

**IOP** Publishing

**2022**

# Gender pay gap report

[ioppublishing.org](http://ioppublishing.org)



# Contents

|                                    |    |
|------------------------------------|----|
| Introduction                       | 4  |
| Our gender pay gap data            | 5  |
| Our figures                        | 6  |
| Quartiles                          | 7  |
| What's driving our gender pay gap? | 8  |
| What action are we taking?         | 8  |
| Meet some of our people            | 10 |



# Introduction

At IOP Publishing (IOPP) we have four clear ways of being which underpin our mission, vision and purpose. These are **Be Authentic, Succeed with Others, Act with Respect** and **Do what Matters Most**. They define our culture and are at the heart of what makes IOPP a brilliant place to work. They are our true north star and the compass for all our colleagues, driving us to be endlessly inclusive. We are proud to celebrate difference and want everyone to thrive and achieve their potential. So, over the past year driving our inclusion plans has been a key focus for us. We demonstrate and celebrate diverse minds, being actively inclusive and working together as one.

Our gender pay gap report highlights some of the progress we have made with our diversity and inclusion strategy in 2022. We're in this for the long haul and we recognise this is about more than simply meeting a government deadline or ticking boxes. To create meaningful and systemic change we need to make sure we are actively listening and talking to each other to raise our own awareness. We need to be clear about what action we must take, and use good data to understand issues, identify actions and track progress. We must also ensure our leaders are leading inclusively, being allies and having conversations about diversity and inclusion.

We are seeing early signs of success with our strategy. We are proud of our engagement survey results in diversity and inclusion that continue to be ahead of industry norms, and our internal awareness raising events are well attended and get positive feedback. Our mean pay gap has reduced by 0.8% to 11.63% and our median has reduced by 3.44% to 14.84%. We have continued to attract and retain more women into our roles and we are clear on the focus to continue to appoint women into senior roles.

This year we have focused on inclusivity, creating the foundations for long-term success and bringing all our people with us and will be launching our first employee resource group focussing on Women in IOPP.

We are excited about our future and achieving our ambition to make IOPP a more diverse and inclusive organisation for everyone.



**Andy Macdonald**  
Chief People Officer, IOP Publishing

# Our gender pay gap data

**2017\***

Total number of staff: 390



207 Female 183 Male

**2018\***

Total number of staff: 388



204 Female 184 Male

**2019**

Total number of staff: 345



180 Female 165 Male

**2020**

Total number of staff: 342



178 Female 164 Male

**2021**

Total number of staff: 333



179 Female 154 Male

**2022**

Total number of staff: 349

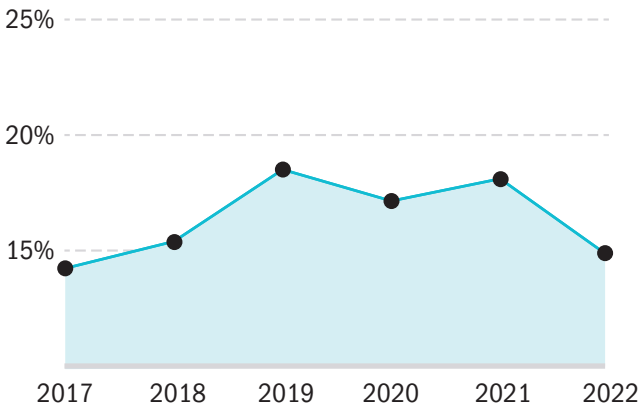


195 Female 154 Male

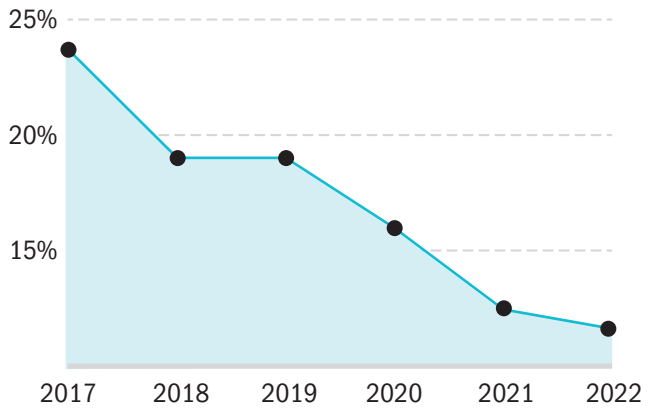
\* included global headcount

# Our figures

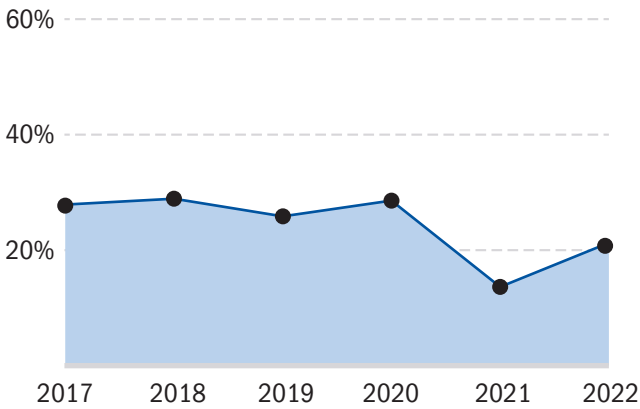
**Gender Pay Gap Median**



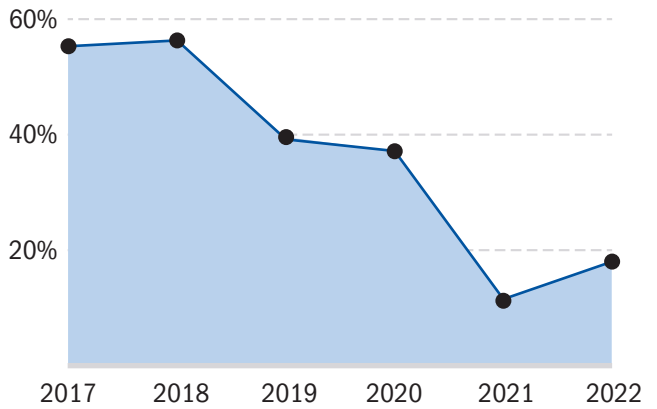
**Gender Pay Gap Mean**



**Bonus Pay Gap Median**



**Bonus Pay Gap Mean**



**Proportion of staff receiving bonus**

**2017**

Number of employees: 390



**2018**

Number of employees: 388



**2019**

Number of employees: 345



**2020**

Number of employees: 342



**2021**

Number of employees: 333

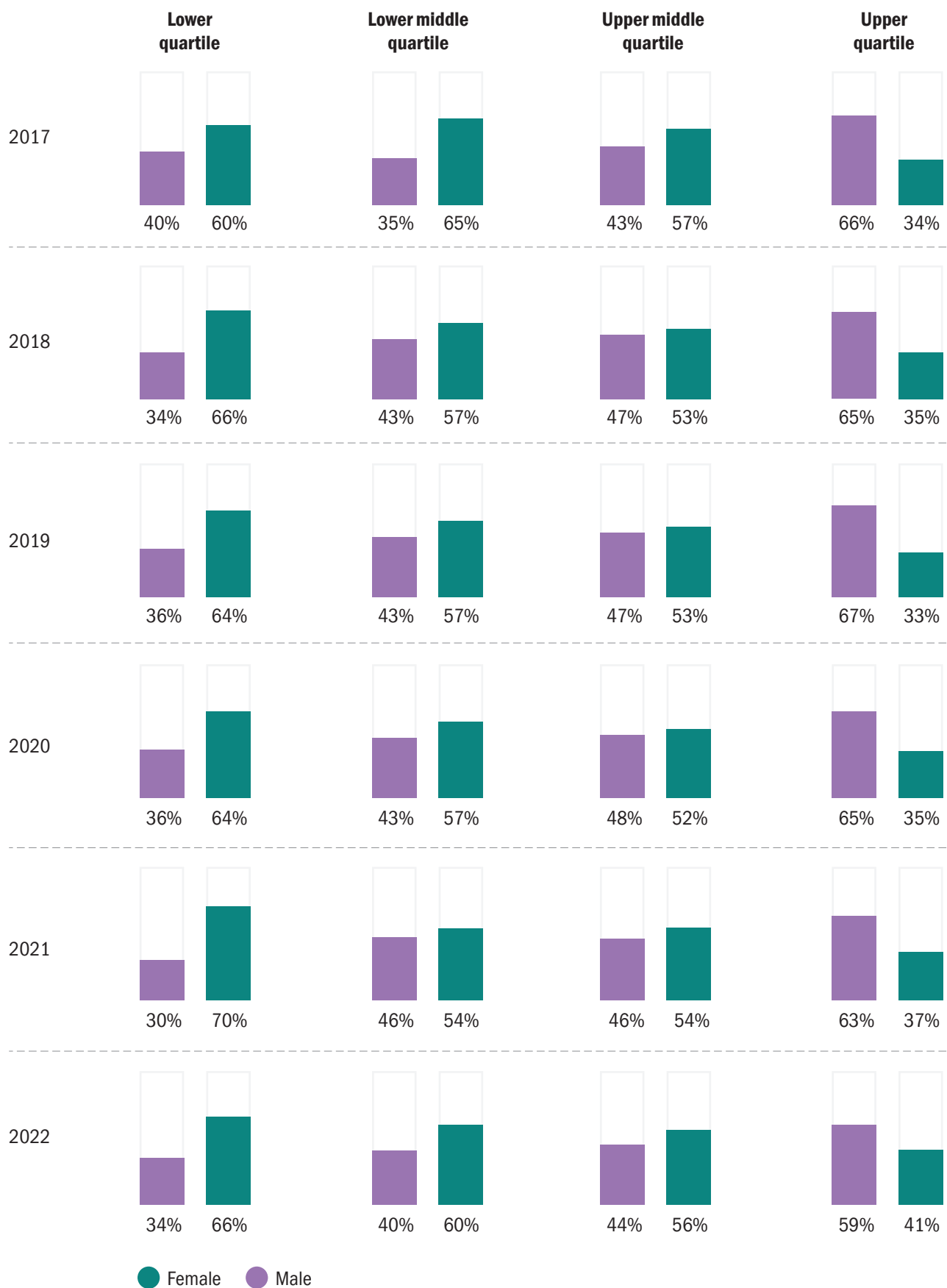


**2022**

Number of employees: 349



# Quartiles



# What's driving our gender pay gap?

A gender pay gap is a measure of the difference in the average pay of men and women across an entire organisation, regardless of the nature or level of their work. It highlights the different number of men and women across all roles.

It is different from an equal pay comparison, which involves a direct comparison of two people or groups of people carrying out the same work or work of equal value. Our mean gender pay gap has further reduced this year by 0.8%, helped by hiring more women into IOPP over the last year in all quartiles. Our % of women employed at IOPP has increased to 55.8%.

Our median gender pay gap has also decreased by 3.44% this year, which is driven by the fact we have increased the number of women in Lower, Upper and Top quartiles. We do however need to keep working hard to attract and retain women into our senior leadership roles and into early career roles. Since reporting began, we have steadily increased our headcount, and our gender split continues to increase our % of women in IOPP, however this is not happening with enough significance in our upper and top quartiles.

Our median bonus gap has increased by 6.6% and our mean by 5.4% this year due to the company wide bonus and eligibility rules and qualification periods for all colleagues. This means more men were eligible for a bonus than women.

We are continuing to work to develop a strong pipeline of leadership talent and build a strong pipeline of early career talent in IOPP.

# What action are we taking?

Diversity and inclusion are at the heart of our people strategy. This is critical to our culture and aspirations to be a thriving and diverse organisation. We look at inclusion in its broadest sense but we have had a particular focus on gender, cultural diversity and LGBTQIA+.

Some of our achievements in 2022 include:

- Establishing our first Diversity and Inclusion steering group
- Establishing two Employee resource groups in Cultural Diversity and LGBTQIA+
- Hosting a series of awareness and speaker programs including Gender awareness month, Mental Health, LGBTQIA+ and cultural diversity
- Ran series of training programs for staff and leaders

At IOPP we are just as ambitious for the coming year. In 2023 we are committed to:

- Revisiting our strategy and reviewing progress to ensure we are focussed and aligned to our strategic goals
- Being signed up to Publishers Association's Inclusivity plan to promote equality, diversity and inclusion across the publishing industry
- Establishing further employee resource groups in particular 'Women in IOPP'
- Improving our diversity data and reviewing to ensure our actions are focussed in the right areas
- Increasing training opportunities for all staff





Meet some  
of our  
people



## Antonia Seymour

### Chief Executive

#### What was your journey to your current role?

It was a very deliberate decision for me to pursue a career in scientific publishing. I did English, Art, Biology and Chemistry at A level and read Biological Anthropology at Cambridge. When I plugged my educational background into a career search tool it came up with scientific publishing. I immediately started exploring the scholarly publishing sector and concluded it was the perfect way to combine my creative side with my love of science. I went on to do a Postgraduate Diploma in Publishing and got my first job at Harcourt Brace as a Journal Production Editor working on the Journal of Human Evolution. It was my dream job straight out the gate and I've never looked back. The outputs of science are all-pervasive - scientists change the world. It's their curiosity and their passion for answers that drives them. That's the same for me - I want to solve problems and do things better than I did them yesterday.



**If we can enable open and honest conversations around work we can make better and faster decisions.**

#### What challenges have you overcome along the way?

For me the biggest challenge has been, and continues to be, what goes on in my own head. Self-doubt can often call the shots and I have to work really hard to overcome those doubts and dare to do more. Experience has shown that nine times out of ten it pays off when I go for it, but nevertheless every time there's a new challenge or opportunity the solution is to focus on our abilities and not our weaknesses. To reframe the situation and tell ourselves a new story, not the same old one. Really easy to say, very difficult to do, but I keep trying and it is getting easier.

#### Why is diversity important to you?

If we can enable open and honest conversations around work we can make better and faster decisions. I believe quality contributions can come from anywhere and anyone. Diversity of background and diversity of thought are key to us delivering our strategy. But there needs to be a level playing field for everyone to speak up and feel heard. Our two ways of being: Acting with Respect - trying to understand others, what matters to them and valuing their contributions. Being Authentic - being open and transparent about what I will do and what I can achieve and my words being consistent with my actions, and, are key in shaping an IOPP culture of inclusivity.



## Claire Webber

### Head of Content and Engagement

#### What's your day-to-day life like at IOPP?

I manage a team of 15 marketing colleagues ranging from Marketing Assistant to Marketing Manager, including colleagues based in the UK and in China. No two days are the same for me - there's a huge amount of variety in the discussions, meetings and projects that I'm involved in which span across different areas of the business and with multiple stakeholders.

#### What was your journey to your current role?

I joined IOPP in 2001 as a Marketing Assistant in the 'Magazines' division - my first marketing role from graduating university. Eventually, I moved to another publisher for a year to work as a Brand Manager on Consumer Magazines, before moving back to IOPP in 2008. When a centralised marketing team was created I became a Marketing Manager, taking on responsibility for marketing journals as well as Magazines and eventually for marketing of the IOP Ebooks programme and Conference Series. I have progressed at regular intervals into more senior marketing and management roles and have been a Head of the department for the past two years.

#### What challenges have you overcome along the way?

I've taken a year of maternity leave twice during my career. Each time I was well supported by the business, but as marketing and publishing is so fast-paced it took some time to catch up with all the changes. IOPP and my manager supported me with a return to full-time work, and I was able to benefit from informal peer support with other mums at IOPP as we discussed and shared the challenges we faced in our work/life balance.

#### Why is diversity important to you?

Diversity is incredibly important to me - particularly in the case of female representation in senior roles at IOPP. In the case of mothers being in senior roles at IOPP, it shows that the company is supportive of them (whether the person is part-time or full-time).

#### How do you see IOPP tackling and addressing the gender pay gap?

In more recent years, I've seen more women being promoted or coming into the business to take on senior roles. Over 70% of the Senior Publishing Management Team are women, and 85% of the women have children. The Content Engagement Marketing team consists of 65% female staff with more women in senior roles within the team, which probably reflects marketing as a profession rather than the publishing industry.

#### How has IOPP supported you along your journey here?

I have experienced a supportive culture with flexibility around work-life balance throughout most of my career at IOPP - particularly in the past 5 years. This culture and way of working allows me to perform the best I can within a leadership role. For those (female or male) who wish to progress their careers at IOPP, there are opportunities to do so.



## Nadine Nero

### Product Manager

#### What's your day-to-day life like at IOPP?

Our team is centrally responsible for making sure we all keep our cloud digital assets safe by giving colleagues the tools they need, and recommending best practice approaches. Each day is varied. It might include liaising with suppliers and internal stakeholders, gathering requirements, or having agile ceremonies.

#### What was your journey to your current role?

I took voluntary redundancy from a previous employer and was lucky enough to get a role as Digital Delivery Lead. Over the course of 18 months my role changed partly due to my skills and the needs of the team. My job title was changed to Product Owner. Shortly after I was asked if I'd like to be a Product Manager for the cloud compliance team. I've been doing it now for 6 months and have enjoyed learning lots about the cloud technology and making a difference for internal users.

#### What challenges have you overcome along the way?

I work with developers and engineers every day. I have a degree in Computer Science, but the "cloud" wasn't really a concept when I graduated. If I don't have all the knowledge and detail to hand, I've found all the people I work with are happy to help me and we use 10% of our time for self development learning.

#### What has inspired you or what is your motivation? And how has IOPP helped?

I like learning new things, so dedicating 10% of our work time to development has allowed me to gain knowledge during work time!

#### Why is diversity important to you?

Diversity is important to me so that we don't have mono view points. A diverse group of individuals can offer a range of perspectives. It also means we have the best people. Everyone has something to bring.

#### How has IOPP supported you along your journey here?

IOPP has let me be myself, and has supported me to grow into my role.



## Sarah Fricker

### Group Head of Legal

#### What's your day-to-day life like at IOPP?

Day-to-day I usually spend time drafting and reviewing contracts and giving legal advice on a variety of matters, both verbally and in writing. I also spend a lot of time attending meetings, both with people from the group and externally.

#### What was your journey to your current role?

I went to university for four years to study law and then trained with a law firm for two years. I stayed working for legal firms for six years following qualification and then started at IOPP in 2004, reporting to the then Head of Legal. I became Head of Legal in 2011.

#### What challenges have you overcome along the way?

The main challenge is balancing having a family and a career. When my sons were young, it could be difficult at times to do my job to the best of my ability and be there for them.

#### What has inspired you or what is your motivation? And how has IOPP helped?

Two main things inspire me. As a mother of boys, I have always wanted them to see that it is possible for women to have successful careers and families and that there is no reason why they have to choose. Also, I find it inspiring to see women in positions of seniority in the STM industry, such as Antonia (Chief Executive) and Miriam (Chief Publishing Officer) at IOPP and people like Caroline Sutton at the STM Association.

#### Why is diversity important to you?

I think it is vitally important to society as a whole that people from all backgrounds are represented at all levels so that their views and perspectives can be shared and learned from and that the best people are recruited from as wide a pool of people as possible. Recognising and appreciating the differences between us all is key to this.

#### How do you see IOPP tackling and addressing the gender pay gap?

Across the business I find it encouraging to see the large number of women being employed and, as stated above, it is great to see women in senior positions. I feel that IOPP takes gender pay seriously and actively looks to improve the gender pay gap year on year through a variety of initiatives.

#### How has IOPP supported you along your journey here?

I have always been encouraged to achieve a good work life balance. When my sons were young, the company was very flexible to allow me to attend school events and I was able to work part-time. Working flexibly post Covid has been particularly helpful.



## Sophie Arden Head of Finance

### What's your day-to-day life like at IOPP?

My role is very collaborative – I have the pleasure of working with lots of different colleagues. There is always a variety of things on the go, from the routine people and process management to projects, recruitment, etc. I really value the flexibility I have in how I organise a busy workload, which is so important in balancing the demands of work and family life.

### What was your journey to your current role?

I initially joined in 2007 as a newly qualified accountant and have benefitted from plenty of projects, challenges and development opportunities since then. I worked my way up to FP&A Manager and then stepped sideways to the Head of Finance Operations role. The breadth of experience gained across these areas, along with numerous projects, has enabled me to take on the broader role of Head of Finance. Alongside this career development I've also fitted in three maternity leaves, meaning that I now juggle work and three small children!

### What challenges have you overcome along the way?

Moving into different roles, complex projects like changing Finance systems, restructuring how teams are organised etc have all provided challenges and often a steep learning curve. These run alongside those of life in general: getting married, having kids, moving house and so on. Having worked here for so long, IOPP is interwoven with my personal growth as well as professional. I have always felt supported as a person, not just an employee.

### What has inspired you or what is your motivation?

#### And how has IOPP helped?

I love working here and feel very proud and protective of the supportive and collaborative culture. I'm motivated by working with great colleagues, a sense of a job well done and always learning.

Working at IOPP has presented me with many opportunities to grow into different roles based on merit rather than politics or posturing – we promote a culture of people working hard to serve the academic community rather than being driven by egos, hence the open collaboration that makes it such a great place to work.

### Why is diversity important to you?

By welcoming people from a variety of backgrounds and perspectives we enrich our workforce. We will only attract, retain and draw upon this talent if we foster an environment where people are empowered to offer their skills and viewpoints.

### How do you see IOPP tackling and addressing the gender pay gap?

Benchmarking our roles impartially offers more reassurance that salaries are based on sound data rather than negotiation skills or preconceptions. Offering flexibility in work patterns enables people to balance commitments outside of work, such as family, so both men and women can strive for the career development they want and grow their salary that way as well.

### How has IOPP supported you along your journey here?

See all above! Training, career development, maternity leaves, flexibility to juggle work and kids and so on...



## Helen Perry

### Head of Talent and Employee Experience

#### What's your day-to-day life like at IOPP?

I'm Head of Talent and Employee Experience working to attract and retain the best talented colleagues here. There is a lot of variety in my role, I'm involved in a whole host of projects, activity and troubleshooting.

#### What was your journey to your current role?

I've worked at IOPP for 10 years now. I started out as an HR business partner and have covered a number of roles including Head of HR and now currently a Head of HR and a Senior Talent Partner. Prior to working here, I have worked in numerous other industries but I have found that the culture and values of IOPP resonate with me the most. So that's probably one of the major reasons I've stayed so long!

#### What challenges have you overcome along the way?

I have 2 children and when I started at IOPP they were pretty young. I have managed to juggle home life and work well and feel that I have been well-supported at IOPP with my work-life balance. I suppose I have found some challenges in that due to my restricted hours at times over the years, I haven't had the opportunity to push my career or my own learning as much as I would have liked.

#### What has inspired you or what is your motivation?

##### And how has IOPP helped?

I'm inspired to learn new things and to develop further in my career. I'm inspired by IOPP's mission and I want to continue to support it to be a great place to work and for all colleagues to feel valued.

#### Why is diversity important to you?

Diversity is important to me as it is crucial for us as a business to reflect the external world and the sciences we serve. This enables our creativity and in turn, our success. For me personally, it is crucial that we ensure fairness of opportunity for all and that we broaden the diversity within our workforce, in particular ensuring that we remove some of the potential socio-economic barriers for colleagues joining the academic publishing industry.

#### How do you see IOPP tackling and addressing the gender pay gap?

Well, I think IOPP is pretty good on flexibility of work hours, but perhaps more pastoral support to women (e.g. returning from maternity leave, confidence coaching, menopause support) and more learning opportunities for women to develop their careers regardless of their working hours.

#### How has IOPP supported you along your journey here?

By allowing me to work the hours I need to ensure I am also present in my home life. Much more supportive than other employers I have encountered. Also by providing fantastic benefits, some of which also benefit my family.