

ICR EQUALITY REPORT 2020

Foreword

This year the ICR has made substantial progress in developing our inclusive and welcoming culture.

We were very proud to have our Athena SWAN Silver award renewed in November 2019. We have come a long way since our first Silver award in 2016. This new award recognises the impact of our work to address gender equality across all careers paths at the ICR, and the changes we have made to structures, policies and culture to embed an inclusive and fair working environment. This new award also challenged us to reflect on the intersectionality of gender and ethnicity. We remain one of only three research institutes with a Silver or Gold award, and have begun work on our next four year action plan to address remaining challenges.

New initiatives from the Athena SWAN programme in 2019 included our childcare grants for attending conferences and training. The second Family Day took place in Sutton, enabling our families and friends to see our research and tour the new Centre for Cancer Drug Discovery. We launched new mandatory training, A Supportive Workplace, combining equality and diversity and bullying and harassment training and continued to deliver Active Bystander Training to all staff and students. We now have over 20 trained Wellbeing Advisors and Student Wellbeing Advisors, and four staff members trained to deliver Active Bystander Training.

The equality networks (all run in partnership with The Royal Marsden) have delivered an ambitious set of activities and achievements.

The LGBT+ Network participated in London Pride for the first time, together with other colleges of the University of London. The group used the distribution of rainbow lanyards to provide practical information and support for their colleagues on how to be a good ally to lesbian, gay, bi and trans staff and students.

The Black, Asian and Minority Ethnic Forum (BAME Forum) delivered an ambitious programme of events for Black History Month, in October 2019, including an evening of talks from speakers sharing their career highlights across research, politics and the arts, and a photography exhibition and panel discussion – ‘Black Women Rising’ – with black women who have had breast cancer.

The Network for Staff with Disabilities and Health conditions has grown in membership and developed objectives for 2020. We will continue to support these networks with their ambitions and they are integral to our equality and diversity work.

Nonetheless substantial challenges remain to achieving equality across all aspects of our work, as indicated in our data sets and the analysis undertaken for the Athena SWAN application. Our analysis of recruitment data indicates that Black and Minority Ethnic (BAME) applicants continue to be less successful than their white counterparts at shortlisting for scientific roles, and being made job offers across both scientific and Corporate Services recruitment. This is the key priority to address through our equality objectives for 2020 (page 12).

Women remain under-represented among Faculty, as is typical within the higher education sector. We will recruit thirty Faculty by 2022 including Tenure-Track Faculty and our Athena SWAN action plan prioritises attracting and recruiting more women to these roles, and to embed good practices now to attract the next wave of Faculty in the future. We are working with our external recruiters to ensure they understand this priority and explore the circumstances when women fail to apply or take forward applications. Our data indicates that women are appointed to Faculty roles in-line with the proportion of female applicants for vacancies. Our actions to address this issue therefore focus on encouraging women to apply for Faculty roles.

Under-representation of women in senior research roles is a major contributing factor to our gender pay gap.

These are long term challenges, and shared throughout the sector. The ICR is determined to be a leader in addressing them, and these are the focus of the equality objectives for 2020.

This year we will review the equality-related charter marks to identify which will best support and strengthen the ICR's work in this area. Equality and Diversity will be a theme of the People, Engagement and Culture Strategy, ensuring that all our work on culture change is joined up and inclusive.

As chair of the Equality Steering Group I offer my thanks to members of both the Athena SWAN Steering Group and Equality Steering Group for their continued dedication and work on ICR culture. The drive to develop an inclusive culture goes beyond these formal committees, and as such I would like to thank the members of the three equality networks, and all staff and students who have given their ideas, time and expertise to support our equality and diversity work.

Finally, I would like thank those responsible for this report: Clare Gardner (Head of Registry Operations), Vanessa McKean (Equality, Diversity and Inclusion Manager), Aman Nagra (HR Systems and Information Officer), Sarah Persaud (Academic Projects Manager), Hilary Taylor (Learning and Development Programme Coordinator) and Neil Walford (Head of Organisation Development).

Mary O'Shea, HR Director

1 Equality and Diversity at the ICR

Equality and diversity are embedded in the ICR's Values. Achieving an equal, open and collaborative culture is a foundation of the ICR's research strategy. Our work to create a culture where staff and students are supported to reach their potential and where all are treated with kindness and respect underpins our scientific research and collaborations.



We are Stonewall Diversity Champions, actively creating a workplace where all employees are accepted as themselves, regardless of sexual orientation, and hold an Athena SWAN Silver award for the impact of our work to address gender equality.

The two formal committees working on equality and diversity contain representatives of our main staff and student associations, ensuring that all contribute to this work, that relevant groups are consulted and all given regular progress updates. The Equality Steering Group, chaired by HR Director Mary O'Shea, oversees the wider equality agenda, whilst the Athena SWAN Steering Group leads our work on gender equality and preparations for our next Athena SWAN award application. This latter group is co-chaired by Professor Paul Workman and Professor Jessica Downs. Additionally, staff and student wellbeing, including supporting good mental health, is overseen by the Staff Engagement Committee (chaired by the HR Director).

We have three equality networks – the LGBT+ Network (for lesbian, gay, bisexual and trans staff, students and allies), the BAME Forum and the newly formed Network for Staff with Disabilities and Health Conditions – all run in collaboration with The Royal Marsden (RM), strengthening links between staff across the two institutes.

These groups work with the ICR and RM to develop a welcoming and inclusive culture for all.

1.1 Training Review 2019

This year we made substantial changes to mandatory training for new staff and students related to equality and diversity.

In May 2019 we launched **A Supportive Workplace (2019 Objective 1b)**. This integrates training on equality and diversity and addressing bullying and harassment in one workshop (delivered as two hours of A Supportive Workplace and one hour Active Bystander Training). The Supportive Workplace course covers the ICR's positive, collaborative, and equal working culture, an overview of relevant equality legislation, and the responsibilities of staff and students to each other. Case studies are used extensively, to ensure all participants engage with the topics.

A Supportive Workplace is delivered by the Equality, Diversity and Inclusion Manager. Four Active Bystander Trainers (Wellbeing Advisors and HR Operations staff) now deliver this training. This course is mandatory for a successful probation and 137 new starters have completed it since May 2019.

Active Bystander Training became mandatory for all staff and students in 2018, and aims to give participants the confidence and tools to challenge unacceptable behaviours. At December 2019, 87% of current staff and students have undertaken Active Bystander Training (1038 of 1192).

A Supportive Workplace Refresher webinar: (2019 Objective 1a). The new webinar for 2020 has been recorded and covers recent developments in the ICR's culture (including our Values, equality networks and Athena SWAN achievements). It addresses common concerns regarding bullying and harassment, and highlights developments related to Wellbeing and support available.

This will be mandatory for all staff and students (after their first year of employment), and we aim to ensure that participation is a condition of appraisal sign-off.

REF2021 Equality and Diversity preparation: As part of the ICR's preparations for the REF2021, all those involved in decision-making panels and administrative support were given training in equality and diversity related to the REF2021.

This covered a refresher of equality and diversity legislation, an overview of inequalities in higher education sector and the context of the REF, how unconscious biases may affect decision-making, and tools and techniques on addressing this. Training was delivered by an AdvanceHE consultant and the Equality, Diversity and Inclusion Manager.

Those participating in training included:

- Academic Services HE Planning and Research Support Team,
- Research Leadership Board members (All Division Heads and Deputies, and Corporate Services members, CEO, COO, Academic Dean, and Director of Academic Services)
- Head of Organisational Development and Equality, Diversity and Inclusion Manager
- and the REF Research Independence Review Panel (three Faculty members independent of Research Leadership Board).

1.2 Progress on the 2019 equality objectives and new 2020 objectives

This report sets out our progress against the 2019 equality objectives and our priorities for the next year, illustrated with appropriate data on our staff and students.

1.3 Note on the data used in this report

To ensure confidentiality we have not used data labels for groups of under five people.

Unless stated otherwise, all data is for the period 1 August 2018–31 July 2019. Workforce and student numbers are as at 31 July 2019.

A new appraisal scheme, forming part of the ICR's Pay and Reward review, was introduced in 2019. The appraisal completion rate has increased from 85% to 98% under the new appraisal system. For this reason, unlike previous Equality Reports, this report does not provide appraisal rate data by individual protected characteristic, as any differences in completion rate will be very small.

Appraisal figures include all those eligible for appraisals during the institute-wide appraisal period (1 March 2019–31 May 2019). Due to changes in the appraisal scheme, the performance grades for 2019 are not comparable to the previous appraisal system.

2 Progress update on 2019 objectives

2019 Objective	Measure	Owner	Progress December 2019
<p>1. Ensure all staff and students are aware of the ICR's position on bullying and harassment and on equality, diversity and inclusion, and ensure that all staff and students are aware of sources of support.</p>	<p>a. Mandatory annual refresher training to launch in April 2019. First year webinar will focus on ensuring all staff and students are aware of ICR's zero-tolerance of bullying and harassment, and are aware of the forms of support available.</p> <p>All eligible ICR staff and students (those not in first year of employment or study) to complete mandatory equality refresher training.</p> <p>Uptake to be measured in two ways:</p> <ul style="list-style-type: none"> - Monitored in 13 Month Report - Appraisals not signed off until training complete (for those under the revised appraisal scheme launched as part of the Pay and Reward Project in 2019). <p>2019 snapshot survey to measure awareness of support measures</p>	<p>Head of Organisational Development & EDI Manager</p>	<p>In progress: "A Supportive Workplace" refresher webinar has been recorded and will launch in early 2020 (delayed to enable us to link to appraisal completion).</p> <p>At December 2019: 87% of current staff and students have undertaken Active Bystander Training (1038 of 1192).</p> <p>All Division Heads, Deputies and senior leadership have attended equality briefings in preparation for REF2021.</p>
	<p>b. Revise and launch the new combined equality and bullying and harassment training for new starters, comprised of:</p> <ul style="list-style-type: none"> - A webinar focusing on the legal and policy basis 	<p>Head of Organisational Development & EDI Manager</p>	<p>Complete: new course launched in May 2019. A Supportive Workplace comprises of 3 hour workshop covering ICR</p>

	<ul style="list-style-type: none"> - A classroom workshop on the culture of ICR and - Including the Active Bystander Training as part of the workshop <p>HR not to sign off probation until both parts are completed.</p>		<p>culture, equality and diversity and bullying and harassment, and Active Bystander Training.</p> <p>137 people have attended A Supportive Workplace at end of December 2019.</p>
	<p>c. Equalities factsheet published, included in contract packs and used on induction days, available on Nexus and promoted at the 2019 ICR Conference.</p>	<p>EDI Manager</p>	<p>Complete: Equality factsheet, Women In Science booklet and Athena SWAN at the ICR booklet prepared and will be published in January 2019, to launch at the Athena SWAN celebration.</p>
<p>2. To address the underrepresentation of Minority Ethnic staff at more senior levels, and lower success rates in recruitment.</p>	<p>a. Recruitment data to be split and analysed by Corporate Services (typically recruiting from the population of Greater London and the South East) and by Research directorates (typically recruiting from an international pool of scientists and clinicians) to identify any differences.</p>	<p>HR Systems and Information Advisor</p>	<p>Actions complete, but objectives is not yet achieved This will be the first objective for 2020.</p> <p>Analysis has been provided for recruitment by gender and ethnicity for Corporate Services and Research Divisions. This confirms that in both areas, the lower success rate for BAME candidates begins at selection for</p>

			interview, and that the largest difference in shortlisting between BAME and White candidates arises in scientific recruitment.
	b. Investigate case study recruitment campaigns to gain insight into reasons for candidates not progressing. Make recommendations based on these findings.	HR Systems and Information Advisor HR Recruitment team	Case studies undertaken for a sample of Postdoc and Corporate Services roles. No evidence that applicants were treated differently due to ethnicity or nationality.
	c. Ensure that the ICR is asking recruitment agencies and executive search firms to follow our equalities agenda and doing all they can to recruit from a diverse pool of applicants.	HR Recruitment team and Academic Recruitment Manager	In progress: Executive search firms are asked to provide gender representative longlists for senior roles. Recruitment agencies: Guidance is being developed by HR Recruitment Team and Procurement regarding use of agencies, including process of engaging agencies and common concerns. This will include an equality and diversity statement.
3. Apply for Athena SWAN Silver renewal and take further actions to	a. Submit application for Athena SWAN Silver award under the expanded criteria	Athena SWAN Steering Group	Complete:

address the underrepresentation of women in Career Development Faculty and Career Faculty roles.			Application submitted (April) and Silver status re-awarded (November).
	b. Recommend targets to address the gender pay gap and further actions to address, in addition to those already in place.	HR Director and Director of Research Operations	Complete for 2019: figures for March 2018 and action plan published on government website and ICR website in March 2019. Analysis underway for March 2020 report.
4. To develop our support for LGBT+ staff and students	a. To continue to implement Stonewell's recommendations from the Workplace Equality Index feedback, in preparation for further evaluation against the Workplace Equality Index in 2020.	EDI Manager, relevant Corporate Services Directorates and the LGBT+ network	Complete: - Guidance on being a good ally published and distributed along with rainbow lanyards. Examples of bullying and harassment against those perceived as LGBT+ included in the A Supportive Workplace Training, Active Bystander, and refresher webinar.
5. To ensure equality and diversity are considered in policy development and decision-making	Spot check policies designated as "no impact" to ensure that they really have no impact and to work with policy holders to address any issues found.	Equality, Diversity and Inclusion Manager	Complete: EDI Manager worked with directorates as required on equality impact assessments, giving feedback on completed assessments

			and advising on completion.
6. Improve the quality of data reporting and analysis on recruitment by gender and ethnicity	Reduce the proportion of applicants recorded on e-recruitment as 'no decision' to 5% for the period 1/8/2018-31/7/2019.	HR Information and Systems Advisor	In progress: "No decisions" have reduced from 21.1% (2017/18) to 12.42% (2018/19) of applicants.
7. Take steps to address the differences by ethnicity found in the student recruitment data sets	<p>The following actions have been agreed by the Student Recruitment Committee:</p> <ul style="list-style-type: none"> • Training on implicit bias for recruiting supervisors will take place prior to shortlisting in the student recruitment round, and current trends in ethnicity data will also be shared. • Highlight international university rankings (e.g. via the Times Higher Education analysis) for supervisor awareness, as it may be that many supervisors are not familiar with strong universities outside the UK/EU, where the vast majority of applicants identify as BAME. • Continue to monitor intersectionality trends, and also look at whether university attended is a factor (as we suspect this may be the case and we are now able to collect and analyse this data). 	Deputy Head of Registry (actions) and Student Recruitment Committee (accountability)	<p>Implicit bias training is now run each year in the Autumn prior to shortlisting as part of student recruitment training.</p> <p>Highlighting international rankings is now done when asking supervisors to shortlist</p> <p>To date, intersecting recruitment data by gender and ethnicity shows no common trend over three years. We will be next including undergraduate university data in order to analyse whether there is an underrepresentation of BAME candidates applying from the "top" HEIs.</p>

	<ul style="list-style-type: none"> • Introduce inclusive wording, similar to that used by HR for staff adverts, when advertising PhD studentships. <p>The 2019 recruitment event will pilot requesting a score and feedback for unsuccessful candidates after the individual interviews on the second day. This will help us understand the common reasons candidates aren't appointed and whether this correlates with any protected characteristics.</p>		<p>Debate around the appropriate wording and the impact of that wording has meant we have not used a statement. There is not an underrepresentation of applications from BAME candidates.</p> <p>Collection of this data was unsuccessful. We will assess more efficient ways to collect this data for the 2020 event and emphasise the importance of this data during the recruitment training.</p>
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3 2020 objectives

On the basis of analyses undertaken for this report, and taking advice and input from our equality networks and committees, the following equality objectives have been agreed by the ICR's Executive Board. Bi-annual progress reports will be provided by owners to the Equality Steering Group.

2020 Objectives	Measure	Owner	Timescale
1. Address the difference in proportion appointed of White and BAME candidates to staff roles	Reduce the proportion of candidates on the recruitment system with incomplete data on their progression through the recruitment process to 5% for the period 1/8/2019-31/7/2020, to provide better data on candidate outcomes.	HR Systems and Information Advisor and HR Recruitment Manager	November 2020
	Design and implement shortlisting template for all recruitment campaigns, to provide clear data on why candidates are rejected at shortlisting (including 'not qualified' category) to provide better data on unsuccessful candidates. Ensure that mandatory recruitment training addresses this issue and emphasises completion of this process.	HR Director	July 2020
	Ensure that the ICR is asking recruitment agencies to follow our equalities agenda and doing all they can to recruit from a diverse pool of applicants.	HR Recruitment Manager and Procurement	November 2020
	Undertake analysis of pay by ethnicity (BAME/ White) alongside the analysis for the 2020 gender pay gap report. Undertake further analysis to identify where any pay differences arise and the reasons for them. *	HR Director	March 2020

2020 Objectives	Measure	Owner	Timescale
2. Address the underrepresentation of women in senior roles	a. Successfully deliver the first 18 months of the Athena SWAN action plan. *	Athena SWAN Steering Group Co-Chairs	November 2020
	b. Recommend targets to address the gender pay gap and further actions to address, in addition to those already in place to Board of Trustees	HR Director	March 2020
	c. Review maternity leave and shared parental leave provision, to ensure that we are in line with the sector	HR Director	November 2020
3. Identify which equality charter marks will be useful to give a framework for the ICR's activities to address inequalities	Review the equality-related badges and charter marks available to research institutes, and make recommendations to the ESG on those that would be of most benefit to the ICR to work on.	EDI Manager	November 2020
4. To ensure equality and diversity are considered in policy development and decision-making	Work with stakeholders to provide more guidance on conducting equality impact assessments.	EDI Manager	November 2020
5. Understand and act upon any longer-term trends in ethnicity in student recruitment	Continue to monitor trends in gender, ethnicity and their intersection against university attended for highest qualification now the data is available going back 3 years, in order to analyse whether there is an underrepresentation of BAME candidates applying from the 'top' HEIs. *	Deputy Head of Registry (actions) and Student Recruitment Committee (accountability)	October 2020

* Actions also part of the Athena SWAN action plan.

4 **Employee relations data**

While we monitor all areas of employee relations, we have only published numbers for those areas where there were five or more occurrences. In academic year 2018/19 there were no complaints or grievances submitted on the grounds of protected characteristics.

Since October 2018, we keep a comprehensive Employee Relations dashboard, containing data on employee relations casework, staff turnover, staff absence, Exit questionnaires, and reports from Wellbeing Advisors, Staff Side representatives, and HR Operations (both formal and informal). This is reviewed monthly by the HR Director, Chief Operating Officer and Dean of Students, to identify areas of concern and take early, preventative action. HR liaise with Academic Services to ensure that funder requirements on reporting allegations of bullying and harassment are met.

Employee relations data summary by gender (2018/19)

Employee relations issue	Female	Male
Formal and informal bullying and/ or harassment complaints (complainant)	< 5	0
Disciplinary hearings	0	<5
Redeployment	<5	<5
Formal incapacity	5	0
Grievances (complainant)	0	<5
Capability	0	5

Leave reason by gender 2018/19

Leave reason	Female	Male
Settlement agreement	<5	0
Redundancy	17	<5

There were no cases of TUPE (Transfer of Undertakings (Protection of Employment)) or early retirement.

The 2018 report noted that in academic year 2016/17, a higher than expected proportion of those taking redundancy and early retirement were BAME staff (38%). This was not repeated in 2017/18. In 2018/19, BAME staff again comprised 38% of those made redundant, compared to our workforce of 23%. Whilst numbers are very small, we will continue to monitor to identify any trends. We will look at the composition of the teams affected by redundancy to identify the reasons for the gender and ethnicity differences of those affected.

Gender and ethnicity staff made redundant

	Female	Male	Total
BAME	7	<5	8 (38%)
White	10	<5	13 (62%)

Three men and 16 women made requests for flexible working which required contractual change.

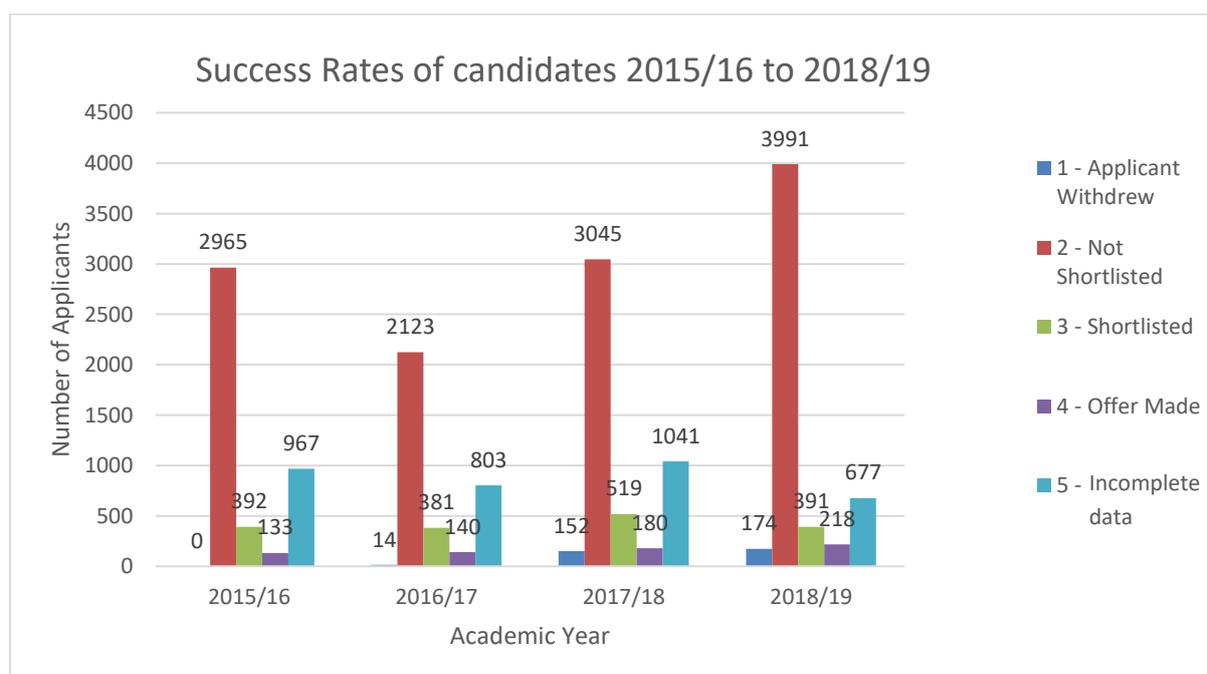
5 Recruitment data

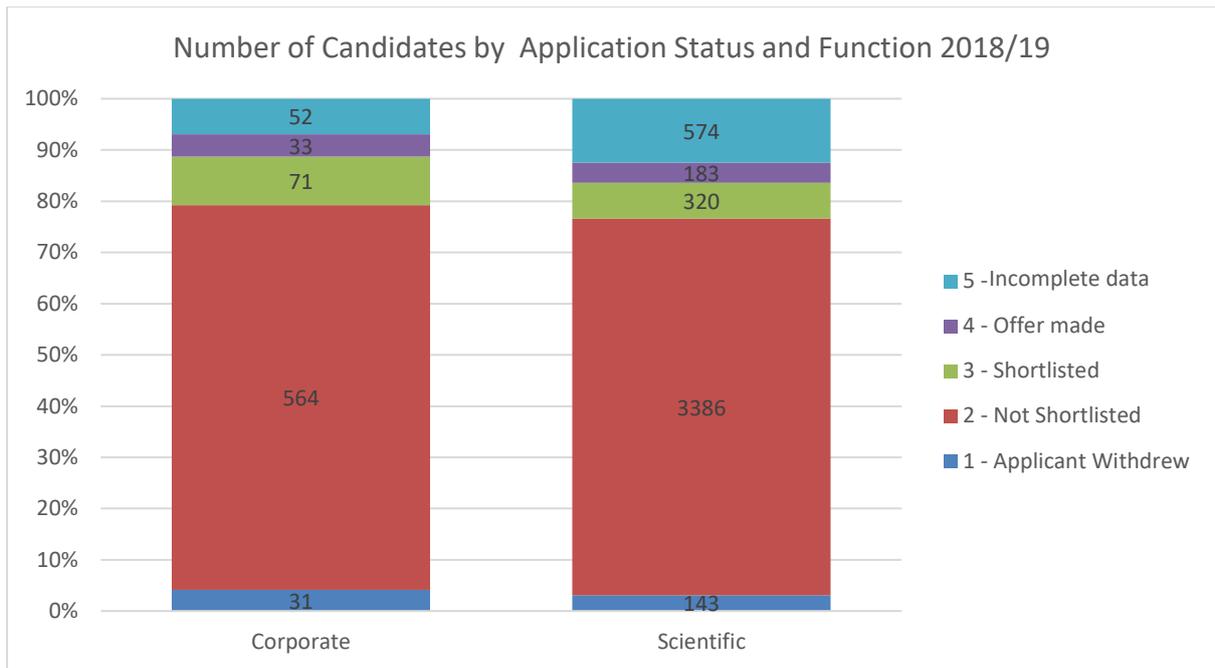
We analyse recruitment data by gender and ethnicity. This analysis only considers applications made through the e-recruitment system.

5.1 Summary data: recruitment 2018/19

In 2018/19 the ICR received 5451 individual applications through the e-recruitment system. This is an increase from 4397 applications in 2017/18, and part of an upward trend in application numbers.

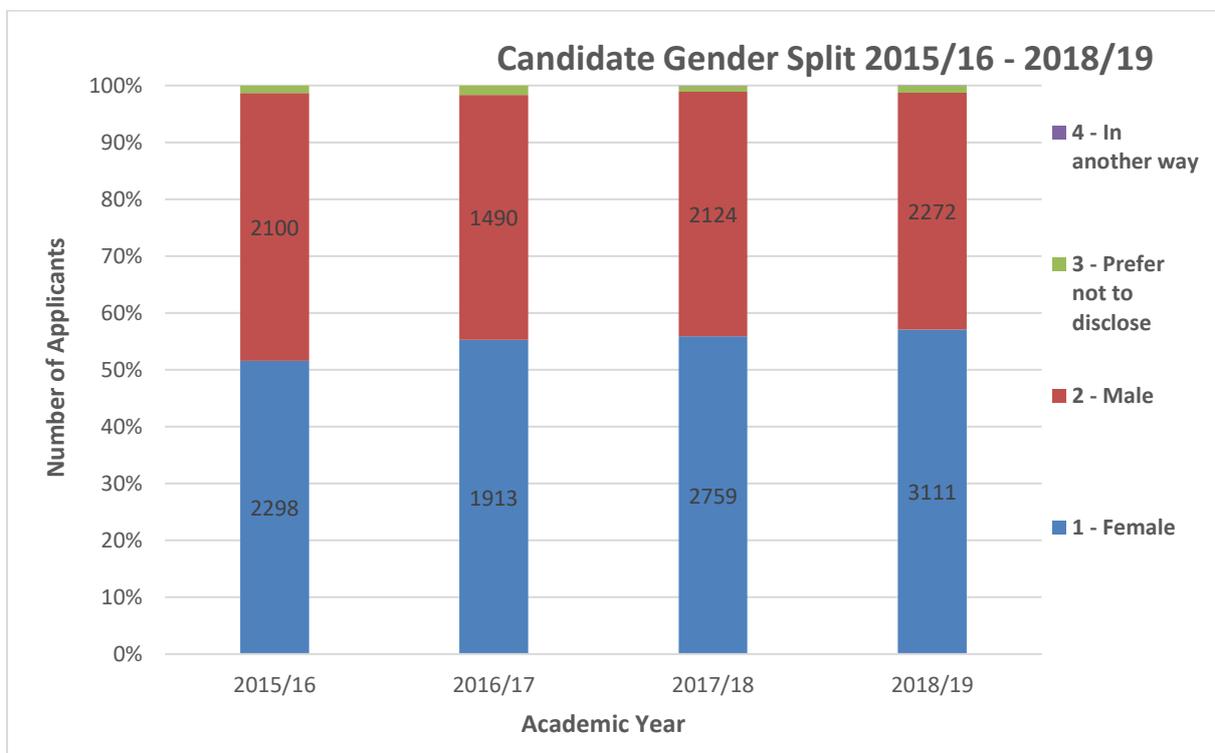
The proportion of candidates on the recruitment database with incomplete data on the outcome of their application has decreased from 21.1% of all candidates in 2017/18 to 12.42% of candidates in 2018/19. Whilst reported by individual candidate, this usually means that results from whole recruitment campaigns have not been added to the system. Whilst not yet at the 5% target (**2020 Objective 1**), progress is being made, with recruiting managers and administrators working to ensure candidates are receiving feedback on their applications. The HR Recruitment team are working with individual managers and delivering training to facilitate this.





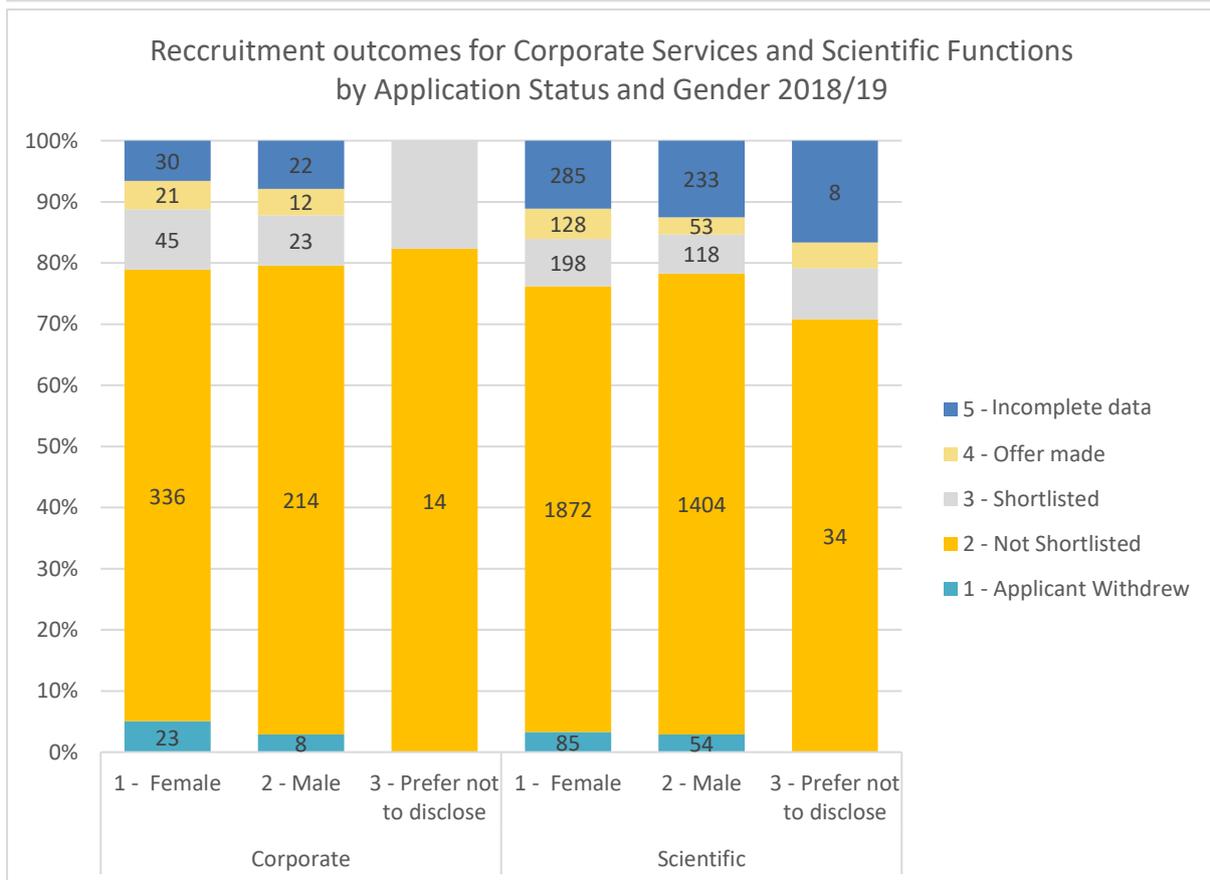
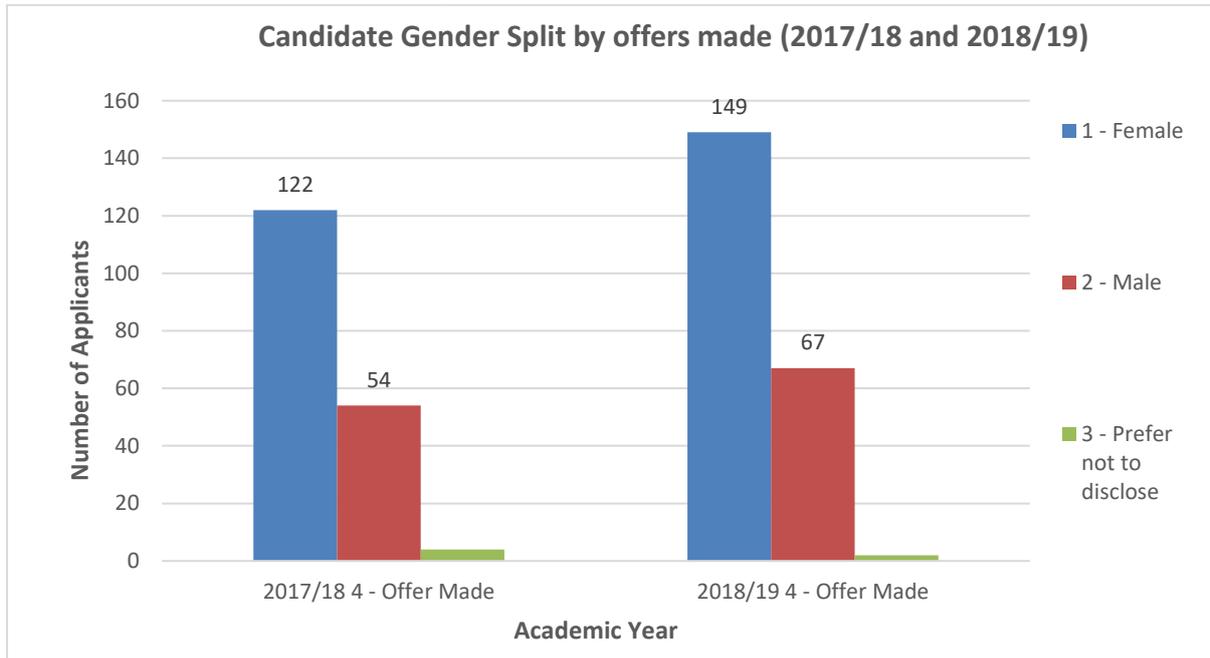
The proportion of candidates with no outcome recorded in the recruitment database (incomplete data) is higher in recruitment to scientific divisions compared to Corporate Services.

5.2 Gender and recruitment



There has been an increase in proportion of female candidates, and this is reflected in the numbers of formal offers made. Women now comprise over 50% of applicants

across all vacancies, and are more successful than men in receiving offers (69% of all offers made went to women).



In both Corporate Services and Scientific divisions, women were more successful in progressing to the offer stage, and were twice as successful as men in the Scientific function in 2018/19.

Faculty recruitment

More detailed analysis by job type and gender for the Athena SWAN application indicates that in the scientific and clinical academic career path, women do not apply for Faculty and Career Development Faculty roles in the same proportion as men. Numbers of Faculty vacancies per annum are small. Between 2015/16 and 2017/18, 39% of applicants and 30% appointments to Faculty roles were women.

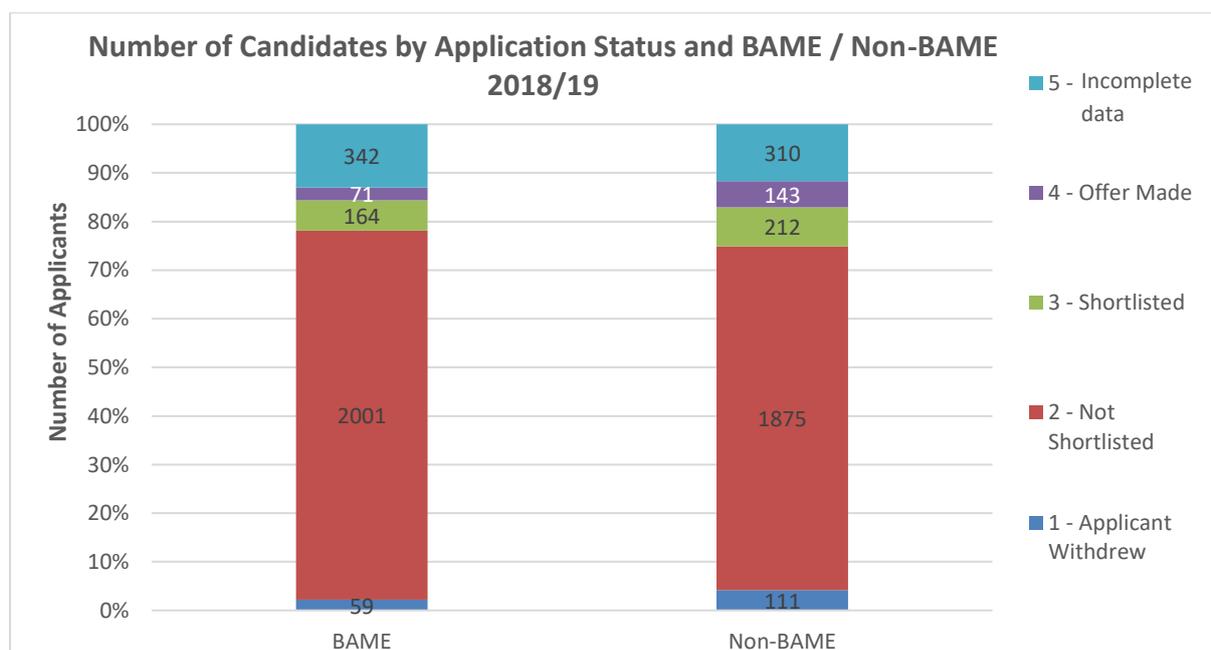
Our Athena SWAN action plan (**2020 Objective 3**) priorities actions around encouraging women to apply for Faculty roles by

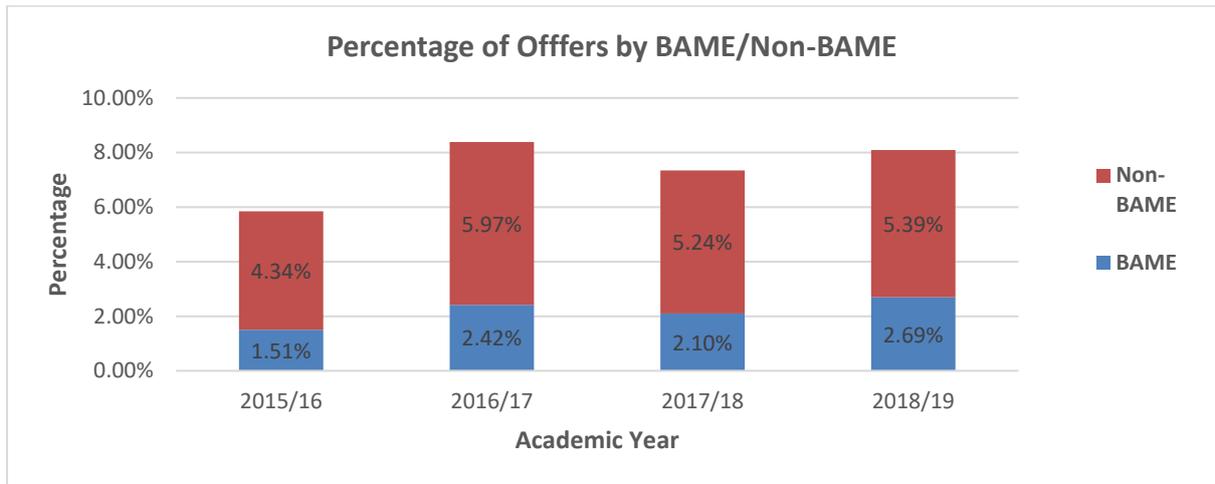
- Widening the pool of applicants, executive search agency longlists and those mentored to apply for fellowships, to include more female and BAME candidates
- Building our reputation as a good employer for women – promoting our culture, values and career development and relocation support for Faculty
- Regularly review Faculty recruitment materials to ensure that they reflect best practice in diversity and inclusion.

5.3 Ethnicity and Recruitment

In 2018/19 total applications numbers from BAME candidates (2637 applications) and white candidates (2651) were similar. Job offers to white candidates were double those made to BAME candidates (143 offers to white candidates and 71 offers to BAME candidates. 5.4% of all white applicants were made job offers, compared to 2.7% of all BAME candidates).

This is in line with offers made to BAME and white candidates in previous years.

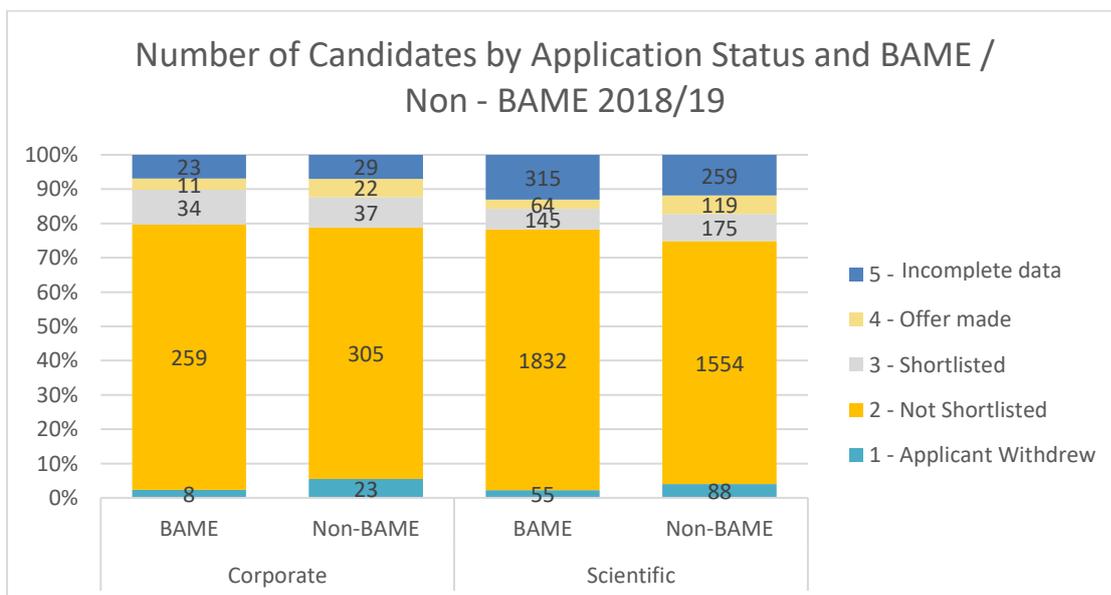




To identify whether these differences in offers made were arising in specific roles types, we examined recruitment to Corporate Roles (typically recruiting from Greater London and the South East of England) and to research roles (typically a more international recruitment).

BAME candidates comprised 44.6% of all applications to Corporate Services. 3.6% of BAME candidates to these roles had offers made, compared to 5.3% of white candidates. Shortlisting rates are very similar: 13% of all BAME candidates and 14% all of white candidates are shortlisted for Corporate Services roles.

Scientific recruitment received more applications from BAME candidates than from white, and a smaller proportion of BAME candidates were shortlisted (9% of all BAME candidates) compared to white (13%). Success rates (offers made) were 2.7% of BAME candidates and 5.4% of white candidates. For scientific roles, the underrepresentation of BAME candidates begins at shortlisting.



To understand where in the recruitment process candidates were unsuccessful, and to identify any potential causes for the differences by ethnicity, we looked at case studies. We took five Postdoc recruitment campaigns and three Corporate Services campaigns.

We examined reason given for not progressing to interview, 'right to work' status and nationality of applicants. For these case studies there was no evidence that 'right to work' status, nationality or ethnicity had any impact on the decision not to shortlist. Reasons for not shortlisting given were related to candidates not having required skills, experience or qualifications for the roles.

Addressing the BAME/ white difference in offer rate is a priority for this year's Equality Objectives (**2020 Objective 1**), as we are keen to understand and address this trend. We will work to do this in the following ways:

- Design and implement shortlisting template for all recruitment campaigns, to provide clear data on why candidates are rejected prior to interview, and at interview.
- Ensure that mandatory recruitment training addresses this issue and emphasises completion of this process.
- Ensure that the ICR is asking recruitment agencies to follow our equalities agenda and doing all they can to recruit from a diverse pool of applicants.
- Contribute to the development of the AdvanceHE Race Equality Charter for Research Institutes, and use this as an opportunity to identify actions others are taking around recruitment which might serve us well.

6 Staff data sets by protected characteristic

6.1 Age

Data on age was not provided in the 2019 Annual Equality Report.

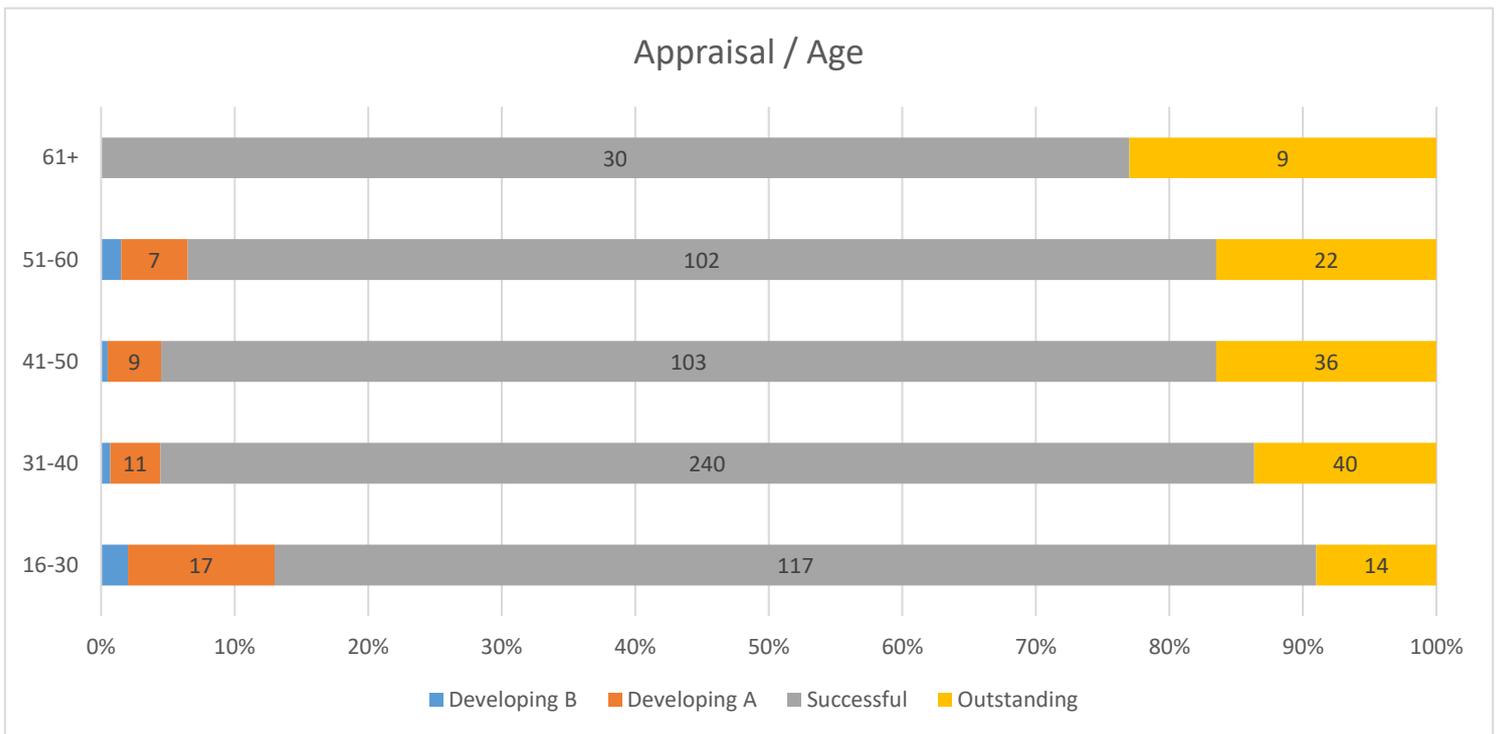
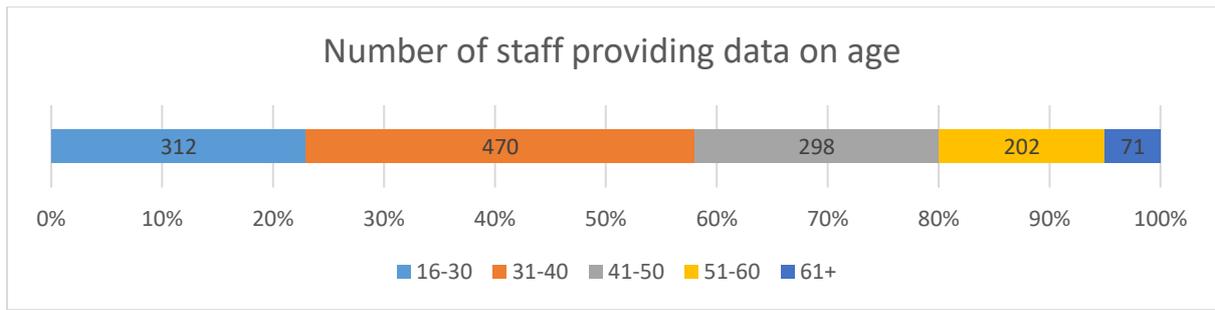
The proportion of staff in the 16-30 years age group has grown from 18% of all staff in 2017 to 23% of all staff in 2020.

Of those participating in the new appraisal scheme:

- No one in the over 60 category received a developing rating
- The youngest age group (16-30 years) had the largest proportion of 'developing' ratings. This is to be expected as this group are at the beginning of their careers.

However, numbers receiving ratings in all categories except 'successful' are small.

In 2020, the ICR will begin retirement planning seminars, to support those at that stage of their career.

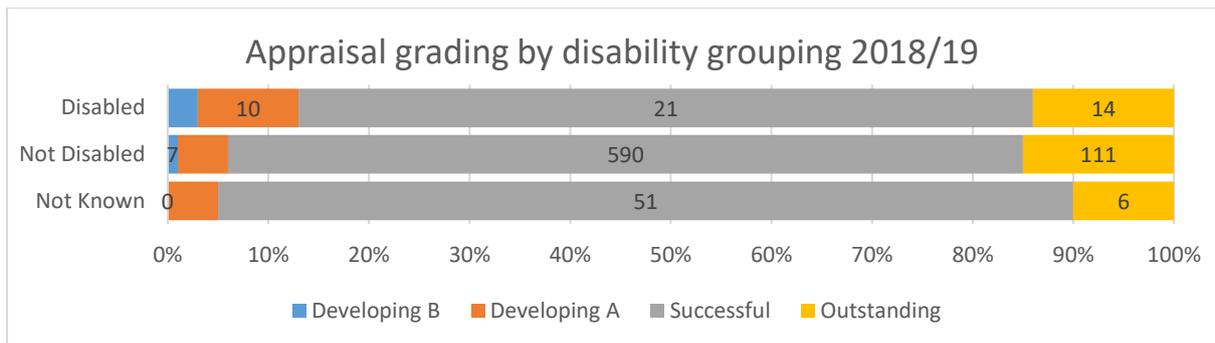
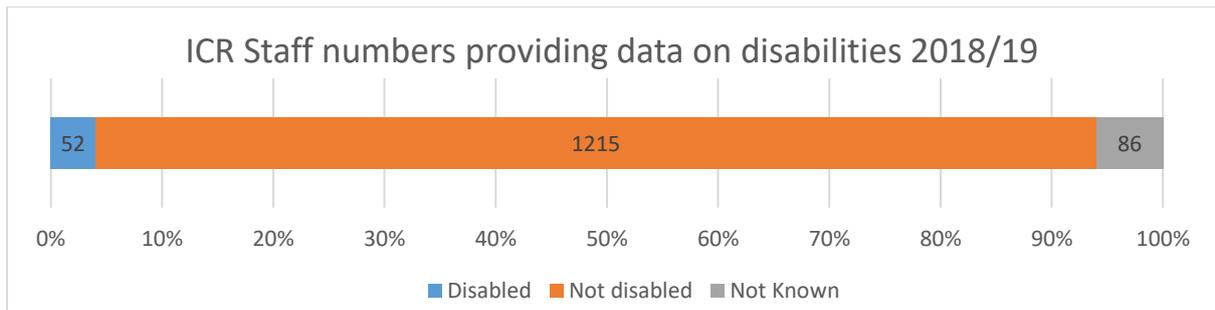


6.2 Disability

Four per cent of all ICR staff identified as disabled, and this is constant with staff data sets in previous years. Disclosure rate is 94% for all staff, in line with 2017/18 and previous years.

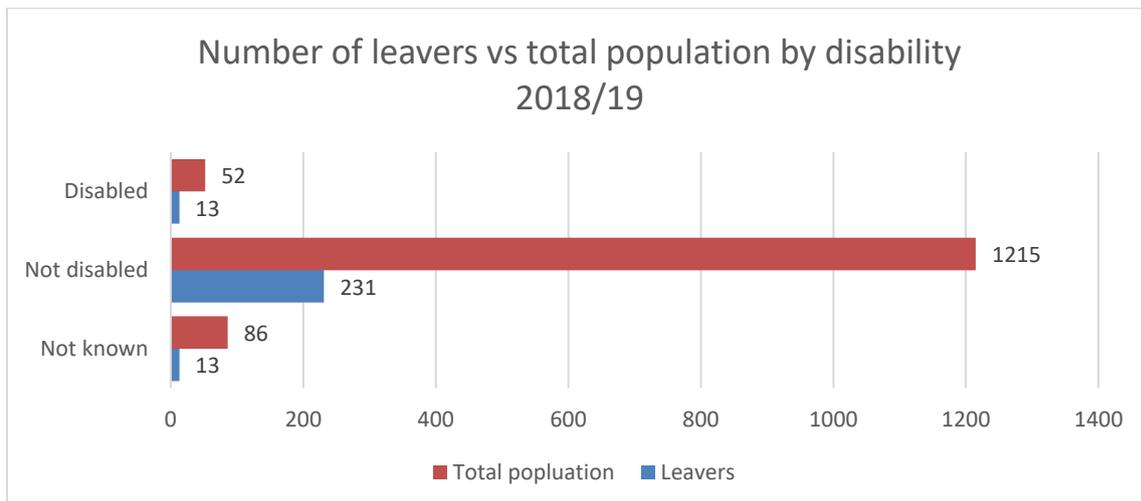
No one in the disabled category was promoted in 2018/19. Numbers are very small, but we will continue to monitor this in future reports.

25% of the disabled population left in 2018/19, compared to 19% of those not reporting a disability. Again, numbers are very small and we will examine this in future reports.



Promotions by Disability 2018/19

Group	Number	Percentage
Disabled	0	0
Not disabled	40	3.3% of not disabled staff
Not known	<5	n/a



The Network for Staff and Students with Disabilities and Health Conditions

This staff association, run jointly with The Royal Marsden, launched in January 2019 and meets quarterly.

The group is in the process of establishing a committee and has agreed terms of reference and priorities for 2020. It is chaired by Ellie Bateman, Director of Cancer Services at The Royal Marsden.

Priorities for 2020 include:

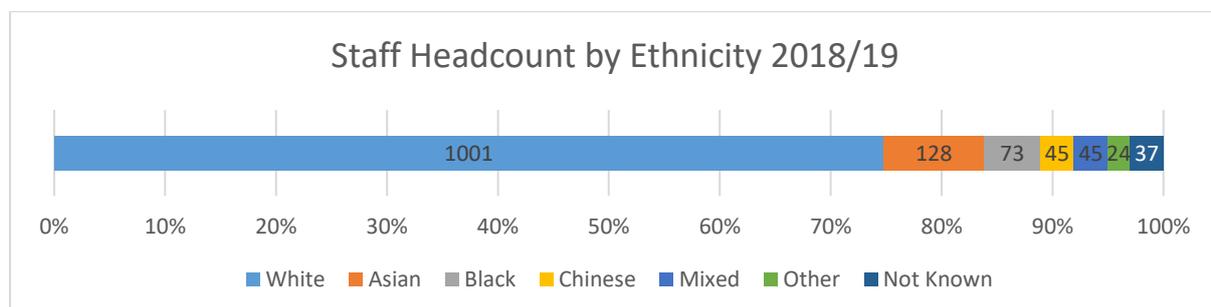
- increasing the network membership to reflect 25% of the proportion of Royal Marsden staff who declare a disability and 25% of the proportion of ICR staff who declare a disability by 31 December 2020
- inviting one internal and one external speaker to meet with the network in 2020
- running one event to raise awareness of the needs of staff with disabilities and health conditions across both organisations
- arranging one network gathering outside of formal meetings e.g. social or other event.

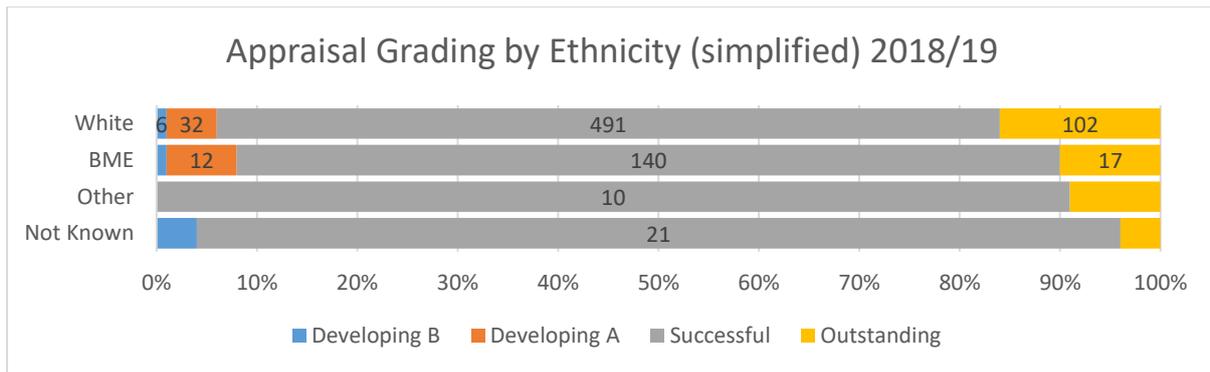
At the start of November 2019 the network has increased its membership to 37 members from 22 at the start of the year which is a 68% increase.

6.3 Ethnicity

Overall staff reporting as Black and Minority Ethnic (BAME) comprise 23% of our workforce, consistent with previous years. Disclosure rates are similar to 2018: we hold data on 97% of our workforce, with 3% preferring not to disclose their ethnicity.

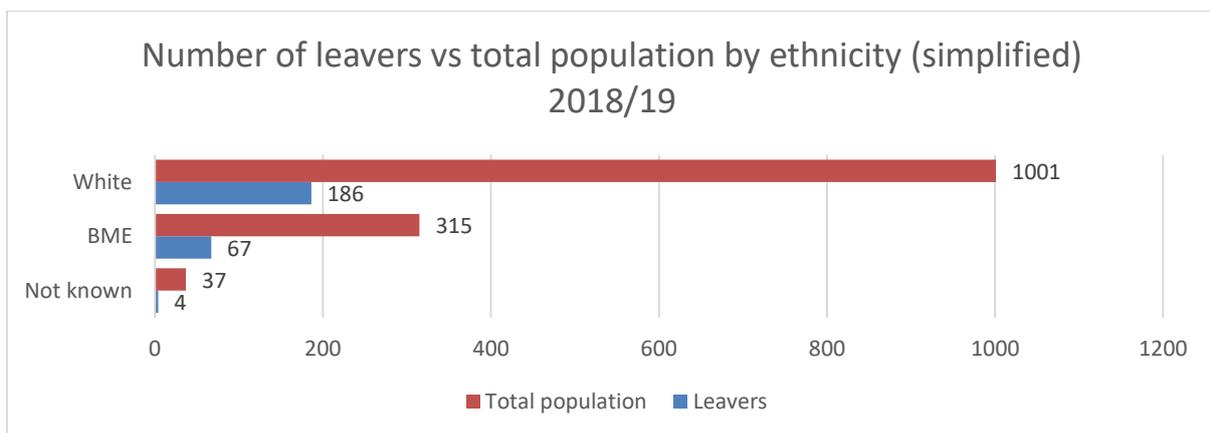
Appraisal rating distributions are similar for BAME and white staff, although a greater proportion of White staff received outstanding ratings. This is the first year of the new system and we will continue to monitor this. Promotions and leavers are similar for both BAME and white staff.





Promotions by ethnicity (simplified) 2018/18

Group	Number	Percentage
BAME	9	3% of BAME staff
White	32	3% of white staff



Ethnicity and career path analysis

Analysis undertaken for the Athena SWAN application examined the proportion of male and female white and BAME staff in all ICR career paths¹. This data is for 2017/18:

- **Scientific career path:** The proportions of BAME male (16% of male postdocs) and female (18% of all female postdocs) postdocs is above national benchmarking from AdvanceHE. The BAME population declines with seniority, to 5% of non-clinical Faculty.
- In the **Scientific Officer** career path and **Corporate Services** similarly, the proportions of BAME staff reduces with level of seniority.
- **Clinical academics** are more ethnically diverse, with 42% of clinicians working in postdoctoral roles identifying as BAME. Similarly this reduces to

¹ This can be found in the application document here: <https://www.icr.ac.uk/about-us/our-mission/equality-and-diversity/women-in-science/athena-swan-charter>

19% of clinical Faculty and Career Development Faculty. This group is similarly above the national AdvanceHE benchmarks.

Actions in the Athena SWAN action plan aim to understand and address these issues, especially looking at career progression. These include conducting a pay gap analysis for white and BAME staff, to understand where pay differences arise between these groups. **(2020 Objective 1 and 3)**

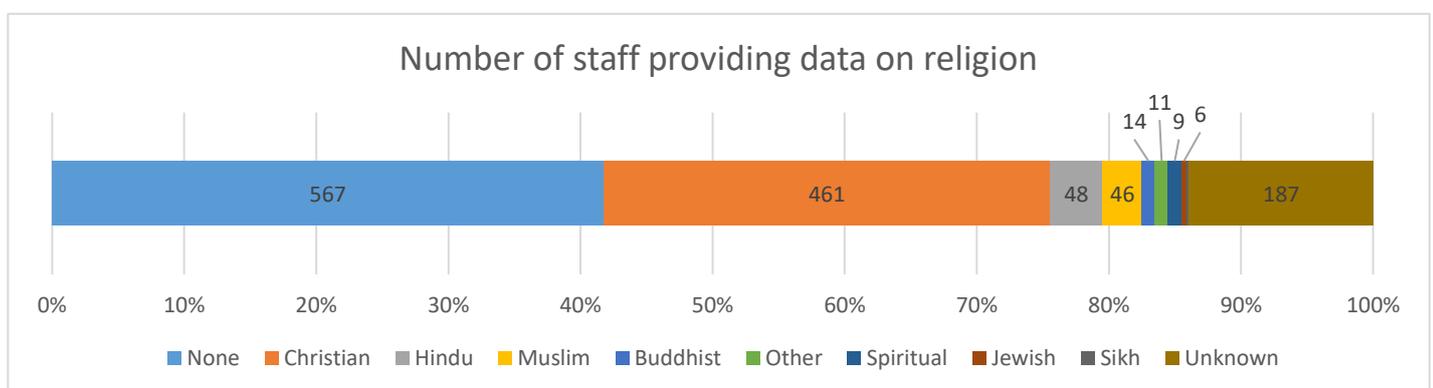
Joint ICR and RM BAME Forum

The forum hosted a series of events in October in celebration of Black History Month 2019. This included a fundraising bake sale, a lunchtime session themed ‘Influencing healthcare’ showcasing BAME speakers who have influenced healthcare in a variety of ways and a panel discussion, covering research and clinical care, politics and the arts. To end the month of celebration, we hosted the UK’s first all-black female cancer portrait exhibition named ‘Black Women Rising’. It aims to get more black female cancer patients connecting and talking about their cancer experiences, aiding their recovery process. A panel discussion was then held allowing for staff and guests to hear the stories of some of the inspirational women who have participated in this exhibition.

6.4 Religion and Belief

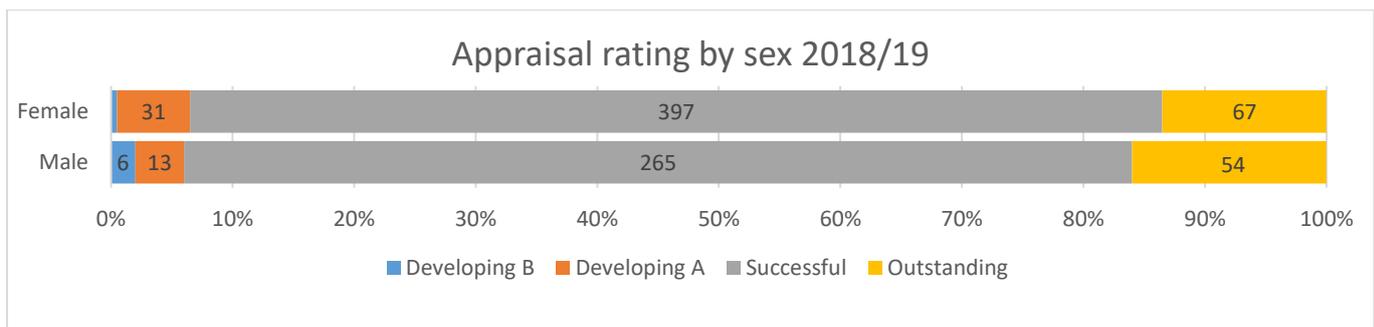
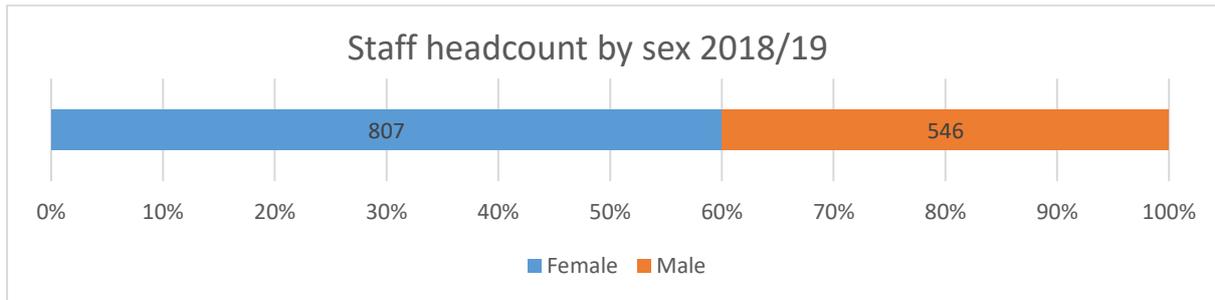
The largest populations of staff identify as Christian and no religion, in similar proportions to previous years (AER 2018).

We provide facilities for worship at Sutton and Chelsea, with the assistance of our partners The Royal Marsden. We raised awareness of support for staff and students during Ramadan, with an article in our newsletter and published on the intranet, and support a Christian prayer group in Sutton.



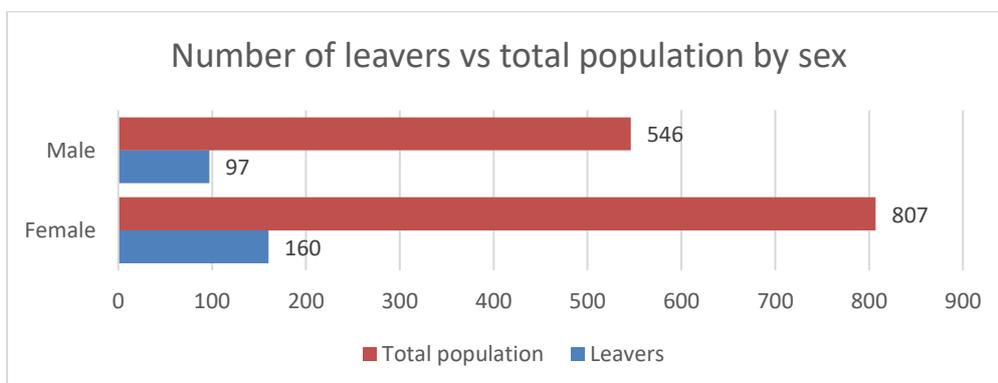
6.5 Sex

The ICR continues to have a predominantly female workforce (60% of all staff are female). Women are less well represented in the more senior levels in research, with two divisions led by women and seven by men. At the most senior level, the CEO is male and the Academic Dean and Chief Operating Officer both female. There is little difference in the spread of appraisal ratings by sex, and promotions rates are similar.



Promotions by sex 2018/19

Group	Number	Percentage
Female	28	3.5% of female staff
Male	15	2.7% of male staff



Senior committee positions are role-dependent, and composition reflects the gender balance in senior roles.

The proportion of women on the Board of Trustees has reduced from 44% to 25%. Trustees are identified by executive search agency, which provide gender representative shortlists with at least one woman since 2013.

Composition of Senior ICR committees by sex

	Committee name	2017			2018			2019		
		F	M	%F	F	M	%F	F	M	%F
Trustee committees	Board of Trustees	7	9	44%	4	11	36%	4	12	25%
	Nomination Committee	1	3	25%	1	3	25%	1	3	25%
	Remuneration Committee	1	3	25%	1	3	25%	1	3	25%
Leadership committees	Executive Board	3	6	33%	3	6	33%	3	6	33%
	Research Leadership Board	9	11	45%	8	13	38%	7	14	33%
	Corporate Leadership Board	5	6	45%	5	4	56%	6	4	60%
Students and researcher training committee	Academic Board*	22	53	29%	32	60	35%	24	56	33%
	Research Degree Committee	12	12	50%	10	13	43%	12	14	46%
Academic promotion	Credentials Committee	3	4	43%	4	6	40%	4	6	40%

Athena SWAN Steering Group and Women in Science

We were re-awarded an Athena SWAN Silver award in November 2019, for evidence of the impact on women's careers and experiences here of our gender equality work. The application summarised the last three year's activities. Feedback from the assessment panel commended the high level of activities, demonstrating clear commitment to gender equality.

Selected activities included in the Athena SWAN application:

- We strengthened support for parents, funding the childcare costs of attending conferences and training, developing guidance on holding meetings to enable maximum attendance, and we made our laboratory building in Chelsea more accessible to children.
- We have now run two highly successful Family Days in Chelsea and Sutton, which demonstrate our work to the children and families of staff and students.
- We continue to work with The Royal Marsden to address barriers to women gaining clinical academic roles; introducing a mentoring scheme, career

development programme, and a national clinical Pathway to Independence fellowship programme. The number of women in clinical postdoctoral roles increased as a result over the past five years.

- Changes to academic promotions processes are having effect. These include removing expectations that academics work full-time, accounting for career breaks, and widening the definitions of excellent research. All promotion applications have succeeded since 2015.
- Individual researchers benefited from our 'stop the clock' policy, introduced prior to our 2016 application, enabling those in time-limited academic and clinical academic roles to have their contracts extended to cover maternity leave and other career breaks.
- Women in Faculty roles are now supported by a maternity cover fund, which supports laboratory management where maternity leave is taken.
- Since 2014 some 62 women have taken part in our leadership programmes aimed at Corporate Services staff and scientific officers – the external, female-only Aurora programme and our own Future Female Leaders course, now also accessible to men. Women on these programmes are more successful than the grades as a whole at internal promotion and promotion elsewhere.
- We support choice and flexibility around working patterns, and the ICR has published a flexible working booklet, sharing examples and case studies of flexible working across the ICR.

In 2019, Dr Olivia Rossanese won the 2019 Sutton Women Mean Business Women In STEM award.

In 2020 we will launch a new programme of activities and sessions for our Women In Science group, for female Faculty and equivalent from The Royal Marsden and The Francis Crick Institute and chaired by Professor Jessica Downs.

Postdoc alumni data

One measure of whether we are meeting our training mission is to track career destinations of Postdocs after they have left the ICR. We tracked Postdocs leaving the ICR between 2009 and 2018 to identify career progression over time by gender and ethnicity.

We are pleased that proportions of men and women reaching Team Leader (Faculty equivalent) are similar (45%F; 55%M) and that white and BAME alumni reach team leader roles in similar proportions (17% and 16% respectively). Fewer BAME alumni than white alumni pursue careers in the pharmaceutical industry (8% vs 25%), and more undertake further Postdoc roles.

Gender pay gap

Our median gender pay gap for 2018 (published 2019) is 6.4%, down from 7.7% in 2017 (national 8.6%). Our mean pay gap is 17.9% compared with 18.4% in 2017 (published 2018) (national 17.9%). Our median gender bonus gap is 34.2% and mean is 31.4%. We are currently undertaking the analysis for the March 2020 publication, using pay data from March 2019.

Our pay gap is primarily caused by occupational segregation – more men in the senior, highest-paid quartile of staff. Maternity leave did not contribute to pay differences.

The bonus gap occurred due to occupational segregation and a greater proportion of women in part-time roles (with lower bonus value pro rata). We identified gender differences in applications for Clinical Excellence Awards as one cause of the bonus gap, and are working with The Royal Marsden to encourage and support eligible female clinicians to apply.

Our Pay and Reward project standardises and increases transparency in career paths and pay ranges and will contribute to reducing inconsistencies and inequalities in pay

Athena SWAN 2020-2023 (2020 Objective 3)

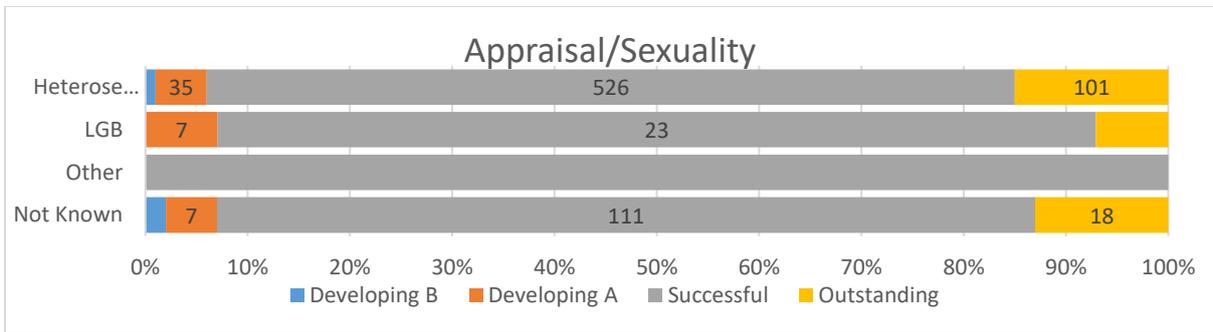
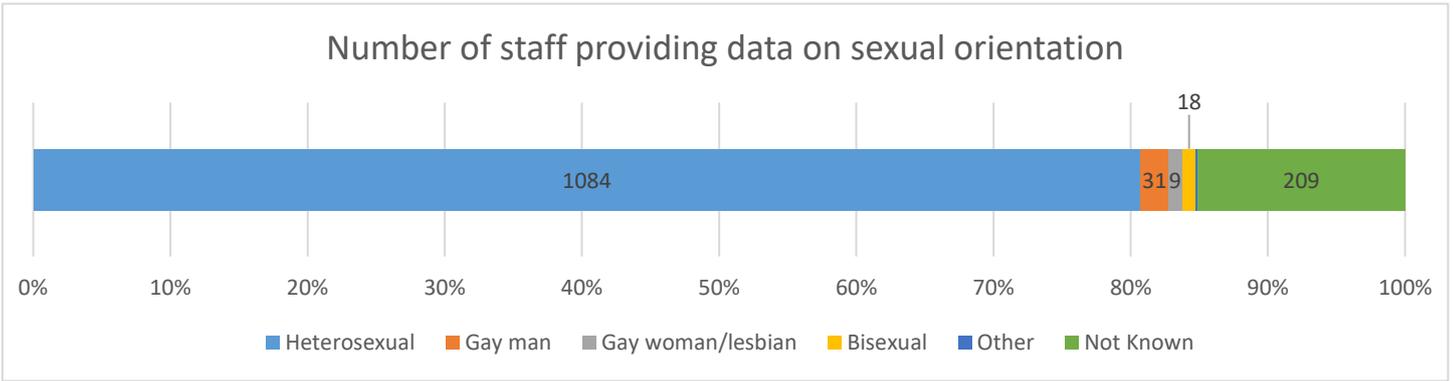
A four-year action plan led by the Athena SWAN Steering Group aims to drive greater equality across genders and different ethnic groups across all career paths, and will tie into a wider 'People, Culture and Engagement' programme.

We are committing in particular to increasing representation of women at Faculty level and to focus on the careers and progression of black, Asian and minority ethnic staff across the ICR.

Our Athena SWAN Steering Group will be responsible for taking forward the new action plan with a view to preparing the ICR for a future gold-level submission.

6.6 Sexual orientation

The proportion of staff who disclosed information on their sexual orientation continues to increase (from 82% of all staff in 2017 to 85% in 2019). There is no difference in appraisal ratings.



ICR/ RM LGBT+ Network

The LGBT+ Network meets quarterly to share experiences and highlight issues that may affect LGBT+ staff, students and patients. The meetings also provide an opportunity to influence ICR strategies and policies and help to promote diversity within the ICR and The Royal Marsden.

Initiatives led by the network this year include a resource for colleagues, which helps to set out what it means to be a good ally, and how to help create a welcoming environment in the workplace so that everybody can feel more comfortable being themselves. They launched the ICR's rainbow lanyards, worn by staff and students on all sites.

We also celebrate our network through events such as LGBT in STEM day, and work closely with other networks across higher education and in London. We marched in the London Pride parade for the first time as part of the University of London and a wider group of London universities. We hosted the Pride in STEM, Out Thinkers event for LGBT History Month, featuring a range of speakers talking about their research and experiences as LGBT+ individuals in academia. Social events have taken place too, and trips have included a night to the Science Museum Lates.

6.7 Gender reassignment and Trans staff

No staff or students at the ICR have identified as transgender or non-binary, or notified us that they are undergoing or intend to undergo transition to a different identity.

Our Athena SWAN application feedback commended our trans inclusion policy. The policy provides practical guidance for managers and supervisors in supporting staff who may identify as transgender, including the practicalities of supporting them through gender transition.

6.8 Marriage and Civil Partnerships

We do not ask for information on marriage or civil partnership status as part of our standard HR information gathering. Whilst staff may choose to provide such information when completing emergency contact details, we do not analyse or report on this. We have had no complaints or enquiries from staff relating to this data.

6.9 Maternity and Pregnancy

Leave type	Total numbers
Maternity Leave	44
Adoption Leave	0
Shared Parental Leave	<5

Eleven men took paternity leave in 2018/19.

We have prepared an 'In Profile' internal newsletter article on those who have taken Shared Parental Leave, and this will be published in 2020.

We will also review our maternity leave, adoption leave and shared parental leave pay, to ensure that we remain in-line with our peers **(2020 Objective 3)**.

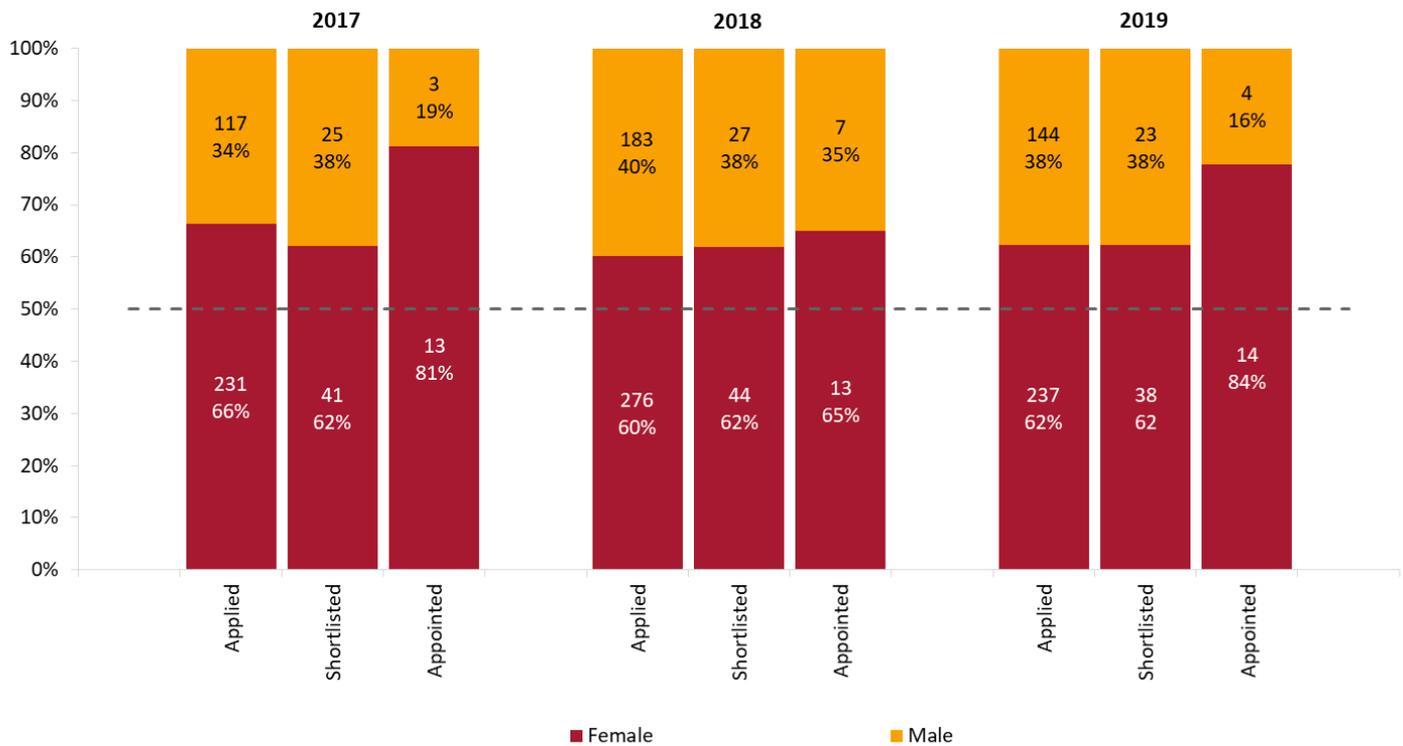
Keep in Touch days

Twelve women who took maternity leave (27% of the total taking maternity leave) used Keep in Touch days and 100% of those taking Shared Parental Leave took equivalent "SPLIT" days.

7 Key student equality data for year 2018/19

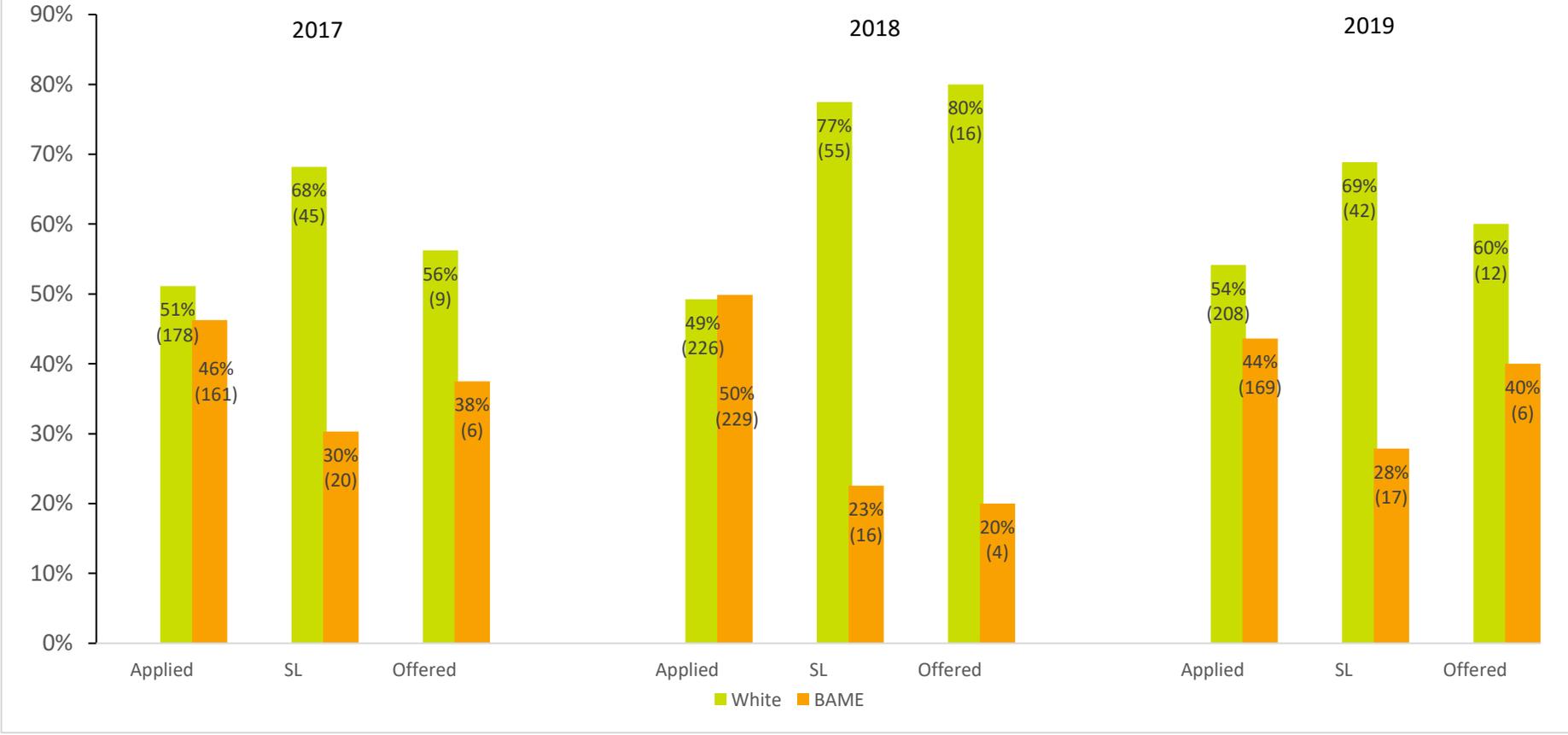
This year we have focused on analysis of our scientific/ non-clinical PhD recruitment.

Non-clinical PhD Students recruitment by gender 2017 - 2019 - ICR Main Round Only



We consistently see a higher proportion of female PhD applicants and this trend is reflected across the 'shortlisting' and 'offer' data. We believe that no changes are required to our recruitment operations and that the higher numbers of women recruited at PhD level are in line with national benchmarks.

Ethnicity for Scientific PhD recruitment



The above graph shows application, shortlisted and offer rates across BAME and White applicants over 3 years of data collection. The data shows substantially reduced success of BAME candidates at the shortlisting stage in 2017, 18 and 19 respectively. BAME candidates receive offers in equivalent proportions.

Intersecting recruitment data by gender and ethnicity shows no common trend.

