

The gender pay gap report 2019



Waterplus
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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.



Understanding the Water Plus gender pay gap

Our workforce increased in the period to April 2019 by 110 to 566 people. Our gender balance increased slightly to 58% due to increased female representation in more senior roles.

Overall workforce (566 employees)

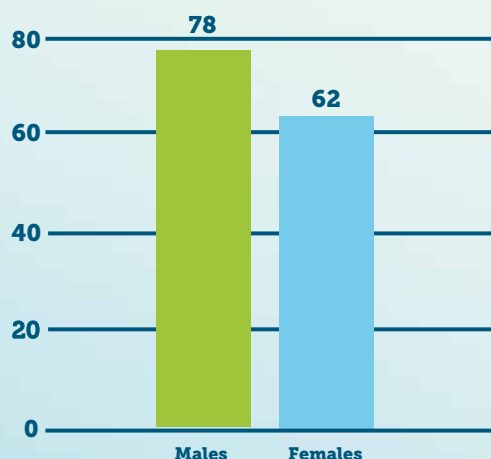


42%

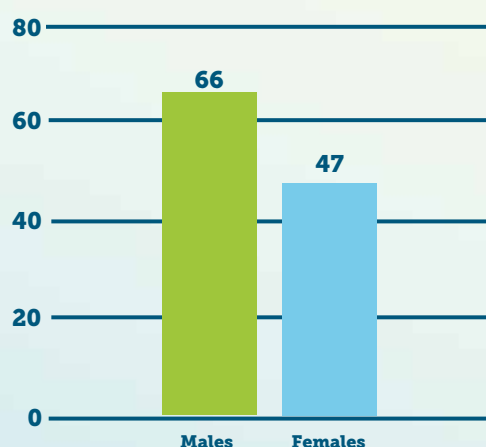


58%

Senior employees



2019



2018

Executives (8 employees)



50%

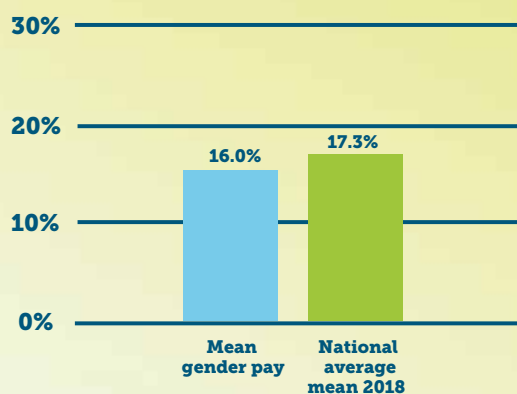


50%

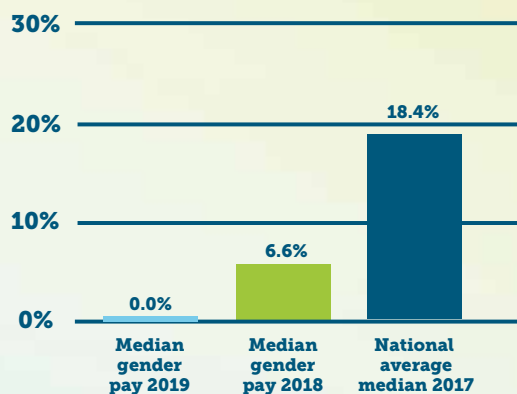
Gender pay

Our mean gender pay gap in average hourly pay is £2.26, and our median pay gap is zero.

Mean gender pay gap



Our mean gap is £2.26

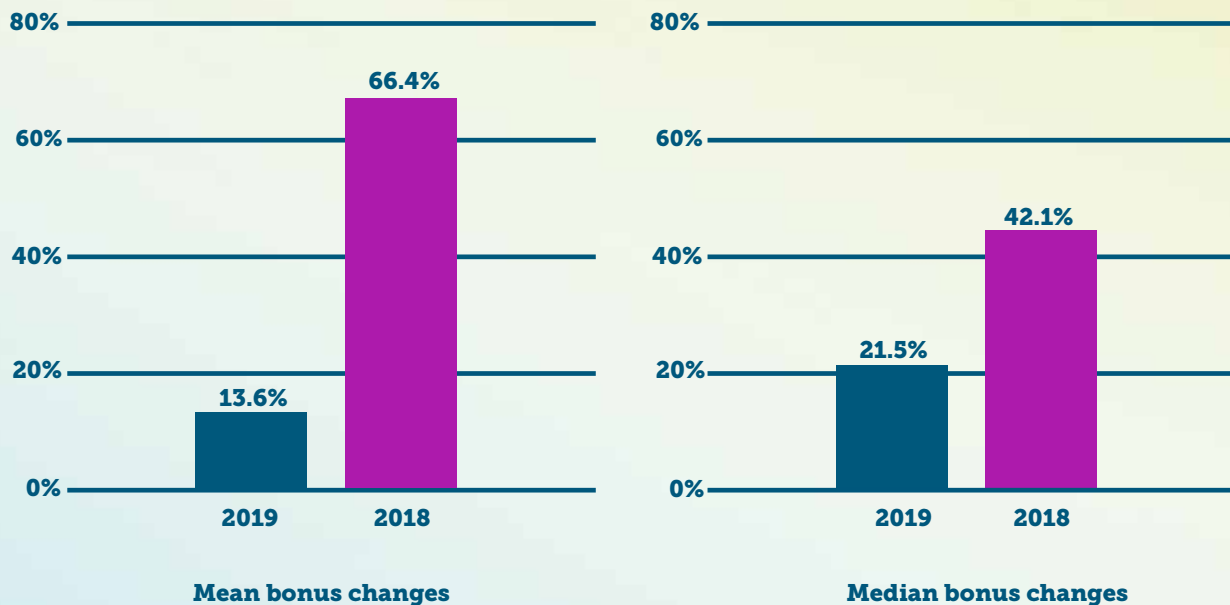


Our median gap is 0.0%

The national gender pay gap among all employees fell from 17.8% in 2018 to 17.3% in 2019. The Water Plus gender pay gap continues to decline and remains below the national average at 16%. We remain committed to the ongoing work required to reduce the gap further.

Bonuses

Male and female bonus changes

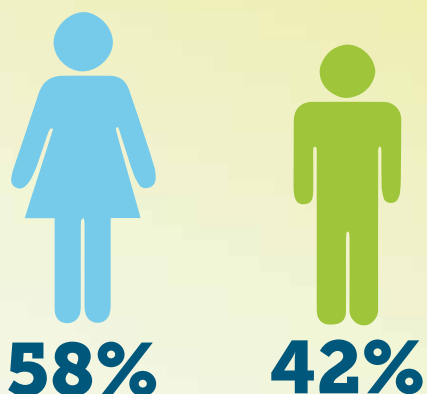


At Water Plus only a small number, 11.5% / 64 colleagues, are eligible for a bonus (senior leaders) or commission payment (telesales). Over the last year we have increased the number of females in the senior leadership and telesales roles which has reduced the mean and median pay gap substantially since 2018.

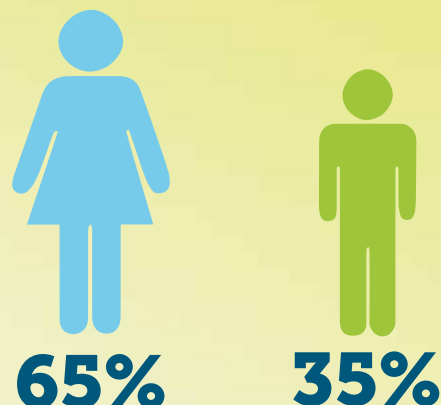
Our workforce by quartile bands

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

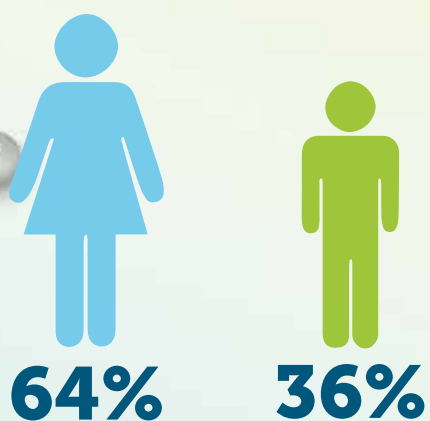
Lower quartile



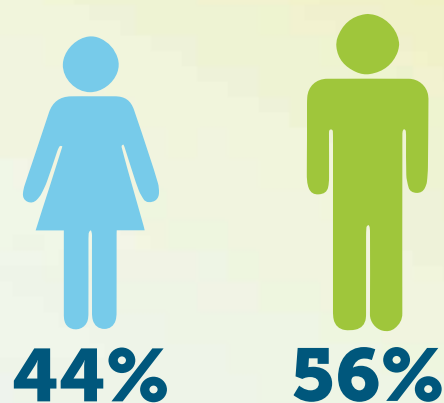
Lower middle quartile



Upper middle quartile



Top quartile



We have been focused on balancing gender ratios at all levels in the organisation and have been successful at increasing the male to female ratios in the lower quartile with an increase in the male ratio of 8% up to 42% whilst maintaining the female ratios in the upper quartiles.

Within our middle quartiles, we have more women (64%) than men (36%) in professional, specialist roles. However, we employ more women (66%) in customer service type roles, which attract lower salaries in the market.

We have a gender balanced executive team with 50% female representation and 50% male.

Our future plans



Our people, and their personal approach, is what sets us apart from our competitors, so recruiting and retaining the right people is key to our success. Closing the gender pay gap is part of this strategy and we plan to do this by:

- 1.** Developing and implementing career progression and job families so our people are clear on how they can develop theirs at Water Plus.
- 2.** Reviewing our people metrics and data to ensure robust monitoring and action planning is in place.
- 3.** Developing our external brand to ensure we attract diverse gender balanced candidates into our business.
- 4.** Delivering our training and development programmes to ensure we have a strong pipeline of talent in the business.

A handwritten signature in black ink, appearing to read 'AH', located below the list of future plans.

Andy Hughes
CEO Water Plus





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