

# GENDER PAY REPORT

March 2021



**NWG**  
*living water*

# WELCOME

Thank you for reading our gender pay report. I'm delighted to have the opportunity to set out the progress we are making to become more diverse and inclusive as a business and particularly the work we are doing to strengthen opportunities for females in our workforce.

We are proud to have been recognised as a Great Place to Work Certified Company in the past year and recognised as a Centre of Excellence for Wellbeing. We were also named in the World's Most Ethical Companies List compiled by the Ethisphere Institute, in recognition of good practice in many areas, including commitment to our employees.

However, we have more work to do, and it is critically important to improve the gender balance within our sector. It is therefore vital that businesses like ours focus on the opportunities for positive change, and that we share the actions we are taking and the impact they are having.

We know diversity and inclusion creates tangible benefits for our employees and our customers. We want to ensure our business better reflects the communities we work in, and that we enable every person to have the opportunity to maximise their potential within our industry.

Our Diversity and Inclusion Strategy, 'TIDE' (Together for Inclusion, Diversity and Equity), launching in 2021, details our roadmap to build on this and deliver further progress on this vital agenda.

In the year since our last report, we have focused on creating positive change and increasing diversity within a number of key areas of our business. Using organisational change opportunities, we have made a real impact in these areas – such as in our Information Services Directorate where we have moved from a leadership team that was 29 per cent female to one that is now balanced at 50 per cent.

Entry level opportunities have been of particular focus. We have increased female representation on Apprenticeship Programmes over the last three years from 14 per cent to 22 per cent. Since 2018, women have made up 47 per cent of participants on our undergraduate programmes. The case studies in this report provide more information on these successes, highlight the excellent women in leadership across NWG, and demonstrate how we work to nurture future talent.

Changing isn't a 'quick fix', but we are working to identify more areas where we see the greatest opportunities for positive impact. The actions we're taking are supporting us to reduce the gap. Our Median Pay Gap across all employees reduced over the last 12 months, achieving our largest single annual decrease in nine years to 15.72 per cent (from 16.8 per cent in 2019), although the mean pay gap has reduced only slightly. Over the year 6.71 per cent of females and 6.70 per cent of males received a bonus, with a median bonus pay gap of 8.38 per cent.

Insight from our annual Great Place to Work colleague survey is helping us develop better and fairer approaches to recruitment, including launching HYDRO – a single platform for all types of opportunities, including jobs. This includes additional support to anyone applying for roles, particularly females who benefit from CV review and selection insights support.

We want to go much further and early careers will be a continued area of focus. Over the next year, we will bring together a range of school education programmes to encourage greater female representation. We commissioned research in 2020 to better understand how our early careers recruitment could be improved to create a better gender balance, and actions we take from this insight will include re-writing job adverts and job descriptions, and working with partners for improved gender attraction. I take my responsibility as a leader to ensure continued progress very 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.

In the next year we want to encourage even more applications from females for jobs and welcome the opportunity to build relationships with groups across our regions to help us do this, and deliver on our objectives. We would love to hear from anyone who can contribute to this journey – please get in touch at [recruitment@nwl.co.uk](mailto:recruitment@nwl.co.uk) so that we can begin a conversation.



**Heidi Mottram**  
Chief Executive



“We are committed to making sure everyone has the opportunity to develop”.

# OUR JOURNEY

## Leading by Example

At NWG our greatest asset is our people. We are committed to making sure everyone has the opportunity to develop and is given the chance to achieve their goals and make a difference.

We know the water industry has historically been, and continues to be, a male dominated sector, particularly in the operational, technical and engineering roles. As our journey continues, we take pride in our achievements so far, but we know we still have more to do.

At NWG we want to introduce more women into leadership, operational and technical areas and we are taking steps to make this happen.

NWG has a balanced Executive Leadership Team, containing five females - including our CEO - and six males.

Two of these leaders are Claire Sharp, Customer Director, and Tamsin Lishman, Asset Management Director.

They met with Sharon Agboola, UNITE Equalities representative, a member of the Diversity and Inclusion Sounding Board and Customer Care Case Specialist in our Customer Directorate, to discuss gender, diversity, career development and progression. You can watch their conversation in this video. Through our Leadership Shine initiative, and along with our other executive leaders, they act as role models, investing time in mentoring and sharing learning to empower other females.



# OUR JOURNEY

## Organisational Change Opportunities

As with all organisations there are times when we need to look at our structure in order to bring about change. Our Group Information Services Director, Nigel Watson, took a conscious decision in his last structure review to seek to address imbalance in a leadership team that was 29% female. It is now 50%.

Two of those leaders are Louise Patterson and Angela MacOscar.

### **Louise Patterson** Head of IS Service Operations and Resourcing

I joined NWG in September 2020 as Head of IS Service Operations and Resourcing. My role involves leading our IT teams that support and keep our technology systems running for all of our colleagues either working in the office, at home or out in the field. As well as technical resources to support the delivery of some of our new systems and innovations that help drive positive change into how we manage water in the future.

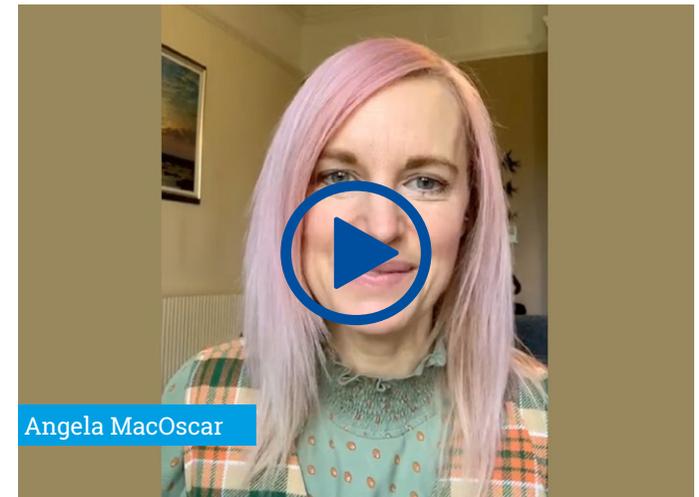
I am proud to be a woman working in a STEM career within the water industry, as it gives me the opportunity to work as part of a wider team to support how we tackle sustainability issues and contribute towards making long term positive impacts on our local communities.

### **Angela MacOscar** Head of Innovation

I've been with NWG for two years as Head of Innovation. I'm proud to be a women in the water sector. At NWG we provide a vital service to over 4.5million people and I am part of creating better ways of delivering those products and services and that is really exciting.

I've had a wide and varied career, starting as an apprentice at Shell in a lubricants laboratory that eventually led me to a 17 year career with P&G including leading a \$1billion branch of products looking at front-end innovation and their five year product horizon.

The opportunities available in STEM careers are so varied. From computing, chemistry, biology, physics, they offer so many career avenues you can go down. They range from very technical in the labs to something that is more about being a translator to others, which is the place I have ended up and where I feel most at home.



# OUR JOURNEY

## Entry Level Opportunities

Apprenticeships are a great way to bring talent into the business. Not only does it allow the apprentice to learn hands on skills from others with years of experience in the sector, but also to apply their knowledge and findings from this learning to their day to day role.

Apprentices also bring a diverse range of perspectives and fresh ideas to the business – a real win-win. Please meet two of our apprentices, Jenny and Maria:

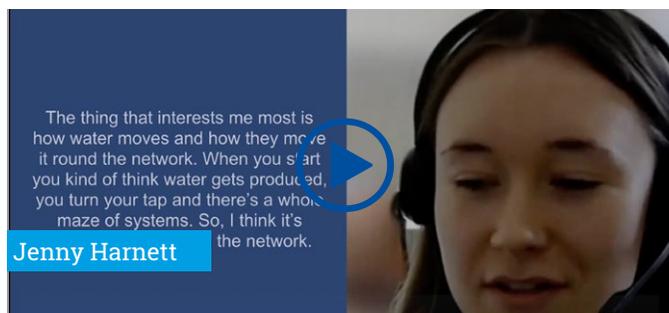
**Jenny Harnett**  
Apprentice Network Controller

I work in the Regional Control Centre alongside the Strategic Network Team and help manage the network as well as helping with long term projects to improve resilience.

My apprenticeship gives me the knowledge I need for the job, but also the opportunity to apply it in an environment where someone can guide me.

At NWG, everyone is ready and available to help you and answer any questions you may have.

To attract more women, I think there needs to be a change in culture in recruitment, which I've seen happen even over my time here.

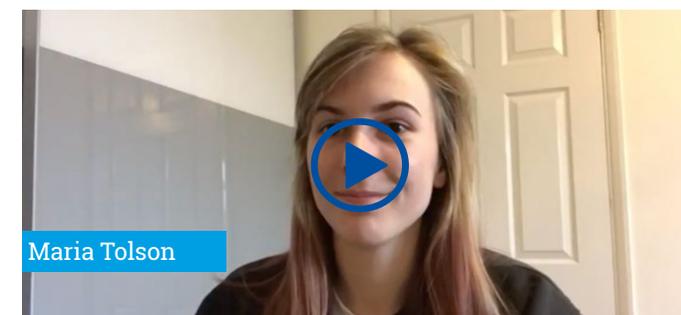


**Maria Tolson**  
Apprentice Leakage Technician

I am part of a team who take part in leakage detection and monitoring.

You get to meet all sorts of people and be exposed to lots of different scenarios. If ever you get stuck your colleagues are never too far away, I've found everyone here so helpful.

The depots we go to are important as they give a base for amenities, but also provide opportunities to chat with other colleagues in the department. Even though the industry is male dominated, I have found no issues working here as a young woman myself.



Content and Video production provided by  
**Aimee Finer**  
Apprentice External Communications Assistant.

“We continue to make progress and our gender pay gap is reducing, but we are not complacent”.

# 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

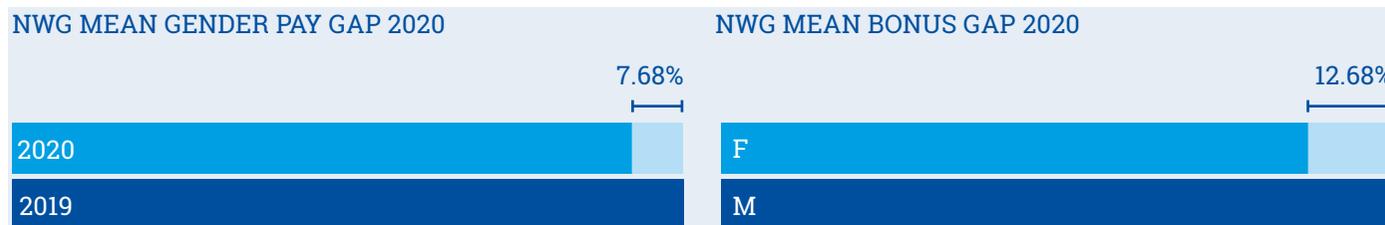
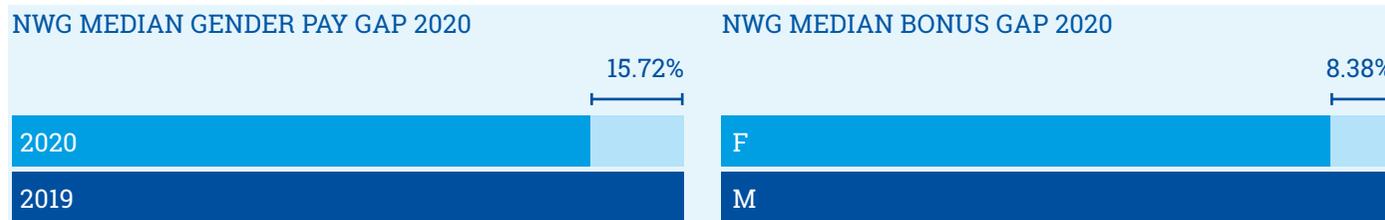
At NWG, **33%** of our workforce are female, and **37%** of people manager roles are filled by females. These proportions are higher than the wider sector.

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 2020-25 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 2020, and also compared these figures with the ONS provisional 2020 figures, which were reported in October 2020.

Our data represents **3,115** employees in the north east and south east of England.



### PROPORTION OF MEN AND WOMEN PAID A BONUS



FEMALE: 423  
MALE: 356



FEMALE: 221  
MALE: 558



FEMALE: 156  
MALE: 623



FEMALE: 211  
MALE: 567



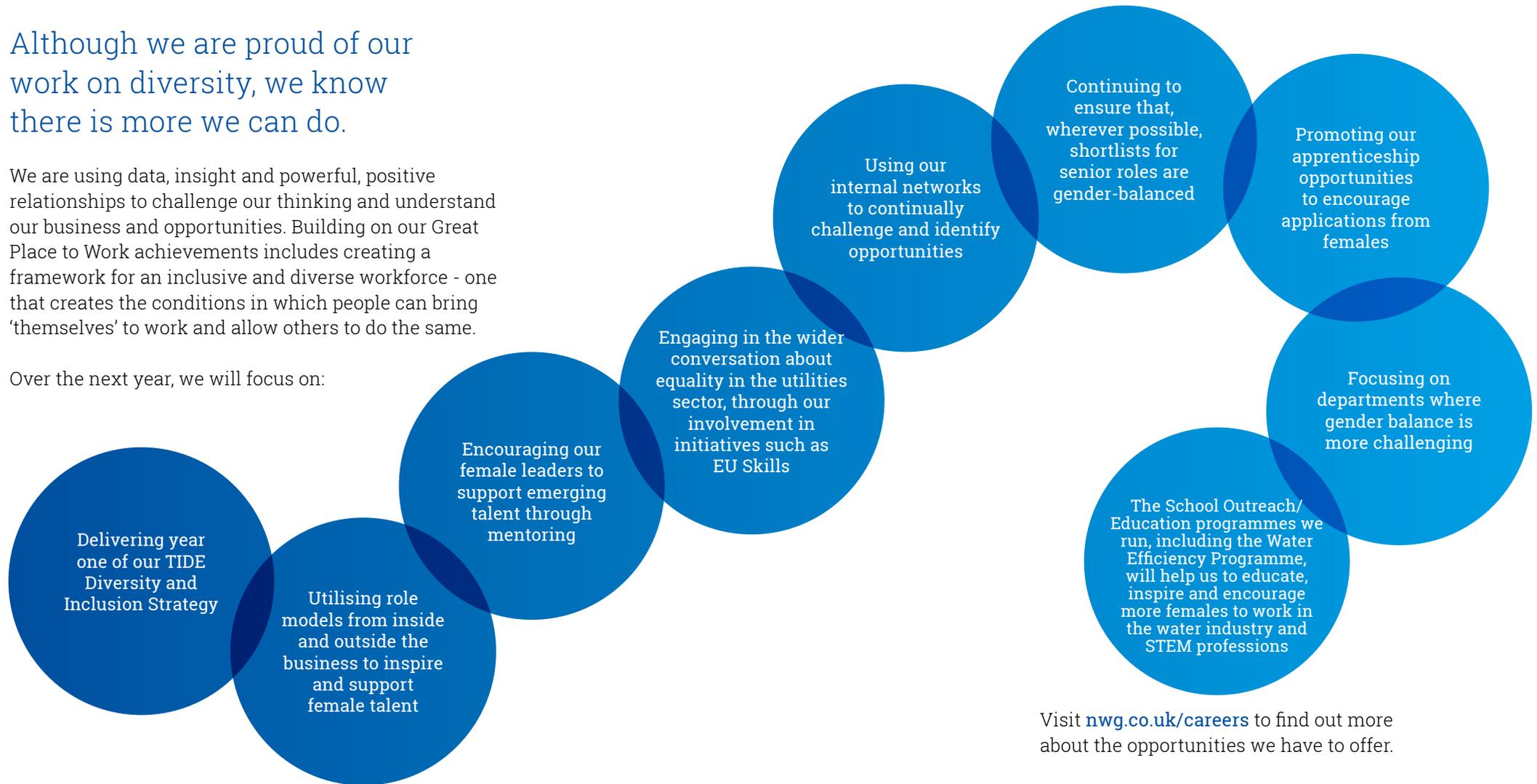
FEMALE: 1,011  
MALE: 2,104

# WHAT THIS INFORMATION TELLS US

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

We are using data, insight and powerful, positive relationships to challenge our thinking and understand our business and opportunities. Building on our Great Place to Work achievements includes creating a framework for an inclusive and diverse workforce - one that creates the conditions in which people can bring 'themselves' to work and allow others to do the same.

Over the next year, we will focus on:



Visit [nwg.co.uk/careers](https://www.nwg.co.uk/careers) to find out more about the opportunities we have to offer.

