



GENDER & ETHNICITY PAY GAP REPORT

2024

FOREWORD

The latest analysis of PRS for Music's gender pay gap reveals a slightly widened gap from 7.1% to 10.2% in comparison to our results last year. This is driven by a greater proportion of males than females in senior roles, where the average pay is greater due to both salary and bonus target links. We have seen a slight improvement in the ethnicity pay gap which has decreased from 14.9% to 14% driven by an increase in ethnic communities' representation across the organisation.

We are clear that achieving gender and ethnic parity is an ongoing effort, but a challenge we face with confidence. We understand that sustainable change takes time and is ultimately the reason we set ourselves realistic targets, to be achieved over a five-year period starting in 2022. Our results this year demonstrate that there is still more to do, and we must continue our extensive and ongoing process improvements to achieve gender and racial parity for who we hire, promote and retain across the organisation.

This year marks the fourth year that we have published our ethnicity pay gap results, alongside reporting our gender pay gap results, which is now in its eighth year. We do so to foster transparency and build confidence in our commitment towards achieving gender and racial parity.



“ It is widely acknowledged that organisations with a diverse workforce and inclusive culture tend to perform more effectively. Diversity helps increase creativity, innovative thinking and strengthens employee engagement.

The targets that we have established are intended to be long lasting and sustainable, not just for the PRS of today but also for the organisation we will be in the future. While we have seen modest improvements, our results are not yet where we aspire to be. It is vital that we continue to improve the diversity of our organisation across all levels, in doing so, we will better represent the songwriters, composers and publishers we serve. ”

Andrea Czapary Martin,
CEO, PRS for Music

What is a gender and ethnicity pay gap report?

We feel that it is important to understand that the gender and ethnicity pay gap report refers to the disparities in average earnings between different groups and is the difference between the average earnings of males and females and people from different racial or ethnic backgrounds.

There are several calculations that together show the difference in pay, a full explanation for each calculation is as follows:

Gender

When it comes to gender, this report took into consideration the gender binary – male and female. Subsequent reports will evolve to include survey results which acknowledge wider gender spectrum including non-binary, transgender and intersex identities.

Ethnicity

Within this report we use the term ethnic communities to refer to a data set that includes individuals from Black and Asian backgrounds and/or anyone who does not identify as White.

Mean vs Median

The mean of a data set is also known as the average and is found by adding all numbers in a data set and then dividing by the number of values in the set. The median is the middle value when a data set is ordered from least to greatest.

It is important to report both mean and median, as we have done in our report, not least as it allows for proper scrutiny of the data and can indicate any inconsistencies in the data. The median generally gives the most appropriate idea of the data distribution.

Quartiles

In statistics, a quartile is a type of measurement which divides the number of data points into four parts, or quarters, of more-or-less equal size. The data must be ordered from smallest to largest to compute quartiles; as such, quartiles are a form of order statistic.

Relevant employee

This includes all employees on our payroll that have a contract of employment and includes employees who are part-time, job-sharing, and on leave.

Full pay relevant employees

Full-pay relevant employees are all employees employed during the snapshot period who are paid their usual full basic pay including paid leave during the same period. The regulations prevent employers from counting anyone as a full-pay relevant employee if they were not paid their usual full basic pay because they were on leave.

At PRS for Music, reducing the gender and ethnicity pay gaps remains a strategic goal and despite mixed results this year, we are encouraged that our long-term trend is downwards. It can feel frustrating that the pace is slow, however our focus is to keep delivering activities and improved working practices that drive fairness and equity whilst also looking to innovate and launch new programmes that accelerate change. We are proud of the progress that we are making but are not complacent when there is still much to be done within the organisation.



Suzanne Hughes,
Chief People and
Transformation Officer,
PRS for Music

GENDER

		2023	2024
Pay gap	Mean	7.1%	10.2%
	Median	12.6%	15.7%

This year, the mean pay gap, in favour of males, has increased from 7.1% in 2023 to 10.2%.

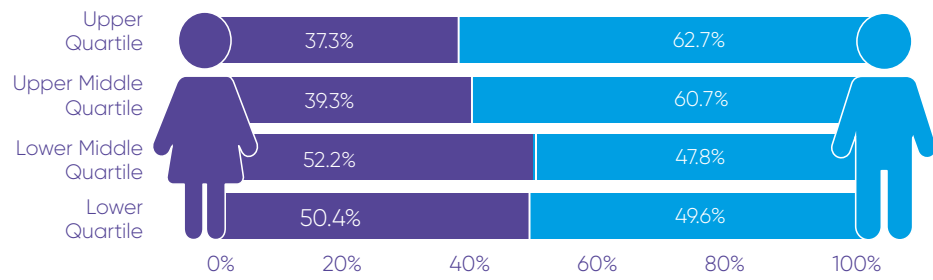
The key drivers of this change were:

- Timing of bonus payments deferred to May 2024, where had these been paid in April 2024 with other bonus payments the gap would have only worsened by 0.2% to 7.3%.
- A greater proportion of males than females from 2023 in the overall population.
- A greater proportion of males than females from 2023 in more senior roles where average pay is greater due to both salary and bonus target links.
- A decrease in the proportion of females in more junior roles where average pay is lower due to both salary and bonus target links.

The median pay gap change from 2023 shows a 3.1% increase to 15.7% in favour of males.

The median is found within the employees in our junior bands, where we have a more even weighting of males (52.9%) and females (47.1%), however the distribution of our female employees across the organisation is skewed to our junior bands, relative to males.

Pay quartiles - by gender



		2023	2024
Bonus gap	Mean	20.3%	4.4%
	Median	32.4%	26.6%

The changes in favour of females in this year's data were driven by the 2023 calculation including the annual bonus payment paid in April 2022, which was reduced by 50%, the impact of this not being the case in April 2023 amplifies the improvement.

Those with the larger bonus targets experienced increases in the value of their bonus payment, particularly in the most senior of roles, which included an additional female from 2023.

The median bonus gap shows a smaller decrease from 32.4% to 26.6%, driven by an increase in the proportion of females in junior roles with lower bonus targets and a decrease in the proportion of females in senior roles with higher bonus targets, but this has been outweighed by the increase in the proportion of females at the mid-level roles where the midpoint for both genders falls, for the median calculation.

Proportion of employees who received bonus pay



There has been a decrease in the proportion of employees receiving a bonus in this year's calculation as the previous year saw a one-off cost of living payment being paid without the same length of service requirements that our annual bonus scheme requires. Without this payment this year, the proportion eligible based on length of service decreased, all employees are eligible to participate in our discretionary companywide bonus scheme, subject to start date for the current performance year.

ETHNICITY

Pay gap	2023		2024	
	Mean	14.9%	14.0%	
	Median	13.1%	16.0%	

% gap in favour of those who have identified as White

Bonus gap	2023		2024	
	Mean	37.2%	38.5%	
	Median	28.0%	13.5%	

% gap in favour of those who have identified as White

A further improved rate of diversity data disclosure from 96.6% to 96.8% this year has resulted in a more complete set of data and therefore more accurate reporting.

This year, the mean ethnic pay gap has reduced by 0.9%. There has been an increase in ethnic communities' representation from 2023 and a decrease in White representation across the organisation. At senior levels however, whilst the number of employees from ethnic communities has stayed the same, there has been an increase in the number of overall employees, including an increase in those who 'Prefer Not to Say', this has offset the overall improvement.

The timing of bonus payments deferred to May 2024 were for White employees so this reduced the gap, had these been paid in April as usual the gap would have increased and be greater by 1.6%. This is caused by our bonus pay timing impacting our mean pay gap and the link between ethnic community representation, seniority and bonus targets.

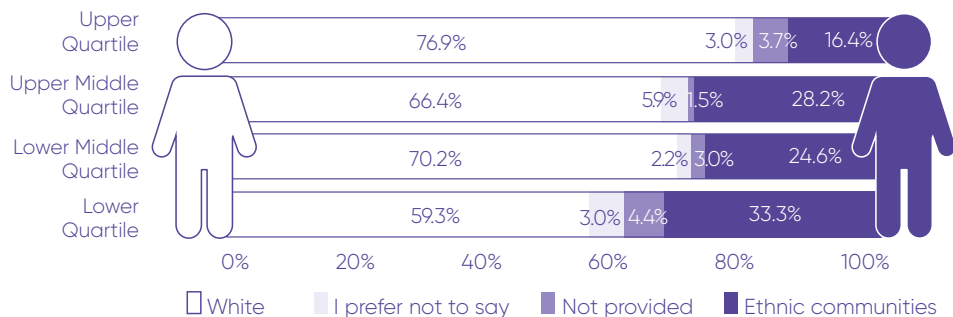
The median ethnic pay gap increased by many of the same reasons as the mean pay gap, whilst the overall representation is increased for ethnic communities, it is skewed to the junior roles.

The change in the ethnicity mean bonus gap is driven by those with the larger bonus targets seeing a significant increase in bonus payment values this year. In particular, at the most senior levels which is skewed to employees who identify as White and caused by the return to a full bonus scheme for the 2022 performance year (paid in April 2023), the previous performance year and pay gap reporting period included a reduced bonus scheme.

The median bonus gap has improved, driven by a positive increase both overall and in the representation of ethnic communities in all quartiles expect the lower quartile, closing the gap.

There has been a decrease in the proportion of employees receiving a bonus in this year's calculation as the previous year saw a one-off cost of living payment being paid, without the minimum length of service requirement that our annual bonus scheme requires. Without this payment this year, the proportion eligible for a bonus based on length of service decreased. All employees are eligible to participate in our discretionary companywide bonus scheme subject to start date for the current performance year.

Pay quartiles - by ethnicity



Proportion of employees who received bonus pay



OUR ACTION PLAN

Working closely with our wider HR colleagues and hiring managers we will help to raise capability through targeted learning initiatives, enhance managerial accountability for inclusive hiring and build better transparency in career progression through our new Routes to Promotion model. These actions, along with further embedding our Core Competency framework which launched last year and upcoming Learning Management System (LMS), are designed to streamline our approach and provide more transparency for promotion pathways, enhance our high performing workforce culture, strengthen skills and build competency and support our gender and ethnicity ambitions.

Recruitment

Continuous improvement and recent changes to the assessment process by our recruitment team and hiring managers add rigour to the way we qualify and evaluate candidates whilst promoting equity and fairness. In addition, the tools we have deployed, the selection of job boards we use and the partnerships we have built help drive greater diversity without compromising the quality of candidates we select.

We are committed to skills-based hiring, which is designed to help identify the skills required for success in a given role while ensuring diverse shortlists including gender and ethnicity for all senior internal and external hiring.

We are also refreshing our inclusive recruitment training (Licence to Hire 2022) for all hiring managers to help remove traditional barriers to entry and/or progression, reducing bias in our process.

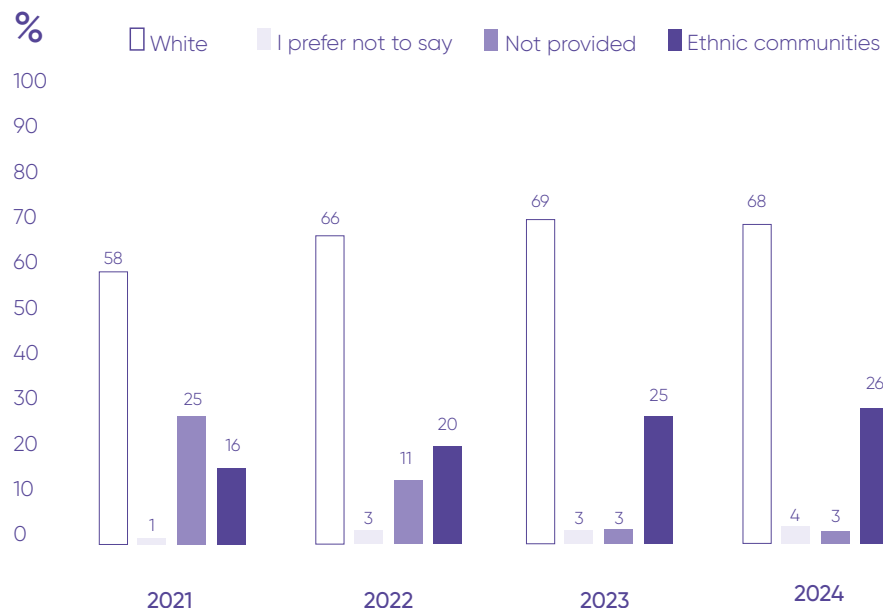
Our recruitment target:

50% gender composition **30%** ethnicity

Current composition:

46% females **26%** Ethnic communities

Gender and ethnicity composition over the past four years :



Internal mobility strategy

We will offer better transparency in career progression to PRS for Music employees through our new Routes to Promotion model and Talent Review process.

By continuing to embed our Core Competency framework we will ensure a fair measurement and assessment of talent across our business.

We will continue to offer targeted support in the form of coaching and mentoring to enhance our high-performance culture and strengthen our skill set.

We continue to promote and fill job vacancies within the organisation, ranging between 25% and 30% of appointments filled by internal candidates.

OUR ACTION PLAN

Equity, Diversity, Inclusion and Belonging initiatives

By building on our Employee Advocacy initiatives, we will strengthen our employer brand through targeted marketing campaigns, leveraging our communications channels to better reach underrepresented demographics through bespoke messaging.

We will utilise storytelling techniques to share success stories promoting both colleagues who are women and from differing ethnic backgrounds, those who demonstrate our values and who have made an impact within the organisation, appealing to a broader range of qualified candidates.

We will work with our employee network to share positive workplace experiences that will amplify our marketing efforts. Their genuine endorsements will help stimulate our early careers pipeline within universities and promote senior appointments to engage and attract talent.

Learning & Development

We have implemented learning and development plans to help improve our gender and ethnicity targets, ensuring we can diversify representation at senior levels in line with our five-year targets.

Our partnership with the Government's apprenticeship levy continues to give people from underrepresented groups the opportunity to grow and progress within the organisation.

Our company competencies ensure a fair measurement and assessment of talent and behaviors across our business. This helps to remove subjectivity and potential bias from our processes and complements the required technical skills for each role and level. The competencies form the way in which we align and assess skills for development or career progression when opportunities arise within the organisation.

In 2024, we re-launched our My Learning Window courses. These ongoing courses, available to all PRS employees, help to bridge the gap in common challenges faced at work, which are known to be barriers to career progression. Specific courses include personal effectiveness, growth mindset, receiving and seeking feedback, owning your professional development, as well as the newly introduced change and innovation workshop sessions – providing tangible strategies for growth and transformation.

Closing the gap at PRS for Music is not just about equity and fairness, it's about attracting, retaining and inspiring a high performing workforce of the future. We know that each year there are factors that are outside of our control which impact the results. In order to future proof our talent pipeline we will continue to focus on recruitment, skills based hiring, talent reviews and internal progression across the organisation. By refining our strategies, listening to our teams, and holding ourselves accountable, we can ensure progress is both meaningful and enduring.

Janeace (Jay-T) Thompson,

Director of Talent, Culture and Experience, PRS for Music



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Registered in England No. 134396

