ADDRESSING THE GENDER PAY GAP AT CANCER RESEARCH UK

Through the great work and dedication of our staff, Cancer Research UK is an organisation that makes a real impact for people affected by cancer. Nurturing a culture that is open, diverse, and where everyone can be themselves is key to our success. Not only does it help our staff reach their full potential, but it also means we can best represent the communities we work within and encourage new ideas and creativity. This will ultimately help us reach our full potential as an organisation, with the ambition that 3 in 4 people survive their cancer by 2034.

We have developed an Equality, Diversity and Inclusion strategy to actively make improvements across a number of areas, including gender, ethnic diversity and social mobility. We welcome the Government’s requirement for all companies with over 250 employees to publish their gender pay gap data and we are committed to taking action to reduce our gender pay gap.

In this report you will find:

- The difference between gender pay gap and equal pay
- Our gender pay gap
- Why we have a gender pay gap
- Our bonus gap
- Our commitments to narrowing our gender pay gap
- A selection of case studies from our staff

GENDER PAY GAP VS EQUAL PAY

Equal pay has been a legal requirement for nearly 50 years; the gender pay gap is not the same as this and Cancer Research UK is an equal pay employer. We conduct regular reviews to ensure our people are paid equally for equivalent work and that none of our processes or decisions would contravene this.

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<thead>
<tr>
<th>GENDER PAY GAP</th>
<th>EQUAL PAY</th>
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<tr>
<td>The difference in average pay between all men and women regardless of the work they perform</td>
<td>Being paid the same for like/similar work</td>
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WHAT IS THE GENDER PAY GAP AT CANCER RESEARCH UK?

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. Like many organisations, we have work to do and we are committed to taking action to reduce our gender pay gap (see page 3 for more detail).

<table>
<thead>
<tr>
<th>PAY GAP</th>
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<tbody>
<tr>
<td>Mean (Average)</td>
<td>18.7%</td>
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<tr>
<td>Median (Middle)</td>
<td>19.2%</td>
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WHY DO WE HAVE A GENDER PAY GAP?

Our workforce is around 77% women, which although typical of our sector, is different to many organisations. We are an equal pay employer and if we had an equal representation of men and women at all levels and in all types of roles in Cancer Research UK, there would be no pay gap. Our average (mean) gender pay gap overall is 18.7%. We aren’t where we want to be on this and it is a priority for us to reduce it. There are three main factors that drive our gender pay gap:

- Compared to having 77% women at Cancer Research UK overall, women only represent 68% of our most senior roles (see below for details of how our staff are ranked into 4 quartiles according to pay).
- Many of our technical roles, typically in IT and especially in London, attract higher pay in the market and are more commonly filled by men. In terms of the technology sector, we actually have a strong representation of women - 46% women in IT at Cancer Research UK compared to 17% typically. But this is considerably below the 77% women across Cancer Research UK.
- We also have more women than men in our typically lower paid roles. This is particularly true in Retail, which makes up the largest proportion of our workforce, but which, in line with the sector, is a lower paid industry.

Collectively, these disparities in male and female representation account for our gender pay gap, however, this does not make our gender pay gap acceptable and on the next page you can see what we’re doing to address this.

PROPORTION OF EMPLOYEES IN EACH PAY QUARTILE

![Pie charts showing the proportion of employees in each quartile by gender.]

BONUSES AT CANCER RESEARCH UK

At Cancer Research UK, bonuses are paid almost entirely (94%) to our Retail staff who are in our lower pay quartiles. These tend to be small amounts and are standard practice in retail environments. We have a high proportion of women (80%+) in retail roles, meaning a higher percentage of women receive bonuses overall. 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. These typically go to our more senior roles, which have disproportionately more men.

<table>
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<tr>
<th>BONUS GAP</th>
<th>PERCENTAGE RECEIVING A BONUS</th>
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<tbody>
<tr>
<td>Mean (Average)</td>
<td>20.1%</td>
</tr>
<tr>
<td>Median (Middle)</td>
<td>18.8%</td>
</tr>
<tr>
<td>Male</td>
<td>19.6%</td>
</tr>
<tr>
<td>Female</td>
<td>13.9%</td>
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WHAT ARE WE DOING TO CLOSE OUR GENDER PAY GAP?

We are not happy with our gender pay gap and as part of our commitment to our Equality, Diversity and Inclusion strategy, we are taking action to reduce it. We will measure and report on our progress annually and will continue to review our actions to help promote women and diversity more generally. Below is a summary of our commitments in the short and long term, which will encourage equal representation at all levels:

ACTIONS TO DATE

• **Equality, Diversity and Inclusion strategy**: this has been strongly endorsed by our Executive Board and Council, aiming to help us reach out to all the communities we represent. As a signal of our commitment to delivering this, we have appointed an Equality, Diversity and Inclusion Manager to provide leadership and focus on this important area.

• **Addressing our gap in our technical roles**: we have signed up to the Tech Talent Charter pledge, which works to bring together industries and organisations with the aim of driving diversity and addressing gender imbalance in technology roles. As part of this, we work hard to get gender-balanced shortlists for IT appointments.

• **Flexible working**: we already consider flexible working patterns and locations for all of our roles and endeavour to meet all requests where we are able to do so.

IN PROGRESS

• **Nurturing female talent at senior levels**: we are proud that 74% of our Heads of Department are women. We are actively providing coaching, senior sponsorship, and access to high profile development programmes to support them in becoming the Directors and Executive Directors of the future.

• **Shortlisting at our most senior levels**: we are committed to producing balanced and inclusive shortlists for senior appointments. We will insist on at least 50% female shortlists for these roles and this will apply to all vacancies whether they are sourced directly or via external search partners.

• **Ensuring an inclusive recruitment and selection process**: our commitment to equality, diversity and inclusion is already referenced in all our recruitment advertising. We are also evaluating our attraction and selection methods to ensure we’re making our career opportunities attractive and accessible to a broad audience so we can create a more balanced organisation overall. This includes eliminating any unintentionally biased language in our adverts, through to providing hiring manager training to drive a fair and objective process for making recruitment decisions.

IN SUMMARY

Increasing diversity is the right thing to do and it is a key strategic priority for Cancer Research UK. We recognise the positive role we can play in developing and embedding equality, diversity and inclusion best practice across all our business operations. Doing so will mean we are better able to represent the people we serve and will deliver the excellence required to accelerate progress to reach our ambition of 3 in 4 people surviving their cancer by 2034.
ATTRACTING AND NURTURING TALENT

SARAH WOOLNOUGH - EXECUTIVE DIRECTOR OF POLICY AND INFORMATION

When I joined as a policy researcher in 2005 I was passionate about the role and Cancer Research UK’s cause, but I had no idea I would progress to the Board as Executive Director for Policy and Information, a role I took up in 2012.

Cancer Research UK has provided me with many opportunities and the support to develop my career. Along the way I have been able to move into different roles, developing in areas I had limited experience of and have been really stretched. I have been supported to take breaks from Cancer Research UK for a secondment to the Department of Health, and to have two children; I’ll be taking my third maternity leave break in 2018. I now work flexibly, which enables me to better balance work and family life, and to spend more time at home while my children are young.

This makes a massive difference to how I feel about work and my loyalty to Cancer Research UK. Gender or being a parent shouldn’t hinder career progression, and I feel very strongly about supporting talented women; we’ll only achieve the charity’s ambitions by nurturing all our talent.

TIFF HALL – CHIEF INFORMATION OFFICER

I’ve worked in technology for almost my whole career, from writing software, to Ultra High Definition TV at the BBC, and now as a member of the Executive Board at Cancer Research UK. There is never a shortage of opportunities working in technical roles in the UK, and I’ve been lucky to have managers throughout my career who truly believed in equality in the workplace.

The shortage of technology talent is a national challenge and I am passionate that improving diversity – not only gender - will help solve this. Only 17% of technology workers in the UK are female, and just 1 in 10 girls are currently taking A-Level computer studies. That said, we have a fantastic talent pool in the Technology team at Cancer Research UK, with nearly half of the department being female.

Technology is an exciting and fast-moving career choice and it’s also a career that you can be cross-trained into from other disciplines. I want to ensure we both develop people within the team and those who join the team to support them in reaching their career goals.
ATTRACTING AND NURTURING TALENT

CLARE MOORE – DIRECTOR OF LEGACIES

My first role at Cancer Research UK was Senior Online Marketing Manager and now, nearly 10 years later, I am the Director of Legacies, responsible for the gifts people leave us in their wills, an incredible £183 million last year, or a third of Cancer Research UK’s total income.

It’s been a fantastic journey, and I’ve always felt there are many opportunities to develop at Cancer Research UK that could only be limited by my own drive and potential. Each new challenge I took, be it a different project, a completely new role or promotion was a big step out of my comfort zone, but each has taught me something and developed me to help me be the best Director I can be.

I’ve learned that it’s not about your gender, it’s about what you can achieve and your own mind set. So my advice is, be proud of your own unique qualities no matter what your gender identity, own it, and be yourself!

CAROLYN BRADLEY and CATHERINE BROWN - TRUSTEES

Equality, Diversity and Inclusion (EDI) is vital to our work. Cancer is not selective and it’s therefore essential that we reflect the diversity of cancer patients and our supporters.

We welcome Gender Pay Reporting as an opportunity to benchmark our progress. It will also help us to focus attention on effective strategies to address gender pay disparity where it exists and we are committed to undertake action to address this historic issue.

At Cancer Research UK we are fortunate to attract and retain a range of talented people in our workforce. We will continue to work hard to create a truly diverse workforce that is reflective of the UK and enables us to achieve Cancer Research UK’s objectives. We are delighted to be supporting the EDI strategy on behalf of the charity’s trustees.
ATTRACTING AND NURTURING TALENT

GREG FRANKLIN – AGILE DELIVERY LEAD

Because this was our first baby, we wanted to ‘get it right’ and for there to be some family bonding time. Shared parental leave really helped as we had the flexibility with both employers to do what was necessary for the family. The Cancer Research UK parental leave scheme is well thought-out and accommodating, and my line manager was 100% supportive of my needs.

SAFIA DANOVI – SENIOR RESEARCH FUNDING MANAGER

I started in the Science Communications team at Cancer Research UK working three days a week. Part-time working does come with challenges, but I was always supported and never felt disadvantaged. I’ve since moved to Research and Innovation, which is a more male-dominated arena, but there’s absolutely no shortage of outstanding women in the team! And there’s a real move towards supporting flexible working, which will benefit everyone.

My team look after research careers and the four hard-to-treat cancers highlighted in our research strategy. Developing the UK cancer research community in these fields is a real priority for us and we simply won’t be able to do it well without our female scientists. Science – like so many fields – tends to be dominated by men (especially at the top) but things are changing, and there are some phenomenal women coming through the ranks. As funders, we’re looking at ways to identify and tackle the barriers that might dissuade women from entering into and staying in research. Things like this take time, but diversity only strengthens the workforce and cancer research is no different.

STATEMENT

I confirm that the information and data provided is accurate.

Harpal Kumar
Chief Executive Officer