

# **Gender Pay Gap Report 2018**

March 2019



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# 1. What is Gender Pay Gap Reporting

Mean: refers to the numerical average of a set of numbers

Median: refers to the number that is in the middle of an ordered set of numbers

From 2017, all companies employing 250 or more employees are required to publicly report on their gender pay gap. The gender pay gap uses the hourly rates of men and women taken at a specific date (the 'snapshot date') and shows the percentage difference in earnings across the organisation between men and women.

Reporting specifically requires: the mean and median gender pay gaps; the mean and median gender bonus gaps; the proportion of men and women who received bonuses, and the number of men and women according to quartile pay bands. The V&A operates as 2 companies; The Victoria & Albert Museum and V&A Enterprises. Due to the nature of each operating company, The Victoria & Albert Museum has a snapshot date of 31 March 2018 and V&A Enterprises has a snapshot date of 5 April 2018. There are often employees employed by each of the operating companies carrying out the same role, therefore the data for each company has been combined to show a true representation across the organisation as a whole. The individual reports for each operating company can be found in Appendix 1 of this report.

## 2. The V&A's gender pay gap

Our overall mean gender pay gap is 7.1% and median gender pay gap is 0%, both unchanged from 2017.

The data presented is a combination of both reports in Appendix 1, taken at the respective snapshot dates, covering 956 employees, of which 70% are females and 30% are males. The data shows that the V&A has an **overall mean gender pay gap of 7.1% and a median gender pay gap of 0%. In 2017, the overall mean gender pay gap was also 7.1% and the median 0%.**

	Female pay against male is:
Mean gender pay gap - hourly pay	7.1% lower
Median gender pay gap - hourly pay	0% (the same)
Mean gender pay gap - Bonus payments	10% lower
Median gender pay gap - Bonus payments	12.9% higher

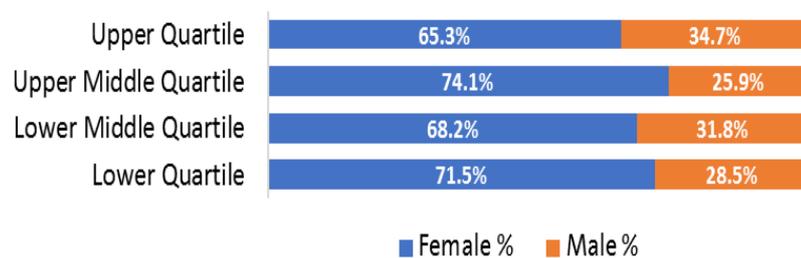
## Review of results

We had previously identified historical pay inequalities between male and females in the V&A. Over the last few years, we have implemented several initiatives, such as applying a greater pay award to those in the lower quartile of their pay range, which has positively impacted more females than males, to help address any imbalance of male and female salaries. On an annual basis, the V&A reviews the pay awards and bonuses provided in the year, to examine the distribution of pay across at all levels and across age, gender and ethnicity, to ensure the pay systems in place are fair and reduce risk of inequality. Our processes also include regular benchmarking of salaries, across all roles. We have seen changes to the gender pay gap (GPG) in each operating company, however the overall impact was no change in the combined results.

Any actions to reduce any gender pay gap will take significant time to take effect, particularly where overall pay increases are low and any differential in favour of those in the lower quartile are therefore small, **however we are committed to reducing the GPG and further actions are outlined later in this report.**

The V&A employee population is predominantly female (70%), which is reflected at every level of the organisation including at the executive level, where the gender split is 56% female, 44% male. A smaller number of men means even small fluctuations in the workforce has a significant impact on the gender pay gap, particularly where men are recruited into higher grade roles, e.g. in traditionally male dominated areas such as technology.

Percentage of females and males in each pay quartile

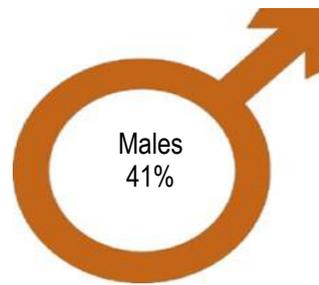
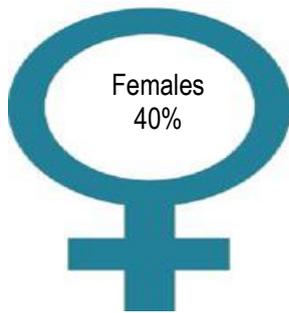


Having a higher proportion of men in the upper pay quartile for historical reasons will also influence the pay gap. A larger proportion of men currently employed at the V&A benefitted from historical pay progression arrangements which ceased in the public sector in 2011.

## Bonus Payments

The mean gender pay gap in bonus payments is 10% in favour of men, however the median is 12.9% in favour of women. Small fluctuations can impact these figures significantly.

Percentage of females and males receiving a bonus payment



## 3. Action to reduce the gender pay gap

Although the overall combined mean GPG has remained unchanged from 2017 and the V&A pay gap has reduced from 6.5% to 3.5%, the mean GPG for V&A Enterprises has increased from 5.3% to 8.4%. This is mainly due to the combination of a predominantly female workforce with a larger proportion of males in higher paid specialist roles, which have a typically male dominated profile. Impact of actions to reduce the gap may take some time to be seen, however three areas remain a priority for action to address the gender balance in the organisation.



Set of Scales and Weights

Amsterdam, circa 1620 to 1680

### Recruitment

The V&A will explore how we can attract more men in to the organisation to create a more even balance of gender, particularly in lower grade roles. We will continue to explore, how to attract females in to the more male dominated professions. As an equal opportunities' employer, we will always appoint the best candidate for the role, regardless of gender and other factors covered by the Equality Act 2010.

### Pay Awards

The V&A will continue to review and act on any gender imbalances as part of the annual pay reviews. We will also ensure there is no bias towards either gender from recruitment through to career progression opportunities.

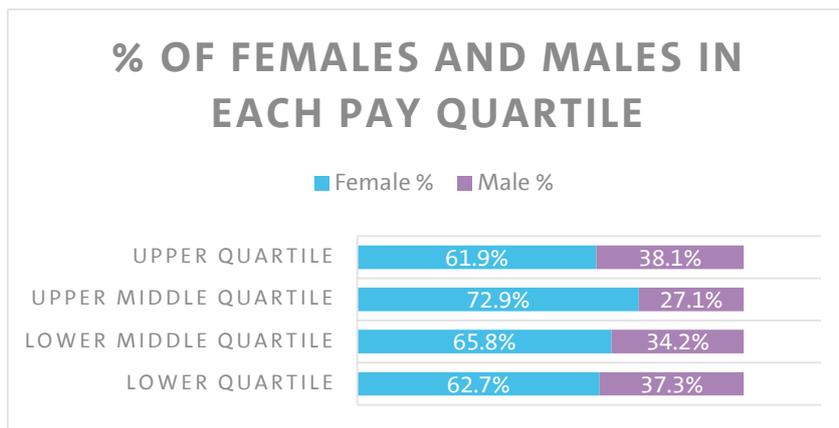
### Flexible Working Policies

The V&A will continue to support flexible working across the organisation, in every role and at every level, but particularly in those male dominated areas, to ensure all employees can work in a way that works for their home life and aspirations.

# APPENDIX 1

## The V&A Museum Gender pay gap data (data taken at 31 March 2018)

	Female pay against male is:
Mean gender pay gap - hourly pay	3.5% lower
Median gender pay gap - hourly pay	13.4% higher
Mean gender pay gap - Bonus payments	12% lower
Median gender pay gap - Bonus payments	0.0% (the same)



Percentage of females and males receiving a bonus payment

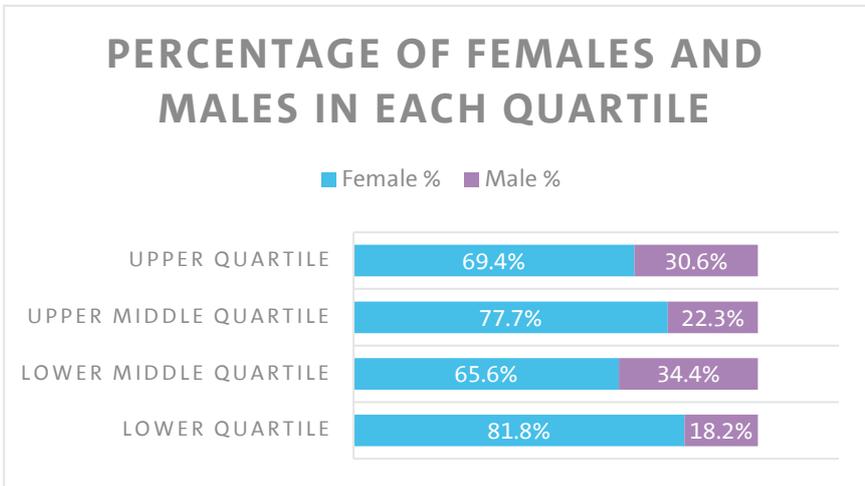


# V&A Enterprises

## Gender Pay Gap data

(data taken at 5 April 2018)

	Female pay against male is:
Mean gender pay gap - hourly pay	8.4% lower
Median gender pay gap - hourly pay	0.4% lower
Mean gender pay gap - Bonus payments	8.9% higher
Median gender pay gap - Bonus payments	8.9% higher



Percentage of females and males receiving a bonus payment

