



*Together, we make it V&A*

Gender Pay Gap Report  
2025

V&A



# Introduction

The V&A is committed to equality, diversity and inclusion for everyone who works with us.

As at April 2025, the V&A's overall mean gender pay gap is 6.6% which means that, on average, men are paid 6.6% more than women. We are pleased to report that this is a 1.7% reduction from last year. Our median pay gap is -0.5% which means that the median pay for women is around 0.5% more than men.

Our mean gender pay gap is largely due the composition of our employee population which is predominately women (72%), which means even small fluctuations in the number of men at each level has a significant impact on the average pay of men.

The V&A is fully committed to further reducing our gender pay gap through our Equality, Diversity and Inclusion strategy and we look forward to reporting our 2026 results.

A handwritten signature in purple ink, appearing to read 'Judy Roberts'.

Judy Roberts, Director of People & Change

# What is Gender Pay Gap Reporting?

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

The V&A employs people under two separate companies; The Victoria & Albert Museum and V&A Enterprises. While we are required to report on the entities

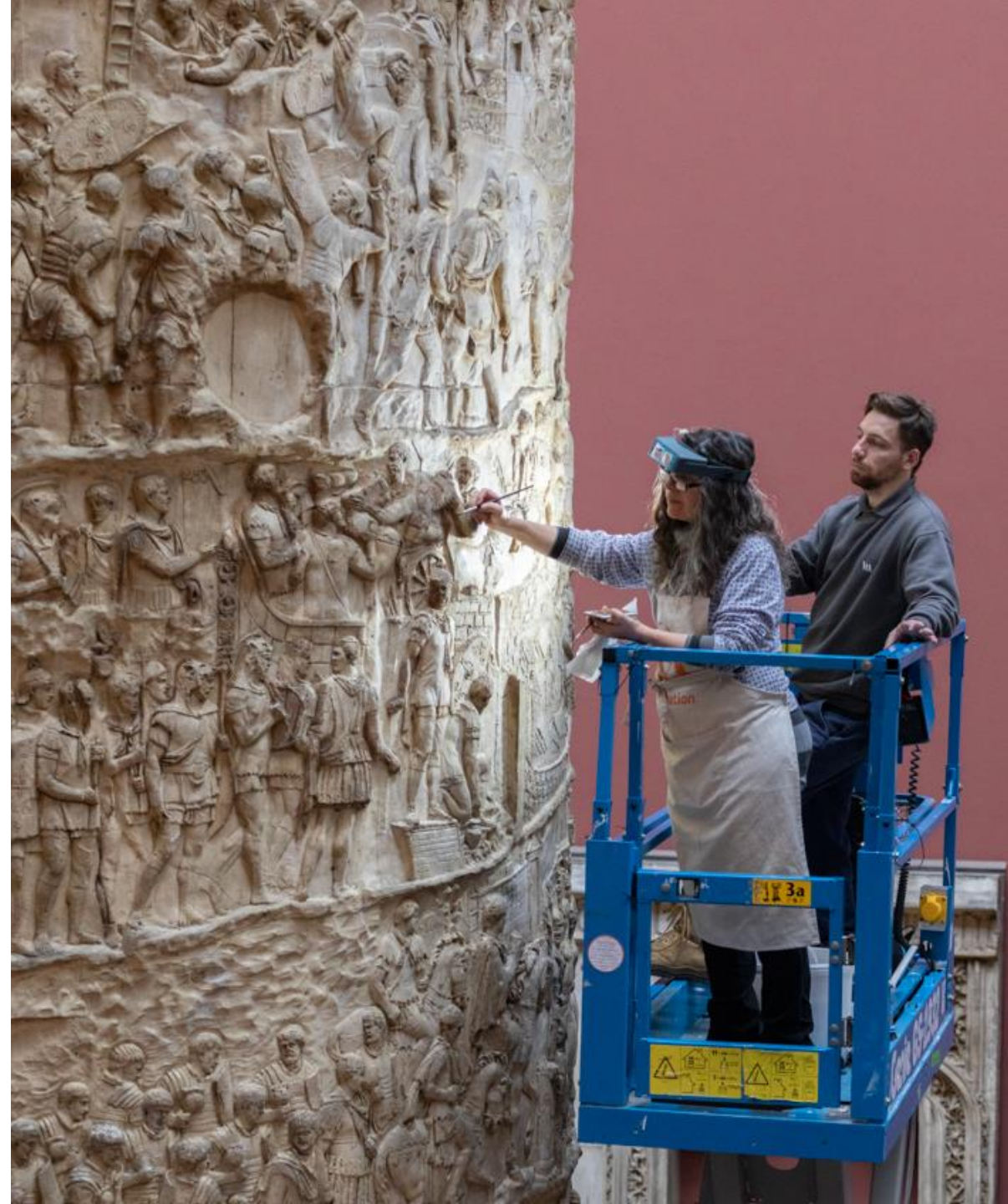
separately (see the Appendix), to show a true representation across the V&A as a whole, we combine the information in this report.

## How do we define gender for the purposes of reporting?

The gender pay gap regulations do not define the terms 'men' and 'women'. Therefore, the V&A uses the data employees have declared to us. If an employee does not self-identify as either gender, we have excluded them for the purposes of this report.

**The mean** is the average figure.  
**The median** is the midpoint, often referred to as the 'typical' value.

A **'positive' percentage difference** means the pay gap is in favour of men.  
A **'negative' difference** means it is in favour of women.



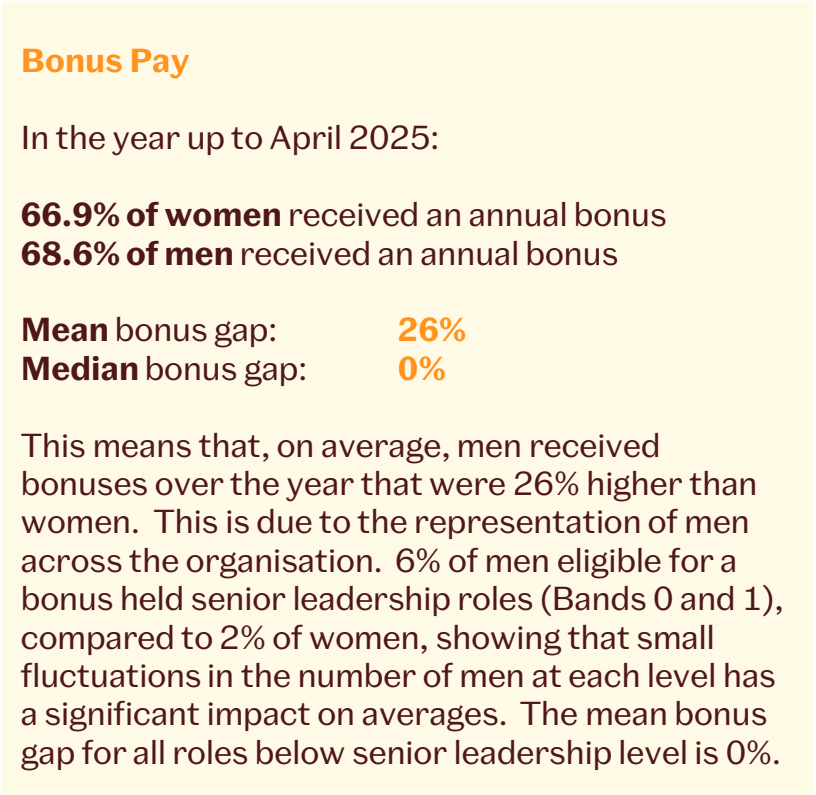
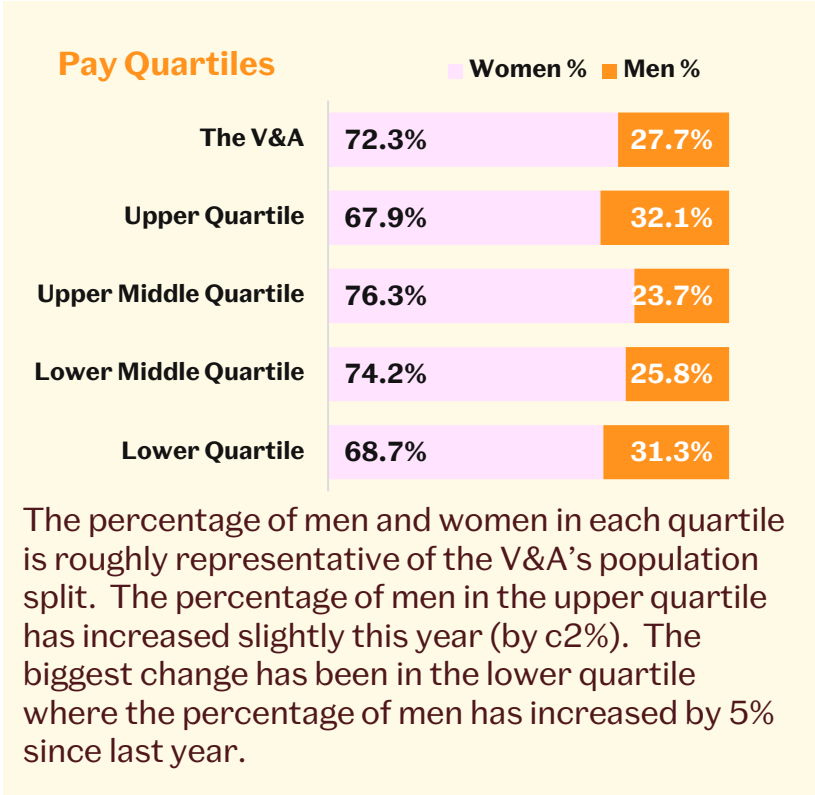
# The V&A's Gender Pay Gap

## 6.6%

**mean gender pay gap.**  
This means that the pay of men is, on average, 6.6% higher than that of women in the V&A.

## -0.5%

**median gender pay gap.**  
This means that if we take the midpoint, or 'typical' pay of men and women, women are paid slightly higher than men.



# Understanding our pay gap

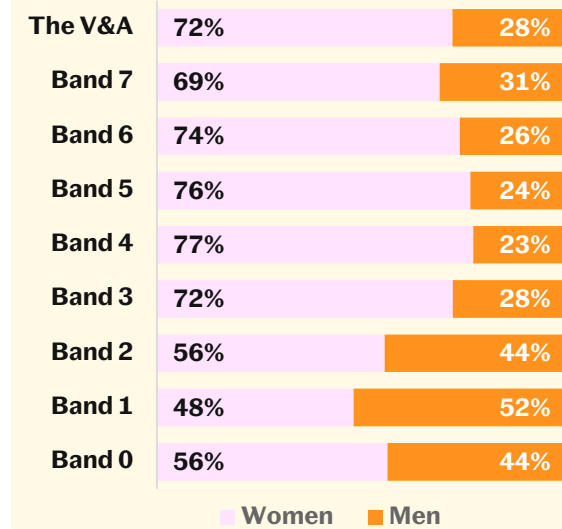
The V&A's mean gender pay gap is 6.6% in favour of men, which is 1.7% lower than 2024 and below the national UK average of 11.2%\*. There is no difference in our median pay gap. The national median pay gap is 8.6%\* in favour of men.

The V&A uses a pay band approach for all employees. The overall V&A population split of men and women is generally representative at each band, with the exception of the highest bands where men represent around half of the population. However, there has been a 5% increase of men in Band 7, resulting in a decrease in the mean hourly pay and narrowing the pay gap this year.

By pay band, the average gender pay gap is -0.6%, which means that at each level, on average, women earn slightly more than men. We therefore know that the overall mean gender pay gap is due to the distribution of men across the organisation, with a higher proportion of women in the lower and middle pay bands.

If the Director and Deputy Director of the V&A are removed from the data, the overall mean gender pay gap reduces to 4.5%.

## Gender distribution by pay band



\*PWC based on analysis of all employer submissions for the April 2025 snapshot



# Addressing our pay gap

We are committed to increasing diverse representation in our workforce and have set targets to track our progress. The V&A already uses a skills-based recruitment system with structured interviews. We have

anonymised recruitment, have widened our attraction pool and places where we advertise. We work with our Unions in pay negotiations and have an EDI Strategy overseen by a dedicated EDI Lead Officer.

## ACTION PLAN

Area of focus	Action
Increasing representation of males in specific roles and bands, particularly middle banded roles in curatorial, conservation, learning and retail.	Recruitment training focus on diversity and diverse panels Communicating all family-friendly policies
Review recruitment into higher-paid, specialist, and digital/tech roles (slightly more male-dominated)	Targeted early career pipelines
Developing pathways for under-represented groups into senior and specialist roles	Using data to ensure progression is equitable

Appendix

Together, we make it V&A

V&A

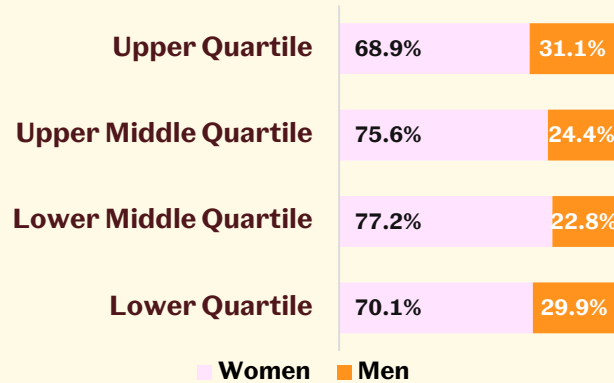
# Gender pay gap by entity

## V&A Enterprises Ltd

<b>Mean</b> gender pay gap:	<b>5.7%</b>
<b>Median</b> gender pay gap:	<b>2%</b>
<b>Mean</b> bonus gap:	<b>24.6%</b>
<b>Median</b> bonus gap:	<b>0%</b>

**62% of women** received an annual bonus  
**61% of men** received an annual bonus

### Pay quartiles



## V&A Museum

<b>Mean</b> gender pay gap:	<b>6.3%</b>
<b>Median</b> gender pay gap:	<b>-2.2%</b>
<b>Mean</b> bonus gap:	<b>21.4%</b>
<b>Median</b> bonus gap:	<b>0%</b>

**93% of women** received an annual bonus  
**100% of men** received an annual bonus

### Pay quartiles

