

UK Gender Pay Gap Report 2019

Since 2017, all employers with more than 250 employees in the UK must report their gender pay gap. As a department of the University, OUP's figures are included in the overall University report and we are not required to publish our figures separately. However, for transparency, we decided to report on the measures required of other UK organizations.

This report provides information on OUP's UK gender pay gap for the financial year ending in March 2019, and provides a comparison to the data presented in last year's report (which covered the financial year ending March 2018).

We are pleased to report our mean and median hourly pay gap has reduced this year compared to last year. At OUP, we are committed to ensuring a diverse and inclusive environment where all employees can thrive. This includes recognizing all gender identities, not just those included in this report.

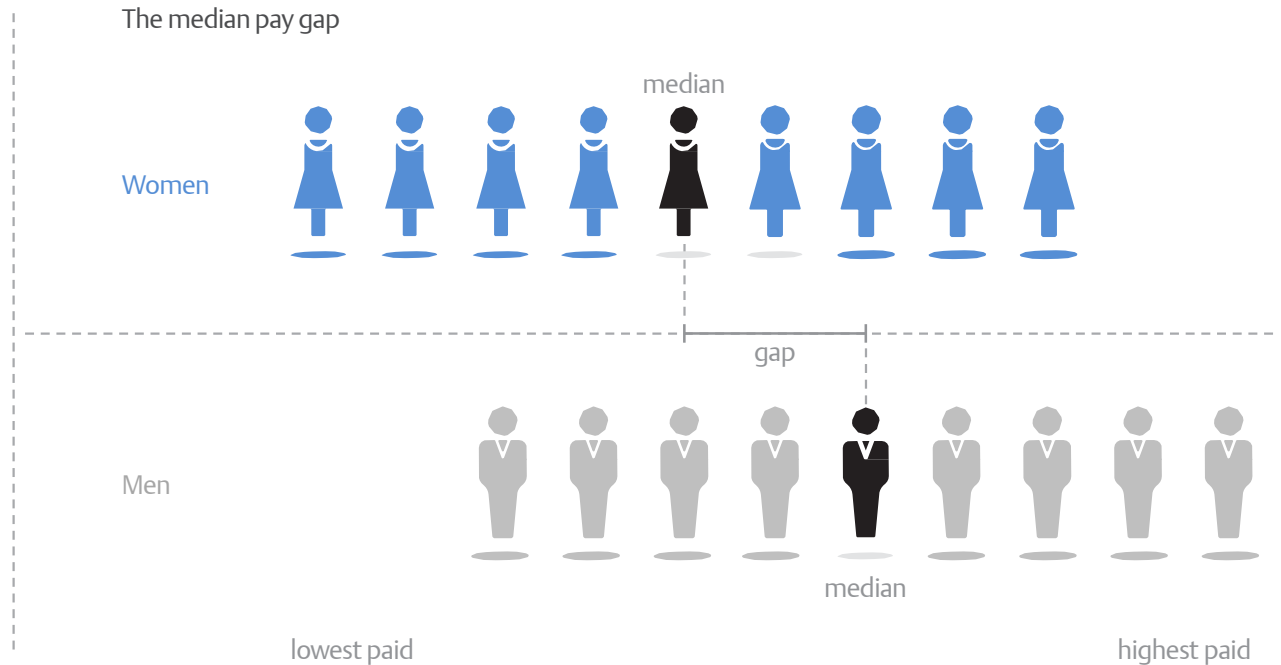


Defining the Gender Pay Gap and Gender Bonus Gap

The gender pay gap measures the difference in mean and median hourly pay between men and women across our UK organization. The mean pay gap is the difference between the average of men's and women's hourly pay, whereas the median pay gap measures the difference between the midpoints in the ranges of men's and women's hourly pay. The gender pay gap differs from equal pay, which measures the pay differences between men and women who carry out identical or equivalent roles (as defined by the Equality Act, 2010).

The gender bonus gap measures the difference between the mean or median bonus pay that men and women receive. These are calculated in the same way as the figures for hourly pay.

Bonus payments include cash payments from the different bonus plans, including discretionary bonuses, sales and commission plans, and management bonuses. It also includes any discretionary one-off bonus payments. It does not adjust for part-time working or pro rated bonus payments for employees who joined a company part-way through a bonus period.

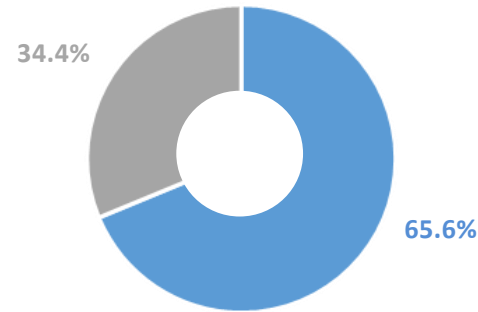


Proportion of men and women in each quartile

Organizations are also required to show the proportion of men and women in each pay quartile.

These quartiles are determined by ranking employees from highest to lowest paid and then dividing that list into four equal groups of people.

The composition and pay ranges for each quartile differ in each year, meaning that we cannot provide comparable quartile data across reporting periods.



TOTAL NUMBER OF EMPLOYEES IN OUP UK - 2227

● WOMEN ● MEN

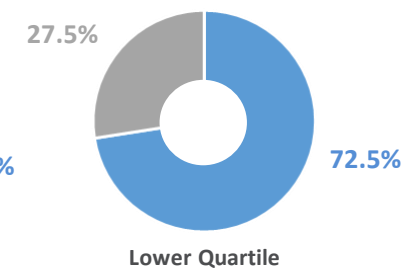
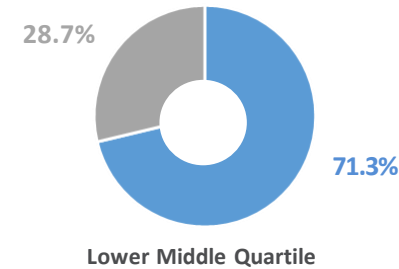
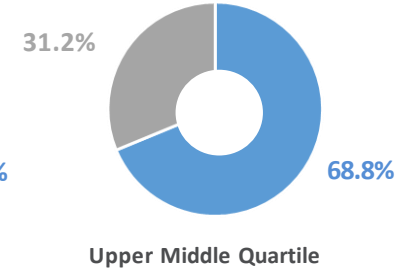
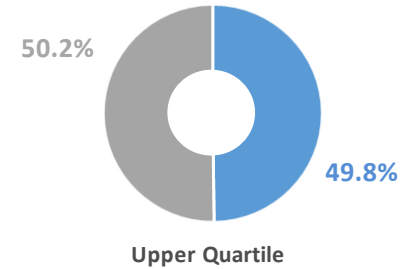


Figure 1: The OUP UK quartiles: showing the proportion of men and women in this reporting period in each quartile (pie charts), the full time equivalent employees, and the salary ranges represented in each quartile

Measuring the OUP UK Gender Pay Gap

OUP UK Gender Pay Gap

The UK OUP median pay gap has decreased by 0.9% from 13.4% to 12.5%. For comparison, the UK has a national median pay gap of 18.4% (up from 17.9% in 2018). Additionally our mean pay gap has decreased by 1.0% from 23.1% to 22.1%.

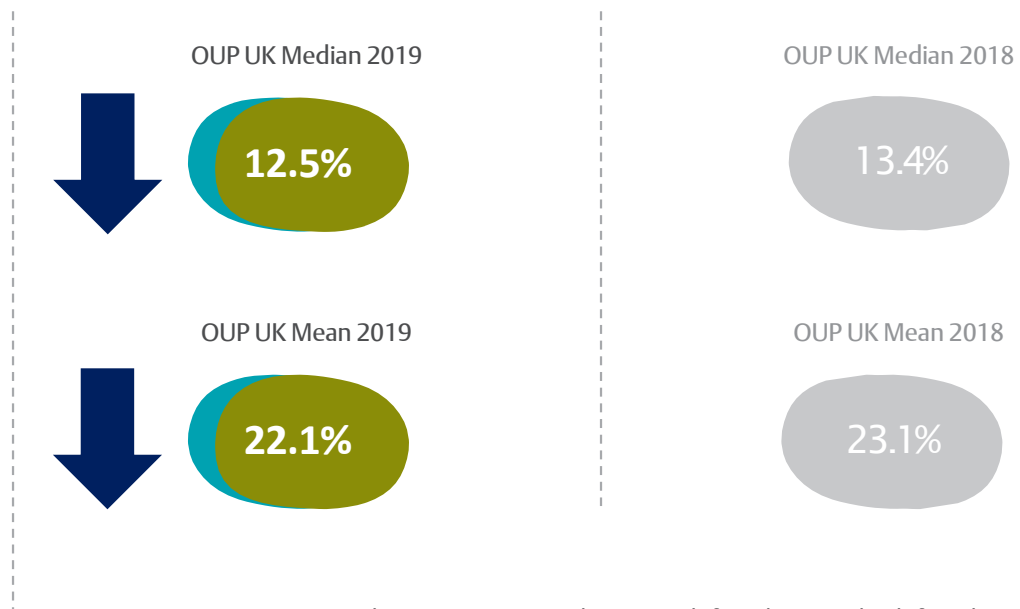


Figure 2: OUP UK Gender Pay Gap comparison between end of March 2018 and end of March 2019

Explaining the gender pay gap

We have seen a marked decrease in the median pay gap for employees in the Lower Quartile, so women are now paid more than men in three out of four quartiles—the Lower, Lower Middle, and Upper Middle quartiles. This has resulted in the reduction of the pay gap.

In the Upper Quartile the gap is broadly the same as last year. Improvements brought about by the initiatives outlined at the end of this report have been offset by functional pay variations and the higher market rate for specialist roles. Like all companies pursuing ambitious digital strategies, we are recruiting more technologists and the sector, as a whole, is also male-dominated.

Measuring the OUP UK Gender Pay Gap

OUP UK Gender Bonus Gap

OUP UK’s gender bonus gap for the financial year 2018/19 is 0% (median) and 43.8% (mean).

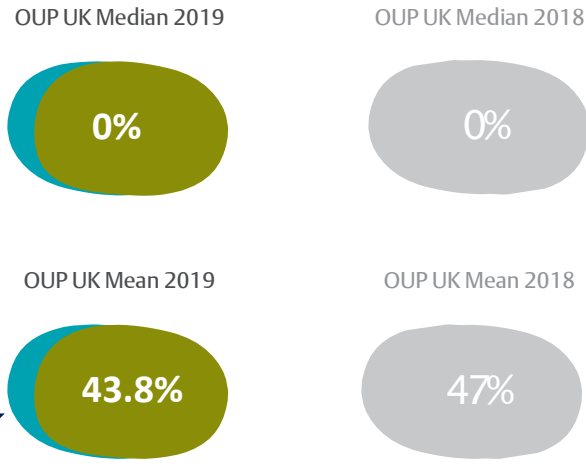


Figure 3: The OUP UK gender bonus gap showing the difference in median and mean payments made during the 2017/18 financial year and those made during the 2018/19 financial year

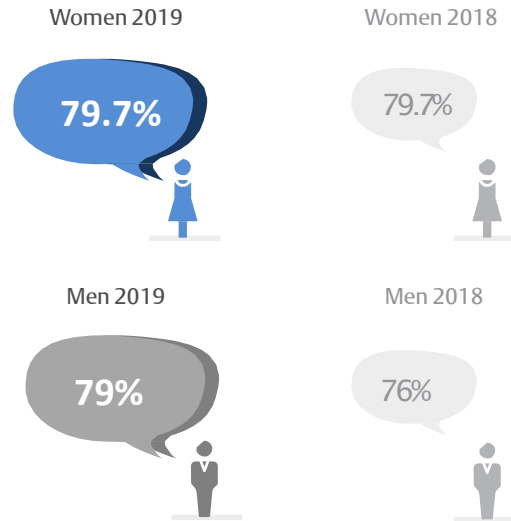


Figure 4: The proportion of men and women who earned bonus pay is now almost identical.

Explaining the gender bonus pay gap

We don’t have a median bonus pay gap because sufficient numbers of men and women received the same discretionary bonus payment value. This position did not change in the year up to April 2019 leading to the same result.

The bonus gender pay gap is calculated based on actual bonus payment received. It does not account for part-time working or pro-rating bonus payments for employees who joined OUP partway through a bonus period. Of those employees who received a bonus payment, more women worked part-time compared to men which affects the mean bonus gap. Additionally, bonus payments themselves are typically calculated as a percentage of base pay and target bonus percentages (the percentage of salary awarded for performance) are larger for more senior positions. This is in line with OUP’s reward strategy to have a higher proportion of pay that is variable and at risk for senior roles.

What are we doing about the UK Gender Pay Gap?

Our objective is to reduce the gender pay gap significantly over the next few years.

We continue to pursue a range of new diversity and inclusion initiatives across OUP globally, including specific initiatives to support gender diversity and minimize the gender pay gap. We expect that, over time, these activities will have a measurable positive impact on the gender pay gap. Many of these activities were included in last year's report, but they are being sustained—and in some cases expanded—to ensure they positively impact more of our employees across the world.



Current and new activities



Our commitment to innovation extends beyond the products and resources that we produce; it also underpins our approach to leadership and personal growth through the career development programmes at OUP. We have evolved the content of all our management and leadership programmes to ensure inclusion is a central pillar of all our delivery.

We know that supporting women in their long-term careers towards senior roles is the key to reducing our gender pay gap. Therefore, we have actively engaged women employees in leadership development through our internal and external global mentoring programmes, and the OUP management and leadership development programmes.

These figures show OUP's progress towards the development and career progression of women.

- The Leadership in Practice Programme supported **19** women with a specific focus on developing high potential senior leaders (representing 50% of all attendees)
- **121** women took part in the Leadership Essentials programme during the reporting period (representing 60% of all attendees)
- **78** women took part in the Management Essentials programme during the reporting period (representing 65% of all attendees)
- OUP is a member of the **30% Club**, an organization that strives to achieve gender balance in business across senior leadership teams and boards. In the UK, **19** mentors (men and women) participated in the 30% Club, as well as **19** mentees (all of whom were women).

OUP's leadership development opportunities are designed for both men and women to ensure that we are contributing to their long-term careers, while also helping to achieve a better gender balance for more senior roles.

Current and new activities



Fair Pay: In common with many organisations, we aim to define fair pay and establish longer-term goals to guide our strategy. The objectives of this strategy will include:

- Pay being sufficient and exceeding living wage
- Reducing the gender pay gap
- Strengthening the performance link

Global Job Classification (GJC): Throughout 2019, we were transparent about the classification of jobs at OUP. This provides a basis for discussion about equity in jobs and levelling.

Pay ranges will further provide the foundation for managing fairness and removing any bias in decisions surrounding pay and progression.



We are striving to ensure that we have diverse shortlists by widening our recruitment channels. For senior positions, shortlists are reviewed by the HR leadership team, ensuring a clear understanding of the sourcing process, and robust rationale (and further challenge) if a 50/50 shortlist is not initially provided. We monitor diversity data throughout the recruitment process, from the application stage through to hiring. We strongly encourage hiring managers to take ownership of the process through the use of diverse interview panels and 'just-in-time' unconscious bias training focused on inclusive hiring.

We advertise our positions on diversity-centred job boards, highlighting where flexible and part-time work is possible, and are conducting blind screening of candidates for senior roles through head hunters.

Current and new activities



OUP has many staff-led initiatives, informal networks, committees and communication channels through which we encourage all employees to participate in the on-going conversations around the importance of diversity, inclusivity and equal opportunities.

Additionally, the OUP Women's Network helps to facilitate the career progression of women. It does this by providing networking, mentoring, professional and personal development through discussions, events, and workshops, with a wide range of topics designed to support women in their careers.

We have also run 'Career Stories Live' sessions, providing opportunities for employees to hear about the career journeys of their colleagues, from senior leaders to those who have had unconventional career paths.



We have offered flexible working practices for men and women for many years, including part-time and flexible location working. We also offer shared parental leave.

While we currently have varying offers of flexible working, we are working towards implementing a global policy that directs all managers and employees in finding their own way of work.

If you have any thoughts or comments on the UK Gender Pay Gap Report, please contact diversityandinclusion@oup.com