

DETAILED GENDER AND ETHNICITY PAY GAP REPORT 2025

(see Infographics in attached Appendix for summary of findings)

Gender Pay Gap Report – 2025

What is the Gender Pay Gap?

- The gender pay gap shows the difference in the average pay between female colleagues, compared to male colleagues. This is measured using mean and median averages.
- Where there is a positive percentage, this means that the pay of males is higher than that of female colleagues. The higher the percentage, the greater the gender pay gap. A negative pay gap means that the average pay of females is higher than male colleagues.

Employers of more than 250 colleagues are required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. For the purposes of this report, 'gender' is defined by the sex of an individual as registered at birth.

emh homes and emh care and support each employ more than 250 colleagues, therefore emh are required to report these companies separately. Figures for emh homes, emh care and support and emh (all companies) have been produced and published from April 2017. See chart below for the Mean Gender Pay Gap from 2020 - 2025.

Mean Gender Pay Gap 2020 – 2025

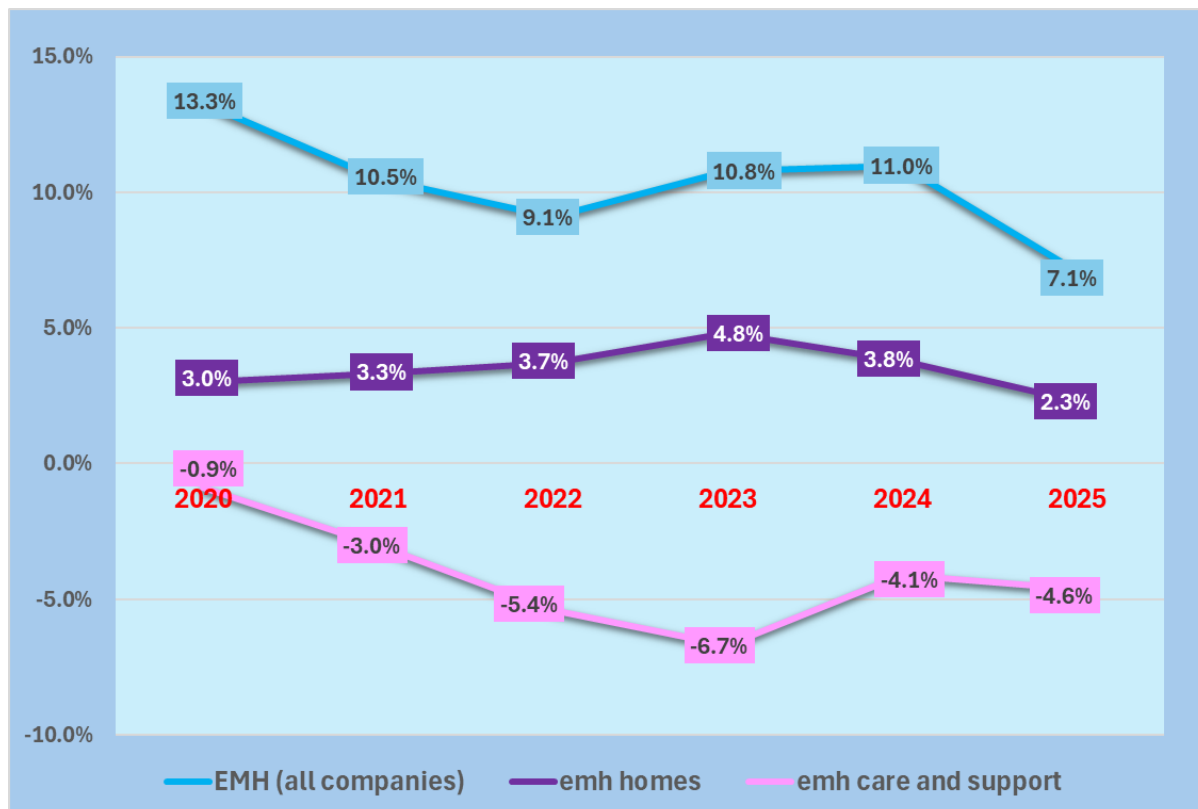




Table 1: The table below shows the gender pay gap calculations for emh (all companies), emh homes and emh care and support. It highlights the difference between the average earnings of men and women between April 2023 to April 2025.

Calculation	2025 emh - all	2024 emh - all	2023 emh - all	2025 emh homes	2024 emh homes	2023 emh homes	2025 emh care and support	2024 emh care and support	2023 emh care and support
Mean gender pay gap	7.1%	11.0%	10.8%	2.3%	3.8%	4.8%	-4.6% (minus)	-4.1% (minus)	-6.7% (minus)
Median gender pay gap	9.6%	13.1%	13.1%	4.0%	2.9%	1.7%	0%	0%	0%
Mean bonus * gender pay gap	3.5%	-7.1% (minus)	1.0%	5.8%	2.1%	3.0%	-4900% (minus) *	0%	0%
Median bonus * gender pay gap	0%	0%	0%	0%	0%	0%	0%	0%	0%
Percentage who receive a bonus	64.3% Male 44.4% Female	5.8% Male 8.0% Female	79.2% Male 77.1% Female	95.6% Male 100% Female	7.0% Male 17.9% Female	86.6% Male 83.2% Female	0.9% Male 0.3% Female	0% Male 0% Female	78.9% Male 75.3% Female

*** - NOTES –**

In 2023 and 2025, bonuses were largely made up of colleagues receiving Non-Consolidated Payments and/or IDOACE awards. In 2024, the number of colleagues receiving bonuses reduced as these were only made up of colleagues receiving IDOACE awards.

For emh care and support, in 2025, 1 male (£20) and 1 female colleague (£1,000) received a bonus payment. This explains the -4900% (minus) bonus gap quoted for this year.

Table 2: The table below shows the proportion of males and females in each quartile pay bracket, between April 2023 and April 2025

Pay Quartile	2025 emh - all	2024 emh - all	2023 emh - all	2025 emh homes	2024 emh homes	2023 emh homes	2025 emh care and support	2024 emh care and support	2023 emh care and support
A Lower pay quartile (emh)	Male (31.9%) Female (68.1%)	Male (33.2%) Female (66.8%)	Male (32.0%) Female (68.0%)	Male (34.6%) Female (65.4%)	Male (28.4%) Female (71.6%)	Male (20.0%) Female (80.0%)	Male (29.5%) Female (70.5%)	Male (27.8%) Female (72.8%)	Male (26.3%) Female (73.7%)
B Lower middle pay quartile (emh)	Male (38.4%) Female (61.6%)	Male (28.6%) Female (71.4%)	Male (30.6%) Female (69.4%)	Male (68.2%) Female (31.8%)	Male (61.8%) Female (38.2%)	Male (65.3%) Female (34.7%)	Male (29.5%) Female (70.5%)	Male (27.8%) Female (72.8%)	Male (26.3%) Female (73.7%)
C Upper middle pay quartile (emh)	Male (54.4%) Female (45.6%)	Male (51.7%) Female (48.3%)	Male (50.8%) Female (49.2%)	Male (55.1%) Female (44.9%)	Male (64.4%) Female (35.6%)	Male (64.4%) Female (35.6%)	Male (30.3%) Female (69.7%)	Male (26.5%) Female (73.5%)	Male (26.3%) Female (73.7%)
D Upper pay quartile (emh)	Male (47.0%) Female (53.0%)	Male (48.1%) Female (51.9%)	Male (48.4%) Female (51.6%)	Male (59.8%) Female (40.2%)	Male (62.4%) Female (37.6%)	Male (62.4%) Female (37.6%)	Male (17.0%) Female (83.0%)	Male (14.4%) Female (85.6%)	Male (14.7%) Female (85.3%)



Gender Pay Gap Report – emh 2025

emh (all companies)

Mean Gender Pay Gap

The data for emh (all companies) shows that the pay gap decreased from 11.0% in 2024 to 7.1% in 2025. This followed a trend of increasing pay gaps between 2022 to 2024 (9.1% in 2022, to 10.8% in 2023 and to 11.0% in 2024). The 7.1% in 2025, represents the lowest pay gap ever recorded for emh (all companies).

emh homes reported a reduction in its pay gap in favour of male colleagues in 2025 (2.3%) from 3.8% in 2024 and compared to 4.8% in 2023. This was with the backdrop of increases for three years in succession between 2020 and 2023 (moving from 3.0% in 2020 to 4.8% in 2023).

For emh care and support, the average male pay compared to female pay decreased for four consecutive years between 2019 (2.1% in favour of male colleagues) to -6.7% (minus) in favour of female colleagues in 2023. In 2024, this trend was reversed and the gap narrowed to -4.1% (minus) in favour of female colleagues. In 2025, the gender pay increased again in favour of female colleagues (-4.6% (minus)).

Median Gender Pay Gap

The pay gap for emh (all companies) increased to 13.1% in 2023 from 9.0% in 2022. The pay gap recorded in 2024 was the same as the previous year, (13.1% in favour of male colleagues). In line with the trend for the mean pay gap, the median pay gap has also narrowed for 2025, from 13.1% to 9.6%, still in favour of male colleagues.

Whilst there continues to be no change for emh care and support (0% since April 2017), emh homes has experienced consecutive increases in favour of male colleagues, in the median pay gap between 2022 and 2025 (1.5% to 4.0% respectively). This is still lower compared to levels recorded for emh homes in 2021 (8%), 2020 (9.6%) and 2019 (10.6%).

Gender Representation

57.1% of all colleagues in emh are female (a fall from 59.7% in 2024). When reviewing each pay quartile and the proportion of men and women in each, in the lower quartile, 68.1% of colleagues are female, compared to 53.0% in the upper quartile. This disproportionate distribution of female colleagues is one of the factors driving the overall gender pay gaps in favour of male colleagues.

The narrowing of the mean gender pay gap in 2025, can be partially attributed to the proportion of female colleagues in the lower half of pay, reducing by 4.2% compared to 2024. The proportion of female colleagues in the higher half of pay also decreased in 2025 but at a lower rate of 0.8%, compared to 2024. (See Table 2 above). This reflects the overall decrease in the female population of 2.6%.

In addition to the disproportionate distribution of female colleagues in the upper half of pay groups, the mean gender pay gap for senior and 2nd line managers in emh, was recorded at 12.1% in favour of male colleagues (an increase from 10.1% in 2024). The gender pay gap for 1st line managers was closer to parity and was in favour of female colleagues -3.0% (minus). This represented a shift from reported mean pay gaps in favour of male colleagues of 1.2% in 2024 and 2.9% in 2023.

In terms of gender distribution amongst managers, this has increased for female colleagues since 2024. It was recorded that 57% of 1st line managers are female (increased from 55.9% in 2024) but is still lower than was recorded in 2023 (59.7%). The proportion of female senior and 2nd line managers has also increased from 48.4% in 2024 to 51.0% in 2025 (59% in 2022 and 54.5% in 2023). This increase in representation in all levels of management may also be a positive contributor to the gender pay gap reducing in 2025.

Other factors:

- emh sharpes operatives (90.3% male) reduced their contracted hours from 42.5 to 36.5 per week in April 2025 but were still paid at the equivalent of the National Living Wage x 42.5 hours
- Midlands Rural (67.5% female) continues to record a relatively high gender pay gap in favour of male colleagues (16.7% for 2025). This is second only to emh group (20.4% in 2025). However, Midlands Rural have seen their pay gap reduce in each of the last 3 years from a high of 31.3% in favour of male colleagues in 2022, to 29.2% in 2023 and 18.9% in 2024.
- The mean average pay of male new starters, in the year up to the 2025 GPG Report, was 3.4% more than female colleagues. The mean average pay of male colleagues leaving prior to the 2025 GPG Report was 16.2% more for males compared to female colleagues. This along with other changes, culminated in overall female pay in 2025, increasing by 7.2% on average compared to 2.7% for males.
- 9 new starters in the year leading up to the 2025 GPR were in the 100 highest paid colleagues for all of emh. 7 of these colleagues were female compared to 2 male colleagues.
- 12 colleagues who were in the top 100 paid in 2024 left prior to the GPG Report for 2025. 6 of these were female and 6 were male colleagues.
- Proportionally more female colleagues (emh representation of 60% in 2025) were reported to have had salary affecting development opportunities or Job Regrades in 2024/2025. Female colleagues in this group, collectively experienced average pay increases that were 3.3% higher than their male counterparts ahead of the GPG Report for 2025.



emh group

Mean Gender Pay Gap

To analyse the overall decrease in the pay gap for all companies, emh group as a single employer is reviewed separately. At emh group the pay gap for 2025 was 20.4% in favour of male colleagues (increased from 19.7% in 2024 and 18.0% in 2023). The mean gender pay gap for emh group in 2024 had overtaken Midlands Rural (18.9%) as having the largest mean gender pay gap within all of the emh companies. This status has been maintained for 2025 (Midlands Rural recorded a pay gap in 2025 of 16.7%).

Median Gender Pay Gap

The median pay gap was 10.0% in favour of male colleagues in 2025, an increase from pay parity in 2024 (0.0%). This is the highest median pay gap recorded in recent years for emh group (7.6% in favour of male colleagues in 2023 and 7.8% in 2022).

Gender Representation

63.9% of colleagues working in emh group are female (increased from 59% in 2024 and more aligned to 63% in 2023), however, the gender split and mean pay gap by department does vary. For example:

- Corporate Services consists of a 78.9% female population and recorded a mean pay gap of -6.5% (minus) in favour of female colleagues in 2025. This was compared to 0.4% in favour of male colleagues in 2024.
- Development is made up of 68.3% females (increased from 63.4% in 2024) and recorded a mean pay gap of 16.9% in favour of male colleagues in 2025 (reduced from 18.8% in 2024).
- Finance has a female population of 71.0% in 2025 (increased from 63.2% in 2024) and a mean pay gap of -3.1% (minus) in favour of female colleagues. This compares to a mean pay gap of 8.4% in favour of male colleagues in 2024.
- The ICT department has a female population of 17.6% in 2025 (compared to 5.9% in 2024) and a mean pay gap in favour of males, which is 19.2% in favour of male colleagues (increased from 11.3% in 2024).



emh care and support

Mean Gender Pay Gap

At emh care and support, the pay gap moved further to -4.6% (minus) in favour of female colleagues, compared to -4.1% (minus) in 2024, -6.7% (minus) in 2023 and -5.4% (minus) in 2022. In 2019, the gender pay gap favoured male colleagues by 2.1%. 2020 represented the closest to parity that emh care and support had ever achieved (-0.9% (minus) in favour of females).

Median Gender Pay Gap

The pay gap in emh care and support consistently remains at 0% due to the mid-point of pay for both male and female colleagues falling at Support Worker level. The majority of Support Workers are paid at the same hourly rate. This has been the same position since reporting for this began in 2017.

Gender Representation

73.4% of colleagues in emh care and support are female (75.8% in 2024 and 76.6% in 2023). This is the highest representation of female colleagues of any of the emh companies. When reviewing each pay quartile and the proportion of men and women in each, in the lower half of pay, 70.5% of colleagues are female. This has reduced incrementally since 2023 (73.7%) to 72.8% in 2024 and to 70.5% in 2025.

This is compared to 83.0% female representation in the upper quartile of emh care and support pay for 2025. Prior to this, female representation had increased every year between 2020 (81.2%) to 2024 (85.6%). This disproportionate distribution of female colleagues is one of the main factors driving the overall gender pay gap in favour of females in emh care and support. In addition to this, the trend towards proportionally more male colleagues being employed in the lowest half of pay, will also be having a positive impact in reducing the overall emh mean gap for 2025.

In 2025, Support Workers (300 colleagues, of which 72.7% are female) received a pay award of around 6% in July, backdated to April. This elevated colleagues above the National Living Wage but due to the timing of this, it did not count as part of the gender pay gap report for 2025. Contrast this to a large proportion of colleagues in all emh, who received a pay award of 2.6% in April 2025. As the 6% award will feature in the report for 2026, this will have a positive impact for female colleague pay in the context of the gender pay gap report.



emh homes

Mean Gender Pay Gap

For emh homes, 2025 recorded a reduction in the mean pay gap from 4.8% in 2023 to 3.8% in 2024 to 2.3% in 2025. Prior to this, there had been a continuous trend away from pay parity for the 3 years up to 2023 (a move from 3.0% in 2020 to 4.8% in favour of males in 2023).

Median Gender Pay Gap

The median pay gap increased in favour of male colleagues to 4.0% in 2025 (2.9% in 2024). This is with the backdrop of an increase from 1.5% in 2022 to 1.7% in 2023. The 2.9% reported in 2024, was closer to parity compared to the median pay gaps recorded in 2021 (8.0%) and 2020 (9.6%), both in favour of male colleagues.

Departmental Differences and Gender Representation

45.6% of all colleagues in emh homes are female (reduced from 47.5% in 2024). Although emh homes has relative parity in terms of gender balance compared to other areas of emh, the gender makeup of emh homes is more complex. The company consists of 2 key departments, where each gender has more prevalence. Property Services has 224 colleagues represented in the 2025 Gender Pay Gap Report, of whom, 84.4% are male, whilst Communities is made up of around 130 colleagues, 77.7% of which are female. Any difference in the treatment of these two key groups, could potentially have a big impact on the Gender Pay Gap for emh homes

This is especially the case when you consider that the other departments that make up emh homes, also have higher proportions of female colleagues. These include Customer Experience (83.3% female) and Specialist Housing (72.4% female).

Historically, a combination of higher pay awards negotiated for IMS Operatives and inconsistencies in the timings of these being paid to different groups, may have been a contributing factor in the increasing trend for mean gender pay gaps reported in favour of male colleagues between 2020 and 2023. In 2024, pay awards of 5% were paid consistently across all of emh, which may have had a positive impact in reversing this widening pay gap in favour of male colleagues.

In 2025, IMS operatives (96.1% male) were not paid a pay award in April. A pay award was agreed in June and backdated to April but due to the timing of this, it did not count as part of the gender pay gap report for 2025. Contrast this to most other colleagues in emh homes, who received an average pay award of around 2.6% in April 2025 and this was counted towards the report.

This appears to have had a positive impact in narrowing the pay gap for emh homes and emh group (all companies) in 2025. However, IMS Operatives had pay awards averaging 5.8% (partly due to contractual reduction in hours from 37.5 to 37) and this will be included in any figures for 2026, alongside further potential pay awards paid in April 2026. This has the potential of reversing the trend for narrowing gender pay gaps in the near future.

When reviewing each pay quartile and the gender balance, in the lower half of pay, 48.6% of colleagues are female (54.9% in 2024), compared to 42.6% in the upper half (increased from 36.6% in 2024). This disproportionate distribution of female colleagues maybe contributing to the overall pay gap in favour of male colleagues in 2025. However, the proportion of female colleagues paid in the lower half has reduced by 6.3% since 2024 and the proportion of female colleagues in the upper half of pay has increased by 6.0% in the same period. This will have had a positive impact in reducing the pay gap in emh homes and emh group (all companies) in 2025.

Table 3: Gender Pay Gap Comparators (Source: GOV.UK)

Sample Group	2025 – Mean Gender Pay Gap	2024 – Mean Gender Pay Gap	2023 – Mean Gender Pay Gap	2022 – Mean Gender Pay Gap
emh – all companies	7.1%	11.0%	10.8%	9.1%
All companies in UK	Insufficient Data	13.8%	13.2%	13.9%
All companies in the East Midlands	Insufficient Data	14.3%	14.6%	12.5%
emh care and support	-4.6% (minus)	-4.1% (minus)	-6.7% (minus)	-5.4% (minus)
Residential Care Sector	Insufficient Data	5.7%	3.5%	3.8%
emh homes	2.3%	3.8%	4.8%	3.7%
Sample of Housing Associations and Groups *	Insufficient Data	6.5%	8.1%	9.2%

* - A sample of 115 housing associations/groups (some with care elements), each with more than 250 employees

How does all emh compare?

emh (mean gender pay gap of 7.1% in favour of male colleagues) compared favourably with All companies in UK (13.8%) and East Midlands (14.3%). However, the opposite was the case when comparing to a sample of 115 Housing Associations and Groups, employing 250+ employees in 2024 (6.5%). This represents a shift from a position where all emh compared favourably with all sample groups dating back to 2022. (see Table 3 above).

How does emh care and support compare?

emh care and support compares favourably for female colleagues, with other external Gender Mean Pay Gap comparators. In 2025, the company recorded a gap of -4.6% (minus) in favour of females. This is compared to 13.8% in favour of males, for All companies in UK in 2024, 14.3% in favour of males for All Companies in the East Midlands in 2024 and 5.7% in favour of males, for the Residential Care Sector in 2024 (See Table 3 above).

How does emh homes compare?

emh homes compares favourably with other external mean gender pay gap comparators. In 2025, it recorded a pay gap of 2.3% in favour of males. This compares to 13.8 % for All companies in the UK and 6.5% for Housing Associations and Groups employing more than 250 employees in 2024. (see Table 3 above).



Ethnicity Pay Gap Report – emh 2025

What is the Ethnicity Pay Gap?

- The ethnicity pay gap shows the difference in the average pay between colleagues from ethnic minority backgrounds in a workforce, compared to 'White' colleagues. This is measured using mean and median averages.
- Where there is a positive percentage, this means that the average pay of a White colleague is higher than a colleague from an ethnic minority group. The higher the percentage, the greater the ethnicity pay gap. A negative pay mean means that the average pay of the ethnic minority group is higher than that of the White group.

emh Approach to Ethnicity Pay Gap Reporting

It is not currently a legal requirement for companies to produce or publish ethnicity pay gap data. However, it is increasingly being recognised as good practice for companies to analyse this information. emh has key values around equality, diversity and inclusion in the workplace, which elevate the importance of producing and analysing this information.

emh analysed its first ethnicity pay gap report in 2020. Please see the latest ethnicity pay gap report as at 5 April 2025 alongside the details reported, dating back to 2021. This compares the mean and median hourly rates of our Black, Asian and Minority Ethnic (BAME) and White colleagues over the five periods.

Please note that for the purpose of reporting, only those colleagues who had disclosed their ethnic origin to us have been included in the Ethnicity Pay Gap Report for 2025. These account for 94.3% of our pay gap relevant sample (92.2% in 2024). Due to the work of the People Team to collect this data, this represents an increase from 90.5% in 2023, 89.1% in 2022 and 83.5% in 2021.

The report for 2025 will also look beyond the BAME categories to analyse in more detail around more specific ethnic origins. To help this process, the People Team have mapped their systems to include data labels that match those used by the 2011 census and which align with data collected by other areas of emh (e.g. resident data).

As well as highlighting the mean and median pay gaps within emh, the report also focuses on ethnic representation across different sections of the business. This is linked to the view that:

'Ethnicity representation is as important as, and strongly linked to, ethnicity pay gaps. The under-representation of ethnic minority compared with white employees in UK organisations' senior management, and over-representation in low-paid jobs, is even more evident than the gender representation gap in these roles.' (CIPD 2021).

Table 4.a: Ethnicity Pay Gap – 2025 (all emh and emh care and support)

Ethnicity Pay Gap – Key Measures -	2025 emh (all)	2024 emh (all)	2023 emh (all)	2022 emh (all)	2025 emh C&S	2024 emh C&S	2023 emh C&S	2022 emh C&S
BAME colleague headcount (% of all colleagues)	171 (18.1%)	133 (15.3%)	100 (11.2%)	86 (9.5%)	87 (28.1%)	60 (18.5%)	32 (10.6%)	26 (8.3%)
BAME Mean Hourly Rate	£16.80	£17.18	£17.93	£16.86	£12.68	£11.96	£11.12	£10.77
White colleague Mean Hourly Rate	£17.90	£16.83	£16.54	£15.16	£14.01	£12.97	£12.05	£11.13
Pay Gap Mean in favour of White colleagues (£)	£1.10	-£0.35 (minus)	-£1.39 (minus)	-£1.70 (minus)	£1.33	£1.01	£0.93	£0.36
% Mean Pay Gap	6.1%	-2.1% (minus)	-8.4% (minus)	-11.2% (minus)	9.5%	7.8%	7.8%	3.2%
BAME colleague* Median Hourly Rate	£13.20	£13.55	£15.32	£13.31	£12.21	£11.44	£10.42	£9.50
White colleague Median Hourly Rate	£15.59	£14.58	£14.65	£13.04	£12.21	£11.44	£10.42	£9.50
Pay Gap Median in favour of White colleagues (£)	£2.39	£1.03	-£0.67 (minus)	-£0.27 (minus)	£0.00	£0.00	£0.00	£0.00
% Pay Gap Median	15.3%	7.1%	-4.6% (minus)	-2.1% (minus)	0.0%	0.0%	0.0%	0.0%

NOTE: - Any minus figures represent a pay gap in favour of BAME colleagues.

Table 4.b: Ethnicity Pay Gap – 2025 (emh homes and emh group)

Ethnicity Pay Gap – Key Measures -	2025 emh homes	2024 emh homes	2023 emh homes	2022 emh homes	2025 emh group	2024 emh group	2023 emh group	2022 emh group
BAME colleagues Headcount (% of all colleagues)	57 (13.6%)	44 (12.7%)	43 (10.9%)	43 (11.0%)	26 (18.1%)	29 (21.3%)	25 (18.5%)	16 (12.2%)
BAME colleague Mean Hourly Rate	£17.07	£17.04	£16.56	£15.59	£30.10	£28.20	£28.99	£29.89
White colleague Mean Hourly Rate	£17.75	£17.26	£16.99	£15.58	£26.17	£25.79	£26.46	£24.37
Pay Gap Mean in favour of White colleagues (£)	£0.68	£0.22	£0.43	£-0.01 (minus)	£-3.93	£-2.41 (minus)	£-2.53 (minus)	£-5.52 (minus)
% Mean Pay Gap	3.8%	1.3%	2.5%	-0.1% (minus)	-15.0% (minus)	-9.3% (minus)	-9.6% (minus)	-22.7% (minus)
BAME colleague* Median Hourly Rate	£15.72	£15.59	£15.69	£14.11	£22.86	£21.56	£21.69	£26.09
White colleague Median Hourly Rate	£15.72	£15.59	£15.69	£14.11	£22.41	£21.63	£21.32	£18.98
Pay Gap Median in favour of White colleagues (£)	£0.00	£0.00	£0.00	£0.00	£-0.45	£0.07	£-0.37 (minus)	£-7.11 (minus)
% Pay Gap Median	0.0%	0.0%	0.0%	0.0%	-2.0% (minus)	0.3%	-1.7% (minus)	-37.5% (minus)

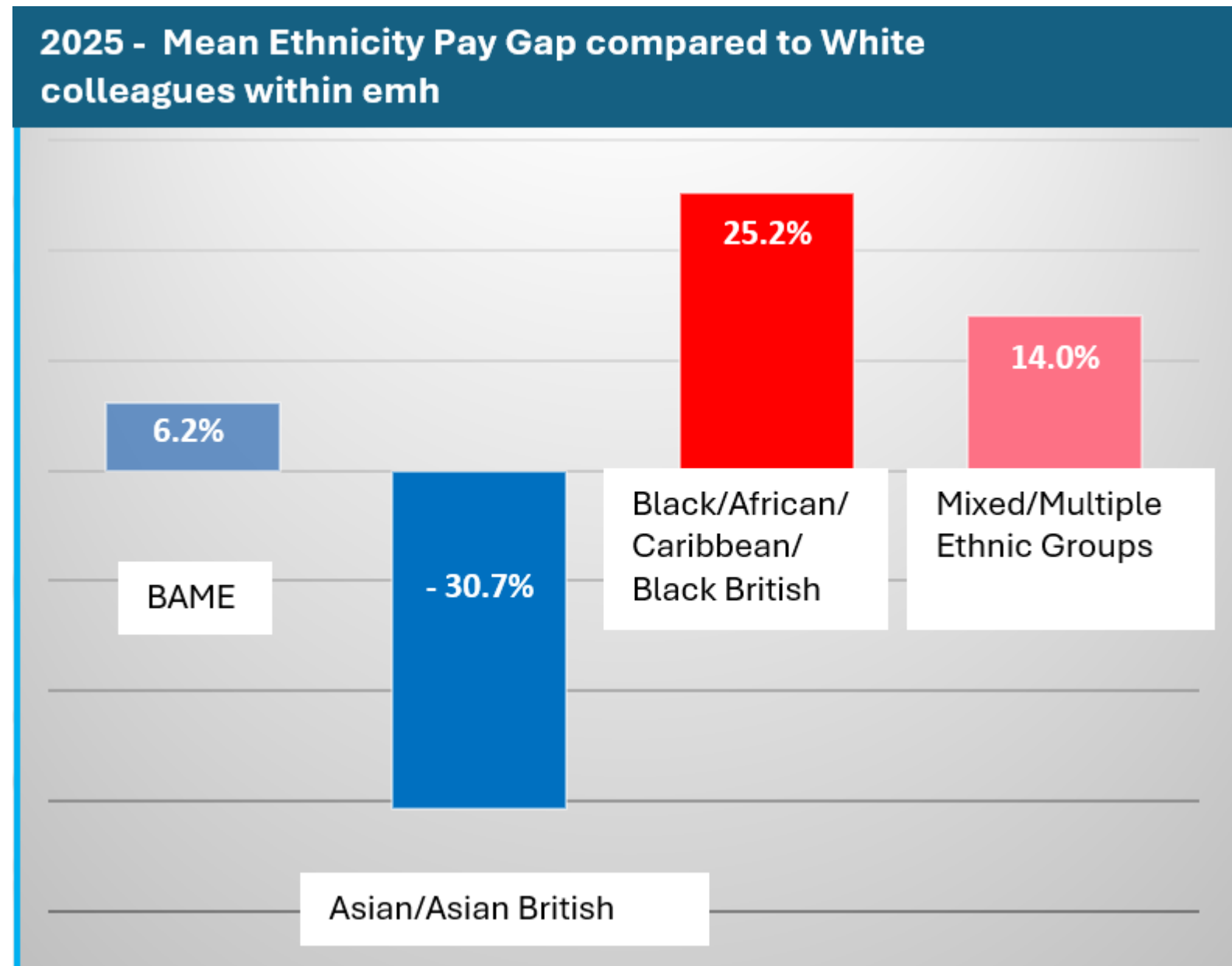
NOTE: - Any minus figures represent a pay gap in favour of BAME colleagues.

Mean Ethnicity Pay Gap

For emh (all companies), the pay gap widened and shifted from being in favour of BAME colleagues, to being in favour of White colleagues (6.2% compared to -2.1% (minus) in 2024). This compares to -8.4% (minus) in favour of BAME colleagues in 2023. Please note that, as has been the case in previous years and as is required, the figures quoted for our Gender and Ethnicity Pay Gap do include the pay for our Group Chief Executive.

When looking at more specific ethnic groups in 2025, it can be seen that Asian/Asian British colleagues have a pay gap of -30.7% (minus) compared to -36.2% (minus) in 2024, both in favour of Asian/Asian British colleagues. For 'Black/African/Caribbean/Black British' colleagues, the pay gap favours White colleagues by 25.2% in 2025 (increased from 18.4% in 2024 and 14.0% in 2023). 'Mixed/Multiple Ethnic Groups' colleagues also recorded a pay gap in favour of White colleagues (14.0% in 2025, increased from 7.1% in 2024 and compared to 7.7% in 2023).

The pay gaps and ethnic representation vary by company within emh. For example, emh group has a mean pay gap of -15.0% (minus) in favour of BAME colleagues, whilst emh homes is 3.8% and emh care and support 9.5%, both in favour of White colleagues.



emh homes

The company experienced a widening of the mean pay gap compared to 2024, from 1.3% in favour of White colleagues to 3.8% in favour of White colleagues in 2025.

emh homes has been subject to a number of pay gap changes over the past 5 years. For example, in 2020, the pay gap was 3.5% in favour of White colleagues and by 2022, this had reduced to almost parity, -0.1% (minus), in favour of BAME colleagues. Structural changes in the last 5 years (e.g. Specialist Housing, Complaints, Quality and Standards and restructures in Communities) and subsequent changes to personnel during this time, could be seen as key contributors to this trend.

emh group

With regards to emh group, 2025 reported the highest mean ethnicity pay gaps of any of the other emh companies (currently, -15.0% (minus) in favour of BAME colleagues). However, 2024 (-9.3% (minus)) had represented the lowest mean pay gap for emh group, in recent times, compared to -23.2% (minus) in 2021.

Departmentally, there continue to be variations in terms of pay gaps and ethnic representation within emh group. It is interesting to note that all key departments have pay gaps that pay in favour of BAME colleagues (e.g. Corporate Services (-32.9% (minus)), Finance, -10.6% (minus) and Development, -7.5% (minus)). However, BAME representation does vary from 5.6% in Corporate Services to 52.9% in ICT, to 23.3% in Finance.

emh care and support

The ethnicity pay gap for 2025 had widened to 9.5% in favour of White colleagues, compared to 7.8% in 2024 and 2023. The pay gap has widened incrementally in favour of White colleagues since 2021, when there was a pay gap of 0.4% in favour of White colleagues.

Overall BAME representation in emh care and support has seen a significant increase in recent years. The proportion of BAME colleagues had increased from 8.3% in 2022 to the current figure of 28.1%, an increase of 238%. However, it is interesting to note that only 8.0% of BAME colleagues (7 / 87) in emh care and support are paid above the National Living Wage, compared to 30.0% of White colleagues. This is likely to be a key contributor to the pay gap widening in favour of White colleagues in emh care and support in 2025.



Table 5: emh (all companies) – Ethnic Representation – 2025

**** - NOTE:** Total Headcount = colleagues who have disclosed their Ethnic Group (excludes those who have stated Prefer Not to Say)

Company	Ethnic Group								Total BAME Headcount %	**Total Headcount
	Asian / Asian British		Black/African/ Caribbean / Black British		Mixed/Multiple Ethnic Groups		Other Ethnic Group			
	Headcount	%	Headcount	%	Headcount	%	Headcount	%		
emh care and support (2024)	3 5	1.0% 1.5%	67 31	21.6% 9.6%	10 9	3.2% 2.8%	7 15	2.3% 4.6%	28.1% 18.5%	310 324
emh group (2024)	19 19	13.2% 14.0%	3 3	2.1% 2.2%	3 6	2.1% 4.4%	1 1	0.7% 0.7%	18.1% 18.6%	144 136
emh homes (2024)	25 19	6.0% 5.5%	15 12	3.6% 3.5%	13 9	3.1% 2.6%	4 4	1.0% 1.2%	13.6% 12.7%	418 347
emh sharpes (2024)	1 0	2.0% 0.0%	0 0	0.0% 0.0%	0 0	0.0% 0.0%	0 0	0.0% 0.0%	2.0% 0.0%	49 42
Midlands Rural (2024)	0 0	0.0% 0.0%	0 0	0.0% 0.0%	0 0	0.0% 0.0%	0 0	0.0% 0.0%	0.0% 0.0%	24 22
All emh (2024)	48 43	5.1% 4.9%	85 46	9.0% 5.3%	26 24	2.8% 2.8%	12 20	1.3% 2.3%	18.1% 15.3%	945 871



Ethnic Representation

When taking a deeper dive into ethnic representation, there are variances across all emh companies. (see Table 5 above)

Black/African/Caribbean/Black British representation has seen the largest increase in recent years, rising from 3.8% across all emh in 2023 to 5.3% in 2024 and to 9.0% in 2025. The largest proportional representation can be found within emh care and support (21.6% in 2025, compared to 9.6% of colleagues in 2024, an increase of 125% in 12 months). 73.6% of Black colleagues in emh care and support have cited that they have African based nationalities (54.8% in 2024). Specifically, 57.5% of all Black colleagues in emh care and support, have stated Nigerian as their nationality (38.7% in 2024).

Asian/Asian British representation, across all emh, has increased to 5.1% in 2025 (4.9% in 2024). The largest areas of proportional representation can be found within emh group (13.2%, compared to 14.0% in 2024). 36.8% of emh group Asian/Asian British colleagues are employed in ICT, 31.6% are in Finance and 21.0% in Development. emh homes has 6.0% representation (increased from 5.0% in 2024 and 5.3% in 2023). 68.0% of these colleagues are employed in Communities, whilst only 4.0% are in Property Services. With regards to emh care and support, Asian/Asian British representation was 1.0% (decrease from 1.5% in 2024).

Colleagues from Mixed/Multiple ethnic groups made up 2.8% of all colleagues within the whole of emh (the same as was the case in 2024, increased from 2.1% in 2023). Other Ethnic Groups representation reduced from 2.3% in 2024 to 1.3% in 2025. The largest area of proportional representation was found in emh care and support (2.3% compared to 4.6% in 2024).

Midlands Rural Housing (0%) and emh sharpes (2.0%) continue to have the lowest levels of BAME representation in all emh.

Mean Ethnicity Pay Gap – Gender Differences and Representation (see Table 6 below)

A deep dive into gender and ethnicity revealed differences in the 3 largest companies that make up emh. Within emh care and support, a pay gap in favour of White colleagues was recorded at 9.5%. When analysing further, females had a 13.0% pay gap in favour of White colleagues (increased from 9.9% in 2024). Contrast this to male colleagues who had a 0.9% pay gap in favour of White colleagues (reduction from 1.4% in 2024 and 7.8% in 2023). One of the contributors to the gender differentiation was that only 15.6% of male colleagues are in the top quartile of pay for emh care and support, compared to 28.1% of females.

BAME representation was higher for males (46.9% in 2025, compared to 34.6% in 2024 and 21.4% in 2023). BAME females had also experienced an increase in representation in 2025 but at a lower rate compared to male colleagues (21.4% in 2025 compared to 13.4% in 2024 and 7.4% in 2023).

For emh group, the overall pay gap was -15.0% (minus) in favour of BAME colleagues (-9.4% (minus) in 2024). There was a contrast between the mean ethnicity pay gaps for males and females in 2025. For male colleagues, the pay gap narrowed to -0.9% (minus) in favour BAME colleagues, compared to 7.7% in favour of white colleagues in 2024. For female colleagues, the landscape was different. In 2025, the ethnicity pay gap was -19.3% (minus) in favour of BAME colleagues. This gap had narrowed marginally for this group, from -19.5% (minus) in 2024.



With regards to representation for emh group, 28.0% of male colleagues are from a BAME background in 2025 (a fall from 35.2% in 2024), compared to 12.8% of females (10.5% in 2023). For both genders, representation has increased markedly since 2022 (20.9% of all males, compared to 8% of all female colleagues).

With regards to emh homes, the overall pay gap was 3.8% in favour of White colleagues (widened from 1.3% in 2024). The pay gap for female colleagues was reported at 2.5% in favour of White colleagues (widened and shifted from a pay gap of -1.5% (minus) in favour of BAME colleagues in 2024). In comparison, male colleagues reported a 4.9% pay gap in favour of White colleagues (widened from 3.8% in 2024).

For all of emh, the ethnicity pay gap widened and shifted away from a pay gap in favour of BAME colleagues of -2.1% (minus) in 2024, to 6.2% in favour of White colleagues in 2025. For male colleagues, in 2025, the pay gap also shifted and widened in favour of White colleagues (-2.0% (minus) in favour of BAME colleagues in 2024 to 4.7% in favour of White colleagues). For female colleagues, in 2024 the ethnicity pay gap was at 0.2% in favour of White colleagues but this widened further to 8.1% in 2025.

Representation by gender reflected that males had a higher proportion of colleagues from a BAME background, 19.8% (increased from 18.5% in 2024, a further increase from 13.7% reported in 2023). Female colleagues had BAME representation of 13.0% in 2024 and this proportion had increased to 16.9% in 2025, (compared to 9.3% in 2023 and to 8.9% in 2022). 47.9% of female new starters recorded in the gender and ethnicity pay gap were from a BAME background. 79.4% of these were recruited to direct service roles within emh care and support.

Table 6: all emh – Ethnicity/Gender Representation and Mean Pay Differences - 2025

Company / Gender	Ethnicity / Gender Representation				Total Headcount	Mean Ethnicity Pay Gap
	BAME		White			
	Headcount	%	Headcount	%		
emh care and support	87	28.1%	223	81.5%	310	9.5%
Female	49	21.4%	180	78.6%	229	13.0%
Male	38	46.9%	43	53.1%	81	0.9%
emh group	26	18.1%	118	81.9%	144	-15.0%
Female	12	12.8%	82	87.2%	94	-19.3%
Male	14	28.0%	36	72.0%	50	-0.9%
emh homes	57	13.6%	361	86.4%	418	3.8%
Female	29	14.9%	165	85.1%	194	2.5%
Male	28	12.5%	196	87.5%	224	4.9%
All emh	171	18.1%	774	81.9%	945	6.2%
Female	91	13.0%	449	87.0%	540	8.1%
Male	80	18.5%	325	81.5%	405	4.7%

NOTE: The above table calculates the Mean Ethnicity Gaps between Male and Female colleagues compared to White colleagues from the respective gender group.



How do emh compare?

As there is no current requirement for companies to publish their Ethnicity Pay Gap data, comparative data in this area is still limited. According to ONS, England and Wales as a whole, had a median ethnicity pay gap of 2.3% in favour of White colleagues in 2019 and in the East Midlands for the same period, the figure was recorded at 6.9% in favour of White colleagues (ONS). emh as a whole does not compare favourably with these benchmarks. In 2024, the median pay gap for all emh was 7.1% in favour of White colleagues.

Ethnic origin representation – emh colleagues compared to emh residents and the population of East Midlands

Ethnic Origin	2025 % emh colleagues	2024 % emh colleagues	2023 % emh colleagues	% emh homes residents ~	East Midlands Population *
Asian/Asian British	5.1%	4.9%	5.1%	4.2%	7.0%
Black British	9.0%	5.3%	3.8%	3.2%	2.4%
Mixed	2.8%	2.8%	2.1%	1.8%	1.4%
White	81.8%	84.7%	88.8%	89.9%	88.3%
Other	1.3%	2.3%	0.2%	0.9%	0.9%
Grand Total	100%	100.0%	100.0%	100.0%	100.0%

~ emh homes residents - 2024

* ONS - Population Estimates - 2019

Asian colleague representation for emh as a whole is broadly in line with our emh homes resident populations but is below our overall East Midlands population. With regards to emh, 92% of Asian colleagues work for either emh homes or emh group.

With regards to our Black colleague representation, this is currently greater than both our emh homes resident population and almost three times more than that of the East Midlands population. Although proportional representation is good, it is worth noting that 79% of Black colleagues are working for emh care and support in direct care roles. These are primarily based in Derbyshire.

Mixed and Multiple Ethnic and Other Ethnic proportional representation is higher at emh compared to our emh resident population and the East Midlands as a whole. All Mixed and Multiple Ethnic colleagues are based in emh care and support, emh homes or emh group. 58% of Other ethnic groups are based within emh care and support.

What are emh doing to try and achieve greater pay equality? - Future Initiatives and Strategies

We recognise that our mean gender pay gap remains in favour of male colleagues and our mean ethnicity pay gap has widened and shifted to a position which is favourable to our White colleagues. This is not the progress we'd like to see. However, we understand that this is a complex issue with many interrelated causes, and we remain committed to addressing it.

Our Ongoing Commitment

External consultants, Deep Insight have carried out an Equality, Diversity and Inclusion (ED&I) Governance Review and we are currently working to implement the recommendations from this review. We have revised and updated our Equality, Diversity and Inclusion Strategy, which we consulted on widely across the organisation, with its associated roadmap. Together these set out our objectives, key milestones and outcomes, including areas that impact both gender and ethnicity pay gaps. This Strategy works in partnership with our emh business strategy for the next 3 years.

Some of the initiatives we are working on:

- **Data collection and analysis** - we continue to encourage all colleagues to provide full personal data regarding the protected characteristics so we can more effectively monitor progress of our ED&I initiatives. We analyse the data on a quarterly basis to identify any specific areas for attention.
- **Recruitment** – we regularly review our recruitment processes to ensure we minimise bias in relation to the protected characteristics. We are currently reviewing our recruitment training for recruiting managers to support this. We have introduced anonymized CV's as part of the shortlisting process so that gender and ethnicity cannot be subject to bias.
- **ED&I related training** – we have reviewed and updated our suite of training and continue to keep this under review. We are designing specific Leadership Training around ED&I to equip managers and leaders with the knowledge and skills around ED&I topics.
- **Transparency and accountability** - we believe in transparency and will continue to proactively discuss our pay gap data and analysis with our colleague network groups and colleague consultative bodies.
- **Pay and Reward** – emh continue to work with external and independent salary specialists, to benchmark all roles across the organisation and to understand where we sit as an employer compared to other external employers. Linked to this, emh aim to continue to develop pay structures and non-pay benefits that help reward all colleagues fairly regardless of gender or ethnicity.

Development/Talent Management

A key focus during 2025 has been around empowering colleagues to own their personal development and career progression by promoting opportunities and tools to support their personal growth. We have promoted a range of career development tools, including career conversation meetings, and coaching opportunities which are open to all colleagues. In addition to this, we are supporting National Career Development month during November 2025, to further promote opportunities to all colleagues.

The GEM Graduate and Talent Programme is part of our focus on developing both internal talent and attracting new talent into emh. We have recruited two colleagues, both Graduate Housing Officers, into emh and onto the 2025 programme. They are now nearing the end of their first year and three new colleagues have been recruited onto the 2026 programme, which commences in January 2026.

Apprenticeship Programmes play an important role in how we attract new talent into emh, as well as developing established colleagues. We have 47 colleagues currently undertaking apprenticeships, ranging from level 7-degree apprenticeships, through to trade apprenticeships, care sector apprenticeships, customer service and administration.

As part of our EDI Strategy, Allyship training, to support the colleague network groups, has been rolled out during 2025. Due to the high demand and positive feedback, additional courses were scheduled for later in the year, which also received positive feedback. The plan is to provide further opportunities for colleagues to attend Allyship training in the new financial year in line with our EDI communication plan.

To complement this, we continue to make available a range of learning content on our learning platform, emh learn. This can be accessed 24/7 and the suite of learning includes:

- Combatting Imposter Syndrome
- Unconscious Bias
- Equality and Diversity overview
- Understanding the gender spectrum,
- Power and Pride and beyond pride year-round action

Recruitment and Selection

Across all companies at emh, females represent 57.1% of all colleagues. With regards to ethnicity, 18.1% of colleagues are from a BAME background. Despite this, as highlighted in this report, there continues to be gender and ethnicity imbalances in different areas of the business.

An aim of the emh People Strategy is to ensure we employ the right people for the right positions, regardless of their gender or ethnic background. An underlying principle of the strategy is to embed diversity and inclusion in all we do. To achieve this aim, the People Team have been focusing on a number of inclusive initiatives with the aim of promoting fairness and reducing unconscious bias, including:

- the use of cv anonymisation in shortlisting candidates for all roles that are advertised externally. This approach involves removing personal identifiers of name, address, date of birth, gender, nationality and marital status from CVs before they are reviewed by the panel.
- the use of gender decoder software to ensure our job descriptions, person specifications and job adverts have any gender bias or ableist language removed.
- greater support for neurodiverse applicants who may require reasonable adjustments

In addition, we will continue:

- to implement any reasonable adjustments for disabled applicants and to be disability confident committed
- to apply the Rooney Rule when recruiting new colleagues, that will form part of our Senior Leadership Team
- our journey towards using recruitment and EDI data to lead conversations that will drive change
- working with our colleague support networks to identify and implement positive, inclusive recruitment changes
- to implement a new recruitment microsite with engaging EDI content
- to ensure our leaders and managers are trained inclusive recruiters and that our hiring panels are inclusive

Colleague Wellbeing

The gender pay gap can affect women's overall wellbeing, particularly in areas such as mental health and financial stability.

Mental Health: research indicates that women who earn less than their male counterparts are more susceptible to depression and anxiety.

Financial Security: women have lower lifetime earnings than men which often result in reduced pension contributions, creating financial challenges later in life.

While striving for fair and equal pay remains essential, non-pay benefits also play a vital role in demonstrating our commitment to wellbeing and inclusivity. At emh, we are proud to have implemented a range of initiatives to support our colleagues by:

- Reviewing, updating, and promoting flexible and family-friendly working arrangements, including part-time roles, job sharing, and condensed working hours
- Enhancing the Employee Assistance Programme via BHSF, which offers 24/7 access to financial, legal, and emotional support to all colleagues
- Introducing and embedding the Equality, Diversity and Inclusion Networks for LGBTQ+ (Queer), Women (POW), Race (The Roots of Change Network), Disability and Neurodiversity
- Training several facilitators to deliver Mental Toughness and Resilience workshops across the business
- Promoting our Menopause policy to ensure it is inclusive, accessible, and supportive
- Offering two colleague discount schemes to help all colleagues access financial benefits
- Continually updating our Employee Lifecycle training for managers to equip them with the tools to support their teams effectively
- Using our People System to flag stress-related absences, ensuring managers receive timely resources and guidance, including Wellness Action Plans
- Creating and launching the Inclusion Details screen on the People System to flag conditions, ensuring managers receive timely resources and guidance

Summary

Gender and Ethnicity Pay Gap Summary – emh 2025

Gender Pay Gap Overview

As of 5 April 2025, emh reported a mean gender pay gap of 7.1% in favour of male colleagues across all companies, a notable improvement from 11.0% in 2024 and 10.8% in 2023. This represents the lowest recorded gap since reporting began. The median gender pay gap also narrowed to 9.6%, down from 13.1% in both 2023 and 2024.

At the company level:

- emh homes reported a reduced mean gap of 2.3%, down from 3.8% in 2024.
- emh care and support continued to show a gap in favour of female colleagues, at -4.6%, widening slightly from -4.1% in 2024.

These improvements reflect a combination of structural, demographic, and timing-related factors.

Key Factors Behind the Reduction

1. Shifts in Gender Representation Across Pay Quartiles
The proportion of female colleagues in the lower half of pay quartiles decreased by 4.2%, while representation in the upper half increased by 0.8%. This redistribution helped rebalance average pay and contributed to narrowing the gap.
2. Increased Female Representation in Management Roles
 - Senior and 2nd line female managers increased to 51.0% (from 48.4% in 2024).
 - 1st line female managers rose to 57%, with a pay gap in favour of females (-3.0%). These changes positively influenced the overall average female pay.
3. Timing of Pay Awards
A significant factor in the 2025 data was the exclusion of IMS Operative pay awards. These awards, averaging 5.8%, were agreed in June 2025 and backdated to April, but were not included in the 2025 Gender Pay Gap Report due to timing. IMS Operatives are 96.1% male, and their exclusion temporarily lowered the average male pay, contributing to the narrowing of the gap.
4. Structural Adjustments and Pay Consistency
In 2024, a consistent 5% pay award was applied across departments, helping to neutralise previous inconsistencies. In emh homes, female representation in upper pay quartiles rose by 6%, while it dropped in lower quartiles—further reducing the gap.
5. New Starters and Leavers
Of the 9 new starters in the top 100 highest-paid roles, 7 were female, and of the 12 leavers from this group, the split was equal. This turnover contributed to a 7.2% average pay increase for females, compared to 2.7% for males.

Potential for Future Widening

While the 2025 figures show progress, the exclusion of IMS Operative pay awards presents a risk of reversal in 2026. These awards will be included in the next reporting cycle and, given the male dominance and above-average pay increases in this group, the gender pay gap may widen again.

Ethnicity Pay Gap Overview

In contrast to the gender pay gap, the ethnicity pay gap widened in 2025. emh (all companies) reported a mean ethnicity pay gap of 6.2% in favour of White colleagues, reversing the previous trend of gaps, all in favour of BAME colleagues:

- 2024: -2.1% (minus)
- 2023: -8.4% (minus)
- 2022: -11.2% (minus)

The median ethnicity pay gap also widened in favour of White colleagues to 15.3%, up from 7.1% in 2024.

Key Contributors to the Ethnicity Pay Gap

1. Increased BAME Representation in Lower-Paid Roles
BAME representation across emh all companies, rose from 15.3% in 2024 to 18.1% in 2025. However, many BAME colleagues remain concentrated in lower-paid roles, especially in emh care and support, limiting their impact on average pay.
2. Disparity in Access to Living Wage
Only 8.0% of BAME colleagues in emh care and support earned above the National Living Wage, compared to 30.0% of White colleagues. This disparity is a major contributor to the widening pay gap.
3. Departmental Pay Gaps and Representation
Departments such as ICT and Development recorded high pay gaps in favour of White colleagues (e.g., 19.2% in ICT), despite some increases in BAME representation. BAME colleagues remain underrepresented in higher-paid roles across most business areas.
4. Ethnic Group Differences
 - Black colleagues: 25.2% gap in favour of White colleagues.
 - Mixed ethnic groups: 14.0% gap in favour of White colleagues.
 - Asian colleagues: -30.7% gap (in favour of Asian colleagues).

These figures highlight deeper structural inequalities within specific ethnic categories.



Representation and Progress

BAME representation has grown significantly, especially among new starters and in direct service roles. However, pay progression has not kept pace, and structural inequalities remain across departments and roles.

For example:

- In emh care and support, 28.1% of colleagues are BAME, but only 8.0% earn above the National Living Wage.
- In emh group, BAME colleagues make up 18.1%, with a mean pay gap of -15.0% (in favour of BAME), but representation varies widely by department.

Conclusion and Forward Look

emh has made measurable progress in reducing the gender pay gap in 2025, driven by improved representation, consistent pay awards, and structural changes. However, the ethnicity pay gap has widened, underscoring the need for continued focus on equitable pay progression and representation.

The exclusion of IMS Operative pay awards from the 2025 report has artificially narrowed the gender pay gap. Their inclusion in 2026 may reverse this trend, especially given the higher male representation and higher pay awards in that group.

emh remains committed to:

- Data-driven decision-making
- Inclusive recruitment and development
- Ongoing ED&I initiatives

However, systemic and structural challenges persist, and further work is needed to achieve true pay parity across gender and ethnicity.



Summary

The Pay Gap report for 2025 shows that the mean pay gap decreased from 11.0% in 2024 to 7.1% in 2025. This followed a trend of increasing pay gaps between 2022 to 2024 (9.1% in 2022, to 10.8% in 2023 and to 11.0% in 2024). The 7.1% in 2025, represents the lowest pay gap ever recorded for emh (all companies). In line with the trend for the mean pay gap, the median pay gap has also narrowed for 2025, from 13.1% to 9.6%, still in favour of male colleagues

For emh (all companies), the pay gap widened and shifted from being in favour of BAME colleagues, to being in favour of White colleagues (6.2% compared to -2.1% (minus) in 2024).

We continue to be committed to rewarding our colleagues fairly for the contribution and value they add and appointing the best candidates for positions, regardless of their gender or diversity characteristics. Whilst remaining committed to these principles, ethnic and gender representation across all levels of the business is key to emh achieving pay parity. Whilst we have seen improvement in our gender pay gap, the data reveals that we have further work to do to eliminate gender and ethnicity pay gaps across emh as a whole. There also continues to be areas of underrepresentation of different gender and ethnic groups, at different levels of our workforce and organisation structure.

We recognise that achieving greater gender and ethnicity pay equality is not a short-term, quick, one size fits all approach across its diverse businesses and skillsets within emh. It is hoped that using data to drive decisions and having an improved and measurable ED&I Strategy, will play a key role in advising across the ED&I agenda for emh, including areas and decisions that impact both gender and ethnicity pay gaps.

In addition to this, we will continue to work with our residents, colleagues, recognised Trade Unions and colleague consultation groups to identify further ways in which we can address issues that may contribute to the gender and ethnicity pay gap and to make diversity and inclusion the norm at emh.

I confirm that the information given in this report is true and accurate.

Signed: _____

Joanne Tilley - Executive Director – Corporate Services

Dated: _____