CAMBRIDGE
UNIVERSITY PRESS & ASSESSMENT

Gender pay gap report

2021–2022

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Introduction

Janet Scotcher
Chief people officer

We are committed to closing the gender pay gap and we continue to build a more diverse and representative organisation, where everyone feels they belong.

The principle of equality supports the Cambridge mission: we gain different perspectives, which helps us in turn make better decisions. It helps us to improve our impact by attracting and retaining the best talent, better reflecting our customers and the societies we serve.

Having a fair, transparent and equal pay system for everyone who works here is not a 'nice to have' or an add-on – it underpins our values and ultimately supports us in achieving our mission.

In 2021–2022, the median gender pay gap between male and female colleagues at Cambridge University Press & Assessment in the UK was 8.26 percent. This means that, as of 31 March 2022, the median hourly rate for male colleagues was 8.26 percent higher than for female colleagues, which is 1.36 percent lower than the figure for 2021, had we reported as an integrated organisation.

Tackling the pay gap

We remain ambitious in creating real change for the future. Whilst it is encouraging to have seen improvements in our gender pay gap, we know there is more we need to do to improve the representation of women and men at all levels of our organisation.

Diverse recruitment: we will focus on diverse recruitment and provide inclusive training for hiring managers to ensure that diversity is considered throughout the recruitment process. We will also use national and international job boards to attract diverse applicants. We will measure applicant diversity at all stages of recruitment, to help us benchmark progress and understand if we have increased the number of women in our upper middle and upper-level roles, and the number of men in our lower and lower middle-level roles.

Flexible working: we continue to be committed to offering flexible working from day one in any colleague's contract of employment. We will continue to make this clear in our recruitment adverts, with all vacancies advertised as open to flexible and hybrid working. This will be monitored to benchmark progress.

Global reporting: for the first time this year, we have also analysed gender pay gap data for our offices in the US, the Philippines and India. We will use this data in the year ahead to build robust action plans to tackle any inequality in pay for those regions. We will expand our gender pay gap reporting in our regional offices, and we will work closely with colleagues in those countries to explore when and how we can report in their country to have the greatest impact.

Pay transparency: the work to 'level' all job roles across the organisation will continue in the year ahead and all roles will be advertised with their pay range, both internally and externally, to help encourage openness and fairness for all. Banding and levelling information will also be published in the year ahead for our larger global offices.

We want to build a better gender balance across all job levels – ultimately, closing the gender pay gap will be the result of an integrated programme which embraces all areas of our global business. We are committed to a fair, equal and transparent culture where everyone can pursue their potential and where the diversity of our workforce contributes to our success.

This year marks the first time that Cambridge University Press & Assessment is reporting on its gender pay gap data as a single organisation, following the formal integration of Cambridge University Press and Cambridge Assessment in 2021.

Cambridge University Press & Assessment is a department of the University of Cambridge, and our data on the difference in pay between male and female colleagues is therefore formally reported in the United Kingdom as part of the University of Cambridge's gender pay gap report, and on the UK Government's Gender Pay Gap reporting website. In addition, we choose to publish our own gender pay gap report to identify the progress we have made since last year and, more importantly, to re-affirm our commitment to addressing inequality of all kinds.

The report provides a summary of our gender pay gap information for 2021–2022, based on data captured on 31 March 2022. We can confirm that data relating to the UK meets the government's regulations, applying the methodology outlined in the Equality Act 2010 (Gender Pay Gap Information). For the first time, this report also includes data for three other regions where we have a significant number of colleagues: India, the Philippines, and the United States. Although data relating to these regions is not covered by UK regulations, we have made every effort to ensure it meets the same standards and have followed the same methodology in analysing it. Throughout, the terms 'male/men' and 'female/women' reflect HMRC's identification of our people and are used for reporting purposes only.

Janet Scotcher
Chief People Officer

How are we tackling the UK gender pay gap?

In our 2020–2021 gender pay gap report, we outlined four key priorities for tackling our UK gender pay gap:

- Create diverse shortlists for recruitment and promotions, to build better gender balance across all job levels
- Emphasise the option for part-time working in all roles at all job levels, so responsibilities outside of work are not a barrier to career progression
- Review gender pay gaps regionally, to build a global perspective on our gender pay gap
- Continue the work of role alignment, which is a key step towards greater transparency of pay across all areas of our organisation

Since the 2020–2021 report was published, we have made progress in each of those areas but it is important to note:

- The full effect of the actions we have already taken will only be visible in the data in next year's report: our summary of progress is based on interim feedback, and because we are reporting on the previous year
- Our priorities remain the same, as we have made good progress, but we know there is more to do to achieve true pay parity

Progress and ongoing action against our pay equity priorities

Diverse shortlists
In the past year we have already seen a one percent increase in the percentage of women employed (59 percent), as well as:

- 53 percent of job applications in the UK have been from women, and 47 percent from men
- 60 percent of women and 40 percent of men were interviewed, with 63 percent of women being offered a job, compared to 37 percent of men

In the coming year we will continue to focus on building more diverse shortlists.

Flexible working
Our current policy commits to offering flexible working from day one which is made clear in our job adverts. As standard practice in the future, all vacancies will be advertised as being open to flexible / hybrid working and this will be monitored.

Pay transparency
Pay transparency is vital in helping to reduce the gender pay gap, as it promotes an atmosphere of openness, and ensures colleagues are all paid fairly. We have embarked on a project to 'level' all roles, which will help us to establish career pathways for everyone who works here and create a clear job and organisational framework. We have started publishing pay ranges for many vacancies and this will be done as standard from 2024 across all vacancies.

Strengthening our approach to progression
We have an integrated programme to foster a culture of career progression for all colleagues at Cambridge University Press & Assessment. Major areas of focus for the past and coming year include:

- Continuing to embed our approach to people management based on collaborative conversations between managers and team members
- Designing a global pay progression model for all colleagues that aligns to market, development and budgets
- Further 'levelling' of job roles into a clear organisational architecture and framework
- Making roles, skills, and career pathways more visible and accessible
- Further defining and supporting the role of managers within the organisation

The data

The median gender pay gap for 2022, at the snapshot date of 31 March 2022, was **8.26 percent** across Cambridge University Press & Assessment. Our median gender pay gap is just above half of the national average, which is 14.9 percent.

UK gender pay gap analysis 2022

UK – 3,800 colleagues	Median	Mean
Gender pay gap	8.26%	9.05%
Gender bonus gap	9.40%	16.42%

The key driver for the gender pay gap is a smaller proportion of women in senior roles, compared with a larger proportion of women in less senior roles throughout the organisation.

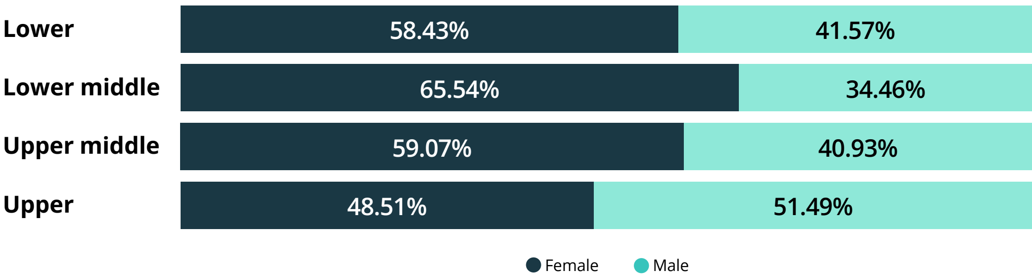
Cambridge University Press & Assessment*: UK gender pay figures

Our overall mean and median gender pay gap data is based on the hourly pay rates of full time and part time employees on the snapshot date of 31 March 2022. The data also shows our bonus gap, using bonuses paid in the year up to 31 March 2022. Please note, the 2021 data (if we had reported as a single organisation) is shown in brackets.

	Median	Mean
Gender pay gap	8.26% (9.62%)	9.05% (11.08%)
Gender bonus gap	9.40% (18.39%)	16.42% (29.71%)
	Women	**Men**
The proportion of women and men receiving a bonus payment	89.90%	90.23%

**This data represents all Cambridge University Press & Assessment employees across all contracts.*

Proportion of men and women in each pay quartile



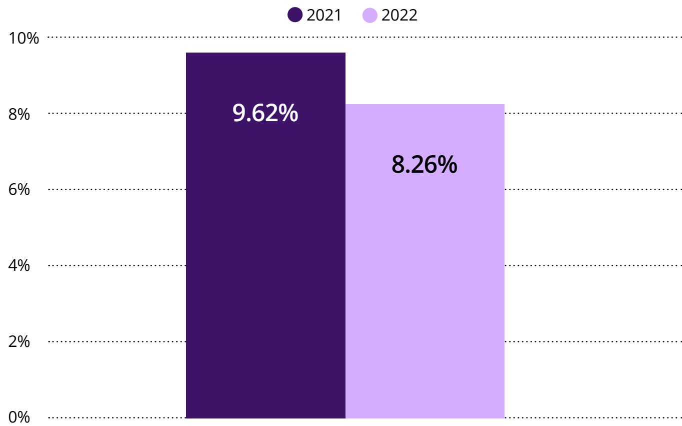
Between the snapshot dates of 31 March 2021 and 31 March 2022, the median gender pay gap for Cambridge University Press & Assessment as a whole decreased by 1.36 percent, whilst the mean gap decreased by 2.03 percent.

As in previous years, the main driver of our gender pay gap is the distribution of men and women across the pay quartiles within the organisation. During this 12-month period, we saw a small reduction in the proportion of women in the lower middle pay quartile (2021 figure 66.77 percent) and a small rise in the proportion of women in the upper middle pay quartile (2021 figure 57.68 percent). The proportion of men and women in the lower and upper pay quartiles remained broadly similar.

One area in which there has been a notable change is the increase in the median hourly rate, to account for both full and part-time contracts. For women, this increased by 4 percent from £18.04 to £18.77, compared to a smaller increase of 2.5 percent for men – from £19.96 to £20.46.

The gender bonus gap in the UK has decreased significantly from the previous reporting period. This is as a result of a fuller bonus payout being made in December 2021, whereas the bonus payout for the previous year was significantly reduced as a result of Covid-19.

Median UK gender pay gap: 2021–2022



We confirm that the Cambridge University Press & Assessment gender pay gap calculations are accurate and that they meet the requirements of the regulations, applying the methodology provided in the Equality Act 2010 (Gender Pay Gap Information) correctly.

The data within this report is representative of Cambridge University Press & Assessment. Cambridge University Press & Assessment is a department of the University of Cambridge. The gender pay gap data for this department has been reported in the University organisation data and is available here.

OCR is a separate legal entity and therefore under the regulations we are required to report the gender pay gap separately which can be viewed within this report.

Oxford Cambridge and RSA

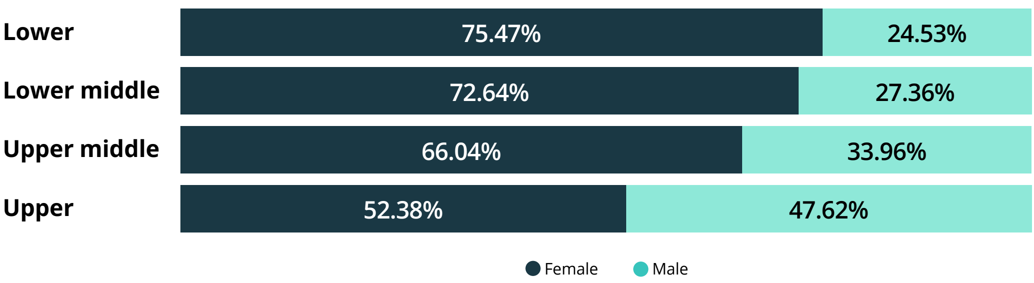
OCR*: UK gender pay figures

Our overall mean and median gender pay gap data is based on the hourly pay rates of full time and part-time employees on the snapshot date of 31 March 2022. The data also shows our bonus gap, using bonuses paid in the year up to 31 March 2022. Please note, the 2021 data (if we had reported as a single organisation) is shown in brackets.

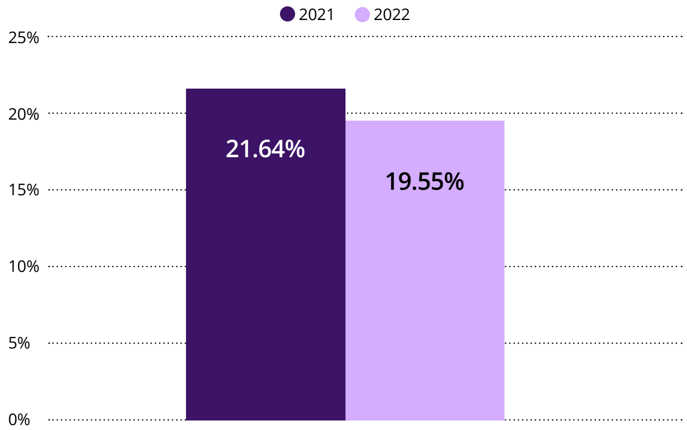
	Median	Mean
Gender pay gap	19.55% (21.64%)	14.47% (15.02%)
Gender bonus gap	30.11% (no data for 2021)	-13.42% (no data for 2021)
	Women	**Men**
The proportion of women and men receiving a bonus payment	96.84%	96.45%

This data represents employees employed on an OCR contract.

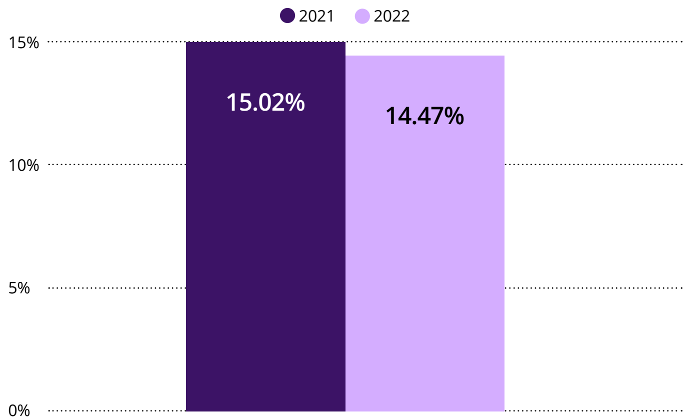
Proportion of men and women in each pay quartile



Median gender pay gap 2021–2022



Mean gender pay gap 2021–2022



Global data

We are committed to promoting equity for all across our global organisation. This year, for the first time we have gathered data on some of our biggest global offices. We plan on repeating this every year and will increase the number of countries we report on.

We want to use global reporting on gender pay gaps as a meaningful tool to help us develop action plans and benchmark progress. We plan to expand our international gender pay gap reporting and we will ensure any action plans are developed to suit local needs in the Philippines, India and the US. We will continue to work in partnership with our other larger global offices to explore when and how we can report on gender pay gaps, taking into account local needs and requirements.

Philippines

In the Philippines, there is a 20.17 percent median gender pay gap. We have 680 colleagues in the Philippines.

	Median	Mean
Gender pay gap	20.17%	20.64%
Gender bonus gap	17.17%	31.11%

USA

In the USA, our median gender pay gap is 8.8 percent. We have 180 colleagues in the USA.

	Median	Mean
Gender pay gap	8.88%	6.75%
Gender bonus gap	41.02%	22.65%

India

In India, there is a -15.04 percent median gender pay gap, in favour of women. We have 240 colleagues in India.

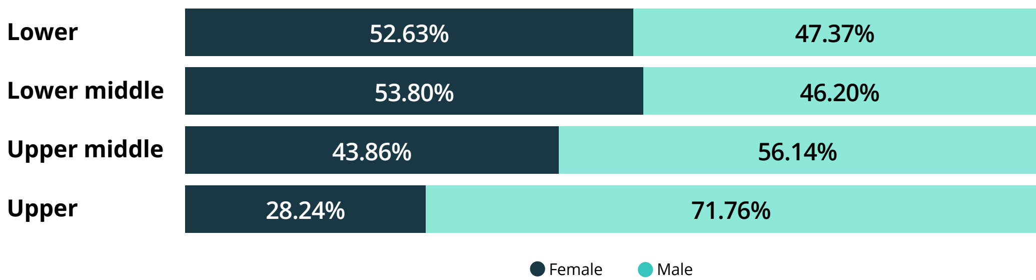
	Median	Mean
Gender pay gap	-15.04%	12.07%
Gender bonus gap	-27.08%	13.43%

Global data
Philippines

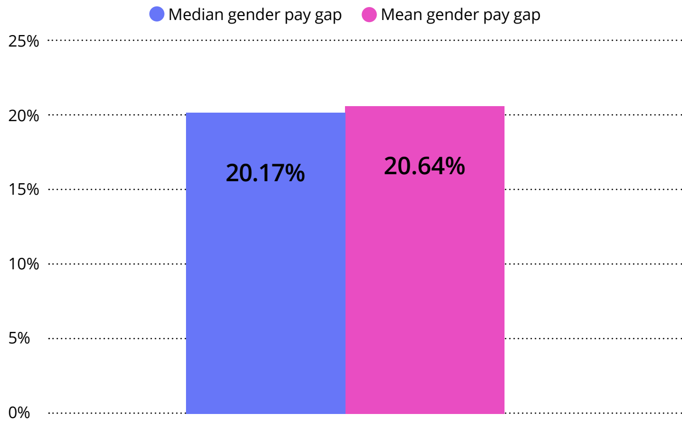
Gender pay figures
Our overall mean and median gender pay gap data is based on the hourly pay rates of full time and part time employees on the snapshot date of 31 March 2022. The data also shows our bonus gap, using bonuses paid in the year up to 31 March 2022.

	Median	Mean
Gender pay gap	20.17%	20.64%
Gender bonus gap	17.17%	31.11%
	Women	**Men**
The proportion of women and men receiving a bonus payment	71.90%	76.98%

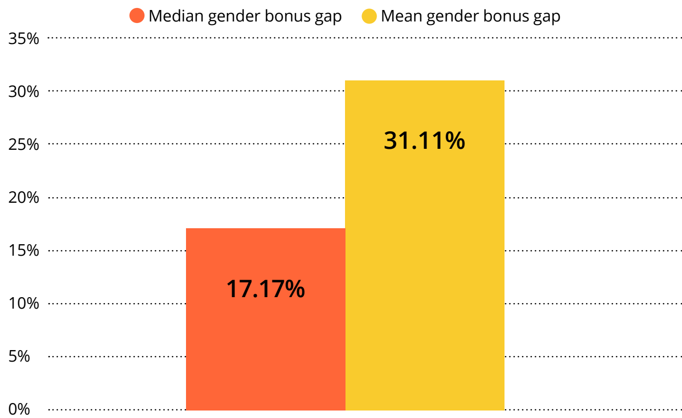
Proportion of men and women in each pay quartile



Gender pay gap 2022



Gender bonus gap 2022



Global data

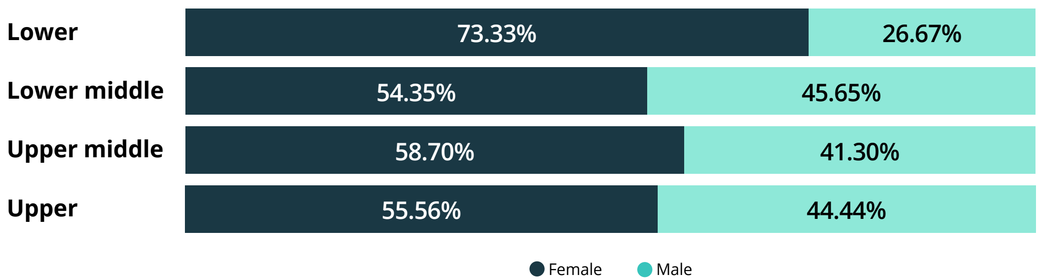
United States

Gender pay figures

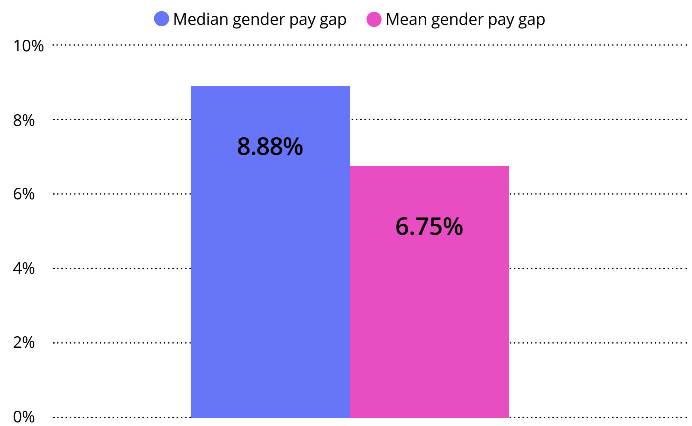
Our overall mean and median gender pay gap data is based on the hourly pay rates of full time and part time employees on the snapshot date of 31 March 2022. The data also shows our bonus gap, using bonuses paid in the year up to 31 March 2022.

	Median	Mean
Gender pay gap	8.88%	6.75%
Gender bonus gap	41.02%	22.65%
	Women	**Men**
The proportion of women and men receiving a bonus payment	85.84%	93.06%

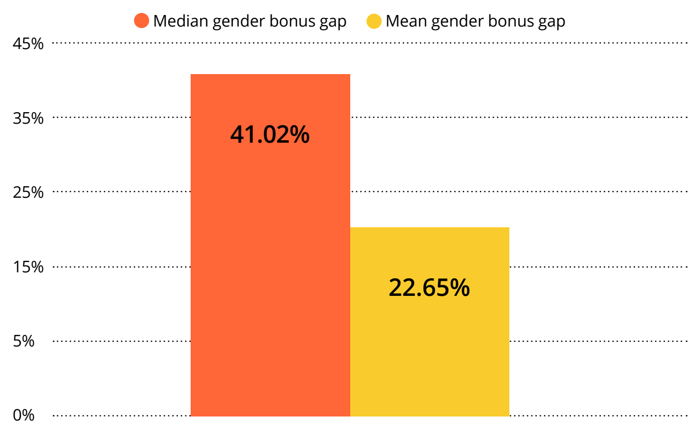
Proportion of men and women in each pay quartile



Gender pay gap 2022



Gender bonus gap 2022



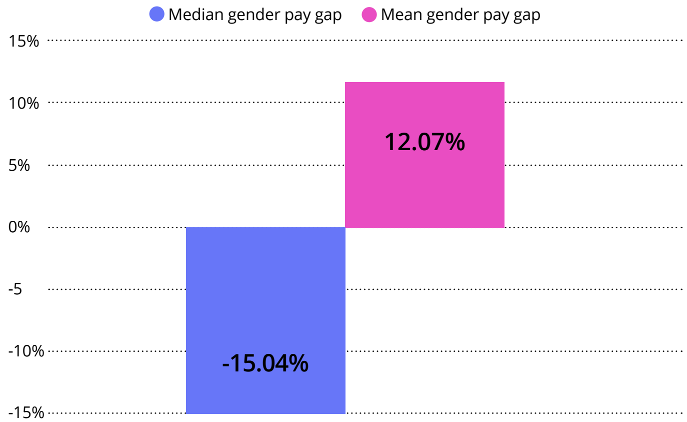
Global data
India

Gender pay figures

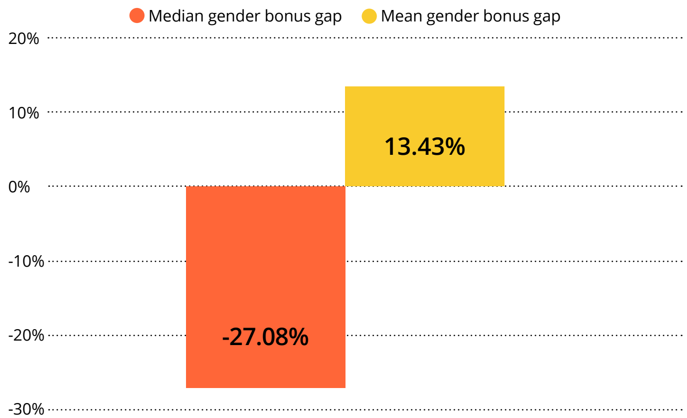
Our overall mean and median gender pay gap data is based on the hourly pay rates of full time and part time employees on the snapshot date of 31 March 2022. The data also shows our bonus gap, using bonuses paid in the year up to 31 March 2022.

	Median	Mean
Gender pay gap	-15.04%	12.07%
Gender bonus gap	-27.08%	13.43%
	Women	**Men**
The proportion of women and men receiving a bonus payment	78.57%	75.66%

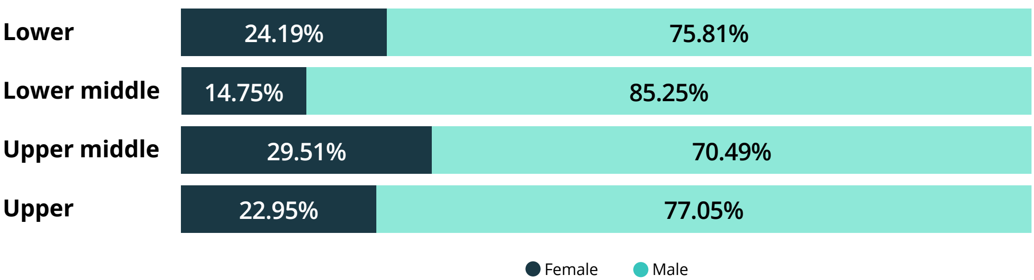
Gender pay gap 2022



Gender bonus gap 2022



Proportion of men and women in each pay quartile



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