

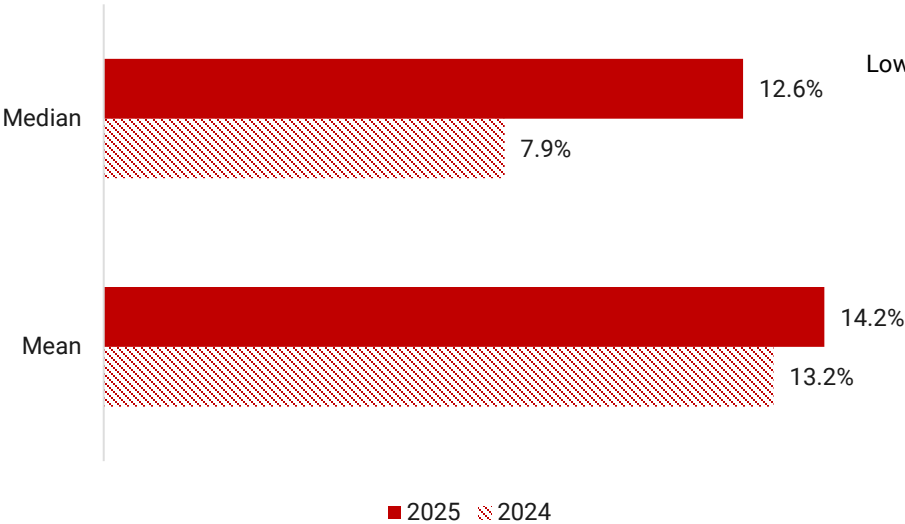


RBO Gender Pay Gap Report 2025

Gender Pay Gap Data

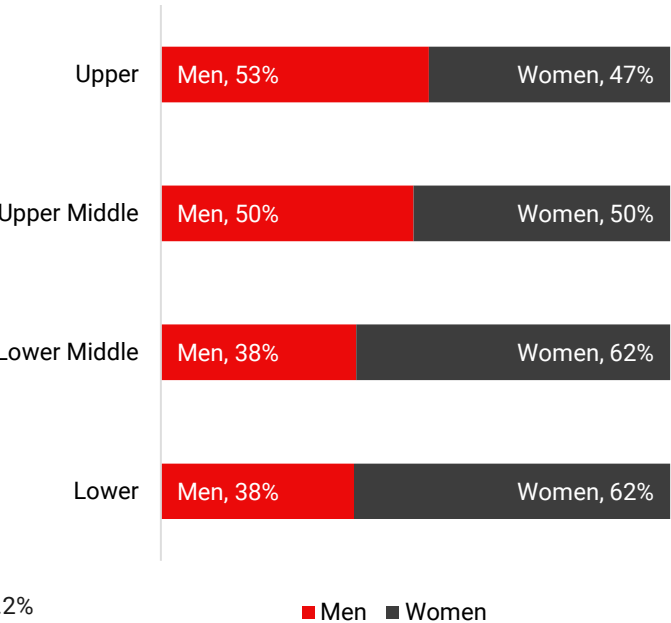
The Royal Ballet and Opera Gender Pay Gap as measured on 5 April 2025. On this day our workforce was made up of 55% women and 45% men.

The Royal Ballet and Opera Gender Pay Gap 2025 is 12.6% (median). This means for every £1 men earn, women earn 87p.



Pay Quartiles

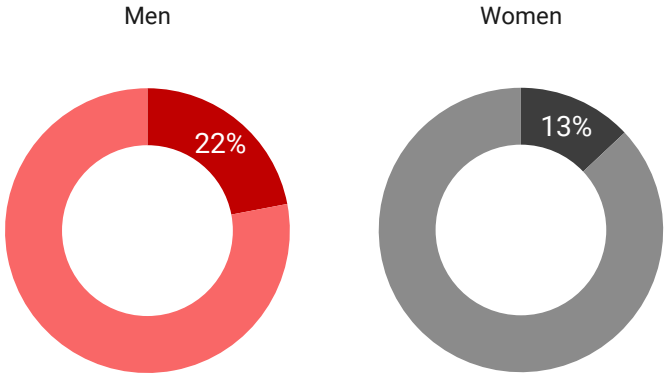
The proportion of men and women in each pay quartile. Total number of staff: 1613



Bonus Gender Pay Gap

The Royal Ballet and Opera does not operate a bonus scheme, this data predominantly represents long service awards. For 2025, our median bonus pay gap is 4.7% and our mean bonus pay gap is -17.5%.

The proportion of men and women receiving a bonus payment



Understanding our Gender Pay Gap

Our **median gender pay gap** for 2025 is **12.6%**. It has increased by 4.7 percentage points from 2024. The **mean gender pay gap** is **14.2%** (an increase of 1 percentage point).

In our reporting we focus predominantly on the median figure as this is seen to provide a better measure of the average and is less affected by high or low outliers within the data set.

If we look at **employed staff** alone, who account for **70%** of the **overall workforce**, the **median pay gap** has increased slightly from last year to **9.4%** (8% in 2024). We continue to have a 0% pay gap within our Technical, Production and Costume Department which accounts for 32% of our workforce.

The make-up of our **contingent workforce** can vary weekly depending on our repertory and operational activity. As a result, our **gender pay gap calculations** will be **influenced by the make up and earnings of that additional workforce** on 5 April each year. In **2025**, the median pay gap for this group increased and was a **key factor in the increase** in our overall median gender pay gap.

- Our workforce in 2025 was made up of 55% women and 45% men, the same as in 2024.
- Across our total workforce, there continues to be a high proportion of women within each of the two lower pay quartiles – 62%.
- In the top 100 earners, only 40% are women.
- We continue to review how we can reduce our gender pay gap and support the careers of women at the Royal Ballet and Opera as part of our wider Equality, Diversity & Inclusion (ED&I) strategy.

Improving the Gender Pay Gap

We remain committed to driving change and reducing the gender pay gap as part of our wider ED&I strategy.

We have introduced a new role of Head of ED&I to lead the delivery and evolution of this strategy across the Royal Ballet and Opera (RBO) with an overarching aim of 'RBO for everyone'.

One of the main pillars of the strategy focuses on our People & Culture, building on our activities to date with five key priorities.

We also regularly review data to monitor representation and experience through tools such as our annual people survey. This enables us to develop targeted actions, including to attract, retain and progress women.

1. Attract a diverse workforce

Across all departments, we continue to work on our advertising, reach and Employee Value Proposition (EVP) to ensure the RBO is recognised as an inclusive place to work for all, including women.

Our anonymised recruitment process represents one element of our efforts to eliminate unconscious bias and ensure applications are judged on merit.

With better visibility of applicant data to come with an upgraded HR system, we will be able to more effectively identify gaps in the pipeline and process and challenge hiring managers to ensure shortlists are diverse.

In the orchestra, we have finalised our new recruitment policy which aligns with the 10-point action plan for the hiring and recruitment of UK orchestras developed with Black Lives in Music (BLiM), the Association of British Orchestras and the Musician's Union.

2. Deliver best practice people policies and processes

In September 2024 we made a significant uplift to our enhanced maternity pay and we matched this in our enhanced Shared Parental Pay. We know that improving paid parental leave has the potential to reduce the gender pay gap in the workplace.

Our partnership with PiPA (Parents and Carers in Performing Arts) is ongoing and in November 2025 we signed the new PiPA pledge.

We support a hybrid working model in areas where remote working is possible. From discussions with our Parents & Carers Matters Group we know a flexible approach is seen as a key retention tool.

We continue to be a London Living Wage employer.

Improving the Gender Pay Gap

3. Develop diverse and inclusive management and leadership

Our professional development programmes for managers and leaders continue, offering the opportunity for skills building and cross department networking and collaborations. In 2024/25, 160 women attended these programmes.

The HR team works alongside the Executive team to embed diversity in succession planning, with gender being one of the areas of emphasis.

In line with this focus on succession planning, three women senior leaders were internally promoted to the Executive Team between April 2024 and April 2025 and an additional woman joined the RBO as Director of Partnerships in May 2025.

4. Support the mental health and wellbeing of our people

We raise awareness of mental health and wellbeing support through our wellbeing calendar. This includes World Menopause Day and we have had a menopause policy in place for several years.

Our in-house Occupational Health Unit offers staff a proactive and holistic service with complementary therapies, such as massage, physiotherapy, osteopathy, and acupuncture, as well as health surveillance.

Towards the end of 2025, we launched a new Employee Assistance Programme (EAP) with AXA Health with a range of resources for staff and managers through an easy to access app, including on the topic of women's health.

5. Create and embed a culture of inclusion and belonging

Our work to create a culture of inclusion and belonging in line with our values is ongoing as we want everyone, including our women, to thrive and reach their potential.

A broad range of activities contribute to this culture change programme. This includes our ED&I internal communications and engagement plan with events each year to mark International Women's Day.

We have a portfolio of learning offerings focused on ED&I which all staff are encouraged to attend. This evolves each year as we prioritise the development of inclusive leaders.

Our Matters Groups provide staff with a welcoming community based on shared experiences and identities and we recognise the intersectionality of gender within these.

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 Ballet and Opera, 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 894 women and 719 men.

The data used to calculate hourly pay is taken from a snapshot of our workforce on 5 April 2025.

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 2024 to 5 April 2025 that are considered a bonus under the gender pay gap regulations. At the RBO no bonus schemes operate but we include any recognition payments and long-term service pay awards within this calculation.

I confirm the data reported is accurate.

Sir Alex Beard CBE, Chief Executive

