



Gender Pay Gap Report

for Tes Global

2020



Gender Pay Gap Report for Tes Global 2020

Tes is committed to maintaining and continuing to build a diverse and inclusive environment.

The following report sets out our annual gender pay gap report for the snapshot date of 5 April 2020. The figures have been calculated using the standard methodologies required by the Equality Act 2010 (Gender Pay Information) Regulations 2017.

We're confident that our gender pay gap doesn't stem from paying men and women differently for the same or equivalent work. Rather it's the result of the roles in which men and women work within the organisation and the salaries that these roles attract.

Our results Narrowing the gender pay gap

We're pleased to see that again we've made good progress in narrowing our gender pay gap in 2020 which means that the gap between the hourly rate of pay for men and women is getting smaller.

The mean and median difference in men and women's hourly pay has reduced by 6% and 5%, this is a great improvement.

The **gender pay gap** is the difference in average (mean or median) pay between the men and women in our workforce.

The **mean hourly rate of pay** is calculated by adding the hourly pay rate for all employees then dividing by the number of employees. The mean gender pay gap is the difference between the mean male hourly rate of pay and mean female hourly rate of pay.

The **median hourly rate of pay** is calculated by taking the middle employee hourly rate of pay when all employees are ranked in order from highest to lowest paid. The median gender pay gap is the difference between the middle paid man and the middle paid woman.

	5 April 2019	5 April 2020	5 April 2020 (people on furlough included)
Mean difference in hourly pay	22.51%	15.66%	18.33%
Median difference in hourly pay	17.24%	12.14%	16.53%
Mean difference in bonus pay	78.37%	85.5%	
Median difference in bonus pay	52.27%	61.7%	
Proportion of males receiving a bonus	33.9%	25.37%	
Proportion of females receiving a bonus	43.2%	23.1%	

Table one: gender pay gap statistics



The mean difference in hourly pay has gone down from 22.41% to 15.66% and the median difference in hourly pay has gone down from 17.24% to just 12.14%

The Diversity Forum is an important part of Tes culture. As members, we are not experts in diversity and inclusion but share a commitment to learning and taking positive action. We meet regularly with the purpose to collect and review diversity data, identify and change any procedures that inadvertently disadvantage any group(s), listen to and support affinity groups, and support a diverse and inclusive culture.

Josh Uddim
Infrastructure manager

The impact of bonus and commission payments on the gender pay gap

The difference in bonus pay between men and women has unfortunately increased in the 12-month period prior to April 2020, and a slightly higher percentage of men received bonuses than women (compared to a higher percentage of women receiving bonuses in 2019). There are a few reasons for this.

The proportion of both men and women receiving a bonus was reduced due to the overall group target not being met. The bonuses that were paid were one-off payments made in association with the change of business ownership to a small group rather than across the business.

Bonus and commission payments are often paid as a percentage of salaries which means that employees in lower quartiles receive less actual bonus payment, even if the bonus percentage is the same. As we still have more women in the lower quartiles than men (see table two) this means women receive less bonus pay.

Our statistics are also worsened because we rewarded some lower paid female employees with £100 thank you payments. Although we could stop making these payments to improve our gender pay gap analysis, we don't think this is ethical and believe that it's more important to recognise the contribution of talented and hardworking colleagues regardless of their salary level.

By giving some lower paid female employees £100 thank you payments our statistics are worsened, but we believe that it's important to recognise the contribution of talented colleagues regardless of their salary level



The impact of Covid-19 on the gender pay gap

Furloughing employees in April affected the gender pay calculations as more women in lower paid roles took furlough as the salary cap for reimbursements was £2,500 under the job retention scheme and because the burden of childcare impacted women more. Higher paid employees were impacted by a voluntary salary reduction in May which was not captured in the gender pay calculations. Government guidance requires that people on leave due to furlough are removed from the calculation of mean hourly pay, median hourly pay and pay quartiles – this makes our statistics look slightly better than they are.

The time and resources invested in personal development, shared learning and mentoring at Tes are exemplary. Those looking for mentor support are able to raise their individual requirements and goals, whilst mentors are able to offer their unique support and experiences. A sophisticated matching process ensures a great working partnership is made, goals and working styles are aligned. A mentoring framework is available and a flexible style which suits both parties can be adopted. It is a great programme which I have truly benefitted from and continue to see great value in.

Jessica Clark
Education consultant

At Tes we were given the option to take voluntary furlough when the coronavirus pandemic hit in Spring 2020, with 90% of our usual wage. With two children at home needing support with home schooling this was a really useful option for me, and I volunteered. This really helped my family to adjust to the home school routine while allowing me to still earn enough money to pay the bills.

Sally Briggs
Copywriter

Balancing the distribution of employees across the quartiles

The overall composition of our workforce on 5 April 2020 was 45.4% male and 54.6% female which is unchanged from the previous year.

Good progress had been made in attracting more men into lower quartile roles. 45.3% of the workforce in the lowest quartile are now male – up from 37.76%. Equally, we're pleased to see that the percentage of women in the highest quartile has increased from 40.82% to 45.3% of the workforce.

By addressing this imbalance and working to ensure that each quartile more closely reflects the overall distribution of male and female in our workforce we can continue to narrow the gender pay gap.

The **quartile bands** are calculated by dividing the workforce into four equally sized groups according to hourly rate of pay. The lowest quartile are the lowest paid 25% of employees and the highest quartile are the highest paid 25% of employees.

Quartile band	5 April 2019		5 April 2020		5 April 2020 (people on furlough included)	
	Male	Female	Male	Female	Male	Female
Lowest	37.76%	62.24%	45.3%	54.7%	43.2%	56.8%
Lower middle	39.18%	60.82%	47.3%	52.7%	37.8%	62.2%
Upper middle	45.36%	54.64%	51.4%	48.6%	47.3%	52.7%
Highest	59.18%	40.82%	54.7%	45.3%	53.2%	46.8%

Table two: proportion of males and females per quartile based on hourly rates of pay



Good progress has been made in attracting more men into lower quartile roles and more women into higher quartile roles

I'm really pleased to see what's been achieved over the last 12 months. We've surprised agency suppliers with our willingness to pay more for diverse candidates, which shows that we're pioneering in this approach. I don't want us to take our foot off the gas though, we'll be implementing measures to closely track the diversity of candidates whether successful or not and we'll be processing all job adverts through software to ensure neutrality in our language and encourage diversity in applications.

Andy Cooke
Recruitment manager



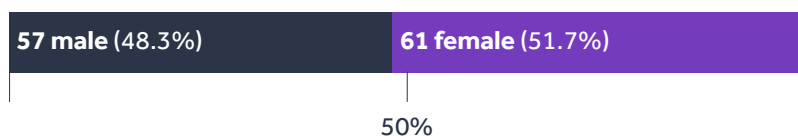
The impact of recruitment and promotion on the gender pay gap

I'm pleased to report that our approach to recruitment and promotion is continuing to have a positive impact on the gender pay gap.

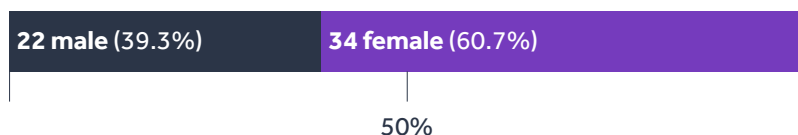
From 4 April 2019 to 5 April 2020 we hired 118 new employees. Of these 48.3% were male and 51.7% were female. In the same period there were 56 promotions, of which 39.3% were male and 60.7% female.

4 April 2019 to 5 April 2020

Recruitment: 118



Promotions: 56

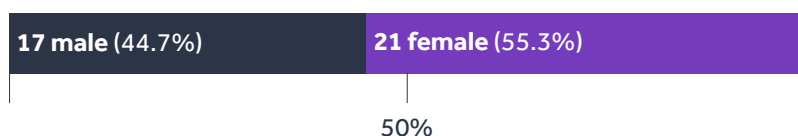


From 4 April 2019 to 5 April 2020, 60.7% of employees who were promoted were women

From the start of our financial year in September 2020 until 10 March 2021 we further increased the percentage of female hires, with 55.3% of the 38 employees recruited being female and 44.7% male. Nine of these female hires were into management or leadership roles.

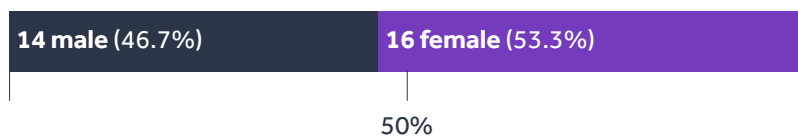
September 2020 to 10 March 2021

Recruitment: 38



From September 2020 to 10 March 2021 we hired nine women into management or leadership roles

Promotions: 30



Trend data

Last year Tes was part of a small group of organisations that voluntarily chose to report its gender pay gap data when the government withdrew the statutory obligation in response to the Covid-19 pandemic. This means that we have very little trend data to compare as currently less than half of organisations have reported their data for 5 April 2020 and even less for 5 April 2019.

XpertHR has some data on average mean pay gaps in the following sectors: financial services 27.1%, information and communication 18.2%, public education 16.2% and professional services 14.1%. Tes' mean gap is 15.7% (18.3% with people on furlough leave included) which compares favourably.

Please use the following link to look at the gender pay gap for other organisations that you may be interested in gender-pay-gap.service.gov.uk

Actions to continue to narrow our gender pay gap

Narrowing the gender pay gap is a long-term commitment and we know that it will take time for the work we're undertaking to narrow the gap further. But we're committed to continuing this and to adding further initiatives to not only reduce the gender pay gap but to create a diverse and inclusive environment for all our employees. We'll continue to report annually on the gender pay gap and to review the work we're doing to keep making improvements. Actions we're already taking include:

- Launched an innovative development programme for under-represented leaders
- Established a Diversity Forum to
 - Collect and review diversity data
 - Identify and change any policies/procedures that inadvertently disadvantage any group(s)
 - Listen to and support affinity groups
 - Promote allyship
 - Support a diverse and inclusive culture
- Review attrition statistics every quarter to identify any trends connected to diversity
- Provided training on anti-racist allies
- Launched a mentoring programme
- Regularly reviewed, benchmarked and corrected pay gaps where appropriate
- Rolled-out the Ezra leadership coaching programme
- Provided more Management Excellence training for current and emerging leaders to ensure that all managers, both male and female, have the right skills to progress into more senior management vacancies
- Increased the focus on diversity and inclusion in management training
- Implemented 'One Tes way of hiring' training for all managers to continue to ensure fair recruitment practices and to address unconscious bias
- Paid a 5% premium to recruitment agencies and internal referrers who help us hire a candidate who is currently under-represented in that team
- HR review all salary offers and promotional increases to mitigate any unconscious gender bias

A I really enjoyed completing the Under-Represented Leaders course, it was really thought-provoking. The workshop helped me to strip down my values and identify the two core values I hold dear, whilst also identifying ways to remove barriers to brave leadership to ensure that I am the best leader I can be. I believe Tes offering this workshop will enhance the productivity culture and hopefully help to boost diversity in leadership, ensuring that we celebrate differences, identify, and live by our core values so that we can strive to meet them in our personal and professional lives and be great leaders.

Lina Adade
Enrolment advisor

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 we are taking to narrow the gap over the coming years. Thank you for supporting these actions and for making Tes a diverse and inclusive workplace.

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



Andrea Preston, March 2021



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