

GENDER PAY GAP REPORT 2019

LW THEATRES GROUP LTD. GENDER PAY GAP REPORT 2019

Last year, as part of our commitment to ensuring gender balance in our team, we voluntarily released our first Gender Pay Gap Report. The results told us that we have a gender pay gap influenced by having fewer women in technical positions than men.

Since last year, we have worked hard to take positive action through initiatives and programmes we believe will make a difference. We know that diverse teams are more successful, more fulfilled and more motivated. We are ambitious to change and remain committed to engaging all levels of our business to encourage, support and maintain a diverse and inclusive working environment.

To that end, we have created an updated 'Dignity at Work' policy, and partnered with TheatreCraft to curate and host a workshop to showcase different technical theatre careers to young women. We continued the roll out of gender neutral job titles for technical roles, working with schools through the Andrew Lloyd Webber Foundation to raise awareness of theatre at a grassroots level, and PiPA (Parents in Performing Arts) on our desire to attract, support and retain a more diverse and flexible workforce.

This year, thanks to these projects and the efforts of many of our team, we're pleased to report that we've made some progress. In 2019, the proportion of women working in technical roles has increased to 11.27% (up from 8.5% in 2018) and the proportion of women working in our upper pay quartile has gone up to 37.21% (from 28.86% in 2018).

But, we recognise there is still much to do. Our gender pay gap continues to be influenced by us having fewer women in technical positions than men. We won't stop pushing. Through constant effort, we'll build on our progress towards a workforce that's more representative of the world around us.



Rebecca Kane Burton
CEO, LW Theatres Group Ltd.

TAKING ACTION TO REDUCE OUR PAY GAP 1/2

LW Theatres is proud of the percentage of women we employ and that we compensate and promote people based on their roles, experience and performance. We have an excellent track record in employing women. 50% of our Executive Leadership team are women, 43% of our Board are women and we have a female Chief Executive.

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

- Promote a culture of inclusion through offering flexible working initiatives and providing on-going training to managers on fair recruitment processes and unconscious bias, to help break down the practical and perceived barriers to progression.
- Support and encourage women to take career paths in parts of our operation which have traditionally been male dominated - in particular technical roles. By promoting such career opportunities through the work we do with the Andrew Lloyd Webber Foundation and its excellent work with schools, introducing gender neutral job titles for technical jobs, and by offering starting opportunities in roles where women are historically under represented, we aim to make a real difference in this area.
- Raising awareness of the breadth of careers in theatre by continuing partnerships with TheatreCraft, Get Into Theatre, Inspiring The Future of Theatre 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 language and positive action statements.
- A Dignity at Work policy and all staff training, to raise awareness and set out the Company's commitment and approach to ensuring the working environment is one of respect; free from any form of bullying, harassment or other unwanted conduct.
- Constantly reviewing our processes in order to attract the broadest and most diverse pool of candidates, especially at senior levels.
- Lobbying for industry change - specifically to ensure job titles are gender neutral across the board.
- Evolving our approach to flexibility at work to ensure employees with caring responsibilities are being appropriately supported and to allow personal circumstances to be compatible with roles where possible.

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 entity within LW Theatres Group 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 Group, men and women are paid equally for the same job and jobs of equal value.

OUR 2019 GENDER PAY GAP DATA

MEAN

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

15.46%*

Mean hourly pay gap.

-58.22%

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.

19.40%*

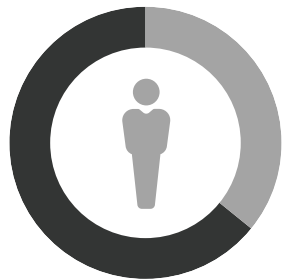
Median hourly pay gap.

20.92%*

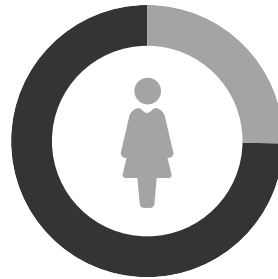
Median bonus gap.

BONUS PAY

The proportion of males and females receiving a bonus payment.



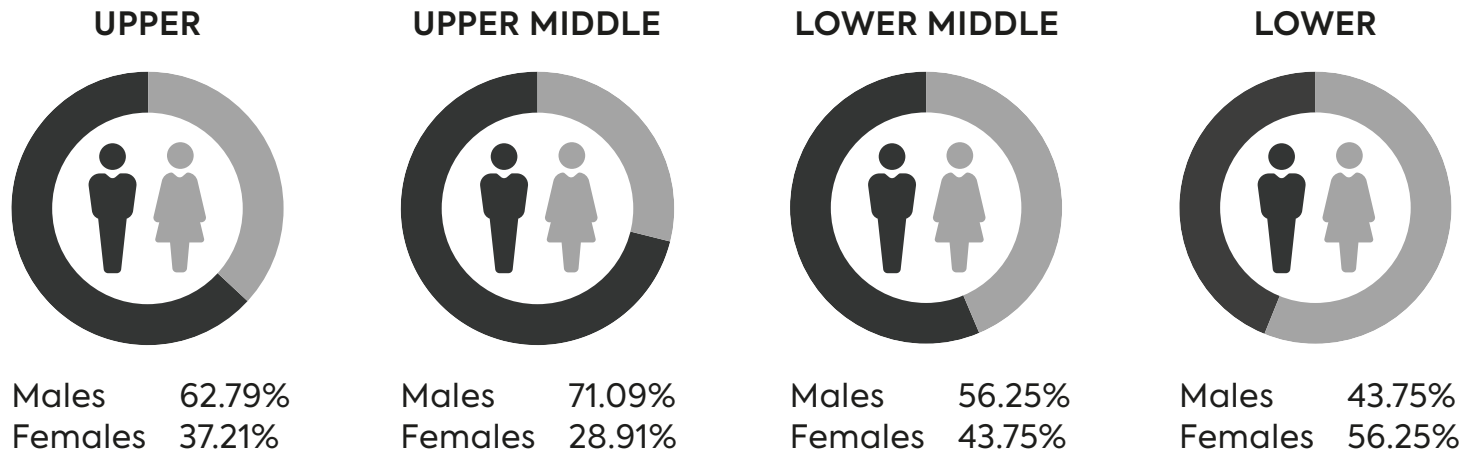
36.00%



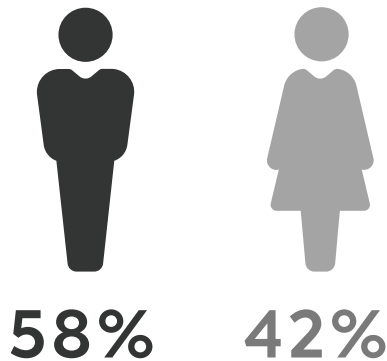
25.35%

PAY QUARTILES

The proportion of employees in each quartile pay band:



GENDER RATIO



OUR RESULTS EXPLAINED

Whilst the 2019 numbers represent a small 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. 31.00% of our total male workforce work in a backstage position as opposed to only 11.27% of our female workforce. 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.