



Gender pay gap report

April 2024 to March 2025



Introduction



Welcome to our Gender Pay Gap Report for 2024–25. This year’s results show a mixed picture: while our **median gender pay gap has improved**, we have seen **a slight increase of 1% in our mean gender pay gap**. Although this rise in the mean is not the direction we aim for, we remain committed to reducing it. Over the past two years, we have invested significantly in building strong foundations, and we are now moving into a phase where we expect those efforts to translate into meaningful and sustained progress.

One of the biggest contributors to our current gap continues to be the **upper pay quartile**, which remains **male-dominated**. This has been influenced by a period of heavy recruitment, where many of the specialised roles needed for the successful delivery of our AMP8 plans are still disproportionately occupied by men.

Despite these challenges, we are proud of the steps we are taking to improve representation and create a more inclusive workplace.

Over the last year, we have expanded our offerings targeted specifically at supporting women. Launching our internal Women in Water Community which is steady growing. We are a **menopause and menstruation-friendly employer**, and we will shortly be introducing **Hormone Health Champion training** along with **additional leave for colleagues experiencing related symptoms**.

There is also positive news to celebrate. This year, **more women received a bonus** compared with last year across all levels of the organisation. Additionally, our **mean hourly rate increased for both men and women**, which is a constructive indicator of growth and progression across our workforce.

While we acknowledge that there is still much more to do, we are confident that our ongoing strategy, continued investment, and commitment to reviewing where we can do better will help drive further improvements in the years ahead.

Our leadership team and the Board are all passionate about escalating our efforts on reducing the Gender Pay Gap at Portsmouth Water. On behalf of Portsmouth Water Ltd, I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Bob Taylor
Chief Executive Officer



Rebekah Holbrook
Chief People Officer

Who we are

Portsmouth Water has proudly supplied high-quality drinking water to Portsmouth and the surrounding areas since 1857. Today, we operate across South East Hampshire and West Sussex, and at the time of this report we employed nearly 356 full-time colleagues, many of whom live within our local supply area.

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We have a long-standing reputation for delivering exceptional water quality at the lowest water supply bills in England and Wales, supported by our commitment to efficiency, reliability, and industry-leading customer service.



What is Gender Pay Gap reporting and why is it important?

The gender pay gap reflects the average difference in pay between men and women across an organisation. It is shaped by several factors, including the proportion of women within the workforce, the types and seniority of roles they hold, and the pay grades associated with those positions.

This measure helps us understand gender representation at all levels of our business. It provides valuable insight into how we compare with our industry and community, while also highlighting where we can continue to strengthen our commitment to diversity and inclusion.



Gender Pay Gap vs. Equal Pay

It is important to recognise that the gender pay gap is not the same as equal pay. **Equal pay** refers to the legal requirement that men and women must receive the same pay for the same work, or for work of equal value. Portsmouth Water fully complies with all equal pay legislation.

Mean and median gender pay gap

What do these numbers actually tell us about our company?

The mean gender pay gap

What it is:

The *mean* is the average hourly pay for men and the average hourly pay for women, then the percentage difference between the two.

What it means in practice:

- It is **sensitive to very high earners**. A few highly paid men in senior or specialist roles can **inflate** the mean gap.
- It reflects the **overall distribution of pay**, including outliers.
- It often tells you whether your **senior leadership** or high-skilled positions are male-dominated.

Think of the mean gap as the indicator of **structural imbalance** — particularly at the higher-paid end of the organisation.



Mean and median gender pay gap

The median gender pay gap

What it is:

The *median* looks at the **middle employee** in the male pay list and the middle employee in the female pay list, then compares the two.

This removes outliers entirely.

What it means in practice:

- It reflects the **typical employee experience**.
- It shows how men and women are distributed across levels.
- It's a better indicator of whether your **overall pay structure** is balanced.

The median gap is the indicator of **role distribution** — who does which jobs, not just who earns the most.



Mean and median gender pay gap

Why both metrics matter to businesses

If the...	It suggests that...	This may indicate...
Mean gap is high	A few men earning very high salaries are skewing the mean	Leadership/specialist gender imbalance
Median gap is high	Across the whole business, women sit in lower-paid roles	A structural pipeline and representation issue
Both gaps are high	Women are underrepresented both in mid-level and senior-level roles	Systemic progression challenges
Both gaps are low	More balanced pay and distribution	Effective career pathways and diversity efforts

Our Gender Pay Gap

Our MEAN gender pay gap is 20.75% (A 1.06% increase from 19.69% in 2023-24)



This means that, using the mean (average), women at PWL are paid 20.75% less than men. This means for every £1 a man earns at PWL, a woman earns 79p.

Our MEDIAN gender pay gap is 4.95% (A 2.49% decrease from 7.44% in 2023-24)



This means that when using the median, women at PWL are paid 4.95% less than men. This means for every £1 a man earns at PWL, a woman earns 95p.

Terminology

MEAN: this is the value you get from dividing the sum of several quantities by their number.

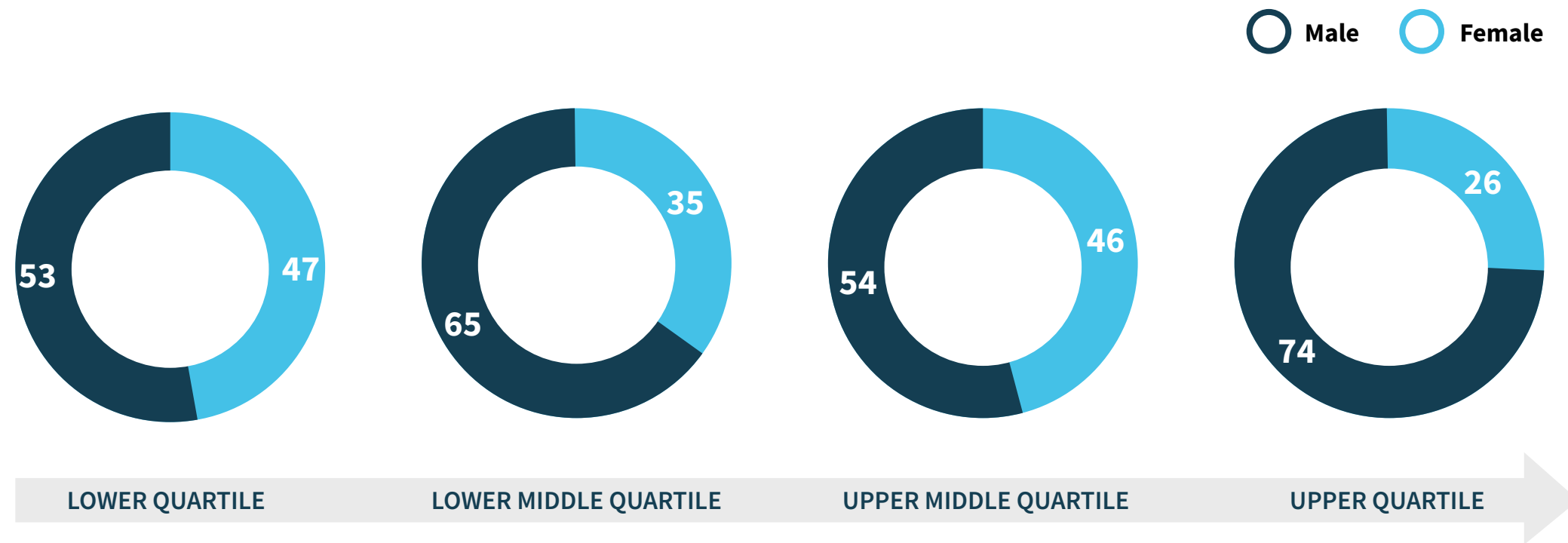
MEDIAN: this is the middle value within a range of values from lowest to highest.

While our median gender pay gap has improved this year, we recognise that there is still progress to be made in reducing our mean gender pay gap.

We are concentrating our efforts on a robust, long-term action plan that addresses both measures.

As we continue to embed existing initiatives and introduce new ones, we expect to see further positive change reflected in next year's report.

How the Gender Pay Gap varies across our workforce



89 employees are in the lower hourly pay quarter.
47 are men and **42** are women.
 This means **53%** are men and **47%** are women.

89 employees are in the lower middle hourly pay quarter.
58 are men and **31** are women.
 This means **65%** are men and **35%** are women.

89 employees are in the upper middle hourly pay quarter.
48 are men and **41** are women.
 This means **54%** are men and **46%** are women.

89 employees are in the upper hourly pay quarter.
66 are men and **23** are women.
 This means **74%** are men and **26%** are women.

The number of employees has increased by **11%** this year, rising to **359 full-time equivalent (FTE)** roles. We anticipate further significant growth over the next four years as we expand our workforce to support the major investment programme outlined in our 2025-30 business plan.

When looking at our gender distribution, the **upper quartile continues to reflect the historic structure of the company**, with a higher proportion of men in senior positions. However, it is encouraging to see that the **upper-middle quartile is now almost evenly split** between men and women. This provides a strong foundation for future progression and highlights the increasing pipeline of women who have the potential to move into senior roles within Portsmouth Water.

During the period of this report, our workforce was made up of **137 women** and **219 men**.

Bonus Gender Pay Gap

There is also positive progress to highlight. As anticipated in last year’s report more women received a bonus this year across all levels of the organisation, reflecting the impact of our ongoing efforts to embed fairness and consistency within our reward processes.

Looking ahead, we’ll introduce a new **on-the-spot reward scheme** in 2026, designed to recognise exceptional contribution in real time. This initiative will help ensure that merit is acknowledged promptly and transparently, supporting a more inclusive and motivating reward culture.

Gender Diversity in bonus payments

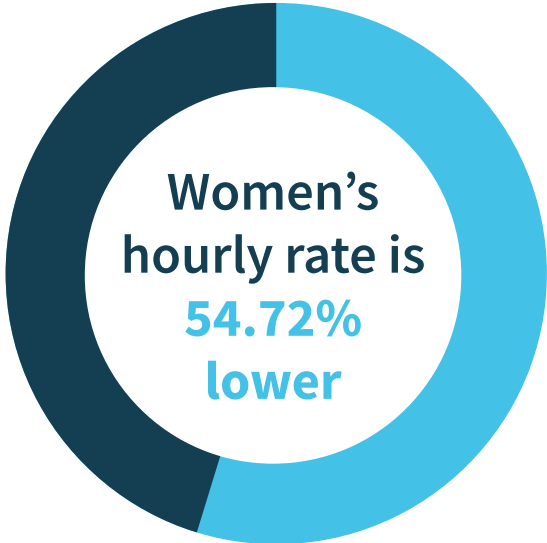


The results show that 73.06% of men and 75% of women received a bonus

Mean Bonus Pay Gap

Median Bonus Pay Gap

○ Male ○ Female



This means that, using the mean (average), women at PWL are paid 54.72% less in bonus pay than men. This means for every £1 a man receives in bonus pay at PWL, a woman receives 45p.



This means that when using the median, women at PWL receive 19.33% less bonus pay than men. This means for every £1 a man receives in bonus pay, a woman receives 81p.

Focus on the future – more positive change is on the way

Governance and Leadership Accountability

Implementing a legislatively aligned action plan:

As new requirements come into force, we will publish a clear and measurable action plan that supports continued reduction of our gender pay gap.

Ongoing review of actions:

We will regularly assess the impact of our initiatives and identify emerging priorities.

Leadership engagement:

Senior leaders from across the business will meet regularly to review data, discuss challenges, and agree targeted interventions.

Business partnering model:

We have introduced a new business partnering function to work closely with leaders to review gaps, challenge decision-making, and support action planning.





Focus on the future – more positive change is on the way

External Partnerships and Community Engagement

Women in Utilities Network (WUN):

We will continue our strong partnership with WUN, actively promoting their events, development opportunities, and mentoring programmes to support the growth, confidence, and career progression of women across our organisation.

Men for Inclusion and other ED&I partners:

To build on the foundations of our ED&I strategy, we will continue working with specialist external partners such as Men for Inclusion. Their expertise will help us strengthen our culture, remove barriers, and enhance awareness and inclusion throughout the business.

Community Partnerships and Shaping Portsmouth Patronage:

Through our involvement with Shaping Portsmouth and other local networks, we will increase our visibility within the community and continue positioning Portsmouth Water as an inclusive and attractive place to work.

Focus on the future – more positive change is on the way

Workplace Culture and Wellbeing

Menstruation- and menopause-friendly employer:

We have become both menstruation friendly and menopause friendly, strengthening the support available for colleagues experiencing symptoms.

Hormone Health Champion training:

Rollout of dedicated training to equip champions and managers with the knowledge to provide practical, consistent support.

Annual menopause awareness training:

A regular training programme to improve education, reduce stigma, and ensure all colleagues feel supported.

Inclusive workplace communications:

We are enhancing our Communications Strategy, aligning it with Wellness and People & Culture priorities to promote a more inclusive working environment.

Wellness calendars:

We will continue publishing our Wellness calendars featuring monthly themes and awareness days to encourage participation and foster a supportive culture.



Focus on the future – more positive change is on the way

Supporting Women's Progression and Experience

Internal Women in Water Community:

This community continues to grow, creating space for connection, development, and discussion.

Lifecycle survey:

We are conducting a women's lifecycle survey to understand experiences at every stage of employment. These findings will inform a clear action plan developed alongside the People Team.

Focus on the mean gender pay gap:

As our greatest area for improvement, targeted actions will be designed to address representation in senior and higher-paid roles.



Focus on the future – more positive change is on the way

Recruitment, Pay and Progression

Balanced interview panels:

We are strengthening recruitment practices to ensure balanced interview panels that reduce the risk of bias in shortlisting and selection decisions.

Reviewing pay structures:

We are working with a third-party specialist to review our pay structures and enhance pay transparency.

Ongoing ED&I initiatives:

These efforts will sit alongside our wider ED&I strategy as we continue to build an inclusive, equitable environment where everyone can thrive.

Our next Gender Pay Gap Report will be published in 2027. Based on the strengthened approach we have taken this year, alongside our ongoing action plan and continued commitment to promoting equity, diversity and inclusion across our workplace, we anticipate seeing a positive reduction in our **mean** gender pay gap and a further improvement in our median gender pay gap.

