



Gender Pay Gap Report

2020

Together we will beat cancer





Addressing the gender pay gap at Cancer Research UK

In the context of an extremely unusual year for Cancer Research UK, I am delighted to see that we have again made progress in closing our gender pay gap. I am particularly pleased to see us take further steps towards gender parity in technology, and to see how far ahead we are of the national average in this area.

But as ever, we have more to do – and we must maintain this momentum. This has been a challenging year in so many ways. We implemented a recruitment freeze as part of our emergency response to COVID-19 and made the incredibly difficult decision to reduce the size of our workforce. In the face of this challenge and as we navigate through our recovery it is critical that we keep our focus on this important area.

I am optimistic for the future, however, and our recently published Equality, Diversity and Inclusion (EDI) strategy will be an important milestone for us as an organisation. We are committed to changing, and I intend that this plan will keep us accountable for our progress, as we move into an important new era for our charity, and our collective fight against cancer.

Michelle Mitchell OBE
Chief Executive, 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 over 50 years.

Gender pay gap

The difference in average pay between all men and women regardless of the work they perform

Equal pay

Being paid for the same like/similar work

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



Gender identity and the gender pay gap

Although government reporting regulations require all staff to be categorised as ‘male’ or ‘female’ for the purpose of calculating our gender pay gap, we know that some of our colleagues don’t belong to these binary gender categories.

Cancer Research UK is committed to equality, diversity and inclusion in everything that it does. Cancer can affect anyone, irrespective of any protected characteristic, including gender identity.

We’ve taken steps to create an inclusive workplace for trans, non-binary and intersex staff and will continue to build on this. Measures include providing gender-neutral bathrooms, encouraging all staff to share their pronouns and capturing people’s gender identity beyond what is required for gender pay gap reporting. We also proudly support the organisation’s Pride Network, an employee network for LGBTQIA+ staff and allies.

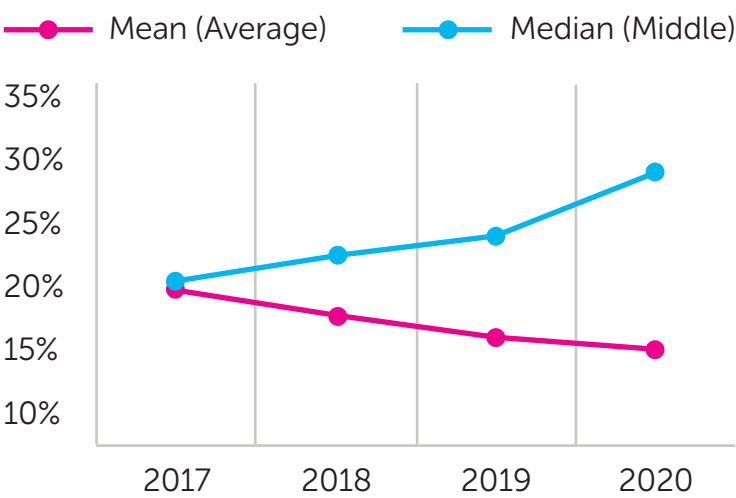


What is the gender pay gap at Cancer Research UK?

The figures published in this report are from the legal snapshot date of 5 April 2020, based on 3,860 employees. According to the legislation we have to report our legal entities with over 250 employees, this means that we are reporting all eligible employees of Cancer Research UK and the National Cancer Research Institute and we are excluding Cancer Research Technology as it is a separate legal entity.

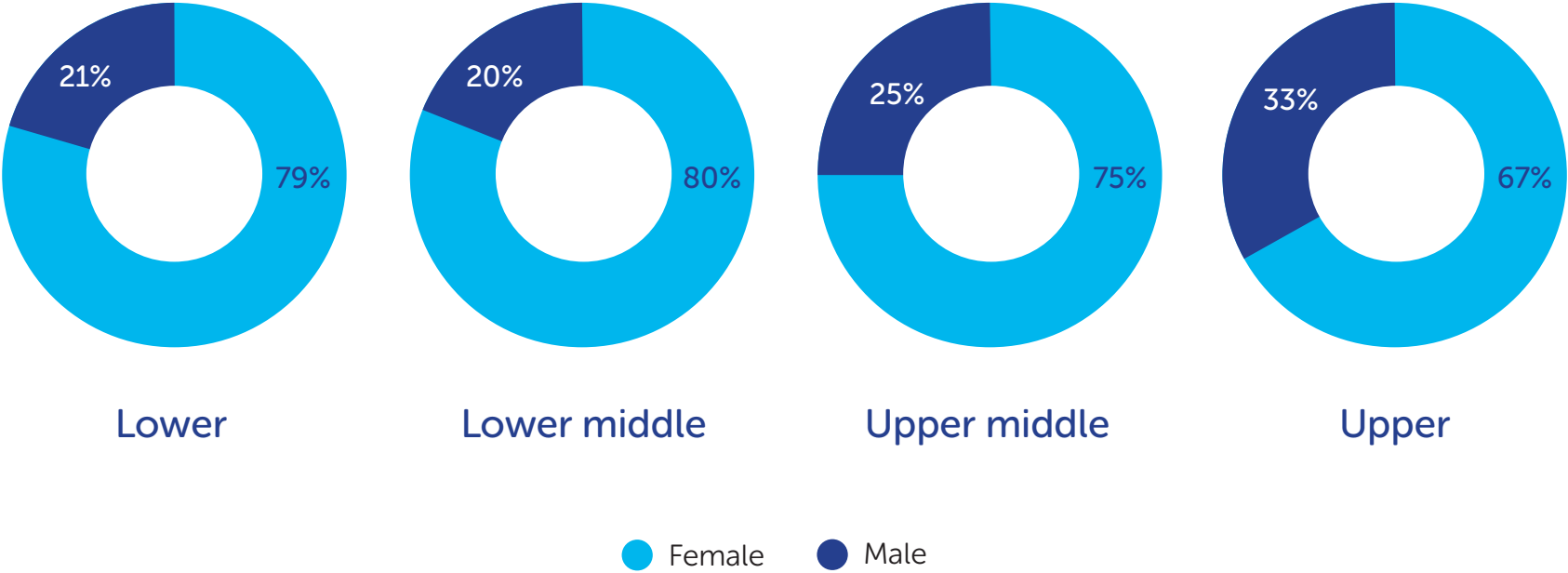
To determine the gender pay gap, the Government requires companies to measure the average hourly earnings of all male and female employees, regardless of role and working hours, and show the percentage difference between the two. The following data and charts show that we’ve made some progress on our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

The mean and median Gender Pay Gap by year



Gender Pay Gap	Mean (Average)	Median (Middle)
2017	18.7%	19.2%
2018	17.8%	21.3%
2019	15.8%	23.3%
2020	15.0%	29.2%

Proportion of employees in each pay quartile



	Lower quartile	Lower mid quartile	Upper mid quartile	Upper quartile
Female	79%	80%	75%	67%
Male	21%	20%	25%	33%

What has changed with our gender pay gap since 2019?

Why has our mean (average) pay gap reduced?

We have reduced our mean (average) pay gap from 15.8% in 2019 to 15.0% in 2020. In the past four years since we started reporting our gender pay gap, our mean (average) pay gap has reduced from 18.7% to 15%, which is an 3.7% reduction overall. We reached our target of a minimum 50% of women in our two most senior roles (director and executive director) in 2019. In 2020 we've increased the proportion of women at director level to 57%, up from 52% in 2019.

We have also made progress towards gender parity in our technology roles by increasing the number of women in technology roles to 41%, which remains far higher than the national average of 19% (Tech Nation), as well as increasing the number of women in our highest technology professional roles, from 64% in 2019 to 70% in 2020.

Tech Nation URL

<https://technation.io/insights/diversity-and-inclusion-in-uk-tech-companies/>

Why has our median (middle) pay gap increased?

Our median (middle) pay gap has increased from 23.3% in 2019 to 29.2% in 2020. The median (middle) pay gap is influenced by gender headcount and the distribution of men and women across the charity. The total proportion of men and women at Cancer Research UK has remained broadly the same with an increased headcount in the retail side at the charity. This is due to our business strategy to continue to increase the number of shops and superstores. These roles, in line with the rest of the retail sector, tend to be some of the lower paid roles and are predominately female.



Percentage receiving a bonus

92% of our bonuses are paid through our retail bonus scheme and our recognition voucher scheme. Our retail bonuses represent 69% of all bonuses paid, payments tend to be modest in value and are typical practice in the retail sector. A high proportion of women (79% in retail) has resulted in a higher percentage of women receiving bonuses overall. This year we have improved our median bonus gap to 0.8% and also reduced the gap in terms of proportion of staff receiving a bonus (from 4.6% in 2019 to 3.8% in 2020) despite a mean (average) bonus increase.

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. However, over the last year we have focussed on redressing the balance in these payments, which has resulted in a significant drop in the gap between men and women receiving a bonus from 4.6% in 2019 to 3.8% in 2020.

Bonuses at Cancer Research UK

Bonus Pay Gap	Mean (Average)	Median (Middle)	Proportion of staff receiving a bonus
2017	20.1%	18.8%	Male: 13.9% Female: 19.6%
2018	30.9%	18.8%	Male: 20.4% Female: 26.4%
2019	4.5%	2.5%	Male: 25.1% Female: 29.5%
2020	5.8%	0.8%	Male: 27.8% Female: 30.5%



What are we doing to close our gender pay gap?

We've made positive progress to address our gender pay gap in a number of ways:

1. New EDI Strategy

Launching in 2021, we've set ourselves a new ambitious action plan to address EDI in the charity with two main strategic priorities. Firstly, we're going to build an inclusive and diverse culture for all our people – staff and volunteers – to succeed and feel like they belong. Secondly, we're aiming to achieve diversity across our governance, advisory and leadership structures to make sure decisions are made in an inclusive way.

We have seven staff networks, two of which were launched in 2020, and Inclusion Champions in all of our directorates to support the implementation of these priorities.

2. Balanced senior leadership team

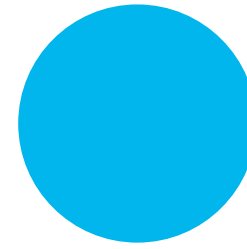
We've reached our target of a minimum 50% of women in our two most senior roles (director and executive director) in 2019. In 2020 we've increased the proportion of women at director level to 57%.

3. Nurturing women at senior levels

We continue to offer developmental support through a range of initiatives including mentoring, coaching and external learning opportunities for women at senior levels. Women also make up 76% of our three current leadership training cohorts.

4. Addressing the gap in our technology roles

We've made even more progress towards gender parity in technology roles. In 2019, we increased the number of women in our technology department to 39%. We were pleased to improve this further with an increase in 2020 to 41% as part of our inclusive recruitment and selection process.



5. Flexible Working

In 2019 we launched our Future of Work programme which provided us with the technology, and ways of working, to work more collaboratively and flexibly. We are further improving our flexible working offer to provide people with greater choice about where and when they work and see this as a key enabler to inclusion.

Moving forwards, most of our office-based roles will offer a high degree of flexibility with colleagues able to choose to work from home, or another location, several days a week. Our people will also be able to request a range of different flexible working options including reduced hours, compressed hours, term time working and staggered hours. These arrangements will be a positive step for all staff and will remove some barriers to progression that women and our working parents and carers experience.

6. Ensuring an inclusive recruitment and selection process

Although recruitment activity has significantly reduced this year due to the impact of COVID-19, we remain committed to developing our recruitment and selection process to attract, recruit and retain talent from a wide range of backgrounds.

In late 2019, we launched new employer brand content, working in partnership with our EDI networks, which better reflected the diversity in our workforce and the desire for us to become a more inclusive employer.

A particular focus this year has been on influencing the individual decision making of recruiting managers during the selection process. We've designed and delivered inclusive recruitment training sessions for hiring managers across the charity, along with additional assessment guidance documents and tools. We're in the process of rolling out anonymous CVs on our recruitment platform to mitigate bias at shortlisting stage, with the launch planned for early 2021.

For all senior leadership roles (director and executive director, we've been setting targets and working to achieve balanced shortlists of candidates with a specific focus on gender and ethnicity.

We strongly believe that by being more diverse and inclusive, we will be able to attract the best talent who will work as part of a great team to beat cancer together.



7. Making sure our talent development programmes are free of bias

In 2020, we conducted an equality impact assessment on our talent review process to identify and remove bias from our decision-making systems and tools. We're also conducting a series of focus groups with employees from across the charity, in which we'll explore bias within our leadership transition programmes.

8. Gender Equality Network

In 2020 our Gender Equality Network held their second speed mentoring session. The event saw executive directors, directors and heads from across the organisation share their insight and expertise with members of the Network.

The event generated a great deal of interest and staff were joined by 27 mentors including our chief information officer, our chief financial officer and the executive director of philanthropy and partnerships.

The Network also hosted virtual mentoring sessions so regional and home-working members could participate.



Statement

I confirm that the information and data provided are accurate.

Michelle Mitchell
Chief Executive Officer