



**GREAT
ORMOND
STREET
HOSPITAL**
CHARITY

Gender pay report 2017

GOSH Charity gender pay gap reporting

Our aim at Great Ormond Street Hospital Children's Charity is to raise funds to support Great Ormond Street Hospital and the seriously ill children that come through its doors each and every day.

We are very fortunate at the charity to have passionate and dedicated people, both staff and volunteers, who are committed to doing their very best to help the children, young people and families who rely on the Hospital.

It is therefore hugely important to us that our staff feel valued and recognised for the amazing work that they do. This sits at the heart of our people strategy which is about developing a culture of leadership that inspires and enables our staff to raise the vital funds that the hospital needs.

Our diverse workforce includes a board of trustees that is equally represented with five women and five men, and 55% of the most senior roles in the charity being undertaken by women. We have family friendly policies and flexible working benefits above the not-for-profit benchmark, encouraging women not just to return to and remain in the charity but to continue to develop their careers through internal progression and high-quality development opportunities that all staff, regardless of gender, are encouraged to embrace.

However, the fact that more of our entry level jobs are held by women than men and we have a greater proportion of men at director level, means that our gender pay gap is not where we'd like it to be. We are working hard to actively redress this. We acknowledge this change won't happen overnight and we commit, as an organisation, to build upon the work we have started to attract and develop the most diverse workforce, to champion gender equality and diversity and to reduce our current gender pay gap.



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Dr Heather Morgan,
Director of People and Planning



A handwritten signature in black ink.

Tim Johnson, Chief Executive

What is gender pay gap reporting?

Under new legislation, all UK organisations employing 250 or more employees are required to publish their gender pay gap details each year. We need to report 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 the 5th April 2017 and bonus payment reporting is based on the 12 months to April 2017.

The mean gender pay gap is the difference (the 'gap') in average hourly earnings between men and women regardless of the job that 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 that 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 69.6% female and 30.4% male. Our figures show that we have a mean gender pay gap of 20.5% and a median gender pay gap of 13.97%. This is above the UK average mean gender pay gap (17.4%) 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 54.2% : 45.8%. 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 affect our gender pay gap. As a small organisation, slight fluctuations can make a difference.

Mean gender pay gap

20.5%

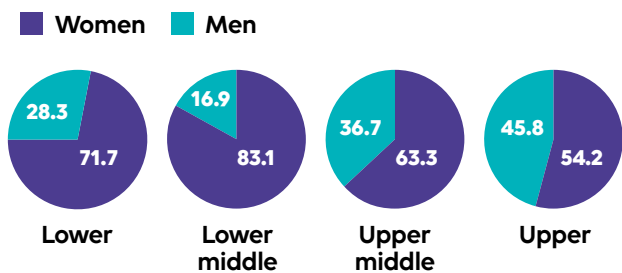
Median gender pay gap

13.97%

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 just over 6% 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 to April 2017. At GOSH Charity we offer vouchers to reward staff who excel in their work and we have recently introduced a long service award. In the 12-month period to April 2017, 16 women and 10 men received a payment in the form of a 'voucher' (the standard amount being £50) in this way. This translates into 9.2% of women in the organisation receiving this and 13.16% of men. And a mean gender bonus gap of 10.96% 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

10.96%

Median gender bonus gap

0%

Taking action on our gender pay gap at GOSH Charity

What we are currently doing

Career development

Since April 2017 we've already seen an increase in gender balance in our senior leadership team, with a rise from two female directors to three (compared to five male directors). This increase was as a result of the internal promotion of our Deputy Director of Grants and Impact to a full directorship role. In addition, both genders are equally represented on our Board of Trustees, with five out of 10 Board members being women.

An increased focus on formal succession planning has been a key drive for us as part

of our people strategy and in supporting women in developing into positions of senior leadership. We've also seen a significant increase in development moves both within teams and cross-charity over the last year.

Direct recruitment

We've introduced a new system, enabling the HR team to manage the whole recruitment process centrally, helping to attract the best talent in a far more efficient and cost-effective way.

The system delivers a far wider variety of advertising channels. This broadens our reach, enabling us to cost-effectively attract the candidates from an extended and diverse talent pool. It also means that we can report and monitor more effectively and ensure that there is no bias towards either gender in our recruitment and selection process, both externally and internally.

We will also be exploring how we can attract more men into the charity, particularly in the lower middle quartile where the gender split is 83.3% female and 16.7% male, so that we have a more even gender balance across the charity.

What is important to us is that we appoint the best candidate for the role, regardless of gender.

Family friendly policies

We'll continue to review our family friendly policies, including maternity, paternity and parental leave, benchmarking them externally and monitoring their usage.

We have a positive record on women returning from maternity leave, with approximately 70% of those returning to the charity, many on flexible working arrangements.

What we will be doing more of...

Flexible working

Flexible working is one of our core staff benefits and we are working hard to embed this way of working in the charity. We want to ensure that 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.

Coaching and mentoring for those returning from a period of absence

We have been rolling out coaching skills and mentoring for all staff across the charity. We will be introducing specific schemes 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 grading structure

We have a job grading structure in place and are confident that it is a fair and robust process. We want to make it more accessible and transparent so that our staff can understand more about how we grade jobs and also more about progression within the charity.

Board Diversity Champion

The charity's leadership fully support the objective of a zero gender pay gap and will be appointing a Diversity Champion to sponsor our initiatives across not just gender but all forms of diversity and to work with us in finding new ways to become an even more diverse and inclusive organisation.