

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

**GENDER EQUALITY
SCHEME ANNUAL
REPORT 2008**

Preface

As Chair of the Gender Equality Steering Group I am pleased to introduce our second Gender Equality Scheme Annual Report which highlights the progress we have made and outlines plans for the forthcoming year.

This has been a very promising year and considerable progress has been made in promoting the equality agenda across the whole of The Institute. As the report demonstrates the equality seminars have been well attended and the feedback is very positive. Our objective for next year is to continue to encourage all staff to participate in this training which is an extremely valuable way of increasing awareness. Support comes from the top; the Board of Trustees participated in a successful equality awareness session, with outside speakers, and endorsed the activities that we are undertaking across The Institute.

I am particularly pleased with our participation in the Athena SWAN scheme. A strong team has been assembled, including senior male and female professors, and it is pleasing to see such a talented group being prepared to engage in the issues and give their time. The group is determined that we should put in a strong bid for our Bronze award which demonstrates real progress.

We look forward to 2009 which we expect to be another successful year.

Dr Susan Bright
Chair of the Gender Equality Steering Group

Introduction

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

There are also 'Specific Duties', which include a requirement to publish a Gender Equality Scheme and Action Plan and this was published at the beginning of 2007. The Scheme sets out how The Institute intends to fulfil its duties in respect of gender equality and includes details of the other specific duties, one of which is to annually report on progress¹.

The Gender Equality Scheme clearly sets out the framework for promoting gender equality and in its first year we have found the arrangements to be satisfactory and no amendments to the existing framework are necessary.

The following pages describe how actions have been progressed and the outcomes achieved throughout the year.

Gender Equality Objectives

The Institute has set out four Gender Equality Objectives which were outlined in the Scheme published on 30 April 2007. We have made good progress against the objectives, particularly Objectives One and Two and further details are outlined below.

Objective One – Staff, Students, Contractors and Partners

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

All objectives in this section are now complete with the proviso that Equality Excellence seminars are continuing at a rate of one per week (Objective 2.3). Nearly half of all Institute staff and students have attended a seminar and management information is being provided to Section Chairs and Directors to encourage attendance.

¹ Section 6(1) The Sex Discrimination Act 1975 (Public Authorities) (Statutory Duties) Order 2006

An Annual report of the Equality Excellence Seminars including feedback responses is shown at Appendix 1.

A presentation on equality was given to The Institute's Board of Trustees in May 2008. They were briefed on current equality initiatives and also more detail on how they can discharge their responsibilities in this important area. Speakers included Professor Dame Julia Higgins from Imperial College who spoke on the careers of women in science, and David Smellie from Farrers & Co, The Institute's solicitors, who spoke about equality law.

We have also made regular use of The Institute's 'i-news' bulletin to publicise progress in the Athena SWAN Charter.

A standard equality clause will now be included if possible in all relevant contracts. This reflects recommendations in the Government's recent White Paper on a Single Equality Act which proposes to make such clauses mandatory in the public sector.

Objective Two - Athena SWAN

The Institute 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.

Objective 2.1 is complete and we have amended the schedule for application of Athena SWAN Awards (2.1 and 2.2).

We have made good progress in our second year of Athena SWAN Charter membership. We have submitted an annual report to the Athena SWAN assessors which maintains our membership for a further year. Our original intention was to submit an application for a Bronze Award in 2008 but it was decided to consolidate the progress we had made and set out clearer actions before applying for an award in 2009. The Athena SWAN Annual Report is reproduced at Appendix 2.

To assist in putting together our application for an award we have been very fortunate to have been able to put together a strong self-assessment team with members from all areas of The Institute. They are:

Professor Laurence Pearl PhD, FMedSci
Professor Steve Webb PhD, Dsc, FInstP, FIPEM
Dr Michelle Garrett PhD
Professor Caroline Springer PhD
Dr Lara Bethke PhD
Dr Emma Davenport PhD
Dalemari Crowther MSc
Dr Susan Bright PhD

The team met in May and the items raised have been taken forward to formulate an action plan.

Objective Three - Information Management

The Institute 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.

Considerable work has been done this year to collate historical data on applicants for jobs at The Institute and present it in a form to enable comparison with current data. This work is progressing with the assistance of the HR Information Advisor and more detailed results will be available in 2009.

Work is also being done to examine the representation of men and women within grades and the proportion of each as successful candidates in promotions and re-gradings. This work will be reflected in results to be published in 2009.

Objective Four - Impact Assessment

The Institute 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.

Objective 4.1 has now been amended as it was felt that a steering group would be overly bureaucratic. The impact assessment process will be managed and supported by the Diversity and Disability Advisor with oversight from line management and the equality steering groups (race, gender and disability).

A policy has been approved (Objective 4.2) and training material and a guide have been produced (Objective 4.3 and 4.4).

The Human Resources Department and the Academic Registry have now started the process of mapping policies for assessment. Staff have been trained and these departments have formulated a schedule for the progress of assessment. Other Corporate Services departments will be progressively introduced to EIA throughout 2009 followed by the scientific sections.

Gender Equality Steering Group

The members of the Gender Equality Steering Group have throughout 2008, engaged with the issues at hand and have provided a valuable contribution to our progress in gender equality.

The group is well attended and engages in lively and positive discussions. We will continuously monitor the composition of the group to ensure that it is fit for purpose and representative of The Institute, and encourage new members where appropriate.

The Year Ahead

The main challenge for the forthcoming year is to ensure we make sufficient progress in the issues raised by our Athena SWAN Charter membership to make a significant difference to the lives of those affected by those issues.

Gaining an award would recognise such progress but we are stimulated by the prospect of lasting positive change.

We are pleased with our progress on raising awareness and establishing effective training and communication in equality which has helped to raise awareness of gender equality issues.

Further work needs to be done in the way we collect and use data, ensuring that relevant information is extrapolated and used effectively, and in impact assessment where significant progress needs to be made to embed assessment within organisational practice.

Action Plan Progress

1.0 Gender Equality Objective One

The Institute will ensure that all members of staff, students, partners and contractors are aware of The Institute'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	Progress
1.1	There are varying levels of awareness throughout The Institute 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.	A training programme has been designed, it has been delivered to key staff and arrangements are in hand for all staff to attend a training session.	Promote equality of opportunity between men and women.	12/11/07 New deadline 31 March 2008	Learning and Organisational Development Manager and Diversity and Disability Advisor	Completed: <i>Equality Excellence seminars are now established. Feedback is good and courses are available on a weekly basis.</i>
1.2		Training and reference material is available to all staff on The Institute's intranet		03/04/07	Diversity and Disability Advisor	Completed: <i>Material is now available on the intranet.</i>
1.3		All staff have received training (on-line or classroom) in equality and diversity.		New staff trained within 6 months of appointment. Existing staff training ongoing.	Learning and Organisational Development Manager and Diversity and Disability Advisor	<i>See above – training plans are now in place and this is on schedule.</i>

1.4		All contractors and partners are aware of The Institute's commitment to gender equality and other equality issues, and express a commitment to ensure their activities are in harmony with these principles.		31/12/08	Diversity and Disability Advisor	Completed: All contractors coming on site now sign to agree to Equality principles. Information leaflets are available for all visitors
1.5	The Institute does not have a robust mechanism to ensure that contractors maintain ethical standards which are equal to those maintained by The Institute.	All contracts for external services contain a standard equality clause.	Promote equality of opportunity between men and women (and other equality strands).	30 th June 2008. (action added 17 th November 2007.	Chair of Disability Steering Group	Completed: Clause has been approved by CMG and will where possible be included in future contracts.

2.0 Gender Equality Objective Two

The Institute 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.

Ref	Issue or Required Action	Outcome	General Duty	Timescale	Owner	Progress
2.1	The Institute 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 Institute and its staff would benefit by seeking Charter Membership and organisational awards.	The Institute has Charter Membership of Athena SWAN	To eliminate unlawful discrimination and harassment, and promote equality of opportunity between men and women.	30/04/07	Chief Executive / Diversity and Disability Advisor	Completed
2.2		'Bronze' Charter Award		31/05/09	Diversity and Disability Advisor	<i>This is on schedule</i>
2.3		'Silver' Charter Award		31/05/10	Diversity and Disability Advisor	<i>This is on schedule</i>

3.0 Gender Equality Objective Three

The Institute 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.

Ref	Issue or Required Action	Outcome	General Duty	Timescale	Owner	Progress
3.1	The Institute has an obligation to gather and analyse information to assist it in complying with the Gender equality Duty. The Pyramid HR System is primarily designed as a personnel management tool and can provide much of the required information.	'Pyramid' is fully utilised to provide information for use in monitoring gender equality at The Institute.	To eliminate unlawful discrimination and harassment, and promote equality of opportunity between men and women.	01/10/07	Diversity and Disability Advisor / Human Resources Information Advisor	<i>Annual stats which include gender specific findings are now being published. We now need to ensure that we make maximum use through specific data sets and appropriate analysis of the findings.</i>

4.0 Gender Equality Objective Four

The Institute 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.

Ref	Issue or Required Action	Outcome	General Duty	Timescale	Owner	Progress
4.1	A steering group is required which is representative of all interested parties including management, staff and student representatives, scientific and academic staff and minority / affected groups.	Steering group meets.	To eliminate unlawful discrimination and harassment, and promote equality of opportunity between men and women.	30/04/07	Diversity and Disability Advisor	Change to method: <i>Steering group will not now be formed. Equality groups will monitor.</i>
4.2	The procedure for Equality Impact Assessments (EIA) will need to be established with the agreement of relevant parties.	EIA Policy published		30/06/07	Diversity and Disability Advisor	Completed: <i>Policy approved by CMG.</i>
4.3	Any Staff engaged in impact assessment require training and guidance to ensure that they have the necessary skills and abilities to confidently complete the task.	Assessing staff are identified and a training needs analysis has been completed		30/06/07	Learning and Organisational Development Manager and Diversity and Disability Advisor	Completed
4.4		A training package and guidance booklet has been produced.		30/06/07	Diversity and Disability Advisor	Completed
4.5		Relevant staff are trained		Roll out from 30/09/07	Diversity and Disability Advisor	<i>Staff in HR trained.</i>

4.6	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.		Dependent on individual department start dates	Departmental Managers	<i>Timetable for EIAs is incorporated in EIA Guide.</i>
4.7		All policies assessed		31/12/09	Departmental Managers	<i>This is on schedule</i>

5.0 Review and Publication

Ref	Issue or Required Action	Outcome	General Duty	Timescale	Owner	
5.1	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 GESG	Diversity and Disability Advisor	This is being actioned at every meeting
5.2	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 Institute.	Annual Report	All	1 st February of each relevant year	Diversity and Disability Advisor	Done for 2007
5.3	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.	Diversity and Disability Advisor	Annual Report for 2007 now approved by BoT
5.4	A progress review at the end of the	Progress review with	All	01/02/09	Diversity and	This is on

	second year will identify any actions, which require additional resources to facilitate completion by 31 st December 2009.	supplementary action plan			Disability Advisor	schedule
5.5	Information is required to compile the 2010-2012 Gender Equality Scheme.	Involvement and consultation forums to inform the GES	All	01/12/09	Diversity and Disability Advisor	This is on schedule
5.6		Staff and Student Questionnaire	All	01/11/09	Diversity and Disability Advisor	This is on schedule
5.7		Staff Attitude Survey	All	Last quarter 2008	Human Resources Director	Survey complete and results now being analysed.

Appendix 1

Equality Excellence Seminar Annual Report 2008

The Institute's Equality Excellence Seminar has been offered since January 2008. The half-day seminars incorporate all equality strands and are mandatory for all staff and students. All staff and students joining The Institute are required to attend the seminar within their probationary period and those who started prior to 2008 are strongly encouraged to attend as soon as possible.

About the Seminar

The seminar has been designed and delivered by The Institute's Diversity and Disability Advisor, Anthony Houldsworth. Participants learn about all six legally protected equality strands and explore the meaning of equality of opportunity and how it is applied at The Institute. It also raises awareness of our equality initiatives such as equality schemes and action plans together with support mechanisms for staff who feel they have been discriminated against. There is an important section on behavioural standards which involves discussing a DVD clip of a workplace incident and participants also explore the roots of prejudice and discrimination to provide further insight into why people might behave inappropriately.

The model shown here is used in the seminar to demonstrate the elements which create and sustain equality of opportunity in an organisation. Participants are invited to exercise their personal knowledge, power and professionalism in support of The Institute's equality objectives. Throughout the seminar it is stressed that good equality practice helps to create diverse productive teams which work positively towards the attainment of the Institute's goals.



Attendance

By the end of 2008, 415 staff and students will have attended the seminar² and this represents participants from all sections and departments including over half (55.6%) of all Corporate Services staff and 35% of scientific staff. Overall, 40% of Institute staff³ have attended the seminar. Several Team Leaders and other senior managers have attended. A briefing was also given to The Institute's Board of Trustees and many of the Corporate Management Group were also present.

A detailed review of attendance in September 2008 showed that over 50% of the staff in Clinical Trials, Physics and Molecular Carcinogenesis had attended the seminar whereas there were five other scientific sections where less than

² Seminars completed and scheduled to Dec 2008.

³ In overall attendance the term 'staff' also includes students.










25% of staff had attended. Attendance data has been provided to all sections and departments to assist them in planning the attendance of their staff.

Feedback and Evaluation

The seminar is evaluated by means of an exit questionnaire which records initial responses and comments and longer term evaluation using the triennial staff attitude survey. Because the staff attitude survey was conducted in late 2008, no other evaluation arrangements were made in 2008 but may be considered for 2009 subject to the results obtained in the staff attitude survey which have not yet been fully analysed.

The exit questionnaire asks participants to rate aspects of the seminar on a five point scale. The first five questions are rated in ascending order with 5 being the highest satisfaction rating and 1 the lowest. The next five questions ask for a median rating where 3 is the ideal response with 5 indicating 'too much' and 1 indicating 'too little'. All participants responded.

The exit questionnaire responses are summarised below:

-  94% scored the seminar 4 or more on a 5 point scale for overall quality.
-  65% considered that the seminar objectives had been fully met (scored 5).
-  96% scored the seminar 4 or more on a 5 point scale for the quality of the material.
-  77% were sure that they could use what they had learned (scored 4 or 5).
-  60% scored the length of the seminar about right.
-  33% scored that it was a little too long.
-  84% thought that the level of the seminar was about right.
-  85% thought the balance between thinking and doing was about right.
-  84% thought the pace of the seminar was about right.

Many participants made additional comments, for example:

“Excellent course, varied and engaging.” Administrator

“Well presented, good content, understandable. Can be used effectively within the workplace.” Corporate Services Manager

“Thought provoking and enjoyable.” Team Leader

“Very Worthwhile!” Team Leader

Data from Exit Questionnaires

Q	Question and variable	Response				
		5	4	3	2	1
1	Overall I considered the workshop was... Excellent - Poor	153	182	22	0	0
2	The stated objectives were met... Fully - Not At all	232	110	15	0	0
3	The quality of the material presented was... Excellent - Poor	187	155	15	0	0
4	I can use what I learned... To a great extent - Not at all	107	168	72	6	0
5	Catering and welfare arrangements were... Excellent - Poor	62	148	120	20	8
6	The length of the workshop was... Too long - too short	18	117	214	10	2
7	The level of the workshop was... Too Advanced - Too Basic	3	37	301	15	1
8	The amount of theory (thinking) was... Too much - too little	2	36	304	13	2
9	The amount of practice (doing) was... Too much - too little	3	37	297	27	1
10	The pace of the workshop was... Too fast - Too slow	2	21	298	24	1

357 respondents (evaluation up to 30/10/08) - shading denotes optimum score

Chart 1

Responses to questions 1 to 5

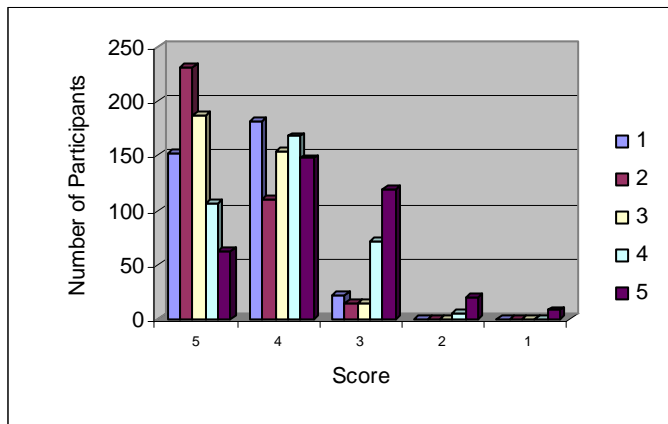
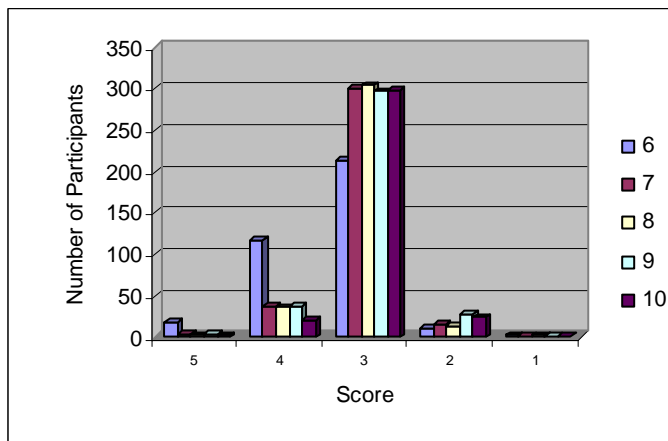


Chart 2

Responses to questions 6 to 10



Appendix 2

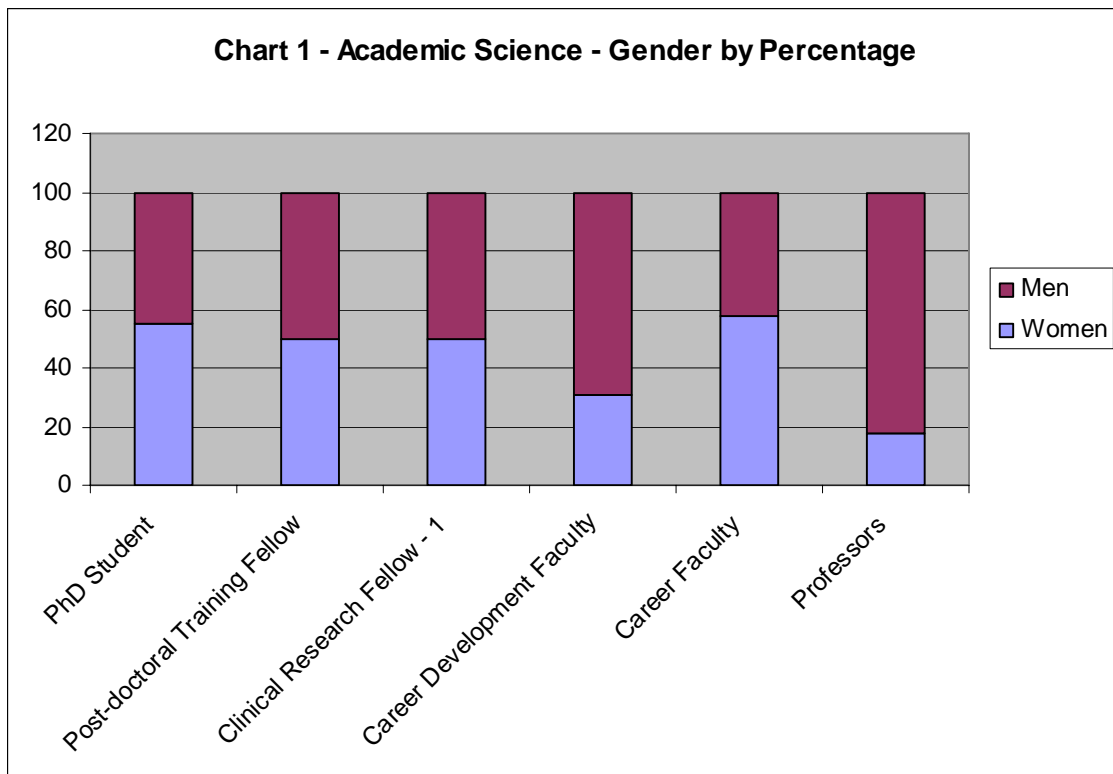
Athena SWAN Annual Report 2007/8

In its first year of Charter Membership, The Institute of Cancer Research has been able to complete useful preparatory work towards submission for a Bronze Award. In the first three key areas, work has been completed as follows:

Knowing the baseline data and SET academic staff profile

We have been able to collate accurate data to identify how women are represented in scientific grades. The Institute has 940 staff and 126 PhD Research Students with a slight overall majority of women (59% women). Focusing on Scientific Grades, the overall proportions are similar but the proportion of women in particular grades decreases the further along the career track one goes.

Chart 1 shows the proportions of men and women as percentages within the grades shown.



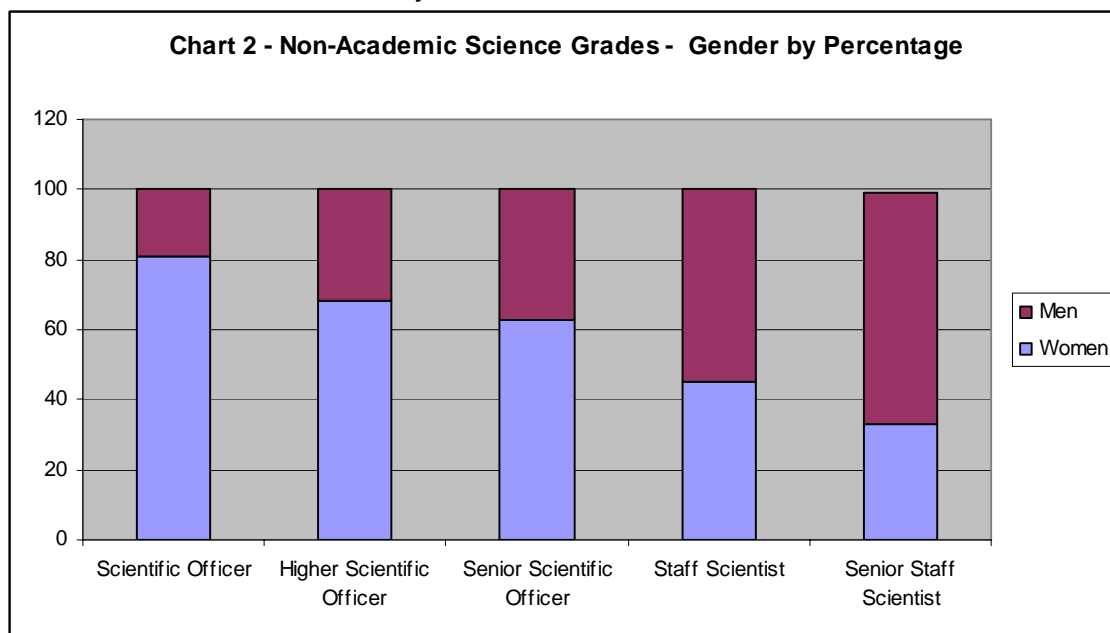
It can be seen that although the majority of PhD students are women, and there is an equal number of male and female training and research fellows, there is a significant reduction in the proportion of women represented in Career Development Faculty. Women form the majority of Career Faculty but only 18% of The Institute's professors are women.

Career Development Faculty is a post which is broadly equivalent to Lecturer and Career Faculty to Senior Lecturer.

This data has been reviewed by the Gender Equality Steering Group and steps are being taken to improve the quantity and quality of data to include for

example, data on the ratio between applicants and appointees to posts in connection with a review on promotion and appraisal procedures generally.

Chart 2 focuses on technical or support grades outside the academic career track. These positions generally require scientific academic qualifications and represent a different career direction for many staff members whilst remaining within the scientific community.



The grades shown ascend in salary from left to right. The data shows that women are concentrated in the lower grades. We recognise the need to examine this data more closely to establish the ratio between total applicants for posts and promotions and successful applicants.

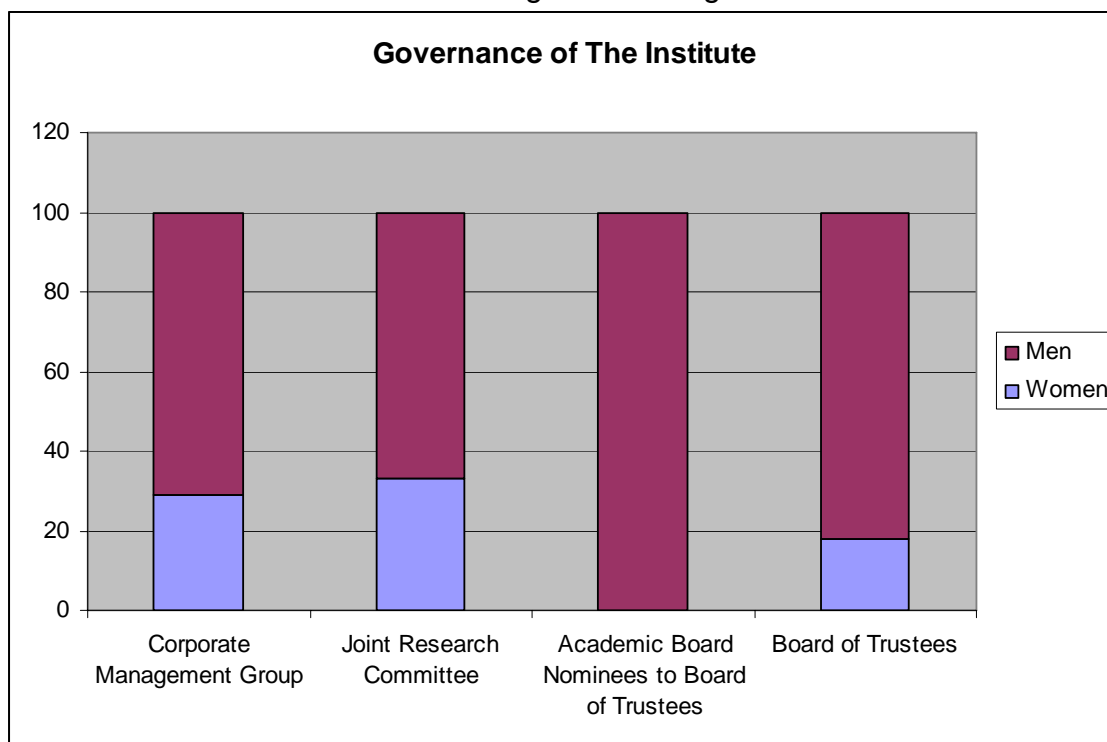
Providing positive support for women at key transition points

Simple analysis of the above findings has indicated that the move from Post Doctoral Training Fellow/Clinical Research Fellow to Career Development Faculty appears to be particularly challenging for women, as does the transition from Faculty to Professorship. In addition, many women choose to leave the academic career track; leaving science completely or moving to the technical or scientific support career track which has a concentration of women in the lower grades. This move away from the academic career track is therefore also of particular interest.

The Institute is highly regarded for its employment practice and responds positively to initiatives to improve staff wellbeing. This has included introduction of flexible working policies, a child-care voucher scheme, 'Tommy' Accreditation for good employer maternity practice. Such schemes benefit all staff but we have recognised that specific steps may need to be taken to support women scientists at specific points in their careers. We are exploring issues such as funding and time limits and qualitative research into the choices women make and why they make them before deciding on a change strategy.

Changing the culture and gender balance in key decision making

The Institute is governed by a Board of Trustees and managed by a Corporate Management Group which is chaired by the Chief Executive. Because of its size and the nature of its work, The Institute is not divided into 'schools' but into 'sections', each of these is headed by a Section Chairman who is a professor. The Joint Research Committee determines the direction of research and distribution of research resources. Chart 3 shows how women are represented in these main areas of Institute management and governance.



We intend to review the composition of all these committees with the Chair of the committees and assess if the balance of members fairly represents the pool of available qualified participants or if there is possibility of some gender bias. This review is thoroughly supported by the Chief Executive.

Moving Forward

The Athena SWAN coordinator is The Institute's Diversity and Disability Advisor who also acts as lead officer for the Race, Disability and Gender Steering (Staff) Groups each of which is Chaired by a senior member of staff. This provides opportunities for integrating the equality message and ensuring progress across all equality strands. Progress on Athena SWAN appears as a Gender Equality Objective in The Institute's Gender Equality Scheme and specific actions have been taken forward.

A close liaison has been established with the Post-Doc Association at The Institute which will involve an Athena SWAN lunchtime seminar to promote the Charter and raise awareness of the key issues facing women's career progression at The Institute and in science generally.

We have formed our SWAN Award self-assessment team and we have started work on an action plan which will bring together the necessary evidence for a submission in 2009. The priorities have been identified as raising awareness of

the Athena SWAN Charter amongst relevant power brokers, clarification and targeting of relevant statistical data to inform the process of change and developing concrete proposals for change, where change is required. The team is very concerned to be sure that participation in this scheme is not seen as a 'box ticking exercise' but is a real vehicle for improvement of policies and practices.

Membership of the self-assessment team includes Section Chairmen (and a member of the Joint Research Committee) Scientific Team Leaders as well as Career Development Faculty, Post-Docs, PhD student and the Director of Enterprise (who is chair of the Gender Equality Steering Group and who represents a career scientist who has developed her career through a non-research route).

In the coming year, The Institute will also conduct its third staff attitude survey and this is expected to further inform the process as it contains specific questions on equality and has historically enjoyed a good response.

The overall aim of the coming year is to make significant progress in the priority areas we have identified which will provide a firm foundation for an award submission in 2009.