



UK Pay Gap and Inclusion Report 2025



A statement from our CEO

We continue to broaden our inclusion strategy to positively affect both our gender and ethnicity pay gaps. Whilst our data continues to demonstrate gender pay parity in like-for-like roles, there is clear disparity driven by gender bias in certain types of roles (e.g. editorial vs technology), as illustrated in this report. It is difficult to affect these things quickly, as they are more systemic across both our industry and wider market dynamics. Our interventions include working with specialist recruitment agencies and introducing team level diversity dashboards to drive positive action.

We have been pleased to have been recognised in The Times Top 50 Companies for Gender Equality for the last two years, alongside our female CTO being listed in the Top 100 CIO Awards, and being shortlisted for the Women in Tech awards this year. With inclusion strategies, it's important to take a holistic approach, interrogate data properly, and take action where possible. Pay gaps are part of that story, but not the whole part, and we will continue to implement our plans to positively affect this gap without undermining our broader inclusion efforts.



Vicky Williams
CEO, Emerald Publishing

"We have been pleased to have been recognised in The Times Top 50 Companies for Gender Equality for the last two years"





What is the Gender Pay Gap

The gender pay gap refers to the difference in average earnings between men and women across an organisation or workforce. It is not the same as equal pay, which requires that men and women receive the same pay for the same work. Instead, the gender pay gap highlights broader inequalities, often influenced by factors such as the underrepresentation of women in senior roles, differences in working patterns (such as part-time employment), and the concentration of women in lower-paid sectors. Addressing the gender pay gap involves tackling these structural issues to create a more equitable and inclusive workplace.

Equal Pay and Benchmarking

It is important to distinguish between the gender pay gap and equal pay. Equal pay mandates that men and women receive the same remuneration for performing work of equal value. At Emerald, we are committed to upholding this principle.

To ensure our salary ranges are competitive, we benchmark our salaries against external businesses in the industry using the PayLab platform. Additionally, at the beginning of 2025, we conducted an internal equal pay audit to examine the remuneration of males and females performing within the same roles. We are confident that there are no equal pay discrepancies at Emerald Publishing, and that this is not a contributing factor to our gender pay gap.

We are dedicated to maintaining this standard and will conduct an equal pay audit annually to ensure ongoing compliance and fairness.

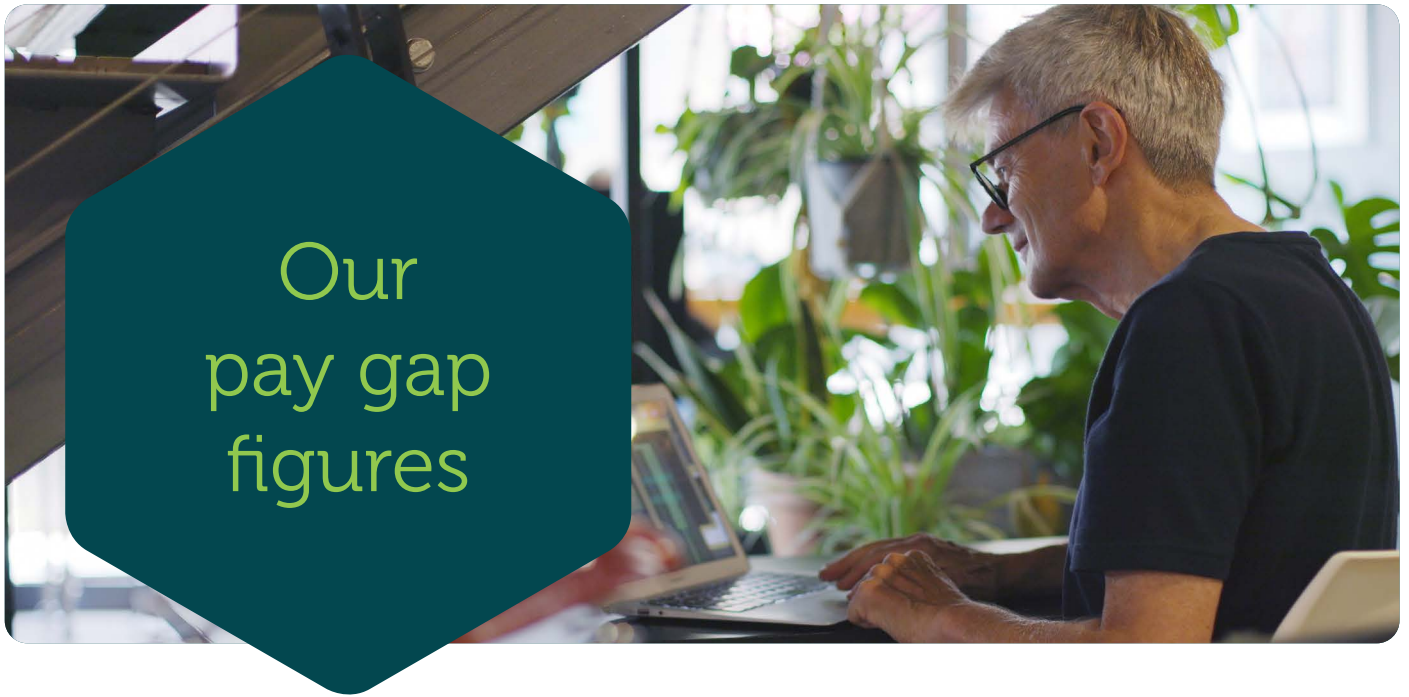
Reporting

Since the introduction of mandatory gender pay gap reporting in 2017, there has been no legal requirement to disclose pay disparities beyond gender. However, in 2021, Emerald took a proactive step by voluntarily publishing our ethnicity pay gap data.

Building on this commitment, and in response to our most recent employee engagement survey where 93% of colleagues agreed that Emerald is committed to equality, diversity, and inclusion, we are continuing to evolve our approach. Notably, 88% of employees believe that individuals are treated equally regardless of their differences, and 93% feel their individuality is respected.

This feedback reinforces our belief that transparency and accountability are key to fostering an inclusive workplace. As such, we are extending our reporting beyond gender and ethnicity to also include pay gap analysis by disability and age. This reflects our ongoing dedication to creating a fair and equitable environment for all.

Like many organisations however, gathering comprehensive data to ensure meaningful analysis is challenging. To address this, we have implemented an 'All About Me' page on our HR system, encouraging colleagues to complete and disclose personal details. This initiative aims to provide a true representation of our diversity. However, many colleagues opt to select 'Prefer not to say' for categories such as disability and ethnicity, which can skew the pay gap data. Consequently, we have decided to exclude individuals who have not disclosed this information from our calculations.

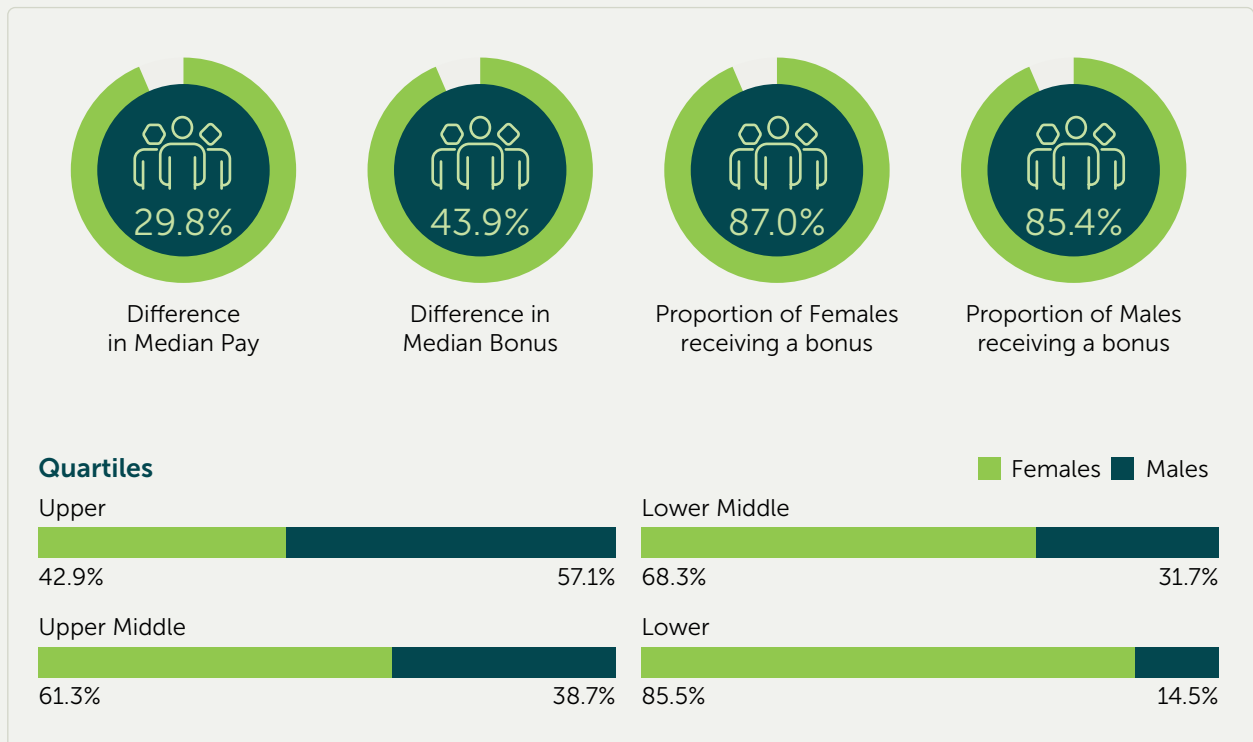


Gender Pay Gap Analysis

The academic publishing industry has historically been female-dominated, and this trend is reflected at Emerald, where the current male-to-female ratio stands at 7:13.

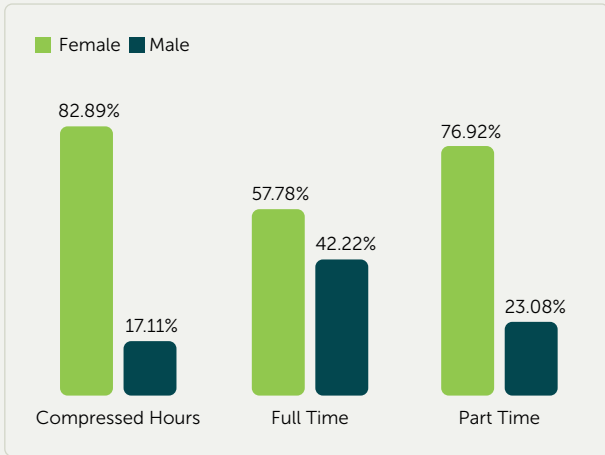
We are aware of the factors contributing to our gender pay gap. A key driver is the distribution of roles across departments: many of our entry-level positions are within Publishing, which is predominantly female, while a significant proportion of our higher-paid roles are in Technology, where male representation is higher.

We are actively addressing this imbalance through our Inclusion Plan and specifically through our inclusive recruitment practices, with a focus on attracting diverse talent across all levels and departments to support a more equitable and representative workforce.





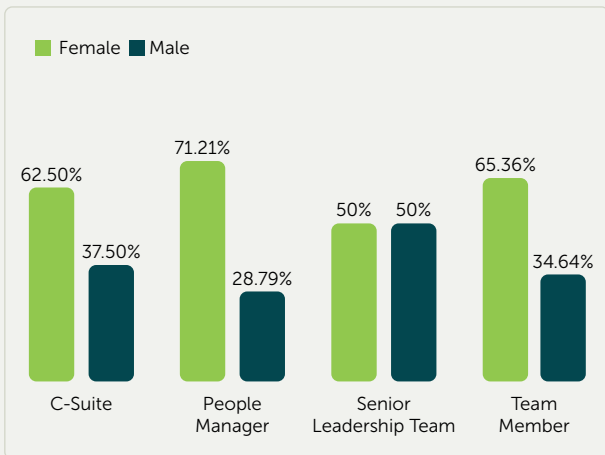
Flexible working



Pay gaps can arise when women are more likely to work part-time, as these roles typically offer lower hourly rates than full-time positions. At Emerald, only a small proportion of both males and females work part-time (4.06%), while a larger number choose compressed hours (23.75%), which ensures full pay while offering greater flexibility. The majority of our workforce (71.19%) are full-time employees, with females representing the largest share of this group.



Employee Group

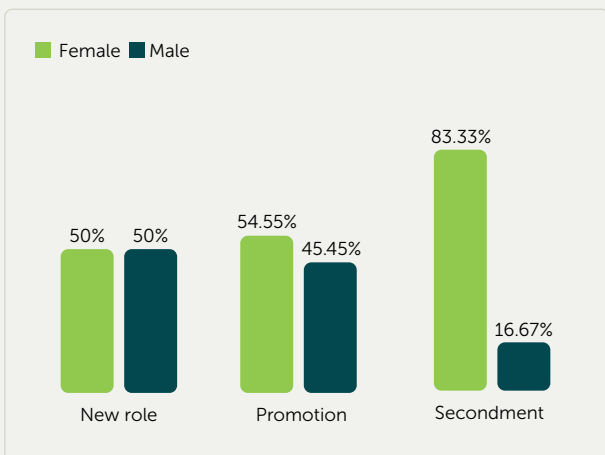


The distribution of women in senior or high-paying leadership roles can also influence the pay gap. At Emerald, seniority is categorised into four groups: team member, people manager, senior leadership team, and c-suite. There is an equal split between males and females in the senior leadership team, with female representation slightly higher in the c-suite and significantly higher among people managers.

While underrepresentation of women in senior roles is not a concern at Emerald, we recognise the need for greater gender balance at the team member level, which should contribute to reducing our overall pay gap.



Internal Opportunities



Unconscious bias and legacy workplace cultures can influence hiring, promotion, and pay decisions, potentially contributing to pay gaps. At Emerald, we are committed to minimising bias at every stage of the recruitment process through a range of inclusive practices, which are detailed later in this report. With regard to promotion and internal opportunities, we are confident that our processes are fair and robust. Our data demonstrates that female colleagues are successful in securing progression and other opportunities within Emerald, reflecting our ongoing commitment to equity and inclusion.

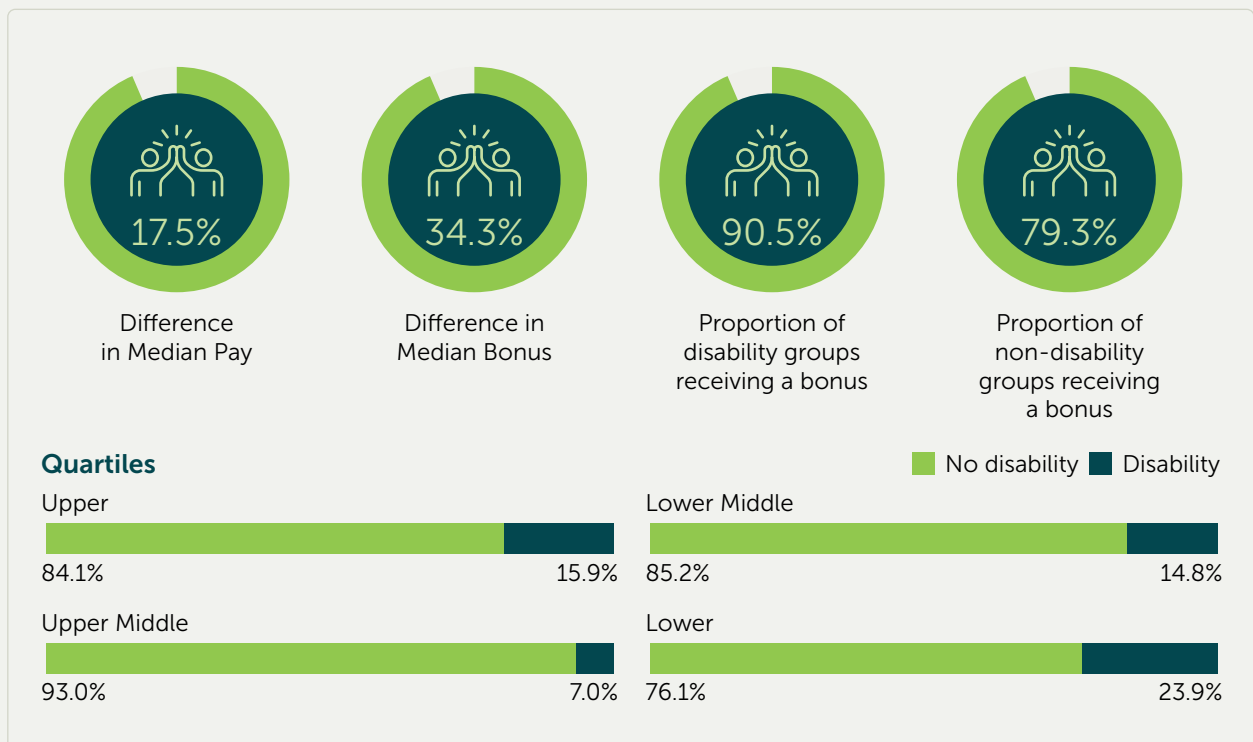


Disability Pay Gap Analysis

Emerald’s analysis of pay gaps for employees who have disclosed a disability versus those who have stated they do not have a disability reveals a median pay gap of 17.5%, with non-disabled employees earning more on average than disabled employees.

When reviewing representation across pay quartiles, the data shows that non-disabled employees make up the majority in all quartiles. While these figures indicate that disabled employees are underrepresented in higher pay quartiles and more concentrated in lower quartiles, it is important to note that the overall number of employees who have disclosed a disability (15.0%) is significantly lower than those who have stated they do not have a disability (85.0%). This imbalance means that quartile percentages will naturally skew toward non-disabled employees.

Nevertheless, the pattern suggests that disabled employees face barriers to progression into higher-paying roles.

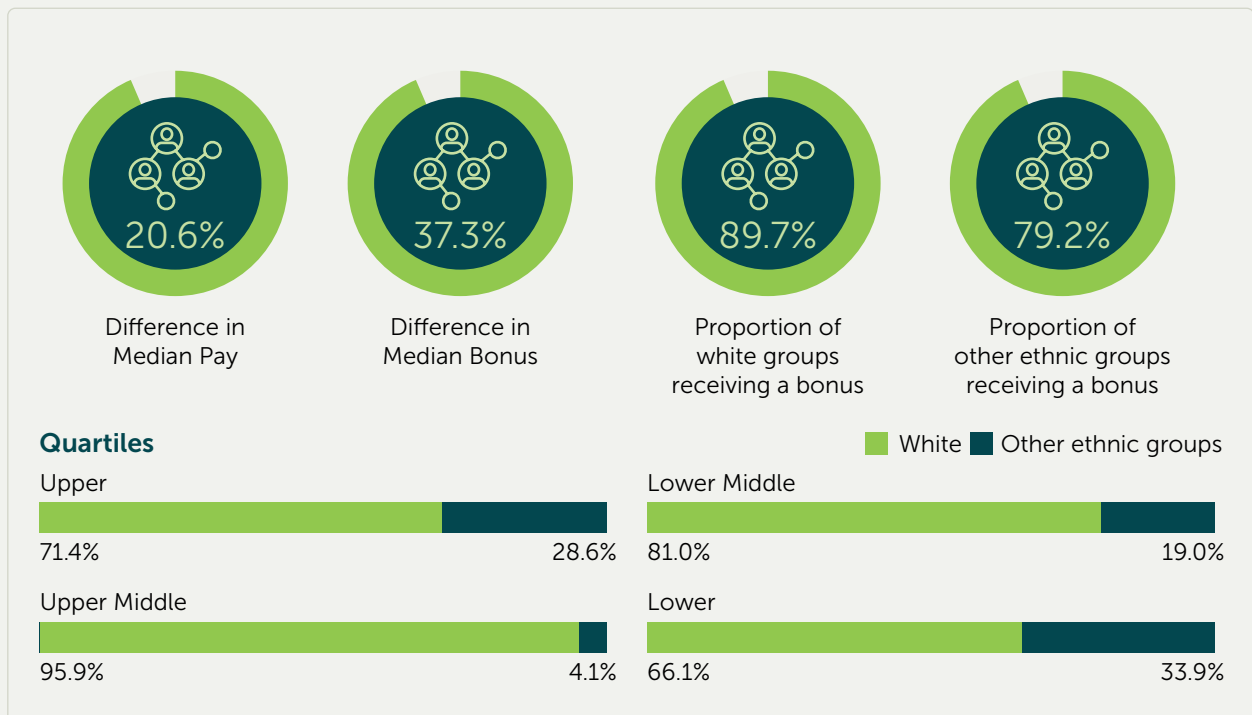


Ethnicity Pay Gap Analysis

Emerald’s review of pay gaps by ethnicity shows a median pay gap of 20.6%, with employees of White ethnicity earning more on average than those from other ethnic backgrounds.

It is important to note that the overall workforce composition, from data disclosed, is 77.6% White and 22.4% from other ethnic groups. While this distribution influences quartile representation, the disparity in the Upper Middle quartile (95.9% White) is significantly higher than the overall workforce share, suggesting limited access to higher-paying roles for employees from other ethnic backgrounds. Conversely, representation of other ethnicities is highest in the Lower quartile (33.9%), indicating a concentration in lower-paid roles.

These findings suggest potential barriers to progression and pay equity for employees from minority ethnic backgrounds.



Emerald is committed to understanding the dynamics from each pay gap analysis further, and will explore factors such as role type, tenure, and career development opportunities to ensure equity across all groups.



Our Inclusion Plan

Our action plan is sponsored by the C-Suite and driven by a network of employees across the business who are empowered to make sure our strategy remains meaningful and relevant to our communities around the world.

Inclusive Recruitment

We are committed to ensuring our recruitment practices are inclusive, equitable, and accessible to all.

Our approach includes:

- **Accessible application processes**, designed to accommodate a diverse range of candidates.
- **Anonymised applications** through our recruitment platform to help mitigate unconscious bias.
- **Structured candidate assessments** using scorecards aligned with clearly defined criteria.
- **Inclusive job advertisements**, reviewed prior to publication using gender bias detection tools to ensure language encourages applications from all genders, particularly for senior roles.
- **Targeted outreach to male candidates** for publishing roles, supporting a more balanced gender representation across departments and levels.
- **Unconscious bias training** embedded within our Everyday Leader Development pathway, equipping hiring managers with the tools to foster fair and inclusive recruitment decisions.

Targeted Recruitment

Actively recruit more males into entry level roles – We worked with Napier University in early 2025 to provide placements for 3 students into our Publishing team, targeted at male students. Unfortunately, we joined the process later than planned and were unable to attract male applicants, which resulted in female candidates being appointed. We intend to offer targeted placements again in 2026, and by entering the process early, we are hopeful for male applicants. Following a summer internship search however, a male was successfully placed in our Publishing team. In 2024 we recruited externally for 5 roles in Publishing, 1 of which was filled by a male. Following our improvements, we successfully recruited 8 male candidates out of 17 available roles in 2025, which suggests our interventions have had a positive impact.

Actively recruit more females into higher paid roles – We work closely with our agencies to brief them on our inclusion plan and they strive to provide gender balance in their applicants. We also worked with Napier University to advertise a year-long placement in our Tech team and this was successfully offered to a female.

We also collaborate with specialist organisations to broaden our reach and enhance diversity:

- **G-Digital** – to attract more women into technology roles, improving gender balance in higher-paid tech positions.
- **Mother of All Jobs** – to support mothers re-entering the workforce, ensuring access to meaningful career opportunities.
- **B-Radical** – to engage candidates furthest from the labour market, expanding our talent pool and promoting equity.
- **Breaking Barriers** – to create employment pathways for refugees, enriching our workforce with diverse perspectives.
- **Business in the Community** – to explore innovative strategies for improving diversity, including targeted job boards and inclusive advertising.

Menopause Wellbeing

We know that menopause presents unique challenges for women in the workplace, significantly impacting their careers and contributing to gender pay disparities. At Emerald Publishing, we are dedicated to fostering a supportive work environment that addresses these issues. We are proud to be recognized as a menopause-friendly workplace through our commitment to the Menopause Workplace Pledge.

We believe in reducing the taboo associated with menopause by arming our workforce with the knowledge and understanding they need to be able to talk openly on the subject. We provide awareness and education through:

- **Our colleague led virtual Menopause Café** normalises the conversation around perimenopause & menopause. Open to all, it provides a safe space for open and honest conversation and allows colleagues to share information, tips and generally feel less alone in their menopause journey
- **Our trained 'menopause mentors'**. These colleagues act as contacts for support within the business, overseeing the Menopause Café, providing resources, signposting those in need of additional support or just acting as a friendly listener.
- **Our menopause wellbeing page** provides a wealth of resources & practical tips on symptoms, impacts and signposting to additional support.
- **Providing menopause awareness training for line managers.** By the end of 2025 we aim to host the training on our own platform so that all new line managers can access this as part of their management induction.
- **Our Mental Health First Aiders** provide qualified support in all areas of mental health, which we know may be significantly impacted by peri/menopause.
- **Our 'Everyday Leader' Pathway** ensures Line Managers are aware of their responsibilities around wellbeing and educates on the obligation to make reasonable adjustments to support colleagues in need.



The Menopause Café offers a welcoming space for individuals to share information, experiences, and ask questions



Data Campaign: Enhancing Inclusion in Pay Gap Reporting

At Emerald, we are committed to ensuring that every colleague's voice is heard and represented in our pay gap analysis and beyond. Currently, we are unable to include individuals who have not disclosed their diversity data, which limits the completeness and accuracy of our reporting.

To address this, we are launching a data campaign aimed at increasing awareness and understanding of the importance of diversity data. This initiative will explain:

- **Why the data matters** – how it helps us identify and address disparities
- **How we collect and protect it** – ensuring transparency and safeguarding personal information
- **What we do with it** – using it responsibly to drive meaningful change

By raising awareness and building trust, we hope to encourage more colleagues to voluntarily share their diversity information. This campaign will be championed by our leadership team, who will actively support and advocate for it. We will promote the initiative through multiple channels, including:

- **Updates and endorsements** at our fortnightly All Hands meetings
- **Visual communications** such as posters and digital signage
- **Ongoing encouragement** and engagement across teams

Our Leadership Team will also be provided with specific targets to reduce the volume of missing data, reinforcing our collective responsibility to foster an inclusive and transparent workplace.

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