

2019 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.

The gender pay gap is the difference in pay between men and women presented through various statistics. 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 describes the difference in pay between men and women as an average across all job roles.

We now have three years' data on our pay gap. While both mean pay gap and mean bonus pay gap numbers have fluctuated slightly, the persistence in the gap remains a concern – and can largely be attributed to the gender balance of our workforce across different levels of the organisation. The ICR has introduced a further series of actions to address this.

This report provides gender pay gap figures for 2019 for The Institute of Cancer Research, London. The figures reflect pay under the ICR's previous salary review system, which was based around annual appraisal and progression up incremental scales.

“Representation matters in the workplace, and at the ICR we want everyone to feel equally valued and able to succeed. A diverse workforce is essential to allow us to attract and retain the very best scientists and corporate colleagues across the board.”

Professor Paul Workman
Chief Executive, The Institute of
Cancer Research, London

OUR GENDER PAY GAP – 2019

The median gender pay gap is

9.5%

(6.4% in 2018, 7.7% in 2017)

The mean gender pay gap is

21.0%

(17.9% in 2018, 18.4% in 2017)

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 mean hourly gender pay gap is 21.0% and our median gender pay gap is 9.5%. This report covers the 1,057 staff on the ICR's payroll in March 2019, of whom 41% are male and 59% are female.

Our calculations are based on individuals' pay during March 2019 (excluding anyone who was paid maternity leave, statutory or less than full occupational sick pay during this period).

We believe the increase in the mean gender pay gap (up from 17.9% in 2018 to 21.0% in 2019) and median gender pay gap (up from 6.4% in 2018 to 9.5% in 2019) resulted in part from a small number of women who held senior roles at the ICR leaving the ICR. We have put in place new measures to increase the recruitment of women to the most senior positions.

We also know that 4% of our overall mean gender pay gap results from an imbalance of more male than female senior Academic Clinical Consultants. Their pay is determined by the NHS and the University and College Employer's Association and not by the ICR. The ICR is looking at ways to address this gender imbalance.

OUR GENDER BONUS GAP

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

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

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

The proportion of female employees receiving a bonus is **16.1%** (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 2018 and 31 March 2019.

The mean gender bonus gap for those receiving a payment in this period was 34.5%, with men receiving an average payment of £2,481.63 and women receiving £1,626.35.

Two main factors account for the current gender bonus gap. Firstly, 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, their pro-rated bonuses are lower. Secondly, more men than women are on higher salaries, and so any bonuses they receive as a percentage of their salary will be higher.

OUR GENDER BALANCE BY QUARTILES

When we divide up pay into four equal quartiles, from highest to lowest rates of pay, we observe differences in gender balance. Women make up 67.9% of the lower quartile, but only 43.9% 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 three years reported, particularly across our upper and upper middle quartiles, and our lower quartiles. The proportion of women in the lower middle quartile range of staff has increased slightly.

Although our overall proportions of men and women across the four pay quartiles has not changed significantly, we have seen a small increase in our mean and median gender pay gap, which resulted in part from a small number of women who held senior roles at the ICR leaving the ICR. The ICR is committed to working towards a balanced distribution of men and women at all levels.

Band		Males	Females	Description
Lower quartile	2019	32.0%	67.9%	Includes all employees whose standard hourly rate places them at or below the lower quartile.
	2018	33.7%	66.3%	
	2017	32.12%	67.8%	
Lower middle quartile	2019	34.9%	65.2%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median.
	2018	38.2%	61.8%	
	2017	41.3%	58.8%	
Upper middle quartile	2019	42.1%	58.0%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile.
	2018	42.8%	57.3%	
	2017	40.1%	59.9%	
Upper quartile	2019	56.1%	44.0%	Includes all employees whose standard hourly rate places them above the upper quartile.
	2018	55.6%	44.3%	
	2017	55.4%	44.6%	

WHY WE HAVE A GENDER PAY GAP

The gender pay gap at the ICR reflects more men than women occupying senior, more highly paid roles.

Although we recognise this is reflective of the wider 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.

The ICR is growing research capacity in key strategic areas through a major recruitment drive under the ICR's Research Investment Fund initiative, running over 2019 and 2020. We have taken measures to attract a greater proportion of women to apply for these roles, and provide all recruiters with training in fair and consistent practices, including unconscious bias training.



The figures for this 2019 report reflect the ICR's previous salary review system, based on an annual appraisal where performance was recognised by a scale increment or a percentage bonus. Other types of recognition payments (although in small numbers) include clinical bonuses and those related to innovation income.

The ICR introduced a new model for pay and reward in August 2019 that ties pay increases more closely with performance. This system has been

designed – with input across the ICR – to work better for every member of staff. The pay for all staff groups was reviewed and benchmarked against similar organisations and sectors to inform the new model, and resulted in pay rises for more than 200 people. Changes to the ICR's pay model will be reflected in the 2020 report. Part of the roll out of the new pay model included efforts to increase our appraisal completion rate (to enable an associated pay increase) – with completion rates of 97% in the 2019 appraisal period.

We have identified staff groups where difference in pay between men and women is making a particularly large contribution to the overall pay gap. We will be taking forwards actions to address imbalances in these areas:

- **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 4% of the mean gender pay gap at the ICR. Pay for clinical staff is determined by the NHS and the University and College Employer's Association and not by the ICR.
- **Senior Professional Services grades below the level of Director** – This group includes senior managers in Professional Services. As part of the introduction of the ICR's new pay and reward structure, all roles at this level were benchmarked and remapped accordingly. Mid-year calculations show a reduction in the gender pay gap based on the new pay and reward structure.



- **Career Faculty (excluding Clinical Consultants)** – This group includes tenured Faculty, including those on the Career Faculty scale or, if at the Professorial level or above, those on individual pay rates agreed through the Remuneration Committee. Various factors – including specialist skills, market premium, relocation packages and negotiation at recruitment will determine an individual's salary at this level.

To read more about the ICR's work on equality and diversity, including our work through the Athena SWAN Charter and our Annual Equality Report, please visit icr.ac.uk/equality

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

ACTION 1: Address the gender imbalance in senior Academic Clinical Consultants at the ICR

We have put in place support to ensure we have a future 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.

The ICR and The Royal Marsden (through our National Institute for Health Research Biomedical Research Centre) have put in place a programme of actions to create a sustainable clinical academic career pipeline, to support 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.
- We initiated an 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 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. However, numbers are small in this group and gender balance across more senior, Faculty roles is a longer-term project.

ACTION 2: Reduce the gender pay gap in Senior Professional Services roles

As part of the introduction of the ICR's new pay and reward structure, all roles at this level were benchmarked and remapped accordingly. We will review the impact that these changes have had for this staff group, and determine further actions needed.

ACTION 3: Increase recruitment of women to Career Faculty roles

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

As part of our 2019-23 Athena SWAN action plan, we have committed to increase the representation of women at Faculty level and to focus on the careers and progression of black, Asian and minority ethnic staff across the ICR.

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

We will increase the transparency of Remuneration Committee governed salaries, and additional salary components. We will reduce the number of staff who are reviewed by the Remuneration Committee in line with best practice.

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

As part of our recruitment processes, we will use robust benchmarking data on pay for equivalent positions set by relevant competitors, and against current ICR staff in similar roles, to the Chief Executive and the Director of Research Operations. These data will be used in pay negotiations to ensure parity in starting salaries offered.

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

We will prepare clear guidance for Division Heads and the Remuneration Committee on making recommendations for bonuses for senior staff (Career Faculty and Directors). We will ensure that these reflect the ICR's commitment to research excellence, and provide clarity and consistency on appropriate bonus levels.

Under the ICR's new pay model, we have widened the opportunity for staff to receive a bonus. Mandatory appraisal training was rolled out for all managers responsible for giving appraisals, to provide information on how to assess and rate staff on their performance under the new system.