

Gender Pay Gap Report 2023

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“ We’re continuing to move towards greater equity and belonging at Kaplan Pathways.



For us to achieve our goals, we must keep working to achieve gender balance and address any disparities in pay, professional advancement and overall development for colleagues at every level.

We recognise that achieving gender and pay equity is an ongoing journey. We are committed to continuously analyse data, to understand where we stand and use that understanding to develop targeted policies to drive meaningful change. Our goal is to cultivate a culture of support and empowerment that ensures equal opportunities for all, creating an environment where everyone can thrive and contribute to our collective success.

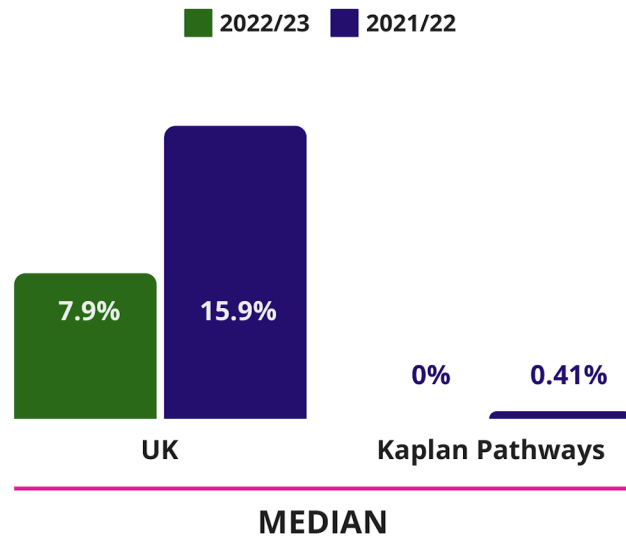
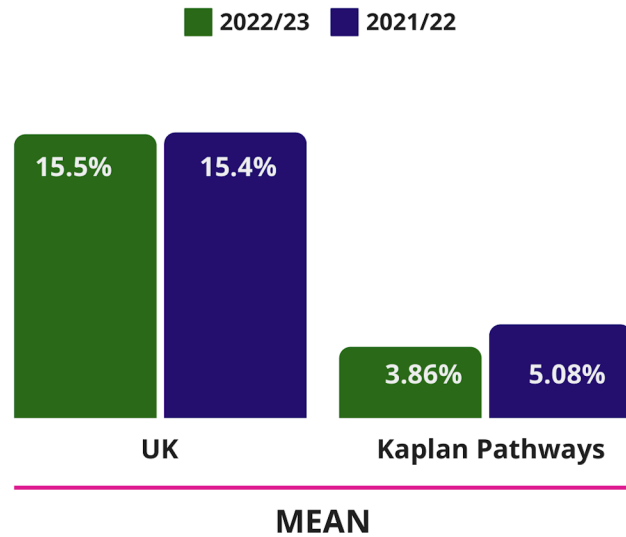
Our Gender Pay Gap Report is an important tool in holding us accountable. Ultimately, it helps us measure progress, assess our strategies and policies, and find ways to foster a gender-balanced workforce. ”

Linda Cowan
Managing Director

I confirm the gender pay gap data contained in this report is accurate.

Pay Gap Trends

UK vs Kaplan Pathways



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Download our previous gender pay gap reports [here](#).

Download the Staff EDI Strategy 2023–25 [here](#).

Find all our HR policies in one place [here](#).

Cautionary statement: Please note that the ambitions, goals, aims and targets set out in the Pathways gender pay gap report 22/23 will comply with our code of conduct and applicable laws.

Understanding the Gender Pay Gap Report

This gender pay gap report is a comprehensive assessment of the disparity in earnings between men and women within Kaplan Pathways in 2022–23. It provides an analysis of wage and bonus differentials, highlights areas where inequities exist and sets forth our action plan and strategies to foster gender parity and inclusivity within the workforce.

What is the Gender Pay Gap

A pay gap is an assessment of the disparity in average earnings between two groups. In the case of gender, it refers to the contrast in earnings between male and female employees, regardless of job roles and hierarchy.

The Gender Pay Gap is measured in two ways — the mean gender pay gap and the median gender pay gap. The mean gender pay gap is the difference between the average hourly earnings of men and women. A mean average is reached by adding up all the numbers and dividing the result by how many numbers there are.

Pay gap vs equal pay

Ensuring equal pay for equal work is our legal obligation, and we uphold a gender neutral pay structure throughout our organisation. We consistently oversee this to ensure compliance with legal mandates, policies and ethical standards.

Why we report on the Gender Pay Gap

The UK government mandates that companies with more than 250 employees as of the snapshot date (5th April annually) must disclose their gender pay gap information. The employer refers to the legal body with whom an employee has a contract.

In the case of Kaplan Pathways, the company consists of several distinct legal bodies, each with fewer than 250 employees. Although there is no legal requirement to publish our gender pay gap data, we believe it is important to be transparent about our position and actively take measures to close the gap.

We are committed to fairly rewarding all employees, regardless of gender, age, disability, ethnicity and sexuality. This report focuses on gender pay as required by UK legislation. It therefore only includes staff employed by our legal entities in the UK.

At Kaplan Pathways, we compare the mean gender pay gap based on the binary definition of biological sex assigned at birth — male or female — as held in our employee records, rather than gender identity.

Legislative requirements

The specific information we are required to publish in the Gender Pay Gap Report needs to include:

- Mean and median gender pay gap (based on an hourly rate of pay on 5 April 2023).
- Mean and median bonus gender pay gap (considers bonus pay received in the 12 months leading up to 5 April 2023).
- Proportion of men and women receiving a bonus payment.
- Proportion of men and women in each quartile pay band (looking at the proportion in 4 pay bands when we divide our workforce into four equal parts).
- The gender pay gap is expressed as a percentage of male earnings (e.g. women earn x% less than men).

How is the pay gap calculated

The pay gap is calculated as the percentage difference between the pay of women and men. At Kaplan Pathways, we use both the mean and median figures to calculate both gender pay gap and gender bonus pay gap.

Mean and median

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Comparing mean vs median

Considering the mean and median together helps us decode the gender pay gap better. It provides a comprehensive understanding of the distribution of wages within an organisation.

The median pay gap disregards the lowest and highest rates of pay. Half of the employees' earnings will be above the midpoint and half will be below the midpoint. Often, a median pay gap will be lower than its corresponding mean pay gap.

The mean includes all the rates of pay, and therefore reflects the impact of the more women in lower paid roles, and more men in higher paid roles.

This comparison of the mean and median helps identify any potential disparities arising from outliers or skewed distributions, leading to a more nuanced and accurate assessment of the gender pay gap.

In Summary

Kaplan Pathways' 2022-23 mean and median gender pay gaps show significant improvement over the last three years. Our median pay gap is now zero! The mean pay gap has halved in the three years since we started reporting in 2021. This shows us that our policies, strategies and actions are helping us move towards great equity, with more females in leadership positions and more gender balance throughout the organisation. While we celebrate these accomplishments, we acknowledge the need for further improvements, particularly in reducing the bonus pay gap and continuing to close the mean gender pay gap.

We know why we have a gender gap, and how to close it

There are fewer women in leadership roles and more at entry-level positions. We have made progress at the board executive level but need to provide more opportunities for women in senior leadership roles. A more balanced distribution across Kaplan Pathways will close the gap.

There are more women than men in every pay quartile

There are more women than men across pay quartiles. At the people manager level remains high, consistently above 60% between April 2022 and 5 April 2023. This means women are continuing to benefit from the policies, recruitment, and progression opportunities we offer. However, more women are needed in senior leadership teams across Kaplan Pathways.

The gender bonus gap is still high

The mean and median bonus pay gap is higher, and the Senior Leadership Team, which includes males with responsibilities across Kaplan International, has contributed to the bonus gap. Part-time working, especially at lower levels, can have a negative impact on the bonus pay gap. However, we continue to support and encourage part-time work for all employees, including women, as part of a long-term strategy to improve retention and progression. We are also actively working on promoting diversity in senior leadership levels.

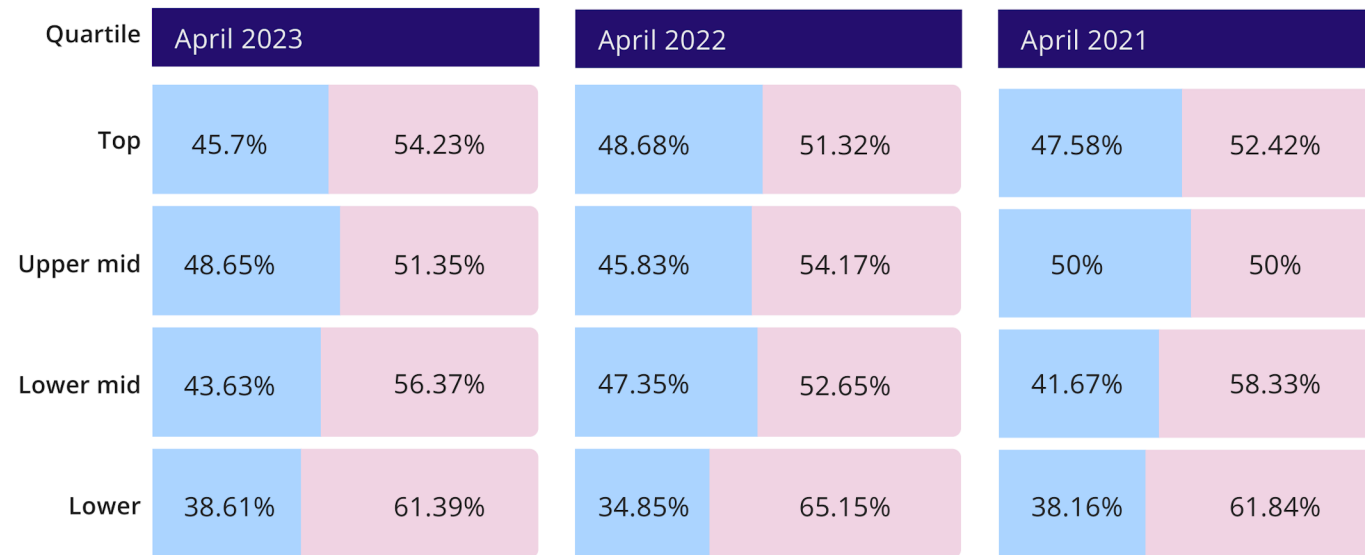
Gender Pay and Bonus Gap

	April 2023	April 2022	April 2021
Gender pay gap			
Mean	3.86%	5.08%	6.53%
Median	0.00%	0.41%	1.23%
Bonus pay gap			
Mean	26.14%	16.65%	20.58%
Median	11.20%	7.44%	6.26%
% employees receiving bonus			
Male	20.04%	19.28%	18.04%
Female	22.17%	18.66%	18.33%

KEY TAKEAWAYS

- The overall mean gender pay gap has shown consistent improvement over the last 3 years, and the overall median gender pay gap is now zero.
- The bonus pay gap continues to be high, and has increased in the last year. This is because there are more men in Senior Leadership Teams, some of whom have responsibilities across Kaplan International and beyond Kaplan Pathways.
- In a trend that has continued over the last three years, a greater percentage of female employees continue to receive bonuses than in previous years, and this number has grown in the last year.

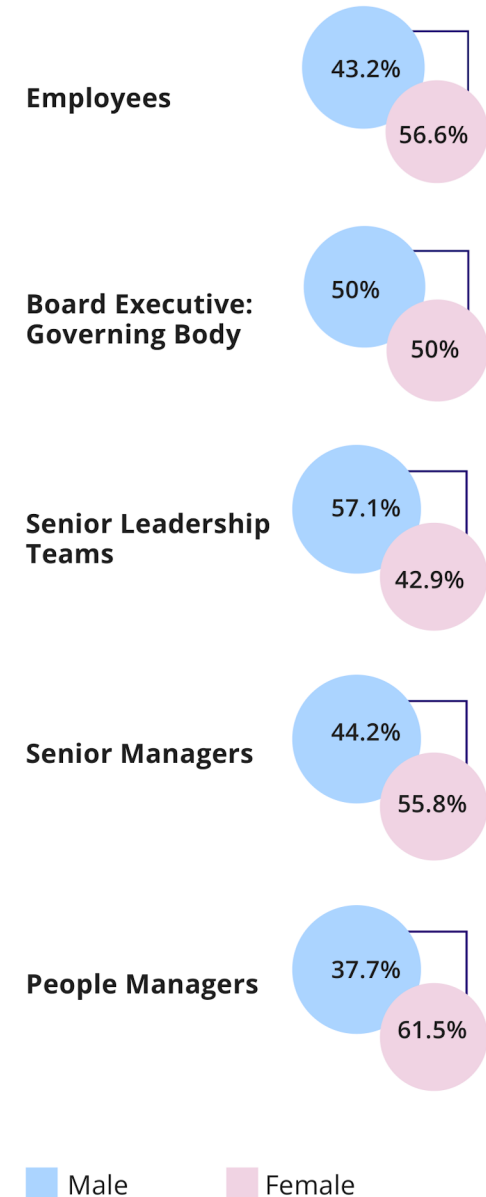
Proportion of males and females by pay quartile



KEY TAKEAWAYS

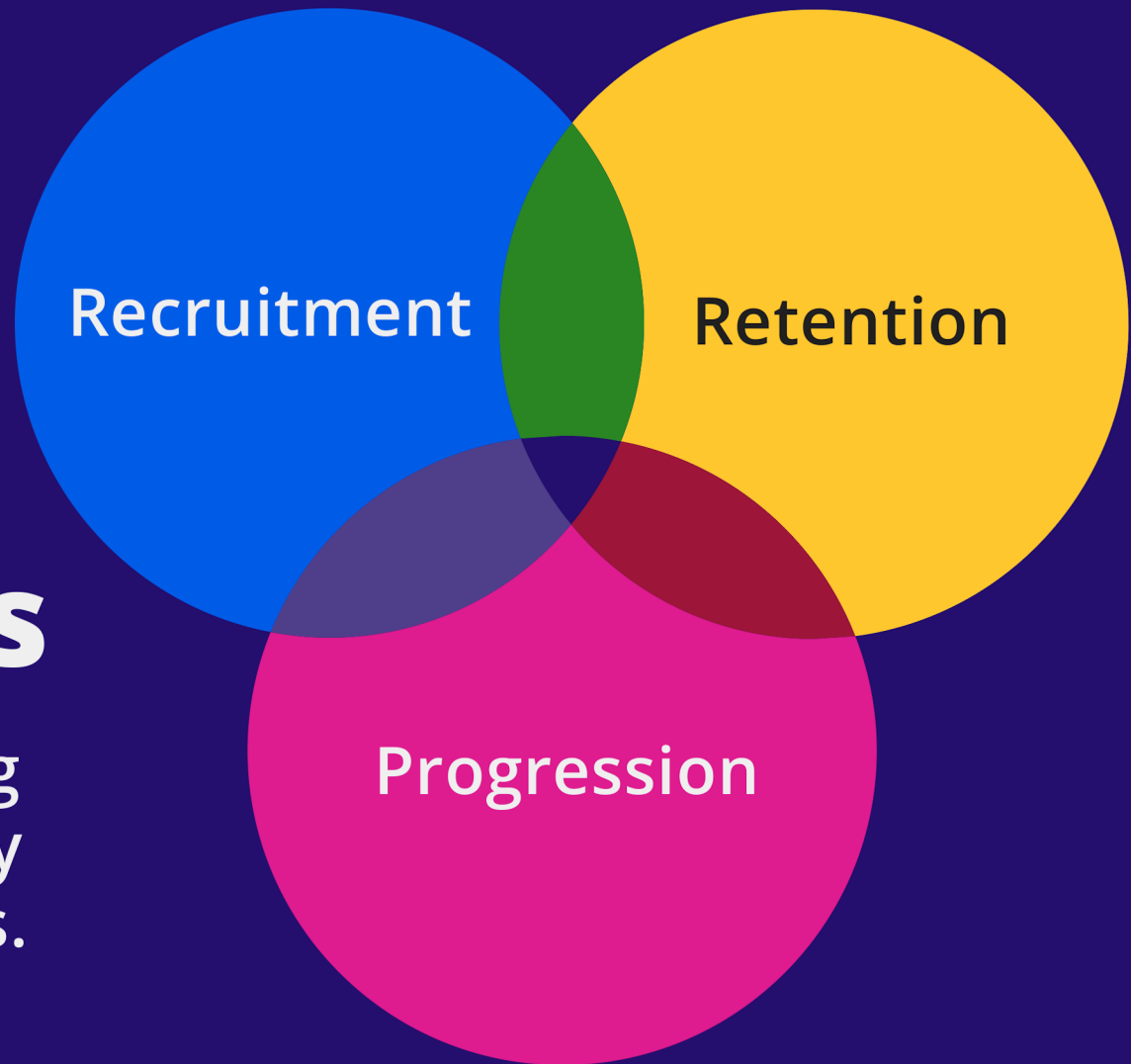
- There are more women at people manager and senior manager levels than ever before. This representation mirrors the ratio of women in non-managerial roles.
- We need more women across senior leadership teams. This will not only narrow the mean gender pay gap but will also increase bonus equity.
- Men are getting more bonuses than women, largely influenced by the greater number of men in senior leadership teams, and those holding senior positions with a global remit. We need to more women across senior leadership teams to improve this.

Gender split by level



Our actions

The actions we're taking to tackle the gender pay gap fall into three areas.



Recruitment

We are striving to increase the proportion of diverse hires at every level in the organisation, and specifically in senior management and leadership roles.

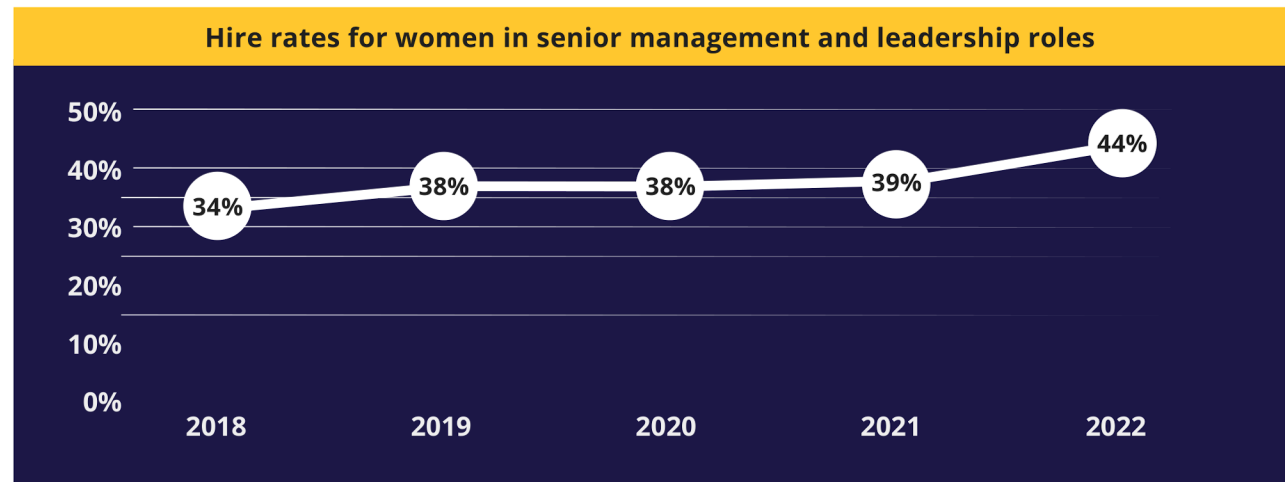


General

- All UK hiring managers are encouraged to complete the Recruitment Essentials training, with an emphasis on inclusive recruitment and unconscious bias. The training is available on the Recruitment Hub.
- We are continually updating and broadening the inclusive recruitment toolkits for hiring managers.
- We offered 11 internships through the 10K Black Interns Programme, at the end of which one intern was offered a full-time role and another one was invited back for 2023.

Gender-specific

- We use gender decoder tools to maintain gender neutrality and use inclusive language in job descriptions and advertisements, to reduce gender bias and encourage more women to apply for jobs at Kaplan Pathways.
- We have introduced more EDI channels to the recruitment job board list for managers to increase their reach of advertised job roles to underrepresented talent. This includes the job boards SheCanCode and Investing in Women.



Retention

We want to retain women at all levels in the organisation.



General

- To help understand our workforce better and increase diversity at all levels, we are investing in and developing a global EDI data and analytics dashboard for ongoing reporting, assessment and measurement.
- All managers are required to complete the Inclusive Colleague and Inclusive Manager trainings.
- We offer Allyship at Work training to all staff, to foster a culture of understanding and empathy.
- We are continuing to grow awareness and membership of Employee Resource Groups.

Gender-specific

- We started offering #IamRemarkable workshops, which encourage women to celebrate their achievements, overcome cultural stereotypes, imposter syndrome, and harness the power of self-promotion.
- We champion our female leaders through social media campaigns to inspire and encourage more women to stay with Kaplan Pathways.Kaplan Pathways.
- We are working towards establishing an Employee Resource Group, Kaplan Women, with an aim to empower every woman to feel valued, respected, and encouraged to achieve her fullest potential.

We have introduced a new
Allyship at Work Programme



Progression

We are increasing the number of women who progress on to new opportunities within the organisation.



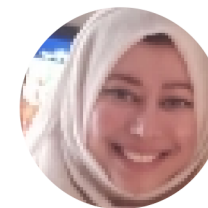
General

- The Kaplan Pathways Professional Development Scholarship Programme with Kaplan Online Learning (KOL) provides opportunities to develop skills and support staff in progressing into their next career step.
- Coaching and mentoring programmes run informally across the business to support and develop skillsets, knowledge and aspirations for progression.
- A weekly bulletin informs all staff of promotion and secondment opportunities available across Kaplan Pathways.

Gender specific

- We look for opportunities to create secondments to provide opportunities for staff to gain experience and develop.
- We create opportunities for women to engage in mentoring, for example through a Speed Mentoring event held on International Women's Day.

“ I started my Kaplan journey as a sessional tutor. The college funded my CELTA course which enhanced my teaching skills for international students. My manager mentored and prepared me to step into management. As a woman of an ethnic minority, I feel the supportive environment at Kaplan has helped me thrive professionally and personally. ”



Sameen Rasheedi
Academic Manager,
Kaplan International College
London

Give your feedback

Email the Equity, Diversity and Inclusion team at editeam@kaplan.com