

Gender Pay Gap report 2025

Kaplan International
Colleges UK Ltd



Kaplan International Colleges UK Limited (“KIC UK Ltd”) is one of the legal entities within Kaplan International Pathways. This report presents our 2025 UK Gender Pay Gap analysis, covering all colleagues employed by KIC UK Ltd who meet the statutory threshold for gender pay gap reporting in the UK.

We have continued our work on initiating policies and enhancements which will improve gender representation across our organisation. The insights contained in this 2025 report will help guide our next steps as we work to create a more equitable and inclusive workplace.

We remain committed to ensuring every colleague is valued and has fair access to opportunities for development and progression. This includes ongoing efforts to review disparities, evaluate the impact of our actions, and refine our strategies to support long-term improvements.

I confirm that the information contained in this report is accurate.







Linda Cowan

Managing Director and Chair of the Inclusion Steering Group,
Kaplan International Pathways



Legislative requirements

Gender Pay Gap reporting aims to increase pay transparency across the UK and support greater gender equality. All UK organisations with 250 or more employees on the snapshot date of 5 April every year, must publish specific information, including:

-  Mean and median gender pay gap, based on an hourly rate of pay on 5 April 2024.
-  Mean and median gender pay bonus gap.
-  Proportion of employees receiving a bonus.
-  Gender distribution across pay bands.

This report follows the requirements outlined in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Key terms

There is a distinction between the gender pay gap and equal pay. Equal pay refers to paying employees equally for equivalent work; the gender pay gap reflects broader differences in average earnings between men and women in an organisation.

In preparing our statutory gender pay gap figures, we follow UK regulations that require data to be reported using male and female categories. We recognise that this framework does not fully reflect the gender identities of all colleagues.

Gender Pay Gap: The difference in mean and median pay between men and women across all roles and seniority levels.

Median Pay Gap: Comparison of the middle value of hourly pay for men and women.

Mean Pay Gap: The difference in average hourly pay for men and women.

Bonus gender pay gap: The difference between the mean and median bonuses paid to employees, expressed as a percentage of men's bonuses, across the organisation.

Key data

Total no. of employees in Kaplan International Colleges UK Ltd: 457

The gender pay gap data for Kaplan International Colleges UK Ltd was collected on the snapshot date of 5 April 2025. At this time, there were 457 staff within our UK workforce: 265 women (58%) and 192 men (42%).

Of these, 102 men and 157 women received bonus payments.



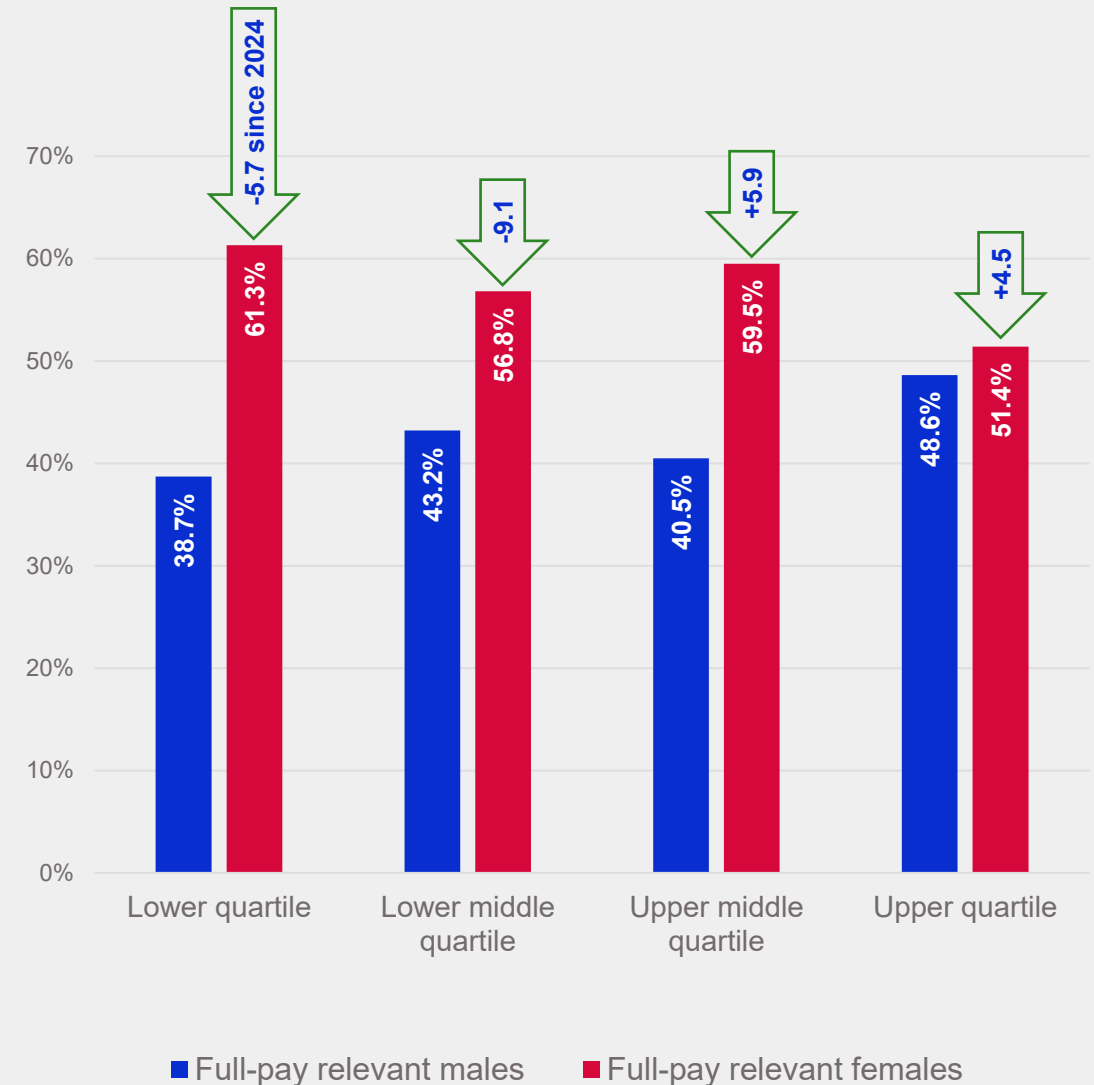
Employee gender split

Hourly pay quartiles

Proportion of males and females by pay quartile

Here we report the proportions of men and women in four pay quartiles in Kaplan International Colleges UK Ltd. To determine pay quartiles, we rank employees from highest to lowest hourly pay and split them into four equal groups.

This chart shows a more balanced gender distribution across pay bands as compared to last year. We do have more women in the lower quartiles, but the gap has reduced noticeably. Representation of women has also increased in the upper middle quartile and the upper quartile, and there are more women than men in our leadership.



These shifts indicate progress toward a more even distribution of roles and improved pathways for women into higher paid positions, though continued focus on progression and representation remains essential.

Our gender pay gap

The **mean** represents the average hourly pay, calculated by adding all employees' earnings and dividing by the total number of employees. The **median** reflects the midpoint of all hourly pay values when arranged from lowest to highest.

The 2025 gender pay gap results show continued progress in reducing disparities in average earnings between men and women at Kaplan International Colleges UK Ltd. While pay and bonus gaps persist, our ongoing efforts to improve representation, retention and progression of talent, has helped us make measurable progress toward greater pay equity.

The median is generally the more reliable indicator for analysing the gender pay gap because it reduces the influence of very high salaries. It provides a clearer picture of typical earnings and a more accurate understanding of the difference in pay between men and women.

Gender pay gap	April 2024	April 2025
Mean	15.1%	14.2%
Median	21.5%	11.7%
Bonus pay gap		
Mean	33.1%	37.3%
Median	28.2%	27.6%
% employees receiving bonus		
Male	67.7%	53.7%
Female	62.9%	60.2%

Understanding the gender pay gap

Both organisational and sector wide factors continue to influence the gender pay gap. Some of these sit outside our control, while others relate directly to the structure of our workforce and the distribution of roles across pay levels.

Within Kaplan International Colleges UK Ltd, the upper pay quartiles now show a more balanced gender profile and are broadly reflective of the overall workforce. However, women remain more represented in the lower pay quartiles, where a large proportion of our administrative and service focused roles sit. This concentration of women in lower paid roles continues to be the primary driver of our gender pay gap.

These patterns highlight the ongoing need for targeted action to support progression and representation across all pay levels. Our focus will remain on the areas of the organisation that most contribute to the gender pay gap and where interventions can have the greatest impact.

- **The median gender pay gap has narrowed to 11.7%, indicating a more balanced distribution of earnings across the organisation and meaningful progress compared with last year.** On average, women at KIC UK Ltd earn 14.2% less than men, but the reduction in the median highlights improvements for the typical employee.
- **Bonus pay gap remains high, although our analysis shows that women are well-represented across all levels, including within the senior most pay quartile.** Our bonus pay gap is primarily influenced by the composition of senior roles, including men who hold cross-Kaplan International roles and have responsibilities extending beyond Kaplan Pathways.
- **A higher proportion of women received a bonus than men,** demonstrating access to performance-related rewards across the organisation.

According to the Annual Survey of Hours and Earnings (ASHE) from the Office of National Statistics, the median gender pay gap across industries in the UK stood at 12.8% in April 2025. This means our gender pay gap report is now closer to, and slightly better than, the national gender pay gap.

Actions to close the gender pay gap

Recruitment

During the 2025 reporting period, we continued implementing improvements to ensure fair, consistent, and inclusive recruitment across Kaplan International Colleges UK Ltd.

- We strengthened hiring manager capability with the biannual delivery of our Recruitment Essentials workshops which aim to enhance inclusive and equitable hiring practices. This training supports hiring managers to recognise and mitigate unconscious bias, and reinforces the use of neuroinclusive, gender-neutral language in job descriptions.
- We enhanced our recruitment processes by supporting hiring managers in using gender decoders and developing gender-neutral job descriptions and advertisements. We also promoted guidance on reasonable adjustments during the hiring process, with updated resources published on the Recruitment Hub. We continued our annual reviews and updates of our interview question banks to ensure questions remain current, equitable and aligned with inclusive best practices.
- We broadened our candidate pools by encouraging hiring managers to use an expanded list of diverse job boards and hired interns through the 10K Black Interns Programme and the 10K Able Interns Programme.

Our data highlights the importance of strengthening our recruitment practices to support balanced gender representation in the organisation.

To achieve this, we will:

1. **Develop an increasingly inclusive recruitment ecosystem** by expanding the use of inclusive language tools, widening our outreach to underrepresented groups, and investing in capability building for hiring managers to embed equitable practices at every stage of the recruitment journey.
2. **Advance gender balance** in senior positions by designing long-term attraction strategies that address structural barriers, enhance internal mobility pathways, and ensure transparency in how leadership roles are sourced and filled.
3. **Expand digital recruitment tools**, including AI-supported optimisation and screening enhancements, to increase efficiency, reduce bias and ensure we continue to attract diverse applicants and increase gender equity.

Actions to close the gender pay gap

Retention

During the reporting period, we increased our efforts to retain talent by ensuring an equitable, supportive environment for colleagues across all pay quartiles.

- We reviewed all relevant policies using the Equality Impact Assessment (EIA) framework to ensure fairness, inclusion and opportunity for everyone.
- We strengthened awareness and engagement with our Employee Resource Groups (ERGs) across global teams, and membership increased significantly during this period. The Kaplan Women ERG hosted a virtual global fireside chat on Women in Leadership to celebrate International Women's Day, alongside an #IAmRemarkable workshop to help colleagues build confidence and self-advocacy. We also increased visibility of menopause in the workplace, marking World Menopause Day with dedicated awareness activities.
- As part of our annual Staff Exchange programme, we supported 25 colleagues, of whom 20 were women, to travel and work with different teams in local and overseas offices to share best practices and expand our collective understanding of global operations.

While recruitment is key, retaining the talent we have invested in is equally important. We must 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:

1. **Strengthen career development support** by better understanding the needs and experiences of colleagues in the lower quartile and creating targeted development pathways, particularly for women.
2. **Ensure equitable access to advancement** through regular audits of promotions, training opportunities, and project assignments, helping us maintain gender parity in career growth.

Actions to close the gender pay gap

Progression

Equitable access to development and opportunities is essential to driving long-term change and closing the gender pay gap. Women make up more than 50% of our senior management team and 57.2% of our Inclusion Steering Group, providing strong visibility and role modelling across the organisation. Building on this progress, we continued to strengthen progression pathways and supported colleagues in advancing their careers during the reporting period.

- We supported colleagues to gain qualifications through the Kaplan Pathways Professional Development Scholarship Programme, with balanced gender access to professionally accredited development.
- Apprenticeships provided another crucial development route this year. Women were awarded 75% of all apprenticeships, demonstrating strong engagement with structured learning programmes that support progression into more senior and specialist roles.
- Career mobility remained strong, with women achieving 61.9% of all promotions and secondments awarded across Kaplan Pathways. This reflects equitable access to career advancement opportunities and continued visibility of women in leadership pathways.

It is crucial to establish a focused approach to career development and talent management for sustainable positive shifts in our gender pay gap.

To enhance progression opportunities, we will:

1. Embed structured development conversations within our performance processes, ensuring 1-2-1s consistently explore career goals and capability building. This will allow us to map progression readiness more effectively and design future-focused support for colleagues aspiring to move into senior roles.
2. Introduce a mentoring programme that pairs colleagues with experienced leaders to provide guidance, sponsorship and tailored support. Together, these initiatives will allow us to map progression readiness more effectively and design future-focused development for colleagues aspiring to move into senior roles.
3. Expand leadership development pathways by encouraging more members to step into Employee Resource Group (ERG) leadership roles which provide a supportive platform to practise leadership skills, develop confidence, and build visibility.

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