



Gender pay report for Tes Global 2018

Tes Global is a business that believes in fairness and recognises the value that a diverse team brings. We are committed to promoting an inclusive culture where everyone can flourish regardless of gender, ethnicity, disability, sexual orientation, religion, belief or age. We are focused on enabling all employees to reach their full potential free from prejudice and discrimination.

We are proud of every employees' contribution to support the education community that we work in and the service we provide, putting our mission at the heart of everything we do.

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.

We are confident that women and men across our business are paid equally for comparable work and we review this annually, making adjustments where required, to ensure equitable pay for all our employees.

However, the UK gender pay reporting requirements are not about equal pay; they are a measurement of the representation of females in the workforce and the average pay of all women versus all men at Tes in the UK. This gender pay report for Tes Global for 2018 has been prepared in line with the UK Government's methodology, and the findings reflect what we already know: that there are fewer women than men in the most senior roles.

This year has been one of significant change for Tes, opening a new site in Sheffield and broadening our footprint in the UK. Unfortunately, this has also resulted in a gender gap increase in the profile of our senior team. However, we have continued the work we set out in our 2017 report to close the gap, and are determined to continue to retain and promote our female employees and to tackle the gender imbalance.

Kathleen Jones, HR director. "We know the challenge we face and have a burning ambition to help women accelerate their careers within Tes and attract more great senior women to join us. We are striving to further our flexible, creative and rewarding environment that attracts diverse talent and creates a working environment where our family friendly practices make us the most attractive employer in the sector. Fair talent progression processes are all under scrutiny to ensure sustainable change."

The following report sets out our results for 2018 and our ongoing commitment to reducing our gender pay gap and increasing our representation of women at Tes.

Signed: Rob Grimshaw

December 2018

Our results

Hourly rate of pay:

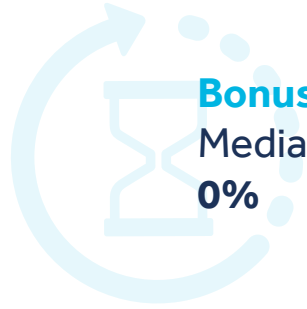
Median
23.03%

Mean
28.69%

Bonus pay:









Median
0%

Mean
50.90%



The mean figures show the difference in the average hourly pay and bonus pay of women compared to men. The median figure reflects the percentage difference in pay between the middle person in a ranking of highest to lowest paid women and men respectively. The calculations above include all elements of pay as defined in the regulations.

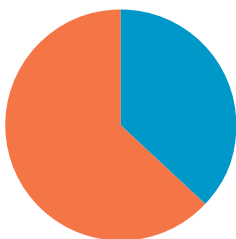
Pay quartiles: The pay quartiles show the proportion of men and women across Tes in four equally sized employee groups arranged by levels of pay.

Quartiles	Male %	Female %	Pay Gap %
Upper	65.42 	34.58 	19.8
Upper middle	49.06 	50.94 	-0.9
Lower middle	47.17 	52.83 	3.1
Lower	32.71 	67.29 	0.4

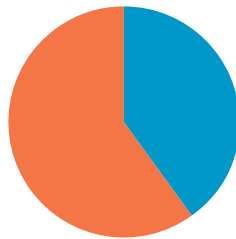
Bonus pay:

The charts below show the proportion of males and females receiving a bonus across Tes.

Bonus incorporates all forms of variable pay including commission.



Male receiving a bonus **37.2%**



Female receiving a bonus **40.2%**

Understanding our pay gap

As with many organisations, the mean hourly rate of pay and bonus pay figures are not reflective of men being paid more than women, but are affected by the number of men in our most senior positions and in specialised roles that attract a higher salary. Tes' gender split in April 2018 was fairly even with our workforce made up of 51.4% women and 48.6% male.

However, we can see that although there is a proportionate number of men and women in our organisation and there are a higher number of women in three quartiles; the upper quartile has more males than females. We are positive that with more females than males in the three other quartiles we are developing our future female senior leaders.

With 30.8% more men in the highest quartile this explains the differential in the mean hourly rate of pay and bonus pay.

Our data also shows that the company has increased the number of individuals who are paid an element of variable pay (bonus or commission) since our 2017 report and more women than men are now eligible for an element of variable pay. However, the mean bonus pay is 50.9% lower for women as again there are more men in highly paid senior or specialised positions who are eligible for a bonus or commission. The median difference between women and men eligible for variable pay is 0%.

Tes recognises that it has more to do to tackle gender imbalance and reduce the gender pay gap. This is an ongoing journey that we are committed to and have already taken steps to progress. Below is more about the range of ways we are aiming to close the gap.

Closing the gap

Tes Global are committed to narrowing the gender pay gap and, while this is a long term effort, we have been introducing a range of programmes to encourage women into the upper quartile roles to help address the imbalance within our top executive and leadership roles. We are committed to encouraging a positive, supportive and collaborative culture that is enjoyable for all employees.

Tes recruitment

We have had a significant year as a business opening our new offices in Sheffield and we have been thrilled to hire a great many talented women into positions there – recruiting 18% more women than men.

When recruiting new executive roles we have ensured that our recruitment panel are gender diverse and have requested balanced shortlists of candidates for each role. But, we also strongly believe in hiring the right candidate for the role irrespective of gender or any other characteristics. This has meant that although we have not increased the number of female employees in our most senior roles, we are confident that we are putting in place the right recruitment practices across the business.

There is still a great deal of work to do, especially in the recruitment and retention of women into the upper quartile leadership roles – a problem that exists in many industries within the UK. We will continue to enhance our approach to recruitment by rolling out unconscious bias and diversity training for all our managers and we are exploring the option of working closely with agencies who specifically target women for employment.

Maria Opuni, director of customer success. “By the time I met some of the Tes executive team, I was over 20 years into my career as an operations director. I had worked across various sectors namely banking and financial services, outsourcing, healthcare and retail. I was at the stage of my career when my purpose was about much more than the job itself, I have proven myself and succeeded in all my roles.

Organisations that embrace flair and initiative and allow their employees, at whatever level, to bring themselves wholly to the role, for me perform better. Fact. I instinctively knew this would be the case at Tes due to the openness and engagement of the recruitment process, and that right from the beginning, my opinions and experiences were sought out. Having true freedom to operate in an organisation, for me, makes the difference between being great in the job or becoming outstanding. I thrive on challenge and engaging a workforce to be in control of their performance and be their 'best self' at work. Since I arrived in Tes, my instincts have proven to be right. I have been able to shape, direct and engage every single day. I have had full support and accountability of my critical area of the organisation and the journey is already moving at pace. The change we, as a wider team, have been able to create in such a short time is testament of Tes providing the right environment to deliver and for us to be the best. And for me, that's what it's all about. Creating the 'great' in all things we undertake. And that more than anything else, is making our culture great for all our customers and everyone who works at Tes.”

Tes WOW

As part of our multi-site operation in the UK, we have launched the Tes Ways of Working. Tes WOW offers flexibility around work location and hours enabling employees to complete their contracted hours in a way that supports their personal commitments, wherever possible. This is encouraging a better work life balance and, importantly, attracting talented individuals to the company who may not have considered joining us before.

We aspire to make workplace flexibility a reality for all our employees wherever we can. We aim to create a working environment that fits around employees' needs and preferences, benefitting employees and helping our business to thrive.

Steph Walker, head of talent. "This year we have been at the forefront of promoting a way of working which fosters a more positive, open and collaborative culture enabling us to attract great talent into our business. It is critical that we focus on growing our talent through a range of formal and informal activities, and supporting our leadership team to lead in a way which develops both themselves and truly diverse world class talent."

Tes WIT

We have set up a Women in Tes (WIT) networking group designed to create a learning hub across Tes for women to share their challenges and successes. Internal and external speakers have been lined up with women get priority attendance but all of our talented employees have the option to join in. We will also be supplementing the WIT group with leadership development across Tes as we recognise that we have talented women in our workforce that we need to acknowledge and support as they grow within the company.

Alex Doyle, international marketing manager. "The purpose of WIT is to empower the female community. We want all women to feel that they are capable of doing and being great and to ensure that they have the tools they need to achieve success. To spark this mission we are hosting a series of talks from influential women around the world that will tell their relatable stories and answer any questions about overcoming barriers."

Tes development and succession planning

Alongside the new leadership development programme, we are also introducing mentoring and coaching to support everyone, including women, to achieve their full potential within the business.

This year, we have rolled out a new approach to succession planning to identify our future leaders, and we will be devising specific plans to develop skills and opportunities and identify and retain our talented female employees.

Funmi Alassin, product director. "I joined Tes in 2016 because I wanted to work on a meaningful product, I needed a good challenge and an opportunity to develop my career. My time at Tes has been nothing short of this. I joined the business as a senior product manager, then became a principal product manager, and I am currently a product director. Each of these roles have been a combination of challenging and rewarding, and as my career at Tes has evolved, I have consistently had the support of my colleagues and senior management."