

## Museum of London Gender Pay Gap Report 2023

### Introduction

As an employer with over 250 staff, the Museum of London is required by law to carry out Gender Pay Gap reporting. This is in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

We can confirm that the data included in this report is an accurate picture of the position as at 31 March 2023.

For questions related to the contents of this report, please contact [diversityandinclusion@museumoflondon.org.uk](mailto:diversityandinclusion@museumoflondon.org.uk).

### Gender Pay Gap Data at 31 March 2023

On 31 March 2023, our headcount was at 298 employees. Our workforce consisted of 100 males (33.6%) and 198 females (66.4%).

### Hourly Rate of Pay Headcount by quartile

Quartile	Headcount	Males		Females	
		No.	%	No.	%
Upper	74	27	36.5%	47	63.5%
Upper Middle	75	24	32.0%	51	68.0%
Lower Middle	74	20	27.0%	54	73.0%
Lower	75	29	38.7%	46	61.3%
<b>Total</b>	298	100	33.6%	198	66.4%

Females accounted for 66.4% of our overall workforce in March 2023 and were overrepresented compared to males in all quartiles.

We have seen an increase in the proportion of females in the upper middle quartile (rising from 57.0% in 2022 to 68.0% in 2023) and the lower quartile (rising from 53.0% in 2022 to 61.3% in 2023). We saw very slight reductions in the proportion of females in the upper quartile (falling marginally from 64% in 2022 to 63.5% in 2023) and the lower middle quartile (falling from 75% in 2022 to 73% in 2023).

### Mean and Median Gender Pay Gaps

Quartile	Headcount	Hourly rate	
		Mean Gender Pay Gap	Median Gender Pay Gap
Upper	74	19.8%	17.3%
Upper Middle	75	-0.6%	0.0%
Lower Middle	74	0.3%	1.5%
Lower	75	-2.7%	-1.8%
<b>Total</b>	298	9.5%	1.6%

Our mean Gender Pay Gap has increased between 2022 and 2023 and is now 9.5%. We can largely attribute this change to a significantly widened gap in the upper quartile, where the gap has risen from 13.7% in 2022 to 19.8% in 2023.

Our median Gender Pay Gap is now 1.6%, increasing from 0.9% in 2022. While the gap in the upper quartile remains considerable, having been 15.9% in 2022 and 16.8% in 2021, the most significant change from the previous year was in the lower quartile, where the gap in favour of females reduced from -7.4% to -1.8%.

Our Gender Pay Gap is lower than the UK average was according to the most recent data at the time of writing, which was reported to be 14.3% for 31 March 2022 by the Office for National Statistics.<sup>1</sup> However, we are disappointed at the increase in our Gender Pay Gap at 31 March 2023 compared to in previous years, especially following the considerable reduction we saw between 2021 and 2022.

## Bonuses

### Headcount receiving a bonus by quartile

Quartile	Headcount - Bonus	Males		Females	
		No.	%	No.	%
Upper	7	4	14.8%	3	6.4%
Upper Middle	7	3	12.5%	4	7.8%
Lower Middle	8	2	10.0%	6	11.1%
Lower	4	1	3.4%	3	6.5%
<b>Total</b>	26	10	10.0%	16	8.1%

8.7% of our workforce received a bonus in 2023. A higher proportion of males (10.0%) than females (8.1%) received a bonus.

In the upper and upper middle quartiles, a higher proportion of males than females received a bonus – more than double the number of males than females (14.8% compared to 6.4%) received a bonus in the upper quartile. In the lower middle and lower quartiles, a higher proportion of females received a bonus than males.

### Mean and Median Gender Bonus Gaps

Where the museum pays bonuses to staff, these are either:

- Performance-related bonus payments which are assessed through our performance management processes relevant to each level of role; OR
- Commission payments made to staff working in commercial roles.

<sup>1</sup> ['Gender pay gap in the UK: 2023'](#), Office for National Statistics (ONS), published 1 November 2023.

Quartile	Headcount - Bonus	Bonus	
		Mean Gender Pay Gap	Median Gender Pay Gap
Upper	7	-1590.1%	0.0%
Upper Middle	7	-90.5%	0.0%
Lower Middle	8	44.8%	67.8%
Lower	4	-33.7%	0.0%
<b>Total</b>	26	-219.3%	0.0%

Females received a higher mean bonus than males in all quartiles except the lower middle quartile. The most significant gap was in the upper quartile, where there was a gap of -1590.1% between the mean bonus of females and males. The overall mean bonus gap was -219.3% in 2023.

The median bonuses received by males and females were equal in all quartiles except the lower middle quartile, where there was a gap in favour of males of 67.8%. The overall median bonus gap was 0.0%.

### **Understanding our Gender Pay Gap data**

We can, in part, attribute the changes we have seen in our Gender Pay Gap data to the changes to the levels of turnover and recruitment we have seen between 2022 and 2023. Our workforce increased from 271 in 2022 to 298 in 2023. The number of females increased during this time, rising from 169 to 198, while the overall proportion of females employed by the museum increased from 62.4% to 66.4%.

We are in the midst of a significant transformation programme being delivered in support of the development of our new museum. The salaries for specific roles as part of this programme have been benchmarked against other sectors outside of the cultural and heritage sectors. This means that they may be out of step with our usual salary structure, and so will have had an impact on our Gender Pay Gap.

### **Actions being taken to address the Gender Pay Gap**

In December 2023, the museum's Board of Governors approved our Equity, Diversity and Inclusion (EDI) Strategy 2023 – 2026, which replaces our previous Diversity Strategy 2018 – 2021.

Our Diversity Strategy set out our strategic aims on EDI, which have been carried over into our EDI Strategy for the coming years. Our aims are that:

- All people feel valued and able to be themselves in the workplace.
- Our workforce is increasingly representative of London.
- Workforce diversity is achieved at all levels and departments.
- Opportunities to work at and develop a career here are open to all.
- We advance equality and diversity in the sector and wider society.

In our Diversity Strategy, one of the priorities we set for ourselves was to 'Increase the representation of female staff at senior management levels'. We have been successful in achieving this priority, as females account for 63.5% of the upper quartile and 68.0% of the upper middle quartile of our workforce.

Our new EDI Strategy 2023 – 26 spans the breadth of our activity as a museum and an employer, with a focus on eight key strategic areas of museum activity. We have set out a number of high-level commitments under each area of focus that we will take forward throughout the lifespan of the strategy. The following commitments are those that we believe will support us to address and reduce our Gender Pay Gap:

- Explore and deliver actions which support the retention and progression of our staff.
- Widen our current approach to pay gap reporting to include reports on our ethnicity and disability pay gaps.
- Continue to provide training interventions to support our staff to become more knowledgeable and understanding around EDI.
- Successfully embed the use of our Tool for Culture Change at all levels across the Museum.
- Embed our behaviours more fully in our performance review process as well as our day-to-day interactions.
- Continually evaluate the accessibility of our approach to hybrid working.
- Review and maintain relevant policies on EDI to ensure we have the right policy framework in place to address discrimination.

## Appendix: Change over time

The following tables provide an overview of how our mean and median Gender Pay Gaps have changed over time, spanning 31 March 2021 through to 31 March 2023.

### Mean Gender Pay Gap

Quartile	Mean Gender Pay Gap			
	31 March 2021	31 March 2022	31 March 2023	Change between 2022 and 2023
Upper	13.3%	13.7%	19.8%	6.1%
Upper Middle	-0.3%	-1.7%	-0.6%	1.1%
Lower Middle	-1.8%	-0.1%	0.3%	0.4%
Lower	-5.7%	-1.7%	-2.7%	-1.0%
<b>Total</b>	<b>8.8%</b>	<b>2.7%</b>	<b>9.5%</b>	<b>6.8%</b>

### Median Gender Pay Gap

Quartile	Median Gender Pay Gap			
	31 March 2021	31 March 2022	31 March 2023	Change between 2022 and 2023
Upper	16.8%	15.9%	17.3%	1.4%
Upper Middle	1.1%	-0.7%	0.0%	0.7%
Lower Middle	-2.4%	-0.4%	1.5%	1.9%
Lower	-11.8%	-7.4%	-1.8%	5.6%
<b>Total</b>	<b>5.6%</b>	<b>0.9%</b>	<b>1.6%</b>	<b>0.7%</b>