



# EQUALITY, DIVERSITY & INCLUSION (EDI) ANNUAL REPORT 2025



Our 2024 EDI Annual Report highlighted strong progress under the 2020–2025 Corporate Plan, Making What Matters Brilliant, laying the groundwork for what's next.

With the launch of our 2025–2030 Corporate Plan, **Tenants at Heart**, EDI continues to be a key pillar of our people strategy and performance goals. **Inclusion** remains a core value, with our EDI commitment focused on three key areas:

- Investing further in developing female and black leaders
- Using our early careers programme to provide opportunities for talented young people from the most deprived wards across our geography
- Commencing disability pay gap reporting



For us to thrive as **one team**, everyone must feel valued, supported, and included. This culture drives every tenant interaction and helps us reach our goal of **90% of colleagues acting professionally and treating tenants with fairness and respect**.

Proactively preparing for the Employment Rights Bill, we've implemented our menopause action plan and updated anti-harassment policies. We continue to voluntary report our ethnicity pay gap and are strengthening our disability data to meet future requirements.

**ONE TEAM WORKING  
TOGETHER  
FOR OUR TENANTS**



THE SUNDAY TIMES  
**T** Best Places  
to Work 2024



# EXECUTIVE SUMMARY

**81%**

of colleagues feel proud to work at Midland Heart

2% increase from 2023 and 1% above industry average

**77%**

of colleagues feel empowered

2% increase from 2023 and 2% above industry average

**76%**

of colleagues agree Midland Heart cares for their wellbeing

2% increase from 2023 and 2% above industry average

We have made significant strides in advancing our EDI objectives over the past year:

- Reduced our mean gender pay gap to 12.16%, nearing our target of under 11%
- Addressed ethnicity pay gap challenges, increasing Black leadership by 2% and achieving 37% ethnic diversity among managers and leaders
- Improved colleague disability status disclosure to 93% (+4% points from 2024), enhancing data accuracy for 2026 reporting
- Enhanced colleague and tenant diversity data collection, including a tenant census with an 11.2% response rate
- Achieved Silver in the Inclusive Employers Standard - up from Bronze in 2023. Our submission outlined our inclusion work across the six pillars of inclusion and was assessed against evidence-based criteria. The action-focused feedback highlights clear opportunities to strengthen our culture of belonging even further.
- Renewed our Disability Confident Leader status and, in advance of the Employment Rights Bill, have already implemented the recommended measures. We also plan to pursue Menopause Friendly Accreditation.
- Boosted colleague survey response to 84% (+6% points from our last colleague survey in 2023), with an engagement score of 80%

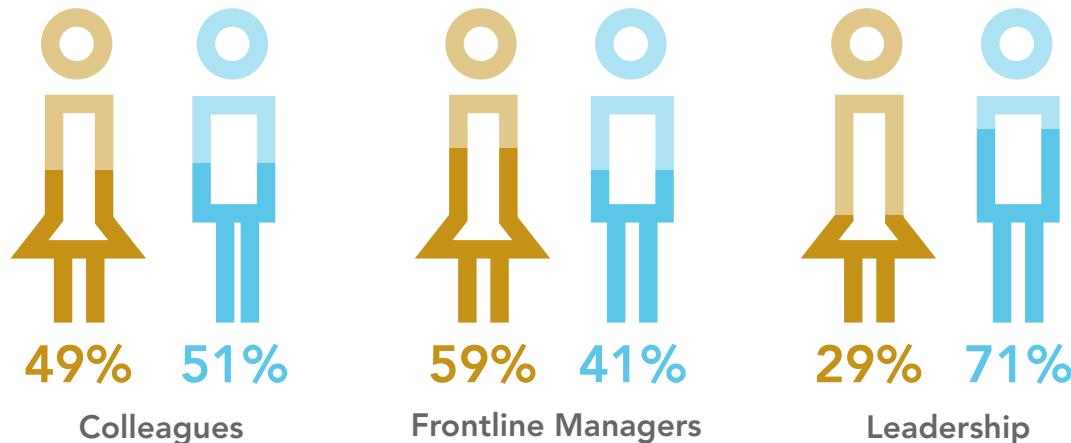


# OUR DIVERSITY PROFILE

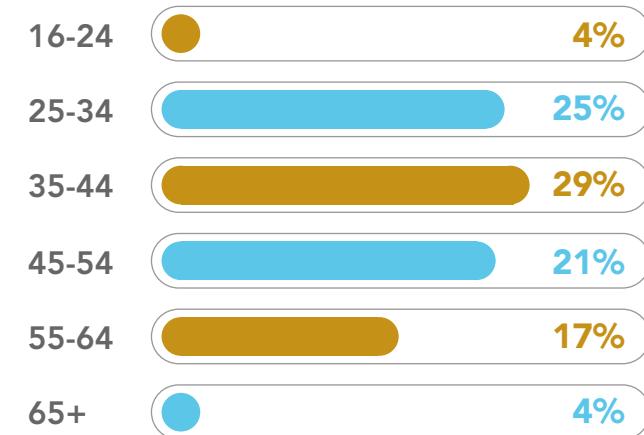


# DIVERSITY PROFILE

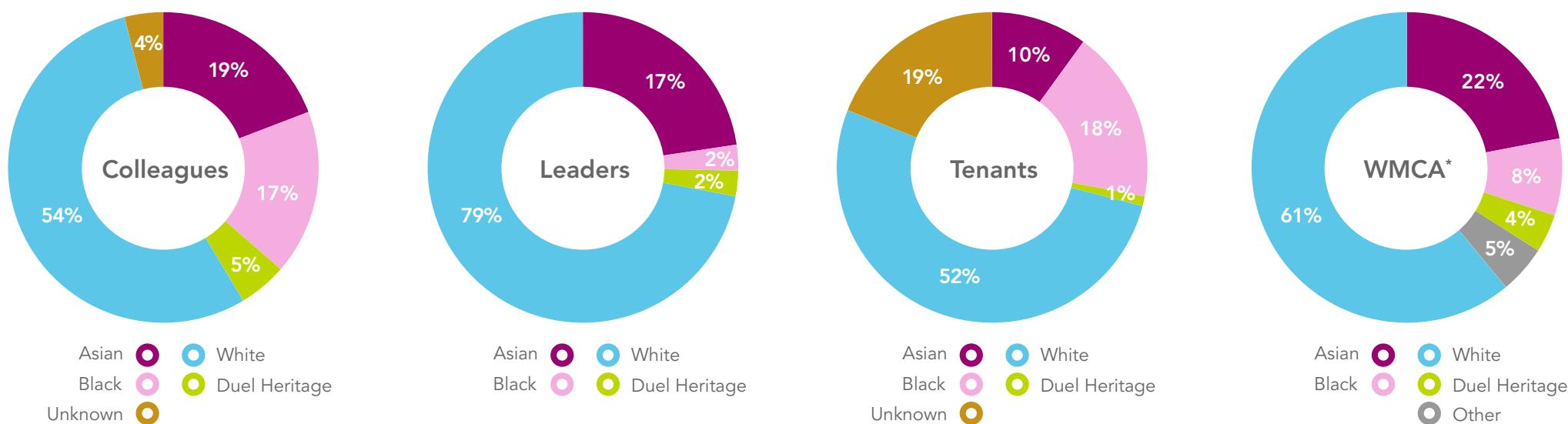
## Gender



## Age



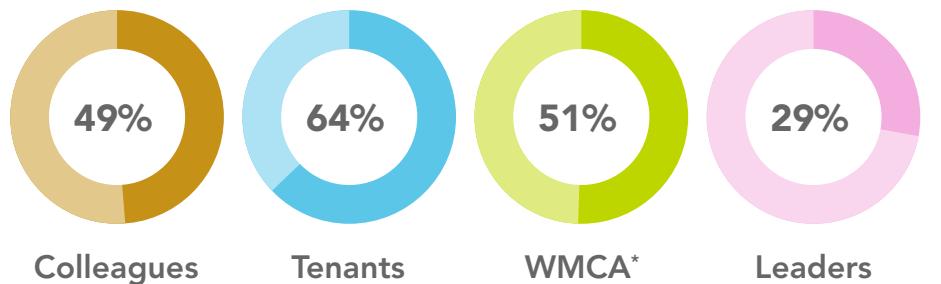
## Ethnicity



\*West Midlands Combined Authority (WMCA) area, Census 2021

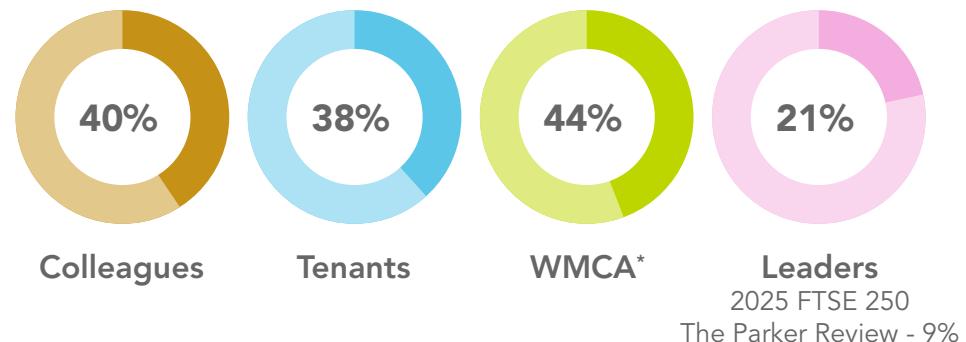
# DIVERSITY PROFILE

## Females



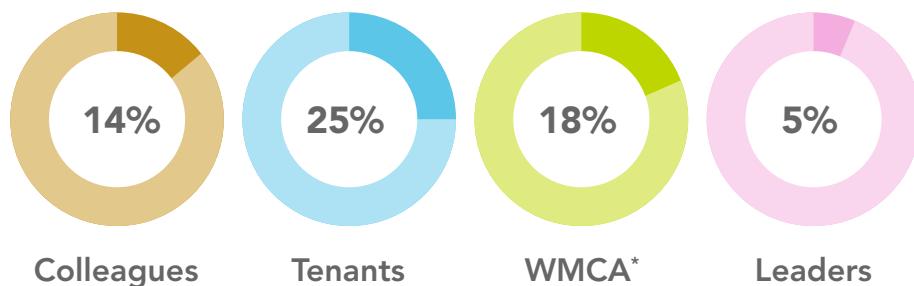
**Leaders**  
2025 FTSE 250  
Women in Leadership  
Review - 26.8%

## Ethnically Diverse

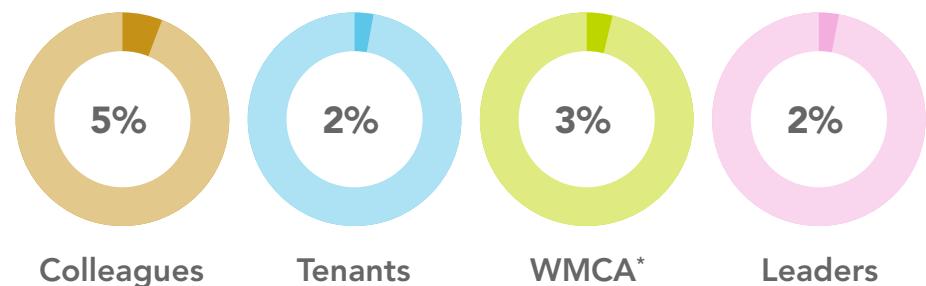


**Leaders**  
2025 FTSE 250  
The Parker Review - 9%

## Disabled



## LGBT+



# DELIVERING ON INCLUSION

## YEAR ONE HIGHLIGHTS OF OUR EDI PLAN



## Investing in our internal talent

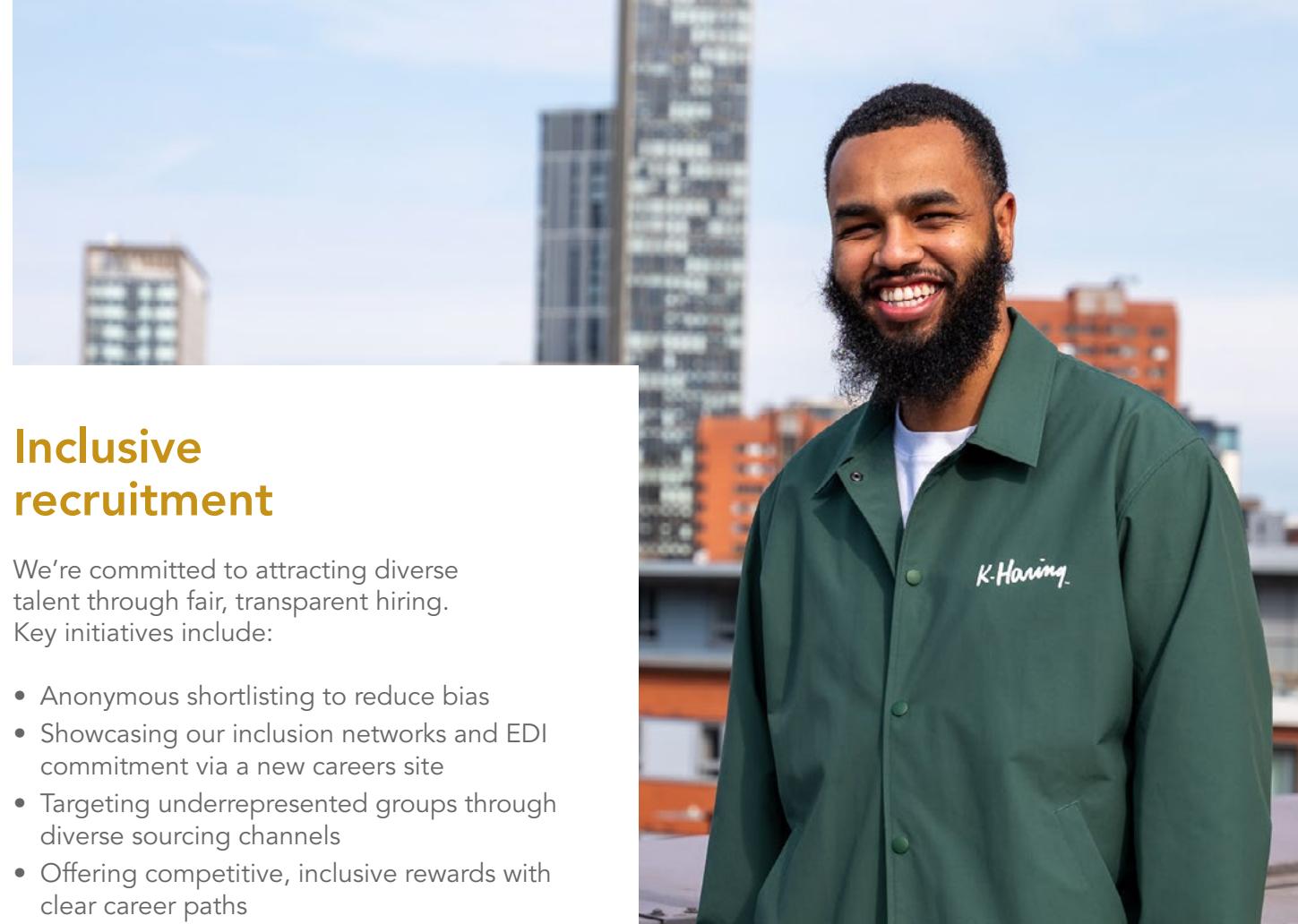
To reduce our gender and ethnicity pay gap, especially by boosting Black leadership, we continue to invest in our internal talent:

- 41% of colleagues receiving funding for development are women and 39% are ethnically diverse
- Investment has been through our Female and Black colleague development programmes, career development sessions and targeted development plans

## Inclusive recruitment

We're committed to attracting diverse talent through fair, transparent hiring. Key initiatives include:

- Anonymous shortlisting to reduce bias
- Showcasing our inclusion networks and EDI commitment via a new careers site
- Targeting underrepresented groups through diverse sourcing channels
- Offering competitive, inclusive rewards with clear career paths
- Enhancing hiring manager training for inclusive recruitment
- Oversight and monitoring by our EDI Forum, our governance committee



# CLOSING PAY GAPS AND ENSURING EQUITY

This has led to:

**73%**

of female colleagues reporting satisfaction with their career development and colleagues across all ethnic groups feeling supported in their development, indicating a perception of fair and consistent opportunities

**2%**

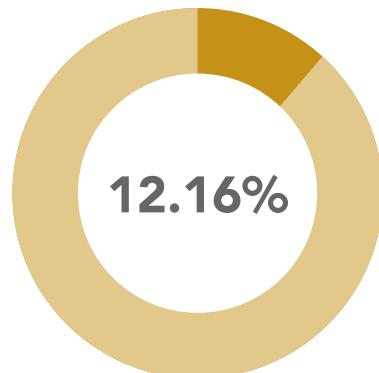
increase in female representation among managers and leaders, rising from 50% in 2023 to 52% in 2025

**52%**

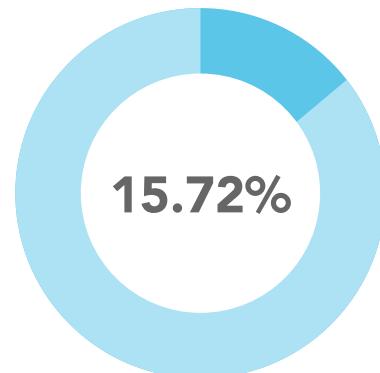
of our promotions were achieved by females and 39% by our ethnically diverse colleagues, proportionate to their representation within our workforce

**2%**

increase in Black leaders and 37% of our managers and leaders are from an ethnically diverse background



Mean Gender Pay Gap



Mean Ethnicity Pay Gap



# WOMEN IN PROPERTY

Our Women in Property working group has launched initiatives to attract, develop, and support women, including:

- Choose to Challenge workshops to help colleagues recognise and address unacceptable behaviour and foster an inclusive culture
- A Heart of the Matter podcast showcasing women's experiences and promoting gender equality
- The RISE coaching programme supporting female leaders in Repairs and Maintenance through peer networking and development
- Focus groups with Repairs and Maintenance colleagues to inform actions like improving uniform options

## 2.69%

Female representation in Repairs and Maintenance managerial and leadership roles increased by 2.69 % points (from 12.12% in 2023, to 14.81% in 2025)

## 19%

Colleague engagement among females in the Repairs and Maintenance Team increased by 19% points (from 58% in 2023, to 77% in 2025)

## 5%

The proportion of female operatives increased to 5%, more than double the Midlands average of 2%

## 3

Three female surveyors externally recruited, progressing towards their RICS certification



“

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.

**Danielle McCarthy**  
Operations Manager

”

# EVOLVING OUR INCLUSION NETWORKS

Since 2018, our four Inclusion Networks - Balance, Harmony, Liberty, and Unity - have fostered inclusivity. To better support our diverse workforce and align with our Tenants at Heart corporate plan, we've evolved them into a single unified network:

## RISE: One Team, Every Voice

### Balance

- Enhanced Family Friendly Offer, including maternity and adoption pay
- Developed tailored coaching for women returning from family leave
- Shaped the Female Colleague Development Programme
- Supported menopause action plan and hosted International Women's Day events

### 2025

Female colleagues scored equal or higher than males across all questions in the 2025 colleague engagement survey

### Harmony

- Expanded Mental Health First Aiders to include LGBT+ support
- Launched LGBT+ Inclusion eLearning
- Hosted colleague-led events for LGBT+ History Month and Pride
- Informed the creation of our Trans Inclusion Guidance, providing insight from lived experience

### 81%

of LGBT+ colleagues feel proud to work here, compared to 84% of heterosexual / straight colleagues

### Liberty

- Improved accessible recruitment practices and our reasonable adjustment processes and guidance
- Launched Disability Inclusion eLearning
- Supported My Adjustment Pass initiative
- Hosted events for Disability Awareness days

### 79%

of disabled colleagues feel proud to work here, compared to 82% of colleagues without a disability

### Unity

- Launched Race, Racism and Stereotypes eLearning
- Shaped the Black Colleague Development Programme
- Hosted colleague-led events for Black History Month and Interfaith Week

### 80%

of colleagues are satisfied working at Midland Heart, with satisfaction levels consistent across ethnic groups

This change to a unified Inclusion Network promotes intersectionality by providing a flexible, inclusive space where colleagues can engage on issues that matter without limiting themselves to one identity or joining multiple networks.

- **Leadership and Development**

We've recruited 2 x Co-chairs and a Communications Lead to steer RISE and support colleague personal and professional development.

- **Built on Colleague Feedback**

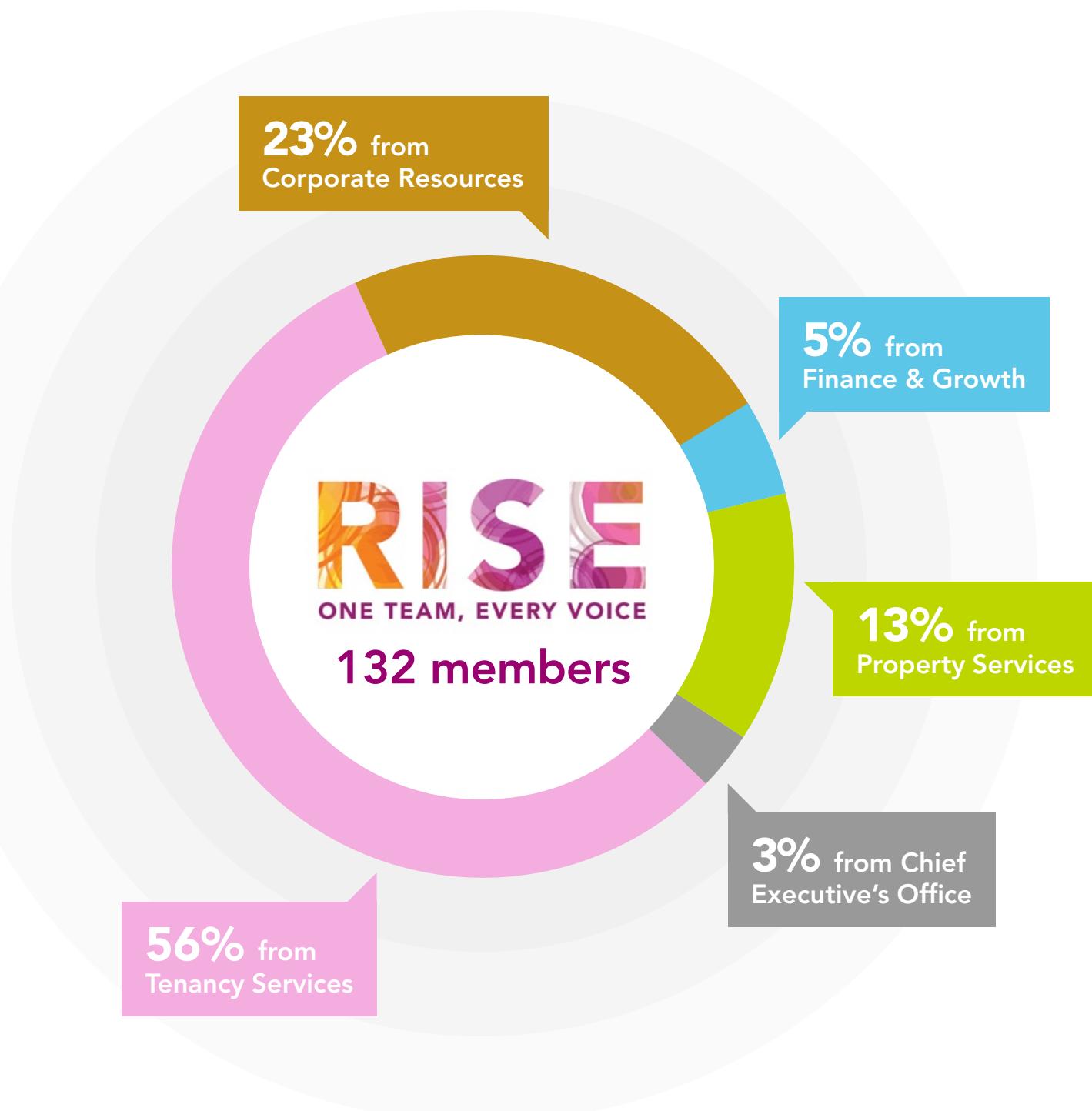
Built on colleague input, the network features flexible, volunteer-led sub-groups to amplify underrepresented voices.

- **Greater Impact and Engagement**

With clearer purpose and visibility, the network offers opportunities to engage, learn, and drive positive change.

- **Continued Leadership Support**

Our Executive Team and Leadership actively support the network, with progress reported to EDI Forum, our governance committee, for alignment and accountability.





As part of our ongoing inclusion commitment, we have:

- **Defined manager and leader expectations** aligned to our values and culture
- **Launched Everyone Belongs: Fostering an Inclusive Workplace**, refreshed inclusion training for new starters with refreshers every three years
- **Rolled out an Inclusive Leadership course** for managers, providing tools to build inclusive teams, lead with empathy, and encourage diverse perspectives, aligned with the Midland Heart Mindset

This year, we have focused on LGBT+ inclusion through education, visibility, and embedding inclusive practices across the organisation.



# WORKING WITH PRIDE

## LGBT+ Inclusion and Allyship eLearning

Launched organisation-wide, with 76% completion and 78% rating it good or brilliant, demonstrating a strong commitment to inclusion.

## Inclusive Language Guide

Introduced to help colleagues communicate respectfully and inclusively with tenants and each other.

## Trans Inclusion Guidance

New guidance launched to support colleagues transitioning at work.

## Birmingham Pride 2025

Increased colleague participation and demonstrated our allyship and celebration of LGBT+ communities externally, contributing to 5% of job applications this year coming from individuals identifying as LGBT+, with 4% of all roles offered to candidates from this group.

## Colleague Pride and Data Confidence

81% of LGBT+ colleagues feel proud to work at Midland Heart, compared to 84% of heterosexual/straight colleagues. 98% of colleagues have completed their sexual orientation data, up from 97% last year, reflecting growing trust in our inclusive culture.

“

In our workplaces and communities, it's essential that we create environments where our LGBT+ tenants and colleagues feel safe, seen, and supported.

**Chris Miller**

Director of Development and Leadership Sponsor of Harmony

”

# WORKING WITH PRIDE

## CASE STUDY

Emma, Specialist Accommodation Officer, identified that a tenant's support provider was not respecting the tenant's affirmed gender identity, causing tension and property damage. Emma spoke empathetically with the tenant, uncovered the issue, and raised it with her manager. She then professionally engaged the support service's senior manager, emphasising the importance of being people-focused and keeping the tenant at heart. This resulted in a much happier tenant and reduced damage to the property.



# DISABILITY INCLUSION, MENTAL HEALTH AND WELLBEING

## My Adjustment Pass (MAP)

MAP allows colleagues to record their adjustments and support needs in a central, consistent format that follows them through manager changes. This reduces repeated requests and ensures continuity. It also enables support teams to access relevant adjustment information, improving service delivery.

“

My Adjustment Pass means colleagues only need to tell their story once. It gives peace of mind.

**Liberty Member**

”

We're proud to maintain our status as a Disability Confident Leader for another three years. In the past year:

- **Colleagues identifying as disabled rose from 13% to 14%,** nearing the regional average of 18%
- **Disability data disclosure increased to 93% from 89% in 2024,** enabling a more supportive workplace
- **5% of applicants declared a disability** and received equitable assessment and offer rates
- We launched **learning sessions and awareness campaigns** on neurodiversity and hidden disabilities and shared personal stories via blogs and podcasts to foster empathy and connection
- Launched **My Adjustment Pass**, developed directly from colleague and manager feedback

Supporting colleague wellbeing strengthens teams and improves tenant service. To further support wellbeing, we have:

- **Launched a new manager resource** to support team wellbeing and complement existing menopause and engagement guidance
- **Delivered our largest Winter Wellbeing Month**, with in-person events and sessions on mental health, financial wellbeing, and neurodiversity, guided by colleague feedback and absence data
- **Introduced Habits for Health**, a self-led online program empowering colleagues to build sustainable wellbeing habits that promote health and inclusion

**Resulting in 78% of colleagues feeling happy and safe with their working environment.**

# MOVING FORWARD



# FUTURE PLANS



**Launch a new Career Development Program,** with specific support for underrepresented groups to ensure fair progression for all



**Strengthen our employer brand** to better connect with a multigenerational workforce, supported by a new inclusive Reward strategy



**Invest in a leading early careers program** to create opportunities for young people from the most disadvantaged areas in our region

## YEAR **TWO** DELIVERABLES



**Continue work to close gender and ethnicity pay gaps,** and begin transparently reporting our disability pay gap



**Use our new applicant tracking system** to improve recruitment practices, making them more inclusive, accessible, and fair



**Support the launch of RISE** with the tools and guidance needed to set priorities and drive meaningful change across the organisation



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