



Foreword

As we now publish our 2020 Gender Pay Gap, I've been reflecting on the progress we have made in the last three years. I'm proud that the gender balance of our workforce is representative of our customer groups and our geography. I'm also encouraged that **60%** of promotions in the last three years have been female colleagues and we now have a strategic leadership team which is **39.5%** female. And I'm confident that we continue to pay all colleagues equally for equivalent work, regularly seeking independent assurance of this.

Our mean gender pay gap for 2020 is **18.58%**. It's higher than the UK average of **14.6%** (ONS November 2020) but the positive news is that it has reduced by **1.79%** from last year thanks to some of the progress we've made. We also saw our median gender pay gap fall by **6.41%** to **17.95%**.



We know that our gender pay gap primarily exists for two reasons. The first is how we operate as a business. We have one group structure and employ larger numbers of colleagues in domestic and catering. Colleagues in these roles are predominantly female which leads to a greater gender imbalance in the lower quartile.

The second reason is that although we have good representation of women in our upper quartile, there are more men in senior leadership roles.

As I've previously said, reducing the Gender Pay Gap is not a quick or easy change. We have a societal issue around traditionally male and female roles in the lower quartile, which means the pace of progress may not be as quick as we would want. We know, through independent assurance that men and women are paid equally for work of equal value.

Our commitment remains to create genuine equality for all colleagues. We continue to review our practices, including regular reporting and monitoring, to ensure no barriers exist to progression as well as to guard against pay suppression. I'm confident that with time and our sustained efforts, we can continue to reduce the gender pay gap year on year.

Baljinder Kang

Executive Director of Corporate Resources



The Gender Pay Gap



Our mean gender pay gap is **18.58%**
(reduction of 1.79% from 2019)

The UK mean gender pay gap is **14.6%**

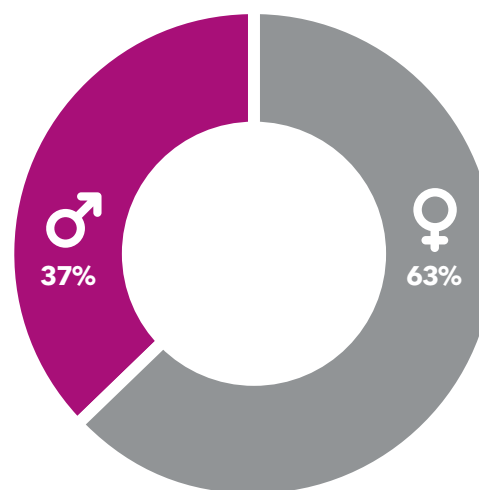
Our median gender pay gap is **17.95%**
(reduction of 6.41% from 2019)

The UK median gender pay gap is **15.5%**

Our profile by quartile

Quartile	♀ Female	♂ Male
Upper	51% (135)	49% (129)
Upper Middle	53% (139)	47% (123)
Lower Middle	68% (186)	32% (89)
Lower	79% (199)	21% (52)

Our overall workforce profile



*at the time of our 2020 Gender Pay snapshot.

Our 2020 Gender Bonus Gap

The proportion of men and women who received bonus pay is:

♀ **55%** female

♂ **64%** male

Our mean bonus gap is **94.7%**

Our median bonus gap is **0%**

Our mean bonus gap solely exists because we have a productivity bonus scheme for our In House Maintenance Team. This is a predominantly male team and whilst they have access to a bonus payment, some of their employment terms and conditions are more basic than the rest of our organisation. Females who join our Repairs and Maintenance team have access to exactly the same bonus scheme and level of bonus payment.



Our Gender Pay Action Plan

As we set out last year, we have three clear aims which will support us to reduce the gender pay gap;



1. Increase the number of women in our upper quartile, particularly at the higher levels



2. Have a more representative gender balance in the lower quartile



3. Ensure our reward and benefits enable everyone to balance their personal and professional lives

In the last year, we've put particular focus on our resourcing methods to make sure that we're attracting females into traditionally male dominated roles and vice versa. For example, we now ensure that we have gender balanced assessment panels for Upper Quartile and Lower Quartile roles and gender balanced shortlists.



- Key successes have been the appointment of female apprentices in Software Engineering, Surveying and Trades. Females have been appointed to **60%** of all senior leadership roles advertised in the past 12 months.
- Following completion of our aspiring managers program 12 women have progressed into more senior roles. This has all contributed to an improved female representation at managerial and leadership levels of the business.
- Our Women's Network launched this year. The network are supporting a review of our Family Friendly offer, to better enable all colleagues to balance work and home responsibilities.

This is absolutely a work in progress and there is lots more still to do in the year ahead.



Moving forward

In the next 12 months, we'll continue to focus on developing our female talent. We will do this by:

- Supporting our high performing women to develop the skills, experience and confidence required for more senior roles
- Improving internal mobility through the implementation of a career pathway for our housing teams.

Our Executive team will receive quarterly reports on the balance of men and women:

- Promoted internally
- Recruited from external sources
- Requesting salary reviews

We'll ensure gender balance on shortlists wherever possible as well as diverse selection panels.

We'll seize the positive changes emerging from the way we've worked during the lockdown to develop our working practices and tools, which enable all colleagues to achieve a better work life



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