



**GREAT
ORMOND
STREET
HOSPITAL
CHARITY**

Gender
pay gap report
2018

GOSH Charity gender pay gap reporting

Great Ormond Street Hospital Children's Charity raises vital funds for Great Ormond Street Hospital to fund ground-breaking 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 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 the plan to deliver our vision for a culture that inspires and enables our staff to raise the vital funds that 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 with particularly high satisfaction scores on pay & benefits, opportunities for personal growth and recognition shows that we are making good progress towards this goal. And our hope is that our work on ensuring that our family friendly policies and flexible working benefits remain above the not-for-profit benchmark and that our good progress on all the areas to which we committed 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.

Our workforce already includes a Board of Trustees that is equally represented with five women and five men. With a new female CEO joining us on 1 May 2019, our executive team will also have an equal gender split.

But despite these changes ahead, and all that we have achieved this year on our gender pay gap commitments to our staff, our gender pay gap for this year is now 22.77%, an increase of 2.26% from last year's figure.

Although we said last year that change wouldn't happen overnight in reducing our gender pay gap, it is obviously disappointing to see it move the other way. We continue to have an imbalance of males in our highest earning roles. And the fact that our annual pay increases are awarded on a percentage-of-salary basis inevitably enhances the difference in earnings. We are also a small organisation, reporting on 234 staff. This is below the specified 250 minimum reporting requirement, but we are reporting our figures because we believe in openness and transparency. In an organisation the size of GOSH Charity, small fluctuations in pay can have a big impact on our gender pay gap.

However, we are encouraged by the positive shift in our bonus gender pay gap (where the standard "bonus" consists of a £25 voucher) from 10.96% to -15.79%, the excellent results from the *Sunday Times' Top 100 Best Not For Profit Employer* placing and our progress against our longer-term actions as part of our people strategy.

We remain committed to build 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 2018 and bonus payment reporting is based on the 12 months to April 2018.

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 73.5% female and 26.5% male. Our figures show that we have a mean gender pay gap of 22.77% and a median gender pay gap of 15%. This is above the UK average mean gender pay gap (17.9%) 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 57.1% : 42.9%. 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

22.77%

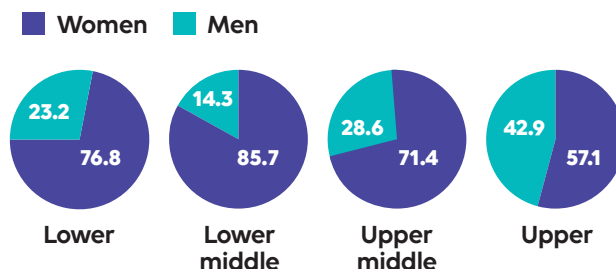
Median gender pay gap

15%

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 nearly 8% 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 2018. At GOSH Charity we offer vouchers to reward staff who excel in their work and we have also introduced a long service award. In the 12-month period to April 2018, 76 women and 26 men received a payment in the form of a 'voucher' (the standard amount being £25) in this way. This translates into 44.19% of women in the organisation receiving this and 41.94% of men. And a mean gender bonus gap of -15.79% 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

-15.79%

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, with five out of 10 Board members being women. From May 2019, we will also have a 50:50 gender split in our executive team as we welcome our new CEO, who is female.

An increased focus on formal succession planning and supporting women in developing into positions of senior leadership now means that six out of eight executive team roles have women as lead candidates.

We've also seen a significant increase in development moves both within teams and cross-charity over the last year with 30% of our roles now filled internally.

Direct recruitment

Our direct hiring model utilises a far wider variety of advertising channels than previously, meaning that we have broadened our reach, and enabled us to cost-effectively attract the candidates from an extended and diverse talent pool.

Our new applicant tracking system means that we can now 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. 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 that 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.

Flexible working

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. We have published guidelines around our new '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.

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 grading structure

We have a job grading structure in place and are confident that it is a fair and robust process. Our aim is 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. We have made good progress in this area over the last year, and our job levelling work is now almost complete. This work can help to inform our salary and job grading structure, career paths and succession planning.

Board Diversity Champion

The charity's leadership fully support the objective of a zero gender pay gap and have appointed a Diversity Champion from our Board of Trustees 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.