MACMILLAN CANCER SUPPORT

England & Wales · Charity number 261017

Details

Other names	CANCER RELIEF MACMILLAN FUND, MACMILLAN CANCER RELIEF, NATIONAL SOCIETY FOR CANCER RELIEF, THE NATIONAL SOCIETY FOR CANCER RELIEF, MACMILLAN
Status	Registered
Legal form	Charitable company
Company number	02400969
Registered	1989-06-21
Register	View on the Charity Commission register

Contact

Address	3rd Floor Bronze Building The Forge 105 Sumner Street London
Phone	02078407840
Email	contactus@macmillan.org.uk
Website	www.macmillan.org.uk

Activities

Objects: TO PROVIDE SUPPORT, ASSISTANCE AND INFORMATION DIRECTLY OR INDIRECTLY TO PEOPLE AFFECTED BY CANCER; TO FURTHER AND BUILD CANCER AWARENESS, EDUCATION AND RESEARCH; TO PROMOTE AND INFLUENCE EFFECTIVE CARE, INVOLVEMENT AND SUPPORT FOR PEOPLE AFFECTED BY CANCER

Activities: Macmillan Cancer Support exists to help improve the lives of people affected by cancer - those with cancer and their families, carers and communities. We are a source for support, helping anyone affected by cancer navigate through the system to get what they need, and a force for change, working to improve cancer care.

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Classification

- **How:** Makes Grants To Individuals, Makes Grants To Organisations, Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- Guernsey
- Isle Of Man
- Jersey
- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£245,546,254	£225,920,085	£39,264,789	1782
2023-12-31	£232,537,097	£265,208,343	£18,139,048	2019
2022-12-31	£227,145,000	£251,660,000	£48,265,000	1687
2021-12-31	£230,707,000	£234,055,000	£74,118,000	1527
2020-12-31	£194,889,000	£147,803,000	£77,608,000	1754

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Trustees

Name	Role	Appointed
David Jonathan Bennett	Chair	2025-10-06
Anne-Francoise Michele Nesmes		2025-12-10
Catherine Susannah Howe		2021-09-08
Dr Anas Nader		2025-02-24
Dr Jean Elizabeth Abraham		2021-09-08
Dr Minal Bakhai		2025-02-24
Felicia Nyanin		2023-07-27
Mark Morrell Ware		2021-09-08
Nicholas Robson Owen		2021-09-08
Rachel Higham		2021-09-08
SIR RONALD JAMES KERR		2025-10-06

Linked charities

- THE MACMILLAN CANCER SUPPORT ENDOWMENT TRUST (261017-1)

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MACMILLAN CANCER SUPPORT

England & Wales - Charity number 261017

Accounts

Macmillan Cancer Support

Annual Report and Accounts 2024

Macmillan Public

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What did life look like for people living with cancer in 2024?

Nathaniel, a much-loved primary school music teacher, has been living with incurable bowel cancer since 2022. Nathaniel has raised thousands of pounds for Macmillan, taking on gruelling physical challenges including running the London Marathon while playing the trombone in 2024. Since his diagnosis, Nathaniel has shared his experiences with others to help raise awareness and is also a passionate advocate for improving cancer care and waiting times in England, and across the UK.

Here is Nathaniel's story in his own words:

"When life suddenly became completely uncertain, all the information I could possibly want was at my fingertips. What could I expect from treatment? Could I still go to work? How could I go about telling my friends and family? A Macmillan nurse on the Support Line talked me through the options in plain English. And as soon as I was pronounced 'terminal' a benefits advisor was on hand to help with the paperwork, and I received my first PIP within two weeks. It wasn't until this came through that I realised how much of a safety net and sense of reassurance I got out of this simple admin task. Were it not for Macmillan, I wouldn't have even known I was eligible.

Macmillan supported me to get my head around what it's like to be a dying man yet still have to face long waits for NHS treatments. At the end of 2022, I was on an 18-month waiting list for counselling and Macmillan provided a dozen weekly sessions in which I was able to process what was happening to me as my world was turned upside down.

Though I stand in ever hopeful defiance, I have recently been told I am in my last year of life. It's strange for someone who will do well to reach his 40th birthday to feel, but I have been very lucky to be able to do quite a lot of living post-diagnosis. This has included a number of adventures that have led to a fundraising drive for Macmillan that is fast approaching £40,000. While research around cancer is vitally important and I live in hope that more and more people can avoid ending up like me, it is Macmillan who really are there for people living with cancer and their loved ones. This is why I am beyond proud to support this wonderful charity. Thank you, team Macmillan, for everything you do."

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Introduction from our Chief Executive and Chair

No one should underestimate the scale of the challenge facing cancer care in the UK.

We've seen the number of people living with cancer surge to almost 3.5 million[1]. At the same time, we heard how many people were finding it harder to have cancer than at any other time they could remember.

We saw a hugely challenging financial environment; a Westminster government review that concluded the NHS 'is broken'; and a cancer care system continuing to teeter at crisis point.

We saw people waiting too long for diagnosis and treatment. People lost in a complex care system that doesn't meet their personal needs. And we saw people being left behind - struggling to access the care they need, simply because of who they are or where they live.

But as we always do, Macmillan met those challenges head on.

In 2024 we were there for millions of people affected by cancer, over the phone, online and face to face.

We sought out new community partnerships, focusing on those that have been marginalised for far too long. We offered a platform for people whose voices might not always be heard to help us shape the future of cancer care.

From the LGBTQ+ community in Belfast and the ethnically diverse communities of the Black Country, to those living in remote and rural areas of Wales; local communities know themselves the best. We're working with them, putting people's experiences of cancer at the heart of everything we do, and supporting communities to lead the way on shaping cancer care and support services that are right for them.

We continued the roll-out of our ground-breaking 'Improving the Cancer Journey' service across Scotland, helping more than 6,000 people with cancer to get the personalised care they need. We invested in innovation, explored new ways of simplifying and speeding up cancer diagnosis and we continued to harness the power of social investment to support people with cancer and other long-term conditions.

The year also saw two members of the Royal Family sharing their cancer diagnoses with the world. Following the announcement from His Majesty King Charles, we received almost 50,000 visits to the information and support pages of our website in just one day. We were honoured that His Majesty confirmed he will be continuing as Patron of Macmillan Cancer Support.

And in 2024, as we've done for over 100 years, we continued our tireless pursuit of "betterness" in cancer care – evolving once again so we continue to make the biggest possible difference to the lives of people with cancer.

We developed a bold new strategy. It was shaped by the views and experiences of thousands of people living with cancer, healthcare professionals, partners, colleagues,

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volunteers and other experts.

We made some difficult decisions. Our new strategy, and a challenging financial climate, meant we had to change what we do and how we do it. In doing so, we achieved a far more stable financial position that will allow us to build for the future.

We committed to doing fewer things better, and during the year we sadly had to say goodbye to a number of talented and dedicated colleagues. We thank every one of them for the contribution they made to improving the lives of people with cancer.

We also said goodbye and thank you to Dame Helen Stokes-Lampard who stepped down after making such a huge contribution to our Board of Trustees, while welcoming Dr Anas Nader and Dr Minal Bakhai who joined us in early 2025 to help drive our new strategy forward.

We couldn't be prouder of the people who make up Macmillan and how they have embraced the significant challenges facing people with cancer and the cancer care system in the UK.

That includes our community of more than 11,000 volunteers who gave more than 100,000 hours of their time, and our donors and supporters who raised 98% of our income in 2024 to help us do whatever it takes to support people with cancer. We couldn't do the work we do without you. From everyone at Macmillan, we offer a heartfelt thank you.

2025 will be a defining new chapter in Macmillan's history.

We will continue to be there for everyone with cancer. That will never change. But we will do more in the places where people need us the most - developing new tools to help focus our work on the communities who experience the worst outcomes.

We will help make cancer care fair, for everyone, no matter who they are or where they live – working with trusted community partners to help build cancer awareness and support, while assessing every investment we make to ensure we reduce health inequities rather than deepen them.

We will deliver on our unwavering commitment to Equity, Diversity and Inclusion. We are all different, with a unique set of individual needs. The care people receive should reflect this.

We will make ourselves more accessible, tackle the difficult issues and work with our partners to revolutionise care for people with cancer, both now and in the future.

We will dare to imagine, then work to deliver, a world in which no one with cancer is left behind.

Gemma Peters
Chief Executive Officer

Richard Murley
Chair of Board of Trustees

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2024 at a glance

In 2024 we were there for millions of people affected by cancer. Our nurses and advisers were just an email, message or phone call away. Our Macmillan Professionals worked on wards and in clinics right across the UK. Our Online Community was active 24 hours a day, 365 days a year.

Macmillan is here for everyone with cancer in the UK. And 2024 shows how our commitment to that will never change.

In total, we reached 2.4 million people affected by cancer across the UK in 2024[2].

We supported 484,000 people living with cancer with information and support about their diagnosis, treatment and care, via our telephone Support Line, information centres, Online Community, website, email support and telephone Buddies service - this is a 21% increase compared with 2023 where we supported 401,000.

> This includes 286,000 people who found support through our Online Community, which is more than double the same number as in 2023, 138,000 people with cancer.
>
> It also includes more than 105,000 people with cancer who visited one of our Macmillan information centres at hospitals and community settings across the UK, which is a 9% increase on 2023. The 2023 total was 97,000 people with cancer.

We continued to grow the amount of cancer information we provide in accessible formats, and in 2024 we saw:

- More than 14,000 downloads and orders of our easy read cancer information.
- More than 11,000 downloads of our translated information.
- More than 2,200 plays of our audio book cancer information.

We supported health and social care professionals to deliver one or more electronic holistic needs assessments, also known as eHNAs, to more than 65,000 people with cancer, an 11% increase from 2023. An eHNA helps identify what someone living with cancer needs during their cancer journey and if needed will be followed by a care plan that sets out what support will be put in place to meet these needs.

Our brilliant community of more than 11,000 volunteers gave more than 100,000 hours of their time.

We raised £239.7 million thanks to the generosity of our amazing supporters - this was 98% of our total income.

We spent £150.4 million on supporting people living with and affected by cancer.

89% of people who had support from Macmillan gave us a highly positive rating, with 73% rating our support as 10 out of 10[3].

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How we spent our money in 2024

We spent £150.4 million on charitable activities in 2024 and £75.5 million on raising income in 2024.

We spent our money on:

Healthcare We funded and supported a range of health and social care professionals	**In total, we spent £31.4 million**
Financial support We provided financial support to help people who are struggling with the cost of cancer, including through Macmillan grants, benefits advice and financial guidance.	**In total, we spent £44.6 million**
Campaigning and raising awareness We campaigned for changes to improve the lives of people affected by cancer and raise awareness of issues most important to them.	**In total, we spent £19.4 million**
Information and support We provided people with information to help them make important decisions about their treatment and care.	**In total, we spent £38.0 million**
Practical and emotional support We helped people find the emotional support they need and get help with the practical issues arising from cancer.	**In total, we spent £17.9 million**
Learning and development This includes providing training opportunities for professionals, volunteers and people affected by cancer.	**In total, we spent £5.5 million**
Our in year charitable expenditure total was:	**£156.8 million**
Our prior year grant writebacks totalled:	**– £10.8 million**
Total discounting adjustments were:	**£4.4 million**
Our total expenditure on charitable activities was:	**£150.4 million**
Our total expenditure on raising income was:	**£75.5 million**
Our overall total expenditure was:	**£225.9 million**

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How we spent our money from 2021 to 2024

We spent £150.4 million on charitable activities in 2024. Spend, or expenditure, is shown in our accounts when it is incurred, rather than "cash paid".

In 2024, charitable cash paid totalled £182.8 million, which included payments on spend from previous years but paid out this year (largely on multi-year grants which are fully recognised in the year of commitment) and £1.7 million towards our Innovation Impact Investment Portfolio (which is shown as an investment on our balance sheet), as well as cash paid out on some in-year spend.

Following the deliberate spend down of our excess liquidity we reset our expenditure levels in 2024 to bring our spend in line with our income, however our charitable cash paid out in 2024 remained high due to payments made on commitments from previous years.

Our total charitable spend and charitable cash paid over the past four years can be seen here:

2021	Charitable spend = £171.6 million	Charitable cash = £151.6 million	Charitable spend = 73%	Charitable cash = 71%
2022	Charitable spend = £178.7 million	Charitable cash = £158.1 million	Charitable spend = 71%	Charitable cash = 68%
2023	Charitable spend = £184.9 million	Charitable cash = £191.2 million	Charitable spend = 70%	Charitable cash = 70%
2024	Charitable spend = £150.4 million	Charitable cash = £182.8 million	Charitable spend = 67%	Charitable cash = 71%

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How we raised our money in 2024

We raised £243.9 million in 2024 from our incredible supporters, grant income and income from charitable activities.

Legacy income Legacy income is from people leaving a gift to us in their will. The total for legacy income, which does not include discounting adjustments was:	**£106.3 million**
The discounting adjustment for our legacy income was:	**– £0.3 million**
The total legacy income amount was:	**£106.0 million**
Our total donation income was:	**£115.3 million**
This includes: **Fundraising events** Including national, challenge and local events, with a total of;	**£53.7 million**
Direct marketing This is money raised by activities like direct debit campaigns and mailings. The total was:	**£25.3 million**
Corporate income Income from corporate partners and supporters. The total was:	**£17.0 million**
General donations We raised lots of money from general donations by the public totalling:	**£11.8 million**
Philanthropy These are donations from trusts and major donors and total amount was:	**£4.8 million**
Local fundraising committees This is donation income raised and collected by fundraising committees in their local communities. The total amount raised was:	**£1.9 million**
Donated services and facilities This is the value of services and facilities donated to us. The total amount was:	**£0.8 million**
Grant income Income awarded by grant giving bodies given to support Macmillan initiatives. The total was:	**£1.0 million**
Income from charitable activities Includes income from our social investments, secondment income and other charitable income totalling:	**£3.2 million**
Trading activities Includes income from our raffles and lotteries, fundraising committee sales, online shop, licensing and other commercial activities. The total was:	**£18.4 million**
Total income before investment income:	**£243.9 million**
Investment income total was:	**£1.6 million**
Total income	**£245.5 million**

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Trustees' Report

Our 2024 Strategic Report: Making Better Possible

Macmillan and our evolution

In 1911, our founder, Douglas Macmillan, put it like this: "In one word we stand for betterness". We stand for the same thing today. We've spent more than 100 years helping people living with cancer and pursuing "betterness" in cancer care.

Back when we first began, it meant cycling to visit people with cancer at home, changing their dressings and delivering coal to keep them warm.

But as healthcare and the needs of people with cancer have evolved, Macmillan has too.

At every point in our proud history – including defining moments like the development of Cancer Nurse Specialists – we have continued to innovate and find new ways to make the biggest difference we can to the lives of people with cancer in the UK.

Today, cancer care faces some of the biggest challenges we've seen. We know that cancer can disrupt your whole life. We know it can be made worse simply because of who you are and where you live. We know that while people are living longer with cancer, not everyone has an equal chance of living well.

But we're here to change that.

In last year's annual report, we committed to:

- Improving our services and support to help more people with cancer get the care that's right for them, through innovating, advocating and working closely with our Macmillan Professionals.
- Reaching our income target by prioritising key fundraising activities such as gifts in wills, corporate partnerships and Coffee Morning.
- Developing and launching our new strategy for 2025-2030, shaped by the lived experiences of people with cancer, with a focus on tackling inequities in cancer care.
- Transforming how Macmillan works as an organisation, to improve the way we work together and be more efficient and effective.

Our strategic report includes just a few examples of what we did in 2024 to support people with cancer now. It also shows how we are connecting with new communities and partners, transforming what we do, and working to make sure we deliver 'betterness' in cancer care for the future as well.

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This is the story of Natasha, who was diagnosed with lung cancer.

"I knew about Macmillan...so I phoned up the Macmillan Support Line and said, 'help!' The nurse I spoke with was just amazing. She calmed me down. I'd come out of the consultation thinking 'what's next? What happens next?'

Knowledge is empowerment, and it helps you to have a little bit of control...Macmillan and the Support Line helped me to gain a little of that control back from a situation that had gone off the rails. I began to understand what was going to happen. At first, I'd written down all these notes...but I didn't understand any of it. The nurse on Macmillan's Support Line helped me untangle it all.

She said to me that I needed a route through it, like a pathway. She was able to explain what it meant and what was to happen next. She said, 'if you need us, we can help hold your hand throughout this.' To be quite honest, I've not had to go back to Macmillan, because that was all I needed. But no doubt I will come back to Macmillan when I need them again, because I am stage 4. At the moment everything is 'touch-wood' stable. I think it's when it's not okay, that's when we will call back Macmillan."

In 2024 the experts on the Macmillan Support Line supported on average more than 260 people affected by cancer every day.

Calling for a revolution in cancer care

Macmillan has a proud history of holding governments to account. During the 2024 Westminster General Election, we continued that tradition by calling for a revolution in cancer care.

Using our latest analysis, we outlined how UK cancer care was 'stuck in the noughties', with survival rates lagging decades behind other countries[4].

We warned that cancer waiting times across the UK were among the worst on record. We highlighted how, if UK survival rates matched the best in Europe, thousands more people with cancer in the UK would survive for at least five years[12].

And we invited the public to contact their local parliamentary candidates and ask them to commit to transforming cancer care if they were elected – championing this in Westminster, or within the governments of each devolved nation.

Our demand for a revolution in cancer care was repeated across more than a hundred pieces of media coverage and social media content, potentially being seen by up to two-thirds (66%) of Great Britain's adult population[5], and our message reached key government decision makers and politically engaged audiences.

Supported by our campaigners across the UK, we made it clear that cancer care was at breaking point and that better was possible. Our campaign helped achieve an

important breakthrough. The new UK government committed to delivering the national cancer plan for England that we called for.

Sbba, aged 54 from Slough, was diagnosed with ovarian cancer in 2022 and experienced challenges and delays from the very beginning. Sbba said:

"We need to see radical change. Short term solutions stuck over the NHS like plasters will just continue to crumble and fall off. Cancer doesn't just take a physical form, it weaves into you emotionally, financially and into every part of your life.

"I supported Macmillan's general election campaign to help call for the revolution in cancer care that people with cancer need to see."

Working with governments to transform cancer care

'The NHS is broken' was the bold statement from Wes Streeting MP as he started his new role as Secretary of State for Health and Social Care in Westminster.

But at Macmillan we know that cancer care has led the way before in changing the healthcare system for the better. We have driven the creation of Cancer Nurse Specialist roles. We've developed groundbreaking tools like electronic Holistic Needs Assessments and new ways of measuring what people with cancer think of the care they receive.

Together, with politicians and our partners, we are working to transform cancer care for a more hopeful future for people with cancer and their loved ones.

In **England**, the new UK Government invited us to be a member of their Expert Reference Group helping to shape the Darzi report - a whirlwind review that offered a raw and honest assessment of NHS performance in England to help inform a new 10 Year Plan for Health.

We shared what we hear every day about the significant problems facing people living with cancer. We called for radical change.

We called for cancer care to treat everyone equally. We called for cancer care to be shaped by the lived experiences of people with cancer and personalised to meet people's individual needs. And we called for cancer care to be led by a workforce provided with the right skills, capacity and resources to do the job.

In **Scotland**, we continued our ongoing campaign to improve cancer treatment waiting times. Speaking to the Scottish Parliament's Health, Social Care and Sport Committee, we outlined how one of the existing cancer waiting time targets had not been met for 12 years[6]. We highlighted the anxiety created for people through delays to their diagnosis and treatment.

In **Wales**, we took our call for personalised care to the Senedd's Health and Social Care Committee. Our evidence focused on the importance of holistic needs

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assessments – a tool for making sure people get care plans that are shaped to their individual needs.

And in **Northern Ireland** we helped launch a new Cancer Charities Coalition. Starting with six founding members, the coalition now includes 36 cancer charities. The group is dedicated to giving a voice to people with cancer and holding the Northern Ireland Executive to account on the delivery of its national cancer strategy.

As healthcare systems across the UK continued to face huge pressures, we made it clear that the time was right for cancer care to lead the way in improving things once again.

Having an open conversation through our sex and cancer campaign

Cancer turns lives upside down, every day, in so many different ways. The impacts are not always easy to talk about.

That is why, in a bold new campaign, we teamed up with the UK's leading sexual wellness brand, Lovehoney. This first-of-its-kind partnership highlighted how cancer can affect every part of people's lives, not least their intimate relationships and sexual wellbeing.

Led by the voices of people living with cancer, our 'We Need To Talk About Sex and Cancer' campaign aimed to encourage a more open conversation around the impacts a cancer diagnosis can have.

We knew from our research that around 700,000 people with cancer in the UK (23%) had serious concerns about sex, loss of libido or fertility because of their diagnosis or treatment[7].

But we also found that only around two in five (39%) of those who wanted help with concerns around sex or fertility have had any support[8], leaving tens of thousands of people with cancer to manage these issues on their own.

Our campaign was for everyone with cancer in the UK who has been 'suffering in silence' with concerns around sex and intimacy – facing low self-confidence and serious worries about their sex lives or romantic relationships, all without any support.

Giving a platform to award-winning Macmillan Nurses alongside Lovehoney's sexual health experts, we highlighted the importance of people getting personalised support that meets their individual needs – no matter how difficult talking about those needs might be.

Driving the conversation across a bold broadcast, print, social and digital media campaign, we helped put sex and cancer into the mainstream, empowering people living with cancer to have more open conversations.

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No one should face shame or feel too embarrassed to ask for the support they need because of a cancer diagnosis.

As of May 2024, our campaign had potentially been seen by more than one in three of Great Britain's adult population (38%) and 44% of those living with cancer[9].

Click this link to get more information and support on how cancer may affect sex and relationships.

Ellie, 23, who shared her cancer experience to help lead our campaign and encourage others to find support said:

"The sex and cancer campaign has been the best thing for me. It has increased my confidence and allowed me to meet others who have sexual dysfunction. Making me realise I'm not as abnormal as I think I am, and that lots of couples have a fulfilling sex life without penetration. Most importantly, it has finally made me feel proud and unashamed that I can't have sex. The campaign helped change my life for the better".

Sean, a Dad of four from Croydon, was diagnosed with prostate cancer in 2018. He is passionate about encouraging others to have an open conversation about the impacts a cancer diagnosis can have. Sean said:

"After I had finished treatment, I was, of course, so happy to be alive, but I was really worried about how my diagnosis would impact my sex life. I kept the conversation around sex really open with my doctor and that was so helpful. A few months down the line and the erectile dysfunction was a lot better. Fair to say that that definitely boosted my mood!"

Shaping care to the needs of ethnically diverse communities

Macmillan does whatever it takes to support everyone living with cancer.

However, we know that people from ethnically diverse backgrounds all too often report poorer overall experiences of their cancer care[10], and we must do more to help those communities who need us the most.

These communities may be facing gaps in culturally appropriate support, social issues such as deprivation, or additional barriers such as cultural taboos that make talking about cancer more difficult. In partnership with local communities, we are working to identify and then break down the barriers people face when accessing cancer care and support.

Together, we are developing a network of community volunteers who can help encourage more open conversations on cancer and cancer care. We are working to help make sure people can get the culturally appropriate support they need so that no-one with cancer gets left behind.

The Community Connectors project is just one new local initiative helping to tackle the inequity that exists in cancer care.

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Working across Sandwell, the Black Country and west Birmingham, the project brings together a new community-led partnership between Macmillan and the Bangladesh Islamic Association Smethwick, the Nishkam Civic Association, the West Bromwich African Caribbean Resource Centre, the Yemeni Community Association in Sandwell, and the Black Country Integrated Care Board.

Supported by a grant from Macmillan, this 2.5-year project employs a manager and five new Community Connectors from within our partner organisations and the communities they represent.

The team aims to reduce health inequity, increase people's understanding of cancer, and help improve outcomes and people's experiences of cancer care by helping people to get the personalised support they need.

Having officially launched in September 2024, the team is already demonstrating its potential to drive meaningful change.

More than 1,000 contacts made with people in the community between July and December 2024.

More than 40 people have had training to become a local cancer champion.

Ameena is of dual Yemeni and English heritage, and a Community Connector from Smethwick. In March 2024, she was diagnosed with stage 4 metastatic breast cancer. Ameena said:

"The seed for this project was planted when I saw first-hand the barriers that people from ethnically diverse communities can face."

"Living with cancer is not just about the medical challenges – it's about navigating a system that doesn't always meet everyone's needs equally."

"The cancer journey is difficult enough before you factor in things like language barriers if your first language isn't English, or the cultural and religious differences that may need to form a part of any open conversation about cancer."

"Cancer is a topic that's not always spoken about. And when it comes to making cancer a more normal conversation, it can really help to have it led by people from within the community. We know ourselves the best."

"I'll be here to my last breath to support and improve the cancer journey for others."

Tricia's story

Tricia Timms is a Cancer Information Nurse Specialist on Macmillan's Support Line.

"I started training as a nurse in 1984 working on various wards which led me to develop a special interest in cancer care. I worked as a nurse in the NHS for 38 years including supporting prostate cancer patients for 11 years followed by my role as a Macmillan Colorectal Cancer/Stoma Nurse Specialist. I joined the Macmillan Support Line in 2022."

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"I am one of approximately 70 nurses working on the Support Line. Everyone has extensive experience and a huge wealth of knowledge that we use to support those who contact us, for whatever questions they have or support they need in that moment."

"Macmillan's Support Line is there for people with cancer and their loved ones via the phone, webchat, emails and our Online Community 'Ask a Nurse' forum. We provide whatever support people need: from empowering them with information, sharing clear guidance and signposting to further resources, or helping them understand what is happening, to providing emotional support and being a listening ear when they need it the most. Every contact is totally unique, and we tailor our information and support in the way each person needs it."

"The Macmillan Support Line is open 365 days a year, 8am to 8pm. It's a safe, confidential space with a specialist on the end of the line who can provide support, listen and help in any way that they can. As well as our team of nurses, the Macmillan Support Line also has cancer information advisers and money advisers who provide additional vital support."

"To be able to know that we can support someone from afar, even though we are strangers, is hugely rewarding and provides great job satisfaction. I've loved all my nursing, and I can genuinely say it's a privilege to carry out my present role as a Macmillan Cancer Information Nurse Specialist and be able to help support people with cancer and their loved ones every day."

Creating cancer champions within the LGBTQ+ community in Northern Ireland

Everyone with cancer is unique, and their care and support should be too.

The Rainbow Project is the largest fully inclusive LGBTQIA+ organisation in Northern Ireland.

By working in partnership with them, we hope to address the healthcare inequities faced by people from the LGBTQ+ community who are living with or have been affected by cancer.

There is currently no dedicated LGBTQ+ support across Northern Ireland when it comes to cancer care, and the community faces distinct challenges.

There is a lack of consistency in how healthcare systems in Northern Ireland (and across the UK) record sexual orientation and gender identity, meaning targeted cancer prevention and screening programmes for the LGBTQ+ community are difficult.

There is also evidence to suggest the uptake of cancer screening may be lower among some people who are LGBTQ+ in the UK[11], which can lead to cancers being diagnosed later than they should be.

And there are social and cultural factors. A major 2017 Government-led survey found that people in the UK who are LGBTQ+ were on average less satisfied with their life

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than the general population. Many had experienced harassment, discrimination and a lack of acceptance or understanding of their personal identity[12]. Such experiences can make it harder for people to access healthcare or feel confident that healthcare staff will understand their individual needs.

Launched in August 2024 as part of our Cancer Champions initiative, the Rainbow Project has employed six staff based in Belfast and Derry, who are providing support throughout Northern Ireland.

The team is now focusing on improving people's knowledge of cancer, identifying and reducing barriers to screening and treatment, and encouraging people affected by cancer to share their stories in their own words to help improve local service delivery for others.

They will also be engaging with healthcare providers and screening services to raise awareness of the issues facing the LGBTQ+ community, by delivering Sexual Orientation and Awareness Training.

There were 53 community events either held or attended from October to December 2024.

More than 400 community members have been reached.

Fiona was diagnosed with a rare thyroid cancer in 2016, and now volunteers for the Rainbow Project and the Cancer Experience Panel in Northern Ireland, sharing her story to support others.

Fiona said:
"This partnership has the potential to break down barriers and help people to get the care and support they need."
"Support networks like the one provided by the Rainbow Project aim to provide comfort for people in their time of need, ensuring they feel cared for and listened to.
"I am determined to use my voice, and my own experience of cancer, to help medical professionals understand the difficulties people face when confronting a cancer diagnosis - especially when those people may face inequity in the cancer care they receive."

Cancer Champions

The Rainbow Project is part of our Cancer Champions programme – a series of community-led projects that are now live, right across the UK. The projects are led by our community partners, all of which are organisations who are well known and highly trusted within the communities they represent. The communities range from farming and fishing to faith groups.

Together, we aim to recruit a network of community volunteers, Cancer Champions who can support local conversations about cancer, reduce barriers to cancer care and support, and put the lived experiences of people with cancer at the heart of each project.

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Communities know themselves the best. By working with them, we aim to find new ways of making sure that everyone with cancer, no matter who they are or where they live, can get the information, care and support they need.

Closing the 'cancer care gap' for communities in Wales

We are committed to tackling 'cancer care gaps' wherever they might exist in the UK – gaps where the quality of care that people receive can vary depending on who they are or where they live.

Official statistics show that when it comes to cancer, mortality rates in 2021 were 54% higher in the most deprived areas of Wales when compared to the least deprived[13].

And according to a recent report from the Coalfield Regeneration Trust, the former south Wales coalfield area not only stands out as being particularly deprived, it is also home to almost a quarter of the total population of Wales[14].

Our partnership with the Coalfields Regeneration Trust on CRT Together is just one new project in Wales in which we aim to do more to support the people who need us the most.

The project employs a team of four local link workers. They offer people in some of Wales' most vulnerable and deprived coalfield communities a 'go-to' person who can help them navigate their care and access personalised cancer advice and support.

But deprivation is not the only issue that can create barriers to people having equal access to the cancer care and support they so desperately need.

The county of Powys in Wales is hugely rural. There is no local general hospital. People may need to travel for over four hours just to access cancer diagnosis and treatment services. Everyone is treated outside the county. People with cancer can face a desperately complex system of care as a result.

To help tackle this, we launched the Improving the Cancer Journey in Powys programme in partnership with the Powys Teaching Health Board and Powys County Council.

Together we are offering people with cancer a "what matters to me" conversation and using our combined skills and resources to help them get personalised cancer care and support as close to home as possible.

Through these projects we are working to address the barriers that can prevent people from accessing cancer care, and reaching people who are all too often left behind by the care systems designed to support them.

More than £3.5 million has been put towards closing the 'cancer care gap' for rural and deprived communities in Wales in recent years.

More than 4,600 people have been reached in former coalfield communities through at least 260 community events between October 2023 and early December 2024.

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Netty, 63, has been supported by Penny as part of the Improving the Cancer Journey in Powys programme.

Netty said:

"I was in a very dark corner, but then I met Penny. I can phone her up at any time and know she'll be there. She'll have the answers or find things out. When I'm in a dark corner it means I now have someone to hold my hand."

Working together to deliver personalised care in Scotland

Every day we see how cancer can impact on all areas of people's lives. Their relationships, jobs, finances and more. We also see how these impacts can affect some people more than others, and how we need to focus our efforts on supporting people with cancer who need us the most.

That is why, since 2013 with an early pilot project with Glasgow City Council, we have been working to make sure people can get the personalised care they need.

The Improving the Cancer Journey model is transforming the lives of people living with cancer, by focusing on the most deprived and economically vulnerable communities in Scotland.

People newly diagnosed with cancer are offered a session with a dedicated Wellbeing Practitioner. Using tools like Macmillan's electronic Holistic Needs Assessment (eHNA), people are offered a one-to-one conversation that can explore the 'whole person'. It covers people's physical, practical, emotional and financial wellbeing and, if needed, results in a shared care plan tailored around people's individual needs.

Just as importantly, Improving the Cancer Journey teams bring together a wide range of local partner organisations. It means people with cancer can be referred to the right people and get the right support to help them manage the complex challenges that can be created by a cancer diagnosis.

2024 marked over ten years of our unwavering commitment to ensuring everyone in Scotland could access a local Improving the Cancer Journey service, as well as the publication of the final evaluation on the roll-out of the programme by Edinburgh Napier University. We have come a very long way indeed.

Over the course of the year, we launched a further seven new services across Scotland, with positive feedback from both staff and people with cancer who have taken part in the programme[15]. From that single pilot project in 2013 in an area of greatest need, the programme is now expected to be operating across the whole of Scotland by the end of 2025.

It means our Improving the Cancer Journey model, which is targeted at reaching people within Scotland's most deprived communities, will be operating across all 32 Local Authority areas in Scotland.

It means more people with cancer will be able to get the personalised care they need, while receiving a joined up and coordinated response from all the partners involved in their care - from health boards to Local Authorities and health and social care partnerships.

There were more than 6,000 holistic needs assessments completed in 2024.

Between 2013 and 2032, Macmillan and the Scottish Government will have invested £27 million to extend Improving the Cancer Journey services to the whole of Scotland.

Together we aim to support 15,000 new patients a year across Scotland by 2026 through local Improving the Cancer Journey services.

Mary was referred to her local Improving the Cancer Journey programme by her nurse. She was able to access support such as psychologists, legal advice and helped to meet other people in a similar situation.

Mary said:

"People need to talk much more, share information widely. No single organisation can do everything, working in partnership is key. I know the Improving the Cancer Journey service will benefit many people, for me it is a real life-changer."

Facilitating peer-to-peer community and support through our Online Community

Our Online Community is an online cancer forum for people with cancer, as well as their loved ones and carers. It's a vital service where people can connect with others, share their experiences and provide support to others at any time of the day or night, 365 days a year.

In 2024, more than a quarter of a million people with cancer (a total of 286,000) found support through our Online Community, which is more than double the same number as in 2023. The total for 2023 was 138,000 people with cancer.

Here's how the community has supported four of our service users throughout their personal experience of cancer.

Brian's story

"My lovely Macmillan Nurse, whilst giving me my first hormone injection, suggested I join the Online Community for support. Although I don't use social media, I joined. I found the prostate cancer forum members to be a great bunch and soon made plenty of friends. In the Prostate cancer forum, we know when to be serious and when to have a laugh. We all rally round to help and support both new and regularly active members. People often ask me how I have managed to get through three years on hormone therapy with all the side effects. The answer is simple - I always look on the bright side of everything. It's been a hard three years but laughing (quite often at myself), has made it easier to cope with. For me, I believe a smile, a laugh, and a

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positive attitude is half the battle.

I would like to thank all the Community members in the Prostate cancer forum and to those I have met on other forums for helping me in my own journey. Everyone who contributes makes Macmillan's Online Community the success it is."

Jane's story

"Having a diagnosis of cancer can make things feel overwhelming and out of control and it is normal to feel anxious about what lies ahead. Along with support from family and friends, that the peer support that can be found through Macmillan's Online Community really helped me. Acknowledging the fear and anxiety, sharing it with others whilst getting support helped."

Lindsay's story

"The Macmillan Online Community is an invaluable source of support as I can connect with others going through the same experience and share the challenges I'm going through with people who truly understand. I've had so much empathy from strangers, it's reassuring and gives me support and hope".

Mike's story

"Having been diagnosed with 2 rare types of T-Cell Non-Hodgkin's Lymphomas back in 1999 then in 2013, it was not until I became involved with the Online Community in mid- 2017 that I actually connected with people with the same conditions for the first time. You are never alone on the Online Community."

Use this clickable link to find out more information and how to join our Online community.

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Celebrating and inspiring excellent cancer care

We know just how big a difference Macmillan Professionals make to the lives of people living with cancer.

In 2024, we estimate that our Macmillan nurses, support workers and palliative care nurses reached approximately 700,000 people living with cancer as they went through diagnosis, treatment, follow-up or end-of-life care. It's why we're committed to increasing our community of Macmillan Professionals in the future.

Our professionals go above and beyond, and the Macmillan Professionals Excellence Awards are an opportunity to celebrate their exceptional achievements.

The awards recognise those who have developed innovative new approaches, improved support, helped deliver more seamless care and the unsung heroes who every day are out there doing whatever it takes. The awards help inspire excellence and raise standards across the cancer workforce.

A few of our finalists from 2024 included:

1. **Anthony Thomas, Macmillan Neuroendocrine Cancer Clinical Nurse Specialist, Calderdale and Huddersfield NHS.**

Anthony has led a relentless campaign to establish a specialist neuroendocrine tumour service to address the growing needs of patients with this rare and underrepresented form of cancer.

His efforts have improved patient care, streamlined diagnostics, and raised awareness of the complexities of neuroendocrine tumours among healthcare professionals.

Anthony said:

"Every single person with cancer should have access to an equitable service. I'm just aiming to give people with neuroendocrine tumours the care that they are entitled to."

2. **Deaf Cancer Support Project with Self Help UK.**

The national partnership between Self Help UK and Macmillan aims to transform care for Deaf people with cancer who often struggle to access the vital support they need. Run by members of the Deaf community, for members of the Deaf community, the innovative service provides a range of practical and emotional support.

Claire Adshead, Deaf Cancer Support Manager said:

"Being an award finalist at the Macmillan Awards as part of the Deaf Cancer Support Project is indeed a remarkable achievement. It underscores the importance of creating specialised, accessible services for deaf individuals dealing with cancer—who often face additional barriers in healthcare communication and support."

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3. **East Dunbartonshire Improving the Cancer Journey Team, Greater Glasgow and Clyde NHS Trust.**

The East Dunbartonshire Macmillan Improving the Cancer Journey (ICJ) Team has pioneered a first-of-its-kind service at Low Moss prison, where cancer wellbeing practitioners provide vital support to inmates affected by cancer.

The service supports both inmates and their families, working to break down barriers, reduce stigma, and ensure equitable access to compassionate cancer care.

Connie Williamson, Macmillan ICJ Programme Manager said:
"We give prisoners time to speak candidly about their fears and worries, and each meeting opens up so many avenues for conversation. They are at a very vulnerable stage in their life, and we let them know that they're not alone."

Click this link to read more information about our Macmillan Professionals Excellence Awards and our 2024 winners.

Investing in innovation to transform cancer care for the future

Funding the new and supporting the 'never-done-before' can lead to improvements right across cancer care, helping us in our mission to reach everyone with cancer.

Social investing at Macmillan means we provide upfront financial support to projects that have the potential to improve the wider healthcare system and ensure people with cancer receive better care. Once the projects have been delivered, Macmillan is paid back the money which can then be reinvested elsewhere to help benefit even more people with cancer.

These services are all about transforming the care system. About creating the space that healthcare providers need to be able to innovate and deliver services that put the needs of people with cancer at the heart of how services are run.

For some people with cancer, the thing that matters most is being able to die with dignity and respect, in the place of their choosing.

That is why 2024 saw us continue to harness the power of social investment to help transform end of life care services across the UK, working in partnership with non-profit enterprise Social Finance.

That included a new Locality Team Service launched in May through St Luke's Hospice in Essex and the Harrogate End of Life Planning & Support Service (HELPSS) launched in August. More projects will be launched across the UK in the future, including our first investment of its kind in Wales.

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Across every investment, patients and their carers are actively involved in the co-design of the services and remain on hand to help advise on improvements to service delivery.

And across every investment, we continue to address health inequities, factoring in issues like ethnicity, disability and rurality to make sure everyone can access the support they need.

We've supported more than 5,000 people at the end of life with new services between January 2022 and December 2024.

We plan to invest a total of £36 million into End of Life Care services, with £12.7 million spent so far.

Craig, whose Nana Liz was supported by the Palliative Care Response Service (PCRS) said:
"We're hugely grateful to the Palliative Care Response Service and Palliative Care Helpline for helping Nana to remain at home, where she wanted to be. She was in control the whole time, and that was so important to her. Having the care team on hand meant we could be there for her as a family rather than her carers. Not that she'd have let us do anything for her though. She was independent until the end, and she'd have wanted it no other way."

The End of Life Care Together partnership is just one example of what social investment can help us achieve, and involves Highland Hospice, NHS Highland, Macmillan Cancer Support and Social Finance.

The Palliative Care Response Service provides timely access to social care at home. By coordinating access to urgent social care services, we aim to help prevent unwanted hospital admissions or accelerate discharge from hospital to help people to remain at home for longer.

An NHS Service Manager said:
"... the reinvestment concept... is spot on for sustainability and incentivisation. I am surrounded by so many smart people that can do marvellous things that can change the future, but they don't have the headspace or have access to the funds that can make it happen ...".

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How we raised our income

Our mission to do whatever it takes to help people living with cancer is only made possible by those who support us.

In 2024, 98% of our income came from the hundreds of thousands of people across the UK who donated money to support the vital work we do for people living with cancer in the UK.

In recent years, following the impact of soaring inflation and the cost of living crisis as well as the changing fundraising landscape as a result of the COVID-19 pandemic, it has become harder for Macmillan, and other charities like us, to maintain the same level of income as we had in previous years. However, thanks to the continued dedication of our supporters who held Coffee Mornings, hiked, ran or generously pledged a gift in their will, alongside our corporate partners who continued to rally their teams and customers to raise vital funds, our income has restored itself to pre-COVID levels.

As we move into 2025 and beyond, and the launch of our new strategy, we'll continue to seek new ways to inspire and galvanise support in order to future-proof and diversify how we raise income at Macmillan, while continuing to invest in our most successful fundraising events such as Coffee Morning and Mighty Hikes. Building a sustainable and diverse range of income streams will help ensure we are able to do whatever it takes to help every person with cancer get the best possible cancer care today, while sparking a revolution for cancer care in the future.

There is more information about our income and how we spend our money in the Financial Review from page 36.

Gifts in wills

Gifts in wills, which we refer to as legacy income in our Financial Review (see page 36) and our Annual Accounts (see from page 81), remain our largest income stream, generating 43% of our total income in 2024. In total, a record-breaking total of £106 million was gifted to Macmillan through gifts in wills last year, the first time in Macmillan's history that this total has surpassed £100 million in a single year.

Unlike many other ways people can support us, leaving a gift in a will is not an immediate form of giving but a decision often built over many years, and which serves as one of the final ways in which someone can be remembered – their legacy. In 2024, we received gifts from 2,939 people who kindly chose for Macmillan to be part of their legacy.

Every year we host a series of events to help people understand if leaving a gift in their will could be the right decision for them. We share more about Macmillan's work and how a gift left in a will could help us to ensure our support for people living with cancer can continue for many years to come.

In September, we brought together more than 100 supporters to the Central Criminal Court of England and Wales, commonly known as The Old Bailey. Guests learned more about the cancer care landscape across the UK, as well as the importance of having a will and some will-writing tips, before being offered a tour of Court Number One. These

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events are a small way Macmillan can thank those who have pledged, or are considering pledging, a gift in their will and to help keep them informed on the vital work Macmillan does for people with cancer.

Free Will Service

2024 marked five years of Macmillan's Free Will Writing Service. Supporters can write their free will through one of our partners – this can be done through a home visit, by visiting a branch, over the phone, video call, through the post or online. Between September 2019 and December 2024, more than 25,000 people who wrote their will using Macmillan's Free Will Service have kindly pledged a gift in their will to Macmillan. As of December 2024, we have received more than £4 million from the generous supporters who have used our Free Will Service and left Macmillan a gift in their will.

Coffee Morning

Macmillan's flagship fundraising event, Coffee Morning, raised an incredible total of over £17.1 million, with more than 52,000 people hosting a Coffee Morning in 2024.

With Macmillan Coffee Morning's 35th anniversary approaching in 2025, teams across Macmillan focused on enhancing supporter experience and recognition, engaging with new audiences and improving the sustainability credentials of the product and campaign to ensure Coffee Morning remains relevant, engaging and accessible for as many people to get involved with as possible.

Marcia Cunnison, from Wolverhampton, hosted her 10th Macmillan Coffee Morning in 2024, along with her sisters Julia and Sonia, family friend Doreen and mum Norma. They host a unique Caribbean themed celebration each year, often attracting more than 100 guests. Marcia has raised more than £9,000 for Macmillan.

The ladies lost their sister (daughter of Norma) Doreen, to leukaemia when she was just four years old and then three years ago, their uncle Elroy was diagnosed with bowel cancer when he was 68 years old.

Marcia said: "Macmillan were brilliant when our uncle was diagnosed with bowel cancer. He had a really positive, practical support from his Macmillan nurse and also help with finances. But it's not just the practical side of things, it's the emotional support too. When he had finished treatment and came out on the other side, that's when Macmillan really helped him."

"When Doreen passed away in 1968, there was nothing like the type of support there is available now. So many people are affected by cancer and these experiences have really strengthened and motivated us to keep fundraising for Macmillan, so people get the support they need. It's a reminder of why we do what we do."

"We do Macmillan Coffee Morning with a Caribbean twist! It really is a family affair. Our mum does the majority of the cooking as she's a brilliant cook and also supported by family & friends with their contributions. We have Caribbean food, Caribbean music, assortment of cakes, with games for the children in the garden. The support we get from local companies, who either sponsor us or give us raffle prizes is just amazing, it's a real community effort."

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Corporate partnerships

From staff fundraising events throughout the year and donating proceeds from sales, to working in partnership to deliver campaigns and services for people living with cancer, we work with corporate partners to reach new audiences, drive impact and bring about change that can be seen and felt by local communities. Our corporate partners provide vital funding that helps us to continue to do whatever it takes to support people with cancer, with income reaching over £17 million in 2024.

In 2024, we celebrated some key milestones with several of our long-standing partners. The years of commitment to support Macmillan has allowed us to recruit more Macmillan Professionals, bolster support for our front-line services, and much more.

National Garden Scheme: Celebrating 40 years in partnership

The National Garden Scheme is Macmillan's longest standing charity partner, celebrating 40 years of partnership in 2024. Each year, thousands of people across England, Wales, Northern Ireland and the Channel Islands open up their private gardens through the National Garden Scheme for members of the public to visit and enjoy. Through admission fees and sales of teas and cake, millions of pounds each year is raised for Macmillan and their other beneficiary charities.

2024 saw the partnership mark a significant fundraising milestone of £19 million to date, which over the years has funded over 150 nurses and three Macmillan care units in Bristol, Chesterfield and Y Bwthyn. To celebrate, National Garden Scheme and Macmillan held an afternoon of celebrations which was attended by guests including Macmillan nurses, National Garden Scheme garden owners, and National Garden Scheme's President, Dame Mary Berry.

Greene King reaches £20 million fundraising milestone

In October 2024, our partner, leading pub retailer and brewer Greene King, hit the incredible fundraising milestone of £20 million raised to date for Macmillan and people living with cancer. Since our partnership began in 2012, pub teams from across the UK have hosted local fundraising events, pub quizzes and Coffee Mornings, with others taking on extreme personal challenges such as scaling mountains and running marathons. Meanwhile, every customer who has ever shared their change into the collection tin at the bar, added a digital donation at the till or via the Greene King app have all played a vital part in achieving such an incredible amount.

Alongside the announcement, Greene King also published new research that reaffirms the importance of community that can often be found in people's local pub. The research highlighted that more than a third (36%) of UK adults said their local is a good place to get things off their mind, with casual social settings the number one place to open up and start a conversation about personal issues (29%)[16].

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Exploring exciting new event partnerships with HYROX

HYROX is the latest trend in fitness events, which sees crowds of fitness enthusiasts gather in large indoor venues to compete. Participants take on a circuit of tough physical challenges: running one kilometre, followed by completing one functional fitness exercise such as weighted lunges, which is then repeated a total of eight times.

Macmillan has been the sole charity partner for the HYROX event series in the UK since January 2023. Since then, people taking on the challenge have helped raise £3.9 million for people living with cancer in the UK, with an amazing £2.4 million raised in 2024 alone. The team have big plans to grow this, with a target of £3.7 million in 2025.

HYROX has big ambitions for its fitness events, including plans to grow the number of places available at their events in the future. We couldn't be more grateful to grow alongside them, and for the opportunity they have given us to reach even more people in the UK to raise awareness of Macmillan and the support services we offer.

Macmillan would like to extend an enormous thank you to all our corporate partners who continue to support us in our mission to do whatever it takes for people living with cancer.

Impact Investment Fund and Frontier Funders Club

In 2023, Macmillan launched its pilot Impact Investment Portfolio, where we pledged to invest £3.5 million until the end of 2025 in start-up businesses who are developing the latest groundbreaking innovations in cancer care technology. This new way of working meant we could be part of creating the future of cancer care, shaped by the views of people with lived experience of cancer, while also generating income over a longer period of time.

In 2024, the Impact Investment Portfolio became a permanent part of Macmillan's strategy to help spark a revolution in cancer for the future.

Throughout 2024, we made investments totaling £1.5 million into four companies:

- Lucida Medical and their pioneering AI platform, Pi™, which aims to improve the speed and accuracy of prostate cancer tests and could help to improve early detection and treatment and reduce the number of cancer-free patients going through more invasive investigative procedures, as well as potentially saving NHS time and money.

- Leo Cancer Care and the development of their upright patient positioning and CT imaging system, Marie®, which offers a "more human" way to administer radiation therapy to patients with a range of cancers, enhancing patient comfort while also potentially improving treatment accuracy.

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- BioTech company Oxford Cancer Analytics (OxCan) who are developing minimally invasive liquid biopsy blood tests for early cancer detection using a combination of the advanced study of proteins and AI, specifically focused on lung cancer, which is the number one cause of cancer deaths worldwide[17].

- 52 North, providing a second injection of funding for their Neutrocheck® device, which is a low-cost finger prick blood test and digital platform that provides a rapid and reliable result at home, helping doctors to identify patients at risk of neutropenic sepsis, an often-fatal side effect of chemotherapy treatment.

Alongside financial investment, we also facilitated product development sessions between three of the companies and people with lived experience of cancer who have signed up to be part of our Innovation Community. Bringing experts by experience into product development helps to ensure that the new technology and innovations we invest in really support and reflect the needs of those with cancer.

Our work to invest in the expertise of others is a prime example of how we are working differently: not only diversifying our income streams but helping to spark a change that will ensure even better cancer care in the future. Our Impact Investment Portfolio is an example of a long-term income stream. This means we make investments but won't expect to see financial return from those investments for several years.

Frontier Funders Club

We launched our Frontier Funders Club in 2024 with the ambition of bringing together an entrepreneurial community of individuals who are passionate about changing the future of cancer support, to collectively help fund the latest cutting-edge innovations in cancer care and treatment.

The Frontier Funders Club aims to raise a total of £2 million in the next two years, supporting pioneering solutions to some of the most pressing challenges in cancer diagnosis, treatment, and care.

Club members have the chance to meet the visionaries behind some of the innovations of our portfolio companies, discover first-hand the impact their support is having on the cancer treatment and care landscape, and the opportunity to use their skills and experience to support the growth of these initiatives as they gain traction.

This clickable link will help you find out more about our Frontier Funders Club.

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Improving how we work

Over the course of 2024, we ran an open strategy process that involved thousands of people and hundreds of conversations to help shape our bold new future.

It included people who are living with cancer, as well as colleagues, carers, volunteers, healthcare professionals and beyond. All kinds of people shared their input – people who know and love us, people who'd never heard of us, and even people who've been disappointed by us.

But the process doesn't stop there. Developing our new strategy helped us to understand how we can and must work differently to have an even greater impact.

At Macmillan, we are building a more meaningful approach to listening, engaging, and partnering with people and communities with a lived experience of cancer.

What we do will be shaped by the communities we serve.

Our Lived Experience Strategy Advisers

People with cancer are experts in their own lived experiences. In 2024, we appointed nine expert Lived Experience Strategy Advisers to sit alongside our Executive Team to review and advise on elements of our new strategy.

Their input was invaluable. Our advisers brought together diverse backgrounds, diverse experiences of living with cancer, as well as a diverse range of professional and decision- making knowledge.

Working with our Executive Team, they helped us to make sure the strategic decisions we needed to make would better meet the needs of everyone living with cancer.

They showed us that we need to do far more than just listen. We need to consider how we partner with people and communities to design solutions together – and we're committed to making improvements to work in this way in the future.

We are taking what we have learnt from our Strategy Advisers initiative to shape our plans for embedding lived experience into our longer-term governance structures and strategic decision making.

That includes recognising the sheer level of expertise, time, and knowledge that every individual contributes to the work of Macmillan when they engage with our work.

A crucial part of that will be creating and embedding a long-term payment policy that appropriately rewards and recognises the value of all participants, while at the same time removing any financial barriers to people's participation.

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Expanding the community conversation on cancer

We want to build deeper partnerships with communities across the UK and to understand their experiences of health and cancer care.

Throughout 2024, we began this work with our new strategy, hosting a series of community conversations with new community organisations, as well as our existing networks.

This was a vital first step in us beginning to build trust with communities that may not feel represented by Macmillan's services.

By funding community partners to engage their own networks, we wanted to begin a new and open conversation to make sure the work of Macmillan is shaped by communities themselves.

It is about creating opportunities that are tailored to the needs of communities and offering an 'open door' for people to meaningfully influence our work.

This means learning from where we are already working well with communities but also owning up to where we have got it wrong in the past.

Only by engaging communities more fully, will we be able to stop health inequities deepening any further.

Hear from two of our Lived Experience Strategy Advisers

Samina said:
"Reaching people and getting it right for communities can only be done by involving lived experience, which must be an integral part of Macmillan's work. Giving grassroots organisations the permission to be seen and heard."

James said:
"This is a new strategy. A new way of doing things. A baseline for the organisation to go from. I'd like to see more opportunities for people to have a seat at the table. Now it's started, I hope it will continue."

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Our plans for the future

The number of people being diagnosed and living with cancer in the UK is growing. Cancer turns lives upside down, and sadly we know that it can be made worse simply because of who you are or where you live. We're here to change that – and our new 2025 – 2030 strategy will help us to do it.

Through our new strategy, we will get everyone the best possible care today and spark a revolution in cancer care for the future.

We commit to doing whatever it takes to help more people with cancer get the best care the UK has to offer, whoever and wherever they are. And we commit to helping everyone living with cancer in the UK to get the support they need right now, while transforming cancer care for everyone who will be diagnosed in the future as well.

Shaped by the people and communities we're here to help

Thousands of people, including people living with cancer, volunteers, healthcare professionals, partners, colleagues and other experts, were involved in shaping our new strategy, helping us understand the biggest challenges and opportunities in cancer care right now.

What we heard:

- Waiting times are too long.
- The cancer care you get feels like a postcode lottery.
- There's a lack of knowledge on multiple conditions.
- People don't feel heard.
- There's not enough staff or emotional support.

Real focus for real change

We asked ourselves important questions: Who needs us most? Where are people really struggling? What are the biggest barriers to care that need to be solved?

Answering these helped us focus on what we need to change over the next five years.

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Our 2025-2030 strategy

Our strategic objectives are the key areas of work we will focus on over the next five years to keep us on track to fulfilling our ambition, and our 2025 plan outlines some of the steps we will take in the year ahead to help us get there.

These are:

1. Reach everyone, especially those who need us most

Too many people in the UK aren't getting the cancer care they need. Often, they're the ones who need us most. We must change how we support people with cancer, so we can stay on hand for everyone, while being a real force for good for those having the toughest times.

Our 2025 plan is to:

- Grow our community of Macmillan nurses, doctors and other healthcare professionals who give their patients the very best cancer care.
- Improve how many people we reach via our Support Line, website, and other information and support for people living with cancer and make it easier to use and more relevant for them.
- Innovate new services and ways to reach people who need our support the most.

2. Make cancer care fair for everyone

Right now, too many people are hit harder by their cancer diagnosis or left behind by services because of who they are. The differences between the very best and very worst care are unacceptable – we must change this.

Our 2025 plan is to:

- Help make cancer care services more accessible for everyone and improve the experience that those from marginalised communities have.
- Build our work with communities and community organisations to help make sure support reaches those who need it most.

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3. Offer better support for people who have cancer and other long-term conditions

Many people with cancer have other needs or health problems too. Arthritis, anxiety, hearing loss, diabetes and many other conditions make a difference to how cancer impacts them and the help they need. The NHS isn't joined up enough to offer more personalised care, so we must go further to get to know each person with cancer and get the right care for them. We'll look beyond their cancer diagnosis to other long-term conditions that affect their lives to offer the care they need.

Our 2025 plan is to:

- Grow our partnerships, research and work with healthcare professionals to ensure that people living with cancer as well as other conditions get personal support that is right for them.

4. Better care everywhere

Too many people aren't getting the treatment or support they need because it isn't available where they live, or it's only available for certain types of cancer. We must work with others to make sure everyone across the UK has access to the same level of care.

Our 2025 plan is to:

- Help Macmillan Professionals and others supporting people living with cancer to share and scale innovations and best practice.
- Work with partners to innovate and test what works to improve cancer care and share the learnings to help transform cancer care wherever you live.

5. Build public support

We will inspire and galvanise people through our charitable work to share their time, voice, and money with us to help us deliver care and support across the UK.

Our 2025 plan is to:

- Improve the experiences we give our supporters and volunteers to build our relationships with them and raise the vital funds needed to support people living with cancer.
- Explore new ways to inspire the public to support Macmillan in the future.
- Work with our generous Corporate Partners and Philanthropists who support Macmillan to design new ways they can help us deliver support for people living with cancer.

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6. Improve how we work

We will ensure our organisation is set up and operating efficiently and effectively to help us deliver our strategy and have real impact for the lives of people living with cancer.

Our 2025 plan is to:

- Improve how we involve people living with cancer in how Macmillan makes decisions, building on what we have learned from our open strategy process.
- Improve or replace some of our processes, technology and systems to help us work better and faster.
- Build on Macmillan's culture to make sure we are fostering collaboration across teams, bringing in diverse perspectives, testing new ideas, and working effectively with partners.
- Innovate and explore the potential benefits of new approaches and emerging technologies like artificial intelligence (AI) to help deliver better, more integrated cancer care services for the future.

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Financial review

How we manage the money you give us

Since 2018, Macmillan has operated a liquidity policy releasing over £100 million of additional investment to support people living with cancer. This planned use of excess liquidity has allowed us to operate with income and expenditure deficits for several years, responding to the increasing needs of those living with cancer especially during and after the Covid pandemic.

Over the course of 2024 and 2025 we planned to return to balanced budgets bringing our expenditure back in line with the income we generate. Thanks to a record breaking year for legacy income and a strong, overall fundraising in 2024, coupled with lower than planned spend, we ended the year with a £20 million operating surplus and are now operating within our liquidity target range of £55 - £85 million.

Transforming the organisation in a challenging financial environment

2024 was a transformative year for the organisation, which saw the development of our new strategy, changes to the way we work and reshaping the organisation to ensure we have the greatest impact for people with cancer. In parallel, we reset spending to ensure a stable long-term financial position in the context of a challenging external environment.

High levels of inflation have increased costs, meaning that goods or services costing £100 in 2018 would cost £126 on average in 2024, a 26% increase. Despite these pressures and thanks to our fantastic supporters, our fundraised income has remained consistently high, but it has not kept pace with inflation. This, combined with increasing demand for services and the challenges faced by the NHS, has meant several tough choices about where we focus our resources to deliver the greatest impact.

We made strategic choices to do fewer things better. This included a significant reduction in the size of the organisation, ensuring we are set to deliver our new strategy and operate more efficiently in the future. Collective consultations took place across 2024 resulting in a reduction in our headcount of 26%. The transition delivered headcount reductions of £4.6 million, after allowing for redundancy and termination costs of £7.6 million and will deliver substantial annual cost savings in the future of £27 million a year moving forward.

Our income

Despite the continuing challenging fundraising landscape felt throughout 2024, we generated income totalling £245.5 million, an increase of 6% from 2023, representing our highest income year since 2017. This is thanks to the generosity and loyalty of our amazing supporters, including those who kindly left Macmillan a gift in their will, along with the huge efforts of our volunteers and colleagues. 98% of our income (£239.7 million) continues to derive from fundraising activities from the public.

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Legacy and donation income

2024 saw Macmillan achieve a record-breaking year for legacies, breaking the £100 million mark for the first time, with an incredible £106 million raised. The investment we have made in our legacy strategy to support future income growth over recent years is clearly having an impact, and we saw exceptional growth in 2024 in part due to a substantial reduction in the backlog of probate processing via HM Courts and Tribunal Service.

Legacies were the main driver behind our 6% income growth this year, and they continue to be Macmillan's biggest single source of revenue, making up 43.2% of our total income, compared to 40.5% in 2023. With legacies continuing to perform strongly year on year, there has been an increased reliance on this income stream since 2019, when it accounted for only 34% of our total income. Although legacy income continues to form a core part of our income strategy, over the next 5 years, as part of the 2030 plan, Macmillan will be increasing the focus on diversifying income, looking at new income sources as well as scaling up some existing income streams, such as social investment income. You can find out more about our legacy work on pages 25 - 26.

Our donation income is made up of multiple income streams and totalled £115.3 million, a small decrease of £1.2 million from 2023. This includes income raised through national events, such as the Macmillan Coffee Morning, challenge events, corporate supporters, direct marketing, trusts and major donors, as well as income generated by our active volunteer fundraising committees across the UK. The decrease mainly arose from a reduction in corporate income due to the Omaze partnership in 2023 not being repeated in 2024, alongside smaller decreases across direct marketing and general donations.

2024 saw a strong performance on our flagship fundraising event, Macmillan Coffee Morning, which raised £17.1million, an increase from £16.8 million in 2023.

Our challenge events fundraising portfolio continues to grow in popularity with Mighty Hikes at the helm. Overall, our challenge events exceeded £30 million for the first time in its history, achieving £31.2 million.

Within that portfolio, Macmillan has added HYROX, the global fitness event, and are signed up as the exclusive charity partner. HYROX has really taken off during 2024, raising an amazing £2.4 million as supporters have taken on this challenge to raise vital funds for us. For more information on how we have raised money, see pages 25 – 29.

Our services and spend

Our priority continues to be to spend as much of our money as possible on achieving impact for people living with cancer. In line with a return to a balanced budget and move towards our new strategy, charitable expenditure reduced by £34.5 million to £150.4 million. The decrease was primarily due to a reduction in grant expenditure of £20.8 million to support the future strategic direction to move towards supporting communities, system change and social investments, with the remaining decrease coming from planned reductions to bring our expenditure in line with our income. Our strategic report on pages 10 – 35 explains what we did and what we achieved with the money we spent.

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We have seen positive progress with our social investment programme, with a further £2.5 million investment to St. Lukes Hospice entered in 2024. This investment aims to use social investment to re-design community-based end of life care in Mid and South Essex, which will increase the number of people receiving care at home and future proof services to meet the needs of a population that is aging quicker than the England average. Overall, we have now committed a total of £12.7 million through our end of life programme and increased our in-year spend from £2 million to £3.2 million. The expectation is that we will receive circa 85% of our investments back as outcome payments, which are paid to us when the service achieves its expected outcomes for cancer patients. This will then enable us to reinvest in other programmes and continue to scale up this activity.

Our work relies on the generosity and support from the public, and therefore it is very important that we ensure we maximise the amount of donated funds available to directly support our charitable activity. We measure this using both our charitable spend ratio and our charitable cash ratio, with the charitable expenditure ratio showing the proportion of spend on charitable activity. Our charitable expenditure includes our charitable commitments, which is the activity we are committing to, some of which will be paid in-year, and some paid in future years. Due to our overall reduced spend in 2024 and our intended move back towards a balanced budget, our charitable spend ratio fell from 69.7% to 66.6%, which is expected as our commitments fall from very high levels in 2022 and 2023 in the short term as we implement our new strategy. However, as part of our 2030 financial plan we aim to increase this back up towards 70% over the coming years, whilst ensuring our charitable cash ratio remains high.

Our cash charitable spend shows money we are paying out in-year on current charitable activity, which includes cash paid out on commitments made in previous years. Our charitable cash ratio, i.e. our proportion of cash spent on charitable activity, stood at 70.7% (in 2023, this was 70.4%) in 2024 as we continue to fund our previous commitments.

We have increased investment in our fundraising over recent years to support long-term income growth, however in line with the reduced overall expenditure, the cost of raising our income reduced from £80.3 million in 2023 to £75.5 million in 2024. We continue to monitor all our costs and fundraising activities to ensure we are making the best use of our resources.

More detailed analysis of our charitable expenditure can be found in note 11 to the financial statements.

Following the end of our lease at our head office in London, we relocated to a new, smaller office in London in August 2024 which better suited our needs in the post-Covid hybrid work environment. The move will produce savings for Macmillan of at least £1.5 million per year and supports our commitment to net zero. For more information on our progress and plans for environmental sustainability, see from page 55.

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Liquidity

Macmillan operates a liquidity policy, focusing on an appropriate level of liquidity rather than a targeted level of reserves, which reflects our operating model, and allows us to increase our impact on the lives of people living with cancer. Our policy is to hold adequate funds to enable us to react to any unexpected adverse impact on our finances.

We have an agreed liquidity range of £55-£85 million, recognising the seasonality of our cash balances and the need to hold varying levels across the year. This has been extended from the previous range of £60-£80 million. The target liquidity range represents the amount needed to maintain the organisation at a healthy position with enough liquidity to cover working capital needs, along with a 'contingency' fund which could be drawn upon in the event of a crisis. We choose to retain these funds in investments and cash which can be liquidated at short notice if required. Cash and other liquid assets are then held to meet normal day-to-day cash flow requirements.

Following the deliberate spend down of our excess liquidity over the last six years, we are now operating within our agreed liquidity range, and as at 31 December 2024, our accessible investments and cash totalled £68.2 million (in 2023, this was £92.4 million). Our financial plan for the coming years ensures we maintain liquidity at these agreed levels.

Despite a year-end surplus position, our liquidity continued to decrease during 2024, as planned, due to cash elements not included within our income and expenditure. This includes the growth of our legacy debtor, i.e. the legacy income which will be received as cash in future years, and continued cash payments on our grant commitments made in previous years.

Our year-end result and reserves

After several years of deficits, our reported in-year operating result for 2024 is an operating surplus of £19.6 million before investment gains. After recognising investment gains, we ended the year with a surplus of £21.1 million. The aim for 2024 was a balanced budget, so this was better than forecast, mainly due to a stronger year on fundraising than expected, combined with an some lower than anticipated spend.

As of 31 December 2024, our general reserves totalled £21.0 million, an increase of £20.1 million from 2023. Designated funds totalled £4.2 million, an increase of £1.8 million from 2023. Restricted funds totalled £14.1 million, a small decrease of £0.7 million from 2023. Total reserves stood at £39.3 million compared to £18.1 million in 2023.

As mentioned above, we operate a liquidity rather than a reserves policy, which sees the immediate recognition as expenditure of multi-year grant commitments. These grant commitments are held as short- and long-term liabilities on our balance sheet, which impacts our funds position. To ensure the charity has sufficient in-year assets to cover its in-year liabilities we use an in-year asset test as our secondary reserve measure. We have amended the way we calculate this measure during 2024, to exclude future legacy income and future-year grant commitments. Using this secondary reserve measure, our reserves level would increase from £39.3 million to £68.5 million (in 2023, this was £81.2 million).

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The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the going concern period, which is at least 12 months from the date of approval of these financial statement. The trustees have considered the charity's budgets, cash flows and liquidity, including potential downside scenarios, and the key areas of risk and uncertainty when making their assessment. Further details are given in the Going Concern section in note 1 of the financial statements.

Our investments

Fixed asset investments

Our portfolio is managed by Sarasin and Partners. The balance held with Sarasin is considered our 'contingency fund' which could be drawn on in a crisis, and therefore we have a low-risk investment strategy. Funds are held in short term bonds and money market funds, with the intention to hold these for more than one year. It has been agreed, as part of the overall liquidity range, that this must be maintained at a minimum level of £45 million. This strategy is reviewed on a regular basis to ensure it remains appropriate for the needs of the organisation. 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.

On 31 December 2024, our investments held with Sarasin totalled £45.3 million, a decrease of £5.6 million from 2023. Interest rates remained high throughout 2024, and our investments continued to perform well, with investment gains of £1.5 million recorded.

Our long-term fund, which includes the value of some residual holdings with our previous investment managers, JP Morgan Private Bank, stood at £0.7 million in comparison to £1.1 million in 2023 following a transfer of funds held as cash to the charity.

Impact Investment Portfolio

The Macmillan Impact Investment Portfolio was launched in 2023 with our first impact investment of £100,000. The portfolio aims to support the development and adoption of innovative solutions that have the potential to transform the lives of people living with cancer and are also likely to generate revenue for Macmillan.

We have continued to develop and grow this portfolio during 2024, with several new investments completed, with the balance of our investments on 31 December 2024 standing at £1.5 million.

Current asset investments

Additionally, we hold accessible funds in an overnight deposit money market fund for investment purposes, which can be used to meet ongoing day-to-day commitments if required. The balance of these funds stood at £17.3 million (2023: £32.4 million) on 31 December 2024. 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.

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Pension schemes

We operate a defined contribution stakeholder scheme for all eligible employees. Our defined benefit pension scheme was closed to new entrants from 30 April 2005 and closed to future accruals on 30 June 2010. This scheme is managed by an independent board of trustees, and the assets of the scheme are held separately from those of Macmillan Cancer Support.

Having been in a funding surplus for several years, the scheme trustees and Macmillan were able to review options for the future of the scheme to ensure the best outcome for members, and this culminated in a buy-in, through the liquidation of scheme assets and the purchase of a bulk annuity policy, with Aviva Life & Pensions UK Limited in July 2024, with the scheme benefits secured at a premium of £33.7 million.

The Financial Reporting Standard 102 (FRS102) valuation of our defined benefit scheme on 31 December 2024 showed a surplus of £3.3 million, a decrease from £9.3 million in the prior year, mainly due to the disinvestment of the assets and buy-in with Aviva.

Further information can be found in note 30 to the financial statements.

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A responsible and sustainable organisation

At Macmillan we do whatever it takes to ensure everyone with cancer gets the best possible support today, while sparking a revolution in cancer care for the future.

We have laid the foundation of our environmental, social and governance (ESG) approach within our new strategy, embedding key principles for how we work as a responsible and sustainable charity – by minimising our environmental impact, driving equity in our charitable work and inside our organisation, and by committing to efficient and ethical governance. We are committed to building on this progress so we can provide the best support for people living with cancer now and in the future.

Our approach:

Environmental	**Social**	**Governance**
We aim to minimize the environmental impact of everything we do. • We are committed to reducing or environmental impact. This year we took a significant step to reduce our impact by moving into our new highly sustainable London office. • We are deepening our understanding of our environmental performance and are actively taking actions to improve. • We continue to embed environmental sustainability into our operations and culture.	We protect & benefit all people within our organisation and in the communities we serve. • Equity and partnership with communities is at the heart of our strategy to ensure we support and transform the cancer experiences of marginalized communities. • As well as delivering essential support today, to all, we are investing in new and diverse models of sustainable change- including via social and impact investment aimed at long- term systems transformation. • We are committed to building an inclusive workforce which is representative of the communities we seek to serve.	We manage risk & enable efficient and ethical decision making. • We are building more representative and effective governance, including ensuring the participation of people living with cancer in our strategy development, through trustee recruitment and Board effectiveness reviews. • We are focused on responsible and ethical business practices for fundraising and our relationship with suppliers, customers, partners and others. • We identify strategic risks, which ensure the right focus to deliver the new strategy.

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Our People

Our commitment to Equity, Diversity and Inclusion

Equity, Diversity and Inclusion (EDI) must be at the heart of everything we do at Macmillan – from the people and communities we reach through our services and support, to building the right culture to support our colleagues do whatever it takes for people with cancer. We recognise that we haven't got it right in the past and still have a long way to go. But, we have an unwavering commitment to do better and strive for inclusive excellence to be at the heart of everything that we do.

Equity, Diversity and Inclusion matters

For people living with cancer.

Right now, too many people are hit harder by their cancer diagnosis or left behind by services because of who they are. The differences between the very best and very worst care are unacceptable. Our analysis of the 2023 national Cancer Patient Experience Survey for England suggests many people with cancer are reporting poorer experiences across several areas of care, particularly amongst some people who face the highest risk of health inequities, such as those with mixed or multiple ethnicities, and those from the LGBTQ+ community[10]. Meanwhile, cancer patients in England who are Black, LGBTQ+, autistic or have other long-term health conditions or a learning disability, are all significantly less likely to get the support they need with their health and wellbeing while receiving hospital treatment and face more barriers when it comes to involving their friends or families in their care[10].

This isn't fair and it isn't right. Everyone should have equal access to the very best care and support no matter who they are, who they love or how much money they have in their pocket. That's why it is critical that tackling health inequities is a key part of our new strategy. We believe that by focusing on addressing the barriers that are causing unacceptable gaps and inequity in the healthcare system and helping to improve outcomes for those with the poorest experiences, we will be able to improve cancer care for everyone. At Macmillan, we will do whatever it takes to achieve better cancer care for everyone, but we can't do it alone. In order to achieve real systemic change, it is everyone's responsibility to work together.

For our colleagues.

We are deeply committed to fostering an inclusive, equitable, and diverse organisation where every colleague feels valued, supported, and empowered. Over the past few years, we have focused on the building blocks every organisation needs in relation to Equity, Diversity, and Inclusion. For us to meet our ambition to reach everyone with cancer, our colleagues need to be supported to do their very best work. By building and championing a diverse and inclusive culture at Macmillan, we will better represent the almost 3.5 million people living with cancer in the UK[1]. We know at Macmillan that we need to work differently to how we have done in the past. Championing the diversity of our colleagues will help us innovate and go even further than we have before for people living with cancer.

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For our partners.
We want to foster a culture that prioritises Equity, Diversity, and Inclusion and the participation of marginalised communities, ensuring these principles are reflected in all aspects of not only Macmillan's work but that of our partners too. We believe that this cultural shift will support efforts to reduce inequities within the broader healthcare system.

What we did in 2024

We have continued to ensure that Equity, Diversity, and Inclusion is embedded into every part of Macmillan. Progress has been made over the last few years. However, we are still learning and adapting and will use our values to guide our ongoing work to ensure Macmillan is a truly inclusive place to work and thrive.

The EDI Working Group which consists of trustees, members of the Executive Team, and employee network chairs, has provided strategic oversight of our work on Equity, Diversity and Inclusion, to ensure alignment with organisational objectives, and guide the overall direction of the EDI strategy. One of the improvements made last year was to ensure key decision making boards have responsibilities for EDI in their terms of reference.

Despite a period of significant internal change, we were able to improve our inclusive recruitment practices through the introduction of our Delivering Excellence in Talent Acquisition framework, led by our Talent Acquisition team. As a result, we have been able to attract a more diverse pool of candidates and improve the diversity of our senior leadership. The use of partially anonymised recruitment and diverse recruitment panels helped us address bias, ensuring that the change process was fairer and more objective. In addition, Equity Impact Assessments were used during change process to monitor impacts of change on the make-up of the organisation.

As part of our open strategy process, we purposely involved a diverse range of people with cancer, and community groups we partner with, to ensure that our new strategy had Equity, Diversity and Inclusion central to its development. You can read more about some of the work we did in our Strategic Review on pages 10 – 35.

What we will do in 2025

We are committed to driving real change, working with our networks and colleagues at all levels to ensure that the culture is inclusive, supportive and values individuality and skills. However, there is still much work to be done to deliver and foster a workplace where everyone feels valued, heard, and empowered.

This journey is not about ticking boxes. Our leadership and trustees are focused on ensuring that equity is woven into every decision we make, so that Macmillan becomes a place where every colleague feels the difference of the work we have done and can thrive, and where our services are fully accessible to everyone living with cancer. This will be an important theme in our new People and Culture Plan which will be launched later in 2025.

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To further embed EDI, we are establishing an EDI Leadership Group. This will replace the EDI Working Group and will be led by a member of the Executive Team. It will also include input from our Colleague Networks, who have played a vital role in helping Macmillan to build an inclusive organisation.

We will also produce an EDI plan setting out our EDI priorities for people living with cancer, as well as our commitment to make Macmillan an inclusive workplace. We want our work in this area to be sustainable and support continuous improvement. To help us achieve this, we are establishing frameworks to monitor and evaluate the impact of EDI initiatives, ensuring that efforts to reduce inequities are sustainable and continuously improved. We will continue to work in partnership with our colleague networks and facilitate an increase their reach across the organisation so that we hear the diverse voices of everyone who works at Macmillan.

Our commitment to the Welsh language

We have worked with Comisiynydd y Gymraeg (the Welsh Language Commissioner) to ensure Macmillan is equipped to support their objectives of facilitating the use of the Welsh language and ensuring that Welsh is treated no less favourably than English in our work. In 2024, we worked hard to ensure we were fully compliant with the Welsh Language regulation and have continued to develop a range of Welsh language materials.

Transforming Macmillan for the future

2024 was a year of transformation at Macmillan - and a year which required us to evolve in order to respond to the financial climate we are operating in and to meet the growing number, and changing needs, of people living with cancer. We focused on ensuring we are set up in the right way so that our resources have the greatest impact, but this also meant making some big, and often difficult, decisions.

We achieved structural change in two phases of transformation and collective consultation. The first phase was to reduce our expenditure, while the second phase was focused on aligning our structure to our new strategy. Over 1,000 colleagues were impacted by the change proposals and of those, we supported 239 who chose to take voluntary redundancy. New roles were created, aligned to our new strategy, which enabled us to find alternative roles for 831 colleagues who were impacted, minimising redundancies where possible. However, unfortunately, we made 174 of our valued colleagues redundant. Combined, these changes resulted in reducing the size of our organisation by 26%.

Throughout this difficult year of change, we have closely monitored the percentage distribution of colleagues with protected characteristics who were impacted. This helped us ensure all colleagues were treated equally. By the end of the change programme, we saw a positive uplift for Disabled colleagues where representation has increased by 1.2%, while Ethnically Diverse colleagues has reduced by 0.6%.

Our colleagues are hugely passionate about Macmillan's work to support people living with cancer, and we know these changes took an emotional toll on people across the organisation. Our priority throughout the year was to provide support, with care and

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compassion, for colleagues to navigate these changes as best as possible and ensure wellbeing support was readily available for those who needed it.

Improving our culture for colleagues

To achieve our vision for people with cancer, we need to transform how we work internally. In 2024 we made a start on this through a people-focused workstream called 'Macmillan Citizens', involving small teams of subject matter experts and a diverse range of colleagues from Macmillan. We focused on three key areas:

- 1. Performance Management: we re-designed our approach to performance management and re-launched this to colleagues. We have a greater emphasis on linking individual objectives to the delivery of our strategy.
- 2. Skills and Capabilities: we are clear on the capabilities needed across Macmillan to deliver our new strategy and we have a clear plan to build the capabilities we need for the future.
- 3. Employee proposition: we began work to understand the culture that we have currently and to develop the vision for the future culture we need to attract and retain diverse and talented colleagues. This work continues into 2025 as part of our new People and Culture plan.

Reward Review

In 2024 we implemented a review of our overall reward and benefits offer, to create a more clearly defined reward structure, removing barriers and improving transparency. We worked with Willis Towers Watson to develop a framework which would encourage colleagues to develop and grow within Macmillan, whilst being fairly rewarded for the value and expertise they bring.

We also harmonised our allowance payments to better reflect other charities. We wanted to remain competitive in the market, but with benefit packages that were more affordable given considerable cost pressures.

Throughout all our 2024 changes, we kept inclusion at the heart of our approach, regularly assessing the impact of changes on protected groups, and considered the views of all colleagues, consulting collaboratively with Our Voice, our colleague representation group, and the Royal College of Nursing (RCN). We listened to feedback and outputs to proposals were shaped by this.

Gender Pay Gap 2024

Reporting on our gender pay gap is one of the ways in which we monitor the progress we are making to build a diverse and inclusive culture at Macmillan, where everyone feels supported and empowered to do their best work – including being paid fairly to ensure that everyone working here feels that they are valued and treated equally, as well as holding ourselves to account for continuing to improve.

Despite the name 'Gender Pay Gap Report', the analysis is based on a binary definition of sex – female and male - rather than gender because the regulations require us to report in this way. However, as part of our ongoing commitment to actively embrace colleagues of all gender identities, we want to acknowledge that some individuals may not identify with either 'gender' (sex) referenced in the report.

Our 2024 report[18] is based on data captured on 5 April 2024 and highlights both positive and negative changes. Our median pay gap, which measures the difference in pay between the middle-ranking female colleague and the middle-ranking male colleague, increased from 9.7% to 11.9%, which puts us in a similar position to 2022 and is extremely disappointing. In the same period, our mean gender pay gap, which measures average hourly pay, decreased from 12.2% to 11.0%, which is a positive result but remains an important point for us to recognise how far we have to go.

We have scrutinised the available data to get to the root cause of the issues behind our gender pay gap. The priorities set out in our Gender Pay Gap Report 2024 help focus our efforts on where we can have the greatest impact in addressing our gender pay gap. Some of the factors influencing the gap, such as current market conditions, remain outside of our control. But we are improving our understanding of the main causes of the pay gap to help us focus our efforts in making the changes that will make the most difference. 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; the introduction of a new Leadership and Management apprenticeship scheme; and the creation of targeted development plans for roles which attract a salary premium.

As 2024 was a year of transformation for Macmillan, 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. Our aim remains to ensure that 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.

By clicking this link, you can read our Gender Pay Gap Report 2024.

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Our supporters

At Macmillan, our supporters play a vital role engaging in a wide range of fundraising activities – from gifts left in wills to corporate fundraising, taking part in challenge events and hosting Coffee Mornings. In 2024, more than 650,000 people fundraised for, or donated money directly to Macmillan. And we know the total number of people who supported us with a donation in 2024 will be even higher, as this figure does not include all the people who supported someone else's fundraising efforts. In fact, one in seven people in the UK (14%) say they donated money to Macmillan in 2024[19].

Responsible and ethical fundraising

We work with professional fundraisers through agency partners who deliver door-to-door fundraising and at private venues on our behalf. We are also generously supported by a number of businesses who make a contribution to Macmillan from the sale of their products or services.

We want everyone we interact with to feel free from undue influence when they consider donating to Macmillan. 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 colleagues 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 policies, which form 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 policies. 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 through call monitoring and mystery shopping. This ensures our standards remain high and we treat our supporters well. 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 are registered with the Fundraising Regulator and are committed to meeting the standards in its 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 2024, there were no complaints logged with the Fundraising Regulator against Macmillan.

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Using feedback to improve

Feedback is incredibly important to us at Macmillan to ensure we hear from people on what we've done well and how we can do better in the future. We use feedback to inform continuous improvements in the experiences of all those who interact and engage with Macmillan, including those who support us, people living with cancer and our volunteers (see pages 50 - 51 to read more about how we support our volunteers).

We aim to respond to every complaint or piece of negative feedback that we receive through our complaints procedure - and to do so with respect, sensitivity and compassion. We are committed to maintaining high standards, so we closely follow sector guidance and best practice, including guidance from the Charity Commission.

In 2024 we managed a total of 3,721 complaints, 2,620 of which were specific to our fundraising and marketing operations (our complaints process for volunteers is managed separately and not included in these figures; more information can be found on page 50). This is a 13% decrease on the 4,268 complaints received in 2023, of which 2,532 were specific to our fundraising and marketing operations. We also received 3,518 comments on social media where dissatisfaction with Macmillan was expressed, marking a 33% decrease from 2023 (5,245 comments). The key themes we identified through our complaints process were: a need for improvements to some of our Macmillan services and fundraising events, Executive team salaries, and content linked to some of our fundraising events that some of our supporters found insensitive. We also received feedback that we needed to make improvements to some of our support services and communications, and while this remains a key theme, we have seen a reduction in overall complaint volumes on this compared to 2023.

In 2024, we took steps to address some of the common themes from our customer complaints and feedback received in 2023 including reviewing how we can offer better support and communication and continue to make changes and improvements to our services and fundraising events. We launched our new online search "In your Area" to help people with cancer better navigate the different support and services they can access in their local area. We also introduced new and improved ways to communicate and support people who want to raise money for Macmillan across multiple fundraising events, ensuring they feel recognised and valued for their support and loyalty, while being able to stay up to date with the latest events.

We tested new processes to thank our customers for their support and donations more quickly, and our supporter care team also introduced new systems to help reply to enquiries quicker.

In 2025, we plan to continue to work across Macmillan to gather, interpret and take action on customer feedback. We will continue to increase our understanding of everyone who receives our support or helps support our work as well as conduct testing of new supporter loyalty surveys to enable us to better improve the experiences of those giving their time or money to Macmillan.

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Volunteers

We work with a community of dedicated volunteers who play a vital role in helping Macmillan achieve its mission for people living with cancer. Thank you to the 11,634 volunteers who gave us almost 110,000 hours of their time in 2024. We couldn't do what we do without you.

In 2024, our volunteers gave their time and support in a number of ways, including:

- Supporting at more than 100 events from Kiltwalks in Aberdeen to Mighty Hikes on the Cornwall Coast – and everything in between.
- Volunteers from our corporate partners, including La Roche-Posay, Santander and Welcome Break, who delivered more than 3,000 wellness packages to people living with cancer in their local communities.
- Microvolunteering: a new volunteering offer for 2024 that allows volunteers to give smaller chunks of their time in volunteering activities or in their local communities.
- Helping to deliver vital services and support to people living with cancer including those at our Horizon Centre and through our Macmillan Buddy service.

Changes to services

Macmillan Buddies

In 2024, our Buddies scheme was able to provide vital peer support to 3,662 people living with cancer in the comfort of their home, listened to and supported by one of our 1,000-strong network of Macmillan Buddies.

However, in order to be able to support the growing numbers of people with cancer in the UK against a challenging financial environment, we had to make some tough but important choices to focus our efforts and ensure every pound we spend has the biggest possible impact for as many people as possible. While our telephone and digital buddy support will continue, we made the decision to close our face-to-face Community Buddy service at the end of 2024.

We know that our telephone and video channels offer more flexibility and are more accessible for most people, than face-to-face support. Our data shows that in 2024, over 80% of the 3,662 people with cancer who we helped through our Buddy service were supported via telephone only. This is an increase of 5% from 2023 where 75% of the 3,581 people with cancer who we helped through our Buddy service were supported via telephone only. By continuing to focus on the support we give on the phone and video calling, this means we will be able to expand the service as demand increases and reach more people in the future.

Microvolunteering

In 2023's Volunteer Experience Survey, many of our volunteers told us they would like a more flexible approach to volunteering. We listened to this feedback and in early 2024, we launched microvolunteering – simple, quick tasks that can be done from home or in the local community to make volunteering with Macmillan more accessible and easier to engage with.

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In 2024, 679 volunteers completed more than 1,100 microvolunteering activities. From spreading the word about our campaigns, delivering 80,000 Coffee Morning leaflets in their local area, writing thousands of thank you cards, and much more – our microvolunteers gave just a little time and together helped us to achieve a big impact.

Volunteer experience

We regularly recognise and celebrate our volunteers and all that they do for Macmillan and people living with cancer. We do this through our annual Thanks to You Awards, and our Macmillan Moments recognition scheme, which is designed to celebrate the everyday meaningful and impactful things our volunteers do.

This link will tell you more information about Macmillan Moments.

We actively engage with volunteers and seek their feedback through a range of channels. We operate a formal complaints and feedback process, and, in 2024, we received 139 complaints (compared to 159 in 2023) that were categorised as being related to volunteering or raised by one of our volunteers. These mostly related to the phasing out of face-to-face support within the Macmillan Buddy service, gaps in volunteer support, the ending of Coffee Morning fundraising collections in M&S and Costa Coffee stores, and administrative and technology related issues. Our 2024 volunteer experience survey received 503 responses. 88% of volunteers told us that their overall experience of volunteering at Macmillan was very positive or positive, and 86% of volunteers are likely or very likely to recommend volunteering at Macmillan to others. 24% of respondents told us that they faced barriers to volunteering, including:

- A lack of volunteering opportunities in their local area.
- Not being able to meet with Macmillan staff or other volunteers for support.
- Difficulty navigating digital systems.

In 2025, Macmillan will seek to address these barriers through continued development and implementation of our digital and financial exclusion action plan, further expansion of our microvolunteering offer, as well as continuing to work alongside the UK Volunteer Forum to explore how we can continue to improve the volunteering experience at Macmillan.

Macmillan Professionals

In 2024 the number of Macmillan Professionals continued to grow, with a total of 10,881 posts spanning a wide range of roles across the UK's cancer workforce.

We continued prioritising our support offer, our support offer, ensuring they have what they need to provide the best possible support to people living with cancer. In addition to our support resources and platforms, we engaged directly with 81% of Macmillan Professional teams throughout 2024 on supporting service improvements, providing opportunities to come together in Communities of Practice, through webinars and engagement events across the whole of the UK, as well as our National Professionals Conference held in Cardiff. We also celebrated some of their amazing work through our prestigious Professionals Excellence Awards.

You can read more about our Professionals Excellence Awards on pages 22 – 23.

In 2024, we invested £596,000 in over 700 grants to Macmillan Professionals to fund education, wellbeing and development opportunities. We made sure the voice of our Professionals was a key part of the development of, and continues to be at, the heart of our new strategy, and we plan to grow our Professionals community so that even more people with cancer can benefit from their support and care. In order to do this in the most effective and sustainable way, we're developing a new membership offer which we will be inviting Professionals to help us shape in 2025.

Safeguarding everyone's welfare

We treat safeguarding and the welfare of our colleagues, volunteers and everyone who receives our support with the upmost priority. Everyone has the right to protection from any form of harm and abuse, and as individuals, we all have a moral responsibility in preventing abuse from taking place and reporting safeguarding concerns. As an organisation, we take our role seriously in advocating and supporting the welfare of our people, as well as supporting our colleagues and volunteers to recognise safeguarding concerns and know how to act accordingly.

A range of teams across Macmillan can be involved in responding to and reporting safeguarding concerns, and in 2024, Macmillan's specialist Safeguarding team delivered more than 250 hours of training to colleagues and volunteers. This included:

- Providing compulsory safeguarding training for 609 new volunteers.
- A focused roll out of Suicide First Aid training to colleagues working on the Macmillan Support Line.
- Ensuring all colleagues in external-facing roles at Macmillan such as Macmillan Support Line Services and Online Community teams, Volunteering, Supporter Care, and Communications teams received safeguarding training within the first three months of joining Macmillan.

The Safeguarding team also remained a critical point of contact for colleagues and volunteers needing additional real-time advice and emotional support, providing a listening ear via our Safeguarding phoneline 24 hours a day, seven days a week. In 2024, the Safeguarding team had 918 direct calls from staff and volunteers requesting support and guidance, down 10% from 2023. Requests for support regarding suicidal disclosures, mental health and domestic abuse remained within the top five concerns disclosed. The volume of calls from colleagues requiring personal support for themselves remained consistent at 14% of total calls to the Safeguarding team over the course of the year, with noticeable peaks coinciding with Macmillan's change programmes. We recognise it was an incredibly difficult year for colleagues at Macmillan, and we ensured the Safeguarding team remained an unwavering and objective point of support for those who needed it.

In 2025, the Safeguarding team will be working with stakeholders across the organisation to review our Safeguarding Policy, maintaining our core training offer and continuing the roll out of Mental Health and Suicide First Aid training to colleagues with external-facing roles, as well as developing and delivering Domestic Abuse awareness for people managers.

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In Memory

In 2024, we lost a number of friends to Macmillan. Here we fondly remember just a few of the countless people whose memory and legacy will live on in our work.

Conor McNish-Lane: Conor, who lived and worked in London and was married to Helena, was a much-loved and inspiring colleague. Born and raised in Ireland, he provided comfort and advice on the Macmillan Support Line before helping others to share their stories as a Communications Coordinator in our Stories and Voices team. He was a talented print journalist and broadcaster, a loving husband and son, and a prominent cancer activist who, during his treatment, raised tens of thousands to help Macmillan support others. Conor died in May 2024, after living with Ewing sarcoma, a rare form of bone cancer, with strength and dignity over the course of eight years.

Jeff Goodman: Jeff won the Douglas Macmillan award in 2019 for services to fundraising and was a long-standing volunteer with the Holmfirth Fundraising Committee. Jeff gave his time in abundance. He inspired others to give, and to seek support. He also loved and found so much satisfaction in supporting people with cancer at his local Macmillan information and support centre, where he volunteered regularly for many years.

David Peake: David was our 'With Strength' winner at our 2024 Thanks to You Awards, which recognised the time, energy and experience he contributed to Macmillan to help people affected by cancer. He volunteered with our Philanthropy team, where his dedication and optimism never failed to inspire those around him. Alongside his daughter he completed the challenge of a Macmillan Mighty Hike, even though he was undergoing cancer treatment. His determination to support Macmillan, following the care he received himself, remained right to the very end.

Dorothy & Tony Bonser: Much loved founders of Macmillan South Ribble Fundraising Group.

Kim Burnage: Dedicated member of the Leighton Linslade Fundraising Committee.

Jana Ejoh: Valued member of our Service Operations team who had a lasting impact on all who worked with her.

Susan Fillary: Cherished member of the Ribble Valley Fundraising Committee.

Annemarie Kerr: A dedicated nurse on our Support Line and a very special member of our Professional Development & Knowledge team.

Audrey Lee: Much-loved member of the Holmfirth Fundraising Committee.

Fiona Munn: A treasured member of our be.Macmillan team who was committed to promoting our services.

Steve 'Ferringo' Rogers: Music lover and founder of the Ferringo Fest fundraiser.

Pete Twist: Much-loved musician and "Mac the Monkey" fundraiser.

Julian Fiano: A tireless storyteller and Macmillan campaigner.

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National Honours

From everyone at Macmillan, we offer our congratulations and thanks to those whose efforts have been recognised with national honours from His Majesty King Charles in 2024. From healthcare professionals delivering the very best in care, treatment, and support, through to fundraisers, volunteers and advocates passionate in making their voices heard, we are always in awe of the tireless dedication and work people are willing to do to improve cancer care for others.

Enoch Kanagaraj awarded OBE for services to charity. Enoch is the founder of One Vision, a community cancer support charity based in Watford that Macmillan partnered with in 2024 to help bring local support to people affected by cancer.

Erin Kennedy awarded OBE for services to breast cancer awareness and rowing. Since her own breast cancer diagnosis, Erin has been a strong advocate for people living with cancer and has also worked in partnership with Boots and Macmillan Cancer Support to raise awareness of early menopause caused by cancer treatment.

Nathaniel Dye awarded MBE for his work as a cancer awareness campaigner and advocate for an improved NHS. Since being diagnosed with stage four bowel cancer, Nathaniel has raised more than £37,000 for us through challenges including walking from Land's End to John o' Groats and running the London Marathon while playing the trombone. He has also helped to raise awareness and urge more people to learn the signs of cancer and see their doctor early if experiencing symptoms. You can read more about Nathaniel and his experience of cancer on page 2.

Mavis Paterson awarded BEM for services to charitable fundraising. Known affectionately as Granny Mave, she has fundraised for Macmillan for over a decade including marking her 85th birthday with a 1,000-mile fundraising cycle around Scotland.

Jo Taylor awarded BEM for services to breast cancer patients including her work as a tireless advocate for people living with metastatic breast cancer. We are incredibly grateful for Jo's support for our partnership with Boots and the Boots Macmillan Beauty Advisers.

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Environmental Sustainability

Macmillan is committed to becoming a more sustainable organisation and is actively taking steps to minimise the environmental impact of everything we do. Over the last year, we have continued to build a strong foundation, taking action to reduce our emissions and embed environmentally sustainable practices into all that we do, including where and how we work. As we launch our sustainability strategy in 2025, we will continue to prioritise and make progress against our goals and targets.

2024 actions:

- In August 2024, Macmillan relocated its London office, transitioning from seven floors into one accessible floor. The new building offers sustainable credentials such as using 100% renewable electricity, rainwater harvesting and high-performance glazing for temperature control. When moving offices, we worked on the principle of minimising the environmental impact, with approximately 80% of furniture and fittings from our former premises reused, repaired or reupholstered for the new office with over 1,100 items valued at more than £600,000 donated to local initiatives, schools, local charities and social enterprise and the remaining 20% were recycled.
- We developed an environmental sustainability dashboard to provide a more robust and transparent view of our environmental performance, enabling us track progress. The 2024 results of our dashboard have been independently verified.
- We worked with a partner to undertake an energy assessment, to develop an energy efficiency action plan as part of our compliance with the Energy Savings Opportunity Scheme (ESOS).
- We strengthened our responsible procurement practices, building environmental standards into our due diligence framework and supplier code of conduct.
- Macmillan joined as a member of a newly formed charity sustainability network to share knowledge across the sector and collaborate for greater outcomes and impact.
- We continued to champion environmental sustainability amongst our colleagues through our Eco group, a community of eco-conscious people working at Macmillan. The group discuss ideas on how colleagues can become more eco-friendly at work as well as collaborate with Macmillan's sustainability team to champion environmental sustainability.

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Our priority actions to improve Macmillan's environmental performance in 2025 are to:

- Publish our sustainability strategy, outlining our emissions reduction plan and transparently sharing updates on our progress.
- Calculate our total emissions, setting reduction targets and a pathway to achieve net zero emissions by 2050.
- Improve resource efficiency, by measuring and developing targets to reduce energy, water, waste and increasing recycling rates across our buildings.
- Embed sustainability into our operations by refreshing our social and environmental impact policy, integrating into our decision making and continuing to build internal capability and awareness. Engaging with suppliers and partners on our sustainability commitments and standards, to reduce their greenhouse gas emissions.

Streamlined Energy and Carbon Reporting

Streamlined Energy and Carbon Reporting (SECR) requires some 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.

Scope 1 looks at the direct emissions from sources we own or control.

Combustion from gas (measured in tCO2e)	2020: 179 2021: 132 2022: 182 2023: 181 2024 location based: 119 2024 market based: 119
Total Scope 1 data (measured in tCO2e)	2020: 179 2021: N/A 2022: 182 2023: 181 2024 location based: 119 2024 market based: 119
Total in KwH	2020: No data 2021: No data 2022: No data 2023: No data 2024 location based: No data 2024 market based: 1,300,000

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Scope 2 measures indirect emissions from the generation of purchased or acquired electricity.

Purchased electricity (measured in tCO2e)	2020: 199 2021: 144 2022: 137 2023: 77 2024 location based: 55 2024 market based: 64
Transport – EV Car Allowance Drivers (measured in tCO2e)	2020: Not recorded 2021: Not recorded 2022: 1.1 2023: 1.2 2024 location based: 1 2024 market based: 1
Total Scope 2 (measured in tCO2e)	2020: 199 2021: 144 2022: 138 2023: 78 2024 location based: 56 2024 market based: 65
Total in kWh	2020: No data 2021: No data 2022: No data 2023: No data 2024 location based: no data 2024 market based: 265,800

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Scope 3 looks at SECR indirect emissions resulting from our employee and volunteer travel.

Transport – car allowance drivers (measured in tCO2e).	2020: 136 2021: 26 2022: 112 2023: 103 2024 location based: 78 2024 market based: 78
Private car mileage and hire cars (measured in tCO2e)	2020: 31 2021: 14 2022: 30.5 2023: 38.7 2024 location based: 26 2024 market based: 26
Business Travel (measured in tCO2e)	2020: No data 2021: No data 2022: No data 2023: 222 2024 location based: 96 2024 market based: 96
Total Scope 3 (measured in tCO2e)	2020: 167 2021: 40 2022: 143 2023: 364 2024 location based: 200 2024 market based: 200
Total in kWh	2020: No data 2021: No data 2022: No data 2023: No data 2024 location based: No data 2024 market based: 438,560

Note: The Scope 3 originally quoted for 2023 was 38.7tCO2e. Car allowance was reported under scope 1, which was incorrect, as the vehicles were not owned by Macmillan. This has been corrected in the table above and scope3tCO2e for 2023 is now 363tCO2e. The car allowance figures remain the same as previously quoted, but they have now been reported under scope 3 for all years.

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Total gross emissions (measured in tCO2e)	2020: 545 2021: 316 2022: 463 2023: 623 2024 location based: 375 2024 market based: 384
Emissions avoided by purchasing renewable electricity (measured in tCO2e)	2020: Not provided 2021: -18 2022: -17 2023: -8 Note: This figure has been corrected from previous year, as we were unable to evidence renewable electric consumption at our Shipley site. 2024 location based: -25 2024 market based: 0
Total annual net emissions (measured in tCO2e)	2020: 545 2021: 298 2022: 446 2023: 615 2024 location based: 350 2024 market based: 384
Total kWh	2020: 2,502,418 2021: 1,549,946 2022: 2,284,661 2023: 1,952,555 2024 location based: No data 2024 market based: **1,994,360**

Quantification and reporting methodology:

Our emissions and annual reporting are measured in line with the Greenhouse Gas (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. Therefore, energy use and emissions are aligned with financial reporting for the UK subsidiaries. The 2024 Department for Energy Security and Net Zero (DESNZ) 2024 carbon factors have been used to convert energy use to emissions of CO2e.

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Natural gas use at the Brighton Horizon Centre is based on actual data from invoices. For our previous London Albert Embankment office (vacated August 2024), some utilities were included in the rent, this has therefore been estimated using kWh intensity metrics sourced from the Chartered Institute for Building and Service Engineers.

Purchased electricity for the location-based method is calculated according to the average emission of the grid where the energy consumption occurs. This is the first – year of reporting using the market-based method; therefore, Shipley has been calculated based on the fuel mix provided by the management company

Electricity consumption at the Brighton Horizon Centre is from invoices. Our previous London Albert Embankment Office and Shipley office secondary data was available in the form of meter readings, with extrapolation applied to account for missing periods of readings. At Brighton Horizon Centre (since August 2023) and our new London office, The Forge (occupied since August 2024), we purchase 100% renewable electricity and have included a net emissions figure in our reporting.

Secondary data on car allowance drivers, hire cars, employee and volunteer business miles including monthly mileage per car, engine size and fuel type have been used to calculate emissions using relevant conversion factors. Business travel, for air and rail, was converted to emissions by our supplier. Business travel has been added to previously reported 2023 totals to provide an accurate comparison to 2024.

Engine size and fuel type were known and have been used to calculate emissions against the relevant conversion factors. Car allowance has been reported here under scope 3, as the vehicles are not owned by Macmillan.

Exclusions:
Macmillan offers a 6-desk serviced office for Glasgow employees. These are currently only used on occasion and there is inconsistent reporting of usage, therefore they have been excluded from calculations.

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Intensity Ratio

We report our emissions against full time equivalent (FTE) staff and income because these metrics are likely to align most closely to fluctuations in carbon emissions. The figures are as follows:

tCO2e per FTE	2020: 0.31 2021: 0.21 2022: 0.27 2023: 0.32 2024: 0.21
tCO2e per £ million income	2020: 3 2021: 1 2022: 2 2023: 2.69 2024: 1.45

Note 1: FTE = the "Full Time Equivalent" level taken at the end of each month. If a colleague only works two out of five days a week, they show as 0.4 whereas a full-time worker shows as 1.

Note 2: The tCO2e originally quoted for 2023 (1.7 per £m income and 0.2 per FTE) did not include totals for business travel. This has been included in the table above for 2023 and 2024 to provide a like-for-like comparison.

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Risk

Our approach to risk

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.
- meet regulatory requirements.

Risk is an inherent factor in our organisational decision making, and we currently operate within an acceptable level of risk-taking. We recognise the need to seek innovation and new opportunities to ensure we continue to evolve as an organisation and think differently when we need to, in order to do everything we can for people living with cancer. We take risk where we believe the benefits outweigh the risks, 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.

In 2024, we recognised both current and future challenges in the risk landscape including: major changes in government policy and health and social care structures; significant pressures on the NHS; the cost of living crisis and a decline in public spending; the focus on sustainability and the changing philanthropic landscape; the rise of AI and future technology; changing socio-demographics; geo-politics; an uncertain economic outlook; and a competitive charitable sector. All of these factors were carefully considered in the development of our new strategy.

Macmillan continues to evolve its vision to best support people living with cancer both now and into the future.

Risk planning

As part of our formal planning and review cycle, designated directorate Risk Leads assess risks within their respective areas of responsibility each quarter to input into the Risk Leads Group and agree these with their respective Executive Directors. Risk management has 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.

Management review

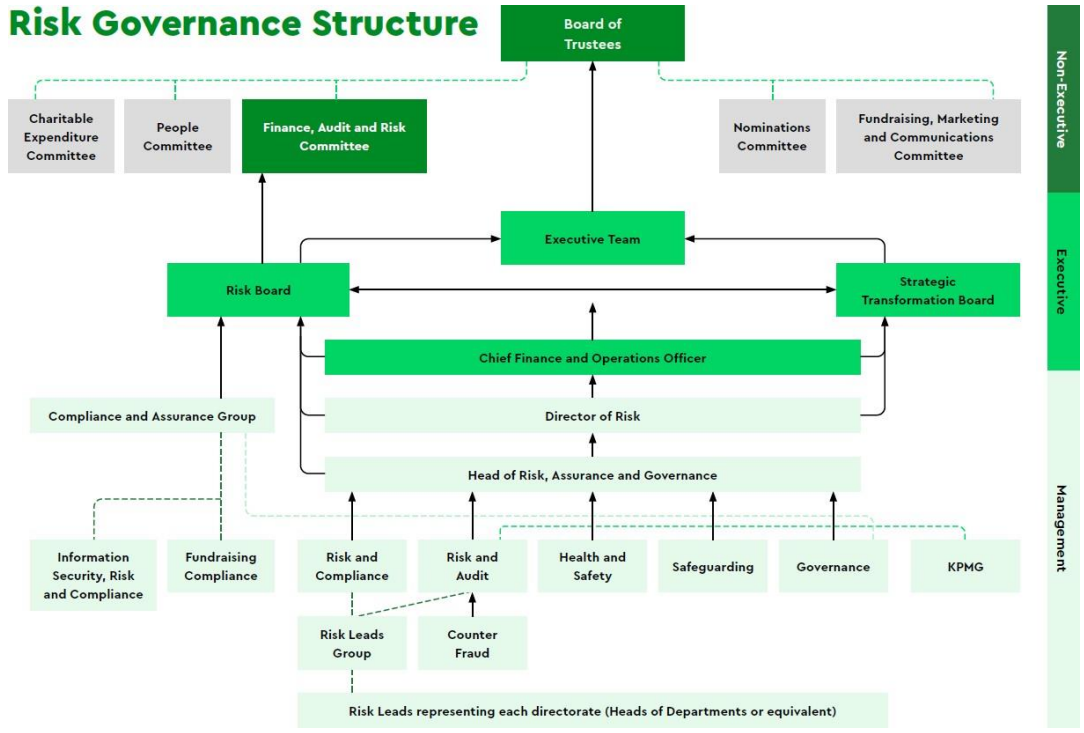
All risks are reviewed and scrutinised thoroughly – including monthly at a directorate level and quarterly by the Risk Board, to ensure we monitor all our corporate risks collectively on a regular basis. We also continue to regularly engage with our trustees, especially via the Finance, Risk and Audit Committee. Regular ongoing reviews of risk management plans inform our

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strategic planning, change management and operational decision making. They also feed into our assurance framework, including our annual internal audit plan and insurance programme. Our corporate risk register is an organisation-wide summary of our risk profile and corresponding mitigating actions to help leaders validate our performance and sustainability. This is shared with our trustees quarterly.

Risk governance

Our trustees and Executive Team recognise the importance of maintaining a strong system of internal controls, supported by risk management activities and assurance mechanisms, including internal and external audit. Whilst our Executive Team are 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 Executive Team are informed by our directorate leadership teams, the Risk, Governance and Assurance (RGA) division, the Risk Board, and the Risk Leads Group. The RGA team present updates to the Finance, Risk and Audit 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.



This diagram illustrates the Risk Governance Structure at Macmillan in 2024.

- At Management level, Risk Leads representing each directorate (Heads of Departments or equivalent) feed into Risk Lead Groups.
- The Risk Leads Group feed into the Risk and Compliance and Risk and Audit teams.

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- The Counter Fraud team reports to the Risk and Audit team.
- The Risk and Audit team feed into KPMG.
- The Risk and Compliance, Risk and Audit, Health and Safety, Safeguarding and Governance teams report into the Head of Risk, Assurance and Governance.
- The Information Security, Risk and Compliance team feed into the Fundraising Compliance team. Both teams feed into the Compliance and Assurance Group, which reports to the Risk Board.
- The Head of Risk, Assurance and Governance reports to the Director of Risk who Reports to the Chief Finance and Operations Officer. The Chief Finance and Operations Officer reports to both the Risk Board and the Strategic Transformation Board.
- At Executive level, the Risk Board and the Strategic Transformation Board report to one another as well as the Executive Strategy Team.
- The Risk Board reports to the Finance, Audit and Risk Committee.
- The Executive Strategy team reports to the Board of Trustees.

Moving into 2025, we will be revisiting our governance structures with a focus on understanding current barriers to decision making and how we can improve current processes to ensure they are recognise for the execution of our new strategy. In the first half of 2025, we will be designing and piloting a streamlined governance model which will increase empowerment of colleagues, improve agility, ensure accountability at all levels and integrate risk-based conversations into all decision making groups.

Our ambition is to ensure that:

- All colleagues are thinking robustly about recommendations made to decision makers.
- Teams feel confident in their autonomy to make decisions.
- There are opportunities beyond decision making forums to consult and think about risk.
- There are clear guidelines and processes embedded into decision making at all levels.
- We include diverse and inclusive perspectives.

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Strategic risks

As part of our commitment to setting ourselves up with the best possible chance of success for achieving our new strategic objectives, a set of seven strategic risks have been identified that could impact our ability to deliver on these goals.

Accountability for each of these risks has been assigned to a member of the Executive Team.

Risk 1: The risk that we fail to bring key stakeholders, including partners, colleagues, and communities along with us in our strategic direction, which could lead to weakened relationships or inability to effectively implement Macmillan's strategy

Mitigation:

- **Strategic:** We are developing a new brand proposition and messaging framework to align communications and delivering an integrated macro- communications strategy that includes paid advertising, earned media and owned channels
- **Reputational:** We are running proactive engagement events through our engagement teams for Macmillan Professionals, corporate partners and philanthropists to communicate strategic direction and to showcase learnings and successes. These include 'strategy in action' case studies in communications to reinforce stakeholder understanding.
- **Operational:** Weekly Strategy Spotlights sessions are being introduced to engage employees. In addition, we are monitoring all marketing communications to ensure accuracy when stopping or changing services.
- **Compliance:** We focus on transparent messaging around changes to services to avoid the risk of miscommunication with stakeholders.

Risk 2: The risk that even a well-executed low-direct-control/high-influence strategy (i.e., one in which we are hoping to influence things we are not in control over) does not deliver discernible change/improvement for people with cancer.

Mitigation:

- **Strategic:** We are maintaining a balanced portfolio that includes both direct impact (linked to our Reach Everyone strategy objective) and indirect impact (e.g. working with partners to change cancer care). We are developing expertise in systems change and strategic partnerships to design partnerships and investments that align with the evolving healthcare landscape.
- **Reputational:** We are evolving our performance metrics to assess the health and effectiveness of system change interventions to build responsiveness into our strategy.

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- **Operational:** We have implemented an agile approach to strategy review, allowing for rapid adjustments based on effectiveness, focusing on time- bound, outcomes-led investments to ensure flexibility if impact is insufficient.
- **Financial:** Our aim is to balance direct and indirect interventions based on real-time impact data and changing external conditions.

Risk 3: The risk that we are unable to deliver ambitious long-term plans due to dependencies on the fundraising market and economic climate.

Mitigation:

- **Strategic:** We completed a sector-wide competitor analysis in Q3 2024 to benchmark performance and identify opportunities; conducted a business development capability review to explore new giving models and are developing audience-specific growth and retention strategies to increase long term engagement.
- **Reputational:** We are testing a new mass donor retention strategy to improve supporter loyalty and launching a new support proposition for high-value donors and corporate partners to diversify revenue streams.
- **Operational:** Weekly tracking of critical income streams and leading indicators helps us to identify risks early. We are conducting regular product portfolio reviews to align offerings with changing donor behaviour and using econometric analysis to optimise marketing spend for maximum return.
- **Financial:** We have plans to diversify our fundraising, particularly more stable sources of income, during economic uncertainty. We are scaling repeat-giving models to generate steady revenue outside of event-based fundraising.
    - From an income perspective, we have a number of initiatives underway to take forward innovative income streams, including a more specific focus on building public support and charitable decision making through our new governance structure.
    - From an expenditure perspective, we have:
    - Conducted a significant organisational change programme and restructure to become a leaner, more focused organisation for the delivery of our new strategy.
    - Reduced operational costs through value stream mapping and efficiency programmes.
    - Reviewed our financial forecasting and budgeting practices to return to a balanced budget and improved internal finance business partnering arrangements within our new structure.
    - Plans to implement a new financial planning and analysis tool for improved oversight.

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Risk 4: The risk that the scale and ambition of the changes required to achieve our strategy exceed our capacity to deliver them within the desired timeframes or with the desired impact

Mitigation:

- **Strategic:** We are designing workforce plans for each directorate; identifying additional staffing skills and resources needed to implement our strategy effectively, working closely with Partnerships and Engagement leadership teams to ensure alignment of resourcing with strategic priorities.
- **Operational:** We have implemented a new 'My Performance' system to ensure clear accountability for delivery, linking performance objectives to strategic goals. We are adopting a Build-Buy-Borrow model to increase capacity – building internal capability, buying through external recruitment and borrowing skills via contractors or partnerships.
- **Compliance:** We are raising awareness and education of compliance, legislation and regulatory requirements, building internal capabilities and upskilling our workforce through training and policy to ensure employees are clear on current and emerging requirements, such as new regulations on artificial intelligence and our position on acceptable use.

Risk 5: The risk that we are not adequately prepared to respond to national or international disruptions such as geopolitical events, economic crises, or natural disasters, undermining our ability to deliver our strategy outcomes.

Mitigation:

- **Strategic:** We engage with external advisory firms for global risk monitoring, adopting a strategy model based on agile design, such as pilot, test and learn cycles to pivot quickly during disruptions.
- **Reputational:** Our new crisis incident management framework launched in January 2024 with multiple simulations including a reputational risk exercise in October 2024, with key lessons integrated into response planning.
- **Operational:** We have established business continuity plans covering critical roles, business impact and key suppliers and partners. Our multi- layered cybersecurity approach leverages SaaS and Cloud solutions to mitigate risks of on-premises failures.
- **Financial:** We conducted our financial resilience test with an external consultant resulting in an updated liquidity policy that ensures financial stability. We are also looking at diversifying income sources to mitigate revenue volatility.
- **Compliance:** We are expanding stress testing scenarios to better prepare for potential crises and enhancing business continuity plan testing within our crisis management team framework. The Macmillan Information Security team delivers a comprehensive

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security programme that includes a robust technical environment including firewalls, proxy and anti-virus protection, vulnerability monitoring, penetration testing and patch management, a programme of mandatory training and supporting communications to ensure colleagues maintain a high level of security awareness. We are audited to ISO27001 standard, having maintained our certification and improved our performance since first being certified in January 2019. We frequently review and test our incident management response capability, and we hold cyber incident insurance, which is reviewed annually on renewal.

Risk 6: The risk that changes in healthcare delivery models, prioritisation of cancer care, or emerging innovations outpace our ability to adapt, potentially diminishing our relevance or effectiveness in meeting the needs of people with cancer.

Mitigation:

- **Strategic:** We are building multi-sector partnerships across public services, the private sector, healthcare and community organisations to drive a focus on innovation from multiple points of influence and avoid reliance on a single delivery model, while embedding systems thinking to ensure strategic flexibility.
- **Reputational:** We are strengthening relationships at multiple levels of healthcare decision making and within communities to maintain influence and adaptability to policy changes.
- **Operational:** We are investing in capability building the systems intervention and strategic partnerships.

Risk 7: The risk that we fail to understand and adapt to evolving societal factors and barriers, resulting in a disconnect between our ambition and maintaining equity in healthcare access and outcomes.

Mitigation:

- **Strategic:** We are conducting a stock take of existing knowledge and an evidence review to identify gaps. We are expanding partnerships with affected groups to ensure real-time feedback and engaging lived experience networks to incorporate diverse perspectives.
- **Reputational:** We are committed to ensuring we have regular organisational updates and education on bias discrimination and equity to ensure awareness remains high.
- **Operational:** We are developing impact metrics tailored to health equity interventions and investing in building cultural competency for healthcare staff.
- **Compliance:** We will continuously review outputs from strategy group discussions each quarter to ensure alignment with health equity objectives.

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This important step moves us forward from identification to action. Our Executive Team are accountable for driving forward the risk management process through to the next stage – the assessment phase.

This involves undertaking a high-level assessment of their respective risks, with support from relevant key stakeholders, that will be used to develop an overall picture of the strategic risk profile.

This will allow us to understand:

- The individual and compound impact on our strategic objectives.
- What existing measures are in place to manage these risks.
- What additional controls, actions or programs of work need to be stood up to effectively reduce the risks to a tolerable level.

We will continue to develop this work throughout 2025.

Future look

In 2023, we set out our ambitions for driving forward our risk management maturity in 2024. Here is how we performed against those goals and how we will continue to make progress on this in 2025.

Risk Appetite

- We designed and made available to colleagues an operational tool to aid practical application across the organisation.
- We have developed our risk appetite position for clarity, consistency and alignment of decision making and improved opportunity-taking prospects.

Next steps:

- This is being embedded into the organisation through governance and policy for 2025.

Risk Culture

- We kept a focus on maintaining our risk management culture, through a year of organisational change and we have plans to continue to build on this in 2025.

Risk Maturity

- We developed a strategic risk assessment, which involved the identification and assessment of our key strategic risks.
- We reviewed our internal audit and insurance programmes to promote better strategic alignment of strategic risk with these programmes.
- We redesigned the structure of the risk team to better serve our objectives.

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Next steps:

- For 2025, we will work to ensure this narrative is considered in key conversations and integrated into decision making.
- We will seek ways to share learnings and work more collaboratively with our peers.

Making ethical decisions

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 to act in a responsible and a sustainable way. 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 our expenditure on charitable activities. However, it is essential that we don't allow our relationships with third parties to 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.

In 2024, we continued to build on our ethical and responsible sourcing practices through the implementation of improved due diligence processes. This enables us to identify potential risks associated with third party suppliers prior to making decisions.

Preventing modern slavery

We are committed to ensuring that modern slavery is not present in any part of our operations or our supply chains. We publish an annual Modern Slavery Statement which sets out the measures we have already taken and that we continue to build on, to understand and minimise modern slavery risks within our organisational structure and supply chain.

During 2024 we have strengthened measures in our operations and supply chain including making improvements to our supplier due diligence, developing a Supplier Code of Conduct and raising awareness internally. We are committed to building on this progress during 2025.

Click this link to read our 2024 Modern Slavery Statement.

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Governance

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.

During 2024 we completed our open strategy review to help us develop Macmillan's long-term strategy to 2030 and understand how Macmillan needs to transform to adapt to the changing healthcare and economic landscape. We consulted with people with lived experience of cancer, our colleagues, healthcare professionals, volunteers, supporters and partners to ensure we shape our future with the people and communities we are here to serve. We announced our new strategy in January 2025 and will regularly review our new strategy to ensure it remains relevant over the long term. For more information on our strategy, see pages 33 – 35.

The interests of the company's employees.

Our colleagues are vital to Macmillan and the work we do to improve the lives of people with cancer. We are developing a people and culture plan to ensure Macmillan is the best place to work and have engaged colleagues to help inform this work. We measure colleague engagement through regular surveys and are working with a representative group to look at ways in which we can strengthen colleague voices across the organisation. Feedback from Our Voice, our colleague representation group, is regularly shared with our Executive Team and trustees. As part of our commitment to be a diverse and inclusive organisation, we have networks to bring together and represent specific groups of employees aimed at helping to establish a sense of community as well as inform our work through their lived experience. We continue to hold regular webinars and other events to keep colleagues updated and maintain engagement. All colleagues have access to wellbeing support and there are appointed Wellbeing Champions and Mental Health First Aiders throughout the organisation to support colleagues. More information on how we support our people can be found from page 43.

The need to foster the company's business relationships with suppliers, customers and others.

Our relationships with partners and suppliers are key to our effectiveness. Each one has an individual staff member as their relationship manager, and we work with them closely to develop a mutually beneficial relationship. We actively encourage feedback from them to help us learn and improve how we do things. We also undertake a regular review cycle of key supplier relationships, and the trustees receive regular reports on customer feedback.

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The impact of the company's operations on the community and the environment.

We are committed to being an environmentally responsible organisation and seek to reduce the longer-term social and environmental impact of our operations. We are in the process of strengthening our monitoring of progress against our ESG performance, by creating regular reporting with increased governance aligned to our new strategy and operating model. We plan to share ESG metrics with the Board of Trustees and Executive Team to help with decision making. More information can be found on our environmental sustainability progress from page 55.

The desirability of the company maintaining a reputation for high standards of business conduct.

Our reputation and maintaining public trust in Macmillan are 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 as 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.

Legal Structure

Macmillan Cancer Support is a company limited by guarantee and a registered charity (see Legal and Administrative Details, below, for information on these registrations).
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.

In our Articles, 'people affected by cancer' includes individuals who have a suspected or confirmed cancer diagnosis, their carers, families, friends, work colleagues, and anyone else directly or indirectly affected by cancer.

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Board of Trustees

The Board of Trustees (the Board) is ultimately responsible for the overall control and strategic direction of Macmillan and the protection of its assets. Day-to-day responsibility for running the charity is delegated to the Chief Executive, Gemma Peters, and the Executive Team (see page 78).

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 and 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 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.

Macmillan Cancer Support Board of Trustees

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

Professor Jean Abraham

Dr Jag Ahluwalia (Chair of Charitable Expenditure Committee)

Dr Minal Bakhai (appointed 24/02/25)

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

Rachel Higham

Kate Howe (Chair of Fundraising Marketing and Communications Committee)

Mohammed Mehmet (Chair of People Committee)

Richard Murley (Chair of Trustees and Chair of Nominations Committee)

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Dr Anas Nader (appointed 24/02/25)

Felicia (Acosia) Nyanin

Nick Owen CBE

Professor Dame Helen Stokes-Lampard DBE (until 14/10/24)

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.

How the Board works

The Board normally meets six times per year, including an annual strategy day which helps trustees and the Executive 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 Team or other staff. This is regularly reviewed and updated as necessary. Conflicts of interest are considered annually and against the agenda of each meeting.

Board Committees

Board of Trustees:

- Finance, Risk & Audit Committee.
- Charitable Expenditure Committee.
- Fundraising, Marketing and Communications Committee.
- Nominations Committee.
- People Committee.

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.

In 2024, the committees were responsible for the following:

Finance, Risk and Audit Committee:

- Monitoring the financial performance of Macmillan and the performance of our investments and investment strategies.
- Financial reporting, planning and budgeting processes.
- Compliance, corporate risk, and internal and external audit arrangements.

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Charitable Expenditure Committee:

- Reviewing charitable expenditure and activities against strategic corporate priorities agreed by the Board.

Fundraising, Marketing and Communications Committee:

- Overseeing Macmillan's fundraising, marketing and communications strategies.
- Ensuring that we follow high standards of fundraising practice.

Nominations Committee:

- Considering the membership of the Board and recommending potential new trustees for election.
- Keeping under review succession planning in respect of Honorary Officers and the Chief Executive.
- Overseeing Board effectiveness reviews and resulting action plans.

People Committee:

- Determining and recommending the policy for the remuneration of Macmillan's employees.
- Providing oversight on people and culture issues and related policies.

Number of meetings held in 2024:

- Board of Trustees 6.
- Charitable Expenditure Committee 4.
- Finance, Risk and Audit Committee 6.
- Fundraising, Marketing and Communications Committee 4.
- People Committee 3.
- Nominations Committee 2.

Governance review

The Board regularly undertakes a review of its effectiveness to identify any improvements to its 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. A board effectiveness review was undertaken in Autumn 2024. The recommendations were approved by the Board in February 2025 and will be monitored by the Nominations Committee. The next review is scheduled for 2026.

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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 Risk 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.

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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 an additional office in Shipley.

Legal and administrative details as of 31 December 2024

Macmillan Cancer Support 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. It also operates in Northern Ireland and is registered as a charity in the Isle of Man. 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
Isle of Man charity number 604

Registered office

3rd Floor Bronze Building, The Forge, 105 Sumner Street, London, SE1 9HZ

Patron

HM King Charles III

Deputy President

Julia Palca

Chair

Richard Murley

Treasurer

Iain Cornish

Company Secretary

Elspeth Cox MVO (until 29/02/24)
Andrew Willis (from 29/02/24 to 24/02/25)
Sophia Nicola (from 25/02/25)

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Chief Executive

Gemma Peters

Executive Team

Executive Director of Advocacy and Communications (until 30/06/24)
Chief Partnerships Officer (from 01/07/24)
Steven McIntosh

Executive Director of Finance, Legal and Audit
Steve Clayton (until 29/02/24)

Chief Finance & Operations Officer
Karen Watson (from 15/01/24)

Executive Director of Fundraising, Marketing and Innovation
Claire Rowney (until 01/09/24)

Chief Engagement Officer
Craig Fordham (17/06/24 to 27/10/24)
Sonia Sudhakar (from 28/10/24)

Chief People Officer
Graham Jones (until 10/05/24)

Chief People & Culture Officer
Francesca Okosi (from 05/08/24)

Chief Information Officer
Roxane Heaton BEM (until 27/07/24)
David Francis (from 09/09/24)

Chief Medical Officer
Professor Richard Simcock

Chief Nursing Officer
Claire Taylor MBE

Chief Transformation Officer
Abbi Agana (until 31/08/24)

Bankers
NatWest
250 Bishopsgate
London
EC2M 4AA

Macmillan Public

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 Trading Limited, which sells Christmas cards and other items, and carries out fundraising trading activities, continued to operate during 2024, and all of its profits were transferred to the charity.
- During the year ended 31 December 2023, the trade of Macmillan Healthcare Lottery Limited, Macmillan Financial Grants Lottery Limited, Macmillan Cancer Information Lottery Limited and Macmillan Influencing Cancer Care Lottery Limited were transferred to their parent charitable company, Macmillan Cancer Support, as part of a group restructure. The companies were then inactive. Macmillan Financial Grants Lottery Limited, Macmillan Cancer Information Lottery Limited and Macmillan Influencing Cancer Care Lottery Limited were dissolved on 5 November 2024. Macmillan Healthcare Lottery was inactive during, and as at the year ended 31 December 2024, and was then dissolved on 14 January 2025.
- Macmillan Cancer Support Enterprises Limited, which was originally established to provide design and construction services to Macmillan Cancer Support, was dormant throughout 2024.
- Cancerbackup was dormant throughout 2024.
- Note 8 to the financial statements summarises the results of the subsidiaries, which performed satisfactorily in 2024.

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.

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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 - 35, was approved by the Board of Trustees and authorised for issue on 30 April 2025.

Richard Murley
Chair of Board of Trustees

Macmillan Public

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 2024 and of the group's and parent charitable company'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 charity balance sheets as at 31 December 2024; the consolidated statement of financial activities (including an income and expenditure account), the consolidated statement of comprehensive income 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 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.

Independent auditors' report (continued)

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' 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' Report

In our opinion, based on the work undertaken in the course of the audit the information given in the Trustees' 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' 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' 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:

- enquiring of management and the Board of Trustees, including consideration of any known or suspected instances of fraud or non-compliance with laws and regulations;
- reading minutes of meetings of the Board of Trustees and Board subcommittees, including the Finance, Risk and Audit Committee;
- reviewing any 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.

Independent auditors' report (continued)

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)© 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.

Daniel Chan (Senior Statutory Auditor) for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
London
30 April 2025

Macmillan Cancer Support

Consolidated statement of financial activities for Macmillan Cancer Support (including an income and expenditure account) **For the year ended 31 December 2024**	Note	**2024 Unrestricted £'000**	**2024 Restricted £'000**	**2024 Total £'000**	2023 Unrestricted £'000	2023 Restricted £'000	2023 Total £'000
Income	No data	No data	No data	No data	No data	No data	No data
Legacies, donations and grants;	No data	No data	No data	No data	No data	No data	No data
Legacy income	2	102,330	3,727	106,057	87,520	4,978	92,498
Donation income	3	103,015	12,280	115,295	102,626	13,857	116,483
Grant income	4	26	939	965	24	1,416	1,440
Total legacies, donations and grants	No data	205,371	16,946	222,317	190,170	20,251	210,421
Income from charitable activities	5	3,156	25	3,181	1,780	21	1,801
Income from trading activities	6	17,922	514	18,436	17,296	545	17,841
Total income before investment income	**No data**	**226,449**	**17,485**	**243,934**	**209,246**	**20,817**	**230,063**
Investment income	7	1,612	0	1,612	2,477	0	2,477
Total income	**No data**	**228,061**	**17,485**	**245,546**	**211,723**	**20,817**	**232,540**
Expenditure	No data	No data	No data	No data	No data	No data	No data
Expenditure on raising income	10	74,807	662	75,469	80,157	106	80,263
Expenditure on charitable activities	11	132,980	17,473	150,453	163,284	21,663	184,947
Total expenditure	**No data**	**207,787**	**18,135**	**225,922**	**243,441**	**21,769**	**265,210**
Net income / (expenditure) before gain on investments	**No data**	**20,274**	**−650**	**19,624**	**−31,718**	**−952**	**−32,670**
Net gain on fixed and current asset investments	No data	1,500	0	1,500	2,546	0	2,546
Net income / (expenditure)	**No data**	**21,774**	**−650**	**21,124**	**−29,172**	**−952**	**−30,124**

Consolidated statement of financial activities for Macmillan Cancer Support (including an income and expenditure account) **For the year ended 31 December 2024**	Note	**2024 Unrestricted £'000**	**2024 Restricted £'000**	**2024 Total £'000**	2023 Unrestricted £'000	2023 Restricted £'000	2023 Total £'000
Transfers between funds	26	0	0	0	0	0	0
Net movement in funds	No data	**21,774**	**–650**	**21,124**	**–29,172**	**–952**	**–30,124**
Reconciliation of funds	No data	No data	No data	No data	No data	No data	No data
Total funds brought forward	No data	3,390	14,751	18,141	32,562	15,703	48,265
Total funds carried forward	26	**25,164**	**14,101**	**39,265**	**3,390**	**14,751**	**18,141**

No corporation tax was payable by the Group or Charity for the year ended 31 December 2024 (2023: £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 91 - 129 form part of these financial statements.

Consolidated statement of comprehensive income **For the year ended 31 December 2024**	Note	**2024 Total £'000**	2023 Total £'000
Net income / (expenditure) for the year	No data	21,124	−30,124
Items that will not be reclassified subsequently to profit or loss	No data	No data	No data
Actuarial gains / (losses) on Defined Benefit Asset	No data	3,466	−1,638
Actual return on assets less interest	No data	−9,442	691
Limit on recognition of assets less interest	No data	6,462	957
Amount recognised in Other Comprehensive Income	30	486	10
Total comprehensive income / (expenditure) for the year	No data	21,610	−30,114

Group and charity balance sheets As at 31 December 2024	Note	**Group 2024 £'000**	Group 2023 £'000	**Charity 2024 £'000**	Charity 2023 £'000
Fixed Assets	No data	No data	No data	No data	No data
Tangible assets	14	7,987	6,414	7,987	6,414
Investments	15	48,626	53,598	48,626	53,598
Total fixed assets	**No data**	**56,613**	**60,012**	**56,613**	**60,012**
Current assets	No data	No data	No data	No data	No data
Investments	16	17,353	32,368	17,353	32,368
Cash at bank and in hand	17	5,524	9,731	3,862	8,202
Stock and investments awaiting sale	19	240	293	35	42
Debtors	20	108,334	98,465	109,696	99,699
Total current assets	**No data**	**131,451**	**140,857**	**130,946**	**140,311**
Liabilities	No data	No data	No data	No data	No data
Creditors: amounts falling due within one year	No data	No data	No data	No data	No data
Grants committed not yet paid	21	−78,139	−80,532	−78,139	−80,532
Creditors	22	−14,719	−16,935	−14,214	−16,389
Net current assets	**No data**	**38,593**	**43,390**	**38,593**	**43,390**
Total assets less current liabilities	**No data**	**95,206**	**103,402**	**95,206**	**103,402**
Creditors: amounts falling due after more than one year	No data	No data	No data	No data	No data
Grants committed not yet paid	21	−55,348	−84,045	−55,348	−84,045
Provisions for liabilities	24	−593	−1,216	−593	−1,216
Net assets	**25**	**39,265**	**18,141**	**39,265**	**18,141**
The funds of the charity	**No data**	**No data**	**No data**	**No data**	**No data**
Restricted income funds	**No data**	**14,101**	**14,751**	**14,101**	**14,751**
Unrestricted funds:	No data	No data	No data	No data	No data
• Investment revaluation reserve	No data	−1,705	−3,470	−1,705	−3,470
• Other general funds	No data	22,743	4,394	22,743	4,394
Total general funds	No data	21,038	924	21,038	924
• Designated funds	No data	4,126	2,466	4,126	2,466
Total unrestricted funds	No data	**25,164**	**3,390**	**25,164**	**3,390**
Total funds of the charity	**26**	**39,265**	**18,141**	**39,265**	**18,141**

The net income for the year of the parent Charity was £21,124,000 (2023: net expenditure of £30,124,000).

The financial statements, including the notes on pages 91-129, were approved by the Board of Trustees and authorised for issue on 30 April 2025, and signed on its behalf by;

Richard Murley - Chair

Iain Cornish - Treasurer

Consolidated cash flow statement for Macmillan Cancer Support for the year ended 31 December 2024	Note(s)	**2024 £'000**	2023 £'000
Net income / (expenditure) for the year (as per the consolidated statement of financial activities)	**No data**	**21,124**	**–30,124**
Adjustments to exclude non-cash items and investment income	No data	No data	No data
Depreciation	14	514	545
(Decrease) in grant commitments, other creditors and deferred income	21, 22	–33,306	–5,943
(Decrease) in provisions	24	–623	–356
Decrease in stock and investments awaiting sale	19	53	34
(Increase) in debtors	20	–9,869	–11,101
Losses on disposal of tangible assets	14	0	14
(Gains) on fixed asset investments	No data	–1,500	–2,546
Investment income	7	–1,612	–2,477
Loss on programme related investment	15	28	0
Net cash (used in) operating activities	**No data**	**–25,191**	**–51,954**
Cash flows from investing activities	No data	No data	No data
Investment income	7	54	29
Purchase of tangible assets	14	–2,087	–264
Payments to acquire fixed asset investments	15	–1,407	–75
Proceeds from sales of fixed asset investments	15	295	401
Payments into current asset investments	No data	–152,900	–151,969
Withdrawals from current asset investments	No data	168,622	156,200
Withdrawals from fixed asset investments	15	8,407	49,125
Net cash generated from investing activities	**No data**	**20,984**	**53,447**
Change in cash and cash equivalents in the year	**No data**	**–4,207**	**1,493**
Cash and cash equivalents at the beginning of the year	No data	9,731	8,238
Cash and cash equivalents at the end of the year	**17**	**5,524**	**9,731**

Reconciliation of net cash	At start of year	Cash flows	At year end
Cash	**9,731**	–4,207	**5,524**

The notes on pages 91-129 form part of these financial statements

1. Accounting policies

Basis of preparation

Macmillan Cancer Support is a registered charity in England and Wales, Scotland and the Isle of Man. 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. Macmillan Cancer Support is a public benefit entity.

These financial statements consolidate the results of the Charitable Company and its wholly owned subsidiary company; Macmillan Cancer Support Trading 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 Limited were dormant in 2023 and 2024, 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 £244,027,000 (2023: £230,598,000) and the expenditure was £224,403,000 (2023: £263,268,000). The net income of the Charity after recognised gains of £1,500,000 (2023: recognised gains of £2,546,000) was £21,124,000 (2023: net expenditure of £30,124,000). 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.

1. Accounting policies (continued)

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% (2023: 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. As at 31 December 2024, accrued legacy income totalled £96,116,000 (2023: £83,997,000). See note 2, 'Legacy income' and note 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 2024, this resulted in a grant commitment falling due after more than one year figure of £55,348,000 (2023: £84,045,000). 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 and the treatment of the pension buy-in. Following the buy-in, the obligation to meet benefits remains with the Scheme and as at the balance sheet date, no formal decision has been made to wind up the Scheme, therefore the transaction has been treated as an investment decision with the change in the value of the assets going through Other Comprehensive Income.

1. Accounting policies (continued)

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 £3,271,000. 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 than 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.

Money market funds held within fixed, long term investments are disclosed as such due to Macmillan's intention to hold these funds as a contingency fund for longer term purposes, rather than for short term cash needs.

Going concern

In determining the appropriate basis of preparation of the financial statements for the year ended 31 December 2024, the Trustees are required to consider whether Macmillan Cancer Support can continue in operational existence at least 12 months from the date of signing.

Having spent down our excess liquidity over the past few years, as intended, we are now operating within our agreed liquidity range of £55-£85 million as set by the Trustees. This range ensures Macmillan Cancer Support remains in a financially strong position and is able to maximise support for those living with cancer. As at 31 December 2024, Macmillan had cash and accessible investment balances of £68.2 million (2023: £92.4 million) as outlined in the liquidity and reserves sections of the annual report. A financial plan to 2030 has been agreed in line with the new strategy which ensures that liquidity continues to be maintained at the required levels throughout the period.

1. Accounting policies (continued)

The Trustees, after reviewing Macmillan's budgets, business plans, liquidity forecasts, including potential downside scenarios, 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 from the date of signing these financial statements. Accordingly, the Trustees are satisfied that it is appropriate to adopt the going concern basis in preparing the Annual Report and financial statements.

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 so receipt is probable and where they can be valued with reasonable accuracy. 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.

1. Accounting policies (continued)

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 full time equivalent (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.

1. Accounting policies (continued)

Tangible 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.

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, as well as 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 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.

1. Accounting policies (continued)

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 Bank of England base rate as at the balance sheet date. Commitments are recognised on the date the Charity formally notifies the recipient of the award.

Macmillan grants are one-off grants to individuals which are made to cover a wide range of practical needs and are recognised in the year in which they are paid.

Releases of grant commitments

It may become necessary to withdraw and redeploy a grant which has been approved in a prior year due to funding not being fully utilised or no longer being required by the recipient. 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. The Charity does not hold any finance leases.

1. Accounting policies (continued)

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 scheme entered into a buy-in transaction with Aviva in July 2024.
Please see note 30 for more information on this transaction.

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 £'000	Restricted £'000	**2024 Total £'000**	2023 Total £'000
Legacy income	102,587	3,727	106,314	93,105
Discounting adjustment	−257	0	−257	−607
Total	**102,330**	**3,727**	**106,057**	**92,498**

3. Donation Income	Unrestricted £'000	Restricted £'000	**2024 Total £'000**	2023 Total £'000
Local fundraising committees	498	1,375	1,873	2,263
Fundraising events	53,224	413	53,637	51,433
Corporate income	10,717	6,308	17,025	19,087
Philanthropy	2,270	2,546	4,816	4,478
General donations	11,134	677	11,811	12,478
Direct marketing	24,341	961	25,302	26,521
Donated services and facilities	831	0	831	223
Total	**103,015**	**12,280**	**115,295**	**116,483**

3. Donation income (continued)

Donated services and facilities comprises contributions totalling £306,000 (2023: £171,000) for professional advice, £490,000 (2023: £32,000) for advertising services, £12,000 (2023: £20,000) for goods used to create Macmillan's Legacy Gardens, and £23,000 (2023: nil) for goods for care packages. The Charity also benefits from the services of unpaid volunteers, however in line with the requirements of the SORP a valuation of volunteer time given to the Charity is not included in these financial statements.

4. Grant Income	Unrestricted £'000	Restricted £'000	**2024 Total £'000**	2023 Total £'000
The Community Foundation - Department of Health Cancer Fund	0	0	0	695
Energy Savings Trust	0	306	306	452
Scottish Government - Transforming Cancer Care	0	584	584	254
Sussex Cancer Fund - Macmillan Horizon Centre - Brighton	0	49	49	63
Department of Work and Pensions - Access to Work scheme	12	0	12	5
Birmingham Voluntary Services Council	0	0	0	1
Innovate UK	0	0	0	–10
Scottish Government - Person Centred Care Competency Framework	0	0	0	–20
52 North Health	14	0	14	0
Total	**26**	**939**	**965**	**1,440**

5. Income from charitable activities	Unrestricted £'000	Restricted £'000	**2024 Total £'000**	2023 Total £'000
Income from social investments	2,851	0	2,851	1,395
Other income from charitable activities	305	25	330	406
Total	**3,156**	**25**	**3,181**	**1,801**

6. Income from trading activities	Unrestricted £'000	Restricted £'000	**2024 Total £'000**	2023 Total £'000
Lottery and raffle	14,447	0	14,447	13,698
Local fundraising committees sales	145	400	545	585
Fundraising events	499	114	613	626
Corporate and other trading income	2,831	0	2,831	2,932
Total	**17,922**	**514**	**18,436**	**17,841**

6. Income from trading activities (continued)

Within the lottery and raffle income reported above are ticket proceeds of £14,447,000 (2023: £3,026,000) reported to the Gambling Commission during the year under Macmillan Cancer Support's licence (4633). In 2023 there were other Gambling Commission licences held by Macmillan Healthcare Lottery Limited, Macmillan Financial Grants Lottery Limited, Macmillan Cancer Information Lottery Limited and Macmillan Influencing Cancer Care Lottery Limited which have since closed. For more information on the closure of these companies, see note 8.

7. Investment income	**2024 Unrestricted £'000**	2023 Unrestricted £'000
Income from fixed asset investments	887	1,215
Income from cash and current asset investments	725	1,262
Total	**1,612**	**2,477**

8. Subsidiary undertakings

As at 31 December 2024, the Charity had four wholly-owned subsidiaries which are incorporated in the UK. The registered address for all the subsidiary undertakings is 3rd Floor, Bronze Building, The Forge, 105 Sumner Street, London, SE1 9HZ. Taxable profits are transferred to the Charity. The specific activity or status of each company is:

Name of subsidiary company	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. Trade transferred to Macmillan Cancer Support in October 2023. Inactive as at 31 December 2024, and dissolved on 14 January 2025.

All four subsidiaries are wholly-owned by Macmillan Cancer Support, who is the ultimate parent undertaking and controlling party. The called up share capital of Macmillan Cancer Support Trading Limited and Macmillan Cancer Support Enterprises Limited is £2. The called up share capital of Macmillan Healthcare Lottery Limited was £1. Cancerbackup is limited by guarantee.

During the year ended 31 December 2023, the trade of Macmillan Healthcare Lottery Limited, Macmillan Financial Grants Lottery Limited, Macmillan Cancer Information Lottery Limited and Macmillan Influencing Cancer Care Lottery Limited were transferred to their parent charitable company, Macmillan Cancer Support, as part of a group restructure. The companies were then inactive.

Macmillan Financial Grants Lottery Limited, Macmillan Cancer Information Lottery Limited and Macmillan Influencing Cancer Care Lottery Limited were dissolved on 5 November 2024. Macmillan Healthcare Lottery Limited was inactive during, and as at, the year ended 31 December 2024, and was then dissolved on 14 January 2025.

8. Subsidiary undertakings (continued)

A summary of the trading results and Balance Sheets of the non-dormant companies is shown below.

Macmillan Cancer Support Trading Limited has the same year end as the Charity. The results for Macmillan Healthcare Lottery Limited, Macmillan Financial Grants Lottery Limited, Macmillan Cancer Information Lottery Limited and Macmillan Influencing Cancer Care Lottery Limited are also presented in the prior year comparative up to date of transfer of trade in October 2023. All assets and liabilities were transferred to Macmillan Cancer Support at the time of transfer of trade.

Profit and loss for year ended 31 December 2024	Macmillan Cancer Support Trading Limited	**2024 Total £'000**	2023 Total £'000
Turnover	3,088	3,088	13,826
Cost of sales	−803	−803	−5,131
Gross profit	2,285	2,285	8,695
Operating costs	−320	−320	−780
Interest receivable	30	30	27
Net profit	1,995	1,995	7,942
Costs recharged by and interest paid to the Charity	−704	−704	−1,262
Profit on ordinary activities before and after taxation	1,291	1,291	6,680
Amount donated to the Charity under Gift Aid	−1,291	−1,291	−6,680
Result on ordinary activities before and after taxation less donations to the Charity	**0**	**0**	**0**

8. Subsidiary undertakings (continued)

Balance sheet as at 31 December 2024	Macmillan Cancer Support Trading Limited	**2024 Total £'000**	2023 Total £'000
Current assets	2,939	2,939	2,912
Creditors: amounts falling due within one year	−2,939	−2,939	−2,912
Net assets	**0**	**0**	**0**
Share capital – ordinary shares at £1 each	0	0	0
Retained earnings	0	0	0
Total equity	**0**	**0**	**0**

9. Expenditure	Grants £'000s	Direct staff costs £'000s	Other direct costs £'000s	Support costs £'000s	**2024 Total £'000**	2023 Total £'000
Expenditure on charitable activities	46,513	57,629	31,853	14,458	150,453	184,947
Expenditure on raising income	0	26,271	42,313	6,885	75,469	80,263
Total	**46,513**	**83,900**	**74,166**	**21,343**	**225,922**	**265,210**

9.Expenditure (continued)

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

9. Expenditure (continued) Analysis of support costs	Governance £'000	Human Resources and Facilities £'000	Information Technology £'000	Finance, Legal and Executive £'000	Policy and Communications £'000	**2024 Total £'000**	2023 Total £'000
Charitable activities	1,476	3,467	2,008	5,609	1,898	14,458	16,874
Raising income	703	1,651	956	2,671	904	6,885	8,347
Total	**2,179**	**5,118**	**2,964**	**8,280**	**2,802**	**21,343**	**25,221**

9.Expenditure (continued)

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

9.Expenditure (continued) **Analysis of governance costs**	**2024 Total £'000**	2023 Total £'000
Employees and contract staff	1,849	1,859
External auditor fees	No data	No data
- Audit work	156	146
- Audit related assurance services	10	6
Board meeting expenses	1	19
AGM and annual report costs	22	29
Legal, strategy and other costs	141	241
Total	**2,179**	**2,300**

9.Expenditure (continued)

External auditor fees above represent the fees receivable by the auditors and therefore exclude VAT. Total external audit fees paid by the group including non recoverable VAT are £185,000 (2023: £173,000) and total non-audit fees paid by the group including non recoverable VAT are £12,000 (2023: £7,000).

10. Expenditure on raising income	**2024 Total £'000**	2023 Total £'000
Costs of raising legacies, donations and grants	67,509	70,786
Costs of trading activities	7,817	9,259
Investment management fees	143	218
Total	**75,469**	**80,263**

11. Expenditure on charitable activities	Direct costs £'000	Grants £'000	Support costs £'000	**2024 Total £'000**	2023 Total £'000
Healthcare	No data	No data	No data	No data	No data
Macmillan nurses	5,258	13,361	611	19,230	40,598
Macmillan allied health professionals	2,143	2,941	92	5,176	11,096
Treatment and care buildings	2,489	250	310	3,049	2,997
Macmillan GPs	2,576	1,081	291	3,948	4,659
Information and support	No data	No data	No data	No data	No data
Information resources	7,027	0	936	7,963	8,634
Information centres	2,277	5,163	256	7,696	12,596
Macmillan Support Line	18,537	0	3,837	22,374	24,148
Financial support	No data	No data	No data	No data	No data
Macmillan grants	680	8,027	177	8,884	17,644
Macmillan benefits advice	4,612	15,552	822	20,986	10,670
Macmillan welfare rights helpline	8,699	0	2,255	10,954	10,770
Financial guidance service	3,063	0	742	3,805	4,142
Practical and emotional support	No data	No data	No data	No data	No data
Social care schemes	2,245	1,773	194	4,212	5,882
Volunteering services	9,562	2,426	1,690	13,678	17,477
Learning and development	No data	No data	No data	No data	No data
For Macmillan professionals	4,054	734	688	5,476	8,847
Campaigning and raising awareness	No data	No data	No data	No data	No data
Research to improve cancer services	2,274	120	337	2,731	3,072
Public education and awareness raising	9,305	0	309	9,614	15,025
Inclusion	1,235	1,441	166	2,842	3,106
Policy and campaigning	2,540	0	571	3,111	3,401
Customer and content management	906	0	174	1,080	849
Total before grant releases and discounting adjustment	89,482	52,869	14,458	156,809	205,613
Grant releases	0	–10,797	0	–10,797	–17,257
Discounting adjustment	0	4,441	0	4,441	–3,409
Total	**89,482**	**46,513**	**14,458**	**150,453**	**184,947**

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 £52,869,000 (2023: £87,938,000). Grant writebacks totalled £10,797,000 (2023: £17,257,000) and discounting adjustments resulted in £4,441,000 debit to expenditure (2023: £3,409,000 credit to expenditure).

Grants to institutions and partner organisations resulted in expenditure of £38,486,000 (2023: £50,395,000). Grants to individuals totalled £8,027,000 (2023: £16,877,000). 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 recognized as expenditure in full in the year of commitment.

12. Net expenditure for the year	**2024 £'000**	2023 £'000
This is stated after charging:	No data	No data
Depreciation	514	545
External auditor fees	No data	No data
▪ Audit work	156	146
▪ Audit related assurance services	10	6
Operating lease rentals:	No data	No data
▪ Property	2,881	3,424

External auditor fees above represent the fees receivable by the auditors (see note 9) and are therefore shown net of VAT.

No trustee has received any remuneration from the Group during the year (2023: £nil). The total amount of trustee expenses incurred directly by Macmillan or reimbursed during the year was £1,547 (2023: £8,301). Three trustees were reimbursed in 2024 (2023: Two). Donations received from trustees during the year totalled £250 (2023: £1,780). Trustees also generate non donation income through their involvement in, and support of, other Macmillan activities.

13. Staff costs and numbers	**2024 £'000**	2023 £'000
Wages and salaries	71,922	80,154
Agency and contract staff	1,102	4,055
Employers' National Insurance contributions	8,414	8,579
Pension costs	9,315	9,882
Other employee benefits	1,705	1,780
Redundancy and termination costs	7,589	150
Total	**100,047**	**104,600**

13. Staff costs and numbers (continued)

Redundancy and termination costs include the cost of statutory redundancy, enhanced redundancy, and payment in lieu of notice (PILON). Redundancy and termination costs included amounts totalling £226,000 which were unpaid as at 31 December 2024 (2023: £43,000).

The Executive Team 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 Executive Team during 2024 totalled £1,802,000 (2023: £1,925,000). During the year payments were made to 14 staff regarded as key management personnel (2023: ten staff). The increase in staff regarded as key management personnel is due to staff turnover during the year.

13. Staff costs and numbers (continued)

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

Earnings band	**2024 No.**	2023 No.
£60,001 - £70,000	136	116
£70,001 - £80,000	84	57
£80,001 - £90,000	45	30
£90,001 - £100,000	24	11
£100,001 - £110,000	7	3
£110,001 - £120,000	15	10
£120,001 - £130,000	4	4
£130,001 - £140,000	2	1
£140,001 - £150,000	1	0
£150,001 - £160,000	1	1
£160,001 - £170,000	0	1
£170,001 - £180,000	0	1
£180,001 - £190,000	1	1
£190,001 - £200,000	1	1

13. Staff costs and numbers (continued)

The number of employees earning over £60,000 is 321 (2023: 237). The increase from 2023 is due to redundancy and termination costs paid out during the year.

The Chief Executive Officer was the highest paid employee in 2024 (2023: Due to the start date of the Chief Executive Officer, the highest paid employee was the Chief Financial Officer).

Retirement benefits are accruing under defined benefit schemes for 38 (2023: 24) higher paid employees. Contributions totalling £1,489,000 (2023: £1,171,000) were made to stakeholder schemes for 317 (2023: 231) higher paid employees. Higher paid employees are those disclosed as earning over £60k as outlined above.

The quarterly average number of staff employed during the year was 1,782 (2023: 2,019) which includes 342 part time staff (2023: 398). The average number of full time equivalent (FTE) staff employed during the year was 1,697 (2023: 1,914).

13. Staff costs and numbers (continued)

The average FTE is analysed by function as follows:	**2024 No.**	2023 No.
Raising income	547	633
Charitable activities	1,150	1,281
Total	**1,697**	**1,914**

14. Tangible assets The Group and Charity	Assets not yet brought into use £'000	Leasehold property £'000	Leasehold property improvements £'000	Computer equipment £'000	Furniture and equipment £'000	**Total £'000**
Cost	No data	No data	No data	No data	No data	No data
At 1 January 2024	264	7,096	1,397	678	994	10,429
Additions in the year	0	0	1,819	0	268	2,087
Disposals in the year	0	0	−1,397	−613	−656	−2,666
Transfers of assets brought into use	−264	0	0	264	0	0
At 31 December 2024	**0**	**7,096**	**1,819**	**329**	**606**	**9,850**
Accumulated depreciation	No data	No data	No data	No data	No data	No data
At 1 January 2024	0	1,044	1,347	678	946	4,015
Charge for the year	0	143	212	89	70	514
Disposals in the year	0	0	−1,397	−613	−656	−2,666
At 31 December 2024	**0**	**1,187**	**162**	**154**	**360**	**1,863**
Net book value	No data	No data	No data	No data	No data	No data
At 31 December 2024	**0**	**5,909**	**1,657**	**175**	**246**	**7,987**
At 31 December 2023	264	6,052	50	0	48	**6,414**

14. Tangible assets (continued)

Capital commitments as at 31 December 2024 totalled £nil (2023: £nil). The balance for assets under construction as at 31st December 2023 related to computer equipment that was purchased in 2023 but had not been brought into use as at 31 December 2023.

15. Fixed asset investments The Group and Charity	Programme related investments £'000	Listed investments £'000	Unlisted investments £'000	Money market funds and funds held for re-investment £'000	Investment properties £'000	**2024 Total £'000**	2023 Total £'000
Market value at 1 January	1,178	17,957	757	33,383	323	53,598	99,288
Purchased acquisitions	0	831	1,423	0	0	2,254	2,119
Disposal proceeds	−295	−5,144	0	0	0	−5,439	−12,173
Transfers out from funds held for re-investment	0	0	0	4,297	0	4,297	9,753
Withdrawals from fixed asset investments	0	0	0	−8,280	−35	−8,315	−49,135
Net income / (expense) reinvested	0	−4	0	763	0	759	1,200
Net gains and losses on investments	−28	−54	−81	1,667	−32	1,472	2,546
Market value at 31 December	**855**	**13,586**	**2,099**	**31,830**	**256**	**48,626**	**53,598**

15.Fixed asset investments (continued)

The programme related investment relates to the Charity's investment in the Care and Wellbeing Fund in partnership with Social Finance Limited 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 2024 was £50,331,000 (2023: £57,068,000).

The historical cost of the Group and Charity's listed investments at 31 December 2024 was £17,353,000 (2023: £32,368,000). As the investments are held in a highly liquid money market fund, the historical cost is equal to the fair value.

16. Current asset investments The Group and Charity	**2024** **£'000**	2023 £'000
Money market fund	17,353	32,368
Total	**17,353**	**32,368**

The historical cost of the Group and Charity's listed investments at 31 December 2024 was £17,353,000 (2023: £32,368,000). 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 2024 £'000**	Group 2023 £'000	**Charity 2024 £'000**	Charity 2023 £'000
Cash at bank and in hand	5,524	9,731	3,862	8,202
Total	**5,524**	**9,731**	**3,862**	**8,202**

18. Categories of financial instruments	**Group 2024 £'000**	Group 2023 £'000	**Charity 2024 £'000**	Charity 2023 £'000
Financial assets	No data	No data	No data	No data
Fixed asset investments	48,626	53,598	48,626	53,598
Current asset investments	17,353	32,368	17,353	32,368
Total Financial assets	65,979	85,966	65,979	85,966
Cash at bank and in hand	5,524	9,731	3,862	8,202
Debtors	104,842	93,879	106,440	95,223
Total financial assets, cash and debtors	**176,345**	**189,576**	**176,281**	**189,391**
Financial liabilities	No data	No data	No data	No data
Grants committed not yet paid	133,487	164,577	133,487	164,577
Trade creditors, other creditors and accruals	10,632	12,251	10,550	11,958
Total financial liabilities	**144,119**	**176,828**	**144,037**	**176,535**

18. Financial instruments (continued)

Risk management

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

i. Market risk
ii. Foreign currency exchange rate risk
iii. Credit risk
iv. 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. 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 2024 and 31 December 2023 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 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. The Charity manages these risks by employing professional investment managers and holding a widely diversified portfolio of investments ensuring that risks taken are carefully managed, monitored and controlled.

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 between £55 million and £85 million 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. Within this target the Charity will also hold cash and other liquid funds to meet regular cash flow requirements.

19. Stock and investments awaiting sale	**Group 2024 £'000**	Group 2023 £'000	**Charity 2024 £'000**	Charity 2023 £'000
Stock	205	251	0	0
Gifted investments awaiting sale	35	42	35	42
Total	**240**	**293**	**35**	**42**

20. Debtors

20. Debtors	**Group 2024 £'000**	Group 2023 £'000	**Charity 2024 £'000**	Charity 2023 £'000
Trade debtors	525	946	0	0
Amount owed by group undertakings	0	0	2,435	2,365
Accrued legacy income	96,116	83,997	96,116	83,997
Gift Aid recoverable	50	150	50	150
Other debtors	2,487	5,716	2,487	5,716
Prepayments and other accrued income	9,156	7,656	8,608	7,471
Total	**108,334**	**98,465**	**109,696**	**99,699**

20. Debtors (continued)

It is estimated that £70,000,000 (2023: £63,000,000) 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 2024 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 £38,304,000 (2023: £37,668,000).

Included within the amount owed by group undertakings is a loan of £370,000 (2023: £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 £2,065,000 (2023: £1,995,000) owed by subsidiary undertakings is interest free and repayable on demand.

21. Grants committed not yet paid The Group and Charity	**2024** **£'000**	2023 £'000
Commitments at 1 January	164,577	171,926
Grants paid during the year	−69,644	−56,844
New grants committed during the year	49,351	66,752
Commitments released	−10,797	−17,257
Commitments at 31 December	**133,487**	**164,577**
Falling due within one year	78,139	80,532
Falling due after one year	55,348	84,045
Total Commitments at 31 December	**133,487**	**164,577**

22. Creditors	**Group 2024 £'000**	Group 2023 £'000	**Charity 2024 £'000**	Charity 2023 £'000
Trade creditors	5,006	7,001	4,938	6,814
Taxation and social security	2,482	3,076	2,483	3,072
Other creditors	692	1,067	692	1,067
Accruals	4,934	4,183	4,290	4,077
Deferred income	1,605	1,608	1,181	1,359
Total	**14,719**	**16,935**	**14,214**	**16,389**

23. Deferred income	**Group 2024 £'000**	Group 2023 £'000	**Charity 2024 £'000**	Charity 2023 £'000
Deferred income at 1 January	1,608	1,663	1,359	376
Income deferred in the year	1,275	1,270	851	1,021
Deferred income released from prior years	−1,278	−1,325	−1,029	−38
Deferred income at 31 December	**1,605**	**1,608**	**1,181**	**1,359**

24. Provisions for liabilities The Group and Charity	Dilapidations £'000	Other £'000	**Total 2024 £'000**	Total 2023 £'000
Provisions at 1 January	1,169	47	1,216	1,572
Additional provisions made in the year	193	0	193	67
Provisions released from prior years	−816	0	−816	−423
Provisions for liabilities at 31 December	**546**	**47**	**593**	**1,216**

24. Provisions for liabilities (continued)

Dilapidations provisions relate to property leases with various termination dates up until March 2034. Other provisions relate to payments due on associated media spend.

25. Analysis of group net assets between funds The Group and Charity	Restricted funds £'000	Designated funds £'000	General funds £'000	**Total funds £'000**
Tangible assets	3,861	4,126	0	7,987
Fixed asset investments	0	0	48,626	48,626
Cash and current asset investments	26,226	33	−3,382	22,877
Debtors and stock	3,833	0	104,741	108,574
Creditors, deferred income and provisions	−19,819	−33	−128,947	−148,799
Net assets at 31 December 2024	**14,101**	**4,126**	**21,038**	**39,265**

26. Movements in group funds	Balance 1 January 2024 £'000	Income £'000	Expenditure £'000	Profit on investments £'000	Transfers £'000	**Balance 31 December 2024 £'000**
Restricted funds	No data	No data	No data	No data	No data	No data
Local appeals in surplus	673	2,178	−2,221	0	−26	604
Local appeals in deficit	−422	422	0	0	0	0
Macmillan Horizon Centre	3,948	0	−87	0	0	3,861
Department of Health grants	115	0	0	0	0	115
Other funds	10,437	14,885	−15,827	0	26	9,521
Total restricted funds	**14,751**	**17,485**	**−18,135**	**0**	**0**	**14,101**
Unrestricted funds	No data	No data	No data	No data	No data	No data
General funds	No data	No data	No data	No data	No data	No data
Investment revaluation reserve	−3,470	0	0	0	1,765	−1,705
Other general funds	4,394	227,690	−207,416	1,500	−3,425	22,743
Total general funds	924	227,690	−207,416	1,500	−1,660	21,038
Designated funds	No data	No data	No data	No data	No data	No data
Tangible asset fund	2,466	0	0	0	1,660	4,126
Macmillan local services	0	120	−120	0	0	0
Healthcare	0	0	0	0	0	0
Information services	0	0	0	0	0	0
Macmillan grants	0	0	0	0	0	0
Influencing cancer care	0	0	0	0	0	0
Direct services	0	251	−251	0	0	0
Total designated funds	2,466	371	−371	0	1,660	4,126
Total unrestricted funds	**3,390**	**228,061**	**−207,787**	**1,500**	**0**	**25,164**

26. Movements in group funds	Balance 1 January 2024 £'000	Income £'000	Expenditure £'000	Profit on investments £'000	Transfers £'000	**Balance 31 December 2024 £'000**
Total funds	**18,141**	**245,546**	**–225,922**	**1,500**	**0**	**39,265**

Macmillan Public

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 (2023: £nil) were transferred from unrestricted funds to restricted appeal funds to cover deficits which will not be matched by future fundraising.

Some appeals raise 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 £604,000 (2023: £673,000). Appeals in deficit totalled £nil (2023: £422,000).

Macmillan Horizon Centre

Expenditure in the year includes depreciation of £87,000 (2023: £93,000) funded from appeal funds relating to an information and support centre adjacent to the Brighton Cancer Centre. The fund balance at 31 December 2024 was £3,861,000 (2023: £3,948,000).

Department of Health Grants - National Cancer Survivorship Initiative

There were no funds received or expended in the year (2023: £nil) and there were no grants released back to the fund in the year (2023: £nil). The fund balance at 31 December 2024 was £115,000 (2023: £115,000).

Other funds

Other restricted funds comprise income for specific Macmillan activities. At 31 December 2024, the balance of £9,521,000 (2023: £10,437,000) 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 £7,418,000 (2023: £7,824,000).

26. Movements in group funds (continued)

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 £2,103,000 (2023: £2,613,000).

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 in of £1,660,000 (2023: transfer out of £202,000) makes the value of the fund equal to the net book value of the tangible assets less any restricted tangible assets at 31 December 2024. Tangible asset expenditure financed from restricted funds is shown within the restricted fund balances.

Macmillan local services

£120,000 (2023: £214,000) was designated and spent in the year on Macmillan professional posts, to match cause related marketing raised to fund local Macmillan services.

Healthcare

Macmillan Healthcare Lottery closed in the year ended 31 December 2023. Therefore no profits were designated and spent in year (2023: £1,165,000).

Information services

Macmillan Cancer Information Lottery Limited closed in the year ended 31 December 2023. Therefore no profits were designated and spent in year (2023: £2,018,000).

Macmillan grants

Macmillan Financial Grants Lottery Limited closed in the year ended 31 December 2023. Therefore no profits were designated and spent in year (2023: £1,303,000).

Influencing cancer care

Macmillan Influencing Cancer Care Lottery Limited closed in the year ended 31 December 2023. Therefore no profits were designated and spent in year (2023: £1,266,000).

Macmillan Public

26. Movements in group funds (continued)

Direct services

£251,000 (2023: £232,000) 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 2024, the balance of the reserve was negative £1,705,000 (2023: negative £3,470,000). The transfer in of £1,765,000 (2023: transfer in of £4,432,000) is an adjustment to align the fund to the difference between market value and historical cost at 31 December 2024.

27. Related party transactions

- Rachel Higham is a trustee of Macmillan Cancer Support and joined the Marks and Spencer's Executive Committee in June 2024. Between June 2024 and 31 December 2024, Macmillan Cancer Support received corporate donations of £15,000 from Marks and Spencer. This relationship is ongoing, and £501,000 funds raised were outstanding as at year-end. This included a £50,000 brand licence fee owed to Macmillan Cancer Support Trading Limited.
- Helen Stokes-Lampard was a trustee of Macmillan Cancer Support until October 2024 and was a non-executive director of NHS England until December 2024. During 2024 Macmillan made no grant commitments to NHS England (2023 : Macmillan made grant commitments totalling £5,000). During 2024 Macmillan made payments totalling £86,000 (2023: £193,000) in relation to commitments to NHS England. During 2024 grant writebacks relating to prior year grants were processed totalling £62,000 (2023: £3,000). At 31 December 2024, our outstanding amount owed to NHS England was £107,000 (2023: £255,000). Macmillan also paid funds totalling £16,000 (2023: £7,000) to NHS England relating to data analytics and research.

26. Movements in group funds (continued)

Other

- 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 2024 the Charity paid £3,600 as a grant to MCSJ Ltd (2023: £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 group ceased as at 31 May 2024 following the dissolving of Parliament. The Charity operated a separate bank account for the Group which had a balance of £59,000 (2023: £59,000) as at 31 December 2024.
- 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 the fund are invested. The total value of investments held by the Trust was £190,000 (2023: £161,000) as at 31 December 2024. The total cash at bank and in hand held was £nil (2023: £nil).

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:

28.Operating lease commitments (continued) The Group and Charity	**Property 2024 £'000**	Property 2023 £'000	**Total 2024 £'000**	Total 2023 £'000
Within 1 year	1,519	1,909	1,519	1,909
Between 1 and 5 years	4,799	280	4,799	280
After 5 years	0	0	0	0
Total	**6,319**	**2,189**	**6,318**	**2,189**

29. Contingent liabilities

As at 31 December 2024, Macmillan had contingent liabilities of £6,696,000 (2023: £7,077,000).

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 set out in the contract are met. In the year ended 31 December 2024, the Charity recognised £2,011,000 of expenditure (2023: £1,658,000). The remaining contingent liability is £1,607,000 (2023: £3,618,000).

The Charity entered into a contract with Highland Hospice and Social Finance Limited on 6 December 2022. The Charity is providing a social impact bond to the Highland Hospice in relation to the provision of certain end of life care services. The total social impact bond will be up to £1,380,000 over the period ending 31 December 2025. The Charity recognises expenditure when the conditions and milestones set out in the contract are met. In the year ended 31 December 2024, the Charity recognised £376,000 of expenditure (2023: £320,000). The remaining contingent liability is £684,000 (2023: £1,060,000).

The Charity entered into a contract with Harrogate and District NHS Foundation Trust on 18 December 2023. 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 initially agreed was up to £2,431,000 over the period ending 31 December 2027. A contract variation was signed on 10 October 2024 increasing the funding by £243,000 to £2,674,000 and extending the end date to 30 June 2028. The Charity recognises expenditure when the conditions set out in the contract are met. In the year ended 31 December 2024, the Charity recognised £357,000 of expenditure (2023: £32,000). The remaining contingent liability is £2,285,000 (2023: £2,399,000).

The Charity entered into a contract with St Luke's Hospice (Basildon and District) Limited on 15 April 2024. The Charity is providing a social impact bond to the Hospice in relation to the provision of certain end of life care services. The total social impact bond will be up to £2,500,000 over the period ending 30 April 2027. The Charity recognises expenditure when the conditions set out in the contract are met. In the year ended 31 December 2024, the Charity recognized £380,000 of expenditure (2023: £nil). The remaining contingent liability is £2,120,000 (2023: £nil).

30.Pension costs

During 2024, 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.

On 19 July 2024, the Scheme was subject to a buy-in transaction ("the buy-in") through the purchase of a bulk annuity policy with the insurer Aviva Life & Pensions UK Limited, under which the benefits payable to all Scheme pensions and deferred members have become fully insured. The total premium paid for this buy-in was £33.7m. The majority of the Scheme's assets were divested at this time and the required funds were transferred to Aviva. A small proportion of the Scheme's assets remain in a cash fund held with the Scheme's investment managers, as well as in the Pension Scheme Trustees' bank account. As the liability remains the responsibility of the Scheme, the total value of the pension costs in year are disclosed below.

A pre-tax gain of £486,000 has been recognised in other comprehensive income in relation to the buy-in representing the difference between the cost of the bulk-purchase annuity and the accounting value of the liabilities insured.

Total assets of the Scheme at 31 December 2024 is £29,744,000 (2023: £39,338,000).

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 2024:

Scheme assets and liabilities	**2024 £'000**	2023 £'000
Fair value of the scheme assets	29,744	39,338
Present value of scheme liabilities	−26,473	−30,024
Net surplus	**3,271**	**9,314**

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.

30. Pension costs (continued)

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.

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 2022 and reported a funding surplus of £4,881,000.

Following closure of the scheme to future accrual on 30 June 2010, there were no employer contributions made by the Charity in 2024 (2023: £nil). The Charity does not expect to make any contributions in 2025.

For the purposes of the disclosures required under FRS 102, the actuarial valuation has been updated at 31 December 2024 by a qualified actuary using the following assumptions:

Financial assumptions	**2024**	2023
Discount rate	5.50%	4.50%
Retail price inflation	3.20%	3.10%
Consumer price inflation	2.70%	2.60%
Rate of increase in salaries	n/a	n/a
Rate of increase in pensions in payment RPI capped at 5%	3.10%	3.00%
Rate of increase in pensions in payment RPI capped at 2.5%	2.20%	2.10%
Rate of increase in deferred pensions	2.70%	2.60

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 Using mortality table 105% S3PMA_All 105% S3PFA_AllCMI_2022 1.25% With default extended parameters [1.25%] (year of birth) (2023: Using mortality table 105% S3PMA_All/ 105% S3PFA_All CMI 2022 1.25% With default extended parameters [1.25%] (year of birth))	**2024 life expectancy years**	2023 life expectancy years
Males at 65	21.0	21.1
Females at 65	23.6	23.6
Males at 65 aged 45 in 2024	22.3	22.4
Females at 65 aged 45 in 2024	25.0	25.0

30. Pension costs (continued

An analysis of the scheme assets and the expected long-term return rates at 31 December 2024 was as follows:

Scheme assets	**2024 £'000**	2023 £'000
Bonds	0	35,017
Other	29,744	4,321
Total	**29,744**	**39,338**

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 £26,468,000 (2023: £51,000) 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."

The following amounts have been recognised in the financial statements for the year ended 31 December 2024 under the requirements of FRS 102:

Amounts recognised in the Statement of Financial Activities for the year ended 31 December 2024 under the requirements of FRS 102	**2024 £'000**	2023 £'000
Interest income	1,738	1,796
Interest on liabilities	−1,320	−1,326
Past service cost	0	0
Net credit to the Statement of Financial Activities	408	470
Unrecognisable credit due to closure of the scheme to future accrual	−408	−470
Amount credited to the Statement of Financial Activities	**0**	**0**

Amounts recognised in the Statement of Other Comprehensive Income for the year ended 31 December 2024 under the requirements of FRS 102	**2024 £'000**	2023 £'000
Actual return on assets less interest	−9,442	691
Actuarial losses on scheme liabilities	3,466	−1,638
Limit on recognition of assets less interest	6,462	957
Amount recognised in the Statement of Other Comprehensive Income	**486**	**10**

30. Pension costs (continued)

Changes in the fair value of the scheme assets are as follows:	**2024 £'000**	2023 £'000
Fair value of scheme assets at 1 January	39,338	37,969
Interest income	1,728	1,796
Contributions	0	0
Benefits paid	–1,405	–1,108
Actual return on assets less interest	–9,917	681
Fair value of scheme assets at 31 December	**29,744**	**39,338**

Changes in the present value of the scheme liabilities are as follows:	**2024 £'000**	2023 £'000
Present value of scheme liabilities at 1 January	30,024	28,168
Past service cost	0	0
Interest on liabilities	1,320	1,326
Benefits paid	–1,405	–1,108
Actuarial (gains) / loss on scheme liabilities	–3,466	1,638
Present value of scheme liabilities at 31 December	**26,473**	**30,024**

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 2,009 employees totalling £8,789,000 (2023: 2,130 employees, £9,286,000) and this is reflected in expenditure for the year (see note 13).

The Charity participates in the NHS Pension Scheme, a statutory, unfunded, defined benefit scheme open to 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 79 employees totalling £525,000 (2023: 82 employees, £596,000) 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 (2023: £nil). The NHS Scheme has been closed to new Macmillan employees since 1st January 2020.

30. Pension costs (continued)

The latest published actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2020, which reported that the scheme had accumulated a notional deficit of £40.9 billion against the notional assets as at 31 March 2020. This valuation set the employer contribution rate payable from April 2024. The new rate was 23.78%, increased 3.1% from the previous rate of 20.68% (inclusive of 0.08% administrative levy). NHS England and the Department of Health and Social Care has subsidised some organisations, including Macmillan, so that Macmillan continued to pay an employer rate of 14.38% in the year to 31 December 2024. The increase will be 9.4% from April 2025 if this arrangement is not continued. The next actuarial valuation will be for the year ending 31 March 2024 and will set the employer contribution rate payable in future years. 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 2024 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 website (www.nhsbsa.nhs.uk) and are published annually.

31. Post balance sheet event

Following the agreement in July 2024 by Aviva Life & Pensions UK Limited to buy-in the Macmillan Cancer Support Pension Scheme (the Scheme), (as referenced in note 30), on 9 April 2025, Macmillan Cancer Support triggered the winding up of the Scheme, and the Pension Trustees of the Scheme and Macmillan Cancer Support agreed that Aviva would buy-out the Scheme. Members have been written to about the intention to buy-out and wind up the Scheme and the process of transferring all member policies to Aviva will commence once the buy-in is finalised.

It is anticipated that any surplus remaining in the Scheme at the end of the buy-out and winding up process will be returned to Macmillan Cancer Support to use for its charitable purposes, and members will be written to about this in due course together with an estimate of the likely amount of the surplus, which is currently estimated to be £2.5 million.

Thanking our supporters

We simply wouldn't be able to do whatever it takes for people living with cancer without the generous funds raised by our supporters. Thanks to the support of all these incredible people, we will continue to be there for people living with cancer when they need us most.

A special thank you to the 2,939 people who kindly left Macmillan a gift in their will in 2024, and to all those who supported our work in memory of a loved one. Your thoughtfulness and generosity will help to make a huge difference to the lives of people living with cancer.

We would like to extend a heartfelt thank you to the following:

A & R Woolf Charitable Trust
ABB Limited
Aimbridge Hospitality EMEA
Air Charter Service Ltd
Alva Academy and Community
Amelia Thornton-Berry
Apple Corps Ltd
Arco Limited
Aviva Plc
Bolton Macmillan Fundraisers
Boots
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BRM Solicitors
Brown & Tawse 125 Trust
Buckinghamshire South Fundraising Group
Camberley Committee
Camilla Parsonage
Campanile Hotels
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cardfactory
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Causeway Fundraising Group
CBRE Limited
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Charlotte Russell
Chris Spencer
Christa Hardy and Win's Wanderers
Cirencester Committee
Cole & Abbie
Colosseum Dental
Coracle Committee
Cottondale Clay Shoot
Countess of Halifax
Coventry General Charities
Croydon Relief in Need
Dennis Greenslade and The Grand Tour Cape to Cape
Donnelly Bros (Dungannon) Ltd
East Riding Committee
Easter Ross Fundraising Group
EBM Charitable Trust
Edinburgh Macmillan Art Show Committee
Edrington UK
Elizabeth Knox
EMCOR UK
Energy Industry Voluntary Redress Scheme
Eoin Henry Foundation
First Bus
Flight Centre Travel Group
Fred Done
Fred Whitton Challenge organised by The Lakes Road Club
Furnival Chambers
GAC UK
Gainsborough Committee
Gareth Bater
George Cadbury Fund
Glasgow City Committee
Graeme Varley
Graham Goodwin & Family
Graham Knights
Grantown on Spey Fundraising Group
Greene King
Groupe Atlantic UK, ROI & North America Division
Halfway House
Heart of England Co-operative Society

Macmillan Public

Ltd
Helen Topp
Help for Health
Highland Perthshire Fundraising Group
Hollywood Bowl Group
Holmfirth Fundraising Group
Homebase
Hornsby House School
Houghton Dunn Charitable Trust
Huntingdon Committee
Huntly & District Committee
Ilkley & District Committee
In memory of Lara, our daughter and sister
In memory of Mrs Rubab Sultanali Nurmohamed
Inverness and Black Isle Fundraising Group
Isle of Lewis and Harris Macmillan Fundraising Group
Jack Dowling
Jane & Stuart Hood
Jet2.com
John & Sue Pearson
John Burkhill
Karl Avison
Kay Heys
Kirkcaldy Thrift Shop
Kiwi Patel
La Roche-Posay
Laura Clark
Listers Group
Lochalsh, Glenelg and Skye Fundraising Group
Louis Pern
Louth Fundraising Group
Lovehoney Group
M&S Bank
Mackie Foundation
Macmillan Dorset Bike Ride
Macmillan Toon Angels
March, Chatteris and District Committee
Marian Mosselson
Mark Sorrell for Goldman Sachs Gives
Markerstudy Group
Market Harborough Committee
Marks and Spencer
Matt Richardson and Bill Pollard
Melton Mowbray Committee
Merthyr Tydfil Committee
Mid Sussex
Mitie
Moondance Foundation
Morrison Construction Ltd
Motor Fuel Group
Mr J S Notay
Mrs K L J Bartlett Deceased Charitable Trust
Muriel Blackledge and Team M
Museums and Galleries Limited
Nathaniel Dye MBE
National Garden Scheme
Nationwide Building Society
NatWest Group
NES Fircroft
Newry Committee
Next Retail Ltd
Nigel and Elaine Taggart
North Leeds Committee
Northern Estate Agencies Group
Novuna
Oak Foundation
Ofenheim Charitable Trust
Oliver Jones
Orkney Committee
Paris Natar
Pete Twist
Peterborough Committee
Philip Grisewood
Pickering Group
PJH Group
R J & A H Daniels Charitable Trust
Revolut
Ribble Valley Committee
Russell and Emma Morris
Ruth McIntosh
Saffron Walden Fundraising Committee
Salim Sidat
Samuel McClements
Sandra Jeffs
Santander UK plc
Scottish Widows
Scunthorpe Committee
Shashi and Indu Seshadri
Sheldon Davies
Shetland Fundraising Group
Showcase
Shrewsbury Fundraising Group
Skene Fundraising Committee
Smith Charitable Trust

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Snapfish UK Ltd
South Ribble Fundraising Group
Spalding & Holbeach Committee
SSP Group UK & Ireland
Stagecoach London
Steve Freemantle
SUEZ recycling and recovery UK
Sunderland Empire Theatre
Sussex Centenary (Poppy Club)
Team McKeown
Team V3nture
Thames Water Utilities Ltd
The 29th May 1961 Charitable Trust
The Basil Samuel Charitable Trust
The Bogeymen
The Compleat Food Group
The Constance Travis Charitable Trust
The Derek Layton Trust
The Elizabeth and Prince Zaiger Trust
The Eveson Trust
The Follow the Stars - Macmillan Carols Committee
The George A Moore Foundation
The Harry & Mary Foundation
The Haydock Park Raceday Committee
The Hive Network
The Hugh Fraser Foundation
The IndiGO Ball
The Ingram Trust
The Lyons Charitable Trust
The Mackay & Brewer Charitable Trust
The Macmillan Ball Committee
The Macmillan Charity Raceday Committee
The Macmillan Christmas Carol Concert Committee
The Masonic Charitable Foundation
The McGrath Charitable Trust
The Minekte Foundation
The Murdoch Forrest Charitable Trust
The Musk-Burton Family Trust
The Northwood Charitable Trust
The Pauline Bishop Charitable Trust
The Peacock Charitable Trust
The Philip Oppenheimer Foundation
The Purey Cust Trust
The Richard Oatley Foundation
The Screwfix Foundation
The Sir Robert Ogden Charitable Foundation
The Thompson Family Charitable Trust
The Tony Sadler Foundation
The Trevor Hemmings Foundation
The Vernon N Ely Charitable Trust
The Wigoder Family Foundation
The Wixamtree Trust
The Zochonis Charitable Trust
Thurso Fundraising Group
Tina Kernland-Yip, in memory of Robert I. Kernland
Tom and Sheila Springer Charity
Toolstation Ltd
Turkington
W & R Barnett
Walsall Committee
Walter & Susan Bloodworth
Warner Hotels
Welcome Break Group Ltd
West Berkshire Committee
West Yorkshire Fundraising Group
Wolfgang Gorth
Worcester and District Committee
WSP in the UK
York Committee
York Racecourse
Yorkshire Macmillan Carol Concert Committee

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Key references

[1] Macmillan Cancer Support. Cancer prevalence. Accessed April 2025

[2] 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 figure. By taking into account the overlap between the reach of individual Macmillan services, the total unique people supported by all Macmillan services has been estimated. The extent to which people living with cancer access more than one Macmillan service is based on regular survey work we carry out among people with cancer via YouGov

[3] Macmillan Cancer Support internal data. Refers to people we supported who responded to our customer feedback survey, with 2024 figures based on more than 15,000 responses. In this context 'highly positive' refers to people who gave us a score of 8-10 on a 10-point scale when asked "How satisfied were you with your recent experience of Macmillan?"

[4] Based on a combination of analysis using official UK statistics and data from NORDCAN, using age-standardised net and relative survival rates. For more details see: Macmillan Cancer Support. UK cancer care 'stuck in the noughties'. June 2024

[5] 66% figure is Macmillan Cancer Support's estimate of potential reach based on analysis of data on audience media consumption habits from Kantar Media's TGI Choices platform. Source data is the copyright © of Kantar Media UK Limited and all use of TGI data is subject to Kantar Media UK Limited's terms and conditions. Please note: we refer to Great Britain here instead of the UK as the data from the TGI Choices platform does not include Northern Ireland

[6] Refers to Scotland's national 62-day target at a national level for all cancer combined, from 2012-2024, using the latest data available at the time. For more details see: Public Health Scotland. Cancer waiting times.

[7] Macmillan Cancer Support/YouGov survey of 2,099 adults in the UK who have had a cancer diagnosis. Fieldwork was undertaken between 2nd January and 22nd January 2024. The survey was carried out online. The figures have been weighted and are representative of people living with cancer in the UK (aged 18+). Survey question was as follows: "Have you had any concerns about any of the following issues in the last few weeks, which were caused or have been made worse by your experience of cancer? Please mark on the scale of 1-5, where 1 is 'not an area of concern' and 5 is 'an area of great concern'." 23% of respondents gave a score of either 4 or 5 for either 'Sex or fertility' or 'Loss of libido/ sexual needs'. 'Around 700,000 people' figure estimated by applying the 23% to the approximate 3 million people living with cancer in the UK during 2020-2024. 3 million figure sourced from: Macmillan Cancer Support. Cancer

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prevalence. Accessed February 2024

[8] As per previous reference. Relevant question wording was as follows: "Thinking about the physical and/or emotional issues that have caused you concern recently, to what extent would you like more support with each of these? (Please mark on the scale of 1-5, where 1 is 'don't need support at all' and 5 is 'want more support')" and "Thinking about the physical and/or emotional issues that have caused you concern recently...Which, if any, have you accessed support for? Please think about any support you may have received, whether it's from friends, family, healthcare workers or others. Please select all that apply." Among those who had serious concerns about sex or fertility, 43% gave a score of 4-5 in terms of wanting more support. Of this group, only 39% said they had accessed support for these issues.

[9] Macmillan Cancer Support estimate of potential reach based on analysis of data on audience media consumption habits from Kantar Media's TGI Choices platform. Source data is the copyright © of Kantar Media UK Limited and all use of TGI data is subject to Kantar Media UK Limited's terms and conditions. Please note: we refer to Great Britain here instead of the UK as the data from the TGI Choices platform does not include Northern Ireland.

[10] Macmillan Cancer Support analysis of the 2023 National Cancer Patient Experience Survey for England data. For more details see: Macmillan Cancer Support. Number of people with cancer in the UK reaches record high of almost 3.5 million. January 2025.

[11] Primary research using UK data is currently limited on this subject – one of the main studies relates to breast and cervical screening among women who would be likely to identify as LGBTQ+: Saunders CL, Massou E, Waller J *et al.* Cervical screening attendance and cervical cancer risk among women who have sex with women. J Med Screen 2021: 28; 349-356. doi: 10.1177/0969141320987271.

[12] UK Government Equalities Office (now called Women and Equalities Unit). National LGBT Survey: Research report. July 2018 (accessed February 2025).

[13] Public Health Wales. Cancer mortality in Wales, 2002-2022. February 2024 (accessed February 2025). The European age-standardised cancer mortality rate in the most deprived areas of Wales in 2021 was 342.7 per 100,000 people, compared with 222 per 100,000 people in the least deprived areas (refers to all malignancies excluding non- melanoma skin cancer).

[14] Coalfields Regeneration Trust/Sheffield Hallam University. The State of the Coalfields 2024: Economic and social conditions in the former coalfields of England, Scotland and Wales. April 2024 (accessed April 2025).

[15] Edinburgh Napier University. Transforming Cancer Care: a national rollout of Macmillan Improving the Cancer Journeys. Final Report from Edinburgh Napier

Macmillan Public

University (ENU) Evaluation. December 2024

[16] Greene King/OnePoll survey of 2,000 UK adults. Fieldwork was undertaken in September 2024. The survey was carried out online. Relevant question wording was as follows: 'To what extent do you agree or disagree with the following statement: "Socialising at the local pub would be a good time/place to get things off your mind"?', and 'How would you prefer to start a conversation about a problem you were having?'.

[17] Sung H, Ferlay J, Siegel RL et al. Global cancer statistics 2020: GLOBOCAN estimates of incidence and mortality worldwide for 36 cancers in 185 countries. CA Cancer J Clin 2021; 71: 209-249. doi: 10.3322/caac.21660.

[18] Macmillan Cancer Support. Gender Pay Gap Report 2024. April 2025

[19] Macmillan Cancer Support/STRAT7 survey of 9,146 adults in the UK. Fieldwork was undertaken between 1st January 2024 and 31st December 2024. The survey was carried out online. The figures have been weighted and are representative of UK adults (aged 18+). Refers to respondents who said they had supported Macmillan Cancer Support with a monetary donation (either one-off or regular) directly in the past 12 months

Macmillan Cancer Support has spent more than 100 years helping people living with cancer. We know that cancer can disrupt your whole life. And it can be made worse simply because of who you are and where you live. But we're here to change that. The number of people diagnosed with cancer is growing, and every one of them needs the best support to meet their unique needs. That's why we'll do whatever it takes to help everyone living with cancer across the UK get the support they need right now and transform cancer care for everyone who will be diagnosed in the future.

To donate, volunteer, raise money or campaign with us, call 0300 1000 200 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. A company limited by guarantee, registered in England and Wales, company number 2400969. Isle of Man company number 4694F. Registered office: Macmillan Cancer Support, 3rd Floor, Bronze Building, The Forge, 105 Sumner Street, London SE1 9HZ. VAT no: 668265007

Macmillan Public

MACMILLAN CANCER SUPPORT

England & Wales - Charity number 261017

Accounts

MACMILLAN CANCER SUPPORT



Annual Report and Accounts 2023

Annual Report and Accounts 2023

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What did life look like for people living with cancer in 2023?

We estimate there are currently more than three million people living with cancer in the UK. Sal, aged 48 from Lancashire is one of them. A cancer diagnosis can be an extremely difficult time and affect every aspect of someone's life, and Macmillan's ambition is to be there for everyone living with cancer to provide physical, emotional and financial support.

2023 saw many moments of medical advancements, innovation and hope, however challenges in the external environment including the ongoing cost of living crisis, increasing pressures on the NHS, worsening waiting times for diagnosis and treatment, and stark health inequities also adversely impacted many people with cancer's outcomes and experiences.

Everyone with cancer has the right to access timely treatment and care that's right for them and to live well with and beyond cancer, and Macmillan is there every step of the way.

Sal's story



"I was diagnosed with grade 2 breast cancer on 24 February 2022. I was 45. Hearing those words 'it's cancer' was like being kicked in the guts.

I began seeing Lynne, a Macmillan Counsellor every other week. Lynne was wonderful. She really helped me to process my muddled emotions. She reassured me that what I was feeling was totally normal and that I wasn't alone.

Financially, cancer has not been kind to me. Being diagnosed with cancer during a cost of living crisis feels like we're running just to stay still. Since I got cancer, we can't afford to turn the central heating on. I get cold because of tamoxifen and just have to hide under lots of blankets.

Macmillan has helped me keep my head above water by providing us with a one-off grant. This was a lifesaver. We used it to help keep afloat bill wise and it's meant we've been able to keep our house. A Macmillan Benefits Advisor also helped me to apply for benefits I had no idea I was entitled to.

I can honestly say hand on heart, that without the help of Macmillan I don't know how I would have got through this far. Knowing that help and advice is but a phone call away is a great comfort and what I like to call a mental health safety net."



Summary of 2023 from Richard Murley, Chair of Board of Trustees

Welcome to Macmillan's annual report for 2023, which marked a particularly turbulent year for people living with cancer and the start of a new chapter for our organisation.

By the end of 2022 we had seen more people than ever wait too long to be diagnosed with cancer and to access treatment, as cancer waiting times became the worst on record in all four UK nations. We made this issue a key priority for 2023, calling on UK governments to act immediately through our "What Are We Waiting For?" campaign and achieving widespread media coverage raising awareness of the impact of delays on people living with cancer.

Meanwhile, soaring inflation rates and the cost of living crisis further exacerbated the physical and emotional issues that people with cancer face. Every day we heard about the desperate measures that people had to resort to, from turning off the gas and heating to save on bills to choosing between food and petrol to travel to their care appointments. These are decisions that no one should have to make. In response to these unprecedented challenges, we established an Emergency Grant Appeal to give people with cancer a much-needed lifeline and we supported nearly 50,000 people with grants totalling over £16 million in payments. It is why we have continued to spend more than we have raised, to help as many people with cancer as we can.

And this is just a fraction of what we have done to stand alongside people with cancer when they have needed us most. Thanks to the support of our fundraisers, supporters and partners, as well as our professionals, colleagues and volunteers, our services reached and supported an estimated 2.3 million people affected by cancer in 2023[1].

Last year also marked the start of an exciting new chapter for Macmillan, with our new Chief Executive Gemma Peters joining in January. Combining 20 years of leadership experience in the cancer and healthcare sectors with her strategic insight and passion, Gemma spent the year listening to and learning from people with cancer, as well as our supporters, health and social care professionals and colleagues, and even our biggest critics. Gemma has been leading us all to look to the future, to ensure that we are transforming Macmillan together and working to ensure we can provide the highest impact and sustainable support for people in the longer term. You can read more from Gemma on **pages 6–7.**

Finally, I would like to acknowledge some past and present members of Macmillan's Board of Trustees. This year we welcomed Acosia Nyanin as a trustee, who brings a wealth of knowledge and expertise in a wide variety of clinical and leadership roles, including her current position as Deputy Chief Nursing Officer at NHS England.

2023 also marked the departure of Professor Jane Cummings CBE and I'd like to offer my personal thanks to Jane for her significant contribution during her nine years as a trustee. It is with great sadness that I also share that two great friends of Macmillan died in 2023 – Jamie Dundas, Macmillan's Deputy President and former Chair of the Board of trustees, and Suki Thompson, who served as a trustee for eight years. All those who knew and worked with them miss them enormously and we are so grateful for the wisdom, support and advice they generously shared during their time at Macmillan.



Richard Murley
Chair of Board of Trustees



A note from our Chief Executive, Gemma Peters

Since starting as Chief Executive in January 2023, I have seen how deeply Macmillan's work is intertwined with people's experience of cancer in the UK. I've had the pleasure of getting to know many of the inspiring people who we support and who support us, and working alongside brilliant colleagues who make Macmillan the organisation it is.

I have seen how there is almost no aspect of the cancer experience that Macmillan has not sought to improve and I've been inspired by how many bold ideas there still are about how we could dramatically improve cancer care in the UK.

We all know that healthcare, and what we need from it, is changing. Despite the best efforts of incredible healthcare professionals, the pressure on cancer care is resulting in unacceptable delays and disruption. At the same time, technological and treatment advances bring hope of being diagnosed earlier and living longer with cancer.

The news earlier this year of the cancer diagnoses of HM King Charles III and HRH the Princess of Wales were moments that remind us that cancer can affect anyone and how difficult it can be to tell loved ones about your diagnosis.

The general election also marks a critical moment to transform people's experiences of living with cancer. The next UK government, and governments across the four nations, must prioritise long-term strategies that reimagine how we treat people with cancer. Not only treating the cancer, but the impact on every aspect of a person's life, so that their care truly revolves around who they are and what they need.

For over a century, Macmillan has worked with people living with cancer to shape some of the most important improvements we've seen in cancer care in the UK. But not everyone is benefiting equally from these improvements. Where you live, or who you are, can make a big difference in the level of care you get, and the divides are far too wide. We need to evolve to make sure we are meeting the needs of everyone living with cancer, now and into the future.

In 2023 we launched an open call for ideas and challenges from people affected by cancer, our colleagues, clinicians, supporters, partners and many others, to define a new way for Macmillan to do the best work in our next chapter. This is helping shape our next strategy which will launch later in 2024.

We know that Macmillan's expertise and assets hold great potential; our knowledge of what is happening in real time for patients and their clinicians; our community of thousands of practitioners; our trusted relationship with supporters and our resources and expertise. We are the only organisation in the world that has all this at our fingertips, and we have an opportunity to partner with others to make something special happen in the UK for people affected by cancer. The question for our strategy is not whether it's possible to change things significantly for the better, it's how we focus on the areas of greatest impact for those who need us the most.

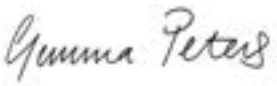
In 2018 it was agreed that Macmillan should focus on holding an appropriate level of liquidity cover rather than targeted levels of reserves, which has meant that we have been able to spend approximately £100 million more than we've raised, providing support for people with cancer, and increasing the impact we can make.

Like many organisations, Macmillan has felt the impact of a difficult financial environment. It is getting harder to raise money, and inflation means it costs more to do the same as we did a few years ago. This has meant taking the difficult decision to reduce the size of the organisation and sadly means we've had to make some valued colleagues redundant.

2024 will see us go through a year of transformation to ensure we are fit to tackle the emerging challenges faced by people with cancer and will also see us return to a balanced budget over the course of 2024 and 2025, which is likely to result in some difficult decisions for the organisation in the coming months.

We're taking these difficult decisions, and are building a new strategy, to ensure Macmillan is in the best possible position to provide the vital support people living with cancer need now and long into the future.

I'd like to say a heart-felt thank you to everyone who has supported Macmillan in 2023: from the supporters who continued to raise vital funds for people with cancer, to those living with or affected by cancer who shared their experiences, encouraging us to do better and go further than we have before. I'd also like to say an enormous thank you to Macmillan's colleagues, volunteers and healthcare professionals who are so dedicated to meeting the needs of people with cancer. With this unwavering commitment, I am confident that 2024 will continue to be a year of positive transformation for Macmillan.



Gemma Peters
Chief Executive Officer

Who we are and what we do

At Macmillan, we want to be there for everyone, from the moment someone is told that they have cancer, for as long as we're needed to help them live life as fully as they can.

We work with people with cancer, volunteers, health and social care services, decision makers, partners, and experts in healthcare and technology to make this happen. Together, we provide services, we influence governments and we raise money to deliver the vital support that people with cancer need.

And we never stand still. We continually explore new ways to help people, ensuring the communities we serve are reflected and represented in everything we do. We seize every opportunity to make a difference, whether that's championing care that is tailored to each individual, investing in innovative ideas to improve quality of life or working in partnership to tackle inequalities in healthcare.

As cancer care adapts and evolves, so do we – because at Macmillan, we will not rest or settle for anything other than the best possible support for people with cancer.

Our Values

Our Values are at the heart of who we are and everything we do. They inspire our thinking and guide our action to ensure we are delivering the very best for people living with cancer.



With heart:

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



With strength:

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



With ambition:

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

2023 at a glance

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 – no matter how big or small.



2.3 million

Our services reached and supported an estimated 2.3 million people affected by cancer[1].



£2.6 million

Our Emergency Grants Appeal raised a staggering £2.6 million to help people with the escalating cost of living crisis.



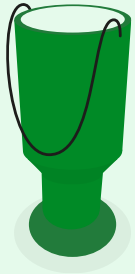
110,000 supported

We supported around 110,000 people via the Macmillan Support Line[1].



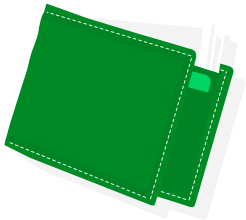
59,000 assessments

59,000 people living with cancer received an assessment via Macmillan's Electronic Holistic Needs Assessment (eHNA) platform to help with all their needs and concerns, compared to 52,000 in 2022[1].



£226.8 million

Our incredible supporters and fundraisers raised £226.8 million.



£310 million

We helped to secure over £124 million in benefits through the welfare and energy advice provided by our Support Line and £310 million through our local Welfare Rights Services[1].



730,000 people

Our Macmillan Nurses, Support Workers and Palliative Care Nurses reached approximately 730,000 people living with cancer as they went through diagnosis, treatment, follow-up or end of life care[1].



11,600 volunteers

Over 11,600 active volunteers donated over 100,000 hours of their time.

How we spent our money in 2023

We spent £205.6 million on services for people affected by cancer.*

Healthcare **£59.3 million**
We fund and support a range of health and social care professionals.

Financial support **£43.2 million**
We provide financial support to help people who are struggling with the cost of cancer, including through Macmillan grants, benefits advice and financial guidance.

Campaigning and raising awareness **£25.5 million**
We campaign for changes to improve the lives of people affected by cancer and raise awareness of issues most important to them.

Information and support **£45.4 million**
We provide people with information to help them make important decisions about their treatment and care.

Practical and emotional support **£23.4 million**
We help people find the emotional support they need and get help with the practical issues arising from cancer.

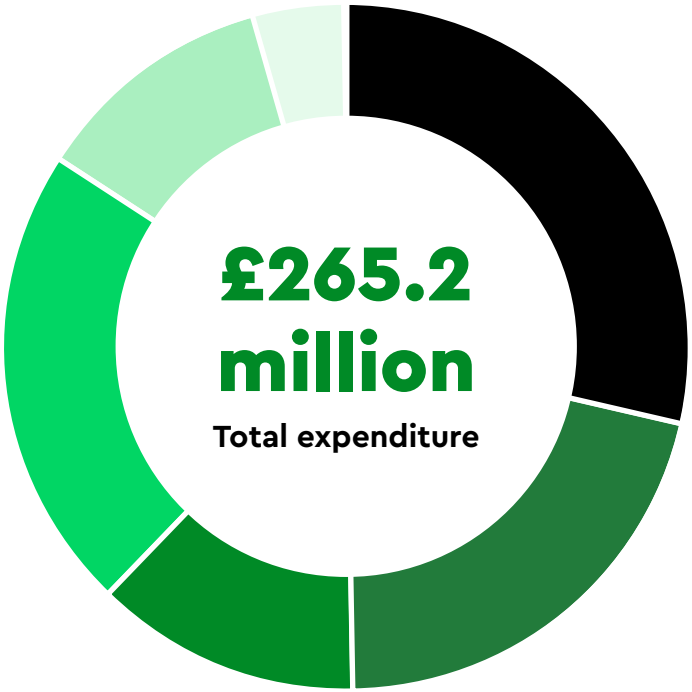
Learning and development **£8.8 million**
This includes providing training opportunities for professionals, volunteers and people affected by cancer.

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

In-year charitable expenditure	**£205.6 million**
Prior year grant writebacks	**-£17.3 million**
Discounting adjustments	**-£3.4 million**
Total expenditure on charitable activities	**£184.9 million**

£184.9 million
Total expenditure on charitable activities

£80.3 million
Expenditure on raising income



How we raised our money in 2023

We raised £230 million in 2023 thanks to our generous supporters, as well as income from grants and charitable activities.

Legacy income **£93.1 million***
This is from people leaving a gift to us in their will.

***Figure does not include discounting adjustments**

In-year legacy income	£93.1 million
Discounting adjustment	£0.6 million
Total legacy income	£92.5 million

Donation income **£116.5 million**

Fundraising events **£51.4 million**
Includes national, challenge and local events.

Direct marketing **£26.5 million**
Money raised by activities like direct debit campaigns and mailings.

Corporate income **£19.1 million**
Income from corporate partners and supporters.

General donations **£12.5 million**
We raise lots of money from general donations by the public.

Philanthropy **£4.5 million**
Donations from trusts and major donors.

Local fundraising committees **£2.3 million**
Donation income raised and collected by fundraising committees in their local communities.

Donated services and facilities **£0.2 million**
The value of services and facilities donated to us.

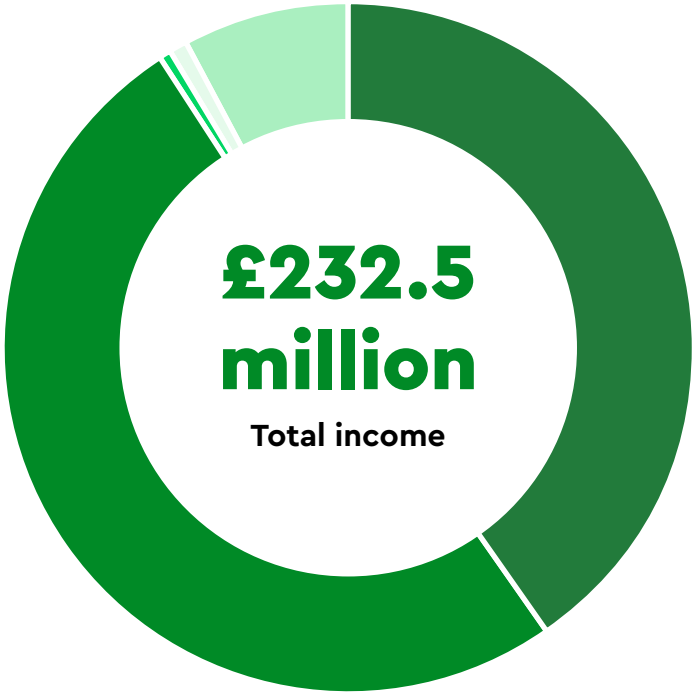
Grant income **£1.4 million**
Income awarded by grant-giving bodies given to support Macmillan initiatives.

Income from charitable activities **£1.8 million**
Includes income from our social investments, secondment income and other charitable income.

Trading activities **£17.8 million**
Includes income from our raffles and lotteries, fundraising committee sales, online shop, licensing and other commercial activities.

£230 million
Total income before investment income

£2.5 million
Investment income

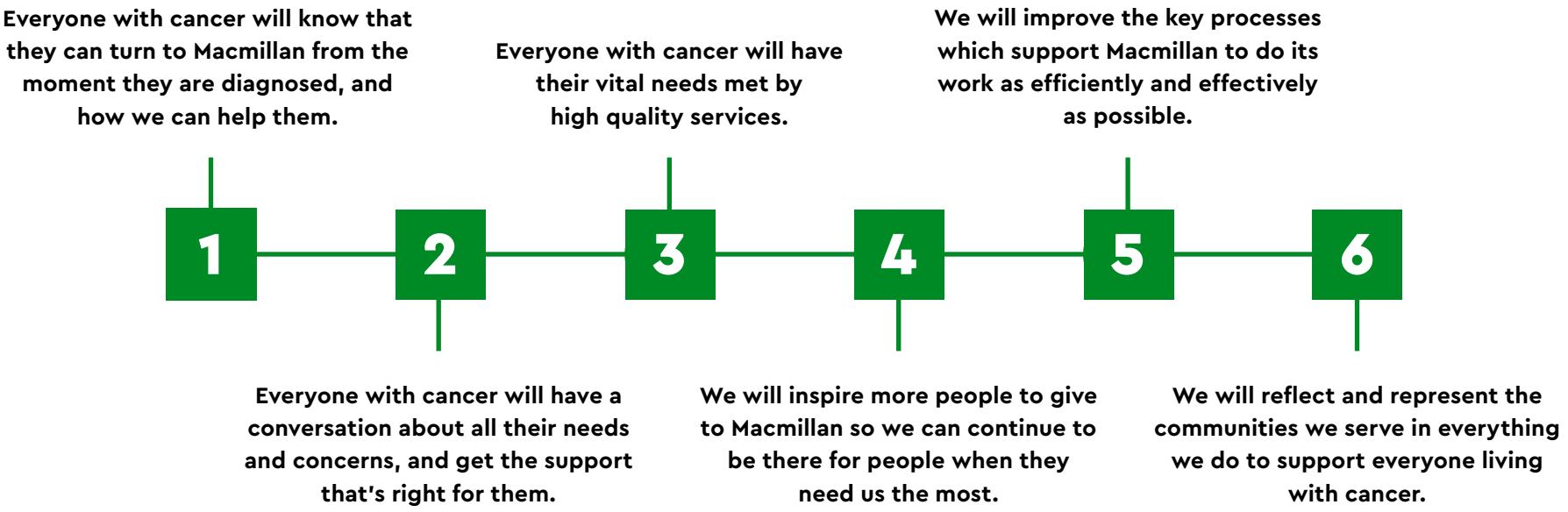


Our strategy

In 2018, we launched a five-year strategy. Our ambitious plan set out to ensure everyone living with cancer felt Macmillan was an organisation for them and that they could access information and support from the point of diagnosis. We focused on personalised care and ensured that people with cancer had the opportunity to tell healthcare professionals how cancer was impacting them, with Macmillan helping to provide the right services to help meet those vital needs. We knew we couldn't continue to be there for people living with cancer without inspiring donations from public support and this has been a key part of our strategy too.

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.

The work we do is guided by six strategic objectives:



In 2023, Macmillan set out to shape a new direction for the organisation, starting an open strategy process to work with people with cancer, colleagues, supporters, volunteers, healthcare professionals and partners to ensure Macmillan is set up in the best way possible to continue to deliver vital care and support to people living with cancer. For more information, see Looking Ahead to 2024 on **page 56**.

Strategic report



Jurassic Coast Mighty Hike

Objective 1:
Everyone with cancer will know that they can turn to Macmillan from the moment they are diagnosed, and how we can help them.

1

We're famous for our amazing Macmillan nurses, but many people living with cancer, as well as doctors, nurses, or healthcare professionals, don't know how we can help them at different stages of a cancer experience. We want to make sure everyone is aware of the vital information and support we offer.

Our reach and impact:

102,000 people

We estimate that 102,000 people used our information and support services at the point of diagnosis, compared to 86,000 in 2022. This includes support through our Macmillan Support Line, our website, our Volunteer Buddies and our Information and Support Centres across the UK[1].



31,500 people

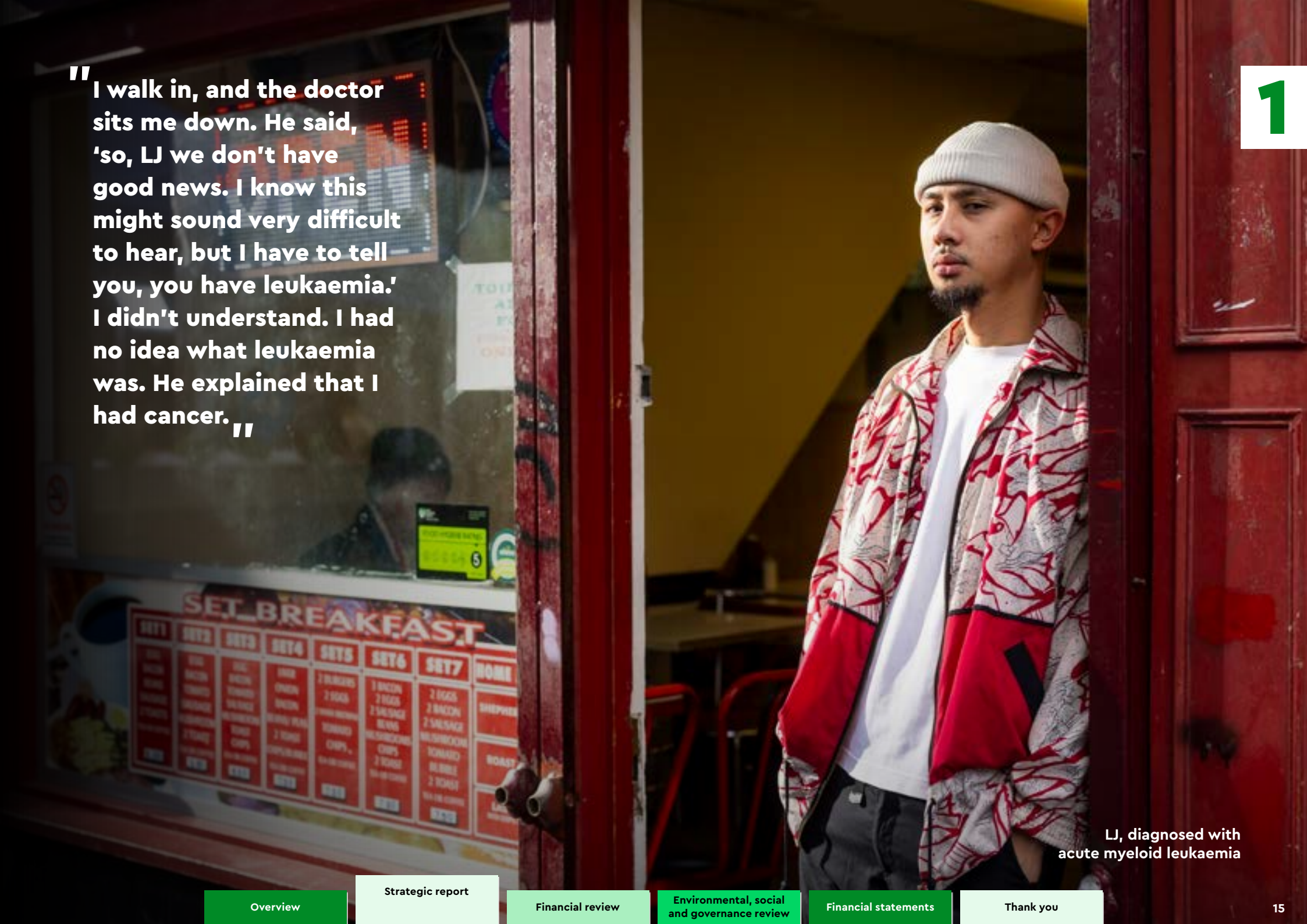
More than 31,500 people affected by cancer signed up to receive tailored information from us by email or post, compared to 25,000 people in 2022[1].



92,000 people

Our Information and Support Centres reached 92,000 people throughout their cancer journey, compared to 76,000 in 2022[1].

"I walk in, and the doctor sits me down. He said, 'so, LJ we don't have good news. I know this might sound very difficult to hear, but I have to tell you, you have leukaemia.' I didn't understand. I had no idea what leukaemia was. He explained that I had cancer."



LJ, diagnosed with acute myeloid leukaemia

Provide people with cancer with the right information in the right way.

1

In 2023:

We created more tailored content.

We know the importance of delivering accessible content that meets the needs and preferences of people affected by cancer in all communities. Last year we produced vital new cancer information resources and promoted them to healthcare professionals to help with their patients. This included:

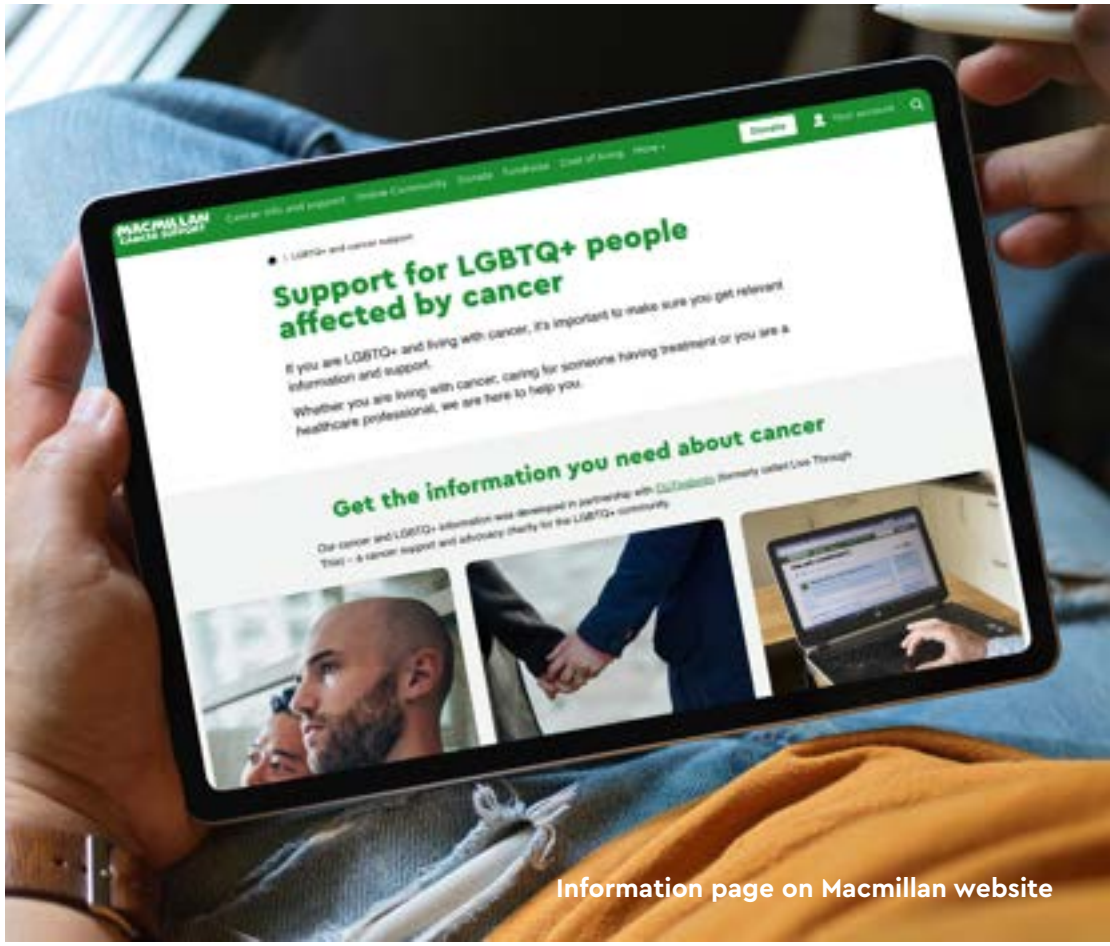
- **Developing new information in a variety of formats for people with cancer in the LGBTQ+ community working in partnership with OUTpatients the LGBTQ+ cancer charity.**
- **Developing unique website landing pages in 16 core languages, that can all be accessed from Google.**
- **Creating 'What is cancer?', an animated information and support video, produced in British Sign Language and 16 different spoken languages.**

The LGBTQ+ information had 4,000 webpage views from 2,400 users, 4,800 printed booklet orders and 200 PDF downloads in 2023.

In 2023 our 'What is cancer?' video with versions in 16 different spoken languages had a total of 54,000 views.

We made it easier for people to navigate our services.

We developed a framework to improve the support we give to people with cancer who used our services. We have started using this framework across our services, on our new customer relationship management system and on our website. This is enabling us to consistently capture, understand, and meet a person's needs during and after they've interacted with Macmillan. We also tested ongoing email support to improve the follow-up experience and let people know they can reach out for support more than once.



Information page on Macmillan website

Read our cancer information and support for the LGBTQ+ community.

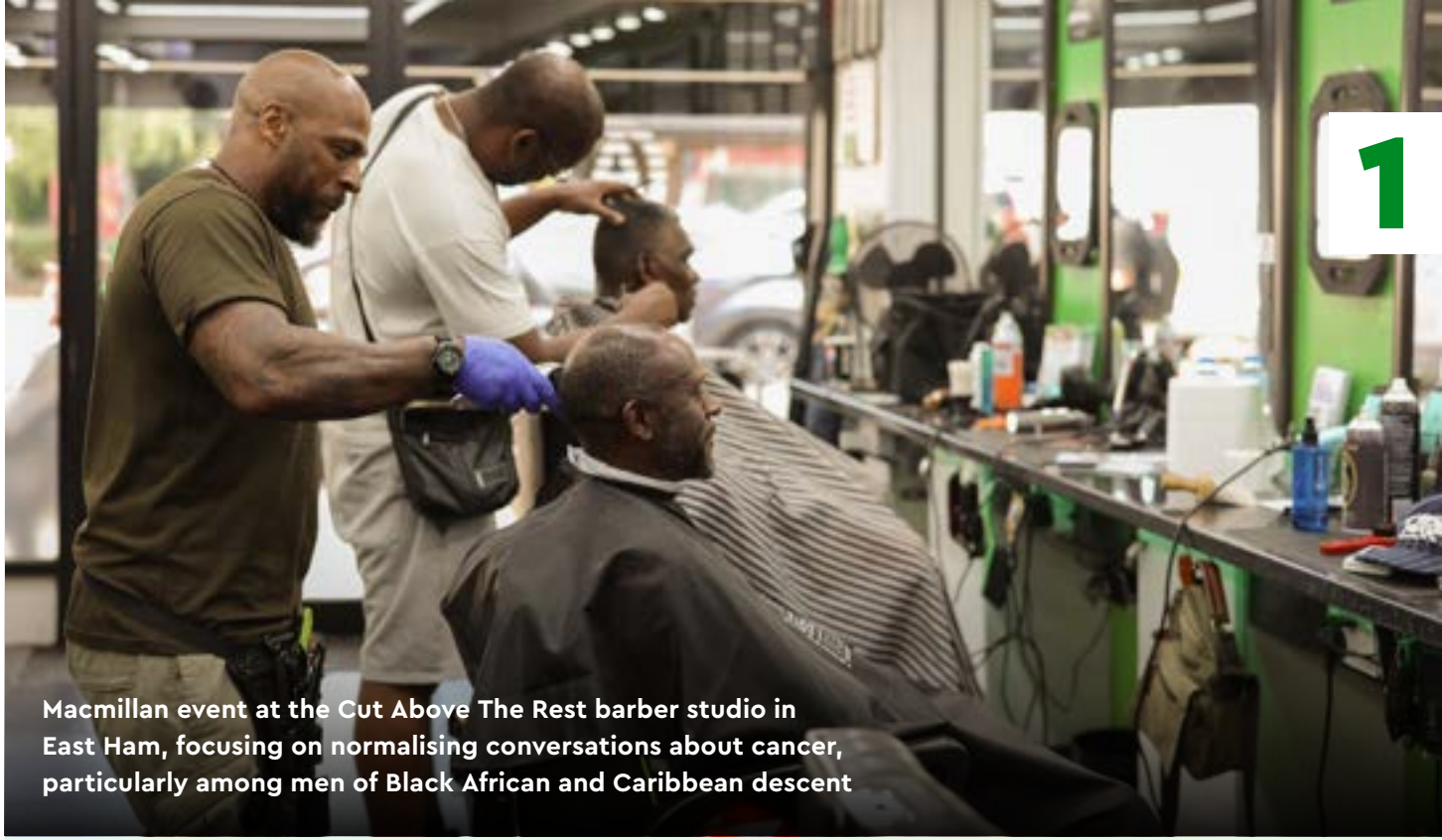
Increase how many people access our services and receive support from the moment they are diagnosed.

In 2023:

We ran campaigns to market our support.

We continued our marketing activity so that more people with cancer know we can support them from diagnosis. From the different tests and scans people might have, to practical advice and information to help people understand their diagnoses.

This contributed to an 18% year on year increase in people receiving support at the point of diagnosis.



Macmillan event at the Cut Above The Rest barber studio in East Ham, focusing on normalising conversations about cancer, particularly among men of Black African and Caribbean descent

We tackled barriers to men seeking support through our 'Find the Words' campaign.

Men make up just over half of new cancer cases each year, and more than 40% of people living with cancer in the UK, but only 38% of calls to our Support Line from people with cancer were from men. We needed to get more men talking; particularly across younger people, Black British, and LGBTQ+ communities.

We launched a campaign designed to encourage men to talk about cancer and seek support from Macmillan's support services. As well as digital and radio advertising, we were also able to trial campaign perimeter boards at three football matches, which were visible for five minutes across two Championships Playoffs and Premier League games.

In July 2023 as many as 72% of Great Britain's adults, including up to 70% of men, and 65% of Black men would have potentially seen our media coverage for this campaign.

A major campaign highlight was spotlighting the work of the Barbershop Project. This is a group of innovative barbers breaking down taboos and normalising conversations about cancer in the safe space of a barbershop, an iconic place in the Black community. We helped launch a mixtape for the project, produced by DJ Seani B from BBC 1 Xtra.

We increased our Macmillan Buddy volunteers.

Our Buddy volunteers provide emotional one-to-one support for people with cancer. 2023 was our busiest year for the scheme since it launched during the pandemic in 2020. We grew our Buddy network significantly, achieving a much wider geographical reach of emotional support for people with cancer during early diagnosis. You can read more about Macmillan volunteers on **page 70**.

- **We increased the number of active Macmillan Buddies to over 770 in 2023, compared to over 580 in 2022.**
- **The Buddies offered over 38,000 support sessions to over 3,500 people with cancer[1].**
- **They gave 76,000 hours of voluntary support, which is the equivalent working hours of 50 full-time staff members[1].**



Stewart, Telephone Buddy Volunteer



Information and Support Assistant, Jemma Ewing (right) with a patient at Macmillan Health and Wellbeing Service, Ulster Hospital

We improved our local cancer information services.

We improved our local cancer information services to reach more people with cancer. We started by listening to people with cancer and healthcare professionals about what has helped them and what we can do better.

We launched new learning resources for information and support professionals and developed policies, guidance, and templates to help everyone have a consistent and positive experience. We also created improvement plans for underperforming services and invested in new services to address gaps in our provision to help us reach more people with cancer at, or close to, diagnosis.

In 2023 408,000 people diagnosed with cancer used our information and support services offer and of those, 102,000 people used our services at diagnosis[1].

The Macmillan Health and Wellbeing Service at Ulster Hospital has a drop-in service which allows people affected by cancer to meet with an advisor face-to-face to talk about any concerns they have and get support. For people who've completed treatment, it also offers health and wellbeing events to highlight the support still available to them.

In 2023, the Macmillan Health and Wellbeing Service in the Ulster Hospital had over 1,500 visits from people with cancer, over half of those were at the point of diagnosis.

David's story

David was diagnosed in March 2023 and spoke with the Macmillan Health and Wellbeing Service at Ulster Hospital soon afterwards. He lives in a rural area with limited family support and had several practical and emotional concerns. Through conversation, David shared some financial worries. He was referred to the Macmillan Benefits Service, which resulted in him being awarded a higher rate of benefits and a blue badge. A few weeks later, David contacted the service again – he wanted to leave a courtesy message to say thank you and share that he 'would have been lost without us'.

Summary of impact

Key performance indicator	2022 actual	2023 target	2023 actual
People living with cancer who are using our information and support services[1]	383,000	400,000	408,000
People living with cancer who are using our information and support services at the point of diagnosis[1]	86,000	95,000	102,000
Customer satisfaction score – for customers who have received support from Macmillan[2] Due to changes in methodology in 2023, we do not have targets for these or prior year comparisons. Please see references page for the methodology.	N/A	N/A	76%

Our impact

In 2023 we made excellent progress in our work to help everyone with cancer understand how Macmillan can help them from the moment they are diagnosed, exceeding our targets. This was driven largely by more visitors to the Macmillan website and Online Community, and more visitors to our cancer information and support centres.

Objective 2:
Everyone with cancer will have a conversation about all their needs and concerns, and get the support that's right for them.

2

Making sense of the different support out there can be confusing, disorientating and sometimes impossible. Beyond healthcare support in hospitals, thousands of people have no one to talk to about what they need or who can help. We think everyone should have the opportunity to talk about their needs, whenever and wherever.

Our reach and impact:



730,000 people

Our Macmillan Nurses, Support Workers and Palliative Care Nurses reached approximately 730,000 people living with cancer as they went through diagnosis, treatment, and follow-up and end of life care[1].



59,000 people

59,000 people living with cancer received an assessment via Macmillan's Electronic Holistic Needs Assessment (eHNA) platform to help with all their needs and concerns, compared to 52,000 in 2022[1].



171 MPs

We met with 171 MPs in Westminster Parliament as part of our 'What Are We Waiting For?' campaign to improve cancer waiting times across the UK.

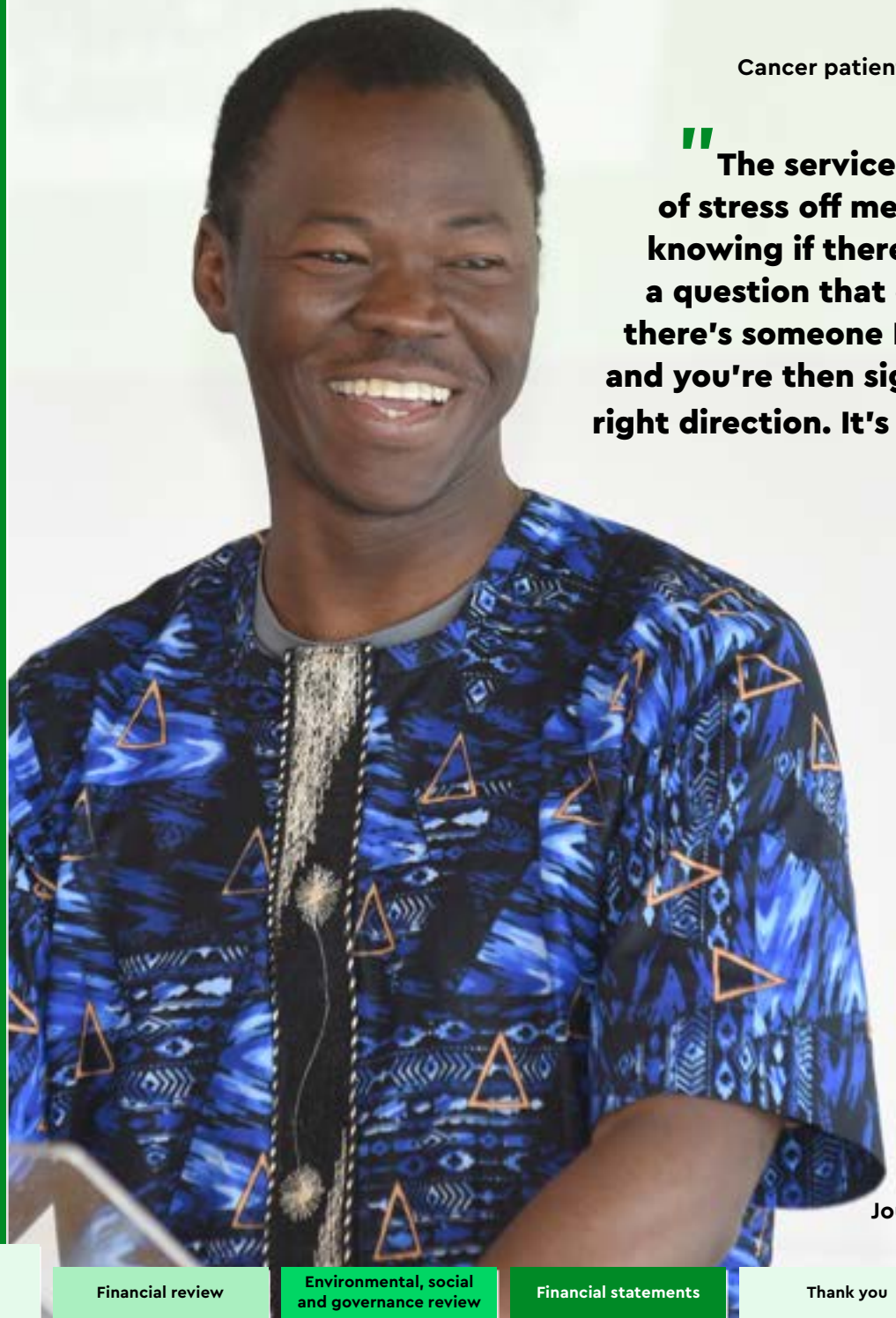
The local Macmillan Improving the Cancer Journey (ICJ) service in Inverclyde aims to transform the lives of people living with cancer by providing tailored practical and personal support, shaped around their individual needs.

People newly diagnosed with cancer in Inverclyde will be offered a session with a dedicated one-to-one Wellbeing Practitioner. By using tools like Macmillan's Electronic Holistic Needs Assessment (eHNA), the Wellbeing Practitioner will then triage the person's needs and help them access a wide range of support, from benefits advice to emotional support or help at home.

The service is supported by a number of partners and local organisations, including NHS Greater Glasgow and Clyde, Inverclyde Council and Your Voice Community Care Forum.

"It's great to be able to provide practical advice to people like Olu, this was exactly what we want to be able to do in working in partnership with Macmillan – support local people when they needed it."

Sean Macfarlane, Macmillan Improving the Cancer Journey Wellbeing Practitioner, Your Voice Inverclyde Community Care Forum



Cancer patient Olu Durowoju says:

"The service has taken a lot of stress off me and my family, knowing if there's a concern or a question that comes to mind, there's someone I can call to ask and you're then signposted in the right direction. It's such a relief."

Olu Durowoju shares how local services have supported him at the launch of Macmillan's Improving the Cancer Journey Inverclyde service

Work with partners to deliver healthcare that is personal to the individual.

2

In 2023, we worked in partnership to plan and deliver personalised cancer care across the healthcare system to ensure we can better reach people with the greatest needs.

We worked with Macmillan professionals and partners in local healthcare systems to focus on reaching people with cancer who have the greatest needs. We identify areas of high need by looking at the numbers of people receiving a cancer diagnosis who live in high deprivation areas or who are from Ethnically Diverse groups, as we know these groups of people are likely to face worse outcomes when diagnosed with cancer. There are over 10,500 Macmillan professionals across the UK who work in the community, at GP practices and hospitals, to provide a range of care and services for people with cancer. We also partner with a range of health and care organisations across primary, acute and community settings as well as local authority, voluntary and charitable organisations across the UK.

Throughout 2023, we invested:

- **£38 million in grants to fund 314 full-time roles across the UK that focus on person-centred care. In 2022, we invested £60 million in person-centred care setting up 543 full time roles.**
- **£12.5 million (56%) of our grant funding in England to areas of high need, with similar investment across the devolved nations.**
- **In 62 personalised care project-related roles across the UK that aim to improve the pathways and processes that connect healthcare services and ensure better delivery of joined-up wrap around care.**

In 2023, we invested in partnerships with health innovation organisations such as UCL Partners who we are working with to increase access to personalised holistic support for people diagnosed with cancer in London and the South East. The programme, which is intended to run until the end of 2027, aims to support more than 7,000 people from the region who are being treated for cancer by increasing care planning conversations and person-centred support.

The aim of the programme is to:

- **Improve access to services to support the social, financial and psychological wellbeing of those living with cancer and their families.**
- **Support the local cancer workforce with the right skills, knowledge and capacity to deliver personalised care services.**
- **Reduce health inequalities experienced by underserved communities in these areas.**
- **Use learning from the programme to accelerate the implementation of similar programmes across England in the future.**

We engaged and built trust with our Macmillan professionals to support the delivery of personalised care.

Our Macmillan professionals – from clinical nurse specialists to allied health professionals, support workers and end of life care nurses – reached approximately 730,000 people living with cancer last year[1]. We couldn't do what we do without them.

- **They provide vital information, emotional support, and personalised care.**
- **Around four in ten people living with cancer who are aware of Macmillan's support offer first find out about the support available via a healthcare professional[3].**



Macmillan nurse supporting a patient

In 2022, we created our new engagement strategy for Macmillan healthcare professionals. Our aim was to recognise their needs and deliver better structured support in order to enable them to do their very best for people living with cancer.

In 2023, we began to deliver this strategy, including the development and launch of our Professional Promise. Our Professional Promise is a commitment to ensure Macmillan professionals have the tools they need to:

- **Be recognised and supported in their role.**
- **Develop and grow in their practice.**
- **Do even more for people living with cancer.**

2023 highlighted the increasing pressure and resource challenges faced by professionals in the healthcare system, and the profound effect on wellbeing this can have. That's why we developed a new wellbeing offer in 2023 to support and equip Macmillan professionals with the tools to look after themselves. Our wellbeing offer includes: access to a wellbeing grant, peer-to-peer support sessions, a suite of resources dedicated to physical and emotional wellbeing, and access to Macmillan's Employee Assistance Programme.

In 2023, we awarded over £50,000 in wellbeing grants to support 112 healthcare professionals in need.

> **"I applied for the grant for our team of Cancer Support Workers. They work so hard supporting patients and Clinical Nurse Specialists and deserved a treat and some recognition.**
>
> **The feedback that I got from the team was very positive. They were delighted to be recognised for the work they do, and really appreciated the grant from Macmillan."**
>
> Marion Rood,
> Lead Cancer Support Worker

Connection and learning are really valued by our professionals and help them to better understand the changing needs of people with cancer. Macmillan's Learning Hub, our professional learning and development platform, has a range of courses and content to support healthcare professionals to deliver best practice personalised care in their roles. In 2023, we developed around 250 new resources for the Hub, including a personalised care and support planning webinar series. We had almost 7,000 healthcare professionals use and engage with our content throughout the year.

Influence the provision of personalised care and support planning.

2

We also reinstated our education grants offering, awarding £476,000 for 490 grants to support Macmillan professionals in 2023 to further their skills and continue to deliver excellent care to people living with cancer. These can be used to help fund a module for a master's course or to invest in specific training to enable professionals to deliver evidence-based personalised care interventions.

> **"Thank you for arranging this, I have found it really supportive across all areas of primary and secondary care. It has provided me with links that I wasn't aware of and knowledge that I will follow up with."**
>
> Macmillan professional

In September 2023, six months after the launch of our Professional Promise, our annual survey to Macmillan professionals showed that one in two of those who responded were aware of the new support offer[4]. Professionals who had been in roles for longer periods of time were one of the groups most likely to be unaware of it. We will continue work in 2024 to increase engagement with professionals across all job roles and regions to ensure our professionals feel valued, cared for and well supported.

We want personalised care and support planning to be a priority in national and local plans. It's why we campaign, work with governments, and help shape policy to make a better world for people living with cancer.

In 2023:

We influenced decision makers and healthcare systems across the UK.

Through Macmillan's relationships and influencing of key healthcare decision makers, the Scottish government's new 10-year cancer strategy included many of Macmillan's policy and practice asks, including working with Macmillan on prehabilitation, Transforming Cancer Care services and cancer patient experience surveys.

The Scottish government also announced a £9 million extension to our Transforming Cancer Care partnership, a joint investment to ensure that everyone diagnosed with cancer in Scotland has access to a key support worker[5].

The partnership aims to deliver better personalised care and support to people living with cancer while also easing pressure on NHS healthcare professionals.

We also worked with the Welsh government to ensure its Cancer Improvement Plan included action to tackle waiting times as an urgent priority. In a hard-hitting event we coordinated at Stormont, we highlighted the impact of the political stalemate in Northern Ireland on cancer services and the distressing impact of this for people living with cancer. We also worked with the Department of Health and Social Care to influence the development of the Major Conditions Strategy for England, which is due to be published in 2024. Our calls focused on including measures that would address person-centred cancer care at all stages of a cancer journey.



Campaigners and people with cancer gather on the steps at Stormont

'What Are We Waiting For?' campaign.

In 2023 we found that at least 100,000 people across the UK have faced worse cancer outcomes due to increasing delays in being diagnosed and starting treatment with their NHS cancer care over the past 10 years[6]. Delays can lead to people's cancer spreading, jeopardising both their physical and mental health. It can restrict their treatment options and potentially reduce their chances of survival. Our dedicated cancer workforce go above and beyond to care for patients, yet they face an impossible challenge without the staff or resources they need.

In response, we launched our public advocacy campaign and published our report 'What Are We Waiting For?' to get governments to act on reducing cancer waiting times by 2025 and give people living with cancer across the UK a platform to call for change. We stood alongside them to highlight the inequalities in cancer delays and potentially life-changing waits, while providing support for local services and people experiencing delays.

For the first time in history, Macmillan campaigners in all 650 constituencies took action, and the impact was felt across the UK.



"I am living life heightened where I'm so sensitised to my appointments being cancelled and so anxious that my phone is going to ring with another cancellation. It's affecting everybody around me; my family, my friends, my son, they're all suffering. I have the disease in my body, but my husband and my son are on the same journey with me. Governments across the UK need to listen to us."

Jules, patient

Over the course of the campaign, we:

- **Gathered 13,703 signatures in support of our call to governments.**
- **Empowered 8,000 new digital campaigners to support our advocacy work.**
- **Gained media coverage across the UK with human storytelling at its heart.**
- **Met with 171 MPs in Westminster Parliament influencing 51 MPs to sign our campaign banner.**
- **Hosted our first ever Coffee Morning at No.10 Downing Street to make sure our message was heard loud and clear by decision makers.**
- **Secured attendance of more than half the total Members of the Senedd to our Welsh parliamentary Coffee Morning.**
- **Enabled Macmillan and the campaign to be directly referenced in the First Minister's Questions in Scotland.**
- **Delivered a poignant media moment in Northern Ireland with 50 people living with cancer joining us on the steps of the Senate Chamber at Stormont to urge decision makers to return to work and address these issues.**

In 2024 we will maintain the momentum of the campaign, while also supporting people with cancer to advocate for themselves by understanding how to navigate the complexity of long wait times, and know their rights.

Read more about our 'What Are We Waiting For?' campaign.

2

Make it easier for people with cancer to get the support they need from our direct and indirect services.

In 2023:

We improved how people with cancer can access support from healthcare providers.

We know that Macmillan professionals are a vital route for us to reach more people with cancer and so we launched a new guide to Macmillan services for healthcare professionals. This was designed to enable professionals to quickly identify the Macmillan services that can best support the needs of the patient they are treating – whether that's information about cancer, emotional or financial support, or seeking support around work. In 2023, we distributed approximately 3,500 printed guides to healthcare professionals in a variety of healthcare settings, as well as making it available digitally on our website.

We also developed a navigation strategy to ensure we meet the holistic, non-clinical needs of people living with cancer.

Summary of impact

Key performance indicator	2022 actual	2023 target	2023 actual
Number of unique Macmillan Electronic Holistic Needs Assessments that are completed and result in a care plan for the patient[1]	52,000	54,000	58,600

Our impact

In 2023 we made good progress in our ambition for everyone to have a conversation about all their needs and concerns and get the support that's right for them.

We exceeded our target for the number of Macmillan Electronic Holistic Needs Assessments that are completed and result in a care plan for the patient. Factors that contributed to this success include improving our relationships with health and social care professionals and how we work with the health care providers we partner with.

In 2023, we invested £38 million in funding 314 Macmillan professionals in person-centred healthcare roles. This is a decrease from 2022, where we spent £60 million on 543 roles. While we spent less on funding professionals in 2023, we made investments in other areas of personalised care to bring about better outcomes for people with cancer. This includes funding for psychological care (see **page 32**), end of life care (see **page 33**) and our Community Cancer Champions initiative (see **page 53**). In 2023, we also invested in building three new Information and Support centres.

Objective 3:
Everyone with cancer will have their vital needs met by high quality services.

3

Right now, thousands of people are having to cope without the right support. We know that different people need different types of support at different times in their cancer experience. Cancer affects much more than someone's health. There are financial, practical and emotional concerns. Whether cancer is treatable but not curable needs to be considered, as does the end of life. It's why we have so much to offer when it comes to supporting people.

Our reach and impact:



110,000 people

We supported around 110,000 people via the Macmillan Support Line[1].



15,000 supported

In 2023, our Financial Guidance Team supported almost 15,000 people living with or affected by cancer, compared to 13,000 people in 2022[1].



9,000 people

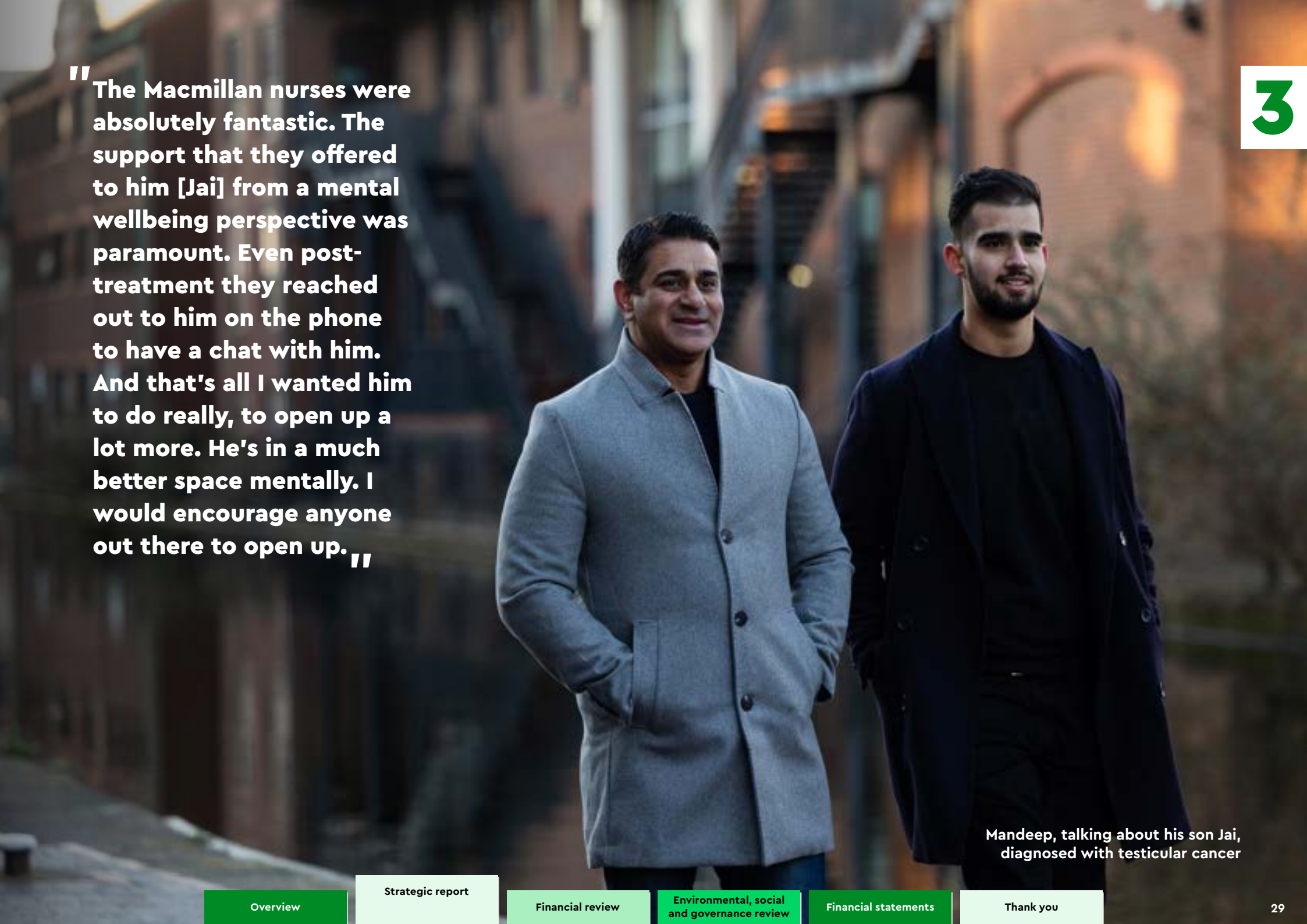
Over 9,000 people living with cancer accessed our BUPA Counselling sessions to help them with the emotional impact of cancer, compared to around 5,000 in 2022[1].



290,000 people

Our palliative care professionals reached 290,000 people living with cancer in hospitals in 2023[1].

"The Macmillan nurses were absolutely fantastic. The support that they offered to him [Jai] from a mental wellbeing perspective was paramount. Even post-treatment they reached out to him on the phone to have a chat with him. And that's all I wanted him to do really, to open up a lot more. He's in a much better space mentally. I would encourage anyone out there to open up."



Mandeep, talking about his son Jai, diagnosed with testicular cancer

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

3

In 2023:

We used insight on areas of deprivation to help us reach the people who needed us most.

Our data showed that certain geographical areas were seeing a higher distribution rate of Macmillan Grants than others. This highlighted potential inequity in those accessing Macmillan Grants – a one-off payment Macmillan offers to people living with cancer who are feeling the financial impact a cancer diagnosis can bring.

In response to this as well as increasing demand throughout the cost of living crisis, we conducted a full review of our Macmillan Grants and made changes to the eligibility criteria and the amount we offer. By making these changes we made sure we could offer grants to those who need them the most.

Our Welfare Support and Partnerships teams also piloted a focused approach to applicant engagement in areas where uptake for referrals was generally lower than average.

Although we spent less on grants in 2023 (£16.9 million compared to £19.1 million in 2022), by reducing the grant amount to £200 (from £350 in 2022) we were able to help 2,000 more people in need of financial support (50,000 in 2023 compared to 48,000 in 2022)[1].

In 2024, we will continue to monitor the equity and accessibility of our Macmillan Grants by gathering additional information at point of application while streamlining the application process. This is to further ensure grants get to those who really need them.

> **"I just wanted to email and say thanks so much, I received my grant this morning and cried. I can't remember the [name of the] lady that helped me, but I am so grateful. She made me feel so much better on the phone and this money is so gratefully received. Honestly, from the bottom of my heart, thanks so much."**
>
> Service user

We worked to influence improvements in the benefits system for people with cancer.

Pay PIP Now campaign.

A cancer diagnosis can not only have an enormous physical and emotional impact but can affect people financially too.

In 2022, Macmillan estimated that across the UK there were around 250,000 people living with cancer (one in twelve) who receive vital financial support from the UK government via Personal Independence Payment (PIP), a non-means tested benefit[7]. However, in April 2022, the average waiting time for people to start receiving PIP was 20 weeks. While delayed payments are backdated, the immediate impact of cancer means many people can be adversely impacted from weeks of delays[8].

In October 2022 we publicly launched our Pay PIP Now campaign and in January 2023 we took over Westminster underground station's billboards with our Pay PIP Now campaign to specifically target Westminster politicians.

As a result of our policy, public affairs and campaign work, we increased the visibility of the issue and engaged and influenced key decision makers responsible for the delays.

- **Our campaign billboards were seen by over a million people, with civil servants and Westminster politicians among those.**
- **Over 12,000 campaigners signed our petition calling for the UK government to tackle unacceptably long delays to PIP payments.**

In April 2023, the Department for Work and Pensions reported that the average PIP waiting time had fallen to 13 weeks[8].

In the past year, the government has outlined plans for significant shifts in disability benefits, marking some of the most substantial changes in nearly a decade.

Under the current proposals, there is a real risk that cancer patients could be financially worse off and could be subject to job-seeking requirements while undergoing intensive treatment. Meanwhile, as of March 2024, waiting times for PIP payments had also risen again to 14–15 weeks. Therefore, in 2024 we will continue to:

- **Work with the government and third-sector organisations on these and other potential welfare policy changes such as the proposed reforms to the Work Capability Assessment.**
- **Ensure we have well developed and communicated policy calls around:**
    - **Welfare conditionality – the rules that protect cancer patients from inappropriate or unfeasible job-seeking requirements while they are undergoing and recovering from intensive treatments.**
    - **The adequacy of benefits.**
    - **The need for improving wait times so that cancer patients have a social security system that is fit to support them.**



Billboard campaign at Westminster underground station

Test how we best deliver psychological care that meets high-level emotional needs.

3

In 2023:

We provided psychological support through our partnership with BUPA.

Many people affected by cancer across the UK experience emotional needs as a result of, or exacerbated by, their cancer diagnosis. As mental health and cancer pathways have traditionally been separate, Macmillan identified that psychological care was one of the most unmet needs of people living with cancer as well as being a need that could have a high level of positive impact if correctly addressed. We want psychological support to be accessible to anyone who needs emotional support following a cancer diagnosis, and in 2023, we took steps to achieve that.

- **We improved the referral system for our BUPA counselling service to make it easier for people to access support when they need it. Referrals can now be made via Macmillan's Support Line or as a self-referral via our website.**
- **As a result, in 2023, 9,500 people (up from 5,400 in 2022) were helped by our BUPA service, receiving counselling to help them deal with the emotional impact of a cancer diagnosis and treatment[1].**

We tested new ways to offer psychological support in communities across the UK.

We continued to test how we can roll out wider coverage of psychological support services across all four nations. We did this by piloting services that offer support to people with cancer via psycho-oncologists, as well as increasing understanding of existing service provision across the UK and identifying key gaps and areas of need within the NHS system.

We also provided training and supervision for professionals such as Cancer Nurse Specialists who provide psychological support at Level 1 and 2 where people may not need clinical psychology but still require a level of emotional support.

At the end of 2023, we had:

- **Delivered approximately 44,600 face-to-face interactions to those needing the highest level of emotional support in 2023, compared to 23,100 in 2022[1].**
- **Implemented services in 14 sites across five regions in England, including in Lincolnshire and Nottingham which have been co-funded in partnership with East Midlands Cancer Alliance.**
- **Agreed host sites in Northern Ireland with services planned to be up and running in 2024.**
- **Begun to implement services in Wales.**
- **Commenced research in Scotland to understand areas and levels of need.**

Support the delivery of good end of life care.

3

In 2023:

We started recruitment for strategic end of life leaders to help drive transformation in palliative and end of life care.

Some people living with cancer may need end of life and palliative care support. Having access to good end of life care is a vital part of ensuring best practice personalised care and we know there is more to do to ensure that everyone, whoever they are and wherever they live in the UK, has access to this.

To support this, we are currently recruiting senior strategic roles in palliative and end of life care across the UK. These new roles will focus on working collaboratively to improve equity of access and raise palliative and end of life care on local health and social care agendas.

A new in-house Leadership Academy is also being developed to support these posts with the knowledge, skills and behaviours they need to maximise their impact during their two years of funding and beyond.

We developed a palliative and end of life care toolkit for professionals and the wider cancer workforce who regularly assess, manage and influence decision-making for people with life-limiting illness. It has a wide range of tools, resources and interactive online modules that include:

- **Pain management in palliative and end of life care.**
- **Common palliative and end of life care symptom management.**
- **Communication in palliative and end of life care.**
- **Palliative care emergencies.**
- **Person-centred care at end of life.**

We gave better support at the end of life.

We continued our work in social investment for palliative and end of life care. The aim of this programme is to find new and innovative ways to transform services that support people at the end of their lives.

In 2023, we had ongoing investments in projects in Oxfordshire, Harrogate and the Highlands in Scotland. These investments aim to enable more people to be cared for and die where they choose and to reduce unnecessary time they spend in hospital in the last 12 months of life. In 2023 we reached over 3,600 people as they approach the end of their life, enabling them to spend more time in a place of their choice rather than in hospital.

Improving end of life care through social investment in Oxfordshire.

Macmillan is part of a collaboration between Oxford University Hospitals NHS Foundation Trust (OUH), Sobell House Hospice Charity and Social Finance. Together, we're pioneering a new model of improving end of life care through social investment and supporting the people of Oxfordshire.

Our objective is to provide end of life care in an integrated way so that the people who need it only have to tell their story once and are then transferred seamlessly between the services and settings that can best care for them.

Our investment in this project was to a £9.2 million service in Oxfordshire, first launched in April 2022, with Macmillan contributing £6.1 million. In 2023, we continued to support implementation of the service across the region.



The Oxfordshire End of Life team preparing for a home visit.

This service provides integrated enhanced palliative care and support for adults with advanced progressive life-limiting illness, in conjunction with existing services across Oxfordshire. There are four separate parts to the service:

The Home Hospice Care Team provides hands-on care to patients who are able and choose to die at home. Carers visit up to four times a day and help with essential tasks, supported by the Palliative Care Multi-disciplinary Team.

The Hospital Rapid Response aims to provide rapid support to patients in hospital who are approaching the end of their life, and to bring them home safely and quickly with the right support in place.

The Palliative Care Hub provides telephone support to those at the end of life and their professionals.

Hospice Outreach is the final part of the integrated service and is planned to launch in 2024. This virtual ward will support people with unstable symptoms or those with complex end of life needs to remain at home safely, where this is their choice.

By supporting those with some of the most complex needs, we offer the choice to stay at home, thus reducing unnecessary time spent in hospital and further improving experiences for people who are approaching the end of their lives, and their families.

We influenced for systemic change.

We spoke out strongly on the critical need for a palliative and end of life care strategy in Scotland and the impact of the ongoing delay to its publication. In addition, with the development of a Major Conditions Strategy announced in England, we made the case for it to include palliative and end of life care. Meanwhile, we continued our efforts to ensure that personalised care and support is recognised as essential for people approaching the end of their lives.

Summary of impact

Key performance indicator	2022 actual	2023 target	2023 actual
Total financial gains Total financial gains identified for customers (directly from the Macmillan Support Line or indirectly via welfare benefit partners)[1]	£377.2 million	£407 million	£451 million
Total financial reach People reached (directly from the Macmillan Support Line or indirectly via welfare benefit partners)[1]	117,000	122,000	132,000
BUPA Counselling Total customers reached by our BUPA counselling service[1]	5,400	7,800	9,500
End of Life cumulative investment Social investment in end of life projects	£7.5 million	£14.7 million	£9.9 million

Our impact

In 2023 we made good progress on our ambition that everyone with cancer will have their vital needs met by high-quality services.

In 2023 132,000 people diagnosed with cancer received support through our direct and indirect services related to money and work which included identified financial gains totalling £451 million[1].

Our progress in converting prospective end of life care projects into investments with the NHS was impacted by the restructure in the NHS in England, as new Integrated Care Boards were established across the country. This resulted in slower decision-making on new investments made by the NHS.

14 (56%) of our psychological care sites became operational this year, which is lower than expected due to recruitment challenges. However in 2024, 11 sites are planned to go live.

Referrals to our BUPA counselling service nearly doubled from 5,400 in 2022 to 9,500. In September, we paused marketing the service to help manage demand[1]. Due to budget reductions at the end of 2023, we expect to reach fewer people with this service in 2024.

Objective 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.

4

98% of our funding comes from fundraised income. We don't take any of this for granted and are always looking for new opportunities to generate income beyond traditional fundraising. By listening and responding to what our supporters want and expect, we can adapt better and be there more for people with cancer in the future.

Our reach and impact:



£16.8 million

Our flagship fundraising event Macmillan Coffee Morning raised an incredible £16.8 million, compared to £13.7 million in 2022.



£12.3 million

Our Mighty Hikes series raised an amazing £12.3 million, compared to £11.2 million in 2022.



£23.6 million

In 2023 we raised £23.6 million through our corporate and philanthropic partnerships matching the amount raised in 2022



"After my diagnosis I found the helpline and website so helpful. The reason why I decided to throw a daytime disco for Macmillan Coffee Morning was because that's who I am! We had a great time, lots of people came along and together we raised £3,310 for Macmillan."

Melissa (right) diagnosed with breast cancer pictured with Chloe (left), diagnosed with Chronic Myeloid Leukaemia

Generate more income and impact for people living with cancer now.

In 2023:

We increased awareness of Macmillan to make us relevant to more people.

We continued our Whatever It Takes marketing campaign to keep Macmillan front of mind. Alongside our existing TV advertisement, we launched new localised advertising showing the impact that we have through our wide range of services in communities across the country.



Our hard work was worth it, with Macmillan continuing to be the most-loved brand in the charity sector[9].

We improved our supporter journeys.

By reviewing the experience for our supporters and how they interact with Macmillan, we were able to find new opportunities to grow donations. Here's what we did to make a difference:

- **Introduced and tested supporter journeys to show the positive impact of donations, encourage continued giving and improve contactability.**
- **Analysed 'giving behaviour' to understand who might like to continue their support with us.**
- **Reviewed our supporter experiences with Macmillan Coffee Morning and Mighty Hikes, two of our flagship fundraising events, resulting in a 24% increase in Mighty Hikes participants and an increase of 4% in Coffee Morning conversion rate compared to 2022.**
- **Updated our communications, fundraising portfolio and journeys to engage and support underserved audiences better.**

This testing, improvement and analysis will help to be more efficient with resources in the future, showing us key supporters to focus on for more income, and in turn, fund better support for people with cancer.

Generate more income and impact for people living with cancer in the future.

4

In 2023:

We focused on our legacy fundraising for future income.

We continued to focus on future growth through the promotion of our legacy products and the stewardship of our legacy supporters.

Our legacies campaign secured extensive media coverage, including a high-profile partnership with The Telegraph, to inspire more supporters to pledge to leave a gift in their will to Macmillan.

In 2023 we received £93.1 million from 2,556 generous supporters who had left us a gift in their will, compared to £90.7 million in 2022. Legacies continue to be our largest fundraised income stream.

Our Free Will Service proved incredibly valuable too, with over 6,500 of our generous supporters pledging £50 million, compared with £36.8 million in 2022. Overall, we have seen a 36% increase in donation pledges from 2022, and unlocked £68 million of estimated future income through campaign activity. The value of these gifts will help fund our vital services in years to come.

Find out more about leaving a gift in your will.

We hit new heights with our corporate and philanthropic partnerships.

2023 saw us grow income by building our corporate partnerships and philanthropic support.

Our calendar of fundraising events, attended by generous donors and partners, raised over £1 million. Thanks to our wonderful event committees, supportive sponsors, and all who bought tickets and donated prizes for helping us to raise this transformational sum of money. Highlights include a £10 million milestone reached by our York Racecourse partners, for money raised over 52 years. More than £500,000 was also raised at our annual Macmillan Ball.

In 2023 we engaged with more philanthropic donors than ever before and created new opportunities to showcase the importance of partnering with philanthropic supporters.

We have continued to forge vital partnerships with companies, covering employee fundraising, Macmillan event sponsorships, and the creation of partnerships that directly help to support people with cancer. The outcome is enormous social impact and invaluable financial support for Macmillan.



4

Macmillan Ball

Partnership with Omaze.

We secured a charity partnership with Omaze UK and their high-profile Million Pound House Draw Devon competition. Both partners ran national marketing campaigns to promote the competition with A-list support from our celebrity ambassador, Larry Lamb.

The partnership raised a phenomenal £1.7 million for people living with cancer.

A huge thank you to everyone who entered the competition for the Devon house draw. Their entries have gone a long way to helping Macmillan support people living with cancer.

The Grand Prize winner of the stunning five-bedroom home and £100,000 in cash was Simon Williams. He spoke about his lucky win and how Macmillan supported his father during his cancer diagnosis:

> **"Macmillan means a lot to me. I lost my father when I was quite young to cancer, so I try and support wherever I can. This is really big for me."**
>
> Simon Williams, Omaze winner



Omaze UK Million Pound House Draw Devon competition

We engineered more innovative fundraising activity.

In 2023 we identified new ways for Macmillan to generate its income in the future. We began to test and build our new funding approach developing five new pilot innovations, including an exploration of the pre-loved retail market. By developing new routes to fund our vital support services we will increase Macmillan's financial resilience.

We worked with new healthcare innovation partners.

Macmillan started working with new innovation partners in the health and social care sectors to develop alternative ways to help people with cancer in an everchanging health landscape. We launched the Macmillan Innovation Impact Investment Portfolio. Our aim is to invest £3.5 million in dynamic start-up businesses that are developing ground-breaking cancer care innovations between now and 2025. £100,000 of this was invested in 2023.

Innovation investment – Neutrocheck®.

As part of The Macmillan Innovation Impact Investment Portfolio, we made our first investment of £100,000 in 52 North Health, the developers of Neutrocheck®. This portable medical device is an at-home blood finger prick test that assesses the risk level of neutropenic sepsis in patients.

The condition is a life-threatening, whole-body reaction to infection, which can be particularly dangerous to people with cancer. Chemotherapy patients can get neutropenic sepsis due to a suppressed immune system, and it can be fatal. Neutrocheck® aims to help people undergoing chemotherapy to act early, avoiding unnecessary trips to hospital.



Neutrocheck®, an at-home test for neutropenic sepsis

> **"Neutrocheck® would have made a huge difference to me during my cancer treatment and recovery. Catching an infection was a constant worry as this could be life-threatening if I was neutropenic; any sign of a fever would mean a trip to A&E."**
>
> Jenni, Macmillan Innovation Community member, diagnosed with Acute Myeloid Leukaemia

> **"Having Neutrocheck® receive further validation through investment from Macmillan Cancer Support is incredibly valuable, both in terms of raising the profile of the innovation but also in terms of ongoing support. This investment allows us to work closely with Macmillan to drive the future of better cancer care."**
>
> Umaima Ahmad, CEO of 52 North Health

Summary of impact

Key performance indicator	2022 actual	2023 target	2023 actual
Customer satisfaction score – for customers giving support to Macmillan[2] Due to changes in methodology in 2023, we do not have targets for these or prior year comparisons. Please see references page for the methodology	N/A	N/A	69%
Spontaneous awareness in the UK adult population[10]	21%	23%	26%
Total fundraised income Total income acquired through fundraising	£221.2 million	£226.2 million	£226.8 million

Our impact

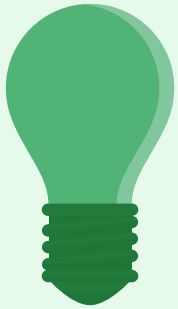
In 2023 we worked hard on our ambition to inspire more people to give to Macmillan so we can continue to be there for people living with cancer when they need us most. Despite the cost of living crisis impacting our supporters, their generosity and loyalty has helped us to meet our total fundraised income target, raising £5.6 million more than in 2022. You can read more about how we raised and spent our money in our financial review from **page 58**.

Objective 5:
We will improve the key processes which support Macmillan to do its work as efficiently and effectively as possible.

5

We take our responsibility to our people seriously and know that there is always more we can do to improve how we work, so that people with cancer receive the best support from us every time.

Our reach and impact:



81% of our people managers

81% of our people managers participated in our new Managing at Macmillan training programme in 2023.



"The Managing at Macmillan programme was an intensive and rewarding experience which has really helped me to strengthen my skills as a senior manager. The programme has provided me with tools to better connect and understand my team as well as trying to get the best out of them. Working in technology, we need to be agile to ensure our digital services are optimised, accessible and available to support those living with and affected by cancer. This requires us collectively to work efficiently at a fast pace which can be challenging and very demanding at times. The programme has helped me develop skills to build a stronger, empowered and connected team, allowing us to navigate through challenges and ensure we work efficiently to best support people with cancer."

Gowri Sivakumaran,
Senior Digital Portfolio Manager

Jean-Gabriel, Supporter Donations Assistant

Develop our people and improve the inclusivity of our culture.

5

In 2023:

We improved our employees' overall experience at work.

We've worked hard to update our policies to make them more inclusive and strive to ensure that Macmillan is a great place to work for everyone. We know that by making Macmillan an inclusive and safe space to come to work, our colleagues can do their very best work for people with cancer. To achieve this, we have:

- **Restructured and streamlined teams within HR to better support colleagues, managers and leaders, adding more strategic capability, new expertise and enabling a better service experience.**
- **Introduced a new employee engagement survey through external partner Culture Amp to ensure we measure and benchmark our employee engagement against other similar organisations.**
- **Launched a new speaking-up platform for colleagues which enables us to see where we may have exclusionary or oppressive behaviours across Macmillan so we can investigate and look to provide support and solutions.**
- **Made changes to our Talent Acquisition team to provide greater support to our hiring managers and improve the candidate experience.**

We improved our assessment, management and development processes for our leadership team.

We want our leaders to be held accountable for their own performance. However, without a shared set of standards, it's difficult to understand individual and collective leadership strengths and capabilities.

In response to this, we worked with an external consultancy partner to create our first Leadership Framework, with the aim to positively impact the performance of individual leaders and their areas of responsibility. The framework includes six critical areas that clearly set out the behaviours we expect our most senior leaders to demonstrate.

The six pillars are:

- **Shaping a high-performance culture.**
- **Adopting big-picture thinking.**
- **Courageously seeing a better way.**
- **Driving quality outcomes with agility.**
- **Flourishing as a leader.**
- **Developing and nurturing talent.**

We took all senior leaders through an assessment that consisted of 360-degree feedback, a psychometric profile, and a competence-based interview to measure their capability against the framework. The results were then used to create individual development plans along with an overview of the strengths and development areas across our leadership team. This work also enables us to build succession plans and manage the leadership talent pool.



"I joined Macmillan a year ago and have been very impressed at the level of training available to help me be the best leader I can be.

The Leadership Framework provides me with clear guidance on how I can become an even better leader, and a way of measuring that and enabling me to build on my strengths but also address areas where I need further development.

I found the 360-degree feedback element the most helpful to get a real-time view of how my team, peers and manager see me and for them to show me what's working well in my approach as well as how I could be 'even better if'.

Everyone who works at Macmillan has a huge amount of dedication and passion to help people living with cancer, and the Leadership Framework empowered me to openly support the team in driving innovative approaches to help develop our cancer information even further, and to encourage them to try new ways of working to help us even more effectively meet the needs of people with cancer.

The culture of an organisation is extremely important, and although we all have a responsibility to continually improve, as leaders we need to live the values and behaviours we want to see in colleagues. Prioritising stronger leadership helps ensure everyone at Macmillan is empowered to bring the best version of themselves to work, to constructively challenge and drive positive change."

Sara Allison, Head of Content

We recognise that in order for Macmillan to be successful, we need great leadership and management at all levels across the organisation. We launched the eight line manager commitments in April 2023 to establish what best practice looked like for our managers, and then launched our Managing at Macmillan training programme across the organisation to upskill all managers in being able to effectively and supportively manage their teams.

Managing at Macmillan focuses on building strong relationships, empowerment of individuals in their teams, inclusivity and celebrating differences, encouraging professional development, decision-making and how to set out and achieve results.

By the end of 2023, 81% of our managers had completed the programme. The feedback has been extremely positive with managers feeling a sense of community as a result of the programme and its focus on in the moment peer learning. At the beginning of the programme, each manager participates in a 360-feedback assessment, which is then completed again six months after the programme, where the impact of the programme will be able to be tracked more formally. We expect to have this information in 2024 to help shape how we continue to support our managers in the future.

We are also developing a behaviours framework for all colleagues to help us identify high-potential colleagues, leaders and managers, and reinforce our talent and succession planning work. We will wrap a new approach to managing performance around all of this.

This work will enable Macmillan to be more performance-focused, and ultimately ensure we deliver even greater impact on people living with cancer.

Improve key processes so they are more efficient and work more effectively for our people.

5

In 2023:

We improved our planning and governance processes.

In 2023, we continued to optimise our planning and reporting processes, moving to a more agile quarterly approach, allowing us to respond to the internal and external landscape flexibly. We produced an overarching plan that brings together the activities that enable the delivery of our services and fundraising in one place. We also launched a new governance structure to oversee the delivery of our charitable spend, bringing cross-organisational alignment.

We created better work environments to support our colleagues to deliver their best work.

We want our colleagues to thrive in areas that best suit their working style and to feel respected and comfortable at work, whether they work solely as home workers or on a hybrid contract. In response to this, we made some adjustments to our London office including new collaboration spaces for colleagues to come together, and introducing gender-neutral toilets in addition to our existing gender-specific facilities to ensure we are creating a space that is inclusive and welcoming to all our colleagues. We also introduced free period products in our London and Shipley offices, and at our Horizon Centre.

We confirmed our move to a new London workspace in 2024 that is accessible, inclusive, has sustainable credentials and is more cost-efficient in the longer term.

We reviewed and improved the experience of our technology and systems.

We reviewed how we use technology at Macmillan including customer relationship management platforms and income processing software to ensure that our tools and technology allow colleagues to work as efficiently as possible. We continued to modernise Macmillan's technical estate and removed outdated computing software and hardware.

As a result, we:

- **Upgraded a number of processes and systems to capture, store, analyse and use customer data to improve experience.**
- **Built a secure cloud-based data platform to enable us to have a more consistent real-time view of our performance and customer data.**
- **Moved our income management and finance system to a secure managed cloud environment, to reduce reliance on outdated infrastructure.**
- **Successfully upgraded the digital content management system for the Macmillan website, improving availability, security, resilience, and performance.**

We also developed and implemented an organisation-wide data governance framework to ensure standardised data structures for better, faster and more accurate reporting, clearer data-quality standards and streamlined data-change processes for faster and more efficient delivery.

This work lays essential foundations for the future of Macmillan's data and technology landscape, ultimately allowing us to improve the digital services we are able to offer.

We improved environmental, social and governance practices within our operations.

We set out how we will continue to improve the environmental, social and governance (ESG) practices at Macmillan. You can find more information about our progress in this work from **page 64**.

We improved our processes for managing risk.

Understanding, managing and mitigating risk is an inherent part of our planning and operations. Find more information about our approach to risk from **page 77**.

Summary of impact

5

Key performance indicator	2022 actual	2023 target	2023 actual
Efficiency ratio Company spending as a proportion of income (organisational support expenditure / total income).	9.4%	10%	11%
Charitable spend ratio Proportion of spend on charitable activity (Charitable Expenditure / Total Expenditure).	71%	67%	69.7%
Liquidity Cash level at point in time.	£142.9 million	£112.9 million	£95.7 million
Employee engagement index Engagement score is representative of people's connection and commitment to Macmillan and its goals.	New survey	70%	67%

Our impact

In 2023 we made progress on our people, culture and internal systems and processes to ensure Macmillan is set up in the right way to do its work as efficiently and effectively as possible.

Results of our new employee engagement survey show that we are slightly behind our target score of 70%, which is the external benchmark score achieved by other similar charities. As a result, we have worked with our partner Culture Amp to identify some key areas to further improve on in 2024 which include open and honest two-way communication, and communication of a vision as these were found to have the biggest impact on engagement at Macmillan with the best opportunity to improve our scores.

We also continued our plan to spend down our excess liquidity and invest in fundraising and the expansion of our existing services. This resulted in our liquidity balance being reduced by £47.2 million during 2023. You can read more information on liquidity in our financial review from **page 58**.

Objective 6:
We will reflect and represent the communities we serve in everything we do to support everyone living with cancer.

6

Cancer doesn't discriminate – and neither do we when it comes to supporting people with cancer. For us to reach everyone that is diagnosed with cancer it's essential that they feel seen, heard, and understood as individuals by Macmillan. And that they see themselves in Macmillan too, regardless of who they are or their background.

Our reach and impact:



One-to-one support

Our pilot Deaf Cancer Support Project provided one-to-one support to 8 Deaf people affected by cancer in 2023.



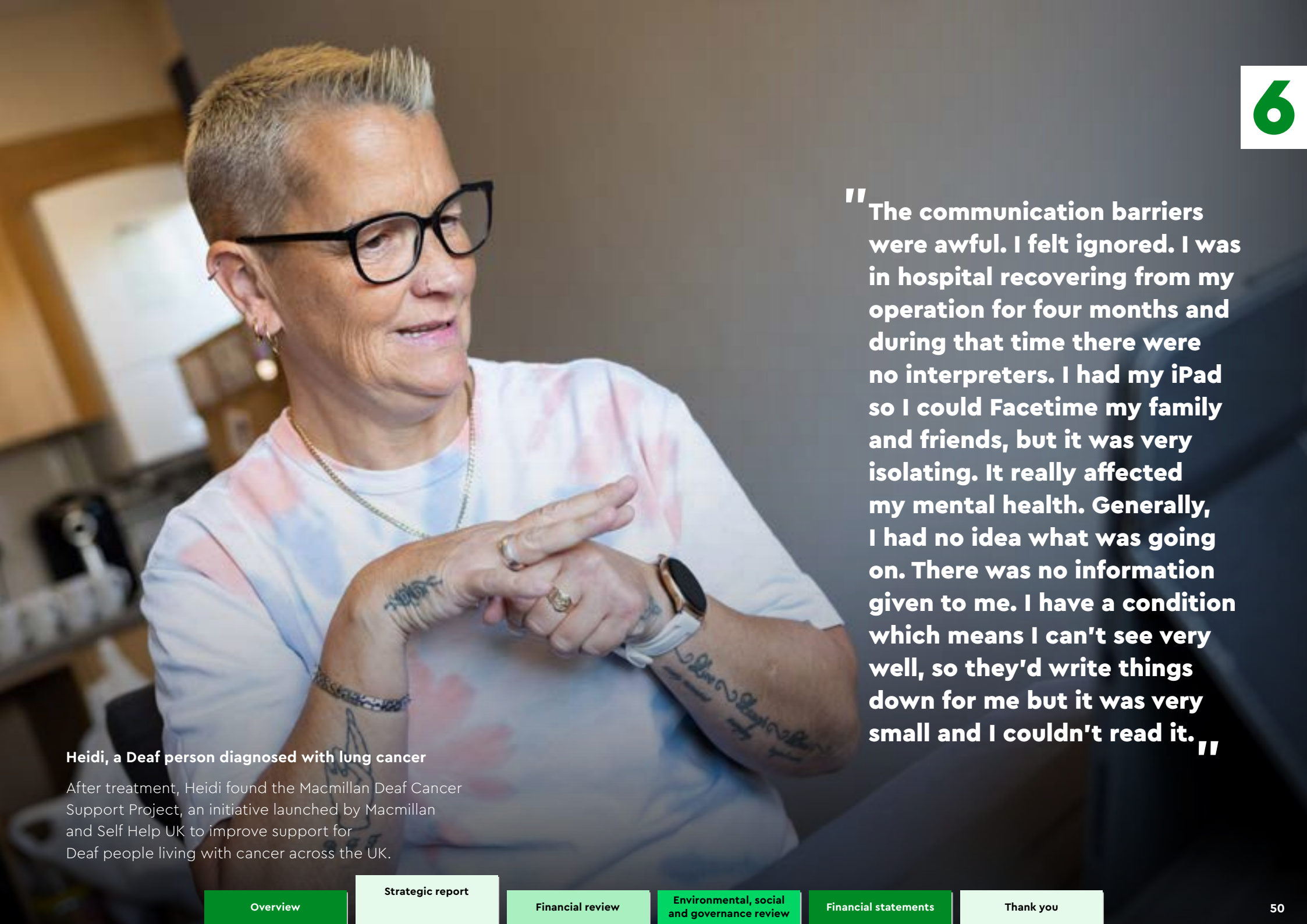
700,000 visitors

As a result of our work to improve the accessibility of our services for people with cancer we welcomed over 700,000 visitors to our Online Community, compared to over 600,000 in 2022.



375 colleague managers

375 colleague managers took part in Building Inclusive Cultures workshops to help us understand how and why oppression and discrimination exists and our role in tackling it at Macmillan.



"The communication barriers were awful. I felt ignored. I was in hospital recovering from my operation for four months and during that time there were no interpreters. I had my iPad so I could Facetime my family and friends, but it was very isolating. It really affected my mental health. Generally, I had no idea what was going on. There was no information given to me. I have a condition which means I can't see very well, so they'd write things down for me but it was very small and I couldn't read it."

Heidi, a Deaf person diagnosed with lung cancer

After treatment, Heidi found the Macmillan Deaf Cancer Support Project, an initiative launched by Macmillan and Self Help UK to improve support for Deaf people living with cancer across the UK.

Develop our leadership and culture so we are representative at all levels of the organisation and all our colleagues and volunteers feel they belong.

6

In 2023:

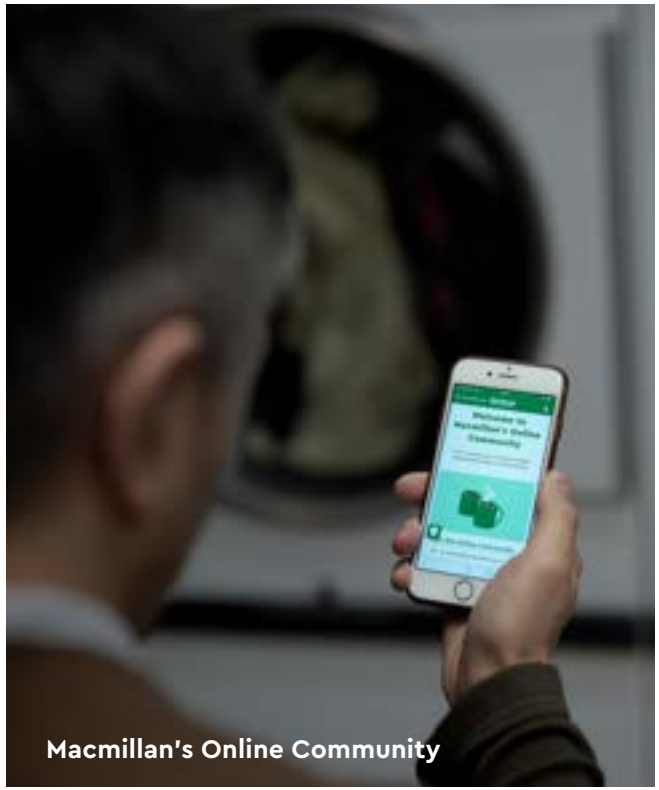
We worked towards creating a more inclusive place to work.

We wanted to embed our values in everything we do, starting with creating a more inclusive workplace. We know that engaged, supported and motivated colleagues are better equipped to deliver better support to people living with cancer so we continued our focus to improve the overall experience for our colleagues at work. Some of the key actions we took in 2023 include:

- **Introducing new recruitment practices which includes options like sharing questions or question topics with candidates ahead of interviews to help reduce anxiety.**
- **Launching our Transgender inclusion policy which sets out the specific support Macmillan commits to providing our transgender, gender non-conforming and non-binary colleagues.**
- **Updating our flexible working, recruitment and leave policies to make them more inclusive.**
- **Reviewing the equality monitoring questions in our Macmillan Census survey so we can better understand who our colleagues are. 89.3% of colleagues completed the census in 2023, rising from 78% in 2022.**
- **Delivering anti-oppression and cultural change learning opportunities as well as an Inclusive Career Progression programme for Disabled and/or Ethnically Diverse colleagues.**
- **42% of colleagues who took part in the Inclusive Career Progression programme moved into new roles and 33% moved into more senior roles as a result.**

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

6



Macmillan's Online Community

In 2023:

We improved accessibility to our services.

We listened to our customers from underrepresented communities and used their feedback to make improvements to our services. This included changes to our website and Online Community. Our aim is to better serve the needs of communities with a user-centric, equitable approach to ensure they feel seen, understood, and supported throughout their cancer journey.

On the Macmillan website, we:

- **Improved our content to provide updated web pages and referrals and signposting into Macmillan Support Line.**
- **Reviewed accessibility to all services and information for all communities including Macmillan grant claimants and welfare benefit customers.**

And for our Online Community, we:

- **Created community areas for priority audiences.**
- **Introduced the Identity and Cancer forum, creating spaces for LGBTQ+, religious and non-religious, and Black and South Asian members.**
- **Made guidelines clearer and the navigation journey easier and more accessible.**
- **Enhanced the onboarding journey for new members and added inclusion statements to all pages.**

Measures such as this made our services more accessible to people from diverse communities.

Join our Online Community.

We took steps to reach people with cancer in underserved groups.

Macmillan want to be there for everyone affected by cancer, so, in 2023 we actively connected with underserved groups at a local level.



As a result of carrying the BRCA 1 gene, retired North Shields commercial fisherman Brian Chambers, 73, has been diagnosed with bowel cancer and undergone treatment twice

We set up our Macmillan Community Cancer Champions activity to help achieve this. Our champions come from the same communities as the underserved groups we have chosen to focus on and are trusted representatives for raising awareness of cancer, helping people engage with screening, treatment and signposting to other sources of support.

Community Cancer Champions understand and are culturally-sensitive to their local population so that they can reduce the stigma of diagnosis and the distrust of cancer treatment that prevails in some communities. This means that more people from different backgrounds will seek support and aim to access appropriate services rather than ignore symptoms or reject care.

In 2023 we developed new volunteer standards and training, learned how we can be a better partner to small community organisations and supported the recruitment of the first local project managers to start delivering the work.

We are investing in community partnerships to deliver 12 Cancer champions projects across the UK.

This represents an investment of around £6 million over three years, with over £4 million being invested in 2023.

Our partner pub company and brewer, Greene King, will contribute towards funding this work as they support our ambition to break down barriers and provide focused and tailored support for underserved community groups with cancer.

> **"We have seen that people living in some of the most deprived parts of the UK are experiencing significant difficulties in accessing personalised cancer care, this includes fishermen and their families in coastal communities. We will be developing bespoke methods to engage this community to try to remove stigmas and myths associated with cancer as well as providing relevant information and signposting to help them get the right support."**
>
> Deb Johnstone, Programme Manager, Fisherman's Mission project, working within the fishing community in North Shields

Make our brand, marketing, communications, and fundraising more inclusive.

6

We embedded lived experience in our work.

We took steps to start sharing our power more responsibly, by creating more opportunities for people with lived experience of cancer to meaningfully contribute to our work. We're moving away from doing things for people living with cancer, and instead towards working in equal partnership with them. This year we:

- **Created meaningful opportunities for people affected by cancer to participate in the development of the new organisational strategy.**
- **Delivered a learning programme for over 80 Macmillan colleagues to enable collaboration with people affected by cancer.**
- **Planned our approach for Macmillan's first lived experience and participation strategy.**

Transforming our approach to participation will mean we become more responsible convenors – bringing together the knowledge and leadership of people with lived experiences alongside our professional and organisational expertise to drive impact for the people with cancer who are most in need of support.

In 2023:

We created more authentic and culturally sensitive communications.

We looked at how we talk to different communities in 2023, working together with Humankind, a research agency specialising in the charity sector and underserved audiences. Our combined insight gave us a better understanding of how to engage with different audiences more effectively, including amplifying our offer for people to get support, demonstrating our understanding of and affinity with underserved audiences, as well as adapting the accessibility of our fundraising offer. Our research focused on Black, Muslim, South Asian, Disabled and LGBTQ+ audiences. The work is now being used to unlock areas with the greatest potential for supporting people with cancer in these groups and embed greater inclusivity in our fundraising portfolio.

We introduced more diverse and relevant fundraising products.

Our Big Day Out event was launched in 2023, as we looked to review and update our fundraising products to be more relevant and appealing to diverse audiences.

We chose a central London location and a challenge where participants could walk, roll, or even stroll 2.5km or 10km at their own pace to raise money for Macmillan. The ethnic diversity of participants was reflective of the wider London population. Under 18s made up 20% of all registrants, and two wheelchair users took part.

The success of the London pilot event means a second event is planned for Birmingham in 2024. The 'Walk to Support' event will look to boost involvement from Muslim audiences and people with disabilities.

Summary of impact

6

Key performance indicator	2022 actual	2023 target	2023 actual
Employee inclusion index Index score representative of multiple questions employees agree with, including: whether they feel respected, feel safe to take risks, can be their authentic self, feel like they belong and feel valued for the unique contribution they make	New survey	73%	69%

Our impact

In 2023 we made progress on our ambition to reflect and represent the communities we serve in everything we do to support everyone living with cancer.

Despite lots of great work to improve our employee inclusion index score, we missed our overall target. We made some progress in our ambition to be a truly representative organisation with 20% of colleagues identifying themselves as Disabled, Neurodivergent or have, or have previously had, a cancer diagnosis at December 2023 (compared to 13.1% in December 2022). 13.4% of colleagues identified as Ethnically Diverse at December 2023 (compared to 10% in December 2022).

However, we acknowledge that there is more work to be done to nurture a culture of inclusion and trust within Macmillan. In 2024 we will continue to monitor and promote the progress of our activities including our speaking up platform and colleague development opportunities to help us become an organisation where everyone feels that they are valued and that they belong.

Looking ahead to 2024

For more than a century, Macmillan has worked to support people living with cancer and ensure they get the care that is right for them, when they need it. But we know that living with cancer is getting worse for many, and that people need more and different support. The pandemic, challenges in the NHS, and the cost of living crisis have made things harder for people with cancer – and harder for Macmillan to have the impact it needs to.

As an organisation, we need to evolve to make sure we are meeting the needs of people living with cancer, both now and as they change in the future. To achieve this, we have been developing a new organisational strategy to ensure we're focusing our efforts in a way that will have the greatest impact for the people who need us most.

In May 2023 we launched an open call for ideas and challenges from people with cancer, our colleagues, clinicians, partners, supporters and many others, to help us decide – 'what is Macmillan's vision for the future, and how can we do our best work in this next chapter?' We then explored these areas of opportunity further through a range of conversations, workshops, projects and taskforces involving our colleagues, people with cancer and the people we work with to deliver our vital support. We know that we can only make the best decisions about where we can have the most impact in the future if we involve everyone who is supported by, who supports, and who works alongside Macmillan now.

With all this insight, we are now working to bring all this thinking together to create an ambitious strategy that will provide us with greater focus and prioritisation, with the experience of people with cancer at the heart of our approach. Equity will be a priority, thinking about whether the new direction benefits marginalised communities and if it creates the potential for real, tangible impact. We will work side by side with the people and communities we exist to support, partnering with other organisations to help tackle the huge and unacceptable gaps in data and care across the UK.

At the same time, we are thinking about how we can set ourselves up most efficiently, so that every pound we raise works as hard as possible for people with cancer. If we are going to deliver our big ambition, we need to ensure that the organisation is flexible and sustainable for the long term.

We have already been making some changes and working differently, to test new ways of working and ensure we are fit to tackle the emerging challenges faced by people with cancer. We have already had to make some difficult choices, and this will continue, but we are testing our thinking rigorously; we are putting people with cancer at the heart of the decisions we make and we are acting on what they tell us, not only what we think is needed.

We aim to share our new strategy in late 2024, and while we are thinking about the needs of people with cancer in the future, we also have one eye firmly on the challenges that they are facing today and the urgent needs that they have now. Our number one priority will continue to be ensuring that everyone with cancer receives the best care and support.

Find out how we are transforming Macmillan together.

Looking ahead to 2024

Our 2024 priorities to improve our services and support

Develop and launch our strategy for 2025–2030 shaped by the lived experience of people with cancer, with a focus on tackling inequities in cancer care and supporting people with the worst outcomes.

Transform Macmillan to be more efficient and effective by improving the way we work together, focusing on the impact of our services on people living with cancer.

Test new ways to deliver our services through social investment in end of life care, piloting psychological services, and trialling different community based support.

Help more people get the care that's right for them by advocating, innovating and embedding personalised care initiatives across the four nations.

Work closely with our Macmillan professionals by ensuring they have the right tools, skills, support and resources to deliver excellent care experiences for people living with cancer.

Reach our 2024 income target by prioritising key fundraising activities such as gifts in wills, corporate partnerships, Coffee Morning and digital marketing. We'll nurture relationships with our existing supporters to improve their experience.

Maximise our internal systems and processes to help improve data quality across the organisation and improve our relationship with everyone who engages with Macmillan.

Financial review



Chief Executive Gemma Peters and volunteers at London Marathon

Financial review

How we manage the money you give us

Macmillan, like many other organisations across the country, has faced external financial challenges during 2023, such as high inflation and the cost of living crisis, which has had a significant impact on our costs. However, thanks to our generous supporters and a strong year of fundraised income, we have ended the year in a financially strong position. Macmillan has been running deficit budgets for several years, following the decision made in 2018 to shift the focus to holding an appropriate level of liquidity cover rather than targeted levels of reserves. Since this decision was taken, Macmillan has been able to spend approximately an additional £100 million above our income raised to ensure the greatest impact on the lives of people living with cancer. However, we now need to ensure we can continue to do whatever it takes for people living with cancer, both now and in the future. Therefore, we will be looking to return to a balanced budget over the course of 2024 and 2025 i.e., ensuring our expenditure matches our income, which is likely to result in some difficult decisions for the organisation in the coming months.

Our income

Thanks to our incredible supporters and the huge efforts of our volunteers and colleagues, we generated income totalling £232.5 million in 2023, an increase of 2.4% from 2022. Despite the challenges faced by our donors as a result of soaring inflation and the cost of living crisis, their generosity and loyalty has helped us maintain our income so that we can continue to be there for people with cancer when we are needed most.

We are almost entirely funded by charitable donations from the public and have a strong and diverse portfolio of fundraising income streams. Overall, 98% of our income came from fundraising activities, totalling £226.8 million. The remaining 2% came from grant income, charitable activities, and investments.

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) can help to ensure that we are able to continue to be there to meet this need, and we have therefore continued to invest in our legacy strategy to support income growth for future years. 2023 saw another record year for Macmillan with an incredible £93.1 million, gross of discounting, being raised from legacies, an increase of 2.6% from 2022. Legacy income continues to be our biggest single source of revenue, making up 40.5% of our total fundraised income.

You can find out more about our Legacy work on **page 38**.

Our donation income is made up of multiple income streams and totalled £116.5 million in 2023 (2022: £114.4 million), representing an increase of 1.8%. This includes money raised through national events such as the 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. It also includes £1.7 million raised from our new charity partnership with Omaze.

For more information on how we have raised money, see **page 11**.

Income from trading activities

Most of our trading income (76.8%) comes from our lottery and raffle, generating £13.7 million in 2023, up from £13.5 million in 2022, as we continued to invest in our lottery acquisition. During 2023 the charity obtained a licence from the Gambling Commission and the trade of lottery activity was transferred from the four lottery subsidiary companies in October 2023.

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 grants to people 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 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.

Our spend

Our priority continues to be to spend as much of our money as possible on services for people living with cancer. In 2023, we were again able to increase Macmillan's charitable expenditure to £184.9 million (2022: £178.7 million), in line with our strategy to continue to invest in our services. Our strategic report on **pages 13–57** 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 prioritise spending on services to deliver the greatest impact to those who need us most.

Our direct grants are one-off payments to help individuals with the extra costs that living with cancer can bring. £16.9 million has been spent, a decrease of £2.2 million from 2022, however changes to the eligibility criteria were made during 2023 and the amount we offer per individual grant was reduced to ensure we can reach more people in need of financial support, resulting in 2,000 more people being supported this year.

During 2023 we made grant commitments to partner organisations totalling £71.1 million, a decrease of £9.3 million from 2022, however we continued to pay out against grant commitments which have been made in prior years.

During 2023 we saw some shifts in terms of our partnerships, with more being invested into the end of life transformational leaders programme, investing in new palliative and end of life care leadership roles that will create capacity and capability at system level. It is anticipated that approximately 100,000 people affected by cancer across the UK experience high level emotional needs as a result of, or exacerbated by, their cancer diagnosis. We moved to delivering integrated psychological care in cancer pathways for people living with cancer, and through our investment, influencing and engagement in this area, we aim to support timely and equitable access to appropriate mental health support. You can find more information on our work in end of life care and psychological support from **page 32**. We also increased investment in our Community Cancer Champions project, which aims to develop impactful, scalable services that increase access to cancer care for Ethnically Diverse and underserved communities across the UK. Cancer Champions are a collective of local community volunteers offering invaluable help and guidance to people furthest from accessing cancer support and information. Find out more about this project on **page 53**. A list of the grants made to institutions and partner organisations is disclosed in a separate publication which is available on our website.

We continue to invest in marketing our Support Line to ensure we can help as many people as possible from the point of diagnosis.

Overall, we saw increased spend on the Support Line by 7.4% to £24.1 million to ensure we can continue to increase the number of people accessing our services.

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 £80.3 million in 2023, marking a £7.3 million increase on 2022. The increase was mainly driven by increased spend on lottery acquisition and continued investment in legacies. 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 more detailed analysis of our charitable expenditure in note 11 to the financial statements.

Liquidity

As an organisation that relies almost entirely on 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 2023, as Macmillan remains in a financially strong position and continues to maximise its support for people with cancer.

Our target liquidity is set at £70 million, with an operating range of £60-£80 million, recognising the seasonality of our cash balances. £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, we choose to retain our 'rainy day' funds in investments and cash which can be liquidated at short notice. In addition to the 'rainy day' fund, we hold cash and other liquid funds to meet normal day to day cash flow requirements. As of 31 December 2023, our investments and cash totalled £95.7 million (2022: £142.9 million), £93.0 million of which is held in short-term funds and cash.

Our liquidity balance has reduced by £47.2 million during 2023 as we continued our plan to spend down our excess liquidity and invest in fundraising and the expansion of our existing services. As we approach our liquidity threshold during 2024, we will look to return to a balanced budget to ensure we maintain a level of liquidity appropriate for the needs of the organisation.

Our year-end result and reserves

Our reported in-year operating result for 2023 is an operating deficit of £32.7 million before investment gains. After investment gains, we ended the year with a deficit of £30.1 million, which is in line with our strategy to operate a deficit budget to spend down liquidity and increase charitable expenditure.

As of 31 December 2023, our general reserves totalled £0.9 million, a decrease of £29.0 million from 2022. Designated funds totalled £2.5 million, a small decrease of £0.2 million from 2022. Restricted funds totalled £14.8 million, a decrease of £1.0 million from 2022. Total reserves stood at £18.1 million compared to £48.3 million in 2022.

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 £18.1 million to £102.2 million (2022: £137.9 million).

The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the going concern period, which is at least 12 months from the date of approval of these financial statements. The trustees have considered the charity's cash flows and liquidity, and the key areas of risk and uncertainty when making their assessment. Further details are given in the Going Concern section in note 1 of the Financial Statements.

Our investments

Fixed asset investments

Our portfolio is being managed by Sarasin and Partners. On 31 December 2023, our short-term investments, to be held for more than one year, totalled £50.9 million, showing a decrease of £43.6 million to 2022. £46 million was drawn from our investments during 2023, as part of our strategy to spend down excess liquidity. The balance now held with Sarasin is to be treated as our 'rainy-day' fund, which could be drawn on in a crisis. Market conditions saw our investments perform well during 2023, resulting in investment gains of £2.5 million. Our long-term fund, which includes the value of some residual holdings with our previous investment managers, JP Morgan Private Bank, stood at £1.1 million in comparison to £3.1 million in 2022 following a transfer of funds held as cash to the charity.

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 £0.3 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 £1.2 million, which relates to our investment in the Care and Wellbeing Fund in partnership with Social Finance and Big Society Capital.

Innovation Impact Investment Portfolio

The Macmillan Innovation Investment Portfolio was launched in 2023 with our first investment of £100,000. The portfolio aims to support the development and adoption of innovative solutions that have the potential to transform the lives of people living with cancer and are likely to generate revenue for Macmillan. Our investments aim to support innovations through which we can reach, support and be relevant to more people affected by cancer and will prioritise those that support the health system to address current and future challenges in cancer care and/or aim to address health inequalities.

Current asset investments

Additionally, we hold instantly accessible funds to meet ongoing day to day commitments, which stood at £32.4 million (2022: £35.4 million) on 31 December 2023. 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.

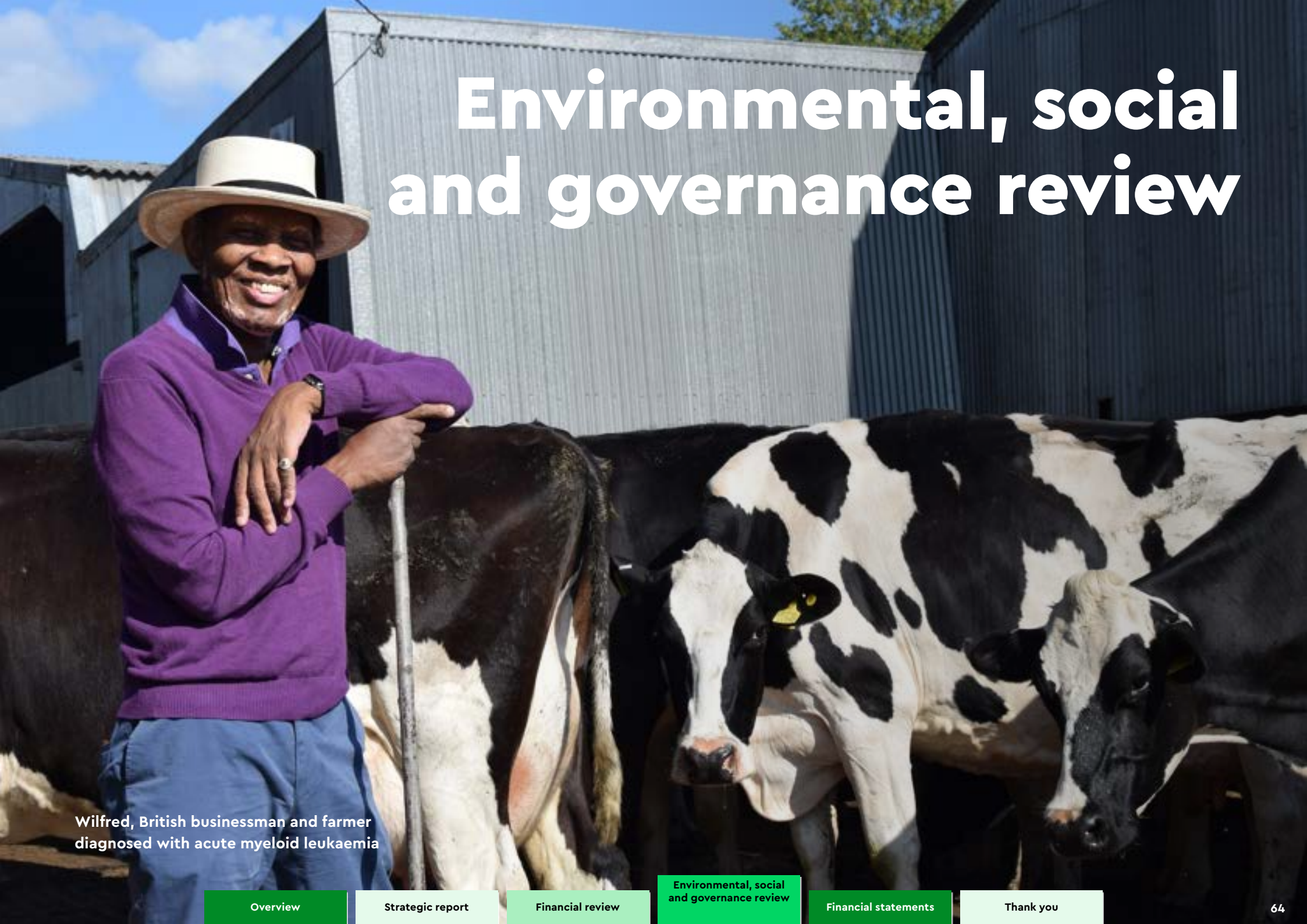
Pension schemes

Our defined benefit pension scheme was closed to new entrants from 30 April 2005, and 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 2023 showed a surplus of £9.3 million, a 5% 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 2022 and showed a surplus of £4.9 million. 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.

Environmental, social and governance review



Wilfred, British businessman and farmer diagnosed with acute myeloid leukaemia

Environmental sustainability

Sustainability is about meeting the needs of the present without compromising the ability of future generations to meet their needs.

As a purpose driven charity, we already drive huge social impact and positive outcomes for people living with cancer. In 2023 we worked with an expert partner to help us identify our key sustainability issues and Environmental, Social and Governance (ESG) priorities. This formed the basis of our interim sustainability strategy.

The interim strategy includes continuing the good work in the 'social' strand of our Environmental, Social and Governance (ESG) framework. Led by our Equity Diversity and Inclusion, HR and People teams, this is the area of sustainability in which Macmillan has made most progress.

We are committed to being an environmentally responsible charity and seek to reduce the impact of our operations, influencing our partners to do the same. Our long-term sustainability strategy, which will launch in 2024, recognises the intersectionality of environmental, social and governance and the impact of the climate crisis.

*__Scope 1__ – direct emissions from owned or controlled sources.
__Scope 2__ – indirect emissions from the generation of purchased energy consumed.
__Scope 3__ – all other indirect emissions that occur in our value chain.

Environmental initiatives

The priority areas for growth are mostly environmental. In 2023 we made progress in the following areas:

- **We committed to achieving net zero by 2050, if not sooner.**
- **We reduced environmental impacts across scope 1 and 2 emissions*, building in monitoring and reporting to help reduce our emissions and drive change.**
- **We focused on embedding and strengthening ethical and responsible procurement, aiming to work towards reducing environmental impacts across our supply chain.**

Buildings

In 2023 we made the decision to relocate our London office to a brand new net zero carbon development, moving from seven floors to one accessible and inclusive floor space.

The new office includes environmental features, such as using 100% renewable electricity, rainwater harvesting and high-performance glazing for temperature control. Across the UK, we are reducing our Shipley office to one floor and closed our Glasgow office in July 2023. We purchased renewable electricity at the Shipley site from August onwards and switched to a greener electricity supplier at the Brighton Horizon Centre. This is a positive step towards reducing our environmental impact.

Technology

Our Technology team have built a dashboard to accurately capture and monitor the emissions from cloud usage.

People

Our internal colleague Eco Group continue to champion environmental awareness, drive sustainable activities, and foster innovation around environmental issues.

Streamlined energy and carbon reporting

Streamlined Energy and Carbon Reporting (SECR) is a set of regulations that requires some 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.

	Units	2023	2022	Change	2021	2020
Scope 1						
Total Energy consumption	kWh	**1,952,555**	2,284,661	-15% ↓	1,549,946	2,502,418
Combustion from natural gas	tCO_2e	**181**	182	-1% ↓	132	179
Transport – Car Allowance drivers	tCO_2e	**103**	112	-8% ↓	26	136
Total Scope 1	tCO_2e	**284**	294	-3% ↓	158	315
Scope 2						
Electricity for Electric Vehicles – Car Allowance Drivers	tCO_2e	**1.2**	1.1	9% ↑	Not recorded	Not recorded
Purchased electricity	tCO_2e	**77**	137	-44% ↓	144	199
Total Scope 2	tCO_2e	**78.2**	138.1	-43% ↓	144	199
Scope 3						
Private car mileage and hire cars	tCO_2e	**38.7**	30.5	27% ↑	14	31
Total Scope 3	tCO_2e	**38.7**	30.5	27% ↑	14	31
Total gross emissions	tCO_2e	**400**	462	-13% ↓	316	546
Emissions avoided by purchasing renewable electricity	tCO_2e	**23**	17.2	35% ↑*	17.5	Not recorded
Total annual net emissions	tCO_2e	**377**	445	-15% ↓	298	540

*In a positive step we have purchased 35% more renewable electricity

↑ = Increase ↓ = Decrease

In 2023, our total gross emissions decreased by 13% to 400 tCO_2e compared to 462 in 2022:

- **Our emissions from purchased electricity have reduced by 44%. This is partly due to less office space occupied at the Shipley office and the closure of the Glasgow office at the end of July. Both the Brighton Horizon Centre and the Shipley office used renewable electricity which has further reduced the emissions from purchased electricity from 77 tCO_2e to 54 tCO_2e.**
- **Emissions from transport for car allowance drivers have decreased by 8% from 112 tCO_2e to 103 tCO_2e. This is likely due to a decrease in the total mileage as 26,424 less miles were travelled in 2023.**
- **Emissions from private car mileage and hire cars have increased by 27% from 30.5 tCO_2e to 38.7 tCO_2e.**

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. Therefore, energy use and emissions are aligned with financial reporting for the UK subsidiaries in their own right. The 2023 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 CO_2e.

Natural gas use at the Brighton Horizon Centre is based on actual data from invoices. For the London Office 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.

Secondary data was provided for car allowance drivers showing mileage per employee each month. Engine size and fuel type were known and have been used to calculate emissions against the relevant conversion factors.

Electricity consumption at the Glasgow Office and Brighton Horizon Centre is based on actual data from invoices. For the Shipley and London Offices, secondary data was available in the form of meter readings which have been used to calculate consumption. At the London Office there were some inconsistencies and inaccurately captured data in the meter readings supplied due to building management changes. We are reliant on building management to supply accurate meter readings; therefore, consumption has been estimated for five of the meters from October to December and for one meter from November to December.

Estimates were made based on actual consumption figures from previous months in 2023 and this was averaged for the missing months.

Figures from the other meters had no inconsistencies and so actual data was used to calculate consumption. 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 purchase 100% renewable electricity for our Shipley Office (August 2023 onwards) and Brighton Horizon Centre and have included an additional net emissions figure calculated using market-based factors to account for this in our report.

Secondary data was provided for hire cars and employee/volunteer business miles emissions in private cars, showing mileage per car each month. Engine size and fuel type were known and have been used to calculate emissions against the relevant conversion factors.

↓ = Decrease

Exclusions:

Macmillan also offers serviced offices for its employees only occasionally do a small number of employees use these offices. As there is inconsistent reporting of usage, these have not been included in these calculations. As we move forward exploring the option of spaces for colleagues to meet and work, agreements with providers will stipulate the supply of timely and accurate energy usage.

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. The figures are as follows:

	Units	2023	2022	Change	2021	2020
tCO_2e per £m Income	tCO_2e	**1.7**	2	-15% ↓	1	3
tCO_2e per FTE	tCO_2e	**0.2**	0.27	-22% ↓	0.21	0.31

Supporting our people

Our supporters

At Macmillan, we engage in a wide range of fundraising activities – from gifts left in wills to corporate fundraising and our lottery – and our supporters play a vital part in this.

We carry out door to door fundraising and fundraising at private venues, and work with professional fundraisers through agencies to do this. We are also generously supported by a number of businesses who make a contribution to Macmillan from the sale of their products or services.

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 colleagues 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 policies, which form 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, through call monitoring and mystery shopping. This ensures our standards remain high and we treat our supporters well. 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 are registered with the Fundraising Regulator and are committed to meeting the standards in its 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 2023, as in 2022, there were no complaints logged with the Fundraising Regulator against Macmillan.

Using feedback to improve

In 2023 we managed 4,141 complaints, 2,504 of which were specific to our fundraising and marketing operations.

This compares to 2022 when we managed 3,661 complaints, 2,328 of which were specific to our fundraising, marketing and communications operations.

We also received 5,238 comments on social media which expressed dissatisfaction with Macmillan. This is in comparison to 5,741 social media comments in 2022.

We respond to every complaint or piece of negative feedback that we receive through our complaints procedure or on social media with the aim of learning from everything we are told. 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. This is 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 we introduce new processes and adopt new ways of working to prevent the same complaints arising again.

Volunteers

In 2023, Macmillan had over 11,600 active volunteers who donated over 100,000 hours of their time. This represents a significant increase on the 10,000 Macmillan volunteers who gave 80,000 hours in 2022 and was driven by the expansion of the Macmillan Buddy service, as well as increased numbers of volunteers taking part in fundraising volunteering such as our M&S and Costa Coffee store collections in September. Macmillan volunteers support the organisation in a range of ways:

Our Macmillan Buddy volunteers supported over 3,500 people living with cancer, offering support over the phone, via video call and at home. You can read more about this on **page 18**.

Our fundraising volunteers supported 139 events across the UK – from cheering our participants at sporting events, to running in-store collections, to event support at Macmillan Mighty Hikes – helping us to raise £30 million.

Members of the Cancer Voices community were involved in 26 projects across Macmillan, ensuring that the personal experiences of people with cancer shape our decision-making, and influence our work and services.

We also benefitted from the support of 1,500 volunteers from within our corporate partners, who provided more than 5,500 hours of their time and delivered 3,000 care packages to people living with cancer on Macmillan's behalf.

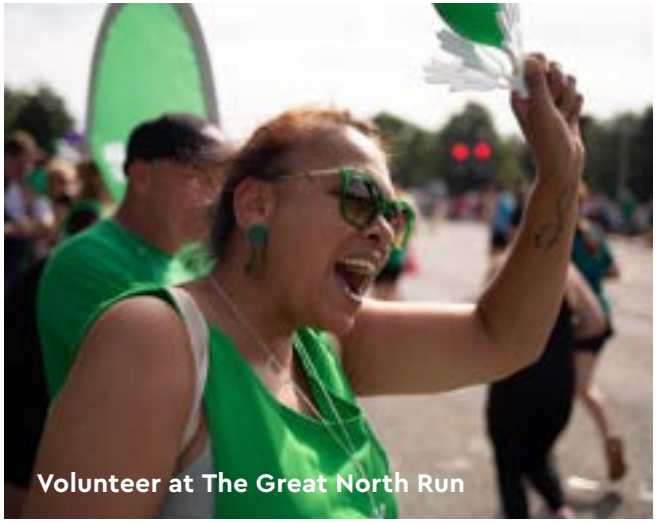
Improving our volunteer experience.

We completed a thorough review of Buddy volunteer recruitment in early 2023. Changes implemented as a result have broadened the appeal to more people, shortened onboarding times, increased volunteer satisfaction and improved performance efficiency.

We use a range of channels to actively engage with volunteers and seek their feedback, including our volunteer forum, annual volunteer experience survey[11] and complaints. In our 2023 volunteer experience survey, we asked volunteers what would improve their experience and we received 580 responses. These themes came up frequently:

- **Learning and development – including not assuming IT literacy, and more face-to-face training.**
- **Resourcing – including easier access to useful materials and leaflets to help at events.**
- **Communications – including more organisational updates.**

In response to the feedback, we have implemented several initiatives to improve the experience of our volunteers. This includes making changes to support volunteers who were previously unable to participate due to financial barriers or barriers to accessing online channels.



Volunteer at The Great North Run

We also began work to develop a new learning management system which will improve volunteers' experiences of learning and development and introduced more organisational updates through our volunteer newsletters, social media and other online channels.

In 2023, we received 159 complaints from volunteers through our feedback channels. These were largely in relation to learning and development accessibility, and specific volunteer experiences at fundraising collections. These themes have been explored via the UK volunteer forum.

The man with the pram – John's story

Treasured supporter John Burkhill, 85, has been fundraising for Macmillan for 17 years in memory of his wife June. Rain or shine, John can be found most days in the streets of Sheffield wearing his trademark green wig and pushing the pram of his late daughter to raise money for Macmillan.

In 2023, John reached his £1 million fundraising milestone. He went on to win both regional and national Pride of Britain awards as well as a Points of Light Award from the Prime Minister, Rishi Sunak.

Thank you and congratulations John from everyone at Macmillan.



Macmillan professionals

Macmillan health and social care professionals are experts in providing cancer care. Based in hospitals, doctor's surgeries and in the community, they listen to people living with cancer to understand what they need and deliver the right care at the right time.

There are currently over 10,500 Macmillan professional posts across the UK. We provide a comprehensive support offer to Macmillan professionals which includes learning and development resources, networking opportunities and access to information and support for them and their patients. You can find out more about our support offer on **page 23**.



A Macmillan nurse at the Brighton Horizon Centre

Our colleagues

We know that the best way to support people living with cancer is to have a healthy, happy, diverse and engaged workforce.

There are a number of opportunities available to support colleague wellbeing. These are especially important as we navigate through our transformation and people change in 2024. These include access to Wellbeing Champions, Mental Health First Aiders, an Employee Assistance Programme, employee networks and support groups, Our Voice colleague representatives and the Safeguarding and Welfare team.

To support Disabled colleagues, as well as the wellbeing initiatives mentioned previously, our Wellbeing at Macmillan toolkit makes it easier for everyone at Macmillan to request workplace requirements including equipment, adjustments or other support they need to do their job. Colleagues can also request support via the Colleague Support team.

To support colleagues sadly leaving Macmillan through redundancy in 2024, we offered outplacement support, provided by a third-party provider – Penna. They provide a career transition service including coaching on career development and planning, learning events and access to their career resource network.

Representation at Macmillan

As an organisation, we need to be reflective and representative of the broad range of people across the UK who are diagnosed with cancer, so that we feel relevant to them and that they come to us for support, should they need it.

We set out targets around our representation of Disabled and Ethnically Diverse colleagues when we launched our Equity, Diversity and Inclusion Strategy in 2021, and we have a range of interventions in place to help us meet these, such as introducing a partially anonymised recruitment process, creating a new toolkit for hiring managers and a range of programmes to support career progression amongst marginalised groups.

We rely on colleagues choosing to complete our equality monitoring data forms to measure how representative we are. At the end of December 2023, we had a completion rate of 89.3% rising from 78% in December 2022. 20% of colleagues identified themselves as Disabled, Neurodivergent or have, or have previously had, a cancer diagnosis (compared to 13.1% in December 2022). 13.4% of colleagues identified as Ethnically Diverse (compared to 10% in December 2022).

Whilst this marks an increase on 2022, both in terms of people sharing the information we need to carry out this analysis, as well as in our representation of colleagues, we recognise that there is more work to be done to reach our targets and nurture a culture of inclusion and trust within Macmillan. This focus will continue to be a priority to ensure that we create a diverse and inclusive culture, where all of our colleagues are empowered to deliver their best work for people living with cancer.

Supporting career progression

To support Disabled and Ethnically Diverse individuals at the start of their career, we ran a paid intern programme in 2023, welcoming 15 interns to teams across the organisation for three months. Eight individuals were placed through our partner UpReach, a social mobility charity. There were also seven interns from Leonard Cheshire, a charity that works with Disabled individuals. At the end of the programme, four of the interns secured permanent roles.

To support Disabled and Ethnically Diverse colleagues already working at Macmillan, we introduced an inclusive career progression programme, which is a bespoke coaching and development offer for these groups.

Macmillan's colleague networks

Macmillan's eight colleague networks are groups of colleagues with a shared heritage, experience or characteristic who come together to create supportive spaces, celebrate their communities, challenge inequalities and drive inclusion within Macmillan.

In 2023, dozens of network members shared lived experiences through internal blogs, to build awareness of important topics. These ranged from celebrating South Asian culture during South Asian Heritage Month, spotlights on different perspectives of being a single parent, colleague experiences of mental health, and trans and non-binary colleagues sharing what they wished people knew about being trans or non-binary.

Colleague networks also delivered a calendar of events and campaigns for all colleagues across Macmillan, to raise awareness on topics such as Trans Inclusion, International Women's Day, and Disability History Month.

They also put on bespoke training for their members and members of their communities. These sessions targeted issues they identified as key for their communities such as building confidence for Disabled colleagues, building resilience for working families and carers, and transforming confidence for marginalised genders.

Our colleague networks have leveraged their valuable lived experience and used it to provide feedback, insight, and ideas to different business areas within Macmillan. This has ranged from feeding into marketing campaigns, to shaping policies, and co-creating inclusion toolkits.

Gender Pay Gap 2023

Reporting on our gender pay gap is just one of the ways in which we are working to understand the progress we are making in ensuring that everyone working here feels that they are a valued member of the team and that they are treated equally well, as well as holding ourselves to account for continuing to improve.

Our 2023 report is based on data captured on 5 April 2023 and highlights both positive and negative changes. Our median pay gap (which measures the difference in pay between the middle-ranking female colleague and the middle-ranking male colleague) decreased from 11.9% in 2022 to 9.7% in 2023, which is encouraging.

This measure is starting to be used more widely in pay reporting as it is less likely to fluctuate with salaries at either end of the scale and so it provides a more consistent benchmark for progress.

In the same period, however, our mean gender pay gap (which measures average hourly pay) increased from 11.3% to 12.2%, which is a disappointing reminder of how much work we still have to do.

We have scrutinised the data we have available to get to the root of the issues behind our gender pay gap. The priorities set out in our Gender Pay Gap Report 2023 help focus our efforts in addressing our gender pay gap, where we can have the greatest impact. Some of the factors influencing the gap, like market conditions, are out of our control.

But we know we can improve our understanding of the data we have; we can create more opportunities for flexible working; we have more to do to improve our recruitment practices; and we can step up our efforts to facilitate fair conversations about salaries. Our aim throughout all these actions is to ensure that female colleagues can access the same opportunities as male colleagues at every level of the organisation – and that everyone is rewarded for their hard work in a consistent way.

Despite the name 'Gender Pay Gap Report', the analysis is based on a binary definition of sex (female, male), rather than gender (which is largely culturally and socially determined), because the regulations require us to report in this way. However, as part of our ongoing commitment to actively embrace colleagues of all gender identities, we want to acknowledge that some individuals may not identify with either 'gender' (sex) referenced in the report.

Read our Gender Pay Gap Report 2023.

Safeguarding everyone's welfare

We are committed to safeguarding the welfare of our colleagues, 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 colleagues and volunteers have a duty to prevent abuse and report any safeguarding concerns.

Our regularly reviewed and updated safeguarding policy and training modules help our colleagues and volunteers to identify and then 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 colleagues 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 colleagues access to a 24/7/365 assistance programme for additional support.

Interactions with our Safeguarding team

We recorded 1,020 interactions with our safeguarding team in 2023 – which marks a 13% increase on 2022 – from people requesting support, guidance and information. Around 86% of these interactions were in relation to safeguarding issues identified in the lives of people living with or affected by cancer.

The remaining 14% were concerns raised by colleagues, regarding themselves or those around them. The most common issues included domestic abuse, mental health concerns, neglect and suicidal ideation, and the majority of these were identified by our Support Line and Volunteering teams. These concerns are discussed within the Safeguarding team and escalated to the Executive Team as and when appropriate – for example, if further action is required.

Going forward into 2024 the Safeguarding team will be developing new and existing external partnerships and providing more training and support to colleagues, volunteers and Macmillan professionals. This in turn will allow them to help people living with cancer on a more personal and emotional level, while helping to protect their own emotional wellbeing.

New Year's Honours

National Honours recognise the achievements and service of extraordinary people across the UK and we are so fortunate at Macmillan to be surrounded by amazing people who do whatever it takes to support people with cancer. We'd like to formally congratulate and thank the following people for their incredible effort in helping to support people living with cancer.

Order of the British Empire (OBE)

Lead Cancer Nurse, **Gina Beard**, for services to cancer nursing.

Fundraiser **David Clifford**, for services to charitable fundraising.

Chair of Macmillan's Wales Volunteer Forum, Ambassador, and Fundraiser at Velindre Cancer Centre, **Wayne Griffiths**, for services to fundraising for cancer care and cancer research.

General Practitioner **Dr Catherine Hubbert**, for services to palliative care.

Former Chief Medical Officer **Dr Rosie Loftus**, for services to people with cancer.

Cancer Nurse Specialist **Sharon Manning**, for services to cancer patient care.

British Empire Medal (BEM)

Cheryl Anne Sanderson for services to cancer patients in Barnsley, South Yorkshire.



Sharon Manning, Macmillan Gynaecology Cancer Nurse Specialist

Risk

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 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, to ensure we continue to do everything we can 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.

Risk planning

As part of our formal planning and review cycle, designated directorate Risk Leads assess risks within their respective areas of responsibility each quarter to input into the Risk Leads Group and agree these with their respective Executive Directors.

Risk management has 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.

Management review

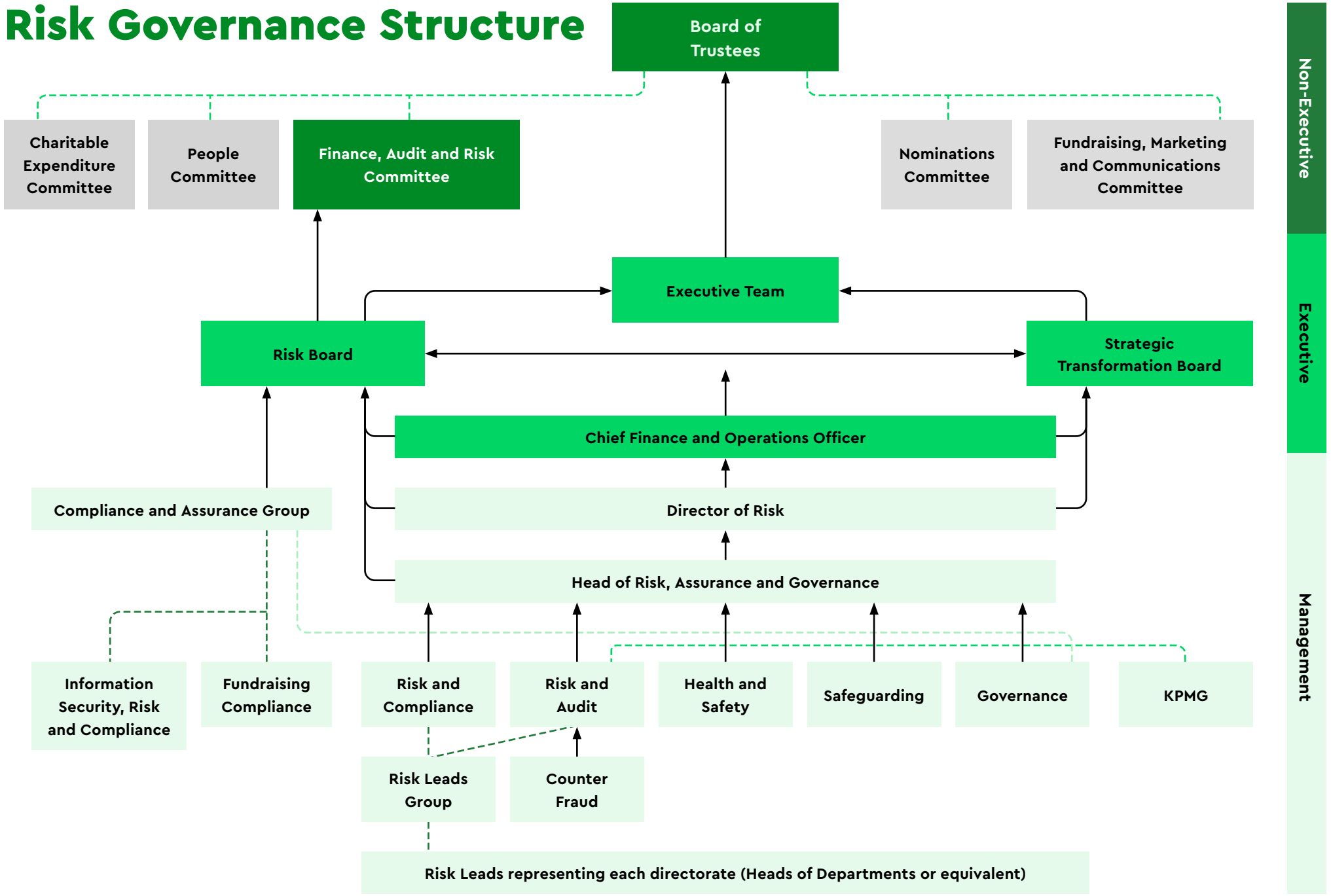
All risks are scrutinised monthly at a directorate level and quarterly at the Risk Board meetings to ensure we monitor all our corporate risks collectively on a regular basis. We continue to regularly engage with our trustees, especially via the Finance, Audit and Risk Committee meetings, to ensure we rigorously review and scrutinise every risk.

The corporate risk register is an organisation-wide summary of our risk profile and corresponding mitigating actions to help leaders validate our performance and sustainability. This is then presented 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 and insurance programme.

Risk governance

Our risk management process is supported by our governance structure. Our trustees and Executive Team 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 Team are 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 Executive Team are informed by our directorate leadership teams, the Risk, Governance and Assurance (RGA) division, the Risk Board and the Risk Leads Group. The RGA team present updates to the Finance, Audit and 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.

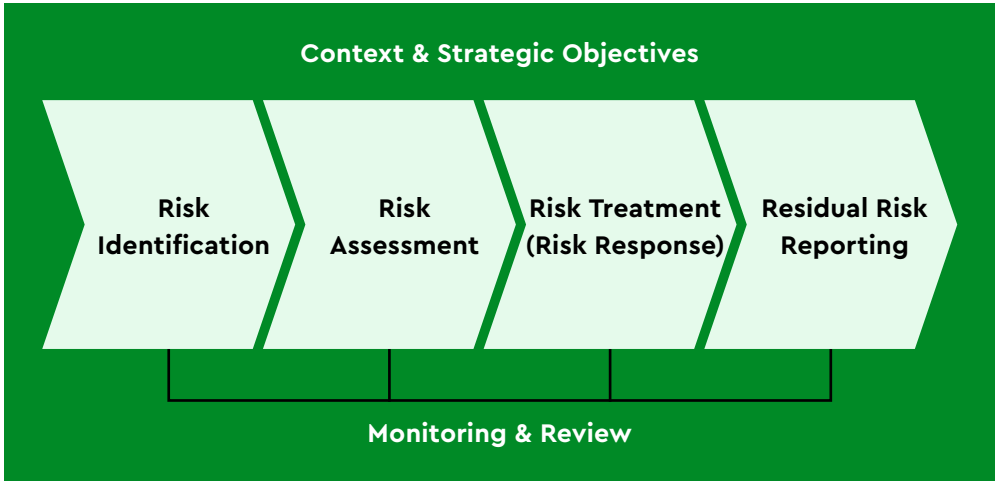
Risk Governance Structure



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 impact and likelihood of them occurring and, where necessary, take mitigating actions to manage them.

Our risk management methodology is aligned with the ISO31000 framework and follows the below process:



There continues to be significant change and uncertainty in the external environment in which we operate. We recognise current and future challenges including: major changes in government policy and health and social care structures; major pressures on the NHS; the cost of living crisis and a decline in public spending; the focus on sustainability and the changing philanthropic landscape; the rise of AI and future technology; changing socio-demographics; geo-politics; an uncertain economic outlook; and a competitive charitable sector. To counteract this, we recognise Macmillan's need to be adaptive, resilient and forward-looking, remaining agile by monitoring and adjusting our focus as needed.

Macmillan continues to evolve its vision to best support people living with cancer both now and into the future. Against an external landscape of continuing pressures on our donors' finances, we are continuously looking for new and more efficient ways to operate and deliver our services. To do this, we are 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. 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 towards having long-lasting impact for as many people living with cancer as possible.

Risks are scored in a consistent manner on the impact they would have and how likely they are to happen, using a five by five scoring matrix. Each risk has an identified owner, and all corporate risks are reviewed by our Risk Board, and at the Finance, Audit and Risk Committee of the main Board of Trustees.

We consider risks against our defined risk taxonomy, which categorises risks into 5 key areas: strategic, operational, compliance, financial and reputational. Our approach to managing different types of risk is outlined below:

Strategic risk

The world in which we operate is uncertain. We build plans, 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 communications 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 Executive Team meetings. Through this process, we can react quickly and adapt our approach to changing circumstances.

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.

The use of artificial intelligence (AI) will help to transform the way the world works. Informed and responsible use of AI has the potential to increase efficiency in the workplace, improve decision-making and foster innovation.

With these benefits come potential risks, including data protection breaches, copyright issues, the protection of confidential information, ethical considerations, and compliance with wider legal obligations as well as longer term, strategic risks and opportunities around how we innovate and maximise the impact of our services. Macmillan's policy on AI sets out the guidelines and rules on the use of AI in Macmillan and how it should be adopted by the organisation to ensure we take advantage of the benefits of AI while minimising any risks or concerns.

In 2024, we will develop a new strategic risk assessment, aligned to Macmillan's new organisational strategy and vision.

Operational and compliance 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 mitigates unconscious bias and encourages applications from all candidates regardless of background.

An audit of all completed mandatory training is reviewed at an executive level in the Risk Board meetings, chaired by the Director of Risk.

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 and crisis management arrangements in place, in case needed. In 2023, we reviewed our business continuity plans and tested different scenarios against these plans to challenge their robustness. In 2024, we will implement a business continuity plan testing schedule to continuously strengthen resilience and we will introduce a new framework design for incident management allowing us to respond with more agility to situations.

Financial risk

We are 98% funded by fundraised income, so we regularly monitor the external environment to understand potential impact on 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.

99% 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.

Reputational risk

We strive to always act in a way that aligns with our values and maintains trust in our much-loved and highly respected brand, meeting or surpassing the expectations of the people we help, our donors and the wider general public. This is an important consideration in all our decision-making however we acknowledge that it is not possible to eliminate all risk involved in decision-making. In some circumstances we may be prepared to tolerate some risk in relation to specific audiences, in order to take organisational positions which reflect our Equity, Diversity and Inclusion (EDI) or Environmental, Social and Governance (ESG) commitments, or to be involved with an opportunity that offers significant, widespread benefits to people affected by cancer.

How we mitigate this risk: In the first instance, we consider the impact on our reputation and on different groups of stakeholders at the start of any new initiative, completing equity assessments where appropriate.

Principal risks

↑ = Increased risk

Risk title	Description	Dimension		Mitigation
Ability to be fit for the future ↑	Macmillan's new strategy, transformation and change work is designed to meet the future needs of people living with cancer. This involves identifying what future needs might be, and what the environment in which we are operating might be like. This requires us to be agile as an organisation to adapt to change.	**Strategic** We need to ensure that we are confident in our ability to effectively meet the current and future needs of people living with cancer within the context of challenges presented by the global environment and continuous change. **Operational** We need to ensure we are creating a strong foundation through a robust operating model that facilitates agility and adaptability.	**Financial** We need to ensure that our financial scenario planning assumptions accurately estimate the level of funding required to continue operations and maintain financial sustainability. **Reputational** We need to ensure that our future proposition is aligned with our values. We are committed to our focus on ESG and EDI and bringing our stakeholders on the journey with us.	Our open strategy process and transformational programme are underway to deliver a new target operating model that will ensure we are set up and organised in a way that allows us to have the greatest impact for people living with cancer.
Risk to income ↑	A number of external factors such as additional financial pressures on our supporters, increased costs and the quality of investment returns may impact our ability to generate sustainable levels of income.	**Strategic** We need to consider factors that may impact our ability to achieve income targets and generate effective new income streams, and our ability to deliver fundraising events within tolerable ROI to maintain financial sustainability. We will seek innovative ways to generate new income streams and opportunities.	**Financial** We need to understand the impact that changes in income and expenditure may have on our ability to invest in infrastructure, partnerships and services. **Reputational** We need the people we serve to feel confident that we are spending money with due care and attention, recognising our stakeholders' expectations.	From an income perspective, we have a number of programmes underway to take forward innovative income streams. From an expenditure perspective, we have carried out an organisational assessment of expenditure and organisational efficiency and will be embedding identified improvements and learnings into the way we operate.
Impact on cancer services ↑	The cost of living crisis, long waiting treatment times and often high levels of uncertainty and anxiety are placing further stress and an increased financial, practical and emotional burden on people living with cancer. We need to prepare to address these increasing needs and changing demands to ensure we can continue to deliver quality services to everyone who needs us.	**Strategic** We need to ensure we have adequate mechanisms for gathering and understanding external data and lived experience of people living with cancer, maximising opportunities to analyse and use it to inform the development and design of services that truly meet current and future needs of people living with cancer. **Operational** The number of people living in the UK who are affected by cancer is expected to continue to grow. We need to ensure we are set up with the flexibility and agility to meet this increased demand whilst maintaining the delivery of high quality of services.	**Financial** There is a risk that our financial sustainability requirements impact the scope of cancer services we are able to deliver. We need to maintain a strong financial foundation while recognising the financial pressures that exist, such as the cost of living and inflation. **Compliance** We will maintain focus on continuous improvement and quality assurance processes with our partners to ensure we continue to deliver quality experiences to people living with cancer. **Reputational** We need to be confident in our ability to consistently meet the needs of people living with cancer when they need us most to maintain trust in our brand.	The development of our new strategy takes into account the current climate and challenges people living with cancer are facing and will face in the future. Our Advocacy and Communications functions will continue to strongly influence healthcare and government decision makers, and advocate for the needs of those living with cancer. We will review our services to ensure they are meeting the needs of people living with cancer.

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, along with individual comments on how we can improve. An annual internal audit programme tests the existence and effectiveness of key controls.

Continuous improvement

We are always striving to be better at what we do, including continuing to evolve our approach to managing risks. As a result, in 2023 we reassessed Macmillan's risk appetite position, increased the seniority of the organisational Risk Lead to develop our risk culture and further developed oversight and challenge capability of the Risk function.

Additionally, we made a number of improvements to our risk reporting processes up to our Finance, Audit & Risk Committee, rolled out organisation-wide risk management training available to all for education and awareness, worked on developing an organisational risk appetite position to facilitate improved risk-based decision-making, and strengthened organisational resilience through our Business Continuity Planning effectiveness and scenario planning work. We are also introducing a new risk management information system to streamline risk management processes and provide holistic oversight of Macmillan's overall risk profile as well as better accountability and ownership of risks and risk management processes.

In 2024, our continuous improvement objectives centre around three key themes which link to the findings of the risk management review: risk appetite, risk culture and risk maturity.

Risk Appetite	• We will develop our risk appetite position for clarity, consistency and alignment of decision-making and improved opportunity taking prospects, and aim to embed this, supported by policy and appropriate governance. • We will design an operational tool to aid practical application across the organisation.
Risk Culture	• We will baseline the risk culture of the organisation as a means to measure improvement against which to benchmark success. • We will look to improve our baseline position through a programme of education, awareness and training. • We will report on risk culture improvement on an annual basis.
Risk Maturity	• We will develop a strategic risk assessment and work to ensure this narrative is considered in key conversations and integrated into decision-making. • We will seek ways to share learnings and work more collaboratively with our peers. • We will look to push for better strategic alignment of risk with our internal audit and insurance programmes. • We plan to redesign the structure of the risk team to better serve our objectives.

It is our ambition to raise our function towards best practice in the sector.

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 to act in a responsible and a sustainable way. 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 allow our relationships with third parties to 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.

In 2023, we built on our ethical and responsible sourcing practices through our procurement transformation work which looked at improving our due diligence framework. In 2024, we plan to introduce a supplier risk assessment dashboard as part of our ethical and responsible sourcing practices and will be reviewing our ethics policy.

Recommendations from our interim Environmental, Social and Governance (ESG) strategy suggest establishing stronger 'governance and principles to support ethical decision-making principles and policies on funding, investments and partnerships' and we plan to integrate this into the governance framework of our new operating model in 2024.

Governance

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.**
  During 2023 we launched an open strategy process to help us decide what Macmillan's vision for the future should be and understand how Macmillan needs to transform to adapt to the changing external landscape. We consulted with people with lived experience of cancer, our colleagues, health professionals, volunteers, supporters and partners to ensure we shape our future with the people and communities we are here to serve. In 2024, we will review all our insights and decide how Macmillan is going to evolve to be fit for the future. For more information on Macmillan's next chapter, see from **page 56**.
- **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 strive to address any issues raised through these as quickly as possible. Feedback from Our Voice, our colleague representation forum, is shared with our Executive Team and trustees. We have networks to bring together and represent specific groups of employees, aimed at helping to establish a sense of community and support, as well as providing social and professional networks. We continue to hold regular webinars and other events to keep colleagues updated and maintain engagement. All colleagues have access to wellbeing support and there are appointed Wellbeing Champions and Mental Health First Aiders throughout the organisation to support colleagues.
- **The need to foster the company's business relationships with suppliers, customers and others.**
  Our relationships with partners and suppliers are key to our effectiveness. Each one has an individual staff member as their relationship manager, and we work with them closely to develop a mutually-beneficial relationship. We actively encourage feedback from them to help us learn and improve how we do things. We also undertake a regular review cycle of key supplier relationships and the trustees receive regular reports on customer feedback.
- **The impact of the company's operations on the community and the environment.**
  We are committed to be an environmentally responsible organisation and will seek to reduce the longer-term social and environmental impact of our operations. We are in the process of strengthening our monitoring of progress against our ESG performance, by creating regular reporting with increased governance aligned to our new strategy and operating model. We plan to share ESG metrics with the Board of Trustees and Executive Team to help with decision-making. More information can be found on our environmental sustainability progress from **page 65**.
- **The desirability of the company maintaining a reputation for high standards of business conduct.**
  Our reputation and maintaining 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.

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 (the Board) is ultimately responsible for the overall control and strategic direction of Macmillan and the protection of its assets. Day to day responsibility for running the charity is delegated to the Chief Executive, Gemma Peters, and the Executive Team, see **page 89**.

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 and 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 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) (to 27.07.23)

Rachel Higham

Kate Howe
(Chair of Fundraising Marketing and Communications Committee)

Mohammed Mehmet
(Chair of People Committee from 28.07.23)

Richard Murley
(Macmillan Chair and Chair of Nominations Committee)

Felicia (Acosia) Nyanin (from 27.07.23)

Nick Owen CBE

Professor Dame Helen Stokes-Lampard DBE

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.

How the Board Works

The Board normally meets six times per year, including an annual strategy day which helps trustees and the Executive 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 Team or other staff. This is regularly reviewed and updated as necessary. Conflicts of interest are considered annually and against the agenda of each meeting.

Board Committees

Board of Trustees:

- Finance, Audit & Risk Committee
- Charitable Expenditure Committee
- Fundraising, Marketing and Communications Committee
- Nominations Committee
- People Committee

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 and Risk Committee: Monitors the financial performance of Macmillan and the performance of our investments and investment strategies, financial reporting, planning and budgeting processes, compliance, corporate risk, and internal and external audit arrangements.

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

Fundraising, Marketing & Communications Committee: Oversees Macmillan's fundraising, marketing and communications strategies and ensures that we follow 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.

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

Number of meetings held in 2023:

Board of Trustees	6
Charitable Expenditure Committee	4
Finance, Audit and Risk Committee	5
Fundraising, Marketing and Communications Committee	4
People Committee	4
Nominations Committee	2

Governance review

The Board regularly undertakes a review of its effectiveness to identify any improvements to its 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. The last formal review of the Board was undertaken in 2022, with implementation of the recommendations being monitored by the Nominations Committee in 2023. The next full review is scheduled for 2024.

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, Audit and Risk 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 an additional office in Shipley.

Legal and administrative details as of 31 December 2023

Macmillan Cancer Support 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. Macmillan Cancer Support is a public benefit entity. 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
His Majesty King Charles III

Deputy Presidents
Jamie Dundas (died 23.08.23)
Julia Palca

Chair
Richard Murley

Treasurer
Iain Cornish

Company Secretary
Elspeth Cox MVO

Chief Executive
Gemma Peters

Executive 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 (until 08.12.23)

Technology
Roxane Heaton BEM

Chief Medical Officer
Professor Richard Simcock

Chief Nursing Officer
Claire Taylor MBE RGN PhD

Chief Transformation Officer
Abbi Agana (joined 01.11.23)

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 Trading Limited, which sells Christmas cards and other items, and carries out fundraising trading activities, continued to operate during 2023, and all of its profits were transferred to the charity.
- During 2023 we transferred the business of Macmillan Cancer Information Lottery Limited, Macmillan Financial Grants Lottery Limited, Macmillan Healthcare Lottery Limited and Macmillan Influencing Cancer Care Lottery Limited, which all operated society lotteries, into Macmillan Cancer Support.
- Macmillan Cancer Support Enterprises Limited, which was originally established to provide design and construction services to Macmillan Cancer Support, was dormant throughout 2023.
- Cancerbackup was dormant throughout 2023.
- Note 8 to the financial statements summarises the results of the subsidiaries, which performed satisfactorily in 2023.

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 13–84**, was approved by the Board of Trustees and authorised for issue on 11 July 2024.



Richard Murley
Chair of Board of Trustees

Financial statements



London Landmarks Marathon runners

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 2023 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 parent charitable company balance sheets as at 31 December 2023; 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 Trustees' 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.

Independent auditors' report (continued)

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:

- enquiring of management and the Board of Trustees, including consideration of any known or suspected instances of non-compliance with laws and regulations or fraud;
- reading minutes of meetings of the Board of Trustees and Board subcommittees, including the Finance, Audit and Risk 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 of 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.

Daniel Chan (Senior Statutory Auditor)
for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
London
11 July 2024

Consolidated statement of financial activities

(including an income and expenditure account)

For the year ended 31 December 2023

	Note	Unrestricted £'000	Restricted £'000	2023 Total £'000	Unrestricted £'000	Restricted £'000	2022 Total £'000
Income							
Legacies, donations and grants:							
Legacy income	2	87,520	4,978	92,498	83,080	6,562	89,642
Donation income	3	102,626	13,857	116,483	99,015	15,362	114,377
Grant income	4	24	1,416	1,440	71	2,385	2,456
Total legacies, donations and grants		190,170	20,251	210,421	182,166	24,309	206,475
Income from charitable activities	5	1,780	21	1,801	1,318	34	1,352
Income from trading activities	6	17,296	545	17,841	16,858	368	17,226
Total income before investment income		**209,246**	**20,817**	**230,063**	**200,342**	**24,711**	**225,053**
Investment income	7	2,477	-	2,477	2,092	-	2,092
Total income		**211,723**	**20,817**	**232,540**	**202,434**	**24,711**	**227,145**
Expenditure							
Expenditure on raising income	10	80,157	106	80,263	72,853	99	72,952
Expenditure on charitable activities	11	163,284	21,663	184,947	153,138	25,570	178,708
Total expenditure		**243,441**	**21,769**	**265,210**	**225,991**	**25,669**	**251,660**
Net (expenditure) before gain/(loss) on investments		**(31,718)**	**(952)**	**(32,670)**	**(23,557)**	**(958)**	**(24,515)**
Net gain/(loss) on fixed and current asset investments		2,546	-	2,546	(1,338)	-	(1,338)
Net (expenditure)		**(29,172)**	**(952)**	**(30,124)**	**(24,895)**	**(958)**	**(25,853)**
Transfers between funds	26	-	-	-	(225)	225	-
Net movement in funds		**(29,172)**	**(952)**	**(30,124)**	**(25,120)**	**(733)**	**(25,853)**
Reconciliation of funds							
Total funds brought forward		32,562	15,703	48,265	57,682	16,436	74,118
Total funds carried forward	26	**3,390**	**14,751**	**18,141**	**32,562**	**15,703**	**48,265**

No corporation tax was payable by the Group or Charity for the year ended 31 December 2023 (2022: £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 7–30** form part of these financial statements.

Group and charity balance sheets

As at 31 December 2023

Company Number 2400969

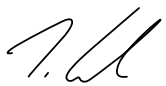
	Note	**Group 2023 £'000**	Group 2022 £'000	**Charity 2023 £'000**	Charity 2022 £'000
Fixed assets					
Tangible assets	14	6,414	6,709	6,414	6,709
Investments	15	53,598	99,288	53,598	99,288
Total fixed assets		**60,012**	**105,997**	**60,012**	**105,997**
Current assets					
Investments	16	32,368	35,366	32,368	35,366
Cash at bank and in hand	17	9,731	8,238	8,202	2,822
Stock and investments awaiting sale	19	293	327	42	-
Debtors	20	98,465	87,364	99,699	91,106
Total current assets		**140,857**	**131,295**	**140,311**	**129,294**
Liabilities					
Creditors: amounts falling due within one year					
Grants committed not yet paid	21	(80,532)	(82,249)	(80,532)	(82,249)
Creditors	22	(16,935)	(15,529)	(16,389)	(13,528)
Net current assets		**43,390**	**33,517**	**43,390**	**33,517**
Total assets less current liabilities		**103,402**	**139,514**	**103,402**	**139,514**
Creditors: amounts falling due after more than one year					
Grants committed not yet paid	21	(84,045)	(89,677)	(84,045)	(89,677)
Provisions for liabilities	24	(1,216)	(1,572)	(1,216)	(1,572)
Net assets	25	**18,141**	**48,265**	**18,141**	**48,265**
The funds of the charity					
Restricted income funds		**14,751**	**15,703**	**14,751**	**15,703**
Unrestricted funds:					
Investment revaluation reserve		(3,470)	(7,902)	(3,470)	(7,902)
Other general funds		4,394	37,796	4,394	37,796
Total general funds		924	29,894	924	29,894
Designated funds		2,466	2,668	2,466	2,668
Total unrestricted funds		**3,390**	**32,562**	**3,390**	**32,562**
Total funds of the charity	26	**18,141**	**48,265**	**18,141**	**48,265**

The net expenditure for the year of the parent Charity was £30,124,000 (2022: £25,853,000).

The financial statements, including the notes on **pages 7–30**, were approved by the Board of Trustees and authorised for issue on 11 July 2024, and signed on its behalf by;



Richard Murley – Chair



Iain Cornish – Treasurer

Consolidated cash flow statement

For the year ended 31 December 2023

	Note(s)	**2023 £'000**	2022 £'000
Net expenditure for the year (as per the consolidated statement of financial activities)		**(30,124)**	**(25,853)**
Adjustments to exclude non-cash items and investment income			
Depreciation	14	545	417
Impairments	14	-	36
(Decrease) / Increase in grant commitments, other creditors and deferred income	21,22	(5,943)	19,177
(Decrease) / Increase in provisions	24	(356)	367
Decrease in stock and investments awaiting sale	19	34	43
Increase in debtors	20	(11,101)	(8,735)
Losses on disposal of tangible assets	14	14	-
(Gains) / Losses on fixed asset investments		(2,546)	1,338
Investment income	7	(2,477)	(2,092)
Loss on programme related investment	15	-	396
Net cash (used in) operating activities		**(51,954)**	**(14,906)**
Cash flows from investing activities			
Investment income	7	29	2,092
Purchase of tangible assets	14	(264)	(14)
Payments to acquire fixed asset investments	15	(75)	(16,342)
Proceeds from sales of fixed asset investments	15	401	14,691
Proceeds from sales of current asset gifted properties		-	-
Payments into current asset investments		(151,969)	(90,211)
Withdrawals from current asset investments		156,200	100,750
Withdrawals from fixed asset investments	15	49,125	1,174
Transfers out from funds held for reinvestment	15	-	581
Net cash generated from investing activities		**53,447**	**12,721**
Change in cash and cash equivalents in the year		**1,493**	**(2,185)**
Cash and cash equivalents at the beginning of the year		8,238	10,423
Cash and cash equivalents at the end of the year	17	**9,731**	**8,238**

Reconciliation of net cash

	At start of year	Cash flows	At year end
Cash	8,238	1,493	9,731

The notes on **pages 7–30** form part of these financial statements.

Notes to the financial statements

For the year ended 31 December 2023

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. Macmillan is a public benefit entity.

These financial statements consolidate the results of the Charitable Company and its wholly owned subsidiary company; Macmillan Cancer Support Trading Limited on a line-by-line basis. During 2023, the trade of Macmillan Healthcare Lottery Limited, Macmillan Financial Grants Lottery Limited, Macmillan Cancer Information Lottery Limited and Macmillan Influencing Cancer Care Lottery Limited was transferred to Macmillan Cancer Support as part of a group restructure. See note 8 for more information. 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 2022 and 2023, 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 £230,598,000 (2022: £220,399,000) and the expenditure was £263,268,000 (2022: £244,914,000). The net expenditure of the Charity after recognised gains of £2,546,000 (2022: £1,338,000 losses) was £30,124,000 (2022: £25,853,000). 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% (2022: 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 2023, accrued legacy income totalled £83,997,000. 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 2023, this resulted in a grant commitment falling due after more than one year figure of £84,045,000. 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 £9,314,000. 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 than 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 2023, the Trustees are required to consider whether Macmillan Cancer Support can continue in operational existence for the foreseeable future.

As at 31 December 2023 Macmillan had cash and investment balances of over £95 million (2022: £142 million) as outlined in the liquidity and reserves sections of the annual report, well above the revised target minimum liquidity of £70 million 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, liquidity 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 from the date of signing these financial statements. Accordingly, the Trustees are satisfied that it is appropriate to adopt the going concern basis in preparing the Annual Report and financial statements.

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.

1. Accounting policies (continued)

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 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.

Gifted investments awaiting sale

Gifted properties awaiting sale are valued at their fair value which is their closing bid price on the current or previous trading day.

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 Bank of England base rate as at the balance sheet date. Commitments are recognised on the date the Charity formally notifies the recipient of the award.

Macmillan grants are one-off grants to individuals which are made to cover a wide range of practical needs and are recognised in the year in which they are paid.

Releases of grant commitments

It may become necessary to withdraw and redeploy a grant which has been approved in a prior year due to funding not being fully utilised or no longer being required by the recipient. 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. The Charity does not hold any finance leases.

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 £'000	Restricted £'000	**2023 Total £'000**	2022 Total £'000
Legacy income	88,127	4,978	93,105	90,705
Discounting adjustment	(607)	-	(607)	(1,063)
	87,520	**4,978**	**92,498**	**89,642**

3. Donation income

	Unrestricted £'000	Restricted £'000	**2023 Total £'000**	2022 Total £'000
Local fundraising committees	577	1,686	2,263	2,569
Fundraising events	50,924	509	51,433	47,631
Corporate income	11,691	7,396	19,087	17,789
Philanthropy	1,892	2,586	4,478	5,842
General donations	11,810	668	12,478	12,305
Direct marketing	25,509	1,012	26,521	28,141
Donated services and facilities	223	-	223	100
	102,626	**13,857**	**116,483**	**114,377**

Donated services and facilities comprises contributions totalling £171,000 (2022: £56,000) for professional advice, £32,000 (2022: £34,000) for advertising services and £20,000 (2022: £10,000) for goods used to create Macmillan's Legacy Gardens. The Charity also benefits from the services of unpaid volunteers, however in line with the requirements of the SORP a valuation of volunteer time given to the Charity is not included in these financial statements.

4. Grant income

	Unrestricted £'000	Restricted £'000	**2023 Total £'000**	2022 Total £'000
The Community Foundation – Department of Health Cancer Fund	28	667	695	305
Energy Savings Trust	-	452	452	-
Scottish Government – Transforming Cancer Care	-	254	254	-
Sussex Cancer Fund – Macmillan Horizon Centre – Brighton	-	63	63	60
Department of Work and Pensions – Access to Work scheme	5	-	5	1
Birmingham Voluntary Services Council	1	-	1	-
Innovate UK	(10)	-	(10)	24
Scottish Government – Person Centred Care Competency Framework	-	(20)	(20)	20
Scottish Government – Improving Cancer Journey Programme	-	-	-	2,000
The Society of Radiographers	-	-	-	46
	24	**1,416**	**1,440**	**2,456**

The Innovate UK grant previously recognised in 2022 was not fully utilised and therefore £10,000 was written back in 2023. The planned project using the grant from Scottish Government – Person Centred Care Competency Framework which was previously recognised in 2022 did not go ahead and therefore £20,000 was written back in 2023.

5. Income from charitable activities

	Unrestricted £'000	Restricted £'000	**2023 Total £'000**	2022 Total £'000
Income from social investments	1,395	-	1,395	824
Other income from charitable activities	385	21	406	528
	1,780	**21**	**1,801**	**1,352**

6. Income from trading activities

	Unrestricted £'000	Restricted £'000	**2023 Total £'000**	2022 Total £'000
Lottery and raffle	13,698	-	13,698	13,471
Local fundraising committees sales	149	436	585	463
Fundraising events	517	109	626	595
Corporate and other trading income	2,932	-	2,932	2,697
	17,296	**545**	**17,841**	**17,226**

7. Investment income

	2023 Unrestricted £'000	2022 Unrestricted £'000
Income from fixed asset investments	1,215	1,528
Income from cash and current asset investments	1,262	564
	2,477	**2,092**

8. Subsidiary undertakings

As at 31 December 2023, 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. Trade transferred to Macmillan Cancer Support in October 2023. Inactive as at 31 December 2023.
Macmillan Cancer Information Lottery Limited	9771409	Weekly lottery. Trade transferred to Macmillan Cancer Support in October 2023. Inactive as at 31 December 2023.
Macmillan Financial Grants Lottery Limited	9494065	Weekly lottery. Trade transferred to Macmillan Cancer Support in October 2023. Inactive as at 31 December 2023.
Macmillan Influencing Cancer Care Lottery Limited	9771351	Weekly lottery. Trade transferred to Macmillan Cancer Support in October 2023. Inactive as at 31 December 2023.

During the year ended 31 December 2023, the trades of Macmillan Healthcare Lottery Limited, Macmillan Financial Grants Lottery Limited, Macmillan Cancer Information Lottery Limited and Macmillan Influencing Cancer Care Lottery Limited were transferred to their parent charitable company, Macmillan Cancer Support, as part of a group restructure. The trade and assets have been reflected in the balances of the Charity from the date of transfer, with all assets and liabilities presented in the closing balances of the Charity. The net book value of net assets at the date of transfer for each subsidiary company was £1 and retained earnings was £nil. The profits of each subsidiary company for the period up to the date of transfer was £nil, due to the requirement under the Articles of Association to transfer all profits to the parent. Please see note 26 for details regarding profits transferred up until the date of transfer.

These companies were inactive as at 31 December 2023, and will be closed with Companies House during 2024.

8. Subsidiary undertakings (continued)

A summary of the trading results and Balance Sheets of the non-dormant companies is shown below.

Macmillan Cancer Support Trading Limited has the same year end as the Charity.
The results for Macmillan Healthcare Lottery Limited, Macmillan Financial Grants Lottery Limited, Macmillan Cancer Information Lottery Limited and Macmillan Influencing Cancer Care Lottery Limited are presented up to date of transfer of trade in October 2023. All assets and liabilities were transferred to Macmillan Cancer Support at the time of transfer of trade.

	Macmillan Cancer Support Trading Limited	Macmillan Healthcare Lottery Limited	Macmillan Cancer Information Lottery Limited	Macmillan Financial Grants Lottery Limited	Macmillan Influencing Cancer Care Lottery Limited	**2023 Total**	2022 Total
	£'000	£'000	£'000	£'000	£'000	**£'000**	£'000
Profit and loss for year ended 31 December 2023							
Turnover	3,170	2,093	3,563	2,868	2,132	13,826	16,428
Cost of sales	(836)	(610)	(1,412)	(1,459)	(814)	(5,131)	(4,971)
Gross profit	2,334	1,483	2,151	1,409	1,318	8,695	11,457
Operating costs	(446)	(216)	(51)	(40)	(27)	(780)	(872)
Interest receivable	19	5	1	1	1	27	5
Net profit	1,907	1,272	2,101	1,370	1,292	7,942	10,590
Costs recharged by and interest paid to the Charity	(939)	(107)	(83)	(67)	(66)	(1,262)	(1,178)
Profit on ordinary activities before and after taxation	968	1,165	2,018	1,303	1,226	6,680	9,412
Amount donated to the Charity under Gift Aid	(968)	(1,165)	(2,018)	(1,303)	(1,226)	(6,680)	(9,412)
Profit on ordinary activities before and after taxation less donations to the Charity	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Balance sheet as at 31 December 2023							
Current assets	2,912	-	-	-	-	2,912	8,260
Creditors: amounts falling due within one year	(2,912)	-	-	-	-	(2,912)	(8,260)
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. Cancerbackup is limited by guarantee.

9. Expenditure

	Grants	Direct staff costs	Other direct costs	Support costs	**2023 Total**	2022 Total
	£'000	£'000	£'000	£'000	**£'000**	£'000
Expenditure on charitable activities	67,272	58,461	42,340	16,874	184,947	178,708
Expenditure on raising income	-	27,845	44,071	8,347	80,263	72,952
	67,272	**86,306**	**86,411**	**25,221**	**265,210**	**251,660**

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.

Analysis of support costs	Governance	Human Resources and Facilities	Information Technology	Finance, Legal, and Executive	Policy and Communications	**2023 Total**	2022 Total
	£'000	£'000	£'000	£'000	£'000	**£'000**	£'000
Charitable activities	1,539	5,358	2,569	4,302	3,106	16,874	14,414
Raising income	761	2,651	1,271	2,128	1,536	8,347	7,396
	2,300	**8,009**	**3,840**	**6,430**	**4,642**	**25,221**	**21,810**

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.

Analysis of governance costs	**2023 £'000**	2022 £'000
Employees and contract staff	1,859	1,088
External auditor fees		
• Audit work	146	168
• Audit related assurance services	6	8
Board meeting expenses	19	10
AGM and annual report costs	29	23
Legal, strategy and other costs	241	204
	2,300	**1,501**

External auditor fees above represent the fees receivable by the auditors and therefore exclude VAT. Total external audit fees paid by the group including non recoverable VAT are £173,000 (2022: £200,000) and total non-audit fees paid by the group including non recoverable VAT are £7,000 (2022: £9,000)

10. Expenditure on raising income

	2023 £'000	2022 £'000
Costs of raising legacies, donations and grants	70,786	65,375
Costs of trading activities	9,259	7,293
Investment management fees	218	284
	80,263	**72,952**

11. Expenditure on charitable activities

	Direct costs £'000	Grants £'000	Support costs £'000	**2023 Total £'000**	2022 Total £'000
Healthcare					
Macmillan nurses	7,779	31,579	1,240	40,598	60,620
Macmillan allied health professionals	2,504	8,277	315	11,096	10,453
Treatment and care buildings	2,302	357	338	2,997	2,222
Macmillan GPs	3,395	848	416	4,659	4,113
Information and support					
Information resources	7,638	4	992	8,634	7,738
Information centres	3,559	8,689	348	12,596	4,485
Macmillan Support Line	19,582	16	4,550	24,148	22,477
Financial support					
Macmillan grants	593	16,878	173	17,644	19,087
Macmillan benefits advice	1,868	8,407	395	10,670	9,597
Macmillan welfare rights helpline	8,348	9	2,413	10,770	10,064
Financial guidance service	3,239	3	900	4,142	4,030
Practical and emotional support					
Social care schemes	2,425	3,248	209	5,882	4,627
Volunteering services	10,891	4,551	2,035	17,477	10,491
Learning and development					
For Macmillan professionals	5,399	2,647	801	8,847	5,249
Campaigning and raising awareness					
Research to improve cancer services	2,550	110	412	3,072	3,365
Public education and awareness raising	14,508	91	426	15,025	14,301
Inclusion	751	2,221	134	3,106	2,125
Policy and campaigning	2,764	2	635	3,401	3,176
Customer and content management	706	1	142	849	581
	100,801	**87,938**	**16,874**	**205,613**	**198,801**
Grant releases	-	(17,257)	-	(17,257)	(12,150)
Discounting adjustment	-	(3,409)	-	(3,409)	(7,943)
	100,801	**67,272**	**16,874**	**184,947**	**178,708**

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 £87,938,000 (2022: £99,508,000). Grant writebacks totalled £17,257,000 (2022: £12,150,000) and discounting adjustments resulted in £3,409,000 credit to expenditure (2022: £7,943,000 credit to expenditure).

Grants to institutions and partner organisations resulted in expenditure of £50,395,000 (2022: £60,331,000). Grants to individuals totalled £16,877,000 (2022: £19,084,000). 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:	**2023**	2022
	£'000	£'000
Depreciation	545	417
External auditor fees		
• Audit work	146	168
• Audit related assurance services	6	8
Operating lease rentals:		
• Property	3,424	3,323
• Vehicles and equipment	-	22

External auditor fees above represent the fees receivable by the auditors (see note 9).

No trustee has received any remuneration from the Group during the year (2022: £nil). The total amount of trustee expenses incurred directly by Macmillan or reimbursed during the year was £8,301 (2022: £5,339), which all related to trustee meetings and seminar attendance. Two trustees were reimbursed in 2023 (2022: two). Donations received from trustees during the year totalled £1,780 (2022: £2,688). Trustees also generate non donation income through their involvement in, and support of, other Macmillan activities.

13. Staff costs and numbers

	2023 £'000	2022 £'000
Wages and salaries	80,154	68,373
Agency and contract staff	4,055	4,000
Employers' National Insurance contributions	8,579	7,763
Pension costs	9,882	8,106
Other employee benefits	1,780	1,027
Redundancy and termination costs	150	265
	104,600	**89,534**

Redundancy and termination costs included amounts totalling £43,000 which were unpaid as at 31 December 2023 (2022: £nil). The Executive Team (ET) 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 Executive Team during 2023 totalled £1,925,000 (2022: £1,503,000). During the year payments were made to ten staff regarded as key management personnel (2022: eight staff).

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

	2023 No.	2022 No.
£60,001 – £70,000	116	78
£70,001 – £80,000	57	43
£80,001 – £90,000	30	15
£90,001 – £100,000	11	6
£100,001 – £110,000	3	11
£110,001 – £120,000	10	7
£120,001 – £130,000	4	1
£130,001 – £140,000	1	1
£140,001 – £150,000	-	-
£150,001 – £160,000	1	2
£160,001 – £170,000	1	1
£170,001 – £180,000	1	-
£180,001 – £190,000	1	1
£190,001 – £200,000	1	1

13. Staff costs and numbers (continued)

Due to the start date of the Chief Executive Officer, the Chief Financial Officer was the highest paid employee in 2023 (2022: highest paid employee was the Chief Executive Officer).

Retirement benefits are accruing under defined benefit schemes for 24 (2022: 20) higher paid employees. Contributions totalling £1,171,000 (2022: £819,000) were made to stakeholder schemes for 231 (2022: 164) higher paid employees. Higher paid employees are those disclosed as earning over £60k as outlined above.

The quarterly average number of staff employed during the year was 2,019 (2022: 1,785) which includes 398 part time staff (2022: 371).
The average number of full time equivalent (FTE) staff employed during the year was 1,914 (2022: 1,687).

The average FTE is analysed by function as follows:

	2023	2022
	No.	No.
Raising income	633	572
Charitable activities	1,281	1,115
	1,914	**1,687**

14. Tangible assets

The Group and Charity	Assets not yet brought into use	Leasehold property	Leasehold property improvements	Motor vehicles	Computer equipment	Furniture and equipment	**Total**
	£'000	£'000	£'000	£'000	£'000	£'000	**£'000**
Cost							
At 1 January 2023	-	7,096	1,703	14	767	1,274	10,854
Additions in the year	264	-	-	-	-	-	264
Disposals in the year	-	-	(306)	(14)	(89)	(280)	(689)
At 31 December 2023	**264**	**7,096**	**1,397**	**-**	**678**	**994**	**10,429**
Accumulated depreciation							
At 1 January 2023	-	901	1,346	-	763	1,135	4,145
Charge for the year	-	143	307	-	4	91	545
Disposals in the year	-	-	(306)	-	(89)	(280)	(675)
At 31 December 2023	**-**	**1,044**	**1,347**	**-**	**678**	**946**	**4,015**
Net book value							
At 31 December 2023	**264**	**6,052**	**50**	**-**	**-**	**48**	**6,414**
At 31 December 2022	-	6,195	357	14	4	139	6,709

Capital commitments as at 31st December 2023 totalled £nil (2022: £nil). No fixed asset impairments were processed during 2023 (2022: Impairment to motor vehicle assets of £36k due to market conditions). The balance for assets not yet brought into use as at 31st December 2023 relates to computer equipment that was purchased in 2023 but had not been brought into use as at 31st December 2023.

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	**2023 Total**	2022 Total
	£'000	£'000	£'000	£'000	£'000	**£'000**	£'000
Market value at 1 January	1,007	27,462	904	69,291	624	99,288	101,126
Purchased acquisitions	-	2,006	113	-	-	2,119	15,319
Disposal proceeds	-	(11,772)	-	-	(401)	(12,173)	(14,691)
Transfers out from funds held for re-investment	-	-	-	9,753	-	9,753	(581)
Withdrawals from fixed asset investments	-	-	-	(49,135)	-	(49,135)	(1,174)
Net income / (expense) reinvested	171	(16)	-	1,045	-	1,200	1,023
Net gains and losses on investments	-	277	(260)	2,429	100	2,546	(1,734)
Market value at 31 December	**1,178**	**17,957**	**757**	**33,383**	**323**	**53,598**	**99,288**

Investments within the £33,383,000 (2022: £69,291,000) money market funds and cash for re-investment above includes £32,146,000 (2022: £66,694,000) 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 2023 was £57,068,000 (2022: £107,931,000).

16. Current asset investments

The Group and Charity	**2023**	2022
	£'000	£'000
Money market fund	32,368	35,366
	32,368	**35,366**

The historical cost of the Group and Charity's listed investments at 31 December 2023 was £32,368,000 (2022: £35,366,000). 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 2023	Group 2022	**Charity 2023**	Charity 2022
	£'000	£'000	**£'000**	£'000
Cash at bank and in hand	9,731	8,238	8,202	2,822
	9,731	**8,238**	**8,202**	**2,822**

18. Financial instruments

Categories of financial instruments	**Group 2023 £'000**	Group 2022 £'000	**Charity 2023 £'000**	Charity 2022 £'000
Financial assets				
Fixed asset investments	53,598	99,288	53,598	99,288
Current asset investments	32,368	35,366	32,368	35,366
	85,966	134,654	85,966	134,654
Cash at bank and in hand	9,731	8,238	8,202	2,822
Debtors	93,879	84,406	95,223	88,291
	189,576	**227,298**	**189,391**	**225,767**
Financial liabilities				
Grants committed not yet paid	164,577	171,926	164,577	171,926
Trade creditors, other creditors and accruals	12,251	13,002	11,958	11,003
	176,828	**184,928**	**176,535**	**182,929**

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.

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 2023 and 31 December 2022 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 million 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. Within the £70 million target the Charity will also hold cash and other liquid funds to meet regular cash flow requirements.

19. Stock and investments awaiting sale

	Group 2023 £'000	Group 2022 £'000	**Charity 2023 £'000**	Charity 2022 £'000
Goods for resale	251	327	-	-
Gifted investments awaiting sale	42	-	42	-
	293	**327**	**42**	**-**

20. Debtors

	Group 2023 £'000	Group 2022 £'000	**Charity 2023 £'000**	Charity 2022 £'000
Trade debtors	946	617	-	-
Amount owed by group undertakings	-	-	2,365	4,551
Accrued legacy income	83,997	75,861	83,997	75,861
Gift Aid recoverable	150	37	150	37
Other debtors	5,716	3,860	5,716	3,860
Prepayments and other accrued income	7,656	6,989	7,471	6,797
	98,465	**87,364**	**99,699**	**91,106**

It is estimated that £63,000,000 (2022: £58,000,000) 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 2023 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 £38,000,000 (2022: £36,000,000).

Included within the amount owed by subsidiary undertakings is a loan of £370,000 (2022: £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 £1,995,000 (2022: £4,209,000) owed by subsidiary undertakings is interest free and repayable on demand.

21. Grants committed not yet paid

The Group and Charity	**2023**	2022
	£'000	£'000
Commitments at 1 January	171,926	151,865
Grants paid during the year	(56,844)	(40,103)
New grants committed during the year	66,752	72,314
Commitments released	(17,257)	(12,150)
Commitments at 31 December	**164,577**	**171,926**
Falling due within one year	80,532	82,249
Falling due after one year	84,045	89,677
Commitments at 31 December	**164,577**	**171,926**

22. Creditors

	Group 2023	Group 2022	**Charity 2023**	Charity 2022
	£'000	£'000	**£'000**	£'000
Trade creditors	7,001	5,872	6,814	5,291
Taxation and social security	3,076	2,527	3,072	2,525
Other creditors	1,067	1,292	1,067	1,292
Accruals	4,183	4,175	4,077	4,044
Deferred income	1,608	1,663	1,359	376
	16,935	**15,529**	**16,389**	**13,528**

23. Deferred income

	Group 2023 £'000	Group 2022 £'000	**Charity 2023 £'000**	Charity 2022 £'000
Deferred income at 1 January	1,663	2,434	376	1,297
Income deferred in the year	1,270	1,317	1,021	30
Deferred income released from prior years	(1,325)	(2,088)	(38)	(951)
Deferred income at 31 December	**1,608**	**1,663**	**1,359**	**376**

24. Provisions for liabilities

The Group and Charity	Dilapidations £'000	Other £'000	**2023 Total £'000**	2022 Total £'000
Provisions at 1 January	1,525	47	1,572	1,205
Additional provisions made in the year	67	-	67	367
Provisions released from prior years	(423)	-	(423)	-
Provisions for liabilities at 31 December	**1,169**	**47**	**1,216**	**1,572**

Dilapidations provisions relate to property leases with various termination dates up until September 2030.
Other provisions relate to payments due on associated media spend.

25. Analysis of group net assets between funds

The Group and Charity	Restricted funds £'000	Designated funds £'000	General funds £'000	**Total funds £'000**
Tangible assets	3,948	2,466	-	6,414
Fixed asset investments	-	-	53,598	53,598
Cash and current asset investments	26,864	45	15,190	42,099
Debtors and stock	4,396	-	94,362	98,758
Creditors, deferred income and provisions	(20,457)	(45)	(162,226)	(182,728)
Net assets at 31 December 2023	**14,751**	**2,466**	**924**	**18,141**

26. Movements in group funds

	Balance 1 January 2023 £'000	Income £'000	Expenditure £'000	Loss on investments £'000	Transfers £'000	**Balance 31 December 2023 £'000**
Restricted funds						
Local appeals in surplus	1,490	556	(1,432)	-	59	673
Local appeals in deficit	(880)	580	(63)	-	(59)	(422)
Macmillan Horizon Centre	4,041	211	(304)	-	-	3,948
Department of Health grants	115	-	-	-	-	115
Other funds	10,937	19,470	(19,970)	-	-	10,437
Total restricted funds	**15,703**	**20,817**	**(21,769)**	**-**	**-**	**14,751**
Unrestricted funds						
General funds						
Investment revaluation reserve	(7,902)	-	-	-	4,432	(3,470)
Other general funds	37,796	205,565	(237,283)	2,546	(4,230)	4,394
Total general funds	**29,894**	**205,565**	**(237,283)**	**2,546**	**202**	**924**
Designated funds						
Tangible asset fund	2,668	-	-	-	(202)	2,466
Macmillan local services	-	214	(214)	-	-	-
Healthcare	-	1,165	(1,165)	-	-	-
Information services	-	2,018	(2,018)	-	-	-
Macmillan grants	-	1,303	(1,303)	-	-	-
Influencing cancer care	-	1,226	(1,226)	-	-	-
Direct services	-	232	(232)	-	-	-
Total designated funds	2,668	6,158	(6,158)	-	(202)	2,466
Total unrestricted funds	**32,562**	**211,723**	**(243,441)**	**2,546**	**-**	**3,390**
Total funds	**48,265**	**232,540**	**(265,210)**	**2,546**	**-**	**18,141**

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 (2022: £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 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 £673,000 (2022: £1,490,000). Appeals in deficit totalled £422,000 (2022: £880,000). Transfers between local appeals in surplus and local appeals in deficit are to move the funds in those appeals which have moved from deficit to surplus during the year.

Macmillan Horizon Centre
Expenditure in the year includes depreciation of £93,000 (2022: £93,000) funded from appeal funds relating to an information and support centre adjacent to the Brighton Cancer Centre. The fund balance at 31 December 2023 was £3,948,000 (2022: £4,041,000).

Department of Health Grants – National Cancer Survivorship Initiative
There were no funds received or expended in the year (2022: £nil) and there were no grants released back to the fund in the year (2022: £nil). The fund balance at 31 December 2023 was £115,000 (2022: £115,000).

Other funds

Other restricted funds comprise income for specific Macmillan activities. At 31 December 2023, the balance of £10,437,000 (2022: £10,937,000) 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 £7,824,000 (2022: £7,401,000).

- **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 £2,613,000 (2022: £3,536,000).

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 £202,000 (2022: transfer out of £315,000) makes the value of the fund equal to the net book value of the tangible assets less any restricted tangible assets at 31 December 2023. Tangible asset expenditure financed from restricted funds is shown within the restricted fund balances.

Macmillan local services
£214,000 (2022: £299,000) was designated and spent in the year on Macmillan professional posts, to match cause related marketing raised to fund local Macmillan services.

Healthcare
The £1,165,000 (2022: £1,768,000) profits donated to the Charity from Macmillan Healthcare Lottery Limited were designated and spent during the year on healthcare services.

Information services
The £2,018,000 (2022: £2,481,000) profits donated to the Charity from Macmillan Cancer Information Lottery Limited were designated and spent during the year on information services.

Macmillan grants
The £1,303,000 (2022: £2,102,000) 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 £1,226,000 (2022: £2,093,000) 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
£232,000 (2022: £175,000) 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 2023, the balance of the reserve was negative £3,470,000 (2022: negative £7,902,000). The transfer in of £4,432,000 (2022: transfer out of £4,709,000) is an adjustment to align the fund to the difference between market value and historical cost at 31 December 2023.

27. Related party transactions

- Mohammed Mehmet is a trustee of Macmillan Cancer Support. He is also a non-executive director of Public Health Wales NHS Trust. During 2023 Macmillan made no payments in relation to commitments from prior years to Public Health Wales (2022: £39,000) and received a repayment of £3,000 (2022: nil). Macmillan made no support grant commitments in year (2022: £2,000) and grant writebacks relating to prior year grants were processed totalling £421,000 (2022: £439,000). At 31 December 2023, our outstanding amount owed to Public Health Wales was £104,000 (2022: £522,000).

Other

- Macmillan was a member of the National Cancer Research Institute (NCRI), until it ceased to operate in 2023, which brought together the major organisations that fund cancer research to coordinate their activities including joint funding initiatives. In 2023, the Charity made payments totalling £nil (2022 £8,000) 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 2023 the Charity did not have any transactions with MCSJ Ltd (2022:£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 £59,000 (2022: £60,000) as at 31 December 2023.
- 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 £161,000 (2022: £106,000) as at 31 December 2023. The total cash at bank and in hand held was £nil (2022: £nil).

28. Operating lease commitments

The Group and Charity

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

	Property 2023	Property 2022	**Vehicles and equipment 2023**	Vehicles and equipment 2022	**Total 2023**	Total 2022
	£'000	£'000	**£'000**	£'000	**£'000**	£'000
Within 1 year	1,909	3,285	-	1	1,909	3,286
Between 1 and 5 years	280	2,113	-	-	280	2,113
After 5 years	-	-	-	-	-	-
	2,189	**5,398**	**-**	**1**	**2,189**	**5,399**

29. Contingent liabilities

As at 31 December 2023, Macmillan had contingent liabilities of £7,077,000 (2022: £6,656,000).

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 2023, the Charity recognised £1,658,000 of expenditure (2022: £824,000). The remaining contingent liability is £3,618,000 (2022: £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. The total social impact bond will be up to £1,380,000 over the period ending 31 December 2025. The Charity recognises expenditure when the conditions and milestones set out in the contract are met. In the year ended 31 December 2023, the Charity recognised £320,000 of expenditure (2022: £nil). The remaining contingent liability is £1,060,000 (2022: £1,380,000).

The Charity entered into a contract with Harrogate and District NHS Foundation Trust on 18 December 2023. The Charity will provide 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 £2,431,000 over the period ending 31 December 2027. The Charity recognises expenditure when the conditions and milestones set out in the contract are met. In the year ended 31 December 2023, the Charity recognised £32,000 (2022: £nil). The remaining contingent liability is £2,399,000 (2022: £nil).

30. Pension costs

During 2023, 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 2023:

	2023	2022
Scheme assets and liabilities	**£'000**	£'000
Fair value of the scheme assets	39,338	37,969
Present value of scheme liabilities	(30,024)	(28,168)
Net surplus	**9,314**	9,801

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 2022 and reported a funding surplus of £4,881,000.

Following closure of the scheme to future accrual on 30 June 2010, there were no employer contributions made by the Charity in 2023 (2022: £nil). The Charity does not expect to make any contributions in 2024.

For the purposes of the disclosures required under FRS 102, the actuarial valuation has been updated at 31 December 2023 by a qualified actuary using the following assumptions:

Financial assumptions	**2023**	2022
Discount rate	4.50%	4.80%
Retail price inflation	3.10%	3.20%
Consumer price inflation	2.60%	2.50%
Rate of increase in salaries	n/a	n/a
Rate of increase in pensions in payment RPI capped at 5%	3.00%	3.20%
Rate of increase in pensions in payment RPI capped at 2.5%	2.10%	2.30%
Rate of increase in deferred pensions	2.60%	2.50%

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 Using mortality table 105% S3PMA_All 105% S3PFA_AllCMI_2022 1.25% With default extended parameters [1.25%] (year of birth) (2022: Using mortality table 100% S3PMA_ Middle/ 100% S3PFA_Middle CMI Model 2020 [1.25%] (year of birth))	**2023 life expectancy**	2022 life expectancy
	years	years
Males at 65	21.1	21.4
Females at 65	23.6	23.8
Males at 65 aged 45 in 2023	22.4	22.7
Females at 65 aged 45 in 2023	25.0	25.3

An analysis of the scheme assets and the expected long-term return rates at 31 December 2023 was as follows:

	2023	2022
	£'000	£'000
Bonds	35,017	36,271
Other	4,321	1,698
	39,338	**37,969**

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 £51,000 (2022: £55,000) 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 2023 under the requirements of FRS 102:

	2023	2022
	£'000	£'000
Interest income	1,796	866
Interest on liabilities	(1,326)	(866)
Past service cost	-	-
Net credit to the Statement of Financial Activities	470	-
Unrecognisable credit due to closure of the scheme to future accrual	(470)	-
Amount credited to the Statement of Financial Activities	**-**	**-**

	2023	2022
	£'000	£'000
Actual return on assets less interest	681	(21,118)
Actuarial losses on scheme liabilities	(1,638)	20,284
Limit on recognition of assets less interest	957	834
Amount recognised in the Statement of Financial Activities	**-**	**-**

	2023	2022
Changes in the fair value of the scheme assets are as follows:	**£'000**	£'000
Fair value of scheme assets at 1 January	37,969	59,276
Interest income	1,796	866
Contributions	-	-
Benefits paid	(1,108)	(1,055)
Actual return on assets less interest	681	(21,118)
Fair value of scheme assets at 31 December	**39,338**	37,969

	2023	2022
Changes in the present value of the scheme liabilities are as follows:	**£'000**	£'000
Present value of scheme liabilities at 1 January	28,168	48,641
Past service cost	-	-
Interest on liabilities	1,326	866
Benefits paid	(1,108)	(1,055)
Actuarial loss / (gains) on scheme liabilities	1,638	(20,284)
Present value of scheme liabilities at 31 December	**30,024**	28,168

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 2,130 employees totalling £9,286,000 (2022: 2,005 employees, £7,486,000) and this is reflected in expenditure for the year (see note 13).

The Charity participates in the NHS Pension Scheme, a statutory, unfunded, defined benefit scheme open to 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 82 employees totalling £596,000 (2022: 91 employees, £620,000) 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 (2022: £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 2020, which reported that the scheme had accumulated a notional deficit of £40.9 billion against the notional assets as at 31 March 2020. This valuation set the employer contribution rate payable from April 2024. The new rate will be 23.78%, increased 3.1% from the previous rate of 20.68% (inclusive of 0.08% administrative levy). The previous 6.3% increase was met by NHS England and the Department of Health and Social Care for the financial years 2019/20 – 2023/24 so in real terms for Macmillan, the increase will be 9.4% if no similar arrangement is put forward. The next actuarial valuation will be for the year ending 31 March 2024 and will set the employer contribution rate payable in future years. 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 2023 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 website (www.nhsbsa.nhs.uk) and are published annually.

Thanking our supporters

We simply wouldn't be able to do whatever it takes for people living with cancer without the generous funds raised by our supporters. They include:

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March, Chatteris and District Committee
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Merthyr Tydfil Committee
Michael O'Kane
Microsoft UK Customer Success Unit
Mid Sussex Committee
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Moffat Committee
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Mr and Mrs May
Muriel Blackledge and Team M
Nathan "Westy" West
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We simply wouldn't be able to do whatever it takes for people living with cancer without the generous funds raised by our supporters. They include:

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The Eric Wright Charitable Trust
The Follow the Stars – Macmillan Carols Committee
The Harry & Mary Foundation
The Haydock Park Raceday Committee
The Hive Network
The Ingram Trust
The John Coates Charitable Trust
The Joseph & Lilian Sully Foundation
The Lakes Road Club
The Mackie Foundation
The Macmillan Ball Committee
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The Macmillan Christmas Carol Concert Committee
The McGrath Charitable Trust
The Minekte Foundation
The Mosselson Family
The Murdoch Forrest Charitable Trust
The Musk-Burton Family Trust
The Northern Ireland Cancer Experience Panel
The Northwood Charitable Trust
The Ofenheim Charitable Trust
The Peacock Charitable Trust
The Poppy Club
The Richard Oatley Foundation
The Screwfix Foundation
The Sir Robert Ogden Charitable Foundation
The Thompson Family Charitable Trust
'The Thrift Shop' Kirkcaldy
The Trevor Hemmings Foundation
The Tug of War Committee
The Zochonis Charitable Trust
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Tom and Sheila Springer Charity
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Turkington
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Virgin Money
W & R Barnett Limited
Walsall Committee
Warner Hotels
Wedlake Bell LLP
Welcome Break
William Goodge
Worcester and District Committee
Yorkshire Macmillan Carol Concert Committee

Thank you to the 2,556 people who very kindly left Macmillan a gift in their will in 2023. Together their gifts contributed £93.1 million, which was 40% of the income we received in the year.

Thanks to the support of all 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 special thank you to all those 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. Macmillan Cancer Support. Customer feedback survey sent to customers who have received support from Macmillan and who have supported Macmillan themselves. Survey responses average 2,200 a month in 2023. Customer Satisfaction Score (CSAT) respondents provide a rating between 1 and 10 for the question 'How satisfied were you with your recent experience of Macmillan?' The score reflects the percentage of respondents that report a rating of 10/10. The values given are in-month December values.

We have changed how we calculate the CSAT score from reporting the average of all customer scores to the percentage of customers who score 10/10. We aim to increase the percentage of customers that score us 10/10.

We are now focusing on monthly Customer Satisfaction Score (CSAT), moving away from Net Promoter Score (NPS). CSAT is a more accurate measure of satisfaction after an interaction, whilst NPS is ideally asked at the end of a journey. By using CSAT, we can better monitor good and poor performance, and identify where we can improve the customer experience.

3. Macmillan Cancer Support/YouGov survey of 2,099 adults in the UK who have had a cancer diagnosis, including 2,027 aware of Macmillan at diagnosis and/or treatment. Fieldwork was undertaken between 2 – 22 January 2024. The survey was carried out online. Figures have been weighted and are representative of people living with cancer in the UK (18+). Question wording was as follows: 'In which, if any, of the following ways were you made aware of the support available from Macmillan Cancer Support during your cancer diagnosis/ treatment?' 41% of those aware of Macmillan at diagnosis and/or treatment selected 'By a healthcare professional, in a face-to-face appointment'.

4. Macmillan internal survey of Macmillan professionals and line managers. The survey was sent to all Macmillan professionals which included nurses, allied health professionals and welfare benefits professionals and 841 responded. This annual survey was carried out online and results were reported in September 2023.

5. Scottish government. Further investment in cancer support services, published 03 July 2023 13:30. https://www.gov.scot/news/further-investment-in-cancer-support-services/# The Scottish Government has been working in partnership, and has seen £18 million invested to date.

6. Macmillan Cancer Support/YouGov surveys of 4,096 adults in the UK who have had a cancer diagnosis. Fieldwork was undertaken between 4th-28th November 2022 (2,020 adults) and 20th March-8th April 2023 (2,076 adults). The surveys were carried out online. The figures have been weighted and are representative of people living with cancer in the UK (aged 18+). Surveys included 2,654 people who've been diagnosed within the last ten years and use the NHS for their cancer care. Question wording in relation to people facing worse cancer outcomes was as follows: "You have experienced waits of several weeks or months, or delayed appointments, during your cancer treatment and care. What, if anything, has been the impact of this? Please select all that apply". 6% of those diagnosed within the last ten years had experienced delays and selected at least one of the following options: My cancer has progressed and/or spread, My cancer symptoms have got worse, My cancer is now incurable, I have fewer treatment options, Surgery is no longer an option for my cancer.

The survey results above are extrapolated using prevalence figures published by each UK nation. The total UK 10-year prevalence is 1,791,209, a total of England (1,522,090), Scotland (142,355), Wales (79,578) and Northern Ireland (47,186). Data from (Accessed May 2023):

England: https://digital.nhs.uk/ndrs/data/data-outputs/cancer-data-hub

(Data migrated June 2024 to https://digital.nhs.uk/ndrs/data/data-outputs/cancer-data-hub)

Wales: https://public.tableau.com/views/

Scotland: https://www.publichealthscotland.scot/publications/cancer-incidence-in-scotland/cancer-incidence-in-scotland-cancer-incidence-and-prevalence-in-scotland-to-december-2019

Northern Ireland: https://www.qub.ac.uk/research-centres/nicr/CancerInformation/official-statistics/BySite/All-Cancers-excl-non-malignant-melanoma-skin/

7. Macmillan Cancer Support/YouGov survey of 2,050 adults in the UK who have had a cancer diagnosis, including 188 who receive personal independence payment (PIP). The vast majority of fieldwork was undertaken between 31st May and 15th June 2022, with a small additional sample surveyed on 9th and 10th July 2022. The survey was carried out online. The figures have been weighted and are representative of people living with cancer in the UK. 'More than 250,000' figure estimate by applying the 9% figure to the 3 million people living with cancer in the UK. 3 million figure from: Macmillan Cancer Support. Cancer prevalence. Accessed September 2022

8. Department for Work and Pensions. Personal Independence Payment statistics: https://www.gov.uk/government/collections/personal-independence-payment-statistics

9. Savanta's Most loved charity brands report, 2023 https://savanta.com/knowledge-centre/report/macmillan-cancer-research-uk-and-dogs-trust-are-uks-most-loved-charities/

10. Macmillan Cancer Support/Strat7 Incite online brand health tracking survey of 9,236 adults in the UK. The fieldwork was conducted throughout 2023. The figures have been weighted and are representative of people living in the UK (aged 18+). Spontaneous awareness question wording: 'First, a quick question about charities – there are many operating in the UK today. Which charities come to mind first?' Score based on average figure throughout whole year.

11. Macmillan Cancer Support. Volunteer experience survey. Internal annual online survey of Macmillan volunteers. 580 responses received in 2023.

NB Statistics presented in the report which have not been referenced are derived from analysis of Macmillan operational data systems. This will include Volunteer, Supporters, Macmillan professional, Macmillan staff and campaign databases capturing day to day activity between January and December 2023.

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

Macmillan Cancer Support, registered charity in England and Wales (261017), Scotland (SC039907) and the Isle of Man (604). Also operating in Northern Ireland. A company limited by guarantee, registered in England and Wales, company number 2400969. Isle of Man company number 4694F. Registered office: Macmillan Cancer Support, 3rd Floor, Bronze Building, The Forge, 105 Sumner Street, London SE1 9HZ. VAT no: 668265007. MAC19825

MACMILLAN
CANCER SUPPORT

MACMILLAN CANCER SUPPORT

England & Wales - Charity number 261017

Accounts

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.

Cover image – Thames Path Mighty Hikes 2022

Annual Report and Accounts 2022

Our year at a glance

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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 UK[2], 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 months.[3]

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 illness.[4]





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[1].

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[1].

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.[1]

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.

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.[1]

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.[1]

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.

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."

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."



Boots Macmillan Information Pharmacist Graha

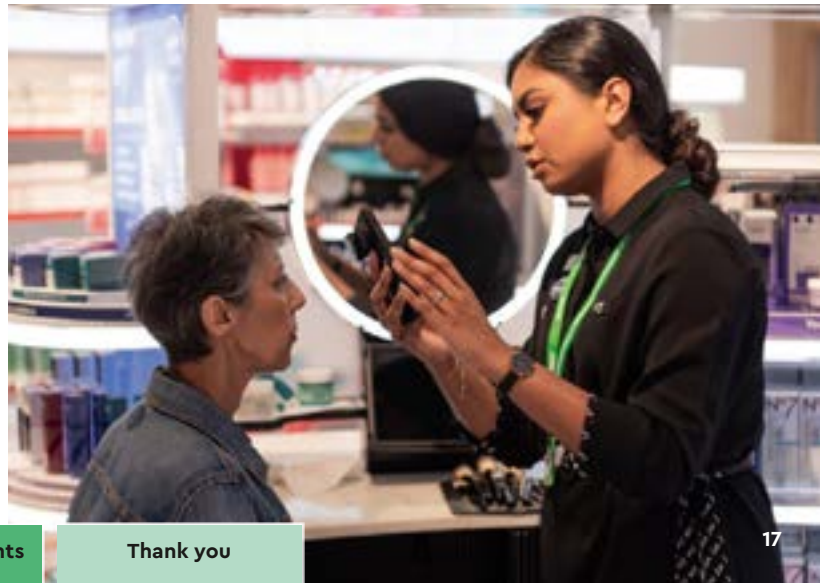
In partnership with Boots

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)[1]

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.[1]
- 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.

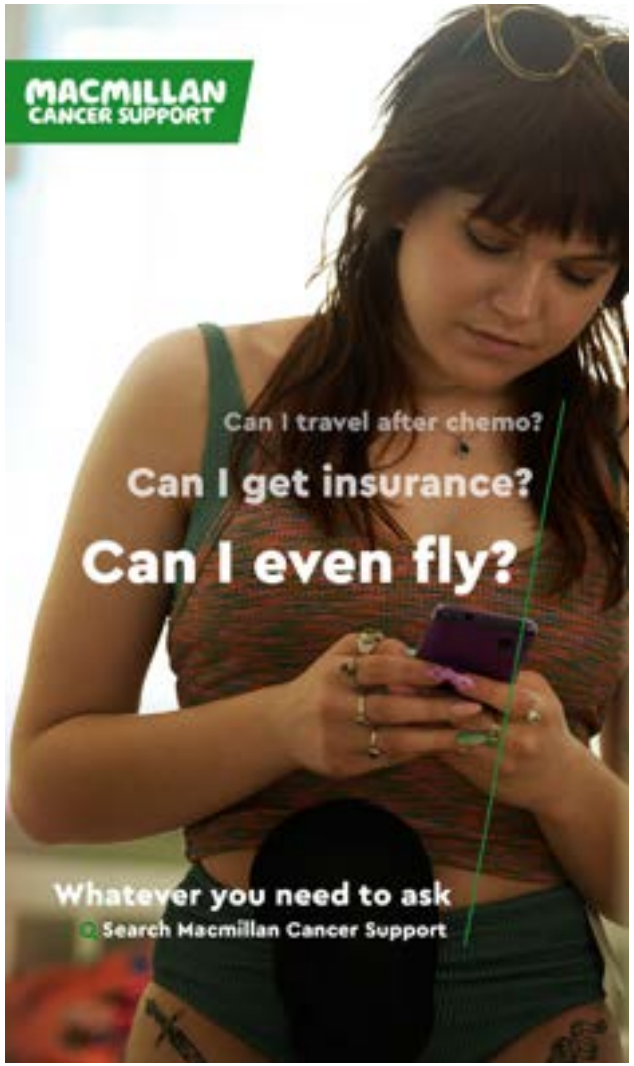
The campaign drove 45,500 people to our services in 2022.

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.



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.

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 illness.[4]

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 costs.[3]
- 1 in 5 are struggling to cover food and energy bills.[3]
- 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 2022.[7] 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.[7]

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 nurs

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."

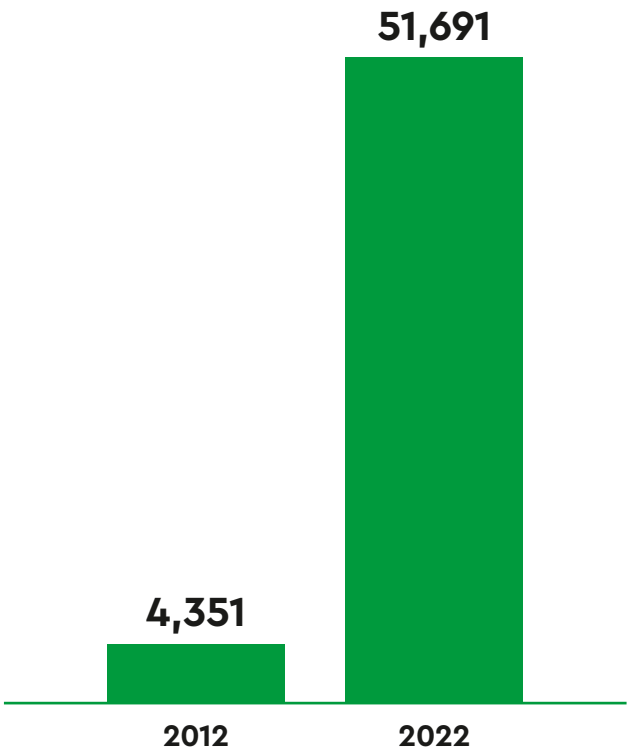
Lauren is cancer free now, but her fiancée Claire has since been diagnosed with cervical cancer. She has received support from the same Macmillan nurse, Dawn.

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 referral[6]



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.

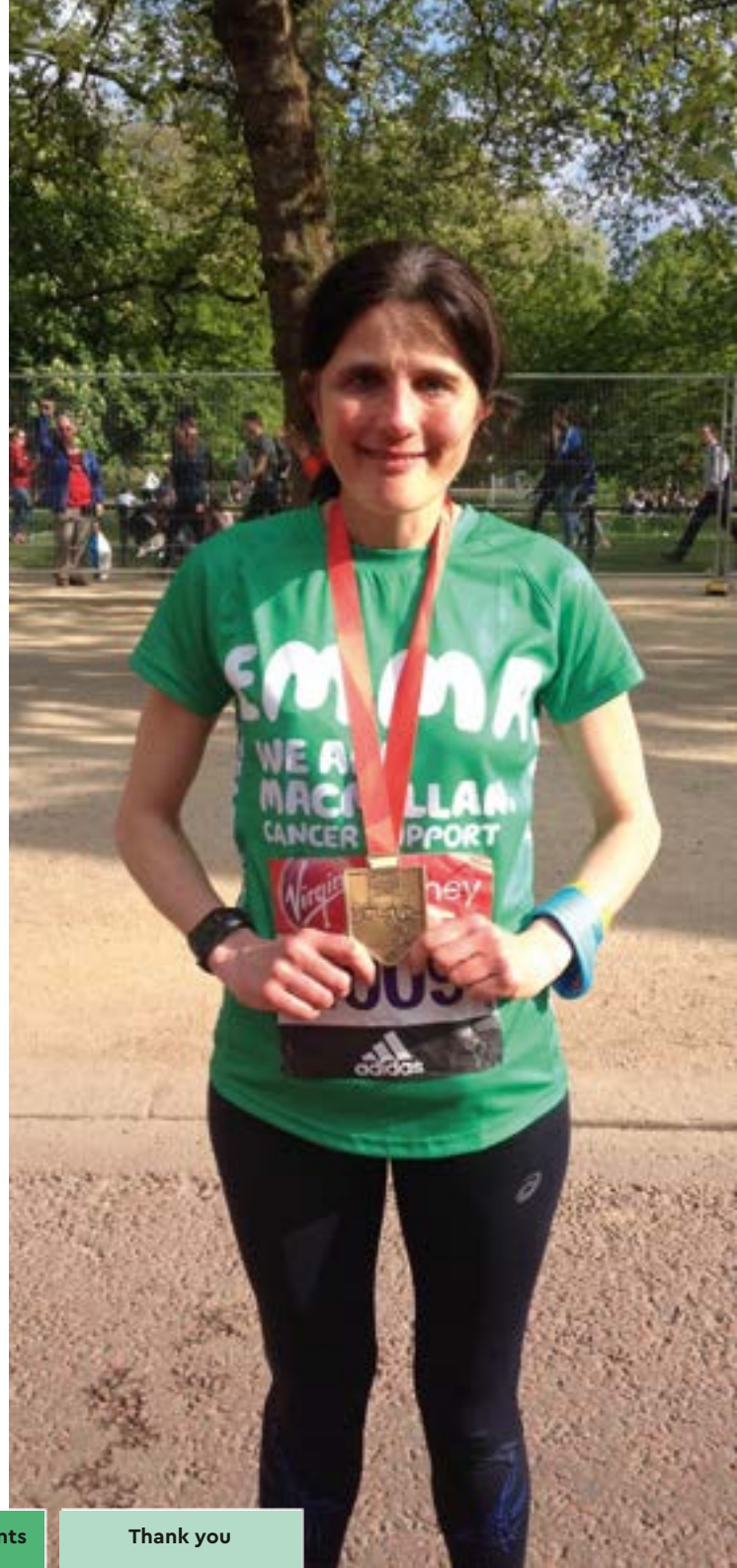
Together, those involved in these two events raised over £2.4 million.

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

Headline Partners

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 Rausing. 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 Rausing

"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

Galvanising support

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.





Alva Academy

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

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.



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

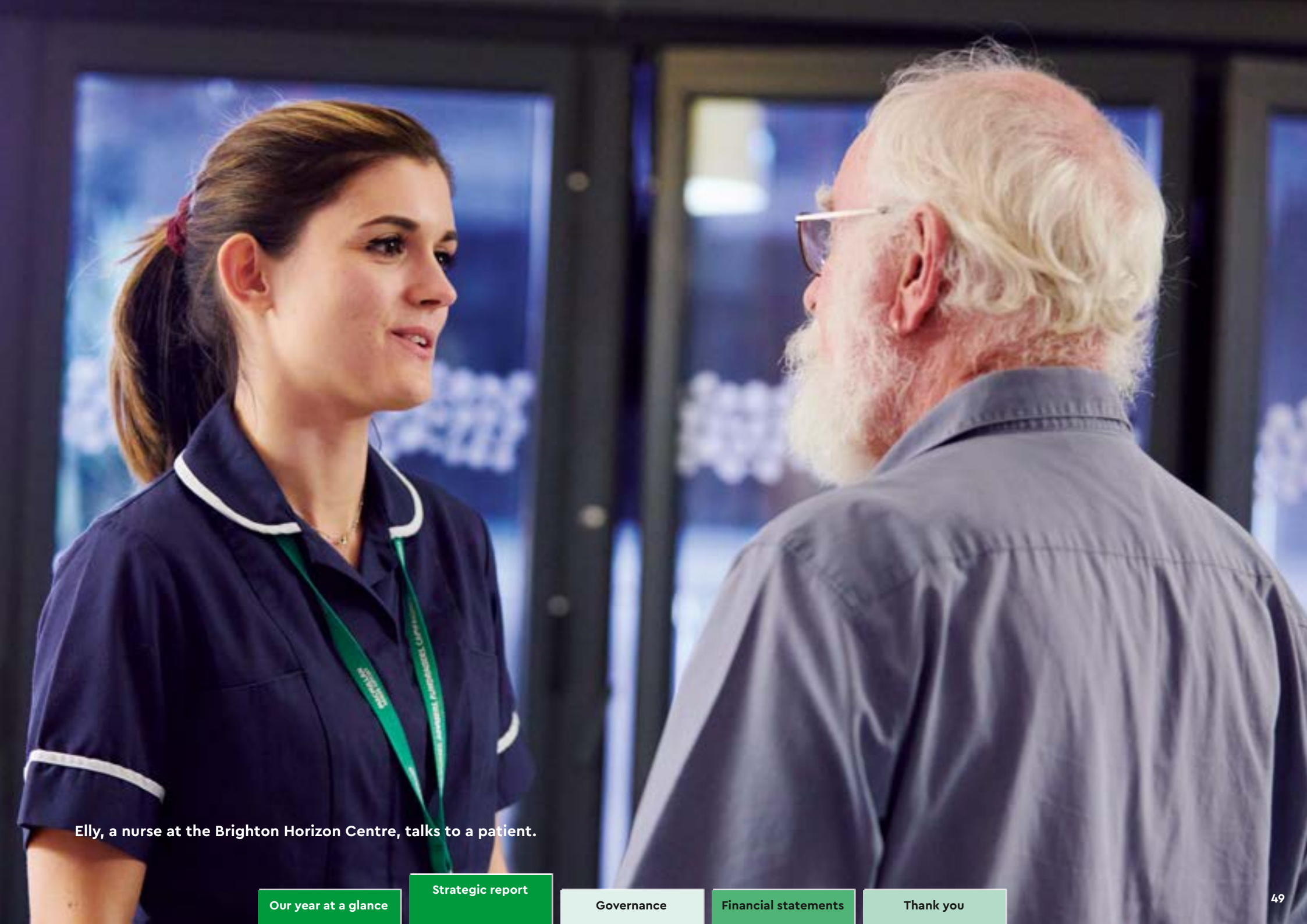
Our relationship fundraising team reached out to supporters to learn about their fundraising experience and where we might be able to make improvements. We sent a customer satisfaction survey to supporters we'd worked with in 2022, who told us they felt valued by Macmillan and understood the impact of 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.

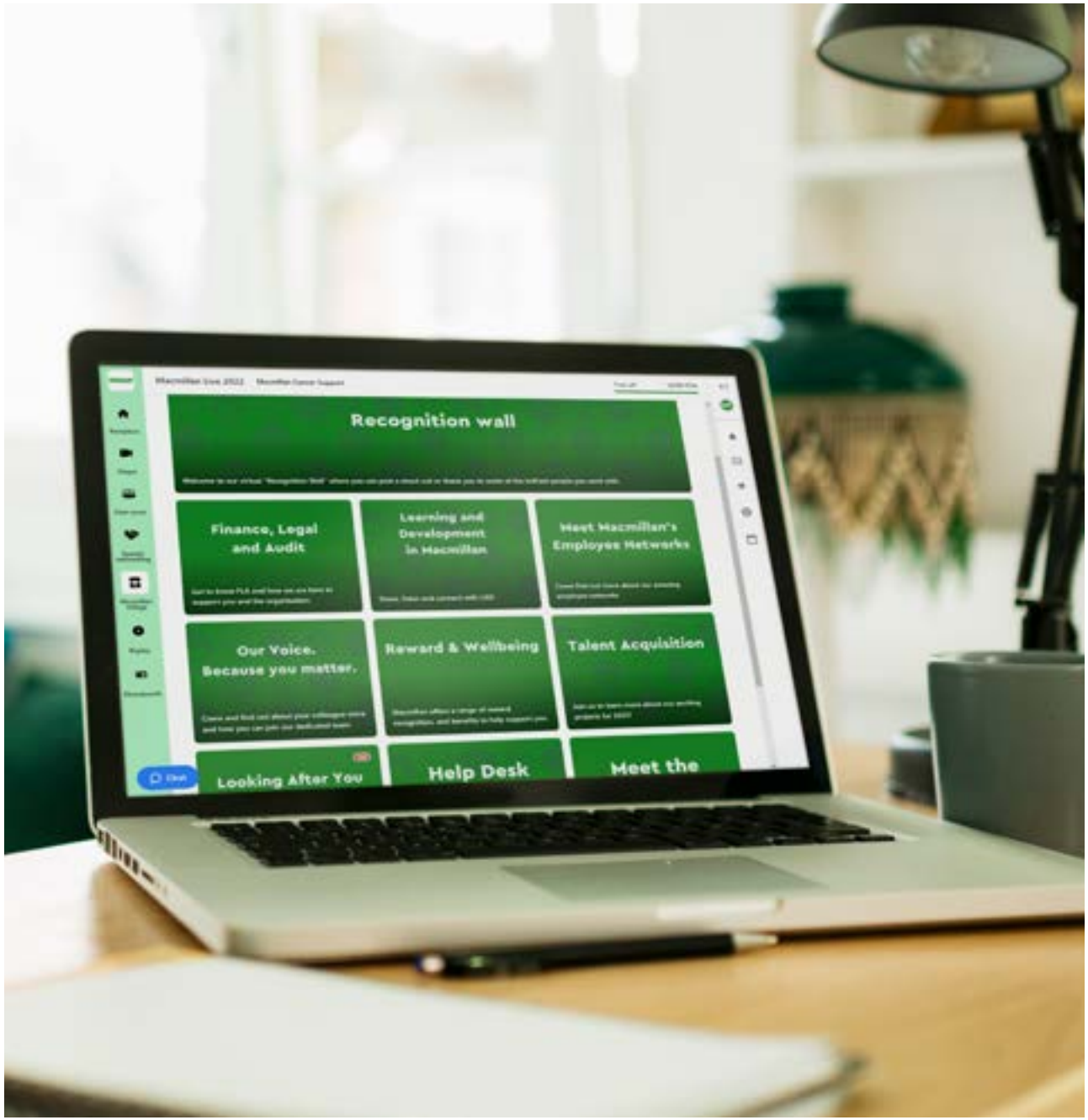
Engaging with colleagues

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 Ethically 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 **£90.7 million***
This is from people leaving a gift to us in their will.

Donation income **£114.4 million**

Fundraising events **£47.6 million**
Includes national, challenge and local events.

Direct marketing **£28.1 million**
Money raised by activities like direct debit campaigns and mailings.

Corporate income **£17.8 million**
Income from corporate partners and supporters.

General donations **£12.3 million**
We raise lots of money from general donations by the public.

Philanthropy **£5.9 million**
Donations from trusts and major donors.

Local fundraising committees **£2.6 million**
Donation income raised and collected by fundraising committees in their local communities.

Donated services and facilities **£0.1 million**
The value of services and facilities donated to us.

Grant income **£2.5 million**
Income awarded by grant giving bodies given to support Macmillan initiatives.

Income from charitable activities **£1.3 million**
Includes income from our social investments, secondment income and other charitable income.

Trading activities **£17.2 million**
Includes income from our raffles and lotteries, fundraising committee sales, online shop, licensing and other commercial activities.

£225.0 million
Total income before investment income

£2.1 million
Investment income

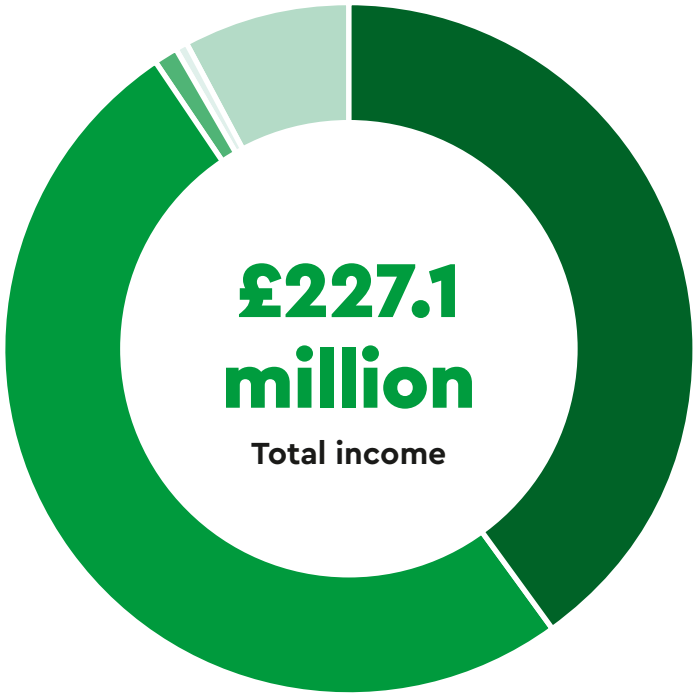


***Figure does not include discounting adjustments**

In year legacy income	**£90.7 million**
Discounting adjustment	**-£1.1 million**
Total legacy income	**£89.6 million**

How we spent our money in 2022

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

Healthcare **£77.4 million**
We fund and support a range of health and social care professionals.

Financial support **£42.8 million**
We provide financial support to help people who are struggling with the cost of cancer, including through Macmillan grants, benefits advice and financial guidance.

Campaigning and raising awareness **£23.6 million**
We campaign for changes to improve the lives of people affected by cancer and raise awareness of issues most important to them.

Information and support **£34.7 million**
We provide people with information to help them make important decisions about their treatment and care.

Practical and emotional support **£15.1 million**
We help people find the emotional support they need and get help with the practical issues arising from cancer.

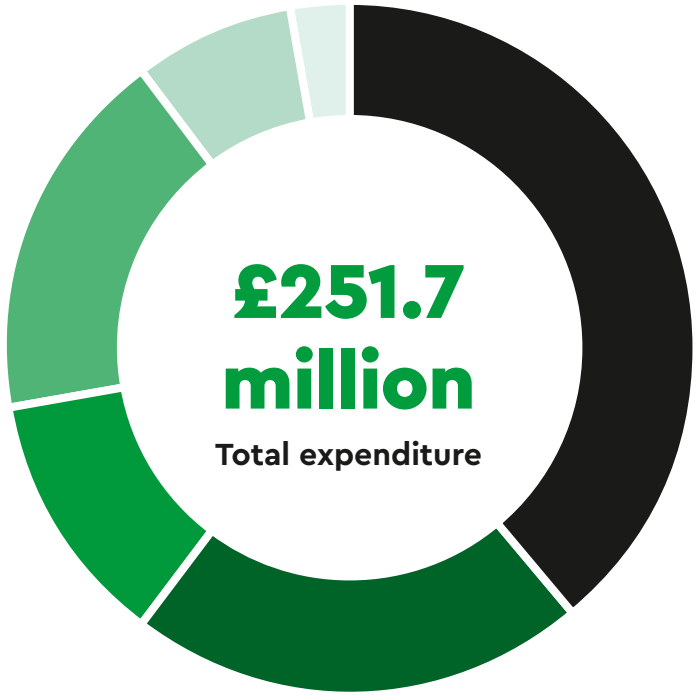
Learning and development **£5.2 million**
This includes providing training opportunities for professionals, volunteers and people affected by cancer.

***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.[1]

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



Mighty Hike Lake District

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.

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.

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.

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

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.

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_2e)	182	132	179
Emissions from transport (Car Allowance Drivers) (Scope 1) (tCO_2e)	113	26	136
Emissions from purchased electricity (Scope 2) (tCO_2e)	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_2e)	30.5	14	31
Emissions from serviced offices (Scope 3)	0.25	0.07	Not recorded
Total gross emissions (tCO_2e)	**462**	**316**	**546**
tCO_2e per £m Income	**2**	**1**	**3**
tCO_2e per FTE	**0.27**	**0.21**	**0.31**
Emissions avoided by purchasing renewable electricity (tCO_2e)	17.2	17.5	Not recorded
Total annual net emissions (tCO_2e)	**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 CO_2e. 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.

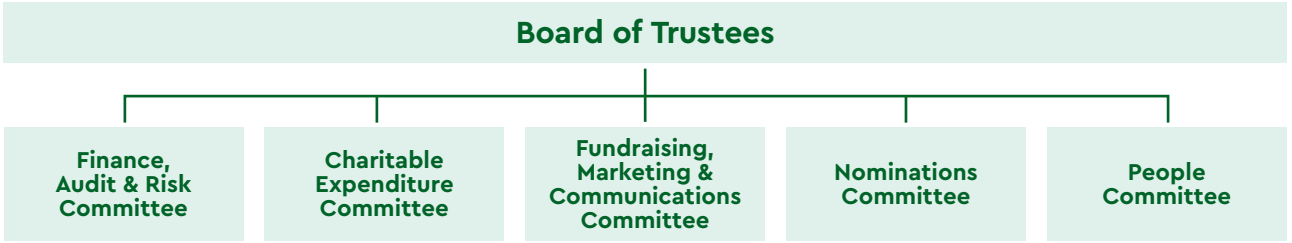
Biographies of our trustees are available here

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

	Note	Unrestricted £'000	Restricted £'000	2022 Total £'000	Unrestricted £'000	Restricted £'000	2021 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 £'000	Restricted £'000	**2022 Total £'000**	2021 Total £'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 £'000	Restricted £'000	**2022 Total £'000**	2021 Total £'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 £'000	Restricted £'000	**2022 Total £'000**	2021 Total £'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 £'000	Restricted £'000	**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 £'000	Restricted £'000	**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	Macmillan Healthcare Lottery Limited	Macmillan Cancer Information Lottery Limited	Macmillan Financial Grants Lottery Limited	Macmillan Influencing Cancer Care Lottery Limited	**2022 Total**	2021 Total
	£'000	£'000	£'000	£'000	£'000	**£'000**	£'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	Direct staff costs	Other direct costs	Support costs	**2022 Total**	2021 Total
	£'000	£'000	£'000	£'000	**£'000**	£'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.

Analysis of support costs	Governance	Human Resources and Facilities	Information Technology	Finance, Legal, and Executive	Policy and Communications	**2022 Total**	2021 Total
	£'000	£'000	£'000	£'000	£'000	**£'000**	£'000
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.

Analysis of governance costs	**2022 £'000**	2021 £'000
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 £'000	2021 £'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 No.	2021 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 2022	Group 2021	**Charity 2022**	Charity 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

Categories of financial instruments	**Group 2022 £'000**	Group 2021 £'000	**Charity 2022 £'000**	Charity 2021 £'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 2022 £'000	Group 2021 £'000	**Charity 2022 £'000**	Charity 2021 £'000
Goods for resale	327	370	-	-
	327	**370**	**-**	**-**

20. Debtors

	Group 2022 £'000	Group 2021 £'000	**Charity 2022 £'000**	Charity 2021 £'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 2022 £'000	Group 2021 £'000	**Charity 2022 £'000**	Charity 2021 £'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 £'000	Other £'000	**2022 Total £'000**	2021 Total £'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 £'000	Designated funds £'000	General funds £'000	**Total funds £'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
Scheme assets and liabilities	**£'000**	£'000
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 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))	**2022 life expectancy**	2021 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
Changes in the fair value of the scheme assets are as follows:	**£'000**	£'000
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
Changes in the present value of the scheme liabilities are as follows:	**£'000**	£'000
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

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MACMILLAN CANCER SUPPORT

MACMILLAN CANCER SUPPORT

England & Wales - Charity number 261017

Accounts

MACMILLAN CANCER SUPPORT

Annual Report and Accounts 2021



Welcome to Macmillan Cancer Support's Annual Report and Accounts for 2021.

Everybody, everywhere, has been affected by cancer in some way in their lifetime. This is why we create our annual report to raise awareness of the devasting impact of a cancer diagnosis and to help people understand the support and services Macmillan offers, plus how we raise and spend our money each year.

The 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

Navigating the report

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 buttons at the bottom of each page will help you track which section you're reading, and we've also included 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.

It's been a pleasure to work on this report and hear so many inspiring stories and the amazing achievements and challenges faced by my colleagues, our supporters, volunteers, professionals and partners. Macmillan has always been a charity close to my heart, thanks to my Nan and her love for Coffee Mornings throughout my childhood, so I'm extremely proud to be able to play a role in supporting people living with cancer.

I'd like to dedicate this report to all of the voices who have kindly shared their very personal stories and experiences. With your help, we can continue to raise awareness and inspire more people to do whatever it takes to help people living with cancer.

Anna Hopper
Communications Officer & Annual Report Editor

Cover image: Della, read her story on page 18.

Annual Report and Accounts 2021

Our year at a glance

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Thank you 114

Why we do what we do

Roger's story

"I am so thankful for my Buddy, Asha."

Roger, who is registered blind, contacted the Macmillan Support Line for information and guidance after he was diagnosed with prostate cancer. He was referred to the Macmillan Buddies service and paired with Asha, and they had weekly phone calls. Roger is now keen to explore the different ways he can give back to people in a similar situation to him.

"The person I spoke to on the Support Line understood exactly what I was going through and handled my call really well. I was unsure about Macmillan Buddies at first, but my Buddy Asha and I really clicked and we had very similar interests. We never talked about the cancer. I am so thankful for Asha – having someone to talk to that I didn't actually know was the only good thing that came from my cancer. I always looked forward to the next call and I'm going to sign up to be a Macmillan Buddy myself."





Asha's story

"You give and get something different back each time."

Asha started volunteering for Macmillan after her brother was diagnosed with a brain tumour in 2016. After witnessing her brother's experience in hospital, she realised how many people with cancer must be lonely and suffering with no support. Through Macmillan, Asha has supported many people living with cancer over the years – from weekly phone calls to home visits and afternoon teas. Asha also helps run a support group for Asian people with breast cancer, to break the taboo around cancer in Asian communities.

"You learn a lot as a volunteer, it really opens your eyes. You have to give it a few calls to get to know each person, it takes time for the barrier to come down and for people to open up. With every person you speak to, you meet and talk to people with such interesting backgrounds, you will give and get something different back each time.

The Macmillan Buddies service is great – I recently supported Roger who is blind, and I just listen to him and learn. We also have a laugh together and share jokes. He tells me about the apps on his phone and laptop that help him live his life. He is always positive."

Summary of the year from our Chair & Chief Executive

Last year people living with cancer needed us more than ever – and we were there for them...

...whether this was at the end of the phone, at one of our information centres or during their first treatment session, we were there. Our volunteers supported people through treatment and our Macmillan professionals worked tirelessly across the UK. Hand-in-hand with our campaigners, we stepped up to influence decision-makers to provide people with the care they urgently needed.

The impact of coronavirus continued to hit people living with cancer hard. The ongoing disruption to health and care services meant that too many people struggled to rapidly access quality cancer care and treatment. We continued to fight every day to do whatever it takes to ensure people with cancer got the support they needed to live life as fully as they can, whether that was with the physical impact of cancer, emotional support, financial guidance or questions about treatment.

To ensure care was personalised, we developed new services and invested in over 350 new roles for frontline Macmillan professionals. We gave a platform to those affected by cancer to hold governments to account. We also strengthened our work to address inequalities in access to cancer support services, to ensure we better reflect and represent all the communities we serve.

£315 million

identified gains

Over 800,000 people were supported through our website and we identified almost £315 million in financial gains for people experiencing financial concerns.

None of this would have been possible without the tireless dedication of our supporters, volunteers, professionals, employees and partners. We would like to say a huge thank you and we know we have a responsibility to repay this trust by building the best organisation we can.

The outstanding commitment and passion of our supporters means we are now in a strong position to be even more ambitious in our plans for 2022 and beyond. The urgency to step up for people living with cancer has never been greater. Acting together with heart, strength and ambition, we will continue to achieve remarkable things to help as many people living with cancer as possible to live their lives as fully as they can.

Hear from our Chief Executive Lynda Thomas about her personal highlights of 2021

In Spring 2022, Lynda Thomas announced that she would be stepping down from her role at Macmillan as Chief Executive.

"Leading this inspiring charity has been both an honour and a privilege. The pandemic has proven that, together with our volunteers, partners and professionals, we are strong, flexible and resilient – and I'm so proud of everything we achieved for people with cancer. It has also heralded a new era where cancer care and the fundraising environment are evolving. I believe the time is right to hand over to new leadership to take the organisation forward and ensure Macmillan continues to do whatever it takes for people with cancer long into the future."



Richard Murley, Chair **Lynda Thomas, Chief Executive Officer**

.....Update at the time of writing.....

Our senior leaders worked with our Black, Asian and Minority Ethnic and Disabled Employee Networks to commission the Social Justice Collective (SJC) to carry out a confidential listening exercise, to help us get a better understanding of the experiences of disabled and/or ethnically diverse colleagues at Macmillan, including those who are neurodivergent, or recovering from long-term conditions including mental health and cancer.

In June 2022, we received the report from the Social Justice Collective. The report revealed a number of areas where we have fallen far short of the standards that colleagues have a right to expect. As a leadership team, we fully accept the findings of the report and its recommendations. We are profoundly sorry that anyone has ever suffered a distressing or harmful experience at Macmillan.

We want to sincerely thank those colleagues who recounted their experiences, and we share their determination that Macmillan should be a workplace where everyone feels they belong. We are committed to making sure their strength in speaking up will help us make the changes needed to move us forward. The leadership team and trustees are taking urgent steps to address the issues identified and we will be reporting on progress made in our 2022 annual report.

The difference we made

Right now, there are more than 3 million people living with cancer in the UK, and that number is set to grow to 4 million by 2030. Someone is diagnosed with cancer, on average, every 90 seconds. To support people affected by cancer, we rely on the dedication of thousands of colleagues, professionals, volunteers, partners and supporters. It's up to all of us to do whatever it takes to help everyone with cancer live life as fully as they can. Let's make it happen.

2.4 million

In 2021, our services reached 2.4 million people affected by cancer

£315 million

We secured a total of £315 million in benefits and grants for people living with cancer

£227.5 million

Our supporters and fundraisers raised a tremendous £227.5 million

44,000 assessments

44,000 electronic holistic needs assessments were carried out to help people living with cancer receive the personalised care and support they needed

The difference we made (continued)

103,000 supported

Almost 103,000 people supported through the Macmillan Support Line

2,744 trained

2,744 healthcare professionals attended virtual classroom events on our learning hub

Over 3,000 counselled

Over 3,000 people were referred to our free specialist counselling service

Over 350 new roles

We invested over £29 million to fund over 350 new roles for cancer professionals

Supporting people living with cancer

At Macmillan, we do whatever it takes to give people living with cancer the support that's right for them. Because every person is different, and their care must be too.

In person, online and on the phone, we uncover people's needs and then help to address them. We create new services, adapt old ones and speak up on behalf of those affected so governments will take action.

But we can't do this on our own. We need our supporters, partners, volunteers, employees, campaigners, and professionals to stand by our side and by the side of people living with cancer.



Anoushe pictured at a Macmillan Information and Support Centre in Whittington Hospital.

Supporting people during the pandemic

In 2021, we continued to respond quickly to the ever-changing environment caused by the pandemic. Our focus was always set on providing people living with cancer and their loved ones with the care and support they needed, no matter where they were in the UK.

Understanding the needs of people living with cancer

The impact of the pandemic combined with existing gaps in cancer care means too many people are not getting the quality of care and treatment they need.

As a result, we have conducted a wide range of research to gain a better understanding of the physical, emotional, financial, and practical needs of people living with cancer and how we can meet them.

At the start of the year, we published our research report: Cancer and Covid: The story so far. It features first-hand accounts from people living with cancer on the challenges they faced between March 2020 and February 2021. The report also showcases how Macmillan did whatever it took to improve people's lives during this period; and it encouraged other support providers to adopt these best practices too.

Through our research, we identified the five most common concerns for people living with cancer during the pandemic. These were:

1. Delays, disruptions and changes to the delivery of health services
2. The increased need for people to manage their own health and care
3. Communication issues, including problems with virtual consultations
4. Unmet needs because of a lack of advice or support
5. Feelings of abandonment because of the focus on coronavirus

These insights helped to inform how we adapted our existing services and developed new information and support in 2021. We also shared these findings with our partners and other service providers to help as many people as possible receive the cancer care they need.

For more information on how we influence others, refer to page 19.

Read more

Anxiety and fear

"My friend dropped me at the hospital, but I went in alone. With my mask and disposable gloves on, I felt nervous being around anyone in the waiting room. I was told that ordinarily they would have offered me chemotherapy, but they were concerned about the pandemic.

The risk of contracting coronavirus with a compromised immune system was a very real possibility. The country was in full fear of coronavirus now and so was I."

Melissa, who was diagnosed with breast cancer in 2020.



Providing support that's personal

One of our main priorities is to ensure more people living with cancer have good conversations with healthcare professionals about their all-round needs and concerns.

A key way we're making this happen is by funding more cancer professionals. In 2021, we invested over £29 million in 185 new nurse roles, over 170 more cancer support workers, navigators and community link workers, as well as other health and social care professionals, for a 3-year funding programme.

Having these roles in place means more holistic needs assessments took place last year, and more will be carried out in the future. A holistic needs assessment is an opportunity for a person with cancer to speak to a professional about their physical, psychological, spiritual and social needs. Following this conversation, a personalised care and support plan can be developed to make sure that a person's all-round needs are met.

Read more

Identifying individual needs

44,000

electronic holistic needs assessments

In 2021, over 44,000 holistic needs assessments were carried out to help people living with cancer receive the personalised care and support they needed. This was a 16% increase on 2020.

How does Macmillan fund services and professional roles with partner organisations?

We work with a broad range of partners, such as the NHS, local authorities, health boards, private organisations and other non-profit organisations, to develop services and professional roles.

The standard arrangement with a partner is that we provide a grant to fund a service or role for an agreed period. Then the partner picks up the ongoing funding, manages the service or role, and monitors performance, which they report back to us. Funding Macmillan professionals in this way means we can support more professionals into more roles, in a sustainable way, and help as many people living with cancer as possible.

New services to meet emotional needs

Cancer can be scary, and it often hits people hard emotionally. That's why we're constantly looking at ways we can reach people at diagnosis and beyond to provide them and their loved ones with the reassurance and support they need.

Macmillan Buddies

In 2021, our befriending service continued to be an emotional lifeline to hundreds of people struggling with anxiety and loneliness caused by their cancer and the pandemic. Receiving a call once a week, for 12 weeks, and from the same volunteer, really made a huge difference to many people.

Last year, we also doubled the number of languages we offer this service in from 20 to 40. Critically, this is helping us support more people from ethnic minority communities who often struggle to access the cancer care they need.

We are confident that next year it will be safe enough for our volunteers from the Buddies service to also start providing support in people's homes so they can benefit from face-to-face support.

A vital lifeline

678

Macmillan Buddies

678 Macmillan Buddies connected with over 3,000 people affected by cancer in 2021



The personal touch

"Being there for a chat really helps people, especially if they feel like they are burdening their families with their worries or concerns. You can just be a listening ear, and often people feel better when they have voiced their emotions.

Some of the people I was partnered with for the Buddies programme are my friends for life now."

Jez, Macmillan Buddy

Macmillan Wellbeing Coaching

Between May 2020 and May 2021, our volunteer coaches delivered over 1,400 one-to-one wellbeing sessions to 291 people living with cancer, either on the phone or online.

People had the opportunity to speak openly about their concerns and how they were feeling. The sessions also allowed them to learn about tools and techniques that could help them think in different ways and reach their goals.

"It's been so hard after three years of treatment to find "me". Coaching has helped me find my normal."

Someone who benefited from our Wellbeing Coaching service

Free specialist counselling

In 2020, we teamed up with Bupa to offer up to six one-to-one counselling sessions to people struggling emotionally because of cancer.

Last year, over 3,000 people were referred to the service. Out of this number, 65% of people were assessed as having moderate to severe depression before using the service. This figure fell to 35% after people finished their free sessions with a qualified therapist.

Overall, 80% of the people we spoke to about their counselling agreed or strongly agreed that their emotional wellbeing needs had been met by their sessions.

Now, we are working hard to make the service part of our core offering and expand it so more people living with cancer can benefit from this specialist counselling.

Read more

"Please, please make a case for this service to become permanent and fully funded. Not all NHS Trusts have oncology counsellors and cancer psychologists, and even if they do, the waiting lists are only growing longer. This can leave cancer patients feeling really adrift and alone.

Offering counselling that's accessible to all, regardless of where someone lives or which hospital they go to, is one of the most helpful things that Macmillan can do."

Azmina, Macmillan Cancer Support and Information Specialist



Reaching and supporting more people living with cancer

It's critical that people know about our wide range of services and how they can be used at the point of diagnosis and beyond. So in 2021, following extensive research, we significantly increased our investment in the marketing of our services.

Supporting thousands in 2021

103,000

got in touch

Almost 103,000 people were supported through our Support Line by email, phone or webchat

23,500

signed up

Over 23,500 new people signed up for our 'recently diagnosed' email support service

22,000

joined

Almost 22,000 new members joined our Online Community (+36% on 2020)

In response to the pandemic, we continued to offer face-to-face and remote support to ensure people got the support they needed, whenever they needed it. The main reasons people contacted us were:

1. Emotional support
2. Financial support
3. Medical questions

Improving experiences on our website

In 2021, we made it easier for people to find the information and support that's right for them.

This included allowing people to customise their website user profiles to receive personalised content about our services based on the time a person visited our website. For example, if someone visited our Macmillan Support Line webpage late at night, we directed them to relevant open services.

We also used tailored pop-up messages on our website to help direct people to information and support we thought was relevant to them. These notifications were informed by the pages on our site that a person had previously visited.

Enhancing our Online Community

Our Online Community offers people affected by cancer a safe and friendly place to talk to others going through similar experiences, 24 hours a day.

In 2021, over 339,000 unique people accessed the Community, after we improved the visibility on search engines and enhanced the overall look and feel of the community. A space was also created for people to share ideas, create polls and upload video blogs. We continue to work closely with our volunteer Community Champions to ensure it's an engaging space with relevant insight for people living with cancer.

Read more

Invaluable support on the high street



Whatever it takes

"I had to apply for Universal Credit but they didn't believe that I was waiting for treatment. I appealed through Macmillan, via the Macmillan Support Line. They gave me their time and straightaway said they'd do it for me. They pushed hard and fought my case.

My case went to the courts and Macmillan continued to fight for me. I had been lonely, looking for help and advice for where to turn. This was all playing on my mind, but Macmillan has helped me in so many ways, like a tree with its branches."

Naveed, who was diagnosed with a rare heart cancer

In 2021, the 12th year of our partnership with Boots, we accomplished a joint ambition by doubling the number of Boots Macmillan Information Pharmacists (BMIPs) in Boots Pharmacy stores. This means there is now a BMIP in over 90% of Boots' 2,200 Pharmacy stores across the UK, so even more people will have convenient access to specialist information and support on living with cancer, right from their local Boots Pharmacy store.

In addition, through our partnership and with support from the NHS, we launched a new Boots Palliative Care Service, offering support to those who are at their most vulnerable and in end of life care. Boots committed to maintaining stock of the essential medicines used by terminally ill patients, so they can access these with no delay. All BMIPs also received additional specialist training to enable them to help with specialist palliative and end of life care support. Together we want to give everyone, everywhere, the cancer information and support they need that is reliable, familiar and trusted.

Making a difference

"I am already able to see the value of the courses within my role. I was contacted by a customer a few months after I advised her to get a lesion on her neck checked out. She told me I saved her life. She was reluctant to visit her GP during the pandemic but luckily she did, as she went on to have several tumours removed, including some linked to lymph nodes. I've been a Boots pharmacist for nearly 36 years and that was the best conversation I've ever had. Made my day, my year, my career!"

Bethan, Boots Macmillan Information Pharmacist, who recently completed the BMIP refresher and end of life courses.



Helping people with financial concerns

People living with cancer often struggle to cope with the financial cost of their illness. This is a distressing issue that has been significantly heightened by the pandemic's impact on household incomes.

In fact, our research shows that approximately 160,000 people living with cancer had severe financial concerns in 2021. We also know that, on average, a cancer diagnosis leads to a £891 drop in household income per month, rising to over £1,000 in some cases.

As a result, it's more important than ever that Macmillan is here to provide direct financial support and guidance about benefits, work issues, energy bills, mortgages, pensions, insurance and savings.

£84.6 million

direct gains identified

In 2021, services delivered directly by us, such as our Macmillan Support Line, identified £84.6 million of financial gains for people living with cancer, a 4% rise on 2020.

£12 million

given in Macmillan Grants

We gave over £12 million in Macmillan Grants to support just under 34,000 people on low incomes who needed immediate help to, cope with costs caused by, or related to, a cancer diagnosis.

£218 million

partnerships gains identified

We also identified almost £218 million in financial gains for people living with cancer through the benefits services we run in partnership with Citizens Advice, NHS trusts, local authorities and other organisations.

£29.5 million

committed

We committed to fund benefits services for their first three years, rather than only 12 months as we've done previously. This ensures the services continue to deliver in their local areas and remain the highest standard for people with cancer. We've already committed £29.5 million of funding to these services.



One less worry

Struggling to cope with the financial impact of her cancer diagnosis, Shola didn't hesitate to reach out to Fiona, the Macmillan Benefits Adviser located at her local hospital in London.

"It was a very stressful time, not knowing how long I was going to be off work and then trying to negotiate a very complicated benefits system. It just made everything more difficult.

But Fiona was very understanding. Without her help, I might not have applied for a benefit, let alone been awarded it. Macmillan's support helped me feel less alone and less isolated."

Shola, diagnosed with thymus cancer in 2013

For more information on how we're influencing governments and partners to help make money one less worry for people living with cancer, see page 19.

Making our services more inclusive and accessible

We are committed to meeting the needs of everyone affected by cancer. This includes carrying out activities to reach more people from communities who don't always receive the cancer information, support and/or care they need. This includes, for example, people from Black, Asian and minority ethnic communities, lesbian, gay, bisexual and trans people, and disabled people.

In 2021, as part of our equity, diversity and inclusion strategy, we commissioned an external audit of all our services for people living with cancer to help us identify how we can make them more accessible and inclusive.

We also created our Raising Your Voice toolkit, with the help of people from ethnically diverse communities, and a community group called Well Versed Ink. It used poetry and storytelling to empower people to talk about their cancer experiences and how support services could improve.

Read more

We were also extremely proud to launch our Mother Tongue project in 2021. It involved us filming people talking about their cancer diagnosis in their first language with members of their family. The films highlight the challenges people from ethnic minority communities face at home, in their communities and within the healthcare system following a cancer diagnosis. Barriers we're determined to help them overcome.

For more information on our equity, diversity and inclusion strategy, refer to page 51.



Della's story

After Della was diagnosed with breast cancer in 2010, her family refused to visit her as they were scared they might catch cancer.

"I was ignorant about cancer before I was diagnosed – I felt like it was a white person's disease as no one of my ethnicity is ever shown as a cancer patient.

The African community believe cancer is a curse, which you get because you've done something bad. But I didn't let the fear get to me. My Macmillan Nurse Charmaine encouraged me to go to a support group, which was a strange concept at first as they don't exist in Nigeria."

Della was subsequently inspired to start her own support group for Africans affected by cancer with help from a Macmillan Grant, and is also raising awareness in her home country of Nigeria.

Read more about the stigma and misconceptions Della faced

Advocating for change

In 2021, we estimated the pandemic has led to around 50,000 missing cancer diagnoses across the UK and thousands of people waiting longer than normal for treatment.

In 2021, we campaigned hard to make sure governments and other key decision-makers acted swiftly to reduce the cancer backlog and provide people with the care they urgently needed.

We also continued to give a voice to people living with cancer to bring important issues to life; and we forged strong partnerships with a range of partners, including other charities, to achieve large-scale change.



Over 50 of our awesome campaigners gathered in Westminster to hand in a petition featuring more than 55,000 signatures. It called for the Government to invest significantly in the cancer workforce.

The Forgotten 'C'

In 2020, our Forgotten 'C' campaign focused primarily on protecting cancer services to make sure the needs of people living with cancer were being met during the pandemic. From mid-2021, we moved our focus to long-term solutions and shone a light on the urgent need to support and develop the burnt-out cancer workforce, which faced chronic shortages even before the pandemic.

Central to this work was the publication of our Cancer Nursing on the Line report. It called on the governments in England, Scotland, Wales and Northern Ireland to invest £170 million to fund the training of nearly 4,000 cancer nurse roles. This is the number we estimate is required by 2030 to provide the growing number of people living with cancer with the care they need. The report received backing from many key decision-makers and the public, and widespread media coverage.

On the back of the report, we also:

Launched a petition calling for investment in the cancer workforce. This received over 55,000 signatures; it was backed by 61 Parliamentarians, nine all-party Parliamentary groups and 21 organisations in an open letter to the Chancellor. The government subsequently confirmed they would invest hundreds of millions in increasing the NHS workforce, which was included within the three-year comprehensive spending review in October.

Called on governments to deliver cancer workforce strategies in each of the four nations. We played a key role in cross-party advocacy in Westminster, to secure regular independent modelling of future workforce needs in healthcare.

Whilst the government promised to provide extra funding to ensure a bigger and better trained NHS workforce and new funding for the cancer workforce, we weren't successful in securing independent accountability for workforce sustainability. We continue to fight for long-term, independently monitored and fully funded health and care workforce strategies.

Hosted Macmillan Coffee Morning events in the UK's parliaments. These were attended by over 215 Parliamentarians from across the UK and some of our wonderful Macmillan professionals. This gave frontline professionals an opportunity to speak directly to decision-makers about the need to invest in a new generation of cancer professionals.

Published new analysis on the ongoing scale of the cancer care backlog. It revealed that almost 50,000 people were still missing a cancer diagnosis in the UK. In the future, this will place an even greater demand on the existing cancer workforce.

In the news

65%

of decision-makers reached

Our Forgotten 'C' campaign led to extensive national, regional and local media coverage about the shortage of cancer nurses and people living with cancer missing out on vital support.

Overall, we estimate this work resulted in our messaging reaching approximately 65% of the UK governments' decision-makers and over 55% of the public.

Read more





Words from the frontline

"Uneasiness, anxiety, worry and uncertainty were just some of the emotions felt at the start of the pandemic, as patient referrals decreased exponentially, due to a combination of fear, national restrictions and limited access to NHS services.

Like so many nurses, I was redeployed to support a coronavirus ward, which ultimately affected the level of support we normally offered to patients undergoing cancer treatment and those newly diagnosed.

Central investment in the cancer workforce is crucial, as we recognise significant gaps in cancer care support over the past 18 months."

Rob, Macmillan Cancer Nurse Specialist

Giving a platform to others

People living with cancer

Throughout 2021, we helped people living with cancer tell their stories and bring to life issues affecting them through vital media coverage, to help put pressure on decision-makers and reach others that may be struggling, so they would know they were not alone. This included a diverse range of people living with cancer talking about how they'd missed out on the care and support they needed during the pandemic, despite the best efforts of healthcare professionals.

People living with cancer from across the UK also spoke about the worries and challenges they faced during lockdown and when restrictions started to lift. These stories gained comprehensive national media coverage and drew attention to issues that continue to trouble thousands of people with cancer today.

We ensured decision-makers heard first-hand from people living with cancer, including Shirley, who was diagnosed with breast cancer in 2016. She gave evidence to the cross-party Health and Social Care Select Committee in September 2021. The committee is focused on clearing the backlog of health and social cases caused by coronavirus.

Shirley told the committee how she felt abandoned during the pandemic and why it's so important that people living with cancer are not forgotten about as the NHS continues its recovery:

"I should have been followed-up for five years, especially as one of my cancers was triple negative. However, because of coronavirus I have been told I have to self-manage, and I hadn't seen anyone since the pandemic started, not even my GP."

Ruth, whose story supported our Forgotten 'C' campaign:

"One day in particular stands out when I was on my third round of chemotherapy and I made a cup of tea and got teary because I couldn't remember the last time I had a drink with somebody.

Then I drank the tea and I thought the milk had gone off, but it hadn't, the chemotherapy had affected my taste. I was just sobbing, and I rang Macmillan. They explained to me that this is all part of the process, reminded me it's not going to last forever and that I was doing really well.

That was one of my lowest moments, but they were there for me, and I now want to give something back to them."

Macmillan professionals

Our professionals on the frontline know better than anyone the challenges the UK's cancer workforce is up against to deliver the best possible care and support. This is why we continue to give them platforms to tell their stories to key decision-makers and the media.

This included five of our fantastic clinical nurse specialists attending the Conservative Party Conference in Manchester, where they spoke directly to over 50 Members of Parliament (MPs), including the Prime Minister and four members of the Cabinet about issues affecting cancer care.

We also supported Denise Crouch, Macmillan Cancer Lead Nurse at Derby Teaching Hospitals NHS Foundation Trust, to give evidence to the Health and Social Care Select Committee's inquiry into NHS workforce burnout. Denise told the committee how she'd worked 70-hour weeks during the first wave of the pandemic and how nurses have been, and continue to be, under huge pressure mentally.



Macmillan Clinical Nurse Specialists attending the Conservative Party conference in Manchester.

The cost of cancer

Tens of thousands of people across the UK struggle to pay bills and buy essentials, including food, because of the impact cancer has on their lives. This is an unacceptable situation that has been compounded by the pandemic and the rising cost of living.

£891

worse off each month

People living with cancer are, on average, £891 a month worse off because of their illness.

83%

impacted

83% of people living with cancer in the UK experience negative financial impact because of their illness.

50%

reduced earnings

The pandemic has led to over 50% of people with cancer leaving their jobs, having their income or hours reduced or moving to home-working.

We want to make money one less worry for people living with cancer. We campaigned hard for change and drew national media attention to the financial cost of cancer.

But that's not all. We helped to promote the range of financial support we provide to people living with cancer, by sharing stories of people who have benefited from receiving a Macmillan Grant. These featured in 320 pieces of media coverage across the UK and, subsequently, we saw an increase in people enquiring about this type of financial support.

Universal Credit

We joined a wide range of organisations, including many from the charity sector, to support the Keep the Lifeline campaign. It called on the Government to permanently keep the £20 a week increase to the Universal Credit benefit, which was introduced in April 2020.

Our activities included adding our signature to an open letter to the Prime Minister and the Chancellor, as well as speaking directly to Parliamentarians about this urgent issue and why the uplift is so important to people living with cancer.

We also called on our brilliant campaigners to take action, which resulted in them contacting 92% of MPs about the need to maintain the £20 increase.

As a result of our work and the Keep the Lifeline campaign, the Government extended the £20 uplift until the end of September 2021. However, we were disappointed that a permanent increase wasn't secured.

Leading the way

Macmillan

most mentioned

Macmillan was the charity most mentioned in media coverage that focused on Universal Credit and people living with cancer.

56%

of decision-makers reached

Our work on this issue led to us reaching 56% of national and local government decision-makers and 44% of adults in the UK with key messages about the financial impact of cancer.

After the media covered our research revealing that 100,000 people living with cancer were struggling to pay their bills because of coronavirus, we saw the following potential associations:

15%

increase in calls

15% increase in calls to our Financial Guidance team on the Macmillan Support Line, compared with 4 weeks previously.

33%

increase in visits

33% increase in visits to the benefits and financial support page on our website compared with the previous year.



A vital lifeline for people like Judith

"My world unravelled when I was told I may have months left to live and I had to give up work. The £20 per week Universal Credit increase I receive goes towards the travelling costs I incur for medical appointments.

The money is important now, more than ever before, as it helps me avoid public transport during the pandemic, especially as restrictions are being lifted while cases are rising.

The extra £80 a month is vital – it means it's one less thing to worry about during an already anxious time to have cancer."

Judith's story helped to bring to life why the Universal Credit increase is so important, after she was diagnosed with incurable bile duct cancer in 2018.

Working with partners to achieve large-scale change

One of our priorities is to ensure people living with cancer receive high-quality personalised care that meets their individual needs. In 2021, this involved us influencing key decision-makers and asking challenging questions at national policy forums. Encouragingly, this work successfully led to personalised care featuring more prominently in national guidance across the four nations.

UK-wide

Last year, we published our Caught in the Maze report, which outlined what national and local services need to do to deliver joined-up personalised care for people living with cancer. Already, local cancer services have used the report to secure investment in their support programmes, and the report has received praise from various ministers and system leaders.

On top of this, we continued to provide the secretariat for the All-Party Parliamentary Group on Cancer at Westminster. This provided us with an excellent opportunity to speak to MPs and decision-makers at NHS England about issues affecting people living with cancer and what needs to be done to address them.

England

In 2021, we pushed for better personalised cancer care in England by speaking to ministers and advisers in Downing Street, the Department of Health and Social Care and NHS England, alongside parliamentary committee inquiries about the need for and benefits of personalised care.

We helped to shape the National Cancer Patient Experience Survey for 2020/21 so it featured more questions relating to personalised care. Additionally, after years of advocacy and partnership work with the NHS, we were delighted to see the launch of a new NHS survey and metric which helps to measure the quality of life of a person living with cancer. In the long-term, we hope this will drive greater personalisation and better care.

Scotland

We continued to work closely with the Scottish Government and local authorities to expand the Transforming Cancer Care programmes. This ensures more people in Scotland receive the personalised emotional, practical and financial support they need following a cancer diagnosis.

Last year, we were also delighted the Scottish National Party (SNP) made a long-term commitment to these programmes in its 2021 manifesto, and that the country's new health secretary, Humza Yousaf, heralded them to the media.

Overall, our Transforming Cancer Care programmes are now viewed as a key part of the Scottish Government's answer to current cancer and health service pressures.

Wales

We used our leadership of the Wales Cancer Alliance to challenge the Welsh Government to prioritise personalised care and the workforce in their new national plans for cancer.

We also secured a commitment from the Government to a cancer workforce strategy that would meet the recommendations outlined in our Cancer Nursing on the Line report.

Northern Ireland

We continued to drive forward the development of a national cancer strategy for Northern Ireland. This involved us engaging and working with key decision-makers, health and social care professionals and people living with cancer to provide secure high-quality feedback on the proposed strategy.

Last year, we also played a major role in the progression of a cancer workforce strategy for Northern Ireland. A vital plan of action we hope will be finalised in 2022.

Raising money for vital support

Without our amazing supporters, we simply couldn't provide so much care and support to people living with cancer and their loved ones.

In 2021, despite the continuing challenge of the pandemic, they generously gave their time and effort to raise a tremendous £227.5 million.

Brilliantly, this total exceeded our expectations and has put us in a strong financial position. As a result, we feel assured we can invest confidently in our services for people living with cancer in 2022.



Charlotte taking part in our Brave the Shave fundraiser in her workplace.



Employees at Virgin Money held various fundraisers to raise money for Macmillan.

No challenge too great for our supporters and fundraisers

Because of the pandemic, our challenge events went virtual for the first half of 2021. When it was safe to do so, our amazing runners, hikers, cyclists and swimmers got back to doing what they do best.

Overall, their unrelenting energy and determination meant that 2021 was our most successful fundraising year to date for challenge events. This was exactly what we needed after a year of cancellations in 2020.

Read more

£227.5 million

raised

Our supporters raised a whopping £227.5 million in 2021, an increase of £42 million from 2020.

98%

income donated

98% of our income comes from money donated by our awesome supporters.

Thank you

Walk a marathon and make a difference

Over 21,000 people pulled on their walking boots and took part in our Mighty Hikes events in England, Scotland and Wales.

Together, they successfully raised £12.6 million to help fund our vital services for people living with cancer.

Proving particularly popular were our 13-mile half-marathon routes, which we introduced alongside our traditional 26-mile hikes.

In 2021, we also introduced three new events to our Mighty Hikes routes (Yorkshire Dales, Gower Peninsula and Dedham Vale), taking our total number of picturesque locations to 11.



Leaving a mark for Macmillan

To mark the anniversary of when he lost his mother to breast cancer, Mark completed his first Mighty Hike in 2018. Fast forward to 2021 and Mark had signed up to the unbelievable challenge of completing all Mighty Hike routes in just one summer. However, during his fundraising, his wife Becky was diagnosed with skin cancer.

"It came as a huge shock to us both. Luckily, surgery followed very quickly, and she was given the all-clear on 1st September, which certainly put a spring in my step over those huge Jurassic coast hills! Completing every single Mighty Hikes route was a big achievement for me, but it is important to say that none of this was about me. It was all about raising money for Macmillan and doing the hikes for all the people who are unable to."

Virgin Money London Marathon

We had the honour of being charity of the year for the 2021 Virgin Money London Marathon in October, a special partnership that resulted in many great achievements throughout the past 12 months. Over 1,220 runners helped us turn the capital green to raise money for, and awareness of, the vital services we provide for people with cancer.



Hundreds more took on a virtual 26-mile course and together, their tremendous efforts raised £2.4 million, which exceeded our fundraising target of £2.1 million.

On top of this, over £500,000 was generated through our partnership with Virgin Money. This was achieved through colleague fundraising activities, customer donations, and banking product promotions.

As part of our wider partnership with Virgin Money, Macmillan provided bespoke training to selected members of staff so they could become a Virgin Money Macmillan Guide. In this unique role, they provide expert information, offer emotional support and direct people living with cancer to other helpful services.

Now, as our partnership with Virgin Money has been extended for a further two years, we're looking forward to building on this success.





Will goes the distance

Inspired by his late mum, who was cared for by Macmillan, Will completed a formidable challenge in 2021: running a marathon in each of England's 48 counties in just 30 days. Speaking after completing his final leg and raising over £37,000, Will said,

"My feelings are hard to pinpoint, as trying to think about the whole challenge is overwhelming. What I do know is that I feel tremendously proud to have done what I did in my mum's honour and for Macmillan Cancer Support, who have supported me through the whole process."

Macmillan Coffee Morning

Lockdown restrictions and uncertainty around social distancing led to fewer people taking part in Macmillan Coffee Morning 2021 than we'd hoped. The good news is we had almost 70,000 registrations which was still higher than in 2020, and we are so grateful to everyone who took part.

Famous faces who raised a cuppa last year and helped to promote the event included actor Larry Lamb, broadcaster Victoria Derbyshire and TV personality Alison Hammond.

We also called on the public to email their MPs and encourage them to join a special Coffee Morning at Westminster. In response, over 200 MPs came together for a reception in the Houses of Parliament. The event was attended by some of our incredible Macmillan nurses, who spoke to MPs about the need for greater investment in cancer nursing.

£13.3 million
raised

Macmillan Coffee Morning 2021 raised a fantastic £13.3 million – £3.3 million more than 2020.

£500,000
raised

Betty Crocker and NESCAFÉ Original, our official Coffee Morning sponsors, raised over £500,000.

12th
year

Marks & Spencer was our headline partner for the 12th year in a row.

13,000
conversations

Our tweet about the UK's best-loved biscuits instigated 13,000 conversations on Twitter and attracted national media attention.









Gifts in wills

Over 3,000 people generously left us a gift in their will in 2021. This resulted in us receiving an incredible £90.4 million (an increase of £18.6 million from 2020) to help ensure everyone with cancer gets the care they need.

60 million

reached

Our new gifts in wills TV advert helped us reach an estimated 60 million people in 2021.

We're now looking to expand the campaign in 2022 by investing in new communication channels, so that as many people as possible learn about this special way of supporting our services.

A loving legacy

Chris's late mother Beryl received excellent support from Macmillan nurses before she passed away in 2011. Chris subsequently attended one of our talks about gifts in wills at the Macmillan Horizon Centre in Brighton. Inspired to help other people receive the same high-quality care, Chris has decided to leave a gift in his will to Macmillan.

Thank you, Chris.



We launched a new legacies TV advert to build awareness of gifts in wills and their long-standing impact on Macmillan.

See more ▶



The Macmillan Ball in London raised over £500,000 and was attended by 320 supporters.

Corporate partnerships

Despite another challenging year, our corporate partners achieved incredible fundraising success through a great mix of activities, customer and staff donations, product sales and sponsorships.

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 2022.

£19 million

income

Our income from corporate partnerships passed £19 million in 2021. Thank you to everyone who made this possible.



Prince Charles visits the Y Bwthyn NGS.

Boots UK reached another incredible achievement this year with the partnership hitting the £20 million fundraising milestone. This is due to the unwavering support of Boots UK employees, customers and partners.

Greene King smashed their fundraising target and raised an amazing £2.2 million, with generous customer donations, Coffee Mornings and colleagues taking part in challenge events such as Brave the Shave, ice bucket challenges, cycles, walks and runs.

CBRE, the real estate adviser, became a new corporate partner in 2021 and raised over £300,000 in their first year, which funded six roles on the Macmillan Support Line. One hundred CBRE colleagues also became Macmillan volunteers and generously donated 994 hours of their time to help support people living with cancer in a range of ways.

Marks & Spencer raised over £1.7 million as our Coffee Morning headline partner. This fantastic amount was reached through colleague fundraising activities, customer donations, Sparks loyalty card donations and the sale of Coffee Morning products, including a Macmillan-themed Colin the Caterpillar cake.

Betty Crocker and **NESCAFÉ Original** raised over £500,000 as our official Coffee Morning sponsors and promoted the event to thousands of people across the UK.

National Garden Scheme, our longest serving partner, donated £500,000 towards the Y Bwthyn NGS Macmillan Specialist Palliative Care Unit in South Wales. This means they've now donated a massive £18 million since 1984.

Toolstation surpassed all expectations and raised a brilliant £580,000 through customer donations, raffles, bake sales, challenge events and many more fundraising activities.

Motor Fuel Group became one of our corporate partners in April 2021 and managed to raise an impressive £515,000 in just nine months. Beyond fundraising, Motor Fuel Group also provided us with free advertising on fuel pumps in almost 600 UK locations. This hugely generous gift allowed us to promote our Support Line to millions of people.



The team at Motor Fuel Group.

Finding new ways of raising money

With the pandemic changing the ways we spent time with friends and family in 2021, we focused on developing new fundraising activities that could be done indoors or by individuals.

Games Night In

Launched in 2020, Games Night In involves people playing virtual games, including Whodunnit, in the comfort of their homes. Last year, we built on the success of the fundraiser's first year and managed to encourage 58,000 people to play and raise over £1.2 million at the same time.

Facebook challenges

We promoted various Facebook challenges to supporters, including '26 miles in 26 days' and 'a mile a day in May'. The two most successful Facebook challenges raised over £4 million combined – '100 squats a day' and 'Walk 100k with your dog in November'. A huge success we hope to repeat in 2022 with other similar challenges.



Digital fundraising

In 2021, our amazing supporters donated £2.1 million by using QR codes and contactless card readers. This was £500,000 more than in 2021. Through the QR code included in our Coffee Morning packs alone, we raised £567,000 in donations compared to the total of £304,000 in contactless donations for Coffee Morning 2020. However, we feel there are plenty more opportunities to grow our digital fundraising and achieve even better results in 2022.

100
new ideas

In 2021, we developed over 100 new fundraising ideas, tested 31 of them and launched four trial fundraisers on a reduced scale to see how they performed.

£2.5 million
raised

Altogether, our innovation work raised £2.5 million to help meet the needs of people living with cancer.



A remarkable voyage

Olle of Ipswich raised over £27,000 for our vital services after we supported his late daughter, Toni, following a diagnosis of pancreatic cancer.

He did this by embarking on a four-month sailing voyage around the UK. But what's particularly remarkable about Olle's story is that he was being treated for bowel cancer at the same time.

This meant Olle took chemotherapy tablets while on his yacht Renegade; and he even paused his trip when he reached Scotland, so he could return home for five weeks of radiotherapy.

Sadly, Olle, who was 63, passed away in November 2021, just two months after completing his remarkable challenge. Thank you, Olle.

The power of philanthropy

We couldn't help so many people living with cancer if it wasn't for the trusts, major donors and organisations who support our work with truly transformative gifts.

A huge thank you to every one of you for your incredible generosity.

"I feel not only humbled and privileged to be able to help others, I feel happily obliged to do so."

Sir Robert Ogden, CBE Hon LLD

An interview with Sir Robert Ogden, CBE Hon LLD

15th January 1936 – 6th March 2022

For more than 50 years, Sir Robert Ogden played an integral role in helping us transform cancer care in Yorkshire. As Macmillan's largest individual donor his vision and commitment enabled thousands of people living with cancer and their families to receive the care and support they needed during some of the most difficult times in their lives.

What first inspired you to become a supporter of Macmillan?

I was impressed by Macmillan's vision to see cancer care and support made available to all and by the rigour with which the charity was driving forward change.

How has cancer care and support changed in the years you have been supporting Macmillan?

In the early 1970s, cancer was seen by many as a death sentence. Information and support were hard to find and there were very few specialist cancer nurses or professionals working in the healthcare system. Today, more people are surviving cancer and living for longer than ever before.

The landscape and nature of cancer care itself has changed considerably, adapting over the past 50 years to meet patients' evolving needs.

But despite the progress made, there is still so much to do. Major advances through science and technology will change the scenery of cancer care. If we harness the collective expertise and tools available to us, to continue delivering the highest standard cancer care in our cancer centres, I am confident the next decades will bring positive transformations beyond our wildest dreams.

When you look back on your time supporting Macmillan, what are you most proud of?

My personal passion has been to support the development of high-quality care and support for people dealing with a cancer diagnosis. Over the years, I have funded three major cancer centres; the first of which was in Leeds and was the first of its kind in Yorkshire, pioneering a new approach that gave people with cancer personalised support in an exceptional and tranquil care environment.

Through The Sir Robert Ogden Charitable Foundation (registered number 1180422) and in partnership with Macmillan Cancer Support, Lady Ogden and I developed a further two new centres of excellence at Harrogate in 2014 and Northallerton in 2018, providing both financial and building design support. Each of these centres has been designed with the patients' needs in mind and to deliver high-quality cancer care.

The Sir Robert Ogden Charitable Foundation will continue my charitable legacy for many generations to come, identifying and developing new cancer centres in areas of most need in Yorkshire and new ways to exceed the expectations on quality treatments and care for people living with cancer and their families.

I take the opportunity to thank the outstanding teams of cancer care professionals who work in these centres – I believe their dedication and competence will leave a lasting legacy of high-quality cancer care that will benefit patients for decades to come.

I often receive very touching letters from patients and family members who have been receiving treatment and support at one of The Sir Robert Ogden Macmillan Centres. Sometimes these letters are from people I know, but it's the ones from the people I've never met that make me feel the most humbled. It's a privilege to have people share their personal experiences with me in this way and to know the difference the centres are making to people's lives.

What advice would you give to the next generation of philanthropists?

There is nothing more fulfilling in life than being able to help not only the ones you know or the ones around you, but to be able to help people beyond. Helping others in need, whether that's by dedicating your time or donating funds to a cause you really believe in, brings the most profound happiness in the purest sense. I feel not only humbled and privileged to be able to help others, I feel happily obliged to do so.

Thank you Sir Robert for your exceptional support for Macmillan's work.

Sir Robert at The Sir Robert Ogden Macmillan Centre in Harrogate.



The Baraka Khan Foundation

The Baraka Khan Foundation was created in 2016 in loving memory of Baraka, who lost her valiant battle with lung cancer at the age of 24. On the day of her diagnosis, Baraka was supported by a Macmillan nurse who was on hand for emotional support – she also accessed Macmillan's specialist information and support during her treatment. Baraka raised nearly £750,000 (and counting!) for charitable causes that were close to her heart, including Macmillan.

Baraka's family and friends continue this incredible legacy by turning grief into a source of positive energy and doing good – from helping Macmillan evolve to develop stronger relationships with Muslim communities, to generously donating towards our Support Line Service.

THE BARAKA KHAN FOUNDATION

"If we can continue to do this and other good work in the UK, then the work of the Foundation would have been well rewarded."

Iqbal Khan.

Baraka wrote

"I am supporting Macmillan in the hope that no one is ever alone in their fight."



Macmillan Endowment Fund

Last year, we established the Macmillan Endowment Fund to ensure we can be there for people living with cancer for generations to come.

When someone gives to the Endowment Fund, their donation will be invested to support the long-term sustainability of Macmillan's work. The investment income from their donation will be used to fund our services in the present day, while the original gift amount remains intact and can be used to support people in the future.

Already, the fund has proved popular with many supporters, with one donor pledging a multi-million-pound gift in their will following the invaluable support provided by Macmillan nurses during the last days of their father's life. This gift will have a real and lasting impact, supporting people living with cancer for many years to come.

"Every penny that I will give is assured as a contribution for my life and beyond."

Trevor, donor to the Macmillan Endowment Fund

How we work

As an organisation, we do whatever it takes to make sure everyone with cancer gets the care they need.

This includes developing and implementing policies and procedures that ensure our employees, volunteers, professionals, and supporters reflect the communities we help and achieve the highest standards.

To support this, we provide a wide range of high-quality training and resources. We also robustly record our decisions and incidents, monitor our performance and gather feedback to make sure we constantly learn and improve.



Helen is a Macmillan Colorectal Nurse Specialist at University Hospitals of South Manchester NHS Trust.

Supporting our people

Our aim is to provide our people with everything they need to excel in their roles, fulfil their potential and support their wellbeing. In 2021, this involved us developing a range of new resources and providing extra care and support to meet people's needs during the pandemic.

Our cancer care professionals

For healthcare professionals, the pandemic has made a tough job even tougher. We have seen first-hand how hard NHS staff have been working and supporting our frontline cancer workers has never been more crucial. Giving excellent support to our frontline cancer workers improves the care they provide to people living with cancer, helps to advance their professional development, and leads to more people using our services and getting the best personalised care.

In response to this, in May we launched the Learning and Communications Hub, an online site for professionals to access all our learning and development resources to support them in their role. The hub gives our cancer workforce instant access to a wealth of expert information and training in one place and makes it easier for professionals to connect with each other.

We also engaged with and supported more professionals by hosting a hybrid conference and awards ceremony in Manchester. This gave us the opportunity to thank, inform and reconnect members of our inspiring cancer workforce in person and virtually across the UK. Almost 600 professionals attended the conference, either in Manchester or online. This was 33% more people compared to the last in-person only event in 2019.

Learning and Communications Hub – the facts

10,130

signed up

10,130 professionals signed up following our 2021 launch.

2,744

attendees

2,744 people have attended 350 virtual classroom events so far.

28

free courses

28 free learning courses opportunities are currently available.

Read more



A terrific team effort

At Macmillan, we put the experiences and expertise of people living with cancer at the heart of our services. This is an approach exemplified by the Macmillan Cancer Information and Support team at Calderdale Royal Hospital and Huddersfield Royal Infirmary, who were award winners at the Professionals Conference 2021.

First, they worked closely with members of their Cancer Patient Focus Group to design and launch a Health and Wellbeing Programme for people living with cancer. Then when the pandemic struck, they called again on the fantastic Focus Group to help them rapidly rethink the programme so it could work equally well online.

Helen, Macmillan Information and Support Service Manager at Calderdale Royal Hospital and Huddersfield Royal Infirmary, says, "Doing things virtually meant people who were isolating and shielding, and extremely anxious, could access that beneficial peer support."

Rob, a member of the Cancer Patient Focus Group, adds,

"Everyone listens to the patients at the focus group. I'm not from a medical background. The only experience I have is going through cancer treatment. But it's vital that voices like mine are heard."

Our supporters and volunteers

In 2021, we provided extra tailored support and thanking of our supporters and volunteers on a more individual level. For our volunteers, this included the hosting of three virtual webinars for around 400 volunteers who connected with each other, heard from members of the Macmillan leadership team and learned more about the different ways their volunteering helps to change lives.

As a result of the webinars, 89% of attendees said they felt more connected to Macmillan. Overall, we received very positive feedback from supporters and volunteers on our more personalised approach.

Whilst supporting our active volunteers continued to be a priority, we were equally as passionate about supporting those volunteers who needed to temporarily step down during the height of the pandemic. We focused on keeping all volunteers engaged at this time through regular communication and updates, which was vital in ensuring that once safe to do so, our volunteering services could resume in-person once again.

7,000

volunteers

In 2021, we had over 7,000 inspiring volunteers support people living with cancer.

51

hours donated

On average, each of these volunteers donated 51 hours of their time throughout the year.

9,000

supported

We provided more personalised support to 9,000 supporters, including those who took part in Mighty Hikes, Coffee Morning and corporate partnership events. Together, they raised over £5.2 million in 2021.



A big family

"As a volunteer, Macmillan has been an amazing charity to be part of. Right from registering, through the training and inductions, to supporting me now, when I am taking a short break from volunteering.

The support for volunteers is extremely well organised and you feel like you are part of a big volunteer family and really appreciated. Volunteering is about giving up your time and effort, but it's also about becoming part of something bigger."

Bianca, who volunteered on our Macmillan Buddies Service

Our employees

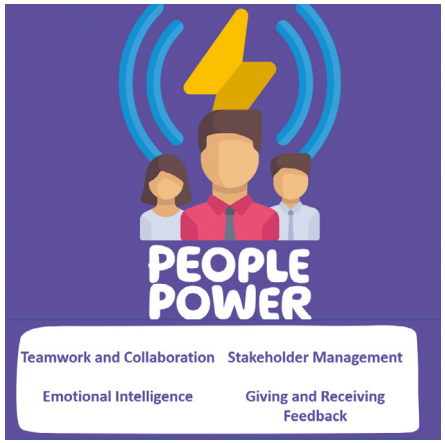
Throughout 2021, many of our employees worked from home but some started to use our offices on a part-time basis, when it was safe to do so.

To ensure they felt fully supported during this time, and to help them thrive in their roles, we did the following:

- Promoted our wellbeing support offer which includes a telephone support service and counselling, access to mental health first aiders and wellbeing champions
- Introduced a flexible furlough scheme for working families and carers and topped up the allowances of employees on furlough to ensure they received 100% of their salary
- Provided training opportunities so all employees could focus on their personal development and career progression
- Provided additional support for those with line management responsibilities, to support and lead employees remotely







Caring for our people

In 2021, we started to offer our volunteers and Macmillan professionals an assistance package, just like we do for our employees. This means they can now access free legal advice or mental health support, if they ever need it.

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.

Our Compliance team routinely monitor our fundraising materials and how our suppliers perform, such as 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 ensure our fundraising offer is appropriate 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. In 2021, there were no complaints logged with the Fundraising Regulator against our charity.

In response to the Government's changing guidance on coronavirus, the Fundraising Regulator regularly updated its published guidance in 2021 on public fundraising for charities. This guidance recognised that the number of people who may be vulnerable was likely to be higher because of the pandemic. We reviewed and updated our risk assessments and put appropriate measures and training in place for employees and fundraising suppliers to recognise the signs, so they could continue to manage conversations with the vulnerable and take the most appropriate action.

To help protect people in vulnerable circumstances, we continued to follow guidance from the Government and the Fundraising Regulator and only carried out public fundraising when we considered it safe to do so. We carried out the same level of increased monitoring of our fundraising suppliers as in 2020, all of who comply with the Fundraising Code of Practice, and we continued to speak to more supporters to make sure our standards stayed high during the pandemic.

Using feedback to constantly improve

In 2021, we received just over 3,000 complaints, which is 1,400 fewer than in 2020. 1,600 of these complaints were specific to our fundraising, marketing and communications operations.

Our new approach to feedback encourages our employees to capture all individual comments about how we can improve, not just complaints. Therefore, we now actively monitor responses to our social media posts. In 2021, there were just over 9,000 expressions of dissatisfaction to our social media posts.

Most of the comments we received were from people who felt we could have done more to support their fundraising efforts. The other main areas of complaint focused on communication errors and concerns that products or campaigns were insensitive.

We take all negative feedback very seriously, respond to every piece individually and aim to learn from everything we're told, whether positive or negative. We also review the performance of fundraising partners and take action to address complaints from our supporters.

We take great interest in listening to what our customers have to say about us, whether this is negative or positive. All feedback is key to us continuously improving the experience for our supporters, volunteers and for people living with cancer.

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's 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 and update 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.

Improving equity, diversity and inclusion

From our employees, to our supporters and to the people we help, everyone should feel welcome, represented and valued at Macmillan, regardless of their background.

In 2019, we introduced employee networks. Our employee networks bring together specific groups of colleagues and amplify their voices, as well as creating communities of support and enabling individuals to network and socialise with like-minded people.

Last year, we continued to make improvements towards becoming a more equitable, diverse and inclusive organisation by carrying out a wide range of initiatives, including:

Employee networks

Our networks championed inclusion and demonstrated a culture of openness and honesty by sharing their experiences, and resources, with their colleagues through internal communication activity. They also provided peer support by further expanding the people that can be involved in our networks, including, creating new networks for mental health and employees with a lived experience of cancer, and a sub-group of our working families network for parents of children with additional needs.

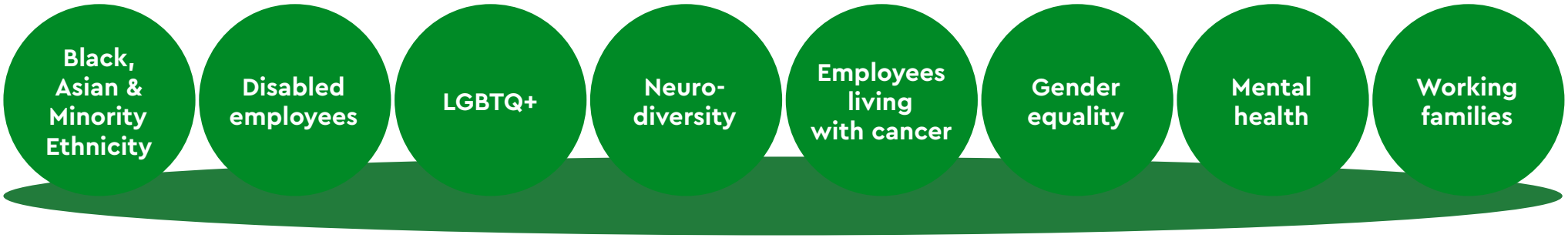
The Macmillan Census

We launched our first Macmillan Census to understand our employees better and track whether our policies and processes were leading to equity and diversity in our workforce.

Perspectives Panels

To help promote diversity and inclusion, we hosted a series of webinars which gave employees and external experts a platform to share their personal experiences and what they value in life. Our panels throughout 2021 focused on International Women's Day, mental health awareness, International Day of People with Disabilities, LGBTQ and Pride, race and ethnicity, and neurodiversity.

Our employee networks





Brand audit

We commissioned an audit of our brand, marketing and products to assess whether they were representing the people we support and inclusive to everyone. As a result, we now have an action plan that will help us avoid bias and stereotyping and use more inclusive language and imagery.

For more information on how we're making our services more accessible, please refer to page 18.

Providing excellent services with our partners

To ensure everyone with cancer gets the care they need, it's critical we have strong, effective relationships with our service delivery partners, such as hospitals and local councils.

To make this happen, we continued to develop systems and processes in 2021 so partners have an even clearer understanding of what we expect them to do for people living with cancer.

We also continued to place a strong emphasis on partners capturing quality data about the services they provide, so we can work more efficiently together.

How we manage the money you give us

We are in a strong and better than anticipated financial position following the difficult savings decisions we had to make in 2020. Although there is still some uncertainty, we feel confident in increasing our investment in our strategy to support more people living with cancer, which will see us investing in skills, capability and capacity in a carefully managed way over the next few years. We are confident that Macmillan remains a financially stable organisation and that we are well positioned to operate as effectively as possible.

We made difficult spending decisions in 2020 to make sure what we spent delivered the most impact for people living with cancer. These decisions helped put our organisation in a stronger financial position in 2021.



How we raised our money in 2021

We raised £230.2 million in 2021 from our superb supporters and grant income.

Legacy income **£90.4 million**
This is from people leaving a gift to us in their will.

Donation income **£119.6 million**

Fundraising events **£51.2 million**
Includes national, challenge and local events.

Direct marketing **£29.6 million**
Money raised by activities like direct debit campaigns and mailings.

Corporate income **£16.6 million**
Income from corporate partners and supporters.

General donations **£13.4 million**
We raise lots of money from general donations by the public.

Philanthropy **£5.8 million**
Donations from trusts and major donors.

Local fundraising committees **£2.2 million**
Donation income raised and collected by fundraising committees in their local communities.

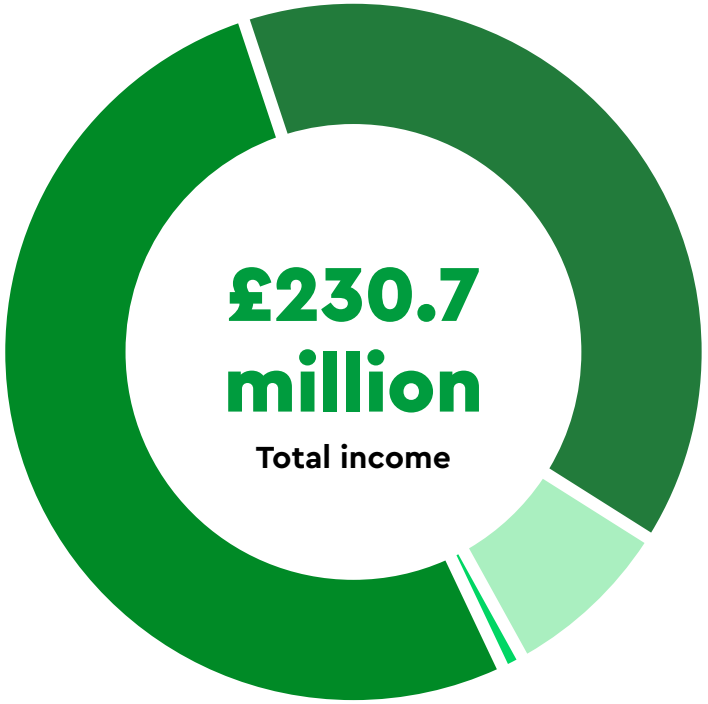
Donated services and facilities **£0.8 million**
The value of services and facilities donated to us.

Grant income **£2.7 million**
Income awarded by grant-giving bodies given to support Macmillan initiatives.

Trading activities **£17.5 million**
Includes income from our raffles and lotteries, fundraising committee sales, online shop, licensing and other commercial activities.

£230.2 million
Total income before investment income

£0.5 million
Investment income



How we spent our money in 2021

We spent £180.7 million on services for people affected by cancer.*

Healthcare **£62.3 million**
We fund and support a range of health and social care professionals.

Financial support **£55.5 million**
We provide financial support to help people who are struggling with the cost of cancer, including through Macmillan grants, benefits advice and financial guidance.

Campaigning and raising awareness **£20.8 million**
We campaign for changes to improve the lives of people affected by cancer and raise awareness of issues most important to them.

Information and support **£28.5 million**
We provide people with information to help them make important decisions about their treatment and care.

Practical and emotional support **£9.7 million**
We help people find the emotional support they need and get help with the practical issues arising from cancer.

Learning and development **£3.9 million**
This includes providing training opportunities for professionals, volunteers and people affected by cancer.

£171.6 million
Total expenditure on charitable activities

£62.5 million
Expenditure on raising income

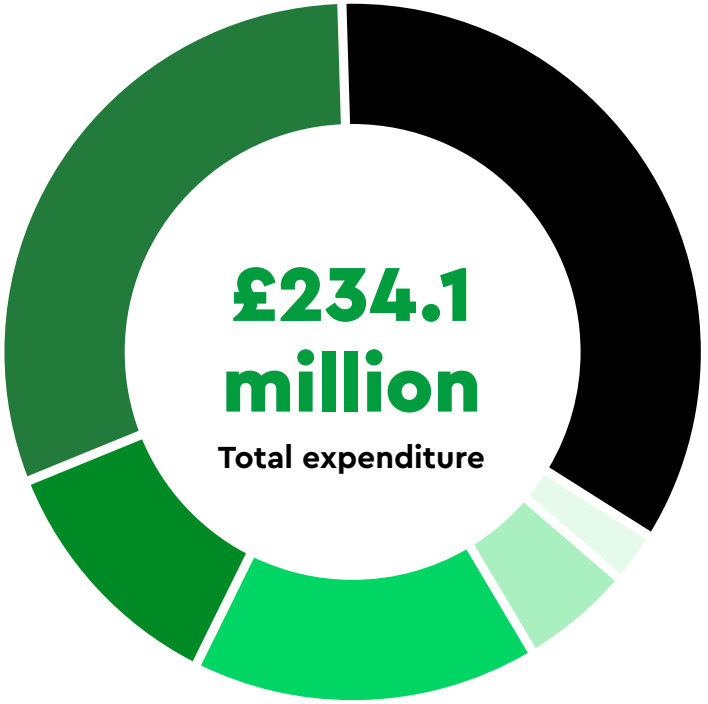


***Figure does not include grant releases and discounting adjustments**

In-year charitable expenditure	**£180.7 million**
Prior year grant writebacks and discounting adjustments	**-£9.1 million**
Total expenditure on charitable activities	**£171.6 million**

Our income

We generated income totalling £230.7 million in 2021, which returns us to our pre-pandemic fundraised income levels. This a fantastic achievement given all the challenges that the coronavirus pandemic has thrown at us over the last two years, and represents an increase of 18% compared to 2020.

This is thanks to our generous and loyal supporters and the huge efforts of our volunteers and employees to continue to fundraise and innovate during 2021.

2018–2021 income levels

We are almost entirely funded by charitable donations from the general public. Overall, 98% of our income – £227.5 million – came from fundraising activities. The remaining 2% came from grant income and investments. Importantly, we have a strong and diverse portfolio of fundraising income streams, having consistently invested in fundraising innovation for many years.

As the number of people diagnosed with cancer increases, so does the need for our services. A gift left in a will (legacy) could help ensure that we can continue to be there to meet this future need. Last year, legacy income increased by 26% to £90.4 million, the most we've ever raised in a single year. This is mainly due to a number of large legacies being recognised during the year, also resulting in an increase in our legacy debtors at year end, which increased from £58.5 million to £69.6 million. Legacies continue to be our biggest single source of revenue, making up 39% of our total fundraised income, and therefore we will continue to invest in this area.

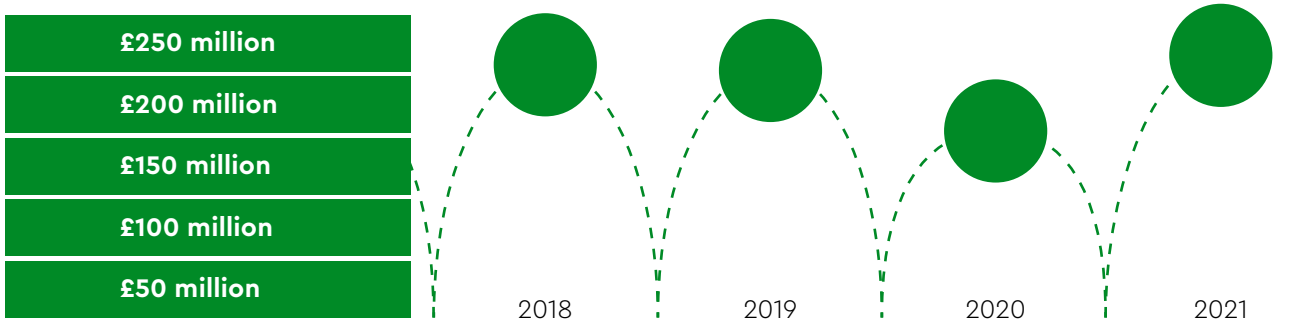
For more information on Gifts in Wills, see page 36.

Our donation income is made up of multiple income streams and for 2021 totalled £119.6 million (2020: £97.2 million), an increase of 23%. This includes money raised through national events such as Macmillan's Coffee Morning, challenge events, corporate supporters, direct marketing, trusts and major donors, as well as income generated by our active volunteer fundraising committees across the UK.

The Mighty Hikes series was a fundraising highlight in 2021, generating over £12.6 million, an increase of £10.8 million from 2020, due to this activity being largely cancelled due to the coronavirus pandemic in 2020. During 2021 we expanded the Mighty Hikes series, with additional locations and the introduction of half-marathon routes which proved a huge success.

Grant income for 2021 totalled £2.7 million, a decrease from £8.1 million in 2020, mainly due to the £4.9 million reduction in income from the Government's Job Retention Scheme, following the closure of the furlough scheme during 2021. Grant income includes £2.1 million from the Scottish Government for the Improving Cancer Journey Programme.

Fundraised income bounced back to pre-pandemic levels



Funding our services

2021 saw us able to increase our charitable spend, spending £171.6 million on services for people living with cancer in 2021, compared to £89.3 million in 2020. Our strategic reports on pages 9 to 69 explain what we did last year and what we achieved with the money we spent.

Having achieved pre-pandemic levels of income during 2021 and continuing to project income above these levels from 2022 onwards, this will allow for continued additional investment in our services.

We regularly monitor and track our income and expenditure to respond appropriately to the changing environment. This agile approach enabled us to prioritise spending on services to deliver the greatest impact to those who need us most.

There are two main ways we develop services:

a) 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.

b) 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.

In 2021, services delivered directly by us, such as our Macmillan Support Line, identified £84.6 million of financial gains for people living with cancer, a 4% rise on 2020. We increased our spend on support line services to £20.2 million, an increase of 20% compared to 2020. We also identified almost £218 million in financial gains for people living with cancer through the benefits services we run in partnership with Citizens Advice, NHS trusts, local authorities and other organisations. There continue to be delays in the benefits system, including benefits received by people at the end of their life. To help make money one less worry, we drew media attention to some of these issues to raise political and media pressure to resolve them.

In 2021 we spent £12.2 million on providing grants to over 33,000 people who were facing financial hardship, an increase of 34% from 2020. The grants offer people a speedy lifeline when financial problems arise that relate to their cancer. They help pay for a wide variety of things – from essential items like a new washing machine, to fuel bills, or even to fund a much-needed break.

Managing our costs

In July 2021 we agreed additional investment of £46.9 million in our services including extending our focus on psychosocial care and filling the gaps in our local information and welfare partner services. It is worth noting that during 2021 we made a change to our welfare benefit partner contracts, extending these to three years from one year. We have therefore accounted for the full three years of expenditure in 2021, which has caused a spike in expenditure in 2021 but will result in a fall in 2022 and 2023.

In 2021, we campaigned hard to make sure the Governments and other key decision-makers acted swiftly to reduce the cancer backlog and provide people with the care they urgently needed.

Over 7,600 Macmillan roles employed and managed by our partners were active across the UK in 2021, all working to improve the lives of people living with cancer. This includes over 4,500 nursing related posts, over 500 support worker posts and over 850 allied health professional posts. We generally fund new Macmillan professionals for a fixed period. After this time, the partner organisation takes over the funding of their salary. Macmillan continues to provide ongoing professional development and support. Funding Macmillan professionals in this way means we can support more professionals into more roles, in a sustainable way.

During 2021 we made grant commitments to partner organisations totalling £76.4 million, a significant increase from 2020 when we saw a pause in grant commitments to partners as a result of the pandemic.

The cost of raising our income in 2021 was £62.5 million, a 7% increase on 2020, due to the increase in our activities following a year of 'pause' due to the pandemic. We will continue to keep a very close eye on all our costs and fundraising activities, to make sure that we are making the most of all our resources.

You'll find a more detailed analysis of our charitable expenditure in note 10 to the financial statements.

We continued to respond to the changing environment around us so we can protect our ability to deliver the most impact for the people we are here to support.

Given our strong financial position and to support the additional investment and delivery of our ambitious strategy for people with cancer, we have started to grow our organisation again. Whilst this news is positive, we are still operating in an uncertain environment and must remain conscious of that.

We have a rigorous process in place to manage the size and structure of Macmillan. By understanding the capabilities and capacity needed to meet our strategic objectives, our leaders work with Finance and HR teams to identify new and additional roles across Macmillan.

Our plans must be sustainable, ensuring we make the best use of our time and money, as well as supporting our ambition to be more equitable, diverse and inclusive, and so all new roles are carefully considered.

Liquidity

As an organisation relying 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. The trustees continued to endorse a liquidity policy in 2021, as Macmillan remains in a financially strong position and is therefore able to maximise support for those living with cancer.

Under our liquidity policy, our target is to retain £100 million in investments and cash which are capable of being liquidated at relatively short notice. In addition, we will hold cash and other liquid funds to meet normal day-to-day cash flow requirements. As at 31 December 2021, our investments and cash totalled £157.5 million (2020: £141.4 million), £152.6 million of which is held in short-term funds and cash.

In 2022, we will review our liquidity, with a view to potentially reduce this target, whilst ensuring we maintain appropriate levels of easily accessible funds. We are confident in our plan to do our very best for people with cancer and want to continue our commitment to increase charitable expenditure.

Our year-end result and reserves

Our reported in-year operating result for 2021 is an operating deficit of £3.3 million before investment losses. After investment losses we ended the year with a deficit of £3.5 million.

As at 31 December 2021, our general reserves totalled £54.7 million, an increase of £1.3 million from 2020. Designated funds totalled £3 million, a small decrease of £0.3 million from 2020. Restricted funds totalled £16.4 million, a decrease of £4.5 million from 2020. Total reserves stood at £74.1 million, compared to £77.6 million in 2020.

As mentioned above, Macmillan operates a liquidity rather than a reserves policy, reflecting 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. These grant commitments mean that our liabilities are particularly high, and if we were to exclude these long-term creditors (grants falling due after more than one year £82.9 million), our reserves level would increase from £74.1 million to £157 million.

Our investments

Fixed asset investments

Our portfolio is being managed by Sarasin and Partners. At 31 December 2021, our long-term fund, which includes the value of some residual holdings with our previous investment managers, JP Morgan Private Bank, stood at £2.8 million in comparison to £3.3 million in 2020. Our short-term fund totalled £96.3 million, showing no movement compared to 2020.

The performance of Sarasin and Partners is regularly monitored by the trustees against agreed benchmarks and trustees are satisfied with this performance. We continue to review our investment strategy with Sarasin and Partners on a regular basis. We do not directly invest in tobacco. We 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 also include legacy property of £0.6 million and a programme related investment of £1.4 million.

Current asset investments

Additionally, we hold funds to meet ongoing commitments. The trustees regularly monitor these funds to ensure the security of this money, as well as reviewing the performance of our investments. We increased the value held in our current investments from £28.3 million to £45.9 million during 2021 due to an increase in our cash balances following a return to pre-pandemic fundraising levels. 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 at 31 December 2021 showed a surplus of £10.6 million, a 24% increase from 2020. This surplus is not recorded in the financial statements, as the surplus in the Scheme is not fully recoverable by the Charity.

A formal triennial valuation was undertaken as at 31 December 2019 and showed a surplus of £1 million. 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 & uncertainties

How we manage risks at Macmillan

We define risk as anything that can adversely 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 being inherent in what we do and the decisions we make. We seek to understand the risks we face or create, and plan to operate within an acceptable level of risk-taking. However, we also know that we must innovate and take risks to reach and improve the lives of people living with cancer. Our approach to risk management follows the recommendations of the Charity Governance Code.

We ask all our employees, in everything they do, to be aware of the risks and opportunities in what they are trying to achieve, to assess the potential seriousness and chance of them occurring and to manage them for the benefit of the people living with cancer that we support.

We have a strong governance framework, ensuring risks are discussed, debated and agreed from an operational perspective to a strategic level. The Head of Risk, Governance and Compliance reports to the Chief Financial Officer, who is also Macmillan's Senior Information Risk Officer and has an additional independent reporting line into the Treasurer, who is chair of the Finance & Audit 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 linked to Macmillan's planning cycle to ensure we add more value to the process and content. As well as identifying things that could go wrong, we look for opportunities we might miss for further growth and a sustainable future, as missing these could also stop us improving the lives of people living with cancer. Risks are scored for the impact they would have and how likely they are to happen. Each risk has an identified owner. All corporate risks are assigned to the relevant sub-committee as agreed at our executive Performance & Risk Board and confirmed at the Finance & Audit Committee of the main Board of Trustees.

Appropriate level of risk

Key to assessing our risks is establishing our risk appetite; the amount of risk we are prepared or able to accept in pursuit of our purpose. 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 would be intolerant of any activities that could produce compliance issues.

For our principal risks, formal risk appetites are codified in our policies and procedures to provide direction and boundaries for consistent, risk aware decision-making for our risk owners. As the environment in which we operate changes, along with stakeholder expectations and our priorities, we may have to adapt our risk appetites. 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 CEO, Chief Operating Officer and Chief Financial Officer monitor all our corporate risks monthly 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 our all trustees, especially via the Finance & Audit 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. This continued throughout the pandemic and, depending on the need, the frequency of these meetings increased. However, we are in a position now that risk leads only need to meet quarterly, and our Performance & Risk Board 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 reviews of risk management plans inform our strategic planning, change management, 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 management team 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. Executive management are informed by our directorate leadership teams, a Performance & Risk Board and the Risk Leads Group. They present updates to the Finance & Audit 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

To help us analyse our risks, we identify and categorise our risks into three broad areas: strategic, operational and regulatory, and financial.

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: the ongoing impact and potential persistence of coronavirus; major changes to NHS and social care structures, major pressures on public spending, an uncertain economic outlook and a competitive charitable sector. We 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 people living with cancer; improving the way we work with partner organisations, our volunteers and employees; and enhancing our technological support. This is against a background of continuing pressure on donors' finances. 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 for people living with cancer.

Throughout the year, we stay alert for changes, both externally and internally, and adjust to keep us on track to achieve our objectives, sustain our operations, maintain our reputation and meet regulatory requirements.

Each risk category is described in more detail below along with our approach to managing them.

Strategic risk

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

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 risks. Through this we develop objectives, initiatives and plans for delivery. It is supported by a programme management function and a communication programme to inform employees, 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 to do our very best for those we work with and support.

We have policies, procedures 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 is working to remove unconscious bias from our recruitment and encourages applications from all candidates regardless of background.

Specialist compliance training is delivered to employees 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 have been benchmarked against 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.

Not everything goes as planned so we have contingency planning, incident management and crisis management arrangements in place.

Financial risk

We are 98% funded by voluntary donations, including fundraising activities, so we regularly monitor the external environment as it could impact our income, investments and spend.

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.

In our investment activities, foreign exchange forward and options contracts are used to hedge exposure resulting from any risk of changes in foreign currency rates. All other assets and liabilities are held in sterling.

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.

Looking forward



Wye Valley Mighty Hike.

Our strategy and plan

Right now, there are more than 3 million people living with cancer in the UK, and that number keeps growing. Despite that challenge, Macmillan will do whatever it takes to help everyone with cancer live life as fully as they can. We launched our ambitious new strategy in 2018. Since then, we've continued to evolve our plans, drawing on insight to respond to the changing environment and to be sure we can have the biggest impact for people living with cancer.

Our plan for 2022

Our plan for 2022 sets out how we will deliver our strategy this year. It details what we will do to achieve our objectives and is clear about what our priority deliverables are. To do this, we'll rely on the dedication of thousands of colleagues, professionals, volunteers, partners and supporters. It's up to all of us to do whatever it takes to help everyone with cancer live life as fully as they can. Let's make it happen.

This is how we'll do it together

- With heart
- With strength
- 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.

1	• 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.
2	• Influence decision-makers and the healthcare system to give people with cancer care that is personal 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.
3	• 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.
4	• 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 now and in the future.
5	• 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.
6	• Develop our leadership and culture to create a diverse and inclusive environment for all colleagues to thrive so that we are representative at all levels of the organisation and all our colleagues and volunteers feel 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.

Governance

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 (pages 9–69) 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. There has been an additional focus on this during the ongoing pandemic, to ensure that any short-term actions needed to deal with the impact of Covid-19 do not adversely affect our ability to deliver services for our beneficiaries in the longer term.
- **The interests of the company's employees** – Our employees are vital to Macmillan and we regard ongoing, regular engagement with them as a top priority. We measure employee engagement through regular surveys and address any issues raised through these as quickly as possible. Feedback from Our Voice, our employee representative forum, is shared with our Executive Strategy team and the Trustees. We have employee 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. During 2021, when most employees continued to work from home for much of the year, we continued to hold regular webinars to keep colleagues updated and maintain engagement. All employees have access to a Wellbeing Hub, 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 are key to our effectiveness. Each will have an individual staff member as their contract 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. More information on pages 49–52.
- **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. More information on page 73.
- **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 as 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. More information on page 51.

Safeguarding

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.

Employment of disabled persons

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 different age groups, socio-economic and/or ethnically diverse backgrounds, religions, beliefs or no faith, and who identify as lesbian, gay, bisexual, transgender, non-binary people, veterans, parents, and individuals with disabilities to apply for roles at Macmillan. To support this, we have and regularly review policies, procedures and training to ensure we continue to evolve for all colleagues including our disabled colleagues.

Our recruitment processes are being reviewed to ensure we reduce and challenge personal bias wherever possible, and to ensure a fully accessible and inclusive process is in place for all candidates, both internal and external. This will include launching a partial anonymised recruitment process for all roles, introduction of recruitment adjustment guidance for disabled and neurodivergent candidates, diverse panels and a complete refresh of the training and support package for hiring managers. We have also invested in paid internships and are working with three charity providers to attract and place disabled and ethnically diverse candidates and/or individuals from less advantaged backgrounds.

Gender pay

We want our employees to be paid fairly and equally. Our gender pay report helps us to understand and monitor any difference in average earnings between female and male employees. In this most recent reporting year (5 April 2021), we have seen our mean gender pay gap increase from 8.67% to 10.15%, which is disappointing.

2.11%

increase

Our median gender pay gap increased by 2.11% since 2020, which means a middle-ranking female earns £0.38 less and a middle-ranking male earns £0.04 more per hour.

What's caused this increase?

Several factors will have contributed to this increase. In particular, this increase is due to the difficult decision we had to make during the pandemic to reduce our headcount by more than 370 employees. However, we recognise that this does not justify the lack of progress we have made in closing our gender pay gap and there is more progress yet to be made.

Definition:
Our median gender pay gap is the difference in pay between the middle-ranking female and male employees.

Living wage initiative

Throughout 2021, we implemented several positive changes in a bid to address this. We anonymised and improved our recruitment practices, conducted in-depth pay reviews of our roles, and worked with our Working Families Employee Network to identify where we can better support colleagues with families.

However, there is still more to do. While the disparity we have continues to be lower than the national average, this is not enough, and we are committed to removing this gap entirely.

How are we going to address this gap?

- We will increase transparency about pay, including a review of our pay procedures and policies to ensure they are inclusive
- We will continue to adapt how we recruit, develop, and support our employees, to ensure we are representative at all levels
- We have made changes to our reporting process so we can report and act on the findings quicker

You can read more in our Gender Pay Gap report about the steps we have taken, and continue to take, to address our gender pay gap at Macmillan.

Read more

All our employees deserve a wage which meets their everyday needs. In 2017 we made it policy to pay at least the voluntary real living wage (£11.05 per hour in London and £9.90 across the UK), rather than the statutory minimum wage (£8.36 for under 23s) or national living wage (£8.91 for over 23s).*

Fighting modern slavery

There is no modern slavery or human trafficking in our supply chains or in any part of our business. When we review our contracts, and develop new ones, we assess the possibility of modern slavery. In cases where we feel there is potential for slavery, we take actions to change our arrangements. We continue to monitor and improve how we manage contracts and share developments with our employees.

Caring for the environment

We are committed to being an environmentally responsible charity and will seek to reduce the longer-term social and environmental impact of our operations. As a charity, we understand that we have a special duty to earn and maintain the trust of our supporters by ensuring that what we do maximises positive outcomes and minimises adverse impacts. Embracing our responsibilities for social and environmental impact in line with our values enables us to play our part and ensure we continue to support people living with cancer, sustainably, ethically and for the long term. But these decisions must also be financially viable to ensure we do not dilute our ability to support and care for people with cancer.

In 2021, we:

- Launched a Social and Environmental Impact policy to guide how we make decisions
- Created dashboards to monitor our electricity and travel use
- Joined the Fit for the Future sustainability network

*Figures correct at the time of publication.

SECR

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. The data relates to UK emissions for the 12-month period from 1 January 2021 to 31 December 2021.

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 2021 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 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 Shipley and Albert Embankment 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 at Shipley. Our approach to calculating electricity consumption at Shipley has been updated for 2021 as landlord recharge data is not available at the time of reporting. For purposes of comparison we have recalculated the Shipley data for 2020 based on the same methodology.

We closed 5 offices in 2020 (Edinburgh, Belfast, Millbank, Pencoed and York). These offices accounted for 53 tonnes of electricity emissions (tCO2e) and 48 tonnes of gas emissions (tCO2e) in 2020 and our 2021 emissions have reduced as a result of a smaller portfolio. We now 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. We hope to improve the quantification of energy use and emissions in serviced offices with more accurate data on hours of occupancy and attendee numbers. All serviced offices are assumed to be serviced by electricity and gas.

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. For short-term hire car use only total spend was available, therefore, it was assumed all vehicles were diesel and conversions were made using the average fuel prices published by the UK Government.

Intensity Ratio

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

Energy Efficiency Action:

Macmillan Cancer Support is committed to reducing the environmental impact of its operations. We have transitioned more employees to homeworking, reducing the energy use

associated with operating large offices. The introduction of Microsoft Teams has reduced the need for business travel and meeting room hire. Instead we began to utilise serviced offices in Belfast, Cardiff, and Edinburgh.

In our last report we referenced the introduction of a pre-authorisation procedure for travel. Line managers now receive an alert when travel is booked by a report allowing them to raise any concerns around the sustainability of travel options considered.

Challenge Events are focusing on sustainability across the programme in 2022. All running, hiking and cycling kit is sourced by the Merchandise Team ensuring sustainable materials are used and ethical supply chains are in place for all suppliers. The team has also moved away from sending physical fundraising packs to participants, replacing them with a postcard highlighting the wealth of fundraising and training support available on the website. Using results of a carbon impact assessment on a past Mighty Hike, the team is also working with its event delivery partner to review transportation, site power provision and menu choices for 40,000 participants, to minimise environmental impact.

Macmillan Cancer Support Energy Use and Associated Greenhouse Gas Emissions

	January – December 2021	January – December 2020 (updated)
Total Energy consumption	**1,549,946 kWh**	**2,502,418 kWh**
Emissions from combustion of gas (Scope 1)	132 tCO2e	179 tCO2e
Emissions from combustion of fuel for the purposes of transport (Scope 1)	26 tCO2e	136 tCO2e
Emissions from purchased electricity (Scope 2)	144 tCO2e	199* tCO2e
Emissions from serviced offices (Scope 3)	0.07 tCO2e	NA
Emissions from business travel in rental cars or employee-owned vehicles where company is responsible for purchasing the fuel (Scope 3)	14 tCO2e	31 tCO2e
Total gross emissions	**316 tCO2e**	**546 tCO2e**
Emissions per FTE	**0.21 tCO2e per FTE**	**0.31 tCO2e per FTE**
Emissions per £m Income	**1 tCO2e per £m Income**	**3 tCO2e per £m Income**
Total Gross Scope 1, Scope 2 [market based] & Scope 3 emissions (tCO2e) [optional]	**298 tCO2e**	**540 tCO2e**

*Electricity data for Shipley recalculated in line with 2021 method. Please see narrative for detail.

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, Lynda Thomas, and the Executive Directors who comprise the Executive Strategy team (see page 81).

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. During 2021 we recruited two new trustees.

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. Inductions in 2020 and 2021 were carried out online because of the impact of coronavirus, but future inductions and visits will revert to in-person interactions as soon as possible. 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 seen opposite.

Biographies of our trustees are available at macmillan.org.uk/about-us/who-we-are

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.

Macmillan Cancer Support Board of Trustees

Professor Jean Abraham
(appointed 16.06.21)

Dr Jag Ahluwalia
(Chair of Charitable Expenditure Committee)

Iain Cornish
(Treasurer and Chair of Finance & Audit Committee)

Professor Jane Cummings CBE
(Chair of People Committee from 16.06.21)

Professor Timothy Eisen
(to 16.06.21)

Rachel Higham

Kate Howe
(Chair of Fundraising Marketing & Communications Committee from 29.07.21)

Sue Langley OBE
(Chair of Remuneration Committee to 16.06.21)

Feilim Mackle
(Chair of Fundraising Marketing & Communications Committee to 29.07.21)

Mohammed Mehmet

Richard Murley
(Macmillan Chair and Chair of the Nominations Committee)

Dame Una O'Brien DCB
(to 16.06.21)

Nick Owen CBE

Dame Helen Stokes-Lampard DCB
(appointed 01.09.21)

Toby Strauss

Mark Ware

Read more

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. Due to the ongoing pandemic, the majority of trustee meetings in 2021 continued to be held by video conference, which worked very effectively.

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 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.

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.

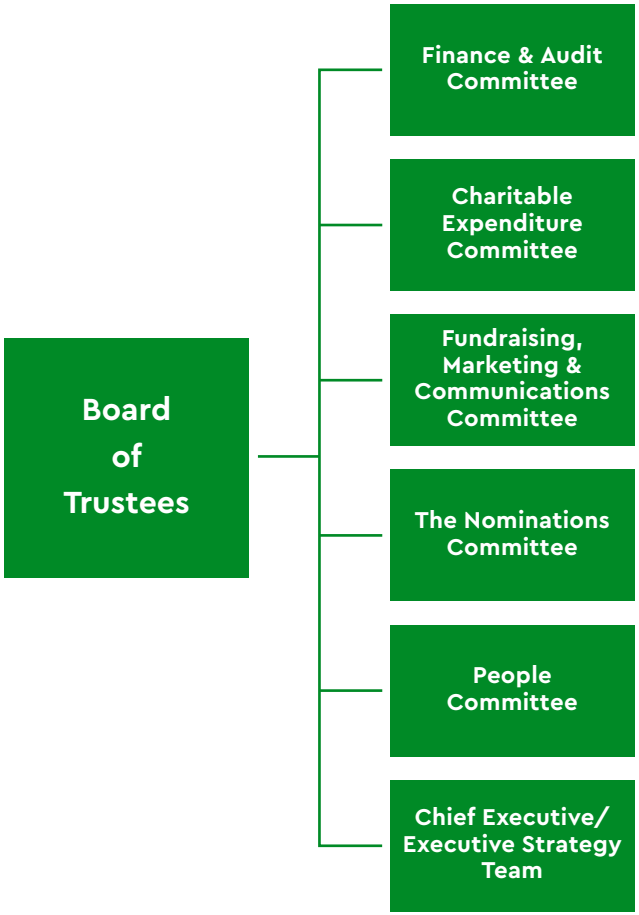
Nominations Committee: Considers the membership of the Board and recommends potential new trustees for election. This committee also keeps under review succession planning in respect of Honorary Officers and the Chief Executive, and oversees Board effectiveness reviews and action plans resulting from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

People Committee (formerly Remuneration 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. During 2021 the remit of this committee was reviewed. A change of name and increased number of meetings per year were agreed, to enable the committee to focus on a broad range of people issues for both employees and volunteers.

Number of meetings held in 2021

Board of Trustees	6
Charitable Expenditure Committee	5
Finance & Audit Committee	5
Fundraising, Marketing & Communications Committee	4
People Committee	2

The Nominations Committee did not meet in 2021.



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. 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. The facilitators held interviews with all trustees, the Chief Executive, members of the Executive team, other senior staff and the Company Secretary, along with observing meetings.

The review was based around the principles of the Charity Governance Code and good practice from a range of other organisations, and included an evaluation of the Board's committees and their effectiveness. The facilitators also considered progress against the recommendations made in the last external review in 2018.

The review found that Macmillan continued to have a strong Board, with trustees who work well together and with the Executive team. There is a good balance between the assurance role of the Board and offering insight and challenge, the value of which had been particularly demonstrated in the response to the pandemic. The virtual meetings necessitated by coronavirus had worked well for routine business, although it was recognised that deeper discussions about future strategic direction and the changing nature of cancer care would be helped by a return to face-to-face Board meetings in 2022.

The governance framework, committee terms of reference, decision-making levels and governance principles and expectations were found to be clearly defined and understood. The role of the committees in focusing on detailed oversight and fiduciary responsibilities of their respective areas works well and frees up time at Board meetings to focus on strategy and overall performance, although there were recommendations to ensure good information flows between committees and 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. Following initial discussion by the Board, the Nominations Committee will draw up an action plan to take the recommendations forward.

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 (including the Strategic 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 Statement of Recommended Practice: Accounting and Reporting by Charities (2019)
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards, comprising FRS 102, 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 & 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 2021

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

HRH The 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

Executive Strategy Team

Advocacy and Communications
Steven McIntosh

Finance, Legal and Audit
Steve Clayton

Fundraising, Marketing and Innovation
Claire Rowney

People
Kathy Taylor

Strategy and Performance / Cancer Support Operations
Simon Phillips

Technology
Roxanne Heaton

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 2021, 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 2021. 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 2021
- Cancer backup was dormant throughout 2021
- Note 7 to the financial statements summarises the results of the subsidiaries, which performed satisfactorily in 2021.

Related parties

Details of other related parties and connected organisations can be found in note 26 to the financial statements.

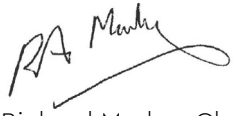
Basis of preparation

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 9 to 69, was approved by the board of trustees and authorised for issue on 28 June 2022.



Richard Murley, Chair



Runners taking part in our Run the Trail event.

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 2021 and of the group's incoming resources and application of resources, including its income and expenditure, and 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 2021; the consolidated statement of financial activities 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

04 July 2022

Consolidated statement of financial activities
(including an income and expenditure account)
For the year ended 31 December 2021

	Note	Unrestricted £'000	Restricted £'000	**2021 Total £'000**	Unrestricted £'000	Restricted £'000	2020 Total £'000
Income							
Legacies, donations and grants:							
Legacy income	2	85,727	4,678	90,405	66,549	5,267	71,816
Donation income	3	106,703	12,877	119,580	87,549	9,648	97,197
Grant income	4	259	2,453	2,712	5,149	2,937	8,086
Total legacies, donations and grants		192,689	20,008	212,697	159,247	17,852	177,099
Income from trading activities	5	17,019	531	17,550	16,370	81	16,451
Total income before investment income		**209,708**	**20,539**	**230,247**	**175,617**	**17,933**	**193,550**
Investment income	6	460	-	460	1,339	-	1,339
Total income		**210,168**	**20,539**	**230,707**	**176,956**	**17,933**	**194,889**
Expenditure							
Expenditure on raising income	9	62,426	55	62,481	58,173	299	58,472
Expenditure on charitable activities	10	146,597	24,977	171,574	70,933	18,398	89,331
Total expenditure		**209,023**	**25,032**	**234,055**	**129,106**	**18,697**	**147,803**
Net (expenditure) / income before (loss) on investments		**1,145**	**(4,493)**	**(3,348)**	**47,850**	**(764)**	**47,086**
Net (loss) on fixed and current asset investments		(142)	-	(142)	(5,721)	-	(5,721)
Net (expenditure) / income		**1,003**	**(4,493)**	**(3,490)**	**42,129**	**(764)**	**41,365**
Transfers between funds	25	-	-	-	-	-	-
Net movement in funds		**1,003**	**(4,493)**	**(3,490)**	**42,129**	**(764)**	**41,365**
Reconciliation of funds							
Total funds brought forward		56,679	20,929	77,608	14,550	21,693	36,243
Total funds carried forward	25	**57,682**	**16,436**	**74,118**	**56,679**	**20,929**	**77,608**

No corporation tax was payable by the Group or Charity for the year ended 31 December 2021 (2020: £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 25 to the financial statements. The notes on pages 89–111 form part of these financial statements.

Balance sheets

As at 31 December 2021

Company Number 2400969

	Note	**Group 2021 £'000**	Group 2020 £'000	**Charity 2021 £'000**	Charity 2020 £'000
Fixed assets					
Tangible assets	13	7,148	7,633	7,148	7,633
Investments	14	101,126	101,695	101,126	101,695
Total fixed assets		**108,274**	**109,328**	**108,274**	**109,328**
Current assets					
Investments	15	45,905	28,355	45,905	28,355
Cash at bank and in hand	16	10,423	11,384	4,597	5,360
Stocks and property awaiting sale	18	370	311	-	28
Debtors	19	78,629	66,974	83,030	70,935
Total current assets		**135,327**	**107,024**	**133,532**	**104,678**
Liabilities					
Creditors: amounts falling due within one year					
Grants committed not yet paid	20	(69,009)	(54,710)	(69,009)	(54,710)
Other creditors and deferred income	21	(16,413)	(14,576)	(14,618)	(12,230)
Net current assets		**49,905**	**37,738**	**49,905**	**37,738**
Total assets less current liabilities		**158,179**	**147,066**	**158,179**	**147,066**
Creditors: amounts falling due after more than one year					
Grants committed not yet paid	20	(82,856)	(68,733)	(82,856)	(68,733)
Provisions for liabilities	23	(1,205)	(725)	(1,205)	(725)
Net assets	24	**74,118**	**77,608**	**74,118**	**77,608**
The funds of the charity					
Restricted income funds		**16,436**	**20,929**	**16,436**	**20,929**
Unrestricted funds:					
Investment revaluation reserve		(3,193)	(3,187)	(3,193)	(3,187)
Other general funds		57,892	56,562	57,892	56,562
Total general funds		**54,699**	**53,375**	**54,699**	**53,375**
Designated funds		2,983	3,304	2,983	3,304
Total unrestricted funds		**57,682**	**56,679**	**57,682**	**56,679**
Total funds of the charity	25	**74,118**	**77,608**	**74,118**	**77,608**

The net expenditure for the year of the parent Charity was £3,490,000 (2020: £41,365,000 net income).

The financial statements, including the notes on pages 91–113, were approved by the Board of Trustees and authorised for issue on 28 June 2022, and signed on its behalf by:

Richard Murley – Chair

Iain Cornish – Treasurer

Consolidated cash flow statement

For the year ended 31 December 2021

	Note(s)	**2021 £'000**	2020 £'000
Net (expenditure) / income for the year (as per the statement of financial activities)		**(3,490)**	**41,365**
Adjustments to exclude non-cash items and investment income			
Depreciation	13	485	510
Increase/(decrease) in grant commitments, other creditors and deferred income	20,21	30,259	(80,193)
Increase/(decrease) in provisions	23	480	(9)
(Increase)/decrease in stocks and property awaiting sale	18	(59)	847
Increase in debtors	19	(11,655)	(416)
Losses on fixed and current asset investments		142	5,721
Investment income	6	(460)	(1,339)
Shares and investments acquired via legacies and gifts	14	-	-
Current asset gifted properties acquired via legacies and gifts		(1,035)	-
Loss on programme related investment	14	464	279
Net cash generated from / (used in) operating activities		**15,131**	**(33,235)**
Cash flows from investing activities			
Investment income	6	460	1,339
Purchase of tangible assets	13	-	(464)
Payments to acquire fixed asset investments	14	(486)	(995)
Proceeds from sales of fixed asset investments	14	-	-
Proceeds from sales of current asset gifted properties		1,035	554
Payments into current asset investments		(88,200)	(88,618)
Withdrawals from current asset investments		70,650	99,600
Transfer to cash and cash equivalents	14	449	26,639
Transfer to stocks and property awaiting sale	14	-	-
Net cash (used in) / generated from investing activities		**(16,092)**	**38,055**
Change in cash and cash equivalents in the year		**(961)**	**4,820**
Cash and cash equivalents at the beginning of the year		11,384	6,564
Cash and cash equivalents at the end of the year	16	**10,423**	**11,384**

Reconciliation of net cash

	At start of year	Cash flows	At year end
Cash	**11,384**	(961)	**10,423**

Notes to the financial statements

For the year ended 31 December 2021

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 2020 and 2021, 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 14. 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 £225,330,000 (2020: £189,917,000) and the expenditure was £228,678,000 (2020: £142,831,000). The net expenditure of the Charity after recognised losses of £142,000 (2020: £5,721,000 losses) was £3,490,000 (2020: £41,365,000). 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 discount applied to grant commitments not yet paid falling due after more than one year to adjust the valuation to its present value.

The Bank of England base rate is used when calculating the discount applied to grant commitments not yet paid falling due after more than one year.

In calculating the value of a legacy estate, we apply an estimated deduction for costs incurred in administering the legacy of 8%. This is based on the average costs that have been incurred over a three-year period.

See note 1, 'Legacy income' and notes 2 and 19 for more information on the accrued legacy income. See note 1, 'Grant commitments' and notes 17 and 20 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 statement 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 £10,635,000. See note 1, 'Pensions' and note 29 for more information on the defined benefit pension scheme.

Other accounting judgements

In the preparation of the financial statements, other accounting judgements are made, which are not considered critical.

One of the areas that affects items in the financial statements relates to donated goods and services. No amount is included for items where Macmillan would not have paid for the donated good or service under ordinary circumstances. Further detail on donated goods and services can be found in note 1 'Donation income'.

Going concern

In determining the appropriate basis of preparation of the financial statements for the year ended 31 December 2021, the Trustees are required to consider whether Macmillan Cancer Support can continue in operational existence for the foreseeable future.

As at 31 December 2021 Macmillan had cash and investment balances of over £157 million as outlined in the liquidity and reserves sections of the annual report, well above the target minimum liquidity of £100 million 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 Accounts.

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.

1. Accounting policies (continued)

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 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 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. Included within grant income is income received as part of the Coronavirus Job Retention Scheme (CJRS), which has been accounted for as a government grant under the performance model. CJRS grants are receivable in respect of qualifying employees and are recognised when salary payments have been made to the qualifying employees. As the CJRS is designed to compensate for staff costs, the amounts received are recognised over the same period as the costs to which they relate. CJRS grants are not received with restriction as to the charitable purposes for which they can be spent.

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.

Assets under construction are not depreciated and comprise expenditure on the purchase, creation or enhancement of tangible assets not brought into use at the Balance Sheet date. Transfers are made from assets under construction to the relevant category of tangible asset when the asset is brought into use.

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.

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 deposits with banks and funds that are readily convertible into cash at, or close to, their carrying values, but not held for investment purposes.

Macmillan also have 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.

Stocks

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

Property awaiting sale

Gifted properties awaiting sale are valued at their fair value, which is their expected sale price, less costs of sale. Properties awaiting sale are valued by an independent valuer who holds a relevant professional qualification and has relevant experience of both the class and location of the asset.

Debtors and creditors

Trade debtors and other debtors are recognised at their transaction price less any allowance for doubtful debts. Liabilities are recognised when, as a result of past events, there is a probable future outflow of resources and the amount can be estimated reliably. Trade creditors and other creditors are included at their nominal value.

Grant commitments

Grants 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.

Macmillan grants are grants to individuals which are made to cover a wide range of practical needs and are recognised in the year in which they are paid.

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 revert to the original unrestricted or restricted reserve.

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 27. 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 25. 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 £'000	Restricted £'000	**2021 Total £'000**	2020 Total £'000
Legacy income	**85,727**	**4,678**	**90,405**	**71,816**

3. Donation income

	Unrestricted £'000	Restricted £'000	**2021 Total £'000**	2020 Total £'000
Local fundraising committees	567	1,594	2,161	2,190
Fundraising events	48,784	2,446	51,230	30,333
Corporate income	10,426	6,207	16,633	13,908
Philanthropy	3,808	2,022	5,830	5,355
General donations	12,779	599	13,378	11,392
Direct marketing	29,577	9	29,586	31,556
Donated services and facilities	762	-	762	2,463
	106,703	**12,877**	**119,580**	**97,197**

Donated services and facilities comprises contributions totalling £312,000 (2020: £1,867,000) to our fuel management programme, £68,000 (2020: £68,000) of advertising space, £367,000 (2020: £465,000) in respect of professional advice including training, £nil (2020: £48,000) for PPE provided for Macmillan nurses and £15,000 (2020: £15,000) for a software licence. The Charity also benefits from the services of unpaid volunteers.

4. Grant income

	Unrestricted £'000	Restricted £'000	**2021 Total £'000**	2020 Total £'000
Scottish Government – Improving Cancer Journey Programme	-	2,138	2,138	2,613
Sussex Cancer Fund – Macmillan Horizon Centre – Brighton	-	55	55	53
Coronavirus Job Retention Scheme	254	-	254	5,149
NHS North Cumbria CCG	-	130	130	135
Department for Health (Northern Ireland)	-	110	110	-
Norfolk & Waveney STP – Telephone Buddy Service	-	20	20	-
Dorset CCG	5	-	5	-
Coronavirus Community Support Fund	-	-	-	90
Energy Savings Trust	-	-	-	46
	259	**2,453**	**2,712**	**8,086**

5. Income from trading activities

	Unrestricted	Restricted	**2021 Total**	2020 Total
	£'000	£'000	**£'000**	£'000
Lottery and raffle	13,909	-	13,909	13,998
Local fundraising committees sales	109	307	416	114
Fundraising events	199	224	423	57
Corporate and other trading income	2,802	-	2,802	2,282
	17,019	**531**	**17,550**	**16,451**

6. Investment income

	2021 Unrestricted	2020 Unrestricted
	£'000	£'000
Income from fixed asset investments	441	1,247
Income from cash and current asset investments	19	92
	460	**1,339**

7. Subsidiary undertakings

As at 31 December 2021, 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

7. 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	**2021 Total £'000**	2020 Total £'000
Profit and loss for year ended 31 December 2021							
Turnover	3,081	3,326	3,684	3,254	3,645	16,990	16,277
Cost of sales	(809)	(656)	(867)	(811)	(636)	(3,779)	(3,294)
Gross profit	2,272	2,670	2,817	2,443	3,009	13,211	12,983
Operating costs	(418)	(212)	(142)	(67)	(55)	(894)	(749)
Interest receivable	-	-	-	-	-	-	5
Net profit	1,854	2,458	2,675	2,376	2,954	12,317	12,239
Costs recharged by and interest paid to the Charity	(662)	(103)	(73)	(68)	(86)	(992)	(940)
Result on ordinary activities before and after taxation	1,192	2,355	2,602	2,308	2,868	11,325	11,299
Amount donated to the Charity under Gift Aid	(1,192)	(2,355)	(2,602)	(2,308)	(2,868)	(11,325)	(11,299)
Result on ordinary activities before and after taxation	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Balance sheet as at 31 December 2021							
Current assets	2,960	1,203	849	2,997	1,132	9,141	9,213
Creditors: amounts falling due within one year	(2,960)	(1,203)	(849)	(2,997)	(1,132)	(9,141)	(9,213)
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.

8. Expenditure

	Grants	Direct staff costs	Other direct costs	Support costs	**2021 Total**	2020 Total
	£'000	£'000	£'000	£'000	**£'000**	£'000
Expenditure on charitable activities	88,631	33,162	38,030	11,751	171,574	89,331
Expenditure on raising income	-	20,768	35,539	6,174	62,481	58,472
	88,631	**53,930**	**73,569**	**17,925**	**234,055**	**147,803**

Other direct costs associated with raising income include direct event and campaign costs, marketing and advertising.
Note 10 provides further detail on expenditure on charitable activities in year.

Analysis of support costs	Governance	Human Resources and Facilities	Information Technology	Finance, Legal, and Executive	Policy and Communications	**2021 Total**	2020 Total
	£'000	£'000	£'000	£'000	£'000	**£'000**	£'000
Charitable activities	834	3,293	2,072	3,662	1,890	11,751	28,455
Raising income	438	1,730	1,089	1,924	993	6,174	14,105
	1,272	**5,023**	**3,161**	**5,586**	**2,883**	**17,925**	**42,560**

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.

Analysis of governance costs	**2021**	2020
	£'000	£'000
Employees and contract staff	918	906
External audit fees	141	121
Board meeting expenses	3	3
AGM and annual report costs	15	11
Legal, strategy and other costs	195	105
	1,272	**1,146**

External audit fees above represent the fees receivable by the auditors and therefore exclude VAT. Total external audit fees paid by the group, including non-recoverable VAT, are £168,000 (2020: £145,000).

9. Expenditure on raising income

	2021	2020
	£'000	£'000
Costs of raising legacies, donations and grants	56,503	52,822
Costs of trading activities	5,831	5,012
Investment management fees	147	638
	62,481	**58,472**

10. Expenditure on charitable activities

	Direct costs £'000	Grants £'000	Support costs £'000	**2021 Total £'000**	2020 Total £'000
Healthcare					
Macmillan nurses	4,862	45,227	532	50,621	16,378
Macmillan allied health professionals	804	6,638	145	7,587	1,636
Treatment and care buildings	1,664	211	249	2,124	2,339
Macmillan GPs	1,494	274	162	1,930	1,909
Information and support					
Information services	6,080	974	511	7,565	4,706
Information buildings	-	-	1	1	14
Mobile Macmillan cancer information centres	189	-	488	677	3,946
Macmillan Support Line	17,534	198	2,520	20,252	16,871
Financial support					
Macmillan grants	354	12,201	179	12,734	12,203
Macmillan benefits advice	2,529	29,565	532	32,626	11,683
Macmillan welfare rights helpline	5,904	92	1,033	7,029	6,092
Financial guidance service	2,495	38	544	3,077	3,501
Practical and emotional support					
Social care schemes	908	1,644	132	2,684	4,115
Macmillan social workers	-	-	45	45	175
Volunteering services	5,790	185	1,048	7,023	7,242
Learning and development					
For Macmillan professionals	3,396	34	498	3,928	5,215
Campaigning and raising awareness					
Research to improve cancer services	2,167	151	637	2,955	4,348
Public education and awareness raising	11,652	62	394	12,108	10,360
Inclusion	388	220	37	645	351
Policy and campaigning	2,620	33	1,995	4,648	14,821
Customer and content management	362	4	69	435	404
	71,192	97,751	11,751	180,694	128,309
Grant releases and discounting adjustment	-	(9,120)	-	(9,120)	(38,978)
	71,192	**88,631**	**11,751**	**171,574**	**89,331**

10. Expenditure on charitable activities (continued)

New grants committed in the year are recognised as charitable expenditure in the year in which they are made and are shown above. Write-backs of underused grants are released against the line of charitable expenditure to which they were originally made. In year grants awarded totalled £97,751,000 (2020: £37,576,000). Grant writebacks totalled £8,725,000 (2020: £41,979,000) and discounting adjustments totalled £395,000 credit (2020: £3,001,000 debit).

Grants to institutions and partner organisations resulted in expenditure of £76,430,000 (2020: £10,467,000 net credit). Grants to individuals totalled £12,201,000 (2020: £9,065,000). 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 on the Balance Sheet and as a liability in the year of commitment and those grants, mainly Macmillan grants, which are wholly disbursed during the year.

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.

11. Net expenditure for the year

This is stated after charging:	**2021**	2020
	£'000	£'000
Depreciation	485	510
External audit fees	141	121
Operating lease rentals:		
• Property	3,054	4,110
• Vehicles & equipment	10	52

External audit fees above represent the fees receivable by the auditors and therefore exclude VAT. Total external audit fees paid by the group, including non-recoverable VAT, is £168,000 (2020: £145,000).

No trustee has received any remuneration from the Group during the year (2020: £nil). The total amount of trustee expenses incurred directly by Macmillan or reimbursed during the year was £3,065 (2020: £6,736), which all related to trustee meetings and seminar attendance. One trustee was reimbursed in 2021 (2020: one). Donations received from trustees during the year totalled £8,316 (2020: £36,825). Trustees also generate non-donation income through their involvement in, and support of, other Macmillan activities.

12. Staff costs and numbers

	2021	2020
	£'000	£'000
Wages and salaries	57,697	66,741
Agency and contract staff	2,887	2,515
Employers' National Insurance contributions	6,384	6,961
Pension costs	7,049	7,875
Other employee benefits	1,030	1,227
Redundancy and termination costs	453	3,826
	75,500	**89,145**

Redundancy and termination costs included amounts totalling £nil which were unpaid as at 31 December 2021 (2020: £397,000). 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 2021 totalled £1,380,000 (2020: £1,311,000 including one termination payment). During the year payments were made to 9 staff (2020: 7 staff).

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

	2021	2020
	No.	No.
£60,001 – £70,000	60	61
£70,001 – £80,000	32	33
£80,001 – £90,000	15	15
£90,001 – £100,000	5	4
£100,001 – £110,000	8	10
£110,001 – £120,000	3	2
£120,001 – £130,000	3	-
£130,001 – £140,000	1	1
£140,001 – £150,000	-	1
£150,001 – £160,000	2	3
£160,001 – £170,000	-	-
£170,001 – £180,000	1	1
£180,001 – £190,000	1	1

The Chief Executive was the highest paid employee in 2020 and 2021.

12. Staff costs and numbers (continued)

Retirement benefits are accruing under defined benefit schemes for 21 (2020: 22) higher-paid employees. Contributions totalling £571,000 (2020: £562,000) were made to stakeholder schemes for 129 (2020: 116) higher-paid employees.

The average number of staff employed during the year was 1,629 (2020: 1,868) which includes 343 part-time staff (2020: 414). The average number of full-time equivalent (FTE) staff employed during the year was 1,527 (2020: 1,754).

The average FTE is analysed by function as follows:

	2021	2020
	No.	No.
Raising income	526	581
Charitable activities	1,001	1,173
	1,527	**1,754**

13. Tangible assets

The Group and Charity	Assets under construction	Leasehold property	Leasehold property improvements	Motor vehicles	Computer equipment	Furniture and equipment	**Total**
	£'000	£'000	£'000	£'000	£'000	£'000	**£'000**
Cost							
At 1 January 2021	16	7,096	2,353	1,194	820	1,683	13,162
Additions in the year	-	-	-	-	-	-	-
Disposals in the year	-	-	(650)	-	-	(401)	(1,051)
Transfers of assets brought into use	(16)	-	-	-	16	-	-
At 31 December 2021	**-**	**7,096**	**1,703**	**1,194**	**836**	**1,282**	**12,111**
Accumulated depreciation							
At 1 January 2021	-	615	1,790	966	803	1,355	5,529
Charge for the year	-	143	103	101	19	119	485
Disposals in the year	-	-	(650)	-	-	(401)	(1,051)
At 31 December 2021	**-**	**758**	**1,243**	**1,067**	**822**	**1,073**	**4,963**
Net book value							
At 31 December 2021	**-**	**6,338**	**460**	**127**	**14**	**209**	**7,148**
At 31 December 2020	16	6,481	563	228	17	328	**7,633**

Capital commitments as at 31 December 2021 totalled £nil (2020: £nil).

14. Fixed asset investments

The Group and Charity	Listed investments and related foreign exchange contracts	Unlisted investments and related foreign exchange contracts	Money market funds and cash for reinvestment	Investment properties	Programme related investments	**2021 Total**	2020 Total
	£'000	£'000	£'000	£'000	£'000	**£'000**	£'000
Market value at 1 January	6,812	2,009	90,839	520	1,515	101,695	133,893
Purchased acquisitions	27,634	4	(27,638)	-	352	352	365
Shares and investments acquired via legacies and gifts	-	-	-	-	-	-	-
Transfer to cash and cash equivalents	-	-	(449)	-	-	(449)	(26,639)
Disposal proceeds	(4,612)	(678)	5,290	-	-	-	-
Net income reinvested	28	-	106	-	-	134	630
Net gains and losses on investments	(378)	29	155	52	(464)	(606)	(6,554)
Market value at 31 December	**29,484**	**1,364**	**68,303**	**572**	**1,403**	**101,126**	**101,695**

Investments in cash and cash equivalents within the £68,303,000 (2020: £90,839,000) money market funds and cash for reinvestment above includes £65,798,000 (2020: £82,416,000) 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 comprise 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 2021 was £104,319,000 (2020: £104,882,000).

15. Current asset investments

The Group and Charity	**2021**	2020
	£'000	£'000
Listed investments	45,905	28,355
	45,905	**28,355**

The historical cost of the Group and Charity's listed investments at 31 December 2021 was £45,905,000 (2020: £28,355,000).

16. Cash at bank and in hand

	Group 2021	Group 2020	**Charity 2021**	Charity 2020
	£'000	£'000	**£'000**	£'000
Cash at bank and in hand	10,423	11,384	4,597	5,360
	10,423	**11,384**	**4,597**	**5,360**

17. Financial instruments

Categories of financial instruments	**Group 2021 £'000**	Group 2020 £'000	**Charity 2021 £'000**	Charity 2020 £'000
Financial assets				
Fixed asset investments	101,126	101,695	101,126	101,695
Current asset investments	45,905	28,355	45,905	28,355
	147,031	130,050	147,031	130,050
Cash at bank and in hand	10,423	11,384	4,597	5,360
Debtors	74,479	66,691	78,888	70,652
	231,933	**208,125**	**230,516**	**206,062**
Financial liabilities				
Grants committed not yet paid	151,865	123,443	151,865	123,443
Other creditors and deferred income	14,410	12,020	12,620	9,675
	166,275	**135,463**	**164,485**	**133,118**

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.

The Charity is exposed to foreign currency exchange rate risk through its investment activities in assets denominated in foreign currencies. The Charity uses foreign exchange forward and option contracts to hedge this exposure.

All other non-investment related activities are denominated in sterling and therefore do not generate any foreign exchange rate risk.

Credit risk
Credit risk in the Charity's investment portfolio as at 31 December 2021 and 31 December 2020 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 £100 million 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.

18. Stocks and property awaiting sale

	Group 2021 £'000	Group 2020 £'000	**Charity 2021 £'000**	Charity 2020 £'000
Goods for resale	370	281	-	-
Gifted properties awaiting sale	-	30	-	28
	370	**311**	**–**	**28**

19. Debtors

	Group 2021 £'000	Group 2020 £'000	**Charity 2021 £'000**	Charity 2020 £'000
Trade debtors	519	608	-	-
Amount owed by subsidiary undertakings	-	-	5,136	5,021
Accrued legacy income	69,636	58,526	69,636	58,526
Gift Aid recoverable	818	283	818	283
Other debtors	1,918	1,622	1,880	1,622
Prepayments and other accrued income	5,738	5,935	5,560	5,483
	78,629	**66,974**	**83,030**	**70,935**

It is estimated that £55,000,000 (2020: £44,000,000) 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 2021 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 £36,000,000 (2020: £32,000,000).

Included within the amount owed by subsidiary undertakings is a loan of £370,000 to Macmillan Cancer Support Trading Limited (2020: £370,000 to Macmillan Cancer Support Sales 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 £4,766,000 (2020: £4,651,000) owed by subsidiary undertakings is interest free and repayable on demand.

20. Grants committed not yet paid

The Group and Charity	Macmillan professionals' grants £'000	Buildings £'000	Other £'000	**2021 £'000**	2020 £'000
Commitments at 1 January	92,219	10,025	21,199	123,443	205,061
Grants paid during the year	(38,263)	(5,265)	(3,815)	(47,343)	(70,442)
New grants committed during the year	78,617	119	5,754	84,490	30,803
Commitments released	(5,670)	(883)	(2,172)	(8,725)	(41,979)
Commitments at 31 December	**126,903**	**3,996**	**20,966**	**151,865**	**123,443**
Falling due within one year	57,665	1,816	9,528	69,009	54,710
Falling due after one year	69,238	2,180	11,438	82,856	68,733
Commitments at 31 December	**126,903**	**3,996**	**20,966**	**151,865**	**123,443**

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

21. Other creditors and deferred income

	Group 2021 £'000	Group 2020 £'000	**Charity 2021 £'000**	Charity 2020 £'000
Taxation and social security	2,003	2,556	1,998	2,555
Accruals	5,042	4,546	4,863	4,356
Trade creditors	6,241	3,566	5,767	3,147
Other creditors	693	812	693	812
Deferred income	2,434	3,096	1,297	1,360
	16,413	**14,576**	**14,618**	**12,230**

22. Deferred income

	Group 2021 £'000	Group 2020 £'000	**Charity 2021 £'000**	Charity 2020 £'000
Deferred income at 1 January	3,096	2,035	1,360	462
Income deferred in the year	2,080	2,698	943	961
Deferred income released from prior years	(2,742)	(1,637)	(1,006)	(63)
Deferred income at 31 December	**2,434**	**3,096**	**1,297**	**1,360**

23. Provisions for liabilities

The Group and Charity	Dilapidations £'000	Other £'000	**2021 Total £'000**	2020 Total £'000
Provisions at 1 January	656	69	725	734
Additional provisions made in the year	736	-	736	133
Provisions released from prior years	(187)	(69)	(256)	(142)
Provisions for liabilities at 31 December	**1,205**	**-**	**1,205**	**725**

Dilapidation provisions relate to property leases with various termination dates up until November 2033.
Other provisions relate to payments due in relation to office closures.

24. Analysis of group net assets between funds

The Group and Charity	Restricted funds £'000	Designated funds £'000	General funds £'000	**Total funds £'000**
Tangible assets	4,165	2,983	-	7,148
Fixed asset investments	-	-	101,126	101,126
Cash and current asset investments	37,703	583	18,042	56,328
Debtors, stocks and property awaiting sale	4,258	-	74,741	78,999
Creditors, deferred income and provisions	(29,690)	(583)	(139,210)	(169,483)
Net assets at 31 December 2021	**16,436**	**2,983**	**54,699**	**74,118**

25. Movements in group funds

	Balance 1 January 2021 £'000	Income £'000	Expenditure £'000	Loss on investments £'000	Transfers £'000	**Balance 31 December 2021 £'000**
Restricted funds						
Local appeals	278	1,845	(2,119)	-	-	4
Macmillan Horizon Centre	4,249	-	(115)	-	-	4,134
Department of Health grants	115	-	-	-	-	115
Mobile Information support	80	-	(49)	-	-	31
Other funds	16,207	18,694	(22,749)	-	-	12,152
Total restricted funds	**20,929**	**20,539**	**(25,032)**	**-**	**-**	**16,436**
Unrestricted funds						
General funds						
Investment revaluation reserve	(3,187)	-	-	-	(6)	(3,193)
Other general funds	56,562	199,118	(197,973)	(142)	327	57,892
Total general funds	**53,375**	**199,118**	**(197,973)**	**(142)**	**321**	**54,699**
Designated funds						
Tangible asset fund	3,304	-	-	-	(321)	2,983
Macmillan local services	-	349	(349)	-	-	-
Healthcare	-	2,355	(2,355)	-	-	-
Information services	-	2,602	(2,602)	-	-	-
Macmillan grants	-	2,308	(2,308)	-	-	-
Influencing cancer care	-	2,868	(2,868)	-	-	-
SLS and Workforce	-	568	(568)	-	-	-
Total designated funds	3,304	11,050	(11,050)	-	(321)	2,983
Total unrestricted funds	**56,679**	**210,168**	**(209,023)**	**(142)**	**-**	**57,682**
Total funds	**77,608**	**230,707**	**(234,055)**	**(142)**	**-**	**74,118**

25. 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 (2020: £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 £1,384,000 (2020: £1,995,000). Appeals in deficit totalled £1,380,000 (2020: £1,717,000).

Macmillan Horizon Centre
Depreciation in the year of £116,000 (2020: £117,000, fixed asset expenditure net of depreciation) funded from appeal funds relating to an information and support centre adjacent to the Brighton Cancer Centre. The fund balance at 31 December 2021 was £4,134,000 (2020: £4,249,000).

Department of Health Grants – National Cancer Survivorship Initiative
There were no funds received or expended in the year (2020: £nil) and there were no grants released back to the fund in the year (2020: £nil). The fund balance at 31 December 2021 was £115,000 (2020: £115,000).

Mobile Information and Support Service buses
Depreciation in the year of £49,000 (2020: £49,000, fixed asset expenditure net of depreciation) funded from other funds relating to two Mobile Information and Support Service buses. The fund balance at 31 December 2021 was £31,000 (2020: £80,000).

Other funds

Other restricted funds comprise income for specific Macmillan activities. At 31 December 2021, the balance of £12,152,000 (2020: £16,207,000) 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 £8,890,000 (2020: £12,381,000).

- **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 £3,272,000 (2020: £3,826,000).

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 £321,000 (2020: transfer in of £120,000) makes the value of the fund equal to the net book value of the tangible assets less any restricted tangible assets at 31 December 2021. Tangible asset expenditure financed from restricted funds is shown within the restricted fund balances.

Macmillan local services
£349,000 (2020: £371,000) was designated and spent in the year on Macmillan professional posts, to match cause related marketing raised to fund local Macmillan services.

Healthcare
The £2,355,000 (2020: £2,290,000) profits donated to the Charity from Macmillan Healthcare Lottery Limited were designated and spent during the year on healthcare services.

Information services
The £2,602,000 (2020: £2,494,000) profits donated to the Charity from Macmillan Cancer Information Lottery Limited were designated and spent during the year on information services.

Macmillan grants
The £2,308,000 (2020: £2,445,000) 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 £2,868,000 (2020: £2,987,000) profits donated to the Charity from Macmillan Influencing Cancer Care Lottery Limited were designated and spent during the year on influencing cancer care.

SLS and Workforce
£568,000 (2020: £7,000) was designated and spent in the year on our Support Line Services and Cancer Workforce to match unrestricted funds raised through our campaign, 'Everyone. From Day One', as part of our charity partnership with 2021 Virgin Money London Marathon.

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. The transfer out of £6,000 (2020: transfer out of £13,350,000) is an adjustment to align the fund to the difference between market value and historical cost at 31 December 2021.

26. Related party transactions

- Rosie Loftus is the Chief Medical Officer of Macmillan Cancer Support. Rosie's husband, Dr Peter Green, is an elected GP Governing Body Member of NHS Kent and Medway Clinical Commissioning Group (CCG). During 2021 Macmillan made two new commitments to Medical Clinical Commissioning Group totalling £91,000 (2020: £7,000), £91,000 (2020: £nil) for Clinical Nurse Specialists and no funds (2020: £7,000) were committed for GP posts. Macmillan made payments in relation to commitments from prior years totalling £163,000 (2020: £96,000) to the CCG: £77,000 (2020: £59,000) for GP posts, £nil (2020: £7,000) for a Primary Care Nurse, £76,000 (2020: £16,000) for Practice nurses, £10,000 (2020: £14,000) for a Primary Care Nurse Facilitator. During 2021 there were grant write-backs totalling £92,000 (2020: £25,000) relating to commitments from prior years. At 31 December 2021, our outstanding amount owed to NHS Kent and Medway CCG was £140,000 (2020: £334,000). In 2021, Macmillan Cancer Support also paid the CCG £29,000 (2020: £nil) in relation to a GP Associate Adviser contract.
- Mohammed Mehmet is a trustee of Macmillan Cancer Support. On 21 September 2020 he was appointed as non-executive director of Public Health Wales NHS Trust. During 2021 Macmillan made payments in relation to commitments from prior years totalling £611,000 (2020: £612,000) to Public Health Wales. Macmillan also committed no further grants (2020: £nil) and no grant write-backs relating to prior year grants were processed (2020: £682,000). At 31 December 2021, our outstanding amount owed to Public Health Wales was £998,000 (2020: £1,609,000).
- Claire Rowney is the Executive Director of Fundraising, Marketing and Innovation at Macmillan Cancer Support. She was also Chair of The Chartered Institute of Fundraising until July 2021. From January to July 2021, Macmillan made payments of £51,000 (2020: £66,000) to the Institute.
- Toby Strauss is a trustee of Macmillan Cancer Support. He is also non-executive director on the board of Legal & General plc and Chair of Pacific Life. During the year Macmillan received income from Legal & General of £nil (2020: £1,000).
- Lynda Thomas is the Chief Executive Officer (CEO) of Macmillan Cancer Support. She was also appointed as an Independent Board member of Cwm Taf University Health Board in October 2021. During 2021 Macmillan made payments in relation to grant commitments totalling £415,000 to Cwm Taf University Health Board. Macmillan also committed a further £678,000 in committed grants, including support grants, and there were grant write-backs totalling £25,000. At 31 December 2021, our outstanding amount owed to Cwm Taf University Health Board was £742,000 (2020: £504,000).

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 2021, the Charity made payments totalling £17,000 (2020: £5,000) 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 2021 the Charity did not have any transactions with MCSJ Ltd (2020: £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 (2020: £60,000) as at 31 December 2021.
- Lynda Thomas, the Chief Executive Officer at Macmillan Cancer Support, 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 £29,000 (2020: £105,000) on behalf of the Group.

27. 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 2021	Property 2020	**Vehicles and equipment 2021**	Vehicles and equipment 2020	**Total 2021**	Total 2020
	£'000	£'000	**£'000**	£'000	**£'000**	£'000
Within 1 year	3,282	3,274	5	7	3,287	3,281
Between 1 and 5 years	5,275	8,041	1	-	5,276	8,041
After 5 years	-	-	-	-	-	-
	8,557	**11,315**	**6**	**7**	**8,563**	**11,322**

28. Contingent liabilities

As at 31 December 2021, Macmillan had contingent liabilities of £6,100,000 (2020: £nil).

The Charity entered into a contract with Oxford University Hospitals NHS Foundation Trust and Social Finance Limited on 13 December 2021. The Charity will provide a social impact bond to the NHS Foundation Trust 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 £6,100,000 over the period ending 31 May 2025.

29. Pension costs

During 2021, 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 2021:

	2021	2020
Scheme assets and liabilities	**£'000**	£'000
Fair value of the scheme assets	59,276	59,656
Present value of scheme liabilities	(48,641)	(51,091)
Net surplus	**10,635**	**8,565**

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.

29. 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.

Following closure of the scheme to future accrual on 30 June 2010, there were no employer contributions made by the Charity in 2021 (2020: £nil). The Charity does not expect to make any contributions in 2022.

For the purposes of the disclosures required under FRS 102, the actuarial valuation has been updated at 31 December 2021 by a qualified actuary using the following assumptions:

Financial assumptions	**2021**	2020
Discount rate	1.80%	1.20%
Retail price inflation	3.50%	3.00%
Consumer price inflation	3.00%	2.20%
Rate of increase in salaries	n/a	n/a
Rate of increase in pensions in payment RPI capped at 5%	3.40%	3.00%
Rate of increase in pensions in payment RPI capped at 2.5%	2.30%	2.20%
Rate of increase in deferred pensions	3.00%	2.20%

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 Using mortality table 100% S3PMA_Middle/ 100%S3PFA_Middle CMI Model 2019 [1.25%] (year of birth) (2019: 102% S3PMA/110% S3PFA CMI Model 2018 [1.25%] (year of birth))	**2021 life expectancy years**	2020 life expectancy years
Males at 65 in 2021	21.4	21.4
Females at 65 in 2021	23.8	23.7
Males at 65 aged 45 in 2021	22.7	22.7
Females at 65 aged 45 in 2021	25.3	25.2

An analysis of the scheme assets and the expected long-term return rates at 31 December 2021 was as follows:

	2021 £'000	2020 £'000
Bonds	57,364	59,702
Other	1,912	(46)
	59,276	**59,656**

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 £63,000 (2020: £69,000) 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.

29. Pension costs (continued)

The following amounts have been recognised in the financial statements for the year ended 31 December 2021 under the requirements of FRS 102:

	2021	2020
	£'000	£'000
Interest income	607	780
Interest on liabilities	(607)	(780)
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	**-**	**-**

	2021	2020
	£'000	£'000
Actual return on assets less interest	112	7,387
Actuarial losses on scheme liabilities	1,958	(9,672)
Limit on recognition of assets less interest	(2,070)	2,285
Amount recognised in the Statement of Financial Activities	**-**	**-**

	2021	2020
Changes in the fair value of the scheme assets are as follows:	**£'000**	£'000
Fair value of scheme assets at 1 January	59,656	52,303
Interest income	607	780
Contributions	–	–
Benefits paid	(1,099)	(814)
Actual return on assets less interest	112	7,387
Fair value of scheme assets at 31 December	**59,276**	**59,656**

	2021	2020
Changes in the present value of the scheme liabilities are as follows:	**£'000**	£'000
Present value of scheme liabilities at 1 January	51,091	41,453
Past service cost	–	–
Interest on liabilities	607	780
Benefits paid	(1,099)	(814)
Actuarial (gains) / losses on scheme liabilities	(1,958)	9,672
Present value of scheme liabilities at 31 December	**48,641**	**51,091**

29. Pension costs (continued)

Other pension schemes

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 119 employees totalling £716,000 (2020: 154 employees, £912,000) to the NHS Scheme. There were no contributions outstanding at the end of the year (2020: £78,000). The NHS Scheme has been closed to new Macmillan employees from 1 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 their financial years 2019/20 and 2020/21. The next actuarial valuation at end of 31 March 2020 is still not yet published. 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 2021 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 Pension website and are published annually. Copies can also be obtained from the Stationery Office.

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 1,767 employees totalling £6,355,000 (2020: 1,886 employees, £6,964,000).

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 those listed here.

ABB Ltd
Adint Charitable Trust
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John Steven Parker
Jonathan Delaney
Joyce Rothschild
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Leyland SDM
Macmillan Berkshire Events
Macmillan Dorset Bike Ride Fundraising Group
Macmillan East Riding Committee
Macmillan Northallerton Committee
Macmillan Toon Angels Fundraising Group
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Maureen Boal Charitable Trust
Melton Mowbray Fundraising Committee
Memoria Limited
Menzies LLP
Merthyr Tydfil Committee
Merton Committee
Michael Jacobs
Mid Sussex Committee
Mitsubishi HC Capital UK plc
Montague Lynn
Moondance Foundation
Motor Fuel Group
Move More Northern Ireland
Melvyn Brown
MSD
National Garden Scheme

Nationwide Building Society
NESCAFÉ Original
Newton Aycliffe Fundraising Group
Next plc
North Tyneside Council, Bereavement Services
Oak Foundation
Oliver Wyman
Olle Nash
Olympus
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Orkney Macmillan Fundraising Committee
Oundle Macmillan Mammoth Quiz Committee
P&A Group of Companies
Paris Natar
Peter Low
Poppy Club Fundraising Group
Redditch & District Committee
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Scunthorpe Committee
ShareGift (The Orr Mackintosh Foundation)
Shetland Macmillan Fundraising Group
Sir Robert and Lady Ogden
Skiddle Ltd
Sky Betting and Gaming
Snapfish
SSP UK & the SSP Foundation
St. Edmunds Trust
Stoney and Friends Committee
Succession Wealth
Sue and John Pearson
SUEZ recycling and recovery UK
Team McKeown
The 29th May 1961 Charitable Trust
The Albert Hunt Trust
The Crematorium and Memorial Group
The Elizabeth and Prince Zaiger Trust
The Gunnar Nilsson Cancer Treatment Trust Fund
The Hintze Family Chairtable Foundation
The Ingram Trust
The John Scott Trust
The Joseph and Lilian Sully Foundation
The Lady Hind Trust
The Lakes Road Club
The Mackie Foundation
The Macmillan Ball Committee
The Margaret Giffen Charitable Trust
The Merry Macs
The Murdoch Forrest Charitable Trust
The Musk-Burton Family Trust
The NatWest Group
The Northwood Charitable Trust
The Ofenheim Charitable Trust
The One Call Group
The Patrick & Helena Frost Foundation
The Peacock Charitable Trust
The PF Charitable Trust
The R C Snelling Charitable Trust
The Robert Fleming Hannay Memorial Charity
The Screwfix Foundation
The Team from Eland Cables
The Trustees of the M H Luen Charitable Trust
The Vernon N Ely Charitable Trust
The Woosnam Foundation
The Zochonis Charitable Trust
Thomas & Thomas Solicitors
Toolstation Ltd
Topps Tiles plc
Travis Perkins and Benchmarx
Trevor Dimond
Turkington
United Utilities Group plc
Virgin Money
Walsall Committee
William Goodge
Wolfgang Gorth
Women's Camanachd Association
W & R Barnett Limited
York Committee
Yorkshire Macmillan Carol Concert Committee

A special thank you to the 3,034 people who so kindly left Macmillan a gift in their will in 2021. Together they contributed £90.4 million, which is well over a third of our income. With 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 such a difficult year is appreciated more than ever.

macmillan.org.uk

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MACMILLAN CANCER SUPPORT

MACMILLAN CANCER SUPPORT

England & Wales - Charity number 261017

Accounts



ANNUAL REPORT & ACCOUNTS 2020

MACMILLAN CANCER SUPPORT



Ella running the Virtual London Marathon on the Kent Coast

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Thank you 106





Richard Murley, Chair, and Lynda Thomas, Chief Executive Officer

INTRODUCTION

from our Chair and Chief Executive

At Macmillan, we do whatever it takes for people living with cancer. Last year was no exception.

The devastating impact of Covid-19 is undeniable. It has affected the people we support, the environment we operate in, and our organisation. We faced challenges on a scale we have never encountered before. The implications of shielding and social distancing meant that parts of our face-to-face support had to stop, fundraising events were cancelled, and our income decreased; but people with cancer needed us more than ever.

From the moment the pandemic hit, we had to adapt quickly to new challenges and constraints. We created new services to help combat feelings of loneliness and isolation, new fundraising products so people could support us virtually and we campaigned to ensure that cancer doesn't become "The Forgotten 'C'" during the pandemic. Despite the challenges, we supported over 4.2 million people with vital emotional, practical and financial support on our website, we identified £278 million in financial gains for people facing money worries and achieved over 221,000 calls, emails and webchats answered through our Macmillan Support Line.

The demands the pandemic placed on our healthcare partners and its impact on our income meant we weren't able to spend as much on services for people with cancer as we had planned. We wanted to do everything we could to support people and vital cancer services during the pandemic, so we created a £12.5 million Coronavirus Response Fund. Macmillan and other healthcare professionals on the frontline were under strain from increased pressure and workload. To support them, we created an emotional wellbeing hub on our website so they could manage their emotional needs.

With our income decreasing, we took action to ensure we could continue to deliver the most impact for the people we are here to support. We made immediate changes to save money such as furloughing a third of our employees, cutting budgets and closing five of our offices. But we also needed to take the tough decision to reduce the size of our organisation. Our people are the beating heart of Macmillan so this was a particularly difficult decision for us.

People are still being diagnosed with cancer every day - we are putting those people at the heart of our future plans. There is still much to do. We need to reach more people. We need to help restore cancer services. We need to address the inequalities faced by marginalised groups in accessing support, especially in ethnic minority communities, and Macmillan must better reflect and represent all the communities we serve. But we are confident that we will emerge from this unprecedented time more agile, courageous and effective in our work.

Most importantly, we have never been more determined and committed to make sure people living with cancer get the support they need. Our purpose has never been so clear, so urgent and so important. Thank you to our supporters, partners and employees for the vital part you are playing as we do whatever it takes to help people living with cancer live their lives as fully as they can.

Richard Murley, Chair
Lynda Thomas, Chief Executive Officer

> ‘Our purpose has never been so clear, so urgent and so important.’

THE DIFFERENCE WE MADE

There's around 3 million people living with cancer in the UK today. Over 360,000 more people are diagnosed in the UK every year. At Macmillan, we won't rest, and we won't settle for anything other than the best possible support for people with cancer. We do whatever it takes – last year was no exception.

£12.5 MILLION

was set aside for our Coronavirus Response Fund. The fund prioritised supporting health and social care services across the UK to continue supporting people with cancer.

6 WEEKS

6 weeks is the amount of time it took to set up a virtual emotional support scheme with our dedicated volunteers when the pandemic hit.

OVER £278 MILLION IN FINANCIAL GAINS

identified for people living with cancer, including Macmillan Grants and state benefits that people were entitled to

£20 EXTRA A WEEK

Working with other charities, we influenced the government to increase Universal Credit to an additional £20 a week. This is temporary, but we are working to make this permanent.

OVER 221,000 CALLS, EMAILS AND WEBCHATS

answered to give people the information that's right for them. During 2020, our Macmillan Support Line was open 7 days a week, 365 days

4.2 MILLION PEOPLE

visited our website, including our cancer and coronavirus hub. The hub is home to reliable, easy to understand and up-to-date information.

NEARLY 80%

of national politicians in the UK's parliaments and assemblies reached through "The Forgotten 'C'" campaign. The campaign made sure that treatment, tests and vital cancer services weren't forgotten about.

£193.5 MILLION

raised by our fantastic fundraisers and grant income. Without their help, much of this wouldn't have been possible.

SUPPORTING PEOPLE LIVING WITH CANCER

We do whatever it takes to help people with cancer live the best possible life, from support in hospital to advocacy to decision-makers.

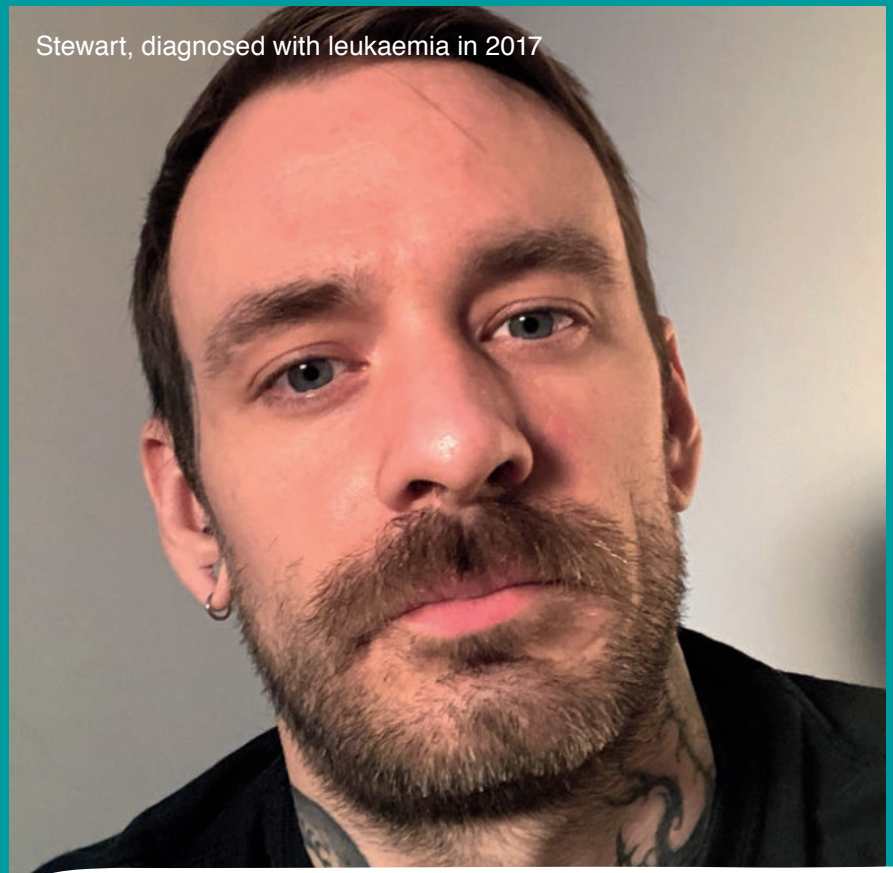
Our professionals, employees, volunteers and partners work tirelessly – in person, online, on the phone – from advising on how to manage symptoms, to helping with bills, and providing a listening ear. All backed by our brilliant supporters.

When the Covid-19 pandemic hit, we took action. In this section, you can read about how we supported people living with cancer during a time of heightened uncertainty.



'Cancer thrives on silence and ignorance so don't suffer in silence. Do something and seek the help and support that is out there.'

Errol, diagnosed with prostate cancer in 2010



Stewart, diagnosed with leukaemia in 2017

'I searched for a support network that felt right for me, but there just didn't seem to be anything out there. It soon became apparent to me that if I was searching for a group, others likely were too. The Macmillan team were fantastic – their encouragement and support changed everything.'

Stewart was diagnosed with a rare blood cancer while living abroad in 2019. After returning to the UK to begin treatment, Stewart recognised a need for a peer support group for fellow LGBTQIA+ people living with cancer and set up 'Live Through This' with an initial grant from Macmillan. Live Through This has now gone on to become the UK's only LGBTQIA+ cancer charity.

Adapting fast due to Covid-19
The last year has had a huge impact on people living with cancer, both physically and mentally. Some of the cancer workforce were redeployed to fight the pandemic on the frontline. Tests and treatments have been changed, postponed or even cancelled. At times it has been difficult or impossible for people to get face-to-face support from family and friends, healthcare professionals and services.

We experienced a surge in demand at the start of the pandemic as people with cancer faced huge uncertainty. However, a reduction in income and pandemic restrictions meant we couldn't invest as we had planned to in some of our services and partnerships. Others, like our Mobile Information and Support Service, had to stop altogether.

To keep being there for everyone who needed us, we quickly adapted our services and developed new ones. We looked after the safety and wellbeing of people living with cancer and our employees, innovating to find safe ways to work. The internet and telephone played a vitally important role in ensuring our support continued during periods of lockdown and social distance.

We are incredibly proud of the new services we've launched in direct response to Covid-19 which include:

Coronavirus hubs
Dedicated sections of our website with up-to-date information for people with cancer, and for healthcare professionals (more on page 11)

Macmillan Telephone Buddies
Launched within six weeks of the first UK lockdown to help people with cancer feel less isolated (more on page 12)

Coronavirus Response Fund
A £12.5 million fund to support our partners in places where the need was greatest and we could respond quickly (more on page 16)

The impact of coronavirus on people with cancer

19%

570,000 people in the UK with cancer (19%) have barely left the house because they're scared to do so.

1 IN 4

The virus and associated lockdown has left as many as one in four (840,000) people with cancer feeling stressed, anxious or depressed.

KEEPING THE MACMILLAN SUPPORT LINE OPEN

The Macmillan Support Line became a vital part of our response to Covid-19; making sure people living with cancer had someone to talk to when many were isolated, unable to see their friends and family.

Our support line was available 7 days a week, 365 days in 2020. From answering clinical questions to helping ease money worries, our trained teams kept providing confidential support and guidance to everyone who needed it.

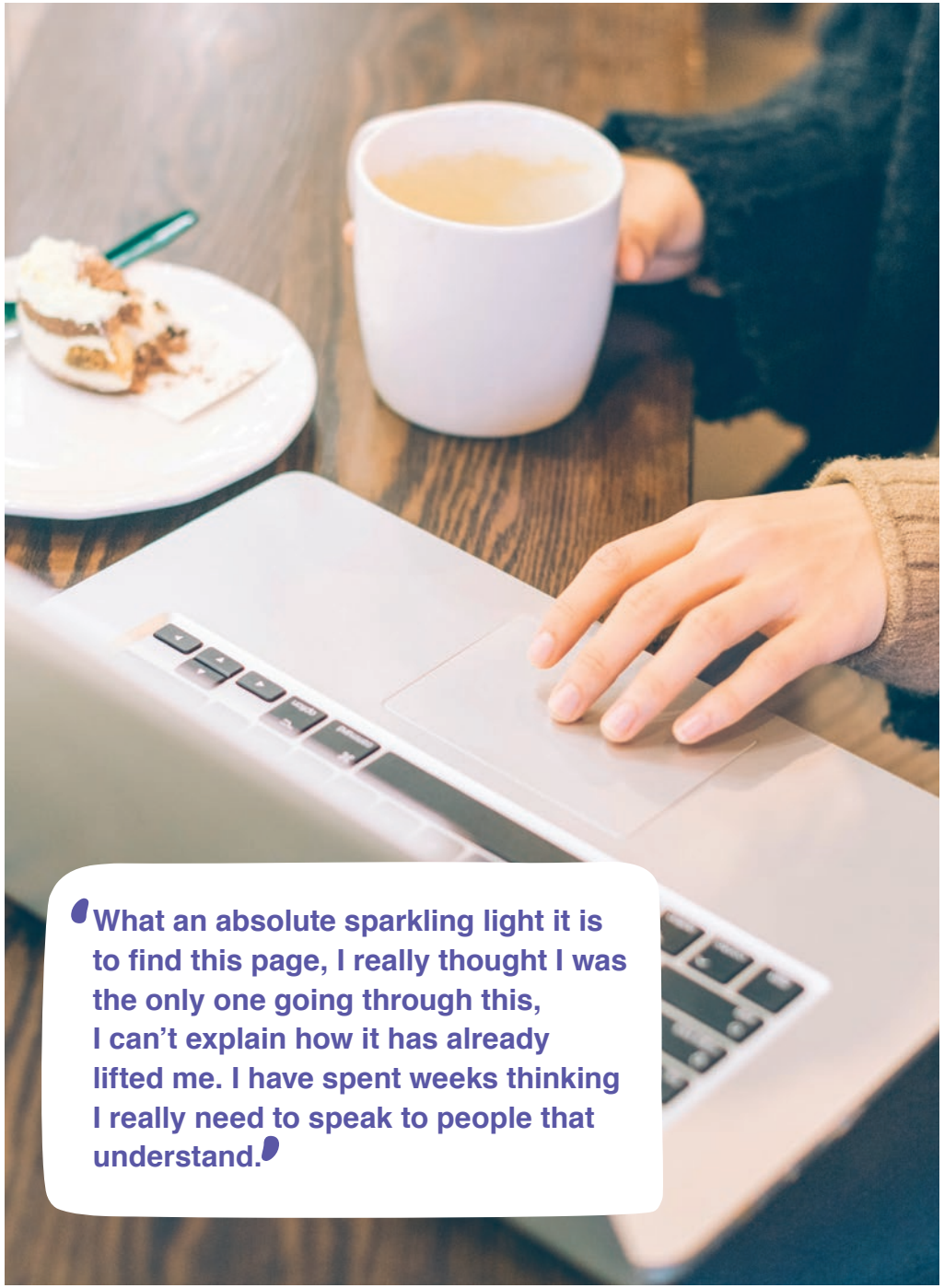
At the beginning of the pandemic, lots more people were calling to talk to our specialist cancer nurses. All our contact centres switched to home working during the first UK lockdown, so we could keep the lines open when people needed us most.



During 2020, the Macmillan Support Line helped over **102,100** people, through more than **221,000** calls, emails and webchats

'I feel less afraid with the information you've given me. It's unbelievable how calm you've made me feel, thank you.'

Stephanie, support line caller



Improving our online community and website

Online Community
The Macmillan Online Community is a free place for people living with or affected by cancer to talk and share experiences. We made investments in 2020 to make sure people had the best possible experience using our Online Community, accessed by hundreds of thousands of users.

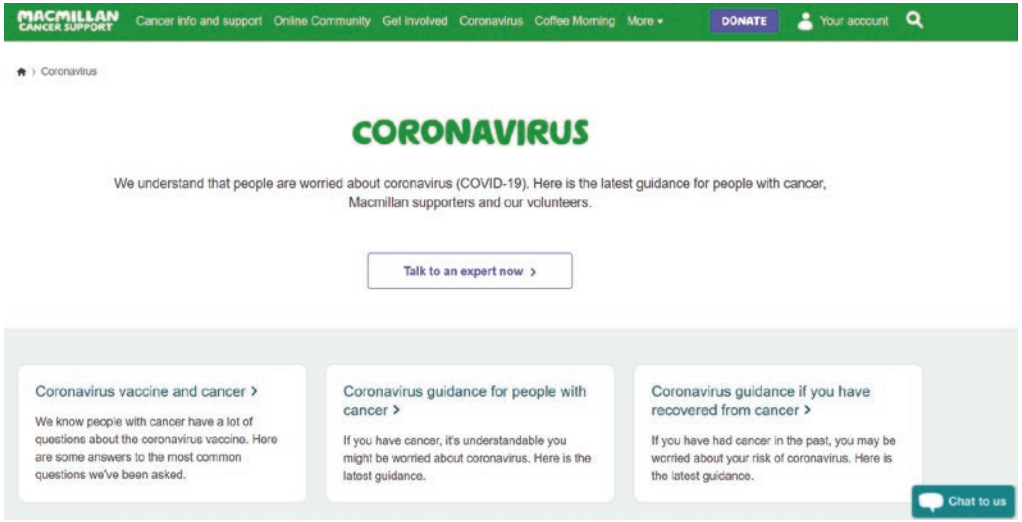
In July 2020, after we upgraded the platform, the Online Community was ready for relaunch. We recruited more community champions, added extra functionality like webchat and helped to connect more people to the support they need with proactive marketing.

In 2020, we had:

15,999 new member registrations

116,313 posts and replies

OVER 580,000 unique users



Our website

In 2020, we came to the end of a two-year website improvement project. It aimed to help more people living with cancer find and access our services and make our website easier for users to adapt to their needs.

People living with cancer can now access a personalised guide and cancer information dashboard when they log in. This means they get the information that's right for them. We also launched a new webchat function, where people can get their questions answered by colleagues on the support line and access immediate support.

Coronavirus hubs

At the start of the pandemic, people living with cancer were worried about how Covid-19 would affect them. They turned to us for information and support.

Since March 2020, the coronavirus hub has had over **512,000** unique views.

To help ease worries and keep people informed, we made a dedicated coronavirus hub on our website. We share the link with everyone we speak to, whether they contact us, or we contact them. We keep it up to date with the latest government guidance and change it in response to feedback and insights from users. We also created a hub for healthcare professionals to support them through this difficult time. The hubs quickly became vital resources for people living with cancer and for healthcare professionals.

We want people to find the most reliable and trustworthy information and maintain the position as a top Google search result for 'cancer and coronavirus'.

Developing and testing new services to support the emotional needs of people living with cancer

We understand that a cancer diagnosis is more than just physical. We're here to help with the emotional impact of cancer too. This year the impact of the pandemic on treatments, the support available and access to healthcare meant that our emotional support services were more important than ever.

Macmillan Telephone Buddies
In March 2020, we paused all our face-to-face volunteering activities. We wanted to keep our volunteers and the people they support safe, and we knew we had to find another way of helping the people who need us.

Going through cancer can be an isolating experience at any time, and it's especially intense while social distancing and shielding guidelines are in place. Our dedicated volunteers and Macmillan employees came together to launch Telephone Buddies – a free service that matches people up with someone who understands what they're going through.

2,400

In 2020, we supported over **2,400 people** through our new buddying service, and we can now offer support in **20** different languages.

We're very thankful to have received a grant of £89,000 to run this vital new service from the Department for Digital, Culture, Media and Sport and the National Lottery Community Fund's Coronavirus Community Support Fund.

MARK'S STORY



"The Telephone Buddies scheme is a brilliant concept. Especially for us guys. Women are often able to pour out their feelings. But for men, there's pride or the stiff upper lip.

Stuart's all about finding an alternative solution and has encouraged me in so many ways… we chat like two old friends. It wasn't hard to gel with him. He's a very good listener. He's always spurring me on in so many areas. All these small words of encouragement make a big difference to help me overcome this."

Well-being Coaching
In 2020, we developed a new free Well-being Coaching service which connects people living with cancer to accredited volunteer coaches who can help with mental health and wellbeing by phone or video call. Working with a coach, people living with cancer can develop better coping strategies to challenging situations and become better able to move forward with life.

Over the course of 2020, we supported 153 people living with cancer and grew the coaching network from 3 to 50 coaches. This means we will be able to support more people living with cancer during this challenging time and we're making plans to grow this service further in 2021.

ANN'S STORY

'I was paired with a wonderful coach who is based in Australia. As most coaching is now online due to Covid restrictions, the physical distance was not an issue and we met once a fortnight to work through six sessions together. My coach listened carefully to my concerns and enabled me to reframe some of my habitual thoughts about my body.

The coaching was excellent, and I feel very lucky to have received this support from Macmillan. On 1st January 2021, I braved the shave, raising over £1,000 for Macmillan. I'm not sure I would have been brave enough to do it before the coaching.'

Early evidence shows people who have completed a full coaching course feel more able to handle challenging situations and take active steps to move on from their cancer experience.

In addition to our Well-being Coaching service, we began to fund access to Bupa's counselling and therapy mental health services in August 2020. They offer phone and video sessions that are tailored to meet the specific needs of each person we refer.

After a screening assessment, people living with cancer get up to six sessions of support from a qualified counsellor.

1,337 Over 500 people accessed a total of 1,337 sessions.

6 Early evidence shows people who have completed all six sessions are typically seeing improvements in their emotional wellbeing, including fewer feelings of depression and anxiety.

DELIVERING VITAL SUPPORT WITH BOOTS



In 2020, Boots colleagues continued to directly support people living with cancer across the UK through our Boots Macmillan Information Pharmacists (BMIPs) and Boots Macmillan Beauty Advisors (BMBAs), holding a combined 84,000 conversations and consultations in-store and online. Together, Boots colleagues, customers and suppliers, with the support of No7, have raised over £590,000 to support our work, taking our partnership fundraising total to over £19.4 million since 2009.

There are around 1,950 BMIPs available in Boots stores, who have all received bespoke Macmillan training around diagnosis, treatment and how cancer affects people. They can also answer questions about medication and guide people to other sources of information and support.

We have almost 900 BMBAs, who are No7 Advisors, trained to give make-up and skincare advice to help people with cancer manage the visible side effects of cancer and treatment, to make them feel, and look, more like themselves again. In response to the pandemic, both of these services have been pivoted to virtual, so that people living with cancer can still receive this specialist advice and support remotely.

MATTHEW'S STORY

A virtual Boots Macmillan Information Pharmacist

'I find this role both rewarding and fulfilling. I feel so privileged to have been involved with the project from the early days, and I'm proud of the difference that my colleagues and I can make to people living with cancer by offering this virtual service.'

Increasing our marketing to reach people with cancer from the moment they are first diagnosed

We're famous for our amazing Macmillan nurses, but many people still aren't aware of how we can help at different stages of a cancer experience.

This year we made changes to raise awareness of the vital information and support we can offer throughout people's cancer journeys. We wanted to help avoid information overload at diagnosis, and to be a consistent source of information and support.

National campaign
Our marketing campaigns consist of regular emails, or postal packs for people who aren't online. The content we send offers support and advice to help with physical, financial, work and emotional needs, and we can personalise the packs where we know the disclosed type of cancer.

This year we launched a national campaign to reach as many recently diagnosed people as possible. As the pandemic began, we quickly adapted our emails to include information and signposting to our new coronavirus hubs.

Initially we aimed to reach 10.9% of all diagnosed people – around 40,000 signups. We adjusted this figure to account for the fact that fewer people were being referred and diagnosed, and because of a necessary cut to our campaign budget. The revised figure was 27,000, and we reached over 24,000 signups.



94% of people who received postal packs engaged with us again.

57% did so in two or more ways.

63% called to speak to a nurse.

62% visited the Macmillan website.

Maintaining our investment in financial support so that people can get help with all their financial concerns

As the full economic impact of the pandemic unfolds, more people than ever will need urgent financial support to help cover the costs of living with cancer. We're here to help alleviate the financial pressure during this challenging time.

We help prevent the financial impact of cancer turning into a crisis. We give benefits advice, help with employment issues, offer small one-off grants, help people pay their energy bills, and provide financial guidance on mortgages, pensions, insurance and savings.

Money and work
Demand for our money and work services was impacted by fewer people receiving diagnoses and treatment because of the pandemic, but we were still able to make money one less worry for people at a time when they needed it most.

We identified £85 million in financial gains for people living with cancer through our Macmillan Support Line money and work services. We also secured a further £184 million in financial gains for people living with cancer through our separate network of benefits advice services across the country. We awarded £9.1 million in grants to people facing financial hardship. This was less than last year, partly because fewer people were seen and referred by Macmillan professionals due to the pressure of the pandemic on health and social care services. It is also in line with our work to provide joined up financial support which meets people's financial needs before they get to the point of needing a Macmillan grant.

30% of people with cancer lose some income as a result of their cancer (on average people affected lose £860 a month).

£278m We identified over £278 million in financial gains for people living with cancer last year, including Macmillan grants and state benefits people were entitled to.

Delivering financial support in partnership
We're here to make money one less worry for people living with cancer. In 2020, our partnerships with Lloyds Bank, Bank of Scotland, Halifax and Scottish Widows supported 1,420 people living with cancer, through two-way referrals. Since the partnerships began, 6,479 people have benefitted from the service, and together we've identified more than £493,000 in additional financial gains for people living with cancer.

Raising awareness of our services
We developed 16 new campaigns to promote our services such as the Macmillan Support Line and our Online Community. We used channels like TV, radio, digital, and posters and leaflets in healthcare environments.

From the start of the pandemic, we've put together at-speed campaigns promoting our advice and support on Covid-19 and cancer, directing people to our support lines and our coronavirus hubs. Over the course of the year, from when we started tracking calls at the end of March, we know that 16,900 calls came through as a direct result of our marketing activity.

Working with partners and organisations providing cancer care to ensure people have more conversations about their needs and the support they can access

Coronavirus Response Fund
With some roles in the UK's cancer workforce being redeployed to fight the pandemic on the frontline, we knew we had to support the running of vital cancer services. In April 2020, we set up a Coronavirus Response Fund, to make sure people living with cancer could still access essential services while Covid-19 disrupts care and treatment. The fund consisted of £12.5 million that is ringfenced to be spent on supporting our partners where the need was greatest, and where we could respond quickly during the pandemic.

With the £12.5 million fund, we established 250 roles. These roles included 56 Clinical Nurse Specialists and 85 support workers who are vital in helping provide joined-up personalised care for people living with cancer. We also invested in volunteer services and information professionals.

Examples of some of the services we funded include:

Lung Clinical Nurse Specialist
St Helens and Knowsley Hospitals NHS Trust

We funded a Lung Clinical Nurse Specialist (CNS) to make sure people with lung cancer have the right support from the moment they are diagnosed. A CNS is a skilled expert in cancer care who can give people physical and emotional support, coordinate care services and provide information and advice about clinical and practical issues. Sadly, we anticipate that diagnosis in emergency situations will be more likely as a result of the pandemic. It's important to give people the highest possible levels of support during such difficult times.



Macmillan Volunteering Hub
Glasgow

We invested in support services including information, emotional and financial support, physical activity and bereavement support. The funds will help with recovery from Covid-19, and meeting current and future challenges for people living with cancer across Glasgow and West Dunbartonshire.

MOUSSA'S STORY

"Some people living with cancer in the borough don't have the opportunity to interact with others and those that live alone risk becoming completely isolated."

We partner with the Selby Trust – a Haringey community organisation – to help deliver vital support to people living with cancer during the pandemic.

As a part of this, we awarded the Selby Trust with a £2,500 support grant for an online programme of activities to support people living with cancer undergoing treatment and self-isolating during the pandemic.

The grant enabled the programme to help people with cancer in Haringey to connect with others and receive emotional and practical support during the pandemic.



Moussa

EMOTIONAL AND PRACTICAL SUPPORT


Macmillan in Northern Ireland
@MacmillanNI
We appreciated the opportunity to meet with First Minister @DUPleader & deputy First Minister @moneillsf earlier today, with representatives from a number of NI charities, to discuss the significant impact of shielding on people living with cancer & other long-term conditions.


Lynda Thomas (she/her)
@lynda_thomas
Thank you @MattHancock & @Jochurchill4 for meeting @MacmillanCancer to discuss the concerns of people living with cancer about the impact of Covid-19, and agree to jointly bring together the cancer community to ensure cancer care gets back on track.


Macmillan Campaigning
@Mac_campaigning
Many thanks to @Jeremy_Hunt Chair of @CommonsHealth for meeting with @macmillancancer CEO @lynda_thomas, to discuss how we can ensure cancer care continues despite the COVID second wave and how best to start working towards beating the cancer backlog. #TheForgottenC
Jeremy Hunt and 4 others


Macmillan Cymru Wales
@MacmillanCymru
A huge thank you to @fmwales for raising a mug for #MacmillanCoffeeMorning. We love coffee and walnut cake too! To get involved, visit coffee.macmillan.org.uk. #RaiseAMug
Today I'll be raising a mug for Macmillan Cancer Support's
1.2K views
0:01 / 1:05

ADVOCATING FOR CHANGE

We influence the public, frontline services and key decision makers.
Our advocacy work plays a critical part in getting the right care and support for people living with cancer. In 2020, we campaigned to raise awareness of urgent problems caused by Covid-19 and made a difference for thousands of people living with cancer.

We did it with the help of our committed campaigners and partners.
We are especially grateful to people living with cancer who shared their stories, both in the media and one-to-one with influential figures like politicians.
They brought the devastating impact of the pandemic home to people as a powerful reality. We couldn't have achieved what we did without them.

But the impact of 2020 on the needs of people living with cancer and the support available to them means that we will need to keep reassessing how we scrutinise and challenge governments' aims and targets for cancer care and support. Constructively but robustly holding decision-makers and public services to account will continue to be challenging as they deal with the impact of the pandemic on all aspects of society.



5,000

Around **5,000** people became new Macmillan campaigners in 2020.

CAMPAIGNING ACROSS THE UK



The Forgotten ‘C’ Campaign

Decision makers across the country took measures to protect everyone in the early stages of the pandemic, but upheaval across the health service had devastating consequences for people with cancer, as thousands of people faced long delays to vital diagnoses, treatments, appointments and care. The impact, for some, will be life limiting.

We launched The Forgotten ‘C’ campaign to make sure the physical and emotional needs of people living with cancer are not forgotten during the Covid-19 pandemic. It’s our ongoing mission to bring about national and local action to deliver on cancer recovery plans, clear the backlog in cancer care and get cancer services back on track.

Hard-hitting report

At the heart of our campaign was The Forgotten ‘C’: The impact of Covid-19 on cancer care – our report published in October 2020. In it, we lay bare the scale of the disruption to cancer services and set out the urgent steps needed to protect cancer services. Our analysis showed how hundreds of thousands of people saw treatment and care cancelled, delayed or disrupted. The report set out accounts of the physical and emotional impact on their lives.

50,000

An estimated 50,000 cancer diagnoses have been missed because of Covid-19.
– The Forgotten ‘C’ report

Massive effort from campaigners

After we launched the campaign, our dedicated campaigners stepped up to support us in an incredible effort. They took action almost 17,000 times, speaking to politicians about the campaign, sending messages of support to people living with cancer, and adding their signature to the campaign’s open letter.



An open letter to UK governments

The first-hand experiences of how people living with cancer had been affected by the pandemic were vital to engage decision makers and the public with critical issues.

Our media coverage of the campaign ensured that people living with cancer knew they weren't forgotten – guiding them to Macmillan's support, giving them a platform to campaign and ensuring the public and decision-makers understood the consequences of the pandemic for cancer. We reached nearly 80% of national politicians in the UK's parliaments and assemblies with a message about the campaign.

Within two months of launching the campaign, 1 in 3 people saw or heard about The Forgotten 'C'.

Life-saving campaign wins

Together with supporters and campaigners, we have already brought about significant changes that have saved lives and improved the day-to-day experiences of people living with cancer. These changes will have a lasting impact in the future as we begin to recover from the pandemic:

- The publication of recovery plans or frameworks for cancer services in England, Scotland, Wales and Northern Ireland.
- Commitments across the UK to protect and prioritise cancer services, reducing disruption to treatments and care during the autumn and winter of 2020.
- The establishment of a Cancer Recovery Taskforce in England, as well as the allocation of £1 billion in additional government funding to the NHS to reduce the overall treatment and care backlog.
- Transforming Cancer Care, our partnership with the Scottish Government for holistic support for people living with cancer, was highlighted in the Scottish National Cancer Recovery Plan.



Empowering people living with cancer

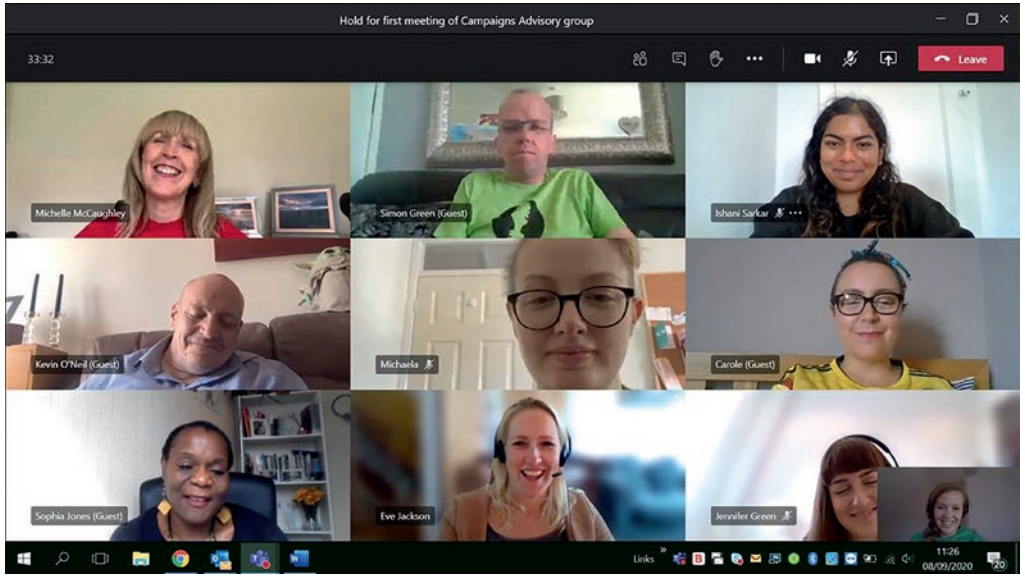
Throughout the pandemic, we've made sure the needs and voices of people living with cancer led our advocacy work. In 2020, we made it our priority to get people living with cancer involved in our campaigns and give them the opportunities and resources they needed to be activists, advisers, spokespeople and volunteers. Our approach had three central elements:

The Forgotten 'C' Campaign Advisory Group
A group of eight people living with cancer from around the UK, who meet virtually every fortnight to advise on our campaign strategy, drawing on their lived experience.

Campaign Champions Volunteering Programme
A six-month pilot of 15 people living with cancer in England and Wales. They take the lead in activities such as speaking at ministerial round tables, contributing their experiences in policy reports and being the faces of social media activity.

Digital Storybook
An easy-to-use online resource where people living with cancer, and those who support or work with them, can share their story and explain the changes they want to see.

We are evaluating the impact of these changes to identify how we permanently embed a stronger voice for the people we serve in both our decision-making about our advocacy and in how we use our public platforms.



One person who became a campaigner during the pandemic said:

"I've never really done campaigning before, but I'm really glad to be able to try and help others now. Doing this has given me a sense of purpose. It even makes the cancer not seem so bad."

Political advocacy

We rapidly adapted how we engaged with top decision makers in 2020, to keep people living with cancer front of mind and make sure they get the care and support they need.

We've seized opportunities for people living with cancer to speak directly to MPs and policy makers about how Covid-19 has affected their lives. We established virtual 'Tea with your MP' meetings, where people spoke candidly and bravely about missed cancer tests and treatment, the impact on their physical and mental health, and financial struggles.

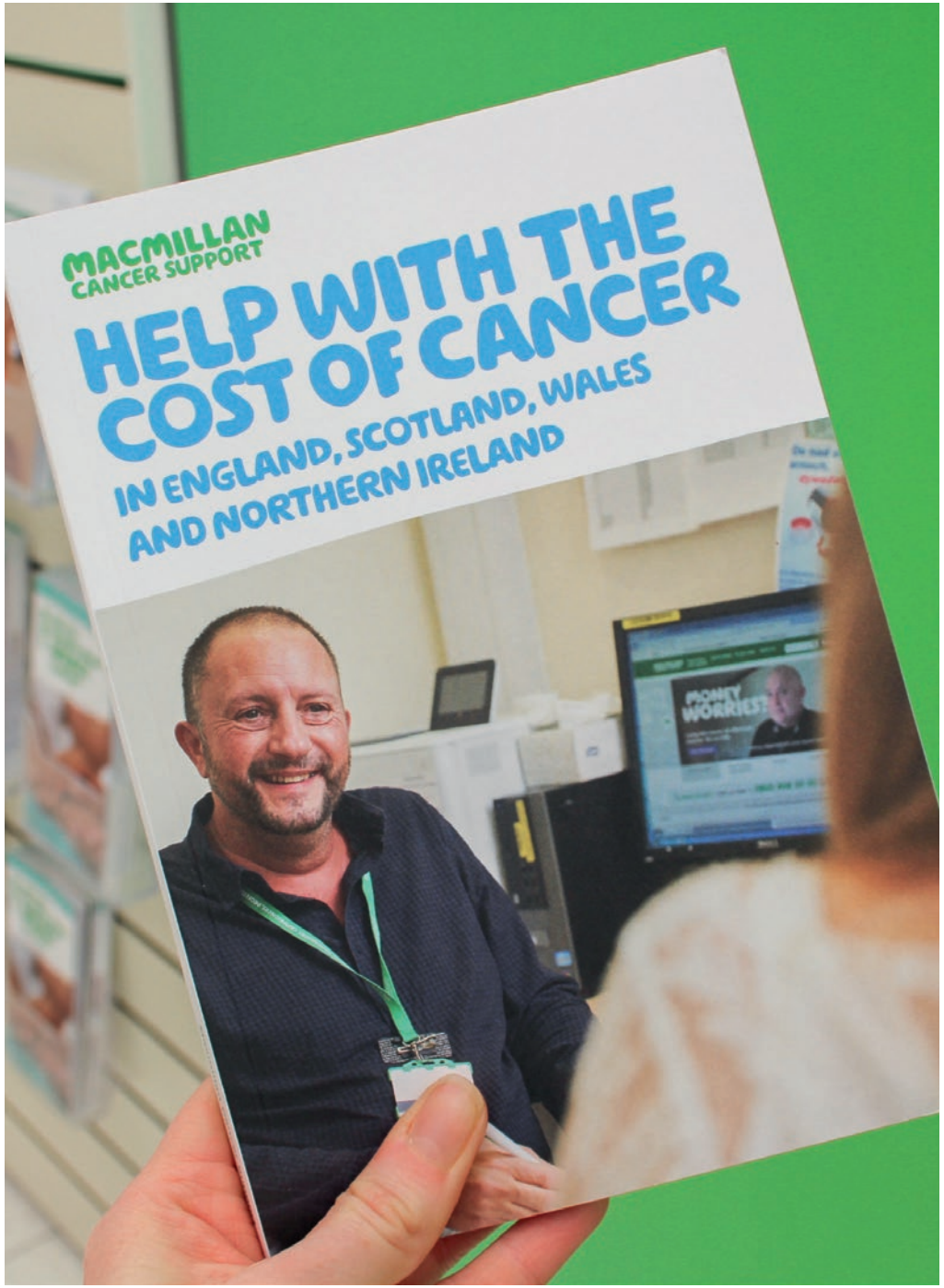
These personal stories directly shaped policies on access to cancer services and the support available for those most vulnerable to Covid-19.

We also successfully engaged decision makers in our virtual World's Biggest Coffee Morning. In September 2020, we invited politicians and other key figures from across the UK to raise a mug and stand up for people living with cancer.

In response, the Prime Minister Boris Johnson championed the event at 10 Downing Street and promoted it on social media. The First Minister of Wales and the Scottish Health Secretary both backed the event on Twitter. 230 MPs from all four UK nations recognised the event online – nearly twice the number who physically attended events in 2019.

MPs identified our campaigning as the most impressive during 2020, according to a nfpSynergy survey. In January 2021, MPs voted to give Macmillan the 2021 ComRes Parliamentary Charity Award for Best Healthcare Campaign.





Financial support

Tens of thousands of people in the UK struggle to pay bills and buy essentials because of the impact of living with cancer. The Covid-19 pandemic shone a light on a situation we have campaigned about for a long time – and we were here to help.

We met virtually with ministers from the Department for Work and Pensions throughout 2020. In these meetings, we raised the urgent need for financial support to help people living with cancer get through the pandemic. We also called on key decision makers to use forthcoming legislation on disability benefits, to improve financial support for people living with cancer in the long term.

Keep the lifeline
In April 2020, the government increased the standard weekly allowance in Universal Credit and Working Tax Credit by £20 for one year. This has been a welcome lifeline for many people living with cancer during the pandemic. We, along with many others, believe it is critical that this rise becomes permanent for people on the lowest incomes, including an estimated 60,000 people living with cancer.

We joined a coalition of over 50 charities that backed the 'Keep the Lifeline' campaign. We signed an open letter to the Chancellor that called for a £9 billion investment in the social security system to keep the £20 rise, and for the same uplift to be extended to Employment and Support Allowance, Income Support and Jobseeker's Allowance. We will continue to push for this to be made permanent.

Policy reform in Wales
Last year, we also achieved key policy reforms that now mean people living with cancer in Wales have better access to the financial support they need.

MAKING MONEY ONE LESS WORRY



Previously in Wales, the form which confirms a person has a terminal illness could only be sent by post between our benefits advisers and health professionals. People at risk of dying weren't getting vital support because forms got delayed or even lost in the post.
We successfully lobbied the Welsh government and the Department for Work and Pensions to move to an online process – this win is making a huge difference to thousands of people who are nearing the end of life.

Better benefits process in Scotland
In Scotland, new social security arrangements meant Clinical Nurse Specialists (CNSs) couldn't sign benefits forms for people with cancer, so people's financial support got delayed. In 2020, the government listened to our argument about why this had to change, so CNSs can now sign the benefits form of someone they're caring for.

Sector support for vulnerable people across the UK
We have been advocating for changes to financial services and the laws around them to get better support for people living with cancer in relation to mortgages, credit and insurance – especially during a pandemic that is leaving many more people financially vulnerable.
We responded rapidly to emergency consultations from the Financial Conduct Authority (FCA) and the UK Parliament's Treasury Select Committee.

Our evidence explained that people living with cancer need tailored support and further flexibility around financial services during the pandemic. We highlighted the potential for inequality that arises when people are denied insurance because of pre-existing conditions.

We continued to make our long-term argument that temporary measures introduced to help people with the financial crisis during the pandemic should be permanent for people facing the financial impact of living with cancer.

Our calls for tailored support and a duty of care from financial service providers were recognised in the FCA's new draft guidance for the financial services sector. This is an important step on the way to new legislation which could help more people living with cancer to seek and secure personalised support from their banks.



Dear Minister,

Thursday 28 May 2020

We are deeply concerned by the impact on the wellbeing of people who are shielding or being asked to take particular care when social distancing. Our organisations represent millions of people who are 'clinically extremely vulnerable' or who are 'clinically vulnerable' and have been advised to shield or to stay home as much as possible because they are at risk of severe illness from coronavirus. This includes many adults and children with long term health conditions who ordinarily lead full and active lives.

As restrictions are eased for the rest of the country the burden on those who are being asked to stay inside or away from people will become harder to bear. The Government has committed to provide ongoing support to those who are shielding and otherwise vulnerable. This support must be co-produced with people affected and made with the full involvement of charities that support them.

With that in mind we make the following recommendations:

Be clearer with communication

There needs to be urgent and direct communication from government with those who are vulnerable, especially those who have been advised to shield.

There will also need to be clear communications with charities, health and care professionals and local government to ensure consistency of advice given to those who are vulnerable.

2.2 million people are currently shielding for a twelve week period and are waiting for clear guidance as to what happens when this period ends. This affects not only them, but their parents, partners and children who have their ability to lead a normal life severely curtailed while they ensure that their loved ones are safely shielded. Messaging to this group is currently confused. Some people have received texts advising them to shield until the end of July, and others have been advised to continue to shield indefinitely by their clinician. It is imperative that clear guidance to those who are shielding is issued as soon as possible.

There must also be clear guidance to those who are clinically vulnerable but who are not shielding, who may be left confused and anxious as lockdown restrictions ease.

Ensure clear leadership

We recommend the creation of a cross-Government advisory panel and a named lead minister to develop a detailed strategy to protect the quality of life of people who are vulnerable to Covid-19, coordinating consistent Departmental policy on support to those that are shielding or who are clinically vulnerable. This should have strong input from medical professionals, charities and those who being advised to shield or staying home. We also believe SAGE should include expertise on disability, psychology and psychiatry.

The Government has committed to carefully reviewing 'the effect on shielded individuals, the services they have had, and what next steps are appropriate''. The issues that relate to shielding and extended social distancing are broad and relate not just to clinical care but also to financial vulnerability, mental health, food and work.

It is imperative that next steps are developed in an open and transparent way with insight from those who are affected and the charities that support them.

We held meetings with the **First Minister** and **Deputy First Minister** in **Northern Ireland** and the **Health Minister** in **Wales.**

Shielding

In mid-March, the government deemed over two million people to be 'clinically extremely vulnerable' to Covid-19 and advised them to 'shield' for 12 weeks. Of this number, approximately 240,000 were living with cancer.

Soon, we started to hear from people living with cancer, people running our support services, campaigners, and clinical teams about major concerns. The guidance was confusing; people were struggling to isolate; they couldn't access household essentials; and many weren't able to go work.

We quickly developed a series of policy asks that called for better communication and better support for people who were shielding. Heading up a coalition of 48 charities, we wrote an open letter asking UK governments to take immediate action and give support and clarity to people who were shielding. It was published at the end of May, when restrictions had already started to ease but no guidance had been offered to the most vulnerable.

We reached out to government departments and parliamentarians to discuss the issues faced by people living with cancer who were shielding. We held meetings with the First Minister and Deputy First Minister in Northern Ireland and the Health Minister in Wales.

It was critical for the people affected to know they were not alone and that we were doing all we could to make sure their needs were being considered. We secured over 600 pieces of media coverage on shielding in May and June, including interviews across all major TV stations and BBC Radio 4's Today programme.



Our swift and extensive work pressured the UK's governments to rapidly create new guidance for 'clinically extremely vulnerable' people. But it was created without consulting charities who support vulnerable people, and circulated through the media, instead of being sent directly to people affected.

As a result, we and other charities struggled to offer immediate advice about the new guidance. To make sure this didn't happen again, we led further scrutiny of the government's support for and communication with people at high risk. With success – governments committed to regularly review shielding support, directly communicate with all those affected, and develop any further guidance in consultation with groups representing 'clinically extremely vulnerable' people.

End of life

During lockdown in spring 2020, it wasn't clear from the government guidance whether people could visit a loved one who was nearing the end of life and living at home. Many people contacted us, extremely distressed that they may not get the chance to say goodbye to a relative or close friend.

To resolve this situation quickly, we called on policy makers and ministers responsible for end of life care in each UK nation to make the guidance clear. In response, all the UK's governments updated guidance to explicitly state that visits to loved ones receiving end of life care at home were essential and allowed under lockdown rules.









Terri, planned a virtual Hallow half marathon and visited London's most haunted locations

RAISING MONEY FOR VITAL SUPPORT

A huge part of our fundraising relies on people getting together at events, and Covid-19 restrictions hit our fundraised income hard. Like other charities, we saw a significant drop in income, around £37.9 million less than 2019.

Yet last year, despite everything, our dedicated supporters were there for us every step of the way. Across the UK, they went to extraordinary lengths to fundraise for us while keeping themselves and their communities safe.

And our own fundraising teams truly stepped up to the mark. They adapted planned activities and developed new fundraising products to raise millions of pounds, keeping our services going when they were needed more than ever.

£

£193.5m

Our super supporters and grant income raised **£193.5million** for people living with cancer even with all the challenges caused by the pandemic.





Emergency Appeal

In April 2020, we launched an emergency appeal highlighting the devastating effect the pandemic was having on thousands of lives. We asked for extra support to adapt current services and launch new ones, so we could keep supporting people living with cancer during the pandemic.

The response to the appeal was enormous. Individuals, major donors, charitable trusts and foundations collectively donated over £2 million. The Julia and Hans Rausing Trust kicked off the appeal with an incredibly generous lead gift of £250,000.

THE
JULIA AND HANS RAUSING
TRUST

"We are pleased to have helped Macmillan continue providing people living with cancer with the very best support and advice at a time when it has never been more needed."
The Julia and Hans Rausing Trust.

Developing new ways of raising money

During the pandemic, we researched ways our supporters could fundraise for us while remaining safe at home. As well as supporting our teams to adapt existing plans, we launched 12 new fundraising products between April and December.

In total, 127,000 people took part in these fundraisers, raising over £1.2 million to help us reach and support people living with cancer. The most successful new product was Games Night In, with online versions of a murder-mystery, an escape room, a horse racing night, board games, and a quiz.

KRIS'S STORY

Kris was diagnosed with incurable metastatic breast cancer in 2018, and she also lost her husband, Matt, to a brain tumour in 2013.

She is a Community Champion and usually gets together with other people to take part in fundraising activities. For her birthday, Kris found an online fundraiser she could host remotely with her loved ones.

'It's not fun celebrating a birthday during lockdown,' says Kris, 'so I decided to try and find something different to do than the usual evening sat watching reruns on the telly.'

'I came across Macmillan's Games Night In and chose Trapped! An Escape Room to play with my family. This was a first, as my family is spread around the world. I'm in England, my brother is in America and I have a sister and brother in New Zealand.'

'It's very rare we're ever all in the same place at the same time. But Macmillan brought us together, we had loads of fun cracking the codes, and it was great to support a charity that's helped our family through many cancer journeys.'

GAMES NIGHT IN

'Macmillan brought us together, we had loads of fun cracking the codes.'



Kris, diagnosed with breast cancer in 2018.

Adapting our existing fundraising opportunities

We knew we had to adapt our activities fast to maximise income and keep engaging supporters during 2020. We ran modified events throughout the year with great results.

Brave the Shave
Home haircuts became a necessity for many people during lockdown, so we launched a targeted Brave the Shave campaign between April and June 2020. Thousands of supporters went under the scissors and clippers and raised an outstanding £4.2 million over the year.

Sober-ish October
As October 2020 approached, our research found that going sober for the whole month felt like a taller order than usual for many. We renamed the event Sober-ish October and gave people the option to go dry for 14, 21 or the full 31 days. 2020's Sober-ish October was a record breaker, with participants raising £5.4 million.

York Raceday
We adapted our longstanding and profitable partnership with York Racecourse and launched a virtual horse racing experience. Thousands of people across the UK got involved through Games Night In, enjoying an exciting race night and raising money for Macmillan at the same time. The event was a success and we hope to repeat it as we develop this further in 2021.

Longest Day Golf Competition
Our extremely successful golfing fundraiser normally involves people getting together on the longest day of the year in June and taking on 72 holes. To maximise involvement and keep everyone safe last year, we invited supporters to take part on any day over the summer.

Games Heroes
We began promoting our Games Heroes gaming marathon when we noticed a rise in people playing video games at the beginning of the first lockdown. Thousands of people signed up to join our virtual squad, raising over £900,000.



Challenge events

With most of our challenge events programme cancelled in 2020, we quickly launched a range of virtual events and experiences to keep our supporters engaged and help them help us. These raised over £6 million, with our 10-day 5k (a challenge to complete 5km on 10 consecutive days) raising over £600,000 on its own.

The marathon ahead
Last year, we were also announced as the official charity partner of the 2021 Virgin Money London Marathon. This is the first time Macmillan will be the only official charity partner of the event, and it offers us huge potential to raise awareness of our life-changing work and raise millions of pounds to support people living with cancer. The 2021 marathon will be the biggest ever with the inclusion of a virtual marathon that will bring together 100,000 people across the globe.

World’s Biggest Coffee Morning

Even in this very challenging year, we still managed to raise over £10 million with our World’s Biggest Coffee Morning event in September.

We couldn’t have done it without Marks & Spencer, our headline partner for the 11th consecutive year. The retailer raised over £1 million through customer donations at the till, product sales and fundraising activities like colleagues running marathons between stores.

We were also delighted to welcome three new official World’s Biggest Coffee Morning sponsors: Betty Crocker, NESCAFÉ Original and Zalando, who all helped to get the UK ready for the big event.

To make the event a success while people couldn’t meet in the usual way, we helped people host or join in virtual and socially distanced coffee mornings, with adaptations like time slots and ‘cake-aways'. We created a ‘Raise a Mug’ virtual wall where people could upload a photo and message of support. And supporters even ran, walked and cycled instead of tucking into coffee and cake, as part of our Coffee Morning Challenge.



Manoj raised money for Macmillan by running a marathon on Diwali so he could greet his family and friends in person from a distance, despite the national lockdown.











Regional fundraising

Throughout the pandemic, it was vital to keep supporters engaged with fundraising and make sure they felt supported in their efforts.

The Checking In campaign
Our Regional Fundraising and Supporter Care teams took on the most ambitious telephone campaign ever by Macmillan employees and volunteers.

The Checking In campaign ran from April to July, and in that time, we talked to over 20,000 supporters to thank them for their support and to ask how they were doing in such difficult times. These calls were extremely well received. Through calling our supporters, we got to know them better and were able to offer support to those who needed it.

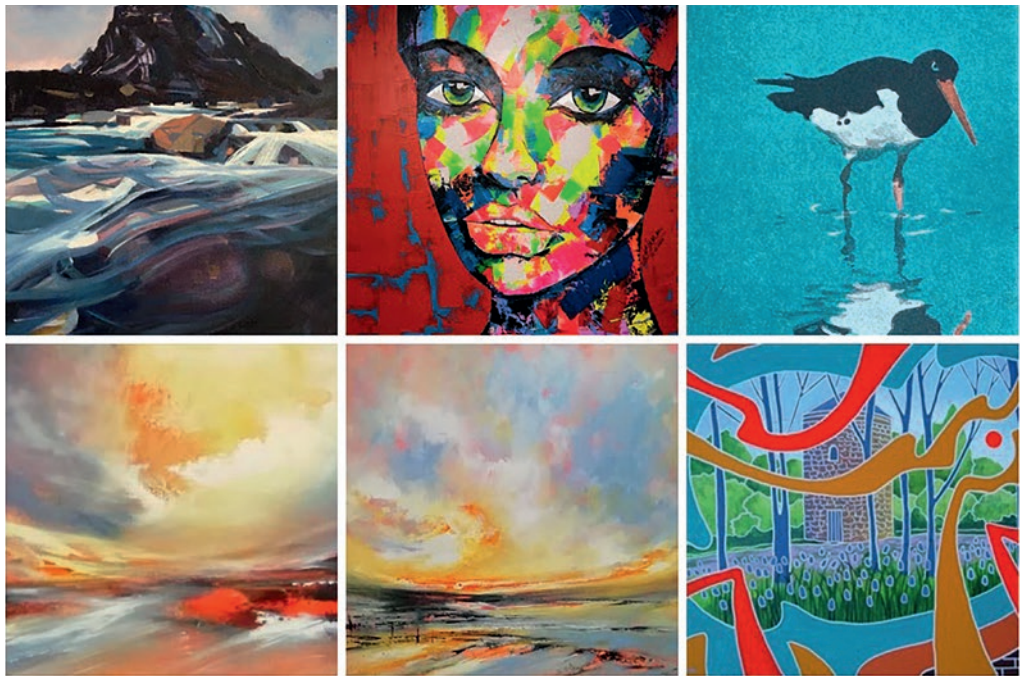
> **'The call was lovely, well actually amazing – to thank me for my continued support. It was so lovely to have somebody call me just to ask how I was. It meant the world.'** – Macmillan Supporter

Great adaptations
Our supporters continue to show creativity and commitment, making huge fundraising efforts while keeping to the restrictions during the pandemic.

Celebration of Christmas
Every December, the Macmillan Celebration of Christmas committee organises a carol concert in Christ Church Cathedral, Oxford. Given the uncertainty ahead, the committee decided in April 2020 to reimagine the event online.

After months of collaboration between the committee and many other Macmillan teams, we screened the concert live at 8pm on 11 December. It was available on all our social media platforms for 21 days after the screening.

Overall, 2020's Celebration of Christmas raised over £67,000, which was £24,000 more than the previous best total.



The Edinburgh Macmillan Art Show
Normally, Scottish-based artists exhibit their work at an Edinburgh art gallery over four days for the Edinburgh Macmillan Art Show. This year, the committee put a great deal of creativity and determination into a digital art exhibition throughout November.

The show featured 238 pieces of artwork from 78 artists and raised more than £10,000. This was 54% more than the art show raised in 2019 and brought the fundraising total since it launched 18 years ago to over £500,000.

Gifts in wills

Over the past year, our annual legacy income dropped by 8% to £71.8 million. This decline is the result of the pandemic slowing down the administration of estates, and we anticipate that we will see a significant increase in income from legacy gifts in 2021. We continue to invest in our long-term legacy strategy, as gifts in wills make up 37% of our total income before investment income – our biggest single source of revenue.

In positive news, 2020 saw more people than ever before take advantage of our Free Will Service. We expect legacies gifted through the service to reach over £20 million in the long term.

A third of our total fundraised income comes from individuals who leave a gift to Macmillan in their wills.





An extraordinary year of corporate partnerships

Without our generous corporate partners, we wouldn't be able to make a difference to the lives of so many people living with cancer. Thank you to everyone at every partner who took part in fundraising activities and delivered services in a very challenging 2020.

Marks and Spencer
In the 11th year of our partnership, M&S raised over £2 million, with £1 million raised through World's Biggest Coffee Morning activities, and other funds through M&S Sparks loyalty card donations. This brings their fundraising total to over £21 million since 2010.

Travis Perkins and Benchmarx
Colleagues and customers at branches pulled out all the stops, raising over £200,000. This brings their overall total to date to over £3.6 million. At the start of the first lockdown, Travis Perkins also generously donated over 10,000 items of personal protective equipment worth £48,000 which was distributed across Macmillan geographies and NHS frontline staff.

Greene King
Despite facing enormous challenges in 2020, colleagues have gone above and beyond to raise £1.4 million along with their customers, to help us meet the needs of people living with cancer. This takes our partnership's fundraising total to over £9 million since 2012.

NatWest Group
NatWest Group colleagues and customers raised over £170,000 in 2020, including customers gifting over £100,000 to Macmillan through the company's MyRewards loyalty scheme.

Dunelm
The home furnishings retailer kept fundraising for Macmillan even in the very challenging year that was 2020. This sterling effort took our partnership's fundraising total to over £1 million.


Donating masks at Huddersfield Royal Infirmary

Card Factory
Colleagues and customers of Card Factory raised over £415,000 in 2020, bringing the total value of our 15-year partnership to over £6.8million. The popular National Bear Raffle held in October brought in £80,000, helping us support people living with cancer.

National Garden Scheme
Since 1984, our longest standing partner has generously donated over £17.6 million and are currently funding the Y Bwthyn NGS Macmillan Specialist Palliative Care Unit in South Wales. This figure includes an impressive £425,000 in 2020 alone. They also work tirelessly to raise awareness of the benefits of gardens on health.

SSP UK & the SSP Foundation
SSP UK and the SSP Foundation raised over £145,000 for Macmillan in 2020. We could not be more grateful for their continued support as our partnership embarks on our fourth year working together.

Topps Tiles plc
During the sixth year of our partnership with Topps Tiles, colleagues and customers went over and above, raising in excess of £163,000. This impressive total is attributable to both colleague fundraising and customer microdonations, via the Pennies digital charity box. In addition to raising vital funds, a team of colleagues directly supported people living with cancer via the Telephone Buddying initiative.

CEF
CEF have been supporting Macmillan since 2017. In the past year, their fundraising activities included an 'Around the world' challenge where CEF colleagues raised money through sponsored sporting activities designed to virtually circumnavigate the world, and key products in one of their latest brochures featured a special donation to Macmillan every time that product was purchased. As a result, an amazing total of £190,000 was given to Macmillan during 2020.

Toolstation Ltd
Our partnership started with gusto in 2020, with Toolstation employees and customers raising over £135,000 for Macmillan. We are incredibly grateful to everyone that made a donation and got involved with fundraising activities in our first year working together.

HOW WE WORK

The health and wellbeing of people living with cancer and the individuals that support Macmillan, is our top priority. As such, we've been forced to work differently in the pandemic – whilst still holding ourselves accountable for providing the best possible experience for our supporters, donors, partners, employees, volunteers, professionals and people living with cancer.

We work hard to set the highest standards as an organisation. Our policies and procedures reflect our values and we designed them to help us keep to those standards. We communicate them to our employees and volunteers and give everyone the training they need to uphold them. We also record our decisions and incidents, monitor our performance, and gather feedback to help us learn and improve.



Supporting our people

As our people learn and grow, so do we. We do all we can to empower and equip everyone working with us to do their very best for people living with cancer.

In 2020…

- Volunteers completed over 3,000 hours of self-guided learning.
- Employees attended internal courses 3,119 times.
- The cancer workforce joined our online best practice forum, for information and education opportunities and to connect with their peers.

Volunteers
We created a Volunteering Helpdesk, to advise and support people who look after volunteers. The helpdesk received and responded to over 1,200 enquiries from teams across Macmillan and our partner organisations. Queries covered everything from recruitment and inductions, to policies on cards and gifts, and how we resolve volunteer problems.

Cancer workforce
The cancer workforce faced immense pressure as a result of the pandemic, many experienced stress, fatigue and burnout. Their high workloads and need for social distancing meant that our usual face-to-face training was not possible.
To support them, we launched a new Macmillan emotional and wellbeing hub to support healthcare professionals and the cancer workforce. We continued to provide them with tools and resources they need to provide the best possible care. We also gave them a platform to speak directly to decision makers at Westminster about the impact the pandemic was having on frontline workers.

Employees
Most Macmillan employees moved to home-working in 2020. To keep us collaborating remotely, we introduced Microsoft Teams. We also furloughed some of our employees with the help of the government's Job Retention Scheme. We built an online portal so people on furlough could stay in touch and take advantage of training and wellbeing courses.

Supporting employee wellbeing throughout the pandemic and beyond remains a high priority.

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.

BOB'S STORY

"As Macmillan employees, we all have a responsibility to help prevent and identify fraud, and we introduced new compulsory training to help our people do their bit."

Studies suggest that the charity sector is at risk to potentially lose billions of pounds to fraud each year.
Since 2015, our Counter Fraud team has recovered over £554,000 in fundraised money that people have tried to fraudulently withhold from us. And since March 2020, in increasingly difficult circumstances, we've recovered £66,000.

The Charity Commission acknowledges Macmillan as sector-leading in our counter-fraud work. We are the only major charity that privately prosecutes fraud cases, and to date we are 100% successful in recovering funds in every case taken to court.



FRAUD AWARENESS TRAINING

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. In 2020, there were no complaints logged with the Fundraising Regulator against our charity.

As a direct result of Covid-19, the Fundraising Regulator published guidance on public fundraising for charities, recognising that the number of people who may be vulnerable is likely to be higher because of the pandemic. We carried out risk assessments and put measures and training in place for employees and fundraising suppliers to recognise the signs, so they could continue to manage conversations and take the most appropriate action.

To help protect people in vulnerable circumstances, we followed guidance from the government and the Fundraising Regulator and stopped public fundraising at times when it wasn't safe. We also increased the level of monitoring of our fundraising suppliers and spoke to more supporters to make sure our standards stayed high during the pandemic.

Listening is important to us

We're proud of the experience we offer people living with cancer, our volunteers and fundraisers. But we know there's always room for improvement in some areas.

We regularly survey our supporters about their most recent experience with Macmillan. In 2020, over 43,000 people replied to our "how we are doing?" survey. 86% said they were likely to recommend Macmillan to their friends and family, up from 85% in 2019.

Complaints and social listening
Last year, we managed just over 4,486 complaints – compared to 5,617 complaints in 2019 - a decrease of 20%. Our fundraising, marketing and communications operations made up 2,841 of these complaints, compared to 4,009 in 2019.

As well as direct complaints, we now actively monitor social media posts. In 2020, there were 10,030 expressions of dissatisfaction on social media about our products, services or our policies.

We want to go above and beyond, so we encourage our employees to capture all individual comments about how we can improve. This helps us stay in touch with what people want and make things better when we don't get it quite right.

Acting on feedback
We listen and apply what we learn to both existing and new products, so we can keep delivering the brilliant experience people have come to expect from Macmillan.

In 2020, we launched a number of new products, services, and upgrades. Our website and Online Community were just two examples of these upgrades and user feedback continues to help us shape these products.

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's 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 and update 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.

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 guide helps 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.

Promoting equality, diversity and inclusion

We want to be inclusive, relevant and accessible to everyone living with cancer. We value all forms of difference in employees, volunteers, professionals, people living with cancer and supporters. We work hard to understand and accommodate everyone's different needs and situations.

As well as having a significant impact on cancer care, the pandemic has brought to the forefront the health inequalities faced by many marginalised groups, especially ethnic minority communities.
In response to the murder of George Floyd and the Black Lives Matter movement, we reflected and listened to our employees to understand what more we could be doing to ensure we are representative of the communities we serve. We know that we need to do more and are committed to playing our part in changing these inequalities.

A new strategy
Last year, we asked employees to tell us where they want us to focus. What we learned has informed our diversity and inclusion strategy, due to launch in the second quarter of 2021. Our new governance structure will hold us to account for the progress we want to see, and we've created resources to help gain further understanding of workplace diversity and inclusion across Macmillan.

We're also evolving our employee networks in 2021, giving them the backing they need to keep supporting their members, championing inclusion and challenging inequalities. We currently have six employee networks: BAME; LGBTQ+; Working Families; Gender Equality; Disabled Employees and Neurodiversity. They each have a senior leadership team sponsor to provide support and guidance.

Getting closer to equal pay
Our gender pay gap had reduced to a mean of 8.67% and we're pleased to say this is our lowest median since we began reporting in 2017. However, there is still more to do to reduce this further. To help reduce the gap, we regularly monitor the gap and make improvements to minimise it. As a result, we have made a commitment to increase flexible working arrangements, equip leaders to support a more diverse organisation and update our policy on family leave.

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

Our Executive Strategy team made five clear commitments to bring about long-lasting change for Macmillan and everyone living with cancer:

1. **Make tackling inequality a core goal for every Macmillan service**
2. **Focus on addressing the root causes**
3. **More representative activities**
4. **Greater diversity in healthcare**
5. **Place diversity and inclusion at the heart of our organisation.**

These commitments will drive and guide the changes we make, helping us create an inclusive workplace and deliver services that represent the people we're here to support.

Caring for the environment

We recognise we have a responsibility to minimise our impact on the planet and use our resources wisely. To help Macmillan be as green as possible, we have an employee-led eco group, which works to increase environmental awareness across the charity and make connections between health and the environment.

Environmental initiatives at Macmillan include encouraging employees to recycle in our offices, exploring how we can reduce the amount of waste that goes to landfill, and using stationery products with environmental credentials. We are also working towards removing plastics from our fundraising materials and using recycled and recyclable materials instead.

Already, all our t-shirts, collection buckets and tins, and World's Biggest Coffee Morning host pack items are recyclable. And currently we're researching new products, including reusable water bottles made from sugar cane and biodegradable banger sticks and ponchos.

To reduce our carbon footprint, we offer employees access to the cycle-to-work scheme, provide remote collaboration software to reduce travelling, and we're working to reduce CO_2 emissions from our fleet cars. We also have online education and training facilities for employees to reduce travel.

Protecting personal data and sensitive information
We are committed to protecting personal and sensitive information of the people we support and our partners, professionals, employees, supporters and volunteers. To achieve our aim, we have implemented data protection by design and default to ensure Macmillan's compliance with current data protection regulation. This includes enhanced governance and accountabilities, processes and procedures, taking the appropriate technical and organisational measures to implement data protection principles and safeguard individual rights.

The Macmillan Privacy Policy tells you what you can expect us to do with your personal information when you contact us or use one of our services - providing assurance of compliance with current data protection regulation and the fundamental principles and requirements for transparency and accountability.

We have strengthened our information security management system (ISMS) to keep our data safe and we have certification to the internationally recognised ISO 27001 standard for maintaining an effective organisational-wide ISMS.

Fighting modern slavery
We want to ensure there is no modern slavery or human trafficking in our supply chains or in any part of our business. When we review our contracts, and develop new ones, we look at the possibility of modern slavery, communicate this with our colleagues, and when we feel there is potential for slavery, we take actions to change our arrangements. We continue to monitor and make improvements in our contract management and share developments with our employees.

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 (pages 63-65) were developed as part of a long-term strategy to improve the lives of people living with cancer. The Board routinely reviews external developments and horizon scan for future trends, and ensures that our plans can be adapted as needed to meet changing circumstances.

The interests of the company's employees
– Our employees are vital to Macmillan and we regard ongoing, regular engagement with them as a top priority. We measure employee engagement through regular surveys and address any issues raised through this as quickly as possible. Feedback from Our Voice, our employee representative forum, is shared regularly with our Executive Strategy team and the Board meets with representatives of Our Voice annually. We also have employee networks which have been set up 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. During 2020, when all employees were working from home from March onwards, we held regular webinars to keep colleagues updated, motivated and engaged.

The need to foster the company's business relationships with suppliers, customers and others
– Our relationships with partners and suppliers are key to our effectiveness. Each will have an individual staff member as their contract 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. (more information on page 40 and 42)

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. (more information on pages 44)

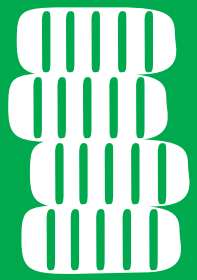
The desirability of the company maintaining a reputation for high standards of business conduct
– Our reputation and public trust in Macmillan is fundamental to our future success. We use our organisational values in our recruitment and training for both employees and volunteers to ensure that we maintain 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 a key part of our selection of partners and suppliers.

The need to act fairly as 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. (more information on page 43)


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HOW WE MANAGE THE MONEY YOU GIVE US

The impact coronavirus had on our income and the action we needed to take as a result of the pandemic is unprecedented. We are confident that we have responded in a way that addressed the income shortfall this year and enables us to have the greatest impact for people living with cancer in the future. As we navigated our way through these challenging times, we are confident that Macmillan remains a financially stable organisation and that we are positioned to be as effective as possible.



Our income

We generated income totalling £194.9 million in 2020 despite the challenges posed by coronavirus. This is thanks to our generous and loyal supporters and the huge efforts of our volunteers and employees to continue to fundraise and innovate during 2020. Although income is 16% less than 2019, it is a significant achievement in a very challenging climate.

Our income has always come mostly from fundraising activities and charitable grants and last year was no different. Overall, 97% of our income before investment income, £188.4 million, came from these sources, with the remainder coming from the Coronavirus Job Retention Scheme grant. Importantly, we have a strong and diverse portfolio of fundraising income streams, having consistently invested in fundraising for many years.

Legacy income decreased by 8% to £71.8 million, a key factor in this decrease is due to delays in legacies being processed through the probate system. As legacies remain our biggest single source of revenue, making up 37% of our total fundraised income, we will continue to invest in our long-term legacy strategy.

Our donation income is made up of multiple income streams and for 2020 totalled £97.2 million. Despite this being a 25% decrease, it is a superb achievement in challenging fundraising circumstances given social distancing restrictions. This includes money raised through national events such as the World's Biggest Coffee Morning, challenge events, corporate supporters, direct marketing, trusts and major donors as well as income generated by 284 active volunteer fundraising committees across the UK.

Grant income for 2020 totalled £8.1 million which includes £2.6 million from the Scottish government for the Transforming Cancer Care Journey Programme. We also accessed £5.1 million from the government Job Retention Scheme as a result of furloughing up to 30% of Macmillan employees during the year.

Funding our services

In total we spent £89.3 million on services for people living with cancer in 2020. Our strategic reports on pages 4 to 71 explains what we did last year and what we achieved with the money we spent.

We spent £18.1 million on our welfare rights and benefits advice services, an increase of 24% compared to 2019. Our money and work experts on our support line services identified £85 million in financial gains for people living with cancer through our Macmillan Support Line and money and work services. Our separate network of benefits advice services across the UK helped to secure a further £184 million in financial gains such as state benefits that people living with cancer were entitled to.

We increased our spend on support line services to £16.9 million, an increase of 14% compared to 2019. These support line services include our Macmillan Support Line and they reached over 102,000 people in 2020. 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.

In 2020, we spent £9.1 million on providing grants to over 30,000 people living with cancer who are facing financial hardship, a decrease of 28% from 2019. The grants offer people a speedy lifeline when financial problems arise that relate to their cancer. They help pay for a wide variety of things – from essential items like a new washing machine, to fuel bills, or even to fund a much-needed break. The decrease is partially due to our strategic approach to introduce a model of integrated financial support which focuses on helping address financial needs much earlier in order to ensure people with cancer become less reliant on Macmillan Grants. However, another contributing factor is the decrease in professional referrals for Macmillan Grants as a result of the focus on Covid-19 within the healthcare system.

We also spent £14.8 million in 2020, a 4% decrease from 2019 on policy and campaigning to get the right support for people living with cancer.

As a charity almost entirely reliant on our generous supporters, we recognise that we can make our funds work harder and achieve much more through our partnerships than we could alone by providing grants to partners such as the NHS, local authorities and other organisations. Our grants fund new Macmillan professionals and services, to ensure everyone, now and in the future, receives personalised, all-round care that's right for them.

Today, there are over 12,000 Macmillan roles employed and managed by our partners across the UK, all working to improve the lives of people living with cancer. This includes over 6,400 nurses, over 900 support workers and over 1,500 allied health professionals. We generally fund new Macmillan professionals for a fixed period. After this time, the partner organisation takes over the funding of their salary. Macmillan continues to provide ongoing professional development and support. Funding Macmillan professionals in this way means we can support more professionals into more roles, in a sustainable way.

During 2020, we made the difficult decision to pause investment in many of the grants we give to partner organisations. This was partly in response to a reduction in our income, but also in recognition that some of our partners were struggling to fulfil these projects whilst managing the impact of coronavirus on their operations. Despite this, we still invested £28.5 million in grants with partner organisations. This included a £12.5 million Coronavirus Response Fund which enabled us to support the continuation of vital cancer services and be responsive in meeting the needs of people with cancer.

Reducing our charitable spend this year was a necessary short-term step to protect established services in response to an unprecedented event in our history, but not one we plan to repeat. In 2021 we are planning to invest over £60 million through grants to our partners.

The cost of raising our income in 2020 was £58.5 million, a 10% decrease on 2019. We will continue to keep a very close eye on all our costs and fundraising activities, to make sure that we are making the most of all our resources.

You'll find a more detailed analysis of our charitable expenditure in note 10 to the financial statements.

It has been essential to track our income and expenditure to ensure that we were responding appropriately to the impact of the pandemic and drop in income we forecasted. This agile approach enabled us to prioritise spending on services which are meeting the needs of people living with cancer through the pandemic. Examples of these include Macmillan professionals funded through the Coronavirus Response Fund and our Telephone Buddies service.

Our quarterly forecasting approach enables us to react to the changing environment in the most effective way while maintaining financial discipline. We as Trustees review the quarterly forecast through the various committees and in particular through the Finance and Audit Committee and the Charitable Expenditure Committee.

Reducing our costs

Macmillan responded to our reduction in income by taking action to make immediate savings in order to protect our ability to continue to deliver the most impact for the people we are here to support. These included pausing our annual salary review, a recruitment freeze (£6.8 million saving), moving to working from home (£3.8m saving) and making use of the government Job Retention Scheme (£5.1 million received in 2020).

New ways of working and technology to support homeworking across Macmillan enabled us to reduce our costs and we permanently closed offices in London (Millbank), York, Belfast, Bridgend and Edinburgh. This will achieve savings of approximately £1.3 million, compared to 2019.

In order to manage the impact that the coronavirus pandemic will have on our income we also took the difficult decision to reduce the size of our organisation. This was a key element of the longer-term savings we needed to make to address projected income shortfalls over the next few years. The changes create an organisation and structure that drives the most impact for people living with cancer now and in the future. At the end of 2020, we embarked on a consultation process which resulted in making 250 Macmillan colleagues redundant (including 69 voluntary redundancies). This will make a saving of £13.9 million and has been critical in building a leaner, more efficient organisation for the future. Macmillan is now made up of over 1,600 employees spread across seven directorates which are structured to support our strategy to help people with cancer live life as fully as they can. A smaller workforce, along with the continued impact of the pandemic and the changing needs of people living with cancer and our income means we need to remain agile and prepared to face tough decisions about what we prioritise in order to deliver the greatest impact.

Liquidity

As an organisation relying almost entirely on annual fundraised income, our policy has always been to hold adequate funds to enable us to react to any unexpected adverse impact on our finances. The Trustees continued to endorse a liquidity policy in 2020, as Macmillan remains in a financially strong position and is therefore able to maximise support for those living with cancer.

Under our liquidity policy, our target is to retain £100 million in investments and cash which are capable of being liquidated at relatively short notice. In addition, we will hold cash and other liquid funds to meet normal day-to-day cash flow requirements. As at 31 December 2020, our investments and cash totalled £141 million (2019: £180 million). We utilised our liquidity throughout 2020 in order to manage the effect of the pandemic on our finances, we anticipate this impact on liquidity will continue. We also plan to use it further in 2021 and beyond as part of our commitment to increase charitable expenditure to ensure we deliver the greatest impact for people living with cancer.

During this time, we are constantly reviewing our liquidity position to ensure we maintain appropriate levels of easily accessible funds, in conjunction with a specific focus on cashflow management.

Our surplus and reserves

The reported in-year operating result for 2020 is an operating surplus of £3.7 million as a result of us successfully rebalancing our expenditure (£189.8 million) against the lower income levels received in year (£193.5 million).

Our overall surplus before investment losses is £47.1 million in 2020. During the year we conducted a thorough review of our grant commitments to partner organisations which resulted in the writeback of £42 million of prior year grant commitments. A significant proportion of this was related to grants our partners were unlikely to be able to fulfil in the near term due to the impact of Covid-19. It also reflects how the impact of the pandemic limited our ability to develop new opportunities for services with the NHS and other health and social

care partners who needed to focus their attentions on their response to the emerging crisis.

As mentioned above, Macmillan operates a liquidity rather than a reserves policy. As at 31 December 2020, our general reserves totalled £53.4 million, an increase of £42 million on 2019. Designated funds totalled £3.3 million, a small increase of £0.1 million from 2019. Restricted funds totalled £20.9 million, a decrease of £0.8 million from 2019. Total reserves stood at £77.6 million, compared to £36.2 million in 2019. The increase in reserves is primarily a result of the changes in our grant liability as detailed in the previous paragraph.

Our Investments

Fixed asset investments
Our portfolio is being managed by Sarasin and Partners. As a result of the pandemic there was significant volatility in the stock markets. In order to reduce exposure to this volatility and improve liquidity, in May 2020 we instructed Sarasin and Partners to liquidate the long-term fund and most of the portfolio was transferred to the short-term fund. At 31 December 2020, our long-term fund, which includes the value of some residual holdings with our previous investment managers, JP Morgan Private Bank, stood at £3.3 million in comparison to £88.5 million in 2019. Our short-term fund totalled £96.3 million, compared to £43.5 million in 2019.

The performance of Sarasin and Partners is regularly monitored by the trustees against agreed benchmarks and trustees are satisfied with this performance. We continue to review our investment strategy with Sarasin and Partners on a regular basis. We do not directly invest in tobacco. We 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 also include legacy property of £0.5 million and a programme related investment of £1.5 million.

Current asset investments
Additionally, we hold funds to meet ongoing commitments.
The 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 at 31 December 2020 showed a surplus of £8.6 million, a 21% decrease from 2019. This surplus is not recorded in the financial statements.

A formal triennial valuation was undertaken as at 31 December 2019 and showed a surplus of £1 million. The trustees regularly review the pension scheme and are confident the scheme is well run and well-funded. There are no plans to change the current investment strategy.

SECR Reporting

Streamlined Energy and Carbon Reporting (SECR) is a new 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.

The data relates to UK emissions for the 12-month period from 1 January 2020 to 31 December 2020. The below table represents the minimum reporting requirements for the SECR regulations.

Macmillan Cancer Support Energy Use Associated Greenhouse Gas Emissions

Total Energy consumption	**2,736,882 KWh**
Emissions from combustion of gas (Scope 1)	179 tCO2e
Emissions from combustion of fuel for the purposes of transport (Scope 1)	136 tCO2e
Emissions from purchased electricity (Scope 2)	254 tCO2e
Emissions from business travel in rental cars or employee-owned vehicles where the company is responsible for purchasing the fuel (Scope 3)	31 tCO2e
Total gross emissions	600 tCO2e
Emissions per FTE	0.34 tCO2e per FTE
Total Gross Scope 1, Scope 2 (market based) & Scope 3 emissions (tCO2e) (optional)	**594**

Quantification and Reporting Methodology
We report our emissions with reference to the latest Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol). The 2020 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 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 from October-December 2020 and have included an additional figure calculated using market-based factors to account for this in our report above. For Albert Embankment, Millbank, and Midhurst, some utilities are included in the rent, so benchmarking based on floor area against industry benchmarks has been used to provide estimated energy consumption at these sites. Data sources include billing, invoices and the Group's internal systems. For transport data where actual usage data (e.g. litres) was unavailable, conversions were made using average fuel consumption factors to estimate the usage.

Intensity Ratio
We have chosen to report our gross emissions against FTE staff because this metric aligns most closely to fluctuations in carbon emissions.

Energy Efficiency Action
Macmillan Cancer Support is committed to reducing the Environmental impact of our operations. In the period covered by the report, almost all PCs have been replaced by laptops to reduce energy consumption. All physical phones have been removed from the office and replaced with soft phones via laptop to reduce electricity consumption through the old digital handsets. Following the reduction of business travel due to Covid-19, we plan to sustain a reduced travel pattern and introduce a pre-authorisation procedure for travel.

How we raised our money

We raised £193.5 million in 2020 from our superb supporters and grant income.

Legacy income £71.8 MILLION

This is from people leaving a gift to us in their will.

Donation income - £97.2 MILLION

Local fundraising committees **£2.2 million**
This is donation income raised by fundraising committees in their local communities.

Fundraising events **£30.3 million**
This includes national, challenge and local events.

Corporate income **£13.9 million**
This is income from corporate supporters and partners.

Philanthropy **£5.4 million**
This includes income from trusts and major donors.

General donations **£11.4 million**
We raise lots of money from general donations by the public.

Direct marketing **£31.5 million**
This is money raised by activities like direct debit campaigns and mailings.

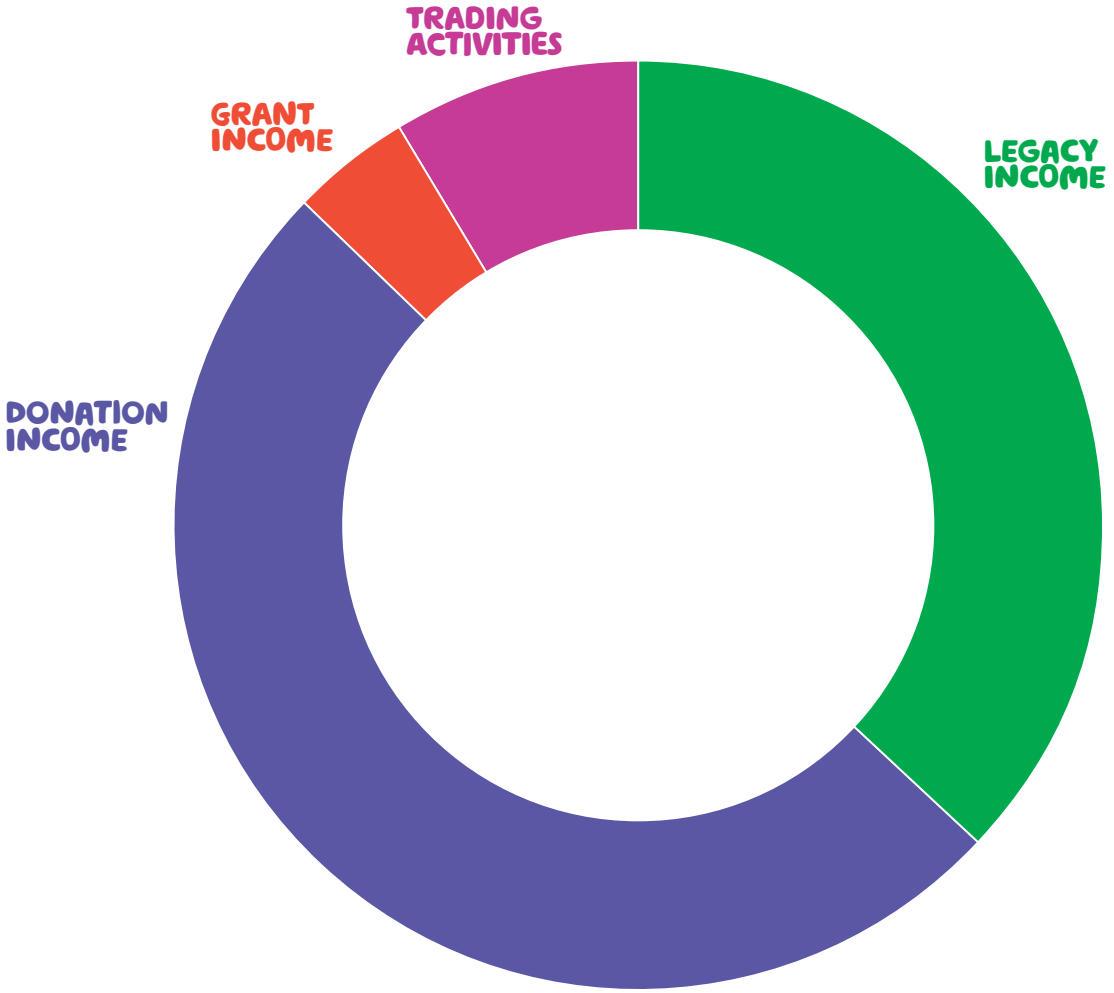
Donated services and facilities **£2.5 million**
This is services and facilities donated to us.

Grant income £8.1 MILLION

This income comes from specific grants given to support Macmillan initiatives.

Income from trading activities £16.4 MILLION

This includes income from our raffles and lotteries, fundraising committee sales, our online shop, licensing and royalties.



Total income before investment income
£193.5 million

Investment Income
£1.4 million

Total income
£194.9 million

How we spent our money

We spent £128.3 million on services for people affected by cancer.*

Healthcare £22.3 MILLION
We fund and support a range of health and social care professionals.

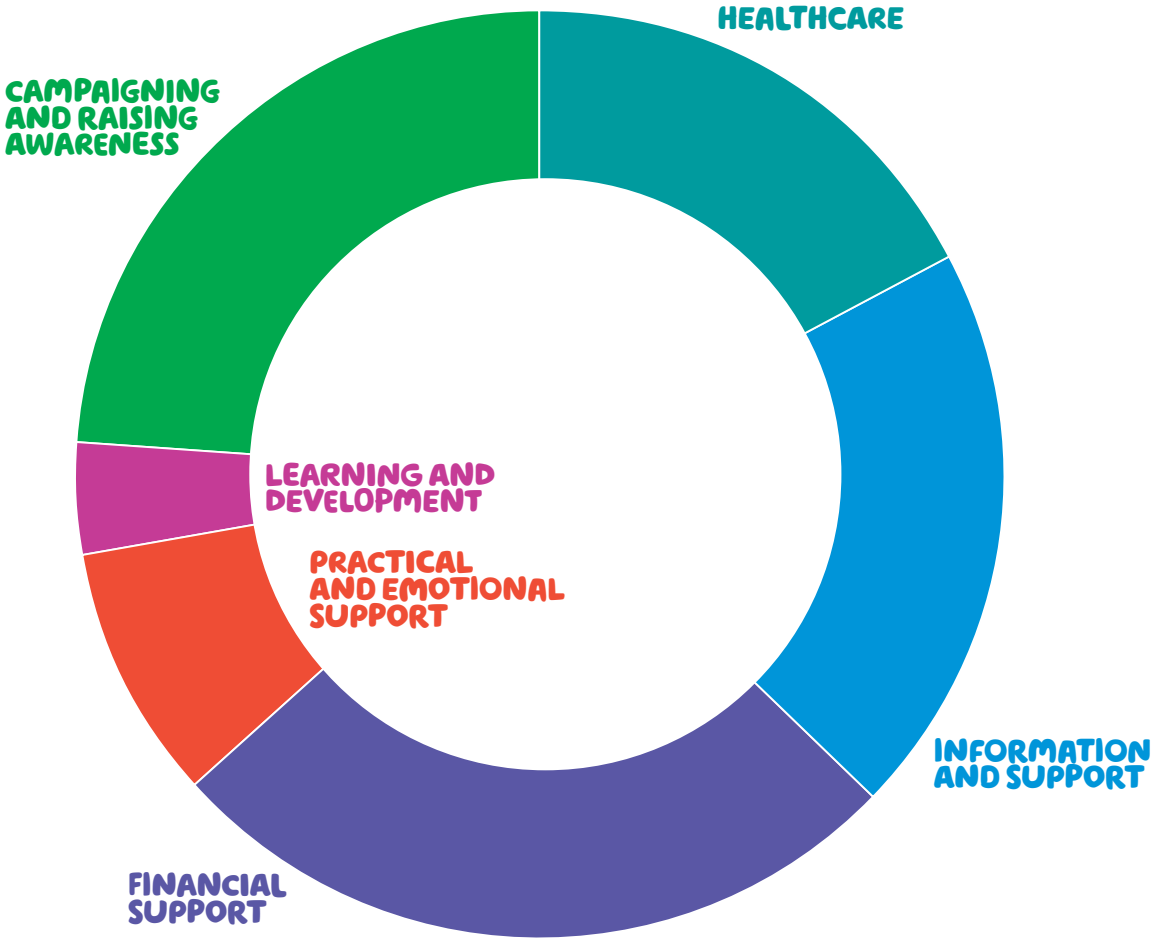
Information and support £25.5 MILLION
We provide people with information to help them make important decisions about their treatment and care.

Financial Support £33.5 MILLION
We provide financial support to help people who are struggling with the cost of cancer, including through Macmillan grants, benefits advice and financial guidance.

Practical and emotional support £11.5 MILLION
We help people find the emotional support they need and get help with the practical issues arising from cancer.

Learning and Development £5.2 MILLION
This includes providing training opportunities for professionals, volunteers and people affected by cancer.

Campaigning and raising awareness £30.3 MILLION
We campaign for changes to improve the lives of people affected by cancer and raise awareness of issues most important to them.



* Figure does not include grant writebacks and discounting adjustments

In year charitable expenditure	£128.3 million
Prior year grant writebacks and discounting adjustments	-£39 million
Total expenditure on charitable activities	£89.3 million

Total expenditure on charitable activities
£89.3 million

Expenditure on raising income
£58.5 million

Total
£147.8 million

PRINCIPAL RISKS AND UNCERTAINTIES

We define risk as anything that can adversely 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 being inherent in what we do and the decisions we make. We seek to understand the risks we face or create and plan to operate within an acceptable level of risk-taking. However, we also know that we must innovate and take risks to reach and improve the lives of people living with cancer. Our approach to risk management follows the recommendations of the Charity Governance Code.

Risk management process

We ask all our employees, in everything they do, to be aware of the risks and opportunities in what they are trying to achieve, to assess the potential seriousness and chance of them occurring and to manage them for the benefit of our stakeholders.

Risk assessment

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 & Compliance Group as well as to agree these with their respective Executive Directors. Risks have been linked to Macmillan's planning cycle to ensure we add more value to the process and content. As well as identifying things that could go wrong, we look for opportunities we might miss for further growth and a sustainable future, as missing these could also stop us improving the lives of people living with cancer. Risks are scored for the impact they would have and how likely they are to happen. Each risk has an identified owner. All corporate risks are assigned to the relevant sub-committee as agreed at our executive Performance & Risk Board and confirmed at the Finance & Audit Committee of the main Board.

Appropriate level of risk

Key to assessing our risks is establishing our risk appetite, the amount of risk we are prepared or able to accept in pursuit of our purpose. 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 would be intolerant of any activities that could produce compliance issues.

For our principal risks, formal risk appetites are codified in our policies and procedures to provide direction and boundaries for consistent, risk-aware decision making for our risk owners. As the environment in which we operate changes, along with stakeholder expectations and our priorities, we may have to adapt our risk appetites. Ultimately, we recognise that we may not always be able to prevent individual incidents, but risk owners will still look to reduce the impact that risks may have and the likelihood they may occur to an appropriate level.

Management review

This has been a unique year for Macmillan in a pandemic. All risks have been reviewed monthly at the Performance & Risk Board meetings to ensure all our Executive Directors, our CEO, Chief Operating Officer and Chief Financial Officer monitor all our corporate risks monthly 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 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. This continued throughout the pandemic and depending on the need, frequency of these meetings increased. However, we are in a position now that risk leads meet quarterly and our Performance and Risk Board receives quarterly internal reports on compliance and risk metrics.

The corporate risk register is an organisational-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, operational decision making; they also feed into our assurance framework, including our annual Internal Audit Plan.

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 management are 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. Executive management are informed by our directorate leadership teams, a Performance and Risk Board and a Risk and Compliance Group. They present updates to the Finance and Audit 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

To help us analyse our risks, we identify and categorise our risks into three broad areas: strategic, operational and regulatory, and financial. 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: the ongoing impact and potential persistence of Covid-19; major changes to NHS and social care structures, cuts to public spending, an uncertain economic outlook and a competitive charitable sector. We remain agile by monitoring and adjusting our focus as needed. Operationally, as we grow and change we are looking continually for new and more efficient ways of delivering our services, such as listening to people living with cancer, improving the way we work with partner organisations, our volunteers and employees, and enhancing our technological support. This is against a background of continuing pressure on donors' finances. Changes in regulation, particularly regarding data protection, require investment and changes to policies and procedures. Financially, we have carefully reviewed the level of reserves we need to safely sustain our operations, so we can deploy as much as possible for our strategy and make more of a difference for people living with cancer.

Throughout the year, we stay alert for changes, both externally and internally, and make adjustments to keep us on track to achieve our objectives, sustain our operations, maintain our reputation and meet regulatory requirements.

Each risk category is described in more detail on the next page, along with our approach to managing them.

Strategic risk: due to planning assumptions on future activities and growth that are no longer valid, plans that we can no longer deliver or changes to the external environment that we cannot manage, especially monitoring the impact of Covid-19.

- We ensure that all our employees, volunteers, fundraisers and stakeholders are safe and supported during the duration of the pandemic. We took the decision to encourage employees to work from home from March 2020. We cancelled our major face-to-face events and instead promoted online fundraising activities. We also ensured volunteering was a dynamic risk-based decision based on individual circumstances of people living with cancer and also our volunteers. Every decision we took was in line with national government guidance. Our priority remains to ensure safety and support for everyone we work with and work for.
- We work with all stakeholders, key decision makers and influencers in government, local authorities and the NHS and people living with cancer to understand their needs, develop policy positions and demonstrate the benefit we can provide. This has been particularly challenging during Covid-19 due to restrictions and lockdowns, but Macmillan has been able to continue to support people living with cancer as well as launch our 'Forgotten 'C' campaign'.
- Annually, a defined strategic planning process analyses the external and internal environment, develops objectives, initiatives and plans for delivery. It is supported by a programme management function and a communication programme to inform employees and volunteers of our strategy and progress.
- We have policy and procedures 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.
- Delivery of our strategy is managed through our performance management processes, which are actively monitored by our Performance & Risk Board.
- We invest in our brand to promote what we can do to help people living with cancer and engage with existing and new supporters. We protect our brand consistency and integrity through guidelines, training, trademarks, licences and review processes.
- 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.
- We continue to respond to the impact of Covid-19 over three time-horizons: the end of 2020, end of 2021, 2022 onwards (6 months, 18 months and 3-5 years).
- We have a process to review our strategic objectives and finances across the 18-month and 3-year period.
- We have an established annual plan and budget process into which we will feed any changes to the strategy, plans or budget resulting from the ongoing uncertainty.

Operational and regulatory risk: due to failures in operational processes or failures to meet regulatory standards, including in areas such as fundraising, partnerships, talent, safeguarding, health and safety, security, data protection, and business continuity.

- We have policies, procedures 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 ensure that all our recruitment eliminates any account of unconscious bias and encourages applications from all candidates regardless of background.
- We provide learning and development opportunities, benchmark our benefits with comparable organisations and engage with employees through forums and surveys.
- Specialist compliance training is delivered to employees 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.

- Information Security, Health and Safety, Safeguarding and Counter-Fraud policy and procedures have been benchmarked against recognised standards. Our Privacy Policy ensures 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.
- Processes are in place to prevent and detect fraud, including annual internal audits designed to test the effectiveness of key financial controls and a whistleblowing helpline.
- Contingency planning, incident management and crisis management arrangements are in place. Our business continuity worked effectively during the course of the pandemic on all areas of work.

Financial risk: due to insufficient funds to meet our charitable objectives, failure to spend our money well or errors in reporting our performance. A thorough scrutiny of all our financial decisions and investments is undertaken by our Trustees at the Finance and Audit Committee meetings

- We monitor our financial performance, liquidity and solvency through a system of financial reporting that compares actual results against the phased annual budget and 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 reserves policies are set, with input from external advisers, to ensure we manage our risks and have adequate liquidity and solvency to meet our ongoing liabilities.
- In our investment activities, foreign exchange forward and options contracts are used to hedge exposure resulting from any risk of changes in foreign currency rates. All other assets and liabilities are held in sterling.
- Credit risk on amounts owed in respect of incoming resources is low.
- Investment policies, delegation of authorities, procurement and expenses policy 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.

LOOKING FORWARD

Our determination to do whatever it takes for people living with cancer is unwavering. We remain committed to deliver on our objectives, which outline how we will support everyone living with cancer to live life as fully as they can. A robust plan for this year identifies how we will make progress in achieving them.

We have adapted our plans to respond to Covid-19, the impact it has had on people living with cancer, our partners and our ability to raise funds. The continued effect the pandemic has had on our income means we continue to face tough decisions about what we prioritise to deliver the greatest impact.

The environment we work in is constantly changing. We will remain agile and responsive as circumstances develop, and we will always put the needs of people living with cancer at the heart of everything we do.

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

In 2021 we will:

- Increase our marketing to reach people with cancer from the point of diagnosis, focusing on those most in need of our support.
- Increase the number of people we reach through the Macmillan Support Line and Online Community.
- Make the cancer information on our website easier to access and continue to market it so that we reach more people.

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

In 2021 we will:

- Continue our work to influence government to protect and prioritise cancer services.
- Work with partners and organisations providing cancer care to ensure people have more conversations about their needs and the support they can access.
- Deliver a new learning system and development offer to Macmillan professionals to support them in their work to care for people living with cancer.

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

In 2021 we will:

- Maintain our investment in financial support so that people can get help with all their financial concerns.
- Develop and test new services to support the emotional needs of people living with cancer.

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

In 2021 we will:

- Make it easier and more rewarding to support us by improving the experience for donors and volunteers.
- Continue to develop new ways of raising money.

5. We'll improve the key activities which support Macmillan to do its work as efficiently and effectively as possible.

In 2021 we will:

- Support and engage our employees and volunteers so they can be as effective as possible in their work.
- Continue making improvements to our structure, systems and ways of working to ensure we spend as much money as possible on supporting people living with cancer.

6. We'll reflect and represent the communities we serve in everything we do to support everyone living with cancer:

- Create a fairer way for people from a diverse range of backgrounds to join Macmillan as employees and volunteers, to flourish when they are here and to be better supported if they come across challenges in their role.
- Investigate how we can champion diversity and inclusivity in our work for, with, and through the cancer workforce.
- Plan how we can make our own services more inclusive and accessible to all communities and support our partner organisations to do the same.

GOVERNANCE

Structure and Management

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.

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 management is delegated to the Chief Executive, Lynda Thomas, and the Executive Directors who comprise the Executive Strategy team (see page 70).

Board of Trustees

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. Ultimately, though, all Board appointments are based on merit, in the context of ensuring that we have an appropriate balance of skills and experience. During 2020 we recruited two new trustees. All new trustees undertake an induction programme, which includes coverage of the Charity's aims and how they are being fulfilled, the role and duties of the trustees, company and charity law and governance, and financial and risk management. Trustees meet with the Chief Executive, members of the Executive Strategy team and others. Additional training is arranged as required for individual trustees or for the Board as a whole. Normally the induction would include visits to Macmillan services, however visits of this nature were not possible during 2020 due to Covid-19. These will recommence in due course.

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

Dr Jag Ahluwalia (Chair of Charitable Expenditure Committee)
Iain Cornish (Treasurer and Chair of Finance and Audit Committee)
Jane Cummings CBE
Andrew Duff (to 29.07.20)
Professor Timothy Eisen
Rachel Higham (appointed 01.09.20)
Kate Howe
Sue Langley OBE (Chair of Remuneration Committee)
Feilim Mackle (Chair of Fundraising Marketing & Communications Committee)
Mohammed Mehmet
Richard Murley (Macmillan Chair and Chair of Nominations Committee)
Dame Una O'Brien DCB
Nick Owen (appointed 01.09.20)
Toby Strauss
Mark Ware

Sue Langley and Una O'Brien will stand down from the Board in July 2021 after each serving one term. Timothy Eisen will leave the Board in July 2021 after serving for 10 years.

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.

How the Board works

In addition to receiving regular reports from the Chief Executive and Executive Directors, the Board is advised on clinical matters by the Expert Advisory Board and is informed by the views of the Volunteer Forum, which consists of both national and regional groups, and whose Chairman reports to the Chair of Macmillan's Board. Trustees may also, when appropriate, take independent professional advice.

Conflicts of interest are considered at each meeting and the Company Secretary maintains a register of conflicts.

The Board and its committees meet regularly during the year, including holding 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. In light of the ongoing pandemic in 2020, all trustee meetings from March onwards were held by video conference, with additional meetings being arranged to ensure that the Board and the Executive could respond appropriately to ongoing developments.

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.

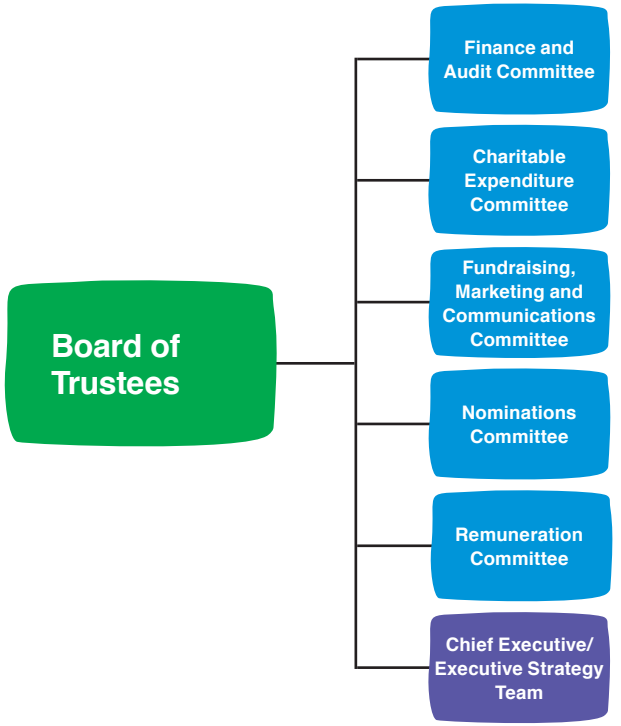
Board Committees

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 and Audit 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.

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.

Remuneration Committee: Determines and recommends to the Board the overall policy for the remuneration of the Charity's employees and keeps an oversight on people issues and related policies.

Number of meetings held in 2020

Board of Trustees	8
Charitable Expenditure Committee	4
Finance and Audit Committee	8
Fundraising Marketing, & Communications Committee	7
Remuneration Committee	2
Nominations Committee	1

Board 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. A full Board review is normally held at least every two years, and the performance of individual trustees is assessed each year.

Our last externally facilitated in-depth Board governance review was undertaken in 2018. An in-house review was planned for 2020 but was deferred due to the pandemic. The Board has since commissioned an external review which will take place in the second half of 2021.

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), with 'United Kingdom Generally Accepted Accounting Practice' comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law. 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, comprising FRS 102 have been followed, subject to any material departures being disclosed and explained in the financial statement
- 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 2020

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 and operational address
89 Albert Embankment
London SE1 7UQ

Patron
HRH The 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

Executive Strategy Team

Chief Financial Officer
Steve Clayton

Chief Operating Officer
Simon Phillips

Fundraising, Marketing and Communications
Claire Rowney

People
Kathy Taylor

Technology
Declan Hunt

Bankers
NatWest
280 Bishopsgate
London EC2M 4RB

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:

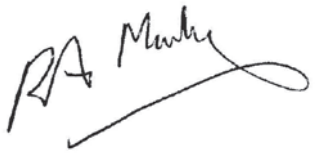
- During 2020 we transferred the business of Macmillan Cancer Support Sales Limited into Macmillan Cancer Support Trading Limited. Macmillan Cancer Support Trading Limited, which sells Christmas cards and other items, and carries out fundraising trading activities, continued to operate during 2020, and all of its 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 2020.
- 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 2020. All of their profits were transferred to the Charity.
- Cancerbackup was dormant throughout 2020.
- Note 7 to the financial statements summarises the results of the subsidiaries, which performed satisfactorily in 2020.

Related parties
Details of other related parties and connected organisations can be found in Note 26 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 4 to 71, was approved by the board of trustees and authorised for issue on 15 June 2021.



Richard Murley, Chair

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 2020 and of the Group's incoming resources and application of resources, including its income and expenditure, and 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 Charity balance sheets as at 31 December 2020; the consolidated statement of financial activities (including an income and expenditure account) and 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 regulation and fraud;
- reading minutes of meetings of the board of trustees and board subcommittees, including the Finance and Audit Committee;
- reviewing terms and conditions of significant contracts;
- reviewing correspondence with regulators including the Charities 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 parent 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
16 June 2021

Consolidated statement of financial activities
(including an income and expenditure account)

For the year ended 31 December 2020

Income	Note	Unrestricted £'000	Restricted £'000	2020 Total £'000	Unrestricted £'000	Restricted £'000	2019 Total £'000
Legacies, donations and grants:							
Legacy income	2	66,549	5,267	71,816	70,727	6,995	77,722
Donation income	3	87,549	9,648	97,197	117,678	12,706	130,384
Grant income	4	5,149	2,937	8,086	26	2,056	2,082
Total legacies, donations and grants		159,247	17,852	177,099	188,431	21,757	210,188
Income from trading activities	5	16,370	81	16,451	17,518	1,328	18,846
Total income before investment income		**175,617**	**17,933**	**193,550**	**205,949**	**23,085**	**229,034**
Investment income	6	1,339	-	1,339	3,799	-	3,799
Total income		**176,956**	**17,933**	**194,889**	**209,748**	**23,085**	**232,833**
Expenditure							
Expenditure on raising income	9	58,173	299	58,472	64,611	299	64,910
Expenditure on charitable activities	10	70,933	18,398	89,331	156,974	23,855	180,829
Total expenditure		**129,106**	**18,697**	**147,803**	**221,585**	**24,154**	**245,739**
Net income/(expenditure) before (loss)/gain on investments		**47,850**	**(764)**	**47,086**	**(11,837)**	**(1,069)**	**(12,906)**
Net (loss)/gain on fixed and current asset investments		(5,721)		(5,721)	14,419	-	14,419
Net income		**42,129**	**(764)**	**41,365**	**2,582**	**(1,069)**	**1,513**
Transfers between funds	25	-	-	-	-	-	-
Net movement in funds		**42,129**	**(764)**	**41,365**	**2,582**	**(1,069)**	**1,513**
Reconciliation of funds							
Total funds brought forward		14,550	21,693	36,243	11,968	22,762	34,730
Total funds carried forward	25	**56,679**	**20,929**	**77,608**	**14,550**	**21,693**	**36,243**

No corporation tax was payable by the Group or Charity for the year ended 31 December 2020 (2019: £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 25 to the financial statements. The notes on pages 77-105 form part of these financial statements.

Balance sheets

Company Number 2400969

As at 31 December 2020

	Note	**Group 2020 £'000**	Group 2019 £'000	**Charity 2020 £'000**	Charity 2019 £'000
Fixed assets					
Tangible assets	13	7,633	7,679	7,633	7,679
Investments	14	101,695	133,893	101,695	133,893
Total fixed assets		**109,328**	**141,572**	**109,328**	**141,572**
Current assets					
Stocks and property awaiting sale	18	311	1,158	28	938
Debtors	19	66,974	66,558	70,935	70,252
Investments	15	28,355	39,337	28,355	39,337
Cash at bank and in hand	16	11,384	6,564	5,360	863
Total current assets		**107,024**	**113,617**	**104,678**	**111,390**
Liabilities					
Creditors: amounts falling due within one year					
Grants committed not yet paid	20	(54,710)	(68,141)	(54,710)	(68,141)
Other creditors and deferred income	21	(14,576)	(13,151)	(12,230)	(10,924)
Net current assets		**37,738**	**32,325**	**37,738**	**32,325**
Total assets less current liabilities		**147,066**	**173,897**	**147,066**	**173,897**
Creditors: amounts falling due after more than one year					
Grants committed not yet paid	20	(68,733)	(136,920)	(68,733)	(136,920)
Provisions for liabilities	23	(725)	(734)	(725)	(734)
Net assets	24	**77,608**	**36,243**	**77,608**	**36,243**
The funds of the charity					
Restricted income funds		**20,929**	**21,693**	**20,929**	**21,693**
Unrestricted funds:					
Investment revaluation reserve		(3,187)	10,163	(3,187)	10,163
Other general funds		56,562	1,203	56,562	1,203
Total general funds		53,375	11,366	53,375	11,366
Designated funds		3,304	3,184	3,304	3,184
Total unrestricted funds		**56,679**	**14,550**	**56,679**	**14,550**
Total funds of the charity	25	**77,608**	**36,243**	**77,608**	**36,243**

The net income for the year of the parent Charity was £41,365,000 (2019: £1,513,000 net income).

The financial statements, including the notes on pages 77-105, were approved by the Board of Trustees and authorised for issue on 15 June 2021, and signed on its behalf by;

Richard Murley - Chair, Iain Cornish - Treasurer.

Consolidated cash flow statement

For the year ended 31 December 2020

	Note(s)	2020 £'000	2019 £'000
Net income for the year (as per the statement of financial activities)		**41,365**	**1,513**
Adjustments to exclude non-cash items and investment income			
Depreciation	13	510	428
Decrease in grant commitments, other creditors and deferred income	20,21	(80,193)	(5,623)
(Decrease)/increase in provisions	23	(9)	201
Decrease/(increase) in stocks and property awaiting sale	18	847	(1,074)
(Increase)/decrease in debtors	19	(416)	4,030
Losses/(gains) on fixed and current asset investments		5,721	(14,419)
Investment income	6	(1,339)	(3,799)
Shares and investments acquired via legacies and gifts	14	-	(59)
Loss on programme related investment	14	279	144
Net cash used in operating activities		**(33,235)**	**(18,658)**
Cash flows from investing activities			
Investment income	6	1,339	3,799
Purchase of tangible assets	13	(464)	(576)
Payments to acquire fixed asset investments	14	(995)	(3,640)
Proceeds from sales of fixed asset investments	14	-	53
Proceeds from sales of current asset gifted properties		554	-
Payments into current asset investments		(88,618)	(106,920)
Withdrawals from current asset investments		99,600	84,112
Transfer to cash and cash equivalents	14	26,639	41,262
Transfer to stocks and property awaiting sale	14	-	413
Net cash provided by investing activities		**38,055**	**18,503**
Change in cash and cash equivalents in the year		**4,820**	**(155)**
Cash and cash equivalents at the beginning of the year		6,564	6,719)
Cash and cash equivalents at the end of the year	16	**11,384**	**6,564**

Reconciliation of net debt

	At start of year	Cash flows	At year end
Cash	**6,564**	4,820	**11,384**

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. During 2020 all the assets and liabilities of Macmillan Cancer Support Sales Ltd were acquired by Macmillan Cancer Support Trading Ltd as part of the merger of these subsidiary trading companies. Uniform accounting policies are adopted across the Group and inter company transactions are eliminated on consolidation. Cancerbackup was dormant in 2019 and 2020 and Macmillan Cancer Support Enterprises was dormant in 2020 and as such both are excluded from the consolidated financial statements. 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 14. 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 £189,917,000 (2019: £225,249,000) and the expenditure was £142,831,000 (2019: £238,155,000). The net surplus of the Charity after recognised losses of £5,721,000 (2019: £14,419,000 gains) was £41,365,000 (2019: £1,513,000). 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 discount applied to grant commitments not yet paid falling due after more than one year to adjust the valuation to its present value.
In calculating the value of a legacy estate, we apply an estimated deduction for costs incurred in administering the legacy of 8%. This is based on the average costs that have been incurred over a three-year period. If we were to use a 10% deduction, the deduction would increase by £1,424,000. See note 1, 'Legacy income' and notes 2 and 19 for more information on the accrued legacy income.
See note 1, 'Grant commitments' and notes 17 and 20 for more information on grant commitments.

Critical accounting judgements

In the preparation of the financial statements, accounting judgements are also made. The most significant areas of judgement that affect items in the financial statements relate to donated goods and services and the defined benefit pensions surplus. No amount is included for items where Macmillan would not have paid for the donated good or service under ordinary circumstances. Further detail on donated goods and services can be found in note 1 'Donation income'.
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 £8,565,000. See note 1, 'Pensions' and note 29 for more information on the defined benefit pension scheme.

Going concern

In determining the appropriate basis of preparation of the financial statements for the year ended 31 December 2020, the trustees are required to consider whether Macmillan Cancer Support can continue in operational existence for the foreseeable future.
The Board has undertaken a rigorous assessment of the financial forecasts with specific consideration to the impact of the continuing Covid-19 pandemic. The forecasts have taken account of current restrictions and schemes in place to support the Charity and made assumptions about the speed of recovery of key activities and income streams based on current plans for removal of restrictions.
As at 31 December 2020, Macmillan had cash and investment balances of over £135 million as outlined in the liquidity and reserves sections of the annual report, well above the target minimum liquidity of £100 million that the trustees have set

1. Accounting policies (continued)

in order to remain in a financially strong position and be able to maximise support for those living with cancer. Post year end, Macmillan liquidated the remainder of its long-term investments held by Sarasin & Partners into the short-term fund, in order to reduce exposure to this volatility and improve access to liquid funds. This provides additional assurance that Macmillan can continue to meet its obligations as they fall due.

In the context of our investment and cash reserves, the trustees reviewed financial forecasts beyond a period 12 months from the approval of the financial statements.

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 Accounts.

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 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 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. Included within grant income is income received as part of the Coronavirus Job Retention Scheme (CJRS), which has been accounted for as a government grant under the performance model. CJRS grants are receivable in respect of qualifying employees and are recognised when salary payments have been made to the qualifying employees. As the CJRS is designed to compensate for staff costs, the amounts received are recognised over the same period as the costs to which they relate. CJRS grants are not received with restriction as to the charitable purposes for which they can be spent.

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 time.

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.

1. Accounting policies (continued)

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.

Assets under construction are not depreciated and comprise expenditure on the purchase, creation or enhancement of tangible assets not brought into use at the Balance Sheet date. Transfers are made from assets under construction to the relevant category of tangible asset when the asset is brought into use.

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.

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 deposits with banks and funds that are readily convertible into cash at, or close to, their carrying values, but not held for investment purposes.
Macmillan also have 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.

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

1. Accounting policies (continued)

Property awaiting sale
Gifted properties awaiting sale are valued at their fair value, which is their expected sale price, less costs of sale. Properties awaiting sale are valued by an independent valuer who holds a relevant professional qualification and has relevant experience of both the class and location of the asset.

Debtors and creditors
Trade debtors and other debtors are recognised at their transaction price less any allowance for doubtful debts. Liabilities are recognised when, as a result of past events, there is a probable future outflow of resources and the amount can be estimated reliably. Trade creditors and other creditors are included at their nominal value.

Grant commitments
Grants 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.

Macmillan grants are grants to individuals which are made to cover a wide range of practical needs and are recognised in the year in which they are paid.

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 revert to the original unrestricted or restricted reserve.

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 27. 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 25. 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 £'000	Restricted £'000	**2020 Total £'000**	2019 Total £'000
Legacy income	**66,549**	**5,267**	**71,816**	**77,722**

3. Donation income

	Unrestricted £'000	Restricted £'000	**2020 Total £'000**	2019 Total £'000
Local fundraising committees	638	1,552	2,190	4,030
Fundraising events	29,931	402	30,333	59,379
Corporate income	8,481	5,427	13,908	17,649
Philanthropy	3,718	1,637	5,355	4,194
General donations	10,770	622	11,392	11,944
Direct marketing	31,548	8	31,556	30,359
Donated services and facilities	2,463	-	2,463	2,829
	87,549	**9,648**	**97,197**	**130,384**

Donated services and facilities comprises contributions totalling £1,867,000 (2019: £2,152,000) to our fuel management programme, £68,000 (2019: £173,000) of advertising space, £465,000 (2019: £504,000) in respect of professional advice including training, £48,000 (2019: £nil) for PPE provided for Macmillan nurses and £15,000 (2019: £nil) for a software license. The Charity also benefits from the services of unpaid volunteers.

4. Grant income

	Unrestricted £'000	Restricted £'000	**2020 Total £'000**	2019 Total £'000
Scottish Government - Transforming Cancer Care Programme	-	2,613	2,613	2,000
Sussex Cancer Fund - Macmillan Horizon Centre, Brighton	-	53	53	52
Coronavirus Job Retention Scheme	5,149	-	5,149	-
NHS North Cumbria CCG	-	135	135	-
Coronavirus Community Support Fund	-	90	90	-
Energy Savings Trust	-	46	46	-
Department of Work and Pensions - Access to Work scheme	-	-	-	26
University of Southampton - RESTORE Web Development	-	-	-	4
	5,149	**2,937**	**8,086**	**2,082**

5. Income from trading activities

	Unrestricted £'000	Restricted £'000	**2020 Total £'000**	2019 Total £'000
Lottery and raffle	13,998	-	13,998	13,027
Local fundraising committees sales	33	81	114	1,964
Fundraising events	57	-	57	442
Corporate and other trading income	2,282	-	2,282	3,413
	16,370	**81**	**16,451**	**18,846**

6. Investment income

	2020 Unrestricted £'000	2019 Unrestricted £'000
Income from fixed asset investments	1,247	3,594
Income from cash and current asset investments	92	205
	1,339	**3,799**

7. Subsidiary undertakings

As at 31 December 2020, 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

7. 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	**2020 Total £'000**	2019 Total £'000
Profit and loss for year ended 31 December 2020							
Turnover	2,280	3,391	3,545	3,310	3,751	16,277	16,777
Cost of sales	(336)	(696)	(896)	(701)	(665)	(3,294)	(6,273)
Gross profit	1,944	2,695	2,649	2,609	3,086	12,983	10,504
Operating costs	(231)	(293)	(96)	(101)	(28)	(749)	(553)
Interest receivable	3	2	-	-	-	5	6
Net profit	1,716	2,404	2,553	2,508	3,058	12,239	9,957
Costs recharged by and interest paid to the Charity	(633)	(114)	(59)	(63)	(71)	(940)	(1,107)
Result on ordinary activities before and after taxation	1,083	2,290	2,494	2,445	2,987	11,299	8,850
Amount donated to the Charity under Gift Aid	(1,083)	(2,290)	(2,494)	(2,445)	(2,987)	(11,299)	(8,850)
Result on ordinary activities before and after taxation	-	-	-	-	-	-	-
Balance sheet as at 31 December 2020							
Current assets	2,646	1,355	707	3,140	1,365	9,213	8,623
Creditors: amounts falling due within one year	(2,646)	(1,355)	(707)	(3,140)	(1,365)	(9,213)	(8,623)
Net assets	-	-	-	-	-	-	-
Share capital - ordinary shares at £1 each	-	-	-	-	-	-	-
Retained earnings	-	-	-	-	-	-	-
Total equity	-	-	-	-	-	-	-

During 2020 all the assets and liabilities of Macmillan Cancer Support Sales Ltd were acquired by Macmillan Cancer Support Trading Ltd as part of the merger of these subsidiary trading companies. 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.

8. Expenditure

	Grants £'000	Direct staff costs £'000	Other direct costs £'000	Apportioned support costs £'000	**2020 Total £'000**	2019 Total £'000
Expenditure on charitable activities	(1,402)	42,362	19,916	28,455	89,331	180,829
Expenditure on raising income	-	17,812	26,555	14,105	58,472	64,910
	(1,402)	**60,174**	**46,471**	**42,560**	**147,803**	**245,739**

Other direct costs associated with raising income include direct event and campaign costs, marketing and advertising.
Note 10 provides further detail on expenditure on charitable activities in year.

Analysis of apportioned support costs	Governance £'000	Human Resources and Facilities £'000	Information Technology £'000	Finance, Legal, and Executive £'000	Policy and Communications £'000	**2020 Total £'000**	2019 Total £'000
Charitable activities	766	7,215	6,250	8,559	5,665	28,455	27,895
Raising income	380	3,576	3,098	4,243	2,808	14,105	13,219
	1,146	**10,791**	**9,348**	**12,802**	**8,473**	**42,560**	**41,114**

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.

Analysis of governance costs	**2020 £'000**	2019 £'000
Employees and contract staff	906	1,013
External audit fees	121	103
Board meeting expenses	3	23
AGM and annual report costs	11	17
Legal, strategy and other costs	105	188
	1,146	**1,344**

External audit fees above represent the fees receivable by the auditors and therefore exclude VAT. Total external audit fees paid by the group including non recoverable VAT is £145,000 (2019: £121,000).

9. Expenditure on raising income

	2020 £'000	2019 £'000
Costs of raising legacies, donations and grants	52,822	55,921
Costs of trading activities	5,012	8,262
Investment management fees	638	727
	58,472	**64,910**

10. Expenditure on charitable activities

	Direct and indirect staff costs £'000	Grants £'000	Direct and indirect other costs £'000	**2020 Expenditure £'000**	Grant releases and discounting adjustment £'000	**2020 Total £'000**	2019 Total £'000
Healthcare							
Macmillan nurses	1,459	13,512	1,407	16,378	(24,830)	(8,452)	52,604
Macmillan allied health professionals	379	1,096	161	1,636	(4,239)	(2,603)	(742)
Treatment and care buildings	1,411	37	891	2,339	(139)	2,200	3,411
Macmillan GPs	1,318	427	164	1,909	(1,620)	289	4,658
Information and support							
Information services	2,763	310	1,633	4,706	(1,700)	3,006	7,940
Information buildings	2	-	12	14	(27)	(13)	88
Mobile Macmillan cancer information centres	3,099	38	809	3,946	3	3,949	5,611
Macmillan Support Line	13,257	-	3,614	16,871	-	16,871	14,841
Financial support							
Macmillan grants	1,062	9,065	2,076	12,203	-	12,203	16,333
Macmillan benefits advice	1,576	9,539	568	11,683	344	12,027	9,278
Macmillan welfare rights helpline	4,903	36	1,153	6,092	(5)	6,087	5,340
Financial guidance service	2,736	-	765	3,501	-	3,501	3,546
Practical and emotional support							
Social care schemes	409	2,974	732	4,115	(5,720)	(1,605)	9,527
Macmillan social workers	118	7	50	175	(986)	(811)	(560)
Volunteering services	5,851	42	1,349	7,242	2	7,244	8,005
Learning and development							
For Macmillan professionals	3,735	241	1,188	5,164	21	5,185	4,588
For people affected by cancer	46	-	5	51	-	51	565
Campaigning and raising awareness							
Research to improve cancer services	2,927	120	1,301	4,348	(94)	4,254	5,217
Public education and awareness raising	1,669	14	8,677	10,360	1	10,361	14,026
Inclusion	199	118	34	351	11	362	566
Policy and campaigning	12,679	-	2,142	14,821	-	14,821	15,493
Customer and content management	336	-	68	404	-	404	494
	61,934	**37,576**	**28,799**	**128,309**	**(38,978)**	**89,331**	**180,829**

10. 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 on the previous page. Write-backs of underused grants are released against the line of charitable expenditure to which they were originally made. In year grants awarded totalled £37,576,000 (2019: £84,646,000). Grant writebacks and discounting adjustments totalled £38,978,000 (2019: £10,062,000).

The demands the coronavirus pandemic placed on our healthcare partners and the impact the pandemic had on our income meant we weren't able to spend as much on services for people with cancer as we had planned. In addition, many of our healthcare partners were unable to fulfil grant commitments made in previous years, which resulted in a large volume of prior year write-backs in 2020.

Grants to institutions and partner organisations resulted in a net credit of £10,467,000 (2019: £61,921,000 expense). Grants to individuals totalled £9,065,000 (2019: £12,663,000). 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 on the Balance Sheet and as a liability in the year of commitment and those grants, mainly Macmillan grants, which are wholly disbursed during the year.

11. Net expenditure for the year

This is stated after charging:	**2020 £'000**	2019 £'000
Depreciation	510	428
External audit fees	121	103
Operating lease rentals:		
• Property	4,110	4,338
• Vehicles and equipment	52	74

External audit fees above represent the fees receivable by the auditors and therefore exclude VAT. Total external audit fees paid by the group including non recoverable VAT is £145,000 (2019: £121,000).

No trustee has received any remuneration from the Group during the year (2019: £nil). The total amount of trustee expenses incurred directly by Macmillan or reimbursed during the year was £6,736 (2019: £8,103), which all related to trustee meetings and seminar attendance. One trustee was reimbursed in 2020 (2019: one). Donations received from trustees during the year totalled £36,825 (2019: £9,294). Trustees also generate non-donation income through their involvement in, and support of, other Macmillan activities.

12. Staff costs and numbers

	2020 £'000	2019 £'000
Wages and salaries	66,741	68,671
Agency and contract staff	2,515	2,977
Employers' National Insurance contributions	6,961	7,537
Pension costs	7,875	7,706
Other employee benefits	1,227	1,253
Redundancy and termination costs	3,826	1,654
	89,145	**89,798**

Redundancy and termination costs included amounts totalling £397,000 (2019: £484,000) which were unpaid as at 31 December 2020. The Executive Strategy Team (EST) are regarded as the Charity's key management personnel under the Financial Reporting Standard 102. The total earnings, including benefits, employer pension contributions and termination payments received by staff who were members of the EST during 2020 totalled £1,311,000 including one termination payment (2019: £1,462,000). During the year, payments were made to 7 staff (2019: 9 staff).

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

	2020 No.	2019 No.
£60,001 - £70,000	61	69
£70,001 - £80,000	33	29
£80,001 - £90,000	15	14
£90,001 - £100,000	4	6
£100,001 - £110,000	10	10
£110,001 - £120,000	2	2
£120,001 - £130,000	-	3
£130,001 - £140,000	1	1
£140,001 - £150,000	1	2
£150,001 - £160,000	3	1
£160,001 - £170,000	-	-
£170,001 - £180,000	1	-
£180,001 - £190,000	1	1

The Chief Executive was the highest paid employee in 2019 and 2020.

12. Staff costs and numbers (continued)

Retirement benefits are accruing under defined benefit schemes for 22 (2019: 37) higher paid employees. Contributions totalling £562,000 (2019: £528,000) were made to stakeholder schemes for 116 (2019: 118) higher paid employees.

The average number of staff employed during the year was 1,868 (2019: 1,943) which includes 414 part time staff (2019: 418). The average number of full time equivalent (FTE) staff employed during the year was 1,754 (2019: 1,810).

The average FTE is analysed by function as follows:	**2020 No.**	2019 No.
Fundraising	581	582
Charitable	1,173	1,228
	1,754	**1,810**

13. Tangible assets

The Group and Charity

	Assets under construction £'000	Leasehold property £'000	Leasehold property improvements £'000	Motor vehicles £'000	Computer equipment £'000	Furniture and equipment £'000	**Total £'000**
Cost							
At 1 January 2020	36	7,096	2,475	1,194	825	1,601	13,227
Additions in the year	16	-	312	-	-	136	464
Disposals in the year	-	-	(456)	-	(19)	(54)	(529)
Transfers of assets brought into use	(36)	-	22	-	14	-	-
At 31 December 2020	**16**	**7,096**	**2,353**	**1,194**	**820**	**1,683**	**13,162**
Accumulated depreciation							
At 1 January 2020	-	472	2,105	865	806	1,300	5,548
Charge for the year	-	143	141	101	16	109	510
Disposals in the year	-	-	(456)	-	(19)	(54)	(529)
At 31 December 2020	**-**	**615**	**1,790**	**966**	**803**	**1,355**	**5,529**
Net book value							
At 31 December 2020	**16**	**6,481**	**563**	**228**	**17**	**328**	**7,633**
At 31 December 2019	36	6,624	370	329	19	301	**7,679**

The assets under construction at the year end relate to the purchase of IT assets.

Capital commitments as at 31 December 2020 totalled £nil (2019: £672,000).

14. Fixed asset investments

The Group and Charity

	Listed investments and related foreign exchange contracts £'000	Unlisted investments and related foreign exchange contracts £'000	Money market funds and cash for re-investment £'000	Investment properties £'000	Programme related investments £'000	**2020 Total £'000**	2019 Total £'000
Market value at 1 January	96,923	3,171	31,887	484	1,428	133,893	157,359
Purchased acquisitions	6,201	63	(6,265)	-	366	365	745
Shares and investments acquired via legacies and gifts	-	-	-	-	-	-	59
Transfer to cash and cash equivalents	-	-	(26,639)	-	-	(26,639)	(41,675)
Disposal proceeds	(89,553)	(861)	90,414	-	-	-	(53)
Net income reinvested	(72)	-	702	-	-	630	2,895
Net gains and losses on investments	(6,687)	(364)	740	36	(279)	(6,554)	14,563
Market value at 31 December	**6,812**	**2,009**	**90,839**	**520**	**1,515**	**101,695**	**133,893**

Investments in cash and cash equivalents within the £90,839,000 (2019: £31,887,000) money market funds and cash for re-investment above includes £82,416,000 (2019: £25,008,000) 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 before the transfer to current asset investments at 31 December 2020 was £104,882,000 (2019: £123,730,000).

15. Current asset investments

The Group and Charity

	2020 £'000	2019 £'000
Listed investments	28,355	39,337
Transfer from fixed asset investments	-	-
	28,355	**39,337**

The historical cost of the Group and Charity's listed investments at 31 December 2020 was £28,355,000 (2019: £39,337,000).

16. Cash at bank and in hand

	Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
Cash at bank and in hand	11,384	6,564	5,360	863
	11,384	**6,564**	**5,360**	**863**

17. Financial instruments

Categories of financial instruments	Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
Financial assets				
Fixed asset investments	101,695	133,893	101,695	133,893
Current asset investments	28,355	39,337	28,355	39,337
	130,050	173,230	130,050	173,230
Cash at bank and in hand	11,384	6,564	5,360	863
Debtors	66,691	65,835	70,652	69,529
	208,125	**245,629**	**206,062**	**243,622**
Financial liabilities				
Grants committed not yet paid	123,443	205,061	123,443	205,061
Other creditors and deferred income	12,020	10,649	9,675	8,414
	135,463	**215,710**	**133,118**	**213,475**

17. Financial instruments (continued)

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 order to reduce exposure to changes in investment prices and improve liquidity.

The Charity is exposed to foreign currency exchange rate risk through its investment activities in assets denominated in foreign currencies. The Charity uses foreign exchange forward and option contracts to hedge this exposure.

All other non-investment related activities are denominated in sterling and therefore do not generate any foreign exchange rate risk.

Credit risk

Credit risk in the Charity's investment portfolio as at 31 December 2020 and 31 December 2019 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 liquidity risk. Under the policy, the Charity's target is to retain £100 million 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, we will hold cash and other liquid funds to meet normal day-to-day cash flow requirements.

18. Stocks and property awaiting sale

	Group 2020 £'000	Group 2019 £'000	**Charity 2020 £'000**	Charity 2019 £'000
Goods for resale	281	220	-	-
Gifted properties awaiting sale	30	938	28	938
	311	**1,158**	**28**	**938**

19. Debtors

	Group 2020 £'000	Group 2019 £'000	**Charity 2020 £'000**	Charity 2019 £'000
Trade debtors	608	570	-	-
Amount owed by subsidiary undertakings	-	-	5,021	4,802
Accrued legacy income	58,526	58,745	58,526	58,745
Gift Aid recoverable	283	723	283	723
Other debtors	1,622	3,021	1,622	3,021
Prepayments and other accrued income	5,935	3,499	5,483	2,961
	66,974	**66,558**	**70,935**	**70,252**

It is estimated that £44,000,000 (2019: £45,000,000) 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 2020 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 £32,000,000 (2019: £30,000,000).

Included within the amount owed by subsidiary undertakings is a loan of £370,000 to Macmillan Cancer Support Trading Limited (2019: £370,000 to Macmillan Cancer Support Sales 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.

20. Grants committed not yet paid

The Group and Charity

	Macmillan professionals' grants £'000	Buildings £'000	Other £'000	**2020 Total £'000**	2019 Total £'000
Commitments at 1 January	155,820	12,768	36,473	205,061	210,441
Grants paid during the year	(58,371)	(2,786)	(9,285)	(70,442)	(65,888)
New grants committed during the year	27,084	222	3,497	30,803	70,570
Commitments released as no longer required	(32,314)	(180)	(9,485)	(41,979)	(10,062)
Commitments at 31 December	**92,219**	**10,024**	**21,200**	**123,443**	**205,061**
Falling due within one year	40,871	4,443	9,396	54,710	68,141
Falling due after one year	51,348	5,581	11,804	68,733	136,920
Commitments at 31 December	**92,219**	**10,024**	**21,200**	**123,443**	**205,061**

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.

21. Other creditors and deferred income

	Group 2020 £'000	Group 2019 £'000	**Charity 2020 £'000**	Charity 2019 £'000
Taxation and social security	2,556	2,502	2,555	2,510
Accruals	4,546	3,198	4,356	3,039
Trade creditors	3,566	5,172	3,147	4,644
Other creditors	812	244	812	269
Deferred income	3,096	2,035	1,360	462
	14,576	**13,151**	**12,230**	**10,924**

22. Deferred income

	Group 2020 £'000	Group 2019 £'000	**Charity 2020 £'000**	Charity 2019 £'000
Deferred income at 1 January	2,035	2,025	462	450
Income deferred in the year	2,698	1,593	961	20
Deferred income released from prior years	(1,637)	(1,583)	(63)	(8)
Deferred income at 31 December	**3,096**	**2,035**	**1,360**	**462**

23. Provisions for liabilities

The Group and Charity

	Dilapidations £'000	Other £'000	**2020 Total £'000**	2019 Total £'000
Provisions at 1 January	734	-	734	533
Additional provisions made in the year	64	69	133	222
Provisions released from prior years	(142)	-	(142)	(21)
Provisions for liabilities at 31 December	**656**	**69**	**725**	**734**

The dilapidations provisions relate to property leases with various termination dates up until November 2033.
Other provisions relate to payments due in relation to office closures.

24. Analysis of group net assets between funds

The Group and Charity

	Restricted funds £'000	Designated funds £'000	General funds £'000	**Total funds £'000**
Tangible assets	4,329	3,304	-	7,633
Fixed asset investments	-	-	101,695	101,695
Cash and current asset investments	43,581	924	(4,766)	39,739
Debtors, stocks and property awaiting sale	4,578	-	62,707	67,285
Creditors, deferred income and provisions	(31,559)	(924)	(106,261)	(138,744)
Net assets at 31 December 2020	**20,929**	**3,304**	**53,375**	**77,608**

25. Movements in group funds

	Balance 1 January 2020 £'000	Income £'000	Expenditure £'000	Gain on investments £'000	Transfers £'000	**Balance 31 December 2020 £'000**
Restricted funds						
Local appeals	(266)	1,258	(714)	-	-	278
Macmillan Horizon Centre	4,366	-	(117)	-	-	4,249
Department of Health grants	115	-	-	-	-	115
Mobile Information support	129	-	(49)	-	-	80
Other funds	17,349	16,675	(17,817)	-	-	16,207
Total restricted funds	**21,693**	**17,933**	**(18,697)**	**-**	**-**	**20,929**
Unrestricted funds						
General funds						
Investment revaluation reserve	10,163	-	-	-	(13,350)	(3,187)
Other general funds	1,203	166,362	(118,512)	(5,721)	13,230	56,562
Total general funds	11,366	166,362	(118,512)	(5,721)	(120)	53,375
Designated funds						
Tangible asset fund	3,184	-	-	-	120	3,304
Macmillan local services	-	371	(371)	-	-	-
Healthcare	-	2,290	(2,290)	-	-	-
Information services	-	2,494	(2,494)	-	-	-
Macmillan grants	-	2,445	(2,445)	-	-	-
Influencing cancer care	-	2,987	(2,987)	-	-	-
SLS and Workforce	-	7	(7)	-	-	-
Total designated funds	3,184	10,594	(10,594)	-	120	3,304
Total unrestricted funds	**14,550**	**176,956**	**(129,106)**	**(5,721)**	**-**	**56,679**
Total funds	**36,243**	**194,889**	**(147,803)**	**(5,721)**	**-**	**77,608**

25. 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 (2019: £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 £1,995,000 (2019: £1,992,000). Appeals in deficit totalled £1,719,000 (2019: £2,258,000).

Macmillan Horizon Centre
Depreciation in the year of £117,000 (2019: £117,000, fixed asset expenditure net of depreciation) funded from appeal funds relating to an information and support centre adjacent to the Brighton Cancer Centre. The fund balance at 31 December 2020 was £4,249,000 (2019: £4,366,000).

Department of Health Grants - National Cancer Survivorship Initiative
There were no funds received or expended in the year (2019: £nil) and there were no grants released back to the fund in the year (2019: £11,000). The fund balance at 31 December 2020 was £115,000 (2019: £115,000).

Mobile Information and Support Service buses
Depreciation in the year of £49,000 (2019: £49,000, fixed asset expenditure net of depreciation) funded from other funds relating to two Mobile Information and Support Service buses. The fund balance at 31 December 2020 was £80,000 (2019: £129,000).

Other funds
Other restricted funds comprise income for specific Macmillan activities. At 31 December 2020, the balance of £16,207,000 (2019: £17,349,000) 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 £12,381,000 (2019: £12,933,000).

- 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 £3,826,000 (2019: £4,416,000).

25. Movements in group funds (continued)

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 in of £120,000 (2019: transfer in of £314,000) makes the value of the fund equal to the net book value of the tangible assets less any restricted tangible assets at 31 December 2020. Tangible asset expenditure financed from restricted funds is shown within the restricted fund balances.

Macmillan local services
£371,000 (2019: £1,139,000) was designated and spent in the year on Macmillan professional posts, to match cause related marketing raised to fund local Macmillan services.

Healthcare
The £2,290,000 (2019: £1,918,000) profits donated to the Charity from Macmillan Healthcare Lottery Limited were designated and spent during the year on healthcare services.

Information services
The £2,494,000 (2019: £1,822,000) profits donated to the Charity from Macmillan Cancer Information Lottery Limited were designated and spent during the year on information services

Macmillan grants
The £2,445,000 (2019: £1,987,000) 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 £2,987,000 (2019: £1,198,000) profits donated to the Charity from Macmillan Influencing Cancer Care Lottery Limited were designated and spent during the year on influencing cancer care.

SLS and Workforce
£7,000 (2019: £nil) was designated and spent in the year on our Support Line Services and Cancer Workforce to match unrestricted funds raised through our campaign, 'Everyone. From Day One', as part of our charity partnership with 2021 Virgin Money London Marathon.

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. The transfer out of £13,350,000 (2019: transfer in of £8,130,000) is an adjustment to align the fund to the difference between market value and historical cost at 31 December 2020.

26. Related party transactions

- Jane Cummings is a trustee of Macmillan Cancer Support. She was also Chief Nursing Officer for England and National Executive Director of NHS England until January 2019. Macmillan Cancer Support had many interactions and relationships with NHS England during 2019 and 2020. However, there were no related party transactions that she had direct influence over or financial interest in.

- Andrew Duff is a trustee of Macmillan Cancer Support. He is also the chairman of Severn Trent plc. During the year, Macmillan received a donation of £200,000 (2019: £nil) from Severn Trent.

- Tim Eisen is a trustee of Macmillan Cancer Support. He is also a professor of Medical Oncology at the University of Cambridge and a shareholder at AstraZeneca. During the year, Macmillan received no income (2019: £33,000) from AstraZeneca.

- Kate Howe is a trustee of Macmillan Cancer Support. She was also Executive Director of Dentsu Aegis Network until February 2020. During the year Macmillan paid Dentsu X £263,000 (2019: £64,000) for marketing services.

- Sue Langley OBE is a trustee of Macmillan Cancer Support. She is also a Vice President of the Insurance Institute of London (IIL). Macmillan paid £3,000 (2019: £2,000) to the IIL for staff training and membership fees.

- Rosie Loftus is the Chief Medical Officer of Macmillan Cancer Support. Rosie's husband, Dr Peter Green, is the Chair at Medway Clinical Commissioning Group (CCG). During 2020, Macmillan made payments in relation to commitments from prior years totalling £22,000 (2019: £59,000) to Medway CCG: £15,000 (2019: £10,000) for a GP post, £7,000 (2019: £10,000) for a Primary Care Nurse. No other payments were made (2019: £29,000 for benefits advice and £10,000 for support services). During 2020 there were grant writebacks totalling £3,000 (2019: £nil) relating to commitments from prior years.

- Feilim Mackle is a trustee of Macmillan Cancer Support. He is also an independent Non Executive Director of Towergate Insurance. During 2020, Macmillan made payments totalling £277,000 (2019: £303,000) to Towergate Insurance.

- Jane Maher is a Clinical Adviser of Macmillan Cancer Support; she is also a Non Executive Director of the Christie NHS Foundation Trust. In 2020, no grant commitments (2019: £143,000 for professional posts and £1,000 for support grants) were made to the Christie NHS Foundation Trust. Macmillan paid £1,107,000 (2019: £1,179,000) in respect of grants committed in earlier years in relation to professional posts and no other committed payments were made (2019: £27,000 for research). In 2020, £2,000 (2019: £30,000) was paid in respect of non-committed grant expenditure for learning and development. Further payments were made totalling £8,000 (2019: £40,000) for non grant training and learning and development fees and £13,000 (2019: £15,000) for providing training courses to Macmillan professionals. In 2020, £150,000 (2019: £nil) was paid in relation to professional posts for the prior year. There were grant writebacks totalling £608,000 (2019: £nil) relating to commitments from prior years.

- Mohammed Mehmet is a trustee of Macmillan Cancer Support. On the 21st September 2020, he was appointed as a Non Executive Director of Public Health Wales NHS Trust. During 2020, Macmillan made payments in relation to commitments from prior years totalling £612,000 (2019: £1,009,000) to Public Health Wales. During 2020, Macmillan Cancer Support did not make any 2020 grant commitments to Public Health Wales (2019: £1,961,000). There were grant writebacks totalling £682,000 (2019: £nil) relating to commitments from prior years.

- Claire Rowney is the Executive Director of Fundraising, Marketing and Communication at Macmillan Cancer Support. She was Vice Chair of the Institute of Fundraising in 2019 and became Chair in 2020. During the year, Macmillan made payments of £66,000 (2019: £70,000) to the Institute for membership fees and conferences.

26. Related party transactions (continued)

- Toby Strauss is a trustee of Macmillan Cancer Support. He is also Non Executive Director on the board of Legal & General plc. During the year, Macmillan received income from Legal & General of £1,000 (2019: £3,000).

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 2020, the Charity made payments totalling £5,000 (2019: £9,000) to the NCRI for annual membership. No other payments were made in 2020 (2019: £19,000 relating to NCRI's annual conference and £5,000 for an evidence review).

- 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 2020, the Charity did not have any transactions with MCSJ Ltd (2019: £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 (2019: £59,000) as at 31 December 2020.

- Lynda Thomas, the Chief Executive Officer at Macmillan Cancer Support, 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 £105,000 (2019: £143,000) on behalf of the Group.

27. 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 2020 £'000	Property 2019 £'000	**Vehicles and equipment 2020 £'000**	Vehicles and equipment 2019 £'000	**Total 2020 £'000**	Total 2019 £'000
Within 1 year	3,274	3,904	7	65	3,281	3,969
Between 1 and 5 years	8,041	10,614	-	18	8,041	10,632
After 5 years	-	-	-	-	-	-
	11,315	**14,518**	**7**	**83**	**11,322**	**14,601**

28. Contingent liabilities

There were no material contingent liabilities as at 31 December 2020 (2019: £nil).

29. Pension costs

During 2020, 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 2020:

Scheme assets and liabilities

	2020 £'000	2019 £'000
Fair value of the scheme assets	59,656	52,303
Present value of scheme liabilities	(51,091)	(41,453)
Net surplus	**8,565**	**10,850**

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.

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.

Following closure of the scheme to future accrual on 30 June 2010, there were no employer contributions made by the Charity in 2020 (2019: £nil). The Charity does not expect to make any contributions in 2021.

29. Pension costs (continued)

For the purposes of the disclosures required under FRS 102, the actuarial valuation has been updated at 31 December 2020 by a qualified actuary using the following assumptions:

Financial assumptions

	2020	2019
Discount rate	1.20%	1.90%
Retail price inflation	3.00%	2.80%
Consumer price inflation	2.20%	2.00%
Rate of increase in salaries	n/a	n/a
Rate of increase in pensions in payment RPI capped at 5%	3.00%	2.80%
Rate of increase in pensions in payment RPI capped at 2.5%	2.20%	2.10%
Rate of increase in deferred pensions	2.20%	2.00%

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 Using mortality table 100% S3PMA_Middle/ 100%S3PFA_Middle CMI Model 2019 [1.25%] (year of birth) (2019: 102% S3PMA/110% S3PFA CMI Model 2018 [1.25%] (year of birth))	**2020 life expectancy years**	2019 life expectancy years
Males at 65 in 2020	21.4	21.7
Females at 65 in 2020	23.7	23.4
Males at 65 aged 45 in 2020	22.7	23.0
Females at 65 aged 45 in 2020	25.2	24.9

An analysis of the scheme assets and the expected long-term return rates at 31 December 2020 was as follows:	**2020 £'000**	2019 £'000
Bonds	59,702	51,959
Other	(46)	344
	59,656	**52,303**

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 £69,000 (2019: £133,000) 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.

29. Pension costs (continued)

The following amounts have been recognised in the financial statements for the year ended 31 December 2020 under the requirements of FRS 102:

	2020 £'000	2019 £'000
Interest income	780	1,048
Interest on liabilities	(780)	(1,048)
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	-	-

	2020 £'000	2019 £'000
Actual return on assets less interest	7,387	3,991
Actuarial losses on scheme liabilities	(9,672)	(2,696)
Limit on recognition of assets less interest	2,285	(1,295)
Amount recognised in the Statement of Financial Activities	**-**	**-**

Changes in the fair value of the scheme assets are as follows:	**2020 £'000**	2019 £'000
Fair value of scheme assets at 1 January	52,303	48,815
Interest income	780	1,048
Contributions	-	-
Benefits paid	(814)	(1,551)
Actual return on assets less interest	7,387	3,991
Fair value of scheme assets at 31 December	**59,656**	**52,303**

Changes in the present value of the scheme liabilities are as follows:	**2020 £'000**	2019 £'000
Present value of scheme liabilities at 1 January	41,453	39,260
Past service cost	-	-
Interest on liabilities	780	1,048
Benefits paid	(814)	(1,551)
Actuarial losses / (gains) on scheme liabilities	9,672	2,696
Present value of scheme liabilities at 31 December	**51,091**	**41,453**

29. Pension costs (continued)

Other pension schemes

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 154 employees totalling £912,000 (2019: 172 employees, £1,028,000) to the NHS Scheme. There were £78,000 contributions outstanding at the end of the year (2019: £102,000). 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 year 2019/20 and 2020/21. The next actuarial valuation will be at end of 31st March 2020 and is not yet published. 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 2020 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 Pension website.

The Charity ceased participation in the Teachers' Pension Scheme on 31 March 2018.

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 1,886 employees totalling £6,964,000 (2019: 2,046 employees, £6,677,000). The increase in costs is due to the increase in minimum pension contribution levels for auto enrolment.

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.

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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 such a difficult year is appreciated more than ever.

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**

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