

Gender Pay Gap

2021

Foreword

Creating an environment where anyone can succeed regardless of their background is, and always has been, a priority for us. Our Gender Pay Gap is not just a statistic but a measure of our success in delivering and sustaining real change for our female colleagues.



Last year, I explained that reducing our Gender Pay Gap is not a quick or easy change but, with a clear plan in place, one I'm confident we can achieve. Twelve months on, reflecting on our actions, I'm proud that we've seen a further reduction again this year. Our mean Gender Pay Gap for 2021 is 18.47%. Although this is only a slight reduction on the previous year, our median Gender Pay Gap has fallen by 2.82% to 15.13%.

This improvement is largely due to our efforts to improve the number of females in leadership roles. As an Executive team, we monitor our Gender Pay Gap quarterly. We scrutinise the impact of recruitment, internal movement and salary reviews, as well as having challenging discussions with our Leadership and members of our women's network about how to reduce it. Adoption of hybrid working post covid has enabled us to attract females from a broader geography and wider talent pool. This has resulted in representation of female leaders increasing from 39.5% in 2020 to 43% in 2021.

Despite recruiting more females into senior roles we know that we have a gender imbalance in frontline roles too. Roles such as domestics and catering have been traditionally filled by females across our society. Despite our best efforts to make changes that attract more males into this type of work, the impact of Brexit and a challenging labour market as a result of the pandemic have resulted in limited progress in

this area. Whilst not an excuse, we are facing challenges in filling these roles at all in the current climate. With the UK economy seeing the highest numbers of job vacancies since records began in 2001, we know the same challenges are replicated across other employers.

Even with changes to the employment market, we've continued to make sure the gender balance of our workforce is representative of our customer groups and our geography. We also pay all colleagues equally for equivalent work, regularly seeking independent assurance of this. We use opportunities to benchmark our actions and progress, so that we can learn from other employers. In December 2020, we reached 24th in the UK's Top 50 list of Inclusive Employers. The Judges commented that our "strong submission highlights how Midland Heart value the diverse nature of their teams and the customers they work with".

Whilst there is always more to do, we're fully committed to challenging ourselves and continuing our work in reducing our pay gap. To make our organisation a place where all our colleagues feel they belong, people aspire to work and have the opportunity to thrive.

Baljinder Kang

Executive Director of Corporate Resources



Our 2021 Gender Pay Gap

Our mean Gender Pay Gap is 18.47%
(reduction of 0.11% from 2020).

The UK mean Gender Pay Gap is 14.9%

Our median Gender Pay Gap is 15.13%
(reduction of 2.82% from 2020).

The UK median Gender Pay Gap is 15.4%

Our overall
workforce
profile is:

**60% female
40% male**

Our profile by quartile

Quartile	Female	Male
Upper	50% (132)	50% (130)
Upper Middle	44% (121)	56% (153)
Lower Middle	68% (171)	32% (82)
Lower	79% (205)	21% (56)

Our 2021 Gender Bonus Gap

The proportion of men and women who received bonus pay is:

62.5% male



57.7% female

Our mean
bonus gap is
93.9%

Our median
bonus gap is
0%



Our mean bonus gap solely exists because we've got a productivity bonus scheme for our **In-House Maintenance team**. All other pay elements which are required to be included in the bonus calculation, such as our long service awards, attendance incentive and our recognition scheme are available to all colleagues which is evidenced in our 0% median bonus gap.

Our trades workforce 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 trades team have access to exactly the same bonus scheme and level of bonus payment.

What actions have we taken?

We have three clear areas of focus to reduce the pay gap.
We will continue to;

1

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

2

Have a more representative gender balance in the lower quartile


3

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



In the last year, we've placed a lot of focus on female career development. We've partnered with external career coaches and offered speed mentoring events with all-female mentor panels. We listened to feedback from our colleague engagement survey, where our majority female teams in Retirement Living told us they were unsure of routes to progress their careers. In response, we implemented tailored development workshops led primarily by female senior managers to talk about how they progressed their careers and discuss any perceived barriers.

Emerging from the pandemic we also adapted how we work, moving to a hybrid model that enables us all to work more efficiently, alongside balancing work and home responsibilities.

As a result of these initiatives, 59% of promotions have been given to female colleagues.



We've worked really closely with Balance, our female Inclusion Network to make sure we understand key issues affecting women at work. Our network membership has grown by 50% and attendance at female inclusion events has more than doubled, with more involvement from our schemes and regional offices. This has enabled us to put more support in place around the menopause. We've increased our maternity and adoption pay as well as hosting an event to encourage peer to peer recognition of female colleagues. All this work supports the creation of an inclusive culture where females can grow and succeed.



"We're really proud of the work Balance has been able to achieve in helping to drive forward female inclusion. We want to make sure we can create an environment where all women can feel comfortable and able to overcome barriers to progression at work"

Jessica Woodley and Leonie Kelly,
Co-Chairs of Balance

Moving forward ▶

Our new female development programme

We've recently launched our first female development programme. This aims to develop and retain our high performing females who are ready to take the next step in their careers; putting them in a stronger position to make the most of future opportunities that become available. Our structured programme includes psychometric testing, coaching and taught modules that focus on confidence, impact and visibility within the organisation and taking ownership of career progression. We will monitor and measure the impact of this programme.



Quarterly career development workshops

We will supplement our new female development programme with a broader offer for all females across our business. We're committed to the delivery of a career development workshop for females on a quarterly basis, focussing on topics that our female colleagues have told us affect them e.g. imposter syndrome and balancing family commitments.

Creating and implementing important tools

We will also work with Balance to create a bespoke learning module for all employees that encourages a culture of female inclusion.

We will review job roles traditionally dominated by a particular gender to address an imbalances e.g. maintenance roles to attract more females and Scheme Assistants to attract more males.

We'll continue driving inclusion through our Corporate Plan, holding leadership teams accountable and ensuring they are active and visible allies for female inclusion throughout the organisation.

