MACMILLAN
CANCER SUPPORT

Relationship Fundraising Coordinator

Inclusive Pay Report 2025

1 Introduction

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 LGBQA+ 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

2 Reporting on our Disability, Ethnicity, and Sexuality pay gaps

As reporting our Disability, Ethnicity, and Sexuality pay gaps is not a legal requirement, there is no universal template – and so we have taken the principles from our gender pay gap reporting to guide our analysis.

Median pay gap

The median pay gap is the difference in salary between the middle ranking colleagues of different groups.

Mean pay gap

The mean pay gap is based on hourly pay and is the difference between the average amount earned by different groups of colleagues.

Pay quartiles

The pay quartiles are calculated by splitting the overall workforce into four equal-sized groups based on hourly pay, ranked highest to lowest. The percentage of colleagues in each group is then calculated for each quartile.

Bonuses

We don't offer bonus payments at Macmillan, so we don't report on this.

3 A note on availability of relevant data

This report is based on data captured on 5 April 2025, with nearly 87% of colleagues sharing information about Disability, Ethnicity, and Sexuality. This high level of disclosure gives us a more accurate and representative view of pay gaps across the organisation. However, it excludes those who did not respond or chose 'prefer not to say', meaning our analysis does not cover every colleague.

As more colleagues share information about protected characteristics, the visibility of pay gaps may increase. While this can make year-on-year comparisons more complex, it enables us to pinpoint where disparities exist and to target our interventions more effectively. We remain committed to improving data quality and transparency, so that our actions are informed by the fullest possible understanding of our workforce.

Further details about the data used in this report are provided throughout, ensuring clarity and accountability in our approach.

4 A note on intersectionality

We recognise that multiple characteristics can overlap and affect pay gaps (e.g. a Disabled female colleague may be impacted by being both Disabled and female). However, in this report, we analyse each characteristic separately. As part of our commitment to representing the diverse range of people diagnosed with cancer in the UK, we will continue using our data to explore intersectionality in pay gaps.

5 A note about gender identity

As well as reporting the pay differences in sex, which is the legal requirement and can be seen in our Gender Pay Gap report, we have also looked at the pay differences through the lens of gender identity as we believe that everyone should be able to express their gender identity authentically. Unfortunately, due to the small data size we aren't able to share this data.

6 Our Disability pay gap

This section is based on data from nearly 87.6% of colleagues who disclosed whether they were Disabled or non-disabled. At Macmillan, 'Disabled colleagues' includes those who have identified as Disabled, are neurodivergent, and/or have or have had a cancer diagnosis. While we recognise that experiences vary and not everyone may personally identify as Disabled, we group these colleagues together for reporting purposes, in line with the Equality Act's definition. We also provide separate colleague networks for support and respect individual identities.

Our median Disability pay gap

2025 – 11.6%

(based on information from 87.6% of colleagues)

2024 – 12.7%

(based on information from 89% of colleagues)

2023 – 8.7%

(based on information from 82% of colleagues)

As of 5 April 2025, the median Disability pay gap was 11.6%. This means a middle-ranking Disabled colleague earned 11.6% less than a middle-ranking non-disabled colleague.

Our mean Disability pay gap

2025 – 12.1%

(based on information from 87.6% of colleagues)

2024 – 8.7%

(based on information from 89% of colleagues)

2023 – 8.3%

(based on information from 82% of colleagues)

On average, Disabled colleagues earned 12.1% less per hour than non-disabled colleagues.

6 Our Disability pay gap

Our pay quartiles

Our latest data shows a marked increase in Disabled colleague representation across all pay quartiles. This improvement is largely due to more colleagues sharing their personal information, providing a clearer and more accurate picture of our workforce. However, the overall number of Disabled colleagues has reduced, meaning the rise in representation is a result of better data quality rather than an increase in absolute numbers.

The increase in data sharing has also highlighted a rise in our Disability pay gaps, particularly in the upper quartiles where progression into senior and specialist roles remains a challenge. This greater visibility enables us to take more meaningful action by targeting interventions, mentoring, and leadership pathways where they are most needed, and to make informed decisions that will help close the gap over time.

2024
(based on information from 89% of colleagues)

2025
(based on information from 87.6% of colleagues)

Upper quartile

Disabled 19.6%	Non-Disabled 80.4%

Disabled 18%	Non-Disabled 82%

Disability representation is lowest at the very top of the pay distribution; mean and median disability gaps are most pronounced here.

Upper middle quartile

Disabled 18.9%	Non-Disabled 81.8%

Disabled 20.1%	Non-Disabled 79.9%

Representation improves modestly vs Q4, but progression into higher paid specialist roles still lags.

Lower middle quartile

Disabled 24.7%	Non-Disabled 75.3%

Disabled 24.1%	Non-Disabled 75.9%

Disabled colleague presence strengthens through the middle of the distribution, reflecting better parity at mid bands.

Lower quartile

Disabled 32.2%	Non-Disabled 67.8%

Disabled 36.9%	Non-Disabled 63.1

Highest Disability representation sits in Q1, aligning with the structural pattern where more Disabled colleagues are concentrated in lower paid roles.

6 Our Disability pay gap

Understanding the data available

This section uses data from 87.6 per cent of colleagues who shared whether they were Disabled or not. At Macmillan, Disabled colleagues include people who have identified as Disabled, people who are Neurodivergent, and people who have or have had a cancer diagnosis. This helps us build a clear view of representation and pay.

This analysis is based on the following representation:

Colleagues who have told us they are Disabled:

2024 – 13.22%

(based on information from 89% of colleagues)

2025 – 13%

(based on 87.6% of colleagues)

Colleagues who have told us they are Neurodivergent:

2024 – 10.36%

(based on information from 89% of colleagues)

2025 – 9%

(based on 87.6% of colleagues)

Colleagues who have told us they have or have had a cancer diagnosis:

2024 – 6.17%

(based on information from 89% of colleagues)

2025 – 5%

(based on 87.6% of colleagues)

Colleagues who have told us they are Disabled, Neurodivergent, or have, or have previously had, a cancer diagnosis:

2024 – 22.95%
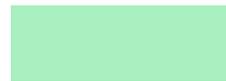
(based on information from 89% of colleagues)

2025 – 21.5%

(based on 87.6% of colleagues)

Colleagues who have told us they are non-Disabled, Neurotypical and have not had a cancer diagnosis:

2024 – 77.05%

(based on information from 89% of colleagues)

2025 – 66.1%

(based on 87.6% of colleagues)

7 Our Ethnicity pay gap

This section is based on data from 88.2% of colleagues who declared their Ethnicity. We use the term 'Global majority' in line with guidance from our Race, Ethnicity and Celebrating Heritage (REaCH) colleague network.
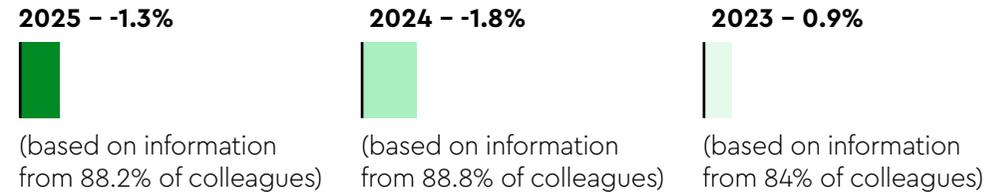
We understand that experiences vary across different ethnicities and grouping them as 'Global majority' doesn't provide a complete picture. However, this approach helps us make the best use of our data when comparing to White colleagues.

Our median Ethnicity pay gap

2025 – 1.1%

(based on information from 88.2% of colleagues)

2024 – 3.5%

(based on information from 88.8% of colleagues)

2023 – 1.9%

(based on information from 84% of colleagues)
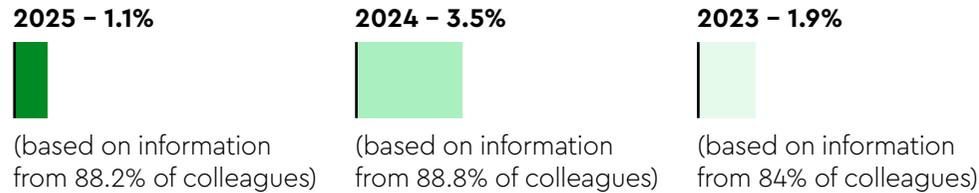
As of 5 April 2025, the median Ethnicity pay gap was 1.1%. This means a middle ranking Global majority colleague earned 1.1% less than a middle ranking White colleague. For every £1 a Global majority colleague earned, a White colleague earned around £1.01.

Our mean Ethnicity pay gap

2025 – -1.3%

(based on information from 88.2% of colleagues)

2024 – -1.8%

(based on information from 88.8% of colleagues)

2023 – 0.9%

(based on information from 84% of colleagues)

As of 5 April 2025, the mean Ethnicity pay gap was minus 1.3%. This means that, on average, Global majority colleagues earned slightly more than White colleagues.

7 Our Ethnicity pay gap

Our pay quartiles

2024
(based on information from 88.8% of colleagues)

2025
(based on information from 88.2% of colleagues)

Upper quartile

Global majority 19.9%	White 80.1%

Global majority 17.9%	White 82.1%

The data suggests that we have seen a 2% decrease of Global majority colleagues in the upper quartile.*

Upper middle quartile

Global majority 9.8%	White 90.2%

Global majority 12.1%	White 87.9%

The data suggests that we have seen a 2.3% increase of Global majority colleagues in the upper middle quartile.*

Lower middle quartile

Global majority 13.9%	White 86.1%

Global majority 14.1%	White 85.9%

The data suggests that we have seen a 0.2% increase of Global majority colleagues in the lower middle quartile.*

Lower quartile

Global majority 17.7%	White 82.3%

Global majority 18%	White 82%

The data suggests that we have seen a 0.3% increase of Global majority colleagues in the lower quartile.*

The 2025 data shows an improvement across most quartiles. The upper quartile has decreased between 2024 and 2025, which challenges our recruitment practices when it comes to hiring Global majority colleagues into senior roles, which our long-term actions seek to correct.

7 Our Ethnicity pay gap

Understanding the data available

This section is based on data from 88.2% of colleagues who declared their Ethnicity. This analysis is based on the following representation:

Colleagues who have told us they are Asian and Asian British:

2024 – 7.3%

2025 – 7.6%

(based on information from 88.8% of colleagues)

(based on information from 88.2% of colleagues)

Colleagues who have told us they are Black, Black African, Black Caribbean, or Black British:

2024 – 2.5%

2025 – 2.3%

(based on information from 88.8% of colleagues)

(based on information from 88.2% of colleagues)

Colleagues who have told us they have Mixed and/or Multiple ethnic backgrounds:

2024 – 2.5%

2025 – 3%

(based on information from 88.8% of colleagues)

(based on information from 88.2% of colleagues)

Colleagues who have told us they have another ethnic background (other than white):

2024 – 0.8%

2025 – 0.7%

(based on information from 88.8% of colleagues)

(based on information from 88.2% of colleagues)

Colleagues who have told us they are Global majority colleagues:

2024 – 13.2%

2025 – 13.7%

(based on information from 88.8% of colleagues)

(based on information from 88.2% of colleagues)

Colleagues who have told us they are White:

2024 – 73.2%
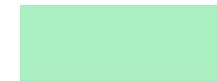
2025 – 74.6%

(based on information from 88.8% of colleagues)

(based on information from 88.2% of colleagues)

8 Our Sexuality pay gap

This section is based on data from 84.8% of colleagues who declared their sexuality. We use the term "LGBQA+" to refer to colleagues who identify as Lesbian, Gay, Bisexual, Queer, Asexual, or another sexual orientation, rather than Heterosexual.

We recognise that experiences vary across different sexualities and grouping them as 'LGBQA+' doesn't provide a complete picture. However, this approach helps us make the best use of our data when comparing to heterosexual colleagues.

Our median Sexuality pay gap

2025 – 3.8%

(based on information from 84.8% of colleagues)

2024 – 3.5%

(based on information from 89.2% of colleagues)

2023 – 2.4%

(based on information from 80% of colleagues)

As of 5 April 2025, the median Sexuality pay gap was 3.8%. This means a middle ranking LGBQA+ colleague earned 3.8% less than a middle ranking heterosexual colleague.

Our mean Sexuality pay gap

2025 – 0%

(based on information from 84.8% of colleagues)

2024 – -1.8%

(based on information from 89.2% of colleagues

2023 – 1.3%

(based on information from 80% of colleagues)

As of 5 April 2025, the mean Sexuality pay gap was close to zero. On average, LGBQA+ and heterosexual colleagues earned the same hourly pay.

8 Our Sexuality pay gap

Our pay quartiles

2024
(based on information from 89.2% of colleagues)

2025
(based on information from 84.8% of colleagues)

Upper quartile

LGBQA+ 13.2%	Heterosexual 86.8%

LGBQA+ 11.4%	Heterosexual 88.6%

The data suggests that we have seen a 1.8% decrease of LGBQA+ colleagues in the upper quartile*

Upper middle quartile

LGBQA+ 11.3%	Heterosexual 88.7%

LGBQA+ 12.2%	Heterosexual 87.8%

The data suggests that we have seen a 0.9% increase of LGBQA+ colleagues in the upper middle quartile.*

Lower middle quartile

LGBQA+ 13.6%	Heterosexual 86.4%

LGBQA+ 11.3%	Heterosexual 88.7%

The data suggests that we have seen a 2.3% decrease of LGBQA+ colleagues in the lower middle quartile.*

Lower quartile

LGBQA+ 15.3%	Heterosexual 84.7%

LGBQA+ 16.5%	Heterosexual 83.5%

The data suggests that we have seen a 1.2% increase of LGBQA+ colleagues in the lower quartile.*

The 2025 data shows small shifts in each quartile. It should be noted that the reduction in declaration rates this year means we have slightly less complete data than in 2024, which may affect year-on-year comparisons.

8 Our Sexuality pay gap

Understanding the data available

This section is based on data from 84.8% of colleagues who declared their sexuality. We use the term "LGBQA+" to refer to colleagues who identify as Lesbian, Gay, Bisexual, Queer, Asexual or another sexual orientation, rather than Heterosexual. Colleagues who have told us they are a sexuality other than Lesbian, Gay, Bisexual or Heterosexual, have been grouped together due to a lower level of representation. We recognise that experiences vary across these grouped sexualities and doesn't provide a complete picture. However, this approach helps us make the best use of our data when comparing to heterosexual colleagues. This analysis is based on the following representation:

Colleagues who have told us they are gay:

2024 – 3.5%

(based on information from 89.2% of colleagues)

2025 – 1.9%

(based on information from 84.8% of colleagues)

Colleagues who have told us they are bisexual:

2024 – 4.5

(based on information from 89.2% of colleagues)

2025 – 3.9%

(based on information from 84.8% of colleagues)

Colleagues who have told us they are LGBQA+:

2024 – 11.1%

(based on information from 89.2% of colleagues)

2025 – 10.8%

(based on information from 84.8% of colleagues)

Colleagues who have told us they are lesbian:

2024 – 1.7%

(based on information from 89.2% of colleagues)

2025 – 1.9%

(based on information from 84.8% of colleagues)

Colleagues who have told us they have a sexuality other than LGB or heterosexual:

2024 – 1.3%

(based on information from 89.2% of colleagues)
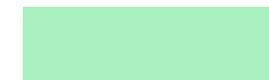
2025 – 1.5%

(based on information from 84.8% of colleagues)

Colleagues who have told us they are heterosexual:

2024 – 72.2%

(based on information from 89.2% of colleagues)

2025 – 74%

(based on information from 84.8% of colleagues)

9 Our commitment to making progress

Root cause analysis

In 2025, we carried out our most in depth analysis of the root causes of our inclusive pay gaps. With almost 87% of colleagues sharing information about Disability, Ethnicity and Sexuality, we now have a clearer and more reliable picture of what is driving these gaps.

Our analysis shows that the pay gaps are not caused by unequal pay for equal work. Pay within roles and salary bands is consistent and is checked each year through our equal pay audits. Instead, the gaps come from structural patterns across our organisation.

We found that both internal progression and external recruitment play a major role. Disabled colleagues and Global majority colleagues often enter Macmillan with lower average salaries, reflecting historic inequalities in previous workplaces. They are also less likely to negotiate higher starting salaries. These patterns continue to have an impact once people join us. The exception is in Technology, where job families attract higher market driven salaries.

We also found that progression opportunities have a significant effect. Many Disabled colleagues, Global majority colleagues and LGBQA+ colleagues are more represented in lower and middle salary bands, and less represented in senior or specialist roles. The biggest differences appear in Bands 3 to 5, which form the main pathway into higher paid roles.

This is also where the largest gaps appear for Disability, Ethnicity and Sexuality.

Directorate insights confirm this pattern. Gaps are most visible in Finance and Operations and in Technology, where senior roles hold higher market rates. These areas also have lower representation of underrepresented colleagues. By contrast, some directorates show close to equal pay within bands, but still show gaps overall because of the way colleagues are distributed across bands and job families.

Strengthening how we set salaries at the point of hire, improving access to progression, and addressing representation in senior roles will be central to reducing our inclusive pay gaps. Ensuring that managers feel confident in fair salary setting, based on skills and capability, will help to reduce the impact of inherited pay gaps over time.

Our People and Culture Strategy

We are developing a new People and Culture Strategy following the arrival of our Chief People and Culture Officer in 2024 and the launch of our organisational strategy in 2025. Equity, diversity and inclusion are a core part of this work.

The strategy will ensure that every decision about our workforce considers fairness, representation and inclusion. This includes how we design roles, how we recruit, how we support development and progression, and how we plan our future workforce. Our aim is to build a workforce that reflects the diverse communities of people living with cancer across the UK.

10 How did we put this report together?

Leaders and people managers with more than five direct reports now have access to pay gap information for their teams. This helps them understand where gaps are appearing and take early action.

In 2025, we are strengthening how we use pay gap insights in recruitment, pay setting, progression and workforce planning. People Partners and Talent Acquisition colleagues now use this data to support consistent pay decisions, fair hiring processes and clearer development pathways.

We are also improving the quality of our data across Disability, Ethnicity and Sexuality. Higher disclosure rates give us better visibility of where we need to act and help us track progress more accurately.

Recruitment

Our approach to recruitment continues to evolve. We are working to attract a wider and more diverse range of candidates by improving how and where we advertise roles.

The Talent Acquisition team reviews data on who is applying for roles to help us understand the diversity of the candidate pool and improve how we promote opportunities both externally and internally.

Hiring managers are supported to discuss salary ranges clearly and agree fair salaries based on skills and experience. This helps reduce the risk of historic pay inequality being carried into new roles. We also continue to use diverse interview panels to challenge bias and ensure that decisions are made fairly.

How we use our pay gap data

This report uses a data snapshot taken on 5 April 2025. The total number of colleagues included in the analysis was 1,368. Colleagues were included if they were in receipt of full pay on the snapshot date. Colleagues on unpaid leave or maternity leave were excluded in line with gender pay gap reporting requirements.

The full-pay relevant numbers for this report are:

- Disability pay gap: 1,368
- Ethnicity pay gap: 1,368
- Sexuality pay gap: 1,368

This analysis does not include Macmillan professionals such as nurses, who are employed by partners such as the NHS. Our pay structures reflect national requirements across the UK, as well as market pressures in 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**

Joanna, Macmillan Cancer Care Navigators Team

MACMILLAN CANCER SUPPORT