GENDER PAY REPORT

April 2026

This report provides details and analysis on MOLA's gender pay gap for April 2026. 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:

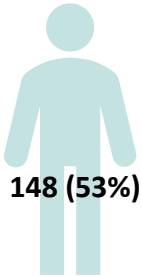
- the same or broadly similar work,
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

The metrics

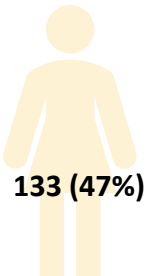
Employers must report various measures based on a snapshot of pay data on a set date, set out by the Government Equalities Office. These are:

- **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



148 (53%)



133 (47%)

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 2026**.

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MOLA's gender pay gap

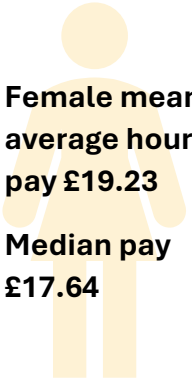


Male mean average hourly pay £19.28

Median pay £17.34

Mean gap 0.26%

Median gap -1.73%



Female mean average hourly pay £19.23

Median pay £17.64

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.

A positive percentage indicates that women earn less than men on average, while a negative percentage indicates that men earn less than women at the midpoint of the pay distribution.

Gender pay gap trend

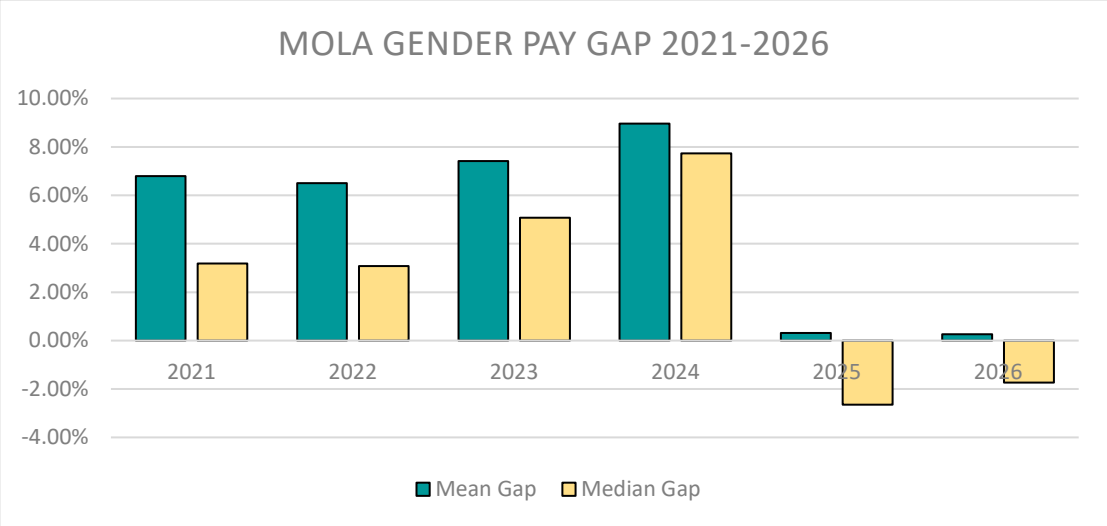
Following an increase in the gender pay gap between 2023 and 2024, MOLA has seen substantial improvements from 2025 and continuing into 2026.

In 2026, MOLA's mean gender pay gap was 0.26%, representing a near-equal position between male and female average pay. The median gender pay gap was-1.73%, indicating that female employees earned slightly more than male employees at the median point of the pay distribution. These figures demonstrate that pay outcomes are broadly balanced across the organisation.

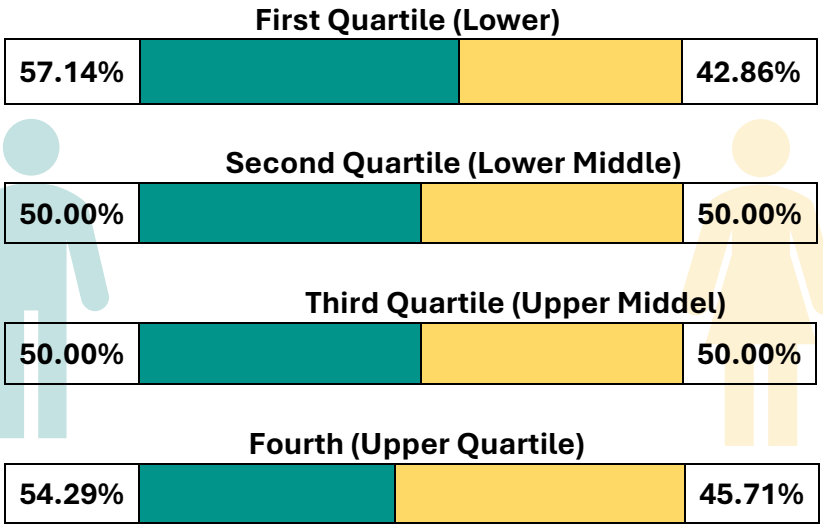
A key contributing factor to this improvement has been the implementation of MOLA's new pay and grading framework. The framework has introduced a more consistent, transparent, and objective approach to evaluating roles and determining pay. By aligning roles to clearly defined grades and salary ranges, MOLA has been able to reduce historical inconsistencies, strengthen pay governance, and improve fairness across the workforce.

The 2026 results suggest that the framework is having a positive impact in supporting equitable pay outcomes and in creating greater transparency around reward decisions. Ongoing monitoring will ensure these improvements are sustained and that any emerging disparities can be identified and addressed at an early stage.

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Proportion of male / female employees in each pay quartile



The 2026 quartile distribution demonstrates a high degree of gender balance across the organisation. The lower middle and upper middle quartiles both show an equal representation of male and female employees (50% each), indicating balanced participation across a substantial proportion of the workforce.

Female representation remains slightly lower within both the lower quartile (42.86%) and upper quartile (45.71%). However, the differences are relatively small and demonstrate a more balanced distribution of employees across the pay structure than has historically been observed.

The overall quartile profile supports the view that MOLA's pay and grading framework is helping to promote consistency and transparency in pay arrangements. The even distribution across the middle quartiles, combined with a negligible overall gender pay gap, indicates that the organisation has made significant progress towards fair and equitable pay regardless of gender.

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Bonus Gap

Not applicable.

Overall Observations

MOLA's 2026 gender pay gap results demonstrate the continued effectiveness of measures introduced to improve pay equity across the organisation. The mean pay gap of **0.26%** is exceptionally low and indicates near parity between male and female average pay. The median pay gap of **-1.73%** continues to show a slight advantage for female employees at the midpoint of the pay distribution.

Analysis of pay quartiles demonstrates strong gender balance throughout much of the organisation, with both middle quartiles showing an equal split between male and female employees. Whilst men remain slightly overrepresented within the lower and upper quartiles, the differences are modest and do not appear to translate into a material overall pay gap.

Taken together, these results indicate that MOLA has made significant progress in aligning pay outcomes and reducing disparity between genders. The introduction of the pay and grading framework has been instrumental in driving greater consistency, fairness, and transparency in remuneration practices and provides a strong foundation for maintaining equitable pay outcomes in future years.

Drivers and Actions

The 2026 results demonstrate the positive impact of MOLA's new pay and grading framework. During the past year, the framework has been fully embedded across the organisation, providing a transparent and consistent approach to role evaluation, salary determination, and pay progression.

One of the primary objectives of the framework was to ensure that employees undertaking work of comparable value are positioned consistently within the pay structure, supported by clearly defined grades and salary ranges. The 2026 gender pay gap data suggests that this objective is being realised, with both the mean and median gaps remaining close to zero and pay quartile distributions demonstrating a high degree of balance.

The framework has improved transparency by providing employees and managers with greater clarity regarding pay decisions and progression opportunities. It has also strengthened organisational confidence that pay outcomes are determined fairly and consistently.

While the gender pay gap cannot be eliminated solely through pay structures, the evidence from 2026 indicates that the pay and grading framework has made a significant contribution towards realigning pay, improving fairness, and reducing the risk of unintended disparities. MOLA will continue to monitor workforce composition, progression, recruitment, and reward outcomes to ensure these benefits are maintained over time.

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To maintain the positive outcomes demonstrated in the 2026 Gender Pay Gap Report and ensure continued fairness, transparency and consistency in pay, MOLA is committed to:

- **Ongoing monitoring** of gender pay gap metrics and workforce composition to identify emerging trends and areas requiring attention.
- **Regular review of the pay and grading framework** to ensure continued consistency, transparency and equitable application across the organisation.
- **Monitoring progression and promotion outcomes** to ensure employees have fair access to development opportunities and career progression.
- **Review of recruitment and selection practices** to support diverse representation across all occupational groups and organisational levels.
- **Regular pay assurance activity** to identify and address any unintended pay disparities that may arise.
- **Continued support for flexible and inclusive working practices** to attract, retain and develop a diverse workforce.

MOLA recognises that achieving and maintaining pay equity requires ongoing attention and review. The introduction of the pay and grading framework has had a significant positive impact on aligning pay, improving transparency and strengthening confidence in reward arrangements across the organisation. The 2026 results demonstrate the effectiveness of these changes, and MOLA remains committed to ensuring that fair and equitable pay outcomes are sustained in future years.

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