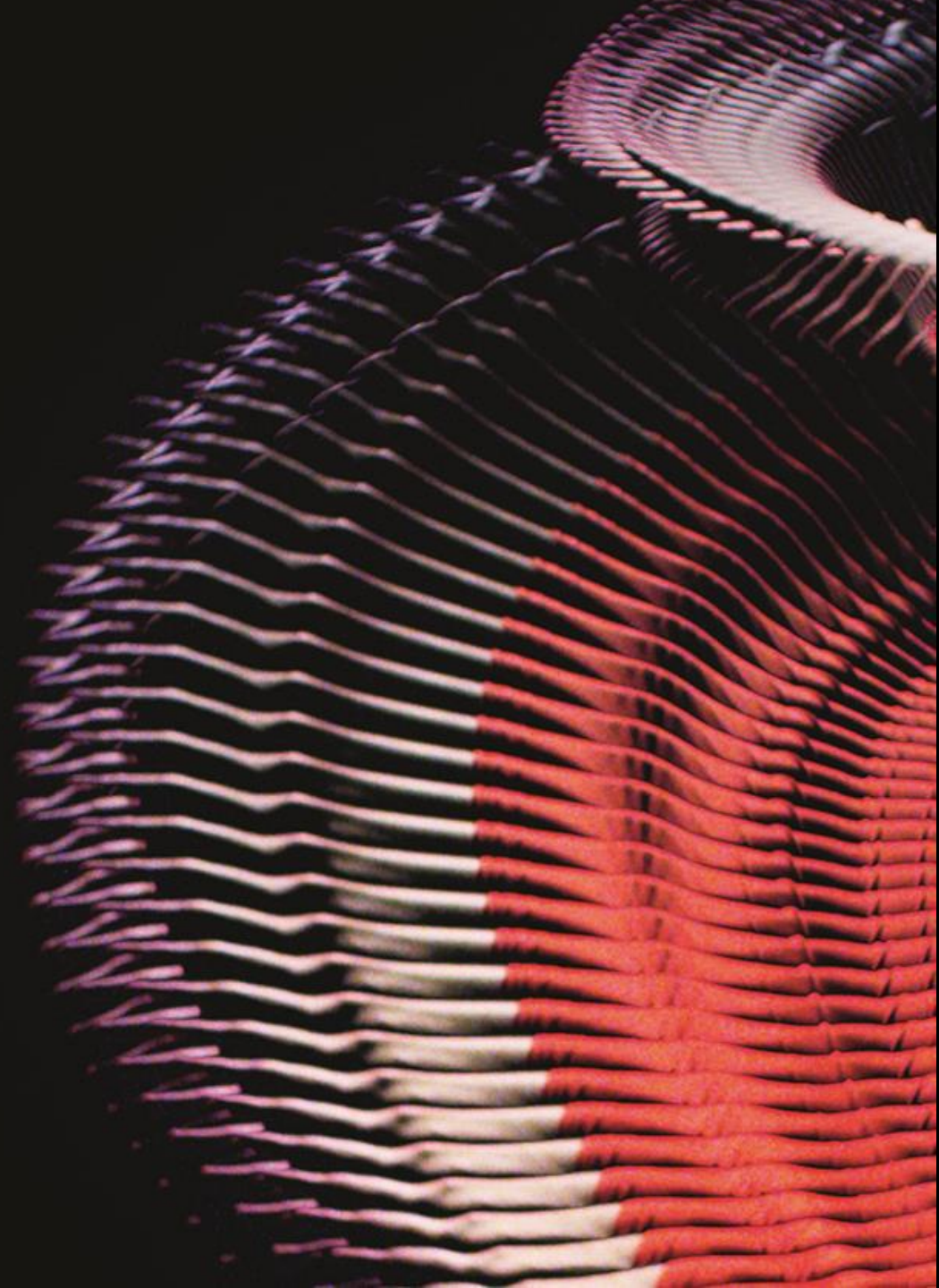




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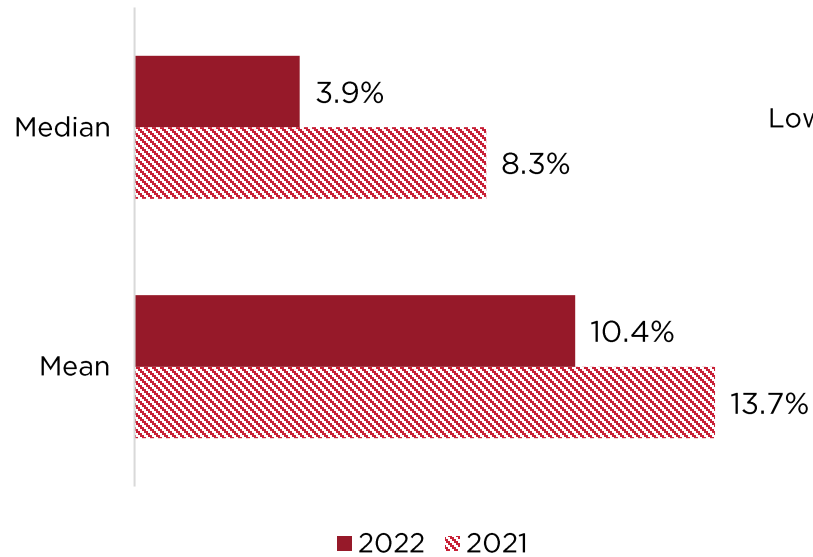
Gender Pay Gap Report 2022



Gender Pay Gap Data

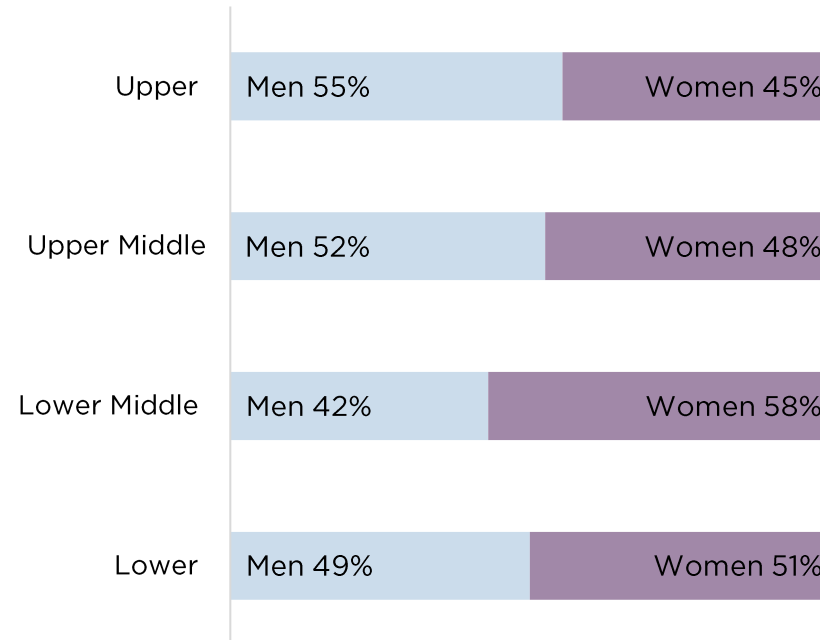
The Royal Opera House Gender Pay Gap as on 5 April 2022. On this day our workforce was made up of an equal split of women and men.

The Royal Opera House Gender Pay Gap 2022 is **3.9% (median)**. This means for every £1 men earn, women earn 96p.



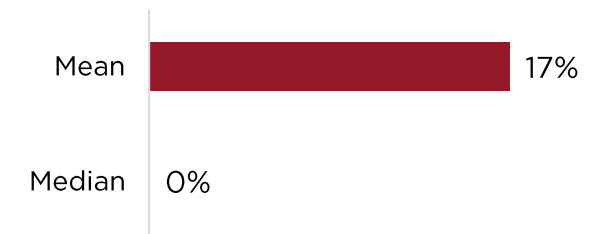
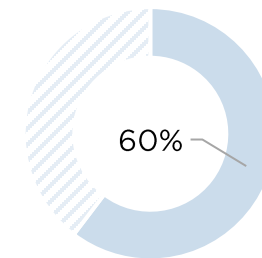
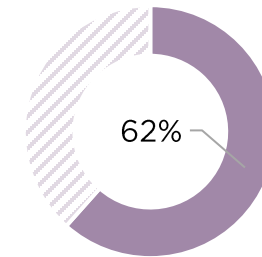
Pay Quartiles

The proportion of men and women in each pay quartile. Total number of staff: 1404



Bonus Gender Pay Gap

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



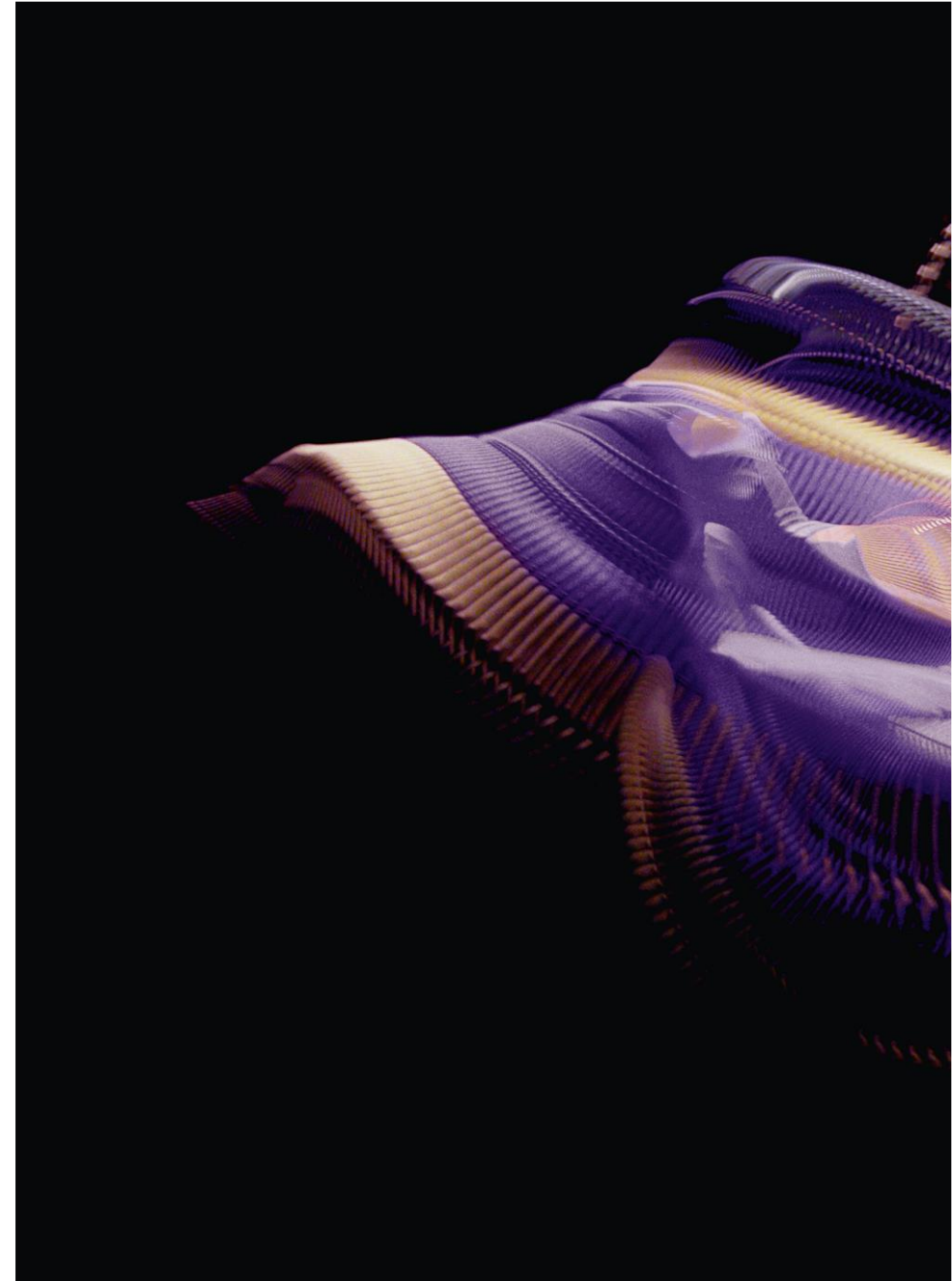
Understanding our Gender Pay Gap

Between 2021 and 2022, our median gap has reduced by 4.4 percentage points from 8.3% to **3.9%** and the mean gap by 3.4 percentage points from 13.7% to **10.3%**. Over the period from 2017 when reporting commenced our pay gap has reduced from 13.4% median to 3.9% and 14.8% to 10.3% mean.

The reduction in the pay gap this year continues to benefit from the 2020 Restructure when we made fundamental changes to the grading structure within Technical, Production and Costume (our largest department) where there continues to be a **0%** gap. Within this year's workforce, we had a wider pool of casuals, due to normal operating levels post pandemic, who are also now benefiting from the new grading structure in place.

Visitor Experience, another of our largest teams has also reduced to a **0%** pay gap this year, from 9.4% in 2021.

We continue to look at ways of ensuring we maintain this trend and support the careers of people who identify as women at the ROH.



Improving The Gender Pay Gap

Recruitment

Attracting diverse talent

Ensuring that the talent pipeline in every area is well connected to sources of diverse talent. We are working with partners from local government, social mobility groups and other charities focused on supporting underrepresented people into work. Since 2016 we have applied an anonymous shortlisting recruitment process and are now embracing the principle of screened auditions for chorus, music staff and orchestra recruitment. We continue to recruit equal numbers of men and women into the Organisation.

Orchestra Recruitment

The Orchestra is currently made up of 65% men and 35% women. We have the opportunity, with 27 current vacancies, to achieve a more even gender balance, particularly in the more highly paid front desk positions. We also know that our pay gap is negatively impacted by the profile of the extra player pool. We know that addressing the gender balance within this specific group will have a significant impact to the overall ROH gender pay gap.

We are currently undertaking a review of recruitment practices for both permanent and extra player positions to ensure the best possible process. In partnership with the ROH Orchestra committee and the Musician's Union we are also working to promote diversity and refresh selection practices sector wide.

Audiences and Media

This department has one of the highest pay gaps. Since the snapshot date in April 2022 the department has undergone a restructure which is flattening the overall structure and created a number of vacant new roles which we are recruiting into. This gives us an opportunity to address the gender balance of roles within this team. We will review the impact of the restructure in the 2023 pay gap report.

Support for women, parents and carers

The ROH supports 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 with caring responsibilities and is seen as a key retention tool.

In 2022 the ROH launched a Menopause policy to ensure we provide an inclusive and supportive working environment, whether it's in the office or whilst working from home, for individuals experiencing the menopause.

We are reviewing our support for parents within the ROH to ensure we are providing the appropriate support and work closely with PIPA (Parents in Performing Arts).

The Engender Network has been set up which aims to highlight and grow the wealth of women and non-binary talent both onstage and behind the scenes is a place for women and non-binary people to connect and support each other, to amplify the work of women and non-binary people in opera and to have a collective voice.



Development and Succession Planning

We are actively supporting the development and recruitment of women into leadership roles. In 2022 we established 360 degree reviews for all senior managers, a total of 40 were women, 60% of the overall group. This has provided women with a 1:1 coaching session with an external coach to reflect on the feedback from the 360 degree review report and plan future development opportunities.

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. We will ensure gender balanced shortlists for all Senior and Executive appointments.

We are reviewing our offering of a leadership development programme, ensuring maximum access for our female senior managers, to grow their capabilities and develop more women into leadership roles.

We remain focused on continuing to drive change, advocating the gender diversity agenda and building an inclusive culture in 2023.



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 696 women and 708 men.

The data used to calculate hourly pay is taken from a snapshot of our workforce on 5 April 2022. On this date, unlike the previous two years, our theatre was working as normal, with no government Covid restrictions. As a result, our 2022 gender pay gap is more representative of our actual operating model.

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 2021 to 5 April 2022 that are considered a bonus under the gender pay gap regulations. At the ROH no bonus schemes operate but we include annual recognition payments and long term service pay awards within this calculation.

