macmillan
Publishers International

Macmillan Publishers International Limited UK

Gender Pay Gap Report 2026

Introduction

At Macmillan Publishers International (MPIL), we are dedicated to fostering a diverse and inclusive culture that recognises and rewards talent from every background. By dismantling barriers to success, we aim to drive meaningful change for our partners and the communities we serve.

This report includes our statutory disclosure for the 2025/26 reporting cycle.

This report presents the gender pay gap data for MPIL, comprising our shared functions, Pan Macmillan, Macmillan Distribution, Priddy Books, and Macmillan Learning UK.

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

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

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

Lara Borlenghi
Chief Financial Officer at Pan Macmillan

Matthew Hogg
Managing Director at Macmillan Distribution

This report presents the 2025 gender pay gap data for Macmillan Publishers International Limited (MPIL), comprising Pan Macmillan UK and Priddy Books, our consumer publishing businesses; Macmillan Learning UK; Macmillan Distribution, our distribution business; and our shared functions department including People & Culture, Legal, Finance and IT and a number of Holtzbrinck Publishing Group employees.

At the snapshot date (5 April 2025), MPIL employed **672** employees across three locations: Swansea, Basingstoke and London. The pay data is based on 'full-pay' employees, i.e. it does not include employees on reduced pay – for example, statutory maternity pay (beyond the enhanced leave period), sick pay and unpaid leave – who are excluded by the government reporting structure. We have included 663 employees (98.7%) in the pay analysis.

The workforce composition for the 2025 snapshot remains predominantly female:

2025   **33% Men**   **67% Women**
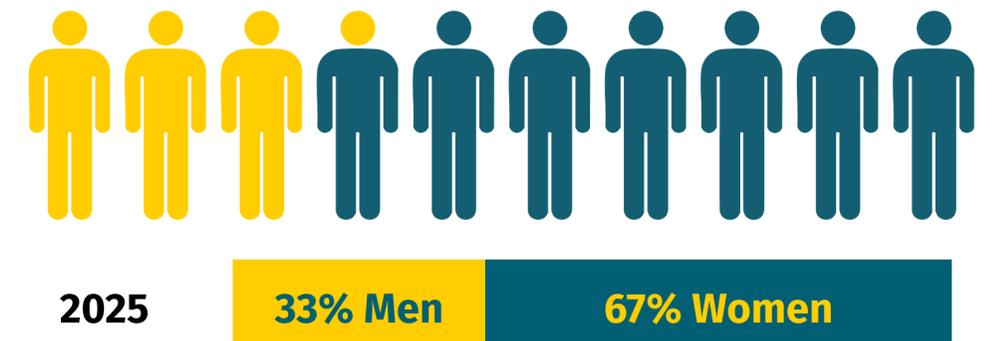
This indicates a continuing trend in our workforce demographic, with the proportion of women increasing slightly from 65% in 2024 to 67% in 2025.

Gender diversity at MPIL

The data below shows MPIL's mean and median hourly gender pay gap and bonus gap as of the snapshot date.

The headline numbers

MPIL's mean gender pay gap continues to be in favour of women.

Mean gender pay gap: −17%

The hourly mean for women is higher than for men. This gap has widened slightly from -15% in 2024.

Median gender pay gap: −31%

The hourly median for women is higher than for men. This compares to -30% in the previous year.

Mean bonus gender pay gap: 2.5%

The mean bonus earnings for men remain slightly higher than for women, though this has reduced significantly from 51% in 2024.
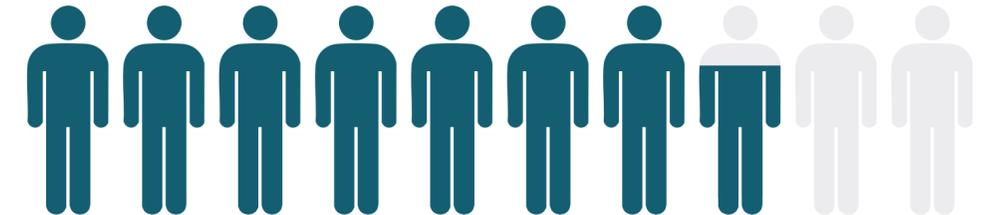
Median bonus gender pay gap: 35%

The median bonus earnings for men are higher than for women.

Bonus payments

The proportion of men and women receiving bonus payments has increased for both groups compared to the previous year:

53% of men received a bonus
(up from 35% in 2024)

77% of women received a bonus
(up from 74% in 2024)

Our gender pay gap

Pay quartiles

The proportion of men and women in each salary quartile illustrates that women are the majority in the three highest-paid quartiles, while men are the majority in the lowest-paid quartile.

Quartile	Description	Men %	Women %	Gap %
Quartile 1 (Lowest paid)	Early career	**54%**	**46%**	**0%**
Quartile 2	Professionals/ Managers	**28%**	**72%**	**-3%**
Quartile 3	Heads	**21%**	**79%**	**+2%**
Quartile 4 (Highest paid)	Senior management	**29%**	**71%**	**-6%**

Notably, the representation of men is highest in the lowest quartile (54%), whereas women make up 71% of the highest pay quartile.

Our gender pay gap

Pay gap[1]

Our mean pay gap is 17% in favour of women, representing a 2 percentage point increase since 2024–25. Our gender pay gap is driven by strong female representation at the top of the company, with women making up 71% of the top pay quartile. The 2 percentage point increase is driven by a 3% increase in female representation within the top pay quartile. Men also represent 54% of our lowest-paid quartile, a figure primarily driven by the high concentration of male employees in warehouse operative roles.

Bonus gap

The most notable change year-on-year is the significant reduction in the mean bonus gender pay gap from 51% to 2.5%. This represents the lowest mean bonus gap since we began recording our pay gap in 2017. This is a result of a higher proportion of men appearing in quartiles 1 and 3 and the departure of a small number of men in the top pay quartile. The higher proportion of women receiving a bonus is due to Pan Macmillan paying a company-wide bonus whereas there is no comparable company-wide bonus paid to Macmillan Distribution employees.

The impact of salary sacrifice

For pay gap calculations, salary is calculated after deductions made via salary sacrifice schemes such as pensions, childcare vouchers, cycle to work, and electric car schemes.

As a result, figures may fluctuate slightly year to year. For example, if two people with different genders have the same salary and the female is sacrificing more through salary sacrifice, then her hourly pay will appear lower than that of her male colleague. This year we decided to examine the impact of salary sacrifice on our gender pay gap.

· When calculating the mean hourly pay gap with salary sacrifice, the figure is -17%

· Without salary sacrifice, the mean hourly pay gap would be -16%

This demonstrates that while salary sacrifice schemes do impact the final figures, the trend of women earning more on average remains consistent regardless of these deductions.

Understanding the gap

1 Given the unequal distribution of men and women across the business, our median gap (-31%) is heavily skewed. Consequently, while the median remains a vital benchmarking tool for national trends, we focus on the mean (-17%) as a more balanced and accurate reflection of average earnings and our ongoing progress.

Macmillan Distribution

Fair and consistent pay and progression

We are working to make pay and progression decisions more consistent and easier to understand across the organisation. This helps ensure people are treated fairly, reduces the risk of bias, and builds trust in how decisions are made.

Sustaining strong female representation at senior levels

We are proud that we have a good representation of women in senior roles, and our focus is on maintaining this over time. By supporting development, succession planning, and internal progression, we aim to ensure leadership opportunities remain open, inclusive, and sustainable.

Supporting long-term career continuity through flexible and inclusive working

We know that people's lives change over time, and work needs to be more flexible to fit around that. By supporting flexible working where possible and supporting people when they return after time away (like parental leave), we want to keep talented employees, help them continue progressing in their careers, and stop long-term pay gaps from developing.

How we're promoting gender equality at MPIL

How we're promoting gender equality at MPIL

Pan Macmillan

Industry-leading support for working parents

Our recognition as Best for Mothers 2025 and a Best for Fathers Finalist underscores our dedication to all parents. To move beyond policy and into practice, as well as offering six months of paid leave to all parents, we introduced Returnity Coaching™ from Spring Back for all managers. This initiative, supported by the launch of a private Pumping Pod for breastfeeding mothers, helps to ensure our workplace provides the support necessary for parents to thrive.

Inclusive culture and community advocacy

Our commitment to an inclusive culture was strengthened by the launch of new core values, which serve as the foundation for our approach to equity and workplace flexibility. To ensure we offer targeted support, we have expanded our demographic data collection to include employees with caring responsibilities for the first time, allowing us to tailor policies to the needs of our people. We launched Pause, a new menopause network, designed to provide dedicated advocacy and resources for a vital segment of our workforce, ensuring our people are supported and retained through every life stage.

Transparency and structural equity

We are committed to being more open regarding how our people are paid and promoted. This spring, we will launch a new career framework and set of pay bands, using our recent demographic insights to ensure these structures are fair for everyone – regardless of their background or working pattern.

'The parental leave at Pan Macmillan was valuable in a way that's hard to put into words. It offered me and my wife the space and time so we could fully devote ourselves to those first exciting – often terrifying – six months of parenting. It helped me to support my wife's recovery and journey into motherhood, to develop the many new responsibilities of parenting a newborn, and to properly get to know my baby daughter in real time – not just in evenings and weekends. It is truly a wonderful thing!'

Jamie Forrest, Communications Director, Macmillan Children's Books

Gender Pay vs Equal Pay

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

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

The difference between Mean and Median

Mean
The mean is the average of all the data.

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

Understanding the definitions