

Gender Pay Gap Report

National Museums Scotland 2026

28 July 2026

GENDER PAY GAP INFORMATION 2025

1. Introduction

As part of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, organisations with over 250 employees must publicly report their gender pay gap. National Museums Scotland is a Non-Departmental Public Body and a registered charity and is registered at the Government Equalities Office under the private and voluntary sector and therefore must publish this data by the reporting deadline of 4 April 2027.

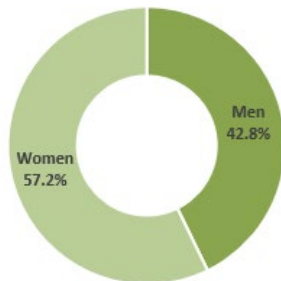
We are also required to report our gender pay gap information to the UK Government annually.

Our gender pay gap information has been reviewed and verified by our Director, Dr. Chris Breward, to ensure compliance with the necessary regulations.

2. Gender Pay Gap at National Museums Scotland

For gender pay gap reporting we are asked to look at:

- The difference (as a percentage) between the average pay men and women receive (the 'mean gender pay gap')
- The difference (as a percentage) between the median pay men and women receive (the mid-point of the individual pay rates in the organisation – the 'median gender pay gap')
- The balance of men and women across our employees overall, and in four equal-sized groups when ranked by pay ('quartiles')



The gender pay gap shows the percentage difference between the average hourly rates of pay for men and women (excluding overtime) taken at the 'snapshot date', which in this instance is 5 April 2026. National Museums Scotland's current gender pay gap information is shown in Tables 1, 2 and 3 in **Annex 1**.

It should be noted that no bonuses are paid to any employees in National Museums Scotland and therefore there is no data on bonuses to be made available.

A total of 484 individuals is included in the gender pay calculations, of which **57.2%** (277 employees) were women and **42.8%** (207 employees) were men. At National Museums Scotland, there are 14.3% more women than men in paid roles. Employing more women than men has been the status in the organisation for several years, although it is noted that the trend towards equalising has continued and the percentage difference has stayed relatively stable since publishing our 2025 results. According to the 2022 census in Scotland, the male and female population split is relatively balanced. Of the total population, around 48.5% of the population were male and 51.5% were female. This represents a slight increase in the female population proportion compared to previous years.

3. Key Findings at National Museums Scotland

The average (mean) hourly pay for women is £21.61 and for men is £20.73. At National Museums Scotland, the **mean gender pay gap is £0.89 or 4.3% in favour of women**. This is a 0.7% decrease from our last reporting period.

The **median gender pay gap is 9.5% in favour of women**, with a difference of £1.76. Showing a decrease of 0.5% from our last reporting period.

Since the 2025 report, the composition of the workforce has evolved. The proportion of male employees has increased by 0.7 percentage points in the upper middle quartile and by 2.2 percentage points in the upper quartile. In contrast, the lower quartile has seen a decrease of 3 percentage points in male representation, while the lower middle quartile has remained quite stable with a 0.3 percentage points decrease in male representation. These changes show an overall trend of increasing representation of men in higher paying roles, and a decrease of representation in lower paying roles. Overall, there is a modest 0.1% decrease in the total percentage of male employees compared to 2025.

The Lower Quartile typically includes roles in Cleaning, Security, Support Services within Facilities Management departments, and "front of house" Visitor Experience positions. Notably, the largest groups of employees are in our Visitor Experience and Facilities Management departments.

We consider that our overall gender pay gap might still be considered atypical. However, this should be considered alongside the fact that, like many other large museums, National Museums Scotland encompasses a wide range of specialisms. This often results in gender clustering within specific work groups, which in turn impacts the patterns seen in our gender pay analysis.

We have also reviewed gender pay gap information in the context of occupational segregation which we understand as the concentration of men and women:

- in different kinds of jobs (**horizontal** segregation)
- in different pay grades (**vertical** segregation).

Since no employees receive bonuses, neither the mean nor median figures are affected by such factors. The higher median gender pay gap favouring women is because they outnumber men in the top three quartiles. Roles in the Upper and Upper Middle quartiles typically include curatorial, professional, middle, and senior management positions. Notably, women also hold more senior management roles than men within the organisation, which sets it apart from many similar institutions.

We remain proactive in ensuring our recruitment and selection practices are free from bias. As part of our continuous improvement efforts, we align our processes with best practice principles.

In keeping with National Museums Scotland's commitment to equal opportunities for all employees, we uphold the principle that everyone should receive equal pay for the same or equivalent work. Our pay system is transparent and fair, based on the Hays job evaluation system, which is applied consistently across all posts. Our job evaluation panel, consisting of trained Hays evaluators and trade union representatives, ensures equitable pay and progression for all employees. Typically, new hires, regardless of gender, are placed in the lower 25% of the pay bandings.

Our pay structure ranges from grades A to 8, with established progression steps within grades A to 6. Employees can receive progression payments if they are not at the top of their pay scale. Recognising that men often experience fewer career interruptions than women, we ensure that progression is not affected by maternity leave, caregiving responsibilities, or similar factors. As a result, women's advancement through the pay scales is consistent with that of men.

Overall, our mean pay gap between men and women is 4.3% in favour of women. We remain committed to regularly monitoring and analysing this data to address any emerging issues. All equality related information is published on our website in compliance with the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

Dr Chris Breward
Director
National Museums Scotland
July 2026

Table 1

	Mean	Median
Men	£20.73	£18.60
Women	£21.62	£20.36

Pay Gap	-£0.89	-£1.76
% Pay Gap	-4.3%	-9.5%

	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Upper Quartile
Min	£14.41	£16.07	£19.33	£23.65
Max	£16.07	£19.33	£23.65	£57.30

% Men	50.4%	43.8%	39.7%	37.2%
% Women	49.6%	56.2%	60.3%	62.8%

Table 2

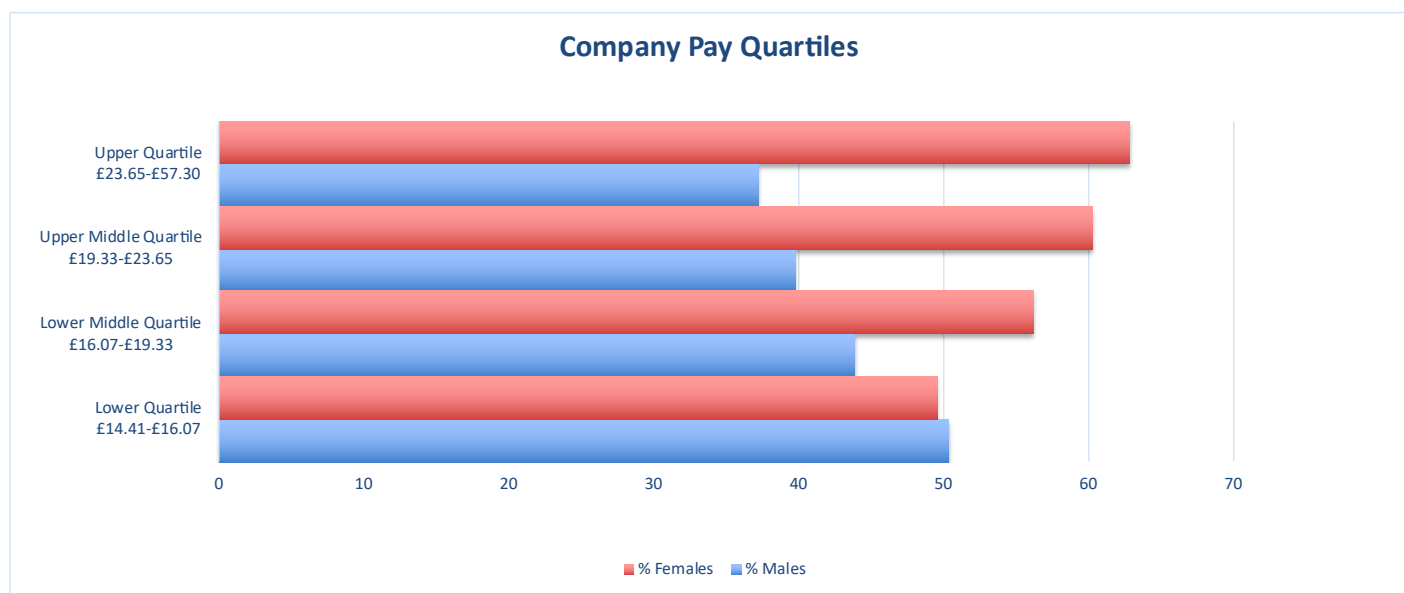


Table 3

Percentage of men and women employed in each salary quartile band		
	2026 Snapshot	2025 Snapshot
Lower Quartile The proportion of men in this quartile has decreased by 3%, reversing most of the change we saw last year returning to a very similar split to the one we had in 2024.		
Lower Middle Quartile This quartile sees a 0.3% decrease in the proportion of men, continuing the trend we saw between 2024 and 2025 which further weights this quartile towards women. The change is slowing down with only a small difference between 2025 and 2026.		
Upper Middle Quartile The gender balance of this quartile shows a 0.7% increase in the proportion of men, remaining weighted towards women. This builds on the 2% increase in the proportion of men seen in this quartile between 2024 and 2025.		
Upper Quartile There has been a 2.2% increase in the proportion of men in this quartile. The balance remains weighted towards women.		