



**MACMILLAN**  
CANCER SUPPORT

## **Gender Pay Gap Report 2022**

Cancer Support Line

# 1 Introduction

---

At Macmillan we are committed to creating an equitable, diverse and inclusive organisation. In working towards this, we are becoming better equipped to support people living with cancer.

As an employer, we want all of our colleagues to feel that they belong at Macmillan and that they are valued, and reducing our gender pay gap is a crucial step in making this happen. We welcome the opportunity to report on our pay gap every year to hold us to account and make critical improvements.

Disappointingly, the data that we captured on 5 April 2022 shows that our mean gender pay gap has increased from 10.1% to 11.3%, compared to 2021. This means that, on average, female colleagues are paid around 11p less than their male colleagues per hour. Whilst this is lower than the national average gender pay gap, we must continue to challenge ourselves to be better.

We know that a range of internal and external factors are at play in causing our gender pay gap and we're continuing to make progress in understanding and addressing these. We have recently launched a new dashboard for all leaders, which enables them to understand the diversity of their team so that they can make well-informed recruitment decisions. For example, we know that increasing representation of women in middle-management roles and roles that are typically held by males – such as data and technology roles – will help to reduce the gap. To support this, we have made significant improvements to how we recruit at Macmillan to ensure the process is as accessible and as inclusive as possible, from beginning to end.

We remain resolute in our dedication to reduce our gender pay disparity at Macmillan. This report explains how we are working to better understand the challenges that we're facing and the steps that we're taking to address them.

## **A note from Gemma Peters, our Chief Executive**

---

As a passionate advocate for the rights of women, both within and outside of the workplace, my focus and responsibility as Macmillan's newly appointed Chief Executive (joining in January 2023) is to bring renewed energy to the work outlined in this report and to lead the organisation to make progress. I want us to fully understand the different factors that are at play and ensure that we're taking meaningful action to address them, so that we can close our gender pay gap.

## 2 Calculating our gender pay gap

---

### What is the gender pay gap and how is it calculated?

Organisations with more than 250 colleagues are legally required to report on their 'gender pay gap' – or the difference in average earnings between female and male colleagues – in the following ways each year.

- **The mean pay gap:** the average amount earned by female colleagues compared to the average amount earned by male colleagues each hour.
- **The median pay gap:** the difference in pay between the middle-ranking female colleague and the middle-ranking male colleague.
- **The proportion of female and male colleagues in each pay quartile:** this is calculated by splitting the overall workforce into four equal-sized groups based on hourly pay and ranking them from highest to lowest paid. The percentage of females and males in each quartile is then calculated.

- **The pay gap between female and male colleagues who receive bonus payments:** we do not make bonus payments at Macmillan, so we do not report on this.

We publish our gender pay gap report on our website and share our information on the dedicated Government website.

It is worth noting that gender pay is not the same as equal pay, which deals with the pay differences between males and females who carry out the same jobs or work of equal value.

---

### A note on language – sex and gender

Despite being called the 'gender pay gap', this report is actually based on a binary definition of sex (which is assigned at birth – either female or male) rather than gender (which is largely culturally and socially determined and often expressed in terms of how people act, dress or behave – for example, women, men, people who are transgender or non-binary). This is because the regulations require us to report in this way and to categorise our colleagues as either female or male based on the sex stated on their legal documents (e.g. on their passport). However, as part of our ongoing commitment to actively support colleagues of all gender identities, we want to acknowledge that some individuals may not identify with either 'gender' (sex) referenced in this report.

## 3 High level summary

---

### Our gender pay gap has increased

This report is based on data that we captured on 5 April 2022. We have unfortunately seen an increase in our gender pay gap compared to our Gender Pay Gap Report 2021, which is based on data captured on 5 April 2021. This means we have seen an increase in the difference of average hourly earnings between female and male colleagues of +1.2 percentage points. The difference we reported in 2021 was +10.1%, but this has since risen to +11.3%.

Gapsquare, the pay data analysis platform that we have started to use to better understand where we can improve, has highlighted how three factors contributed nearly 60% of our total gender pay gap at the time of reporting. Our action plan focuses on addressing these.

- 26% of our total pay gap was attributable to our middle management roles (internally referred to as 'level 4' posts) due to a lower proportion of female colleagues holding these positions.
- 18% of our total pay gap was attributable to areas of the organisation with more roles that are typically held by males and tend to attract higher salaries, such as our data and technology teams.
- 14% of our total pay gap was attributable to colleagues with one year's service or less. This indicates that salary offers for new starters are not always sufficiently considered in the context of gender representation within the same role or at the same job level. It also highlights that pay negotiation at the point of hire may not be fair and equitable across Macmillan.

---

### Our top three priorities to reduce our gender pay gap

- Enable more flexible working with a particular focus on increasing roles that can be done from any location, along with increased opportunities, such as job shares, to ensure that colleagues face fewer barriers moving into more senior roles.
- Increase representation of female colleagues in roles that are typically held by males and tend to attract higher salaries, such as technology roles, with a particular focus on advertising new roles within spaces that target female candidates.
- Ensure equitable salary negotiation with both new and existing colleagues when moving into promotions, secondments or at the point of hire. Develop further guidance in our recruitment guides for people managers to be able to do this fairly and equitably.



## 4 The data

---

### Our mean gender pay gap

Our mean gender pay gap is the difference between the average amount earned by female colleagues and the average amount earned by male colleagues each hour.

On 5 April 2022, our mean gender pay gap was 11.3%. This means that on average, male colleagues earned 11.3% more than female colleagues per hour, or for every £1 a female colleague earned per hour, a male colleague earned approximately £1.11 per hour.

Compared to the data we captured on 5 April 2021; this is an increase of +1.2 percentage points.

**5 April 2021 – 10.1%**

**5 April 2022 – 11.3%**

### Our median gender pay gap

Our median gender pay gap is the difference in pay between the middle-ranking female colleague and the middle-ranking male colleague.

On 5 April 2022, our median gender pay gap was 11.9%. This means that the middle-ranking male's salary was 11.9% higher than that of the middle-ranking female, or that the middle-ranking male earned approximately £1.12 for every £1 that the middle-ranking female colleague earned.

Compared to the data we captured on 5 April 2021; this is an increase of +5.8 percentage points.

**5 April 2021 – 6.1%**

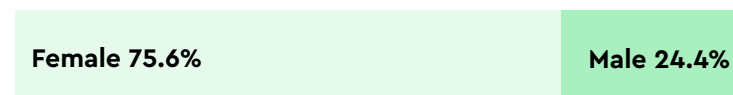
**5 April 2022 – 11.9%**

### Pay quartiles

#### The percentage of female and male colleagues in each pay quartile 2021 vs 2022

Compared to the data we took on 5 April 2021, the data from 5 April 2022 shows a slight change in the make-up of each of our four pay quartiles

##### Upper quartile 2021

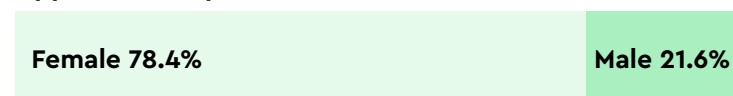


##### Upper quartile 2022



We are continuing to keep female representation high in this quartile, with an 8.2 percentage point increase in female representation in this quartile since our report from April 2019.

##### Upper middle quartile 2021

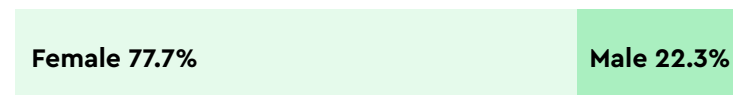


##### Upper middle quartile 2022



In the upper middle quartile, there has been a 2.4 percentage point increase in female representation since 2021, showing that female colleagues are continuing to move into more senior roles at Macmillan.

##### Lower middle quartile 2021

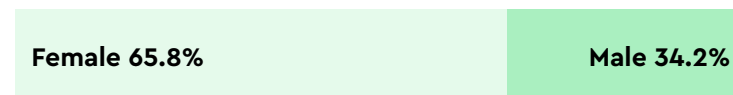


##### Lower middle quartile 2022



In the lower middle quartile, we have seen a small (0.6 percentage points) increase in male representation..

##### Lower quartile 2021



##### Lower quartile 2022



There has been a small (0.8 percentage points) reduction in female representation in the lower quartile since 2021.

## 6 Understanding our gender pay gap

---

### What has caused our gender pay gap?

In early 2022 we started to use a new pay analytics tool so that we can start to look at our workforce data in a variety of different ways, to understand where our pay gaps are most pronounced and where we need to focus our efforts to bring about real change.

The data referenced in this section was captured at the time of reporting (on 5 April 2022) and fluctuates.

#### Roles relating to industries that are typically male-dominated

The parts of the organisation with roles that are typically held by males – e.g. Finance, Strategy and Performance, and Technology – had the largest negative impact on our gender pay gap in 2022, due to a lack of female representation. We know this is reflective of their corresponding industries, but we are making a concerted effort to attract more female colleagues to these divisions. For example, female representation in Technology was 40%, compared to 26% across the UK technology sector.

- 18% of our total gender pay gap was attributable to these three parts of the organisation. This compares to 20% in 2021, so we are starting to make progress. For example, we have increased female representation in Finance by 3% since 2021.

- There was a slight increase in our gender pay gap within our Technology, and Strategy and Performance departments, due to adjustments we made to bring salaries in line with the external market.
- 40% of our Technology department was female compared to 75% of the wider organisation.

One of our biggest priorities continues to be to attract and retain more female colleagues in these parts of the organisation.

#### Middle management

Due to natural movement within the organisation, female representation in middle-management positions (referred to internally as 'level 4' roles) fell by 6% to 63%, compared to our 2021 report. Across all job levels, this middle-management cohort had the biggest impact on our gender pay gap in 2022, due to the roles held by male colleagues being more likely to relate to industries that attract higher salaries (e.g. in technology). Subsequently these roles went from contributing 9.7% of our total pay gap in 2021 to 26% in 2022.

## 7 Understanding our gender pay gap

---

### Colleagues located in London

Colleagues working in our London office had a bigger impact on our gender pay gap in 2022 than colleagues working remotely. This is because traditionally higher-paid roles (e.g. in data, finance and technology) that are more often held by males, were more likely to be based in our London office.

Following an increase in our flexible working options, this disparity should reduce over time. 37% of our workforce was based in London in 2022, compared to 43% in 2021.

### Colleagues with less than one year of service

Colleagues with less than one year of service contributed 14.4% of our total pay gap, compared to 5.3% in 2021. In an increasingly competitive employment market, people managers are more likely to make offers higher in the pay band, which increases the risk of disparities occurring where managers are not sufficiently focused on pay equity.

However, we recognise that we must be doing more to provide people managers with the necessary tools and accountability to help prevent this. Therefore, we are adding more information to our recruitment guides to support people managers when making salary offers. We will also work on further enhancements to our HR system to support people managers to have all the tools they require to reduce gender pay disparity.

### Exclusions and headcount

Compared to 2021, our headcount increased by 146 colleagues. Furthermore, in line with our legal requirements, we have excluded 35 individuals from this gender pay gap report as they weren't in receipt of their full pay (either because of family leave or long-term absence). In 2021, we excluded 122 individuals for the same reasons.

This means that this report covers 1,688 colleagues when our last report covered 1,542 colleagues, so we're not comparing like for like.





## 8 Our commitment to making progress

---

### **What have we done since our last report to help reduce our gender pay gap?**

#### **Improving our recruitment practices**

We have started to provide dedicated support to hiring managers across the organisation to ensure that equity, diversity, and inclusion is embedded in all recruitment at every level of the organisation.

We have also carried out a full review of our recruitment processes and embedded a range of new tools in line with best practice, to limit the impact of bias and remove any barriers that candidates may face. These include:

- Introducing partially anonymous recruitment at application stage, meaning that personal information is hidden from initial applications to help remove any potential bias during the shortlisting process.
- Establishing hiring manager training, including new guidance on salary offers to ensure parity across teams.
- Developing several supportive recruitment toolkits, including a toolkit for candidates, so we can be transparent about how we recruit at Macmillan and ensure that applicants are starting from an equitable position.

#### **Greater flexible working**

We have introduced enhanced flexible working for the majority of colleagues across the organisation (unless it was not possible due to the nature of their role) from day one of joining Macmillan. At the time of reporting, more than 55% of the organisation worked either remotely or at home. We have also introduced core hours, where we ask that all meetings take place between 10am and 4pm, so that colleagues can flex their start and finish times to fit around elements of their home life.

In recruitment, we actively encourage people managers to advertise vacancies with as much location flexibility as possible. The opportunity to work around any additional responsibilities helps to attract a more diverse pool of candidates.

## 9 Our commitment to making progress

---

### **Carer's leave enhancements**

We recognise that around 1 in 8 adults are carers in the UK and women are more likely to take on caring roles. To ensure colleagues can manage out-of-work responsibilities, we have made enhancements to our Carer's Leave Policy to expand who is eligible and allow carers to take up to 30 days of paid leave each year, to ensure that individuals are not impacted for taking the time off work that they need. In 2021, 86% of all carer's leave was taken by female colleagues.

We will continue to work with our Working Families and Carers employee network to ensure that every colleague is aware of the support available to them.

### **Prioritising wellbeing and career development**

We have launched our new performance approach to enable colleagues to have more impactful and regular conversations with their people managers about their performance, wellbeing and personal development. We know that we have further work to do to enhance development conversations and line management capability to support colleagues inclusively.

At the end of 2021, we started to offer more options for colleagues to progress their career at Macmillan through development programmes and other development opportunities such as secondments.

In 2022, we further developed this offer by offering paid intern roles across Macmillan to encourage potential candidates to get valuable work experience while they are still learning and to earn at the same time. We have also launched our apprenticeship programme with a commitment to pay above the legal minimum requirement.

## 10 Our commitment to making progress

---

### **What are we doing next to close our gender pay gap?**

We recognise that our gender pay gap data fluctuates throughout the year and that the data changes with every hire, promotion, leaver, unpaid period of leave and any other pay element impacting a colleague's salary (e.g. change to pension contributions). However, we also know that our gender pay gap reflects a number of different factors at play – and they impact each other.

Based on the data we have available at this point in time, these are the factors that we are prioritising to close our gender pay gap. However, we recognise that Interventions take time to work, and that we need to take a longer-term approach to reducing our gender pay gap and working towards parity in pay across Macmillan more generally.

Now that we're starting to use more advanced tools to understand the internal and external factors at play, and where we can have the most influence, we will develop a longer-term plan.

#### **Furthering our understanding of our pay gap data with new tools**

To empower our leaders, as well as our people managers with a team of more than six line reports, we will launch a new dashboard that gives them increased access to

information about their teams. This will include a monthly update on any pay gaps, to ensure that people managers are mindful of any pay gaps in their team throughout the year. This will equip them to make better-informed decisions, especially at the point of recruitment when pay gaps are most likely to appear.

#### **Increasing female representation in roles typically held by males**

Previously, we have carried out a full review of our people talent agencies to understand the markets they operate in. Following this, we have reviewed which agencies we are working with and we now have 17 specialist recruitment agencies on our roster, to ensure we have the necessary expertise to help us reach more diverse candidates.

Moving forwards, we will continue to finetune our recruitment techniques to increase female representation in roles that are typically held by males. We will continue to be intentional in choosing the recruitment agencies that we work with, with particular focus on attracting female candidates who work in technology and data roles.

## 11 Our commitment to making progress

---

### **Facilitating salary negotiation, particularly with our female colleagues**

We will facilitate salary negotiation for existing colleagues across Macmillan, especially those who move into promotions or secondments. Research shows that female colleagues are less likely to negotiate their salary, so at Macmillan we will continue to promote an inclusive culture that encourages these conversations to take place. We have added additional information and resources to our recruitment guide to support these conversations.

### **Continually reviewing our policies**

We will continue to review all our policies, training and tools to make sure they support every colleague in the organisation and break down barriers that might exist. At the time of reporting, we are finalising a Menopause Policy that provides education, support and guidance to all our colleagues, but especially people managers.

### **Improving cultural awareness**

Over the last year, we have been working to ensure we use gender-inclusive language within all our communications. We want to make sure that where possible, we remove any terminology that could potentially put up barriers to colleagues with different characteristics.

## 12 Our gender pensions gap

---

### What is our gender pensions gap?

During this period, for the first time, we carried out some initial analysis of our gender pensions gap. Whilst this is not legally required, it helps us to understand other aspects of pay disparity and how different characteristics affect colleagues in our organisation. There is no official measure of the gender pensions gap, but it is generally understood to be the difference in retirement outcomes for females and males (using the same definitions as for the gender pay gap).

At Macmillan, we can measure this gap by looking at the difference in monthly pension contributions between female and male colleagues. We manage three pension schemes, however only one scheme is open to new members, and this has been the case since 1 January 2020. To calculate the gender pensions gap, we only considered the employees in the scheme that is open, which accounted for 92% of the members of all our pensions schemes at the time.

On the 5 April 2022, the mean gender pensions contribution gap was 14.6% and the median gender pensions contribution gap was 20%. This means that, in theory, if nothing changes, then when these individuals retire, the outcomes for the female colleagues that were included in this snapshot will be less favourable than for the male colleagues.

Reasons for our gender pensions gap could include:

- Our data shows that female colleagues at Macmillan are on average more likely to choose a lower percentage contribution than male colleagues.
- Our gender pay gap means that on average female colleagues have lower pay than male colleagues – and so, even if they select the same contribution percentage, then their pension contributions are lower on average.
- Female colleagues are more likely than male colleagues to be in part-time employment or to have caring responsibilities – and so they are less likely to contribute to private pensions during these periods of time. At the time we took this data, only 9.4% of our part-time colleagues were male.

We will do further work in the future to make sure we are using gender pensions gap data to make better decisions when reviewing the pension provision for our employees.

### How did we put this report together?



- The report uses a data snapshot taken on 5 April 2022.
- The total number of colleagues on the snapshot date was 1,723.
- The analysis in this report is based on 1,688 full-pay relevant colleagues
- In line with legal requirements, 35 individuals were excluded from the report, as they were not in receipt of their normal pay on 5 April 2022, due to reasons such as being on unpaid leave or maternity leave.
- The data does not include volunteers or Macmillan professionals such as Macmillan nurses, who are employed by partners such as the NHS.
- Macmillan operates throughout the UK and has pay schemes that reflect national requirements, as well as additional market pressures in London and in specific areas of the organisation.



At Macmillan, we give people with cancer everything we've got. If you're diagnosed, your worries are our worries. We will move mountains to help you live life as fully as you can.

And we don't stop there. We're going all out to find ever better ways to help people with cancer, helping to bring forward the day when everyone gets life-transforming support from day one.

For information, support or just someone to talk to, call **0808 808 00 00** or visit **macmillan.org.uk**

Macmillan Cancer Support, registered charity in England and Wales (261017), Scotland (SC039907) and the Isle of Man (604). Also operating in Northern Ireland. MAC19440 2023



**MACMILLAN**  
**CANCER SUPPORT**

Gemma, from the Supporter Care Hub