

GENDER PAY GAP REPORT 2025

Introduction

As an employer with over 250 staff, London Museum is required by law to carry out gender pay gap reporting. This is in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

We confirm that the data included in this report is an accurate picture of the position as at the snapshot date of 31 March 2025.

For questions related to the contents of this report, please contact edi@londonmuseum.org.uk.

Gender pay gap data at 31 March 2025

On the snapshot date, our headcount was at 320 employees – 216 females (67.5% of employees) and 104 males (32.5% of employees). Of these employees, 37 received a bonus – 28 females (75.7%) and 9 males (24.3%).

Our gender pay and bonus gaps were as follows:

- Our **mean** gender **pay** gap was **9.3%** (down from 9.9% the previous year).
- Our **median** gender **pay** gap was **-1.9%** (down from 0.0% the previous year).
- Our **mean** gender **bonus** gap was **-211.2%** (down from -9.0% the previous year).
- Our **median** gender **bonus** gap was **0.0%** (the same as the previous year).

Understanding our gender pay gap data

Females are overrepresented within the museum, in all quarters, although there has been a slight reduction since 31 March 2024 – females now account for 67.5% of our workforce, down from 68.7% the previous year.

We're pleased to see a small reduction in our mean gender pay gap compared to the previous year, although this remains higher than our mean pay gap had been in March 2022 (2.7%). Our median gender pay gap has not increased and is now in favour of females (-1.9%), having been 1.6% in favour of males in March 2023.

The proportion of our workforce who received a bonus (11.6%) has again increased from the year before. Females continue to be more likely than males to receive a bonus, and where we have a mean gender bonus gap, this favours females over males.

The findings of this report reflect that we're undertaking a significant transformation programme across the museum. We're aware that the salaries for specific senior roles leading elements of this transformation programme have contributed to the higher mean and median gender pay gaps we can see in the upper quarter (14.9% and 5.6% respectively). We believe this is the most significant contributor to our 9.3% mean gender pay gap.

However, we're confident that the salaries for these specific roles were properly benchmarked against other relevant sectors outside of the museum and heritage sector at the time of recruitment and are proportionate for us to be able to meet the aims of our transformation programme. These roles will continue to have an impact on the pay gaps we observe in the upper quarter, and subsequently, on our overall pay gaps.

Actions being taken to address the gender pay gap

Work continues on the delivery of our [Equity, Diversity and Inclusion \(EDI\) Strategy 2023 – 2026](#). The focus of our strategy is supporting us to achieve our EDI objectives, which are that:

- All people feel valued and able to be themselves in the workplace.
- Our workforce is increasingly representative of London.
- Workforce diversity is achieved at all levels and departments.
- Opportunities to work at and develop a career here are open to all.
- We advance equality and diversity in the sector and wider society.

Our EDI Strategy 2023 – 26 spans the breadth of our activity as a museum and an employer, with a focus on eight key strategic areas of museum activity. We have set out high-level commitments we are aiming to deliver under this strategy, including the following commitments that we believe are supporting us to address our gender pay gap:

- Use data to continually identify opportunities to improve the accessibility and inclusivity of our recruitment processes.
- Explore and deliver actions which support the retention and progression of our staff.
- Continue to provide training interventions to support our staff to become more knowledgeable and understanding around EDI.
- Successfully embed the use of our Tool for Culture Change at all levels across the museum.
- Embed our behaviours more fully in our performance review process as well as our day-to-day interactions.
- Continually evaluate the accessibility of our approach to hybrid working.
- Review and maintain relevant policies on EDI to ensure we have the right policy framework in place to address discrimination.

Our Women for Leadership Staff Network relaunched in 2024. Since re-launching, the network has held informal crafting activities, and throughout the 2025 – 26 financial year, the network will be delivering workshops and coaching opportunities focused on spotlighting different career pathways and approaches to leadership.

Finally, one of our key performance indicators (KPIs) for our EDI work is a commitment to 'increased representation at senior levels' by gender. Our most recent KPI update (January 2025), showed that 58.0% of our Leadership Team were women, meaning we have exceeded our target of 50.0% by 2025.

Detailed analysis of our gender pay gap

HOURLY RATE OF PAY

Headcount by quarter

Quarter	Headcount - Pay	Females		Males	
		No.	%	No.	%
Upper	80	49	61.3%	31	38.8%
Upper Middle	80	61	76.3%	19	23.8%
Lower Middle	80	53	66.3%	27	33.8%
Lower	80	53	66.3%	27	33.8%
Total	320	216	67.5%	104	32.5%

Females were overrepresented compared to males in all quarters. This overrepresentation was greatest in the upper middle quarter, where females accounted for 76.3% of employees (an increase from 74.0% the previous year). Males were most highly represented in the upper quarter, where they accounted for 38.8% of employees in that quarter (an increase from 36.4% the previous year). Interestingly, the proportion of females in each quarter has decreased slightly since 31 March 2024, except for the upper middle quarter.

Mean and median gender pay gaps

Quarter	Headcount - Pay	Gender Pay Gaps	
		Mean Gender Pay Gap	Median Gender Pay Gap
Upper	80	14.9%	5.6%
Upper Middle	80	-3.4%	-2.9%
Lower Middle	80	-1.0%	-1.7%
Lower	80	0.3%	0.0%
Total	320	9.3%	-1.9%

Our mean gender pay gap reduced by 0.6% (from 9.9% to 9.3%) between March 2024 and March 2025, and is now 0.2% lower than it was in March 2023, although this is still higher than it was in March 2022, when this was 2.7%. Our median gender pay gap is now in favour of females (-1.9%), showing a continuation of the downward trend in this measure from March 2023 (1.6%) and March 2024 (0.0%).

For both our mean and median gender pay gaps, the greatest difference we can see between the average pay of females and males is in the upper quarter, where our mean gap is 14.9% and our median gap is 5.6%. Both our mean and median gender pay gaps in the upper quarter have continued to reduce annually since March 2023 – the mean has fallen from 19.8% (2023) to 17.4% (2024) and now to 14.9% (2025), while the median has fallen even more significantly, from 17.3% (2023) to 15.0% (2024) and now to 5.6% (2025).

In both the upper middle and lower middle quarters, we have gaps that are slightly in favour of females, and in the lower quarter our mean gender pay gap is 0.3% and our median is 0.0%.

BONUSES

Headcount receiving a bonus by quarter

Quarter	Headcount - Bonus	Females		Males	
		No.	%	No.	%
Upper	16	10	62.5%	6	37.5%
Upper Middle	7	7	100.0%	0	0.0%
Lower Middle	13	10	76.9%	3	23.1%
Lower	1	1	100.0%	0	0.0%
Total	37	28	75.7%	9	24.3%

Staff may receive a bonus for the following reasons – because they have received:

- A 'Gold' (Exceeds Expectations) award related to their performance through our Performance Management and Development Policy and Procedure.
- A commission-based payment for specific roles with performance targets to meet.
- A small number of staff may also occasionally receive discretionary performance-related awards for their work on specific strategic projects.

The proportion of staff receiving a bonus increased slightly between 2024 and 2025 – in 2024 9.4% of our staff received a bonus, while this was 11.6% in 2025. Of those receiving a bonus in the period up to 31 March 2025, 75.7% were female and 24.3% were male.

Females were more likely than males to receive a bonus in every quarter, and in the upper middle and lower quarters, 100.0% of bonuses were awarded to female staff.

Mean and median gender bonus gaps

Quarter	Headcount - Bonus	Gender Bonus Gaps	
		Mean Gender Bonus Gap	Median Gender Bonus Gap
Upper	16	-510.6%	0.0%
Upper Middle	7	-	-
Lower Middle	13	-71.0%	0.0%
Lower	1	-	-
Total	37	-211.2%	0.0%

Our mean gender bonus gap reflects that females were much more likely to receive a bonus than males in the upper and lower middle quarters, and the largest gap (-510.6%) was in the upper quarter. There was no median gender bonus gap in any quarter.

Appendix: Change over time

The tables below show how our gender pay and bonus gaps have changed over time.

Mean gender pay gap:

Quarter	Mean Gender Pay Gap		
	31 March 2023	31 March 2024	31 March 2025
Upper	19.8%	17.4%	14.9%
Upper Middle	-0.6%	-3.1%	-3.4%
Lower Middle	0.3%	-1.2%	-1.0%
Lower	-2.7%	-1.5%	0.3%
Total	9.5%	9.9%	9.3%

Median gender pay gap:

Quarter	Median Gender Pay Gap		
	31 March 2023	31 March 2024	31 March 2025
Upper	17.3%	15.0%	5.6%
Upper Middle	0.0%	0.0%	-2.9%
Lower Middle	1.5%	-4.4%	-1.7%
Lower	-1.8%	0.9%	0.0%
Total	1.6%	0.0%	-1.9%

Mean gender bonus gap:

Quarter	Mean Gender Bonus Gap		
	31 March 2023	31 March 2024	31 March 2025
Upper	-1590.1%	-55.9%	-510.6%
Upper Middle	-90.5%	-68.4%	-
Lower Middle	4480.0%	-108.9%	-71.0%
Lower	-33.7%	-	-
Total	-219.3%	-9.0%	-211.2%

Median gender bonus gap:

Quarter	Median Gender Bonus Gap		
	31 March 2023	31 March 2024	31 March 2025
Upper	0.0%	0.0%	0.0%
Upper Middle	0.0%	0.0%	-
Lower Middle	67.8%	-9.5%	0.0%
Lower	0.0%	-	-
Total	0.0%	0.0%	0.0%