

UK Gender Pay Results: CMR Surgical



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Introduction

CMR Surgical has a vision to transform surgery globally, making minimal access surgery (MAS) available to everyone who could benefit.

From an initial team of just a handful of passionate, experienced individuals, we now employ more than 850 highly skilled employees worldwide, including 500 in Cambridge, UK.

The values of the company have been pivotal to our growth and are very much at the heart of CMR's decision making, as well as its talent development programme. These values are: **people focused, ambitious, humble** and **fair & responsible**.

Creating an environment at CMR that enables all of our employees to thrive and to achieve their full potential with us is critical to the success of CMR – and getting our pay and benefits right is a key part of this.

Since our last report, we have made some headway in improving our gender pay gap. While we recognise there is still more work to be done, we are committed to a number of initiatives to help us achieve this fully and make CMR a fantastic place to work.

The data in this report is just for our UK workforce.

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Our UK gender pay results

The gender pay report is based on data for UK employees as of 5 April 2021 [517 people].

CMR Surgical in the UK employs 517 employees, 348 men and 169 women (as of 5 April 2021).

CMR Surgical	2021 Data to Report	2020 Data	2019 Data
Mean Pay Gap	19.30%	20.80%	26.90%
Median Pay Gap	12.58%	14.70%	25.20%
Mean Bonus Gap	10.70%	22.70%	30.90%
Median Bonus Gap	11.35%	18.70%	29.20%
% Men receiving Bonus	98%	75.10%	88.10%
% Women receiving Bonus	100%	77.20%	81.70%

CMR Surgical	2021 - Male	2021 - Female	2020 - Male	2020 - Female	2019 - Male	2019 - Female
Lower Income Quartile	61.90%	38.10%	56.10%	43.90%	53.50%	46.50%
Lower Middle Income Quartile	60%	40%	60.40%	39.60%	62.90%	37.10%
Upper Middle Income Quartile	72%	28%	72.90%	27.10%	71.40%	28.60%
Upper Income Quartile	77.40%	22.60%	75.50%	24.50%	85.70%	14.30%

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The terms

- The **mean gender pay gap** is the difference in the average hourly pay received by all men and women at all levels, including, as applicable, overtime, premium payments, car allowance and bonus.
- The **median gender pay gap** is the difference in midpoints of the ranges of men's and women's hourly pay.
- The **mean gender bonus gap** is the difference in the average bonus pay paid to men and women.
- The **median gender bonus gap** is the difference in midpoints of the ranges in bonus paid to men and women.
- The **bonus pay received** is the percentage of men and women receiving a bonus.
- Gender pay gap is not equal pay, which is a legal obligation whereby men and women are paid the same for carrying out comparable work.

Behind the numbers

- Our 2021 figures highlight that there have been positive improvements as we continue to narrow the pay and bonus gaps. Notably, our mean pay gap has reduced by 7.60% since we commenced reporting in 2019, and the median has reduced by 12.60% in the same period.
- We have recruited more women into senior level positions since reporting began. In 2019, the percentage of women in the upper income quartile was 14.30% and this has increased to 22.60% for the 2021 report. These roles have been across a variety of functions including Medical Affairs, Technology, QA & RA, Finance & Corporate Services, and Commercial.
- The percentage of employees receiving a bonus has significantly increased compared to previous years due to more of our workforce being eligible, with 100% of women and 98% of men receiving bonuses in 2021 – a testament to the quality and performance of all our employees.
- While this is a step in the right direction, we recognise that there are still improvements to be made. As the business continues to scale up and commercialise in new markets, opening up more opportunities for women to take senior roles will be key.
- Some of our critical disciplines, including engineering and technology, are still male dominated fields. There may not be a 'quick fix' solution to this; however, we are actively trying to broaden the appeal of these roles through our resourcing efforts by reviewing where we are posting our job adverts, as well as reviewing our recruitment agency suppliers to help us attract both male and female talent.
- We are continuing to invest in our training & development programmes to ensure that we are helping our current staff develop in their careers to become leaders of the future.

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Our commitments – what have we done to date?

We are actively working on several commitments to make sure CMR can close the gender pay gap, and is a rewarding place to work for all staff. We have made good progress with these commitments to date, by:

- Introducing a new, structured and transparent bonus policy which has been benchmarked against competitors. This refreshed policy will increase the earning capability for the majority of employees within the business demonstrated by a higher percentage.
- Introducing new guidance for managers on OKR setting to ensure all employees have clarity on their role, smart objectives and an overview of how their role fits into the wider business. We have rolled out guidance around our new bonus ratings process to ensure all employees have an understanding of the updated policy.
- We have refreshed our performance review process. By moving performance reviews to quarterly (at minimum), this will ensure all staff have plenty of opportunities for formal feedback to help them progress in their roles and shape their careers.
- We have implemented a formal succession planning process to help build the leaders of the future within CMR. We have a number of great managers in the business with diverse backgrounds and experiences, who we hope will develop and become part of our leadership team in the future.
- As part of our commitment to making CMR a great place to work, we recognise many of our staff have found home working beneficial for their work-life balance. We have taken this on board and implemented new flexible working guidelines.
- Annual employee engagement and diversity, inclusion & belonging surveys have now been rolled out with encouraging results. Moving forwards, diversity and inclusion will be central to these to ensure we are listening and responding to feedback on how we are doing from staff from across the business, at all levels and in every function.
- We have appointed a Head of Talent role in the People team. She has helped to develop and launch leadership development programmes across our organisation to help ensure every employee at CMR has the tools they need to progress.

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Our next steps

As a fast-growing business, we fully recognise the importance of a diverse, motivated team to help us achieve our ambitions, and we know there is more that we can do to improve this.

In addition to progressing with our company commitments, our next steps will be to:

- Create tailored, individual personal development plans to support our talented people to progress in their careers at CMR.
- Review our recruitment materials to ensure we are attracting a diverse pool of candidates.
- Examine how we can improve our diversity beyond gender.

An open and transparent culture is vitally important at CMR and we will continue to keep our staff updated on our progress with these commitments throughout the year at company meetings, where questions are encouraged.