

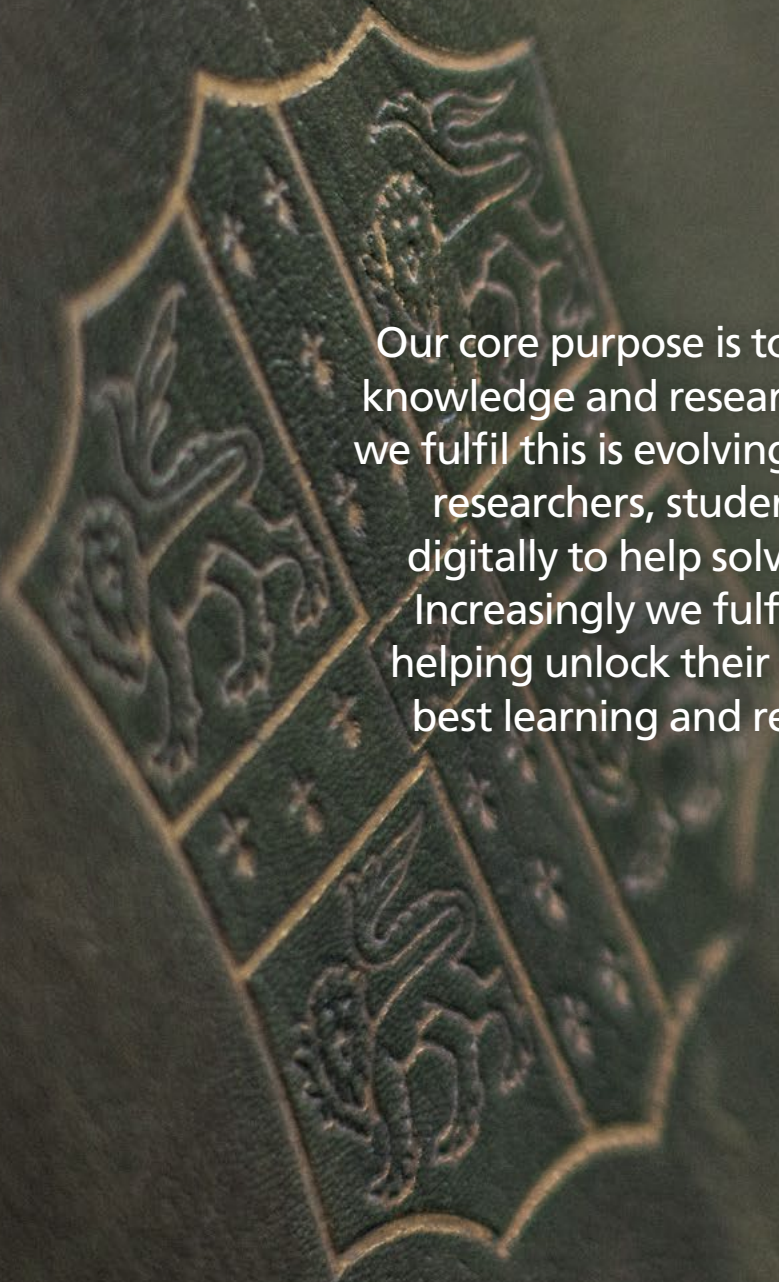


CAMBRIDGE
UNIVERSITY PRESS

ANNUAL REPORT

for the year ended 30 April 2017



An embossed crest is visible on the left side of the image, set against a dark, textured background. The crest is a shield-shaped emblem divided into several sections, each containing different heraldic symbols such as a lion, a unicorn, and a dragon. The embossing is a light, golden-brown color, creating a subtle relief effect.

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.

Contents

About us	2
Chair's introduction	4
Chief Executive's overview	5
Academic publishing	8
Cambridge English Language Teaching	12
Educational publishing	16
People and values	20
Awards and prizes	22
Abstract of the Financial Statements	26
Anti-Slavery and Human Trafficking Statement	30
Statute J of the University of Cambridge: the University Press	32



1534

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

The Cambridge Advantage

We are part of the University of Cambridge

We work closely with other University departments, such as the research and teaching departments and Cambridge Assessment, to advance knowledge, learning and research.



Global presence

50 offices around the world



10 hubs globally, with **90%** of sales outside the UK

Our people

2,580

colleagues worldwide



56%

outside the UK

Digital platforms

Cambridge Core



3 million

average downloads per month

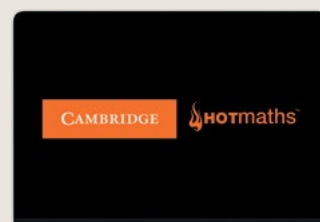
Cambridge LMS



70 million

activities undertaken every year

HOTmaths



39 million

questions answered per year

Academic publishing

1439

Academic books published in 2016–17



391

Journals, 23 new in 2016–17

60

Nobel Prize winners have been published by Cambridge



Cambridge English Language Teaching



479

Titles published in 2016–17

Educational Publishing

982

Titles published in 2016–17



Structure

We consist of three publishing groups

Academic, which publishes research books, advanced learning materials and reference content as well as 391 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.



Academic



Cambridge English Language Teaching



Education

Chair's introduction

This will be remembered as the year when the University enabled closer working, strategic alignment and greater joint investment between its two historic trading operations, Cambridge University Press and Cambridge Assessment.



The Press continues to take significant strides in adapting to a fast-changing world. This year saw the launch to great acclaim of Cambridge Core, our new digital platform integrating academic books and journals – just one of the major investments we have made in digital solutions and services for researchers, teachers and students. Our work with customers in English language learning in Latin America, our partnerships in China, and greater presence supporting schools in places as diverse as Pakistan, Nigeria, Kazakhstan and Oman all bear witness to our global efforts to advance knowledge, learning and research. With learning methods and the means of accessing information transforming so rapidly and fundamentally, it is more important than ever that this great Press remains committed to the high standards and values of its parent University while exploring new ways to embody them.

During the year we celebrated the fifth anniversary of Cambridge Exams Publishing, a joint unit with the exams business of the University, Cambridge Assessment. The success and impact of this unit is a reminder of how much can be achieved when the University finds ways to marshal its overall skills and strength.

2016–17 will be remembered as the year when the University enabled closer working, strategic alignment and greater joint investment between its two historic trading operations, Cambridge University Press and Cambridge Assessment. To that end the Vice-Chancellor took over as

Chair of both Syndicates and a single new Press & Assessment Board was put in place to oversee the two organisations. These governance changes reflect the many joint opportunities already being developed collaboratively by staff from both organisations, and also reflect the opportunities for closer working between the academic University and the Press's academic publishing.

My thanks go to all who have served on the Press Operating Board, which I've had the privilege of chairing for the past four years and which will now pass its responsibilities to the new Press & Assessment Board, and particularly to those who will continue to offer their services in the new structure. Special mentions are due to Professor Ron Carter who stood down from the Syndicate having made immense contributions to the quality of our ELT and Education publishing, to Mr Stan Webster and Mrs Joanna Womack who left the Audit Committee after long and distinguished service, and to Dr Gary Motteram who joined us.

A handwritten signature in black ink, appearing to read 'David Bell', with a horizontal line underneath.

Sir David Bell
Chair of the Press Operating Board

Chief Executive's overview

Increasingly across the world countries see that the effectiveness of their education and research is critical to their future success; schools, universities and governments look to trusted partners like Cambridge for the learning and research solutions which they need.



Our investment in outstanding new content, cutting-edge information technology and an expanding global footprint paid dividends in 2016–17 as we positioned Cambridge University Press to emerge stronger from the digital publishing revolution and more nimble in meeting our customers' changing needs.

Our digital ambitions, as well as our enduring values, were captured in the September launch of Cambridge Core, one of the most important investments in our recent history. Cambridge Core is the new platform that brings our academic books and journals together in a single online home, making it much easier for researchers to cross-refer between materials. Incorporating many innovative research tools, it has been widely acclaimed by academics, librarians and even rival publishers. It underscores our embrace of the most advanced information technology in support of our central purpose: to promote learning, knowledge and research worldwide, and uphold the highest academic standards as part of the University of Cambridge.

However, Cambridge Core has been a resounding success not just because of its technology, but thanks also to the extensive consultation with our users, which we undertook from the start, to find out what they really want from their research tools.

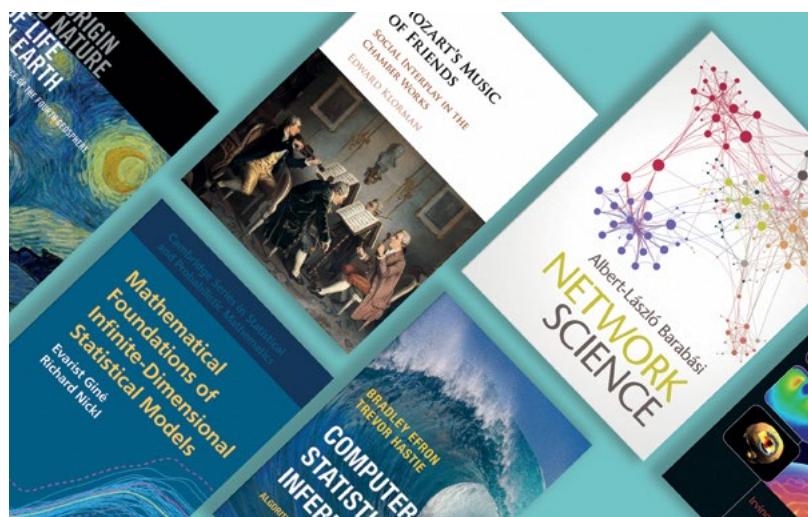
Investing heavily in digital solutions and listening to our customers – be they researchers, librarians, teachers, students, or our authors – are two of the five strategic imperatives

that have guided our actions in recent years. We have also strengthened our links with fellow University departments, undertaken an extensive internal reorganisation which has made us more streamlined and efficient, and boldly expanded Educational publishing as a strong third publishing group within the Press.

All this, coupled with the hard work and creative thinking of Press colleagues around the world has, I believe, positioned us for a bright future in the digital age. We are fitter, faster and more flexible than we have ever been, and we benefit from the 'Cambridge Advantage' – the University's worldwide reputation for excellence and our deepening collaboration with other Cambridge departments to deliver solutions which help researchers, learners and teachers perform to their maximum potential.

**“
We are fitter, faster and more
flexible than we have ever been.”**

Opportunities from the Cambridge Advantage are growing as, almost everywhere across the world, countries see that the effectiveness of their education and research is critical to their future success, and schools, universities and governments look to trusted partners for the learning and research solutions which can help them achieve the levels they desire.



Left: Press titles won in six categories at the PROSE awards.

Opposite: Write and Improve machine-based learning website created in partnership with Cambridge Assessment.

Our deepening links with Cambridge Assessment, in areas like examination preparation materials and assessment for learning, were reflected during the year in new governance arrangements. We welcome the new framework as a spur for Cambridge to make the most of its opportunities to serve its customers better. We also look forward to the closer physical proximity we will enjoy early next year when Cambridge Assessment moves into its new home next to our Shaftesbury Road head office.

“ Investing heavily in digital solutions and listening to our customers are two of the five strategic imperatives that have guided our actions in recent years.”

Our deepening ties with academic departments were underscored during the year by the University's clear objective for our academic publishing and the new University Librarian to work together to develop a strategic partnership. Ideas are already emerging from this collaboration.

Cambridge Core may have been the most visible of the year's technological initiatives, but across the Press we are investing heavily in digital products, which are now 36 per cent of our sales. Indeed, levels of usage for both our academic and learning platforms are ahead of other major publishers. The wider Cambridge community is helping our push. For example, our work with computational linguistics specialists has led to the development of machine learning tools that automatically mark and give feedback to language students on their English prose.

Our English Language and Education groups are working increasingly in partnership with large customers in China, Latin America and the Middle East to tailor products and digital services to their specific needs. Our Education group's Educational Reform team, which works with governments to improve the performance of school systems, won new contracts in the United Arab Emirates, Thailand, the Maldives and Oman, and again drawing on the strengths of our sister departments in Cambridge.

The growth of the Press's Education group has been one of our most outstanding successes in recent years – fully justifying the decision we took a few years ago to reinvigorate and reinvest in it. In 2016–17 it again enjoyed very rapid growth in sales as we strengthened our position both with international schools around the globe and in local curriculum publishing in key markets such as Australia and India. We opened new offices in Nigeria, a market of long-term importance despite its current economic challenges, and in Pakistan, where we are building on Cambridge's existing strengths.

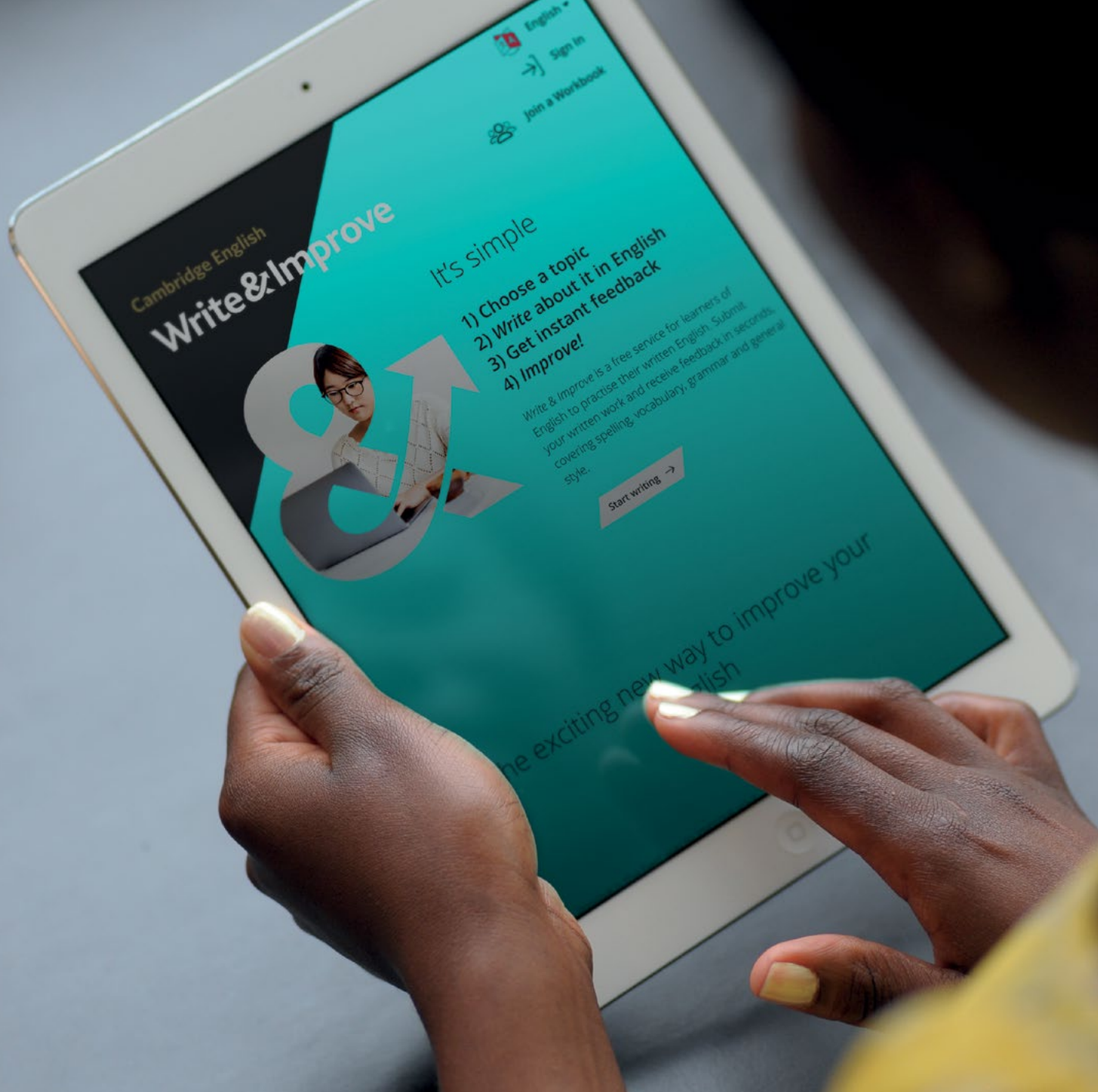
Our Academic group saw important gains in journal publishing, increasing the number of our titles to 391, with the addition of some prestigious titles. One area of particular note was in law, where we partnered with the American Society of International Law on their journal publications, including the flagship *American Journal of International Law*. From 2018 we will publish *Legal Studies*, one of the largest UK-based generalist law journals.

The Academic book publishing market remained difficult, with a decline in print sales across the industry amid tight library budgets and increasing price sensitivity. In such an environment one way we stand out is through our continued focus on quality. Our titles won over 150 awards during the year across a range of subjects and geographies.

Of particular note was our continued success at the annual Professional and Scholarly Excellence Awards (PROSE), the most prestigious for our industry, where this year we won six categories and received 11 honorable mentions. Our PROSE winners spanned the full range of subjects from *Network Science*, by Albert-Laszlo Barabasi, which took the award for Textbook/Best in Physical Sciences and Mathematics, to *The Cambridge Guide to the Worlds of Shakespeare*, which won Excellence in Reference Works.

The English Language Teaching group saw strong momentum in 2016–17, buoyed along by excellent sales growth to schools in our key country markets and outstanding digital products. ELT's internal changes last year have left the group more nimble in responding to customers' needs, and more willing and able to take risks in an uncertain environment.

None of our achievements over the past year would have been possible without the commitment, expertise and passion of our people. As the skills we need evolve, we have been increasing our investment in staff training and in 2016–17 we introduced an innovative management development



programme in which over 250 of our leaders from across the world are participating. Our focus is on creating the conditions for everyone to make a difference and develop personally, as well as on the shared culture which is essential to the alignment we need as we expand our presence around the world.

The external political environment was turbulent in 2016–17, both at home and abroad but, despite this, the world economy grew and the weakness of sterling added to our underlying growth, since some 90 per cent of our sales are outside the UK.

In the financial year to 30 April 2017 the Press grew sales by some 14% to £306m. On top of a strong operating performance our results were buoyed by the general weakening of sterling following the Brexit vote. On a constant currency basis growth was 5% with each of our three publishing groups increasing sales overall and particularly strong, double digit growth in our Education and Journals businesses. Operating profit before exceptional one-off costs was £10m higher, reflecting that growth in sales and

the benefits – particularly in ELT – of the recently completed restructuring, resulting in the halving of exceptional costs this year.

Our focus on our five major strategic goals has helped us evolve over the past year and ride the digital revolution's waves of change. However, successful change involves recognising the qualities to retain, as well as those to develop.

For us, that means continuing to reflect the standards of excellence embodied by the University, as we have done for nearly five centuries. It means being financially successful so we can continue to reinvest in our core purpose. I am confident that our deep passion for the advancement of knowledge, learning and research, as a member of the academic and educational community, will continue to prove a critical ingredient for our success in the years ahead.

Peter Phillips

Peter Phillips
Chief Executive

Academic publishing

The Academic group publishes some of the finest scholarly writing and research available anywhere in the world. Our output includes research monographs, academic reference, textbooks, and books for professionals and graduate students. We publish 391 peer-reviewed journals, many of them leaders in their academic field. Both books and journals are available in electronic format through Cambridge Core, our online platform.

The highlight of the Academic group's year was the smooth and successful launch of Cambridge Core, our new digital publishing platform, which brings together over 30,000 e-books and 1 million journal articles for the first time in one online home.

This is the most exciting project Academic has undertaken in recent years. It replaces our separate Cambridge Journals Online and Cambridge Books Online sites with a single platform designed to help readers and researchers make fast and easy journeys to a vast range of content, and to cross-refer easily between books and relevant articles.

Built with the needs of our users at its heart, Cambridge Core is fast, sophisticated, agile and intuitive and has generated very positive feedback from customers. Our traffic has increased significantly since its September launch, with a book or article downloaded every second – a rate of 30 million items a year. We believe that Core, nominated for a number of industry awards, sets a standard that other publishers will seek to emulate.

The launch came amid tough trading for the academic publishing industry, with library budgets constrained and increasing price sensitivity in the higher education textbook market. As the digital revolution buffets the sector, growth in e-book sales is not fully offsetting a decline in print. Against this background, the Press's academic publishing enjoyed a year of modest growth, underlined by some important additions to our journal publishing portfolio.

We believe that the transition to a digital economy, despite its turmoil, presents significant opportunities for ambitious university publishers like Cambridge University Press, with a strong brand, the global reach offered by the internet, close attention to the needs of customers, and the dedication to academic excellence that comes with being part of a great research university.

Our focus on our users was demonstrated most forcefully in the planning of Cambridge Core. The key to the project's

“

Our focus on our users was demonstrated most forcefully in the planning of Cambridge Core.”

success was the involvement from the very start of all types of customer – researchers, librarians, authors and the learned societies for which we publish journals.

We consulted extensively with almost 10,000 people through the development process. In the run up to the launch we gave librarians trial access to the system and used their feedback to refine it further. We are excited that the flexibility built into Cambridge Core means we can continue to develop features and functions to support the changing needs of customers in the years ahead.

Our cooperation with fellow University departments intensified during the year to mutual benefit. One example is the launch of the Nine Dots Prize, a new Cambridge-backed competition, funded by the Kadas Prize Foundation. The Academic publishing group has joined forces with the University of Cambridge and the Kadas Prize Foundation to offer a new prize encouraging creative thinking about contemporary issues in society. The Press is a member of the organising committee and the winner receives \$100,000 and an Open Access book contract with us. Press Syndic, Professor David Runciman, presented the first Nine Dots award to winner, and Press author, James Williams.

Our commitment to outstanding academic achievement was highlighted afresh by the many publishing awards won by our authors during the year across all subjects. Our titles won six awards and 11 honorable mentions at the Professional and Scholarly Excellence Awards (PROSE), the most prestigious



POLITICS

In a year of the politically unexpected – from Britain’s Brexit vote to the election of Donald Trump to the US presidency – we strengthened our leadership in political science publishing. At the heart of our programme is our relationship with the American Political Science Association (APSA), so signing their three journals – *American Political Science Review*, *PS: Political Science & Politics*, and *Perspectives on Politics* – for a further 10 years was a wonderful achievement. The relationship has many benefits for both sides: it has been central to our profile as a leading publisher in the social sciences, by integrating us with the largest and most influential community of political scientists; and it aligns APSA with the pre-eminent books list in its discipline.

We will use our continuing partnership as an important platform for innovation for both APSA and the Press.





Press Syndic, Professor David Runciman, presents the first **Nine Dots Prize** award to James Williams.

for our industry, which are presented by the Association Of American Publishers (AAP).

The list included two awards – Excellence in Reference Works and Multi-Volume Reference in Humanities and Social Sciences – for the *Cambridge Guide to the Worlds of Shakespeare*, edited by Bruce Smith.

The Mathematics award went to *Mathematical Foundations of Infinite-Dimensional Statistical Models* by Evarist Gine and Richard Nickl. The prize for Best New Journal in Humanities and Social Sciences went to the *Journal of the American Philosophical Association*, edited by John Heil.

In book publishing, we continued to enjoy considerable success in the UK with our early adoption of the Evidence Based Acquisition (EBA) model for library purchases. This involves a library paying an up-front sum that gives it access to a wide range of electronic book content for 12 months. The library monitors usage closely so that, at the end of the period, it has clear evidence of users’ needs and combines this with the librarian’s own judgement when deciding what to buy for permanent access. The model requires close customer support from sales and marketing, and we are now introducing it to other markets.

In journal publishing, we increased the number of our titles to 391, with the addition of some very prestigious names. For example, we cemented our position in Law with two new relationships. We are working closely with the American Society of International Law on their journal publications, including the flagship *American Journal of International Law*. From 2018 we will work with the Society of Legal Scholars to publish *Legal Studies*, one of the largest UK-based generalist law journals.

We partnered with the Royal College of Psychiatrists, the professional medical body responsible for supporting UK psychiatrists, on the publication from 2018 of five journals and the development of new print and digital content. This extends the Press’s reach in an already high-profile area of our publishing programme.

We continued to invest in new journal publishing with three exciting launches planned for 2018: *Modern American History*

will contribute to our burgeoning US history programme across journals and books; *Personality Neuroscience* will provide an exciting and important new forum for work in this expanding field within neuroscience; *The Journal of Global Sustainability* will create an ambitious inter-disciplinary forum in this rapidly expanding field for research in an area with global impact.

“
In book publishing, we continued to enjoy considerable success in the UK with our early adoption of the Evidence Based Acquisition (EBA) model for library purchases.”

Open Access journal publishing remained a high priority for us in 2016–17 as we worked with industry groups on ways to support both the needs of the academic community for the widest access to research materials and the need for sustainability in publishing models.

The Higher Education market is going through rapid change and challenges, including the rise of open educational resources, disruptive technologies and shifts in purchasing habits, which have hit particularly hard at the entry level undergraduate market.

However, we continue to see opportunities for a leading university press to provide textbooks and digital materials, serving advanced undergraduates and graduates, building on areas where we are already successful, especially as we remain committed to fair pricing. A sign of our ambition was the appointment during the year of a new Director of Higher Education with broad publishing experience. We are working with University colleagues to define the future resources that will be needed in higher education.

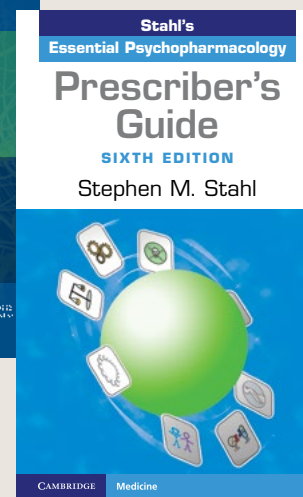
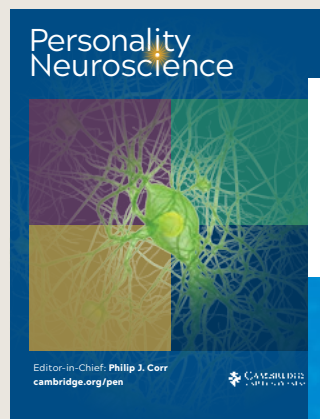


Image: University of Cambridge



BRAIN SCIENCE AND MENTAL HEALTH

We continue to develop our book and journal lists in the Brain Sciences and Mental Health. This is already an area of strength for us, and the University, and we believe we can make a real difference to the quality of research and debate through our publishing, partnerships and service. During 2016–17 we increased the reach and impact of our journal titles; explored new Open Access launches, with our first title, *Personality Neuroscience* announced for 2018; partnered with the Royal College of Psychiatrists on their five core journals, book backlist and future commissioning, which will move to the Press for 2018; and grew our portfolio of works by Dr Stephen Stahl, the distinguished authority on neuropsychopharmacology, with the commissioning of new key titles such as the *Prescriber's Guide for Children and Adolescents*.



Meanwhile, we have been expanding our higher education publishing beyond the traditional focus on Anglo-American academia. One example is our Engineering publishing in India, written and produced locally for the Indian entry-level undergraduate market.

We continued to streamline the Academic group during 2016–17 to make ourselves more responsive and agile to changing customer needs. We appointed a new Senior Vice-President for Academic Publishing in America to ensure we continue to have strong, dynamic leadership in this important market.

The year also saw numerous initiatives to support our authors, who are the source of all our academic publishing.

We teamed up with an outside supplier for a service that helps authors who wish to be published in English but lack polished English language skills. We have also been integrating our journals with Publons, the site which makes it possible for journal reviewers to gain credit for their reviews and build a formal record of their review history.

But the most important additional support for our authors was the launch of Cambridge Core. The platform was designed with authors in mind, with features such as a dedicated author section, and metrics showing the number of full text and abstract views of their works.

In this, as in so many other respects, Cambridge Core has made 2016–17 a transformational year for Academic.

Cambridge English Language Teaching

Cambridge English Language Teaching is one of the world's leading publishers of digital and print materials for teachers and students of the English language. Working closely with Cambridge English Language Assessment, the University's testing experts, we also develop courses for exams used by schools, universities and governments around the globe to demonstrate proficiency in the English language.

Robust growth in sales to schools and in most of our key geographical markets made 2016–17 a year of strong forward momentum for Cambridge English Language Teaching (ELT), reinforcing our position as one of the foremost English language teaching publishers.

Countries around the world have a strong appetite for their citizens to master English as the world's most shared tongue. This makes the ELT market intensely competitive and fast-changing. However, the Press is particularly well placed to prosper, thanks to the strength of the Cambridge brand and the quality of our products, which are enriched by our links with the wider university, including Cambridge English Language Assessment, with which we publish exam preparation material and coursework.

Research at the Press and in other university departments gives us greater insight into the way English is evolving and how people learn a language. This in turn helps us design solutions for teachers and students to make learning a faster, richer, more enjoyable experience. It is an approach we encapsulated in 2016–17 in the phrase 'Better Learning.' It also allows us to meet an increasing demand among the largest customers – be they governments or chains of private language schools – for more complex packages of learning solutions, going beyond the provision of teaching materials to include curriculum and syllabus design, assessment tools, teacher development and a range of other services.

There is also a growing demand for content and services to meet the needs of English language learners who choose to study outside the classroom. In partnership with Cambridge Assessment, we have undertaken research in key markets such as India, the UK and the Middle East to discover the main needs and pain-points of self-study learners and how best to use the latest technologies and our world-leading content to serve them.

Digital products and services continued to grow strongly in the year, making up a sharply higher proportion of our revenues as customers took advantage of the greater scope online for innovative, interactive teaching methods.

The Cambridge Learning Management System (CLMS), the platform we use to deliver our digital products, now has over one million active users and hosts more than 40 products.

The year also saw the launch of *Write and Improve*, an exciting new digital service which uses the latest machine learning techniques, developed with researchers from the University, to allow students to receive automated instant feedback on their written work. The service has been enthusiastically received by teachers and learners and will be expanded in the coming year to include premium products related to exam preparation and teacher management.



Research at the Press and in other university departments gives us greater insight into the way English is evolving and how people learn a language.”

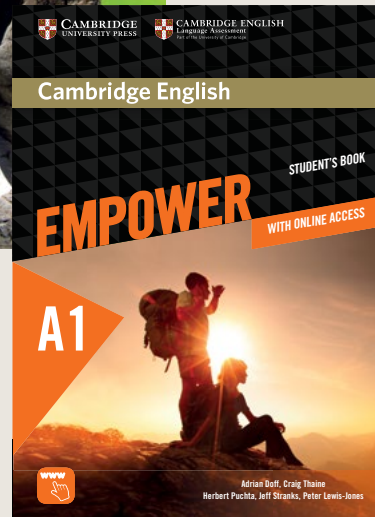
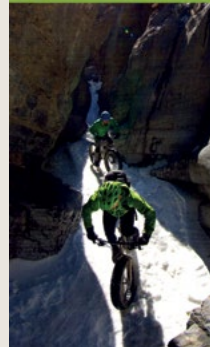
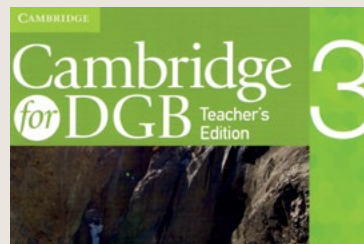
Usage of *Cambridge Dictionaries Online* (CDO) grew sharply following a revamp of this popular language reference site for learners, teachers and native speakers. CDO now enjoys traffic of 20 million monthly active users, in addition to a vibrant community of 2.2 million fans on Facebook. The site is optimised for mobile and therefore perfect for checking definitions on the move. The real-time data generated by both *Write and Improve* and CDO give us unique insights into the evolution of English and how best to prepare learners to meet their language goals.

We also adopted a more tailored approach to customers in our 10 most important markets, including the introduction of more products specific to local needs and cultures. We were rewarded with strong sales growth in both the primary and secondary schools markets. Especially notable performances were recorded in Mexico, Turkey, Italy and China. Against that,



MEXICO

Mexico continued to perform strongly last year. Notwithstanding the challenges presented by exchange rate movements, the country achieved its demanding local currency sales target and strong double-digit growth. We widened our range of products aimed at the public sector school system on the back of our entry into this market in 2015–16 with *Cambridge for DGB* – our course developed in Mexico for the Mexican middle-school market. Last year we added significant sales of customised editions of the Cambridge Discovery Education Readers and Cambridge Dictionaries to the Mexican authority that buys textbooks for public schools. We also developed and launched *Cambridge Horizons*, a five-level series developed to suit a key Mexican syllabus for adult learners. We saw strong sales of *Cambridge English Empower* in Mexico, and of *Uncover* and *Kid's Box* in specially adapted editions for Ecuador. Our Mexican office was strengthened with a larger sales team and an improved operating model to support our entry into new market segments.



“A central feature of our thinking is how best we can support teachers, whose work is so vital in helping learners acquire English with confidence.”

the ELT sector as a whole saw difficult conditions in the USA, while the market for supplementary textbooks – products such as grammars – continued to contract as adult learners moved online.

Much of our growth in 2016–17 was driven by products launched onto the market in the previous two years but which really took off during this year. An example is *Cambridge English Empower*, a course for adults and young adults, with an innovative method of validated formative assessment. *Empower* recorded a dramatic increase in adoptions with the start of the September academic year. It was refreshed during the year with new digital features and the launch of a Spanish edition.

Think!, a product for teenagers that encourages critical thinking, saw its first full year of promotion in all key markets and has enjoyed a strongly positive reception from teachers.

Cambridge Exams Publishing – a joint venture with Cambridge Assessment – published a wave of new Primary materials ahead of an updating of the Cambridge Young Learners English exam next January. These included *Fun For Starters* and an updated second edition of *Kid's Box*, our global best-selling Primary course, incorporating stories, activities and song. This paves the way for additional integrated Primary and Exams products.

A central feature of our thinking is how best we can support teachers, whose work is so vital in helping learners acquire English with confidence. Supported by Cambridge research, we launched a strong raft of products during the year to help them in their development and classroom work. Classroom products included *Interaction Online*, by Lindsay Clandfield and Jill Hadfield, a resource for teachers who want to incorporate an element of online activities – such as discussion forums, instant messages and other social media sites – into their language teaching. *Activities for Very Young Language Learners*, by Herbert Puchta, is a handbook of easy-to-use activities for teachers to engage three to seven-year-olds through movement and games, songs, chants, storytelling, pronunciation and exploring the world.

Products addressing teacher development included the second edition of *About Language*, by renowned author Scott Thornbury. A seminal work when first published in 1997 and still a staple for teachers in training, it examines what teachers need to know about English in order to teach it effectively. The second edition of *Curriculum Development*, by Jack Richards, provides a systematic introduction to the issues involved in planning, developing, and managing effective language programmes.

Overall, 2016–17 was a year in which the major restructuring we undertook in 2015–16 to streamline the group, and move it closer to learners around the world, flowed through into greater flexibility, more robust revenues and an increased sensitivity to customers' needs. In a world hungry for the improved educational methods that new technology can bring, this leaves us well positioned to invest in research, in the development of new digital products, and in capacity building in our key markets, so we can serve our customers better and spread knowledge of the English language.

CHINA

We have enjoyed double-digit year-on-year growth in China for the last five years, through close collaboration with Chinese publishers, large private education service providers, leading foreign language schools and new education technology companies. We continue to see rapid growth in the Schools segment with sales of our leading title, *Kid's Box China Edition*, now exceeding three million copies over eight years. In the Exams segment, Cambridge is the market leader for International English Language Testing System exam preparation materials, with our practice papers, complete courses and the *Official Cambridge Guide to IELTS*. We will be adding to this portfolio next year with a new blended print and online course specifically for Chinese learners. We continue to innovate with leading education technology companies to develop new classroom and online delivery models, reaching large numbers of students every day with content developed specifically for Chinese learners and teachers.



Supporting teachers is central to our thinking: we launched a raft of products to help them in their development and classroom work.



Educational publishing

The Education group, one of the fastest growing businesses in its sector, publishes digital and print products used in schools around the world. Our global reputation for pedagogy and learning skills means we also have an expanding advisory practice helping governments and schools systems with educational reform.

Education enjoyed another year of very strong growth as increasing numbers of schools and governments around the world recognised the value of working with Cambridge University Press, and our colleagues in the wider Cambridge community, to create learning solutions that are both underpinned by research and tailored to customers' local needs.

We strengthened our publishing position in key markets such as Australia and India, opened offices in Nigeria and Pakistan, and took on new educational reform contracts with governments in the Middle East and Asia.

The growth reflects the reputation of the Press – and that of Cambridge as a whole – for developing international best practice in pedagogy and learning skills, and providing the practical classroom tools to support this.

Governments and schools, particularly in developing countries, are looking ever more closely to international standards as they upgrade educational systems to equip their children with the skills needed to succeed in the 21st century. At the same time, the English language is becoming more important as a medium of instruction, which can be challenging for both teachers and students for whom it is not their native language.

Against this backdrop, the Press helps customers not just with our expertise in publishing for schools, and in teaching and learning in English, but in harnessing the knowledge of other Cambridge departments. We work closely with Cambridge International Examinations to produce learning materials that are aligned to specific curricula and prepare students for international tests. Research from the University's Faculty of Education ensures that all our learning materials have strong pedagogical underpinnings and can evidence impact in the classroom.

A focus of our current research, in conjunction with other University departments, is on what learning methods work most effectively with students pursuing an international

curriculum where English is not their first language. The work encompasses the materials used, teacher training, the organisation of schools and the assessment challenges for these learners.

We are using the results to embed the most modern design principles in our textbooks and the most effective use of digital materials in the classroom.

However, as well as developing global products to answer universal student needs, we continue to listen to our customers in individual countries and create tools that serve their local requirements. The advice of teachers, who can make a vital difference to student performance, is crucial. We place their needs, and those of their pupils, at the heart of our product development.

During 2016–17 we set up Teacher Advisory Panels as forums for us to learn from teachers, and as communities for teachers to share their experiences. Grouped by academic subject, and bringing together teachers from around the world, these panels have become a permanent mechanism for testing and improving our publishing ideas at every stage.

This approach to educational development is captured in our new vision: 'Brighter thinking, better learning.'





“
Governments and schools,
particularly in developing
countries, are looking ever more
closely to international standards
as they upgrade educational
systems.”

‘Brighter Thinking’ sums up the way we combine the best ideas in educational research with practical solutions to classroom issues – based on what teachers themselves tell us they and their pupils need.

‘Better Learning’ reflects our belief that a good education is not only about strong academic results but also involves acquiring broader and softer skills that equip children for life beyond school. It means our textbooks should go beyond preparing pupils for assessment to helping them acquire skills in thinking, problem solving and communication.



UAE PARTNERSHIP

We are entering the third year of our partnership with the Education Ministry in the United Arab Emirates. This was originally focused on the joint development of a complete K-12 programme for English (*Bridge to Success*), adapted from our existing *Global English* series. It has since become a true partnership to deliver an ambitious vision for English in the country as a whole – to include resources, training and assessment. We are immensely proud of this collaboration and the fact that we have received the first follow-on project in the area of higher level English for Science and Maths at the upper grades. We believe this is indicative of the quality of our pedagogical approaches, and also of our deep commitment to working alongside our partners on the broader goals for their country.

“

As well as developing global products to answer universal student needs, we know it's important to listen to our customers in individual countries and create tools that serve their local requirements.”

Teachers' receptiveness to our message was reflected in 2016–17 by our continuing expansion in developing countries. Again we saw an excellent performance from our Indian business – both in the top line and in how we have translated this into contribution and cash. We launched a new business in Nigeria with an office in Lagos and a team of 20 colleagues. In our first year we published over 120 titles in Nigeria and sold around 800,000 books.

This launch was led by our South African office, working with colleagues in Cambridge. Nigeria is Africa's largest economy, and is a vibrant, exciting market where education and the Cambridge name are highly regarded. It is, of course, a challenging country – underscored by the devaluation of the Nigerian currency during the year – but our commitment is to the long-term, where Cambridge can make a positive, long-lived impact.

During the year we also opened an office in Pakistan, an important market for our colleagues at Cambridge Assessment.

While emerging economies are central to our growth strategy, and provided many of the year's landmarks, our businesses in the mature UK and Australian markets continued to provide a firm platform for global expansion – and the testing grounds for leading-edge pedagogical and technical solutions.

In Australia, our secondary school mathematics products, blending text and digital materials, continued to perform well. Cambridge HOTmaths, our interactive online maths learning system, originally developed for the Australian market, continued its expansion around the world, with new editions launched in the UK, South Africa, India and for international schools.

International schools, where English is the language of the classroom, have been at the centre of our growth in emerging markets, but these are increasingly a bridgehead for us into private schools delivering curriculum in English, and even into some parts of state systems.

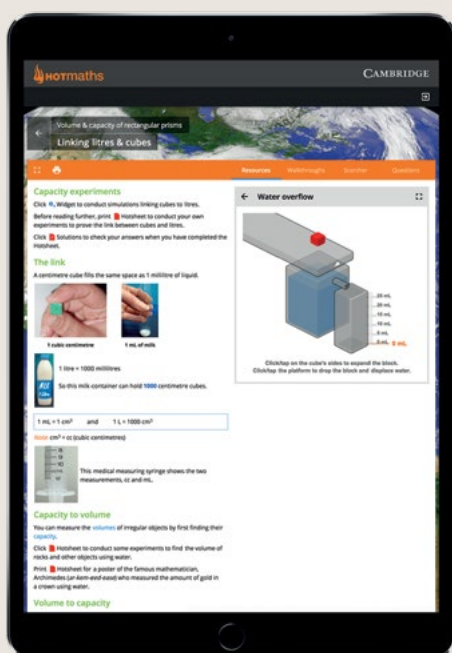


However, our most important influence on state education is through our Education Reform business. Based on our pioneering work in evaluating education systems around the world, we operate in partnership with governments on large scale schemes to improve their teaching resources, develop their teachers, and build their capacity for the future. As in publishing, we believe in local solutions, based on our customers' particular needs, supported by international models as necessary.

Educational Reform saw strong growth in 2016–17, building on our work in capacity development in Kazakhstan. We gained new contracts in the UAE, Thailand, the Maldives and Oman. Oman was the first tender we have won for the provision and development of materials in Arabic.

Digital revenues grew significantly during the year and we are continuing to invest ambitiously in digital technology that demonstrably improves support for teachers, the delivery of content and student assessment.

We are also investing significantly in unified central operating systems – in technology, workflow, procurement and talent management – that will support our continued expansion as a flexible, global publishing network, based on brighter thinking and better learning.



CAMBRIDGE HOTMATHS AROUND THE WORLD

Higher Order Thinking (HOT) Maths continues to flourish in Australia, its country of origin, where it has helped us again to deliver the most successful blended solutions to secondary schools. This interactive programme is helping us transform into a truly digital organisation, not just in our products and services, but also in the way we develop, sell and support these kinds of service in the modern classroom. We continue to take these lessons around the world, with versions of *Cambridge HOTmaths* being launched for international schools and in India, South Africa and the UK. Cambridge is synonymous with high quality thinking in Mathematics and with *HOTmaths* we are showing how digital approaches can engage learners and support teachers in practical ways.

People and values

None of our achievements in the past year would have been possible without the commitment, expertise and passion of our people, and during 2016–17 we placed strong emphasis on investment in their skills.

Coming on the heels of 2015–16's restructuring programme, this was a year in which we worked to reinforce our positive work environment while equipping colleagues with the know-how and resilience to flourish in a rapidly changing world.

The key ingredients for success in today's publishing industry include digital expertise; a willingness to take risks and adapt quickly to change; sensitivity to the need of customers; close collaboration with colleagues; and an ability to think globally.

The Press is a global operation, with over 50 offices in more than 150 countries. As we expand around the world it is vital we retain our common culture and values, emphasising the highest academic standards and dedication to the spread of knowledge.

Our investment in people last year included a large management development programme, designed around our values and the qualities of good management. It will give our people enhanced skills in people management, more motivational team leadership, and a greater ability to marry commercial thinking with the Press's purpose to advance learning. The overall aim is to move away from rigid hierarchies and encourage individual initiative across the organisation.

More than 250 of our managers all over the world are going through the programme. It involves 15 months of part-time study, mostly online, but starting and ending with classes in Cambridge.

“

The key to success in publishing today is digital expertise; a willingness to take risks and adapt quickly to change; sensitivity to the need of customers; and an ability to think globally.”

We are also excited to have established an apprenticeship programme, aimed at making a career in academic and educational publishing appeal beyond the traditional university recruiting grounds. Apprenticeships have been trialled over the past two years, with nine apprentices joining us to date, working in customer services, human resources and information technology. This will be expanded to a wide range of roles across the organisation.

We have also invested in more coaching of staff, launched a global mentoring scheme, and further embedded our graduate trainee and intern programmes. We have encouraged colleagues across the organisation to expand their digital skills, for example through Press-supported self-development programmes. To encourage internal collaboration, we have been using social media tools to break down silos and encourage lateral thinking between teams.

Community engagement and educational charity work are an important part of our culture. Nearly 250 colleagues were



involved during the year in a wide range of projects, with more than £51,000 in cash donated to good causes.

Some 44,000 books were given to diverse charities, including Book Aid International, which supports literacy and access to information across Africa, and Borderline Books, which helps groups across the UK working with refugees, women’s refuges, ex-offenders, prisoners and homeless people. Other recipients included Build on Books, boosting literacy through school outreach programmes in Sierra Leone; Happiness Again, supporting Syrian refugees in Jordan; and Pro Mundo – Projeto Cidadão do Mundo e Capao Redondo, which promotes equal opportunities and social integration in Brazil through volunteer English teaching.

For the second successive year our UK charity of the year was Centre 33, which helps young people across Cambridgeshire who face a variety of challenges. Our assistance has been focussed on their support for young carers – people under the age of 18 who have caring responsibilities for family members who are disabled, physically or mentally ill, or who have a substance misuse problem.

We raised nearly £29,000 for Centre 33 over our two years of partnership. Our staff also gave volunteering time and know-how. Our support enabled more than 200 young carers to enjoy respite days from their responsibilities, providing them with the opportunity to recharge, connect with other young carers and to enjoy being a child.

Beth Green, Executive Director of Centre 33, commented: ‘The commitment and passion from the Press team has been incredible. We feel having the opportunity to partner for two years has given time for both organisations to get to know each other, find the best ways to work and support each other, and to have a lasting impact.’

Colleagues in the UK continued to support local school students in a variety of ways, partnering with Form the Future, a social enterprise which connects students with business. Activities included one-to-one mentoring, holding enterprise days and conducting mock interviews to increase students’ confidence in preparing for life after school.

The Cambridge office celebrated World Book Day by opening its doors to 15-year-old students from local secondary schools so they could learn about publishing as a career. Colleagues conducted a ‘speed-networking’ style careers carousel, speaking about communications, design, editorial, legal, marketing, procurement, sales and technology.

Colleagues in the US launched a new community engagement programme, while in India we began a new partnership with Navjyoti India Foundation, established by Delhi police officers nearly 30 years ago to prevent crime through welfare work among street children and drug peddlers. It has grown into an organisation that helps whole communities through education and training. Our focus is on their young leadership programme.

The Delhi office also partnered with Nepal Remote Villages Trust by donating books to far-flung areas of Nepal where roads have been damaged by landslides.

In Indonesia, colleagues visited an orphanage near Jakarta and spoke about the need to protect the environment, spreading the message ‘Let’s Go Green: Reduce, Reuse, Recycle.’ In South Africa, we donated stationery and books to help school children whose shack houses were burnt to the ground in devastating wildfires in Hout Bay, near Cape Town.



Above: The Press donated books to families whose homes were devastated by fire in Cape Town.

Left: World Book Day in Cambridge.



ENVIRONMENT

Since 2007, the Press has held certification to the Environmental Management System (EMS) Standard ISO14001. The aim has been to continuously reduce our impact on the environment through careful management of significant factors, including energy consumption, resource use, travel, waste, and sustainable procurement.

In 2016–17 we successfully transitioned our Cambridge operations to the revised ISO14001:2015, which requires closer involvement by senior management in environmental issues and detailed examination of supplier chains. With this in mind, our Global Procurement Manager now steers the EMS, and introduced a tighter procedure for supplier assessment, which has enabled further greening of our supply chain. We also implemented a new sustainable sourcing process for timber products. Other initiatives included the provision of electrical vehicle charging points at our Cambridge headquarters and providing additional webinar meeting facilities to reduce travel.

Our three year plan is to engage with offices throughout the Press and key suppliers to define environmental objectives that will reduce further our environmental impact.

Our UK environmental statistics* for the year showed that our total energy consumption, as measured by tonnes of CO₂ emitted, was maintained at 1,402 tonnes CO₂. Water consumption at the Cambridge office rose 22 per cent to 1,089 litres, while total waste at all UK sites decreased by 5 per cent. The impact of business travel, as measured by tonnes of CO₂ emitted, rose 40 per cent to 2,426 tonnes CO₂ due to growing underlying levels of business and the opening of new offices overseas, requiring increased travel. Despite our ongoing growth, we are looking at how we can ensure air travel does not increase beyond its current level by continuing our focus on alternatives such as video conferencing.

*The most recent Defra conversion factors (issued 5 October 2016) have been used for periods May15–Apr16 and May16–Apr17. Previous Annual Report data may differ from the data now documented.

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.

Bethany Albertson and Shana Kushner Gadarian, *Anxious Politics: Democratic Citizenship in a Threatening World*, co-winner, 2016 Robert E. Lane Award, Political Psychology Section, American Political Science Association

Michael Albertus, *Autocracy and Redistribution: The Politics of Land Reform*, co-winner, 2016 Gregory Luebbert Book Award, Comparative Politics Section, American Political Science Association

Séverine Autesserre, *Peaceland: Conflict Resolution and the Everyday Politics of International Intervention*, co-winner, 2015 Yale H. Ferguson Award, Northeast Section, International Studies Association and honorable mention 2015 CRS Book of the Year, The Conflict Research Society

Hina Azam, *Sexual Violation in Islamic Law: Substance, Evidence, and Procedure*, winner 2016 James Henry Breasted Prize, American Historical Association

Karen Bauer, *Gender Hierarchy in the Qur'ān: Medieval Interpretations, Modern Responses*, runner-up, 2016 British-Kuwait Friendship Society Book Prize

Arnulf Becker Lorca, *Mestizo International Law: A Global Intellectual History 1842–1933*, winner, 2016 European Society for International Law Book Prize

Francis J Beckwith, *Taking Rites Seriously: Law, Politics, and the Reasonableness of Faith*, winner, 2016 Award for Excellence in the Study of Religion: Constructive-Reflective Studies, American Academy of Religion

Andrew D Berns, *The Bible and Natural Philosophy in Renaissance Italy: Jewish and Christian Physicians in Search of Truth*, winner 2016 Howard R. Marraro Prize, American Catholic Historical Association

Maxim Bolt, *Zimbabwe's Migrants and South Africa's Border Farms: The Roots of Impermanence*, winner of the 2016 BBC Thinking Allowed/British Sociological Association Ethnography Award

Catherine Boone, *Property and Political Order in Africa: Land Rights and the Structure of Politics*, co-winner, 2016 Gregory Luebbert Book Award, Comparative Politics Section, American Political Science Association

Kathleen A Brady, *The Distinctiveness of Religion in American Law: Rethinking Religion Clause Jurisprudence*, awarded Second Place in the Faithful Citizenship/Religious Freedom Category, 2016 Catholic Press Association Book Awards

Keith Breckenridge, *Biometric State: The Global Politics of Identification and Surveillance in South Africa, 1850 to the Present*, winner 2017 Humanities Book Award, Academy of Science of South Africa

Guy Burak, *The Second Formation of Islamic Law: The Hanafi School in the Early Modern Ottoman Empire*, honorable

mention, 2016 Fuat Köprülü Book Prize, Ottoman and Turkish Studies Association

Barry Buzan and George Lawson, *The Global Transformation: History, Modernity and the Making of International Relations*, co-winner 2017 Francesco Guicciardini Prize, Historical International Relations Section, International Studies Association
Bruno Cabanes, *The Great War and the Origins of Humanitarianism, 1918–24*, winner 2016 Paul Birdsall Prize, American Historical Association

Adriana Craciun, *Writing Arctic Disaster: Authorship and Exploration*, short-listed 2016 Michelle Kendrick Memorial Book Prize, Society for Literature, Science and the Arts

Marcos Cueto and Steven Palmer, *Medicine and Public Health in Latin America: A History*, Best Book Award, History of Science, Medicine and Technology section, Latin American Studies Association (LASA)

Emmanuelle de Champs, *Enlightenment and Utility: Bentham in French, Bentham in France*, winner, 2016 Prix de la Recherche, Société des Anglicistes de l'Enseignement Supérieur/Association Française d'Études Américaines

Ruth I DeFord, *Tatus: Mensuration and Rhythm in Renaissance Music*, winner 2016 Wallace Berry Award, Society for Music Theory

Demetrios Demetriades, Kenji Inaba, George Velmahos, *Atlas of Surgical Techniques in Trauma*, First Prize in Surgery, British Medical Association

Eleanor Dickey, *The Colloquia of the Hermeneumata Pseudodositheana*, Charles J. Goodwin Award of Merit

Janina Dill, *Legitimate Targets?: Social Construction, International Law and US Bombing*, joint runner-up, 2016 Peter Birks Book Prize for Outstanding Legal Scholarship, Society of Legal Scholars

Pierpaolo Donati and Margaret S Archer, *The Relational Subject*, joint winner of the 2015 Cheryl Frank Memorial Prize

Anmarie Drury, *Translation as Transformation in Victorian Poetry*, winner 2016 Sonya Rudikoff Award, Northeast Victorian Studies Association

Robert S DuPlessis, *The Material Atlantic: Clothing, Commerce, and Colonization in the Atlantic World, 1650–1800*, winner of the 2016 World History Association Bentley Book Prize

Chouki El Hamel, *Black Morocco, 2016 honorable mention for L. Carl Brown Book Prize*

Tasha Fairfield, *Private Wealth and Public Revenue in Latin America: Business Power and Tax Politics*, winner of the 2016 Donna Lee Van Cott Book Award, Political Institutions Section, Latin American Studies Association

Michael G Findley, Daniel L Nielson and J C Sharman, *Global Shell Games: Experiments in Transnational Relations, Crime, and Terrorism*, co-winner, 2015 Yale H. Ferguson Award, Northeast Section, International Studies Association

Christy Ford Chapin, *Ensuring America's Health*, winner 2016 Ralph Gomory Book Prize

Lorrie Frasure-Yokley, *Racial and Ethnic Politics in American Suburbs*, winner 2016 Dennis Judd Best Book Award, Urban and Local Politics Section, American Political Science Association and winner 2016 Best Book Award, Race, Ethnicity and Politics Section, American Political Science Association

Benjamin R Gampel, *Anti-Jewish Riots in the Crown of Aragon and the Royal Response, 1391–1392*, winner 2016 Nahum M. Sarna Memorial Award in Scholarship, National Jewish Book Council

Sharon E J Gerstel, *Rural Lives and Landscapes in Late Byzantium: Art, Archaeology, and Ethnography*, winner of the 2016 Runciman Award, Anglo-Hellenic League and winner 2016 ICMA Book Prize, International Center of Medieval Art

Michael Goebel, *Anti-Imperial Metropolis: Interwar Paris and the Seeds of Third World Nationalism*, winner 2016 Jerry Bentley Prize in World History, American Historical Association

Jennifer Hadden, *Networks in Contention: The Divisive Politics of Climate Change*, honorable mention 2016 Harold and Margaret Sprout Award, Environmental Studies Section, International Studies Association, co-winner 2016 Lynton Keith Caldwell Prize, Science, Technology and Environmental Politics Section, American Political Science Association, winner 2016 Don K. Price Award, Science, Technology and Environmental Politics Section, American Political Science Association and winner 2016 Levine Book Prize, Research Committee on the Structure and Organization of Government, International Political Science Association

Karen Hagemann and Pamela Selwyn, *Revisiting Prussia's Wars against Napoleon: History, Culture, and Memory*, winner 2016 Hans Rosenberg Book Prize, Central European History Society

Luke E Harlow, *Religion, Race, and the Making of Confederate Kentucky, 1830–1880*, joint winner 2015 Kentucky History Award, Kentucky Historical Society

Michael T Heaney and Fabio Rojas, *Party in the Street: The Antiwar Movement and the Democratic Party after 9/11*, co-winner 2016 Leon Epstein Outstanding Book Award, Political Organizations and Parties Section, American Political Science Association and A Choice Top 25 Book of 2015

Eitan D Hersh, *Hacking the Electorate: How Campaigns Perceive Voters*, winner 2016 Best Book Award, Information Technology and Politics Section, American Political Science Association

Marc J Hetherington and Jonathan D Weiler, *Authoritarianism and Polarization in American Politics*, winner 2016 Philip E. Converse Book Award, Elections, Public Opinion, and Voting Behavior Section, American Political Science Association

Emma Hunter, *Political Thought and the Public Sphere in Tanzania: Freedom, Democracy and Citizenship in the Era of Decolonization*, winner of the 2016 Gladstone Prize, Royal Historical Society

Steven L B Jensen, *The Making of International Human Rights: The 1960s, Decolonization, and the Reconstruction of Global Values*, winner 2017 Human Rights Best Book Award, International Studies Association and winner 2016 Chadwick Alger Prize, International Organization Section, International Studies Association

Jacqueline E Jung, *The Gothic Screen: Space, Sculpture, and Community in the Cathedrals of France and Germany, ca.1200–1400*, co-winner 2017 John Nicholas Brown Prize, The Medieval Academy of America

Leila Kavar, *Contesting Immigration Policy in Court: Legal Activism and its Radiating Effects in the United States and France*, joint winner of the 2016 Herbert Jacob Book Award, Law and Society

Association and winner 2016 Woodward Medal in Humanities and Social Sciences, University of Melbourne

Joel Kaye, *A History of Balance, 1250–1375: The Emergence of a New Model of Equilibrium and its Impact on Thought*, winner 2017 Haskins Medal, Medieval Academy of America

Claire Jean Kim, *Dangerous Crossings: Race, Species, and Nature in a Multicultural Age*, winner 2016 Best Book Award, Race, Ethnicity and Politics Section, American Political Science Association

Lisa A Kirschenbaum, *International Communism and the Spanish Civil War: Solidarity and Suspicion*, Heldt Prize for Best Book by a Woman in Slavic, East European and Eurasian Studies, Association for Women in Slavic Studies

Barbara Koremenos, *The Continent of International Law: Explaining Agreement Design*, co-winner 2017 ILAW Book Award, International Law Section, International Studies Association and runner-up 2016 Chadwick Alger Prize, International Organization Section, International Studies Association

Ronald R Krebs, *Narrative and the Making of US National Security*, winner 2016 Giovanni Sartori Book Award, Qualitative and Multi-Method Research Section, American Political Science Association, co-winner 2016 Robert L. Jervis and Paul W. Schroeder Best Book Award, International History and Politics Section, American Political Science Association and honorable mention 2015 Lepgold Book Prize, Mortara Center for International Studies, Georgetown University, Washington

Douglas L Kriner and Andrew Reeves, *The Particularistic President: Executive Branch Politics and Political Inequality*, winner, 2016 Richard E. Neustadt Award, Presidents and Executive Politics Section, American Political Science Association

Christian Lange, *Paradise and Hell in Islamic Traditions*, winner of the 2016 British-Kuwait Friendship Society Book Prize

Richard Ned Lebow, *Constructing Cause in International Relations*, honorable mention, 2016 Charles Taylor Book Award, Interpretive Methodologies and Methods Conference Group, American Political Science Association

David Lowenthal, *The Past Is a Foreign Country – Revisited*, winner 2016 British Academy Medal

Rolf A Lundkin, Nicholas Arvidsson, Tim Brady, Eskil Ekstedt, Christophe Midler, Jörg Sydow, *Managing and Working in Project Society: Institutional Challenges of Temporary Institutions*, winner 2016 David I. Cleland Project Management Literature Award, Project Management Institute

Ruth MacKay, *The Limits of Royal Authority: Resistance and Obedience in Seventeenth-Century Castile*, winner 2000 Leo Gershoy Award, American Historical Association

Alfred A Marcus, *Innovations in Sustainability: Fuel and Food*, winner 2016 Organizations and the Natural Environment (ONE) Division Book Award, Academy of Management

Stanislav Markus, *Property, Predation, and Protection: Piranha Capitalism in Russia and Ukraine*, winner 2016 Stein Rokkan Prize, International Social Science Council and the European Consortium for Political Research

Jeremy Menchik, *Islam and Democracy in Indonesia: Tolerance without Liberalism*, winner 2017 Religion and International Relations Book Award, Religion and International Relations Section, International Studies Association

Gary J Miller and Andrew B Whitford, *Above Politics: Bureaucratic Discretion and Credible Commitment*, co-winner 2016 Book of the Year, Section of Public Administration Research (SPAR), American Society of Public Administration

Megumi Naoi, *Building Legislative Coalitions for Free Trade in Asia: Globalization as Legislation*, honorable mention, 2016 William H. Riker Book Award, Political Economy Section, American Political Science Association

Francis O’Gorman, *The Cambridge Companion to John Ruskin*, winner 2016 Ruskin Society Book Prize

Patricia Owens, *Economy of Force: Counterinsurgency and the Historical Rise of the Social*, winner 2016 Susan Strange Book Prize, British International Studies Association, winner 2017 THEORY Best Book Award, International Studies Association and honorable mention, 2017 Francesco Guiccardini Prize, Historical International Relations Section, International Studies Association

Andrew Phillips and J C Sharman, *International Order and Diversity: War, Trade and Rule in the Indian Ocean*, co-winner 2017 Francesco Guiccardini Prize, Historical International Relations Section, International Studies Association GMS

Victor Pickard, *America’s Battle for Media Democracy: The Triumph of Corporate Libertarianism and the Future of Media Reform*, winner of the 2015 Frank Luther Mott/Kappa Tau Alpha Research Award

J G A Pocock, *Barbarism and Religion*, joint winner 2015 István Hont Book Prize, Institute of Intellectual History

Aysha Pollnitz, *Princely Education in Early Modern Britain*, winner of the 2016 Whitfield Prize, Royal Historical Society

Douglas V Porpora, *Reconstructing Sociology: The Critical Realist Approach*, joint winner of the 2015 Cheryl Frank Memorial Prize

Vincent Pouliot, *International Pecking Orders: The Politics and Practice of Multilateral Diplomacy*, runner-up 2016 Chadwick Alger Prize, International Organization Section, International Studies Association

Sven-Oliver Proksch and Jonathan B Slapin, *The Politics of Parliamentary Debate: Parties, Rebels and Representation*, winner of the 2016 Richard F. Fenno Prize, Legislative Studies Section, American Political Science Association and co-winner of the 2016 Leon Epstein Outstanding Book Award, Political Organizations and Parties Section, American Political Science Association

Andrea Reupert, Darryl Maybery, Joanne Nicholson, Michael Göpfert, Mary V Seeman, *Parental Psychiatric Disorder: Distressed Parents and their Families*, 3rd edition, BMA President’s Award, British Medical Association

Amy Reynolds, *Free Trade and Faithful Globalization: Saving the Market*, co-winner, 2016 Religion and International Relations Book Award, Religion and International Relations Section, International Studies Association

Alfred J Rieber, *Stalin and the Struggle for Supremacy in Eurasia*, shortlisted for the 2016 Pushkin House Prize

Kenneth M Roberts, *Changing Course in Latin America: Party Systems in the Neoliberal Era*, winner 2016 Best Book Award, Comparative Democratization Section, American Political Science Association

Jonathan Rynhold, *The Arab-Israeli Conflict in American Political Culture*, winner 2016 Gideon Doron Best Book Award, Israeli Political Science Association

Shalini Satkunanandan, *Extraordinary Responsibility: Politics beyond the Moral Calculus*, co-winner 2016 First Book Award, Foundations of Political Theory Section, American Political Science Association

Sara Scalenghe, *Disability in the Ottoman Arab World, 1500–1800*, winner of 2016 Outstanding Book Award, Disability History Association and honorable mention in the 2015 British-Kuwait Friendship Society Book Prize in Middle Eastern Studies

Reuel Schiller, *Forging Rivals: Race, Class, Law, and the Collapse of Postwar Liberalism*, honorable mention 2016 J. Willard Hurst Award, Law and Society Association and winner 2016 John Philip Reid Book Award, American Society for Legal History

Kateljijne Schiltz, *Music and Riddle Culture in the Renaissance*, Roland H. Bainton Prize, Art History/Musicology Category, Sixteenth Century Society and Conference

Melissa Schwartzberg, *Counting the Many: The Origins and Limits of Supermajority Rule*, winner 2016 David and Elaine Spitz Prize, International Conference for the Study of Political Thought

Mitra Sharafi, *Law and Identity in Colonial South Asia: Parsi Legal Culture, 1772–1947*, winner of the 2015 J. Willard Hurst Award, Law and Society Association

Colin Shindler, *The Rise of the Israeli Right: From Odessa to Hebron*, winner Gold Medal in The Washington Institute Book Prize, The Washington Institute for Near East Policy

Perna Singh, *How Solidarity Works for Welfare: Subnationalism and Social Development in India*, winner of the 2016 Woodrow Wilson Foundation Award, American Political Science Association and co-winner of the 2016 Barrington Moore Book Award, Comparative and Historical Sociology Section, American Sociological Association

Lauge N Skovgaard Poulsen, *Bounded Reality and Economic Diplomacy: The Politics of Investment Treaties in Developing Countries*, winner 2017 IPE Best Book Award, International Studies Association

Sandy Steel, *Proof of Causation in Tort Law*, runner-up 2016 Birks Prize, The Society for Legal Scholars

Jennifer Stisa Granick, *American Spies: Modern Surveillance, Why You Should Care, and What to Do About It*, winner 2016 Roy C. Palmer Civil Liberties Prize, Chicago-Kent College of Law, Illinois Institute of Technology

Susan C Stokes, *Mandates and Democracy: Neoliberalism by Surprise in Latin America*, co-winner, 2002 Mattei Dogan Foundation Prize in European Political Sociology, Society of Comparative Research, winner 2003 Best Book Award, Comparative Democratization Section, American Political Science Association and winner 2016 George H. Hallett Award, Representation and Electoral Systems Section, American Political Science Association

Vladislava Stoyanova, *Human Trafficking and Slavery Reconsidered: Conceptual Limits and States’ Positive Obligations in European Law*, winner (for Ph.D. thesis) 2016 Lund Society of Humanities and Social Sciences Award

Andrew Sturdy, Christopher Wright and Nick Wylie, *Management as Consultancy: Neo-bureaucracy and the Consultant Manager*, winner 2016 Urwick Prize, The Worshipful Company of Management Consultants

Aili Mari Tripp, *Women and Power in Postconflict Africa*, winner 2015 Best Book Award, African Politics Conference Group, American Political Science Association and Finalist 2016 Melville J. Herskovitz Prize, African Studies Association

Nükhet Varlik, *Plague and Empire in the Early Modern Mediterranean World: The Ottoman Experience, 1347–1600*, winner 2016 Albert Hourani Book Award, Middle East Studies Association and winner 2016 Fuat Köprülü Book Prize, Ottoman and Turkish Studies Association

Lawrence Warner, *The Myth of Piers Plowman: Constructing a Medieval Literary Archive*, winner 2016 Beatrice White Prize, English Association

Thomas Weatherall, *Jus Cogens: International Law and Social Contract*, co-winner 2017 ILAW Book Award, International Law Section, International Studies Association

Margaret A Young, *Trading Fish, Saving Fish: The Interaction between Regimes in International Law*, winner 2016 Woodward Medal in Humanities and Social Sciences, University of Melbourne

Jarad Zimble, *J. M. Coetzee and the Politics of Style*, shortlisted for the 2016 University English Book Prize

Choice Outstanding Academic Titles 2016

Suzanne Preston Blier, *Art and Risk in Ancient Yoruba: Ife History, Power, and Identity, c.1300*

Carles Boix, *Political Order and Inequality: Their Foundations and their Consequences for Human Welfare*

Brian P Copenhaver, *Magic in Western Culture: From Antiquity to the Enlightenment*

Louise D'Arcens, *The Cambridge Companion to Medievalism*

Danny Hayes and Jennifer L Lawless, *Women on the Run: Gender, Media, and Political Campaigns in a Polarized Era*

Guy Hedreen, *The Image of the Artist in Archaic and Classical Greece: Art, Poetry, and Subjectivity*

Coleman Hutchison, *A History of American Civil War Literature*

Thomas E Jenkins, *Antiquity Now: The Classical World in the Contemporary American Imagination*

Sylvester A Johnson, *African American Religions, 1500–2000: Colonialism, Democracy, and Freedom*

Genevieve Lester, *When Should Secrets Stay Secret?: Accountability, Democratic Governance, and Intelligence*

Susan C Loughlin, Steve Sparks, Sarah K Brown, Susanna F Jenkins and Charlotte Vye-Brown, *Global Volcanic Hazards and Risk*

Jon Mandle and David A. Reidy, *The Cambridge Rawls Lexicon*

Cody Marrs, *Nineteenth-Century American Literature and the Long Civil War*

Evan Mawdsley, John Ferris, Richard Bosworth, Joseph Maiolo, Michael Geyer and Adam Tooze, *The Cambridge History of the Second World War*

Michio Nakamura, Kazuhiko Hosaka, Noriko Itoh and Koichiro Zamma, *Mahale Chimpanzees: 50 Years of Research*

Thomas Natsoulas, *The Conceptual Representation of Consciousness*

Pippa Norris, *Why Elections Fail*

Kiri Paramore, *Japanese Confucianism: A Cultural History*

Roy W Perrett, *An Introduction to Indian Philosophy*

Jane Rickard, *Writing the Monarch in Jacobean England: Jonson, Donne, Shakespeare and the Works of King James*

Barbara H Rosenwein, *Generations of Feeling: A History of Emotions, 600–1700*

Colleen A Sheehan, *The Mind of James Madison: The Legacy of Classical Republicanism*

Bruce R Smith, Katherine Rowe, Ton Hoenselaars, Akiko Kusunoki, Andrew Murphy and Aimara da Cunha Resende, *The Cambridge Guide to the Worlds of Shakespeare*

Philip J Stooke, *The International Atlas of Mars Exploration: From Spirit to Curiosity, Volume 2*

Ruth Tatlow, *Bach's Numbers: Compositional Proportion and Significance*

Susan J Wolfson, *Reading John Keats*

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

Albert-László Barabási and Márton Pósfai, *Network Science*, winner 2017 PROSE Award for Textbook/Best in Physical Sciences and Mathematics

Irving J Bigio and Sergio Fantini, *Quantitative Biomedical Optics: Theory, Methods, and Applications*, honorable mention 2017 PROSE Award for Textbook/Best in Physical Science and Mathematics

Amy R Bloch, Lorenzo Ghiberti's *Gates of Paradise: Humanism, History, and Artistic Philosophy in the Italian Renaissance*, honorable mention 2017 PROSE Award for Art History and Criticism

Elizabeth Buettner, *Europe after Europe: Decolonization, Society, and Culture*, honorable mention 2017 PROSE Award for European and World History

John Chalcraft, *Popular Politics in the Making of the Modern Middle East*, honorable mention 2017 PROSE Award for European and World History

Eleanor Dickey, *Learning Latin the Ancient Way: Latin Textbooks from the Ancient World*, honorable mention 2017 PROSE Award for Classics

Bradley Efron and Trevor Hastie, *Computer Age Statistical Inference: Algorithms, Evidence, and Data Science*, winner 2017 PROSE Award for Computing and Information Sciences

James R Flynn, *Does your Family Make You Smarter?: Nature, Nurture, and Human Autonomy*, honorable mention 2017 PROSE Award for Psychology

Paul Franssen, *Shakespeare's Literary Lives: The Author as Character in Fiction and Film*, honorable mention 2017 PROSE Award for Literature

Evarist Giné and Richard Nickl, *Mathematical Foundations of Infinite-Dimensional Statistical Models*, winner 2017 PROSE Award for Mathematics

Arnold Lewis Glass, *Cognition: A Neuroscience Approach*, honorable mention 2017 PROSE Award for Textbook/Best in Social Sciences

Edward Klorman, *Mozart's Music of Friends: Social Interplay in the Chamber Works*, winner 2017 PROSE Award for Music and the Performing Arts

Barry Mazur and William Stein, *Prime Numbers and the Riemann Hypothesis*, honorable mention 2017 PROSE Award for Mathematics

Haruo Shirane, Tomi Suzuki, David Lurie, *The Cambridge History of Japanese Literature*, honorable mention 2017 PROSE Award for Single Volume Reference/Humanities and Social Sciences

Bruce R Smith, Katherine Rowe, Ton Hoenselaars, Akiko Kusunoki, Andrew Murphy, Aimara da Cunha Resende, *The Cambridge Guide to the Worlds of Shakespeare*, winner 2017 PROSE Award for Excellence in Reference Works, and winner 2017 PROSE Award for Multivolume Reference/Humanities and Social Sciences

Eric Smith and Harold J Morowitz, *The Origin and Nature of Life on Earth: The Emergence of the Fourth Geosphere*, honorable mention 2017 PROSE Award for Chemistry and Physics

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 2017.

The Press and Press Syndicate

Members of the Press Syndicate who served during the twelve months ended 30 April 2017 and up until the date of approval of these financial abstracts, unless otherwise stated, were as follows:

Sir David Bell, (*Vice-Chancellor's deputy: Chair until 25 October 2016*)
Professor Sir Leszek Borysiewicz (*Vice-Chancellor: Chair from 25 October 2016*)
Dr Toke Aidt
Professor Kenneth Armstrong
Professor Ron Carter, MBE, *resigned 31 December 2016*
Professor Cathie Clarke
Dr David Good
Dr Emily Gowers
Dr Tim Harper, *resigned 31 December 2016*
Dr Joan Lasenby
Professor David McKitterick
Mr Andrew Reid, *University Director of Finance*
Professor David Runciman
Dr Sue Swaffield,
Mr Stan Webster, OBE, *resigned 31 December 2016*
Professor Sarah Worthington

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

There were, at the date of approval of this financial abstract, five (2016: three) vacancies.

Organisation and governance

The Press Syndicate governs the activities of the Press and since the year end has changed the way in which it exercises oversight. Prior to 5 May 2017 the Syndicate Operating Board supported by a number of other committees fulfilled this function. From 5 May a new Press and Assessment Board assumed the Operating Board's duties and responsibilities as part of a wider remit for joint oversight of both Cambridge University Press and Cambridge Assessment. The Press and Assessment Board functions under delegated authority from both the Press Syndicate and the Local Examinations Syndicate (UCLES).

As part of these changes, new joint Audit and Remuneration Committees replaced the equivalent Press Committees and a separate Nominations Committee was formed with a remit to manage appointments to the Press and Assessment Board and to oversee recruitment of the top executives. These new committees operate across both Cambridge University Press and Cambridge Assessment as sub-committees of the new Press and Assessment Board.

The two publishing committees of the Press (the Academic Publishing Committee and the ELT ('English Language Teaching') and Education Publishing Committee) remain unchanged under the new structure, but now report through the new Press and Assessment Board.

Membership of the various committees is set out in detail below. The details immediately following refer to the committees which were in place until 5 May 2017; the subsequent section **Press and Assessment Board and its sub-committees** gives additional details for the new structure that pertained from 5 May 2017 and up until the date of approval of this financial abstract. Members of the Syndicate are represented on these committees together with management and Co-optees. The Press Syndicate exercises ultimate authority over the Press's publishing, and its publishing committees approve every Academic title (books and journals) and the publishing programmes of the ELT and Education businesses.

Operating Board

The Operating Board was (until 5 May 2017) the body that exercised general oversight of the Press's operations on behalf of the Syndicate and approved key decisions and financial commitments according to clearly defined criteria set out in its Terms of Reference. Members of the Operating Board who served from 1 May 2016 until 5 May 2017, unless otherwise stated, were as follows:

Sir David Bell (Chair), *Syndic*
Professor Ron Carter, MBE, *Syndic, resigned 31 December 2016*
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, *Co-optee, Syndic until 31 December 2016 and Co-optee thereafter*

Academic Publishing Committee

The Academic Publishing Committee approves every Academic title (books and journals). Members who served from 1 May 2016 and up until the date of approval of this financial abstract, 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*
Professor Tim Cox, *Co-optee*
Dr Emily Gowers, *Syndic*
Dr Tim Harper, *Co-optee, Syndic until 31 December 2016 and Co-optee thereafter*
Mrs Amanda Hill, *Executive*
Professor Arie Iserles, *Co-optee*
Dr Joan Lasenby, *Syndic*
Professor Tony Minson, *Co-optee*

Mr Peter Phillips, *Executive*
 Professor David Runciman, *Syndic*
 Mr Kevin Taylor (Secretary), *Executive*
 Professor Andy Woods, *Co-optee*

ELT and Education Publishing Committee

The ELT and Education Publishing Committee approves the publishing programmes of the ELT and Education businesses. Members who served from 1 May 2016 and up until the date of approval of this financial abstract, unless otherwise stated, were as follows:

Professor Ron Carter, MBE (Chair until 31 December 2016),
Syndic, resigned 31 December 2016
 Professor Chris Kennedy, (Chair from 31 December 2016),
Co-optee
 Mr Rob Cooper, *Executive*
 Ms Frances Lowndes, *Executive*
 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*

Press Audit Committee

The Press Audit Committee was replaced on 5 May 2017 by the new joint Audit Committee of the Press and Assessment Board, but prior to that provided assurance as to the integrity of the Press's reporting processes and systems of financial governance, control and risk management. Its members who served from 1 May 2016 until 5 May 2017, but retained collective responsibility for recommending the approval of the financial statements, were as follows:

Mr Nick Temple (Chair), *Co-optee*
 Mr Jonathan Scott, *Co-optee*
 Mr Stan Webster, OBE, *Co-optee, Syndic until 31 December 2016 and Co-optee thereafter*
 Mrs Joanna Womack, *Co-optee*

Members of the Executive and senior management attend Audit Committee meetings by invitation, but are excluded from regular confidential sessions with external auditors.

Press Remuneration Committee

The Remuneration Committee was replaced on 5 May by the new joint Remuneration Committee of the Press and Assessment Board. Until that date it was responsible for setting the remuneration of the Chief Executive and the most senior executives of the Press and its members, who served from 1 May 2016 until 5 May 2017, were as follows:

Sir David Bell (Chair), *Syndic*
 Professor Tony Minson, *Co-optee*
 Mr Stan Webster, OBE, *Co-optee, Syndic until 31 December 2016 and Co-optee thereafter*

The Press's Director for People normally attends Remuneration Committee meetings by invitation.

Press and Assessment Board and its sub-committees

Press and Assessment Board

The new Press and Assessment Board (from 5 May 2017 onwards) has assumed all of the oversight responsibilities of the former Operating Board including the responsibility for reviewing and approving the annual Financial Statements on behalf of the Syndicate as a whole. As part of that approval process it will normally receive the recommendation of the Audit Committee of the Press and Assessment Board but, for the period of transition between the Operating Board and the Press and Assessment Board, the recommendation was made by the former members of the Press Audit Committee. Members of the Press and Assessment Board who served from 5 May 2017 and up until the date of approval of this financial abstract, unless otherwise stated, were as follows:

Professor Duncan Maskell (Chair until 30 June 2017), *Senior Pro-Vice-Chancellor, University of Cambridge*
 Mr Anthony Odgers, (Chair from 1 July 2017), *Chief Financial Officer, University of Cambridge*
 Sir David Bell, *Press Syndic*
 Mrs Sherry Coutu, CBE, *UCLES Syndic*
 Professor Chris Kennedy, *Press Co-optee*
 Mr Simon Lebus, *Cambridge Assessment Chief Executive*
 Dr Richard Partington, *UCLES Syndic*
 Mr Peter Phillips, *Press Chief Executive*
 Professor Richard Prager, *UCLES Syndic*
 Professor David Runciman, *Press Syndic*
 Mr Nick Temple, *Press Co-optee*
 Mr Peter Williams, *UCLES Syndic*

Audit Committee

Members of the new joint Press and Assessment Audit Committee who served from 5 May 2017 and up until the date of approval of this financial abstract, unless otherwise stated, were as follows:

Mr Nick Temple (Chair), *Press Co-optee*
 Mr Jonathan Scott, *Press Co-optee*
 Mr Peter Williams, *UCLES Syndic*

Remuneration Committee

Members of the new joint Press and Assessment Remuneration Committee who served from 5 May 2017 and up until the date of approval of this financial abstract, unless otherwise stated, were as follows:

Mrs Sherry Coutu, CBE (Chair), *UCLES Syndic*
 Sir David Bell, *Press Syndic*
 Mr Anthony Odgers, *Chief financial Officer, University of Cambridge*
 Mr Richard Partington, *UCLES Syndic*

Nominations Committee

Members of the new joint Press and Assessment Nominations Committee who served from 5 May 2017 and up until the date of approval of this financial abstract, unless otherwise stated, were as follows:

Mrs Sherry Coutu, CBE (Chair), *UCLES Syndic*
 Sir David Bell, *Press Syndic*
 Mr Anthony Odgers, *Chief financial Officer, University of Cambridge*
 Mr Richard Partington, *UCLES Syndic*

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 ten (2016: 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 2016 and up until the date of approval of this financial abstract, unless otherwise stated, were as follows:

Mr Peter Phillips (Chair)
Mrs Cathy Armor
Mr William Bowes
Mr Andrew Chandler
Mr Iain Harrison
Mrs Amanda Hill
Mr Mark Maddocks
Mr Michael Peluse
Mr Rod Smith
Mr Kevin Taylor
Mrs Sandra Waterhouse, *resigned 21 July 2016*

Syndics' Statement

The Abstract of the Consolidated income statement for the year ended 30 April 2017, the Abstract of the Reconciliation of movement in capital and reserves for the year ended 30 April 2017 and the Abstract of the Consolidated balance sheet at 30 April 2017 (the 'abstract of the financial statements') presented on page 29 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. The Syndics have elected to prepare the full financial statements in accordance with the requirements of United Kingdom Accounting Standards and applicable law.

The full financial statements from which the abstract of the financial statements is derived, were approved by the Syndics on 18 July 2017. 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.



Professor Sir Leszek Borysiewicz
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 2017, which comprises the Abstract of the Consolidated income statement for the year ended 30 April 2017, the Abstract of the Reconciliation of movement in capital and reserves for the year ended 30 April 2017 and the Abstract of the Consolidated balance sheet at 30 April 2017 set out on page 29.

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 2017 (the 'Annual Report'), which includes information extracted from the full annual financial statements of Cambridge University Press for the year ended 30 April 2017.

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 2017.



PricewaterhouseCoopers LLP

Chartered Accountants and Statutory Auditors, Cambridge
18 July 2017

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 2017

	2017 (£'m)	2016 (£'m)
Turnover	306.4	268.8
Operating profit before exceptional items	16.3	6.5
Exceptional items	(2.6)	(4.7)
Net finance expense	(0.3)	(3.6)
Impairment of fixed asset investments	–	(0.3)
Profit on disposal of tangible fixed assets	0.8	0.1
Profit / (loss) on ordinary activities before taxation	14.2	(2.0)
Tax on profit / (loss) on ordinary activities	(4.3)	(1.8)
Profit / (loss) on ordinary activities after taxation	9.9	(3.8)
Non-controlling interests	0.1	–
Profit / (loss) for the financial year	10.0	(3.8)

Abstract of Reconciliation of Movement in Capital and Reserves for the year ended 30 April 2017

	2017 (£'m)	2016 (£'m)
Profit / (loss) for the financial year	10.0	(3.8)
Re-measurement of net defined benefit obligation	0.8	(11.3)
Transfer to the University of Cambridge	(2.8)	(0.2)
Foreign exchange loss on translation of net assets	6.2	(0.8)
Acquisition of non-controlling interest	(0.5)	–
Net movement in capital and reserves	13.7	(16.1)
Opening capital and reserves at 1 May	21.3	37.4
Closing capital and reserves at 30 April	35.0	21.3

Abstract of Consolidated Balance Sheet at 30 April 2017

	2017 (£'m)	2016 (£'m)
Fixed Assets		
Intangible assets	35.3	34.6
Tangible assets	25.7	24.6
Investment in joint ventures	0.4	0.7
	61.4	59.9
Current Assets		
Pre-publication costs	23.6	27.0
Inventories	23.8	23.7
Debtors	110.6	93.8
Other investments	18.3	15.4
Cash at bank and in hand	39.2	24.1
	215.5	184.0
Creditors: amounts falling due within one year	(117.5)	(96.7)
Net current assets	98.0	87.3
Total assets less current liabilities	159.4	147.2
Creditors: amounts falling due after more than one year	(0.7)	(2.1)
Net assets excluding post-retirement obligations	158.7	145.1
Defined benefit pension scheme obligation	(100.6)	(103.4)
Other post-retirement benefits obligation	(23.1)	(20.4)
Net assets	35.0	21.3
Capital and reserves		
Profit and loss account	35.0	20.8
Non-controlling interests	–	0.5
Total capital and reserves	35.0	21.3

Anti-Slavery and Human Trafficking Statement

Introduction from Chief Executive Peter Phillips

This statement, made in accordance with section 54 of the Modern Slavery Act 2015, summarises Cambridge University Press's activities during financial year 1 May 2016 to 30 April 2017 with regards to combating Modern Slavery in its supply chain. 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. The Press's most significant suppliers include printers, typesetters and distribution partners; our supply chain also includes IT suppliers used for both back office and front office systems, third party advisors such as tax and legal advisors, and third party contractors and freelancers who help supplement our traditional workforce with office services and as marketing suppliers. We find that for the purposes of the Modern Slavery Act, the majority of our focus is on the typesetters, printers, and distributors.

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/what-we-do/.

Our Policies on Slavery and Human Trafficking

As noted in our previous annual statement, our Anti-Slavery and Human Trafficking Policy was launched during May 2016, and since then, our Code of Ethics and Third Party Code of Conduct have included sections on the standards expected of employees and third parties with regard to combatting modern forms of slavery. For our Code of Ethics please go to www.cambridge.org/gb/about-us/who-we-are/cambridges-ethics. There are nine standards that we expect of both our employees and third parties relating to labour standards within the Press and our extended supply chain. During May 2016 all employees were asked to review the Code of Ethics that included the new Modern Slavery section and related internal policies. Employees also completed training on this new policy area. All applicable third parties have received and have been asked to sign up to the Third Party Code of Conduct before being engaged by the Press since this time. Our ethical policies for employees and third parties include provisions for raising concerns, via internal contact points, and via an external whistleblowing hotline.

Risk Assessment Processes

We risk assess 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. Our risk assessments continue

to find that our high risk third parties from a Modern Slavery perspective are primarily typesetters, printers and distribution partners. More information on our risk assessment and due diligence findings are noted below in our KPI section.

Due Diligence Processes

Since July 2016 onwards, our due diligence procedures for new third party relationships include the following:

- More extensive questioning around compliance with international labour law to include specific questions about modern forms of slavery and trafficked labour.
- Contractual terms to include modern slavery provisions.
- A new Third Party Code of Conduct.
- Existing high risk relationships are asked to re-certify our Third Party Code of Conduct annually, while those deemed medium and low are contacted every two years.
- We have also started trialling a new audit process for the highest risk third parties, and plan to expand this activity in financial year 2018.

Training

Since May 2016, all Press employees have been asked to complete modern slavery training to ensure broader awareness about modern slavery and human trafficking risks in our supply chain.

Measuring Effectiveness – Key Performance Indicators

Please see below an update on key performance indicators ('KPIs') that the Business continues to monitor related to our Modern Slavery Act activities:

- Keeping our Anti-Slavery and Human Trafficking Policy updated and under review:
 - Since May 2016 we have had over 2,800 existing employees, contractors and agency sourced colleagues re-sign and 660 new colleagues sign up to our Code of Ethics, with the new Modern Slavery policy section included.
- Employee and third party training:
 - In May 2016, the same colleagues who signed up to our Code of Ethics were also trained on the topic of modern slavery, with again over 660 colleagues who have joined the Business since May 2016 completing the same training
- Slavery and Human Trafficking Risk Assessment and Due Diligence of Third Parties:
 - Any third party who signs up to our Code of Conduct is asked to comply with our standards relating to anti-human trafficking and modern slavery. Last year, we reported that 3% of our third party base was deemed higher risk. These were primarily typesetters, printers and distributors. Following further analysis and dialogue with the majority of these organisations, we have been able to determine that the risk is lowered because they have answered our questions to confirm they have the proper controls in place related to modern slavery issues and that they have agreed to uphold our modern slavery standards. A small number of responses remain outstanding as at the date of publication and we will continue to monitor and assess

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.

these potentially higher risk third parties. Since last year, we have engaged various new third parties, and based on the risk assessment alone, a further 59 third parties were deemed high risk based on a combination of bribery and corruption and modern slavery factors. All of these third parties were asked to sign up to our Code of Conduct, which includes modern slavery standards, as well as responding to questions related to modern slavery risk that would mitigate the inherent risks. Based on an overall review of our third party networks and re-ranking of some of our existing third party base, we now have less than one per cent of our third parties deemed as high risk. In the next year, we plan to complete our high-risk third party reviews, and focus on our medium risk third parties.

- Partnerships entered into with organisations such as Publishers Resolution for Ethical International Manufacturing Standards, (PRELIMS):
 - No new partnerships were entered into although we have expanded our work with PRELIMS since last year.
- Audit processes:
 - During the past three months, Press employees have conducted three modern slavery audits on high risk printers; a further four printers have been externally audited to Sedex Trade Members Ethical Trade Audit, (SMETA), ethical audit formats, and one has been audited by PRELIMS. This covers 70 per cent of our highest risk third parties by value of spend. No adverse findings were found in any of these audits, although some recommendations on labour best practices were provided.

- The Press's aim is to have all our printers audited within the next year, whether by internal means or external organisations. The audit includes a combination of the third parties responding to questionnaires or providing other documentary evidence to confirm their adherence to certain standards, as well as observing labour standards on site.

Declaration

This statement, made in accordance with section 54 of the Modern Slavery Act 2015, 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.



Peter Phillips
Chief Executive

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.

¹ The following have been specially designated under this section: the Secretary of the Press Syndicate, Directors, Associate Directors, Senior Editors and Senior Managers of the Press.



View this report online

➔ cambridge.org/annualreport

Information about Cambridge University Press

➔ cambridge.org/aboutus

Cambridge University Press

University Printing House
Shaftesbury Road
Cambridge CB2 8BS
United Kingdom

☎ +44 (0)1223 358331

✉ information@cambridge.org



Printed in the United Kingdom, on paper manufactured at a mill certified with ISO 14001 environmental management standard. 2017.



CAMBRIDGE
UNIVERSITY PRESS
www.cambridge.org