

MTC gender pay gap report 2023/24

1.0 Introduction

Management & Training Corporation (MTC) has been established in the United States since 1981, managing correctional and educational facilities across the country. In 2015, MTC entered the UK market via a partnership with Amey to form a joint venture, MTCnovo.

In 2019 MTC acquired Amey's shares in MTCnovo allowing MTC to become full owners of the business under MTC UK Ltd and sole operators of all contracts; Thames Valley Community Rehabilitation Company (CRC), London Community Rehabilitation Company (CRC), Norwich service centre and Rainsbrook Secure Training Centre (STC). This was reflected in MTC's last published gender pay gap report in 2020/21.

In 2021, both CRCs were returned to the public sector, along with the Norwich service centre, as part of a nationwide reunification of probation services. In January 2022, Rainsbrook STC was handed back to the Ministry of Justice (MoJ). Following the contract end dates, MTC directly employed 115 employees, which included MTC corporate functions and operational team.

In 2021, Management & Training Corporation Ltd was contracted to support the UK Home Office operating covid quarantine hotels in the Midlands. MTC has supported the UK Home Office since June 2022, providing welfare and security services at their Manton site in Kent, caring for vulnerable people arriving into the UK. The Home Office manages the facility with the support of a range of organisations and partners, and MTC routinely collaborates with other agencies to deliver the services required. MTC has gradually increased its employee headcount since 2021, as our operations have grown, through inclusive recruitment campaigns and ensuring quality training, resulting in 393 employees at the time of running this gender pay gap report.

The wellbeing of the people we look after is our priority and we are committed to ensuring safe and decent conditions for all those in our care. MTC aims to make inclusion part of its culture and wants to make sure services and employment are inclusive for the diverse range of people employed by the business. We aim for fairness, respect and equality of opportunity for all employees from the moment they join MTC and throughout their employment with regards to talent acquisition, learning and development, wellbeing, appraisal, performance management, recognition, promotion and exit. We also aim for fairness, respect and equality of opportunity for our service users, partners and suppliers in the actions we and they take in connection with MTC. Making this happen is the responsibility of everyone who is employed by, contracted to, supplies and uses MTC and its services through its various businesses. Accountability, care, transparency and collaboration are core values that define MTC and what it does.

Under the law, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

MTC is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, sexual orientation, marriage or civil partnership, pregnancy/maternity, gender reassignment or disability.

2.0 MTC statistics 2023/24

MTC's statistics for the reporting period are:

- Mean gender pay gap: 4.5%
- Median gender pay gap: 0%
- Mean gender bonus gap: 56.6%
- Median gender bonus gap: 13.5%
- Received bonus gap: -4.5%
- Proportion of male employees receiving a bonus: 13.5%
- Proportion of female employees receiving a bonus: 18%

2.1 Pay quartiles by gender

Includes all employees whose standard hourly rate places them within in relevant quartile for reporting purposes.

	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
% Males	61.5	66.7	64.6	62.5
% Females	38.5	33.3	35.4	37.5

3.0 Analysis

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

MTC is confident that its gender pay gaps do not stem from paying men and women differently for the same or equivalent work. Rather, the gaps are the result of the roles in which men and women work within the organisation and the salaries that these roles attract.

The make-up of MTC's workforce can be seen in the above tables depicting pay quartiles by gender. The breakdowns show the workforce divided into four equal-sized groups based on hourly pay rates, with the lower quartile including the lowest-paid 25% of employees and the upper quartile covering the highest-paid 25%. For there to be no gender pay gap, there would need to be an equal ratio of men to women in each quartile.

Whilst we acknowledge that the goal is to have no gender pay gap, MTC are pleased that our data compares favourably with that of others at 4.5%. According to the April 2023 ONS Annual Survey of Hours and Earnings (ASHE) figures, the gender pay gap for the whole economy was 14.3%, with the gap amongst full time employees being recorded as 7.7%.

MTC's mean gender pay gap has decreased from 20% in 2021 to 4.5% in this report. MTC's headcount reduced significantly due to the reunification of probation services, resulting in our remaining workforce being 36% female. Our gender pay gap is a result of the gender of those occupying senior positions across our leadership teams being largely male and not a discrepancy in pay. It is also partly due to a small number of consultants being employed by MTC to support on specific projects and business development at this time. There has been very limited recruitment into senior roles since 2021.

The mean and median gender bonus pay gap for MTC is shown as 56.6% and 22.3% respectively. This is reflective of bonus payments being paid in line with job bandings to those at Band D and above within the organisation, meaning that those in more senior positions are more likely to receive a bonus. Our gender bonus gap is a result of the gender of those occupying senior positions across our leadership teams and not a discrepancy in pay. The received bonus gap reflects a one-off bonus payment made in 2024 to all corporate employees who had a length of service commitment of more than 12 months, whose job role banding does not ordinarily receive a bonus payment. A higher proportion of these individuals were female which resulted in more females across the organisation receiving a bonus payment.

The data also reflects that higher mean bonus payments were made to male employees in MTC at £7,270.37 (an increase of £1,528.94 since 2021) compared to £3,157.54 for female employees (a decrease of £836.89 since 2021) with a median of £2,889.39 for men and £2,500 for women. This reflects the number of men in senior leadership and management positions, not a discrepancy in pay.

4.0 What is MTC doing to address its gender pay gap?

While MTC's gender pay gap compares favourably with that of organisations across the whole UK economy, we are committed to doing everything we can to reduce the gap.

After June 2021's reunification of the probation services, MTC continued its focus on equality and diversity. Alongside a monthly employee survey and regular focus groups, our employee wellbeing ambassador committee represents employees at all levels across the business and works with the wider HR team to raise any concerns and suggest relevant adjustments that could be applied across the businesses should disproportionality exist. This is supported by MTC's social value commitments.

Social impact is the work done with people and communities in a form of activities, projects, programmes or policies that drives real change, supporting individuals to unlock their potential and transform their lives. We maintain our social impact focus, with our strategy to transform lives by reducing social and economic inequality. MTC's unlocking potential fund helped seven charitable organisations who share our vision to transform lives and unlock potential and play a role in reducing economic and social inequality. MTC is committed to hiring individuals from socially and economically deprived backgrounds into sustainable employment, by ensuring

recruitment and selection processes attract individuals with lived experience. This will support our inclusive culture and commitment to a diverse workforce that helps to deliver services to a diverse client group.

Our social impact proposition is at the heart of MTC, and we are purpose driven to make sure our services have a positive social impact on the individuals, communities and markets we operate.

MTC recognises that to continue to reduce our gender pay gap we need to ensure we attract, support and retain female employees across all areas of our organisation, and actively develop, engage and promote more female employees into senior management roles. To achieve our goal of reducing our gender pay gap and bonus pay gap, MTC commits to:

- Continue to ensure diverse interview panels for all roles.
- For recruitment of roles at Band D or above (senior positions), to include at least one female interviewer on the panel.
- Invest in mentoring, coaching and sponsorship for female employees looking to progress within the organisation who have been identified as future leaders
- Review the support provided to female employees returning from maternity leave, ensuring we use 'keep in touch' days effectively to support the transition back into the workplace and actively promote career development opportunities.

I confirm that MTC is committed to the principle of gender pay equality and has prepared its 2024 gender pay gap results in line with mandatory requirements.



Ian Mulholland

Managing Director

For and on behalf of MTC