



CAMBRIDGE
UNIVERSITY PRESS

ANNUAL REPORT

for the year ended 30 April 2016



Our core purpose is to advance learning, knowledge and research worldwide. How we fulfil this is evolving as we engage with researchers, students and teachers digitally to help solve their problems. Increasingly we fulfil our purpose by helping unlock their potential with the best learning and research solutions.



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Information about Cambridge University Press

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Cambridge University Press is the oldest media business in the world and the oldest university press. We were founded on 'Letters Patent', similar to a Royal Charter, granted to the University by Henry VIII in 1534.



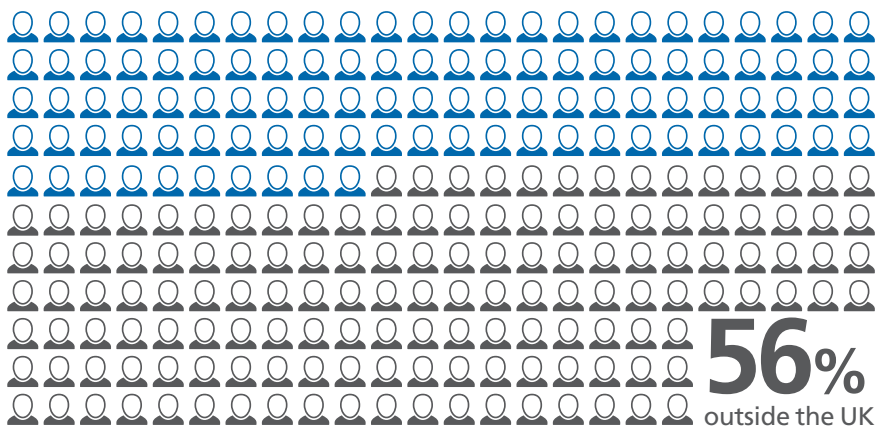
We are part of the University of Cambridge

and work closely with other University departments, such as Cambridge Assessment, the international examinations group, to advance knowledge, learning and research.

Image © Sir Cam

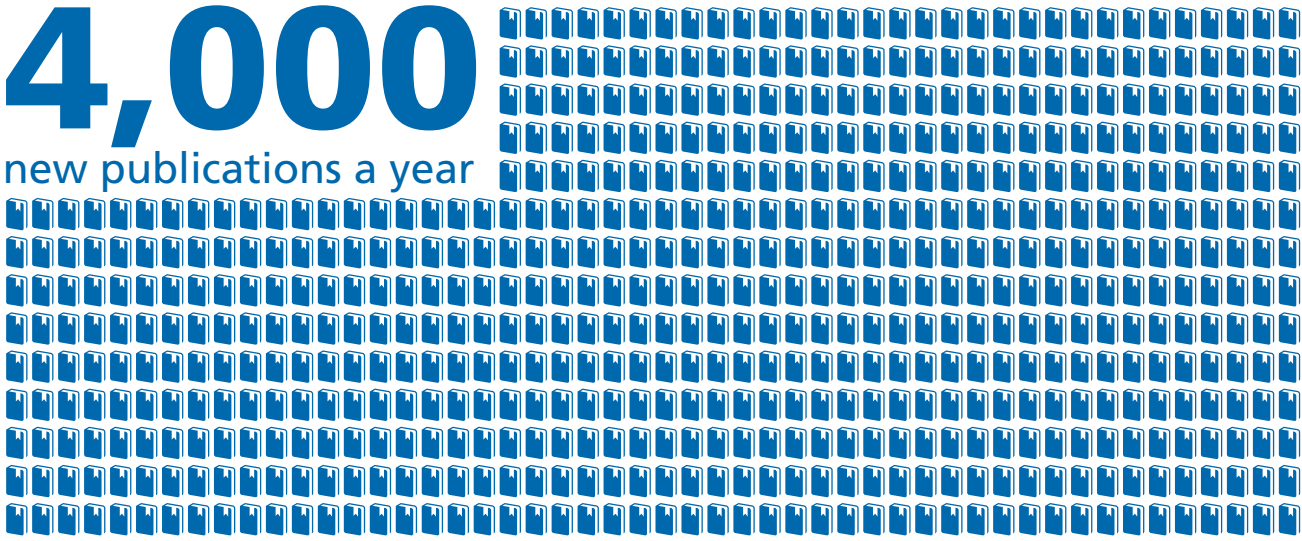


The Press employs
2,450
colleagues
worldwide



4,000

new publications a year



53,000

titles in print



375

journals

22,000

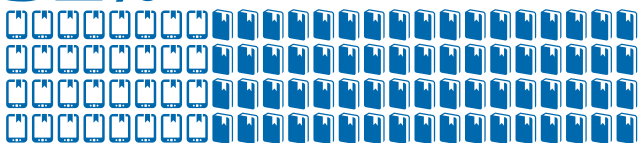
customer accounts



50,000

authors globally

32% of revenues are digital or blended, consistently growing at 20% per annum



We are organised into three publishing groups



ACADEMIC



**CAMBRIDGE
ENGLISH
LANGUAGE
TEACHING**



EDUCATION

Academic, which publishes research books, advanced learning materials and reference content as well as 375 journals; **Cambridge English Language Teaching**, which publishes materials for both adults and students; and **Education**, which provides teaching materials for schools around the world and advises governments on educational reform.

Chair's introduction



The role of the publisher is evolving: our growing digital products and services now account for a third of our revenues. It is important that we continue to innovate.

2015–16 saw further strong progress in our quest to build a digital Press while maintaining our commitment to high-quality print materials, and disseminating the best learning and research to the world. Cambridge is uniquely well-placed to embrace that vision, and I am grateful to the Vice-Chancellor and other colleagues within the University for their ongoing support of our mission and for the confidence they place in the Syndicate Operating Board's governance of the Press.

Like so many publishers, the Press found this to be a challenging year for trading, and we have had to respond to rapidly changing market conditions. The role of the publisher is evolving: our growing digital products and services now account for a third of our revenues. It is important that we continue to innovate, experimenting with new business models and seeking out creative partnerships.

The recent United Kingdom referendum on membership of the European Union, and majority vote to leave, has created a period of unwelcome uncertainty likely to continue over many months before there is clarity over the longer-term political and economic consequences. The Press, with 90 per cent of its sales outside the UK, and its global reach and reputation, remains well placed to serve the world's students, teachers and researchers.

I greatly appreciate the ongoing dedication of the staff of the Press, who maintain the highest professional standards through times of challenge and change. On the governance side my particular thanks go to Professor Steve Young who

stood down after a productive stint on the Operating Board, and to Professor Sarah Worthington who completed her term as Chair of our Audit Committee.

As I write, the headquarters of Cambridge Assessment are taking shape on the site across the road where this time last year the Edinburgh Building stood, and we look forward to that organisation's arrival – a geographical consolidation of the close collaborative ties which already bind us to one of the world's great examining bodies. Both we and they form an integral part of one of the world's leading research universities, whose brand we carry in our dealings with teachers and research students around the globe. In continuing to draw together the extraordinary assets that exist across the whole range of its activities, the University of Cambridge is well positioned to enjoy an exciting educational future in the digital age.

A handwritten signature in black ink, appearing to read 'David Bell'. The signature is written in a cursive style and is positioned above the printed name and title.

Sir David Bell
Chair of the Press Syndicate

Chief Executive's overview

Our continued buoyancy amid the challenges facing the industry underlines our belief that the Press, as part of the wider University of Cambridge family, is well placed to flourish in the digital world.



The digital revolution sweeping through publishing gathered further pace in 2015–16, pushing the industry through fast and sometimes difficult change, but also creating growth opportunities for Cambridge University Press as we invest in new content and technology, as well as strengthening our position in important markets around the world.

All our initiatives during the year – which ranged from the creation of new digital platforms to the streamlining of our production processes – had in mind our aim to serve the changing needs of researchers, teachers and students and to fulfil our core purpose of advancing learning, knowledge and research worldwide.

We saw some underlying growth on a constant currency basis in our overall sales, and in our publishing for teachers and students in 2015–16. This was a pleasing performance when set against difficult market conditions for the publishing industry as a whole. The world economy was fragile and uncertain, weighed down by sluggish expansion in Europe and worries over slowing growth in China, and the strength of sterling in 2015.

Our continued buoyancy amid the challenges facing the industry underlines our belief that the Press, as part of the wider University of Cambridge family, is well placed to flourish in the digital world.

Customers value distinctive, high-quality products from publishers which answer their needs and offer them clear value for money. The increasing ubiquity of smart phones

across much of the world presents an opportunity to reach an ever-widening audience, and digital platforms of many kinds allow us to create richer, personalised products, which help learning and the dissemination of scholarship.

At the same time, governments increasingly see education and academic research as a source of competitive advantage. Slower economic growth may constrain budgets in many countries, but that increases the need for governments to focus spending in areas likely to create more long-term value. So the emphasis is less on learning material as an end in itself but as a means to educational improvement, supported by additional services, such as consultancy, advice on curriculum development, assessment, teacher training, and the analysis of student data.

The opportunities are particularly strong in those developing economies where government spending on research and development has also been rising strongly, notably in China and India.

In response to these changes, the Press has been becoming less of a UK, Cambridge-based publisher and more global, whether in terms of sales or where our staff are located. More than 90 per cent of our revenues are from outside the UK, a number which continues to increase, while developing markets now account for 36 per cent of sales – a figure that has doubled in five years. Yet while our reach may be global, approaches to learning differ across cultures and economies and the solutions we offer are grounded in the needs of the countries we serve.

Wherever we have a presence, we benefit greatly from being part of the University of Cambridge. We work increasingly closely with its other departments, the largest of our partnerships being with Cambridge Assessment and its three examination boards. Our joint ability to produce effective exam preparation material and to combine assessment tools into cutting-edge thinking about pedagogy is helping teachers and students to perform to their potential.

An example is the success enjoyed during the year by the jointly developed Cambridge English Empower, a new adult English language course which includes sophisticated personalised online feedback. Our partnership will become physically closer when Cambridge Assessment moves into its new headquarters building, currently being built across the road from our Shaftesbury Road head office.

“
The Press has been becoming less of a UK, Cambridge-based publisher and more global, whether in terms of sales or where our staff are located.”

We are working together more and more with academic departments in Cambridge on projects that reinforce Cambridge's position at the leading edge of education and research. These range from joint projects with the Faculty of Education to support educational reform in Kazakhstan to our launch with Cambridge academics of Open Access journals, including in the field of global health. All this translates into what has been called 'the Cambridge Advantage' – the ability to offer schools and universities products and services that build on the University's breadth and standing, and which reinforce Cambridge's reputation for excellence.

Among our three publishing groups, Education, which provides teaching materials for schools in the UK and around the world, has been the Press's fastest growing segment in recent years, and repeated the achievement in 2015–16.

A particular success was in the highly competitive Australian market, based around our very well-received new secondary school mathematics products, blending text and digital content in a way closely tailored to the needs of local schools. In India, a market where we continue to see great potential, we enjoyed a year of exceptional growth. In Africa, we laid the groundwork for our entry into the large Nigerian market in 2016–17.

Another highlight was the continued growth of international exams publishing, while we continued to build our educational reform programme, which works with governments in the developing world to help them make teaching and learning more effective.

Our English language teaching (ELT) group advanced in a tough, competitive market, investing heavily in products for both primary and secondary students. A major focus of attention was on an internal transformation programme, including an increased investment in publishing and sales for our most important markets, and we saw further fruits of that in Latin America, Iberia and China. The programme is also streamlining and standardising our approach and systems for content development.

Our Academic group had a challenging but profitable year. Our journals publishing continued to grow ahead of the market, extending its range of titles, and we reinforced our commitment to Open Access journals – freely available to the reader – reflecting our desire as part of the University of Cambridge to disseminate learning and knowledge widely. This is an area where we are working increasingly closely with the University Library.

Academic books, in common with the industry, faced strong headwinds, particularly in the United States, where changing market dynamics and mergers between distributors affected sales. Library budgets are under pressure, and an increased proportion of spending is being directed towards journals. Universities in North America and Europe have also been moving to payment models based on usage, involving buying a book digitally and paying the publisher when the volume is used, deferring revenue compared to up-front purchase.

This makes the selection of works for publication more critical. So I am delighted that our reputation for the highest scholarly standards was reflected at the Publishers Awards for Professional and Scholarly Excellence (PROSE), the most prestigious academic publishing prizes, where we won 10 categories, our best ever showing, and our 25 citations were significantly more than for any other publishing house.

An important Academic initiative has been preparation for the launch in the Summer of our exciting new digital platform, Cambridge Core, which will bring together our books and journals in one online home, making it much easier for users to cross-refer.

Cambridge Core underscores how digital is now at the heart of all we do. Digital products are growing very strongly and by the end of the year were running at a third of our revenues. Digital demands are central to all our investment decisions.

However, if we are to invest even more heavily in the best products, and continue to attract the best people to work here, we must run our operations as efficiently as possible. To that end, we have made important operational changes during the past year. These included new publishing processes in Academic and ELT, which resulted in the movement of some tasks from Cambridge to our new India Operations Centre in Hyderabad.

We closed the unprofitable third-party distribution operation in Japan, reflecting the market decline of physical book distribution, and enabling us to concentrate on our



New opportunities are opening up in markets like India and China where government spending on research and development is rising.

Our new digital platform, Cambridge Core, will bring together our books and journals content in one online home.

core task of marketing and selling Cambridge products. Our office in Manila is now the Press's second largest, with activities that include software development and testing for digital platforms, customer service, and the processing of digital content. Regrettably, all these changes meant the elimination of some positions in the UK, but the number of people working with the Press globally has been growing as we locate staff closer to our international customers and expand our newer global centres.

The introduction of a new computerised customer ordering system in the US ran into teething problems, which hurt delivery times, but the issues were addressed quickly and customers are once again receiving the high quality service they expect from the Press.

In the financial year to 30 April 2016, Cambridge University Press's sales were £269m. Underlying sales growth on a constant currency basis was 1.5 per cent (though the reported figure including currency movements was flat),

reflecting higher growth in Education offset by challenging conditions in Academic books. Operating profit before exceptional one-off costs was flat at £6.5m.

In a world of breathtaking change, I am confident that the Press will continue to prosper, thanks to the quality of our staff, our commitment to the highest quality products, our close cooperation with fellow University departments, and our focus on helping our customers acquire knowledge in the most efficient and enjoyable ways.

Peter Phillips
Chief Executive

Academic publishing

The Press's Academic group publishes over 50,000 books and 375 peer-reviewed journals, many of them the leading academic journals in their field. Our books – nearly all of them available in electronic form – include research monographs, academic reference, textbooks, books for professionals and paperbacks aimed at graduate students.

“
We believe this new era is one ripe with opportunities for university presses with the flexibility to adapt to the fast pace of change.”

The excellence of our academic publishing was recognised in 2015–16 by the record number of prizes won by the Press in one of the industry's most prestigious book awards, and by our success in attracting new titles to our range of scholarly journals.

But despite this, and in common with others in the industry, it was a challenging year for Academic as we adjusted to changes in the market place brought on by constrained library budgets and the continuing digital revolution.

At the same time, we have been undergoing something of a revolution of our own, modernising our book publishing production system to make it more efficient and suited to the demands of the digital age.

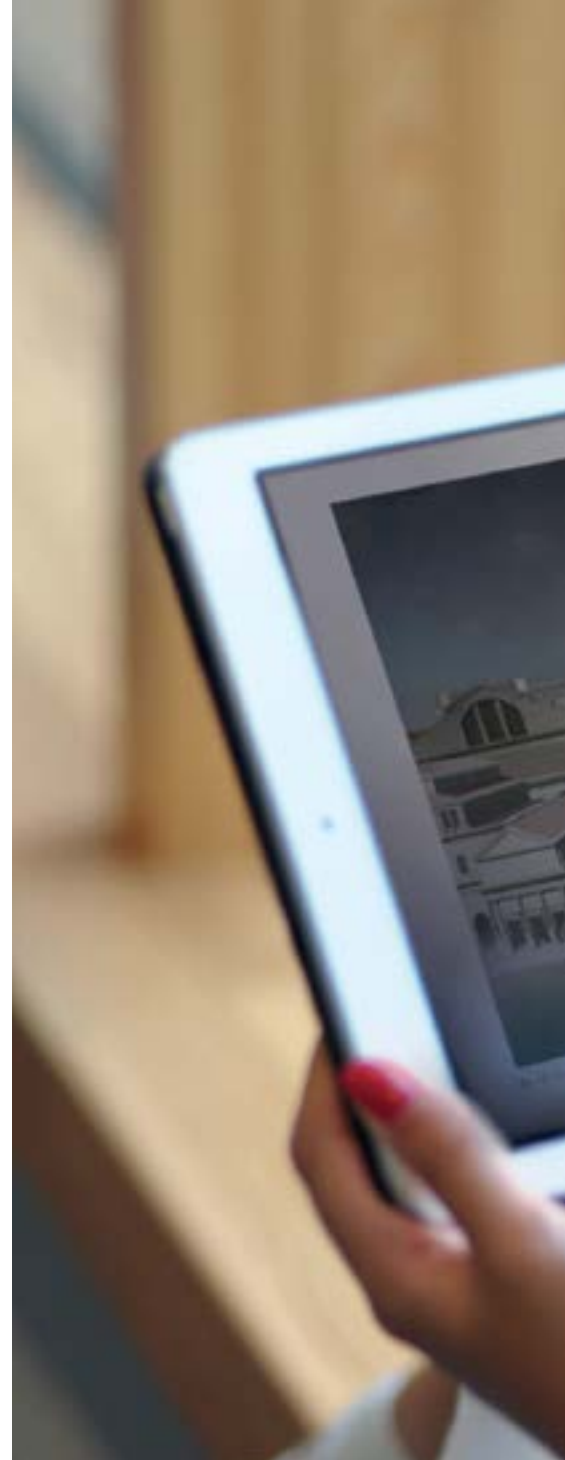
We believe this new era is one ripe with opportunities for university presses with the flexibility to adapt to the fast pace of change. We have three particular advantages: global reach; a reputation with authors for the highest quality publishing; and, as part of a great research University, being at the very heart of the academic community we serve.

Our links with the wider Cambridge family are central to what we do, and we stepped up our collaboration with other departments during the year. These ties foster intellectual creativity, new products, and the burnishing of our reputation as part of the Cambridge

brand, while allowing us to support and promote the University's strategic research objectives.

It is a tribute to our authors and editors that our books won 10 awards – our best ever showing – at the annual Professional and Scholarly Excellence Awards (PROSE), the most prestigious for our industry. Our 25 citations were more than for any other publisher.

Cambridge winners in the awards – given out by the Association of American Publishers (AAP) – included the categories of classics, cosmology and astronomy, earth science, art history and criticism, and law and legal studies. Honourable mentions





were achieved in almost all categories, including government and politics, psychology and philosophy.

The star of the show was *The Roman Forum: A Reconstruction and Architectural Guide*, which carried off the Award for Excellence in Humanities and won its category, Archeology & Ancient History.

Our excellence in the Humanities and Social Sciences was also underlined by our range of publications and activities commemorating the 400th anniversary of Shakespeare's death. Other outstanding titles included Eleanor Dickey's *Learning Latin The Ancient Way*, which examines how the

language was taught to non-native speakers in the ancient world, and *The Reader's Brain: How Neuroscience Can Make You a Better Writer*, by Yellowlees Douglas.

Our strengths in Science, Technology and Medicine publishing, with world-class lists in physics, maths and climate change, were underscored again not only by a series of award wins, but also by innovative books such as *Time-Lapse Microscopy in In-Vitro Fertilization*, one of the first resources to describe in detail a state-of-the-art analytical tool for assisted reproduction.

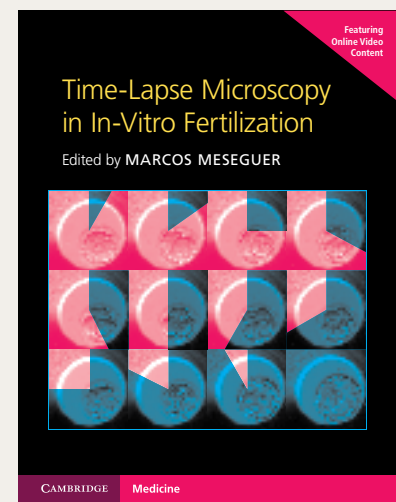
However, monograph publishing had a challenging year, with the overall



TIME-LAPSE MICROSCOPY

One of the many medical works published by Academic during the year was *Time-Lapse Microscopy in In-Vitro Fertilization* – an authoritative reference tool for embryologists, clinicians and others working in IVF laboratories.

This innovative book, complete with an extensive online component, is one of the first resources to describe in detail the technique of digital time-lapse microscopy, a state-of-the-art analytical tool which is revolutionising the field of assisted reproduction. Edited by Marcos Meseguer, and written by a team of experts from across numerous clinical and scientific subspecialties, the book is a guide to all aspects of the technique. With full electronic access to all text, images, and over 180 high-definition video sequences, it provides an interactive and highly visual guide to the new technology and the wealth of detail it can reveal about human embryo development.



Academic publishing



OPEN ACCESS

Open Access journal publishing continues to be an important growth area for the Press, both to meet the evolving needs of the academic community and to develop our reach in key subject areas.

The past year has seen our best performance to date for Open Access books and journals, with more content published and increasing revenue from Open Access publication charges. We continue to work towards an ever greater adoption of Open Access models – supporting both the Gold route, which denotes content being made Open Access on the publisher's website, usually through funding, and the free, but possibly embargoed, Green route where content is available through university repositories.

We have expanded our roster of Open Access journals, including the recent announcements of *Global Sustainability* and the *Journal of Clinical and Translational Science*, and we have converted several titles to a fully Gold Open Access model, such as the *Annals of Glaciology*.

Our Open Access books programme has grown too, with new titles such as *Global Volcanic Hazards and Risk and Industrial Agriculture and Ape Conservation*.



market continuing to decline as libraries shift the emphasis of their spending from print to digital, and from books to journals, and business models continue to evolve. The American market was further complicated by consolidation and destocking among library suppliers and college bookstore chains.

Demand for scholarly journals remained robust and we extended our range of titles. New launches included *BJHS Themes*, *Business and Human Rights Journal* and *Global Health, Epidemiology & Genomics*.

We also took on some important titles for learned societies. These included the *Journal of Glaciology* and the *Annals of Glaciology*, both based in Cambridge at the Scott Polar Research Institute.

Open Access journals – those available free to the reader – are becoming ever more important to the academic community. The Press, with a mission to advance learning,

knowledge and research worldwide, is keen to support this form of publishing wherever it can be economically viable. We are, for example, transitioning the *Journal of Glaciology* from subscription to Open Access.

Supporting our authors and their needs is central to our thinking, for academic publishing is nothing without them. The year included numerous initiatives that should enhance their experience of working with the Press.

The internet is a key tool for promoting academic research and we continue to increase our support to journal authors in understanding how best to use the medium to make their work more discoverable online, reach a wide audience and engage with readers.

Our Author Hub online site provides guidance on promoting articles via social media and we also offer personal advice and a bespoke service for authors wanting to make their own



The Stahl Masterclass, an online set of courses covering the use of drugs for the treatment of mental disorder, was launched.



videos. Our partnership with Kudos, a free web based service, helps authors present their articles in a way designed to cut through the growing quantity of research to reach the right audience. We are also increasing the profile of our most successful academic books via social media promotion.

Authors will also benefit from a new approach to our book publishing production system. We have created the post of Content Manager, responsible for seeing a manuscript through from contract signature to physical form. Previously manuscripts were handed from department to department along the production chain. The new system will be more efficient, give greater clarity about roles, incorporate digital demands at the start of the process, and will give authors a single point of contact throughout the process.

Digital is increasingly central to Academic's operations, a fact underscored by many of the initiatives

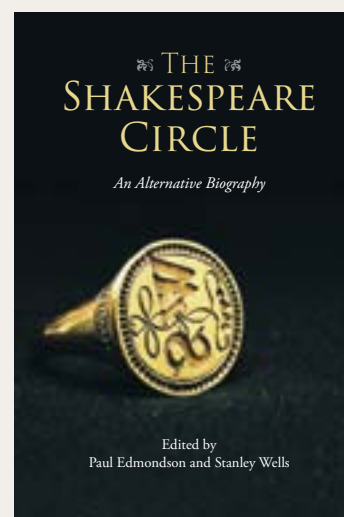
mentioned above and by the success of *Stahl Masterclass*, an online set of educational courses covering the use of drugs for the treatment of mental disorder. Launched during the year, it marked the 20th anniversary of the Press working with Dr Stephen Stahl, the distinguished American authority on neuropsychopharmacology – and one of our most successful authors ever.

The coming year will see the launch of a particularly important and complex new digital investment, our Cambridge Core online platform, which will bring together our books and journals in a single home. This will make it much easier for a user to cross-refer from a book they are reading to relevant journal articles, and vice versa. The initiative follows extensive market research among readers to find out how we could improve their experience – a subject on which we keep a close and constant focus.



SHAKESPEARE ANNIVERSARY

On 23 April 2016 the world remembered the death of William Shakespeare, 400 years ago. The challenge in 2016 was to make the Press's offering extra special: each year we publish about 15 new titles devoted to Shakespeare. In October, we launched a widely praised composite biography of the people whom Shakespeare knew in *The Shakespeare Circle*, edited by Paul Edmondson and Stanley Wells and published in association with The Shakespeare Birthplace Trust. In March, the magnificent two-volume *Cambridge Guide to the Worlds of Shakespeare*, involving 300 authors from 25 countries, was launched New Orleans-style at the Shakespeare Association of America, along with *Celebrating Shakespeare*, describing the cultural commemorations of previous centuries. In July the *Cambridge Companion to Shakespeare's First Folio* examined one of the world's most famous books, in which the majority of Shakespeare's plays first appeared in print. We are preparing our digital Shakespeare platform, integrating the *New Cambridge Shakespeare* edition of the works with substantial reference material, for launch next spring.



Cambridge English Language Teaching

Cambridge English Language Teaching is one of the world's leading English language teaching publishers. Our products are used by people in nearly every country across the world to teach and learn the English language and measure students' progress. We work in close partnership with Cambridge English Language Assessment, the University's testing experts, to develop courses for exams used by schools, universities, employers and government ministries around the globe as proof of English language proficiency.

“
With our powerful Cambridge brand and links with other University departments, we enjoy an increasingly robust market position.”

Cambridge ELT marked 2015–16 with expanding sales, investment in a new generation of digital products, and structural changes to make the group more streamlined and closer to our customers.

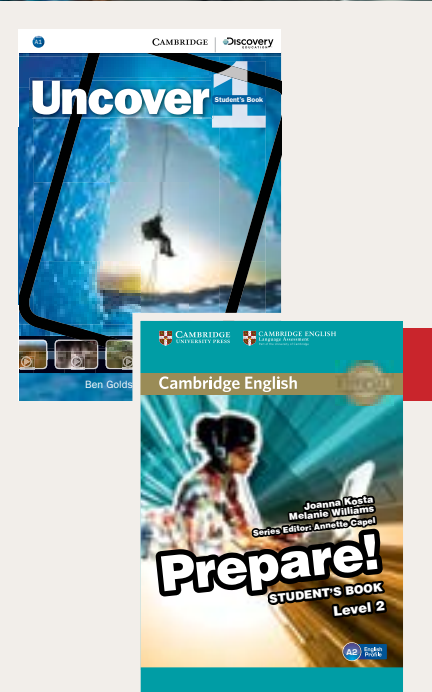
English is becoming ever more deeply embedded as the world's most shared tongue, feeding a strong appetite to master the language – be it for education, business or pleasure. With our powerful Cambridge brand and links with other University departments, we enjoy an increasingly robust market position.

But the market is changing rapidly and competition among providers is intense. During the year we focussed on five key initiatives to ensure that we meet customers' changing expectations as efficiently and effectively as possible.

- Investment in new products as digital technology opens up fresh and exciting ways of teaching English and testing knowledge.



- Simpler production processes. We pulled together our print and digital workflows, standardised tasks, and ensured that the digital elements of a product are incorporated at the earliest possible point.
- A clearer focus for our customer and sales teams around our core markets, both emerging and mature. We recorded exceptionally strong growth in markets like China, Spain, the Gulf and Mexico.
- The employment of more people globally but fewer in Cambridge. In addition to building publishing capacity in key markets – we opened



MEXICO

Mexico had a notably good year in 2015–16, with strong growth in revenues, helped by a strengthening of our local sales team. The increase was driven by the market's enthusiastic response to our latest publishing. Following two years of market research and the development of public high schools in Mexico, we successfully launched *Cambridge for DGB* – the first series published out of the Mexico office. Over 100,000 units have already been delivered to public schools throughout the country.

We also saw outstanding performance by *Cambridge English Prepare* and *Uncover* in private high schools where our partnership with Cambridge English Language Assessment products, and our products including video from Discovery Education, proved an advantage.

an office in Hyderabad, India, to work in an integrated way with our global publishing hubs by providing editorial processing support. Regrettably, our changes meant the loss of some jobs in Cambridge, although most of the redundancies were voluntary and we sought to minimise compulsory departures by finding other Press jobs for those affected by the shift.

- A further deepening of our partnership with our colleagues at Cambridge Assessment, with whom we publish exam preparation material and coursework. Teachers

and students are placing ever-greater emphasis on a holistic approach to language learning, demanding a range of allied services offering the most effective learning. This includes a high degree of formative assessment integrated into their learning resources – so they can measure a student's knowledge at different points in their learning journey, to help decide what they should best focus on next.

The Press, working together with Cambridge Assessment and the wider University, leaves Cambridge well placed



Guess What! is a new primary product with voyages of discovery incorporating beautiful photography.

Think engages teenagers by incorporating issues such as values and self-esteem.



“
Cambridge is well placed to meet the demand for sophisticated digital and blended products.”

to meet this demand for sophisticated digital and blended products.

A product underlining the approach is *Cambridge English Empower*, which was launched in 2014–15 but brought fully to market over the past year. A general course for adults and young adults, it combines content from the Press with testing from Cambridge Assessment.

Empower is a breakthrough in adult course publishing because its validated testing allows students to measure more accurately how they are progressing, offers remedial work where they are struggling, and creates a personalised profile of achievement correlated to international language learning standards. We are encouraged by the positive feedback we are already receiving from our early users.

This mirrors the success of *Cambridge English Prepare!*, which we launched in 2014–15. It is an entirely new secondary course designed specifically for exam preparation, developed jointly with Cambridge English Language Assessment.

ELT’s publishing highlights during the year included the launch in the adult market of a second edition of *Touchstone*, which has led the industry in blended learning courses over a number of years, and to which we have also added *Viewpoint Online* – two additional upper levels – making what we believe is the only fully-flexible six-level blended learning course for adults.

Touchstone’s effectiveness in part stems from research from the Cambridge English Corpus, the multi-billion word collection of written,



SPAIN

The Press saw strong growth in Spain, driven by a suite of innovative products for primary and secondary as well as Cambridge Exams. *Greenman and the Magic Forest*, which taps into young children's natural curiosity and optimism, was our first entry into pre-primary classrooms. In primary, *Quick Minds* entered the mid-level primary market, while *Kid's Box* continued to perform exceptionally well in higher-level schools that prepare for Young Learner Exams. In secondary, *Smart Planet* and *Out and About* provided lower and upper secondary customers with fresh approaches to language learning highly tailored to local needs.

Spain also saw the introduction of *Cambridge English Empower*, which entered a competitive market with a unique approach to integrated, validated assessment and personalised learning for the classroom.

spoken and learner texts collected by Cambridge to ensure that the language taught in our publications is natural, accurate and up-to-date.

Around the globe, English is increasingly being learnt at a younger age, so over the past two years we have invested heavily in new products and research for schools, particularly the primary market, coupled with a much deeper understanding of the schools segments across our key markets.

New primary products during the year included *Guess What!*, with voyages of discovery incorporating beautiful photography. Secondary publishing included *Think!*, a print and digital series designed to engage teenagers by incorporating talking points such as values and self-esteem and tailored in versions for

different countries: *Citizen Z* for Spain, and *Make It!* and *Get Thinking* for Italy. These and other products for primary and secondary led to strong growth globally in both segments.

Technological innovation and new financing models are feeding a demand around the world for improved educational methods and results. We are satisfying that demand across all our markets by developing rounded solutions for teachers and students such as teacher development, curriculum, and learning and assessment services, working with large institutions, ministries of education, and our colleagues in other Cambridge departments, all of whom share our goal of better learning.



Educational publishing

The Education group is one of the fastest growing and most innovative businesses in its sector. It produces print and digital products that are underpinned by evidence-based pedagogy and the best in classroom practice from around the world.



“
It is important to put a strong emphasis on publishing for individual local markets, to reflect and respect their needs and cultures.”

Education enjoyed another excellent year, helped by strong growth in our sales of print and digital materials for new curricula, by our focus on publishing for individual national markets, and by the continued success of our international exams publishing business.

Improving education at school has become a significant priority for governments and parents around the world as they prepare children for the workplace and for higher education. At the same time, in an increasingly competitive global environment, the English language is becoming more important as a medium of instruction, and demand is growing for internationally recognised exam certification.

These trends play to our strengths: our global brand and network; our expertise in teaching and learning in English; our close working with Cambridge International Examinations

(CIE) and our partnership with other university departments to improve teaching approaches.

Our international examinations publishing business continued its rapid growth during the year, thanks to strong demand in areas such as India, Asia and the Middle East. Increasingly, customers weighing up the relative merits of examination boards favour those, like Cambridge, that can put together an integrated package of support for teachers and learners.

We place teachers at the heart of all we do. They are the key link in the educational chain and make it more effective.



INDIA

Our Indian business goes from strength to strength, building on the power of the Cambridge name to publish for the growing international exams market, and also increasingly for local curricula. Our publishing programme has initially focussed on the core subjects of English, Maths and ICT, and the launch of a wide range of high-quality blended print products – *I Did it Mathematics*, *Cambridge School Grammar*, *Cambridge Listening and Speaking for Schools* and *Exploring General Knowledge*.

Three digital successes this year were: *Communication 360°*, aimed at developing communications skills in the classroom; *Cambridge HOTmaths*, a global product adapted for Indian schools; and *Teacher's Resource Pack Plus*, which integrates an enhanced e-book with interactive teaching tools. *Teacher's Resource Pack Plus* won two awards within a year of its first release.

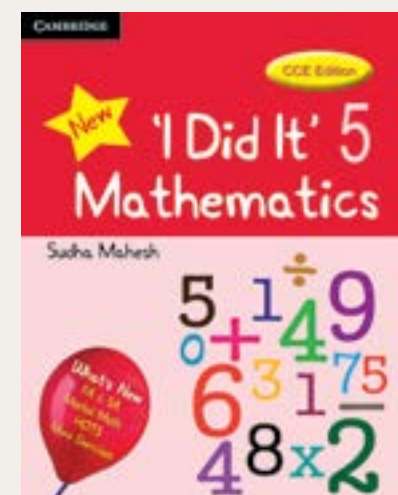
We also believe that it is important to put a strong emphasis on publishing for individual local markets, to reflect and respect their needs and cultures. For example, in 2015–16 we made significant investments in new products for India, which we see as an increasingly important market for the Press.

Our South African office, working in conjunction with colleagues in the UK, has been preparing the ground for our entry into the large, complex and exciting schools market in Nigeria, where we are launching with over 100 new local print titles. South Africa also launched a wholly digital

mathematics resource, *HOTmaths CAPS* edition.

Our products have an increasingly strong digital component, whether blended with traditional textbooks, or as stand-alone items, and our commitment to both local publishing and digital came together this year in two particularly successful secondary school mathematics launches in Australia.

The launch of six new print and digital titles for senior secondary under the banner Cambridge Senior Mathematics, has dominated the market in Victoria. Also launched were new digital editions of *Essential*

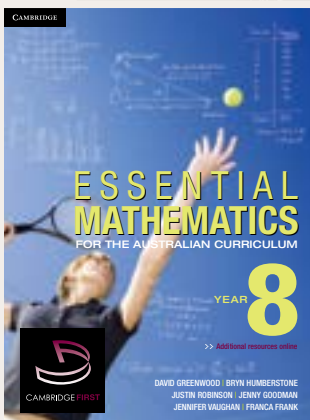
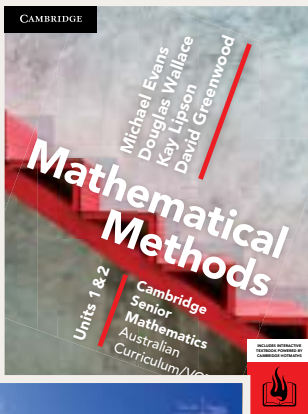


Educational publishing



MATHS IN AUSTRALIA

For the 2016 school year we revamped two of our most important mathematics series. *Essential Mathematics for the Australian Curriculum* was fully integrated into the Edjin interactive online education platform. This was complemented with video solutions for all worked examples, as well as the resources of HOTmaths' task management, test generation and powerful reporting tools. The *Cambridge Senior Mathematics* series was rewritten for the new Years 11 and 12 curriculum, building on the success of the long-time bestselling 'Essential' series and fully integrated into the Edjin platform. Both series have had unprecedented success and are the leading resources in one of our most important markets.



Mathematics for the Australian Curriculum, providing students and teachers with resources of unrivalled breadth and depth.

The success of our mathematics publishing was due not merely to the quality of the material but to the alignment of the entire Australian business to support the product through marketing, technical support and training.

Dynamic Science, our first major digital product without a print version,

won the best teacher and student resource at the Education Publishing Awards Australia.

We also saw good growth during the year in our Education Reform business, working with governments to support large-scale plans to improve performance initiatives. The core objectives of most education reform programmes involve equipping students with the skills they need to succeed in tertiary education, diverse industries and entrepreneurship.

A new edition of *Essential Mathematics for the Australian Curriculum* was launched on the Edjin interactive education platform.

Dynamic Science won the Best Student and Teacher Resource at the Educational Publishing Awards in Australia.



Our work both focuses on the key role that high quality resources play in effective reform, and also supports the other key elements for success, including teacher training, evaluation and curriculum/assessment.

In this area we are working with the governments of Kazakhstan and Maldives across subjects to produce local textbooks, and we won a major new contract in the United Arab Emirates to develop a national English language programme.

The Kazakhstan project involves working closely with both Cambridge Assessment and the University's Faculty of Education – an example of how harnessing the full resources of Cambridge can deliver leading educational thinking and practical change as the digital revolution opens up new ways of imparting knowledge and testing a student's understanding.

“
We believe teachers
are the key factor
in delivering the
full power of digital
innovations.”

People and values

The Press's shared culture is one of our most precious assets as we expand our range of services and grow the number of our colleagues who work in offices all around the world.

We now have over 50 offices in 39 countries, employing around 2,450 colleagues. Their skills, teamwork, integrity and dedication to the highest standards are what makes the Press successful, and such a creative place to work.

“
People at the Press care passionately about our aim to advance knowledge, learning and research.”

There are many aspects that make up our culture, but we believe that six distinct characteristics are at the heart of what we are and strive to be. They include being collaborative, innovative, decisive, and responsive to the needs of our customers.

They also involve empowerment – breaking down hierarchies to give colleagues responsibility for their own decision-making, and supporting each other to take appropriate risks. The sixth characteristic is responsibility – acting with integrity and accountability and using our profit for purpose, contributing to the greater good of society.

The Press remains well regarded by those who work here. Our latest survey found that 81 per cent of colleagues around the world said they were proud

to work here. The overall measure of colleagues' engagement with the organisation is 73 per cent, ahead of benchmarks from both private and public institutions. Nonetheless, the scale and pace of change is a challenge for everyone working across the industry, and that is no different at the Press. We continue to work on how we handle change, put customers first, and collaborate most effectively between offices, departments and functions.

We are investing in greater training, including through our online training portal, where there is a rich range of learning material which includes information technology, communications, and people management. We are in the second year of a Future Leaders' Programme, under which colleagues from around the world come to the UK for project work during the year and train at the Cranfield School of Management.

People at the Press care passionately about our aim to advance knowledge, learning and research, and many of them give significant time to community engagement in education.

Initiatives this year ranged from the introduction of a new volunteering programme in Melbourne to the installation by Indonesian colleagues of sanitary facilities in a rural school. Our team in New York continued to support Westchester Community College through bursaries which help students to attend a summer course at Cambridge.

The Press and individual colleagues raised almost £65,000 for educational charities, including our UK Charity of the Year, Centre 33, teacher bursaries for the Institute of Continuing Education and for UNICEF to provide aid



World Book Day in South Africa.

Working with children in schools in Brazil.

for the reconstruction of schools after the earthquake in Nepal.

We marked World Book Day with community events in several countries. In the UK we conducted a digital Shakespeare publishing workshop for 40 students in year 10 and their teachers from schools across Cambridge. In India, the Press team organised a publishing workshop for 17 schools in the Delhi metropolitan region, the first of its kind in the Indian publishing sector. It took 60 students and 20 teachers on the journey of a book from concept to publication.



In South Africa, as part of our relationship with Shine, our local Charity of the Year, seven colleagues read to 320 schoolchildren from St Paul's school in Bo-Kap, Cape Town, and donated 250 books. Shine works to promote literacy by early intervention and individual coaching of children by trained volunteers.

Through the year, Press colleagues worked with our UK partner school, Coleridge Community College, as part of the Business in the Community Business Class programme. All Year 11 students from Coleridge took part in

a CV workshop, while Year 9 students visited the Press each term as part of a three-year programme to learn about different aspects of publishing. The Press had 73 work experience placements, more than three times those in the previous year.

During the year we donated more than 75,000 books, up by three-quarters from the year before, of which nearly 40,000 were given to BookAid International, the UK's leading book donation charity for the development of libraries in sub-Saharan Africa.



ENVIRONMENT

We are committed to acting in an environmentally responsible manner in areas such as carbon emissions, the use of paper and water, and the recycling of waste. Our procurement policy requires all suppliers of timber to provide sustainably sourced products.

During the year we cut our total energy consumption, measured by CO₂ output of our UK sites, by 18 per cent, from 1,903 tonnes CO₂ to 1,559 tonnes CO₂. A total waste reduction campaign contributed to an overall drop in waste at UK sites of 45 per cent, from 228 tonnes to 125 tonnes, of which recycling accounted for 89 per cent. We are now focusing on carbon emissions from business travel through more webinar and videoconferencing facilities to reduce business travel. We have purchased electric bikes for business trips in Cambridge.



↓45%

reduced waste to recycling*



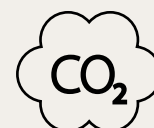
↓35%

reduced waste to landfill*



↓9%

reduced business travel*



↓18%

reduced CO₂ emissions*

*Figures compiled according to DEFRA June 2016 conversion factors.

Awards and prizes

Each year, Cambridge University Press is proud to receive a range of awards in the worlds of academia and educational publishing. Below is a list of the awards and prizes that we recorded since the listing in the last Annual Report.

- Erik Albæk, Arjen van Dalen, Nael Jebril and Claes H de Vreese, *Political Journalism in Comparative Perspective*, winner of the 2016 Goldsmith Book Prize, Shorenstein Center on Media, Politics and Public Policy
- Ben W Ansell and David J Samuels, *Inequality and Democratization: An Elite-Competition Approach*, winner, 2015 Woodrow Wilson Foundation Award, American Political Science Association and winner, 2015 William H Riker Book Award, Political Economy Section, American Political Science Association
- Séverine Autesserre, *Peaceland: Conflict Resolution and the Everyday Politics of International Intervention*, winner, 2016 Annual Best Book Award, International Studies Association
- Lisa Baldez, *Defying Convention: US Resistance to the UN Treaty on Women's Rights*, winner, 2015 Victoria Schuck Award, American Political Science Association and winner, 2015 Best Book Award, Human Rights Section, American Political Science Association
- Jacco Bomhoff, *Balancing Constitutional Rights: The Origins and Meanings of Postwar Legal Discourse*, second place (joint), 2015 Peter Birks Prize for Outstanding Scholarship, Society of Legal Scholars
- Catherine Boone, *Property and Political Order in Africa: Land Rights and the Structure of Politics*, winner of the 2015 Best Book Award, African Politics Conference Group, American Political Science Association and honorable mention, 2015 Melville J Herskovits Award, African Studies Association
- Jack Boss, *Schoenberg's Twelve-Tone Music: Symmetry and the Musical Idea*, winner of the 2015 Wallace Berry Award, Society for Music Theory
- Ellen Boucher, *Empire's Children: Child Emigration, Welfare, and the Decline of the British World, 1869–1967*, winner of the 2015 Grace Abbott Book Award, Society for the History of Children and Youth
- Harriet Bulkeley, Liliana Andonova, Michele M Betsill, Daniel Compagnon, Thomas Hale, Matthew J Hoffmann, Peter Newell, Matthew Paterson, Charles Roger, Stacy D VanDeveer, *Transnational Climate Change Governance*, runner-up for the 2015 Harold and Margaret Sprout Award, International Studies Association
- Marius R Busemeyer, *Skills and Inequality: Partisan Politics and the Political Economy of Education Reforms in Western Welfare States*, winner of the 2015 Stein Rokkan Prize for Comparative Social Science Research
- Daniel M Butler, *Representing the Advantaged: How Politicians Reinforce Inequality*, winner of the 2015 Best Book Award, Experimental Research Section, American Political Science Association
- Clifford Carrubba and Matthew Gabel, *International Courts and the Performance of International Agreements: A General Theory with Evidence from the European Union*, winner of the European Union Studies Association Best Book Prize 2015
- Jonathan D Caverley, *Democratic Militarism: Voting, Wealth, and War*, honorable mention, 2015 William H. Riker Book Award, Political Economy Section, American Political Science Association
- Gay Gibson Cima, *Performing Anti-Slavery: Activist Women on Antebellum Stages*, honorable mention, 2015 Barnard Hewitt Award, American Society for Theatre Research
- Elizabeth de Freitas and Nathalie Sinclair, *Mathematics and the Body: Material Entanglements in the Classroom*, honorable mention for Innovations in Curriculum Studies, 2015 Division B Outstanding Book Award, American Educational Research Association
- James A Diamond, *Maimonides and the Shaping of the Jewish Canon*, winner, Scholarship Category, Canadian Jewish Literary Awards 2015
- Elsbeth R M Dusenberre, *Empire, Authority, and Autonomy in Achaemenid Anatolia*, winner of the 2015 James R Wiseman Book Award, Archaeological Institute of America
- Erik J Engstrom and Samuel Kernell, *Party Ballots, Reform, and the Transformation of America's Electoral System*, co-winner, 2015 J David Greenstone Book Prize, Politics and History Section, American Political Science Association
- Ada Ferrer, *Freedom's Mirror: Cuba and Haiti in the Age of Revolution*, winner of the following prizes: 2015 Friedrich Katz Prize, American Historical Association; 2015 Wesley-Logan Prize, American Historical Association; 2015 James A Rawley Prize, American Historical Association; 2015 Haiti Illumination Book Prize, Haitian Studies Association; 2015 Marysa Navarro Best Book Award, New England Council of Latin American Studies; and 2015 Frederick Douglass Book Prize
- Megan Ming Francis, *Civil Rights and the Making of the Modern American State*, winner of the 2015 W E B DuBois Distinguished Book Award, National Conference of Black Political Scientists and winner, 2015 Ralph Bunche Award, American Political Science Association
- Michael Friedman, *Kant's Construction of Nature: A Reading of the Metaphysical Foundations of Natural Science*, winner of the 2015 Fernando Gil International Prize in Philosophy of Science
- David Garrioch, *The Huguenots of Paris and the Coming of Religious Freedom, 1685–1789*, winner of the 2015 National Huguenot Society Award for Best Scholarly Work
- Uglješa Grušić, *The European Private International Law of Employment*, winner of the 2015 Private International Law Interest Group (PILIG) Prize, American Society of International Law
- Paul Guyer, *A History of Modern Aesthetics*, winner of the 2015 Monograph Prize, American Society for Aesthetics
- Jennifer Hadden, *Networks in Contention: The Divisive Politics of Climate Change*, winner, 2015 Best Book Award, Political Networks Section, American Political Science Association
- Elizabeth Heath, *Wine, Sugar, and the Making of Modern France: Global Economic Crisis and the Racialization of French Citizenship, 1870–1910*, winner of the 2015 Alf Andrew Heggoy Prize, French Colonial Historical Society
- Rebecca Herisson, *Musical Creativity in Restoration England*, winner of the 2015 Diana McVeagh Prize, North American British Music Studies Association
- Richard Hoffmann, *An Environmental History of Medieval Europe*, winner of the 2015 Margaret Wade Labarge Prize, Canadian Society of Medievalists
- Geert H Janssen, *The Dutch Revolt and Catholic Exile in Reformation Europe*, winner of the 2015 Gerald Strauss Prize, Sixteenth Century Society and Conference
- Joel Kaye, *A History of Balance, 1250–1375: The Emergence of a New Model of Equilibrium and its Impact on Thought*, winner of the 2015 Jacques Barzun Prize in Cultural History, American Philosophical Society
- Yossi Maurey, *Medieval Music, Legend, and the Cult of St Martin: The Local Foundations of a Universal Saint*, winner, First Prize, 2015 Polonsky Prizes, Hebrew University of Jerusalem
- Thomas W Merrill, *Hume and the Politics of Enlightenment*, winner of the 2015 Delba Winthrop Prize for Best Recent Work in Political Philosophy
- Assaf Meydani, *The Anatomy of Human Rights in Israel: Constitutional Rhetoric and State Practice*, winner of the 2015 Best Book Award, Israeli Political Science Association
- Ivan Nourdin and Giovanni Peccati, *Normal Approximations with Malliavin Calculus: From Stein's Method to Universality*, winner of the 2015 Outstanding Scientific Publication Prize, National Foundation for Science of Luxembourg
- Phil Orchard, *A Right to Flee: Refugees, States, and the Construction of International Cooperation*, winner of the 2016 ENMISA Distinguished Book Award, Ethnicity, Nationalism, and Migration Studies Section, International Studies Association

Seán Ó Riain, *The Rise and Fall of Ireland's Celtic Tiger: Liberalism, Boom and Bust*, honorable mention, 2015 PEWS Book Award, Section on the Political Economy of the World-System, American Sociological Association

Eva-Clarita Pettai and Vello Pettai, *Transitional and Retrospective Justice in the Baltic States*, winner of the 2015 Baltic Assembly Prize for Science

Guido Ruggiero, *The Renaissance in Italy: A Social and Cultural History of the Rinascimento*, winner, First Prize, 2015 American Association for Italian Studies Book Award (Early Modern Category)

Christopher N J Roberts, *The Contentious History of the International Bill of Human Rights*, winner of the 2015 Gordon Hirabayashi Human Rights Book Award, American Sociological Association

William I Robinson, *Global Capitalism and the Crisis of Humanity*, winner of the 2015 Book Award, Section on the Political Economy of the World-System, American Sociological Association and winner of the 2015 Paul Sweezy Book Award, Section on Marxist Sociology, American Sociological Association

Paromita Sanyal, *Credit to Capabilities: A Sociological Study of Microcredit Groups in India*, winner of the 2015 Outstanding Book Award, Sociology of Development Section, American Sociological Association

Matthias Schmelzer, *The Hegemony of Growth: The OECD and the Making of the Economic Growth Paradigm*: the dissertation upon which this book is based was awarded the 2015 Best Dissertation Prize (Twentieth Century) by the International Economic History Association, the 2015 Friedrich Lütge Prize by the Gesellschaft für Sozial- und Wirtschaftsgeschichte (German Society for Social and Economic History) and the 2014 Kapp Research Prize by the Vereinigung für Ökologische Ökonomie (German Association for Ecological Economics)

Gisela Sin, *Separation of Powers and Legislative Organization: The President, the Senate, and Political Parties in the Making of House Rules*, winner, 2015 Alan Rosenthal Prize, Legislative Studies Section, American Political Science Association

Iram Siraj and Aziza Mayo, *Social Class and Educational Inequality: The Impact of Parents and Schools*, winner, 1st Prize, 2015 Book Prizes, Society for Educational Studies

Oriane Smith, *Romantic Women Writers, Revolution, and Prophecy: Rebellious Daughters, 1786–1826*, winner of the 2015 First Book Award, British Association for Romantic Studies

Anna Snaith, *Modernist Voyages: Colonial Women Writers in London, 1890–1945*, shortlisted for the 2015 Modernist Studies Association Book Prize, American Political Science Association

David Stahel, *The Battle for Moscow*, shortlisted, 2016 British Army Military Book of the Year

Thomas F Tartaron, *Maritime Networks in the Mycenaean World*, winner of the 2016 James R Wiseman Book Award, Archaeological Institute of America

Tariq Thachil, *Elite Parties, Poor Voters: How Social Services Win Votes in India*, winner of the 2015 Gaddis Smith International Book Prize, MacMillan Center for International and Area Studies, Yale University, winner of the 2015 Luebbert Book Award, Comparative Politics Section, American Political Science Association and winner, 2015 Leon Epstein Outstanding Book Award, Political Organizations and Parties Section, American Political Science Association

Kathleen Thelen, *Varieties of Liberalization and the New Politics of Social Solidarity*, winner, 2015 Barrington Moore Award, Comparative and Historical Sociology Section, American Sociological Association and co-winner, 2015 Best Book Award, European Politics and Society Section, American Political Science Association

Craig Volden and Alan E Wiseman, *Legislative Effectiveness in the United States Congress: The Lawmakers*, winner, 2015 Gladys M Kammerer Award, American Political Science Association and winner, 2015 Richard F Fenno Prize, Legislative Studies Section, American Political Science Association

James Raymond Vreeland and Axel Dreher, *The Political Economy of the United Nations Security Council: Money and Influence*, honorable mention, 2015 William H Riker Book Award, Political Economy Section, American Political Science Association

Daniel Wakelin, *Scribal Correction and Literary Craft: English Manuscripts 1375–1510*, co-winner of the 2015 George A and Jean S DeLong Book History Prize, Society for the History of Authorship, Reading and Publishing (SHARP)

Edward T Walker, *Grassroots for Hire: Public Affairs Consultants in American Democracy*, winner of the 2015 Charles Tilly Award, Collective Behavior and Social Movements Section, American Sociological Association

Sara Wallace Goodman, *Immigration and Membership Politics in Western Europe*, co-winner, 2015 Best Book Award, European Politics and Society Section, American Political Science Association and honorable mention, 2015 Best Book Award, Migration and Citizenship Section, American Political Science Association

Kurt Weyland, *Making Waves: Democratic Contention in Europe and Latin America since the Revolutions of 1848*, winner, 2015 Best Book Award, Comparative Democratization Section, American Political Science Association

Simon Zagorski-Thomas, *The Musicology of Record Production*, winner, 2015 Book Prize, International Association for the Study of Popular Music

Lu Zhang, *Inside China's Automobile Factories: The Politics of Labor and Worker Resistance*, honorable mention, 2015 Distinguished Scholarly Book Award, Section on Labor and Labor Movement, American Sociological Association

Choice Outstanding Academic Titles 2015

Maartje Abbenhuis, *An Age of Neutrals: Great Power Politics, 1815–1914*

Samuel Beckett, George Craig, Martha Dow Fehsenfeld, Dan Gunn and Lois More Overbeck, *The Letters of Samuel Beckett, Volume 3: 1957–1965*

Francesca Bray, Peter A Coclanis, Edda L. Fields-Black and Dagmar Schäfer, *Rice: Global Networks and New Histories*

Venkat Dhulipala, *Creating a New Medina: State Power, Islam, and the Quest for Pakistan in Late Colonial North India*

Laura F Edwards, *A Legal History of the Civil War and Reconstruction: A Nation of Rights*

Richard T T Forman, *Urban Ecology: Science of Cities*

Megan Ming Francis, *Civil Rights and the Making of the Modern American State*

Aina Gallego, *Unequal Political Participation Worldwide*

Elizabeth Greenhalgh, *The French Army and the First World War*

Peter Hanson, *Too Weak to Govern: Majority Party Power and Appropriations in the US Senate*

Michael T Heaney and Fabio Rojas, *Party in the Street: The Antiwar Movement and the Democratic Party after 9/11*

Ari Helo, *Thomas Jefferson's Ethics and the Politics of Human Progress: The Morality of a Slaveholder*

Scott Herring, *The Cambridge Companion to American Gay and Lesbian Literature*

Michael Johnston, *Corruption, Contention, and Reform: The Power of Deep Democratization*

Kostas Kampourakis, *Understanding Evolution*

Brendan Kane and Valerie McGowan-Doyle, *Elizabeth I and Ireland*

Liisi Keedus, *The Crisis of German Historicism: The Early Political Thought of Hannah Arendt and Leo Strauss*

Elisabeth King, *From Classrooms to Conflict in Rwanda*

François Lévêque, *The Economics and Uncertainties of Nuclear Power*

Devoney Looser, *The Cambridge Companion to Women's Writing in the Romantic Period*

Gregory Mann, *From Empires to NGOs in the West African Sahel: The Road to Nongovernmentality*

Kevin R McNamara, *The Cambridge Companion to the City in Literature*

Williamson Murray and Kevin M Woods, *The Iran–Iraq War: A Military and Strategic History*

Fiona Ritchie, *Women and Shakespeare in the Eighteenth Century*

Michael D Shin, Lee Injae, Owen Miller, Park Jinhoon and Yi Hyun-Hae, *Korean History in Maps: From Prehistory to the Twenty-First Century*

Benjamin K Sovacool and Michael H Dworkin, *Global Energy Justice: Problems, Principles, and Practices*

Brett L Walker, *A Concise History of Japan*

Q Edward Wang, *Chopsticks: A Cultural and Culinary History*

Awards and prizes

PROSE Awards (American Publishers Awards for Professional and Scholarly Excellence)

Judith M Barringer, *The Art and Archaeology of Ancient Greece*, winner of the 2016 PROSE Award for Textbook, Humanities

Suzanne Preston Blier, *Art and Risk in Ancient Yoruba: Ife History, Power, and Identity, c.1300*, winner of the 2016 PROSE Award for Art History and Criticism

Antonia Chayes, *Borderless Wars: Civil Military Disorder and Legal Uncertainty*, winner of the 2016 PROSE Award for Law and Legal Studies

David J Eicher and Alex Filippenko, *The New Cosmos: Astronomy's Big Questions*, honorable mention, 2016 PROSE Award for Popular Science and Popular Mathematics

Susan Golombok, *Modern Families: Parents and Children in New Family Forms*, honorable mention, 2016 PROSE Award for Psychology

Gilbert J Gorski and James E. Packer, *The Roman Forum: A Reconstruction and Architectural Guide*, winner of the 2016 PROSE Award for Excellence in Humanities and winner of the 2016 PROSE Award for Archaeology and Ancient History

Ernest Hemingway, Rena Sanderson, Sandra Spanier and Robert W Trogdon, *The Letters of Ernest Hemingway, Volume 3: 1926-1929*, honorable mention, 2016 PROSE Award for Literature

Adam Herring, *Art and Vision in the Inca Empire: Andeans and Europeans at Cajamarca*, honorable mention, 2016 PROSE Award for Art History and Criticism

Julia Hillner, *Prison, Punishment and Penance in Late Antiquity*, honorable mention, 2016 PROSE Award for Archaeology and Ancient History

Paul Horowitz and Winfield Hill, *The Art of Electronics, 3rd edition*, honorable mention, 2016 PROSE Award for Engineering and Technology

Guido W Imbens and Donald B. Rubin, *Causal Inference for Statistics, Social, and Biomedical Sciences*, winner of the 2016 PROSE Award for Textbook, Social Sciences

Jeffrey A Karson, Deborah S Kelley, Daniel J Fornari, Michael R Perfit and Timothy M Shank, *Discovering the Deep: A Photographic Atlas of the Seafloor and Ocean Crust*, winner of the 2016 PROSE Award for Earth Science

A Bernard Knapp and Peter van Dommelen, *The Cambridge Prehistory of the Bronze and Iron Age Mediterranean*, honorable mention, 2016 PROSE Award for Single Volume Reference in the Humanities and Social Sciences

Ralph P Locke, *Music and the Exotic from the Renaissance to Mozart*, honorable mention, 2016 PROSE Award for Music and the Performing Arts

Roberto Mangabeira Unger and Lee Smolin, *The Singular Universe and the Reality of Time: A Proposal in Natural Philosophy*, winner of the 2016 PROSE Award for Cosmology and Astronomy

Tod A Marder and Mark Wilson Jones, *The Pantheon: From Antiquity to the Present*, winner of the 2016 PROSE Award for Classics

Evan Mawdsley, John Ferris, Richard Bosworth, Joseph Maiolo, Michael Geyer and Adam Tooze, *The Cambridge History of the Second World War, 3-Volume Set*, honorable mention, 2016 PROSE Award for Multivolume Reference in the Humanities and Social Sciences

Kristen Renwick Monroe, Chloe Lampros-Monroe and Jonah Pellecchia, *A Darkling Plain: Stories of Conflict and Humanity during War*, honorable mention, 2016 PROSE Award for Government and Politics

Christopher Page, *The Guitar in Tudor England: A Social and Musical History*, honorable mention, 2016 PROSE Award for Music and the Performing Arts

Victoria Rimell, *The Closure of Space in Roman Poetics: Empire's Inward Turn*, honorable mention, 2016 PROSE Award for Classics

Nadrian C Seeman, *Structural DNA Nanotechnology*, winner of the 2016 PROSE Award for Biological Science

Elliott Sober, *Ockham's Razors: A User's Manual*, honorable mention, 2016 PROSE Award for Philosophy

David Stirzaker, *The Cambridge Dictionary of Probability and Its Applications*, honorable mention, 2016 PROSE Award for Mathematics

Merry E Wiesner-Hanks, *The Cambridge World History, 7-Volume Set* (in 9 pieces), honorable mention, 2016 PROSE Award for Multivolume Reference in the Humanities and Social Sciences

Education Publishing Awards Australia

Dynamic Science, Winner, Best Teacher and Student Resource

Abstract of the Financial Statements

The Members of the Press Syndicate are pleased to present the following Abstract of the Financial Statements of the Press for the year ended 30 April 2016.

The Press Syndicate

Members of the Press Syndicate who served during the twelve months ended 30 April 2016 and up until the date of approval of these financial abstracts, unless otherwise stated, were as follows:

Sir David Bell (Chair)
Dr Toke Aidt
Professor Kenneth Armstrong
Professor Ron Carter, MBE
Professor Cathie Clarke
Dr David Good
Dr Emily Gowers
Dr Tim Harper
Dr Joan Lasenby
Professor David McKitterick
Mr Andrew Reid, University Director of Finance
Professor David Runciman
Dr Sue Swaffield
Mr Stan Webster, OBE
Professor Sarah Worthington
Professor Steve Young, *resigned 31 December 2015*

The Secretary of the Press Syndicate is Mr Peter Phillips, Chief Executive of Cambridge University Press and University Printer of Cambridge University.

There were, at the date of approval of these financial statements, three vacancies.

Operating Board

The Operating Board is the body that exercises general oversight of the Press's operations on behalf of the Syndicate and approves key decisions and financial commitments according to clearly defined criteria set out in its Terms of Reference. The Operating Board receives the recommendation of the Audit Committee on the annual Financial Statements and reviews and approves them on behalf of the Syndicate as a whole. Members of the Operating Board who served from 1 May 2015 and up until the date of approval of these financial statements, unless otherwise stated, were as follows:

Sir David Bell (*Chair of Syndics*), *Syndic*
Professor Ron Carter, MBE, *Syndic*
Mr Andrew Chandler, *Executive*
Mrs Sherry Coutu, CBE, *Co-optee*
Dr David Good, *Syndic*
Dr Joan Lasenby, *Syndic*
Professor David McKitterick, *Syndic*
Professor Tony Minson, *Co-optee*
Mr Peter Phillips, *Executive*
Mr Andrew Reid, *University Director of Finance, Syndic*
Professor David Runciman, *Syndic*
Mr Kevin Taylor (Secretary), *Executive*
Mr Nick Temple, *Co-optee*
Mr Stan Webster, OBE, *Syndic*
Professor Sarah Worthington, *Syndic, resigned 17 July 2015*
Professor Steve Young, *Syndic, resigned 31 December 2015*

Academic Publishing Committee

The Academic Publishing Committee approves every Academic title (books and journals). Members who served from 1 May 2015 and up until the date of approval of these financial statements, unless otherwise stated, were as follows:

Professor David McKitterick (Chair), *Syndic*
Dr Toke Aidt, *Syndic*
Professor Kenneth Armstrong, *Syndic*
Dr Kasia Boddy, *Co-optee*
Dr Angela Breitenbach, *Co-optee*
Professor Cathie Clarke, *Syndic*
Professor Nicola Clayton, *Co-optee*
Mrs Ella Colvin, *Executive, appointed 25 February 2016*
Professor Tim Cox, *Co-optee*
Dr Emily Gowers, *Syndic*
Dr Tim Harper, *Syndic*
Mrs Amanda Hill, *Executive*
Professor Arie Iserles, *Co-optee*
Dr Joan Lasenby, *Syndic*
Professor Tony Minson, *Co-optee*
Mr Peter Phillips, *Executive*
Mr Simon Ross, *Executive, resigned 30 April 2016*
Professor David Runciman, *Syndic*
Mr Kevin Taylor (Secretary), *Executive*
Professor Andy Woods, *Co-optee*

ELT & Education Publishing Committee

The ELT & Education Publishing Committee approves the publishing programmes of the ELT and Education businesses. Members who served from 1 May 2015 and up until the date of approval of these financial statements, unless otherwise stated, were as follows:

Professor Ron Carter, MBE (Chair), *Syndic*
Ms Linden Harris, *Executive, resigned 6 May 2015*
Mr Rob Cooper, *Executive, appointed 25 February 2016*
Professor Chris Kennedy, *Co-optee*
Ms Frances Lowndes, *Executive, appointed 25 February 2016*
Dr Gary Motteram, *Co-optee, appointed 6 July 2016*
Mr Michael Peluse, *Executive*
Mr Peter Phillips, *Executive*
Mr Rod Smith, *Executive*
Dr Sue Swaffield, *Syndic*
Mr Kevin Taylor (Secretary), *Executive*
Mr Neil Tomkins, *Executive*
Professor Mike Younger, *Co-optee*

Audit Committee

Professor Sarah Worthington (Chair to 17 July 2015), *Syndic, resigned 17 July 2015*
Mr Nick Temple (Chair from 17 July 2015), *Co-optee*
Mr Jonathan Scott, *Co-optee, appointed 17 July 2015*
Mr Stan Webster, OBE, *Syndic*
Mrs Joanna Womack, *Co-optee*

Members of the Executive and senior management are invited to attend as required, but are excluded from regular confidential sessions with external auditors.

Remuneration Committee

Sir David Bell (Chair of Syndics), *Syndic*
Professor Tony Minson, *Co-optee*
Mr Stan Webster, OBE, *Syndic*

The Remuneration Committee determines the remuneration of the Chief Executive and other specified senior executives. The Press's Director for People is normally invited to attend meetings of this committee.

Abstract of the Financial Statements

The Executive and Management

The day-to-day management of the Press is delegated to the Chief Executive, who appoints the Press Board (currently consisting of eleven (2015: eleven) Directors), and other staff as he deems necessary to conduct the Press's business around the world. Members of the Press Board who served from 1 May 2015 and up until the date of approval of these financial statements, unless otherwise stated, were as follows:

Mr Peter Phillips, *Chair*
Mrs Cathy Armor
Mr William Bowes
Mr Andrew Chandler
Mr Iain Harrison, *appointed 23 February 2016*
Mrs Amanda Hill
Mr Mark Maddocks
Mr Michael Peluse
Mr Simon Ross, *resigned 30 April 2016*
Mr Rod Smith
Mr Kevin Taylor
Mrs Sandra Waterhouse

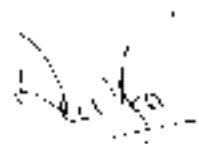
Syndics' statement

The Abstract of the Consolidated Income Statement for the year ended 30 April 2016, the Abstract of the Reconciliation of Movement in Capital and Reserves for the year ended 30 April 2016 and the Abstract of the Consolidated Balance Sheet at 30 April 2016 (the 'Abstract of the Financial Statements') presented on page 27 are not full financial statements of Cambridge University Press, but a summary of information derived therefrom.

Under Statute J of the University of Cambridge, the Syndics are responsible for preparing full financial statements and for having these audited. This year the Syndics have elected to prepare the full financial statements in accordance with the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards comprising Financial Reporting Standard 102 *The Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102)*, and applicable law. Details of the transition to FRS 102 are contained in the full financial statements.

The full Financial Statements from which the Abstract of the Financial Statements is derived, were approved by the Syndics on 18 July 2016. The independent auditors' report on the financial statements was unmodified.

The full financial statements are available on request from Cambridge University Press, University Printing House, Shaftesbury Road, Cambridge CB2 8BS.



Sir David Bell
Chairman of the Press Syndicate

Independent auditors' statement to the Syndics of Cambridge University Press

We have examined the supplementary financial information included within the Abstract of the Financial Statements of Cambridge University Press for the year ended 30 April 2016, which comprises the Abstract of the Consolidated Income Statement for the year ended 30 April 2016, the Abstract of the Reconciliation of Movement in Capital and Reserves for the year ended 30 April 2016 and the Abstract of the Consolidated Balance Sheet at 30 April 2016 set out on page 27.

Respective responsibilities of Syndics and Auditors

The Syndics are responsible, under Statute J of the University of Cambridge, for preparing the Annual Report of Cambridge University Press for the year ended 30 April 2016 (the 'Annual Report'), which includes information extracted from the full annual financial statements of Cambridge University Press for the year ended 30 April 2016.

The Syndics are responsible for preparing the financial information within the Annual Report which is consistent with the full financial statements of Cambridge University Press. Those full financial statements were prepared in accordance with United Kingdom Accounting Standards.

Our responsibility is to report to you our opinion on the consistency of the financial information, included within the Annual Report, with those full annual financial statements.

We also read the other information contained in the Annual Report and considered the implications for our statement if we become aware of any apparent misstatements or material inconsistencies with the financial information. The other information comprises only the Chair's Introduction and the other items listed on the contents page.

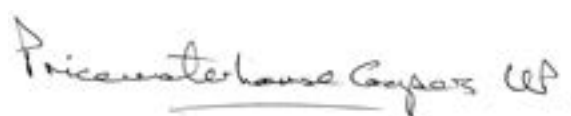
This statement, including the opinion, has been prepared for and only for the Syndics of Cambridge University Press as a body and for no other purpose. We do not, in giving this opinion, accept or assume responsibility for any other purpose or to any other person to whom this statement is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Basis of opinion

Our examination involved agreeing the balances disclosed in the Abstract of the Financial Statements to the full annual financial statements. Our audit report on the full annual financial statements of Cambridge University Press describes the basis of our audit opinion on those financial statements.

Our opinion

In our opinion the financial information is consistent with the full annual financial statements of Cambridge University Press for the year ended 30 April 2016.



PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Cambridge
18 July 2016

Notes

- The maintenance and integrity of the Cambridge University Press website is the responsibility of the Syndics; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.
- Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Abstract of Consolidated Income Statement for the year ended 30 April 2016

	2016 (£'m)	2015 (£'m)
Turnover	268.8	269.1
Operating profit before exceptional items	6.5	6.5
Exceptional items	(4.7)	(4.9)
Net finance expense	(3.6)	(2.9)
Impairment of fixed asset investments	(0.3)	–
Profit on disposal of tangible fixed assets	0.1	25.1
(Loss) / profit on ordinary activities before taxation	(2.0)	23.8
Tax on (loss) / profit on ordinary activities	(1.8)	(0.3)
(Loss) / profit on ordinary activities after taxation	(3.8)	23.5
Minority interests	–	–
(Loss) / profit for the financial year	(3.8)	23.5

Abstract of Reconciliation of Movement in Capital and Reserves

	2016 (£'m)	2015 (£'m)
(Loss) / profit for the financial year	(3.8)	23.5
Re-measurement of net defined benefit obligation	(11.3)	(18.8)
Transfer to the University of Cambridge	(0.2)	(0.5)
Foreign exchange loss on translation of net assets	(0.8)	(1.0)
Net movement in capital and reserves	(16.1)	3.2
Opening capital and reserves at 1 May	37.4	34.2
Closing capital and reserves at 30 April	21.3	37.4

Abstract of Consolidated Balance Sheet at 30 April 2016

	2016 (£'m)	2015 (£'m)
Fixed Assets		
Intangible assets	34.6	28.4
Tangible assets	24.6	24.3
Investment in joint ventures	0.7	0.6
	59.9	53.3
Current Assets		
Pre-publication costs	27.0	28.9
Inventories	23.7	24.2
Debtors	93.8	85.9
Other investments	15.4	15.9
Cash at bank and in hand	24.1	43.8
	184.0	198.7
Creditors: amounts falling due within one year	(96.7)	(99.0)
Net current assets	87.3	99.7
Total assets less current liabilities	147.2	153.0
Creditors: amounts falling due after more than one year	(2.1)	(2.8)
Net assets excluding post-retirement obligations	145.1	150.2
Defined benefit pension scheme obligation	(103.4)	(92.5)
Other post-retirement benefits obligation	(20.4)	(20.3)
Net assets	21.3	37.4
Capital and reserves		
Profit and loss account	20.8	36.9
Non-controlling interests	0.5	0.5
Total capital and reserves	21.3	37.4

Anti-Slavery and Human Trafficking Statement

Introduction from Chief Executive Peter Phillips

Cambridge University Press has a zero tolerance approach to modern slavery and we are committed to acting ethically and with integrity. This includes a commitment to upholding the standards set out in the Modern Slavery Act 2015 and to implementing systems and controls to ensure that modern slavery is not taking place anywhere within our organisation, or in any of our supply chains. This statement, made in accordance with section 54 of the Modern Slavery Act 2015, summarises our current approach and sets out the action we plan to take in the coming year in our business and our supply chains.

Our Structure

The Press plays a leading role in today's global publishing market place. We have over 50 offices around the globe, and distribute our products to nearly every country in the world. To find out more about what we do and our mission statement, please go to www.cambridge.org/about-us.

Our Policies on Slavery and Human Trafficking

To further our commitment to combating modern slavery and human trafficking, we have taken the following steps:

- In April 2016 we released a new Anti-Slavery and Human Trafficking Policy and Framework to all Press employees which outlines our zero-tolerance to modern forms of slavery and human trafficking, and reflects our commitment to acting ethically and with integrity in all of our business relationships
- Our Code of Ethics has been updated to include a modern slavery section
- The Policy and Framework will continue to be monitored and reviewed

Risk Assessment Processes

As part of our initiative to identify and mitigate risk, we have carried out the following risk assessments to date:

- We conducted a detailed analysis of our global third party community, which is made up of many thousands of suppliers and distributors. The majority of spend is with around 2,000 of these.
- We risk assessed these third parties based on their main country of operations (using various global assessments¹ of human rights and human trafficking risks by country), spend level, third party type, as well as internal knowledge of the company in question and its ongoing supply chain

The results of the risk assessment highlighted the following about the risk levels in our supply chain:

- **High risk:** Primarily printers, typesetters and distribution partners (approximately 3 per cent of our third party base)
- **Medium risk:** In addition to the above, certain IT, supply chain and facilities providers (approximately 12 per cent)
- **Low risk:** A mix of the above, plus other third party types such as digital distributors, marketing suppliers, and internal suppliers, to include legal service companies, accounting firms, IT infrastructure suppliers, etc. (the remaining 85 per cent)
- **No risk:** Authors and freelancers (being individual suppliers)

Due Diligence Processes

The risk assessment processes we have carried out and will continue to carry out will inform our approach to due diligence. The steps we have taken to update our current due diligence processes are outlined below:

- From July 2016 onwards, new third party relationships will be subject to the following:
 - More extensive questioning around compliance with international labour law to include specific questions about modern forms of slavery and trafficked labour
 - Updated contractual terms to include modern slavery provisions
 - A new Third Party Code of Conduct
- Existing high risk relationships will be asked to re-certify our Code of Ethics annually, while those deemed medium and low will be contacted every two years
- Increasing our industry-wide engagement on these issues, including setting up a new Compliance Committee at the UK Publishers Association and strengthening our relationship with the Publishers Resolution for Ethical International Manufacturing Standards (PRELIMS), a collaboration of UK and US publishers who have been working together to develop a common process to assess labour and environmental standards

Training

To raise awareness of modern slavery and human trafficking risks in our supply chain and our business we provide training to our employees. Our anti-trafficked labour training programme was released in May 2016 and combines online training for all employees, with face-to-face training for those in senior or front-line roles.

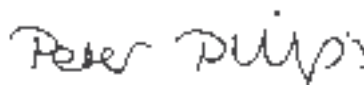
Measuring Effectiveness – Key Performance Indicators

In order to monitor our effectiveness in preventing modern slavery and human trafficking from taking place in our business and supply chains, we have started to measure our progress against the following key performance indicators (KPIs):

- Keeping our Anti-Slavery and Human Trafficking Policy updated and under review
- Employees signed up to or re-signed to our Code of Ethics
- Employee and third-party training
- Number of risk assessments of third parties carried out
- Due diligence completed
- Audit processes
- Partnerships entered into with organisations such as PRELIMS

Declaration

This statement is made by Cambridge University Press, a Department of the University of Cambridge, and has been approved by the organisation's Press Board who will review and update it annually. It is a statement made in accordance with section 54 of the Modern Slavery Act 2015 and covers the financial year from 1 May 2015 to 30 April 2016.



Peter Phillips
Chief Executive

1. The reports that were reviewed included the 2015 US State Department Trafficking in Persons and Workers Rights Report, the Global Slavery Index 2014, the Labour Exploitation Legal Resources and the Corruption Perceptions Index 2014.

Statute J of the University of Cambridge: The University Press

1. There shall be in the University a University Press which shall be devoted to printing and publishing in the furtherance of the acquisition, advancement, conservation, and dissemination of knowledge in all subjects; to the advancement of education, religion, learning, and research; and to the advancement of literature and good letters.
2. There shall be in the University a Press Syndicate. The management of the finance, property, and affairs generally of the University Press shall be the responsibility of the Press Syndicate which shall exercise in relation thereto all the powers of the University except in so far as the Statutes and Ordinances expressly or by necessary implication provide otherwise. The Press Syndicate shall consist of the Vice-Chancellor or a duly appointed deputy as Chair and such number of members of the Senate appointed in such manner as shall be determined from time to time by Ordinance.
3. The Press Syndicate shall have power in the name of the University and for the purposes of the University Press to exercise the powers in Statute A II 3–8. These powers shall apply to investment as well as to any other activity or function of the University Press. Save only insofar as the Statutes, Ordinances or regulations enacted under Statute J 5 expressly or by necessary implication provide otherwise, these powers may be exercised at the absolute discretion of the Press Syndicate.
4. All income accruing to the University Press shall be credited to the accounts of the Press Syndicate and all University Press capital and income shall be controlled by the Press Syndicate and applied by them at their sole discretion for the purposes of the University Press.
5. The Council shall have authority to impose limitations on the power of the Press Syndicate to enter into any financial commitments or to grant security on the property of the University Press.
6. The Press Syndicate shall have power in the name of the University to engage persons for employment in the service of the University Press, determine their salaries and pensions, and prescribe the conditions of their service.
7. Persons holding certain posts in the University Press which have been specially designated under this section by the Council on the recommendation of the Press Syndicate shall be treated as University officers for the purposes of Statute A III 10(b), Statute B I 1, Statute B II 2, and Statute A X 2(b).¹
8. The accounts of the University Press shall be audited annually by one or more qualified accountants appointed by the Council. The Council shall in every year appoint one or more persons from among the members of the Finance Committee, who shall examine these accounts, confer with the auditor or auditors, and report to the Council.
9. There shall be a Press Seal, as a seal of the University to be used on the directions of the Press Syndicate in matters relating to the affairs of the University Press; but the existence of the Press Seal shall not invalidate the use in connection with such matters of any other seal of the University. The University shall have power to make Ordinances concerning the custody and affixing of the Press Seal.
10. The Press Syndicate shall have power to delegate any of their powers under this Statute subject to any limitations imposed by Ordinance.
11. The term ‘property of the University Press’ here and elsewhere in Statutes and Ordinances shall refer to property of the University, both real and personal, held or used for the purposes of the University Press. In favour of any person having dealings with the University Press a certificate signed by the Registrar that any particular property is the property of the University Press, or that any limitations imposed under Statute J 5 have been complied with, shall be conclusive.
12. The Press Syndicate shall make an Annual Report to the Council, which shall be published to the University either as a whole or in summary.
13. Notwithstanding the provisions of the foregoing sections, the Council shall have power in circumstances which the Council deems to be exceptional, on the advice of its Finance Committee, to discharge the Press Syndicate, and to assume full responsibility itself for the management of the Press for the time being. If the Council has occasion to exercise the powers available under this section, the Council shall make a full report to the University on the circumstances necessitating such action.



Printed in the United Kingdom, on paper manufactured at a mill certified with ISO 14001 environmental management standard. 2016.



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