GENDER PAY REPORT

March 2020

NWG
living water

WELCOME

Thank you for reading our gender pay report. Improving the gender balance both within our business and across the sector is something I'm really passionate about and it's great to see this important subject discussed more widely.

We know tackling this issue will deliver tangible benefits for our business. Diverse teams are shown to make better decisions, increase innovation and of course will mean we as a business better reflect the customers we are here to serve.

Since our first gender pay report we have identified the key areas of focus that will make the biggest difference to our organisation and we're working hard to keep improving, particularly on our recruitment process and our NWG Academy where we are engaging with our future workforce.

In this document we will share examples of the work we are doing to address gender balance followed by our position for 2019. We've had some real highlights during the last year; at the end of 2019 we were extremely proud to win Employer of the Year at the North East Business Women of the Year Awards for our approach to embedding gender diversity into the organisation.

And last summer I was delighted to see so many children make a contribution to our Innovation Festival, and see for themselves how rewarding a career in STEM (science, technology, engineering and maths) subjects can be, regardless of their gender.

The actions we're taking have helped us continue to move in the right direction. Our mean gender pay gap has reduced by five percentage points over the last year, and our median gender pay gap is now down below the national rate as published by the Office for National Statistics.

But while this is positive, we also know that we have more to do, and as a female leader I take my responsibility in this area incredibly seriously. We are committed to taking action to further reduce our gender pay gap and we will continue to work hard to ensure that we are an inclusive place to work.

We want anyone who has a contribution to make to join us in our efforts to ensure our business is fit for the future and reflects the communities we work in.

We want to see applications for roles coming from the most diverse range of candidates possible, and we are very keen to see the girls and young women who will be the potential future leaders of the business join in the exciting range of opportunities we have through the NWG Academy.

If you have a contribution to make to this agenda please get in touch at recruitment@nwl.co.uk as we are keen to have those conversations.

Heidi Mottram
Chief Executive

At Northumbrian Water Group (NWG) our greatest asset is our people.

OUR JOURNEY

Our People

Our commitment to our communities is not just in the services we provide but through our leading approach to develop our people.

At Northumbrian Water Group (NWG) our greatest asset is our people and we are committed to making sure everyone has the opportunity to develop and are given the chance to achieve their goals and make a difference.

#WATERWOMEN

Attracting, supporting and retaining a diverse workforce and being an organisation which is truly inclusive for all is essential. We are proud to have some amazing women across our business who help us deliver excellent services to our customers.

Anna Perry
Sewerage Maintenance Manager

Anna leads a team of more than 60 people across the North East, who look after our sewer network, keeping the wastewater flowing and dealing with the sorts of problems that occur when people put the wrong things down the loo.

Michelle Menear
Customer Field Services Area Manager

Michelle started out as a travel agent and completed a modern apprenticeship, but had a change of career and joined our customer team, she now leads one of our operational teams that go out and tackle issues such as leakage and burst pipes.

Nicola Walsh
Head of Asset Intelligence

As a civil engineer, Nicola is proud of the work she has done over the years at NWG creating assets that improve our environment. Nicola started at NWG as a graduate trainee and had the opportunity to work in several departments, she now leads our Asset Intelligence team.

OUR JOURNEY

Our People

RISING STARS

Creating opportunities through our apprenticeship programme for young women to develop their careers is essential to ensure our business is truly diverse, inclusive and reflects the communities we work in.

Aimee Hall
Project Management Technician

Aimee joined our Asset Investment department as an apprentice within the Water Treatment team and completed her HNC in Civil Engineering with distinction, giving her the opportunity to learn processes and provide leadership to our project teams.

Sophie Ruddick
Analyst (organics)

Sophie is responsible for testing water samples before and after the treatment process and also samples taken directly from customers' taps. By doing this apprenticeship Sophie gets hands on experience while furthering her education and gaining qualifications.

Sam Wright
Maintenance Technician

Sam is an apprentice instrument technician working across the Teesside area. She joined us through our partnership with TTE Technical Institute and is aiming high in the world of engineering and is very much thriving in a team of men who are supporting her development in her role in maintenance.

We have many more great examples of women who have developed their careers or are just starting their journey with us.

Many have either challenged stereotypes from a young age and gone into education and then careers that are historically male dominated, or have had a career change within NWG as our industry becomes more inclusive and diverse.

We will continue to make opportunities available for both our current employees and future workforce to develop their careers within our industry, and help us to develop as a leading inclusive and diverse employer.

OUR JOURNEY

STEAM @ Innovation Festival 2019

More than 250 local school pupils came to our Innovation Festival in 2019 and took part in several activities and workshops.

The activities, specifically aimed at inspiring young people to consider careers related to science, technology, engineering, art or maths (STEAM), included:

Sessions led by the Centre for Life, which had young people building bridges and testing them to destruction and also programming robots so that they'll move remotely.

Laughology ran Skills for Success workshops, which offered a fun opportunity to learn about really valuable life skills. Laughology's approach to learning, development and thinking uses humour and happiness as a foundation and has proved very impactful with children and adults.

In partnership with Seven Stories, the National Centre for Children's Books, young people were able to find out how to make a really effective point or argument using story telling techniques and discuss the issues of single use plastic, with artist and environmental activist, Diane Watson.

A three day workshop with Fix it Café focusing on fixing skills for everything from clothes to electronics, that would otherwise go to landfill, supported the Innovation Festival's zero waste message and gave young people valuable skills. Gateshead College shared how to set up your own business with the students.

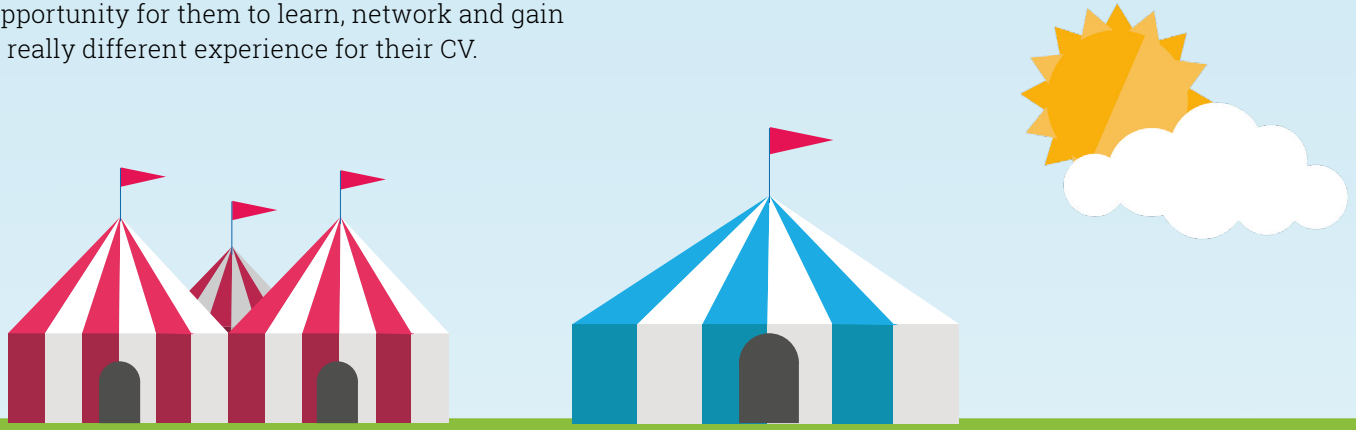
A mothers' and daughters' workshop brought people together from a range of organisations to give a taster of the breadth of opportunities in the North East using STEM skills. Fathers and sons were welcome too, but as there are still many fewer girls choosing STEM careers than boys, raising awareness amongst girls is a priority.

Sixth formers, college and university students were invited to find solutions to some of the same challenges as the adults on site. A great opportunity for them to learn, network and gain a really different experience for their CV.

Our aim was to give young people an enjoyable and memorable time and try to make the prospect of work less daunting by highlighting that they already have the foundations of skills that people use in their jobs every day which they can build on and practice.We'd love some of them to be inspired to follow a STEAM related career and come back to the Innovation Festival in future years.

We are passionate about encouraging girls to take up STEAM careers, and we made sure it is crystal clear that women find STEAM careers enjoyable and worthwhile as well as men.

If you want to find out more, you can watch our STEAM Innovation Festival activities in action here.



OUR JOURNEY

Energy & Utilities Skills (EU Skills) Partnership

We are part of the Energy & Utilities Skills (EU Skills) Partnership, a group of that aims to help fill the need to employ a total of 221,000 new recruits into the sector by 2027.

With 26 partners from across the energy and utilities sector, we're aiming to tackle future skills shortages to ensure we can continue to give customers the service they expect and deserve.

At NWG, we are playing our part, working with partners and a range of other organisations to deliver apprenticeships and other routes into the sector. We also work in schools to educate young people about water and also to enthuse them about our industry, so they see the varied and exciting careers available within the utilities sector.

The Partnership's vision is: "Through our partnership, we will ensure a safe, skilled and sustainable workforce provides the essential services that our customers seek and meets the UK's needs from the energy and utilities infrastructure."

Working together we set three priorities for the sector:

PRIORITY 1:
Sector attractiveness and recruitment – to increase our future talent pool

We've been actively involved in working groups shaping Energy & Utility Jobs, a sector specific job board, to create a talent pool for the sector and shout about the great careers we have for women and men. Working collaboratively with the 42 other signatories to the Inclusion Commitment, we've used our social media, articles, speaking and influencing opportunities to encourage greater diversity, including gender, in our business.

PRIORITY 2:
Maximising investment in skills – investment made by asset owners and their supply chain

We will maximise the sector's investment in skills, securing commitment for further investment in skills from asset owners and their vital delivery partners, and building a sustainable pipeline of apprenticeships. We will ensure that the people who are recruited can acquire the required skills, proficiencies and behaviours quickly and effectively and that existing employees are motivated by opportunities for upskilling and progression.

With 66 other companies we've committed to using our procurement processes to encourage the development of valuable skills across the operational workforce in the sector. We work collaboratively with some of our key suppliers to create work experience placements each year for undergraduates to experience the work of an asset owner, a contractor and a consultant in one placement. We successfully encouraged women to get involved; Over the past five years, 64% of the placements have been taken by women and 100% will be female in 2020.

PRIORITY 3:
Targeted action – to address anticipated skill gaps and shortages

We will take targeted action to tackle the challenges and issues already recognised and prioritised by our Council of Energy and Utilities Chief Executives.

In 2019 we recruited 23 apprentices for technical roles in our Water Services team, of whom 30% are women. Their apprenticeship will prepare them for future roles, not just the way we work today. In 2020 we will be launching a Digital Champions programme to build greater digital confidence across our whole workforce.

You can find out more here – and read the Skills Strategy here.

OUR JOURNEY

Women In Science and Engineering

"I have had the pleasure of working with the Northumbrian Water team on a number of projects working towards to creating an inclusive workplace culture and a diverse and engaged workforce.

From the leadership of the inspirational Heidi Mottram, to all those who have attended WISE North East Hub events or responded to workplace surveys, it is evident that Northumbrian Water values its employees and is working energetically to improve gender balance in the workplace and close the gender pay gap."

Suzy Firkin
WISE Principal Consultant

Creating an inclusive place to work for every one of our 3000 employees is really important. By achieving greater workforce diversity so we are reflective of the communities we serve, we can ensure that we have the greatest mix of skills in the business so we can make better decisions, create more innovative ideas and provide the very best service to our customers all day, every day.

We are proud to be members of the Women in Science and Engineering (WISE) Campaign with our Chief Executive, Heidi Mottram, being a signatory of the WISE 10 Steps.

The 10 Steps is an ambitious, industry-led campaign to ensure that women in science, technology, engineering and manufacturing have the same opportunities to progress in their career as their male counterparts.

Unique in its focus on sectors where women are still very much in a minority, it has been signed by business leaders with a significant workforce in the UK.

THE WISE 10 STEPS

1. Understand the starting point so you can monitor progress.
2. Educate your leaders, give them accountability for change.
3. Change mindsets by challenging bias and sexism.
4. Be creative in job design.
5. Make flexible working a reality for all.
6. Increase transparency of opportunities for progression.
7. Sponsor female talent to the same extent as male talent.
8. Demonstrate to women that you want to retain and develop them.
9. Approach this like any other business improvement project.
10. Share learning and good practice.

At NWG we understand the importance of a truly inclusive culture.

WHAT IS THE GENDER PAY GAP?

The gender pay gap is the difference between the average hourly pay for all the men and women working for the same organisation. It's not the same as equal pay, which is about a man and woman receiving the same pay for performing the same or a similar job.

Reporting on the gender pay gap is vitally important as it allows organisations to measure and manage this issue, setting clear goals so that they can understand their performance and identify opportunities to improve.

In this report we present information about our progress against six key measurements identified as important by Government.

WHY THE GENDER PAY GAP MATTERS?

At NWG we understand the importance of a truly inclusive culture. Our customers come from a wide range of backgrounds, and in order for us to understand them, our workforce needs to reflect that.

Research shows that diverse organisations consistently perform better - attracting great people, making better decisions and successfully innovating and evolving.

If we are to achieve our vision of becoming the national leader in the provision of sustainable water and wastewater services we need to grasp this opportunity for improving performance through creating an environment where all our people can be themselves and do their very best each day.

We continue to make progress and our gender pay gap is reducing, but we are not complacent and we know that we have to do more to improve inclusion at all levels of our organisation.

HOW WE'RE DOING

At NWG, 33% of our workforce are female, and 37% of people manager roles are filled by females. These proportions are higher than the wider sector.

Our commitment to making NWG an inclusive place to work is as important as ever as we strive to achieve the ambitious goals set out in our 2020-2025 business plan. We work hard to attract women to our business and to the wider sector by showcasing some of our amazing female role models, continually reviewing the way we recruit, collaborating with partners and working with schools, colleges and universities to inspire the next generation.

OUR GENDER PAY GAP AND BONUS GAP FIGURES

We have set out below the gender pay gap at NWG as at 5 April 2019, and also compare these figures with the ONS provisional 2019 figures, which were reported in October 2019.

Our data represents 3128 employees in the North East and South East of England.

NWG MEAN GENDER PAY GAP 2019

Our Mean gender pay gap has reduced by 5% on last year

NWG MEAN BONUS GAP 2019

NWG MEDIAN GENDER PAY GAP 2019

We are now below the ONS figure of 17.3%

NWG MEDIAN BONUS GAP 2019

PROPORTION OF MEN AND WOMEN PAID A BONUS

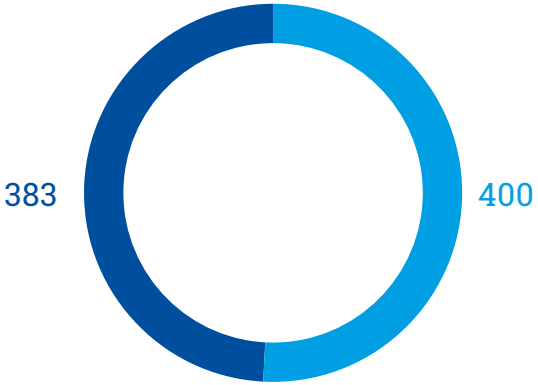
FEMALES

MALES

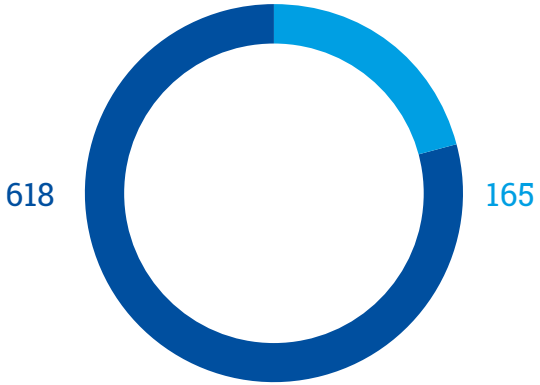
HOW WE'RE DOING

PROPORTION OF MEN AND WOMEN BY PAY QUARTILES

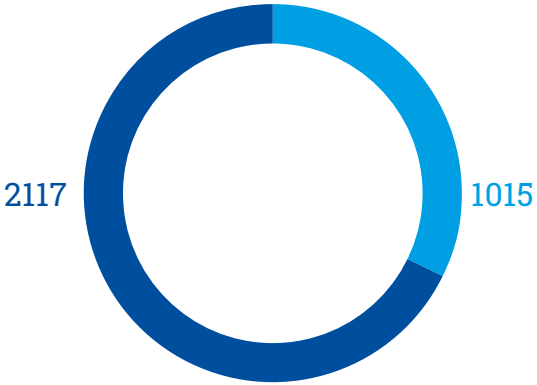
BAND A | TOTAL: 783



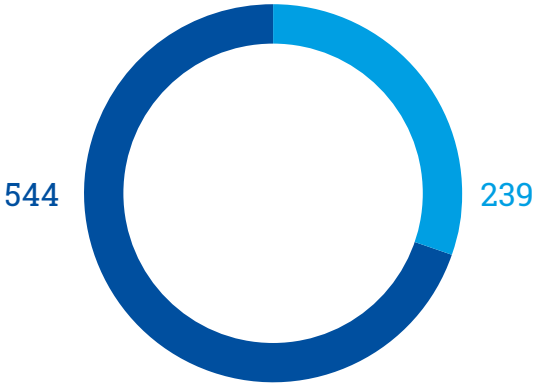
BAND C | TOTAL: 783



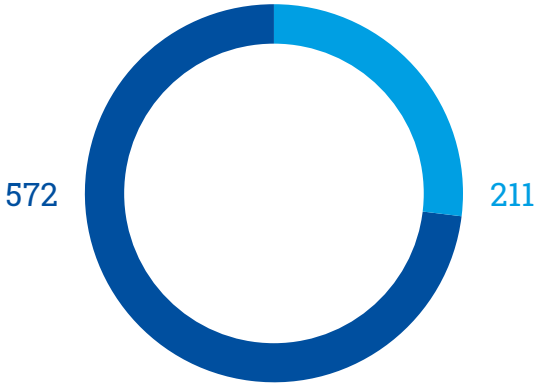
OVERALL TOTAL: 3132



BAND B | TOTAL: 783



BAND D | TOTAL: 783



WHAT THIS INFORMATION TELLS US

Although we are proud of the our work on diversity, we know there is more we can do.

We remain committed to meaningful and sustainable change – through understanding the underlying issues, enabling progression and development for all colleagues who want it, and to make sure we access the best talent possible.

We are constantly working to make NWG a great place to work. That includes creating a framework for an inclusive and diverse workforce who are supported by our benefits programme. We will continue to update on our progress and policies to support this.

Over the next year, we will focus on:

- Providing more coaching and mentoring
- Continuing to ensure that, wherever possible, shortlists for senior roles have a balance of genders
- Utilising role models from inside and outside the business to inspire and support female talent
- Engaging in the wider conversation about equality in the Utility sector, through our involvement in initiatives such as EU Skills
- Focusing on departments where gender balance is more challenging

If you have a contribution to make to this agenda please get in touch at recruitment@nwl.co.uk as we are keen to have those conversations.

Visit nwg.co.uk/careers to find out more about the opportunities we have to offer here at NWG, along with the opportunities we have available through our NWG Academy.

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