



Usborne Gender Pay Gap Report 2025

This report sets out the gender pay gap figures for Usborne Publishing Limited in relation to the reporting year of **2025**.

On 5th April 2025 (the snapshot date) we had 287 employees (a slight increase from last year's headcount). In accordance with the legislation, only employees who had received their full pay during the month of April 2025 were used to measure our gender pay gap and analyse our pay quarter data. This meant that 17 women were excluded from this analysis as they were on reduced-pay maternity leave. Of the remaining 270 full-pay relevant employees, 217 were women and 53 were men giving a reporting period gender balance of 80:20.

The 287 total employee figure is used to measure the gender bonus gap using bonus data in the 12 months prior to the snapshot date (234 women and 53 men).

The Gender Pay Gap

The gender pay gap is the difference between men and women's average hourly pay, across an organisation, expressed as a percentage. It is reported as a median and mean figure, based on those working on a given snapshot day. The gender pay gap is different from equal pay, which means that men and women are paid the same for carrying out the same role.

Our Gender Pay

Our figures are reported in detail below. In summary, our significant gender imbalance (four fifths of our workforce are female) creates substantial issues in interpreting our gender pay gap, as any small change in population (joining/leaving/reduced pay) affects our aggregated percentages. This general imbalance has not changed in the years we have been reporting on Gender Pay and consequently it is difficult for us to make meaningful changes to our data.

Organisational Context

Our total workforce is made up of 81.3% women, and we are proud to have a strong history of employing and promoting women across all levels of the organisation. Our general senior management and executive teams all have extraordinarily strong representation of women, with 6 out of 11 of our Management Team, including our MD being women.

- Usborne has a relatively even representation of women across all pay quartiles – including nearly 20% of all women being paid in the upper quartile. However, only 20% of our employees are men and of this smaller overall number, proportionally fewer men are in the lower quartiles, and proportionally more of them are in the two higher pay quartiles.
- Our fluctuating female employee numbers through reduced pay maternity periods make particular impacts on our pay gap. For this reporting period, we have had a greater than usual number of women whose data was excluded due to reduced pay leave or through leaving Usborne. Three quarters of the women whose data was excluded were from the mid pay points therefore effectively bringing the average and median women's pay down.



- Whilst we have had significant fluctuations in our female employee numbers, for this reporting year we have had little change in our male employee numbers, further exacerbating the impact on our overall percentages.
- Our gender balance shifted marginally this reporting year towards women (by 1.5%). This is a result of those who left Usborne and those that joined. Most of the women who were hired or left were in fixed term maternity cover roles which are typically entry level and sit mainly within the lower pay quartiles. In contrast there was very little movement of men, however the small number of men who joined tended to do so in higher pay quartiles.
- Our variance in the gender bonus gap (and a significant swing from our negative percentage in 2024) is impacted by small changes in our overall employee numbers having significant impacts on our data.
- We have long had a published salary grading system which was designed to ensure transparent and equitable compensation and career progression across the company. We are continuing to work on the grading structure content at a departmental level, so that there is more information on expected skills levels and bases for promotion further supporting consistency and objectivity of decision making.

We continue to review and assess the potential causes of gender pay disparity and seek ways to address this.

We have a commitment to support the progression of women through the organisation; we aim to continually review and scrutinise our hiring, development and promotion of all staff to ensure there is no gender bias or weighting. Our Applied recruitment tool allows us to analyse our application and interview process to ensure we are primarily testing for skills and competencies and ensure our vacancies are accessible and attractive to a diverse pool of individuals.

Confirmatory statement

I confirm that the information set out in this gender pay gap report is accurate and calculated in accordance with the Regulations.

Signed:

Nicola Usborne

Managing Director

4th March 2026

Contact

Please direct any queries relating to this gender pay gap report to Katie White, HR Director by contacting her on email katie.white@usborne.co.uk



2025 Gender Pay Gap Statutory Calculations

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, Usborne is legally required to publish, on an annual basis, specified information relating to their gender pay gap.

Median gender pay gap

Based on the median (middle) hourly rate of pay for men and women in the relevant pay period, our median gender pay gap is **7.4 %** (rounded to one decimal place)

Mean gender pay gap

Based on the mean (average) hourly rate of pay for men and women in the relevant pay period, our mean gender pay gap is **9.0 %** (rounded to one decimal place).

Median gender bonus gap

Based on the median (middle) bonus pay for men and women in the relevant pay period, our median gender bonus gap is **0.0 %** (rounded to one decimal place)

Mean gender bonus gap

Based on the mean (average) bonus pay for men and women in the relevant pay period, our mean gender bonus gap is **47.9 %** (rounded to one decimal place).

Bonus pay

The proportions of men and women who received bonus pay (including five year service bonus) during the relevant pay period are as follows (percentages are rounded to one decimal place):

Men: **9.4 %** Women: **7.7 %**

Salary pay quartiles

The following table separates our entire workforce into four equal quartiles based on the salaries that are paid to each individual employee. These quartiles are then further broken down into the number and proportion, expressed as a percentage, of men and women in each quartile.

	Lower	Lower middle	Upper middle	Upper
	%	%	%	%
Men	13.4	14.7	26.5	23.9
Women	86.6	85.3	73.5	76.1



Usborne Gender Pay Gap Report 2024-2025

This report sets out the gender pay gap figures for Usborne Publishing Limited in relation to the reporting year of **2024**.

On 5th April 2024 (the snapshot date) we had 288 employees (a slight increase from last year's headcount). In accordance with the legislation, only employees who had received their full pay during the month of April 2024 were used to measure our gender pay gap and analyse our pay quarter data. This meant that 7 women were excluded from this analysis as they were on reduced-pay maternity leave. Of the remaining 281 full-pay relevant employees, 230 were women and 51 were men giving a gender balance of 82:18 - a greater percentage of women than in our 2023 analysis.

The 288 total employee figure is used to measure the gender bonus gap using bonus data in the 12 months prior to the snapshot date.

The Gender Pay Gap

The gender pay gap is the difference between men and women's average hourly pay, across an organisation, expressed as a percentage. It is reported as a median and mean figure, based on those working on a given snapshot day. The gender pay gap is different from equal pay, which means that men and women are paid the same for carrying out the same role.

Our Gender Pay

Our figures are reported in detail below. In summary, our gender imbalance (four fifths of our workforce are female) creates substantial issues in interpreting our gender pay gap, as any minor change in our male population can make significant impacts on our pay gap. This imbalance has not much changed in the years we have been reporting on Gender Pay and consequently it is difficult for us to make meaningful changes to our data.

Organisational Context

Our workforce is made up of 82.3% women, and we are proud to have a strong history of employing and promoting women across all levels of the organisation. Our MD and Publishing Director are women, and in general our senior management and executive teams all have extraordinarily strong representation of women, with 7 out of 11 of our Management Team being women.

- Usborne has a relatively even representation of women and men across all pay quartiles – including nearly 20% of all women in the Company being paid in the upper quartile.
- However, only roughly 1/5th of our employees are men and of this smaller overall number, proportionally fewer men are in the lower quartiles, and proportionally more of them are in the higher pay quartiles.
- Our gender balance shifted further this review year towards women (by 2%). This is a result of those who left Usborne and those that joined. The men that left were spread across our pay range, whilst the women were mainly from our lower pay quartiles. Where we did then hire to replace these staff, women tended to be hired into our entry level roles, but the smaller number of men who joined did so at a higher pay quartiles.



- In addition, significantly more women than men move onto a flexible and part-time work schedule, and women 'dip' into and out of the data each year as they take family leave which impacts our analysis year on year.
- Our variance in the gender bonus gap (to a positive gap towards women) is similarly impacted by small changes in our male population having significant impacts on our data.
- We have long had a published salary grading system which was designed to ensure transparent and equitable compensation and career progression across the company. We are continuing to work on the grading structure content at a departmental level, so that there is more information on expected skills levels and bases for promotion further supporting consistency and objectivity of decision making.

We continue to review and assess the potential causes of gender pay disparity and seek ways to address this.

We have a commitment to support the progression of women through the organisation; we will aim to continually review and scrutinise our hiring, development and promotion of all staff to ensure there is no gender bias or weighting. Our Applied recruitment tool allows us to analyse our application and interview process to ensure we are primarily testing for skills and competencies and ensure our vacancies are accessible and attractive to a diverse pool of individuals.

Confirmatory statement

I confirm that the information set out in this gender pay gap report is accurate and calculated in accordance with the Regulations.

Signed:

Nicola Usborne

Nicola Usborne

Managing Director

4th April 2025

Contact

Please direct any queries relating to this gender pay gap report to Katie White, HR Director by contacting her on email katie.white@usborne.co.uk



2024 Gender Pay Gap Statutory Calculations

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, Usborne is legally required to publish, on an annual basis, specified information relating to their gender pay gap.

Median gender pay gap

Based on the median (middle) hourly rate of pay for men and women in the relevant pay period, our median gender pay gap is **6.3 %** (rounded to one decimal place)

Mean gender pay gap

Based on the mean (average) hourly rate of pay for men and women in the relevant pay period, our mean gender pay gap is **6.0 %** (rounded to one decimal place).

Median gender bonus gap

Based on the median (middle) bonus pay for men and women in the relevant pay period, our median gender bonus gap is **-256.6 %** (rounded to one decimal place)

Mean gender bonus gap

Based on the mean (average) bonus pay for men and women in the relevant pay period, our mean gender bonus gap is **-278.4 %** (rounded to one decimal place).

Bonus pay

The proportions of men and women who received bonus pay (including five year service bonus) during the relevant pay period are as follows (percentages are rounded to one decimal place):

Men: **13.7 %** Women: **10.1 %**

Salary pay quartiles

The following table separates our entire workforce into four equal quartiles based on the salaries that are paid to each individual employee. These quartiles are then further broken down into the number and proportion, expressed as a percentage, of men and women in each quartile.

	Lower	Lower middle	Upper middle	Upper
	%	%	%	%
Men	11.4	16.9	21.4	22.9
Women	88.6	83.1	78.6	77.1



Usborne Gender Pay Gap Report 2023-2024

This report sets out the gender pay gap figures for Usborne Publishing Limited in relation to the reporting year of **2023 - 2024**. In accordance with legislation, only employees who had received their full pay during the month of April 2023 were used to measure the gap on a snapshot date of 5th April 2023 and therefore 274 employees were considered, 218 women and 56 men – giving a gender balance of 79:21.

The Gender Pay Gap

The gender pay gap is the difference between men and women's average hourly pay, across an organisation, expressed as a percentage. It is reported as a median and mean figure, based on those working on a given snapshot day. The gender pay gap is not the same as equal pay, which means that men and women are paid the same for carrying out the same role.

Our Gender Pay

Our figures are reported in detail below. In summary, our gender imbalance (four fifths of our workforce are female) creates significant issues in interpreting our gender pay gap as any small change in our male population can make notable impacts on our pay gap. That being said we are pleased that there are improvements in our mean pay gap, although our median pay gap saw a very small increase. Our mean and median bonus gaps have unfortunately slightly increased but reflect the small number of staff who received their 5 year service bonus in this reporting period. Both mean and median gender pay, and bonus gaps are significantly better than the average for our industry, and the national average.

Organisational Context

- Our workforce is made up of 79.5% women, and we are proud to have a strong history of employing and promoting women across all levels of the organisation. Our senior management and executive teams all have very strong representation of women, with 7 out of 10 of our Management Team being women.
- Usborne has a relatively even representation of women and men across all pay quartiles – including 25% of all women being paid in the upper quartile.
- However, only roughly 1/5th of our employees are men. Of this smaller overall number, proportionally fewer men are in the lower quartiles, and proportionally more of them are in the higher pay quartiles.
- In addition, significantly more women than men move onto a flexible and part-time work schedule, with a pro-rated salary, which also contributes to the recorded pay gap.
- We have long had a published salary grading system which was designed to ensure transparent and equitable compensation and career progression across the company.

We continue to review and assess the potential causes of gender pay disparity and seek ways to address this.



We have a commitment to support the progression of women through the organisation; we will aim to continually review and scrutinise our hiring, development and promotion of all staff to ensure there is no gender bias or weighting. Our Applied recruitment tool allows us to analyse our application and interview process to ensure we are testing for skills and competencies and ensure our vacancies are accessible and attractive to a diverse pool of individuals.

We will also be working during 2024 on our grading structure content, so that there is more information on expected skills levels and bases for promotion for each department and the roles within them.

Confirmatory statement

I confirm that the information set out in this gender pay gap report is accurate and calculated in accordance with the Regulations.

Signed:

Nicola Usborne

Nicola Usborne

Managing Director

4th March 2024

Contact

Please direct any queries relating to this gender pay gap report to Katie White, HR Director by contacting her on email katie.white@usborne.co.uk



2023 Gender Pay Gap Statutory Calculations

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, Usborne is legally required to publish, on an annual basis, specified information relating to their gender pay gap.

Median gender pay gap

Based on the median (middle) hourly rate of pay for men and women in the relevant pay period, our median gender pay gap is **4.6 %** (rounded to one decimal place)

Mean gender pay gap

Based on the mean (average) hourly rate of pay for men and women in the relevant pay period, our mean gender pay gap is **2.9 %** (rounded to one decimal place).

Median gender bonus gap

Based on the median (middle) bonus pay for men and women in the relevant pay period, our median gender bonus gap is **13.8 %** (rounded to one decimal place)

Mean gender bonus gap

Based on the mean (average) bonus pay for men and women in the relevant pay period, our mean gender bonus gap is **15.3 %** (rounded to one decimal place).

Bonus pay

The proportions of men and women who received bonus pay during the relevant pay period are as follows (percentages are rounded to one decimal place):

Men: **7.1 %** Women: **4.9 %**

Salary pay quartiles

The following table separates our entire workforce into four equal quartiles based on the salaries that are paid to each individual employee. These quartiles are then further broken down into the number and proportion, expressed as a percentage, of men and women in each quartile.

	Lower	Lower middle	Upper middle	Upper
	%	%	%	%
Men	13.2	23.2	20.3	25.0
Women	86.8	76.8	79.7	75.0