

**SOUTHBANK
CENTRE**

**Gender and Ethnicity
Pay Gap
Reports 2021**

Gender and Ethnicity Pay Gap Reports 2021

We welcome the opportunity to share our gender pay gap annually, as we recognise the importance of transparency and accountability in creating an equitable organisation. This is the fifth year that we have published our gender pay gap as part of our legal obligations. 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.

This year, we are proud to be extending our reporting, beyond our legal obligations, to include our first ethnicity pay gap. We strongly believe that this is an important step to ensure we are holding ourselves accountable, as where pay gaps exist, work still needs to be done.

We recognise that there are limitations to our reporting; for example, our gender pay gap reports using the binary of male and female (in line with the government reporting approach), and our ethnicity pay gap is 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, and are therefore important.



'This has been a difficult period for our sector in which we have faced the unprecedented challenge of a global pandemic. We had to make difficult decisions to ensure that the Southbank Centre was future-proofed for the generations to come and able to survive the challenges of having to shut our venues for over 18 months. Much like many organisations in our sector, the pandemic forced us to close our venues and take part in a painful redundancy process. Between the 2020 and 2021 gender pay gap reviews, our workforce has reduced by more than 50%. This provides an insight into the extensive steps we had to take to ensure we could survive the effects of the pandemic on our organisation.'

As we look ahead, we are committed to rebuilding the Southbank Centre's role in the arts sector and remain passionate about the work we do. We also recognise that we have the opportunity to build equity, inclusion and development into our organisation in ways that previously did not exist. Publishing our first ethnicity pay gap is an example of us acknowledging this fact and using data reporting as an accountability mechanism for our organisation. We want to be transparent about where we are in our journey, whilst remaining focused on where we want to be in the future.'

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 Monday 5 April 2020 (for the 2020 Gender Pay Gap Figures) and on Monday 5 April 2021 (for the 2021 Gender Pay Gap Figures) have been included in this data. This includes both permanent and fixed-term staff members. At the 2021 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 3.4% chose not to share their ethnicity information with us and therefore, could not be included.

What is defined as 'pay'

The gender 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?

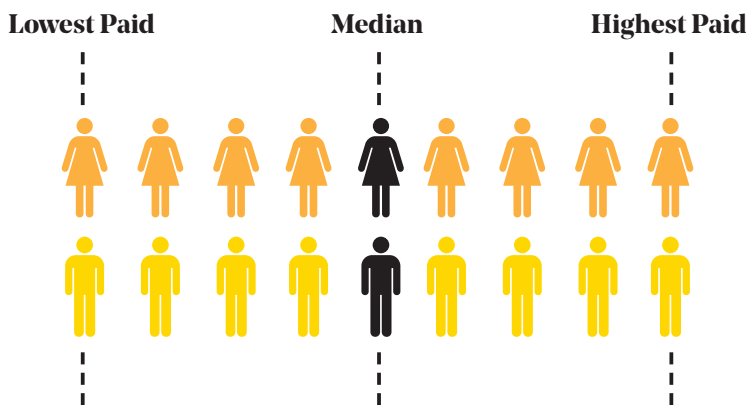
Imagine an image in which all our employees who identify as women stood next to each other in one line, in order from lowest to highest hourly rate of pay. Imagine that all our employees who identify as men did the same. The median gender pay gap is the difference in pay between the woman in the middle 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 lowest to highest, 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 2020 Gender Pay Gap Figures

2020

Mean Average Hourly Pay

Mean Male (238)	16.70
Mean Female (353)	15.32

Pay Gap Mean **8.3%**

Median Average Hourly Pay

Median Male	14.65
Median Female	12.85

Pay Gap Median **12.3%**

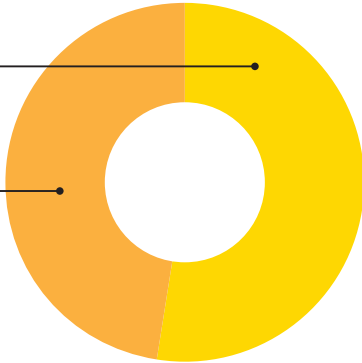
At the time of our 2020 snapshot, 60% of our workforce identified as a woman and 40% as a man.

Upper Hourly Pay Quartile

(highest paid)

Male 52.4%

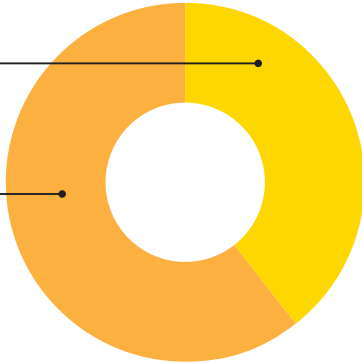
Female 47.6%



Upper Middle Hourly Pay Quartile

Male 39.2%

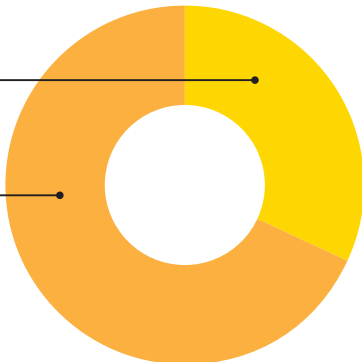
Female 60.8%



Lower Middle Hourly Pay Quartile

Male 31.8%

Female 68.2%

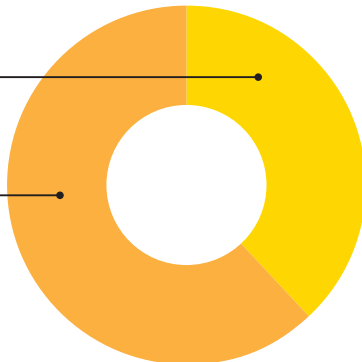


Lower Hourly Pay Quartile

(lowest paid)

Male 37.8%

Female 62.2%



Southbank Centre 2021 Gender Pay Gap Figures

2021

Mean Average Hourly Pay

Mean Male (94)	19.59
Mean Female (144)	18.83

Pay Gap Mean **3.9%**

Median Average Hourly Pay

Median Male	17.94
Median Female	16.66

Pay Gap Median **7.1%**

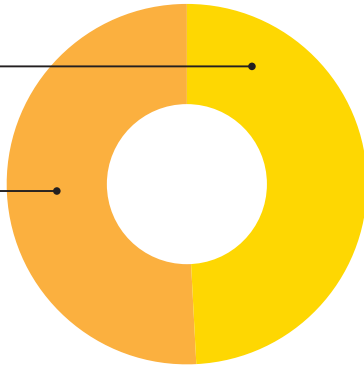
At the time of our 2021 snapshot, 60.5% of our workforce identified as a woman and 39.5% as a man.

Upper Hourly Pay Quartile

(highest paid)

Male 49.2%

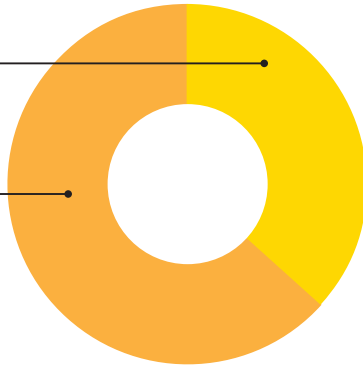
Female 50.8%



Upper Middle Hourly Pay Quartile

Male 36.7%

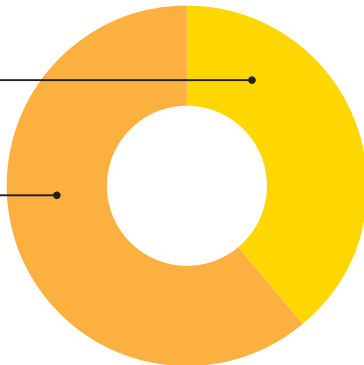
Female 63.3%



Lower Middle Hourly Pay Quartile

Male 39.0%

Female 61.0%

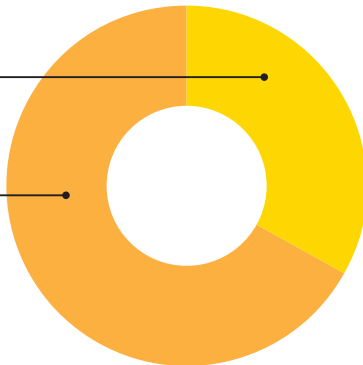


Lower Hourly Pay Quartile

(lowest paid)

Male 33.3%

Female 67.7%



Understanding our Gender Pay Gap Figures

- Our mean gender pay gap has reduced by 4.4% between 2020 and 2021.
- Our median gender pay gap has reduced by 5.2% between 2020 and 2021.
- We continue to have a large number of entry-level roles. The majority of these roles are held by women. All these roles are paid the London Living Wage or above, and we provide permanent minimum hours contracts rather than zero hours contracts.
- The percentage of women in our lower hourly pay quartile has increased by 4.5% between 2020 and 2021. We will be investigating this further to understand why this may be.
- The percentage of women in our upper hourly pay quartile has risen by 3.2% between 2020 and 2021. We will continue to look for development opportunities within the organisation.
- We also 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 2020–2021 Ethnicity Pay Gap Figures

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%**

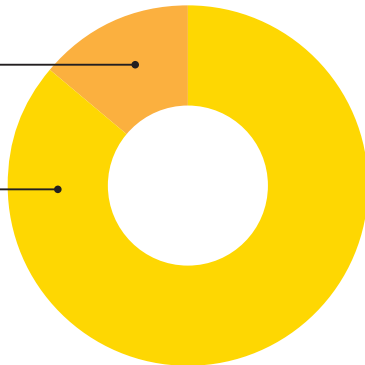
At the time of this snapshot 15.1% of our workforce identified as being Black, Asian or Ethnically Diverse and 84.9% identified as White. It must be noted that 3.4% of staff did not disclose their ethnicity to us, and are therefore not represented in this data.

Upper Hourly Pay Quartile

(highest paid)

Black, Asian
or Ethnically Diverse
13.8%

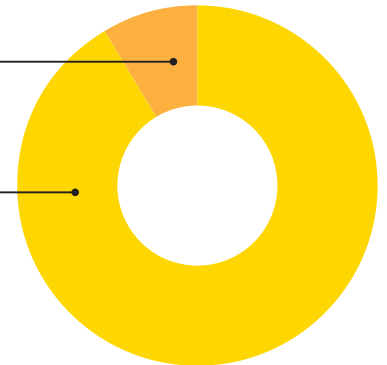
White 86.2%



Upper Middle Hourly Pay Quartile

Black, Asian
or Ethnically Diverse
8.6%

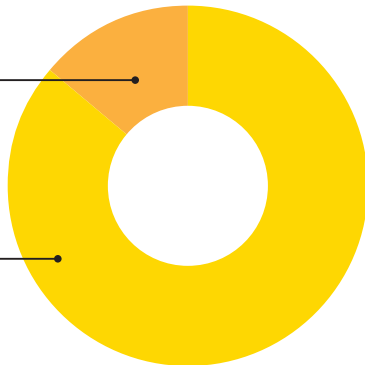
White 91.4%



Lower Middle Hourly Pay Quartile

Black, Asian
or Ethnically Diverse
13.8%

White 86.2%

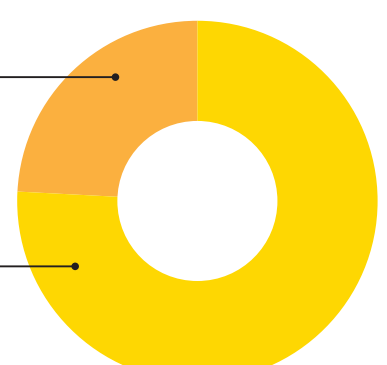


Lower Hourly Pay Quartile

(lowest paid)

Black, Asian
or Ethnically Diverse
24.1%

White 75.9%



Understanding our Ethnicity Pay Gap Figures

- This is our first ethnicity pay gap, which means in the future we will be able to track our progress and use data to inform our decisions.
- Whilst we have positive ethnic diversity within our upper hourly pay quartile we recognise that our Black, Asian and Ethnically Diverse colleagues are disproportionately represented in roles that are in the lower hourly pay quartile. We are looking to build on existing and increase opportunities for career development.
- Our Black, Asian and Ethnically Diverse colleagues are represented in all our pay quartiles. We will use this foundational data to monitor promotion and retention at the Southbank Centre.



Closing statement

'Where pay gaps exist, it is clear that solutions need to be found. We are motivated by closing the gender pay gap, and believe that publishing our ethnicity pay gap is an important step in our progression as an organisation towards becoming a truly equitable and inclusive employer.'

Going forward, we are focused on an internal people strategy which takes an intentional approach to building an inclusive and supportive culture that energises and motivates all our people. We will continue to use data reporting as a means to hold ourselves accountable and to ensure transparency in our journey.'

**Nicola Cardillo-Zallo,
Director of People and Culture**

