

Tes Global's
2017 Gender
Pay Gap Report



As a business that firmly believes in fairness, equality and inclusion, we are committed to reducing our gender pay gap.

New efforts to improve corporate transparency include a requirement for UK companies with over 250 employees to report publically on their gender pay gap. Data shows that in this respect Tes Global, which employs over 600 people, performs as well - and sometimes better - than many similar sized companies in our industry. Nevertheless, we can and must do better.

Tes Global aims to attract and retain a passionate and diverse workforce that reflects the education community we serve. To support this, our approach to pay is gender neutral by design. Tes pays men and woman equally for equivalent roles. However, analysis shows that a substantial gender pay gap exists. This is due to a low proportion of women in senior roles and we are committed to understanding and solving this problem. Plans are being put in place to find a resolution and close the gap permanently

Mean and median gender pay gap

If all of Tes Global's employees were lined up in a female line and male line, in order of pay from the highest to the lowest, the median gender pay gap compares the pay of the female in the middle and the pay of the middle man. A gender pay gap exists as different jobs pay differently and the number of men and women doing those jobs varies. It is distinct from equal pay, which is the difference in pay between men and women doing similar jobs.

This table captures our overall mean and median gender pay gap based on hourly rates of pay on 5 April 2017.

The difference between men and women

	Mean	Median
Hourly fixed pay	24.70%	20.79%
Bonus paid	57.53%	73.93%

Pay quartiles

The table below shows the pay gap by groups of staff on similar salary levels, from the lowest to the highest paid. It also gives the proportion of men and women in each pay category.

Quartile band	Male	Female	Pay gap
Highest	61.76%	38.24%	14.38%
Upper Middle	54.95%	45.05%	2.99%
Lower Middle	46.02%	53.98%	4.49%
Lowest	34.95%	65.05%	1.29%

The disparity highlighted by these figures can be explained, to some extent, by the fact that before 2016 salaries were determined by a blanket, above inflation rate, resulting in higher salaries for long-serving employees, who were more often male.

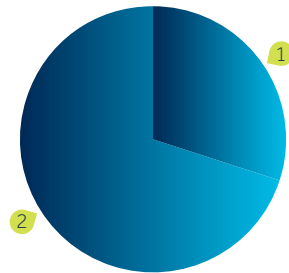
We are confident that today men and women are broadly paid equally for doing equivalent jobs across our business. We also believe that our total reward packages benchmark well against our competitors.

Bonus payments

Only a small number of men and women in commercial roles receive bonuses or commission as Tes Global has traditionally preferred to pay competitive base salaries, alongside good benefit packages.

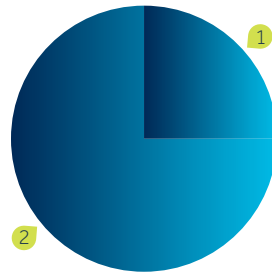
There was a 5% difference between the number of men and women being paid a bonus or commission for their performance in 2016.

Male receiving bonus



1 Bonus/Commission Paid	30%
2 No Bonus/Commission	70%

Female receiving bonus



1 Bonus/Commission Paid	25%
2 No Bonus/Commission	75%

The key reason for this disparity is that employees in senior positions are most likely to receive bonuses and we have less women than men in senior positions. This balance has improved over the last few years, but we still have some way to go.

Tackling gender imbalance at Tes

Statistics show that the UK gender pay gap not only persists, but is higher than the EU average. Tes Global is working hard to close its own gap by:

1. Attracting and developing more diverse talent

We are committed to encouraging more women to join the company and supporting their progression through the business. We'll also ensure that succession plans strike the right diversity balance.

2. Supporting our leaders to make inclusion a priority

A diversity brief for managers ensures that shortlists for jobs are gender-balanced. We are also making new investments in training and new management qualifications.

3. Ensuring the fairest and most equitable processes and ways of working

This autumn our commitment to equality will be demonstrated by the introduction of a new progressive approach to pay and reward. It will be influenced by a broader range of factors, differentiating on performance, and will ensure fair rewards for all employees.

Rob Grimshaw CEO, Tes
November 2017