



**GREAT  
ORMOND  
STREET  
HOSPITAL  
CHARITY**

**Gender**  
**pay gap report**  
**2019**

# GOSH Charity gender pay gap reporting

Great Ormond Street Hospital Children's Charity (GOSH Charity) raises vital funds for Great Ormond Street Hospital (GOSH) to fund groundbreaking research, advanced equipment, child and family support services, and the rebuilding and refurbishment of the hospital.

Our staff and volunteers at the charity are committed to doing their very best to help the children, young people and families who rely on the hospital. We are extremely fortunate to have such passionate and dedicated people working with us and it is hugely important our staff feel valued and recognised for the amazing work they do. This sits at the heart of our people strategy, which is the plan to deliver our vision for a culture that inspires and enables our staff to raise the vital funds the hospital needs.

We are proud of what we have achieved so far in ensuring the charity is a great place to work. Our top 20 placing in The Sunday Times' Top 100 Best Not For Profit Employers to work for in 2019, with particularly high satisfaction scores on pay and benefits, opportunities for personal growth and recognition, shows we are making good progress towards this goal. This was further endorsed in our internal bi-annual employee opinion survey results. Our hope is that our work on ensuring our family friendly policies and flexible working benefits remain above the not-for profit benchmark and our good progress on all the areas, to which we committed to in our last gender pay gap report, have contributed towards these positive results. These include the increase in internal progression and high-quality development opportunities that all staff, regardless of gender, are encouraged to embrace, as well as the roll-out of our new approach to reward.

A new CEO, Louise Parkes, joined the charity on 1 May 2019, so our executive team now has an equal gender split. Anne Bulford was appointed as our new Chair in September 2019, to lead a board of trustees of five women and four men. Future changes in our executive team under this new leadership, and our work on reward, will see further changes in the high proportion of men in the top ten earners of the charity.

We have delivered on the commitments we made to our staff last year on our gender pay gap but, despite this, and given the changes at a senior level that occurred after the reporting date in April 2019, our gender pay gap for this year is now 22.29%, a decrease of only 0.48% from last year's figure.

Although it is a move in the right direction in reducing our gender pay gap, it is obviously disappointing to see such a small decrease. Despite the changes ahead, we currently continue to have an imbalance of men in our highest-earning roles and more women than men in the lowest quartile. We are also a small organisation, reporting on 231 staff. This is below the specified 250 minimum reporting requirements, but we are reporting our figures because we believe in openness and transparency. It should be noted that, in an organisation the size of GOSH Charity, small fluctuations in pay can have a big impact on our gender pay gap.

We remain committed to building upon the work that is underway to attract and develop the most diverse workforce, to champion gender equality and diversity and to reduce our current gender pay gap.

**Dr Heather Morgan,**  
**Director of People and Planning**

# What is gender pay gap reporting?

All UK organisations employing 250 or more employees are required to publish their gender pay gap details each year. This involves reporting on gender pay in six different ways: 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 in quartile pay bands. The reporting is based on data on a 'snapshot' date of 5 April 2019 and bonus payment reporting is based on the 12 months up to April 2019.

The mean gender pay gap is the difference (the 'gap') in average hourly earnings between men and women regardless of the job they are doing and their level of seniority. Using 'hourly'

earnings to work out the gender pay gap gives a more accurate picture as more women work part-time than men.

The median gender pay gap figure compares the hourly earnings of the man and woman who are at the mid-point when all the hourly rates are listed from the lowest to the highest value. Both the mean and median figures are expressed as a percentage of men's earnings.

It's important to note that gender pay gap reporting is different to reporting on equal pay. Equal pay is paying men and women the same amount of money to do the same job. GOSH Charity is an equal pay employer and we are confident our 'gap' is not the result of unequal pay.

## What is the gender pay gap at GOSH Charity?

Like many charities, we have a predominantly female workforce, with 74.9% female and 25.1% male. Our figures show we have a mean gender pay gap of 22.29% and a median gender pay gap of 17.28%. This is above the UK average mean gender pay gap of 17.3% and is not acceptable.

We have more women than men in all four pay quartiles, with the upper quartile showing a female: male split of 56.4% : 43.6%. However, having a greater proportion of men in the top ten earners of the charity, combined with more females joining the charity at a lower level, does significantly affect our gender pay gap. As a small organisation, slight fluctuations can make a big difference.

**Mean gender pay gap**

**22.29%**

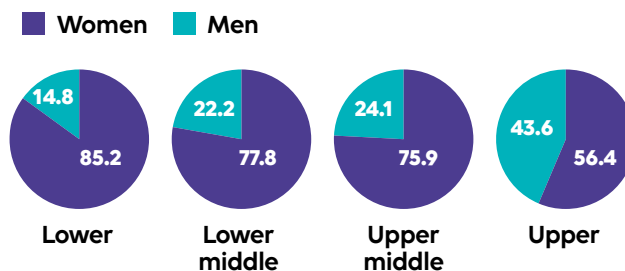
**Median gender pay gap**

**17.28%**

The median is typically a more representative figure as the mean can be skewed by the highest-paid employees. A large difference between the mean and the median can be indicative of a predominance of one gender at either end of the pay spectrum. Usually, it is at the upper end of the pay scale, and this is the situation at GOSH Charity. We have a difference of 5% between our mean and median gender pay gaps.

Organisations also need to compare the mean and median bonus payments to men and women in the 12 months up to April 2019. At GOSH Charity we offer vouchers to reward staff who excel in their work and long-service awards to recognise staff who have reached significant milestones. In the 12-month period to April 2019, 57 women and 26 men received a payment in the form of a 'voucher' (the standard amount being £25) in this way. This translates into 32.95% of women in the organisation receiving this and 44.83% of men. And a mean gender bonus gap of 17.66% and a median gender bonus gap of zero.

## Proportion of women and men in each pay quartile (%)



## Employees receiving a bonus



## Mean gender bonus gap

17.66%

## Median gender bonus gap

0%

# Taking action on our gender pay gap at GOSH Charity

## Career development

Both genders are equally represented on our Board of Trustees, and now on our senior leadership team. We have undertaken significant leadership development work at a senior level rolling out coaching skills training across 50 senior managers as part of our culture of leadership work. This has been a key driver in developing leadership behaviours more conducive to the development and progression of female leaders. This has also resulted in coaching of female middle managers by internally trained coaches from different teams.

The third cohort of our mentoring programme is now underway with a good balance of men and women in both mentor and mentee roles equivalent to our gender split across the charity.

The increase in development moves, both within teams and cross-charity over the last year, has continued with 30% of our roles continuing to be filled internally.

The roll out of our job levelling work means we are clearly communicating the kind of skills and behaviours needed for career development. This could be for a promotion to a more senior position, or to move sideways into another role,

function or directorate. Job levels are also useful when we're advertising vacancies and assessing candidates. By clearly defining the requirements for the level at which a role is positioned, we can be confident we're recruiting the right people for the role.

Following the changes in our leadership team, the development of a new talent management and succession planning process will be a key priority for next year.

## **Direct recruitment**

Our direct hiring model utilises a far wider variety of advertising channels than previously, meaning we have significantly broadened our reach, and enabled us to cost-effectively attract candidates from an extended and diverse talent pool. Eighty per cent of our roles are now filled through this approach.

Our new applicant tracking system means we will be able to report and monitor more effectively and ensure there is no bias towards either gender in our recruitment and selection process, both externally and internally. This is important to us as we want to appoint the best candidate for the role, regardless of gender.

## **Family friendly policies**

From our external benchmarking, we know our family friendly policies, including maternity, paternity and shared parental leave, are 'at' or 'above' typical market practice for the Not-for-Profit sector and we will continue to review, benchmark and monitor their usage.

Our positive record on women returning from maternity leave continues, and we have attracted others through job shares and flexible working arrangements. The introduction of a job share at a senior leadership level has been, in conjunction with more senior roles being filled on a part time basis, has also been a significant step forward.

We will continue to benchmark and review these policies to ensure they remain 'at' or 'above' typical market practice for the Not-

for-Profit sector and we are monitoring their implementation and embedding across the charity.

## **Flexible working**

We want to ensure all staff, regardless of gender, have the opportunity to embrace flexible working and have the opportunity to work in a way that suits them, their career aspirations and the charity. We have published guidelines around our 'flexible approach to working' and embedded this approach into the organisation, with an emphasis on how staff can work around our core hours of 10.00 to 16.30 and use remote working options. This was championed by our staff reps with real success and has been embraced by the whole charity.

We continue to receive excellent feedback in this area and are committed to continuing to embed this approach in the charity. With the technology we now have to facilitate this approach to working, we expect to develop this further over the coming year.

## **Coaching and mentoring for those returning from a period of absence**

We have continued our work on rolling out coaching skills and mentoring for all staff across the charity. We have introduced specific support for staff who have taken a significant amount of time away from work to ensure they are fully supported on their return. This could be due to maternity, parental leave, a sabbatical or long-term sickness.

We want to make sure that if staff have had a prolonged period of absence that this does not impact on their career progression and development in the charity.

## **Job levelling structure**

Our aim has been to have a job levelling structure that is accessible and transparent so our staff can understand more about how we level jobs and also more about progression within the charity.

We have made excellent progress in this area. We have developed a set of reward guiding principles to underpin a clear, accessible and competitive approach that will help us to attract and retain a high calibre of people to work with us. So, an approach that is fully aligned to GOSH Charity's values, fostering a culture of high performance and excellence. To ensure that how our pay is set and how pay can be progressed at GOSH Charity is transparent, accessible and robust, we have developed and implemented:

- Clear policy and guidance on charity pay and benefits
- Market-based salary ranges for each of our job levels (A-G)
- Job level matrix outlining every role and its salary range, available to all

- Factor model, which describes the different levels of work undertaken in the charity
- Job level evaluation handbook
- A revised approach to annual salary review, incorporating external market benchmarking

This work will ensure that staff feel they are paid fairly for the work they do, and our focus will be on embedding this into the charity over the coming year and supporting people managers in its communication and implementation.

## **Board Sponsorship**

The charity's leadership fully support the objective of a zero gender pay gap and sponsor our initiatives not just across gender but across all forms of diversity, as we seek to develop new activities and ways of working to become an even more diverse and inclusive organisation.