

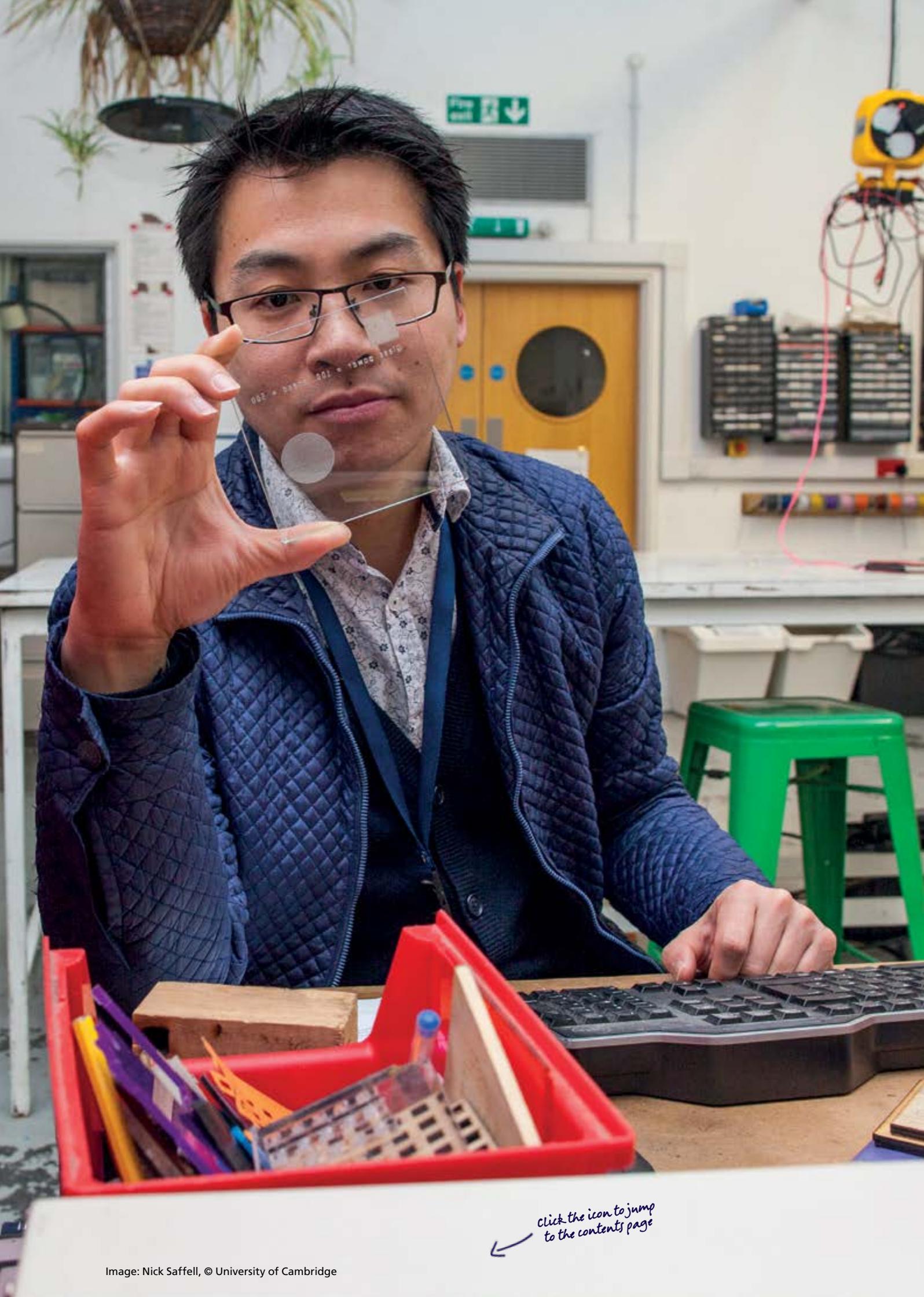


CAMBRIDGE  
UNIVERSITY PRESS

# Annual Report

for the year ended 30 April 2019





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jump to the page*

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## We are part of the University of Cambridge

We work closely with other University departments, such as the research and teaching departments and Cambridge Assessment, to advance knowledge, learning and research.

# 1534

Cambridge University Press is the oldest media business in the world and the oldest university press. We were founded through 'Letters Patent', similar to a Royal Charter, granted to the University by Henry VIII in 1534.

## 50 offices around the world



## 2,845

colleagues worldwide



## 57%

outside the UK

## We consist of three publishing groups

### Academic Publishing

which publishes research books, advanced learning materials and reference content as well as nearly 400 journals.



### English Language Teaching

which publishes materials for both students and adult learners.



### Education

which provides teaching materials for schools around the world and advises governments on educational reform.



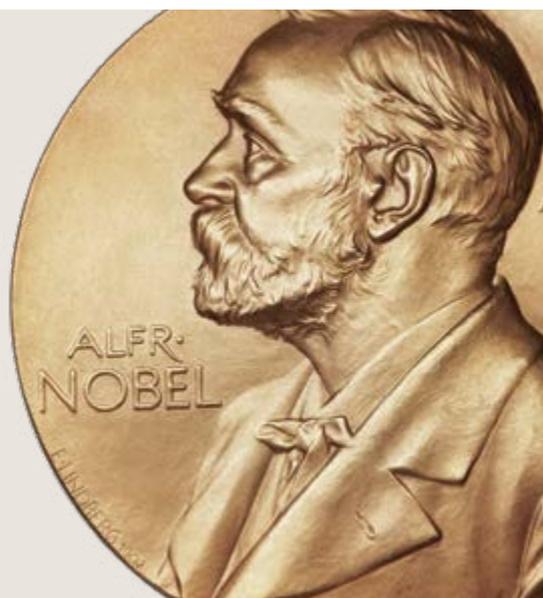
Cambridge University Press has published over

**170**

Nobel Laureates in its books, journals and the journals of its partners.

**64**

Nobel Prize winners have had books published by Cambridge including William Nordhaus, winner of the 2018 Nobel Prize for Economics.



Cambridge Dictionary is the number one dictionary website for learners on the planet, with close to

**2 billion**

page views in financial year 2019



**Cambridge  
Dictionary**

More than  
**58,000,000**

downloads on Cambridge Core in 2018, with over

**1,500,000**

registered users



Over

**1,600,000**

registered users across all Education platforms



Our core purpose is to advance learning, knowledge and research worldwide. How we fulfil this is evolving as we engage with researchers, students and teachers digitally to help solve their problems. Increasingly we fulfil our purpose by helping unlock their potential with the best learning and research solutions.

## Governance

Since 1698, the Press has been governed by the Press ‘Syndics’ (originally known as the Curators), 18 senior members of the University of Cambridge who, along with other non-executive directors, bring a range of subject and business expertise to the governance of the Press. Committees of the Syndicate meet regularly to look at publishing proposals, ensuring that the content being published meets rigorous academic standards, and to oversee the strategic and financial operations of the Press.

The Syndicate has a Press & Assessment Board, Audit Committee, Remuneration Committee and Nominations Committee (all shared with Cambridge Assessment); an Academic Publishing Committee and an English Language Teaching & Education Publishing Committee. The publishing committees provide quality assurance and formal approval for the titles published, meeting regularly to review editorial and publishing strategy matters. The Press & Assessment Board is concerned with overall governance and meets on a monthly basis. Responsibility for the day-to-day management of the Press is delegated by the Syndicate to the Press’s Chief Executive Officer and the Press Board.

## The Press Board

The Press Board is made up of the heads of the principal areas of our business:



**Peter Phillips**  
Chief Executive



**Cathy Armor**  
Director for People



**Andrew Chandler**  
Chief Financial Officer



**Paul Colbert**  
Managing Director,  
ELT



**Mandy Hill**  
Managing Director,  
Academic Publishing



**Mark Maddocks**  
Chief Information  
Officer



**Catie Sheret**  
General Counsel



**Rod Smith**  
Managing Director,  
Education



**Kevin Taylor**  
Director of Syndicate  
Affairs



**Mark Whitehouse**  
Global Director of  
Operations



## Vice-Chancellor's introduction

I could call out a number of impressive features of the Press's year 2018–19, but three in particular have made their mark on me:

- Real success in our efforts to identify academic books with potential to have an impact on a broader readership – with one of them, Mike Berners-Lee's *There Is No Planet B: A Handbook for the Make or Break Years*, making the Top 5 bestsellers list at the Hay Festival: the only book from an academic publisher to appear in the Top 10
- Signing up to a major Education Reform project with Unicef, drawing on the best collaborative spirit across the University to provide emergency support to refugee, war-torn and other deprived communities
- Another really strong financial performance, keeping on track with our strategic target to generate greater value for the University and more cash to invest in our digital future

At the same time I've seen the Press take further strides in consolidating relationships across Cambridge, including with Cambridge Assessment through the development of joint strategic initiatives and the formation of a Joint Executive Oversight Board to achieve strong senior management alignment. The Press's acquisition, with Cambridge Assessment, of the University of Durham's Centre for Evaluation and Monitoring provides a solid base from which to develop market-leading propositions in digital formative assessment – a priority in the next phase of joint working. I've been impressed by the Press's response to Open Research developments in the context of Plan S, involving close liaison with the University Library, and by its collaborations with various of the University's teaching departments to pioneer

online education; and I've watched with interest the work done by the Publishing Ethics Committee at a time when ethical issues involving authors and intellectual property are posing challenges.

I am very pleased to note the appointment of Dr Jessica Gardner, University Librarian, as a Press Syndic; and of Professor Graham Virgo, Senior Pro-Vice-Chancellor for Education, and Dr Annette Thomas, former CEO of Macmillan, to the Press & Assessment Board. In the course of the year Ms Sherry Coutu and Professor Timothy Cox, both long-serving contributors to Press governance, stood down and I am grateful to them for their terms of service; as also to Professor Duncan Maskell, who played a key role in the formation and early running of the Press & Assessment Board before leaving Cambridge to become Vice-Chancellor of the University of Melbourne.

I look forward to another successful year for the Press.

A handwritten signature in black ink, appearing to read 'S Toope', with a long horizontal flourish extending to the right.

**Professor Stephen Toope**  
Vice-Chancellor of the University of Cambridge and Chair of the Press Syndicate



## Chief Executive's overview

All of the Press's major businesses enjoyed good growth in 2018–19 as we reaped the benefits of ever closer collaboration with other parts of our University, the high quality of our products and our firm focus on digital investment.

The strong financial performance across the business came despite the political uncertainty surrounding Brexit – as damaging for us as for other businesses – and the structural challenges facing the publishing industry as it adapts to the digital revolution.

Digital technology is disruptive and demands heavy investment. But it offers us greater opportunities to fulfil our core purpose, as part of the University, to advance learning, knowledge and research worldwide. It allows us to extend our already large international footprint, reaching customers around the globe instantly, and to develop much richer, interactive relationships with them.

The importance we attach to digital investment was underlined when the Press and our colleagues at Cambridge Assessment agreed just after our year-end to acquire jointly from Durham University the Centre for Evaluation and Monitoring (CEM), one of the largest and longest established research groups providing formative assessments for children. Underpinned by interactive technology, CEM will accelerate our focus on formative assessment and personalised learning.

Our digital focus meant that by year-end some 43 per cent of our sales were of digital and blended products, compared to 15 per cent eight years ago.

Fuelled in part by the long-term impact of digital, this year has seen momentum building among some major research funding bodies to move more decisively to a world where scholarly papers are made available freely at the point of use.

As part of a great research university, our position is clear: we approach the issue from the perspective of researchers rather than purely as a publisher. Consistent with Cambridge's mission, we aim to maximise the long-term impact and availability of scholarly insights.

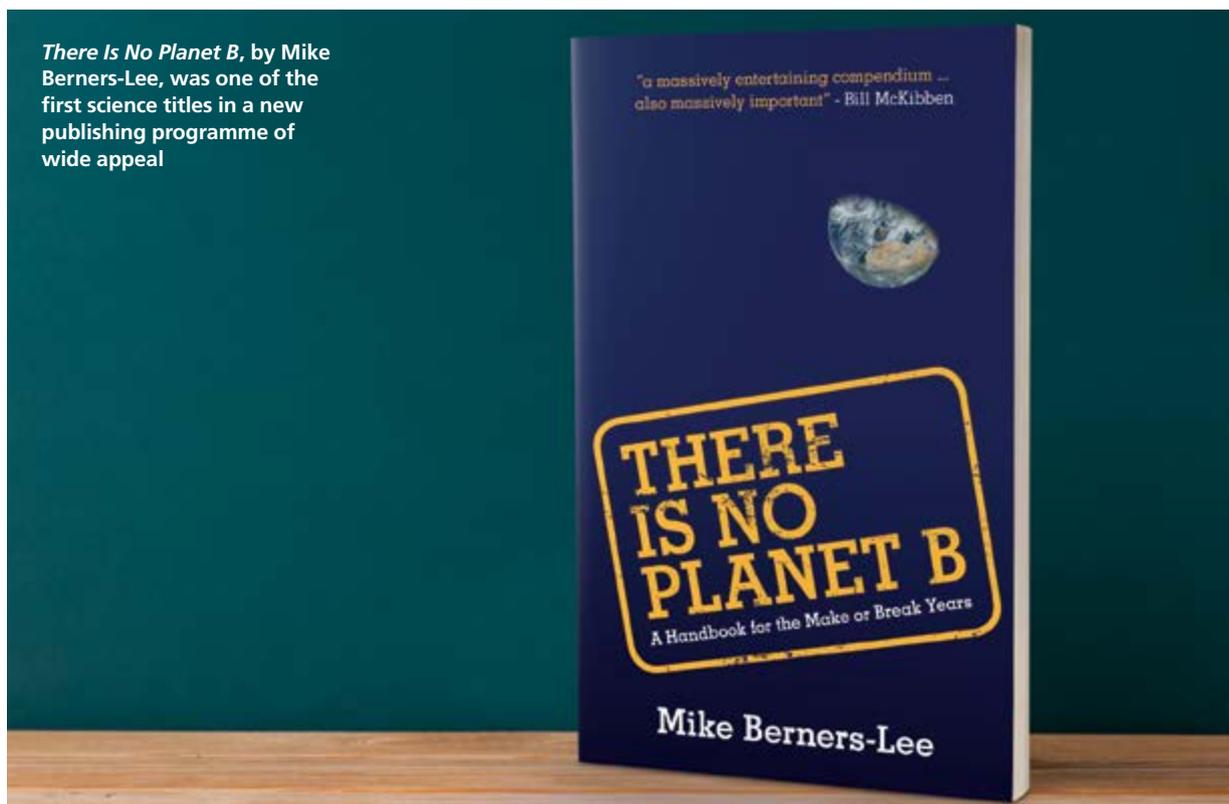
To this end, we continue to pursue an open research strategy that aims to create the most supportive framework for our academic communities. We are a strong advocate of greater open access to scholarly journals, consistent with a sustainable publishing environment.

In addition to continuing to move more journals in our portfolio from a subscription model to Gold Open Access, we have adopted a bold approach to 'read and publish' deals with universities, which we see as an important stepping stone in the transition to Open Access. Under this model, higher education institutions not only get wide access to a publisher's collection of journals, but crucially the arrangements enable their researchers to make their work available in the relevant journal on an Open Access basis without additional payments over the life of the contract.

An advantage of this model is that it offers a viable Open Access route for research in the humanities and social sciences, something which until this point has been very difficult for those scholars, given their very different funding flows from those in much of science.

We have signed five 'read and publish' deals with academic institutions in Europe and near the year-end we followed up with a landmark agreement in the US, which has to date been slower to embrace Open Access. Our deal with the University of California system – among the world's research powerhouses – was the first by a publisher with that institution

*There Is No Planet B*, by Mike Berners-Lee, was one of the first science titles in a new publishing programme of wide appeal



and the largest yet by any publisher in the US. It may spur wider acceptance of the model there.

The desire this side of the Atlantic for a further move to Open Access was underlined in September when a coalition of funders in Europe proposed that from 2020 scientific research publications supported by national and European research councils and funding bodies must be published through Open Access. We joined with Cambridge's research and teaching departments to give a unified response to the proposal. This emphasised Cambridge's commitment to an Open Access goal that works effectively for all academic disciplines, is financially sustainable for institutions and for high-quality peer review, and that leads to an orderly transition.

This was one of many ways in which we worked creatively with other University departments during the year, developing together new ways to meet our customers' needs and enhance Cambridge's collective impact.

We have worked particularly closely with Cambridge Assessment, as demonstrated by the joint acquisition of CEM. Our ties have deepened appreciably since Cambridge Assessment moved in 2018 into its newly built headquarters on Shaftesbury Road, next door to our head office.

Cambridge Assessment is also involved in an important humanitarian venture we initiated some time ago and which was signed in 2018–19. We are partnering with Unicef, the UN children's agency, and Microsoft to seek solutions to the educational problems facing displaced children, often as a result of conflict. Together we are working to research and develop a 'learning passport', which aims to provide quality learning pathways and recognised levels of attainment to help children progress in some of the world's most challenging learning environments. Research from other University departments is another important part of Cambridge's contribution to this project to help some of the world's most vulnerable young people.

We are also helping the academic University with the digital learning strategy for its students following the success

of our online executive education project with the Judge Business School.

Our focus on digital innovation, and meeting the changing needs of our customers, was reflected in numerous product and platform launches during the year. We unveiled *Cambridge Elements*: a concise, original, and peer-reviewed research series, edited by leading scholars. Each one is intermediate in length between a journal article and a book, and hosted on Cambridge Core, our online research publishing platform. *Elements* can be regularly updated, making them a dynamic reference source. We are delighted with the initial response from libraries to this new proposition.

Another important innovation – supporting our drive for open, sustainable research publishing – was the launch of an open preprint platform for research to be available before it has been peer-reviewed, designed to boost the speed and impact of academic insights. Its first partner is the American Political Science Association (APSA), with which the Press has had a long and successful partnership.

Meanwhile, Cambridge Dictionary Online, helped by updates to improve users' experience, saw a large jump in traffic. By year-end it ranked among the 1,000 most visited websites in the world, reaching more than 64 million sessions a month.

During the year we launched a new digital platform for English language learners and teachers, Cambridge One, which was developed in just six months. This new, data-rich system can give students more personalised and granular information about their performance and recommendations for study. The first product on Cambridge One, a blended adult learning course called *Evolve*, won many plaudits, most importantly from our customers.

Digital expansion lies behind the remarkable growth of our operation in Manila, which celebrated its fifteenth anniversary during the year and moved to a new office, currently housing some 500 colleagues. It has become our largest office outside Cambridge and supports our operations in many ways, including digital development work and customer service.

The past year has seen our relations with teachers deepen through the expansion of initiatives to support their development. We have involved them in the creation of new products, and given them a platform to share their experiences, via our online research community, the Cambridge Panel. The initiative has proven popular with educators around the world, with the community growing to 600 active participants by the end of the year.

This is part of our closer engagement with our customers and authors, be they scholars, educators, teachers or students, to learn from them, focus on their needs, and produce effective solutions to their problems.

Increasingly teachers and educators are looking for the kind of guidance and learning experience that the Press, and the wider Cambridge community, is well equipped to provide. As one example, there is a growing expectation among educators that students should learn core 'life skills', such as critical thinking and effective communication, in the classroom alongside subject knowledge. During the year we devised a systematic approach to the issue – the Cambridge Framework for Life Competencies – to help embed these skills as part of their English language learning.

It is vital that Cambridge remain synonymous with publishing of the very highest quality, so we were delighted that 2018–19 was a particularly strong year for external awards for our publishing. Our seven category winners and 21 finalists topped all other publishing houses in the prestigious Professional and Scholarly Excellence Awards (PROSE), presented by the Association of American Publishers (AAP).

Our mission demands academic excellence goes hand in glove with impact with researchers, teachers and students. During the year we achieved this in all our publishing areas.

In our Academic group, the four-volume *The Cambridge History of Ireland* was launched to general acclaim in Ireland, the UK and the US, with the Irish President and the Irish Deputy Prime Minister in attendance. *There Is No Planet B*, by Mike Berners-Lee, was one of the first science titles in a new publishing programme of wide appeal. Its critical reception and sales have given an auspicious start to the programme. In Education, I was delighted by *Coding Sandpit*, a series for young learners to learn computational thinking and programming. Cambridge English's *Think* – a course for teenagers with thought-provoking topics inspired by the Framework for Life Competencies – drove significant growth in secondary education.

None of this would have been achievable without the expertise and dedication of our colleagues in Cambridge and around the globe. At a time of great competition for talent, we need to attract and retain individuals of the highest quality. They in turn expect a working environment with strong ethics and social conscience, a commitment to the equal treatment of staff, and opportunities to develop new skills.

Our investment in skills has included a major leadership development programme over the past few years which drew to a successful conclusion in 2018–19, having involved 280 managers from 18 countries. It has produced very positive feedback from participants and will be followed in the year ahead by further programmes for more managers to experience.

I have been particularly pleased by the success of our UK apprenticeship programme, which over the past few years has introduced a significant number of colleagues from a different range of backgrounds to the Press. They have brought

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Increasingly teachers and educators are looking for the kind of guidance and learning experience that the Press, and the wider Cambridge community, is well equipped to provide.”

valuable new perspectives to the business and enriched our culture, and we are broadening the range of areas where we are employing apprentices to include new areas, such as data science and core publishing skills.

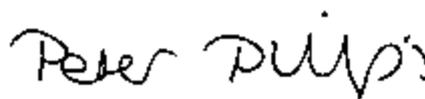
Awareness of the importance of mental health in the workplace has been growing in many countries. During 2018–19 we worked with the charity MIND to raise colleagues' awareness of mental ill-health, and to help remove the stigma that sometimes surrounds it, through a series of lectures and training workshops.

Colleagues in all our major offices around the globe have long supported local communities, particularly in education-related projects. During the year charitable activities by colleagues, together with donations from the Press, raised more than £61,000 for good causes, while 958 hours of volunteering activities were undertaken around the world by nearly 200 colleagues.

The Press's activities this year translated into the financial success we need both to sustain our mission and add value for the University of which we are a part. Our ability to develop the new products and services that our customers require, and to invest in the technology to support that, depends on generating enough cash through steadily improved returns. We were, therefore, especially pleased that in this financial year, the Press grew operating profits by over 40 per cent to £24 million. This was driven by growth in sales and a continued focus on controlling costs well. Our sales of £327 million were some five per cent up on the previous year at constant currency, with each of our three publishing groups in line with, or ahead of, their respective markets. The continuing shift from print to digital sales was a common theme. There was strong performance in some of the largest of both our traditional and developing English language-teaching markets and in our education markets for products to support international exams.

All of this would not have been possible without the continuing passion, commitment and skill of Press people around the world. I am hugely grateful to all of them.

That strong base will enable us to continue to innovate in the way we support teaching, learning and research at this time of huge change for publishers, schools and universities, and to maintain Cambridge's reputation for excellence while pushing the boundaries of learning and scholarly communication worldwide.



**Peter Phillips**  
Chief Executive

# Academic publishing

**The Academic group took a series of bold initiatives in 2018–19 that underlined our commitment to greater openness and the timely sharing of scholarly research. The high quality of our publishing was recognised in our winning a particularly large number of industry awards.**

The Press’s central purpose is to advance learning, knowledge and research worldwide and we believe this can be enhanced by the rapid dissemination of new thinking and greater academic collaboration. We believe that open research can help us to fulfil this purpose, as long as it allows for sustainable publishing models. During 2018–19 we made strong progress in developing the open research agenda on several fronts, including establishing a strategic goal to transition to full Open Access for journals.

In particular, we adopted a bold approach to ‘read and publish’ deals, which we see as an important stepping stone in a sustainable migration for our journals to Open Access. A read and publish deal is a licence that bundles together access to a publisher’s subscription content with the ability to publish openly through its journals without paying individual article processing charges. As well as the traditional access to Press content that comes with a subscription agreement, authors from the institution can publish research articles in the Press’s journals.

One reason why we have committed to this as a key pillar of our open research transformation is because it provides a viable route to a fully open access world for content in the humanities and social sciences – a significant proportion of our collection – which often do not attract grant funding in the same way as many science, technology and medicine subjects.

To date we have agreed five of these deals in Europe – in the UK, Germany (two), Sweden and the Netherlands – and shortly before the year-end we signed our first one of scale outside Europe: a landmark deal in the US with the California Digital Library.

This was one of the first – and the largest – Open Access deals reached by a publisher in the US and could encourage such transformative agreements among other North American libraries and academic consortia.

In a further commitment to Open Access, we transitioned four of our own journals (*Epidemiology & Infection*; *Genetics Research*; *Primary Health Care Research and Development*; and the *Netherlands Journal of Geosciences*) from subscription models to gold open and plan further ‘flips’ in 2020.

In law and the social sciences we are supporting high-quality Open Access publishing through a new partnership

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**We believe that open research can help us to fulfil this purpose, as long as it allows for sustainable publishing models.”**

with the *German Law Journal* and through the launch of *Data and Policy* in 2019.

The logic of the path we have embraced was underscored during the year when research funding agencies from 11 European nations unveiled Plan S, a radical initiative under which publications that result from research funded by public grants must be published in compliant Open Access journals or platforms from 2020. We submitted our views as part of a single, joined-up Cambridge response, bringing together the voices from across the University.

Cambridge Core, the digital publishing platform we launched in 2016, has played a central role in advancing our open research initiatives. It is host to Cambridge Core Share – the first sharing service launched by a university press – which went live in September following a ten-month trial. It allows journal content to be shared quickly, easily and responsibly online, permitting anyone to read the final published version of an article for free. By year-end more than 270 journals were benefitting from Cambridge Core Share.

Another significant open research innovation during the year was the announcement of the planned launch later in 2020 of our own open platform for preprints and research collaboration, designed to boost the impact of early stage research, with the American Political Science Association (APSA) as our first partner (see separate panel).

Maintaining the very high quality of our publishing is core to all we do. We were therefore delighted that 2018–19 was an excellent year for winning awards, from institutions as varied as the International Studies Association and the British Medical Association. In the Professional and Scholarly Excellence Awards (PROSE), presented by the Association of American Publishers (AAP), our tally of seven category winners and 21 finalists was greater than any other publishing house.



### CAMBRIDGE OPEN ENGAGE: A NEW PREPRINT PLATFORM

An important development during the year was the announcement of the Press's plans to launch an innovative open platform for preprints – the latest step in our drive towards a sustainable, open future for academic publishing. The initiative, designed to boost the speed and impact of early work, will make research available to anyone with an internet connection, giving researchers and members of the wider public an early window into academic insights and analysis. Our first partner for the preprint service is the American Political Science Association (APSA), with which the Press has had a long and successful relationship. Steven Rathgeb Smith, Executive Director at APSA, said the platform was 'an excellent complement to our existing publishing portfolio and provides important opportunities for APSA members to publish and share their research'. Submission to the wider platform will be available in 2020.

One of our publishing innovations during the year was the launch of Cambridge Elements – concise, original, peer-reviewed scholarly and scientific research, organised into focused series edited by leading scholars (see separate panel).

One of the landmark publications of the year was the four-volume *The Cambridge History of Ireland*. It benefitted from eight launches in four countries by luminaries including Michael D Higgins, Ireland’s President, and Joe Biden, the former US Vice President. It garnered enthusiastic reviews, with the *Irish Times* describing it as ‘marvellously satisfying’.

Another highlight was publication of the third edition of *The Cambridge Encyclopedia of the English Language*, which has been a flagship work for the Press since it was first published in 1995. David Crystal, the author, a renowned linguist, addressed all aspects of language change over the 15 years since the second edition, and the work was made available online for the first time, with additional resources, such as audio clips with original pronunciation extracts from *Beowulf* and *Macbeth*.

The ongoing development of our Higher Education programme also had a number of successes. Highlights of our textbook publishing during the year included the groundbreaking *Introduction to Applied Linear Algebra*, by Stephen Boyd and Lieven Vandenbergh, which provides engineering students (and others) with the tools to understand modern, data-centric applications, and publication of the third edition of the much admired and widely used *Introduction to Quantum Mechanics*, by David Griffiths and Darrell Schroeter.

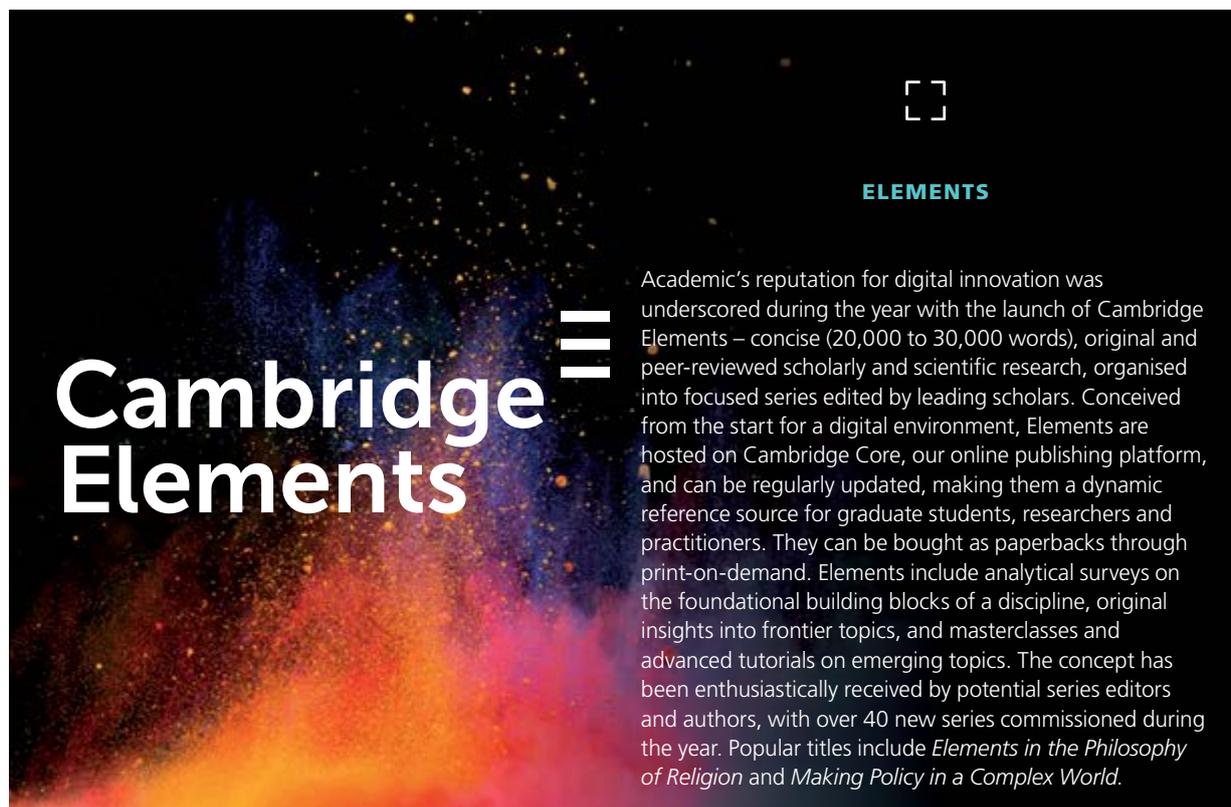
We were also delighted to commission a major new textbook series, *Fundamentals of Finance*, which will represent

a complete reworking of the current framework for teaching finance to MBA and MFin students. Written by leading authors at MIT and Boston University, including Nobel Laureate Robert Merton, the three-textbook series will be aimed at a global audience and is due for publication in 2020. It is a tribute to our Higher Education team’s restructuring of our textbook programme.

We agreed an innovative deal with Saudi Arabia, licensing an Arabic edition of *Assessment for Teaching* by Patrick Griffin, Emeritus Professor at the University of Melbourne. The textbook’s framework will become a cornerstone of assessment in Saudi Arabia and our Arabic translation will be the primary resource used in their teacher training programme. This shows how a blend of content and service is becoming critical to Academic’s publishing success.

In journals, we continued to focus on driving growth and, as described above, greater openness across our publishing. We expanded our prestigious list through new partnerships: from 2020 we will publish the *Canadian Journal of Philosophy* and the two journals of the Royal Musical Association, *Journal of the Royal Musical Association* and *RMA Research Chronicle*. Both partnerships complement our already strong presence in these areas, across both books and journals.

We were delighted to launch or commission several new journals during the year: *Evolutionary Human Science*; *Data-Centric Engineering* (with the support of the Lloyd’s Register Foundation); *Wearable Technologies* and *Experimental Results* – the latter an innovative approach to publishing research outputs that might not otherwise become part of the published record.



**Cambridge Elements**

**ELEMENTS**

Academic’s reputation for digital innovation was underscored during the year with the launch of Cambridge Elements – concise (20,000 to 30,000 words), original and peer-reviewed scholarly and scientific research, organised into focused series edited by leading scholars. Conceived from the start for a digital environment, Elements are hosted on Cambridge Core, our online publishing platform, and can be regularly updated, making them a dynamic reference source for graduate students, researchers and practitioners. They can be bought as paperbacks through print-on-demand. Elements include analytical surveys on the foundational building blocks of a discipline, original insights into frontier topics, and masterclasses and advanced tutorials on emerging topics. The concept has been enthusiastically received by potential series editors and authors, with over 40 new series commissioned during the year. Popular titles include *Elements in the Philosophy of Religion* and *Making Policy in a Complex World*.

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2018–19 was an excellent year for winning awards, from institutions as varied as the International Studies Association and the British Medical Association.”

While our primary focus is on university audiences, we believe a leading publisher like the Press should aim to reach a wider range of readers in key subject areas, especially when the issue of trust is such a hot topic in the media. In 2018–19 our revamped general publishing list enjoyed significant critical and sales successes. We expanded our commitment to audio books to help enhance accessibility even further.

*There Is No Planet B*, by Mike Berners-Lee, was one of the first science titles in our new programme. It received excellent press reviews, with the *New Scientist* calling it a ‘rallying cry for a generation worried that they will inherit a world shorn of nature’s wonders’.

*Stand Out of Our Light: Freedom and Resistance in the Attention Economy*, by James Williams, was selected by the President of Princeton University as the text that all freshmen would be required to read in the fall of 2019. The book was the inaugural winner of the Nine Dots Prize for innovative thinking and presents a timely warning of how digital business models compete for our time and attention, with a potentially

devastating impact on how we lead our lives. With the digital version available as a free download, the book enjoyed an exceptionally high number of downloads and print sales, and garnered glowing reviews.

Journals sales enjoyed a good year in general, with renewals well maintained globally. Sales of ebooks to libraries continued to drive our digital transition in research books publishing, especially through the rapid take-up of usage-driven models. We recorded our best ebooks sales year in China. Both traditional and internet retail performed well in the mature markets of North America, the UK, Western Europe and Australia, driven in part by the growth of our higher education textbook programme, where we continued to gain market share in the upper-level undergraduate area.

We achieved this success in the context of an increasing rate of market change. The digital availability of information, combined with improving technologies, is accelerating the democratisation of knowledge, creating real opportunities to improve global research and learning outcomes but also posing challenges to existing business models. This is further exacerbated by the ongoing financial pressures felt by higher education institutes globally.

Our success in both academic and general publishing categories during the year reflects our commitment to the very highest quality of publishing. In a digital world, the Press’s rigorous peer review and editing process is a badge of excellence that supports the author and wider academic community while enhancing our identity and the value of our brand. We believe this will serve us well amid the revolutionary forces reshaping academic publishing.



### US POLITICS

Academic has published a strong list of titles that offer insight into turbulent politics around the world, including a number of notable titles on US politics, building on the list’s long-standing reputation for excellence. *White Identity Politics*, by Ashley Jardina, is a sophisticated, readable and timely account of emerging patterns of white identity and collective political behaviour in the US. It has received much media attention, including a cover story in *Newsweek*, an interview in the *New Yorker*, and *The New York Times* and *Washington Post* op-eds. *Cultural Backlash: Trump, Brexit and Authoritarian Populism* is an authoritative account of one of the most disturbing political developments in the 21st century – the rise of authoritarian populism. Authors Pippa Norris and Ron Inglehart are among the world’s leading scholars in the field. The book highlights the dangers of this development and what could be done to mitigate the risks to liberal democracy.





# Cambridge English Language Teaching

**Cambridge English Language Teaching underlined its position as a world leader in pedagogic innovation during 2018–19 with important new initiatives to help students master English with greater consistency, creativity and confidence.**

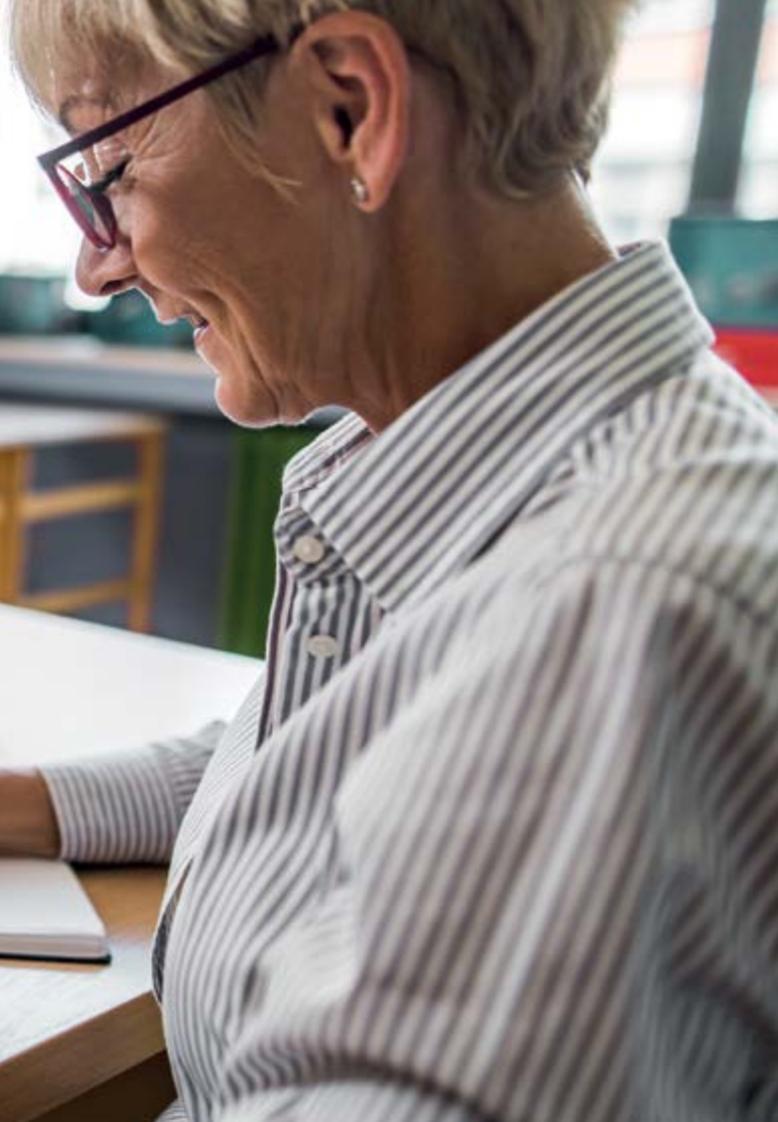
The year's achievements highlighted two key aspects of our work. One is the innovative strength resulting from our close cooperation with other University departments – most notably our colleagues at Cambridge Assessment English – in developing learning materials and services that deliver value for teachers and students. The other is our continued focus on digital technology to enrich our customers' experience of learning.

A particularly important strategic initiative during the year was the launch, in conjunction with Cambridge Assessment, of the Cambridge Curriculum, a single, systemic approach to learning and evaluating proficiency in English. The development of a unified curriculum, and a methodology to measure progress and levels of achievement, will allow students and their teachers to set clear learning goals, track progress towards them, take remedial action and judge their

readiness to take Cambridge English language exams. This is a particularly strong example of the 'Cambridge Advantage' – the additional value created when University departments work closely together to innovate.

We worked with Cambridge Assessment on another significant initiative during the year, concerning the acquisition of life skills by students. Increasingly, educators want lessons to incorporate the life skills students need to flourish in the 21st century as well as imparting subject knowledge. Examples include creative and critical thinking and the ability to communicate well.

In response to questions about how best to embed these skills in English language programmes, we launched the Cambridge Framework for Life Competencies, which gives educators a starting point for deciding, in their particular cultural context, the kind of competencies that



**EVOLVE**

*Evolve* is an innovative, blended English course for adults that draws on insights from teachers, students and language teaching experts around the world. It includes authentic student-generated content: drawing on input from around 2,000 students internationally, we put the topics and situations that were most relevant to their lives into the syllabus. We then included these real students in the course via authentic video clips in response to research around 'near-peer' role models and their impact on student motivation. *Evolve's* emphasis on 'safe speaking environments' encourages students to build confidence and fluency. Its self-study practice allows students to access bite-sized learning via their mobile phones. *Evolve* also offers a unique, integrated, professional development programme for teachers, helping them to incorporate new teaching techniques into their lessons.

students should acquire at each stage of their education (see page 17).

The Framework, developed in conjunction with Cambridge Assessment, has been enthusiastically welcomed by teachers in countries as distinct as Mexico, Spain and Turkey. We are embedding these competencies into our courses, and into accompanying teachers' books, to ensure relevance and engagement in the classroom.

Our work with Cambridge Assessment on the development of particular products reflected a trend from general English language courses to a focus on preparing for exams, since students increasingly need to demonstrate their competence through internationally benchmarked tests. Our examinations publishing continued to grow during 2018–19, in what was an exam change-over year, preparing for the introduction of new products.

We had a particularly strong performer with *Mindset*, a four-level course blending print and online content aimed at preparing students for exams in the International English Language Testing System (IELTS).

Our digital achievements during the year included the launch of the first phase of a new, more data-rich learning environment, known as Cambridge One, a successor to the Cambridge Learning Management System (CLMS), the platform on which we currently deliver many of our digital and blended products. At the year-end the CLMS had 1.8 million active users, hosted 800 courses and was used in some 88 countries.

Cambridge One, which will supersede the CLMS over a number of years, can provide students and teachers with

granular details of individual performance and enable them to set realisable goals, supported by recommendations for study.

The Cambridge Curriculum and Cambridge One have together started us on what promises to be an exciting journey to create ever richer, personal, learning environments for English language students. The first publishing product on Cambridge One is a blended adult learning course called *Evolve* which illustrates the ambition of the new system and has been well received in the market (see separate panel).

Meanwhile, the online Cambridge Dictionary had an outstanding 12 months, helped by updates to the site to improve users' experience, and diversification of the revenue base. By year-end it ranked first among free online English language dictionaries and was one of the 1,000 most visited websites in the world, serving 1.93 billion page views, peaking at more than 64 million sessions and 37 million visitors per month.

During 2018–19 we made strong progress in our shift to digital products. By year-end purely digital materials and those blended with traditional print accounted for 44.5 per cent of our sales, up 5.5 per cent on the year.

Highlights of the year's financial performance included continuing growth in Mexico and Latin America, particularly strong performances in India and China – especially around exams publishing – and a return to growth in Iberia and Brazil after a number of difficult years. Italy saw an exceptionally strong performance, demonstrating the benefits of our specific publishing for that market.

We faced more challenging conditions in the US, a market affected by declining overseas enrolment, and in Turkey as



A new general English and exams course, titled *Life Adventures* in Spain, *Power Up* in the British English international market and *Level Up* in the American English version

a result of foreign exchange depreciation and flattening domestic demand, after a number of years of growth.

*Think* – a course for teenagers with thought-provoking topics – played a substantial role in 2018–19 in our growth in the secondary education market. Another strong performer was *Talent*, a general English secondary course published in Italy specifically for Italian pupils.

Growth in the primary sector was led by a new general English and exams course, titled *Life Adventures* in Spain, *Power Up* in the British English international market and *Level Up* in the American English version. Developed with Cambridge Exams Publishing, a joint unit bringing together the Press and Cambridge Assessment English, it integrates exam preparation and practice content throughout the course.

In addition, we have begun publishing linked courses in science and social science for use in schools where English is a second language but is becoming a medium of instruction across parts of the curriculum. The aim is to build students' confidence in the use of English for the study of other subjects – so-called Content Language Integrated Learning. *Life Adventures* and its associated products saw very strong take-up, particularly in Spain, underlining the increasing facility in English expected in many countries at an ever younger age.

However, the corollary of better English in younger people is that the market in general has a more limited pool of adult learners. In the adult market we saw good growth in Mexico and northern Latin America in 2018–19, but flat to declining sales worldwide.

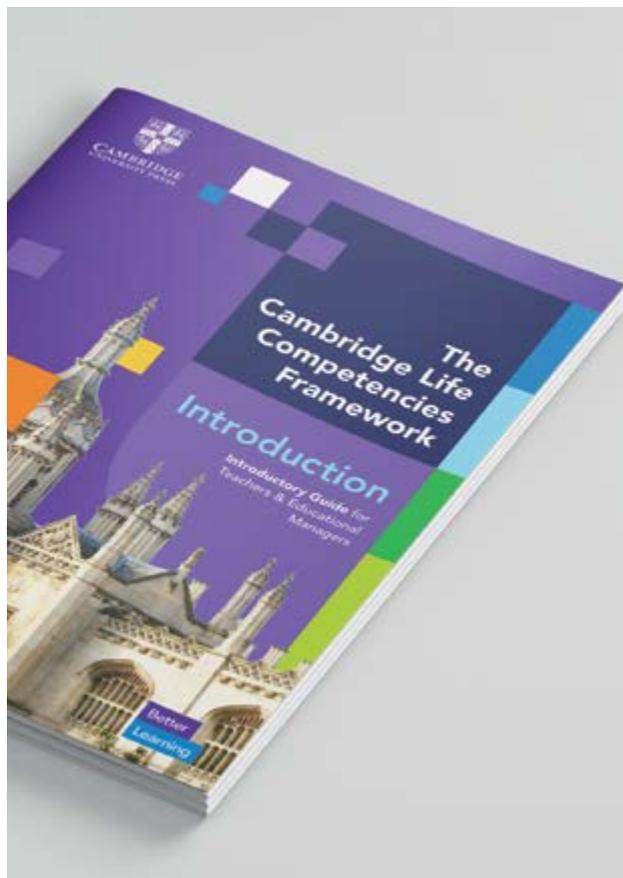
There is also a trend from general English language courses to a focus on preparation for exams. Our examinations

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The Cambridge Curriculum and Cambridge One together have started us on what promises to be an exciting journey to create ever richer, personal, learning environments.”

publishing continued to grow during 2018–19, in what was an exam change-over year, preparing for the introduction of new products.

A good year was also recorded by our increasingly important Learning Solutions business, which provides our largest customers, such as governments and school chains, with tailored learning products and support services. Strong markets included China and Brazil. Customers increasingly want ELT publishers to provide not just learning materials but a holistic service – including teaching support and tailored content – that helps their teaching be more effective.

Overall, the strength of our new product launches during the year, our partnership with Cambridge Assessment and our focus on the best technology and data mean we look forward confidently to creating an increasingly powerful, interactive learning environment, to the benefit of English language students of all ages.



#### CAMBRIDGE LIFE COMPETENCIES FRAMEWORK

How can we prepare students for the challenges of a world where the ability to analyse clearly, communicate well and work collaboratively is ever more important? Increasingly, educators expect students to acquire such competencies in the classroom along with subject knowledge. At the Press we have devised a framework – the Cambridge Life Competencies Framework – to help incorporate these abilities systematically into English language programmes. We call them ‘life competencies’ because they bring together three elements: the acquisition of knowledge, skills and the mental attitude a student needs to learn successfully. We group competencies into six main areas: creative thinking; critical thinking; learning to learn; communication; collaboration; and social responsibilities. We provide examples of the degree of competency students can be expected to achieve at each stage of their education. We are now working to integrate these into the design of our materials and courses, from primary level to adult series. We are also helping teachers understand them better, build them into their teaching and monitor how well their students are progressing with them.

# Educational publishing

**The Education group saw another year of strong growth and two landmark agreements: the acquisition of a leading formative assessment organisation and a partnership with Unicef and Microsoft to tackle the educational crisis facing the millions of children displaced by conflict and natural disasters.**

The two agreements, each a collaborative effort involving other parts of the University, speak to the growing reputation of the Press as a leader of international best practice and innovation in education, as well as to the 'Cambridge Advantage' – the power of the University to create value by acting together.

We partnered with Cambridge Assessment in both the Unicef agreement (see separate panel) and in the acquisition of the Centre for Evaluation and Monitoring (CEM), one of the most respected organisations providing formative assessments for children of all ages.

This exciting deal will accelerate our existing focus on formative assessment and personalised learning, underpinned by interactive digital technology, and enable us to support teachers in using evidence to provide richer, more individual learning programmes (see separate panel).

Our goals are to be the leading publisher worldwide for international schools that follow a UK curriculum, and to have a significant presence in other schools that are turning to English as a medium of instruction for many subjects. Our strategy is supported by demographic, economic and social trends around the world.

Governments, meanwhile, see the importance of raising student achievement standards to their country's international competitiveness, and we are using our expertise in pedagogic best practice, and that of the wider University, to help ministries and school systems reform their education frameworks.



**Jane Mann, the Press's Director of Education Reform, visited refugee camps in Cox's Bazar (Bangladesh) and Sudan with Unicef this year to research the 'Learning Passport'.**

For us, teachers and educators are the key agents in helping people learn and our role is to partner with them, where we add value and where we can use research-based approaches to support and amplify their impact. An unrelenting focus on teachers and their needs is therefore central to all we do.

The past year has seen our relations with teachers deepen through the expansion of initiatives to support their development. Our teacher advisory panels – online forums for us to involve teachers in the creation of new products and for them to share their experiences – have proved popular, with the community growing to 600 active participants by the end of the year.

Our continuous professional development initiative, designed to share and support good teaching practice, also had a good year, with successful pilot programmes in Turkey and Indonesia, and plans to double their size and roll them



#### UNICEF AND THE 'LEARNING PASSPORT'

Just before the end of the financial year, the Press signed a Partnership Cooperation Agreement with Unicef, for the 'Learning Passport' project, which seeks to find new ways to support refugee and displaced learners.

The Unicef Learning Passport initiative involves a pan-Cambridge collaboration, drawing on people from the Press, Cambridge Assessment, the Faculty of Education, Department of Psychology, and Faculty of Engineering, with Microsoft as the technology partner.

Learning Passport's mission is to ensure that all displaced children and adolescents are provided a quality learning pathway wherever they are in the world, and can receive a valued and recognised portable education to support their access to other opportunities and education routes, including formal education within national systems. The project is currently in the research and development phase, assessing the viability and feasibility of possible pilot models and locations, and has seen teams from Cambridge travel with Unicef to visit refugee centres in Cox's Bazar in Bangladesh, and Sudan, with further visits planned for the year ahead.

We are extremely proud to be working with Unicef and Microsoft in a way that is so aligned to the University's mission of contributing to society through the pursuit of education, learning and research at the highest international levels of excellence.

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**An unrelenting focus on teachers and their needs is central to all we do.”**

out to other countries. The programme helps meet one of the biggest challenges facing our schools partners: having sufficient teachers able to deliver English medium classroom instruction. The early signs are that a strong appetite exists for what Cambridge can do to help with this challenge.

The year also saw the launch of our 'Dedicated Teacher Award'. Students can nominate a teacher who has made a remarkable contribution to their life, be it in teaching skills, pastoral care, innovative lesson ideas or preparing pupils

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The past year has seen our relations with teachers deepen through the expansion of initiatives to support their development.”



**Ahmed Saya, winner of our inaugural Dedicated Teacher Award**

for later life. We were delighted when the prize gathered 4,000 nominations from around the world. The winner, Ahmed Saya, achieved national press coverage in his home country, Pakistan.

The Education group enjoyed increasingly strong market share positions. We saw strength in all areas of the business, but particularly good results in Australia, where over the past few years we have grown into one of the market leaders. Our record results there were led by our continuing success in mathematics, the roll-out of a new curriculum in Queensland and our increasing significance in other subjects, such as accounting, business studies and the sciences.

We saw continued growth in the strategically important Indian market, albeit at a slower rate than the previous year, against a background of difficult conditions across the industry. Supported by high regard for the Cambridge brand, we have been expanding our Indian footprint from international schools to the broader education market.

Elsewhere in Asia, we enjoyed good growth in Pakistan, China and South East Asia. In Africa, challenging conditions in South Africa were offset by expansion in Nigeria and exceptionally good results in markets as varied as Cameroon, Zimbabwe, Lesotho and Namibia. In Cameroon, we featured prominently in the government’s list of prescribed school texts.

Increasingly our customers are looking for texts that reflect their cultures, and we have adopted a strategy of being as local as possible and as international as necessary. During the year we enjoyed great success in publishing customised editions for particular clients, with substantial deals in Pakistan, China and Vietnam.

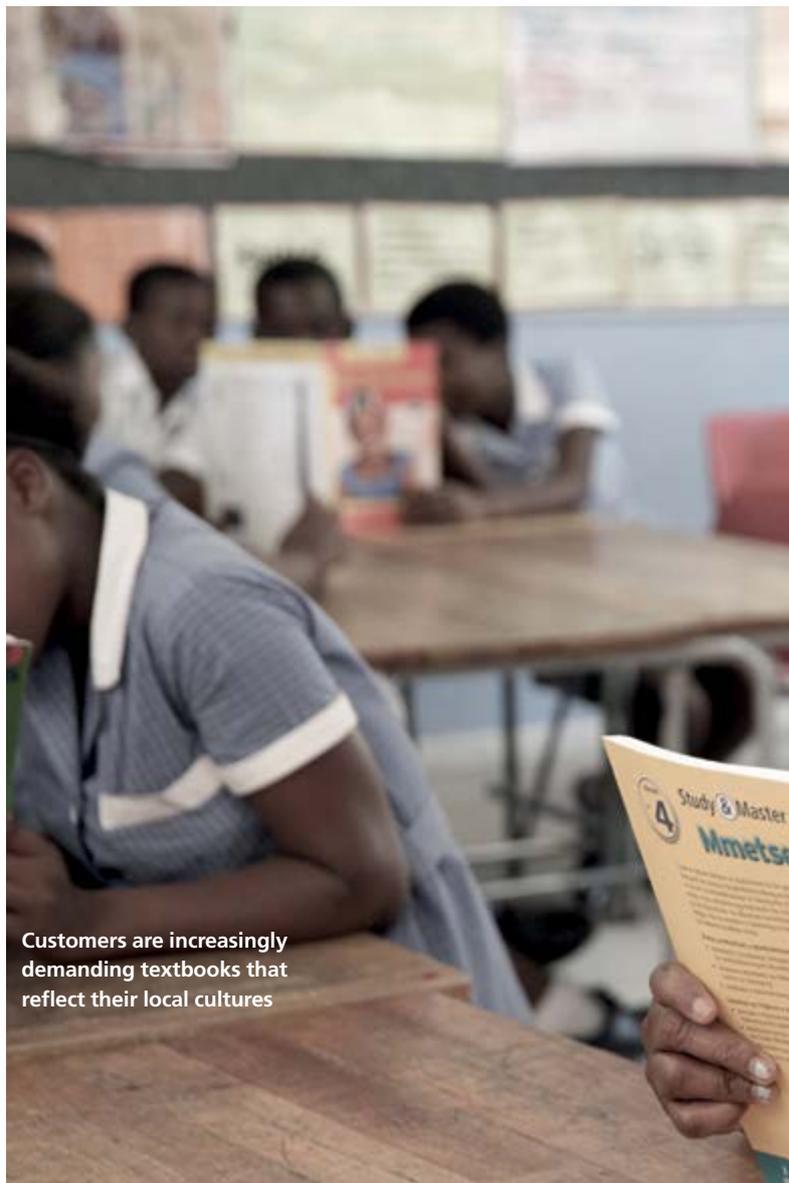
Among individual products, we saw continued success with *Cambridge HOTmaths*, the interactive online maths learning system that originated in Australia, with further roll-outs to South Africa and international schools.

We were excited by the successful launch of *Coding Sandpit*, a series for computational thinking and programming, created in partnership with the Association for Computing Machinery, the world’s largest educational and scientific computing society. Aimed at young learners, it was launched in the Indian market and by year-end was being used by over 70,000 students.

Our Education Reform business agreed some substantial deals near the year-end that create a robust basis for the year ahead and confidence in the sustainability of the business. The

contracts included a major deal with Qatar, for the reshaping of the country’s science courses, taught in Arabic.

This has been a good year for Education in both our results and in what we have achieved in helping teachers have an even more positive impact on learners and learning. Having recorded double-digit compound growth over the past four years, we remain very excited about where this group goes next and what we can all achieve as part of ‘One Cambridge’.



**Customers are increasingly demanding textbooks that reflect their local cultures**



## CENTRE FOR EVALUATION AND MONITORING



Shortly after the end of the year the Press and Cambridge Assessment, our sister University department, agreed to acquire jointly the Centre for Evaluation and Monitoring (CEM), one of the most respected organisations providing formative assessments for children of all ages.

Based in Durham, CEM uses scientific and evidence-based monitoring systems, and has been used by educational professionals for over 30 years in more than 70 countries.

The Press has long recognised the importance of formative assessment in a child's educational development. Our focus on this area has intensified with the advent of interactive, digital technology, which allows us to create much more personalised learning products. The acquisition of CEM will enrich and accelerate our journey in this direction.

CEM's products include baseline assessments that give measures of a child's potential and progress through school; diagnostic assessments that help inform teachers where interventions may be helpful to improve pupil outcomes; attitudinal questionnaires that help to give a deeper understanding of the learning environment as seen by children and young people; and entrance assessments that help identify the students that meet a school's selection criteria.



# People and values

**The Press continues to invest heavily in the creation of a workplace and shared culture that will attract and retain colleagues of the highest quality, and to support community engagement and charitable action by our offices around the world.**

Our continued growth meant that by the year-end we had 2,845 permanent colleagues, up 135 from a year before. The international nature of our business meant that 57 per cent of our colleagues were based outside the UK, working in 43 countries around the world.

Cambridge is still by far our largest office. But Manila, which celebrated its fifteenth anniversary during the year, and moved to new premises, has seen remarkable growth and is now our second largest centre, with around 500 colleagues, working primarily on digital development and customer service.

Our colleagues, with their knowledge and skills, are our most important asset. To attract and retain the best, in a world of intense competition for talent, we need to continue to foster an environment that encourages flexible, creative thinking and the acquisition of new skills. We want a sharing and open culture, with strong ethics, community engagement and a commitment to the equal treatment of all.

Our investment in skills has included a major leadership development programme over the past few years which drew to a successful conclusion in 2018–19, having involved 280 managers from 18 countries. It has produced very positive feedback from participants and will be followed in the year ahead by another programme for more managers to experience. The aim has been to strengthen management skills and entrepreneurial thinking, while remaining mindful of the Press's purpose to advance learning.

We have also been pleased by the success of our apprenticeship programme, which has introduced 18 colleagues from diverse backgrounds to the operating side of the Press over the past few years. They have brought valuable new perspectives to the business and enriched our culture. In the coming year we will be adding publishing apprentices under a government scheme supported by the British publishing industry.

We take serious note of how our people view the Press. We were pleased that our 2018 global colleague survey found that colleagues' overall engagement score – a measure of commitment to an organisation – rose to 77 per cent from 73 per cent in 2015, when the survey was last conducted. The success of our leadership development programme was reflected in higher scores for leadership.



Over the past year we have placed much emphasis on promoting a culture that values diversity and inclusion, and we were pleased that the survey found 82 per cent of colleagues felt respected by the Press, while 78 per cent said the Press valued diversity.

Our diversity activity included a commitment to a ten-point action plan drawn up by the Publishers Association to bolster inclusivity in the workforce. The aims include employing at least 50 per cent women in senior leadership positions and executive level roles; and ensuring at least 15 per cent of employees are black, Asian or minority ethnic (BAME) within the next five years.

We have established an inclusion working group, which has led to the development of an LGBT (lesbian, gay, bisexual and transgender) network and a Disability and Neurodiversity network, with other colleague networks expected during the coming year.

We have also promoted greater understanding of mental health issues, including workplace stress, so as to break down the stigma that often attaches to them. Working in partnership with Mind, the mental health charity, we have run presentations and workshops. In 2018–19 we focused our activities on workshops for 80 managers. A further 80 colleagues took part in resilience training.

We are committed to treating all colleagues the same, with equal opportunity to progress through the ranks, regardless of



**Events to celebrate World Book Day were held in Cambridge (above) and New York (below)**

sex, race, religion or belief, age, marriage or civil partnership, pregnancy, sexual orientation, gender reassignment or disability.

We are fully behind the government's moves to highlight gender pay gaps and at the end of March 2018 we reported a median UK pay gap of 18 per cent, an improvement on the previous year. We are confident that male and female colleagues are paid the same for doing the same job across the Press. However, we have more male colleagues than female at senior management level, and more female colleagues at entry level, which creates the gap. We are working to address this in numerous ways, including balanced male and female shortlists, mentoring, flexible working and unconscious bias training for colleagues.

Community engagement and charitable giving are an important part of our culture and values. During 2018–19 charitable actions by colleagues around the world, together with donations from the Press, raised £61,000. In the UK, colleagues raised £17,000, £9,000 of which was matched by the Press and £13,000 of which was through 'Give As You Earn', which enables people to donate to charities of their choice directly from their monthly pay.

For the second year running, our UK Charity of the Year was Rowan Humberstone, a Cambridge-based charity and arts centre for people with learning difficulties. Colleagues raised over £5,000 for Rowan, £1,800 of which was matched



by the Press. A further Press donation of £10,000 meant the charity received a total of over £17,000, as well as volunteering work by colleagues. Over the two-year period, Rowan Humberstone received more than £31,000 in cash donations. These funds enabled them to develop and enhance their music and performing arts programme by creating the only dedicated performing space for adults with learning disabilities in Cambridgeshire.

We continue to see many benefits from a longer relationship with our Charity of the Year, which allows both sides to understand each other much better and promotes local volunteering. Hetti Wood, Communications Ambassador at Rowan, said: 'Over the last two years we have built a strong partnership with Cambridge University Press as well as a friendship. Our newly transformed performing space is used every day at Rowan in music and drama, making a huge difference to our student artists, helping to reduce isolation and increase confidence and independence.'

We look forward to starting a partnership with our new Charity of the Year, which is to be the Castle School, a community special needs school in Cambridge.

We celebrated World Book Day by hosting 50 pupils from six Cambridge schools, who spent a day at the Press learning about opportunities in the publishing industry. Community engagement continues to develop in other offices internationally. In New York colleagues are enjoying a second year of their partnership with PENCIL, a local educational charity, which received a donation of \$3,500, while students involved with the charity spend a day with colleagues in the office learning career-related skills.

The Manila office signed an agreement with Don Bosco Technical College, which runs a programme taking in 160 scholarship students from disadvantaged families. This paved the way for Cambridge Manila to donate 30 desktop units and set up a computer lab. Colleagues can volunteer to conduct basic computing classes and provide training on career-related skills.

The Press donated 46,000 books to various causes during the year. These included donations to the Brazilian National

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We have built a strong partnership with Cambridge University Press as well as a friendship.”

Hetti Wood, Rowan Humberstone

Museum in Rio de Janeiro, which was largely destroyed by a fire in September. We helped particularly with replacement volumes for the Francisca Keller library, part of the graduate programme in social anthropology.

At a ceremony to mark the donation, Paula Mello, coordinator of libraries and information at the Federal University of Rio de Janeiro, said that when the museum had appealed for replacement volumes, 'the first publisher to express solidarity and propose a relevant donation was Cambridge University Press. How do partnerships work, how do they manifest themselves? Years and years of working together, of business relationships that turn into beautiful and old friendships.'



Press colleagues participating in a workshop at Rowan Humberstone, our charity of the year



New photovoltaic panels on the roof of our Cambridge head office

## Environment

The Press is committed to reducing its impact on the environment and 2018–19 was a year of multiple initiatives to achieve this, whether by cutting electricity usage, investing in rooftop solar power or refining our long-term sustainability strategy.

Our developing strategy, planned to cover the decades to 2050, involves setting goals under the three different 'scopes', or categories, as defined by the Greenhouse Gas Protocol, a standardised international framework for measuring greenhouse gas emissions. Scope 1 covers direct emissions, Scope 2 covers indirect emissions via the purchase of electricity, while Scope 3 measures indirect emissions in an organisation's day-to-day operations.

Under Scope 1 (gas and company-owned vehicles), we cut our overall emissions by four per cent to 132 tCO<sub>2</sub>e, with our fleet emissions falling by 22 per cent to 65 tCO<sub>2</sub>e. We raised awareness of our car sharing scheme, offered charging for electric vehicles and free electric bike use in and around Cambridge.

Under Scope 2 (electricity) we made a substantial investment in solar power. Late in the year we installed 496 kW of photovoltaic panels on the large flat roof space on the main Cambridge office building and 52 kW of cells on the sports and social building. These will give big benefits in coming years, creating combined savings of up to 233 tCO<sub>2</sub>e, approximately 21 per cent of the carbon emitted through

our onsite electricity energy use per annum. Total electricity use at all of our UK sites fell by seven per cent to 911 tCO<sub>2</sub>e. We continued the replacement of high energy use bulbs with more energy efficient lighting, installed additional energy efficient gas boilers, improved heating, ventilation and the air conditioning system at our headquarters, and put automated lighting in refurbished areas.

Under Scope 3 (business flights, taxis, private vehicles, recycled waste, water and office paper) our emissions rose by 21 per cent, or 3,036 tCO<sub>2</sub>e, due to travel. This is a difficult challenge for any growing global business. To help tackle this, we are growing our use of video conferencing and will be developing more overarching plans to help contain or reduce our impact.

We now send zero waste to landfill. Our waste is diverted to refuse-derived fuel and during the year we recycled the equivalent of 3.3 tCO<sub>2</sub>e, up 48 per cent on 2017–18. We were delighted that the World Wildlife Fund awarded us three out of three in its 2019 Timber Scorecard, in recognition of our ethical paper purchasing policy and responsible sourcing practices.

We are working closely with the wider University and partners to align our sustainability strategy with theirs and are collaborating with our teams and supply chains around the world to ensure our long-term commitment to environmental sustainability.

*All data calculated using latest conversion factors as at 6 May 2019. Electricity conversion factors have reduced from the previous set, due to the decarbonisation of the grid. Conversion factors expire on 31 July 2019.*

# Awards and prizes

Each year, Cambridge University Press is proud to receive a range of awards in the worlds of academia and educational publishing. Below is a list of the awards and prizes that we recorded since the listing in the last Annual Report.

Han Thomas Adriaenssen, *Representation and Scepticism from Aquinas to Descartes*, winner 2018 JHP Book Prize, Journal of the History of Philosophy

Erik Albæk, Arjen van Dalen, Nael Jebri and Claes H de Vreese, *Political Journalism in Comparative Perspective*, winner 2018 Best Book Award, International Journal of Press/Politics

Mikhail A Alexeev and Sufian N Zhemukhov, *Mass Religious Ritual and Intergroup Tolerance: The Muslim Pilgrims' Paradox*, honorable mention 2018 Joseph Rothschild Prize in Nationalism and Ethnic Studies, Association for the Study of Nationalities  
Garrick V Allen, *The Book of Revelation and Early Jewish Textual Culture*, winner 2019 Manfred Lautenschlaeger Award for Theological Promise, Forschungszentrum Internationale und Interdisziplinäre Theologie, Universität Heidelberg

Kym Anderson and Vicente Pinilla, *Wine Globalization: A New Comparative History*, winner 2018 World's Best Wine Economics Book, L'Organisation Internationale de la Vigne et du Vin and winner 2019 Australian title for W1-7 World Wine Category, Print/Paid Drinks, Gourmand International

Ana Arjona, *Rebelocracy: Social Order in the Colombian Civil War*, winner 2018 Book of the Year Prize, Conflict Research Society

Judith M Barringer, *The Art and Archaeology of Ancient Greece*, co-winner 2018 Bolchazy Pedagogy Book Award, The Classical Association of the Middle West and South

Martin J Bayly, *Taming the Imperial Imagination: Colonial Knowledge, International Relations, and the Anglo-Afghan Encounter, 1808–1878*, winner 2018 Francesco Guicciardini Prize, International Studies Association

Fahad Ahmad Bishara, *A Sea of Debt: Law and Economic Life in the Western Indian Ocean, 1780–1950*, winner 2018 J. Willard Hurst Prize, Law and Society Association and co-winner 2018 Bentley Book Prize, World History Association

R J M Blackett, *The Captive's Quest for Freedom: Fugitive Slaves, the 1850 Fugitive Slave Law, and the Politics of Slavery*, finalist 2019 Gilder Lehrman Lincoln Prize, Gettysburg College and the Gilder Lehrman Institute of American History

Jennifer N Brass, *Allies or Adversaries: NGOs and the State in Africa*, winner 2018 Outstanding Book Award, Association for Research on Nonprofit Organizations and Voluntary Action

Richard W Carney, *Authoritarian Capitalism: Sovereign Wealth Funds and State-Owned Enterprises in East Asia and Beyond*, winner 2018 Masayoshi Ohira Memorial Prize, The Masayoshi Ohira Memorial Foundation

Brian A Catlos, *Muslims of Medieval Latin Christendom, c.1050–1614*, co-winner 2018 Eugene M. Kayden Award, College of Arts and Sciences, University of Colorado, Boulder

Nathan J Citino, *Envisioning the Arab Future: Modernization in US-Arab Relations, 1945–1967*, winner 2018 Robert H. Ferrell Book Prize, Society for Historians of American Foreign Relations

E J Clery, *Eighteen Hundred and Eleven*, winner 2018 Rose Mary Crawshay Prize, British Academy

Florin Curta, *The Making of the Slavs: History and Archaeology of the Lower Danube Region, c.500–700*, winner 2002 Herbert Baxter Adams Prize, American Historical Association

Tsilly Dagan, *International Tax Policy: Between Competition and Cooperation*, winner 2018 IBFD Frans Vanistendael Award for International Tax Law, International Bureau of Fiscal Documentation

Maarten Derksen, *Histories of Human Engineering: Tact and Technology*, winner 2018 Cheiron Book Prize, Cheiron: The International Society for the History of Behavioral and Social Sciences

Stephen B Dobranski, *Milton in Context*, winner 2011 Irene Samuel Memorial Award, The Milton Society of America

Tim W Dornis, *Trademark and Unfair Competition Conflicts: Historical-Comparative, Doctrinal, and Economic Perspectives*, shortlisted 2018 Private Law Prize, St Petersburg International Legal Forum

Ivan Drpić, *Epigram, Art, and Devotion in Later Byzantium*, winner 2019 Karen Gould Prize in Art History, The Medieval Academy of America

Sarah Dustagheer, *Shakespeare's Two Playhouses: Repertory and Theatre Space at the Globe and the Blackfriars, 1599–1613*, shortlisted 2018 Shakespeare's Globe Book Award

Marcela Echeverri, *Indian and Slave Royalists in the Age of Revolution: Reform, Revolution, and Royalism in the Northern Andes, 1780–1825*, honorable mention 2017 Bolton-Johnson Prize, Conference on Latin American History

Peter Fane-Saunders, *Pliny the Elder and the Emergence of Renaissance Architecture*, winner 2018 Phyllis Goodhart Gordan Book Prize, Renaissance Society of America

Jonathan Fennell, *Combat and Morale in the North African Campaign: The Eighth Army and the Path to El Alamein*, joint runner-up 2011 Templer Medal Book Prize, The Society for Army Historical Research and shortlisted 2011 Whitfield Prize, Royal Historical Society

Philippe Flajolet and Robert Sedgewick, *Analytic Combinatorics*, winner 2019 Leroy P. Steele Prize for Mathematical Exposition, American Mathematical Society

Thomas Edward Flores and Irfan Nooruddin, *Elections in Hard Times: Building Stronger Democracies in the 21st Century*, winner 2018 Alpha Sigma Nu Book Award Winner, Association of Jesuit Colleges and Universities (AJCU) and Alpha Sigma Nu

John Forrester and Laura Cameron, *Freud in Cambridge*, finalist 2018 Wallace K. Ferguson Prize, Canadian Historical Association

Aimée Fox, *Learning to Fight: Military Innovation and Change in the British Army, 1914–1918*, winner 2018 BAMBY Prize, Book of the Year, British Army Military Book

Andrew Francis, *Culture and Commerce in Conrad's Asian Fiction*, winner 2017 Adam Gillon Book Award in Conrad Studies, The Joseph Conrad Society of America

Edward W Frees, Glenn Meyers, Richard A Derrig, *Predictive Modeling Applications in Actuarial Science, Volume 2: Case*

*Studies in Insurance*, winner 2018 Kulp-Wright Book Award, American Risk and Insurance Association

Stanley O Gaines, Jr, *Personality and Close Relationship Processes*, winner 2018 IARR Book Award, International Association for Relationship Research

David W Gerlach, *The Economy of Ethnic Cleansing: The Transformation of the German-Czech Borderlands after World War II*, winner 2018 Radomír Luža Prize, The American Friends of the Documentation Center of Austrian Resistance and Marshall Plan Center for European Studies, University of New Orleans

Simon Grote, *The Emergence of Modern Aesthetic Theory: Religion and Morality in Enlightenment Germany and Scotland*, winner 2017 István Hont Book Prize, Institute of Intellectual History, University of St Andrews

Daphna Hacker, *Legalized Families in the Era of Bordered Globalization*, co-winner 2018 Herbert Jacob Book Prize, Law and Society Association

Brian N Hall, *Communications and British Operations on the Western Front, 1914–1918*, co-winner 2018 Whitfield Prize, Royal Historical Society

Alisha C Holland, *Forbearance as Redistribution: The Politics of Informal Welfare in Latin America*, co-winner 2018 Herbert Jacob Book Prize, Law and Society Association

Rashauna Johnson, *Slavery's Metropolis: Unfree Labor in New Orleans during the Age of Revolutions*, winner 2018 H. L. Mitchell Award, Southern Historical Association

Neil Ketchley, *Egypt in a Time of Revolution: Contentious Politics and the Arab Spring*, co-winner 2018 Charles Tilly Award for Best Book, Collective Behavior and Social Movements Section, American Sociological Association

John Kiszely, *Anatomy of a Campaign: The British Fiasco in Norway, 1940*, winner 2018 Duke of Wellington Medal for Military History, The Royal United Services Institute

Shira Klein, *Italy's Jews from Emancipation to Fascism*, finalist 2018 Gerrard and Ella Berman Memorial Award, Jewish Book Council and finalist 2018 JDC-Herbert Katzki Award, Jewish Book Society

Michael Levy and Farah Mendlesohn, *Children's Fantasy Literature: An Introduction*, winner 2018 Mythopoeic Scholarship Award for Myth and Fantasy, Mythopoeic Society

Timothy Longman, *Memory and Justice in Post-Genocide Rwanda*, winner 2018 Best Book Award, African Politics Conference Group, honourable mention 2018 Melville J. Herskovits Prize, African Studies Association and honourable mention 2018 Bethwell A. Ogot Prize, African Studies Association

Catherine Lu, *Justice and Reconciliation in World Politics*, co-winner 2018 Sussex International Theory Prize, Centre for Advanced International Theory, University of Sussex

Siniša Malešević, *The Rise of Organised Brutality: A Historical Sociology of Violence*, winner 2018 Peace, War, and Social Conflict Best Book Award, American Sociological Association

Aila M Matanock, *Electing Peace: From Civil Conflict to Political Participation*, winner 2018 Charles H. Levine Memorial Book Prize, International Political Science Association

James McDougall, *A History of Algeria*, co-winner 2018 British-Kuwait Friendship Society Book Prize in Middle Eastern Studies

Thomas D McGlothlin, *Resurrection as Salvation: Development and Conflict in Pre-Nicene Paulinism*, winner 2019 Manfred Lautenschlaeger Award for Theological Promise, Forschungszentrum Internationale und Interdisziplinäre Theologie, Universität Heidelberg

Daniel P Mears, *Out-of-Control Criminal Justice: The Systems Improvement Solution for More Safety, Justice, Accountability, and Efficiency*, winner 2019 ACJS Outstanding Book Award, Academy of Criminal Justice Sciences

Keri Leigh Merritt, *Masterless Men: Poor Whites and Slavery in the Antebellum South*, winner 2018 Bennett H. Wall Award, Southern Historical Association and co-winner 2018 President's Book Award, Social Science History Association

Colleen Murphy, *The Conceptual Foundations of Transitional Justice*, winner 2017 NASSP Book Award, North American Society for Social Philosophy

Cynthia Nicoletti, *Secession on Trial: The Treason Prosecution of Jefferson Davis*, winner 2018 Cromwell Book Prize, American Society for Legal History

William Thomas Okie, *The Georgia Peach: Culture, Agriculture, and Environment in the American South*, co-winner 2018 Malcolm Bell, Jr, and Muriel Barrow Bell Award, Georgia Historical Society

Anju Mary Paul, *Multinational Maids: Stepwise Migration in a Global Labor Market*, winner 2018 Thomas and Zaniecki Best Book Award, International Migration Section, American Sociological Association and winner 2018 Max Weber Award for Distinguished Scholarship, Organizations, Occupations and Work Section, American Sociological Association

Michael Pirson, *Humanistic Management*, winner 2018 Best Book Award, Social Issues in Management (SIM) Division, Academy of Management

Konstantin Pollok, *Kant's Theory of Normativity: Exploring the Space of Reason*, winner 2018 NAKS Book Prize, North American Kant Society

James Purkis, *Shakespeare and Manuscript Drama: Canon, Collaboration and Text*, shortlisted 2018 Shakespeare's Globe Book Award

Amy Richlin, *Slave Theater in the Roman Republic: Plautus and Popular Comedy*, winner 2018 The Charles J. Goodwin Award of Merit, Society for Classical Studies

Natalia Roudakova, *Losing Pravda: Ethics and The Press in Post-Truth Russia*, winner 2018 Wayne S. Vucinich Book Prize, Association for Slavic, East European, and Eurasian Studies, winner 2017 Frank Luther Mott-Kappa Tau Alpha Journalism and Mass Communication Research Award, Kappa Tau Alpha and co-winner 2018 Davis Center Book Prize in Political and Social Studies, Association for Slavic, East European, and Eurasian Studies

Rohan Deb Roy, *Malarial Subjects: Empire, Medicine and Nonhumans in British India, 1820–1909*, runner-up 2018 John Pickstone Prize, British Society for the History of Science

Jared Rubin, *Rulers, Religion, and Riches: Why the West Got Rich and the Middle East Did Not*, winner 2018 Douglass C. North Research Award, Society of Institutional and Organizational Economics

Lynn Schofield Clark and Regina Marchi, *Young People and the Future of News: Social Media and the Rise of Connective Journalism*, winner 2018 James W. Carey Award for Media Research, Carl Couch Center for Social and Internet Research and winner 2018 Nancy Baym Book Award, Association of Internet Researchers

Lorelle Semley, *To Be Free and French: Citizenship in France's Atlantic Empire*, co-winner 2018 Bentley Book Prize, World History Association

Sussan Siavoshi, *Montazeri: The Life and Thought of Iran's Revolutionary Ayatollah*, winner 2018 Houshang Pourshariati Iranian Studies Book Award, Middle East Studies Association

Hazel Smith, *North Korea: Markets and Military Rule*, winner 2017 IBP Teaching Tool Accolade in Humanities, International Convention of Asia Scholars

Simon Smith, *Musical Response in the Early Modern Playhouse, 1603–1625*, winner 2018 Shakespeare's Globe Book Award

Jesse Spohnholz, *The Convent of Wesel: The Event that Never was and the Invention of Tradition*, winner 2018 DAAD/GSA Book Prize, German Studies Association

## Awards and prizes

J H Stape, *The New Cambridge Companion to Joseph Conrad*, honorable mention 2017 Adam Gillon Book Award in Conrad Studies, The Joseph Conrad Society of America

Jennifer A Theiss, *The Experience and Expression of Uncertainty in Close Relationships*, winner 2018 Gerald R. Miller Book Award in Interpersonal Communication, National Communication Association

Alison Vacca, *Non-Muslim Provinces under Early Islam: Islamic Rule and Iranian Legitimacy in Armenia and Caucasian Albania*, winner 2018 History and the Humanities Book Award, Central Eurasian Studies Society

Steven Vande Moortele, *The Romantic Overture and Musical Form from Rossini to Wagner*, winner 2018 Wallace Berry Award, Society for Music Theory

Tamara J Walker, *Exquisite Slaves: Race, Clothing, and Status in Colonial Lima*, winner, 2018 Harriet Tubman Prize, Lapidus Center for the Historical Analysis of Transatlantic Slavery

Eric Weiskott, *English Alliterative Verse: Poetic Tradition and Literary History*, winner 2018 Beatrice White Prize, The English Association

Sarah Wilson Sokhey, *The Political Economy of Pension Policy Reversal in Post-Communist Countries*, co-winner 2018 Ed A. Hewett Book Prize, Association for Slavic, East European, and Eurasian Studies

Michael Wintroub, *The Voyage of Thought: Navigating Knowledge across the Sixteenth-Century World*, winner 2018 John Pickstone Prize, British Society for the History of Science

Veli Yadirgi, *The Political Economy of the Kurds of Turkey: From the Ottoman Empire to the Turkish Republic*, shortlisted 2018 British-Kuwait Friendship Society Book Prize in Middle Eastern Studies

Jae-jin Yang, *The Political Economy of the Small Welfare State in South Korea*, winner 2017 Injae Best Book Award, Korean Political Science Association

Anna Zayaruznaya, *The Monstrous New Art: Divided Forms in the Late Medieval Motet*, winner 2019 John Nicholas Brown Prize, The Medieval Academy of America

Chris Zepeda-Millán, *Latino Mass Mobilization: Immigration, Racialization, and Activism*, co-winner 2018 Charles Tilly Award for Best Book, Collective Behavior and Social Movements Section, American Sociological Association

Taisu Zhang, *The Laws and Economics of Confucianism: Kinship and Property in Preindustrial China and England*, co-winner 2018 Gaddis Smith International Book Prize, Yale MacMillan Center and co-winner 2018 President's Book Award, Social Science History Association

## 2018 APSA Awards (American Political Science Association)

Kevin Arceneaux and Ryan J Vander Wielen, *Taming Intuition: How Reflection Minimizes Partisan Reasoning and Promotes Democratic Accountability*, winner 2018 Robert E. Lane Best Book Award, Political Psychology, American Political Science Association and co-winner, 2018 Best Book Award, Experimental Research Section, American Political Science Association

Amnon Cavari, *The Party Politics of Presidential Rhetoric*, co-winner 2018 Richard E. Neustadt Award for Best Book on Executive Politics, Presidents and Executive Politics Section, American Political Science Association

Mark Dincecco and Massimiliano Gaetano Onorato, *From Warfare to Wealth: The Military Origins of Urban Prosperity in Europe*, winner 2018 William Riker Best Book Award, Political Economy Section, American Political Science Association

Ryan D Enos, *The Space between Us: Social Geography and Politics*, co-winner, 2018 Best Book Award, Experimental Research Section, American Political Science Association

Diana Fu, *Mobilizing without the Masses: Control and Contention in China*, winner 2018 Luebbert Best Book Award, Comparative Politics Section, American Political Science Association

Alisha C Holland, *Forbearance as Redistribution: The Politics of Informal Welfare in Latin America*, winner 2018 Giovanni Sartori Book Award, Qualitative and Multi-Method Research, American Political Science Association

Karen Long Jusko, *Who Speaks for the Poor?: Electoral Geography, Party Entry, and Representation*, honorable mention 2018 Luebbert Best Book Award, Comparative Politics Section, American Political Science Association

Roger Karapın, *Political Opportunities for Climate Policy: California, New York, and the Federal Government*, winner 2018 Lynton Keith Caldwell Award, Science, Technology and Environmental Politics Section, American Political Science Association

Andrew R Lewis, *The Rights Turn in Conservative Christian Politics: How Abortion Transformed the Culture*, winner 2018 Hubert Morken Book Award, Religion and Politics Section, American Political Science Association

Catherine Lu, *Justice and Reconciliation in World Politics*, winner 2018 Robert L. Jervis and Paul W. Schroeder Best Book Award, International History and Politics, American Political Science Association

Roseanne W McManus, *Statements of Resolve: Achieving Coercive Credibility in International Conflict*, honorable mention 2018 Best Book Award, Conflict Processes Section, American Political Science Association

Pippa Norris and Joni Lovenduski, *Political Recruitment: Gender, Race and Class in the British Parliament*, winner 2018 George H. Hallet Award, Representation and Electoral Systems Section, American Political Science Association

Ruth Bloch Rubin, *Building the Bloc: Intraparty Organization in the US Congress*, winner 2018 Alan Rosenthal Prize, Legislative Studies Section, American Political Science Association

Siavash Saffari, *Beyond Shariati: Modernity, Cosmopolitanism, and Islam in Iranian Political Thought*, co-winner 2018 First Book Award, Foundations of Political Theory, American Political Science Association

Debra Thompson, *The Schematic State: Race, Transnationalism, and the Politics of the Census*, winner 2018 Seymour Martin Lipset Best Book Award, Canadian Politics Section, American Political Science Association

Chris Zepeda-Millán, *Latino Mass Mobilization: Immigration, Racialization, and Activism*, co-winner 2018 Ralph J. Bunche Award, American Political Science Association and winner 2018 Best Book Award, Race, Ethnicity and Politics Section, American Political Science Association

Daniel Ziblatt, *Conservative Parties and the Birth of Democracy*, winner 2018 Best Book Award, European Politics and Society Section, American Political Science Association, winner 2018 Best Book Award, Comparative Democratization Section, American Political Science Association and winner 2018 Woodrow Wilson Foundation Award, American Political Science Association

### 2018 Choice Outstanding Academic Title – winners

Pierre Asselin, *Vietnam's American War: A History*  
 Orna Ben-Naftali, Michael Sfar, Hedi Viterbo, Hedi Viterbo, *The ABC of the OPT: A Legal Lexicon of the Israeli Control over the Occupied Palestinian Territory*  
 R J M Blackett, *The Captive's Quest for Freedom: Fugitive Slaves, the 1850 Fugitive Slave Law, and the Politics of Slavery*  
 Edward S Cassedy and Peter Z Grossman, *Introduction to Energy: Resources, Technology, and Society*  
 David Cortright, Conor Seyle and Kristen Wall, *Governance for Peace: How Inclusive, Participatory and Accountable Institutions Promote Peace and Prosperity*  
 Jenny Davidson, *Reading Jane Austen*  
 Penelope J E Davies, *Architecture and Politics in Republican Rome*  
 Nicola Di Cosmo and Michael Maas, *Empires and Exchanges in Eurasian Late Antiquity: Rome, China, Iran, and the Steppe, ca. 250–750*  
 David Eppstein, *Forbidden Configurations in Discrete Geometry*  
 Martin R Gutmann, *Building a Nazi Europe: The SS's Germanic Volunteers*  
 David A Hopkins, *Red Fighting Blue: How Geography and Electoral Rules Polarize American Politics*  
 Liz James, *Mosaics in the Medieval World: From Late Antiquity to the Fifteenth Century*  
 Wilhelmina F Jashemski, Kathryn L Gleason, Kim J Hartswick and Amina-Aïcha Malek, *Gardens of the Roman Empire*  
 James C Kennedy, *A Concise History of the Netherlands*  
 Noel Lenski and Catherine M Cameron, *What Is a Slave Society?: The Practice of Slavery in Global Perspective*  
 Benjamin Lessing, *Making Peace in Drug Wars: Crackdowns and Cartels in Latin America*  
 John Morán González and Laura Lomas, *The Cambridge History of Latino American Literature*  
 Kunal Pimparkhede, *Computer Programming with C++*  
 Michael Provence, *The Last Ottoman Generation and the Making of the Modern Middle East*  
 John Quigley, *Foreigners on America's Death Rows*  
 Muireann Quigley, *Self-Ownership, Property Rights, and the Human Body: A Legal and Philosophical Analysis*  
 Duane W Roller, *A Historical and Topographical Guide to the Geography of Strabo: An English Translation, with Introduction and Notes*  
 Laurence Senelick, *Jacques Offenbach and the Making of Modern Culture*  
 Matthew S Shugart and Rein Taagepera, *Votes from Seats: Logical Models of Electoral Systems*  
 Robert J Sternberg and James C Kaufman, *The Nature of Human Creativity*  
 Henk Tijms, *Probability: A Lively Introduction*  
 Richard Walker, *Spectral Atlas for Amateur Astronomers: A Guide to the Spectra of Astronomical Objects and Terrestrial Light Sources*  
 Jay Winter, *War beyond Words: Languages of Remembrance from the Great War to the Present*  
 Veli Yadirgi, *The Political Economy of the Kurds of Turkey: From the Ottoman Empire to the Turkish Republic*

### 2019 PROSE Awards (American Publishers Awards for Professional and Scholarly Excellence)

Steven J Dick, *Astrobiology, Discovery, and Societal Impact*, winner 2019 PROSE Award for Cosmology and Astronomy  
 Geraldine Heng, *The Invention of Race in the European Middle Ages*, winner 2019 PROSE Award for World History  
 Robert L Jaffe and Washington Taylor, *The Physics of Energy*, winner 2019 PROSE Award for Textbook/Physical Sciences and Mathematics  
 Wilhelmina F Jashemski, Kathryn L Gleason, Kim J Hartswick and Amina-Aïcha Malek, *Gardens of the Roman Empire*, winner 2019 PROSE Award for Single Volume Reference/Humanities  
 Douglas Maraun and Martin Widmann, *Statistical Downscaling and Bias Correction for Climate Research*, winner 2019 PROSE Award for Environmental Science  
 Alejandro Enrique Planchart, *Guillaume Du Fay: The Life and Works*, winner 2019 PROSE Award for Music and the Performing Arts  
 Roman Vershynin, *High-Dimensional Probability: An Introduction with Applications in Data Science*, winner 2019 PROSE Award for Mathematics

# Abstract of the Financial Statements

The Members of the Press Syndicate are pleased to present the following Abstract of the Financial Statements of the Press for the year ended 30 April 2019.

## The Press and Press Syndicate

The Press is the publishing house of the University of Cambridge (the 'University'), whose right to print and sell 'all manner of books' was granted by Henry VIII in 1534. It is the oldest publishing house in the world, having published continuously since the 1580s.

Cambridge University Press is established by Statute of the University. It is part of the University, and it furthers the University's mission by disseminating knowledge in the pursuit of education, learning and research at the highest international levels of excellence.

Statute J of the University of Cambridge, the Press's governing document, the full text of which is set out on page 35 of this report, states: 'There shall be in the University a University Press which shall be devoted to printing and publishing in the furtherance of the acquisition, advancement, conservation, and dissemination of knowledge in all subjects; to the advancement of education, religion, learning, and research; and to the advancement of literature and good letters.'

The Press is governed by the Press Syndicate, a body consisting of the Vice-Chancellor or his/her deputy as Chair, a University Officer appointed by the Council and up to 16 senior members of the University Senate. The powers of the Syndicate are fully set out in Statute J and the supporting Ordinances of the Press.

Members of the Press Syndicate who served during the 12 months ended 30 April 2019 and up until the date of approval of these financial abstracts, unless otherwise stated, were as follows:

Professor Stephen Toope (Vice-Chancellor and Chair)  
Dr Toke Aidt  
Professor Kenneth Armstrong  
Sir David Bell (Senior Independent Director)  
Professor Cathie Clarke  
Dr Jessica Gardner (University Librarian: University Officer Syndic), appointed 3 September 2018  
Dr David Good  
Professor Emily Gowers  
Professor Joan Lasenby  
Professor David McKitterick  
Mr Richard Partington  
Professor Richard Prager  
Professor David Runciman  
Dr Sue Swaffield  
Professor Sarah Worthington

The Secretary of the Press Syndicate is Mr Peter Phillips, Chief Executive of Cambridge University Press and University Printer of the University of Cambridge.

There were, at the date of approval of these financial statements, three (2018: four) vacancies.

## Organisation and governance

The Press Syndicate governs the activity of the Press and exercises oversight through the Press & Assessment Board and its various committees. The Press & Assessment Board was established on 5 May 2017 when the Press Syndicate and the University Local Examinations Syndicate (UCLES) delegated the necessary powers, within agreed terms of reference, for that Board to exercise joint oversight over both the Press and Cambridge Assessment on their behalf.

The Press & Assessment Board discharges its responsibility for oversight of the Press both directly and through three joint committees, namely the Audit Committee, Remuneration Committee, and Nominations Committee, and through two publishing committees specific to the Press, namely the Academic Publishing Committee and the ELT & Education Publishing Committee. The Press Syndicate exercises ultimate authority over the Press's publishing, through the Press & Assessment Board and these publishing committees, which approve every academic title (books and journals) and the publishing programmes of the ELT and Education businesses. Members of the Press Syndicate are represented on the publishing committees together with Press management.

There were 44 members of the Press & Assessment Board, its joint committees and the publishing committees who served during the year. Officers employed by the University do not receive remuneration. Other members, or where applicable their University departments, are entitled to receive remuneration under normal contract terms. The Press paid a total of £135,000 to these members or their departments during the year: £53,000 (2018: £87,000) for external members of the Press & Assessment Board and £82,000 (2018: £79,500) for University members of these committees. In addition, a small amount of reimbursed expenses was paid. Other than this no individual member of the Press Syndicate received any remuneration from Cambridge University Press, other than in their capacity as author, series editor or editorial adviser.

The responsibilities of the Press & Assessment Board include the preparation and approval of the Annual Report and Financial Statements of the Press in accordance with Statute J of the University of Cambridge and on behalf of the Syndicate. The Press & Assessment Board receives a recommendation from its Audit Committee as part of the approval process and also the report of the independent auditor. The approved financial statements are signed on its behalf and at its direction by the Press's Chief Executive and its Chief Financial Officer.

Membership of the Press & Assessment Board and its various committees is set out in detail below.

## Press & Assessment Board and its sub-committees

### Press & Assessment Board

Members of the Press & Assessment Board who served from 1 May 2018 and up until the date of approval of these financial statements, unless otherwise stated, were as follows:

Mr Anthony Odgers (Chair), Chief Financial Officer, University of Cambridge

Sir David Bell (Senior Independent Director)

Mrs Sherry Coutu, CBE, resigned 12 December 2018

Professor Chris Kennedy

Professor Duncan Maskell, Senior Pro-Vice-Chancellor, University of Cambridge, resigned 31 July 2018

Mr Saul Nassé, Cambridge Assessment Chief Executive

Mr Richard Partington

Mr Peter Phillips, Press Chief Executive

Professor Richard Prager

Professor David Runciman

Mr Nick Temple

Dr Annette Thomas, appointed 5 February 2019

Professor Graham Virgo, Senior Pro-Vice-Chancellor, University of Cambridge, appointed 31 July 2018

Mr Peter Williams

### Audit Committee

Members of the Press and Assessment Audit Committee who served from 1 May 2018 and up until the date of approval of these financial statements, unless otherwise stated, were as follows:

Mr Nick Temple (Chair)

Ms Jessica Rusu

Mr Jonathan Scott

Mr Peter Williams

The committee, as part of its joint remit, provides assurance as to the integrity of the Press reporting processes and systems of financial governance, control and risk management.

### Remuneration Committee

Members of the Press and Assessment Remuneration Committee who served from 1 May 2018 and up until the date of approval of these financial statements, unless otherwise stated, were as follows:

Mrs Sherry Coutu, CBE (Chair until 12 December 2018), resigned 12 December 2018

Sir David Bell (Senior Independent Director, Chair from 12 December 2018)

Mr Anthony Odgers, Chief Financial Officer, University of Cambridge

Mr Richard Partington

Dr Annette Thomas, appointed 25 April 2019

The committee, as part of its joint remit, is responsible for setting the remuneration of the Chief Executive and the most senior executives of the Press.

### Nominations Committee

Members of the Press and Assessment Nominations Committee who served from 1 May 2018 and up until the date of approval of these financial statements, unless otherwise stated, were as follows:

Mr Anthony Odgers (Chair), Chief financial Officer, University of Cambridge

Sir David Bell (Senior Independent Director)

Mrs Sherry Coutu, CBE, resigned 12 December 2018

Mr Richard Partington

Dr Annette Thomas, appointed 25 April 2019

The committee, as part of its joint remit, is responsible for recommending to the Press & Assessment Board the appointment of Board members to the Press Board and the appointment of non-executive members of the Press & Assessment Board.

## Publishing Committees

### Academic Publishing Committee

The Academic Publishing Committee approves every Academic title (books and journals). Members who served from 1 May 2018 and up until the date of approval of these financial statements, unless otherwise stated, were as follows:

Professor David McKitterick (Chair)

Dr Toke Aidt

Professor Kenneth Armstrong

Dr Kasia Boddy

Dr Angela Breitenbach

Professor Cathie Clarke

Professor Nicola Clayton

Mrs Ella Colvin, Executive

Professor Tim Cox, resigned 23 November 2018

Professor Emily Gowers

Dr Tim Harper

Mrs Amanda Hill, Executive

Professor Arie Iserles

Professor Joan Lasenby

Professor Tony Minson

Mr Peter Phillips, Executive

Professor David Runciman

Professor Barbara Sahakian

Mr Kevin Taylor (Secretary), Executive

Professor Andy Woods

### ELT and Education Publishing Committee

The ELT and Education Publishing Committee approves the publishing programmes of the ELT and Education businesses.

Members who served from 1 May 2018 and up until the date of approval of these financial statements, unless otherwise stated, were as follows:

Professor Chris Kennedy (Chair)

Mr Paul Colbert, Executive, appointed 26 July 2018

Mr Rob Cooper, Executive

Ms Frances Lowndes, Executive

Professor Rose Luckin

Dr Gary Motteram

Mr Michael Peluse, Executive, resigned 26 July 2018

Mr Peter Phillips, Executive

Mr Rod Smith, Executive

Dr Sue Swaffield

Mr Kevin Taylor (Secretary), Executive

Mr Neil Tomkins, Executive

Mr Andrew Watson, Executive

Professor Mike Younger

### The Executive and Management

The day-to-day management of the Press is delegated to the Chief Executive, who appoints the Press Board (currently consisting of ten (2018: ten) Directors), and other staff as he deems necessary to conduct the Press's business around the world.

Members of the Press Board who served from 1 May 2018 and up until the date of approval of these financial statements, unless otherwise stated, were as follows:

Mr Peter Phillips (Chair)

Mrs Cathy Armor

Mr Andrew Chandler

Mrs Joanna Cheffins, resigned 25 May 2018

Mr Paul Colbert, appointed 26 July 2018

Mr Iain Harrison, resigned 1 March 2019

Mrs Amanda Hill

Mr Mark Maddocks

Mr Michael Peluse, resigned 26 July 2018

Ms Catie Sheret, appointed 1 May 2018

Mr Rod Smith

Mr Kevin Taylor

Mr Mark Whitehouse, appointed 1 March 2019

### Syndics' Statement

The Abstract of the Consolidated Income Statement for the year ended 30 April 2019, the Abstract of the Reconciliation of Movement in Capital and Reserves for the year ended 30 April 2019 and the Abstract of the Consolidated Balance Sheet at 30 April 2019 (the 'Abstract of the Financial Statements') presented on page 33 are not full financial statements of Cambridge University Press, but a summary of information derived therefrom.

Under Statute J of the University of Cambridge, the Syndics are responsible for preparing full financial statements and for having these audited. In accordance with formally delegated authority the Press & Assessment Board discharge this responsibility on behalf of the Syndics and have elected to prepare the full financial statements in accordance with the requirements of United Kingdom Accounting Standards and applicable law.

The full financial statements from which the Abstract of the Financial Statements is derived, were approved by the Press & Assessment Board on 16 July 2019. The independent auditors' report on the financial statements was unmodified.

The full financial statements are available on request from Cambridge University Press, University Printing House, Shaftesbury Road, Cambridge CB2 8BS.



**Professor Stephen Toope**  
Chairman of the Press Syndicate

### Independent auditors' statement to the Press & Assessment Board

We have examined the supplementary financial information included within the Abstract of the Financial Statements of Cambridge University Press for the year ended 30 April 2019, which comprises the Abstract of the Consolidated Income Statement for the year ended 30 April 2019, the Abstract of the Reconciliation of Movement in Capital and Reserves for the year ended 30 April 2019 and the Abstract of the Consolidated Balance Sheet at 30 April 2019 set out on page 33.

### Respective responsibilities of Press & Assessment Board and auditors

The Press & Assessment Board, under formally delegated authority from the Syndics, is responsible for preparing the Annual Report of Cambridge University Press for the year ended 30 April 2019 (the 'Annual Report'), in accordance with Statute J of the University of Cambridge, which includes information extracted from the full annual financial statements of Cambridge University Press for the year ended 30 April 2019.

Our responsibility is to report to you our opinion on the consistency of the summary financial information, included within the Annual Report, with those full annual financial statements.

This statement, including the opinion, has been prepared for and only for the Press & Assessment Board as a body and for no other purpose. We do not, in giving this opinion, accept or assume responsibility for any other purpose or to any other person to whom this statement is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

### Basis of opinion

Our examination involved agreeing the balances disclosed in the Abstract of the Financial Statements to the full annual financial statements. Our audit report on the full annual financial statements of Cambridge University Press describes the basis of our audit opinion on those financial statements.

### Our opinion

In our opinion the financial information is consistent with the full annual financial statements of Cambridge University Press for the year ended 30 April 2019.



**PricewaterhouseCoopers LLP**  
Chartered Accountants and Statutory Auditors  
Cambridge  
16 July 2019

### Notes

- a) The maintenance and integrity of the Cambridge University Press website is the responsibility of the Press & Assessment Board; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.
- b) Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## Abstract of the Consolidated Income Statement for the year ended 30 April 2019

	2019 (£'m)	2018 (£'m)
<b>Turnover</b>	<b>326.9</b>	<b>315.9</b>
<b>Operating profit before exceptional items</b>	<b>24.4</b>	<b>17.2</b>
Exceptional items	–	–
Net finance income/(expense)	<b>0.9</b>	(0.9)
Impairment of fixed asset investments	–	(0.3)
<b>Profit on ordinary activities before taxation</b>	<b>25.3</b>	<b>16.0</b>
Tax on profit on ordinary activities	<b>(2.9)</b>	<b>(1.7)</b>
<b>Profit on ordinary activities after taxation</b>	<b>22.4</b>	<b>14.3</b>
Profit attributable to:		
University of Cambridge	<b>21.8</b>	14.0
Non-controlling interests	<b>0.6</b>	0.3
<b>Profit for the financial year</b>	<b>22.4</b>	<b>14.3</b>

## Abstract of the Reconciliation of Movement in Capital and Reserves for the year ended 30 April 2019

	2019 (£'m)	2018 (£'m)
Profit for the financial year	<b>22.4</b>	14.3
Re-measurement of net defined benefit obligation	<b>(15.1)</b>	21.3
Transfer to the University of Cambridge	<b>(6.0)</b>	(3.4)
Foreign exchange loss on translation of net assets	<b>(0.6)</b>	(1.3)
Acquisition of non-controlling interest	–	–
<b>Net movement in capital and reserves</b>	<b>0.7</b>	<b>30.9</b>
Opening capital and reserves at 1 May	<b>65.9</b>	35.0
<b>Closing capital and reserves at 30 April</b>	<b>66.6</b>	<b>65.9</b>

## Abstract of the Consolidated Balance Sheet at 30 April 2019

	2019 (£'m)	2018 (£'m)
<b>Fixed assets</b>		
Intangible assets	<b>31.4</b>	32.0
Tangible assets	<b>25.6</b>	25.8
Investment in joint ventures	–	0.1
Other investments	<b>45.9</b>	44.1
	<b>102.9</b>	102.0
<b>Current assets</b>		
Pre-publication costs	<b>26.5</b>	21.7
Inventories	<b>24.0</b>	22.7
Debtors	<b>127.2</b>	108.1
Other investments	–	–
Cash at bank and in hand	<b>29.7</b>	29.5
	<b>207.4</b>	182.0
<b>Creditors: amounts falling due within one year</b>	<b>(127.8)</b>	(116.6)
<b>Net current assets</b>	<b>79.6</b>	65.4
<b>Net assets excluding post-retirement obligations</b>	<b>182.5</b>	167.4
Defined benefit pension scheme obligation	<b>(92.1)</b>	(80.2)
Other post-retirement benefits obligation	<b>(23.8)</b>	(21.3)
<b>Net assets</b>	<b>66.6</b>	65.9
<b>Capital and reserves</b>		
Profit and loss account	<b>64.9</b>	64.7
Non-controlling interests	<b>1.7</b>	1.2
<b>Total capital and reserves</b>	<b>66.6</b>	<b>65.9</b>

# Anti-Slavery and Human Trafficking Statement

## Introduction from Chief Executive Peter Phillips

Cambridge University Press is committed to acting ethically and with integrity, and does not tolerate any form of modern slavery or human trafficking. As part of our commitment, we uphold the standards set out in the Modern Slavery Act 2015 by implementing systems and controls to ensure that modern slavery is not taking place anywhere within our organisation, or in any of our supply chains. This statement, made in accordance with section 54 of the Modern Slavery Act 2015, summarises our current approach and sets out the further action we plan to take in the coming year in our business and our supply chains.

## Our structure

The Press plays a leading role in today's global publishing market place. We have over 50 offices around the globe, and distribute our products to nearly every country in the world. To find out more about what we do and our mission statement, please visit [cambridge.org/about-us](http://cambridge.org/about-us).

## Our policies on slavery and human trafficking

To further our commitment to combat modern slavery and human trafficking, we have taken the following steps:

- Issued an Anti-Slavery and Human Trafficking Policy and Framework to all Press employees which outlines our zero-tolerance to modern forms of slavery and human trafficking, and reflects our commitment to acting ethically and with integrity in all of our business relationships
- Updated our [Code of Ethics](#) to ensure it includes a modern slavery section
- Both the Policy and Framework are monitored and reviewed annually along with our Code of Ethics which is updated and released each year
- Continued to increase our industry-wide engagement on these issues, through being an active participant in the Compliance Committee at the UK Publishers Association, and the Publishers Resolution for Ethical International Manufacturing Standards (PRELIMS), a collaboration of UK and US publishers who have been working together to develop a common process to assess labour and environmental standards

## Risk assessment processes

An assessment of key risks within our supply chain from a modern slavery and human trafficking perspective indicated that third parties and their activities present a potentially high risk. The activities our third parties undertake which could pose a potential risk are as follows:

- Digital editing and typesetting
- Distribution
- Production of items ancillary to the production of printed materials including, in particular, toys and textiles accompanying certain educational resources
- Production of printed materials
- Supply of electronic devices to the Press
- Warehousing

Following a detailed analysis of our global third party community, which is made up of many thousands of suppliers and distributors, we identified that the majority of Press expenditure is with around 2,000 of these third parties. We therefore prioritised the risk assessment of these 2,000 third parties based on their main country of operations (using various global assessments<sup>1</sup> of human rights and human trafficking risks by country), expenditure, third party type, as well as internal knowledge of the company in question and its ongoing supply chain.

The results of the risk assessment highlight the following about the risk levels within our supply chain:

**High risk:** Primarily printers, typesetters and distribution partners (approximately three per cent of our global third party base)

**Medium risk:** In addition to the above, certain IT, supply chain and facilities providers (approximately 12 per cent)

**Low risk:** A mix of the above, plus other third party types such as digital distributors, marketing suppliers, and internal suppliers, to include legal service companies, accounting firms, IT infrastructure suppliers, etc. (the remaining 85 per cent)

**No risk:** Authors and freelancers (being individual suppliers)

## Due diligence processes

The risk assessment processes we have carried out and will continue to carry out inform our approach to due diligence. The steps we take to assess modern slavery risk within our third party due diligence processes are outlined below.

All new third party relationships and any existing third party relationships being reviewed, will be subject to the following:

- Questioning around compliance with international labour law to include specific questions about modern forms of slavery and trafficked labour
- Contractual terms to include modern slavery provisions
- Signing up to our Third Party Code of Conduct thereby requesting they agree to act in accordance with it, including the modern slavery provisions

## Training

To raise awareness of modern slavery and human trafficking risks in our supply chain and our business we provide training to our employees. Our anti-trafficked labour training programme combines online training for all employees, with face-to-face training for those in senior or front-line roles.

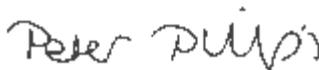
## Measuring effectiveness – key performance indicators

In order to monitor our effectiveness in preventing modern slavery and human trafficking from taking place in our business and supply chains, we measure our progress against the following key performance indicators:

- Keeping our Anti-Slavery and Human Trafficking Policy updated and under review
- Number of employees signed up to or re-signed to our Code of Ethics
- Number of employees and third parties who have completed training
- Number of risk assessments of third parties carried out
- Amount of due diligence processes completed
- Number of audit processes completed
- Number of partnerships entered into with relevant organisations such as PRELIMS

## Declaration

This statement is made by Cambridge University Press, a Department of the University of Cambridge, and has been approved by the organisation's Press Board who will review and update it annually. It is a statement made in accordance with section 54 of the Modern Slavery Act 2015 and covers the financial year from 1 May 2018 to 30 April 2019.



**Peter Phillips**  
Chief Executive

1. The reports that were reviewed included the 2015 US State Department Trafficking in Persons and Workers Rights Report, the Global Slavery Index 2014, the Labour Exploitation Legal Resources, and the Corruption Perceptions Index 2014.

# Statute J of the University of Cambridge: the University Press

1. There shall be in the University a University Press which shall be devoted to printing and publishing in the furtherance of the acquisition, advancement, conservation, and dissemination of knowledge in all subjects; to the advancement of education, religion, learning, and research; and to the advancement of literature and good letters.

2. There shall be in the University a Press Syndicate. The management of the finance, property, and affairs generally of the University Press shall be the responsibility of the Press Syndicate which shall exercise in relation thereto all the powers of the University except in so far as the Statutes and Ordinances expressly or by necessary implication provide otherwise. The Press Syndicate shall consist of the Vice-Chancellor or a duly appointed deputy as Chair and such number of members of the Senate appointed in such manner as shall be determined from time to time by Ordinance.

3. The Press Syndicate shall have power in the name of the University and for the purposes of the University Press to exercise the powers in Statute A II 3–8. These powers shall apply to investment as well as to any other activity or function of the University Press. Save only insofar as the Statutes, Ordinances or regulations enacted under Statute J 5 expressly or by necessary implication provide otherwise, these powers may be exercised at the absolute discretion of the Press Syndicate.

4. All income accruing to the University Press shall be credited to the accounts of the Press Syndicate and all University Press capital and income shall be controlled by the Press Syndicate and applied by them at their sole discretion for the purposes of the University Press.

5. The Council shall have authority to impose limitations on the power of the Press Syndicate to enter into any financial commitments or to grant security on the property of the University Press.

6. The Press Syndicate shall have power in the name of the University to engage persons for employment in the service of the University Press, determine their salaries and pensions, and prescribe the conditions of their service.

7. Persons holding certain posts in the University Press which have been specially designated under this section by the Council on the recommendation of the Press Syndicate shall be treated as University officers for the purposes of Statute A III 10(b), Statute B I 1, Statute B II 2, and Statute A X 2(b).<sup>1</sup>

8. The accounts of the University Press shall be audited annually by one or more qualified accountants appointed by the Council. The Council shall in every year appoint one or more persons from among the members of the Finance Committee, who shall examine these accounts, confer with the auditor or auditors, and report to the Council.

9. There shall be a Press Seal, as a seal of the University to be used on the directions of the Press Syndicate in matters relating to the affairs of the University Press; but the existence of the Press Seal shall not invalidate the use in connection with such matters of any other seal of the University. The University shall have power to make Ordinances concerning the custody and affixing of the Press Seal.

10. The Press Syndicate shall have power to delegate any of their powers under this Statute subject to any limitations imposed by Ordinance.

11. The term ‘property of the University Press’ here and elsewhere in Statutes and Ordinances shall refer to property of the University, both real and personal, held or used for the purposes of the University Press. In favour of any person having dealings with the University Press a certificate signed by the Registry that any particular property is the property of the University Press, or that any limitations imposed under Statute J 5 have been complied with, shall be conclusive.

12. The Press Syndicate shall make an Annual Report to the Council, which shall be published to the University either as a whole or in summary.

13. Notwithstanding the provisions of the foregoing sections, the Council shall have power in circumstances which the Council deems to be exceptional, on the advice of its Finance Committee, to discharge the Press Syndicate, and to assume full responsibility itself for the management of the Press for the time being. If the Council has occasion to exercise the powers available under this section, the Council shall make a full report to the University on the circumstances necessitating such action.

1. The following have been specially designated under this section: the Secretary of the Press Syndicate, Directors, Associate Directors, Senior Editors and Senior Managers of the Press.





