



COGNITA

“The quality of an education system cannot exceed the quality of its teachers.”



Our gender pay gap report 2024

Cognita Schools is a worldwide schools system with more than 100 schools across 17 countries. Cognita constantly pushes to provide the best education for the young minds we are privileged to mould, and the enabling environment for our people to be the best they can.

Our organisation and sector is people intensive, and our success is rooted in our people first and foremost.

We are proud to have a large percentage of women in our work-force and are committed to driving an equal distribution of females to males within our senior management roles. The Gender Pay Gap helps us to identify that women remain underrepresented in senior management roles in the UK organization.

Last year we set out several commitments to help us eradicate the pay gap in the long-term including:

- Focusing on the proportion of women in Senior Leadership roles.
- Investing in our workplace culture by embedding of four cultural mindsets; We Go Together, We Believe We Can, We Stay Ahead, We Share A Growth Mindset.
- Embedding our Diversity, Equity and Inclusion Strategy.

We have made good progress on last year's goals with the ELT with a 50/50 split, Cultural Mindsets embedding and our DE&I Strategy in year 1 of action. However, our hourly pay GPG and our bonus pay GPG have increased slightly; driven by a small increase in the number of women in our lower paid quartile and a small increase in the number of men in our upper quartile.

This year will focus on:

- Expand the focus on the gender split from our ELT to our upper pay quartile and for the upper quartile, target a gender split that aligns more with our overall gender demographics, organizationally and the wider sector, 37/63 in favour of women.
- Conduct deeper analysis of the gender pay gap data for the education sector so we can see how we compare to similar organisations and improve our data gathering at all points of the employee lifecycle. This analysis will help us to shape our future DE&I strategy, targets and initiatives.
- Develop clear pay principles and processes to enable greater clarity and transparency around pay.
- Provide line managers with the tools to make robust, consistent and fair pay decisions.

We must continue to be deliberate and consistent in our commitments to see the long term change we are aiming for; we are not complacent and will remain focused.

We are passionate about Cognita and its power to make our world a more inclusive place to be.



Emily Lofting-Kisakye, Chief People Officer, Europe & USA

What exactly is the gender pay gap?

The gender pay gap is an equality measure that shows the difference in average earnings between women and men. Legislation requires that all UK employers with 250 or more employees to publish their data.

Basically, the gender pay gap is the difference between the average pay that men and women receive. It is a measurement of the average hourly pay of women in an organisation compared to the average hourly pay of men and is expressed as a percentage of the average hourly pay of men.

Gender Pay is different to Equal Pay

Gender Pay gap reporting measures the difference between the average male and female pay rates in an organisation, irrespective of role or seniority.

Equal Pay is the legal requirement for men and women to be paid the same for performing similar work. Many companies in the UK that are compliant with Equal Pay legislation may still have a Gender Pay Gap.

What is actually measured?

1. The gender pay gap

The difference between the mean & median hourly rate of pay of male and female employees. These calculations are based broadly on 'normal salary', but they also include any bonuses paid in the month of April.

2. The gender bonus gap

The regulations also require similar data based only on bonuses paid over the full tax year. Again, this includes the difference between the mean & median bonus pay paid to male and female employees.

3. Proportion that received a bonus

In addition to identifying the value of bonuses, employers must show the proportion of men and women who receive bonuses during the tax year.

4. Number of men and women in each pay quartile

Finally, employers must publish the percentage of male and female employees falling into four pay quartiles; lower, lower middle, upper middle and upper quartiles, when employees are ranked from lowest to highest paid.

Our 2024 gender pay gap results

On the snapshot date of 5th April 2024, Cognita had one legal entity operating at 40 schools and locations in the UK.

DIFFERENCE IN HOURLY PAY BETWEEN MEN AND WOMEN	
Difference in mean pay	Difference in median pay
12.6%	9.9%
Difference in mean bonus pay	Difference in median bonus pay
61%	14%

PROPORTION OF MEN AND WOMEN WHO RECEIVED A BONUS	
Men	Women
3.4%	1.7%

PROPORTION OF MEN AND WOMEN IN FOUR EVENLY SIZED QUARTERS WHEN RANKED FROM HIGHEST TO LOWEST HOURLY PAY		
Quartile	Female	Male
Upper	69%	31%
Upper Middle	79%	21%
Lower Middle	77%	23%
Lower	83%	17%
Overall	76.8%	23.2%

Statutory Declaration

I confirm that the information and data reported are accurate and in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Emily Lofting-Kisakye, Chief People Officer, Europe & USA



Understanding Our Results

Our gender pay gap is broadly similar to last year, noting the normal year-to-year variance.

The fundamental nature of our gender pay gap is **driven by the same 2 factors:**

- Women account for 76.8% of our workforce, so statistically, changes in the pay of males have a greater relative impact on the gender pay gap, because males make up a smaller portion of the total population. Conversely, changes in female pay have a smaller relative impact because females are the majority. For example, a senior man in the Executive affects the average male pay more than a senior woman in the Executive affects the female average pay.
- Men are proportionally better represented than women at the highest paying quartile. In the upper quartile men have an 8% over-representation compared to the total amount of males. There are proportionally more women in the lowest paid quartile of the organisation, with a 4% over representation compared to the total amount of females.

- Our bonus gap has increased since last year, partly attributable to the lower proportion of the workforce (both male and female) receiving a bonus in 2024 than in 2023 (where a one-off cost of living bonus was payable to some eligible employees). Our bonus gap remains higher than the national average; this gap is driven by the gender split in our bonus-eligible roles, and as such we remain focused on our first commitment to focus on the proportion of women in bonus-eligible roles.

We also regularly review our bonus schemes to ensure that that no bias can factor when deciding bonus payments.



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