



Measures Of Success – Diversity Targets

Our strategy contains equality and diversity objectives which are specific, measurable, achievable, realistic and time bound. The below Key Performance Indicators which are part of our Diversity & Inclusion Scorecard focus around three key streams of work.

Gender – Over the last 3 years, the gender split at Kelda has remained constant, with 33 % female colleagues across the organisation. However, we recognise we still have some way to go to increase the representation of women, particularly in senior management positions. Our target is to have more females on the board and at senior management level by 2017.

Ethnicity – The representation of Black, Asian and Minority Ethnic (BAME) colleagues has also remained constant at 7.4 % which is below the Yorkshire and Humber BAME representation (11% according to the 2011 Census). BAME representation varies across the bands and our new targets will seek to increase the representation level at senior management roles.

Disability – Around 1.8 % of colleagues have disclosed a disability on the company's HR system, however a recently conducted anonymous survey suggests more colleagues have a disability but have chosen not to disclose.

Key Performance Indicator	Units	Target	By When
Increase the females on board.	%	25 %	Mar-2020
Increase the females in Band 2 and Band 3A	%	35 %	Mar-2018
Increase in female applicants for our Graduate, Trainee and Apprentice programmes	%	30 %	Sep-2020
Increase the BAME Colleagues in Band 2, 3A and 3B	%	7.5%	Mar-2018
Increase the BAME applicants for our Graduate, Trainee and Apprentice programmes	%	10 %	Sep-2018
Increase the ethnicity disclosure rates among applicants	%	95 %	Mar-2018
Increase the ethnicity disclosure rates among existing colleagues	%	95 %	Mar-2018
Increase the disability disclosure rates among applicants	%	4 %	Mar-2018
Increase the disability disclosure rates among existing colleagues	%	7%	Mar-2020
Completion of Equality, Diversity & inclusion Training – All Colleagues	%	97%	Ongoing
Completion of Unconscious Bias Training – All People Leaders	%	97%	Ongoing