



# Opportunity for all

Providing a safe and great place to work



### United Utilities is a workplace for everyone

No matter your background, religious beliefs, gender or sexual orientation, you can bring your whole self to work here at United Utilities, because we believe there is strength in uniqueness.

We want to support every member of our workforce to do the best job they can do, and we're going to do that by creating and maintaining a working environment where we value and respect one another's unique contributions.

It's not just about the 1.8 billion litres of water we deliver every day to homes and business across our five counties; it's not just about the thousands of kilometres of water pipes, sewers, reservoirs and wastewater treatment works we service every day – it's also about our people, what they bring to our company, and what our company can do for them.

We're proud to be a North West employer with our opportunity for growth plans for the next five years. The better we take care of our diverse workforce, the better we'll be able to serve our vast and varied customer base across the whole of our region. That means challenging ourselves to ensure that inclusion is hard-wired into everything we do.

Just as we've set out our business plan for the next five years, we've ensured our equity, diversity and inclusion (ED&I) plans have also been refreshed and embedded into the way we do business.

### Our achievements

We've achieved so much since the start of our ED&I journey back in 2021, but in an industry subject to constant change, there's always work to do.

Amongst other awards this year, we're proud to have been recognised at the 2024 Inclusion Awards – achieving an amazing fourth place on the Top 50 UK Inclusive Employers list as well as winning Diversity Team of the Year.

We remain committed to addressing gender imbalances in our organisation and drive this ambition across all roles within UU. Overall, 48% of our graduates and 33% of our apprentices are female. We're confident that the work we're doing to attract, support and develop women across all areas of the business will bring long-term improvements in our gender pay gap, building on the positive improvements we've seen since we started reporting, with our mean gender pay gap now standing at 4.8%.

In our annual engagement survey for 2024, 92% of females supported diversity and inclusion at UU, with 85% of all colleagues feeling they can be themselves whilst at work.

### What's next?

Our next five-year plan (2025–30) will deliver £13 billion of investment, the largest programme in 100 years, improving our infrastructure for our region and our customers. This will allow us to realign our areas of focus together with our overall business plan for the near future.

In helping to deliver this plan, we will embrace **'Opportunity for all'** within the company, to not only retain our talented people, but to also help recruit more diverse candidates, encouraging the best innovation and true reflection of the seven million customers and 200,000 businesses we serve in the North West.



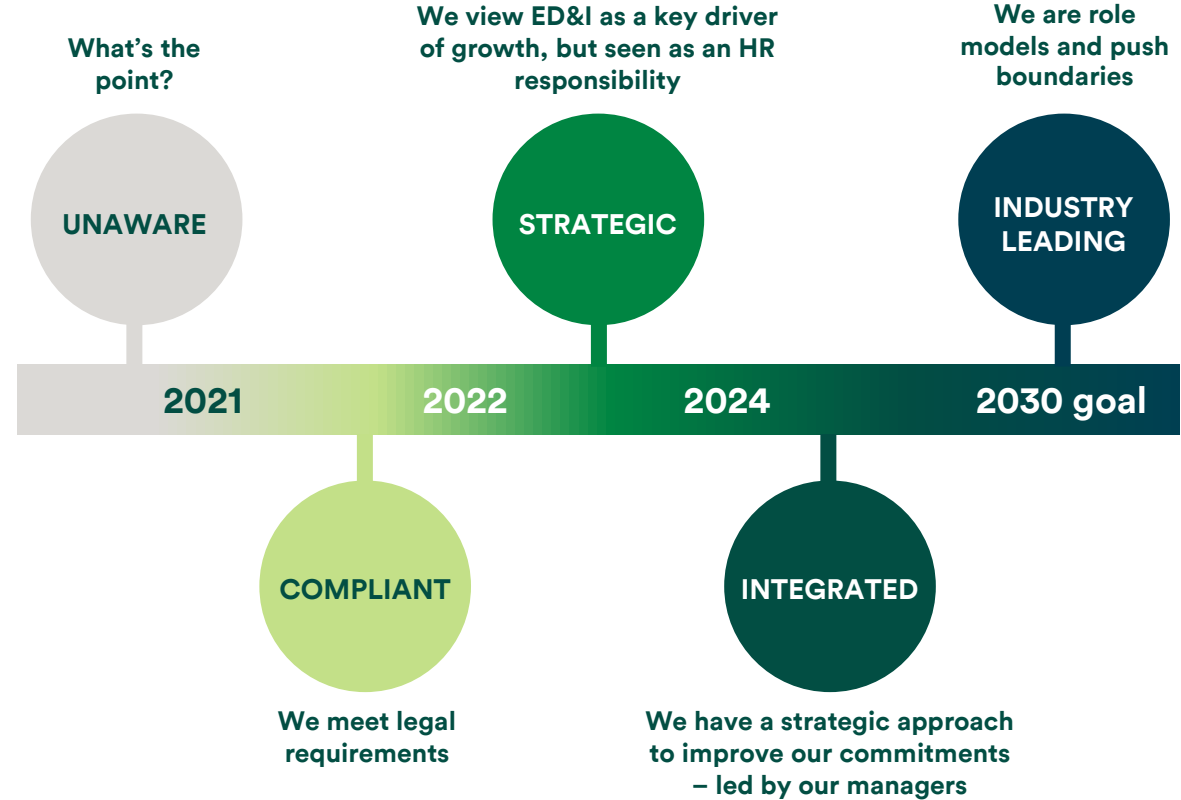
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# What we've achieved

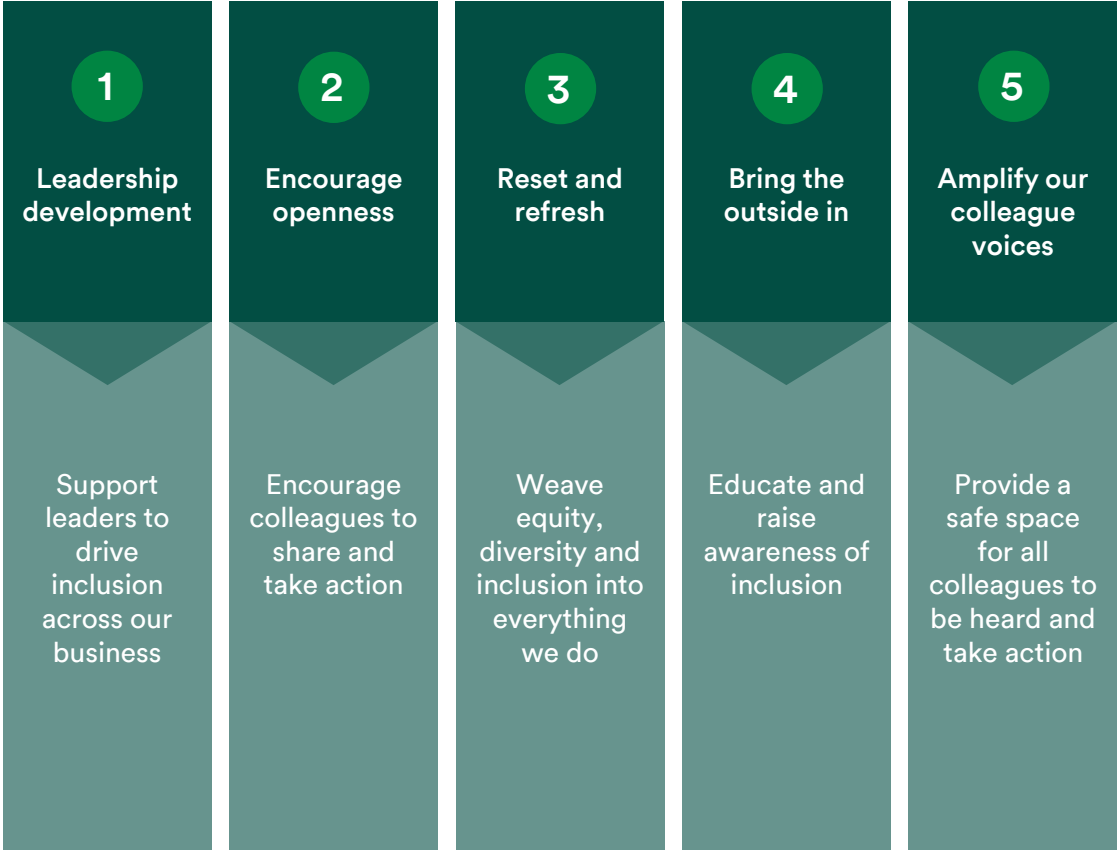


We're making excellent progress against the delivery of our diversity and inclusion strategy, and we are now more established as an organisation that actively seeks best practice to improve our diversity and inclusion capability.

## Our position on the diversity and inclusion maturity model



In 2021, our ED&I commitments formed the creation of five strategic workstreams, each one playing an integral part in our equity, diversity and inclusion journey.



# What we've achieved



We've continued to make real progress over the last few years in evolving our workforce profile for diversity and inclusion, in readiness for the largest programme of investment for 100 years.

We regularly encourage all colleagues at all levels to share information with us so that we can continuously improve and provide better support and services for everyone.

Our diversity survey ensures we capture relevant data, including gender, ethnicity, religion/belief, disability, LGBT+, family/caring responsibilities, and social mobility – all of which helps us develop our support for everyone that works at United Utilities, now and in the future.

| Our commitments                                | Where we were in 2021 | Where we are now | Where we want to be |
|--|-----------------------|------------------|---------------------|
|  | 2021                  | 2024             | 2030                |
| Ethnic minority – executive and direct reports | 0%                    | ↑ 2.6%           | 5% (by 2027)        |
| Ethnic minority – total workforce              | 2.7%*                 | ↑ 3.9%*          | 5.4%                |
| Females – total workforce                      | 34%                   | ↑ 35%            | 40%                 |
| Females on the board                           | 44%                   | → 44%            | 44%                 |
| Female executives                              | 40%                   | ↑ 45%            | 50%                 |
| Female direct reports to executive             | 35%                   | ↑ 40%            | 50%                 |
| Disability and lifelong conditions             | 8%*                   | ↑ 9%*            | Currently tracking  |
| Social mobility                                | 11%*                  | ↑ 28%*           | Currently tracking  |
| LGBT+  | 1.5%*                 | ↑ 5%*            | Currently tracking  |

Overall colleague engagement score for ED&I: **89%\*** (2024 survey)

\*Of those disclosed



Our core values sit with our purpose and strategic priorities. They demonstrate how we work in a way that is clear and easy for all our colleagues to apply to every situation. We believe that opportunities available to everyone in our company will help deliver our purpose of providing great water for a stronger, greener and healthier North West.

**Do the right thing**  
Always putting safety first, delivering for the benefit of our stakeholders, championing fairness, acting with courage and integrity, and speaking up if they come across anything that doesn't feel right.

**Make it happen**  
Taking accountability and putting progress over perfection. We want to celebrate successes, for individuals and for the company, and learn when we don't get things right first time.

**Be better**  
Being curious, ambitious, and solution-focused, seeking out new and innovative ways to deliver our services more efficiently and effectively. We embrace **equity, diversity and inclusion**, collaboration and partnership opportunities, solutions, and other innovation and best practice ideas from across our sector and other industries.

# Opportunity for all | Training



We will always want fantastic people so we can deliver great service for all our customers, now and in the future. We recognise equity, diversity and inclusion in everything we do, and work hard to drive an inclusive culture right across our business.

Our ongoing focus is to deliver training, in various formats, tailored to support our people and their managers, with the knowledge that new behaviours are first role modelled for others to observe and imitate. For example:

- ✓ We work to ensure everyone has an opportunity to benefit from face-to-face training.
- ✓ We give our colleagues an opportunity to disclose any specific requirements and adaptations we can make, including supporting neurodiverse needs with the provision of coloured overlays, helping those hard of hearing with subtitles or hearing loops, and supporting colleagues that may have different physical abilities by delivering local training or adapting our training facilities.
- ✓ Our internally-developed eLearning platform meets the Web Content Accessibility Guidelines (WCAG) AA standard.
- ✓ We're actively introducing text-to-speech capability across all eLearning packages to assist those who have difficulty reading.

We're committed to providing inclusive working environments for everyone. By breaking down stigmas, reducing barriers and eliminating outdated ways of thinking from the top down, we know that our training supports our mission to empower everyone to bring their whole self to work. Our bespoke training courses are aimed at educating both managers and colleagues on the importance of 'Opportunity for all', improving self-awareness, considering individual needs and celebrating differences.

## Enabling our colleagues to better support customers



From our award-winning customer Priority Services scheme to an annual British Standards accreditation for inclusive service, our colleague British Sign Language (BSL) training, first introduced in 2023, has

led to the development of a five-week virtual course. It offers additional support for those in customer-facing roles, helping our colleagues to communicate with customers living with differing abilities.

## All colleagues can access...

Opportunity for all (our ED&I training)

## Our managers can access...

- Inclusive leadership
- Disability awareness
- Ethnicity at work
- Neurodiversity awareness

## All supported by...

Webinars and podcasts, covering a range of topics relating to the protected characteristics. These are available on our learning platforms and are regularly promoted through campaigns and our colleague networks

**Our ambitious business plan to deliver major investment into the North West means more jobs for the region – so the need for new talent is greater now than it has ever been. Bringing fresh ideas and perspectives into our business will be critical in driving growth in the next five years.**

Our recruitment team will help us reduce our future skills gap and give us more opportunities to reach targeted communities, such as socially deprived areas, communities with high ethnic backgrounds, and those leaving the Armed Forces.

## Improving recruitment

We've continued to improve our recruitment practices for future and existing talent, with every applicant having the opportunity to prepare according to their abilities and strengths.

- Recognising that, for some candidates, their social background may have impacted their ability to reach their full academic potential, for applicants to our graduate programme we've reduced the minimum entry requirements.
- We encourage anyone to declare any needs or requests for reasonable adjustments at pre-employment stage. This includes receiving interview questions in advance, helping to support anyone with neurodiverse needs.

- We continue to guarantee interviews to anyone who discloses a disability (meeting the minimum criteria), as part of our dedication to being a Disability Confident Employer, making reasonable adjustments required to support candidates with disabilities through the selection process.
- In an enhancement to our offering guaranteed interviews for ex-Armed Forces candidates, which is a commitment we've made as part of being recognised as a 'Gold Employer' on the Employer Recognition Scheme (ERS), we now work in partnership with Reed Recruitment and the Career Transition Partnership (CTP).

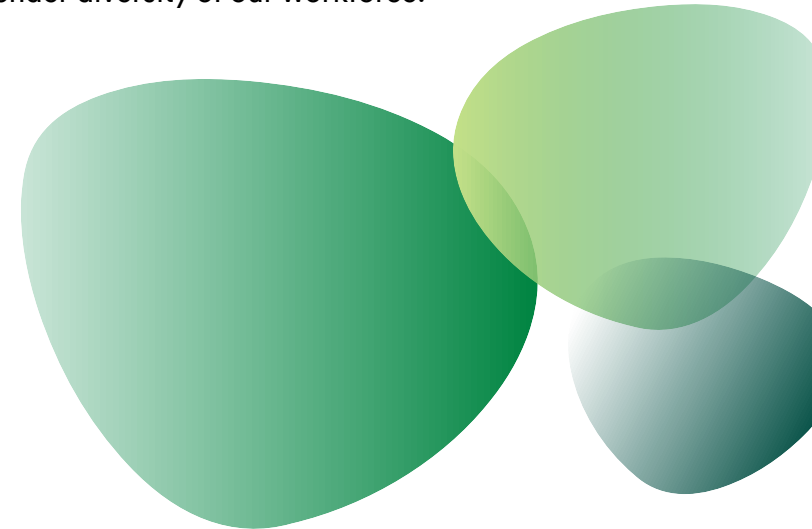
## Opportunity for everyone

In 2024, we welcomed more students from the 10,000 Black Interns programme into the business on a six-week placement – making that 43 students since 2021. The programme aims to transform the horizons and prospects of black students, by offering paid work experience to undergraduates and postgraduates.

Our colleague development sessions were also created, encouraging promotion and progression within the company, such as CV writing, job applications and interview techniques.

## Women in Engineering

According to Engineering UK's 2022 Women in Engineering Report, women make up only 16.5% of those working in engineering roles, as opposed to women making up 47.7% in the workforce overall. In the past, these statistics have been reflected within United Utilities, however, we're proud to report that we're now leading the way with 24% of engineering roles filled by women – putting us ahead of the national average by 7.5%. While it's important to recognise the progress we're making, there is still a long way to go – which is why we have a focused approach to improving the gender diversity of our workforce.





The importance of our future workforce and nurturing talent will be key in ensuring we have the right people in place to support our plans. In addressing skills shortages, we need to tap into different talent sources.

### Apprentices and graduates

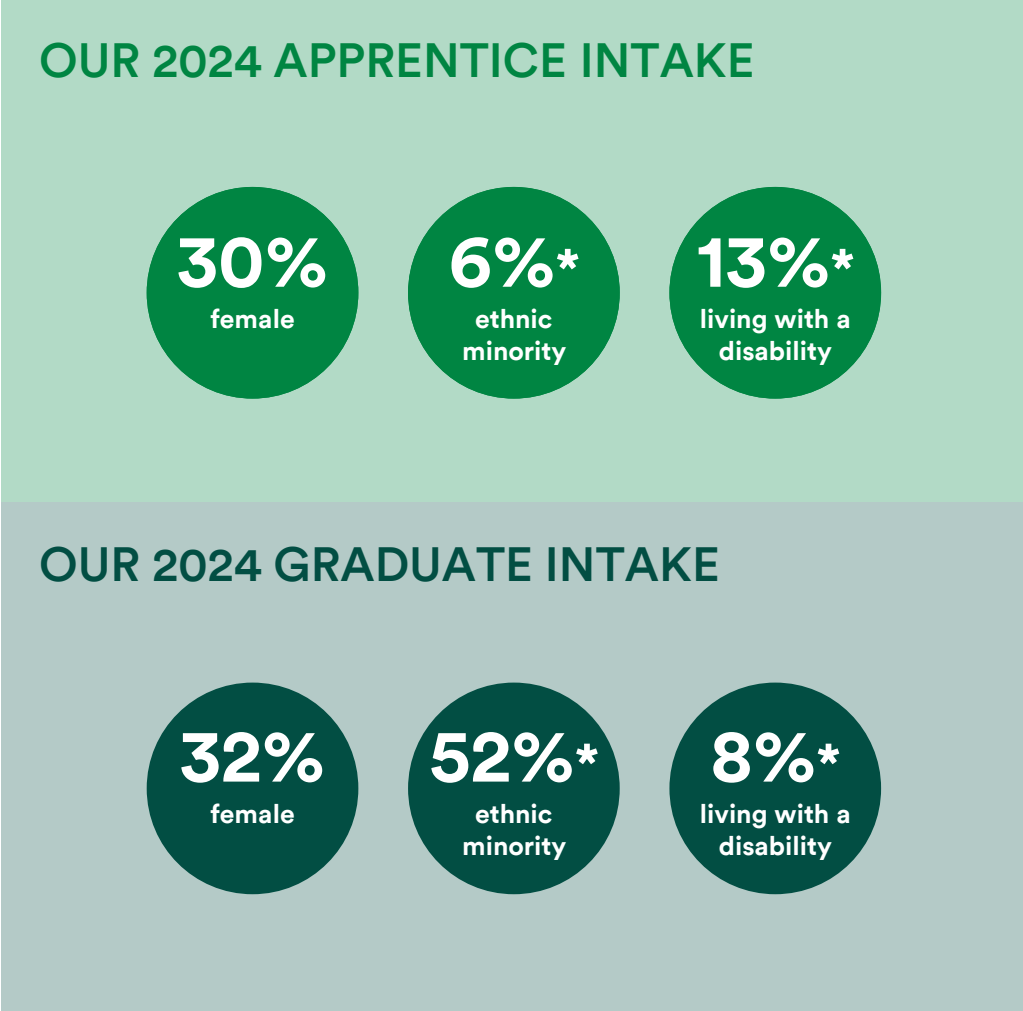
To help close the skills gap in readiness for our 2025–30 business plans and expected growth, this year we ran our largest recruitment campaign for apprentices and graduates, ensuring we’re on the way to securing talent for the future of the business.

### Engineering Masterclass

At a grass roots level, we have strong female role models from all levels of our organisation volunteering to help run our award-winning ‘Engineering Masterclass’ competition with secondary schools from the local area. The purpose of the masterclass is to inspire young people from a wide range of backgrounds into STEM-related careers.

### Future pipeline of talent

Our partnership with WB Directors (formerly Women on Board) provides a range of practical tools, career advice and events to help under-represented groups advance their careers on boards, irrespective of their gender, age, grade or ethnic background. This includes a masterclass on board dynamics, during which people learn how boards operate effectively and courses on how to build a board CV.



\* Of those disclosed



# Opportunity for all | Supporting everyone



We're adapting our workspaces to accommodate our colleagues' needs and abilities, including site inspections from a disability awareness organisation and sight impairment adjustments, such as the accompaniment of a guide dog.

We're working to further adapt our neurodiversity awareness training in different formats to accommodate different needs and abilities within our teams.



Our 400 trained Mental Health First Aiders are available right across the business to listen and provide guidance in a non-judgemental, open way to anyone who wants to talk about a problem, situation or event affecting their mental health. They provide initial support and ensure colleagues seek suitable additional support should they require it.

Throughout the year we've continued to highlight the importance of men's mental health, with the help of Andy's Man Club and their #ItsOkayToTalk campaign. Having support groups right across our five counties helps our colleagues to reach out in an area close to them.

In 2024, in addition to our menopause support cafés, we introduced a menopause 'men only' session, increasing awareness in a safe place, encouraging any questions. In a male-dominated industry, it's important we make an impact by offering menopause support and understanding for both women and men.

Our dedicated pastoral support continues to provide help in our training centres and make sure learners' needs are accommodated. A dyslexia champion provides one-to-one support for learners and ensures additional resources such as coloured paper, overlays and reader pens are available in our training centres.



Over the summer, eight 'Thriving At Work' roadshows were delivered to operational teams across our five counties. They provide information on rewards, benefits and all the additional support available to colleagues working for United Utilities. Due to their success, 'Thriving At Work' roadshows will now become annual events.



# Opportunity for all | Supporting everyone



## Colleague networks and support groups

We're committed to providing a supportive and inclusive working environment for everyone and recognise that our senior leaders have a clear role when it comes to championing equity, diversity and inclusion.

Our senior leadership team takes an active part in sponsoring each of our colleague and voluntary-led networks, which offer support to others from under-represented communities and focus on educating, raising awareness and celebrating key events.

With lived experience and knowledge from fellow colleagues, we see our networks as offering an additional level of support within the business.

Our networks help give colleagues a strong sense of connection, offering an opportunity to meet with other like-minded people, both internally and externally.

We help connect members of our networks with others in similar roles within different organisations and industries from around our region, helping to build confidence and learned experience.



# Playing a role in the North West



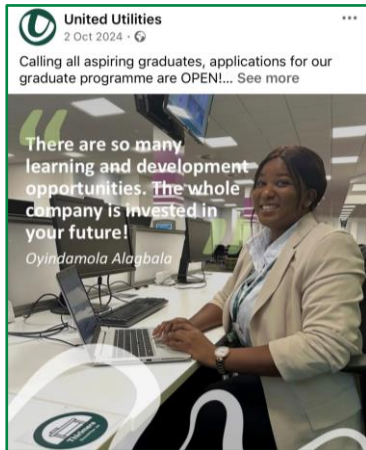
## Peer to Peer Colleague Network Collaboration

In 2024, we worked in partnership with other leading organisations in the North West in the creation of a number of support groups for those that lead colleague networks from across the region. In 2024, United Utilities hosted the very first in-person session, with representatives from over 30 organisations, now sharing many valuable examples of best practice.

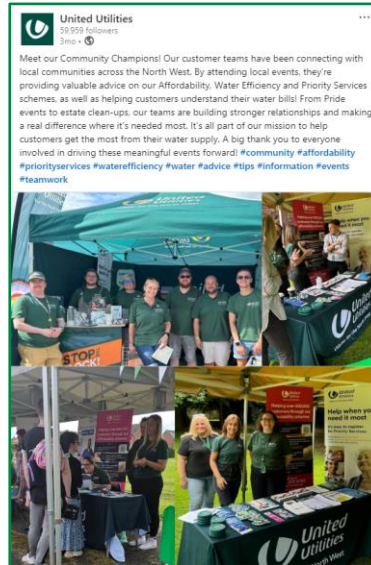


## Building awareness

Our active online recruitment campaigns have helped to increase candidates from different backgrounds.



Throughout the year we helped drive action for meaningful change throughout our five counties, for both United Utilities' colleagues and customers. We are a strong advocate for LGBT+ equity, including building an awareness of potential unconscious biases and how to avoid them. Through our social media channels and by attending events we connected with thousands of customers, offering additional opportunities to support our customer campaigns such as water efficiency and Stop the Block!



## Energy & Utility Skills, Diversity and Inclusion

We collaborate with other utility companies in our industry, helping to shape the future for the sector. This includes participating in the annual Energy & Utilities Inclusion Measurement Framework, helping to identify key focus areas for representation and inclusion across the water sector and sub-sectors.

## Customer multicultural calendar

Our annual calendar of multicultural events is produced for our operational teams to highlight customers' water usage, ensuring that we take key dates into consideration when planning work.

Giving general awareness of different cultures and faiths, it also gives our colleagues the tools to understand possible differences in water usage, in turn offering the best customer service we can.



# Celebration and recognition | Throughout the year

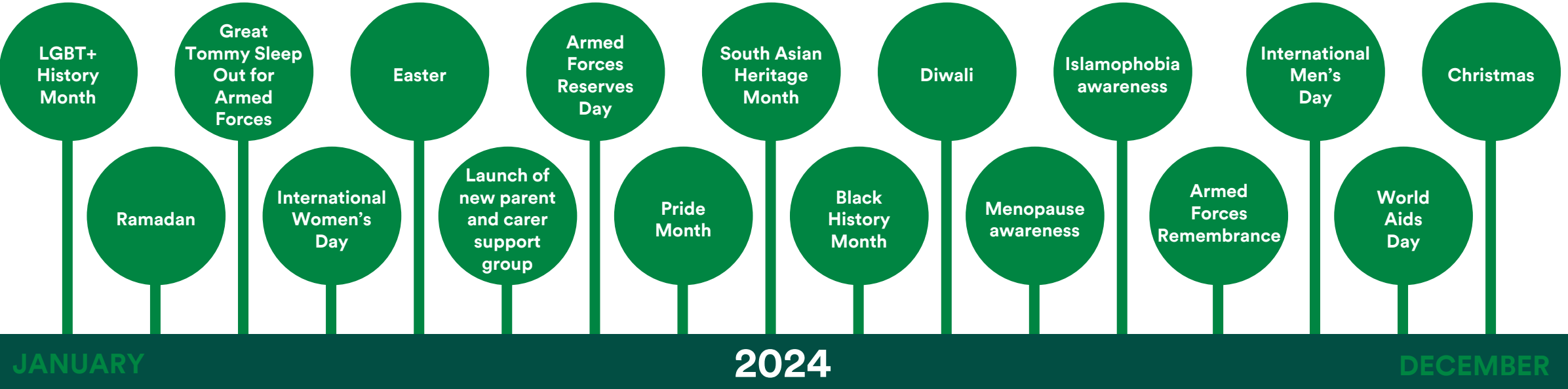
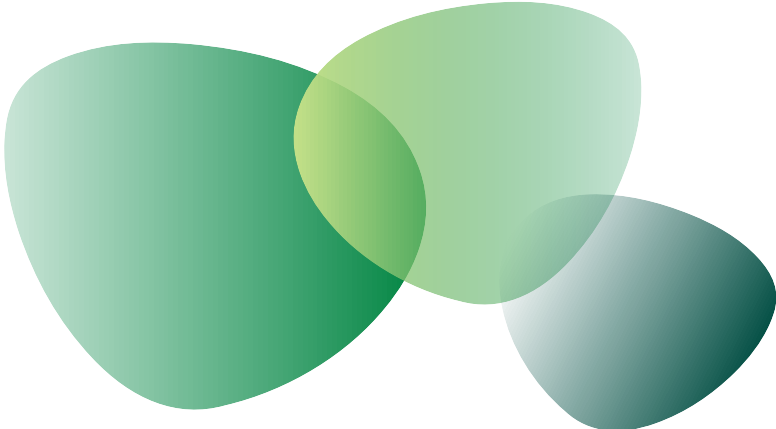


**In an industry as essential as water, we're deeply connected to the communities we serve.**

Recognising and celebrating faiths, cultures, religions, backgrounds, traditions and abilities is key to fostering a safe and respectful workplace. By equipping ourselves to support colleagues, challenge biases and address discrimination, we strengthen our team dynamics and build a culture of inclusion that enhances both our workforce and our relationships within all of our communities.

With such knowledgeable lived experiences, our colleague networks have played a major part in helping us celebrate and embrace people's differences.

Here are just some of the events and celebrations we've helped bring to life throughout the year.



# Celebration and recognition



## Winners of Diversity Team of the Year – Inclusion Awards 2024

We have made significant strides in advancing equity, diversity, and inclusion across the company. With a focus on fostering a supportive and inclusive workplace, the team has implemented various initiatives, from increasing diverse recruitment to creating a strong diverse culture.

Our first dedicated Equity, Diversity, and Inclusion Manager led efforts this year to drive the diversity strategy towards our ambitious 2030 goals. The team's work has seen us recognised as a top performer in women's leadership and be included in the Bloomberg Gender-Equality Index. Our commitment to inclusive leadership training and partnerships with organisations like Warrington Disability Partnership and Business In The Community has empowered our managers to create a more equitable environment for all.



## 2024 REDI Index

We were proud to have made the Top 10 of the Corporate Religious Equity, Diversity & Inclusion (REDI) Index in 2024. The REDI Index is an international benchmarking survey that companies use to track their progress in embracing religion and belief (including non-theistic beliefs) as an integral part of their overall commitment to workplace diversity, equity and inclusion.



## Inclusive Top 50 UK Employers

We were extremely proud to have reached fourth place (previously 11<sup>th</sup>) in the Inclusive Top 50 UK Employers Report for 2024/25.

This report highlighted our commitment to equity, diversity, and inclusion through our comprehensive strategies and initiatives, reflecting our dedication to creating an inclusive environment for employees and the communities we serve.

Through a blend of leadership commitment, inclusive policies, community engagement, and data-driven improvement, we have built an environment where diversity and inclusion are celebrated. Our ongoing efforts demonstrate the company's dedication to creating a workplace where all employees are valued and empowered.

## WiW (women in work) Gender Equity Measures Report

Launched at the 2024 WiW Summit in London, 400 large UK companies were researched, with United Utilities being one of 51 companies that met all three criteria: women making up more than 40% of the board, having a mean or median hourly pay gap under 10%, and publicly sharing their parental leave policies. United Utilities now proudly forms part of an exclusive group of companies that have made this gender equality measure.



# Keeping us on track



To make sure we improve and embed our approach to 'Opportunity for all' in line with future business plans, we completely reviewed our practices and procedures for inclusion. This will now help us develop over the next 12 months.

We spent several months reviewing our existing training and culture practices, and held interviews with leaders and facilitated focus groups from around the organisation. This highlighted our strengths:

- ✓ **Culture**  
Inclusive, supportive, collaborative and highly customer focused
- ✓ **Strategy**  
Strong ED&I strategy with clear goals
- ✓ **Support**  
Colleague networks and mental health first aiders adding value as role models throughout the company
- ✓ **Data**  
Sharing of diversity data is encouraged, highlighting the importance of understanding our workforce

## What's next?

After speaking to our colleagues and incorporating the feedback from our review, in the next 12 months we will further develop diversity and inclusion within everything we do.



# Gender pay report



## What is the gender pay gap?

The 'gender pay gap' is the difference in pay between men and women. It highlights the difference between the average hourly pay for men and women across the workforce, and we summarise this in the statistics shown in this report.

The 'gender pay gap' is different to 'equal pay', which is a legal requirement to pay men and women the same for work that is of equivalent value.

We have a clear pay and grading framework for all roles in the company, supported by a fair job evaluation methodology, and pay and conditions at each level are standardised. This gives us confidence that gender cannot affect the way pay is set. We also follow other best practices that can help make sure our processes do not discriminate against anyone and that stereotyping does not influence our pay decisions.

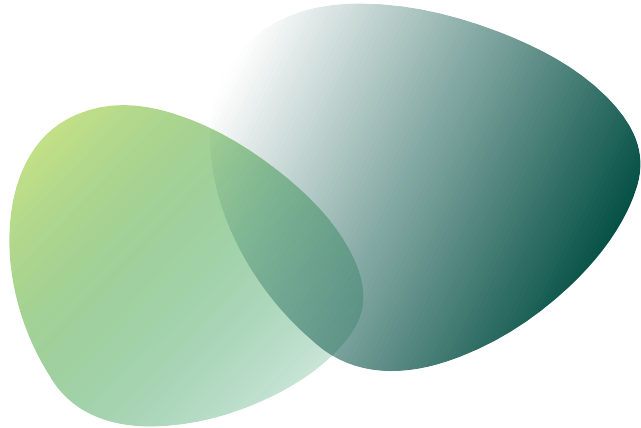
## Reporting on our performance

The following statistics relate to gender pay for the whole United Utilities group, as this provides the most meaningful picture of how we operate and how our actions and plans for gender diversity affect the whole company.

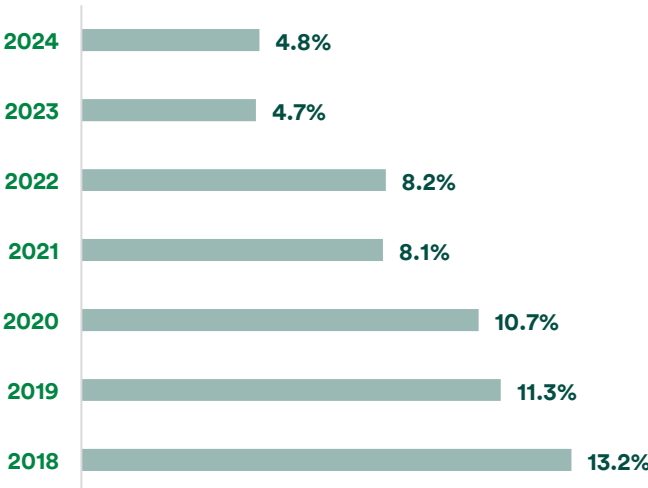
## Our gender pay gap

The overall composition of our workforce has not changed very much over the last five years, and with low attrition rates particularly within our operational roles. We have made significant appointments of more women into senior roles including our Chief Executive in April 2023, which has resulted in improvements to our mean gender pay gap.

By its nature, our median pay gap depends more on the gender balance across our whole organisation, and operational roles in particular, so material progress will take time as we address imbalances.



## Our mean gender pay gap over time



## Our median gender pay gap over time

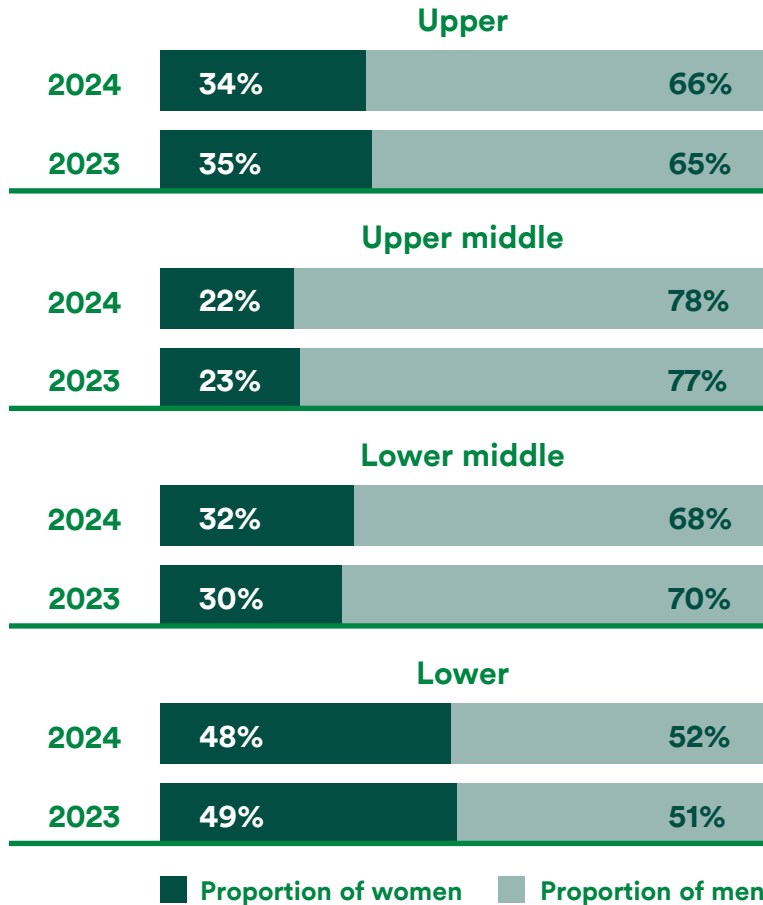




# Gender pay report



Percentage of women and men overall in each quartile of the pay range (figures for 2024 and 2023)



## Our gender bonus gap

Colleagues at all levels within the organisation are eligible for our bonus scheme, with the same performance measures of success applying.

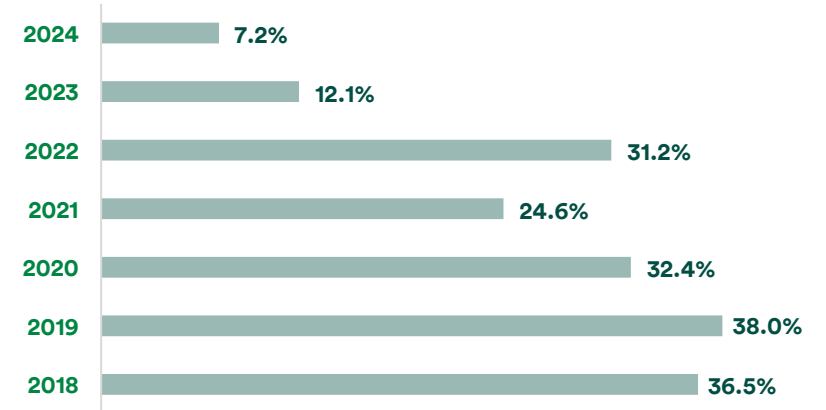
Bonuses are calculated using the actual salary that a colleague earns, so bonuses for part-time workers are based on their part-time earnings. The vast majority of our part-time workers are female (85%), so this affects the bonus gap calculation, which does not take into account how many hours colleagues work.

Our gender bonus gap statistics fluctuate each year due to the volatility of incentive payouts from year to year. This is particularly relevant at a senior level where variable pay makes up a greater proportion of overall pay. This can be seen especially in our mean gender bonus gap that has reduced considerably compared to last year due to a lower payout for our incentive plans this year than last year.

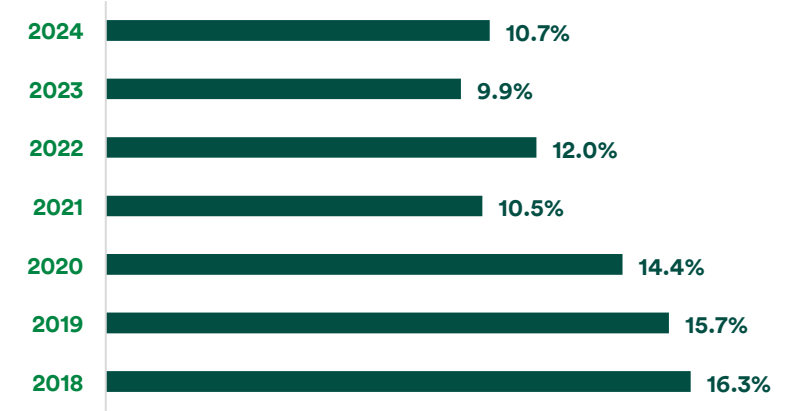
## Proportion of women and men receiving a bonus



## Our mean gender bonus gap over time



## Our median gender bonus gap over time



# Gender pay report



## Main reasons for our gender pay and bonus gaps

We believe our pay gaps relate to a number of reasons:

- Uneven representation of women and men at all levels within our organisation as can be seen in the chart on the previous page. Our pay and bonus gaps will reduce if we can achieve an even proportion of women and men across all roles within our organisation. Whilst 35% of our overall workforce are women, there is greater representation of women in lower-graded customer service and support roles, and less in more senior operational/technical roles.
- Many of our operational/technical roles receive additional payments because the working hours required can be uncertain and disruptive to home/family life, and currently, around 80% of colleagues undertaking roles which demand these antisocial working premiums are men. This is a long-standing, industry-wide issue which is also influenced by the fact that fewer women than men take up careers in STEM subjects. But we're working hard to attract more women into these type of roles via our early career programmes (apprentice and graduate schemes) and through the education and outreach activities we deliver in our communities.

- Additionally, our ongoing efforts to improve operational resilience and our use of technology may enable us to make changes to working practices meaning that working in operational/technical roles is less disruptive and more appealing to a more diverse pool of applicants.
- Low attrition rates across the organisation which mean it is likely to take a long time for our overall gender balance to improve.

We are committed to improving our gender pay gaps but recognise it will take time and will require a shift change in our gender balance at all levels of our organisation. Our long-term plan and targets shown on page 5 will help us achieve our goals.

# Appendix 1 | Gender pay report by business | statutory declaration



Within the United Utilities Group PLC group of companies there are two wholly-owned subsidiary companies that employ staff. Most of our colleagues are employed by United Utilities Water Limited (our main water and wastewater services business). A small number of colleagues are employed by United Utilities PLC. By law, companies in the UK that have more than 250 colleagues must produce a report which includes information on their gender pay gap. Our detailed report shows the data for the United Utilities Group PLC, and on pages 20 to 23 we also show the data for United Utilities Water Limited. This data is for the snapshot date 5 April 2024.

We confirm that the information on our gender pay gap in this report is accurate.

## Headcount

| Business                       | Headcount (as at 5 April 2024) | Description  |
|--------------------------------|--------------------------------|--|
| United Utilities Group PLC     | 6,189                          | Group company consisting of all colleagues within United Utilities |
| United Utilities Water Limited | 6,043                          | Regulated water and wastewater services business                   |

## Hourly gender pay gap

| Business                       | Median |       | Mean |      |
|--------------------------------|--------|-------|------|------|
|                                | 2024   | 2023  | 2024 | 2023 |
| United Utilities Group PLC     | 14.4%  | 14.3% | 4.8% | 4.7% |
| United Utilities Water Limited | 14.8%  | 14.6% | 8.5% | 7.4% |

## Gender bonus gap

| Business                       | Median |       | Mean  |       |
|--------------------------------|--------|-------|-------|-------|
|                                | 2024   | 2023  | 2024  | 2023  |
| United Utilities Group PLC     | 10.7%  | 9.9%  | 7.2%  | 12.1% |
| United Utilities Water Limited | 11.5%  | 10.3% | 15.3% | 16.6% |

## Proportion of colleagues who received a bonus

| Business                       | Women |       | Men   |       |
|--------------------------------|-------|-------|-------|-------|
|                                | 2024  | 2023  | 2024  | 2023  |
| United Utilities Group PLC     | 93.7% | 92.1% | 93.7% | 91.9% |
| United Utilities Water Limited | 93.5% | 91.8% | 93.6% | 91.8% |

## Proportion of women and men in each quartile of the pay distribution

| Business                       | Lower |       |       |       | Lower middle |       |       |       | Upper middle |       |       |       | Upper |       |       |       |
|--------------------------------|-------|-------|-------|-------|--------------|-------|-------|-------|--------------|-------|-------|-------|-------|-------|-------|-------|
|                                | Women |       | Men   |       | Women        |       | Men   |       | Women        |       | Men   |       | Women |       | Men   |       |
|                                | 2024  | 2023  | 2024  | 2023  | 2024         | 2023  | 2024  | 2023  | 2024         | 2023  | 2024  | 2023  | 2024  | 2023  | 2024  | 2023  |
| United Utilities Group PLC     | 47.9% | 49.0% | 52.1% | 51.0% | 31.9%        | 30.4% | 68.1% | 69.6% | 22.0%        | 22.5% | 78.0% | 77.5% | 34.2% | 34.8% | 65.8% | 65.2% |
| United Utilities Water Limited | 50.0% | 48.7% | 50.0% | 51.3% | 29.6%        | 29.6% | 70.4% | 70.4% | 22.9%        | 22.3% | 77.1% | 77.7% | 31.5% | 34.0% | 68.5% | 66.0% |

# Appendix 2 | Useful definitions



## ED&I

ED&I stands for equity, diversity and inclusion.

## Equality and equity

Equality means everyone is given the same resources or Opportunity. Equity is a concept of fairness that means making adjustments in recognition of those that have different needs.

## Diversity

Diversity is understanding that each person is unique – embracing people’s differences, including their beliefs, abilities, preferences, backgrounds, values, and identities.

## Inclusion

Inclusion is an extension of equity and diversity. It means that all people, without exception, have the right to be included, respected, and appreciated as valuable members of the community.

## Ethnicity

A broader concept than race which includes or combines nationality, citizenship, race, colour, language, ancestry, religion, and customs of dress or eating.

## Ethnic minority

Refers to racial and ethnic groups that make up a small proportion of the population of a particular country or group. Minority ethnic groups vary in each country.

## AMP8

AMP8 is our eighth Asset Management Period – these are five-year plans, used by our regulators to ensure that water companies plan and execute their investment strategies effectively.

## Under-represented group

Refers to a population of people who are insufficiently or inadequately represented compared to their actual proportion of the general population.

## LGBT+

LGBT+ stands for lesbian, gay, bisexual and transgender, with the + encompassing any sexual orientations or gender identities that do not correspond to heterosexuality.

## STEM

STEM stands for Science, Technology, Engineering and Mathematics, a term used to group together these academic disciplines.

## Gender pay gap

The difference between the mean or the median hourly rates of pay for men and for women in April 2024. This figure is expressed as a percentage of the pay for men.

## Gender bonus gap

The difference between the mean or the median values of bonus pay for men and for women over the 12 months before April 2024. This is expressed as a percentage of the bonus paid to men.

## Proportion of employees who receive a bonus

The percentage of men and women who received a bonus during the 12 months before April 2024.

## Median

The median is a comparison of the ‘middle’ hourly pay rate or bonus payment for a woman (if all hourly pay amounts were sorted from low to high) and the ‘middle’ hourly pay rate or bonus payment for a man (if they were sorted in the same way). The median pay gap is less affected by ‘outlier’ hourly pay rates (that is, very high or very low pay rates) than the mean pay gap.

## Mean

The mean is a comparison of the average hourly pay rate or bonus payment for a woman and the average hourly pay rate or bonus payment for a man.

## Pay quartiles

Pay quartiles are worked out by splitting the whole workforce into four equal-sized bands based on hourly pay rates, from lowest to highest. The percentage of men and women in each of those four bands is then calculated.

## Basic pay

Basic pay is an employee’s standard hourly rate of pay. It includes salary and work-based allowances (such as any premium they earn for working shifts, standby and call-out payments), bonus payments and recognition awards. It does not include payments for overtime, redundancy or termination of employment payments (sometimes referred to as severance payments), or benefits-in-kind.



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