



GENDER PAY REPORT

April 2024

This report provides details and analysis on MOLA's gender pay gap for April 2024. 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. This is not the same as unequal pay (where men and women are paid different amounts for doing the same work) which has been unlawful since 1970. Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, men and women must receive equal pay for:

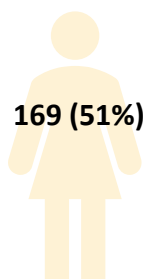
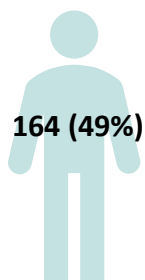
- the same or broadly similar work,
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

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. These are:

- **Mean gender pay gap** – the difference between the mean hourly rate of pay for male and employees pay (expressed as an average).
- **Median gender pay gap** – the difference between the median hourly rate of pay for male and 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

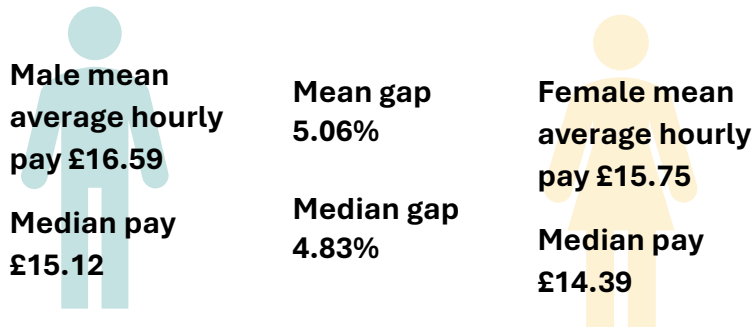


The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 requires any organisation with 250+ employees to publish their gender pay gap annually.

The following data is a snapshot taken on **5th April 2024**.



MOLA's gender pay gap



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

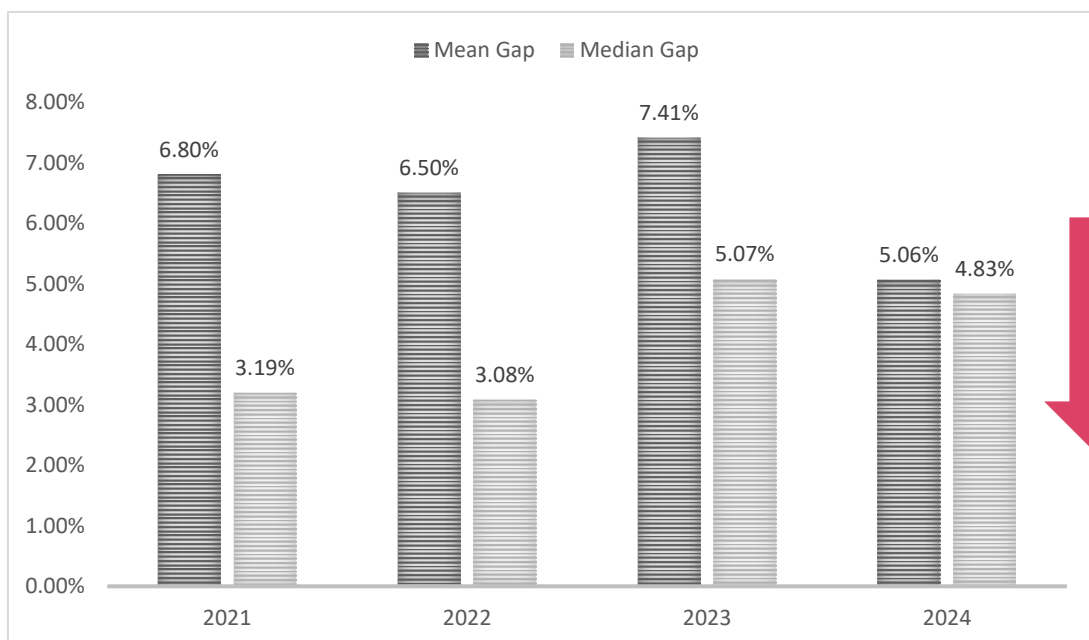
Mean hourly earnings are calculated by dividing total pay by the number of staff.

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

Gender pay gap trend

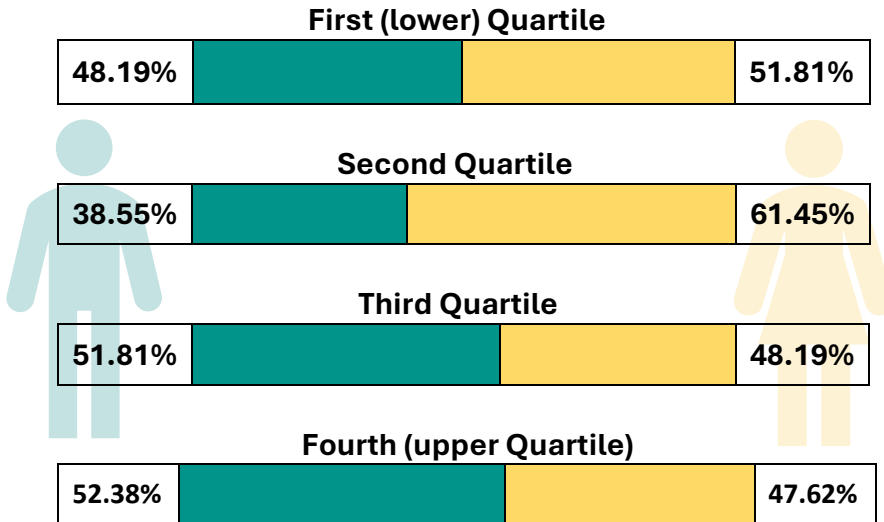
The MOLA pay gap has reduced marginally over the past 12 months.

The mean gap remains below the national mean gap average of 14.3% (ONS 2023).



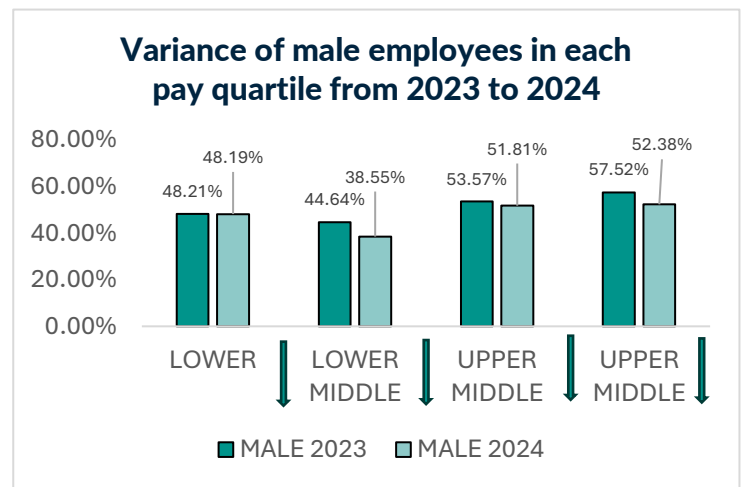
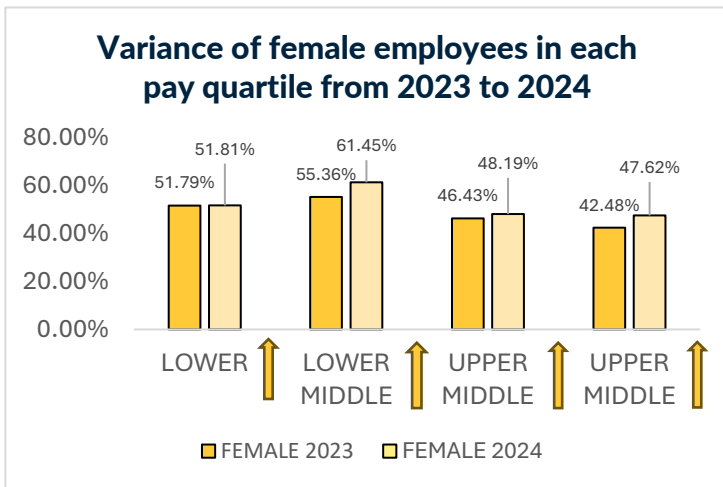


Proportion of male / female employees in each pay quartile



The % of women in the top (fourth) quartile has increased over the past 12 months, from to 42% in 2023 to 47.62% in 2024.

However, we continue to see more women employed in the first and second (lower) quartiles compared to men, with the proportion of men in the bottom two quartiles falling over the past 12 months.



Bonus Gap

Not applicable.



Overall Observations

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

Our analysis shows that:

- The proportion of male and female employees is 49% male to 51% female. This shows the balance between males and female employees remains evenly spread despite the reduction in staff by over one third since 2023.
- The mean and media hourly pay are both higher for men, this is also reflective in the Quartile data. However, in 2024 there has been a positive **decrease in both the mean and median pay gap**; with the mean gap decreasing from 7.4% in 2023 to 5.06% in 2024. The median gap decreased at a smaller proportion from 5.1% to 4.83%.
- There is a greater proportion of female employees than male in the two lowest paid quartiles. The two highest paid quartiles, therefore, have a higher proportion of male employees to female:
 - The lowest quartile roles are often seen in society to still be dominated by women in administrative type roles, this is also evident at MOLA.
 - The largest gap can be seen in the lower second quartile. It could be argued this represents some positive movement in terms of job roles / pay for female employees from the lowest paid to the next quartile.
 - However, there are significantly smaller percentage changes in the upper quartiles. As the data shows, our higher paid roles are mostly dominated by men. This is reflective of wider society, where men are still more likely to occupy executive / directorship roles such as CEO, COO, Finance, IT, HR and H&S roles.
 - As there are fewer members of staff in the upper quartile, this data set is very sensitive to small changes. Leavers or new joiners can vastly alter the percentages within this group.
 - However, this variance has improved over the past 12 months as demonstrated in the graphs above.
- The data for our competitors is not yet available and so no comparisons can be made at this point.
- There is no bonus data to report on as this was not applicable.



Closing the Gender Gap – Actions, Achievements, and Commitments

Diversity and inclusion are critical to MOLA as an employer. 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.

Our all-staff results reflect positively against comparable figures from the ONS 2023 outcomes, where the national mean gap was at 14.3% for all employees, compared to 5.06% for MOLA. We are working hard to make sure we close our pay gaps by identifying and taking positive actions to drive change. We are also continuing 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. This is evident in the data which shows that over the past 12 months we have reduced the pay gap considerably between male and female employees. However, there is still work to be done and we appreciate this may take time.

What we have already achieved

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

So far, we have:


- 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.
- Started the process of undertaking a review of our pay and grading system.
- Aligned our pay to the Real Living Wage.
- Made annual EDI training a compulsory module for all employees.
- Increased our antenatal, maternity, and shared parental pay provision for all.
- Harmonised pay and grading of MOLA roles, including for our leadership team. We now have an equal balance of men and women in our leadership team; with a female majority (three females to two males) making up the numbers within the Executive team.



Our Commitment

Alongside current and active projects noted above, we will explore other ways to reduce the gender pay gap through several schemes and initiatives, including:

- Fully understanding the detail and context of the gaps (we are already ahead with some areas of this following recent divisional restructuring):
 - we will cut through the gap data for the various divisions, teams, and locations to pinpoint specific areas of gaps,
 - we will use this data to engage the executive team and provide specific actions to be taken.
- Reviewing both our job profiles and organisational structure in more depth, to understand why some roles appear to be either over or underrepresented by women.
- Continuing to review our pay and grading offer to provide greater consistency and transparency for all roles. We have been working with an external consultant to achieve this. We are also reviewing our Pay and Remuneration Policy to ensure there is fairness and transparency to pay and grading decisions.
- Considering embedding a competency framework throughout the organisation, across all roles and grades, to assist with career plans. This would have a focus on developing skill sets and building experience in a more objective way.
- Undertaking further in-depth reviews, analysis, and reporting on retention rates 2025-2026. We will review whether certain roles occupied by males or females have a higher retention rate than others. The review will also look at reasons for staff leaving and how this translates in terms of male: female splits.
- Identifying conflicts in policy and process in collaboration with staff networks and the union to improve our workforce representation.
- Continuing to explore ways to eliminate unconscious bias in recruitment, including during recruitment process. This includes:
 - exploring ways to make our roles a more attractive career choice at all levels
 - training for all recruitment managers.
- Ensuring that for recruitment for all managerial and senior level roles are advertised on a range of jobs boards specifically aimed at increasing our diversity and reach.
- Extending 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
 - including a menopause strategy, wider support for antenatal provision and creating a greater awareness and support for female staff
 - ensuring there are policy mentors and 'champions' within the teams supported closely by HR.

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- Promote our offering of hybrid and flexible working and ensure this is noted on all recruitment initiatives.
 - Committing to ensure the EDI strategy and links to gender pay gap are considered throughout our strategy and business plan.
 - And finally, to begin the year with an invitation to the workforce to seek views specifically relating to the gender pay gap. We will:
 - have open and honest discussions with the workforce via a focus group.
 - Take their views and other details / information gathered forward for review and development of future strategies.

A final thought

In the spirit of transparency, we know that making substantial changes takes time. However, moving forward and looking ahead, we commit to reducing our gender pay gap and are working hard to address the differences noted above. We plan to release our 2025 data set early again, so we can begin the tasks of action planning as quickly as possible.

Our executive team remains focussed and committed to reducing the gender pay gap through several different initiatives, all of which will benefit our staff. We want to be the Top UK Archaeology Inclusive Employer, and we believe this can be achieved by remaining a flexible and responsive employer for all our staff.

Chris Henry, MOLA HR Director