

# Gender pay gap at Wellcome

April 2020 data, published February 2021



**Wellcome supports science to solve the urgent health challenges facing everyone. As a global charity working with researchers and others across many different countries and cultures, inclusion and equality are essential to our success. We want to create a working culture that is open and where differences are respected, valued and celebrated.**

Gender pay gap is the difference between the average hourly rates of pay for men and women. By comparing mean or median rates of pay, it reflects broad trends in employment and salaries. A fair and inclusive employer, operating in a fair and inclusive society, would have no pay gaps relating to characteristics such as gender and ethnicity, or to any particular combination of characteristics. At Wellcome, we see our gender pay gap as one important measure of progress towards our goal that by 2030 our staff are representative of the places we work, able to be themselves, and supported to be their best.

We launched our action plan to address our pay gaps in January 2018, and we have put inclusion at the heart of Wellcome's new strategy, published in October 2020. We are looking at attitudes, behaviour and knowledge within Wellcome, adapting our approach as we learn more. A number of internal practices and processes are being changed to broaden the diversity of people we fund, engage with and employ. Many of these changes will also help to reduce, and eventually eradicate, our gender pay gap.

## Our gender pay gap

On 5 April 2020, Wellcome had a gender gap in median

### Median and mean gender pay gaps 2020

#### Median gender pay gap

**15.9%**

(Excluding Investments team: **14.2%**)

-1.4 from 2019 (17.3%)

#### Mean gender pay gap

**25.6%**

(Excluding Investments team: **21.2%**)

-3.5 from 2019 (29.1%)

pay of 15.9%, about the same as the UK average, which the Office for National Statistics (ONS) reported as 15.5% in 2020. Our gender gap in mean pay was 25.6%, compared with 14.6% for the UK overall. Median pay is the preferred measure used by the ONS because it is less affected by extreme outliers.

Over the four years that we have reported our gender pay gap data, it has reduced steadily but more slowly than we would like. We remain committed to making fundamental long-term changes in line with our action plan to make Wellcome a more diverse and inclusive employer. This is a more sustainable approach than short-term fixes and will be reflected in our pay gap data in years to come.

### Median and mean bonus gender pay gaps 2020

#### Median gender bonus pay gap

**18.2%**

(Excluding Investments team: **13%**)

+5.7 from 2019 (12.5%)

#### Mean gender bonus pay gap

**49.4%**

(Excluding Investments team: **16.7%**)

-38.5 from 2019 (87.9%)

Having narrowed significantly in 2019, Wellcome's gender gap in median bonus pay rose to 18.2% in 2020. The gap in mean bonus pay remains much wider, at 49.4%, although this is significantly smaller than in 2019.

The size and year-on-year variation of the gap in bonus pay relates to the long-term incentive plans we use within our Investments team. As in past years, some senior members of the team, mostly men, received substantial bonuses through their plans. While payments made through such plans are much higher than bonuses elsewhere in Wellcome, they are competitive within the investments sector. This in-house approach strengthens Wellcome's professional diversity and is more cost-effective than paying external fund managers.

# Gender pay gap at Wellcome

April 2020 data, published February 2021



If we set aside our Investments team's data, the gender bonus pay gaps for the rest of the organisation are smaller, although wider than in 2019. There was, however, no evidence of gender bias in performance ratings in 2020. Rather, this widening was largely due to the under-representation of women at our most highly paid levels, meaning that year-on-year variations, including turnover, among a small cohort can have a significant effect on the calculations.

## Proportion of women and men receiving a bonus payment 2020

Women  
**78.2%**

+6.3 from 2019 (71.9%)

Men  
**74.1%**

-0.1 from 2019 (74.2%)

## Gender make-up of Wellcome's pay quartiles 2020

Upper quartile	Women	<b>54.5%</b>	+3 from 2019 (51.5%)
	Men	<b>45.5%</b>	-3 from 2019 (48.5%)
Upper middle quartile	Women	<b>66.4%</b>	+1.8 from 2019 (64.6%)
	Men	<b>33.6%</b>	-1.8 from 2019 (35.4%)
Lower middle quartile	Women	<b>73.9%</b>	-1.1 from 2019 (75.0%)
	Men	<b>26.1%</b>	+1.1 from 2019 (25.0%)
Lower quartile	Women	<b>70.1%</b>	-2.2 from 2019 (72.3%)
	Men	<b>29.9%</b>	+2.2 from 2019 (27.7%)

## What Wellcome is doing now

Overall, Wellcome does not struggle to recruit women but there is more to do at the most senior levels. We also plan to do more to support career progression, inclusive management and fair decisions in relation to promotions and salaries.

In 2020, we have:

- published expectations of managers at Wellcome, including building diverse and inclusive teams as an objective
- reviewed performance ratings, which determined most employees' bonuses paid in 2020, to identify any anomalies relating to gender
- introduced a new pay policy to make pay decisions consistent and fair
- briefed recruitment agencies and executive search firms to provide us with diverse longlists and shortlists
- included the salary in all job adverts and checked adverts for gendered language

Next steps include:

- publishing clear, transparent and equitable hiring criteria
- making recruitment training mandatory for managers involved in hiring
- making evidence of building diverse and inclusive teams a requirement for senior leadership positions
- keeping promotion and reward decisions under review to check for bias

Some planned activities, such as unconscious bias training and more reverse mentoring, had to be postponed this year in response to the Covid-19 pandemic. However, adapting to working remotely, including giving our employees the flexibility to adapt according to their specific circumstances and caring responsibilities, has taught us much that we can apply to working patterns in the future.

Wellcome's strategy for the years ahead is founded on a commitment to more proactively change some of the systemic issues that hinder diversity and equity in health, in research culture, and in our own organisation. Implementing this strategy requires a change in organisational design over the coming months, which is also an opportunity to integrate inclusive practices in our culture as well as in the ways we look to improve health through research.

**Jeremy Farrar**, Director of Wellcome