



GENDER PAY REPORT

April 2025

This report provides details and analysis on MOLA's gender pay gap for April 2025. 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.

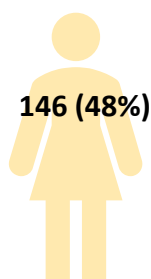
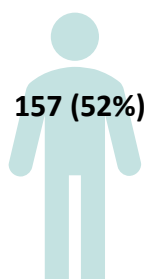
The metrics

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.

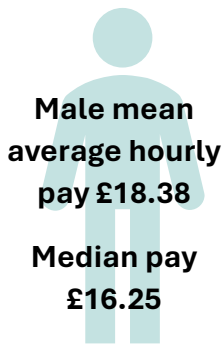
Our workforce



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 2025**.

MOLA's Gender Pay Gap (2025)

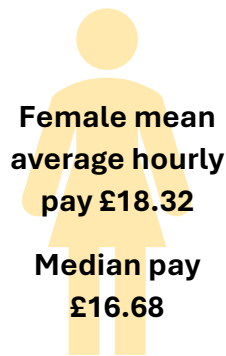


Mean gap

0.31%

Median gap

-2.65%



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.

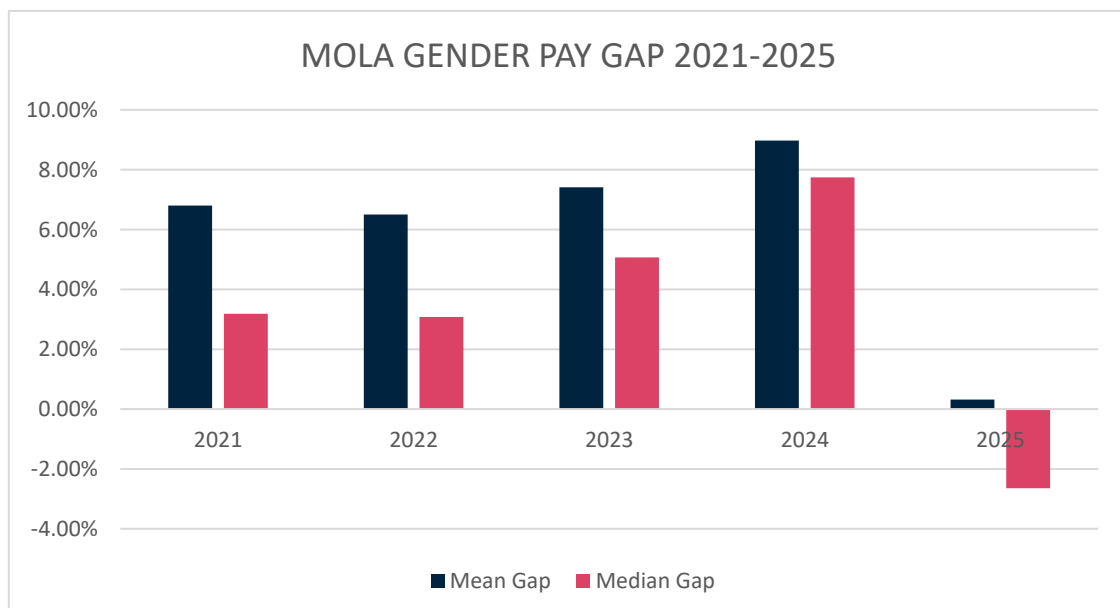
A positive percentage shows that women have lower pay than men. A negative percentage shows that men have lower pay than women.

Gender pay gap trend

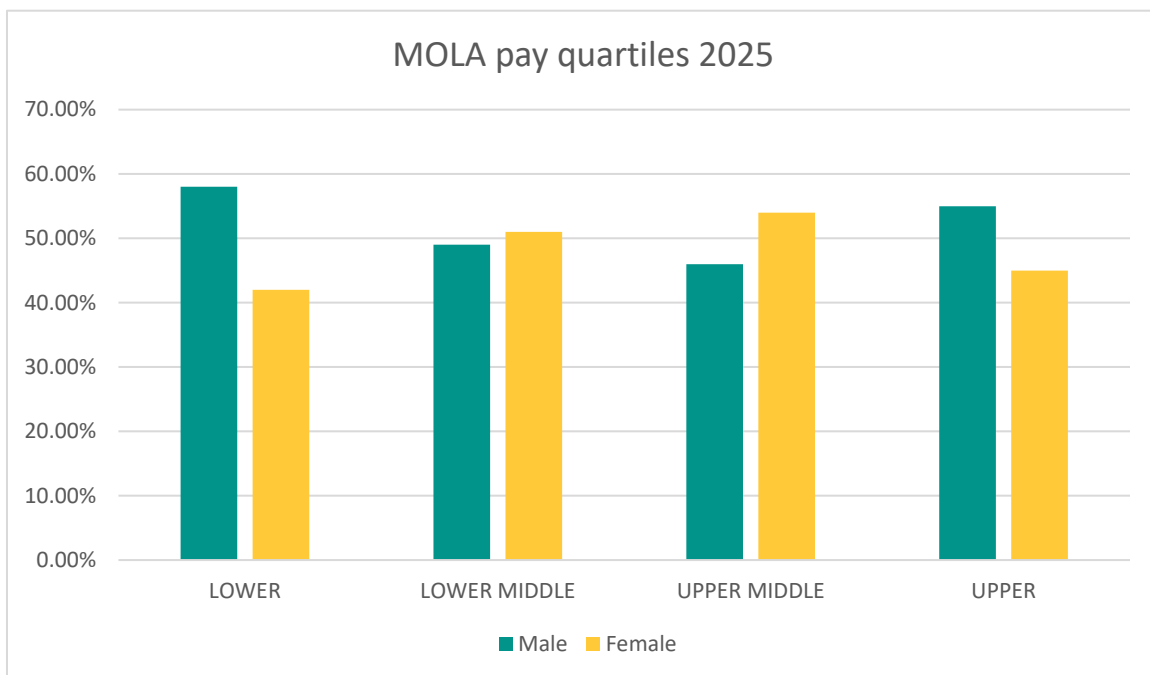
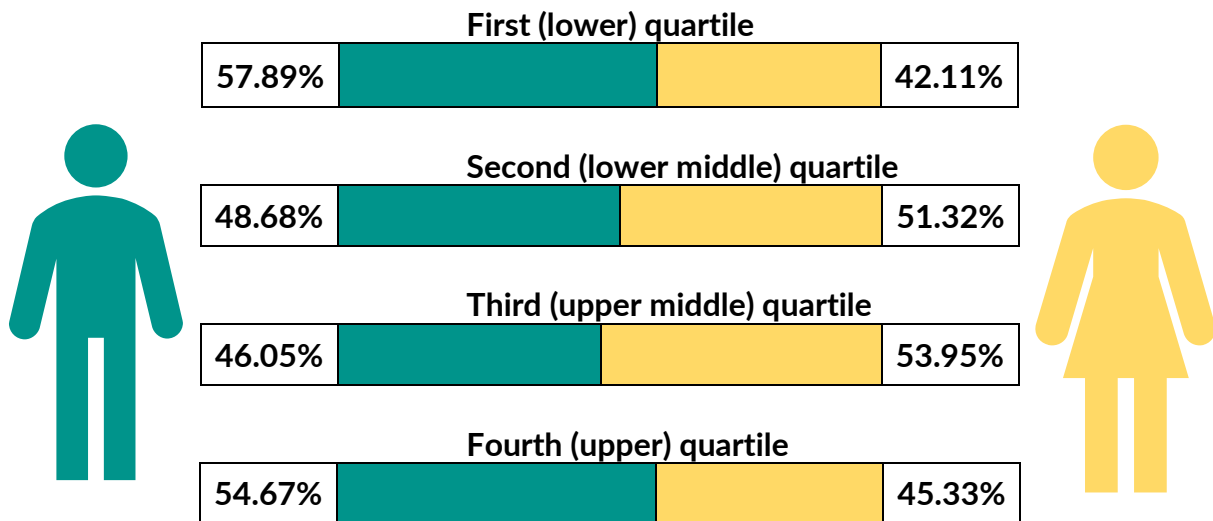
The MOLA pay gap has reduced significantly over the past 12 months.

Following a slight increase in the gender pay gap between 2023 and 2024, MOLA has seen a substantial improvement in 2025. The mean pay gap reduced from 8.97% to 0.31%, while the median gap not only closed but reversed to -2.65%, suggesting a more balanced pay distribution and, at the median, a slight advantage for female employees.

This significant shift in 2025 suggests the impact of targeted actions or structural changes within MOLA, though ongoing monitoring will be important to ensure sustainability.



Proportion of male / female employees in each pay quartile



The quartile distribution shows that female representation is strongest in the middle pay bands, where women make up a slight majority in both the lower middle (51.32%) and upper middle (53.95%) quartiles.

However, females are underrepresented at both ends of the pay scale, comprising 42.11% of the lower quartile and 45.33% of the upper quartile. This indicates that while gender balance is broadly achieved in mid-level roles, disparities remain in the lowest and highest paid positions.

This distribution highlights the importance of continuing to review progression, recruitment, and retention across all levels to ensure a balanced representation throughout MOLA.

Overall Observations

MOLA's gender pay gap has shown notable movement over the three-year period. The mean gender pay gap increased from 7.41% in 2023 to 8.97% in 2024, before reducing significantly to 0.31% in 2025.

A similar pattern is observed in the median gender pay gap, which rose from 5.07% in 2023 to 7.74% in 2024, before decreasing to -2.65% in 2025. The negative median figure in 2025 indicates that, at the midpoint of the pay distribution, female employees earned slightly more than male employees.

Analysis of pay quartiles shows a varied distribution of male and female employees across MOLA. In the lower quartile, female representation is 42.11% compared to 57.89% male, indicating a higher proportion of male employees in the lowest pay band.

The lower middle and upper middle quartiles show a more balanced distribution, with females comprising 51.32% and 53.95% respectively. This indicates that women are slightly overrepresented within the middle pay ranges.

In contrast, the upper quartile shows a higher proportion of male employees, with females representing 45.33% and males 54.67%, indicating that men remain more prevalent in the highest pay band.

Overall, the data indicates that while the gender pay gap has reduced significantly in 2025, differences in representation across pay quartiles persist. In particular, female representation is strongest in the middle pay bands, with lower representation at both the lowest and highest ends of the pay distribution. This pattern is consistent with a pay structure where gender balance varies by level within MOLA.

Actions, Achievements, and Commitments

Diversity and inclusion are central to MOLA as an employer. We are committed to tackling inequality and under-representation, and to building an inclusive environment that reflects the communities in which we work.

Our overall results continue to compare very positively against national benchmarks and within the sector. However, we recognise that a gender pay gap remains and that sustained action is required to address the underlying structural factors that contribute to it.

Transparency remains a key priority. We are committed to understanding both the immediate and longer-term drivers of our gender pay gap and to taking proportionate, evidence-based action. While our most recent data shows a significant improvement, we recognise that progress can fluctuate and that continued focus is required to ensure long-term, sustainable change.



What we have already achieved

Over the past 12 months, we have continued to embed initiatives to support a more balanced and inclusive workforce. These include:

- Continuing to embed EDI in shaping the People strategy and raising awareness
- Aligning HR policies with our EDI strategy
- Progressing the review of our new pay and grading framework (in readiness for launch in April 2026)
- Positioning pay to be at or exceed the Real Living Wage (London and Nationally)
- Making EDI training mandatory for all employees
- Enhancing maternity, paternity, antenatal, and shared parental pay and paid time off for emergencies
- Harmonising pay and grading across roles, including at leadership level
- Providing greater flexibility to our employees through our hybrid working policy and flexible working arrangements
- Achieving a balanced leadership team, with a female majority at Executive level

Our Commitment

We will continue to build on this progress by taking targeted and measurable actions to address the drivers of the gender pay gap. A key focus will be developing a more detailed understanding of the data. We will undertake deeper analysis across divisions, roles, and locations to identify specific areas of imbalance and use these insights to inform targeted actions.

A significant step in this process will be the launch of the MOLA pay and grading framework in April 2026, which introduces a more consistent and transparent approach to how roles are evaluated and rewarded. This framework is designed to reduce variability in pay decisions and support greater equity across the organisation.

Alongside this, we have introduced a pay progression model for Archaeologists, providing a more structured pathway for career and salary progression within this group. This approach is expected to support improved consistency and transparency and will be subject to ongoing review, with potential for wider application across other areas of the organisation.

We also recognise the importance of strengthening governance around pay and recruitment decisions. We will enhance oversight of starting salaries, pay progression, and promotion decisions to ensure alignment with the new internal pay and grading

frameworks and reduce variability. This will be supported by clearer guidance and structured processes.

In addition, we will continue to invest in building capability among hiring managers through targeted training and guidance. This will support fair and consistent decision-making, particularly in recruitment, starting salary determination, and progression.

We will also review workforce planning and role design, including staffing models and grade positioning, to ensure alignment with organisational needs and to address any unintended disparities in representation or pay and grading.

Further work will include:

- Ongoing monitoring and reporting of gender pay gap data at a more granular level
- Reviewing recruitment practices to support diverse candidate pipelines
- Embedding and aligning the MOLA pay and grading framework (April 2026), for all new hires, recruitment and promotion opportunities/initiatives providing a structured and transparent approach to role evaluation and pay
- Embedding the pay progression model for Archaeologists, establishing clearer pathways for progression, and reviewing the scope for expansion across roles
- Expanding advertising to attract a broader range of applicants
- Continuing to promote flexible and hybrid working
- Analysing retention data to understand patterns by gender and role
- Engaging with employees through focus groups and feedback mechanisms
- Working collaboratively with the trade union (Prospect) and the staff forum.

A final note

We recognise that reducing the gender pay gap is a long-term commitment. While we have made meaningful progress, we will continue to take a structured and evidence-based approach to ensure that improvements are sustained.

Our Executive team remains committed to this agenda and to ensuring that MOLA continues to develop as an inclusive and equitable employer.

MOLA recognises that reducing the gender pay gap requires sustained focus over time. These actions are intended to support a balanced workforce and ensure that progress achieved is maintained and built upon in future reporting periods.

Chris Henry, MOLA HR Director