Since 2017, all employers with more than 250 employees in the UK have a legal requirement to report their gender pay gap. As a department of the University, OUP 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 March 2018 and a comparison to the data presented in our 2017 report (which covered the financial year ending March 2017).

At OUP, we are committed to ensuring a diverse and inclusive environment where all employees can thrive. In October 2018, we launched five diversity and inclusion goals across OUP globally, and activities designed to minimize our gender pay gap are included in the broader strategy underpinning these goals.
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 in a defined population (in this case all OUP UK employees). 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 median pay gap is the most commonly referred to in the media or in public statements.

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). Equal pay is not covered in this report.

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.
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 an accurate comparison of the quartile data across reporting periods.

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

OUP UK’s gender pay gap for 2018 is 23.1% (mean) and 13.4% (median). The current national median average pay gap is 17.9%; no national average for mean is available.

Explaining the gender pay gap

The greatest influence on our current pay gap is having fewer women in the highest paying senior leadership roles, and far more women in the lower quartiles of the workforce. In addition, and as was the case last year, we also see functional pay variations. The rate of pay for some areas – such as technology – is higher, driven by market salary rates. Like all companies pursuing ambitious digital strategies, we are recruiting more technologists and the sector, as a whole, is also male-dominated.

We have seen a small reduction in our mean pay gap compared to last year, which reflects a reduction in the mean gender pay gap for the upper, upper middle, and lower middle quartiles. This is largely because a number of men left higher paid roles and were – at the time of the report – either not replaced or were replaced by men or women on lower salaries.

We have seen a small increase in our median pay gap compared to last year. With more men and fewer women in the upper quartile compared to last year, this has generated a slightly higher increase for the men’s median salary than for the women’s median.
Measuring the OUP UK Gender Pay Gap

OUP UK Gender Bonus Gap

OUP UK’s gender bonus gap for the financial year 2017/18 is 0% (median) and 47% (mean).

Explaining the gender bonus pay gap

We don’t have a median bonus pay gap because during the 2017/18 financial year – unlike in the previous year – we awarded a discretionary payment to all eligible UK employees who aren’t in other bonus plans. Since it was a set amount of money – not a percentage of salary, and irrespective of gender or job level – this had a large impact on our median calculation.

The larger – and slightly increased from prior year – mean bonus pay gap was influenced by two factors. The bonus plan payouts were higher than in the previous year, and those on higher salaries received larger bonuses. Since we have more men in the highest-paying senior roles, their bonuses were typically higher. In addition, the bonus pay gap calculations are not pro rated for part-time working or employees starting part-way through the year (whereas the hourly pay gap figures are). Since we have more women than men working part-time, this has also inflated the bonus pay gap.

Figure 3: The OUP UK gender bonus gap showing the difference in median and mean payments made during the 2016/17 financial year and those made during the 2017/18 financial year

Figure 4: The proportion of men and women who earned bonus pay has increased by a very similar amount (35.0% points for men and 54.7% points for women)
What are we doing about the UK Gender Pay Gap?

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

In 2018 we launched a range of initiatives and approaches across OUP globally to support our five diversity and inclusion goals. Some of these initiatives support gender diversity at all levels of the organization. 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 positive impacts for more of our employees across the world.
Current and new activities

Management and Leadership development programmes have long been established at OUP, and we evolve the content and approaches regularly to support our business priorities. All of our programmes now include diversity and inclusion learning modules, designed to develop greater understanding, and providing tools to put ideas into practice. We work to ensure that women are well represented on these programmes, in the knowledge that such learning opportunities will help to support their longer term career development. In the UK during the year, 68 women benefitted from management and leadership development, representing 65% of 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. As part of our membership, we currently have 36 employees taking part in mentoring relationships with other companies, of which half are talented female employees being mentored by senior leaders.

Initiatives such as mentoring, blended learning, and regular performance and development conversations are an essential part of the learning and development culture at OUP; and all employees should expect access to them.

In the coming year we are introducing a diversity and inclusion online training module, and unconscious bias training programmes for employees globally. These programmes will support more inclusive leadership across OUP.

OUP is focusing on a range of steps to attract, recruit, and retain a diverse workforce. We are using a wider range of recruitment channels than was previously the case, including diversity-focused job boards, and we try to achieve a gender balanced short-list of candidates. We make explicit where the roles are flexible and where part-time work is possible, and we now strongly encourage blind selection of candidates for senior roles when using specialist recruitment agencies.

We encourage diverse panel interviewing, and our unconscious bias training will include modules specifically designed for hiring managers.

We have many staff-led initiatives, informal networks, and communication channels, in which we encourage all employees to participate, to learn more about and support our diversity and inclusivity goals.

Our recently-launched women’s network is thriving, with many hundreds of women taking part in the UK, and with branches in some of our global offices. It provides networking, mentoring, professional and personal development through discussions, events, and workshops. We have also been running ‘Career Stories Live’ sessions, which provide an opportunity for employees to hear about the career journeys of a wide range 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.

We encourage men and women to take part in any of these activities, or even set up their own - more information can be found on our internal communications channels (Oxford Share and Yammer).

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