

Waterplus

Gender pay gap report 2021



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 2021.

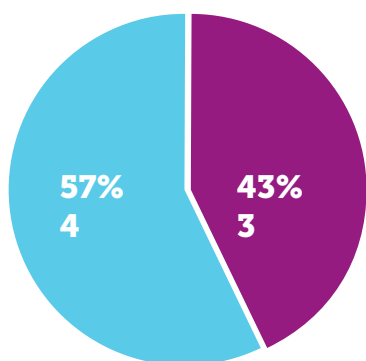
Our workforce changed very little over the 12 month period to April 2021, going to 536 people, from 531 in April 2020. The proportion of female employees remained the same at 59%.

Overall workforce (536 employees)



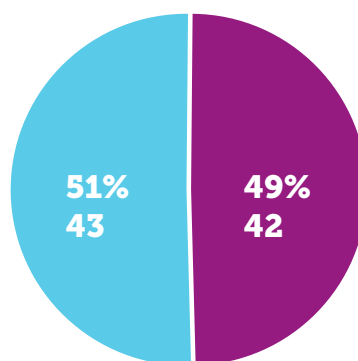
Leadership team

Executive team

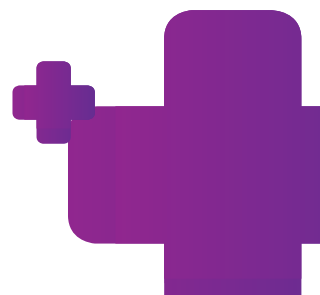


Senior employees (excluding Exec team)

Male
Female



We are pleased to have a very evenly balanced representation of female and male employees in both our Executive team and our broader senior team. Of the Executive team roles reporting into the CEO, 50% are male and 50% are female.



Our pay gap data

Hourly Pay Gap	Water Plus 2021	UK National Average (ONS 2021)
Median	8.68%	15.4%
Mean	20.34%	14.9%

We are pleased to report that our Median hourly pay gap remains below the UK National Average.

Our Mean hourly pay gap was impacted by a higher proportion of male colleagues occupying the most senior positions during the reporting period. Fourteen out of twenty of the highest paid roles were held by male employees therefore the mean was impacted by a small number of senior roles.

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 remain committed to reducing this gap by proactively developing and appointing more female employees into our senior positions.

- 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. 12 female employees completed the programme in the reporting period (compared to 9 male employees).
- Over the 12-month period ending April 2021, we recruited and promoted 32 employees into senior positions; 56% were female.

Bonus eligibility



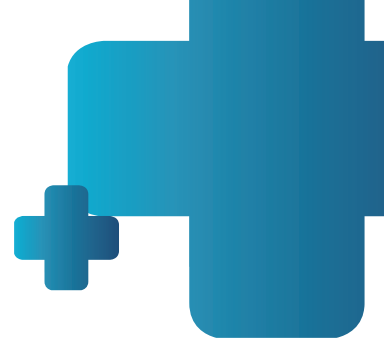
At Water Plus, only 8.7% of all roles (47 in total) were eligible for bonus in this reporting period. These are mainly senior positions (41) and some sales roles which are eligible for commission payments (6).

This represents 6.3% of our total female workforce (20 employees) and 12.4% of our total male workforce (27 employees). This reflects that more of our most senior positions, and sales roles are occupied by male colleagues.

Excluding commission eligible roles, this would be more evenly balanced at 19 female and 22 male.



Bonus pay gap



Median bonus pay gap: -7.66%

Mean bonus pay gap: 39.43%

We are very pleased to report a significant improvement in our median bonus pay gap versus 2020 (when the gap was 46.21%). This represents a shift of 54 percentage points, with our median bonus pay for female employees now slightly higher than our median bonus pay for male employees.

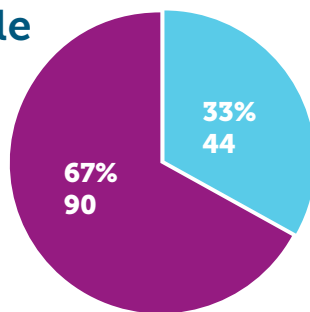
As referenced above, more of our most senior, and therefore highest paid positions, are occupied by male employees which has impacted our mean figure.

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

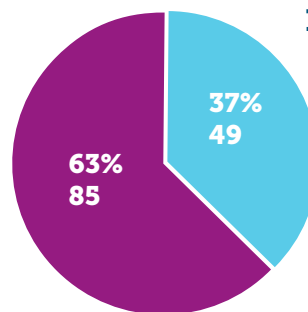
Workforce pay band quartiles

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

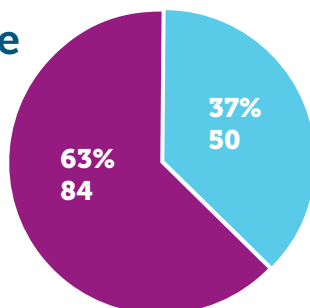
**Lower
quartile**



**Lower
middle**

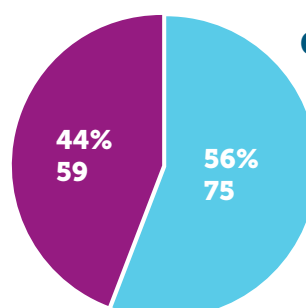


**Upper
middle**



Male
Female

**Upper
quartile**



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

Our future plans

We're a customer service focused business, and our people are what set us apart; they're at the heart of everything we do. One of our top three business priorities is 'Investing in us', and we remain committed to this. Recruiting and retaining great people, and supporting them to develop their careers is key to our success. We will continue to work to close the pay gap where it still exists, ensuring we have a diverse and representative workforce.

Here are some of the things we're doing:

1. Launching a new Senior Leadership development programme in 2022 and continuing to run our existing first line Manager development programme. We expect to see a healthy balance of female and male employees across these programmes, to support all of our colleagues to progress into our more senior positions.
2. Through our Diversity and Inclusion forum and the above management programmes, we will continue to educate and raise awareness of the importance of equality, diversity, and fairness in the workplace, and to ensure unconscious bias doesn't influence recruitment decisions.
3. Developing a Career Paths framework, to support all colleagues to develop and progress into more senior positions.
4. Utilising external benchmark data and our salary range framework to inform fair salaries for all our positions and a consistent approach to annual salary reviews.
5. Strengthening our external brand to ensure we attract a diverse, gender balanced pool of job applicants.



Andy Hughes
CEO Water Plus



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