



What is the gender pay gap?

The gender pay gap is the difference in the average earnings between men and women, regardless of the roles they do. Companies with over 250 employees are required to share some key information on pay gap (shown on page 2) using the snapshot date of 5 April 2017.

Gender pay differs from 'equal pay', which looks at pay differences between people carrying out the same or comparable work.

Our analysis suggests that our gender pay gap stems from factors which are common to our industry not from equal pay issues, including:



More men in senior roles.



More women in part time roles.



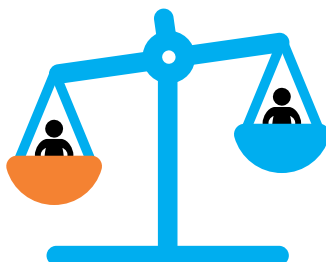
More men in roles with shift pay and other working pattern allowances.

Our people

We employ over 5,000 people and it's important to us that all our employees can be themselves at work and are able to give their best. We're working hard to become a more inclusive organisation.



32%
of our employees
are women.



25%
of our senior managers
are women.



58
different nationalities
represented throughout
our workforce.

Our gender pay gap, 5 April 2017 was 13.3%

This is the difference in mean (average) hourly rate between men and women.

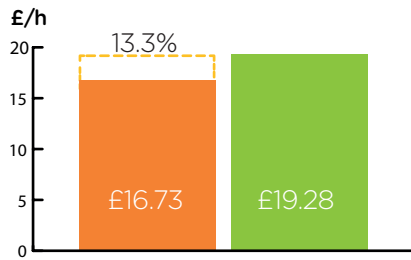
The Office of National Statistics reported a 17.4% mean gender pay gap for all UK workers in October 2017.

Our gap is lower than the national average, however there is lots more to do to become a truly inclusive organisation.

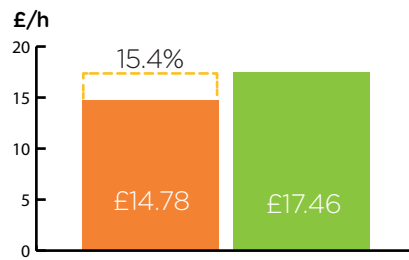
All of these figures have been calculated according to the gender pay gap reporting regulations. Hourly rates include basic pay, allowances and shift premium pay, but not overtime. More information on the regulations, and types of pay included in the calculations, can be found on the [ACAS website](#).

● female ● male □ difference in pay

hourly rate



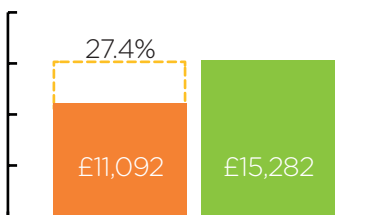
difference in mean hourly rate



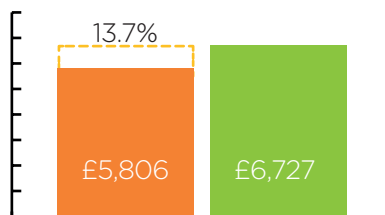
difference in median hourly rate



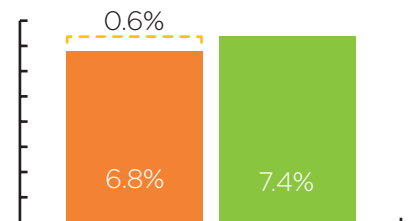
bonus pay



difference in mean bonuses



difference in median bonuses

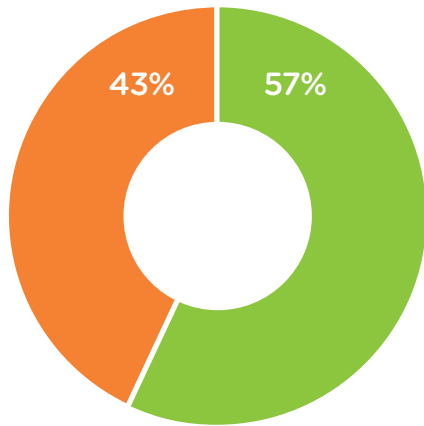


bonus pay eligibility

Quartile pay band distribution

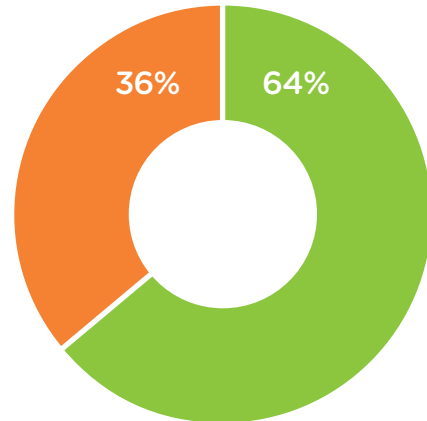
Quartile pay band distribution is calculated by ranking the hourly rate of all employees from the highest to the lowest paid, dividing this list into four equal parts and working out the percentage of males and females in each of the four parts.

● female ● male



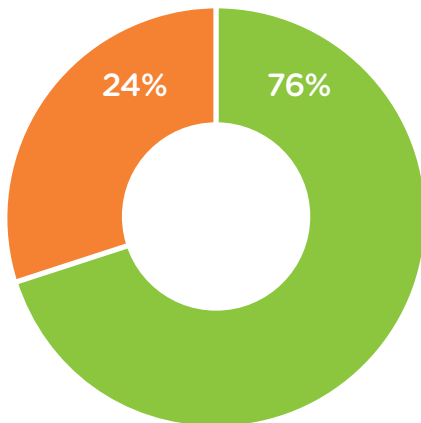
lower quartile
(lowest earners)

Hourly rate of £12.39 or lower.



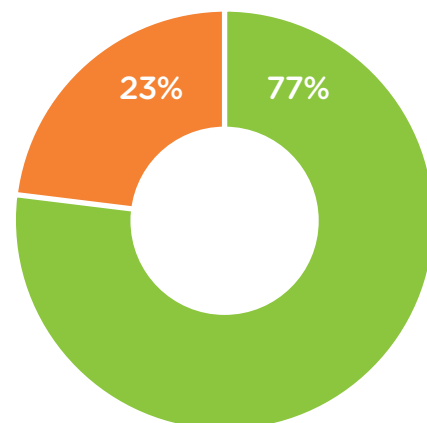
lower middle quartile

Hourly rate between
£12.39 and £16.57.



upper middle quartile

Hourly rate between
£16.57 and £21.95.



upper quartile
(highest earners)

Hourly rate over
£21.95.

All of this data broadly supports the view that a key driver in our gender pay gap is the lower proportion of women in more senior roles.

The inclusion of shift pay and other working pattern allowances in the calculations, coupled with the greater proportion of males eligible to receive such allowances is another factor which has attributed to our pay gap.

In addition to this, bonus opportunity increases with seniority, widening the bonus gap.

What are we doing to close the gap?



Sponsoring female managers to attend leadership masterclasses to build confidence and break down barriers.



We're working to understand in more detail the causes behind our gap, to continue to develop appropriate actions.



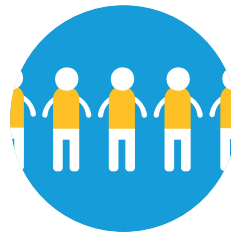
Training our people as mentors to support others seeking to return to work after a prolonged period of time.



Developing career pathways, talent pipelines and succession planning. Extending our recruitment and practices to attract a wider audience.



We are committed to the Equality Act 2010 and ensuring both applicants and employees have equal opportunity, fair treatment, and a safe workplace.



Continuing to expand our internal and external diversity networks.



As well as this, we're a Stonewall Diversity Champion and a Disability Confident Employer.



Continuing to update our facilities to ensure that all our sites are appropriate for all employees.

Our gender pay gap information in this statement is accurate as of 5 April 2017.

A handwritten signature in black ink, appearing to read 'Janet Burr'.

Janet Burr

HR Director, Thames Water Utilities

