

**THE INSTITUTE OF CANCER RESEARCH:
ROYAL CANCER HOSPITAL**

**DRAFT GENDER
EQUALITY SCHEME
2010**

This document has been published for information only. The final version will be published on 27th May 2010 after approval by the ICR's Board of Trustees.

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INTRODUCTION

This document provides important information about The Institute of Cancer Research (ICR) and its approach to gender equality. It sets out the main objectives for the life of the scheme and the accompanying action plan provides details on how those objectives will be achieved.

Why this scheme?

The Sex Discrimination Act 1975 (the “Act”) has been amended by the Equality Act 2006 so that it now places a duty on all public authorities, when carrying out their functions, to have due regard to the need:

- a) to eliminate unlawful discrimination and harassment, and
- b) to promote equality of opportunity between men and women

This is known as the 'General Duty' and came into effect on 6 April 2007.

Unlawful discrimination includes discrimination as defined by the Act which includes:

- Direct and indirect discrimination on grounds of sex
- Discrimination on the grounds of pregnancy and maternity leave
- Discrimination on the grounds of gender reassignment
- Direct and indirect discrimination against married persons and civil partners
- Victimisation
- Harassment and sexual harassment

Direct and indirect discrimination, victimisation and harassment are explained further at Appendix A to this Scheme.

Specific Duties

The legislation also sets out specific duties which provide a framework to assist a public authority in planning, delivering and evaluating action to meet the general duty. These specific duties require us to:

- Prepare and publish a Gender Equality Scheme (The Scheme) showing how we intend to fulfil the General Duty, and in doing so;
 - **consult** stakeholders (employees, students, and others, including trade unions) who appear to have an interest in the way we carry out our functions, and;
 - **take into account any information** we gather or consider relevant, and;
 - set **gender equality objectives**, and;
 - consider the need to have objectives to address the cause of any **gender pay gap**
- The Scheme has to describe *how* we intend to :
 - gather information on the effect of our policies and practices on men and women, in particular the extent in which they promote equality and take account of the needs of men and women, and;

- make use of information we gather to enable us to meet the General Duty, review the effectiveness of actions and assist in preparation of subsequent schemes, and;
- assess the actual or likely impact of policies and practices on equality between men and women, and;
- consult relevant employees, service users and others (including trade unions), and;
- achieve the gender equality objectives outlined in the Scheme
- We are required to put the actions we identify into effect and review and republish the Scheme within three years.
- We are also required to publish an annual report on progress

The existence of this Scheme is not in itself sufficient to demonstrate that the ICR has met the Duty. There is a clear obligation to demonstrate the action we have taken and the outcomes we have achieved. We will do this through clearly adhering to the requirements set out in the specific duties and publishing our Gender Equality Annual Reports.

Code of Practice

The scheme has been written in accordance with recommendations made in the Equal Opportunities Commission¹ Code of Practice. Failing to comply with the Code of Practice is not unlawful but courts and tribunals will take into account to what extent a public authority has complied with it when they consider any case brought before it.

Enforcement

A person who suffers discrimination, victimisation or harassment can bring proceedings against the perpetrator in the County Court or an Employment Tribunal.

The General Duty is enforceable by judicial review and any person affected by a failure to comply with the General Duty by a public authority is entitled to take action through formal judicial review proceedings. The EHRC may also issue formal compliance notices in the event of a breach of the General Duty.

Equality Act 2010

The Equality Act 2010 which received Royal Assent on 8th April 2010 makes significant changes to the structure of equality law but preserves its principal tenets. It will come into force in October 2010 and together with new public sector specific duties which will come into force in 2011 it will remove the requirement to produce equality schemes. Until then, this scheme will continue to guide the ICR in the way it approaches gender equality using the existing framework.

The Equality Agenda

This Scheme is one of three schemes that the ICR is required to produce, the others being for race and disability. Some public authorities, notably the Higher Education Funding Council for England (HEFCE), have combined their

¹ The Equal Opportunities Commission has now been replaced by the Equality and Human Rights Commission (EHRC) which has endorsed the Code of Practice.

schemes into one 'Single Equality Scheme'. The ICR considered this approach but nevertheless published three schemes as it believes that each individual equality strand would be better served with separate schemes. In response to the Equality Act 2010 we are now working towards an Equality Strategy which will combine all protected characteristics

Equality

Equality of opportunity does not necessarily mean treating everyone in exactly the same way. The focus is on outcomes rather than input. Everyone should have the same rights, responsibilities and opportunities but facilitating this is often about recognising the particular needs and circumstances of an individual, or groups of individuals, and tailoring resources to achieve equality outcomes. This is the basis of 'positive action' which seeks to achieve equality by focusing additional resources towards people who have historically enjoyed less opportunity than others.

With regard to this Scheme, promoting equality means identifying outcomes which may be detrimental to men or women when compared to members of the other sex and taking whatever action is necessary and proportionate to redress any imbalance.

Gender

The Gender Equality Duty Code of Practice explains that "*the term 'sex' is used to describe biological differences between women and men. The term 'gender' refers to the wider social roles and relationships which structure men's and women's lives. Gender inequality exists in all aspects of society and refers to lasting and embedded patterns of advantage and disadvantage*".²

THE INSTITUTE OF CANCER RESEARCH

The ICR is a research enterprise, higher education institution, company limited by guarantee, and an exempt charity. It is a college of the University of London. The Act specifies that "public authority" includes any person who has functions of a public nature; as a higher education institution, the ICR is a public authority and as such is subject to the General and Specific Duties. The ICR's status as a public authority is not dependent on how it is funded or on what proportion of its functions are functions of a public nature.

Strategic Aims of the ICR

The mission of the ICR is outlined in its strategic plan and is to relieve human suffering by pursuing excellence in the fight against cancer through:

- Research into the causes, prevention, diagnosis and methods of treatment of cancer
- Education and advanced training of medical and scientific staff
- Treatment and care of the highest quality for cancer patients
- Attraction and development of resources to the optimum effect

² Equal Opportunities Commission Gender Equality Duty Code of Practice England and Wales 2006.

The Gender Equality Scheme will contribute positively to our mission by ensuring that our staff and students are treated fairly and equitably whatever their personal circumstances and background therefore enabling them to work productively towards the ICR's strategic goals.

The Gender Equality Scheme will have a positive impact on the following strategic objectives of the ICR:

Objective 5: To educate and train the next generation of cancer researchers

Objective 6: To deliver an environment which maximises the ability of people to achieve their research potential both in the laboratory and the clinic

Objective 8: To remain an employer of choice

Objective 11: To deliver high quality service as defined by the user

In addition, the scheme will demonstrate to our partners and the public at large that we are committed to the highest standards of equality practice as well as ensuring that the ICR is legally compliant in all relevant areas.

Management and Governance

The overall governing body of the ICR is its Board of Trustees which is supported by a number of sub committees. The Board of Trustees has 24 members, of which 8 are women (33%). This represents a significant increase in the proportion of women on the Board from 2006 when the first Gender Equality Scheme was published when of 22 members, 4 were women (18%).

The other policy making committees of the ICR are shown below with their respective membership by gender.

Committee	Female	Male
Corporate Management Group	3	9
Joint Research Committee	1	13
Academic Board	22	49

With the exception of the Joint Research Committee, there has been a slight increase in the proportion of women on these committees since the Gender Equality Scheme was first published in 2006. This data represents a relevant and important measure of relative participation of each gender, particularly in conjunction with the Athena SWAN objective: *"The absence of diversity at management and policy-making levels has broad implications which the organisation will examine"* (see 'Athena SWAN' below).

The number of women on the Joint Research Committee remains an area of concern in relation to this objective but progress is hampered by the number of senior women scientists in the small population of senior scientists overall, many of whom are already committed with other committees in addition to their scientific workload.

The ICR continues to monitor diversity at management and policy-making levels and although progress has been made we are keen to maintain momentum to ensure that committees continue to reflect the diversity of the workforce and student body.

Research Activity

The ICR is one of the world's leading cancer research organisations and is internationally renowned for the quality of its science. Amongst the range of research studies undertaken there are several which relate to cancers that are specific to one sex, e.g. testicular cancer, ovarian cancer, and others where the incidence may be more in one sex than the other. Details of all current research activity is available in the 'Research' section of the ICR's web site (<http://www.icr.ac.uk>).

The Royal Marsden NHS Foundation Trust

The ICR works in partnership with The Royal Marsden NHS Foundation Trust and many members of staff and students are routinely based within the Royal Marsden's estate or are otherwise directly subjected to their working practices and policies.

This scheme has therefore been developed in close co-operation with the Royal Marsden to ensure compatibility and common purpose. Any enquiries concerning the Royal Marsden's Gender Equality Scheme should be directed to Lisa Neden, HR Manager Projects, 020 8661 3732 or Lisa.Neden@rmh.nhs.uk, who currently has responsibility for the Royal Marsden's Gender Equality Scheme.

THE ICR'S GENDER EQUALITY PROFILE

Gathering and Using Information

The ICR has a very good record of attracting potential employees of the highest calibre and selecting on merit resulting in a motivated workforce with high levels of staff satisfaction as measured in regular staff attitude surveys. The latest Staff Attitude Survey was conducted in 2008 and this found that *"The Institute's strong commitment to equal opportunities is reflected in the respondent's largely positive attitudes towards the policies and procedures that are in place to address this. Just under half of the respondent group have undertaken Equality Excellence training and agree that it is of good quality and that they have personally benefited from it. However, they believe that more could still be done to make equal opportunities policies clearer and apply them consistently. There is also thought to be room for improvement in The Institute's approach to flexible working, particularly for those with children."*³

The flexible working framework and guidance for managers and line managers briefing on flexible working have all been revised and simplified in 2009. The Challenging Bullying and Harassment Policy was republished after staff consultation in 2010.

A central record of personal data on staff is held by the Human Resources team and student records are held by the Academic Registry. The retention and use of this information complies with The Data Protection Act 1998.

The current methods of recording personal data do not take account of any members of staff or students who are transsexual or undergoing gender

³ Staff attitude Survey 2008 Executive Summary

reassignment. Although the ICR is keen to fully discharge its equality duties and if appropriate take proactive steps to promote equality, we recognise that careful consideration needs to be given to an appropriate way to gather any such information due to its sensitive personal nature and no decision has yet been made with regard to gathering this information from applicants and staff in the future.

Current Profile

The ICR has 970 staff, 59% of which are women and 41% are men.⁴ Although the total number of staff has increased from 862 in 2006, proportions have remained the same. Of the student body, 47% are men and 53% women. Of the 27 sections and directorates at the ICR, men outnumber women in only 5 (Gene Function and Regulation, Structural Biology, Facilities, Information Technology and Research Services). An annual review of the workforce profile is collated and published by Human Resources for review by the Corporate Management Group and this includes a section on equality data which is published externally on the ICR's website.

Pre-employment or Study

Advertising

The ICR uses a range of media to advertise job vacancies and studentships. Because of the specialist nature of some scientific posts, the majority of advertisements are in specialist publications e.g. *Nature* magazine and some senior positions are actively recruited for. In all cases the overriding consideration is to use a strategy which results in the highest calibre of candidates from a scientific perspective.

For corporate services personnel, national and local print publications are used which are relevant to the nature of the post.

Recruitment and Selection

The current arrangements are directed through policies which are managed by the Human Resources team. HR staff are divided into teams which actively work with their internal clients to advise and participate in recruitment and selection. Student recruitment is managed by the Academic Registry in cooperation with the research sections.

In-employment or Study

Fixed Term Contracts

There are two main contract types at the ICR, fixed term (FTC) and non-time limited contracts (NTL). Fixed term contracts are widely used in research communities which are dependent on time-limited outside research funding. Despite potential advantages of higher pay and short term benefits for individuals they are considered by some as being of less value than a non-time limited contract and have particular disadvantages for female staff. The commitment to the Athena SWAN Charter demonstrates our commitment to

⁴ On 31st December 2009.

examine the use of fixed term contracts to identify and redress any disadvantage to female staff.

Family Friendly Policies and Practices

The ICR recognises that the provision of daytime childcare has a major impact on the ability of women to access employment on an equal basis to men and provides a child care voucher scheme which is available to male and female members of staff.

The ICR also subscribes to the Carer Coordinator Service which is run by the Royal Marsden. This service is available to all Institute staff and students but The ICR recognises that caring responsibilities are more often borne by female family members and therefore feels that this service is particularly relevant to female staff members. The service provides help and advice on local childcare provision, tax credits, holiday play schemes, general childcare information, caring for the elderly or infirm.

Members of staff are also able to benefit from maternity and paternity pay and benefits which exceed the statutory benefits. The ICR also has a statutory parental flexible working rights policy and a flexible working policy which is open to all staff. We constantly seek to be an employer of choice so this is an area which is subject to review.

We have also recently reviewed informal policies on setting meeting times due to the risk that rigid meeting times can often exclude those with caring responsibilities or part time workers. We are satisfied that in general, those convening meetings are considerate of different needs and we continue to raise awareness so that managers are able to make informed decisions.

Learning and Development

The ICR employs a Learning and Development Team within the Human Resources Directorate. The team presents a range of courses to support and develop staff. Uptake of courses by gender broadly reflects the gender profile of the ICR with the exception of Technology Skills courses which have a slightly higher uptake by women. Interpersonal skills training has seen an increase in uptake by men from 27.5% since publication of the last Gender Equality Scheme.

Uptake of Training Courses by Category

Category of Course	Female	Male
Interpersonal Skills	544 (60%)	368 (40%)
Technology Skills	259 (70%)	112 (30%)
Other Skills	307 (67%)	152 (33%)

'Other Skills' includes scientific courses and technical seminars which fall outside the other two categories.

The ICR's 'Perspectives in Oncology' website provides information on cancer science for new Institute PhD students and other members of staff in an interactive format with several modules. A recent review showed that 62% of users were female and 38% male over the period July 2004 to December 2006.

This gender split compares well with the overall gender split of the ICR (approx. 60/40 f/m).

Discipline and Grievance

Annual returns for cases of discipline and grievance at the ICR are in single figures and therefore it is difficult and inappropriate to draw any conclusions from the representation of gender or minority groups. Every case involves a Human Resources Advisor and their close working relationship with the Diversity and Disability Advisor ensures that equal opportunities are adequately monitored on an individual basis.

Bullying and Harassment

Bullying and harassment on any grounds are not tolerated at the ICR, and where appropriate are formally dealt with through the discipline and grievance procedures. The ICR also has a network of volunteer harassment advisors who are available for staff to discuss issues confidentially if they do not wish to raise a matter formally. These procedures cover complaints arising from a range of issues which include sexual harassment and harassment otherwise connected to sex, gender, sexual identity and sexual orientation.

During 2009 no cases were formally raised and there were 2 recorded cases of either bullying or harassment at the ICR which were reported through the harassment advisor network. This reflects the overall reduction in cases over the past three years

The ICR's Diversity and Disability Advisor coordinates the strategy to challenge bullying and harassment and actively monitors cases and works with managers and staff to resolve issues. We provide both online and classroom training which is mandatory for all staff and a prerequisite for completing the probationary period for all new staff. The ICR can also offer internal mediation in appropriate cases. All of the reported cases have been addressed and action taken to resolve the issues.

Post-employment or Study

Exit Interviews

All staff leaving the ICR are required to complete a leaving form and it is recommended that all leavers are offered a leaving interview. In the majority of cases, students will leave as graduates. In either case, the leaving procedure provides an opportunity for staff and students to raise issues which may be related to equality. The close working relationship between the Diversity and Disability Advisor and HR or Academic Registry staff helps ensure that important issues are addressed appropriately.

CONSULTATION AND INVOLVEMENT

Pre-publication

This Scheme has been made available for review and feedback to all members of staff and students prior to its publication. The Gender Equality Steering Group which draws its membership from across the ICR has reviewed the

Scheme before publication and the group is further actively involved in its implementation as set out below. It has also been reviewed and approved by the Corporate Management Group and Board of Trustees.

Gender Equality Steering Group

As part of the process of promoting equality of opportunity between women and men and in order to facilitate the process of developing and maintaining a gender equality scheme the ICR established a Gender Equality Steering Group (GESG). The group is chaired by a senior member of staff and includes management, student and staff side representatives together with volunteers drawn from staff and students who have an interest in the work of the group. During 2010 and in response to the Equality Act 2010, the GESG will be disbanded along with the other single strand equality groups for race and disability and its responsibilities will be transferred to the Equality Steering Group which will meet for the first time in Autumn 2010.

The overall purpose of the group is to bring together as diverse a range of views as possible from all levels and areas of the ICR to facilitate relevant information gathering and debate of key issues.

Extract from the Terms of Reference of the New Equality Steering Group

Role and Function

- a) The group will actively work to advance equality of opportunity, principally by supporting the ICR in complying with the Public Sector Equality Duty and Specific Duties.
- b) The group will support the planning, development and review of the ICR's equality objectives and compliance with the Specific Duties.
- c) The group will monitor and recommend implementation of the objectives relative to the ICR's other policies and functions.
- d) The group has no executive authority, and will report and make recommendations through the Corporate Management Group of the ICR to the Board of Trustees on relevant issues.
- e) Where staff wish to form interest groups for people who share any particular protected characteristics, when they wish to make any report or recommendations they will do so through the Equality Steering Group.
- f) The group will support the ICR's participation in the Athena SWAN Charter to Promote the Careers of Women in Science by inviting members of ICR staff to form an Athena SWAN Self-Assessment Team, and the group will take responsibility for applications for awards.

GENDER EQUALITY OBJECTIVES

Review of Progress

The first Gender Equality Scheme outlined four Gender Equality Objectives which formed the basis of the action plan. Progress has been made in all areas and as a result, the objectives have either been revised or replaced as outlined below.

Contractors and Partners

Gender Equality Objective One (2007)

The ICR will ensure that all members of staff, students, partners and contractors are aware of the ICR's commitment to gender equality and encourage them to contribute to and participate in steps to achieve the gender equality duty.

This objective centred on training and raising awareness and a number of initiatives outlined in the action plan ensured that we met the objective successfully. The ICR now has an Equality Excellence Seminar which is delivered on a regular basis to all new staff and students. 69 seminars have been delivered and 750 staff have attended since January 2008. The seminar remains mandatory for all staff and students and forms part of the compulsory probationary training for new starters.

The training is supported by a comprehensive intranet site which contains information, web links and training resources. Promotional material (pens and mouse mats) have ensured that the equality message is reinforced at workstations and all visitors have access to written information on equality. In addition, outside contractors working on ICR property are required to sign an undertaking that they will work in compliance with our equality policies. An equality clause is now available for insertion in contracts for external services.

This objective has been retained to monitor progress and develop the ongoing training provision.

Athena SWAN

Gender Equality Objective Two (2007)

The ICR will seek Charter Membership of Athena SWAN to support its efforts to address gender inequalities in general and promote the careers of women in science.

The ICR gained Charter Membership of Athena SWAN in 2007 and went on to achieve a Bronze Award in 2009. Along the way we put together a comprehensive action plan to address the issues that our self-assessment group considered were important in meeting the Athena SWAN objectives. This objective has been retained as the process continues, looking forward to retaining the Bronze Award status and exploring ways to increase standing in the awards process.

Information Management

Gender Equality Objective Three (2007) (Achieved)

The ICR recognises the importance of accurate and up to date information to inform gender equality strategy and policy development. The data management capabilities of the Pyramid HR system will be fully utilised to facilitate this.

This objective was achieved with the production of an annual equality statistics report which has been produced in a format which can be repeated year on year. Data is drawn from the ICR's personnel database and published as part of an annual workforce profile. The equality data is published externally on the ICR's website. The report combines data in relation to all equality strands as well as the monitoring data we consider for our Athena SWAN monitoring and actions. This objective has now been removed from the action plan.

Impact Assessment

Gender Equality Objective Four (2007) (Renumbered Objective Three 2010 – see below)

The ICR will develop and implement a process for Equality Impact Assessment, which includes policies, process and training to ensure that all policies are screened and assessed within the life of the Scheme.

Although many policies are yet to be assessed, the majority of this objective has been met. The process has been designed and delivered along with training, and a comprehensive guide to impact assessment for the assessors. All Corporate Services directorates are now engaged in the process of impact assessment and significant progress has been made on high priority policies such as those within Human Resources. This objective has been retained to ensure that progress of assessments is monitored and has been renumbered as Gender Objective Three below

New Objectives

Family Friendly Policies and Provisions

Throughout the life of the last scheme childcare and maternity benefits were a consistent theme in discussions, and work done in connection with our Athena SWAN membership. The Gender Equality Steering Group felt that many of the barriers facing women's progression and full participation at work were keenly felt by those women who had family and caring responsibilities. Effective child care arrangements and generous maternity benefits are seen as factors which ameliorate the situation and as such contribute to greater productivity and our reputation as an employer of choice.

The ICR employs the services of a Carer Coordinator in cooperation with the Royal Marsden NHS Foundation Trust and have 2 reserved spaces in the on-site nursery at the Sutton site. Some staff have nevertheless still experienced difficulties accessing affordable childcare so this is an area which will receive attention within the life of this Scheme. When compared with other research institutions and universities in the same field the ICR has the least generous

maternity benefits and although seeking improvement is important any proposed measures need to be considered in recognisance of the current economic climate. We are nevertheless mindful of the long term benefits to the ICR if we are able to improve our competitiveness in this area..

The Athena SWAN action plan contains clear objectives to make progress on supporting researchers with family responsibilities and those who take career breaks and these are suitable to be included in an overall gender equality objective.

Gender Objective Four (2010)

The ICR will strive to ensure that maternity benefits are competitive when measured against those offered by comparable institutions and to further develop childcare arrangements for staff and students. This will be achieved in part through an overall improvement in family friendly provision incorporating objectives from the Athena SWAN Action Plan.

Key Decision Making

Another area which has received attention during the life of the scheme, particularly linked to progress in Athena SWAN is the issue of representation of women at key decision making levels at the ICR. This issue is discussed earlier in this scheme and we feel it is pertinent to set clear objectives in the scheme drawn from the Athena SWAN action plan.

Gender Objective Five (2010)

The ICR will strive to ensure that the gender balance of key committees at least reflects the gender balance in available applicant/appointment pools and will ensure that gender balance is a key consideration in the composition of the Board of Trustees and recruitment of new members.

EQUAL PAY

Equal Pay Review

It is important to the ICR that its employment practice reflects its commitment to remain an employer of choice and consequently we review salaries and other rewards on a regular basis. In 2004 we commissioned an Equal Pay Audit from *Reward Solutions* an employment consultancy. The executive summary outlined the main findings from the report and relevant points are reproduced below.

- Essentially, the ICR's pay and benefits policies look to be based on fair, equitable and ethical principles. Nevertheless, in the community in question, men enjoy an overall gap of 13.0% in basic pay⁵.

⁵ This compares to recent national data which shows that the pay gap for full time workers is 17.1% and part time workers is 12.1%. (ONS (2005) Annual Survey of Hours and Earnings 2005 as cited in, EOC, (2006) *Facts About Women and Men in Great Britain* available at http://www.eoc.org.uk/pdf/facts_about_GB_2006.pdf)

- The main factor behind these two apparently conflicting statements seems to be occupational segregation.
- The incremental salary progression system is very typical of the public and not-for-profit sectors. The emphasis is on equality of treatment and centralised control, in contrast to some of the more assertive performance and/or market driven arrangements that are found in some environments. From an equal pay viewpoint, the ICR's model has positive attributes.
- Analysis of actual base salaries shows them to be highly comparable wherever there are substantial cohorts of both genders and ethnic classifications performing the same grade of work. Differences are well within the Equal Opportunities Commission's 5% tolerance limit in the main technical and scientific grades.
- In the case of the Administrative grades, women are concentrated heavily into the more junior jobs. There are few men in any except the top grade, Principal Officer. Men's relatively rich grade mix gives them a 28% salary advantage when viewing Administration as a whole.
- The conclusion from the statistical study is that pay disparities seem to stem from structural (employment demographics) factors rather than any inherent unfairness in the remuneration system.
- Job evaluation covers only part of the ICR's workforce. This is a potential equal pay risk.

Recommendations and Action

Information from the Equal Pay Audit informs the Human Resources Strategy and the specific recommendations are considered to set short, medium and long term goals.

Since the publication of the Equal Pay Audit Report, the ICR carried out its triennial pay review in 2006 and a number of the recommendations concerning hours variation, overtime and bonus payments and the pay architecture have now been addressed.

Equal Pay Objectives

The ICR is satisfied that it has sound and relevant information from the Equal Pay Audit Report of 2004 and subsequent action to set Equal Pay Objectives within its Human Resources Strategy rather than in the Gender Equality Scheme. These will be informed and amended by future audits as necessary. The Equality Steering Group will continue to monitor this issue and make recommendations as appropriate.

HOW WE USE THE INFORMATION WE GATHER

Monitoring

The Human Resources Planning Team will gather information on performance, measured against the requirements of the general and specific duties and the Gender Equality Objectives, and will monitor the progress of the Gender Action Plan. This information will be considered by the Equality Steering Group, which will direct further actions and report as appropriate to the Corporate

Management Group and the Board of Trustees who have ultimate responsibility for The ICR's duties with regard to gender equality.

Action Plan

The action plan is the primary vehicle through which the information gathered in this Scheme will be used. It outlines tasks, objectives, timescales and accountability. It will be reviewed on a regular basis to ensure that objectives are being achieved within the stated time and that progress towards gender equality is maintained. The Gender Equality Steering Group will review it formally every year.

Review

The Gender Equality Scheme will, in accordance with the Act, be formally reviewed within three years of first publication (by 30th April 2013) unless superseded by a combined equality strategy before that date.

PUBLICATION

Documents related to equal opportunities are included in the ICR's Publication Scheme and the Gender Equality Scheme is therefore available on application within the Publication Scheme.

The Scheme is also published for general distribution and is available on the ICR's website and intranet. Large print, clear print, audio and Braille versions are also available on request.

ACTION PLAN

1.0 Gender Equality Objective One					
The ICR will ensure that all members of staff, students, partners and contractors are aware of the ICR's commitment to gender equality and encourage them to contribute to and participate in steps to achieve the gender equality duty.					
Ref.	Issue or Required Action	Outcome	General Duty	Timescale	Owner
1.1	There are varying levels of awareness throughout the ICR of gender equality and other equality issues. A training programme will raise awareness to a common level and promote a positive response to equality initiatives.	All new staff and students attend a compulsory training session.	Promote equality of opportunity between men and women.	Ongoing	Learning and Organisational Development Manager
1.2		Training and reference material is available to all staff on the ICR's intranet		Ongoing	Learning and Organisational Development Manager
1.3		All contractors and partners are aware of the ICR's commitment to gender equality and express commitment to ensure their activities are in harmony.		Ongoing	Learning and Organisational Development Manager

2.0 Gender Equality Objective Two

The ICR will seek to maintain progress on gender equality to retain its Athena SWAN Bronze Award and to address gender inequalities in general and promote the careers of women in science.

Ref.	Issue or Required Action	Outcome	General Duty	Timescale	Owner
2.1	The ICR is not alone in experiencing gender inequalities at higher levels of scientific management and recognises that the challenges are not restricted to those which can be addressed from within. Athena SWAN exists to promote the careers of women in science. The ICR and its staff would benefit by seeking Charter Membership and organisational awards.	The ICR retains Athena SWAN Bronze Award.	To eliminate unlawful discrimination and harassment, and promote equality of opportunity between men and women.	30 th April 2012	Athena SWAN Coordinator/ Learning and Organisational Development Manager

3.0 Gender Equality Objective Three

The ICR will implement processes for Equality Impact Assessment of policies and functions, monitor progress of assessments and provide support as necessary.

Ref.	Issue or Required Action	Outcome	General Duty	Timescale	Owner
3.1	Any Staff engaged in impact assessment require guidance and support to ensure that they have the necessary skills and abilities to confidently complete the task.	A guide to impact assessment is maintained and advice is available to assessors.	To eliminate unlawful discrimination and harassment, and promote equality of opportunity between men and women.	Ongoing	Chair of GESG / Equality Steering Group
3.2	All policies must be screened and arrangements must be in place to ensure all existing policies are assessed and new policies are impact assessed before implementation.	All existing and new policies screened and prioritised.		31 st December 2012	Trained assessors
3.3		All policies assessed		31 st December 2012	Chair of GESG / Equality Steering Group

4.0 Gender Equality Objective Four

The ICR will strive to ensure that maternity benefits are competitive when measured against those offered by comparable institutions and to further develop childcare arrangements for staff and students. This will be achieved in part through an overall improvement in family friendly provision incorporating objectives from the Athena SWAN Action Plan.

Ref.	Issue or Required Action	Outcome	General Duty	Timescale	Owner
4.1	Review feedback from staff leaving questionnaires and staff attitude survey to compile qualitative data on the effect of current provision on staff satisfaction and turnover.	Report of findings	Advance equality of opportunity	30 th April 2011	Director of Human Resources
4.2	Review current family friendly policies and procedures and explore areas for improvement in application and communication.	Improvements as indicated		30 th April 2011	Director of Human Resources
4.3	Consider a review of the current maternity benefit provision when the economic climate and other priorities permit.	Recommendations to improve current provision		When feasible.	Director of Human Resources

5.0 Gender Equality Objective Five

The ICR will strive to ensure that the gender balance of key committees at least reflects the gender balance in available applicant/appointment pools and will ensure that gender balance is a key consideration in the composition of the Board of Trustees and recruitment of new members.

Ref.	Issue or Required Action	Outcome	General Duty	Timescale	Owner
5.1	Monitor gender composition of relevant committees at least annually and compare to applicant / appointment pool.	Gender composition of committees is monitored on a regular basis.	Advance equality of opportunity.	30 th April 2011	Chair of GESG / Equality Steering Group
5.2	Ensure that eligible women for membership of committees are aware when vacancies arise.	No qualified person misses opportunity to be considered for membership of relevant committee.		31 st July 2010	Secretariat
5.3	Ensure that Chairpersons of relevant committees and those setting selection criteria are aware of the value of greater participation by women.	Gender balance is a relevant consideration in the formation and membership of committees.		30 th April 2011	Chair of GESG / Equality Steering Group

6.0 Review and Publication					
Ref.	Issue or Required Action	Outcome	General Duty	Timescale	Owner
6.1	Reviewing the progress of the action plan will ensure that timescales are adhered to and additional resources are made available as necessary.	Review progress of action plan	All	Every meeting of ESG	Chair of GESG / Equality Steering Group
6.2	The annual report needs to be finalised before the end of the relevant year to ensure it is available for review and publication by the ICR.	Annual Report	All	1 st February of each relevant year	Chair of GESG / Equality Steering Group
6.3	Publication of the Annual report.	Annual Report is published and available in accessible formats.	All	March meeting of Board of Trustees following the relevant year.	Chair of GESG / Equality Steering Group
6.4	Information is required to compile the 2012-2015 Gender Equality Scheme OR Equality Strategy.	Involvement and consultation forums to inform the GES OR Equality Strategy.	All	1 st December 2011	Chair of GESG / Equality Steering Group
6.5		Staff Attitude Survey	All	Last quarter of 2011	Director of Human Resources

Appendix A – Athena SWAN Action Plan; Published 31st May 2009 with progress comments

Objective One

The group felt that there needed to be more targeted research to identify professors and Career Faculty who had worked part-time to explore whether this was a factor in their advancement at this career step. There was also a need to ‘drill down’ more to extract more detailed information about factors influencing decisions at career transition points including career choices and successful strategies at the transition from PDTF to research team leader.

Tasks	By when?	Person responsible	Progress comments
1. Devise a method to conduct research. 2. Devise a suitable questionnaire/structured interview. 3. Identify relevant staff members. 4. Conduct survey and produce report	End of 2009	Diversity and Disability Advisor	An ICR staff member has agreed to undertake research in conjunction with her Masters degree study.

Objective Two

Caring responsibilities for children fall largely on women and many women are forced to take time off to care for young children. This can have an adverse effect on productivity and career progress. It was felt that it should be highlighted to the ICR the waste of talent that this outcome represents. The self-assessment group felt that better and more accessible childcare facilities would help to alleviate this.

Tasks	By when?	Person responsible	Progress comments
Collate information on current childcare provision to compare with other institutions and identify areas for improvement.	March 2009	Diversity and Disability Advisor	Report presented to Gender Equality Steering Group and forms part of Gender Objective Four.

The ICR does not have an onsite crèche unlike many universities but does have access to a small nursery at the Royal Marsden NHS Foundation Trust. ICR employees have difficulty accessing this service as it is owned by the Royal Marsden and preference is given to their staff. We should investigate how to improve access or provide exclusive ICR facilities.	September 2009	Diversity and Disability Advisor	Reserved places now available for limited number of ICR staff
Childcare vouchers cannot be used for the summer and holiday play schemes organised by the ICR. We need to ensure that any shortcomings in the scheme are identified and where possible removed.	July 2009	Diversity and Disability Advisor	Vouchers can now be used for play schemes

<p>Objective Three Review family friendly provision at institutions which are also Athena SWAN Charter members, have published best practice, and received Athena SWAN awards to identify successful strategies and benchmark the ICR's provision in this area.</p>			
Tasks	By when?	Person responsible	Progress comments
Conduct literature search on published Athena SWAN reports to identify best practice. Compare other institutions' provision with the ICR's and report.	March 2009	Diversity and Disability Advisor	Report compiled, broadly the ICR's provision is comparable but there are differences in maternity benefits which would require major policy change to implement. (Gender Objective Four)

<p>Objective Four Periods of funding are often intolerant of periods taken for maternity or paternity leave which effectively shortens to available time for research and/or publications. We need to investigate more fully the approach towards the funding of extensions by our principal funders and partners Wellcome, CRUK and other funders to identify best practice.</p>			
Tasks	By when?	Person responsible	Progress comments
Compile comparisons of various funding arrangements to formulate and recommend best practice.	September 2009	Diversity and Disability Advisor	No progress to date.

<p>Objective Five Clarify the ICR's rules for extensions in respect of Post Doctoral Researchers, CDF and PhD Students to investigate scope for improvements, in particular in respect of maternity.</p>			
Tasks	By when?	Person responsible	Progress comments
Prepare a summary of current arrangements for review.	September 2009	Diversity and Disability Advisor	There is no formal provision for an extension in Post-Doc contracts. Students are allowed to break studies for six months (unpaid) and this time is then added to end of PhD.

<p>Objective Six There are several schemes which support researchers returning from career breaks. We need to ensure that the ICR participates where possible and ensures that information is readily available to all staff who could benefit utilising existing communication resources and keeping in touch days.</p>			
Tasks	By when?	Person responsible	Progress comments
Prepare summary of the schemes and make the information readily available to all staff.	End of 2009	Diversity and Disability Advisor and Human Resources staff.	The ICR's intranet contains information and links to relevant information. We are working to improve our maternity information pack to include career-break specific information. Discussions have taken place to explore the ICR's participation in relevant schemes, e.g. Daphne Jackson trust.

Objective Seven Publish baseline data in user friendly format for wider analysis and comment.			
Tasks	By when?	Person responsible	Progress comments
Gather relevant data and publish.	End of 2009	Diversity and Disability Advisor	Annual equality statistics are now published. These are available internally to inform equality progress.

Objective Eight Review gender balance at key decision making levels at the ICR and recommend action as necessary.			
Tasks	By when?	Person responsible	Progress comments
Gender balance of key committees to at least reflect gender balance in available applicant/appointment pools.	End of 2009	Dr Sue Bright	Action developed as Gender Objective Five.
Ensure that gender balance is a key consideration in the composition of the Board of Trustees and recruitment of new members.	End of 2009		

Objective Nine			
The ICR's involvement in Athena SWAN and its principles should be communicated effectively across the organisation and the principles should be applied wherever possible.			
Tasks	By when?	Person responsible	Progress comments
Use the Athena SWAN logo, appropriately hyperlinked to further information, wherever possible and appropriate.	Immediate	Diversity and Disability Advisor	Athena SWAN logo now included on relevant pages of the ICR's website
Promote consideration of the representation of women in all functions, e.g. media, speaker selection, selection boards committees.	Immediate	Diversity and Disability Advisor	See Gender Objective Five

Appendix B – Glossary of terms

Act (The)	Sex Discrimination Act 1975
AMICUS	The recognised union for staff representation at the ICR
CEHR	Commission for Equality and Human Rights
CRE	Commission for Racial Equality
DES	Disability Equality Scheme
ECU	Equality Challenge Unit
EIA	Equality Impact Assessment
EOC	Equal Opportunities Commission
GES	Gender Equality Scheme
GESG	Gender Equality Steering Group
HEFCE	Higher Education Funding Council for England
HESA	Higher Education Statistics Agency
IEU	Interactive Education Unit (at The Institute of Cancer Research)
IT	Information Technology (computer systems)
L&D	Learning and Development
Public Authority	Any organisation which exercises some functions of a public nature
Scheme (The)	Gender Equality Scheme
The ICR	The Institute of Cancer Research
Transsexual	A person who believes that his or her body does not reflect his or her true 'inner' gender and may or may not have undergone 'gender reassignment'.

Appendix C: Definitions – Sex Discrimination

Direct Discrimination

This occurs when a person treats another less favourably than he/she would any other person and the reason for the less favourable treatment is related to their sex or marital status.

Indirect Discrimination

This occurs when a person applies a provision, criterion or practice equally to all persons but it has a disproportionate effect on people of one sex and cannot be shown to be a proportionate means of meeting a legitimate aim.

Harassment

This is a form of discrimination which occurs when a person engages in unwanted conduct which has the purpose or effect of violating another person's dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment for the other person. An example of this might be a man who objects to a woman undertaking a particular type of work that has been traditionally done by men and who continually belittles her ability to do the job.

Sexual Harassment

This is a form of discrimination which occurs when a person engages in any form of unwanted verbal, non-verbal, or physical conduct of a sexual nature, which has the purpose or effect of violating that woman's (or man's) dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for her (or him). This would include a person making unwelcome sexually explicit comments, sending sexually explicit emails, displaying sexually explicit posters or inappropriate physical contact.

In both types of harassment a court or tribunal will focus on the perception of the victim, and particularly the *effect* of the conduct on them.

The Protection from Harassment Act 1997 also makes harassment a criminal offence for which a person can be arrested, where a person "*pursues a course of conduct which amounts to harassment of another and which he (/she) knows or ought to know, amounts to harassment of the other*".

Victimisation

This is a form of discrimination which occurs when a person is treated less favourably because the discriminator knows or suspects that he/she has done or intends to:

- bring proceedings against the discriminator or any other person or gives evidence in connection with any such proceedings.
- do anything by reference to the act in relation to the discriminator or any other person or allege that the discriminator or any other person has breached any relevant provisions of the act.

Further information can be found on the Equal Opportunities Commission website at: <http://www.eoc.org.uk>.