

ICR Equality Report 2023

Executive Summary

The 2023 Equality Report reviews the Institute of Cancer Research's (ICR) substantial work on equality and diversity in 2022 and provides data and analysis on trends in our workforce and student body. Our new five-year Strategy, *Defeating Cancer* recognises the importance of creating a diverse and inclusive research culture both in attracting and retaining talented researchers, and in enabling collaborative working to achieve our aims.

This Equality Report sets out this year's achievements. These include introducing training for staff and students in recognising and addressing sexual harassment, the launch of our first career development programme specifically for ethnic minority staff, changes to student recruitment to encourage applications from Black British students, and reverse mentoring of the Professional Services Directors by ethnic minority staff from across the Institute.

Equality small grants (launched in 2022) have supported two projects: the student committee's equality talks featuring ICR alumni, and the Drug Discover Unit's celebrations of different cultures represented in the unit.

Our programme *Race Equality: Beyond the statements* is delivering positive results for individuals and for the culture of the ICR. Ethnic minority staff had a greater proportion of promotions this year, and one third of participants in the Race Equality Career Accelerator programme have gone on to gain more senior roles in other organisations.

Our new online reporting platform, Report + Support, allows more effective reporting and tracking of unacceptable behaviour, and promotion of resources available to staff, students and visitors experiencing or observing such behaviours.

We continue to face challenges: women and some ethnic minorities are underrepresented at Faculty and Black researchers are underrepresented across the ICR. We will review our support for parents and parents-to-be following staff feedback.

This report sets out our equality objectives for 2023. These include peer review of our next Athena SWAN submission, developing actions to attract Black postdocs, updating mandatory active bystander training for new starters, and development of a five year equality and diversity plan. Objectives for 2022 which were not met will be completed in 2023. These include a review of our maternity and parental leave provision, introduction of mandatory recruitment training for all panellists, and analysis of recruitment shortlisting data

Analysis of equality data in the accompanying **Staff and Student Equality data report 2023** indicates that the ICR workforce has changed over the last four years: the workforce is getting younger, there has been a large increase in Asian staff with Indian and Chinese now our

second and third largest national groups, more staff are confident to give data on sexuality and for the first time we have more than five staff disclosing a gender identity different to their sex. There has been a growth in staff declaring ADHD and learning disabilities, likely reflecting national trends in adult diagnoses. Our work on race equity is having impact, with ethnic minority staff having a greater proportion of promotions compared to white staff this year.

1. Foreword by the Chief People Officer

This past year saw the further expansion of the ICR's equality, diversity and inclusion programmes. Through these and related work on addressing bullying and harassment, we aim to strengthen our inclusive culture and create an organisation where everyone can thrive.

In November the ICR launched our new five-year Strategy, *Defeating Cancer*. This recognises the importance of creating a diverse and inclusive research culture both in attracting and retaining talented researchers, and in enabling collaborative working to achieve our aims.

This Equality Report sets out this year's achievements in embedding equality and diversity across the ICR. These include introducing training for staff and students in recognising and addressing sexual harassment, the launch of our first career development programme specifically for ethnic minority staff, changes to student recruitment to encourage applications from Black British students, and reverse mentoring of the Professional Services Directors by ethnic minority staff from across the Institute. I participated in reverse mentoring and gained a better understanding of the challenges facing staff from overseas when joining the Institute.

The ICR continues to face challenges: women and some ethnic minorities are underrepresented at Faculty, and Black researchers are underrepresented throughout the organisation. We recognise the need to review our support for parents and parents-to-be after feedback from staff.

The equality objectives for 2023 aim to strengthen our inclusive and collaborative culture and address these known challenges. We will achieve this through the creation of a five-year equality, diversity and inclusion plan, which builds on successful current work, eliminates duplication of work and also ensures that staff and students are recognised for their voluntary work in this area. Preparations for our next Athena SWAN award submission (in 2024) are underway and we will undertake a peer review later this year. We will work with our Access for All group (for staff and students with disabilities and health conditions) to address their recommendations for inclusive workspaces in the refurbishment of our Professional Services offices and will continue *Race Equality: Beyond the Statements* with the introduction of a postdoctoral fellowship for Black researchers. We will update

mandatory training for new staff and students to better equip them to recognise and address unacceptable behaviour. Alongside this we will promote the new online system for reporting bullying and harassment, which better supports anonymous reporting.

I would like to thank the members of the committees and equality networks who have given their time and energy to supporting and developing the ICR's inclusive culture: The *Race Equality and Cultural Heritage Forum* (REACH), the LGBT+ Network, the *Access for All* Network, *Athena SWAN* Steering Group and Equality Steering Group and the *Race Equality: Beyond the Statements* project group.

Finally, I would like to thank Sarah Persaud (Assistant Director, Academic Services), Vanessa McKean (Equality Diversity and Inclusion Manager), Chermaine Wallace (HR Data and Systems Advisor) and Sarah Jugurnauth-Little (Learning and Organisational Development Programme Coordinator) for their work on this report.

Carol Ford, Chief People Officer

2. Review of the Year

Equality, diversity and inclusion are embedded in the ICR's Values. We recruit globally with sixty-one nationalities represented amongst our staff and students. We are Stonewall Diversity Champions, actively creating a workplace where all employees are accepted as themselves, regardless of sexual orientation. We hold an Athena SWAN Silver award for the impact of our work to address gender equality.

Each of the three committees working on equality and diversity include representatives from staff and student associations and relevant equality networks, ensuring that all are consulted and can contribute to this work.

- The Equality Steering Group, chaired by Chief People Officer, Carol Ford, oversees the wider equality agenda and compliance with the Public Sector Equality Duty
- The *Athena SWAN* Steering Group (Chaired by Professor Christina Yap) leads our work on gender equality and preparations for our next Athena SWAN award application.
- *Race Equality: Beyond the Statements* project board (chaired by Vanessa McKean, Equality Diversity and Inclusion Manager) brings together REACH Forum members and Professional Services staff to forward our race equity work.
- Staff and Student Engagement Committee (Chaired by the Chief People Officer) oversees work on staff and student wellbeing including good mental health.

Equality is also a strand of the ICR's Sustainability action plan, which sets out the ICR's plans to implement the UN Sustainability goals.

Training and awareness raising

Mandatory training for all new staff and students includes a two-part half-day workshop:

- **Part 1- A Supportive Workplace:** covers the ICR's working culture, an overview of relevant equality legislation, bullying and harassment, and the responsibilities of staff and students to each other. Case studies are used extensively. Updated in 2022 to cover recognising sexual misconduct and revised guidance on Prevent (the UK government's anti-radicalisation strategy).
- **Part 2 - Active Bystander Training:** aims to give participants the confidence and tools to challenge unacceptable behaviours.
- In 2021 we integrated findings from the race equality survey into our training and development offering for new and current staff and students.

This workshop runs monthly alternating between sites. Between August 2021 and July 2022 253 people attended.

In 2023 we will combine the two parts into one workshop (**Proposed objective 6**). Doing so will enable us to create a more cohesive workshop which can be updated easily. This year we identified two groups within the ICR who are not given information on our behavioural expectations or on how to seek support if needed: summer placement students and contractors. We will create a short webinar to be viewed by these individuals on joining the ICR.

This year our annual wellbeing programme included a webinar on understanding and supporting neurodiversity in the workplace (86 participants) and others related to mental health. Race Bias at Work – the equality refresher webinar launched in 2021 – remains available for all to watch. We promote this and other equality webinars regularly through the Learning and Organisational Development newsletter.

Addressing sexual misconduct

The equality refresher webinar for 2022 is on the topic of recognising and confronting sexual misconduct, in recognition that this is a significant issue across higher education. We also introduced case studies and discussion on sexual harassment into A Supportive Workplace training.

In 2021 the Athena SWAN Steering Group hosted a virtual screening of the film *Picture A Scientist* and ran a debate around the topics covered in the film, which included sexual harassment and racism. Feedback from staff led us to make the film available to all staff for a 2022 and encourage teams to use a prepared discussion guide.

Our new online reporting platform, **Report + Support**, allows more effective reporting and tracking of unacceptable behaviour, and promotion of resources available to staff, students and visitors experiencing or observing such behaviours. It is an additional tool to help us improve the working environment and ensure a supportive culture for all.

Equality small grants

In 2021 we introduced small equality grants to encourage staff and student-led initiatives to promote and celebrate diversity and inclusion. Two grants have been awarded: one for the student equality talks which feature ICR alumni and are student-run. The grant provides gifts for speakers. The second was for the Drug Discovery Unit's celebration of the different cultures and nationalities represented in the unit. This also celebrated the DDU student sandwich placement scheme, which recruits students from ethnicities underrepresented at the ICR to one-year clinical trials jobs during their undergraduate degrees.

Equality networks

Our three equality networks all run in collaboration with The Royal Marsden Hospital (RM), to strengthen links between the two Institutions. These are:

- Access for All: supporting staff and students with disabilities and health conditions
- LGBT+ Network
- Race Equality and Cultural Heritage Forum

This year the three equality networks continued their programme of joint events:

- Allyship in the workplace: The Diversity and Inclusion Sponsor from Microsoft Hub London spoke on active allyship at work (attended by 147 participants)
- Dr Albert Antolin (ICR Fellow) spoke about his career journey and about being a gay man in a scientific career (collaboration between the student equality talks and the networks).

The following report provides commentary on progress against our 2022 equality objectives, and our priorities going forward, illustrated with appropriate data on our staff and students.

3. Update on 2022 equality objectives

Table 1 provides an update on the 2022 equality objectives.

Table 1. Progress on the 2022 equality objectives

Protected characteristic(s) affected	Objective	Owner	Update December 2022
1. All	Develop an Equality Diversity and Inclusion plan aligning with the new research strategy, to prioritise and guide all ICR EDI work.	EDI Manager and Chief People Officer	Objective delayed from 2022 to enable the equality strategy to align with the Research Strategy and priorities indicated by the Evolve process. (To be presented to the Board of Trustees in April 2023)
2. Sex	A. Integrate case study on sexual misconduct and relevant materials into A Supportive Workplace training for new starters. B. For the equality and diversity refresher webinar 2022 to focus on the topic of sexual misconduct.	EDI Manager	Achieved: A new case study was introduced into A Supportive Workplace in April 2022 specifically on sexual harassment. Achieved: We launched the webinar “Recognising and confronting sexual harassment”.

Protected characteristic(s) affected	Objective	Owner	Update December 2022
3. Ethnicity	Work with AdvanceHE to develop the Race Equality Charter for Research Institutes through membership of the AdvanceHE working group. Make recommendations for the adoption of the charter by the ICR	EDI Manager	<p>Achieved: The ICR was a member of AdvanceHE's Race Equality Charter for research institutes working group (2020-2022), providing expert advice on the practicalities, opportunities and challenges of such a scheme. This group has finished its work and AdvanceHE are developing a pilot version of the Race Equality Charter for research institutes.</p> <p>AdvanceHE confirmed that they will launch a pilot version of the Race Equality Charter for research institutes in 2023 and that this will be aligned with the review of the REC for universities.</p> <p>Follow up: The EDI Manager will make recommendation to the ICR on whether to adopt the REC following the pilot launch in 2023.</p>
4. Disability	Work with the Access for All network to review support for staff and students with disabilities and additional needs.	EDI Manager, Facilities representative on Equality Steering Group, and the Access for All network	<p>Achieved: The EDI Manager supported the new co-chairs of the Access for All network to relaunch the network and to formulate objectives for it. In November 2022 the EDI Manager ran a discussion group for staff with disabilities, health conditions and neurodiverse staff. This identified specific requirements for changes to ICR working practices by this group (see section 5.4 – Disability).</p> <p>Follow up: the 2023 equality objectives include measures to follow up and address these issues. (2023 objective 3)</p>

Protected characteristic(s) affected	Objective	Owner	Update December 2022
5. Sexuality and gender reassignment	Work with the LGBT+ Network to review the ICR's support to LGBT staff and students (using relevant part of the Stonewall Workplace Equality Index criteria).	EDI Manager, Chief People Officer and the LGBT+ Network	Partially achieved: The EDI Manager worked with the LGBT+ Network committee chairs to review the network terms of reference, committee roles and objectives. We will work through the Stonewall Equality Index criteria on supporting the network with the group in 2023.
6. Sex, ethnicity, disability	<p>Recruitment objective: Provision of reasons for rejection at shortlisting and interview for 90% of candidates to all ICR job vacancies in period January-October 2022.</p> <p>This will provide the evidence base for further actions to address the differences in shortlisting and appointment for white applicants and applicants from Black, Asian and other minority ethnic backgrounds.</p>	Recruitment Manager	<p>Not yet achieved: Recruiting managers are required to upload their candidate notes or shortlisting grids to the recruitment system. Since the launch of the recruitment system in November 2021 approximately 50% of the roles have complete information.</p> <p>However, there is no clear way of extracting the information from shortlisting information to analyse and identify trends.</p> <p>We will continue to work with recruiting managers to achieve this objective for 2023.</p>

Protected characteristic(s) affected	Objective	Owner	Update December 2022
7. Pregnancy and maternity	Review maternity leave and shared parental leave provision, to ensure that we are in line with the sector (2021 Equality Objective)	Chief People Officer	<p>In progress: All family leave policies were revised in Summer 2021 and ICR provision for maternity leave and shared parental leave was benchmarked against peer research institutes and universities. This indicated that the ICR's provision was not as generous as that of our peers.</p> <p>In 2022 the HR Operations team prepared a business case for enhanced Shared Parental Leave and more generous maternity and shared parental leave pay.</p> <p>Next steps: This business case will be updated and go to the relevant committees for approval in Spring 2023.</p>

Protected characteristic(s) affected	Objective	Owner	Update December 2022
8. All	Ensure that all recruitment panellists have participated in up-to-date recruitment training and that a refresher course is made mandatory. (2021 Equality Objective)	Deputy Director HR Operations and Recruitment Manager	<p>Partially achieved:</p> <ul style="list-style-type: none"> • The new recruitment system enables us to track training completion. • The Recruitment Manager currently provides 1:1 advice and guidance to recruiting managers. Since June 2022, 34 managers (100% of new recruiting managers since June 2022) have received coaching. This training is followed up with an email containing links to 2 short videos of unconscious bias. <p>Next steps:</p> <ul style="list-style-type: none"> • Record a series of bite-sized webinars which can be watched when needed by recruiters. • Refresher training: Prepare a short refresher webinar (5 minute video and 1 page document) for all panellists to remind them of good recruitment practices and addressing their own biases.

4. Proposed 2023 equality objectives

On the basis of analyses undertaken for this report, and taking advice and input from our equality networks and committees, the following equality objectives are proposed for 2023. Quarterly progress reports will be provided by owners to the Equality Steering Group. Objectives not fully achieved in 2022 are carried forward to 2023 – these are the publication of an Equality Strategy (2023 objective 1), provision of reasons the review of maternity and shared parental leave (2022 objective 7) and the development of mandatory recruitment training for all panellists (2022 objective 8).

Table 2. Proposed 2023 equality objectives

Objective	Protected characteristic	Owner	Timescale
1. Develop an Equality Diversity and Inclusion plan aligning with the new research strategy, to prioritise and guide all ICR EDI work 2023-2027. (2022 objective) This strategy will also include the outcomes of our work on recognising and rewarding contributions by staff and students to EDI and research culture initiatives.	All	EDI Manager and Chief People Officer	Presentation to Board of Trustees for approval, April 2023
2. Prepare a draft Athena SWAN application for peer review	Sex	EDI Manager	Submit our Athena SWAN work for peer review by a panel of critical friends drawn from our network of EDI specialists in peer research institutes and universities in October 2023.
3. Work with the Access for All group to integrate recommendations from focus groups into building	Disability	EDI Manager, James Kelly (Project Manager on redesign of	Recommendations on 123 OBR to part of the brief to contractors (January 2023)

Objective	Protected characteristic	Owner	Timescale
design for 123 Old Brompton Road and ICR ways of working		123 OBR) and Richard Woods (HSEQ advisor)	Other recommendations to be discussed by Equality Steering Group and HR/ Facilities to address. (February -June 2023)
4. Review and implement options for addressing the under-representation of Black postdocs	Ethnicity	EDI Manager and Race equality champion (Dr Barbara Pittam)	Recommendations on actions to be made to Equality Steering Group by March 2023 with actions implemented by September 2023.
5. Bring forward the analysis of the gender and ethnicity pay gaps to April-May 2023 to enable current data to inform Remuneration Committee decisions on pay	Sex and Ethnicity	Chief People Officer	Gender and ethnicity pay gap data from April 2023 feeds into the Remuneration Committee meeting in June 2023 and decisions on pay coming from that.
6. Combine two standalone mandatory workshops for new staff and students: active bystander and A Supportive Workplace	All	EDI Manager and Alan Cumber (co-presenter)	New workshop launched by May 2023 Short video webinar for summer students and contractors launched by June 2023.

