

Waterplus

Gender pay gap report 2025



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 steady, with 469 employees compared to 460 last year, and 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, with female employees making up 51% of the upper two pay quartiles.

Our hourly pay gap figures continue to be impacted by a high proportion of our more junior roles being occupied by female employees, in contrast to more of our most senior executive positions being occupied by male employees in the period. We are very pleased to report that our median bonus pay gap for this year is zero (down from 75% last year), and although our mean bonus pay gap is also impacted by male employees occupying our most senior positions, this has also reduced significantly from last year.

Whilst we are encouraged by the improvements we have seen in our bonus figures, and understand the reasons for our remaining pay gaps, we recognise the need to continue working to reduce these, by encouraging and supporting more female colleagues to progress into our senior level positions. We will continue to invest in the development of female talent, and in providing a supportive and inclusive work environment where all of our colleagues can thrive and progress their careers.

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



Our workforce

Our report includes all employees, full time and part time, at all levels, including our Executive team. The data is based on employees employed by Water Plus on 5 April 2025.

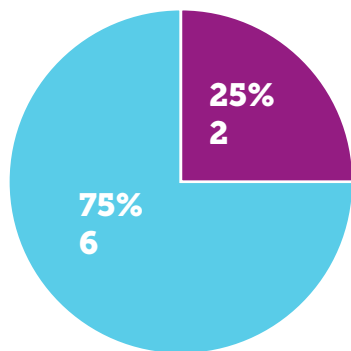
Our workforce remained steady over the 12 month period, going from 460 in April 2024, to 469 people in April 2025. The proportion of female employees remained the same, at 61%.

Overall workforce (469 employees)

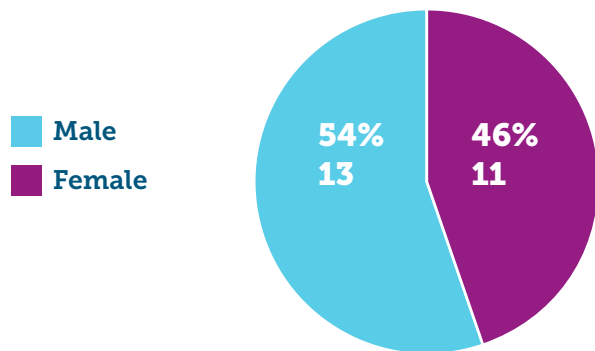


Leadership team

Executive team*

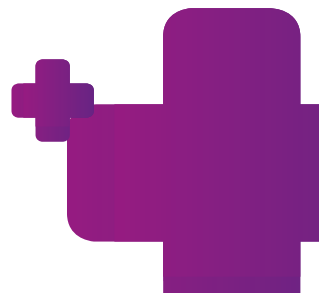


Senior leadership roles**



*At the snapshot date, the Executive Team included an additional interim position of Transformation Director, which was filled by a Male employee. This temporarily increased the proportion of male colleagues on the Executive Team.

** Senior leadership numbers exclude executive roles.



Our pay gap data

Median hourly
pay gap: 23.9%

Mean hourly pay
gap: 26.7%

Our median hourly pay gap has increased since 2024. This was impacted by a significantly larger proportion of women occupying our more junior roles in the pay period. There were 269 junior level job roles (mainly advisors) across the business at the snapshot date; occupied by 186 females (69%) and 83 males (31%).

Three quarters of our external recruitment in this year was for junior level positions, of which 66% were filled by females. We are pleased to be able to offer part time opportunities across these roles to help attract and retain female employees. Of the females occupying our junior roles, 24% of them have part time working hours (compared to 5% of male colleagues at this level).

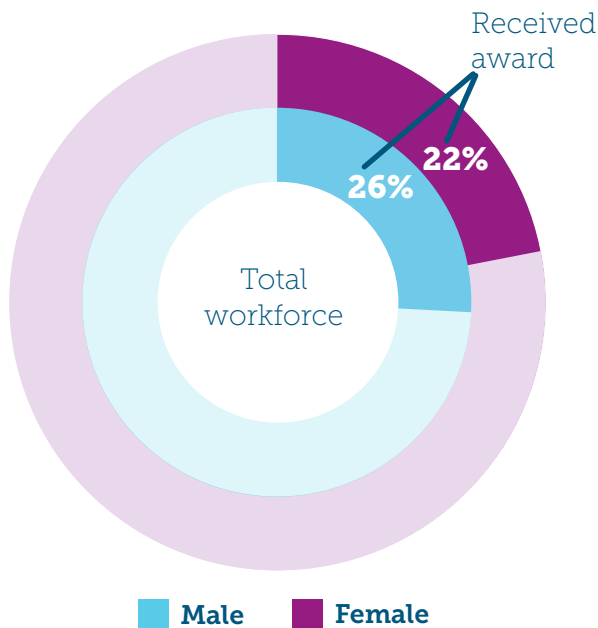
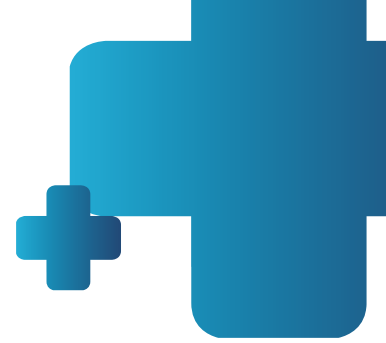
Our mean hourly pay gap did not change much since 2024. This has continued to be impacted by a higher proportion of male employees occupying the most senior positions during the reporting period. This was impacted further by the temporary addition of an interim role to our Executive Team, to support with business transformation. This role was occupied by a male colleague.

We are disappointed that our hourly pay gap has increased from prior year, and we will continue working to reduce this. All of our roles are graded, benchmarked, and have assigned salary ranges informed by market data. The rates of pay we apply to all employees are informed by these salary ranges, ensuring a consistent and fair approach to determining pay.

We are proactively developing our female colleagues to support their progression into our more senior positions. During the year, 23 female colleagues undertook management and leadership training, and 19 female colleagues were promoted internally – representing 59% of all internal promotions in the year (increased from 53% in the prior year).



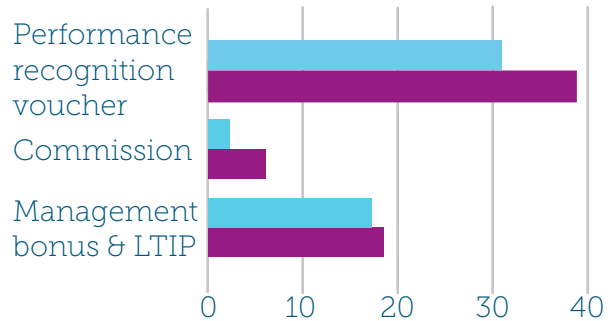
Bonus, incentive and reward payments



The proportion of women receiving a form of bonus / reward payment compared to men was fairly evenly balanced in the year.

In the reporting period, 111 (24%) of our employees received a bonus / reward payment – which includes management bonus and LTIPs (36 employees), commission payments (8 employees), and vouchers issued for performance recognition. This comprises of 22% of our female employees and 26% of our male employees.

Number of employees receiving each bonus type



Bonus pay gap

Median bonus pay gap: 0% ↓

Mean bonus pay gap: 50.8% ↓

We are proud to report that our median bonus pay gap was zero for this year. This represents a huge improvement from last year when it was 75%. We believe median to be a more accurate and representative reflection of our bonus pay gap position as it is less affected by a relatively small number of high-paying jobs.

Our mean bonus pay gap, whilst still high, has reduced significantly from last year when it was 80.1%. The remaining gap reflects that more of our most senior, and therefore highest paid positions, were occupied by male employees in the reporting period. These roles are eligible for management bonus and LTIP payments which are based on a percentage of salary.

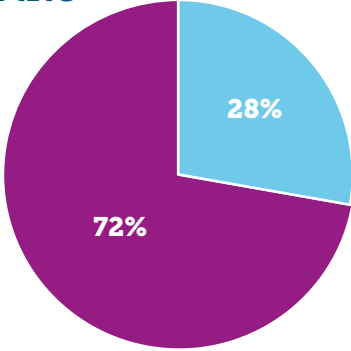
We will continue to proactively work to develop and appoint more female employees into our senior leadership positions.



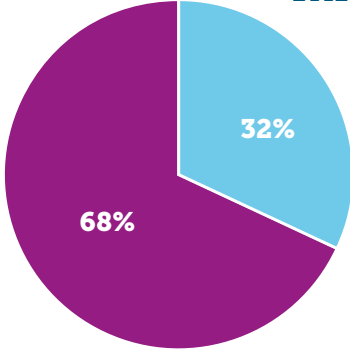
Workforce pay band quartiles

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

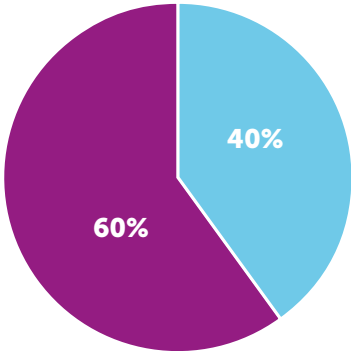
Lower quartile



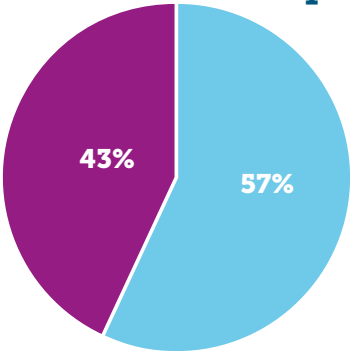
Lower middle



Upper middle



Upper quartile



Male
Female

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; female employees make up 51% of the combined two upper quartiles.



Our future plans

Our people are key to our future success, and by focusing on ensuring everyone feels fairly rewarded and recognised for their contributions, our aim is for them share in that success. We invest in the development of our people to support their career progression. We care about the wellbeing of our people, and about creating an inclusive, safe and supportive working environment that fosters collaboration and teamwork. We will continue working 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. Launching a new reward and recognition programme to encourage and drive performance recognition in a fair and consistent way.
2. Expansion of, and ongoing investment in, our Management and Leadership development programmes, ensuring a strong talent pipeline for internal career progression.
3. Introduction of a new People Champions group, with representation from colleagues across the business to help us continue to shape and improve our people proposition.
4. Continuing to use external salary benchmarking data and our structured annual review framework to inform fair salaries and a consistent approach to reward.
5. Providing flexible working options, including part time hours, an early finish option, option to buy additional annual leave and the ability to work from home one day per week, helping employees to balance work and home commitments, whilst continuing to grow their careers at Water Plus.

Jessica Archer
HR Director

The logo for Water Plus, featuring the word "Water" in white and "plus" in a light blue color, with a stylized plus sign integrated into the letter 'p'.