

2023 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 2023 – the seventh year since gender pay gap reporting became mandatory.

All organisations in the UK with more than 250 employees are required to publish their gender pay gap annually. Whilst the ethnicity pay gap is not a mandatory reporting requirement the 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 Institute of Cancer Research (ICR). 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.

However, in 2023 there was 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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The ICR's strength and continued success comes from our talented, diverse staff and students working together on our shared mission of making the discoveries that defeat cancer. Over recent years we have taken action to reduce our gender and ethnicity pay gaps, and while we have had some success in more junior roles and grades, these measures have not yet had the impact we would like overall.

The ICR's leadership and Trustees are committed to closing the gender and ethnicity pay gaps and this is a priority for us. This report is a stark reminder of the progress we still need to make. We have agreed a new action plan and that includes learning from institutions which have successfully closed their pay gaps and introducing evidence-based actions to reduce our own.

Dr Barbara Pittam,
Chief Research and
Academic Officer



In the 2023 reporting year the ICR had:

A mean
gender pay
gap of

19%

This is a decrease from 21.5% in 2022

A mean
ethnicity pay
gap of

19%

This is a increase from 17.4% in 2022
in favour of White employees

And a median
gender pay
gap of

10.4%

This is an increase from 9.2% in 2022

And a median
ethnicity pay
gap of

10%

This is a increase from 7.4% in 2022
in favour of White employees.



What is the gender pay gap?

The gender pay gap is the difference in average pay between all men and all 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 (and white and ethnic minority staff) the same rate 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 2023 (excluding anyone who was paid maternity leave, statutory or less than full occupational sick pay during this period).

In the 2023 reporting year the ICR had:

- a **mean gender pay gap of 19%**. This is a decrease from 2022. (21.5% in 2022, 18.8% in 2021, 17.9% in 2020, 21.0% in 2019, 17.9% in 2018, 18.4% in 2017)
- and a **median gender pay gap of 10.4%**. This is an increase from 2022. (9.2% in 2022, 7.9% in 2021, 10% in 2020, 9.5% in 2019, 6.4% in 2018, 7.7% in 2017).

Since the ICR began reporting our gender pay gap it has fluctuated but not significantly improved.

This report covers 1,114 members of staff (59% female, 41% male) who were paid their regular salary in April 2023. Our figures are based on individuals' pay during March 2023 (excluding anyone who was paid maternity leave, statutory or less than full occupational sick pay during this period).



Since the ICR began reporting our gender pay gap it has fluctuated but not significantly improved.



What is the ethnicity pay gap?

The ethnicity pay gap is measured as the difference in average 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.

In the 2023 reporting year, ICR had

- a **mean ethnicity pay gap of 19%**, (17.4% in 2022, 13.7% in 2021 in favour of White employees
- and a **median pay gap of 10%** (7.4% 2022, 3.4% from 2021) in favour of White employees.

Both measures of the hourly pay gap have increased.

The hourly pay data is based on 1,114 full-pay relevant employees – consisting of 73% White employees and 27% Ethnic Minority employees. The low non-disclosure rate means that our results accurately reflect the Institute's population



Both measures of the hourly pay gap have increased.



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 44.1% of the highest paid (upper) quartile of staff. Women are under-represented at Faculty level at the ICR.

This is the main contributing factor to the gender pay gap.

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 2023 ethnic minority staff comprise 27% of the workforce, but only 16% of the upper (highest paid) quartile. All ethnic minorities are under-represented at Faculty level and we currently have no Black Faculty.

The ICR has successfully undertaken targeted work to address the under-representation of women and ethnic minorities in research careers, and we are seeing the impact of this in junior grades. For example:

- We ringfence 50% of summer studentships for Black British or first-in-family undergraduates.

- Six of the eight scientific apprentices are women (these will appear in the 2024 gender pay gap data) and this group is paid the London Living Wage
- Clinical Studies runs a successful sandwich year placement scheme for undergraduates – the majority of which are ethnic minority women.

The ICR will prepare these groups for the next stage in their careers, whether this is at the ICR or elsewhere.

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. 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 clinical consultants have a mean gender pay gap of 24.5%, the single largest within-grade pay gap. The

Clinical Research Fellows have a pay gap of 5.3%.

If we exclude the clinicians, the ICR's total mean gender pay gap falls from 19% to 16.9%

The retention of clinicians in clinical academic 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 and Care 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. However numbers are very small and this is yet to translate into a change in the composition of clinical academic Faculty (clinical consultants), so the gender pay gap persists for this group.

3. Starting salary may contribute to the gender pay gap

Pay rises through the appraisal system and internal promotion are relative to current salary, so any differences by gender or ethnicity in starting salary will impact on pay throughout an individual's employment at the ICR.

Early analysis of starting salary for Professional Services grades and Scientific Professional grades indicates that more junior grades are more likely to be appointed at or below market median rate for the grade.

We will undertake further analysis on a larger data set to understand if these trends continue and if so, whether there is a difference within them by gender or ethnicity.



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.
- 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.
- Guidance was provided to those recruiting to senior roles where pay is more likely to be negotiated.

In 2023 we introduced more generous maternity and shared parental leave and pay. This will give parents more flexibility in their choices, and may lead, for example, to more men taking shared parental leave.

In November 2023, the ICR was awarded £1 million from Wellcome's Institutional Funding for Research Culture to begin a programme of work aimed at addressing challenges for the sector in the recruitment, retention, development and diversity of technicians. As part of this, eight scientific apprentices were recruited in February 2024.

Recruitment training for managers was relaunched in March 2024, including content on fair recruitment and addressing implicit bias.

The ICR's EDI programme addresses gender and inequities across all career paths, recruitment, promotion and research culture. Our Athena Swan initiative 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), career development programmes 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 recognise that our actions so far have not yet caused the reductions we would like. We will undertake the following and more to reduce the pay gaps:

1 Report the pay gaps data for 2024 at the earliest possible opportunity and analysis of causation (by June 2024).

2 Learn from organisations that have successfully reduced the gender pay gap about which actions have impact.

3 Set interim targets to guide progress against our ultimate target of gender and ethnicity hourly pay gaps of 5%

4 Review actions to increase the proportion of women in senior roles and Faculty set in 2020 and ensure that we are taking actions which have impact.

5 Support junior staff, especially those in Scientific Professional 7 and more junior Professional Services grades, to develop their careers at the ICR.

6 Build on achievements in increasing representation of ethnic minority students and junior grades, to support these groups in reaching the next stage of their careers (e.g. students to Postdoc roles, clinical trials undergraduate placement students into clinical trials roles).

7 Ensure that there is no gender difference in starting salary by pay grade:

a. We will monitor starting salary data to understand if the trends in

the 2022/23 data are typical and to identify any differences by gender and ethnicity.

b. If these are confirmed, then the HR Recruitment team will work with recruiting managers to address these.

8 Inclusive leadership and culture: It is recommended that the ICR supports managers to create cultures in their teams where all team members can thrive. This could include inclusive leadership training being built in to ICR management training and leadership courses (e.g. Future Leaders).



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.

The ICR paid bonuses to 98 men (21.7% of male staff) and 148 women (22.4% of female staff). These calculations are on bonuses paid from 6 April 2022 to 5 April 2023.

The mean bonus gaps remain consistent with previous years and is likely to be a consequence of a few large bonuses made to senior male staff and senior white 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:

53.2%

(50% in 2022, 49.4% in 2021, 52.9% in 2020)

The median gender bonus gap:

20.7%

(16.4% in 2022, 25.4% in 2021, 39.7% in 2020)

The mean ethnicity bonus gap:

26.6%

(32.8% in 2022, 41.7% in 2021)

The median ethnicity bonus gap:

5.3%

(-0.4% favouring Ethnic Minority employees in 2022, and -1.6% in 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	Female	Males
Lower quartile	70.1%	29.9%
Lower middle quartile	60.4%	39.6%
Upper middle quartile	63.1%	36.9%
Upper quartile	44.1%	55.9%

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

Band	Ethnic minority	White
Lower quartile	35%	65%
Lower middle quartile	32%	68%
Upper middle quartile	25%	75%
Upper quartile	16%	84%