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## Foreword

**At PPL, we believe in being a responsible organisation - using our position in the music industry to make a positive impact. We know that how we work matters as much as what we do, which is why we're proud to share an overview of our work in equity, diversity and inclusion (EDI), environmental sustainability, wellbeing and charitable support.**

Here, you'll find our latest gender and ethnicity pay gap data, sustainability progress, internal initiatives and the impact of some of our charitable partnerships through our £1 million annual programme, PPL Giving, between 2024 and 2026.

While much of this work goes beyond statutory requirements, we choose to report on it because it reflects who we are: an organisation that values transparency and is committed to championing continuous progress in the music industry.

By sharing what we've achieved - and where we're still working to improve - we hope to be a company our colleagues, members and partners can be proud of.

**Peter Leatham OBE**, Chief Executive Officer



# EQUITY, DIVERSITY, INCLUSION & WELLBEING

# Equity, Diversity, Inclusion and Wellbeing

**We are proud to be one of the first organisations in the music industry to publish a formal Equity, Diversity and Inclusion (EDI) strategy - a five-year plan launched in 2022, with progress reviewed and reported annually. Our approach reflects a long-term commitment to cultivating a workplace where all of our employees, partners and friends feel welcome and happy in a safe and trusted space.**

[Read PPL's EDI Strategy 2022-2027](#)



Over the past two years, this commitment has been recognised externally. In 2025, PPL was named one of the UK's top 25 employers in the Social Mobility Foundation's Employer Index, and in 2024, we received the Gold Diversity and Inclusion Award at the UK Employee Experience Awards.

**SOCIAL  
MOBILITY  
FOUNDATION**



**UK EXA™**

# Equity, Diversity, Inclusion and Wellbeing

**Our approach aligns with UK Music’s Music Five Ps guide: a framework to help deliver enduring change and positive outcomes for diversity and inclusion across the music industry. This guide - focused on People, Policy, Partnerships, Purchase and Progress - continues to inform our work.**

## 1 People

We support and champion diverse leadership through initiatives such as the Music Future Leaders programme and CLOCK (Collaborative Learning Open Curriculum Kit). Our Employee Engagement Survey (last conducted in July 2025) remains a key tool for listening to our people and shaping an inclusive workplace culture.

## 2 Policy

PPL’s five-year EDI strategy guides our long-term approach to change. We publish our gender and ethnicity pay gap reports annually.

## 3 Partnerships

PPL works with a range of partners to support social mobility, lived experience learning and more inclusive spaces across music and events. Our charitable PPL Giving programme supports education, welfare and performance opportunities across the UK music community.

## 4 Purchase

In collaboration with our Finance team, we are developing a Supplier Code of Conduct as part of a wider procurement review to ensure our suppliers reflect our values on fairness, equity and inclusion.

## 5 Progress

We remain committed to ongoing measurement and reporting. We set revised and ambitious targets in 2023 and regularly report to our Board and employee-led Diversity forum.



# Equity, Diversity, Inclusion and Wellbeing

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**As part of our EDI and Wellbeing programme, we continue to introduce initiatives that support colleagues and help create a more inclusive working environment. Recent examples include:**

## Neurodiversity support

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Our Neurodivergent Colleagues Network is a private, peer-led group open to anyone interested in learning about or sharing experiences of neurodivergence. A separate support group also meets to discuss lived experiences and share ideas for positive change in the workplace. In addition, we have introduced access to neurodiversity assessments for colleagues, alongside tailored recommendations to help make sure they can thrive at work.

## Menstrual health and gender inclusion

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We are proud to be recognised as a Period Positive Workplace, reflecting our commitment to gender inclusion and removing stigma around menstrual health. We also published new workplace guidance on menstrual wellbeing. As part of our wider support for colleagues experiencing menopausal symptoms, we facilitate confidential one-to-one appointments with specialist menopause clinicians through the Menopause Support Service.

**PERIOD  
POSITIVE  
WORKPLACE**

## Mental health and wellbeing

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A new digital Mental Health and Wellbeing Hub has been established to give colleagues easier access to tools, resources and support. Alongside this, PPL hosted a series of company-wide, guest-led sessions exploring the intersection of mental health with a range of lived experiences. These included conversations around Black History Month, disability and men's mental health. We also launched our employee-led LGBTQ+ community space, including video and blog content, internal policy guidance, and a range of external resources focused on equity, diversity and inclusion.

## Next steps

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We remain committed to delivering on our EDI strategy and continuing to build an inclusive and supportive workplace at PPL. In the year ahead, we will focus on strengthening colleague engagement by refreshing the Diversity Forum and our Employee Networks. We are also reviewing our recruitment and onboarding processes end-to-end, with EDI embedded as a key lens to help ensure fair and inclusive access to opportunities across the organisation.

# PAY GAP REPORTING



We champion music rights, ensuring our members' talent and investment is fairly rewarded.

# Pay Gap Reporting

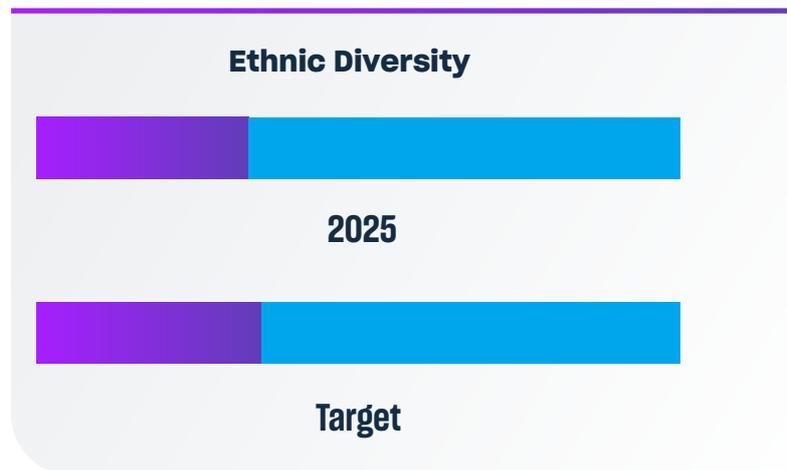
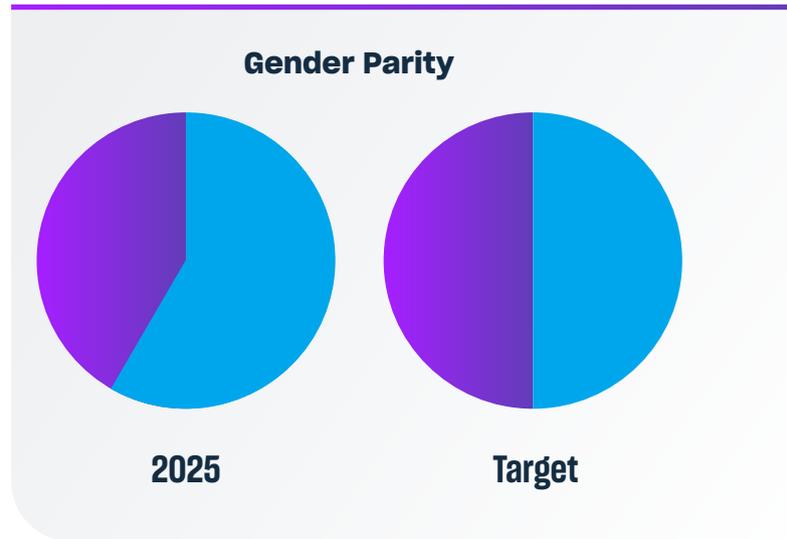
**Pay gap reporting forms an important part of our Equity, Diversity and Inclusion (EDI) strategy. It helps us understand where we are now and where we need to improve in order to create a more inclusive and equitable workplace.**

Our goal is to build a company where everyone has the opportunity to thrive, and where our people better reflect the diversity of the music community we represent. By publishing our gender and ethnicity pay gap data, we are holding ourselves accountable to fairer representation across all levels of the organisation.

As of 5 April 2025, PPL had 251 full-time employees.

The 2025 data shows progress in gender diversity, with female representation slightly increasing to 41.4% (2024: 40%).

The total percentage of white employees relative to Asian, Black and Mixed ethnic group employees is 67.1% to 32.9%, a slight shift from the 70/30 percentage split in 2024. PPL is targeting a 65/35 workforce split by 2027, representative of the 2021 census data for London and the South East, where most of PPL's employees live. We are ahead of the wider music sector, where the average total of employees from ethnically diverse communities is 25.2%, as reported in the [\*\*UK Music Diversity Report 2024\*\*](#).



# Gender Pay Gap

**The mean gender pay gap is calculated as the difference between the average hourly earnings of men and women, as a proportion of men's average hourly earnings. It is a measure across all roles within a business. This number is a single snapshot of everyone employed by PPL on 5 April 2025.**

PPL recorded a mean gender pay gap of 8% (2024: 9.7%). When the CEO's pay was excluded, the mean pay gap was 3.5% (2024: 5%). The senior leadership team (Executive Leadership Team and Heads of Department) is slightly above gender parity in favour of women, which has helped reduce the mean pay gap this year.

The median gender pay gap is the difference between the median hourly earnings of men and women, expressed as a percentage of men's earnings. The median pay gap for 2025 is 22.9% (2024: 18.7%). As in 2024, PPL recorded a higher number of men in middle management roles than women. Women are also overly represented in roles in the lower half of the organisation. This helps explain the increase in the median and decrease in the mean figures, because manager roles are more numerous, but the number of female managers has only increased slightly.

Moreover, PPL has a sizable Technology team, which skews heavily towards men (74%). As a result, it disproportionately drives up the mean gender pay gap across the organisation.

This situation is not unique to PPL; according to the **British Chartered Institute for IT**, women make up just 21% of IT specialists in the UK. This underlines the importance of increasing female representation in higher-paid Technology roles as part of the company's ongoing EDI strategy.

When Technology employees at PPL are excluded from the organisational calculation, the mean gender pay gap for PPL reduces markedly to just 1.1%.

	2025	2024
<b>Mean gender pay gap</b>	<b>8%</b>	9.7%
<b>Median gender pay gap</b>	<b>22.9%</b>	18.7%

# Ethnicity Pay Gap

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## Every year since 2019, PPL has voluntarily reported its ethnicity pay gap data, in line with UK Music's Ten-Point Plan.

Following new government guidance, PPL has evolved its external reporting, which is now broken down into different ethnic groups to provide the greatest amount of granularity possible. For 2025, PPL's pay gap statistics for Asian, Black and Mixed ethnic group staff are calculated from 34, 30 and 13 employees, respectively.

Between 2024 and 2025, the mean ethnicity pay gap - the percentage difference between the average hourly earnings of white employees and employees from ethnic minority backgrounds - was 32.9% in favour of white employees (2024: 27.1%). It remained broadly stable for Asian staff at 28.4% (2024: 28.5%) and Black staff at 29.5% (2024: 28.3%), while increasing more significantly for Mixed ethnic group staff at 35.4% (2024: 18.9%).

The median ethnicity pay gap - the percentage difference between the median hourly earnings of white employees and employees from Asian, Black and Mixed ethnic group staff backgrounds - was 27.2% (2024: 23.7%), rising for Asian staff to 26.9% (2024: 24.2%) and Black staff to 29.5% (2024: 24.9%), with a steeper increase for Mixed ethnic group staff to 27.4% (2024: 10.9%). These changes continue to be influenced by the distribution of roles across the organisation, with an overrepresentation of ethnically diverse employees in roles which are lower paid in comparison to Head of Department and Executive positions.

UK Music's Ten-Point Plan aligns evidence and metrics to strategic actions to help increase diversity and boost inclusion at the trade bodies that represent the majority of the UK music industry.

[Read UK Music's Ten-Point Plan](#)



It is important to note that given the relatively small size of the company, changes in just a few roles, including promotions, departures and extended leaves of absence on the 5 April 2025, can have a significant impact on the data.

# Ethnicity Pay Gap

	Asian	Black	Mixed ethnic group	Other
Mean ethnicity pay gap	28.4%	29.5%	35.4%	40.3%
Median ethnicity pay gap	26.9%	29.5%	27.4%	27.5%
Mean ethnicity bonus gap	64.2%	60.5%	65.2%	76.2%
Median ethnicity bonus gap	28.3%	46.9%	55.9%	50.0%
Proportion of ethnic group receiving a bonus	94.3%	90.3%	84.6%	100%
Lower quartile (% not white)	15.0%	13.3%	9.7%	0.0%
Lower-mid quartile (% not white)	23.3%	20.0%	1.6%	3.3%
Upper-mid quartile (% not white)	8.3%	8.3%	6.6%	0.0%
Upper quartile (% not white)	10.0%	8.3%	1.6%	0.0%
<b>OVERALL PROPORTION OF WORKFORCE</b>	<b>14.2%</b>	<b>12.5%</b>	<b>5.4%</b>	<b>0.8%</b>

# Bonus Pay Gap

**PPL offers a bonus scheme which is based on company and individual performance. It is subject to certain eligibility criteria - for example, an employee's start date or if they are on an extended leave of absence.**

The proportion of male and female employees who received a bonus for work in 2024 (paid in March 2025) was 91.2% and 85.6% respectively, both increasing year on year. PPL's mean and median gender bonus gap increased to 37.3% (2024: 13.9%) and 28.6% (2024: 15.8%) respectively.

The company's mean ethnicity bonus gap rose to 71.3% in favour of white employees, compared to 66.9% in 2024. Its median ethnicity bonus gap is now 43.6% in favour of white employees, up from 37.1% in 2024.

As previously noted, the size of the organisation means that changes in one or two positions can impact the data considerably - as is the case for 2025.

<b>Bonus Gap Comparison</b>	Metric	2025	2024
<b>Gender Bonus Gap</b>	Mean	<b>37.3%</b>	13.9%
	Median	<b>28.6%</b>	15.8%
<b>Ethnicity Bonus Gap</b>	Mean	<b>71.3%</b>	66.9%
	Median	<b>43.6%</b>	37.1%

# SUSTAINABILITY REPORTING



# Greenhouse Gas Emissions

**PPL recognises its responsibility to reduce the environmental impact of its operations and embed sustainable practices across the business.**

Over the last six years, we have introduced several environmental commitments: to minimise consumption of natural resources; to use energy in the most efficient, cost-effective, and environmentally responsible manner possible; and to reduce the production of waste and develop effective waste management and recycling procedures. For reporting purposes, greenhouse gas emissions are categorised as Scope 1, 2 and 3, covering the period 1 January 2024 to 31 December 2024. In line with standard reporting practices, emissions data is reported a year in arrears.

## Scope 1: Direct emissions from sources owned or controlled by a company

Scope 1 consumption (natural gas) in 2024 showed a slight increase of 4.82% compared to the previous year. In 2023, we saw a notable decrease in Scope 1 emissions as we moved away from dependence on gas-fired boilers in day-to-day operations. It's important to note that Scope 1 emissions represent a tiny portion - just 0.16% - of PPL's total emissions.

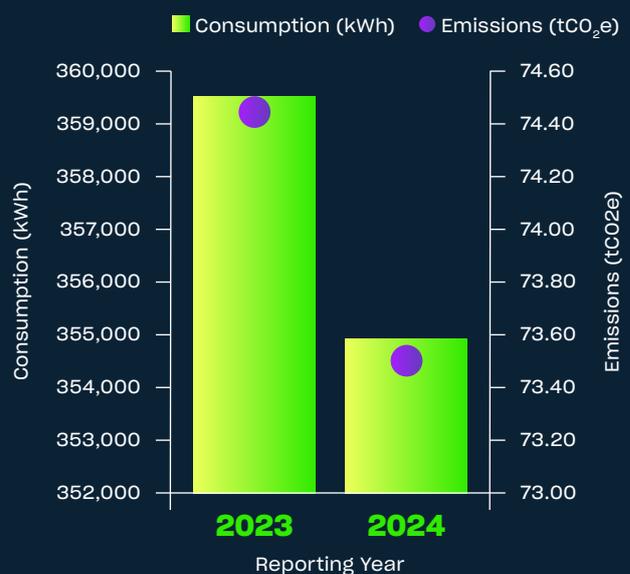
### Overview of Scope 1 Emissions

	2024	2023
<b>Natural Gas Consumption (kWh)</b>	<b>9,405.00</b>	<b>8,971.17</b>
<b>Emissions (tCO<sub>2</sub>e)</b>	<b>1.72</b>	<b>1.64</b>

## Scope 2: Indirect emissions from purchased energy

Scope 2 (electricity consumption and associated emissions) in 2024 decreased by 1.26% and 1.25% respectively, indicating that our ongoing energy efficiency measures are continuing to deliver incremental reductions.

### Comparison of Scope 2 Consumption (kWh) Emissions (tCO<sub>2</sub>e) in 2023 and 2024



# Greenhouse Gas Emissions

## Scope 3: All other indirect emissions throughout an organisation's value chain

Scope 3 represents the largest contributing factor in PPL's emissions inventory, accounting for 93.15% of the total carbon footprint. Within this, purchased goods and services (the extraction, production, and transportation of goods and services purchased or acquired by PPL) was the largest contributor, which is typical for a service-based organisation.

Where possible, data is collected directly from the supplier, but if this data is unavailable, industry-average emissions are applied. Improving data quality through the use of supplier-specific information can significantly influence reported emissions. We made notable progress in 2024 in improving data granularity and quality by distributing questionnaires to suppliers to obtain both Scope 1 and 2 emissions data and more information on their wider sustainability initiatives.

2024 saw a marked drop of 29% in Scope 3 emissions. A large contributing factor in the decrease is due to higher emissions being reported in the previous year as a result of an office refurbishment project.

	Emissions (tCO <sub>2</sub> e)		Percentage Change from 2023 to 2024
	2023	2024	
Scope 1	1.64	1.72	+4.82%
Scope 2	74.44	73.50	-1.26%
Scope 3	1,442.10	1,023.29	-29.04%
<b>Total</b>	<b>1,518.18</b>	<b>1,098.51</b>	<b>-27.64%</b>

# Carbon Reduction Plan Progress

**Our preliminary steps towards the UK government target of Net Zero emissions by 2050 have been informed by the Carbon Reduction Plan (CRP).**

The plan, launched in 2023, initially identified 10 corporate and seven external activities we can affect to reduce carbon emissions, and we have continued to develop and keep this under review each year. From this, we agreed a set of actions over the short term (0–5 years), medium term (5–10 years) and long term (10–20 years), to be delivered either directly by PPL or through our influence of external partners.

## Short-term actions (0–5 years)

Action	Status
Decarbonise gas-fired water heaters to point of use	Complete
Install double glazing throughout	Complete
Reduce office non-occupancy loads	Complete
Decarbonise gas-fired water heaters to point of use (increase electricity)	Complete
Install LED lighting throughout the building	Complete
Realign units for re-ingestion of exhaust air	Complete
Lock local controllers to limit temperature to within 20–22°C	Complete
Reduce on-duration on PIR sensors	Complete
Reconfigure standby settings	Complete
Behavioural Change Programme Year 1 rollout	In Progress
Carry out delivery consolidation actions on all items delivered to site	Complete
PPL PRS carry out Scope 1 and 2 conservation programmes (electricity and fuel)	In Progress

# Carbon Reduction Plan Progress

## Medium-term actions (5-10 years)

Action	Status
Install presence detection	Complete
Reconfigure temperature setpoints	Complete
Install submeters on significant plant/areas and carry out regular energy management activities	In Progress
Review policies for business travel, especially flights	In Progress
Consider circular economy principles when purchasing furniture	Not Started
Company-sponsored/supported home improvement programme	Not Started
Establish a renewable energy buyers' club	Not Started
Identify lower-carbon suppliers across the supply chain	In Progress
Supply chain deep-dive to identify market inefficiencies in production and delivery of goods or services	Not Started
Wastestream improvement guidance and programmes, inc food	In Progress
Move all IT processing to the cloud and revert server room	In Progress
Establish carbon reduction partnerships with key suppliers	Not Started
Support UK electrical generation improvements (0-10 yrs)	Externally-led
Improve municipal waste management systems	Externally-led

# Carbon Reduction Plan Progress

## Long-term actions (10–20 years)

Action	Status
Improvements in public transport (business travel)	Externally-led
Capital goods suppliers carry out their own carbon reduction measures	Externally-led
Haulage/delivery companies move towards zero-emission vehicles	Externally-led
Improvements in public transport (commuting)	Externally-led
UK electrical generation improvements (11–28 yrs; effect on value chain)	Externally-led
PG&S suppliers carry out their own carbon reduction measures	Externally-led

## Supporting change in the music industry

**At the end of 2025, PPL became a founding donor of EarthPercent. EarthPercent helps artists and music-related organisations to pledge a small percentage of their income to climate causes.**



EARTH / PERCENT

Within recording and streaming, they work to generate royalties that can help invest in the future of our planet. It has also led them to innovate new campaigns. On Earth Day 2024 (22 April), they were part of the Sounds Right campaign that made NATURE an official artist for the first time, generating royalties for conservation. As part of our engagement with EarthPercent, representatives will deliver education and engagement sessions for PPL employees for a three-year period.

# PPL GIVING

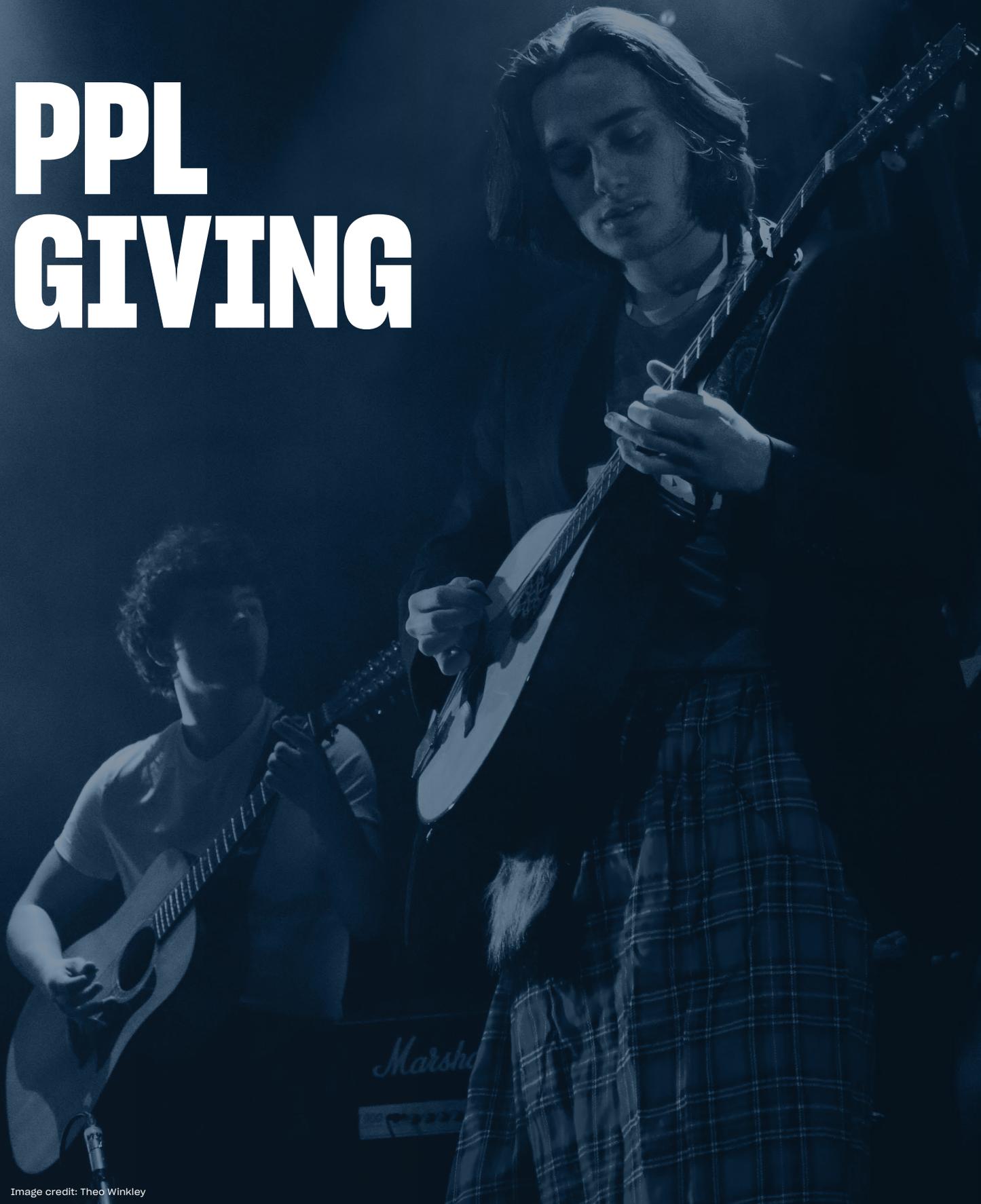


Image credit: Theo Winkley

# PPL Giving

**In March 2024, we formally launched PPL Giving, a £1 million annual programme to support the education, talent development, employment and welfare of performers in the UK. PPL Giving provides direct funding to more than 30 organisations operating across the nations and regions of the UK. The initiative includes continued support for three funds administered through PRS Foundation: the PPL Momentum Music Fund, the International Showcase Fund and the Talent Development Network.**

Organisations submit their projects for consideration, and funding is awarded following a thorough review of all applications and the approval of our Performer Board. We make funding decisions based on our core principles: promoting equity of opportunity within the music sector; supporting a wide range of musical genres and geographic areas across the UK; and backing initiatives that positively enhance PPL's profile. Below are just a few examples of how our support has positively impacted these organisations.

## Baby People: empowering emerging female artists

Founded in Derby over 20 years ago by music producers Baby J and Rukus, Baby People creates opportunities for music creators of Black, Asian and other minority ethnic backgrounds, providing them with the resources, platforms and skills they need to build careers in the music industry.

In 2024, PPL supported their Unifying Melodies initiative, a 12-month female-led project to champion emerging artists from disadvantaged communities, primarily in the East Midlands. Six aspiring artists were provided with creative mentoring, music production and songwriting guidance, and training on distribution platforms, streaming data and monetisation options.



“PPL’s support and generosity has meant that Baby People can help develop and support six emerging female artists, some of whom may never have accessed this level of support before. Supporting female artists is essential for a more inclusive music industry. This project celebrates their talent and inspires future generations to pursue their musical dreams. We are stronger when we unify our melodies.”

Rukus, Baby People’s Artistic Director and Ambassador

## The BRIT School: developing the next generation of talent

**The BRIT School has been providing accessible training and education to burgeoning creatives for over 30 years. Its alumni include some of the UK's most successful performers, producers and creatives - but the school's focus isn't on stardom. It's on equipping students with the tools, knowledge and confidence to work in the creative industries, regardless of their background.**

In 2025, PPL Giving supported Sounds Global, one of the school's longest-running events. Year 13 students on the music course research, arrange and perform songs from across continents, often in languages they don't speak and genres they've never played.

It's just one of the many ways PPL works with the BRIT School. Our involvement includes both funding and practical support, helping students understand the business side of the music industry.



Image credit: Theo Winkley

“PPL has been a great friend to The BRIT School. They've given advice, offered their expertise with talks, meetings and seminars with our students, and visited our shows. With their recent support, they have made sure that we continue to have world-class careers advice so all students, regardless of their background, can take the right steps forward for careers in the music and creative industries.”

**Stuart Worden, The BRIT School Principal**



Image credit: Theo Winkley

## BAPAM: helping performers stay healthy

**The British Association for Performing Arts Medicine (BAPAM) is the largest provider of clinical services to the UK’s performing arts sector. Over the past decade alone, the organisation has helped over 16,000 patients, offering expert advice and treatments ranging from mental health support to vocal and musculoskeletal care.**



In 2024, BAPAM marked its 40th anniversary with a special event at London’s Royal College of Music. PPL has been a long-time supporter of BAPAM, and support from PPL Giving allows the charity to reach more performers each year, providing them with the health services they need to maintain their careers and creative wellbeing.



“PPL’s commitment to working with BAPAM is helping us reach many more people in need of support and driving lasting change in the industry. Our vision is for specialist health support to be accessible to everyone in the industry, from grassroots artist to festival headliner.”

**Claire Cordeaux, BAPAM's CEO**



# Since 2024, PPL has supported:

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## **Attitude is Everything**

<https://attitudeiseverything.org.uk/>

## **Baby People**

<https://www.babypeople.co.uk/>

## **BAPAM**

<https://www.bapam.org.uk/>

## **Benedetti Foundation**

<https://www.benedettifoundation.org/>

## **B:Music**

<https://bmusic.co.uk/>

## **Black Lives in Music**

<https://blim.org.uk/>

## **Brighter Sound**

<https://www.brightersound.com/>

## **BRIT School**

<https://www.brit.croydon.sch.uk/>

## **Britten Pears Arts**

<https://www.brittenpearsarts.org/>

## **Curve Theatre**

<https://www.curveonline.co.uk/>

## **Donmar Warehouse**

<https://www.donmarwarehouse.com/>

## **Drake Music Scotland**

<https://drakemusicscotland.org/>

## **East London Arts and Music (ELAM)**

<https://www.elam.co.uk/>

## **Forté Project**

<https://forteproject.co.uk/>

## **Generator**

<https://generator.org.uk/>

## **Heart n Soul**

<https://www.heartnsoul.co.uk/>

## **Henry Wood Accommodation Trust**

## **iluvlive**

<https://www.iluvlive.co.uk/>

## **Inside Track / In the Making**

<https://www.inthemaking.com/>

## **Ivors Academy x LIMF Academy 'Yes We Are'**

<https://www.limfacademy.com/portfolio/limf-academy-x-ivor-academy-presents-yes-we-are/>

## **Jazz re:refreshed**

<https://www.jazzrefreshed.com/>

## **Lady of the House**

<https://www.ladyofthehouse.org.uk/>

## **Last Night A DJ Saved My Life**

<https://www.lastnightadjsavedmylife.org/>

## **Liverpool Lighthouse**

<https://www.liverpoolighthouse.com/>

## **Liverpool Philharmonic**

<https://www.liverpoolphil.com/>

## **Midland Youth Jazz Orchestra**

<https://www.myjo.co.uk/>

## **Moving On Music**

<https://www.movingonmusic.com/>

## **Music for Youth**

<https://www.mfy.org.uk/>

## **Music Local**

<https://www.musiclocal.co.uk/>

## **Music Managers Forum (MMF)**

<https://themmf.net/>

## **Music Minds Matter**

<https://www.musicmindsmatter.org.uk/>

## **NQ Legacy**

<https://www.thisisnq.com/>

## **Peak Music / We Are The Unheard**

<https://www.peakmusic.uk/unheard>

## **PRS Foundation**

<https://prsfoundation.com/>

## **Saffron**

<https://saffronmusic.co.uk/>

## **South Asian Arts UK**

<https://saa-uk.org/>

## **Tomorrow's Warriors**

<https://tomorrowswarriors.org/>

## **Tonic Rider**

<https://www.tonicmusic.co.uk/tonic-rider>

## **United Development**

<https://www.udmusic.org/>

## **World Heart Beat**

<https://worldheartbeat.org/>

## **Young Musicians Symphony Orchestra**

<https://www.ymso.org.uk/>

## **Youth Music**

<https://youthmusic.org.uk/>