



GREAT ORMOND STREET HOSPITAL CHARITY

GOSH Charity Gender and Ethnicity

Pay Gap Report 2026

1. Introduction

Our gender and ethnicity pay gap data remains an important measure in our paid workforce and will continue to inform our priorities as we continue to implement our current EDI Strategy. It is the third year GOSH Charity has voluntarily produced an Ethnicity Pay Gap report to promote transparency and inclusivity.

We remain firmly committed to closing both the gender and ethnicity pay gaps through our Equity, Diversity & Inclusion (EDI) and People Strategy efforts.

It is worth noting that, with a workforce of around 300 people, changes in workforce composition - particularly within senior roles - can have a proportionately significant impact on our reported figures.

Our Pay Gap results cover the 2026-27 reporting period, with a snapshot date of the 5th April 2026. As of this date, GOSH Charity had 285 full pay relevant employees.

Our gender balance was:

216 females (76%)

69 males (24%)

Ethnicity data was available for 271 employees, with 14 employees recorded as 'Prefer Not To Say' or 'Unknown'. These employees have been excluded from the analysis in line with reporting methodology guidance.

Our ethnicity balance was:

204 White [71.6%]

67 Global Majority [28.4%]

Like previous years, due to data privacy, analysis uses a binary approach: 'White' and 'Global Majority'.

2. Our commitment

Our 2026 Gender Pay Gap report highlights the importance of continuing to ensure all candidates and colleagues have equal opportunities to succeed, increasing representation across all grades and pay quartiles.

We remain committed to delivering our EDI Strategy, particularly our strategic priority one, which refers to creating a diverse and inclusive environment at GOSH Charity. This includes:

- 1) Taking an equity-based approach to talent attraction, progression, and retention
- 2) Supporting managers to embed inclusive practices within their teams
- 3) Fostering a culture where colleagues feel heard, valued, respected, and able to challenge constructively

3. A Note on Language

Gender Identity

Although this report is referred to as the 'gender pay gap report', UK gender pay gap reporting requirements require organisations to report on the basis of biological sex rather than gender identity. In line with these requirements, employees are reported within the binary categories of 'female' and 'male' for the purposes of the gender pay gap calculations.

We recognise that these reporting categories are prescribed for the purposes of gender pay gap reporting and do not reflect the full range of gender identities within our workforce. Some colleagues may have a gender identity that differs from their biological sex or may not identify within binary gender categories.

Global Majority

Unlike previous years, we have used the term "global majority" throughout this report instead of "ethnic minority". We recognise that language evolves over time, and for many people this term is a more positive and inclusive way of describing people from Black, Asian and other racially and ethnically diverse backgrounds.

The term reflects the fact that these groups make up the majority of the world's population, rather than defining people by their minority status in the UK. We

also recognise that individuals may have different preferences about how they describe their identity, and no single term will resonate with everyone.

This change affects the language used in the report only and does not change the data or analysis.

Equal Pay

GOSH Charity is an equal pay employer, and we are confident that neither our gender pay gap nor our ethnicity pay gap is a result of unequal pay for people carrying out the same work or work of equal value. Pay gaps reflect the distribution and representation of different groups across the organisation, rather than unequal pay for the same roles.

- **Equal pay** means people are paid the same for doing the same job, or work of equal value, regardless of their sex, ethnicity or other protected characteristics.
- The **gender pay gap** measures the difference in average earnings between all males and all females across an organisation, sector, or economy, regardless of their specific jobs.
- The **ethnicity pay gap** measures the difference in average earnings between employees from different ethnic backgrounds, typically comparing White employees with employees from Black, Asian and other ethnically diverse backgrounds, regardless of their specific job.

What is the difference between Mean and Median?

It is good practice to track both mean and median gaps in order to get a fuller understanding:

- The mean is the average of all salaries and can be skewed by a small number of high or low earners
- The median is the middle salary and shows the middle value of the distribution, it is therefore less affected by outliers, making it a more stable indicator of typical pay.

4. Our Results 2026

Gender Pay Gap

Gender pay gap data 2026



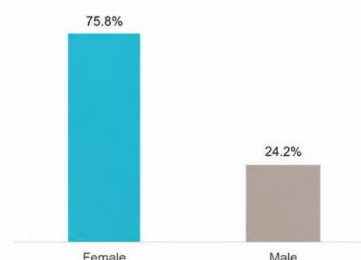
Mean Gender Pay Gap

10.6%

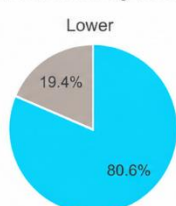
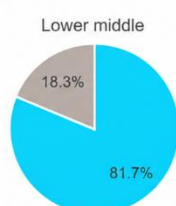
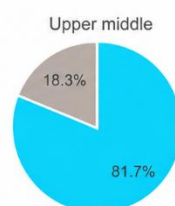
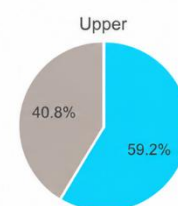
Median Gender Pay Gap

10.6%

Workforce by gender



Gender diversity in each quartile



In 2026, both the mean and median gender pay gaps at GOSH Charity is 10.6%. Both figures have reduced since 2025, indicating positive progress in narrowing the overall gender pay gap across the charity.

The larger reduction in the median pay gap may suggest improved balance within middle pay ranges and reduced disparity across more typical earnings levels. The fact that both the mean and median gaps now sit at the same figure suggests that the difference in average pay between males and females is more evenly reflected across the pay distribution, although representation at senior levels and within higher pay quartiles continues to influence the overall gap.

The reduction in GOSH Charity's gender pay gap reflects the continued focus on fair, transparent and consistent people practices across the organisation. Advertising fixed salaries and benchmarking roles against the external market help ensure pay is set consistently and competitively, reducing the potential for inequity in starting salaries and pay progression.

Alongside this, structured job evaluation and pay benchmarking processes, consistent recruitment practices and clear progression pathways help ensure colleagues are rewarded fairly and have equal access to development opportunities. The use of flat-rate pay awards has also supported a more equitable approach to pay increases across the workforce.

While pay gaps are influenced by a range of factors, including the distribution of colleagues across different roles and grades, the continued reduction in both the

mean and median gender pay gaps suggests that these measures are helping to improve fairness and representation across the organisation over time.

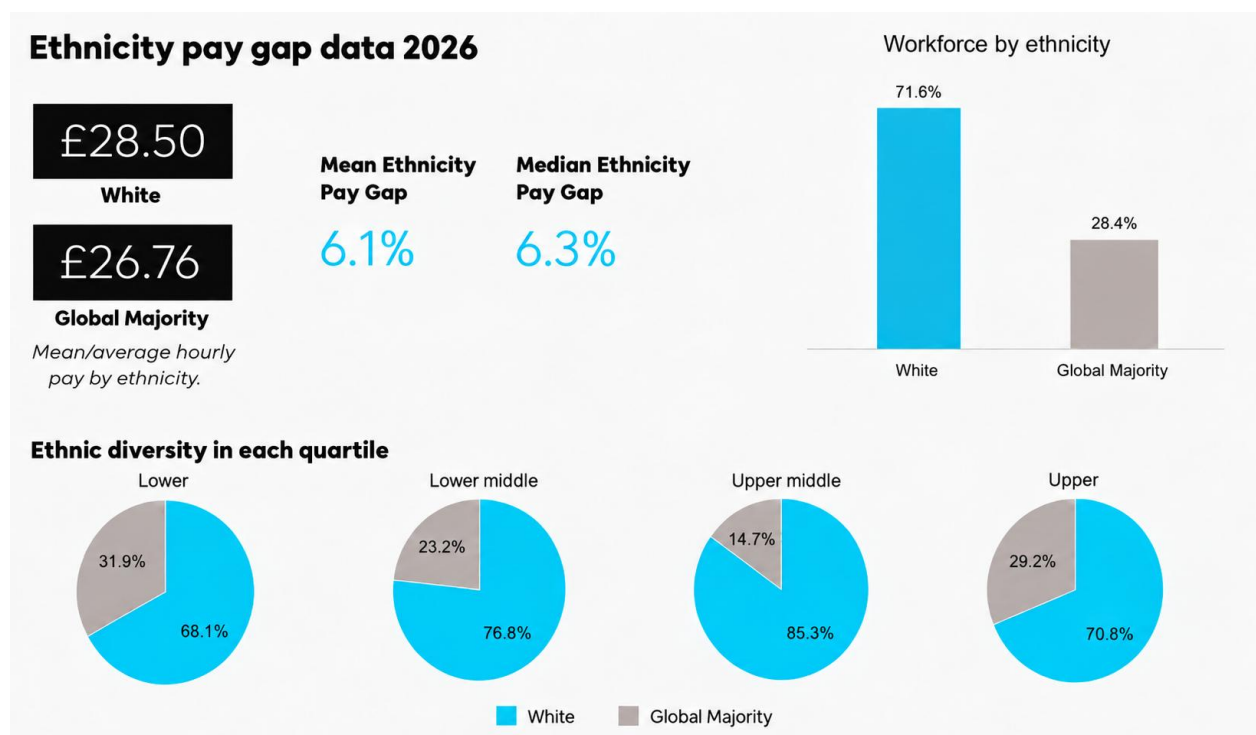
GOSH Charity continues to have a predominantly female workforce, with females representing 75.8% of employees. Female representation remains strong across all pay quartiles, particularly within the upper middle and lower middle quartiles where females represent 81.7% of employees. However, the overall gender pay gap continues to be influenced by the overrepresentation of males within the upper pay quartile. While males represent 24.2% of the overall workforce, they account for 40.8% of employees within the highest pay quartile.

Analysis by job level indicates that six of the eight job levels have a lower gender pay gap than the charity overall. Some pay variation exists within specific job levels, particularly in specialist roles where market pressures and recruitment challenges may require premium pay rates to attract and retain specialist skills.

A continued focus on achieving balanced gender representation across all pay quartiles remains key to reducing the gender pay gap further over time.

GENDER PAY GAP							
	ONS	2021	2022	2023	2024	2025	2026
MEAN		13.4%	11.4%	11.6%	15.4%	11.2%	10.6%
MEDIAN	12.8%	16.8%	13.6%	10.25%	14.3%	12%	10.6%

Ethnicity Pay Gap



The data shows that GOSH Charity is a predominantly White Charity, with 71.6% of employees in this analysis identifying as White.

The mean ethnicity pay gap is 6.1%, meaning the average hourly pay for White employees is 6.1% higher than the average hourly pay for employees from Global Majority groups combined. The median ethnicity pay gap is 6.3%.

Compared with last year, the mean ethnicity pay gap has reduced from 8.3% to 6.1%, indicating positive progress in narrowing the overall difference in average pay. In contrast, the median ethnicity pay gap has increased from -1% to 6.3%, suggesting some movement in pay distribution within middle pay ranges. Given the size of some ethnic groups within the Charity, changes in workforce composition, recruitment, progression, or turnover can have a proportionately significant impact on the figures year on year.

Overall, the analysis shows a relatively consistent distribution of pay across broad ethnic groups, with median hourly pay ranging from £22.70 to £25.73. Similarly, ethnic groups are relatively evenly represented across the four pay quartiles, with no clear indication that any broad ethnic group is disproportionately concentrated at particular pay levels.

There is, however, slightly higher representation of employees from global majority groups in both the lower and upper pay quartiles, and slightly lower representation in the upper middle quartile, suggesting some variation in workforce distribution.

The relatively close alignment between the mean and median ethnicity pay gaps further suggests that the pay gap is not being driven by a small number of highly paid roles or significant outliers but reflects relatively consistent differences across the charity.

Overall, while an ethnicity pay gap exists, the wider analysis does not indicate significant structural issues relating to pay inequality or discrimination. However, ongoing monitoring remains important to help us identify trends over time and better understand any changes in workforce representation or pay outcomes.

ETHNICITY PAY GAP			
	2024	2025	2026
Mean	3.3%	8.3%	6.1%
Median	-6.9%	-1.0%	6.3%

5. Closing the Ethnicity Pay Gap

It is important to recognise that having a pay gap does not necessarily indicate unequal pay. Pay gaps can be influenced by workforce composition, occupational segregation, representation at senior levels, and market pressures affecting specialist roles. Our focus remains on ensuring equal pay for equal work and addressing barriers to progression and representation across the charity.

Understanding our pay gaps helps us identify areas where we can continue to improve representation, inclusion, and equity across the organisation.

Over the past year, we have:

- Continued to embed anonymised recruitment practices
- Advertising fixed salaries

- Clarity on progression (through recruitment and selection process in line with policy)
- Diverse recruitment panels
- Equality Impact Assessment on pay changes
- Standardise ABCD Award value
- Continued to benchmark salaries against the market
- Continued to review pay data and workforce representation to identify trends and anomalies through our Gender and Ethnicity Pay Gap Reports
- Completed an early careers pilot program: aiming to bring people with a diverse background into the Charity sector

These improvements reflect some of the deliberate changes we've made across our recruitment and pay practices. However, we know the work is not done.

Next Steps

Over the coming year, we will prioritise the following areas:

1) Recruitment

Recruitment plays a critical role in improving representation across all levels of the Charity. By attracting diverse talent and reducing potential barriers within our recruitment processes, we can help create a more balanced workforce and increase representation across pay quartiles over time and address structural factors that contribute to gender and ethnicity pay gaps over time.

- Continue embedding anonymised and pilot skills-based recruitment practices to support fair and inclusive hiring decisions.
- Review recruitment data at each stage of the hiring process to identify and address potential barriers for underrepresented groups.
- Explore the use of positive action initiatives, where appropriate and supported by evidence, to improve access to opportunities for underrepresented communities and support greater representation across pay quartiles.

2) Policies and Processes

Inclusive policies and processes help ensure all colleagues have equitable access to opportunities, support and progression. They also play an important role in attracting, retaining and developing diverse talent. Regular review of our people policies enables us to identify and address any unintended barriers that may contribute to differences in progression, retention and pay outcomes.

- Continue reviewing people policies through an EDI lens to ensure they are inclusive, accessible and reflective of colleague experience.

- Prioritise policy reviews based on colleague feedback, emerging EDI considerations and organisational need.
- Use insights from staff networks, employee relations data and colleague feedback to inform continuous improvement and help address factors that may contribute to gender and ethnicity pay gaps.

3) **Data and Accountability**

Understanding our workforce data is essential to identifying trends, monitoring progress and targeting action where it is most needed. Strengthening our data and reporting capabilities will enable us to better understand representation, progression, retention and pay outcomes across the Charity helping to identify and address the underlying causes of gender and ethnicity pay gaps.

- Strengthen workforce data and reporting to improve our understanding of representation, progression, retention and pay trends across the Charity.
- Continue encouraging colleagues to share demographic information to improve the quality and completeness of our workforce data.
- Provide regular reporting to senior leaders on key workforce trends and EDI metrics to support informed decision-making and accountability.
- Use Gender Pay Gap and Ethnicity Pay Gap reporting to monitor progress and identify areas for further action. This will include analysing the relationship between length of service and pay outcomes to understand whether it is contributing to observed pay gaps across the Charity.

4) **Menopause, Menstrual and Hormone Health**

Supporting colleagues experiencing menopause, menstrual and hormone-related health conditions help create an inclusive workplace where everyone can thrive. By improving awareness, equipping managers to provide appropriate support and ensuring access to workplace adjustments, we aim to improve retention, remove barriers to progression and reduce one of the factors that can contribute to the gender pay gap over time.

- Launch the Menopause, Menstrual and Hormone Health Policy.
- Supply free period products across GOSH Charity
- Work with the Women's Network to co-design awareness activities, gather colleague feedback and inform the ongoing development of menopause, menstrual and hormone health support.
- Monitor relevant absence, employee relations and colleague feedback themes.

6. Declaration

I can confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and is accurate at the time of publication.

Louise Parkes

A handwritten signature in black ink, appearing to read 'L Parkes', with a long horizontal stroke extending to the right.

Chief Executive Officer