



Gender Pay Gap report 2024





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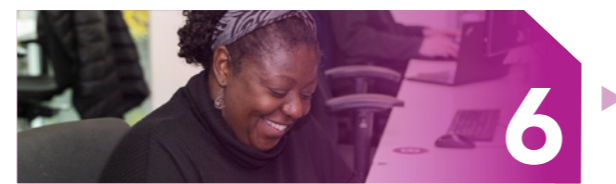
Foreword



Our 2024 Gender Pay Gap



Our 2024 Gender Bonus Gap



What we have done

Foreword

In our eighth year of reporting, I am proud to share that our mean gender pay gap has reduced to 15.28%, the lowest we have ever reported. This is a reduction of 1.82% from last year, which at that point, was our lowest reported gender pay gap to date.

This continued improvement in our pay gap is due to a combination of our ongoing efforts to increase the proportion of women in our upper quartiles and to have more a more proportionate balance of women to men in our lower and lower middle quartiles. This year, we have achieved a 1% increase in women in the upper quartile. This is for a number of reasons, which include:

- 63% of internal promotions were achieved by women, (an increase from 60% in 2019).
- We have delivered two cohorts of the Female Development Scheme, with six females moving to higher paid roles as a result.

Whilst these may seem minor variations, it's worth noting that our small leadership population means that individual changes can have a large impact on representation. We are also in a favourable position when compared to many other organisations with 40% of our leaders being women, compared with a national average of 37% (Green Park Business Leaders Index 2024).

We have also continued our focus on diversifying talent within our trades and construction roles, (traditionally a male dominated industry). As a result, 5% of our trades operatives are now female, compared to 2% in the Midlands overall. Furthermore, we now have 17% of our trades team leaders filled by female colleagues. Whilst we know there is much more to do, it is positive that we can see progress through our continued efforts to attract and develop more women into this particular area of the business.

I'm pleased with our progress in reducing the pay gap so far, particularly as we continue to operate in a highly challenging environment with much change. We have been recognised as a leading inclusive employer by the Inclusive Employers Standard and our colleague engagement around EDI has increased from 66.1% to 82%. I'm also assured that the gender balance of our workforce remains representative of our tenants and our geography. Despite our progress to date, as we move towards 2030 with our new Corporate Strategy, reducing our gender pay gap will continue to be a key priority for us. We will continue to focus on making incremental changes to reduce the pay gap further and continue our work on creating an inclusive culture for all.

Baljinder Kang
Executive Director of Corporate Resources





Our 2024 Gender Pay Gap

Median

Our median Gender Pay Gap is 16.20%
The UK median Gender Pay Gap is 13.1%

Mean

Our mean Gender Pay Gap is 15.28%
The UK mean Gender Pay Gap is 13.8%

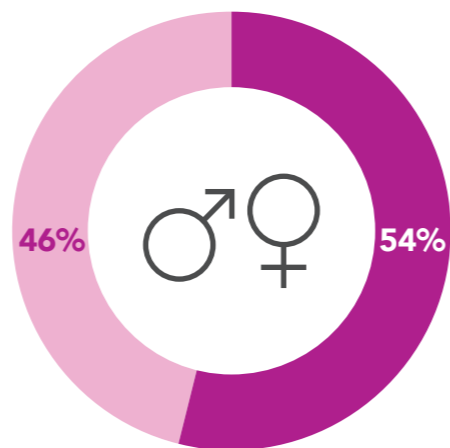
Our profile by quartile

April 2024	Women	Men
Lower quartile	66%	34%
Lower Middle	61%	39%
Upper Middle	44%	56%
Upper quartile	46%	54%

Workforce

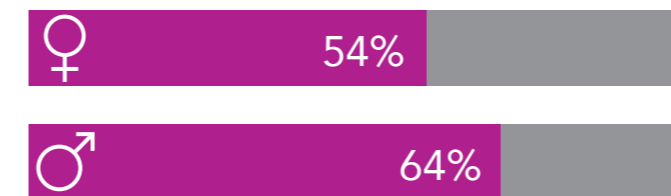
Our overall workforce profile

- Female
- Male



Our 2024 Gender Bonus Gap

The proportion of women who received bonus pay is 54% female vs. 64% male.



Our mean bonus gap is 86%

Our median bonus gap is 0%

Our significant mean bonus gap solely exists because we've got 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. Any female who joins this team has equal access to the same bonus scheme and level of bonus payments.



What we have done

Our three clear aims that will support us to reduce our gender pay gap remain the same.

We will continue to:

1. Increase the number of women in our upper quartile, particularly at the higher levels.
2. Achieve a proportionate gender balance in the lower two quartiles.
3. Ensure our reward and benefits enable everyone to balance their personal and professional lives.

Career Development

We have continued to focus on increasing representation of women in the upper quartiles through:

- **Investment in Development:**

Our focus remains on developing our high performing women into future leaders. We have successfully delivered two cohorts of our female development scheme, which is designed to improve confidence, impact and taking ownership of progression. Six women have moved to higher paid roles as a result.

This year, we also relaunched our Aspiring Managers Programme and 86% of delegates are women. We have already seen successes before this cohort have completed their programme with colleagues moving to new roles.

- **Gender representation in traditional male dominated sectors:**

We have focused on both trades and technology as areas where we want to attract and develop more women.

We continually review the recruitment market to ensure we are best placed to source a diverse pool of candidates as well as scrutinising our adverts, language and imagery. Since 2021, women in our Technology team have increased from 15.6% to 27% both through effective recruitment and our early careers offer.

We have also had notable successes in trades recruitment, as 20.8% of new colleagues into upper quartile roles are now women. This is a notable increase from 11.5% during the previous 12 months. 17% of our trades team leaders are now female and 17.4% of Suveyors across Property Services are women. We have also relaunched the Women In Property Working Group, to not only attract and develop more women but also ensure that we create an environment within which females can thrive and succeed.

Achieving a greater gender balance in our trades workforce remains a priority, with currently only 5% of operatives being females. Attracting more women into these roles will mean we are better placed to adapt services in response to tenant needs.

As a result of all these career development initiatives...

- 63% of internal promotions in the last 12 months were achieved by female colleagues (increased from 60% in 2019).
- In comparison to 2023 we have more females in the upper and lower middle quartiles, and fewer in the lowest paid roles.

Gender Balance in the Lower Quartile

As some women have progressed into higher paid roles, we continue to see a better balance of gender in the lower quartiles. The proportion of males in the lower quartile has increased from 26% in 2023 to 34% in 2024. As our high performing women continue to progress through the organisation, we should see an even better balance of gender representation in all quartiles.



Female Inclusion

We are not just focused on the statistical headline measure we also strive to foster a culture where everyone can perform at their best.

To support this, in the last 12 months, we have:

- Launched Coaching for Women returning from Family Leave to support them back into the workplace.
- Launched our new digital learning which addresses topics such as male allyship, unconscious bias, parenthood, language, and menopause.
- Introduced menopause guidance for colleagues and managers.
- Relunched the Women in Property Working Group.

Moving Forwards

Our focus will continue to be on making incremental gains through our three main aims. In particular, we plan to achieve the following over the next 12 months:

- Review and revise our Development Scheme. Whilst we have achieved successes with our two cohorts, we want to ensure it's continually improved and aligned to roles within the organisation.
- Invest in a sector leading early careers offer providing opportunities for talented young people across our geography who can be our future leaders.
- Review our business-critical roles, to strengthen and improve diversity in our succession plans.
- Review how we position roles in the lower quartile to ensure we can attract and recruit more males and achieve a more proportionate gender balance.
- Continue to build a culture of inclusion through delivery of managers inclusion training, building on our support for women experiencing the menopause and raising awareness of women's health conditions.

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I've been incredibly lucky to have an understanding line manager who has listened and helped to support me at work. We've discussed and agreed additional support to help with my menopause symptoms, which are practical for me and my role. Around the same time, I learned I was in perimenopause, I decided to become a member of Balance, our Women's Network which, as it happened, were looking into the impact of menopause in the workplace. I immediately knew that I wanted to be part of this project to help raise awareness and provide support for colleagues experiencing the perimenopause or menopause.

Anne Swaine
Administration Officer (Data)

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Through tailored development plans, I have completed three professional qualifications and gained invaluable insights from coaches and mentors. This development has significantly enhanced my skills, boosted my confidence, and allowed me to take on new challenges. As a result, I've been more effective in my role, contributing to team success and fostering a positive work environment. Overall, this support has had a lasting impact on my personal and professional growth.

Diana Njeri
CIHCM Regional Housing Manager
- South

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I initially joined Midland Heart as a Sales Officer back in 2018. After being in post for two years I took the opportunity of a secondment within the Mutuals and Leasehold Team as a Retirement Living Manager. This afforded me the chance to stretch my skillset and demonstrate that I was ready for such a role. To help me be further successful in this, Midland Heart supported and funded placements for me on the Female Leadership Programme and Level 4 CIH Housing Qualification. It is rather empowering when the organisation for which you dedicate so much is happy to invest in you. I am now six years into my career with Midland Heart, and I look forward to many more.

Chantel Stephens
Leaseholds and Lettings Manager

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#MHMINDSET

Our tenants come first, second and third. We come to work to do the best we can for our tenants and each other. We are honest, empathetic, we ask questions, you can rely on us and we put our tenants at the centre of every decision we make.

We are one team working together for our tenants.



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