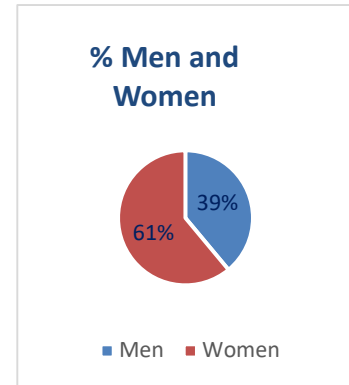


## Our Gender Pay Gap 2021

### Gender pay gap reporting

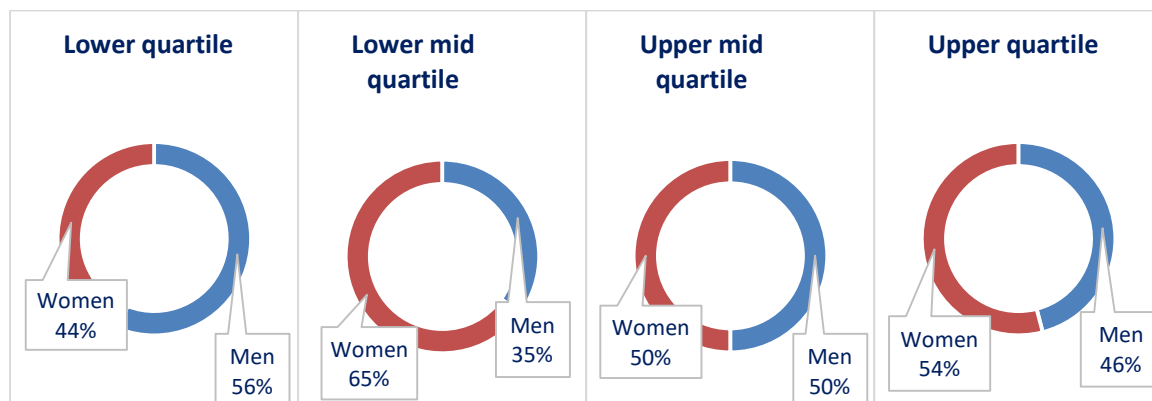
Gender pay reporting is a legal requirement for large organisations. It requires employers with 250 or more employees to publish statutory calculations each year showing the pay gap between their male and female employees, expressing this as a percentage. Gender pay reporting shows the balance of men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



Our data is collected on the snapshot date of 5 April 2021, when our workforce consisted of 88 men and 137 women. On this date, however, 50% of our staff were on furlough on reduced pay under the Coronavirus Job Retention Scheme - this included 38 men and 74 women. We have explained how this impacts our gender pay gap reporting within this report.

### 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:



It is important to note that this is not a true reflection of our workforce as it excludes the 50% of staff on furlough on 5 April 2021 following the closure of the museum due to the Coronavirus pandemic.

### 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.

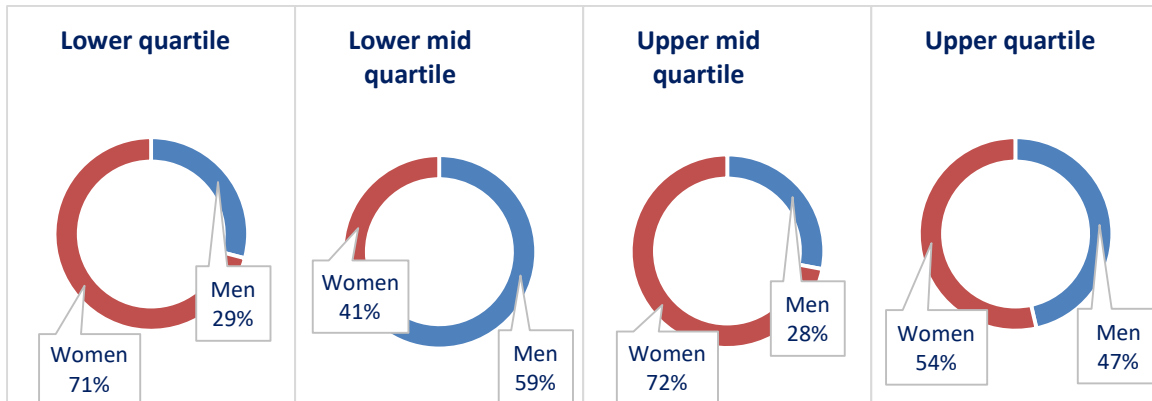
Gender pay gap	2021	2020	2019	2018	2017
<b>Mean</b> gender pay gap in hourly pay	<b>3.2%</b>	-1.5%	10.3%	9.3%	16.2%
<b>Median</b> gender pay gap in hourly pay	<b>3.4%</b>	-3.2%	1.0%	2.7%	9.1%

The mean (average) hourly rate paid to men in our workforce was 3.2% higher than the mean (average) hourly rate paid to women in April 2021. The difference in hourly rates of pay, as a median average, was 3.4% lower for women. This represents an increase in our mean gender pay gap of 4.7% and a 6.6% increase as a median average based on our gender pay gap in 2020. This is due to the number of staff on furlough (reduced pay) in April 2021 who were not included in the calculation.

This is not a fair reflection of the gender pay gap that still exists within the museum and it would be misleading if we did not also share the calculation had those staff on furlough been receiving their normal pay. The gender pay gap if we had included all staff on their normal rates of pay would be:

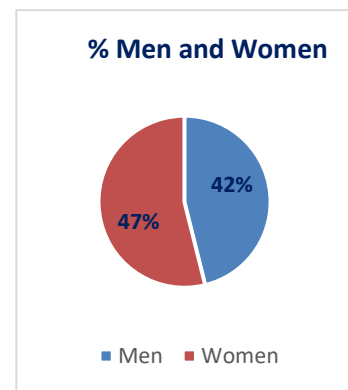
Gender pay gap	2021	2020
<b>Mean</b> gender pay gap in hourly pay	<b>5.4%</b>	8.2%
<b>Median</b> gender pay gap in hourly pay	<b>-11.0%</b>	0%

This represents an overall decrease in our mean gender pay gap of 2.8% and a decrease of 11.0% in our median average based on our gender pay gap in 2019 meaning our median average pay is now more favourable for women. The decrease in the mean gender pay gap is a result of the implementation of a new salary grading scheme in 2020 and a continuation of women being appointed into senior roles, meaning we have continued to increase the proportion of women within the upper pay quartiles (53% upper quartile and 65% upper mid quartile in April 2020). Although the number of women within the lower quartile for the average hourly rates of pay has increased (60% in April 2020) as can be seen below:



## Proportion of men and women receiving a bonus payment

42% of men and 47% of women were awarded and paid a bonus or commission payment in the 12 months leading up to the snapshot date of 5 April 2021. There is no change in the percentage for men and a decrease of 2% for women receiving a bonus or commission payment in this period compared to the 2020 period.



Commission payments are 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. During the bonus period, the museum remained closed for long periods as a result of the pandemic, resulting in staff not having the usual opportunities to sell souvenir guidebooks and receive commission payments.

There was one non-consolidated bonus paid by the museum to a man in the 12 months leading up to the snapshot date of 5 April 2021. Non-consolidated bonuses will no longer be awarded to staff who are paid within the salary grading structure due to the introduction of a new pay progression scheme in 2021.

## 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 significant increase in the mean gender bonus pay gap from the last reporting period (2020: -98.9%) due to the payment of a non-consolidated bonus payment to a man and the reduced opportunities for commission payments owing to the museum being closed for long periods during the pandemic.

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 21% increase in the median gender bonus gap, which

continues to be more favourable towards women and this is due to women overall selling more souvenir guidebook than men.

Gender bonus gap	2021	2020	2019	2018	2017
Mean gender bonus gap	83.5%	-98.9%	76.3%	76.1%	46.3%
Median gender bonus gap	-55.0%	-34.0%	-140%	11.1%	78.7%

## Addressing the gender pay gap

We have seen an 2.8% decrease in our mean gender pay gap and a 11.0% decrease in our median gender pay gap (based on the calculations that assume staff on furlough were working on the snapshot date) and we continue to be committed to reducing our gender pay gap where we can. In November 2021, we introduced our new pay progression scheme, based on performance against defined objectives, which should enable the gender pay gap to reduce further.

We will endeavour to do more to support learning, development, and career progression for all staff. We accommodate flexible and agile working arrangements wherever possible for all staff, supporting staff if they need to care for others or those who are returning to work after having a child or those who benefit from more flexible patterns of working. 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