



# Gender pay gap

## April 2019

All companies with 250 or more employees are required by law to publish a gender pay gap report. This 2019 report is based on the snapshot date of April 2018.

This is the combined report for South Staffs Water and Cambridge Water. It is based on the April 2018 snapshot date as required. We directly employed at that time 437 employees in a directorate structure that covered the functions of Wholesale Service, Retail and Customer Service, Finance Regulation & Business Support, Water Quality & Compliance and Human Resources and Health & Safety.

Our workforce gender split overall is 78% male, 22% female.

Our gap data reports the Mean and Median difference between the **hourly pay** of our male employees and our female employees (shown as men earning more than women):



Our Mean difference is in line with the data reported last year and the median difference has reduced compared to last year.

And the Mean and Median difference in **bonus pay** (shown as men earning more than women). This also accounts for a Management-only bonus this time. The previous year included an all-staff bonus agreed in pay negotiations.



Both our Mean and Median in respect to bonus have been increased, due to a lower proportion of staff earning bonus.

The proportions of male and female staff receiving a bonus have both significantly reduced (showing more men received a bonus):

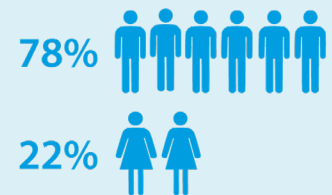


**Our Pay Distribution** - Here, our distribution of male and female employees across all pay levels is shown in pay quartiles, putting the whole of the workforce into four pay bandings, based on hourly pay. The top quartile is the highest hourly rate and the lower quartile is the lowest hourly rate.

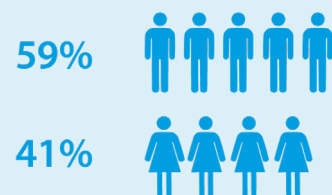
Quartile	Female	Male
Top	18%	82%
Upper middle	14.8%	85.2%
Lower middle	27.3%	72.7%
Lower	29.2%	70.8%

South Staffordshire Water and Cambridge Water are confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather, it is the result of the roles in which men and women undertake within the organisation and the salaries that these roles attract. We fundamentally believe that anyone has an equal opportunity to achieve.

Workforce gender split overall:



Senior management gender split:



Generally, looking at all pay quartiles, our pay for female staff has improved over the last year, with the two higher bands increasing and reducing in the two lower bands. Our industry is engineering based, technical and field manual labour in high numbers, with many roles that could be perceived as being more traditionally 'male' dominated. The Wholesale functions of our business (Engineering, Networks, Production, Water Supply and Business Improvement) represent 70.5% of our total workforce. 15% of staff in those functions are female. This is a continued improvement focus for us.

### What are we doing to improve our gender pay gap?

As a business, we are committed to do all that we can to reduce the gender pay gap but this will still take time. We are taking steps to promote gender diversity in all areas of our workforce, including the following:

- **Our career opportunities** - We are continually re-shaping the way in which we attract new talent and how we present ourselves as a business in our communities. Job vacancies are written in a way that is gender neutral, focusing on skills, abilities and opportunities for development. Our focus is to attract more women applicants.
- **Apprenticeships, schools, colleges and universities** - We take proactive action by working with schools, colleges and universities to communicate more on what we can offer as a business and in our Group. We actively attend school careers fairs to continue educating on the opportunities we have to offer.
- **Continue improving our flexible-working approach** - Our flexible-working policy is available to employees in all business areas and at all levels of the organisation. Anyone can apply and be considered for flexible working regardless of their role. Flexible working need not be limited to part-time working and should not be viewed as something that is deemed impossible for senior roles, when typically more women than men take a more flexible approach to work.

This statement confirms that the data reported is accurate.



**Phil Newland**  
Managing Director

As a business, we are committed to do all that we can to reduce the gender pay gap, but this will take time. Steps we are taking to promote gender diversity in all areas of our workforce include the following:

- Our career opportunities
- Apprenticeships, schools, colleges and universities
- Continuing and improving our flexible-working approach



Apprenticeship Careers Fair at  
Sheffield Academy