

# Gender Pay Gap Report

## 2023–2024

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# About this report

Cambridge University Press & Assessment is a department of the University of Cambridge. 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 (GPG) report, and on the UK Government's GPG reporting website. As a separate legal entity, OCR also reports its GPG data to the UK Government.

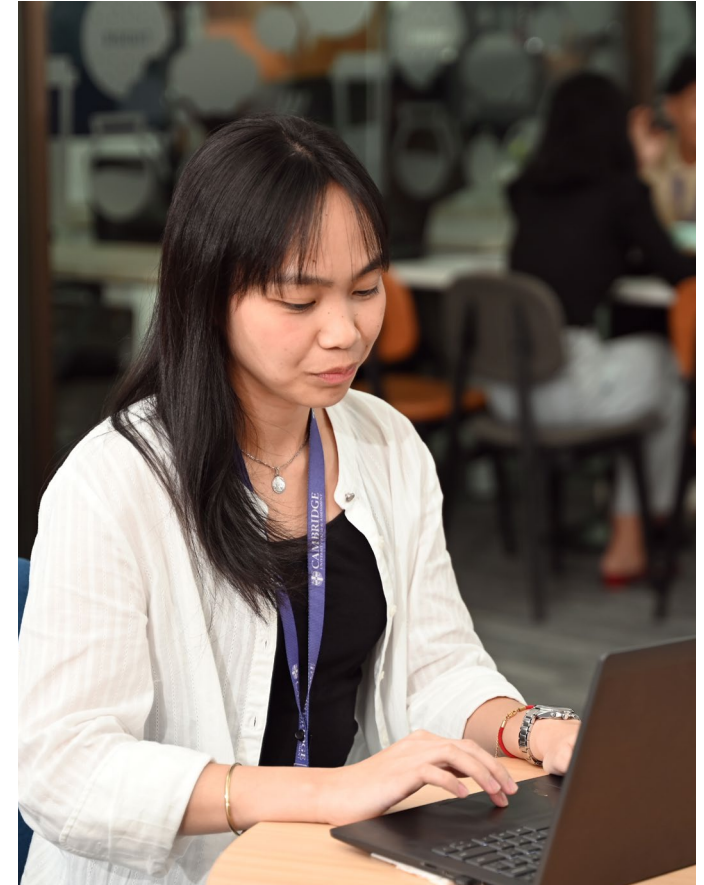
This report provides a summary of our GPG information for 2023–2024, based on data captured on 31 March 2024. We confirm that the Cambridge University Press & Assessment GPG calculations (identified on the charts and tables throughout this report as the 'statutory' figures) are accurate and that they meet the requirements of the regulations, applying the methodology provided in the Equality Act 2010 (Gender Pay Gap Information) correctly.

In addition to meeting the statutory requirements, we choose to publish our own report into the difference in pay between male and female employees to review the progress we're making

in this important area and re-affirm our commitment to addressing inequality of all kinds.

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. It 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. It is unlawful in the UK to pay one person less than another person of a different gender to do the same work.

This year, we are introducing gender opportunity gap reporting. While we will continue to meet UK statutory requirements by reporting GPG data to the UK government, our own global reporting will shift to the new approach. The table below shows the main differences between the two approaches and why we believe the gender opportunity gap is a meaningful measure and tool to support our commitment to closing the GPG.



# Measurement, understanding and action: closing the gender opportunity gap



**Stuart Kennedy**  
Chief People Officer

What's the best way to foster a working culture characterised by fairness, transparency and equal opportunity for all? There's more than one answer to that question, but they all start from the same place: reliable, up-to-date data to inform good decision-making and action plans.

Monitoring the difference in pay between men and women is crucial to ensuring that gender doesn't influence compensation. In the UK, there's a statutory requirement on organisations to report their 'pay gap'. We've always fulfilled this statutory requirement, while looking for ways to go beyond it: for example, by improving our coverage with gender pay gap reports for other countries where we have a significant presence. We've used gender pay gap reporting to stimulate discussions and improve our practice in hiring and reward management – you can read about some of the actions we've been taking under the framework of our Global Action Plan on page 7.

## A new approach to reporting

I'm pleased to introduce this year's report, which goes beyond our historic practice in another way. As you'll see, there are two figures for the gap in this year's report. The first is based on the UK statutory requirement. We've included this figure to enable a direct comparison with last year's report. However, we believe the

second figure – which uses base salary as the core element of pay – gives a more accurate idea of how pay differs between men and women and will therefore be more useful to us in understanding, regularly monitoring and addressing the gap. You can find a detailed explanation of the rationale for and benefits of adopting this new approach on page 5.

In the UK, using the statutory method, our median pay gap on the snapshot date of 31 March 2024 (the period covered by this report) was 10.9 percent. This is lower than the UK national average of 13.1 percent, meaning that by this measure we are performing better than the average for employers in the UK. However, in 2023 our UK gender pay gap was 8.5 percent, meaning the gap has increased. We've included some analysis of why this has happened alongside the graphs on page 8.

Using the new base salary-led approach, the gap is actually slightly higher, at 12.6 percent. You can see the same figures ('old' and 'new') for the United States, the Philippines, and India on page 9–11.

Of course, the high-level figures don't tell the whole story. There is lots of good work going on and I believe we are making progress, though we still have a distance to go before we reach the overall results we want to see.

## The 'opportunity gap'

In the UK, although we have an equal number of men and women in upper-quartile roles, we still have more women than men in the lower pay quartiles. Closing the 'opportunity' gap therefore means aiming for a more equal and consistent distribution of men and women across all Levels. As I observed last year, this requires co-ordinated action across a number of areas, from how we recruit to increasing transparency around pay.

Our Global Action Plan covers four areas: diverse recruitment; flexible working; pay transparency; and global reporting. You can read about some of the impacts of the Action Plan on page 7.

## Global reporting and action

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

**“Closing the gender opportunity gap is one important way in which we will help more colleagues feel they can pursue their potential with us, regardless of their background or identity.”**

In India, where men typically earn more than women, our gender opportunity gap of -10.8 per cent – though smaller than in previous years – actually favours women. For the Philippines, we're reporting a gender opportunity gap of 18.5 per cent, a slight improvement since the previous reporting period. In the United States, the gap now stands at 10.6 per cent, lower than it was by just over three percent percentage points.

What about everywhere else? Alongside adopting the gender opportunity gap method, we're launching a dashboard which will enable our business leaders and People team to look at gender opportunity gap data in real time, throughout the year. This is bringing us closer to our goal of using current data to inform good decision-making and action plans across our global organisation.

When we published our report last year, I was new to our organisation. In my first year I've seen many examples of how we're building a more diverse and inclusive workforce. Closing the gender opportunity gap is one important way in which we will help more colleagues feel they can pursue their potential with us, regardless of their background or identity. And getting this right will help us better represent and engage with 100 million learners we serve around the world.

I'd like to thank all the colleagues leading on our gender opportunity gap work for their dedication and support.

# The gender opportunity gap

## The statutory requirement

The UK statutory Gender Pay Gap refers to the difference in the average hourly rate between men and women, with organisations with 250 or more employees required to publish this data annually by law under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

For the hourly rate calculation, total gross earnings are divided by the hours worked in the month of the ‘snapshot date’ (31 March). Salary sacrifice arrangements, such as pension contributions or benefits like childcare vouchers, cycle to work and the green car scheme – which reduce gross pay – are included for the purpose of the calculation. Additionally, individuals who are on certain types of leave (e.g. maternity leave, long-term sick leave), or who have taken unpaid leave during the month are excluded from the data set.

The methodology used in the gender pay gap legislation has several limitations that may result in data that isn’t fully representative, potentially making it more difficult to draw conclusions to inform future action.

## Enabling a clearer focus

The ‘gender opportunity gap’ is an alternative methodology for calculating the difference between the average pay received by men and women within Cambridge University Press & Assessment which we have adopted from this year.

It means that the average calculation is based upon annualised base pay and job-related allowances (e.g. temporary promotion allowances) as at the snapshot date. This method focuses solely on regular pay for the job itself (excluding additional earnings or adjustments) and captures all permanent and fixed-term employees (excluding apprenticeships and interns). By simplifying the data set, we can make the reporting process easier and quicker. Regular data points can be drawn throughout the year, enabling tracking of trends within the organisation in close to real time. Our senior leadership teams (SLTs) will have access to more regular reporting, no longer relying on the March annual report which uses data that is already a year old. They will also be able to access additional data points, giving them insight by age, location, level and product group. Dynamic dashboards over time will mean SLTs can use this additional data to understand key levers across their teams.

This alternative approach aims to highlight the gap in average pay based on the fundamental pay structure, without the distortion of pay elements that are outside of the organisation’s control. This will ultimately provide a clearer picture of the pay gap within the organisation and allow more informed conclusions to be made to drive future action.

**“As a progressive organisation and in line with our commitment to closing the gender pay gap, we are adapting this new reporting approach to ensure that we can provide accurate, timely, insightful reporting and explore trends on a more frequent basis.”**

**Stuart Kennedy**, Chief People Officer

# Tackling the gender opportunity gap

Around the world, colleagues are taking action to tackle the opportunity gap in ways that reflect our core values of innovation, responsibility, collaboration and empowerment

## Spotlight on...

### ... employee and personal experience

The Global Action Plan provides a framework for countries, leaders and managers, and teams to take local and context-sensitive action and accountability. Our celebrations of International Women's Day and our annual TEDx Women series – a highlight of our calendar for many years now – highlight stories from across our organisation of mentoring, squiggly careers, development and empowerment that show the gender opportunity gap being discussed and explored.

### ... the Gender Pay Gap Task Force

As part of their commitment to tackle the gender pay gap, colleagues in the Academic product group formed a Task Force, led by Managing Director Mandy Hill. Colleagues from UK and US teams meet regularly to discuss opportunities for action in areas from more inclusive recruitment, to better support for people returning from parental leave.

As Mandy explains, "The task force is not about giving women better opportunities than men to artificially address the GPG – it's about trying to ensure there are no barriers in the way preventing women from joining, staying or progressing in the organisation or being recognised fairly for their contribution. It's worth noting that actions to help address the gender pay gap will likely support best practices across other EDIB issues as well."

Among the task force's recommendations are conscious inclusion training for all colleagues via the EDIB Academy's Conscious Inclusion training module, adoption of new principles in recruitment to create a more level playing field for female applicants, new approaches to shared parental leave support, and more granular and regular data that will enable further targeted interventions.

### ... empowering women in Technology

In the Philippines, which is primarily a tech hub providing digital services and technology support, the Manila team

have implemented numerous initiatives to help empower women and support their progression in Technology careers, so that they feel a strong sense of belonging and have more opportunities to advance into senior roles. These efforts include building community with staff network activities, creating safe spaces for working mothers, and promoting a flexible, hybrid working setup. Such initiatives all help ultimately to address the 'opportunity gap' and hence, the gender pay gap.

The Women in Manila staff network, which has advocated for the creation of safe spaces and a community for women in Cambridge, has celebrated its second anniversary and continues its advocacies and activities within the organisation.

A strong focus on recruitment is also delivering change. The ratio of male to female employees is steadily equalising: the intensified campaign to attract more women means the ratio now stands at 52% male to 48% female (a change from the 55:45 ratio that prevailed for the last eight years). The effort to bring in more women, including at Level 2–4 roles, is a strategic approach to help build the base from which future women leaders will come. We're making sure the marketplace and prospective recruits recognise our commitment too, with external campaigns in the build-up to International Women's Day spotlighting our successful female colleagues.

### ... women and leadership

As a country India has significant gender gap challenges to overcome. Our team, however, continues to buck the international trend, with a median pay gap that favours women by a large margin. In last year's report we noted that the goal of addressing pay gaps was to achieve balance, not simply invert the traditional norm that favours men with a 'new norm' favouring women. India has indeed made progress in this direction.

Targeted recruitment efforts have continued, with women now taking senior leads not just in the sales function where strong



**“Be brave, take opportunities, particularly things that interest you, really go for it, and don't worry too much about what everyone else is doing.”**

**Vanessa McPhee**, Chief Financial Officer

representation had already been built, but in other areas as well. There are proportionally more men in junior, operational roles and proportionally more women in management and leadership positions. At the same time a slight increase in the number of men in upper and middle pay quartiles has brought about a narrowing of the pay gap.

**“An inclusive workplace goes beyond policies – it's about culture. Organisations need to actively listen to their people, create mentorship and sponsorship opportunities for women, and build leadership pipelines that reflect true diversity. Flexibility, psychological safety, and equal opportunities are non-negotiables. Most importantly, inclusion should not be a women's issue; it's everyone's responsibility.”**

**Simran Kalra**, Director, People & Culture, South Asia

# Our Global Action Plan: making progress

We launched our Global Action Plan for addressing pay differences between male and female colleagues in 2023. Thanks to the energy and commitment of colleagues around the world, the Plan is beginning to deliver. It remains central to our efforts in this area.

The Action Plan covers four areas: diversifying recruitment, promoting flexible working options, levelling roles and advertising them with pay ranges to increase transparency and 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) Strategy, which highlights the importance of data to identifying inequalities and planning targeted interventions.

## Opportunities to enhance impact

We have reviewed the four key elements of the Global GPG Action Plan and identified the following opportunities to further strengthen its effectiveness:

1. Inclusive recruitment and selection training. Going forward, all our colleagues involved in hiring will be encouraged to undertake this training to ensure equitable and bias-free recruitment decisions. We aim to increase the number of managers who complete each year.
2. Flexible and hybrid job advertising. We'll be establishing a standardised approach to advertising vacancies (including part-time roles) as flexible / hybrid by default.
3. Pay transparency. We are creating clear principles so job roles can be advertised with a pay range.

By implementing these improvements, alongside insights from the gender opportunity gap reports at product group, shared service and country levels, we can accelerate progress in closing the gender pay gap.

## Ongoing impact of the Plan

As managers, leaders, colleagues and specialists, we have a shared responsibility for driving the success of our plan.



### Diverse recruitment

Focus on diverse recruitment, for example, increasing women in our upper-middle and upper-level roles and increasing men in our lower and lower-middle level.

- Inclusive Recruitment and Selection training launched. Continue to engage hiring managers to undertake the training to provide an inclusive experience for internal and external candidates.
- Hiring Manager Toolkit updated in line with above. Pay guidance added to the toolkit.
- Using national and international job boards to enable diversity through job boards globally. Review the use and impact of international job boards/advertising.
- Global Recruitment Solution discovery underway to enable consistent processes and user experience and best practice.



### Pay transparency

Continue to level roles, and for them to be advertised with their pay range, internally and externally.

- Levelling and pay ranges are almost completed across the organisation globally with Spain and India due to complete ahead of pay progression process in 2025.
- Vacancies (including part-time) to be advertised as flexible/hybrid
- Encourage exploration and options for roles to be undertaken part-time, compressed and hybrid.

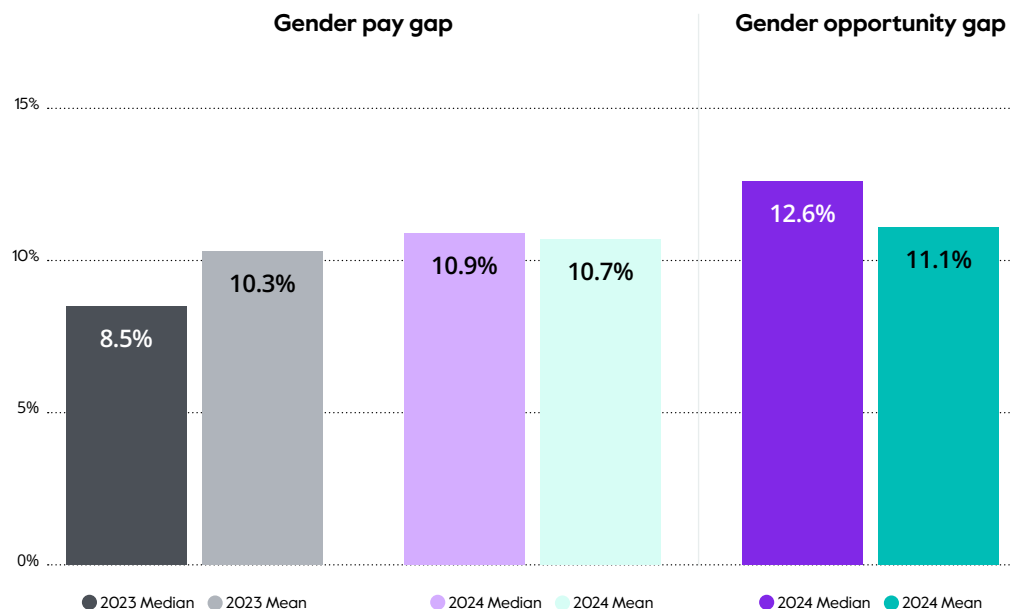


### Expand our GPG reporting to international locations

- No additional country Gender Pay Gap reports completed for 2025. Explore opportunities for additional country reporting in 2026.

# UK data

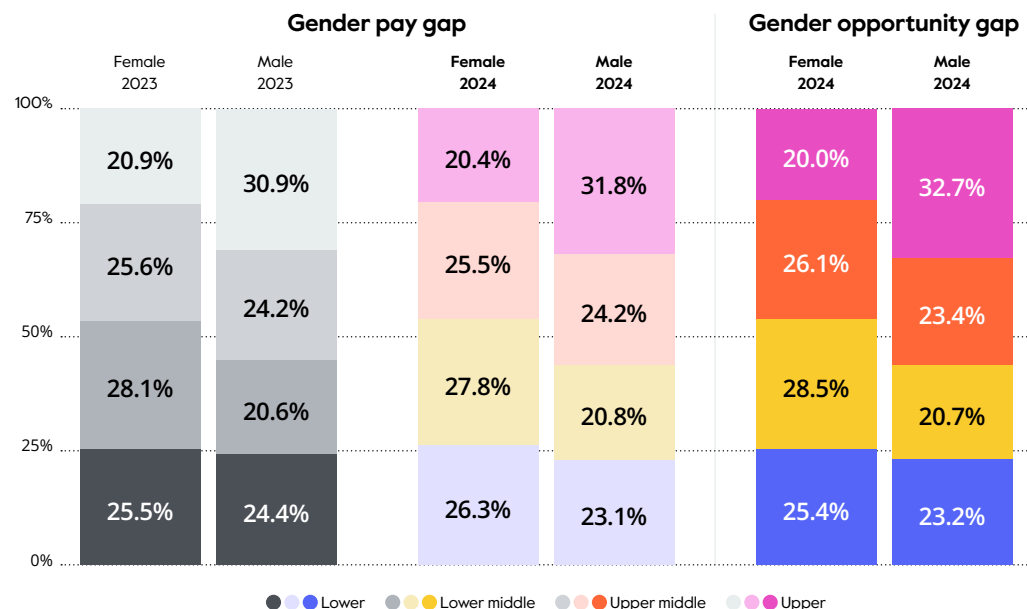
## 2023–24 Gender pay gap and 2024 gender opportunity gap



The median gender pay gap has increased from 8.5 percent to 10.9 percent from March 2023 to March 2024. This indicates that the difference between the median pay for men and women has grown. This change has been driven by movements in our workforce structure that have shifted the balance of roles within the organisation.

There has been an increase in the proportion of the female population that is in the lower pay quartile from 25.5 percent in 2023 to 26.3 percent in 2024, whilst there has been a decrease in the proportion in the upper pay quartile from 20.9 percent to 20.4 percent. Conversely, there has been a decrease in the proportion of the male population that is in the lower pay quartile from 24.4 percent to 23.1 percent, whilst there has been an increase in the proportion in the upper pay quartile from 30.9 percent to 31.8 percent. This data reflects an overall trend of there being an increase in the proportion of women in more junior roles, alongside an increase in the proportion of men in more senior roles. The impact of these movements is that the median pay for women has increased at a lower rate (c. 5 percent) than for men (c. 8 percent), leading to a widening of the median gender pay gap.

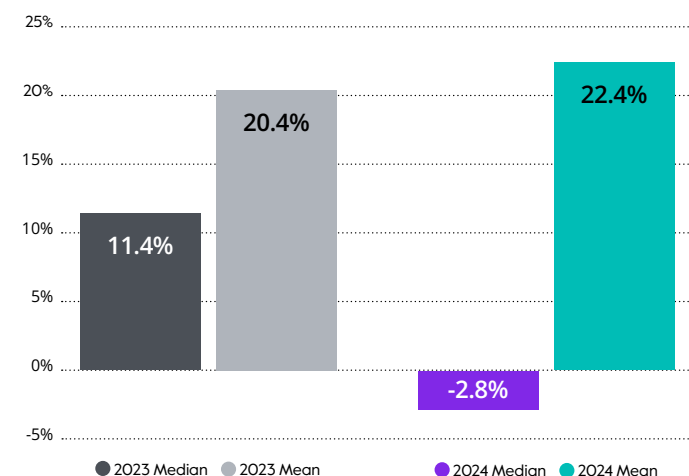
## 2023–24 Distribution of female and male populations by pay quartile



Overall, the female to male ratio is approximately 60:40. This split is generally reflected in the lower, lower middle and upper middle pay quartiles. However, in the upper pay quartile, men occupy 51 percent of positions, indicating that proportionally more men are occupying senior positions compared to the organisational average, contributing towards the overall median gender pay gap. Between 2023 and 2024, this trend became more pronounced – if you compare the ratio of women to men in each pay quartile, it increased in every pay quartile apart from the upper pay quartile, where it decreased by 0.2 percentage points.

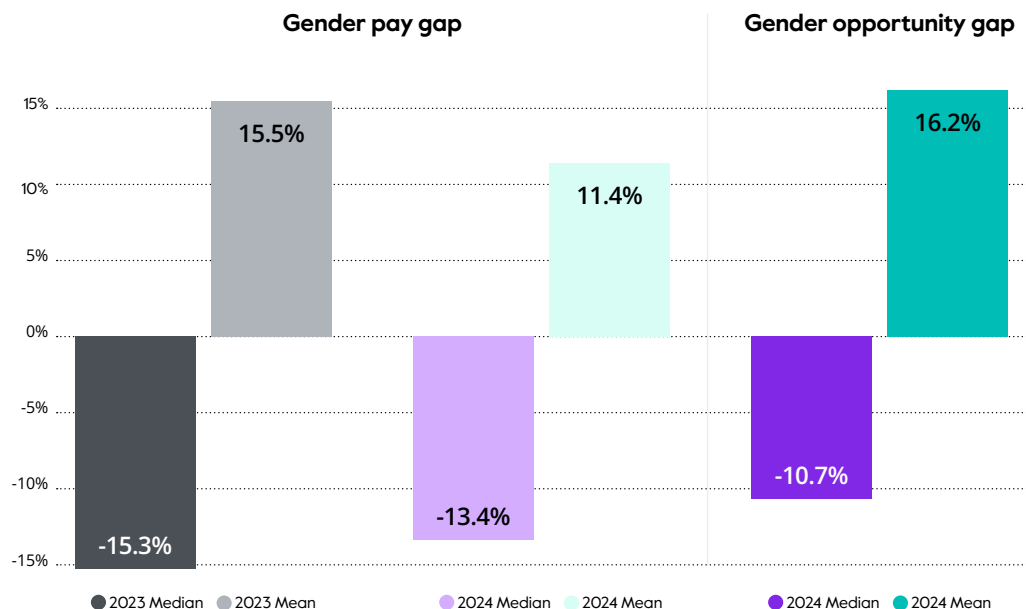
It is worth highlighting that the increase in the mean gender pay gap is lower (from 10.7 percent to 11.1 percent) compared to the median figure. Additionally, the increase in the mean pay for women (5.6 percent) and men (6 percent) is closer during this period. This indicates that there has not been a significant change in pay for individual roles, with the change in the median gender pay gap being primarily driven by the distribution of roles between men and women in the UK.

## 2023–24 Gender bonus gap

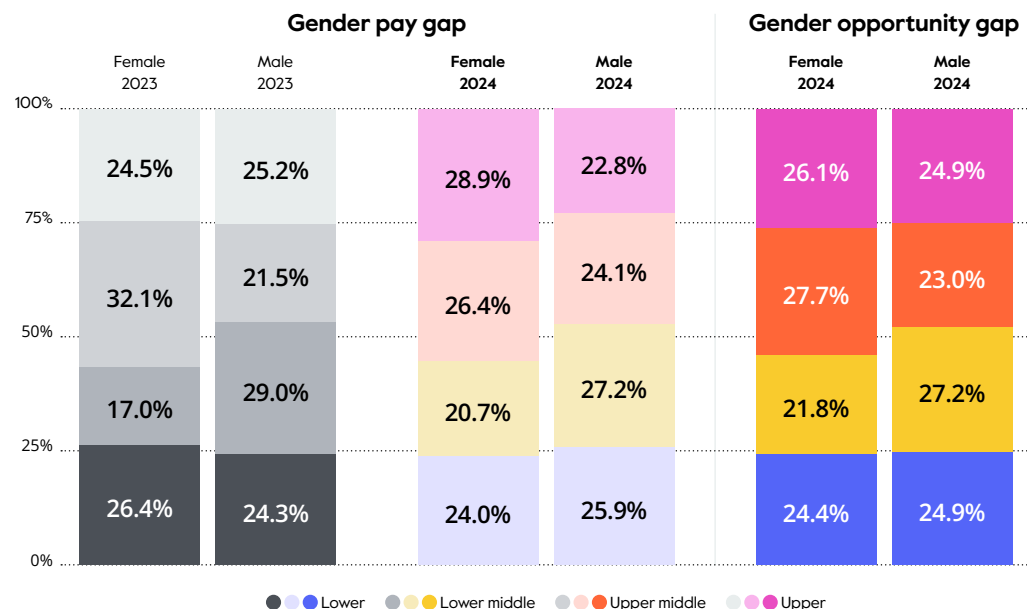


# India data

## 2023–24 Gender pay gap and 2024 gender opportunity gap



## 2023–24 Distribution of female and male populations by pay quartile

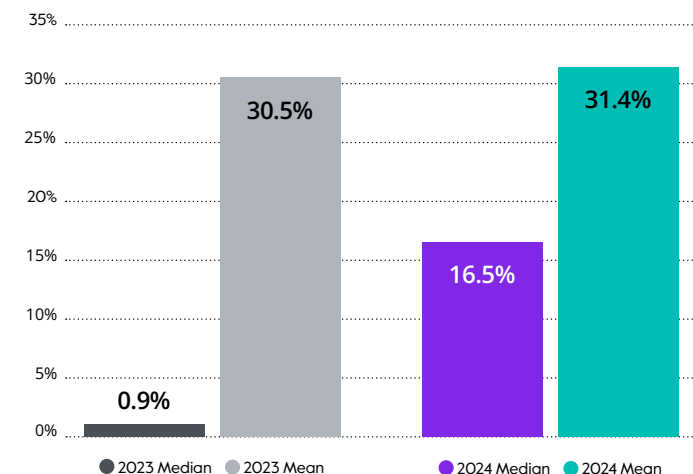


The median gender pay gap has increased from -15.3 percent to -13.4 percent (in favour of women) from March 2023 to March 2024. This indicates that the difference between the median pay for men and women has reduced. This change has been driven by movements in our workforce structure that have shifted the balance of roles within the organisation.

The proportion of the female population in the upper and upper middle pay quartiles has decreased from 56.6 percent in 2023 to 55.4 percent in 2024, whilst there has been an increase in the proportion in the lower and lower middle pay quartiles from 43.4 percent to 44.6 percent. Conversely, there has been an increase in the proportion of the male population in the upper and upper middle pay quartiles from 46.7 percent to 47.0 percent, whilst there has been a decrease in the proportion in the lower and lower middle pay quartiles from 53.3 percent to 53.0 percent. This indicates a proportional increase of men that are in more senior roles, and a proportional decrease of women. The impact of these changes is that the median pay for women has increased at a lower rate (0.1 percent) than for men (1.8 percent), leading to closing of the median gender pay gap.

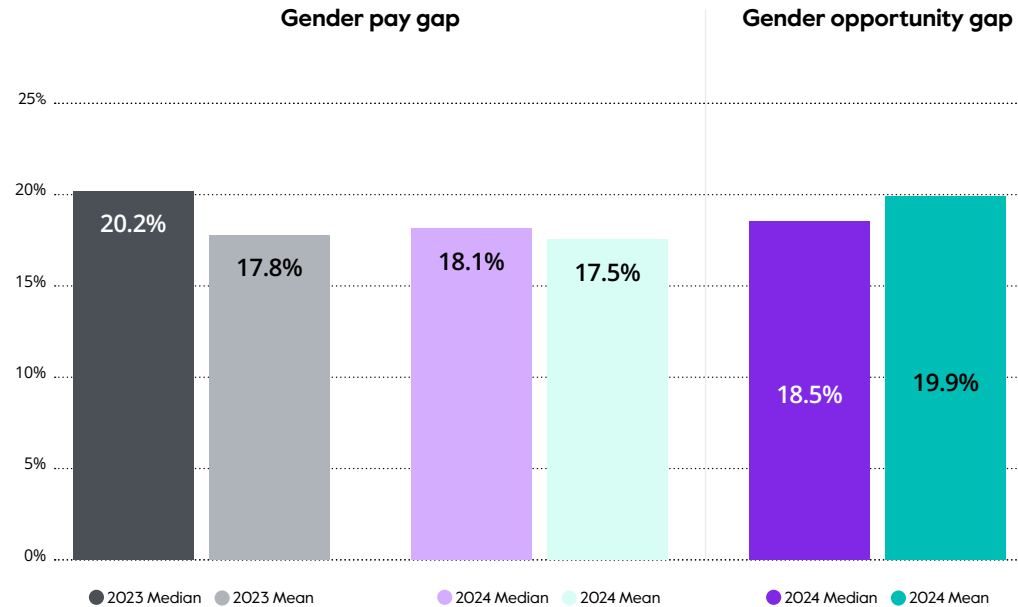
In India, the female to male ratio is approximately 1:2, with proportionally more men occupying more junior, operational roles – 53 percent of the male population are in roles in the lower and lower middle pay quartiles. Conversely, there are proportionally more women occupying management and leadership positions – 55 percent of the female population are in roles in the upper middle and upper pay quartiles. As a result, the point at which the median paid employee sits within the male population is lower than for the female population – this therefore results in the median pay for men being lower than for women. This trend contributes towards the negative median gender pay gap in India.

## 2023–24 Gender bonus gap

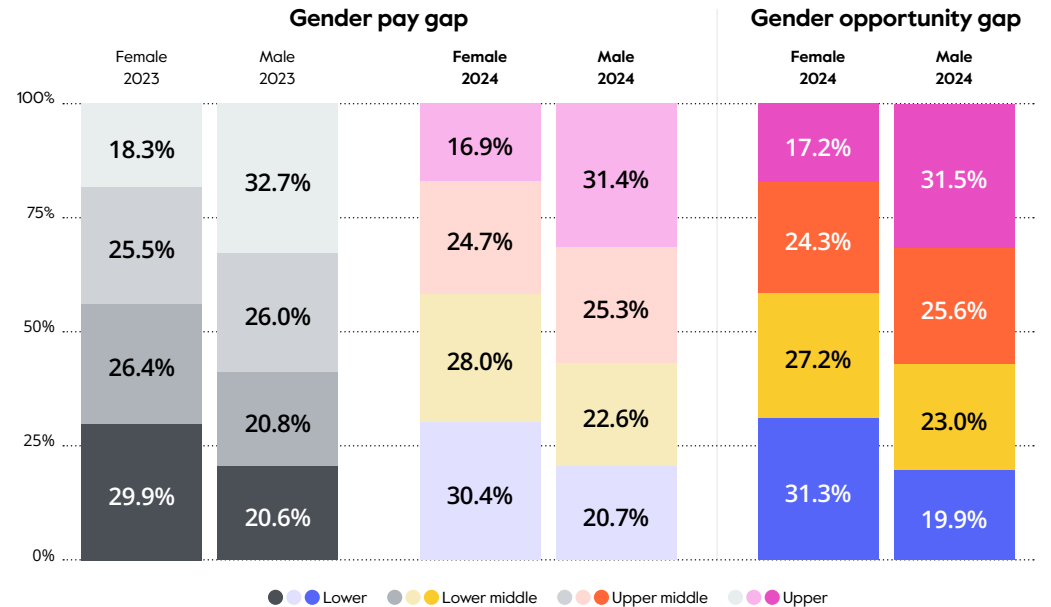


# Philippines data

## 2023–24 Gender pay gap and 2024 gender opportunity gap



## 2023–24 Distribution of female and male populations by pay quartile



The median gender pay gap has decreased from 20.2 percent to 18.1 percent from March 2023 to March 2024. This indicates that the difference between the median pay for men and women has reduced.

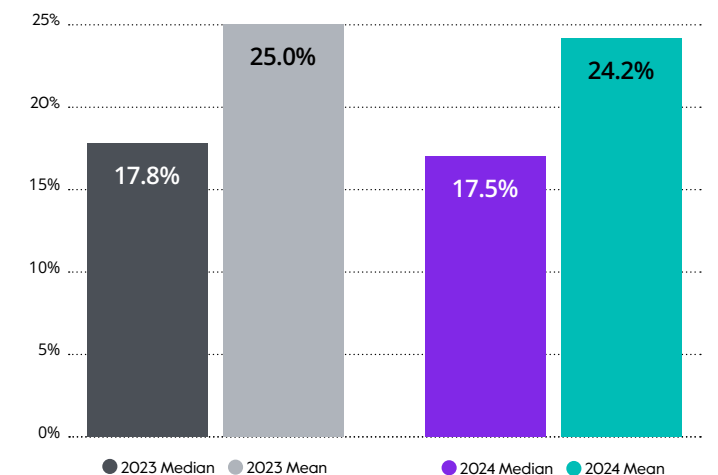
When looking at the changes in the split of the male and female populations across the different pay quartiles, the year-on-year trends are similar, with both populations seeing a shift in the proportion of roles concentrated in the upper and upper middle pay quartiles towards the lower and lower middle pay quartiles. This is explained by significant recruitment in this period, which tended towards more junior roles being recruited into the organisation. During this period, there was a 23 percent increase in headcount, with a slightly larger increase in the female population (26 percent) compared to the male population (20 percent).

One trend that looks to have had a positive impact upon the median gender pay gap is the female to male ratio in the upper middle pay quartile, which typically consists of experienced

professionals and management. While in 2023, 41.9 percent of roles in the upper middle quartile were held by women, this increased to 44.2 percent in 2024. In this period, the number of women in the upper middle pay quartile increased by 30 percent, whilst there was only an 18 percent increase in the number of men. As a result, the ratio of women to men increased by 7 percent for this pay quartile.

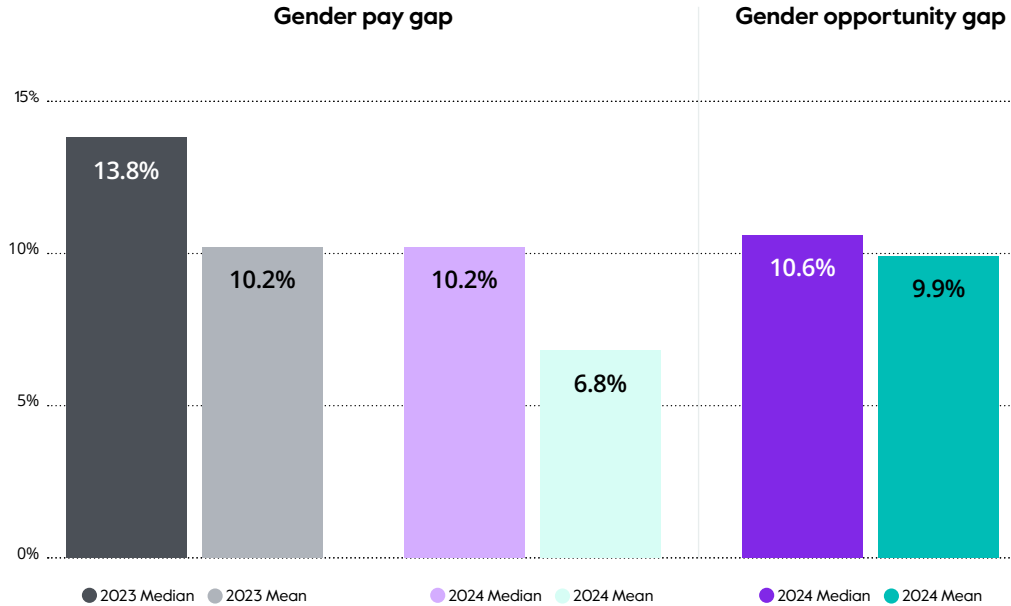
Overall, the female to male ratio is approximately 45:55. However, this split is not equally reflected across the pay quartiles. For the lower and lower middle pay quartiles, there are generally more women than men in these roles, whereas for the upper middle and upper pay quartiles there are more men than women – especially in the upper pay quartile where for 2024 there is a 70:30 split in favour of men. The trend of there being proportionally more men in senior positions and more women in junior positions contributes to the overall median gender pay gap in the Philippines.

## 2023–24 Gender bonus gap

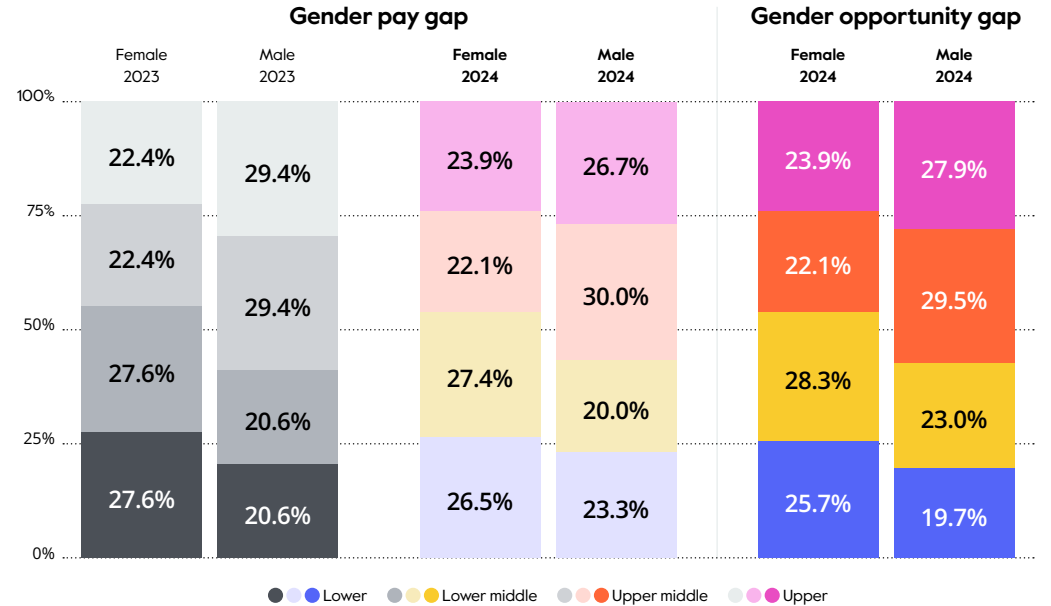


# USA data

## 2023–24 Gender pay gap and 2024 gender opportunity gap



## 2023–24 Distribution of female and male populations by pay quartile



The median gender pay gap has decreased from 13.8 percent to 10.2 percent from March 2023 to March 2024. This indicates that the difference between the median pay for men and women has reduced. This change has been driven by movements in our workforce structure that have shifted the balance of roles within the organisation.

There has been an increase in the proportion of the female population in the upper pay quartile from 22.4 percent in 2023 to 23.9 percent in 2024, whilst there has been a decrease in the proportion in the lower pay quartile from 27.6 percent to 26.6 percent. Conversely, there has been a decrease in the proportion of the male population in the upper pay quartile from 29.4 percent to 26.7 percent, whilst there has been an increase in the proportion in the lower pay quartile from 20.6 percent to 23.3 percent. The impact of these changes is that the median pay for women has increased at a higher rate (c. 6 percent) than for men (c. 2 percent), leading to a closing of the median gender pay gap.

While the female population has remained consistent from 2023 to 2024 in terms of its distribution across the pay quartiles, the distribution of the male population has shifted as a result of a decrease in headcount from 68 to 60 during this period. This decrease in headcount has been most noticeable in the upper middle and upper quartiles, with 6 fewer men in 2024 compared to 2023. This has resulted in an increase in the ratio of women to men in these areas, which has consequently contributed towards a reduction in the median gender pay gap.

Overall, the female to male ratio is approximately 65:35. However, this split is weighted towards women in the lower and lower middle pay quartiles at approximately 70:30, whilst in the upper middle and upper pay quartiles the split is lower at approximately 60:40 in favour of women. This trend indicates that proportionally, more of the male population is weighted towards more senior roles in the organisation, whereas the female population is more concentrated in more junior roles. This is the main driver of the median gender pay gap in the US.

## 2023–24 Gender bonus gap

