INTRODUCTION

1 / SUMMARY GENDER PAY GAP DATA

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Since 2016, Springer Nature has been working to understand the diversity challenges we face, and what we can do to attract and retain diverse talent, so that we become a truly inclusive workplace.

We want to ensure our workplace provides the environment and opportunities for all our employees to develop, thrive and progress through the business, and that barriers to inclusion are removed.

In 2019, we have developed a new three-year diversity and inclusion (D&I) strategy aligned with our broader business strategy. As part of this, in the years to come we plan to focus efforts in several key areas:

• Demonstrating leadership commitment to D&I.
• Developing a shared understanding of individual responsibility for inclusion.
• Driving equitable recruitment, promotion and succession that draws on a diverse talent pool.
• Ensuring focused talent development that recognises structural inequities and different experiences.
• Creating internal awareness and external visibility for D&I.
• Building and nurturing employee networks as a strategic resource for D&I initiatives and overall business strategy.

We have set global targets for improving the gender balance in our global leadership positions. While many of the actions that we are taking in our D&I strategy are relevant through all tiers of the organisation, we believe that an increasing proportion of women in senior decision-making roles is one way to measure our success. This should have a positive impact on the gender pay gap within the company over time.

By 2023 we aim for 45% of those global leaders in the top three tiers of the organisation to be women, in comparison with the baseline of 39% in 2018. We are also considering other key performance indicators to track our progress towards becoming a more inclusive and diverse company.
The requirements of reporting are set out by the UK Government. The results from reporting companies are then published on a UK Government website. All data in this report is as at 5 April 2019 for pay, and for the preceding 12 month period (6 April 2018 to 5 April 2019) for bonus data.

**WHAT IS THE GENDER PAY GAP?**

The gender pay gap is the difference between the gross average hourly salary and bonus paid to all men in the company and the gross average hourly salary and bonus paid to all women in the company, irrespective of individual roles or seniority.

A gender pay gap does not necessarily indicate that an organisation is paying employees unfairly, as roles compared are not always like for like. Therefore, the gender pay gap calculation cannot be used to determine whether organisations do not pay men and women equally for the same type of work, which is the subject of equal pay legislation.

**IS GENDER PAY THE SAME AS EQUAL PAY?**

Gender pay statistics are not the same as equal pay statistics. The term ‘equal pay’ relates to whether men and women are paid equally for doing the same job. Whereas ‘gender pay’ looks at the average salaries paid to men and women irrespective of their role or position.

The mean is the ‘raw average’ of all salaries whereas the median is the figure that falls in the middle of a range when all the figures are lined up from smallest to largest. The median is less affected by outliers (which can skew the data) than the mean, and as a result is usually the preferred measure for compensation where a small number of highly paid employees can skew the data and mask the underlying picture.

Like other companies, we provide data in four areas:

a. The differences in mean and median pay between men and women, calculated on the basis of equivalent hourly pay rates.

b. The distribution of men and women between pay band quartiles – these are calculated from the full range of hourly pay rates for all employees.

c. The proportion of men who received a bonus and the proportion of women who received a bonus.

d. The differences in mean and median bonus pay between men and women.

**ABOUT GENDER PAY GAP REPORTING**

**UK BUSINESSES WITH MORE THAN 250 EMPLOYEES ARE REQUIRED TO PUBLISH INFORMATION ABOUT THE AVERAGE PAY OF MEN AND WOMEN IN THEIR ORGANISATION.**

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d. The differences in mean and median bonus pay between men and women.

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**IN THIS REPORT**

1. Summary gender pay gap data for all of Springer Nature in the UK.

2. An analysis of the data.

3. A summary of actions we are taking.

4. The data broken down by all legal entities: Springer Nature, BioMed Central, Springer Healthcare and Springer Verlag

You can find out more about national reporting of statistics on gender pay from the Office of National Statistics.

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SUMMARY GENDER PAY GAP DATA FOR SPRINGER NATURE IN THE UK
1/ SUMMARY GENDER PAY GAP DATA FOR SPRINGER NATURE IN THE UK AS AT 5 APRIL 2019 (ALL LEGAL ENTITIES).

A/ THE DIFFERENCES IN MEAN AND MEDIAN PAY BETWEEN MEN AND WOMEN, CALCULATED ON THE BASIS OF EQUIVALENT HOURLY PAY RATES:

CONTEXT FOR SPRINGER NATURE IN THE UK

<table>
<thead>
<tr>
<th>Total number of UK employees</th>
<th>1786</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of women</td>
<td>1096</td>
</tr>
<tr>
<td>Number of men</td>
<td>690</td>
</tr>
</tbody>
</table>

At Springer Nature, the mean hourly pay difference between male and female employees is 18.31% (17.25% in 2018).

The median hourly pay difference between male and female employees is 14.67% (13.95% in 2018).

For comparison, the median gender pay gap for all employees nationally, as reported in November 2019, was 17.3%.

SPRINGER NATURE

| Mean hourly pay difference male and female employees | 18.31% |
| Median hourly pay difference male and female employees | 14.67% |

B/ THE DISTRIBUTION OF MEN AND WOMEN BETWEEN PAY QUARTILES:

The quartile information indicates that while more than 60% of our total workforce in the UK is female, the proportions of men and women vary at different levels of seniority and salary level with men more highly represented in the highest paid group (which includes roles such as chief editors, directors and team leads) and women more highly represented at the middle and lower salary levels (which includes editors, assistant editors, customer service coordinators and administrative assistants).

Staff turnover in more junior roles has led to an increase in the proportion of women in the lower pay quartile band. This has had a small impact on the mean gender pay gap figures, although we expect this to be temporary. Overall, staff turnover has reduced.

<table>
<thead>
<tr>
<th>Quartile pay band</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upper quartile pay band</td>
<td>53.59%</td>
<td>46.41%</td>
</tr>
<tr>
<td>Upper middle quartile pay</td>
<td>37.22%</td>
<td>62.78%</td>
</tr>
<tr>
<td>Lower middle quartile pay</td>
<td>36.02%</td>
<td>63.98%</td>
</tr>
<tr>
<td>Lower quartile pay band</td>
<td>27.74%</td>
<td>72.26%</td>
</tr>
</tbody>
</table>

https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2019
The gap between mean bonus amounts is smaller in 2019 than in 2018. The 2018 data was impacted by some one-off retention bonuses. A small number of individuals can have a significant impact on the bonus data, due to small group sizes, and this is particularly noticeable in some of the smaller legal entities.

### C/ THE PROPORTION OF MEN AND WOMEN RECEIVING A BONUS

<table>
<thead>
<tr>
<th></th>
<th>MEN</th>
<th>WOMEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proportion of staff receiving a bonus 2019</td>
<td>33.03%</td>
<td>38.26%</td>
</tr>
<tr>
<td>Proportion of staff receiving a bonus 2018</td>
<td>36.82%</td>
<td>41.20%</td>
</tr>
<tr>
<td>Proportion of staff receiving a bonus 2017</td>
<td>38.60%</td>
<td>37.47%</td>
</tr>
</tbody>
</table>

### D/ THE DIFFERENCES IN MEAN AND MEDIAN BONUS PAY BETWEEN MEN AND WOMEN

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean difference between male and female bonus payments:</td>
<td>33.30%</td>
<td>40.70%</td>
<td>27.65%</td>
</tr>
<tr>
<td>Median difference between male and female bonus payments:</td>
<td>43.44%</td>
<td>43.24%</td>
<td>38.94%</td>
</tr>
</tbody>
</table>
ANALYSING THE DATA
IN 2019, SPRINGER NATURE AGAIN REPORTS A SMALLER GENDER PAY GAP THAN THE NATIONAL AVERAGE FOR ALL EMPLOYEES.  

There has been a 1.06% increase in the mean gender pay gap for the whole of Springer Nature in the UK and a 0.72% increase in the median gender pay gap. The mean bonus pay gap has reduced by 7.2%, although the median bonus pay gap shows an increase of 0.2%.

We expect to see some fluctuations in this data from year to year for a variety of reasons which can include changes in business conditions, market performance and staff turnover. These may not reflect a wider trend.

The main driver of the gap is the lower representation of women, in comparison with men, in the most highly paid roles, alongside a higher representation of women than men in middle and lower quartile level roles.

During this reporting period there was a significant reorganisation in the Research division of Springer Nature. Overall, this year there is a slight increase in the proportion of women in the higher paid roles and over time these movements may work towards reducing the overall pay gap.

In this year’s data set 6.72% of the UK workforce – or 120 people – worked part-time hours. Of these, 109 (90.83%) were women and 11 were men. As last year, this group does not have a material impact on the pay gap. There are staff working part-time hours in all pay quartiles. This is reflective of flexible working practices which are intended to support different needs of our employees to balance home and work life.

Comparing the company’s median figure against the 2019 national figure.
TAKING ACTION

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3/ TAKING ACTION
ANALYSIS OF THE DATA IS INFORMING ACTIONS, AS PART OF SPRINGER NATURE’S OVERALL DIVERSITY AND INCLUSION STRATEGY.

The data continues to highlight that there is more we need to do to ensure that all women and men in our organisation have support to progress their careers and develop into more highly paid senior roles if they choose to do so.

We have now completed a review of eligibility of the Global Bonus Plan across positions, gender, legal entity employer and also across key positions throughout the organisation irrespective of legal employer. This exercise focused on inconsistencies in the way bonuses were awarded to people with similar titled roles and as a result of the review, we have now brought in a consistent and fair methodology.

We hope that aligning the eligibility criteria across Springer Nature in the UK will lead, over time, to a reduction in the bonus pay gap.

MENTORING

At Springer Nature we want to give people of all genders the opportunity to thrive and develop in their careers. One way that we actively support progression and address the gender balance is through mentoring. We launched two mentoring pilot programmes in 2018, with the aim of promoting gender representation and diversity in our global senior leadership positions. The programmes support the career development of international talents and mid-career parents and caregivers.

Our mentoring programme for parents and caregivers provides mentees with guidance and learning opportunities while creating a valuable network of supportive colleagues.

Mithu works in the Research Marketing team. Alongside her career, she is mum to five year old Tara and three year old Monica. Mithu was paired with Gabrielle, Group Company Secretary, who has oversight of the Group’s 200+ subsidiary companies. Gabrielle is also a mother of two sons. Here’s what they both had to say about their mentoring experience.

Mithu: “As a mentee, I’ve found the engagement with other colleagues at a similar stage of life and career particularly valuable as it has surfaced shared issues and challenges. By supporting each other with ideas and sharing our insights, we’ve amplified their value.

Gabrielle: “Spending time with Mithu has helped me consider just how important it is for everyone to have the space to be themselves and to fulfill their own potential, personally and professionally. I have been inspired by Mithu’s focused approach to work, while balancing her role as a working mum. Discussing the challenges she faces and the achievements she’s made broadened my understanding of the business. It’s been a really worthwhile experience for us both.”
ENSURING FAIR AND EQUAL PAY
We review data related to the annual pay review process each year, to ensure that there is no evidence of gender disparities either in the way annual reviews are conducted or in the way that salary increments are awarded.

EMPLOYEE NETWORKS
In 2018 and 2019, we have launched four new employee groups for colleagues to connect and share experiences with others.

SN Women provides a forum to promote gender equality and support self-defining women across Springer Nature to achieve their personal and professional ambitions. The network has active chapters in Germany, Egypt, the UK, India, the US, France and Australia, connecting more than 500 Springer Nature employees worldwide.

One chapter, in Heidelberg, organises weekly coffee meetings, networking activities for employees, and regular “Mess Up Nights” in which influential senior speakers share and celebrate the failures and setbacks they have experienced on their paths to leadership.

SN Parents is a global network that will support employees to meet the needs of both professional life and child-raising. This includes cultivating professional development opportunities for parents and creating an open-minded and supportive working environment.

FAMILY FRIENDLY BENEFITS
As a company we have an enhanced shared parental leave policy, meaning that parents who take advantage of shared parental leave are all eligible for enhanced payments, on top of the statutory amount.

Like many other organisations, Springer Nature promotes a range of family friendly benefits including childcare vouchers (for those enrolled prior to 31 August 2018) and the tax-free childcare scheme. These benefits can help working parents to save on the cost of childcare. Early in 2019, a new global Working at Home policy was launched and is being rolled out throughout the company with the aim of further helping employees to balance home and work life.

SN Women is open to everyone who wants to participate in creating an inclusive environment where people of all genders can thrive. The UK chapter is an important group that will foster conversation and provide advice in career growth and work/life balance challenges by sharing experiences with each other, talks with senior management, and external experts. From the ongoing communications we hope to build a tool kit that anyone can refer to when faced with career changes.

ALANA ZDINAK
Co-chair
SN Women UK
SUPPORTING CAREER DEVELOPMENT

Springer Nature is a founder member of the FT125 Women’s Forum. Each year twenty female mid-career professionals from Springer Nature are selected to attend a series of forum events designed to help to develop and retain future leaders. Those who attend are encouraged to bring back valuable insights to share with colleagues within our business. Springer Nature offers two global leadership programmes which involve interactive training sessions with colleagues at a similar management level. Employees taking part in these programmes gain insights about themselves either by completing a Lumina personality profile or by receiving 360 feedback from peers, managers and direct reports. Delegates learn new management techniques and create a manager development plan to identify improvement areas in their management style.

The Learning to Lead training is the first part of the Springer Nature Global Leadership programme. This is designed for new managers or managers who have previously not had formal line management training. There have been 47 participants in 2019 (57% female and 43% male employees). The second level of training, Enhancing Your Leadership, is for experienced managers. There have been 35 participants in 2019 (57% female and 47% male employees).

SETTING TARGETS FOR WOMEN IN LEADERSHIP

While many of the actions that we are taking in our D&I strategy are relevant through all tiers of the organisation we believe that an increasing proportion of women in senior decision-making roles is one way to measure our success and this should have a positive impact on the gender pay gap within the company over time.

By 2023 we aim to have 45% women in the top three tiers of the organisation, in comparison with 39% in December 2018. The current figure is 41% globally, and in the UK more than 66% of the people in these tiers are women. We are also considering other KPIs to track our progress towards becoming a more inclusive and diverse company.

As an organisation our commitment is that we will continue to take action to understand the gender pay gap in our organisation better to make sure our policies and practices are fair, to consider new initiatives in line with our diversity and inclusion strategy and commitments, and to report on progress.

3 https://thet125.ft.com/Women’s-Forum
DATA BY LEGAL ENTITY

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### DATA BY LEGAL ENTITY

<table>
<thead>
<tr>
<th></th>
<th>Springer Nature UK (all entities)</th>
<th>Springer Nature</th>
<th>BioMed Central</th>
<th>Springer Healthcare</th>
<th>Springer Verlag</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of employees</td>
<td>1786</td>
<td>1321</td>
<td>166</td>
<td>142</td>
<td>157</td>
</tr>
<tr>
<td>Proportion of male/female employees in the entity</td>
<td>38.63% / 61.37%</td>
<td>36.71% / 63.29%</td>
<td>32.53% / 67.47%</td>
<td>37.32% / 62.68%</td>
<td>62.42% / 37.58%</td>
</tr>
<tr>
<td>Mean hourly pay difference between male and female employees</td>
<td>18.31%</td>
<td>17.04%</td>
<td>3.52%</td>
<td>15.38%</td>
<td>12.60%</td>
</tr>
<tr>
<td>Median hourly pay difference between male and female employees</td>
<td>14.67%</td>
<td>11.58%</td>
<td>-16.32%</td>
<td>19.42%</td>
<td>18.43%</td>
</tr>
<tr>
<td>Proportion of males and female employees in lower pay band</td>
<td>27.74% / 72.26%</td>
<td>25.15% / 74.85%</td>
<td>33.33% / 66.67%</td>
<td>31.43% / 68.57%</td>
<td>47.50% / 52.50%</td>
</tr>
<tr>
<td>Proportion of males and female employees in lower middle pay band</td>
<td>36.02% / 63.98%</td>
<td>36.67% / 63.33%</td>
<td>42.86% / 57.14%</td>
<td>27.78% / 72.22%</td>
<td>61.54% / 38.46%</td>
</tr>
<tr>
<td>Proportion of males and female employees in upper middle pay band</td>
<td>37.22% / 62.78%</td>
<td>35.45% / 64.55%</td>
<td>24.39% / 75.61%</td>
<td>40.00% / 60.00%</td>
<td>66.67% / 33.33%</td>
</tr>
<tr>
<td>Proportion of males and female employees in upper pay band</td>
<td>53.59% / 46.41%</td>
<td>49.39% / 50.61%</td>
<td>29.27% / 70.73%</td>
<td>50.00% / 50.00%</td>
<td>74.36% / 25.64%</td>
</tr>
<tr>
<td>Proportion of male and female employees receiving a bonus</td>
<td>33.03% / 38.26%</td>
<td>26.79% / 35.88%</td>
<td>28.57% / 20.37%</td>
<td>88.76% / 11.24%</td>
<td>45.76% / 54.24%</td>
</tr>
<tr>
<td>Mean difference between male and female employees bonus</td>
<td>35.5%</td>
<td>28.97%</td>
<td>70.02%</td>
<td>41.26%</td>
<td>5.68%</td>
</tr>
<tr>
<td>Median difference between male and female employees bonus</td>
<td>43.44%</td>
<td>36.18%</td>
<td>10.95%</td>
<td>31.74%</td>
<td>-2.89%</td>
</tr>
</tbody>
</table>
THANK YOU