

Waterplus

**Gender pay
gap report
2022**



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.



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 2022.

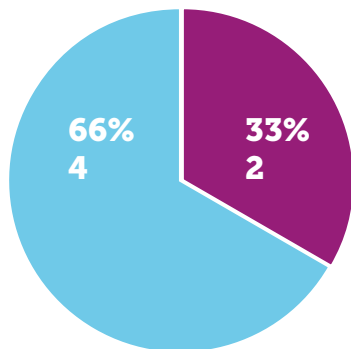
Our workforce reduced slightly over the 12 month period, from 536 in April 2021, down to 509 people in April 2022. The proportion of female employees remained about the same at 60% (vs 59% in 2021).

Overall workforce (509 employees)

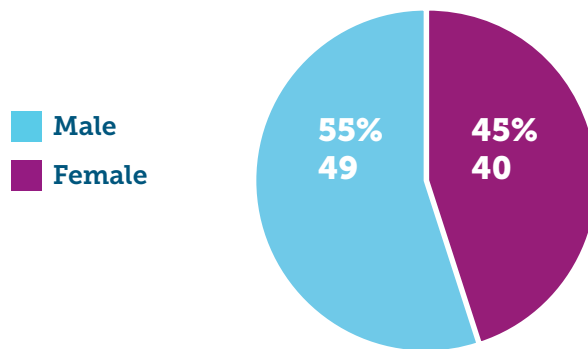


Leadership team

Executive team

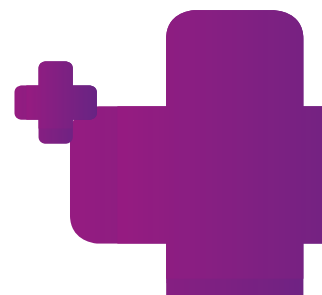


Senior roles (excluding Exec team)



We are pleased to continue to have a well-balanced representation of female and male employees across our senior roles.

One of our female executive team members left during the reporting period, with the role not being backfilled, which impacted our executive team numbers for the snapshot date.



Our pay gap data

Hourly Pay Gap	Water Plus 2022	UK National Average (ONS 2022)
Median	4.66%	14.9%
Mean	22.71%	13.9%

We are proud to report that our Median hourly pay gap has improved from 8.68% last year, and remains significantly below the UK National Average.

Our Mean hourly pay gap is impacted by a higher proportion of male colleagues occupying the most senior positions during the reporting period. Seven out of the top ten highest paid roles in the company were held by male employees, therefore the mean figure was impacted by a small number of senior roles. It is also worth noting that our most senior female employee left the business during 2021, therefore their data is not included. This role was not backfilled in the year.

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 very high earners and the skewed distribution of earnings, therefore giving a better indication of typical pay than the mean. They recognise that, in earnings distributions, the mean can be disproportionately influenced 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.

This said, we are continuing to work at reducing this gap by proactively developing and appointing more female employees into our senior positions.

- In 2022 we launched a new senior leadership development programme, with 34 participants, 50% of this group are female. This focuses on preparing senior managers for leadership positions, and further developing the skills of our existing senior leaders. A key topic on the programme is developing people; to ensure all leaders are equipped and confident to develop their team members for future growth.
- We have continued to run our 'Evolve' people management programme, focused on providing our people with the skills they need for stepping into management roles. In the reporting period, 11 female employees were assigned to the programme (compared to 7 male employees).
- Over the 12-month period ending April 2022, we recruited and promoted 25 employees into senior positions; 56% were female.



Bonus eligibility



At Water Plus, only 7% of all roles (37 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 (6).

This represents 5.6% of our total female workforce (17 employees) and 9.7% of our total male workforce (20 employees). This reflects that more of our most senior positions, and sales roles are occupied by male colleagues.

Excluding commission eligible sales roles, this would be balanced at 16 eligible female employees vs 15 eligible male employees

Bonus pay gap

Median bonus pay gap: 48%

Mean bonus pay gap: 55.49%

Our bonus pay gap figures were impacted by the following key factors:

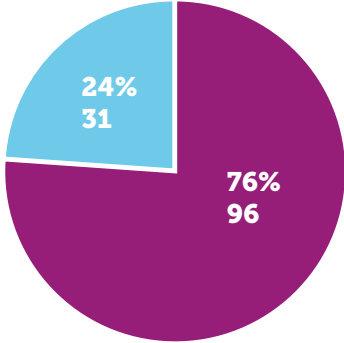
- Bonus payments are based on a percentage of salary, and more of our most senior, and therefore highest paid positions, were occupied by male employees,
- Our most senior, bonus eligible female employee left the business during the reporting period, therefore their pay data was excluded from the report figures
- Another of our most senior bonus eligible female employees joined the business part way through the reporting period, meaning their bonus payment was pro-rated
- As only a very small proportion of roles at Water Plus are eligible for bonus, individual changes in year have a significant impact on the bonus pay gap figures

We will continue to proactively work to develop and appoint more female employees into our senior positions which attract higher salaries and bonus payments.

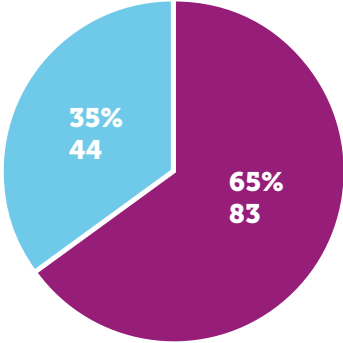
Workforce pay band quartiles

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

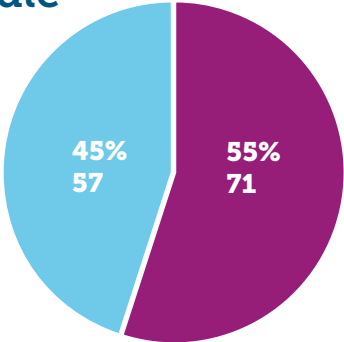
Lower quartile



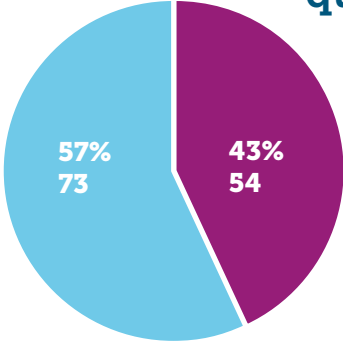
Lower middle



Upper middle



Upper quartile



Male
Female

Our quartiles reflect the fact we employ more women than men. They also show that even across the upper two quartiles, we have a healthy balance of women and men in higher paid roles.



Our future plans

Our people are the key to our success, and we're proud of our strong track record of internal development and career progression. We believe that investing in our fantastic people will enable us to continue providing excellent service to our customers. We will continue our work to close the pay gap where it still exists.

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

1. Progressing and expanding our Management and Leadership development programmes across our employee population, with a focus on growing talent for internal progression, and retaining people through a fair and open culture.
2. Delivering additional training and resources to promote better understanding of family leave, menopause and mental health, to ensure all employees have the support they need to continue to thrive in their careers at Water Plus.
3. Growing the number of apprenticeship opportunities and developing our internal succession plans for key roles; enabling us to prepare internal talent for progression into more senior roles.
4. Utilising external salary benchmarking data and our structured annual review framework to inform fair salaries and a consistent approach to reward.
5. Providing our existing and future colleagues with flexible working options, to balance their work and home commitments, enabling them to continue to develop their careers at Water Plus.



Andy Hughes
CEO Water Plus



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