

**Macmillan Publishers  
International Limited UK  
Gender Pay Gap Report 2025**





# Introduction

**At Macmillan Publishers International UK (MPIL) our ambition is to create a diverse and inclusive environment that values and rewards talent from all backgrounds, breaking down barriers to success, and making a positive impact on our partners and communities.**

Gender pay reporting offers an opportunity for us to examine the reasons behind our gender pay gap and consider more widely how we can continue to build a working environment that supports gender equality.

This Gender Pay Gap Report includes our statutory disclosure, along with a list of actions that will help us to further support men and women in their careers at Macmillan Publishers International UK (MPIL).

MPIL has used the gender identity we have on record for our employees to compile this report, however it is important to recognise that this may not correspond with how every employee self-identifies presently.



Lara Borlenghi  
Chief Financial Officer at Pan Macmillan



Guy Browning  
Managing Director at Macmillan Distribution







## Gender diversity at MPIL

**This report presents the 2024 gender pay gap data for Macmillan Publishers International Limited (MPIL) UK, comprising Pan Macmillan UK and Priddy Books, our consumer publishing businesses; Macmillan Learning UK; Macmillan Distribution Limited (MDL), our distribution business; and our shared functions department including HR, Legal, Finance and IT and a number of Holtzbrinck Publishing Group employees.**

At the snapshot date (5 April 2024) MPIL employed 672 employees across three locations: Swansea, Basingstoke and London. The pay data is based on 'full-pay' employees, i.e. it does not include employees on reduced pay – for example, statutory maternity pay (beyond the enhanced leave period), sick pay and unpaid leave – who are excluded by the government reporting structure. We have included 96.7% of our employees in the pay analysis.

The total number of employees included in the 2024 gender pay gap analysis is 650 compared to 658 in 2023 (-1.23%) and comprised 225 men (35%) and 425 women (65%).





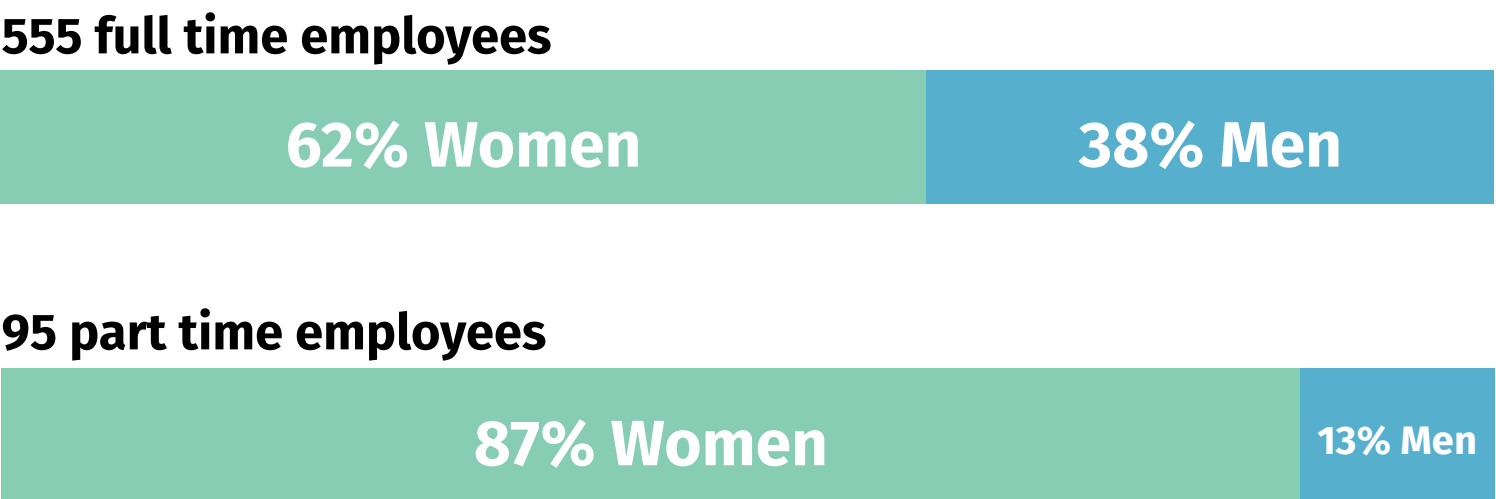
# Gender diversity at MPIL

## Proportion of males and females across MPIL



For pay gap calculations, salary is calculated after any deductions made through salary sacrifice. As a result, figures may fluctuate slightly year to year. For example, if two people with different genders have the same salary and the female is sacrificing more through salary sacrifice, then her hourly pay will appear lower than that of her male colleague. We use salary sacrifice for four of our schemes: pensions, cycle to work, the electric car scheme and childcare vouchers.

## Proportion of males and females in full time and part time roles







# Gender diversity at MPIL

At the leadership level, we are proud to have a strong representation of women across MPIL. The UK board at Macmillan Distribution (MDL) is 50% female and our consumer publishing business, Pan Macmillan, is led by a female CEO and the leadership team is 82% female.

In 2024, Joanna Prior, CEO of Pan Macmillan, was named among the most effective female executives operating in the UK, following her inclusion on the Management Today Women in Leadership Power List 2024. Sara Lloyd, Group Communications Director and Global AI Lead, was also shortlisted for Campaign’s Inspiring Women Awards for ‘Transforming Technology’.



MDL<sup>1</sup>



PAN MACMILLAN



<sup>1</sup> UK based leadership team.





## Recent progress and actions for 2025

**At MPIL we continually review our practices and policies to ensure they're helping us to build a culture that supports gender equality. Below are some recent examples of initiatives designed to address the organisational and societal barriers women may face.**

### **Macmillan Distribution Limited (MDL)**

- **Investing in our future leader training programme and successfully promoting 50% of the participants into leadership roles** to foster internal growth. This approach not only helps retain female talent but also supports diverse representation in leadership, which is crucial for addressing gender pay disparities.
- **Providing Mental Health at Work training and webinars** on neurodiversity, menopause awareness and mental health supports a more inclusive workplace. By addressing these topics, MDL is creating a supportive environment where all employees, including women, can thrive without facing barriers linked to health and wellbeing issues.
- **Collaborating with external providers to offer 'Bitesize Courses' and nationally accredited learning opportunities** enhances the skill set of employees and further prepares them for leadership roles. This initiative ensures that women in these roles have equal access to career advancement opportunities, helping to close the gender gap in higher-level positions.
- **A sustained focus on nurturing talent within the organisation, encouraging gender inclusion and diversity at all levels**, supported by our plans to launch a leadership development programme this year.

*'Macmillan Distribution approaches both men and women equitably. Their family-oriented policies include enhanced maternity and paternity leave, demonstrating a commitment to support all employees. They encourage diversity within the workforce and reward based on skills and experience.'*

Kirstie Watts, Speciality Accounts Coordinator, Macmillan Distribution





## Recent progress and actions for 2025

### Pan Macmillan

- **Extended paternity leave entitlement to a full year** to give parents freedom to share their childcare responsibilities in whatever way works best for them. All parents now receive exactly the same entitlement, including six months' fully paid enhanced leave. This change was a result of internal feedback on last year's gender pay gap report.
- **Introduced a new third-party 'Returnity' coaching scheme** for returning parents with Spring Back, to help them successfully transition back into the workplace. All participants receive three x 90 minute coaching sessions to support pre, during and post parental leave, designed to cover all personal and professional queries, opportunities and challenges that come with becoming a parent.
- **A new inclusive management programme** launching this year, including three hours dedicated to how to manage somebody effectively whilst they are on leave.
- **Introducing pay bands** later this year to improve pay transparency.

*'When my daughter was born last year I took six months of enhanced parental leave at the same time as my wife. We are incredibly grateful to have had this time and it was a great help in many ways – emotionally and practically. We've both returned to work now, with overwhelmingly positive memories of the first year of our daughter's life: we feel that we've been able to give her the best start in life, whilst returning to work with a renewed sense of energy that will help our careers to flourish.'*

Tom Scobie Cookson, Business Director,  
Macmillan Children's Books





The table below shows MPIL’s mean and median hourly gender pay gap and mean and median bonus gap as of the snapshot date of 5 April 2024, and mean and median bonus gap paid in the 12 months prior to 5 April 2024.

2024	2023
<div>Mean gender pay gap</div> <div>-15%</div> <div>The hourly mean for women is higher than for men</div>	<div>Mean gender pay gap</div> <div>-13%</div> <div>The hourly mean for women is higher than for men</div>
<div>Median gender pay gap</div> <div>-30%</div> <div>The hourly median for women is higher than for men</div>	<div>Median gender pay gap</div> <div>-32%</div> <div>The hourly median for women is higher than for men</div>
<div>Mean bonus gender pay gap</div> <div>51%</div> <div>The mean bonus earnings for men are higher than for women</div>	<div>Mean bonus gender pay gap</div> <div>56%</div> <div>The mean bonus earnings for men are higher than for women</div>
<div>Median bonus gender pay gap</div> <div>79%</div> <div>The median bonus earnings for men are higher than for women</div>	<div>Median bonus gender pay gap</div> <div>0%</div> <div>The median bonus earnings for women and for men are equal</div>

Our gender pay data

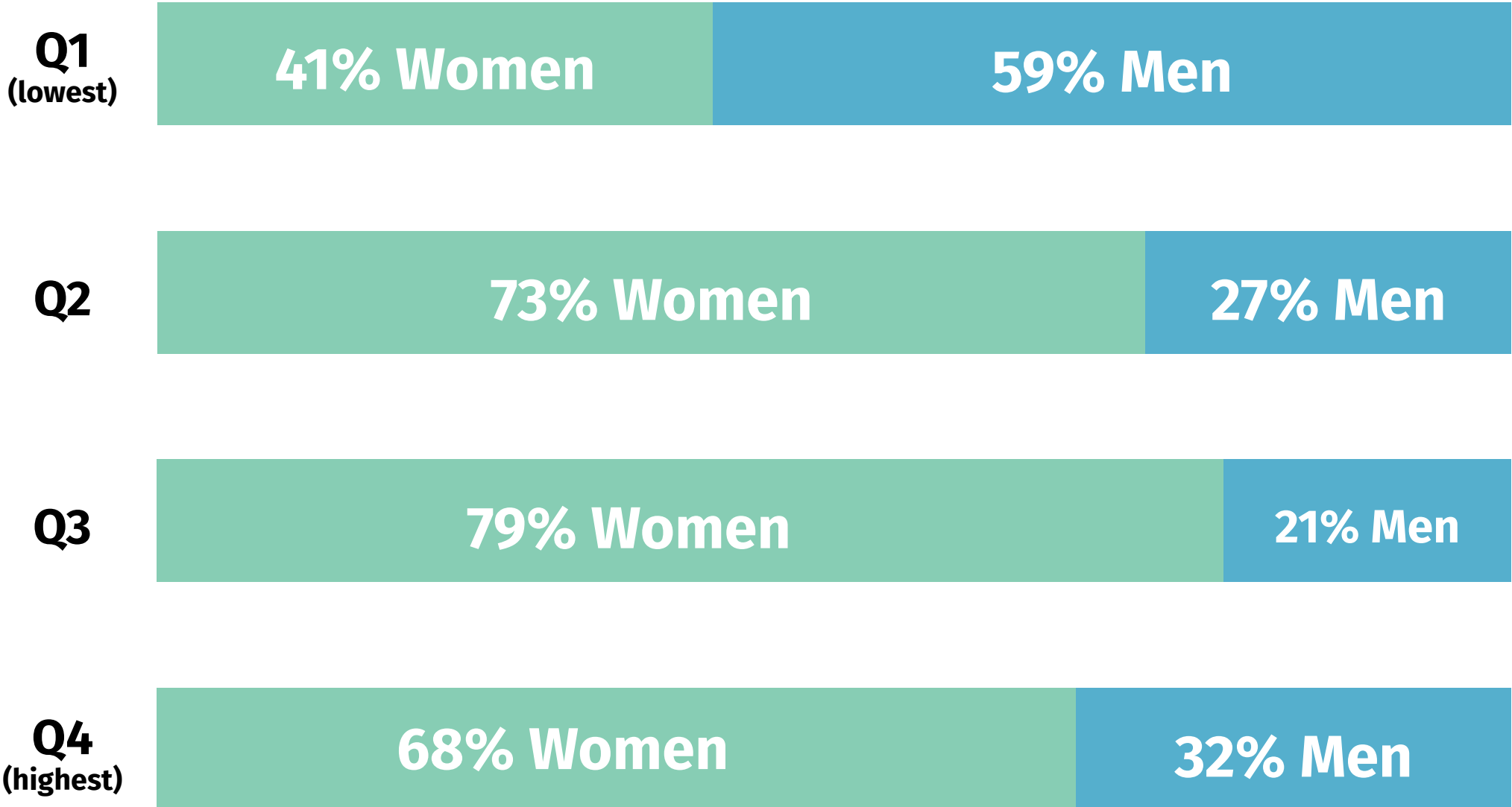




# Our gender pay data

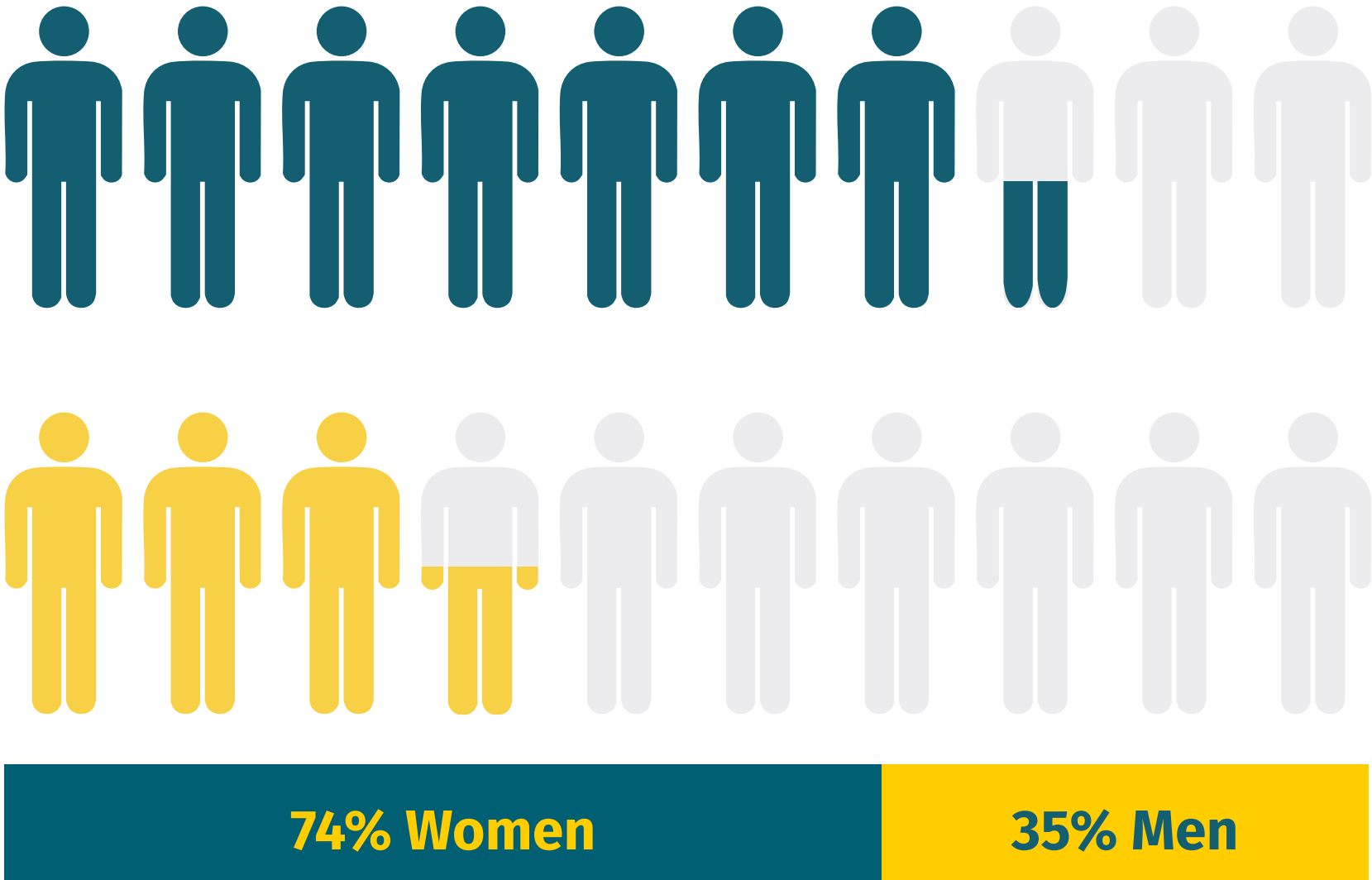
## The proportion of men and women employed in each salary quartile

The proportions of men and women in each pay quartile illustrate that in all but one quartile the proportion of women is higher than men.



## The proportion of men and women receiving bonus payments

The proportion of men and women receiving bonus payments illustrates that 35% of men received a bonus and 74% of women received a bonus.







## The headline numbers

**Overall MPIL continues to employ more women than men, with slightly fewer men than in 2023: 225 men (35%) and 425 women (65%) are included in this year's pay gap calculation, compared to 232 men and 426 women in 2023.**

- **Average hourly pay for women has increased by 6%**, whereas for men it has increased by 4%.
- **In all but one pay quartile – the lowest quartile – the proportion of women is higher than men.** Representation of men increased in the lowest quartile by 3%, while the representation of women increased in quartile 2 by 1% and in quartile 3 by 3% and is the same in the highest quartile.
- **35% of men received a bonus and 74% of women received a bonus in 2024**, compared to 33% of men and 69% of women receiving a bonus in 2023.
- **However, the average mean bonus earnings for men remains higher than for women at 51% compared to 56% in 2023.** The median bonus gap grew from 0% to 79%.





# Understanding the gap

## Pay gap

**The snapshot of data shows that MPIL's mean gender pay gap is 15% in favour of women, compared to a mean gap of 13% in favour of women in 2023.**

Average mean hourly pay for women has increased by 6%, whereas for men it has increased by 4%. This is partly due to an increase in appointments of women within the quartile 4 range and partly due to a decrease in the number of higher-paid men in quartile 4. Another reason for this was the increase in the proportion of men in the lowest-paid quartile 1 from 56% in 2023 to 59% in 2024.

The median gap is 30% in favour of women, compared to 32% in 2023. In April 2024, the UK median gender pay gap for all employees was 13.1% in favour of men, a decrease from 14.2% in 2023 (ONS). We consider the median gender pay gap to be limited as a measure for MPIL due to the unequal proportions of men and women across the business.

## Bonus gap

**The overall mean bonus gap in 2024 (51%) came down slightly from last year (56%).**

The overall mean bonus gap in 2024 (51%) came down slightly from last year (56%). 35% of men and 74% of women received a bonus, with 2% more men and 5% more women receiving a bonus compared to 2023.

The higher proportion of women receiving a bonus is due to Pan Macmillan paying a company-wide bonus whereas there is no comparable company-wide bonus paid to MDL employees. As a result 95% of employees at Pan Macmillan (which has a higher proportion of women) received a bonus, compared to 12% of MDL employees.

This also results in the average mean bonus earnings for men being higher for men than for women at 51%.

The median bonus gap increased to 79% from 0% in 2023. The gap in 2024 is the result of the unequal distribution of men and women across MPIL receiving bonuses and is again impacted by the Pan Macmillan company bonus. There was no gap in 2023 when, instead of the company bonus, Pan Macmillan employees received a £750 cost of living payment.





# Understanding the definitions

## Gender Pay vs Equal Pay

### Gender Pay

The gender pay gap is an equality measure that shows the difference between the average earnings of men and women across the company. It is expressed as a % difference against men's earnings. The gender pay gap does not show differences in pay for comparable jobs.

### Equal Pay

Men and women in the same employment performing equal work in comparable jobs, must receive equal pay. Unequal pay for men and women has been illegal for 45 years.

## The difference between Mean and Median

### Mean

The mean is the average of all the data.

### Median

Median is the mid-point (middle number in the list of data).