



**MACMILLAN
CANCER SUPPORT**

Cancer Support Line

Gender Pay Gap Report 2024

1 Introduction

At Macmillan, we do whatever it takes to help people living with cancer get the best care the UK has to offer, regardless of who they are and where they live. To help us achieve this, we're working to build a diverse and inclusive culture at Macmillan, where everyone feels supported and empowered to do their best work – and is paid fairly.

This report is based on data from 5 April 2024 and highlights where we've seen setbacks as well as improvements. The median (middle) gender pay gap, which measures the difference in pay between the middle-ranking female and male colleagues, has increased to 11.9%. This puts us in a similar position to 2022 and is extremely disappointing. For the same period, our mean (average) gender pay gap, which measures the difference in average hourly pay, has decreased to 11%. This is good to see, but we still have much more work to do.

We're proud of our flexible working policies at Macmillan, but we recognise that this does impact our pay gaps. Our workforce is predominantly female, and women represent a much higher proportion (80%) of the colleagues with caring responsibilities who choose to work part time, which can cause reductions in salaries.

Since our last report, we've improved our understanding of the main causes of the pay gap to help us focus our efforts in making the changes that will have the most impact. These include a comprehensive review of our salary bands for all roles, which has led to an increase in the salaries of lower-paid colleagues; introducing a new Leadership and Management apprenticeship scheme; and targeted development plans for roles which attract a salary premium.

2024 was a year of transformation for Macmillan, where we paused or slowed down some of our planned work. It also brought some benefits, by helping us to reduce our gaps in some parts of the organisation, but there is much more we need to do. I'm determined that everyone working at Macmillan is rewarded fairly for their hard work to help support the growing number of people with cancer in the UK.

Gemma Peters

Chief Executive



2 Calculating our gender pay gap

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

Organisations with over 250 colleagues are legally required to report their 'gender pay gap' in the following ways each year.

- **Median pay gap:** The pay difference between the middle-ranking female and male colleagues.
- **Mean pay gap:** The average hourly pay of female colleagues compared to male colleagues. Proportion of female and male colleagues in each pay quartile: This divides the workforce into four equal-sized groups based on hourly pay, from highest to lowest, and calculates the percentage of female and male colleagues in each quartile.

- **Pay gap for bonus payments:** We don't offer bonus payments at Macmillan, so we don't report on this.

Gender pay is the difference in average earnings between female and male colleagues and differs from equal pay, which addresses pay differences between male colleagues and female colleagues for equal work. We publish our Gender Pay Gap Report on our website and the Government's website.

A note on language – sex and gender

Although called the 'Gender Pay Gap Report', the analysis is based on sex assigned at birth (female or male), rather than gender identity. This is because regulations require us to report bases on the sex stated on passports. However, as part of our commitment to embracing colleagues of all gender identities, we acknowledge that some individuals may not identify with male or female categories used in this report.

3 High level summary

Our median gender pay gap has increased, while our mean has decreased

This report is based on data captured on 5 April 2024. Since our last report in 2023 , we are pleased to note a 1.2% decrease in our mean gender pay gap.

We have also seen an increase of 2.2% in our median gender pay gap in the same time period. This marks an increase in the difference in pay between the middle-ranking female colleague and the middle-ranking male colleague.

We remain committed to reducing our gender pay gap at Macmillan and have three priorities for achieving this.

Our top three priorities to reduce our gender pay gap

- Ensure salary discussions are fair, transparent and free from bias. This applies to new colleagues at the point of hire and existing colleagues when moving into promotions or secondments.
- Focus on supporting female colleagues to move up within the organisation, especially in roles that have a median paid role, to increase the number of females in senior positions.
- Encourage flexible working arrangements, balanced with meeting the needs of the organisation, allowing all colleagues to feel empowered to move into more senior roles without facing potential barriers due to caring responsibilities.

4 The data

Our median gender pay gap

On 5 April 2024, our median gender pay gap was 11.9%, meaning the middle-ranking female colleague earned 11.9% less than the middle-ranking male. For every £1 the female colleague earned, the male earned approximately £1.12. This is a 2.2% increase compared to 5 April 2023.

2024 – 11.9%

2023 – 9.7%

2022 – 11.9%

Our Gender Pay Gap Report 2024 focuses on changes between 2024 and 2023.

Our mean gender pay gap

On 5 April 2024, our mean gender pay gap was 11%, meaning male colleagues earned 11% more than female colleagues per hour. For every £1 a female colleague earned, a male earned approximately £1.11. This is a 1.2% decrease compared to 5 April 2023.

2024 – 11%

2023 – 12.2%

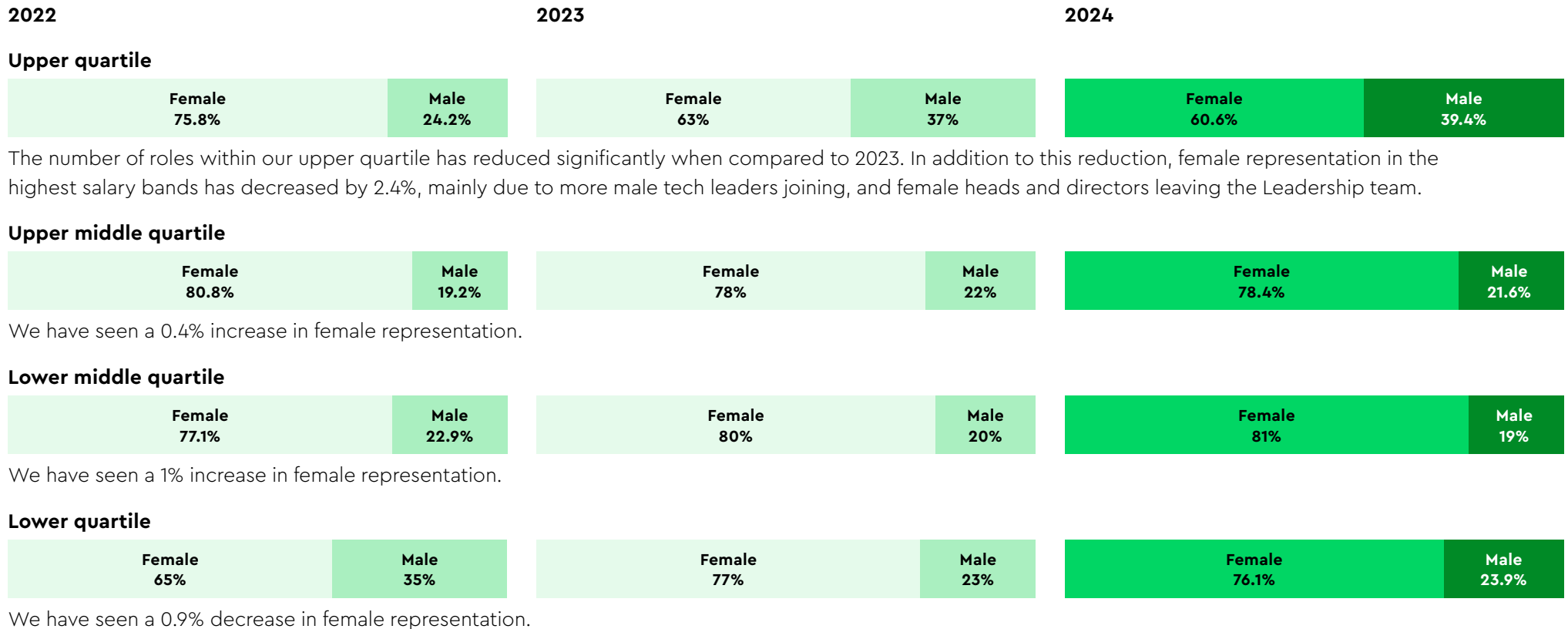
2022 – 11.3%

Our Gender Pay Gap Report 2024 focuses on changes between 2024 and 2023.

4 The data

Pay quartiles

Compared to the data we took on 5 April 2023, the data from 5 April 2024 shows a slight change in the percentage of female and male colleagues in each of our four pay quartiles.



5 How we are addressing our gender pay gap

What has caused our gender pay gap, and how are we taking action?

We are committed to addressing our gender pay gap and have three priorities for achieving this.

Priority 1 – Ensure salary discussions for existing colleagues when moving into promotions or secondments, and new colleagues at the point of hire, are fair, transparent and free from bias.

Leavers and new starters

In 2024, we reduced the size of our organisation to focus on areas where we can have the greatest impact and ensure long-term financial stability. As we move into 2025 we are focusing on how our recruitment practices for middle management vacancies can help to close the pay gap. Our priority is to create opportunities and support more female colleagues to move into higher-level leadership roles, and we're looking at how we can strengthen our focus on transferable skills and capabilities.

Middle management

Our middle management roles (salary bands 4 and 5) have the biggest impact on our gender pay gap. If we exclude these roles from our calculations, the median gender pay gap drops to 5.1%.

On 5 April 2024, 61% of salary band 4 colleagues were female, up 8% from 5 April 2023. This shows progress in promoting women, but there is still work to be done. The pay gap at this level is mainly due to technology roles which attract a salary premium. We conduct equal pay audits to ensure men and women in the same roles are paid equally, but we need to do more to review the different roles within band 4.

In 2025, we will be launching a new Leadership and Management apprenticeship scheme, and providing more development opportunities for managers – including buddying schemes and mentoring with corporate partners.

Making progress

We've reviewed all of our salary bands and have carefully benchmarked these across the charity sector. These are applied to all new job vacancies, with every role being advertised with a clear salary band. Our Talent Acquisition Team and People & Culture partners support hiring managers to make sure they're aware of the salary ranges when recruiting to help them prepare for any salary discussions during the requirement process.

Priority 2 – Focus on supporting the progression of female colleagues, especially in median paid roles and to increase the number of senior positions held by women.

Technology roles

Technology roles attract a salary premium and have a higher proportion of men compared to the wider workforce and have the biggest impact on our overall pay gap. If we remove Technology roles from the data, the median gender pay gap reduces by 5.7%. This is because most Technology roles attract a salary premium and there are few lower-salary roles. The situation is made worse by the fact that women are generally underrepresented in the tech industry. As part of the work with our People & Culture plan we will be targeting recruitment towards women candidates particularly within our technology roles to increase representation at Macmillan, and use targeted development plans to retain women colleagues and encourage them to continue their career with us.

5 How we are addressing our gender pay gap

Making progress

Since our 2024 Gender Pay Gap Report, we've increased female representation in our Technology directorate, hiring more women into salary band 4 roles in 2024.

To make further progress, we've improved our recruitment process by removing hiring manager bias, using better advertising methods, and continuing partially anonymised recruitment to reduce unconscious bias. Our workforce plans focus on key recruitment needs and succession planning to retain diverse talent and promote colleagues internally.

Priority 3 – Encourage flexible working arrangements, balanced with meeting the needs of the organisation, allowing all colleagues to feel empowered to move into more senior roles without facing potential barriers due to caring responsibilities.

Flexible working

We agreed to 472 flexible working arrangements up to 5 April 2024. 62% of these changes were for female colleagues. We're proud of our flexible working policies, including part-time, compressed hours and job shares. We will continue to promote these across the organisation, especially to help remove barriers for women when it comes to moving into more senior roles.

Part-time working

On 5 April 2024, 370 colleagues were on part-time contracts, over 80% of whom were female. In our most senior roles (salary bands 1 – 3), 15 part-time colleagues made up 4% of all part-time roles. With a predominantly female workforce, more females choose to work part time than males, which impacts the pay gap. But we believe that the opportunities for part time and flexible working supports colleagues and provides career growth opportunities.

Job shares

On 5 April 2024, 16 colleagues worked in job shares, 15 being female. There were no jobs shares in our most senior roles (salary bands 1 – 3). Job shares offer flexibility, especially for female colleagues, helping them balance work and personal commitments, improve work-life balance, and increase their participation at Macmillan.

Making progress

We aim to offer more part-time opportunities, especially in middle to senior roles, when requested. In 2025, we'll focus on improving how and where colleagues work by implementing hybrid working, encouraging collaboration, flexibility, and ensuring our policies and processes are up-to-date and accessible.

6 Our gender pensions gap

What is our gender pensions gap?

Over the past two years, we've analysed our gender pensions gap. While not legally required, this helps us to understand pay inequality, raise awareness of pensions, and encourage colleagues to plan for retirement.

The gender pensions gap has no official measure but generally refers to the difference in retirement outcomes for female and male colleagues, similar to the gender pay gap. At Macmillan, we measure the gender pensions gap by comparing monthly pension contributions between female and male colleagues. We have three pension schemes, but only one has accepted new members since 1 January 2020.

To calculate the gap, we exclude NHS pension scheme members, leaving approximately 96% of our colleagues. On 5 April 2024, the mean gender pensions gap was 17.6%, and the median was 17%. This means that, without change, female colleagues will have lower retirement outcomes than male colleagues.

Mean:

2024 – 17.6%

2023 – 15.1%

Median:

2024 – 17%

2023 – 16.5%

The gap in potential retirement outcomes between female and male colleagues has widened again, which is disappointing. Higher-paid male colleagues in bands 1–4 contribute more to their pensions, improving their retirement outcomes. Female colleagues in the same bands often earn less, partly because they work part time, which lowers their salary and reduces their pension contributions, even if their contribution percentage is higher.

In 2025, we'll work with our independent advisor and pension provider to understand how colleagues invest in their pension schemes. We'll also offer webinars and guides to help colleagues plan for retirement.

In 2024, we reviewed our salary structure to ensure roles were paid fairly. In 2025, we'll continue improving rewards and benefits, focusing on providing equitable benefits and addressing our gender pay gaps

7 The data

How did we put this report together?



The report uses a data snapshot taken on 5 April 2024.

The total number of colleagues on the snapshot date was 1,908.

The analysis in this report is based on 1,854 colleagues who receive full pay and are relevant. In line with legal requirements, 54 individuals were excluded from the report, as they were not in receipt of their normal pay on 5 April 2024, due to being on unpaid leave or maternity leave.

The data does not include Macmillan professionals, such as Macmillan nurses, who are employed by partners such as the NHS.

Macmillan operates throughout the UK and has pay schemes that reflect national requirements, as well as additional market pressures in London and in specific parts of the organisation.

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

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

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

Macmillan Cancer Support, registered charity in England and Wales (261017), Scotland (SC039907) and the Isle of Man (604). Also operating in Northern Ireland. MAC20098_GenderPayGap



Support and Information Centre

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