Gender Pay Gap Report

2022–2023

Towards a more inclusive workplace

Stuart Kennedy
Chief People Officer

We serve many millions of students, teachers and researchers around the world. We do so with a clear mission: 'to contribute to society through the pursuit of education, learning and research at the highest international levels of excellence'.

We can best fulfil that mission when each of our 7,000 colleagues can give of their best. That means nurturing an inclusive working culture, where everyone feels supported and empowered to fulfil their potential.

We want to foster a working culture characterised by fairness, transparency and equity. One where gender does not influence career progression or compensation.

Across our organisation, we are taking actions to enable this. In some areas, as this report shows, we've made strong progress. In others, our values mean we have to go further – and at pace. We are determined to do so.

From measurement to action

The gender pay gap measures the difference between the average (median) earnings of men and women.

In the UK, our median pay gap for 2022–23 was 8.51 percent. So, as of 31 March 2023, the median hourly rate for men was 8.51 percent higher than for women. This is lower than the UK national average of 14.3 percent, meaning we are performing significantly better than the average for all employees in the UK. However, in 2022 our UK gender pay gap was 8.26 percent, meaning we have not yet seen the kind of improvements we are determined to achieve.

It's critical that we better understand why. In the UK, we know that we have more men in the upper pay quartile than women, including among new recruits.

We can learn from parts of our organisation where the pay gap has successfully narrowed. For example, in UK Education, the pay gap was reduced by three percent, while the Assessment Research Division (ARD) almost entirely eliminated it. We can also learn from best practice at other organisations and businesses.

If we are to close the pay gap, we will have to go further. As we measure and analyse our progress, we will prioritise interventions that will lead to real change. Given the impact of gender distribution on the pay gap, with fewer men holding lower-paid jobs and women proportionately underrepresented in upper-middle-quartile roles, it's clear that we need to do more both to attract and retain men in lower-quartile roles and to attract and retain women into the middle and upper quartiles. This requires co-ordinated action across a number of areas.

That includes diversifying recruitment, promoting flexible working options, levelling roles, and advertising pay ranges to increase transparency.

We have developed a Gender Pay Gap Action Plan, which is showing positive progress. For example in more diverse shortlists and interview panels, which can encourage applications from more diverse talent pools.

While some forms of progress will take time, we will do what we can to accelerate change.

Global reporting and action

While not required to do so by law, we choose to report on our gender pay gap in other countries where we have a major presence, including in India, the Philippines and the United States.

In India, where, like most other markets, men tend to earn more than women, we have made significant progress. The median hourly pay for our female colleagues in India is 15.32 percent higher than for male colleagues.

In the Philippines, the median pay gap was 20.24 percent in favour of men. Here, our team is working to make change, having launched campaigns to recruit, retain and develop more women in technology.

In the United States, our pay gap – while better than the national average of 17 percent – stands at 13.82 percent – an increase of five percent on the previous year.

As we work to close the gender pay gap around the world, we will learn from insights and experiences in different markets.

Closing the gap

We are working to close the gender pay gap at every level. You can read about our ongoing action to do so in this report, which covers efforts in the UK, India, the Philippines and the United States.

While I am new to the organisation, I am confident that we can build on our Action Plan to make important progress. Closing the gap and fostering a more diverse and inclusive workforce will make more colleagues feel they can pursue their potential with us, regardless of their background or identity. Getting this right will help us better represent and engage with 100 million learners we serve around the world.

This is one of the most important areas in which we can make change. I am grateful to everyone in our community who is working to enact that change.

Thank you for your dedication and support.

About this report

This report is the second gender pay gap report produced by Cambridge University Press & Assessment following the formal integration of Cambridge University Press and Cambridge Assessment in 2021. The year-on-year comparisons shown in this report are based on actual data from the integrated organisation.

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. As a separate legal entity, OCR also reports its gender pay gap data to the UK Government. 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. 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.

This report provides a summary of our gender pay gap information for 2022–2023, based on data captured on 31 March 2023. As in last year's report, we also include 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 countries 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.

Terminology

When reporting on gender pay gaps, a positive figure means the variance favours male colleagues, a negative figure means that it favours female colleagues. The gender pay gap does not measure the difference in pay between men and women for doing the same job, similar jobs, or work of equal value. In other words, it is different from 'equal pay' measures, which ensure that a man and a woman are paid the same to do the same job, similar job or work of equal value. It is unlawful in the UK to pay someone less than another person of a different gender to do the same work. Please note that the use of the terms 'male', 'female', 'men', and 'women' in this report is due to the current limitations of the records held by the UK tax office (HM Revenue & Customs). We understand that these terms do not reflect the spectrum of identities embraced by our people and our use of them in this context results solely from to the need to align to HMRC's approach for the purposes of reporting the gender pay gap.

Our Global Gender Pay Gap Action Plan

In 2023, following the publication of our first gender pay gap report as an integrated organisation, we drew up a global Action Plan for closing the gap, with four key areas of focus. The Plan is starting to deliver and remains at the core of our effort to address the gender pay gap.

Thanks to the energy and commitment of colleagues around the world, we are closing the gender pay gap in many areas of our organisation, through targeted interventions as part of our Global Gender Pay Gap Action Plan. This includes measures such as diversifying recruitment, promoting flexible working options, levelling roles and advertising them with pay ranges to increase transparency, and expanding our gender pay gap reporting in the locations where we have the numbers of employees to make such reporting meaningful.

The Gender Pay Gap Action Plan is aligned to our group-wide People & Culture programmes and our global Equality, Diversity, Inclusion and Belonging (EDIB) Strategy, that is enabling great awareness of EDIB and empowering dialogue through our EDIB Academy training courses, staff networks, and the development of our data intelligence to identify barriers and appropriately address these. Leveraging these wider initiatives also contributes to reducing the gender pay gap.

Our focus in the year ahead will be to embed this Action Plan across every part of our organisation.

“Making sure that we have female leader role models is essential.”

Jill Duffy, Chief Executive, OCR

Diverse recruitment
Focus on diversifying recruitment to increase the number of women in our upper and upper middle level roles and the number of men in lower and lower middle roles

Flexible working
Vacancies to be advertised as being flexible or hybrid

Global reporting
Gather and report gender pay gap data in our locations outside the UK where we have significant numbers of employees

Pay transparency
Level roles and advertise them with their pay range, internally and externally (to be completed in 2024)

Tackling the gender pay gap in the UK

We have recorded several gains in the UK as a result of our actions under the GPG Action Plan. Though modest, these show that we are moving in the right direction.

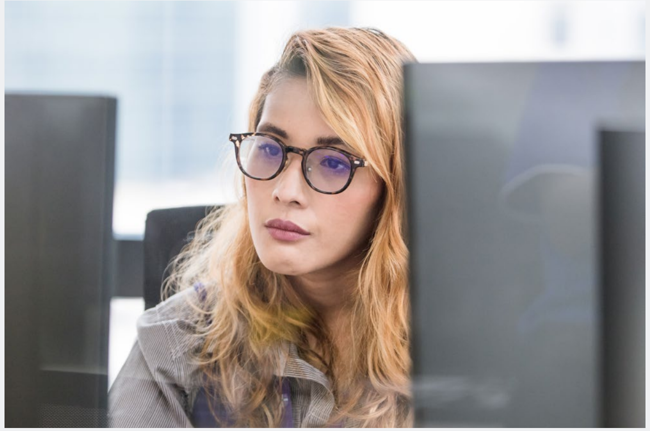
Diverse recruitment. To support our goal of diversifying recruitment, we launched an important new resource; the Inclusive Recruitment and Selection Training for hiring managers. Encouraging wider take-up of this course is a priority. However, even managers who do not follow the training will encounter some of the key messages and practices through the Hiring Manager Toolkit, and the Role of a Manager guide, which has been updated in line with the Inclusive Recruitment approach. We are encouraging more diverse / gender-balanced interview panels to help ensure that female candidates progressing to this stage would be more likely to see women represented in the process. We are also making creative use of our alumni network, for example to stay in touch with people who have left a relatively junior role but who we may want to encourage to consider applying for a more senior position in future.

Along with other targeted interventions (see 'Technology', inset), this has helped increase the number of women applying for roles with us. In the UK, for the period covered by this report, 54.2 percent of applications for jobs came from women (up from 52% the previous year), while 38.9 percent came from men (as not everyone declares their gender at application stage, these numbers do not add up to 100 percent). Moreover, more women progressed to interview and offer than men.

Flexible working. Our Talent Acquisition team works proactively with managers to understand the scope for a role to be done on a job-share, part-time, or compressed hours basis, and to champion these and other flexible working approaches where appropriate. There is sufficient indication from employee feedback to give us confidence that flexible working plays an important part in the effectiveness of our policy in reducing the pay gap. Plenty of employee feedback also suggests that it plays an important part in making Cambridge University Press & Assessment 'a great place to work'. Our hybrid working policy is also important in giving employees confidence that they can achieve a good work-life balance with us.

> "Our Pathways to Progression programme promotes transparency and equity through a single consistent framework for job levels."
>
> **Charlie Perks,** Head of Reward

Pay transparency. The project to 'level' all our roles is on track to complete in 2024. The project has had to follow different timelines depending on the product group or functional areas. Levelling promotes an atmosphere of openness around pay and other aspects of a role. In particular it increases pay transparency, which helps ensure all colleagues are treated fairly. Levelling also underpins a clear job and organisational framework and clear job pathways for everyone who works here.



A focus on Technology brings results

Technology has been a particular focus, as this tends to be an area with more male than female employees generally, and especially at senior levels. We have completely refreshed our approach to advertising roles, for example, changing the format and wording to make adverts more appealing to women. Adverts for roles in Technology now highlight flexible working options and emphasise the skill set we are looking for, rather than the length or nature of experience – skills can be transferred from many domains, and this encourages candidates who may be relatively new to technology to think positively about what skills they can offer, however these have been gained and tested. Research shows that women may be reluctant to apply for a role when they do not meet all the criteria, unlike men who are generally more willing to put themselves forward. Our adverts therefore now make it clear that people are encouraged to consider and apply for the role even if they do not believe they meet all the criteria. Finally, we are using specialist recruitment job boards targeted at 'Women in Tech' and returners ('Working Mums and Dads', 'Work Wise') to be more confident of reaching female potential applicants. The approach is working, as shown by the change in the number of women in senior leader and senior leader +1 roles – up from 21 to 29 – and the overall breakdown of women (globally) in our Technology workforce – up from 33 percent to 36.7 percent.

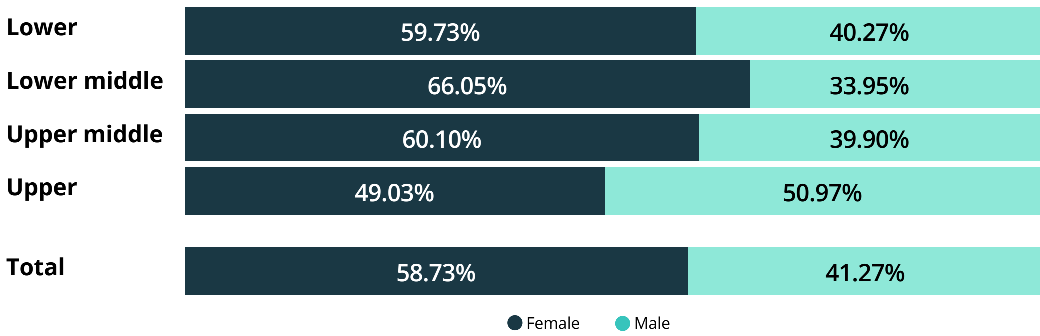
UK data

The data presented here shows the overall median and mean gender pay and bonus gaps. This data is based on hourly rates of pay as of 31 March 2023, and bonuses paid in the year to 31 March 2023.

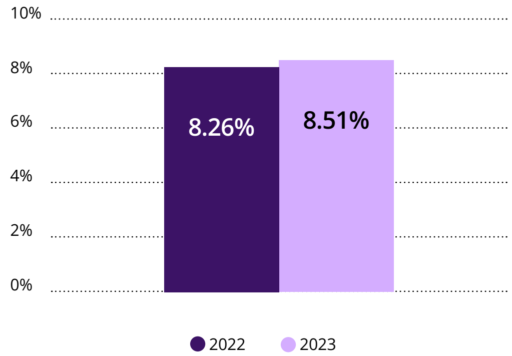
In each of the key measures shown on the right, the gender pay gap has increased slightly from the previous reporting period ending 31 March 2022.

The distribution of women and men across each pay quartile has remained largely consistent between 2022 and 2023.

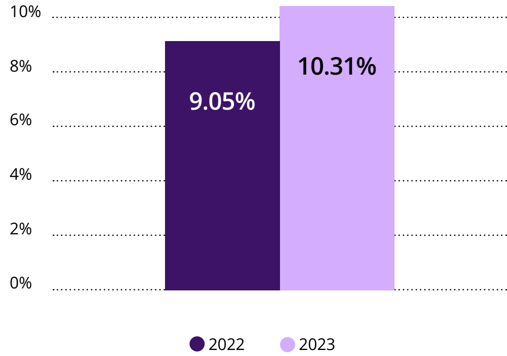
Proportion of men and women in each pay quartile



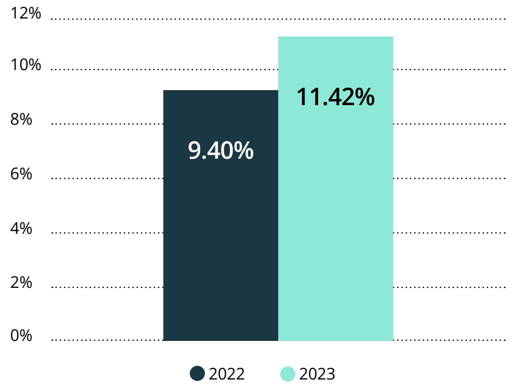
Median UK gender pay gap



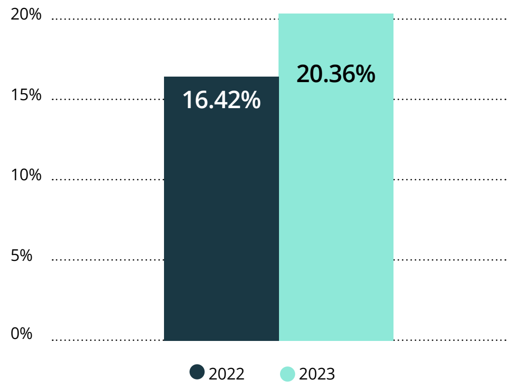
Mean UK gender pay gap



Median gender bonus gap



Mean gender bonus gap



Tackling the gender pay gap around the world

India. Although there is no figure for India's national gender pay gap, it is assumed to be relatively high against international standards. This is because of India's overall standing in gender-related assessments such as the World Economic Forum's Global Gender Gap Index (in 2023, India ranked 127 out of 146 countries included). However, our median pay gap is –15.32 percent, that is, strongly in favour of female employees. This is partly due to the targeted interventions around recruitment and conditions made by the India team that have helped make us successful in attracting and retaining female employees.

The team has appointed a recruitment agency owned and staffed entirely by women, briefed to prioritise a more diverse selection pool of candidates. This has led to increased recruitment of women. India has recently implemented childcare initiatives designed to help women enter and remain in the workforce. Our approach goes beyond what is required by law to provide daycare support, enabling women to start or resume their career sooner. India is a huge country, and the primary school market in particular can be demanding to service, as our people must travel long distances to visit customers in schools. Interventions such as provision of daycare can make a difference, though challenges to recruitment for roles involving travel remain.

Although the median pay gap runs counter to the national trend, the mean pay gap of 15.5 percent still favours male employees. Addressing the gender balance in more senior roles, where men predominate, will help close the mean pay gap too. The good news is that all recent recruitment into senior leadership team roles in India has been of women. At the same time, we need to avoid simply reversing the situation: we want to close the gap, not invert it. This means also supporting a better gender balance in junior roles where women predominate.

The Philippines. In the Philippines, the organisation's median pay gap for the year ending 31 March 2023 is 20.24 percent, almost unchanged from the previous year's figure of 20.17 percent. On a national scale, the country ranked 16th in the Global Gender Gap Index for the same period, with an overall score of 79.1 percent. Notably, a study conducted by the Philippine Institute for Development Studies in 2022 revealed that women earn 18.4 percent less in digital occupations than their male counterparts.

Nonetheless the Manila team remains steadfast in its commitment to addressing gender disparities and promoting workplace equality. Efforts to close the gap are multifaceted and ultimately aimed at fostering a more inclusive and equitable culture for all colleagues.

One of the key initiatives by the Manila team is the encouragement of female colleagues to consider technology as a positive career path. However, addressing the underrepresentation of women in the technology sector requires us to think beyond the boundaries of our own organisation. We will be collaborating closer with feeder schools to promote and position Cambridge as a great and nurturing environment for women pursuing a career in technology. This will impact the gender pay gap in the medium- to long-term, as more women enter the technology workforce, creating a larger pool of individuals with skills and qualifications in these areas and a larger pipeline for eventual promotion or recruitment into senior roles.

Moreover, the team has taken steps to ensure fairness in its recruitment processes by adapting global guidelines on inclusive interviewing practices to suit the context of the Philippines. By incorporating EDIB principles into its hiring practices, the organisation aims to create a level playing field for all candidates and promote equal opportunities for career advancement.

In addition to these initiatives, the Manila team actively shares national news coverage featuring women in senior roles, strategically positioning the organisation as a champion of diversity and gender equality. This strategy aims to cultivate a strong brand identity as an inclusive workplace where women are empowered to excel and reach their full potential.

Notably, the establishment of our in-house staff network Women in Manila (WIM) in March 2023 is playing a significant role in promoting gender equality within the organisation (although the impact of this development on gender pay gap figures will not be visible until future reports). WIM is dedicated to inspiring and empowering women in the workplace through various activities and initiatives. These include partnerships the organisation Women in Technology for career and leadership talks aimed at women interested in advancing their careers.

The United States. In the United States we saw the median pay gap rise. The rise in median gap can be accounted for by the higher distribution of women in Lower and Lower Middle pay quartiles and least represented in the Upper and Upper Middle pay quartiles. Based on the national average in the US, we are performing well, however, we are disappointed to see a widening of the gap during the period covered by this data.

"I'm proud to be part of Cambridge and reporting our gender pay gap beyond the UK. Listening to, and being guided by our diverse communities worldwide is key to improving our progress."

Serita Bonsignore, Global Director, Equality, Diversity, Inclusion, and Belonging

Our US leadership team is unwavering in its commitment to implementing initiatives from our global People & Culture programmes and Equality, Diversity, Inclusion and Belonging Strategy. These efforts include the promotion of squiggly careers, where we have seen strong cases of entry level hires over a five-year period progress and develop skills over a number of departments and career levels, creating summer internships specifically tailored for underrepresented groups in publishing and supporting the endeavours of the New York Office EDIB Committee, to improve awareness and knowledge of EDIB in the workplace. The levelling exercise conducted in the second half of the year will also contribute significantly to the steady reduction of the pay gap in the coming year. These actions form part of their long-term strategy to foster a more inclusive environment and ultimately reduce the pay gap in the future.

Global data

India

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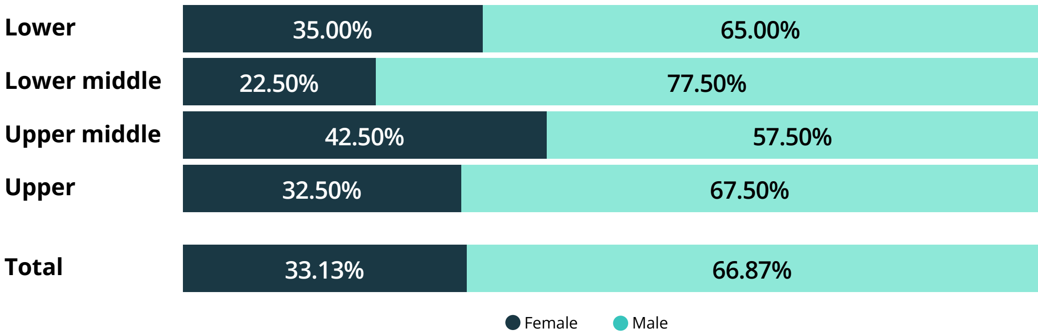
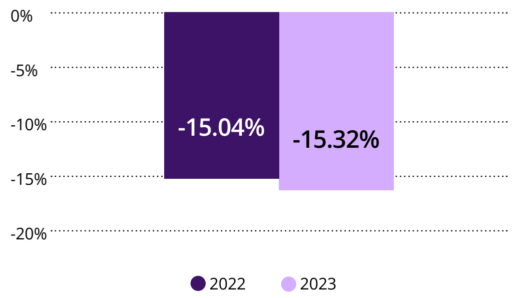
The distribution of women and men across each pay quartile has remained largely consistent between 2022 and 2023 at a group level.

Proportion of men and women in each pay quartile

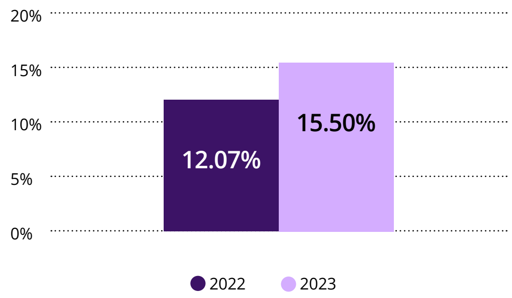


	Females		Males	
	2023	2022	2023	2022
Proportion receiving a bonus	42.99%	78.57%	62.15%	75.66%

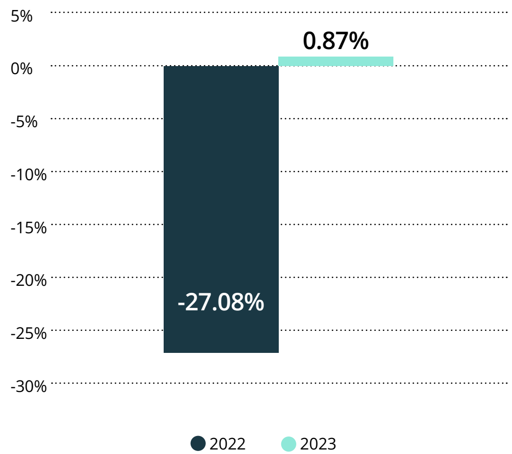
Median India gender pay gap



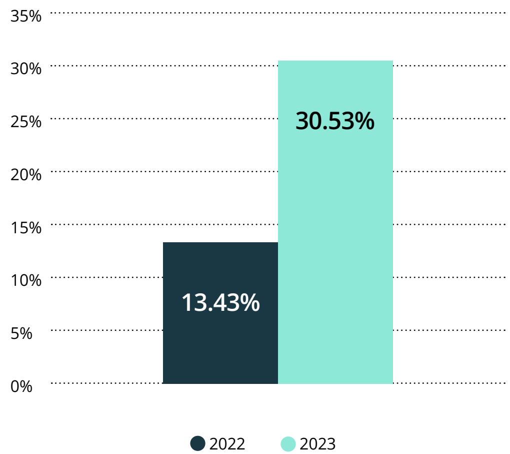
Mean India gender pay gap



Median gender bonus gap



Mean gender bonus gap



Global data

Philippines

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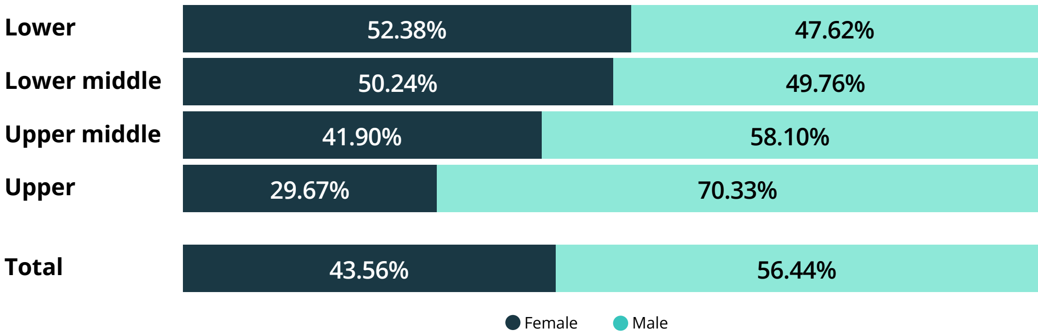
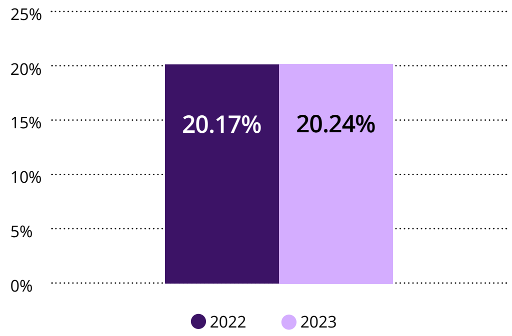
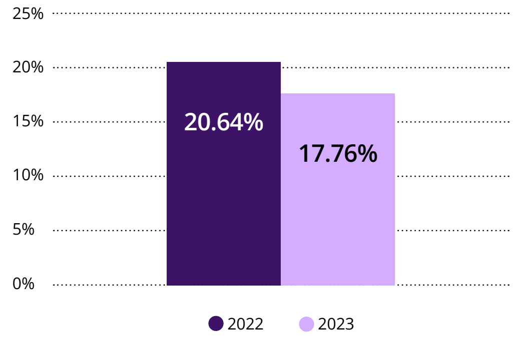


	Females		Males	
	2023	2022	2023	2022
Proportion receiving a bonus	74.54%	71.90%	78.69%	76.98%

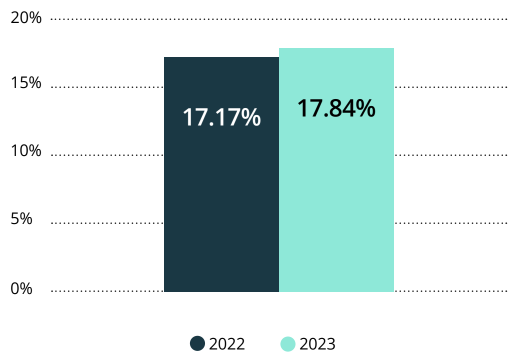
Median Philippines gender pay gap



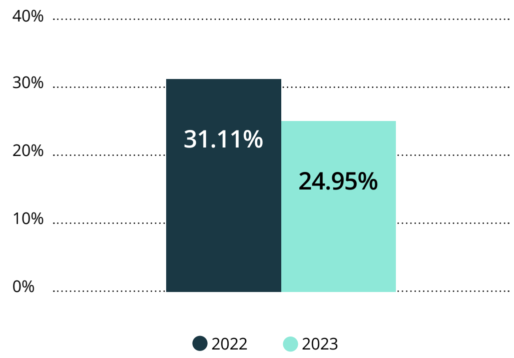
Mean Philippines gender pay gap



Median gender bonus gap



Mean gender bonus gap



Global data

United States

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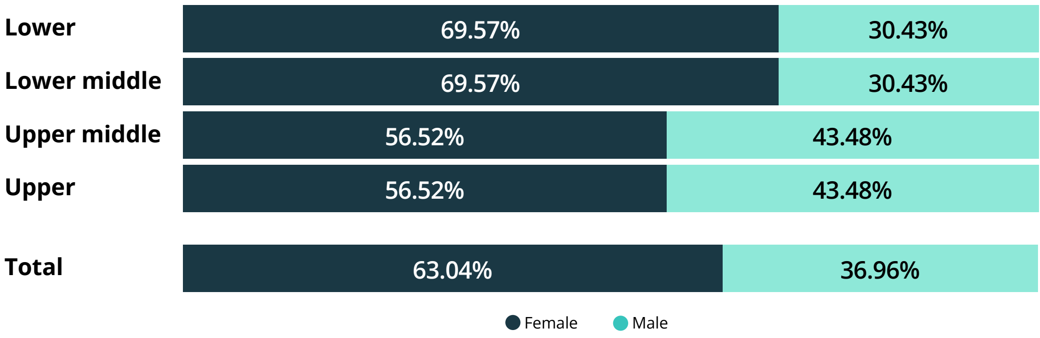
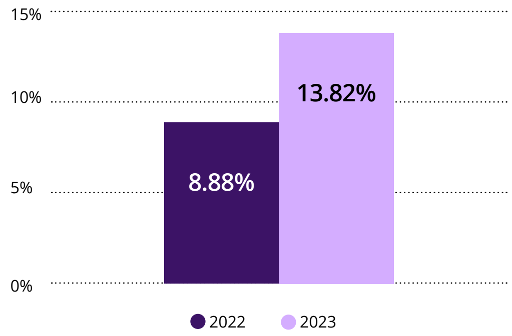
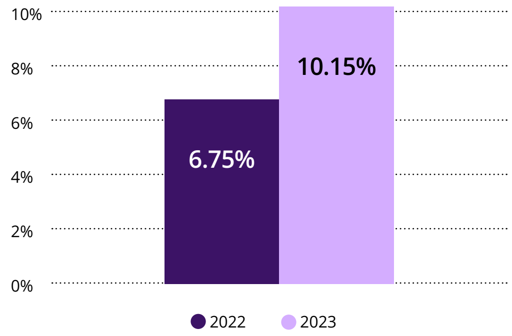


	Females		Males	
	2023	2022	2023	2022
Proportion receiving a bonus	88.89%	85.84%	86.96%	93.06%

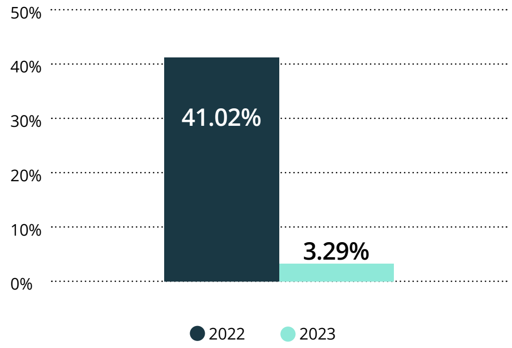
Median US gender pay gap



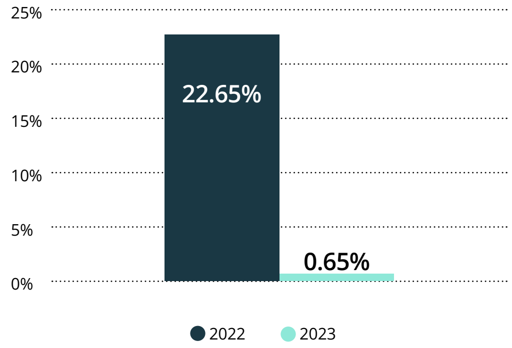
Mean US gender pay gap



Median gender bonus gap



Mean gender bonus gap



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