



The
Growth
Company

Gender & Ethnicity

Pay Gap Report

2020-2021

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.

This year has certainly brought it's challenges for the Growth Company as we navigated our way through a global pandemic. However we feel that this has not impacted on how we value and respect inclusivity and we are still committed to reflect this through our workforce, as well as the equality and diversity of the clients and communities we work with. This includes addressing gender inequalities.

Actions we have taken to date

Agile working

Since the last report we have fully integrated agile working with staff who, where their roles permit, can work flexibly between different locations and also have the flexibility to work how and when they work. Staff appear to have embraced this new way of working.

This approach to working is still relatively new however we feel over time this will have a positive impact on our gender pay given one of the key factors in reducing the pay gap (as identified by several sources including Gov.uk) is promoting flexible working. This way of working is championed by our Senior Management Team (SMT), seeing our leaders promote agile working through their own working arrangements has helped employees adapt to this change.

Unconscious Bias

Our last report outlined that we would be rolling out unconscious bias training for all employees. This commenced in February 2020 however due to the pandemic, future face to face sessions had to be suspended. An online training module was created, which replaced the face-to-face sessions late 2020.

Our results

The results show the pay gaps for the following business areas;

- **GC Education and Skills and GC Employment** – the only 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, International Trade, Made Smarter, MIDAS and the GC Business Growth Hub.
- **The Growth Company** – which includes Corporate Services and the Chief Executive's office
- **B2B** – including Centre for Assessment, Organisational Improvement, Aspire and the Manufacturing Institute
- **GC Education and Skills including NST and Challenge for Change**
- **GC Employment** - including Recovery Works
- **Marketing Manchester**
- **All Group data** – all of the above business areas.

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 usually largely based on commission payments/ On Target Earnings (OTE).*

Gender and ethnicity profile within GC

The make-up of gender and ethnicity across GC is as follows;

Business area	Number of males	Number of females	Number of white employees	Number of BAME employees	Number of employees who have not declared their ethnicity	Total
BSBF	172	185	301	43	13	357
GC (Corp/ CE)	58	54	94	10	8	112
B2B	27	33	47	6	7	60
Education and Skills	79	118	164	15	18	197
Employment	144	257	318	54	29	401
Marketing Manchester	17	23	31	5	4	40
Whole Group	497	677	959	136	79	1174
Skills and Employment (combined as per regulation)	230	383	494	72	47	613

Gender pay & quartile data

For the third year running we have analysed all business areas within GC, the information below is split into:

- 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

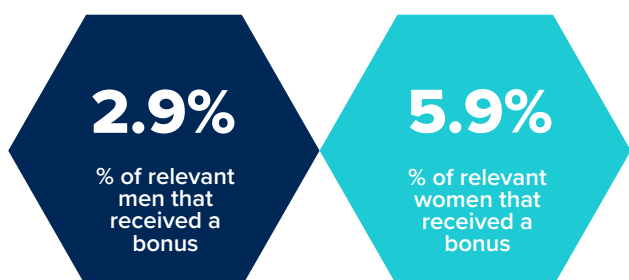
The gender pay gaps for the other business areas can be found in appendix one.

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.

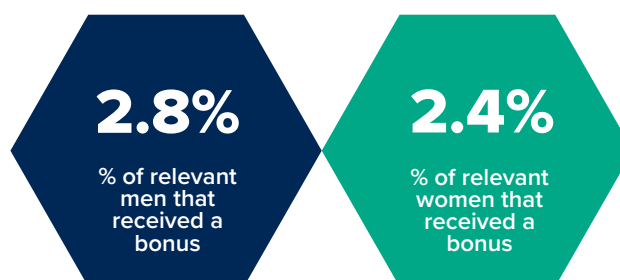
**Please note the bonus figure is largely based on commission payments/ On Target Earnings (OTE)*

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 men and women				
Gender Pay Gap	4.2%	1.9%	9.1%	10.5%
Gender Bonus Gap	-0.4%	-25.6%	32.5%	-8.3%

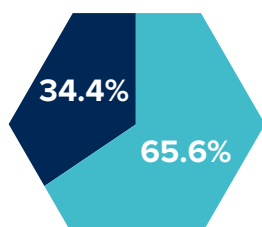
GC Education & Skills/GC Employment



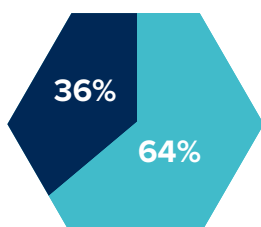
Growth Company as a whole



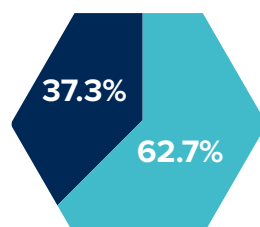
Lower Quartile



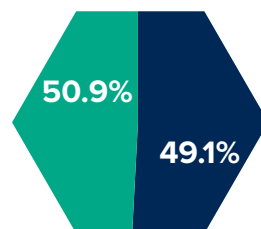
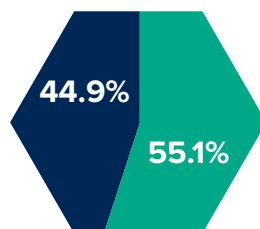
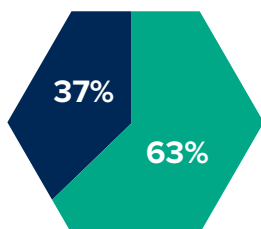
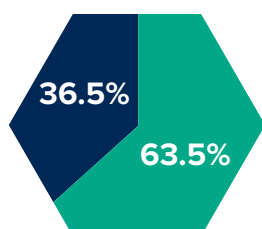
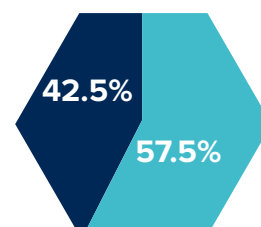
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



Female Percentage - GC Education & Skills

Female Percentage - Growth Company

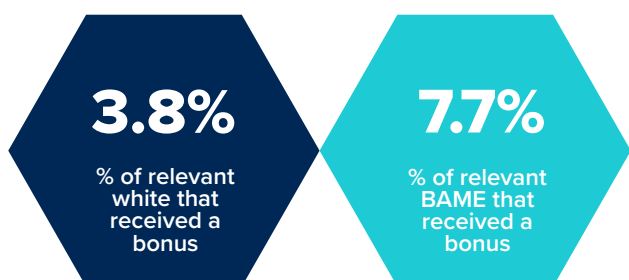
Male Percentage

Ethnicity pay & bonus data

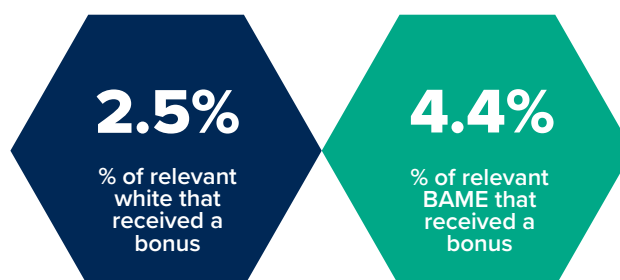
This section shows the ethnicity pay gap for the same business areas as the gender information. Information relating to other business areas within GC, can be found in appendix two.

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 White and BAME				
Ethnicity Pay Gap	11%	8%	16%	12.2%
Ethnicity Bonus Gap	33.8%	-22.4%	54.1%	-3.4%

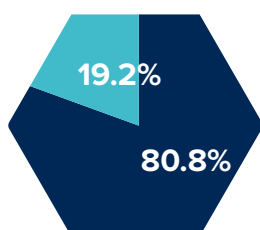
GC Education & Skills/GC Employment



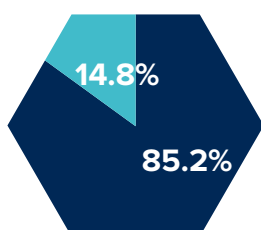
Growth Company as a whole



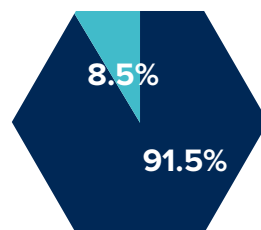
Lower Quartile



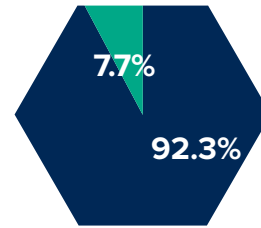
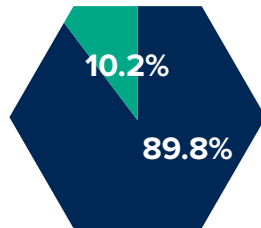
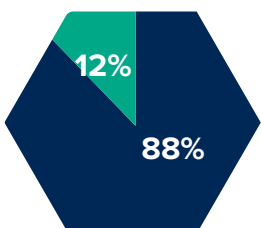
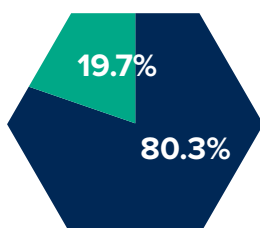
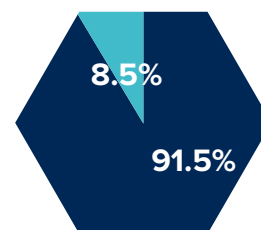
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



BAME Percentage -
GC Education & Skills



BAME Percentage -
Growth Company



White Percentage

Further Improvements

The gender pay gap reported across the UK for April 2020 was 15.5%. Due to the pandemic, companies were granted a six-month extension to report their gap, so this figure may be subject to change once more companies have provided their data. Based on this reported figure, all of our business areas except one, has a gender pay gap which is lower and therefore better, than the UK pay gap.

We acknowledge that this pay gap can always be improved upon and commit to identify ways to achieve this.

Development of Improvement Actions into the People Plans

Our ability to improve the gap continues through the development and delivery of our People and OD strategy, of which many of the actions within our strategy will either directly or indirectly impact on pay including the initiatives around diversity and recruitment specifically.

In-house Recruitment Team

Our in-house recruitment team was created in 2019 with the aim to enable GC to be more progressive and foster a culture of inclusivity. Some of the key areas of focus are;

- **Promoting our approach to flexible working** from initial contact of potential candidates
- **Develop talent pools of individuals** from diverse backgrounds;
- **Adopt more diverse recruitment and selection methods** including the use of social media;
- **Look 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 individuals.

Review of EDI group and networks

A key area of focus will be to reinvent our Equality, Diversity and Inclusion group to enable all aspects of EDI and enhance representation across diverse backgrounds. We plan to create individual networks to provide additional support to our workforce and create a greater employee voice which will link direct to our Senior Management Team.

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I confirm that the information within this statement is accurate.



Mark Hughes,
Chief Executive



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