

# Genome Research Limited

## Gender Pay Report 2020

### 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 2020 gender pay gap figures at GRL.

The Sanger Institute (SI), Connecting Science (CS), Wellcome Genome Campus (WGC) and our Enterprise and Innovation (E&I) arm operate under the name of Genome Research Limited (GRL). GRL is a wholly owned subsidiary of the Wellcome Trust. Our activities are in the fields of Genomes and Biodata and are closely interlinked. GRL employs 1022 people (54% women; 46% men), this gender pay gap report covers the whole of 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 background, experience and perspective. We are proud of the extensive support we offer staff in all aspects of their working life and that this sets us apart from other workplaces. We continue to seek new and innovative benefits to help show our staff how much they are valued.

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 have made a commitment to bring down our overall median gender pay gap to +/-5% at each pay grade by 2022 and have developed an action plan to deliver on this. Currently only 2 grades out of 9 falls outside of this target.**

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 an active member of Advanced HE's [Athena Swan Charter](#) which recognises work undertaken to address gender equality. We were delighted to achieve an Athena Swan Silver Award in 2020, which demonstrates the positive and sustained impact that our gender equality activities are having on our staff since we first became members of the Charter in 2013.

Our scientific excellence cannot be achieved without the support of the entirety of our workforce and we are proud signatories of 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 part of the COVID-19 Genomics UK (COG-UK) Consortium and are sequencing thousands of virus genomes to help with the national effort. The data is being used to inform public health measures and vaccine research. The pandemic has affected all areas of our lives and we adapted the way that we work, both on-site and off-site – being flexible, adaptable and supporting our staff to put their family and loved ones first has been our underlying approach. This includes paying all of our staff at full pay, irrespective of their personal circumstances and whether they have had to work different hours due to caring responsibilities; expanding our carers' grant to provide financial support and extending the contracts of our Post-Doctoral Fellows and PhD students. We have provided a strong emphasis on mental health and wellbeing and regularly run workshops and provide 1-1 support.

We work closely with leadership and staff across the organisation to develop actions and initiatives that ensure that we are an inclusive, fair and enjoyable place to work. Our Equality, Diversity and Inclusion strategy is a golden thread that runs throughout our policies, practices and approaches and continues to focus on impactful and sustained changes.



**Martin Dougherty** Chief Operating Officer, Genome Research Limited

# Our Gender Pay Gap

## Pay

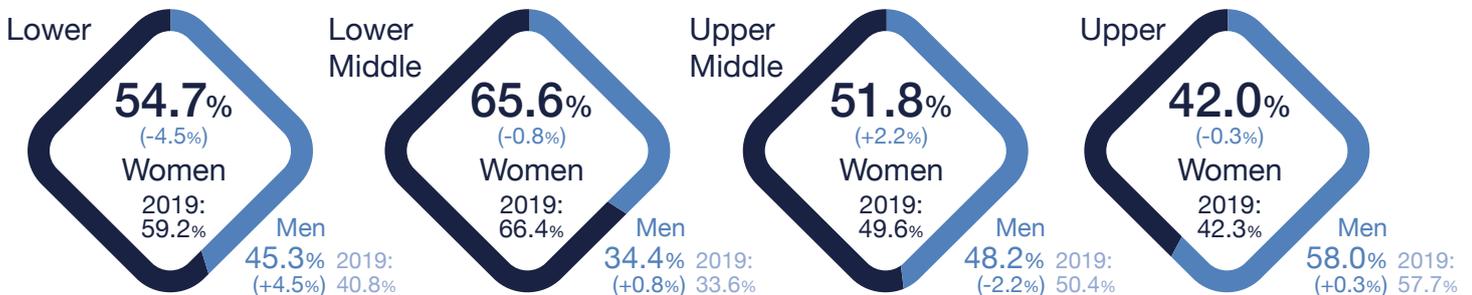
On 5 April 2020, GRL had a median gender pay gap of 8.70% (2019: 10.06%) which is well below the national average of 15.5% (Office for National Statistics, 2020). The mean gender pay gap was 11.56% (2019: 13.20%), compared to 14.6% for the overall UK mean average.<sup>1</sup>

Whilst our figures are lower than the national average gender pay gaps, we recognise that we still have work to do to address gender imbalance.

Analysis of our figures tell us that our gender pay gap largely arises due to vertical segregation. Although overall, there are more women in the organisation - 56% GRL employees are women, this drops to 42% at our senior salary grade, which attracts the highest level of remuneration. When we examine the data more closely, we also see clustering of men and women in certain job families – for example, we see higher proportions of men in IT and software development roles (which also tend to command higher salaries within our pay bands, due to market competition). We have got a broad programme of activity to address the under-representation of women at the most senior levels and will also focus on targeted interventions focused on job grades and job families. The highest proportion of women is at the Lower Middle Quartile and our targeted gender pay action plan will also target progression and succession planning.



## Gender balance of each pay quartile



## 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 2020, relate to non-consolidated awards that were received as part of the organisation's annual pay review. Due to changes in the pay scales the number of people who would receive a non-consolidated award as part of their performance review has significantly reduced. The remainder relate to discretionary 'one-off' bonus payments for additional or exceptional contribution, awarded at manager discretion. In 2019 we provided greater clarity to our employees and managers on the types of activities and achievements that may be eligible for an occasional bonus as well as introducing moderation at a senior level of all proposed bonuses ensuring greater consistency and equity.



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

# Where are we taking action?

## Workplace Environment

We believe that cultivating a friendly and supportive workplace is key to helping our researchers, students, and staff develop their skills and experience. Our family-friendly environment permeates the fabric of our Campus and our comprehensive range of progressive [policies](#) support everyone to achieve a positive work-life balance.

We continue to work hard to develop offerings that support and encourage an inclusive culture.

In 2020, we delivered a suite of activities to underpin this that includes:

- Launch of a culture development programme that makes clear to all staff, the fundamental principles of professional standards, transparency and inclusiveness in all we do.
- A Behavioural Competency Framework (BCF) to provide clear performance and promotion expectations
- Mandatory training, including management and leadership training on behaviours
- Inclusive leadership Programme for our Board of Management and the Genome Research Limited Board
- Code of Conduct
- Good Research Practice training
- Speak Up, an independent help and reporting line, which provides an additional route to our internal processes

In 2021 we will prioritise:

- **Alignment:** Ensuring all people related processes align with our culture
- **Systems:** Developing an HR systems strategy that enables us to scrutinise real-time high-quality people data and facilitates a meaningful KPI-led approach to diversity targets across our grades
- **Talent:** Targeted programmes to support succession, with a particular focus on progression of our diverse talent.

## Support during the pandemic

The Sanger Institute is world-famous for using genome sequences to advance understanding of biology and improve health. During the COVID-19 outbreak, we have sequenced thousands of virus genomes and used that data to trace transmission, inform public health and monitor for new variants of the disease. Like most organisations, we also needed to adapt overnight to a largely remote way of working, which presented particular challenges, as we have a mixture of staff who have different types of roles - some of our staff are located in research and science support roles that are predominantly laboratory-based and some of our staff have non-laboratory based roles.

We committed to supporting all staff and students in their roles at full pay, irrespective of their personal circumstances, whether juggling caring duties, shielding or unable to progress laboratory-based work due to national Government lockdown restrictions.

We introduced some specific initiatives during the pandemic, to ensure that we supported our staff and mitigated disadvantage:

- The annual pay review and appraisal process went ahead with a fixed pay rise to recognise that staff have been affected differently by the pandemic depending on their circumstances. Some exceptional non-consolidated bonuses were paid to approximately 10% of staff who supported above and beyond their usual role, and these were checked for balance across job function, gender, grade and part time / full time status with no issues found. We have offered flexibility in annual leave allowances and supported the complexity created by working from overseas.
- We extended our Post-Doctoral Fellowship and PhD studentship contracts by 6 months across the board. We tend to have high proportions of women in these areas (over 50% of our Post-Doctoral Fellowship community and PhD student community are women).
- We already offer a Carer's Grant. We expanded the criteria to support parents and carers who were facing increased caring costs due to the pandemic.
- Our [award-winning](#) Wellbeing@Work programme has placed a strong emphasis on wellbeing and mental health, including virtual workshops covering stress, exercise, health and hobbies and free access to apps, such as Headspace. We offered access to isolated rooms on Campus for those who cannot work from home for practical or mental health reasons. The Equality and Diversity Team has continued to run events remotely.

# Staff and network support

Our staff engagement networks have played a strong role in offering peer-to-peer support. Our Parent and Carers Network has been very active, providing advice for those home educating during the lockdowns; 1-1 support with a parenting coach; publishing resources for parents and carers on the intranet, as well as organising events covering dyslexia, ADHD, autism and children's mental health.

## Organisational culture

Our approach to organisational culture encompasses values and behaviours that contribute to the unique social and psychological environment of our workplace. Our aim is to develop and maintain a culture in which each and every one of us has a role and can be accountable for our actions and behaviours, creating an inclusive and supportive workplace. We will continue to be attuned to the changing needs of our community and ensure that our staff are supported and our managers and leaders are empowered to take personal accountability and responsibility for driving a positive and inclusive workplace.

## 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 and 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)

