



**2022 -  
2027**

# ▶ **A PLACE WHERE ALL ARE WELCOME** ●

PPL's Equity, Diversity, and Inclusion Strategy



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# FOREWORD

We have been on a journey at PPL. I have been on a journey at PPL. So many people have generously joined us along the way as we have sought to navigate what it means to be wholly inclusive as a company, and we thank them for sharing their reality and helping us to view the challenge through their own personal lens. We have been open to learning and we have needed such guidance, feedback, and honesty. It has helped music, as an industry, to come together for conversations in a way that has not happened before.

We have explored equity versus equality, acknowledging that we need to level the playing field so that everyone has access to the same opportunities. We have reaffirmed that diversity does not stop at ethnicity and gender but must encompass all protected characteristics. We know that having a diverse group of individuals in the company does not, in itself, constitute true inclusion. And so we know that employee engagement, development and retention is every bit as important as recruitment.

At PPL, we believe in fairness and in creating a work environment that respects all lived experiences. As a company, we are proud to represent musicians and performers from every section of society regardless of their background, age, or sexual orientation. And as a company, we are committed to cultivating a workplace where all of our employees, partners, and friends feel welcome and happy in a safe and trusted space.

We have been explicit about our commitment to change and have placed this at the centre of our core values, encouraging and expecting inclusive behaviour from all those who engage with PPL. Because we know that a more diverse and inclusive approach will bring benefits to our company and our industry. But, more importantly, we believe that it is the right thing to do.

## **So, what's next?**

In this EDI Strategy 2022 – 2027, we set out our commitments to driving the change we want to see – the change we need to see. Our actions to date represent strong foundations upon which we can continue to foster a more inclusive approach; whilst the actions outlined in this roadmap will propel us towards achieving our targets, the milestones that will measure our progress.

We are still on a journey. But we are moving in the right direction.

**Peter Leathem, Chief Executive Officer**  
**Kate Reilly, Chief People Officer**

# PPL'S VISION FOR CHANGE

2022 ● ..... ► 2027

MALE  
**61%**

FEMALE  
**39%**

NON-WHITE  
**27%**

WHITE  
**73%**

## INCLUSION

### PRIORITIES

To create a wholly inclusive environment at PPL where all feel welcome, safe and happy.

### AIMS / ASPIRATIONS

- Eliminate barriers
- Improve wellbeing
- Champion the underrepresented

## DIVERSITY

### PRIORITIES

To alter and enhance recruitment practices at PPL, making meaningful changes that will attract and retain a diverse workforce.

### AIMS / ASPIRATIONS

- Diversify the candidate pool
- Remove bias from processes
- Deepen outreach with the underrepresented

## CHAMPION

### PRIORITIES

To expand development opportunities for future leaders, ensuring a focus on underrepresented groups within PPL.

### AIMS / ASPIRATIONS

- Mentoring and talent programmes
- A level playing field for employees
- Where all can reach their potential

## IMPACT

### PRIORITIES

To drive positive change which resounds across the industry, supporting open and trusted engagement with members, partners, and the wider music community.

### AIMS / ASPIRATIONS

- Wholly inclusive communications
- Even greater industry engagement
- Support of more charitable causes

## TARGETS

MALE  
**50%**

FEMALE  
**50%**

NON-WHITE  
**30%**

WHITE  
**70%**

2022 ● ..... ► 2027



# MEET PPL'S DIVERSITY FORUM

PPL's Diversity Forum was set up in 2020 to drive ideas, deliver feedback and provide support to bring about positive change in respect of EDI. It now comprises 28 members, including 3 of the Co-Chairs featured below.

“

Cultural change does not happen overnight, and while PPL has not yet achieved its overall EDI goal, the new processes that have been implemented have had a positive impact on the company. The Diversity Forum is very important in making change happen; the forum is a safe space where colleagues can talk and listen to issues that not only impact them but others. It enables us to come up with ideas and processes to help ensure these issues and experiences do not show up in our place of employment. As we progress throughout 2022, my hope is to finally see people of colour in positions that matter at PPL. When I say matter, I mean to be in a position where change and influence can help move the industry towards a more inclusive environment.

”



**Terence Daniel, Co-Chair PPL Diversity Forum / Relationship Manager, PPL**

“

In recent times, I have seen a positive change in the level and frequency of conversations relating to EDI matters and not in a contrived or process driven way. There is a greater willingness for people to share their experiences, which has elevated the overall understanding of some of the core issues and provided the instigation for positive change. The Diversity Forum plays a key role in bringing about change. It provides a unique function in providing a single platform where ideas, experiences and opinions can be openly shared and discussed in a large group. Moving forward, I think it's important that the level of engagement with EDI matters is maintained across the whole industry and that those with the most power are driving change with actions and not just words.

”



**Michael Williams, Co-Chair PPL Diversity Forum / Senior Legal & Business Affairs Executive, PPL**

“

Equity, Diversity and Inclusion isn't just important in the workplace, it also forms a major part of our everyday lives. As an Individual I want to be able to be a champion for change and to push the mantel in the right direction with whatever action I take. Working at PPL, my top priority is to ensure we are an organisation our colleagues and close community can always be proud of by standing firmly on the values of inclusivity and fairness. I believe there's no better legacy than the work we do to promote ED&I.

”



**Tomi Oyewumi , Co-Chair PPL Diversity Forum / Equity, Diversity & Inclusion Partner, PPL**

**EDI STRATEGY  
CHANGE:  
BUILDING ON  
A DECADE  
OF CHANGE**







## **THE JOURNEY SO FAR: 2011 - 2020**

Throughout the last decade, PPL has been on a continuous journey to make the company – and the wider industry – a place that is welcoming to all, a place where passion for music drives conversation, engagement and relationships. Cultivating a positive culture at PPL has been a priority and has seen a number of initiatives implemented internally as well as support for organisations provided externally. Indeed, PPL hosted the first ever UK Music Diversity Summit in 2015 and has supported a wealth of talent from diverse backgrounds across the UK through its financial, strategic and marketing support for musicians and performers through PRS Foundation.

**View core initiatives** ►

## A SUMMARY OF THE CORE INITIATIVES DELIVERED BETWEEN 2011 AND JUNE 2020 IS SET OUT BELOW:

### CULTURE AND INCLUSION

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- Approved as Disability Confident Level 1 to support disabled individuals and those with long term health conditions to fulfil their potential.
- Conclusion of a Job Evaluation exercise to ensure individuals receive equal pay for similar job roles.
- Offering coaching to mothers returning to the workplace to aid with their transition back to the office.
- Partnerships with organisations, including Stonewall, to support the LGBTQIA+ community within PPL and the wider industry.

### EMPLOYEE ENGAGEMENT

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- Incorporation of cultural traditions into PPL's social events for employees, from International Bake Sale to World Food Day.
- Internal promotion of PPL's dedicated Spiritual Room to ensure use by individuals with a range of beliefs and different religions.

### WELLBEING

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- Creation of a Buddy System to provide support or coaching to manage an employee's wellbeing or additional needs.
- Completion of risk assessments for all job roles at PPL to understand the health and wellbeing risks that employees may encounter.
- Introduction of core and summer working hours to grant further flexibility to employees in balancing work and home life.
- Celebration of Wellbeing Week and the hosting of weekly Wellbeing Wednesdays for employees.

### RECRUITMENT PRACTICES

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- Use of a Preferred Suppliers List for recruitment agencies who commit to providing candidates from a range of backgrounds.
- Advertisement of PPL vacancies on websites and job boards specifically seeking to engage with under-represented communities as well as mothers returning to work.
- Review of all job adverts with support from a gender bias decoder tool to ensure the use of consistent inclusive language.

### TRAINING AND DEVELOPMENT

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- Delivery of revised training workshops on EDI to employees and others across the industry.
- Development of eLearning modules on unconscious bias and classroom training on preventing sexual harassment.
- Review of employee development plans to ensure individuals receive the best possible training and development.
- Education of hiring managers on the importance of EDI and best practices in recruitment.

PPL's commitment to EDI and its adoption of many of the above measures led to the company receiving the Company Award for Diversity in the Workplace at Music Week's Women in Music awards ceremony in 2018.



# A NEW ERA, A RENEWED FOCUS: JUNE 2020 – DECEMBER 2021



Black Out Tuesday on 2 June 2020 marked the start of a new era for the music industry in terms of its commitment to driving forward positive change in equity, diversity and inclusion. Businesses, including PPL, observed a “black out” day, halting all activities to reflect on the death of George Floyd and the injustice suffered by the Black community. Subsequently, the Black Music Coalition published an open letter to industry leaders, calling for meaningful initiatives to drive diversity. PPL heard the call of the organisation – and of those individuals who signed the letter asking for change – and committed to doing more, and doing better.

The music industry as a whole acknowledged the need to re-energise its agenda for tackling racism and injustice and to coordinate its activities at an enhanced level. Working with PPL and its other member organisations, UK Music unveiled a bold Ten-Point Plan to put music front and centre of the drive to boost diversity in Britain. The Plan would hold the industry to account and evaluate its progress across ten important areas, from using inclusive terminology, allocating budget to EDI training, and increasing diverse representation in middle and senior management as well as at Board level, to publishing gender and ethnicity pay gaps, setting diversity targets for core staff, and working with socially-engaged organisations across the UK.

**[View UK Music Ten-Point Plan](#)** ►

Whilst the media narrative during these months largely focused on the need for greater ethnic diversity and engagement across the industry, PPL acknowledged the wider need to continue supporting all individuals in the workplace regardless of their age, disability, gender reassignment, race, religion or belief, sex, or sexual orientation. Its strategic approach, driven by a diverse group of employees across the company from senior management to those in entry-level roles, has been embraced internally, resulting in the delivery of meaningful action and definitive progress.

# UK MUSIC TEN-POINT PLAN:

ACTION	DATE	PROGRESS
<b>1</b> Urban classification to be replaced in all reports and communications – either by genre such as Soul or Rap; UK Music members will commit to support those who wish to use the term “black music”. Members to stop using the acronym BAME – use Black, Asian or ethnic minority background rather than acronym.	Oct 2020	Completed
<b>2</b> UK Music members to compile a database of persons accountable & responsible for diversity across organisation <sup>1</sup> .	Oct 2020	Completed
<b>3</b> UK Music members to commit and spend an allocated amount of their annual recruitment budget to ensure a diverse candidate pool <sup>2</sup> .	Nov 2020	Completed
<b>4</b> UK Music members to allocate a certain amount of their annual training budget on a 12-month diversity Continuing Professional Development / training programme to ensure fair career opportunities for all.	Nov 2020	Completed
<b>5</b> UK Music members to allocate budget and implement a programme to increase diverse representation in middle and senior management.	Dec 2020	In Progress
<b>6</b> UK Music members to help UK Music implement better transparency around Gender and Ethnic pay gap – move towards lower reporting rate of 50+ employees.	Apr 2021	Completed
<b>7</b> Each UK Music member to identify a socially engaged organisation whose work relates to gender or race whom they can invest in on a long term basis.	June 2021	Completed
<b>8</b> Each UK Music member to develop diversity policies and internally set diversity targets for core staff. Targets to be published & reported to UK Music and updated annually in order to assess progress. Member bodies to promote diversity and inclusion to partners and stakeholders ensuring industry standards are met.	Sept 2021	In Progress
<b>9</b> UK Music members to amplify their work with UK Music Diversity Taskforce to increase the response rate and ultimately the data collected in the Biennial UK Music Workforce Diversity Survey with both their own employees and membership. Aim to have 80% of core staff respond to next survey.	July 2022	In Progress
<b>10</b> Each UK Music member to work towards increasing diversity on its executive bodies and boards – 30% diverse (race) and 50% (gender). Progress towards these goals is to be reported to UK Music as part of annual progress audit.	Dec 2022	In Progress

1. Accountable: Peter Leathem, CEO. Responsible: Kate Reilly, Director of People and Organisational Development

2. Smaller members may group together and share resources around issues concerning diversity and budgets.

# INFLUENCING CULTURE AND EFFECTING CHANGE

## Example 1: PPL Diversity Forum

Since July 2020, the PPL Diversity Forum has been meeting on a monthly basis and is made up of 28 employees from across the business along with Paulette Long OBE, an external advocate. The Forum drives ideas, delivers feedback and provides support to bring about positive change in respect of EDI. This includes reviewing, scrutinising and developing PPL's policies, processes, initiatives and partnerships and meeting within Working Groups to focus on key areas for change across [add working groups]. The Forum is a safe space where employees can share ideas and views on EDI matters that are important to them in a supportive and confidential environment.

## Example 2: Meet Tomi Oyewumi

As part of PPL's commitments to driving change, it hired Tomi Oyewumi as Equity, Diversity and Inclusion Partner. In this newly-created role, Tomi is leading on the day-to-day actions to ensure PPL fulfils its pledge to deliver the Black Music Coalition's five calls to action and the UK Music Diversity Taskforce Ten-Point Plan.

## Example 3: Reviewing the small print

Policies lay the foundation on which any company is built and so it was important for PPL to undertake a review of the wording and approach used in such documents through the lens of diversity. Together with specialist employment lawyers, PPL reviewed its policies on Equal Opportunities, Diversity and Inclusion, Bullying and Harassment, and the Prevention of Sexual Harassment in the Workplace. Equally, the exit interview questions for departing employees were reviewed, with three new questions being added in relation to EDI to better understand individual experiences.

## Example 4: Changing the tone

The UK Music Ten-Point Plan made a commitment to eliminating the use of the word "urban" as a music genre and "BAME" as an acronym. Within PPL, a review of commonly used words phrases was also undertaken. As part of this, "equality" was replaced with "equity" and a glossary and terminology guide was created to support the use of inclusive language. Gender pronouns were also integrated into PPL's HR system so an employee could select the pronoun with which they identify.

## Example 5: Improving Social Mobility

PPL has committed to taking part in the Social Mobility Employer Index, a benchmarking initiative run by the Social Mobility Foundation to assess and monitor an organisation's progress on social mobility. This will ensure PPL continues to take measures to access and progress talent from all backgrounds.

## Example 6: Fostering a more positive culture

Through a trial of the In Chorus app, PPL employees were able to confidentially report non-inclusive behaviour to help PPL make improvements internally and provide greater training and support where needed. Employees also took part in a hacking workshop hosted by Utopia to explore how to create an even better work culture at PPL, whilst "In Conversations" between the Executive Management Team and the Diversity Forum were opened up to all employees to ask questions about PPL's ongoing work in EDI.

## Example 7: Change at the top

PPL's board diversity has developed over the last 18 months, with Soriya Clayton, Jackie Davidson, Joy Ellington, Hannah Joseph and Charlotte Saxe all becoming directors (full details on the PPL website). In conjunction with Women in CTRL, PPL also delivered a Board development programme to encourage women and those from a Black, Asian, or minority ethnic background to put themselves forward for music industry Board positions as they arise.



# MAKING PPL AND THE INDUSTRY MORE ACCESSIBLE

## **Example 1: Developing the next generation of female executives**

The Cat's Mother is a network of hard-working, established women in the music and creative industries offering voluntary consultancy for aspiring young women aged 18-25 from low-income backgrounds. PPL virtually held a regional event with The Cat's Mother to celebrate International Woman's Day earlier this year and has rolled out The Cat's Mother mentoring opportunity to PPL employees.

## **Example 2: Supporting graduates outside of London**

PPL has worked with DeMontfort University, Leicester, to provide summer internships to its students, with one subsequently becoming an employee. It hosted an event with The Cat's Mother to welcome 15 music business students from the university to a speed-meeting event and networking session with industry mentors.

## **Example 3: Engaging with young people from low socio-economic backgrounds**

Small Green Shoots is a unique, Black-led charity set up in 2009 with the aim of giving young people from disadvantaged backgrounds (which they call "shoots") an opportunity to engage with music and the arts and to use these experiences as a springboard for their future. PPL has started to sponsor a shoot, Shyanne, who has also been benefitting from career coaching with a senior PPL employee and will be undertaking a secondment within the company.

## **Example 4: Creating opportunities for individuals with a disability**

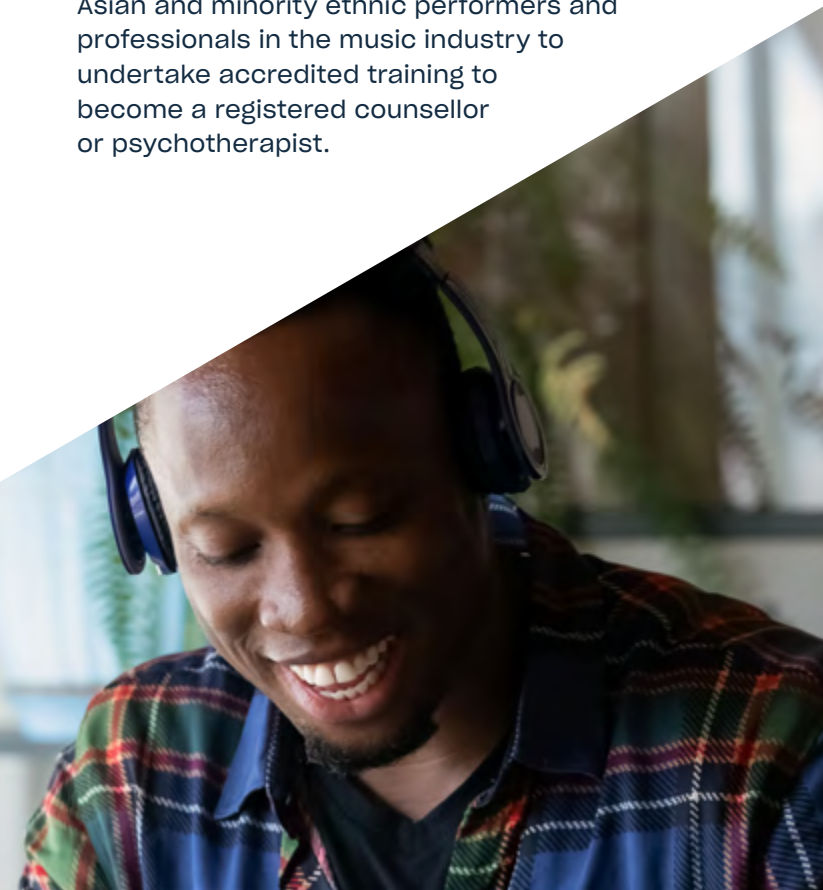
In 2021, PPL partnered with the disability charity, Leonard Cheshire, on its flagship Change 100 Programme. It offers paid summer work placements, professional development and mentoring to young people with a disability or long term condition. Through the progressive partnership, PPL has provided five paid placements across the company, ensuring support for the intern at each step of the way. Two interns have transitioned into permanent roles within the company and PPL looks forward to continuing this relationship with the charity.

## **Example 5: Increasing diversity within the legal profession**

Aspiring Solicitors are committed to increasing diversity across all under-represented groups in the legal profession and work with law firms and in-house legal teams to do that. PPL's Legal and Business Affairs team has.

## **Example 6: Training culturally competent therapists in music**

With support from PPL and Help Musicians, the healthcare charity, BAPAM, launched a bursary scheme to improve cultural competence in therapy for individuals from Black, Asian and minority ethnic backgrounds. Research found these communities to be disproportionately affected by mental health issues with few Black, Asian and minority ethnic therapists working specifically with performing artists. The joint venture is providing six bursaries for Black, Asian and minority ethnic performers and professionals in the music industry to undertake accredited training to become a registered counsellor or psychotherapist.





# ENHANCING RECRUITMENT AND TRAINING PRACTICES

## **Example 1: A review of recruitment methods**

PPL continues to trial and measure improved recruitment methods, including anonymising CVs, diversifying interview panels, reviewing and amending the language with job descriptions and adverts and looking at alternative selection methods. The PPL Diversity Forum Recruitment Working Group developed a recruitment standard to support hiring managers throughout the recruitment process. Management workshops were organised to educate managers on the standard.

## **Example 2: Introducing apprenticeship opportunities**

PPL used its apprenticeship levy to offer a Team Leader Management Apprenticeship to more junior level employees as a first introduction into management. People who have no experience in management and are not currently managing anyone are able to use this as a first step in their career progression into management.

## **Example 3: Targeted recruitment to attract Black talent**

PPL is now a partner of Mobolise, a new digital platform that aims to seek out the best career opportunities for Black talent. It recognises creative organisations who are prioritising an inclusive and diverse workforce and assists them in hiring Black talent. It has created a community that brings together talent with the aim of empowering the Black community and providing them with direct access to opportunities within organisations which are inclusive.

## **Example 4: Taking eLearning into the classroom**

Unconscious bias training investigates why it is inherent in us all, how it may show up subconsciously in our decision making and how we can recognise and deal with it at work. PPL reviewed its training programmes, including the eLearning modules, and following a request from the Diversity Forum for more experiential training as part of a workshop rather than online, a new programme is being rolled out across all levels of the organisation.

## **Example 5: Creating mentors within PPL**

PPL has introduced a formal mentoring programme and has offered employees the opportunity and training to become mentors themselves.



## EDUCATING AND ENGAGING WITH EMPLOYEES

### **Example 1: Introducing a monthly EDI newsletter**

PPL share an EDI newsletter each month to bring to life for all employees the work of PPL and the Diversity Forum on all related matters.

### **Example 2: Celebrating diversity**

PPL regularly celebrates events such as LGBTQ+ History Month and Black History Month, providing an opportunity to champion diversity in all its forms as well as educate and inform employees and bring them together to listen to and discuss albums from a range of diverse musicians and performers.

### **Example 3: Training mental health first aiders**

PPL has trained 16 employees to be Mental Health First Aiders. Having trained Mental Health First Aiders within the workplace provides employees with people who they can turn to if they are going through some form of mental health issue.

### **Example 4: Learning from individuals with lived experience**

PPL regularly invites guest speakers to the company to talk to employees about their career and their areas of expertise. As part of this, employees have had the opportunity to hear from a wide range of professionals, not just those in music, about their lived experiences, focusing on all aspects of diversity.

**View Priorities** ►

### **Example 5: Providing financial support to aid learning**

PPL launched a new benefit which provides employees with an appropriate form of gift voucher or card up to the value of £20 on an annual basis. This can be used to purchase educational items relating specifically to EDI such as books, DVDs or tickets to a seminar.

### **Example 6: Offering volunteering opportunities with EDI organisations**

Building on its existing volunteering programme whereby employees can spend one paid working day per year away from the office to engage in a volunteering activity for PPL's Charity of the Year, employees can now also use this day to give back to organisations operating within the EDI space.



# PRIORITY 1

To create a wholly inclusive environment at PPL where all feel welcome, safe and happy.

## DELIVERABLE(S):

We will design a programme of activity that will build an inclusive environment and tackle non-inclusive behaviour in the workplace. We will seek to eliminate barriers to participation in work life, develop wellbeing initiatives that cater for a diverse workforce, and create allies to help educate, support and champion underrepresented groups.

## AREAS OF FOCUS:

- Employee engagement
- Learning and development
- Building of networks
- Partnerships with socially-engaged organisations
- Improved wellbeing
- Champions of under-represented groups
- EDI training
- Inclusive events

## EXAMPLE PROJECTS:

Working with organisations such as Action for Diversity and Development (ADD) and UTOPIA to provide tailored services which help to promote inclusive culture, a safe space for speaking out, the understanding of equity through lived experience seminars, tailored wellbeing sessions and mentoring, and EDI workshops around inclusion and day to day hacks we can all cultivate in the workplace.

# PRIORITY 2

To alter and enhance recruitment practices at PPL, making meaningful changes that will attract and retain a diverse workforce.

## DELIVERABLE(S):

We will implement initiatives that allow us to source a broad and diverse range of candidates, trial alternative selection methods, and develop a “minimum standard” for hiring managers – all with the view of removing barriers and bias. Central to this commitment is a renewed outreach programme and the creation of learning opportunities for individuals at varying stages of the talent pipeline.

## AREAS OF FOCUS:

- More diverse candidate pools
- Standards for recruitment
- More apprenticeships and internships
- Meaningful work experience
- Greater schools’ outreach
- Removal of barriers and bias
- Career progression

## EXAMPLE PROJECTS:

A review of recruitment practices and processes to cultivate more equity and inclusivity, (e.g. ensuring a diverse panel list for interviews, providing a guide to writing inclusive Job descriptions).

A partnership with MOBO on the mobilise platform.

An increase in the number of interns from Leonard Cheshire’s Change 100 Programme to 10 to create opportunities for talented disabled students and graduates.

## PRIORITY 3

To expand development opportunities for future leaders, ensuring a focus on underrepresented groups within PPL.

### DELIVERABLE(S):

We will devise and implement development and mentoring programmes to ensure that all employees – regardless of their background – have the knowledge, feedback and tools to take control of their careers and reach their full potential. Levelling the playing field for underrepresented groups will be critical to this ambition.

### AREAS OF FOCUS:

- Diverse leadership
- Career development for under-represented groups
- Mentoring programmes
- Knowledge expansion
- Management skills
- Succession planning

### EXAMPLE PROJECTS:

A new internal performance structure to help managers identify and promote talent within the business.

A partnership with ADD to provide peer mentoring for senior management. This will provide further insights to ensure managers are able to be equitable whilst managing their teams.

## PRIORITY 4

To drive positive change which resounds across the industry, supporting open and trusted engagement with members, partners, and the wider music community.

### DELIVERABLE(S):

We will undertake a review of all member engagement and communications, including our joining processes, to ensure PPL membership can be enjoyed by the entire music community. We will expand upon our outreach, education, and commitments to charitable and good causes to encourage individuals from all backgrounds to engage with us.

### AREAS OF FOCUS:

- Greater diversity of PPL membership
- Fully inclusive PPL events
- Sharing of best practice across the industry

### EXAMPLE PROJECTS:

The creation of an internal working group to focus on engagement with PPL's membership.

Continued commitment to UK Music's 10-Point Plan for Diversity.



# PPL'S COMMITMENT TO CHANGE

PPL's ambition is to deliver lasting, meaningful, and impactful changes to the workplace and the wider industry over the next five years. Creating equitable conditions for personal growth, professional development and career satisfaction is the driver for the commitments set out within this five-year strategy, all of which fall under four core priorities:

- 1 To create a wholly inclusive environment at PPL where all feel welcome, safe and happy.**
- 2 To alter and enhance recruitment practices at PPL, making meaningful changes that will attract and retain a diverse workforce.**
- 3 To expand development opportunities for future leaders, ensuring a focus on underrepresented groups within PPL.**
- 4 To drive positive change which resounds across the industry, supporting open and trusted engagement with members, partners, and the wider music community.**



# SETTING TARGETS FOR CHANGE



# MOVING IN THE RIGHT DIRECTION - THE GENDER PAY GAP AT PPL

Whilst PPL has fewer than 250 employees and does not fall under the statutory requirement to publish a gender pay gap report, it does so annually to create transparency around the impact of its initiatives and to support its overall EDI strategy.

## The gender pay gap explained

PPL published its latest gender pay gap statistics in June 2022. The data was based on 192 Full Time Employees with a split of 61% male and 39% female. In a company our size, the pay for roles at the most senior level can affect our statistics if there are more men than women in those roles. For example, our mean gender pay gap is reduced to 5.7% in favour of men if the CEO is excluded.

**2022**

**MEAN GENDER  
PAY GAP**

**11.7%**

**MEDIAN GENDER  
PAY GAP**

**13.6%**

**MEAN GENDER  
BONUS GAP**

**34.2%**

**MEDIAN GENDER  
BONUS GAP**

**30.8%**



## A NEW MEASURE OF PROGRESS – THE ETHNICITY PAY GAP AT PPL

PPL aim for a declaration rate of 95% and above which as at April 2022 we have achieved.

There is currently no law mandating ethnicity pay gap reporting, nor any generally agreed methodology by which it should be carried out. There are 18 different groups recognised by the Office for National Statistics, which in turn are gathered into five larger groups (White, Asian / Asian British, Black, Mixed / Multiple Ethnic Groups, and Others). Seeking to draw meaningful conclusions on five broad groups is challenging, especially for organisations the size of PPL, as the underlying sample base is relatively small. As such, PPL's employment lawyers have advised using the broad categories of "White" and "Non-White". Whilst not a perfect solution, this approach mirrors the one taken by larger organisations who are voluntarily reporting their ethnicity pay gap.

**Learn more about the ethnicity pay gap ►**

### The ethnicity pay gap explained

The ethnicity pay gap is the difference between average hourly pay rates for Non-White compared to White colleagues. PPL published its latest gender pay gap statistics in June 2022. The data was based on 186 Full Time Employees for whom PPL had the relevant information.

PPL will continue to work with the UK Music Diversity Taskforce and look to the Government for guidance on a preferred and meaningful approach to measuring and reporting the ethnicity pay gap.

**2022**

**MEAN ETHNICITY  
PAY GAP**

**30.2%**

**MEDIAN ETHNICITY  
PAY GAP**

**17%**

**MEAN ETHNICITY  
BONUS GAP**

**19.7%**

**MEDIAN ETHNICITY  
BONUS GAP**

**10%**



## SETTING A BASELINE

In order to be able to measure the progress year on year, PPL needs to adopt a date in time throughout the year. PPL's gender pay gap reporting is required to use data from the April 2022 pay period. It is therefore proposed that the baseline used by PPL is the data available as at April 2022. Using this data, PPL's baseline is as follows:

**PPL AS AT  
APRIL 2022**

**MALE**

**61%**

**FEMALE**

**39%**

**NON-WHITE**

**27%**

**WHITE**

**73%**



## DATA DISCLOSURE

PPL has undertaken a data collation campaign around ethnicity data and declaration is now at 95%. PPL can therefore have a high degree of confidence in the baseline data for ethnicity. PPL needs to undertake a campaign around voluntary data disclosure for Disability and LGBTQIA+ to build out a more accurate picture before establishing its overall targets.

**DATA AND  
DECLARATION  
IS NOW AT  
95%**

# CENSUS DATA

For the purposes of understanding what a target for ethnicity and gender should be, PPL has reviewed the Census data for 2011. 53% of employees live in London whilst 43% of employees live in the South East of England, creating a focus therefore on these two regions.

	ASIAN	BLACK	MIXED	OTHER	WHITE BRITISH	WHITE OTHER
LONDON	18.5%	13.3%	5%	3.4%	44.9%	14.9%
SOUTH EAST	5.2%	1.6%	1.9%	0.6%	85.2%	5.4%
WEIGHTED AVERAGE	12%	8%	3%	2%	60%	10%

At the point of writing, the next Census data has not yet been published; it is expected to be made available in summer 2022. PPL will review its targets to ensure that they continue to be a reflection of society within London and the South East as it is highly likely that the statistics will have changed since 2011.



# PROPOSED TARGETS

Taking into account the current Census data available, PPL is proposing the following targets for Gender and Race within its workforce by the end of 2027:

**MALE**

**50%**

**NON-WHITE**

**30%**

**FEMALE**

**50%**

**WHITE**

**70%**

It is proposed that for each target, there is a tolerance of 5% either side. This is to account for the fact that over the course of a year there will be a mix of roles and individuals that leave PPL. It is not practical, legal or ethical to automatically replace a white female who leaves with another white female to maintain a target. PPL is committed to ensuring that its candidate pool is as diverse as possible but that the right person is hired for the role, for the right reasons. These internal targets will be reviewed alongside the gender and ethnicity pay gap figures.

PPL will also aim to set and publish targets for Disability and LGBTQIA+ within its workforce. However, in the absence of more accurate data at this moment in time, the company is not in a position to set a meaningful target, or able to understand how far or near to that target it may be.

As PPL and the UK population evolves, the company will keep the targets periodically under review over the next five years.







# **THANK** **YOU**

We are taking our position and responsibility seriously by seeking to drive real and sustainable change.