

2022 Gender and Ethnicity Pay Gap

This report sets out gender pay gap data and ethnicity pay gap data from The Institute of Cancer Research, London, for 2022 – the sixth year since gender pay gap reporting became mandatory.

All organisations in the UK with more than 250 employees are required to publish results on their gender pay gap each year. Whilst the ethnicity pay gap is not a mandatory reporting requirement, The Institute of Cancer Research (ICR) is committed to ensuring race equality and facilitating a fair environment for our employees and students.

Promoting gender and race equality are key strategic priorities for the ICR, as recognised in our Athena SWAN Silver award and our programme *Race Equality: Beyond the Statements*. We are committed to fostering an inclusive culture which promotes

equality and values diversity. We have embedded measures to reduce our pay gaps – 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.

This report notes a small increase in both the gender and ethnicity pay gaps, and decreases in the bonus gaps. There is therefore 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.

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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 organisations, 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



In the 2022 reporting year the ICR had:

A mean
gender pay
gap of

21.5%

This is an increase from 2021
(18.8% in 2021, 17.9% in 2020, 21.0%
in 2019, 17.9% in 2018, 18.4% in 2017).

A mean
ethnicity pay
gap of

17.4%

in favour of White employees
(an increase of 3.7% from 2021).

And a median
gender pay
gap of

9.2%

This is an increase from 2021
(7.9% in 2021, 10% in 2020, 9.5%
in 2019, 6.4% in 2018, 7.7% in 2017).

And a median
ethnicity pay
gap of

7.4%

in favour of White employees
(an increase of 3.5% from 2021).

What is the gender pay gap?

The gender pay gap is the difference in pay between men and women across all jobs at an organisation. The gender pay gap is influenced by a range of factors, including the demographics of an organisation's workforce.

The gender pay gap is not the same as equal pay: the ICR pays men and women the same for work of equal value.

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 2022 (excluding anyone who was paid maternity leave, statutory or less than full occupational sick pay during this period).

This report covers 1,079 members of staff (59% female, 41% male) who were paid their regular salary in April 2022. Our figures are based on individuals' pay during March 2022 (excluding anyone who was paid maternity leave, statutory or less than full occupational sick pay during this period).

What is the ethnicity pay gap?

The ethnicity pay gap is measured as the difference in pay between White and Black, Asian and other ethnic minority staff (grouped together as "ethnic minority staff"). The ICR published our ethnicity pay gap for the first time in 2021 and we will continue to publish this annually.

The ethnicity pay gap report was compiled using the same methodology as the gender pay gap report.

The hourly pay data is based on 1,079 full-pay relevant employees – consisting of 71% White employees and 26% Ethnic Minority employees. The low non-disclosure rate of 3% means that our results accurately reflect the ICR's population.



What are the causes of the gender and ethnicity pay gaps?

1. Occupational segregation: women and ethnic minorities are under-represented in the highest paying roles

The gender pay gap at the ICR reflects the fact that more men than women occupy senior, more highly paid roles – which is a common issue across scientific research. This can be seen when we rank staff by pay and then split them into quartiles: women comprise 59% of staff, but only 45.2% of the highest paid (upper) quartile of staff. Women are under-represented at Faculty level at the ICR.

Similarly, the ethnicity pay gap is caused by a greater proportion of

white staff doing more senior, higher paid jobs than ethnic minority staff. In April 2022, ethnic minority staff comprised 26% of the workforce, but were underrepresented in senior roles across research and Professional Services. Ethnic minorities comprise 26% of staff, but only 16.5% of the upper (highest paid) quartile. All ethnic minorities are under-represented at Faculty level and we currently have no Black Postdocs or Faculty.

2. The impact of NHS pay scales

At the ICR we have clinical academic staff (clinical research fellows and Faculty) whose pay is determined by the NHS, and this group is the largest single contributor to the gender and ethnicity pay gap. Women comprise 40% of Clinical Research Fellows (junior doctors) but only 26% of the more senior clinical consultants (Faculty). Ethnic minorities comprise 25% of Clinical Research Fellows but only 8.7% of clinical consultants.

The mean **gender pay gap** for clinicians is **41.4% in favour of men. 49.2% of clinical staff are female.**

The mean **ethnicity pay gap** for clinicians is **32.6% in favour of white staff. 22% of clinical staff are from minority ethnicities.**

The retention of clinicians in academic clinician roles after completing their research degrees as Clinical Research Fellows is a known issue across the sector, both in the UK and internationally. 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 programme has removed gender differences in clinicians in postdoctoral roles in the ICR, but numbers are very small and this is yet to translate into a change in the composition of clinical academic Faculty.



If we exclude the clinicians, the ICR's total mean gender pay gap falls from **21.9% to 16.9%**.



If we exclude clinicians, the ICR's total mean ethnicity gender pay gap falls from **17.4% to 14.8%**.

3. New starters at the ICR continue the trends in occupational segregation

Analysis of new starters in the period April 2021 - April 2022 indicates that ethnic minority staff and women represent a larger proportion of appointments to junior roles.



What are we doing to address the gender and ethnicity pay gaps?

The following pay-related actions have had a positive impact on within-group pay gaps:

- Establishment of uniform salary scales for the majority of job families in 2019 has had a positive impact on the pay gaps within those families. Analysis indicates that across the majority of our job families we now have a gender pay gap close to zero, or slightly negative (in favour of women or ethnic minorities).
- Equality impact assessment on the main appraisal scheme takes place annually, and distribution of appraisals (and associated bonuses and salary uplifts) is analysed by gender and ethnicity.

- 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. Where exceptions are made these need to be justified (e.g. the applicant has significant experience or the role has been particularly difficult to recruit to).
- Guidance was provided to those recruiting to senior roles where pay is more likely to be negotiated.

The ICR has two equality programmes focusing on removing structural barriers to gender and race equality: [Athena SWAN](#) and [Race Equality: beyond the statements](#). Together these cover gender and racial inequities across all career paths, recruitment, promotion

and research culture. Athena SWAN additionally has created a culture where parents are more likely to remain research active (through initiatives including promoting flexible working, “stop the tenure clock” and maternity cover for PIs), although this may increase the proportion of women working part-time.

ICR career development and leadership programmes include Future Leaders, Aurora (for women), Race Equality Career Accelerator (for ethnic minority staff) and Pathway to Independence. Evaluation of these has shown that participants are more likely to move on to more senior roles, although these are often outside the ICR.



New Actions to address the gender and ethnicity pay gaps

We are committed to reducing our gender and ethnicity pay gap by changing how we recruit at senior levels, by supporting career development and progression throughout the ICR, and by creating a culture where all can thrive. The following actions have been agreed to further address the gender and ethnicity pay gaps.

1 Bring forward gender and ethnicity pay gap analysis so that it is complete by the end of May every year (responsible: Head of Reward, HR Systems and Information)

The composition of some pay groups can change significantly over a year. Bringing forward the analysis allows us to address current issues before they become out of date.

We will establish a working group of directors to focus on reducing the gender and ethnicity pay gaps.

2 Integration of gender and ethnicity pay gap information into pay discussions when making senior appointments (responsible: Chief People Officer, Chief Operating Officer, CEO)

The ICR will only appoint the best person for each job. However, we must be mindful in making senior appointments of evidence that women are less likely to negotiate on their pay than men, and this can lead to differences in starting salaries for negotiated roles. The CPO will provide short and relevant guidance for those making such appointments (typically the COO and CEO) and ensure that guidance on unconscious biases are available to all hiring managers.

3 Ensure that the gender and ethnicity pay gaps are reported to and action completion is monitored by Equality Steering Group (responsible: Chief People Officer – chair of the ESG)

This will enable us to better focus actions within the ICR’s equality, diversity and inclusion programmes.

4 Provide analysis by gender and ethnicity of appointments at and above market median (responsible: HR Recruitment Manager)

We will identify ways of supporting recruiting managers to address the gender and ethnicity pay gaps in the appointments they make.

5 Consider development of Professional Services career progression pathways (Responsible: Chief People Officer)

Programmes including the Race Equality Career Accelerator Programme and Future Leaders/Aurora identify and support high-potential staff in Professional Services. We will consider paths for further development, retention and promotion of these staff.



The gender and ethnicity pay gaps in bonus pay

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.

These calculations are on bonuses paid from 6 April 2021 to 5 April 2022.

The median gender bonus gap has decreased steadily since the introduction of the new pay and reward system in 2020. The mean bonus gap remains consistent with previous years and is likely to be a consequence of a few large bonuses made to senior male staff.

The median gender bonus gap is caused by two major contributing factors:

- It is a reflection of the gender split of senior staff, with the highest paid receiving higher levels of bonus.
- 20% of female staff work part-time (less than 35 hours per week) compared to 6.3% of men. Part-time employees receive lower bonus payments as their bonuses are awarded on a pro rata basis.

The ICR recognises that less-than-full-time working can support a good work life balance and does not want to discourage staff from taking this up. The contribution of part-time working to the bonus gap is due to the prescribed methodology of the UK gender pay gap reporting legislation and is not a priority for us to address at this time.

The ethnicity bonus gap is a result of more white staff than ethnic minority staff being in more senior, higher paying roles and so receiving larger bonuses.



Our bonus gap – 2022

The mean gender bonus gap:

50%

(49.4% in 2021, 52.9% in 2020)

The median gender bonus gap:

16.4%

(25.4% in 2021, 39.7% in 2020)

The mean ethnicity bonus gap:

32.8%

(down 8.9% on 2021)

The median ethnicity bonus gap:

-0.4%

favouring Ethnic Minority employees
(down 1.2% from 2021).



Gender and ethnicity pay by quartiles

This chart shows the **gender split** when we order hourly rate of pay from highest to lowest and group staff into four equal quartiles.

Band	Women	Males
Lower quartile	71.0%	29.0%
Lower middle quartile	61.9%	38.1%
Upper middle quartile	58.9%	41.1%
Upper quartile	45.2%	54.8%

This chart shows the **split by ethnicity** when we order hourly rate of pay from highest to lowest and group staff into four equal quartiles.

Band	Black, Asian and other ethnic minorities	White
Lower quartile	33.6%	66.4%
Lower middle quartile	29.5%	70.5%
Upper middle quartile	26.1%	73.9%
Upper quartile	16.5%	83.5%