

# Gender Pay Gap Report

April 2022 – March 2023



**NWG**  
*living water*



## Welcome to Northumbrian Water Group's gender pay report for 2023. This sets out our progress in one important element of our holistic approach to champion diversity and inclusion in our own business and beyond.

Following the launch of TIDE (Together for Inclusion, Diversity and Equity) strategy, which outlines our commitment to developing a workforce that fully represents the different cultures, backgrounds and viewpoints of the communities we serve, we have made great progress with our colleague Network Groups, our Female colleagues aspiring to be managers following the data for our Gender Pay Gap we are reporting on.

Our colleague Network Groups continue to build momentum, providing a safe space for minority representation and to create channels to input and shape people and business activity. The Women in STEM network (WiSTEM) focusses on women's career development and encouraging females to consider STEM education and careers.

This thriving network has an action plan and clear objectives to raise STEM awareness, and support with internal career progression for women. **Supporting this with investment and sponsorship of local events to raise the profile of NWG and the career opportunities in our sector.**

We continue to expand our external professional and community partnerships to enable diverse awareness, attraction, and application for our career opportunities. It is important that our under-represented communities are aware of those opportunities and that we encourage their consideration of a career in the water industry.

Our partnerships with local education providers are an important relationship in the early careers space, as we increase and diversify our apprenticeship and graduate programmes to enable a sustainable talent pipeline.

Our continual review of our gender diversity in the business has led to new development programs being developed to enable our colleagues of all genders that aspire to be a manager or leader in the business to grow their skills and knowledge to enable them to be confident and successful in applying for roles in the future. **Our Aspiring Managers course has had over 35% of attendees being Female and we've seen them go on to be successful in promotions at all levels in 2023.**

While we have made significant strides in advancing gender equality within NWG, we recognise that there is still work to be done. This report serves as a roadmap for our ongoing efforts to identify and address any systemic barriers to gender equality and to ensure that all employees are fairly compensated for their contributions, regardless of gender.

We encourage open dialogue and collaboration across all levels of NWG as we work together to build a more equitable and inclusive workplace.

By harnessing the collective efforts and insights of our team, we can create an environment where every individual has the opportunity to thrive and succeed.



**Heidi Mottram CBE**  
Chief Executive  
Northumbrian Water Group



Gender is one of the important areas where we seek to make positive change, and pay is one measure of this. We recognise our gender pay gap is still there and still needs to be tackled.

For 2023 (11.69%) we have seen an increase in the gap from 2022 figures (10.54%). We also saw a 6.5% increase to the median female salaries compared to a 7.9% increase to male median salaries. One of the key reasons behind it is that operational roles, that often include additional premiums because they require working in antisocial hours, are primarily held by males; while support roles,

which largely don't attract these premiums as work is more typically in normal daytime hours, are more commonly held by females.

This report provides a comprehensive analysis of gender pay differentials across NWG, shedding light on any disparities that may exist and outlining our strategies to address them. It reflects our commitment to transparency, accountability, and continuous improvement in our efforts to promote gender equality and eliminate gender-based pay gaps.

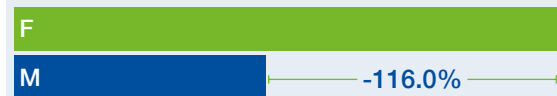
### Mean Pay Gap



### Median Pay Gap



### Mean Bonus Gap



### Median Bonus Gap



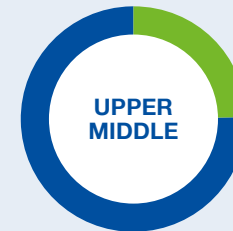
### Pay Quartiles



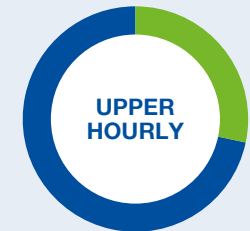
F: 390 / 50%  
M: 394 / 50%



F: 202 / 26%  
M: 567 / 74%



F: 199 / 25%  
M: 598 / 75%



F: 224 / 29%  
M: 560 / 71%



F: 1,015 / 32%  
M: 2,119 / 68%



# WiSTEM

Our TIDE (Together for Inclusion, Diversity and Equity) Strategy outlines our focus on recruiting and retaining a diverse workforce and has a target of achieving 35% female representation within our overall workforce by 2025.

As a Science, Technology, Engineering and Mathematics (STEM) based industry, there was an opportunity to ensure women who work in traditionally male-dominated roles are represented, supported and developed within our organisation.

Our Women in STEM (WiSTEM) colleague network group was created to connect and support our female colleagues in the organisation.

The group's purpose statement is:

“ To be the guiding light for women in STEM.

Connecting and empowering them to fulfil their full potential and paving the way for the women of the future.

Due to the scale of the network, the decision was made to focus on and assign specific area leads.

The network subgroups are:

- **Careers and Recruitment**, which focuses on ensuring women do not face barriers within our recruitment processes and looks to achieve an increase in the number of women in STEM roles.
- **Education**, which encourages our female colleagues to become STEM ambassadors, visiting educational settings and inspiring women and girls to consider a career in STEM.
- **Workplace and Scorecard**, which measures our progress, exploring our facilities and working environments to ensure women have what they need to be safe, comfortable, and supported at work.
- **Events and Communications**, which looks to tell the stories of our WiSTEM colleagues, hosting events, raising awareness and recruiting new members.





## DEVELOPING FEMALE TALENT

We continue to focussing on growing our talent across all areas of the business and have seen positive impacts of our female focussed recruitment advertising through imagery and social media targeted recruitment advertising.

Within Early Careers 60% of our graduates are female working in our Asset, Water, Regulation and Assurance and People teams. Our Year in Industry Programme has a 50:50 gender split and 43% of Apprentices joining in 2023 are female achieving sector leading results which has an average of 27% female workforce.

**53%**  
of our females are in  
STEM roles and

**43%**  
of all Early Careers candidates  
moving to permanent  
roles in the business in the  
last year were female.

Mentoring and role models are critical in supporting our plans to improve gender diversity - 45% of early career mentors are female, with each female mentor has at least one female mentee.

Our Aspiring Managers Programme is a structured development journey for colleagues who are considering delving into their first supervisor/people management role.

It's a six month programme, that develops a broad range of knowledge, skills and experience expected of people managers, with real life opportunities to put into practice the skills covered in the sessions.

The programme is designed with a mix of theory through the in person learning modules, and on the job experience where colleagues will put into practice their learning.

Our colleagues participating in the programme enhance their personal awareness and effectiveness and learn and practice a wide range of people management practices, enabling them to:

- Review their own personal effectiveness and describe how this impacts on others
- Describe and deploy a range of people management skills.
- Build up a comprehensive CPD record that demonstrates learning and achievement as an aspiring manager.
- Feel equipped to apply for their first supervisory/team leader role.

43% of applications for this programme have been from female colleagues with 40% of female participants gaining a promotion within 12 months of completion – feedback has told us that this programme has helped individual confidence in personal career progression.





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