



Our Total Reward Package

Opportunity

- **Flexible Working Arrangements**

We pride ourselves on being truly inclusive and family friendly. We encourage everyone to have a healthy work/life balance but recognise that achieving this balance can be a challenge. We listen carefully and will do what we can to meet your specific needs: part-time positions, job sharing and flexible working hours are available if it meets the needs of the business and the individual. Our full time employees start on 25 days annual holiday and bank holidays.

- **Parent and Carer Leave**

We offer maternity, adoption, shared parental leave to all our people, which provide enhanced provisions above the statutory minimum. We also provide unpaid parental leave and unpaid time off to deal with family emergencies involving dependents.

- **Community Involvement**

The company actively encourages colleagues to participate in a wide variety of volunteering programmes. These activities provide a much needed support to local communities as well as providing skill enhancement opportunities for our people across the business. As a company, we actively support 'Wateraid', a charity supported by the water industry which provides clean water and sanitation to people in the third world. Colleagues can choose to support WaterAid via the WaterAid Lottery or donate to any charity they wish through Payroll Giving, where donations are made directly to the charity from salary.

- **Working in Partnership**

We work in partnership with a number of local agencies to provide opportunities for our people.

Metro Card; this link helps to provide our people with an opportunity to get a 15% discount on a pre-paid travel card which gives them virtually unlimited travel on buses or trains in West Yorkshire.

Leeds City Credit Union & Bradford Credit Union; working with Credit Union's to promote financial choice for our employees whether they are saving money direct from their salary or taking advantage of low interest rates on loans.

Sovereign Health Care, Simply Health & Westfield Health; provides our people with an opportunity to "buy" a voluntary health care cash plan which gives our people tax free cash back on a range of everyday healthcare costs such as glasses, contact lenses, dental bills, hospital stays and physiotherapy.

Money Advice Service; provides free, impartial and unbiased money advice to all colleagues across the business. Colleagues can undertake a financial health-check which provides them with a personal action plan.



- **Career Break**

Kelda is committed to promoting flexibility in the workplace and believes that this flexibility can increase motivation, promote work-life balance, wellbeing and improve performance and productivity. This policy, along with our other policies which promote flexible working arrangements, has been designed to help Kelda's employees to balance work and personal life.

Kelda recognises that their employees may wish or need to take an extended break from work for a variety of personal reasons, during the course of their employment. This policy enables them to request an unpaid break in their career for up to one year whilst having the ability to return to employment within Kelda following this.

Although there isn't an automatic right to take a career break, Kelda recognises that there may be circumstances where it is beneficial to both the individual and the company to allow an unpaid period of time away from work.

- **Employee Development and Training**

We believe all employees should receive the opportunity to develop the skills for them to be effective within their roles. The aim is to enhance business performance by maximising individual, team and organisational potential through skills development.

All new colleagues receive a corporate induction within their first few months. This ensures consistency of corporate messages, expectations and development. Through our performance management process, our managers identify and meet the development needs for all colleagues. These needs are addressed through our Learning and Development department and our corporate training offered through our online Learning Management System accessible to all colleagues called 'The Learning Zone'. This provides Technical, Behavioural, Leadership, Information Technology and Health & Safety skills.

The table below outlines the total number of development days received by Kelda colleagues.

2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-2014	2014-15	2015-16
7266	6931	6265	6390	11066	9853	7589	8956	5655

Within the Learning & Development business plan we have specific aims to ensure we deliver a high quality service to all our employees, these are:

- We offer quality training resources in the best locations.
- We have connected processes to support development and business requirements.
- We know the gap between current and future skill requirements.
- Our colleagues feel supported by timely development available to them.
- We use highly skilled trainers to deliver to our colleagues and our partners.
- We develop the right behaviours that drive clear processes and procedures.
- Managers are rewarded for developing their people and know it is part of their role.
- We develop consistent ways of working through effective performance management training.



- We have an environment where individuals and the business are inspired to own and drive skills development.

We expect all our colleagues to have access to the best learning and development available and to really get the most from their career. Every three months, we ask our colleagues through our colleague opinion survey their views on the learning and development and the support they receive from their manager.

As can be seen by the outputs over 2015/16 we can see the majority of scores are greater than 7 out of 10 for a number of key questions where colleagues assess their contribution.

	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16
I have a clear understanding of how my contribution helps the organisation to achieve its objectives	7.5	7.9	7.1	7.2	7.2
I know how I am doing in my role through regular feedback from my manager	7.1	7.4	6.7	6.8	6.8
My manager provides me with the support I need to do my job effectively	7.2	7.4	6.8	7.0	6.9
I feel trusted by the organisation to do my role effectively	7.0	7.4	6.9	7.0	6.8



Our businesses will continue to change to meet the challenges which we face now and in the future. We know that this means we will have different resource and skill requirements. The employment market is changing and becoming more diverse and our ageing profile means that approximately a quarter of the current resource will retire in the next 15 years and we need to be ready to respond to these demands. To start to address this issue we have continued to recruit graduates, some of our future leaders, which help to address future succession planning concerns. Since 2006, we have employed 87 graduates.

Since 2012 we have employed 79 apprentices in to the business. We have found that the modern government funded apprenticeships deliver skills designed around our business needs, providing skilled workers we need for the future. In 2013/14 we announced our plans to introduce 160 apprentices and trainees over our next Asset Investment Period.

We provide a corporate management development programmes for all new managers to Kelda. Working with the business we develop their capability, ensuring all our people leaders do the basics well and manage their teams effectively, and help to achieve our goals.

We also play a key role within the Water Industry by participating with the Energy and Utility Skills and specifically the Water Industry Steering Group (WISSG). This group is made up of water companies and contractor employers. The group works collaboratively to formulate a skills strategy and drive a programme of key projects to ensure sustainable skills competence in the Water Industry.