

# Continuing ♀ Our Ascent



## 2022 Gender Pay Gap Report



**At Merlin Entertainments we welcome the world to our magical attractions and resorts every day and we want to reflect that same mix of cultures, ages, demographics and genders inside our business too. Creating a strong sense of belonging, where people have the same opportunities to develop and thrive all whilst feeling supported, is critical to our business too.**

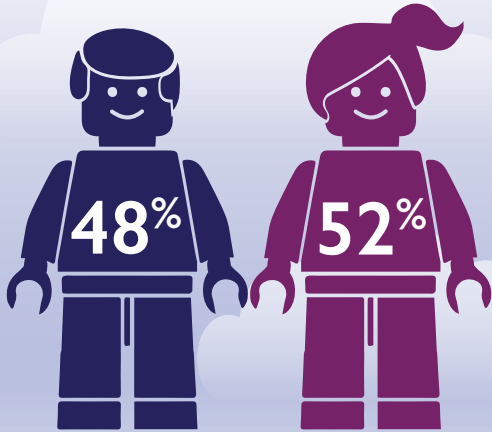
Whilst this report focuses on gender, at Merlin we focus our actions to drive equity for all, to build a workplace which is truly inclusive. From our global annual staff survey conducted in summer 2022 across 18.2k employees, we know that the feeling of belonging is equal among men and women at 68%.

The gender balance in Merlin's UK workforce is now 48:52 (men vs women) a positive shift to women, however we know that women are still underrepresented in our senior leadership roles and therefore this continues to be an area of clear action. In 2022 we drove meaningful change via mandatory balanced shortlists, mentoring, flexible working, new management programmes for our frontline staff and targeted programmes for our high potential women across the organisation.

We acknowledge that each region and country have different approaches and requirements and therefore our Regional Taskforce

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# Merlin's UK gender split



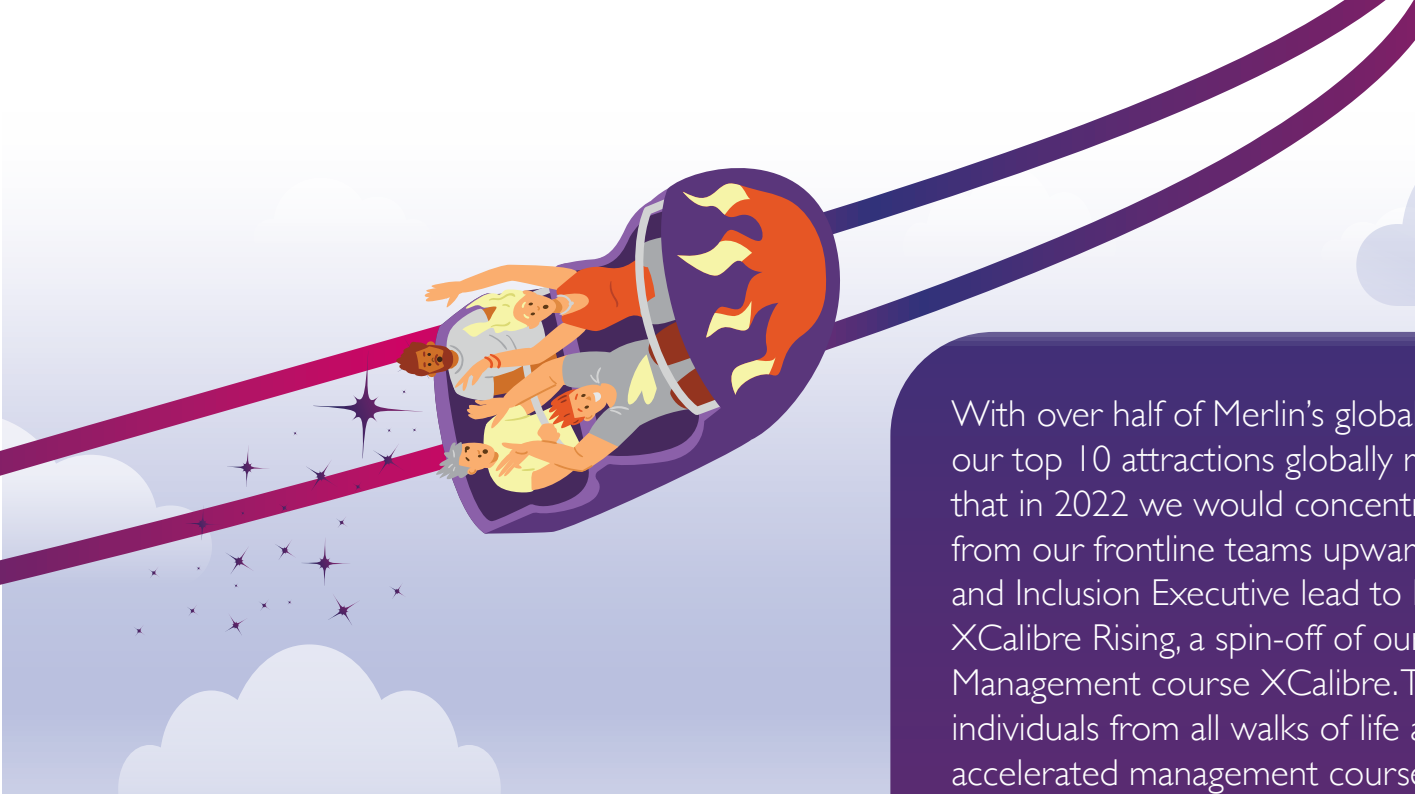
teams in UK, Europe, USA, and APAC continue to inform, offer insight, and adapt bespoke actions in the areas of gender, ethnicity, and inclusion.

At Merlin we nurture an environment where people at all levels of our business feel empowered to seek promotion and build their skillset for more senior roles. As we continue our ascent, we look forward to the exciting future that lays ahead.

**Matt Jowett**

Chief Corporate Officer





“ I have found my time on XCalibre Rising so far to be an amazing experience. I have been challenged in ways that I could never have imagined, met so many incredible people and been given great opportunities to help me further my career within Merlin. I have loved every part of XCalibre Rising so far and learnt many lessons that will help me grow as a person. ”

**Alex Spencer (Birmingham Cluster)**

With over half of Merlin's global workforce made up of women, and 50% of our top 10 attractions globally run by amazing female leaders, we decided that in 2022 we would concentrate on how we develop and fast track talent from our frontline teams upwards. In 2022, I was delighted as Diversity, Equity, and Inclusion Executive lead to launch a brand-new programme called XCalibre Rising, a spin-off of our long-running and successful Senior Management course XCalibre. The goal of XCalibre Rising is to find talented individuals from all walks of life and backgrounds, and give them an accelerated management course, which offers, mentoring, work experience and a range of opportunities which may have previously taken years to develop. Over 65% of the debut XCalibre Rising programme was taken up by women across 3 different continents.

Our objective with the programme was to seek out and nurture our grassroots talent, to ensure that we have more diversity coming up into our management levels. In 2023 and beyond we are looking to grow the programme and develop even more team members, as we take an active role in championing and enabling diversity.

### **Fiona Eastwood**

Chief Operating Officer  
for Midway & Resort Theme Parks





# Gender Pay Gap At Merlin

Merlin is the UK's leading location-based entertainment company **employing 7,501 permanent people** within its business operations in the UK\*. These roles are across its attractions, support functions and global headquarters.

## The key reasons behind our gender pay gap continue to be:

- Lower numbers of female representation in Merlin's most senior and higher-paid roles – this then flows through to higher average hourly pay and bonus payments for males
- Larger numbers of employees in male-dominated professions, some of which attract premiums e.g. waste management driving; engineering; and electricians

**Mean** gender pay gap: **18.2%**

(2021: 14.2%, 2020: 4.7%, 2019: 12.9%)

**Median** gender pay gap: **4.0%**

(2021: 3.2%, 2020: 3.5%, 2019: 2.4%)

The headline median gender pay gap of 4.0% is well below the UK average of 15.5%

## Gender pay gap 2022

Reporting period

### Bonus Gap

Any incentives paid during this time period

06 April 2021 → 05 April 2022

### Pay Gap

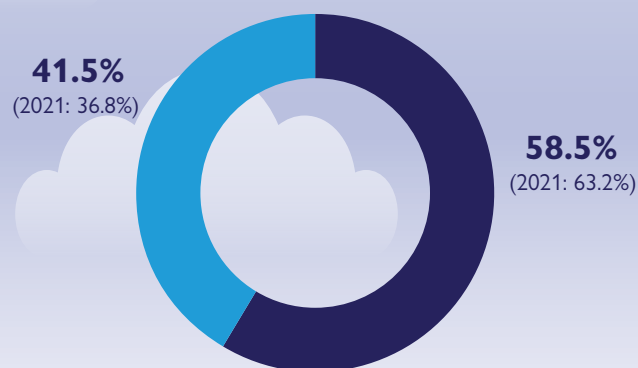
Snapshot of pay, allowances and premiums paid in April 2022 payroll

\* As of 5 April 2022

# Gender split per quartile pay band

The following graphics set out a summary of the total gender pay gap data for all our 'full pay' employees across the UK at the snapshot date of 5 April 2022. Analysis of the two legal entities that employ more than 250 employees and so require separate disclosure is set out in the statutory disclosures at the end of this report.

## Upper Quartile



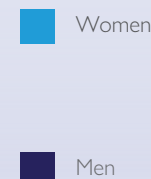
## Upper Middle Quartile



## Lower Middle Quartile



## Lower Quartile





## Bonus Pay Gap at Merlin

The mean gender pay gap in bonus pay is calculated by taking the total bonus amount received by relevant full pay employees in the 12 months leading up to 5 April 2022 and dividing this by the number of bonus receivers.

This calculation is done for both male and female employees and then the difference is stated as a percentage of the mean bonus amount for men.

In line with market practice, our incentives are structured so that the more senior your role, the higher your bonus potential is, also meaning that more of your total earnings are 'at risk'.

The majority of our population fall under the category of seasonal employment and are not eligible for annual company bonus. Though the data shows that only 25% of the employees in scope at snapshot date were in receipt of bonus, we believe the proportion of eligible employees within the scheme to have received a bonus in February 2022 was over 90%.

Significant improvements in Mean and Median Bonus can be seen through a greater proportion of employees across the pay spectrum being included this year.

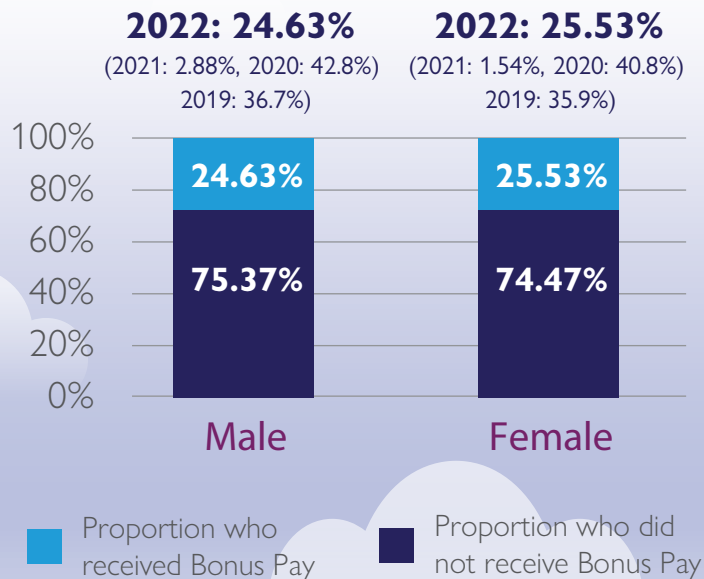
Difference in  
**Mean** bonus pay: **11.9%**

(2021: 46.2%, 2020: 50.3%, 2019: 62.0%)

Difference in  
**Median** bonus pay: **17.8%**

(2021: 64.6%, 2020: 36.4%, 2019: 44.7%)

## Proportion of women/men who received bonus pay:



My career with Merlin began in June 2003 as a management trainee at Brighton & Birmingham SEA LIFE. Since then, I have moved around in a variety of positions including Operations Manager at York Dungeon, Attraction Manager SEA LIFE Birmingham, General Manager SEA LIFE Blackpool into my current role as General Manager SEA LIFE & LEGOLAND Discovery Centre Birmingham, an attraction I had the pleasure of helping to open.

During my career, I have been able to participate in some amazing projects, with a real highlight being the introduction of the UK's first rescue Alaskan sea otters who became residents in SEA LIFE Birmingham's multi-million marine rescue facility as part of a pioneering education and conservation project.

I have been so lucky to have strong mentors and role models who have helped to challenge and shape me into the leader I am today. I believe that if you can see it, you can be it. It has always been important to me to be a positive female role model and to champion women across the Merlin business. This has led me to sitting on the UK Diversity and Inclusion task force, which has helped to deliver tangible DE&I change to a wider audience and I am excited to see how this continues to have a positive impact across the organisation.

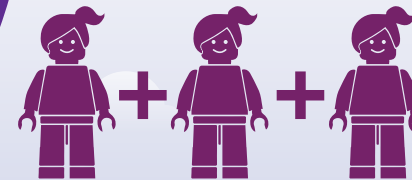


**Amy Langham**

General Manager  
SEA LIFE and LEGOLAND  
Discovery Centre Birmingham

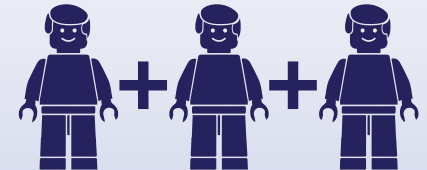
# What action is being taken?

Merlin's Diversity and Inclusion strategy sets a clear global objective to increase gender balance in leadership positions and drive inclusion across the business. We promote a change-mindset across Merlin to enable us to adapt more rapidly to the needs of our global teams, including a holistic approach to gender balance. Actions include the implementation of balanced shortlists for senior recruitment and strive for gender balance in succession plans. We also have specific development programmes in place for women and encourage the over-sampling of women onto our key training programs including our Leadership courses.



Total hourly earnings  
of all women

divided by the total  
number of women



Total hourly earnings  
of all men

divided by the total  
number of men

The **mean** pay gap is the difference between the two



Lowest

**Median**

Highest

# Summary

We are proud of the inclusive environment we create for all the people who work at Merlin and focus significant effort in driving a culture of accountability and fairness. It's part of who we are, and we adopt several approaches to attract and retain a diverse talent base, representative of the communities in which we operate.

We will continue to embrace change and take further action. We are encouraging and promoting more females into senior roles, and we are committed to influencing change in the labour market to encourage greater participation in less female populated occupations.



## Summary of the actions and initiatives that we have in place which focus on supporting our female employees:

- Clear Diversity and Inclusion strategy with objective to increase gender balance in leadership positions and drive inclusion across the business
- Diversity and Inclusion steering group overseeing activity across four regional taskforces, which extends ownership for diversity and inclusion beyond the remit of HR
- Female specific talent reviews, working increase gender balance in succession plans for senior roles
- Actively encourage women into non-traditional roles, with mentoring available to specifically aid their succession

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- Specific development programmes in place for women and encouragement of over-sampling of women on to our key training programs such as Leadership
  - 50/50 balanced shortlists for all management vacancies
  - Encourage flexible working, specifically support women to return to work following maternity leave and consider part time and job-share possibilities wherever practical. This is assisted by our parental leave policy which offers a benefit to both parents in line with maternity leave
  - Established reverse mentoring programme with our executive committee to drive awareness of challenges faced by both men and women from ethnic minority groups

“ One of our priorities in 2022 was to start looking at gender at all levels/ grades and how we can develop and fast track talent from our frontline teams upwards. ”

**Fiona Eastwood**



# Statutory Disclosures

The UK Government's Gender Pay Gap regulation requires companies in the UK with over 250 employees to disclose their gender pay gap annually.

We had two legal entities with over 250 employees in the UK – Merlin Entertainments (Sea Life) Limited and Merlin Attractions Operations Limited – at the snapshot date of 5 April 2022. The data from the two legal entities listed here is combined to provide the overall figures used in the main body of our report.

## Merlin Entertainments (Sea Life) Limited:

The difference between men and women	Mean (Average)			Median (Middle)		
	2020	2021	2022	2020	2021	2022
Gender Pay Gap	24.3%	28.8%	18.5%	10.6%	11.6%	7.0%
Gender Bonus Gap	71.4%	46.8%	44.4%	41.6%	0.0%	32.9%

Proportion of women who received bonus pay in the relevant period			Proportion of men who received bonus pay in the relevant period		
2020	2021	2022	2020	2021	2022
40.7%	5.7%	6.0%	53.5%	2.4%	5.4%

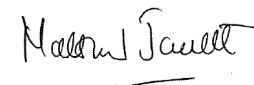
Number of men and women in the quartile pay bands:	Women			Men		
	2020	2021	2022	2020	2021	2022
Upper	32.1%	20.8%	45.5%	67.9%	79.2%	54.5%
Upper Middle	42.9%	42.9%	67.7%	57.1%	57.1%	32.3%
Lower Middle	57.1%	52.4%	70.0%	42.9%	47.6%	30.0%
Lower	59.3%	61.9%	67.7%	40.7%	38.1%	32.3%

## Declaration

We confirm the information and data reported is accurate as of 5 April 2022.



Scott O'Neil  
Chief Executive Officer



Matt Jowett  
Chief Corporate Officer



## Merlin Attractions Operations Limited:

The difference between men and women	Mean (Average)			Median (Middle)		
	2020	2021	2022	2020	2021	2022
Gender Pay Gap	2.2%	14.3%	18.4%	0.2%	1.4%	4.0%
Gender Bonus Gap	53.4%	26.9%	11.0%	43.6%	54.4%	16.4%

Proportion of women who received bonus pay in the relevant period			Proportion of men who received bonus pay in the relevant period		
2020	2021	2022	2020	2021	2022
39.7%	2.1%	26.0%	41.5%	1.3%	24.8%

Number of men and women in the quartile pay bands:	Women			Men		
	2020	2021	2022	2020	2021	2022
Upper	46.1%	37.4%	41.5%	53.9%	62.6%	58.5%
Upper Middle	40.5%	44.4%	51.3%	59.5%	55.6%	48.7%
Lower Middle	47.0%	49.4%	52.2%	53.0%	50.6%	47.8%
Lower	40.1%	56.4%	57.5%	59.9%	43.6%	42.5%



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