



Cancer Research UK and Cancer Research Horizons

# Gender and ethnicity pay gap report

2025



CANCER  
RESEARCH  
UK



CANCER  
RESEARCH  
HORIZONS

# Cancer Research UK and Cancer Research Horizons exist to beat cancer.

Credit: David Vintiner



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



**Dr Iain Foulkes**  
Chief Executive, Cancer Research Horizons

Cancer Research UK is the world's leading cancer charity, dedicated to saving and improving lives through research, influence and information. Cancer Research Horizons is a wholly owned subsidiary of Cancer Research UK, acting as its translational arm to advance innovations for patient benefit. Cancer Research Horizons is a separate legal entity with its own board members who are responsible for making decisions that support Cancer Research UK's vision to bring about a world where everybody lives longer, better lives, free from the fear of cancer.

Together we have a shared equality, diversity and inclusion (EDI) strategy and we're proud of the progress we've made. Following an evaluation of our progress and performance in this area, in November 2024 we published our [refreshed EDI strategy \(2025–2030\)](#).

We remain committed to building an inclusive and diverse culture for all our people, so they can contribute to our success and feel like they belong. 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 affected by cancer and their loved ones.

We welcome the opportunity to publish our gender and ethnicity pay gap data for Cancer Research UK and Cancer Research Horizons. In this report, you'll find our headline figures and some of the reasons for our pay gaps.

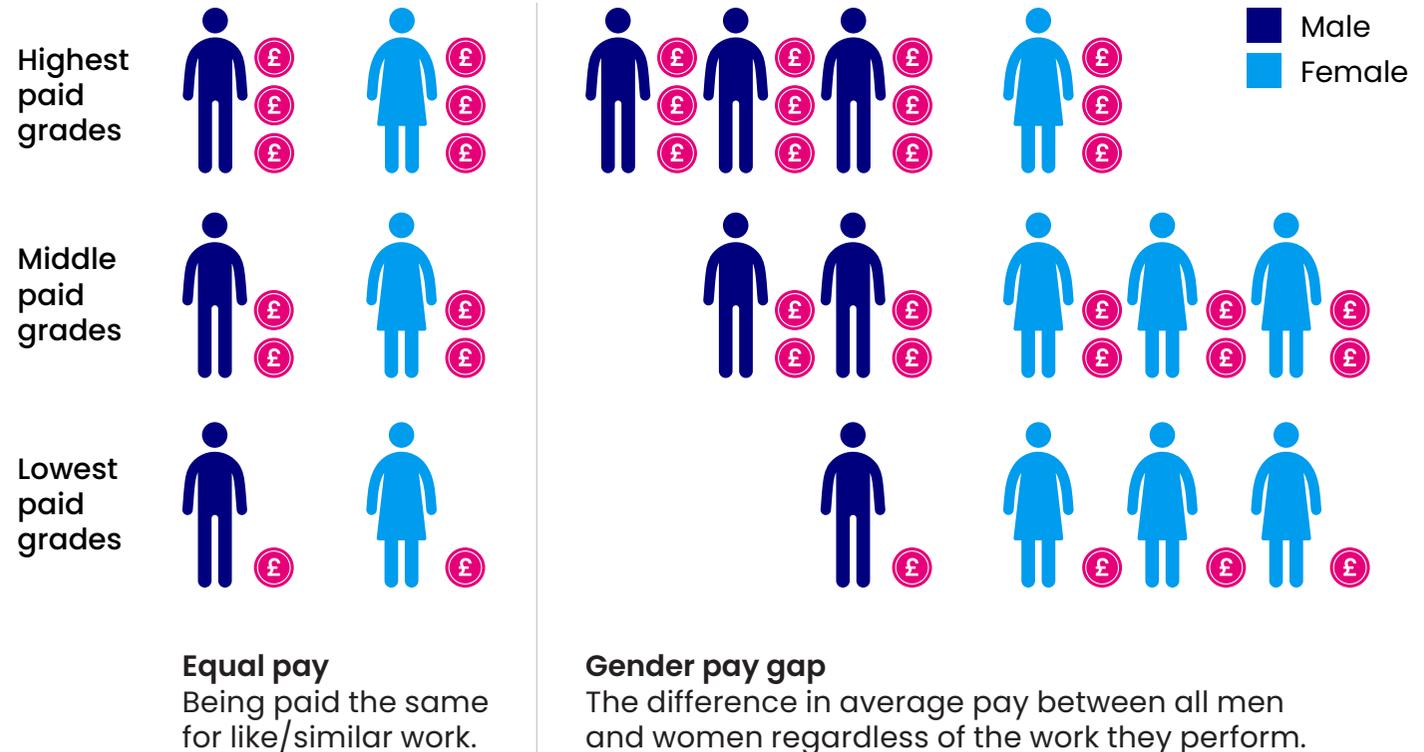
# Understanding the information in this report

# What's the difference between equal pay and gender and ethnicity pay gaps?

Gender and ethnicity pay gaps aren't the same as equal pay. Equal pay means paying people the same for like-for-like work and it's been a legal requirement for over 50 years. We're confident that we do this.

The pay gaps shown in this report are a comparison between average hourly rates of pay for different groups of staff, and they reflect a combination of internal and external factors.

For example, the distribution of male and female staff within an organisation can influence the gender pay gap, even though male and female staff are paid equally – as shown on the right. Similarly, the distribution of White and ethnic minority staff within an organisation can influence the ethnicity pay gap.



## What information is included?

All figures published in this report are from 5 April 2025.

Gender pay gap legislation was introduced in April 2017. It requires UK employers with 250 employees or more to publish data about their gender pay gap, including the:

- mean gender pay gap in hourly pay
- median gender pay gap in hourly pay
- mean gender pay gap in bonus pay
- median gender pay gap in bonus pay
- percentage of male and female employees in each hourly pay quartile
- percentage of male and female employees receiving a bonus payment

Publishing data about ethnicity pay gaps isn't a legal requirement, but we welcome the opportunity to be open and transparent about our ethnicity pay gaps and the reasons for them.

## How do we calculate our gender pay gap?

### Mean (average) gender pay gap

To calculate the mean hourly pay for female staff, the hourly pay for all female staff is added together and divided by the total number of female staff. The same is done for male staff. The mean gender pay gap is the difference (shown as a percentage) between the mean hourly pay for female and male staff.

### Median (middle) gender pay gap

If all female employees were lined up in order of their hourly pay, and so were all male employees, the median would be the hourly rate of pay of the individual female and male employee in the middle of each line. The median gender pay gap is the difference (shown as a percentage) between the hourly pay of the middle female employee compared to the middle male employee.



While we use the term 'gender pay gap' throughout this report, we understand that, for some people, the data used will be in relation to their sex but not their gender. Also, the data used for the calculations comes from HM Revenue & Customs records, meaning all staff are categorised as either 'male' or 'female' for the purpose of calculating our gender pay gap. We acknowledge this means people who are intersex, trans or non-binary will be reported in line with their legal sex in our data and this may not be the same as their gender identity.

For this report, we've chosen to use 'male' and 'female' rather than 'man' and 'woman' to reflect this.

# How do we calculate our 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.

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

## What are pay quartiles?

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 male and female staff for gender pay quartiles or White and ethnic minority staff for ethnicity quartiles.



# Our gender pay gaps

## Cancer Research UK's gender pay gap

## What's the gender pay gap at Cancer Research UK?

In 2025, our median gender pay gap narrowed and our mean pay gap widened very slightly.

Our mean gender pay gap was 14.7% in favour of male staff, which means that male staff were paid on average 14.7% more than their female colleagues.

We recruited more people in 2025 than we saw leave the charity, and we recruited fractionally more male staff than female. We employed slightly more males in our combined upper middle and upper pay quartiles (0.6 percentage points) and slightly more females in our lower pay quartile (0.1 percentage points).

This fractional (less than 1 percentage point) increase in the proportion of male colleagues across the charity into higher-paying roles fractionally increased the mean rate of pay for male staff above the mean rate of pay for female staff. This slightly widened our mean gender pay gap after 3 consecutive years of improvement.

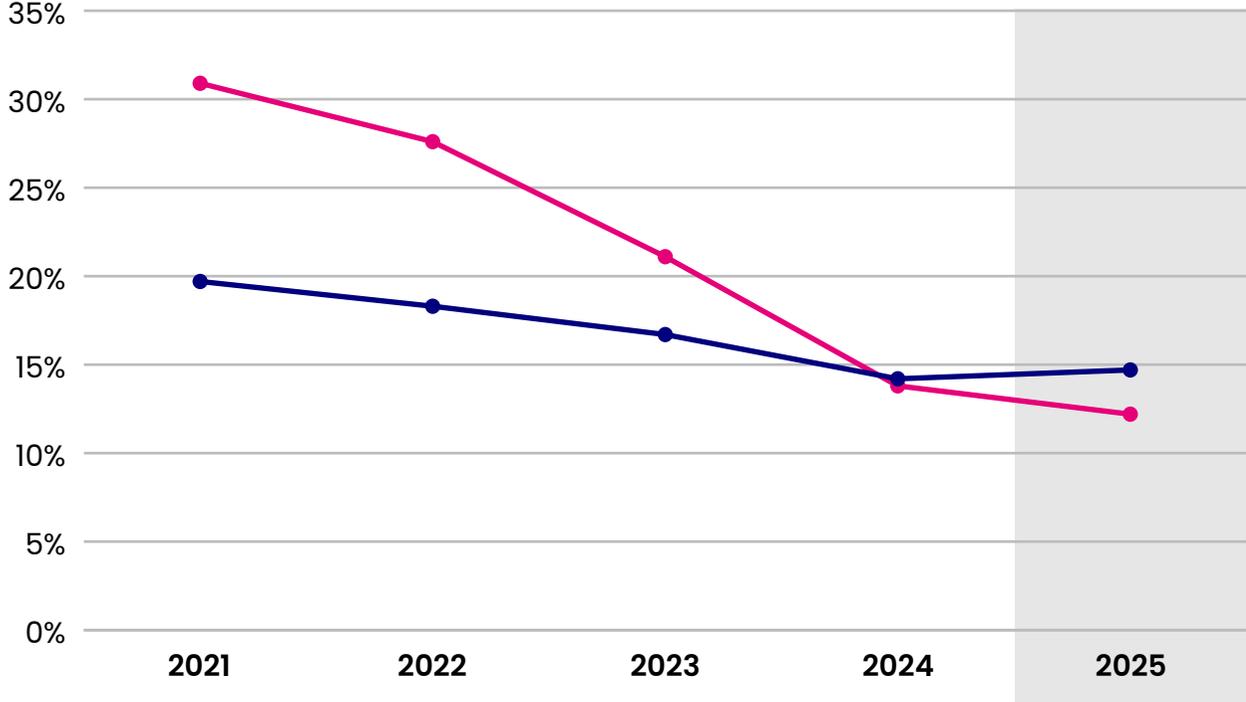
Our median gender pay gap was 12.2% in favour of male staff, which means that the salaries of middle-paid male staff were 12.2% higher than the salaries of middle-paid female staff. This decrease is largely a result of the action we've taken on pay during the reporting period for 2025. On 1 June 2024, we applied a 2.5% pay increase to eligible staff as part of our Annual Salary Review. And on 1 April 2025, the National Living Wage increased by 6.7% from £11.44 per hour to £12.21.

The National Living Wage directly impacts our lowest rates of pay, where we employ significantly more female staff than male. The 2025 National Living Wage increase resulted in a higher percentage increase to our lowest rate of pay. This means that the average rate of pay increased more for female staff than for male staff, which slightly narrowed our overall median gender pay gap.



We're pleased that our median gender pay gap has improved for a fourth consecutive year. The mean gender pay gap has widened very slightly by 0.5 percentage points due to a fractional increase in male staff numbers.

Cancer Research UK's gender pay gap

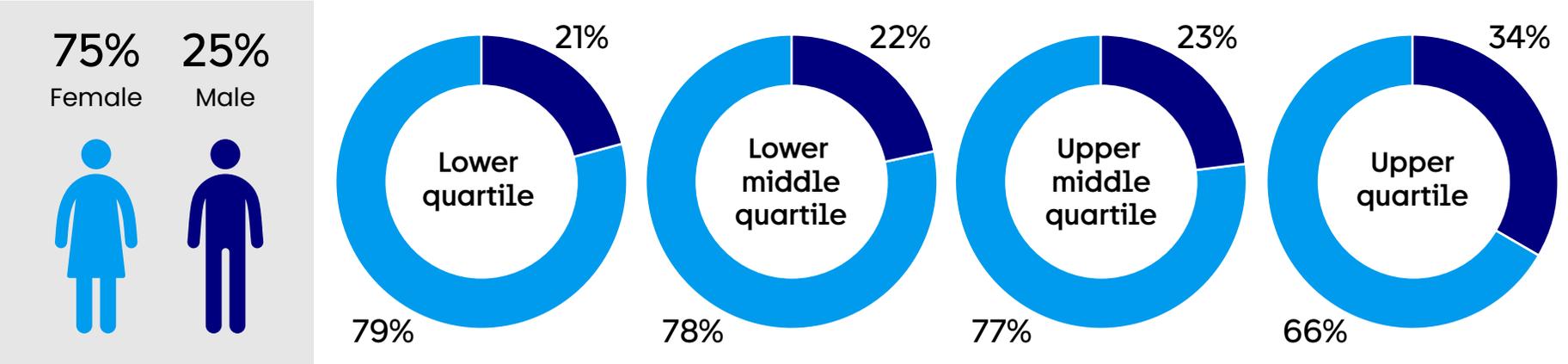


<span style="color: blue;">■</span> Mean gender pay gap	19.7%	18.3%	16.7%	14.2%	14.7%
<span style="color: magenta;">■</span> Median gender pay gap	30.9%	27.6%	21.1%	13.8%	12.2%

This data is based on 4,092 eligible employees during the reporting period.

Cancer Research UK's gender pay gap

# What is the proportion of employees in each gender pay quartile?



	Cancer Research UK overall	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
Female	75%	79%	78%	77%	66%
Male	25%	21%	22%	23%	34%

## Cancer Research UK's gender pay gap

## How does our structure impact our gender pay gap?

When considering pay, our staff can broadly be thought of as two groups of roughly equal size: people who work in retail (including our shops and drivers) and people who don't. The market factors that influence pay in these two groups are different and exploring this is key to fully understanding our gender pay gap.

	Mean gender pay gap	Median gender pay gap
<b>Overall</b>	14.7%	12.2%
<b>Retail staff</b>	-0.8%	-0.5%
<b>Non-retail staff</b>	11.9%	11.3%

For our retail staff, the mean gender pay gap is -0.8% in favour of female staff and the median gender pay gap is -0.5% in favour of female staff. For non-retail staff, the mean gender pay gap is 11.9% in favour of male staff and the median gender pay gap is 11.3% in favour of male staff.

### What's driving the gender pay gap among our retail staff?

There's been very little change to our mean and median gender pay gaps among our retail staff this year. The gaps remain marginally in favour of female staff, who account for 79% of our retail workforce. The nature of retail means that many people have similar roles. Like many charity retailers, we manage pay for retail staff in line with a framework that recognises this similarity in roles, as well as the external market for retail roles, which is narrow compared with the rest of the charity. This means that many of our retail staff are paid within narrow ranges, with little variance in pay between roles.

### What's driving the gender pay gap among our non-retail staff?

Among our non-retail staff, our gender pay gap is driven by the overall distribution of male and female employees. Overall, we employ more people in lower-paid roles than higher-paid roles, and we employ more female than male staff: 71% of our non-retail workforce is female.

There's more diversity between job roles among our non-retail staff compared with our retail staff, which means that the pay ranges are broader to reflect these differences and the markets that we operate in. In some high-paid functions, such as technology and some senior management grades, we employ proportionately more male staff than female compared with our overall sex distribution, which impacts our gender pay gap.

We're confident that we pay male and female staff equally for doing like-for-like work. The greater variance in pay available to non-retail roles and the differences we see in sex distribution in some functions and grades, together with our overall sex distribution, drives the gender pay gap for our non-retail staff in favour of male staff.

Cancer Research UK's gender pay gap

# What's the gender pay gap for bonus pay at Cancer Research UK?

We don't pay bonuses, but our peer-to-peer recognition scheme 'A little thank you', our annual Our Heroes event, our long service awards, our training awards and a very small number of one-off recognition payments meet the requirements for reporting bonuses. We also made a very small number of retention payments linked to our Engage Transformation programme which has swung the mean to being in favour of males.

In 2025, we spent 0.05% of our total salary bill on payments that meet the requirements for reporting bonuses. In total, 338 employees received a payment and of these, 66% were made through our peer-to-peer recognition scheme 'A little thank you', where colleagues can give each other a £20 retail voucher in recognition of exceptionally hard work or effort.

	Mean bonus pay gap	Median bonus pay gap	% of staff receiving a bonus	
			Male	Female
2025	12.4%	0%	7.1%	8%
2024	-5.3%	0%	11.7%	11.8%
2023	-24.9%	37.5%	12.5%	11%
2022	17.6%	0%	8.6%	7.8%
2021	-26.9%	0%	5.5%	5.6%



Cancer Research Horizons' gender pay gap

# What's the gender pay gap at Cancer Research Horizons?

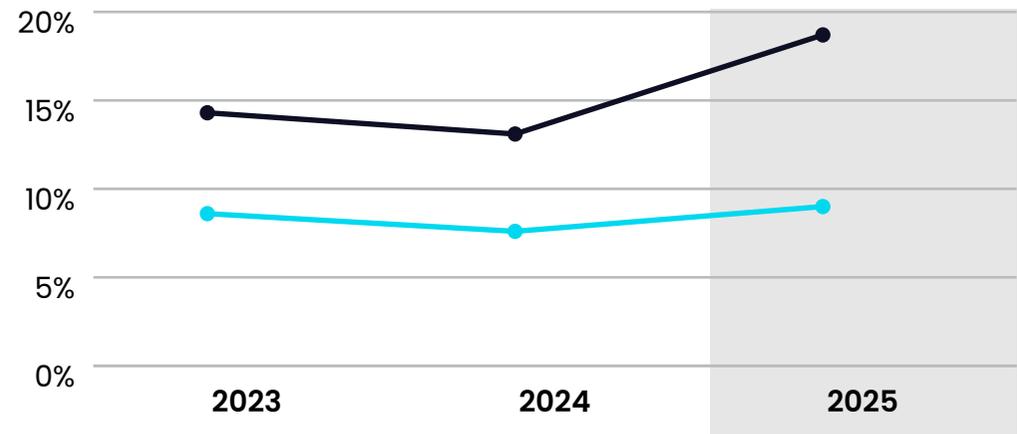
In 2025, our mean and median gender pay gaps widened slightly.

Our median gender pay gap widened to 9.0% in favour of male staff, which means that the salaries of middle-paid male staff were 9.0% higher than the salaries of middle-paid female staff.

In 2025, we recruited more people into the organisation than we saw leave, and we recruited slightly more male staff than female staff into higher-grade roles. This is reflected in the changes we've seen in our quartiles, with more male staff recruited into our upper and upper middle pay quartiles (+3 percentage points) than our lower and lower middle pay quartiles (+2 percentage points) and the opposite being true for female staff. This had the effect of increasing the median pay for male staff by more than the median pay for female staff, slightly widening the median gender pay gap this year.

Our mean gender pay gap widened to 18.7% in favour of male staff, which means that male staff were paid on average 18.7% more than their female colleagues. The recruitment of more male staff into the top two quartiles

Cancer Research Horizons' gender pay gap



	2023	2024	2025
<b>Mean gender pay gap</b>	14.3%	13.1%	18.7%
<b>Median gender pay gap</b>	8.6%	7.6%	9.0%

increased the total rate of pay for male staff by more than the total rate of pay for female staff. This had the effect of widening our mean gender pay gap in favour of males.

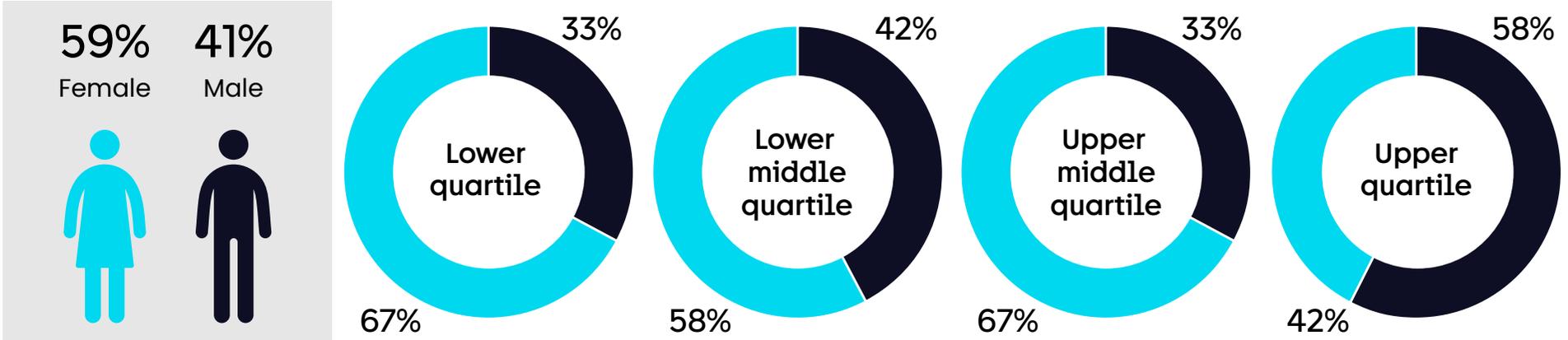
Cancer Research Horizons is a small organisation, with only 282 staff eligible for inclusion in gender pay gap calculations. Small pay or demographic fluctuations can have a more notable impact on the overall measures in small organisations.

This data is based on 282 eligible employees during the reporting period.

Cancer Research Horizons' gender pay gap

# What's the proportion of employees in each gender pay quartile?

Our gender pay gap is mostly driven by the distribution of male and female employees in different parts of the organisation. While we employ more female staff than male staff, we employ proportionately more female staff in the lower quartile and fewer in the upper quartile.



	Cancer Research Horizons overall	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
Female	59%	67%	58%	67%	42%
Male	41%	33%	42%	33%	58%

## Cancer Research Horizons' gender pay gap

# What's the gender pay gap for bonus pay at Cancer Research Horizons?

We operate a spot award scheme that recognises teams or individuals 'on the spot' for above-and-beyond performance or an exceptional demonstration of our ways of working. This aligns with the pharmaceutical research sector that we operate in. These one-off payments, along with our peer-to-peer recognition scheme 'A little thank you', our annual Our Heroes event, our long service awards and a very small number of one-off recognition awards, meet the requirements for reporting bonuses. In 2025, we awarded 82 employees bonus payments through these schemes.

Our mean and median gender pay gap for bonus pay were both in favour of male staff in 2025. A higher proportion of females (14.2 percentage points) received a bonus compared to males, and most female bonuses were lower-value awards (such as £20 Everyday Awards) rather than higher-value awards, which reduced the median female bonus award value. In comparison, relatively fewer male staff received awards, but most of their awards were higher rather than lower value. This increased the median male bonus award value. Both these factors combined swung the median bonus pay gap in favour of males.

	Mean bonus pay gap	Median bonus pay gap	% of staff receiving a bonus	
			Male	Female
<b>2025</b>	32.8%	82.5%	17.9%	32.1%
<b>2024</b>	-33.5%	-175.8%	21.1%	23.8%
<b>2023</b>	0%	0%	25.8%	39.6%

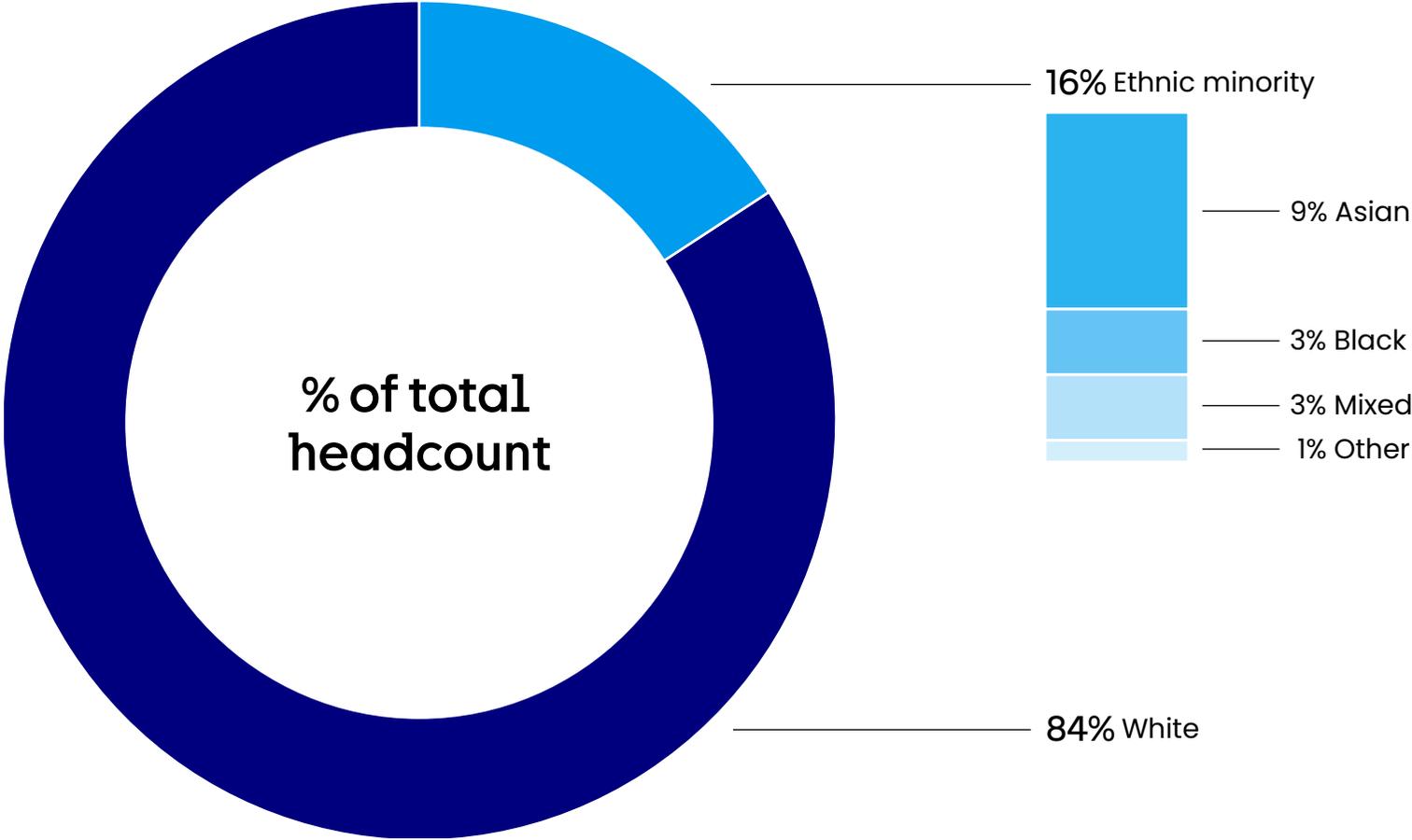


# Our ethnicity pay gaps

Cancer Research UK's ethnicity pay gap

# What's the ethnic composition of staff at Cancer Research UK?

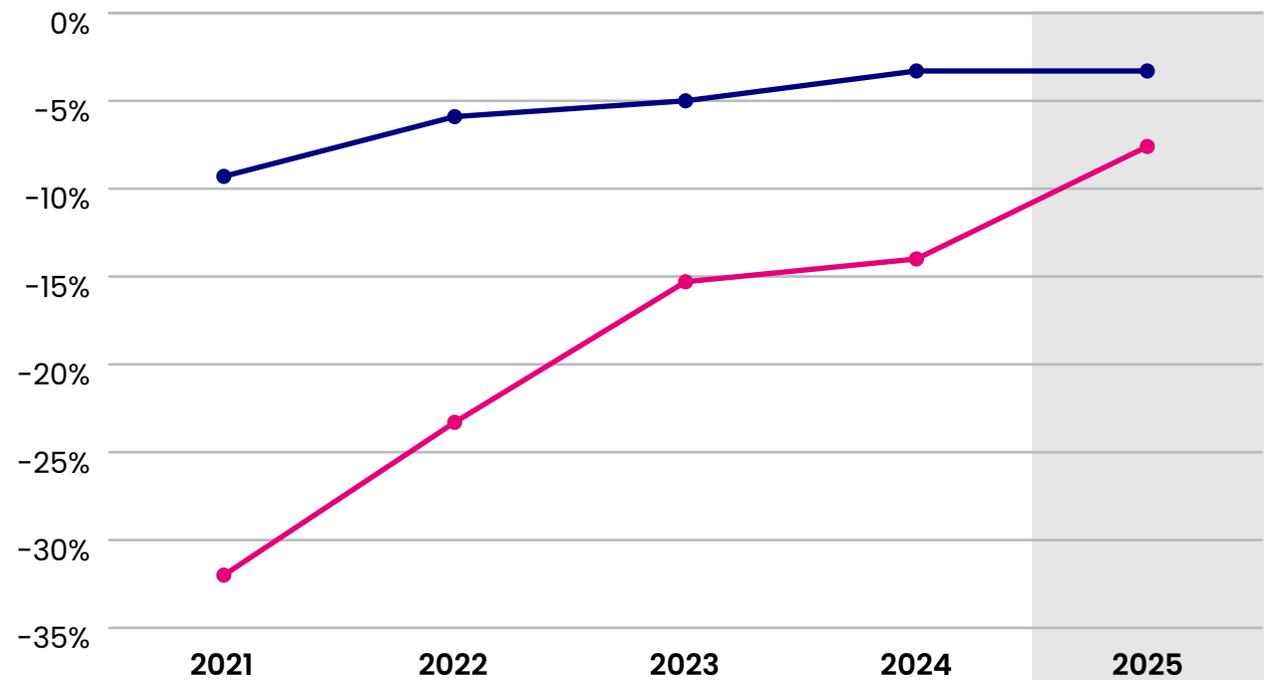
In 2025, of the 90% of staff who shared their ethnicity data with us, 16% were from an ethnic minority background.



Cancer Research UK's ethnicity pay gap

# What's the ethnicity pay gap at Cancer Research UK?

In 2025, our median ethnicity pay gap significantly narrowed, and our mean pay gap remained the same as last year. Our mean ethnicity pay gap was -3.3% in favour of ethnic minority staff, which means that ethnic minority staff were paid on average 3.3% more than their White colleagues. Our median ethnicity pay gap was -7.6% in favour of ethnic minority staff, which means that the salaries of middle-paid ethnic minority staff were 7.6% higher than the salaries of middle-paid White staff.

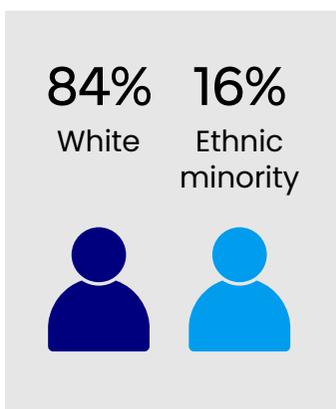


<span style="color: #003366;">■</span> Mean ethnicity pay gap	-9.3%	-5.9%	-5.0%	-3.3%	-3.3%
<span style="color: #FF0066;">■</span> Median ethnicity pay gap	-32.0%	-23.3%	-15.3%	-14.0%	-7.6%

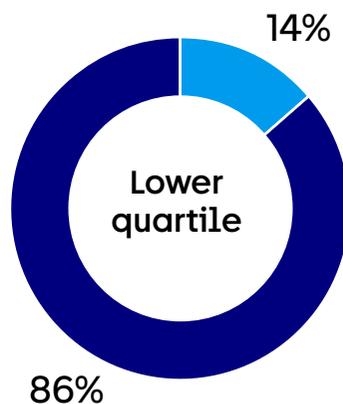
This data is based on 3,682 eligible employees during the reporting period.

Cancer Research UK's ethnicity pay gap

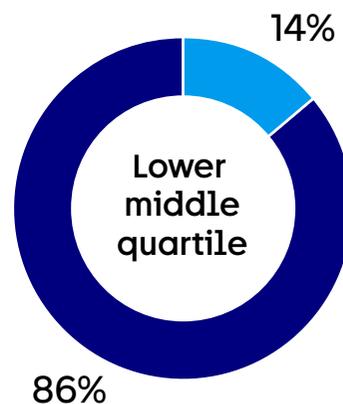
# What's the proportion of employees in each ethnicity pay quartile?



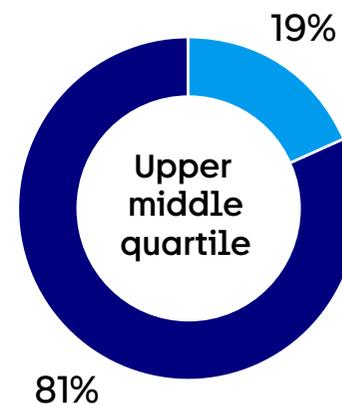
Cancer Research UK overall



Lower quartile



Lower middle quartile



Upper middle quartile



Upper quartile

	Cancer Research UK overall	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
White	84%	86%	86%	81%	83%
Ethnic minority	16%	14%	14%	19%	17%



Our ethnicity pay gaps remain in favour of ethnic minority staff since we started monitoring and publishing it in 2020. There is no change in the average pay of ethnic minority staff however the median ethnicity pay gap has reduced for a third year and is the closest towards being neutral than it has ever been. The factors influencing the ethnicity pay gap haven't really changed in that time:

- 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 of roughly equal size: people who work in retail (our shops and

drivers) and people who don't. The salaries for retail roles aren't line with the rest of the charity retail sector and tend to be lower than the salaries of our non-retail staff.

During the reporting period, many of our 562 shops across the UK, Jersey and Guernsey are in areas that are not very ethnically diverse. As a result, just 13% of our retail staff are from ethnic minority backgrounds, compared with 18% of our non-retail staff.

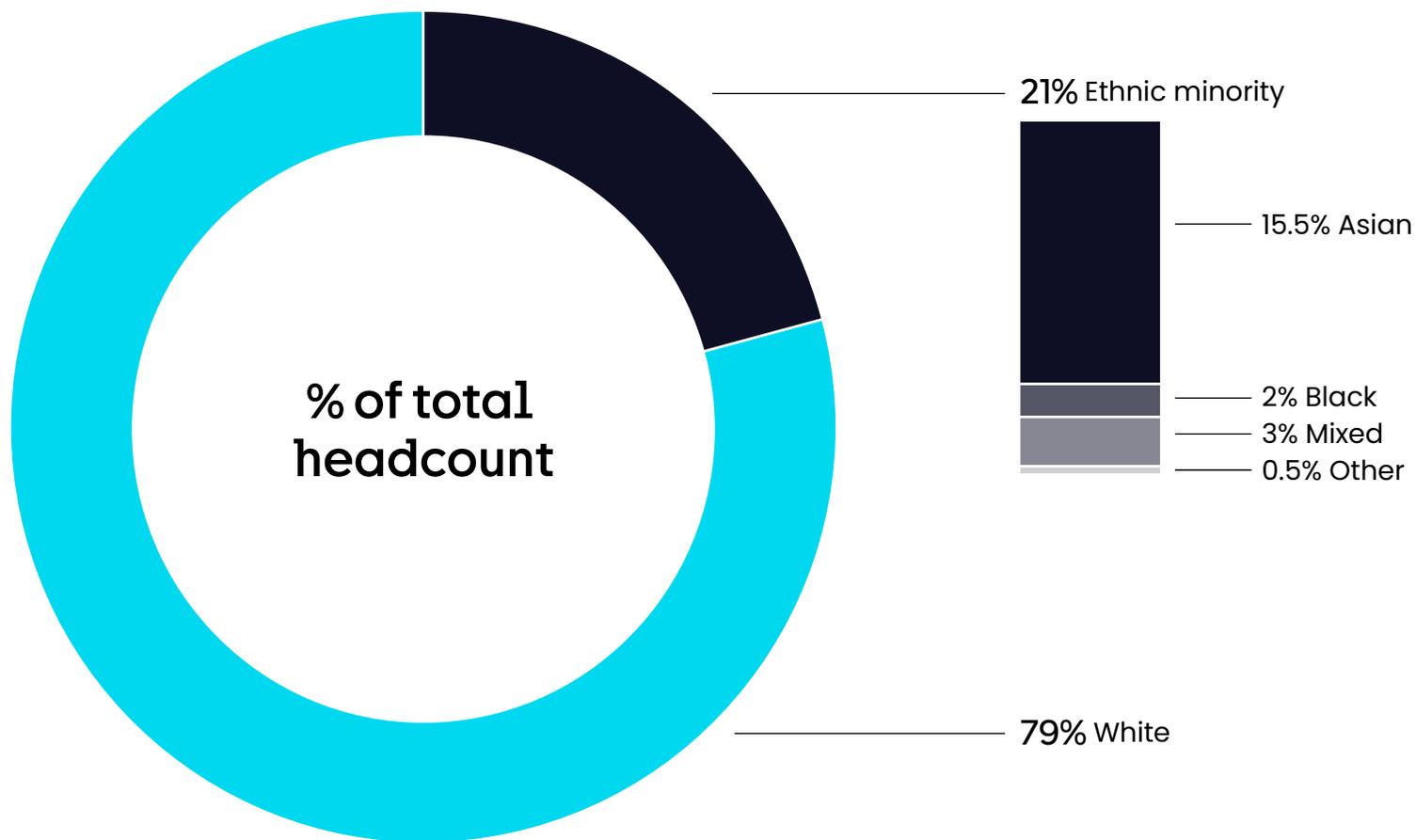
If we exclude our retail staff, our ethnicity pay gap changes to 6.7% (mean) and 7.6% (median) in favour of White employees. This is because there is a low proportion of ethnic minority staff in non-retail management and leadership grades.

Although our ethnicity pay gap shows that the average pay of ethnic minority staff is higher than that of White staff, we recognise that the data doesn't show the full picture. We're committed to building an inclusive and diverse culture for all our people. You can read more about our focus areas in our [refreshed EDI strategy \(2025–2030\)](#).

Cancer Research Horizons' ethnicity pay gap

# What's the ethnic composition of staff at Cancer Research Horizons?

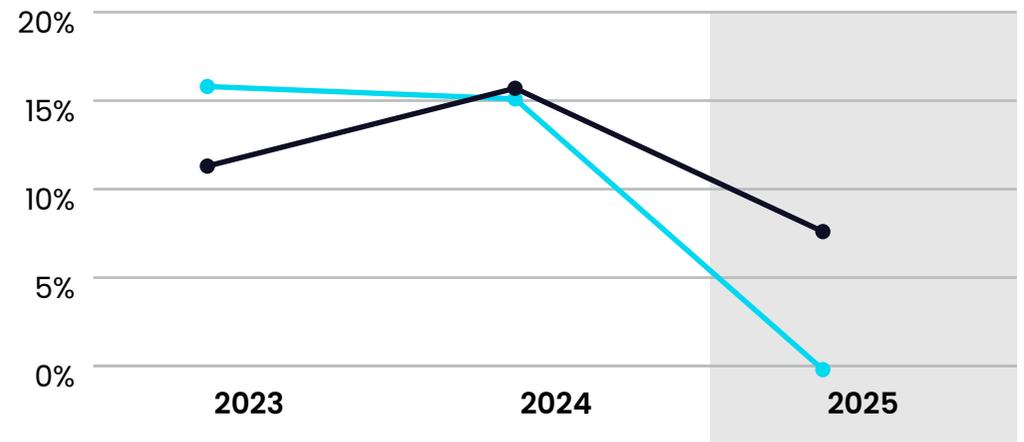
In 2025, of the 88% of staff who'd shared their ethnicity data with us, 21% were from an ethnic minority background. That's a 4% increase from last year.



Cancer Research Horizons' ethnicity pay gap

# What's the ethnicity pay gap at Cancer Research Horizons?

In 2025, our mean ethnicity pay gap was 7.6% in favour of White staff, which means that White staff were paid on average 7.6% more than their ethnic minority colleagues. Our median ethnicity pay gap was 0.2% in favour of ethnic minority staff, which means that the salaries of middle-paid ethnic minority staff were 0.2% higher than the salaries of middle-paid White staff.



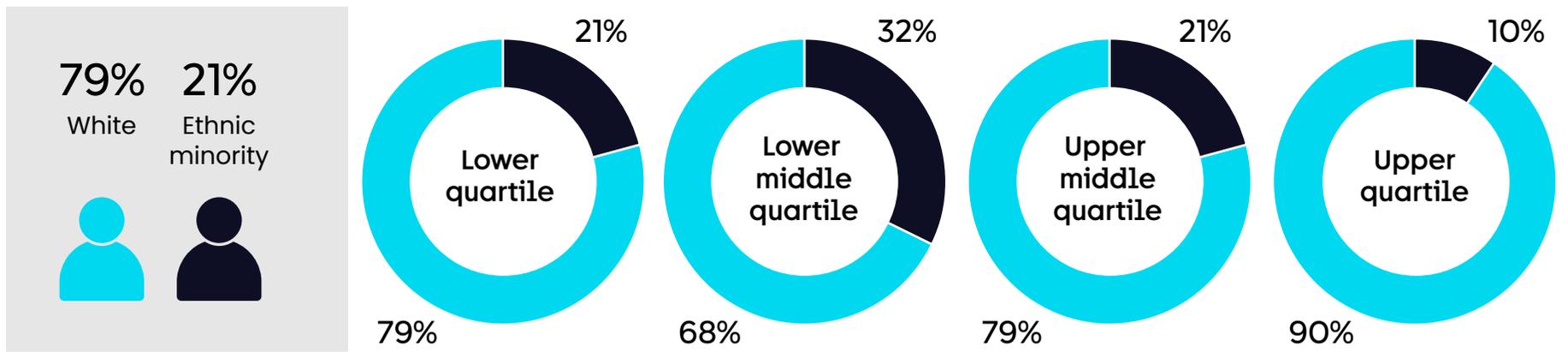
<span style="color: black;">■</span> Mean ethnicity pay gap	11.3%	15.7%	7.6%
<span style="color: cyan;">■</span> Median ethnicity pay gap	15.8%	15.1%	-0.2%

This data is based on 248 eligible employees during the reporting period.

Cancer Research Horizons' ethnicity pay gap

# What's the proportion of employees in each ethnicity pay quartile?

Our mean ethnicity pay gap is mostly driven by the distribution of ethnic minority staff in different parts of our organisation. We employ proportionately more ethnic minority staff in our combined lower and lower middle pay quartiles than in our combined upper and upper middle pay quartiles.



	Cancer Research Horizons overall	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
<span style="color: cyan;">■</span> White	79%	79%	68%	79%	90%
<span style="color: black;">■</span> Ethnic minority	21%	21%	32%	21%	10%

### Cancer Research Horizons' ethnicity pay gap



We're pleased that both the mean and median ethnicity pay gaps have narrowed at Cancer Research Horizons.

Overall, we recruited more people in 2025 than we saw leave the organisation. Ethnic minority representation increased in the upper pay quartile (+2.5 percentage points), upper middle pay quartile (+4.9 percentage points) and lower middle pay quartile (9.5 percentage points) and fractionally reduced in our lower pay quartile (-0.5 percentage point). White

colleague distribution across quartiles changed in line with this. These variances in the distribution of White and ethnic minority staff across Cancer Research Horizons increased the rate of pay for ethnic minority staff by more than the rate of pay for White staff, which reduced both our mean and median ethnicity pay gaps.

We're committed to building an inclusive and diverse culture for all our people. You can read more about our focus areas in our shared [refreshed EDI strategy \(2025-2030\)](#).

**What's next?**

# Keep learning and improving

We're confident we pay everyone equally for doing like-for-like work and our pay is positioned appropriately in the market so that we stay competitive in attracting and retaining the best people to help us achieve our goals. Our grading framework and pay guidelines are applied consistently at all stages of the employee lifecycle to make sure that pay is set fairly for similar roles across the charity. We also have appropriate checks in place to make sure this stays consistent, and we look at things like average pay increases by key demographics, such as male and female, when we make any large-scale pay changes.

We're pleased with the sustained progress we've made in our pay gaps and remain committed to making further improvements as outlined in our [refreshed EDI strategy](#). At the point in time that our pay gap calculations are based (April 2025), the strategy had been in place for five months.

It includes two strategic objectives that are relevant to our pay gaps. One is to build an inclusive and diverse culture for all our people, so they can contribute to our success and feel like they belong. The other is to ensure inclusion and diversity across our governance and leadership.

These objectives include some specific targets that we'll keep under regular review as we endeavour to become a more inclusive and diverse organisation. We'll work to increase the proportion of staff from ethnic minority backgrounds from 16% to 19% by 2027 and maintain our commitment to working towards our top leadership levels being a minimum of 50% women and 12% from ethnic minority backgrounds.

We'll also continue to ensure that our staff are paid equally for equal work and hope that we'll continue to see a steady improvement in our pay gap results over the next five years.

## Statement

I confirm that the information and data provided is accurate.



**Michelle Mitchell OBE**

Chief Executive  
Cancer Research UK



**Dr Iain Foulkes**

Chief Executive  
Cancer Research Horizons



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

Cancer Research Technology Limited, trading as Cancer Research Horizons, is a company registered in England and Wales (1626049). It is a wholly owned subsidiary of Cancer Research UK.

