

# Ethnicity pay gap report 2023

# A word from Michelle

At Cancer Research UK, we exist to beat cancer. And we can only do this by working together. We're committed to becoming a more inclusive and diverse charity. By welcoming people from different backgrounds and perspectives at all levels and fostering a culture of inclusion, we believe we can make the greatest progress for people with cancer and their loved ones.

Ethnicity pay gap reporting is not the same as the requirement to pay all staff equally for equal work. We're confident we do that. Ethnicity pay gap reporting shows the difference in average pay between White and ethnic minority employees, and it reflects a combination of internal and external factors. Publishing these figures isn't a legal requirement, but we've been publishing ours since 2020 as we welcome the opportunity to be open and transparent about our ethnicity pay gap and the reasons for it.

In 2023, our mean (average) ethnicity pay gap narrowed from -5.9% in 2022 to -5.0% in 2023. Our median (middle) ethnicity pay gap narrowed from -23.3% in 2022 to -15.3% in 2023.

Based on the data we have from people who choose to disclose their ethnicity, the proportion of ethnic minority staff across Cancer Research UK increased from 12% in 2022 to 14% in 2023. Between April and December 2023, this increased again to 15.3%.

We're making good progress against our Equality, Diversity and Inclusion (EDI) objectives, which we published in 2021. But there's more to do. We're currently evaluating our progress and performance and will publish a refreshed EDI strategy in 2024.



**Michelle Mitchell OBE**  
Chief Executive, Cancer Research UK

# What are the measures and who is included?

## How do we calculate the ethnicity pay gap?

The ethnicity pay gap is calculated by comparing the average pay of White employees and ethnic minority employees in an organisation, regardless of the roles they do. We follow the same methodology as we do for gender pay gap reporting to calculate the mean ethnicity gap in hourly pay and the median ethnicity gap in hourly pay.

- **Mean (average) ethnicity pay gap:** To calculate the mean hourly pay for ethnic minority staff, the hourly pay for all ethnic minority staff is added together and divided by the total number of ethnic minority staff. The same is done for White staff. The mean ethnicity pay gap is the difference (shown as a percentage) between the mean hourly pay for ethnic minority and White staff.
- **Median (middle) ethnicity pay gap:** If all ethnic minority employees were lined up in order of their hourly pay, and so were all White employees, the median would be the hourly rate of pay of the individual ethnic minority and White employee in the middle of each line. The median ethnicity pay gap is the difference (shown as a percentage) between the hourly pay of the middle ethnic minority employee compared to the middle White employee.

For the purpose of this report, anyone who has shared that they are White, regardless of their ethnicity (for example, people who have shared their ethnicity as being 'White – Other') is included as a White employee and not an ethnic minority employee.

The figures published in this report are from 5 April 2023. The calculations are based on 3,386 eligible employees who have shared their ethnicity with us. Our figures include staff who were working at the National Cancer Research Institute at that time, as they were employed by the legal entity that is Cancer Research UK.

For the first time, we have also reported the ethnicity pay gap for Cancer Research Horizons, which is a private limited company wholly owned by Cancer Research UK. Their gender and ethnicity pay gap reports for 2023 can be found on the [Cancer Research Horizons website](#).

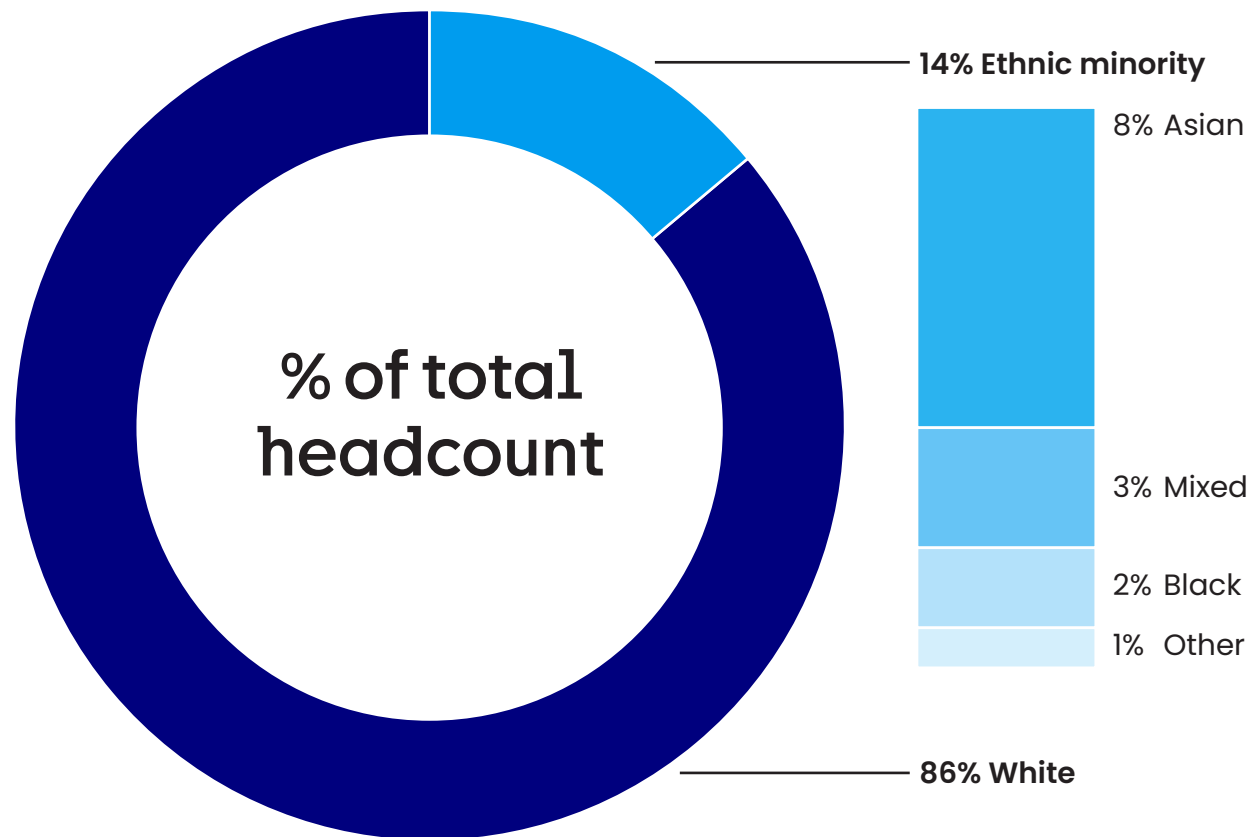


### What is the ethnicity composition of staff at Cancer Research UK?

In 2018, we set a target for 16% of our workforce to be from an ethnic minority background by the end of 2023. As of 5 April 2023, of the 90% of our staff who had shared their ethnicity data, 14% were from an ethnic minority background. On 31 December 2023, this had increased to 15.3%.

We set this target of 16% before the Office of National Statistics (ONS) 2021 Census data was published. So it's based on the previous census data, which showed that 14% of the population were from ethnic minority backgrounds. Our target of 16% reflected the fact that a high proportion of our staff are based in London, which is much more ethnically diverse than the UK overall. For context, 2021 census data revealed that 18% of the UK population were from ethnic minority backgrounds, but in London it was 63%. As part of our refreshed EDI strategy, we'll be reviewing our ethnicity targets.

### Ethnicity composition of staff

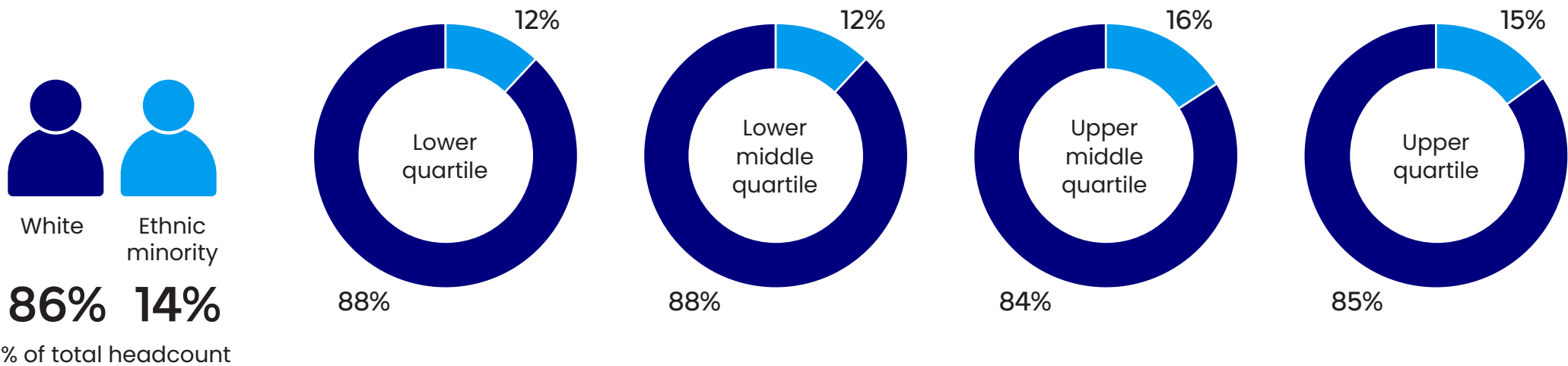


# Proportion of employees in each pay quartile

We create 'pay quartiles' by organising employees into a list from the lowest paid to the highest paid, then dividing the list into four equal sized groups, or quartiles. We then look at the proportion of White and ethnic minority employees in each quartile.

The number of ethnic minority employees is lowest in the lower pay quartile and highest in the upper-middle quartile.

Since 2022, there's been a slight decrease in the number of ethnic minority staff in the lower, lower-middle and upper quartiles, while the proportion in the upper-middle has remained broadly the same.



|                 |     |     |     |     |
|-----------------|-----|-----|-----|-----|
| White           | 88% | 88% | 84% | 85% |
| Ethnic minority | 12% | 12% | 16% | 15% |

# Ethnicity pay gap

## What is the ethnicity pay gap at Cancer Research UK?

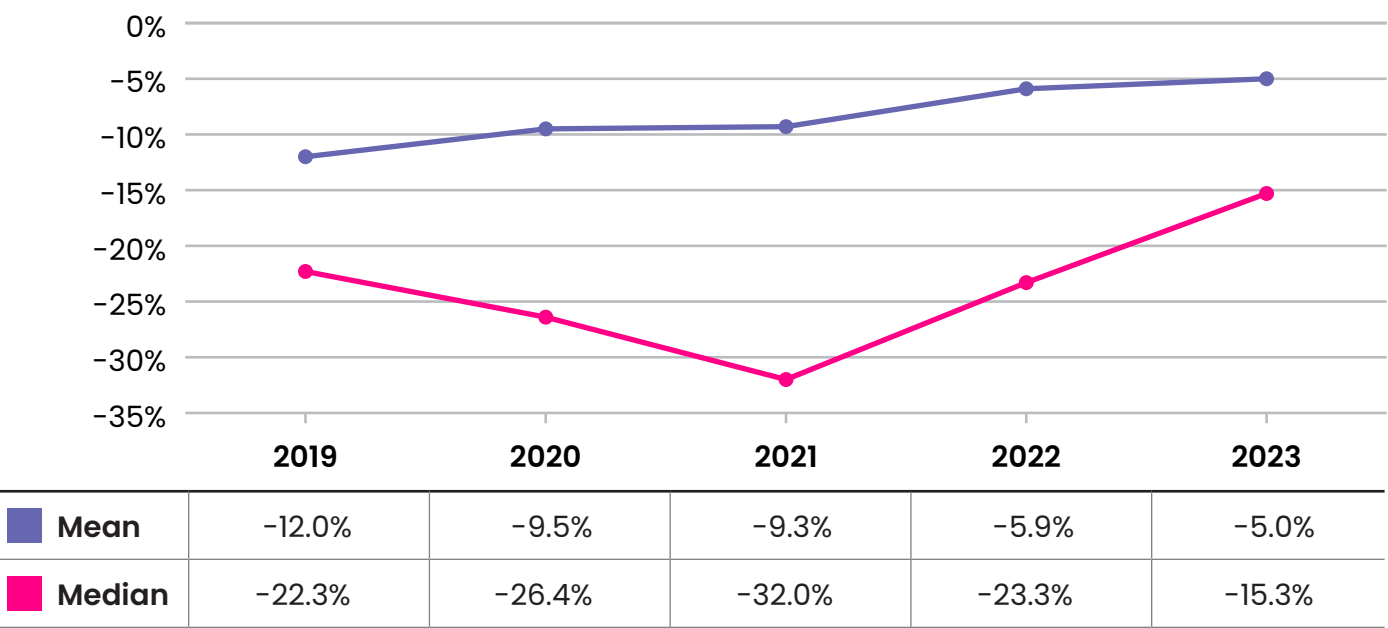
Our data shows that in 2023, our mean and median ethnicity pay gaps reduced across all of Cancer Research UK.

Our mean (average) ethnicity pay gap narrowed slightly to -5.0% in favour of ethnic minority staff. This means that staff from an ethnic minority background are paid on average 5.0% more than their White colleagues.

Our median (middle) ethnicity pay gap narrowed to -15.3% in favour of ethnic minority staff. This means that the salaries of middle-ranking ethnic minority staff are 15.3% higher than the salaries of middle-ranking White staff.

Overall, the average pay of our ethnic minority employees is higher than that of our White employees. However, pay is only one indicator of the experience of working at Cancer Research UK and we still have more work to do to improve inclusion and ethnic diversity across the charity.

Mean and median ethnicity pay gap



# What's causing our ethnicity pay gap?

Our ethnicity pay gap has been in favour of ethnic minority staff since we started monitoring and publishing it in 2020. And the factors influencing the gap haven't really changed since then:

- We employ low numbers of ethnic minority staff across all levels and roles.
- We have a low proportion of ethnic minority staff in our shops.
- We have a high proportion of ethnic minority staff in higher paid functions, such as technology.



A large factor that influences our ethnicity pay gap is where ethnic minority staff are employed within our organisation. When considering pay, our staff can broadly be thought of as two groups: people who work in retail (our shops and drivers) and people who don't. Retail roles account for more than half of our staff, and salaries for these roles are in line with the rest of the charity retail sector. However, retail salaries tend to be lower than the salaries of our non-retail staff.

Many of our 550 shops across the UK, Jersey and Guernsey are in areas that are not very ethnically diverse. As a result, just 10% of our retail staff are from an ethnic minority background, compared with 17% of non-retail staff. If we exclude our retail colleagues, our ethnicity pay gap changes to +6.3% (mean) and +4.2% (median) in favour of White employees. This is because there is a low proportion of ethnic minority staff in non-retail management and leadership grades.

Overall, this means that our ethnicity pay gap data and reports show a limited set of indicators and are best considered against other measures and data.

We're constantly working to increase the ethnic diversity of our staff, including in our shops. But a challenge is that ethnic diversity differs vastly across the country. For example, according to the 2021 ONS census data, London is the most ethnically diverse region in England and Wales with 63% of residents from an ethnic minority background. In comparison, only 9% of residents in the North East of England are from an ethnic minority background [1].

Since 2018, when we set our target of 16% of staff being from ethnic minority backgrounds by the end of 2023, we've increased the proportion from 11.1% to 15.3%. And while we're disappointed to have fallen just short of achieving our target, we're encouraged by the improvement and we'll be reviewing our ethnicity targets as we refresh our EDI strategy this year.

[1] [ons.gov.uk](https://ons.gov.uk)

# What are we doing to increase ethnic diversity and inclusion?

We're confident we pay everyone equally for doing like-for-like work. And as a large charity with a wide range of different roles and skills, we aim to reward all our people fairly and as competitively as we can based on the external market, while balancing our need to continue funding our research.

Our grading framework and pay guidelines are applied consistently at all stages of the employee lifecycle to ensure that pay is set fairly for similar roles across the charity. We also have appropriate checks in place to make sure this remains consistent, and we look at things like average pay increases by key demographics, such as ethnicity, when undertaking any large-scale pay changes.



Some of the work we're doing to increase ethnic diversity and inclusion includes:

## **Implementing our Equality, Diversity and Inclusion (EDI) strategy 2021–2023**

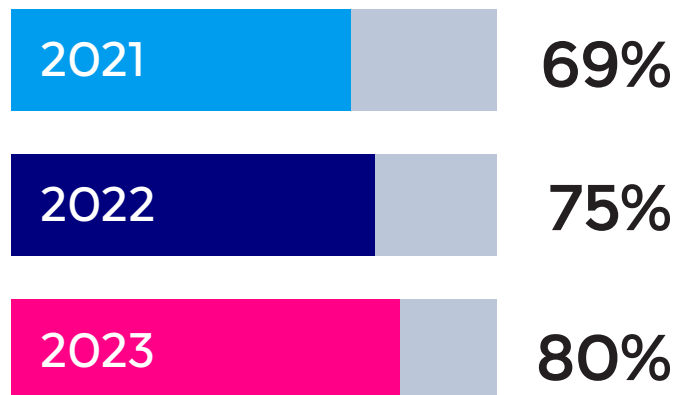
There are two priorities in our EDI strategy that are relevant to our ethnicity pay gap. One is to build an inclusive and diverse culture for all our people – staff and volunteers – to succeed and feel like they belong. And another is to improve diversity across our governance, advisory and leadership structures. We're currently evaluating our good progress and performance in both areas ahead of publishing a refreshed EDI strategy in 2024.

Since 2018, we've been working on a target to see at least 12% of our leadership roles (our top three pay grades) held by people from ethnic minority backgrounds. We're disappointed that progress has been slower than we'd have liked in this area. As of the end of December 2023, 8.1% of staff in our top three grades were from ethnic minority backgrounds. We'll continue to work towards this target.

## Improving inclusion

We measure our staff's perception of inclusion through our employee experience survey, using three questions that together make up our inclusion and wellbeing measure. Over the past three years, we've seen consistent improvement in this measure. In April 2022, our inclusion and wellbeing measure was 75% (up from 69% in the previous survey in 2021). This increased again to 79% in our pulse survey in early 2023 and then to 80% in our full survey in October 2023, which for the first time exceeded our external benchmark (made up of large and small public, private and charity organisations).

### Inclusion and wellbeing measure



In 2023, our internal Valuing Difference campaign was shortlisted in the 'Best EDI Campaign' category for the Institute of Internal Communications awards. The campaign aims to raise awareness of a variety of EDI topics to help change behaviour and demonstrate our commitment to inclusion. In 2023, the content included regular events and activity led by our Staff Networks, such as a series of bitesize learning videos on a wide range of topics and a series of blog posts from teams across Cancer Research UK demonstrating how they value difference through the work they do. It's positive to see the engagement with this content from staff across the charity.

### Launching new talent programmes

In April 2022, we launched Ignite, which is a talent programme to help accelerate the careers of staff from ethnic minority backgrounds who have an ambition to move into a leadership role. Our first cohort was successful, with 27% of participants securing an internal promotion within a year of the programme closing in December 2022. We launched our second cohort in November 2023.

## Ensuring inclusive recruitment

We use anonymised applications for recruitment at all levels to remove bias from the shortlisting process. And wherever possible, we aim for diversity in interview panels and decision-making processes. When we use external recruitment agencies, we also request diverse shortlists. And we review the progression rates of applicants from ethnic minority backgrounds through each stage of the recruitment process every quarter, sharing the data with leadership teams to identify and act on any trends that suggest bias.

In May 2023, we launched a series of Inclusive Recruitment workshops for hiring managers to help reduce the potential for bias in the recruitment process beyond the shortlisting stage. And in June 2023, we introduced patient representatives from ethnic minority backgrounds to our interview panels when recruiting for senior roles.

### Supporting our Staff Networks

To help create an inclusive environment for all staff and support the implementation of our EDI strategy, we currently have nine Staff Networks, including our Race Equality & Equity Network. And we have Inclusion and Wellbeing Champions in all directorates.

In 2022, our Race Equality & Equity Network held several successful events and campaigns, and more recently they've run a 'Spotlight' series to showcase the career journeys and achievements of some of our staff from ethnic minority backgrounds. These stories were shared internally and externally, with the aim of empowering people to take charge of their careers. And the series concluded with a panel event, which was attended by more than 100 employees.

Throughout 2023, we've invested more in our Staff Networks by providing training and development for our network chairs and ring-fencing time for them to undertake network activity.

### Offering workshops and webinars

For the past few years, we've delivered 'Let's Talk About Race' workshops to around 200 employees across 15 teams in the charity. These sessions have helped increase understanding of the issues impacting staff from ethnic minority backgrounds, both in the workplace and society. And they've helped to give White employees the confidence to talk about race in the workplace.

To reach more people more quickly, in 2023 we switched the format of these workshops to a webinar and brought in external expertise to deliver the content, rather than

relying on our ethnic minority colleagues to do it in addition to their day-to-day roles. The new series of 'Let's Talk About Race Equality and Inclusion' webinars launched in October 2023, delivered by Diverse Matters. Since then, more than 250 people have attended and the feedback has been incredibly positive.

### Building a more diverse research community

As well as improving ethnic minority inclusion and diversity within Cancer Research UK, we've also been working to create a more inclusive and diverse research community. This includes establishing initiatives to increase diversity at all stages of the research career pipeline, from removing barriers to participation at school to supporting the development of our research leaders.

In 2022, we supported the first Black in Cancer Conference and launched the first Black Leaders in Cancer PhD Scholarship Programme. Through the programme, we're currently supporting four students with a fully funded PhD place, as well as providing wraparound support on one of our doctoral training schemes.

We're also encouraging early- and mid-career researchers to observe our panel and committee meetings to get a better understanding of how funding decisions

are made to help them prepare and boost their chance of success. This opportunity is open to everyone, but we have prioritised spaces for researchers from ethnic minority backgrounds, as well as women. So far, more than 170 people have attended, of which 45% were from ethnic minority backgrounds. And many have since been successfully funded.

## Statement

I confirm that the information and data provided is accurate.



**Michelle Mitchell OBE**

Chief Executive  
Cancer Research UK



Cancer Research UK is a registered charity in England and Wales (1089464), Scotland (SC041666), the Isle of Man (1103) and Jersey (247).



---

Together we are  
beating cancer