



Kaplan Gender Pay Gap Statement

2024

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Gender pay gap is different from equal pay. Equal pay means employees are paid the same amount for doing the same job regardless of gender. Our gender pay gap reflects the differences in average pay between all males and females, without taking into account roles, responsibilities and seniority. Having a gender pay gap means that on average, women earn less than men.

At Kaplan, we acknowledge that our average total remuneration gender pay gap currently stands at 21.5%, which is comparable to the Australian average for gender pay gap. While we take pride in achieving pay equity for like-for-like roles, particularly in our academic positions which is core to our business, it is evident that there is still work to be done in reducing the gender pay gap across other areas of our business.

There are a number of complex factors that influence our gender pay gap within the Kaplan group. These include the tendency for certain types of work and roles to be dominated by one gender, flexibility (or the lack of it) in certain roles and social and societal factors.

Our analysis reveals that some of our gender pay gap persists in non-managerial roles. There are significantly more women than men in administration and services roles. These roles are within our lower pay quartile, and therefore the gender imbalance affects our gender pay gap considerably. We recognise the importance of addressing this issue and will undertake targeted initiatives to promote pay equity within these job categories. In addition, our gender balance is not consistent across all the four quartiles. Women tend to be underrepresented in the top highest-paying quartile.

Whilst we have work to do in closing our gender pay gap, we are proud of our employee engagement survey which shows that we have a strong engaged female workforce at 89.3% and last year Kaplan was proud to be recognised by the Diversity Council of Australia as an Inclusive Employer for 2023 and 2024.

Looking ahead, we are taking proactive steps to close the gender pay gap. We recognise the challenges in attracting talented women at all levels and will partner with specialised recruitment agencies to tap into diverse talent pools. Our recruitment process will prioritise creating balanced shortlists for all positions, with a particular emphasis on senior roles and those traditionally dominated by a specific gender, to enhance female representation.

Furthermore, we are integrating gender balance into our succession planning process, acknowledging the importance of diverse representation at every level of our organisation. Regular gender data reporting has been implemented to track progress and inform our ongoing efforts to foster a more diverse and inclusive workplace.

Kaplan is dedicated to tackling the gender pay gap head-on and fostering an inclusive culture where all employees are compensated fairly. By addressing the identified areas of concern, promoting gender diversity in leadership, monitoring progress, and advocating for change, we are committed to creating a workplace that provides equal opportunities and rewards based on merit, regardless of gender.