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# INTRODUCTION

I am very pleased to be publishing our first ever report on diversity in the Yorkshire Water and Kelda workforce. We made a commitment in 2017 to take a leading position on openness and transparency and this report is an important part of that commitment.

In addition to confirming the gender pay gap figures which we published earlier this year, we are also showing our ethnic pay gap, a declaration which goes beyond our current statutory obligations. As the tables show, our overall mean ethnic pay gap is 17.9% and our median gap is 27.6%. The mean ethnic pay gap for Yorkshire Water is 3% and the median gap is 6.1%.

Due to the size populations in each organisation and the fact that on average employees at Loop are paid less than Yorkshire Water employees, the overall pay gap is higher than the pay gaps for each of the separate organisations.

The report contains data which shows both the gender and ethnic profile of our workforce. It also has limited data on the age profile and to a very limited extent on disability.

Overall 14% of our colleagues have chosen not to declare their ethnicity. Our disability declarations are far lower than national estimates of disability in the population as a whole which suggests that we are likely to have a much higher instance of disability in our workforce than the data shows.

We currently have no data on any of the other protected grounds such as religion and belief, sexual orientation, gender reassignment, marriage and civil partnership or pregnancy and maternity.

Thus, the first area we will improve is the completeness of our data. To achieve this, we will be launching a plan to raise awareness of the importance of self declaration amongst our colleagues and will engage with them so that they will do so confidently and safely. In the meantime, we will also be making use of data analytics tools which will help us to provide some of the missing ethnic profile data.

The data we do have shows many areas where we will need to make significant improvements if we are to achieve a truly diverse and inclusive workforce.

Overall, we have an overwhelmingly male workforce (67%) except in our back-office functions and contact centre. The picture varies within this trend across the company, but we will need to do more to improve gender diversity in the core service delivery and

engineering functions in the business. At the most senior level, the data for our executive team for 2016/17 shows 25% of the members are female and this has now improved to close to 50% with recent appointments.

Comparing the ethnic profile of our workforce with that of the communities we serve is complicated by the variance in diversity across the region. Based on 2011 census figures, the overall black and minority ethnic (BME) population in Yorkshire is 11.2%. In Bradford however, the figure is around 33% and in Leeds it is 14%. In York, the number falls to 6%.

Our approach to the publication of this report has been to let the data speak for itself and then to engage in an open discussion with our colleagues in the business, the communities from whom our workforce is derived and with other stakeholders. We also intend to have an open dialogue with other large employers, such as local authorities, so that we can align our efforts to improve the diversity of our workforce with theirs and ensure we are working collaboratively.

We currently have a set of diversity objectives which are set out in this report. Part of the purpose of this consultation in and outside of the business is to ensure that these objectives are the right ones and that they meet the expectations of colleagues and stakeholders alike. Once we've completed that dialogue we'll commit to a new set of objectives and then publish our progress against them on an annual basis.

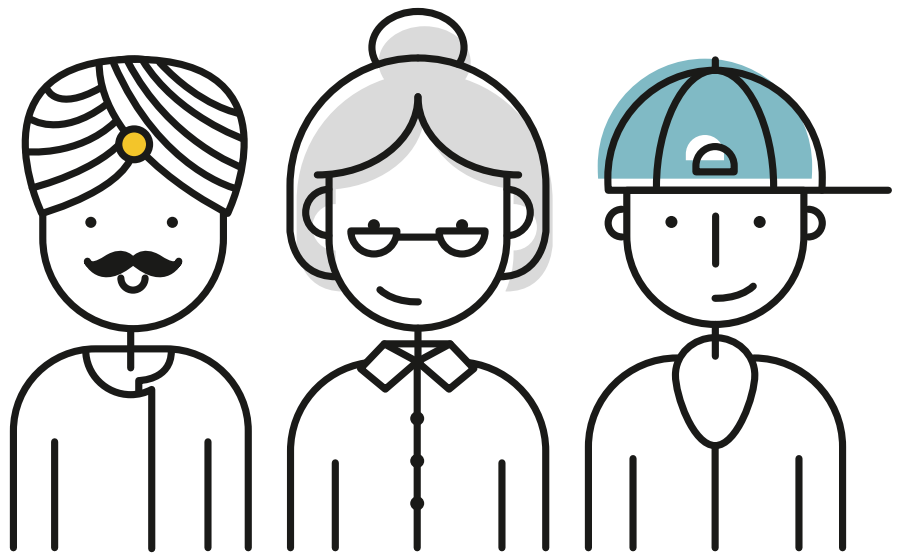
In the short term, our priority is to substantially improve our data so that next year's report shows an even more comprehensive picture. At the very least we would expect to show comprehensive disability data and also calculate our disability pay gap once the level of available data makes that a meaningful statistic. We will progressively extend that coverage, in line with improved self- declaration until we cover all the protected grounds.

I hope that you find this report useful and look forward to receiving feedback on ways in which we can make significant improvements to diversity and inclusion at Yorkshire Water.



Richard Flint  
Chief Executive

# WHAT IS DIVERSITY AND INCLUSION, AND WHY IS IT IMPORTANT TO YORKSHIRE WATER?





# WE'RE COMMITTED TO BEING AS DIVERSE AS THE COMMUNITIES WE SERVE.

## DIVERSITY – WHAT WE ARE

Diversity refers to a broad range of attributes which includes our visible differences such as gender, race and ethnicity and visible disabilities. But it also includes our non-visible differences such as sexual orientation, social class, heritage, religion, unseen disabilities, different perspectives and thought processes, education, family status and age. These are unique characteristics and differences that each of us have.

## INCLUSION – WHAT DO WE DO WITH WHAT WE ARE

At Yorkshire Water inclusion is about creating an environment where people have both the feeling and reality of belonging and are able to work to their full potential. Key to this is an environment which is welcoming and embraces the strengths of our differences, encouraging involvement, and providing equal access to opportunities and information.

Our aim is to utilise talent and reflect the customers we serve, and we understand the valuable return on investment. A more representative and diverse workforce is better for business and there is a valuable return on investment.

We understand that when we recognise, celebrate and support our differences it can make us a better business. Having difference within a business creates innovation, helps us to support our customers and ensures we can create a culture where colleagues can be their authentic self.

**As an organisation, we will strive to be as diverse as the society we serve and be inclusive of all.**

**Our aim is to create a culture where everyone can be their authentic self in the workplace. Where their individual needs are met and they are supported to be their personal best.**

We want to be an organisation where people understand that diversity and inclusion are an essential and embedded part of our business strategy.

Achieving this sort of organisation is no simple task. We want to continuously improve and increase the pace of progress. Hence, our strategy is focused on concerted action in supporting effective and authentic leadership, behaviour change and tangible outcomes.

Our vision is to deliver this strategy by 2020 and be able to say that we have built an understanding of diversity in everything we do. Diversity and Inclusion will be ever more a core part of who we are and what we do, throughout the organisation.

We have come up with a Diversity and Inclusion Action Plan which we believe will make a real difference to diversity and inclusion across our board, our customers, our people and our partners. We will deliver on the plan and report on our progress annually.

# DIVERSITY IN YORKSHIRE

## ETHNICITY

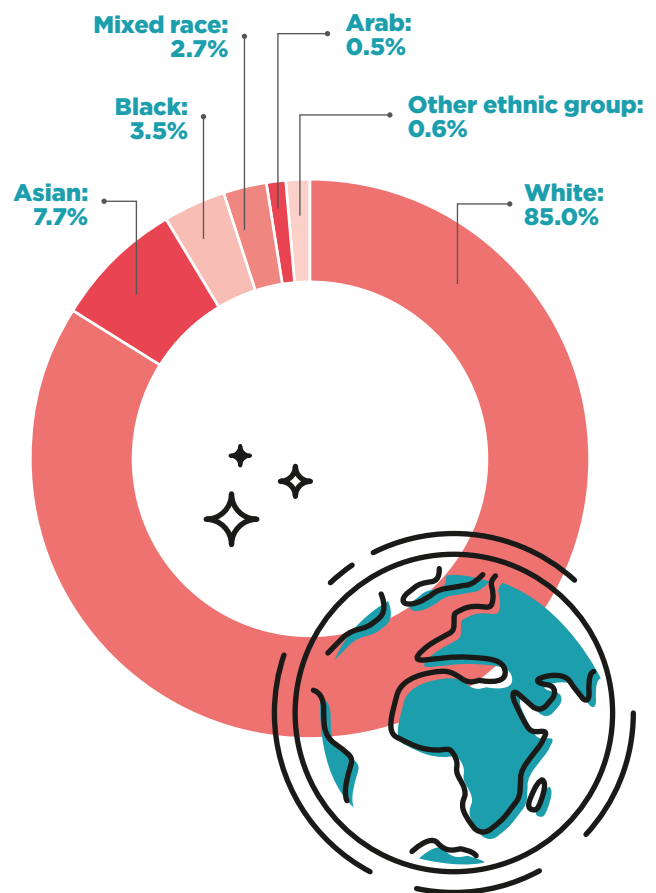
According to the latest most accurate data for ethnicity, the 2011 census, the BME (black and minority ethnic) population of Yorkshire and Humber was 11.2%. This is an increase of 4.7% from the 2001 census. However, the percentage of the BME population varies between different cities. Bradford has a BME population of around 33% whereas Leeds has a BME population of 14.4% according to the 2011 census data.

## 2011 LEEDS DEMOGRAPHICS

Leeds is very diverse with more than 140 ethnic groups. The minority population represents nearly 18% of the total population of Leeds. According to the 2011 census, the ethnic and racial breakdown of Leeds was:

- **White: 85.0%** (81.1% White British, 0.9% White Irish, 0.1% Gypsy or Irish Traveller and 2.9% other white)
- **Asian: 7.7%** (3.0% Pakistani, 2.1% Indian, 0.8% Chinese, 0.6% Bangladeshi, 1.2% other Asian)
- **Black: 3.5%** (2% African, 0.9% Caribbean, 0.6% other black)
- **Mixed race: 2.7%** (1.2% White and Black Caribbean, 0.3% White and Black African, 0.7% White and Asian, 0.5% other mixed)
- **Arab: 0.5%**
- **Other ethnic group: 0.6%**

It is predicted that, by 2033, Leeds will have a population between 930,000 and one million.





## GENDER

Gender data is reported more frequently. Overall in Yorkshire and Humber, 49% of people are male and 51% are female.

	Leeds		Yorkshire And The Humber		Great Britain
<b>All People</b>	781,100		5,425,400		63,785,900
<b>Males</b>	383,700	49%	2,678,200	49%	31,462,500
<b>Females</b>	397,300	51%	2,747,200	51%	32,323,500

Within the females in Yorkshire and Humber, 62% are of working age.

	Leeds		Yorkshire And The Humber		Great Britain
<b>All People Aged 16-64</b>	512,100	65.6%	62.8%		63.1%
<b>Males Aged 16-64</b>	254,200	66.2%	63.7%		63.8%
<b>Females Aged 16-64</b>	258,000	64.9%	62.0%		62.4%

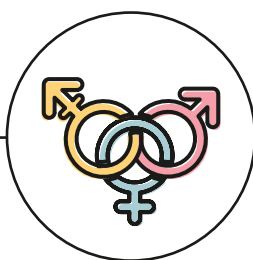
## DISABILITY

**8%**  
OF CHILDREN  
ARE DISABLED

**19%**  
OF WORKING AGE ADULTS  
ARE DISABLED

**45%**  
OF PENSION AGE ADULTS  
ARE DISABLED

# OUR CURRENT PERFORMANCE



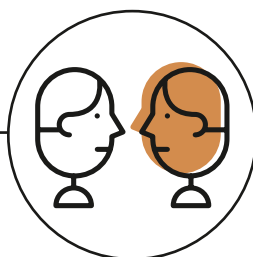
## 1. REPRESENTATION

### OUR OUTCOME

- A diverse, representative workforce at all levels.
- Kelda attracts and develops people from the widest social backgrounds fully realising the benefits of a diverse workforce.
- Improve our diversity data (declarations) across the business and ensure that representation levels are on a positive trend to meet the D&I targets.

### OUR PRIORITIES

- Review recruitment and selection practices to attract and appoint from a diverse applicant pool.
- Improve further access to promotion and development opportunities for talented staff from the widest social backgrounds as well as identifying staff with high potential for top management and a pipeline for future talent.



## 2. INCLUSION

### OUR OUTCOME

- An inclusive culture that attracts, supports and develops people from diverse backgrounds and where the benefits of an engaged workforce are fully realised.
- Ensure all business areas are appropriately meeting legal requirements to support staff with disabilities who require reasonable adjustments.
- Improving levels of engagement for all staff - actively tackling bullying, harassment and discrimination, and treating people with dignity and respect.
- Act on analysis of the Kelda Voice Surveys 'Diversity and Inclusion' scores to address any concerns identified.

### OUR PRIORITIES

- Develop and use targeted communications and inclusion/engagement tools to raise awareness of diversity and inclusion.
- Carry out equality analysis and people impact assessments on proposed new (or refreshed) policies identified and discuss these impacts with key stakeholders.





### 3. CAPABILITY

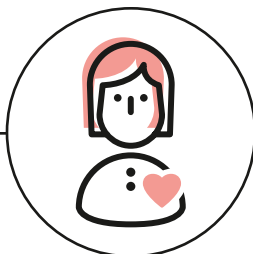
#### OUR OUTCOME

- Leaders at every level demonstrate active, authentic and visible leadership, driving every aspect of Equality, Diversity and Inclusion (EDI) within day-to-day business across the organisation.
- Managers are confident in creating the conditions in which every member of their team can fulfil and reach their potential.

#### OUR LEADERS WILL

- Demonstrate active, visible leadership down to first line management with clear, transparent accountability for delivering equality, diversity and inclusion.

- Take personal responsibility for embedding equality, diversity and inclusion into their business plans focusing on outcomes.
- Enhance and develop staff capability on equality, diversity and inclusion across the business. Work on unconscious bias roll out and embed it in all key people decision-making processes.
- Champion diversity and protected characteristics and take personal responsibility for driving the equality agenda forward.



### 4. CUSTOMER EQUALITY & CORPORATE SOCIAL RESPONSIBILITY

#### OUR OUTCOME

- Our procurement and commercial activities directly or indirectly deliver social value by embedding equality, diversity and inclusion considerations in all of our activities.
- A diverse workforce equipped with the appropriate skills and knowledge to deliver professional and high-quality goods and services to our stakeholders, and to the diverse range of people and communities we come into contact with.
- A variety of social tariffs and support mechanisms to support our diverse customer base, including the most vulnerable in society.

#### OUR PRIORITIES

- Further develop our understanding of the impact of our services on customers and identify more clearly those who need enhanced support.
- Ensure services are delivered in a way that promotes equality and respects diversity and inclusion.
- Ensure our CSR responsibility is appropriately reflected in Kelda policies, processes, projects, training and engagement (e.g through education and volunteering).
- Cascade our approach to enhancing social capital through to our supply chain.

## KELDA TARGETS

Key performance indicator	Target	By when	Progress	Current status
Increase the females on board	25%	Mar-20	Statutory directors are currently at 44%	44%
Increase the females in Band 2 and Band 3A (Senior Leaders)	35%	Mar-20		27%
Increase in female applicants for our Graduate, Trainee and Apprentice programmes	30%	Sep-20	Graduates 37.5%, trainees 1.98% and apprentices 33.3%	
Increase the BAME Colleagues in Band 2, 3A and 3B	7.50%	Mar-20	4% of colleagues from within Bands 2, 3, and 3A are from a BME background. Target date changed to March 2020	4%
Increase the BAME applicants for our Graduate, Trainee and Apprentice programmes	10%	Sep-20	Graduates 12.5%, trainees 3% and apprentices 0%.	
Increase the ethnicity disclosure rates among applicants	95%	Mar-20	Within the reporting year of 2017/2018 75.8% of people disclosed their background. Out of those that didn't, 23.1% didn't specify and 1.2% preferred not to say. Within those who disclosed 55% identified as white/white British, 19.4% of applicants identified as BME	75.8%
Increase the ethnicity disclosure rates among existing colleagues	95%	Mar-20	86.3% of all colleagues have disclosed. Target date changed to March 2020.	86.30%
Increase the disability disclosure rates among applicants	4%	Mar-20	99.9% of applicants within 2017/2018 did not specify, 0.1% disclosed having a disability	0.1%
Increase the disability disclosure rates among existing colleagues	7%	Mar-20	1.5% of all colleagues within Kelda have disclosed they have a disability, however due to current reporting systems we are unable to identify of those who haven't disclosed who is 'prefer not to say' and 'no'	1.50%
Completion of Equality, Diversity & Inclusion Training - All Colleagues	97%	Ongoing	88.30%	88.3%
Completion of Unconscious Bias Training - All people Leaders	97%	Ongoing	76.70%	76.7%

# OUR WORK TO IMPROVE OUR DIVERSITY



## INTERNSHIPS WITH THE LIGHTHOUSE SCHOOL

### WHY ARE WE DOING THIS AND WHAT IS IT?

Our customers told us that we should attract and retain great people with the skills we need to provide excellent service, whilst also supporting a diverse and inclusive workforce which is representative of our customer base. As part of our desire to do this, we wanted to create more work opportunities for people of different abilities. We were therefore delighted when the The Lighthouse School Leeds approached us to discuss the potential opportunities that we could provide for their students.

The Lighthouse School is Yorkshire's first special free school for people aged 11 to 19, with an autistic spectrum condition (ASC) or related communication disorder. They offer a highly personalised education, which combines national curriculum with vocational subjects and valuable life, social and communication skills.

### WHY ARE THE INTERNSHIPS IMPORTANT?

Students with learning disabilities only have a 7% likelihood of finding paid employment however, in partnership with the Talent City programme, we aimed to challenge this by recognising the talents young people at the Lighthouse School have. After careful planning, we agreed to take part in a supported internship scheme.

The internship gives students the chance to achieve the 'Work Skills' BTEC qualification, as well as completing work placements within our business. Throughout the internship, the students are fully supported by job coaches, and they are made to feel part of a team.



# OUR WORK TO IMPROVE OUR DIVERSITY

## INTERNSHIPS WITH THE LIGHTHOUSE SCHOOL

### WHAT DID WE DO?

Our first cohort was in 2016/2017. All students were matched to work placements that suit their skills and hobbies, for example in IT, Finance, and Catering. The interns did really well and 5 out of the 7 continued with further opportunities at Yorkshire Water and the other 2 went on to further education. Our present cohort for 2017/2018 has 5 students, again in various placements across the business. We give colleagues the opportunity to work with the students and spend a day with them to get an insight into their working day. From this, some of the interns, now employees, have developed informal mentees.

### WHAT HAVE WE LEARNT?

The programme has been a huge success, and from talking to the students we have learnt how much it has added value to their lives and to Yorkshire Water as a business. The students have developed their skills and are now able to confidently walk around the Yorkshire Water head office site without their job coaches at hand, having conversations

with other colleagues. We have also learnt that as a business there are a variety of roles which people with different abilities can do here at Yorkshire Water, and we will continue to aim to be an inclusive and diverse organisation.

### WHAT'S NEXT?

Colleague engagement has been brilliant; everyone is proud to work for a business that is actively aiming to make a difference and support students on the autistic spectrum into the world of work. The internship is therefore something that we would look to run again in the future. We also want to continue to work with the current interns to see if we can help them secure permanent employment after the scheme.





# WHO WE ARE

## A PROFILE OF OUR SENIOR MANAGEMENT AND DIRECTORS

STATUTORY DIRECTORS HAVE LEGAL RIGHTS AND DUTIES. THEY COLLECTIVELY ACT AND MAKE DECISIONS ON BEHALF OF THE COMPANY AS THEY SIT ON THE BOARD.

### BY GENDER

	Male	Female
Statutory Directors	50.0%	50.0%
Senior Managers	75.0%	25.0%

### BY ETHNICITY

	White	BME	Not Disclosed
Statutory Directors	33.3%	0.0%	66.7%
Senior Managers	79.2%	8.3%	12.5%

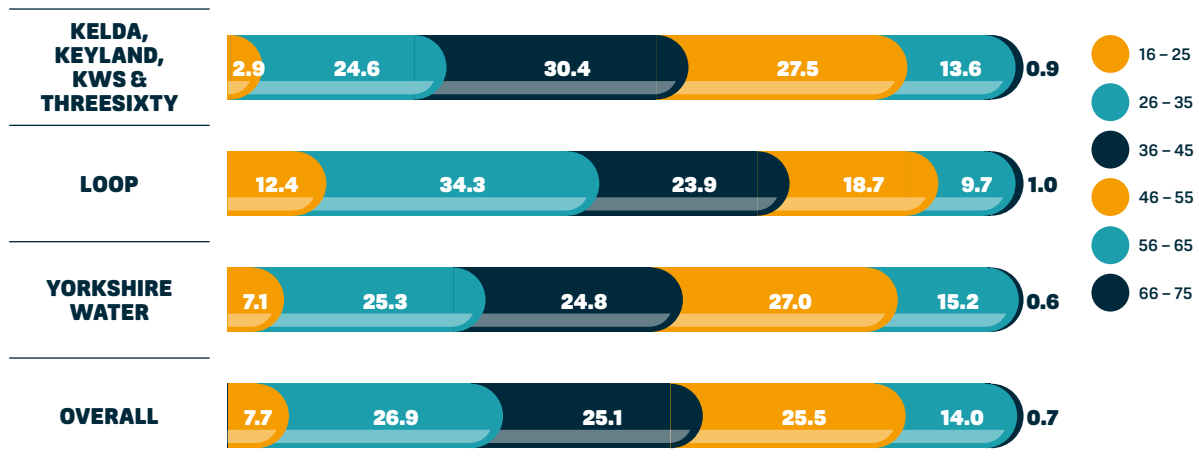
### BY AGE

	16-25	26-35	36-45	46-55	56-65	66-75
Statutory Directors	0.0%	0.0%	0.0%	50.0%	50.0%	0.0%
Senior Managers	0.0%	0.0%	41.7%	54.2%	4.2%	0.0%

# AN OVERALL PROFILE OF OUR WORKFORCE

THE KELDA GROUP IS THE PARENT COMPANY TO YORKSHIRE WATER. OTHER BUSINESSES IN THE GROUP INCLUDE LOOP, KEYLAND, KWS AND THREESIXTY.

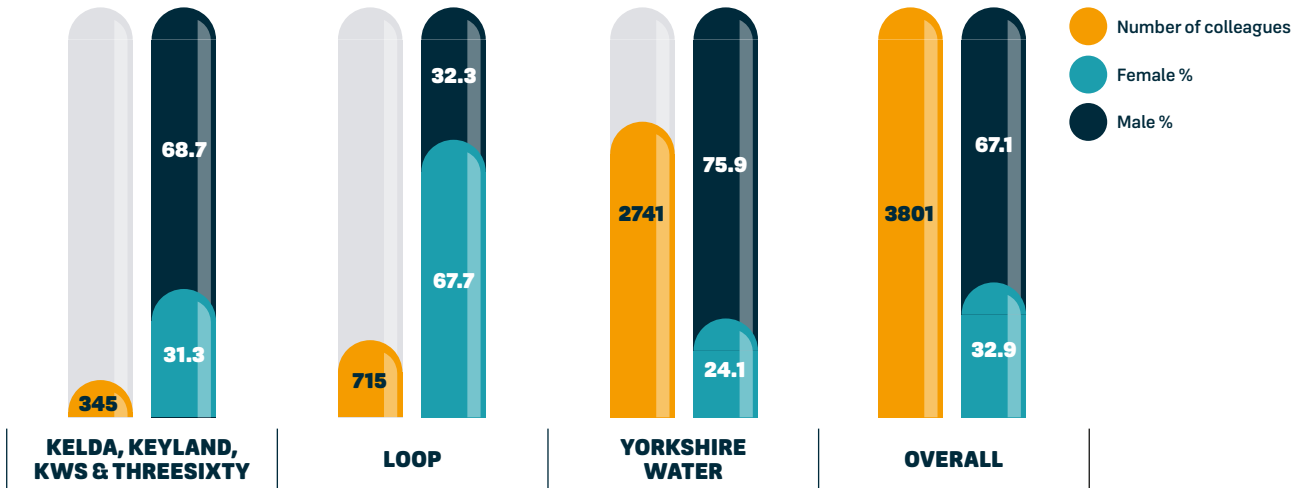
## OVERALL AGE





# PROFILE BY GENDER

## OVERALL GENDER



## GENDER BY SALARY BAND

Salary band	Female	Male
BAND 1	25.0%	75.0%
BAND 2	24.1%	75.9%
BAND 3A	27.8%	72.2%
BAND 3B	32.9%	67.1%
BAND 4	33.2%	66.8%
BAND 5	25.0%	75.0%
BAND 6	43.9%	56.1%
NON-EXEC	42.9%	57.1%
<b>GRAND TOTAL</b>	<b>32.9%</b>	<b>67.1%</b>

## GENDER BY BUSINESS AREA

	Female	Male
Asset Management	31.0%	69.0%
Business Support Group	33.3%	66.7%
Communications	52.4%	47.6%
Finance & Reg (Kelda)	56.5%	43.5%
Finance & Reg (YW)	48.4%	51.6%
Human Resources	69.0%	31.0%
Kelda	42.1%	57.9%
Kelda Occ. Health & Safety	46.2%	53.8%
Kelda Organic Energy (Edinburgh) Ltd	20.0%	80.0%
Kelda Water Services (Defence)	25.4%	74.6%
Kelda Water Services Ltd	60.0%	40.0%
KeyLand Developments Ltd	20.0%	80.0%
KWS (Alpha)	6.5%	93.5%
KWS (Grampian)	2.3%	97.7%
Legal Services	66.7%	33.3%
Loop - Customer Operations	67.7%	32.3%
Managing Director	50.0%	50.0%
Service Delivery	16.7%	83.3%
Three Sixty Water Ltd	55.0%	45.0%
<b>GRAND TOTAL</b>	<b>32.9%</b>	<b>67.1%</b>





## RATE OF RETURN FROM MATERNITY LEAVE

Financial Year	Rate of Return from Maternity Leave
2013-2014	85.2%
2014-2015	90.9%
2015-2016	96.4%
2016-2017	93.0%
2017-2018	83.3%

## PART TIME / FULL TIME

	Female	Male
Full Time	26.3%	73.7%
Part Time	80.3%	19.7%

## PROMOTION RATES

	Female	Male
Non Management to Management	11%	23%
Management level to senior management level	4%	7%

## RECRUITMENT - APPLICATIONS AND SUCCESS RATES

Gender	Application	Shortlist	Offer
Male	73.12%	68.30%	66.41%
Female	26.84%	31.56%	32.81%
Not specified	0.04%	0.15%	0.78%

## OVERALL GENDER PAY GAP - HOURLY RATE OF PAY

	% of total	Mean pay	Median pay
Employees	100.0%	£17.55	£16.81
Male employees	69.2%	£18.43	£17.79
Female employees	30.8%	£15.56	£14.13
Ordinary pay gap		<b>15.6%</b>	<b>20.6%</b>

## OVERALL GENDER PAY GAP - BONUS PAY

	% of gender	Mean bonus	Median bonus
Employees	N/A	£1,450.08	£820.00
Male employees	90.5%	£1,550.07	£870.00
Female employees	91.1%	£1,242.77	£750.00
Bonus pay gap		<b>19.8%</b>	<b>13.8%</b>

## OVERALL GENDER PAY GAP - PAY QUANTILES

Pay Quartile	Minimum hourly rate	Maximum hourly rate	% male employees	% female employees
Lower	£6.93	£13.15	48.8%	51.2%
Lower middle	£13.17	£16.80	71.1%	28.9%
Upper middle	£16.81	£21.02	76.5%	23.5%
Upper	£21.02	£104.20	80.5%	19.5%

## YORKSHIRE WATER GENDER PAY GAP - HOURLY RATE OF PAY

	% of total	Mean pay	Median pay
Employees	100.0%	£18.76	£18.07
Male employees	76.6%	£18.97	£18.29
Female employees	23.4%	£18.07	£17.15
Ordinary pay gap		<b>4.7%</b>	<b>6.2%</b>

## YORKSHIRE WATER GENDER PAY GAP - BONUS PAY

	% of gender	Mean bonus	Median bonus
Employees	N/A	£1,596.71	£870.00
Male employees	91.1%	£1,586.15	£870.00
Female employees	92.6%	£1,630.34	£870.00
Bonus pay gap		<b>-2.8%</b>	<b>0.0%</b>

## YORKSHIRE WATER GENDER PAY GAP - PAY QUANTILES

Pay Quartile	Minimum hourly rate	Maximum hourly rate	% male employees	% female employees
Lower	£7.52	£14.68	71.1%	28.9%
Lower middle	£14.69	£18.06	77.9%	22.1%
Upper middle	£18.07	£21.70	76.5%	23.5%
Upper	£21.07	£104.20	81.0%	19.0%

## LOOP GENDER PAY GAP - HOURLY RATE OF PAY

	% of total	Mean pay	Median pay
Employees	100.0%	£11.46	£10.74
Male employees	31.9%	£11.97	£10.71
Female employees	68.1%	£11.23	£10.81
Ordinary pay gap		<b>6.2%</b>	<b>-0.9%</b>

## LOOP GENDER PAY GAP - BONUS PAY

	% of gender	Mean bonus	Median bonus
Employees	N/A	£797.51	£770.37
Male employees	84.1%	£1,141.31	£725.00
Female employees	88.8%	£651.15	£660.00
Bonus pay gap		<b>42.9%</b>	<b>9.0%</b>

## LOOP GENDER PAY GAP - PAY QUANTILES

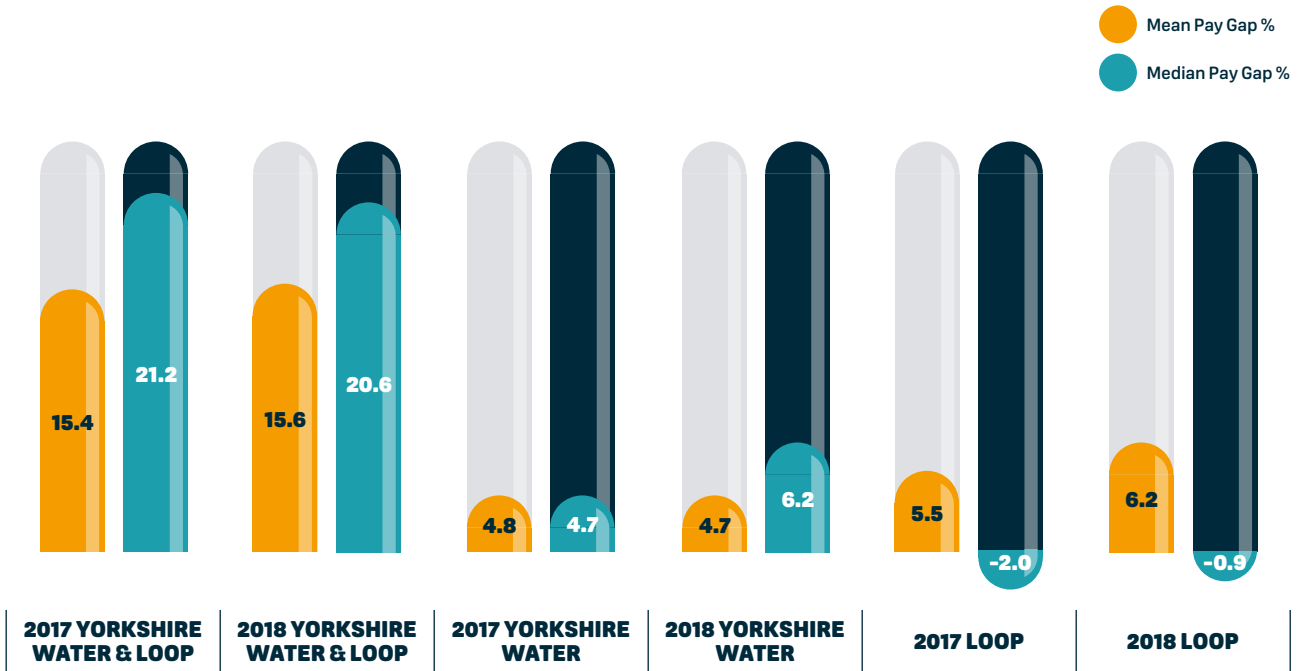
Pay Quartile	Minimum hourly rate	Maximum hourly rate	% male employees	% female employees
Lower	£6.93	£9.58	34.3%	65.7%
Lower middle	£9.58	£10.74	32.8%	67.2%
Upper middle	£10.75	£12.12	21.6%	78.4%
Upper	£12.12	£46.78	38.8%	61.2%



# HOW IT COMPARES

## 2017 VS 2018

In 2018, we published our gender pay gap for the first time. To calculate the pay gap, we used data as at 5 April 2017 and we've now recalculated our data as at 5 April 2018.



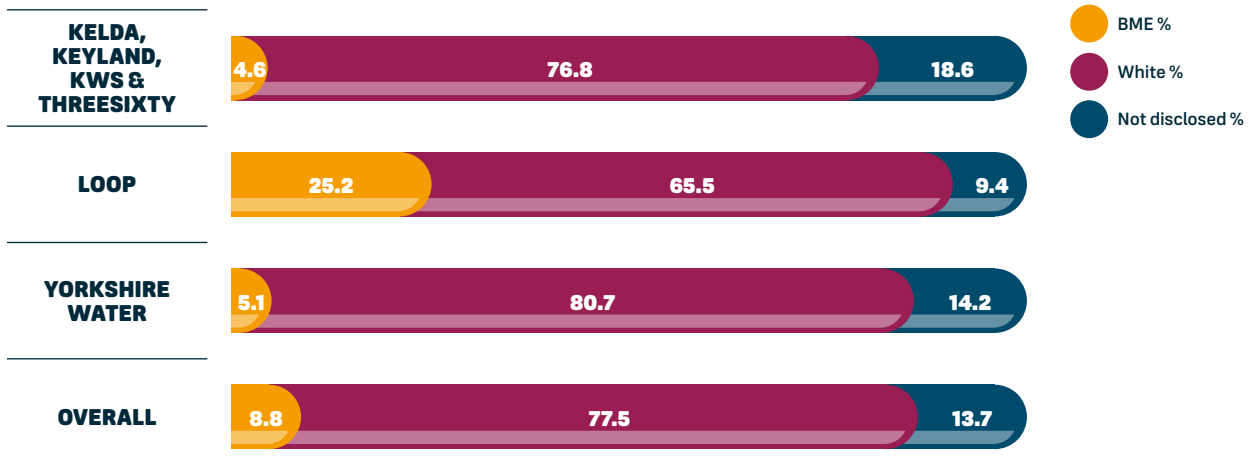
## BONUS PAY GAP 2017 VS 2018



# PROFILE BY ETHNICITY

One of our key areas of focus is improving our data. Our levels of disclosure rely on colleagues self reporting within our systems and as such we believe our current data does not accurately reflect our workforce. We've chosen to publish the data we have so we can improve in future reports.

## OVERALL ETHNICITY



## ETHNICITY BY SALARY BAND

Salary band	BME	White	Not Disclosed
BAND 1	12.5%	62.5%	25.0%
BAND 2	3.4%	86.2%	10.3%
BAND 3A	4.6%	86.1%	9.3%
BAND 3B	3.6%	83.9%	12.5%
BAND 4	7.0%	80.2%	12.8%
BAND 5	6.0%	76.3%	17.8%
BAND 6	16.6%	73.8%	9.7%
NON-EXEC	0.0%	28.6%	71.4%
<b>GRAND TOTAL</b>	<b>8.8%</b>	<b>77.5%</b>	<b>13.7%</b>



## ETHNICITY BY BUSINESS AREA

	BME	White	Not Disclosed
Asset Management	4.8%	81.7%	13.5%
Business Support Group	11.4%	74.6%	14.1%
Communications	0.0%	90.5%	9.5%
Finance & Reg (Kelda)	9.4%	62.4%	28.2%
Finance & Reg (YW)	7.8%	81.3%	10.9%
Human Resources	8.6%	67.2%	24.1%
Kelda	5.3%	73.7%	21.1%
Kelda Occ. Health & Safety	3.8%	65.4%	30.8%
Kelda Organic Energy (Edinburgh) Ltd	10.0%	80.0%	10.0%
Kelda Water Services (Defence)	3.2%	85.7%	11.1%
Kelda Water Services Ltd	0.0%	100.0%	0.0%
KeyLand Developments Ltd	0.0%	40.0%	60.0%
KWS (Alpha)	0.0%	67.7%	32.3%
KWS (Grampian)	2.3%	84.1%	13.6%
Legal Services	13.3%	73.3%	13.3%
Loop - Customer Operations	25.2%	65.5%	9.4%
Managing Director	0.0%	25.0%	75.0%
Service Delivery	3.5%	82.6%	13.9%
Three Sixty Water Ltd	5.0%	85.0%	10.0%
<b>GRAND TOTAL</b>	<b>8.8%</b>	<b>77.5%</b>	<b>13.7%</b>

## FULL TIME / PART TIME

	BME	White	Non Disclosed
Full Time	7.7%	78.0%	14.3%
Part Time	16.7%	73.5%	9.8%

## PROMOTION RATES

Salary band	BME	White	Non Disclosed
BAND 2	0.0%	50.0%	50.0%
BAND 3A	0.0%	100.0%	0.0%
BAND 3B	8.6%	80.0%	11.4%
BAND 4	12.7%	78.2%	9.1%
BAND 5	7.6%	81.8%	10.6%
BAND 6	14.3%	85.7%	0.0%

## RECRUITMENT – APPLICATIONS AND SUCCESS RATES

Application		Shortlist		Offer	
BME	16.6%	BME	14.1%	BME	11.3%
Irish	0.0%	Irish	0.1%	Irish	0.4%
English, Northern Irish, Scottish, Welsh	8.4%	English, Northern Irish, Scottish, Welsh	15.0%	English, Northern Irish, Scottish, Welsh	7.8%
White / Other White	51.2%	White / Other White	44.2%	White / Other White	37.5%
Not specified	21.6%	Not specified	25.1%	Not specified	42.2%
Other ethnic background	1.1%	Other ethnic background	0.7%	Other ethnic background	0.0%
Prefer not to say	1.1%	Prefer not to say	0.8%	Prefer not to say	0.8%



## OVERALL ETHNIC PAY GAP

	% of total	Mean pay	Median pay
Employees	100	£17.47	£16.75
White employees	90.07	£17.76	£17.04
BAME employees	9.3	£14.58	£12.35
General pay gap		<b>17.9%</b>	<b>27.6%</b>

## OVERALL DETAILED PAY GAP

	% of total	Mean Pay	Median Pay	Ordinary Pay Gap (Mean)	Ordinary Pay Gap (Median)
Asian British	2.0	£12.31	£10.42	30.70%	38.84%
Bangladeshi	0.3	£12.45	£12.02	29.95%	29.45%
Black British	0.3	£15.01	£13.18	15.55%	22.68%
Black-Other	0.03	£22.49	£22.49	-26.58%	-31.98%
Black-African	0.1	£14.63	£15.24	17.68%	10.58%
Black-Afro Caribbean	0.3	£19.22	£19.91	-8.15%	-16.80%
Chinese	0.03	£16.23	£16.23	8.64%	4.74%
Indian	1.7	£16.88	£16.61	4.98%	2.52%
Mixed	1.0	£17.43	£14.13	1.92%	17.11%
Pakistani	3.6	£13.67	£11.73	23.09%	31.15%

We've included our detailed pay gap for illustrative purposes but as our disclosure improves we hope this will be able to show a broader picture of our workforce.

## YORKSHIRE WATER'S ETHNIC PAY GAP

	Count	% of total	Mean pay	Median pay
Employees	2302	100	£18.75	£18.10
White employees	2172	94.4	£18.78	£18.21
BAME employees	130	5.6	£18.22	£17.10
General pay gap			<b>3.0%</b>	<b>6.1%</b>

## YORKSHIRE WATER DETAILED PAY GAP

	% of total	Mean Pay	Median Pay	Ordinary Pay Gap (Mean)	Ordinary Pay Gap (Median)
Asian British	1.0	£16.09	£15.33	14.32%	15.81%
Bangladeshi	0.1	£13.63	£13.43	27.42%	26.25%
Black British	0.3	£15.20	£12.67	19.08%	30.42%
Black-Other	0.01	£22.49	£22.49	-19.78%	-23.49%
Black-African	0.2	£14.63	£15.24	22.10%	16.34%
Black-Afro Caribbean	0.2	£22.72	£22.18	-21.02%	-21.78%
Chinese	0.04	£16.23	£16.23	13.55%	10.87%
Indian	1.2	£19.99	£18.72	-6.45%	-2.76%
Mixed	1.0	£20.02	£16.35	-6.59%	10.25%
Pakistani	1.6	£17.79	£16.37	5.28%	10.13%



## LOOP ETHNIC PAY GAP

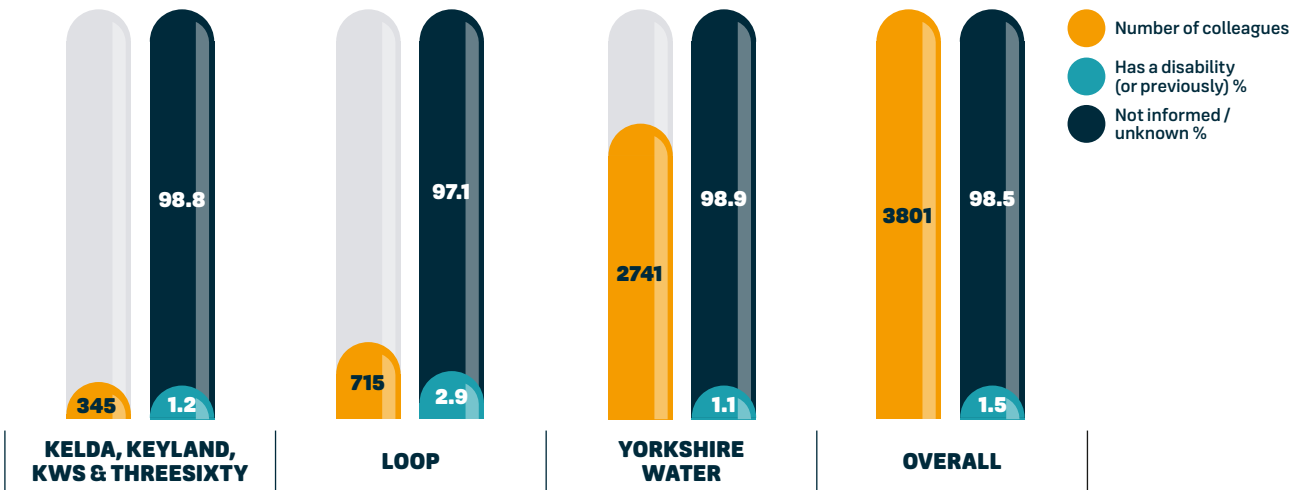
	% of total	Mean pay	Median pay
Employees	100	£11.54	£10.86
White employees	73.5	£11.74	£10.97
BAME employees	26.5	£10.98	£10.33
General pay gap		<b>6.6%</b>	<b>5.9%</b>

## LOOP DETAILED PAY GAP

	% of total	Mean Pay	Median Pay	Ordinary Pay Gap (Mean)	Ordinary Pay Gap (Median)
Asian British	6.7%	£9.68	£9.62	17.6%	12.3%
Bangladeshi	1.0%	£11.74	£11.26	0.1%	-2.7%
Black British	0.2%	£13.68	£13.68	-16.4%	-24.70%
Black-Other	0%				
Black-African	0%				
Black-Afro Caribbean	0.4%	£10.45	£10.45	11.1%	4.8%
Chinese	0%				
Indian	3.8%	£12.31	£11.54	-4.8%	-5.2%
Mixed	1.4%	£9.30	£8.88	20.9%	19.0%
Pakistani	12.9%	£11.35	£10.70	3.4%	2.4%

# PROFILE BY DISABILITY

## OVERALL DISABILITY



At present 1% of colleagues disclose a disability within our systems. On our anonymous diversity and inclusion perception survey, 7% declared a disability. Ideally, we would be at a place where we are reflective of the region we serve where 19% of working age adults are disabled. Improving our data is a priority for us.

## BY SALARY BAND

	Has a disability (or previously had one)	Not informed / unknown
<b>Kelda, Keyland, KWS &amp; ThreeSixty</b>		
BAND 1	0.0%	100.0%
BAND 2	0.0%	100.0%
BAND 3A	3.6%	96.4%
BAND 3B	2.0%	98.0%
BAND 4	1.0%	99.0%
BAND 5	0.0%	100.0%
BAND 6	6.7%	93.3%
NON-EXEC	0.0%	100.0%
<b>GRAND TOTAL</b>	<b>1.2%</b>	<b>98.8%</b>



	Has a disability (or previously had one)	Not informed/ unknown
<b>Loop</b>		
BAND 2	0.0%	100.0%
BAND 3A	0.0%	100.0%
BAND 3B	6.7%	93.3%
BAND 4	4.3%	95.7%
BAND 5	2.0%	98.0%
BAND 6	2.8%	97.2%
<b>GRAND TOTAL</b>	<b>2.9%</b>	<b>97.1%</b>

### Yorkshire Water

BAND 1	0.0%	100.0%
BAND 2	0.0%	100.0%
BAND 3A	1.3%	98.7%
BAND 3B	0.0%	100.0%
BAND 4	1.1%	98.9%
BAND 5	1.4%	98.6%
BAND 6	1.3%	98.7%
NON-EXEC	0.0%	100.0%
<b>GRAND TOTAL</b>	<b>1.1%</b>	<b>98.9%</b>

## BY BUSINESS AREA

	Has a disability (or previously had one)	Not informed/ unknown
Asset Management	0.70%	99.30%
Business Support Group	1.70%	98.30%
Communications	0.00%	100.00%
Finance & Reg (Kelda)	1.20%	98.80%
Finance & Reg (YW)	1.60%	98.40%
Human Resources	0.00%	100.00%
Kelda	0.00%	100.00%
Kelda Occ. Health & Safety	0.00%	100.00%
Kelda Organic Energy (Edinburgh) Ltd	10.00%	90.00%
Kelda Water Services (Defence)	1.60%	98.40%
Kelda Water Services Ltd	0.00%	100.00%
KeyLand Developments Ltd	0.00%	100.00%
KWS (Alpha)	0.00%	100.00%
KWS (Grampian)	0.00%	100.00%
Legal Services	0.00%	100.00%
Loop - Customer Operations	2.90%	97.10%
Managing Director	0.00%	100.00%
Service Delivery	1.20%	98.80%
Three Sixty Water Ltd	0.00%	100.00%



## PART TIME / FULL TIME

	Has a disability (or previously had one)	Not informed/ unknown
<b>Kelda, Keyland, KWS &amp; ThreeSixty</b>		
Full Time	1.3%	98.7%
Part Time	0.0%	100.0%
<b>TOTAL</b>	<b>1.2%</b>	<b>98.8%</b>
<b>Loop</b>		
Full Time	2.6%	97.4%
Part Time	3.7%	96.3%
<b>TOTAL</b>	<b>2.9%</b>	<b>97.1%</b>
<b>Yorkshire Water</b>		
Full Time	1.1%	98.9%
Part Time	1.4%	98.6%
<b>TOTAL</b>	<b>1.1%</b>	<b>98.9%</b>
<b>OVERALL</b>	<b>1.10%</b>	<b>98.90%</b>

# OUR WORK TO IMPROVE OUR DIVERSITY

## WORK PLACEMENTS WITH BARNARDO'S

Barnardo's Employment, Training and Skills (ETS) programme supports young people by equipping them with the qualifications, skills, confidence and ambition that they need to get started in the world of work. We have teamed up with Barnardo's ETS to create a meaningful insight and inspiration programme. Barnardo's trains and supports over 3,000 children per year, in 20 specialist services, and are known for their work with vulnerable children and their families.

Working with Barnardo's we set up work placements for a group of 18 to 24-year olds from a variety of backgrounds. Their first week was an induction week, where they attended workshops, tours, talks and sessions from across the business. During the week they met colleagues to talk about the different careers and roles on offer, and visited Headingley Water Treatment Works, our customer contact centre and our Head Office to see the different work environments we have. After the initial week they were then placed in different departments for their placements.



During their placement, they shadowed colleagues and got an understanding of the skills needed for the various roles in our Service Delivery department. We worked with the group to make them ready to enter employment and supported them in applying for roles.

The students spent up to 12 weeks in placement from Monday to Thursday with Friday dedicated to education sessions with Barnardo's. They gained new skills by attending training courses on topics such as health and safety, and the overall programme

helped them to gain confidence and have aspirations around a career.

For us, we have been able to find talent that we possibly wouldn't have been found through our traditional recruitment routes. Our partnership with Barnardo's has supported us in our aim of reflecting the community we serve.





# FILLING THE GAP

One of our key aims is to create a culture where colleagues can bring their best self to work, where they can openly be their authentic self and feel supported. Whilst we have made great progress we still have some work to do. We understand a key area of work is encouraging colleagues to disclose what makes them different, to do this we need an inclusive culture and the right processes in place. To create a more inclusive culture we are:

- Creating a centralised reasonable adjustment process to enable colleagues to quickly receive any support they need, aiming to remove any bias from the process and having a business disability forum where colleagues have more access to support. The process will have a centralised budget available to all staff, with a much easier process to support this.
  - Undertaking a specific D&I perception survey every two years with colleagues to get their thoughts and feedback and add necessary actions into the D&I action plan.
  - Running development programmes for groups who are under-represented.
  - Having mandatory EDI training for all colleagues and unconscious bias training for people managers.
  - Actively encouraging colleagues to disclose and explaining the benefits of fully understanding our workforce.
  - Reviewing our recruitment process to ensure it is supportive of difference and inclusive.
- In addition to this we demonstrate our commitment to D&I to our colleagues, showing that we want it to be embedded throughout the business.
- We run the Yorkshire Diversity Forum with around 70 members: businesses from across Yorkshire coming together on a quarterly basis to discuss best practice around difference and inclusion.
  - We run Black History Month celebrations, celebrating the untold stories of our region.
  - We run different cultural celebrations internally with colleagues such as Eid and Diwali.
  - Our 4 key streams are actively supported, this year the LGBTQ\* stream were involved in pride events for the first time.
  - We have created long term partnerships and talent programmes such as Lighthouse School and Barnardo's.
  - We are a part of an employer's forum supporting internships and employment for students with autism across the region.
  - We are a part of the Social Mobility Business Partnership.
  - We are members of the EU Skills diversity network, sharing best practice across the industry and making commitments as a sector.
  - We are members of the Apprenticeship diversity champion network.

