

## 2018 Gender Pay Gap report

All organisations (public and private) in the U.K. 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.

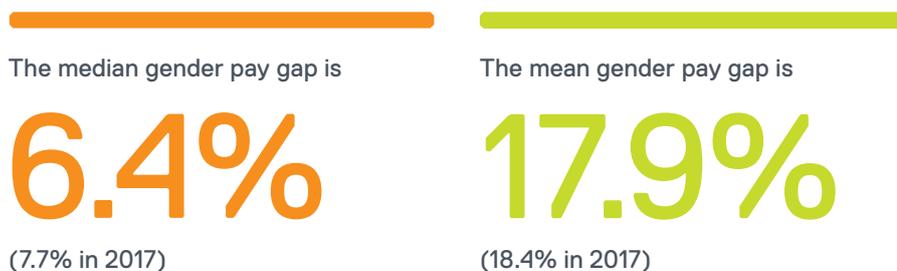
The gender pay gap differs from equal pay. Equal pay comparisons deal with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. The gender pay gap describes the difference between men and women across all staff and averages them collectively.

This report provides gender pay gap figures for 2018 for The Institute of Cancer Research, London. The figures reflect pay under the ICR's current salary review system, which is based around annual appraisal and progression up incremental levels. In 2019 the ICR will implement a new model for pay and reward that ties pay increases more closely to performance. This system has been designed with input across the ICR and relevant sectors.

“We are very proud of our record on equality and diversity but we know there is more to do. It is only with continuous action that we can achieve gender balance across the whole organisation.”

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

### OUR GENDER PAY GAP – 2018



The gender pay gap is defined as the difference between the mean and median hourly pay rate of male and female colleagues. It is calculated based on individuals' pay during March 2018 (excluding anyone who was paid maternity leave, statutory or less than full occupational sick pay during this period).

This analysis includes records for our workforce of 1102 people, of whom 43% are male and 57% are female.

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 GENDER BONUS GAP

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

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

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

The proportion of female employees receiving a bonus is **12.5%** (11.4% in 2017)

At the ICR, in alignment with our policy and in recognition of performance, we recognise exceptional performance with a non-consolidated recognition payment.

The **gender bonus gap** analysis covers those staff who received a non-consolidated payment to recognise exceptional performance between 1 April 2017 and 31 March 2018.

The overall number of men at the ICR receiving a payment was slightly higher at 14.2% compared to 12.5% of women.

The mean gender bonus gap for those receiving a payment in this period was 31.8%, with men receiving an average payment of £2,810.48 and women receiving £1,917.88.

This increase reflects a period in which several major, long-term grants were secured for the ICR by our senior team, for which recognition payments were made in August 2017. As these payments are cyclical, we will see fluctuation from year to year, but anticipate that as more women take up senior positions this differential will diminish.

## OUR GENDER BALANCE BY QUARTILES

By analysing our workforce gender balance in four equal quartiles (from highest to lowest by hourly rates of pay) we observe different trends in the gender balance, with women making up 66.3% of the lower quartiles, and 44.4% of the upper quartile.

Band		Males	Females	Description
Lower quartile	2018	33.7%	66.3%	Includes all employees whose standard hourly rate places them at or below the lower quartile.
	2017	32.2%	67.8%	
Lower middle quartile	2018	38.2%	61.8%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median.
	2017	41.3%	58.8%	
Upper middle quartile	2018	42.8%	57.3%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile.
	2017	40.1%	59.9%	
Upper quartile	2018	55.6%	44.4%	Includes all employees whose standard hourly rate places them above the upper quartile.
	2017	55.4%	44.6%	

## WHY WE HAVE A GENDER PAY AND BONUS GAP

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

Although we recognise this is the case across scientific research and other industries, 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 figures for 2018 reflect the ICR's current salary review system,

based on an annual appraisal where performance is 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.

During 2019, the ICR will introduce a new model for pay and reward, 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

has been reviewed in the past year in preparation for the new model.

Two main factors are likely to account for the current gender bonus gap. Firstly, more women at the ICR work part-time than men, meaning the bonus value will be lower pro rata. Secondly, the higher percentage of men on higher salaries will drive a difference in the value of percentage bonuses awarded.



## 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:

**ACTION 1:** Attract and recruit a greater proportion of women to the ICR with particular focus on senior grades

The recruitment process has undergone a full review to ensure we follow a fully unbiased procedure under which i) no advertising materials are gender biased ii) all recruitment panels have equal gender representation, and at least one female interviewer iii) all job descriptions and person specifications focus on the specific skills requirements for the role. All recruitment agencies used are briefed on our expectations around increasing diversity, and all recruiting Faculty within the ICR are aware that we are monitoring progress (especially as part of the major recruitment drive under the ICR's Research Investment Fund initiative, starting 2019).

Data on salaries for existing staff, evaluation of job roles as well as benchmarking with external organisations is used to set salaries for new staff.

It is mandatory for all recruiting managers to attend the ICR's Recruitment training workshop which includes unconscious bias training.

Further actions to attract a more diverse pool of applicants (including a greater proportion of women) are in development and will be included in the ICR's Athena SWAN action plan.

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**ACTION 2:** Embed a fair and transparent Pay and Reward policy across all grades

The new performance-based pay and reward model being introduced will tie pay increases more closely with performance.

The new system will also be supported by fair and robust appraisal incorporating performance measures and the ICR's values, and carried out during an annual appraisal window.

Mandatory appraisal training has been 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.

A pay and reward panel including a wide range of senior ICR representatives will review the overall spread of appraisal ratings across the organisation. This will include analysis across different staff groups, and by characteristics such as gender and ethnicity.

Benchmarking for the ICR's different staff groups will take place regularly with data from external organisations to inform pay rates for all pay grades, and ensure the model remains fit for purpose and competitive.

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**ACTION 3:** Raise our appraisal completion rate

We are seeking to raise our appraisal completion rate to 90% on-time completion by January 2020. This has been particularly important ahead of the roll out of the new appraisal window, and managers have been supported to ensure all outstanding appraisals under the ICR's former system were completed ahead of the move to the new model.

Extensive support and guidance has also been provided for staff in adoption of new forms and documentation, designed to streamline processes and improve transparency.

**ACTION 4:** Supporting flexible working within our culture

Greater choice and flexibility about working patterns can make a huge difference to someone's experience of the workplace and ability to progress to more senior roles at the ICR. An updated flexible working policy is being published in 2019, outlining support for teams as well as individuals.

The policy will be accompanied by a series of case studies on flexible working at the ICR – to help raise the visibility of how flexible working has been taken up successfully across the organisation.

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**ACTION 5:** Embedding family-friendly policies and initiatives

Support for staff and students with families and caring responsibilities has been a major area of focus for the ICR. The Athena SWAN committee brings together representatives from across the ICR to work together to identify practical, real-world solutions which can make the greatest impact for our staff and students – from maternity cover for tenure-track Faculty to support laboratory management when on leave, to guidance around holding meetings within core hours, to support for parents and carers to attend training and conferences.

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**ACTION 6:** Enhance career progression opportunities

Changes have been made to the ICR's promotion structure and 'tenure clock' for those in time-limited research roles to take into account factors such as maternity leave, shared parental leave and long-term sickness leave. We have also changed the pathway for progression to professorship for women working part-time

The ICR's Women in Science network provides a space for our female Faculty members, senior staff scientists and senior research-active clinicians to network and share ideas. A new senior leadership programme is also being developed for 2019/20 aimed at supporting Faculty.

Academic leadership development opportunities for postdoctoral training fellows, Career Development Faculty and clinical research fellows include the 'Pathway to Independence' programme for clinicians and postdocs, 'Leadership in Action' for postdocs and students, and EMBO Lab Management for Career Development Faculty.

The Aurora women's leadership programme supports personal development for and progression to leadership roles at the ICR.

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**ACTION 7:** To encourage more clinical academics to apply for Clinical Excellence Awards (CEA)

The ICR is working with our partner hospital The Royal Marsden to support clinical academics – male and female – in applications for Clinical Excellence Awards. These have been identified by the University and Colleges Employers Association as a possible contributing factor towards the gender pay gap in some higher education institutions. In 2018, Clinical Excellence Awards which are typically held by men contributed to 0.6 per cent of our gender pay gap. Encouraging more women to apply for Clinical Excellence Awards will help address this issue.