

The Alan Turing Institute Gender Pay Gap Report

Introduction

At The Alan Turing Institute, our mission is to make great leaps in data science and artificial intelligence research to change the world for the better. To achieve our mission, we recognise the fundamental importance of creating a diverse and inclusive workplace that treats all employees equitably and fairly.

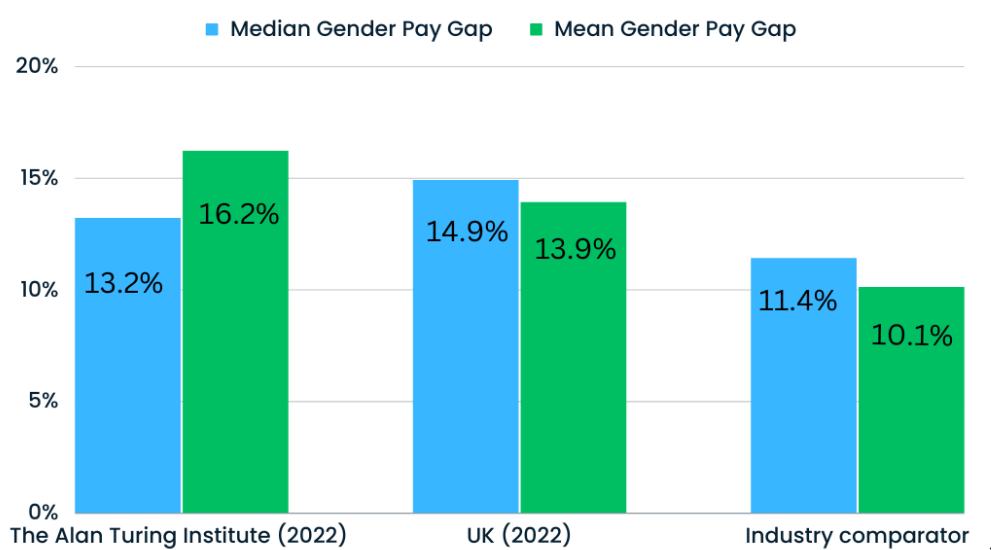
This report is the first time The Alan Turing Institute will be reporting its gender pay gap and follows the publication of our EDI Strategy and Action Plan in 2021. The gender pay gap is an equality measure that shows the difference in average earnings between women and men. It is a comparison across all roles within an organisation and is different to a measure of equal pay for comparable work. The Turing is committed to being an equal pay employer.

While this report focuses on gender, we recognise multiple groups face barriers in achieving equality at work. The Turing has committed to publishing a yearly [EDI Annual Report](#) which provides further measures of diversity at the Institute and updates on our progress towards our EDI commitments.

Gender pay gap 2022

Our median gender pay gap was 13.2% and our mean gender pay gap was 16.2%. The national median gender pay gap was 14.9% in 2022.

THE ALAN TURING INSTITUTE GENDER PAY GAP

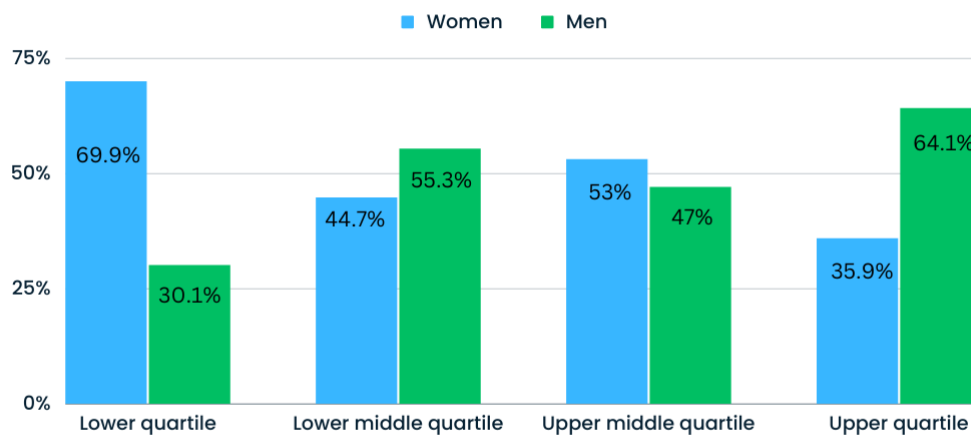


When broken down by pay quartile, women were overrepresented at 69.9% of the lower quartile. Men were overrepresented in the upper quartile at 64.1%. In the lower

¹ Comparator is scientific research and development, ONS classification of industries.

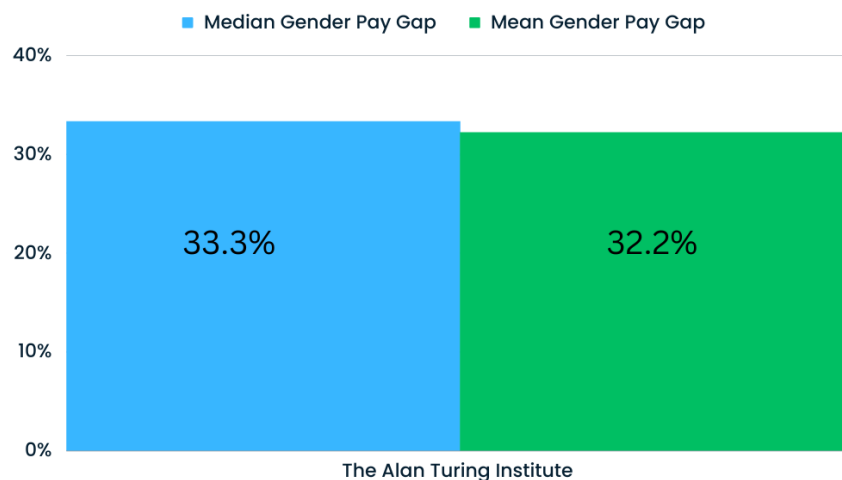
middle and upper middle quartile, men and women were closer to being balanced with the proportion of men slightly higher in the lower middle quartile at 55.3% and women at 44.7% and the proportion or women slightly higher in the upper middle quartile at 53% and the proportion of men at 47%.

PROPORTION OF MEN AND WOMEN IN EACH PAY QUARTILE

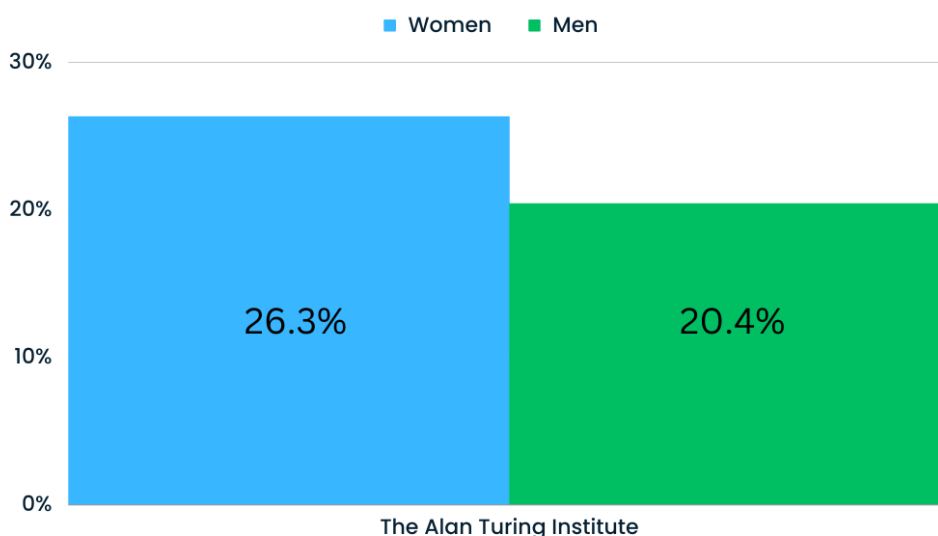


Our median bonus pay gap was 33.3% and our mean bonus pay gap was 32.2%. During the reporting year, 20.4% of relevant employees who were men were in receipt of a bonus, while the figure for women was 26.3%.

THE ALAN TURING INSTITUTE BONUS GENDER PAY GAP



PROPORTION OF MEN AND WOMEN AT THE ALAN TURING INSTITUTE WHO RECEIVED A BONUS



Next steps

The Turing will be publishing a gender pay gap action plan which will complement our existing [EDI Action Plan](#) in detailing the actions we will take. As above, while the focus of this report is on gender inequalities, we recognise there remain barriers within our sector for many groups and will therefore, where appropriate, take a holistic approach when developing actions to reduce inequity.

Our key objectives for our gender pay gap action plan are:

- Ensuring equal employment conditions for men and women at Turing.
- Increasing the proportion of women in research roles.
- Increasing the proportion of women in senior and leadership roles.
- Supporting the development of women at the Turing.
- Tackling the care penalty.
- Tackling barriers faced by women at work.

I would like to take this opportunity to thank all within our community who have contributed to this report and continue to contribute to our commitment to making the Institute an inclusive and diverse community. I confirm that the data presented in this report is accurate.

Adrian Smith

Institute Director and Chief Executive

Gender Equality at Turing

Why does the Turing have a gender pay gap?

The Turing's gender pay gap is primarily due to higher salary bands containing more men than women.

Figure 1: Breakdown of men and women in each salary band as of April 2022.

Salary Band	Women	Men
1	0%	100%
2	73%	28%
3	50%	50%
4	56%	44%
5	41%	59%
6	46%	54%
7	40%	60%
8	40%	60%
N/A*	28%	72%
Grand Total	50%	50%

*N/A refers to small number of employees on zero hours contracts.

At the Turing, we categorise roles into Research and Business Teams. Our internal analysis from the same period shows that 64% of our Business Team were women, while only 38% of our research team. The lack of women in Research roles is exacerbated at the highest pay grades.

Figure 2: Breakdown of men and women in each salary band in Research roles as of April 2022 (excludes no data).

Salary Band	Women	Men
1	0%	0%
2	71%	29%
3	37%	63%
4	45%	55%
5	22%	78%
6	44%	56%
7	13%	88%
8	17%	83%
N/A*	20%	80%
Grand Total	38%	62%

*N/A refers to small number of employees on zero hours contracts.

The Turing has a significant Bonus Pay Gap. This is as, while more women than men were awarded bonuses during the 2021 performance review cycle, men were awarded larger bonuses.

Figure 3: Summary of bonuses, performance cycle 2021.

	Number of bonuses	Proportion who received a bonus	Average bonus amount
Women	42	26%	£3754.16
Men	32	20%	£4,283.06

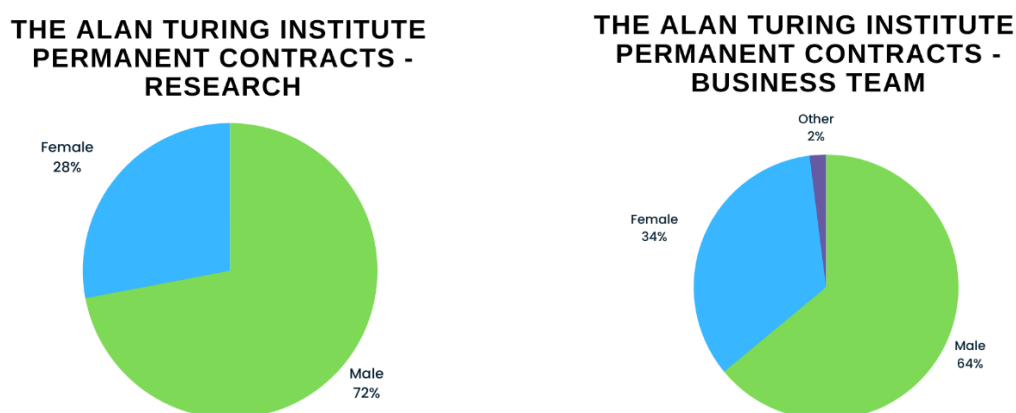
We believe there to be several factors leading to this outcome. Firstly, bonuses to our research team were on average larger than those to our business team. As mentioned above we see a higher concentration of men in research roles and research leadership roles. In addition, bonuses were more frequently awarded to staff in higher salary bands, where we see more men. 90% of staff in band 8 and 67% of staff in band 7 received a bonus in comparison to 3% of staff in band 2 and 4% in band 3. It should be noted as discussed below, that the Turing offer two types of performance related pay awards and salary increases are not captured in bonus data.

What further analysis have Turing done of gender equality at the Institute?

Since October 2021 the Turing has produced an EDI Annual Report to transparently publish data on the diversity of the institute. In addition to analysis of salary bands, we have in the last year, also looked at the proportion of males and females on fixed vs. permanent and contracts and the number of promotions received by men and women each year.

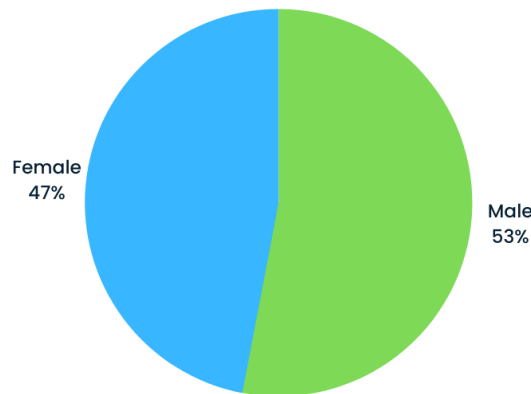
While the proportion of women and men on Fixed and Permanent contracts remains proportionate in Business Team roles, there is a much higher proportion of men on permanent contracts than women within Research roles. We understand this to be another symptom of the lack of senior and women leaders within Research, as more junior researchers are more likely to be on fixed term contracts due to funding restrictions.

Figure 4: Proportion of permanent contracts held by men/women in Research and Business Teams (September 2022).



Based on available data from September 2022 promotion opportunities have been nearly equally awarded between men and women with more women than men being awarded temporary promotions or new roles.

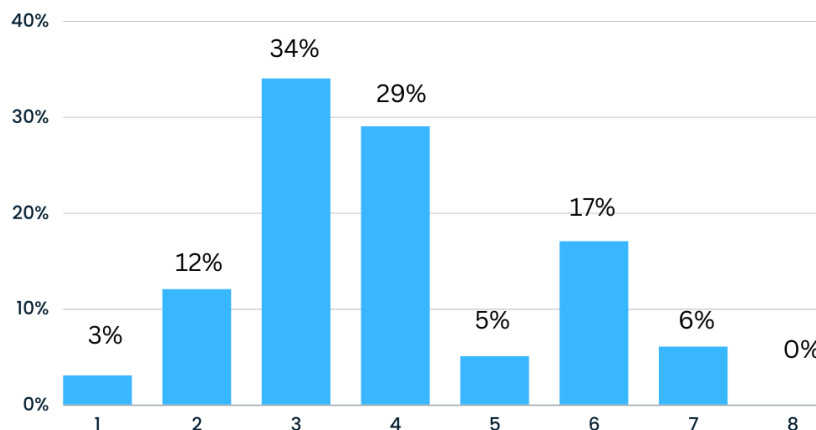
**THE ALAN TURING INSTITUTE
ALL STAFF - PROMOTIONS**



We also produce an analysis of our internal performance review process each year. In addition to the above review of bonuses (internally called ‘recognition awards’) the Turing also award performance based salary increases. This is separate and in addition to the yearly cost of living increase which is applied to all eligible staff.

In the 2021/22 review cycle the salary review panel approved a total value of £137,735 in salary increases to move high performing individuals up their current salary bands. Out of the total value of salary increases, 59% was awarded to women and 41% to men. Salary increases were also more likely to be awarded to staff in lower salary bands.

**THE ALAN TURING INSTITUTE
SHARE OF SALARY INCREASE
AWARDS BY SALARY BANDS**



Note: data was not available for band 8.

We recognise the importance of also understanding inequalities through an intersectional lens. Currently, the low voluntary reporting rates for ethnicity and disability make it difficult to report accurately on these areas. In future years we plan to work with our community to increase reporting rates and allow us to accurately report on these measures.

What has already been done to address the gender equality?

The Turing recognises that gender equality remains a key issue within the data science and AI landscape with women remaining underrepresented in many areas of our sector. The Turing continues to take action to support gender equality at the Institute including:

- Launching a Gender Equality Network in March 2022.
- Supported 5 participants in 2022 on the Aurora women's leadership development programme.
- Offering Flexible working to employees including hybrid working as standard.
- Supporting two Daphne Jackson Fellowships aimed at those returning to work after a career break.
- Offering enhanced Shared Parental Pay at an equitable rate to Maternity Pay.
- Increasing transparency over how performance related pay awards are decided and publishing data internally on these.

We look forward to building on this work through our gender pay gap and ongoing EDI Action Plans. The Turing also takes seriously its role within the national landscape to support gender equality and has done so through:

- Our [Women in Data Science and AI](#) project.
- Changes to the recruitment processes for early career researcher programmes which saw the participation of women in our Enrichment scheme rise from 18% in 2017 to 46% in 2022.
- Sponsorship activities with BCS (British Computing Society) Women.

Note on language

The statutory reporting for the gender pay gap requires pay to be reported in a binary manner as "men" and "women" and does not include options for other gender identities. The data used for this report has been taken from payroll records which we recognise may not have an accurate record of many trans and non-binary people's identities. Where data has been used from our EDI Annual Report we use "Male", "Female" and "Other". We also recognise some individuals may prefer terms such as 'male' or 'female', as recorded on payroll records, to biological sex.

Gender Pay Gap Action Plan

Objectives

Gender Pay Gap					
Impact	Objective	EDI Strategy Area	SRO	Target date	Measurable Outcome(s)
Everyone at Turing receives equal pay for equal work	1. Ensuring equal employment conditions for men and women at Turing	Employer	Clare Randall	Mar-25	1. Men and women are equally distributed within pay bands. 2. Men and women receive equal starting salaries upon appointment. 3. A reduction in the overall gender pay gap. 4. PRP awards are equally awarded.
There is gender balance across all employed roles at Turing	2. Increasing the proportion of women in research roles	Research	Mark Girolami	Mar-25	1. A 5% or higher increase in the number of women employed in research roles (currently 38%). 2. A 5% or higher increase in the number of women employed in senior and leadership research roles e.g. band 5 - 8 (currently 24%)
There is gender balance across all senior and leadership roles at Turing	3. Increasing the proportion of women in senior/leadership roles	Leadership	Jon Atkins	Mar-25	1. A 5% or higher increase in the number of women employed in senior and leadership research roles e.g. band 5 - 8 (currently 42%)

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Women are able to progress in their careers at Turing.	4. Supporting the development of women at Turing	Employer	Clare Randall	Mar-25	1. Increased proportion of women receiving a promotion (currently 47%)
Turing employees are able to care for family without detriment to their careers.	5. Tackling the care penalty	Employer	Clare Randall	Mar-25	1. Employees report support from Turing for caring responsibilities. 2. Increase in the number of employees making use of Shared Parental Leave provisions.
Better retention and wellbeing for women at Turing.	6. Tackling barriers faced by women at work	Employer	Clare Randall	Mar-25	1. Exit rates are equitable for men and women 2. Women report Turing to be a supportive environment to work in.

Actions

Gender Pay Gap					
Objective(s)	Ref	Actions	Measurable outcome	Target/timeline	Progress/comment
1. Ensuring equal employment conditions for men and women at Turing	1a	Yearly reporting on: - PRP awards by gender -Starting salary awards by gender -Distribution of men and women within pay bands -Fixed vs permanent contract arrangements	Accurate data published yearly.	Yearly in EDI Annual Report	Where data available breakdown to also include ethnicity and disability
1. Ensuring equal employment conditions for men and women at Turing	1b	Departmental breakdowns of PRP awards shared with Directors. Patterns and concerns discussed with EDI Team.	Actions identified with Directors and Department Heads.	Yearly following PRP Process	Where data available breakdown to also include ethnicity and disability

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1. Ensuring equal employment conditions for men and women at Turing	1c	Departmental breakdowns of starting salary awards shared with Directors. Patterns and concerns discussed with EDI Team.	Actions identified with Directors and Department Heads. Guidance for line managers on starting salary allocations.	Yearly	Where data available breakdown to also include ethnicity and disability
1. Ensuring equal employment conditions for men and women at Turing	1d	Departmental breakdowns of fixed vs permanent contract shared with Directors. Patterns and concerns discussed with EDI Team.	Actions identified with Directors and Department Heads.	Yearly	Where data available breakdown to also include ethnicity and disability
1. Ensuring equal employment conditions for men and women at Turing	1e	Conduct Equal Pay Audit of all roles.	Equal pay review published.	Mar-25	Where data available breakdown to also include ethnicity and disability
1. Ensuring equal employment conditions for men and women at Turing	1f	Develop processes and programmes to offer better job security to staff on fixed term contracts.	Additional processes or programmes implemented.	Mar-25	

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2. Increasing proportion of women in research roles	2a	6 month marketing pilot to increase applications from women to research roles.	Increase in number and/or proportion of applications from women.	Mar-25	Pilot to also focus on targeted marketing for ethnic minorities.
2. Increasing proportion of women in research roles	2b	Run a women in research workshop to gather solutions from the community.	Solutions and ideas actioned to be implemented in marketing pilot.	Sep-24	
2. Increasing proportion of women in research roles	2c	Develop partnerships with external network representing women in DS and AI	2 new partnerships resulting in at least 2 engagement events.	Oct-23	
2. Increasing proportion of women in research roles	2d	Develop activities to encourage undergraduate and masters students to apply for roles in DS and AI.	At least 1 activity developed.	Mar-25	
3. Increasing/main taining proportion of women in senior/leadership roles	3a	All recruitment and review panels (including for PRP awards) to have representation from women.	100% of recruitment and review panels have women present.	Mar-24	
3. Increasing/main taining proportion of women in	3b	Review of recruitment data for band 5 and 6 roles to identify causes of low representation	Review report published with suggestions.	Jul-23	Review to also include ethnicity and disability.

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senior/leadership roles					
3. Increasing/maintaining proportion of women in senior/leadership roles	3c	Visibility of senior women at Turing.	At least 3 blogs by senior women at Turing (internal and external).	Mar-24	
4. Supporting the development of women at Turing	4a	Turing Advance programme offering additional support on top of ALP and MDP programmes	At least 5 women engaged through Turing Advance in 2023.	Dec-23	Turing Advance is not specifically only for women.
4. Supporting the development of women at Turing	4b	Review of external training requests granted by gender.	Review report shared of gender balance on external training requests with suggestions.	Dec-23	Also review by ethnicity where available.
5. Tackling the care penalty	5a	Review of job adverts with a particular focus on supporting those with caring responsibilities.	Amended wording on caring responsibilities in line with good practice.	Mar-24	
5. Tackling the care penalty	5b	Review of Daphne Jackson Fellowships programme and development of next steps.	Proposal developed to support career returners.	Nov-24	

5. Tackling the care penalty	5c	Create a parental/carers return to work support package.	Parental Returners Support package developed.	Mar-25	
5. Tackling the care penalty	5d	Shared Parental Leave Awareness Campaign	Increased awareness of Shared Parental Leave offering.	Dec-23	
5. Tackling the care penalty	5e	Promote information on support for childcare costs.	Mathison page with information on childcare costs.	Dec-23	
5. Tackling the care penalty	5f	Review expenses policy with regard to caring responsibilities.	Review completed.	Mar-25	
5. Tackling the care penalty	5g	Review of and promotion of flexible working policy.	Review completed. Awareness campaign completed.	Mar-24	Review to focus on possibility of introducing flexible working entitlement from day 1.
5. Tackling the care penalty	5h	Review Parental Leave Policy.	Review completed.	Mar-25	Review to focus on a) required service before entitlement and b) limits on when maternity support leave can be taken.
6. Tackling barriers faced by women at work	6a	Work with GEN to create suitable training and or guidelines to highlight barriers faced by women at work	At least 1 training and 1 new set of guidelines related to barriers for women.	Mar-24	

6. Tackling barriers faced by women at work	6b	Use staff surveys, exit surveys and HR reports to gather feedback on barriers faced by women at Turing (particularly in research roles)	Evidence base of key barriers for women. To include experiences of hybrid working.	Dec-23	
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