

Kaplan International Colleges UK Ltd

Gender pay gap report

● April 2024



Legislative requirements

The purpose of Gender Pay Gap reporting is to achieve greater gender equality across the UK and increase pay transparency.

All UK companies with 250 or more employees on 5 April are required to publish specific gender pay information:

- Mean and median gender pay gap, based on an hourly rate of pay on 5 April 2024
- Mean and median gender bonus pay gap
- Proportion of men and women receiving a bonus
- Proportion of men and women by quartile by pay band.

This report was prepared using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Kaplan International Colleges UK Limited ("KIC UK Ltd") is one of the legal entities of Kaplan International Pathways. This is the 2024 UK gender pay gap report for all colleagues employed by KIC UK Ltd, which meets minimum staffing threshold for pay gap reporting in the UK.

Over the years, we have implemented various initiatives and actions to improve representation of women in our organisation. The data presented in this report will be instrumental in guiding our future activities.

We are committed to fostering a workplace where all employees are valued and have equity in opportunities for growth and advancement. This commitment is reflected in our ongoing efforts to analyse and address disparities, and to create a more inclusive work environment.

Our pay gap reports are essential for tracking our progress, evaluating the effectiveness of our strategies and policies in addressing disparities, and making Kaplan Pathways a great place to work for everyone.

I confirm that the data published in this report is accurate.



A handwritten signature in black ink, appearing to read 'Linda Cowan'.

Linda Cowan

Managing Director and Chair of EDI Steering Group,
Kaplan International Pathways

Key terms

It's important to be clear that the gender pay gap — i.e. the difference between men and women's average pay — is not the same as equal pay where everyone who does a job of equal value must earn the same pay.

Equal pay

Relates to the law that employees must receive equal pay for equal work, it is illegal to pay two employees who perform the same role at the same level different wages.

Gender pay gap

Relates to the mean and median amount of pay men and women receive within an organisation. The pay gap is not a measurement of different pay for equal work, but a snapshot of the amount that women earn, on average, less than their male counterparts within an organisation at all levels.

Median pay gap

This is the midpoint of the ranges of hourly rates of pay for men and women, calculated by ordering individual rates of pay from lowest to highest and comparing the middle value.

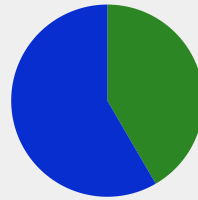
Mean pay gap

This is the difference in average hourly rates of pay that male and female employees receive.

We recognise that by focusing exclusively on employees that identify as men or women, this gender pay gap report is unable to include all of our employees at KIC UK Ltd.

Key data

Total no. of employees in Kaplan International Colleges UK Ltd: 387



Employee gender split

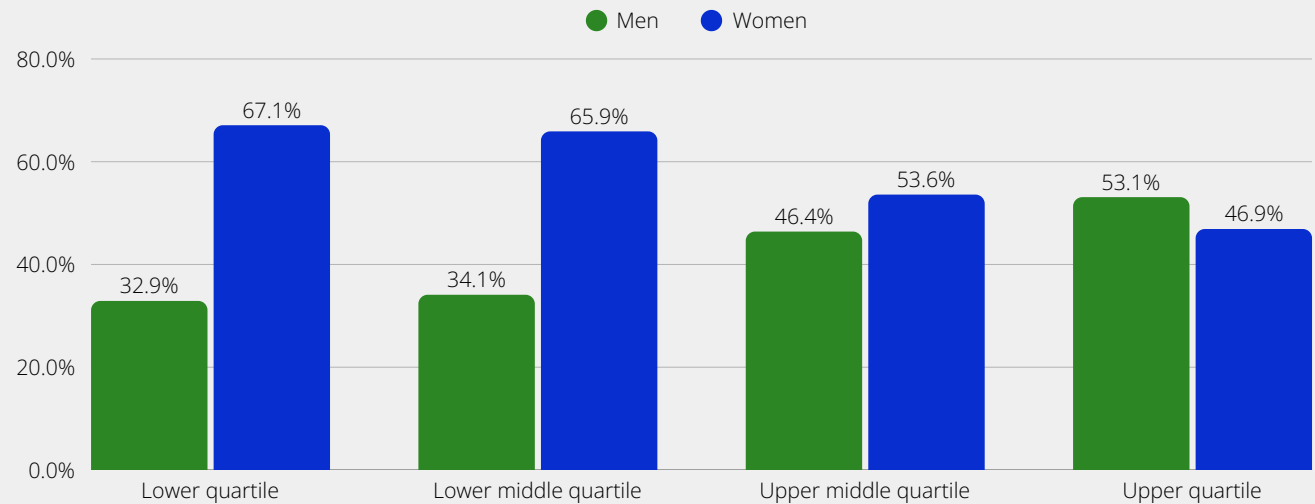
Female: 226 (58.4%)
Male: 161 (41.6%)

Hourly pay quartiles

Proportion of males and females by pay quartile

This is the percentage of male and female employees in four quartile pay bands. Quartiles are calculated by ranking hourly pay for each employee from highest to lowest. The list is then divided into 4 equal sized groups of men and women.

The chart below shows the proportion of men and women in each pay quartile in KIC UK Ltd, with the proportion of women in the top pay quartiles continuing to increase. While the upper middle quartile reflects the gender makeup of our overall UK workforce, there is a higher percentage of men in the upper quartiles. In comparison, the proportion of women is greater in the lower and lower middle pay quartiles.



Gender pay gap

When discussing the gender pay gap, the median figure is usually preferred instead of the mean.

Unlike the mean, which calculates the average salary by adding up all wages and dividing by the number of employees, the median represents the middle salary when all salaries are ranked. This means the median is less affected by a small number of extremely high salaries and provides a more accurate picture of typical earnings. Therefore, it is considered a better measure of the average worker's pay.

Key takeaways

- The data shows that women earn 15.1% less than men on average, and there is a median (i.e. the midpoint of employee earnings) gender pay gap of 21.5%. These differences in earnings necessitate a closer look at our recruitment, retention, and progression practices.
- We can observe a mean gender bonus pay gap of 33.1% and a median gender bonus pay gap of 28.2%. These figures indicate a disparity in bonus payments, in favour of men. The bonus pay gap is more pronounced than the base pay gap.
- We know that our pay gap is influenced by there being more men in Senior Leadership Teams, several of whom hold cross-Kaplan International roles, with responsibilities extending beyond Kaplan Pathways.

Understanding the gender pay gap

There is a complex interplay of factors that contributes to our gender pay gap. Some of these factors are within our organizational control, while others reflect broader challenges within our industry and society.

In our UK workforce for KIC UK Ltd, the upper pay quartiles exhibit a more balanced gender distribution and are more closely reflective of the entire workforce. However, we have significantly more women than men in the lower pay brackets, where the majority of our lower paid, administrative, or service-driven roles reside. This makeup of more women in lower paid roles is what creates our gender pay gap.

[These figures underscore the need for targeted action to address the gender pay gap within our organization. This will focus on areas contributing to the gender pay gap.](#)

Gender pay gap		April 2024
Mean		15.1%
Median		21.5%
Bonus pay gap		
Mean		33.1%
Median		28.2%
% employees receiving bonus		
Male		67.7%
Female		62.9%

Actions to close the gender pay gap

Recruitment

Our approach to recruitment has been pivotal in continuing to close the gender pay gap and ensuring equal opportunities throughout the organisation.

- **Recruitment Essentials Training:** A rolling programme of recruitment and selection workshops are in place, promoting inclusive and equitable recruitment; these are also recorded for accessibility. This training focuses on inclusive recruitment, addresses unconscious bias, and highlights the importance of neuro-inclusive gender-neutral language in job descriptions. We will continue to deliver these as part of our staff development activities and will evaluate the effectiveness and relevance of the course content.
- We continue to broaden our suite of recruitment training and toolkits for hiring managers, with the introduction of 'Providing Interview Feedback.'
- We have widened the places we advertise roles to encourage a more diverse pool of applicants for roles in the company.
- We have participated 3 years running in the 10K Black Interns programmes and for the first time in 2024, took part in the 10K Able Interns programme run by the 10K Foundation.

Our data indicates a need to continue to increase female representation in senior management roles in certain areas within the company, alongside our inclusive hiring practices.

To achieve this, we will:

- **Target leadership recruitment** in areas with lower female representation by reviewing and enhancing our approach to attracting women into senior positions, and actively promoting gender diversity in roles with significant bonus potential.
- **Enhance our inclusive hiring practices** by continuing to refine our recruitment processes, ensuring our job advertisements, interview panels, and selection criteria encourage applications from diverse talent pools.
- **Review our job advertisements** to ensure we are attracting a diverse pool of applicants in areas where lower gender equality rates.

Retention

- We introduced an Equality Impact Assessment framework to enhance our HR policy reviews, and ensure we align with our values and goals in continuing to create a fair and inclusive workplace promoting equity, diversity, and inclusion.
- We continue to grow awareness of and support our Employee Resource Groups (ERGs). We established two new ERGs: Kaplan Women and Kaplan Ability, to enhance inclusivity and build communities of growth and shared experiences.

While recruitment is key, retaining the talent we have invested in is equally important. We have to ensure that those in lower and middle quartiles have the support they need to thrive and advance in their careers.

To enhance retention, we will:

- **Provide career development support** by developing a deeper understanding of the make-up of our lower quartile with the aim to establish development opportunities particularly for women.
- **Audit our career advancements** by reporting and analysing equity of opportunities in progression such as promotions, training, and project assignments, and ensuring gender parity in growth.

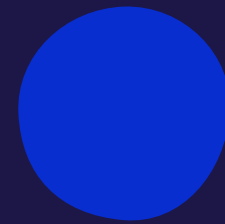
Progression

- We have improved the gender balance in our annual Kaplan Pathways Professional Development Scholarship Programme with Kaplan Open Learning, and it now reflects the gender representation of our workforce. The programme encourages staff to undertake professional qualifications aligned to their aspirations and goals.
- Amongst those who received promotions and secondment opportunities across Kaplan Pathways, the gender balance has remained consistent over the last four years.

To create a sustainable impact on our gender pay gap, it is crucial to establish a focused approach to career development and talent management.

To enhance progression opportunities, we will:

- **Expand leadership development** with opportunities designed for talent in middle management. This will help create a strong pipeline of female leaders ready to step into senior roles, particularly in areas where we see lower female representation in the upper and lower middle quartiles.
- **Support personal development** by ensuring employees have effective 1-2-1s that include discussions around skills enhancement and career aspirations. This will allow the organisation to better understand our talent pipeline and support needed to develop the competencies our employees need for higher-level positions, facilitating their progression into upper quartiles.



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Published March 2025