



The
Growth
Company

Gender & Ethnicity

Pay Gap Report

April 21

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 an organisation better to work with and for ”

The Growth Company (GC) are making improvements by eradicating discrimination wherever we find it – building a more inclusive environment for all. It isn't just the right thing to do, it benefits all our employees, clients and stakeholders, it aligns with our values as well as our business performance to embed EDI into the culture of GC.

Drawing on a diverse range of backgrounds, perspectives, experience and expertise to challenge areas of inequality is something that GC are committed to do. We recognise that we are on a journey, with more work to be done but we have a clear goal in sight.

GC recognises that closing the Gender Pay Gap is a long-term challenge and one that is affected by wider social and cultural factors. GC have developed a number of actions that we can take so that we do our part to remove barriers to pay inequality.

GC will continue to work with employees to ensure we see positive change in line with the actions laid out in this report.

This year has certainly brought challenges for the Growth Company as we continued to navigate our way through a global pandemic. However, we feel that we have continued to value and respect inclusivity and are still committed to reflect this through our workforce, as well as the equality and diversity of the clients and communities we work with.



What is included in this report

GC is a diverse organisation with many business entities. Whilst, in line with the regulations, we must report the gender pay gap for GC Education and Skills and GC Employment, we are committed to improving this across all areas of our business. This report therefore looks at the gender and ethnicity pay gaps for the whole of GC, split by our business entities as follows;

- **GC Education and Skills and GC Employment – the area we are required to publish the gender pay gap for in line with the regulations**
- **Business Support and Business Finance (BSBF) – including GC Business Finance, Department of International Trade, MIDAS, GC Business Growth Hub and the Manufacturing Institute**
- **The Growth Company – which includes Corporate Services and the Chief Executive's office**
- **B2B – including Centre for Assessment and Organisational Improvement**
- **GC Education and Skills**
- **GC Employment - including Aspire and Recovery Works**
- **Marketing Manchester**
- **All Group data – includes all of the above**

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. This is calculated based on April 2021 pay data.

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

GC Workforce profile

To provide an overview of the workforce profile of GC, the table below shows data in relation to the gender and ethnicity of our workforce, as identified by staff, within each business area.

Business area	Number of males	Number of females	Number of other ethnicity employees	Number of Black and minority ethnic employees	Number of employees who have not declared their ethnicity	Total
BSBF	193	224	339	55	23	417
GC (Corporate Services/ Chief Exec office)	59	66	103	11	11	125
B2B	13	20	27	5	1	33
Education and Skills	79	164	206	22	15	243
Employment	150	282	332	67	33	432
Marketing Manchester	13	13	21	2	3	26
Whole Group	507	769	1028	162	86	1276
Skills and Employment (combined as per regulation)	229	446	538	89	48	675

The actions we have taken this past 12 months

Whilst GC have faced several challenges over the past 12/ 18 months relating to the pandemic including the furloughing of a large volume of individuals, there are also many high points from the past 12 months which should directly and indirectly support our approach to manage pay inequalities.

The actions, all aimed at improving inclusivity and diversity amongst GC employees included;

- We have created inclusive networks to help shape our EDI strategy. There are seven networks Age, Health and Wellbeing, LGBTQ+, Parents and Carers, Race, Religion and Women. Each network has a lead who reports progress against the network action plan, into the EDI steering group.
- We have signed up to several charters to ensure fairness and equality. This includes the All Equals Charter, Race at Work Charter and the Time to Change pledge.
- All members of the Senior Management Team, (SMT) committed to expanding their knowledge and capacity to make informed decisions to drive EDI improvements. During the last year SMT collectively dedicated time in meetings to explore, reflect and discuss EDI with the aim

of understanding the depth of racial inequality. SMT have collectively participated in facilitated unconscious bias training which helped to give another perspective and understanding.

- We run regular campaigns through our EDI networks to engage our workforce, including International Women's day; Mental Health Awareness week and Black History Month
- We have reviewed some of our recruitment approaches and as a result have introduced priority interviews for black and minority ethnic individuals who meet the minimum criteria for the role.
- Our recruitment practice already encouraged applicants to openly discuss flexibility as part of their application, we now also include a statement to encourage individuals from diverse backgrounds to apply to our vacancies.
- During the pandemic we enhanced our flexible working offering by removing 7am – 7pm working. The aim, to support staff to manage their home situations including carer responsibilities whilst required to work from home and a work life balance.

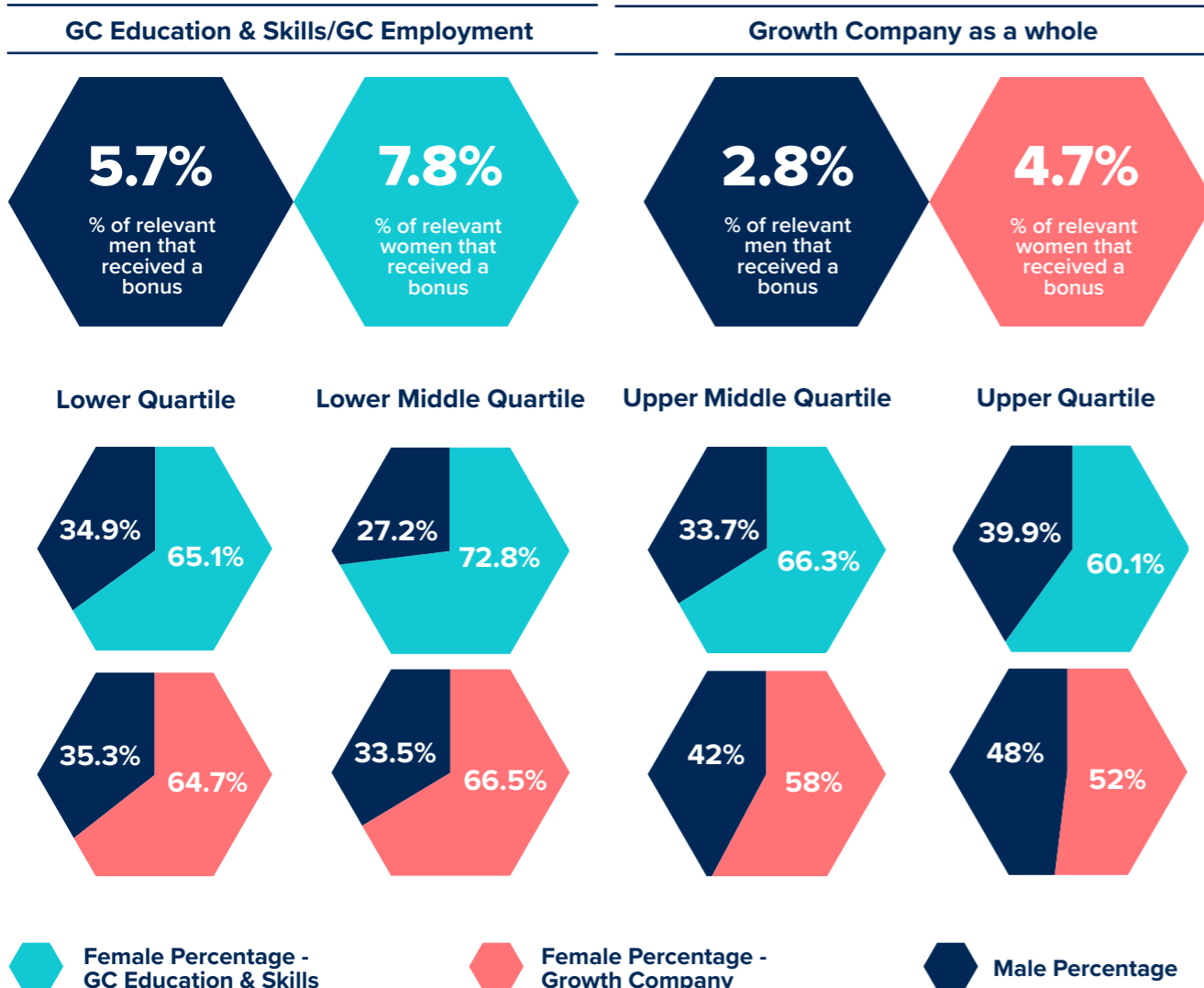
Gender pay

The tables below, shows the gender pay and bonus gap within GC. It also details the proportion of males and females receiving a bonus and the percentage of males and females in each of the quartile bands.

- GC Education and Skills and GC Employment (Skills and Work Solutions Limited) the only area in the group in which we are required to report on.
- All Group Data

The gender pay gap data for the other business areas can be found in appendix one.

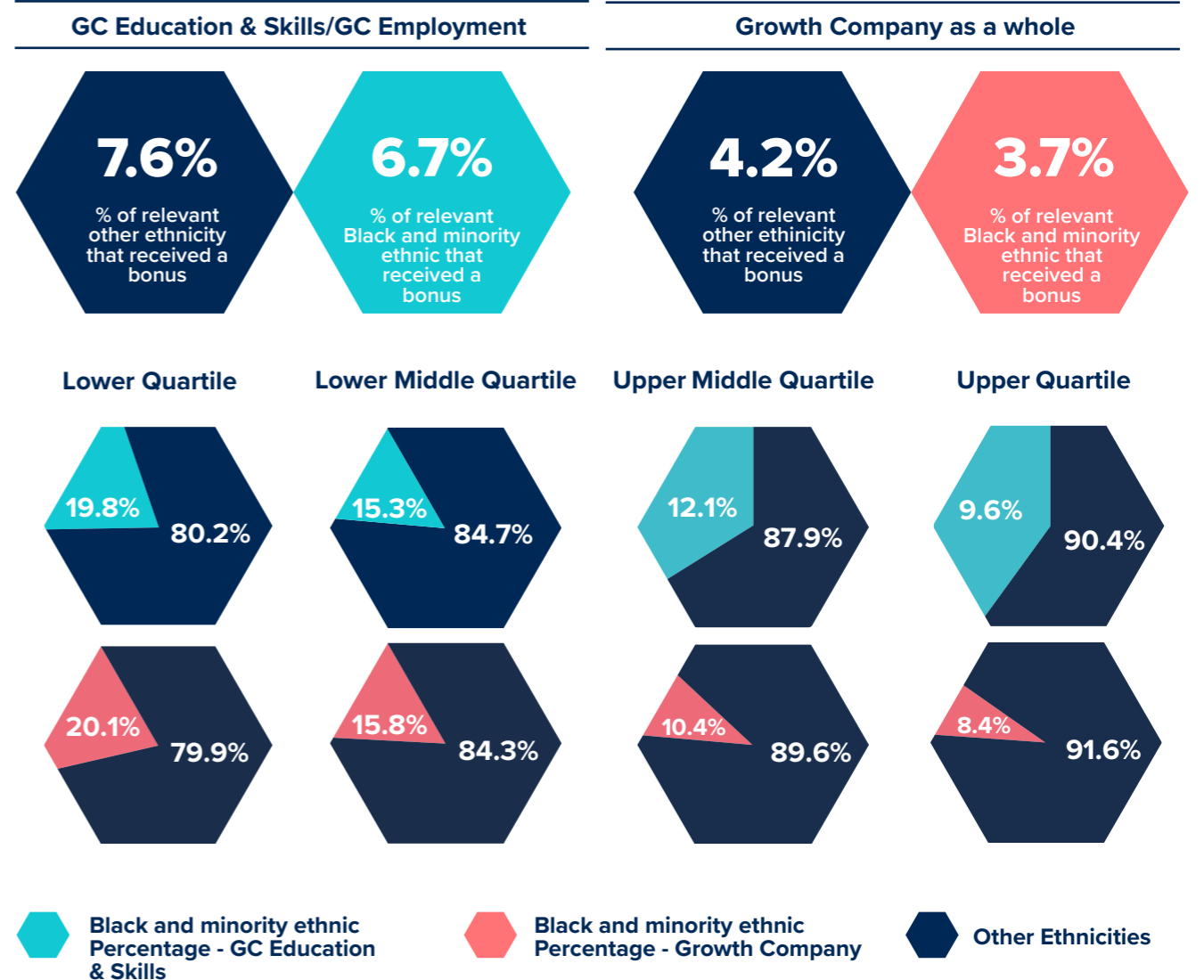
Gender Pay Analysis Per Business Area	GC Education & Skills/ GC Employment		Growth Company as a whole	
	Mean Average	Median Middle	Mean Average	Median Middle
Difference between men and women				
Gender Pay Gap	3.7%	2.7%	9.4%	8.7%
Gender Bonus Gap	48.4%	8.3%	49.6%	20%



Ethnicity pay

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 appendix two.

Ethnicity 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 Other ethnicities and Black and minority ethnic				
Ethnicity Pay Gap	10.2%	4%	15.1%	9.5%
Ethnicity Bonus Gap	49.6%	24.6%	52.7%	27.6%



Improving the gender and ethnicity pay gap

We recognise that we are on a journey of improvement and that we need to continually review our approach to tackling any gender and ethnicity pay inequalities. Working with key stakeholders including our Senior Management team and EDI networks, we are able to identify short and long terms actions that we can take to improve the gap.

There are three core areas of focus:

Agile and flexible working

A key factor in reducing the pay gap is providing flexibility at work. Prior to the pandemic, GC had already introduced agile working which provided a smooth transition to the requirement for a period of fully remote working. GC has reflected on this period and have been reviewing future working practices to provide a more blended way of delivering services. This will provide greater autonomy for colleagues to fully embrace agile working.

Last year we surveyed colleagues to ascertain preferences around working agile. From an 82% response rate, 59% viewed improved work life balance as one of their top four positive impacts of working from home. With sources such as Working Families (source September 19) saying employers need to “make it easier for them to raise children, care for older dependent and flourish at work” we need to ensure that flexible working remains a top priority in identifying ways to reduce the pay gap.

Working Families

Another area of development to support a reduction in the pay gap across the group, is to review our family friendly policies and benefits. As part of our EDI commitment, we have registered with Working Families. Working Families is the UK’s work-life balance charity, whose aim is to remove the barriers that people with caring responsibilities face in the workplace. They provide employers with the tools they need to support employees while creating a flexible, high-performing workforce, as well as influence policy through campaigns informed by ground-breaking research.

We are engaging with them to gain advice and guidance on our policies. This will also help us to see how GC benchmark as an employer around family friendly policies to identify how our approach can change to attract, retain and benefit a more diverse and inclusive workforce.

Recruitment Strategy

Our in-house recruitment team are now established within the business. In line with the People and OD strategy and EDI commitment, there are several initiatives already ongoing or to be developed. This includes:

- Supporting managers to make more informed choices around recruitment and onboarding, as well as advising new approaches to attracting talent
- Continuing to build a pipeline of individuals from diverse backgrounds
- Looking at how we attract people to GC through other sources, targeting people from more diverse backgrounds, looking at where we advertise certain roles, especially where we want to increase take up from specific categories of individual
- Broaden advertising channels to ensure these include ethnic minority backgrounds to enable a more diverse workforce
- Focus on selection methods to ensure these are diverse so as not to disengage certain categories of individuals from our recruitment strategy
- On boarding – look at how we promote agile working further through our on boarding processes

- Regular monitoring and transparency of management information relating to recruitment decisions, specifically around who we attract/ interview and select.

Specific actions in line with these three core themes will be developed in collaboration with our EDI networks and reviewed by SMT and the EDI board. We will engage key stakeholders including managers, HR business Partners and our Employee Consultative Committee to ensure delivery against this action plan.

I confirm that the information within this statement is accurate.



Mark Hughes,
Chief Executive





enable growth
create jobs
improve lives

