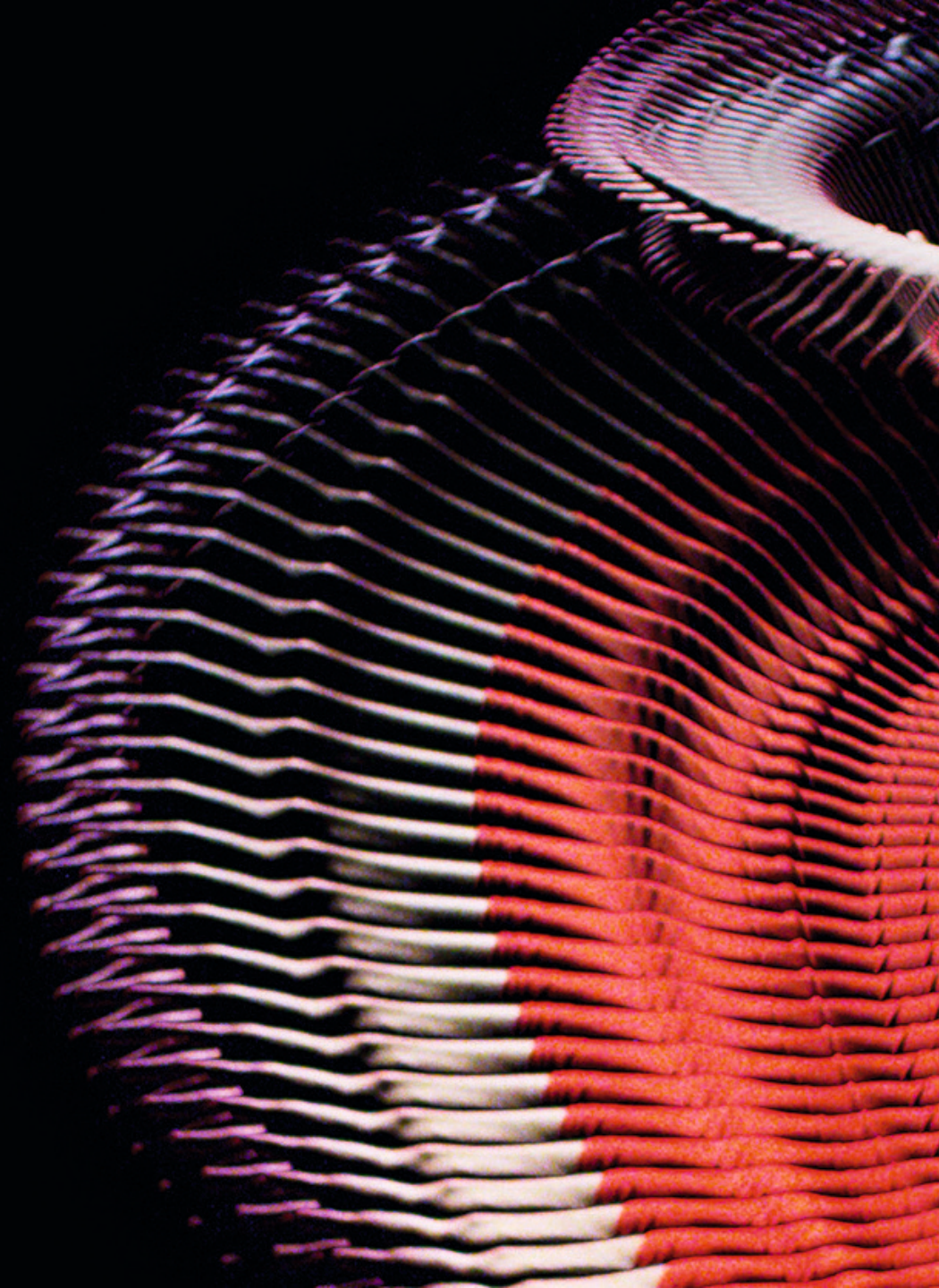




ROYAL  
OPERA  
HOUSE

# Gender Pay Gap Report 2020



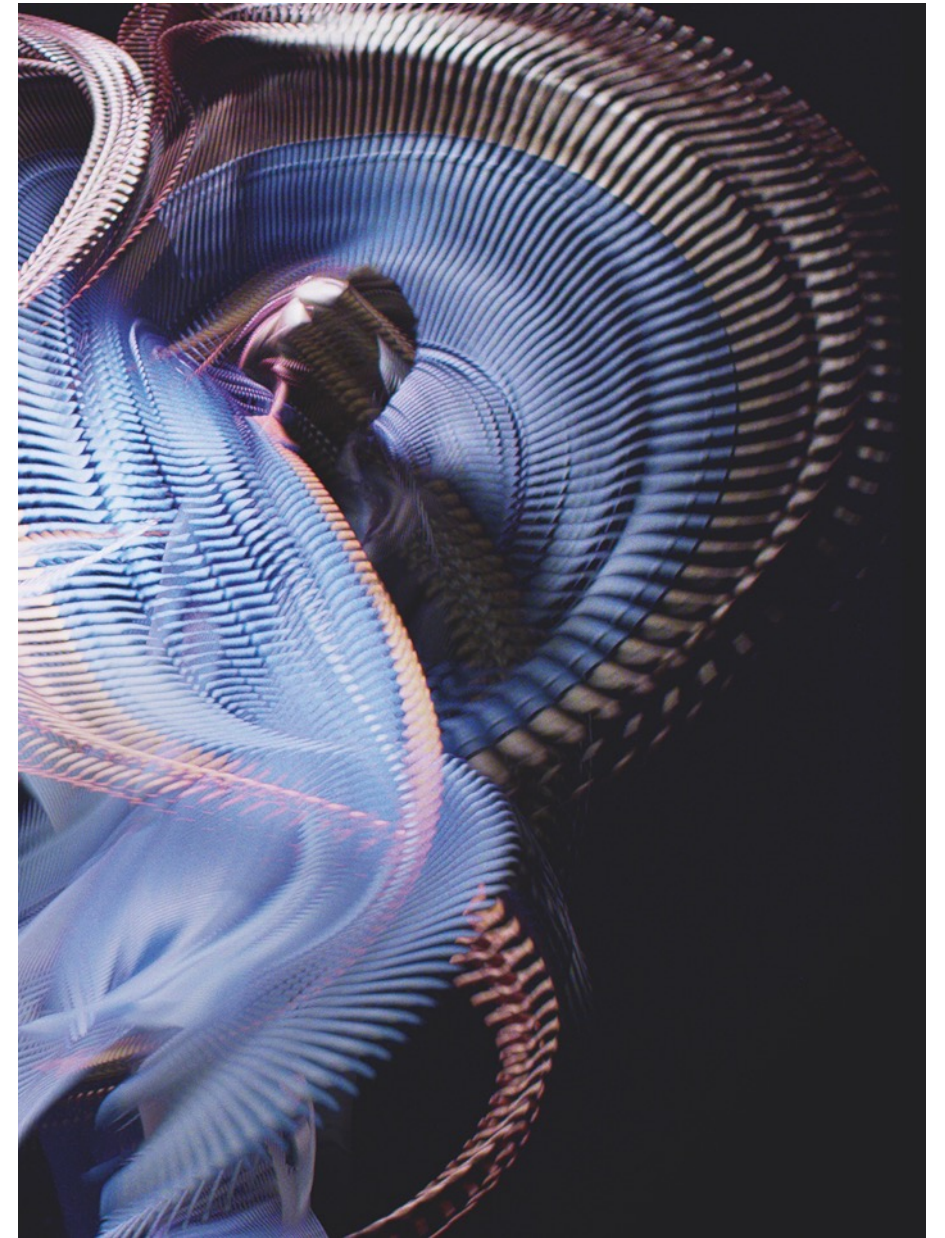
# Gender Pay Gap Report 2020

The gender pay gap calculation shows the difference in the average hourly pay for all men and women employed by the Royal Opera House, regardless of their role or their seniority.

We include permanent and fixed term employees, casual staff, extra orchestra players, and extra chorus including actors and dancers in our calculations. The data used to calculate hourly pay is taken from a snapshot of our workforce on 5 April 2020.

The hourly pay used to calculate the gender pay gap includes basic pay, allowances, media fees and responsibility payments.

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 2019 to 5 April 2020 that are considered a bonus under the gender pay gap regulations. We don't operate a bonus scheme at the ROH but long term service pay awards are included in this calculation.



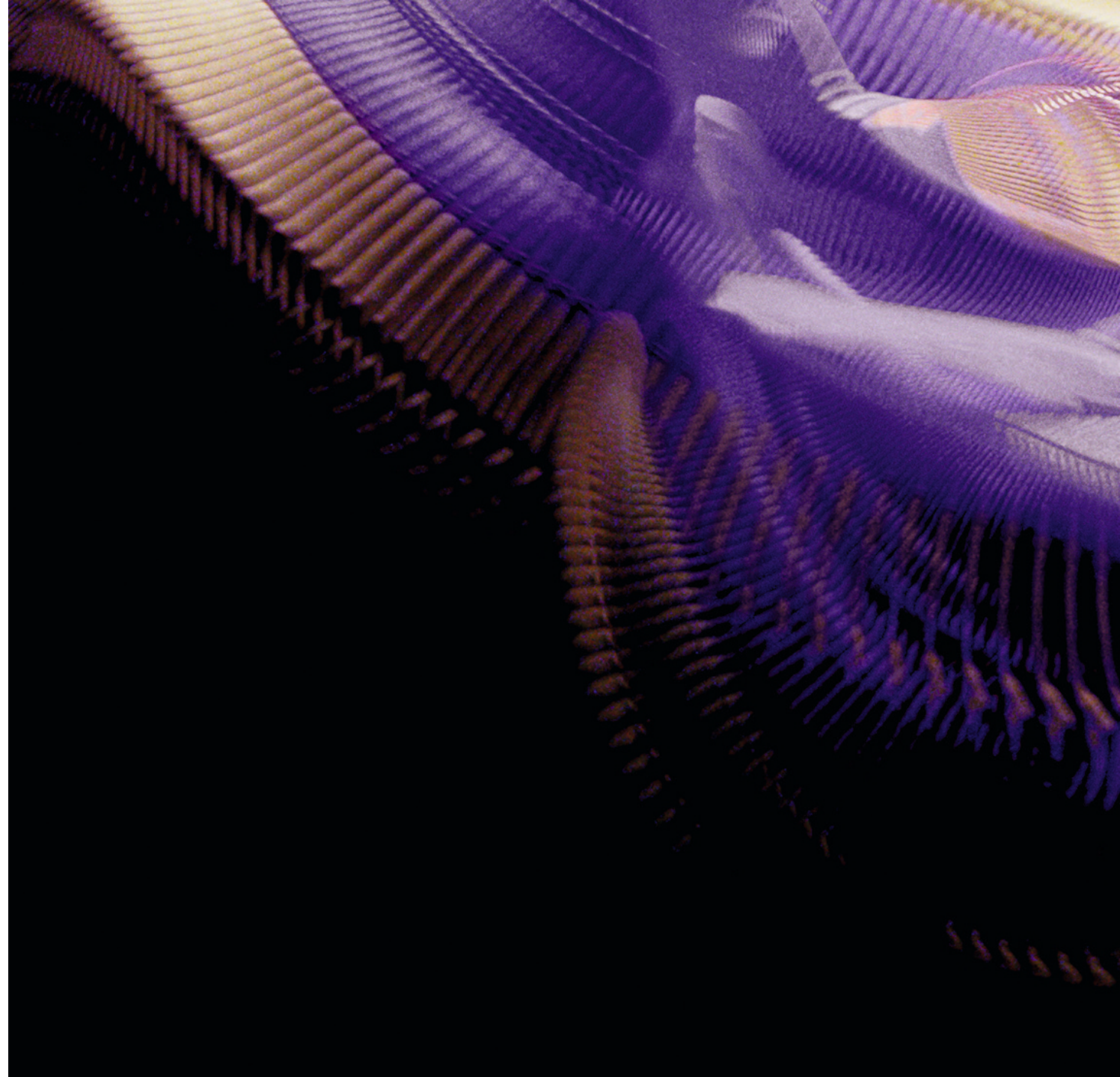


# Understanding our Gender Pay Gap

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, meaning any changes to our gender pay gap is usually in large part influenced by this group of contingent staff.

On the snapshot date for the 2020 gender pay gap calculations our theatre was closed, and performances were cancelled. We were able to support many of our contingent workers through the furlough scheme but in line with the regulations these individuals are not included in the calculations. This means the make-up of our workforce looks very different to previous years.

As a result, our 2020 gender pay gap is more representative of the gender pay gap between our permanent and fixed-term employees, of which a large majority of roles remain linked to fixed pay grades agreed with the recognised Trades Unions, where staff in the same grade are paid a set hourly rate.



# Gender Pay Gap Data

The Royal Opera House Gender Pay Gap as on 5 April 2020. On this day our workforce was made up of 51% women and 49% men.

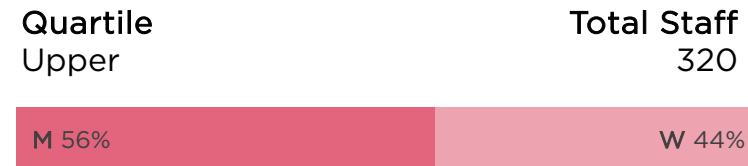
## Median



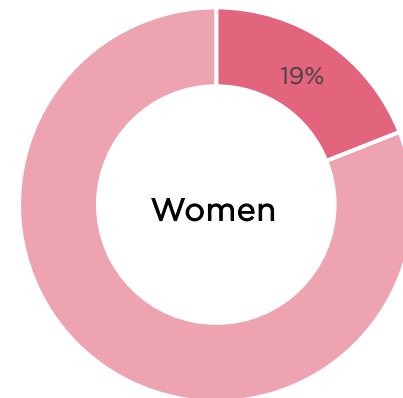
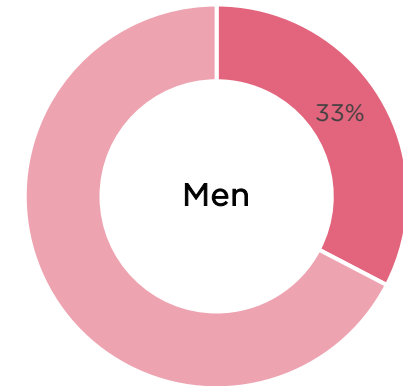
## Mean



Proportion of men and women in each pay quartile



Proportion of men and women receiving a bonus (including long service) payment



**Median 16.5%**  
**Mean 4.0%**



# Improving gender balance at all levels

## Organization restructure

The devastating effects of the pandemic meant we underwent organization wide restructuring in October 2020. An equality impact assessment determined that women were not adversely affected in comparison to men, and we saw several women in the Technical department promoted to senior level roles.

Comparison of the 2020 and 2021 gender pay gaps will be important to determine the impact of the restructure on the gender pay gap.

A new pay grading structure for the technical, production and costume departments was implemented in December 2020, and we anticipate this will have a positive impact on the 2021 gender pay gap calculations.

## Support for women, parents and carers

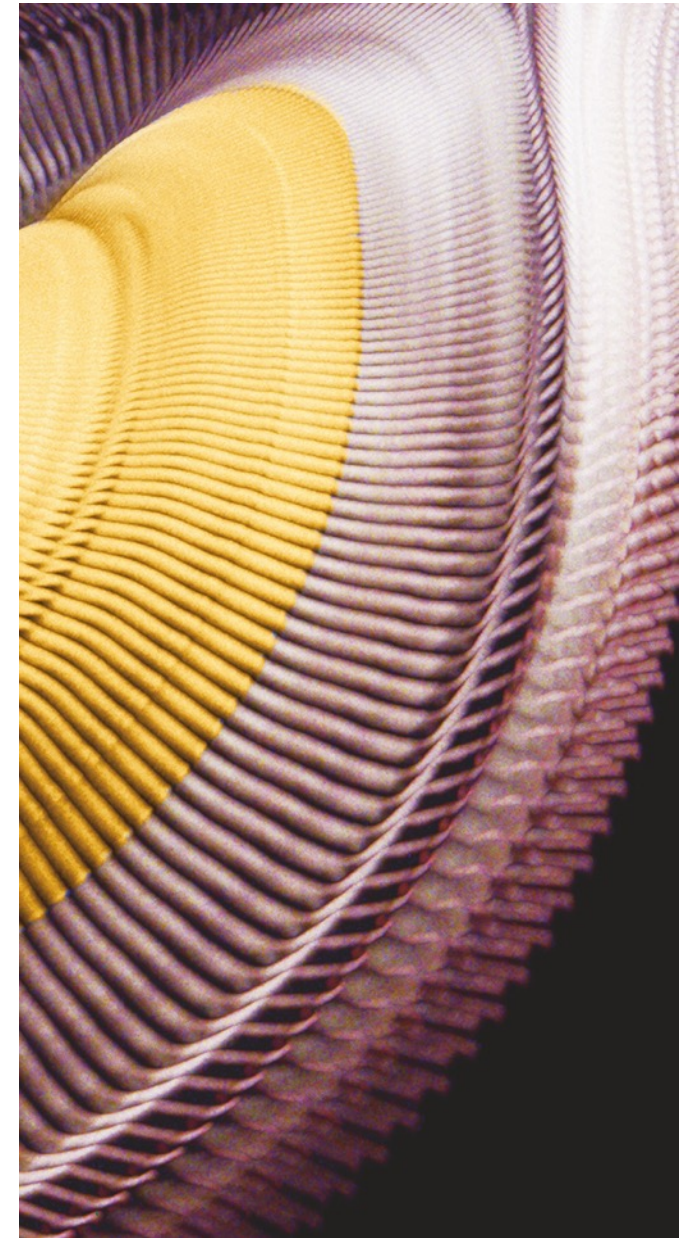
We have re-launched the ROH Parents and Carers network. In addition, the impact of the pandemic has radically shifted mindsets and working practice on remote and flexible working, and we are actively planning to retain the benefits of this for the future.

In collaboration with Tonic Theatre, we conducted a research project to understand the key challenges and opportunities for women working in a technical capacity on the ROH stages. The outcomes of the report are currently being discussed and the next course of action being determined to help break down the practical and perceived barriers for women in this field.

## Recruitment

We continue to ensure all roles are anonymously shortlisted and we require all interview panellists to complete unconscious bias training.

We are also continuing to implement gender balanced shortlisting and interview panels.



# Improving gender balance at all levels

## Apprenticeships

After being unable to recruit any new apprentices in 2020, we will relaunch the Apprenticeship scheme in 2021 and continue to support more women into Technical and Production roles. The Apprenticeship scheme is at the forefront of making Technical stage roles more accessible for women and has supported 18 women through technical stage and scenic production apprenticeships over the last ten years.

## Gender Diversity on Creative Teams

We have identified the need for improved representation of women on every new creative team in the Royal Opera, with a guarantee for each new team to feature at least one woman, supported by annual Engender open calls. The goal will be to achieve an equal split of male and female creatives by the end of the 21/22 Season. Furthermore, there is a target for 50% of assistant directors in the Jette Parker Young Artists (JPYA) programme to be female.

## Succession Planning

Diverse succession planning will take place across the organization. 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 under-represented groups for senior roles, with gender being one of the areas of emphasis.

## Rewards

By the end of 2022, a new rewards strategy and framework will be developed that addresses any issues of fairness and transparency at the ROH. Similarly, a new approach to pay award approval will also be developed, featuring a process that tracks gender, ethnicity and disability.

