Amgueddfa Cymru – Museum Wales
Gender Pay Gap Report – As of 5 April 2025

Introduction

As a charity and an arm's-length body sponsored by the Welsh Government, we remain committed to fairness, equality, and transparency in all aspects of our work. Our mission is to ensure we address any gender pay disparities as an essential part of creating an inclusive and equitable workplace.

This report provides a detailed analysis of our gender pay gap based on data taken on 5 April 2025, in line with statutory reporting requirements. It reflects our ongoing commitment to equality and highlights areas where we are performing well and where improvement is needed.

The statutory gender pay gap reporting framework requires data to be reported using binary gender categories. We recognise that gender is not binary and are committed to supporting all gender identities. Where possible, we collect and analyse data in a more inclusive way to inform our wider equality work.

Understanding the Gender Pay Gap

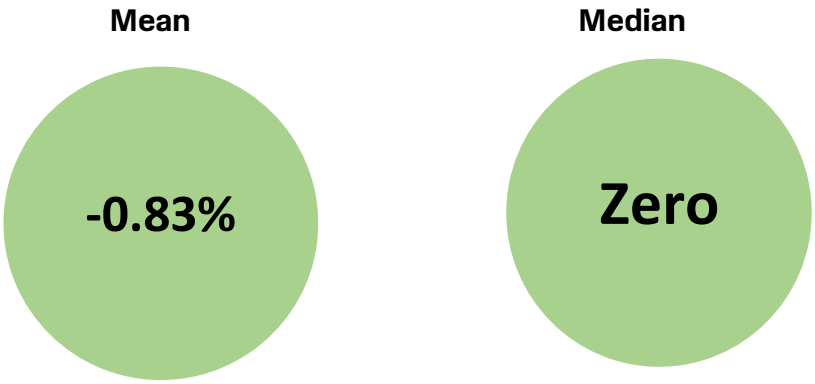
The gender pay gap measures the difference between the average earnings of men and women across the organisation, expressed as a percentage of men's earnings. It is not the same as equal pay, which refers to paying men and women equally for the same or similar roles.

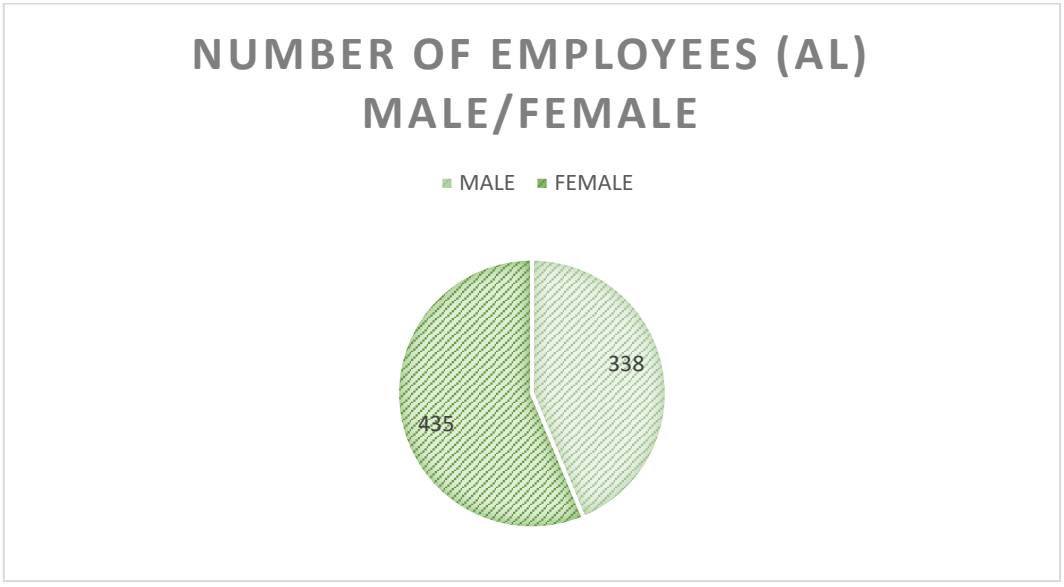
Workforce Summary

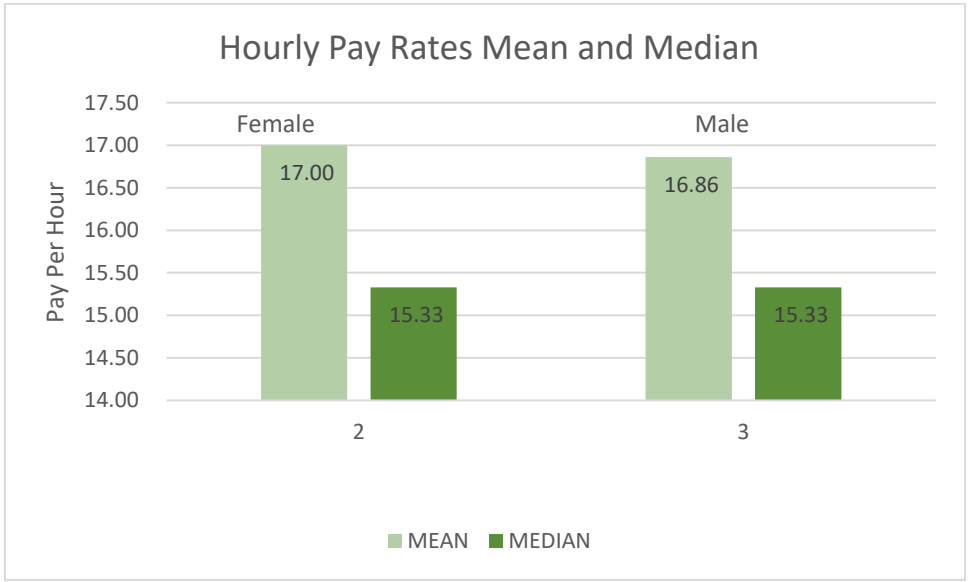
- **Workforce included (snapshot):**
    - Relevant employees: **773** (Male 338; Female 435)
    - **Full-pay relevant employees** used for pay gap calculations: **771** (Male **337** = **43.71%**; Female **434** = **56.29%**) — i.e., two employees were not on full pay during the pay period.
- **Hourly pay gap (full-pay relevant employees):**
    - Mean hourly rate: Women £17.00; Men £16.86 → Mean pay gap = -0.83% (women's mean hourly pay £0.14 higher than men's)
    - Median hourly rate: Women £15.33; Men £15.33 → Median pay gap = 0.00%
- **Pay distribution by quartile (full-pay relevant employees):**
    - Lower quartile: 39.38% Male | 60.62% Female
    - Lower middle quartile: 44.04% Male | 55.96% Female
    - **Upper middle quartile: 51.81% Male | 48.19% Female**
    - Upper quartile: 39.58% Male | 60.42% Female

- Bonuses: Amgueddfa Cymru does not operate bonus pay, so bonus gender pay gap reporting is not applicable.

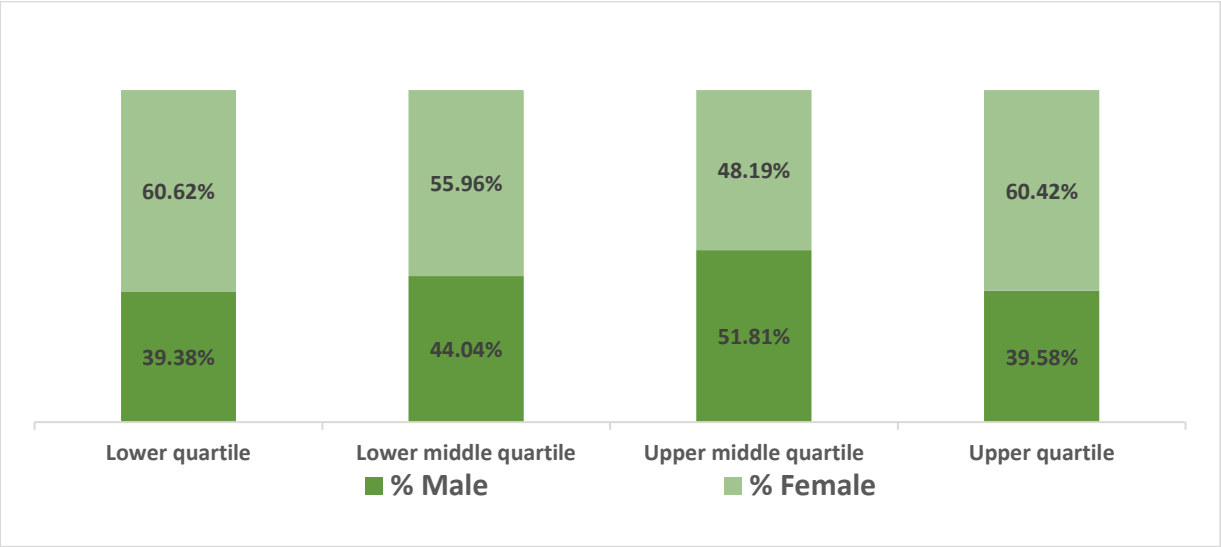
Visual Overview of Data







Percentage of Staff (Male/Female) by Quartile



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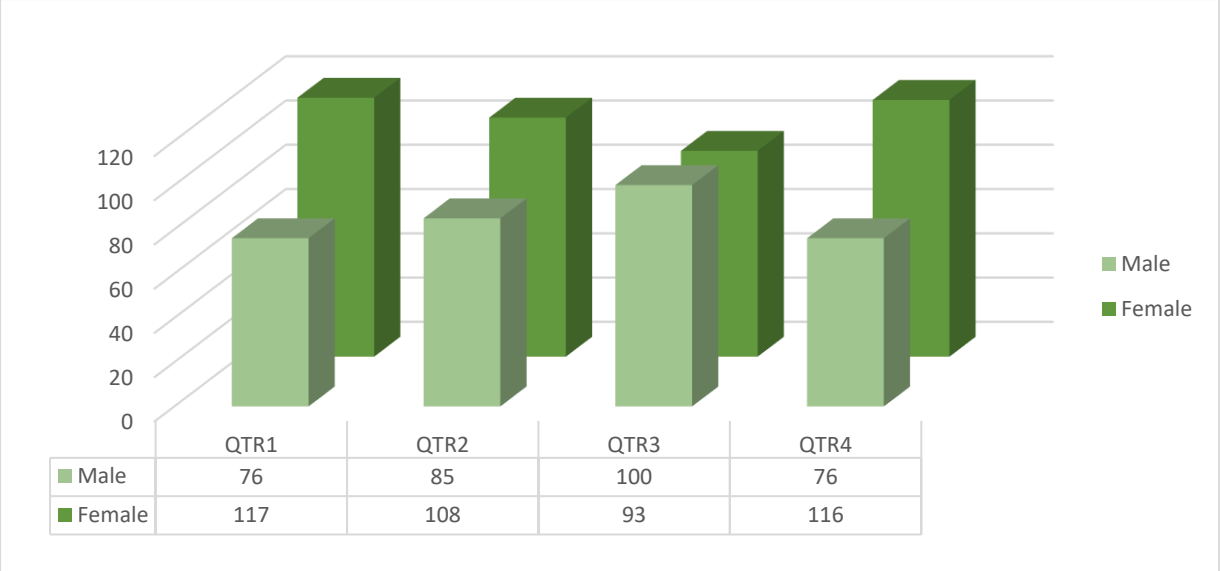

	QTR1	QTR2	QTR3	QTR4
Male	76	85	100	76
Female	117	108	93	116

Overview

Our median pay gap is zero which indicates that it favours women by 0.83%. Women are well-represented in the lowest and highest pay quartiles; men are slightly over-represented in the upper-middle quartile, which is the primary area to address.

Legal context and methodology

Amgueddfa Cymru is a Welsh Government Sponsored Body and complies with the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011), which require publishing the Gender Pay Gap (GPG) annually using the standard methodology (mean/median hourly pay for full-pay relevant employees and quartile distributions). The private, voluntary and other public authority/WGSB snapshot date is 5 April, with publication due within 12 months of that date. All data sets have been provided by HR and Finance.

Equal pay vs gender pay gap: the report reflects average pay differences across all women and men, not equal pay for equal work (which is a separate legal concept).

Method used this year:

- Extract full-pay relevant employees as at 5 April 2025.
- Compute hourly rates and calculate mean/median by gender.
- Rank by hourly rate to form four equal quartiles (Q1=lowest; Q4=highest).

Workforce composition (full-pay)

- **Men: 337 (43.71%)**
- **Women: 434 (56.29%)**
- **Total: 771**

This gender mix is broadly consistent with recent years where we have typically employed a higher proportion of women overall.

Hourly gender pay gap results (full-pay)

Metric	Women	Men	Gap (Men – Women)	% Gap
Mean hourly pay	£17.00	£16.86	-£0.14	-0.83%
Median hourly pay	£15.33	£15.33	£0.00	0.00%

- A **negative** percentage means women's average pay is higher than men's.
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Pay quartiles (full-pay)

Headcount by quartile

Quartile	Male	Female	Total	% Male	% Female
Lower (Q1)	76	117	193	**39.38%**	**60.62%**
Lower-middle (Q2)	85	108	193	**44.04%**	**55.96%**
Upper-middle (Q3)	**100**	**93**	193	**51.81%**	**48.19%**
Upper (Q4)	76	116	192	**39.58%**	**60.42%**

- The upper-middle quartile (Q3) is the only quartile with more men than women; addressing representation here is our most material lever for Sustaining and improving the mean gap.

Drivers

- Our median gap at 0.00% continues the positive position seen in previous reporting cycles. The mean gap of -0.83% reflects a small £0.14p advantage in women's mean hourly pay, consistent with women's strong representation at the top quartile and a balanced distribution elsewhere.
- The slight over-representation of men in Q3 (where many technical/operational roles sit) can nudge the mean gap. Our actions will therefore target attraction, progression and retention into Q3 roles for women while maintaining balance in Q4.

Year-on-year context

- **Last year (snapshot 5 April 2024):**
    - Mean pay gap: +1.59% (men's mean pay higher)
    - Median pay gap: 0.00%
    - Actions were agreed and published (English/Welsh) with Board oversight.

What's changed: We have moved from a small positive mean gap (1.59%) in 2024 to a small negative mean gap (-0.83%) in 2025, while keeping the median at 0%. This suggests that changes in role-mix and progression across the distribution, alongside recruitment have marginally improved the mean position year-over-year.

Historic Data Comparison

Mean Hourly Pay Rate

April 2023	April 2024	April 2025
Women: £14.91 Men: £15.15 Mean Hourly Pay Gap: 1.58%	Women: £14.82 Men: £15.06 Mean Hourly Pay Gap: 1.59%	Women: £17.00 Men: £16.86 Mean Hourly Pay Gap: -0.83%

Median Hourly Pay Rate

April 2023	April 2024	April 2025
Women: £12.84 Men: £12.84 Median Hourly Pay Gap: 0.00%	Women: £12.84 Men: £12.84 Median Hourly Pay Gap: 0.00%	Women: £15.33 Men: £15.33 Median Hourly Pay Gap: 0.00%

Governance and publication

- As a WGSB, our snapshot date is 5 April and the report must be published by 4 April 2026.
- The People, Resource & Culture Committee (PRCC) has commissioned the Annual Gender Pay Gap Report for approval at its meeting in January 2026, prior to publication.

Actions & initiatives (2026-27)

Building on our previous years' commitments and quarter-4 delivery plans, we will implement the following targeted actions. Each action links to the observed 2025 distribution (especially Q3) and to our wider equality commitments (Strategic Equality Plan, EDI reporting, and cross-Wales partnerships).

A. Recruitment, attraction & outreach

1. **Broaden attraction pipelines into Q3 roles.** Use inclusive adverts, gender-balanced imagery, and plain-language role profiles; advertise through networks with strong female readership; pilot skills-based screening for key Q3 posts. **KPI:** ≥ 50% female shortlists for Q3 recruitment; ≥ 50% women appointed into Q3 by Mar 2027.

2. **Community & sector partnerships.** Continue working with sector peers to share practice on eliminating pay gaps and widening participation routes into technical/operational roles. **KPI:** deliver 2 targeted outreach campaigns per year focused on Q3 role families.

B. Progression, development & internal mobility

3. **Transparent progression routes into Q3.** Map role families and create step-up opportunities (acting-up, secondments, shadowing). **KPI:** ≥ a year-on-year increase in women taking Q3-feeder development opportunities.

4. **Bias-aware selection.** Mandate mixed-gender panels and structured interviews for Q2–Q4 roles; continue equity/bias training for all hiring managers. **KPI:** 100% manager completion and annual refresh.

C. Pay framework, policy & flexible work

5. **Policy review for inclusivity and accessibility.** Continue scheduled HR policy reviews with an inclusion lens; publish easy-read/dual-language summaries where appropriate. **KPI:** 100% of people policies reviewed on a 3-year cycle with EIA.

D. Data, evidence & transparency

7. **Deepen workforce data quality.** Increase completion rates on protected characteristics to enable ethnicity and disability pay gap analyses, aligning with emerging public sector expectations. KPI: ≥ 85% declaration rate by Mar 2027.

8. **Routine monitoring & reporting.** Bake GPG indicators into reporting and PRCC dashboards; embed Equality Impact Assessment (EIA) practice and manager training. **KPI:** quarterly PRCC updates; 100% of relevant projects with EIA completed.

E. Employee voice & retention

9. **Targeted listening.** Run surveys that include questions on pay transparency, career confidence and progression barriers; focus groups for Q3 role; track exit reasons by gender. **KPI:**; reduce gender-skew in Q3.

These actions extend and refine the commitments approved in our prior Board papers and published GPG reports; they are designed to sustain a zero median gap and balance representation in Q3 without eroding women's strong presence in Q4.

10) Risks & mitigations

- **Role-mix shifts:** Recruitment into particular operational/technical roles could re-open a positive mean gap.
  Mitigation: proactive Q3 pipeline actions; quarterly monitoring.

- **Data quality:** Insufficient declaration data could limit broader pay gap analysis (ethnicity/disability).
  Mitigation: structured data-improvement plan and communications.

11) Conclusions

- 2025 snapshot: Median gap 0.00% and mean gap -0.83% (in favour of women), with Q3 the main focus area for further balancing.
- Trend vs 2024: improvement from a +1.59% mean gap to -0.83%, maintaining a 0% median.
- Next steps: PRCC approval in January 2026, publication (bilingual), with quarterly delivery monitoring.