



Gender & Ethnicity Pay Gap Report

18-19

Introduction



As a social value based organisation, we are passionate about being able to lead by example when it comes to diversity and inclusion. We understand how it can boost innovation, creativity and performance, making a better organisation to work with and for.

At the Growth Company (GC) we value, and respect inclusivity and we are committed to reflecting through our workforce the equality and diversity of the clients and communities we work with. This includes addressing gender inequality and supporting women in the workplace.

A key area of focus is equality of pay. In line with the Gender Pay Regulations, we published our first gender pay report in 2018 (relating to pay data from April 2017), which showed the difference in the average pay of men and women. The gender pay gap at this point was 5%. Analysing and reporting the pay gap has given us knowledge of the pay discrepancies existing between men and women within GC and how this compares to disparities in pay within other UK organisations. Although our pay gap was smaller than the UK average, we recognised that there were actions we could take to reduce the gap further, and undertaking the reporting allowed us to gain a deeper understanding of the factors contributing to the imbalance of pay between men and women, as well as identifying the actions that would support further improvements.

Actions taken to date have included introducing greater flexibility for employees around the hours they work, as well as a review of the On Target Earnings (OTE) scheme within GC Employment, which resulted in the scheme changing from an individual based scheme, to a team based approach. This aims to provide greater opportunities for women (who predominantly sit in the lower level roles, which historically did not offer the opportunity to earn commission), to earn the same commission as men.

Another action was to be more open and transparent about pay across the whole of the GC, rather than reporting only on the area of the Group with more than 250 employees (this being Education and Skills and Employment, legal entity Skills and Work Solutions Limited). Whilst this remains the only area of GC we need to report on by April 2019, we have broadened this

review to incorporate analysis of the gender pay gap within each of the business areas; the overall gender pay gap for the group; and across the ethnicity pay gap of our employees.

The company takes very seriously its equality, diversity and inclusion, and is always developing new ways to encourage people to be part of our workforce. We want people to recognise GC as a great place to work - irrespective of gender or ethnicity (or any other protected characteristic) - but we know that there are some issues we need to address, and that these may take some time. The company has embarked on a transformational journey to make sure that we can continue to create an inclusive culture and where 'doing the right thing' for our workforce is very high on our agenda.

Our results - Gender Pay and Bonus

Whilst we have analysed all business areas within GC, the information below shows that of;

- GC Education and Skills/ GC Employment (Skills and Work Solutions Limited), the only area we are required to publish the gender pay gap for in line with the regulations
- All Group data
- The pay gaps for the other business areas can be found in the appendix attachments.

The data shows the mean and median pay and bonus* gap; the proportion of males and females receiving a bonus* and the percentage of males and females in each quartile band.

*Please note the bonus figure is largely based on commission payments/ On Target Earnings (OTE)

Gender Pay Analysis Per Business Area	GC Education & Skills/ GC Employment		Growth Company as a whole	
	Mean Average	Median Middle	Mean Average	Median Middle
Differences between men and women				
Gender Pay Gap	4.7%	4.1%	11.6%	10.5%
Gender Bonus Gap	1.7%	20%	10.6%	24.7%

GC Education & Skills/GC Employment

Growth Company as a whole

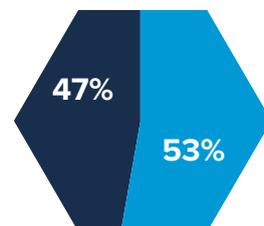
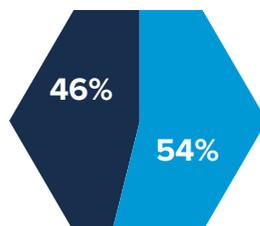
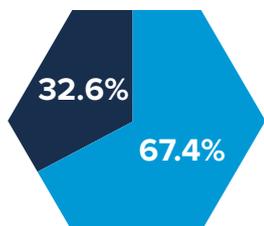
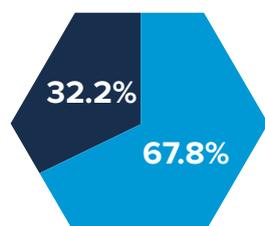
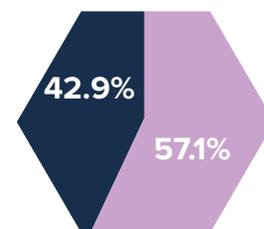
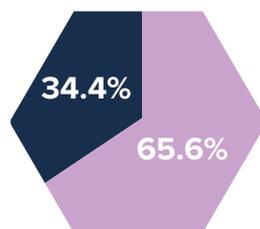
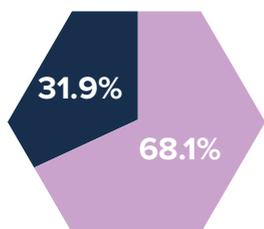
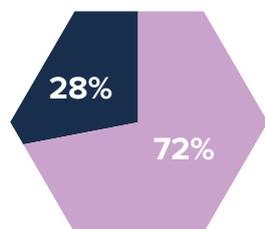


Lower Quartile

Lower Middle Quartile

Upper Middle Quartile

Upper Quartile



Female Percentage - GC Education & Skills

Female Percentage - Growth Company

Male Percentage

Our results - Ethnicity Pay and Bonus

This section shows the ethnicity pay gap for the same business areas as the gender information. Information relating to other business areas within GC can be found in the appendix.

Ethnicity Pay Analysis Per Business Area	GC Education & Skills/ GC Employment		Growth Company as a whole	
	Mean Average	Median Middle	Mean Average	Median Middle
Difference between White/BAME				
Pay Gap	8.9%	3.6%	12.5%	7.3%
Bonus Gap	-3.8%	-6.7%	-1%	-14.3%

GC Education & Skills/GC Employment

Growth Company as a whole

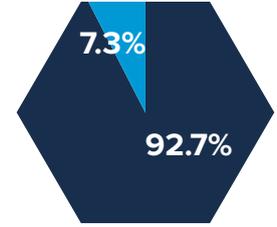
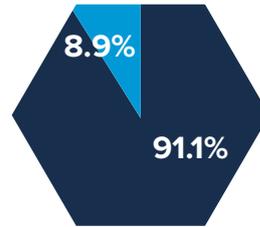
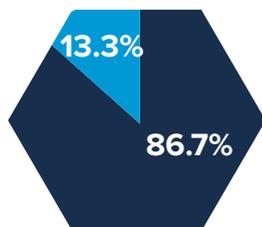
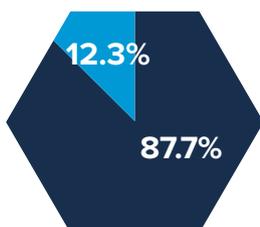
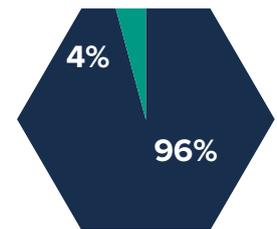
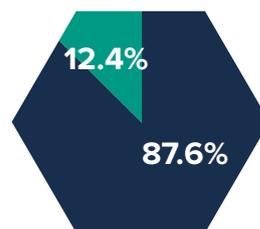
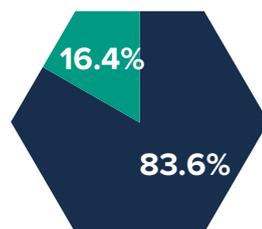
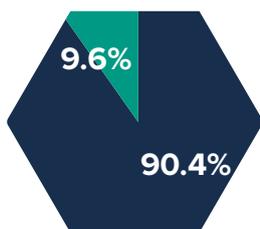


Lower Quartile

Lower Middle Quartile

Upper Middle Quartile

Upper Quartile



 BAME Percentage - GC Education & Skills

 BAME Percentage - Growth Company

 White Percentage

Our future actions

Our commitment to reducing our pay gap within GC, as outlined within our first gender pay report, continues and we have identified some further actions we can take to address pay across gender and ethnicity. Whilst some actions require greater focus in certain areas of our business than others, building these into an overall group action plan can only aid continuous improvement across the group. These actions will sit within the Equality, Diversity and Inclusion (EDI) action plan, will be owned by our EDI group which is made up of employees from across all business areas of GC, who will measure the progress of each action and report regularly into our Group SMT.

Agile Working

We have already introduced flexibility around working hours and have recently extended this to focus on agile working across GC. This group focus towards agile working could have one of the biggest impacts on gender pay inequalities within GC. Currently one of the largest contributors of inequality in pay in the UK is the bias towards females taking on the lead carer role/ part time working and therefore not progressing or being paid at the same rate as male counterparts. Agile working will help support a better work life balance for our employees and should encourage more women into full time working knowing that there is greater flexibility around how, where and when they work, contributing to a better work life balance.

Unconscious bias training

Unconscious bias refers to the stereotypes, both negative and positive, that exist in our subconscious and affect our behaviour. GC have already identified the impact this can have regarding the way it recruits individuals and in supporting development opportunities for underrepresented groups within the workforce. In 2016 the company introduced unconscious bias training and we have recently reviewed the training content and will be relaunching this to make it mandatory for all staff to complete.

People and OD strategy

One of the HR priorities is to make improvements to the company's recruitment and retention strategies. This will involve reviewing the workforce profile of GC and implementing gender and ethnicity balance recruitment initiatives such as;

- considering the language we use in our job advertising; reviewing hiring processes and procedures; monitoring recruitment statistics on job vacancies being filled and promotions. This will help achieve the aim of fostering an inclusive culture and a more diverse workforce.

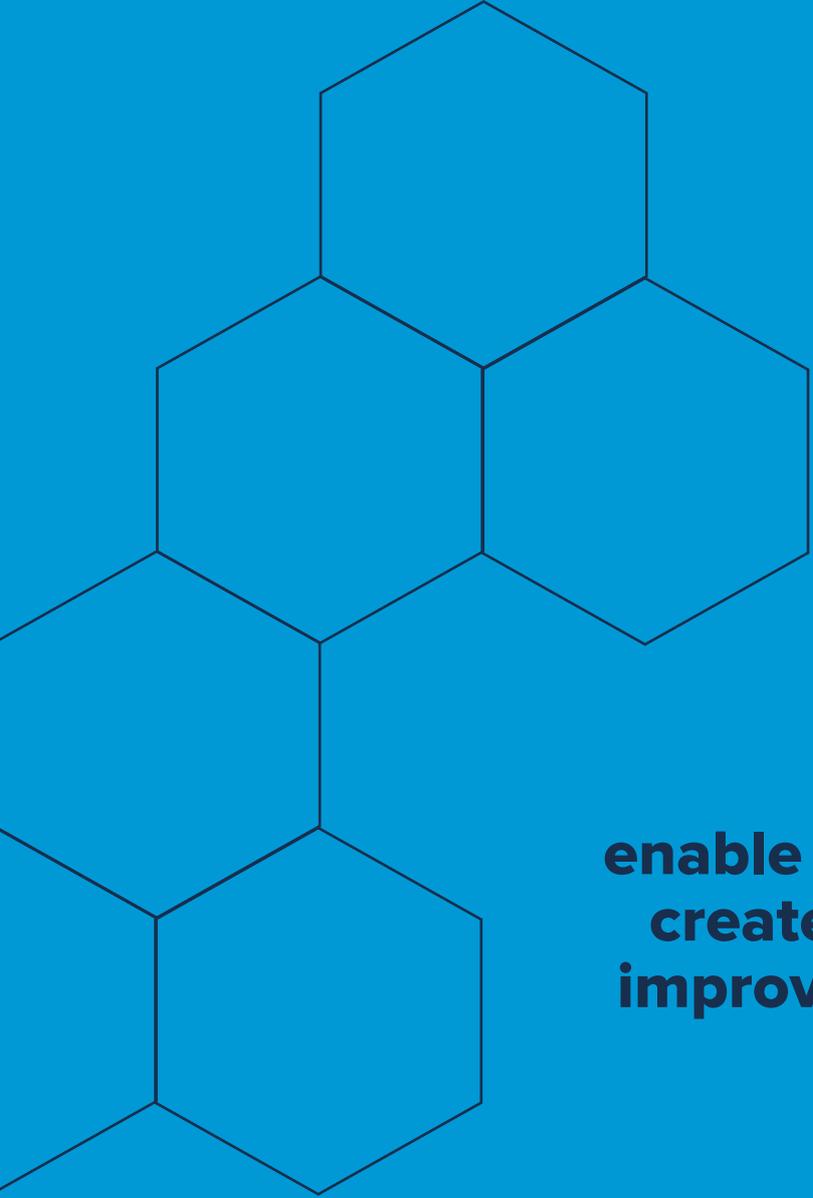
Career development and progression

The company already has several practices in place to encourage and facilitate ongoing learning and career development, from management and leadership development, increased learning and training opportunities, access to apprenticeship training. Going forward we will be exploring the best ways to open and promote career paths and succession planning for our workforce, so that individuals who already work for us can see a route for their career development through roles at different levels in the same or different job families, and so that individuals new to us are attracted by the potential journeys we can take them on.

I confirm that the information within this statement is accurate.



Mark Hughes
Chief Executive



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