



Gender pay gap report 2020



Measuring the pay gap

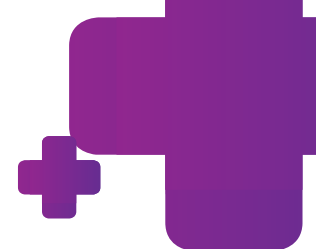
This report sets out the gender pay gap at Water Plus, the reasons for it and the steps we are taking to close it. The law requires any company with more than 250 employees to publish its gender pay gap. The gender pay gap is the difference between the pay of men and women working for an organisation.

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 2020.

Our workforce decreased slightly over the 12 month period to April 2020 by 35 to 531 people. The proportion of female employees increased slightly to 59% (from 58% in the previous period).

Overall workforce (531 employees)

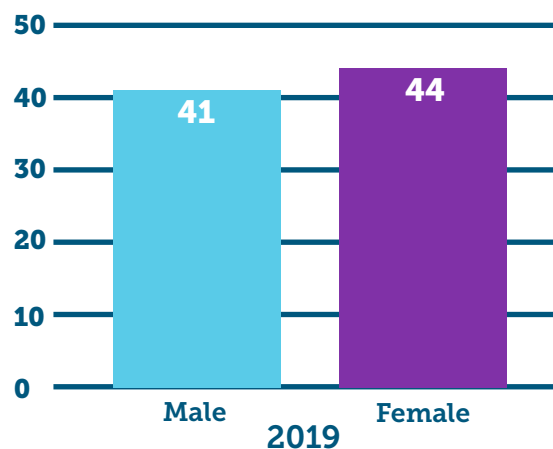
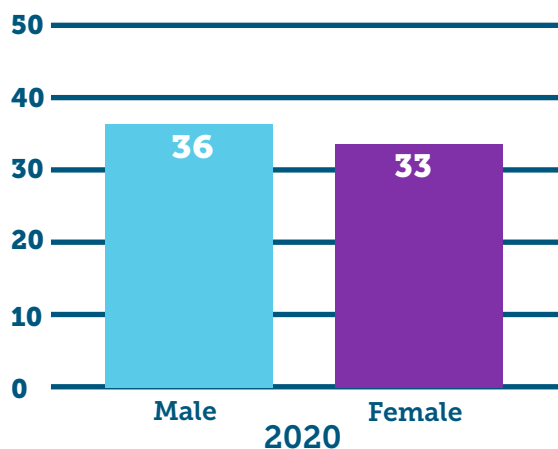


41%



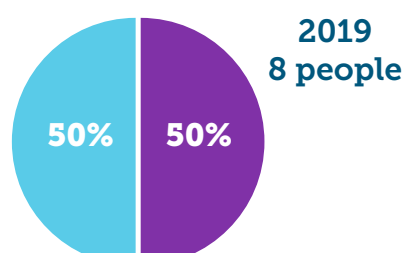
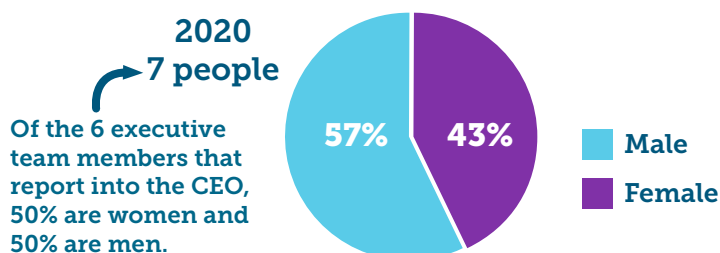
59%

Senior employees*



*In previous years reports, we included a broader range of employees in this category. We conducted a regrading exercise in this period meaning the reference group has changed. The above data for both 2020 and 2019 reflects the redefined group. This excludes the Executive team which is separated out below.

Executive team



Our pay gap data

| Hourly Pay Gap | 2020 | 2019 | UK National Average 2020 |
|----------------|----------------|------|--------------------------|
| Median | -35.14% | 0% | 15.5% |
| Mean | 17.9% | 16% | 14.6% |

We are very pleased to report that our Median pay gap has improved further since 2019, down to -35.14%, meaning our median pay for female employees is now higher than our median pay for male employees. This is also significantly less than the UK National average figure of 14.6%.

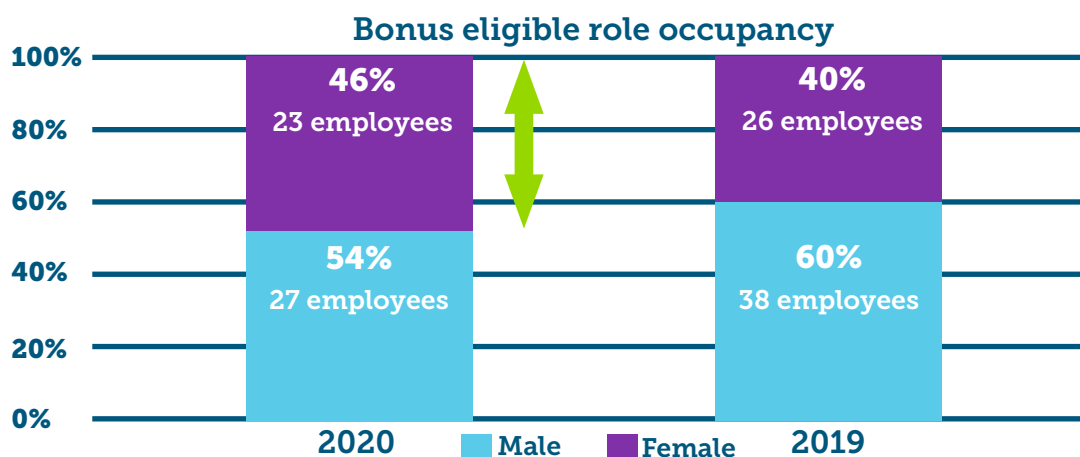
Our Mean pay gap has increased very slightly in 2020 (+1.9%), which is slightly above the UK average mean gap (+3.3%). This was impacted by a higher proportion of male colleagues occupying the most senior positions during the reporting period. Fourteen out of twenty of the highest paid roles were held by male employees therefore the mean was impacted by a small number of senior roles. We therefore believe our median data provides a more accurate and representative reflection of our gender pay gap position.

This said, we are committed to working to reduce 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. 25 female employees completed the programme in the reporting period.
- In the reporting period, we recruited 20 new employees into senior positions; 55% were female

Bonus eligibility

At Water Plus, only a very small number of roles (50 in total) are eligible for bonus. These are mainly senior positions and some telesales roles which are eligible for commission payments. We are pleased to have increased the proportion of female employees in bonus eligible roles in 2020, despite the overall number of bonus eligible roles in the business decreasing in the same period.



Bonus pay gap

As referenced above, more of our highest paid positions are occupied by male employees. As bonus payments are based on a percentage of salary, this has impacted our bonus pay gap.

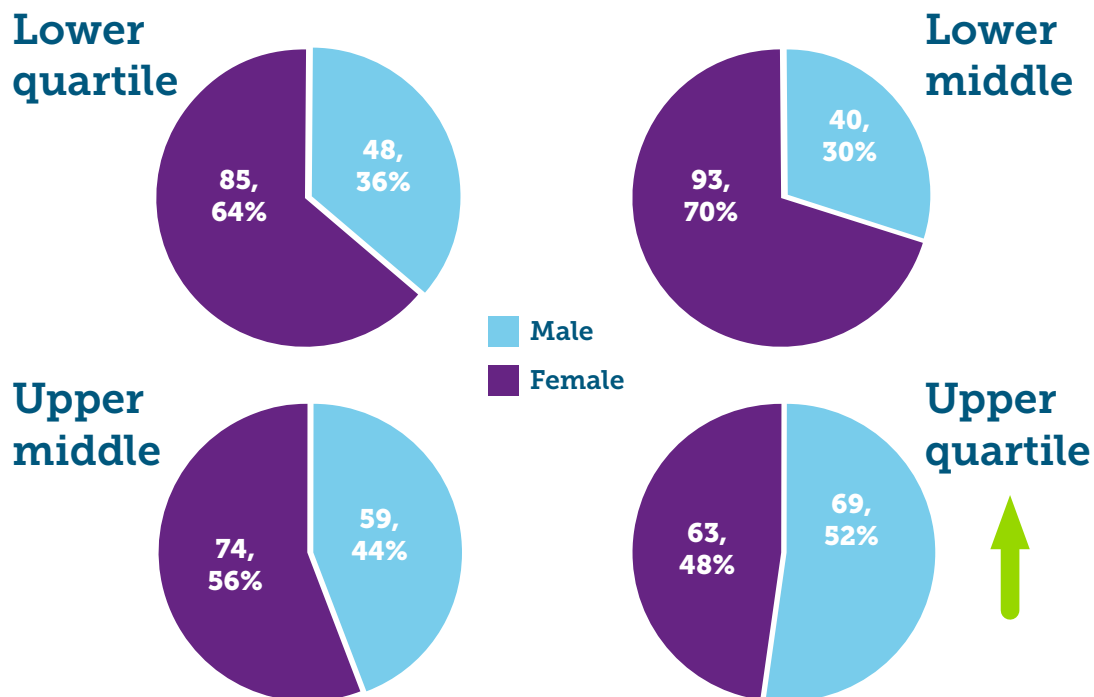
Mean Bonus pay gap: 33.18%

Median Bonus pay gap: 46.21%

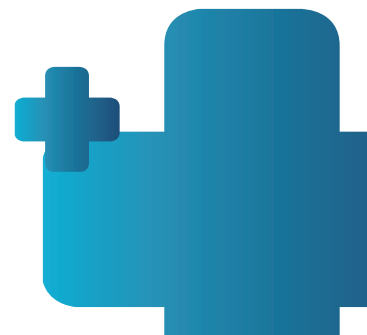
We will continue to work to reduce this gap by proactively developing and appointing more female employees into our senior positions which attract higher salaries and bonus payments.

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.



Our Quartiles reflect the fact we employ more women than men. They also show that even in the upper quartile, we have a healthy balance of women and men. This is an improvement from our 2019 report, where the percentage of females in the upper quartile was 44%.



Our future plans

As a customer service focused business, our people are at the heart of everything we do. One of our top three business priorities is 'Investing in us', and we remain committed to doing this. Recruiting and retaining the right people is key to our success and we will continue to work to close the pay gap where it still exists, ensuring we have a diverse and representative workforce.

Here's some of the things we're doing:

1. Reviewing the salary ranges for all of our positions, utilising external benchmark data to ensure a fair and robust framework is in place
2. Continuing to educate our people managers on the importance of equality, diversity and fairness in the workplace, and to ensure unconscious bias doesn't influence recruitment decisions
3. Building internal succession plans for all departments, ensuring opportunities exist for all colleagues to progress into senior positions
4. Investing in our recruitment platform to ensure consistent management of applications, enhance the candidate application experience and to allow us to monitor statistics such as gender balance throughout the different stages of our recruitment process
5. Strengthening our external brand to ensure we attract a diverse, gender balanced pool of job applicants



Andy Hughes
CEO Water Plus



Waterplus