



**CHANGING**

**THE STORY**

**REPORT**

# CHANGING THE STORY DATA AND IMPACT REPORT

2025–26

*Our mission is to make it easy for everyone to discover new worlds of ideas, learning, entertainment and opportunity.*

Changing the Story is our commitment to the vital work of diversity, equity and inclusion, and to ensuring that we include all voices, perspectives and ideas in our **partnerships**, **people** and **publishing**. This work is broad in scope and directly links to our commercial success. We know that when our workforce better reflects the diversity of the readers we serve, we are stronger as a business.

 hachette  
UK

**CHANGING  
THE STORY**

# FOREWORD

**At Hachette UK, our collective commitment to our mission means we are all accountable for creating a truly inclusive working environment where everyone has a sense of belonging and can do their best work.**

Alongside our **Gender Pay Gap**, this year marks the **seventh year** we have voluntarily published our **Ethnicity Pay Gap**. As part of our latest report, we are including key actions and progress across a wider section of protected characteristics, including Disability, Socio-Economic Status, Age and Sexual Orientation.

In 2025, we delivered several initiatives in service of this commitment, including the reshaping of our Changing the Story (CTS) strategy and running comprehensive **Inclusive Leadership Training** for all managers across our business. We also introduced a **new CTS Board**, with rolling members from different areas and levels across the company, ensuring we capture a broad range of experiences and feedback from our employees.

We trained 20 **Neurodiversity Champions**, who act as advocates across the business and offer training on neurodiversity to boost everyone's understanding. We are also proud to have been included in **The Times Top 50 Employers for Gender Equality** list for the sixth consecutive year.

Our networks have successfully delivered a suite of meaningful panels and events, influenced decision making, and acted as a **strong sounding board** for our business leaders to help **shape policy and practice**. We welcomed our new network, **Raising Readers**, which supports our campaign to boost awareness of the decline in the number of children reading for fun, and encourage everyone to make reading part of children's daily lives. In September 2025, we successfully delivered another **CTS Festival** that included impactful panels to highlight the importance of inclusion and belonging, to our people, partnerships and publishing.

In our efforts to achieve true inclusivity, we know there is more work to be done, and we remain **committed to the ambitious inclusivity action plans** we set each year. We are determined to change the story.

A handwritten signature in blue ink, appearing to read "David Shelley".

**David Shelley**

CEO, Hachette UK and Hachette  
Book Group

A handwritten signature in blue ink, appearing to read "Lisa Waterman".

**Lisa Waterman**  
Group HR Director

# KEY TAKEAWAYS

We aim to reach a point where we can provide pay-gap analysis across a broader range of characteristics that reflect our workforce. To do this, we are inviting our colleagues to share their data. In the meantime, we are committed to creating an inclusive culture through Changing the Story.

There are clear signs of progress in our data. Both the Gender Pay Gap and Ethnicity Pay Gap have improved across the Group and at Hachette UK Ltd.

We have seen steady growth in the representation of Black, Asian, Mixed Heritage and Minority Ethnic colleagues, increasing from 7.7% to 14.6% over the last seven years.

During that period, our profitability increased year-on-year. While no single metric tells the whole story, we believe this reflects an important truth: when we build a workforce that better reflects the communities we serve, we strengthen our business.

We also know there is more to do. We are committed to ensuring that we include all voices, perspectives and ideas in our partnerships, people and publishing.

 hachette  
uk

**CHANGING  
THE STORY**

# CHANGING THE STORY DATA AND IMPACT REPORT

## Partnerships

We have achieved Age Inclusive Accreditation as part of our partnering with [55/Redefined](#) this year. This partnership will help us to better attract, retain and grow our colleagues over 50+ and create a multigenerational workforce that values experience and flexibility.

We are delivering training on 'How to Be an Inclusive Leader' with [The Unmistakeables](#) to empower our people managers with the skills to create inclusive and equitable team environments.

Our partnerships with [Northumbria University](#) and [New Writing North](#) support our goal to be regionally diverse in our workforce and publishing. 1,252 students have attended our annual **Careers Roadshow** and, since its launch in 2022, 51 people have completed the **Publishing MA**, with 4 graduates now working within our business. Together we opened the **Sounds Good Audio Studio** in Newcastle, expanding our access to and relationships with local narrators.

55/REDEFINED  
AGE INCLUSIVE  
ACCREDITED



NEW WRITING  
NORTH



Northumbria  
University  
NEWCASTLE

THE  
UNMISTAKABLES<sup>®</sup>

hachette  
UK

CHANGING  
THE STORY

# CHANGING THE STORY DATA AND IMPACT REPORT

## People

Over 1,000 people are involved with our 12 people-led **Employee Networks**, whose mission is to foster communities of inclusion and belonging around shared experiences. Our networks collaborate with leadership and HR on impactful policy creation, including those on Menopause, Shared Parental Leave and Neonatal Care.

We work with Creative Access to seek entry-level and career-change applicants for our 12-month **Traineeship** that is designed to make publishing more accessible to under-represented groups. They experience a full view of the publishing industry by joining teams in Hachette UK as well as Curtis Brown and Waterstones. From the first seven cohorts, **76% secured permanent jobs** with us at the end of the Traineeship and have gone on to find success at Hachette, acquiring chart-topping titles and leading Employee Networks. In January 2026, we welcomed our eighth group – it is our biggest cohort yet, with nine entry-level and five career-switcher placements.

Launched in 2007 by our Little, Brown division, our **Design Internship** nurtures upcoming designers and bridges the gap between industry and education through a wide-ranging and hands-on paid internship. Of the 43 designers who have completed the internship, 21 now work in the publishing industry including 8 at Hachette UK.

Opened in 2021, our **National Offices** play a key role in our commitment to forging close links with communities around the UK, attracting local talent and authors to diversify our workforce and publishing. We now have 149 employees working across Bristol, Newcastle, Sheffield, Manchester, Edinburgh and Chichester, with 78 of these colleagues recruited directly into these national offices.

Over 115 staff have partnered with the HUK Board to accelerate their development and receive career support through our annual **Changing the Story Mentoring Scheme**.

In 2025, we were named one of **The Times Top 50 Employers for Gender Equality** for the sixth consecutive year. It is the UK's most well-established listing of employers taking action to create workplaces where everyone, regardless of gender, can thrive.



# CHANGING THE STORY DATA AND IMPACT REPORT

## Publishing

[The Future Bookshelf](#) encompasses all of our writing schemes and prizes with the aim to reach aspiring authors from under-represented backgrounds and break down barriers to traditional publishing, including the **Mo Siewcharran** and **Modern Stories** prizes and the **Grow Your Story** workshops. Overall, these schemes have reached nearly 500 attendees via workshops, mentored 120 authors and led to over 40 publishing deals being made with authors on the prize and awards lists.

Led by Orion in 2025, the [Muslim Romance Festival](#) reached a demographic of heavy book buyers often under-served by the industry and created an inclusive space for Muslim romance readers to connect and feel represented. Over 100 people attended and tickets sold out within hours. We are looking forward to hosting the event again this year!

As part of our commitment to publishing for everyone, we partner with charitable organisations [RNIB](#) and [Benetech Bookshare](#) to strengthen the distribution of our accessible formats, ensuring readers with print disabilities can access our eBooks across their chosen devices.

Last year, we delivered 100% of EPUB output in EPUB3 format, of which 78% were fully accessible.



# REPRESENTATION

	Population (Census 2021/ Latest data)	Publishing Industry	Hachette Group (As at snapshot date 5 April 2025)	Hachette Group Disclosure Rate
Gender (% Female)	51%	68%	72.7%	100%
Ethnicity (% BAMHME)	18.3%	15%	14.6%	95.2%
Disability (% with a disclosed disability)	17.8%	15%	7.2%	69.2%
Socio-Economic Status (% Working Class)	39%	22%	15.8%	65%
Sexual Orientation (% Lesbian, Gay, Bisexual)*	3.7%	15%	12.15%	73.8%
Age (% over 50)	22.5% (aged 50 - 67)	Not measured	20.2%	100%

Source: Publishing Association Industry Survey 2024/Census 2021/Social Mobility Commission

\* We ask a separate question in relation to trans status, however, currently the data set is too small to report on in a meaningful way.

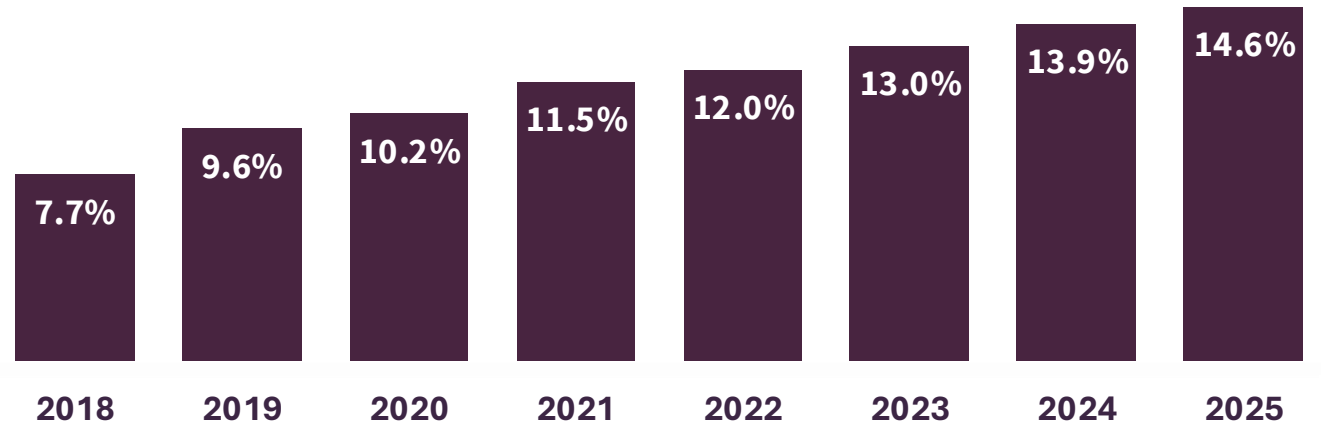
# ETHNIC GROUP REPRESENTATION OVER TIME

**14.6%** of staff are from Black/Asian/Mixed Heritage or Minority Ethnic backgrounds

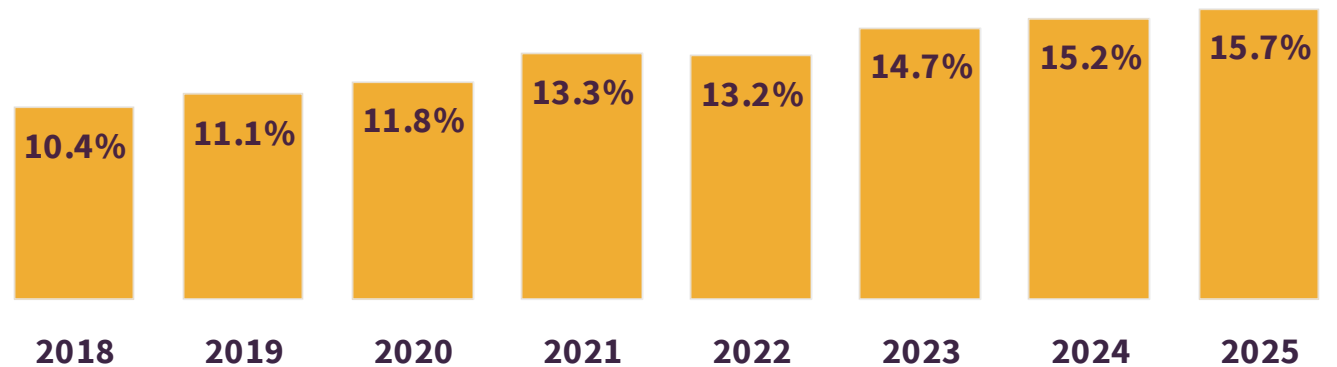
**15%** of the publishing industry are from ethnic minority groups

**18.3%** of the population

## Group Representation

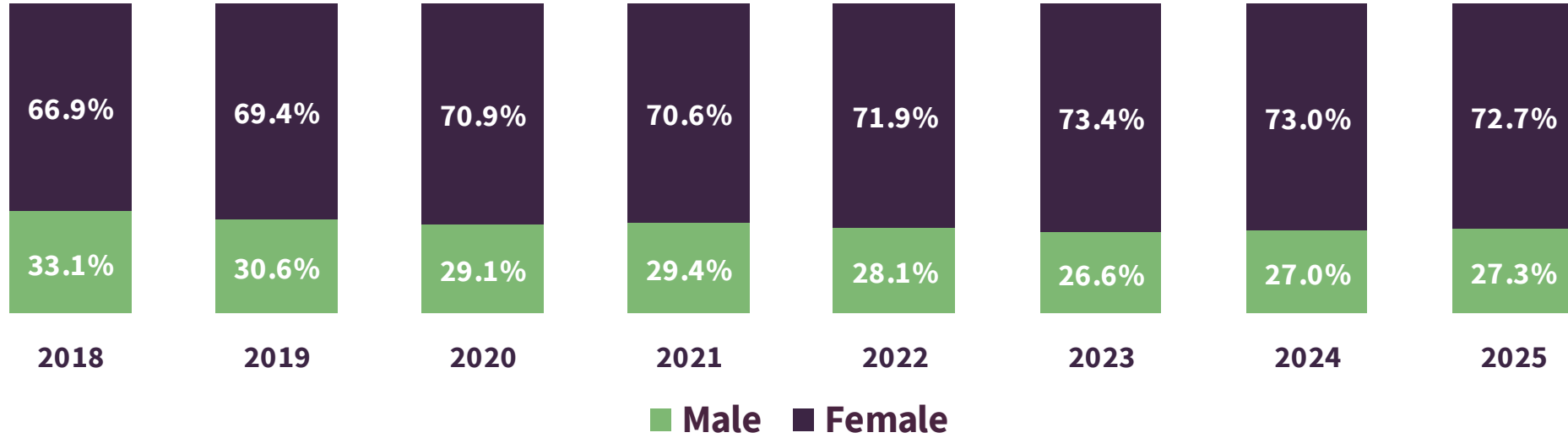


## HUK Ltd Representation

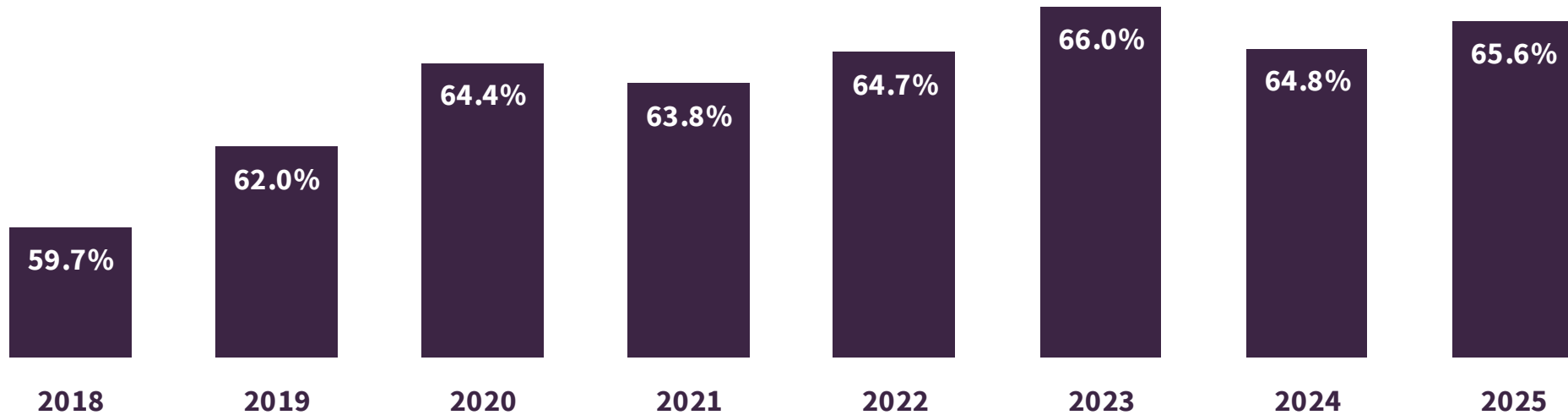


# GENDER REPRESENTATION OVER TIME

## Group employees by gender



## Group - Women in upper quartile



# OUR PAY GAP EXPLAINED

## What is a pay gap?

A pay gap is the difference between the average earnings of two groups of people – this may be men and women, or people from different heritage groups. It looks across all jobs, at all levels within an organisation. The hourly pay figures do not include employees on reduced pay, maternity pay, sick pay or unpaid leave who are excluded under the government reporting rules. We are legally required to report our pay gap for two employing entities, Hachette UK and Hachette Distribution. Reporting the Whole Group figure in addition gives a complete picture of the shape of our workforce and is part of our commitment to transparency.

## Whole Group, Hachette UK Ltd and Hachette Distribution explained

Hachette UK Ltd comprises of staff in our publishing divisions and our central departments. Until 2020, it was the only legal entity employing over 250 people and was therefore the only one for which we were required to report our gender pay gap. However, because we believe in transparency, and to give an accurate picture of the whole company, we choose to report on the Whole Group as well, which includes everyone at Hachette UK Ltd plus everyone at Hachette UK Distribution. We believe this gives a true reflection of our business. In 2021, two legal entities employing staff in our Distribution business were combined, and the Distribution legal entity now employs over 250 people. For this reason, there are three sets of figures in this report: Whole Group, Hachette UK Ltd and Hachette UK Distribution.

# OUR PAY GAP EXPLAINED

## Mean pay gap

The mean is the difference between the average hourly rates of pay of male and female employees or different heritage groups.

## Median pay gap

The median is the difference between the midpoints of hourly rates of pay of women and men employees or different heritage groups. It is calculated by ranking all the figures in descending order from the highest to the lowest and taking the figures in the middle of the list. This avoids skewing by figures at either end of the scale.

## What are quartiles?

Quartiles are calculated by ranking employees from the highest to the lowest paid and dividing our workforce into four equal parts.

## Gender pay gap vs equal pay

A gender pay gap does not indicate an equal pay problem. Equal pay is the right to the same pay when doing the same or equivalent work.



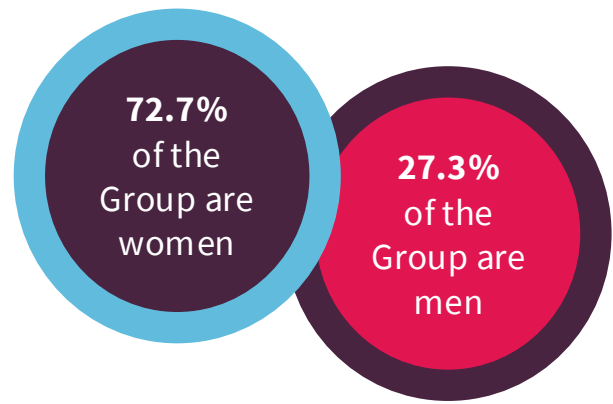
hachette  
UK

**CHANGING  
THE STORY**

# **GENDER PAY GAP**

**March 2026**

# GENDER PAY GAP



## Key findings

It's encouraging to see that both our mean and median Gender Pay Gap have reduced again this year within Hachette UK and as a Group.

Our Gender Pay Gap is influenced by our largely female workforce and the under-representation of men in entry-level positions.

Due to the relatively smaller population in Distribution, the figures are much more variable, and this year the pay gap increases have been shaped by an increase in the number of female staff in the lower quartile while women in the upper quartile also decreased.

We are still working to improve the gender balance across the Group. We have seen some progress, but we recognise there is more for us to do.

In 2023, we pledged to achieve **70%** representation of senior women in our upper pay quartile. As of this pay gap report, this figure for the group is **65.6%**. We are hopeful to report an improvement on this in our pay gap report next year, reflecting a snapshot date of 5<sup>th</sup> April 2026.

*“It’s encouraging to see the progress in reducing the gender pay gap since 2024. While we recognise the steps being taken to improve gender representation across the upper and lower quartiles, we also acknowledge there’s more work to be done. The GBN remain committed to supporting this through our policy work and events, alongside the more focused activity our Working Families and Women in Tech subgroups undertake.”*

**– Gender Balance Employee Network**

### Group

**14.9%**

Mean Pay Gap  
(down from 15.1% in 2024)

**4.1%**

Median Pay Gap  
(down from 5.6% in 2024)

### Hachette UK Ltd

**20.8%**

Mean Pay Gap  
(down from 22.2% in 2024)

**15.2%**

Median Pay Gap  
(down from 17.3% in 2024)

### Distribution

**15.9%**

Mean Pay Gap  
(up from 10.5% in 2024)

**9.7%**

Median Pay Gap  
(up from 4.6% in 2024)

# HACHETTE GROUP

**14.9%**

Mean pay gap

**4.1%**

Median pay gap

**46.8%**

Mean bonus gap

**1.4%**

Median bonus gap

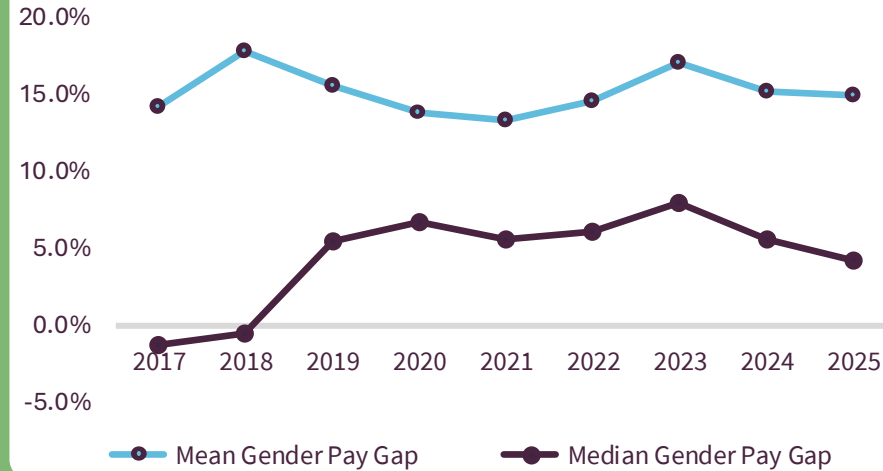
**90.4%**

of men received a bonus

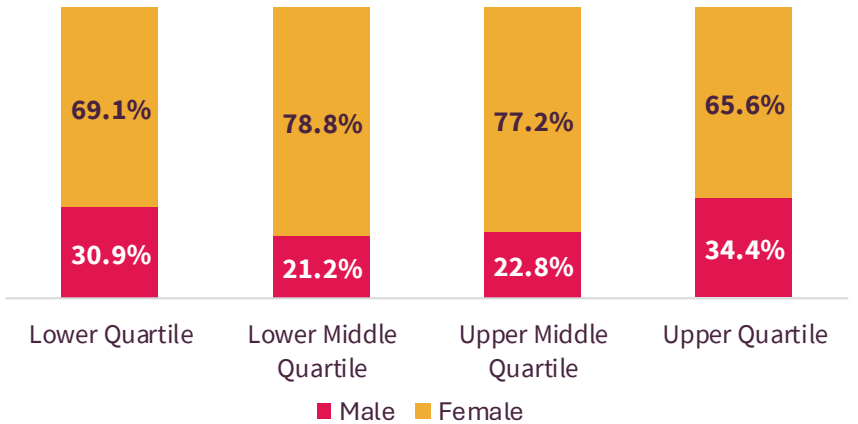
**92.6%**

of women received a bonus

Gender Pay Gap by Year



Quartiles



Both mean and median pay gaps show improvement on 2024 figures, with the median pay gap at its lowest since 2018.

We still have very low numbers of men in the middle two quartiles of the Group, although representation in both quartiles has improved since 2024.

The proportion of women in the upper quartile has improved since 2024, but the number of men in the lower quartile continues to decline.

# HACHETTE UK LTD

**20.8%**

Mean pay gap

**15.2%**

Median pay gap

**51.9%**

Mean bonus gap

**17.8%**

Median bonus gap

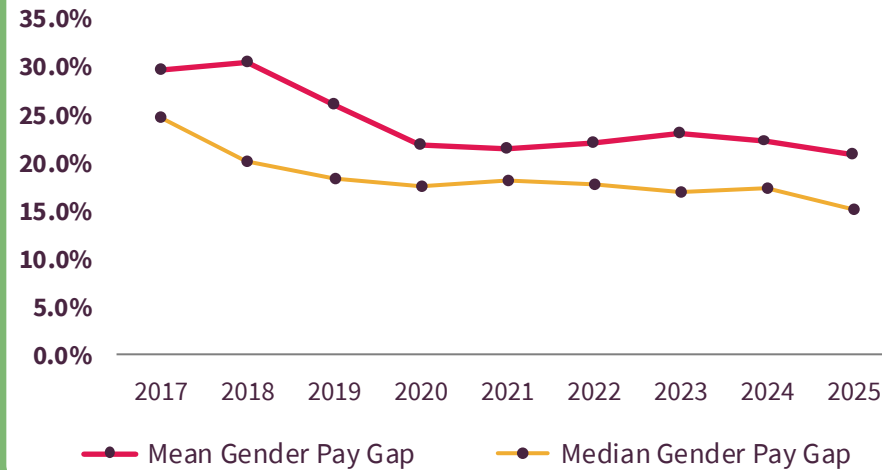
**91.2%**

of men received a bonus

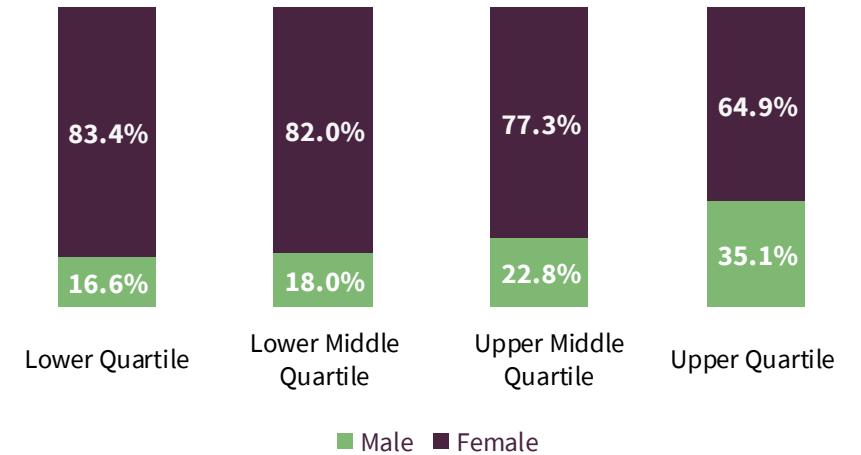
**92.4%**

of women received a bonus

### Gender Pay Gap by Year



### Quartiles



Mean and median pay gaps for Hachette UK Ltd continue to move (slowly) in the right direction, with both mean and median gaps at the lowest ever level.

The proportion of women in the top quartile has improved fractionally and this is now the highest since 2020.

The bonus pay gap is broadly unchanged, with a slight improvement at median level.

# HACHETTE DISTRIBUTION

**15.9%**

Mean pay gap

**9.7%**

Median pay gap

**45.6%**

Mean bonus gap

**3.2%**

Median bonus gap

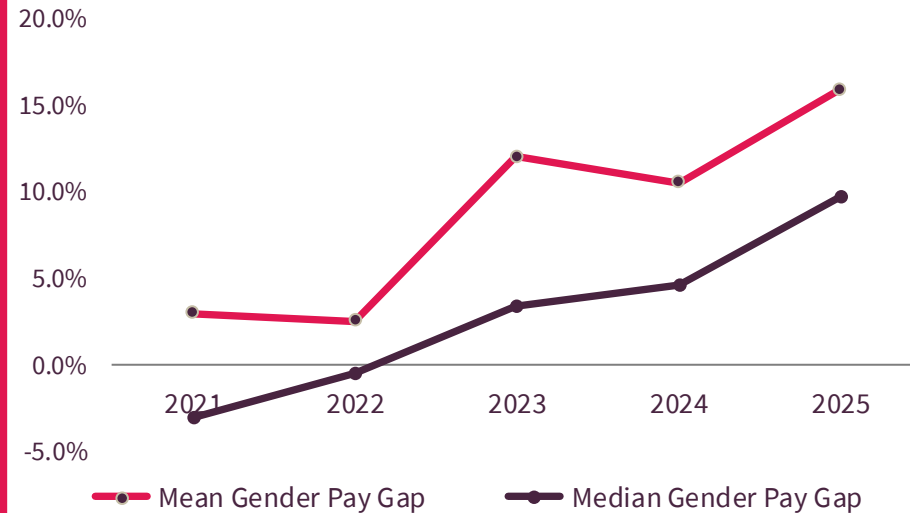
**88.8%**

of men received a bonus

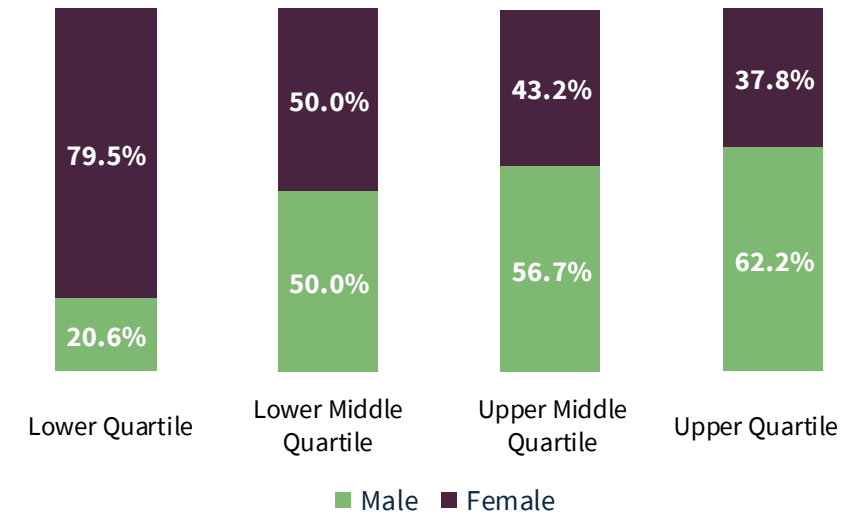
**93.4%**

of women received a bonus

### Gender Pay Gap by Year



### Quartiles



The numbers are more volatile for Distribution because of the relatively small number of staff – there are only **295** full pay relevant staff in the period compared to **1,720** for the Group.

Both mean and median pay gaps are moving in the wrong direction driven by a significant increase in the number of women in the lower quartile (increased from **54.4%** to **79.5%**); the number of women in the top quartile has also fallen by nearly **10%**.

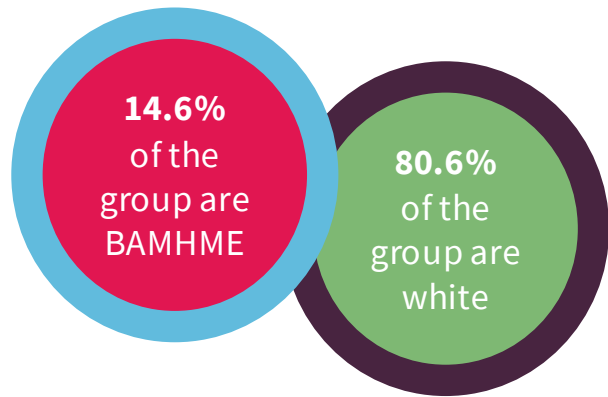


hachette  
UK

**CHANGING  
THE STORY**

# ETHNICITY PAY GAP

March 2026



# ETHNICITY PAY GAP

## Key findings

We are pleased that **95%** of our workforce chose to disclose their ethnicity to us and we will continue to work closely with our employee networks to maintain and increase this figure, with the aim of better understanding how our diverse workforce experiences life at Hachette.

Representation across the group has increased again this year and continues to grow consistently from **7.7%** in 2018 to **14.6%** as of this year's report snapshot date of 5 April 2025.

It's again encouraging to see that both our mean and median ethnicity pay gaps have reduced this year across Group, Hachette UK and Distribution.

The median pay gap in Distribution is likely driven by lower representation in the lower and lower middle quartiles compared to the upper middle and upper quartiles.

In 2023, we committed to increasing representation of people from Black, Asian, Mixed Heritage and Minority Ethnic (BAMHME) backgrounds in our workforce to **18.3%** in line with the Office of National Statistics (ONS) data. While we have seen this grow consistently year on year, we acknowledge that we still have further to go to meet this commitment.

'We are encouraged by the continued progress in representation and the narrowing of our ethnicity pay gap across the Group. These results inspire us to keep pushing forward in building a more inclusive and equitable Hachette UK for everyone.'

**- THRIVE Employee Network**

### Group

**12.9%**

Mean Pay Gap  
(down from 13.9% in 2024)

**10.7%**

Median Pay Gap  
(down from 12.6% in 2024)

### Hachette UK Ltd

**15.1%**

Mean Pay Gap  
(down from 16.9% in 2024)

**8.9%**

Median Pay Gap  
(down from 13.4% in 2024)

### Distribution

**14.4%**

Mean Pay Gap  
(down from 15.2% in 2024)

**-5%**

Median Pay Gap  
(Down from 1.3% in 2024)

# HACHETTE GROUP

**12.9%**

Mean pay gap

**10.7%**

Median pay gap

**53.3%**

Mean bonus gap

**4.5%**

Median bonus gap

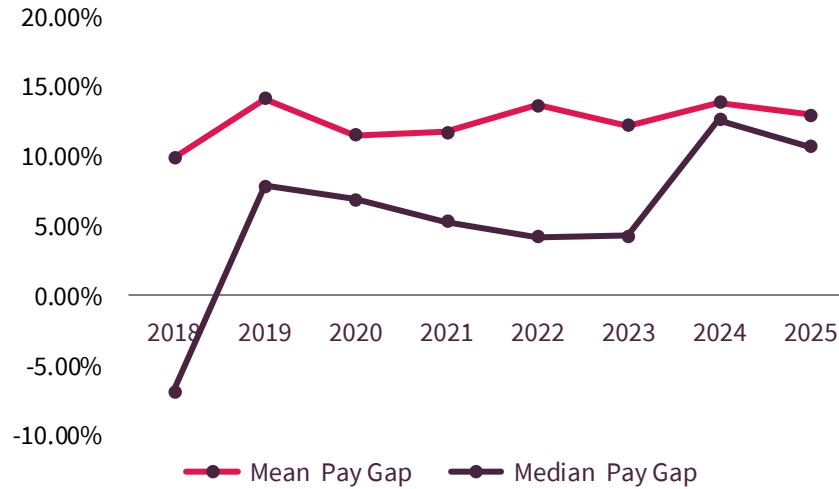
**88.5%**

of BAMHME staff received a bonus

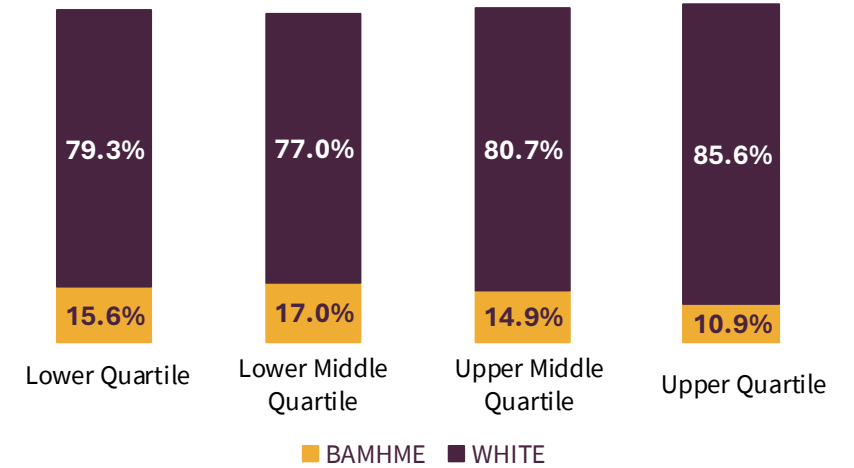
**92.7%**

of white staff received a bonus

### Ethnicity Pay Gap by Year



### Quartiles



Representation has improved from **13.9%** to **14.6%**.

Mean and median pay gaps are moving in the right direction.

Bonus pay gap has improved significantly at median level, from **9.8%** to **4.5%** with a move in the wrong direction at mean level.

# HACHETTE UK LTD

**15.1%**

Mean pay gap

**8.9%**

Median pay gap

**54.1%**

Mean bonus gap

**10.3%**

Median bonus gap

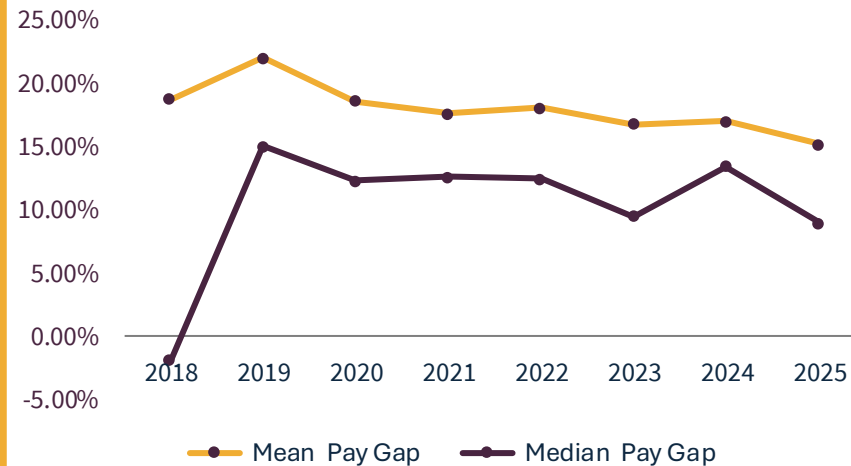
**89.9%**

of BAMHME staff received a bonus

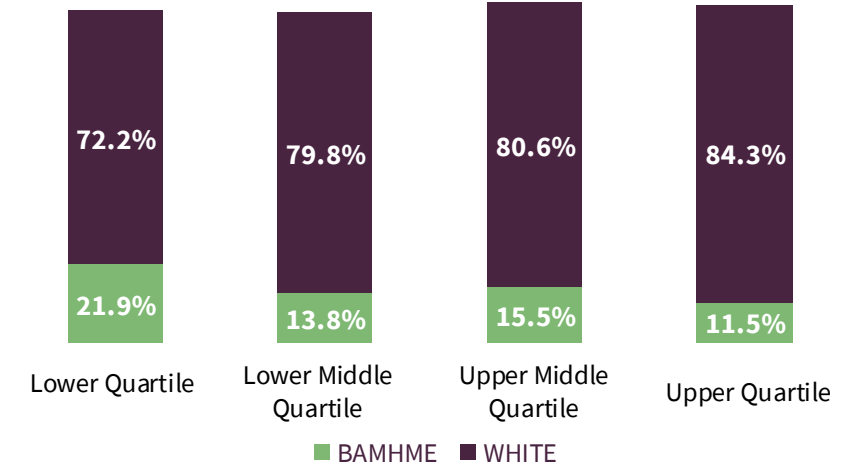
**92.6%**

of white staff received a bonus

### Ethnicity Pay Gap by Year



### Quartiles



Representation has improved from **15.2%** to **15.7%** overall, has increased within both the top salary quartiles and is now at the highest ever level in the top quartile.

Both mean and median pay gaps are moving in the right direction and are at the lowest level since 2018. The bonus pay gap has improved at median level.

# HACHETTE DISTRIBUTION

**14.4%**

Mean pay gap

**-5%**

Median pay gap

**66%**

Mean bonus gap

**0%**

Median bonus gap

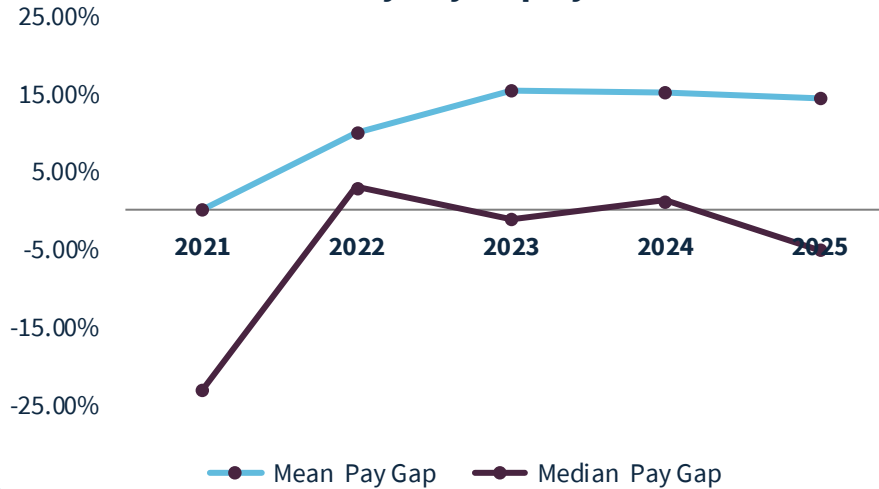
**78.1%**

of BAMHME staff received a bonus

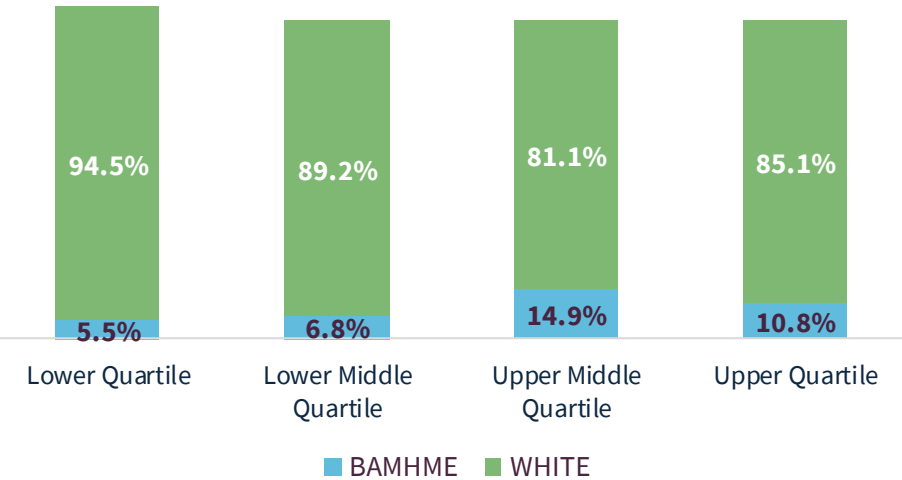
**92.9%**

of white staff received a bonus


**Ethnicity Pay Gap by Year**



**Quartiles**



Each quartile represents only **74** members of staff and therefore relatively small changes can be reflected in much higher percentage changes. Positively, representation has improved year on year from **7.4%** to **9.5%**. The mean pay gap is trending in the right direction and the median pay gap is now in favour of those from BAMHME backgrounds. The median bonus gap is **0%** which means at the median level there is no difference between the bonuses of white and BAMHME staff, however the mean bonus pay gap of **66%** reflects the higher number of bonused staff in the upper quartiles of the business. Nearly **25%** of BAMHME staff did not qualify for bonus due to length of service, and we would expect to see this gap narrow next year as a result.

The Hachette UK logo, featuring a stylized 'H' icon to the left of the text 'hachette' and 'UK' stacked vertically.

hachette  
UK

The title 'CHANGING THE STORY' is presented in a bold, white, sans-serif font. The text is split across three horizontal bars of different colors: 'CHANGING' is on a yellow bar, 'THE' is on a light blue bar, and 'STORY' is on a pink bar. The bars are stacked vertically and slightly offset to the left.

**CHANGING  
THE STORY**