



Gender Pay Gap Report 2021



Together we will beat cancer



Introduction from Michelle

At Cancer Research UK we share a belief that by putting equality, diversity and inclusion at the heart of our charity, we will make faster progress against our mission of beating cancer. It is only by setting ourselves ambitious targets that we will be the best charity we can be and make the greatest progress in beating cancer together.

Our gender pay gap is an important measure for us to evaluate our progress, and it is disappointing we didn't make more progress over the reporting year. Our mean (average) gender pay gap increased for the first time since we began reporting, from 15% in 2020 to 19.7% in 2021, and our median (middle) gender pay gap has increased from 29.2% in 2020 to 30.9% in 2021. This means, on average, our female colleagues are paid 19.7% less than their male colleagues.

There are many factors that have contributed to the increase this year, not least major disruption caused by COVID-19. We brought in a recruitment freeze for four months, went through a major organisational restructure that resulted in a significant reduction in headcount, and we saw higher numbers of senior female staff leaving. These have all impacted our plans and progress. I am pleased to report that since

5 April 2021 we have appointed several female senior roles, but there is more work to do. An indirect consequence of the pandemic, and our reduction in staff numbers outside of Trading, means that the retail part of the charity now makes up more than half of our organisation. As these roles are largely held by women, with lower average salaries in the retail sector, this has contributed to our wider pay gaps.

Now is a good time for us to reflect on our progress, following the publication of our first cross-organisational Equality, Diversity and Inclusion Strategy one year ago in January 2021. Our strategy sets out the immediate actions that we'll take to drive progress and change, and I am confident we will make progress and regain positive momentum in the years ahead.

It is only by setting ourselves ambitious targets that we will become the best charity that we can be and make the greatest progress in our collective fight against cancer.

Michelle Mitchell OBE

Chief Executive, Cancer Research UK

What are the measures and who is included?

The gender pay gap legislation introduced in April 2017 requires UK employers with 250 employees or more to publish data about their gender pay gap on 5 April each year.

The legislation requires employers to report the following information:

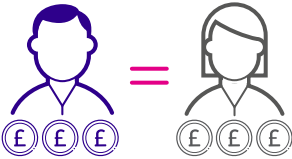

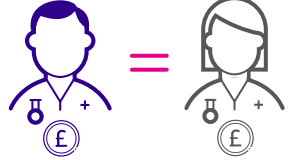

1. Mean gender pay gap in hourly pay.
2. Median gender pay gap in hourly pay.
3. Mean bonus gender pay gap.
4. Median bonus gender pay gap.
5. Proportion of male and female employees in each pay quartile.
6. Proportion of male and female employees receiving a bonus payment.

The data in this report reflects 5 April 2021, and organisations must publish within a year of that date.

The mean is all the male or female salaries added up and then divided by the total number of men or women in the organisation, and shows the difference between the average hourly salary of our female and male colleagues. The median is the middle salary value when you line them up in order from highest to lowest, and shows the difference between the salaries of the middle-ranking male and female employees.

Differences between equal pay and the gender pay gap

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

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

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.

At Cancer Research UK, we're committed to equality, diversity and inclusion in everything we do. 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. We also continue to proudly support the organisation's Pride Network, an employee network for LGBTQIA+ staff and allies.

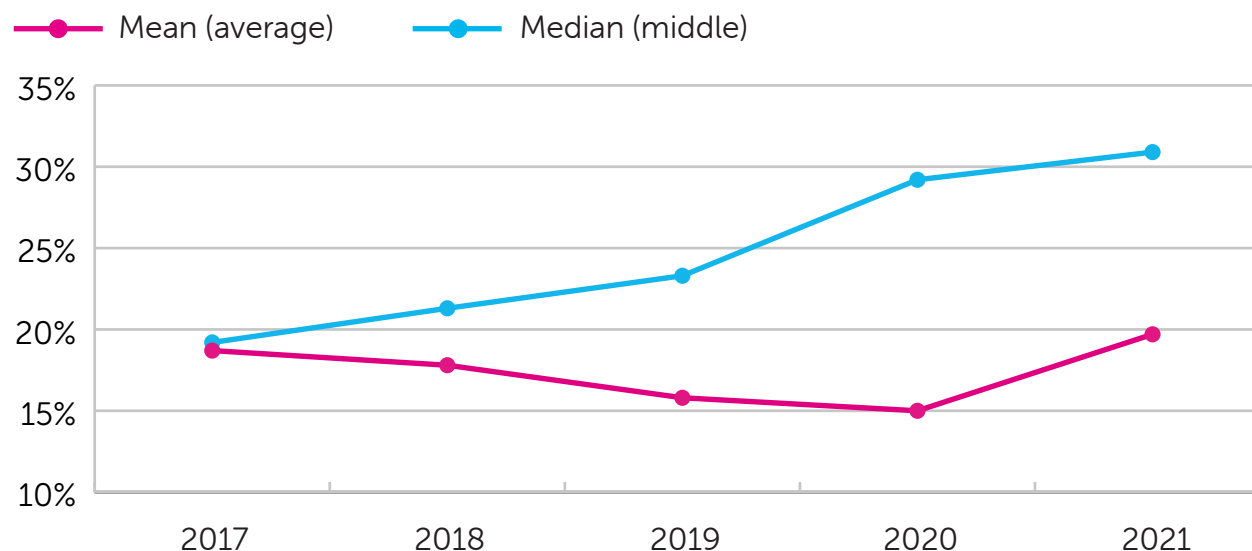
What is the gender pay gap at Cancer Research UK?

The figures published in this report are from 5 April 2021, based on 3,585 employees. We are required to report our legal entities with over 250 employees, which means that we are reporting all the eligible employees of Cancer Research UK and the National Cancer Research Institute, and we are excluding Cancer Research Technology as a separate entity.

The charts below show that in 2021 our mean gender pay gap has increased for the first time since we began reporting, whilst the median pay gap has continued to increase.

Gender pay gap	Mean (average)	Median (middle)
2021	19.7%	30.9%
2020	15.0%	29.2%
2019	15.8%	23.3%
2018	17.8%	21.3%
2017	18.7%	19.2%

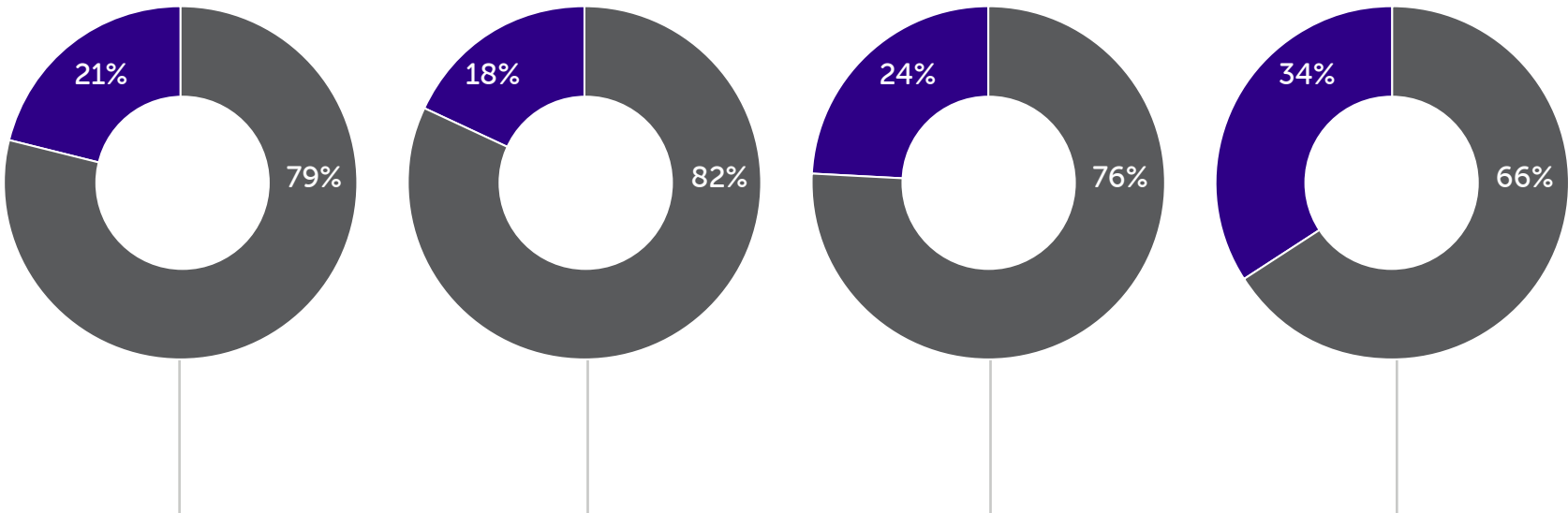
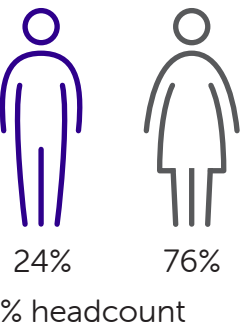
The mean and median gender pay gap by year



Proportion of employees in each pay quartile

Pay quartiles sort employees into four equal sized groups ('quartiles') from the lowest paid to the highest paid. The pay quartiles then show the proportion of male and female employees in each, ranging from the lowest paid quarter to the highest paid quarter.

Overall gender split



		Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
Male	●	21%	18%	24%	34%
Female	●	79%	82%	76%	66%



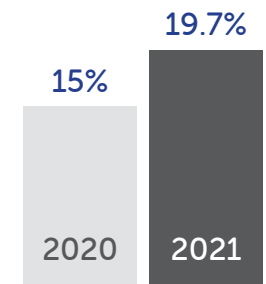
What has changed with our gender pay gap since 2020?

Unfortunately, we've seen an increase in both our mean (average) and median (middle) gender pay gaps this year. The mean pay gap has increased from 15% in 2020, to 19.7% in 2021, and our median gender pay gap has increased from 29.2% in 2020 to 30.9% in 2021.

The increase in our pay gap this year is primarily due to the impact of COVID-19, and the challenges we faced as a result of the reduction in our fundraising. We had to restructure our teams and reduce our headcount outside of Trading, we implemented a recruitment freeze, and we saw higher numbers of senior female staff leaving. As a result of the reduction of headcount outside of Trading, retail now makes up more than half of our organisation and that has contributed to our widening pay gap, due to lower average salaries in the retail sector, and a largely female workforce. We know this is not good enough, and are committed to making progress in the coming years in line with the action set out in our EDI strategy.

Why has our mean (average) pay gap increased?

The increase in our mean gender pay gap is largely a result of the reduction in headcount, and the higher number of senior female members of staff leaving. We are pleased to report that since 5 April 2021, we have recruited a number of females at a senior level.



Mean pay gap

Why has our median (middle) pay gap increased?

During the reporting year there has been a headcount reduction and our median pay gap has increased from 29.2% in 2020 to 30.9%. The total proportion of men and women at Cancer Research UK has remained broadly the same. However, the proportion of staff in the retail part of the business in Trading has increased to 53% of the total workforce (2020: 50%, 2019: 48%) and the proportion of female retail staff has increased to 80% (2020: 79%). As is common with other similar organisations, this is the part of the organisation where levels of pay are lower, and the increase in size of this part of the charity, relative to the rest of the charity, is driving this.



Median pay gap



Bonuses at Cancer Research UK

Bonus pay gap	Mean (average) bonus pay gap	Median (middle) bonus pay gap	Proportion of staff receiving a bonus
2021	-26.9%	0%	Male: 5.5% Female: 5.6%
2020	5.8%	0.8%	Male: 27.8% Female: 30.5%
2019	4.0%	2.5%	Male: 25.1% Female: 29.5%
2018	30.9%	18.8%	Male: 20.4% Female: 26.4%
2017	20.1%	18.8%	Male: 13.9% Female: 19.6%

Percentage receiving a bonus

In 2020, retail bonuses represented 69% of all bonuses paid. However, in 2021, we did not make payments under our retail bonus scheme, and therefore the majority of bonus payments were £20 vouchers made through the peer-to-peer recognition scheme 'Our Heroes'. A very small number of payments made outside of this scheme (less than 2% of all bonus payments) is driving the mean bonus gap in favour of women.

What we are doing to narrow the gap?

We are disappointed to see our gender pay gap increase in 2021, but are confident we have a solid plan in place to help us make progress in the years ahead.

1. EDI Strategy

At the beginning of 2021, we published our first organisation-wide Equality, Diversity and Inclusion strategy and ambitious action plan. The strategy includes two key strategic priorities that will help us make progress in our gender pay gap: to build an inclusive and diverse culture for all our people – staff and volunteers – to succeed and feel like they belong, and to improve diversity across our governance, advisory and leadership structures.

We have had a target since late 2018 to ensure at least half of our leadership roles (executive director and director) are held by women. We were disappointed to fall behind this target in 2020, and are pleased to be back on track at the time of writing, having appointed a female Chief Operating Officer to our Board in April 2021, followed by other senior roles being taken up by women. We will continue to implement the action plan in our EDI strategy to ensure we maintain progress in this area.

To support the implementation of our EDI strategy, we currently have nine Employee Networks, two of which were launched in 2021, and EDI Champions in all directorates.

2. Inclusive recruitment and selection practice

Following a hiring freeze in 2020, we are seeing recruitment activity return to pre-pandemic levels, and remain committed to developing our recruitment methods to attract, recruit and retain talent from a wide range of backgrounds.

We've continued to support our hiring managers to remove bias during the recruitment process, and have designed and delivered inclusive recruitment training sessions, along with additional guidance and tools.

We rolled out anonymous CVs on our recruitment platform in June 2021 to mitigate bias at shortlisting stage, and we now publish salary ranges in job adverts to provide pay transparency. This is intended to reduce the impact of some groups feeling more comfortable negotiating their salary than others and helps to create a more level playing field.

We set targets for all senior leadership roles (director and executive director) and are working to achieve balanced shortlists of candidates with a specific focus on gender and ethnicity.



3. Recovery Plans and Equality Impact Assessment

We have carried out Equality Impact Assessments (EIA) on the restructures and headcount reduction we've had to implement in response to the impact of COVID-19 on our fundraising. The EIAs were used to measure and assess any potential disadvantages or adverse impact on equality. As each area went through consultation, an EIA was completed to review the demographics of the populations at risk of redundancy in order to identify whether any groups were disproportionately impacted. Overall, no discernible impact was noted through these processes.

4. Flexible working

We launched our updated flexible working policy in April 2021, following the changes we made to our ways of working during the pandemic. Most of our office-based roles now have a much greater degree of flexibility, and are able to choose to work from home, or another location, up to three days a week.

Staff are also able to request a range of formal flexible working options including reduced hours, compressed hours, term-time working and staggered hours. We hope these arrangements will be a positive step and remove some barriers to progression that women and our working parents and carers experience.

5. Our employee networks

The Gender Equality Network held their third speed mentoring session in 2021. The successful event saw 40 mentors taking part and sharing insights. This included senior leaders from Cancer Research UK, and was the first time we welcomed leaders from other organisations too.

Members of the Parent and Carers Network took an active role in supporting each other through the pandemic. We adopted an approach known as 'best endeavours' that enabled people with caring responsibilities to only work when they were able to, and support their dependents if their regular care provision was withdrawn due to COVID-19.

6. Nurturing women at senior levels

We have invested in female leaders through external mentoring and fellowship programmes, including funding two places for female directors on the Forward Institute in 2021/22, and continuing with the Women's Industry Networking Group (WING); a mentoring programme with participants from eight organisations across a range of different sectors. Two female department heads participated as mentees this year, along with two executive directors as mentors.

Statement

I confirm that the information and data provided is accurate.

A handwritten signature in black ink, reading "M. Mitchell", written over a horizontal dotted line.

Michelle Mitchell
Chief Executive Officer

