



Gender Pay Gap Report

Snapshot date: 5 April 2025 | Published: April 2026

About Norwich Theatre

Norwich Theatre is a leading arts organisation in the UK and the largest in the East of England. We bring together Norwich Theatre Royal, Norwich Theatre Playhouse and Stage Two under one family, presenting a vibrant programme of live performance and creative engagement activities to entertain, enrich and inspire audiences of all ages and backgrounds.

We are an independent not-for-profit charity with no regular public funding. We rely on a share of ticket sales, one-off grants, fundraising and membership schemes, and other commercial activities. Any surplus we generate is reinvested into our artistic and creative programmes and our work with communities across Norwich and Norfolk.

In 2022 we launched our Creative Experiences strategy, built on four pillars — Performance, People, Place and Prosperity — to ensure our work remains relevant, welcoming and impactful.

Our values guide how we work with audiences, communities and each other:

- Creativity
- Impactfulness
- Honesty
- Kindness
- Inclusivity
- Bravery

Norwich Theatre strives continually to create and sustain an inclusive working environment, maximising the potential of everyone who works for and with us — employees, freelancers, volunteers, and trustees — and ensuring people feel respected, able to give their best, and be themselves. We see gender pay gap reporting as one part of how we remain transparent and accountable, and how we identify practical actions that strengthen equity, fairness and opportunity across Norwich Theatre.

Our Equity, Diversity, Justice, Inclusion and Belonging (EDJIB) policy includes a clear commitment to oppose and avoid discrimination across the workplace, including in pay and benefits, terms and conditions, recruitment, promotion, training and development.

What is the Gender Pay Gap?

The Gender Pay Gap (GPG) shows the difference between the average earnings of women and men across an organisation. It is different from equal pay, which relates to pay for the same or similar work (or work of equal value). Gender pay gaps are influenced by the distribution of roles across an organisation — for example, whether one gender is more represented in higher-paid roles or in roles that attract enhanced payments (such as unsocial hours).

Norwich Theatre's EDJIB commitments and why these matter

Norwich Theatre's EDJIB policy commits us to equity, fairness and respect for all who attend and work with us, and to sustaining an inclusive environment where no form of intimidation, bullying, harassment or unlawful discrimination is tolerated. We are committed to reviewing and improving our policies and processes, ensuring recruitment and promotion are fair and inclusive, offering training and development opportunities equitably, and making reasonable adjustments so that people are not unnecessarily disadvantaged. Gender pay gap reporting helps us test how these commitments show up in practice, and where we should focus improvement activity.

Our Gender Pay Gap results (snapshot date: 5 April 2025)

Hourly pay gap

Measure	Gender Pay Gap
Mean gender pay gap	12.38%
Median gender pay gap	11.43%

Bonus* pay gap

Measure	Gender Bonus Gap
Mean bonus gap	43.75%
Median bonus gap	0.00%

* Norwich Theatre does not operate a bonus scheme but, from time to time, discretionary retrospective merit payments are made (irrespective of level within the organisation) in recognition of resilience in the context of extraordinary events and, for transparency, these are reported here.

Proportion receiving a bonus

	% receiving a bonus
Men	3.23%
Women	1.27%

Pay quartiles (distribution of men and women across pay bands)

To understand representation across pay levels, we split our workforce into four equal “quartiles” based on hourly pay and show the proportion of women and men in each quartile.

Pay Quartile	% Women	% Men
Upper Quartile	47%	53%
Upper Middle Quartile	64%	36%
Lower Middle Quartile	62%	38%
Lower Quartile	74%	26%

What this shows: women are over-represented in the lower pay quartiles, while the upper quartile is comparatively even. This reflects differences in role distribution and seniority across the organisation rather than unequal pay for the same work.

What is driving Norwich Theatre’s gender pay gap?

The primary factors contributing to Norwich Theatre’s gender pay gap this year include:

- **Enhanced pay for certain technical work (minimum calls / unsocial hours)**

A predominantly male group of technicians received a disproportionately high average hourly rate due to calls being paid for a minimum period and the use of enhanced rates for working unsocial hours in these roles.

- **Representation in leadership and higher-paid roles**

Representation of women in leadership and higher-paid roles is one of the contributors to the overall gap.

- **Rolled-up holiday pay effect on hourly-paid roles**

Rolled-up holiday pay began from April (within the snapshot pay period), increasing hourly-paid roles when compared with salaried roles. This further increased rates for groups such as casual technicians, while staff groups such as Box Office — who are overwhelmingly female and salaried — did not receive the same enhancement.

Looking ahead: The snapshot date is before the introduction of Assistant Director roles (4 female/1 male). This is likely to reduce the gap in the next reporting year as role structures and senior representation shift.

How we will reduce the gap

As part of Norwich Theatre’s new strategy for the period 2026-32 a number of commitments will be made in relation to Equity, Diversity, Justice, Inclusion and Belonging drawing on a range of available data and research, including this year’s Gender Pay Gap results. In terms of particular focuses in this area, we will aim to:

Improve gender balance in senior and technical roles

- Strengthen inclusive recruitment and promotion processes and widen pathways into technical roles and progression opportunities.
- Ensure hiring practices continue to reduce bias and support equitable access (including adjustments where needed).

Review enhanced-pay and unsocial-hours arrangements to ensure fairness

- Review which groups work unsocial hours comparable to technical get-outs, to ensure enhanced rates are paid fairly for unsocial hours worked across the organisation — rather than concentrated in one (predominantly male) group.
- Use this review to strengthen transparency and consistency in pay practices, aligned to our commitment to oppose discrimination in pay and benefits.

Support flexible working and career progression

- Continue to support flexible working and progression routes, enabling development and retention across different life stages and circumstances.
- Ensure training and development opportunities remain accessible and fairly applied.

Ongoing monitoring and transparent reporting

- Continue regular monitoring and clear reporting of progress year on year.
- Review policies and processes regularly to renew and improve practice, consistent with our EDJIB policy monitoring and review approach.

Conclusion

Norwich Theatre's employee base (at the time of writing this report) is 62% female and 38% male by headcount but is only just over the 250-employee reporting threshold, meaning the pay of the most senior roles can have a measurable impact on the overall gap. When compared to other theatres, Norwich Theatre's gap is not out of kilter, and the introduction of Assistant Director roles (predominantly female) is expected to have a positive impact next year. The relatively even distribution of women and men in the upper quartile is positive. We will continue to focus on the structural drivers identified in this report — particularly enhanced payments and representation in certain roles — while progressing our wider EDJI commitments to fairness, dignity and opportunity for all.

Declaration

I confirm that the gender pay gap data contained in this report is accurate and has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Signed:



Name: Chief Executive

Organisation: Norwich Theatre

Date: 27 March 2026