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WALES MILLENNIUM CENTRE

Gender Pay Gap Report
April 2024

Introduction

In accordance with legal requirements, this report offers a comprehensive overview of the gender profile at Wales Millennium Centre (WMC) as of April 2024. Our commitment to adopting a diverse, equitable, and inclusive workplace is unwavering, and we have implemented a robust action plan to support this commitment.

In line with our dedication to gender parity, our current workforce makeup stands at 60% women and 40% men across the organisation. While we celebrate this achievement, we acknowledge that there are functions where gender diversity is not as evident. We are fully aware of these imbalances and are actively exploring avenues to address and improve these areas.

At WMC, we understand that a successful workplace is one that mirrors the variety of experiences among our staff. Achieving a balanced gender representation and promoting inclusivity requires active management. We place significant emphasis on regular reviews of our policies and practices, coupled with continuous monitoring of our workforce profile. This commitment is fundamental to upholding principles of fairness and inclusivity at every level of our organisation.

Recent Initiatives (over the last year)

In the past year, we have implemented a series of initiatives aimed at advancing the way we work and promoting a workplace that is not only diverse and inclusive but also one that actively champions our own values. These initiatives highlight our dedication to progress and reflect our ongoing commitment to promoting a work environment where everyone feels valued.

Continuous Improvement Initiatives

- Equality, Diversity, and Inclusion Training: Through our Aspire programme, we have provided focused training for our leaders, equipping them with the knowledge and tools to promote an inclusive culture within their teams.
- Targeted Upskilling Sessions: We have conducted bespoke training sessions in areas where gender diversity is less prominent, helping to bridge gaps and empower underrepresented groups.
- Quarterly Diversity Reviews: We review diversity statistics on a quarterly basis. These reviews help us identify gaps and areas for improvement, ensuring we stay on track with our diversity goals.

Recruitment Processes

- Ongoing Application Reviews: We continuously review our application practices to ensure they are fair, unbiased, and effective in attracting candidates from a variety of backgrounds.
- Inclusive Recruitment Video: We have developed a recruitment video that features female staff members in roles traditionally seen as male-dominated. This initiative aims to challenge stereotypes and encourage more women to apply for these roles.

Real Living Wage Accreditation

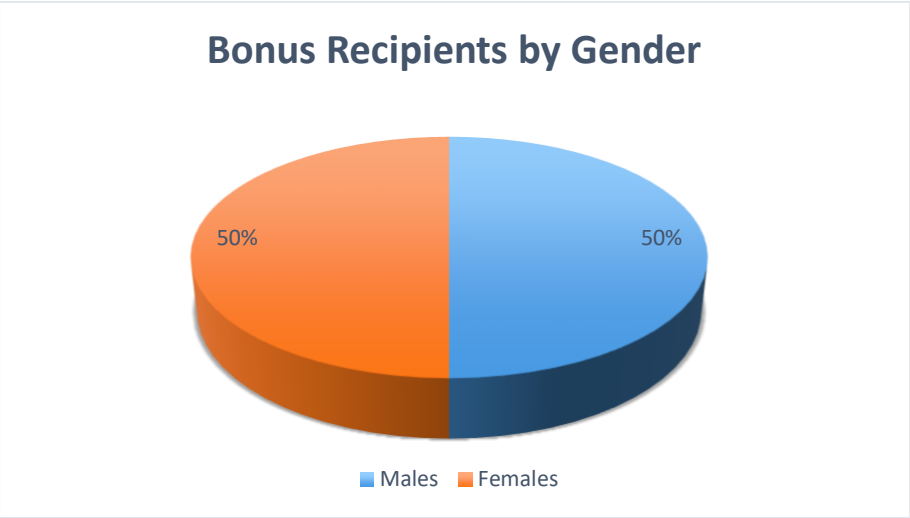
- Paying the Real Living Wage: We are committed to paying the Real Living Wage to all entry-level staff, regardless of age or gender. This ensures that all employees receive a fair wage that meets the cost of living.
- Promoting Fair Standards of Living: By maintaining this commitment, we ensure that our employees, irrespective of gender, have access to a decent standard of living, reinforcing our dedication to equality and fairness in the workplace.

Our Gender Pay Gap

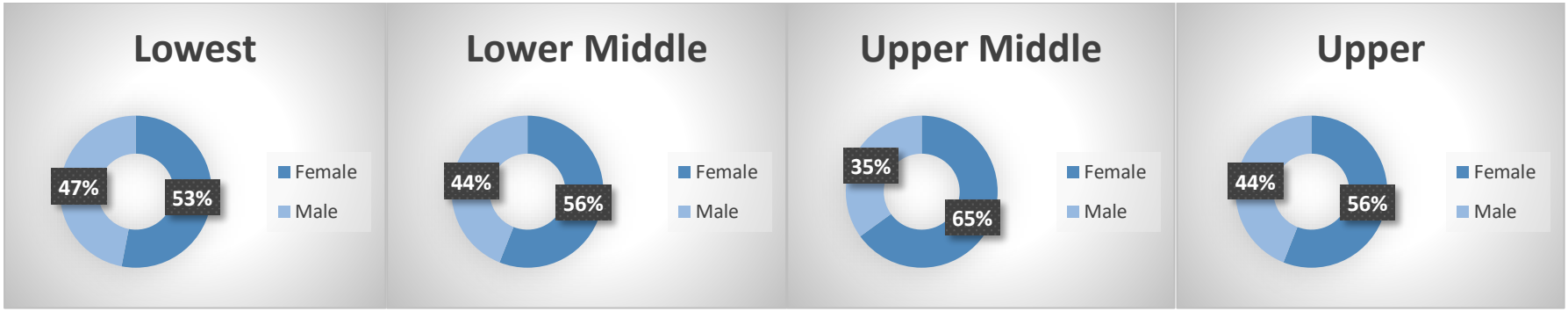
Mean Gender Pay Gap	Median Gender Pay Gap
6.2%	**-7.0%**

Bonus payments

Mean Gender Bonus Gap	Median Gender Bonus Gap
44.28%	**44.28%**



Quartile Breakdowns



Gender Pay Gap Analysis

The gender pay gap is a measure of the difference in the average pay of all men and women across an organisation, irrespective of their role or seniority. It should not be confused with equal pay, which involves direct comparisons of people performing work of equal value.

Note: Figures will usually be either a positive or negative percentage.
A positive percentage shows that women have lower pay or bonuses than men in our organisation.
A negative percentage shows that men have lower pay or bonuses than women in our organisation.
A zero percentage shows that there is equal pay or bonuses between men and women in our organisation.

Analysis of Mean and Median Gender Pay Gaps

- Mean Gender Pay Gap: £1.15 (6.2%)
    - This positive figure indicates that, on average, men are earning more than women within the organisation.
    - **Why?** Although there are more females in the Senior Management Team (SMT), the overall pay gap is influenced by the fact that there are more males in occupations that have the opportunity to earn variable income due to the flexibility to work more hours which creates the small gap e.g. IT and Technical.
- Median Gender Pay Gap: -£1.06 (-7%)
    - The negative value suggests that when considering the middle point of all salaries, women are earning slightly more than men within the organisation.
    - **Why?** Many roles in our organisation offer flexible working options, such as different working hours, days, and the choice between full-time and part-time positions. This flexibility is appealing to people who need to adjust work around their personal lives. Overall, we have more women in the company, and when looking at all salaries, the middle point (median) is higher for women than for men.

Distribution Across Quartiles

In all four salary levels (quartiles), there's a fair distribution of women across each group.

- Lowest Quartile:
    - Female representation has significantly increased from 31% to 53%, largely due to the recruitment of casual roles, particularly in front-of-house (FOH) positions.
- Middle Quartiles:

    - These quartiles show a gender distribution favouring women at a 60:40 ratio, indicating that a majority of permanent and fixed term contracted roles are held by women and this remains the same as previous years.

- Upper Quartile:
    - The gender split in this quartile slightly favours women (55:45), consistent with the previous year and other quartiles. Women represent 65% of the Senior Management Team (SMT), showing strong female leadership. The Strategic Leadership Team (SLT) has an equal 50:50 gender split, ensuring balanced leadership at the top level.

Bonus Payments

- Strategic Leadership Team (SLT) Bonus: Usually, only the SLT are eligible for performance related pay, treated as bonus payments under this regulation, however, in 2022/23, WMC provided a cost of living bonus to all staff. This year, SLT members received performance-related bonuses, and the bonus gender pay gap is higher for males due to their higher salaries in this group.

Our Commitment

At WMC, we are committed to creating a workplace that is inclusive, diverse, and fair for everyone. As we look to the future, we are focused on improving our policies and practices, and this will help balance the gender pay gap. Over the next twelve months, we will take the following steps to show our commitment:

Improving Recruitment Processes

- We will implement insights from our recent recruitment review to ensure our methods are clear, fair, and consistent.
- Particularly in male-dominated areas, we will actively promote job openings and thoughtfully review applications to attract a diverse pool of candidates, ensuring opportunities are open to everyone.

Promoting Flexibility in the way we Work

- We are committed to encouraging flexibility in working arrangements wherever possible to support the varying work-life balance needs of our employees.
- We offer a range of flexible options, including annualised hours, shift work patterns, compressed hours, flexitime, hybrid working, part-time roles, and various contract types, such as casual, fixed-term, and permanent.

Supporting Talent and Leadership Growth

- We will continue conducting annual performance reviews to help our employees develop their skills and gain valuable experience.
- We remain committed to identifying and supporting diverse talent for leadership roles and key positions within WMC.
- We have successfully concluded the first and second phases of the Aspire programme, which focused on increasing knowledge for leaders and developing skills to motivate teams. We are now transitioning to the next phase, which will focus on developing leaders as individuals through bespoke development initiatives.

These commitments show our dedication to creating a workplace where everyone, regardless of gender, can succeed and contribute to a workplace that is not only fair but also demonstrates the principles of inclusion and equality.

We confirm that the data reported is accurate.



Mathew Milsom
Managing Director