

# Anglian Water Gender and Ethnicity Pay Gap Report 2024



## Introduction

**Welcome to Anglian Water's 2024 Gender and Ethnicity Pay Gap report. This is the first time we have combined our Gender and Ethnicity pay gap results, focusing on the holistic work we are doing to embed inclusion and diversity across our organisation.**

We are pleased to note that this year our gender pay gap has decreased, reflecting the growing number of women taking senior positions. Our progress in this area has received external recognition in the past year, including being ranked number five on the 'Top 10 Best Performing Private Companies' in the FTSE Women Leaders Review 2023, and reaching the final of the 'Best Employer for Women' category at the inaugural Women in Utilities Awards 2024. On ethnicity, our first focus has been to build the scale and accuracy of data to enable us to report. We will now apply the learnings from our continued progress on gender to improve the overall diversity of our workforce.

Our Inclusion strategy was launched in 2020 and throughout the 2020–25 Asset Management Period (AMP) we've made progress in understanding, supporting and celebrating diversity in our workforce in the face of challenges such as Covid, the cost-of-living crisis and the accelerating impact of climate change.

As we move into a new AMP in 2025 – 2030 (AMP8), we will adapt our strategy to meet new challenges and opportunities, including the need for the skills to deliver our ambitious business plan, and the transition of knowledge from a generation of colleagues reaching retirement age.

Our approach will, as always, be rooted in our values of doing the right thing, building trust and always exploring. We fundamentally believe that embedding diversity and inclusion helps drive business performance and supports our Purpose to bring environmental and social prosperity to the region we serve.

**Mark Thurston**

CEO

**Amanda Bridger**

Director of People



## Who we are

Anglian Water is the largest water company in England and Wales by geographic area, supplying water and water recycling services to almost seven million people in the East of England and Hartlepool.

In line with the broader water industry, the majority of our employees have traditionally been white men, most of whom spend their entire working lives with the company, creating a skilled and stable workforce but limiting the potential for significant demographic change. We recognise we need to improve the gender and ethnicity balance across our entire workforce and have a long term Inclusion strategy in place to achieve this, as detailed on page 13.



### Key external recognition for inclusion this year.

Disability Confident Employer 2023



Ranked number five on the 'Top 10 Best Performing Private Companies' in the FTSE Women Leaders Review in 2023



Times Top 50 Employer for Gender Equality 2023



Water Industry Awards Diversity and Inclusion Initiative of the Year 2023

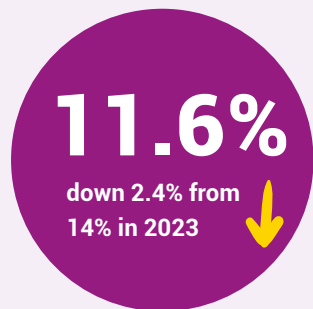


Best Employer for Women finalist 2024

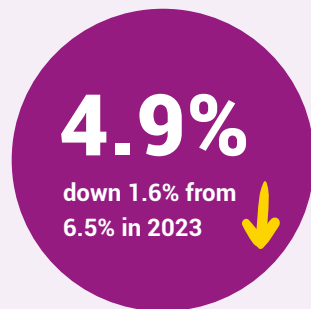


## Our gender and ethnicity pay gaps at a glance

### Median gender pay gap



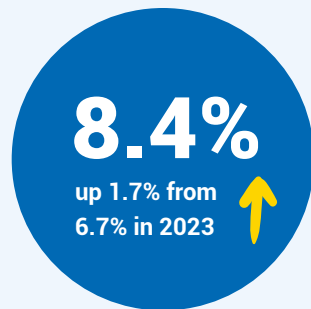
### Mean gender pay gap



### Median ethnicity pay gap



### Mean ethnicity pay gap



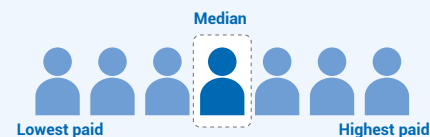
### What does the pay gap mean?

The gender pay gap measures the difference between the median and mean pay of men and women. The ethnicity pay gap shows the difference in the median and mean pay between staff from Ethnically Diverse Communities (EDC) in the workforce, compared to White employees (including those that identify as White Other).

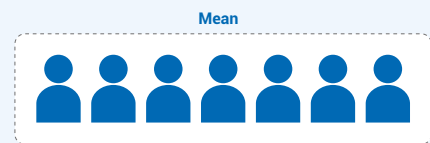
These comparators are not the same as equal pay, which is the right for employees to be paid at the same rate of pay for work of equivalent value. We take this principle seriously and have a robust pay framework in place to ensure we comply with our legal obligations.

### What's the difference between the median and mean figures?

**The median** is the number that falls in the middle of a range when everyone's pay elements are lined up from smallest to largest, and is more representative when there is a lot of variation in pay. This is especially true with Anglian Water, as we have more than 6,000 employees across our region in a broad range of roles.



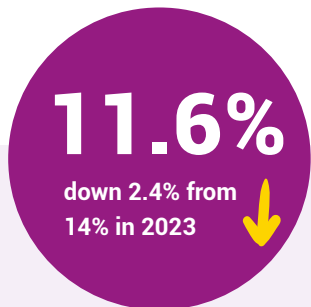
**The mean** is calculated by adding up all the pay elements of employees in a company and dividing that figure by the number of employees. This means the final figure can be skewed by a small number of highly paid individuals.



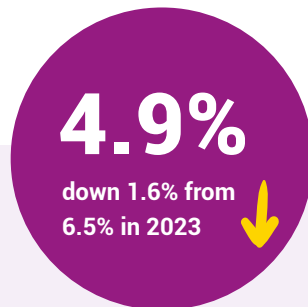
# Gender Pay Gap 2024

## What is our gender pay gap for 2024?

### Median gender pay gap



### Mean gender pay gap



This year our median gender pay gap has dropped by 2.4% to 11.6% and our mean gender pay gap has fallen by 1.6% to 4.9%.

We are pleased to note this improvement, however we are mindful that significant sustained change will only be possible through a substantial shift in gender balance at all levels of the business. Factors that continue to affect our pay gap include:

- A higher percentage of males than females in senior positions (57.7% versus 42.3% of the reporting population).



Males in senior positions

Females in senior positions

- High retention rates reducing opportunities for change through recruitment.
- Most operational roles (80.4%) are held by males. These roles attract additional pay in the form of allowances and standby rates compared to non-operational roles at a similar level, which has an impact on the pay gap results.

We have a multi-stage, long-term plan to shift the balance towards greater inclusion across our organisation. To read more, see page 13.

### Language and gender identity

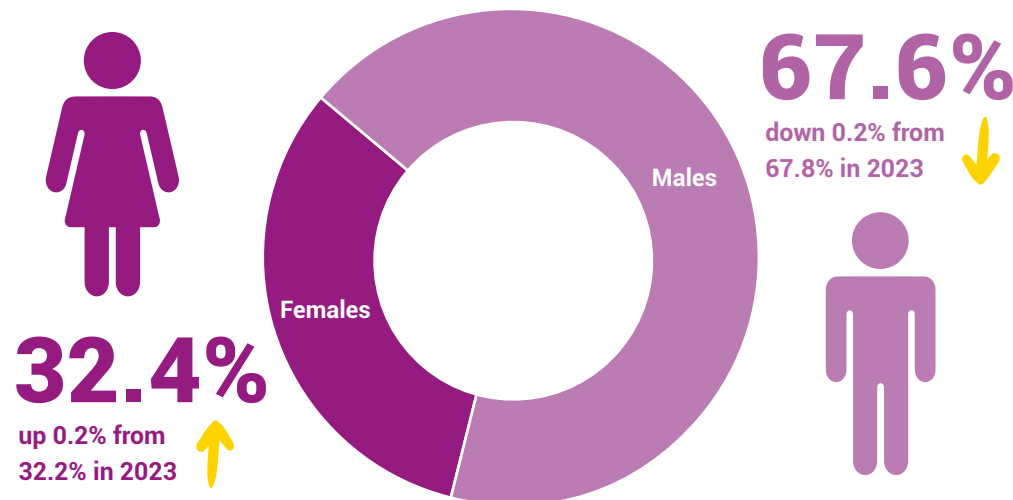
In line with the current reporting requirements for the gender pay gap, we use the terms 'gender', 'male' and 'female', however, we acknowledge some individuals may not identify with either of these terms.



### Gender composition

Our overall gender composition as of April 2024 for Anglian Water Services (AWS) is 33.8% female, 65.8% male and 0.4% Other. The proportion of males has gone down by 0.2% while the proportion of females has risen by the same amount; as the change is small, the positive impact it has on our gender pay gap is also minor.

### Reporting population\*



\*We follow the guidelines issued by the Government Equalities Office with respect to calculating the reporting population. For more information see [gov.uk](https://www.gov.uk).

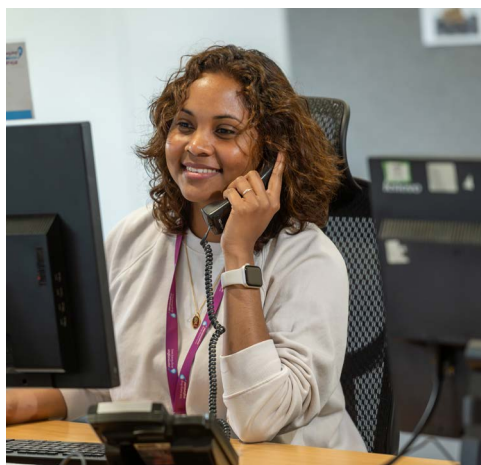
A photograph of two women in an office setting. One woman is standing and leaning over a desk, pointing at a computer monitor. The other woman is sitting in a red office chair, looking at the monitor. The background shows office desks, chairs, and a whiteboard. The image is framed by a large white semi-circle on the left and bottom edges.

# Ethnicity Pay Gap 2024

## Ethnicity Pay Gap

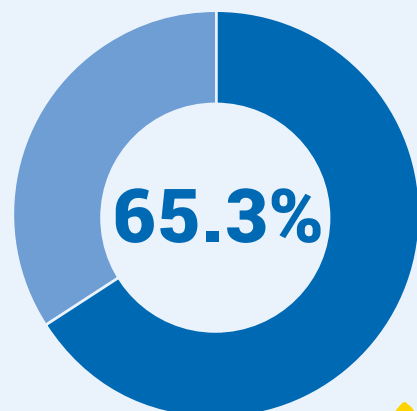
Recording ethnicity is voluntary and since 2019 we have asked our workforce to do this, to help us understand and support people from all ethnic backgrounds appropriately. With our encouragement, the proportion of employees who record their ethnicity has risen from 32% of employees in 2020 to 73% today.

As a result of this improvement in data capture, the number of eligible employees in the overall reporting population for the ethnicity pay gap for AWS has increased from 62.8% to 65.3% (2.5%), while the number of EDC employees in the reporting population has increased from 5.5% to 6.3%.



### Reporting population\*

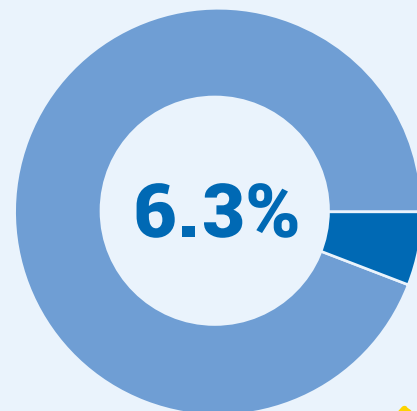
#### Overall



up 2.5% from 62.8% in 2023



#### EDC



up 0.8% from 5.5% in 2023



We continue to engage with our people and encourage them to share their ethnic identity so that we can have greater clarity on the demographic of our workforce in future years.

For the purposes of this report we have divided our data into two sections: EDC – which includes people who are Black, Asian, Mixed Race, or identify as ‘Other’ on the UK census – and White, which includes all categories of people who identify as White, such as White British or White Other. The full meaning of each EDC group is shown below.

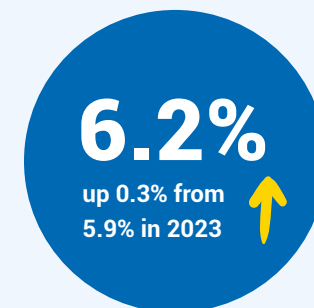
Group	Full meaning
Asian	Asian, Asian British
Black	Black, Black British Caribbean or African
Mixed Race	Mixed, or multiple Ethnic Groups
Other	Any other Ethnic Groups

\*We follow the same guidelines issued by the Government Equalities Office for the ethnicity pay gap with respect to calculating the reporting population. For more information see [gov.uk](https://www.gov.uk).

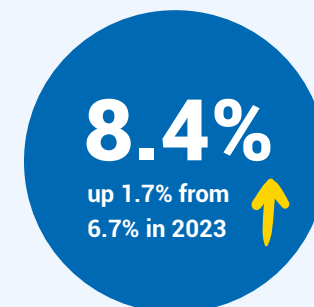
### What is our ethnicity pay gap for 2023-24?

In line with our predictions in previous years, our ethnicity pay gap has risen as we get more visibility of our EDC population. We are continuing to build on our recruitment efforts to encourage more people from EDC to join Anglian Water at all levels and to improve representation, progression opportunities and inclusion for our EDC employees. See page 12 to read more.

#### Median ethnicity pay gap



#### Mean ethnicity pay gap



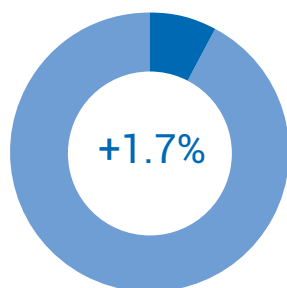


## Pay across the organisation

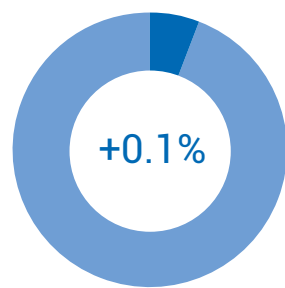
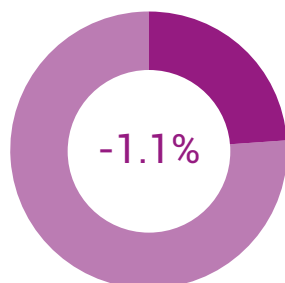
We have divided our workforce into four quartiles: lower, lower middle, upper middle and upper quartile pay bands. The charts below show the proportion of men, women, EDC and white employees as a percentage of full pay relevant employees within each quartile. This year there were more females in Upper Middle and Upper quartiles which has positively impacted the gender pay gap, whereas EDC employees are predominantly in the lower quartile.

Quartile	% EDC	% White	% Female	% Male
Lower	8.2% (+ 1.7)	91.8%	51.5% (-0.6%)	48.5%
Lower middle	6.2% (+0.1)	93.8%	23.8% (-1.1%)	76.2%
Upper Middle	5.6% (+1.1%)	94.4%	20.0% (+1.1%)	80.0%
Upper	5.2% (+0.3%)	94.8%	34.3% (+1.5%)	65.7%

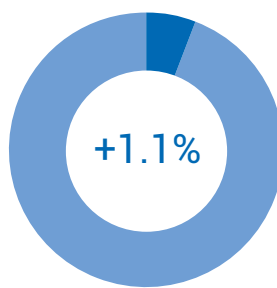
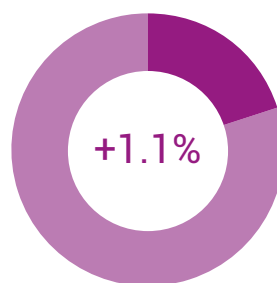
Lower quartile



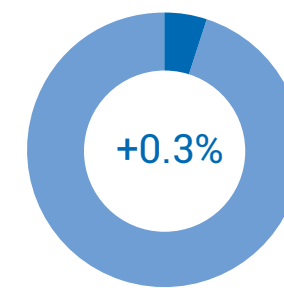
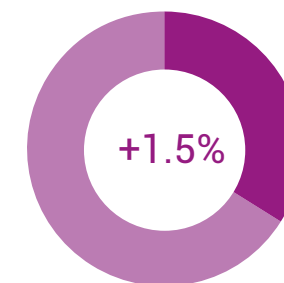
Lower middle quartile



Upper middle quartile



Upper quartile



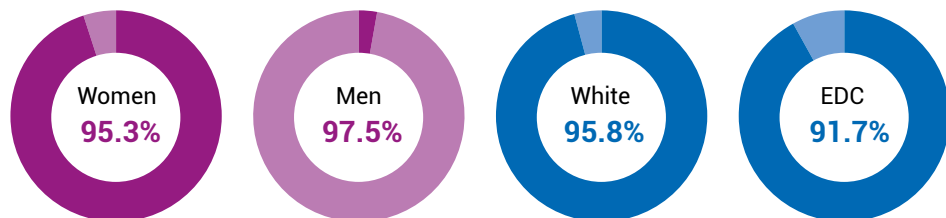
■ % Female  
■ % Male

■ % EDC  
■ % White

All data is year-on-year comparison (2022/2023 to 2023/2024)

## Our bonus gap

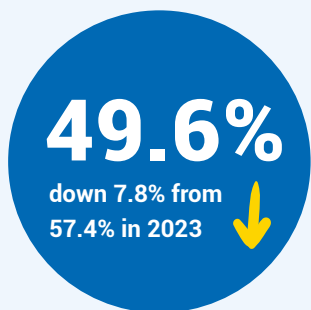
### Employees receiving bonuses



Fewer female and EDC workers received bonuses this year due to a proportionately higher percentage of these groups being new employees.

### Ethnicity bonus gap

#### Median



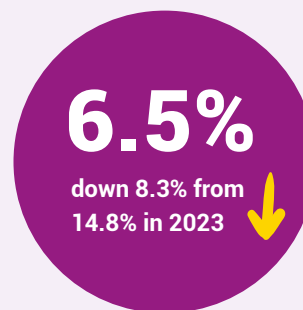
#### Mean



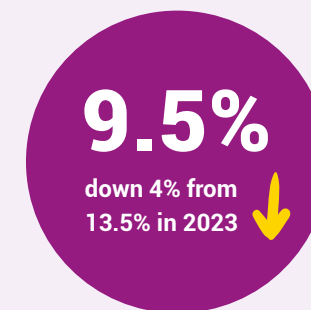
The bonus gap is due to the lower proportion of people from EDC in senior leadership positions (5.2% versus 94.8% White in the reporting population, 0.9% EDC and 99.1% White). As outlined on page 12, efforts to address this include implementing inclusive hiring practices at all levels and ensuring EDC employees have the opportunity and support to progress into senior roles.

### Gender bonus gap

#### Median



#### Mean



Part-time working impacts the bonus gap figure, as regulations state companies must report the actual amounts paid rather than adjusting to show the full-time equivalent. As we have over four times as many part time female than part time male employees (6.2% compared to 1.4% of males), this impacts the overall result. When the figures are adjusted to remove the impact of part-time working, the bonus gap reduces.

This year there were a small number of part-time males in senior positions who received large bonuses, which resulted in the average bonus being significantly higher for this group. Conversely, there are higher numbers of part-time females in lower quartile roles compared to males, which has resulted in a lower average bonus compared to other groups.

\*\* Total bonus has been uplifted to FTE with no elements excluded (e.g. one-off Thank You awards)

# Addressing our pay gaps

## Changing the way we attract and recruit candidates

### Highlights include:

### Working extensively with our operational Diversity and Inclusion groups

we have introduced a range of practical improvements to influence diverse hires, including:

- Reinforcing behavioural rather than technical requirements in job adverts.
- Continuing to hold diverse interview panels, reducing bias at shortlisting and issuing interview questions in advance.
- Regularly facilitating inclusive hiring sessions for operational leaders.

### Engaging with more than 32,000 primary and secondary students across our region,

acting as a positive influence for young people to engage with STEM subjects, alongside supporting with employability skills and routes into work.



### Results:

We continue to improve our gender mix of external appointments: while 31% of applications in the past year have been from females, we saw a positive conversion rate to 41% of offers being made to females, with increased numbers going into technician and driver roles, areas typically dominated by males.

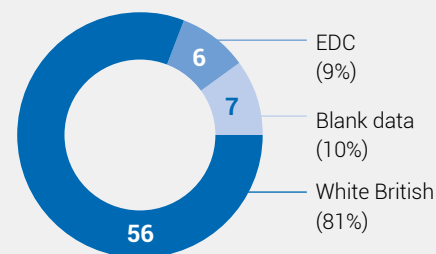
Our conversion rate of EDC applicants from attraction to hire still shows a gap, with 20% of offers being made to EDC applicants compared with 45% of applications. A major contributing factor is a high proportion of overseas applicants for roles not covered by our limited license to sponsor employees from abroad. We continue to focus on removing barriers to employment, including work underway to broaden the list of recognised qualifications to include overseas equivalents of UK accreditations.



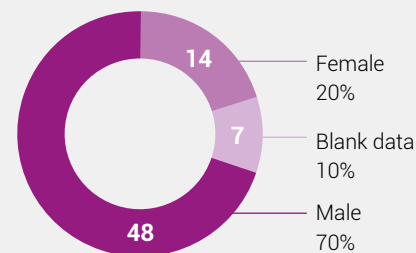
### Early careers gender/ethnicity data 2023/24

#### Apprentice – 69 accepted offers

##### Ethnicity

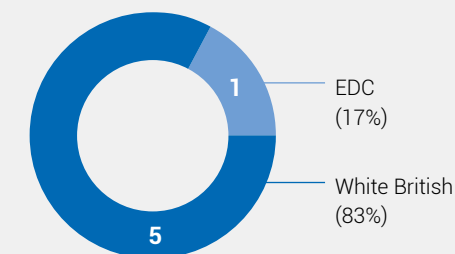


##### Gender

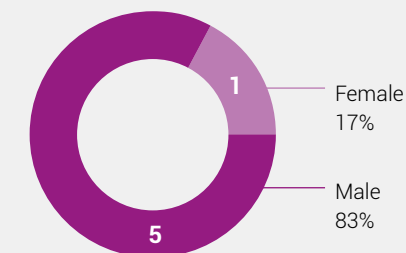


#### Grads – 6 accepted offers

##### Ethnicity



##### Gender



### Key achievements

We were named in the **Job Crowd's Top UK Companies to Work For** list, ranking fourth by graduates and fifth by apprentices. We were also ranked second in the 'Energy and Utilities' category for both apprentices and graduates. We ranked number one for 'Career progression' across all industries in 2023.

**84%**

Apprenticeship retention at Anglian Water after 10 years is 84%, compared with the national average apprentice retention after one year of 54% (source: Department of Education).

**89%**

Graduate retention at Anglian Water is 89% over five years.

## Further embedding inclusion activities across Anglian Water

### Changes made this year include:

- Enhancing our family friendly benefits: doubling our paid time off for maternity, paternity and adoption leave, and introducing a Baby Loss policy to support bereaved parents.
- Embedding our reverse mentoring programme from its initial pilot, which continues to receive exceptional feedback from both mentors and mentees.

### Employee-led community groups

We now have seven employee-led support groups creating connections and driving change. This includes completing accessibility audits on our sites, improving communications and process, supporting workplace adjustments and influencing policy.

#### This year we launched the following community groups:

Young Professionals	Women in Construction and Alliances	Later Careers community for employees approaching retirement
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In late 2024 we plan to launch a **new parenting community**, open to parents of children of any age to provide support and companionship to working parents.

#### Existing groups:

The Ability Network	Pride Family
Embrace	Menopause group



“It was an honour to speak at Saluting our Sisters webinar, as part of the focus on Black History Month. It’s great when we can learn from fellow colleagues and being able to share my real life experiences alongside three amazing women was a privilege. Since the event, I’ve had several conversations with colleagues who have gone on to have open conversations within their teams or with family and friends.”

**Aliena Dowling**  
Group Events Manager



“It was very motivating to share my experiences not only as a black man but also as an immigrant, to someone who I most likely would not have encountered given our different roles in the business.

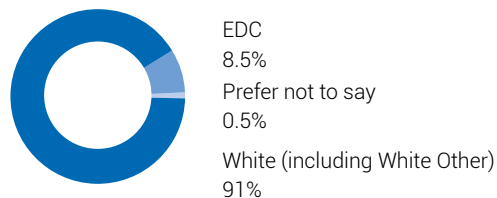
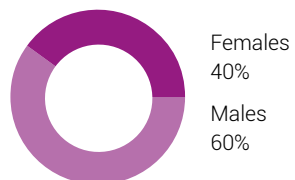
“I found Grant’s honest effort to get to know me and willingness to also share his experiences very inspiring.”

**Haarovyn Sidi**  
Reverse Mentor

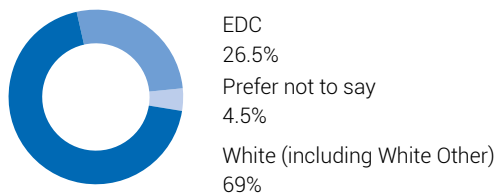
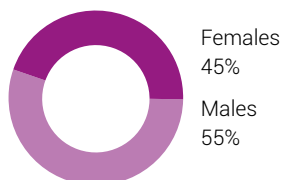
## Retaining and promoting our people

Over the last year we have deepened our analysis of exit feedback and introduced a monthly survey of people new in role, to help us retain key skills and support our drive for increased diversity in the workforce.

### Leavers



### Internal promotions by gender and ethnicity 2023



**“I felt supported and understood during my onboarding process. I was given the support, trust and autonomy to manage my role and time flexibly around other responsibilities in my personal life. Having an engaged and supportive line manager was a large part of this.”**

**Rosie Kaur**  
Project Delivery Manager within the SPI (SPA Integration) team

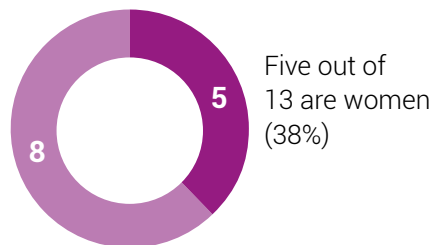


## Senior Leadership at Anglian Water

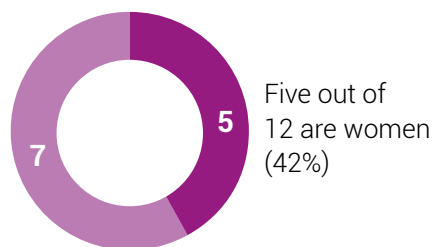
In 2023 we welcomed Dr Ros Rivaz as the first female Chair of our Board. We were also joined by Siân Thomas as Director of Strategic Asset Management, whose pay figure is included within this year's report, and Emma Staples as Director of Corporate Affairs, on our Executive Committee. Due to her appointment coming mid reporting cycle, Emma's pay figure for her new senior role will be included within our report for 2024/25.



### Executive Committee:



### Board of Directors in 2023-24:



“Having spent 11 years at Anglian Water, the company has seen me through an unexpected family bereavement, two maternity leaves, a job share, promotions while part-time, and most recently, my transition to Corporate Affairs Director. We have much stronger female representation in the Executive Committee now (38%), along with many proactive male allies who work to promote gender equality at all levels of the business.”

**Emma Staples**  
Director of Corporate Affairs

## The changing demographic of our workforce

Our proposed AMP8 (2025 - 2030) business growth plan will see us deliver over £9 billion of essential investment in the East of England.

At the same time, 16% of our employees will reach retirement age in the next five years, providing an opportunity to accelerate our progress on diversity.

To manage the transition and ensure an effective knowledge transfer, we are introducing more flexibility, including part time working and options to move to training or mentoring roles. This will support our older workers while increasing the opportunities to bring in diverse hires.

## Challenges we're rising to in the coming year

Whilst we have achieved several successes in our inclusion strategy, we acknowledge there are still challenges to face into and have identified further opportunities to progress.

Challenge	What we are doing
<b>Attract diverse candidates, particularly operational apprentices</b>	<p>Continuing our Strength in Diversity programme with targeted gender and EDC attraction based on student demographics.</p> <p>Attending careers fairs where there will be a greater diversity of attendees to showcase our workforce.</p> <p>Continue to use diversity jobs boards and partnerships, regularly reviewing data and performance.</p>
<b>Converting EDC candidates to offers</b>	<p>Ongoing introduction of independent assessors at early careers selection stages.</p> <p>Continual hiring manager and leadership engagement to promote inclusive and fair hiring practices.</p> <p>Shortlist and post interview/assessment meetings to clarify rejection reasons and be able to challenge more robustly where required.</p>

## Updating our Inclusion strategy

In line with the new water industry AMP commencing in 2025 (AMP8), we will update our strategy to reflect emerging trends and needs. The new strategy will continue to keep our long term aspirations for gender and ethnicity parity at the centre of our efforts. The updated strategy will be published in our Gender and Ethnicity Pay Gap report in 2025.

### About this report

The data in this report covers 6 April 2023 to 5 April 2024.

This statement has been produced with reference to the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and the associated guidance issued by ACAS and the Government Equalities Office, entitled Managing Gender Pay Reporting. You can learn more about Gender Pay Reporting by visiting [acas.org.uk/genderpay](https://acas.org.uk/genderpay)



### Declaration

**I confirm that this statement is true to the best of my knowledge and belief.**

Signed: 

**Amanda Bridger** | Group Director of People





**Anglian Water Services Limited**

Lancaster House  
Lancaster Way  
Ermine Business Park  
Huntingdon  
Cambridgeshire  
PE29 6XU  
[anglianwater.co.uk](http://anglianwater.co.uk)