Introduction

At Macmillan Cancer Support we understand how cancer can affect so much more than just someone’s health. Every day, we help thousands of people with the physical, financial and emotional impact of cancer on their lives, in a way that’s right for them.

To help people with cancer live life as fully as they can, our support and information must be easy to reach and relevant to everyone. It’s vital that we attract, develop and keep a diverse group of people working for us. That’s why we’ve tried to create an environment where everyone feels welcome, has the same opportunities and has their hard work recognised. Reporting on gender pay is one way to help us do this.

Overall, we are pleased that our mean and median gender pay gap (see below for a definition of mean and median) have both decreased since 2017. This was achieved by delivering our action plan and other changes to our workforce delivered through our change programmes, turnover and new employees joining Macmillan. The national gender pay gap on average for all employees (full/part-time) is 17.9% and we continue to fall below this.

The mean and median are two types of average. The mean average is found by adding up everyone’s salaries and dividing that figure by the number of employees. The median average is found by listing everyone’s salaries from smallest to biggest and then selecting the middle figure in this list.

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.

I’m glad to see that our gender pay gap has reduced since 2017, but there is still work to do. I want everyone working at Macmillan to feel respected, supported and valued at all times and we have eight clear priorities for this year that will help us achieve this.

Lynda Thomas, CEO
What is our gender pay gap?

1. Our mean gender pay gap is 9.6% which is 0.7% lower than it was in 2017.

2018 9.6%

2017 10.3%

It shows that, on average, the hourly rate for men is 9.6% higher than for women.

2. Our median gender pay gap is 8.1% which is 1.8% lower than it was in 2017.

2018 8.1%

2017 9.9%

This is nearly half the national median of 18.4%.

3. Our mean bonus gender pay gap is 0%.
4. Our median bonus gender pay gap is 0%.
5. The proportion of both men and women receiving a bonus payment is 0%.

Last year we reported bonus figures that related to our recognition award scheme, where a one-off fixed payment was made to recognise exceptional performance. This scheme has now been replaced with a new non-financial recognition scheme.

6. As part of the reporting process, the regulations require us to rank our employees from the lowest pay rate to the highest, and then divide the workforce into four (quartiles). This helps to identify the distribution of the workforce, which is a major contributor to the gender pay gap in most organisations.

Our proportion of males and females in each pay quartile (2018)

- **Lower quartile**
  - 2018: 77.9%
  - 2017: 79.5%
- **Lower middle quartile**
  - 2018: 78.4%
  - 2017: 77.4%
- **Upper middle quartile**
  - 2018: 75.7%
  - 2017: 76.5%
- **Upper quartile**
  - 2018: 69.7%
  - 2017: 67.4%

The results show a small increase in the percentage of women in the upper quartile. Women are still more likely to be in one of the middle or lower quartiles, so further progress is needed, but this movement is likely to have contributed to the reduction in our figures for the mean and median gender pay gap.
Delivered more targeted recruitment campaigns for senior roles to address under-representation.

Invested in our Equality, Diversity and Inclusion (EDI) agenda and appointed a dedicated EDI Partner, who is currently designing a new strategy to launch this year.

Revised and improved our Family Friendly Policy, with a focus on supporting employees to have the time they need with their families, as well as helping them return to work and continue to build their careers.

Launched a new People Support Service for line managers, to empower them to support their line reports, whatever their need.

Launched our new employee representative forum 'Our Voice', to help establish a more inclusive environment and enable all employees to be heard.

Launched a new non-financial recognition scheme, where all employees can recognise their colleagues for their work.

Developed a new apprenticeship scheme and launched a pilot, with the aim of rolling this out further across the organisation.

Continued to be a living wage employer.
What else will we do?

Our gender pay gap has decreased in our first year of reporting and it continues to be lower than the national average, but we are committed to continuing our work to further reduce our gap.

- Continuing to review our family friendly policies and look to make more changes to support new parents.
- Updating our training for employees returning from periods of leave.
- Building a new Equality, Diversity and Inclusion Strategy, based on the views of our employees.
- Training our hiring managers to make our recruitment processes more inclusive.
- Working to recruit more women into our technology teams. This will include an outreach programme of placements and internships, for young women studying STEM subjects.
- Launching internal quarterly reporting from April 2019, to keep the gender pay gap front of mind so we continue to decrease it.
- Monitoring the impact of new variable pay components, which have been introduced to extend our Support Line Services operation.
- Reviewing our approach to attracting, identifying, developing and retaining talented employees. This will also include developing an employee value proposition (EVP), talent management and succession planning across the organisation.

“We believe these eight areas, along with the rest of our HR Plan, will help us create an environment where everyone feels respected, supported and valued at all times.”

Dawn Wilde, HR Director
How did we put this gender pay gap report together?

Our gender pay gap report was created internally in accordance with government guidelines.

Please be aware of the following points:

- The report uses a data snapshot taken on 5 April 2018.

- The total number of employees at the snapshot date was 1,923.

- The current analysis is based on 1,869 full-pay relevant employees.

- 54 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.