

# MTC gender pay gap report 2024/25

## 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).

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).

In 2021, Management & Training Corporation Ltd was contracted to support the UK Home Office operating covid quarantine hotels in the Midlands. MTC has been supporting the UK Home Office since June 2022, providing welfare and security services at their Manston 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 373 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 2024/25

MTC's statistics for the reporting period are:

- Mean gender pay gap: 6.4%
- Median gender pay gap: 0%
- Mean gender bonus gap: 44.2%
- Median gender bonus gap: -7.1%
- Received bonus gap: 1.0%
- Proportion of male employees receiving a bonus: 6.5%
- Proportion of female employees receiving a bonus: 5.5%

### 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	63.8	68.1	68.1	63.4
% Females	36.2	31.9	31.9	36.6

## 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 is pleased that our data compares favourably with that of others at 6.4%. According to the April 2025 ONS Annual Survey of Hours and Earnings (ASHE) figures, the gender pay gap for the whole economy was 12.8%, with the gap amongst full time employees being recorded as 6.9%.

MTC's mean gender pay gap has increased from 4.5% in 2024 to 6.4% in this report. MTC's headcount has reduced slightly due to natural attrition, resulting in our remaining workforce being 34% 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. There has been very limited recruitment into senior roles since 2021.

The mean and median gender bonus pay gaps for MTC are 44.2% and -7.1% respectively. These figures reflect the organisation's approach of awarding bonus payments primarily to employees in band D and above, meaning those in more senior roles are more likely to receive a bonus. In the reporting period, a higher proportion of senior roles eligible for bonus payments were held by female employees, resulting in a greater number of women receiving bonuses across the organisation.

Furthermore, the average (mean) bonus payment made to female employees was £7,095.45, compared to £12,720.82 for male employees. This represents a bonus increase of £3,937.91 for females and £5,450.45 for males since 2024. These differences are not indicative of unequal pay but are instead a consequence of the gender distribution within senior leadership and management positions. This highlights that MTC's gender bonus gap stems from the organisational structure and the gender of those occupying higher-band roles, not from any disparity in pay for equivalent work.

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

While MTC's gender pay gap compares favourably to the national average across UK organisations, we remain firmly committed to closing the gap further. Promoting equality, diversity, and inclusion continues to be a central priority for us.

To support this, we actively listen to our employees through quarterly surveys and regular focus groups, ensuring that every voice is heard. Our employee wellbeing ambassador committee, made up of representatives from all levels of the organisation, plays a key role in identifying potential disparities and working closely with the HR team to recommend meaningful and proportionate adjustments where needed.

In addition, the committee collaborates with our communications and training teams to increase awareness and promote learning around issues affecting underrepresented groups. These efforts are closely aligned with MTC's broader social value commitments, ensuring our culture of inclusivity is strengthened and sustained across the business.

Social impact is the work done with people and communities in the form of activities, projects, programmes or policies that drive 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 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 2025 gender pay gap results in line with mandatory requirements.



Ian Mulholland

**Managing Director**

**For and on behalf of MTC**