UK Gender Pay Gap Report 2017
In the UK, all employers with more than 250 employees must report their gender pay gap. As a department of the University, OUP figures are included in the overall *University report*, so we are not required to report our figures separately.

However, we have taken the decision to share our UK gender pay gap figures, using the same measures as outlined by the UK Government.
The gender pay gap is a measure that shows the difference in average earnings between women and men. It is the difference between the mean or median hourly rate of pay that male and female colleagues receive, as recorded on 31 March 2017.

Gender pay gap figures

The mean pay gap

The mean pay gap is the difference between average hourly earnings of men and women.

The median pay gap

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women.

The gender pay gap

The gender pay gap is a measure of the difference in pay between men and women. *the data is not expressing an equal pay difference. Equal pay is the measure between a male and female in the same job.*
Proportion of male and female employees in each pay quartile

Organizations are required to show the distribution of men and women by four equal quartiles. Quartiles are calculated by ranking the hourly rates of pay from highest to lowest and grouping that list into four equal segments. The first quartile is the lowest paid group and the fourth quartile is the highest paid group. Pay bands equate to full time equivalent salaries.

Figure 1: OUP (UK) Median Gender Pay Gap, 31st March 2017. The chart shows an increasing number of men as you move up the quartiles.

OUP (UK) Gender Pay Gap

Difference in median/mean hourly rate of pay

<table>
<thead>
<tr>
<th>Quartile</th>
<th>Median Difference</th>
<th>Mean Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Quartile</td>
<td>£12,600</td>
<td>£24,100</td>
</tr>
<tr>
<td>2nd Quartile</td>
<td>£28,800</td>
<td></td>
</tr>
<tr>
<td>3rd Quartile</td>
<td>£31,000 - £41,000</td>
<td></td>
</tr>
<tr>
<td>4th Quartile</td>
<td>£41,000+</td>
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Figure 2: OUP (UK) Gender Pay Gap, 31 March 2017
OUP (UK) Gender Bonus Gap

The gender bonus gap is the difference between the mean or median bonus pay that male and female colleagues receive.

The mean and median bonus payment figures are calculated in a similar way to the hourly rate of pay.

Bonus payment figures include cash payments relating to the different bonus plans in place in OUP (including discretionary bonuses, sales / commission plans and group management bonus). It also includes any discretionary one-off bonus payments.

OUP (UK) Bonus Pay Gap

Bonus payments are reported as actual amounts received and are not pro-rated for part time working.

OUP UK Median

- Female: 21.3%
- Male: 24.7%

OUP UK Mean

- Female: 29.2%
- Male: 42.1%

Figure 3: OUP (UK) Gender Bonus Gap - Difference in median / mean bonus pay

Figure 4: Proportion of male and female employees receiving a bonus payment in the year to 31 March 2017.
The factors affecting the bonus pay gap are more clearly defined and based on three key factors:

01. A number of bonus payments are calculated as a percentage of base pay. The gender pay gap can be reflected in the bonus gap.

02. The bonus gap is also based on actual bonus payments received. It does not account for part-time working or pro-rating bonus payments for employees who joined part-way through a bonus period. Of those employees who did receive a bonus payment, a higher percentage of females worked part-time, compared to males.

03. Business performance has a significant impact on the bonus payments received by employees. The payments reported related to the 2015/16 financial year, when our performance resulted in the non-payment of discretionary bonus and differing financial performance across the publishing divisions. This resulted in a bonus pay-outs varying across the organization, with some divisions not paying any bonus at all.

Why we have a gender pay and bonus gap

There appear to be two key reasons for OUP’s gender pay gap in the UK:

- **Senior leadership**: More males than females at the most senior levels of leadership.
- **Functional pay variations**: The rate of pay in some job functions is higher due to the market salary rates. In these functions, we also have a higher proportion of men, including in senior leadership positions.
How are we addressing the gap?

A diverse, balanced organization is essential for OUP’s future success. We are committed to creating an inclusive working environment, recognizing the benefits a diversity of skills and perspectives bring to OUP.

Ensuring a better gender balance at a senior leadership level is a key component of our diversity & inclusion strategy. We will pursue a range of new activities across OUP globally to support the achievement of greater diversity, including gender.

We already have a number of activities and initiatives in place to help us achieve our goals.

- **Leadership development**: OUP’s commitment to innovation extends beyond the titles we publish and resources we produce; it also underpins our approach to personal development. Initiatives such as reverse mentoring, blended learning, and regular performance and development conversations are an essential part of the learning and development culture at OUP, and all employees can access them. Our blended learning approach provides increased flexibility of when and how employees across the world can access learning and development opportunities.

  Leadership development is an important aspect of our learning and development programme. More recently, we have focused on the role of cross-company mentoring support of female senior leaders.

- **Recruitment strategy**: It’s important that our recruitment strategy promotes inclusivity and supports our ambition to increase the number of females in senior leadership roles. We partner with search firms that share the same commitment and have broadened our channels of recruitment. We look to have both diverse shortlists and interview panels.

- **Flexible working**: More than 54% of women with children leave the workplace to get a better work-life balance (McKinsey, 2017). Because of this, we offer flexible working practices for men and women and we have many employees working part-time.

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