

**MACMILLAN
CANCER SUPPORT**

**Annual Report and
Accounts 2022**



Welcome to Macmillan Cancer Support's Annual Report and Accounts for 2022

Navigating the report

This report is divided into 5 easy-to-follow sections:

1. Our year at a glance
2. Strategic report
3. Governance
4. Financial statements
5. Thank you

You may prefer to read the report from start to finish, but if you'd rather start with the sections that interest you most, we have included easy navigation buttons on each page.

Using the digital version: If you're reading the digital version, you can use the clickable buttons in the footer of each page to easily navigate to different sections of the report. There are also a number of hyperlinks throughout which will take you to additional resources that may be of interest.

Using the printed version: The navigation bar at the bottom of each page will help you track which section you're reading, and we've also included a selection of QR codes. To use these, open the camera app on your mobile phone and point the camera at the QR code. Tap the link or banner that appears, and you'll be taken to a variety of additional resources.



Annual Report and Accounts 2022

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Summary of the year from our Chair, Richard Murley

We know that cancer can affect life in so many ways, so we do whatever it takes to give people the support they need and last year was no exception...

In 2022, the rising cost of living caused financial concerns throughout the UK, but it was particularly worrying for people living with cancer. A cancer diagnosis can bring a huge financial burden, and with the cost of living hitting the highest level in decades, people living with cancer turned to us more than ever for financial support, someone to talk to and to help ensure their voices are heard.

We listened and acted quickly by making more Macmillan Grants available than ever before, supporting people with money worries, and working with partners to ease the financial pressures on people affected by cancer so they could put more energy into living life as fully as possible.

Last year, we spent £99.5 million on our grant giving, which includes over £19 million in one-off payments to support 48,500 people who needed help with costs related to a cancer diagnosis.¹

The shortfall of cancer specialists in the cancer care workforce and the increasing time people were having to wait to access cancer services was not something we could ignore in 2022. We worked tirelessly to amplify the voices of people living with cancer and call on key decision-makers across the UK to ensure the right care and support was in place.

Despite the financial and economic challenges, we were able to expand our emotional support services, invest in over 700 more Macmillan Professionals to provide people with the cancer care they need, and ensure more people know about the various ways Macmillan can support them. None of this would have been possible without the dedication of our supporters, volunteers, professionals, partner organisations and colleagues – all working tirelessly to do whatever it takes for people living with cancer – so we'd like to say a heartfelt thank you.

These actions have been taken in support of our strategy to spend down cash reserves to target our financial resources to have the biggest impact for people living with cancer at a time when need is particularly great.

Throughout the year, our leadership team gave even greater focus to engaging with and listening to colleagues, to make our organisation a place where everyone feels they belong. We have introduced new ways for people to raise concerns and get the support they need, and we made our recruitment processes more inclusive, whilst focusing on sustainability to ensure we continue to make progress in these areas. We remain incredibly grateful to colleagues who shared their experiences with us, and to partners who have shared their support; we remain committed to getting this right.

2022 also marked the departure of Macmillan's CEO, Lynda Thomas CBE, after eight years at the



helm of the organisation, and a remarkable 21 years at Macmillan. Her tremendous contribution to the charity was recognised by Lynda being awarded a CBE in 2021 for her outstanding service for people living with cancer.

We thank Lynda for her years of dedication and hard work at Macmillan and wish her the very best in her next chapter.

At the end of 2022, we were delighted to appoint our new Chief Executive, Gemma Peters. With her deep knowledge of cancer care, strategic insight and passion, we are very excited she will be working with us in 2023.

Finally, a special thank you to Camilla, Countess of Halifax, who after over 40 years of dedicated service to Macmillan, and more than 20 years as President, retired from the role at the end of the year.

Hearing from our new Chief Executive



“I joined Macmillan at the beginning of 2023, clear that people living with cancer have never needed our services more. In the short time I have been here I have met people with cancer who describe the work of Macmillan’s services as a lifeline. I have met Macmillan Professionals and volunteers who are working tirelessly to give people with cancer the support they need, and I am motivated by the enthusiasm of everyone working with and for Macmillan. I am inspired by what 2023 will bring and am looking forward to us working together to have an even greater impact for people living with cancer.”

**Gemma Peters,
Chief Executive Officer as of January 2023**

The difference we made

We're here to help everyone with cancer live life as fully as they can, providing physical, financial and emotional support. We'll do whatever it takes, no matter what a person's needs are. We will listen to and support them however they need us to – big or small.

In 2022, our services reached and supported an estimated 2 million people living with cancer.¹

Our supporters and fundraisers raised an incredible £221.2 million.

Approximately 730,000 people received person-to-person support from one or more of our Macmillan Professionals or services.¹

We secured a total of £254 million in financial gains for 72,000 people living with cancer.¹

**We gave out over
£19 million in
Macmillan Grants
and estimate that
we helped to secure
over £350 million
in benefits through
the advice provided
by our Support Line
and local Welfare
Rights Services.¹**

**Our Emergency
Grants Appeal
raised a staggering
£2.3 million to
help people with
the escalating cost
of living crisis.**

**Over 10,000 active
Macmillan volunteers
donated over
80,000 hours of their
time to help people
living with cancer.**

**We counselled
over 5,300 people
through our free
specialist counselling
service.**

Our strategy

Right now, there are more than 3 million people living with cancer in the UK² and that number keeps growing. In response to this challenge, Macmillan will do whatever it takes to help everyone with cancer live life as fully as they can.

We launched our ambitious strategy in 2018. Since then, we've continued to evolve our plans, drawing on in-depth insight to respond to the changing environment and ensure we can have the biggest impact for people living with cancer.

Our 2022 plan

Our 2022 plan set out how we would deliver our strategy, detailing what we would do to achieve our objectives and clearly stating our priority deliverables.

**This is
how we
did it
together**



With strength



With heart



With ambition

1

Everyone with cancer will know that they can turn to Macmillan from the moment they are diagnosed, and how we can help them.

2

Everyone with cancer will have a conversation about all their needs and concerns, and get the support that's right for them.

3

Everyone with cancer will have their vital needs met by high quality services.

4

We will inspire more people to give to Macmillan so we can continue to be there for people when they need us the most.

5

We will improve the key processes which support Macmillan to do its work as efficiently and effectively as possible.

6

We will reflect and represent the communities we serve in everything we do to support everyone living with cancer.

- Reach 35% of people living with cancer at the point of diagnosis, through the Macmillan Support Line, cancer information pages on our website, our Information and Support Centres, and Online Community.

- Make it easier for people living with cancer to access our services by improving signposting, navigation and referral.

- Develop and test new approaches to deliver local information support services.

- Influence decision-makers and healthcare systems to give people with cancer care that reflects what matters to them.

- Work with partners to deliver healthcare that is personal to the individual by funding over 300 new frontline posts to the areas in the UK that need them the most.

- Equip people with cancer to personalise their experience when accessing support online and digitally.

- Provide financial support to people with cancer through our services, by working in partnership with organisations and professionals, and by influencing decision-makers.

- Help to deliver good end of life care by agreeing to six new partnerships.

- Help people with cancer get the emotional and practical support they need.

- Engage our customers so we can do more for people with cancer.

- Recognise our value to generate new income from our commercial partnerships.

- Inspire more people to give to Macmillan and raise £227 million in fundraised income so we can be there for people living with cancer for both now and in the future.

- Upskill our colleagues and improve our processes to help them do their jobs.

- Update our systems and processes, using data and insight, to allow us to improve the experience of people with cancer.

- Carefully manage our money in the most efficient and effective way.

- Develop our leadership and culture to create a diverse and inclusive environment for all colleagues to thrive so that we are representative at each level of the organisation and everyone at Macmillan feels they belong.

- Improve our services and advocacy so that people with cancer from all backgrounds feel cancer services are accessible and inclusive.

- Improve how we look and how we communicate so that our fundraising, marketing, and innovation activities are representative and inclusive.

Our Values

Together, we do whatever it takes for people living with cancer. Our Macmillan values help us to do just that. They are at the heart of everything we do as they shape how we make sure every action, every decision, every piece of marketing or word we say helps us to do whatever it takes to help people with cancer live as fully as they can.



With **strength**

**We are courageous.
We are determined.
We give it all we've got.**

We put the needs of people living with cancer first, which takes real strength. We're not expecting any one person to be unbreakable – we all have a part to play and together we are stronger.



With **heart**

**We are genuine.
We are compassionate.
We see the whole you.**

We have big hearts at Macmillan, but this doesn't make us soft. We want Macmillan to be a place where everyone can be their true self and feel that their voice is valued; never ignored or undermined.



With **ambition**

**We are experts.
We are innovators.
We strive to be better.**

We develop our knowledge and skills, learning from the diverse perspectives, ideas and experience of others. Progress relies on change, and we're bold enough to try new approaches, because calculated risks can lead to great things.

Supporting people living with cancer

At Macmillan, we do whatever it takes to give people living with cancer the support that is right for them. Because every person is unique and cancer affects everyone differently, we believe in striving to provide accessible and wide-ranging support that meets the individual needs of everyone affected by cancer.

We deliver services directly, through our partnerships and by influencing others. Our professionals, employees, volunteers, and partners work tirelessly – in person, online, on the phone – from advising on how to manage symptoms, to helping with bills and providing a listening ear. All backed by our brilliant supporters.

Our support must keep growing so that we can keep supporting people living with cancer.

**2022 Innovation Excellence Award Winners:
"Cancer Nurse Succession Planning Team"
at West Suffolk NHS Foundation Trust**



Our response to the cost of living crisis

The rising cost of living means that many people living with cancer have had to make tough choices. We know that living with less money can be a struggle, particularly for people who have had to stop working or reduce hours because of their diagnosis.

Figures from Macmillan show that in June 2022, two in three people with cancer in the UK (66% – an estimated two million people) were concerned about the cost of food or water over the next 12 months³

A cancer diagnosis can be a huge financial burden, and rising living costs are causing additional concerns for many people living with cancer. Macmillan has seen a rapid increase in the number of people in need of help as the cost of living hits the highest level in decades.



[Read more](#)

This comes on top of the existing financial impact a cancer diagnosis already brings. In addition, many people living with cancer are also facing distressingly long waits in receiving the financial benefits that they are entitled to.

4 in 5 people living with cancer are, on average, up to

£891

a month worse off because of their illness⁴



A lifeline

Debbie was diagnosed with stage three ovarian cancer.

“We are cutting down costs of every little thing we can, but I feel like our options are limited. We’re coming into the winter months, and I’ve just had surgery, and for anyone that has gone through chemotherapy and multiple surgeries like myself, it’s so important to keep warm and not to worry about having to turn your gas and heating up. The support we’ve received from advisors on the Macmillan Support Line has been a lifeline, but I am extremely worried about what the future holds.”

What we've done in 2022

We estimate we supported nearly 44,000 people with money and work support via our Macmillan Support Line. Our partners also reported supporting just over 72,000 people through local Macmillan Welfare Rights Services!

Our Financial Guidance and Energy Advice teams offer various services to help with money worries. We help people understand the support available to them, help with applying for the benefits they're entitled to and provide guidance on dealing with energy providers.

We increased our investment in Macmillan Grants to respond to rising financial pressures.

Macmillan Grants are one-off payments to help with the extra costs that cancer can bring. These are often used for increased energy bills and the costs of travelling to appointments. We increased our Macmillan Grants budget throughout the year, to allow us to help over 48,500 people with their financial concerns, representing 22,285 more people than the original budget would have allowed!

In our efforts to get people living with cancer the support they're entitled to, we successfully called for the UK Government to raise benefits with inflation and launched a 'Pay Personal Independence Payment (PIP) Now' campaign to challenge delays to vital benefits.

You can read more about how we campaigned for faster delivery of benefit payments to people with cancer on page 28.

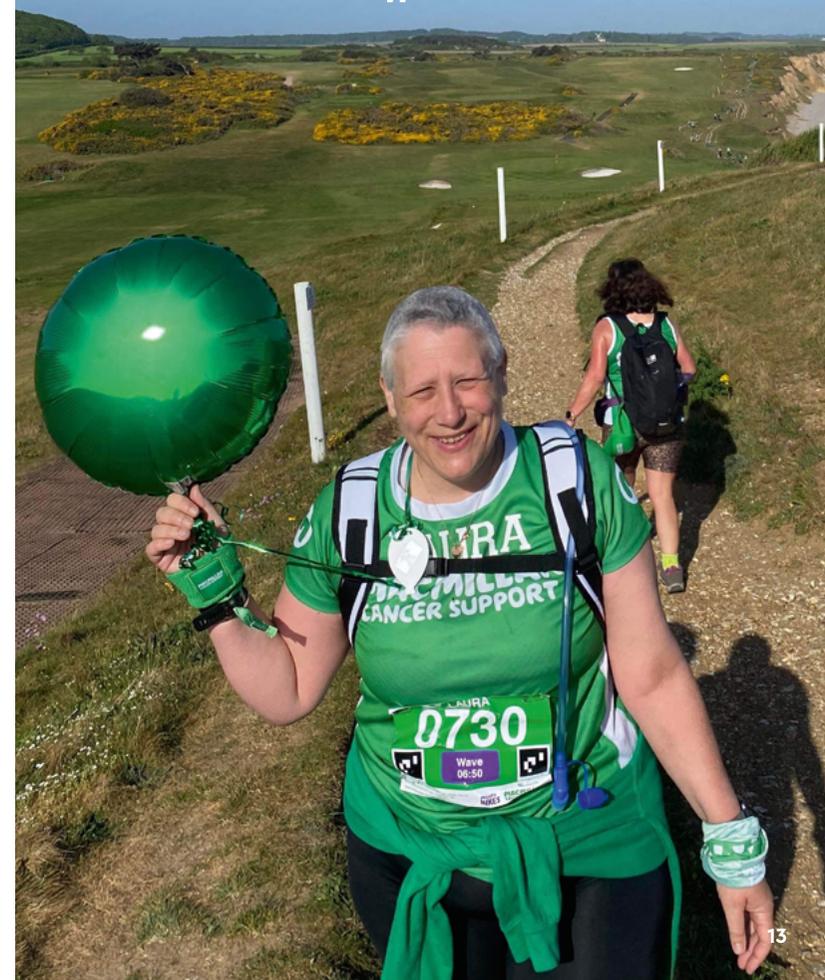
To shine a light on the cost of cancer and the impact of cost of living pressures, we launched a cost of living 'Emergency Grants' campaign.

We achieved major coverage in the national media as part of our campaign for change and received £2.3 million in donations for our Emergency Grants fund from partners, high-value donors and the general public.

A feeling of relief

Laura, diagnosed with breast cancer:

"I had no idea that Macmillan did grants, and boy did I cry when it was given to me. I remember that phone call very vividly; it was a phone call out of desperation. At the end of the conversation, I just remember feeling sheer relief that I could cover the cost of rent and heating for another month, or at least until my Universal Credit payments kicked in about five weeks later."



Increase in grants

Last year, we gave out over £19 million in one-off Macmillan Grants payments to support over 48,500 people who needed help with costs related to a cancer diagnosis!

As we were hearing from more and more people severely impacted by the cost of living crisis, we knew we had to act quickly. To relieve some of the unrelenting financial pressure on people living with cancer, we rapidly increased our financial support by boosting our grants budget each quarter. To keep up with the increase in demand, we spent an additional £6.9 million compared to 2021 to reach those most in need.

Feedback from a Macmillan Support Line user:

“The support my husband received with his finances and benefits was excellent, we could not have navigated this ourselves, the team have been so patient and professional. We are forever grateful; words are inadequate to express how we feel.”

Support with benefit entitlements

Across 2022, we worked in partnership with Citizens Advice, NHS trusts, local authorities and other organisations to help identify financial gains for people living with cancer.

Our local Welfare Rights Services reported £254 million in financial gains for 72,000 people living with cancer. This represents a 17% increase in the financial gains that we helped people to secure in 2021!

The past year has highlighted the importance of our indirect and high-quality welfare rights service, and our health and social care organisation partners have provided vital insights into the impact on people living with cancer during the cost of living crisis.

Macmillan's Support Line

We estimate 113,000 people were supported through our Support Line by email, phone or webchat.

We estimate that nearly 44,000 of these people were connected to our Welfare Rights, Financial Guidance and Energy Advice team!

Our expert teams on the Macmillan Support Line provide impartial advice and guidance for everyone who needs it. In 2022, we saw an increase in people contacting us to speak to our specialist teams, particularly looking for financial and energy advice.

Our teams have been working hard to ensure people with cancer are not missing out on any benefits they may be entitled to and connecting them with the best possible support from energy providers. In response to this huge influx, we recruited an additional ten members to the team, dedicated to supporting people with financial issues to try and keep up with the increased demand.

Developing existing services and creating new ones

Support via our website

In this crucial time, it was important to make it easy for people to find the information and support that's right for them. We launched new content to support people with cancer during the ongoing cost of living crisis. This included:

- A dedicated cost of living section on our website providing people with the latest information about the crisis, including UK Government updates and available support.
- A useful money and benefits guide where people can answer a few simple questions to get personalised advice about their finances.
- New content to help people understand how to claim benefits. This included Universal Credit, Employment Support Allowance, Adult Disability Payments and Personal Independence Payments.
- Information for healthcare professionals about cost of living support that is available to the people with cancer they're supporting.

In 2022, the Cancer Information and Support pages of our website were read by approximately 711,000 people.

Macmillan Buddies

Going through cancer can be an isolating experience and it can be difficult to process the many different emotions that come with a cancer diagnosis. Macmillan Buddies provides a listening ear when people feel ready to talk about how they're feeling and what support they need. By delivering a weekly phone call, video call or home visit, we are there to make sure nobody faces cancer alone.

Approximately 650 Macmillan Buddies connected with more than 3,500 people with cancer in 2022.

Throughout the year:

- We expanded our Macmillan Buddies service from being telephone only to a multi-channel service.
- We reintroduced face-to-face visits to the service, which we had previously paused due to the pandemic. These are most likely to be used by people with cancer who have greater physical needs.



[Read more](#)



Karen used the Macmillan Buddies service after being diagnosed with endometrial cancer. Her mum died three years earlier from the same cancer.

“The conversations can put a smile back on your face, it's about sharing the good times as well as the bad. My Macmillan Buddy helped me realise that there are reasons to smile and gave me the things you need to be able to carry on, and that was very important to me.”

More than 35,000 one-to-one support sessions were delivered via telephone or face-to-face interactions.

Big Health partnership

To improve the quality of life for people with cancer, we started a new partnership with Big Health, a mental health digital therapy provider. Our partnership means people with cancer in the UK can instantly access fully funded mental health support at no cost to them.

Big Health's online tools help tackle poor sleep, worry, and anxiety. Day or night, at home, or in hospital, Macmillan and Big Health can provide trusted mental health support, with no waiting lists. The service was set up in response to the particularly long waiting times to NHS psychological services.

Together, we are making clinically proven treatments accessible through two products. Both of these are available for anyone living with cancer in the UK.

- Sleepio (for poor sleep)
- Daylight (for anxiety)

Across the two products, we saw 810 registrations. 62% of those who registered went on to start treatment.

70% Sleepio 55% Daylight

users say they felt improvements since beginning treatment.

Free specialist counselling

In partnership with Bupa, we offer free specialist counselling to people with cancer in need of emotional support. The sessions are designed to help people understand, manage and overcome the difficult feelings that come with a cancer diagnosis. As of 2022, we made the pilot service a permanent part of our core offering.

To expand the reach of the service and ensure that accessing the service is easy for those looking for support, we implemented a self-referral pathway on our website and improved the current Macmillan Support Line referral process. We tested the use of social media adverts and, as a result, over 5,300 were referred to the service throughout the year, which is an increase of 77% from 2021.

We are looking to further expand the service in 2023 by testing a new variety of therapy types, increasing the number of sessions per individual and through a new referral process within a healthcare setting.

Feedback from a service user to their therapist:

"Our time together has been very special to me. I have laughed and cried, as I have come to terms with my cancer journey. In particular, you have kindly listened and suggested strategies to move forward. I can only say how lucky the next person will be to have you to support them."

In partnership with Boots

Our Boots Macmillan Information Pharmacists shared advice through a total of an estimated 155,000 conversations with people affected by cancer (between 1 September 2021 to 31 August 2022)!

In our 13th year of partnership with Boots, even more people affected by cancer received access to specialist information and support from their local Boots Pharmacy stores. The following statistics show the remarkable level of support delivered across 2022.

- An estimated 24,000 consultations were held by Macmillan-trained No7 Beauty Advisors for people living with the visible side effects of cancer.
- 155,000 estimated conversations between our Boots Macmillan Information Pharmacists and people affected by cancer!
- 79,000 more conversations were held with people affected by cancer compared to 2021.

We've also seen growth within the clinical aspect of our partnership, now that we've embedded two



Boots UK pharmacists into Macmillan's Centre of Clinical Expertise, working with Macmillan's Chief Medical Officer and National Clinical Advisors. The pharmacists dedicate one day a week to Macmillan to provide a pharmaceutical perspective to our work, and lead training and information projects to improve the support available for people living with cancer in Boots stores.

Saminah, No7 Boots Macmillan Beauty Advisor, helping Mary to feel herself again after her cancer diagnosis



Reaching more people

Whatever you need to ask

To reach and support more people living with cancer, we launched 'Whatever you need to ask'. This is an ongoing campaign highlighting the wide-ranging help available through Macmillan Direct Services, including the Macmillan Support Line and Online Community. Thanks to this campaign, more people now know they can turn to Macmillan and that we can help them from the moment they are diagnosed.

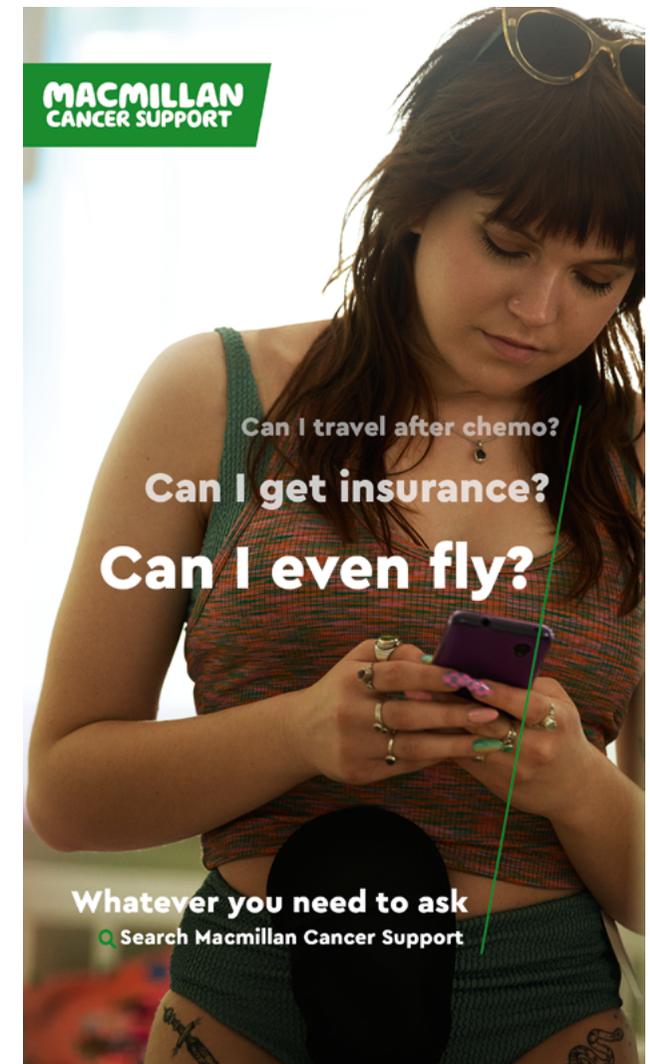
The campaign drove 45,500 people to our services in 2022.

One of the major barriers stopping people from using our services is a lack of understanding of the breadth of support available to them, and feeling that Macmillan isn't relevant to their situation. Some people see Macmillan as only an extension of clinical and end of life care, so our campaign looked to address this.

Goals of the campaign

- To position Macmillan as a single voice of clarity to answer the questions people living with cancer have.
- To drive more people to our services and support Macmillan's long-term growth.

Our research shows that as a direct result of the campaign, there was a positive increase in the degree to which people living with cancer perceive Macmillan and our services as relevant to their needs. We will continue to build on the campaign throughout 2023.



Super Surgeons: A Chance at Life documentary

Macmillan partnered with Channel 4 to create Super Surgeons: A Chance at Life, a three-part documentary series exploring the different, holistic needs of people living with cancer. The series highlighted the emotional and wider impact of cancer as it followed the journey of eight people living with cancer receiving ground-breaking surgery at the Royal Marsden.

73% of viewers
agreed that the breadth of support that
Macmillan offers is wider than expected.

We were able to showcase the national support that Macmillan offers, to give people affected by cancer a better insight into our services and locations, such as the Sir Robert Ogden Macmillan Centre in Harrogate and the Macmillan Support Line. To support the documentary, we also created a series of short films which showcased the wide breadth of personalised care offered by Macmillan, including stories like Mairi's.

Whatever it takes

Macmillan Nurse Mairi regularly makes the arduous journey across one of the most remote islands in the UK to treat Sally, who has been diagnosed with ovarian cancer.

The impact

- In terms of brand awareness, Macmillan was not only the number one most talked about charity (source: YouGov BrandIndex, July 2022), but also the fourth most talked about brand in the UK while the series was on air.
- On average, just over a million viewers tuned in to watch each episode. The first episode of the series was also as popular as the first episode of the new series of The Crown!
- It was Channel 4's second biggest 10pm launch for a new series in 2022.
- 63% of viewers said they are more likely to look into how Macmillan can support people living with cancer.

Find out more about the
Super Surgeons documentary series here.



End of life and palliative care

Investing in services across the UK

Macmillan set up a new social investment programme in 2021 to better finance end of life care services across the UK. These are new local models testing how to fund and deliver the best care at end of life. Evidence generated from these local initiatives will influence national systems on how to improve care, finance services sustainably, and reduce the impact on patients and healthcare of avoidable hospital stays.

In 2021, we entered into a contract to spend up to £6.1 million over the period ending 31 May 2025, alongside a £3.2 million grant from Sobell House Hospice, to support end of life care for people across Oxfordshire. This started in April 2022 and by December, it had supported over 420 people and halved the average amount of time people approaching the end of their lives spent in hospital. Once the service becomes fully operational in 2023, we are confident that we'll see these figures grow as we support more people with cancer.

We have also entered into a contract to spend up to £1.4 million to support people from the Highlands in Scotland over the next three years, as they approach the end of their lives, providing improved coordination and access to community support.

Enabling best practice

With end of life care becoming a legal obligation for new healthcare structures (Integrated Care Boards) in England, Macmillan has implemented a number of vital measures to ensure the highest professional and legal standards are met in providing end of life care for people with cancer. These include:

Producing the 'Macmillan End of Life Best Practice' resource.

An online resource of high-quality case studies and useful education resources for Macmillan professionals and colleagues working in palliative care.

Allocating £5 million to develop a 'Palliative and end of life care Transformational Leaders Programme.'

The new programme will create capacity and capability at a system-level across the UK, to bring about sustained transformational change to deliver the highest-quality services in palliative and end of life care. Macmillan initiated the programme in 2022, to enable the recruitment to the new leadership roles and launch of the leadership fellowship in 2023.

Making our services more accessible and inclusive

We are committed to meeting the needs of everyone living with cancer. This includes carrying out activities to reach more people from communities who don't always receive the cancer information, support or care they need and deserve.

Cancer information across our website and online community

To ensure we are providing people with cancer with the right information in the right way, we reached out to people with cancer from marginalised communities. We have acted on what they told us regarding our cancer information support, by creating new and relevant content to help different groups of people access the information they need. This includes:

- Introducing new formats of online cancer information, such as audiobooks and easy reads.
- Providing cancer information translated into different languages, which included adding five new languages to our range as well as incorporating new translations such as Ukrainian, Farsi, Dari, and Pashto.
- Launching new animations with British Sign Language (BSL) signing and five new videos about bowel cancer with BSL signing.
- Launching our new BSL hosting page which details our offer for BSL users.

- Updating our medical illustrations to make them (where appropriate) gender-neutral and using a range of skin tones .
- Launching a range of enhancements to our Online Community to improve the experience for those using the platform, including improved blog functionality and homepage redesign.
- Publishing new information for LGBTQ+ people, developed in partnership with cancer support and advocacy charity for LGBTQ+ people, Live Through This.

Welsh language

Almost a quarter of people in Wales are Welsh speakers and the use and promotion of the language is ingrained in Welsh culture and protected in law as an official language. In recognition of this, we have fluent Welsh speakers among our colleagues.

Macmillan has adopted the principle that in the conduct of public business in Wales, we will treat the English and Welsh languages equally by having our Welsh language scheme in place. As of the end of 2021, we were one of only seven UK charities to have an approved Welsh offer by the Welsh Language Commissioner.

The Welsh language scheme aims to ensure we are equipped to treat Welsh no less favourably than English in our work, in recognition of the language's official status.

There are approximately 400 Macmillan professionals working in partner organisations in Wales (who are legally required to follow Welsh language legislation).

Ensuring we are fully compliant with the Welsh Language regulations was an important initiative in 2022. Colleagues within our Wales UK Partnerships and Communications teams worked together with our Equity, Diversity and Inclusion team to champion the Welsh language scheme.

We now offer a range of Welsh language materials and this year used Saint David's Day to internally profile the Welsh language and our resources to support colleagues. We were thrilled to see that the Welsh Language Commissioners' marketing team also promoted our bilingual and Welsh Christmas cards. Our marketing teams have also started to use bilingual/Welsh language in more of our appeals and adverts, e.g. at bus stops.

Community Engagement

Our Engagement teams work closely alongside and within a variety of communities to better understand the challenges they face while navigating their cancer journeys. Our aim is to support marginalised communities facing health inequalities. Using their insight, we collaborate with them to develop sustainable solutions to help them better navigate cancer care. Some examples of this for 2022:

Macmillan Deaf Cancer Support Project

The pandemic highlighted a number of barriers for the Deaf community surrounding access to cancer information and support, including a lack of interpreters at medical appointments and a shortage of cancer information in British Sign Language (BSL).

To improve support for Deaf people living with cancer across the UK, Macmillan has partnered with Self-Help UK (SHUK) to launch a pioneering two-year pilot service.

The Macmillan Deaf Cancer Support Project offers:

- One-on-one virtual emotional and practical support in BSL through trained Deaf volunteers.
- Support for carers, including Deaf people who are supporting a hearing person with cancer.
- Empowerment for Deaf people by enabling them to share their experiences through new and existing Deaf peer support groups.

Macmillan was approached to support the project by providing Deaf Cancer Support Volunteers and staff with cancer education. We collaborated closely with SHUK, and together we determined the best approach would be to deliver two days of face-to-face facilitated training, alongside BSL interpreters. We also adapted existing resources and reworked them to suit the needs of this audience.

In collaboration with SHUK, we delivered a two-day event and provided full video footage. This was uploaded to our Learning and Communication Hub for Macmillan Professionals so that other Deaf members of the workforce could access the education.

Eleni's story

Eleni was diagnosed with breast cancer in 2020.

"Covid brought about so much change, it was so hard going through cancer treatment. Interpreters weren't provided because of Covid. I would go to a hospital appointment, but I couldn't manage on my own. The English was too complex, and they used too much jargon, I just didn't understand. It was really stressful. I was just so overwhelmed and isolated. It really affected my mental health."

Part way through her treatment, Eleni joined a Macmillan Deaf Cancer Support Group.

"It's a place to listen to other people's experiences and is amazing. People who are still fighting and turning up and this helps the rest of us who feel 'I want to be like her'. It's lovely to be so open. We can talk about what we are going through, all the challenges – it feels like another family for me."



You can watch
Eleni's story here. 



Members of the Pineapple Club playing in the dominoes tournament

Pineapple Club

We worked with Pineapple Club, a social club for retired members of the African Caribbean community based in South East London. Statistics show that cancer services are underserving this community, so our Community Engagement team raised awareness of Macmillan's support by:

- Attending their meetings to give presentations on Macmillan's services.
- Encouraging members to open up about their experience with cancer.
- Sponsoring a dominoes tournament to raise awareness of Macmillan's services.
- Creating a video with club members to share with their community.

Together, our actions highlighted the support available to people living with cancer within that community group.

Don't face it alone

Gypsy, Roma and Traveller communities are known to face some of the most severe health inequalities amongst the UK population. Members of these communities can struggle to access healthcare, which means health issues only get dealt with when they become urgent. To improve this, we teamed up with The Travellers' Times and people from the Gypsy, Roma and Traveller community to encourage more people to speak out and ask for help.

After conversations and interviews with members of the community who have lived experience of cancer, we created a video providing useful insights about cancer and Macmillan's services.

The interviews and conversations gave us vital insights into these communities, and we hope the video will encourage people at the heart of them to get early help and to talk to healthcare professionals, family, and friends about their experience, and also understand the barriers to getting help.

Reaching out to Gypsy, Roma and Traveller communities

Chris said:

“What Macmillan are good at, is helping to pick you up from those low days and helping you to move on.”

Lena advises:

“If you're ill or you feel like something's wrong, go to the doctor. The faster you find out things, the faster you can get treatment, try not to bury your head in the sand.”

Digital partnerships

Alongside traditional fundraising, we plan to continue investing in innovative ideas and pioneering products that we think will make the biggest difference to people living with cancer in the future. We are working with the NHS, people living with cancer, forward-thinking organisations, plus healthcare and technology experts to make this happen.

In 2022, we launched services partnership pilots with:

- Onkohealth to offer digital rehabilitation to people with cancer.
- Careology to launch a technology platform that supports and connects people with cancer to friends, family, and healthcare teams.

Advocating for change

Macmillan's advocacy work plays a critical part in getting the right care and support for people living with cancer. Right now, it is more important than ever for our work to influence decision-makers on the care and support available to the people we represent.

We work with, and campaign to, influence governments, in order to help shape policies, making a better world and giving a voice to people living with cancer. Macmillan advocates for what matters to people living with cancer, giving them a platform, harnessing the power of our expertise, and working with a range of partners, including other charities.

Macmillan colleagues and supporters marched to the Treasury to deliver a thousand decorated paper nurses with messages of support from campaigners.



We need to double
the number of
cancer nurses by 2030

MACMILLAN
CANCER SUPPORT

I'm supporting the
cancer workforce

MACMILLAN
CANCER SUPPORT

MACMILLAN
CANCER SUPPORT

Campaigning for increased financial support

Cost of living crisis

4 in 5 people living with cancer are, on average, up to £891 a month worse off because of their illness⁴

Households are facing the biggest fall in living standards ever recorded. The financial impact of the cost of living crisis will continue, and this is exacerbated for people with cancer.

- 9 in 10 people living with cancer felt the effects of recent rising living costs³
- 1 in 5 are struggling to cover food and energy bills³
- This can lead to the cancellation of medical appointments as travel costs become impossible to meet.

The crisis is also contributing to the widening of existing health and social inequalities amongst sections of society. Various groups, including people going through treatment, are those who are being increasingly marginalised due to the cost of living crisis.

Pay PIP Now

People living with cancer faced 24-week delays to receive vital Personal Independence Payment (PIP) benefits in 2022⁷. The Government must take action.

In October, we launched our Pay PIP Now campaign. This called on the UK Government to reduce waiting times in England and Wales for essential PIP payments, the main benefit to support Disabled people with extra costs (since The Disability Discrimination Act considers a cancer diagnosis as a disability).

We highlighted:

- The devastating impact delays are having on people living with cancer.
- Rising living costs and the financial burden that often comes with a diagnosis.

We secured expansive media coverage through radio and the national press, encouraging people to support the campaign by signing our petition. Key content included real-life stories shining a light on the true impact of PIP delays on the daily lives of people with cancer.



Sarifa, Macmillan Campaigner

“The process of claiming PIP can be very difficult. At one point, my own PIP payments were stopped for six months. It was really detrimental to my health because of the financial implications. I fought to get my payments back, and now I am receiving what I am entitled to. We need the Government to pay PIP now, so others like me don't have to put their lives on hold, suffer, or get into debt.”

Influencing the Government to protect and prioritise cancer services

Macmillan and its campaigners contacted 586 Members of Parliament (MPs), 93% of all the MPs targeted.

Political engagement with our campaign was heavily disrupted by the unforeseen changes in central government. However, we have:

- Reached hundreds of policy makers across England and Wales.
- Collected written diaries of people with cancer who have experienced PIP delays. All entries will be raised directly with the Secretary of State for Work and Pensions.
- Met with the Minister for Disabled People so they could hear directly from people living with cancer and our Welfare Rights Advisors on the impact of benefits delays.

We are also monitoring the roll-out of the new PIP replacement in Scotland – Adult Disability Payment – to evaluate waiting times there as they begin to be regularly published.

Progress so far:

- As of May 2023, the petition has collected 12,996 signatures.
- As of December 2022, we have seen significant progress with average PIP waiting time reduced from 24 to 16 weeks?



[Read more](#)

Investing in the cancer workforce

We are continuing to campaign for governments across the UK to invest in the cancer workforce. In 2022, we brought people living with cancer together to craft 'paper nurses' with personal messages about how vital the cancer workforce was for their own journey. These messages were then delivered in-person to 10 Downing Street by people living with cancer and NHS cancer professionals.

We've kept workforce challenges at the top of respective national media and government agendas by:

- Holding a 'Cancer nursing on the line' event in Northern Ireland, highlighting the need for urgent cancer workforce investment within the country.
- In Wales, we quizzed the deputy Chief Medical Officer and the Health Minister in the Senedd about the cancer workforce challenge.
- In Scotland, we presented evidence of health inequalities, funding issues, and workforce challenges to the national Parliament.



Our campaigners outside the Treasury with their paper nurses

We also led over 100 health organisations in support of a fully funded cancer workforce plan and an amendment to improve NHS workforce planning in England.

Whilst the amendment wasn't passed, we were successful in securing a commitment to set out independently-verified projections for the number of healthcare professionals needed in England in the years to come. This was a major breakthrough, after years of campaigning for government accountability for delivering the NHS workforce that cancer services need.

Building upon work to date, we are continuing to push for long-term investment in the cancer workforce across the nations.



Lauren and her fiancée Claire

Lauren was 29 when she was diagnosed with cervical cancer.

“I couldn’t have asked for better care from my Macmillan nurse Dawn and my surgeon. She [Dawn] is just incredible. Other Macmillan nurses would check in on me too along the way. They may not have personally experienced a cancer diagnosis, but their lives are so closely intertwined with people who have, that you immediately feel they understand what you’re going through.”

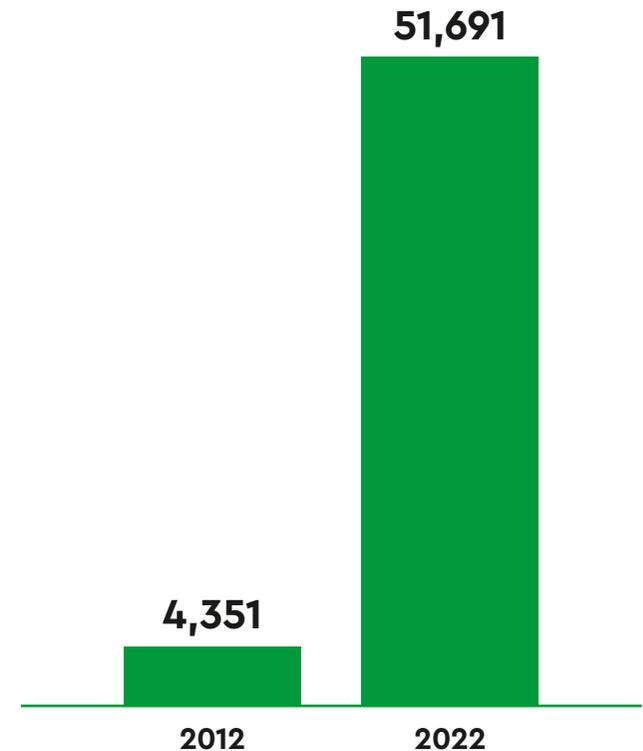
Lauren is cancer free now, but her fiancée Claire has since been diagnosed with cervical cancer. She has received support from the same Macmillan nurse, Dawn.

Cancer waiting times

Analysis by Macmillan shows cancer waiting times in the UK for 2022 were the worst on record, highlighting the urgency of the situation faced by people living with cancer, and healthcare professionals across the country.

Across 2022, we continued to see the lasting impact of the pandemic and staffing shortages on cancer services in the UK, which have seen cancer teams stretched and waiting times increase substantially. While cancer care professionals continue to go above and beyond to ensure people get the care they need, we are concerned that the current system is unable to keep up with the unprecedented demand on its services. This means that unless treatment delays are tackled with equal urgency, performance of cancer services are at risk of worsening further.

Average number of people in England per month who waited more than two weeks to see a specialist following an urgent GP referral⁶



In 2022, over half a million people in England with suspected cancer waited more than two weeks to see a specialist following an urgent GP referral, more than 10 times as many as 10 years previously.⁵ This is far too long. Subsequently, Macmillan has been pushing for:

- More funding for health services to help alleviate waiting time concerns.
- The UK Government to deliver a fully funded plan to tackle the cancer backlog.

We also launched UK-wide media stories about growing cancer waiting times and real-life stories of people impacted by cancer.

Head of Policy at Macmillan Cancer Support, Minesh Patel, said about official waiting time data:

“In a system that has already reached breaking point, we need the UK Government to urgently put plans in place to bolster and sustain our NHS workforce to help cancer services recover. Without this, the threads of our crucial healthcare services will continue to unravel... People living with cancer have waited for too long already and need reassurance that they will get the care they desperately need.”

'I feel like I have to fight and advocate for myself'

Jules was diagnosed with stage four lung cancer, which has since spread to her spine and pelvis.

“I feel like I have to fight and advocate for myself. If I didn't, I'd be left behind. When I've had a scan, I get on it literally a few days later to see if my results are in. If I don't push for it, I don't know how long I would sit in the system before I'd be told my results.”

The current pressures on the system are also affecting her care.

“I was really rushed through my appointment because they were trying to cater for everyone, and I got booked in for the wrong blood test, and my prescription wasn't ordered. You really want this part of your journey as a cancer patient to be smooth running, but these pressures are making it harder and harder for that to happen.”



Giving a platform to others

Throughout the year, we have raised awareness of the support Macmillan provides to people with cancer, particularly in response to the cost of living crisis. We did this by:

- Promoting Macmillan grants.
- Educating people about welfare rights advisors.
- Reaching decision-makers on PIP.

We ensured that throughout this national conversation around cancer, waiting times, and rising living costs, we provided a platform for people with cancer and Macmillan professionals to talk about their experiences.

World Cancer Day

In the week leading up to World Cancer Day 2022, our Chief Executive at the time, Lynda Thomas CBE, joined a panel of experts meeting the Secretary of State for Health and Social Care at the time, Sajid Javid, to discuss the needs of people with cancer for the future. Javid then announced a new 10-year cancer strategy for England on World Cancer Day itself. Across this global week of awareness:

- We had a reach of 3.8 million with content across our social channels.
- 133 MPs tweeted in support of World Cancer Day, with 89 of those sharing our World Cancer Day graphic and championing the support Macmillan gives for people with cancer.

This was a huge indication of our efforts and the public's recognition of Macmillan as a major go-to organisation for supporting people with cancer.



Colleagues, supporters and professionals raising awareness of World Cancer Day.

Update: Since World Cancer Day, the Westminster Government has scrapped plans for this strategy, and Macmillan has led campaigning to challenge this decision and call for urgent action on the crisis in cancer care now, as well as a long-term vision for equitable, personalised cancer services in the future.



Macmillan Coffee Morning

We boosted support for Macmillan Coffee Mornings in 2022 with several impactful and high-profile events, engaging political leaders, celebrities and people affected by cancer. Read more on Macmillan Coffee Morning on page 38.

- We enlisted celebrated and world-renowned photographer, Rankin, to capture the importance of connection through shared experience.

Pairing up celebrity supporters with real people living with and affected by cancer, the event showcased powerful images, real-life stories, and poignant interviews with our chosen pairings.



Macmillan team members pictured with Macmillan Professionals from across Northern Ireland at a Stormont Coffee Morning event.

The project secured wide, cross-channel media coverage, reaching many people whose lives are affected by cancer.

- We celebrated the impact of Macmillan in Northern Ireland at the Stormont Coffee Morning.

We premiered the short video 'I am your Macmillan Nurse' as part of our presentation and each Member of the Legislative Assembly received a copy of our Engagement team's recently published book, 'See and Say What Matters', a story of eight cancer journeys in Northern Ireland told through photography and creative writing.

Macmillan Professionals

To mark the inaugural National Cancer Clinical Nurse Specialist (CNS) Day, we shared photos of Cancer Nurse Specialists across our social channels to demonstrate the positive impact they have and to ask our followers on social media to thank their nurses.

We created a video with Macmillan Cancer Nurse Specialists to demonstrate the pivotal role they play in a person's cancer journey.

We reached 365,000 people, receiving over 400 comments of support.

The initiative trended on UK Twitter, peaking at number three.

We worked with 13 Cancer Alliances and 26 NHS trusts across England.



An information sheet we posted on our social channels to help educate our audiences on the role of a Cancer Nurse Specialist.

Breaking taboos

In 2022, we also increased our focus on telling the stories and experiences of people from a variety of backgrounds. For example, those involved in the Macmillan Barbershop project talked about cancer care based on their experiences as men from Ethnically Diverse communities. The purpose of this was to break down taboos and demonstrate the importance of talking about cancer and reaching out for support.

Raising money for vital support

Without the tremendous efforts of our supporters who raise money, we simply couldn't deliver vital support to people living with cancer.

In 2022, despite the financial challenges that came with the cost of living crisis, our volunteers generously gave their time and effort to raise £221.2 million. Whilst there is no certainty as to what 2023 will bring, we are confident that Macmillan remains a financially stable organisation and we continue to invest confidently in our services for people with cancer.

**Our supporters
raised an incredible
£221.2 million
in 2022.**

**97% of our
income comes
from voluntary
donations from
supporters like
you. Thank you.**



Cambridge Mosque Coffee Morning

Challenge events

Our fundraising volunteers supported over 114 events in 2022. Cycles, hikes, marathons, balls, music festivals, garden shows, Pride marches and collections – you name it, our volunteers were there. Helping us to make the events happen and supporting the people taking part. All of these efforts help make it easier and more rewarding for people to support us.

A marathon for Macmillan

London Marathon remains the biggest third-party event for Macmillan. Witnessing tens of thousands of people coming together to raise money for charities close to their hearts, or take on a personal challenge, is unbelievably inspiring.

In 2022, we saw nearly 800 runners put on their green Macmillan t-shirt and run the London Marathon for Macmillan. We also saw just under 1,800 Macmillan runners take part in the Edinburgh Marathon festival.

Together, those involved in these two events raised over £2.4 million.

We couldn't have done it without our incredible volunteers who continue to help raise awareness of how we can support people living with cancer.

Mum's legacy: Emma's story

"I started running when my mum was diagnosed with breast cancer in 2013. Running really helped me and I always thought it was something I could do that my mum couldn't – I could get up and go out and raise money instead of sitting there and feeling sad about everything. My mum has left me with such a great legacy – running. Her cancer diagnosis got me running in the first place. When I got a place in the London Marathon, I asked my mum to choose the charity as she was the reason I started to run in the first place, she chose Macmillan."

Emma has gone on to run several marathons for Macmillan and has even picked up the nickname 'Macmillan girl' from locals.



Mighty Hikes

2022 was another successful year for Mighty Hikes, with 20,000 people pulling on their walking boots and taking part in one of 12 events across the UK.

These events included our first ever Mighty Hike in Northern Ireland, meaning it now takes place in all four countries of the UK.

Those 20,000 hikers took on either 13 or 26 miles (a half or full marathon), some in extreme weather conditions, and raised over £11.2 million.



Dedham Vale Mighty Hike

The Longest Day Golf Challenge

The Longest Day Golf Challenge saw our supporters raise over £1.3 million to help fund our vital services for people living with cancer. Not only is this an incredible achievement, but it also surpassed our target.



Our first ever Mighty Hike in Northern Ireland



A truly inspirational achievement, thank you Gary

Gary's Three Six Five Challenge

At the start of the year, Gary took on an incredible challenge to support people affected by cancer. Gary went on to run 365 marathons in 365 days to raise money for Macmillan, and Hospice at Home West Cumbria. By the end of 2022, Gary exceeded a total of £1.1 million whilst inspiring others to step outside their comfort zone and fundraise. Gary has fundraised for Macmillan for over 20 years, but this challenge took an extreme amount of determination and both physical and mental strength.

Jen Braved the Shave for Macmillan and raised over £4,000



Brave the Shave

Thousands of people had their clippers at the ready and took on our Brave the Shave challenge.

We redesigned our marketing and creative strategy for this challenge in 2022 to get more younger people involved. Our efforts were a success as we saw an increase in younger participants, with the highest number of supporters aged between 26 and 35.

The strategy also aimed to give shavers a moment in the spotlight by offering opportunities for Macmillan to promote their shave story through social media channels. We saw an overwhelmingly positive response when we shared supporter stories on Instagram and TikTok, with an engagement rate of 3.67% (1.3 times higher than our average). We also saw a live on-air shave on Heart Radio, one of the UK's most popular stations.

Over £1.9 million was raised in total.

Coffee Morning

MACMILLAN
CANCER SUPPORT

Headline Partners



COSTA
COFFEE

Official Sponsor



2022 marked an astonishing 32 years of Macmillan Coffee Morning and saw 47,000 events take place. It wouldn't be possible without our hosts, bakers and guests who help us to do whatever it takes to support people with cancer. We raised an incredible £15.4 million in 2022, which is up by 15.8% from 2021.

We had some famous faces join people affected by cancer to bring to life the importance of connection through shared experience, including actor Sheridan Smith, cancer activist and host of podcast "You, Me and The Big C" Lauren Mahon, actor Kadiff Kirwan, and broadcaster

George Alagiah. They shared intimate conversations and sparked friendships, and it was all captured by British photographer Rankin.

We also brought the volunteer collections back for the first time since the pandemic, with 1,400 volunteers collecting over one weekend at Marks & Spencer and Costa Coffee stores up and down the country – Macmillan's biggest ever weekend collection! These collections helped us raise over £600,000 from colleague fundraising and it's all thanks to our incredible volunteers and partners.



Colleagues at our London office Coffee Morning



Marks & Spencer, Costa Coffee and Betty Crocker helped us spread the word about our Macmillan Coffee Morning. Marks & Spencer were back as Headline Partner for the 13th year and raised an incredible £1.66 million, with customers donating at tills, donating products in stores and cafes and even a colleague skydive. This year, Marks & Spencer also hit the incredible lifetime partnership total of £25 million – the most ever raised by a corporate partner! Costa Coffee came on board as our new Headline partner, and raised an amazing £363,000 from donating delicious products in stores and team member fundraising, including Costa Coffee's cycle challenge. Finally, Official Sponsor Betty Crocker were also back for a third year and raised £100,000 through donations on a range of cake mixes and icing tubs, helping hosts bake a difference for Macmillan Coffee Morning.



Colwick Funday Fundraiser

Georgina was diagnosed with a brain tumour when she was 12 years old. Since then, she's been living with the late effects of childhood cancer and radiotherapy treatment for the past 21 years.

“Macmillan has done so much for me over the past few years, I just wanted to give something back, so I started doing Macmillan Coffee Mornings in the garden nine years ago. When the pandemic hit, I thought it was too risky to have people in the house, as I'm classed as clinically vulnerable, so I set up a cake stall on the community green near our house and the 'Colwick Funday Fundraiser' was created.”

Georgina's fundraising event attracted 14 food stalls, around 150 people and even had a visit from the Mayor of Gedling.

Corporate partnerships

Our corporate partners raised over £15.4 million in 2022 through a great mix of activities, customer and staff donations, product sales and sponsorships. They also spent over 5,700 hours volunteering – this included card writing, skill sharing, and delivering 550 care packages to people living with cancer. A huge thank you to everyone who got involved. We can't wait to see the fun, creative and downright wacky fundraising you get up to in 2023.

Greene King smashed 2022, raising a record breaking £3 million – the most they've ever raised in a single year since our partnership began 10 years ago. This takes our overall partnership total to more than £14 million, which is incredible. Greene King pubs, breweries and offices across the UK collected donations via buckets, coin holders, QR codes, Pennies, and menu promotions. Team members skydived, cycled, ran, quizzed, baked hundreds of cakes and so much more.



Nick Mackenzie, Greene King CEO. During the Big Bonanza Bucket Collection in October, Nick visited London pubs with Connie the Collection tin mascot in Greene King's Tuk Tuk.

CBRE colleagues raised over an incredible £439,000 this year. The dedication and passion of their employees helped us tackle social isolation and financial hardship for people living with cancer. 311 CBRE colleagues committed an amazing 1,200 volunteering hours to support our partnership and people living with cancer. As part of this, 17 employees became Macmillan Telephone Buddies, offering companionship for people affected by cancer. They also made a further commitment to support Macmillan's services by extending our two-year partnership for another 12 months, pledging to raise £1 million and continuing to fund vital services until 2024.

At the start of 2022, CBRE began fully funding an Online Community Officer role on the Macmillan Online Community. We have since seen an increase in the average session duration, suggesting users are engaging more with the content thanks to the contributions to the site.

CBRE also fund our new National Equity, Diversity and Inclusion (EDI) Partnership Lead. This role focuses on developing Macmillan's strategy and approach to how grassroots partnerships are managed and developed into a national scale.

It tackles areas of disability, ethnicity, LGBTQ+, social exclusion and deprivation. This role is currently representing Macmillan in the national Big Charities Community Organising project which will establish opportunities for national collaboration on EDI and community-specific partnership working.

National Garden Scheme is our longest-standing partner. Since 1984 they have donated over £18.5 million. In 2022 they contributed £475,000 to the Y Bwthyn NGS Macmillan Specialist Palliative Care Unit at the Royal Glamorgan Hospital.



Susan Paynton, NGS Regional Chair and Trustee; Rosamund Davies, NGS County Organiser and Trustee; George Plumptre, NGS CEO; and Richard Pugh, Macmillan's Head of Partnerships outside the Y Bwthyn NGS Macmillan Specialist Palliative Care Unit.

Boots UK raised over £1 million in 2022 with the help of its team members and customers. It also supported the launch of a new Sun Safety Partnership between Macmillan and Boots' own brand range, Soltan, through which it pledged to no longer sell Soltan sun cream under SPF50 for children and SPF15 for adults, in addition to committing to further educate and promote sun safety messages to customers across the UK.

Virgin Money employees and customers raised a total of £374,000. From trekking through the Avenue of Volcanoes in Ecuador, to 1,507 colleagues generously donating their last hour of pay, it was an action-packed year of fundraising. As Gold sponsors of the Macmillan Ball, Virgin Money also made a generous donation towards our Emergency Grants Appeal.

We are very proud that our sector-leading 'Virgin Money Macmillan Guide' role has been implemented into business-as-usual, following two successful pilots. We have now delivered training to over 2,000 customer-facing Virgin Money colleagues and recruited a total of 56 frontline Guides. We will also be providing ongoing training and support for the Guides in 2023 to continue to support Virgin Money customers affected by cancer.

La Roche-Posay launched a partnership with Macmillan in 2022 and are working together to provide information and support to people living with cancer on how to alleviate the skin side effects of cancer treatment. La Roche-Posay raised £205,000 in their first year, and were the headline sponsor of the 2022 Macmillan Professionals Conference.

Toolstation raised over £750,000 in 2022 through widespread employee fundraising and customer asks. We really appreciate their dedication and ambition to make an impact after just two full years in partnership together.

Motor Fuel Group celebrated reaching the £1 million fundraising milestone this year in the second year of our partnership.

Santander UK We launched a new partnership with Santander UK with the ambition, over the next three years, to improve financial inclusion, help transform financial support for people affected by cancer, and make money one less worry.

Santander UK colleagues and customers have already raised an incredible £507,000 for Macmillan through hosting Coffee Mornings, organising cricket days, team cycle challenges and much more. This fundraising includes a generous donation of £100,000 from Santander UK as match funding for Macmillan's Emergency Grants Appeal; funding 286 grants for people living with cancer.



Employees from Santander Piccadilly and Macmillan staff fundraising in branch

Philanthropy: Macmillan Emergency Grants Appeal

A cancer diagnosis already comes with a significant monthly price tag, but throughout 2022, people's financial worries and challenges were exacerbated by the escalating cost of everyday essentials. The situation for those living with cancer turned into a crisis. An emergency response was required.

Launched in October, the Macmillan Emergency Grants Appeal was an integrated fundraising and media campaign to highlight the compounding and devastating impact of the cost of living crisis for people living with cancer. Every pound raised would go directly to fund a Macmillan Grant.

We hosted an emergency briefing which was joined by over 50 philanthropists, corporate partners and volunteers who were eager to learn about how they could help. Zoe Kabir, Head of Operations on the Macmillan Support Line, shared the stark reality of the cost-of-living crisis for people with cancer.

"Our calls are on average seven minutes longer than they were at the beginning of the year. When we looked at why, we realised that was seven minutes of raw emotion. That's people being terrified of not knowing what to do, not being able to cope, and not knowing where to turn."

Zoe Kabir, Head of Operations

THE JULIA AND HANS RAUSING TRUST

We used the briefing as an opportunity to announce the incredible lead donation to the appeal of £1 million from philanthropists Julia and Hans Raising. This incredible gift allowed us to deliver Macmillan Grants to almost 3,000 people. They were eager to provide immediate support whilst inspiring and raising the sights of other funders towards the appeal.



Hans and Julia Raising

Galvanising support

"We know that the current cost-of-living crisis is disproportionately impacting some of the most vulnerable people in our society.

As the cost of essentials like food and heating soar, many people with cancer continue to face impossible decisions, such as whether to heat their homes or eat a hot meal – decisions that could have major implications on their health and recovery.

Demand for Macmillan Grants is the highest it has ever been, so we were delighted to show our support by making the lead £1 million donation to Macmillan's Emergency Grants Appeal.

We are pleased that this lead gift inspired other donors to offer their own support, enabling Macmillan to offer a true lifeline to thousands of people living with cancer in the UK."

Julia and Hans Rausing

Following the momentum of the Rausing's lead gift, many others were inspired to support the Macmillan Emergency Grants Appeal. The general public displayed huge generosity through the response to our 2022 Christmas cash appeal and the online donation page on our website saw significant traffic. As well as being able to donate through the site, people were also directed to the support available to them.

We would also like to acknowledge the generous support from those charitable trusts and foundations who made donations in response to our matched funding appeal.

The Macmillan Emergency Grants Appeal raised a staggering £2.3 million in 2022 and continues to gain momentum in 2023. As of April 2023, the appeal had raised over £4.1 million, enough to fund grants to support over 11,700 people impacted by the cost of living crisis.

A brilliant contributor to this progress in 2023 is The Thompson Family Charitable Trust, who supported the appeal with an incredibly generous £300,000 donation.

One of our long-standing corporate partners was also inspired to act. Following the campaign, Greene King pledged a substantial donation with the first £1 million raised by them in 2023 going directly towards the appeal.

We would like to take this opportunity to thank everyone who has supported the appeal so far.

Celebrating over 30 years of supporting people living with cancer

The Thompson Family Charitable Trust

The Thompson Family Charitable Trust was founded in 1985 by the late David Thompson, together with his wife Patricia, with the aim of helping those less fortunate than themselves.

David and Patricia – together with fellow trustees Katie Woodward and Roy Copus – have played a pioneering role in UK philanthropy, passionately supporting many vital causes, and raising the sights and ambitions of charitable giving in the UK. David and Patricia's incredible generosity was duly acknowledged in the 2020 Queen's Birthday Honours when they were presented with CBEs for their outstanding commitment and service to philanthropy.

First introduced to the work of Macmillan in 1991, the Thompson family has gone on to fund life-changing support for people living with cancer for over thirty years, donating close to £5 million to date.

The unwavering support of the Thompson family has played an integral role in the improvement and widening of Macmillan's vital support services, alongside enabling transformation in cancer care. The UK now has a rich network of cancer care specialists, including over 11,400 Macmillan professionals. Macmillan has a presence in every corner of the UK; this progress would not have been possible without the ongoing support of our generous philanthropists.

Everyone at Macmillan was deeply saddened to learn of David's passing late in 2020; he was a true visionary and leader in business, sport and philanthropy. We remain truly grateful to David, Patricia, Katie and Roy for their ongoing vision and leadership, which has ensured that people living with cancer can continue to access the support they need, when they need it most.

"As a family, we have had the pleasure of supporting a wide array of leading charities over a number of years. Macmillan plays a vital role in ensuring people have the support they need during the toughest moments of their life. We are incredibly proud to be long-term supporters of their life-changing work."

Patricia Thompson CBE, Katie Woodward and Roy Copus, Trustees



David Thompson CBE

Why repairing the body is not enough: Our first conversation in The Green Room

This year we introduced a new series of panel discussions – The Green Room – to give our supporters a unique insight into some of the emerging issues and cutting-edge ideas that are shaping the future of cancer care.

The first conversation took place in July and focused on the role of psychological and mental health support. Executive Director of Advocacy and Communications, Steven McIntosh, was joined by a panel of subject experts, including Chief Medical Officer Richard Simcock, to discuss this important topic.

Cancer disrupts relationships, finances, employment and so much more. Whether you're living with the knowledge that your cancer is incurable, or bearing the invisible mental scars that last long after treatment, this can have a huge impact on someone's mental health. And yet, psychological support is not a standard part of everyone's cancer journey. We, as Macmillan, are working to change that.

In the session, Steven posed thought-provoking questions to the panel: Why is psychological support so important in cancer care? Why don't people always get the support they need? And what can we do to change that?

This was the first of many discussions to be had in The Green Room.



The panel (left to right): Jeff Thompson (founder of prostate cancer support group 'Cancer don't let it win!'); Yvonne Beadle (Strategic Partnership Manager, Macmillan Cancer Support); Dr Richard Simcock (Consultant in Clinical Oncology and Chief Medical Officer, Macmillan Cancer Support); Dr Clare Stevenson (Macmillan Consultant Clinical Psychologist); Steven McIntosh (Executive Director of Advocacy and Communications, Macmillan Cancer Support)

 **Find out more
about the series here.**

Remembering Sean Lock – Bill Bailey's walk

Comedian Bill Bailey raised more than £168,000 after completing a 100-mile walk along the South West Coast Path in memory of fellow comedian Sean Lock, who died in August 2021 having been diagnosed with cancer. To mark the one-year anniversary of his death, and inspired by walks he used to take with Sean, Bill walked from Bude in Cornwall to Combe Martin in Devon alongside some of Sean's friends and family members. Fellow comedians Lee Mack and Kevin Eldon joined him for sections of the walk, too.



Gifts in wills

3,021 gifts in wills were left to Macmillan in 2022, raising an incredible £90.7 million.

Gifts in wills represented our largest fundraising stream, generating £90.7 million (gross, net position £89.6 million after discounting) in 2022. This is an increase of over £250,000 from the previous year. This was made up of over 3,000 gifts in wills by our generous supporters to help ensure everyone with cancer gets the care they need.

Also in 2022, 3,500 of our supporters chose to leave a gift in their will to Macmillan through our Free Will Service. The value of these gifts will help fund our vital services in years to come.

According to our research, in 2022, more people were considering giving a gift in their will to Macmillan than ever before, showing that our advertising campaign is paving the way for even more future funding through this important way of giving.

Alva Academy hit an incredible fundraising milestone of **£500,000** after supporting Macmillan for over 21 years.





Giving back

Trevor's wife Rosalind was supported by a Macmillan Nurse through her cancer diagnosis. After her death, Trevor wanted to give back to Macmillan.

“I can't thank Macmillan enough for their support for me and for when Rosalind was ill. That's why I wanted to give something back. I saw a solicitor and got it sorted. As a thank you for how incredible Macmillan were, I left a gift in my will to them. It was such a straightforward process, so simple and easy, and if I can give just one person the same support we had, then I have made a difference.”

New ways of raising money

We wanted to find new ways to fund our work alongside traditional fundraising. So, we started to test four new fundraising products: the Cold Water Challenge, the Stair Climb Challenge, Strava, and a wellbeing subscription box with The Feel Good Collective. Together, these generated approximately £99,000 of revenue from 625 supporters.

The Challenge Events team also delivered 17 Facebook challenges in 2022, raising £3.5 million. Activities ranged from skipping and hula hooping to dancing and squatting.

Improving the experience for supporters

Our relationship fundraising team reached out to supporters to learn about their fundraising experience and where we might be able to make improvements. We sent a customer satisfaction survey to supporters we'd worked with in 2022, who told us they felt valued by Macmillan and understood the impact of their donations as a result of the interactions they'd had with the team. On average, supporters rated us 94% for how likely they would be to recommend Macmillan to others.

We also further developed the Macmillan Coffee Morning supporter journey to ensure supporters have everything they need to host their event. This contributed to more people successfully hosting after registering.

How we work

As an organisation, we do whatever it takes to make sure everyone with cancer gets the care they need. To do this, we must ensure our policies and procedures reflect our values and are well communicated to colleagues and volunteers. This means developing high-quality training and resources.

Our decisions and incidents are recorded so we can monitor our performance, and we gather feedback to help us learn and improve. Our Equity, Diversity and Inclusion agenda is also at the core of this. We are committed to keeping a firm focus on the future and sustainability of this agenda, to ensure that as an organisation, we are being more equitable and inclusive.



Elly, a nurse at the Brighton Horizon Centre, talks to a patient.

Supporting our people

We're always looking to improve the experiences and navigation of Macmillan services for people with cancer, professionals, volunteers, supporters and colleagues.

In 2022, over 10,000 active Macmillan volunteers donated over 80,000 hours of their time to help people living with cancer.

In 2022, 393 volunteers pledged an hour or more of their time to join our mass thanking initiative, Pledge an Hour, to help us write 6,470 thank you cards to our supporters across the UK.

In total, Macmillan Buddies donated 52,703 hours in 2022, delivering 35,135 support calls or visits to people living with cancer, through 97 individual sessions per day.

Safira and her family volunteer together for Macmillan.

“Volunteering makes you appreciate life more, talking to people with different experiences. It's also nice because it reminds you that we're all human at the end of the day. We're all the same. When you're volunteering with your family it also just makes it more exciting. You have a laugh.”

Our supporters and volunteers

Improve

In August, 9,000 volunteers were given access to Assemble, our new and improved Volunteer Management System. This has now replaced all our old systems and provides Macmillan volunteers with more control, more information, and the best possible experience.

Include

We introduced an accessibility process so volunteers can detail any support needs they may have. Event organisers now complete an accessibility questionnaire to highlight key facilities, like disabled parking, to our volunteers ahead of the event. We've also adapted our volunteering roles to be more flexible so none of our volunteers have to do anything that they don't feel comfortable doing.

Inspire

We created the Thanks to You Awards to celebrate the outstanding contributions to Macmillan, big and small. Our awards reflect the Macmillan values and are given to deserving volunteers, supporters and people with their own lived experience of cancer. We received 173 nominations which were shortlisted by a diverse panel of judges to choose our winners.

Kieran's story

Kieran decided to give back to Macmillan after his partner was supported by the Macmillan Support Line and Macmillan nurses.

“Being a Lead Volunteer for Macmillan is really important to me. I know I am helping people who are shocked by their diagnosis and don't know where to turn. It's easy to become a volunteer and I have found it beneficial to me, as well as it supporting Macmillan. At every event there are great positive vibes and everyone wants to help, to raise money. To anyone thinking of becoming a volunteer I would say 'give it a go, don't be afraid to go out there'.”



Kieran volunteering at one of our Boots UK store collections

Our Macmillan cancer care professionals

At the end of 2022, we had 11,400 Macmillan roles employed and managed by our partners. This includes over 6,200 nursing-related posts, over 1,000 support worker posts, and over 1,200 allied health professional posts.

Giving excellent support to our Macmillan Professionals who work on the frontline of cancer care helps to advance their professional development, improves the care they provide to people living with cancer, and leads to more people using our services.

In 2022, we invested £74.4 million in 711 Macmillan Professional roles. Macmillan also supported 192 education and wellbeing grants during the year – these grants allow professionals to undertake courses or conferences that support them to deliver better care for people living with cancer.

Throughout 2022, we developed our professional engagement strategy, which helps us understand how we can stay relevant, engaging and

appropriate for our 11,400 Macmillan Professionals. This work led to the creation of the Professional Promise, which we're excited to officially launch in 2023. It introduces five pillars of support for our professionals: welcome, recognition, development, communications and enabling professionals to support people living with cancer.

Macmillan Learning Hub

Our professionals are as passionate as we are about people living with cancer getting the highest standard of care. That's why we introduced the Macmillan Learning Hub back in 2021 which offers a tailored learning and development experience. It provides access to networks, tools, resources and training all in one place.

In 2022, 4,445 healthcare professionals accessed education and training on the Macmillan Learning Hub. We were pleased to also engage the wider cancer workforce – 2,193 of these were non-Macmillan professionals.

Feedback from a professional who attended training

"It has made me understand the impact cancer has for so many people, especially through and after the Covid pandemic. I am able to recognise the importance in maintaining advocacy for people with cancer and support them to make informed decisions that work best for them."

Professionals Conference and Excellence Awards

This year, our hybrid conference and awards ceremony for professionals took place in London, enabling more than 600 professionals to come together to network, share, learn and celebrate. Over two days, we heard from over 50 incredible speakers and industry experts who inspired health and social care peers to share their experiences and best practice of working in cancer care across the UK.



All award winners at the Macmillan Professionals Excellence Awards 2022



Innovation excellence

The Cancer Services Team at St Helens & Knowsley Teaching Hospitals NHS Trust – winners of the Innovation Excellence Award.

Due to the rare nature of brain tumours, patients often present at A&E rather than through a two-week wait referral. At the St Helens & Knowsley Teaching Hospitals NHS Trust it was recognised that, with no brain site-specific team, these patients were not managed and tracked like other site-specific cancer patients and their pathway was disjointed.

To improve the experience, the Cancer Services Team collaborated with patient representatives and the local neuro-oncology centre to develop

a ground-breaking brain tumour optimisation pathway. Delivered by the Acute Oncology Team, it means patients now receive support from a key worker, the right information at the right time, and an increased possibility of treatment.

Macmillan Lead Cancer Nurse, Diane Dearden:

“There’s no gap in the transition of care and no lost time. With brain tumours, you’ve got a small window of opportunity. We can’t change a diagnosis, but we can support patients and impact their quality of life.”

Our colleagues

Ways of working and support

We're committed to creating and protecting a safe and supportive space for all our colleagues. To ensure that everyone feels fully supported at work and that they have everything they need to do their role to the highest standards, we:

- Introduced the Wellbeing at Macmillan process – with the help of our eight colleague networks – to encourage colleagues to share their workplace requirements, and created a toolkit which puts information around wellbeing and workplace requirements in one place – read more on page 57.
- Launched our Menopause Policy to not only support and guide affected colleagues, but also to educate managers on the role they can play in supporting team members.
- Made a one-off cost of living payment to all colleagues in November 2022, apart from our Executive Strategy Team and other colleagues who chose to opt out.
- Paid all employees a wage which meets their everyday needs. Our policy at Macmillan is to pay at least the voluntary real living wage rather than the statutory minimum wage.

Development offer

We're always looking to help our colleagues upskill so they can do their jobs to the best possible standard. This year:

- 20 colleagues signed up to our Coaching Academy, designed to educate on being a professional coaching practitioner.
- We partnered with Skillboosters to provide colleagues with self-directed learning on equity, diversity and inclusion priorities.
- We extended our apprenticeship offer and launched two management apprenticeships, which means we will see an additional 40 apprentices.
- We engaged with an organisation that specialises in accessible learning who conducted an audit and gave recommendations on how we can ensure our learning offer is inclusive.

Over 1,000 places were filled for our internal formal learning courses.

Over 300 colleagues attended external learning courses.

“What a brilliant opportunity for all of us to learn more and reflect and take opportunities to lead within our roles. I'm really enjoying the dip-in-and-out nature and the different content, it feels much easier to engage with than a fixed training course and covers some more interesting and stretching ideas.”

Feedback from a colleague who attended one of our campaign-style learning and development sessions.

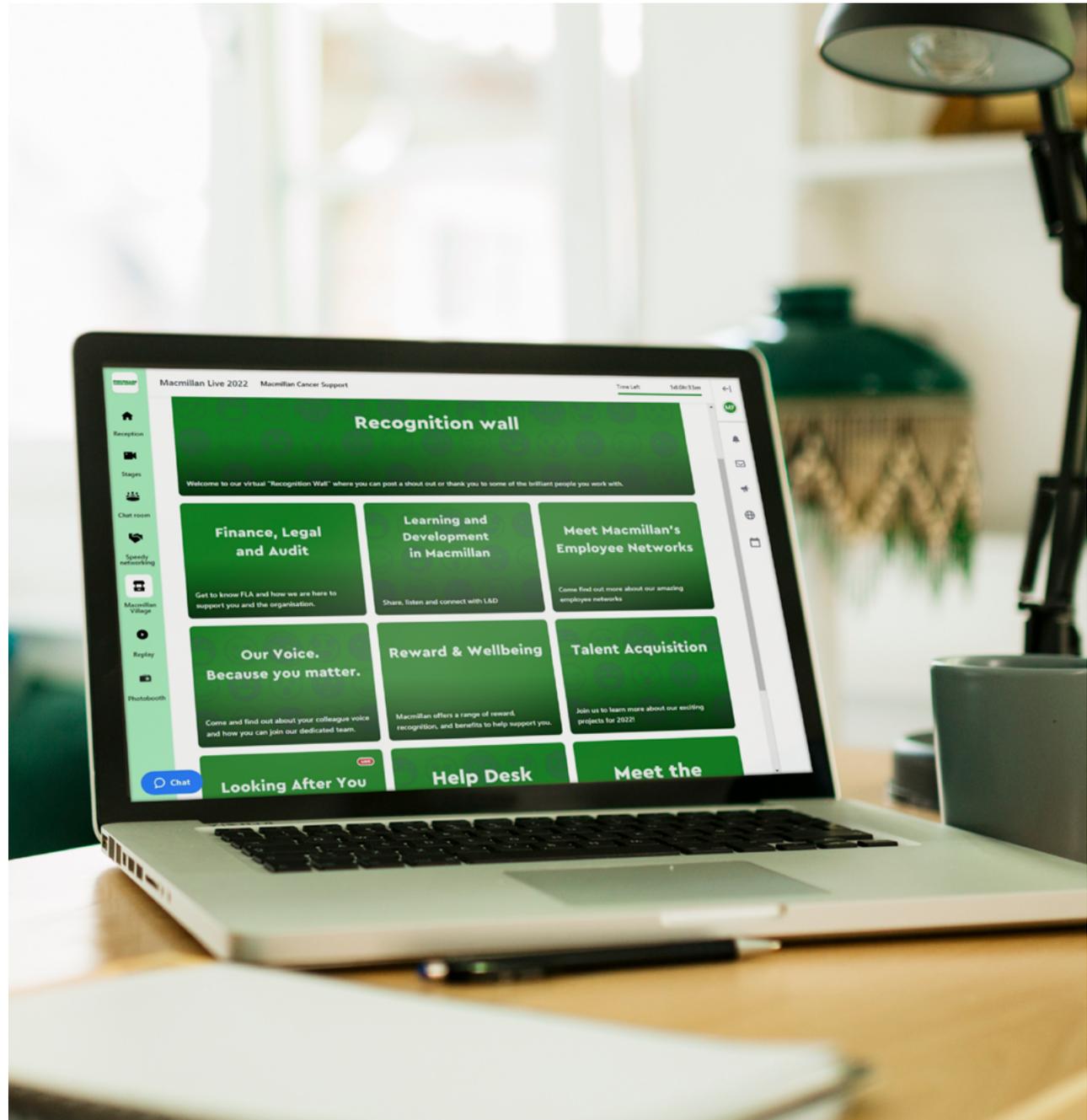
Engaging with colleagues

Our 2022 all-colleague conference took place virtually over two days, providing colleagues with the chance to share, listen, connect, and get inspired about the year ahead. The whole Macmillan community came together to do something different and learn something new. Together, we celebrated how Macmillan colleagues and our wider community support people living with cancer.

75% of Macmillan colleagues took part in the 2022 event.

95% gave it an 'Excellent' or 'good' rating overall.

The response to the presentations and speakers was exceptional, with almost all sessions scoring 96% or above – most getting 99–100%.



Protecting our supporters

We want everyone we interact with to feel free from undue influence when they consider donating. This includes anyone who may be in a temporary or permanent vulnerable state and unable to make an informed decision about giving.

There are lots of reasons why someone might be vulnerable, and we need to be able to spot the signs. We train our employees and fundraising suppliers to recognise these signs, so they can manage conversations and act in the most appropriate way.

We define our processes and procedures on vulnerability in our 'Fundraising with people in vulnerable circumstances' policy, which forms part of our fundraising supplier contracts. The policy includes the steps to take when vulnerability is identified.

We also make sure our fundraising scripts and training materials reflect our policy. We have developed the policy to prevent people who represent Macmillan from behaving in a way that could be considered intrusive or putting repeated or undue pressure on someone to donate.

Through our Compliance team, we routinely monitor our fundraising materials and how our suppliers perform, for example, through call monitoring and mystery shopping. This ensures our standards remain high and we treat our supporters fairly. We regularly review feedback from our supporters and other interested parties to check if our fundraising offer is right and complies with relevant rules and regulations. We adhere to and are committed to meeting the standards in the Fundraising Regulator's Code of Fundraising Practice, including actioning requests to prevent marketing received via the Fundraising Preference Service, and signposting customers to the service where appropriate. In 2022, there were no complaints logged with the Fundraising Regulator against Macmillan.

Using feedback to improve

In 2022 we managed 3,661 complaints, 2,328 of which were specific to our fundraising, marketing and communications operations. We also received 5,741 comments on social media which expressed dissatisfaction with Macmillan. This is in comparison to over 9,000 in 2021.

We respond to every complaint or piece of negative feedback individually, with the aim of learning from everything we're told, whether positive or negative. This customer insight is shared with the teams who deliver the experience and use it to look at the overall journey that supporters, people living with cancer and volunteers have with Macmillan to ensure that we listen and learn from what they are telling us in order to make improvements.

We are committed to maintaining high standards, so we closely follow sector guidance and best practice, including guidance from the Charity Commission. We also regularly work with our stakeholders to ensure new processes are produced and new ways of working are adopted to prevent the same complaints arising again.

Promoting equity, diversity and inclusion

Listening Exercise and our response

In 2022, we worked with our Disabled and Black, Asian and Minority Ethnic colleague networks to commission the Social Justice Collective, who carried out an independent listening exercise within Macmillan. Its findings highlighted unacceptable ableist and racist experiences that colleagues have had, and the changes we need to make within our management, culture and processes to become an anti-oppressive organisation.

We took immediate steps to start building a more inclusive culture at Macmillan and establish long-lasting, meaningful change. These first steps included clearer governance and accountability, prioritising safety to speak up, and improving the accessibility of our workplace.

Accountability

The listening exercise response was initially led by an executive director, who reported back to the full Executive Strategy Team each week. When our interim Chief People Officer took up their role, we consolidated the immediate actions with developing a new organisational People Plan, which will ensure we are taking a long-term view and developing the anti-oppression expertise we need.

The work is now overseen by our Equity, Diversity and Inclusion (EDI) Board, which is made up of representatives from our Board of Trustees, as well as executive directors and employee network chairs.

Supporting people

Our initial focus was on making sure we had the right support in place for colleagues who were affected, including paid leave from work. We recognise that speaking up can come at a cost for some individuals, and with feedback from our colleague networks, we are continuing to build on our support offer to ensure it meets the needs of colleagues from marginalised communities.

Taking action and rebuilding trust

Our colleagues took the lead in shaping the changes we needed to make, with members of our colleague networks working across the different response areas.

We worked with The Equal Group to build a new Independent Case Management process. This has helped us to ensure that colleagues can raise concerns around behaviour that affects them through an independent channel, as well as request a review of a historical case where they were not happy with the outcome.

This has also enabled us to build skills in managing cases involving discrimination, and ensure colleagues have a readily available route to escalate concerns while we develop our in-house capability.

The listening report told us that some colleagues had found it difficult to access non-standard equipment or adjustments to working practices when they needed to. Our new Wellbeing at Macmillan approach includes a fast-track workplace requirements process to give colleagues the ability to easily and quickly access the support they need, including software, equipment, or changes to work patterns or hours. The response is co-ordinated, rapid and inclusive, and so far has proved very successful.

We also developed a comprehensive recruitment toolkit to ensure we are effectively supporting our hiring managers to recruit in an accessible and inclusive way; right through from the design of the role profile and job advert, to partially anonymised shortlisting and diverse recruitment panels. This sits alongside an inclusive career programme and early careers support for Disabled and Ethnically Diverse colleagues.

Moving forwards

To ensure we are continuously learning, we have kept a firm focus on the future and sustainability. We have treated the report as a prompt to be honest with ourselves – not just about what we need to change about our culture, but also what we have learned about our overall approach to equity, diversity and inclusion.

Before the listening exercise, we commissioned The Equal Group to review 25 of our people-related policies to ensure they are inclusive for all, as well as run training with colleagues across the organisation, to ensure all policies we create moving forwards are sustainably inclusive. We are now creating our own Inclusive Policy Toolkit which will equip colleagues to write and review inclusive policies. This will ensure all our policies, not just our people policies, are suitably inclusive.

In 2023, our focus will continue in earnest. For example, we have built a new set of management commitments with inclusivity as a core theme. We will train all our managers to understand these standards and build on them with training in inclusive recruitment, in how to make team members feel safe and in understanding oppression and how to address it in the workplace.

We remain incredibly grateful to the colleagues who spoke up, and to our partners who have been generous in sharing their support, feedback and experience, as we continue to learn and develop. As an organisation, we are committed to getting this right and tackling deep-rooted inequalities from the inside out.

Representation at Macmillan

When we launched our Equity, Diversity and Inclusion Strategy in 2021, our representation of Disabled and Ethnically Diverse colleagues did not reflect the UK's population demographics. We set out to improve representation overall in Macmillan, starting by introducing a partially anonymised recruitment method and a new toolkit for hiring managers. We also aligned our representation reporting to include colleagues who identify as Disabled, neurodiverse and/or have a long-term health condition in order to better meet the Equality Act (2010)'s definition of Disabled.

In 2022, 14% of our colleagues identified as Disabled, neurodiverse or having a long-term health condition, compared to 12% in 2021. 10% of our colleagues identified as Ethnically Diverse, compared to 9% in 2021.

Supporting career progression

In July 2022, we ran a hugely successful intern programme and welcomed paid interns from three charity partners: Upreach, Leonard Cheshire and Taylor Bennett. We created 18 opportunities for Disabled, Ethnically Diverse and/or individuals with a lower socio-economic background. Since then, we have offered nine of these individuals a longer-term career opportunity with Macmillan. We plan to offer another 10 places in 2023.

We also created an inclusive career progression programme to encourage progression for colleagues who identify as Disabled and/or are from an Ethnically Diverse community. The programme modules equip colleagues with tools and techniques to increase their confidence, including giving and receiving feedback, developing a network and building trust with stakeholders. The aim is to influence cultural change and challenge systemic barriers that make progression inequitable.

Employment of Disabled people

The impact of our colleague networks

Macmillan's eight colleague networks worked with their communities on events and activities that raised awareness of key topics. Activities included sharing personal lived experiences of mental health, a panel event on the experience of carers and a documentary screening during Trans Awareness Week.

We also led webinars together throughout the year that focused on increasing knowledge, sharing experiences and building a more inclusive workplace. Topics included Black in Cancer, Disability Inclusion, and Trans Allyship.

Our colleague networks have leveraged their valuable lived experience and used it to provide insight and ideas on many activities. They've also partnered with Macmillan's marketing teams to create more representative content for fundraising campaigns.

We are focusing on developing our networks further through a programme for network Chairs that covers leadership skills, workshops on facilitation, influencing, stakeholder management and coaching.

As part of building a representative and inclusive organisation, we are committed to growing the representation of Disabled colleagues to ensure we are representative of all our communities by 2025. We strongly encourage people of all backgrounds to apply for roles at Macmillan, and we have transformed our recruitment process to support this. We also regularly review our policies, procedures and training to ensure that these continue to evolve depending on the needs of all our colleagues, including our Disabled colleagues.

Gender pay

Reporting on gender pay helps us to understand, monitor and address any difference in average earnings between female and male employees. As of April 2022, our mean gender pay gap was 11.3%, which means we have seen an increase of 1.2% in the difference of average hourly earnings between female and male colleagues since our last gender pay report.

We know that a range of internal and external factors are at play in causing our gender pay gap and we are continuing to make progress in understanding and addressing these. You can read more in our Gender Pay Gap Report 2022.

Our top three priorities to reduce our gender pay gap include:

Enabling 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.

Increasing 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.

Ensuring equitable salary negotiation with both new and existing colleagues when moving into promotions, secondments or at the point of hire. We are developing further guidance in our recruitment guides for people managers to be able to do this fairly and equitably.

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 affecting a colleague's salary (e.g., changes to pension contributions). However, we also know that our gender pay gap reflects several different factors at play which affect each other. Now that we're starting to use more advanced tools to understand the different factors, and where we can have the most influence, we will develop a longer-term plan.

You can read more in our **Gender Pay Gap Report 2022.** 



Urology Team at Barts Health NHS Trust,
2019 Quality Improvement Excellence Award Winner

How we manage the money you give us

Macmillan finishes 2022 in a strong financial position, bouncing back strongly from the Covid-19 pandemic. We are aware of the short-term challenges ahead relating to the cost of living crisis, high inflation and the potential impact on fundraised income. However, we continue to invest confidently in our services, as we continue to do whatever it takes to make sure everyone with cancer gets the care they need. Whilst there is no certainty as to what 2023 will bring, we are confident that Macmillan remains a financially stable organisation and that we are well-positioned to operate as effectively as possible.



Female, 57, diagnosed with Grade 3 brain cancer (astrocytoma) in 2011

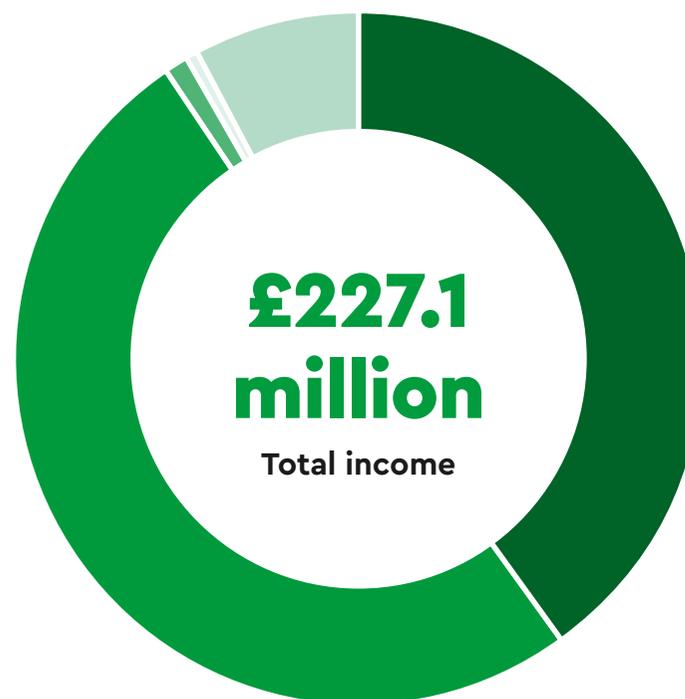
How we raised our money in 2022

We raised £225.0 million in 2022 from our superb supporters, grant income and income from charitable activities.

	Legacy income This is from people leaving a gift to us in their will.	£90.7 million*
	Donation income	£114.4 million
	Fundraising events Includes national, challenge and local events.	£47.6 million
	Direct marketing Money raised by activities like direct debit campaigns and mailings.	£28.1 million
	Corporate income Income from corporate partners and supporters.	£17.8 million
	General donations We raise lots of money from general donations by the public.	£12.3 million
	Philanthropy Donations from trusts and major donors.	£5.9 million
	Local fundraising committees Donation income raised and collected by fundraising committees in their local communities.	£2.6 million
	Donated services and facilities The value of services and facilities donated to us.	£0.1 million
	Grant income Income awarded by grant giving bodies given to support Macmillan initiatives.	£2.5 million
	Income from charitable activities Includes income from our social investments, secondment income and other charitable income.	£1.3 million
	Trading activities Includes income from our raffles and lotteries, fundraising committee sales, online shop, licensing and other commercial activities.	£17.2 million
	*Figure does not include discounting adjustments	
	In year legacy income	£90.7 million
	Discounting adjustment	-£1.1 million
	Total legacy income	£89.6 million

£225.0 million
Total income before investment income

£2.1 million
Investment income



How we spent our money in 2022

We spent **£198.8 million** on services for people affected by cancer.*

	Healthcare We fund and support a range of health and social care professionals.	£77.4 million
	Financial support We provide financial support to help people who are struggling with the cost of cancer, including through Macmillan grants, benefits advice and financial guidance.	£42.8 million
	Campaigning and raising awareness We campaign for changes to improve the lives of people affected by cancer and raise awareness of issues most important to them.	£23.6 million
	Information and support We provide people with information to help them make important decisions about their treatment and care.	£34.7 million
	Practical and emotional support We help people find the emotional support they need and get help with the practical issues arising from cancer.	£15.1 million
	Learning and development This includes providing training opportunities for professionals, volunteers and people affected by cancer.	£5.2 million

***Figure does not include grant releases and discounting adjustments**

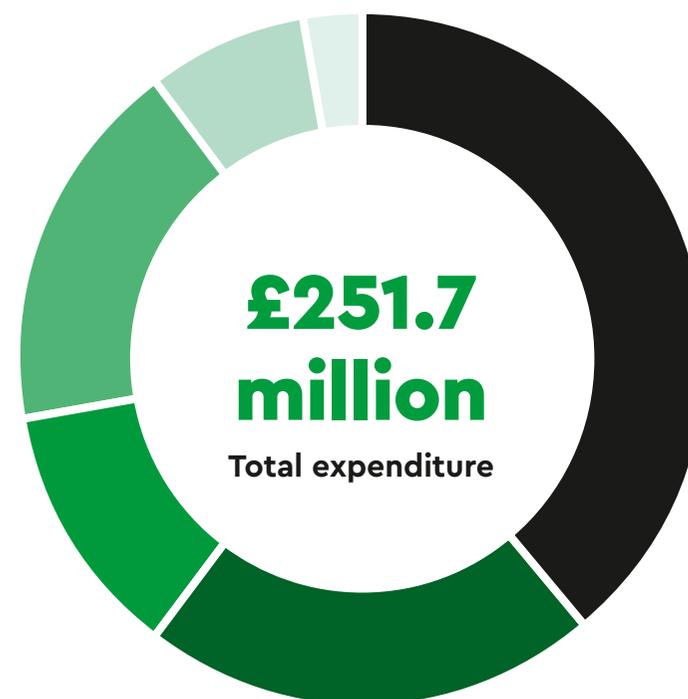
In-year charitable expenditure	£198.8 million
Prior year grant writebacks	-£12.1 million
Discounting adjustments	-£7.9 million
Total expenditure on charitable activities	£178.8 million

£178.8 million

Total expenditure on charitable activities

£72.9 million

Expenditure on raising income



Our income

Thanks to our generous and loyal supporters and the huge effort of our volunteers and colleagues, we generated income totalling £227.1 million in 2022. This represents a decrease of £3.6 million (1.5%) compared to 2021, as we start to feel the impact that the cost of living crisis is having on our donors.

We are almost entirely funded by charitable donations from the public. Overall, 97% of our income came from fundraising activities, totalling £221.2 million. The remaining 3% came from grant income, charitable activities and investments. As millions of people with cancer feel the strain of the rising cost of living on top of the challenges around care and treatment, loss of income, and everything else a diagnosis brings, we continue to invest in fundraising innovation to ensure we keep finding new ways to fund our work.

Legacy and donation income

As the number of people diagnosed with cancer continues to increase, along with the rising cost of living, the need for our services is greater than ever. A gift left in a will (legacy) could help ensure that we can continue to be there to meet this need. Legacy income reached £90.7m in 2022, gross of discounting, and continues to be our biggest single source of revenue, making up 40.3% of our total income before investment income.

Legacy income shows a small increase of £0.3 million from 2021, making 2022 another record year for Macmillan as we continue to invest in our legacy strategy with increased marketing, stewardship, and events to support income growth for future years.

For more information on Gifts in Wills, see page 46.

Our donation income is made up of multiple income streams and totalled £114.4 million in 2022 (2021: £119.3 million), representing a decrease of 4.1% as we start to see the impact of the cost of living crisis on our fundraised income. This includes money raised through national events such as Macmillan Coffee Morning, challenge events including our Mighty Hikes series, corporate supporters, direct marketing, trusts, and major donors, as well as income generated by our active volunteer fundraising committees across the UK.

As a result of the death of Her Majesty the Queen in 2022, we cancelled two of our Mighty Hikes events as a mark of respect. Despite the cancellations, our Mighty Hikes series still generated over £11.2 million of income, with over 20,000 people taking part. However, this is a decrease of £1.1 million from 2021, due to fewer registrations (following a boost in 2021 after 2020 event cancellations due to Covid-19) and a lower average fundraised amount per participant.

For more information on how we have raised money, see page 34–47.

Income from charitable activities

In December 2021, we agreed a contract for our first end of life investment of £6.1 million over three years, to finance an integrated end of life care service to support the most complex patients in Oxfordshire. When this contract was signed in December 2021, this was the largest health-related social impact bond in the UK. During 2022 we incurred our first costs in relation to this contract, which in turn generated £0.8 million income through outcome payments.

A Social Investment Board has been set up which includes Trustee and external experts in this field to oversee the programme and strategic direction.

Our services

There are two main ways we develop our services:

Our direct services

We fund some services directly and employ the people who deliver them. For example, our Macmillan Support Line. Our expert teams provide vital support and guidance to everyone who needs it, from answering clinical questions, to helping ease money worries, or providing someone to talk to who understands what they are going through. We also give individual patient grants to people on low incomes who are struggling with their finances after a cancer diagnosis.

Working with partners

We also develop services by working with a broad range of partners such as the NHS, local authorities, health boards, commercial organisations, and other charities and non-profit organisations. This involves our team of managers working with partner organisations in their locality to develop the requirements for, and negotiate the funding of, a service. The standard arrangement is that we provide a grant to fund a service for an agreed period and then a partner organisation picks up the ongoing funding, recruits the professionals to deliver the service and monitors the ongoing delivery of the service.

Charitable spend

Our priority continues to be to spend as much of our money as possible on services for people living with cancer. In 2022, we were able to increase Macmillan's charitable expenditure to £178.7 million (2021: £171.6 million), despite the fundraising challenges we faced. The 'Strategic Report' section of this document on pages 10–78 explains what we did and what we achieved with the money we spent.

Our agile approach continues to enable us to respond appropriately to the changing environment, and adapt and prioritise spending on services to deliver the greatest impact to those who need us most. This has been evident in 2022 with our direct grants, which are one-off payments of £350 to help with the extra costs that living with cancer can bring. £19.1 million has been committed, an increase of £6.9 million from 2021, as we consciously increased spend in this area; significantly increasing support and the number of direct grants throughout the year as a response to the rising cost of living and increased demand. We nearly doubled the number of people supported with a Macmillan grant to over 48,500 and expect similar reach in 2023!

Increased demand for our services saw an increase in people contacting the Macmillan Support Line, particularly looking for financial

and energy advice. We increased our spend on the Support Line by £2.3 million to £22.5 million to ensure we could continue to meet this increased demand.

During 2022 we made grant commitments to partner organisations totalling £80.4 million, a decrease of £5.1 million from 2021. A list of the grants made to institutions and partner organisations is disclosed in a separate publication which is available on our website.

Choosing to invest in our fundraising means we can generate more long-term income to enable us to reach more people living with cancer. This investment is incorporated in the cost of raising our income, which was £73.0 million in 2022, marking a £10.5 million increase on 2021. This was driven by long-term income investment, including increased legacy promotions and a focus on lottery player acquisition. We have also seen increased fundraising spend due to the full return of third-party challenge events and inflationary event costs in 2022. We continue to keep a close eye on all our costs and fundraising activities, to ensure that we are maximising our resources.

You'll find a more detailed analysis of our charitable expenditure in note 11 to the financial statements.

Liquidity

As an organisation that relies almost entirely on annual fundraised income, our policy is to hold adequate funds to enable us to react to any unexpected adverse impact on our finances and therefore, we operate a liquidity rather than a reserves policy. This reflects our operating model which sees the immediate recognition of multi-year grant commitments, as per our accounting policy. It also means that by focusing on an appropriate level of liquidity, rather than a targeted level of reserves, we can increase our impact on the lives of people living with cancer. Our trustees continued to endorse this policy in 2022, as Macmillan remains in a financially strong position and continues to maximise its support for people with cancer.

During 2022, trustees reviewed the current liquidity policy and reduced the target liquidity from £100 million to £70 million, following extensive liquidity modelling work with support from an external organisation. £70 million represents the amount needed to maintain the organisation at a healthy position with enough liquidity to cover working capital needs, along with a 'rainy day' fund which could be drawn upon in the event of a crisis. Under our liquidity policy, our target is to retain these funds in investments and cash which can be liquidated at short notice. In addition, we will hold cash and other liquid funds to meet normal day-to-day cash flow requirements. As of 31 December 2022, our investments and cash totalled £142.9 million (2021: £157.5 million), £138.1 million of which is held in short-term funds and cash.

Our year-end result and reserves

Our reported in-year operating result for 2022 is an operating deficit of £24.5 million before investment losses. After investment losses, we ended the year with a deficit of £25.9 million, which is in line with our strategy to spend down liquidity and increase charitable expenditure, although slightly improved on our forecast position.

As of 31 December 2022, our general reserves totalled £29.9 million, a decrease of £24.8 million from 2021. Designated funds totalled £2.7 million, a small decrease of £0.3 million from 2021. Restricted funds totalled £15.7 million, a decrease of £0.7 million from 2021. Total reserves stood at £48.3 million compared to £74.1 million in 2021.

As mentioned, we operate a liquidity rather than a reserves policy reflected in our operating model, which sees the immediate recognition of multi-year grant commitments. These grant commitments mean that our liabilities are particularly high, so we use a secondary reserve measure which excludes these long-term creditors, recognising that we could pull our grant liabilities if it became necessary. Using this secondary reserve measure, our reserves level would increase from £48.3 million to £137.9 million (2021: £157.0 million).

Our investments

Fixed asset investments

Our portfolio is being managed by Sarasin and Partners. On 31 December 2022, our short-term investments, to be held for more than one year, totalled £94.5 million, showing a decrease of £1.8 million to 2021. This is primarily due to market conditions, particularly following the announcement of the UK Government's mini budget, which caused market volatility and caused a rapid drop in the valuation of our bond portfolio. Our long-term fund, which includes the value of some residual holdings with our previous investment managers, JP Morgan Private Bank, stood at £3.1 million in comparison to £2.8 million in 2021.

We currently have a low-risk investment strategy with Sarasin and Partners and continue to review this strategy on a regular basis, particularly considering our liquidity target plans. We do not directly invest in tobacco and have made it clear to Sarasin and Partners that our funds must not be directly or indirectly invested in tobacco stocks.

In our financial statements, in addition to the above funds, our fixed asset investments include legacy properties of £0.6 million, which are properties received from legacies when Macmillan has the title but there is a life interest. We also hold a programme related investment valued at

£1.0 million, which relates to our investment in the Care and Wellbeing Fund in partnership with Social Finance and Big Society Capital.

Current asset investments

Additionally, we hold funds in a sterling liquidity reserve fund, which stood at £35.4 million (2021: £45.9 million) on 31 December 2022. These funds could be easily accessed, if required. Our trustees regularly monitor these funds to ensure the security of this money, as well as reviewing the performance of our investments. The trustees are satisfied that these funds are prudently invested and will continue to monitor their status closely.

Pension schemes

Our defined benefit pension scheme was closed to future accruals on 30 June 2010. We now operate a defined contribution stakeholder pension scheme for eligible employees.

The Financial Reporting Standard 102 (FRS102) valuation of our defined benefit pension scheme on 31 December 2022 showed a surplus of £9.8 million, a 7.8% decrease from 2021. This surplus is not recorded in the financial statements, as the surplus in the scheme is not fully recoverable by Macmillan.

A formal triennial valuation was undertaken as of 31 December 2019 and showed a surplus of £1.0 million. An updated triennial valuation is currently underway and is due to be finalised in late 2023. The trustees regularly review the pension scheme and are confident the scheme is well-run and well-funded and there are no plans to change the current investment strategy.

Principal risks and uncertainties



Risks and uncertainties

We define risk as anything that can affect our ability to achieve our objectives for people living with cancer, sustain our operations, maintain our reputation or meet regulatory requirements. We see risk as an inherent factor in the decisions we make in pursuit of our strategic objectives and we seek to understand the risks we face or create, while operating within an acceptable level of risk-taking. However, we also recognise the need to seek new innovations and harness the opportunities that taking risks can bring, helping us to do even more to support people living with cancer. We take risk where we believe the benefits outweigh the risks involved and where we have the capabilities to understand and manage those risks within our risk appetite, as defined by our Trustees. Our approach to risk management follows the recommendations of the Charity Governance Code.

How we manage risks at Macmillan

We ask all our colleagues to be aware of the risks and opportunities in everything they do; to assess the potential severity and likelihood of them occurring and take mitigating actions to manage them, where necessary, for the benefit of the people living with cancer that we support.

We have a strong governance framework to ensure that risks are discussed, debated and agreed from both an operational perspective and at a strategic level. The Head of Risk, Governance and Assurance reports to the Director of Risk who in turn reports to both the Chief Financial Officer, who is also Macmillan's Senior Information Risk Officer, and to our Treasurer, who chairs the Finance, Audit & Risk Committee.

Risk planning and review

More formally, as part of our planning and review cycle, teams throughout the organisation (e.g. directorate teams, programme teams and operational risk managers) assess their risks each quarter to input into the Risk Leads Group, as well as to agree these with their respective Executive Directors. Risks have been embedded into Macmillan's planning cycle to ensure we add more value and consideration into processes and content. As well as identifying potential issues, we also look for opportunities we might otherwise miss, such as further growth development and working towards a sustainable future. Risks are scored on the impact they would have and how likely they are to happen. Each risk has an identified owner and all corporate risks are assigned to the relevant sub-committee as agreed at our executive Performance & Risk Board, and confirmed at the Finance, Audit & Risk Committee of the main Board of Trustees.

Appropriate level of risk-taking

Establishing our risk appetite – that is, determining the amount of risk we are prepared or able to accept in pursuit of our purpose – is key to assessing our risks. Risk appetites can be different for different situations, depending on the extent of benefit we are aiming for and the availability of effective controls. If we are faced with too much risk, the risk owner may need to take further mitigating actions to reduce the risk; if not enough risk is being taken to generate the expected benefit, then we may need to reduce some mitigating actions or look for ways to find more benefit. For instance, we may be willing to be more risk-seeking in the pursuit of new initiatives, but we would be intolerant of any activities that could produce compliance issues.

As the environment in which we operate changes, along with stakeholder expectations and our priorities, in 2023, we will be reviewing our risk appetite to ensure it aligns with our strategic direction, is more clearly defined, and to ensure it can be practically applied by those managing risk across the organisation. This important piece of work will ensure improved consistency and alignment in our risk management practices, a more definitive route to achieving our strategic objectives, and increased assurance that we are operating responsibly for people living with cancer. Ultimately, we recognise that we may not always be able to prevent individual incidents, but risk owners will still look to reduce the impact risks may have and the likelihood they may occur to an appropriate level.

Management review

All risks are scrutinised monthly at the Performance & Risk Board meetings to ensure all our Executive Directors, our Chief Executive Officer, Chief Operating Officer and Chief Financial Officer monitor all our corporate risks quarterly as a group. We also conducted a Risk Horizon Scanning exercise with Executive Directors and their nominated Directors to map future existential risks for Macmillan. We continue to regularly engage with all our trustees, especially via the Finance, Audit & Risk Committee meetings, to ensure we review and scrutinise every risk.

Macmillan has always reviewed its risks and compliance metrics through regular meetings with risk leads from each directorate, meeting quarterly, while our Performance & Risk Board also receives quarterly internal reports on compliance and risk metrics.

The corporate risk register is an organisation-wide summary of our risk profile and corresponding mitigating actions, to help management validate our performance and sustainability and then present to the trustees for scrutiny and approval. Regular ongoing reviews of risk management plans inform our strategic planning, change management and operational decision-making. They also feed into our assurance framework, including our annual Internal Audit Plan.

Risk governance

Our risk management process is supported by our governance structure. Our trustees and executive management recognise the importance of maintaining a strong system of internal controls, supported by these risk management activities and assurance mechanisms, including internal and external audit. Whilst our Executive Strategy Team (EST) is responsible for the day-to-day operation of our risk processes, our trustees are responsible for ensuring there is an effective risk management process and an appropriate internal control environment. The EST is informed by our directorate leadership teams, a Performance & Risk Board and the Risk Leads Group. They present updates to the Finance, Audit & Risk Committee, which reviews the principal risks and provides oversight of the risk management process, so that the Treasurer can report annually on the effectiveness of the risk management process to our Board of Trustees.

Our risk profile

We have a clear and compelling programme of strategic initiatives designed to reach even more people living with cancer, improve standards of care and support, and help people living with cancer live life as fully as they can. This is being rolled out pragmatically, informed by our understanding of what people living with cancer need and want, learning as we progress.

However, there continues to be significant change and uncertainty in the external environment in which we operate. We recognise the current and future challenges, such as: the ongoing impact and persistence of Covid-19, major changes to NHS and social care structures, major pressures on public spending, the cost of living crisis, the impact of Brexit, the focus on sustainability and the changing philanthropic landscape, the rise of technology, changing socio-demographics, an uncertain economic outlook, and a competitive charitable sector. We also recognise our need to be adaptive, resilient and forward-looking and remain agile by monitoring and adjusting our focus as needed.

Operationally, as we grow and change, we are continuously looking for new and more efficient ways of delivering our services, such as: listening to and gaining insight from people living with cancer; improving how we work with partner organisations, our volunteers and colleagues; and enhancing our technological support. This is against a background of continuing pressure on our donors' finances. Meanwhile, changes in regulation, particularly regarding data protection, require investment and changes to policies and procedures. Financially, we continue to review the level of liquidity we need to safely sustain our operations, so we can deploy as much as possible for our strategy and make more of a difference to the lives of people living with cancer.

Our approach to managing different types of risk is outlined below:

Strategic risk

The world in which we operate is uncertain. We build processes and systems that help us to stay on track of our short, medium and long-term goals, so we can continue to be there for people with cancer.

How we mitigate this risk: Every year, we go through a rigorous strategic planning process that analyses the internal and external environment to highlight our areas of focus and potential risk. Through this we develop objectives, initiatives and plans for delivery which are supported by a programme management function and a communication programme to inform colleagues, professionals and volunteers of our strategy and progress. We have an established annual planning and budget process into which we will feed any changes to the strategy, plans or budget resulting from the ongoing uncertainty.

We regularly monitor progress against our objectives through our Performance & Risk Board. Through this process, we can react quickly and adapt our approach to changing circumstances.

We are guided by policies and processes to help us understand what ethical issues to consider when making decisions, such as where to invest charitable funds, what donations we can accept, or which partners, suppliers or individuals to work with.

We look to protect our future by maintaining a diverse mix of income streams; assessing the need for local and national improvement in cancer services now and in the future; engaging with current partners to deliver services with us and developing new relationships; and constantly innovating to stay competitive and support people living with cancer.

Operational and regulatory risk

We hold ourselves to high standards in order to do our very best for those we work with and support. We strive to establish a culture of ongoing improvement, continually streamlining systems and processes in order to increase efficiency in our operations.

How we mitigate this risk: We have policies, procedures, mandatory training programmes and governance structures to monitor and mitigate operational risks and major incidents, including understanding our regulatory requirements.

We recruit and manage people, informed by clear role profiles and an operating model showing our current and future needs. Macmillan aims to ensure our recruitment eliminates any account of unconscious bias and encourages applications from all candidates regardless of background.

Specialist compliance training is delivered to colleagues in key areas to build their skills and ensure awareness of compliance requirements. A stocktake of all completed mandatory training is reviewed at an executive level in the Performance & Risk Board meetings, chaired by the Chief Operating Officer.

Our internal processes around information security, health and safety, safeguarding and counter-fraud follow recognised standards. We also ensure we understand the information governance behind our use and retention of data, and we act responsibly in line with the Information Commissioner's Office best practice.

We also have contingency planning, incident management, crisis management arrangements and business continuity plans in place, in case needed.

Continuous Improvement

Financial risk

We are 97% funded by voluntary donations, including fundraising activities, so we regularly monitor the external environment as it could impact our income, investments and spend.

How we mitigate this risk: We monitor our financial performance, liquidity and solvency through a system of financial reporting that compares actual results against the phased annual budget and the latest quarterly forecast on a monthly basis. In addition, we prepare longer-term financial forecasts aligned to our strategic plans, incorporating scenarios to confirm our longer-term solvency.

Financial instrument borrowings are not used, and our investment and liquidity policies are set with input from external advisers to ensure we manage our risks and have adequate cash available to meet our ongoing liabilities.

98% of our investments are held in sterling, with the remaining balance held in foreign currencies. We therefore have limited exposure to any risk of changes in foreign currency rates.

Credit risk on amounts owed in respect of incoming resources is low.

Investment policies, delegation of authorities, procurement and expenses policies are in place.

We have defined accounting policies and financial controls for accurate and timely reporting.

Additional pervasive feedback and assurance controls

We have complaints and grievance procedures and an anonymous whistleblowing hotline to enable appropriate reporting and consideration of internal and external stakeholders' concerns, and individual comments on how we can improve.

An annual internal audit programme tests the existence and effectiveness of key controls, supplemented by external reviews.

We are always striving to be better at what we do, including continuing to evolve our approach to managing risks. As part of this, the Board commissioned a review of our risk management framework and risk culture, for which we engaged external risk management consultants to perform a four-week review. This involved reviewing our existing approach, practices, policies and procedures, and assessing the current level of risk maturity.

The key recommendations from the review included: reassessing Macmillan's risk appetite position, increasing the seniority of the organisational risk lead to further develop the risk culture, developing oversight and challenge capability of the risk function, as well as improved risk training for colleagues managing risk on a day-to-day basis.

The improvement work is already underway in each of these areas, and this will support our ambition to raise our risk maturity beyond the standard level within the charity sector.

Looking forward

Our 2023 priorities to improve our services and support



Help more people with the cost of living crisis by investing more money into grants and welfare advice so people get the financial help they desperately need. We will also work with partners in energy and banking across the UK to drive industry-wide change.



Work closely with our 11,000 Macmillan professionals, supporting their development and making sure they have the right tools, skills, support and resources to deliver excellent personalised care experiences for people living with cancer.



Work with partners to deliver joined up health and care services. Improving the Cancer Journey is a successful service in Scotland that gives people diagnosed with cancer access to a dedicated support worker who can connect them to emotional, practical and financial support that's right for them. This year we will pilot the model in England.



Make our services more inclusive by increasing our cancer champions in local communities – volunteers offering tailored help and guidance to people furthest from accessing cancer support and information. We will also form a national partnership to offer grants to grassroots organisations working with marginalised communities.



Transform our cancer information services by increasing their reach and improving the experience for people with cancer accessing these services.



Develop our internal culture and people plans to ensure that we can achieve representative diversity across the organisation and that every colleague and prospective colleague has an inclusive and equitable experience whilst working with us.

Governance

Sustainability

In the past year, we've made some positive progress in our efforts to become a more environmentally sustainable organisation. Despite this, we recognise that we have fallen behind other charities, while the charity sector as a whole is behind other sectors. We recognise that the people we support and the people who support us want to see Macmillan driving positive, sustainable and ethical change for our employees and volunteers, the communities we work with, and the wider society and environment in general.

To better understand our impact, we have partnered with an Environmental, Social and Governance (ESG) expert organisation to review our approach to sustainability, and to create an Environmental, Social and Governance strategy. We aim to identify the gaps in our current approach, which will help us to develop a roadmap for implementing innovative ESG practices at Macmillan that will benefit colleagues, partners, people living with cancer, supporters and our suppliers.

With support from our expert partner, we have started this process with:

- Research to identify and understand the ESG issues that really matter to our key stakeholders.
- A review of our existing ESG work and plans to identify gaps and opportunities.
- A review of our existing organisational strategy including our equity, diversity and inclusion (EDI) strategy, long-term plan, principles and values, and developing recommendations and outputs that are complementary and build on this progress.

Based on the expert partner's initial insight, there are a number of areas we have started to work on and we are considering developing for our strategic focus:

- **Environmental:** Greenhouse gas emissions; materials; waste; and circular economy.
- **Social:** Human rights and labour standards; Equity, Diversity and Inclusion; workers' financial, professional and mental wellbeing; colleague learning and development; community engagement and impact; equal access and opportunity.

- **Governance:** Strategic integration of sustainability; responsible and ethical supply chain and procurement; diversity of leadership; impact measurement and disclosure.

Environmental initiatives

We are committed to being an environmentally responsible charity and will seek to reduce the longer-term social and environmental impact of our operations. We acknowledge the impact our operations may have on the environment, so where possible, we look to take steps to reduce and/or counteract this impact. A group of internal colleagues – the 'Eco Group' – have helped raise awareness of sustainability issues within the organisation. They have helped co-ordinate some internal initiatives as part of our journey towards becoming a more environmentally conscious organisation. These include: reducing printing, including mass communications; and studies on carbon footprinting of our campaigns for both volunteer and fundraising events, as well as corporate activity. This reflects a more data-driven approach to emissions reporting.

Considering ethical issues

We are committed to maintaining high ethical standards, and we make sure that our activities and those of our partners and suppliers are in line with our values. We follow sector guidance and best practice, including Charity Commission guidance and the National Council for Voluntary Organisations' ethical principles.

We have a duty under charity law to maximise Macmillan's income and therefore our expenditure on charitable activities. However, it is essential that we don't let our relationships with third parties undermine our values.

Our ethics policy puts people living with cancer at the centre of our decision-making, and we regularly review this. Our policy and procedures help us manage ethical issues, such as deciding whether to accept or refuse a donation, partner with other organisations, or make an investment.

Streamlined energy and carbon reporting

Streamlined Energy and Carbon Reporting (SECR) is a set of regulations that require certain companies in the UK to disclose their energy and carbon emissions, including electricity, gas and transport. In line with the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, our energy use and greenhouse gas (GHG) emissions are set out below. From 2020 to 2021, there was a significant drop in emissions, in the year of the Covid-19 pandemic and lockdowns. The organisation also had more office locations in 2020 which were closed in 2021. However, in 2022, the emissions total showed similarities with 2020 levels. Across a two-year period we have seen an overall reduction.

Macmillan Cancer Support Energy Use and Associated Greenhouse Gas Emissions			
	2022	2021	2020
Total Energy consumption (kWh)	2,284,661	1,549,946	2,502,418
Emissions from combustion of gas (Scope 1) (tCO ₂ e)	182	132	179
Emissions from transport (Car Allowance Drivers) (Scope 1) (tCO ₂ e)	113	26	136
Emissions from purchased electricity (Scope 2) (tCO ₂ e)	137	144	199
Emissions from business travel in employee and volunteer owned vehicles, and hire cars where the company is responsible for purchasing the fuel or electricity (Scope 3) (tCO ₂ e)	30.5	14	31
Emissions from serviced offices (Scope 3)	0.25	0.07	Not recorded
Total gross emissions (tCO₂e)	462	316	546
tCO₂e per £m Income	2	1	3
tCO₂e per FTE	0.27	0.21	0.31
Emissions avoided by purchasing renewable electricity (tCO ₂ e)	17.2	17.5	Not recorded
Total annual net emissions (tCO₂e)	445	298	540

Quantification and Reporting Methodology:

The boundaries of this report are based on operational control. We report our emissions with reference to the latest Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol). In accordance with the 2018 Regulations, the energy use and associated greenhouse gas emissions are for those within the UK only that come under the operational control boundary. The 2022 UK Government GHG Conversion Factors for Company Reporting published by the UK Department for Environment Food & Rural Affairs (DEFRA) are used to convert energy use in our operations to emissions of CO₂e. Carbon emission factors for purchased electricity are calculated according to the 'location-based grid average' method. This reflects the average emission of the grid where the energy consumption occurs. We purchased 100% renewable energy for our office in Brighton and have included an additional figure calculated using market-based factors to account for this in our report above.

For Albert Embankment and the Midhurst Charity Shop, some utilities are included in the rent, so benchmarking based on floor area against industry benchmarks has been used to provide estimated consumption for gas at Albert Embankment,

and electricity and gas at the Midhurst Charity Shop. December's electricity consumption at Albert Embankment has had to be estimated as the data was unavailable.

We utilise serviced offices in Belfast, Cardiff and Edinburgh, for which consumption is included in this report. Emissions from these offices are based on the total number of days booked during the period and the floor area of the locations. All serviced offices are assumed to be serviced by electricity and gas. Data quality on serviced office usage has improved through the implementation of a sign-in sheet.

Data sources include billing, invoices and internal systems. For transport data where actual usage data (e.g. litres) was unavailable, conversions were made using average fuel consumption factors for the vehicle type to estimate the associated emissions.

Intensity Ratio

We have chosen to report our gross emissions against FTE staff and income (£ million) because these metrics are likely to align most closely to fluctuations in carbon emissions.

Setting ourselves up for success

Section 172 of the Companies Act 2006 requires the directors to act in the way they consider, in good faith, would be most likely to promote the success of the charity to achieve its charitable purposes. The Act states that in doing so, the directors should have regard, amongst other matters, to:

- **The likely consequence of any decision in the long term** – Our strategic objectives (see pages 6-7) were developed as part of a long-term strategy to improve the lives of people living with cancer. We routinely review external developments and horizon-scan for future trends, and ensure that our plans can be adapted as needed to meet changing circumstances, such as ongoing consequences of Covid-19 and pressures on the NHS, and the cost of living crisis.
- **The interests of the company's employees** – Our colleagues are vital to Macmillan and we regard ongoing, regular engagement with them as a top priority. We measure colleague engagement through regular surveys and address any issues raised through these as quickly as possible. Feedback from Our Voice, our colleague representation forum, is shared with our Executive Strategy team and the trustees. We have networks to bring together and represent specific groups of employees, aimed at helping to establish a sense of

community and support for these groups of people, as well as providing social and professional networks. We hold regular webinars to keep colleagues updated and maintain engagement. All colleagues have access to wellbeing support, and there are Wellbeing Ambassadors and Mental Health Champions throughout the Charity to support colleagues.

- **The need to foster the company's business relationships with suppliers, customers and others** – Our relationships with partners and suppliers is key to our effectiveness. Each will have an individual staff member as their relationship manager, and we work with them closely to develop a mutually beneficial relationship. We encourage feedback from our customers so that we can learn from this to improve how we do things. Trustees receive regular reports on key supplier relationships and customer feedback.
- **The impact of the company's operations on the community and the environment** – We recognise our responsibility to care for the environment and aim to minimise our environmental impact in all our activities. Our Social & Environmental Impact Policy is monitored by a Compliance & Assurance Group and progress reports are regularly reviewed by our executive level Performance & Risk Board.

During 2022 we started work on a project to review our approach to sustainability, covering the full Environmental, Social and Governance (ESG) spectrum. This engagement is being supported by a number of internal and external stakeholders including people living with and affected by cancer, partners, suppliers, fundraisers, volunteers and work colleagues to identify and understand the ESG issues which really matter to them in supporting Macmillan's mission and strategy.

- **The desirability of the company maintaining a reputation for high standards of business conduct** – Our reputation and public trust in Macmillan is fundamental to our future success. We use our organisational values in our recruitment and training for both employees and volunteers to ensure that we maintain high standards, and these are used as a performance measure in our appraisal processes. Our procurement and ethical policies and procedures ensure that our values are also a key part of our selection of partners and suppliers.
- **The need to act fairly between members of the company** – We aim to be a fully inclusive organisation which is relevant and accessible for anyone living with or affected by cancer. We will not unfairly discriminate against anyone.

Safeguarding everyone's welfare

We are committed to safeguarding the welfare of our employees, volunteers and everyone who receives our support. We believe children and adults have the right to protection from all types of harm or abuse. Our employees and volunteers have a duty to prevent abuse and report any safeguarding concerns.

Our safeguarding policy and training modules help our employees and volunteers to remove, reduce and manage safeguarding risks for everyone we support and work with. We also operate two safeguarding contact numbers, which offer real-time advice and emotional support to anyone dealing with sensitive, challenging and difficult issues, 24 hours a day, seven days a week.

We want to create a safe working environment for all our employees and volunteers, and our continual aim is to reduce their risk of harm when working for us. Our health and safety procedures and training are designed to keep our premises and events safe for all. We provide support and training for people who regularly work or volunteer alone in the community, as well as access to a lone worker alarm with 24/7 emergency support.

As well as offering emotional support and guidance through our Safeguarding team, we give all employees access to a 24/7/365 assistance programme and healthcare cover for additional support.

Interactions with our Safeguarding team

We recorded 902 interactions with our Safeguarding team in 2022, from people requesting support, guidance and information. Around 90% of these interactions were in relation to safeguarding issues identified in the lives of the beneficiaries that we support. The remaining 10% were concerns raised by colleagues. The most common concerns included suicide, mental health concerns, domestic abuse and neglect, and the majority of these were identified by our Support Line and Volunteering teams. These concerns are discussed with the Executive Strategy Team as and when appropriate, e.g., if further action is required.

Legal Structure

Macmillan Cancer Support is a company limited by guarantee and a registered charity. Macmillan is governed by its Articles of Association, which sets out the charity's powers and authorities.

The objects of the charity included in the Articles of Association are:

- a) To provide support, assistance and information directly or indirectly to people affected by cancer.
- b) To further build cancer awareness, education and research.
- c) To promote and influence effective care, involvement and support for people affected by cancer.

Board of Trustees

The Board of Trustees (Board) is ultimately responsible for the overall control and strategic direction of the charity and for the protection of its assets. Day-to-day responsibility for running the charity is delegated to the Chief Executive, Gemma Peters, and the Executive Directors who comprise the Executive Strategy team (see page 90).

The trustees are also directors under company law and are our company members. They are appointed by the Board for a term of three years and normally serve a maximum of three terms. The Board's Nominations Committee reviews the structure, size, composition (including the skills, knowledge and experience) of the Board, considers succession planning, and makes recommendations on appointments to the Board. The trustees all give their time to Macmillan on a voluntary basis and receive no remuneration. Out-of-pocket expenses may be reimbursed.

When recruiting new trustees, the Board aims to attract a diverse range of candidates who have the skills the charity needs. It values the benefits of having members with different backgrounds, expertise and experience. All Board appointments are based on merit, in the context of ensuring that we have an appropriate balance of skills and experience.

All new trustees undertake an induction programme, which includes meeting with the Chief Executive, Executive team members and other key staff, along with service visits. Additional and ongoing training

is arranged as required for individual trustees or for the Board as a whole.

The trustees who served during the year and up to the date of this report are as follows:

Macmillan Cancer Support Board of Trustees

Professor Jean Abraham

Dr Jag Ahluwalia

(Chair of Charitable Expenditure Committee)

Iain Cornish

(Treasurer and Chair of Finance, Audit and Risk Committee)

Professor Jane Cummings CBE

(Chair of People Committee)

Rachel Higham

Kate Howe

(Chair of Fundraising Marketing & Communications Committee)

Mohammed Mehmet

Richard Murley

(Macmillan Chair and Chair of Nominations Committee)

Nick Owen CBE

Professor Dame Helen Stokes-Lampard DBE

Toby Strauss

(to 10.02.22)

Mark Ware

During the year and up to the date of approval of the trustees' report, there was a qualifying third-party indemnity in place for directors, as allowed by Section 234 of the Companies Act 2006.

**Biographies of our trustees
are available here**



How the Board works

The Board normally meets six times per year, including an annual strategy day which helps trustees and the Executive Strategy team to focus in more depth on the charity's long-term strategic direction. The trustees have adopted a hybrid way of working, with most Board meetings held in person and most committee meetings held virtually. Decisions and actions may also be agreed by email between meetings where appropriate.

A framework of delegation is in place to set out matters delegated to committees of the Board or to the Executive or other staff. This is regularly reviewed and updated as necessary. Conflicts of interest are considered at each meeting and the Company Secretary maintains a register of conflicts.

Board Committees



The Board has delegated specific responsibilities to its committees, each of which has detailed terms of reference and reports to the Board. The remit of the committees is reviewed regularly to ensure they continue to work well.

Finance, Audit & Risk Committee: Monitors the financial performance of the charity, the performance of Macmillan's investments and our investment strategies, financial reporting, planning and budgeting processes, compliance, corporate risk, and our internal and external audit arrangements. This was formerly known as Finance & Audit, but the name was amended in 2022 to better reflect the committee's remit.

Charitable Expenditure Committee: Reviews charitable expenditure and activities against strategic corporate priorities agreed by the Board.

Fundraising, Marketing & Communications Committee: Oversees the charity's fundraising, marketing and communications strategies and ensures that the charity follows high standards of fundraising practice.

Nominations Committee: Considers the membership of the Board and recommends potential new trustees for election. This committee also keeps under review succession planning in respect of Honorary Officers and the Chief Executive, and oversees Board effectiveness reviews and action plans resulting from such reviews. A key focus for this committee in 2022 was the recruitment of our new Chief Executive.

People Committee: Determines and recommends to the Board the overall policy for the remuneration of the charity's employees, and provides an oversight on people issues and related policies.

Number of meetings held in 2022

Board of Trustees	8
Charitable Expenditure Committee	4
Finance, Audit and Risk Committee	5
Fundraising, Marketing & Communications Committee	4
People Committee	4
Nominations Committee	1

Governance review

The Board regularly undertakes a review of its effectiveness to identify any improvements to the Board's governance and ways of working, or any training needs. The Board supports the principles of good governance set out in the Charity Governance Code and uses the Code to evaluate its effectiveness. The performance of individual trustees is assessed each year.

An external governance review was commissioned by the Board in 2021 based on the Code. This was undertaken by Caroline Copeman and Christine Fogg of the Centre for Charity Effectiveness, Bayes Business School, and concluded in February 2022, when the findings were presented to the Board. Recommendations from the review included extending future horizon discussions to cover changes in charity governance and how the Board might need to respond and develop itself; involvement of trustees earlier in the strategy cycle to maximise their input and expertise; considering risk appetite in the post-pandemic era, in light of Macmillan's ambition to reach more people living with cancer, and new approaches to income generation; and occasional meetings of committee chairs to check alignment and ensure areas are not falling through any cracks. The Nominations Committee continues to monitor the recommendations to ensure these are being followed through.

Statement of responsibilities of the trustees

Macmillan's trustees, who sit on Macmillan's Board and are also directors of Macmillan Cancer Support for the purposes of company law, are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the trustees to prepare accounts for each financial year that give a true and fair view of the state of affairs of the Charitable Company and the Group, and of the incoming resources and application of resources, including the income and expenditure of the Charitable Group for that period. In preparing these financial statements the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities Statement of Recommended Practice
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures being disclosed and explained in the financial statements

- Prepare the financial statements on the going concern basis unless it is inappropriate to presume the Charitable Company will continue in business.

The trustees are responsible for keeping proper accounting records that can disclose with reasonable accuracy the financial position of the Charitable Company at any time and provide financial statements which comply with the Companies Act 2006, Charities and Trustee Investment (Scotland) Act 2005 and The Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the Charitable Company and the Group, and taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees have overall responsibility for Macmillan's internal controls, while the Finance and Audit Committee reviews internal risks and monitors how well the trustees manage these risks.

In so far as the trustees are aware:

- There is no relevant audit information of which the Charitable Company's auditors are unaware
- The trustees have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information, and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charitable Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The trustees confirm that they have complied with their duty under the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

Macmillan has its registered office in London, as well as additional offices in Glasgow and Shipley.

Legal and administrative details

As at 31 December 2022

Status

The organisation is a charitable company limited by guarantee, incorporated on 30 June 1989 and registered as a charity in England and Wales on 21 June 1989 and in Scotland on 1 October 2008. Within this document, the Company is variously referred to as Macmillan, Macmillan Cancer Support and the charity.

Governing document

The organisation was established under a Memorandum of Association and is governed under its Articles of Association (last amended 25 July 2019), which establish the objects and powers of the organisation.

Company number	2400969
Charity number	261017
Scottish charity number	SC039907

Registered office

89 Albert Embankment, London SE1 7UQ

Patron

The former Prince of Wales

President

The Countess of Halifax

Deputy Presidents

Jamie Dundas
Julia Palca

Chair

Richard Murley

Treasurer

Iain Cornish

Company Secretary

Elspeth Cox MVO

Chief Executive

Lynda Thomas CBE (left 31.12.2022)
Gemma Peters (joined 16.01.2023)

Executive Strategy Team

Advocacy and Communications

Steven McIntosh

Finance, Legal and Audit

Steve Clayton

Fundraising, Marketing and Innovation

Claire Rowney

People

Graham Jones

Strategy and Performance / Cancer Support Operations

Simon Phillips

Technology

Roxanne Heaton BEM

Bankers

NatWest
250 Bishopsgate
London EC2M 4AA

Investment Managers

Sarasin & Partners LLP
Juxon House, 100 St Paul's Churchyard,
London EC4M 8BU

Independent Auditors

PricewaterhouseCoopers LLP
1 Embankment Place, London WC2N 6RH

Macmillan Defined Benefit Pension Scheme Actuary

Declan Keohane
First Actuarial LLP
Network House, Basing View, Basingstoke,
Hampshire RG21 4HG

Further information

Subsidiaries

Macmillan Cancer Support has seven subsidiary companies:

- Macmillan Cancer Support Trading Limited, which sells Christmas cards and other items, and carries out fundraising trading activities, continued to operate during 2022, and all of its profits were transferred to the charity.
- Macmillan Cancer Information Lottery Limited, Macmillan Financial Grants Lottery Limited, Macmillan Healthcare Lottery Limited and Macmillan Influencing Cancer Care Lottery Limited, which all operate society lotteries, continued to operate during 2022. All of their profits were transferred to the charity.
- Macmillan Cancer Support Enterprises Limited, which was originally established to provide design and construction services to Macmillan Cancer Support, was dormant throughout 2022.
- Cancerbackup was dormant throughout 2022.
- Note 8 to the financial statements summarises the results of the subsidiaries, which performed satisfactorily in 2022.

Related parties

Details of other related parties and connected organisations can be found in note 27 to the financial statements.

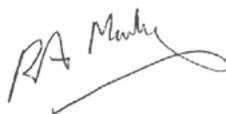
Basis of preparation

The trustees' report and the financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' and Financial Reporting Standard 102.

Independent Auditors

PricewaterhouseCoopers LLP is the Group and charity's auditors. A resolution will be proposed by the charity's members that PricewaterhouseCoopers LLP is reappointed as auditors for the ensuing year.

The trustees' report, including the strategic report on pages 10–78, was approved by the Board of Trustees and authorised for issue on 03 July 2023.



Richard Murley, Chair

Financial statements

Independent auditors' report to the members and trustees of Macmillan Cancer Support

Report on the audit of the financial statements

Opinion

In our opinion, Macmillan Cancer Support's group financial statements and parent charitable company financial statements ("the financial statements"):

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 December 2022 and of the group's incoming resources and application of resources, including its income and expenditure, and of the group's cash flows, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of The Charities Accounts (Scotland) Regulations 2006 (as amended).

We have audited the financial statements, included within the Annual Report and Accounts (the "Annual Report"), which comprise: the group and the parent charitable company balance sheets as at 31 December 2022; the consolidated statement of financial activities (including an income and expenditure account) and the consolidated cash flow statement for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent charitable company's ability to continue as a going concern for a period of at least twelve months from the date on which the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the group's and parent charitable company's ability to continue as a going concern.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

With respect to the Strategic Report and Trustees' Annual Report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on our work undertaken in the course of the audit, the Companies Act 2006 and The Charities Accounts (Scotland) Regulations 2006 (as amended) require us also to report certain opinions and matters as described below.

Strategic Report and Trustees' Annual Report

In our opinion, based on the work undertaken in the course of the audit the information given in the Annual Report, including the Strategic Report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and the Strategic Report and the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

In addition, in light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we are required to report if we have identified any material misstatements in the Strategic Report and the Trustees' Annual Report. We have nothing to report in this respect.

Responsibilities for the financial statements and the audit

Responsibilities of the trustees for the financial statements

As explained more fully in the Statement of responsibilities of the trustees, the trustees are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The trustees are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group and parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditors under section 44(1) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the group and parent charitable company/industry, we identified that the principal risks of non-compliance with laws and regulations related to the Charities Act 2011, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of The Charities Accounts (Scotland) Regulations 2006 (as amended). We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the posting of inappropriate journal entries and the manipulation of key accounting judgements and estimates. Audit procedures performed included:

- enquiry of management and the Board of Trustees, including consideration of known or suspected instances of non-compliance with laws and regulations, and fraud;
- reading minutes of meetings of the Board of Trustees and Board subcommittees, including the Finance and Audit Committee;
- reviewing the terms and conditions of significant contracts;
- reviewing correspondence with regulators including the Charity Commission for England and Wales and the Office of the Scottish Charity Regulator
- understanding and evaluating the group's control environment;
- identifying and testing journal entries, including journal entries posted with unusual account combinations to income or expenditure accounts;
- testing the recognition of grant expenditure against the terms of the grant awards;
- assessing the reasonableness of key accounting judgements and estimates including accrued legacy income; and
- assessing financial statement disclosures, and testing to supporting documentation, for compliance with applicable laws and regulations.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

Use of this report

This report, including the opinions, has been prepared for and only for the charitable company's members and trustees as a body in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and the Companies Act 2006 and regulations made under those Acts (regulation 10 of The Charities Accounts (Scotland) Regulations 2006 (as amended) and Chapter 3 of Part 16 of the Companies Act 2006) and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting

Matters on which we are required to report by exception

Under the Companies Act 2006 and The Charities Accounts (Scotland) Regulations 2006 (as amended) we are required to report to you if, in our opinion:

- we have not obtained all the information and explanations we require for our audit; or
- adequate and proper accounting records have not been kept by the parent charitable company or returns adequate for our audit have not been received from branches not visited by us; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.



Philip Stokes (Senior Statutory Auditor)

for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
London

03 July 2023

Consolidated statement of financial activities

(including an income and expenditure account)

For the year ended 31 December 2022

				2022			2021
	Note	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
Income							
Legacies, donations and grants:							
Legacy income	2	83,080	6,562	89,642	85,727	4,678	90,405
Donation income	3	99,015	15,362	114,377	106,393	12,877	119,270
Grant income	4	71	2,385	2,456	259	2,453	2,712
Total legacies, donations and grants		182,166	24,309	206,475	192,379	20,008	212,387
Income from charitable activities	5	1,318	34	1,352	310	-	310
Income from trading activities	6	16,858	368	17,226	17,019	531	17,550
Total income before investment income		200,342	24,711	225,053	209,708	20,539	230,247
Investment income	7	2,092	-	2,092	460	-	460
Total income		202,434	24,711	227,145	210,168	20,539	230,707
Expenditure							
Expenditure on raising income	10	72,853	99	72,952	62,426	55	62,481
Expenditure on charitable activities	11	153,138	25,570	178,708	146,597	24,977	171,574
Total expenditure		225,991	25,669	251,660	209,023	25,032	234,055
Net (expenditure) / income before (loss) on investments		(23,557)	(958)	(24,515)	1,145	(4,493)	(3,348)
Net (loss) on fixed and current asset investments		(1,338)	-	(1,338)	(142)	-	(142)
Net (expenditure) / income		(24,895)	(958)	(25,853)	1,003	(4,493)	(3,490)
Transfers between funds	26	(225)	225	-	-	-	-
Net movement in funds		(25,120)	(733)	(25,853)	1,003	(4,493)	(3,490)
Reconciliation of funds							
Total funds brought forward		57,682	16,436	74,118	56,679	20,929	77,608
Total funds carried forward	26	32,562	15,703	48,265	57,682	16,436	74,118

No corporation tax was payable by the Group or Charity for the year ended 31 December 2022 (2021: £nil).

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 26 to the financial statements. The notes on pages 99-121 form part of these financial statements.

Balance sheets

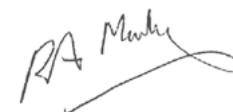
As at 31 December 2022

Company Number 2400969

	Note	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Fixed assets					
Tangible assets	14	6,709	7,148	6,709	7,148
Investments	15	99,288	101,126	99,288	101,126
Total fixed assets		105,997	108,274	105,997	108,274
Current assets					
Investments	16	35,366	45,905	35,366	45,905
Cash at bank and in hand	17	8,238	10,423	2,822	4,597
Stock	19	327	370	-	-
Debtors	20	87,364	78,629	91,106	83,030
Total current assets		131,295	135,327	129,294	133,532
Liabilities					
Creditors: amounts falling due within one year					
Grants committed not yet paid	21	(82,249)	(69,009)	(82,249)	(69,009)
Other creditors and deferred income	22	(15,529)	(16,413)	(13,528)	(14,618)
Net current assets		33,517	49,905	33,517	49,905
Total assets less current liabilities		139,514	158,179	139,514	158,179
Creditors: amounts falling due after more than one year					
Grants committed not yet paid	21	(89,677)	(82,856)	(89,677)	(82,856)
Provisions for liabilities	24	(1,572)	(1,205)	(1,572)	(1,205)
Net assets	25	48,265	74,118	48,265	74,118
The funds of the Charity					
Restricted income funds		15,703	16,436	15,703	16,436
Unrestricted funds:					
Investment revaluation reserve		(7,902)	(3,193)	(7,902)	(3,193)
Other general funds		37,796	57,892	37,796	57,892
Total general funds		29,894	54,699	29,894	54,699
Designated funds		2,668	2,983	2,668	2,983
Total unrestricted funds		32,562	57,682	32,562	57,682
Total funds of the Charity	26	48,265	74,118	48,265	74,118

The net expenditure for the year of the parent Charity was £25,853,000 (2021: £3,490,000 net expenditure).

The financial statements, including the notes on pages 99-121, were approved by the Board of Trustees and authorised for issue on 03 July 2023, and signed on its behalf by;



Richard Murley – Chair



Iain Cornish – Treasurer

Consolidated cash flow statement

For the year ended 31 December 2022

	Note(s)	2022 £'000	2021 £'000
Net expenditure for the year (as per the consolidated statement of financial activities)		(25,853)	(3,490)
Adjustments to exclude non-cash items and investment income			
Depreciation	14	417	485
Impairments	14	36	-
Increase in grant commitments, other creditors and deferred income	21,22	19,177	30,259
Increase in provisions	24	367	480
Decrease / (increase) in stock	19	43	(59)
Increase in debtors	20	(8,735)	(11,655)
Losses on fixed and current asset investments		1,338	142
Investment income	7	(2,092)	(460)
Current asset gifted properties acquired via legacies and gifts		-	(1,035)
Loss on programme related investment	15	396	464
Net cash (used in) / generated from operating activities		(14,906)	15,131
Cash flows from investing activities			
Investment income	7	2,092	460
Purchase of tangible assets	14	(14)	-
Payments to acquire fixed asset investments	15	(16,342)	(486)
Proceeds from sales of fixed asset investments	15	14,691	-
Proceeds from sales of current asset gifted properties		-	1,035
Payments into current asset investments		(90,211)	(88,200)
Withdrawals from current asset investments		100,750	70,650
Transfers in / out from funds held for reinvestment		581	-
Withdrawals from fixed asset investments	15	1,174	449
Net cash generated from / (used in) investing activities		12,721	(16,092)
Change in cash and cash equivalents in the year		(2,185)	(961)
Cash and cash equivalents at the beginning of the year		10,423	11,384
Cash and cash equivalents at the end of the year	17	8,238	10,423
Reconciliation of net cash			
	At start of year	Cash flows	At year end
Cash	10,423	(2,185)	8,238

Notes to the financial statements

For the year ended 31 December 2022

1. Accounting policies

Basis of preparation

The financial statements are prepared under the historical cost convention, modified to include the revaluation of investments to fair value, and in accordance with applicable accounting standards in the United Kingdom, the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' and Financial Reporting Standard (FRS) 102, together with the reporting requirements of the Companies Act 2006, the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006.

These financial statements consolidate the results of the Charitable Company and its wholly owned subsidiary companies; Macmillan Cancer Support Trading Limited, Macmillan Healthcare Lottery Limited, Macmillan Financial Grants Lottery Limited, Macmillan Cancer Information Lottery Limited and Macmillan Influencing Cancer Care Lottery Limited on a line-by-line basis. Uniform accounting policies are adopted across the Group and inter company transactions are eliminated on consolidation. Cancerbackup and Macmillan Cancer Support Enterprises were dormant in 2021 and 2022, and have both been excluded from the consolidated financial statements on the basis of materiality. The Charity also has an investment in an associate which is a programme related investment and is accounted for under the equity method in the consolidated financial statements, see note 15. A separate Statement of Financial Activities for the Charity itself is not presented as allowed by Section 408 of the Companies Act 2006 and paragraph 5.1 of the SORP 2015. The income of the parent Charity was £220,399,000 (2021: £225,330,000) and the expenditure was £244,914,000 (2021: £228,678,000). The net expenditure of the Charity after recognised losses of £1,338,000 (2021: £142,000 losses) was £25,853,000 (2021: £3,490,000). The Charity has taken advantage of the exemption from preparing a Cash Flow Statement under FRS 102 Section 1.12(b). The cash flows of the Charity are included in the Consolidated cash flow statement.

The accounting policies have been consistently applied across the Group from year to year in accordance with FRS 102.

Critical accounting estimates

In the preparation of the financial statements, accounting estimates are made. The most significant areas of estimation that affect items in the financial statements are to do with estimating the accrued legacy income for the year and the estimate of grant commitments not yet paid falling due after more than one year, including an adjustment to reflect the valuation to its present value.

Accrued legacy income is estimated based on the best information available at the balance sheet date. There is inherent uncertainty in the probate valuation of estates as a result of the nature of underlying assets and liabilities, the time that may elapse between probate and closure, and other contingencies that attend the estate. In calculating the accrued value of each estate we apply an estimated deduction of 8% (2021: 8%) for costs incurred in administering the estate. This percentage is based on the average costs that have been incurred over a three year period. In 2022, accrued legacy income totalled £75,861,000. See note 1, 'Legacy income' and notes 2 and 20 for more information on the accrued legacy income.

The value of grant commitments not yet paid falling due after more than one year is estimated based on the portfolio of outstanding grant commitments as at the reporting date, using historical experience of payment of similar grant types. The Bank of England base rate is used when calculating the discount applied to payments due after more than one year to reflect the valuation at its present value. In 2022, this resulted in a grant commitment falling due after more than one year figure of £89,677,000. See note 1, 'Grant commitments' and notes 18 and 21 for more information on grant commitments.

Critical accounting judgements

In the preparation of the financial statements, accounting judgements are also made. The most significant area of judgement that affects items in the financial statements relates to the defined benefit pensions surplus.

As per FRS 102, Macmillan can only recognise a surplus on its defined benefit pension scheme if there is a right to a refund. Such a refund would only occur on wind up of the scheme as there are no other provisions for a refund in the consolidated scheme rules. Macmillan believe that they do

not have sufficient control over the surplus to be able to recognise the asset as they cannot be certain of the surplus figure continuing to be so in the future and the balance may not continually be recoverable. Macmillan have therefore exercised judgement in not recognising this asset on the consolidated balance sheet. If we were to recognise this, it would result in an asset of £9,801,000. See note 1, 'Pensions' and note 30 for more information on the defined benefit pension scheme.

Another area of critical judgement is our treatment of current asset investments, which are held in an overnight deposit money market fund. These funds are held for investment purposes, rather for operational cash flow requirements, and are not subject to an insignificant risk of changes in value, and therefore are not disclosed as cash and cash equivalents.

Going concern

In determining the appropriate basis of preparation of the financial statements for the year ended 31 December 2022, the Trustees are required to consider whether Macmillan Cancer Support can continue in operational existence for the foreseeable future.

As at 31 December 2022 Macmillan had cash and investment balances of over £142,000,000 (2021: £157,000,000) as outlined in the liquidity and reserves sections of the annual report, well above the revised target minimum liquidity of £70,000,000 that the Trustees have set in order to remain in a financially strong position and be able to maximise support for those living with cancer.

The Trustees, after reviewing Macmillan's budgets, business plans, cash flow forecasts and investment and cash reserves, consider that the Group and Charity have sufficient resources and liquidity available at the date of approval of this report and for a period of at least 12 months. Accordingly, the Trustees are satisfied that it is appropriate to adopt the going concern basis in preparing the Annual Report and financial statements.

1. Accounting policies (continued)

Taxation

As a registered charity, the Charity benefits from rates relief and is exempt from corporation tax on its charitable activities but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates. The subsidiary undertakings do not generally pay direct tax because their policy is to Gift Aid their taxable profits to the Charity.

Legacy income

Pecuniary legacies are recognised as receivable once probate has been granted and notification has been received. Residuary legacies are recognised as receivable once probate has been granted, notification has been received and where they can be valued. Residuary legacies with a life interest are only valued where legal title has passed to the Charity.

Donation income

General donations, donations from fundraising events, corporate and philanthropy income and direct marketing income are recognised in full in the Statement of Financial Activities when entitled, receipt is probable and when the amount can be quantified with reasonable accuracy. Income received in advance is deferred where appropriate. Donation income from local fundraising committees is included when received and notified by the committee. Gift Aid receivable is included when claimable. Donated goods and services are valued and included as both income and expenditure at the price estimated by the donor that Macmillan would pay in the open market for an equivalent good or service. Donated goods for resale are recognised as income when they are sold. A valuation of volunteer time given to the Charity is not included in these financial statements.

Grant income

Grant income is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless the grant relates to a specific future period, in which case it is deferred.

Income from charitable activities

Income from charitable activities is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless it relates to a specific future period, in which case it is deferred. Income from social investments is recognised when the performance related conditions attached to the contract have been met.

Income from trading activities

Income from trading activities is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless it relates to a specific future period, in which case it is deferred. Income received in respect of raffles and lotteries is recognised when the draw is made. Income received in advance for future raffle and lottery draws is deferred until the draw takes place. Trading income from local fundraising committees is included when received and notified by the committee.

Expenditure

Expenditure is recognised on an accruals basis in the period in which it is incurred. Expenditure on raising income includes the costs incurred in raising legacy income, donation income, grant income and income from trading activities, including apportioned support costs. Expenditure on charitable activities comprises the costs incurred on charitable activities including apportioned support costs.

Allocation of expenditure

Expenditure is allocated to the particular activity to which the cost relates. Where expenditure contributes to more than one area of activity, the costs are allocated to each of the activities based on estimated staff numbers on a FTE basis.

Governance costs

Governance costs are the costs associated with constitutional and statutory requirements and with the strategic management of the Charity's activities.

Redundancy and termination payments

Redundancy and termination payments are recognised when there is a demonstrable commitment on an individual or group basis that cannot be realistically withdrawn.

Tangible and intangible assets

Tangible assets are stated at cost, net of cumulative depreciation and provision for impairment. Depreciation is charged in equal instalments over the life of each tangible asset at the following rates:

Furniture and equipment	20%
Computer equipment	33.33%
Motor vehicles	20%
Leasehold property and leasehold property improvements	Over the life of the lease

Items of equipment, motor vehicles, and property are capitalised where the purchase price exceeds £10,000. Leasehold improvements are capitalised where the cost exceeds £250,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities.

An annual impairment review is undertaken and adjustments are made where the adjustment is material.

Intangible fixed assets are capitalised at cost. The Group capitalises items costing more than £250,000 that meet the criteria for capitalisation as per FRS 102. Amortisation is charged to write off the cost of intangible assets on a straight-line basis over 3 years.

Investments

Listed investments are included on the Balance Sheet at fair value which is their closing bid price on the current or previous trading day.

Unlisted investments are included on the Balance Sheet at their fair value. For unlisted funds this is based on the Charity's share of the net asset value of the investments using the latest available performance data. Investments in subsidiaries are recorded at cost in the Charity's Balance Sheet.

Realised gains and losses on disposals in the year and unrealised gains and losses on investments at the Balance Sheet date are included in the Statement of Financial Activities for the relevant underlying funds. All investment income is treated as unrestricted.

Investment properties include properties that arise from legacies or lifetime gifts from donors where legal title has passed to the Charity. Investment properties are included on the Balance Sheet at fair value. Investment property land is valued by an independent valuer who holds a relevant professional qualification and has relevant experience of both the class and location of the asset. Investment properties that relate to properties with a life interest where legal title has passed to the Charity are valued by management based on the current market value of similar properties less an adjustment to reflect the life interest. Properties with a life interest cannot be sold until the life interest held by a third party has ended.

Current asset investments have a maturity date or expected disposal date of less than one year and are not held for long-term investment purposes.

1. Accounting policies (continued)

Programme related social investments

Programme related social investments are investments made in order to directly further the charitable purposes of the Charity. Any financial return obtained is not the primary reason for making the investment. Programme related social investments are held at cost adjusted for impairment losses. Impairments in the value of programme related investments are charged to charitable expenditure. Gains in the value of programme related investments are credited to investment income.

Where the Charity has a significant interest in a programme related investment, it will be treated as either a joint venture or an associate, dependent on the level of control exerted by the Charity. Joint ventures and associates are included at cost, subsequently adjusted for the Charity's share in the associate's net assets under the equity method in the consolidated financial statements. The annual movement in the value of programme related investments is shown as a separate category in the investments note.

Cash at bank and in hand

Cash at bank and in hand includes cash in hand and deposits held with UK banks. Macmillan also has cash balances that are held by local fundraising committees. For those committees which hold restricted cash balances and have an agreement in place with Macmillan, the committees are responsible for how these funds are spent.

Financial instruments

The Charity has applied the provisions of FRS 102, Section 11, 'Basic Financial Instruments' and Section 12, 'Other Financial Instruments Issues'. Financial assets and liabilities are recognised when the Charity becomes a party to the contractual provisions of the instrument. The Charity initially recognises a financial asset or a financial liability at transaction price, for debtors and other creditors this is the settlement amount. Grant commitments over one year are discounted to reflect present value.

Stock

Goods purchased for resale are valued at the lower of cost and net realisable value.

Debtors and creditors

Trade debtors and other debtors are recognised at their transaction price less any allowance for doubtful debts. Trade creditors and other creditors are included at their nominal value when there is a contractual obligation to settle.

Grant commitments

Grants to institutions and partner organisations are generally made to organisations to meet employment and development costs of Macmillan post holders and related service developments, to assess and meet patient needs. This covers costs associated with health, financial, information and emotional and practical support developments, including buildings. The full value of the charitable grant is recognised in the year in which the commitment is made and shown as a long or short-term creditor as appropriate. The discount applied to grant commitments not yet paid falling due after more than one year to adjust the valuation to its present value is the current base rate. Commitments are recognised on the date the Charity formally notifies the recipient of the award.

Releases of grant commitments

There are occasions when it becomes necessary to withdraw and redeploy a grant which has been approved in a prior year. Where redeployment occurs the intention of the original grant is observed where possible. If it cannot be spent in the current year, the funds are released to the original unrestricted or restricted reserve. The release of grant commitments is recognised as a deduction to grant expenditure in the current year. Please see note 11 and note 21 for more information on grant releases.

Contingent liabilities

Contingent liabilities are a possible obligation that arises from past events where its existence will be confirmed only by the occurrence of one or more uncertain future events not wholly within the entity's control. Contingent liabilities are not recognised in the financial statements, but are disclosed as a narrative note.

Provisions

Provisions are recognised when the Charity has a present legal or constructive obligation as a result of a past event, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated.

Leases

The Charity enters into operating leases as detailed in note 28. Expenditure on operating leases is charged in the Statement of Financial Activities as incurred.

Fund accounting

Restricted, designated and general funds are separately disclosed, as set out in note 26. The different funds held are defined as follows:

Restricted funds	These are subject to specific restrictions imposed by the donor or by the nature of the appeal.
Designated funds	These are set aside at the discretion of the trustees for specific purposes. They would otherwise form part of the general funds.
General funds	These are available to spend at the discretion of the trustees in furtherance of the charitable objectives of the Charity.

Any transfers between funds and any allocations to and from designated funds are approved by trustees.

Pensions

During the year the Charity operated a defined benefit pension scheme for employees. The scheme closed to new members on 30 April 2005, and to the accrual of future benefits, with no further member contributions required, on 30 June 2010. The scheme is accounted for in accordance with FRS 102.

Following the closure of the scheme during 2010, the resultant scheme surplus is not recognised on the Charity's Balance Sheet. Any future scheme deficit would be shown on the Charity's Balance Sheet. The amounts charged in the Statement of Financial Activities for defined contribution pension schemes represent the contributions payable in the period.

The assets of the scheme are held separately from those of the Charity in an independently administered fund. The Charity also contributes to a separate stakeholder pension scheme provided by Legal & General. Contributions to the Charity's stakeholder pension scheme are charged to the Statement of Financial Activities in the year in which they become payable.

Macmillan contributed to a further defined benefit pension scheme, the National Health Service Pension Scheme which is unfunded. It is not possible for Macmillan to identify its share of the liabilities for the scheme and therefore contributions are recognised in the Statement of Financial Activities in the year in which they become payable.

2. Legacy income

	Unrestricted	Restricted	2022	2021
	£'000	£'000	Total	Total
	£'000	£'000	£'000	£'000
Legacy income	84,143	6,562	90,705	90,405
Discounting adjustment	(1,063)	-	(1,063)	-
	83,080	6,562	89,642	90,405

3. Donation income

	Unrestricted	Restricted	2022	2021
	£'000	£'000	Total	Total
	£'000	£'000	£'000	£'000
Local fundraising committees	790	1,779	2,569	2,161
Fundraising events	46,876	755	47,631	51,230
Corporate income	9,965	7,824	17,789	16,409
Philanthropy	2,348	3,494	5,842	5,830
General donations	11,709	596	12,305	13,292
Direct marketing	27,227	914	28,141	29,586
Donated services and facilities	100	-	100	762
	99,015	15,362	114,377	119,270

Donated services and facilities comprises contributions totalling £nil (2021: £312,000) to our fuel management programme, £34,000 (2021: £68,000) of advertising space, £56,000 (2021: £367,000) in respect of professional advice including training, £nil (2021: £15,000) for a software license, and £10,000 (2021: £nil) for materials used to create Macmillan's Legacy Gardens. The Charity also benefits from the services of unpaid volunteers.

4. Grant income

	Unrestricted	Restricted	2022	2021
	£'000	£'000	Total	Total
	£'000	£'000	£'000	£'000
Scottish Government – Improving Cancer Journey Programme	-	2,000	2,000	2,138
The Community Foundation – Department of Health Cancer Fund	-	305	305	-
Sussex Cancer Fund – Macmillan Horizon Centre – Brighton	-	60	60	55
The Society of Radiographers	46	-	46	-
Innovate UK	24	-	24	-
Scottish Government – Person Centred Care Competency Framework	-	20	20	-
Access to Work	1	-	1	-
Coronavirus Job Retention Scheme	-	-	-	254
NHS North Cumbria CCG	-	-	-	130
Department for Health (Northern Ireland)	-	-	-	110
Norfolk & Waveney STP – Telephone Buddy Service	-	-	-	20
Dorset CCG	-	-	-	5
	71	2,385	2,456	2,712

5. Income from charitable activities

	Unrestricted	Restricted	2022 Total £'000	2021 Total £'000
Income from social investments	824	-	824	-
Other income from charitable activities	494	34	528	310
	1,318	34	1,352	310

6. Income from trading activities

	Unrestricted	Restricted	2022 Total £'000	2021 Total £'000
Lottery and raffle	13,471	-	13,471	13,909
Local fundraising committees sales	143	320	463	416
Fundraising events	547	48	595	423
Corporate and other trading income	2,697	-	2,697	2,802
	16,858	368	17,226	17,550

7. Investment income

	2022 Unrestricted £'000	2021 Unrestricted £'000
Income from fixed asset investments	1,528	441
Income from cash and current asset investments	564	19
	2,092	460

8. Subsidiary undertakings

As at 31 December 2022, the Charity had seven wholly owned subsidiaries which are incorporated in the UK. The registered address for all the subsidiary undertakings is 89 Albert Embankment, London, SE1 7UQ. All of their taxable profits each year are transferred to the Charity. The specific activity or status of each company is:

	Company registration number	Principal activity
Macmillan Cancer Support Trading Limited	2779446	Fundraising trading activities and sale of Christmas cards and other items
Macmillan Cancer Support Enterprises Limited	3123290	Dormant
Cancerbackup	2803321	Dormant
Macmillan Healthcare Lottery Limited	9771479	Seasonal raffle
Macmillan Cancer Information Lottery Limited	9771409	Weekly lottery
Macmillan Financial Grants Lottery Limited	9494065	Weekly lottery
Macmillan Influencing Cancer Care Lottery Limited	9771351	Weekly lottery

8. Subsidiary undertakings (continued)

A summary of the trading results and Balance Sheets of the non dormant companies is shown below.
The companies have the same year end date as the Charity.

	Macmillan Cancer Support Trading Limited £'000	Macmillan Healthcare Lottery Limited £'000	Macmillan Cancer Information Lottery Limited £'000	Macmillan Financial Grants Lottery Limited £'000	Macmillan Influencing Cancer Care Lottery Limited £'000	2022 Total £'000	2021 Total £'000
Profit and loss for year ended 31 December 2022							
Turnover	2,959	2,791	4,011	3,572	3,095	16,428	16,990
Cost of sales	(802)	(645)	(1,370)	(1,345)	(809)	(4,971)	(3,779)
Gross profit	2,157	2,146	2,641	2,227	2,286	11,457	13,211
Operating costs	(443)	(237)	(61)	(37)	(94)	(872)	(894)
Interest receivable	3	2	-	-	-	5	-
Net profit	1,717	1,911	2,580	2,190	2,192	10,590	12,317
Costs recharged by and interest paid to the Charity	(749)	(143)	(99)	(88)	(99)	(1,178)	(992)
Profit on ordinary activities before and after taxation	968	1,768	2,481	2,102	2,093	9,412	11,325
Amount donated to the Charity under Gift Aid	(968)	(1,768)	(2,481)	(2,102)	(2,093)	(9,412)	(11,325)
Profit on ordinary activities before and after taxation less donations to the Charity	-	-	-	-	-	-	-
Balance sheet as at 31 December 2022							
Current assets	3,275	792	775	2,729	689	8,260	9,141
Creditors: amounts falling due within one year	(3,275)	(792)	(775)	(2,729)	(689)	(8,260)	(9,141)
Net assets	-	-	-	-	-	-	-
Share capital – ordinary shares at £1 each	-	-	-	-	-	-	-
Retained earnings	-	-	-	-	-	-	-
Total equity	-	-	-	-	-	-	-

The called up share capital of Macmillan Cancer Support Trading Limited and Macmillan Cancer Support Enterprises Limited is £2; for Macmillan Healthcare Lottery Limited, Macmillan Financial Grants Lottery Limited, Macmillan Cancer Information Lottery Limited and Macmillan Influencing Cancer Care Lottery Limited, the called up share capital is £1. Cancerbackup is limited by guarantee.

The individual financial statements for the year ended 31 December 2022 for Macmillan Healthcare Lottery Limited, Macmillan Financial Grants Lottery Limited, Macmillan Cancer Information Lottery Limited and Macmillan Influencing Cancer Care Lottery Limited have all been prepared on a basis other than going concern. In 2022, the directors of Macmillan Healthcare Lottery Limited, Macmillan Financial Grants Lottery Limited, Macmillan Cancer Information Lottery Limited and Macmillan Influencing Cancer Care Lottery Limited resolved that they would transfer the trade, including all assets and liabilities, to its parent company, Macmillan Cancer Support, in the near future and as such these companies were expected to cease to trade and be dissolved in the year ended 31 December 2022. There has been a delay to the process but the directors continue to be committed to this course of action and the transfer of trade is expected to happen by 31 December 2023.

9. Expenditure

	Grants £'000	Direct staff costs £'000	Other direct costs £'000	Support costs £'000	2022 Total £'000	2021 Total £'000
Expenditure on charitable activities	79,415	50,174	34,705	14,414	178,708	171,574
Expenditure on raising income	-	24,144	41,412	7,396	72,952	62,481
	79,415	74,318	76,117	21,810	251,660	234,055

Other direct costs associated with raising income include direct event and campaign costs, marketing and advertising. Note 11 provides further detail on expenditure on charitable activities in year.

	Governance £'000	Human Resources and Facilities £'000	Information Technology £'000	Finance, Legal, and Executive £'000	Policy and Communications £'000	2022 Total £'000	2021 Total £'000
Analysis of support costs							
Charitable activities	992	4,392	3,057	3,697	2,276	14,414	11,751
Raising income	509	2,254	1,568	1,897	1,168	7,396	6,174
	1,501	6,646	4,625	5,594	3,444	21,810	17,925

Support costs, including staff costs, were apportioned to activities on the basis of staff numbers on a full time equivalent basis for each of the departments supporting the various activities. Governance costs included within support costs are apportioned on the same basis.

	2022 £'000	2021 £'000
Analysis of governance costs		
Employees and contract staff	1,088	918
External auditor fees		
• Audit work	168	141
• Audit related assurance services	8	-
Board meeting expenses	10	3
AGM and annual report costs	23	15
Legal, strategy and other costs	204	195
	1,501	1,272

External auditor fees above represent the fees receivable by the auditors and therefore exclude VAT. Total external auditor fees paid by the group including non recoverable VAT are £209,000 (2021: £168,000).

10. Expenditure on raising income

	2022 £'000	2021 £'000
Costs of raising legacies, donations and grants	65,375	56,503
Costs of trading activities	7,293	5,831
Investment management fees	284	147
	72,952	62,481

11. Expenditure on charitable activities

	Direct costs £'000	Grants £'000	Support costs £'000	2022 Total £'000	2021 Total £'000
Healthcare					
Macmillan nurses	6,797	52,713	1,110	60,620	50,621
Macmillan allied health professionals	1,481	8,790	182	10,453	7,587
Treatment and care buildings	1,834	142	246	2,222	2,124
Macmillan GPs	2,157	1,712	244	4,113	1,930
Information and support					
Information resources	6,859	13	866	7,738	6,221
Information centres	1,361	3,052	72	4,485	2,022
Macmillan Support Line	18,103	63	4,311	22,477	20,252
Financial support					
Macmillan grants	3	19,084	-	19,087	12,734
Macmillan benefits advice	891	8,524	182	9,597	32,626
Macmillan welfare rights helpline	7,784	33	2,247	10,064	7,029
Financial guidance service	3,140	13	877	4,030	3,077
Practical and emotional support					
Social care schemes	2,007	2,507	113	4,627	2,684
Macmillan social workers	-	-	-	-	45
Volunteering services	7,896	947	1,648	10,491	7,023
Learning and development					
For Macmillan professionals	4,341	176	732	5,249	3,928
Campaigning and raising awareness					
Research to improve cancer services	2,744	267	354	3,365	2,955
Public education and awareness raising	13,883	6	412	14,301	12,108
Inclusion	581	1,456	88	2,125	645
Policy and campaigning	2,531	9	636	3,176	4,648
Customer and content management	486	1	94	581	435
	84,879	99,508	14,414	198,801	180,694
Grant releases	-	(12,150)	-	(12,150)	(8,725)
Discounting adjustment	-	(7,943)	-	(7,943)	(395)
	84,879	79,415	14,414	178,708	171,574

11. Expenditure on charitable activities (continued)

Grant commitments vary in size from an individual post to a full redesign of a service or a building. This can cause significant movements in the expenditure within a category from one year to the next.

New grants committed in the year are recognised as charitable expenditure in the year in which they are made and are shown above. Writebacks of underused grants are released against the line of charitable expenditure to which they were originally made. In year grants awarded totalled £99,508,000 (2021: £97,751,000). Grant writebacks totalled £12,150,000 (2021: £8,725,000) and discounting adjustments resulted in £7,943,000 credit to expenditure (2021: £395,000 credit to expenditure).

Grants to institutions and partner organisations resulted in expenditure of £60,331,000 (2021: £76,430,000). Grants to individuals totalled £19,084,000 (2021: £12,201,000). A list of the grants made to institutions and partner organisations is disclosed in a separate publication which is available on the Charity's website.

The grants figure shown above comprises both multi-year grants where the full cost is recognised as a liability on the balance sheet in the year of commitment and those grants, mainly Macmillan grants, which are wholly disbursed during the year. Multi-year grants are recognised as expenditure in full in the year of commitment.

12. Net expenditure for the year

This is stated after charging:

	2022	2021
	£'000	£'000
Depreciation	417	485
External auditor fees		
• Audit work	168	141
• Audit related assurance services	8	-
Operating lease rentals:		
• Property	3,323	3,054
• Vehicles and equipment	22	10

External auditor fees above represent the fees receivable by the auditors and therefore exclude VAT. Total external auditor fees paid by the group including non recoverable VAT are £209,000 (2021: £168,000).

No trustee has received any remuneration from the Group during the year (2021: £nil). The total amount of trustee expenses incurred directly by Macmillan or reimbursed during the year was £5,339 (2021: £3,065), which all related to trustee meetings and seminar attendance. Two trustees were reimbursed in 2022 (2021: one). Donations received from trustees during the year totalled £2,688 (2021: £8,316). Trustees also generate non donation income through their involvement in, and support of, other Macmillan activities.

13. Staff costs and numbers

	2022	2021
	£'000	£'000
Wages and salaries	68,373	57,697
Agency and contract staff	4,000	2,887
Employers' National Insurance contributions	7,763	6,384
Pension costs	8,106	7,049
Other employee benefits	1,027	1,030
Redundancy and termination costs	265	453
	89,534	75,500

Redundancy and termination costs included amounts totalling £nil which were unpaid as at 31 December 2022 (2021: £nil). The Executive Strategy Team (EST) are regarded as the Charity's key management personnel under FRS 102. The total earnings, including benefits, employer pension contributions and termination payments received by staff who were members of the EST during 2022 totalled £1,503,000 (2021: £1,380,000). During the year payments were made to eight staff regarded as key management personnel (2021: nine staff).

The number of employees whose total earnings in the year (including benefits but excluding employer pension contributions) fell into the bands below were:

	2022	2021
	No.	No.
£60,001 – £70,000	78	60
£70,001 – £80,000	43	32
£80,001 – £90,000	15	15
£90,001 – £100,000	6	5
£100,001 – £110,000	11	8
£110,001 – £120,000	7	3
£120,001 – £130,000	1	3
£130,001 – £140,000	1	1
£140,001 – £150,000	-	-
£150,001 – £160,000	2	2
£160,001 – £170,000	1	-
£170,001 – £180,000	-	1
£180,001 – £190,000	1	1
£190,001 – £200,000	1	-

13. Staff costs and numbers (continued)

The Chief Executive was the highest paid employee in 2021 and 2022.

Retirement benefits are accruing under defined benefit schemes for 20 (2021: 21) higher paid employees. Contributions totalling £819,000 (2021: £571,000) were made to stakeholder schemes for 164 (2021: 129) higher paid employees.

The average number of staff employed during the year was 1,785 (2021: 1,629) which includes 371 part time staff (2021: 343).

The average number of full time equivalent (FTE) staff employed during the year was 1,687 (2021: 1,527).

The average FTE is analysed by function as follows:

	2022	2021
	No.	No.
Raising income	572	526
Charitable activities	1,115	1,001
	1,687	1,527

14. Tangible assets

The Group and Charity	Leasehold property £'000	Leasehold property improvements £'000	Motor vehicles £'000	Computer equipment £'000	Furniture and equipment £'000	Total £'000
Cost						
At 1 January 2022	7,096	1,703	1,194	836	1,282	12,111
Additions in the year	-	-	-	-	14	14
Disposals in the year	-	-	(1,180)	(69)	(22)	(1,271)
Transfers of assets brought into use	-	-	-	-	-	-
At 31 December 2022	7,096	1,703	14	767	1,274	10,854
Accumulated depreciation						
At 1 January 2022	758	1,243	1,067	822	1,073	4,963
Charge for the year	143	103	77	10	84	417
Impairments during the year	-	-	36	-	-	36
Disposals in the year	-	-	(1,180)	(69)	(22)	(1,271)
At 31 December 2022	901	1,346	-	763	1,135	4,145
Net book value						
At 31 December 2022	6,195	357	14	4	139	6,709
At 31 December 2021	6,338	460	127	14	209	7,148

Capital commitments as at 31 December 2022 totalled £nil (2021: £nil). During the year motor vehicle assets with a net book value of £50k were impaired by £36k due to market conditions. No fixed asset impairments were processed during 2021.

15. Fixed asset investments

The Group and Charity	Programme related investments	Listed investments	Unlisted investments	Money market funds and funds held for re-investment	Investment properties	2022 Total	2021 Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Market value at 1 January	1,403	29,484	1,364	68,303	572	101,126	101,695
Purchased acquisitions	-	15,261	11	-	47	15,319	352
Disposal proceeds	-	(14,691)	-	-	-	(14,691)	-
Transfers in/out from funds held for re-investment	-	-	-	(581)	-	(581)	-
Withdrawals from fixed asset investments	-	-	-	(1,174)	-	(1,174)	(449)
Net income reinvested	-	(162)	-	1,185	-	1,023	134
Net gains and losses on investments	(396)	(2,430)	(471)	1,558	5	(1,734)	(606)
Market value at 31 December	1,007	27,462	904	69,291	624	99,288	101,126

Investments within the £69,291,000 (2021: £68,303,000) money market funds and funds for re-investment above includes £66,694,000 (2021: £65,798,000) in highly rated money market funds.

The programme related investment relates to the Charity's investment in the Care and Wellbeing Fund in partnership with Social Finance and Big Society Capital.

Investment properties comprises properties received from legacies when the Charity has title but there is a life interest.

The historical cost of Group and Charity fixed asset investments at 31 December 2022 was £107,190,000 (2021: £104,319,000).

16. Current asset investments

The Group and Charity	2022	2021
	£'000	£'000
Money market fund	35,366	45,905
	35,366	45,905

The historical cost of the Group and Charity's listed investments at 31 December 2022 was £35,366,000 (2021: £45,905,000). As the investments are held in a highly liquid money market fund, the historical cost is equal to the fair value.

17. Cash at bank and in hand

	Group	Group	Charity	Charity
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Cash at bank and in hand	8,238	10,423	2,822	4,597
	8,238	10,423	2,822	4,597

18. Financial instruments

	Group	Group	Charity	Charity
	2022	2021	2022	2021
Categories of financial instruments	£'000	£'000	£'000	£'000
Financial assets				
Fixed asset investments	99,288	101,126	99,288	101,126
Current asset investments	35,366	45,905	35,366	45,905
	134,654	147,031	134,654	147,031
Cash at bank and in hand	8,238	10,423	2,822	4,597
Debtors	84,406	74,479	88,291	78,888
	227,298	231,933	225,767	230,516
Financial liabilities				
Grants committed not yet paid	171,926	151,865	171,926	151,865
Other creditors and deferred income	13,002	14,410	11,003	12,620
	184,928	166,275	182,929	164,485

Risk management

The Group is exposed through its operations and investments to the following financial risks:

- Market risk
- Foreign currency exchange rate risk
- Credit risk
- Liquidity risk

Market risk, including foreign currency exchange rate risk

Market risk is the risk that the fair value of a financial instrument will fluctuate due to changes in market prices. Market prices are influenced by movements in interest rates, currency movements and other market factors. The Charity manages this risk by employing professional investment managers and aims to hold a widely diversified portfolio of investments. As a result of the coronavirus pandemic, the trustees decided to liquidate the long-term fund in its entirety in 2020 in order to reduce exposure to changes in investment prices and improve liquidity.

98% of our investments are held in sterling, with the remaining balance held in foreign currencies. We therefore have limited exposure to any risk of changes in foreign currency rates.

Credit risk

Credit risk in the Charity's investment portfolio as at 31 December 2022 and 31 December 2021 relates to the risk that funds in which the Charity has an investment would fail to process a request for redemption of the investment. The Charity manages this risk by employing professional investment managers and holding a widely diversified portfolio of investments ensuring that risks taken are carefully managed, monitored and controlled.

The nature of the Charity's non-investment assets and customer profile means that the Charity is not exposed to significant credit risk on these assets.

Liquidity risk

The Charity's liquidity policy is framed to ensure there is no substantive liquidity risk. Under the policy, the Charity's target is to retain £70,000,000 in investments and cash which are capable of being liquidated at relatively short notice to ensure cash is available to meet liabilities as they arise. In addition, the Charity will hold cash and other liquid funds to meet normal day-to-day cash flow requirements.

19. Stock

	Group	Group	Charity	Charity
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Goods for resale	327	370	-	-
	327	370	-	-

20. Debtors

	Group	Group	Charity	Charity
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Trade debtors	617	519	-	-
Amount owed by subsidiary undertakings	-	-	4,551	5,136
Accrued legacy income	75,861	69,636	75,861	69,636
Gift Aid recoverable	37	818	37	818
Other debtors	3,860	1,918	3,860	1,880
Prepayments and other accrued income	6,989	5,738	6,797	5,560
	87,364	78,629	91,106	83,030

It is estimated that £58,000,000 (2021: £55,000,000) of the accrued legacy income shown above will be received within one year.

In addition to the accrued legacy income above, the Charity has been notified of legacies for which no income has been recognised at 31 December 2022 because the income recognition criteria has not been met. The actual timing and amounts to be received are unknown. Based on the average value of legacies received, the value of these is estimated to be in the region of £35,867,000 (2021: £36,113,000).

Included within the amount owed by subsidiary undertakings is a loan of £370,000 (2021: £370,000) to Macmillan Cancer Support Trading Limited. Interest is payable on the loan and is calculated at base rate plus 2%. The loan is repayable by 31 December 2025, and is secured by a first-ranking debenture dated 28 July 1999 containing fixed and floating charges over all the assets of the subsidiary company. The remaining £4,209,000 (2021: £4,766,000) owed by subsidiary undertakings is interest free and repayable on demand.

21. Grants committed not yet paid

The Group and Charity

	Macmillan professionals' grants £'000	Buildings £'000	Other £'000	2022 £'000	2021 £'000
Commitments at 1 January	126,903	3,996	20,966	151,865	123,443
Grants paid during the year	(35,762)	(359)	(3,982)	(40,103)	(47,343)
New grants committed during the year	65,830	14	6,470	72,314	84,490
Commitments released	(8,651)	(19)	(3,480)	(12,150)	(8,725)
Commitments at 31 December	148,320	3,632	19,974	171,926	151,865
Falling due within one year	70,955	1,738	9,556	82,249	69,009
Falling due after one year	77,365	1,894	10,418	89,677	82,856
Commitments at 31 December	148,320	3,632	19,974	171,926	151,865

Other grants are those which are made in relation to a service which is more than just for a Macmillan professional post or a building. This includes developing and supporting research and services to assess and meet patient needs across health, financial, information, emotional and practical support, from diagnosis onwards.

22. Other creditors and deferred income

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Trade creditors	5,872	6,241	5,291	5,767
Taxation and social security	2,527	2,003	2,525	1,998
Other creditors	1,292	693	1,292	693
Deferred income	1,663	2,434	376	1,297
Accruals	4,175	5,042	4,044	4,863
	15,529	16,413	13,528	14,618

23. Deferred income

	Group	Group	Charity	Charity
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Deferred income at 1 January	2,434	3,096	1,297	1,360
Income deferred in the year	1,317	2,080	30	943
Deferred income released from prior years	(2,088)	(2,742)	(951)	(1,006)
Deferred income at 31 December	1,663	2,434	376	1,297

24. Provisions for liabilities

The Group and Charity	Dilapidations	Other	2022	2021
	£'000	£'000	Total	Total
			£'000	£'000
Provisions at 1 January	1,205	-	1,205	725
Additional provisions made in the year	320	47	367	736
Provisions released from prior years	-	-	-	(256)
Provisions for liabilities at 31 December	1,525	47	1,572	1,205

Dilapidations provisions relate to property leases with various termination dates up until November 2033.
Other provisions relate to payments due on associated media spend.

25. Analysis of group net assets between funds

The Group and Charity	Restricted funds	Designated funds	General funds	Total funds
	£'000	£'000	£'000	£'000
Tangible assets	4,041	2,668	-	6,709
Fixed asset investments	-	-	99,288	99,288
Cash and current asset investments	33,944	460	9,200	43,604
Debtors and stock	3,732	-	83,959	87,691
Creditors, deferred income and provisions	(26,014)	(460)	(162,553)	(189,027)
Net assets at 31 December 2022	15,703	2,668	29,894	48,265

26. Movements in group funds

	Balance 1 January 2022 £'000	Income £'000	Expenditure £'000	Loss on investments £'000	Transfers £'000	Balance 31 December 2022 £'000
Restricted funds						
Local appeals	4	1,744	(1,138)	-	-	610
Macmillan Horizon Centre	4,134	-	(93)	-	-	4,041
Department of Health grants	115	-	-	-	-	115
Mobile Information support	31	-	(31)	-	-	-
Other funds	12,152	22,967	(24,407)	-	225	10,937
Total restricted funds	16,436	24,711	(25,669)	-	225	15,703
Unrestricted funds						
General funds						
Investment revaluation reserve	(3,193)	-	-	-	(4,709)	(7,902)
Other general funds	57,892	193,516	(217,073)	(1,338)	4,799	37,796
Total general funds	54,699	193,516	(217,073)	(1,338)	90	29,894
Designated funds						
Tangible asset fund	2,983	-	-	-	(315)	2,668
Macmillan local services	-	299	(299)	-	-	-
Healthcare	-	1,768	(1,768)	-	-	-
Information services	-	2,481	(2,481)	-	-	-
Macmillan grants	-	2,102	(2,102)	-	-	-
Influencing cancer care	-	2,093	(2,093)	-	-	-
Direct services	-	175	(175)	-	-	-
Total designated funds	2,983	8,918	(8,918)	-	(315)	2,668
Total unrestricted funds	57,682	202,434	(225,991)	(1,338)	(225)	32,562
Total funds	74,118	227,145	(251,660)	(1,338)	-	48,265

26. Movements in group funds (continued)

Purposes of restricted funds

Local appeals

Local appeal funds comprise income generated from fundraising activities by Macmillan appeals throughout the UK. Local appeal deficits arise where we commit to funding the service early on in an appeal. Under our accounting policy, we recognise the full cost of multi-year grants when the commitment is made. Often, we will take three years to raise the income necessary to meet this cost. Such appeals will start in deficit and gradually work their way to break even over the life of the appeal. During the year no funds (2021: £nil) were transferred from unrestricted funds to restricted appeal funds to cover deficits which will not be matched by future fundraising. It is anticipated that the remaining deficits will be matched by future restricted income flows.

Some appeals raise significant funds before the actual grant commitment is made, particularly building appeals. As a result, they appear in surplus for the first part of the life of the appeal. Appeals at the year end in surplus totalled £1,490,000 (2021: £1,384,000). Appeals in deficit totalled £880,000 (2021: £1,380,000).

Macmillan Horizon Centre

Depreciation in the year of £93,000 (2021: £116,000) was funded from appeal funds relating to an information and support centre adjacent to the Brighton Cancer Centre. The fund balance at 31 December 2022 was £4,041,000 (2021: £4,134,000).

Department of Health Grants – National Cancer Survivorship Initiative

There were no funds received or expended in the year (2021: £nil) and there were no grants released back to the fund in the year (2021: £nil). The fund balance at 31 December 2022 was £115,000 (2021: £115,000).

Mobile Information and Support Service buses

During 2022, the two Mobile Information and Support Service buses funded by restricted funds were sold. Expenditure in the year totalled £31,000 (2021: £49,000). The fund balance at 31 December 2022 was £nil (2021: £31,000).

Other funds

Other restricted funds comprise income for specific Macmillan activities. At 31 December 2022, the balance of £10,937,000 (2021: £12,152,000) is made up of:

• Healthcare and information funds

Income which has been restricted to these funds has come from a variety of sources and is restricted either to clinical or information services, including nurses, allied health professionals, clinical and information buildings and information services. The income is sometimes further restricted to either a type of post or service or to a post or service at a specific location. Funds will be expended as appropriate posts are identified or developed. The balance at the year end totalled £7,401,000 (2021: £8,890,000).

• Financial support and practical and emotional support funds

Income which has been restricted to these funds has come from a variety of sources and is restricted either to financial support or daily living including volunteer schemes and social work. Much of this income is restricted to a geographical area, and it is likely that we will expend a significant proportion of this income on Macmillan grants to individuals. There may, however, be other service developments in the area of the restriction and the income may be spent on such new service developments. The balance at the year end totalled £3,536,000 (2021: £3,272,000).

Designated funds

Tangible asset fund

The tangible asset fund represents the value of general funds invested in tangible assets which are not, by the nature of tangible assets, readily available for use for other purposes. The transfer out of £315,000 (2021: transfer out of £321,000) makes the value of the fund equal to the net book value of the tangible assets less any restricted tangible assets at 31 December 2022. Tangible asset expenditure financed from restricted funds is shown within the restricted fund balances.

Macmillan local services

£299,000 (2021: £349,000) was designated and spent in the year on Macmillan professional posts, to match cause related marketing raised to fund local Macmillan services.

Healthcare

The £1,768,000 (2021: £2,355,000) profits donated to the Charity from Macmillan Healthcare Lottery Limited were designated and spent during the year on healthcare services.

Information services

The £2,481,000 (2021: £2,602,000) profits donated to the Charity from Macmillan Cancer Information Lottery Limited were designated and spent during the year on information services.

Macmillan grants

The £2,102,000 (2021: £2,308,000) profits donated to the Charity from Macmillan Financial Grants Lottery Limited were designated and spent during the year on Macmillan grants

Influencing cancer care

The £2,093,000 (2021: £2,868,000) profits donated to the Charity from Macmillan Influencing Cancer Care Lottery Limited were designated and spent during the year on influencing cancer care.

Direct services

£175,000 (2021: £nil) was designated and spent in the year on direct services, to match cause related marketing raised to fund Macmillan services.

Other unrestricted funds

Investment revaluation reserve

The investment revaluation reserve is calculated as the difference between the market valuation and the historical cost of the Charity's investments. As at 31 December 2022, the balance of the reserve was negative £7,902,000 (2021: negative £3,193,000). The transfer out of £4,709,000 (2021: transfer out of £6,000) is an adjustment to align the fund to the difference between market value and historical cost at 31 December 2022.

27. Related party transactions

- Rosie Loftus was the Chief Medical Officer of Macmillan Cancer Support until 30 November 2022. Rosie's husband, Dr Peter Green, was an elected GP Governing Body Member of NHS Kent and Medway Clinical Commissioning Group (CCG) until May 2022. The NHS Kent and Medway Integrated Care Board (ICB) was established on 1 July 2022, replacing the CCG. During 2022 Macmillan made no new commitments to NHS Kent and Medway ICB (2021: £91,000). Macmillan made payments in relation to commitments from prior years totalling £55,000 (2021: £163,000) to the ICB. During 2022 there were grant writebacks totalling £28,000 (2021: £92,000) relating to commitments from prior years. At 31 December 2022, our outstanding amount owed to NHS Kent and Medway ICB was £57,000 (2021: £140,000). In 2022, Macmillan Cancer Support also paid the ICB £29,000 (2021: £29,000) in relation to a GP Associate Adviser contract.
- Mohammed Mehmet is a trustee of Macmillan Cancer Support. He is also a non-executive director of Public Health Wales NHS Trust. During 2022 Macmillan made payments in relation to commitments from prior years totalling £39,000 (2021: £611,000) to Public Health Wales. Macmillan also made support grant commitments totalling £2,000 (2021: £nil) and grant writebacks relating to prior year grants were processed totalling £439,000 (2021: £nil). At 31 December 2022, our outstanding amount owed to Public Health Wales was £522,000 (2021: £998,000).
- Lynda Thomas was the Chief Executive Officer (CEO) of Macmillan Cancer Support until 31 December 2022. She was an Independent Board member of Cwm Taf University Health Board during the 2022 financial year. During 2022 Macmillan made payments in relation to grant commitments totalling £498,000 (2021: £415,000) to Cwm Taf University Health Board. Macmillan also made grant commitments including support grants totalling £921,000 (2021: £678,000) and there were grant writebacks totalling £3,000 (2021: £25,000). At 31 December 2022, our outstanding amount owed to Cwm Taf University Health Board was £2,108,000 (2021: £1,688,000).

Other

- Macmillan is a member of the National Cancer Research Institute (NCRI), which brings together the major organisations that fund cancer research to coordinate their activities including joint funding initiatives. In 2022, the Charity made payments totalling £8,000 (2021: £17,000) to the NCRI for membership.
- Macmillan Cancer Support Jersey Limited (MCSJ Ltd) is a company limited by guarantee and incorporated in the Island of Jersey (company number 104090). It is an independent organisation which carries out fundraising on the Island and funds Macmillan services. Christopher Scally, Strategic Partnership Manager for South West England is a Director of MCSJ Ltd. During 2022 the Charity did not have any transactions with MCSJ Ltd (2021: £nil).
- The Charity acted as the Secretariat for the All Party Parliamentary Group on Cancer, a group which brings together MPs and Peers to improve cancer services. The Charity operates a separate bank account for the Group which had a balance of £60,000 (2021: £60,000) as at 31 December 2022.
- Lynda Thomas, the Chief Executive Officer at Macmillan Cancer Support until 31 December 2022, is the Vice-Chair of the Richmond Group of Charities. Macmillan Cancer Support is a member of the Richmond Group and provides administrative support to the Group. It makes payments and receives income on behalf of the Group. At the year end the Charity held funds totalling £108,000 (2021: £29,000) on behalf of the Group.
- The Macmillan Cancer Support Endowment Trust (charity number 261017-1) was registered in 25 June 2021. The Endowment Fund aims to protect the future of cancer care by helping to provide a stable, sustainable source of income to fund our work in the long term. Donations to fund are invested. The total value of investments held by the Trust was £106,000 (2021: £nil) as at 31 December 2022. The total cash at bank and in hand held was £nil (2021: £55,000).

28. Operating lease commitments

The Group and Charity

The Group and Charity had commitments to future minimum lease payments under non cancellable operating leases at the year end as follows:

	Property 2022	Property 2021	Vehicles and equipment 2022	Vehicles and equipment 2021	Total 2022	Total 2021
	£'000	£'000	£'000	£'000	£'000	£'000
Within 1 year	3,285	3,282	1	5	3,286	3,287
Between 1 and 5 years	2,113	5,275	-	1	2,113	5,276
After 5 years	-	-	-	-	-	-
	5,398	8,557	1	6	5,399	8,563

29. Contingent liabilities

As at 31 December 2022, Macmillan had contingent liabilities of £6,656,000 (2021: £6,100,000).

The Charity entered into a contract with Oxford University Hospitals NHS Foundation Trust and Social Finance Limited on 13 December 2021. The Charity is providing a social impact bond to the NHS Foundation Trust in relation to the provision of certain end of life care services. The total social impact bond will be up to £6,100,000 over the period ending 31 May 2025. The Charity recognises expenditure when the conditions and milestones set out in the contract are met. In the year ended 31 December 2022, the Charity recognised £824,000 of expenditure. The remaining contingent liability is £5,276,000.

The Charity entered into a contract with Highland Hospice and Social Finance Limited on 6 December 2022. The Charity will provide a social impact bond to the Highland Hospice in relation to the provision of certain end of life care services. When the conditions and milestones set out in the contract are met, the Charity will recognise expenditure of up to £1,380,000 over the period ending 31 December 2025.

30. Pension costs

During 2022, the Charity operated a defined benefit pension scheme for employees who joined the scheme before 30 April 2005, the date the scheme was finally closed to all new entrants. On 30 June 2010, the scheme closed to the accrual of future benefits. The assets of the defined benefit scheme are held separately from those of the Charity in an independently administered fund. From 1 May 2004, the Charity has paid contributions for eligible employees into a stakeholder pension scheme. The Charity has also paid contributions for eligible employees into the National Health Service (NHS) Pension.

Macmillan defined benefit scheme

The actuary has computed the following information about the financial position of the scheme as at 31 December 2022:

	2022	2021
	£'000	£'000
Scheme assets and liabilities		
Fair value of the scheme assets	37,969	59,276
Present value of scheme liabilities	(28,168)	(48,641)
Net surplus	9,801	10,635

Following closure of the scheme to future accrual, in accordance with Financial Reporting Standard (FRS) 102, the scheme surplus is not recognised on the Charity's Balance Sheet.

Scheme funds are administered by the scheme's trustees and are independent of the Charity's finances. The scheme is a UK based defined benefit scheme, providing benefits at retirement and on death in service.

30. Pension costs (continued)

The scheme is subject to triennial valuation by an independent actuary using the projected unit method. The most recent triennial valuation was undertaken as at 31 December 2019 and reported a funding surplus of £983,000. An updated triennial valuation as at 31 December 2022 is currently in progress but not finalised as yet.

Following closure of the scheme to future accrual on 30 June 2010, there were no employer contributions made by the Charity in 2022 (2021: £nil). The Charity does not expect to make any contributions in 2023.

For the purposes of the disclosures required under FRS 102, the actuarial valuation has been updated at 31 December 2022 by a qualified actuary using the following assumptions:

Financial assumptions	2022	2021
Discount rate	4.80%	1.80%
Retail price inflation	3.20%	3.50%
Consumer price inflation	2.50%	3.00%
Rate of increase in salaries	n/a	n/a
Rate of increase in pensions in payment RPI capped at 5%	3.20%	3.40%
Rate of increase in pensions in payment RPI capped at 2.5%	2.30%	2.30%
Rate of increase in deferred pensions	2.50%	3.00%

The liabilities allow for future discretionary increases of RPI (capped at 5% per annum) to be awarded each year on pension accrued to 6 April 1997.

Mortality assumptions	2022	2021
Using mortality table 100% S3PMA_Middle/ 100% S3PFA_Middle CMI Model 2021 [1.25%] (year of birth) (2021: 100% S3PMA_Middle/ 100% S3PFA_Middle CMI Model 2020 [1.25%] (year of birth))	life expectancy	life expectancy
	years	years
Males at 65 in 2022	21.4	21.4
Females at 65 in 2022	23.8	23.8
Males at 65 aged 45 in 2022	22.7	22.7
Females at 65 aged 45 in 2022	25.3	25.3

An analysis of the scheme assets and the expected long-term return rates at 31 December 2022 was as follows:

	2022	2021
	£'000	£'000
Bonds	36,271	57,364
Other	1,698	1,912
	37,969	59,276

Assets do not include any amounts for the Charity's own financial instruments or property occupied, or other assets used by the Charity. The scheme's assets include £55,000 (2021: £63,000) of insured annuity policies in relation to pensions secured prior to May 1993. These insured annuity policies are included in the figure provided for "other" above.

30. Pension costs (continued)

The following amounts have been recognised in the financial statements for the year ended 31 December 2022 under the requirements of FRS 102:

	2022	2021
	£'000	£'000
Interest income	866	607
Interest on liabilities	(866)	(607)
Past service cost	-	-
Net credit to the Statement of Financial Activities	-	-
Unrecognisable credit due to closure of the scheme to future accrual	-	-
Amount credited to the Statement of Financial Activities	-	-

	2022	2021
	£'000	£'000
Actual return on assets less interest	(21,118)	112
Actuarial losses on scheme liabilities	20,284	1,958
Limit on recognition of assets less interest	834	(2,070)
Amount recognised in the Statement of Financial Activities	-	-

	2022	2021
	£'000	£'000
Changes in the fair value of the scheme assets are as follows:		
Fair value of scheme assets at 1 January	59,276	59,656
Interest income	866	607
Contributions	-	-
Benefits paid	(1,055)	(1,099)
Actual return on assets less interest	(21,118)	112
Fair value of scheme assets at 31 December	37,969	59,276

	2022	2021
	£'000	£'000
Changes in the present value of the scheme liabilities are as follows:		
Present value of scheme liabilities at 1 January	48,641	51,091
Past service cost	-	-
Interest on liabilities	866	607
Benefits paid	(1,055)	(1,099)
Actuarial (gains) on scheme liabilities	(20,284)	(1,958)
Present value of scheme liabilities at 31 December	28,168	48,641

30. Pension costs (continued)

Other pension schemes

The Charity has also made payments into a stakeholder scheme operated by Legal & General. This is a defined contribution scheme. During the year the Charity made contributions for 2,005 employees totalling £7,486,000 and this is reflected in expenditure for the year (see note 13) (2021: 1,767 employees, £6,355,000).

The Charity participates in the NHS Pension Scheme, an unfunded, defined benefit scheme for employees who were formerly employed in the NHS, GP practices and other bodies allowed under the direction of the Secretary of State, in England and Wales. During the year the Charity made contributions for 91 employees totalling £620,000 (2021: 119 employees, £716,000) to the NHS Scheme, and this is reflected in expenditure for the year (see note 13). There were no contributions outstanding at the end of the year (2021: £0). The NHS Scheme has been closed to new Macmillan employees from 1st January 2020.

The latest published actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016, which reported that the scheme had accumulated a notional deficit of £19.4 billion against the notional assets as at 31 March 2016. This valuation set the employer contribution rate payable from April 2019, increased by 6.3% to 20.68% of pensionable pay from this date (inclusive of administration levy) although the increase was met by NHS England and the Department of Health and Social Care for the financial years 2019/20 – 2022/23 and will be met again for 2023/24. The next actuarial valuation at end of 31st March 2020 is yet to be published and will set the employer contribution rate payable from 2024. From an accounting perspective, a valuation of the scheme liability is carried out annually by the scheme actuary by updating the results of the full actuarial valuation based on detailed membership data. The latest assessment of the liabilities of the scheme was undertaken for the year to 31 March 2022 and is contained in the scheme actuary report which forms part of the annual NHS Pension (England and Wales) Resource Account, published annually. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

Thank you

We simply wouldn't be able to do whatever it takes for people living with cancer without our supporters.

There are so many incredible donors, partners, committees, volunteers and fundraisers that we cannot thank enough. They include:

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We'd also like to give a special
thank you to the 3,021 people who
very kindly left Macmillan a gift in
their will in 2022. Together their
gifts contributed £90.7 million,
which was 40% of the income we
received in 2022.

Thanks to the support of these
people, we will continue to be there
for people living with cancer when
they most need us. We would also
like to extend a sincere thank you to
everyone who supported our work
in memory of a loved one. Your
thoughtfulness and generosity over
the past year is appreciated more
than ever.

References

1. Reach figures have been calculated using comprehensive service data wherever available, but in some cases, these do not exist, so estimates are used. Rounding to the nearest 100,000 people has been applied for our headline figures. The Reach of Macmillan's services factsheet contains the breakdown of our full range of services. The 'unique people helped' totals for individual services should not be added together. This is because most people accessed more than one Macmillan service. By taking into account inherent overlap between the reach of individual Macmillan services, the total unique people supported by all Macmillan services has been calculated. The extent to which people living with cancer access more than one Macmillan service is based on a 2016 survey of people living with cancer.
2. Analysis based on time-limited cancer prevalence published for each nation in the UK. The relationship to complete cancer prevalence is derived from 2013 complete prevalence (Macmillan-NCRAS Cancer Prevalence Project). This is projected forwards using the UK growth rates in Maddams J, Utley M, Møller H. Projections of cancer prevalence in the United Kingdom, 2010–2040. *Br J Cancer* 2012; 107: 1195–1202. This includes all people who have ever had a cancer diagnosis, some people in this group may no longer consider themselves to be living with cancer. See also <https://www.macmillan.org.uk/about-us/what-we-do/research/cancer-prevalence>
3. Macmillan Cancer Support/YouGov survey of 2,050 UK adults who have received a cancer diagnosis. Fieldwork was undertaken between 31 May – 15 June 2022, with small additional sample surveyed 9-10 July 2022. Sample is weighted to represent UK population of people who have received a cancer diagnosis in terms of demographics (age, gender, nation) cancer type and time since first diagnosis. The estimate of two million is based on applying the 66% of the survey population who identified concerns about cost of food and water over the next 12 months onto the total estimated population of people living with cancer in the UK (see footnote 2 for more details on this).
4. Macmillan Cancer Support/Truth survey of 1,329 UK adults who have received a cancer diagnosis. Fieldwork was undertaken between 13th January and 7th February 2020. The survey was carried out online. Sample is weighted to represent UK population of people who have received a cancer diagnosis in terms of demographics (age, gender, region) and cancer type and time since diagnosis.
5. All figures based on analysis of: NHS England, Cancer Waiting Times – National Time Series Oct 2009 – Mar 2023 with Revisions, Statistics » Cancer Waiting Times (england.nhs.uk), Accessed June 2023. This refers to 620,286 people waiting longer than two weeks from GP urgent referral to first consultant appointment between January and December 2022, over 10 times as many in comparison to 52,209 between January and December 2012)
6. All figures based on analysis of: NHS England, Cancer Waiting Times – National Time Series Oct 2009 – Mar 2023 with Revisions, Statistics » Cancer Waiting Times (england.nhs.uk), Accessed June 2023. The average number per month who saw a specialist more than two weeks after an urgent referral from their GP has been calculated using the mean of the monthly published values from January to December of each year.
7. Department for Work and Pensions. Personal Independence Payment statistics: <https://www.gov.uk/government/collections/personal-independence-payment-statistics>



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 even better ways to help people with cancer, helping to bring forward the day when everyone gets life-transforming support from day one.

We're doing whatever it takes. But without your help we can't support everyone who needs us. To donate, volunteer, raise money or campaign with us, call 0300 1000 200 or visit [macmillan.org.uk](https://www.macmillan.org.uk)

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