

## 2017 Gender pay gap report

“The ICR is committed to attracting, developing and retaining the best minds in the world. We ensure that we create an open, equal and collaborative environment for staff and students to achieve their organisational and personal goals.

“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

The gender pay gap reporting regulations came into effect 5 April 2017, with organisations (all public and private) in Great Britain with over 250 employees being required to publish their results on their own external facing website and upload them to a Government website by 4 April 2018.

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

### OUR GENDER PAY GAP

The median gender pay gap is

**7.7%**

The mean gender pay gap is

**18.4%**

The gender pay gap is defined as the difference between the mean or median hourly pay rate of male and female colleagues. It is calculated based on individuals’ pay for March 2017 (excluding anyone who received maternity pay, statutory or less than full occupational sick pay during this period).

This analysis includes records for our workforce of 1062 people, of whom 41.5% are male and 58.5% 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

25.3%

The mean gender bonus gap is

16.7%

The **gender bonus gap** analysis covers staff who received a bonus between 1 April 2016 and 31 March 2017.

The overall number of women at ICR receiving a bonus was slightly higher at 11.4% compared to 10.9% of men.

The mean gender bonus gap for those receiving a bonus in this period was 16.67%, with men receiving an average bonus payment of £2,363 and women receiving £1,968.

The proportion of female employees receiving a bonus is

11.4%

The proportion of male employees receiving a bonus is

10.9%

## 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 67.8% of the lower quartiles, and 44.6% of the upper quartile.

Band	Males	Females	Description
Lower quartile	32.2%	67.8%	Includes all employees whose standard hourly rate places them at or below the lower quartile
Lower middle quartile	41.2%	58.8%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
Upper middle quartile	40.1%	59.9%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
Upper quartile	55.4%	44.6%	Includes all employees whose standard hourly rate places them above the upper quartile

## WHY WE HAVE A GENDER PAY AND BONUS GAP

Our analysis indicates that the current gender pay gap at ICR is predominantly a reflection of 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 continuing to tackle this area at ICR by continuing to support the progression of more women into senior roles through programmes such as our Athena SWAN initiative.

The ICR salary review system is based on annual appraisal where performance can be recognised by a scale increment or a percentage bonus. There are other types of bonuses (although small numbers) including clinical bonuses and those related to innovation income.

Two factors are likely to account for the gender bonus gap. Firstly, more women at 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.

We will investigate further the analysis of specific salary bands and bonuses to ensure that any other underlying reasons for imbalance are identified and addressed.

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

**The ICR has already begun working towards a balanced distribution of men and women at all levels.**

**Key activities include:**

- Academic leadership development opportunities for postdoctoral training fellows, career development faculty and clinical research fellows are available including 'Pathway to independence' for clinicians and postdocs, 'Leadership in action' for postdocs and students, and 'EMBO Lab Management' for career development faculty.
- Building on the ICR's junior leadership development programmes including the bespoke Aurora programme for women, now in its fourth year. Our development programmes offer a great opportunity for individuals to grow their leadership skills to further their careers.
- We have revised all stages of our Faculty recruitment policies. This includes ensuring that all recruiters undergo equality and recruitment training, and that recruitment panels have at least one female member and include a diversity champion.

- The ICR holds a prestigious institutional Silver Athena SWAN award, given in recognition of the impact our work on gender equality has had on women's careers. We have revised all our policies including the ICR academic promotion guidelines to remove requirements which were detrimental to part-time staff, as these predominantly impact women.
- The ICR prides itself on our flexible working culture. We have a wide range of options to work flexibly including compressed hours, job sharing, part-time working and varied start and finish times.

**Our aims going forward:**

- To encourage women to apply for roles where they are underrepresented: Team Leader (tenure-track and tenured faculty) and their clinical equivalents.
- From our initial review of salaries across all grades and levels we have identified that at the higher grades there is a residual pay gap between men and women. We will be examining all individual pay (including starting packages, promotion paths, bonuses and generally how an individual's pay has evolved) to identify why this is.

- A pay project has already commenced and aims to look at roles throughout the ICR ensuring consistency in grades and a clear transparent process for pay and reward.
- Women comprise the majority (approximately 70%) of our technical staff – the largest single staff group at the ICR, but only 50% of postdocs (early-career researchers). In 2018 we are investigating why more women than men move into technical staff roles.
- To raise our appraisal completion rate to 90% on-time completion and to assess any gender difference in appraisal-related bonus pay. In addition to this we have already started to pilot a new appraisal process and forms, which are designed to streamline processes and improve transparency. This improved process is due to launch within the next two months.