

GENDER AND ETHNICITY PAY GAP REPORT

2024

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I'm pleased to share our annual gender pay gap findings with you. This year, for the first time, we've also published our ethnicity pay gap results – underlining the commitment we've made to take every opportunity to become a more equitable, diverse and inclusive charity.

It's encouraging to see that our gender pay gap remains narrow and well below the national average. We're also delighted that the data shows no ethnicity pay gap. Although it's not yet a legal requirement to publish this data, it's something we're proud to do.

We're not content with just maintaining a small gender pay gap though. We're continuing to take actions, year-on-year, to make more progress in reducing that gap.

Claire Rowney
Chief executive,
Breast Cancer Now

GENDER PAY GAP VERSUS EQUAL PAY

Equal pay isn't the same as the gender pay gap.

The **gender pay gap** measures the difference in average pay between all men and women regardless of the work they perform.

Equal pay is when men and women are paid the same for like-for-like or similar work.

IN THIS REPORT

We once again welcome the opportunity to be open and transparent about our gender pay gap.

This year, we're also pleased to be reporting our ethnicity pay gap results for the first time.

The figures published in this report are from 5 April 2024 (the date we need to legally measure our gender pay gap), and based on 362 employees. We've calculated our gender and ethnicity pay gaps based on:

- Mean and median hourly pay gap
- Mean and median bonus pay gap
- Proportion of male and female employees receiving a bonus payment*
- Male and female headcounts within each pay quartile

We remain committed to equality of opportunity. We want to understand any issues in the charity, positive or negative, so we can develop and grow.

*We don't have a bonus scheme. No bonuses were paid during the year.

OUR FINDINGS AT A GLANCE

Below is a snapshot of the findings you can find throughout this report.

GENDER PAY GAP

A gender pay gap is the difference between the average hourly pay of male colleagues compared to female colleagues, regardless of job role.

Our **median hourly gender pay gap is 2.63%** in favour of men.



Our **mean hourly gender pay gap is 2.32%** in favour of men.



ETHNICITY PAY GAP

An ethnicity pay gap is the difference between the average hourly pay of ethnic minority colleagues compared to white colleagues, regardless of job role.

Our **median hourly ethnicity pay gap is 0%**.



Our **mean hourly ethnicity pay gap is 4.33%** in favour of white colleagues.



OUR GENDER PAY GAP FINDINGS

We work out the mean and median averages of all employees' hourly earnings, regardless of their role and working hours, and show the percentage difference between males and females. This is the gender pay gap.

Our **median hourly gender pay gap is 2.63%** in favour of men.



Our **mean hourly gender pay gap is 2.32%** in favour of men.



Our results remain significantly below the national gender pay gap of 13.1%*. Our results over recent years show we're making consistently good progress in reducing our gender pay gap.

MEDIAN PAY GAP

2019	2020	2021	2022	2023	2024
12.81%	9.72%	3.33%	3.39%	1.47%	2.63%

MEAN PAY GAP

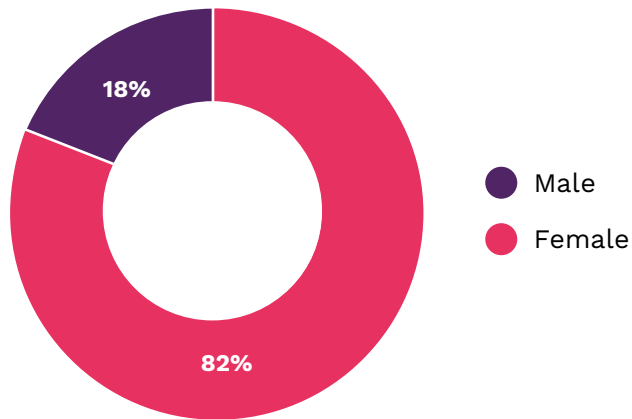
2019	2020	2021	2022	2023	2024
11.02%	7.50%	5.08%	4.98%	5.18%	2.32%

Mean average is calculated by adding up all employee salaries and dividing that figure by the number of employees. The median average is found by listing all salaries from lowest to highest and selecting the middle figure.

*Office for National Statistics (ONS), Gender pay gap in the UK: 2024

OUR GENDER PAY QUARTILE FINDINGS

The regulations ask us to divide our employees into 4 quartiles – lower, lower middle, upper middle and upper. These quartiles are based on pay, from the lowest pay rate to the highest. This helps us to work out how our workforce is distributed.



Our workforce is made up of 82% female employees and 18% male employees.

The graphs on the right show the proportion of male and female employees across all pay quartiles*.

We can see females colleagues are represented consistently across all quartiles. Our narrow gap is likely due to male colleagues being under-represented in the lowest pay quartile.

LOWER QUARTILE

89.7% female

10.3% male

2023: 86.1% female and 13.9% male.

LOWER MIDDLE QUARTILE

75.3% female

24.7% male

2023: 75.6% female and 24.4% male.

UPPER MIDDLE QUARTILE

77.9% female

22.1% male

2023: 78.5% female and 21.5% male.

UPPER QUARTILE

82.6% female

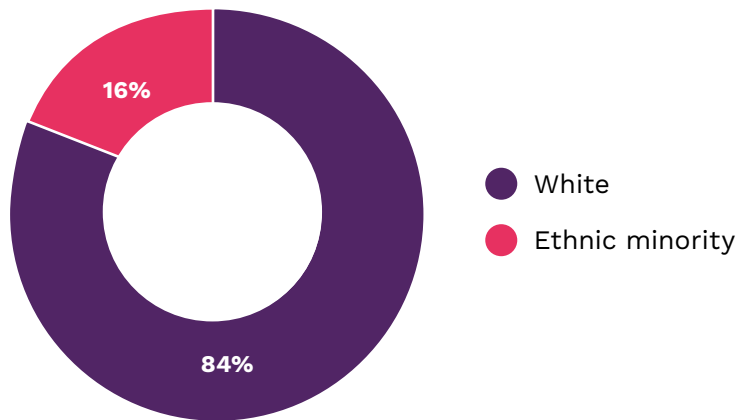
17.4% male

2023: 81.1% female and 18.9% male.

*9 staff members were excluded from the gender pay gap calculation due to receiving reduced pay (staff on maternity or sick leave).

OUR ETHNICITY PAY QUARTILE FINDINGS

While there is no legal requirement to report on ethnicity pay, we mirror the gender pay regulations by dividing our employees into 4 quartiles – lower, lower middle, upper middle and upper. These quartiles are based on pay, from the lowest pay rate to the highest. This helps us to work out how our workforce is distributed.



Our workforce is made up of 84% white employees and 16% ethnic minority employees.

The graphs on the right show the proportion of white and ethnic minority employees across all pay quartiles*.

We can see that ethnic minority colleagues are under-represented across all pay levels, most notably in the lowest and highest quartiles.

LOWER QUARTILE

87.4% white

12.6% ethnic minority

LOWER MIDDLE QUARTILE

80.9% white

19.1% ethnic minority

UPPER MIDDLE QUARTILE

80.2% white

19.8% ethnic minority

UPPER QUARTILE

88.4% white

11.6% ethnic minority

*9 staff members were excluded from the ethnicity pay gap calculation due to receiving reduced pay (staff on maternity or sick leave).

OUR PAY GAP TRENDS

We remain encouraged by maintaining a narrow gender pay gap for many years now. While our median gap has increased slightly (by 1.16%) this year, our trend shows that the actions we're taking continue to have a positive impact.

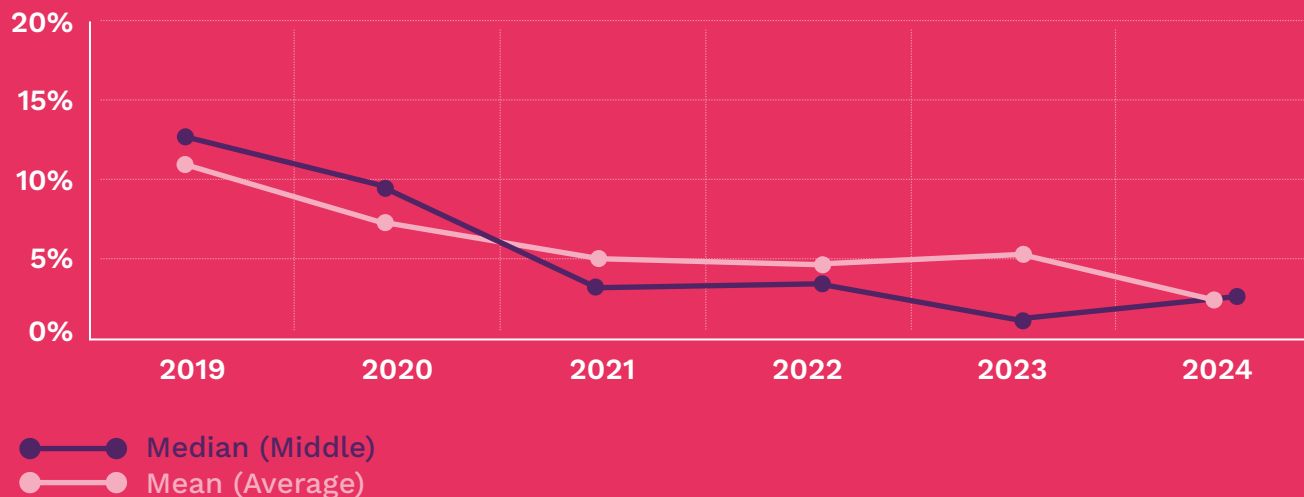
While this is welcome news, we're committed to continuing ways to look at narrowing our gap further. The number of males hired into the lowest pay quartile (10.3%) again seems to be the most significant factor in explaining our hourly pay gap.

We're also pleased to now have a clear baseline to understand our ethnicity pay landscape in more detail.

With an equal (0%) median score and narrow (4.33%) mean score, we're confident our existing processes deliver competitive pay for all colleagues. It appears our median gap is caused by the number of ethnic minority colleagues (58) compared to white colleagues (304).

We'll continue taking action to build a more diverse workforce and continue using our pay and grading structure, job evaluation process and benchmarking process to enable consistent and bias-free decisions.

Our gender pay gap year-on-year



GENDER IDENTITY AND THE GENDER PAY GAP

We'll always be highly committed to promoting equity, valuing diversity and creating an inclusive environment for everyone. While reporting regulations for the gender pay gap require people to be categorised as male or female, some of our colleagues don't belong to these binary gender categories.

We continue to take steps to create an inclusive environment for people to be themselves. This includes encouraging colleagues to:

- Share their pronouns
- Record their gender identity on their HR profile
- Setup employee resource groups and social networks

These actions help colleagues from diverse backgrounds – and all identities and perspectives – feel valued, respected and supported.

We're also pleased to be awarded a silver accreditation by Inclusive Employers.



This underscores our commitment to stay accountable and transparent in our efforts to become more inclusive organisation.

TAKING ACTION

REWARD

We'll continue to use our reward and benefits framework. We'll make sure it's used consistently and helps us make bias-free decisions.

RESOURCING

We'll introduce a new recruitment system to better help us attract different talent pools, including people from diverse and underseved communities. The system will help us understand our recruitment patterns better, such as the number of male applicants for entry-level roles.

We'll also introduce inclusive recruitment training for our People team and hiring managers to mitigate against recruitment bias and make sure all our recruitment processes and documents are inclusive.

RETENTION

We'll continue using our career progression framework to support colleagues in their long-term development. We'll also monitor and analyse the retention of colleagues from ethnic minorities and put in measures to make sure that all our colleagues feel they belong and our workplace is inclusive.

DEVELOPMENT AND PROGRESSION

We'll continue to monitor and review how we manage talent and progression. Our aspiring manager programme and accredited management development programme will nurture and develop existing, new and potential managers and senior managers, including women and ethnic minorities.

Our senior management at 5 April 2024:

	Male	Female
Directors	2	2
Associate directors	1	16
Heads and Leads	17	58
Total	20 (21%)	76 (79%)

WAYS OF WORKING

We'll continue to support flexible working across the organisation. This includes offering flexible start and finish times, hybrid working, job shares, compressed hours and part-time working.

TRAINING AND DEVELOPMENT PRACTICES

We'll continue to offer training and support to colleagues before, during and after the menopause through our colleague menopause group and certified menopausal advocates.

PROMOTIONS

We'll monitor promotions and identify any barriers to accessing opportunities.

EQUITY, DIVERSITY AND INCLUSION (EDI)

In 2025, we were awarded a silver accreditation by Inclusive Employers. We'll work to address the recommendations outlined in their report on how we can make even more progress in building our inclusive culture.

While we're only legally required to report on gender, we'll continue actively monitoring a range of diversity metrics – including gender, ethnicity, sexual orientation, disability, faith and belief, and age – as part of our EDI strategy.

I confirm that the information contained in this report is accurate



Claire Rowney
Chief executive

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