



Our Total Reward Package

Pay

- **Pay**

The way in which a company pays its colleagues gives a clear signal about what it wishes to encourage and stimulate. The right selection of basic pay and benefits, with appropriate organisation-based or team-based reward, is one of the key ways in which companies recruit, retain and motivate the right people.

Our approach to pay and benefits is designed to :

- Provide competitive levels of basic pay for roles in relation to the local market and to our sector
- Recognise how well an individual is performing in their role
- Encourage and reward the development of skills and competencies required for the role
- Provide for 'impromptu reward and recognition' for a job well done
- Provide a share of the reward generated through the organisation's performance
- Operate within the affordability constraints of being a regulated industry with fixed income levels

- **Progression Plans**

Progression plans provide colleagues with a framework to support development to a competent skill level and are a way of understanding the competent rate of pay (salary) associated with the role. They also help people to understand what is expected in their current role and the opportunities for development beyond the progression plan.

- **Living Wage Employer**

The Kelda Group are proud to be an accredited Living Wage employer. The living wage commitment means that every colleague earns not just the minimum wage, but the living wage.

The living wage is an hourly minimum rate of earnings which is set independently and updated annually. It is based on the cost of living in the UK. The living wage is calculated according to the basic cost of living using the 'minimum income standard' for the UK.

Employers choose to pay the living wage on a **voluntary** basis. Apprentices and student placement colleagues become eligible for the living wage once they are qualified and have a permanent role within the business. During their apprenticeships and placements we support them through on the job training and more formal college qualifications.

We are proud to have been awarded the Living Wage accreditation because ensuring all eligible employees are paid fairly is the right thing to do, whether they are our employees or third-party contractors.