

	Liz Barber		Chris Johns ¹		Nevil Muncaster		Richard Flint ²		Total	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000	2021 £'000	2020 £'000	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Base salary	435	378	250	-	226	198	-	195	911	771
Taxable benefits	9	9	7	-	9	27	-	3	25	39
Retirement benefits³	52	63	30	-	27	39	-	93	109	195
Sub-total	496	450	287	-	262	264	-	291	1,045	1,005
EIP – short term element⁴	548	283	315	-	285	126	-	146	1,148	555
Exceptional bonus⁵	-	-	-	-	34	-	-	-	34	-
LTIP⁶	272	430	-	-	114	185	-	496	386	1,111
Sub-total	820	713	315	-	433	311	-	642	1,568	1,666
Total	1,316	1,163	602	-	695	575	-	933	2,613	2,671

¹ Chris Johns joined the Board on 1 June 2020. The payments in the table above reflect the payments made to Chris since his appointment.

² Richard Flint retired from the Board on 12 September 2019. The payments in the table above reflect the payments made to Richard whilst in his role as a director.

³ Liz Barber opted for a full salary supplement instead of a contribution to the Kelda Stakeholder+ Plan. She received a cash sum of £52,200 (2020: £63,433) in the year.
Chris Johns opted into the Kelda Stakeholder+ Plan with a partial salary supplement. He received a total cash sum of £19,500 in the year and a pension contribution of £10,500.
Nevil Muncaster opted for a full salary supplement instead of a contribution to the Kelda Stakeholder+ Plan. He received a cash sum of £27,120 (2020: £39,561) in the year.

⁴ The EIP scheme began in 2021. Therefore, the comparative figure for the EIP – short-term element for 2020 has been taken to be the annual bonus payment received in that year.

⁵ The Committee agreed in May 2021 to exercise its discretion and pay an exceptional one-off bonus of 15% of base salary to Nevil Muncaster in recognition of his exceptional performance and considerable additional effort in the year ended 31 March 2021. This is to be paid in July 2021.

⁶ The figures included above for the LTIP that vested during the year relate to the LTIP awards granted in 2018 which vested on 1 May 2021.

Single total figure table (audited)

	Current directors				Past director			
	Liz Barber		Chris Johns ¹		Nevil Muncaster ²		Total	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Base salary	443	435	308	250	75	226	826	911
Taxable benefits	9	9	9	7	3	9	21	25
Retirement benefits³	44	52	31	30	9	27	84	109
Sub-total	496	496	348	287	87	262	931	1,045
EIP – short term element	286	548	199	315	-	285	485	1,148
EIP – long term element⁴	393	-	-	-	-	-	393	-
Exceptional bonus⁵	-	-	-	-	-	34	-	34
LTIP⁶	244	272	-	-	-	114	244	386
Sub-total	923	820	199	315	-	433	1,122	1,568
Total	1,419	1,316	547	602	87	695	2,053	2,613

¹ Chris Johns joined the Board on 1 June 2020. The payments in the table above reflect the payments made to Chris since his appointment.

² Nevil Muncaster left the Board on 31 July 2021. The payments in the table above reflect the payments made to Nevil prior to his departure. No payments have been made following his departure.

³ Liz Barber opted for a full salary supplement instead of a contribution to the Kelda Stakeholder+ Plan. She received a cash sum of £44,291 (2021: £52,000) in the year.

Chris Johns is a member of the Kelda Stakeholder+ Plan with a partial salary supplement. He received a total cash sum of £24,681 (2021: £19,500) and a pension contribution of £6,170 (2021: £10,500).

Nevil Muncaster opted for a full salary supplement instead of a contribution to the Kelda Stakeholder+ Plan. He received a cash sum of £9,040 (2021: £27,120) in the year.

⁴ The long-term elements of the EIP were not due to be paid until July 2023 onwards but as part of the remuneration arrangements agreed with Liz Barber on her retirement from the business, it was agreed by the Committee that the long-term elements would be settled early in July 2022 in return for a discount of 25% to reflect the early settlement. These have also been pro-rated to the date of her departure from the business on 31 December 2022.

⁵ The Committee agreed in May 2021 to exercise its discretion and pay an exceptional one-off bonus of 15% of base salary to Nevil Muncaster in recognition of his exceptional performance and considerable additional effort in the year ended 31 March 2021.

⁶ The figures included above for the LTIP that vested during the year relate to the LTIP awards granted in 2019 which vested on 1 May 2022. Further details of the scheme and the vesting are detailed later in this report.

	Current directors						Past directors						Total	
	Nicola Shaw ¹		Paul Inman ¹		Liz Barber ²		Chris Johns ³		Nevil Muncaster ⁴					
	2023 £'000	2022 £'000	2023 £'000	2022 £'000	2023 £'000	2022 £'000	2023 £'000	2022 £'000	2023 £'000	2022 £'000	2023 £'000	2022 £'000		
Base salary	515	-	32	-	45	443	318	308	-	75	909	826		
Taxable benefits ⁵	11	-	1	-	1	9	8	9	-	3	22	21		
Retirement benefits ⁶	52	-	3	-	4	44	32	31	-	9	91	84		
Sub-total	578	-	36	-	50	496	358	348	-	87	1,022	931		
EIP – short term element	-	-	23	-	-	286	227	199	-	-	250	485		
EIP – long term element	-	-	-	-	-	-	62	-	-	-	62	-		
EIP – discounted early settlement upon departure	-	-	-	-	-	393	259	-	-	-	259	393		
LTIP	-	-	-	-	-	244	-	-	-	-	-	244		
Sub-total	-	-	23	-	-	923	548	199	-	-	571	1,122		
Relocation expenses	140	-	-	-	-	-	-	-	-	-	140	-		
Buy-out payments ⁷	-	-	357	-	-	-	-	-	-	-	357	-		
Sub-total	140	-	357	-	-	-	-	-	-	-	497	-		
Total	718	-	416	-	50	1,419	906	547	-	87	2,090	2,053		

¹ Nicola joined the Board on 9 May 2022 and Paul joined the Board on 1 March 2023. The payments in the table above reflect the payments made to Nicola and Paul since their appointments.

² Liz Barber left the Board on 6 May 2022. She remained in the employment of the company until 31 December 2022. The table above shows only the amounts paid to her while she was a director of the company. Between 6 May 2022 and 31 December 2022 she received remuneration totalling £324,000.

³ Chris Johns left the Board on 28 February 2023. The payments in the table above reflect the payments made to Chris prior to his departure, plus the payment in lieu of notice made to him in April 2023 and the payments made to him in relation to his outstanding EIP awards in July 2023.

⁴ Nevil Muncaster left the Board on 31 July 2021. The payments in the table above reflect the payments made to Nevil prior to his departure. No payments have been made following his departure.

⁵ Taxable benefits for Nicola Shaw in 2023 include a one-off cost of £140,000 relating to relocation expenses towards her house move to Yorkshire.

⁶ Nicola Shaw, Paul Inman and Liz Barber all received their retirement benefits in cash during the year instead of opting for a contribution to the Kelda Stakeholder+ Plan. Chris Johns received a total cash sum of £29,128 (2022: £24,681) and a pension contribution of £2,648 (2022: £6,170).

⁷ Buy-out payments represent a payment of £357,000 paid to Paul Inman in March 2023 to compensate him for remuneration he forfeited upon his resignation from his previous role in order to join Yorkshire Water.

	Current directors				Past directors					
	Nicola Shaw		Paul Inman		Liz Barber		Chris Johns		Total	
	2024 £000	2023 £000	2024 £000	2023 £000	2024 £000	2023 £000	2024 £000	2023 £000	2024 £000	2023 £000
Base salary	585	515	388	32	-	45	-	318	973	909
Taxable benefits	13	11	9	1	-	1	-	8	22	22
Retirement benefits	59	52	39	3	-	4	-	32	98	91
Sub-total	657	578	436	36	-	50	-	358	1,093	1,022
EIP – short term element	371	-	245	23	-	-	-	227	618	250
EIP – long-term element	-	-	-	-	-	-	-	62	-	62
EIP – discounted early settlement upon departure	-	-	-	-	-	-	-	259	-	259
Sub-total	371	-	245	23	-	-	-	548	616	571
Relocation expenses	-	140	-	-	-	-	-	-	-	140
Buy-out payments	-	-	-	357	-	-	-	-	-	357
Sub-total	-	140	-	357	-	-	-	-	-	497
Total	1,028	718	681	416	-	50	-	906	1,709	2,090

Notes to the table

- Nicola joined the Board on 9 May 2022 and Paul joined the Board on 1 March 2023. The payments in the table above reflect the payments made to Nicola and Paul since their appointments.
- Liz Barber left the Board on 6 May 2022. She remained in the employment of the company until 31 December 2022. The table above shows only the amounts paid to her while she was a director of the company.
- Chris Johns left the Board on 28 February 2023. The payments in the table above reflect the payments made to Chris prior to his departure, plus the payment in lieu of notice made to him in April 2023 and the payments made to him in relation to his outstanding EIP awards in July 2023.
- Nicola and Paul received their retirement benefits in cash during the year instead of opting for a contribution to the Kelda Stakeholder+ Plan.
- Buy-out payments represent a payment of £357,000 paid to Paul in March 2023 to compensate him for remuneration he forfeited upon his resignation from his previous role in order to join Yorkshire Water.
- Both Nicola and Paul also received remuneration for services to other group companies in the year, which was paid by Kelda Holdings Limited and is therefore disclosed in the Financial Statements of that company.

	Nicola Shaw		Paul Inman		Total	
	2025 £000	2024 £000	2025 £000	2024 £000	2025 £000	2024 £000
Base salary	615	585	407	388	1,022	973
Taxable benefits	13	13	9	9	22	22
Retirement benefits	61	59	41	39	102	98
Total fixed remuneration	689	657	457	436	1,146	1,093
EIP – short term element	-	371	-	245	-	616
EIP – long-term element	-	-	6	-	6	-
Total variable remuneration	-	371	6	245	6	616
Buy-out payments	-	-	199	-	199	-
Sub-total	-	-	199	-	199	-
Total	689	1,028	662	681	1,351	1,709

Notes to the table

- Nicola and Paul received their retirement benefits in cash during the year instead of opting for a contribution to the Kelda Stakeholder+ Plan.
- Buy-out payments represent a payment of £199,000 paid to Paul in September 2024 to compensate him for remuneration he forfeited upon his resignation from his previous role in order to join Yorkshire Water. A further payment of £111,000 was forfeited by Paul upon his resignation from Yorkshire Water.
- Both Nicola and Paul also received remuneration for services to other group companies in the year, which was paid by Kelda Holdings Limited and is therefore disclosed in the Financial Statements of that company.

EBP

The EBP is an annual bonus scheme with awards made with effect from 1 April each year. The EBP has metrics which are agreed by the Remuneration Committee each year to measure performance in key areas during the year.

EBP awards will not vest unless the Committee is satisfied that the underlying financial and non-financial performance has been satisfactory over the performance period, considering any relevant factors. The Committee has authority to exercise its discretion to adjust the level of vesting to any extent considered appropriate. Any amounts that vest are paid in cash to participants in July of each year.