

# Genome Research Limited

## Gender Pay Report 2018

### Introduction

Under UK legislation that came into force in April 2017, UK employers of more than 250 employees are required to publish their gender pay gap. Genome Research Limited (GRL) embraces this and is committed to increasing gender pay transparency.

This report sets out the 2018 gender pay gap figures at GRL.

GRL is committed to fostering an inclusive, stimulating and rewarding culture where **everyone can thrive and diversity is celebrated**. Employees are supported to reach their full potential and are valued for their differences in thought, background, experience and perspective. We have been examining our gender pay gap data in detail for a number of years and continue to use this as one of a suite of mechanisms to ensure that we are supporting and growing a diverse talent pool. We work closely with leadership and staff across the organisation to develop actions and initiatives that ensure that we are an inclusive, engaging and enjoyable place to work, which is supported by our Equality, Diversity and Inclusion strategy.

Our Campus-wide programme of activity supporting [Equality in Science](#) was established in 2011. With partners on Campus, we explore issues affecting minority and under-represented groups, look to inspire researchers, develop discussion and drive changes in practices and policy. We are delighted that our programme was nominated for the inaugural [Royal Society Athena Prize](#) in 2016, which recognises individuals and teams in the UK research community who have contributed towards the advancement of diversity in science, technology, engineering and mathematics in their institutions and organisations.

In 2013, GRL became an active member of Advanced HE's [Athena Swan Charter](#) which recognises work undertaken to address gender equality. Our Athena Swan Bronze Award was renewed in 2016 and this year we are actively working towards elevating our award.

We recognise that scientific excellence cannot be achieved without the support of the entirety of our workforce and in 2018 we signed the [Technician Commitment](#), which is a sector-wide initiative led by the Science Council to ensure greater visibility, recognition, career development and sustainability for technicians.

We are continuing to focus on impactful and sustained changes which, combined, encourage and support a positive culture of equality, diversity and inclusion. As part of this, we are committed to a range of long-term, targeted activities which promote gender equality and recruitment, retention and progression of women within the organisation to meet our ambition of being a fair and inclusive place to work.



Martin Dougherty  
Chief Operating Officer  
Genome Research Limited



Cordelia Langford  
Chair of the Equality, Diversity and Inclusion Forum  
Genome Research Limited

# Our Gender Pay Gap

## Pay

On 5 April 2018, Genome Research Limited (GRL) had a median gender pay gap of 9.50% which is below the national median of 17.9% (Office for National Statistics, 2018).<sup>1</sup>

Whilst our figures are lower than the national average gender pay gap, and our figures have come down since 2017, we are not complacent and recognise we still have work to do to address gender imbalance.

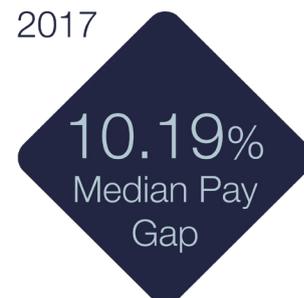
Analysis of our gender gap figures tell us that our gender pay gap arises because of vertical segregation, fewer women hold senior positions within GRL than men. While 53% of GRL employees are women, this drops to 40% at our senior salary grade, which attracts the highest level of remuneration. We have got a broad programme of activity to address the under-representation of women at the most senior levels.

## Median Pay Gap

2018



2017



## Mean Pay Gap

2018

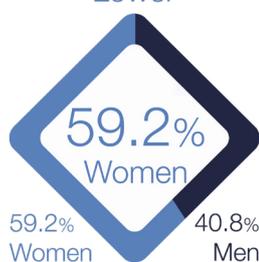


2017

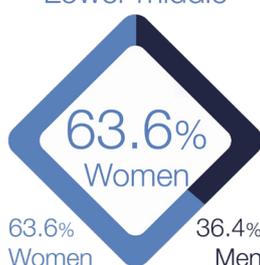


## Gender balance of each pay quartile

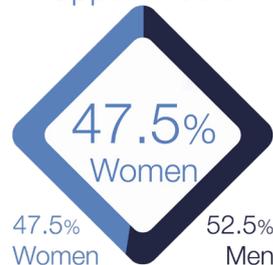
Lower



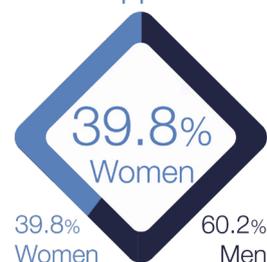
Lower middle



Upper middle



Upper



## Bonus Gender Pay Gap

GRL does not operate a formal bonus scheme. The majority of bonus payments included in GRL's gender pay data cut of 5 April 2018, relate to non-consolidated awards that were received as part of the organisation's 2017 annual pay review. The remainder relate to discretionary 'one-off' bonus payments for additional or exceptional contribution, awarded at manager discretion.

GRL's overall bonus pay gap has been considerably skewed by three bonus payments which were received, by men, for completion of critical projects prior to leaving the organisation.



<sup>1</sup> Figures are for GRL employees only and do not include Wellcome.

# Where are we taking action?

## Our Culture

Our global reputation for excellence is underpinned by our commitment to fostering an environment where staff from all backgrounds can thrive. We conduct regular staff surveys and hold more in-depth focus groups to examine our culture and how it can be improved to create a more inclusive workplace.

## Our Working Environment

We believe that cultivating a friendly and supportive workplace is key to helping our researchers, students, and staff develop their skills and experience. We have a family-friendly environment that permeates the fabric of our campus. For example, we have high chairs in the cafes, priority bus boarding for parents travelling with their children on the Campus buses, baby changing facilities, priority parking for pregnant employees and New and Expectant Mother (NEM) rooms, an on-site nursery and a Campus summer holiday club. It is common for parents to bring their children on site, often having breakfast or lunch with them when they are using the holiday club.

## Pay and Reward

GRL is committed to the principle of equal pay for all employees. We have pay and conditions of employment that do not discriminate unlawfully and we use a job evaluation system to assess the relative value of jobs across the organisation and the allocation of each job within our grading structure.

In 2019, following the introduction of a new pay framework, we are reviewing our approach towards all elements of reward including; one-off bonuses, in year pay adjustments, the pay review process itself and promotions to ensure that they are clearly understood by all staff, which will create greater transparency and equity in their operation.

We are also reviewing the structure for the highest pay bands across GRL, the 'Personal Salary Grade' to ensure that it is transparent to staff on how salaries are determined and managed for this group of roles.

## Work-Life Balance

GRL is committed to providing a range of progressive policies which support everyone to achieve a positive work life balance.

We actively promote, encourage and support flexible working practices, both formally and informally, to help maintain a healthy work-life balance. Staff are empowered to work flexibly from the start of their employment.

Our enhanced Maternity Leave Policy provides an entitlement to six months full pay. There is no qualifying period of employment before an employee is entitled to benefit from this enhanced policy and there is no return to work requirement. Our Shared Parental Leave policy mirrors this policy and we have seen an increase of 84% over the past year in take-up of Shared Parental Leave.

Our Paid Leave for Carers policy provides our employees with up to 10 additional days paid leave a year to deal with short-term, extraordinary caring situations such as looking after a sick child.

## Gender Pay Strategy

We will be drilling down further into the data across job family and grades to enable us to identify where our strategy can have the most meaningful impact. We have committed to overall  $\langle \pm 5\% \rangle$  gender pay gap by 2022 and this activity will enable us to see where we need to target any initiatives.

## Recruitment

As part of GRL's commitment to ensure that its recruitment processes encourage the selection of the right candidate, regardless of their background, we introduced a bespoke Unconscious Bias and Recruitment Training Programme in mid-2017. It is now mandatory that all of our interview panels include at least one person who has undertaken this training and since launch, a quarter of our workforce have completed one of the workshops. In addition, we have an unconscious bias observer present during the selection process for both Faculty and senior level recruitment campaigns.

## Training and Development

Our varied Management and Leadership Development Framework is underpinned by six bespoke formal development programmes, designed to meet the needs of both our scientific and non-scientific managers. In 2018, 65% of attendees on our programmes were women.

We strongly believe that there should be no financial penalty for staff who work flexibly from accessing training and career development opportunities. Our Carers Grant enables employees to attend training, conferences, collaborative research visits, or invited talks whilst receiving financial support to cover additional care costs for dependents.

## Personal Salary Grade

In 2017 we introduced a new pay structure for our 'Personal Salary Grade', which is the highest pay band across GRL. This reduced the mean gender pay gap at this senior level from 27% to 13%. 2018 has once again seen a reduction in this pay group to a mean gender pay gap of 10%.

## Routes back into Science

We are committed to opening routes back into science for those who have had a break from scientific research.

Our [Janet Thornton post-doctoral level fellowship](#) is specifically aimed at those who have taken a career break of at least 12 months. One Fellowship is awarded each year and can be worked full time, part time or flexibly. Each year, this attracts a strong field of applicants.

## Talented Women's Impact Programme

We have invested in a 'Talented Women's Impact Programme' as part of our commitment to maximising the opportunities of our female leaders.

This five-month programme is designed to accelerate the development and promotion of high-potential women within our organisation. It is delivered using an effective combination of one-day workshops, small group work, telephone coaching sessions and individual communication sessions.

In 2018, 22 women successfully completed this programme. After attending, 94% of attendees agreed that they felt either confident or very confident in their leadership ability.

# About us

Genome Research Limited (GRL) encompasses three main activities undertaken by our operations at Wellcome Genome Campus. They are:

- Wellcome Sanger Institute
- Connecting Science
- Enterprise and Innovation.

All of these activities work in the fields of Genomes and Biodata and are very much interlinked.

The Wellcome Sanger Institute is one of the world's leading genome centres. Through its ability to conduct research at scale, it is able to engage in bold and long-term exploratory projects that are designed to influence and empower medical science globally. Institute research findings, generated through its own research programmes and through its leading role in international consortia, are being used to develop new diagnostics and treatments for human disease.

Wellcome Genome Campus Connecting Science's mission is to enable everyone to explore genomic science and its impact on research, health and society. We connect researchers, health professionals and the wider public, creating opportunities and spaces to explore genomic science and its impact on people. Connecting Science inspires new thinking, sparks conversation, supports learning and measures attitudes, drawing on the ground-breaking research taking place on the Wellcome Genome Campus. [www.wellcomegenomecampus.org/connectingscience](http://www.wellcomegenomecampus.org/connectingscience)

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CONNECTING  
SCIENCE