



Cancer Research UK and Cancer Research Horizons

Gender and ethnicity pay gap report 2024



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RESEARCH
UK



CANCER
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HORIZONS

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

Credit: David Vintiner



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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 bold research innovations. 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. But there's more to do. 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 with 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.

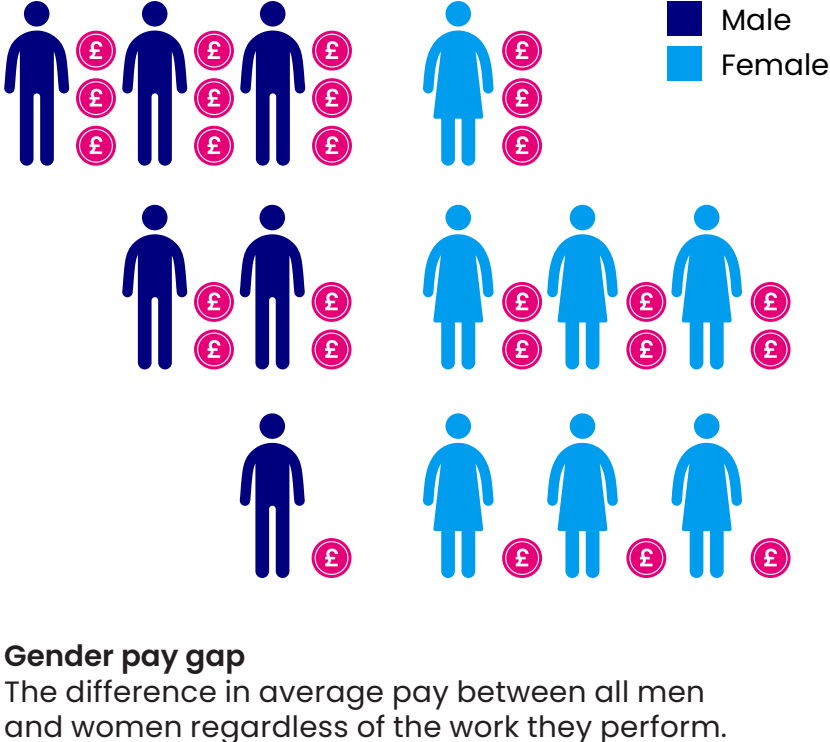
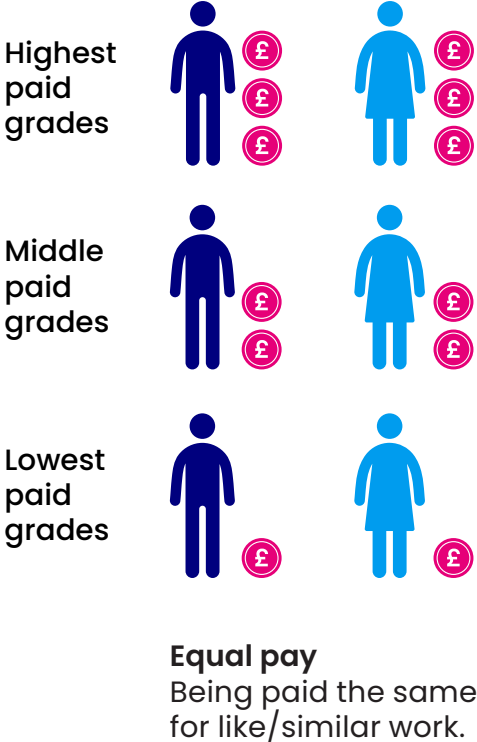
Understanding the information in this report

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

Equal pay means paying people the same for like-for-like work and it has been a legal requirement for over 50 years. We're confident that we do this.

Equal pay isn't the same as the gender or ethnicity pay gap. 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 2024.

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 bonus gender pay gap
- median bonus gender pay gap
- proportion of male and female employees in each pay quartile
- proportion 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'.

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 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.

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 staff, either male and female or White and ethnic minority, in each quartile.



Our gender pay gaps

Cancer Research UK's gender pay gap

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

In 2024, our mean and median pay gaps decreased.

Our mean gender pay gap was 14.2% in favour of male staff, which means that male staff were paid on average 14.2% more than their female colleagues. This reduction is largely a result of the action we've taken on pay during the reporting period for 2024. On 1 June 2023, we applied a 5% pay increase to eligible staff as part of our Annual Salary Review and also made further increases for some staff following an external benchmarking review. And on 1 April 2024, the National Living Wage increased by 9.7% from £10.42 per hour to £11.44. The National Living Wage directly impacts our lowest rates of pay, where we employ significantly more female staff than male. The 2024 National Living Wage increase resulted in a higher percentage increase to our lowest rate of pay. This means that the mean rate of pay increased more for female staff than for male staff, which slightly reduced our overall mean gender pay gap.

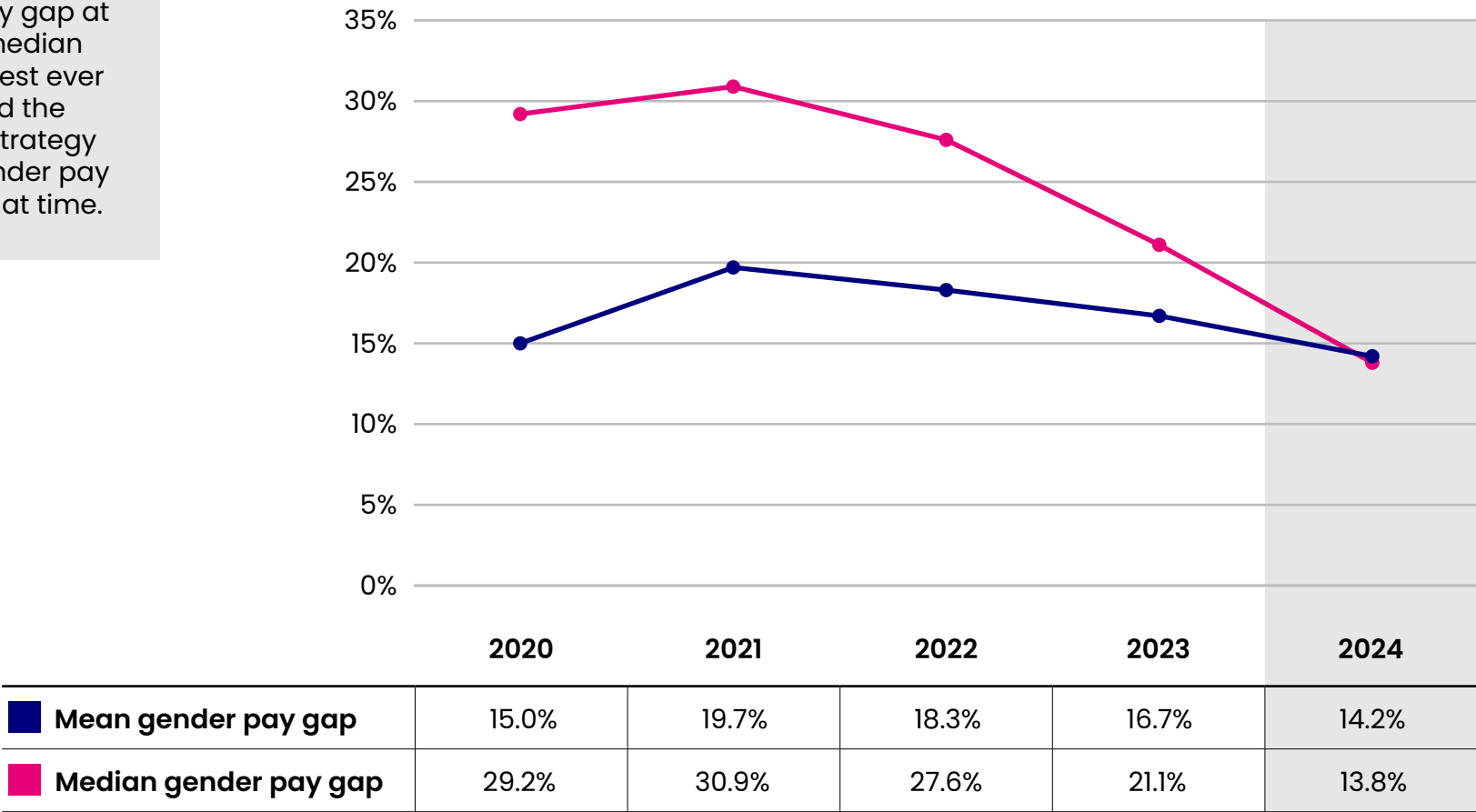
Our median gender pay gap was 13.8% in favour of male staff, which means that the salaries of middle-paid male staff were 13.8% higher than the salaries of middle-paid female staff. This significant reduction is largely a result of changes to the overall distribution of male and female staff. Overall, we recruited more people in 2024 than we saw leave the charity. And we recruited more female staff than male. We employed slightly

more male staff in our lower pay quartile (+2 percentage points) and lower middle pay quartile (+1 percentage point), and slightly more female staff in our upper pay quartile (+1 percentage point). These small variances in the distribution of male and female staff across the charity increased the median rate of pay for female staff, and reduced the median rate of pay for male staff, which reduced our median pay gap.



These results represent a third year of improvement in the gender pay gap at Cancer Research UK and our median gender pay gap is now the lowest ever reported. The year 2024 marked the end of our first three-year EDI strategy and we're pleased that our gender pay gap results improved during that time.

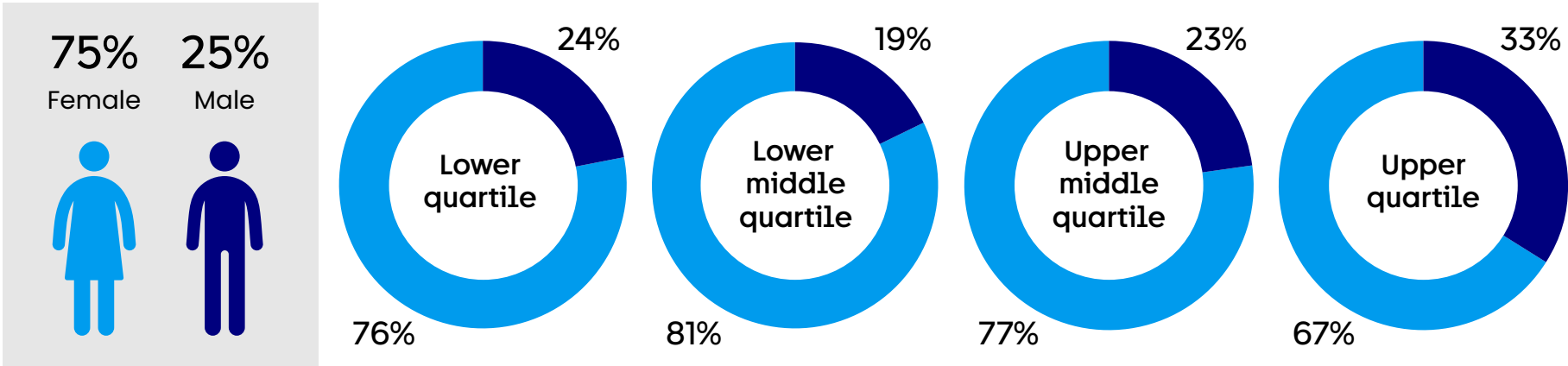
Cancer Research UK's gender pay gap



This data is based on 3,697 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%	76%	81%	77%	67%
Male	25%	24%	19%	23%	33%

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 (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
Overall	14.2%	13.8%
Retail staff	-1.3%	-2.3%
Non-retail staff	10.8%	11.3%

For our retail staff, the mean gender pay gap is -1.3% in favour of female staff and the median gender pay gap is -2.3% in favour of female staff. For non-retail staff, the mean gender pay gap is 10.8% 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 has been very little change to our mean and median gender pay gaps among our retail staff since last year. The gaps remain in favour of female staff, who account for 80% 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 to 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 to 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 to 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 bonus pay gap 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 and a very small number of one-off training and recognition payments meet the requirements for reporting bonuses.

In 2024, we spent less than 0.05% of our total salary bill on payments that meet the requirements for reporting bonuses. In total, 547 employees received a payment and of these, 72% 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.

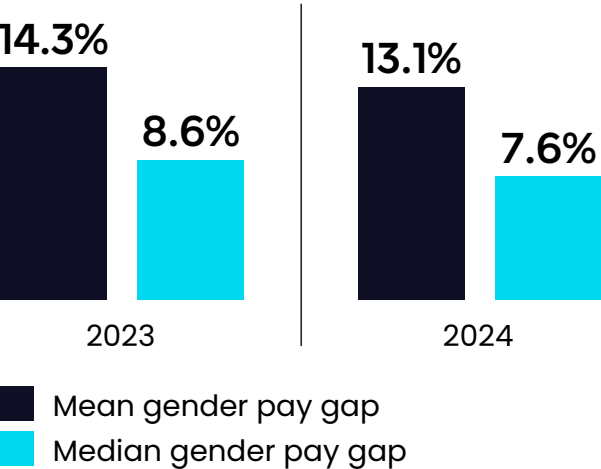
	Mean bonus pay gap	Median bonus pay gap	% of staff receiving a bonus	
			Male	Female
2024	-5.3%	0%	11.7%	11.8%
2023	-24.9%	37.5%	12.5%	11.0%
2022	17.6%	0%	8.6%	7.8%
2021	-26.9%	0%	5.5%	5.6%
2020	5.8%	0.8%	27.8%	30.5%



Cancer Research Horizons' gender pay gap

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

In 2024, our mean and median pay gaps decreased. Our mean gender pay gap decreased to 13.1% in favour of male staff, which means that male staff were paid on average 13.1% more than their female colleagues. Our median gender pay gap decreased to 7.6% in favour of male staff, which means that the salaries of middle-paid male staff were 7.6% higher than the salaries of middle-paid female staff.



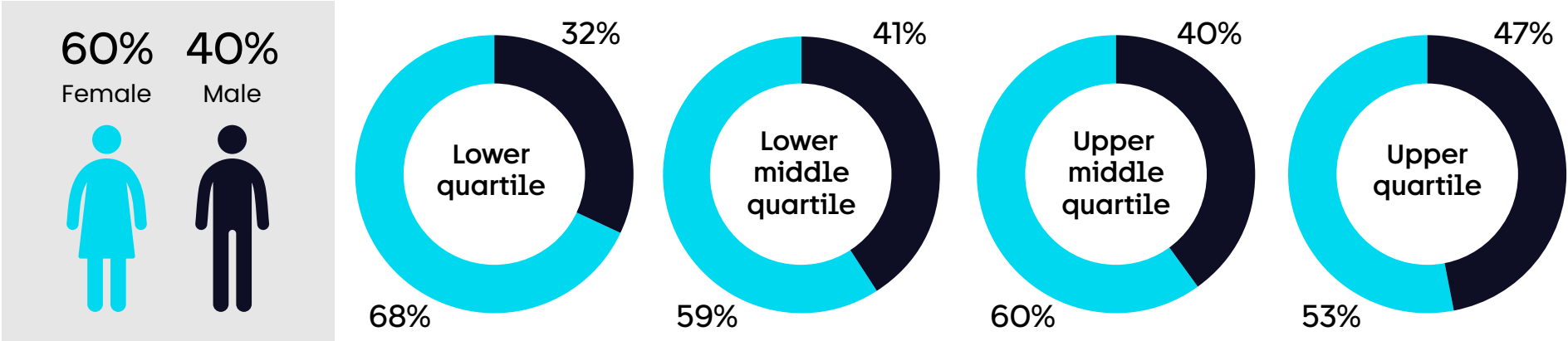
This data is based on 258 employees during the reporting period.



Cancer Research Horizons' gender pay gap

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

We're pleased that our mean and median gender pay gaps have decreased. 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	60%	68%	59%	60%	53%
Male	40%	32%	41%	40%	47%

Cancer Research Horizons' gender pay gap

What's the bonus pay gap 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', meet the requirements for reporting bonuses.

In 2024, we awarded 61 employees bonus payments through one of these schemes. Both the mean and median gender bonus pay gaps in 2024 are in favour of female staff due to a small number of high-value awards, which in an organisation of our size has a proportionately greater effect on the calculation.

	Mean bonus pay gap	Median bonus pay gap	% of staff receiving a bonus	
			Male	Female
2024	-33.5%	-175.8%	21.1%	23.8%
2023	0%	0%	25.8%	39.6%

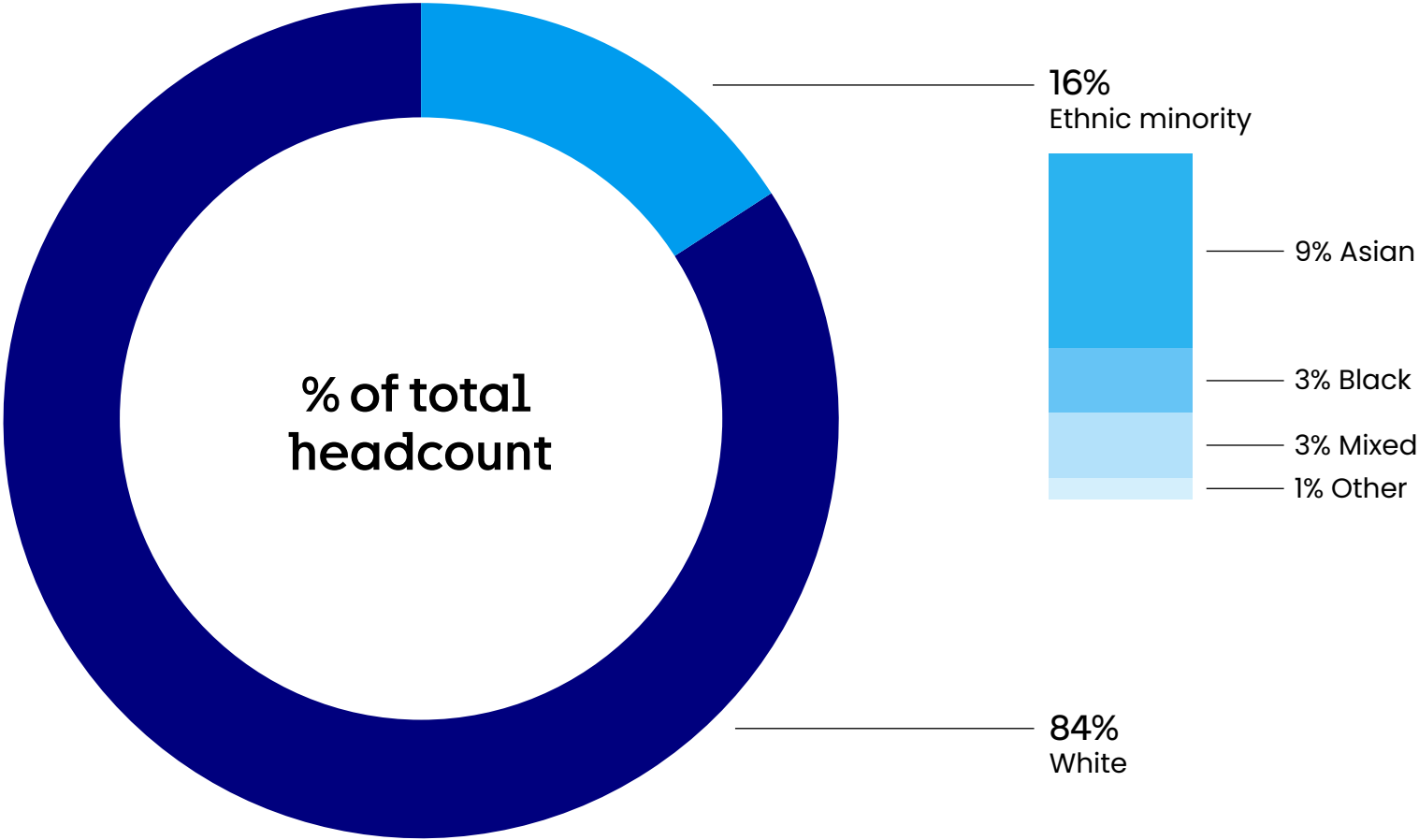


Our ethnicity pay gaps

Cancer Research UK's ethnicity pay gap

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

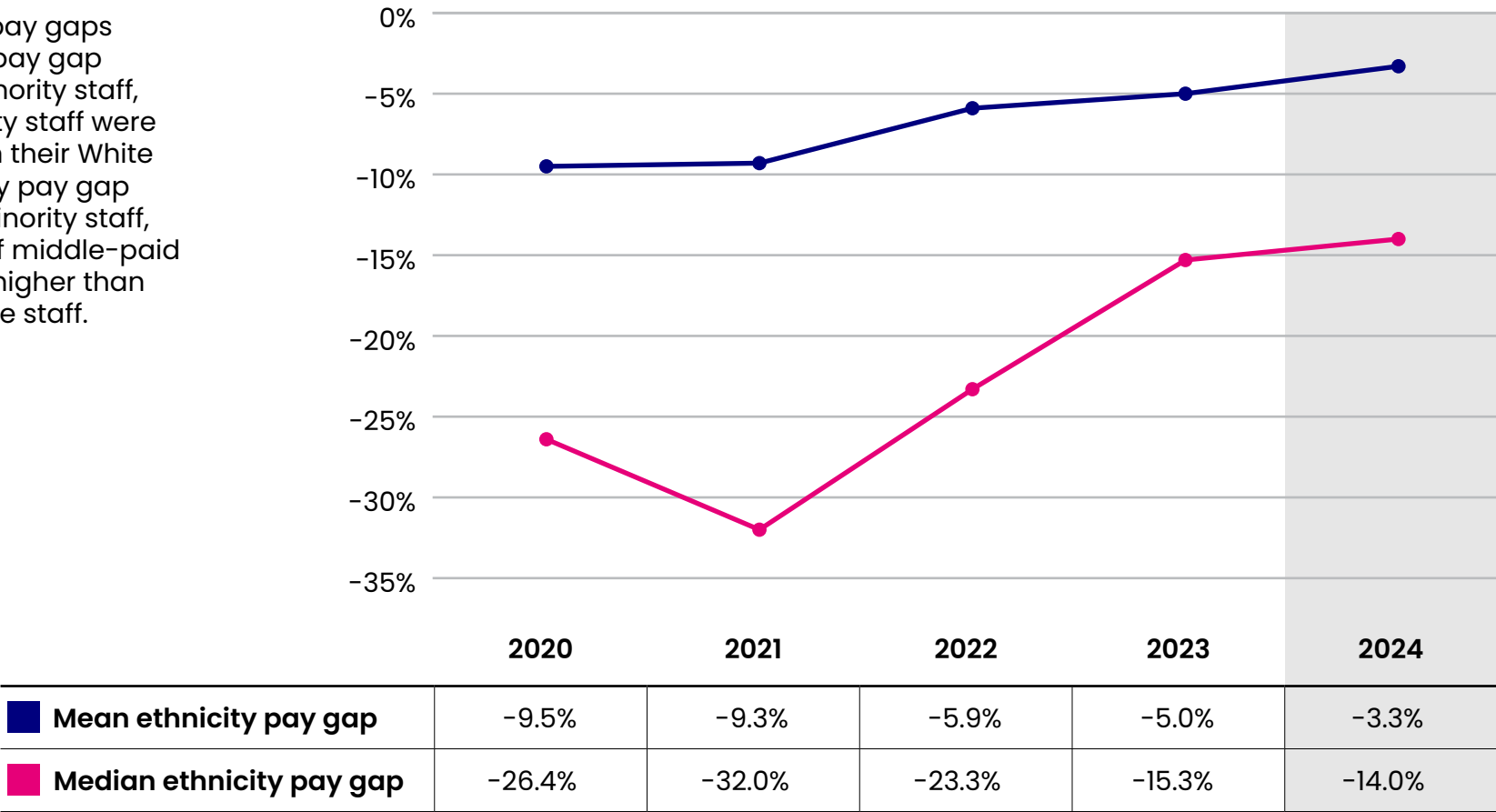
In 2024, of the 91% of staff who had shared their ethnicity data with us, 16% were from an ethnic minority background.



Cancer Research UK’s ethnicity pay gap

What’s the ethnicity pay gap at Cancer Research UK?

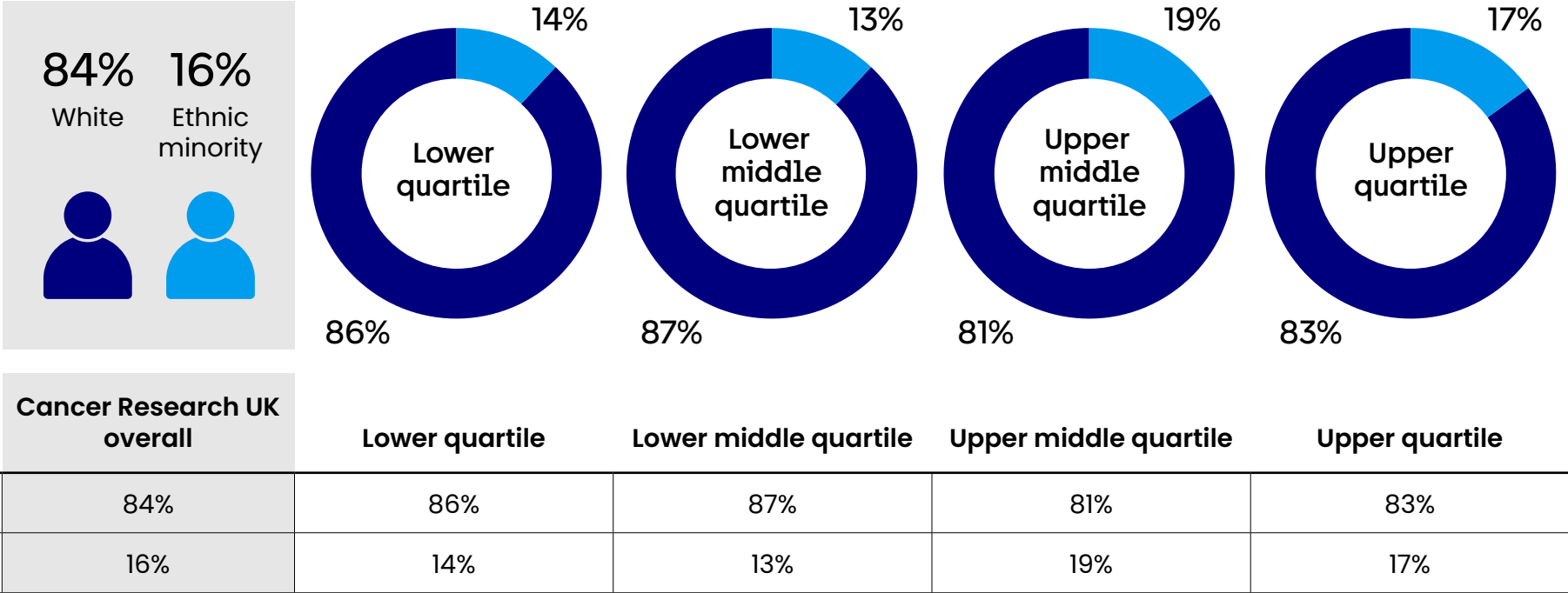
In 2024, our mean and median pay gaps decreased. Our mean ethnicity pay gap was -3.3% in favour of ethnic minority staff, which means that ethnic minority staff were paid on average 3.3% more than their White colleagues. Our median ethnicity pay gap was -14.0% in favour of ethnic minority staff, which means that the salaries of middle-paid ethnic minority staff were 14.0% higher than the salaries of middle-paid White staff.



This data is based on 3,588 employees during the reporting period.

Cancer Research UK's ethnicity pay gap

What is the proportion of employees in each ethnicity pay quartile?





Our ethnicity pay gap has been in favour of ethnic minority staff since we started monitoring and publishing it in 2020 and it has decreased year on year. The factors influencing the 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 are in line with the rest of the charity retail sector. However, these 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 12% of our retail staff are from an ethnic minority background, compared with 18% of our non-retail staff.

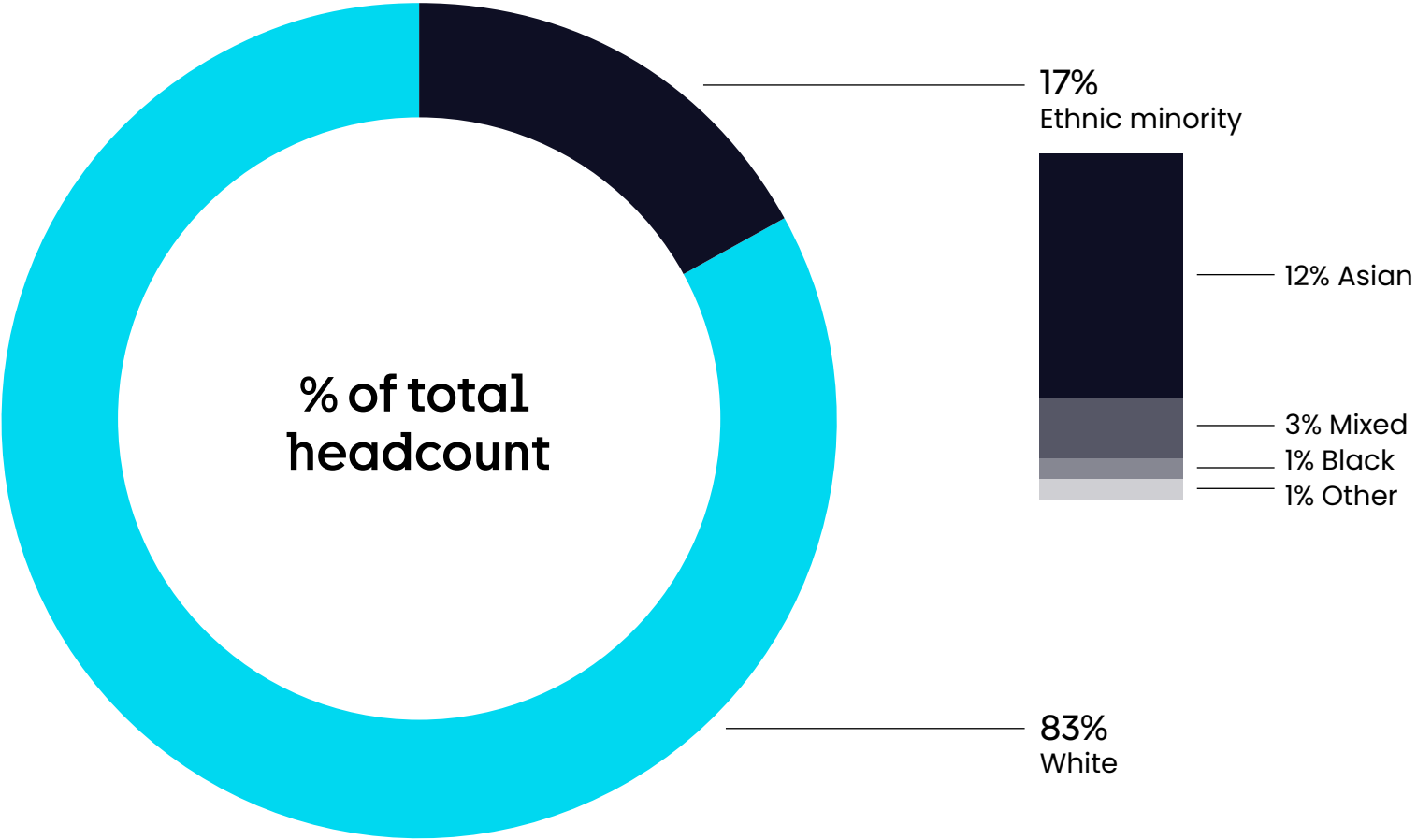
If we exclude our retail staff, our ethnicity pay gap changes to 7.0% (mean) and 6.8% (median) in favour of White employees. This is because there is a low proportion of ethnic minority staff in non-retail management and leadership grades.

Although overall our ethnicity pay gap shows that the average pay of ethnic minority staff is higher than 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](#).

Cancer Research Horizons' ethnicity pay gap

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

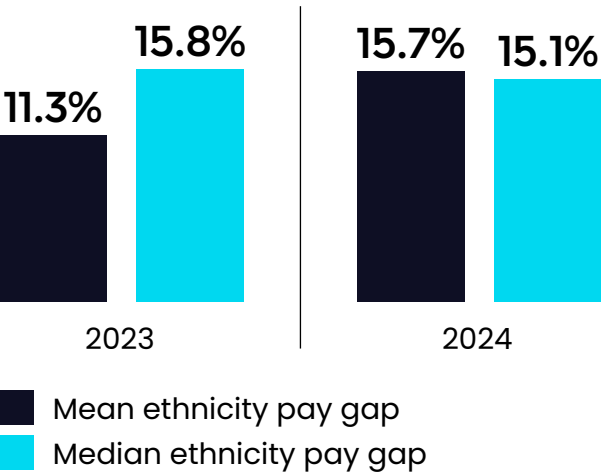
In 2024, of the 87% of staff who had shared their ethnicity data with us, 17% were from an ethnic minority background.



Cancer Research Horizons' ethnicity pay gap

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

In 2024, our mean ethnicity pay gap was 15.7% in favour of White staff, which means that White staff were paid on average 15.7% more than their ethnic minority colleagues. Our median ethnicity pay gap was 15.1% in favour of White staff, which means that the salaries of middle-paid White staff were 15.1% higher than the salaries of middle-paid ethnic minority staff.



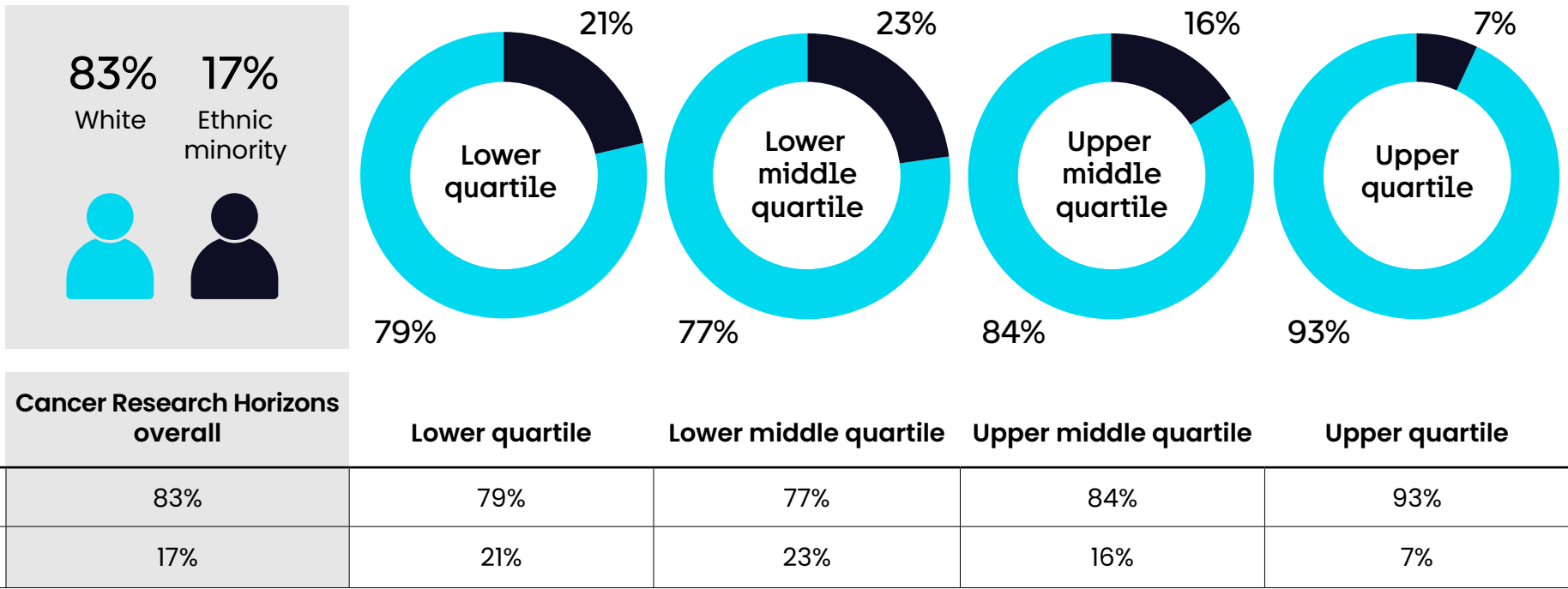
This data is based on 225 employees during the reporting period.



Cancer Research Horizons' ethnicity pay gap

What is the proportion of employees in each ethnicity pay quartile?

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



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 proud of the progress we've made in decreasing our pay gaps, but we have much more to do and areas where we can improve. That's why we've refreshed our EDI ambitions in our new EDI strategy (2025–2030), which 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.

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.

