



CHECKING WE'RE FAIR TO ALL

Gender pay gap
report 2019

MACMILLAN
CANCER SUPPORT

Introduction

If we want to be there for everyone living with cancer, we need to be reflective of the people we're here to serve. Quite simply, the more diverse and inclusive we are as a charity, the more people with cancer we'll be able to reach and support.

Reporting on gender pay is one important part of our continued work to make Macmillan more diverse and inclusive, as it gives us a better understanding of where further attention is needed.

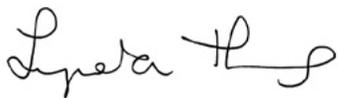
This year, our median gender pay gap has increased to 9.9%. It's heartening to see we continue to place ahead of the national average of 17.3%, but we recognise there's more work to do to close the gap.

Women are well represented at Macmillan; they make up three quarters of our workforce and 68% of roles in the upper quartile. While this is good, this is not proportionate and indicates we can do more to support women into senior leadership roles.

We have some way to go but the progress we have made to make Macmillan a more inclusive place to work should not be overshadowed. Our newly established employee networks have already started to have a positive impact on our working practices, we've trained all our employees on how to manage biases and our policy on shared parental leave is more fit for the modern workforce.

In 2020 we will continue to take steps forward to make sure everyone is encouraged and supported to access opportunities equally. We will improve the transparency of our recruitment and promotion processes, and make sure that individuals with high potential are identified and nurtured to step up into leadership roles. We are also making good progress in understanding how we can enable even more flexible working at Macmillan.

We are committing to actions for the long-term to deliver a change that lasts. There is no quick fix. It demands a continued commitment from everyone to shift their mindsets and behaviours if we are to all truly benefit from a workplace where everyone can thrive.



Lynda Thomas, Chief Executive

We have some way to go but the progress we have made to make Macmillan a more inclusive place to work should not be overshadowed



What is the gender pay gap?

The gender pay gap shows the difference in average earnings between women and men across the organisation. It is worth noting that gender pay is not the same as equal pay, which deals with the pay differences between men and women who carry out the same jobs or work of equal value. In 2017 the government made it a legal requirement for all organisations with more than 250 employees to publish their gender pay gap each year. The figures below are available on our website as well as on the government's website.

This year, our median gender pay gap is 9.9% - 1.8% higher than it was in 2018.

Fig 1. Our median gender pay gap is the difference in pay between the middle-ranking woman and middle-ranking man.

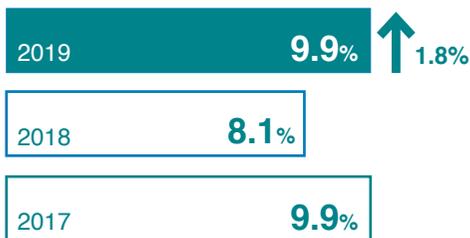


Fig 1. Our pay gap is 9.9% in favour of men, meaning for every £10 the average man earns, the average women takes home £9.01

Fig 2. Our mean gender pay gap is the difference between our total wage spend per woman and our total spend per man.

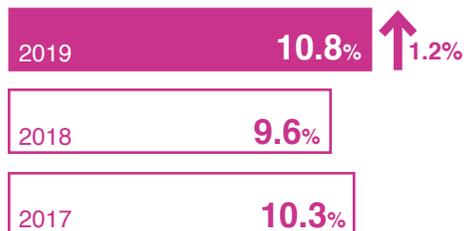


Fig 2: Our mean gender pay gap means that on average for every £10 men take home, women take home £8.92

Why has our gender pay gap increased?

Our gender pay gap is influenced by women being more likely to hold positions in the lower and middle quartiles than the upper quartile (see [figure 3 - page 4](#)). Our analysis shows that compared to last year, the number of women in the upper quartile has reduced by 1.7%. When women leave their positions at this level, it widens the gap more significantly as they are proportionately underrepresented.

Alongside this, many roles in the middle to upper quartile are technical or IT roles predominantly held by men (see [figure 4 - page 4](#)). These roles demand higher rates of pay due to market pressures. In line with other organisations, we introduced payments for IT roles that need to be 'on call' to work outside of contracted hours which has influenced the gap.

Another contributing factor is employees sacrificing more of their salary on benefits such as pension schemes, private medical insurance and childcare vouchers. And a trend of higher paid women sacrificing more than their male counterparts – this can be up to half of their salary, which isn't considered when calculating the gender pay gap.

Fig 3. Our percentage of women in each pay quartile

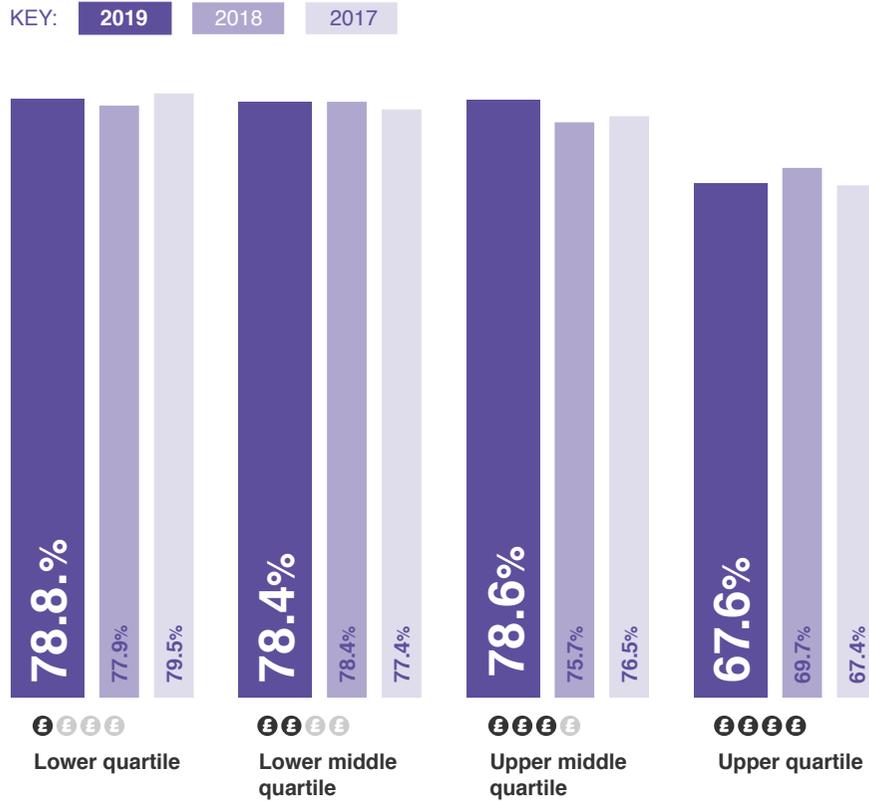
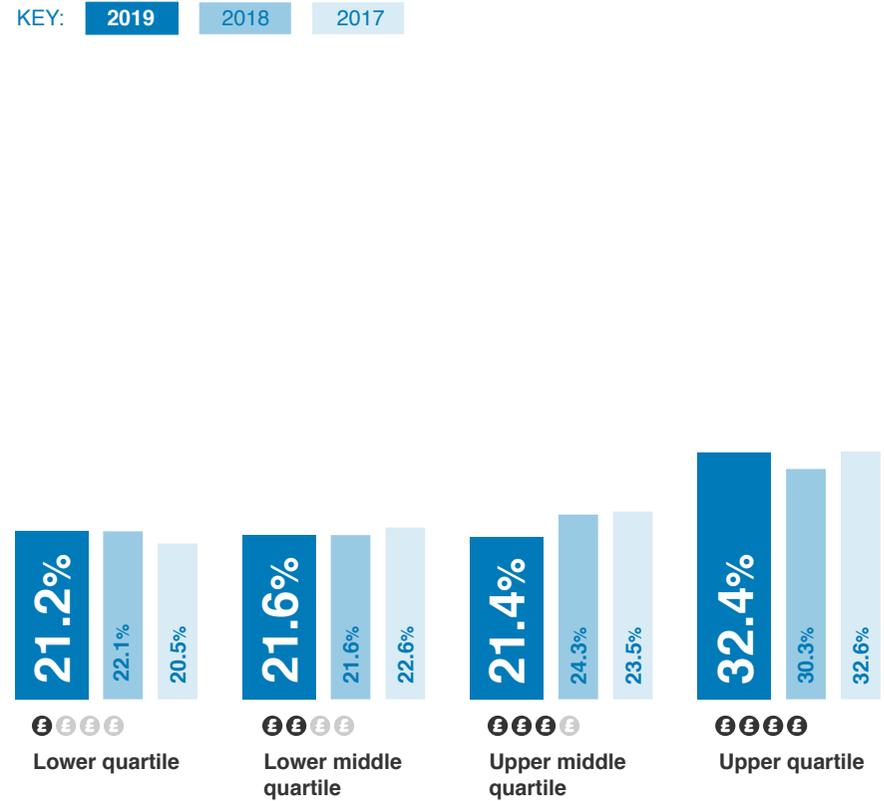


Fig 4. Our percentage of men in each pay quartile



The results show a small increase in the percentage of women in the upper middle quartile. Women are still likely to be in one of the lower quartiles, so further progress is needed.

Our commitment to closing the gender pay gap

Flexible working

This year, we are combining our two London offices into one. We believe work is what you do not where you go, so as part of this we will pilot greater flexibility of working patterns and locations. A supportive culture of flexibility in the workplace means that working parents and carers are more able to progress and earn higher salaries. This is especially important in our leadership roles where we have a lower proportion of women employees.

Fair and inclusive recruitment and retention

We've introduced training on equality, diversity and inclusion so everyone at Macmillan understands why it's important, how to manage biases, and how to recognise and challenge inappropriate behaviour.

This year, we'll provide training so that all managers are supported to develop inclusive teams. Covering topics such as how to support flexible working requests and fair and unbiased recruitment processes, we hope this will attract women into roles where they are currently under-represented.

We'll also keep on top of the data, providing monthly pay reports for our leadership teams. This insight will be used to track trends that guide the actions we take.

Transparency of reward and promotion

Being open about processes, policies and criteria for decision making can improve pay inequalities. It helps ensure everyone understands what is involved, and also that managers understand their decisions need to be objective and evidence-based because those decisions can be reviewed by others.

To help with this, we have ensured that our reward system is clear and transparent, evaluating against external benchmarks, enabling managers to ensure our employees are based at the right pay level. And to improve the objectivity of developing people for senior roles, each directorate will follow the same talent review process to identify successors. This will make sure all potential candidates are fairly identified, supported to develop and prepared for a promotion if it becomes available. And to improve the objectivity of developing people for senior roles, each directorate will follow the same talent review process to identify successors. This will make sure all potential candidates are fairly identified, supported to develop and prepared for a promotion if it becomes available.



Our commitment to closing the gender pay gap (continued)

Improving representation

We've established Employee Networks to help us to support under-represented groups across the organisation. This includes both Working Families and Gender Equality. Each network has created actionable plans to drive change including, for example, developing management and leadership programmes for underrepresented groups, with the aim of getting more women into leadership roles.

We will continue to work with the networks to ensure we are hearing their views and working on areas to make Macmillan a great place to work for everyone.

Support for working parents

This year we improved our family leave policy. We are proud to offer above and beyond the statutory minimum of shared parental leave pay and provide greater flexibility of when shared parental leave can be taken. This encourages secondary parents* to take longer leave which allows primary parents** to return to work sooner than they might have previously considered.

***Secondary parent** – the person who shares responsibility for the care of the child with the primary parent.

****Primary parent** – the pregnant employee, main adopter or primary parent in a surrogacy situation.

We will collaborate with our Working Families network to improve the experience for people returning from family leave. This could include a buddying system, where employees who have returned to work after a long period of absence, support returners both on a practical and emotional level.

BUILDING ON OUR PROGRESS



How did we put this report together?

Please be aware of the following points:

- The report uses a data snapshot taken on 5 April 2019.
- The total number of employees at the snapshot date was 2,151.
- The current analysis is based on 1,960 full-pay relevant employees.
- 191 individuals were excluded, as they were employees who were not in receipt of their normal pay, due to reasons such as being on unpaid or maternity leave.
- The data does not include volunteers or Macmillan professionals such as nurses, who are not employed by Macmillan, but by partners such as the NHS.
- Macmillan operates throughout the United Kingdom and has pay schemes that reflect national requirements, as well as additional market pressures in London and in specific areas of the organisation.

We're here to help everyone with cancer live life as fully as they can, providing physical, financial and emotional support. So whatever cancer throws your way, we're right there with you.

For information, support or just someone to talk to, call **0808 808 00 00** or visit **[macmillan.org.uk](https://www.macmillan.org.uk)**

