

The Alan Turing Institute Gender Pay Gap Report and Action Plan 2023

Introduction

The Alan Turing Institute's second Gender Pay Gap Report analyses and reviews the pay of our employees from a snapshot taken in April 2023 and provides an update on progress made in the last year. In the first part of this report, we provide the statutory reporting figures. In part 2, we provide greater context and detail around gender equality and pay differences at the Institute and in part 3 we provide an update on the Gender Pay Gap Action Plan.

The gender pay gap is an equality measure that shows the difference in average earnings between females and males. It is a comparison across all roles within an organisation and is different to a measure of equal pay for comparable work. The Institute is committed to being an equal pay employer. The 2022 report, released in March 2023, was the first Gender Pay Gap Report by the Institute and an accompanying Action Plan was developed, which focused actions on reducing our gender pay gap and holistically improving the diversity of the Turing through inclusion of those from a wide range of backgrounds.

Although this report focuses only on gender and Turing employees, the Institute recognises both the breadth of our community and the importance of applying an intersectional lens when addressing inequalities and barriers at work. In the EDI Annual Report, we provide a wider range of diversity data related to the Turing community.

Language and terms used

Employee – An employee is classified as a standard contractual employee, someone who is self-employed with personal obligation to complete the work, or a partner normally considered an employee. This includes those on zero hours or hourly contracts but does not include secondees.

Full pay employee – An employee who received full pay or who has been paid less than usual for reasons others than leave.

Gender pay gap – The gender pay gap is the difference in the average hourly wage of all males and females across all jobs per workforce.

Male/female - The statutory reporting for the gender pay gap requires pay to reported in a binary manner as “male” and “female” 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 trans and non-binary people's identities.

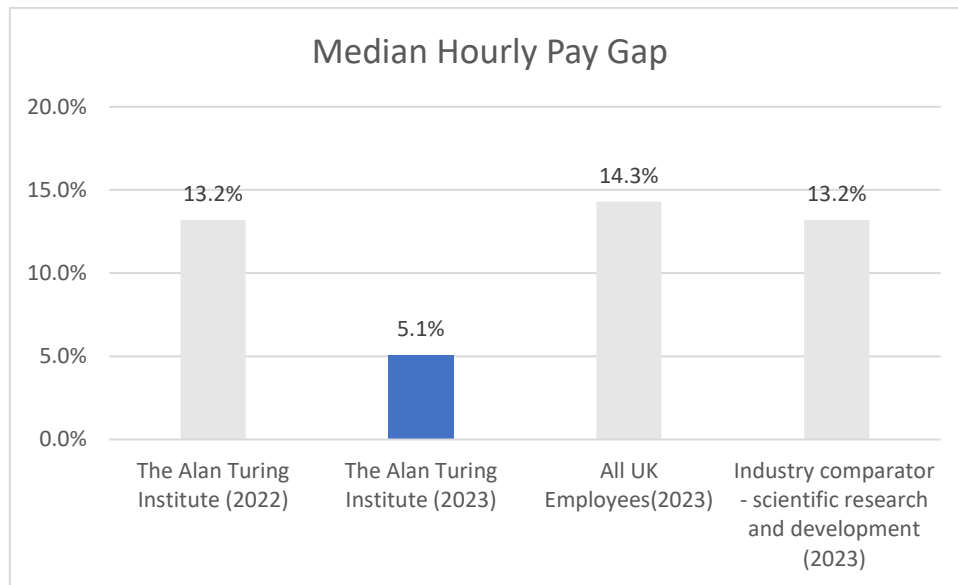
Mean – The average of a data set found by summing all the values and dividing by the number of values in the data set.

Median – The middle value when the values in a data set are ordered from smallest to largest.

Part 1: Gender pay gap 2023

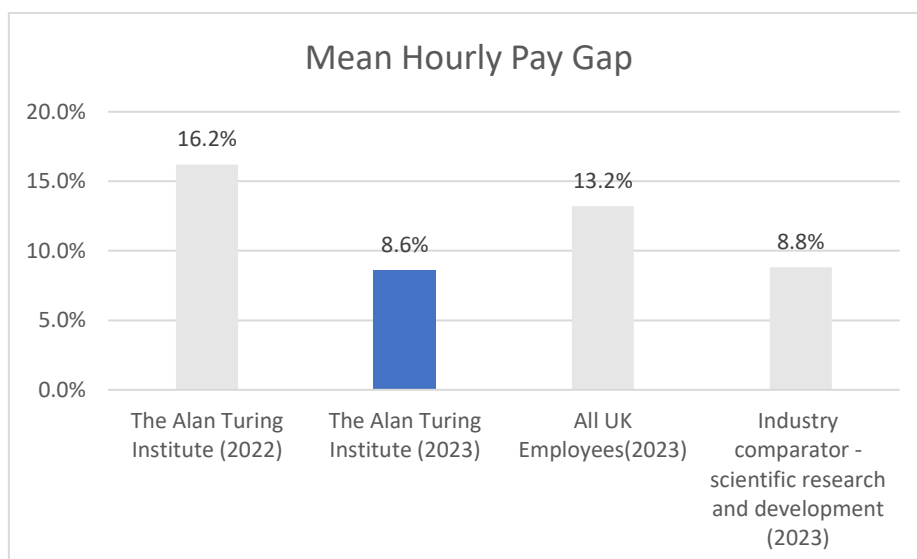
Median gender pay gap

The Institute’s median gender pay gap is 5.1%. The median gender pay gap is the difference between the median male pay and the median female pay, expressed as a percentage of the median male pay. This means the median female earns 95p for every £1 in earnings of the median male when comparing hourly wages. This is an improvement from last year when the Institute’s median pay gap was 13.2%. The UK national median gender pay gap in 2023 for all employees was 14.3% and for full time employees 7.7%.¹ The pay gap for the scientific research and development sector was 13.2%.



Mean gender pay gap

The Institute’s mean gender pay gap in 2023 is 8.6%, an improvement from 16.2% in 2022. The UK national mean gender pay gap in 2023 was 13.2%. The mean pay gap for the scientific research and development sector was 8.8%.



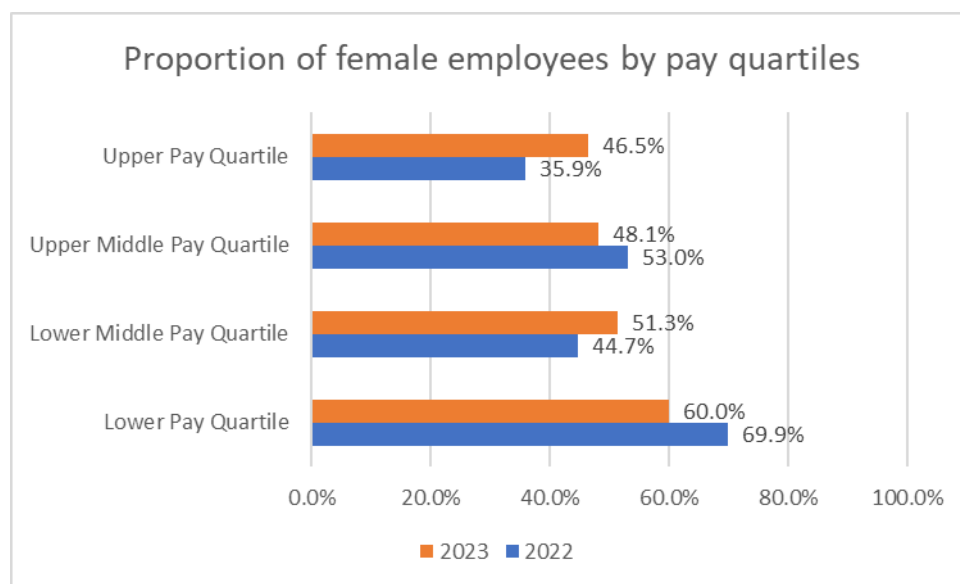
¹ [Gender pay gap in the UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/gender-pay-gap)

Our mean figure is higher than our median, as we have a larger number of employees in our four lowest salary bands than our four highest. 14% of Turing employees are in pay bands 1 and 2, 68% in pay bands 3 and 4, 13% in pay bands 5 and 6, and 6% in pay bands 7 and 8.

Pay Bands	% of all employees
Bands 1 & 2	14%
Bands 3 & 4	68%
Bands 5 & 6	13%
Bands 7 & 8	6%

Pay quartiles

When broken down by pay quartile, females are overrepresented in the lower pay quartile, which comprises 60% females and 40% males and moderately underrepresented in the highest pay quartile at 46.5% females and 53.5% males. The lower middle and upper middle quartiles are relatively even split. The lower middle quartile has 51.3% females and 48.7% males, and the upper middle has 48.1% females and 51.9% males.



The biggest shift from 2022 in terms of pay quartiles is the increase in females in the upper pay quartile from 35.9% to 46.8%. The proportion of females in upper middle pay quartile has fallen slightly from 53% to 48.1% and the proportion of females in the lower middle pay quartile has risen from 44.7% to 51.3%. The proportion of females in the lower pay quartile has fallen from 69.9% to 60.0%.

Bonus pay gap

The Institute's median bonus gap for the reporting period is 0% and the mean bonus pay gap is 21.6%. In 2022, the Institute's median bonus pay gap was 33.3% and the mean bonus pay gap was 32.2%. The 2023 figures include two one-off 'winter payments' of £500 each which were awarded to all eligible staff in band 3 and below in December 2022 and January 2023. These payments are included in the bonus pay gap figures for reporting purposes. For transparency in section two, we have provided the Institute's internal reporting on bonus payments.

During the reporting year, 55.63% of male relevant employees were in receipt of a bonus, while the figure for females was 60%. In 2022 26.3% of female employees received a bonus while the figure for males was 20.4%.

Our ambition

We are committed to creating a positive, thriving and diverse data science and AI community both at the Institute and more broadly in the UK. Improving the experiences and outcomes of women is a key part of this. With humility about what remains to be done we are pleased to report that the Turing's median gender pay gap has more than halved compared to 2022 and at 5.1% is now significantly below our peer group of the scientific and R&D sector (13.2%) and all UK employees (14.3%). The Turing's mean gender pay gap has also roughly halved compared to 2022 and at 8.6% is now in line with our peer group (8.8%) and significantly below all UK employees (13.2%). In part 2 of this report we provide further analysis of gender equality at the Institute. Our Gender Pay Gap Action Plan, provided in part 3, details the ongoing actions we are taking in this area.

I would like to take this opportunity to thank all who have contributed to this report and all the work behind it, and all those who continue to contribute to making the Institute an inclusive and diverse community. I confirm that the data presented in this report is accurate.

Jean Innes

Chief Executive Officer

Part 2: Gender equality at the Turing

The gender pay gap is only one of a series of measures that can help our understanding of gender equality at the Institute. In this section we will provide some further analysis and reporting on the salary, contracts and benefits provided to males and females at the Institute. The data in this section is drawn from the same time period as the gender pay gap data, although it includes all employees, not just those considered full pay employees.

Pay bands

The overall gender split at the time of the reporting period was 51% female and 49% male. The proportion of males and females within each pay band has not changed as much as the proportion of males and females within quartiles, suggesting changes in the gender pay gap are mainly due to females moving up within pay bands. Below we have provided a breakdown of females and males by pay bands.

Pay band grouping	Females		Males	
	2022	2023	2022	2023
Bands 1 and 2	67%	63%	33%	38%
Bands 3 and 4	52%	53%	48%	47%
Bands 5 and 6	43%	44%	57%	56%
Bands 7 and 8	40%	44%	60%	56%
N/A ²	28%	--	72%	--
Totals	50%	51%	50%	49%

The proportion of males and females within each pay band in the **professional services** teams are as follows:

Pay band grouping	Females		Males	
	2022	2023	2022	2023
Bands 1 and 2	66%	65%	34%	35%
Bands 3 and 4	68%	71%	32%	29%
Bands 5 and 6	50%	53%	50%	47%
Bands 7 and 8	73%	70%	27%	30%
Totals	65%	66%	35%	34%

² In the 2022 data those on Zero Hours contracts did not have their pay band recorded. For 2023 data this has been rectified.

The proportion of males and females within each pay band in the **research** teams are as follows:

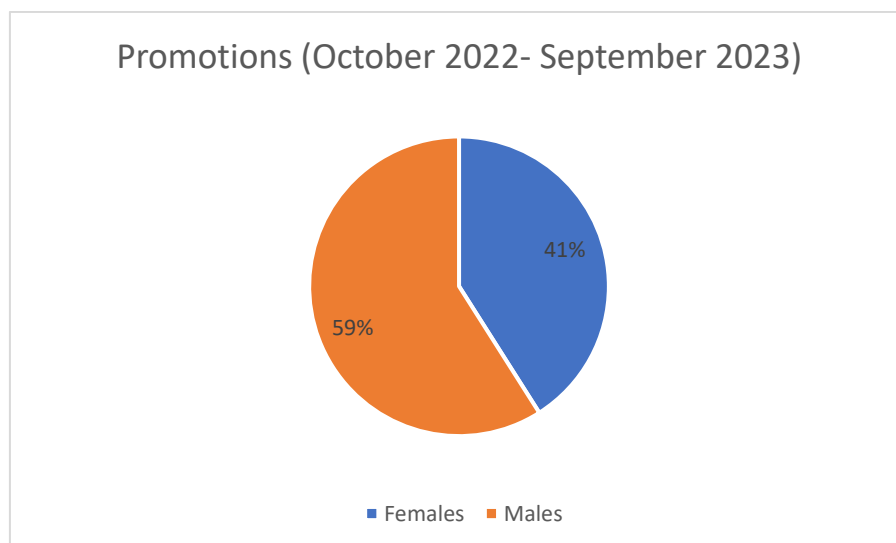
Pay Band Grouping	Females		Males	
	2022	2023	2022	2023
Bands 1 and 2	71%	0%	29%	100%
Bands 3 and 4	39%	43%	61%	57%
Bands 5 and 6	33%	24%	67%	76%
Bands 7 and 8	14%	27%	86%%	73%
Totals	39%	40%	61%	60%

The median gender pay gap for professional services roles is 11.3%, whereas for research it is 5.4%. Conversely the mean gender pay gap for professional services is 6.2% and for research it is 10.7%. Overall, we consider there to be higher variation in roles in the professional services given the range of functions encompassed, which may explain a higher median pay gap.

In the last Gender Pay Gap Report, it was identified that a lack of females in senior research positions was a key issue for gender equality at the Turing, and was contributing factor to a higher mean pay gap in research roles. Further analysis this year suggests that the pay gap is also caused by males earning higher salaries, particularly within the professional services team, within the same pay band. Potential causes of this, including an analysis of starting salaries, will be conducted as a priority in the coming year.

Promotions

Internal data on promotions is reviewed each year as part of the EDI Annual Report. Analysing promotions is a manual process that captures changes in salary band and/or job title within the same career pathway. The proportion of females receiving promotions captured by this review has fallen from the previous year from 47% to 41%. The proportion of females taking on new roles internally or “acting up” positions remains higher than males, at 58% and 84% respectively.

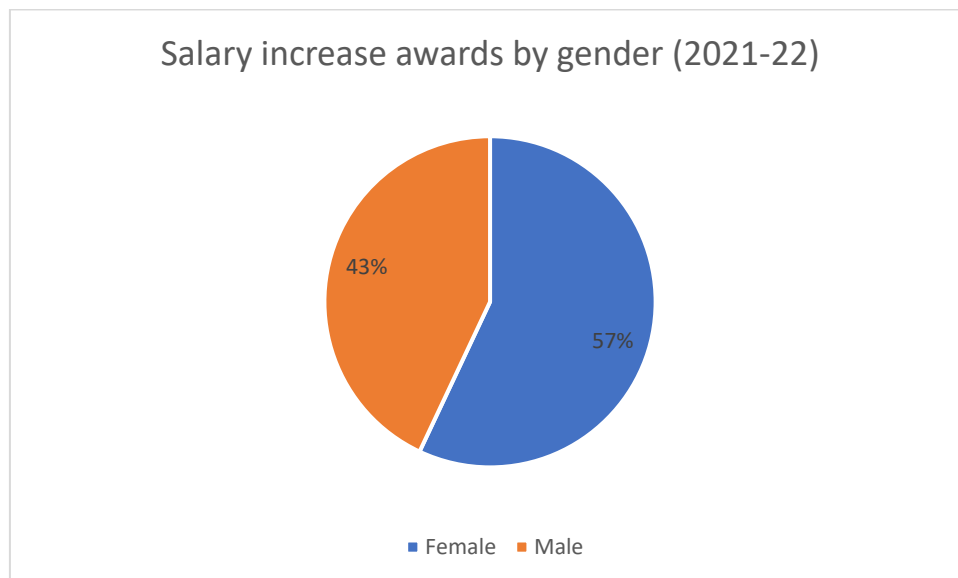


Performance related pay (PRP)

While bonus data is included in the Gender Pay Gap analysis provided above, the Turing conducts an independent analysis of performance related pay each year taking into account both recognition awards (one-off bonuses) and salary uplifts. As bonus pay gap data is captured in April, and the internal PRP process occurs in July, data refers to the previous year.

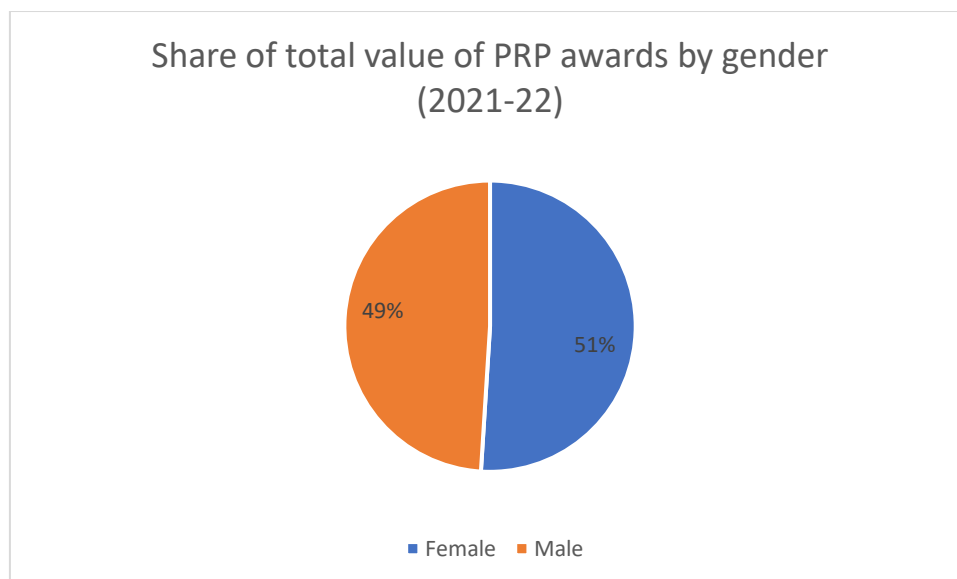
Excluding the 'winter payments' included in the figures above, 17.2% of females and 16.7% of males received a bonus. The median gender pay gap excluding 'winter payments' is 0% and the mean is 30%. 54% of recognition awards have been awarded to males, totalling £136,000, and 46% to females, totalling £115,000.

The salary review panel approved a total value of £202,142 in salary increases to move high performing individuals up their current salary bands. Out of the total value of salary increases, 57% (£115,882) was awarded to females and 43% (£86,260) to males. The majority of salary increases were awarded to staff in bands 3 and 4.



The gender split data for recognition awards and salary increases shows that males were awarded a higher percentage of recognition awards whilst females were awarded a higher percentage of salary increases. This is similar to analysis from 2022, and is a cause of the bonus pay gap, given salary increases are not captured in gender pay gap reporting.

The consolidated PRP summary for gender split can be seen below and is a total of £230,883 awarded to females and £222,259 awarded to males.



Fixed and permanent contracts

Across the Institute the same proportion of males and females are on fixed term contracts. 43% of females were on fixed term contracts in the reporting period, and 53% on permanent. 4% of females were on zero hours contracts.

	Female	Male	Institute
Fixed term contract	43%	43%	43%
Permanent	53%	48%	50%
Zero hours	4%	9%	7%

Zero hours contracts are used for short-term, flexible pieces of work at the Institute including for Data Study Group principal investigator roles, in addition to a small number of research assistant positions, including those held by current students.

Breakdowns for research and professional services are provided below. The proportion of females on permanent contracts within research has improved on 2022 although there remains a disproportionately high number of females on fixed term contracts within research, which remains an area of concern.

	Professional services				Research			
	Permanent		Fixed term		Permanent		Fixed term	
	2022 ³	2023 ⁴	2022	2023	2022	2023	2022	2023
Female	64%	65%	66%	70%	28%	35%	44%	43%
Male	34%	35%	34%	30%	72%	65%	55%	57%

³ Data correct as of October 2022.

⁴ Data correct as of April 2023.

Supporting learning and development

One of the objectives on the Gender Pay Gap Action Plan is to support the development of women at the Institute. As part of this the Learning and Development team have reviewed approvals for external training requests with data included below.

Gender split of external training request approvals

	2022	2023
Female	67%	53%
Male	30%	47%

Part 3: Gender Pay Gap Action Plan

Key Projects in 2023/24

Focus in the first year of the Gender Pay Gap Action Plan has been on improving our support for parents and carers, reviewing recruitment practices and the creation of an internal learning and development offer to aid career progression.

While the Institute has relevant policies related to parental leave and guidance on supporting maternity leave, there is no specific guidance on supporting parents and carers returning to work. The EDI team has been working with one of our Turing Research Fellows to review policies and practices related to those returning to work. Recommendations have now been received and will be implemented over the next 12 months. Long term, we aim to expand to the support package to other areas, e.g. bereavement, or returning from long term sickness.

The Recruitment team and Professional Development team have been focusing on the creation of a Competency Framework which will be used for writing clear and inclusive job descriptions and developing career paths. The Academic Recruitment team and Recruitment team have reviewed what has worked well in increasing applications from females and regularly use specialist job sites to target advertising.

Last year the Professional Development team and EDI team launched Turing Advance, an internal learning and development offer to help underrepresented groups progress in their careers. This internal offer replaced the Turing's previous policy of supporting candidates on the Advance HE Aurora and Diverse Leadership programmes. The programme uses mentoring, coaching and group sessions to better equip individuals from underrepresented groups to navigate organisational culture and provide a safe space to discuss topics relating to their experiences as they progress in their careers.

Progress towards objectives

The Gender Pay Gap Action Plan has seven key objectives:

1. Ensuring equal employment conditions for males and females at the Turing
2. Increasing proportion of females in research roles
3. Increasing proportion of females in senior/leadership roles
4. Supporting the development of females at the Turing
5. Tackling the care penalty
6. Tackling barriers faced by females at work
7. Outreach activities to increase proportion of females in the data science and AI talent pipeline

Objective 7 is a new objective. Previously the two actions assigned to this objective were assigned to objective 2 (actions and objectives are detailed further below). It was felt that these two actions are more linked to outreach activities rather than increasing females in research roles and a new objective should be created to capture these types of activities correctly.

Against objectives 5 and 6 we have not been able to collect and analyse relevant data within the last 12 months, however there are plans to do so as a priority. For Objective 1, the available data shows positive progress in this area, with tangible improvements in the gender pay gap and distribution within salary bands. Data for starting salaries is yet to be analysed. Objectives 2 and 3 remain largely static with only minor variations to the proportion of females within research and senior and leadership positions. This will be a key area of focus over the next 12 months of the Gender Pay Gap Action Plan.

Objective 4 has seen no progress with the proportion of females receiving promotions declining. This is an area requiring ongoing monitoring, as the number of promotions per year are relatively small (less than 100) and we may need several years data or additional data

points to fully understand any patterns.

Positive progress has been made with regards to objective 7. In June 2023, the first Defence and Security (D&S) careers talks were held. The aim was to engage undergraduates, specifically those from lower income socio-economic backgrounds, in opportunities within data science and AI, and based on available data 40% of attendees have been females. In July and August 2023, the D&S careers project delivered its first successful career experience for 17-year-olds, currently studying A-levels in Year 12. The Turing Summer Experience worked with D&S partners to encourage more young people from lower income socio-economic backgrounds into data science and AI careers within academia and government. The programme saw 89 young people take part with 48% of those being female.

Appendix 1: Gender Pay Gap Action Plan

RAG Definition

Green	On course to meet stated target (no action needed).
Amber	The target may not be met, mitigating actions are required to ensure delivery within reasonable timescales (monitoring required).
Red	The target will not be met, and relevant actions/mitigations have been taken to reduce any possible risk and/or impact.

Target dates that have been changed since the last version of this action plan are highlighted in bold.

Objectives

Impact	Objective	EDI Strategy Area	Senior Responsible Officer	Target date	Measurable Outcome(s)	Progress
Everyone at Turing receives equal pay for equal work	1. Ensuring equal employment conditions for males and females at Turing	Employer	Director of People	Mar-25	<ol style="list-style-type: none"> 1. Males and females are equally distributed within pay bands. 2. Males and females receive equal starting salaries upon appointment. 3. A reduction in the overall gender pay gap. 4. PRP awards are equally awarded. 	<ol style="list-style-type: none"> 1. Positive: Males and females are equally distributed in upper middle and lower middle pay quartile. Upper and lower pay quartiles have improved. 2. Data not yet analysed. 3. Positive: Reduction in both mean and median pay gap. Reduction in median bonus pay gap. 4. Positive: The consolidated split on total value of PRP awards is 51% female and 49% male.

There is gender balance across all employed roles at Turing	2. Increasing proportion of females in research roles	Research	Chief Scientist	Mar-25	<p>1. A 5% or higher increase in the number of females employed in research roles (currently 38%).</p> <p>2. A 5% or higher increase in the number of females employed in senior and leadership research roles e.g. band 5 - 8 (currently 24%)</p>	<p>1. Static: 2% increase in number of females in research roles (2023: 40%)</p> <p>2. Static: 25% of research roles at band 5 and above are held by females.</p>
There is gender balance across all senior and leadership roles at Turing	3. Increasing proportion of females in senior/ leadership roles	Leadership	Chief Operating Officer	Mar-25	<p>1. A 5% or higher increase in the number of females employed in senior and leadership roles e.g. band 5 - 8 (currently 42%)</p>	<p>1. Static: 44% of roles at band 5 and above are held by females.</p>
Females are able to progress in their careers at Turing.	4. Supporting the development of females at Turing	Employer	Director of People	Mar-25	<p>1. Increased proportion of females receiving a promotion (currently 47%)</p>	<p>1. Negative: 41% of promotions were awarded to females in 2022/2023.</p>
Turing employees are able to care for family without detriment to their careers.	5. Tackling the care penalty	Employer	Director of People	Mar-25	<p>1. Employees report support from Turing for caring responsibilities.</p> <p>2. Increase in the number of employees making use of shared parental leave provisions.</p>	<p>Survey data not yet collected.</p>

Better retention and wellbeing for females at Turing.	6. Tackling barriers faced by females at work	Employer	Director of People	Mar-25	1. Exit rates are equitable for males and females. 2. Females report Turing to be a supportive environment to work in.	Data not yet collected.
Increase of females entering the STEM and data science field.	7. Outreach activities to increase proportion of females in the data science and AI talent pipeline	Research	Chief Scientist	Mar-25	1. New external partnerships formed. 2. Engagement activities developed with increased proportion of females participating.	Positive: See relevant actions for updates.

Updates to Action Plan

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	Majority of data included in either EDI Annual Report or Gender Pay Gap Report. EDI Annual Report includes ethnicity and disability data.
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.
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	
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	
2. Increasing proportion of women in research roles	2b	Run a 'women in research' workshop to gather solutions from the community.	Solutions and ideas to be implemented in marketing pilot.	Sep-24	This action is on track and is being progressed alongside 2a.
3. Increasing/maintaining proportion of women in senior/leadership roles	3a	Encourage recruitment and review panels (including for PRP awards) to have diverse representation (gender, ethnicity, disability) by offering training.	100% of review panels have diverse representation (measured by sample).	Jun-24	The target/timeline has been updated from March 2024 to June 2024 to ensure the action can be delivered within a reasonable timescale. The wording for this action has been updated from 'all recruitment and review panels (including for PRP awards) to have representation from women' to 'encourage recruitment and review panels (including for PRP awards) to have diverse representation (gender, ethnicity, disability) by offering training'.

3. Increasing/maintaining proportion of women in senior/leadership roles	3b	Review of recruitment data for band 5 and 6 roles to identify causes of low representation.	Review report published with suggestions.	Jul-24	Review to also include ethnicity and disability.
3. Increasing/maintaining proportion of women in senior/leadership roles	3c	Visibility of senior women at Turing.	At least three 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 five women engaged through Turing Advance in 2023.	Dec-23	The Turing Advance programme was launched in March 2023. The programme was developed to further support individuals who consider themselves to be underrepresented in senior positions at the Institute and/or in our sector.
4. Supporting the development of women at Turing	4b	Review of percentage of external training requests granted by gender.	Review report shared of gender balance on external training requests with suggestions.	Dec-23	Please see the Gender Pay Gap Report which includes a breakdown of individuals who have had their external training requests approved. Ethnicity data unavailable due to small sample size.
4. Supporting the development of women at Turing	4c	Offer career planning workshops for those early on in their careers.	Two career planning workshops offered.	Dec-24	This is a new action which was not included in the original action plan.
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.	Sep-24	The wording on this action has been updated from 'review of job adverts with a particular focus on supporting those with caring responsibilities' to 'review of job adverts and the Institute's website to better support those with caring responsibilities.' Recommendations are expected by March 2024 in

					this area, to be implemented by July 2024.
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/carer return to work support package.	Parental returners support package developed.	Mar-25	This action is on track and is being progressed alongside actions 5f, 5g and 5h.
5. Tackling the care penalty	5d	Shared parental leave awareness campaign.	Increased awareness of shared parental leave offer.	Dec-24	The target/timeline has been updated from December 2023 to December 2024 to ensure the action can be delivered within a reasonable timescale.
5. Tackling the care penalty	5e	Promote information on support for childcare costs.	Mathison page with information on childcare costs.	Dec-24	This action is on track and the target/timeline has been updated from December 2023 to December 2024 to ensure the action can be delivered within a reasonable timescale.
5. Tackling the care penalty	5f	Review expenses policy with regard to caring responsibilities.	Review completed.	Mar-24	Review completed with recommendations expected March 2024.
5. Tackling the care penalty	5g	Review of and promotion of flexible working policy.	Review completed. Awareness campaign completed.	Mar-24	Employees have the right to request flexible working on day one of employment following UK government legislation that came into effect in December 2022.

5. Tackling the care penalty	5h	Review parental leave policy.	Review completed.	Mar-25	Review completed with recommendations expected March 2024.
6. Tackling barriers faced by women at work	6a	Work with Gender Equality Network (GEN) group to create suitable training and/or guidelines to highlight barriers faced by women at work.	At least one training and one new set of guidelines related to barriers for women at work.	Mar-24	As part of the Institute's EDI Learning and Development programme, which is open to the whole Turing community, there is training on menopause awareness. This new session was added to the programme based on feedback from the Gender Equality Network group members in 2023.
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-24	The target/timeline has been updated from December 2023 to December 2024 to ensure the action can be delivered within a reasonable timescale.
7. Outreach activities to increase proportion of women in the data science and AI talent pipeline	7a	Develop external partnerships to increase women entering data science and AI.	Two new partnerships resulting in at least two engagement events.	Oct-23	In June 2023, the first Defence and Security (D&S) careers university roadshow and online career talk spotlight series were held. The aim was to engage undergraduates, specifically those from lower income socio-economic backgrounds, into opportunities within data science and AI.
7. Outreach activities to increase proportion of women in the data science and AI talent pipeline	7b	Develop activities to encourage undergraduate and master's students to apply for roles in data science and AI.	At least one activity developed.	Mar-25	In July and August 2023, the Defence and Security careers project delivered its first successful career experience for 17-year-olds, currently studying A-levels in Year 12. The Turing Summer Experience worked with D&S partners to drive more young people from lower income socio-economic backgrounds into data science and AI careers within academia and government.