

Imperial War Museums

Gender Pay Gap

Report 2023



IWM Gender Pay Gap Report 2023

Imperial War Museums is the world's leading museum exploring the causes, course and consequences of 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.

IWM is committed to ensuring equal treatment and equitable pay for all its employees. We understand that fairness and equality extend beyond gender, to encompass other factors including ethnicity, religion, socioeconomic background, sexual orientation, disability and age. The principles of equality are reflected in our ongoing efforts to improve inclusion and accessibility across IWM.

I, with the support of our Board of Trustees and IWM directors, wholeheartedly support these fundamental values.

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

Caro Howell MBE
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 that meets the threshold for statutory GPG reporting for 2023. Across IWM Group staff are employed by both the IWM Trading Company and the Imperial War Museum. Most of our departments have employees in both IWM organisations.

The purpose of gender pay gap reporting is to recognise the disparity in pay between male and female employees. We analyse the outcomes of these assessments to motivate ourselves to implement actions that minimise or eradicate gender pay gaps, fostering a more equitable and inclusive work environment. To aid more meaningful interpretation of the data, our

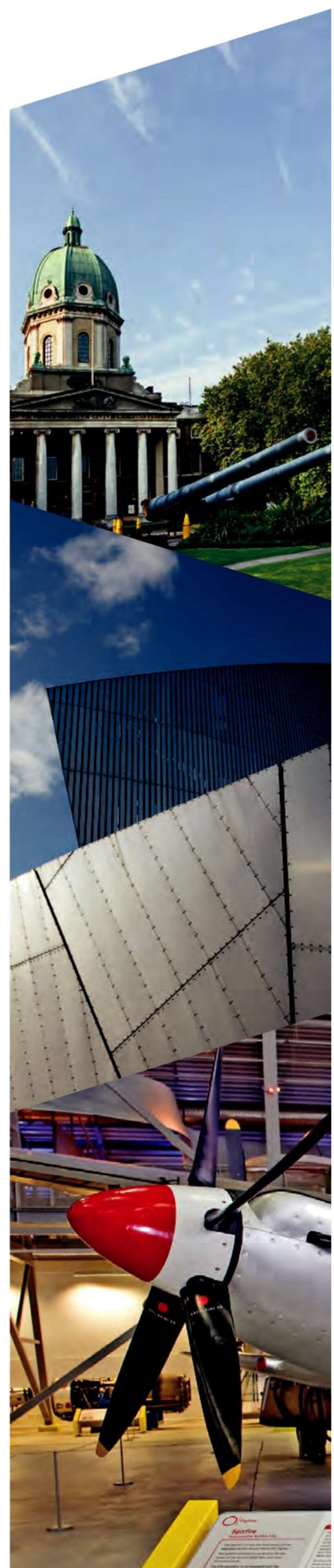


statement narrates the combined results for IWM and IWM Trading Company Limited, referred to as IWM Group. Results for IWM Group are presented below.

IWM Gender Pay Gap results 2023

IWM Group Gender Pay Gap Data as at 5 April 2023		
Pay rates	Gender Pay Gap <i>the difference between females' pay and males' pay as a percentage of males' pay</i>	
Mean hourly rate	8.9 %	
Median hourly rate	0.2 %	
Pay quartiles	Females	Males
Upper quartile	43%	57%
Upper middle quartile	61%	39%
Lower middle quartile	55%	45%
Lower quartile	51%	49%
Bonus pay	Bonus Gender Pay Gap ¹ <i>the difference between females' bonus and males' bonus as a % of males' bonus</i>	
Mean bonus	-100%	
Median bonus	-100%	
Bonus	Females	Males
¹ IWM did not operate organisation-wide bonus scheme for staff in the reporting period. Bonus payments were restricted to contractual arrangements only.	0.3%	0.3%

This data is an accurate reflection of the position at the 'snapshot date' of 5 April 2023.





In 2023, on the reporting snapshot date, the average hourly earnings for females were 8.9% lower than those for males. This compares to 2022 when females earned 9.3% less. The median gender pay gap for 2023 stands at 0.2%, a change from 0.9% in 2022.

Across the IWM Group, overall results have plateaued after two years of slight increases. However, there are notable differences within specific entities:

The gender pay gap for IWM Trading Company decreased from 21.1% in 2022 to 11.7% in 2023.

Conversely, IWM Museum experienced an increase from -3% to 2.6% during the same period.

These variations can be attributed to workforce composition changes in both entities. IWM Trading Company's headcount increased by over 30% since the last reporting period, while IWM Museum's headcount decreased by 10%. Given the relatively small size of the IWM Group's population, such changes inevitably impact gender pay gap outcomes.

Additionally, throughout 2023, investments were made in specialist roles within IT and digital functions, which are traditionally male-dominated. Furthermore, the top executive position, previously held by a female, was vacant during the 2023 snapshot date.

Overall, across the IWM Group, females represent 53% of workers across all pay quartiles (up from 52% in 2022 and 50% in 2021). The largest proportion of females is in the upper middle quartile (61%), but there is an upward trend in the proportion of females in the lower middle quartile as well.

It's essential to consider these results in the context of a turbulent economy, cost of living crisis, prevailing hybrid working culture, and the specific circumstances within IWM. Additionally, nearly 60% of staff have their pay, used for calculating the gender pay gap, reduced by salary sacrifice schemes for pension contributions – a critical component of our total reward offer to staff.

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

Similar to previous years, we continue to observe the impact of fluctuations in the labour market and the effect of social and economic events such as the pandemic and cost of living crisis on our staff composition and therefore pay ratio moving forward.

Additionally, the increased demand for highly skilled IT and digital technology professionals created wage inflation across these roles, with headcount in those roles rising and majority of the postholders being male - it continues to influence our gender pay gap results.

However, we firmly believe that the narrow pay gap IWM is achieving consistently year on year, is a clear demonstration of our commitment to fostering a vibrant and inclusive workplace. Through flexible and hybrid work arrangements, as well as targeted recruitment efforts like apprenticeships and development programs, we continue to make progress toward a more balanced gender distribution.

We are dedicating our key resources to enhancing diversity and inclusion, we are not only building a successful organisation but also creating an environment where everyone can thrive. Our ongoing review of employment practices and policies reflects our unwavering commitment to achieving greater pay parity across IWM.

Together, we are shaping a brighter, more equitable future. Thank you for being part of our journey.

1) **Smarter Working** – we continue with a comprehensive review 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 updating our 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, recently updated to meet requirements of today's workforce, designed with fairness in mind to recognise individual knowledge, impact and growth. This includes introduction of progression framework that is transparent and merit-based.

7) **Benefits** – we have undertaken comprehensive review of our reward package which includes discretionary and flexible voluntary benefits as well as family-friendly leave allowances; a new, significantly enhanced benefits package was introduced in 2023 and we continue to develop our offering to ensure our generous benefits for maternity, paternity, adoption or shared parental leave are relevant and attractive.

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 Programme or



occupational health support. All staff have access to an online wellbeing hub with a wide range of self-help resources, guidance, advice or inspirations. 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.

Françoise Harris
Executive Director, Collections and Governance
Imperial War Museums