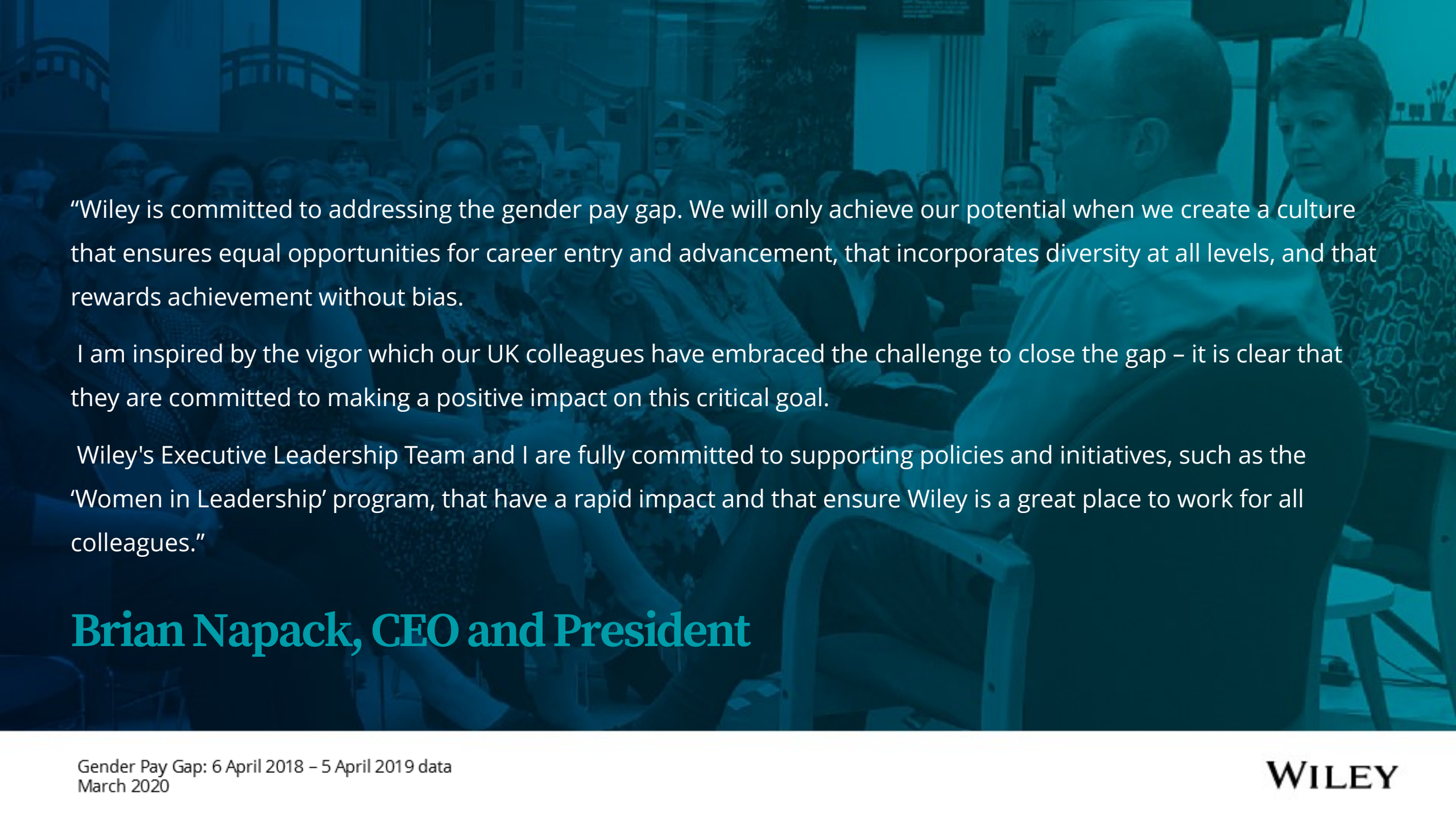


# UK Gender Pay Gap Report

6 April 2018 – 5 April 2019 Data





“Wiley is committed to addressing the gender pay gap. We will only achieve our potential when we create a culture that ensures equal opportunities for career entry and advancement, that incorporates diversity at all levels, and that rewards achievement without bias.

I am inspired by the vigor which our UK colleagues have embraced the challenge to close the gap – it is clear that they are committed to making a positive impact on this critical goal.

Wiley's Executive Leadership Team and I are fully committed to supporting policies and initiatives, such as the ‘Women in Leadership’ program, that have a rapid impact and that ensure Wiley is a great place to work for all colleagues.”

**Brian Napack, CEO and President**

# A few words from Human Resources

“The gender pay gap has provided us with opportunities to make a difference to Wiley’s culture. While it will take time to make an impact on the pay gap results, we are already gaining from the newly implemented programmes.

Personally, I have benefited from these changes as I was recently on maternity leave and enjoyed the new Parenthood Policy that Wiley introduced in 2019. This gave me the choice and flexibility to remain connected to work while enabling me to transition back to my job more effectively.”

**Charlotte Hussein**  
**Director, Human Resources UK**

“Having recently joined Wiley, I was excited to learn about the initiatives led by UK colleagues to address the gender pay gap. The engaged approach they have taken is testament to Wiley’s culture and values.

Despite a positive movement with the bonus gaps, our results are not where we would want them to be as the median gap continues to increase. We recognise this will take time to address, and I am confident that our focused approach on the issue will result in a course of actions to close it.

It has been my passion to build great cultures where individuals have meaningful careers – the GPG recommendations help us foster an inclusive framework where we can all flourish professionally.”

**Danielle McMahan**  
**EVP & Chief People Officer**

# Wiley's Gender Pay Gap Results

## Analysis of the Gender Pay Gap in the UK

- Since [the 2018 data report](#)
  - The mean pay gap has positively moved by 1.6 percentage points, the median pay gap has negatively moved by 3.5 percentage points
  - The mean and median bonus gaps continue to move positively, by 2.2 and 3.3 percentage points, respectively.
- Our median pay gap continues to be driven by more women at entry level positions than at more senior levels as illustrated in our lower quartile distribution. Analysis shows that people working at similar levels in the company are at similar levels of pay.
- The reduction in the bonus gaps are a result of movement within our highest earning population.
- The data in this report was gathered before the recent initiatives have had time to impact on our gender imbalance.

## Understanding the UK Gender Pay Gap

- Gender pay gap data is based on the hourly pay (basic salary) of all employees in the April 2019 payroll.
- Gender bonus gap data includes annual bonus/sales incentive and long term equity compensation paid between 6 April 2018 and 5 April 2019.
- As the Report covers our UK employees who make up 16% of our total workforce, we are reporting only on a subsection of Wiley's global business.
- The Wiley UK colleague split between women and men is 63:37.

	Mean	Median
PAY GAP	21.5%	26.2%
BONUS GAP	31.9%	36.9%

The Mean is the average number when you take all employees into account.

The Median is the middle value within a data set, sorted from smallest to largest.

### Workforce



### Proportion Receiving Bonus



### Quartiles Distribution

■ Women ■ Men

The four quartiles are sorted by dividing the UK population's salary, from highest to lowest, into four equal groups, allowing for the measurement of men and women within each group.







# Our journey so far ...

Over 50 colleagues volunteered to examine the causes of and develop action plans to close the gender pay gap. Their commitment and enthusiasm helped Wiley bring a series of new initiatives to life during 2019. They included:

- the launch of the **Women in Leadership Programme**
- a supportive **Parenthood Policy** in the UK
- **enhanced interviewing practise** during the recruitment process
- support of the Publishers' Association **Inclusivity Action Plan** and participation in their **Diversity and Inclusivity survey**.

We have implemented a **Job Architecture** framework which categorises every job within Wiley. It provides clarity and transparency about current jobs and where colleagues fit within the organisation, establishing a foundation that supports each employee's career path and progression.

Wiley is proud to have an active and supportive community network, including **Generation Wiley** (early-in-career network), **Lean In** and **LGBTQ+ Pride**. Through their regular events, co-workers have openly discussed these new initiatives, put forward ideas and solutions, and contributed to a rich environment which encompasses inclusivity at its heart. Supporting our wider community, we have partnered with **The Girls Network**, enabling 10 colleagues to mentor girls from least advantaged local communities.

# Our journey so far /...

## Women in Leadership Programme

The pilot programme targets Wiley's promising female leaders in the UK, Germany and France, giving them the opportunity to drive their own development as a strong leader and expand their network, while improving the gender balance at senior leadership and executive levels at Wiley.

"When we developed the Women in Leadership programme, we were guided by some key observations made in the feedback from the Gender Pay Gap working parties," said Miriam Maus, the programme sponsor and a member of the UK leadership team, the programme's business sponsor. "These included:

- women tend to value formal leadership training before putting themselves forward for more senior roles,
- the experience that women disproportionately benefit from having mentors and sponsors
- the importance of a well-developed peer-to-peer network, during a time in their career when achieving work-life-balance can be a challenge.

This initiative will play an important part in addressing these points."

The first cohort of participants have described the programme as empowering and energising. "I am so pleased to be part of the inaugural programme at Wiley, but also proud to work for a company, which is working to actively focus on equal opportunities for women," Harriet Jeckells commented. "From one-to-one coaching, 360 peer review and executive sponsorship to a two-day participant coaching and personal brand workshop, so far the programme has exceeded my expectations."

# Our journey so far /...

## Parental Leave

Launched in January 2019, the more supportive Parenthood Policy provides greater choice and financial flexibility for colleagues during maternity leave, including those who are adopting. This will be complemented with an enhancement to Secondary Caregiver pay. One of the first parents-to-be, Renée Takken, who benefited from the policy gave her reaction, "Wiley's support throughout my maternity leave has been invaluable. At a time when my focus naturally shifts to family life, the new policy allows me to continue to meet financial and family responsibilities without worry."

On returning from parental leave, a coaching programme is being developed for new mothers. Laura Simmonds, a member of the pilot group, highlighted the difference the programme has made, "as I established a new work/life balance, it was a lifesaver to have a coach to ask questions, develop strategies, and talk about the stresses."

# Our journey so far /...

## Bar Raiser Interviewers

Selected from a pool of Wiley managers and leaders, Bar Raisers bring a different perspective to the recruitment process, focusing on how a successful candidate will enhance Wiley's culture. With no connection to the role being recruited, Bar Raisers aim to provide an objective view of the interviewee that does not focus on their technical ability but how that person can take on a senior role. "It is still early days for the pilot programme, and if my experience is anything to go by, I now have a stronger sense of how we can all challenge ourselves to make Wiley an even better company to work for," observed Nick Horn, one of the first Bar Raisers.

## Diversity & Inclusion

For the first time, Wiley took part in the Publishers Association's Diversity and Inclusion Survey. We are analysing our data to explore how we can create a more inclusive and open environment. This year Wiley will be launching a comprehensive programme to encourage colleagues to embrace the diversity of the company's global community. Erik Thrasher, its sponsor, pointed out the importance of the gender pay gap conversations in the UK by describing them as "a unique catalyst for Wiley, galvanizing us to accelerate our formal development of a global, comprehensive approach to D&I."



# Looking forward

Wiley is committed to creating a diverse and inclusive workplace with colleagues who are valued for their contributions and able to deliver their best results to succeed.

Wiley will focus on expanding the current programme of initiatives to foster a positive, healthy culture across the organisation, enabling everyone to prosper and develop. This will include:

- Advancing colleagues' skillsets via the **Women in Leadership** and **Manager Academy** programmes
- Through the **Career Path Tool**, continued focus on coaching, mentoring, and personal development to foster an inclusive culture
- A review of **Global Recruitment Practises** The development of a global D&I scheme, including **conscious inclusion training**
- Taking a broad, data driven approach to assess the actions required to support the older population in the workplace, including expanding current networking groups such as **Oxford Carers**.

# Comments from our Leaders

“As the UK sponsor on the Executive Leadership Team, it has been exciting to see first-hand how colleagues have responded to closing the pay gap.

The launch of the pilot of Women in Leadership program has been exemplary of the commitment colleagues have made. This, and the other new initiatives instigated during the year, have impacted positively on the way we work together.

With the support of myself and other members of the leadership team, we want to inspire colleagues to take the opportunity to drive forward change and help Wiley forge a path where we all succeed.”

**Judy Verses**  
Executive Vice President, Research  
ELT sponsor for the UK

“Our colleagues have inspired growing community spirit, challenging the status quo, to make a tangible difference to the quality of our working environment. Their collaborative approach has enabled us to take part in lively conversations about the kind of company we feel proud to work at, one where we can bring our whole selves to work, encompass diverse ideas and flourish.

We recognise that we are on a journey, with much to be done, and we are excited by the opportunities ahead as we continue to cultivate a culture of belonging throughout our organisation.”

**Ben Townsend, VP Global Library Sales & UK co-Regional Leader**  
**Karen Wootton, VP Sales and UK co-Regional Leader**

# Declaration

We confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in white ink, appearing to read 'CH', enclosed within a thin white rectangular border.

Charlotte Hussein  
Director, Human Resources, Wiley UK





# About Wiley

Wiley drives the world forward with research and education. Through publishing, platforms and services, we help students, researchers, universities, and corporations to achieve their goals in an ever-changing world. For more than 200 years, we have delivered consistent performance to all of our stakeholders.

The Company's website can be accessed at [www.wiley.com](http://www.wiley.com).

Our corporate headquarters are located in Hoboken, New Jersey, USA with offices in over 30 countries worldwide. In the UK, we have offices in Bognor Regis, Chichester, London and Oxford.

All images used in this report were taken at community events in Wiley from May 2019 to January 2020