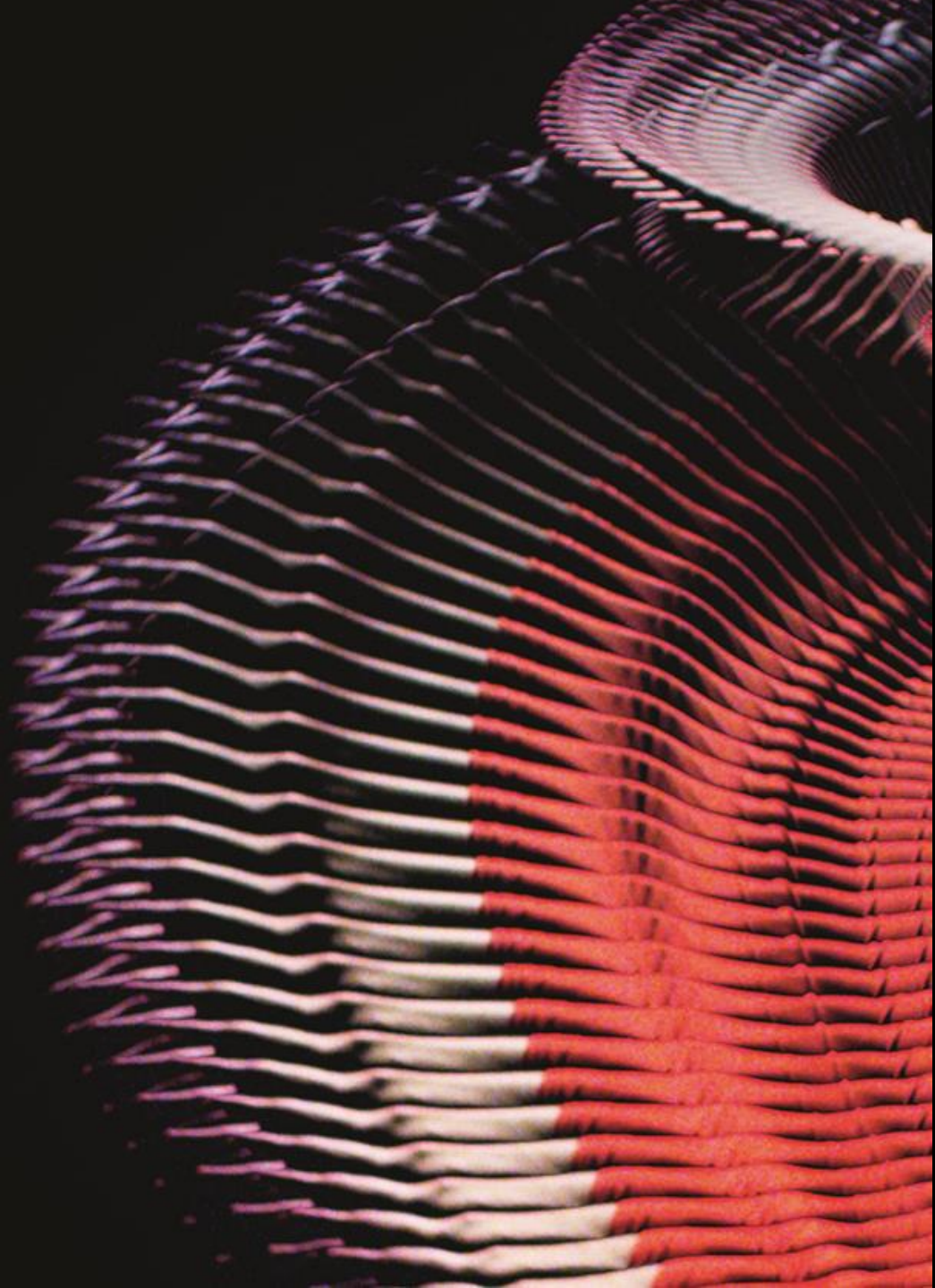




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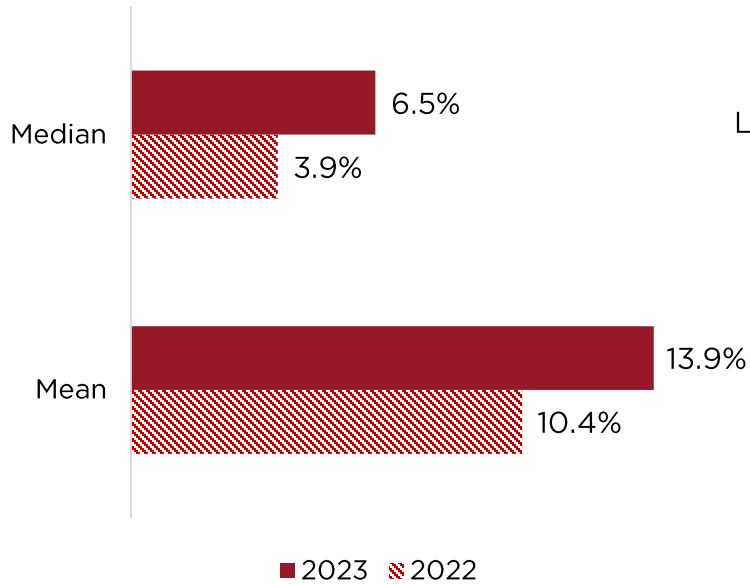
# Gender Pay Gap Report 2023



# Gender Pay Gap Data

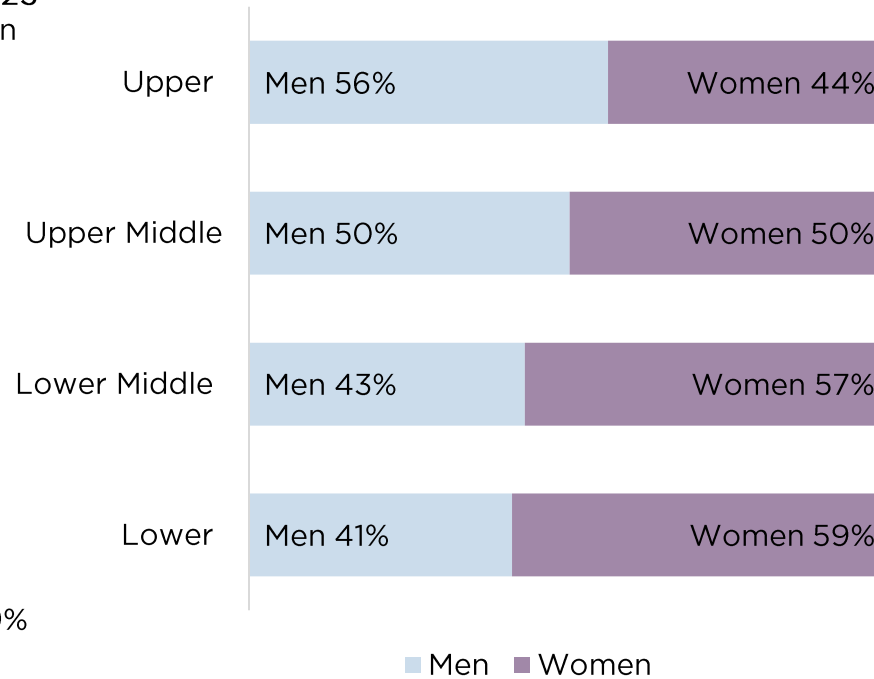
The Royal Opera House Gender Pay Gap as on 5 April 2023. On this day our workforce was made up of 53% women and 47% men.

The Royal Opera House Gender Pay Gap 2023 is 6.5% (median). This means for every £1 men earn, women earn 93p.



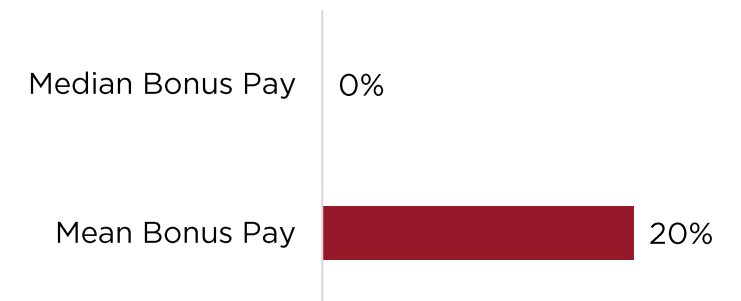
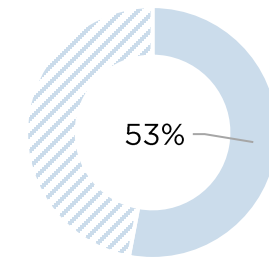
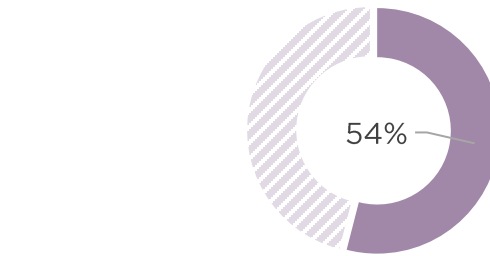
## Pay Quartiles

The proportion of men and women in each pay quartile. Total number of staff: 1402



## Bonus Gender Pay Gap

The proportion of men and women receiving a bonus (predominantly long service) payment



# Understanding our Gender Pay Gap

The ROH Gender Pay Gap for 2023 is well below the UK National Average pay gap of **14.3%** but at **6.5%** it has increased by 2.6 percentage points from 2022. The mean gap has also increased by 3.5 percentage points to **13.9%**. In headline terms the focus is predominantly on the median figure as this is seen to provide a better measure of the average and is less affected by high or low outliers within the data set.

If we look at employed staff alone, who account for **71%** of the overall workforce, this year the median gap remains unchanged from last year at **8%**.

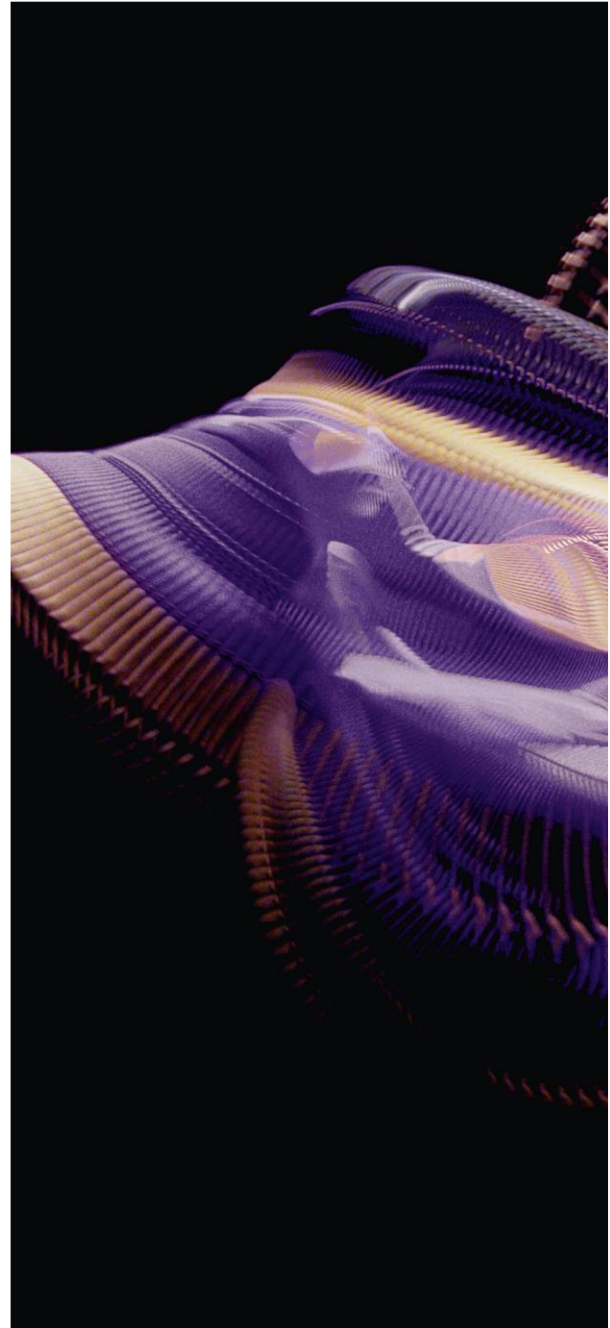
Underlying this, we have continued to see beneficial improvement resulting from the changes to terms and conditions which were made in 2020 and our ongoing commitment to attracting diverse talent. For example, we continue to have a **0%** pay gap within our Technical, Production and Costume and Visitor Experience departments, which account for **43%** of the workforce, and this year we also see a **0%** gap within the Royal Opera company and Development & Enterprises.

However, the Gender Pay Gap has been negatively impacted by changing profile of our 'contingent' workforce, which fluctuates significantly depending on what productions are on stage/in rehearsal on the April date when the data snapshot is taken. The increased pay gap this year comes predominantly from minor changes in the requirements of the productions in 2023 compared to 2022, which saw a shift in the gender split within the Freelance and Extra Player workforce. In 2022 there was a nearly 50/50 gender split within the Extra Players group. However, in 2023 only **43%** of the Extra Players engaged were women. Although this difference equates to only 18 individuals, as their pay falls within the Upper Quartile, this relatively small change in gender proportion has a significant impact on the overall Gender Pay Gap calculations for the ROH.

We can see from this year's data that women are in too large a number in the lower quartiles while too small a number in the upper quartiles of pay.

- The number of women in the lower pay quartile has increased from **51%** to **59%**. Women are disproportionately represented within lower paid roles such as ushers and retail assistants (**62% ushers, 75% retail staff**).
- **89%** of casuals are in the lower and lower middle pay quartiles, of which **52%** are women.
- **100%** of extra players are in the upper pay quartile but only **43% of these are women**.
- The proportion of women employees within the lower quartiles is **61%** compared to only **47%** in the upper quartiles.

We continue to review ways of ensuring we can reduce our gender pay gap and support the careers of women at the ROH.



# Improving the Gender Pay Gap

We remain committed to driving change, advocating the gender diversity agenda and building an inclusive culture in 2024 and beyond. To do this there are three key areas of focus:

## Recruitment

### Attracting diverse talent

There has been a significant improvement in the pay gap within **Audiences and Media** which went through a department-wide restructure in 2023, where a number of high earning men left the organisation and a number of women were promoted and recruited into new roles. **Information Technology** have also recruited a number of senior women into the department and consequently improved their gender pay gap.

We continue to look for ways as an organisation to recruit more diverse talent. From partnering with specialist third party jobs boards, to engaging the services of head-hunters with a tailored remit, we are promoting the ROH broadly and widely. We participate in relevant careers fairs and speaking engagements, as well as hosting an annual internal event, in order to speak directly to underrepresented groups and encourage their engagement with the ROH as an employer.

### Orchestra recruitment

The profile of the Orchestra has a significant impact on our Gender Pay Gap. Out of a current Orchestra headcount of 89 players, 65% are men and 35% are women. Given their high hourly rate, Musicians account for **74** of the top 100 highest earners, of which **52** are men. This then has a material impact on the overall Gender Pay gap.

Without significant reform to our orchestra recruitment practices, and a genuine drive to improve the gender balance the ROH is unlikely to ever completely close the pay gap. We currently have 27 orchestral vacancies. This provides us an opportunity to review our recruitment practices to ensure that we have a fair process which supports a drive towards an equal gender balance at all levels of the orchestra. We are confident that this approach will deliver results in the medium to long term, however the length of the orchestra talent pipeline means we can't anticipate a quick change to our overall pay gap, so while the pay gap within the Orchestra itself remains (9%), we won't see a reduction to the overall ROH pay gap.

We also know that our pay gap is negatively impacted by the profile of the extra player pool. We are working with the ROH Orchestra committee and the Musicians' Union to ensure that we achieve a gender balance within this specific group as well.



# Improving the Gender Pay Gap

## Support for women, parents and carers

The ROH continues to support a hybrid working model in areas where remote working is possible in a number of functional areas. This flexible approach is attractive to many people who balance work and caring responsibilities and is seen as a key retention tool.

We raise awareness about gender disparities, highlight achievements, discuss challenges, and reinforce the ROH's commitment to equality, diversity and inclusion. We continue our work with PIPA and draw on their expertise to inform policies that support parents returning to work, ensuring a smooth transition back to work. We are launching the ROH Parents and Carers employee resource group and celebrate events like International Women's Day. All these activities help us to take a holistic approach towards building a supportive organisational culture and to build a truly inclusive and equitable ROH for women, helping us to engage with, retain and further attract talent.

## Development and succession planning

We are actively supporting the development and recruitment of women into leadership roles. We are reviewing our offering of a leadership development programme, ensuring maximum access for our women senior managers, to grow their capabilities and develop more women leaders. As well as professional development, the programme will promote collaborative working and create opportunities for shared experiences and problem solving.

For our junior managers, we run an internal Management Programme to help them get to grips with the fundamentals of management and connect them with others at a similar level. In the 2022/23 season, out of 25 total attendees we had 19 women managers complete this programme and for 2023/24 we are looking to increase this number further.

The HR team are working with the Executive team to embed diversity in succession planning, by identifying, developing and nurturing relationships with senior talent in the sector from underrepresented groups for senior roles, with gender being one of the areas of emphasis. Since April 2023 we have made three significant senior women appointments (Orchestra Director, Chief Commercial Officer and Information Technology Director). If we were to include these roles in our calculations for 2023 the Executive Team median gap would decrease down to **-5.6% median** from **6.8%**.



# Calculating the Gender Pay Gap

The gender pay gap calculation shows the difference in the average hourly pay for all women and men employed by the Royal Opera House, regardless of their role or seniority. The hourly pay used to calculate the gender pay gap includes basic pay, allowances and responsibility payments.

Our workforce is made up of permanent and fixed term employees and a contingent workforce (casuals, freelance performers, extra players, etc.). While our permanent workforce remains largely static aside from the expected annual turnover, the make-up of our contingent workforce can vary weekly depending on the repertory and operational activity. This year's data is based on 737 women and 665 men.

The data used to calculate hourly pay is taken from a snapshot of our workforce on 5 April 2023.

We are also required to calculate the bonus gender pay gap. The calculation is based on all payments made to relevant individuals from 6 April 2022 to 5 April 2023 that are considered a bonus under the gender pay gap regulations. At the ROH no bonus schemes operate but we include any recognition payments and long-term service pay awards within this calculation.

