

Wessex Water's
Gender pay gap
report 2025



Wessex Water
YTL GROUP



FOR YOU. FOR LIFE.

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We recognise that diversity is a strength and have enabled an inclusive environment which improves the representation of women within the industry and our own business

About Us

We are a regional water and sewerage business serving 2.9 million customers across the South West of England, including Dorset, Somerset, Bristol, Wiltshire and parts of Gloucestershire and Hampshire.

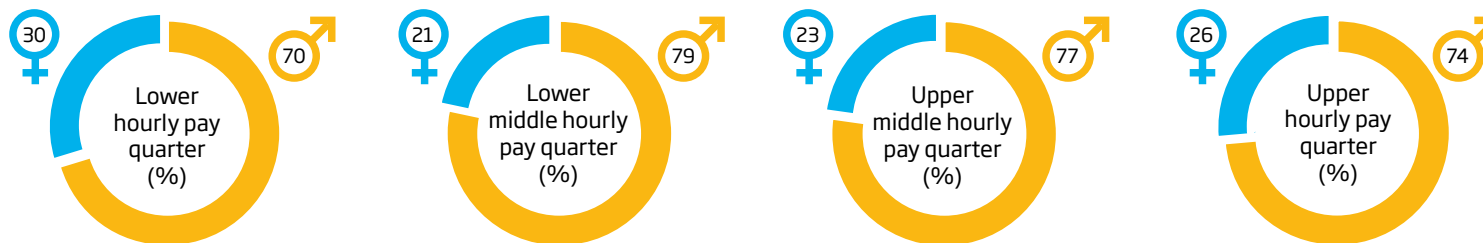
Our workforce comprises around 2,700 people, with a structured job assessment ensuring fairness in pay. Gender does not influence pay decisions; instead, salaries are determined based on role complexity, accountability, and experience.

Like many businesses dependent on STEM-related expertise—such as engineering—the water industry has historically had a male-dominated workforce. However, we continue working to create a more diverse and inclusive environment, acknowledging that diversity strengthens business performance and innovation.

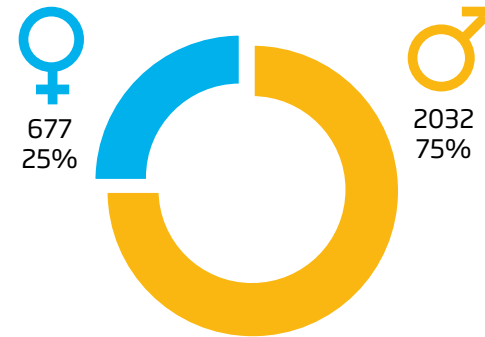
Pay quarters by gender

The distribution of men and women is shown in pay quartiles. Our workforce is divided into four equal pay quartiles, based on hourly earnings from highest to lowest. Within each quartile, the proportion of men and women is calculated to provide insights into pay distribution across the company.

Despite continued efforts to improve representation, our workforce—including leadership roles—remains predominantly male. Women continue to be more concentrated in the lower pay quartile, reflecting broader industry trends.



	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Upper Quartile
Male	477	532	524	499
Female	201	145	153	178



Workforce composition

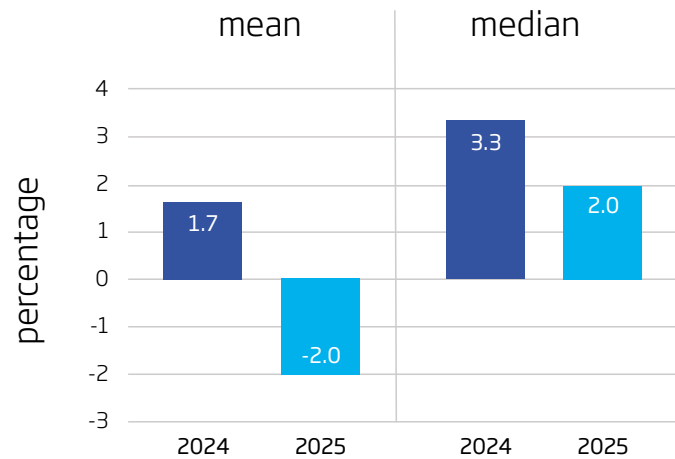
While overall male representation remains high, we have increased the female population, particularly through career inspiration and apprenticeship programmes aimed at attracting more women into the industry.



Understanding our gender pay gap

The **gender pay gap** measures differences in average hourly pay between men and women across all roles and seniority levels. This differs from **equal pay**, which ensures men and women receive remuneration for work that is of an equal or equivalent value.

As of 5 April 2025, our gender pay gap figures are:



Our mean gender pay gap is now -2% (2% in favour of women), an increase from 1.7% in 2024.

Our median gender pay gap is now 2%, a decrease from 3.3% in 2024.

Understanding mean and median gender pay gap

Mean gender pay gap

This represents the difference in the average hourly earnings between men and women across all roles within Wessex Water. It is calculated by adding up all individual hourly wages for each gender and dividing by the number of employees in that group.

Median gender pay gap

The median is the midpoint in a list of hourly wages when arranged in order from lowest to highest. If all men and women are listed by their hourly pay, the median gender pay gap is the percentage difference between the hourly earnings of the middle-ranking male employee and the middle-ranking female employee.

The mean gives an overall picture of pay disparities, but the median is often used to highlight central tendencies, reducing the impact of outliers at the highest and lowest pay levels.



We continue to work to attract more women into our business and we value the skills, knowledge, experience, and ideas they, and all our employees bring

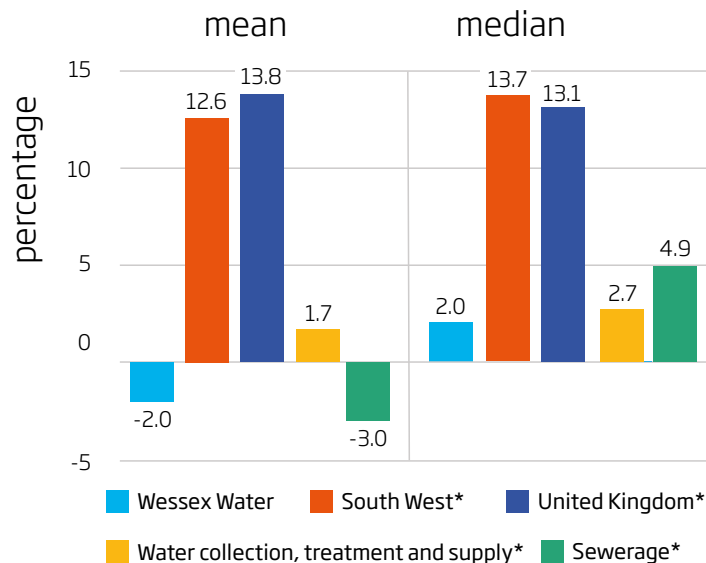
Key influences on our gender pay gap

Several structural changes contributed to these shifts:

- November 2024 restructure, transferring a core group of predominantly male employees to a new company.
- Appointment of a female Chief Executive, increasing female leadership representation.
- Expanded female apprenticeship intake, increasing the proportion of women in lower pay quartiles.

Although male employees still represent a majority, our gender pay gap remains significantly below the UK average, reflecting positive strides toward greater equity.

How do our gender pay gap figures compare to the regional, national and industry figures?

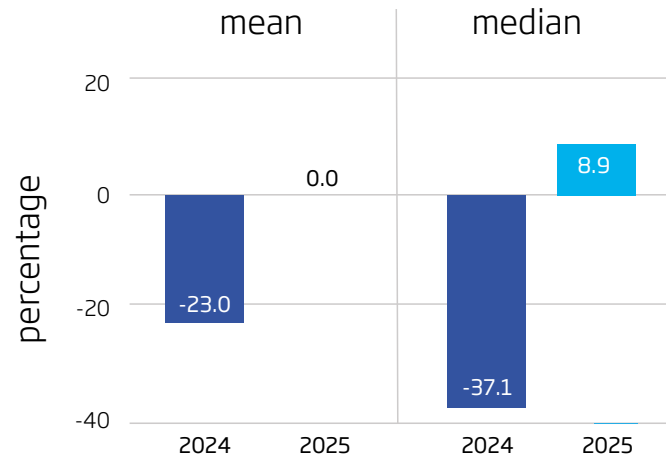


*Office for National Statistics, Annual survey of Hours and Earnings, October 2024

Gender bonus gap

The gender bonus gap highlights differences in bonus payments to men and women during the 2024-2025 performance year.

Bonus distribution by gender



- Men receiving a bonus: 68.8% (vs. 67.1% in 2024)
- Women receiving a bonus: 43.4% (vs. 45.2% in 2024)

Factors impacting our bonus gap

- Our largest bonus scheme population exists within teams with a higher male proportion, affecting overall eligibility rates.
- The mean bonus was the same for both men and women, hence the zero mean bonus gap.
- Annual fluctuations based on individual performance outcomes impact bonus variations.



Our two measures of bonus payment show the average bonus for women is higher than that of men

Our commitment to diversity, inclusion, and workforce equity

At Wessex Water, we are committed to fostering a fair and equitable workplace through key initiatives:

- Increasing female representation in senior positions to create a more balanced leadership team.
- Encouraging women to pursue STEM careers through careers inspirations, apprenticeships, and industry-focused activities.
- Enhancing career progression pathways to support equal opportunities for advancement.
- Listening to employee feedback and implementing action plans for diversity and inclusion.

While our gender pay and bonus gaps remain below national averages, we recognise that continuous progress is crucial in fostering a more diverse, inclusive, and equitable workplace. We value the talent, perspectives, and strengths that a diverse workforce brings and remain committed to promoting and sustaining an inclusive environment for all employees and partners.

Our strong, engaging culture enables colleagues to thrive and enjoy working collaboratively. We actively listen to employee feedback and implement action plans to address key concerns raised, ensuring that every individual feels valued and supported.

Reducing our gender pay gap: focus areas

We are dedicated to improving diversity and inclusion, particularly at senior levels, by focusing on key strategic initiatives:

Community education

Our education and careers teams actively engage with nurseries, schools, colleges, and universities, raising awareness of Wessex Water, our industry, and career opportunities. To further this initiative, our innovative Careers Inspiration Advisers enhance workplace experiences for young people, showcase career routes with teachers and align with national policies to increase diversity in recruitment.

Graduate and apprenticeship programmes

We are a proud member of the government's 5% club, demonstrating our commitment to developing employable skills and meaningful career paths. Currently, 10% of our workforce consists of graduates or employees pursuing apprenticeships, further, or higher education. We offer over 60 different apprenticeship standards from Level 2 to Level 7.

- Our YTL Wessex Academy has expanded further, introducing Skills Bootcamps, short intensive courses aimed at supporting career progression.
- The 2024 apprenticeship intake has seen increased diversity:
 - 18% of STEM apprenticeships are now held by women—double the national average in construction and engineering.
 - 14% of apprentices are enrolled in degree-level programs, supporting social mobility.
 - Nearly 50% of apprentices are existing employees, using the programme to advance their careers.
 - Almost 1/3 of people starting higher level apprenticeships (Level 4+) are female.



We pride ourselves on having a strong flexible working culture

Flexible working initiatives

We have cultivated a supportive culture that enables employees to balance career growth with personal responsibilities. We encourage flexible and remote working, ensuring that part-time or adjusted schedules do not hinder career progression.

We have seen an uptake in shared parental leave and the new carer's leave provision. This has enabled us to support employees with a better work life balance by being responsive and proactive towards requests from new parents and carers who want to prioritise raising a new family or caring commitments, whilst continuing to meet their own career aspirations.

Despite many businesses bringing the majority of people back to the office since the pandemic, we have continued to operate a model where a mix of home working, remote working, and office/site-based working supports personal preferences where we can.

A workforce that reflects our community

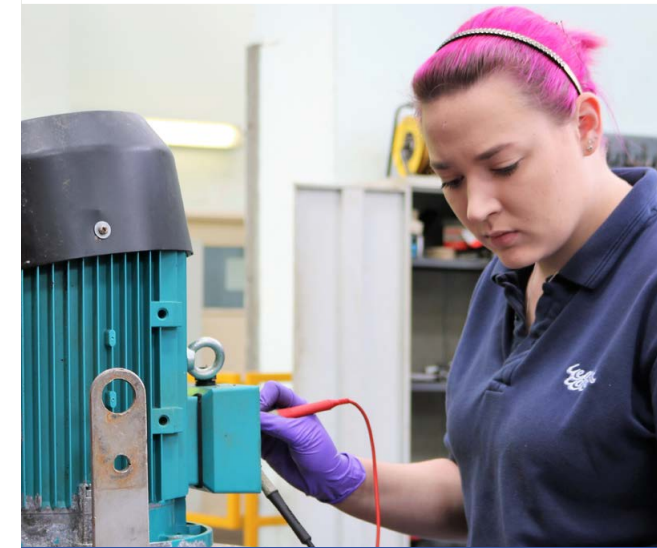
Our Executive Leadership Team actively champions workplace diversity by sponsoring initiatives that promote inclusivity.

We believe that by better reflecting the diversity of the communities we serve we can better understand customer needs and provide exceptional service. Our commitment to diversity extends beyond gender to embrace ethnicity, race, disability, social background, and sexual orientation.

Key diversity and inclusion milestones

This year, we have introduced and continue to support the following initiatives:

- We joined the Women's Utility Network (WUN) – attending networking meetings to learn from other organisations and bring fresh ideas back to the company.
- All job advertisements have undergone a review to ensure they are gender inclusive – neutral language, required skills and qualifications.
- Every senior leader across our business was invited to attend a virtual event, delivered by our partner 'Race Equality Matters' focused on Racial Equality Leadership and Leading Change. This enabled them to learn from other progressive organisations about how to 'lead from the top' for equality, diversity, and inclusion.
- We celebrated Culture, Inclusion and Diversity Week to engage employees in awareness-building activities which enabled us to lift the taboo on many topics, have conversations about the right language and learn more about micro-aggressions and how to prevent them.
- Work placements for mothers returning to work, through collaboration with Women's Work Lab.
- Actively support Pride events, reinforcing our commitment to LGBTQ+ inclusion.
- Signing the Armed Forces Covenant to promote opportunities to those within the armed forces community (either ex-military or a family member of those serving). We also updated our special leave policy to better support reservists.
- Participation in Seetek Events to better understand how to support individuals from disadvantaged backgrounds, or those who live with a disability.
- Our menopause networking group is stronger than ever. Every month, we provide our people with key information and tips to help them navigate through this stage in their lives. More impactful, is the support we have provided to our male colleagues to help them learn about the symptoms of the menopause and how it can impact on work and home relationships.



We continue to make progress with, and investment in, culture, inclusion, and diversity

Strengthening internal diversity networks and initiatives

We continue to drive meaningful conversations through dedicated internal networking groups:

- We launched a new women's network called "Women@YTL" which aims to:
 - Support and encourage female colleagues to achieve their full potential.
 - Identify the barriers and challenges that hinder women from progressing.
 - Identify the means of overcoming these challenges.
- Ensure women feel safe, welcome, and included every day.
- Provide helpful information and signposting for women's health challenges.

In addition, we created and launched a new neurodiversity course for everyone to raise awareness of various neurodiverse conditions, that sometimes can affect women more than men. In addition to an educational piece, it also provided lots of guidance on how to communicate with our colleagues differently, how to adapt management styles and make adjustments.

Community outreach and social mobility programmes

- We have made a commitment to the Care Leaver Covenant offering bespoke support and ringfenced work experience opportunities to young people leaving care.
- Bootcamp-style skills training for employees over 19, promoting continued career development.
- Apprenticeship opportunities for existing employees, with 20% of participants over age 25, demonstrating our commitment to career progression.

Looking forward

To ensure transparency in our resourcing and career progression process, we shall be introducing the following initiatives:

- Introducing mandatory unconscious bias training for all people managers and those involved in any recruitment or selection processes.
- Diverse interview panels – multi-representational panels for both interviews and application offer decisions, ensuring fair assessments and reducing unconscious bias.
- Reverse mentoring initiative – allowing senior leaders to be mentored by junior colleagues from diverse backgrounds. This will provide insight into workplace experiences from different perspectives, including gender, disability, ethnicity, age, and social mobility.
- Expanding our mentorship programme – focus on training a higher proportion of female mentors, equipping them to support colleagues across various roles and departments. This initiative aims to strengthen leadership pathways for women within Wessex Water and the wider YTL UK Group.
- Taking positive action to advertise our vacancies on female dominated platforms such as Women's Utility Network and Working Mums.



We aim to be a place where everyone enjoys working and feels they are treated fairly

Our inclusion and diversity vision

Our vision guides our culture, inclusion, and diversity strategy, fully endorsed by leadership:

- Celebrate diversity and foster inclusion across the workforce.
- Empower employees to take ownership and accountability.
- Actively listen to employee concerns and drive meaningful change.
- Reject all forms of bias and discrimination.
- Ensure our workforce reflects the diverse communities we serve.

The ongoing success of Wessex Water relies on attracting, retaining, and empowering diverse talent. We strive to be an employer of choice for people from all backgrounds, ensuring everyone is treated fairly, given equal opportunities, and encouraged to grow professionally.

Assurance statement

I confirm that the published information has been appropriately assured and is accurate in all material respects.



Ruth Jefferson
Chief Executive



*Our culture, inclusion
and diversity vision
will drive our
programme of work*



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