



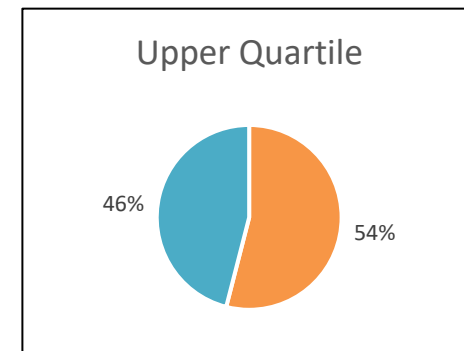
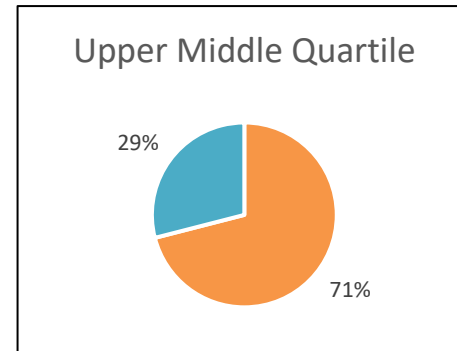
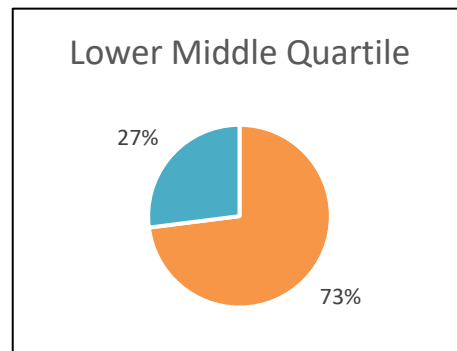
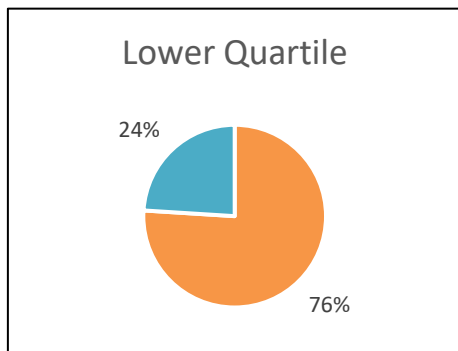
# UK Gender Pay Gap

October 2022

# OUP's UK Gender Pay Gap

- After a small increase in March 2021, which was driven by structural changes and the impact of the pandemic on our recruitment / pay awards, our Gender Pay Gap is now lower than when we first started measuring the pay gap in 2018, but still higher than it was in 2019.
- Our Gender Pay Gap is driven by the distribution of women and men throughout our structure. As shown in the quartiles below, we have more women than men in our structure. In the upper quartile it is more evenly balanced, but the % of women in this quartile has been increasing steadily

Reporting year	Median	Mean
<b>31 Mar 2022</b>	<b>13.3%</b>	<b>25.0%</b>
<b>31 Mar 2021</b>	<b>14.9%</b>	<b>24.7%</b>
<b>31 Mar 2020</b>	<b>13.6%</b>	<b>22.4%</b>
<b>31 Mar 2019</b>	<b>12.5%</b>	<b>22.1%</b>
<b>31 Mar 2018</b>	<b>13.4%</b>	<b>23.1%</b>



Men Women

# Understanding our UK Gender Pay Gap

- The UK Gender Pay Gap measures specific data at a point in time. It assists us in monitoring and understanding pay equity and forms part of our broader, global Diversity & Inclusion initiatives and commitments.
- The Gender Pay Gap **does not signify an Equal Pay concern.**
- Both the mean and median gaps are driven by our structure.
- Factors driving the pay gap include:
  - More men in the most senior positions
  - Fewer men in lower-paid positions
  - More men than women being employed in functions that command higher market salaries (such as technology-based roles).



# Addressing our UK Gender Pay Gap

**There are several activities we are doing—or have done—across the Press to minimize our Gender Pay Gap:**

- ELEVATE: A 9-month learning program to identify and develop talent from underrepresented groups and women. Last year's cohort had 20 women from UK, 8 progressed in their careers, and 67% participants felt prepared for larger roles. This year's cohort has 11 women from UK.
- KEY TALENT PROGRAM, ASPIRE: A programme run every other year to develop 34 individuals. 75% of participants are women, and 14 are from the UK.
- In partnership with Moving Ahead, a global organization, we offer external mentoring through their flagship programs, Mission INCLUDE and Mission GENDER EQUITY, to Elevate and Aspire participants and to selected colleagues beyond the above cohorts. 80 colleagues are participating in these programs either as mentors and mentees
- We worked with leaders to ensure pay review equity. This led to higher average pay increases to women during the 2021 and 2022 pay review and promotion processes
- We continue our ongoing commitment to the Oxford Living Wage
- We continue to review all new salaries, salary changes, and shortlists for senior appointments before offers are made

**These activities are contributing towards our target of having 50% of leadership roles filled by women by 2024. Currently, 46% of leadership roles in the UK are held by women, and 45% of leadership roles globally.**