



EQUAL PAY 2025

1. Introduction

This report examines the equality of pay for our employees who are undertaking work of equal or similar value within their roles at National Museums Scotland. Our report examines the full-time salaries of employees at each pay band and provides information on occupational segregation.

The data analysis that is conducted for this report, supports us in making progress in paying due regard to the public sector equality duty, also known as the general equality duty, more specifically the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act 2010
- Advance equality of opportunity among all people
- Foster good relations between different people when carrying out their activities.

As set out in the Equality Act 2010, employees in the same workplace performing equal work must receive equal pay, unless any difference in pay can be justified.

There are specific duties for public sector bodies in Scotland, which includes the requirement for all public authorities with 20 or more employees to publish an equal pay statement every four years.

Our last statement was published in 2021. Our equal pay statement must contain:

- Our organisation's policy on equal pay
- Information on occupational segregation.

Our equal pay policy and occupational segregation information must include detail about:

- Women and men
- Disabled and non-disabled people
- People who are from ethnic minority groups and those who are not.

Average full-time equivalent (FTE) salaries only have been used for the analysis throughout this report. We include the FTE salary of every individual employed as of 15 January 2024.

In contrast, the Gender Pay Gap report considers relevant full-pay employees whereby staff receiving reduced pay at the snapshot date (for example, Statutory Maternity or Sick Pay) are excluded from the data set. This accounts for any variations in figures when comparing both reports.

Figures detailed within this report therefore differ to those published in our annual gender pay gap calculations, which are made using published Government guidance.

2. Equal Pay Statement

At National Museums Scotland, we are committed to fostering a workplace where everyone is valued, respected, and rewarded fairly. As an equal opportunities' employer, we embrace diversity and strive to ensure that equality is at the heart of everything we do—including how we recognise and reward our people.

We believe that pay should be fair, transparent, and free from bias. That's why we are committed to the principle of equal pay, ensuring that employees receive the same reward for the same or equivalent work. Our approach is built on clear, objective criteria, reflecting our dedication to eliminating discrimination on the grounds of age, disability, sex, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, and sexual orientation.

By embedding fairness in our pay practices, we reaffirm our commitment to creating an inclusive and equitable workplace for all.

We take our responsibilities as an equal opportunities' employer very seriously, and in reviewing how we have met this commitment since 2021, we can confirm the following:

- We provide information regarding pay to employees annually
- National Museums Scotland work in partnership with recognised trade unions - Prospect, FDA and Public and Commercial Services (PCS) - to agree any changes to our policies, including reward
- We provide, where appropriate, updates to employees on progress relating to pay discussions/negotiations with the trade unions and Scottish Government
- We have continued to monitor all our pay practices, including those for employee's absence on maternity leave. We have taken steps as part of joint pay negotiations with our trade unions in addressing low pay resulting in the current fixed points that we have in our pay structure at Grades 7 and 8. When establishing these fixed points, it is noted that we moved from a pay scale to a fixed point set at the top of the previous pay scale.

In support of our commitment to equal pay, National Museums Scotland will:

- Carry out its legislative requirements in relation to equal pay as appropriate and will monitor outcomes in partnership with recognised trade unions

- On an ongoing basis, monitor all pay practices, including those for employees on absence leave.

3. Job Evaluation

At National Museums Scotland we use Hay Evaluation, one of the most widely used job evaluation methods in the world. This provides evidence in support of the allocation of each job within our pay grading structure.

Hay Evaluation considers three elements of each job, namely: the knowledge needed; problem solving required; and the detail of what the job is accountable for on a day-to-day basis. These three individual elements are each allocated a 'score' which when added together provides a 'total score'. This 'total score' in turn is linked to National Museums Scotland's grades and therefore salary scales. Hay Evaluation also enables comparison within 'job families' and across similar jobs within National Museums Scotland, to ensure consistency and equality.

Trade Union Representatives are members of the evaluation board along with members of the Executive and People teams. Job Evaluation is how the grade for a job is determined.

4. Recruitment

We have invested heavily in systems and resources to enhance the inclusivity of our recruitment processes in a competitive job market. These efforts aim to ensure that our applicant pool is diverse and representative of the communities we serve; that candidates, whether future employees or volunteers, have a positive experience during the application process; and that our recruitment practices are more efficient and simplified, removing unnecessary barriers to employment.

In February 2024 we implemented a new Recruitment Portal that has transformed our recruitment approach. The system has expanded our advertising reach significantly, allowing us to attract a more diverse and representative applicant pool. As part of the implementation, we trained all recruitment managers on "best practice" approach to recruitment and selection which means our recruitment campaigns are criteria-based, employ a consistent and equitable approach and are evidence-based. This ensures all applicants are given the same opportunity to demonstrate their suitability for the post.

5. Start salaries on appointment

New appointments will normally be made at the grade minimum. Individuals will usually start at this position in the range because of the learning curve of the job – the individual may have the basic qualifications for the job and some relevant experience but will lack the full experience to perform the job at a fully competent level.

National Museums Scotland recognises that there are advantages in having some flexibility regarding the setting of starting salaries for new appointments. This limited degree of flexibility enables managers to offer a salary appropriate to the new employee's relevant skills and experience. Approval of salaries above the first quartile of the grade require approval from the Director.

6. Pay Structures

We have a pay structure at National Museums Scotland that is based on grades A through to 8 and contained within each grade are established progression steps. Employees are eligible for a progression payment if they are not at the maximum of their scale. The exception to this is grades 7 and 8 where there is a single fixed-point payment.

Our pay structure ranges from grades A to 8, with established progression steps within grades 6 to A. 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.

No employees receive less favourable treatment than any other on any grounds including age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race, religion or belief; sex; and sexual orientation. All advancement through the pay scales is consistent for all employees.

7. Gender

Employee composition by gender and pay as of 15 January 2025 is produced below.

Grade	Male	Female
A	100%	0%
B	50%	50%
C	50%	50%
D	37.5%	62.5%
1	50%	50%
2	17%	83%
3	36%	64%
4	28%	72%
5	38%	62%
6	34%	66%
7	58%	42%
8	50%	50%

As of 15 January 2025, women make up the majority of National Museums Scotland workforce at 58% per cent and men comprising 42%. Women have higher levels of representation in every pay band with the exception of Grade 7, where male representation is higher by 16%. This is proportionally higher than the Scottish Census 2022 - 51% (female) and 49% (male).

National Museums Scotland is unusual in that both the mean and median gender pay gaps generally favour female employees. 69% of workforce are full time.

- Full time gender mean gap is 2% in favour of women
- Full time gender median gap is 9% in favour of women.

Part time workers make up 31% of our workforce:

- Part time mean gap is 7%%
- Part time median gap is 5%.

There is higher representation of part time workers in the lower grades (6, 7 and 8). Within these grades, nearly 60% of part time employees are women. The part time mean salary for women is higher than the mean salaries for men.

8. Disability

Employee composition by disability status and pay band, where declared by employees on our HR system, is provided below as of 15 January 2025.

Grade	No Disability	Disability declared	Prefer not to say
A	100%	0%	0%
B	75%	0%	25%
C	100%	0%	0%
D	62%	13%	25%
1	82%	9%	9%
2	78%	6%	17%
3	88%	9%	2%
4	87%	8%	5%
5	87%	7%	5%
6	81%	12%	7%
7	82%	15%	3%
8	88%	7%	5%

At 10%, the percentage of employees declaring a disability at National Museums Scotland is below that of Scotland (15.9%).

Grade 7 has the highest percentage of declared disability at 15%, followed by Grade 6 (12%) and Grade 1 (9%). Grade A-C and Grade 2 have the lowest percentage of employees stating they have no disability.

Analysis of full time disability mean and median gaps shows:

- Full time disability mean gap is 8.4%
- Full time disability median gap is 5.0%.

Disabled people are also more likely to work in full time employment in comparison to those who are not disabled.

9. Ethnicity

The majority of National Museums Scotland employees identify as White (80%), which is below Scotland's national average of 92.87%. However, 16% of employees have not disclosed their ethnicity, making direct comparisons more challenging. Employees from ethnic minority backgrounds represent 4% of the workforce, compared to 7.13% in Scotland.

Employee composition by ethnic grouping and pay band, where declared by staff on our HR system, is provided below as of 15 January 2025.

Grade	White	All other ethnic groups combined	Prefer not to say
A	100%	0%	0%
B	75%	0%	25%
C	83%	0%	17%
D	75%	0%	25%
1	91%	0%	9%
2	78%	0%	22%
3	91%	0%	9%
4	89%	3%	9%
5	91%	0%	4%
6	77%	3%	20%
7	72%	6%	22%
8	71%	14%	14%

Analysis of the full time ethnicity mean and media gaps shows:

- Full time ethnicity mean gap is 22.5%
- Full time ethnicity median gap is 18%

The majority of employees from ethnic minority backgrounds are concentrated in Grades 4, 6, 7, and 8 and are working full time.

On examination of the data, there is nothing suggestive of unequal pay for the same work or work of equal value between staff who belong to an ethnic minority and those who are white. The gap is representative of the low percentage of employees from ethnic minority backgrounds. Reducing this gap will be a focus on the new equality outcomes and objectives.