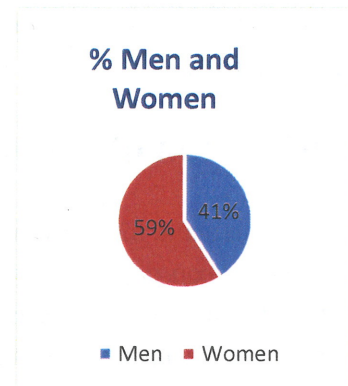


Our Gender Pay Gap

Gender pay gap reporting

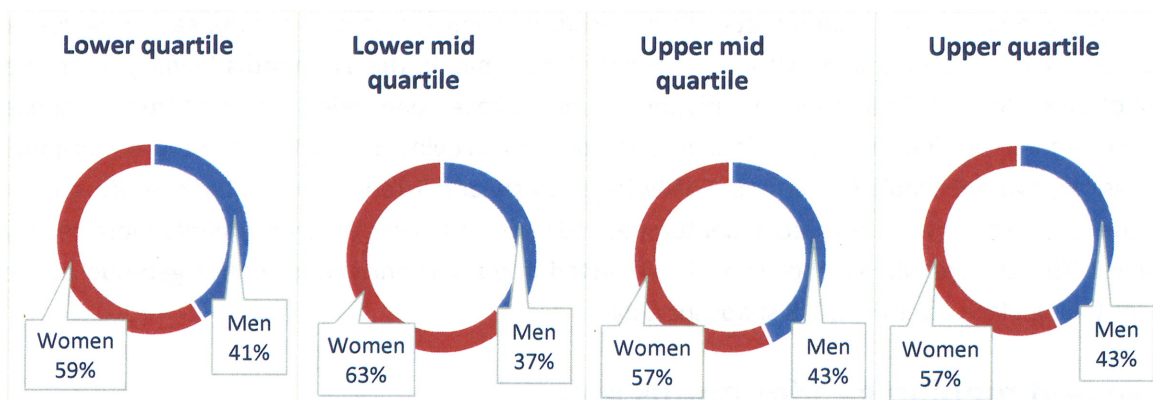
Gender pay reporting is a legal requirement for large organisations. It requires employers with 250 or more employees to publish statutory calculations each year showing the pay gap between their male and female employees, expressing this as a percentage. Gender pay reporting shows the balance of men and women at all levels of the organisation and the effect this has on average hourly rates of pay across the organisation as a whole.

Our data is collected on the snapshot date of 5 April 2018, when our workforce consisted of 202 women and 138 men.



Proportion of men and women by pay quartile

Gender pay gap reporting requires us to divide our workforce into four equal parts (quartiles) by hourly rate and show the percentage of men and women within each of the quartiles:



Mean and median gender pay gap

The mean gender pay gap is the difference in average hourly rates of pay that men and women receive. This provides an overall indication of the gender pay gap by taking all hourly rates of pay and dividing by the total number of men and women in scope.

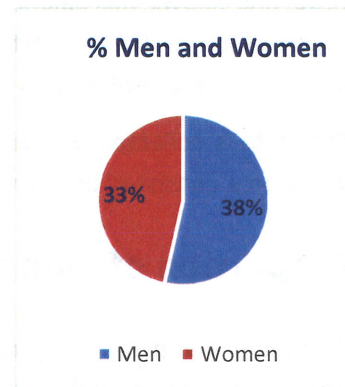
The median gender pay gap shows the difference in the midpoints of the ranges of hourly rates of pay for men and women by ordering individual rates of pay from lowest to highest and comparing the middle values.

Gender pay gap	2018	2017
Mean gender pay gap in hourly pay	9.3%	16.2%
Median gender pay gap in hourly pay	2.7%	9.1%

The mean (average) hourly rate paid to women in our workforce was 9.3% lower than the mean (average) hourly rate paid to men in April 2018. The difference in hourly rates of pay, as a median average, was 2.7% lower for women. This represents an overall reduction in our mean gender pay gap of 6.9% and a 6.4% reduction as a median average based on our gender pay gap in 2017. This was due to an increase in the number of women being successfully appointed to job roles within the upper pay quartiles.

Proportion of men and women receiving a bonus payment

38% of men and 33% of women were awarded and were paid a bonus or commission payment in the 12 months leading up to the snapshot date of 5 April 2018. This is an increase of 13% for men and 18% for women receiving a bonus this period compared to the 2017 period.



A bonus was paid to one member of staff in the form of a non-consolidated performance related payment, based on successful delivery of objectives and key priorities.

Commission payments are also classified as bonus payments under the gender pay gap reporting requirements. Commission payments, awarded for the sale of souvenir guidebooks, have been included within the gender bonus pay in the 12 months leading up to the snapshot date. Since 1 April 2017, commission payments have been rolled out to all front of house staff working across all of our sites. This involved teams achieving a “site target” before individual commission payments could be earned. Following a review and listening to feedback received from staff, the “site target” was removed in September 2018, making commission payments more readily available. This change will not, however, be reflected in our current gender bonus gap due to the changes taking place after the 2018 snapshot date.

Mean and median gender bonus gap

The mean gender bonus gap is the difference in average bonus pay that men and women receive. There has been a 29.8% increase in the mean gender bonus pay gap from the last reporting period (2017: 46.3%) due to only one non-consolidated bonus payment being made to a male member of staff and all other bonus payments being souvenir guidebook sales commission payments, made to men and women, and all of which were below £400.

The median gender bonus gap shows the difference in the midpoints of the ranges of bonus pay received by men and women. There has been a 67.6% reduction in the median gender bonus gap.

Gender bonus gap	2018	2017
Mean gender bonus gap	76.1%	46.3%
Median gender bonus gap	11.1%	78.7%

Addressing the gender pay gap

We have seen a 6.9% reduction in our mean gender pay gap from 2017 and we continue to be committed to reducing this further where we can. In 2018, staff action groups were consulted on the development of a new salary progression scheme which is being finalised for implementation in 2019-20, ensuring we are paying equally for the job, regardless of gender.

We will continue to develop our talent management strategy to support learning, development and career progression. We try to accommodate flexible working arrangements wherever possible, supporting staff if they need to care for others or those who are returning to work after having a child. We are committed to offering these opportunities to all staff, regardless of gender.

Declaration

I confirm the gender pay gap data contained in this report is accurate.



Sarah Dennis
Executive Director of Resources

