

Colleague Annual Report

Our people, progress and priorities





Welcome to our first Colleague Annual Report

This report recognises the central role colleagues play in everything we deliver for our tenants. It celebrates the people who work to make our tenants’ homes, neighbourhoods and ultimately lives better every day.

Whether supporting tenants directly or contributing specialist expertise behind the scenes, we are all integral to delivering Tenants at Heart. This report shows what can be achieved by one team working together.

We share examples of our collective achievements over the last year, how colleagues are shaping our organisation through our expanded Colleague Champion Forum and new diversity network RISE.

This year alone we have been named as a 2026 Sunday Times Best Places to Work, received the British Safety Council Sword of Honour, and scored a record 97% Tpas accreditation score for sector-leading tenant engagement. Together, these outcomes reflect the efforts of everyone across our organisation and the tenant centred culture we continue to develop.

Not wanting to stop there we have launched the #MHMindset, helping to create a shared understanding of the behaviours that underpin our culture and shape how we work together. Our Mindset reinforces our commitment to being honest, empathetic, reliable, tenant-centric and always willing to ask questions and learn.

From maintaining safe homes and improving tenant services to delivering some of our strongest operational performance, including record low rent arrears, voids and re-let times, we all continue to demonstrate the difference that can be achieved when we work together with a shared focus on tenants.

While there is much to be proud of, there is also more to do. As we look ahead, our focus remains clear: delivering better services for tenants.

That means continuing to raise standards, reducing complaints, learning from feedback and, through our #MHOnPoint programme, simplifying processes and removing unnecessary complexity so we can all spend more time focusing on what matters most.



Baljinder Kang
Executive Director
Corporate Resources

Our people at a glance



80%
Colleague engagement



40
Early careers professionals



99.40%
Training compliance



9.4%
New starter attrition



46
Professional qualifications achieved



88.30%
Tenants believe that colleagues act professionally



1,015
Colleague headcount



95
Internal promotions (49.5% female)



6.7 years
Average colleague tenure



2.39%
Sickness absence



5.43
Days lost per employee



10.33%
Colleague turnover

THE SUNDAY TIMES
Best Places to Work 2026
BIG ORGANISATION

“

Our motivation is making things better and we hold ourselves and others to the highest standards.



We're people focused

We understand our environment and change to stay ahead of the curve.



Being People-Focused means putting our colleagues at the heart of how we work.

This year, we've strengthened colleague voice through our refreshed Colleague Champions and, importantly, listened to what colleagues have told us and turned that feedback into meaningful changes to the colleague experience.

Listening to colleagues

Colleague feedback helps shape the colleague experience. The April 2025 engagement survey achieved our highest-ever response rate, giving us stronger insight into what is working well and where colleagues want to see change.



84%

Record response rate

Our highest ever



80%

Positive place to work

Colleague satisfaction



73%

Wellbeing

Above industry average

Across all six core engagement themes, we scored at or above global and industry averages.

Colleagues told us what matters:

<div></div> <div>Leadership & communication</div> <div>Colleagues told us that effective leadership, communication and feeling heard all shape their experience at work.</div>	<div></div> <div>Reward, recognition & benefits</div> <div>Colleagues wanted a competitive offer that recognises contribution and provides meaningful support.</div>	<div></div> <div>Flexibility, inclusion & ways of working</div> <div>Colleagues highlighted flexible working and opportunities to improve how we work together.</div>
<div></div> <div>Wellbeing & workload</div> <div>Wellbeing and workload continued to be important themes, with colleagues wanting support to stay well and access help earlier.</div>	<div></div> <div>Development & opportunity</div> <div>Colleagues wanted opportunities to learn, progress and develop their careers.</div>	<div>Colleague feedback doesn't stop at the survey. It helps shape where we focus, what we improve and how we invest in the colleague experience.</div>

So, what did we do with this feedback?

You said	We did
Reward, recognition & benefits	<ul style="list-style-type: none">Improved annual leaveNeonatal care leavePerformance-related birthday leaveHoliday purchasingExtra Christmas leave
Wellbeing & workload	<ul style="list-style-type: none">Introduced Wellbeing ChampionsImproving access to free period products
Leadership & communication	<ul style="list-style-type: none">Introduced Future Focused Leadership DevelopmentTargeted engagement plans based on feedback from different areasStrengthened colleague voice through our refreshed Colleague Champion Forum
Development & opportunity	<ul style="list-style-type: none">Created more targeted development opportunitiesProgramme for high-potential colleaguesCareer Conversations- externally delivered webinars supporting development for female and ethnically diverse colleagues
Flexibility, inclusion & ways of working	<ul style="list-style-type: none">Launched #MHOnPoint to review ways of working and improve efficiency and effectiveness.We also launched RISE, bringing our inclusion networks together into one unified network



And we're strengthening colleague voice further...

In June 2026, we refreshed our Colleague Champion Forum in response to feedback from colleagues, including existing Colleague Champions and senior leaders. The new model was designed to make colleague representation more visible, representative and influential.

Colleagues voted for those who represent them, reducing constituency sizes to ensure better representation. We introduced Co-Chairs and Senior Colleague Champions, strengthened governance and launched a new identity for the Forum.

Our Champions are already creating a stronger two-way connection between front-line colleagues and senior leaders – gathering insight, raising emerging themes, ensuring the colleague voice influences decisions and drives meaningful change.

At its heart, the Forum helps ensure the colleague voice translates into meaningful action and positive change.



We are both excited and extremely privileged to be Co-Chairs of our Colleague Champion Forum. With an evolving landscape, it's vital that now more than ever our Colleague Champion Forum continues to enhance its influence, visibility and impact – ensuring the colleague voice is truly heard, engagement is strengthened and the right actions are taken across all areas of the business. More than anything, we care and we're here to listen and work with you."



Paul Salter and Stuart Henry,
Co-Chairs of the Colleague Champions

Our first elections saw strong engagement:



Corporate Resources:
77.6%
turnout



Property Services:
50.0%
turnout



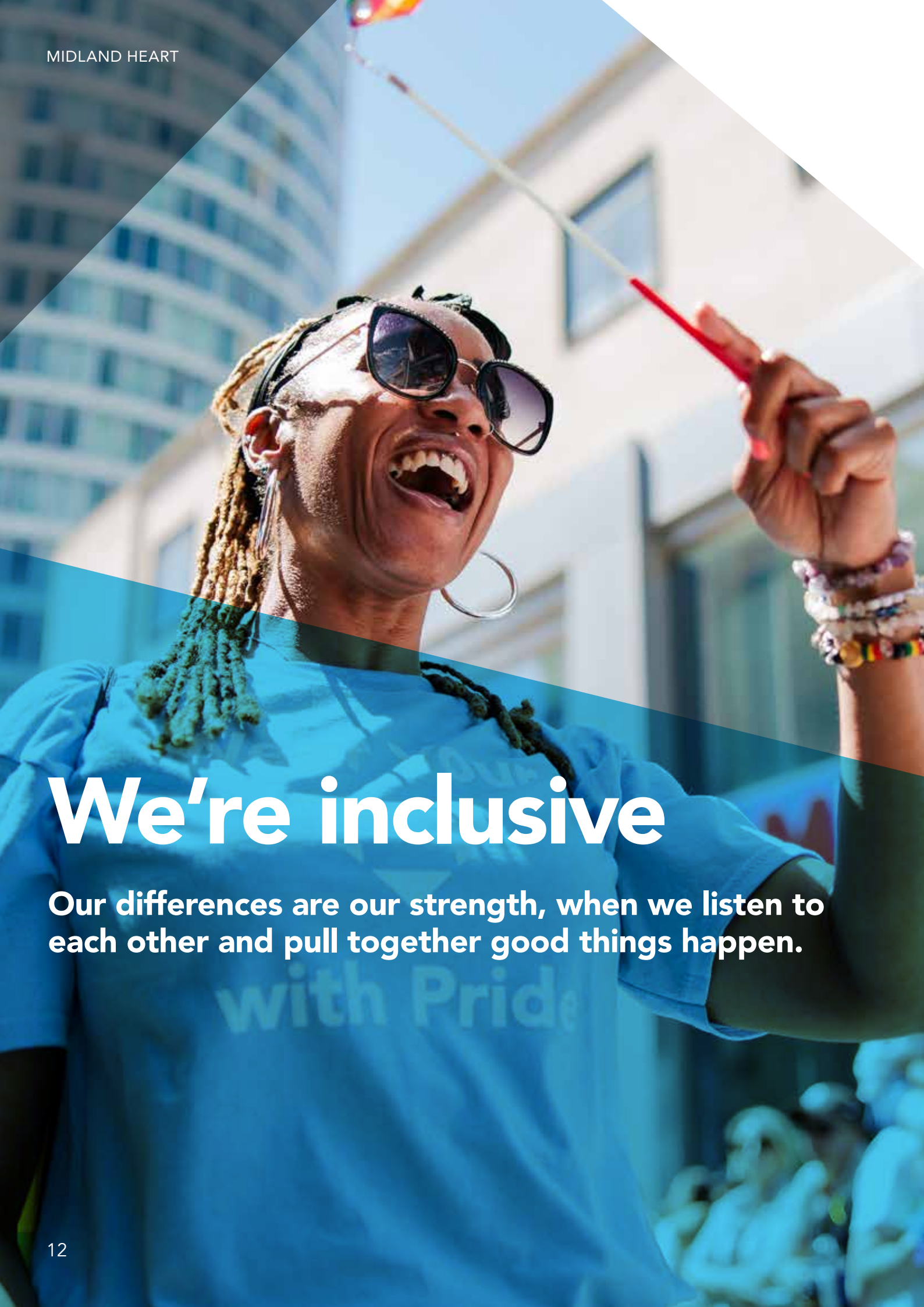
Finance, Growth & Governance:
72.9%
turnout



Tenancy Services:
38.6%
turnout

- reflecting a larger and more dispersed colleague group, where reaching and engaging everyone can be more challenging.

Thank you to everyone who got involved, stood for election and had their say.



We're inclusive

Our differences are our strength, when we listen to each other and pull together good things happen.

Whoever you are, wherever you're from, your contribution matters.

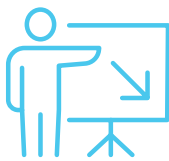
Being Inclusive means creating a workplace where everyone can belong, be themselves and have the opportunity to thrive. This year, we've strengthened inclusion through greater transparency, targeted development, our RISE inclusion network and our continued commitment to disability inclusion.

Health and wellbeing remains an important area of focus. In our April 2025 engagement survey, wellbeing scored 73%, an increase on the previous survey. While wellbeing remains our lowest-scoring area, it remains above the industry average.

“

Across our directorates, 79% to 87% of colleagues said they feel proud to work for Midland Heart, reflecting the strong sense of pride across our organisation.”

Creating a place of belonging



Our lowest gender pay gap on record. In 2026, our mean gender pay gap fell to 10.11%, from 12.16% in 2025, while our median gap reduced to just 2.22%, from 3.57%



Reduced our mean ethnicity pay gap to 13.95%. While the median gap increased slightly, transparent reporting helps us understand the pay gap and focus action where it is needed most



Launched 'Career Conversations', an externally delivered career development programme providing targeted development opportunities for female and ethnically diverse colleagues



Improved data disclosure to 91%, up from 80% in 2025, giving us better insight to identify gaps and focus action where it matters most



Maintained Disability Confident Leader status for a further three years and voluntarily reported our disability pay gap for the first time: 11.22% mean and 4.19% median, compared with the 12.7% UK mean average (ONS)



Sunday Times 'Spotlight Award' – recognising our commitment to supporting disabled colleagues and creating an inclusive workplace



Launched and expanded RISE, our unified colleague inclusion network, creating a more inclusive way for colleagues to connect, have their voices heard and influence change

For colleagues, this means greater transparency about where challenges remain, more targeted opportunities to support career progression, stronger support for disabled colleagues, and one inclusive network where colleagues and allies can connect, contribute and influence change across our organisation.

Our focus is to turn our inclusion commitments into an experience colleagues can see and feel.

Prevention, early intervention and support



1

The challenge
40%

of sickness hours were attributed
to mental health

Our response

Earlier, broader support
We are strengthening our approach from reactive support to prevention, early intervention and a positive wellbeing culture.

2

Prevent -
Helping colleagues
stay well

- Flu vaccinations**
- protecting our people
- DSE improvements**
- healthier, more
comfortable working
- Habits for Health**
- a personalised
wellbeing programme

Support early -
Encouraging early
conversations

- Wellbeing Champions**
- a listening ear and local support
- Workplace wellbeing support plans** - tailored support to help
you stay well
- Winter wellbeing** - a seasonal
campaign supporting physical and
mental health during winter

Access support -
Providing expert
help when needed

- Employee assistance programme (EAP)** - 24/7 confidential support
- Occupational health** - expert
advice and tailored support
- Additional tailored wellbeing support** - helping colleagues
with a range of personal and
workplace needs

Making a difference

A positive impact for our colleagues, with strong engagement and encouraging results.

3



9
new Wellbeing
Champions



297
colleagues accessed
EAP support



108
DSE self-
assessments
completed



298
unique colleagues
attended wellbeing
sessions



100%
felt "somewhat confident"
(17%) or "very confident"
(83%) in applying the tips &
strategies shared after the
wellbeing sessions

Our focus is shifting from responding when colleagues become unwell to creating a positive wellbeing culture that helps people stay well, access support early and perform at their best.



Making a difference together

About Birmingham Crisis Centre – our Charity of the Year:

Birmingham Crisis Centre provides safe accommodation and wrap around support for women and children escaping domestic abuse, including childcare, keyworker support, counselling and therapy, as well as legal, housing and immigration advice.



Our aim was simple: to help make the refuge feel more like home for families arriving with very little.

The level of support that you've provided is overwhelming and we haven't got enough words to express our gratitude. We've been able to help so many women and children from your help- it all goes way further than you think and has helped so many."

Julie, Centre Manager

Here are just some of the ways our colleagues supported Birmingham Crisis Centre this year:

- 150+ Christmas gifts donated – enough for every resident – alongside more than £900 raised
- Colleagues marked International Women's Day with an Afternoon Tea at the centre, learning more about its work and how we can better support tenants experiencing similar circumstances
- Essential toiletries, clothing, bedding and dining sets were donated to help families make a fresh start in their new homes
- 80 Easter eggs brought a little extra joy to residents
- Colleagues got behind Wear it Wednesday, proudly wearing their football shirts while raising vital funds
- Historian Carl Chinn MBE delivered an inspiring session celebrating influential women from communities residents may soon call home
- Birmingham Crisis Centre also joined us at our 2025 Big Get Together, helping colleagues learn more about its vital work



Our aim was simple: to help make the refuge feel more like home for families arriving with very little."



Together, we raised an incredible £1,033



We're professional

We act with integrity and take ownership of our actions.

We think about how our actions affect others and whether they will make improvements.

Being Professional means investing in our people, building the skills and expertise we need for the future, and taking pride in delivering high standards.

This year, we've created more opportunities for colleagues to learn, develop and progress, from professional qualifications and our new Social Housing Surveying HNC, to campaigns that keep colleagues informed and connected.

Our continued external accreditations and recognition also demonstrate the standards we set ourselves and our commitment to being fit for today and tomorrow.



Learning, careers & opportunity

We want everyone in our organisation to feel supported to learn, grow and build their careers with us. This year, we’ve continued to invest in development at every stage, from a strong start through induction to career progression, with 46 professional qualifications achieved during the year.

 Refreshed Corporate Induction <p>New starters joining our organisation rated their welcome at 4.97/5 and content 4.79/5, with satisfaction remaining high at 90% after one month and 87% after four months.</p>	 Service First <p>Renewed our Institute of Customer Service accreditation, recognising the quality of our Service First training and providing assurance to the regulator.</p>
 Development <p>In addition to Early Careers, 69 colleagues are receiving formal development – including 13 on pathway to become Chartered RICS surveyors.</p>	 Professionalisation <p>Of 75 colleagues in scope, 59 are currently working towards a relevant qualification, including 38 enrolled ahead of the October 2026 transition, with a further 16 already qualified.</p>

Supporting colleagues to succeed

Connecting our people with the information, conversations and tools that matter.

 Cyber Smart <p>Building awareness of cyber risks and keeping information safe.</p> <ul style="list-style-type: none">• Practical tips and guidance• Real-life examples• Helping colleagues stay vigilant	 Anti-Harassment <p>Reinforcing our zero tolerance approach to harassment of any kind.</p> <ul style="list-style-type: none">• Raising awareness• Clear guidance and support• Creating a safe, respectful and inclusive workplace	 Fraud Awareness <p>Helping colleagues recognise, prevent and report fraud.</p> <ul style="list-style-type: none">• Spot the signs• Know what to do• Protecting our colleagues, tenants and communities
 ‘Heart of the Matter’ podcast <p>Bringing colleague stories, conversations and updates to life. Recent topics include:</p> <ul style="list-style-type: none">• Colleague Champions• Cyber resilience• Artificial Intelligence	 Managers’ Brief Live <p>Equipping managers with the information they need to lead and communicate effectively.</p> <ul style="list-style-type: none">• Key monthly updates• Practical tools and resources• Supporting confident and consistent leadership	 AI Education <p>Building confidence and understanding around the responsible use of AI.</p> <ul style="list-style-type: none">• What AI means for our work• Practical use cases• Guidance and resources

From cyber security and AI to respectful workplaces and colleague conversations, our campaigns help keep colleagues informed, connected and equipped for the future.

Tackling the region's skills shortage

In recent years, social housing providers have seen unprecedented changes in the laws and regulations governing them and fundamental changes in the expectations of tenants.

The launch of the first Social Housing Surveying HNC is Midland Heart's response, an assurance that our colleagues are equipped with the technical skills and behaviours needed to deliver high-quality and tenant-focused services. The programme is co-designed with tenants to embed lived experience, tenant voice and engagement throughout.

- **Launching September 2026:** Five Midland Heart colleagues will join the first HNC in Social Housing Building Surveying cohort
- **Making development more accessible:** Mayoral skills investment and WMCA match funding have reduced the cost from £9,000 to £4,500 per colleague
- **Building skills for the future:** The programme is the first within a growing Regional Housing Skills Academy, developing specialist capability for the future of the sector



This innovative partnership brings together tenant voice, professional development and sector skills, creating a new pathway for the next generation of social housing professionals.

Best Places To Work



We were once again named in The Sunday Times Best Places to Work, recognising us as one of the UK's top employers.

The recognition is driven entirely by colleague feedback, with a record 84% response rate and an 80% engagement score.

We also received Highly Commended status for our long-term commitment to creating an inclusive workplace for disabled colleagues.

A fantastic national recognition of our continued focus on making Midland Heart a great place to work.

Silver in Inclusion



We achieved Silver accreditation in the Inclusive Employers Standard in November 2025, progressing from Bronze in 2023 and recognising the positive steps we've taken to strengthen inclusion across Midland Heart.

The independent, evidence-based assessment highlighted strengths in strategy and leadership, inclusive recruitment, colleague listening, continuous learning and our inclusion networks.

This is recognition of our progress and commitment to creating a workplace where everyone feels valued, respected and able to perform their best.

Sword of Honour



The prestigious British Safety Council Sword of Honour recognises our excellence in managing health and safety risks across our workplaces and in tenants' homes, keeping both colleagues and tenants safe.

To qualify, we achieved the maximum five-star rating in the British Safety Council's health and safety audit in November 2024, before demonstrating to an independent panel of experts that excellence in health and safety is embedded across our organisation.

Tpas



Our Tpas accreditation recognises the strength of how we involve tenants, listen to their views and use feedback to shape our services.

We achieved an outstanding 97% score, the highest ever awarded, with good practice recognised across seven areas including governance, scrutiny, complaints, communication and community involvement.

Led by our Tenant Engagement team, with support from colleagues across the business, Tpas praised the exemplary culture and passion shown by colleagues and tenants, with recommendations helping us strengthen tenant engagement even further.



**One team
working together
for our tenants**

#MHMINDSET

Our #MHMindset is a representation of our culture. Our Tenant Insight Portal is a vital tool to enable this. It brings together key insights, complaints data, performance information and tenant views all in one place – easily accessible, 24/7, to everyone who works here through our colleague intranet.

It's updated regularly so we can all monitor and identify emerging themes. The Tenant Insight Portal supports a stronger focus on the overall tenant experience; helping us to make more informed decisions and prioritise improvements to tenant homes and services.

Customer Experience and Housing Services have been among the most active teams on our portal. These teams work closely with our tenants and are well placed to use the insight to identify opportunities for improvement and support better outcomes.

“

The Tenant Insight Portal has been a great addition to our Intranet. Not only does it help us as a team to support and respond to our tenants - it's also a great place for us to share our findings and reports with everyone across the organisation, to help us all understand more about what matters to our tenants. It also supports collaboration across teams and means we can keep tenant experiences at the heart of everything we do.”

Leonie Kelly, Tenant Insight Manager

“

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.”



Our Big Get Together

Our Big Get Together

Our all-colleague Big Get Together took place in October 2025, bringing colleagues together to launch our Tenants at Heart corporate plan.

With the theme ‘Raising the Roof’, the event explored the standards, values and mindset needed to deliver our commitments to tenants. Colleagues had opportunities to learn, reflect and connect, with our Involved Tenants playing an active role and ensuring the tenant voice remained at the heart of the day.

The event created a shared sense of purpose and ambition, helping turn our plans into meaningful action. It also received national recognition at the IOIC Awards, winning Best Event and the prestigious overall Grand Prix Award.



Four key workshops

Colleagues took part in four key workshops and activities designed to bring our #MHMindset to life, strengthen connections and involve colleagues and tenants:

- **Test the Nation** – Putting colleagues’ knowledge of our four core pillars to the test
- **The Marketplace** – Our biggest-ever Marketplace, connecting colleagues with teams and activities from across Midland Heart
- **Open Door to our #MHMindset** – Bringing colleagues and tenants together to explore our MH Mindset and what putting tenants at the heart of what we do looks like in practice
- **Teamwork in Action** – Exploring how teamwork and our MH Mindset come together in practice

What colleagues told us

Our post event survey feedback was overwhelmingly positive, with colleagues recognising key takeaways from the event:

- The opportunity to network with peers right across the organisation
- Having the chance to learn and engage in all aspects of our work
- How important the MHMindset is to our success
- The value and importance of our history
- Sense of value and role they play in our mission
- They described it as the “best Big Get Together yet” and our most inclusive all colleague event to date



I have spoken to many colleagues who have said they believe it was our best to date, which is great to hear. While we work hard to make sure the days are fun and engaging, their success comes down to everyone taking part. These days work when we all turn up with the right mindset, energised and ready to make the most of our time together. Everyone I spoke to on Friday had done this and was having a good day. Thank you!”

Glenn Harris, Chief Executive

Number of colleagues



1,117
Invited



833
Registered



900
Attended

81%

‘informed’ and ‘well prepared for the event’



A colleague defined improvement plan

#MHONPOINT

This is only the start. The progress so far shows what is possible when we keep moving forward, make targeted changes and stay focused on outcomes that positively impact the business, our tenants and the colleague experience.

Simplifying Processes

#MHOnPoint is already making a tangible difference. Built from colleague feedback and personal pledges, it has become more than an improvement plan: it is a practical programme of change focused on making processes simpler, clearer and better for tenants and colleagues.

Through #MHOnPoint, we have:

- Redesigned work to reduce hand-offs
- Removed barriers and created clearer accountability for key services
- Helped teams focus on the work that adds most value
- Improved the experience tenants receive
- Made it easier for colleagues to do a great job

Performance that Matters

The early results show the scale of the opportunity. MHOP has identified opportunities to drive value for money, with around £1.5m forecast to be saved over three years. We are also seeing operational improvements that matter, including record levels of satisfaction with properties when let, the lowest ever void loss, and a sharper focus on reducing backlogs in areas such as voids, complaints and disrepair - all of which have a direct cost to the business and an impact on the tenant experience.

Skills for the Future

Just as importantly, MHOP is creating development opportunities for colleagues. By building skills in productivity, continuous improvement and problem solving - colleagues are gaining practical tools they can use now and carry into future roles. This supports progression, strengthens capability across teams and helps create a shared mindset that continuous improvement is part of how we work.

Leaders on Point

The role of leaders has never been more important as we continue to build a truly high-performing culture. Also part of MHOP, our Future Focused Leadership programme is helping leaders develop the capability, consistency and confidence needed to lead effectively now and into the future.





Looking ahead

Our colleague priorities:

Systems & tools that make work easier

Improving how colleagues access support, information and services, including access to internal services through the Front Door for frontline colleagues and using #MHOnPoint to simplify ways of working and improve efficiency.

Health & wellbeing

Continuing to build a positive, preventative wellbeing culture, helping colleagues stay well and access support early, while embedding our Wellbeing Champions as a visible source of peer support and insight.

Colleague voice & inclusion

Strengthening how colleagues are heard and involved in shaping the organisation by embedding our Colleague Champion Forum, making greater use of RISE and our Wellbeing Champions, and using engagement survey insight to turn feedback into meaningful, measurable action.

Recruiting and retaining the best people

Developing our Employer Value Proposition to strengthen how we attract and retain great people, with colleagues playing a key role in shaping and sharing what makes Midland Heart a great place to work.

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