

ICR EQUALITY REPORT 2021

Foreword

Creating an inclusive culture where all can thrive is essential to the ICR's mission to make the discoveries to defeat cancer. In 2020 the disproportionate impacts of the Covid19 pandemic on Black, Asian and minority ethnic (BAME) groups and the Black Lives Matter protests highlighted how world events can disadvantage some groups more than others. These events have been an added stimulus to change and progress at the ICR, especially in our work on race equality.

We started 2020 by celebrating our successful re-application for Athena SWAN Silver award. Celebration events in Sutton and Chelsea showed how Athena SWAN initiatives have improved the working lives of staff and students. At these we highlighted our grants for carers to attend training and conferences, and our flexible working options for staff.

In March 2020 the ICR closed our laboratories and offices during the first pandemic lockdown. We took the decision to postpone meetings of the Athena SWAN Steering Group and Equality Steering Group whilst many of our staff were furloughed, including the Equality, Diversity and Inclusion Manager. We refocused on the immediate issues of supporting staff and students working from home. This included:

- offering an extensive wellbeing programme to all staff and students,
- ensuring flexible working and support to those managing work and caring responsibilities (including home schooling),
- and considering and addressing the needs of groups with specific protected characteristics as we opened up our sites again.

Whilst bringing many challenges, the pandemic has brought out the best in our staff, students and research culture. The Athena SWAN Steering Group has collated many examples across the Institute of divisions and teams supporting and caring for their staff and students. The equality networks have engaged with the ICR on behalf of their members, and run ambitious and creative programmes of events. Their activities have been recognised in our Covid Heroes scheme, which celebrates those who have made a difference during this time.

For example, The Network for Staff and Students with Disabilities and Health conditions fed into the Modern Worker project consultations on future working styles. This group is keen to show how home working has benefitted many of its members and to contribute to developing good practices for those working on site.

The BAME Forum reacted quickly to the Black Lives Matter protests and events following the death of George Floyd, and ran a series of very-well attended open meetings. These events triggered an immediate response from the ICR. The CEO

made six commitments on race equality, and this began a substantial project to address structural racial inequality in the Institute. The BAME: Beyond the Statements project aims to attract, retain and promote greater numbers of BAME researchers and Corporate Services staff. This project has brought an opportunity to create real change at the ICR and beyond.

2021 is a time of renewal in the leadership of equality and diversity initiatives. Adrian Cottrell, ICR's Chief Information Officer, became BAME Executive Champion, and drives this work. Mandy Donald will be the Equality Champion on the Board of Trustees, Dr Anguraj Sadanandam is BAME Faculty Champion, and Dr Yinyin Yuan is Diversity champion on Academic Dean's Team. These Champions provide leadership throughout the ICR on the issues of race equality and of equality and diversity more generally.

Professor Paul Workman, CEO, co-chairs Athena SWAN and is closely involved in our race equality programme. Professor Jessica Downs is stepping down as Athena SWAN co-chair after leading our successful silver award and bringing together the Women In Science group to provide peer support for female Faculty and directors. Professor Christina Yap will join Paul Workman to co-chair the Athena SWAN Steering Group going forward.

On a personal note, I am delighted to have taken on the role of LGBT+ Network Champion, and look forward to working more closely with this group.

As chair of the Equality Steering Group, I offer my thanks to members of the Athena SWAN Steering Group, BAME: Beyond the Statements project board, and Equality Steering Group for their continued dedication and hard work. The drive to develop an inclusive culture goes beyond these formal committees, and this has been particularly evident this year. I would like to thank the members of the three equality networks, and all staff and students who have given their ideas, time and expertise to support our equality and diversity programmes.

Mary O'Shea

HR Director, Chair of the Equality Steering Group and LGBT+ Network Champion

1. Equality and diversity at the ICR

Equality and diversity are embedded in the ICR's Values. Achieving an equal, open and collaborative culture is a foundation of the ICR's research strategy. Our work to create a culture where staff and students are supported to reach their potential and where all are treated with kindness and respect underpins our scientific research and collaborations.



We are very proud to hold an Athena SWAN Silver award, given in recognition of the impact of our work to address gender equality. We are Stonewall Diversity Champions, actively creating a workplace where all employees are accepted as themselves, regardless of sexual orientation.

1.1. Equality and diversity committees

We have three formal committees working on equality and diversity:

- **Equality Steering Group (ESG):** chaired by HR Director Mary O'Shea, has oversight of all our equality programmes and ensures that they are integrated, and aligned with the ICR's other strategies and programmes, including meeting the UN Sustainable Development Goals. It manages equality across all nine protected characteristics. All staff and student associations and equality networks are represented in this group, ensuring that all contribute and have the opportunity to raise issues and concerns. From 2021 this

committee will meet quarterly, recognising the increase in equality and diversity activities.

- **Athena SWAN Steering Group (ASSG):** co-chaired by CEO Professor Paul Workman and Professor Jessica Downs (and Professor Christina Yap from January 2021), leads our gender equality programmes and implementation of the Athena SWAN action plan. Membership includes representation from all divisions and staff groups, to ensure that many voices and experiences are heard.
- **BAME: Beyond the Statements Project Board:** chaired by Dr Vanessa McKean (Equality, Diversity and Inclusion Manager). This brings together action holders from HR, Communications, Academic Services, the race equality champions and representatives from the BAME Forum to implement and track progress on our race equality action plan.

Additionally, staff and student wellbeing, including supporting good mental health, is overseen by the Staff Engagement Committee (chaired by the HR Director).

1.2. Equality networks

We have three equality networks, all run in collaboration with The Royal Marsden Hospital (RM), strengthening links between the two Institutions. These groups work with the ICR and RM to develop a welcoming and inclusive culture for all. During the pandemic, all have continued to meet remotely.

- The BAME Forum, for those identifying as Black, Asian or from ethnic minorities. Open meetings of this group enables White allies to participate.
- The LGBT+ Network for lesbian, gay, bisexual and trans staff, students and allies.
- The Network for Staff and Students with Disabilities and Health conditions.

All networks have student representatives on their committees, and are represented on the Equality Steering Group.

1.3. Training

Mandatory training for all new staff and students includes two equality based workshops (run online since April 2020):

- **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, to ensure all participants engage with the topics. 225 participants between 1 August 2019 and 31 July 2020.
- **Active Bystander Training:** became mandatory for all staff and students in 2018, and aims to give participants the confidence and tools to challenge unacceptable behaviours. This had 159 participants between 1 August 2019

and 31 July 2020. Since its launch in 2018, 1281 staff and students have taken this course. Refresher workshops for Active Bystander were introduced in 2020 and these are optional.

In 2021 we will integrate findings from the race equality survey into our training and development offering for new and current staff and students.

- “Lets talk about race” workshops will be run for Executive Board, Corporate Leadership Board, action holders in the *Beyond the Statements* project group, and the Wellbeing Advisers in March 2021.
- We will launch webinars on micro aggressions¹ and talking about race in April 2021.
- We will integrate teaching on micro aggressions into mandatory new-starter training in A Supportive Workplace from April 2021.

2. Note on data and the structure of this report

This year the Annual Equality Report focuses on the data, progression and actions undertaken for the BAME: Beyond the Statements project and on gender under Athena SWAN.

- To ensure confidentiality we have not used data labels for groups containing under five people.
- Unless stated otherwise, all data is for the period 1 August 2019–31 July 2020. Workforce numbers are as at 31 July 2020.

¹ Statements, actions, or incidents regarded as an instance of indirect, subtle, or unintentional discrimination against members of a marginalised group (e.g. ethnic minority)

3. Progress against 2020 Objectives

In equality and diversity, as in all areas of business, 2020 was a challenging year. In our work on race equality the ICR has gone beyond the initial objectives for 2020 (e.g. Objective 5 and some measures in Objective 1) and established a substantial programme in BAME: Beyond the Statements. Both external and internal factors have contributed to delays on some other objectives and we provide explanation for each objective, as appropriate. Our review of appropriate charter marks has been affected by events at Advance HE. This organisation has expanded the duration of Athena SWAN awards from four to five years, and is yet to publish the revised charter and application scheme. AdvanceHE is also working on a Race Equality Charter for research institutes, and the ICR is advising on this to ensure it is suitable for the Institute. ICR internal resources were re-prioritised in 2020, with the renewed focus on race equality and immediate response to the pandemic.

We have included objectives that were not met in 2020 in the 2021 objectives.

2020 Objective	Measures to complete the objective	Owner	Summary of Progress December 2020
1. Address the difference in proportion appointed of White and BAME candidates to staff roles	Reduce the proportion of candidates on the recruitment system with incomplete data on their progression through the recruitment process to 5% for the period 1/8/2019-31/7/2020, to provide better data on candidate outcomes.	HR Systems and Information Advisor and HR Recruitment Manager	Delayed: 43% of vacancies on the recruitment system had incomplete data on progression of candidates for 2019-20. See 2021 objectives for stronger actions to address this, including introduction of the new recruitment system. HR Operations will work with Faculty to address low completion rates in 2021. (Objective 3, 2021). Delays in

2020 Objective	Measures to complete the objective	Owner	Summary of Progress December 2020
			planned replacement of cumbersome recruitment system and difficulties in hiring Recruitment Manager, plus furlough of recruitment team members meant planned resources were not available to address this problem.
	<p>Design and implement shortlisting template for all recruitment campaigns, to provide clear data on why candidates are rejected at shortlisting (including 'not qualified' category) to provide better data on unsuccessful candidates.</p> <p>Ensure that mandatory recruitment training addresses this issue and emphasises completion of this process.</p>	HR Director	<p>Partially complete: Shortlisting templates and shortcuts available on e-recruitment and will be part of the replacement recruitment system</p> <p>Recommendations made for mandatory training and refresher in the 2021 objectives.</p>
	Ensure that the ICR is asking recruitment agencies to follow our equalities agenda and doing all they can to recruit from a diverse pool of applicants.	HR Recruitment Manager and Procurement	Completed. From 2021 HR will collate equality information from recruitment agencies.
	Undertake analysis of pay by ethnicity (BAME/ White) alongside the analysis for the 2020 gender	HR Director	Delayed until April 2021 due to the urgent

2020 Objective	Measures to complete the objective	Owner	Summary of Progress December 2020
	pay gap report. Undertake further analysis to identify where any pay differences arise and the reasons for them.		demands of the furlough scheme on the HR Information team
2. Address the underrepresentation of women in senior roles	a. Successfully deliver the first 18 months of the Athena SWAN action plan.	Athena SWAN Steering Group Co-Chairs	Partially completed: Steering Group re-prioritised activities in face of pandemic restrictions and additional race equality actions
	b. Recommend targets to address the gender pay gap and further actions to address, in addition to those already in place to Board of Trustees	HR Director	Completed. Additional actions recommended to the Board of Trustees and implemented in 2020.
	c. Review maternity leave and shared parental leave provision, to ensure that we are in line with the sector	HR Director	Delayed until 2021 due to conflicting urgent demands on the HR directorate in response to the pandemic.
3. Identify which equality charter marks will be useful to give a framework for the ICR's activities to address inequalities	Review the equality-related badges and charter marks available to research institutes, and make recommendations to the ESG on those that would be of most benefit to the ICR to work on.	EDI Manager	Partially completed, as external schemes are undergoing revisions (E.g. Athena SWAN and Race Equality Charter for research institutes) with final information not yet available to allow

2020 Objective	Measures to complete the objective	Owner	Summary of Progress December 2020
			decisions to be made on suitability.
4. To ensure equality and diversity are considered in policy development and decision-making	Work with stakeholders to provide more guidance on conducting equality impact assessments.	EDI Manager	Partially completed: ongoing advice provided (e.g. to the REF). Final versions of guidelines to be published. Progress delayed by furlough of the EDI Manager
5. Understand and act upon any longer-term trends in ethnicity in student recruitment	Continue to monitor trends in gender, ethnicity and their intersection against university attended for highest qualification now the data is available going back 3 years, in order to analyse whether there is an underrepresentation of BAME candidates applying from the 'top' HEIs. *	Deputy Head of Registry (actions) and Student Recruitment Committee (accountability)	Completed and further actions taken to address underrepresentation of BAME

4. Equality Objectives for 2021

On the basis of analyses undertaken for this report, and taking advice and input from our equality networks and committees, the following equality objectives have been agreed by the ICR's Executive Board and Board of Trustees. Quarterly progress reports will be provided by owners to the Equality Steering Group.

2021 Equality Objective	Measures to complete the objective	Owner
1. Address the underrepresentation of women in senior roles through the Athena SWAN programme	A. Revise the Athena SWAN silver action plan to cover effects of the pandemic, and expansion of award duration from four to five years (February 2021) B. Complete the Athena SWAN actions for 2021 (December 2021) C. Review maternity leave and shared parental leave provision, to ensure that we are in line with the sector (October 2021)	Athena SWAN co-chairs HR Director
2. Implement the ICR's commitments on race equality	Complete the BAME: Beyond the Statements actions for 2021. (December 2021)	HR Director and BAME Executive Champion
3. Take actions to understand and address the differences in proportion of White and BAME candidates appointed to staff roles	A. Provide shortlisting and appointment data on 90% of all complete staff recruitment campaigns for Q4 2021. HR will work with Faculty and Divisional Administrative Staff to ensure a practical means of providing such data, as part of the implementation of the new recruitment system and recruitment processes (e.g. pre-screening applications and removing unsuitable ones before forwarding to recruiting Team Leaders). (December 2021) B. Ensure that all recruitment panellists have participated in up-to-date recruitment training and that a refresher course is made mandatory. (December 2021)	HR Director
4. Adopt the International Holocaust Remembrance alliance working definition of Antisemitism	Adopt the definition into relevant policies, and use examples of antisemitism in A Supportive Workplace workshop. Communicate to staff and students. (February 2021)	HR Director

2021 Equality Objective	Measures to complete the objective	Owner
5. Identify equality charter marks to give a framework for the ICR's equality activities	Review the equality-related badges and charter marks available to research institutes, and make recommendations to the ESG on those that would be of most benefit to the ICR. (May 2021)	EDI Manager
6. Undertake an ethnicity pay gap analysis	Publish the analysis and make recommendations on additional actions needed to address any inequalities found. (April 2021)	HR Director
7. Ensure equality and diversity are considered in policy development and decision-making	<p>A. Revise the Equality Impact Assessment (EIA) forms and guidance, and provide a clear webinar to support their completion. (April 2021)</p> <p>B. Support Corporate Services with their completion of EIAs and monitor compliance and the impact they have. (November 2021)</p>	EDI Manager

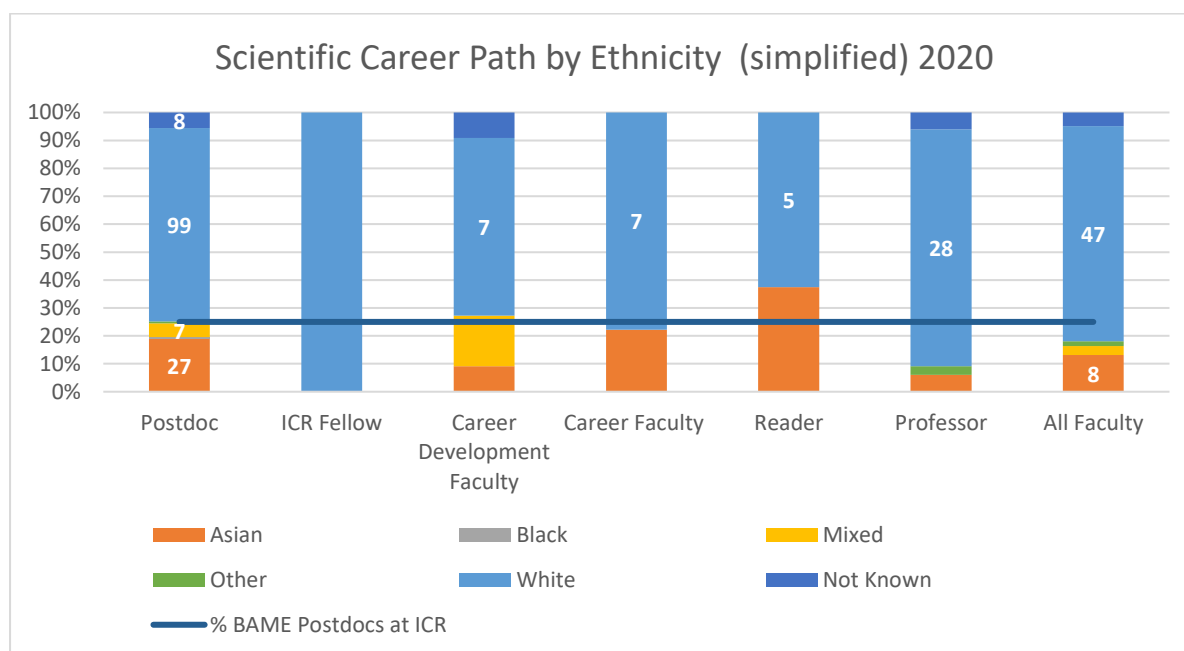
5. Data on staff ethnicity and progress on race equality

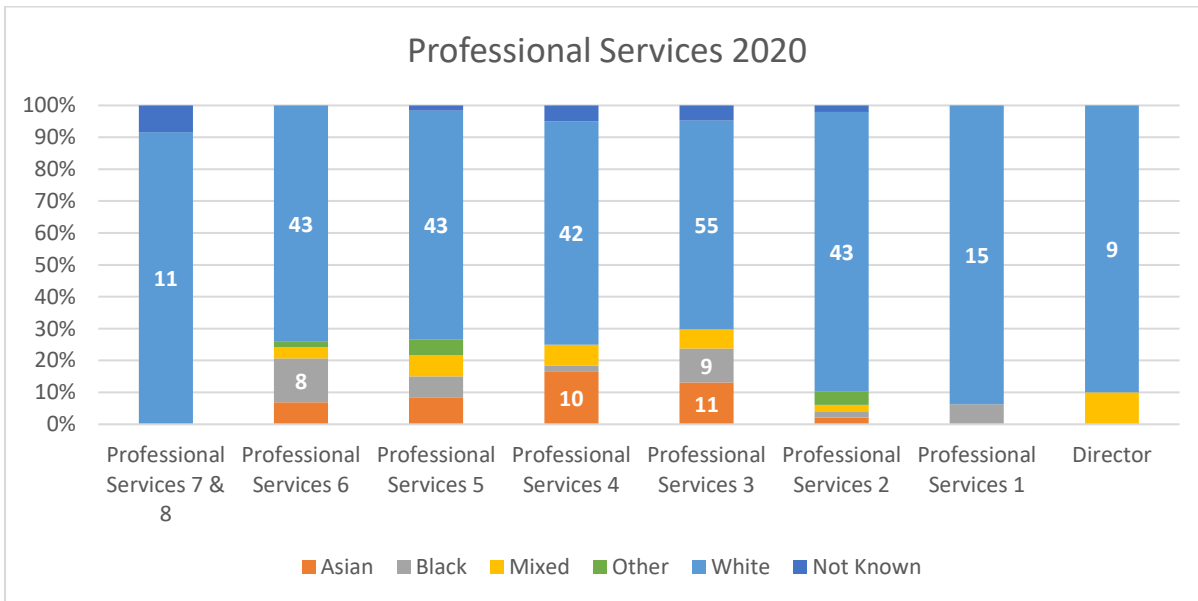
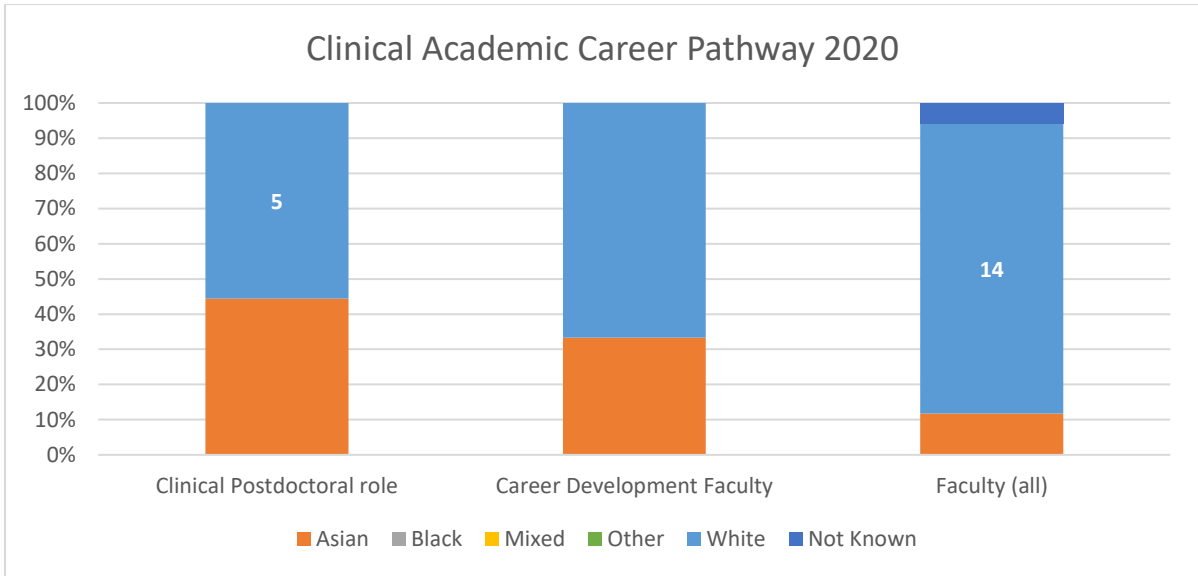
In 2020 74% ICR staff identified as White, and 20% as BAME, consistent with staff composition in previous years. The largest single group within the BAME category at the ICR is Asian, making the ICR typical of Higher Education Institutions. Disclosure rates are similar to 2019: we hold data on 96% of our workforce, with 4% preferring not to disclose their ethnicity. This is a high level of disclosure for a Research Institute.

Staff headcount by ethnicity

Ethnicity Simplified	Headcount	Percentage of Staff
Asian	149	13%
Black	47	4%
Mixed	38	3%
White	829	74%
Other	20	2%
Not Known	40	4%
Total	1123	100%

Across Professional Services, scientific and clinical academic career paths, there is a decline in proportion of BAME staff in senior grades. There are no Black researchers above the level of Postdoc, and no Black clinical academics.





5.1. Staff recruitment

Data indicates that during academic year 2019-2020, 49% of applications to all staff roles made through the HR system were from BAME applicants. Only 27% of successful appointees were BAME.

	Ethnicity of applicant to ICR staff roles							Grand Total
	BAME *	Black	Asian	Mixed	White	Other	Not known	
Total applicants	2604	422	1895	287	2201	358	136	5299
% of total applicants	49%	8%	36%	5%	42%	7%	3%	
Successful Candidates	39	6	25	8	102	4	2	147
% of successful candidates	27%	4%	17%	5%	69%	3%	1%	

* The BAME group is the total numbers of candidates with Black, Asian and Mixed ethnicity

The ICR therefore does not appoint BAME applicants in proportion to application rates, and loses ethnic diversity with seniority of role. To understand why BAME applicants have a lower success rate and address this loss of candidates at shortlist and interview stage we need to provide accurate data on candidate outcomes for each recruitment campaign.

However, of the 260 vacancies logged on the HR system between August 2019 and July 2020, 43% (113 vacancies) did not have information recorded on candidate outcomes. **2021 Equality Objective 3** aims to address this issue and provide better data on reasons on why BAME candidates are more likely to be rejected prior to shortlist and appointment.

5.2. Appraisal rating

The table below shows the spread of appraisal ratings within each ethnic grouping. The new appraisal system is now in its second year, and we will continue to monitor this data, looking at trends over three years in the 2022 equality report, and seeking to understand and address any differences.

Ethnicity	Appraisal Grade				
	Unsatisfactory	Satisfactory/ Developing	Successful	Successful with bonus	Outstanding
Asian	0%	6.7%	65%	18.3%	10%
Black	0%	13%	54.3%	19.6%	13%
Mixed	0%	7%	75%	14.3%	3.6%
White	0.2%	3.6%	62.3%	21.2%	12.8%
Other	0%	11.8%	64.7%	11.8%	11.8%
Not known	0%	3%	75%	6.3%	15.6%
All ICR appraisal grades	0.1%	4.7%	63.2%	19.8%	12.21%

5.3. Leavers

Staff leavers by ethnicity

	Number of leavers 2019-2020	Leavers as proportion of staff in ethnicity category at 31 July 2020
Asian	21	14%
Black	13	27%
Mixed	4	11%
Not Known	6	15%
Other	6	30%
White	121	15%

This table indicates a difference in the proportion of leavers by ethnicity. Notably, leavers who are Black or “other ethnic group” leave in higher proportions than White and Asian staff. This is the first year in which we have analysed leavers by ethnicity rather than BAME and White only, so we will look at trends in this data over the next three years. We will also analyse reasons for leaving, and present this to the BAME: Beyond the Statements Project Board.

5.4. BAME: Beyond the Statements

On 4 June 2020 The ICR issued a public statement² expressing our solidarity with our Black, Asian and minority ethnic staff following the death of George Floyd. The CEO made six commitments on behalf of the ICR, committing us to action to address systemic racial inequalities in higher education and to create a culture where all can thrive.

The BAME: Beyond the Statements action plan sets out the ICR actions to address each of these six commitments. Achievements to December 2021 are set out below. The BAME: Beyond the Statements Project Board oversees progress on this strategy and makes recommendations on further actions.

² <https://www.icr.ac.uk/news-archive/icr-statement-regarding-black-lives-matter>

Highlights of progress against the six CEO Commitments on race equality

Commitment	Progress to January 2021
1. Increase representation of BAME staff in senior roles	<ul style="list-style-type: none"> Initial analysis of career paths and recruitment completed to identify differences in career progression by ethnicity at the ICR.
2. Appoint champions to promote ethnic diversity	Champions appointed: Executive: Adrian Cottrell; Faculty: Anguraj Sadanandam; Academic Dean's Team Diversity Champion: Yinyin Yuan; Board of Trustees: Mandy Donald (Diversity Champion)
3. Opening up conversations about race	<ul style="list-style-type: none"> Focus groups run, oversubscribed, and additional sessions run to capture voices of BAME men. 65% of all staff/students completed the race equality survey. Race related case studies included in senior leadership development programme. BAME Wellbeing Advisers appointed. Awareness of activities raised through Nexus articles, CEO communications, staff and student associations. New training on micro aggressions and conversations about race planned for 2021.
4. Embrace participation in diversity activities (e.g. equality networks)	<ul style="list-style-type: none"> Appraisal guidance modified to promote support for this. Work of BAME Forum publicly recognised by CEO and in Covid Heroes scheme.
5. Anonymise recruitment where feasible	<p>Student recruitment:</p> <ul style="list-style-type: none"> Pilot of anonymised recruitment underway during the 2020 recruitment round. New guidance produced for applicants, including a blog on race equality from the Deputy Dean. Mandatory recruitment refresher training for established supervisors introduced alongside revised training for new supervisors. More support given on shortlisting, including a prepared template. <p>Staff recruitment</p> <p>Review of staff recruitment data identified lower success rates at shortlisting and interview among BAME applicants. Actions and targets to address this recommended. All shortlisted recruitment systems have the capacity for blinded applications.</p>
6. Encourage more students from ethnic minorities to enter science	New public engagement strategy will launch in early 2021, and this includes objectives to encourage more people from under-represented groups, including BAME groups, to enter science.

We commissioned focus groups and a race equality survey from independent providers, The Survey Initiative. These two pieces of research provided qualitative data on key themes of BAME: Beyond the Statements:

- Career development and progression for BAME staff and students
- Conversations about race and experiences of working at the ICR.

Five focus groups took place in August 2020 with 45 participants. These were oversubscribed. We also ran two facilitated discussions for men identifying as BAME in October 2020. This group developed into a BAME Men's Forum for ICR staff and students.

The race equality survey ran in November-December 2020 and 65% of all staff and students completed it. This response rate is in-line with the Attitude Survey and a high response rate for surveys of this kind. 24% of applicants identified as BAME, above the 20% proportion of BAME staff.

Evidence from focus groups and survey indicated **positive experiences of the ICR:**

- Survey respondents gave very positive answers on questions on their treatment by team members, other colleagues and their managers. (e.g. 89% BAME respondents and 93% of white agreed with the statement "I am treated with dignity and respect by other members of my team")
- Explicit racism is not a typical part of the ICR's culture

They also raised **Concerns:**

- 86% of respondents said that they believe **that at the ICR racial harassment is not tolerated** (BAME 78%; Non-BAME 89% and 'prefer not to say' 85%). 1% of respondents disagreed (i.e. believed that racial harassment is tolerated).
- Overall, 6% of respondents said that they had **experienced racist behaviour, and this differed by ethnicity:** This breaks down to 12% of BAME respondents; 3% of Non-BAME.
- Where they occur, bullying and harassment are experienced differently by BAME and non-BAME groups. Of those reporting racist behaviours, most white respondents classified them as 'Bullying' while most BAME respondents classified them as '*minor micro-aggressions/everyday slights, insults and stereotyping based on race*'. BAME respondents were more likely than white respondents to report the behaviours to their manager and/or a Wellbeing Adviser but less likely to report to HR,
- The focus groups identified that conversations about race are uncomfortable, but wanted by many. This was backed up by the survey: 56% of both BAME and Non-BAME respondents said they have **sufficient opportunity and 'safe space' to talk about race and diverse cultures** with their colleagues. 38% of respondents neither agreed nor disagreed with this statement, and we will explore this finding further.

We will address these issues in 2021:

- “Let’s talk about race” workshops are being run for Executive Board, Corporate Leadership Board, action holders in the BAME: Beyond the Statements project group, and the Wellbeing Advisers in March 2021.
- We will launch webinars on micro aggressions and talking about race for staff and students in April 2021.
- We will integrate teaching on micro aggressions into mandatory new-starter training in A Supportive Workplace from April 2021.

Success in these actions will be measured by improvements in scores in the 2022 Attitude Survey.

5.5. Race equality objectives for 2021

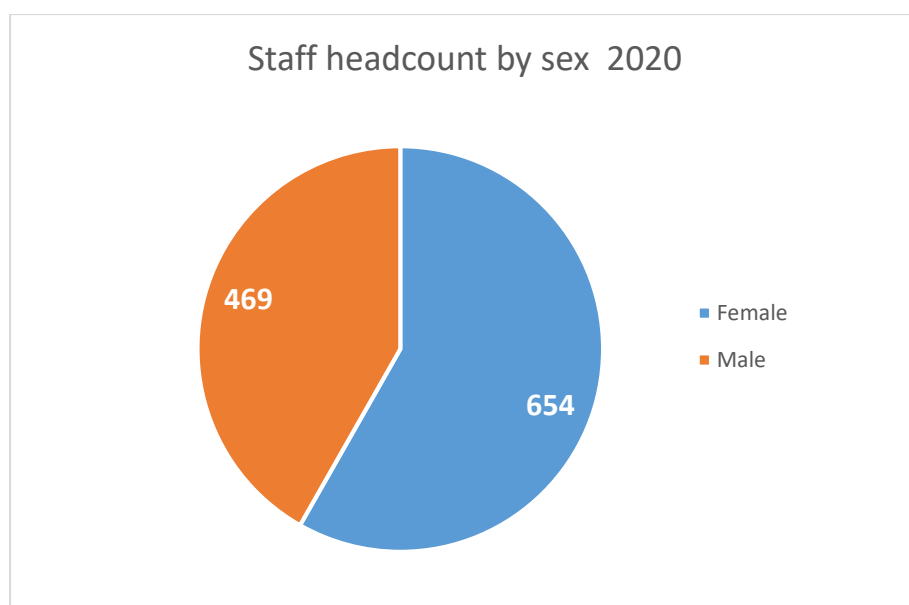
The 2021 equality objectives will advance our race equality work. In addition to following the BAME: Beyond the Statements action plan **(2021 Objective 2)**, we will:

- Take actions to understand and address the differences in proportion of White and BAME candidates appointed to staff roles **(2021 Objective 3)**
- Undertake an analysis of pay by ethnicity **(2021 Objective 6)**
- Explore charter marks and equality schemes which will support us in achieving our commitments. **(2021 Objective 5)** The ICR is supporting AdvanceHE on the development of a Race Equality Charter for Research Institutes.

6. Data on sex and maternity leave and progress on gender equality

The ICR continues to have a predominantly female workforce (58% of all staff are female, in line with data sets for previous years). Women are less well represented in the more senior levels in research, with two divisions led by women and seven by men. In Corporate Services, 56% of Directors are female.

At the most senior level, the CEO is male and the Academic Dean female. Chief Operating Officer duties in 2020 were split between the Director of Academic Services (female) and Director of Operations (male). Faculty remains 31% female overall, despite a large Faculty recruitment campaign.



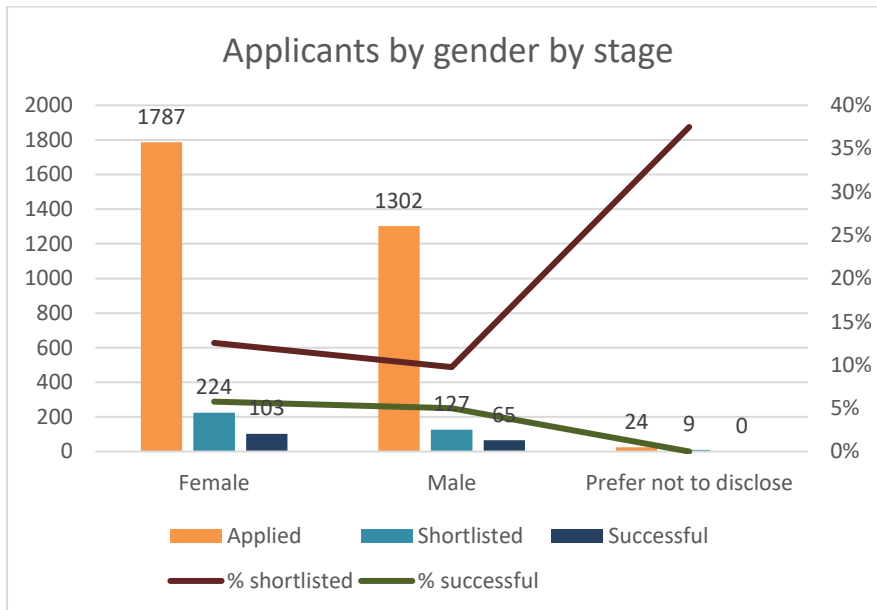
ICR Faculty 2020

	Female	Male	% Female
Career Development Faculty	6	8	43%
Career Faculty	2	7	22%
Reader	3	6	33%
Professor	14	35	36%
Total Faculty	25	56	31%

6.1. Recruitment

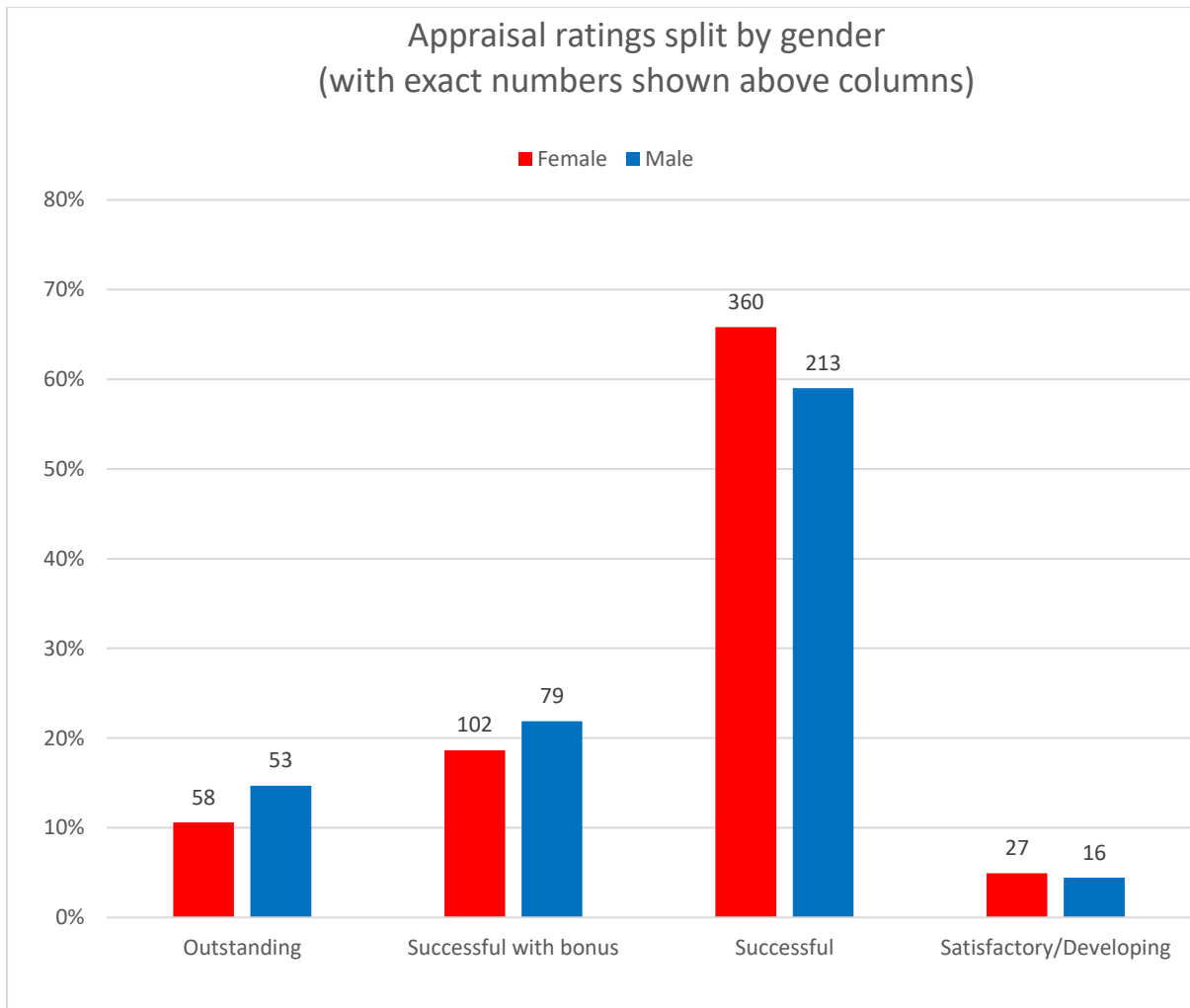
57% of applicants to staff roles are women, and women are slightly more likely to be shortlisted than men (13% of female applicants and 10% of male applicants). However, men and women are similarly successful at interview (6% of women and 5% of men). **2021 Objective 3** – to increase the proportion of recruitment campaigns with completed outcomes, will give us a fuller picture of recruitment at the ICR by gender in addition to ethnicity. We are also working with Executive Search agencies

to capture information on gender and ethnicity for Faculty and senior recruitment, and to ensure that every campaign seeks diverse candidates.



6.2. Appraisals

Slightly higher proportions of men than women received the two highest appraisal ratings in 2020, the second year of the new appraisal system. The proportions of men and women receiving the “outstanding” rating is in line with the appraisal ratings from 2019. We will continue to monitor and suggest actions, if appropriate, once three years of data is available. We will do further analysis to identify whether differences in appraisal rating are aligned to gender breakdown of grades.



6.3. Leavers

	Number of leavers 2019-2020	Leavers as proportion of total staff by gender as at 31 July 2020
Female	98	15%
Male	73	16%

The proportion of leavers is very similar for men and women.

6.4. Gender Pay Gap (2019 figures)

We now have three years' data on our gender pay gap. While both mean pay gap and mean bonus pay gap numbers have fluctuated slightly, the persistence in the gap remains a concern – and can largely be attributed to the gender balance of our workforce across different levels of the organisation.

Our median gender pay gap for 2019 was 9.5%, up from 6.4% in 2018. Our mean gender pay gap was 21%, up from 17.9% in 2018. This widening of the pay gap is of particular concern.

We identified staff groups where difference in pay between men and women is making a particularly large contribution to the overall 2019 pay gap. Actions were agreed by the Executive Board in February 2020. As pay grade data is sensitive these are not included here, but progress against them will be measured and addressed when we report on the 2020 pay gap in March 2021.

- **Clinical Academics:** The ICR has more male than female senior Academic Clinical Consultants (typically Professors, senior researchers and Heads of Division). This imbalance has been identified as a factor across the overall higher education sector's gender pay gap, and accounts for 4% of the mean gender pay gap at the ICR. Pay for clinical staff is determined by the NHS and the University and College Employer's Association and not by the ICR.
- **Senior Professional Services grades below the level of Director:** This group includes senior managers in Professional Services. As part of the introduction of the ICR's new pay and reward structure in mid-2019, all roles at this level were benchmarked and remapped accordingly. Mid-year calculations show a reduction in the gender pay gap based on the new pay and reward structure.
- **Career Faculty (excluding Clinical Consultants):** This group includes tenured Faculty, including those on the Career Faculty scale or, if at the Professorial level or above, those on individual pay rates agreed through the Remuneration Committee. Various factors – including specialist skills, market premium, relocation packages and negotiation at recruitment will determine an individual's salary at this level.

We are currently analysing gender pay data from March 2020. This and an associated action plan will be published in March 2021.

6.5. Athena SWAN Steering Group and Women In Science

In January 2020 the ICR celebrated our new Athena SWAN Silver award, with events in Sutton and Chelsea. These were an opportunity to consult with staff members on our next steps, as well hearing personal stories about the impact of our Athena SWAN work.

The Athena SWAN Steering Group reconvened in October 2020, and began to work on understanding the impact of the pandemic on women and parents working at the ICR.

- The ICR expanded our financial support for childcare during training and conferences to cover attendance at online conferences
- The Athena SWAN Steering Group are collating examples of how divisions and teams have supported and cared for their staff and students during the pandemic and changing work situation. They will publish their findings as a good practice guide in 2021.
- The Athena SWAN Steering Group has also raised issues around support for parents during the pandemic with the ICR's Gold Business Continuity team.

- The Steering Group recognises that the Athena SWAN action plan written in 2019 now needs to be updated in light of changed ways of working, and the extension of the Athena SWAN award period from four years to five. **2021 Objective 1** is to revise and update the action plan.
- The ICR continued to share our good practices with the sector in 2020:
 - We are one of two research institutes featured in the AdvanceHE good practice guide for our work to development diverse representation on committees, for HR practices and career development activities.
 - The Equality, Diversity and Inclusion Manager was appointed to a consultant role with AdvanceHE, and provides specialist advice to Research Institutes preparing Athena SWAN Applications.

The Women In Science group, for female Faculty and directors and equivalent from The Royal Marsden and the Francis Crick Institute, met for a career development workshop in February 2020. This event, “How to prioritise when everything is the most important thing”, addressed the challenges women face in leadership roles.

Since September 2020 Women in Science has met online monthly as a peer support group, providing a forum for female team leaders to share experiences and challenges. This group will continue meeting monthly in this format, with more formal development activities also resuming in 2021.

7. Equality networks

7.1. The BAME Forum

In June 2020 the BAME Forum began meeting fortnightly (previously quarterly), to provide a place for discussion and support following the death of George Floyd in the USA. The group also put out a public statement expressing solidarity with the Black Lives Matter protestors, and worked with the ICR to develop *BAME: Beyond the Statements*.

Currently there are over 100 people on the BAME Forum mailing list and open meetings have had over 70 attendees, including participation from the CEO, BAME Executive Champion, HR Director, Faculty members and senior Royal Marsden Hospital staff. A group for ICR BAME male staff and students was established by staff member Solon Attoh following low participation in the ICR Focus Groups. This group is working with an external facilitator to identify development needs of participants.

The Forum ran a highly successful online programme for Black History Month, including Cherron Inko-Tariah MBE speaking about addressing structural racism, Solon Attoh talking about the Mixed Race Faces project, and a book club run by two students.

7.2. The LGBT+ Network

The LGBT+ Network meets quarterly to share experiences and highlight issues that may affect LGBT+ staff, students and patients. The meetings also provide an opportunity to influence ICR strategies and policies and help to promote diversity within the ICR and The Royal Marsden.

This year the Network celebrated Pride virtually, after London Pride events were cancelled. The Network marked Pride with a quiz, open to all. It also shared a video – showcasing some of its members, and sharing their messages of pride in working at the ICR and The Royal Marsden.

The network is seeking to refresh its committee in 2021, and HR Director Mary O'Shea joins as ICR LGBT+ Champion.

7.3. The Network for Staff and Students with Disabilities and Health Conditions:

This network launched in January 2019 and meets quarterly. It now has a Chair and Deputy Chair, and is encouraging its members to join the committee. Currently there are 38 members on the mailing list, with around 20 attending meetings.

The network set objectives in July 2020:

- Seek representation in relevant projects and committees
- Explore opportunities for developing a buddy system

- Raise awareness of hidden disabilities
- Explore how we can enhance support to disabled applicants and new starters within both The Royal Marsden and the ICR
- Raise awareness across both organisations of different disabilities

The network held its first event in December 2020. *Walking in my Shoes* featured three speakers (two from RM and one from the ICR) talking about their own experiences of disability at work. This had an audience of 23 people, and was very well received. ICR Facilities staff and the Wellbeing Coordinator have joined meetings of this group, to ensure the needs of this group are being addressed.

In 2021 we will encourage committee membership from the ICR and seek to raise awareness of this group across both Institutions.

7.4. Working together

The BAME Forum and the LGBT+ Network hosted their first joint event in October 2020, screening a series of short films and discussing the experiences of Black LGBTQ+ people.

The EDI Manager and the Royal Marsden's Inclusion Partner provide support and assistance to all Equality Networks. All can access funding from the ICR, which is overseen by the Equality Steering Group. In November 2020 we established a quarterly meeting for the network chairs and deputies to meet with the EDI Manager and RM Inclusion Partner, to enable sharing of ideas, concerns, and planning joint events.

All networks send representatives to the ICR's Equality Steering Group and the Royal Marsden's Equality, Diversity and Inclusion steering group.