

Gender Pay Gap report

5 April 2024



Service, a fresh direction

How to view this document

1 This button takes you to the previous page.

2 This button takes you to the next page.

There are also many other clickable links within this document which we've made easy to spot by underlining and **highlighting** them in red.

Accessibility matters.
That's why we want all of our customers to be able to engage, navigate, and understand our Gender Pay Gap report.

By using assistive technology like screen readers, text-to-text speech programmes and Braille displays, we can provide equal access to anyone with visual, mobility, or cognitive impairments.

We've taken steps to ensure this document supports additional accessibility needs:

- Screen readers will recite content in a logical order, as well as identifying headers and providing alternative text for images.
- Table of contents and bookmarks to aid navigation.
- Easy-to-read text that's structured using headings, clear paragraphs and tables.
- Comfortable colour contrast.

Introduction

Loop Customer Management Limited provides customer service and billing for our sister company, Yorkshire Water.

I am pleased to share Loops gender pay gap figures for the year to April 5 2024.

Since mandatory reporting began in 2017, Loop has consistently reported a lower pay gap than the national average. Over the past three reporting years, we have successfully reduced our mean gender pay gap, which now stands at 2.5%, down from 3.8% last year—marking our lowest figure to date. Additionally, this year we have observed a further increase in the median pay gap in favour of females, with the highest median figure reported so far.

Our general progress can be attributed to the demographics of our colleague population. Loop remains a predominantly female workforce with a gender split of 68.3% female to 31.7% male. The shifts in representation within our quartiles, detailed further in this report, provide insight to the changes in the 2024 figures.

While we are encouraged to see the mean pay gap moving closer to 0%, it's important to highlight the ongoing widening in the median pay gap and the need for this to be monitored and addressed as we move forward.

We continue to work towards delivering our vision of 'A thriving Yorkshire. Right for customers. Right for the environment'. A key focus is building high performing teams, grounded in inclusivity and respect, that will help us collectively get better every day.



Nicola Shaw, CBE
Chief Executive Officer



Gender Pay Gap

On the following pages, we show Loops overall median and mean gender pay gap data based on hourly rates of pay at the snapshot date of 5 April 2024 with a comparison to 2023, our eighth year of reporting.

We also show median and mean bonus pay gap data for bonuses paid up to 5 April, plus some additional information to explain our pay data and how we're tackling the gender pay gap.

What is the difference between mean and median?

The mean and median are two ways of calculating the average hourly pay and average bonus of women and men at Loop. If we created two lines, one with all the women in Yorkshire Water and the other all the men:

The mean is adding up all the data separately for the women and the men and dividing by the number of people in the respective line.

The median is at exactly the halfway point on each of the lines.

Gender Pay Gap

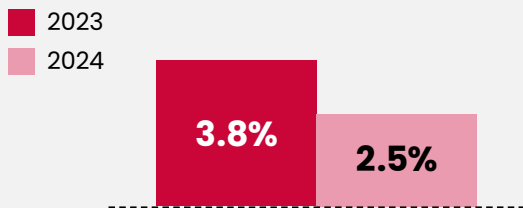
For the 3rd consecutive year we see a decrease in the mean gender pay gap figure and an increase to the median gender pay gap figure.

Since 2023, our mean pay gap has further reduced and now sits at 2.5%, compared to 3.8% in 2023.

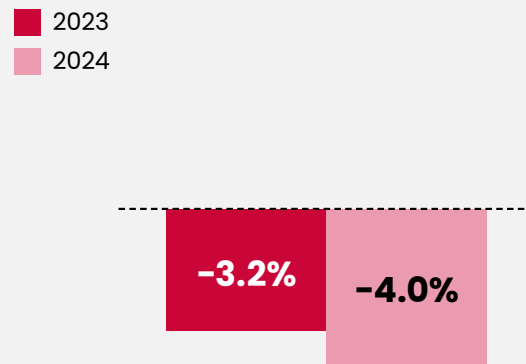
Following the same pattern as the previous 2 years, we've also seen a small widening of the median pay gap of 0.8% from -3.2% to -4.0% in favour of females.

Contributing to both of these shifts is the changes that we see in the representations within the quartiles. Where representation in the upper middle quartile remains unchanged, representation of females in the lower pay quartile and lower middle pay quartile has decreased by 2.8% and 2.2% respectively, whilst female representation in the upper pay quartile has increased by 1.9%.

The difference between the **mean hourly rate of pay** of male full-pay relevant colleagues and that of female full-pay relevant colleagues.



The difference between the **median hourly rate of pay** of male full-pay relevant colleagues and that of female full-pay relevant colleagues.



National Pay Gap Statistics

National Average Mean Pay Gap Figure 2024 submissions (To Date)

10.9%*

(Compared to 12.4% in 2023)

National Average Median Pay Gap Figure 2024 submissions (To Date)

11.2%*

(Compared to 11.5% in 2023)

*Based on 2024 figures from Gender Pay Gap Services Gov UK as of 03/03/2025

Bonus Pay Gap

The mean gender bonus pay gap figure has reduced from 2023, whilst the median figure has increased.

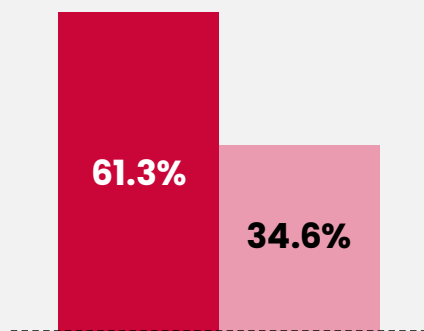
Whilst the 2024 reported mean bonus gap figure of 34.6% is still significantly in favour of males (driven by the male top earner in the business), the 26.7% reduction is due to the lower bonus amounts received in 2024, compared to 2023.

The median bonus figure has increased by 6.6% in 2024, however similar to past reporting years, the majority of Loop colleagues receive the same bonus.

For the second year in a row, the female median lands on a part time female colleague vs a full time male colleague, this coupled with the increase in bonus amount in 2024 compared to 2023 accounts for the increased median bonus figure. If the bonus pay gap methodology accounted for part time working, the resultant median bonus pay gap would be 0%.

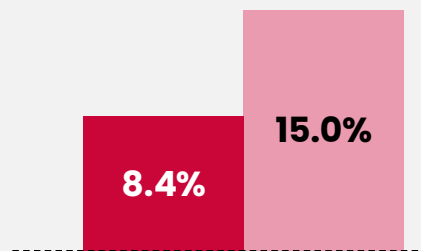
The difference between the **mean bonus pay** paid to male relevant colleagues and that paid to female relevant colleagues.

■ 2023
■ 2024



The difference between the **median bonus pay** paid to male relevant colleagues and that paid to female relevant colleagues.

■ 2023
■ 2024

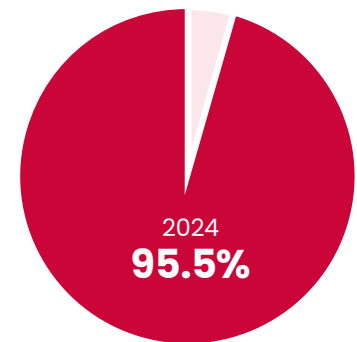
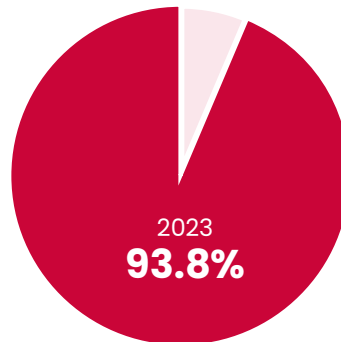
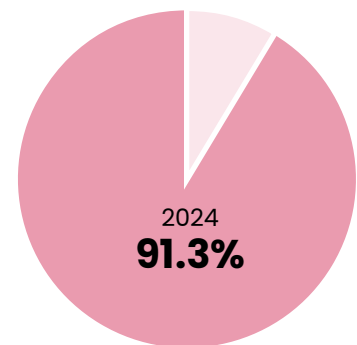
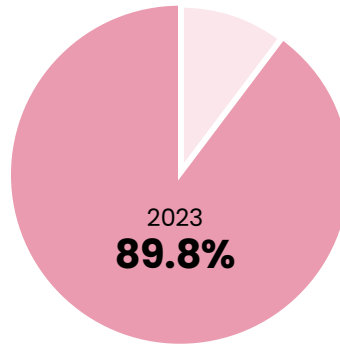


Percentage Receiving Bonus

2024 has seen the proportion of male and female colleagues receiving a bonus increase.

The proportion of females receiving a bonus payment in 2024 has increased by 1.7%, whereas the male percentage has increased by 1.5%.

- Males
- Females



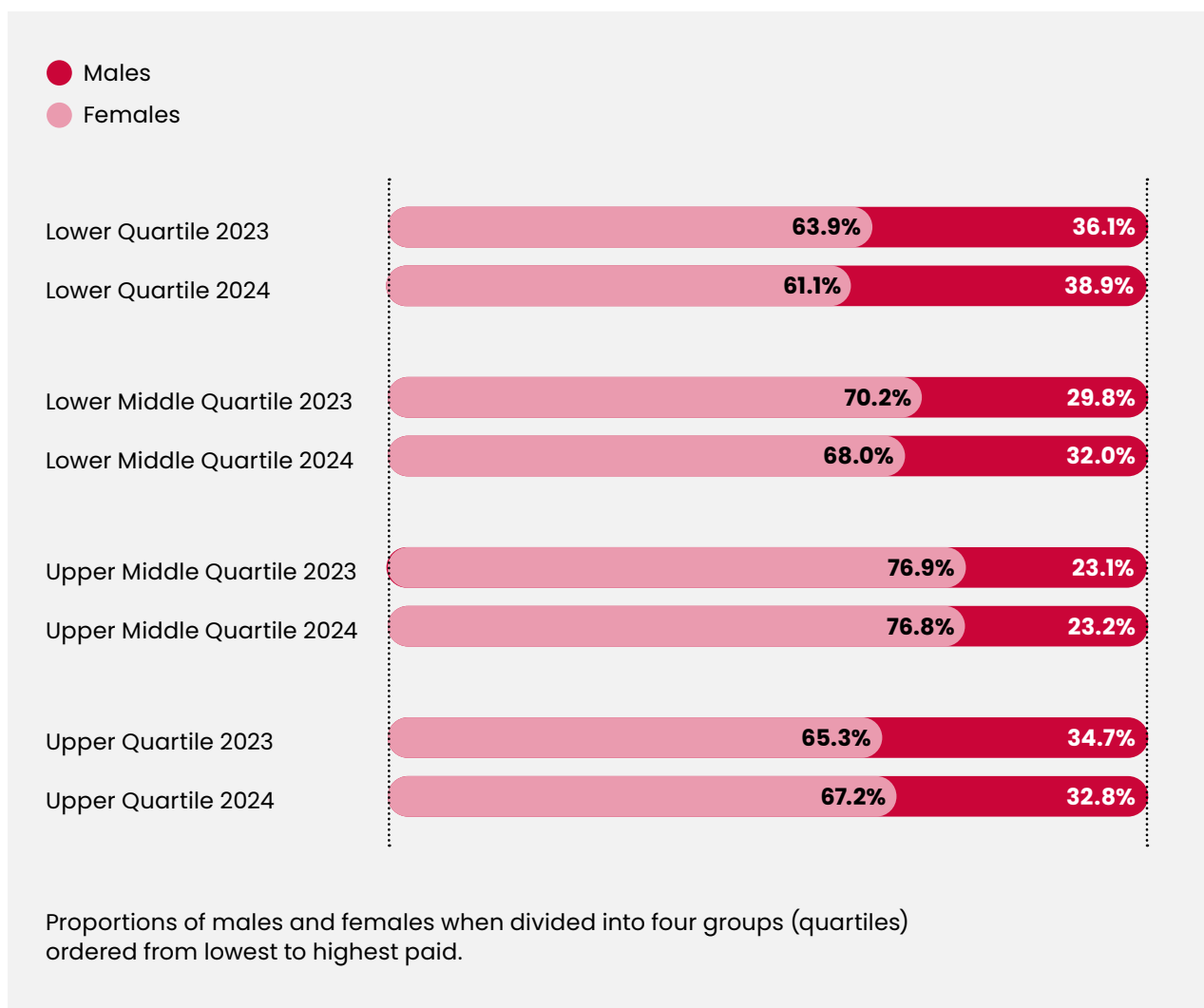
Distribution of colleagues by quartile

As gender pay gap figures are a reflection of representation in roles, understanding quartile distribution is an important tool when reviewing the gender pay gap.

On the whole, there have been minimal changes to our gender demographic for the 2024 reporting period with females occupying 68.3% of roles compared to 31.7% for males.

We have again observed changes in representation across the quartiles that are contributing to the reduction in the gender pay gap figures for 2024.

After an 8.3% decline in female representation in the lower pay quartile in 2023, this year shows an additional decrease of 2.8%. Similarly, the lower middle quartile has seen a 2.2% drop in females, while the upper pay quartile has shown a 1.9% increase, all influencing the 2024 figures.



Equality, Diversity and Inclusion at Loop

Yorkshire is a wonderfully diverse place. We want to become an organisation that represents that and are committed to providing a diverse and inclusive working environment where all our people are treated equally.

Since the launch of our equality, diversity and inclusion strategy in 2023 (which sits within our overall 10-year business strategy), we've been working to achieve an inclusive culture by embracing and understanding our differences, and equipping our colleagues with the awareness and confidence to be able to talk openly on anything linked to ED&I. We'll continue to build our culture, creating an inclusive workplace where everyone feels involved, respected and encouraged to do a fantastic job.

Our **Women in Engineering** network has been instrumental in driving change through three key areas:

- Encouraging women to enter the industry and participating in STEM Fest to highlight Yorkshire Water and inspire young girls.
- Making sure we provide suitable, female-friendly PPE and facilities.
- Fostering male allyship to support our strategy.

We have also continued to evolve our **AllTogether Different** inclusion campaign to gather data insights, deliver impactful events and connect colleagues from our Disability and Neurodiversity, Family, LGBT+, Race and Ethnicity, Women and Gender and Armed Forces networks.

We've supported our group of ED&I networks by making sure that the co-chairs feel empowered

to lead effectively and with impact. Each of the co-chairs have taken part in a 10 week employee network leadership programme, designed to enhance their leadership capabilities and ability to drive meaningful change within the organisation.

We're also continuing our review of policies in line with industry peers, including updating our Equality, Diversity and Inclusion policy and implementing a menopause employee and people leader toolkit to support women's health.

Building a workforce for the future

Developing robust apprenticeship schemes and graduate intake programmes are essential for building a diverse and valued workforce of the future. These initiatives provide valuable opportunities for young talent from various backgrounds, helping to address gender and ethnicity pay gaps. By investing in these programs, we aim to ensure a steady pipeline of skilled professionals who are representative of the broader society. This approach not only promotes diversity but also fosters an inclusive culture where everyone has the chance to succeed.



Thank you for reading



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Service, a fresh direction