in line with our shared values.

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At Delaware North, we operate in a fiercely competitive market space, so it is essential that our pay is not only class-leading, but importantly, that it is also fair and equal for everyone.



MARCO GALER-REICK,
VICE PRESIDENT - UK STRATEGY
ENABLEMENT & HR,
DELAWARE NORTH

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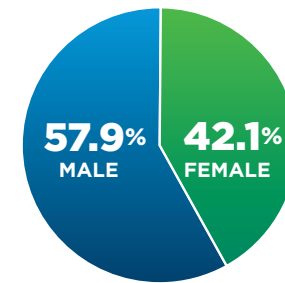
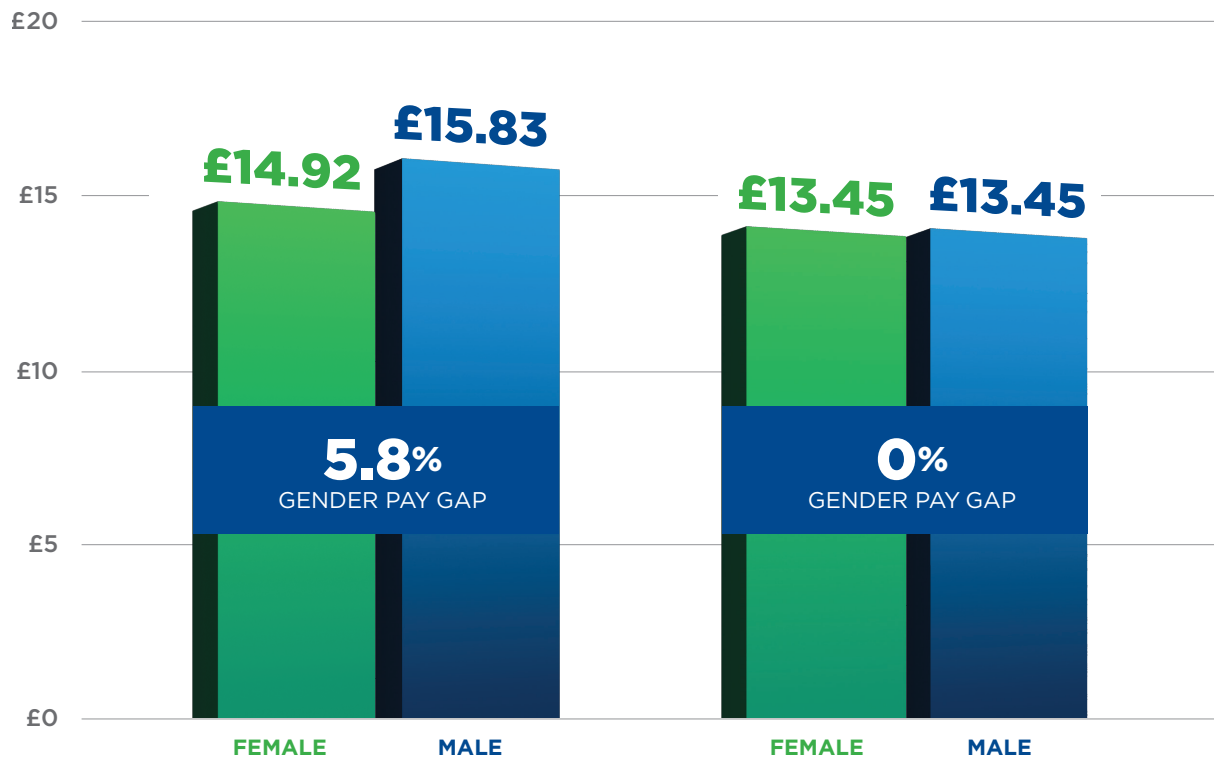
Source: Office for National Statistics (Gender pay gap in the UK; ons.gov.uk)

Our gender pay results

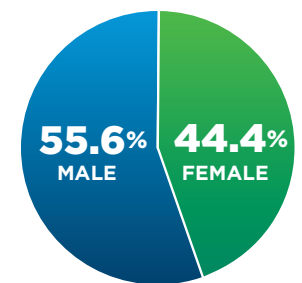
Mean Gender Pay Gap

Median Gender Pay Gap

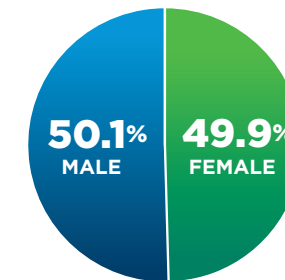
Gender by Quartile



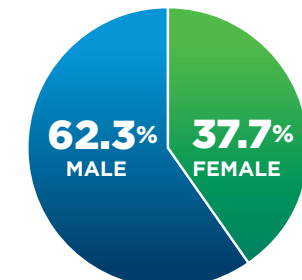
Lower



Lower middle



Upper middle

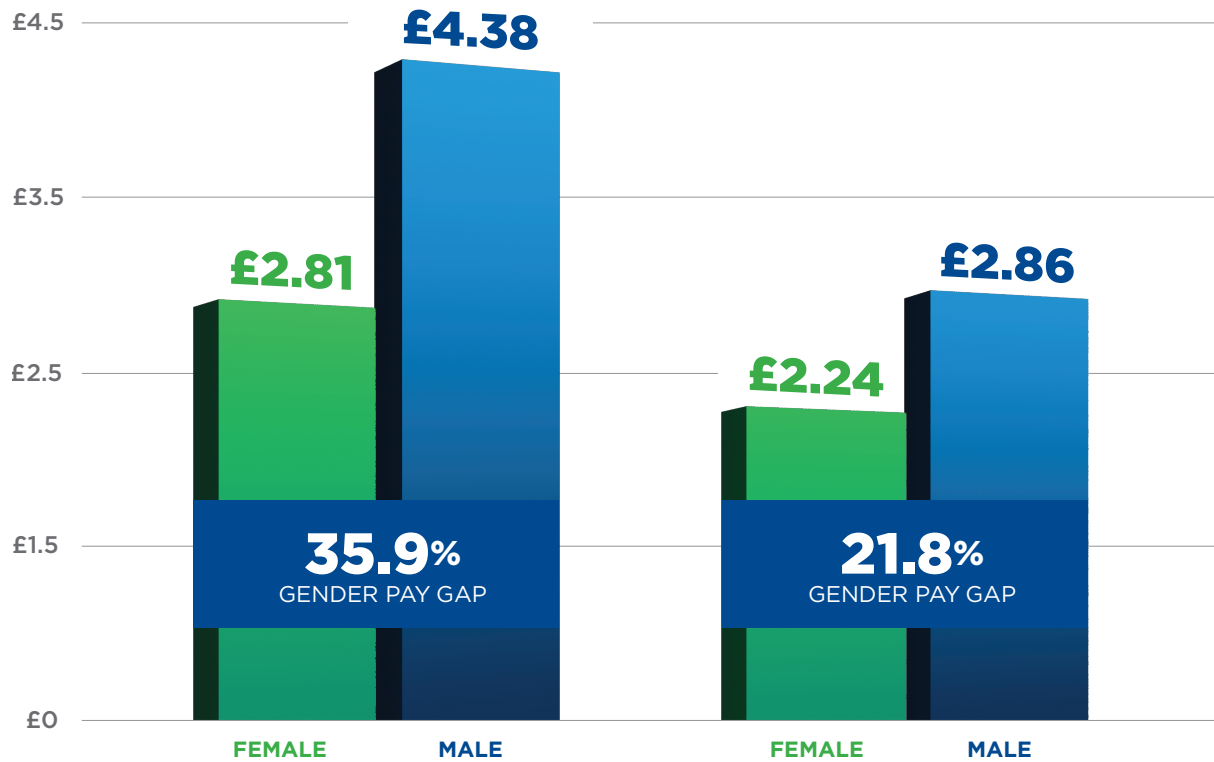


Upper

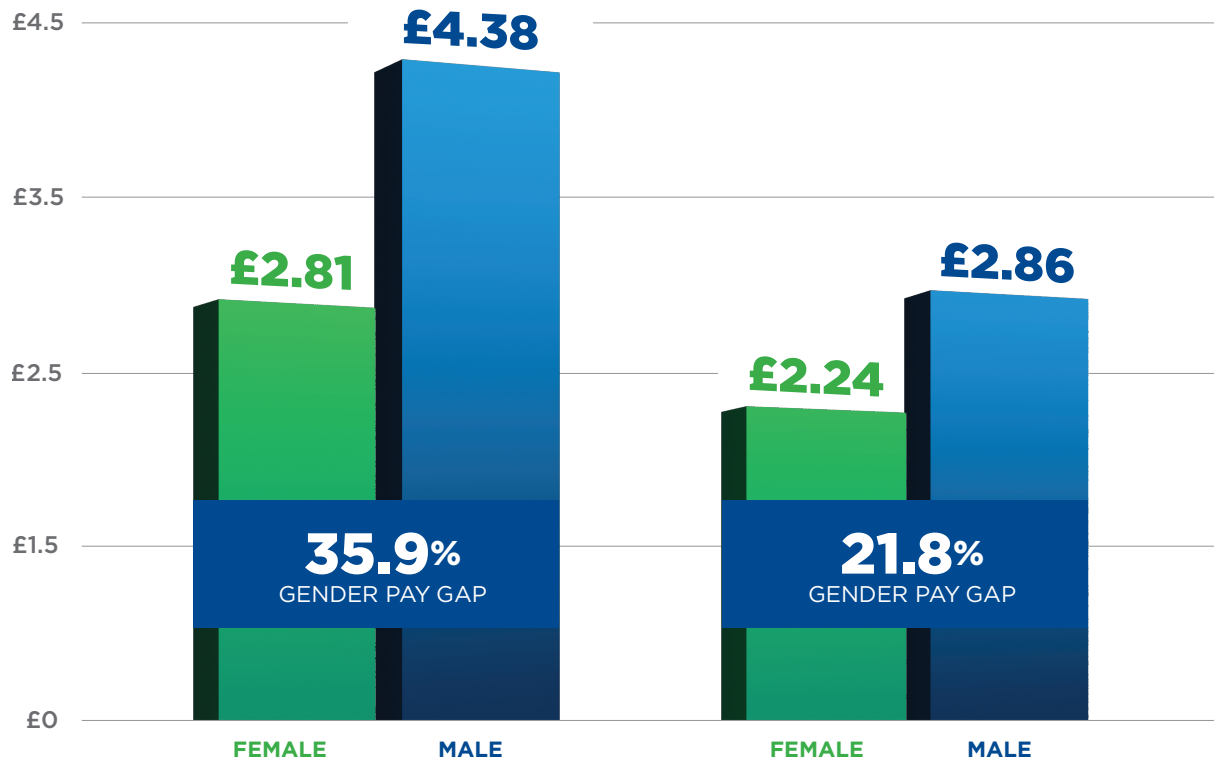
Gender pay is not the same as equal pay. Delaware North UK pays women and men the same when they do the same job. The gender pay gap is an equality measure that shows the difference in average earnings between women and men. The gender pay gap does not show differences in pay for comparable jobs.

Bonus payments

Mean Bonus Pay Gap



Median Bonus Pay Gap



Gender by Quartile

