



GENDER PAY REPORT

April 2023

This report provides details and analysis on MOLA's gender pay gap for April 2023. It includes our action plan and targets for improving our gender pay performance. It also outlines a longer-term view of how improvements can be maintained and sustained...



Background

The gender pay gap is an equality measure that shows the difference in average earnings between women and men. It is not the same as unequal pay; when men and women get paid different amounts for doing the same work. That's been unlawful since 1970. Under the Equality Act 2010 (Gender Pay Gap Information, Regulations 2017) men and women must receive equal pay for:

- The same or broadly similar work;
- Work rated as equivalent under a job evaluation scheme; or
- Work of equal value.

The metrics

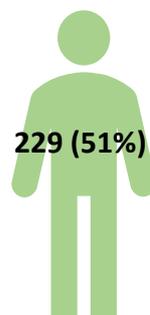
Employers must report various measures, based on a snapshot of pay data on a set date set out by the Government Equalities Office:

- **Mean gender pay gap** – the difference between the mean hourly rate of pay of male employees to that of female pay (expressed as an average)
- **Median gender pay gap** – the difference between the median hourly rate of pay of male employees and that of female employees (mid-point of pay)
- **Quartile pay bands** – the proportions of male and female employees in the lower, lower-middle, upper-middle, and upper quartile pay bands.
- **Mean Bonus Pay gap** – the difference between the mean bonus paid to male and female employees.
- **Median Bonus Pay gap** – the difference between the mean bonus paid to male and female employees.
- **Proportion of Genders receiving a bonus payment** – in the previous 12-month period

Our workforce

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 requires any organisation with 250+ employees to publish their gender pay gap annually.

The following data is a snapshot taken on **5th April 2023**.



Our gender pay gap

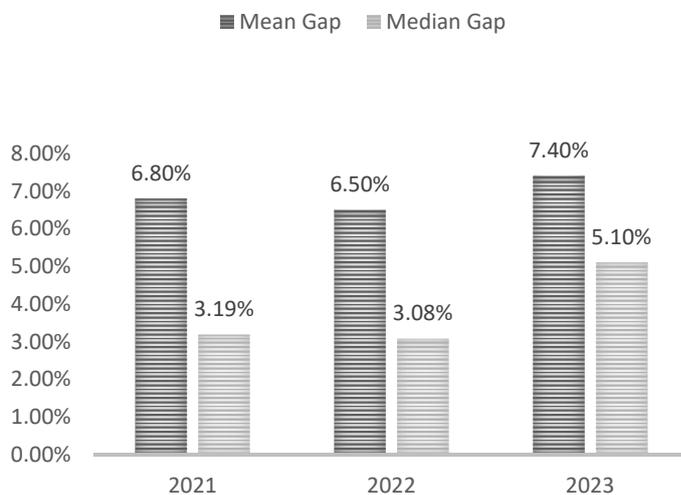


The Gender pay gap is the difference between average mean hourly earnings for men and women.

Mean hourly earnings are calculated by dividing total pay by the number of staff.

The median pay gap is the difference between the midpoints in the ranges of men's and women's pay.

Gender pay gap trend



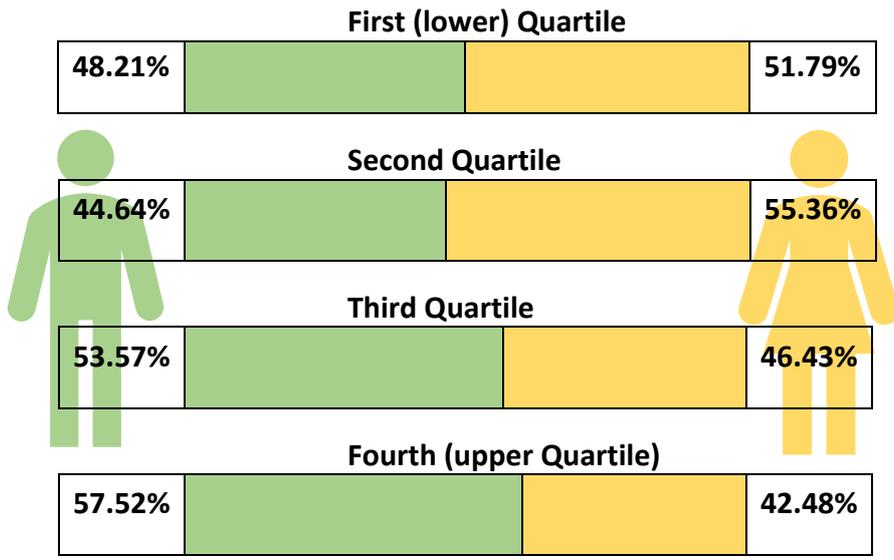
Our pay gap has increased marginally over the past 12 months.

The Mean Gap remains significantly below the National Mean Gap average of 14.9% (ONS 2022).

Proportion of males/females in each pay quartile

The % of females in the top quartile has increased over the past 12 months, from 38.6 % (2022) to 42% in 2023.

However, we continue to see a predominance of women employed in the bottom two lower quartiles compared to men.

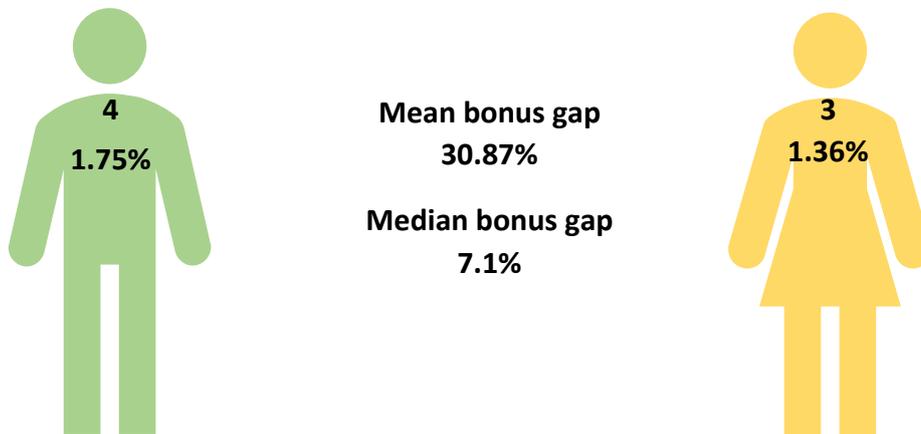


Proportion of Employees receiving a bonus payment and the bonus Gap

The Gender Bonus gap is the difference between average bonus amounts for men and women.

Mean bonus gap is calculated by dividing total bonus by the number of eligible staff.

The median bonus gap is the difference between the midpoints in the ranges of men's and women's bonus.



Observations

We continue to analyse our people data to identify the underlying drivers of our pay gaps. This enables us to understand where we need to target our interventions.

- There is a slight increase in both the mean and median gap; with the mean gap increasing from 6.5% in 2022 to 7.4% in 2023. The median gap also increased at a similar rate from 3.1% to 5.1%.

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- The MOLA all staff results reflect positively against the comparable figures from the ONS 2022 outcomes where the National mean gap was at 14.9% for all employees compared to MOLA at 7.4%.
 - The mean hourly pay is higher for men, and this too is reflective in the Quartile data.
 - There is a greater proportion of female employees at MOLA for whom occupy the two lowest paid quartiles. And as such the other two quartiles which pay more, are occupied (in proportion) more so, by men.
 - The lowest quartile roles are often seen in society to be dominated by females in administrative type roles and this is also evident at MOLA.
 - The largest gap is seen in the upper quartile as these roles are mostly dominated by men.
 - The data set (within the upper quartiles) is also very sensitive to small changes (leavers or new joiners) given the demographic of staff and this can vastly alter the percentages within a group.

Closing the Gender Gap – Actions, Achievements, and Commitments

Diversity and inclusion are critical to MOLA. We are committed to tackling inequality and under-representation. We want to build an inclusive environment for all our colleagues that is reflective of the communities we work within.

We are continuing to work hard to make sure we close our pay gaps by identifying and taking positive actions to drive change. And we continue to work towards identifying and addressing the underlying issues we know still exist.

Continued transparency is important to us, as is being able to understand both the short and longer-term steps we can take towards reducing any gap that has been identified at all levels of our organisation.

We recognise that with our pay gap increasing over the past 12 months we strive to ensure this is prioritised to begin to see reduction trends in the pay gap over time. We appreciate this may take time.

What we have already achieved

We are happy to confirm we have been actively working on many initiatives and projects throughout the past 12 to 24 months to ensure greater balance across the workforce.

So far we have:

- Firmly embedded the role of the EDI committee (made up of a wide variety of employees across all groups) in terms of strategy and awareness.
- Updated all our HR policies to link directly with our EDI strategy and policy.
- Undertaken a review of our pay and grading system.
- Aligned our pay to the Real Living Wage.
- Added annual EDI training as a compulsory module for all employees.
- Increased our maternity and antenatal pay provision for all
- Harmonised pay and grading of MOLA roles resulting from the acquisition of another Archaeological unit/company.
- Created a sign off process for all pay increases outside of any cost of living increase (i.e. within the People meeting attended by Executive team).

Our Commitment

Alongside current and active projects noted above, we will look to further extend the reduction in the pay gap through several schemes and initiatives, including:

- First and foremost, to fully understand the detail and context of the gaps, we shall be cutting through the gap data for the various divisions, teams and locations to pinpoint specific areas where the gaps are. From this, we shall be engaging the Senior Leadership team and providing specific actions as a result.
- To note, a proportion of the data within this GPG population, resulted from the acquisition of another Archaeological unit. We have since worked hard to harmonise the pay and grading within that unit as well as working through a current restructure.
- Aligned to the above point, we shall review our job profiles and MOLA structure in more depth, to understand why some roles appear to be over and underrepresented with those that identify as female. Do these roles have a higher retention rate than others?
- Reviewing our pay and grading offer to provide greater consistency and transparency for all roles. (an external consultant has been working with MOLA to achieve this).
- Review our Pay and Remuneration Policy to ensure there is fairness and transparency to pay and grading decisions.
- We will consider embedding a competency framework throughout the organisation, across all roles and grades to assist with career plans with a focus on developing skill sets and building experience in a more objective way.
- Identify conflicts in policy and process in collaboration with staff networks and unions to improve our workforce representation.
- Continue to explore ways to eliminate unconscious bias in recruitment including during recruitment process; including exploring ways to make MOLA roles at all levels a more attractive career choice for all, as well as providing training for all recruitment managers.
- Ensuring that for all recruitment at managerial and senior level we shall advertise on a range of jobs boards specifically aimed at increasing our diversity and reach.
- To extend our training and policy offer, to include training and policies specifically around health of those that identify as women and information around women-only health conditions for the entire workforce. This includes a menopause strategy, wider support for antenatal provision, and creating a greater awareness and support for female staff at MOLA. And to also ensure there are policy mentors and 'champions' within the teams supported closely by HR.
- Promote our offering of hybrid and flexible working and ensure this is noted on all MOLA recruitment initiatives.
- A commitment to ensure that the EDI strategy and links to gender pay gap are considered in the MOLA strategy and five-year business plan.
- Moving forward to consider the bonus and its legitimacy and how this can be best incorporated back into the business.
- And finally, to begin the year with an invitation to the workforce to seek views specifically relating to the gender pay gap. To have open and honest discussions with the workforce via a focus group and the detail be scrutinised and taken forward to consideration.

A final thought

In the spirit of transparency, moving forward and looking ahead, we know that making substantial changes takes time. But we do commit to working towards reducing our gap. We do anticipate the next data set that will be presented based on the snapshot date in 2024, may show a slightly wider gap (as opposed to a reduction) and although we are working hard to reduce it via all the means noted above, the data is inherited from the acquisition of the LP unit in June 2022 and the ongoing redundancy and restructure programme during 2023. Please rest assured we have from very early on, been working on harmonisation exercises to minimise any gender pay impact this may have had. We shall anticipate releasing our 2024 data set early to begin the tasks of the action planning as early as reasonably possible.

The executive team remain focussed and committed to reducing the Gender Pay Gap through different initiatives that will be of a benefit to all within MOLA. We want to be the Top Archaeology UK Inclusive Employer - this can be achieved by remaining a flexible and responsive employer to all our staff.

Chris Henry
MOLA HR Director