

# ETHNICITY PAY GAP REPORT

2022



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# Foreword

**For the second consecutive year, we are proud to be amongst the few employers that are publishing their Ethnicity Pay Gap.**

We remain committed to taking ownership of our pay gap, understanding what's driving it and taking meaningful actions to address it. As I have said before, this isn't a straightforward fix and we won't be able to reduce our pay gap immediately. However, our aim is to ensure that all our colleagues have the opportunity to succeed based on merit, irrespective of background. That in itself will lead to better representation at all levels and subsequently, a reduced Ethnicity Pay Gap.

Our 2022 mean Ethnicity Pay Gap is 10.71% and our median is 7.23%. Although these are only slight reductions from last year,

I'm encouraged that we are moving in the right direction.



**Baljinder Kang**

**Executive Director  
of Corporate Resources**

We continue to have a positive mean pay gap across our Asian colleague group. Our highest Ethnicity Pay Gap remains for our Black colleague group, but encouragingly this has reduced by 1.52%. We've done significant work in the last 12 months to support the progression of a cohort of 10 Black colleagues with a targeted development programme. As a direct result of this, colleagues have already moved into higher paid roles and all are receiving long-term support, whether this be through qualifications or work experience. Using targeted campaigns, we've also successfully recruited Black maintenance apprentices. In an increasingly volatile labour market, this allows us to develop our future leaders internally.

We have seen a decrease in Black colleagues at leadership level from 9% to 3.9%. It's important to note that due to the size of our leadership team, small movements can have a significant impact on the representation percentage; this actually equates to one leaver and one colleague returning to their substantive post after covering a maternity leave. That being said, we are committed to increasing the representation of Black colleagues at leadership level through the actions set out in this report.

Our commitment to develop Black colleagues into senior roles is evidenced through our investment in the Black colleague development programme. The programme is an important vehicle for ensuring Black colleagues have targeted development based on individual aspirations and skills.

Our four Inclusion Networks have supported us to reduce our unknown ethnicity data to just 3%. This has given us a more accurate Ethnicity Pay Gap, which makes it even more reassuring that both the mean and median have continued to reduce.

So what next? We're moving in the right direction, so it's important that we continue to take informed and relevant actions to sustain progress. For that reason, you will see in the sections below that we are not looking to make significant changes to our actions, but to continue to embed our initiatives, continually measuring their success to ensure they are having a real impact.

My commitment is to continue to listen, so that I can understand and help to remove any barriers faced by our colleagues from ethnic minority backgrounds. If we all commit to doing this, we can only make Midland Heart an even better place to work where we are all able to thrive.



# Our Ethnicity Pay Gap 2022

## What is the Ethnicity Pay Gap?

The difference between our hourly pay for colleagues from an ethnic minority group compared to White colleagues, regardless of the work they do.

It gives an overall picture of total pay from the highest to the lowest paid colleagues and lists them by ethnicity. These figures consider full and part time roles.

Put simply, any jobs where an ethnic group is under-represented will have higher pay gaps. Although there's no Government guidance on calculating the Ethnicity Pay Gap, we've continued to follow the same calculation methodology as with gender.

# Our Ethnicity Pay Gap 2022

## What's our Workforce Profile?

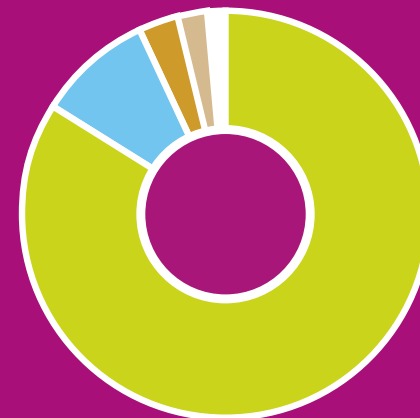
We remain largely representative of our customers and geography.



**White 61%**  
**Asian 15%**  
**Black 15%**  
**Mixed 5%**  
**Unknown 3%**  
**Other 1%**



**White 48%**  
**Asian 9%**  
**Black 17%**  
**Mixed 4%**  
**Unknown 20%**  
**Other 2%**



**White 85%**  
**Asian 9%**  
**Black 3%**  
**Mixed 2%**  
**Other 1%**

Our **median** Ethnicity Pay Gap is **7.23%**

Our **mean** Ethnicity Pay Gap is **10.71%**



# Our Actions



**In the last 12 months, we've focused on the three key areas we set out in our 2021 Ethnicity Pay Gap report:**

## 1 Improving Our Data

We have **97%** of colleagues disclosing data regarding their ethnicity. This is an increase of **7%** from last year.

Our Inclusion Networks have all worked together to ensure that colleagues understand why this data is so important.

We now have a more accurate picture of our Ethnicity Pay Gap and are encouraged that it's continued to reduce even with more data.



# Our Actions

## 2 Black Colleague Development

Our Black Colleague Development Programme has been established in recognition of the fact that we do not have as many Black leaders in comparison to other groups.

The programme is designed to understand the particular challenges facing each individual and support them to develop and progress as and when opportunities become available.

Our cohort of 10 colleagues have embraced this programme, with lots of success stories already. Some have already moved into higher paid roles and all have received a tailored development plan, which is aimed to help them achieve their individual career aspirations. The plans include leadership shadowing, experience in a different role, qualifications and mentoring.

We've also worked on increasing the ethnic diversity of apprentices by targeting schools with high populations of ethnic minority groups. As a result, **33%** of our Maintenance Apprentices are Black and Mixed Race.





# Our Actions

## 3 Listening to Colleagues

Unity, our Race and Ethnicity Inclusion Network, held 'Let's talk about Race' events to embed our Race, Racism and Stereotypes learning. We engaged both White and ethnic minority colleagues in these conversations about racial inclusion to help continue the conversation within teams and promote allyship.

All our Inclusion Networks have had a particular focus on intersectionality, so we can understand issues and challenges from different viewpoints. For example, in Black History Month this year, each Network led a week of activities and events for colleagues.

As a result of engaging with and listening to colleagues, our network membership of Unity has doubled in the past two years. Unity continues to be sponsored by our Chief Executive, Glenn. This increase in membership will continue to drive real change and celebrate all our different backgrounds.

We will continue to engage in conversation with Unity to understand the challenges faced by our ethnic minority colleagues and what more we can do to address them. Our Executive Team will continue to review and monitor our Ethnicity Pay Gap quarterly to ensure we are making progress.





# What's Next?

**Our aim is to continue with the work we've started and ensure it has a real impact for our ethnic minority colleagues.**

**Key actions include:**

## Colleague Development

This continues to be a key focus. Our aim is to develop our high performing ethnic minority colleagues into our future leaders.

We are already planning a second cohort of our Black Colleague Development Programme, whilst also continuing to support the progression of our current cohort.

We are also working with Unity to deliver a series of career workshops, particularly aimed at ethnic minority colleagues. These will be delivered by a leader within the Housing Sector who is from an ethnic minority, so can really understand some of the challenges and barriers faced by different groups. Topics covered will include confidence building, effective networking and career planning.





# What's Next?

## Attracting Talent

We'll continue to use apprenticeships and internal secondments to attract and grow colleagues from diverse backgrounds.

We know that our workforce profile of In-House Maintenance has changed in the past 12 months due to the current labour market. So, we will continue to develop our links with schools and colleges to target under-represented groups for apprenticeships.

We'll work with our current apprentices from ethnic minorities to understand what attracted them to the role and how we can attract a diverse pool of talent.

We will be launching our second cohort of degree apprentices this year, with a particular focus on attracting candidates from ethnic minorities to ensure we achieve diverse representation. We will continue to use diverse recruitment panels to ensure we represent a range of interests.



**Got a question?**  
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