Workplace Diversity Report

2018/19 & 2019/20

YorkshireWater

Contents

Introduction

As a part of putting people at the heart of everything we do, Yorkshire Water is continuously aiming to improve as an organisation and an employer by increasing transparency, diversity and inclusion. Thus, I am very pleased to be publishing our second report on the diversity of our workforce in Yorkshire Water and how that compares to the communities we serve. This publication contains data beyond the set legal requirements and shows the gender, age, disability and ethnic profile of our colleagues, where declared. In addition to displaying the profile of our staff, this document reports on both our gender and ethnic pay gap figures.

Nonetheless, we acknowledge there are some limitations to the completeness of the data and further development is needed. For example, we do not have ethnicity declarations for 13.7% of our colleagues. Moreover, our disability declaration numbers continue to be lower than national estimates of disability within the UK population and we know from our occupational health data that we have a much higher instance of disability in our workforce. Also, we currently possess 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.

Comparing the profile of our workforce to the communities we serve is complicated by the variance in diversity across the region. Based on 2011 census figures, the overall Black, Asian and Minority Ethnic (BAME) population in Yorkshire and Humber is 11.2%. In Bradford however, the figure is around 32.5% and in Leeds barely half of that at 15.0%. Sheffield's BAME representation is around 16.3% and in Hull the number falls to 5.9%. 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 we derive our workforce from, and other key stakeholders.[1]

Overall, we have an overwhelmingly male workforce (68.4%) except in our back-office functions and contact centre. The picture within this trend varies across the company, but our objective is to improve gender diversity in the core service delivery and engineering functions in the business. At the most senior level, the data for our 2019 executive team shows 18.2% of the members are female, with set targets to increase female representation at board level and in senior roles across the organisation.

The overall pay gap figures for the Group are higher than the pay gaps for each of the separate organisations, albeit these gaps continue to decline since the first such

numbers were published for 2017 data. According to the most recent data (2020 submission), the overall gender mean pay gap is 8.5% and median gap is 14.0%. At Yorkshire Water the gender mean pay gap is −0.5% and median gap is −0.3%. When it comes to our ethnicity data, our overall ethnic mean pay gap for the Group is 10.8% and our median gap at 22.8%. For Yorkshire Water the ethnic mean pay gap is −8.8% and the median gap is 2.1%. This is based on data from those colleagues who have disclosed their ethnicity.

In order to improve our diversity, we work with a Diversity & Inclusion Steering Group of colleagues from across the organisation who support and shape our policy. This group helps us to create set objectives and supports with inclusion activities, some of which are set out in this report. Part of the purpose of publishing this report and sharing it widely 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.

We have recently implemented a new HR system which will improve the completeness of our data over time, but we still have work to do in making it easier for colleagues to declare diversity. In the meantime, we are also exploring the use of data analytics tools which would help us provide some of the missing ethnic profile data. Especially as the data we do have shows we will need to make significant improvements in some communities that we serve, if we are to achieve a truly diverse and inclusive workforce.

Yorkshire Water is currently in an open dialogue with other large employers, such as the NHS trusts, education bodies and local authorities, to align our efforts to improve the diversity of our workforce with theirs. Once we've completed this dialogue, we'll commit to a new set of objectives and publish our progress against them on an annual basis. In the short term, our priority continues to be improving our data so that next year's report shows an even more comprehensive picture.

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

Liz Barber
CEO

[1] Source: nomisweb.co.uk

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

This is about recognising difference. It's acknowledging the benefit of having a range of perspectives in decision-making and the workforce being representative of the organisation's customers.

Inclusion – what we do with what we are

This is where people's differences are valued and used to enable everyone to thrive at work. An inclusive working environment is one in which everyone feels that they belong without having to conform, that their contribution matters and they are able to perform to their full potential, no matter their background, identity or circumstances.

At Yorkshire Water promoting and supporting diversity in the workplace is an important aspect of our leadership – it's about valuing everyone in the organisation as an individual.

However, to reap the benefits of a diverse workforce it's vital to have an inclusive environment where everyone feels able to participate and achieve their potential. While UK legislation – covering age, disability, race, religion, gender and sexual orientation among others – sets minimum standards, our diversity and inclusion strategy goes beyond legal compliance and seeks to add value to our organisation, contributing to employee well-being and engagement.

Our data led approach outlines further or new steps we can take to implement and manage a successful D&I strategy, from communication and training to addressing workplace behaviour, and collecting and using good quality people data to identify barriers and solutions.

Our strategy and plan that we shared last year was to make Diversity and Inclusion a core part of what we do, and we know that managing diversity and developing a culture of inclusion is a continuous process of improvement, not a one-off initiative. We still have work to do but are pleased to share with you the progress we have made since our last report and the new initiatives we have started too.

4

Diversity in Yorkshire

Yorkshire & Humber demographics

The most up to date data on regional demographics derive from the 2011 census reports. In 2011, the total usual resident population of Yorkshire and the Humber stood at 5,283,733. Close to 9% of those residents (464,691) were born outside of the UK. Nearly half (47%) of the non-UK born population held a UK passport, and the same proportion held only a non-UK passport in 2011, while 6% of the non-UK born population held no passport.

The majority (55%) of the non-UK born population was concentrated in West Yorkshire. At the more local level, Bradford and Leeds had the highest number as well as the highest population share of non-UK born residents. Between 2001 and 2011, the total non-UK born population grew the most in Leeds (38,508 additional non-UK born residents) and the biggest percentage increase in the non-UK born population occurred in Hull (a 195% increase).

People born in Pakistan represent the most numerous non-UK born group in Yorkshire and the Humber, followed by residents born in Poland, India, Germany and Ireland. In both 2001 and 2011, Yorkshire and the Humber occupied the 6th position, both in terms of the population numbers and the population share of non-UK born residents, out of the ten regions of England and Wales.

Population

Yorkshire and Humber's population in 2011 was 5,283,733.

Ethnicity

- White: 88.8% (85.8% White British, 0.5% White Irish, 0.1% Gypsy or Irish Traveller and 2.5% other White)
- Asian: 7.3% (4.3% Pakistani, 1.3% Indian, 0.5% Chinese, 0.4% Bangladeshi, 0.8% other Asian)
- Black: 1.5% (0.9% African, 0.4% Caribbean, 0.2% other Black)
- Mixed race: 1.6% (0.6% White and Black Caribbean, 0.2% White and Black African, 0.5% White and Asian, 0.3% other mixed)
- Arab: 0.4%
- Other ethnic group: 0.4%

Gender and working age

Gender data is reported more frequently. Overall, in Yorkshire and Humber 49% of people are male and 51% are female. Within the females in Yorkshire and Humber, 62% are of working age.[1]

- All people: 5,283,733
- Male: 2,598,078 (49.2%)[2]
- Female: 2,685,655 (50.8%)
- All people aged 16-64: 3,441,370 (65.1%)
- Males aged 16-64: 1,704,162 (32.3%)
- Females aged 16-64: 1,707,208 (32.3%)

Disability[3]

3.8% of children are disabled or have a long-term health problem.

13.7% of working age adults are disabled or have a long-term health problem.

55.7% of pension age adults are disabled or have a long-term health problem.

[1] 'Working Age' is defined as 16-64 above, as children are defined 0-15 and pensionable age is classed as 65+.
[2] The presented percentages reflect the percentage of all people.
[3] The 'Disability' sections cover "long-term health problems or disability", furthermore data definitions "Day-to-day activities limited a lot" and "Day-to-day activities limited a little" have been both included in this section.

Regional demographics

2011 Leeds demographics

Leeds' population has more than 140 ethnic groups. The black and minority ethnic population represents 15% of the total population of Leeds. According to the 2011 census, the ethnic and racial breakdown of Leeds was:

Population

Leeds' population in 2011 was 751,485.

Ethnicity

- 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%

Gender and working age

- All people: 751,485

- Male: 367,935 (49%)

- Female: 383,550 (51%)

- All people aged 16-64: 504, 394 (67.1%)

- Males aged 16-64: 250,041 (68.0%)

- Females aged 16-64: 254,353 (66.3%)

Disability

3.4% of children are disabled or have a long-term health problem.

12.1% of working age adults are disabled or have a long-term health problem.

54.8% of pension age adults are disabled or have a long-term health problem.

2011 Bradford demographics

Bradford has become more ethnically diverse. Although the white population has decreased by twelve percentage points since 2001, the largest proportion of the district's population identified themselves as White British (64%). However, Bradford district has the largest proportion of people of Pakistani ethnic origin (20%) in England – this is an increase of six percentage points since the 2001 census. The proportions of Black, Mixed, Bangladeshi and other White groups also increased between 2001 and 2011.

Population

The Bradford District population in 2011 was 522,452.

Ethnicity

- White: 67.5% (63.9% White British, 0.5% White Irish, 0.1% Gypsy or Irish Traveller and 3.0% other White)

- Asian: 26.8% (20.4% Pakistani, 2.6% Indian, 0.4% Chinese, 1.9% Bangladeshi, 1.5% other Asian)

- Black: 1.8% (1.0% African, 0.7% Caribbean, 0.1% other Black)

- Mixed race: 2.5% (0.9% White and Black Caribbean, 0.2% White and Black African, 1.1% White and Asian, 0.3% other mixed)

- Arab: 0.7%

- Other ethnic group: 0.8%

Gender and working age

- All people: 522,452

- Male: 257,132 (49%)

- Female: 265,320 (51%)

- All people aged 16-64: 330,729 (63.3%)

- Males aged 16-64: 164,884 (31.6%)

- Females aged 16-64: 165,845 (31.7%)

Disability

3.8% of children are disabled or have a long-term health problem.

14.4% of working age adults are disabled or have a long-term health problem.

55.3% of pension age adults are disabled or have a long-term health problem.

2011 Sheffield demographics

19.2% of Sheffield's population was of Black or minority ethnic origin. The largest group was of Pakistani origin and made up 4% of the population. The ethnic groups that had increased the most were Black African, Chinese and Indian, plus those classified as 'Other' which includes people of Arab origin.

Population

Sheffield's population in 2011 was 552,698.

Ethnicity

- White: 83.7% (80.8% White British, 0.5% White Irish, 0.1% Gypsy or Irish Traveller and 2.3% other White)

- Asian: 8.0% (4.0% Pakistani, 1.1% Indian, 1.3% Chinese, 0.6% Bangladeshi, 1.0% other Asian)

- Black: 3.6% (2.1% African, 1.0% Caribbean, 0.5% other Black)

- Mixed race: 2.4% (1.0% White and Black Caribbean, 0.2% White and Black African, 0.6% White and Asian, 0.6% other mixed)

- Arab: 1.5%

- Other ethnic group: 0.7%

Gender and working age

- All people: 552,698

- Male: 272,661 (49%)

- Female: 280,037 (51%)

- All people aged 16-64: 366,316 (66.3%)

- Males aged 16-64: 183,304 (33.2%)

- Females aged 16-64: 183,012 (33.1%)

Disability

4.6% of children are disabled or have a long-term health problem.

13.3% of working age adults are disabled or have a long-term health problem.

58.7% of pension age adults are disabled or have a long-term health problem.

2011 Hull demographics

In the 2001 Census, 97.7% of Hull classified themselves at White with 96.4% being White British. So, whilst the percentage of BAME population is still relatively low compared to many parts of England for 2011, there has been a threefold increase (of 6.7 percentage points) between 2001 and 2011.

Population

Hull's population in 2011 was 256,406.

Ethnicity

- White: 94.1% (89.7% White British, 0.2% White Irish, 0.1% Gypsy or Irish Traveller and 4.1% other White)

- Asian: 2.5% (0.3% Pakistani, 0.4% Indian, 0.8% Chinese, 0.3% Bangladeshi, 0.6% other Asian)

- Black: 1.2% (1.0% African, 0.1% Caribbean, 0.1% other Black)

- Mixed race: 1.3% (0.3% White and Black Caribbean, 0.3% White and Black African, 0.4% White and Asian, 0.3% other mixed)

- Arab: 0.4%

- Other ethnic group: 0.4%

Gender and working age

- All people: 256,406

- Male: 128,420 (50%)

- Female: 127,986 (50%)

- All people aged 16-64: 172,309 (67.2%)

- Males aged 16-64: 87,772 (34.2%)

- Females aged 16-64: 84,537 (33.0%)

Disability

4.1% of children are disabled or have a long-term health problem.

15.2 of working age adults are disabled or have a long-term health problem.

62.0% of pension age adults are disabled or have a long-term health problem.

Our current performance

1. Representation

Our outcome

- A diverse, representative workforce at all levels.
- Yorkshire Water attracts and develops people from the widest social backgrounds fully realising the benefits of a diverse workforce.

Our priorities

- Review recruitment and selection practices to attract and appoint from a diverse applicant pool.
- Improve our diversity data (declarations) across the business and ensure that representation levels are on a positive trend to meet the D&I targets.
- 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.
- Improving levels of engagement for all staff – actively tackling bullying, harassment and discrimination, and treating people with dignity and respect.

Our priorities

- Develop and use targeted communications and inclusion/engagement tools to raise awareness of diversity and inclusion.
- Ensure all business areas are appropriately meeting legal requirements to support staff with disabilities who require reasonable adjustments.
- Act on analysis of the Yorkshire Water Voice Surveys 'Diversity and Inclusion' scores to address any concerns identified.
- Carry out equality analysis and people impact assessments on proposed new (or refreshed) policies 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 encounter.

- 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 Yorkshire Water 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[1]
Increase females on board	25%	Mar – 20	Female statutory directors are currently at 18.2%.	18.2%
Increase females in Band 2 and Band 3A (Senior Leaders)	35%	Mar – 20	32.6% of colleagues from within Bands 2, and 3A are female.	32.6%
Increase in female applicants for our Graduate, Trainee and Apprentice programmes	30%	Sep – 20	We are currently unable to report on this data due to a change in data collection platform.[2]	N/A
Increase BAME Colleagues in Band 2 and 3	7.50%	Mar – 20	5.4% of colleagues within Bands 2, and 3 are from a BAME background.	5.4%
Increase BAME applicants for our Graduate, Trainee and Apprentice programmes	10%	Sep – 20	We are currently unable to report on this data due to a change in data collection platform.[2]	N/A
Increase ethnicity disclosure rates among applicants	95%	Mar – 20	We are currently unable to report on this data due to a change in data collection platform.[2]	N/A
Increase ethnicity disclosure rates among existing colleagues	95%	Mar – 20	78.3% of all colleagues within Kelda have disclosed their ethnicity.	78.3%
Increase disability disclosure rates among applicants	4%	Mar – 20	We are currently unable to report on this data due to a change in data collection platform.[2]	N/A
Increase disability disclosure rates among existing colleagues	7%	Mar – 20	0.9% of all colleagues within Kelda have disclosed they have a disability.	0.9%
Completion of Equality, Diversity & Inclusion Training – All colleagues	97%	Ongoing	81.6% of all colleagues within Kelda have completed this training.	81.6%
Completion of Unconscious Bias Training – All people leaders	97%	Ongoing	11.54% of all people leaders within Kelda have completed this training.	11.54%

[1] Data as of 31.3.2020.
[2] We are unable to report accurate data on Recruitment – Applications & Success Rates due to the recruitment system used for both 2018 (1.4.18 – 31.3.19) and 2019 (1.4.19 – 10.09.19) being immature in data collection. However, from September 2019, we will have accurate data, as we moved to the cloud platform SuccessFactors.

Our work to improve our diversity

Diversity & Inclusion Stream Leads and their work

The company's D&I Steering Group meets once a quarter and comprises of colleagues from around the business who are there to plan events, provide guidance, coaching and reverse mentoring, as well as offer the company suggestions and critique on what we are doing or not doing on the D&I front. We currently have four streams – **Gender, Ethnicity, LGBTQ+,** and **Disability** whose members voluntarily deliver amazing plans every year. Below you can read more about the initiatives from the stream leads themselves.

Lisa Radcliffe & Louise Miller – Gender Stream Joint Leads

We are a group of like people minded colleagues, who are passionate about D&I in the workplace. Together we aim to shape the Company's D&I strategy to create a culture where everyone can be their authentic self in the workplace and where individual needs are met and they are supported to be their personal best. We believe that by giving our colleagues a chance to have different opinions, thoughts, beliefs, customs, values, trends and traditions, we are making the company a great place to work. Our dedicated Yammer Group is a platform for all gender related updates, articles and events for our stream.

As a group we have agreed to lead the ambition of embedding D&I in the business, drive the consideration of D&I as core criteria for assessing business success, establish policy and initiatives that will improve the understanding and operation of the business with respect to D&I, and hold the leaders of Kelda (and its subsidiary businesses) to account for D&I. Furthermore, we are committed to Increasing the number of female colleagues on the Board, in Senior Leader positions and in our Graduate and Apprentice programmes. We also support female empowerment by taking part in International Women's Day and Water Service Delivery – A celebration of our 'Women of Water' event.

Tim Crossley – LGBTQ+ Stream Lead

The Diversity & Inclusion LGBT+ Stream for Yorkshire Water and Loop Customer Management represents all members and allies of the LGBT+ community within both organisations. We host events to give a voice to the issues that affect us. These include in-house events such as our very successful Diversity Day where we invited a range of speakers from Yorkshire Water, Loop and externally to talk on subjects such as transitioning and becoming more visible within the workplace and life in general. We also celebrated Pride with multicoloured cupcakes for everyone and rainbow face painting.

We actively participate in events outside the office and have marched in Pride processions in both Leeds and Hull. We have represented Yorkshire Water at online events hosted by Bradford MESMAC and attended conferences sponsored by Leeds City Council on behalf of their LGBT+ Business Community and their Diversity & Inclusion network.

The stream also supports individuals with LGBT+-related issues such as providing a colleague with contacts to support her grandson in coming out and putting a colleague thinking about transitioning in touch with another who was well on the way on her transitioning journey.

Our goal is to ensure that LGBT+ colleagues are represented fairly, to know that their voice is being heard and that they will be celebrated along with members of all the other streams.

Adeola Roberts – Ethnicity Stream Lead

My name is Adeola Roberts and I lead the Ethnicity stream within the D&I area of Yorkshire Water.

My role as stream lead revolves around championing the richness of diversity of talent within Yorkshire water (and associating organisations), as well as providing a safe place for employees of all races and ethnicity to have honest discussions about the same.

Yorkshire water has a strong Diversity and Inclusion division and as an organisation are passionate about educating the workforce on the wide range of advantages in having a diverse workforce that is a reflection of the society we live in.

We have successfully organised the Inaugural Celebration of BAME day in October 2019 and run an annual BAME Leadership Course. We are also currently working on Black History Month 2020 and increasing the visibility of the stream and its activities on internal social media.

Malcolm West – Disability Stream Lead

The role of Disability Stream Lead is to promote all aspects of equality, diversity and inclusion with a focus on Disability within the business. As Lead Champion of Disability, I have the full support of my line manager and links to Occupational Health, Health and Safety, HR & Trade Unions.

The stream currently has over 20 members who are updated on company disability activities and can feedback thoughts and issues. Which are in turn shared with the full D&I group and where appropriate the company well-being group.

A new HR policy 'Disability passport' is now available for disabled colleagues to use – Disability Passports offer a way of ensuring colleagues can maintain their adjustments when their manager changes or when they move roles, reducing time spent on re-negotiating already agreed adjustments.

The company's big date for highlighting the contribution of our disabled colleagues is 3rd December, which is the International day of People with Disabilities. The 2020 IDPWD theme is "Not all Disabilities are Visible", taking place on 3rd December this year during the annual celebration of people with disabilities. The 2020 theme 'Not all Disabilities are Visible' also focuses on spreading awareness and understanding of disabilities that are not immediately apparent, such as mental illness, chronic pain or fatigue, sight or hearing impairments, diabetes, brain injuries, neurological disorders, learning differences and cognitive dysfunctions, among others.

Who we are

A profile of our senior management & directors

Our Statutory Directors are those who sit on the Board of Yorkshire Water Services Limited. We have three executive directors who work full-time in our business, four independent non-executive directors and three investor non-executive directors, as well as an independent non-executive chairman. The non-executive directors and chairman attend our Board meetings but do not work full-time in our business.

On the other hand, our Senior Managers are usually Heads of Departments or Functions, as well as Managers who have accountability for specific company-wide activities e.g. Risk, Regulatory or Legal. This group also contains members of the executive leadership team, who, although having the job title of director, may not be on the board as statutory directors.

By gender

	2017/2018		2018/2019[1]			2019/2020[2]		
	Male	Female	Male	Female	**No. of colleagues**	Male	Female	**No. of colleagues**
Statutory Directors	50.0%	50.0%	72.7%	27.2%	**11**	81.8%	18.2%	**11**
Senior Managers	75.0%	25.0%	70.5%	29.4%	**34**	65.9%	34.1%	**41**

By ethnicity

2017/2018			
	White	BAME	Not disclosed
Statutory Directors	33.3%	0.0%	66.7%
Senior Managers	79.2%	8.3%	12.5%

2018/2019			
	White	BAME	Not disclosed	**No. of colleagues**
Statutory Directors	45.5%	0.0%	54.5%	**11**
Senior Managers	67.6%	8.8. %	23.5%	**34**

2019/2020			
	White	BAME	Not disclosed	**No. of colleagues**
Statutory Directors	45.5%	0.0%	54.5%	**11**
Senior Managers	65.9%	7.3%	26.8%	**41**

[1] All 2018/19 disclosure data presented in this document covers the period of 01.04.2018 - 31.03.2019 unless otherwise stated.
[2] All 2019/20 disclosure data presented in this document covers the period of 01.04.2019 - 31.03.2020 unless otherwise stated.

By age

2017/2018						
	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%

2018/2019							
	16–25	**26–35**	**36–45**	**46–55**	**56–65**	**66–75**	**No. of colleagues**
Statutory Directors	0.0%	0.0%	18.2%	36.4%	45.5%	0.0%	**11**
Senior Managers	0.0%	0.0%	35.3%	58.8%	5.9%	0.0%	**34**

2019/2020							
	16–25	**26–35**	**36–45**	**46–55**	**56–65**	**66–75**	**No. of colleagues**
Statutory Directors	0.0%	0.0%	18.2%	27.3%	54.5%	0.0%	**11**
Senior Managers	0.0%	4.9%	39.0%	43.9%	12.2%	0.0%	**41**

An overall profile of our workforce

The Kelda Group is the parent company of Yorkshire Water. Other businesses in the group include Loop and Keyland, as well as KWS and Three Sixty prior to their sale.

Overall age

2017/2018							
	16–25	26–35	36–45	46–55	56–65	66–75	No. of colleagues
Kelda[1], Keyland[2], KWS[3] & Three Sixty[4]	2.9%	24.6%	30.4%	27.5%	13.6%	0.9%	**345**
Loop[5]	12.4%	34.3%	23.9%	18.7%	9.7%	1.0%	**715**
Yorkshire Water[6]	7.1%	25.3%	24.8%	27.0%	15.2%	0.6%	**2741**
Overall	**7.7%**	**26.9%**	**25.1%**	**25.5%**	**14.0%**	**0.7%**	**3801**

2018/2019							
	16–25	26–35	36–45	46–55	56–65	66–75	No. of colleagues
Kelda[1], Keyland[2], KWS[3] & Three Sixty[4]	6.9%	28.0%	30.7%	22.6%	11.5%	0.4%	**261**
Loop[5]	13.2%	32.8%	23.5%	19.7%	9.9%	0.9%	**665**
Yorkshire Water[6]	9.0%	27.9%	22.7%	25.4%	14.5%	0.6%	**3076**
Overall	**9.5%**	**28.7%**	**23.3%**	**24.2%**	**13.5%**	**0.6%**	**4002**

[1] Kelda Group plc, previously named Yorkshire Water plc, was originally formed following water company privatisations in 1989. The Kelda Group provides water and sewerage services to domestic and business customers across Yorkshire. Kelda's subsidiaries are Keyland Developments Limited, Yorkshire Water and Loop Customer Management Ltd, as well as KWS and Three Sixty prior to their sell. The group's activities are primarily regulated by the Water Services Regulation Authority, Ofwat.

[2] Keyland Developments Limited (Keyland Developments) is responsible for managing, developing and disposing of the group's surplus property assets, either on its own or in partnership with outside organisations.

[3] Kelda Water Services Limited (KWS) – Following a strategic decision by the company's parent company to seek to dispose of the nonregulated businesses owned by the company, the sale of two KWS businesses was completed in December 2018.

[4] Three Sixty Water Limited (TSW) specialises in services to the non-household retail (NHHR) sector either by directly providing NHHR water and waste water services or providing support services to entities which in turn offer NHHR water and waste water services. As part of the group's strategy to focus on wholesale and household retail activities, the sale of the NHHR customer base to Business Stream (Scotland's largest non-domestic water supplier) was completed during 2019.

[5] Loop Customer Management Ltd specialises in delivering customer service support to Yorkshire Water that includes billing, debt recovery and incident management.

[6] Yorkshire Water is the principal UK subsidiary of the group, providing water and wastewater services to more than five million people and 140,000 businesses. Every day, Yorkshire Water supplies around 1.3 billion litres of drinking water to homes and businesses in Yorkshire. Through the efficient operation of its extensive wastewater network and treatment facilities, it also ensures that the region's domestic and industrial waste is returned safely to the environment.

2019/2020							
	16–25	26–35	36–45	46–55	56–65	66–75	No. of colleagues
Kelda[1], Keyland[2], KWS[3] & Three Sixty[4]	9.0%	25.3%	29.4%	25.3%	10.9%	0.0%	**221**
Loop[5]	10.0%	30.4%	26.0%	20.6%	12.4%	0.6%	**651**
Yorkshire Water[6]	7.4%	28.2%	23.7%	23.9%	15.8%	1.0%	**3514**
Overall	**7.8%**	**28.4%**	**24.4%**	**23.5%**	**15.0%**	**0.9%**	**4386**

[1] Kelda Group plc, previously named Yorkshire Water plc, was originally formed following water company privatisations in 1989. The Kelda Group provides water and sewerage services to domestic and business customers across Yorkshire. Kelda's subsidiaries are Keyland Developments Limited, Yorkshire Water and Loop Customer Management Ltd, as well as KWS and Three Sixty prior to their sell. The group's activities are primarily regulated by the Water Services Regulation Authority, Ofwat.

[2] Keyland Developments Limited (Keyland Developments) is responsible for managing, developing and disposing of the group's surplus property assets, either on its own or in partnership with outside organisations.

[3] Kelda Water Services Limited (KWS) – Following a strategic decision by the company's parent company to seek to dispose of the nonregulated businesses owned by the company, the sale of two KWS businesses was completed in December 2018.

[4] Three Sixty Water Limited (TSW) specialises in services to the non-household retail (NHHR) sector either by directly providing NHHR water and waste water services or providing support services to entities which in turn offer NHHR water and waste water services. As part of the group's strategy to focus on wholesale and household retail activities, the sale of the NHHR customer base to Business Stream (Scotland's largest non-domestic water supplier) was completed during 2019.

[5] Loop Customer Management Ltd specialises in delivering customer service support to Yorkshire Water that includes billing, debt recovery and incident management.

[6] Yorkshire Water is the principal UK subsidiary of the group, providing water and wastewater services to more than five million people and 140,000 businesses. Every day, Yorkshire Water supplies around 1.3 billion litres of drinking water to homes and businesses in Yorkshire. Through the efficient operation of its extensive wastewater network and treatment facilities, it also ensures that the region's domestic and industrial waste is returned safely to the environment.

Profile by gender

Overall gender

	2017/2018			2018/2019			2019/2020		
	Female	Male	No. of colleagues	Female	Male	No. of colleagues	Female	Male	No. of colleagues
Kelda, Keyland, KWS & Three Sixty	31.3%	68.7%	**345**	48.7%	51.3%	**261**	56.1%	43.9%	**221**
Loop	67.7%	32.3%	**715**	68.1%	31.9%	**665**	69.1%	30.9%	**651**
Yorkshire Water	24.1%	75.9%	**2741**	23.3%	76.6%	**3076**	23.2%	76.8%	**3514**
Overall	**32.9%**	**67.1%**	**3801**	**32.4%**	**67.6%**	**4002**	**31.6%**	**68.4%**	**4386**

Gender by salary band

	2017/2018		2018/2019			2019/2020		
	Female	Male	Female	Male	No. of colleagues	Female	Male	No. of colleagues
Band 1	25.0%	75.0%	33.3%	66.7%	**12**	36.4%	63.3%	**11**
Band 2	24.1%	75.9%	28.0%	72.0%	**25**	30.3%	69.7%	**33**
Band 3	3A/27.8% 3B/32.9%*	3A/72.2% 3B/67.1%	31.8%	68.2%	**403**	32.8%	67.2%	**409**
Band 4	33.2%	66.8%	33.7%	66.3%	**991**	34.3%	65.7%	**1056**
Band 5	25.0%	75.0%	23.5%	76.5%	**1437**	22.6%	77.4%	**1729**
Band 6	43.9%	56.1%	42.8%	57.2%	**1134**	42.5%	57.5%	**1148**
Grand total	**32.9%**	**67.1%**	**32.4%**	**67.6%**	**4002**	**31.6%**	**68.4%**	**4386**

*Our previously published report referenced sub-bands 3A and 3B. In order to ensure consistency with other broader bands within the business, from this report onwards bands 3A and 3B will be reported together as band 3.

Gender by business area

	2017/2018	
	Female	Male
Asset Management	31.0%	69.0%
Business Support Group	33.3%	66.7%
Communications	52.4%	47.6%
Finance & Reg (Kelda)	56.2%	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 Development 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%
Grand total	**32.9%**	**67.1%**

*The category "Service Delivery" was split into "Water Service Delivery" and "Waste Water Service Delivery" after 2017.

	2018/2019		
	Female	Male	**No. of colleagues**
Asset Management	31.7%	68.3%	**461**
Business Retail	0.0%	100.0%	**1**
Business Support Group*	34.8%	65.2%	**353**
Communications	52.2%	47.8%	**23**
Finance & Reg (Kelda)	56.2%	43.8%	**89**
Finance & Reg (YW)	49.1%	50.9%	**57**
Human Resources	83.3%	16.7%	**48**
Kelda	64.7%	35.3%	**17**
Kelda Occ. Health & Safety	48.1%	51.9%	**27**
Keyland Development Ltd	40.0%	60.0%	**5**
KWS (Grampian)	6.8%	93.2%	**44**
Legal Services	68.8%	31.2%	**16**
Loop – Customer Operations	68.1%	31.9%	**665**
Three Sixty Water Ltd	57.5%	42.5%	**106**
Waste Water Service Delivery	8.5%	91.5%	**869**
Water Service Delivery	22.0%	78.0%	**1221**
Grand total	**32.4%**	**67.6%**	**4002**

*The category "Business Support Group" from 2017 & 2018 turned into different business units in 2019.

	2019/2020		
	Female	Male	**No. of colleagues**
Asset Management	32.4%	67.6%	**479**
Business Design & Improvement	42.3%	57.7%	**26**
Corporate Affairs	53.8%	46.2%	**13**
Customer Experience	63.5%	36.5%	**263**
Finance	56.4%	43.6%	**78**
Human Resources	81.3%	18.8%	**48**
IT	23.2%	76.8%	**220**
Kelda	88.2%	11.8%	**17**
Kelda Occ. Health & Safety	40.7%	59.3%	**27**
Kelda Transport	0.0%	100.0%	**4**
Keyland Development Ltd	50.0%	50.0%	**6**
Loop Billing & Collections	75.5%	24.5%	**229**
Loop Customer Services	67.5%	32.5%	**406**
Loop Integration & Improvement	20.0%	80.0%	**15**
Loop Management	0.0%	100.0%	**1**
Procurement & Contracting	61.2%	38.8%	**121**
Regulation	58.3%	41.7%	**60**
Strategy	62.5%	37.5%	**16**
Strategy & Regulation	0.0%	100.0%	**1**
Three Sixty	53.4%	46.6%	**116**
Waste Water Service Delivery	9.2%	90.8%	**1128**
Water Service Delivery	13.5%	86.5%	**1112**
Grand total	**31.6%**	**68.4%**	**4386**

Rate of return from maternity leave

2017/2018	2018/2019		2019/2020	
Rate of return	Rate of return	**Total on maternity leave**	Rate of return	**Total on maternity leave**
83.3%	92.6%	**95**	98.1%	**54**

Full time/part time

	2017/2018		2018/2019			2019/2020		
	Female	Male	Female	Male	**No. of colleagues**	Female	Male	**No. of colleagues**
Full time	26.3%	73.7%	25.4%	74.6%	**3507**	25.3%	74.7%	**3875**
Part time	80.3%	19.7%	81.6%	18.4%	**495**	80.0%	20.0%	**511**

Promotion rates*

	2017/2018		2018/2019				2019/2020			
	Female	Male	Female	Male	**No. of females**	**No. of males**	Female	Male	**No. of females**	**No. of males**
Non-man-agement to Management	11%	23%	5.2%	4.5%	**289**	**573**	3.7%	3.5%	**299**	**599**
Management to Senior Management	4%	7%	6.7%	6.6%	**75**	**152**	9.2%	3.5%	**87**	**173**

*Promotion rates are calculated on the basis of how many females/males were on the lower band at the start of the year and how many of said females/males rose to the next band before end of the financial year.

Gender pay gap[1]

All pay gap calculations are based on the employee data as at 5th April of each of the year included in the report. The gender pay gap regulations definition of ordinary pay is used to determine the hourly rate of pay for all full pay employees included in our calculations.

Gross amounts are used for the calculations, after any salary sacrifice arrangements. Employees on sick leave, maternity leave and paternity leave who have not received 100% of their usual salary in the relevant pay period have been excluded from the pay calculations but included in the bonus pay calculations. Additionally, employees who joined the group after the start of the relevant pay period and those who left the group before the end of the relevant pay period, have been excluded from the ordinary pay[2] calculations.

Kelda Group's overall gender pay gap – hourly rate of pay

2018[3]	% of total	Mean pay	Median pay
Employees	100	£17.85	£16.89
Male employees	68.3	£18.74	£17.87
Female employees	31.7	£15.93	£14.25
Ordinary pay gap		**15.0%**	**20.3%**

2019[4]	% of total	Mean pay	Median pay
Employees	100	£17.02	£15.55
Male employees	69.3	£17.60	£16.27
Female employees	30.7	£15.70	£13.75
Ordinary pay gap		**10.8%**	**15.5%**

2020[5]	% of total	Mean pay	Median pay
Employees	100	£17.04	£15.29
Male employees	69.0	£17.51	£15.93
Female employees	31.0	£16.01	£13.70
Ordinary pay gap		**8.5%**	**14.0%**

[1] You can find our detailed pay gap reports at: yorkshirewater.com/careers/working-for-yorkshire-water/diversity-inclusion/ [2] 'Ordinary pay' is the remuneration relating to basic pay, eligible allowances, pay for piecework, pay for leave and/or shift premium pay. Ordinary pay does not include overtime payments, benefits in kind or securities, and/or any bonuses paid in the relevant pay period pro-rated in relation to the period they relate to. [3] 2018 numbers have been calculated based on employee data at 5 April 2018. [4] 2019 numbers have been calculated based on employee data at 5 April 2019. [5] 2020 numbers have been calculated based on employee data at 5 April 2020.

Kelda Group's overall gender pay gap – bonus pay

2018			
	% of gender	Mean bonus	Median bonus
Employees	**N/A**	£1,957.39	£835.00
Male employees	**86.2**	£2,077.66	£870.00
Female employees	**85.4**	£1,707.33	£750.00
Ordinary pay gap		**17.8%**	**13.8%**

2019			
	% of gender	Mean bonus	Median bonus
Employees	**N/A**	£1,317.75	£760.00
Male employees	**87.4**	£1,409.70	£760.00
Female employees	**88.3**	£1,128.85	£670.00
Ordinary pay gap		**19.9%**	**15.5%**

2020			
	% of gender	Mean bonus	Median bonus
Employees	**N/A**	£1,344.08	£618.00
Male employees	**92.6**	£1,279.84	£618.00
Female employees	**91.1**	£1,485.29	£660.80
Ordinary pay gap		**−16.1%**	**−6.9%**

Overall gender pay gap – pay quartiles

2018				
Pay quartile	Minimum hourly rate	Maximum hourly rate	% male employees	% female employees
Lower	£6.93	£13.15	48.1	51.9
Lower middle	£13.15	£16.89	71.4	29.6
Upper middle	£16.89	£21.19	75.5	24.5
Upper	£21.19	£199.96	79.2	20.8

2019				
Pay quartile	Minimum hourly rate	Maximum hourly rate	% male employees	% female employees
Lower	£7.18	£11.96	56.1	43.9
Lower middle	£11.96	£15.54	69.2	30.8
Upper middle	£15.56	£20.13	75.3	24.7
Upper	£20.13	£206.13	76.6	23.4

2020				
Pay quartile	Minimum hourly rate	Maximum hourly rate	% male employees	% female employees
Lower	£5.85	£12.19	55.5	44.5
Lower middle	£12.19	£15.29	71.1	28.9
Upper middle	£15.29	£19.92	75.2	24.8
Upper	£19.92	£256.22	74.4	25.6

Yorkshire Water's gender pay gap – hourly rate of pay

2018			
	% of total	Mean pay	Median pay
Employees	**100**	£18.76	£18.07
Male employees	**76.6**	£18.97	£18.29
Female employees	**23.4**	£18.07	£17.15
Ordinary pay gap		**4.7%**	**6.2%**

2019			
	% of total	Mean pay	Median pay
Employees	**100**	£17.64	£16.40
Male employees	**77.5**	£17.70	£16.40
Female employees	**22.5**	£17.44	£16.39
Ordinary pay gap		**1.5%**	**0.1%**

2020			
	% of total	Mean pay	Median pay
Employees	**100**	£17.75	£16.31
Male employees	**77.0**	£17.73	£16.29
Female employees	**23.0**	£17.81	£16.34
Ordinary pay gap		**−0.5%**	**−0.3%**

Yorkshire Water's gender pay gap – bonus pay

2018	% 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
Ordinary pay gap		**−2.8%**	**0.0%**

2019	% of gender	Mean bonus	Median bonus
Employees	N/A	£1,228.35	£760.00
Male employees	88.3	£1,268.79	£760.00
Female employees	89.8	£1,095.95	£716.75
Ordinary pay gap		**13.6%**	**5.7%**

2020	% of gender	Mean bonus	Median bonus
Employees	N/A	£1,216.95	£618.00
Male employees	93.5	£1,199.60	£618.00
Female employees	91.2	£1,275.70	£618.00
Ordinary pay gap		**−6.3%**	**0.0%**

Yorkshire Water's gender pay gap – pay quartiles

2018				
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

2019				
Pay quartile	Minimum hourly rate	Maximum hourly rate	% male employees	% female employees
Lower	£7.62	£13.01	77.6	22.4
Lower middle	£13.02	£16.40	77.2	22.8
Upper middle	£16.40	£20.69	76.7	23.3
Upper	£20.71	£118.09	78.5	21.5

2020				
Pay quartile	Minimum hourly rate	Maximum hourly rate	% male employees	% female employees
Lower	£5.85	£13.10	74.0	26.0
Lower middle	£13.10	£16.30	80.5	19.5
Upper middle	£16.31	£20.60	77.3	22.7
Upper	£20.60	£232.95	76.2	23.8

Loop's gender pay gap – hourly rate of pay

2018			
	% of total	Mean pay	Median pay
Employees	**100**	£11.46	£10.74
Male employees	**31.9**	£11.97	£10.71
Female employees	**68.1**	£11.23	£10.81
Ordinary pay gap		**6.2%**	**−0.9%**

2019			
	% of total	Mean pay	Median pay
Employees	**100**	£11.47	£10.42
Male employees	**30.9**	£12.07	£10.19
Female employees	**69.1**	£11.21	£10.44
Ordinary pay gap		**7.1%**	**−2.5%**

2020			
	% of total	Mean pay	Median pay
Employees	**100**	£11.67	£10.59
Male employees	**31.7**	£12.17	£10.50
Female employees	**68.3**	£11.44	£10.63
Ordinary pay gap		**6.0%**	**−1.3%**

Loop's gender pay gap – bonus pay

2018	% 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
Ordinary pay gap		**42.9%**	**9.0%**

2019	% of gender	Mean bonus	Median bonus
Employees	N/A	£744.06	£696.00
Male employees	79.7	£931.28	£760.00
Female employees	87.3	£664.96	£653.33
Ordinary pay gap		**28.6%**	**14.0%**

2020	% of gender	Mean bonus	Median bonus
Employees	N/A	£794.16	£689.19
Male employees	88.6	£1,101.57	£740.00
Female employees	90.8	£658.63	£660.40
Ordinary pay gap		**40.20%**	**10.80%**

Loop's gender pay gap – pay quartiles

2018				
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**

2019				
Pay quartile	Minimum hourly rate	Maximum hourly rate	**% male employees**	**% female employees**
Lower	£7.18	£9.43	**33.3**	**66.7**
Lower middle	£9.44	£10.42	**31.8**	**68.2**
Upper middle	£10.42	£12.14	**22.7**	**77.3**
Upper	£12.15	£46.85	**35.7**	**64.3**

2020				
Pay quartile	Minimum hourly rate	Maximum hourly rate	**% male employees**	**% female employees**
Lower	£8.74	£9.71	**36.7**	**63.3**
Lower middle	£9.72	£10.59	**29.3**	**70.7**
Upper middle	£10.60	£12.23	**25.3**	**74.7**
Upper	£12.24	£48.95	**35.3**	**64.7**

How it compares

Pay gap 2018 vs 2019 vs 2020

	2018		2019		2020	
	Mean pay gap	Median pay gap	Mean pay gap	Median pay gap	Mean pay gap	Median pay gap
Kelda Group[1]	14.7%	19.6%	10.8%	15.5%	8.5%	14.0%
Yorkshire Water	4.7%	6.2%	1.5%	0.1%	-0.5%	-0.3%
Loop	6.2%	-0.9%	7.1%	-2.5%	6.0%	-1.3%

Bonus gap 2018 vs 2019 vs 2020

	2018		2019		2020	
	Mean bonus pay gap	Median bonus pay gap	Mean bonus pay gap	Median bonus pay gap	Mean bonus pay gap	Median bonus pay gap
Kelda Group	17.8%	13.8%	19.9%	11.8%	-16.1%	-6.9%
Yorkshire Water	-2.8%	0.0%	13.6%	5.7%	-6.3%	0.0%
Loop	42.9%	9.0%	28.6%	14.0%	40.2%	10.8%

[1] Consolidated results for all employees in Kelda Group including YW, Loop, Three Sixty, Keyland and Kelda.

Our work to improve our diversity

Women in Leadership Programme

To begin addressing the under representation from a gender perspective within management roles, we have run a Women's Leadership Programme since 2016 that has had great results for the cohorts involved in terms of their career opportunities, networking and mentoring others within the business. At least 60% The women who have participated in the programme have either moved up from their previous roles or sideways into a different career within the business and have also got more involved in activities that support the company's aims. For example, supporting STEM activity in schools. Below you can read participant experiences straight from the source.

Clare Beasant

Yorkshire Water is full of Clare Beasant opportunities if you tune yourself in to look for them. For a fairly shy and quiet person it took me a while to realise this, but once you start you see them all over the place and it was the Women in Leadership Programme that really opened up my eyes to this. I was actually nominating a colleague but was curious to know what it was all about. I asked and it happened – I think that was a big turning point for me! Going through the programme I often wondered where it was going or whether it would change anything. It wasn't until quite near the end that everything sort of clicked together and I began to see the benefits. The sessions covered a vast array of topics, from personal brand and goal identification, to values and communication, and were a really safe space to take yourself out of the everyday and think about what you wanted both now and in the future. It has given me a confidence I didn't know I had and the knowledge that it's never the end, that there's always more to come. The most important thing for me, was the network of wonderful colleagues I met through the programme that, years on, I'm still in touch with and who I feel completely comfortable confiding in and asking for help from – something I have worked hard to get over!

Yorkshire Water have a dedicated Diversity & Inclusion Programme that aims to give as many colleagues as possible a voice, importantly, part of business as usual. I wonder how far we have to go sometimes. As in many companies, progressive examples of diversity live side by side with examples where it's not quite yet landed, but that the Women in Leadership Programme is still continuing, even in the strange times of Covid-19, shows a commitment to positive change. I am lucky to work in a pretty gender diverse area of the business, so it feels normal. Going on the programme highlighted that this wasn't necessarily the case across the business and emphasised why it was important. I wholeheartedly believe that the programme has, and continues to, empower colleagues who maybe would have otherwise stayed in the shadows to come forward and make their mark and that, essentially, is the sign of a successful programme.

Lisa Radcliffe

I was part of the second cohort of Forward Ladies, this programme came just at the right time in my career, I had returned to work full time after 10 years of part time working to balance my childcare needs. The Programme provided a platform to network across the company, which is something I hadn't experience for some time, meeting like-minded women some with similar backgrounds and others with vastly different backgrounds. To this day, I meet with members of my cohort, we coach and mentor each other if needed and keep everyone up to speed with our areas of the business. The programme has also taught me that I'm not an imposter and have a view and a voice just like anyone else in the company, it also helped build my confidence and provided a route to a management role after many years at Yorkshire Water. I now help recruit and interview for the WL Programme, which I enjoy immensely seeing the potential in others and helping shape the next Women in Leadership.

Diversity & Inclusion is now at the heart of all we do at Yorkshire Water, this is so refreshing for our workforce as it is now celebrated and recognised, as it should be. I am one of the Gender Leads, so I'm heavily involved in how we embed Diversity & Inclusion into our work culture. As a group of streams (Gender, LGBTQ+, Disability, Ethnicity) we work together to spread the messages, offering regular events to raise the Diversity & Inclusion platform across the company. We are also tackling miscommunication, breaking down barriers and encouraging a diverse membership in all our streams. Via the Diversity Report, we now have a voice and proof that Diversity & Inclusion is starting to embed across the company, with set targets which are exceeding in many areas on an annual basis. By giving our colleagues a chance to have different opinions, thoughts, beliefs, customs, values, trends and traditions we are making the company a great place to work.

Catherine Wellham

After facing a few tough years at Yorkshire Water, I began to lose confidence at work and withdraw from activities in my personal life. Anxiety took over every aspect of my being and I would constantly overthink. When I saw the Women in Leadership course, I thought it would be good opportunity to explore/resolve my struggles and try to feel empowered again. On the first day it was quite clear to me that this was an open and safe environment in which I could share my experiences with like-minded women. I came to find that everyone had their own stories and they all related in some way to imposter syndrome; simply feeling like we weren't smart or knowledgeable enough to carry out our roles.

After working through the group exercises, listening to guest speakers, being encouraged to speak freely and reflect, I started to develop a new sense of security in myself. It was like seeing an old friend after many years. As the course progressed, this newfound confidence allowed me to network with leaders inside and outside the business and share with them my career goals and aspirations. It was an enlightening moment to realise I could initiate these experiences for myself whilst also being true to who I am. I am now paying it forward by mentoring other women in the business and my friends and family, so that they can also take their best selves to work and/or manifest new opportunities. Within four months of completing the course, I applied for a new role within Yorkshire Water and I am pleased to say I was successful.

Profile by ethnicity

Overall ethnicity

	2017/2018		
	BAME	White	Not disclosed
Kelda, Keyland, KWS & Three Sixty	4.6%	76.8%	18.6%
Loop	25.2%	65.5%	9.4%
Yorkshire Water	5.1%	80.7%	14.2%
Overall	**8.8%**	**77.5%**	**13.7%**

	2018/2019			
	BAME	White	Not disclosed	**No. of colleagues**
Kelda, Keyland, KWS & Three Sixty	11.5%	67.4%	21.1%	**261**
Loop	28.0%	63.9%	8.1%	**665**
Yorkshire Water	5.0%	79.1%	15.9%	**3076**
Overall	**9.2%**	**75.8%**	**14.9%**	**4002**

	2019/2020			
	BAME	White	Not disclosed	**No. of colleagues**
Kelda, Keyland, KWS & Three Sixty	11.8%	57.9%	30.3%	**221**
Loop	25.2%	61.8%	13.1%	**651**
Yorkshire Water	5.0%	72.3%	22.7%	**3514**
Overall	**8.3%**	**70.0%**	**21.7%**	**4386**

Ethnicity by salary band

	2017/2018		
	BAME	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%
Grand total	**8.8%**	**77.5%**	**13.7%**

	2018/2019			
	BAME	White	Not disclosed	**No. of colleagues**
Band 1	16.7%	50.0%	33.3%	**12**
Band 2	4.0%	72.0%	24.0%	**25**
Band 3	4.2%	84.6%	11.2%	**403**
Band 4	6.2%	81.1%	12.7%	**991**
Band 5	6.3%	74.9%	18.8%	**1437**
Band 6	17.4%	69.7%	13.0%	**1134**
Grand total	**9.2%**	**75.8%**	**14.9%**	**4002**

	2019/2020			
	BAME	White	Not disclosed	**No. of colleagues**
Band 1	18.2%	36.4%	45.5%	**11**
Band 2	3.0%	75.8%	21.2%	**33**
Band 3	5.6%	83.1%	11.2%	**409**
Band 4	6.7%	77.6%	15.7%	**1056**
Band 5	5.6%	66.6%	27.8%	**1729**
Band 6	15.0%	63.7%	21.3%	**1148**
Grand total	**8.3%**	**70.0%**	**21.7%**	**4386**

Ethnicity by business area

	2017/2018		
	BAME	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 Development 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%
Grand total	**8.8%**	**77.5%**	**13.7%**

	2018/2019			
	BAME	White	Not disclosed	**No. of colleagues**
Asset Management	4.1%	83.3%	12.6%	**461**
Business Retail	100.0%	0.0%	0.0%	**1**
Business Support Group	11.6%	74.8%	13.6%	**353**
Communications	0.0%	87.0%	13.0%	**23**
Finance & Reg (Kelda)	10.1%	62.9%	27.0%	**89**
Finance & Reg (YW)	8.8%	82.5%	8.8%	**57**
Human Resources	10.4%	70.8%	18.8%	**48**
Kelda	5.9%	64.7%	29.4%	**17**
Kelda Occ. Health & Safety	3.7%	59.3%	37.0%	**27**
Keyland Development Ltd	0.0%	40.0%	60.0%	**5**
KWS (Grampian)	2.3%	81.8%	15.9%	**44**
Legal Services	12.5%	68.8%	18.8%	**16**
Loop – Customer Operations	28.0 %	63.9%	8.1%	**665**
Three Sixty Water Ltd	17.9%	67.0%	15.1%	**106**
Waste Water Service Delivery	2.4%	81.5%	16.1%	**869**
Water Service Delivery	4.8%	77.8%	17.4%	**1221**
Grand total	**9.2%**	**75.8%**	**14.9%**	**4002**

	2019/2020			
	BAME	White	Not disclosed	No. of colleagues
Asset Management	4.6%	81.4%	14.0%	479
Business Design & Improvement	0.0%	84.6%	15.4%	26
Corporate Affairs	0.0%	61.5%	38.5%	13
Customer Experience	11.8%	76.0%	12.2%	263
Finance	9.0%	65.4%	25.6%	78
Human Resources	10.4%	66.7%	22.9%	48
IT	15.0%	67.3%	17.7%	220
Kelda	5.9%	41.2%	52.9%	17
Kelda Occ. Health & Safety	3.7%	66.7%	29.6%	27
Kelda Transport	0.0%	50.0%	50.0%	4
Keyland Development Ltd	0.0%	50.0%	50.0%	6
Loop Billing & Collections	14.0%	79.5%	6.6%	229
Loop Customer Services	31.8%	51.2%	17.0%	406
Loop Integration & Improvement	20.0%	73.3%	6.7%	15
Loop Management	0.0%	100.0%	0.0%	1
Procurement & Contracting	11.6%	69.4%	19.0%	121
Regulation	10.0%	78.3%	11.7%	60
Strategy	6.3%	87.5%	6.3%	16
Strategy & Regulation	0.0%	0.0%	100.0%	1
Three Sixty	15.5%	56.0%	28.4%	116
Waste Water Service Delivery	2.1%	66.1%	31.7%	1128
Water Service Delivery	3.5%	74.7%	21.8%	1112
Grand total	**8.3%**	**70.0%**	**21.7%**	**4386**

Full time/Part time

2017/2018			
	BAME	White	Not disclosed
Full time	7.7%	78.0%	14.3%
Part time	16.7%	73.5%	9.8%

2018/2019			
	BAME	White	Not disclosed	No. of colleagues
Full time	8.0%	76.3%	15.7%	3507
Part time	18.2%	72.3%	9.5%	495

2019/2020			
	BAME	White	Not disclosed	No. of colleagues
Full time	7.0%	69.8%	23.2%	3875
Part time	18.2%	71.8%	10.0%	511

Promotion rates[1]

	2017/2018		
	BAME	White	Not 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%

	2018/2019			
	BAME	White	Not disclosed	**No. of colleagues**
Band 2	0.0%	100.0%	0.0%	**2**
Band 3	0.0%	0.0%	100.0%	**1**
Band 4	2.4%	80.5%	17.1%	**41**
Band 5	4.1%	79.7%	16.2%	**74**
Band 6	5.3%	75.4%	19.3%	**57**

	2019/2020			
	BAME	White	Not disclosed	**No. of colleagues**
Band 2	0.0%	0.0%	0.0%	**0**
Band 3	0.0%	75.0%	25.0%	**4**
Band 4	15.6%	75.0%	9.4%	**32**
Band 5	11.5%	74.4%	14.1%	**78**
Band 6	3.8%	81.0%	15.2%	**105**

[1] Promotion rates are calculated on the basis of how many BAME colleagues were on the lower band at the start of the year and how many of said colleagues rose to the next band before end of the financial year.

Ethnicity pay gap[1]

All pay gap calculations are based on the employee data as at 5th April of each of the year included in the report. Employees who have chosen 'Other' category are not included for the purpose of these calculations as it does not give an accurate representation. Similarly, the employees who have not disclosed their ethnicity are also not included in the calculations.

Kelda Group's ethnicity pay gap

2018	% of total	Mean pay[2]	Median pay[3]
Employees	100	£17.75	£16.89
White employees	90.9	£18.05	£17.12
BAME employees	9.1	£14.67	£12.54
General pay gap		**18.7%**	**26.7%**

2019	% of total	Mean pay	Median pay
Employees	100	£16.93	£15.66
White employees	90.4	£17.19	£16.01
BAME employees	9.6	£14.47	£11.71
General pay gap		**15.9%**	**26.9%**

2020	% of total	Mean pay	Median pay
Employees	100	£17.17	£15.51
White employees	89.9	£17.36	£15.90
BAME employees	10.1	£15.48	£12.27
General pay gap		**10.8%**	**22.8%**

[1] 'Ordinary pay' is the remuneration relating to basic pay, eligible allowances, pay for piecework, pay for leave and/or shift premium pay. Ordinary pay does not include overtime payments, benefits in kind or securities. [2] Mean General Pay Gap is the difference in mean pay between white employees and Black, Asian and minority ethnic ('BAME') employees combined (based on the gross hourly pay rate for all employees). [3] Median General Pay Gap is the difference in median pay between white employees and BAME employees combined (based on the gross hourly pay rate for all employees).

Kelda Group's detailed ethnicity pay gap

2018	% of total	Mean pay	Median pay	Ordinary pay gap (mean)	Ordinary pay gap (median)
Asian British	**2.0**	£12.55	£10.44	30.5%	39.0%
Bangladeshi	**0.3**	£12.45	£12.02	31.1%	29.8%
Black British	**0.3**	£15.01	£13.18	16.9%	23.0%
Black Other	**0.0**	£22.49	£22.49	-24.6%	-31.4%
Black African	**0.2**	£14.72	£15.24	18.5%	11.0%
Black Caribbean	**0.2**	£19.22	£19.91	-6.4%	-16.3%
Indian	**1.6**	£16.53	£15.91	8.4%	7.1%
Mixed	**1.0**	£17.39	£14.55	3.7%	15.0%
Pakistani	**3.4**	£13.98	£11.96	22.6%	30.1%

2019	% of total	Mean pay	Median pay	Ordinary pay gap (mean)	Ordinary pay gap (median)
Asian British	**2.5**	£12.38	£10.25	28.0%	36.0%
Bangladeshi	**0.2**	£10.95	£10.48	36.3%	34.6%
Black British	**0.2**	£13.54	£12.46	21.2%	22.2%
Black Other	**0.0**	£21.35	£21.35	-24.2%	-33.3%
Black African	**0.2**	£14.11	£12.86	17.9%	19.7%
Black Caribbean	**0.1**	£17.86	£17.61	-3.7%	-10.0%
Indian	**1.2**	£16.73	£14.19	2.7%	11.4%
Mixed	**1.2**	£20.44	£12.51	-18.9%	21.9%
Pakistani	**3.8**	£13.45	£11.79	21.8%	26.4%

2020				
% of total	Mean pay	Median pay	Ordinary pay gap (mean)	Ordinary pay gap (median)
Asian British	**2.4**	£13.37	£11.25	23.0%	29.2%
Bangladeshi	**0.3**	£11.10	£10.71	36.0%	32.7%
Black British	**0.2**	£13.82	£11.73	20.4%	26.3%
Black Other	**0.1**	£17.25	£17.25	0.6%	-8.5%
Black African	**0.3**	£14.25	£13.22	17.9%	16.9%
Black Caribbean	**0.2**	£18.52	£18.92	-6.7%	-19.0%
Indian	**1.4**	£16.87	£15.30	2.8%	3.8%
Mixed	**1.3**	£21.74	£13.33	-25.3%	16.2%
Pakistani	**4.0**	£14.50	£12.04	16.4%	24.3%

Yorkshire Water's ethnicity pay gap

2018	% of total	Mean pay	Median pay
Employees	100	£18.75	£18.10
White employees	94.4	£18.78	£18.21
BAME employees	5.6	£18.22	£17.10
General pay gap		**3.0%**	**6.1%**

2019	% of total	Mean pay	Median pay
Employees	100	£17.78	£16.65
White employees	94.4	£17.75	£16.72
BAME employees	5.6	£18.34	£15.09
General pay gap		**−3.3%**	**9.7%**

2020	% of total	Mean pay	Median pay
Employees	100	£18.08	£16.73
White employees	93.7	£17.99	£16.74
BAME employees	6.3	£19.56	£16.38
General pay gap		**−8.8%**	**2.1%**

Yorkshire Water's detailed ethnicity pay gap

2018	% of total	Mean pay	Median pay	Ordinary pay gap (mean)	Ordinary pay gap (median)
Asian British	1.0	£16.09	£15.33	14.30%	15.80%
Bangladeshi	0.1	£13.63	£13.43	27.40%	26.20%
Black British	0.3	£15.20	£12.67	19.10%	30.40%
Black Other	0.0	£22.49	£22.49	-19.80%	-23.50%
Black African	0.2	£14.63	£15.24	22.10%	16.30%
Black Caribbean	0.2	£22.72	£22.18	-21.00%	-21.80%
Indian	1.2	£19.99	£18.72	-6.50%	-2.80%
Mixed	1.0	£20.02	£16.35	-6.60%	10.20%
Pakistani	1.6	£17.79	£16.37	5.30%	10.10%

2019	% of total	Mean pay	Median pay	Ordinary pay gap (mean)	Ordinary pay gap (median)
Asian British	1.3	£15.64	£13.92	11.9%	16.8%
Bangladeshi	0.1	£12.46	£12.46	29.8%	25.5%
Black British	0.2	£14.15	£12.88	20.3%	23.0%
Black Other	0.0	£21.35	£21.35	-20.3%	-27.7%
Black African	0.2	£14.39	£15.16	18.9%	9.3%
Black Caribbean	0.1	£19.99	£22.30	-12.6%	-33.4%
Indian	0.9	£20.46	£18.25	-15.3%	-9.2%
Mixed	1.0	£25.61	£15.71	-44.3%	6.0%
Pakistani	1.7	£16.44	£14.42	7.4%	13.7%

2020					
	% of total	Mean pay	Median pay	Ordinary pay gap (mean)	Ordinary pay gap (median)
Asian British	**1.3**	£17.15	£15.94	4.7%	4.8%
Bangladeshi	**0.1**	£12.35	£12.35	31.4%	26.2%
Black British	**0.2**	£14.38	£12.10	20.1%	27.7%
Black Other	**0.1**	£17.25	£17.25	4.1%	-3.0%
Black African	**0.3**	£14.38	£12.83	20.1%	23.4%
Black Caribbean	**0.2**	£19.90	£19.87	-10.7%	-18.7%
Indian	**1.0**	£19.72	£18.67	-9.6%	-11.6%
Mixed	**1.3**	£25.54	£15.91	-42.0%	5.0%
Pakistani	**1.9**	£18.92	£16.54	-5.2%	1.2%

Loop's ethnicity pay gap

2018	% 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		**6.6%**	**5.9%**

2019	% of total	Mean pay	Median pay
Employees	100	£11.52	£10.48
White employees	71.0	£11.89	£10.95
BAME employees	29.0	£10.62	£9.78
General pay gap		**10.7%**	**10.7%**

2020	% of total	Mean pay	Median pay
Employees	100	£11.85	£10.79
White employees	72.0	£12.15	£11.19
BAME employees	28.0	£11.08	£10.20
General pay gap		**8.8%**	**8.8%**

Loop's detailed ethnicity pay gap

2018				
% 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%	-24.7%
Black Other	**0.0**	£0.00	£0.00	0.0%	0.0%
Black African	**0.0**	£0.00	£0.00	0.0%	0.0%
Black Caribbean	**0.4**	£10.45	£10.45	11.1%	4.8%
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%

2019				
% of total	Mean pay	Median pay	Ordinary pay gap (mean)	Ordinary pay gap (median)
Asian British	**7.7**	£9.42	£9.41	20.7%	14.1%
Bangladeshi	**1.0**	£10.55	£10.26	11.3%	6.3%
Black British	**0.2**	£9.89	£9.89	16.8%	9.7%
Black Other	**0.0**	£.0.00	£0.00	0.0%	0.0%
Black African	**0.0**	£0.00	£0.00	0.0%	0.0%
Black Caribbean	**0.2**	£11.37	£11.37	4.3%	-3.9%
Indian	**3.1**	£12.51	£11.52	-5.3%	-5.2%
Mixed	**2.3**	£9.43	£9.48	20.7%	13.4%
Pakistani	**14.4**	£11.04	£10.07	7.1%	8.0%

	2020				
	% of total	Mean pay	Median pay	Ordinary pay gap (mean)	Ordinary pay gap (median)
Asian British	**7.6**	£10.26	£9.99	15.6%	10.7%
Bangladeshi	**1.1**	£10.75	£10.46	11.5%	6.5%
Black British	**0.2**	£10.46	£10.46	13.9%	6.5%
Black Other	**0.0**	£0.00	£0.00	0.0%	0.0%
Black African	**0.0**	£0.00	£0.00	0.0%	0.0%
Black Caribbean	**0.2**	£11.60	£11.60	4.5%	-3.7%
Indian	**2.8**	£13.24	£12.10	-8.9%	-8.1%
Mixed	**1.9**	£9.73	£9.78	19.9%	12.5%
Pakistani	**14.2**	£11.29	£10.46	7.1%	6.5%

How it compares

Ethnicity pay gap 2018 vs 2019 vs 2020

	2018		2019		2020	
	Mean pay gap	Median pay gap	Mean pay gap	Median pay gap	Mean pay gap	Median pay gap
Kelda Group[1]	18.7%	26.7%	15.9%	26.9%	10.8%	22.8%
Yorkshire Water	3.0%	6.1%	-3.3%	9.7%	-8.8%	2.1%
Loop	6.6%	5.9%	10.7%	10.7%	8.8%	8.8%

[1] Consolidated results for all employees in Kelda Group including YW, Loop, Three Sixty, Keyland and Kelda.

Our work to improve our diversity

BAME Leadership Programme

This company initiative was started to increase BAME representation on managerial bands and support BAME colleagues with career progression. We are delighted to announce we have just completed the second cohort of the BAME Leadership Programme this year and the feedback so far from participating colleagues has been great and they cite an increase in confidence, awareness of opportunity and clarity on what it is they want to do in their careers. We have also planned a review of the outcomes in 6 months and then in a year to see the impact of the course on the trajectories of colleagues that attended. Below you can read some success stories from our programme participants.

Nahida Bi

I feel like I have come a long way since I went on the programme. I have rebuilt the confidence I lost a long time ago. It may not have been for a new job but more for my personal development, which will provide me with more opportunities. I have a passion for Diversity & Inclusion and that's the way forward for me in terms of my career. I will be organising an event for everyone to meet up and have a good catchup. I can't thank the programme enough. I found a new me.

Omair Khan

From my perspective the programme has given me the needed boost and push to go after my dream career. On many occasions people from BAME programmes think negatively of themselves and assume they don't fit into a specific banding within Yorkshire Water, or even if they achieve a good position they suffer badly with imposter syndrome, and I'll be honest I wasn't an exception to this. However, the course has helped me to become one with my background and use this to my advantage teaching others and making them feel at ease if they want to ask questions – but to never think I am disadvantaged in any way. Since joining the course, I have learnt more about my identity and how I co-ordinate myself and the persona I give off to people and luckily this has worked in my favour. In March 2020, I was successful in a role that is in the direction I want to go and has given me a much-needed banding boost to resurrect the confidence I was so eager to have. The course isn't the end for me, it's only the beginning and I hope to help many more people BAME or not to better themselves and go after what they want in life. Here's me in my hypothetical airport terminal ready to progress on and fly in my career.

Profile by disability

Overall disability

	2017/2018		
	Has a disability (or previously had one)	Not informed/unknown	**No. of colleagues**
Kelda, Keyland, KWS & Three Sixty	1.2%	98.8%	345
Loop	2.9%	97.1%	715
Yorkshire Water	1.1%	98.9%	2741
Overall	**1.5%**	**98.5%**	**3801**

	2018/2019		
	Has a disability (or previously had one)	Not informed/unknown	**No. of colleagues**
Kelda, Keyland, KWS & Three Sixty	0.8%	99.2%	261
Loop	3.2%	96.8%	665
Yorkshire Water	0.7%	99.3%	3076
Overall	**1.1%**	**98.9%**	**4002**

	2019/2020		
	Has a disability (or previously had one)	Not informed/unknown	**No. of colleagues**
Kelda, Keyland, KWS & Three Sixty	0.5%	99.5%	221
Loop	2.9%	97.1%	651
Yorkshire Water	0.6%	99.4%	3514
Overall	**0.9%**	**99.1%**	**4386**

By salary band

	2017/2018	
	Has a disability (or previously had one)	Not informed/unknown
Kelda, Keyland, KWS & Three Sixty	**1.2%**	**98.8%**
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%
Loop	**2.9%**	**97.1%**
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%
Yorkshire Water	**1.1%**	**98.9%**
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%

By salary band

	2018/2019		
	Has a disability (or previously had one)	Not informed/ unknown	No. of colleagues
Kelda, Keyland, KWS & Three Sixty	**0.8%**	**99.2%**	**261**
Band 1	0.0%	100.0%	**3**
Band 2	0.0%	100.0%	**6**
Band 3	1.6%	98.4%	**63**
Band 4	1.9%	98.1%	**54**
Band 5	0.0%	100.0%	**69**
Band 6	0.0%	100.0%	**66**
Loop	**3.2%**	**96.8%**	**665**
Band 2	0.0%	100.0%	**1**
Band 3	5.3%	94.7%	**19**
Band 4	4.8%	95.2%	**63**
Band 5	2.6%	97.4%	**78**
Band 6	3.0%	97.0%	**504**
Yorkshire Water	**0.7%**	**99.3%**	**3080**
Band 1	0.0%	100.0%	**9**
Band 2	0.0%	100.0%	**18**
Band 3	0.3%	99.7%	**321**
Band 4	0.8%	99.2%	**874**
Band 5	0.9%	99.1%	**1290**
Band 6	0.7%	99.3%	**564**

	2019/2020		
	Has a disability (or previously had one)	Not informed/ unknown	No. of colleagues
Kelda, Keyland, KWS & Three Sixty	**0.5%**	**99.5%**	**221**
Band 1	0.0%	100.0%	**3**
Band 2	0.0%	100.0%	**6**
Band 3	2.0%	98.0%	**50**
Band 4	0.0%	100.0%	**51**
Band 5	0.0%	100.0%	**37**
Band 6	0.0%	100.0%	**74**
Loop	**2.9%**	**97.1%**	**651**
Band 2	0.0%	100.0%	**1**
Band 3	5.6%	94.4%	**18**
Band 4	4.4 %	95.6%	**68**
Band 5	3.9%	96.1%	**76**
Band 6	2.5%	97.5%	**488**
Yorkshire Water	**0.6%**	**99.4%**	**3514**
Band 1	0.0%	100.0%	**8**
Band 2	0.0%	100.0%	**26**
Band 3	0.6%	99.4%	**341**
Band 4	0.5%	99.5%	**937**
Band 5	0.6%	99.4%	**1616**
Band 6	0.7%	99.3%	**586**

By business area

	2017/2018	
	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 Development 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%

	2018/2019		
	Has a disability (or previously had one)	Not informed/ unknown	**No. of colleagues**
Asset Management	0.2%	99.8%	**461**
Business Retail	0.0%	100.0%	**1**
Business Support Group	0.8%	99.2%	**353**
Communications	0.0%	100.0%	**23**
Finance & Reg (Kelda)	2.2%	97.8%	**89**
Finance & Reg (YW)	1.8%	98.2%	**57**
Human Resources	2.1%	97.9%	**48**
Kelda	0.0%	100.0%	**17**
Kelda Occ. Health & Safety	0.0%	100.0%	**27**
Keyland Development Ltd	0.0%	100.0%	**5**
KWS (Grampian)	0.0%	100.0%	**44**
Legal Services	0.0%	100.0%	**16**
Loop – Customer Operations	3.2%	96.8%	**665**
Three Sixty Water Ltd	0.0%	100.0%	**106**
Waste Water Service Delivery	0.3%	99.7%	**869**
Water Service Delivery	1.1%	98.9%	**1221**

	2019/2020		
	Has a disability (or previously had one)	Not informed/ unknown	**No. of colleagues**
Asset Management	0.4%	99.6%	**479**
Business Design & Improvement	0.0%	100.0%	**26**
Corporate Affairs	0.0%	100.0%	**13**
Customer Experience	2.3%	97.7%	**263**
Finance	1.3%	98.7%	**78**
Human Resources	0.0%	100.0%	**48**
IT	0.0%	100.0%	**220**
Kelda	0.0%	100.0%	**17**
Kelda Occ. Health & Safety	0.0%	100.0%	**27**
Kelda Transport	0.0%	100.0%	**4**
Keyland Development Ltd	0.0%	100.0%	**6**
Loop Billing & Collections	4.4%	95.6%	**229**
Loop Customer Services	2.0%	98.0%	**406**
Loop Integration & Improvement	6.7%	93.3%	**15**
Loop Management	0.0%	100.0%	**1**
Procurement & Contracting	0.8%	99.2%	**121**
Regulation	1.7%	98.3%	**60**
Strategy	6.3%	93.8%	**16**
Strategy & Regulation	0.0%	100.0%	**1**
Three Sixty	0.0%	100.0%	**116**
Waste Water Service Delivery	0.3%	99.7%	**1128**
Water Service Delivery	0.6%	99.4%	**1112**

Full Time/Part Time

	2017/2018	
	Has a disability (or previously had one)	Not informed/unknown
Kelda, Keyland, KWS & Three Sixty	**1.2%**	**98.8%**
Full time	1.3%	98.7%
Part time	0.0%	100.0%
Loop	**2.9%**	**97.1%**
Full time	2.6%	97.4%
Part time	3.7%	96.3%
Yorkshire Water	**1.1%**	**98.9%**
Full time	1.1%	98.9%
Part time	1.4%	98.6%
Overall	**1.10%**	**98.90%**

Full Time/Part Time

	2018/2019		
	Has a disability (or previously had one)	Not informed/ unknown	**No. of colleagues**
Kelda, Keyland, KWS & Three Sixty	**0.80%**	**99.20%**	**261**
Full time	0.90%	99.10%	213
Part time	0.00%	100.00%	48
Loop	**3.20%**	**96.80%**	**665**
Full time	2.50%	97.50%	433
Part time	4.30%	95.70%	232
Yorkshire Water	**0.70%**	**99.30%**	**3076**
Full time	0.70%	99.30%	2861
Part time	1.90%	98.10%	215
Overall	**1.10%**	**98.90%**	**4002**

	2019/2020		
	Has a disability (or previously had one)	Not informed/ unknown	**No. of colleagues**
Kelda, Keyland, KWS & Three Sixty	**0.45%**	**99.55%**	**221**
Full time	0.57%	99.43%	175
Part time	0.00%	100.0%	46
Loop	**2.92%**	**97.08%**	**651**
Full time	1.92%	98.08%	416
Part time	4.68%	95.32%	235
Yorkshire Water	**0.60%**	**99.40%**	**3514**
Full time	0.52%	99.48%	3284
Part time	1.74%	98.26%	230
Overall	**0.93%**	**99.07%**	**4386**

Continuing to learn and improve

Last year we shared that one of our most important objectives is to create a culture where colleagues can bring their best self to work. During the year 2020, we have launched our new brand and our Big Ambition 'putting people at the heart of everything we do' so colleagues can openly be their authentic self and feel supported.

We need to continue prioritising improving our data and encouraging colleagues to disclose what makes them different, and to do this we need an inclusive culture and the right processes in place.

We told you what we were planning to do and have made good strides and improved existing gaps, as well as identified other areas for further improvements or new practices. Until today we:

- Have created a centralised reasonable adjustment process to enable colleagues to quickly receive any support they need, aiming to remove any bias from the process and launched 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.

- Continue to encourage colleagues to disclose their personal data and explain the benefits of fully understanding our workforce using our new HR system.

- Have worked to integrate the improvements from the review of our recruitment process to ensure it is supportive of difference and inclusion. In addition, this demonstrates our commitment to D&I to our colleagues, showing that we want it to be embedded throughout the business.

- Continue to run the Yorkshire Diversity Forum with approximately 70 members: businesses from across Yorkshire coming together on a quarterly basis to discuss best practice around difference and inclusion.

- Make sure our four key D&I streams are actively supported and members continue to be role models, and plan and deliver amazing events and activities. We have also offered leads and members the possibility to attend certificated training for D&I champions.

- Continue to be part of an employer's forum supporting internships and employment for students with autism across the region, play a key role in the Leeds Anchor Institutions network and are part of the Social Mobility Business Partnership.

- Plan to regularly audit, review and evaluate progress, using quantitative and qualitative data on both diversity and inclusion to highlight where barriers exist (e.g. via recruitment data) and show the impact of initiatives, making appropriate changes to activities if needed.

- Use employee surveys to evaluate initiatives, to assess if policies are working for everyone, and to provide a platform for improvement.

- Benchmark progress against other organisations and explore what others are doing to adopt and adapt ideas where appropriate.

The future of diversity at Yorkshire Water

Our objective over time is to improve the quality of the data in this report, to ensure it provides as clear a picture as possible of diversity in our workforce. Our immediate priorities are to make the ethnicity data more complete and to fill in the substantial gaps in our disability data. We will also work towards a position in which we can analyse the intersectional data to assess how gender, ethnicity, disability and age combine in our profile. In the longer term, we will also work with our colleagues to develop a plan to generate data across the other protected grounds.

In September 2020, we joined forces with other major employers in the Leeds area to make a commitment to all publish our diversity data on a common basis, so that a unified diversity dashboard for Leeds can be created. Leeds will be the first city or region in the UK to take such a step and this will enable the city's biggest employers to work together on initiatives to improve representation across all our workforces.

We welcome feedback on this report and the data contained within it, and suggestions or ideas for improvement are most welcome. We will be sharing the data with our colleagues as well as holding challenge events with the Leeds Open Data Institute to help us make next year's workplace diversity report even more thorough than this one.

Richard Emmott
Director of Corporate Affairs

Yorkshire Water Services Limited, Western House,

yorkshirewater.com

YorkshireWater