



GENDER PAY GAP REPORT

2025





Baljinder Kang
Executive Director of
Corporate Resources

I'm delighted to share that our gender pay gap is now the lowest reported in the last nine years; our mean gender pay gap is now **12.16%**, a reduction of 3.12% since 2024 and our median gender pay gap has reduced significantly to **3.57%**, a reduction of 12.63%.

This year we've achieved a more gender balanced workforce overall (49% female and 51% male), which remains representative of our tenants and the communities we serve.

These continued improvements are a result of our clear focus and ongoing actions to reduce the pay gap coupled with the passion and dedication of our colleagues to be a truly inclusive place to work and build your career.

I'm proud to see sustained progress across many areas of our action plan and even more pleased to see the impact of this work reflected in our results. We have remained focused on increasing the proportion of women in our upper pay quartiles. This is reflected in our internal promotions, with 52% awarded to female colleagues, above their 49% representation in our workforce.

Looking ahead, the government will soon be introducing mandatory action plans for employers to support colleagues experiencing the menopause. I'm happy to say this is something that we've had in place for some time now, and Balance, our Women's Network, has already done a great deal to raise awareness and provide valuable, practical support for both colleagues and managers.

We know there's still more to be done, however, it's extremely encouraging to see measurable progress as a result of our continued efforts. We remain committed to maintaining this momentum and driving further positive change year-on-year.

How we calculate our Gender Pay Gap

The **mean** is the **average** pay for all male employees and all female employees, and then we calculate the difference by %

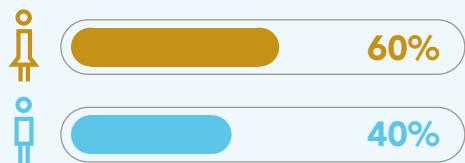
The **median** is the **middle value** when all salaries are listed in order, and then we calculate the difference between male and female by %

FOREWORD

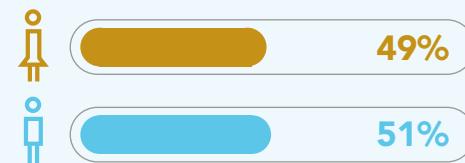
OUR 2025 GENDER PAY GAP

OUR PROFILE BY PAY QUARTILES APRIL 2025

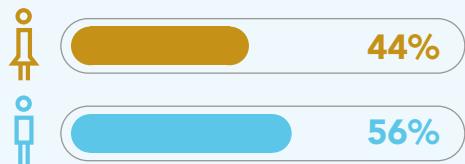
Lower quartile



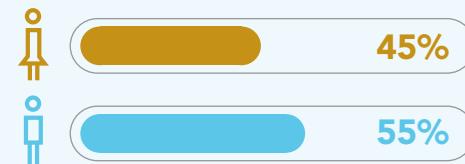
Lower Middle quartile



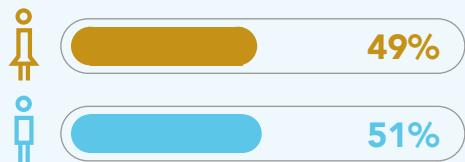
Upper Middle quartile



Upper quartile



Overall workforce



12.16%

Mean Gender Pay Gap

12.8%

UK Median Gender Pay Gap

3.57%

Mean Gender Bonus Gap

13.4%

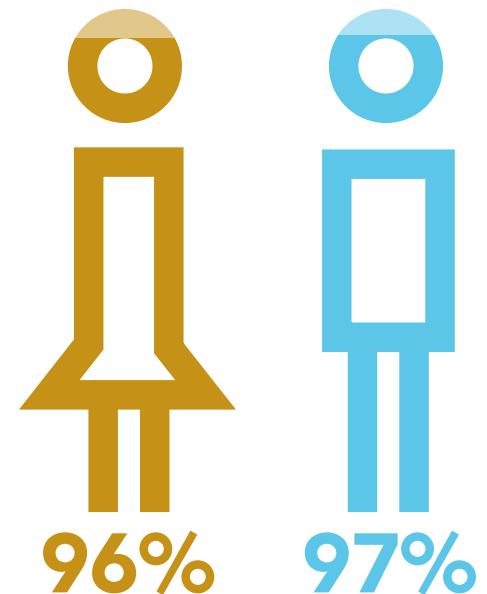
UK Median Gender Bonus Gap

OUR 2025 GENDER BONUS GAP

70.8%
Mean Bonus Gap

0%
Median 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 female who joins this team has equal access to the bonus scheme and is eligible for the same level of bonus payments as all other team members.



The proportion of women who received bonus pay is 96% female vs. 97% male.



OUR PROGRESS

With recognition that closing the gender pay gap is a long-term commitment, our three aims remain to:

01

Increase the number of women in our upper pay quartile, particularly at the highest levels

02

Achieve a proportionate gender balance in the lower two pay quartiles

03

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



Career development

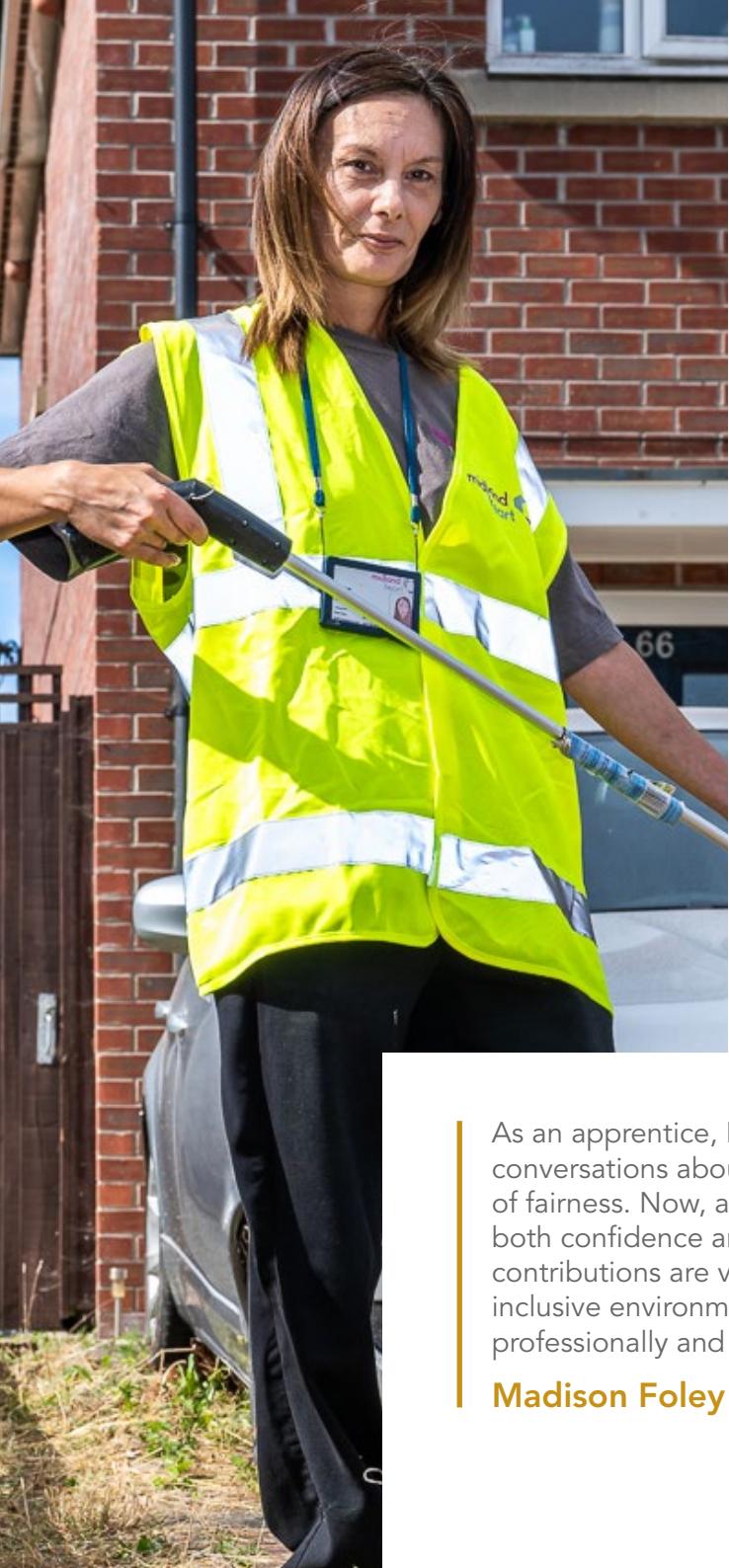
We have continued to focus on investing in the development of our high performing women, with 41% of funding allocated to this group. This investment has been through our ongoing female development programme, targeted development plans and succession planning.

As a result, we've achieved the following:

- In our recent colleague engagement survey, 73% of females felt satisfied with their career development within Midland Heart
- 52% of our promotions were achieved by females
- Increased the percentage of female managers and leaders by 2% (50% in 2023 v 52% in 2025)
- 18% of our degree apprentices are female

Over the past 10 years at Midland Heart, I've truly valued the continued support and encouragement to grow and progress in my career. The organisation's commitment to transparency and equality is more than just words, it's reflected in meaningful actions that ensure colleagues feel recognised and supported. Reports like the EDI and pay gap analysis not only highlight the progress we've made, but also keep us accountable as we work towards a more inclusive and equitable workplace for all.

Danielle McCarthy Operations Manager



Gender representation in traditional male dominated sectors

Achieving a greater gender balance in our Property Services workforce remains a priority. Our Women in Property working group has implemented initiatives to not only attract and develop more women but also ensure that we create an environment within where they can thrive and succeed. In the last two years, this work has helped us to:

- Increase female representation by 2.69% in managerial and leadership roles within our In-House Maintenance Team (12.12% in 2023 v 14.81% in 2025)
- Increase and retain the proportion of female operatives within our workforce to 5% of all trade operatives, surpassing the Midlands average of 2%
- Increase colleague engagement amongst females within our In-House Maintenance Team by 19%

As an apprentice, I appreciated being part of a team where open conversations about pay and progression created a strong sense of fairness. Now, as a fully qualified operative, I've grown in both confidence and skill, and it's empowering to know that my contributions are valued equally alongside my peers. Being in an inclusive environment has played a big role in my development, both professionally and personally.

Madison Foley Operative



Creating a culture of inclusion

We continue to foster a culture where everyone can thrive and perform at their best. Over the past 12 months, we have taken meaningful steps to support this goal, including:

- Providing tailored coaching for women returning from family leave, helping ease their transition back into the workplace
- Delivering a variety of learning opportunities to help colleagues better support women at work
- Launching our Inclusive Leadership Workshop for managers, aimed at deepening their understanding of the importance of inclusion and the critical role leadership plays in modelling inclusive behaviour

As a result, 84% of our female colleagues have told us they feel proud to work for Midland Heart. This is a 4% increase from our colleague engagement survey in 2023.



Creating a truly inclusive workplace for women means going beyond representation, it's about building a culture where every woman feels seen, heard, and supported. That's why Balance, our Women's Network, is deeply engaged in initiatives like the Menopause Action Plan and continues to champion awareness around intersectional experiences, such as the unique ways ADHD presents in women. Inclusion must reflect the full spectrum of women's lived realities, only then can we drive meaningful and lasting change.

Lauren Terry Co-chair of Balance

Supporting colleagues experiencing the Menopause

Our menopause action plan focuses on raising awareness, providing practical support for colleagues and equipping managers with the tools available to best support their teams. Key activities across the last 12 months have included:

- Launching our Menopause Guidance for colleagues and our Menopause Guidance for Managers. Developed with Balance, our Women's Network, the guidance supports open conversations and provides practical resources for those experiencing the menopause
- Training for managers to lead empathetic discussions and understand the support available
- Awareness-raising webinars, including a session focused on the experiences of diverse communities
- Holding our first Menopause Café, offering a safe, open space for shared experiences
- Recognising menopause as a valid reason for sickness absence within our HR system
- Providing quiet spaces in our main offices
- Offering free sanitary products to better support colleagues' wellbeing



Over the cycle of our new Corporate Plan (2025-30), our aim is to reduce the Gender Pay Gap even further.

We will do this by:

- Reviewing and revising our development schemes to ensure we continue to invest in our high performing females and future leaders
- Investing in a sector leading early careers offer providing opportunities for talented young people across our geography who can be our future leaders
- Continuing to review our business-critical roles, to strengthen and improve diversity in our succession plans
- Continuing to regularly monitor and review internal promotions, external recruitment and pay review requests
- Reviewing how we position roles in the lower pay quartiles to ensure we can attract and recruit more males and achieve a more proportionate gender balance
- Continuing to build a culture of female inclusion
- Using our new applicant tracking system to review our recruitment practices looking for opportunities to improve inclusion and accessibility

MOVING FORWARD

To continue to support our colleagues experiencing the menopause, our action plan will continue to focus on:

- Training managers to feel confident in supporting colleagues experiencing the menopause
- Providing practical resources for colleagues
- Creating a comfortable and inclusive working environment through our understanding of adjustments and support required
- Promoting open and honest conversations about the menopause, with a particular focus on the impact on different groups - ethnically diverse, disabled people and LGBTQ+



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