

Parliamentary and Health Service Ombudsman Gender Pay Report 2025

About us

The Parliamentary and Health Service Ombudsman (PHSO) makes final decisions on complaints that have not been resolved by the NHS in England, UK government departments and other national public organisations.

We currently employ around 534 people, 61% of which are women.

The PHSO pay framework provides a fair and transparent approach to pay, with six active pay grades and four pay points within each grade. The only exceptions to these pay arrangements relate to clinical advisers and PHSO's Senior Leadership and Executive Team:

- Clinical advisers are NHS employees paid under the terms of the relevant NHS framework.
- The Senior Leadership Team roles are pay benchmarked against the Public and Not for Profit sectors based on job size.
- The policy and remuneration of the Chief Executive and Chief Operating Officer* are set by the Remuneration Committee of the PHSO Board.

About this report

Since April 2017, all organisations in the United Kingdom with more than 250 employees must publish details of their gender pay gap. We have provided this information in this report, while also explaining what we are doing to reduce the pay gap.

The figures provided are based on the snapshot date 31 March 2025.

Gender pay gap: statutory requirements

Mean and median averages

Measure	March 2025	March 2024	March 2023	March 2022	March 2021	March 2020	March 2019
Mean	7.0%	6.4%	2.7%	2.3%	5%	5.5%	7.6%
Median	13.3%	0.0%	0.5%	0%	0%	-3.2%	6.6%

Our mean gender pay gap is 7.0% and our median pay gap is 13.3%. This is above the national average, which was 6.9% and 12.8% for all employees, as of April 2025. ¹

Our figures include our Clinical Advisers, whose pay is aligned to the relevant NHS pay frameworks. Without these members of staff, we would have a gender pay gap below the national average, at 3.4% (mean) and 5.7% (median). ¹

Whilst there are currently no female Directors, we have a female Ombudsman and a Chief Executive Officer, the two most senior and visible roles in the organisation.

A closer look shows that, in the highest-paid roles (executive positions, some senior posts, and clinicians) there are more males than females (although the two most senior roles in the organisation; the Ombudsman and the Chief Executive Officer are both currently undertaken by females). The weighting of the highest-paid roles is more influential on the overall pay gap despite much lower numbers.

The overall pay gap with regard to the lower end of the upper quartile and below is almost zero.

Hourly pay differences

Our hourly pay figures reported below include Clinical Advisers:

Measure	Male	Female
Mean	£26.40	£24.54
Median	£23.44	£20.31

Hourly pay differences

Our hourly pay figures reported below exclude Clinical Advisers:

Measure	Male	Female
Mean	£25.11	£24.26
Median	£21.53	£20.31

Bonus gender pay gap

We do not pay bonuses, except for a non-consolidated bonus payment at executive level. Our mean pay gap arising from non-consolidated pay at executive level in 2024/2025 was -20.8% and the median pay gap is -27.0%.

Proportion of females and males in each quartile

This calculation details the percentage and number of men and women in four equally sized groups, ranked from highest to lowest hourly pay.

Quartile	Male		Female	
	Headcount	%	Headcount	%
First (lower)	46	34	91	66
Second (lower middle)	48	35	91	65
Third (upper middle)	61	45	75	55
Fourth (upper)	62	45	75	55

*Role removed from structure in 2025

1 [Gender pay gap in the UK - Office for National Statistics](#) 2025

While there is a higher proportion of female colleagues in each of the pay quartiles, this correlates with the overall gender representation of the organisation.

Targeted action to reduce the pay gap

PHSO are committed to fair pay irrespective of gender.

We will continue to build on actions and initiatives aimed at eradicating the pay gap by:

- Continuing to take steps to attract more women into clinical advisor roles
- Continuing gender diverse selection panels
- Continuing to anonymise the job application process to reduce the potential of bias
- Continuing to take part in recruitment events and use of targeted recruitment approaches to raise awareness of PHSO as an employer and attract diverse applicants
- Attract and retain women into senior leadership roles
- Continue to focus on career development and progression opportunities
- Extend the progress made on real time workforce metrics that allow us to evaluate our workforce lifecycle by diversity demographic, leading us to make informed decisions on our recruitment, development, and retention of our employees
- Capitalising on any opportunities arising from the new Workforce Skills Plan, being developed to support the organisation's five-year corporate strategy. Continuing to offer flexibility by default utilising a hybrid working model

Definitions

What is the gender pay gap?

The gender pay gap is the difference in average earnings between women and men.

What is equal pay?

The pay gap is not the same as equal pay. The right to equal pay is enshrined under the Equality Act 2010, which provides that it is unlawful to pay less or give individuals terms or conditions that put them at disadvantage because of a protected characteristic.

What is the mean pay gap?

The mean pay gap is the difference in the average hourly pay for one group compared to another group in an organisation.

What is the median pay gap?

If everyone in an organisation lined up in two separate lines dependent on whether they are male or female, with everyone standing in order of salary, the median pay gap is the difference in salary between the person in the middle of each line.