

GENDER PAY GAP REPORT

2021

BREAST
CANCER
NOW

The research
& care charity



THE GENDER PAY GAP AT BREAST CANCER NOW

At Breast Cancer Now we're striving to make greater and faster progress for everyone affected by breast cancer.

Despite the turbulent and unpredictable nature of the COVID-19 pandemic, we continue to be driven forward by our ambition and – most importantly – the passion of our colleagues, supporters and partners.

At the heart of our ambition lies a commitment to be here for everyone affected by breast cancer, which involves taking every opportunity to become a more equal, diverse and inclusive charity.

The action we've taken, and continue to take, around our gender pay gap is one of those opportunities.

I'm delighted that since our first gender pay gap analysis in 2019, we have seen a dramatic narrowing of our gap, which is now well below the national average.

This is something we should rightly be pleased with, but recognise that we can still do better – and we're determined to ensure that this progress continues.

Delyth Morgan
Chief Executive,
Breast Cancer Now

GENDER PAY GAP VERSUS EQUAL PAY

Equal pay is not 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.

WHAT'S IN THIS REPORT?

In 2017, the UK Government made it a legal requirement for organisations with 250 or more employees to report on their gender pay gap each year.

At Breast Cancer Now, we welcome the opportunity to be open and transparent about our gender pay gap and are committed to equality of opportunity. We want to understand any issues in the charity, positive or negative, so we can develop and grow.

The figures published in this report are from the legal snapshot date of 5 April 2021, and based on 258 employees. We've calculated our gender pay gap based on the categories required under the government regulations:

- 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

Please note Breast Cancer Now don't operate a bonus scheme, and accordingly there were no bonuses paid to either gender group during this reporting year.

OUR GENDER PAY GAP FINDINGS

To determine the gender pay gap, we measure the mean and median averages of all male and female employees' hourly earnings, regardless of role and working hours, and show the percentage difference.

Our **mean hourly pay gap is 5.08%** in favour of men.



Our **median hourly pay gap is 3.33%** in favour of men.



These are significantly below the national gender pay gap of 15.4% according to the Office for National Statistics, 2021.

By looking at our gender pay gap over the past three years, we can see that we are making good progress in reducing our gender pay gap.

MEAN PAY GAP

2019	2020	2021
11.02%	7.50%	5.08%

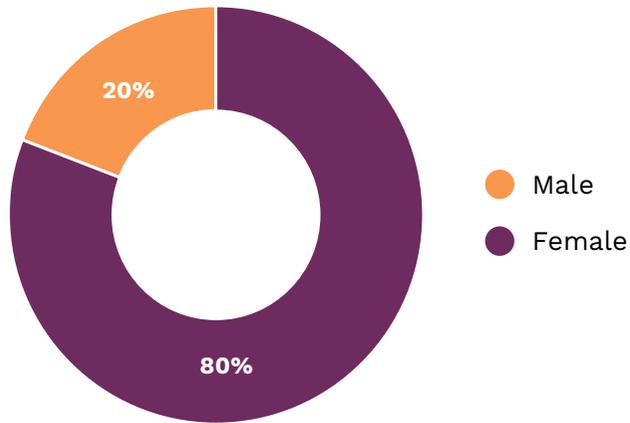
MEDIAN PAY GAP

2019	2020	2021
12.81%	9.72%	3.33%

*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.

OUR PAY QUARTILE FINDINGS

The regulations require us to group our employees from the lowest pay rate to the highest, and then divide the workforce into four quartiles – lower quartile, lower middle quartile, upper middle quartile and upper quartile. This helps to identify the distribution of our workforce.



Our workforce is made up of 80% female employees and 20% male employees.

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

We can see that male employees are under-represented across all the pay quartiles. This is most noticeable in the lowest pay quartile, which is the main contributor to our gender pay gap.

LOWER QUARTILE



Versus 2020: 89.2% female and 10.8% male.

LOWER MIDDLE QUARTILE



Versus 2020: 81% female and 19% male.

UPPER MIDDLE QUARTILE



Versus 2020: 79% female and 21% male.

UPPER QUARTILE



Versus 2020: 69.9% female and 30.1% male.

*Six staff members were excluded from the gender pay gap calculation due to receiving reduced pay during the reporting year i.e. staff on maternity leave.

HOW OUR PAY GAP IS NARROWING

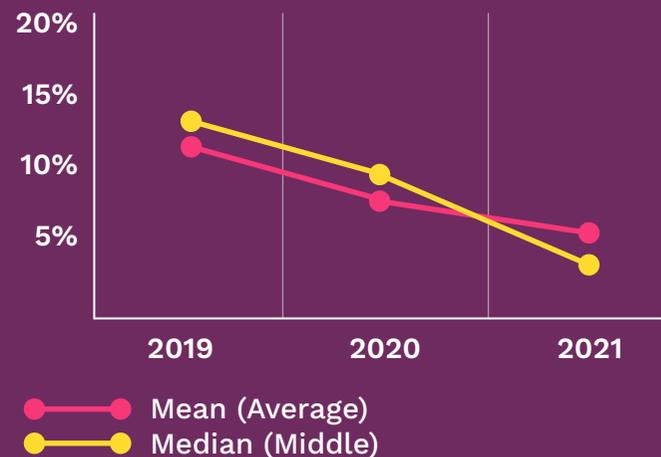
We're encouraged to have seen a significant year-on-year narrowing of our (mean and median) gender pay gap since 2019.

The data from 5 April 2021 indicates that the actions we've taken in recent years – including introducing a new pay and grading structure, implementing a new job evaluation approach and developing clearer processes when reviewing market salary rates – have all had a positive impact. While this is welcomed news, we're committed to narrowing our gap further.

The number of males hired into the lower pay quartile would appear to be the most significant factor in explaining our hourly pay gap. Although this has improved compared to 2020 results (16.7% versus 10.8%), this data alone cannot tell us the extent to which we were choosing to appoint more females to junior positions, versus the shortage of external male candidates.

The next pages outline the actions we will take to further narrow our gender pay gap, including a detailed look at our recruitment process.

Gender pay gap year-on-year



GENDER IDENTITY AND THE GENDER PAY GAP

Breast Cancer Now will always be highly committed to promoting equality, valuing diversity and creating an inclusive environment for everyone who works for us, works with us, supports us and that we support.

While the government reporting regulations for calculating the gender pay gap require staff to be categorised as 'male' or 'female', some of our colleagues do not belong to these binary gender categories.

We're taking steps to create an inclusive environment for people to be themselves, by encouraging all staff to share their pronouns, and capturing people's gender identity. We'll continue improving as we implement the actions from our pending equality, diversity and inclusion audit.

TAKING FURTHER ACTION

We've made positive progress to narrow our gender pay gap in a number of ways and will continue to do so by:

REWARD

We'll continue to use and review our transparent reward and benefits framework, ensuring it's applied consistently and facilitates bias-free decisions.

RESOURCING

We'll undertake a full review of our recruitment process to identify whether we need to take proactive steps to encourage more male applicants into entry-level roles and female applicants into more highly paid roles. This will include educating and monitoring recruitment partners to ensure a greater gender balance in potential candidates.

RETENTION

We'll create strategies which extend the longevity and sustainable career progression of female colleagues, supported by learnings from exit interviews and surveys.

DEVELOPMENT AND PROMOTION

We'll continue to monitor and review our approach to talent and succession management, and consider the introduction of a programme to nurture and develop existing, new and potential managers and senior managers, including women.

The make-up of our senior management is currently:

	Male	Female
Directors	2	2
Associate Directors	4	11
Heads of Team	2	24
Total	8 (18%)	37 (82%)

WAYS OF WORKING

We'll continue to support flexible working across the organisation, such as offering flexible start and finish times, hybrid working, and the buying and selling of leave.

TRAINING AND DEVELOPMENT PRACTICES

We'll monitor and report on the uptake of training and development opportunities by gender, and map the employment lifecycle career paths of women compared to men, and identify any imbalances.

PROMOTIONS

We'll monitor how promotions occur and identify if there are any barriers to women accessing opportunities.

EQUALITY, DIVERSITY AND INCLUSION (EDI)

Through our Equality, Diversity and Inclusion Steering Group and our pending EDI audit, which will include the undertaking of a full EDI review of our systems, practices and processes to improve our diversity and inclusivity, we'll determine key gender diversity initiatives for rollout during 2022-23.

I confirm that the information contained in this report is accurate



Delyth Morgan
Chief Executive

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