



**MACMILLAN  
CANCER SUPPORT**

Macmillan Support Line team member

## **Gender Pay Gap Report 2025**

# 1 Introduction

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At Macmillan, our purpose is to do whatever it takes to help people living with cancer get the best care the UK has to offer. To do that well, we need to be equally serious about fairness and equity for the people who work here.

This report is based on data from April 25. Because pay gap reporting looks back over a full year, some colleagues may be surprised by these results, particularly if they are familiar with more recent data where we have started to see further improvement. That time lag is important to recognise, but it is also important that we are open about what the data shows at that point in time.

I am really pleased that nearly 87% of colleagues have now shared personal information on Disability, Ethnicity and Sexuality. This is the highest level of disclosure we have seen and gives us a much stronger evidence base to understand representation and pay differences across the organisation. As our data improves, year-on-year comparisons become more complex, but our insight becomes more accurate.

Based on the 2025 data:

1. The **median Gender pay gap** is **12.1%**, with a **mean gap of 11.7%**
2. The **median Disability pay gap** is **11.6%**, with a **mean gap of 12.1%**
3. The **median Ethnicity pay gap** is **1.1%**, with a **mean gap of -1.3%**

4. The **median LGBTQA+ pay gap** is **3.8%**, with a **mean gap of approximately 0.0%**

These figures show differences in pay at the midpoint of the organisation and in average hourly pay. It shows us who is in which roles, not whether the pay for those roles is fair. While only gender pay gap reporting is a legal requirement, we believe it is right to measure and publish data across Disability, Ethnicity and Sexuality so we can be clear about where action is needed.

We continually use data like this to inform our decisions. In 2025, this has included strengthening support for managers during recruitment to ensure pay decisions are fair and transparent, improving how and where we advertise roles to attract a more diverse range of candidates, continuing to invest in leadership and management development, and maintaining a strong focus on representation at senior levels.

Alongside this, we are being more deliberate about progression, internal mobility and pay decisions, and about removing barriers faced by disabled colleagues and those from the global majority. This work is embedded in our People & Culture Plan, with clear ownership at senior level.

We are proud of our flexible working culture, which supports many colleagues to balance work with caring and other responsibilities. We also recognise that this can affect overall pay outcomes, and we are focused on addressing the structural issues behind this.

We know where we are heading. There is more to do, but we are using the data to guide our actions and make sustained progress. I am committed to ensuring that everyone at Macmillan is rewarded fairly for the vital work they do, so that together we can better support the growing number of people living with cancer across the UK.

**Gemma Peters**  
**Chief Executive**



## Calculating our Gender pay gap

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### What is the Gender pay gap and how is calculated?

UK law requires organisations with over 250 colleagues to publish their gender pay gap from the previous year in the following ways each year.

- **Median pay gap:** The pay difference between the middle-ranking female and male colleague.
- **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.

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### 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 based 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

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### Our Gender pay gap: progress and challenges

This report uses data captured on 5 April 2025. Since our last report, our median gender pay gap has increased to **12.1%**, and our mean gender pay gap has risen to **11.7%**. These results highlight ongoing structural challenges, particularly in senior and specialist roles, and underline the need for sustained, targeted action.

In 2025, Macmillan emerged from a period of organisational change, resulting in several vacancies across the charity. While this presented challenges, it also provided an opportunity to review our approach to recruitment, progression, and representation. As we rebuild, we are focused on ensuring that equity and inclusion are at the heart of our strategy and workforce planning.

We remain committed to reducing our gender pay gap at Macmillan. Our approach is focused on tackling the root causes of the gap, with clear, evidence-based priorities for action.

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

- Tackle barriers to progression for women in senior and technical roles by implementing gender-balanced shortlisting, targeted development, and returner pathways; especially in Technology.
- Strengthen career pathways and internal mobility through structured mentoring, transparent progression frameworks, and equitable access to development opportunities.
- Embed equity and accountability in leadership by making pay gap and representation metrics core objectives for senior leaders and regularly reviewing progress across the organisation.

## 4 The data

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### Our median gender pay gap

On 5 April 2025, our median gender pay gap was 12.1%, meaning the middle-ranking female colleague earned 12.1% less than the middle-ranking male. For every £1 a female colleague earned, a male colleague earned approximately £1.14. This is a 0.2% increase compared to 5 April 2024.

**2025 – 12.1%**

**2024 – 11.9%**

**2023 – 9.7%**

This upward trend highlights the ongoing structural challenges we face, particularly in senior and specialist roles, and reinforces the need for sustained, targeted action to close the gap.

### Our mean gender pay gap

On 5 April 2025, our mean gender pay gap was 11.7%, meaning male colleagues earned 11.7% more than female colleagues per hour. For every £1 a female colleague earned, a male colleague earned approximately £1.13. This is a 0.7% increase compared to 5 April 2024.

**2025 – 11.7%**

**2024 – 11.0%**

**2023 – 12.2%**

This increase in the mean pay gap highlights the impact of changes at the top of the organisation and reinforces the need for targeted action to address structural barriers.

## 4 The data

### Pay quartiles

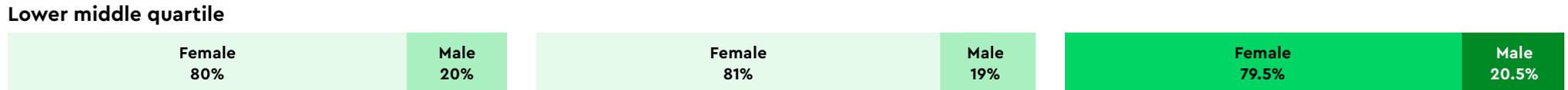
Compared to 2023, the 2024 data shows a slight change in the percentage of female and male colleagues in each of our four pay quartiles.



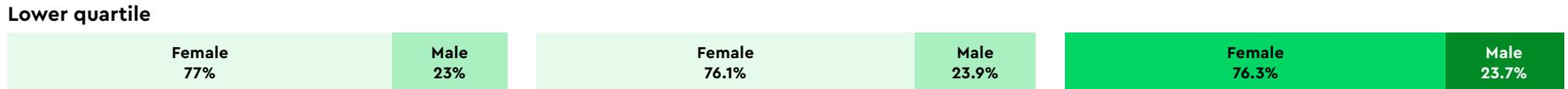
Female representation dipped in 2024 but was broadly flat in 2025 (63% → 60.6% → 60.8%). The reduction is mainly due to more male leaders in technology joining, and female heads and directors leaving the Leadership team. Note that the number of roles within our upper quartile has reduced significantly when compared to 2023.



Stable gender mix across all three years. Lack of movement indicates possible progression bottleneck into upper quartile — pipeline may not be translating into senior roles.



2025 reverses the female representation, could be as more men were entering or progressing in this band or women moving up/out.



The distribution has remained very stable over time but continues to be heavily female dominated. The ongoing concentration of women in lower-paid roles indicates potential structural factors linked to job types, entry pathways, or progression opportunities.

## 5 How we are addressing our gender pay gap

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

Our gender pay gap is driven by structural factors rather than unequal pay for equal work. Pay within individual salary bands is well governed and routinely reviewed through equal pay audits. The gap reflects where colleagues are represented across the organisation and how progression into senior and specialist roles operates over time.

The figures in this report are based on a snapshot as at April 2025.

They show that the main drivers of our gender pay gap are:

- Underrepresentation of women in some of our higher senior leadership and specialist roles, particularly in Technology and Finance and Operations where market salaries are higher.
- Progression constraints through middle salary bands, especially Bands 3 to 5, which form the main pipeline into higher paid roles.
- External hiring into senior roles, which can widen gaps where internal progression opportunities are limited.
- Working patterns, including part time and flexible working, which are more commonly taken up by women and can affect progression if not well supported.

Our focus is on designing equity into our core people processes, using evidence to target action where it will make the biggest difference. This work is delivered through our wider People and Culture priorities, so that progress is embedded into how we plan, recruit, develop and lead, rather than relying on standalone initiatives.

### Our Actions for 2025

#### 1. Focusing progression where it has the greatest impact

Our analysis shows that progression through Bands 3 to 5 has the biggest influence on the overall gender pay gap. This is where sustained change can have the greatest long-term effect.

In 2025 we:

- Strengthened structured development, mentoring and sponsorship for women and disabled colleagues in Bands 3 to 5.
- Used pay gap and representation data to actively prioritise workforce planning and talent decisions in areas where impact will be greatest.
- Made progression pathways clearer so colleagues understand routes into senior and specialist roles.

#### 2. Improving representation in senior and specialist roles

Gender pay gaps are most sensitive in areas with higher market driven pay, particularly Technology and Finance and Operations.

In 2025 we:

- Reinforced fair and consistent pay placement at hire and promotion.
- Undertook focused analysis within Technology to better understand barriers to progression and attraction.

## 5 How we are addressing our gender pay gap

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- Supported targeted recruitment activity in high impact areas to improve representation over time.

These actions were delivered through established recruitment, pay and workforce governance.

### 3. Embedding leadership accountability

Sustained progress depends on leadership decision making rather than additional initiatives.

In 2025 we:

- Used pay gap, representation and progression insight as part of senior leader objectives and routine governance.
- Supported directorates to review their own data and progress as part of regular business reviews.
- Shared insight with the People Committee to inform oversight and targeted action where needed.

This reflects our expectation that inclusion and fairness are part of everyday leadership practice, not separate programmes.

### 4. Transparency, engagement and tracking progress

The figures in this report represent a point-in-time snapshot as at April 2025. In-year monitoring to November 2025 already shows some improvement, reflecting changes made in recent months.

In 2025 we:

- Strengthened how we tracked and reported progress over time.

- Published inclusive pay gap data alongside statutory gender pay gap reporting as part of our commitment to transparency and meaningful action.
- Engaged with colleague networks, Unions and Our Voice to support understanding of the data and actions.
- Tracked progress through pay gap trends, senior representation and internal progression data.

### Progress and Next Steps

We have made progress in areas such as increasing female representation in Technology and reviewing our salary structures. However, there is still significant work ahead. The increase in both our mean and median gender pay gaps this year highlights the need for sustained, targeted action. We remain determined to close our gender pay gap and building a workplace where everyone can thrive.

## 6 Our gender pensions gap

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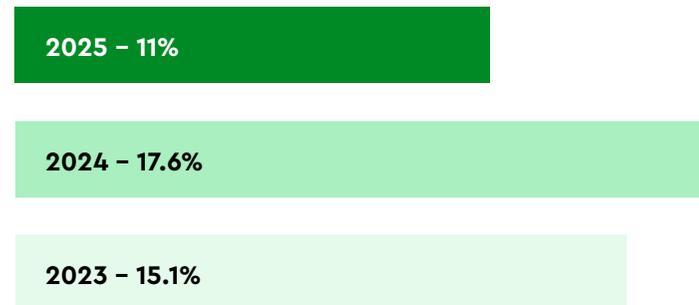
### What is our gender pensions gap?

Over the last three years, we have continued to analyse our gender pensions gap. While not a legal requirement, this work helps us understand long-term pay inequality, raise awareness of pensions, and encourage colleagues to plan for retirement.

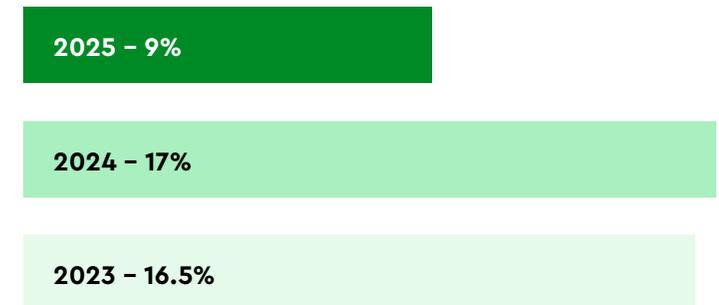
The gender pensions gap is the difference in potential retirement outcomes between female and male colleagues, similar to the gender pay gap. At Macmillan, we measure this by comparing monthly pension contributions for female and male colleagues. Of our three pension schemes, only one has accepted new members since January 2020.

**To calculate the gap, we exclude NHS pension scheme members, leaving approximately 88% of our colleagues. This is a decrease from previous years due to a larger number of opt outs since the 2024 report. As of 5 April each year, our gender pensions gap is as follows:**

**Mean:**



**Median:**



In 2025, the figures show significant progress. The mean gender pension gap reduced to 11% and the median reduced to 9%. These are the lowest levels across the three-year period. This is a meaningful improvement when compared with 2024 and demonstrates real progress in pension equity.

The improvement in both the mean and the median indicates that the change is not driven by a small group of higher earners. Instead, it reflects a wider and more consistent improvement across the whole workforce.

This is a positive step. However, recent years have shown that the pattern can fluctuate. It is important that we keep our focus on this area so that progress continues. Ongoing attention to pay, career development, workforce mix, and pension take up will help us sustain and build on this improvement.

## 7 The data

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### How did we put this report together?



This report uses a data snapshot taken on 5 April 2025. The total number of colleagues on the snapshot date was 1,368. The analysis in this report is based on 1,368 colleagues who received full pay and are relevant to the calculations. In line with legal requirements, colleagues not in receipt of their normal pay on 5 April 2025 (due to unpaid leave or maternity leave) were excluded from the analysis.

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. MAC20326\_Gender Pay Gap Report 2025



Support and Information Centre

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