Gender Pay Gap Report

Following our Gender Pay Gap reports for 2017 and 2018 this report shares Cambridge Assessment's figures for 2019. As in previous years, the data is based on pay for UK colleagues, in line with reporting requirements. However, we remain committed to being a fair and inclusive employer for colleagues in all of the locations that we work in.

Overall, there has been a small (0.46%) increase in the median pay gap – this is due, in part, to a slight increase in the proportion of men in middle management positions. In contrast, the mean gender pay gap (which represents the difference in average hourly pay between men and women) has again reduced to 9.52% (from 11.94% in 2017).

The increase and size of our gender pay gap are not in themselves cause to lose faith in the initiatives that we are introducing, but they show that we have work to do to achieve gender pay equality. In the last year, we have brought in some significant changes which, over time, will make it easier for us to retain and attract the very best people, regardless of gender or any other characteristic. Our new approach to Flexible Working and the introduction of a Continuous Conversations approach to performance management represent two of these changes and reflect the extent to which we promote inclusivity by focussing on 'how we work' as much as what we achieve.

The steps we've made are large and we know that we still have more to take. In 2020, we'll develop an Equality, Diversity and Inclusion strategy, bring in fairer and more transparent processes to recognise achievements and explicitly define, promote and reward the behaviours and values that will set us up for future success with people at the heart of our strategy. Later in the year, we will also launch a consultation to develop a new approach to reward that will increase transparency and contribute to closing the gap. You can read more about some of them on subsequent pages, but together they are helping us to become an increasingly equal, diverse and inclusive global organisation and one in which all of our people can be their authentic selves and feel a sense a belonging.

I can confirm that the data and information reported are accurate as of 31st March 2019 and that they meet the requirements of the regulations, applying the methodology provided in the Equality Act 2010 (Gender Pay Gap Information) correctly.

Janet Scotcher
HR Director

Overall gender pay figures for Cambridge Assessment

Our overall mean and median gender pay gap data are based on the hourly pay rates of full time and part time employees as at the snapshot date of 31 March 2019. The data also shows our bonus gap, using bonuses paid in the year up to 31 March 2019.
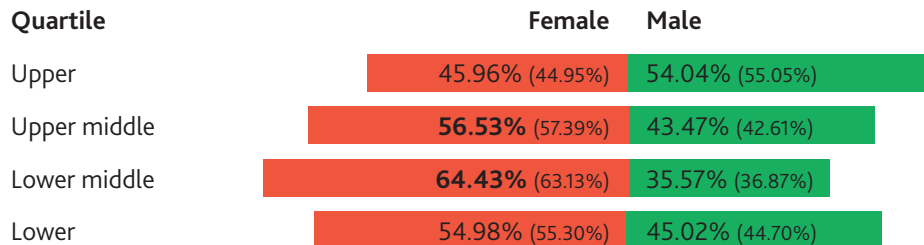Note: 2018 data is shown in brackets.

	Median	Mean
Gender pay gap	8.73% (8.27%)	9.52% (11.94%)
Gender bonus gap	10.42% (9.21%)	33.03% (40.8%)

Since 2018, our median gender pay gap for Cambridge Assessment as a whole has increased by 0.46%, while the mean gap has reduced by 2.42%. The main driver of our gender pay gap is the distribution of men and women across the organisation. From 2018-2019, the proportion of women in the upper middle pay quartile decreased by 0.86% while the proportion in the lower middle quartile increased by 1.3%.

The increase in the median gap shows that it is going to take time and effort to see long-term changes. The next pages summarise the initiatives that we are committing to for 2020.

Within Cambridge Assessment, bonuses are not widely used. In addition to the Group-wide discretionary bonus scheme, other bonus schemes in operation are Short and Long Term Incentive Plans (STIP and LTIP) which apply primarily to Board members.

Proportion of women and men in each quartile band

Quartile	Female	Male
Upper	45.96% (44.95%)	54.04% (55.05%)
Upper middle	**56.53%** (57.39%)	43.47% (42.61%)
Lower middle	**64.43%** (63.13%)	35.57% (36.87%)
Lower	54.98% (55.30%)	45.02% (44.70%)

Taking Action

Progress in 2019

Pledge 1 – Refreshing flexible working

In close collaboration with our Parents and Carers Staff Network and Staff Consultative Committees, we launched a new approach to flexible working. This is underpinned by a simpler, principles-based policy that encourages managers to enable flexibility in all roles. Two aims of this project were to increase career progression opportunities for women at all levels of the organisation and to be a more attractive employer for people of diverse backgrounds. A follow-up survey in February 2020 showed that women with dependants are 6% more likely to see themselves still working here in 2 years time than any other group.

Pledge 2 – Inclusive leadership

In 2019, we aimed to position our HR teams as role models in promoting diversity and inclusion. As such, we have trained all HR colleagues in Unconscious Bias and brought out Unconscious Bias e-training for recruiting managers. Together, this will help to ensure that our core HR and recruitment processes are unbiased in terms of gender and other protected characteristics.

Pledge 3 – Equality, diversity and inclusion strategy

This was initiated in October 2019, bringing together a range of expertise from across Cambridge Assessment and working closely with our staff networks to identify strategic aims. These will increase transparency and fairness by focussing on key areas such as recruitment, progression and inclusive behaviours. In 2020, we will continue to develop and enact project and activity plans for each of these areas as well as monitoring and evaluating success.

Ongoing activity

Leadership development, Staff Networks and representation

To address feedback around career progression and professional development, we continued to support women at all levels of the organisation to attend leadership development programmes. In 2019, 55% of participants in our 3 main leadership development programmes were female.

We also continued to support our vibrant Staff Networks. As part of this, our Women in Leadership network ran panel discussions focussed on gender bias in recruitment, and explored strategies to retain female colleagues later in their careers. The Network also provided visible support for Cambridge University's Rising Tide exhibition as well as cultivating an active online community of over 550 people who share experiences, initiatives and innovative ideas towards promoting women in leadership.

As of February 2020, five (out of eight) of our corporate board members are female.

New opportunities

Pledges for 2020

Pledge 1 – flexible working and family-friendly policies
We will build on our flexible working approach by running more all-staff events and training sessions, developing action plans as a result of our second annual flexible working survey, repeating our policy and practice audit, continuing our partnership with Working Families and offering closer HR support to people managers and flexible workers. We will also develop our associated Family Friendly initiatives with an aim to becoming an award-winning and industry-leading organisation in the flexible working space.

Pledge 2 – Equality, diversity and inclusion strategy
We will develop and deliver our new Equality, Diversity, and Inclusion strategy, working closely with our HR and Senior Leadership Team, Staff Networks and key stakeholders to enable the effective delivery of this. Through this work, we will foster a sense of belonging across our global organisation, removing barriers to inclusion and enhancing pathways for all employees. To support this work, we will be appointing an equality, diversity and inclusion specialist to join our Transformation team.

Pledge 3 – Unconscious bias and inclusivity training
In conjunction with our partner Pearn Kandola, we will expand our unconscious bias training, starting with delivery to our Corporate Board and Senior Leadership Team.

Pledge 4 – Reward
Following a planned consultation in May 2020, we will change our approach to salary management. Through this, we aim to increase fairness and transparency in terms of how we reward colleagues and increase our ability to monitor gender pay to mitigate for bias.

Ongoing activity

We will continue to invest in, develop and support our Staff Networks – expanding the range of networks to incorporate Charity and Volunteering, Women's Health and School Governors. As a collective, our Staff Networks have aligned objectives and measures of success and shared mentoring opportunities for chairs as well as funding to attend events, conferences and training sessions. For 2020, our Women in Leadership network have identified objectives around guaranteeing female representation across interview panels, inclusive language and behaviours in the workplace and building communications confidence.

In February, we launched our new pulse survey approach, starting with an organisation-wide engagement survey that will allow us to monitor, evaluate and rapidly respond to employee feedback and sentiment. Through this, we will be better placed to understand the drivers of engagement and disengagement and identify gaps between how employee groups, including male and female employees, experience Cambridge Assessment.

Gender pay figures for Cambridge Assessment English

The tables below show the overall mean and median gender pay gap. This data is based on the hourly rates of pay as at the snapshot date of 31 March 2019. The data also shows the bonus gap, using bonuses paid in the year up to 31 March 2019. Note: 2018 data is shown in brackets.

	Median	Mean
Gender pay gap	**12.44%** (10.70%)	14.62% (15.43%)
Gender bonus gap	18.13% (18.16%)	14.68% (37.81%)

The proportion of women and men receiving a bonus payment

women 88.50% (87.54%)

men 88.76% (87.71%)
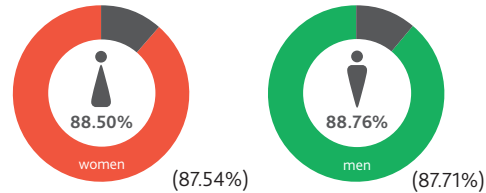
Proportion of women and men in each quartile band

Quartile	Female	Male
Upper	**40.00%** (42.45%)	60.00% (57.55%)
Upper middle	**57.53%** (58.70%)	42.47% (41.30%)
Lower middle	**66.44%** (65.94%)	33.56% (34.06%)
Lower	**66.44%** (63.77%)	33.56% (36.23%)

Gender pay figures for OCR

The tables below show the overall mean and median gender pay gap. This data is based on the hourly rates of pay as at the snapshot date of 31 March 2019. The data also shows the bonus gap, using bonuses paid in the year up to 31 March 2019. Note: 2018 data is shown in brackets.

	Median	Mean
Gender pay gap	17.03% (18.41%)	13.58% (16.78%)
Gender bonus gap	17.15% (-13.04%)	29.20% (38.37%)
The proportion of women and men receiving a bonus payment	90.53% women (88.43%)	87.68% men (85.00%)
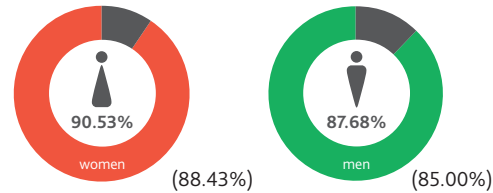
Proportion of women and men in each quartile band

Quartile	Female	Male
Upper	**52.00%** (55.00%)	48.00% (45.00%)
Upper middle	66.67% (64.00%)	33.33% (36.00%)
Lower middle	73.00% (77.00%)	27.00% (23.00%)
Lower	**70.71%** (64.00%)	29.29% (36.00%)

Gender pay figures for
Cambridge Assessment International Education

The tables below show the overall mean and median gender pay gap. This data is based on the hourly rates of pay as at the snapshot date of 31 March 2019. The data also shows the bonus gap, using bonuses paid in the year up to 31 March 2019. Note: 2018 data is shown in brackets.

	Median	Mean
Gender pay gap	5.86% (10.59%)	4.55% (11.46%)
Gender bonus gap	6.34% (9.07%)	-14.50% (22.12%)

The proportion of women and men receiving a bonus payment

women 86.90% (87.53%)

men 89.09% (91.39%)
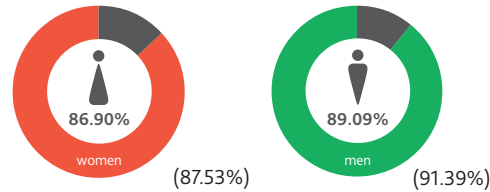
Proportion of women and men in each quartile band

Quartile	Female	Male
Upper	56.16% (51.41%)	43.84% (48.59%)
Upper middle	**65.31%** (65.49%)	34.69% (34.51%)
Lower middle	68.03% (72.54%)	31.97% (27.46%)
Lower	61.90% (63.38%)	38.10% (36.62%)

Gender pay figures for Corporate Services Division

The tables below show the overall mean and median gender pay gap. This data is based on the hourly rates of pay as at the snapshot date of 31 March 2019. The data also shows the bonus gap, using bonuses paid in the year up to 31 March 2019. Note: 2018 data is shown in brackets.

	Median	Mean
Gender pay gap	4.60% (5.12%)	6.42% (6.66%)
Gender bonus gap	6.15% (15.24%)	**49.30%** (41.98%)

The proportion of women and men receiving a bonus payment		
	90.55% women (90.09%)	91.24% men (88.27%)
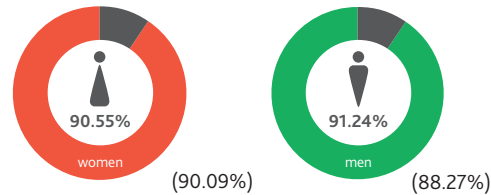
Proportion of women and men in each quartile band

Quartile	Female	Male
Upper	39.15% (38.66%)	60.85% (61.34%)
Upper middle	43.68% (43.59%)	56.32% (56.41%)
Lower middle	**47.37%** (44.85%)	52.63% (55.15%)
Lower	41.05% (43.08%)	58.95% (56.92%)