

## 2025 Gender Pay Gap Report

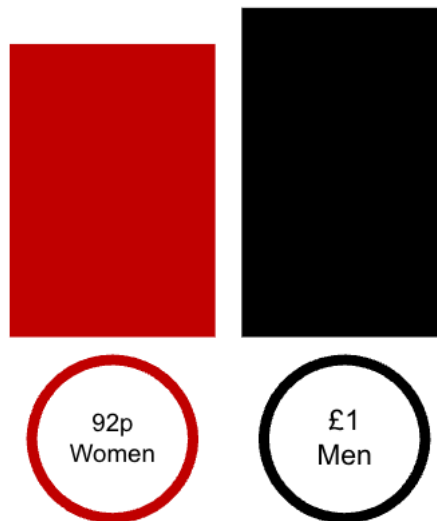
### Introduction

At Sadler’s Wells, we are committed to creating a workplace where everyone feels valued, supported and able to thrive. The gender pay gap measures the difference in average earnings between men and women across the whole organisation. It is different from equal pay, which refers to paying men and women the same for the same or equivalent work.

We recognise that gender does not exist only within a binary. While the gender pay gap report uses the binary gender recorded with HMRC, we continue to support colleagues of all gender identities and are committed to driving inclusion across our organisation.

### Gender pay gap

On the snapshot date of 5 April 2025, Women’s mean hourly pay was 8% lower than men’s – this means they earned 92p for every £1 that men earn when comparing mean hourly pay. The median hourly pay gap is 12.82%.



Our mean pay gap has reduced by 3 percentage points compared with the previous year, a positive step supported by more balanced representation across the middle and lower pay quartiles.

### Bonus Pay Gap

In the financial year ending March 2025:

- 5 men and 8 women received a bonus.
- Mean bonus gap: 98%
- Median bonus gap: 0%

Bonus levels were equal for 12 of 13 colleagues as result of our monthly Values Champion Scheme. The mean figure is influenced by one senior bonus awarded to a male colleague (Co-CEO), which significantly skews the data. Without this, both the mean and median bonus gap would be 0%.

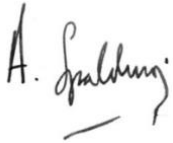
## What we're doing to improve gender equality

- **Supporting Parents and Carers:** we have enhanced policies in place for parent and carers. These policies help colleagues manage family demands without impacting their long-term career progression.
- **Flexible Working:** if the role allows, colleagues can use remote working, flexitime, Time Off In Lieu (TOIL) and job share arrangements to balance work with caring responsibilities or changing personal needs.
- **Partnering with Parents in Performing Arts (PiPA):** as a PiPA Charter Partner, we continue to benchmark our approach against sector best practice to ensure parents and carers are supported to thrive in the performing arts.
- **Creating an Inclusive Culture:** we encourage open conversations with People Partners and managers, and colleagues can share suggestions anonymously to help us continue improving our support.

### Our Commitment

We will continue to review our policies, monitor our gender pay data, and work with colleagues to ensure that Sadler's Wells remains a supportive and inclusive place to work. Reducing the gender pay gap is an ongoing journey, and we remain committed to meaningful progress year on year.

I confirm the data reported is accurate:



Sir Alistair Spalding CBE  
Artistic Director and Co-Chief Executive  
March 2026



Britannia Morton  
Executive Director and and Co-Chief Executive