

GENDER PAY GAP REPORT

2023

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

We're here



I'm pleased to say that this year our gender pay gap continues to be well below the national average.

Our gender pay gap has dropped significantly since our first report in 2019. And it's encouraging to again see that in the past 12 months the gap remains narrow.

But we're not content with just maintaining a small gap. We can still do better.

It's vital that we keep taking every opportunity to become a more equal, diverse and inclusive charity.

The actions on page 6 show how we're continuing to make progress towards that.

Delyth Morgan
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

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.

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 5 April 2023 (the date we need to legally measure our gender pay gap), and based on 318 employees. We've calculated our gender pay gap 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 don't have a bonus scheme, so no bonuses were paid during this reporting year.

OUR 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 **mean hourly pay gap is 5.18%** in favour of men.



Our **median hourly pay gap is 1.47%** in favour of men.



Our results are significantly below the national gender pay gap of 14.3%* (mean) and 13.9% (median).**

Our results over the past 5 years show we're making good progress in reducing our gender pay gap.

MEAN PAY GAP

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

MEDIAN PAY GAP

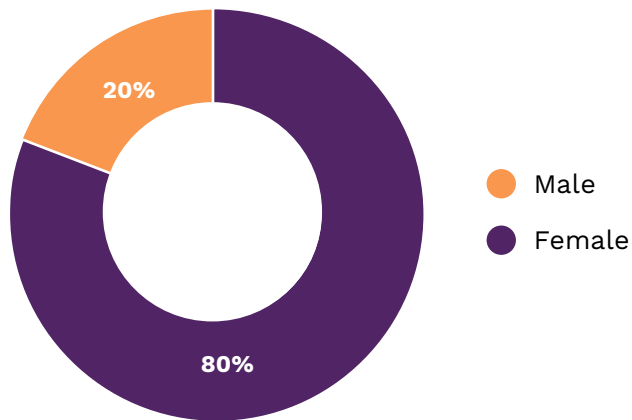
2019	2020	2021	2022	2023
12.81%	9.72%	3.33%	3.39%	1.47%

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 2023 **Office for National Statistics 2022

OUR 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 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 in the lowest pay quartile, which is the main contributor to our gender pay gap.

LOWER QUARTILE

86.1% female

13.9% male

2022: 83.8% female and 16.2% male.

LOWER MIDDLE QUARTILE

75.6% female

24.4% male

2022: 84% female and 16% male.

UPPER MIDDLE QUARTILE

78.5% female

21.5% male

2022: 77.8% female and 22.2% male.

UPPER QUARTILE

81.1% female

18.9% male

2022: 81.1% female and 18.9% male.

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

HOW OUR PAY GAP IS NARROWING

Encouragingly, between 2019 and 2021 our gender pay gap narrowed significantly. Last year, we maintained our narrow gap to almost identical levels to the previous year. And this year, our median gap has dropped by more than half (to 1.47%).

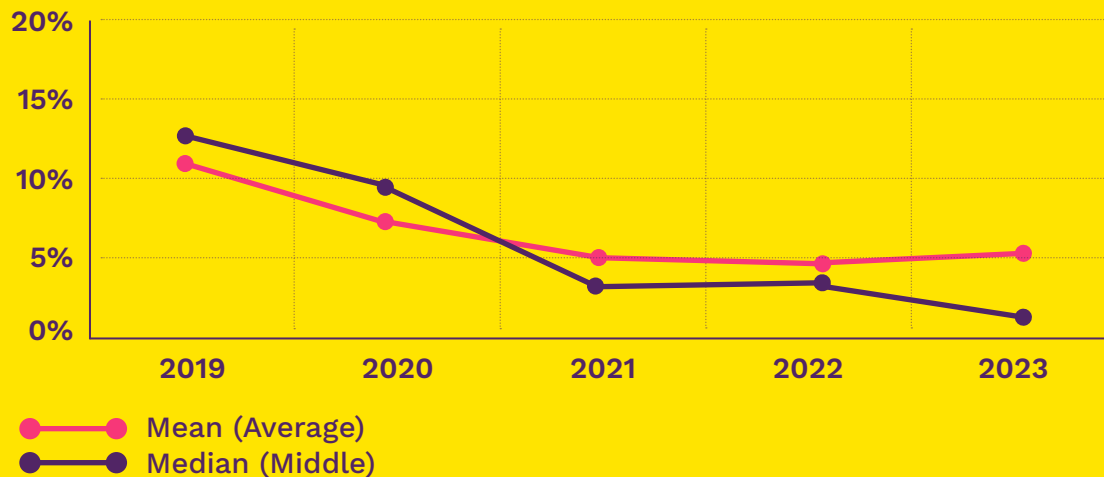
The data from 2023 suggests that the actions we've taken in recent years all continue to have a positive impact. These include:

- Our pay and grading structure
- Our job evaluation process
- Our benchmarking process to enable consistent and bias-free decisions

While this is welcomed news, we're committed to narrowing our gap further. The number of males hired into the lowest pay quartile (13.9%) seems to be the most significant factor in explaining our hourly pay gap. But the data alone can't tell us whether we're choosing to appoint more females to junior positions, or if there is a shortage of external male candidates.

The next page outlines the actions we'll take to narrow our gender pay gap even more. It includes a detailed look at our recruitment process, supported by our equity, diversity and inclusion (EDI) manager.

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

We're taking steps to create an inclusive environment for people to be themselves, like encouraging all staff to share their pronouns, and recording people's gender identity. We'll continue improving as we implement the actions from our EDI audit, and appointed an EDI manager in May 2023.

TAKING FURTHER ACTION

We've made positive progress to narrow our gender pay gap in a number of ways. We'll keep doing this in the following areas:

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 continue looking at how we recruit people, to see how we can encourage more male applicants into entry-level roles. To do this, we'll work with our recruitment partners to help create a greater gender balance in candidates.

We'll also continue to develop our employer brand, including using our new job description templates which have more inclusive wording, clarity on job skills and the stage of recruitment when they'll be tested.

RETENTION

We'll look at ways of making career progression sustainable for our female colleagues. This will be supported by a career progression framework that will support staff in their long-term development. It will act as a roadmap, showing progression routes within the charity and has been developed with learnings from exit interviews and surveys.

DEVELOPMENT AND PROGRESSION

We'll continue to monitor and review how we manage talent and progression. Our new aspiring manager programme for 2024-25, and existing accredited management development programme, will nurture and develop existing, new and potential managers and senior managers, including women.

Our senior management at 5 April 2023:

	Male	Female
Directors	2	2
Associate directors	2	15
Heads of team	4	29
Total	8 (15%)	46 (85%)

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 monitor and report on the uptake of training and development by gender. We'll map the career paths of women compared to men, and identify any imbalances. And we also offer training and support to colleagues before, during and after the menopause through our menopause working group.

PROMOTIONS

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

EQUITY, DIVERSITY AND INCLUSION (EDI)

Through our EDI working group and the results of our EDI audit, we appointed an EDI manager in May 2023 to work on the resulting action plan to improve our diversity and inclusivity. As part of the plan, we'll create key gender diversity actions.

I confirm that the information contained in this report is accurate



Delyth Morgan
Chief executive

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