

# **GENDER PAY GAP REPORT 2020**

# LW THEATRES GROUP LTD. GENDER PAY GAP REPORT 2020

Over the last year, our business has been unimaginably impacted by the Coronavirus pandemic. In March 2020 we were forced to close the doors of our theatres and, as a result, our headcount dramatically reduced. Therefore, the data in this report relates to a workforce which has now largely disbanded.

Nevertheless, we're pleased that our gender pay gap figures reflect the progress which has been made, and the trajectory we will continue in the future as we recover from the Covid-19 pandemic. In both our upper and upper middle pay quartiles the gap between male and female pay reduced. In addition, the overall gap between male and female mean pay and bonuses also reduced.

Our overall gender split remained 58% male and 42% female, yet the % of males and females who received a bonus was more balanced, with approximately 35% of both males and females receiving a bonus (this compares to 36% of males receiving a bonus in the last reporting period and 25% of females).

Looking towards the future, we're working hard to reopen our theatres and we recognise the unique opportunity we have to review our employment practices and processes. At the forefront of this is continuing to build on our progress, driving greater diversity and inclusion across our workforce, particularly ensuring that we are encouraging a greater gender balance in departments which have traditionally been male dominated, such as backstage technical.

# TAKING ACTION TO REDUCE OUR PAY GAP 1/2

At LW Theatres we continue to compensate and promote people based on their roles, experience and performance. Fifty per cent of our Executive Leadership team are women.

As we reopen our venues we want to improve our gender balance at all levels of LW Theatres and the actions we've already put in place to do this include:

- Promote a culture of inclusion by providing ongoing training to leaders on fair recruitment processes and unconscious bias to help break down the practical and perceived barriers to progression.
- Introduced gender neutral job titles across all our venues and evolving our approach to flexibility at work by introducing contractual agreements which allow for more flexible working patterns within both unionised and non-unionised jobs.
- Introduced a new recruitment platform which captures equal opportunities data, meaning we know how many women are applying for jobs at LW Theatres and enabling us to take action in more targeted way. This recruitment platform also allows us to anonymise job applications to minimise unconscious bias in the recruitment process.
- Continue to support and encourage women to take career paths in parts of our operation which have traditionally been male dominated – in particular backstage technical roles. This year, we are planning to introduce a technical apprenticeship programme as part of our commitment to diversity and inclusion.
- Continue raising awareness of the breadth of careers in theatre available to women by continuing partnerships with Get Into Theatre, Creative Access, Parents in Performing Arts and BECTU amongst others to ultimately improve diversity and representation of women in our theatres.

# TAKING ACTION TO REDUCE OUR PAY GAP 2/2

We continue to make new progress in other areas, including:

- A review of our job advertisements to ensure they promote equal opportunities, including gender neutral and inclusive language.
- A Dignity at Work policy and updated training for all colleagues; ensuring we're embedding a culture of inclusivity, where everybody is seen, heard and treated with respect.
- Constantly reviewing our approach to equality, diversity and inclusion in order to attract the broadest and most diverse pool of candidates, especially at senior levels.

# WHAT IS GENDER PAY GAP REPORTING?

Under legislation that came into force in 2017, all UK companies who employ more than 250 people are required to publish figures relating to their gender pay gap. Whilst no individual entity within LW Theatres meets the threshold we are voluntarily sharing information about our gender pay gap and representation across our group.

The gender pay gap is the difference between the gross hourly earnings for all men and the gross hourly earnings for all women in the organisation. The gender pay gap takes account of average hourly earnings across all jobs, at all levels and all salaries, within the organisation. Many factors cause gender pay gaps, even in organisations where men and women are paid the same to do the same job.

**At LW Theatres, we continue to ensure men and women are paid equally for the same job and jobs of equal value.**

# OUR 2020 GENDER PAY GAP DATA

## MEAN

Everybody's hourly pay added up and divided by the total number of employees.

**12.21%\***

Mean hourly pay gap.

**-19.11%**

Mean bonus gap.

\*in favour of men

## MEDIAN

Everybody's hourly pay ordered from highest to lowest, with the median being the middle figure within a set of data.

**24.63%\***

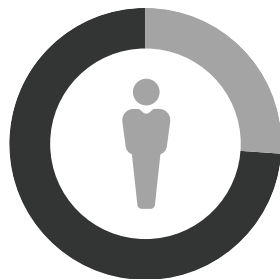
Median hourly pay gap.

**12.00%\***

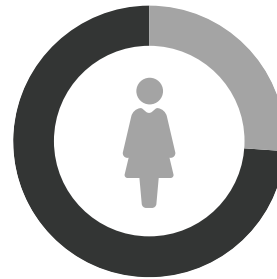
Median bonus gap.

## BONUS PAY

The proportion of employees who receive bonus pay.



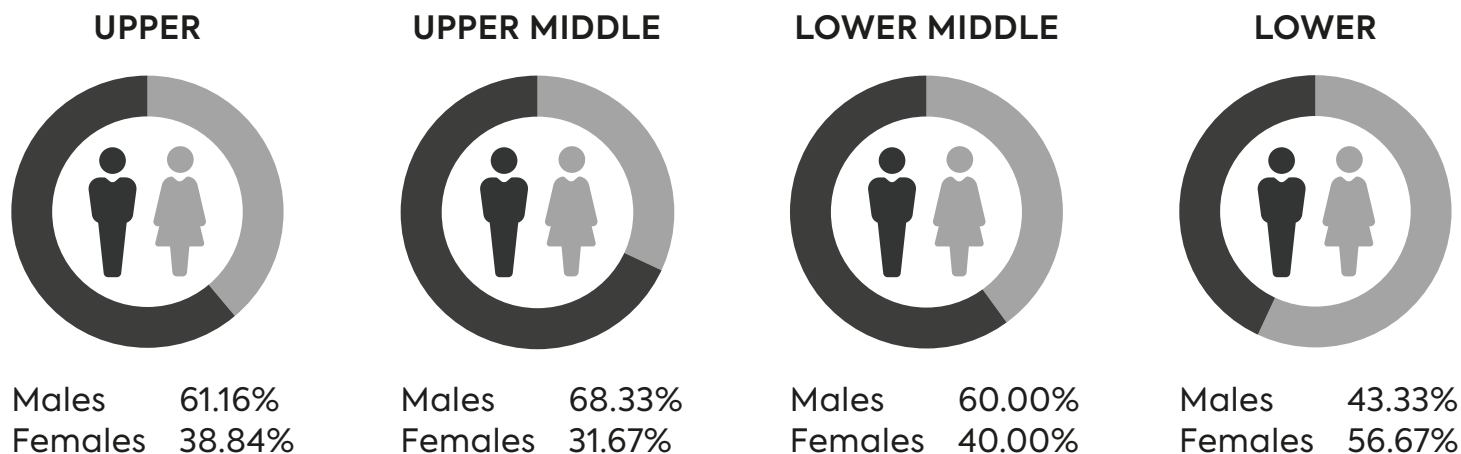
35.36%



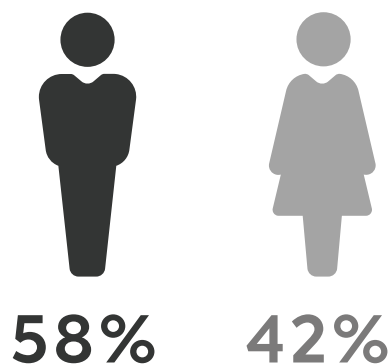
35.82%

# PAY QUARTILES

The proportion of employees in each quartile pay band:



## GENDER RATIO



## OUR RESULTS EXPLAINED

Whilst the 2020 results represent a general improvement, the main reason we continue to have this gender pay gap is that there is an under-representation of women in technical roles in our backstage team. The members of our backstage technical team have typically been in their jobs for many years, and the combination of their skills and experience and Union-graded pay rates mean that these roles are more highly paid than the roles occupied by most of our female employees. This influences our gender pay gap and this low representation is the area we continue to place heavy focus on to improve, particularly as we rebuild our workforce over the coming months.