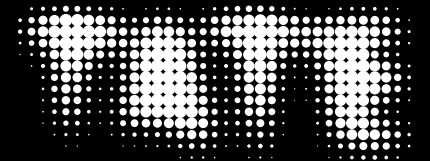


TATE ENTERPRISES GENDER PAY GAP REPORT 2026

TAKEN FROM A SNAPSHOT OF DATA ON 5 APRIL 2025



INTRODUCTION

Each year we publish Gender Pay Gap Reports for Tate Gallery and Tate Enterprises. Tate is committed to creating an inclusive culture which allows everyone to thrive regardless of their gender. We want to make art available to everyone. Becoming a truly inclusive organisation with a workforce that represents the communities we serve is critical to achieving this.

We have a strong representation of women at all levels of the organisation, and we recognise the benefits of a good gender balance and strive towards this, underpinned by a fundamental principle of equal pay for roles irrespective of gender.

WHAT WE REPORT

As of April 2017, public, private and voluntary sector organisations with 250 or more employees must report on their gender pay gaps annually. To do this, six different measures are used:

MEDIAN GENDER PAY GAP: the difference between the midpoints in the hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employee.

MEAN GENDER PAY GAP: the difference between the average hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employee.

MEDIAN BONUS GAP: the difference between the midpoints in the bonus pay paid to male relevant employees and that paid to female relevant employees.

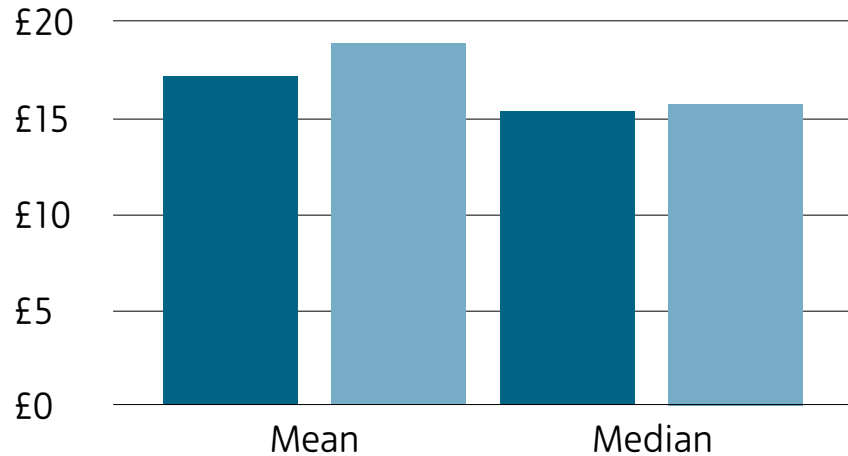
MEAN BONUS GAP: the difference between the average bonus pay paid to male relevant employees and that paid to female relevant employees.

BONUS PROPORTIONS: the proportions of male and female relevant employees who were paid bonus pay during the relevant period.

QUARTILE PAY BANDS: the proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands.

HOW DOES THE AVERAGE PAY OF MEN COMPARE TO THAT OF WOMEN?

GENDER PAY GAP PER HOUR



■ Female ■ Male

The above shows the difference between the mean and median hourly rate of pay of male full-pay relevant employees and female full-pay relevant employees.

GENDER PAY GAP PERCENTAGE

MEAN	MEDIAN
4.21%	7.61%

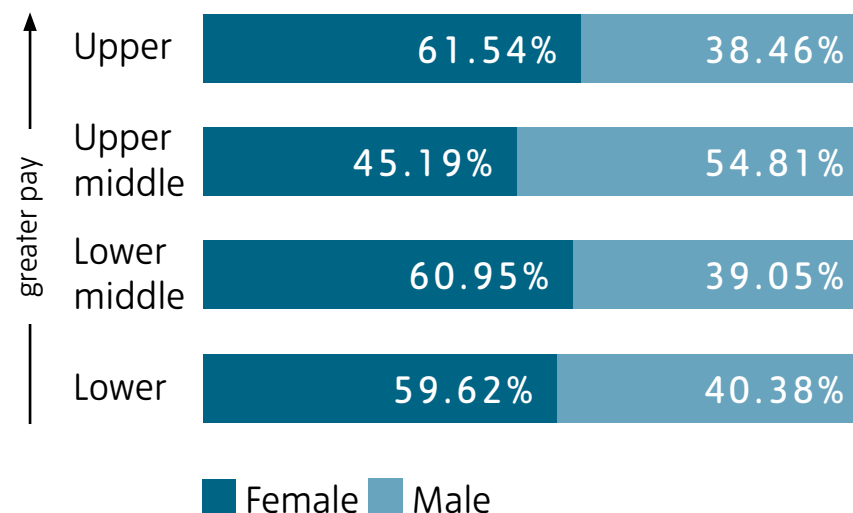
The above shows the gender pay gap as a percentage, with both the mean and median figures showing that men on average earn more than women at Tate Enterprises.

WHAT IS THE OVERALL REPRESENTATION OF WOMEN ACROSS OUR WORKFORCE?

THE PROPORTION OF OUR WORKFORCE OF EITHER GENDER IN EACH PAY QUARTILE

The chart highlights that there are more women than men at all levels within Tate Enterprises, apart from the Upper Middle Quartile. The difference in the average pay is the result of there being more women than men in both of the lower quartiles but only more women than men in one of the upper quartiles. This is reflected in the results of our gender pay gap reporting, as described in this document.

The figures highlight a good gender balance overall at Tate Enterprises, and a higher representation of women in the Upper Quartile.



HOW DO THE BONUSES AND GIFT VOUCHERS AWARDED TO MEN COMPARE TO THAT OF WOMEN?

The figures shown here relate to contractual management bonuses for Tate Eats (a subsidiary of Tate Enterprises) which are linked to net profit targets, 'tronc' for Tate Eats employees working in areas that add service charge, and quarterly performance awards for Tate Eats employees. In addition, we have included non-contractual birthday gift vouchers, which are worth £20 per voucher, and long service awards for Tate Eats and Tate Commerce in the 2024-25 financial year ending 5 April 2025, which are given as gift vouchers of between £50 and £250. The long service awards are a small thank you to those who have given years of loyal service to Tate Enterprises, rising in value with length of service regardless of gender, salary or pay band. Although we do not think of either of these vouchers as 'bonuses', the Government requires them to be included in the way these figures are reported.

The figures opposite suggest that the average bonus pay for male employees is significantly higher than the average bonus pay for female employees, however, this figure has been increased by the addition of the birthday vouchers in this year's figures. All Tate Commerce employees receive a birthday voucher which raised the number of employees receiving a bonus from 126 to 286, and out of the 286 bonus payments, 167 were given to female employees, whereas only 119 were given to male employees.

The value of the birthday vouchers is £20 each, so this increases the overall total bonus pay by a very small amount, however, due the high number of female employees receiving a bonus, the inclusion of the birthday vouchers has significantly reduced the average bonus figure for female employees.

When calculating the Bonus Pay Gap, excluding birthday vouchers, the pay gap is reduced by more than half to 22.96%, and while this is still showing a pay gap, it is a more representative figure.

AVERAGE AMOUNT OF BONUS AND GIFT VOUCHERS AWARDED TO MEN AND WOMEN

	MEAN	MEDIAN
MALE	£1,597.04	£80.00
FEMALE	£830.84	£20.00

BONUS AND GIFT VOUCHER PAY GAP PERCENTAGE

MEAN	MEDIAN
47.98%	75%

WHAT PROPORTION OF OUR WORKFORCE RECEIVED A BONUS?

HOW MANY EMPLOYEES RECEIVED A BONUS OR GIFT VOUCHER IN 2024-25

The below chart shows the proportion of women and men employed by Tate Enterprises who received a contractual bonus or gift voucher in the 2024-25 financial year ending 5 April 2025.

RECEIVED A BONUS/GIFT VOUCHER (%)

FEMALE	MALE
70%	66%

DID NOT RECEIVE A BONUS/ GIFT VOUCHER (%)

FEMALE	MALE
30%	34%

WHAT HAPPENS NEXT?

These statistics will now be published each year and any changes over time will be closely monitored. This is just one of the ways Tate monitors its practices and ensures its pay and reward processes are inclusive and fair.

You can find out more about the work we do to promote diversity and inclusion at Tate at www.tate.org.uk/about-us/working-at-tate/diversity-inclusion

I confirm that the data reported is accurate:
Nella Lefebre - Head of HR, Tate Commerce
Ellen Ladbrook - Head of HR, Tate Eats