

Gender Opportunity Gap Report 2024–25

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About this report



Like all responsible employers, Cambridge University Press & Assessment is firmly committed to paying people fairly for the work they do, regardless of gender or any other characteristic.

This report focuses on workforce composition in our organisation across roles and levels, spotlighting the Gender Opportunity Gap (GOG) which can influence the differences in average pay between men and women.

It describes the actions we are taking to address this gap within the framework of our Global Gender Equality Action Plan and encourages all stakeholders to work together towards closing it.

It also presents data on the difference in pay between male and female colleagues for the period March 2024–March 2025.

When reporting on differences in pay between male and female employees, a positive figure means the variance favours male colleagues, a negative figure means that it favours female colleagues. This is different from 'equal pay' measures, which record the difference in pay between men and women for doing the same job, similar jobs, or work of equal value.

We have a statutory obligation in the United Kingdom to make an annual report of our Gender Pay Gap (GPG) data. As a department of the University of Cambridge, we fulfil this obligation via the University, which submits its GPG report on the

UK government's website. Cambridge OCR is a separate legal entity and we therefore also report **Cambridge OCR's GPG data** to the UK government.

This report goes beyond the statutory GPG requirement in two ways:

- **geographical scope.** We present data from four countries: the United Kingdom, the United States, the Philippines, and India
- **focus on the opportunity gap.** This is a way of thinking about gender balance at work that considers not just pay itself, but underlying conditions and practices that may lead to a gap in pay. It uses base salary as the core element when calculating the pay gap (i.e. it excludes overtime and other variables). We believe this gives a more accurate idea of how pay differs between men and women, and is therefore more useful in focusing discussion and stimulating action.

This is the fourth year in which we have reported data from outside the UK. The countries chosen are those in which we have a significant number of employees.

We launched our approach to reporting the gender opportunity gap last year (in 2025). This will be the last report in this format: henceforth, we will report on our actions to close the gender opportunity gap at Cambridge in our annual Responsible Business report.



Introduction



Stuart Kennedy
Chief People Officer

Cambridge University Press & Assessment reports annually on its progress towards reducing the difference in pay between men and women. Last year we marked a shift in how we approach and understand this topic. Simplifying the data set by excluding additional earnings or adjustments (which the statutory method in the UK includes) makes it possible to report on pay in a more regular and timely way.

We're also focusing more on the underlying differences in opportunity that can give rise to differences in pay: the Gender Opportunity Gap. Increasing transparency around differences in opportunity has helped to drive accountability for actions that we believe will help address the difference in pay between men and women. These actions are detailed in our Global Gender Equality Action Plan, and are being delivered through our product groups and shared service teams under the direction of our Executive Board, leaders and managers. People colleagues in specialist areas such as recruitment and development are providing vital support, as is the guidance provided by our reward and recognition principles.

This approach is helping to narrow the gap, albeit slowly – this is a long-term process that requires our sustained commitment. You can find charts detailing movement in the gender opportunity gap in the UK, India, the Philippines, and the US on pages 7-10 of this report.

In the UK, on the snapshot date of 31 March 2025, our median gender opportunity gap was 12.1%, down half a percentage point from 12.6% last year. In the US, the gap reduced from 10.6% to 10.3%. In India, the gap continues to favour women and has widened, moving from -11.7% to -14.6%.

In the Philippines, the gap has increased. This is primarily the result of growth and of hiring women into entry-level roles, thereby increasing the number of women in our Philippines workforce. Our plan is that, over time, the distribution in upper-quartile roles will become more equal as women now at the start of their careers progress. It's an example of the long term outlook that will over time help reduce the difference in pay.

This report highlights a wide range of actions inspired by our global plan to tackle the causes of our opportunity gap through inclusive approaches to recruitment, retention, development, reward and recognition, and workplace culture. I'm proud of what our teams are achieving around the world. But I recognise that real change is a long-term commitment and we have a distance to go to achieve sustainable results. I encourage everyone to play their part. Making fair, inclusive decisions in how we hire, support, develop and recognise employees, aided by data to guide those choices, can help Cambridge be a place where all employees have the potential to thrive.

“Increasing transparency around what causes the gap has helped to drive accountability for specific actions that we believe will help address the difference in pay.”

Cambridge is also focusing on pay progression to support fairer and more consistent pay outcomes for all colleagues. The aim is to ensure that progression decisions are based on clear expectations of competence, development and an individual's contribution to the organisation.

A shared framework for global action



Manuela Carrasco
Deputy Chief People Officer

The Global Gender Equality Action Plan supports our commitment to address pay differences between male and female colleagues and covers four areas:

- diversifying recruitment
- promoting flexible working options
- levelling roles and advertising them with pay ranges to increase transparency
- expanding our reporting on gender and pay to locations where we have the numbers of employees to make such reporting meaningful.

It is aligned to our group-wide People and Culture programmes and our global Equality, Diversity, Inclusion and Belonging (EDIB) strategies, highlighting the importance of data to planning effective and targeted interventions.

We implemented the Plan in 2023 and reviewed it in 2025, with new initiatives to:

- increase the emphasis on inclusive recruitment training for all colleagues involved in hiring. Our goal is to increase the number of managers who complete the training each year.

- move towards a standardised approach to advertising vacancies (including part-time roles) as flexible / hybrid by default
- improve pay transparency with clear principles so job roles can be advertised with a pay range.

Actions and initiatives around the world

In **India**, we're seeing improvement in female representation in managerial roles, which now stands at 35% – a positive number given that the workforce overall is 32.5% female. Overall, gender equality continues to be embedded within core people processes rather than treated as a standalone initiative, recognising that closing the gender opportunity gap is a long-term commitment requiring sustained focus.

In addition to ongoing implementation and reinforcement of the Prevention of Sexual Harassment (POSH) Policy which has seen POSH training become mandatory for all new hires, we have rolled out new policies including:

- **Sabbatical Leave Policy** – available to all employees, encouraging restorative breaks that support wellbeing, career sustainability, and gender equal access to time away across different life and career stages.

- **Childcare Benefit Policy** – building on the foundation of our maternity policy we now offer financial support with childcare expenses, particularly valuable at times when family structures and support networks are changing for employees.
- **Learning experiences and opportunities** – including a flagship customer-centred learning session bringing external and internal women leaders together to focus on how women interpret customer needs, balance empathy with decision-making, and translate insight into impact; and a Financial Literacy for Empowerment session designed to build confidence and awareness around personal finance.

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hiring managers have completed our inclusive recruitment training programme

A shared framework for global action

In the **Philippines**, initiatives include:

- **Employer Branding** campaigns focussed on increasing the female talent pool using Facebook, the internet, and national media, for example, a feature article in The Philippine Star highlighting female employees of Cambridge at different stages of their careers.
- **International Women's Day** campaign, we brought female leaders from the UK and the Philippines together at our Manila office and facilitated mutual mentoring sessions to inspire colleagues to aim high. These included sessions facilitated from colleagues in Technology who are engaging and supporting women in Manila to progress to senior and managerial roles.
- **Access for early careers** – Strengthening links with higher education and building the talent pipeline with universities and colleges specialising in Information Technology. In the longer term this will contribute positively to our ability to narrow the pay gap.

In the **US**, our Academic product group have played a key role in our gender pay gap through focused EDIB initiatives. Their Pay Gap taskforce is beginning to strengthen understanding of US specific drivers. More analysis of progression patterns, recruitment trends, and tenure-related disparities is key to this work. At the same time we are also addressing the opportunity gap as reflected in our products, through EDIB initiatives supporting author diversity, accessible publishing, and more inclusive editorial practices, embedding equity into core scholarly processes.

In the **UK**, colleagues and senior leaders have established taskforces with a remit to deepen understanding and drive action on gender representation and pay disparity. These groups focus on data-driven insights, inclusive recruitment, progression pathways, and strengthened pay governance. Their work forms a critical part of the organisation's shift toward broader GOG reporting and is central to preparing for potential future UK statutory requirements, including disability and ethnicity pay gaps.

“**Gender equity isn't a nice-to-have; it signals how an organisation is likely to be doing on a whole range of issues and that it's committed to a sustainable future. Organisations that confront their pay gaps have stronger governance and greater accountability.**”

Vicky Evans, Head of Sustainability

Empowering change through data insights and dialogue

In an organisation where the gender opportunity gap favours male colleagues overall, addressing this imbalance requires sustained action across the entire career pipeline, from entry level roles through to the most senior positions. While it is essential to enable and support women to access the most senior, highest paid roles, it is equally important to ensure that men are represented in junior and early career roles.



Our Global Gender Equality Action Plan provides a consistent framework for addressing these challenges, while empowering Product Groups, Shared Services and Country offices to develop local initiatives in response to the specific issues highlighted in our data. We also recognise the vital contribution of our six global staff networks, Carers and Parents, Disability and Neurodiversity, Healthy Minds, Pride, Race and Ethnicity Balance, and Sex and Gender Equity, who, in partnership with teams from People & Culture including our Global EDIB team, help to build a workplace where colleagues can deepen their knowledge, develop their skills, contribute ideas and actively shape our culture.

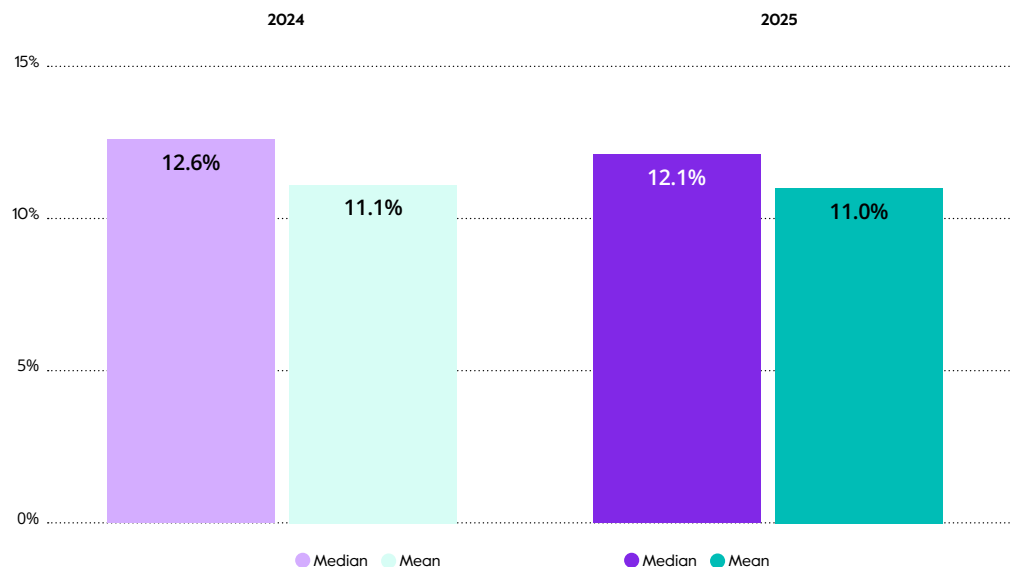
Recent enhancements to our HR systems, including the ability for colleagues to voluntarily share information on caregiving responsibilities and social mobility, further strengthen our intersectional understanding of gender and employee experience. These insights enable more targeted and effective actions, ensuring our efforts support fair progression for all colleagues, whilst making meaningful progress towards closing the gender opportunity gap.

Serita Bonsignore

Global Director of Equality, Diversity, Inclusion & Belonging

UK data

Gender opportunity gap

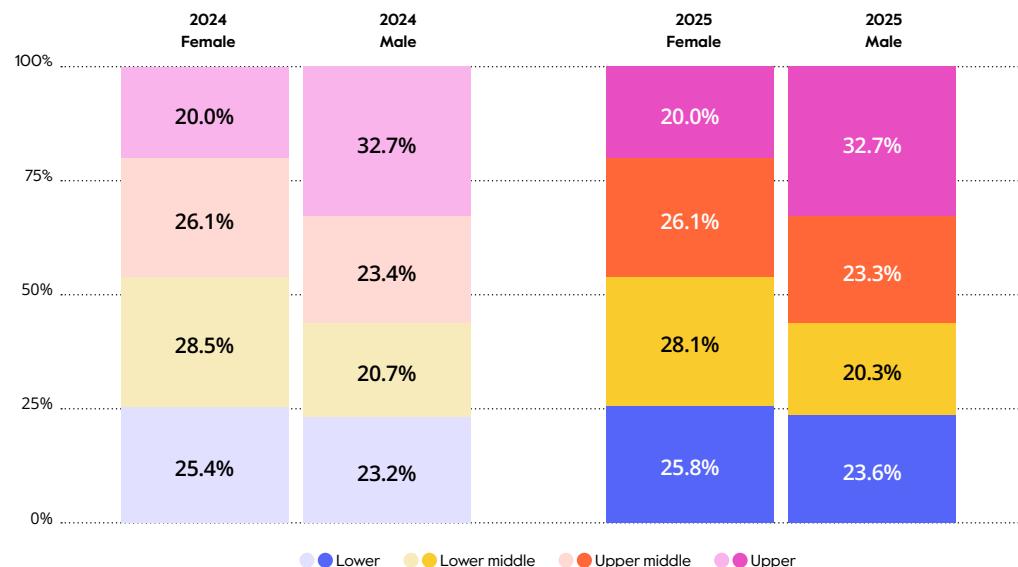


Between March 2024 and March 2025, **the UK median gender opportunity gap decreased from 12.6% to 12.1%**, indicating modest progress in narrowing the difference between median pay for men and women. This improvement reflects **incremental change rather than a fundamental shift** in workforce structure, underlining the importance of sustained long-term action.

The reduction in the gap was **driven primarily by median female pay increasing slightly faster than median male pay** over the year (6.5% compared with 6.0%). This was accompanied by a **small increase in the ratio of women to men** across the workforce, with this increase equally distributed across the pay quartiles. Together, these factors contributed to a gradual narrowing of the median gap.

Despite this progress, structural workforce composition remains the key driver of the gender opportunity gap. Women continue to be **over-represented in lower and lower-middle pay quartiles**,

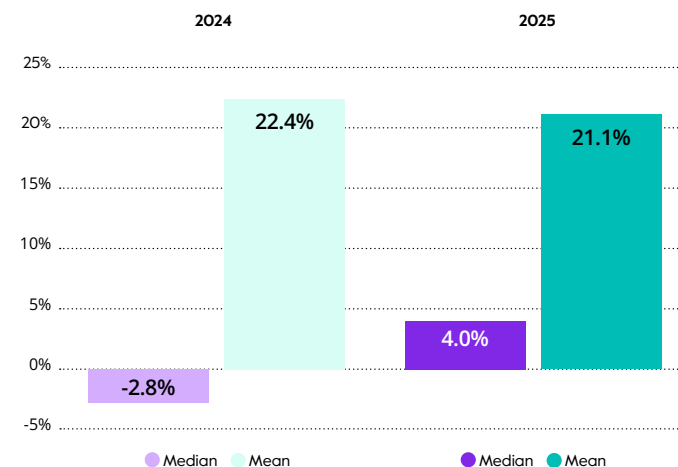
Distribution of female and male populations by pay quartile



accounting for 54% of women compared with 44% of men, while **men remain more strongly represented in the upper pay quartile** (33% of men, compared with 20% of women). These distributions have remained largely stable year on year and continue to shape the overall outcome.

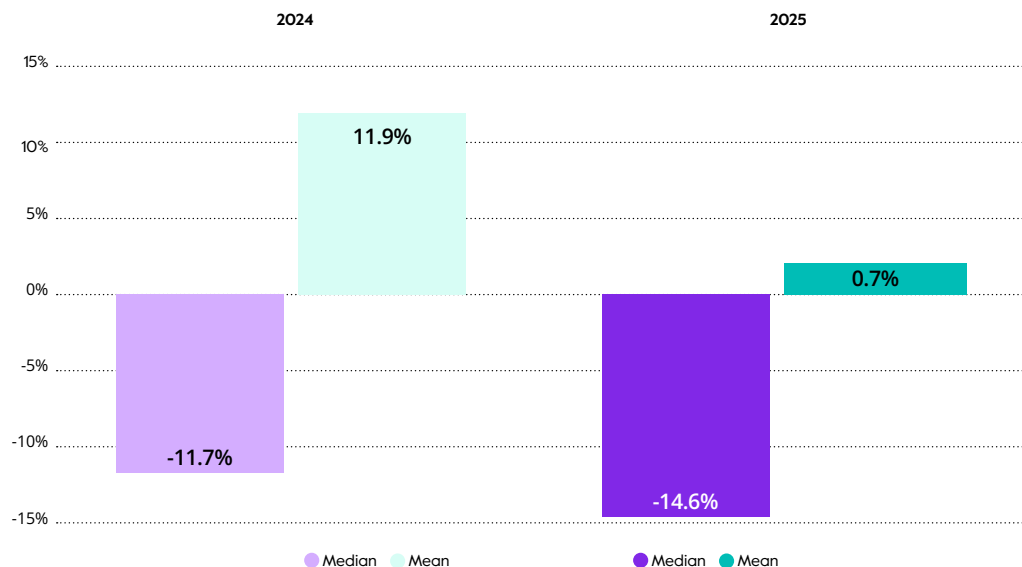
Alongside the median gender opportunity gap, which is the main measure that we use to analyse the difference in pay between men and women within the organisation, **we have also presented the mean gender opportunity gap and gender bonus gap** (median and mean) data to allow year-on-year comparison. We have also completed the statutory Gender Pay Gap reporting for Cambridge OCR as required by UK legislation, which is available to [view online](#).

Gender bonus gap



India data

Gender opportunity gap



In India, the **median gender opportunity gap widened from -11.7% in March 2024 to -14.6% in March 2025**, with the negative figure indicating that women’s median pay continues to be higher than men’s.

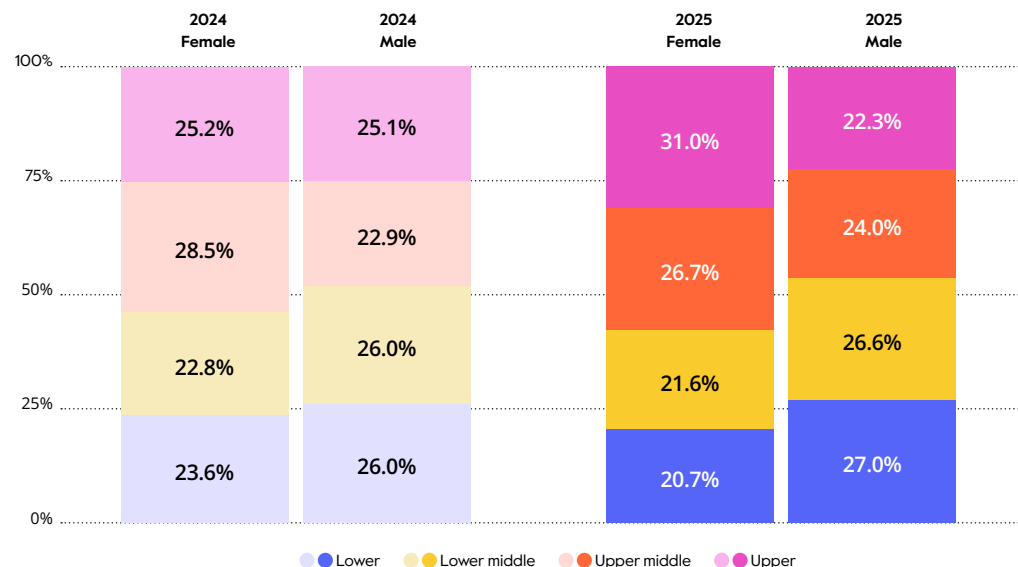
In India, the median **gender opportunity gap is shaped primarily by differences in the types of roles held by women and men**. Women are **more strongly represented in professional and managerial roles**, which sit predominantly within the upper middle and upper pay quartiles and therefore have a positive impact on median pay outcomes. By contrast, **men are more concentrated in more junior operational roles**, particularly at Levels 2-3, which tend to sit below the overall median pay point. As a result, a greater proportion of women earn above the median threshold, while a greater proportion of men earn below it. This structural balance **increases women’s median pay relative to men’s** and produces a median gender opportunity gap in favour of women, even though **men continue to hold the majority of roles** overall.

From a workforce balance perspective, this pattern points to an opportunity to **strengthen male and female representation in areas where they are currently under-represented**, supporting a more even distribution of men and women across the pay structure. While women’s strong positioning across much of the workforce remains a positive feature, a more balanced role mix would help close the median gap and support more equitable outcomes for both genders over time.

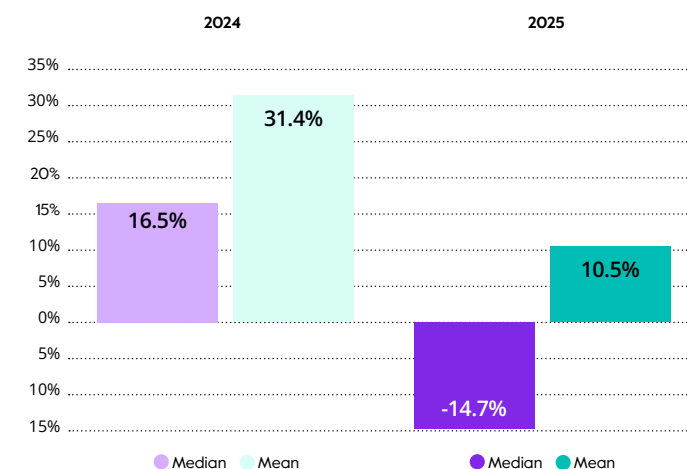
At the same time, the **mean gender opportunity gap remains positive** at 0.7%, driven by a small number of high-earning male outliers, with **nine of twelve Level 7+ roles held by men**. This highlights that improving male representation at mid-career levels sits alongside the continued need to broaden female representation at the very top of the organisation.

Alongside the gender opportunity gap data, **we have also presented the median and mean gender bonus gaps** to allow year-on-year comparison.

Distribution of female and male populations by pay quartile

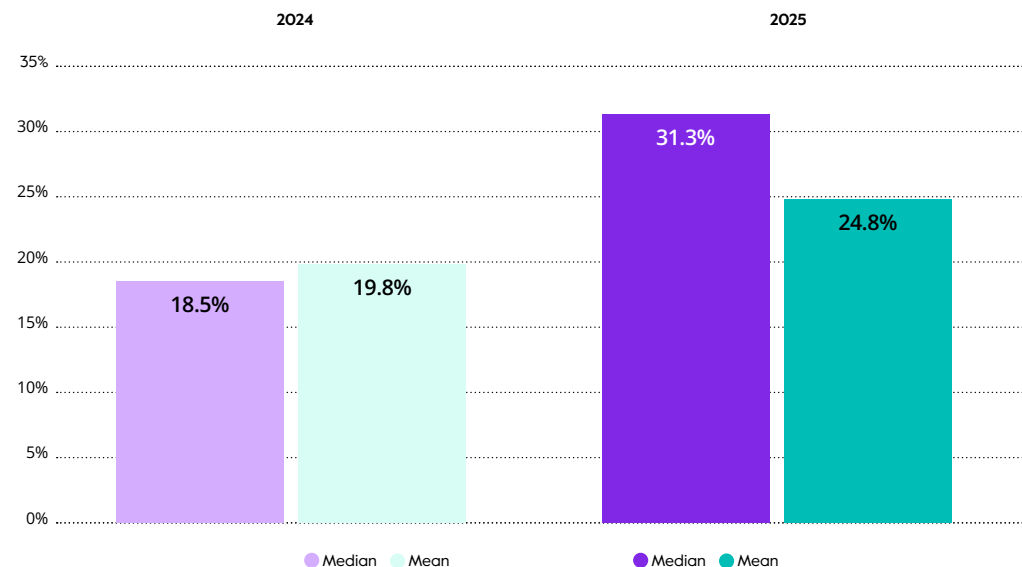


Gender bonus gap



Philippines data

Gender opportunity gap



Between March 2024 and March 2025, **the median gender opportunity gap in the Philippines increased from 18.5% to 31.3%**. This change reflects **recruitment-driven changes to the workforce structure**, with a deliberate drive in increasing female representation. **Overall headcount grew by 18%, and around 2/3 of new hires were women**, with many joining into more **junior, operational roles**. Because many of these new hires sit below the overall median pay level, this has **reduced median female pay** and **widened the median gender opportunity gap**.

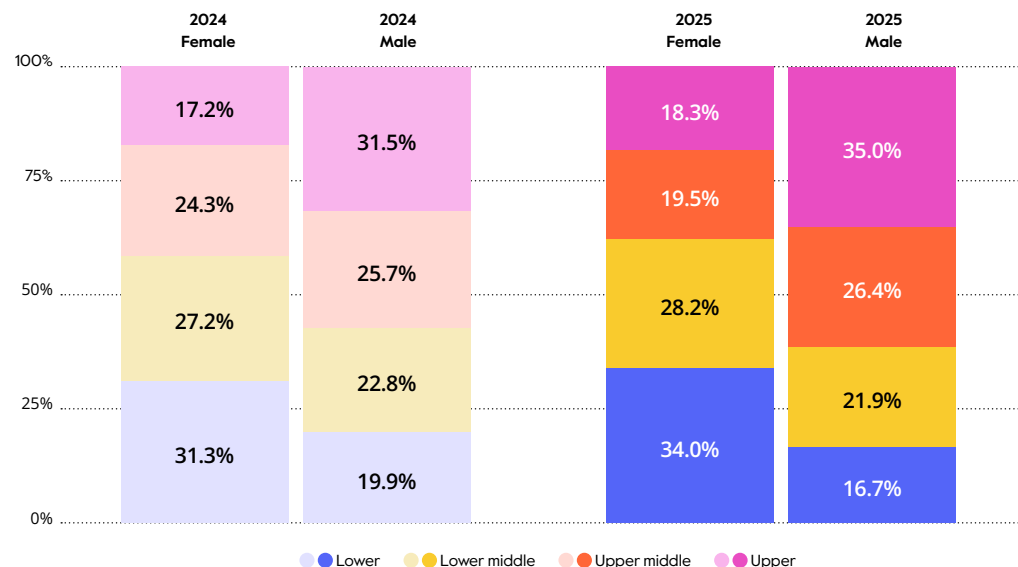
This headline gap is **strongly influenced by the overall structure of the workforce** rather than differences in pay for comparable roles. Analysis at business unit level shows more balanced outcomes, with **considerably smaller median gaps within individual groups** (10.5% for colleagues in Technology, and 5.4% for non-Technology colleagues). The overall figure is **driven by the differences between these distinct groups**, with **Technology roles typically more senior and higher paid, and more likely to be held by men** (74% of all men are

in Technology, compared to 42% of women). This causes the **median pay for men to be higher**, even though the relative position of women compared to men within their respective business areas is generally well-balanced.

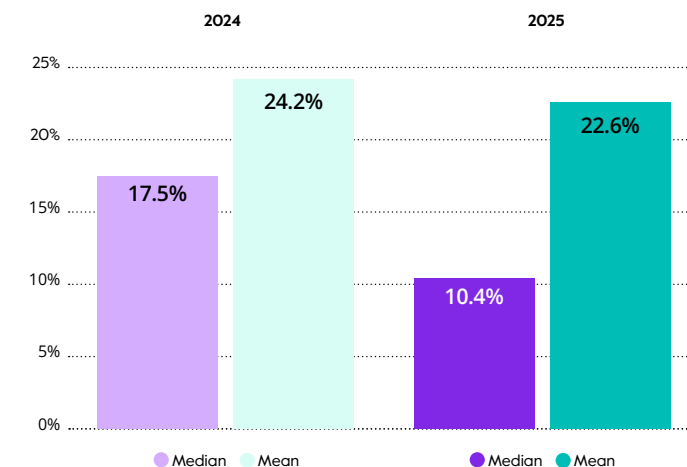
While the median gap has widened in the short term, this reflects an **intentional investment in building a broader and more sustainable female talent pipeline**. As these employees gain experience and skills, and progress into more senior roles over time, **this structural shift is expected to support improved gender balance** and a gradual reduction of the median gender opportunity gap.

Alongside the median gender opportunity gap, which is the main measure that we use to analyse the difference in pay between men and women within the organisation, **we have also presented the mean gender opportunity gap and gender bonus gap** (median and mean) data to allow year-on-year comparison.

Distribution of female and male populations by pay quartile

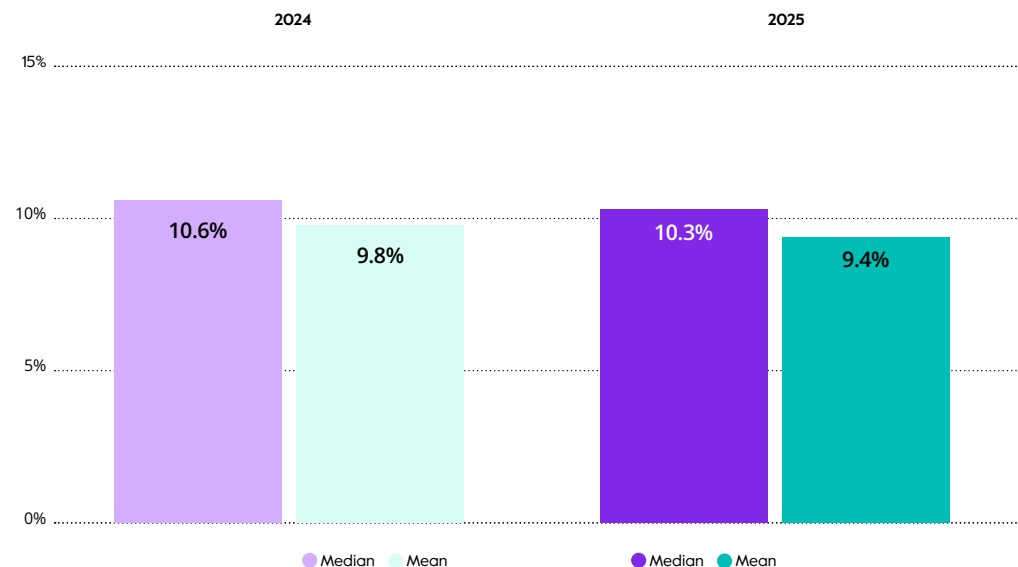


Gender bonus gap



USA data

Gender opportunity gap



In the United States, the median gender opportunity gap narrowed slightly from 10.6% in March 2024 to 10.3% in March 2025, reflecting modest progress in addressing underlying workforce structure imbalances. This improvement was supported by a gradual increase in the proportion of women in the upper middle pay quartile, which raised the number of women earning above the overall median and positively influenced the headline figure.

Despite this progress, existing structural patterns continue to be the primary driver of the gap. Women remain disproportionately represented in lower and lower middle pay quartiles, while men continue to be overrepresented in upper middle and upper pay quartiles.

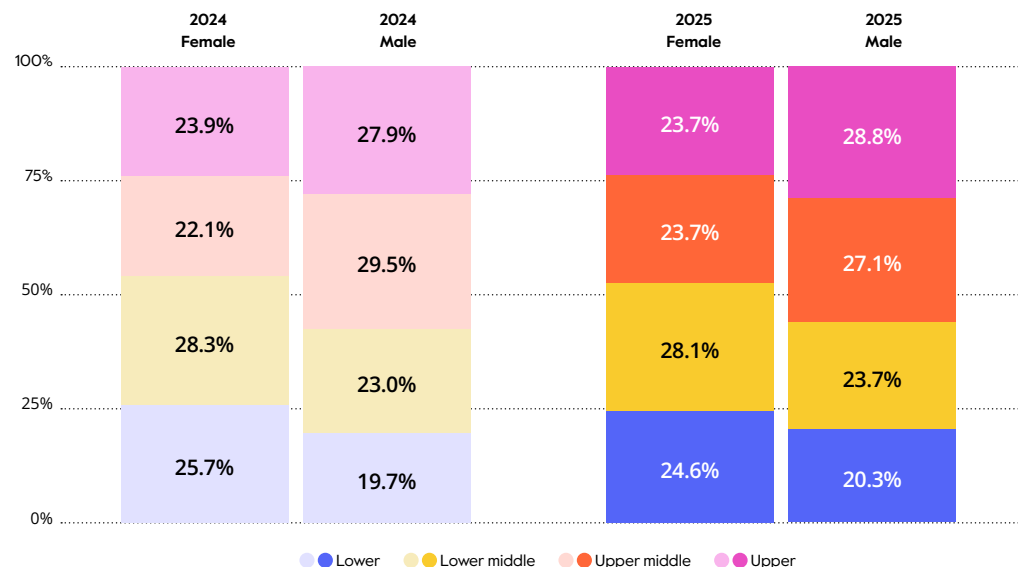
Overall workforce structure has remained broadly stable over the period. The female-to-male ratio increased slightly

from 65% to 66%, with the most notable change occurring in the upper middle quartile, where women’s representation increased. This shift contributed to higher median female pay relative to the median threshold and helped support the gradual reduction in the gap.

Sustained progress will continue to depend on strengthening representation for women at higher-paid levels and supporting progression over time, ensuring opportunities are accessible across roles and career stages.

Alongside the median gender opportunity gap, which is the main measure that we use to analyse the difference in pay between men and women within the organisation, we have also presented the mean gender opportunity gap and gender bonus gap (median and mean) data to allow year-on-year comparison.

Distribution of female and male populations by pay quartile



Gender bonus gap

