

2020 Gender Pay Gap report

All organisations in the UK with more than 250 employees are required to publish results on their gender pay gap each year. This report sets out the gender pay gap for staff at The Institute of Cancer Research, London.

The gender pay gap is the difference in pay between men and women. It is influenced by a range of factors, including the demographics of an organisation's workforce. The gender pay gap differs from equal pay. Equal pay comparisons deal with the differences between men and women who carry out the same jobs, similar jobs or work of equal value.

The gender pay gap, by contrast, describes the difference in pay between men and women as an average across all job roles. If men, as in many organisations, tend to occupy

senior roles more often than women, there is likely to be a gender pay gap.

Promoting gender equality is a key strategic priority for the ICR, as recognised in our Athena SWAN Silver award. We are committed to fostering an inclusive culture which promotes equality and values diversity.

We have made significant and ongoing progress in improving gender equality, and we are proud of this. However, we recognise that there is more to do, and our actions and progress are covered within this report. This report provides the ICR's gender pay gap figures for 2020. The figures reflect pay under the ICR's new performance-based salary review system, implemented in August 2019. The new system reviewed pay for all staff groups

and benchmarked against similar organisations and sectors – which resulted in pay rises for more than 200 people.

As explored in previous years' reports, the distribution of male and female staff across our workforce is driving our gender pay gap – there are more men in higher-graded roles and more women in lower-graded roles. We are continuing to take actions to reduce this in both research and Professional Services roles.

We now have four years' data on our pay gap. The ICR has put in place a series of actions to address our gender pay gap – in this report, we reflect on progress against existing actions and update on some new steps we are putting in place.

The mean gender pay gap is:

17.9%

2019: 21.0%, 2018: 17.9%, 2017: 18.4%

The median gender pay gap is:

10%

2019: 9.5%, 2018: 6.4%, 2017: 7.7%

The **mean pay gap** is the difference between the average hourly pay rate of men and women while the **median pay gap** is the difference between the midpoints of hourly earning when men and women are ranked separately.

Our figures are based on individuals' pay during March 2020 (excluding anyone who was paid maternity leave,

statutory or less than full occupational sick pay during this period).

The report covers the 1,096 staff on the ICR's payroll in March 2020, of whom 42% are male and 58% are female.

There is no clear trend in our gender pay gap figures over the past four years. Although it is encouraging to see the mean gender pay gap decrease again to 2019 levels (17.9%, from 20.9% in 2020), the median pay gap has increased over the same period (from 7.7% in 2018 to 10% in 2021).

The main reason for both of these gaps is that we have more men than women in our senior, more highly paid roles. Over 2020, several women in senior roles left the ICR, and this led to a widening gap.

There has however been a small increase in the proportion of women represented in the upper-middle quartile of pay.

The impact of the inclusion of clinical academic staff in the gender pay gap report should be noted. If we calculate the gender pay gap without clinical academic staff our mean hourly gender pay gap drops considerably from 17.9% to 15.1%. Unlike all other pay scales clinical academic scales are beyond our control (the NHS and the Universities and Colleges Employers' Association determine these and they are central to the employment of doctors in research). We have already identified that we have more male than female senior Academic Clinical Consultants on our staff – and have put in place steps to help tackle this imbalance, which are creating a pipeline of female academic clinicians.

OUR GENDER BALANCE BY QUARTILES

When we divide staff by pay into four equal quartiles, from highest to lowest rates of pay, we observe differences in gender balance. Women make up 64.2% of the lower quartile, but only 42.3% of the upper quartile. This is a concerning pattern, which we see replicated across the wider higher education sector.

Our proportions of men and women in the four pay quartiles have remained largely static over the four years reported. We have however seen the departure of a small number of women from the ICR who had held very senior roles – changing the gender balance at the top of the organisation. The ICR is committed to working towards a balanced distribution of men and women at all levels.

Band		Males	Females	Description
Lower quartile	2020	35.8%	64.2%	Includes all employees whose standard hourly rate places them at or below the lower quartile.
	2019	32.1%	67.9%	
	2018	33.7%	66.3%	
	2017	32.2%	67.8%	
Lower middle quartile	2020	34.7%	65.3%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median.
	2019	34.9%	65.1%	
	2018	38.2%	61.8%	
	2017	41.2%	58.8%	
Upper middle quartile	2020	40.5%	59.5%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile.
	2019	42.0%	58.0%	
	2018	42.8%	57.3%	
	2017	40.1%	59.9%	
Upper quartile	2020	57.7%	42.3%	Includes all employees whose standard hourly rate places them above the upper quartile.
	2019	56.1%	43.9%	
	2018	55.6%	44.4%	
	2017	55.4%	44.6%	

OUR GENDER BONUS GAP

The mean gender bonus gap is **52.9%** (34.5% in 2019, 31.8% in 2018, 16.7% in 2017)

The median gender bonus gap is **39.7%** (22.4% in 2019, 34.2% in 2018, 25.3% in 2017)

The proportion of male employees receiving a bonus is **17.3%** (19.6% in 2019, 14.2% in 2018, 10.9% in 2017)

The proportion of female employees receiving a bonus is **15.8%** (16.1% in 2019, 12.5% in 2018, 11.4% in 2017)

The gender bonus gap analysis covers those staff who received a non-consolidated payment to recognise exceptional performance between 1 April 2019 and 31 March 2020.

Under our new pay and reward system, 180 staff received bonuses in 2020, compared with 190 in 2019 (when the previous pay and reward system was still in place).

Bonus awards linked to performance are made at a set percentage – for example, a non-consolidated payment at 2.5% of an individual's salary was made in 2020. In total, 0.4% of our total pay bill for 2020 was spent on bonuses.

The mean and median bonus gaps have both increased in 2020. We believe this is a result of changes to the ICR Pay Policy, which awards a bonus (non-consolidated) payment to staff who are awarded a 'Successful with bonus' appraisal rating. If an employee was awarded a higher performance grade of 'Outstanding', this would give them a larger consolidated salary increase but not a one-off bonus.

Having market-tested the pay scales, some staff who were at the maximum of their scale and received a non-consolidated payment each year now have some headroom in their grade and can receive a consolidated pay increase.

The mean gender bonus gap for those receiving a bonus payment in this period was 52.9%, with men receiving an average payment of £1,926.70 and women receiving £908.12.

Two main factors account for the current gender bonus gap. Firstly, more men than women are on higher salaries, and so any bonuses they receive as a percentage of their salary will be higher. Secondly, the gender pay gap methodology does not take account of differences in hours worked. As more women at the ICR work part-time than men, so their pro-rated bonuses are lower.

WHY WE HAVE A GENDER PAY GAP

The gender pay gap at the ICR reflects the fact that more men than women occupy senior, more highly paid roles – which is an issue common across the scientific research and higher education sectors.

We are committed to changing our balance through how we recruit at senior levels and supporting the progression of more women in their careers at the ICR. However, we recognise that there are continued challenges in meeting these aims – in part because of the wider context in which we carry out recruitment even with our new systems and processes – and we anticipate that successfully addressing our balance at the top levels will take some time to deliver.



We have undertaken analysis beyond the statutory reporting minimum to identify the main contributing factors to each pay gap. We have combined these with the following to understand and make recommendations to close the gender pay gap:

- Data on job categories and pay grades and their individual pay gap
- Data on ICR career paths and progression by gender (undertaken for the ICR's 2019 Athena SWAN application)
- Benchmarking data from UCEA and AdvanceHE.

The figures for this 2020 report reflect the ICR's new salary review system, based on an annual appraisal where performance is recognised by a salary increase as well as the possibility of receiving a non-consolidated bonus payment. Other types of recognition payments (although in small numbers) include clinical bonuses and those related to innovation income.



We have identified certain staff groups where the difference in pay between men and women is making a particularly large contribution to the overall pay gap.

- **Clinical Academics** – The ICR has more male than female senior Academic Clinical Consultants (typically Professors, senior researchers and Heads of Division). This imbalance has been identified as a factor across the overall higher education sector's gender pay gap, and accounts for **2.8%** percentage points of the mean gender pay gap at the ICR. Pay for clinical staff is determined by the NHS and the University and Colleges Employers' Association.
- The retention of clinicians in academic clinician roles after PhD is a known issue across the sector, both in the UK and internationally. Within this group, the proportion of women in clinical academic roles declines with seniority, both nationally¹ and in the ICR.

The ICR and The Royal Marsden (through our joint National Institute for Health Research Biomedical Research Centre) have a programme of actions aimed at creating a sustainable clinical academic career pipeline, supporting clinical academic researchers in the transition from PhD to postdoctoral research. This work is covered in more detail in the section of this report addressing actions. It has so far led to a steady increase in numbers of postdoctoral clinical researchers and an increase in the proportion of women reaching this stage, so that the gender balance of clinical postdocs is now in line with the clinical PhD cohort – 67% female.

- **Professional Services grades** – The Professional Services category (excluding Corporate Director grades) also has a large gender pay gap at 15.2%. This is a reduction of 6.4 percentage points from 21.6% in 2019. The new pay system standardised pay scales at the new pay grades 1 and 2 (highest pay grades after Director level) – and contributed towards a reduction in the pay gap for staff in this group).
 - In August 2019 all Professional Services staff were moved onto the new 'Professional Services' pay ranges grades 1 to 8. The new system standardised pay scales for the top professional services in pay grades 1 and 2. We have seen a reduction in the gender pay gap for grades 1 from 15.5% in 2019 to 7.3% in 2020 and in professional services grade 2 from 14.6% in 2019 to 1.3% in 2020.
 - Corporate Services Directors – In 2019 the pay gap for Corporate Services Directors was 1.6%, and increased by over 14 percentage points to 15.8% in 2020. The Corporate Services Director group is made up of a small number of staff (currently 10 individuals) and as such any changes can have a dramatic impact on pay gap reporting. In March 2020, the Chief Operating Officer role, previously held by a woman, was vacant.

1. Noble, K., Owens, J., André, F. et al. *Securing the future of the clinician-scientist*. Nat Cancer (2020). <https://doi.org/10.1038/s43018-019-0005-y>

WHAT IS THE ICR DOING TO ADDRESS ITS GENDER PAY GAP?

The ICR is working towards a balanced distribution of men and women at all levels. Here we provide updates on our ongoing Gender Pay Gap action plan and note new or revised actions.

ACTION 1: Address the gender imbalance in senior Academic Clinical Consultants at the ICR (31.7% pay gap in this payscale)

> ONGOING

We have put in place support to ensure we have a pipeline of female Academic Clinical Consultants.

The retention of clinicians in academic clinician roles after PhD is a known issue across the sector, both in the UK and internationally. Within this group, the proportion of women in clinical academic roles declines with seniority, both nationally and in the ICR, with the majority returning to clinical work in the NHS. The ICR and The Royal Marsden have put in place a successful programme to create a sustainable clinical academic career pipeline, supporting clinical academic researchers in the transition from PhD to postdoctoral research. This includes:

- A joint career mentoring scheme for junior clinical researchers, focusing on balancing the demands of research, clinics and family.
- Bridge funding enabling research to continue post PhD.
- A UK-wide 'Pathway to Independence for Clinical Oncology Trainees' training programme, launched in 2016. Some 50% of all 2016 participants now hold clinician scientist fellowships, clinical lectureships or principal investigator awards (5 females, 7 males).
- Continuation of NHS service whilst studying or employed at the ICR for all parental leave and long-term sick leave.

The cumulative impact of these actions is a steady increase in numbers of postdoctoral clinical researchers and an increase in the proportion of women reaching this stage, so that the gender balance of clinical postdocs is now in line with the clinical PhD cohort – 67% female (8 of 12) in 2020. Of this cohort, two men and two women have become Career Development Faculty (Senior Clinical Lecturer) since 2018, indicating the impact of our support for clinical academics. Our new Steps to Fellowship Success programme supports the transition from Postdoc to Career Development Faculty by preparing individuals to apply for independent research funding.

ACTION 2: Reduce the gender pay gap in senior Professional Services grades

Complete for Professional Services grades 1 and 2: As part of the introduction of the ICR's new pay and reward structure, all professional services roles were benchmarked and remapped accordingly. In particular, the new structure standardised pay at the new professional services grades 1 and 2 (highest grades after Director level). We have seen a reduction in the pay gap for staff in the top Professional Services grades 1 from 15.5% in 2019 to 7.3% in 2020 and in Professional Services grade 2 from 14.6% in 2019 to 1.3% in 2020.

> ONGOING – women in Director and senior Professional Services grades:

We want to bring more women into senior Professional Services roles, by encouraging them to apply from outside the ICR, and by developing existing female staff members in their careers.

We offer career development programmes for Professional Services staff, including our own Future Leaders (for men and women new

to leadership roles) and AdvanceHE's Aurora programme for women. We will implement succession planning for key Professional Services roles in 2021/22, supported by appropriate development programmes to help progress under-represented groups.

ACTION 3: Increase recruitment of women to Career Faculty roles

Women comprise 30% of Faculty at the ICR, compared to 50% of our postdoctoral researchers. Addressing this under-representation will lead to more women in senior scientific roles, which will reduce our gender pay gap.

> ONGOING

We have taken measures to attract a greater proportion of women to apply for tenured Career Faculty and tenure-track Career Development Faculty roles, and provide all recruiters with training in fair and consistent practices, including unconscious bias training.

The ICR recruited 24 new scientific team leaders over 2019-20, of which 7 were female. That illustrates the ongoing challenge in recruiting significant numbers of outstanding female researchers at team leader level.

As part of our 2019-23 Athena SWAN action plan, we are committed to increasing the representation of women at Faculty level. We will review the actions taken in the last recruitment round and identify additional means to attract female team leaders to the ICR at both Faculty and Career Development Faculty levels. We will develop support for women to bring independent fellowships to the ICR.

WHAT IS THE ICR DOING TO ADDRESS ITS GENDER PAY GAP? (continued)

ACTION 4: Reduce the gender pay gap in the Career Faculty group

> ONGOING

We have now reduced the number of staff whose salaries are reviewed by the Remuneration Committee by moving some staff onto established pay scales in line with best practice.

We have also standardised the additional salary components (such as housing allowance) and increased the transparency of Remuneration Committee governed salaries through appropriate documentation and a more robust justification process for recommendations for bonus payments.

We will carefully monitor pay awards following these changes to see if they have had the desired impact in closing the gender pay gap.

ACTION 5: Address the differences in Professorial and tenured Faculty starting salaries

> ONGOING

As part of our recruitment processes, we now provide the Chief Executive with robust benchmarking data on Professorial and tenured Faculty salaries for equivalent positions set by relevant competitors, and against current ICR staff in similar roles. This data is used in pay negotiations to ensure parity in the starting salaries offered.

ACTION 6: Reduce the bonus gap by ensuring that bonus recommendations are fair, consistent and transparent

> ACTION UPDATED for 2021

In 2020, the ICR's HR directorate provided clear guidance, training materials and courses to ensure that all line managers are following a fair and consistent process when awarding appraisal ratings. We have put in place an Appraisal Rating Review Panel who look at the spreads of ratings awarded, and identify and evaluate any concerns in the spread of grades by gender, ethnicity and other characteristics.

From our 2020 data, we can see clearly that more work needs to be done to achieve a reduction in the gender bonus gap. We believe this will be addressed most effectively through our actions to address gender imbalance in senior roles.

We will be reinforcing the guidance on appraisal ratings in 2021 and comparing allocation of ratings with 2020 to identify any outliers before implementation of pay uplifts.

ACTION 7: Use pay clubs and research and university networks to understand how other organisations are successfully reducing their pay gaps.

> NEW ACTION for 2021

We are introducing a new action to benchmark and use pay gap information to identify how comparator organisations are progressing in this area.

We will consider whether any of their approaches would be appropriate for the ICR, and if there are further initiatives or changes to the way we work we could introduce.

NEXT STEPS

At the ICR, we know that a more diverse workforce leads to a stronger organisation, as we all benefit from different ideas, experiences and viewpoints.

It is important that the ICR reflects the diversity of wider society, including in our leadership teams – both to instil a sense of pride and belonging among all our staff and students, and to ensure that their different needs are heard and prioritised.

We have made great strides in our work to address gender equality through the work of our Athena SWAN Steering Group, which is now implementing a four-year action plan to further enhance representation and equality, including across different ethnic groups.

To this end, we will also be publishing our race equality pay gap report – ensuring we are open and transparent about where we are today, and to hold ourselves accountable as we continue to work towards change.

From the past four years of producing our gender pay gap report, we can see that achieving meaningful change and impact is difficult and takes time. We aim to continue to build on learning and to move each of us – as an organisation and across the wider research sector – forwards in the right direction.