

Genome Research Limited Gender Pay Report 2017

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.

Genome Research Limited (GRL) encompasses three main activities undertaken by our operations at Wellcome Genome Campus. They are the Wellcome Sanger Institute, Connecting Science, and Enterprise and Innovation. All of these activities work in the fields of Genomes and Biodata and are very much interlinked.

Since 2011, we have been pursuing a broad strategy to address the issue of gender imbalance and support for women in science through our active Campus-wide 'Sex in Science' programme.

In 2013, GRL became an active member of the Equality Challenge Unit's [Athena SWAN Charter](#) which recognises the work undertaken to address gender equality. Our Athena SWAN Bronze Award was renewed in 2016 and we have pledged to elevate our award to Silver.

In 2017, our work was expanded to include broader diversity considerations and we are prioritising the implementation of an ambitious Equality, Diversity and Inclusion Programme. I am proud of the work we are doing to position ourselves as a sector leader in this area.

Our global reputation for scientific excellence is strengthened by our firm desire to maintain a forward-looking organisation where staff from all backgrounds are welcomed and can thrive. The workforce at GRL is inter-disciplinary and encompasses a broad range of expertise and talent. This includes skilled researchers and scientific leaders, technical experts, PhD students, technicians and professional support staff.

GRL is committed to fostering an inclusive culture where employees are supported to reach their full potential and are valued for their differences in thought, background, experience and perspective. We welcome the additional insight that gender pay disclosure provides and will use this responsibility as part of our ambition to be a fair and inclusive place to work.



Martin Dougherty
Chief Operating Officer
Genome Research Limited

Our Gender Pay Gap

On 5 April 2017, Genome Research Limited (GRL) had a median gender pay gap of 10.19% which is below the national median of 18.1%.

While our figures are lower than the national average gender pay gap, 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 fewer women hold senior positions within GRL than men. While 53% of GRL employees are women, this drops to 32% at our senior salary grade, which attracts the highest level of remuneration. We are currently working with an external consultant to look at our gender pay gap and conduct further statistical analysis of our data.

National Median

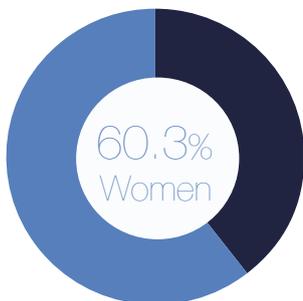


Genome Research Limited



Gender balance of each pay quartile

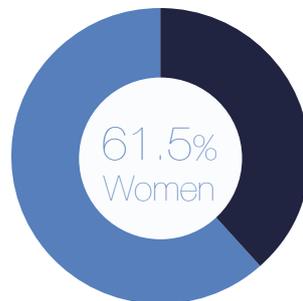
First Quartile



60.3%
Women

39.7%
Men

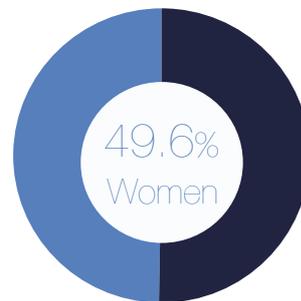
Second Quartile



61.5%
Women

38.5%
Men

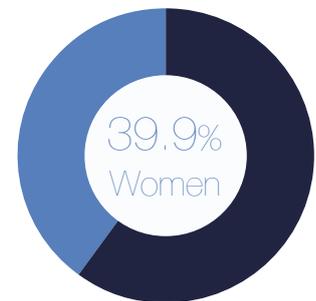
Third Quartile



49.6%
Women

50.4%
Men

Fourth Quartile



39.9%
Women

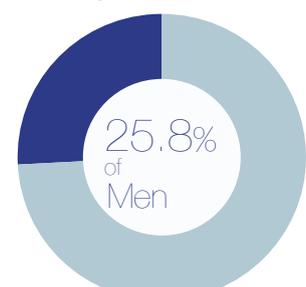
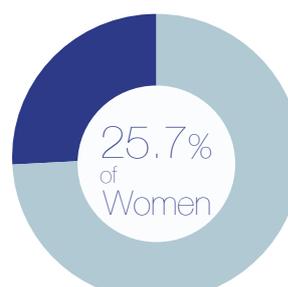
60.1%
Men

Bonus Gender Pay Gap

Gender Bonus Pay Gap



% of women and men receiving a bonus payment



Where are we taking action?

GRL is focussed 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.

Our Culture

Our established '[Sex in Science](#)' programme raises awareness within the organisation of issues facing women, and increasingly men in science, and drives policy and practice changes to redress them.

However, we recognise that no initiative will fully succeed without the right culture and working environment. In November 2017, we launched a Workplace Culture Initiative to examine our culture and how it can be improved to create a more inclusive workplace.

This project is being conducted in collaboration with Dr Jill Armstrong, a Bye-Fellow at Cambridge University, Murray Edwards College. Jill has expertise on gender equality in the workplace and is helping us to look at the recruitment, retention and progression of women, who are under-represented in senior roles. The findings will allow us to unpick perceived gender bias and any gaps that are perceived to exist between organisational policy and processes and everyday experience.

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 2017 we implemented a new pay framework to provide greater transparency and clarity for individuals in terms of pay progression. This moved the organisation away from a broad-banded pay framework, to one which is based on a new job family structure and job family specific pay ranges. In 2018, we will be reviewing how we award one-off bonuses and promotions to ensure that we have processes in place which promote an equitable, diverse and inclusive workplace.

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; and recently launched a video campaign to highlight the benefits of flexible working.

Over the last three years we have seen a 48% increase in uptake of flexible working.

Our enhanced Maternity and Shared Parental Leave Policies provide 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.

Paid Leave for Carers was introduced in 2017. This 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.

We have a workplace nursery on site and run a summer holiday club on Campus.

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 133 individuals 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 Management and Leadership Development Framework, launched in 2016, is underpinned by six bespoke formal development programmes, designed to meet the needs of both our scientific and non-scientific managers. In 2017, 66% of attendees on our programmes were women.

In 2015, we introduced a Carers' Grant. This enables employees to access 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 median gender pay gap at this senior level from 22% to 14%.

Gender Neutral Adverts

We have introduced a gender decoder tool which helps to eliminate the risk of unconscious bias featuring on our job adverts through the use of gender neutral language.

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 2017, 26 women successfully completed this programme. After attending, 90% 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

Genome Research Limited
Wellcome Genome Campus
Hinxton
Cambridgeshire
CB10 1SA



CONNECTING
SCIENCE