



The
Growth
Company

Gender & Ethnicity

Pay Report

April 2022

Introduction



At the Growth Company (GC), we are committed to creating an environment where everyone is valued and treated with dignity and respect. We want everyone to feel that they belong.

The fundamental principles of equality, diversity and inclusion are core to GC values and our ways of working. We recognise that our people are our biggest strength and that we need to have a workforce which is representative of the communities we work with. We want to lead by example and acknowledge that we have a responsibility to not only promote equality of opportunity within our business and communities, but to also be a role model for our colleagues, clients, stakeholders and wider.

Year on year we have been reducing the gap. We understand that closing the pay gap is a journey and we identify that through continued growth in our approach to equality, diversity and inclusion, will we continue to improve upon any existing pay gaps.

GC workforce profile

GC is a diverse organisation with many business entities. Whilst our legal obligation is to report only on the gender pay gap for GC Education and Skills and GC Employment, we take a wider approach and look at the pay gap across all of GC business entities. For many years now, we have extended our pay gap analysis to cover ethnicity. Our business entities include;

- GC Education and Skills and GC Employment

- Business Support and Business Finance (BSBF) – including GC Business Finance, MIDAS, GC Business Growth Hub and the Manufacturing Institute
- The Growth Company – which includes Corporate Services and the Chief Executive’s office
- Centre for Assessment
- GC Education and Skills
- GC Employment - including Aspire and Recovery Works
- Marketing Manchester
- Group data – comprising of all GC companies.

GC’s gender and ethnicity workforce profile can be seen in appendix one.

Actions and achievements over the past 12 months

In the last 12 months, we have taken many steps to improve equality and diversity. Our key successes are summarised below.

- Dignity at Work - as part of our commitment to ensuring inequality does not exist, we launched a Dignity at Work campaign. We worked with our EDI networks to develop new and revise existing policies around Dignity at Work, Whistleblowing and Customer Complaints and created a Dignity at Work Charter. We held interactive group sessions for our colleagues, which focused on; promotion of a safe working environment where dignity at work is central to our behaviours/ values; outlining expectations of colleagues and providing examples of how to respond to unacceptable behaviour. As part of this campaign, we also introduced quarterly reporting to our Senior Management Team (SMT) in relation to any discrimination claims.
- Launched an EDI e learning module for all colleagues, which focuses on inclusion and dignity at work.
- Reaccredited as a Disability Confident Leader.
- Joined the Armed Forces Covenant, which will enable GC to recognise, understand and support those who serve or have served in the armed forces, including their family members. We are currently an established member of the covenant’s employer recognition scheme, and over the coming 12 months, will be working towards obtaining the silver award.
- All Equals charter - this year, GC achieved ‘good practice’ status through initiatives including, strengthening the visibility of our EDI network groups and the promotion of LGBTQ+ inclusion both internally and externally.
- Became a Real Living Wage (RLW) accredited employer - whilst we have committed to pay the RLW for many years, we had not progressed with the accreditation until this year.
- As a result of a colleague suggestion, we introduced SMT sponsors to each EDI subgroup. Their role is to understand the issues and challenges raised within the EDI networks and be a supportive voice to the wider SMT.
- Extended our EDI network to include a subgroup for Armed forces.
- Our EDI networks have held several events, including supporting carers week. We have also had several keynote speakers aimed at developing knowledge of different EDI subject matters and encouraging more open discussion on the topics brought in by the speakers.
- Increased female representation on SMT, this is now 55% female representation.
- Working Families – working alongside working families and in partnership with the parents and carers network, a number of recommendations to improve family friendly benefits were put forward to SMT. We know within the UK that women tend to take on the lead carer role and that this is a contributing factor to the inequalities that exists. GC have focused on enhancing family friendly benefits to encourage partners as well as mother’s/ main adopters to take on caring responsibilities. This includes enhancing pay for those taking shared parental leave to match the enhancements paid to those taking adoption or maternity leave and increasing the amount of paid leave for those taking paternity leave. The benefits also allow increased flexible working rights, as well as supporting those colleagues who have caring responsibilities.
- We now offer the provision for flexible working requests to be made as early as the recruitment stage.
- Introduced priority interviews for people from diverse ethnic communities and through our recruitment/ advertising methods, we encourage individuals from diverse backgrounds to apply for our vacancies.
- Aligned salaries across a number of roles which has resulted in many staff (across both gender and ethnicity) being paid the same hourly rate.
- Continue to report our gender and ethnicity stats to the board on an annual basis.
- In partnership with the EDI network, we have developed a Menopause policy and supporting guidance for both colleagues and managers. This outlines the provision of support to manage menopausal symptoms at work. We have created a Menopause Support Group on Teams to provide a safe space to ask questions, share experiences and recommendations with colleagues from across the group.

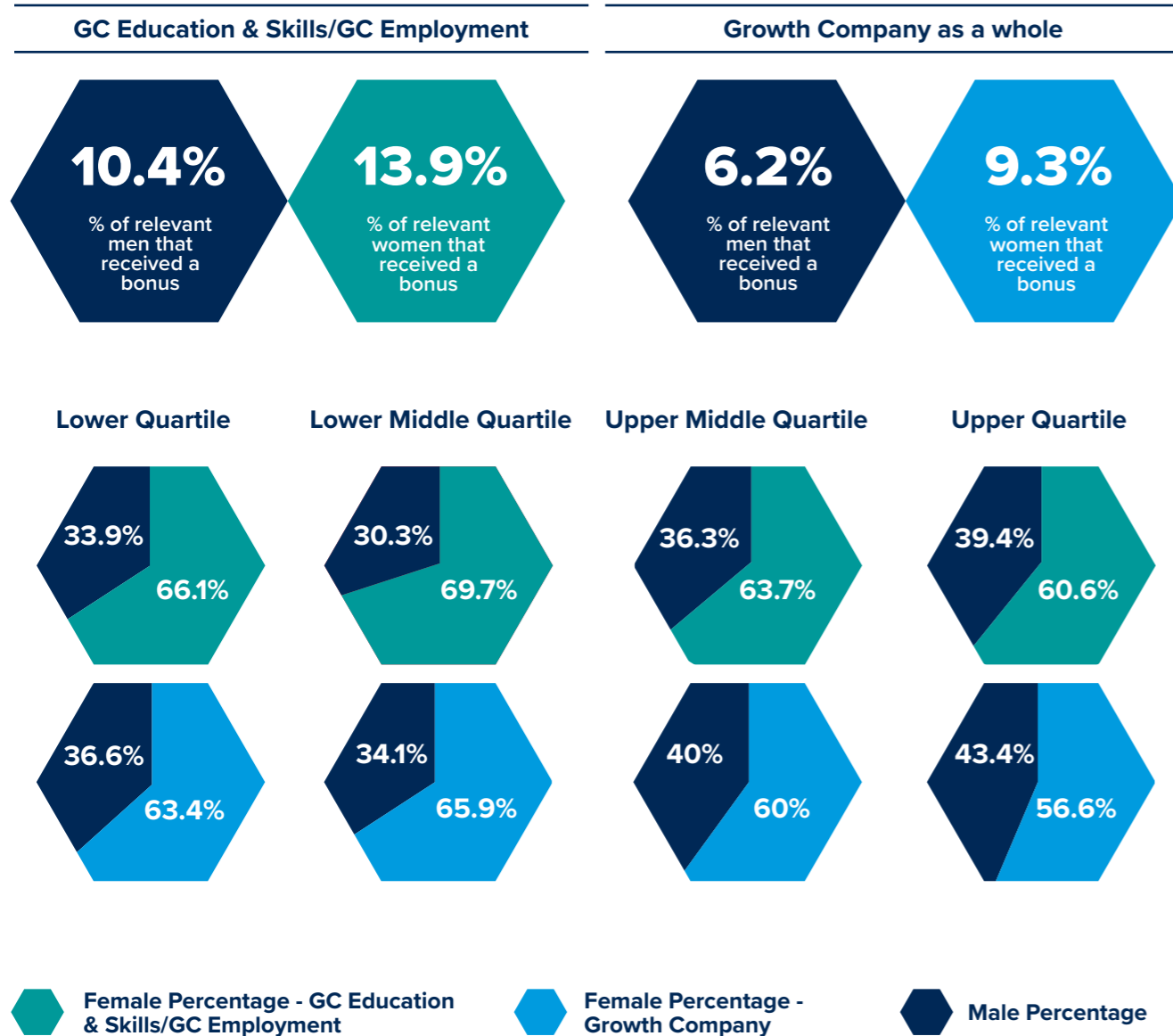
Gender Pay

This section 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 two.

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	2.6%	0%	5.7%	0%
Gender Bonus Gap	21.2%	0%	23.1%	-2.6%

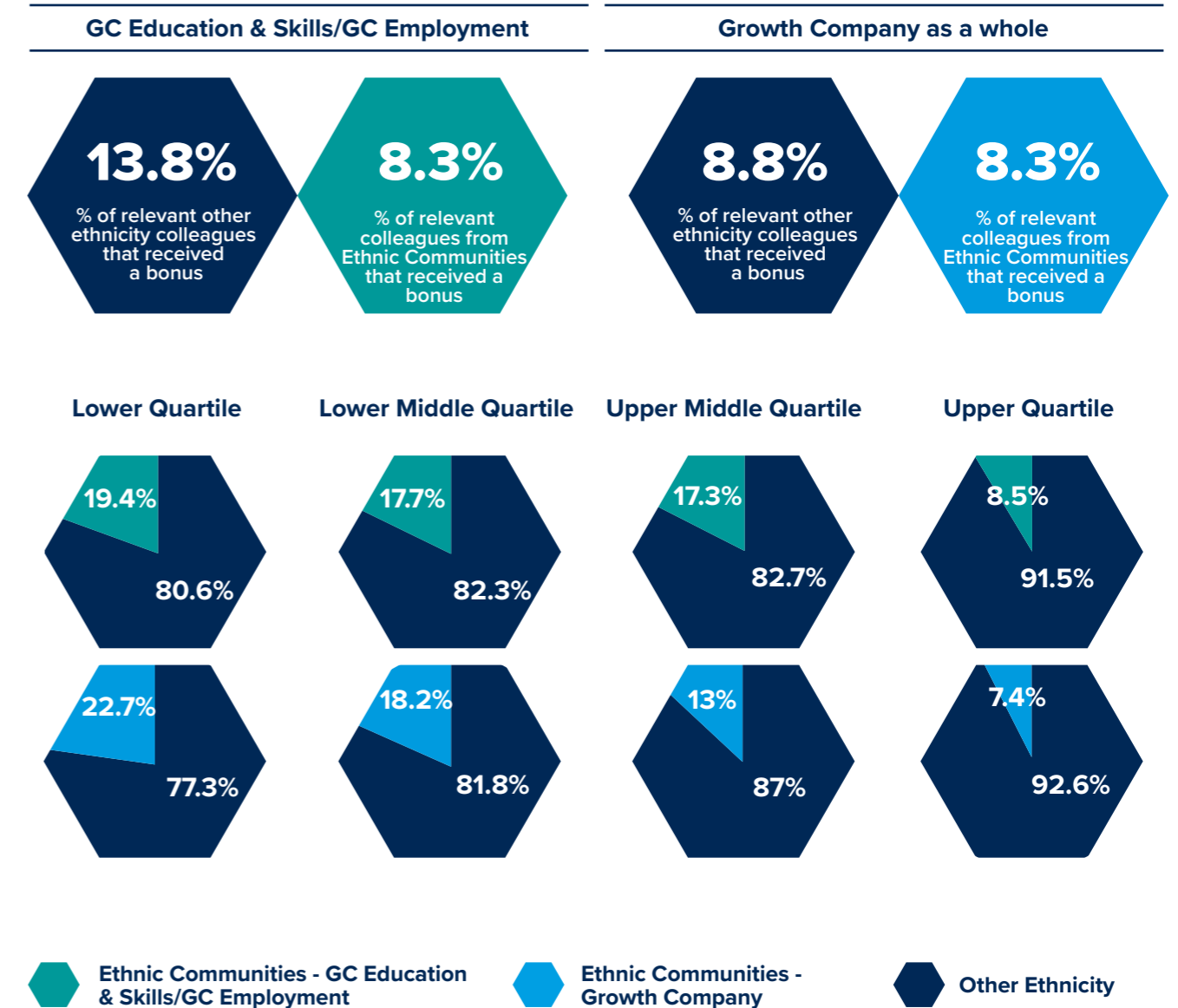


Ethnicity Pay

This section shows the ethnicity pay and bonus gap within GC. It also details the proportion of colleagues from Ethnic Communities and those from other ethnicities who have received a bonus and the percentage of colleagues from Ethnic Communities and those from other ethnicities in each of the quartile bands.

Information relating to other business areas within GC, can be found in appendix three.

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 ethnicity and Ethnic Communities				
Ethnicity Pay Gap	8.9%	0%	15.7%	0%
Ethnicity Bonus Gap	43.5%	-8.4%	44.5%	-5%



Improving the gender and ethnicity pay gap



We recognise that we are on a continuous journey to manage and improve gender and ethnicity pay inequalities. Whilst much positive action has already been taken, which no doubt has contributed towards reducing our pay gap over the years, there are still many more steps we can take to make additional improvements.

- We have aligned the EDI Action Plan with the GC operational plan, reporting progress to SMT against each milestone every quarter. These actions are also captured as individual objectives for the EDI Network chairs/ members and recognised as part of the Performance Development Review (PDR) process. To build on this, we will be developing and embedding an EDI strategy; this will cement our commitments across all the equality strands and be the overarching plan to continue to build an inclusive workplace that is key to supporting and representing the communities we work within.
- We will continue to monitor the positive impact of agile working.
- Equal Charter - the next level of progression is to become 'Role Model' status which will involve a number of actions including the introduction of Equality Impact Assessments, strengthening our recruitment practices and the implementation of our ongoing Dignity at Work campaign.
- The dignity at work campaign will continue to run for the remainder of this year and we will monitor data to understand how successful it has been embedded across GC.
- We will grow our own talent/succession leadership programme for under-represented groups.
- We will re-launch our mentoring scheme using the iMentor system which we hope will increase engagement from under-represented groups.
- Our work with Working families, in conjunction with our EDI networks, will continue. We will review best practice and continually look for additional ways to enhance our benefits through benchmarking.
- As outlined earlier we recognise that our people are our biggest strength and that we need to have a workforce which is representative of the communities we work with. Our Recruitment policy is being reviewed as part of the recruitment strategy to achieve the following;
 - Vacancies will be advertised to the widest possible pool of potential candidates and seek to encourage applications from groups who may be under-represented.
 - We recognise the value of recruiting a diverse and inclusive workforce that represents the communities we work within. All recruitment will therefore be conducted in an open and fair manner ensuring equality of opportunities.
- We will make reasonable adjustments to all stages of the recruitment process as required.
- We offer a guaranteed interview to applicants who meet the essential requirements for the vacancy where the applicant is disabled and/or from an ethnic community.
- We are a member of the national campaign Ban the Box; this campaign aims to open opportunities for people with convictions to compete for jobs.
- We will consider requests for flexible working from the recruitment stage.
- We will continually develop our recruitment and selection practices to generate new and diverse talent.
- Continue to raise awareness of our EDI commitment through our EDI networks, campaigns and guest speakers.
- Review the leavers process to get a better understanding of why people leave GC.

I confirm that the information within this statement is accurate.

A handwritten signature in black ink, appearing to read 'Mark Hughes'.

Mark Hughes
Chief Executive



enable growth
create jobs
improve lives



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