



Gender pay gap report for Tes Global 2019

Tes recognises that diversity and inclusion in the workplace creates a culture that allows our employees to flourish, drives our mission and provides an unparalleled service to the education community.

We are committed to the fair treatment of all our employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). We maintain our commitment to, and focus on, enabling all employees to reach their full potential free from prejudice and discrimination.

We believe in the power of great teaching. We support and connect teachers and schools worldwide, helping them to improve children's lives through education.

The following report sets out our annual gender pay gap report for the snapshot date of 5 April 2019. The figures have been calculated using the standard methodologies required by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

/// *The culture at Tes is mature and forward thinking with each individual encouraged to express their views and share their experiences. I would describe it as highly inclusive with groups around the business focussed on critical social issues such as gender equality, the LGBT community and community volunteering. There is a strong sense that people can truly be themselves at work, which gives the company a vibrant, intelligent and inclusive nature. When coupled with flexible working conditions and a sense of unity of purpose from leadership, it's true to say that Tes have created a highly motivating place to work.*

**Richard Freedman,
general manager sales**

/// *Both the tools available and the culture facilitates remote working here at Tes. I manage a large, diverse team who work from various locations throughout the week. We have regular stand ups and status meetings using an array of remote systems. Our team is always in touch and communicating in order to keep our projects on track. The freedom and trust this remote working allows us is one of the great things about working here. It makes it easier to juggle work and family commitments whatever your gender.*

Stephanie Burke, head of resources

















Our results

Gender pay gap statistics:

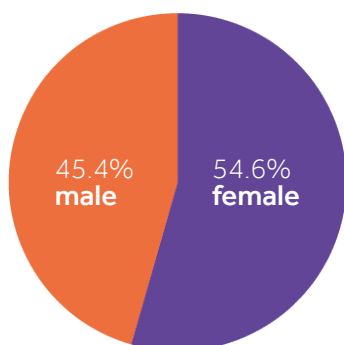
	2018	2019
Mean difference in hourly pay	28.69%	22.51%
Median difference in hourly pay	23.03%	17.24%
Mean difference in bonus pay	50.90%	78.37%
Median difference in bonus pay	89.36%*	52.27%
Proportion of males receiving a bonus	37.20%	33.90%
Proportion of females receiving a bonus	40.20%	43.20%

* Please note that last year the median bonus gender pay gap figure was incorrectly calculated including zero bonus awards and reported as 0%, this year we have rectified that and excluded zero awards. The figure for last year was 89.36% versus this year's 52.27%.

Proportion of males and females per quartile:

Quartile band	2018		2019	
	Male %	Female %	Male %	Female %
Lowest	32.71 	67.29 	37.76 	62.24 
Lower middle	47.17 	52.83 	39.18 	60.82 
Upper middle	49.06 	50.94 	45.36 	54.64 
Highest	65.42 	34.58 	59.18 	40.82 

This table shows the distribution of men and women when employees are divided into four equal quartiles based on the hourly rate of pay.



The overall composition of our workforce was 45.4% male and 54.6% female

Understanding our pay gap

We are confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather our gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract. We have more women in roles in Tes Institute, content and marketing, and more men in roles such as executive leadership, specialist engineering and IT, and 'head of' roles in editorial, resources and marketing.

Although a pay gap persists, we are proud to say that we have made progress in reducing our gender pay gap. The mean gap has reduced by 6.18% and median gap by 5.79%. Essentially this means that the gap between the average hourly rate of pay for men and for women in Tes is narrowing.

In comparison to last year we are pleased to see an increasing number of females in higher paying roles due to external recruitment and internal promotions. Although we would like to see more women in the highest quartile, we accept that this will be a longer-term change as we do not expect to add lots of senior leadership roles and we hope the current incumbents will be staying at Tes. A quicker route to improving our gender pay gap is, interestingly, to attract more men in lower paid roles in the lowest and lower middle quartiles, as this will also have a positive impact on our pay gap.

It is important to note that as we acquire and sell businesses this will have a significant impact on our gender pay gap and may make year-on-year comparisons difficult. For example, the sale of THE has helped improve our gender pay gap because the leadership team at THE was mostly male.

The number of women who received a bonus this year – which under GPG regulations includes bonus and commission payments – has increased. The median bonus gap has improved but the mean bonus gap has worsened. This is because of some one-off and high bonus payments to senior male leaders. As bonus payments and commission payments are paid as a percentage of salaries this means that women in lower quartiles receive less actual bonus payment (even if the bonus percentage is the same).

Actions to continue improving our gender pay gap

While Tes' mean gender pay gap (22.51%) is behind the UK economy (national mean gap is 17.3% for 2019*) we are pleased to say that we are making progress. In comparison to other organisations' pay gap reports (from 2018) such as Santander 31.4%, Academies Enterprise Trust 25.8%, Channel 4 23.3%, Ryanair 62.6%, Telegraph Media Group 28.5%, Salesforce UK 33.6%* and Amazon UK 25.8%** we are ahead and will continue our work to reduce the pay gap at Tes. You can visit gender-pay-gap.service.gov.uk to look at the gender pay gap for other organisations that you may be interested in.

“ Since joining Tes, I have been impressed by how the senior leadership team works. We are a group of senior leaders from throughout the business brought together regularly for business updates and a meaningful exchange of ideas. I feel that we are listened to and that our feedback helps inform decisions throughout the business. This open forum is appreciated by everyone, as not that many companies get this right. The senior leadership level at Tes is heavily weighted by women, which is an encouraging sign for the future leadership team at Tes.

Jo Winfield, legal counsel

Narrowing the gender pay gap is a long-term commitment and we know that it will take time for the work we are undertaking to narrow the gap. But we are committed to continuing the work we have started and to add further initiatives, not only to reduce the gender pay gap but to create a diverse and inclusive environment for all our employees.

We will continue reporting annually on the gender pay gap and review the work we are doing to continue making improvements.

* ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2019

** 2018 reported gender pay gap data

The actions that we are taking to improve the gender pay gap further include:

- Extending the management excellence programme, ensuring that all managers both male and female have the right skills to progress into more senior management vacancies
- Training managers on diversity and inclusion
- Continuing to include a gender pay calculation to the pay review spreadsheets for each department so decision makers are aware of the impact of pay review decisions on the gender pay gap
- Capturing and reporting statistics in areas such as recruitment, promotions and family leave to see if there are any significant trends or potential for unconscious bias
- Implementing 'One Tes way of hiring' training for all managers to continue to ensure fair recruitment practices and to address unconscious bias
- Developing and publicising potential career roadmaps so that all employees are more aware of career development opportunities
- Requiring recruitment agencies to provide gender balanced shortlists for senior roles and to pay a premium for the successful placement of female candidates in under-represented roles
- Implementing an HR review of all salary offers and promotional increases to mitigate any unconscious gender bias
- Continuing to review and evolve bonus and commission schemes to ensure that they are rewarding the right behaviours

“ Anyone with direct reports whatever their level went through the management excellence programme this year. It was a great way to ensure that everyone across the company gained the right skills to progress. The programme also allowed us to examine ourselves as managers and challenge any conscious or unconscious behaviours we might have had towards different members of our team.

Hal Kimber,
head of brand and train marketing

“ Tes has pursued an active policy of gender balanced shortlists for senior roles for a while now and it is really beginning to pay off. We have been able to recruit many more senior women into our middle and top level management over the last year. The future for our senior roles pipeline is looking really strong.

Bradley Rodger, recruitment manager

“ I recently went through the 'One Tes way of hiring' training programme and it was a real eye-opener. I have never worked somewhere that has given training on this and it shows the importance of fair recruitment and stamping out unconscious bias here at Tes. Everyone that did the training will definitely benefit from an increased awareness of unconscious bias and will have the confidence to call it out if we see it anywhere in the business.

Channell Fusco, general manager sales

We appreciate that the gender pay gap is a complex area and we have tried to be transparent about our challenges and the positive steps that we are taking to narrow the gap over the coming years. We'd like to thank all our staff for their continued efforts in supporting all the actions outlined in this report and for making Tes a diverse and inclusive workplace.

I, Andrea Preston, human resources director, confirm that the information in this statement is accurate.

Signed:



Andrea Preston, 21 February 2020