

# UK Gender Pay Gap Report 2025

Kaplan International Pathways



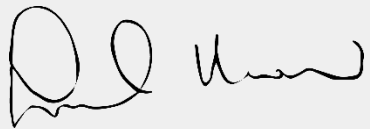
This is our fifth UK Gender Pay Gap Report since we began reporting in 2021.

While closing the UK Gender Pay Gap continues to require sustained focus and action, we are making progress as a result of the initiatives and actions we have implemented over the past five years.

As set out in this report, our 2025 Gender Pay Gap reflects changes in our workforce profile over the reporting period, alongside the progress we continue to make through our long-term initiatives.

Our Gender Pay Gap Report remains an important tool for measuring progress, assessing the effectiveness of our strategies and policies, and identifying where further action is needed to address disparities and support the professional development and advancement of our colleagues.

I confirm that the data published 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 2025.
-  Mean and median gender pay bonus gap.
-  Proportion of employees receiving a bonus.
-  Gender distribution across pay bands.

Kaplan Pathways consists of several distinct legal bodies, and of these only one i.e. Kaplan International Colleges UK Ltd consists of more than 250 employees in the UK. We publish a separate gender pay gap report for this entity which is also available on our website.

There is no legal requirement to publish our gender pay gap data for Kaplan Pathways as a whole, as all but one of the legal bodies in this group, have fewer than 250 employees. However, we believe it is important to be transparent about our position and actively take measures to close the gap. 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.

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.

## 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.

**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.

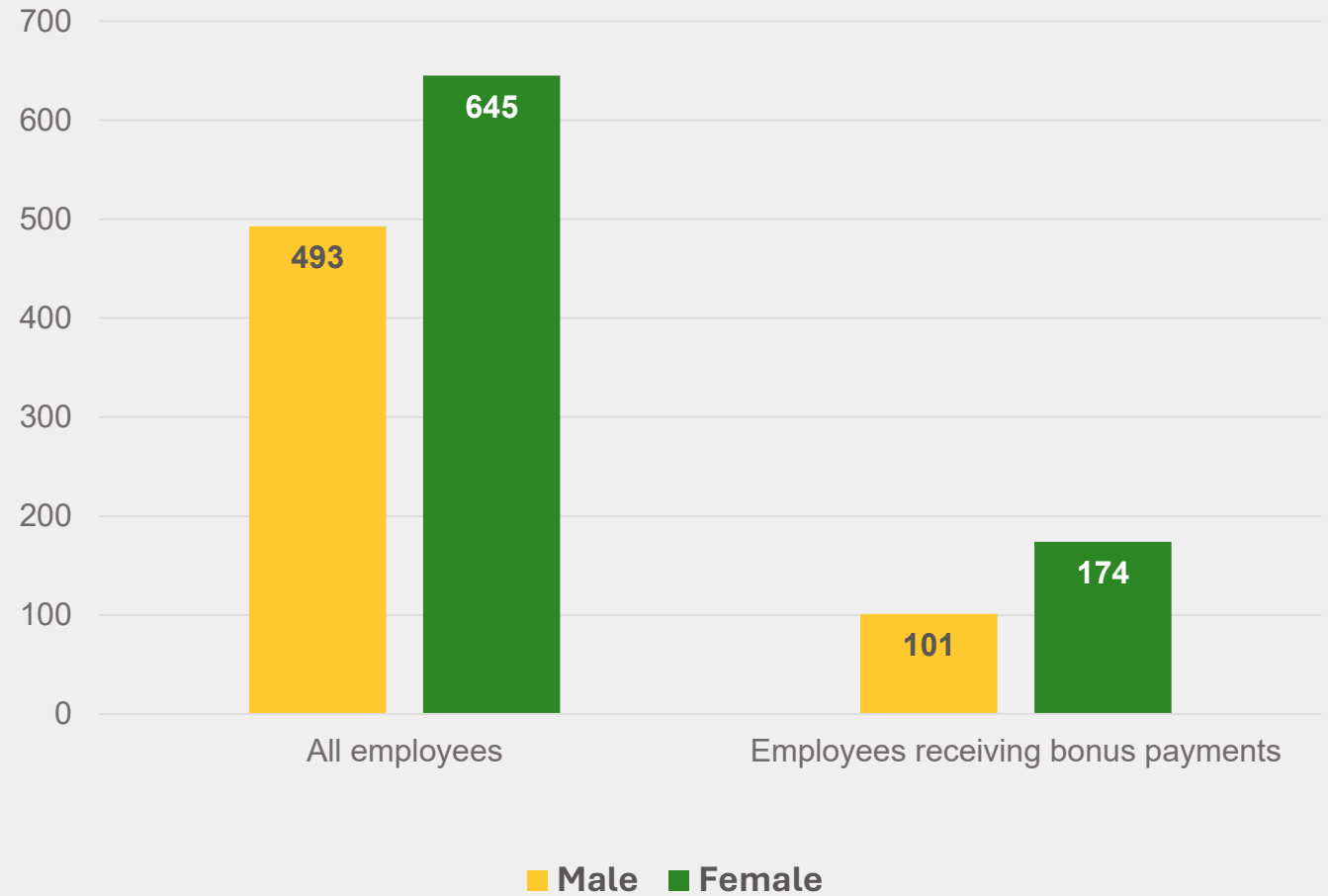
**Bonus gender pay gap:** The difference between the mean and median bonuses paid to employees, expressed as a percentage of men's bonuses, across the organisation.

# Key data

**Total no. of employees in Kaplan Pathways within our UK workforce: 1,138**

The gender pay gap data for Kaplan Pathways was collected on the snapshot date of 5 April 2025. At this time, there were 1138 staff within our UK workforce: 645 women (57%) and 493 men (43%).

Of these, 101 men and 174 women received bonus payments.



**Employee gender split**

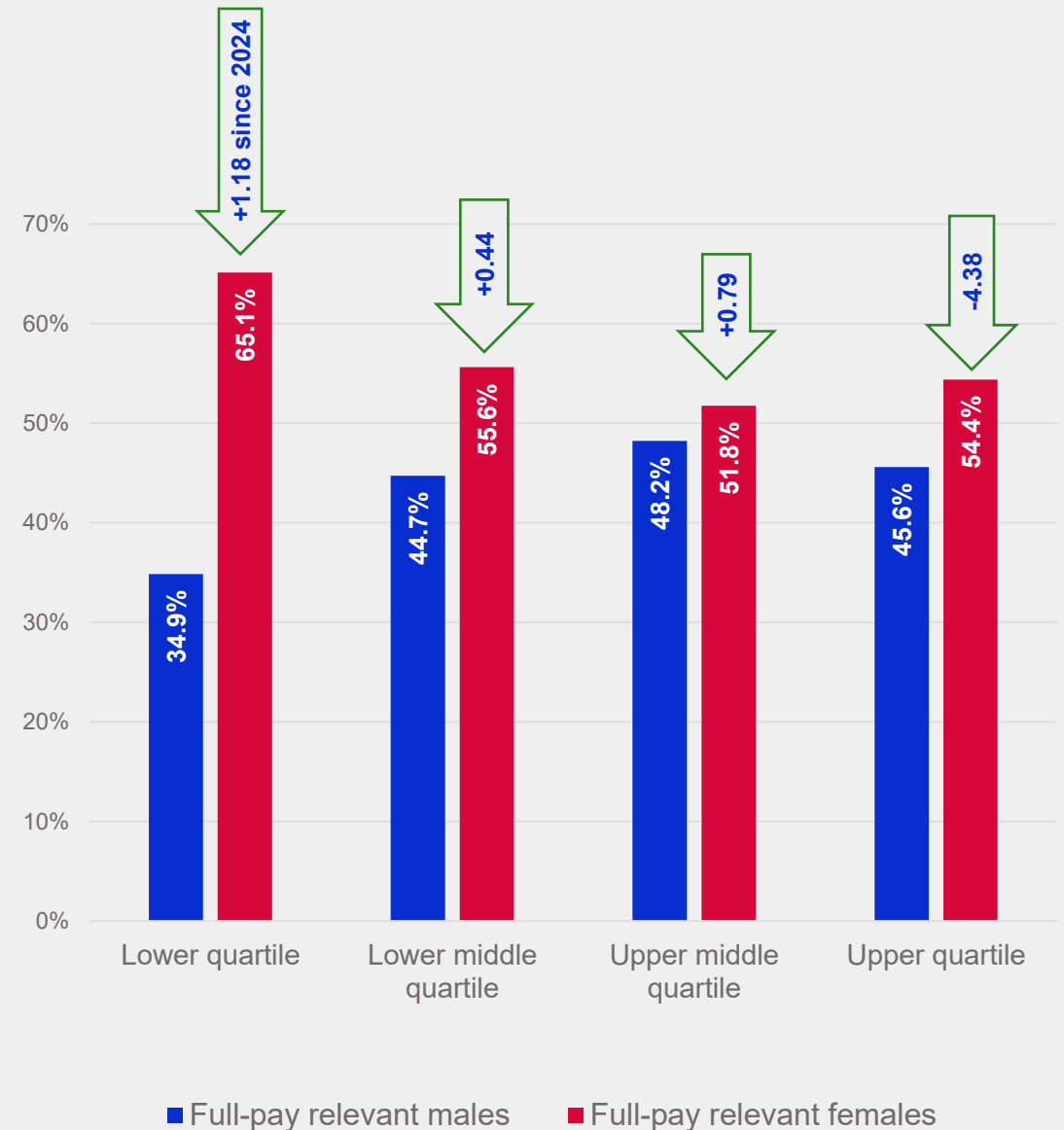
# Hourly pay quartiles

## Proportion of males and females by pay quartile

This chart shows gender distribution across the four hourly pay quartiles in Kaplan International Pathways UK workforce. To determine pay quartiles, we rank employees from highest to lowest hourly pay and split them into four equal groups.

Our data shows a largely balanced gender distribution, with more women than men across pay quartiles. There are more women in the lower and lower-middle quartiles, while the upper-middle quartile continues to show parity in gender representation. Women continue to make up more than half of the upper pay quartile despite a modest year-on-year decrease. This highlights that women remain well represented in higher-paid and senior roles.

Overall, the chart demonstrates sustained progress towards gender balance across senior pay levels, alongside the continued importance of supporting progression and internal mobility to maintain this position over time.



# Our gender pay gap

The mean gender pay gap, which reflects average hourly pay across the organisation, was 3.5% in April 2025, while the median gender pay gap was 2.3%. This increase is driven primarily by changes in workforce composition and working patterns across roles and pay levels, rather than differences in pay for the same or similar work. The relatively small median gap indicates that pay at the midpoint of the organisation remains broadly balanced, while the mean gap is more sensitive to role distribution, hours worked and concentration of senior leadership roles with responsibilities often extending beyond Kaplan Pathways.

The mean bonus gap has increased to 37.8%, reflecting the continued impact of a small number of higher-value bonus awards at senior levels. In contrast, the median bonus gap has reduced significantly to 15.8%, indicating a more even spread of bonus payments compared with the previous year.

Importantly, bonus participation has continued to increase for women. In April 2025, 26.4% of women received a bonus compared with 20.7% of men, with women representing the majority of bonus recipients. This suggests improved access to performance-related rewards.

Gender pay gap	April 2025	April 2024	April 2023	April 2022	April 2021
Mean	3.5%	2.3%	3.9%	5.1%	6.5%
Median	2.3%	0.2%	0.0%	0.4%	1.2%
<b>Bonus pay gap</b>					
Mean	37.8%	34.2%	26.1%	16.7%	20.6%
Median	15.8%	26.3%	11.2%	7.4%	6.3%
<b>% employees receiving bonus</b>					
Male	20.7%	19.7%	20.0%	19.3%	18.0%
Female	26.4%	22.8%	22.2%	18.7%	18.3%

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.

# Understanding the gender pay gap

Gender pay gap figures do not indicate unequal pay for the same or similar work. Instead, they reflect how roles, working patterns and levels of responsibility are distributed across an organisation, and how these structural factors shape outcomes for men and women. This data helps us identify where barriers may exist, where representation changes over time, and where sustained action is needed to support equitable access to opportunity.

Our gender pay gap is shaped by the overall structure of our workforce and the distribution of roles, working patterns and senior responsibilities across pay levels. While women are represented throughout the organisation, changes in the pay gap are influenced by shifts in workforce composition during the reporting period, particularly movement in senior roles.

These structural changes have contributed to a slight widening of the overall gender pay gap, reinforcing the importance of sustained focus on long-term talent planning, progression pathways and leadership pipelines.

Bonus outcomes continue to be influenced by the structure of senior roles, including colleagues who hold cross-Kaplan International positions with responsibilities extending beyond Kaplan Pathways. Among employees eligible for a bonus, a higher proportion of women than men received a bonus in the reporting period, indicating improved access to performance-related rewards.

We remain committed to building on this momentum, focusing our actions on the areas that most influence the gender pay gap and where targeted, sustained action can deliver the greatest impact over time.

By analysing our pay gap data alongside information on recruitment, retention, progression and leadership representation, we are better able to target our efforts on factors that have the greatest influence on long-term outcomes and to track progress meaningfully over time.

Compared with the UK median gender pay gap of 12.8%, as reported through the Annual Survey of Hours and Earnings (ASHE) published by the Office for National Statistics in April 2025, our median gender pay gap is notably lower, providing helpful context for understanding our results within the wider UK landscape.

# 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 Pathways.

- 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 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 want 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:

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. Expand the staff 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.

**Published April 2026**

**Contact us:** [hrqueries@kaplan.com](mailto:hrqueries@kaplan.com)

