

## Gender Pay Gap Report 2025

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**OUR MISSION** is to make it easy for everyone to discover new worlds of ideas, learning, entertainment, and opportunity. Our commitment to **diversity, equity, and inclusion** is essential in achieving that mission.

Creating an environment where everyone can thrive, regardless of their gender or identity, is essential. **Our people are our greatest asset**, and we believe that having a diverse and inclusive workplace is fundamental to our success. It's important to us that every individual feels **valued** and **supported**, which is why we regularly review and update our **policies and processes**. We recognise the importance of holding ourselves accountable, and evaluating our Gender Pay Gap is a key part of this commitment.

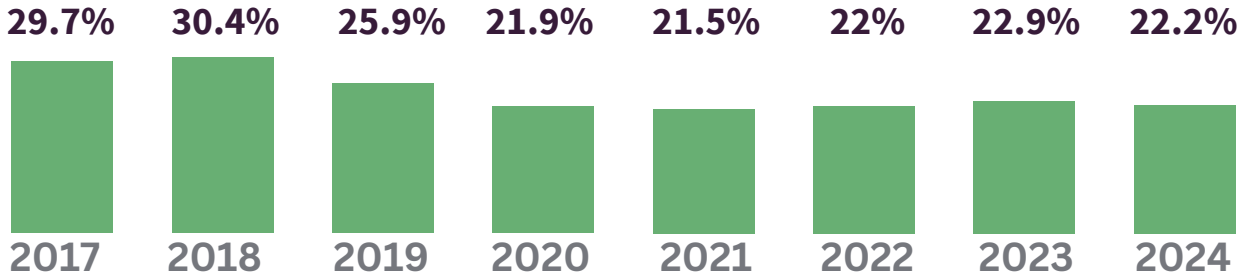
In 2024, we were incredibly proud to have been named a **Times Top 50 Employer for Gender Equality for the fifth year in a row**. Commended for our innovative and forward-thinking policies, this recognition shows that our initiatives are making a real difference and reflects our ongoing efforts to **promote greater gender diversity**, driven in part by the invaluable work of our **Gender Balance Network**.

We acknowledge that there's still **more work to do**, and it's important to note that our gender pay gap has historically been influenced by our largely female workforce, and the underrepresentation of men in entry-level positions. This imbalance has directly contributed to our gender pay gap. However, we are pleased to see an **increase in the number of male employees** in our lower quartiles both in the Whole Group and Hachette UK Ltd, our publishing division and central departments, moving from **29.6% to 32.9%** and **15.6% to 16.8%**, respectively. Overall, this shift has had a **positive impact on our mean gender pay gap figures**.

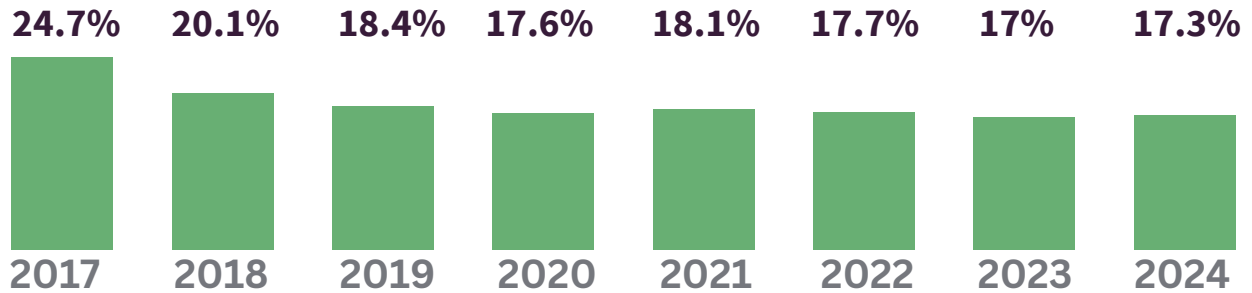
It is encouraging to see that our **mean and median pay gaps have reduced significantly this year**. For the Whole Group, the mean and median figures now stand at **15.1%** and **5.6%**, compared to last year's figures of **17.0%** and **8.0%**, respectively. For Hachette UK Ltd, our mean pay gap has reduced to **22.2%**, while the median shows a slight increase from **17.0%** to **17.3%**. There have also been **significant improvements in the mean bonus pay gaps**, which have decreased from **62.4%** to **49.9%** in Hachette UK Ltd and **55.8%** to **46.6%** across the Whole Group.

These positive developments highlight the importance of the measures we've implemented to address our pay gaps. It serves as a clear indicator of our progress and emphasises our strong **commitment to diversity, equity, and inclusion**. We are determined to **continue improving** as we work towards achieving our goals.

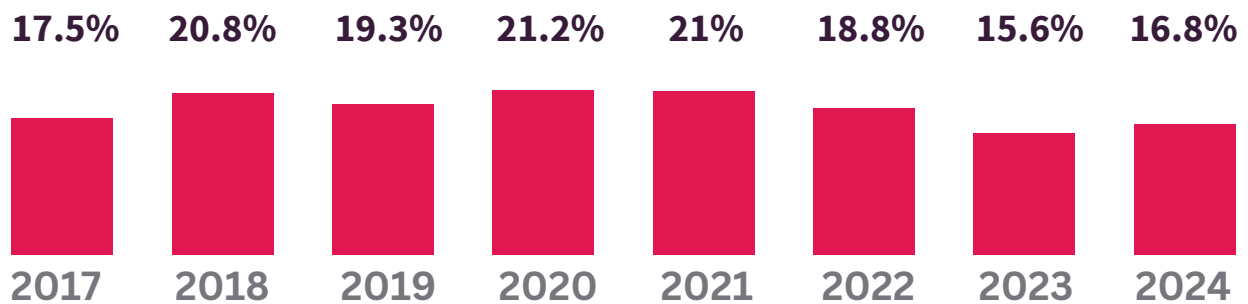
**HACHETTE UK LTD MEAN PAY GAP**



**HACHETTE UK LTD MEDIAN PAY GAP**



**HACHETTE UK LTD PROPORTION OF MEN IN THE LOWER QUARTILES**



When we published our first Gender Pay Gap Report, the Hachette UK Board was comprised of four women and eight men.



Effective January 2025, Hachette UK has a Board of eleven women and six men.

## WHAT IS A GENDER PAY GAP REPORT?

All companies in the UK (excluding Northern Ireland) with more than 250 employees are required to report annually on their gender pay gap. The figures given are for a snapshot date of 5 April 2024. The gender pay gap is the difference between the average earnings of men and women, expressed as a percentage of men's earnings. This excludes any employees on reduced pay (e.g. statutory parental pay, statutory sick pay or unpaid leave).

A gender pay gap does not indicate an equal pay problem. There is a difference between a gender pay gap and equal pay for men and women, which was first brought into line with the 1970 Equal Pay Act. Equal pay is determined in law as the right for women and men to be paid the same when doing the same or equivalent work. It has been an aspect of UK sex discrimination law for 50 years and the law is now incorporated into the Equality Act 2010.

We respect and appreciate the gender diversity of our employees and collect information on gender upon them joining the company based on what they choose to share with us. To comply with the gender pay gap reporting guidelines, we are required to report on the pay gap between men and women. However, we know that some people within our workforce are non-binary, transgender or gender diverse. We highly value the contribution of our non-binary and transgender staff and we want to ensure that our reporting is as accurate and inclusive as possible whilst also protecting the privacy of all our employees.

Due to the smaller number of transgender and non-binary staff within our workforce, reporting this data could pose a risk to the identity of those individuals and disclosure of personal information. That's why, for this report, and as outlined in the guidelines, we are focusing on the pay gap between men and women. We will expand the data on which we report when it is meaningful and can be done without compromising the privacy of our staff. We are always looking for ways to improve our reporting processes and practices and, in collaboration with our Pride Network, we'll continue to encourage and welcome feedback and suggestions from our employees.

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

Hachette UK Ltd comprises 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 legal entity 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 in Hachette UK Ltd plus everyone in 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: Hachette UK Ltd, Distribution and the Whole Group.

#### The key numbers explained:

- It is encouraging to see that the mean and median pay gaps for the Whole Group have seen a significant reduction from 17.0% to 15.1% and 8.0% to 5.6%, respectively. The mean pay gap has also reduced for Distribution by 1.4%, now standing at 10.5%.
- For our publishing division, Hachette UK Ltd, the mean has decreased from 22.9% to 22.2%, however, there has been a slight increase in the median, from 17.0% to 17.3%.
- We're pleased to see that across the Whole Group, the percentage of men in the lower quartiles increased from 29.6% to 32.9%. In our publishing division, it rose from 15.6% to 16.8%. However, there has been a slight reduction in the middle quartiles. In Distribution, we saw a positive shift with an increase in the percentage of men in every quartile except the lowest quartile.
- In 2018, we pledged to achieve 66% representation of senior women in the upper quartiles for the Whole Group and Hachette UK Ltd by 2023. As of now, it stands at 64.5%, just slightly below our original target.
- The mean bonus pay gap for the Whole Group has reduced by 9.2 percentage points, from 55.8% to 46.6%, while the median bonus pay gap has moved fractionally in favour of men at 1.7%. Our publishing division has seen a marked reduction in the mean bonus pay gap from 62.4% to 49.9%. Disappointingly, the median bonus pay gap for our publishing division has risen from 14.8% to 22.1% this year, indicating a key area for continued focus and action.

# THE WOMEN/MEN

split of Hachette UK employees  
(April 2024)

These figures do not include employees on reduced pay – for example, maternity pay, sick pay and unpaid leave – who are excluded under the government reporting rules.

Whole Group – everyone including Distribution	2024	2023
% Women	73.0%	73.4%
% Men	27.0%	26.6%

Hachette UK Ltd – publishing and Hachette functions	2024	2023
% Women	77.2%	76.9%
% Men	22.8%	23.1%

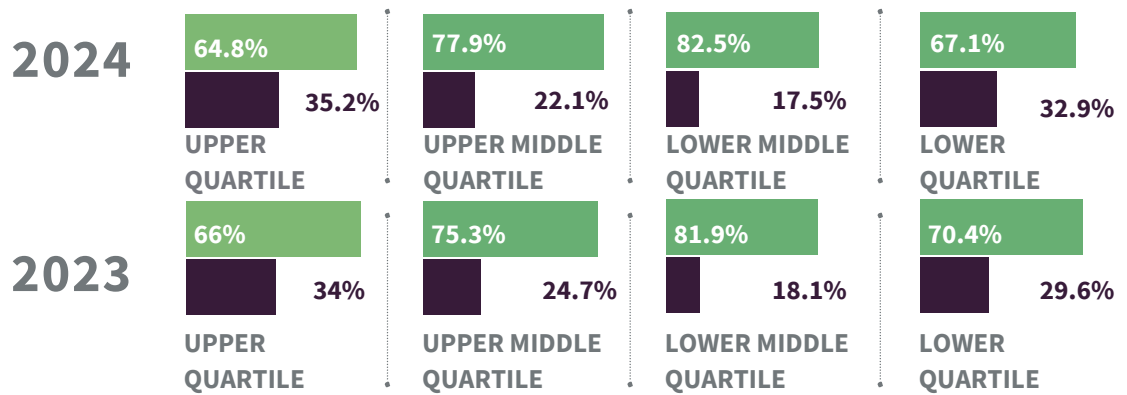
Distribution	2024	2023
% Women	51.7%	54.7%
% Men	48.3%	45.3%

## PAY

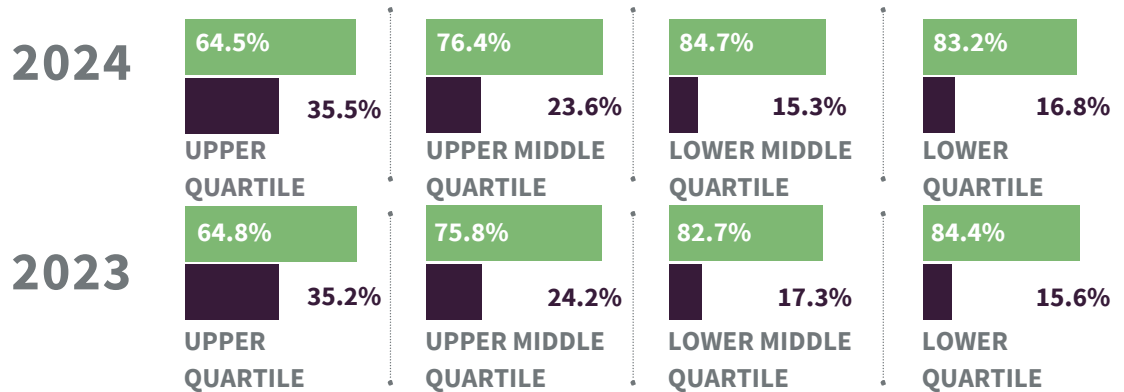
### QUARTILES

This is the percentage of women and men employees in four quartiles, calculated by ranking employees from the highest paid to the lowest paid and dividing our workforce into four equal parts.

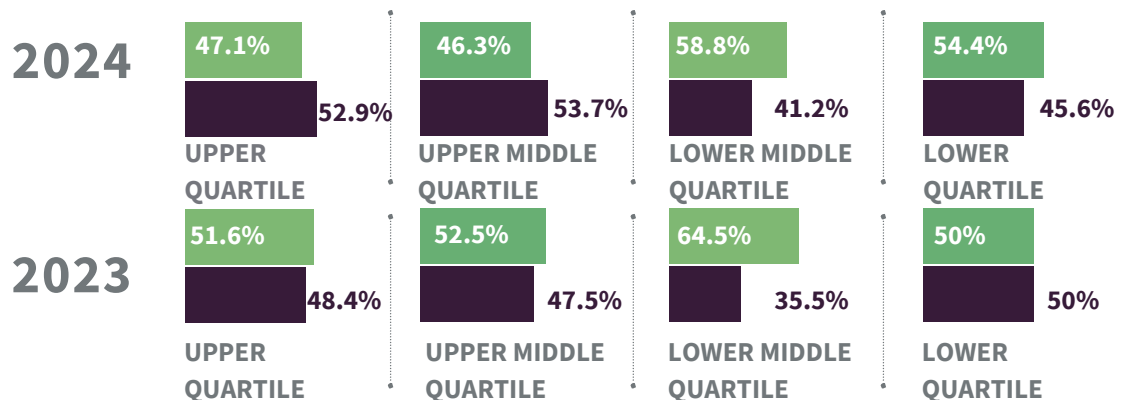
#### Whole Group – everyone including Distribution



#### Hachette UK Ltd – publishing and Hachette functions



#### Distribution



 WOMEN

 MEN

## HOURLY PAY

Whole Group - everyone including Distribution	2024	2023
Mean gender pay gap	15.1%	17.0%
Median gender pay gap	5.6%	8.0%

Distribution	2024	2023
Mean gender pay gap	10.5%	11.9%
Median gender pay gap	4.6%	3.4%

## BONUS PAY

Whole Group - everyone including Distribution	2024	2023
Mean gender pay gap	46.6%	55.8%
Median gender pay gap	1.7%	-2.1%

Distribution	2024	2023
Mean gender pay gap	38.7%	37.2%
Median gender pay gap	1.3%	4.3%

## WHO RECEIVED BONUS PAY?

Whole Group - everyone including Distribution	2024	2023
Proportion of <b>women</b> employees receiving a bonus	92.8%	92.1%
Proportion of men employees receiving a bonus	92.2%	94.8%

Distribution	2024	2023
Proportion of <b>women</b> employees receiving a bonus	96.2%	98.1%
Proportion of men employees receiving a bonus	95.5%	97.3%

Hachette UK Ltd – publishing and Hachette functions	2024	2023
Mean gender pay gap	22.2%	22.9%
Median gender pay gap	17.3%	17.0%

The mean is the difference between the average hourly rates of pay of **women** and men employees.

The median is the difference between the midpoints of hourly rates of pay of **women** and men employees. 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.

Hachette UK Ltd – publishing and Hachette functions	2024	2023
Mean gender pay gap	49.9%	62.4%
Median gender pay gap	22.1%	14.8%

## ACTIONS TAKEN SINCE OUR LAST PAY GAP REPORT

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### RECRUITMENT



Inclusive recruitment remains a key focus for us. In 2023, we introduced a new Applicant Tracking System (ATS), enabling us to closely monitor, analyse and track gender representation through an intersectional lens, leading to positive impacts across our talent attraction initiatives.

We continue to strengthen our recruitment process to ensure fairness and equality. We're committed to removing barriers, reducing bias, and enhancing the candidate experience to attract the best talent. To achieve this, we have introduced comprehensive training and support for our recruiting managers, including mandatory workshops that provide them with the knowledge and tools to make informed decisions and implement inclusive hiring practices effectively. This approach ensures our hiring managers are better equipped to attract, hire, and retain a diverse workforce.



### RETENTION



We have revamped our exit interview process to make it more effective and insightful. The redesigned format helps us better understand why employees choose to leave, enabling us to make well-informed decisions that will enhance the experiences of current and future employees. Additionally, we have introduced internal exit interviews to gather insights when employees transfer within our company. Understanding their motivations allows us to identify potential barriers or challenges that may hinder career progression, especially for individuals from underrepresented groups. The insights we gain will inform decision-making and initiatives aimed at strengthening retention, career development opportunities, and workplace support. By tracking and analysing the feedback we receive, we aim to identify patterns and measure progress in job satisfaction and engagement.



It is important to us to be recognised as a family-friendly workplace. Our goal is to create a supportive environment for all employees, including those with caring responsibilities, by offering flexible working arrangements and comprehensive family leave policies. In 2024, in collaboration with our Gender Balance Network, we conducted a thorough review of our family leave policies. We also gathered feedback from our Pride Network and facilitated separate focus groups with colleagues who had recently taken family leave.



As a result, we reviewed our current policies on family leave and introduced two new policies: a Fertility Policy and an Adoption Policy, which also covers surrogacy arrangements. Our aim is to ensure that all staff navigating parenthood feel fully supported, regardless of gender, sexual orientation, or their path to parenthood. Therefore, we updated our terminology from "Maternity and Paternity" to "Maternity / Pregnant Parent" and "Paternity / Non-Pregnant Parent / Co-Adopter" to be inclusive of our LGBTQIA+ parents. For additional support, our new policies are accompanied with factsheets and manager guidelines.

## ACTIONS TAKEN SINCE OUR LAST GENDER PAY GAP REPORT

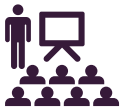
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We have increased our Maternity / Pregnant Parent pay from 20 weeks of full pay to 22 weeks of full pay. Similarly, Paternity / Non-Pregnant Parent / Co-Adopter pay has been increased from two weeks of full pay to six weeks of full pay. Our new policies allow employees to defer two weeks of their Enhanced Maternity / Pregnant Parent or Enhanced Paternity / Non-Pregnant Parent pay, enabling them to take two weeks of paid leave at any point up to their child's fifth birthday.



To further recognise the ongoing need for a balance between professional responsibilities and family life, we now offer parental coaching to support new parents in the workplace.



Our Gender Balance Network continues to play an essential role in supporting the development and progression of our colleagues both internally, and externally within our industry. Building on the success of their career series workshops, which provide guidance for managers, the latest session on 'Support for New Managers' was held in April 2024. The event focused on creating an open conversation with the panellists about their experiences as managers. It also provided a safe space for attendees to ask questions and seek advice, encouraging peer-to-peer support.



In November 2024, our Gender Balance Network hosted a cross-industry collaborative event in partnership with THE FLIP entitled 'Talk Flexy To Me'. This panel discussion focused on flexible working in the creative and media industries, reflecting on how it has evolved over the past few years and exploring aspirations for future development. The conversation addressed key areas such as support for working parents, neurodiversity, and mental health, while also acknowledging the range of different caregiving responsibilities individuals face. The event also highlighted the need for workplaces to adapt and enhance inclusivity through flexible working practices.

## PAY TRANSPARENCY AND PROGRESSION



To ensure fairness and opportunity for all employees, transparency and accountability are an essential aspect of our commitment to equity and inclusion. This is why we have conducted an in-depth analysis of how gender and ethnicity intersect in our pay gap data, aiming to identify and address any disparities affecting various groups within our workforce. We have also continued to monitor and track our progression and promotion data by gender.

## ACTIONS TAKEN SINCE OUR LAST GENDER PAY GAP REPORT

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### WORK-LIFE BALANCE



We are continually exploring ways to improve our employees' work-life balance by ensuring they fully understand our flexible working arrangements and the support available to them. As part of our focus on supporting working parents, we have introduced several initiatives. These include simplifying the pension salary exchange scheme for greater accessibility, launching Family Leave Group Coaching to assist employees returning to work after family leave, and expanding our holiday buy scheme to allow all employees, regardless of household structure, to purchase up to 10 additional days of leave.

### REPRESENTATION



We've worked diligently to improve representation across all levels of our organisation. Our pay gap analysis and insights gained from our DEI data are key to driving progress, but the true measure of success lies in how these insights translate into a better everyday experience for our colleagues. Through our DEI initiative, Changing the Story, we have organised a range of events to foster a culture of learning, employee engagement, advocacy and allyship. Our annual Changing the Story Festival featured sessions on topics such as imposter syndrome and the power of language. To prioritise psychological safety, we also delivered two 'active bystander' sessions aimed at addressing safety in the workplace and public spaces.



Our Gender Balance Network conducted a survey to gain an understanding of the specific challenges experienced by working parents and carers across the business and used the insights gained to support group policy work. The network also raised awareness about key issues through targeted events on awareness days, such as International Women's Day, International Equal Pay Day and International Day for the Elimination of Violence against Women.

### DECLARATION

**We confirm that the information and data reported are accurate.**

**They follow the government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.**

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

DAVID SHELLEY  
Chief Executive Officer for Hachette Book Group and Hachette UK  
February 2025