

# Waterplus

## Gender pay gap report 2023



# Measuring the pay gap

This report sets out the gender pay gap at Water Plus, the reasons for it and the steps we are taking to close it. The law requires any company with more than 250 employees to publish its gender pay gap. The gender pay gap is the difference between the pay of men and women working for an organisation.

The report shows the difference in the average hourly earnings of men and women across our business. The statistics can be affected by a range of factors, including the different number of men and women across all roles.

The gender pay gap is different from equal pay. Equal pay requires that men and women must be paid the same for doing equivalent work. We pay men and women the same rates for performing the same roles. The reason for any differences in average pay for our male and female employees is explained in this report.

## Executive summary

Since the previous reporting period, our workforce has remained a similar size, at around 500, with the proportion of female and male employees remaining around 60:40. We continue to have a good balance of men and women in our senior roles, and the proportion of women in our upper two pay quartiles has improved. 60% of new appointments into senior roles were female in the reporting period.

We are pleased to report that our Median hourly pay gap remains below the UK average, and that our Mean hourly pay gap has improved since the previous reporting period. We also saw notable improvements in our bonus figures. Both our Mean and Median bonus pay gap figures reduced, and a higher proportion of our female population were eligible for a bonus.

We are encouraged by the progress we have seen this year, which gives us confidence that our investment in developing a strong female talent pipeline, and providing a supportive and inclusive work environment, is having a positive impact.

We remain committed to reducing the pay gap further where it still exists.

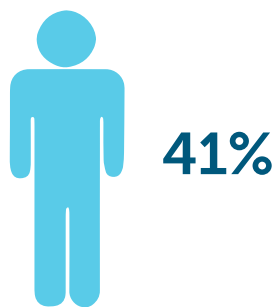


# Our workforce

Our report includes all employees, at all levels, including our Executive team. The data is based on employees employed by Water Plus on 5 April 2023.

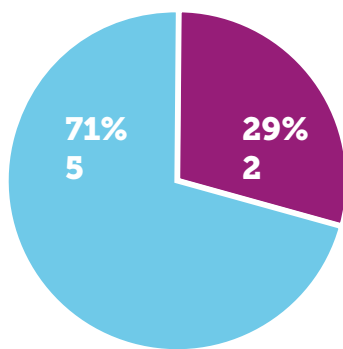
Our workforce reduced slightly over the 12 month period, from 509 in April 2022, down to 495 people in April 2023. The proportion of female employees remained about the same at 59% (vs 60% in 2022).

## Overall workforce (495 employees)



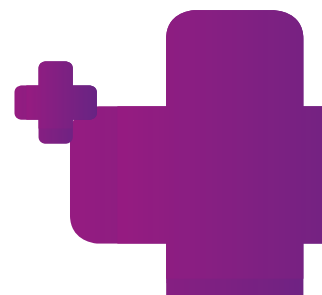
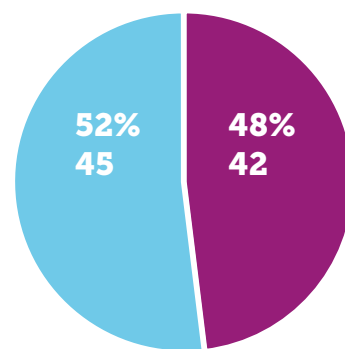
## Leadership team

Executive team



Senior roles  
(excluding Exec team)

Male  
Female



# Our pay gap data

Hourly pay gap	Water Plus 2023	UK national average (ONS 2023*)
Median	9.8%	14.3%
Mean	19.4%	13.2%

We are pleased to report that our Median hourly pay gap remains below the UK National Average. Median is the preferred measure of the Office for National Statistics for average earnings, as it is less affected by a relatively small number of high-paying jobs. On this basis, we believe our median data provides a more accurate and representative reflection of our gender pay gap position.

Our mean hourly pay gap improved by 3.3 percentage points since last year (22.7% in 2022). Our Mean figure is impacted by a higher proportion of male employees occupying the most senior positions during the reporting period, however the ratio of female to male employees in the 10 highest paid roles improved from 3:7 in 2022, to 4:6 in 2023. It should also be noted that during this reporting period, we added an additional role to our executive team, which was occupied by a male applicant via internal succession.

We recognise that we still have a gap to close, and are continuing work to reduce this by proactively developing and appointing more female employees into our senior positions. We have been increasing the amount of management and leadership training, and ran two levels of programme in the reporting period, to support a strong pipeline of future female leaders:

Programme	Focus	Female to male delegate ratio 2022-2023
Evolve	Supporting new managers preparing to step into their first management roles at Water Plus	19:8
Leading Together	Further development for senior leadership roles	17:16

Over the 12-month period ending April 2023, 60% of new appointments into senior roles were female, including both internal promotions and external hires.

In the last year we have also held mandatory training and awareness sessions for all people managers, covering family leave, menopause and mental health; equipping our managers with key skills and information to best support their team members.

\*Source: UK Gender pay gap dataset 2023, Annual Survey of Hours and Earnings, Office for National Statistics (latest update 5 February 2024)



# Bonus eligibility



At Water Plus, only 8% of all roles (40 in total) were eligible for bonus in this reporting period. These are mainly senior positions (31) and some sales roles which are eligible for commission payments.

This represents 6.12% of our total female workforce (18 employees) and 10.9% of our total male workforce (22 employees). This is a slight improvement from last year, where 5.6% of our female workforce were bonus eligible.

This data reflects that more of our most senior positions, and sales roles are occupied by male employees.

# Bonus pay gap

Median bonus pay gap: 26.6% ↓ (vs 48.0% in 2022)

Mean bonus pay gap: 46.6% ↓ (vs 55.5% in 2022)

Whilst we're still working to reduce our bonus pay gap, we are pleased that this has reduced notably vs last year.

Our bonus pay gap figures continue to be impacted by the fact that bonus payments are based on a percentage of salary, and more of our most senior, and therefore highest paid positions, were occupied by male employees in the reporting period.

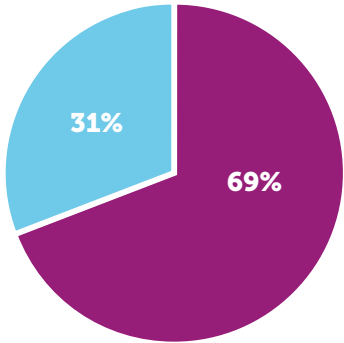
We will continue to proactively work to develop and appoint more female employees into our senior leadership positions.



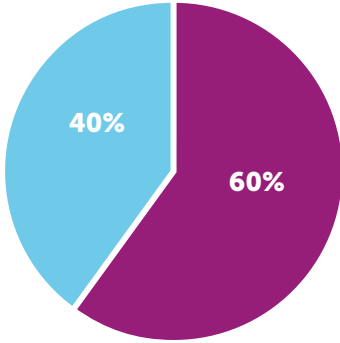
# Workforce pay band quartiles

We have divided our workforce into four quartiles: the lower, lower middle, upper middle and upper quartile, based on hourly pay.

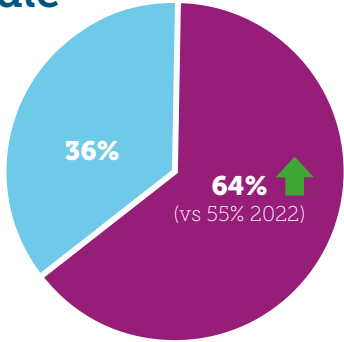
### Lower quartile



### Lower middle

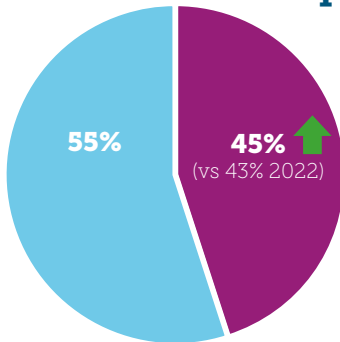


### Upper middle



Male  
Female

### Upper quartile



Our quartiles reflect the fact we employ more women than men. We are pleased to have a healthy balance of women in our higher paid roles, and that this has improved further since 2022.



# Our future plans

We are a people centered business, with an open and inclusive culture where all of our employees can grow and develop their careers. We continue to have a strong track record of internal development and career progression, and believe that developing and retaining our skilled and knowledgeable people is key to offering the best levels of customer service. We will continue our work to close the gender pay gap where it still exists.

Here are some of the latest things we are doing to support and promote a diverse and representative workforce:

1. Ongoing investment in our Management and Leadership development programmes, ensuring a strong talent pipeline for internal career progression.
2. Developing a Diversity, Equality and Inclusion strategy, to ensure we attract and retain a diverse and representative workforce, and foster an inclusive and collaborative culture where we embrace everyone's contributions.
3. Continuing to utilise external salary benchmarking data and our structured annual review framework to inform fair salaries and a consistent approach to reward.
4. Launching a new employee survey tool, to facilitate and encourage open feedback, get better insight into what matters to our people and to inform action planning.
5. Providing employees with flexible working options, helping them to balance work and home commitments, and continue to grow their careers at Water Plus.
6. Introducing a Wellbeing programme, to support the health and wellbeing of our people.

**Jessica Archer**  
Head of HR

**Waterplus**