

**SOUTHBANK
CENTRE**

**Gender and Ethnicity
Pay Gap Report 2022**

Gender and Ethnicity Pay Gap Report 2022

We welcome the opportunity to share our gender and ethnicity pay gap annually, as we recognise the importance of transparency and accountability in creating an equitable Southbank Centre. This is the sixth year that we have published our gender pay gap as part of our legal obligations and the second year that we are voluntarily publishing our ethnicity pay gap. We use this data to supplement our wider efforts to engage in genuine conversations on equity, diversity and inclusion at the Southbank Centre, and as a means to reflect on where we are and where we would like to be.

We strongly believe that reporting our gender and ethnicity pay gaps annually is an important step to ensure we are holding ourselves accountable, and where pay gaps exist, committing to the ongoing work that still needs to be done.

We recognise that there are limitations to our reporting; for example, our gender pay gap reports use the binary of male and female (in line with the government reporting approach), and our ethnicity pay gap reports are dependent on voluntary sharing of ethnicity by our staff.

However, we know that these reporting mechanisms enable us to further reflect on the steps we can take to build equity and inclusion into our organisational practices.



'When we captured our data in April 2022, we'd just completed a year of rebuilding the Southbank Centre following the drastic closure of the entire site during the pandemic. Between then and our latest Gender and Ethnicity Pay Gaps, our workforce has grown by 66% – an immense but necessary increase over a very short period of time. Like everyone else, we're continuing to navigate very uncertain times and are still operating a five-day rather than seven-day model, with our staffing structures reflecting new adaptable and more streamlined ways of working.

We're proud that 52% of staff we welcomed during this period were female and at least 24.5% identified as Black, Asian or Ethnically Diverse.

Last year, we committed to being transparent about where we are in our journey on representation across the board, which is why we now voluntarily opt to produce our Ethnicity Pay Gap as well as our Gender Pay Gap.

We've done much to improve our gender and ethnic diversity under challenging circumstances, but clearly we have much more work to do to ensure that ethnic diversity is reflected at every level of the organisation. The opportunities to hire in our organisation during this period following reopening have principally been in our lower to mid quartiles, but we need now with some urgency to identify and implement more focused practices to address our ethnicity representation in our upper quartile roles. We know that improving our pay gap may take some time, but I am completely committed to addressing the challenge, as are our staff and our Board of Governors.'

Elaine Bedell, CEO

What is pay gap reporting?

A pay gap shows the difference in the average pay between two groups in a workforce (e.g. men and women), regardless of job role or seniority. It must be noted that this is different to an equal pay comparison, which, in this example, would look at how much men and women are paid for carrying out the same or similar work.

Who is included in this data?

All staff members who were directly employed by the Southbank Centre on Tuesday 5 April 2022 (for the 2022 Gender and Ethnicity Pay Gap Figures) and in comparison with data from Monday 5 April 2021 snapshot date (for the 2021 Gender and Ethnicity Pay Gap Figures) have been included in this data. This includes both permanent and fixed-term staff members. It should be noted that staff members on unpaid leave on this date are also not included within this data. At the 2022 Gender Pay Gap snapshot date, 0.8% chose not to disclose their gender, or disclosed a gender other than male or female. Therefore, this 0.8% could not be included in our calculations. For our ethnicity pay gap, 8% chose not to share their ethnicity information with us and therefore could not be included.

What is defined as 'pay'

The gender and ethnicity pay gap figures account for ordinary pay. Please note that no bonus payments were made during this reporting period.

How do you calculate the median pay gap?

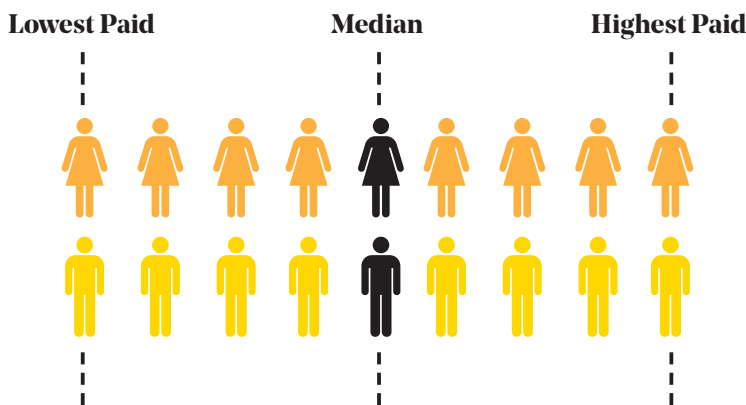
Imagine an image in which all our employees who identify as women stood next to each other in one line, in order from lowest to highest hourly rate of pay. Imagine that all our employees who identify as men did the same. The median gender pay gap is the difference in pay between the woman in the middle of their line and man in the middle of their line. The same methodology was used to calculate our ethnicity pay gap. However, instead you would need to imagine all our Black, Asian and Ethnically Diverse (BAED) colleagues in one line and our White colleagues in the other line.

How do you calculate the mean pay gap?

For the gender pay gap, we added up all the hourly pay rates for all individuals who identified as women at the Southbank Centre and divided this number by the total number of individuals who identified as women. We did the same for those who identified as men, and then compared the difference. The same methodology was used for our ethnicity pay gap, but instead we compared the average pay of our Black, Asian and Ethnically Diverse colleagues in comparison to our White colleagues. The mean can be affected by different numbers of people in the groups that you are comparing, which is why we also report on the different pay quartiles.

How are pay quartiles calculated?

To calculate the quartiles we listed the rates of pay for each employee across the organisation from highest to lowest, and then split this list into four equal-sized groups. We then calculated the percentage representation of men and women in each quartile to provide a comparison. We also calculated the percentage of Black, Asian and Ethnically Diverse colleagues in comparison to White colleagues in each quartile.



Southbank Centre 2021 Gender Pay Gap Figures

2021

Mean Average Hourly Pay

Mean Male	19.59
Mean Female	18.83

Pay Gap Mean **3.9%**

Median Average Hourly Pay

Median Male	17.94
Median Female	16.66

Pay Gap Median **7.1%**

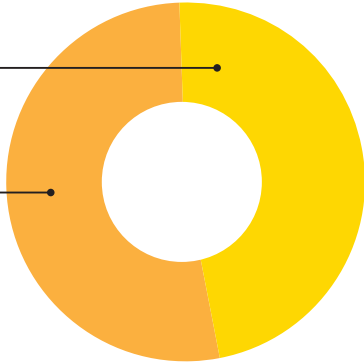
At the time of our 2021 snapshot, 60.5% of our workforce identified as a woman and 39.5% as a man.

Upper Hourly Pay Quartile

(highest paid)

Male 49.2%

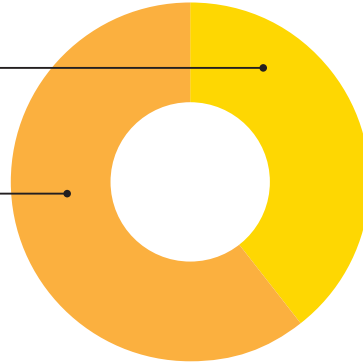
Female 50.8%



Upper Middle Hourly Pay Quartile

Male 36.7%

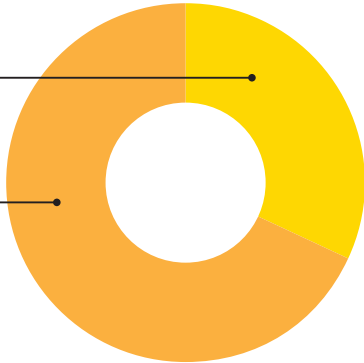
Female 63.3%



Lower Middle Hourly Pay Quartile

Male 39%

Female 61%

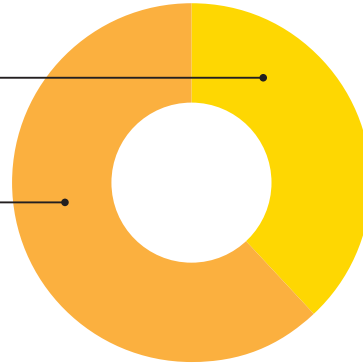


Lower Hourly Pay Quartile

(lowest paid)

Male 33.3%

Female 66.7%



Southbank Centre 2022 Gender Pay Gap Figures

2022

Mean Average Hourly Pay

Mean Male	17.55
Mean Female	17.06

Pay Gap Mean 2.8%

Median Average Hourly Pay

Median Male	15.06
Median Female	15.38

Pay Gap Median -2.1%

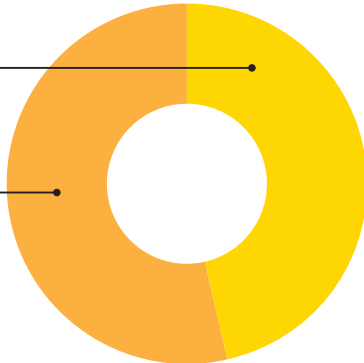
At the time of our 2022 snapshot, 57.2% of our workforce identified as a woman and 42.8% as a man.

Upper Hourly Pay Quartile

(highest paid)

Male 46.4%

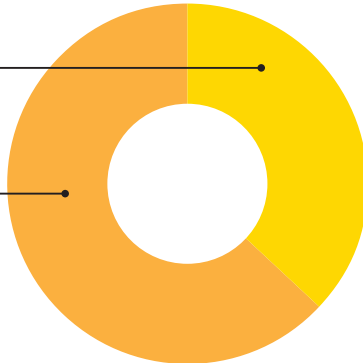
Female 53.6%



Upper Middle Hourly Pay Quartile

Male 37.1%

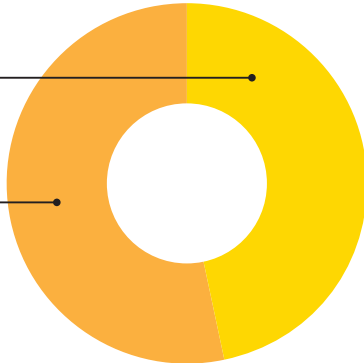
Female 62.9%



Lower Middle Hourly Pay Quartile

Male 46.9%

Female 53.1%

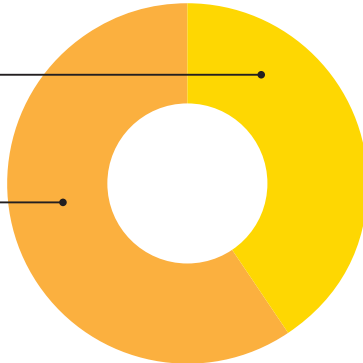


Lower Hourly Pay Quartile

(lowest paid)

Male 40.8%

Female 59.2%



Understanding our Gender Pay Gap Figures

- Our mean gender pay gap has reduced by 1.1% between 2021 and 2022.
- Our median gender pay gap has swung by 9.2% between 2021 and 2022 and now skews positively towards women by 2.1%.
- We continue to have a large number of entry-level roles. All these roles are paid the London Living Wage or above, and we provide permanent minimum hours contracts rather than zero hours contracts. The majority of these roles are held by women.
- The percentage of women in our lower hourly pay quartile has decreased by 7.5% between 2021 and 2022.
- The percentage of women in our upper hourly pay quartile has risen by 2.8% between 2021 and 2022.
- We ensure we have a sector-leading maternity, paternity and shared parental leave policy to support progression and job security for all staff. We also have an adoption policy and IVF policy.

Southbank Centre 2021 Ethnicity Pay Gap Figures

2021

Mean Average Hourly Pay

Mean White	19.45
Mean BAED	17.21

Pay Gap Mean 11.5%

Median Average Hourly Pay

Median White	17.21
Median BAED	15.21

Pay Gap Median 11.6%

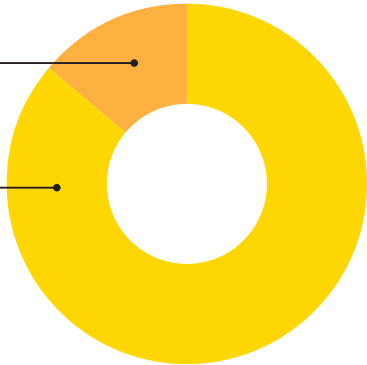
At the time of this snapshot, 15.1% of our workforce identified as being Black, Asian or Ethnically Diverse and 84.9% identified as White. It must be noted that 3.4% of staff did not disclose their ethnicity to us, and are therefore not represented in this data.

Upper Hourly Pay Quartile

(highest paid)

Black, Asian or Ethnically Diverse 13.8%

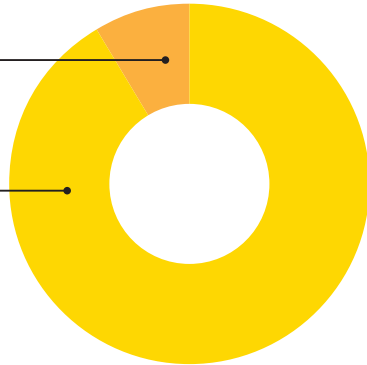
White 86.2%



Upper Middle Hourly Pay Quartile

Black, Asian or Ethnically Diverse 8.6%

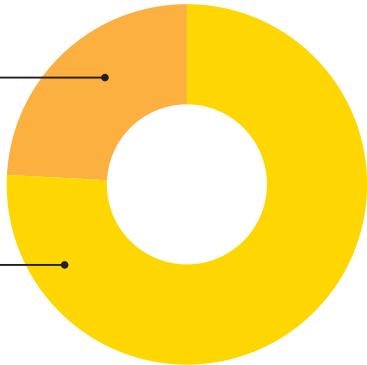
White 91.4%



Lower Middle Hourly Pay Quartile

Black, Asian or Ethnically Diverse 13.8%

White 86.2%

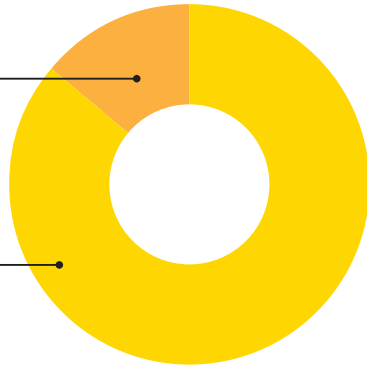


Lower Hourly Pay Quartile

(lowest paid)

Black, Asian or Ethnically Diverse 24.1%

White 75.9%



Southbank Centre 2022 Ethnicity Pay Gap Figures

2022

Mean Average Hourly Pay

Mean White	18.12
Mean BAED	14.68
Pay Gap Mean	19%

Median Average Hourly Pay

Median White	16.29
Median BAED	12.42
Pay Gap Median	23.8%

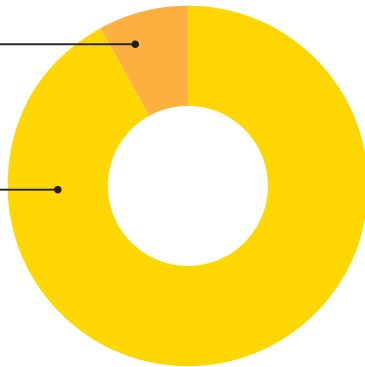
At the time of the 2022 snapshot, 21.8% of our workforce identified as being Black, Asian or Ethnically Diverse and 78.2% identified as White.

Upper Hourly Pay Quartile

(highest paid)

Black, Asian
or Ethnically Diverse
7.8%

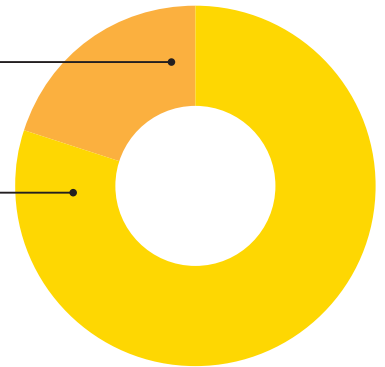
White 92.2%



Upper Middle Hourly Pay Quartile

Black, Asian
or Ethnically Diverse
20%

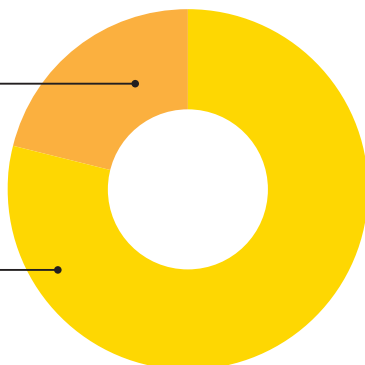
White 80%



Lower Middle Hourly Pay Quartile

Black, Asian
or Ethnically Diverse
20.9%

White 79.1%

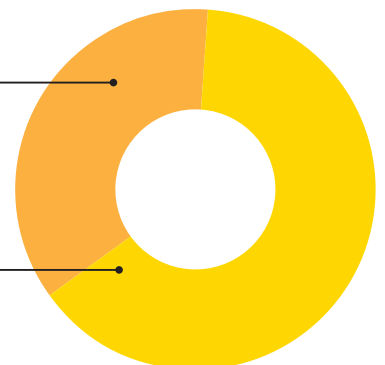


Lower Hourly Pay Quartile

(lowest paid)

Black, Asian
or Ethnically Diverse
38.5%

White 61.5%



Understanding our Ethnicity Pay Gap Figures

- This is our second ethnicity pay gap, and therefore, the first time we have comparable data to be able to track our progress and use the results to make data-driven strategic action.
- Since our previous ethnicity pay gap, we have increased our staff base by 66%.
- We have increased the representation of Black, Asian and Ethnically Diverse colleagues in our lower (14.4%), upper lower (7.1%) and upper middle (11.4%) pay quartiles, ensuring ethnic diversity is increasing across the organisation and not just in entry-level roles. However, there has been a 6% decrease in representation of Black, Asian and Ethnically Diverse colleagues in the upper quartile.
- Based on the above, our mean hourly pay gap has increased from 11.5% to 19% and median hourly pay gap from 11.6% to 23.8%. We will continue to work to increase representation in all quartiles and specifically consider our recruitment strategies, talent pipeline and retention activities.
- We continue to offer EDI Training, have undertaken a four-stage Introduction to Anti-Racism Training Programme for all, provided Active Bystander Training for our Department Leads and shared free management and leadership content on our Southbank Centre Learning Management System. We continue to promote our BAED Network, which has a budget of its own to support its activity. We have also provided all-staff Learning Lunches and have facilitated team specific and monthly Departmental Leads training and workshops.
- 19% of our open roles in the past year have been filled internally via a secondment or promotion. We continue to facilitate and seek out work development opportunities for our staff.



Closing statement

'We continue to believe that where pay gaps exist, solutions need to be found. We are encouraged by the closing of our gender pay gap and the growth of the Black, Asian and Ethnically Diverse talent in three out of four pay quartiles. We are moving in the direction that we would like and are motivated to do the work we need to do in the short, mid and longer term to increase Black, Asian and Ethnically Diverse representation at every level of our organisation.'

The gender and ethnicity pay gap report provides helpful data for us and makes clear that recruitment and talent development need to be a key focus for us in the coming year. We will look to build on our recruitment processes so these are reaching a broad range of candidates in our communities and beyond, and that we reflect a welcoming and accessible Southbank Centre to candidates from all backgrounds. We will continue to invest in training and development opportunities for our staff to encourage them to stay and grow with us. A challenge for us remains the upper pay quartile and how we can increase ethnic diversity amongst our leadership cohorts. We believe in steady progress to ensure that all our members of staff feel capable and supported within their roles. We continue to take a holistic approach, critically assessing our organisational culture and processes to build a truly inclusive and equitable Southbank Centre.'

Nicola Cardillo-Zallo, Director of People and Culture

