

# Genome Research Limited

## Gender Pay Report 2019

### 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 2019 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 around 1000 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 thought, 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 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 within +/-5% at each grade by 2022 and are developing an action plan to deliver on this**

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. Our Athena Swan Bronze Award was renewed in 2016 and in 2019 we submitted an application to elevate our award.

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 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

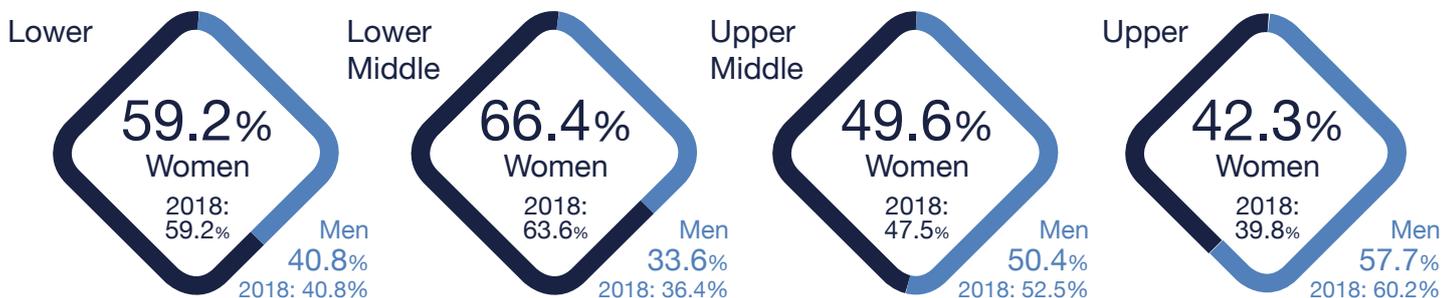
On 5 April 2019, GRL had a median gender pay gap of 10.06% (2018: 9.50%) which is well below the national average of 17.9% (Office for National Statistics, 2018).<sup>1</sup> Our mean gender pay gap is 13.20% (2018: 13.88%).

Whilst our figures are lower than the national average gender pay gap, we 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 56% GRL employees are women, this drops to 42% 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. The highest proportion of women is at the Lower Middle Quartile and our targeted gender pay action plan will target this area.

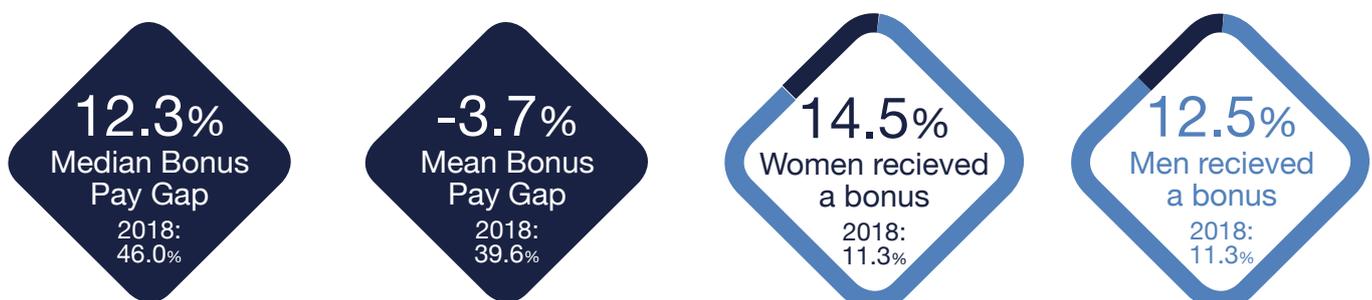


## Gender balance of each pay quartile



## 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 2019, 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. In 2020 we will be introducing a behavioural competency framework, which will ensure greater clarity on bonuses.



<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 will be delivering a suite of activities underpinning this:

- Behavioural Competency Framework providing clear performance and promotion expectations
- Mandatory training
- Code of Conduct
- Good Research Practice training
- Speak Up, an independent help and reporting line, which provides an additional route to our internal processes

## Returners' Grant

Our new Returners' Grant has been set-up to support our researchers to progress and advance their careers after a period of extended leave. Taking such positive action helps reduce any disadvantage before it can have a longer-lasting impact - the resource can be used flexibly and is adaptable to specific requirements.

## 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 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.

## Pay and Reward

We are 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.

## Equal Pay Strategy

During 2020 we are developing a financial modelling tool that will enable us to look at our gender pay gap in real time, across job families and staff grades. This will enable us to identify specific areas for action as well as look at possible options for closing the pay gap across the entire organisation to meet our strategic aim.

# Where are we taking action?

## Recruitment

As part of our commitment to challenge biases within processes, we have developed a bespoke workshop on Unconscious Bias in Recruitment and Selection. It is now mandatory for hiring managers to attend the training. In addition, we have an unconscious bias observer present during senior level recruitment campaigns.

Hiring managers are supported to use online gender decoder tools to ensure gender neutral language and we provide bespoke support in putting together adverts that appeal to a diverse range of people. Our increased use of social media is ensuring that we are connecting with a broader and more diverse talent pool. In 2018, 63% of our hires into faculty and senior positions were women. In 2019, 3 of our International Fellows appointed were women (previously 0).

## Supporting routes back into science

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.

*“The many perks of this fellowship, which have helped me, include flexible working hours, the access to large scale science ideas, projects and data, and working in a diverse and friendly team. It’s a positive step in the right direction of encouraging women to return to science after having children.”*

Janet Thornton Fellow

## 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)

