

Gender Pay Gap Report 2023



Foreword

Welcome to our 2023 Gender Pay Gap Report. I am pleased to announce that our mean Gender Pay Gap has reduced to 17.10%, the lowest it has ever been in our seven years of reporting.

The gender balance of our workforce also remains representative of our tenants and our geography.

I am particularly proud of this reduction in the Gender Pay Gap because it has been achieved against a backdrop of much challenge and change. The Housing sector is under more scrutiny than ever, with major reforms which will continue to change the way we operate.

We're also dealing with a candidate-driven labour market, a cap on social housing rent, changing expectations of different generations of colleagues and increased tenant expectations. This challenging environment makes it harder to recruit and retain diverse talent and to move our Gender Pay Gap in the right direction.

Despite this, our focus has remained on making incremental changes that will not only reduce our pay gap in the long term but will also create a culture where everyone feels able to thrive and succeed.

We are now in the second year of our Female Development Scheme, and I'm pleased that five of these colleagues have subsequently moved into higher paid roles. It's also encouraging that 56% of promotions have been to women.

We have also been focusing on diversifying talent within Trades and Construction, a traditionally male dominated area of society. We now have three Trade female apprentices, three female Operatives and four female Trainee Surveyors.



While these seem small steps that will not close the Gender Pay Gap immediately, they play an important role in developing a pipeline of future female leaders within our historically male teams.

You will see from our actions that this remains our top priority. I am confident this continued focus will continue to move the Gender Pay Gap in the right direction.

Baljinder Kang

Executive Director of Corporate Resources

Our 2023 Gender Pay Gap

Median

Our median Gender Pay Gap is **15.02%**
The UK median Gender Pay Gap is **14.3%**

Mean

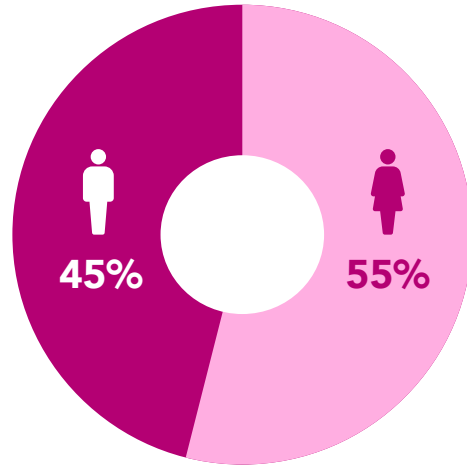
Our mean Gender Pay Gap is **17.10%**
The UK mean Gender Pay Gap is **13.2%**

Our profile by quartile

Quartile	Female	Male
Upper	45%	55%
Upper Middle	45%	55%
Lower Middle	56.5%	43.5%
Lower	74%	26%

Workforce

Our overall workforce profile is 55% female and 45% male.

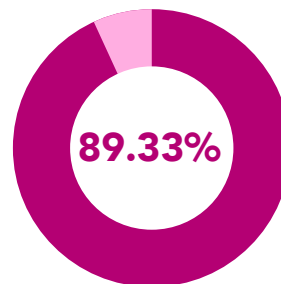
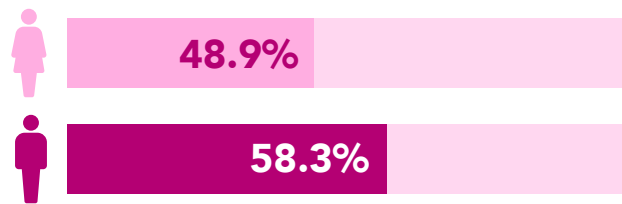


Our 2023 Gender Bonus Gap

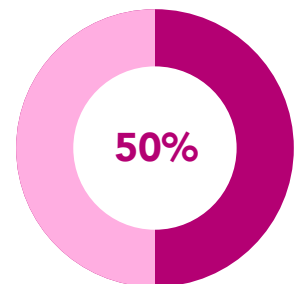
Our significant mean bonus gap solely exists because we've got a productivity bonus scheme for our In-House Maintenance Team.

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 females who join this team have access to the same bonus scheme and level of bonus payment. The bonus gap has increased this year because we have increased our resources in the Repairs Team to match increased tenant demand.

The proportion of women who received bonus pay is 48.9% female vs. 58.3% male.



Our mean bonus gap is 89.33%



Our median bonus gap is 50%

Actions to improve our pay gap

Career development

We have continued our focus on a pipeline of female talent to improve gender representation in managerial and leadership roles. The first cohort of our Female Development Programme was positive, with five colleagues moving into higher paid positions and 96% saying they would recommend it to others. This was evident through the volume of applications for the second year of the programme, which is now underway. All women from the first cohort are continuing to receive dedicated support from our in-house Talent Team. This year, we have also refreshed and relaunched our Aspiring Managers Programme. Although it's open to all colleagues, 66% of the cohort are women.

We have also focused on increasing our gender representation in Trades and Construction. We know from experience and benchmarking with similar organisations, that it's difficult to recruit women into these traditionally male-dominated roles. So, we've focused on early careers to grow our own female talent. As a result, we now have

three Trade female apprentices, three female Operatives and four female Trainee Surveyors. We've also had success with internal promotions within these areas.

We've now completed our series of Female Career Development Workshops shaped by Balance, our Women's Network, which were attended by c.125 women across the organisation. These focused on practical tips women can apply to support their career development. We've also launched Career Pathways so all colleagues can see where they are able to develop further and the tools to support them to do this.

We have continued to use gender diverse interview panels for all upper and lower quartile roles, and we still monitor and review internal promotions, external recruitment and pay review requests, reporting to Executive Board quarterly.

As a result of all these initiatives, 56% of promotions have been to women.

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 gender balance in the lower quartile.
- 3** Ensure our rewards and benefits enable everyone to balance their personal and professional lives.

Gender balance in the lower quartile

As some of our female colleagues have developed into the upper quartile, we have seen a better balance of gender in the lower quartiles. We now have 10% more males in the lower quartiles and 10% less females than last year.

As our pipeline of female talent continues to progress through the organisation, we should see an even better balance of gender representation in all quartiles.

Female inclusion

We're really proud that membership of Balance, our Women's Network has grown by over 60% since 2022. Attendance at female inclusion events has also continued to grow, enabling us to foster a culture of female inclusion.

Balance have been involved in developing our understanding of and support to women experiencing the menopause. The Network has also engaged women across the organisation to develop our new digital learning which addresses topics such as male allyship, unconscious bias, parenthood, language, and menopause.

Moving forward

In 2024, to continue progress in line with our three aims, we will:

- ▶ Continue to enhance our early careers programmes within Trades and Construction in partnership with colleges and schools.
- ▶ Improve how we identify high performing females by reviewing succession planning for roles in the upper quartile.
- ▶ To ensure we are attracting women into roles in the upper quartiles, we will review essential shortlisting criteria and sourcing plans.
- ▶ Continued delivery of our Female Development Programme to develop our pipeline of talent.
- ▶ Launch coaching for women returning from family leave.
- ▶ Provide diversity metrics to leaders to ensure greater visibility in their areas and help identify imbalances and tackle at a local level.





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