

UK GENDER PAY GAP 2019



We believe creativity is a product of diversity; of bringing together the best talent wherever it's found, giving everyone the same opportunities to thrive, and rewarding each person's contribution fairly.

We welcome the challenge gender pay gap reporting sets every organisation – including ours – to be accountable and drive change. We are committed to working towards a better mix and a fairer world.

GENDER PAY GAP VS EQUAL PAY

Equal pay is the legal obligation to pay people the same amount for doing the same job. The **gender pay gap** is the difference between women's and men's average pay. It's more complex as it's affected by the gender mix in different jobs, seniorities, and in full and part-time roles.

OUR GENDER AND PAY GAP FIGURES (as of 5 April 2019)

Employees



Median* (middle)

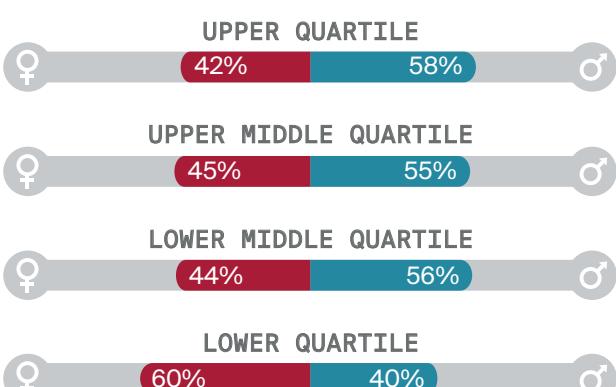
Pay gap	9.1%
Bonus gap	15.6%

*The median pay gap is the best indicator according to the Office for National Statistics

Mean (average)

Pay gap	26.0%
Bonus gap	53.9%

PAY BANDS BY GENDER

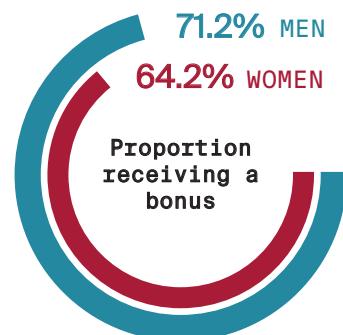


I confirm that the information and data reported is accurate.

Jason Iley
Chairman & CEO

Nicola Tuer
COO

Liz Jeffery
VP, Human Resources



WHAT DO THESE FIGURES TELL US?

At Sony Music we are focussed on improving our talent pipeline. This year's figures show that we both recruited and promoted more women into the top pay band. We also recruited more women into entry level roles. We now have more women represented at these levels than ever before. The pay gap persists because overall we still have more senior men than women but we are committed to introducing and supporting policies that will reduce this.

2020 OBJECTIVES

LOOKING BACK

Last year we implemented commitments to increase unconscious bias training, improve our recruitment framework and focus on inclusivity through a number of initiatives including mentoring and coaching.

Our Sony Music UK board is now 50% female and our wider senior management team is 43% female. Our talent programme for executives is currently 50% women and 25% BAME and 48% of the total cohort have had at least one promotion. We offer generous maternity and neo-natal leave policies and were the first UK company to introduce pre-term care. We support female, BAME, LGBTQ+, disability and parent groups and have approved 95% of flexi-work requests.

LOOKING FORWARD

This year our focus is improving flexible working for all, including the introduction of core hours and remote working policies – the first UK record company to do so. We are doing this so that caring responsibilities can be shared more equally among parents, to help employees achieve a better work/life balance and to reduce the stigma of others who work part-time.

We continue to focus on supporting the development of all our people through our broad range of talent initiatives and continue to listen and amplify the needs of our diverse workforce ensuring that all feel that they can belong.