



**CAMBRIDGE**  
UNIVERSITY PRESS & ASSESSMENT

# Responsibility Report

## 2025



Nearly

# 578,000

books donated since 2021



The 'Books to Go' initiative in Kenya establishes lending libraries in schools, enriching classroom learning and supporting families to read at home. The programme is run by Book Aid International and supported by Cambridge.

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### Our reports and statements

This **Responsibility Report** highlights our ambitions and achievements in diversity and inclusion, environment and community engagement, demonstrating our commitment to acting responsibly.

Our **Annual Report** details Cambridge's operational progress throughout financial year 2024–25, along with an abstract of the Financial Statements.



View our reports online at  
[cambridge.org/annualreport](https://cambridge.org/annualreport)

# About this report

This is Cambridge's first Responsibility Report, a companion piece published alongside the Annual Report for the year ended 31 July 2025.

It brings together activities that demonstrate Cambridge's commitment to responsible business practices at the same time as advancing its mission to contribute to society through the pursuit of education, learning, and research at the highest international levels of excellence.

The 'responsibilities' in this report are grouped under five headings:

- Our approach to sustainability
- Education
- People
- Environment
- Society

With this report, we demonstrate how we have a positive impact on society through the ways in which we work, as well as through our products and services.

Most importantly, it helps us communicate to our customers, partners and stakeholders why we should be trusted, and that we have the expertise, the long-term view and the sincere commitment to maintain that trust.



“

We firmly believe that fulfilling the responsibilities outlined in this Report makes us a better-performing organisation.”

## A message from Peter Phillips Chief Executive

Cambridge takes great pride in its support for teachers, learners and researchers on their educational and research journeys. We thrive on being responsive to their needs as we deliver our products and services.

Whatever the prevailing conditions our customers face, however much change is occurring in the world, however uncertain the environment, we make it happen for them.

Our greatest responsibility is to serve our customers well. However, we recognise that in today's world, other responsibilities influence how we operate and have an impact on how we perform for our customers.

Individuals and organisations want to know who we are and understand what we are like as an organisation. They want reassurance around our environmental, community and ethical behaviours. They want to know that we are 'taking responsibility' for how we operate.

We welcome that level of interest and the chance to show how we conduct our business today and explain why we are motivated to deliver for our customers in the way we do. We firmly believe that fulfilling the responsibilities outlined in this report makes us a better-performing organisation.

Our Annual Report 2024-25 highlights our outstanding products and services. The Responsibility Report 2024-25 demonstrates that they are being created in a more sustainable, accessible and inclusive way.

As ever, we welcome your feedback on our performance and promise to reflect on it responsibly.

A handwritten signature in black ink that reads "Peter Phillips".

**Peter Phillips**  
Chief Executive

# Our year

## Education

*Climate Quest* launched in India, a free online course helping young learners develop climate awareness, aiming to reach **50,000 learners across 500 schools**

Embedding and advocating for climate education to equip individuals and communities with the knowledge, skills and agency to drive systemic change.



## Society

Over the last five years, colleagues have **volunteered 19,455 hours** to support projects in our local communities



More than **7,500 hours** were volunteered last year.

Over the last five years, the number of annual volunteers has risen from **170** to more than **1,000** in 2025.

More than **500** colleagues in the **Philippines** and over **100** in **India** volunteered last year.

Since 2021, over **1,300 young people** from local Cambridgeshire and Peterborough state schools have received careers-related opportunities, including in-person and virtual work experience, careers workshops, mock interviews and career carousels.

Over five years, more than **£1,001,000** has been donated to charitable causes.

Nearly **578,000** books donated since 2021.

Environment

## We have cut energy-related emissions in the UK by 46%\*

We installed new ground-mounted solar panels at our **DC20 warehouse**.

Reduced air freight volumes for Academic books and journals, shipping around **10,000** fewer units by air, compared to two years ago.

**84 percent** of newly-published Academic book titles now delivered through print-on-demand, reducing waste.

**98 percent** of Academic journal packaging has been replaced with paper instead of plastic.

**65 percent** of Academic journals are produced digitally, reducing paper usage.

In our exams operations, we saved approximately **30 million** sheets of paper by improving our approach to forecasting exam entries.

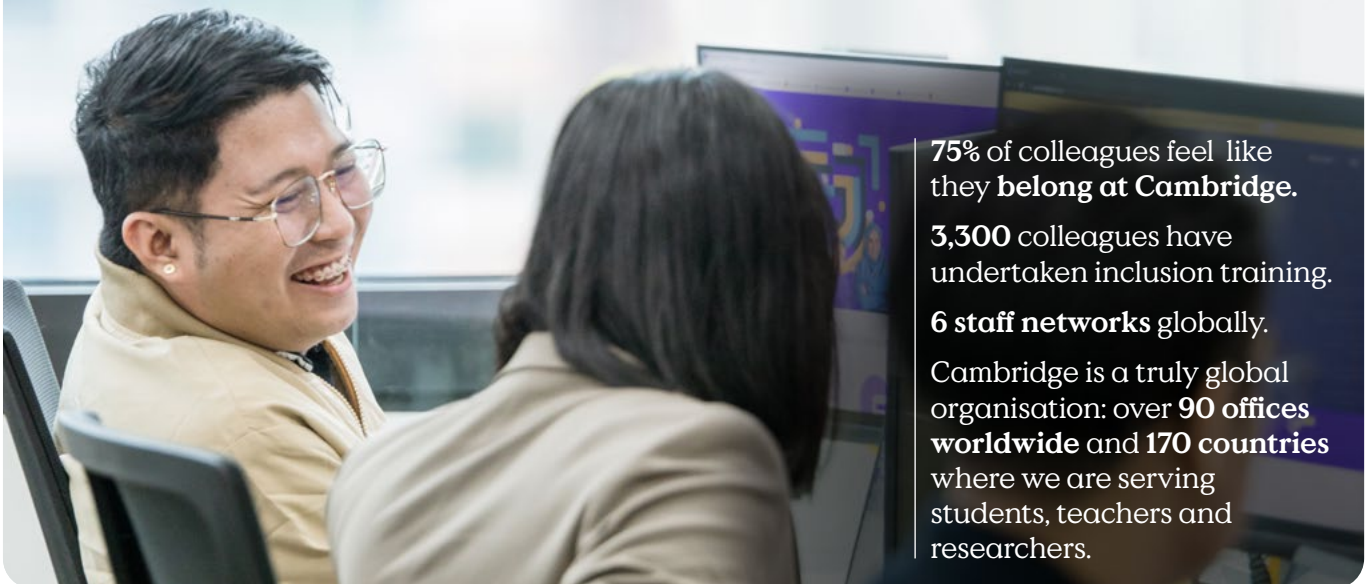
We saved **2.3 tonnes** of CDs and **2.5 tonnes** of paper and plastic packaging by removing CDs from one of our English language tests.

Over **400 colleagues** are certified as 'Carbon Literate' through the Carbon Literacy Project, as we continue to build on the organisation's Carbon Literacy Bronze certification.



People

## 80% of colleagues agree that Cambridge is genuinely committed to achieving inclusion



**75%** of colleagues feel like they **belong at Cambridge**.

**3,300** colleagues have undertaken inclusion training.

**6 staff networks** globally.

Cambridge is a truly global organisation: over **90 offices worldwide** and **170 countries** where we are serving students, teachers and researchers.

For more details, see our Carbon Emissions Report at [cambridge.org/carbonemissionsreport](https://cambridge.org/carbonemissionsreport).

# Our approach to sustainability

## Walking the talk

Acting in a sustainable way is central to the mission we share with the University of Cambridge: “to contribute to society through the pursuit of education, learning and research at the highest international levels of excellence.” We believe that the rigour of our approach in developing our products and services must be matched in our approach to sustainability.



We know that a big segment of school age learners care about sustainability. This is a generation that’s going to have to live with some of the worst impacts of climate change or inequality.”

Vicky Evans, Head of Sustainability



## Our sustainability framework

In February 2025, Cambridge launched its first sustainability framework. Its development began with a materiality exercise to determine sustainability priorities. We then consulted with external organisations, colleagues, suppliers and customers to assess the biggest opportunities and risks that needed to be addressed.

The framework is designed to help Cambridge focus on initiatives that will be effective in mitigating the long-term risks of climate change and social inequality, as it continues to contribute to society and education.

As defined by our University, we view sustainability as “the pursuit of long-term wellbeing for all people and the planet”.

## Our sustainability framework has four pillars:

### Education

Accelerating solutions through education, publishing and research to empower people with the skills and knowledge they need to adapt to a changing world



### People

Championing equality, diversity and inclusion



### Environment

Minimising the impact of operations on the planet



### Society

Growing positive impact on society beyond products and services





“

**The biggest impact we can make on a sustainable future as an organisation is our mission. Our sustainability framework ensures that delivering impact responsibly is an integral part of our strategy.”**

Catie Sheret, General Counsel and Board Sponsor for Sustainability

#### **Alignment with the UN Global Compact**

We have been a participant in the UN Global Compact for five years, using it as our primary mechanism for externally reporting on our sustainability efforts. Within our sustainability framework, we use the UN Sustainable Development Goals (SDGs) as an organising principle.

Our pillars align with SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 10 (Reduced Inequalities), SDGs 12 and 13 (Environmental), and SDGs 8 and 16 (Society).

In February this year, we also joined UNESCO's Global Education Coalition which brings together organisations to drive education transformation to achieve Sustainable Development Goal 4.

#### **Internal advocacy and good governance**

Our Chief Executive and leadership team are accountable for implementing our sustainability framework. Experts across Cambridge are responsible for developing and delivering sustainable priorities within their areas, which includes members of the Environment Board and the Equality, Diversity and Inclusion Board as well as colleague working groups. Over 1,000 colleagues are members of our staff networks which act on sustainability issues such as educating colleagues on climate and improving gender balance in recruitment.

# Education

## Contributing to a sustainable future

Our work is key in helping people tackle some of the world's biggest challenges. We are focusing on providing people with the skills and knowledge they need to understand these problems and develop solutions.

Our education initiatives have a major societal impact:

### Teacher shortages

we have created programs to address global teacher shortages, particularly in India

### Refugee support

we work with partners to support education in refugee contexts, including UNICEF in Bangladesh

### Climate literacy

we are updating our UK and international qualifications and resources to ensure they reflect the most up-to-date science and contemporary framing of climate change

### National education system transformation





we partner with governments worldwide to improve education across entire nations – for example, in Bhutan, we work with the government to reform its curriculum to honour Bhutanese values and achieve international standards

## Education is the key to tackling the climate crisis

Together with schools, we want to empower young people with the skills and knowledge to respond and adapt to climate change. Our curriculum experts in the International Education group have designed a Climate Change Education Framework, in close collaboration with climate experts from the University of Cambridge. This outlines the key knowledge, skills and understanding required to empower learners to take action on climate change.

### Holistic approach

The Framework is built around four dimensions that together create a holistic approach to climate change education:

-  Understanding of causes, effects, consequences and responses
-  Evaluating information, perspectives and data
-  Caring for ourselves, each other and the planet
-  Responding together with informed action.

## Publishing for a sustainable world

Cambridge publishes research and shares knowledge that informs, educates and inspires others to drive positive environmental and social change, including:

### Five Times Faster by Simon Sharpe

Argues for accelerating efforts to combat dangerous climate change and was selected as one of the *Financial Times*' best books of 2023 for the environment



### Legacy by Dieter Helm

Outlines what is needed to build a sustainable economy, and was also selected as one of the *Financial Times*' best books of 2023 for economics



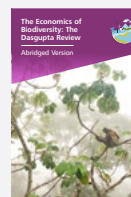
### The Science of Our Changing Climate

A key student text on climate science



### The Economics of Biodiversity: The Dasgupta Review

A significant report from the UK's HM Treasury, published by Cambridge



### Open access series and journals

Cambridge publishes the open access series 'Cambridge Prisms' and journals, including 'Global Sustainability', advancing knowledge about the climate emergency



### IPCC Reports

Cambridge publishes key reports from the Intergovernmental Panel on Climate Change (IPCC)



## Making sure education keeps pace with a modern Mongolia

Mongolia is on a journey to transform its education system – one that reaches every child, in every corner of this vast and beautiful country. In 2022, the Government of Mongolia invited Cambridge to join them on a five-year partnership to reimagine how learning is delivered and supported. Together, we have been working to make learning more meaningful and accessible, updating the curriculum, training curriculum developers and textbook publishers, supporting teachers through new national standards, and strengthening university entrance exams ensuring the system better recognises students' potential.

This collaboration is already reaching classrooms across the country, supporting more than **291,000 students and 9,500 teachers**. With every step, Mongolia is building an education system that inspires confidence, nurtures curiosity, and gives every learner the chance to thrive.



### A distinctive approach to climate education

Our work involves engaging people with all the major shifts in society. However, our primary focus is on educating people so that they can understand and develop responses to address the climate challenge. Our approach to climate education is distinguished in several ways:

- We emphasise climate education as holistic and multi-disciplinary, not confined to specific subjects such as Geography and the sciences. Our brand new Level 3 Certificate in Sustainability is now available and a new GCSE in Natural History, which will include content on climate change, is in development.
- We ensure content reflects current climate science and that it is inclusive for all students, across all ages, enabling learners to make career choices and to empower agency and action. As the issue of climate change is experienced very differently in different parts of the world, our content is both global and local in scope.

Our UK exam board, Cambridge OCR, is actively engaged in the UK's curriculum and assessment review process, and we have advocated for the inclusion of climate and sustainability content.

- **Systems-level:** we work with organisations like ICESCO to produce greening guidance for education systems around the world. This year, we worked with the Ministry of Education of Oman to develop and launch a new subject for Grade 11 and 12: Environmental Sciences.
- **University-wide collaboration:** we leverage expertise from across the University of Cambridge, including Cambridge Zero and the Cambridge Institute for Sustainability Leadership. We bring together academics from departments of the University to share their research and perspectives with colleagues to inform the development of qualifications, resources and pedagogy.
- **Global reach:** we are ensuring climate education resources are accessible globally, with adaptations for different regions. Our successful Climate Quest programme, a flexible, self-directed online course for 15-to 19-year-olds in India, is now being tailored for rollout in other countries.

- **Advocacy and thought leadership:** Through thought leadership and advocacy we are highlighting how climate education equips individuals and communities with the knowledge, skills and agency to drive systemic change. The Free Carbon and ESG analyst course in Africa empowered 110 female graduates with sustainability skills and mentoring.

Cambridge Advance Online, our programme of short online executive and professional courses led by University of Cambridge academics, has been a successful model of digital education with career coaching and mentoring with clear links to employability in the area of sustainability.

### Carbon literacy training

Our in-house Carbon Literacy training for Cambridge colleagues has accredited over 400 learners as 'Carbon Literate' through peer-to-peer learning, who then support other colleagues to act on climate change. We are a Bronze Carbon Literate Organisation with the Carbon Literacy Project, and we are working towards achieving silver status by the end of financial year 2026–27. We have also worked with partners including the British Council, REAch2 – the UK's largest primary multi-academy Trust – to develop Carbon Literacy courses for their employees.

### Amplifying student voices on climate change

This year, our International Education group have continued to amplify student voices on climate change education through a series of Climate Action Week events held in London, Rio and Bangkok.

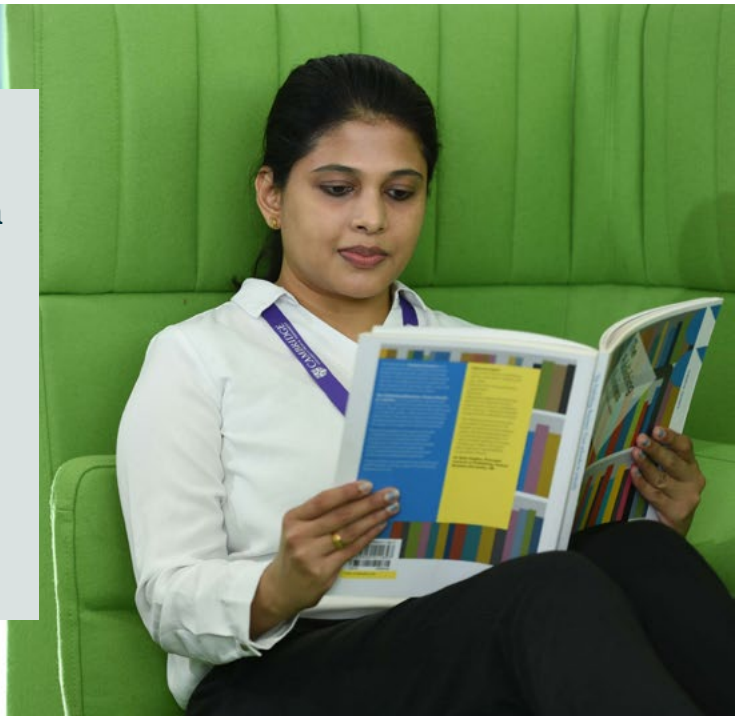
Across these global sessions, nine students shared their perspectives on how education can empower meaningful climate action. Their insights are now featured on our new Student Voices on Climate Change webpage, where schools can access videos and practical resources to spark classroom conversations about climate issues. To support teachers, our Climate Action Week Handout includes reflection tools, recommended reading lists, and our Getting Started with Climate Change Education guide, helping schools spark meaningful, student-led discussions on climate change.

# People



**Diversity increases our impact in education and research, and a sense of belonging improves performance and wellbeing. This is how we can reach more learners, reach more researchers, and really have a better impact on society.”**

Stuart Kennedy, Chief People Officer



## Fostering an inclusive workplace

We champion equality, diversity and inclusion in all we do and we know that people are at the heart of Cambridge. Over the past five years, we have made significant progress in fostering an inclusive workplace that supports our core mission as an education and research organisation.

This year's colleague survey results showed higher-than-ever levels of belonging in the organisation, which we view as a key indicator of a healthy workplace culture.

We developed our first strategy for Equality, Diversity, Inclusion, and Belonging in 2021 following a colleague engagement survey that provided a new understanding of people's experiences at Cambridge. Our resulting strategy was revised in 2025 with a focus on improving data collection, integrating our approaches to inclusivity into everyday

## Accessibility programme delivers results

A cross-Cambridge accessibility programme spanning all groups has delivered significant improvements to the customer experience. The programme was part of Cambridge's response to the European Accessibility Act and has enhanced the accessibility of both the online reading and purchasing journeys, introducing clear accessibility statements and strengthened customer support through targeted training and a dedicated accessibility mailbox. These changes benefit all our customers, regardless of location or ability.



**Our colleague engagement survey gave us a real sense of people's experience of inclusion and what they felt. That was a benchmark that allowed us to look at what should we focus on.”**

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

practices, and increasing accountability to product groups, three of which have dedicated heads for inclusion.

The strategy focuses on two main areas:

## Products

Globally diverse, accessible products and services with impact

## People

Globally diverse and inclusive - where every colleague can achieve their potential

More people sharing **better data about inclusivity** is a key goal for the organisation, as it helps us identify areas where we need to improve and focus our efforts.

Cambridge offers **flexible hybrid working arrangements** tailored to different functions and contexts, and provides a global Employee Assistance Programme with counselling in local languages.

**Health and safety** are prioritised through comprehensive policies, colleague and contractor training and an active Mental Health and Disability Ambassador Network, along with specialised support groups such as Long Covid and Climate Cafes.

**Inclusive recruitment:** we have developed training for hiring managers on inclusive recruitment, which has been completed by colleagues from 22 different countries.

**Pay transparency:** We continue to embed a fair and transparent approach to pay progression, where managers and colleagues work together to consider competence in role, ensuring that pay aligns closely with the external market. Salary ranges are published internally so colleagues can see where they are in the range

Pathways to Progression is our long-term programme to support our people's development. It provides a clear pathway for building competence by developing skills that matter now and will be in demand in the future.

**EDIB Academy** providing training and resources. We have developed five programmes which have seen over 3,000 colleagues complete training on topics including conscious inclusion, LGBTQ+ and disability inclusion and trans awareness.

**Support for staff networks globally:** Supported by Executive Board sponsors, we have invested in staff networks for diverse groups across the organisation to make them more globally accessible and support employee experience.

### Reducing the gender opportunity gap

Cambridge has introduced a new 'gender opportunity gap' reporting approach that focuses on base salary to provide more accurate and timely insights on the Gender Pay Gap in comparison to the UK Statutory method. In our 2024 Gender Opportunity Gap Report, we found that:

- In India there is a -10.8 percent gap in favour of women. In the Philippines there had been a slight improvement to the gender pay gap of 18.5 percent and in the USA there had been a decrease of three percent, with a 10.6 percent gap.
- Our UK median pay gap increased from 8.5 percent to 10.9 percent, though still below the UK national average of 13.1 percent. This is being driven by movements in our workforce structure that have shifted the balance of roles within the organisation.

In 2023, we implemented a Global Action Plan to address pay differences between male and female colleagues. The plan was reviewed and strengthened in 2025, with new initiatives



**We have already made great progress as the engagement scores show. Thanks to better data, we now have greater visibility of the underlying issues and we've designed an action plan to address them."**

**Mandy Hill, Group Managing Director, Academic, and Board sponsor for diversity**

including inclusive recruitment training for all involved in hiring, advertising vacancies as flexible / hybrid by default, and clearer pay range principles.

Cambridge continues to embed inclusion across its global education work. Highlights include updated Science teacher resources for inclusivity, revised Accessibility principles for assessment materials and Training for Assessors, and a UK SEND Workshop that gathered insights from SENDCos to better support students with special educational needs. We offer our world-leading *Evolve* digital English course to colleagues around the world working to improve their English skills, supported by key learning partners.

Over the past three years we have welcomed over 90 interns through various programmes including 10,000 Black Interns, the Change100 internship scheme, Creative Access and the Crankstart Scholarship programme.

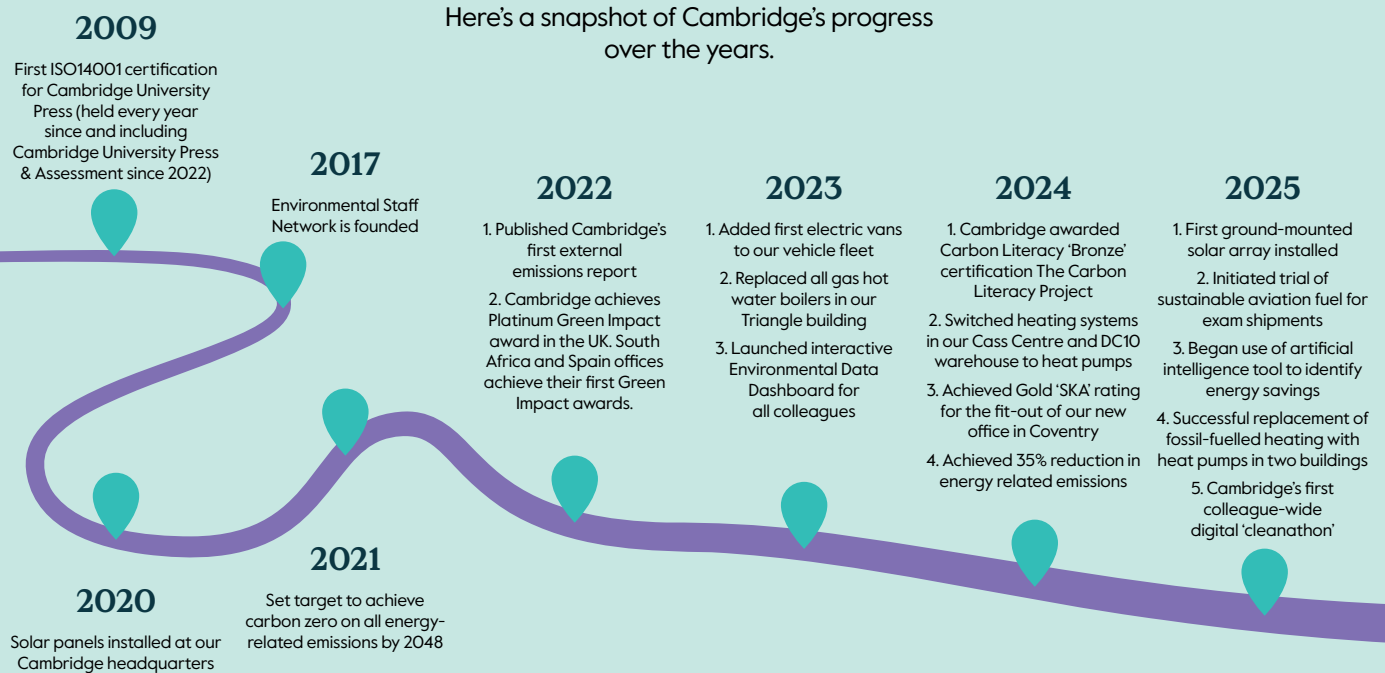
The Cambridge Open Equity Initiative removed publishing fees for authors in over 100 low- and middle-income countries. A landmark Braille project in International Education enabled a visually impaired candidate to achieve top grades, setting new standards for accessible assessment. These efforts were recognised with the Publishers' 2025 diversity award, celebrating Cambridge's commitment to inclusive publishing and talent development.





## On a journey to reduce our environmental impact

Here's a snapshot of Cambridge's progress over the years.



# Environment

We recognise our responsibility to protect the environment and we are committed to continually improving our environmental performance throughout our operations and supply chain.

As part of this commitment, this year we successfully renewed our certification ISO14001, the international standard for environmental management.

Our areas of focus include reducing our greenhouse gas emissions, sourcing our resources more sustainably and reducing waste and use of resources across our operations.

We are also empowering our people to support climate and sustainability in delivering our mission, with over 400 colleagues having now been certified as 'Carbon Literate' through the Carbon Literacy Project.

## Action on greenhouse gases

Cambridge has made significant progress in reducing its carbon emissions and is on track to achieve its goal of reaching carbon zero on energy-related emissions by 2048, with an interim target of reducing emissions by 72 percent by 2030.

In 2024–25, we achieved a seventeen percent reduction in UK Scope 1 and 2 emissions, bringing our total reduction to 46 percent since our 2018–19 baseline, and keeping us on track to meet the 2030 target.

“

**As an organisation very clearly committed to educating people on climate change and on the climate crisis, we need to practice what we preach.”**

**Peter Lumb, Head of Environment**

Our progress comes from the success of several carbon reduction projects, including:

- Heat pumps installed at our DC10 warehouse and our Cass Centre to replace gas-fired heating
- Solar array installed at the DC20 warehouse, and an expanded solar array on The Triangle building roof in Cambridge
- Using artificial intelligence to analyse energy metering and identify inefficiencies

For more details, see our Carbon Emissions Report at [cambridge.org/carbonemissionsreport](https://cambridge.org/carbonemissionsreport).



**The Academic group’s carbon reduction success**

Our Academic group has made significant strides in reducing indirect emissions through strategic initiatives.

We have achieved 84 percent print-on-demand capability for newly-published titles and 89 percent for backlist publications.

This approach brings production physically closer to customers, reducing air freight volumes by 99 percent.

In journals publishing, we are transitioning to more sustainable print models. We are on track to meet targets for print-on-demand and digital journals to achieve a 70 percent reduction in print components six years ahead of schedule, with 65 percent of journals now having no print component.



**Action on Greenhouse Gases – reduction of Scope 3 emissions**

As a global publishing and assessment organisation, our greatest indirect impacts occur in the use of paper, print, global freight logistics, digital and technology-related activities and business travel.

To ensure we are taking the right action on these, we are strengthening our collection of data on ‘Scope 3’, or indirect carbon emissions. This will help us to set meaningful reduction targets which are effective in minimising our footprint. As we develop our data, we are taking action to reduce the footprint of producing and shipping our products, for instance by expanding print-on demand locations to help cut transportation-related emissions, and working with DHL on a sustainable aviation fuel trial for exam shipments.

**Sustainable sourcing**

Paper will have a necessary role in education and research for years to come. We are increasing the sustainability of the paper we use, and we are working hard to achieve 99 percent certified sustainable paper use and compliance with the EU Deforestation Regulation.

We also assess our supplier performance on sustainable sourcing and use platforms such as the Book Chain Project and EcoVadis to analyse their environmental credentials, human rights performance, and data handling approaches. We also

use the Sedex Members Ethical Trade Audit (SMETA) audit tool to understand supplier labour standards, health and safety and ethics across their supply chain and to identify any modern slavery risks in supply chains.

Collaboration with industry bodies like the UK Publishers Association is essential to build a sector wide approach to tackling sustainability related risks and we partner with organisations such as MSDUK, the UK’s only advocacy organisation certifying ethnic minority businesses (EMBs), to identify and onboard ethnic minority businesses and improve the positive ripple effects of the printing and publishing industry.

**Waste and resource reduction efforts**

We are developing formal waste reduction targets and we have made progress in reducing waste across our assessment operations.

By converting art marking to a digital format in 2024, 4.5 tonnes of waste were avoided while enhanced waste segregation enabled the recycling of nine tonnes of plastic film in warehouses.

Paper usage was cut by 17 tonnes by reducing the amount of packaging used and through more efficient distribution of examination materials. We have made similar progress in our publishing operations by replacing 98 percent of our plastic print packaging with paper alternatives.



# Society

We are committed to increasing our impact on society beyond our products and services by acting with integrity in all our business dealings and relationships. We take the needs of our stakeholders and communities seriously and engage widely to ensure they feel valued.

## Community engagement and volunteering

An impactful community engagement programme is a core part of our educational mission, with efforts spanning across our global operations and creating a lasting impact through volunteering, partnerships and programmes. By supporting communities in the places we operate, we can better understand the needs of our stakeholders and help to increase our impact on society.



**We have some fantastic and longstanding partnerships all over the world. These partnerships help us understand some of the challenges local communities are facing and how we can offer our skills and resources to further their causes. We are having a positive impact beyond our products and services and building relationships which endure.”**

Heidi Mulvey, Head of Community Engagement

## Beyond products and services

Our extensive community engagement programme encourages colleagues to volunteer and contribute to their local communities worldwide. We empower our international offices to build relationships with community organisations and charities, with a focus on educational initiatives.

- Over the last five years, colleagues have volunteered nearly 19,500 hours to support a wide range of initiatives, from environmental conservation and school engagement to refugee support and food distribution
- Over the past five years, the number of annual individual volunteers has risen from 170 to more than 1,000
- Since 2021, over 1,300 young people from local Cambridge and Peterborough state schools have received careers-related opportunities, including virtual and in-person work experience, careers workshops, mock interviews and career carousels
- Volunteering is an integral part of the new starter induction in our Philippines office, where more than 500 colleagues volunteered last year

## How and why we volunteer

Volunteering builds relationships with educational charities and organisations, helping colleagues appreciate some of the challenges their local communities face and encouraging them to offer their skills. Volunteering also helps deepen their connection to Cambridge's educational mission, fostering a stronger appreciation for the context in which they serve customers and learners.



Volunteering allows colleagues to use skills they might not use in their day job and promotes their wellbeing. It also helps build stronger teams through shared experiences outside the office, attracts and retains talent who value community involvement and increases overall colleague engagement.

**Individual volunteering:** Supporting colleagues’ passions with paid time off

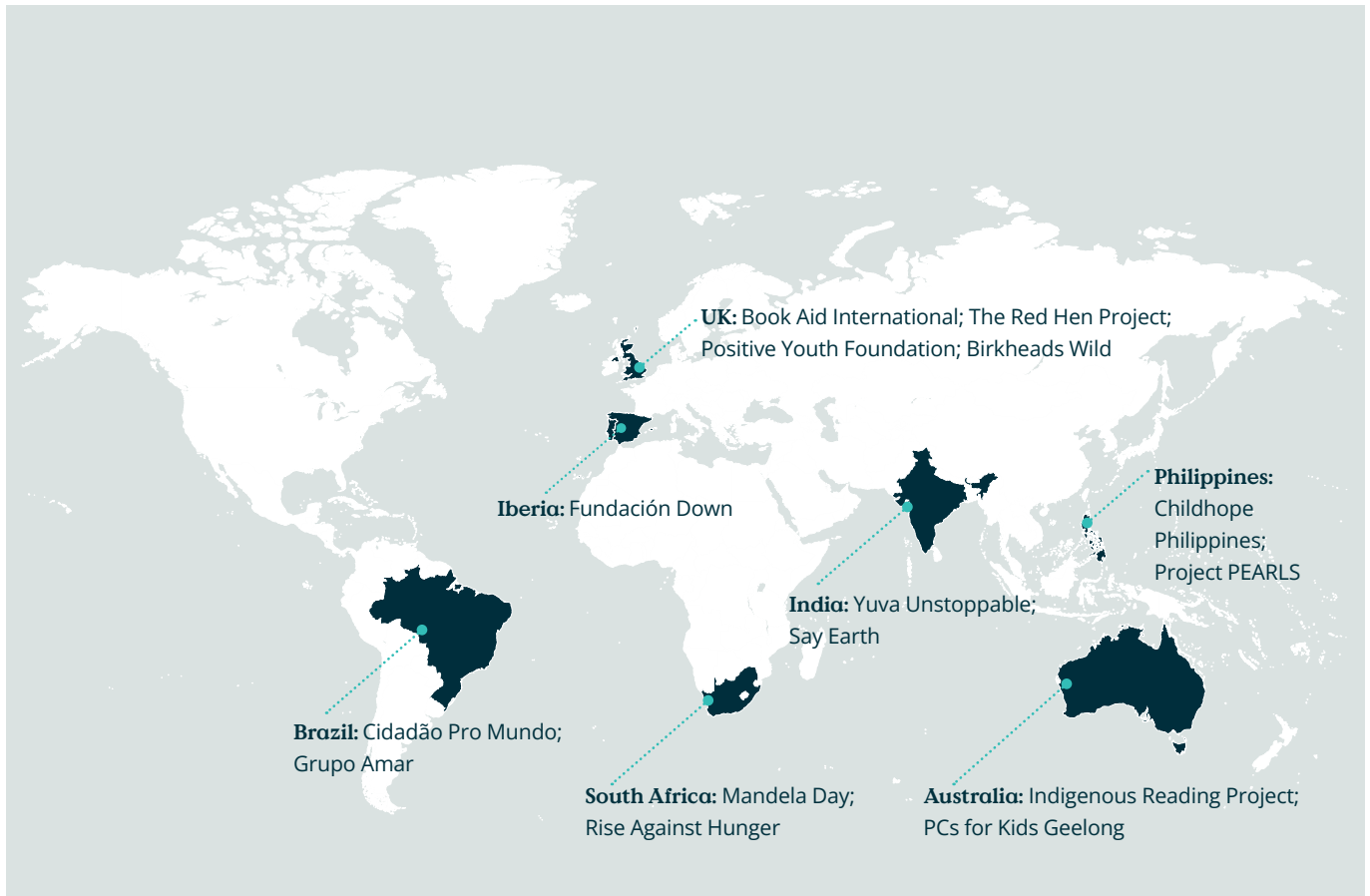
**Skills-based volunteering:** Using professional expertise to help local educational charities

**Team-building volunteering:** Departments organising team volunteering days, such as tree planting in Manila and India, and conservation work with the Wildlife Trust in Cambridgeshire and the Midlands

**Work experience programme:** Hosting placements for students from state schools in Cambridge

**Educational support:** Reading with primary school children, English sessions for people seeking asylum, helping with school engagement activities or volunteering as school governors (receiving five paid days per year). In the Philippines, more than 200 colleagues have so far helped to renovate a school with infrastructure challenges and are participating in learning camps for children, focusing on mathematics, English, reading and storytelling.

**Charity support:** Colleagues volunteer at events to help charity partners raise funds; they put together gift parcels for families at Christmas and they prepare meals with a charity supporting children with street experience.



“  
Community engagement is a very obvious and tangible way that we can be making a positive impact in the communities where we work.”

Catie Sheret, General Counsel and Board Sponsor for Sustainability

Cambridge seeks to develop strategic partnerships with charities over extended periods, enabling conversations when they need specific expertise or support.

**Making a meaningful difference with charitable giving**

This year, Cambridge colleagues around the world supported nearly 90 charities and community projects. Together, we donated over £200,000, including £17,000 in matched funding. Over five years, more than £1,001,000 has been donated to charitable causes. Since 2021, nearly 578,000 books have been donated to book charities such as Book Aid International, who we have worked with for more than 30 years.

CASE STUDY

## Work experience and insights for UK school students

Community engagement at Cambridge has a strong educational focus, creating work experience placements and careers insights for state school students, many of whom would not otherwise have access to them. In the UK, we have reached more than 1,300 school students since 2021, through events including in-person and virtual work experience, mock interviews and careers workshops and carousels.

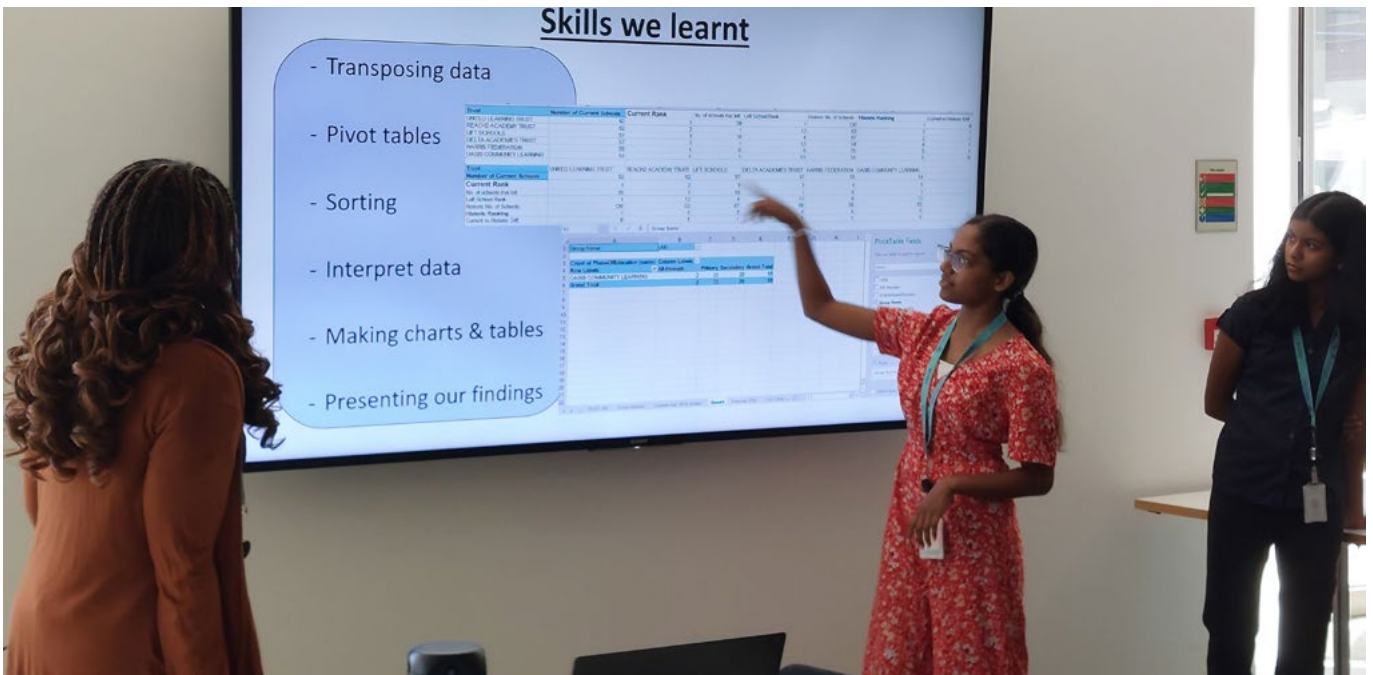
In 2025, placements were advertised to 20 local state schools. Students applied for roles and were invited to interview, mirroring real-world job application experiences. 46 students were offered placements, up from 32 in 2024. Students applied for roles and were invited to interview and many colleagues initially offering single placements have increased to hosting two to four students.



“

**By the end of their placements, students have more confidence and optimism about their transferrable skills and careers options; they have tangible examples of experience to include in their CV; and they realise that rewarding work is fun and attainable.”**

Heidi Mulvey, Head of Community Engagement





### Operating ethically

Being a mission-based organisation makes a big difference to Cambridge's approach to ethics. Rather than emphasising legal compliance alone, Cambridge focuses on upholding its reputation and mission, which resonates more strongly with colleagues than simply following rules and which drives ethical behaviour throughout the organisation.

When we publish content, deliver assessments, support learners, teachers and researchers, or conduct research, we – and those we serve – rightly expect the highest ethical standards.

Our Code of Ethics is a foundational document for our organisational policies and principles. All colleagues read and acknowledge the Code of Ethics annually, which is designed to support day-to-day decision making. It sets out how Cambridge's values apply to our organisational activities, helping frame the way we make decisions.

### Core ethical principles and governance

Cambridge has a clear ethical decision-making framework that helps colleagues determine if decisions align with the organisational values:

**Empowerment:** Taking accountability for decisions

**Responsibility:** Acting with efficiency and care to contribute to society and the planet

“

**Our approach is about helping people think things through. It's that impartial ability to look at something and say, 'have you considered this?'"**

**Clare Godwin, Group Director, Business Ethics and Integrity**

**Innovation:** Continuous learning to improve customer outcomes

**Collaboration:** Working together effectively as part of an inclusive global network

Our interactive Code of Ethics was developed collaboratively by 20 people from across the organisation and is updated annually with examples to bring our values to life and demonstrate ongoing commitment.

A central team, outside specific product groups, is available to provide impartial guidance on ethical dilemmas, helping staff make informed choices rather than dictating decisions.

Cambridge has strict policies against bribery, corruption and other unethical practices and a commitment to human rights and opposition to modern slavery in its operations



and supply chain. If we discover issues, we will work with suppliers to improve conditions rather than prematurely terminating relationships.

Our 'Speak Up' portal is available to anyone who wishes to raise an ethical concern. Ethical concerns can be raised in any language and will be treated confidentially.

#### **Publishing ethics**

Academic publications undergo a rigorous, ethical and editorially independent publishing programme, including a

**“Our reputation, and that of the whole University of Cambridge, hinges on that. Teachers, students and researchers around the world are depending on us to get this right. If we do not live up to this standard, we must act. We want people to know they can speak up if they see something that is wrong.”**

Peter Phillips, Chief Executive

comprehensive peer-review process. Cambridge is committed to freedom of speech and expression and stands against censorship or restrictions imposed on our publications.

#### **Ethical approach to AI and content**

Cambridge has taken a strong stance on protecting authors' rights in the age of AI, developing a distinctive approach to AI by asking authors to opt in before their content is used for AI training.

#### **Anti-bribery and corruption**

Cambridge maintains a strict anti-corruption stance with the following measures:

- We regularly update our anti-bribery and corruption policy framework
- We operate a disclosure portal where potential conflicts of interest, gifts, hospitality and charitable donations must be declared
- Special attention is given to transactions involving government or public officials to ensure compliance with anti-bribery laws. No corporate political contributions are allowed
- Suspected incidents of corruption are thoroughly investigated and reviewed by the Audit Committee and Executive Board



“

Responsibility is not just about what you're doing about your carbon emissions, the inclusive approach of your products or how you relate to the communities you are based in. Increasingly organisations are expected to demonstrate that they're engaging all the way along their supply chain.”

Catie Sheret, General Counsel and Board Sponsor for Sustainability

### Supply chain mapping

We conduct comprehensive supply chain mapping to increase transparency of social and environmental performance, working collaboratively with suppliers to address mutual sustainability challenges. We currently use several approaches:

**One Trust** platform to onboard suppliers and analyse their environmental credentials, human rights performance, and data handling

**Sedex Members Ethical Trade Audit (SMETA)** audit tool to understand labour standards, health and safety, environmental performance, and ethics across their supply chain.

**EcoVadis** to help analyse and improve supplier performance on sustainability, social and environmental practices. Ecovadis helps Cambridge in its efforts to source materials ethically, support fair labour practices, prevent modern slavery, and protect biodiversity in its supply chains.

**Collaboration with industry bodies** like the UK Publishers Association to evaluate tools such as the 'carbon calculator' and the Book Chain Project

**Partnership with MSDUK**, the UK's only advocacy organisation certifying ethnic minority businesses (EMBs), to identify and onboard ethnic minority businesses

### Modern slavery and human rights

Cambridge is committed to preventing forced labour and protecting human rights. We conduct due diligence to ensure that no one in our supply chain is violating human rights. All colleagues complete training on the risks and prevention of forced and child labour.

### Safeguarding

Cambridge launched a new Safeguarding Policy in 2023, focusing on protecting children, young people and vulnerable adults. The policy works to ensure individuals can benefit from learning and assessment with minimal safeguarding risks.

We have developed a safeguarding training course available to colleagues to help them understand how they can support our commitment to protecting vulnerable individuals.

# Awards and prizes

**The Cambridge Wellbeing Curriculum** won the International Forums of Inclusion Practitioners (IFIP) Global Inclusion Award.

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**The Cambridge Latin course** won the Inclusive Product Design Award at the 2025 Disability Smart Awards.

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At the **2025 Independent Publishers Guild (IPG) Awards**, Alison Morrison won the Diversity, Equity and Inclusion Award for our global publishing programme's commitment to diversity and inclusion, with particular focus on our impactful and accessible initiatives in Sub-Saharan Africa and Australia.

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**Cambridge University Press** was a finalist in the World of Books Sustainability for their work to transition journals publishing to an online open equity model.

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At the **2025 HR Tech Asia Awards**, Cambridge won the Best Workplace Culture and Engagement award. Manila General Manager Ronnie Mañalac also won Best C-Suite Leader / Country Manager for his outstanding leadership in championing diversity and inclusion. Cambridge was also a finalist in the Employer of Choice and HR Diversity and Inclusivity Excellence category.

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Cambridge was a finalist in the Sustainability and Net Zero Award for its sustainability framework at the **2025 British Education Supplier Awards (BESA)**. The Partnership for Education, our team who deliver education reform programmes with governments worldwide, was also a finalist in the Team of the Year category for their work in delivering impactful change.

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At the **2025 International Compliance Awards**, Cambridge was a finalist in the Training Initiative of the Year category for its Code of Ethics training.

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Cambridge won an **Excellence Award at the Greenpixie Awards** for its work to implement and monitor 'green cloud' operations.

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**Andri Johnston, Cambridge's Digital Sustainability Lead** was a Clean Technology Innovator of the Year finalist at the 2025 Women in Green Business Awards.

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