

CHANGE HAPPENS NOW:

OUR STRATEGY 2025-30

BREAST
CANCER
NOW The research &
support charity

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WHO WE ARE

We’re the UK’s largest breast cancer charity. And we’re combining the power of science and support to change breast cancer, now.

We have a bold vision. That by 2050, everyone with breast cancer will live and live well.

But to make that vision a reality, we need to act now.



DOING MORE OF WHAT WE DO WELL. DOING IT BETTER. DOING IT FOR THE PEOPLE WHO NEED US.

We're the UK's largest breast cancer charity and we've been making change happen for over 50 years.

When people had nowhere to go for support, we set up the UK's first dedicated breast cancer helpline from a front room. Now we take thousands of calls every year from people who don't know where else to turn.

When people have been denied access to drugs that could save their lives or give them more time to live, we've run groundbreaking campaigns calling on the NHS, pharmaceutical companies and the government to make them available.

And when there wasn't enough progress happening in research, we built the UK's first dedicated breast cancer research centre. Since then, we've been behind some of the biggest breakthroughs in breast cancer – from playing a key role in the discovery of the BRCA2 gene, to the development of PARP inhibitors – drugs used to treat thousands of people around the world each year.

When things have needed to change, we've stood strong. Now – with 25 years to go until we achieve our vision of everyone with breast cancer living and living well – we need to go further and faster.

In the next 5 years, more people than ever will be diagnosed with breast cancer. That's more people wondering what the future holds. More people coming to terms with the gruelling effects of treatment. More people learning to cope with the physical and emotional scars it leaves behind, or worrying it'll come back. And more people living with incurable metastatic (secondary) breast cancer, not knowing how much time they have left. Wondering if they'll be able to see their children grow up, or whether they'll make it to their next birthday.

People need us more than ever right now. So we need to be tireless in our efforts to make change happen.

We need to focus on and get even better at the things we already do well – so that we do them



brilliantly, and at scale. We need to be relentlessly focused on where we can make a genuinely game-changing difference to people's lives. And we need to innovate – in research, in how we support people and how we drive change – so we can go further, faster.

That's what this strategy is about. It's been shaped by what we've been told – by experts and people who work in breast cancer every day. And – most importantly – by people affected by the disease.

We heard from over 3,000 people through our Big Breast Cancer Survey, giving us an unvarnished picture of how breast cancer devastates lives, what people want us to do about it and what it means to them to live well.

We've taken what they've told us and turned it into this. A strategy that will see us adapt to the new challenges we're facing, crack some old ones that are holding back progress, and make sure we're set up for the challenges of the future.

Over the next 5 years, we'll be here for even more people, because they need us now. There are crucial research questions still unanswered, particularly around metastatic breast cancer, so we'll start tackling them now. And decisions are being made about people's health and care now, so we'll make sure our voice is heard and we're fighting for them when it matters.

And because we can do much more together than we can alone, we'll work with everyone who shares our mission – across the UK and beyond. We'll partner with the leading funders of research globally. Learn from the best health systems around the world. And work to make sure the most promising breakthroughs reach people in the UK.

Change won't happen on its own. But standing side-by-side with our supporters, partners, volunteers and donors we can – and will – make it happen.

THE SCALE OF THE PROBLEM

Breast cancer is far from a done deal.

IT'S STILL A DISEASE THAT

TAKES AND RIPS APART FAR TOO MANY LIVES.

11,500

WOMEN AND 90 MEN IN THE UK DIE FROM BREAST CANCER EACH YEAR – ONE PERSON EVERY 45 MINUTES.

And it's the **biggest killer of working-age women in the UK***

1 IN 7

WOMEN IN THE UK WILL DEVELOP BREAST CANCER DURING THEIR LIFETIME.

It's the most common cancer in women in the UK.

When breast cancer is picked up early, at stage 1, 98% of people survive for 5 years or more.

BUT WHEN IT'S PICKED UP AT STAGE 4, THAT DROPS TO ONLY 27%.

55,000 WOMEN AND 400 MEN

ARE DIAGNOSED EACH YEAR – THAT'S A WOMAN EVERY 9 MINUTES AND A MAN EVERY DAY.

And this is only set to increase. By 2040, 70,000 women will be diagnosed each year.

And right now in the UK, around **890,000** people are living with or beyond breast cancer.

INCLUDING AROUND 61,000

WHO ARE LIVING WITH INCURABLE METASTATIC BREAST CANCER.

THIS NEEDS TO CHANGE. NOW.

*Working age' defined as 20-64. In Scotland and Wales, heart disease slightly overtakes, but breast cancer is still one of the top killers.

OUR STRATEGY

BY 2050, EVERYONE WITH BREAST CANCER WILL LIVE AND LIVE WELL

THE CHANGE WE WANT TO SEE

**QUICKER, EARLIER DIAGNOSIS
TO SAVE AND IMPROVE LIVES**

**EVERYONE GETTING THE BEST CARE
AND SUPPORT**

**NEW AND BETTER TREATMENTS THAT
PAVE THE WAY FOR CURES**

HOW WE'LL MAKE THAT CHANGE HAPPEN

MAKING SURE EVERYONE
IS BREAST AWARE AND
KNOWS HOW TO SPOT THE
SIGNS OF RECURRENCE

MAKING IT QUICK AND
EASY FOR EVERYONE TO
GET A DIAGNOSIS

MAKING SURE EVERYONE
GETS THE RIGHT SUPPORT,
AT THE RIGHT TIME, IN THE
RIGHT WAY

MAKING SURE EVERYONE
HAS ACCESS TO THE
LATEST TREATMENTS
AND CARE

LEARNING MORE ABOUT
HOW BREAST CANCER
DEVELOPS AND SPREADS
SO WE CAN FIND NEW
WAYS TO STOP IT

ACCELERATING THE
DISCOVERY OF NEW AND
BETTER TREATMENTS

GAME-CHANGER: SHIFTING
THE DIAL ON METASTATIC
BREAST CANCER AWARENESS

GAME-CHANGER: SUPPORT
FOR EVERYONE, ANYTIME,
ANYWHERE

GAME-CHANGER: SHOWING
UP IN EVERY HOSPITAL
AND HEALTHCARE SETTING

GAME-CHANGER:
SUPERCHARGING PROGRESS ON
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OUR COMMITMENTS ON HEALTH INEQUALITIES

**GAME-CHANGER: FOCUSING ON THE
AREAS WITH THE WORST OUTCOMES**

**CONNECTING WITH COMMUNITIES WHO
FACE THE BIGGEST BARRIERS TO BETTER
HEALTH AND WELLBEING**

**CHAMPIONING DIVERSITY AND
INCLUSION IN EVERYTHING WE DO**

HOW WE'LL DELIVER OUR STRATEGY

GROWING AND DIVERSIFYING
OUR INCOME

POWERING CHANGE THROUGH
THE RIGHT PARTNERSHIPS AND
COLLABORATIONS

DRIVING PROGRESS THROUGH
INNOVATION, DIGITAL AND AI

ACCELERATING IMPACT THROUGH
FOCUS AND INSIGHT

BUILDING A COMMUNITY
THAT STANDS TOGETHER TO
MAKE CHANGE

WHAT'S THE CHANGE WE WANT TO SEE?

**QUICKER, EARLIER DIAGNOSIS
TO SAVE AND IMPROVE LIVES**

Early diagnosis saves lives. When breast cancer is picked up early, at stage 1, 98% of people survive for 5 years or more. When it's picked up at stage 4, that drops to only 27%.

An early diagnosis gives people more treatment options – treatment options that take less of a toll, treatment options that are more likely to be successful.

And with metastatic (also known as secondary) breast cancer, spotting it early means more people will live for longer and have a better quality of life. That means more moments with the people they love. More moments to cherish. And more brilliant women contributing to society.

But right now, too many people are diagnosed late.

Because not enough people know the signs and symptoms of breast cancer. Because not everyone takes up their invite to breast screening. Because there's still stigma around breast cancer in some communities. And because when people do report symptoms or go to their GP, they don't always get a diagnosis quickly enough.

This needs to change. And with our scale, reach and ability to influence decision-makers in the healthcare system, we're going to make it happen.



HOW WE'LL MAKE THAT CHANGE HAPPEN

MAKING SURE EVERYONE IS BREAST AWARE AND KNOWS HOW TO SPOT THE SIGNS OF RECURRENCE

Making sure everyone knows about the importance of checking their breasts

Self-checking is vital. Around two-thirds of breast cancers are found by people spotting something new or unusual and going to their GP.

Our Touch Look Check awareness campaign has made great progress. But still, less than half of women tell us that they regularly check their breasts. So we need to go further, and faster.

We'll be the UK's loudest voice on breast awareness. We'll work with partners and organisations who people trust, in communities across the UK. We'll learn from global campaigns that have delivered a step-change in awareness. And together, we'll build sustainable, innovative campaigns that give everyone the knowledge to spot something unusual, and the confidence they need to get it checked.

We'll also help people to understand their risk of breast cancer and how they can reduce it. This includes people at higher risk because of their genetics or family history, so they understand the preventative treatments they could have to reduce their chance of developing it.

Working with communities who experience the biggest barriers to breast health

We know that a one-size-fits-all approach won't work.

That's why we'll continue to identify the groups and communities who face the biggest barriers to breast awareness and breast health. And we'll work with them to develop solutions that are relevant, accessible and sensitive to their challenges. From breast awareness programmes to tailored health messaging and community partnerships.

GAME-CHANGER

SHIFTING THE DIAL ON METASTATIC BREAST CANCER AWARENESS

Breast cancer can come back. Often many years later. It can come back in different parts of the body. And when this happens, we can't cure it. But there are treatments that can hold it at bay, so it's vital it's diagnosed as quickly as possible.

Right now, too many people finish treatment for primary breast cancer without knowing it could happen to them. They don't know the risks. They don't know the signs. And they don't know where to go when if they're worried about recurrence.

Through our survey, we heard again and again that "I'd never even heard about metastatic", or "I didn't know this could happen".

That's why, by 2030, we'll make sure every one of the roughly 55,000 people who might be finishing primary breast cancer treatment each year get the knowledge they need to help reduce their risk of recurrence and spot the signs of breast cancer coming back.

We'll work with healthcare teams to make this a priority. We'll develop new ways to deliver effective information, support and follow-up care. And we'll lead the way in making sure they're accessible to everyone with breast cancer.

So that, together, we can be there with the practical and emotional support they need – to manage the fear of recurrence, and to know where to turn if it does happen.



HOW WE'LL MAKE THAT CHANGE HAPPEN

MAKING IT QUICK AND EASY FOR EVERYONE TO GET A DIAGNOSIS

Pushing for quicker and more effective diagnosis, healthcare services and follow-up

Early diagnosis saves lives. That's why when someone spots the signs of breast cancer, they need to be able to get a diagnosis as quickly as possible.

We won't accept poor performance. We'll keep pushing for waiting time targets to be met, across the UK. We'll call for investment in the services, teams and technologies that are needed to make sure more people get an early diagnosis. And we'll put tackling inequalities in diagnosis at the heart of new improvement and innovation activities.

But we won't just spotlight what's going wrong. We'll work with healthcare teams to develop best practice. And we'll look around the world at what's working well, and test and trial new approaches that can be taken up here.

Driving improvements in the breast screening programmes

The UK's national breast screening programmes are a vital tool for early detection, preventing an estimated 1,300 deaths in the UK each year.

But, right now, not everyone who's invited goes to their appointment. And there's still a one-size-fits-all approach, with age – rather than risk – being the main factor for deciding who's invited.

We'll work with communities and screening providers to improve understanding and access to breast screening. We'll drive research into new risk-stratified screening approaches. We'll use our insights to highlight where the system is falling short – but also to champion where good practice is taking place. And we'll continue to educate and inform women about the importance of screening to drive attendance.

Funding – and calling for – research into better ways of diagnosing breast cancer

We've already made some major breakthroughs in detecting and diagnosing breast cancer. Like the development of liquid biopsies that can detect cancer coming back up to a year earlier than scans. Now, we'll go even further.

We'll fund – and work in partnership with others to fund – the very best research that harnesses cutting-edge developments like AI, big data and new technologies to find new and better ways to detect and diagnose breast cancer.

We'll be louder and more visible on this issue. With targeted funding calls so we can find the best research ideas out there. And by building global collaborations to accelerate our progress.



WHAT'S THE CHANGE WE WANT TO SEE?

EVERYONE GETTING THE BEST CARE AND SUPPORT

There are around 890,000 people in the UK living with or beyond breast cancer right now. And that number is only set to grow.

That's 890,000 people trying to process their diagnosis and what the future holds. Trying to adjust to their new body and the effects of treatment. Lying awake at night worrying whether it will come back. Or for people with metastatic breast cancer, having to come to terms with living with an incurable disease.

Add to that the people who are worried about their risk of breast cancer due to their family history or genetics. And the family and close friends of people with breast cancer, not knowing how to be there for the person they love.

But right now, not everyone in the UK is getting the best possible treatment and care. Because there are drugs that are available in some UK nations but not others. Because breast reconstruction options vary from one location to the next because of resources and capacity. And because patient experiences vary from hospital to hospital.

And too many people aren't getting the support they need. With their emotional health and wellbeing. When they finish treatment and feel lost and adrift. Or when they're coming to terms with living with metastatic breast cancer.

We know that the UK's health systems are under pressure, with limited resources and stretched workforces. But people affected by breast cancer deserve high-quality, consistent care and support. Whoever and wherever they are.

We're committed to making this happen. With decades of experience of supporting people when they need it most and campaigning for change, we'll make it happen.



**MAKING SURE EVERYONE GETS THE RIGHT SUPPORT,
AT THE RIGHT TIME, IN THE RIGHT WAY**

**Being here for the people
who need it most**

We know there are some people who need our support more than others. Through the Big Breast Cancer Survey, we found that there are some big gaps.

For people nearing the end of their primary breast cancer treatment, feeling lost and adrift. When the hospital appointments stop. When they have time to reflect on what they've been through. When everyone expects them to be 'back to normal', but they're not.

And for people living with metastatic breast cancer, worrying about what the future holds. Unsure what it means for their friends and family. Feeling isolated and invisible.

So we'll be there at these moments. With support designed especially for these times and these people. And we'll make sure we're reaching everyone we can with it.

We'll also explore whether we can better support people who are at, or worry they might be at, higher risk because of family history and genetics.

**Creating more ways for people to
connect and support each other**

Sometimes, there's just nothing like finding someone who gets what you're going through. Someone who's been in the same boat. Who's had the same worries and fears.

Again and again, people tell us that this kind of support helps them feel less alone, more understood and more empowered. Especially people living with metastatic breast cancer.

But it can be hard to make these connections when you're facing breast cancer. So alongside our incredible community of passionate volunteers, we'll grow our programmes to connect more people with breast cancer with each other. In person, on the phone and online. In accessible ways that work for them.

**Learning more about what helps
people cope with the physical and
mental effects of breast cancer**

But we won't assume we already know everything about what people affected by breast cancer want or need.

We'll continue to learn about what actually helps people cope with the physical and mental effects of breast cancer – both the kind of support they want, and how they want to get it. By researching it ourselves. By funding experts in the field. And by working with people affected by breast cancer to shape the support we offer.

GAME-CHANGER

**SUPPORT FOR EVERYONE,
ANYTIME, ANYWHERE**

No-one should have to face breast cancer alone.

Right now, we're here for thousands of people each year. Online, on the phone or in their community. And our information and support changes lives. Helping people to feel more informed, more able to cope and more connected to other people.

But with around 890,000 people living with or beyond breast cancer in the UK, too many are still missing out – or finding us too late. Too often we hear "I wish I'd found you sooner".

As the UK's largest breast cancer charity, we're the only organisation that can reach and support everyone affected by the disease.

So, by 2030, we'll transform the way we deliver support and information so that we're more visible, more accessible and more approachable for everyone affected by breast cancer, when they need us.

Through a universal support offer, we'll make sure everyone knows where to turn for support. And everyone can connect with us in the way that works best for them.

We'll build on what we already do well. Harnessing digital tools to help us meet the growing demand, without losing the human touch that sets us apart.

We'll be there every step of the way. So more people feel connected, informed and supported. So no one faces breast cancer alone. And so we never hear "I wish I'd found you sooner" again.



HOW WE'LL MAKE THAT CHANGE HAPPEN

MAKING SURE EVERYONE HAS ACCESS TO THE LATEST TREATMENTS AND CARE

Pushing for everyone, everywhere to get the very best treatments and care

We'll make sure everyone can get the very best treatments and care, when they need it.

We'll gather evidence and develop policies. Use our insight and expertise to make a powerful case for change. And get in the room with the people who make the decisions in each nation and each health system and push for it to happen.

Because no one should miss out on a treatment that could save or extend their life, or on care that could help them to live well, because of a policy or where they live.

And where we know outcomes are falling short, we'll target our efforts to change it.

Expanding our training and resources for healthcare professionals

Healthcare professionals tell us they want to be providing better care. But to do that, they need to know more about the latest developments and progress in breast cancer care. They need more and better training. They need more opportunities to learn from and share with their peers. And crucially, they need it to be available in a way that's easy for them to access.

We already have a thriving community of 3,000 members of our healthcare professionals network, with a host of special interest groups. Now, we'll build on our offering to make sure it's bigger and better than ever before. And we'll explore how we can be a more active leader in the field – not just providing support, but outlining the best care standards in areas where we know it's needed.

Working with partners to improve data collection and use of data

Good data is vital for good care. Without knowing how many people are living with a certain condition, the health system can't plan and allocate the resources it needs.

But right now, we don't even have accurate figures on how many people are living with metastatic breast cancer.

So we'll use our voice and influence to drive change in healthcare systems. So they collect the data where it currently falls short. Data that is more accurate and timely. Data that tells a fuller story and will help us to keep building and addressing the gaps.

GAME-CHANGER

SHOWING UP IN EVERY HOSPITAL AND HEALTHCARE SETTING

We want to improve care across every single hospital and healthcare setting in the UK. Wherever breast cancer services are provided. Public or private sector.

We want to be there for people when they're being diagnosed. When they have questions and concerns and don't know where to turn.

And we want everyone affected by breast cancer to know about the information and support we can offer them. Now and into the future.

To do that, we need to be more visible. Show up. And speak louder on the issues that matter to people.

And we need to forge stronger relationships with care providers across the UK.

We already do brilliant work here through our service improvement and engagement programmes. But we need to go even further.

So, by 2030, we'll have Breast Cancer Now champions in every one of the 300+ NHS trusts and private healthcare settings across the UK.

They'll champion the issues that matter to patients and push for improvements to treatment and care. And they'll spread the word about the great work we do, so everyone going through breast cancer treatment knows about and can access the support we offer.



WHAT'S THE CHANGE WE WANT TO SEE?

NEW AND BETTER TREATMENTS THAT PAVE THE WAY FOR CURES

When we ask people living with breast cancer what changes they want to see, one word comes back loud and clear – treatments.

More and better treatments that can save lives or give them more time. And kinder treatments that let them live fuller, happier lives with and beyond breast cancer.

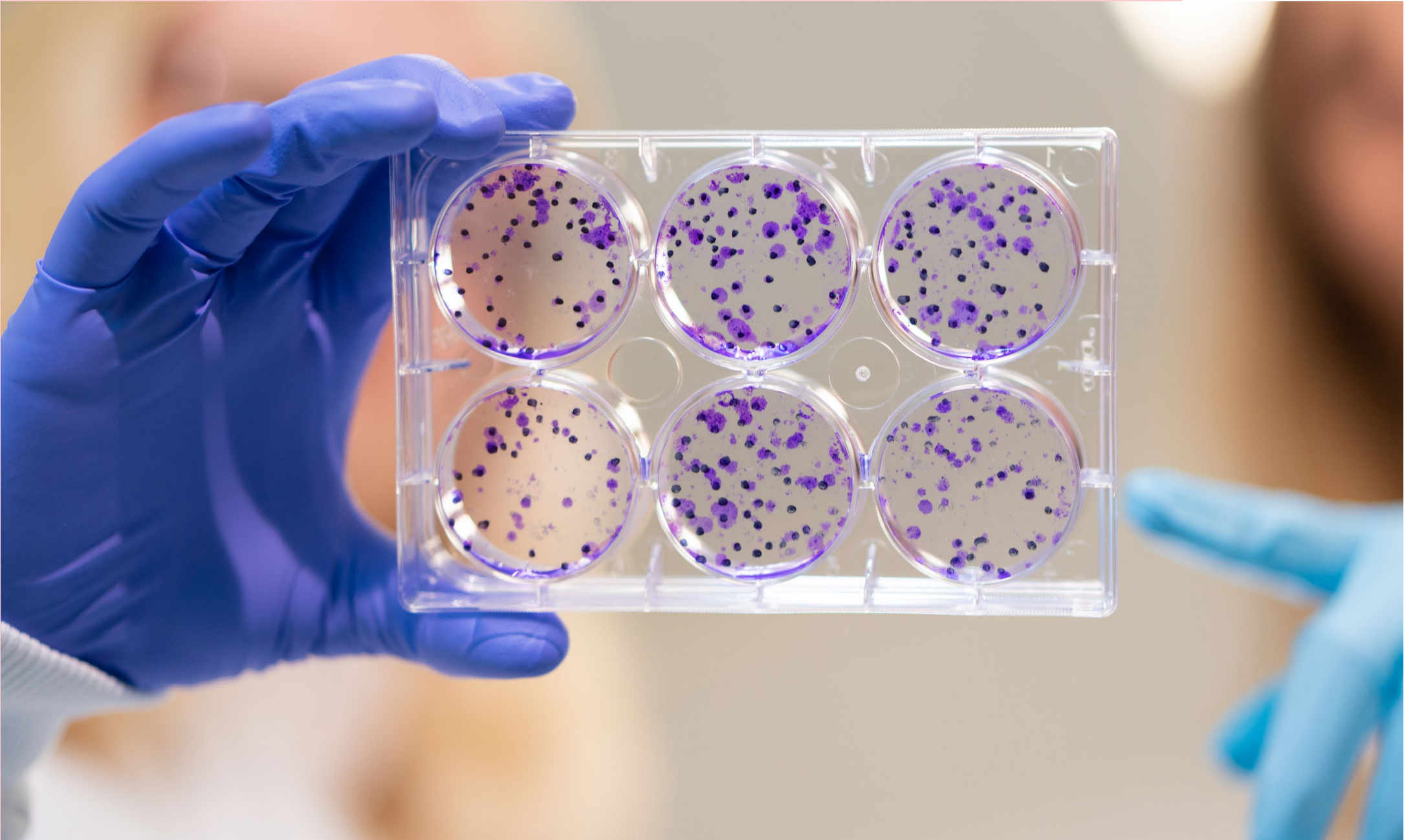
We've made huge progress on this front already. We've made discoveries that have saved and improved countless lives, like playing a key role in the development of PARP inhibitors, which are used to treat thousands of people around the world.

But we're still not where we need to be.

Too many treatments have long term side effects. Early menopause. Hair loss. Surgeries that leave people scarred and mourning the body they used to have. And there aren't enough treatments for metastatic breast cancer – and still no cure.

And there are still too many fundamental questions we don't have answers to. Questions that are holding us back. Like why breast cancer comes back and how we can stop it.

This needs to change. By building on our track record of funding exceptional science – and by being bolder than ever before – we're going to make it happen.



HOW WE'LL MAKE THAT CHANGE HAPPEN

LEARNING MORE ABOUT HOW BREAST CANCER DEVELOPS AND SPREADS SO WE CAN FIND NEW WAYS TO STOP IT

Discovering more about what causes breast cancer

We need to find out more about what causes breast cancer to develop in the first place, and the factors that affect how likely someone is to develop it. So we'll continue to support world-class research in this area.

This includes the Breast Cancer Now Generations Study – one of the most ambitious and comprehensive studies of its kind anywhere in the world. This landmark study, which we set up 20 years ago, is following more than 110,000 women over 40 years to understand the causes and risks of breast cancer.

At only halfway through, it's already uncovering the complex web of genetics, lifestyle choices and environmental factors that influence breast cancer risk. And it has the potential to answer some of the most important and unresolved questions in breast cancer.

Driving the next generation of breakthroughs in breast cancer research

We'll continue to back bold ideas and the brightest minds in breast cancer research. And we'll give them the support and resources they need to do their best work.

This includes the kind of cutting-edge science that doesn't always make headlines but is crucial to changing the future. Discoveries about how breast cancer starts, grows and spreads. Research into why treatments work for some people but not others. Studies that lay the groundwork for tomorrow's cures.

We've made these kinds of breakthroughs before, and we'll do it again.

But to make it happen, we need to make a step-change. So we're committing to becoming the UK's biggest public funder of breast cancer research over the next 5 years.

This means we'll be the ones setting the pace. Going from a national leader to a global player. Tackling the challenges other people won't. And acting as a catalyst for the change and scale we need to see.

GAME-CHANGER

SUPERCHARGING PROGRESS ON RECURRENCE AND METASTASIS

When breast cancer comes back or spreads, it can be harder to treat. It's a fear that lingers in the backs of people's minds long after their treatment finishes. One that keeps them up at night.

Right now, we don't know enough about it. Why does breast cancer lie dormant in the body, only to come back years later? Why does it spread to other parts of the body, where it becomes incurable? Why can't we predict when this will happen? How can we stop it?

These are the most important questions in breast cancer research. The last big challenges when it comes to saving lives. If we can nail these, we'll open the door to new ways of preventing it and new treatments to stop it. In short, to game-changing improvements in survival.

So over the next 5 years, we'll double what we spend on research, supercharging progress on metastatic breast cancer with a focus on the challenges of dormancy and late recurrence.

We'll lead the way in driving breakthroughs in these areas. But we won't work alone. We'll build global collaborations with researchers and funders working on the same problems to help us make greater progress. Because together we can go further, faster.



HOW WE'LL MAKE THAT CHANGE HAPPEN

ACCELERATING THE DISCOVERY OF NEW AND BETTER TREATMENTS

Accelerating the discovery of preventative treatments

We don't just want to treat breast cancer. We want to stop it before it starts. Particularly for people at higher risk, like people with inherited altered genes.

But right now, there aren't enough options. And the ones that do exist can take a heavy toll. Major surgery. Or treatments with serious side effects. This isn't good enough.

So, we'll fund research into the development of new and better preventative treatments that stop breast cancer in its tracks.

Finding new treatments, particularly for the most challenging breast cancers

We'll keep driving efforts and funding the best research to find new treatments.

But not all breast cancers are the same. And there are still some breast cancers that we don't have good enough treatments for.

These challenging breast cancers can grow quickly. They don't always respond to current treatments. And they often affect certain groups of people more than others – like triple negative breast cancers, which affect younger women and black women more than other groups.

This includes supporting our work at the Breast Cancer Now research unit at King's College London, which is making amazing progress with treatments for triple negative.

Improving awareness, diversity and participation in clinical trials

We want everyone to be able to benefit from new treatments. But not everyone is represented well in research right now. Especially in clinical trials.

This means some people are missing out on the opportunity to benefit from cutting-edge treatments. And it means we aren't finding out about how these new treatments work for everyone.

So we'll work with the rest of the research community to make taking part in clinical trials easier for everyone. To broaden the range of people who take part in them and change the way research is done.



OUR COMMITMENTS TO TACKLING HEALTH INEQUALITIES

Breast cancer can affect anyone.
But it doesn't affect everyone equally.

Some people are more likely to get it.
Others wait longer to get a diagnosis.
And others get worse treatment and
care. Simply because of who they are
or where they live.

All of this adds up to the fact that
some people have worse experiences,
and some are more likely to die from
the disease.

Many of these health inequalities are
avoidable. They're also complex and
systemic. But they need to change.

With our scale, insight and
connections, we'll play a big
role in overcoming them.



CONNECTING WITH COMMUNITIES WHO FACE THE BIGGEST BARRIERS TO BETTER HEALTH AND WELLBEING

People from some communities face specific barriers to better health. Because of systemic issues across the UK, stigma around breast cancer and breast checking, a lack of knowledge about the issues or a lack of trust in the healthcare system.

And some communities face more of these barriers than others. People living in socially deprived areas and some ethnic minority groups in particular.

The result is that some people are less breast aware, and less likely to report changes to their GP. Ultimately, this means later diagnosis and worse outcomes.

We'll work with the communities where awareness is lowest to design solutions together. We'll build on our community awareness programmes to make them more visible and more relevant. And crucially, we'll put more power to shape them in the hands of the communities they serve.

And we'll keep investing in research that actively identifies and addresses inequities in risk, diagnosis, treatment and outcomes.

CHAMPIONING DIVERSITY AND INCLUSION IN EVERYTHING WE DO

We're at our best when we have a diverse range of voices, experiences and skills shaping the work we do and the work we support.

Ones that reflect the communities we serve.

So we'll hardwire diversity and inclusion into everything we do. It won't be an afterthought. It'll be something we do from the outset. Something that's baked into how we work.

We'll listen to and include as many people's views as we can. So that when we're designing new services, we'll do it with – not just for – the people who need it most. And when we're designing information, we'll always be thinking about how we can make it work for everyone.

And we won't stop at our own four walls. We'll champion diversity and inclusion in the wider breast cancer landscape. We'll continue to connect people with breast cancer to opportunities to inform and shape healthcare and research. And we'll champion inclusive research and clinical trials, every step of the way.

GAME-CHANGER

FOCUSING ON THE AREAS WITH THE WORST OUTCOMES

Not everyone in the UK has access to the same treatment or care.

Some people are more likely to get a late diagnosis, just because of where they live. There are drugs that are available in some UK nations but not others. Breast reconstruction options that vary from one location to the next because of resources and capacity. And patient experiences that vary from hospital to hospital.

This is unacceptable, and we won't settle for it.

So we're making a commitment that by 2030, we'll improve access to treatment and care by focusing our efforts on the 20% of areas with the worst outcomes.

By getting the best possible understanding of where this is, and what's causing this situation in each area. By calling for better data, policies and services to reduce disparities. By campaigning for change. Driving innovative solutions to problems. And working in collaboration with people and organisations in the specific area, to find solutions that are rooted in the places and problems they're addressing.

By focusing our efforts in this way, we'll have a game-changing effect on breast cancer inequalities over the next 5 years – and create a model for long-term change far beyond those 20%.



HOW WE'LL DELIVER OUR STRATEGY

This strategy sets out the change we'll make happen. We'll do it by being bold, focused and unwavering in our commitment to making change happen. Working with purpose, pace and resilience. Adapting when we need to. And always staying focused on what matters most.

Every part of our organisation and community will play a role in this. Helping us to become more visible. More trusted. More able to create change.

GROWING AND DIVERSIFYING OUR INCOME

By 2030, we'll raise **£100million a year** to fund our ambitions. By growing the number of major donations we receive, as well as growing how much we bring in through regular giving.

And we'll continue to innovate and diversify our income streams so they're reliable, adaptable and sustainable. So we're set up to succeed in the long-term.

POWERING CHANGE THROUGH THE RIGHT PARTNERSHIPS AND COLLABORATIONS

We know we can't do this alone. So we'll seek out partners and collaborators to help us. The ones that can really supercharge what we do. So that together, we can go further, faster.

And we'll specifically seek out global partners who can help us drive progress in research. Because this will be vital to reaching our 2050 vision.

DRIVING PROGRESS THROUGH INNOVATION, DIGITAL AND AI

We'll innovate where it matters most. Where it can unlock impact. Where it creates efficiency. And where it can transform the way we deliver for people affected by breast cancer.

We'll harness the power of digital tools and AI to help us work smarter and faster. We'll fund research that uses them to discover new and better treatments. And we'll build them into our support offer so we can be there for absolutely everyone who needs us.

ACCELERATING IMPACT THROUGH FOCUS AND INSIGHT

We'll focus on making the biggest change we can. Guided by data, insight and people's lived experience.

We'll never stop learning about what people need from us and what works. And we'll use this to prioritise our efforts. Focusing our time, money and energy. Scaling what's most effective. Doing fewer things, but doing them more efficiently and with more purpose.

BUILDING A COMMUNITY THAT STANDS TOGETHER TO MAKE CHANGE

We'll continue to build a powerful, connected community. Of staff and volunteers. Researchers, campaigners and healthcare professionals.

We'll invest in them. Making sure they're valued, heard and able to shape and strengthen our work. By sharing their experiences. Challenging the status quo. And pushing for the change that needs to happen.

And we'll deepen our relationships with healthcare professionals, health systems and decision-makers, working together to make sure everyone across the UK gets the treatment and support they need.

HELP US MAKE IT HAPPEN

This strategy sets out what we'll do over the next 5 years, and how we'll do it. But it also paints a powerful picture of where we'll be in 2030.

It's a future where everyone in the country knows how important it is to check their breasts, what's normal for them and what to do if they find changes.

Where if you're at higher risk, you get the support you need to come to terms with this information. And that you know what options are open to you.

A future where if you're living with breast cancer, you have all the information you need at your fingertips. Day or night. In the format and level of detail that's right for you. And where you can pick up the phone to someone who's been there. Who really gets it. Who knows what it's like to go through it.

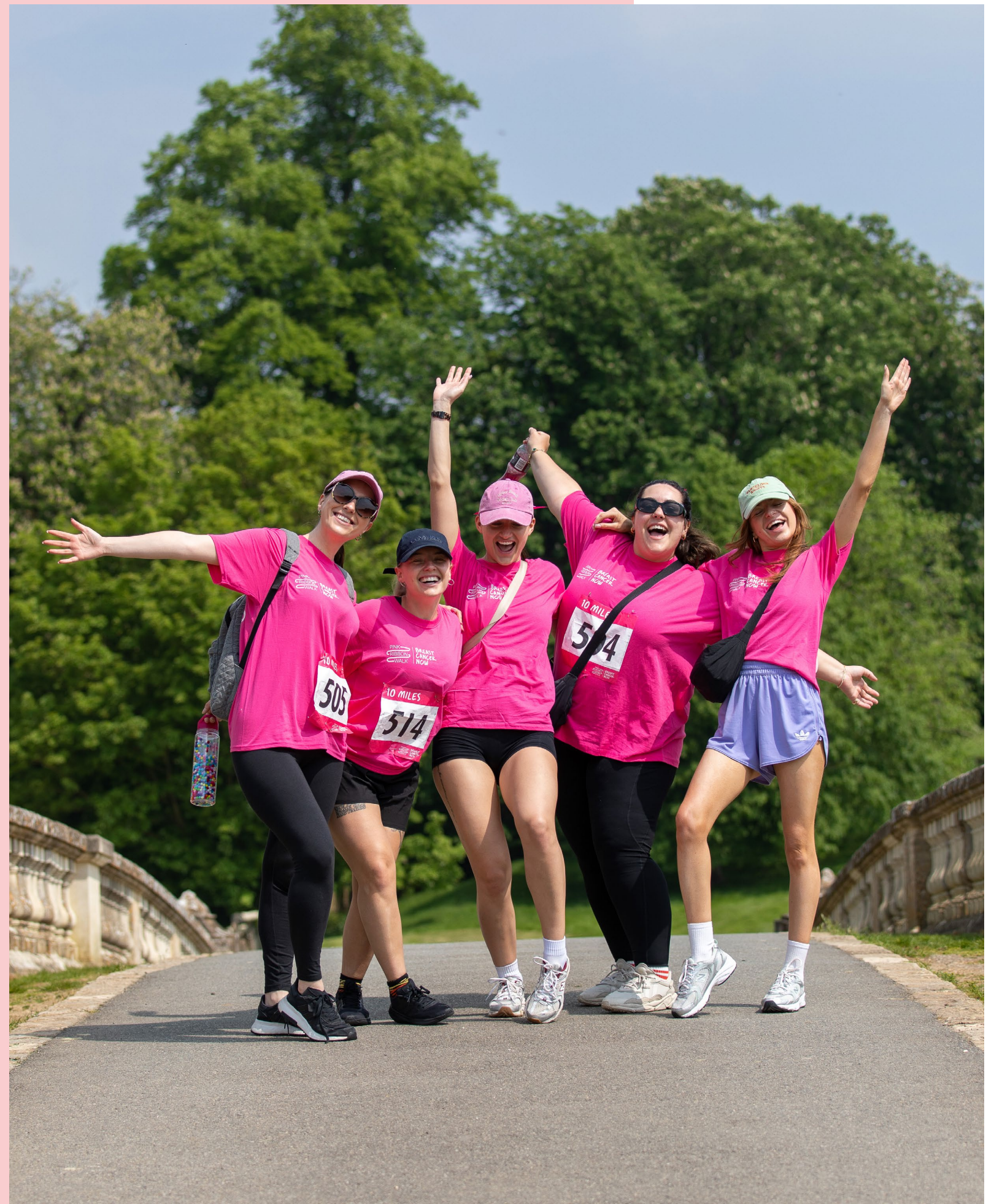
Where everyone gets the very best treatment and care – regardless of who you are, where you live or what kind of breast cancer you have.

And where if you're living with metastatic breast cancer, you have a community of people around you to share your experiences with. And you have more treatments that can give you more time, more special moments and more memories to cherish.

This is the future we're going to build. And we're ready to lead the way. But we're calling on all our supporters, volunteers, partners and donors to stand behind us.

Because it's only by working together that we can make this change happen. It's only together that we can get closer to achieving our vision – that by 2050, everyone with breast cancer will live and live well.

Find out how you can get involved at breastcancernow.org



**BREAST
CANCER
NOW** The research &
support charity

Breast Cancer Now is a charity registered in England and Wales (1160558), Scotland (SC045584) and the Isle of Man (1200).