



Gender pay gap report 2019

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Addressing the gender pay gap at Cancer Research UK

As I approach the end of my first year at Cancer Research UK, I'm delighted to see that we've made some clear progress in closing our gender pay gap. Since last year, there are two significant achievements; meeting our target of a minimum of 50% of women in our two most senior roles (executive director and director); and making progress towards reaching gender parity in Technology by increasing the number of women.

Equality, diversity and inclusion (EDI) remains a high priority for Cancer Research UK and we continue to set ourselves ambitious EDI objectives. Although we've made progress, there is much more to do, but we have a clear plan that sets out how we can become a more inclusive workplace – together we are stronger and together we will beat cancer.

Michelle Mitchell
Chief Executive Officer,
Cancer Research UK



Gender pay gap vs equal pay

Equal pay is not the same as the gender pay gap. Equal pay has been a legal requirement for nearly 50 years.

Gender pay gap	Equal pay
The difference in average pay between all men and women regardless of the work they perform	Being paid the same for like/similar work

We're an equal pay employer. We conduct regular reviews to ensure our people are paid equally for equivalent work.

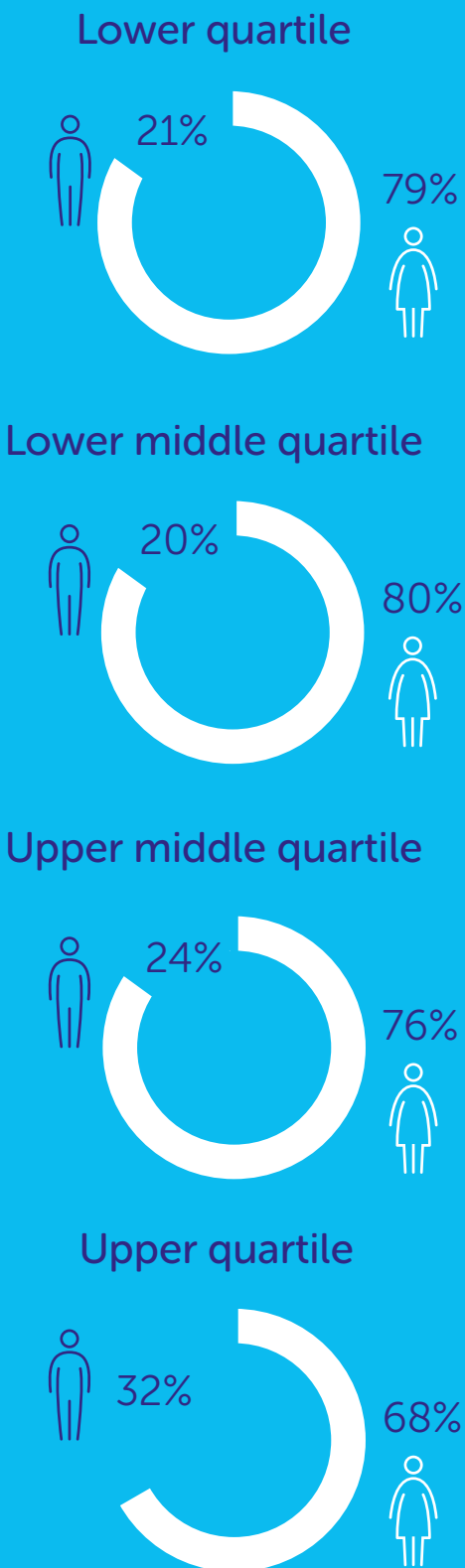
What is the gender pay gap at Cancer Research UK?

The figures published in this report are from the legally required snapshot date, 5 April 2019.

To determine the gender pay gap, the Government requires companies to measure the average hourly earnings of all male and female employees, regardless of role and working hours, and show the percentage difference between the two. The charts below show that we've made some progress on our commitment to reduce our gender pay gap, but there's still work to be done to reduce this further.

Gender pay gap	2019	2018	2017
Mean (Average)	15.8%	17.8%	18.7%
Median (Middle)	23.3%	21.3%	19.2%

Proportion of employees in each pay quartile



Why has our pay gap changed since 2018?

Why has our mean (average) pay gap reduced?

We've reduced our mean pay gap from 17.8% in 2018 to 15.8% in 2019. Our mean pay gap is now 15% smaller than the first snapshot date on 5 April 2017.

We've reached our target of a minimum 50% of women in our two most senior roles. Our CEO, Michelle Mitchell, and our new CFO, Rita Akushie, have joined the executive board since the 2018 report, and we've increased the proportion of women at director level from 45% in 2018 to 52% in 2019.

We've also made progress towards gender parity in our technology roles by increasing the number of women in technology roles to 39%, which remains far higher than the national average of 17%¹.

Why has our median pay gap increased?

Our median pay gap has increased from 21.3% last year to 23.3%. The median pay gap is influenced by gender headcount and the distribution of men and women across the charity. The proportion of men and women at Cancer Research UK has remained broadly the same. However, as part of our business strategy we're continuing to increase the number of shops and superstores. These roles in our shops and superstores, in line with the retail sector, tend to be some of the lowest paid roles and are predominantly female.

¹Tech Talent Charter, <https://www.techtalentcharter.co.uk/about-the-tech-talent-charter>

Bonuses at Cancer Research UK

Percentage receiving a bonus

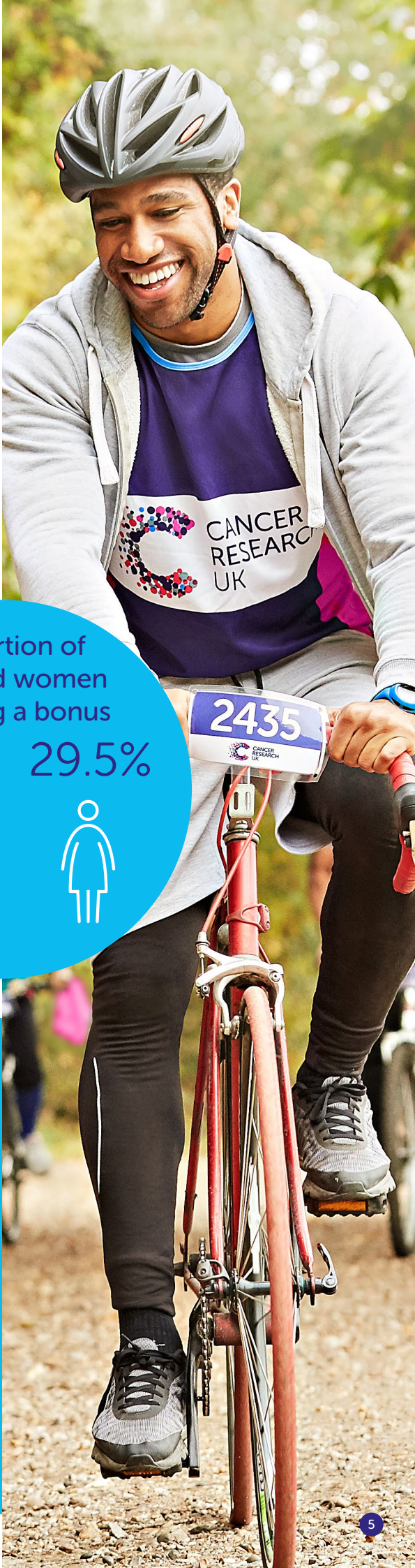
92% of our bonuses are paid through our retail bonus scheme (70%) and our recognition voucher scheme (22%). The number of retail bonuses has grown due to the planned growth in the number of shops, resulting in a higher percentage of people receiving bonuses this year. These payments tend to be modest in value and are standard practice in the retail sector. We've a high proportion of women (79%) in retail which has resulted in a higher percentage of women receiving bonuses overall.

The definition of bonus payments is broad, and our bonus gap is driven by a small number of lump sum payments that are paid in lieu of a salary increase. These typically go to more senior roles, which have disproportionately more men. However, over the last year we have focussed on redressing the balance in these payments, which has resulted in a significant drop in our bonus gap to 4%.



Bonus pay gap	2019	2018	2017
Mean (Average)	4.0%	30.9%	20.1%
Median (Middle)	2.5%	18.8%	18.8%
Proportion receiving a bonus	Male: 25.1%	Male: 20.4%	Male: 13.9%
	Female: 29.5%	Female: 26.4%	Female: 19.6%

Bonus information is based on all bonuses paid over 12 months between April 2018 and April 2019.



What are we doing to close our gender pay gap?

We launched our Equality, Diversity and Inclusion (EDI) strategy in 2017, which is central to our people strategy, and continue to work towards achieving a diverse workforce and inclusive culture for all. We set ourselves some stretching actions last year and we are pleased to provide an update on our progress:

1. EDI strategy

Launched in 2017, we've now set ourselves an ambitious action plan to create a more diverse workforce and an inclusive working environment where all staff can achieve their full potential. We have seven staff networks and EDI Champions in all of our directorates to support the implementation of these objectives.

2. Balanced senior leadership team

Since last year we have met our target of reaching a minimum of 50% women in our two most senior roles, executive director and director. Six out of 11 of our executive board are now female. We've also improved the proportion of female directors from 45% to 52% over the last year. It's important that we now maintain this balance, and our focus on this target will remain as strong as ever.

3. Nurturing female talent at senior levels

We're continuing to offer support to high-potential female employees at head of department level. Despite the female population at head level decreasing from 78% in 2018 to 74%, over the past year we've supported and promoted two female heads of department to directors.

4. Addressing the gap in our technology roles

We're maintaining our gender balance in technology roles, over the past year we've slightly increased the number of women in our technology department to 39%. We're delighted to have more than double the proportion of women than is typical across the UK's technology sector (17% according to the Tech Talent Charter). However, we will continue to strive for a 50/50 balance. Through greater focus on our recruitment and pay increases throughout the year we have

also nearly halved the gender pay gap within our technology department.

5. Flexible working

Our Future of Work programme has modernised the technology at Cancer Research UK and supported our drive for more agile ways of working. Our head office move from Islington to Stratford in autumn 2019 has been a catalyst to drive our commitment to be able to offer flexible working for all our roles. Flexibility in working patterns and location is part of our overall strategy to build a more diverse workforce and inclusive working environment.

6. Ensuring an inclusive recruitment and selection process

We're committed to developing our recruitment and selection process to attract and recruit talent from a wide range of groups. We have several initiatives in place at Cancer Research UK to reach this goal. For all senior leadership hires at director and executive board level, we aim to deliver an equally balanced shortlist of candidates for interview, to help ensure we maintain our 50/50 gender split in the future. This year we've also designed and launched inclusive recruitment training sessions for hiring managers, along with additional guidance documents and tools for use during recruitment and selection. In 2017, we made the decision to pay all interns the national living wage at a minimum, which has helped to bring a more diverse group of people to the scheme since it was introduced.

We're very passionate about our Equality, Diversity and Inclusion strategy and are committed to reducing our gender pay gap further across Cancer Research UK in the coming year.



Statement

I confirm that the information and data provided are accurate.

Michelle Mitchell
Chief Executive Officer

Equality, diversity and inclusion (EDI) remains a high priority for Cancer Research UK. Through our EDI strategy, we continue to work towards achieving a diverse workforce and inclusive culture.



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