



worldwide
cancer
research

People Plan 2026

Our success starts with **you**...



The keystone of our mission to bring forward breakthroughs is the people who deliver it.

In 2026 we will continue to deliver an ambitious plan for growth, which can only be achieved by a high performing Team Worldwide.

Our people focus in 2025 was to provide an inclusive and supportive working environment, ensure that the team had the appropriate expertise, and improve the ability to work effectively cross-team.

For 2026, the key themes of focus to maximise the impact of Team Worldwide is to:

- 📍 Re-establish the Equity, Diversity and Inclusion (EDI) Group, with visibility, purpose and Senior Management Team sponsorship.
- 📍 Upskill new and existing line managers, by identifying key management competencies and responsibilities.
- 📍 Establish the Revenue Operations (RevOps) group, review and revise the campaign and project management approach, and further refine our annual planning cycle.
- 📍 Design, document and implement a simple, structured communication framework.

The individuals who together make up Team Worldwide are critical to the ambitions and success of the charity. That is why the 2026 Plan and Budget has an inclusive, people-focused strategic aim (Aim 4) at its core – to ensure our team is inspired, trained, equipped and retained.





Hello from the CEO

2025 was a challenging year for charities, but I am so proud of what we managed to achieve for our Curestarters. Thanks to the hard work of Team Worldwide, we were able to fund the most innovative new research projects, all with the potential to start cancer cures.

And when we reflect on 2026 at the end of this year, I'm sure that we'll have made even more progress towards a day when no life is cut short by cancer.

To deliver our ambitious plan for the coming year, we must support everyone in Team Worldwide to be their best. The Board and the Senior Management Team (SMT) are committed to ensuring that all our people have the right skills, and communication is always effective and open.

We aim to treat you fairly, promote a healthy workplace, and credit you for your achievements and efforts. In return, we expect you to work collaboratively, to always treat our Curestarters with respect, and to spend their hard-earned donations wisely.

I believe the most rewarding jobs are those that

will change people's lives. This is the opportunity for every one of us at Worldwide Cancer Research, and I am very grateful for the passion that you bring to this team.

As you know, I have decided that the time is right for me to step down as Chief Executive, after a decade in post, and I will be handing the Curestarter mission over to somebody new in June.

From financial hardship to a global pandemic, the charity has faced many challenges in my time here. What has kept me going throughout it all is our mission to start new cancer cures. It has been a privilege to lead this organisation and be part of such a dedicated Team Worldwide.

The next CEO, whoever they may be, will be joining something truly special, and I have no doubt they will take us even further towards a day when no life is cut short by cancer.

A handwritten signature in black ink that reads 'Helen'.

Dr Helen Rippon, CEO

Our values



Curious



We question, learn, and improve

United



We collaborate, support, and include

Real



We are self-aware, honest, and open

Entrepreneurial



We create, pioneer, and persevere

Spirited



We are driven, ambitious, and optimistic

Inspire, train, equip, retain

Employees who have meaningful and rewarding jobs and who are managed well and inclusively, will not only be happier and more fulfilled, but are also more likely to drive productivity, services, and innovation.

This win-win view of motivation and people management is at the heart of employee engagement.

The survey carried out in August 2025 achieved an Employee Engagement score of 100% (exceeding the sector average by 22%) – a score we should be very proud of.

We aim to inspire our charity values, to keep measuring engagement at Worldwide Cancer Research and continuously work to improve it by facilitating opportunities for employees' voices. We will be Real and Curious and act on feedback, however difficult. We will continue to review the benefits offered which underpin a positive workplace.



Worldwide Cancer Research Employee Value Proposition

We can offer everyone in Team Worldwide:

-  Personal impact in starting new cancer cures: everybody in Team Worldwide can see the part they play in Curestarting, no matter what their role.
-  The ability to work with breadth, across the organisation. Every person interacts regularly with teams outside their own.
-  An inclusive and flexible workplace, where we value and learn from differences, and everyone is supported to perform at their best.

New for 2026



Based on the results of the 2025 Employee Engagement Survey, and your feedback in the subsequent focus groups, we have identified four key areas of activity for 2026.

These will help ensure the team meets its collective goals, demonstrates our cultural values, provide an inclusive and supportive working environment, upskill our line managers and design and implement a communications framework.

We will:

1 Provide an inclusive and supportive working environment for everyone who works for us by:

- Re-establishing the EDI Group with visibility, purpose and SMT sponsorship.
- Set clear measurable objectives and report on key elements of the Equity, Diversity and Inclusion Policy: Researchers, Beneficiaries, Supporters and Team Worldwide.
- HR will provide support, including EDI awareness training as required.

2 Ensure all line managers have the appropriate skills and expertise to support their team by:

- Upskilling new line managers through a standardised pathway including training modules and cross-team briefings.
- Identifying and sharing key management competencies, and responsibilities of line managers.
- All line managers will include actions to reflect responsibilities and meet competencies within their Interim Performance Development Review document.
- HR will provide support including focused training on key development areas identified, best practice and mentor/mentee opportunities.



3 Continue to improve our ability to work effectively cross-team by:

- Establishing the RevOps group to drive short- and long-term aligned prioritisation for income generation and supporter experience.
- Reviewing and revising the approach, process and documentation around campaign and project management.

4 Define communication channels by:

- Designing, documenting, and implementing a simple structured communication framework that clearly defines approved communication channels and individual communication responsibilities.
- Focusing on improving the clarity, timeliness and consistency of communications related to people/ team changes, projects and planning.



Our other areas of focus...



Recruitment

- Recruit new team members incorporating our values and commitment to equity, diversity and inclusion, considering transferable skills.
- Continually review the HR Recruitment Toolkit to share with hiring managers, demonstrating our commitment to fairness.
- Deliver a pre- and onboarding induction programme, monitor inductions through feedback, and evaluate by star rating.
- Compare applicant demographics to Scottish census results.



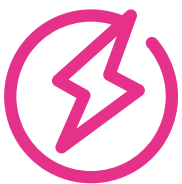
Retention

- Demonstrate fair, reasonable and inclusive treatment of employees.
- Support wellbeing.
- Offer channels for employees' voices.
- Run monthly all staff meetings.
- Maintain up to date, clear and robust HR processes and guidance and ensure they are applied consistently.
- Evidence that values are embedded into organisational culture – what we say is what we do.
- Monitor exits and respond to flags.



Training

- Focus on people in the annual planning cycle.
- Promote a curious, learning culture.
- Offer appropriate and varied learning channels.
- Support leadership development.
- Encourage coaching and mentoring opportunities.
- Facilitate succession planning and professional development.
- Deliver statutory training to meet the charity's duty of care.



Performance management

- Ensure the aims and ambitions of the charity are well understood across Team Worldwide.
- Conduct Performance Development Reviews at monthly one-to-ones – giving an opportunity for everyone to understand their role in the charity, professionally develop and be motivated – from day one.
- Facilitate and support good people management skills, for example, by identifying and supporting development areas.



What **success** looks like

Our people are at the centre of everything we do – our ambition, our culture, our research, our campaigns, and our supporter experience.

That is why Team Worldwide is a key focus of our mission to bring forward breakthroughs. We want to inspire, train, equip and retain the team created to achieve the charity’s ambitions, making Team Worldwide the critical factor in the charity’s future achievements.

Put simply, success for us is an engaged, happy and healthy workforce, which is why we have identified KPIs that measure the effectiveness of our 2026 People Plan.

Employee engagement

- 📍 2026 Employee Engagement Survey score that exceeds the sector average.

Equity, Diversity and Inclusion

- 📍 2026 collective EDI Employee Engagement Survey score of 90% or greater.
- 📍 An improvement in diversity among Team Worldwide.
- 📍 100% completion and overall positive evaluation of EDI training.
- 📍 Comparison of team and applicant diversity vs Scottish census data and track progress over time.
- 📍 Evaluate and track progress in the diversity of the Scientific Advisory Committee (SAC) and the researchers funded.

Employer brand

- 📍 We attract more than one appointable candidate when recruiting, for at least 75% of roles.

Retention

- 📍 Staff retention rate of 90% or greater.
- 📍 Less than six average sick days per person/per annum, current and reporting year employees.

Training

- 📍 100% completion of mandatory probation and annual team training.
- 📍 100% of line managers completing the line manager training.
- 📍 100% attendance at other mandatory training deemed of value to Team Worldwide.