

2021 Gender Pay Gap Report

This report sets out gender pay gap data from The Institute of Cancer Research, London, for 2021 – the fifth year since reporting became mandatory.

All organisations in the UK with more than 250 employees are now required to publish results on their gender pay gap each year.

The gender pay gap is the difference in pay between men and women across all jobs at an organisation. The gender pay gap differs from equal pay comparisons, which deal with differences between men and women who carry out the same jobs, similar jobs or work of equal value.

The gender pay gap is influenced by a range of factors, including the demographics of an organisation's workforce. If men, as in many organisations, tend to occupy senior

roles more often than women, there is likely to be a gender pay gap, and we know this is an issue common across the scientific research sector. At the ICR, we also have clinical academic staff whose pay is determined by the NHS and the University and Colleges Employers' Association, and this too impacts our pay gap.

Promoting gender equality is a key strategic priority for The Institute of Cancer Research (ICR), as recognised in our Athena SWAN Silver award. We are committed to fostering an inclusive culture which promotes equality and values diversity, and we have put in place various measures to

drive progress in this area – including standardising salary scales, reviewing our reward policy, updating our training around recruitment and appointing the majority of new roles at the market median to ensure consistency.

However, looking back at our pay gap over the past five years, we can see that our mean gender pay gap has persisted at around 18%, and our mean gender bonus pay gap has increased. There is further work to do, and in this report we reflect on the impact of the steps we have taken so far, as well as barriers to progress and the actions we need to take to overcome them.



Our gender pay gap – 2021

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 2021 (excluding

anyone who was paid maternity leave, statutory or less than full occupational sick pay during this period).

This report covers 1,101 members of staff who were paid their regular salary in **April 2021**, of whom 639 (58%) were female and 462 (42%) were male.

The mean gender pay gap is

18.8%

(17.9% in 2020, 21.0% in 2019, 17.9% in 2018, 18.4% in 2017)

The median gender pay gap is

7.9%

(10% in 2020, 9.5% in 2019, 6.4% in 2018, 7.7% in 2017)

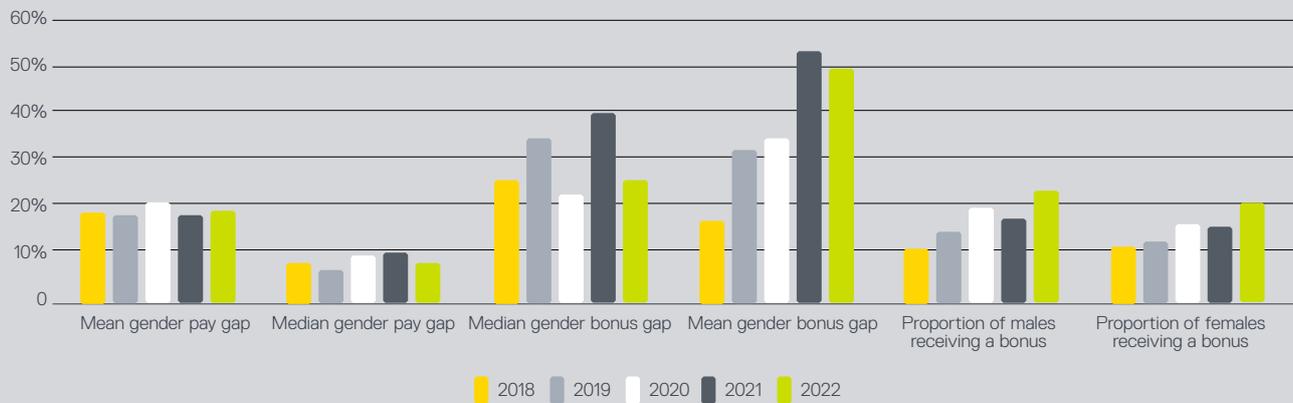


I want the ICR to be a workplace which reflects our wider community, and where everyone feels valued and supported at each stage of their career. Our strength lies in our diverse workforce – we need differing perspectives and insights to enable a creative, vibrant and successful culture. Like most places, we have work to do as we strive for equity in the workplace – and I am committed to playing our part in tackling systemic barriers in academia, and to making meaningful progress in addressing representation in the workplace.

Professor Kristian Helin,
Chief Executive of the ICR



Our gender pay gap – five-year trend



Here, we can see the ICR’s five-year trend data for our gender pay gap.

Our mean gender pay gap has persisted at around 18%.

In this period, we implemented a new performance-based salary review system – introduced in August 2019. As part of the transition to the new system, we reviewed pay for all staff groups and benchmarked against similar organisations and sectors – which resulted in a series of scale uplifts.

The new system allowed us to standardise salary scales, and ensures recruiting managers appoint new roles at the market median to ensure consistency.

However, the ICR’s gender pay gap continues to be driven by the distribution of male and female staff across our workforce – there are more men in higher-graded roles and more women in lower-graded roles.

This is an issue faced across the wider sector – but that doesn’t diminish the importance of tackling it. We are continuing to take actions to address the distribution of staff roles, and to reduce our gender pay gap, across our organisation, with a focus on representation among our senior leadership roles.

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 scientific research.

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 know 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
- Benchmarking data from UCEA and AdvanceHE.

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, Heads of Division and senior researchers). This imbalance has been identified as a factor across the overall higher education sector’s gender pay gap, and accounts for 4.7 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 nationally and at 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 discussing the actions we have taken so far. It has so far led to a steady increase in the overall numbers of postdoctoral clinical researchers and an increase in the proportion of women

reaching this stage. The current cohort of clinical postdocs is currently gender balanced – four men and four women.

Professional Services grades – The Professional Services category (excluding Director grades) also has a large gender pay gap at 15.6%, although this does represent a reduction of 6 percentage points from 21.6% in 2019. The new pay system standardised pay scales at the new pay grades 1 and 2 (the ICR's highest pay grades after Director level) – and contributed towards a reduction in the pay gap for staff in this group.

Professional Services Directors – In 2020 the pay gap for Professional Services Directors was 1.6%, but this increased by over 17 percentage points to 18.8 % in 2021. The Corporate Services Director group is made up of a small number of staff (on 1 April 2021 there we had 8 Corporate Directors) and as such any changes in personnel can have a dramatic impact on the gender pay gap.



Pay quartiles

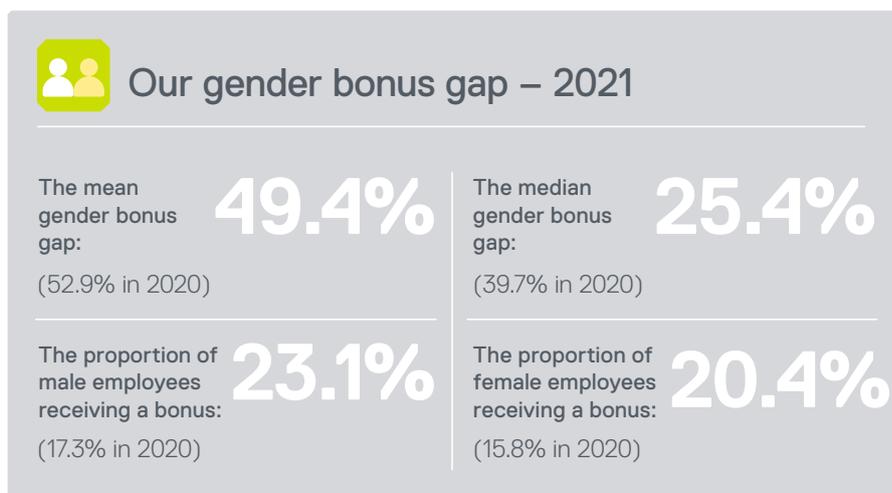
Band	Reporting year	Males	Females	Description
Lower quartile	2022	35.74%	64.26%	Includes all employees whose standard hourly rate places them at or below the lower quartile.
	2021	35.77%	64.23%	
	2020	32.08%	67.92%	
	2019	33.70%	66.30%	
	2018	32.17%	67.83%	
Lower middle quartile	2022	34.30%	65.70%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
	2021	34.67%	65.33%	
	2020	34.85%	65.15%	
	2019	38.18%	61.82%	
	2018	41.25%	58.75%	
Upper middle quartile	2022	41.67%	58.33%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
	2021	40.51%	59.49%	
	2020	42.05%	57.95%	
	2019	42.75%	57.25%	
	2018	40.10%	59.90%	
Upper quartile	2022	56.88%	43.12%	Includes all employees whose standard hourly rate places them above the upper quartile
	2021	57.66%	42.34%	
	2020	56.06%	43.94%	
	2019	55.64%	44.36%	
	2018	55.43%	44.57%	

At the ICR, bonus payments are not our main reward mechanism. Our pay policy awards a bonus (non-consolidated) standard percentage of salary 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. In 2021 more women received an 'outstanding' rating than men, which resulted in a consolidated pay rise rather than a bonus.

i In 2021, 0.65% of the total pay bill was paid on staff bonuses.

The gender bonus gap analysis covers those staff who received a non-consolidated payment to recognise outstanding performance between 1 April 2020 and 31 March 2021. Under our pay and reward system, 251 staff received bonuses in 2021, compared with 180 in 2020.

The mean and median bonus gaps have both decreased in 2021. We believe this is because more staff were awarded a



bonus payment during the period and more women were awarded a bonus (21% vs 19% of men).

The mean gender bonus gap in this most recent period was 49.4% (a decrease of 3.5 percentage points since last year) with men receiving an average bonus payment of £1,038.89 and women receiving £526.19. The much higher average bonus payment made to men reflects the higher number of men in senior roles, particularly scientific leadership roles.

A further reason why female staff received smaller bonus payments than their male counterparts is that 29% of women who received a bonus work part-time, compared with 4.5% of men who received a bonus. Bonus payments are pro-rated for part-time staff, which means that a part-time member of staff will receive a lower bonus than a colleague working full-time on the same salary. If we were to calculate the bonus gap based on everyone working full-time, the mean would be 49.92% instead of 49.4% and the median would be 17.85% instead of 25.4%.



Progress to date

The ICR has put in place a series of actions to address our gender pay gap. Here, we reflect on progress against existing actions and update on some new steps we are taking.

1

Since the introduction of the new pay and reward policy in 2019, new recruits have been appointed at the market median salary for their role. A few exceptions have been made, which have to be justified – e.g. the applicant has significant experience, or the role has been particularly difficult to recruit to.

2

The establishment of uniform salary scales for the majority of job families in 2019 also continues to have a positive impact on the gender pay gap within these job families.

3

Our line managers are all encouraged to undertake recruitment training including on unconscious bias and fair recruitment practices. This will be made mandatory in 2022.

Actions to address the gender pay gap

We are committed to reducing our gender pay gap by changing 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 – 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.

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 NEW

Reduce underrepresentation of women in senior roles

- Ensure that executive search agency agreements for Faculty and Director appointments include commitments to provide representative shortlists by ethnicity and gender and that agencies are challenged in the actions they have taken.
- Where executive search is not used, ensure that single ethnicity and single gender shortlists are challenged.
- Ensure that all recruitment panellists have participated in up-to-date recruitment training (a new shorter training course will be available shortly) and that a refresher course is made mandatory.
- We will provide reasons for rejection at shortlisting and interview for 90% of candidates to all ICR job vacancies in the period January-October 2022. This will provide the evidence base for further actions to address the differences in shortlisting and appointment by gender.

ACTION

2 NEW

Identify and address any gender differences in new recruits being appointed at above the market mean

- Capture the reasons for each decision to appoint above market mean, analyse by gender of candidate and identify further actions to address if necessary.

ACTION

3 NEW

Reduce the bonus gap

- Prepare clear guidance for Division Heads and Team Leaders on making recommendations for bonuses. Ensure that these reflect the ICR's commitment to research excellence and provide clarity and consistency on appropriate bonus levels.
- Reinforce the guidance around appraisal ratings in 2022 and compare allocation of ratings with 2021 to identify outliers before implementation.
- Conduct equality impact assessment on the appraisal ratings from 2020-2022 under the new pay and reward system to identify any issues.

ACTION

4 ONGOING

Use pay clubs and research and university networks to understand how other institutions are reducing their pay gap.

- Use pay gap information to identify how other organisations (not only higher education or research organisations) are progressing in this area. Consider whether any of their approaches would be appropriate for the ICR.

The following programmes and activities also contribute to reducing the gender pay gap:

- Athena SWAN: five-year action plan addressing gender equality, covering:
 - Career pipelines and gender differences within them
 - Work life balance
 - Support for parents and carers
 - Recruitment
 - Promotion
 - Culture
 - Public engagement
- Support for clinical academics: including the Clinical Academic Forum, BRC bridge funding, clinical academic mentoring programme and Pathway to Independence programme for clinical academics



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 significant progress 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.

We are not only working to address gender inequality but also racial inequality, and to this end we have also started voluntarily publishing an ethnicity pay gap report.

From the past five 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 build on the lessons we have learned and to continue to move in the right direction – towards an organisation which provides equality for all.