

Imperial War Museums

Gender Pay Gap

Report 2022



IWM Gender Pay Gap Report 2022

Imperial War Museums (IWM) is the world's leading authority on war and conflict. We are a charitable body founded by statute and governed by a Board of Trustees. The majority of our financial requirements are funded through our own efforts. In addition, we receive support from the Department for Digital, Culture, Media, and Sport. Within government we are classified as a non-departmental public body.

At IWM we value and commit to the principles of equality and fairness of pay across the totality of our workforce. We recognise that for many people equality doesn't stop at gender but encompasses a wide range of other characteristics including ethnicity, religion, and age amongst others. Our Board of Trustees and IWM directors stand firmly behind these principles.

This report is produced in accordance with the statutory requirements for reporting on the gender pay gap.

Jon Card
Deputy Director-General

Gender Pay Gap reporting – an overview

We are an employer required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

This involves reporting on our gender pay annually, using six different measures, as set out in the regulations:

- **Mean gender pay gap:** the difference between the average hourly rate of pay of males and females (full-pay relevant employees)
- **Median gender pay gap:** the difference between the median hourly rate of pay of males and females (full-pay relevant employees)
- **Quartile pay bands:** the proportion of male and female full-pay relevant employees in four pay quartiles (the lower, lower-middle, upper-middle and upper pay quartile).
- **Mean bonus gap:** the difference between the average bonus pay paid to male and that paid to female employees.
- **Median bonus gap:** the difference between the median bonus pay paid to male and that paid to females employees
- **Bonus proportions:** the proportions of male and female relevant employees who were paid bonus during the relevant period.

Understanding IWM Gender Pay Gap reporting

The IWM Gender Pay Gap table below shows results for Imperial War Museum as well as for IWM Trading Company Limited, a 100% IWM subsidiary company. For the purposes of this regulatory report, IWM Trading Company Limited is a separate employer set up in 2019 and it reached the threshold for statutory GPG reporting for 2022 for the first time. Staff are now employed by both the IWM Trading Company and the Imperial War Museum. Most of our departments have employees in both IWM organisations.

The aim of gender pay gap reporting is to identify the pay gap between our male and female employees. We use results of these measures to challenge ourselves to take steps to reduce or eliminate any gender pay gaps in order to create fairer, more inclusive workplace.

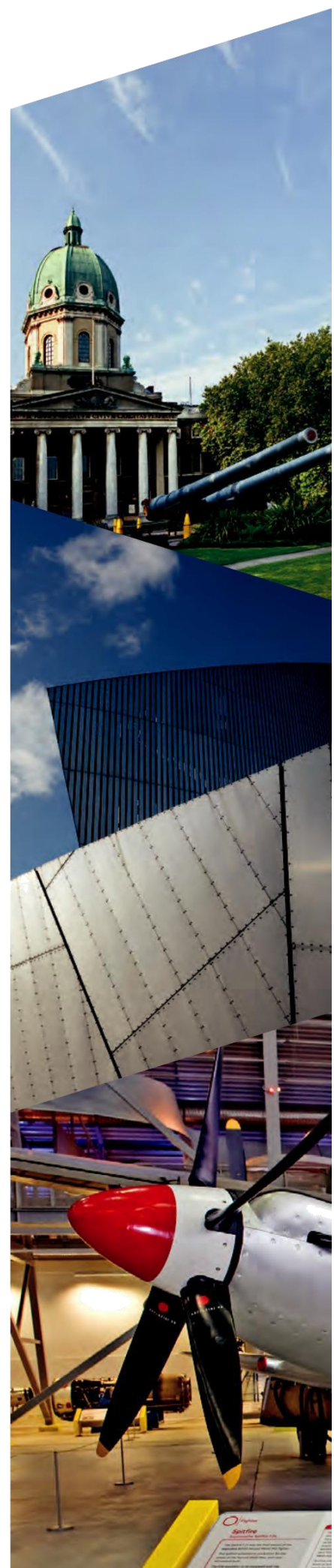


To aid more meaningful interpretation of the data, our statement narrates the combined results for IWM and IWM Trading Company Limited, referred to as IWM Group. Results for IWM Group are presented below.

IWM Gender Pay Gap results 2022

IWM Group Gender Pay Gap Data as at 5 April 2022		
Pay rates	Gender Pay Gap <i>the difference between females' pay and males' pay as a percentage of males' pay</i>	
Mean hourly rate	9.3 %	
Median hourly rate	0.9 %	
Pay quartiles	Females	Males
Upper quartile	43%	57%
Upper middle quartile	60%	40%
Lower middle quartile	51%	49%
Lower quartile	52%	48%
Bonus pay	Bonus Gender Pay Gap¹ <i>the difference between women's bonus and men's bonus as a % of men's bonus</i>	
Mean bonus	-100%	
Median bonus	-100%	
Bonus	Females	Males
¹ The organisation does not operate any bonus payments for staff, with the exception of the Director General (in line with terms and conditions of employment).	0.3%	0%

This data is an accurate reflection of the position at the 'snapshot date' of 5 April 2022.





On the reporting snapshot date for 2022, females earned on average 9.3% less per hour than males, in comparison in 2021 females earned 6.2% less and in 2020 they earned 0.3% more than males. Median for 2022 is at 0.9%, changed from -0.3% in 2021 and -1% in 2020.

Our results indicate an upward trend on the mean hourly rate pay gap, which can be explained by several contributing factors. The pandemic in 2020 and 2021 brought unprecedented financial pressures on IWM and the subsequent turbulence in labour market created recruitment and retention challenges for IWM. The need to invest in specialist roles that are traditionally occupied by males was also a contributory factor.

This upward change is a result of increased proportion of higher paid males in the upper pay quartile in comparison with increased number of females in lower pay quartiles particularly within the IWM Trading Company subsidiary: male representation in the upper quartile is at 58% and 41% in the lower quartile. The increase in hourly rate differential between males and females was observed within roles where demand has been higher after the pandemic thus attracting higher market payrates, and which are traditionally occupied by males – IT, digital and facilities management. Concurrently, we had higher number of females employed in the lower two pay quartiles, within front of house/retail roles and business support.

Overall, across IWM Group females represent 52% of workers across all pay quartiles (up from 50% in 2021 and down from 54% in 2020).

The results for 2022 need to be taken in the context of turbulent economy in the post-pandemic recovery and as the calculations are based on a snapshot of data, and given our overall relevant headcount of circa 550 (increased from 450 the year before and matching the 2020 level of 550), relatively small changes in our staffing structures can influence the results to a greater degree.

Commitment to sustaining an even level of the gender pay gap at Imperial War Museums

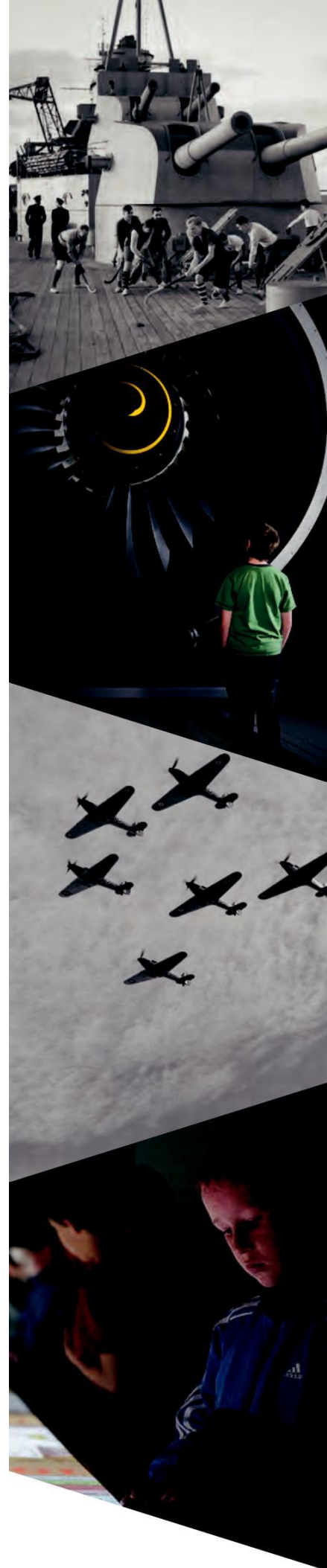
We are very much aware of the fluctuations in the labour market and the impact of social and economic events such as the pandemic and Brexit on our staff composition and therefore pay ratio moving forward.

Additionally, we continue to see the higher pay rates in IT, digital and facilities management type roles as they continue to attract more men than women. Through flexible and hybrid ways of working and investing in diverse recruitment initiatives such as apprenticeships and job fairs we anticipate being able to shift traditionally male occupied roles towards a more balanced gender distribution.

Achieving pay equality and creating a diverse workforce at IWM are our key strategic goals. Diversity is vital to a successful organisation and we continue to dedicate important resource towards improving diversity and inclusion in our workforce at IWM.

Our employment practices and policies continue to be reviewed with a view to achieve greater parity in pay across IWM.

- 1) **Smarter Working** – we are taking a comprehensive and strategic approach to modernising working practices; this includes flexibility in working patterns, hybrid working policy or flexible contracts arrangements to improve our people's work-life balance whilst increasing organisational agility and efficiency.
- 2) **Access and Inclusion strategy** - IWM is committed to further develop a culture of diversity and inclusion to ensure equal opportunities for all. We are refreshing our access and inclusion strategy to ensure it remains relevant and dynamic; to allow us to innovate and respond to challenges that would reduce any barriers people, including current and potential staff, might face when engaging with IWM.
- 3) **Recruitment** - we regularly evaluate the effectiveness of our recruitment practices to ensure we attract and select our colleagues fairly based on merit and competency. Through anonymous applications we strive to reduce any potential unconscious bias. To appeal to wider candidate market, especially those underrepresented in our workforce and sector in general, we deploy wide-ranging recruitment methods such as open days, video applications or 'meet the team' conversations.



4) **Apprenticeship schemes** – we are participating in government schemes that create opportunities for employment and building new skills. While we welcome applicants from all backgrounds, we focus on attracting candidates from demographic groups that are traditionally underrepresented in our sector to further diversify our and the heritage sector’s workforce.

5) **Learning and development** - we continue to offer bespoke professional development opportunities to all our staff and facilitate continuous personal growth through raising awareness via internal communications, participation in community led activities, groups and networks. We actively encourage secondment and internal promotion opportunities to foster a culture of continuous development.

6) **Pay and grading architecture** – we have a transparent pay system with grades clearly identified. We remain committed to continuing to work on developing mechanisms for pay progression within the grades.

7) **Benefits** – we are undertaking comprehensive review of our reward package which includes discretionary and flexible voluntary benefits as well as family-friendly leave allowances; we continue to offer generous benefits for maternity, paternity, adoption or shared parental leave, which may be one of the reasons why we see higher proportion of women employed at IWM. Although our shared parental leave benefits see gradual increase in use amongst our male workforce population.

8) **Wellbeing programme** – we continue to develop and enhance the wellbeing support available to our staff, which in some cases also extends to staff family. We run a successful Mental Health Wellbeing First Aider programme, offer comprehensive Employee Assistance, occupational health support and direct staff to a wide range of self-help resources or charities. Through internal communication campaigns we regularly raise awareness of our initiatives and remind staff of the importance to look after their own and colleagues’ wellbeing.

Jon Card
Deputy Director-General, Imperial War Museums



