



UK Gender Pay Report 2017

Kaplan International UK-based staff

Kaplan International (KI) is committed to running a business which is fair and inclusive, where all employees can achieve their full potential and enjoy rewarding careers. We therefore welcome the UK Government's requirement for companies to report on the gender pay gap and are happy to share the following data with you.

The new reporting regulations known as 'Gender Pay Gap' require companies with a headcount of over 250 employees to disclose their gender pay gap from 5 April 2017 and annually thereafter. (5 April is known as the 'snapshot date'.) Due to the corporate structure of our business, only one of our UK businesses, Aspect International Language Academies Ltd, meets the headcount minimum to report on. The data which we have filed for this entity can be found at gender-pay-gap.service.gov.uk. As KI employs many more staff across the UK business, we have taken the opportunity to consolidate the numbers of all our UK companies which employ staff and share this with you in this report.



1288

KI STAFF BASED IN UK ON SNAPSHOT DATE



21

LOCATIONS IN THE UK ON SNAPSHOT DATE



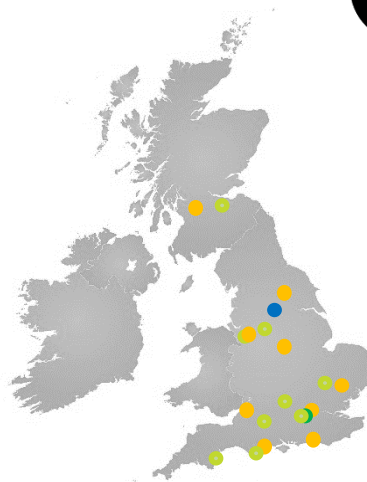
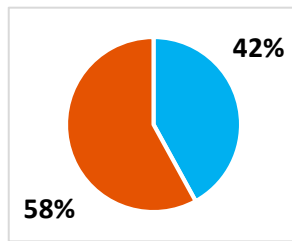
747

WOMEN



541

MEN



- **KI ENGLISH SCHOOLS**
 - Bath
 - Bournemouth
 - Cambridge
 - Edinburgh
 - Liverpool
- **KI PATHWAYS COLLEGES**
 - Birmingham
 - Brighton
 - Bristol
 - Glasgow
 - Liverpool
 - Nottingham Trent
 - Nottingham (TUNIC)
 - York
- London Head Office
- Kaplan Open Learning – Leeds

Gender Pay Gap reporting requires us to measure:

- the difference in the average hourly rate between men and women
- the difference in average bonuses awarded to men and women
- male-female gender split within 4 quartiles from highest paid to lowest paid

Gender Pay Gap reporting does not:

- look at factors such as location, function within the business or specific skills
- examine Equal Pay, which refers to the right of men and women to be paid the same for doing the same or equivalent work

The information displayed here and on the government website refers to Gender Pay Gap and not Equal Pay.

It is also important to note that Gender Pay Gap is measured as both a mean average (i.e. taking a total of all salaries and dividing by the number of salaries) and also a median average (i.e. taking a middle point). Below are the mean and median figures for all staff based in the UK, showing the percentages by which women's average hourly pay is lower compared to men.

Gender pay difference between women and men

For all our Kaplan International employees based in the UK at 5 April 2017

Mean Gender Pay Gap
For all KI staff based in UK

9.67%

Median Gender Pay Gap
For all KI staff based in UK

5.01%

To provide some wider context, the national averages are:

Median Gender Pay Gap: UK Overall
Source: Office of National Statistics

18.1%

Median Gender Pay Gap: London
Source: Office of National Statistics

14.6%



The following statistics relate to the payment of bonuses across the KI UK business. Included within this category are monthly, quarterly and annual bonuses, monthly sales commissions and share payments.

Bonus difference between women and men

In 12 months preceding 5 April 2017

	Mean	Median
Bonus	73.35%	11.68%

Proportion of all UK relevant employees receiving a bonus



31.50%



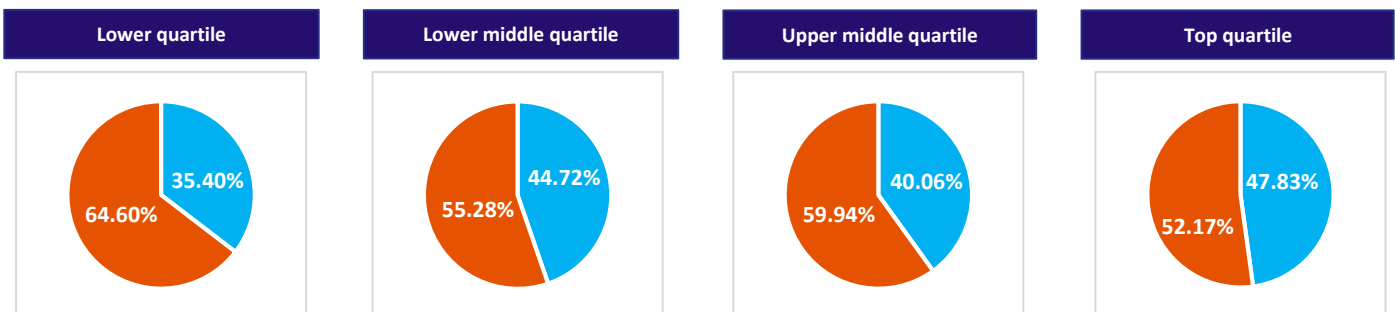
28.70%

Within the Kaplan International UK based team, we have fewer females than men occupying senior management roles which have global responsibility for their area and correspondingly higher bonus levels. There are also fewer females in commission-based sales roles.

The pie charts below show our gender distribution across the 4 pay quartiles of the business, with a larger percentage of female colleagues in the business overall. The percentage of females decreases from the lower quartile, where it is 64.6%, to the top quartile where it decreases to 52%.

Pay quartiles across all UK-based KI employees

At April 2017



Calculating our Gender Pay Gap has been enlightening and worthwhile. We have looked closely into pay levels across the business and whilst our Gender Pay Gap on hourly pay is 13% smaller than the national average published by the Office of National Statistics, there are some obvious areas we need to focus on:

- Placing more emphasis on gender diversity at the point of hiring, both in our more operational roles at the lower end of the salary spectrum where we attract fewer male colleagues and at the more senior levels where our numbers suggest the appointment of fewer female colleagues. This will include:
 - Raising awareness of gender diversity as an additional consideration in succession planning
 - Ensuring that where possible shortlists are more evenly balanced
 - Reviewing our recruitment communications to ensure that the language and content are as inclusive as possible
- Proactively analysing teams where our balance of male:female staff is an issue and identifying specific actions to help us move towards greater balance
- Identifying any additional support we can provide to retain and develop our female talent through the organisation
- Using our leaver data more effectively to gain insights into what might contribute to women leaving the business earlier than we would like to see

I sincerely look forward to seeing the business move towards a more evenly balanced workforce, where the talents of all staff continue to be harnessed and supported.

David Jones
Chief Executive Officer