



Gender, Ethnicity & Disability

Pay Gap Report - April 2025





Introduction

The Growth Company (**GC**) is a social enterprise with a mission to enable growth, create jobs and improve lives. Our vision is for a society where economic growth and prosperity is inclusive, sustainable and leaves no person or community behind. Our commitment to Equality, Diversity, and Inclusion (**EDI**) is central to our values and operations, promoting fair treatment, valuing diversity, and removing barriers to equality.

Actions and Achievements

Over the past year, we have made significant strides in improving equality and diversity. Some of the activities undertaken are detailed below:

- Dignity at Work (DAW) campaign - we hosted a live session as part of Race Equality Week to remind colleagues of the support available including the Dignity at Work page on our colleague hub, as well as our DAW toolkits and Our DAW Charter; a risk assessment relating to sexual harassment confirmed that GC was well-positioned due to our zero-tolerance approach and robust Dignity at Work policy which includes clear reporting procedures regular EDI campaigns and monitoring of harassment/ discrimination claims. To further strengthen our approach, we:
 - Enhanced awareness through our online EDI training.
 - Strengthened manager training to identify and challenge inappropriate behaviours.
 - Developed a group wide risk assessment which will be reviewed across the business on an annual basis.
 - Clarified reporting processes to empower colleagues and third parties to 'Speak Up'.
- We committed to the Hidden Disability Sunflower, reinforcing our status as a Disability Confident Leader. This tool helps signal commitment to non-visible disabilities, promoting understanding and support. All colleagues received online training, and a live session complemented the launch of a dedicated Colleague Hub page.
- To further embed inclusive practices, we introduced a Reasonable Adjustments Toolkit for managers and secured Disability Confident Leader re-accreditation through to August 2028, supported by positive external feedback on our action plan.
- We have partnered with the GMCA to develop Greater Manchester Inclusion Standards to:
 - Accelerate the inclusion agenda across GM.
 - Enable collaboration across GM and showcase united commitment to equity across all boroughs.
 - Drive forward a diverse and engaged workforce representative of the communities we serve.
 - Support the diverse GM population to thrive in work.
- In September 2024, we introduced a mandated training workshop on cultural leadership for people managers. The aim was to help people managers in GC become a more inclusive and effective leader; achieve a common understanding of inclusive leadership and inspire confidence to talk about it in their teams. We have currently trained 78% and we continue to evaluate the effectiveness of this training.
- The initial phase of the GC mentoring programme was launched last year, successfully pairing 140 mentors and mentees. We gathered valuable feedback from the pilot which has been embedded into the second cohort.

Reflecting on the past 5 years (2020-2025)



In 2020, GC committed to building a more inclusive and representative workforce through our EDI pledge and over the past five years, we've made significant progress including:

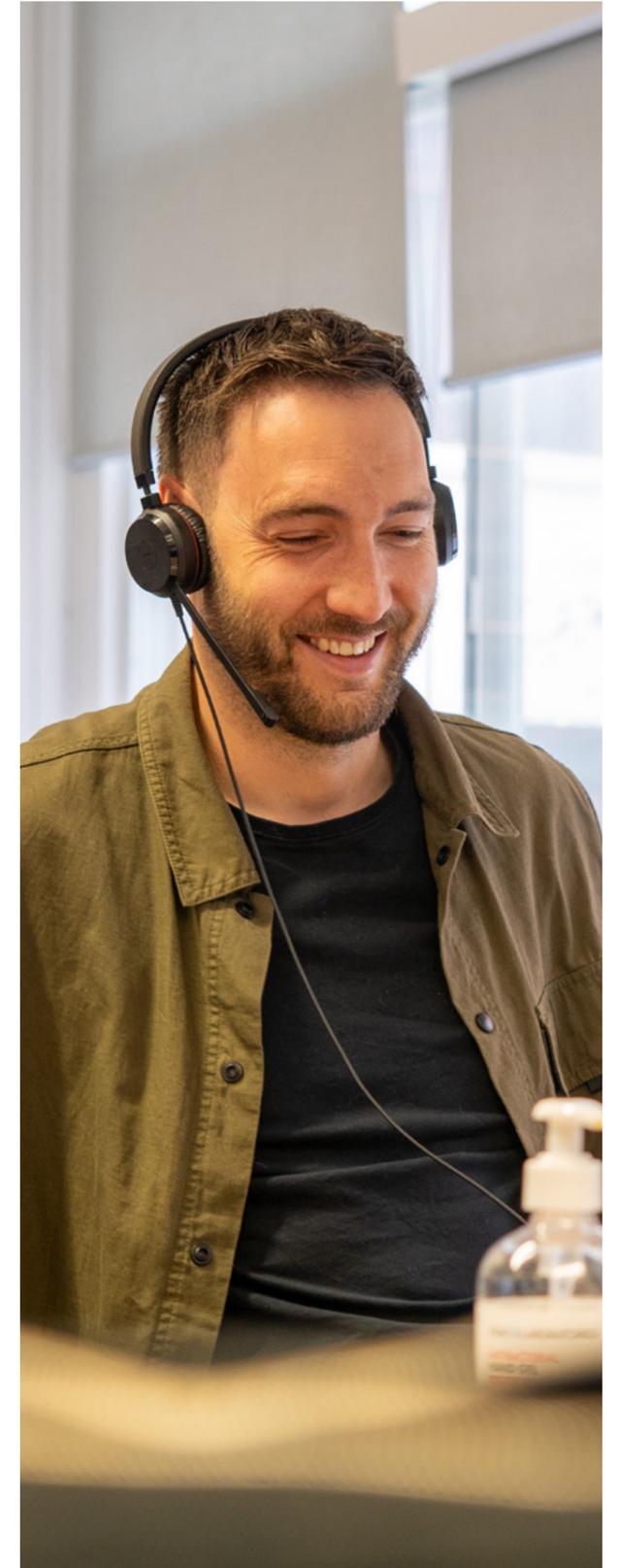
- Established 8 EDI Networks and increased engagement with over 200 EDI Network members across the group and an SMT Sponsor to support each network.
- We are now reporting on our Gender, Ethnicity and Disability Pay Gap.
- Enhanced family friendly benefits and launched a menopause policy, guidance and training.
- Embedded our ongoing Dignity at Work campaign through policy, training and events.
- Introduced inclusive recruitment practices including CV anonymisation.
- Regularly analyse data to measure impact.
- Launched new EDI training including Cultural Confidence, Allyship and Disability Inclusion.
- Improved workforce diversity, better reflecting our communities.
- Achieved external recognition through accreditations including the All Equals Charter (Good Practice), Disability Confident Scheme (level 3), Armed Forces Covenant (silver status).
- Introduced a mentoring program to support career development for all colleagues including those from underrepresented communities.

Equality, Diversity and Inclusion Data Analysis

2020 was the first year we reported our equality, diversity and inclusion data externally. We report significant improvements in the diversity of our workforce composition and a substantial proportionate increase considering the increase in our organisation from 1200 colleagues in 2020 to over 1,600 in 2025. We have increased EDI declarations with more colleagues feeling confident in sharing their information to help support and enhance the employment experience. Our EDI data can be found [here](#).

We acknowledge that closing the pay gap is an ongoing journey and GC remain committed to eliminating any existing pay gaps through continued growth in our EDI approach, cultivating and promoting a culture which is inclusive.

Each year, we report our pay gap transparently, including Gender, Ethnicity, and Disability pay gap reporting.

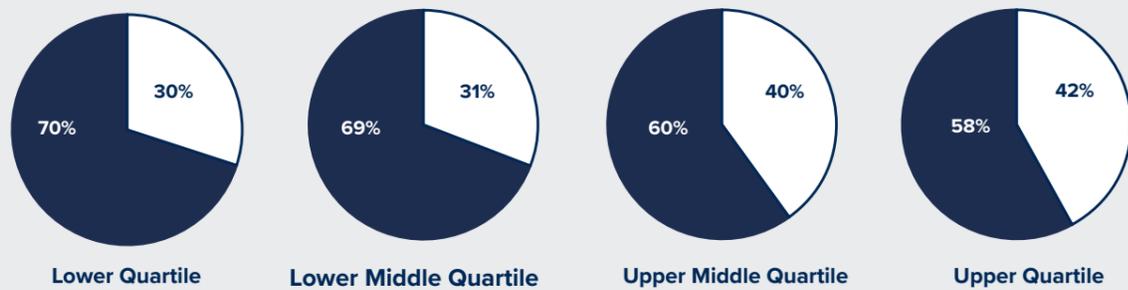


Gender Pay Gap

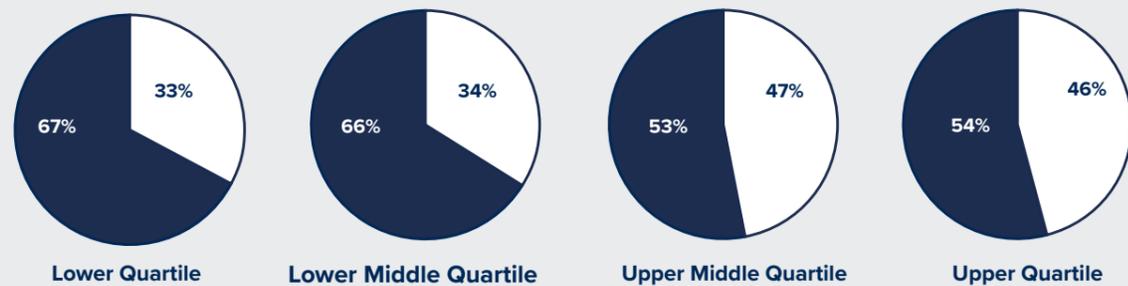
The table and charts below, show the gender mean and median pay gaps across pay and bonus, the percentage of men and women who received a bonus and the percentage of men and women within each of the four quartiles (lower, lower middle, upper middle and upper), for GC Education and Skills and GC Employment (Skills and Work Solutions Limited) and GC (Group as a whole).

Gender Pay	Median & Mean Pay		Median & Mean Bonus		Proportion receiving Bonus Payments	
	Median Pay %	Mean Pay %	Median Bonus %	Mean Bonus %	% of relevant men that received a bonus	% of relevant women that received a bonus
Skills & Work Solutions Limited	8.3%	4.1%	16.9%	7.3%	36.4%	35.5%
Group	10.4%	6.4%	15.6%	8.2%	21.6%	24.6%

Gender Quartiles - Skills & Work Solutions Limited



Gender Quartiles - Group



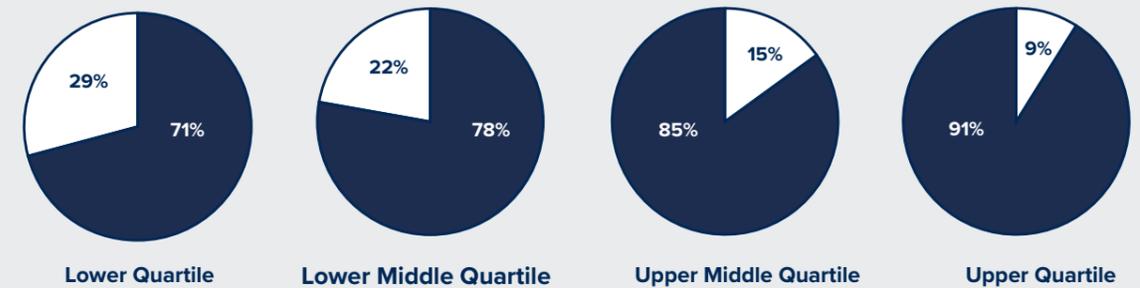
Women % Men %

Ethnicity Pay Gap

The table and charts below show the ethnicity mean and median pay gaps across pay and bonus, the percentage of white colleagues and colleagues from Diverse Ethnic Communities (DEC) who received a bonus and the percentage of white and DEC colleagues within each of the four quartiles (lower, lower middle, upper middle and upper), within GC (Group as a whole).

Ethnicity Pay	Median & Mean Pay		Median & Mean Bonus		Proportion receiving Bonus Payments	
	Median Pay %	Mean Pay %	Median Bonus %	Mean Bonus %	% of relevant White colleagues that received a bonus	% of relevant DEC colleagues that received a bonus
Group	14.3%	17.3%	52.8%	37.7%	23.3%	27.6%

Ethnicity Quartiles - Group

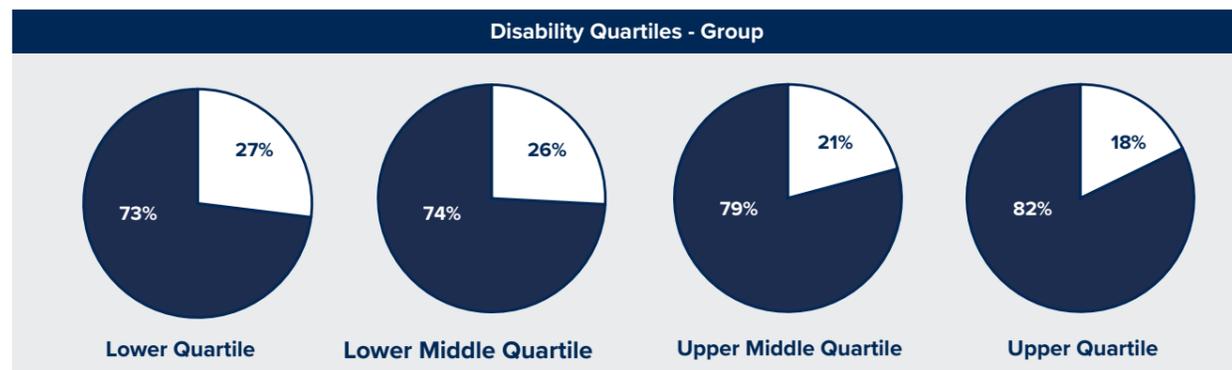


White % Diverse Ethnic Communities %

Disability Pay Gap

The table and charts below show the disability mean and median pay gaps across pay and bonus, the percentage of colleagues with and without a disability who received a bonus, and the percentage of colleagues with and without a disability within each of the four quartiles (lower, lower middle, upper middle and upper), within GC (Group as a whole).

Disability Pay	Median & Mean Pay		Median & Mean Bonus		Proportion receiving Bonus Payments	
	Median Pay %	Mean Pay %	Median Bonus %	Mean Bonus %	% of relevant colleagues with no disability that received a bonus	% of relevant colleagues with a disability that received a bonus
Group	8.4%	8.1%	18.2%	27.1%	24%	23%



No Disability %
 With a Disability %

Continued action and commitment to improving the Gender, Ethnicity and Disability Pay Gap



GC remains committed to reducing pay gaps and sets out below its action plan to lessen the gap over the next 12 months:

- Setting and annually reviewing diversity targets.
- Applying positive action in recruitment and promotion, supported by tailored leadership development.
- Examine how promotions occur in the organisation and identify if there are any barriers to women, diverse ethnic community (DEC) colleagues or colleagues with a disability, accessing opportunities.
- Consider different ways to recruit more females, people from DEC or with a disability, into more senior roles.
- Analysing leaver data to address gaps in inclusive leadership.
- Examine exit information to identify why women, DEC colleagues and colleagues with a disability, leave the organisation.
- Strengthening collaboration across EDI networks with an intersectional lens.
- Reviewing accessibility across all GC premises.
- Continuing awareness campaigns on Dignity at Work, including sexual harassment and hate crime.
- Review uptake in training and development opportunities by gender, ethnicity and disability and identify whether any imbalances exist.
- Launching updated Disability Inclusion training, including neurodiversity.

- Evaluating Cultural Confidence training to support inclusive team discussions.
- Exploring a new Men's EDI Network to complement our gender equity efforts.
- Reviewing survey insights (exit interviews, wellbeing, Investors in People) to inform targeted action plans.
- Continuing to raise awareness of EDI commitment through networks, campaigns, and guest speakers.
- Continuing our relationship with Working Families, engaging in benchmarking to improve family-friendly benefits.
- Developing Leadership Competencies for People Managers, and launch people strategies to identify emerging talent, focusing on EDI to support progression of women and colleagues from Diverse Ethnic Communities.

I confirm that the information within this statement is accurate.

Signed

Mark Hughes
Chief Executive



[growthco.uk](https://www.growthco.uk)