

Our stakeholders continued

Our people & partners

Everything we achieve as a business is through our people — which, in our case, extends beyond our 5,000 employees to the thousands of people who work on behalf of Anglian Water through our supply chain. Through our purpose-led culture we strive every day to uphold our values: we build trust, we do the right thing, and we are always exploring.



Love to Listen

79%

feel a strong connection to our purpose, agreeing that this is a responsible business creating a sustainable future

Covid support:

no Anglian Water colleagues furloughed; Employee Assistance Fund launched; recruitment continued

3,000

colleagues attended Time Out For Life stand-down events

7%

of operational staff are on apprenticeships, 18% are in training eligible for apprenticeship levy spending

100%

First utility to achieve 100% score in Energy and Utility Procurement Skills Accord assessment

74%

employee engagement, up 2% — our best ever score

See 'Our response to Covid-19' on pages 14-17

Our people: happier, healthier, safer

We have placed our people's health, safety and wellbeing at the heart of our response to Covid. We have continued to run LIFE Orientations (our behavioural safety programme) virtually; having observed a slight rise in the number of accidents this year, we also worked with an external provider to deliver effective health and safety leadership training to our key leaders, resulting in an increase in support for the front line. As we entered 2021, recognising what a difficult year it has been, we arranged a month of Time Out for Life events for colleagues to spend half a day focusing on their own health, safety and wellbeing. More than 3,000 people attended.

We have maintained our ISO 45001 standard for health and safety following an extensive audit process. We also undertook a review and held stand-down events in response to the tragic events at Wessex Water's Avonmouth plant (see page 82).

Life beyond Covid: Ways of Working

The rapid adoption of home working during the pandemic has highlighted that work is a thing you do, not a place you go. While field-based colleagues have remained on the front line delivering vital services to customers, our office-based people told us through our Love to Listen employee survey (see page 56) that they want to continue working flexibly after Covid-19, coming to our buildings primarily to connect and collaborate. Through our Ways of Working programme, one of six themes through which feedback from Love to Listen is being actioned, we're adapting our buildings to create more space for that to happen, and creating operational hubs that offer good meeting facilities within easier travelling distance, helping us to travel less and reduce our carbon footprint.

HOW WE ENGAGE

- Through the Board: welfare and development of colleagues and our company culture and values are key areas of focus at every meeting. Non-Executive Director Duncan Symonds is the Non-Executive Director responsible for engaging with the workforce (see page 63).
- Through a range of communications channels including our Lighthouse intranet, launched this year, our weekly Newstream newsletter and our company newspaper, Anglian Water News.
- Through regular events for front-line managers and leaders, led by our Management Board and held virtually since 2020.
- Through our three recognised trade unions and our elected employee forum, Open House.
- Through our health, safety and wellbeing network meetings attended by management and elected safety representatives.

Health and safety key metrics

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Category 1 events*	7	3	10	5	4	7
<ul style="list-style-type: none"> • Reporting of Injuries, Diseases and Dangerous Occurrences Regulation (RIDDOR) reportable specified injury accidents • RIDDOR reportable non-worker/member of the public accidents • RIDDOR reportable (potentially life-limiting) occupational diseases • Fatalities 						
Accident frequency rate (AFR)	0.11	0.12	0.12	0.12	0.08	0.13
The number of reportable accidents in every 100,000 hours worked. Our AFR includes data from our own employees and our contractors						
Sick absence – 4.5 days	4.26	4.39	4.61	4.60	4.54	3.77*
The average number of working days lost per employee due to sickness (*excluding self isolation and shielding)						

* In 2019 we made changes to the way we report on the more serious events. To ensure we have a more objective and refined way of reporting and measuring performance, we revised the event types that are now classified as Category 1 events. To ensure consistency of reporting, we have revised the previous years' Category 1 figures in line with the current reporting criteria so that we are comparing like for like.

Our stakeholders continued



Read our gender pay gap report at anglianwater.co.uk/governance

WHAT THEY TELL US

- Our annual Love to Listen survey showed our people remain highly engaged, have a strong connection to our purpose and feel well supported through the challenges of Covid-19.
- Their feedback provides invaluable insight on how we can improve and we have identified six company-wide themes for action.



“I believe Anglian Water is really committed to the prosperity of our customers, communities and natural environment – which is inspiring.”

Anonymous employee feedback in Love to Listen survey



Professional development includes the opportunity to pursue specialist qualifications



Development opportunities include our successful Accelerated Management Trainee scheme

Monitoring our culture

Our company culture has evolved over the past three years following an independent ‘culture capture’ review in 2018. We have defined our purpose and values, incorporated our purpose in our Articles of Association and are embedding these internally through our policies, processes and communications. A framework to monitor our culture has now been developed, enabling us to ensure our purpose and values drive the right outcomes through regular tracking of key cultural indicators.

Creating an inclusive workplace

Being inclusive is an integral part of being a responsible business. We value diversity of thought and believe having people from different backgrounds and with different experiences stimulates innovation and improves the ways in which we work.

One of the successes of our inclusion strategy has been the launch of our Inclusion Community, connecting more than 200 people from across the organisation.

We held our second Inclusion Week in October 2020, and regularly invite external speakers such as Sue Sanders, the founder of LGBT+ History Month, to talk to our people.

And while employers do not have to report gender pay gaps this year, we believe it’s important to continue our focus on eliminating

the gap. Our mean gender pay gap improved, from 5.9 per cent in 2019 to 5.7 per cent in 2020; while our median gap rose slightly to 11.6 per cent from 11.0 per cent. This continues to compare favourably with the national average mean and median gaps, both at 16.5 per cent in 2019/20. This year more than half our interns are women, and 50 per cent of our senior manager hires. Find out more in our [2020 gender pay gap report](#). At Board level, at 31 March 2021, there were three female and eight male Directors of Anglian Water. In addition to the two Executive Directors (both male), there were two women and nine men on the Management Board. Also at 31 March 2021, there were 1,756 female employees and 3,663 male employees of Anglian Water. A small number of employees prefer not to disclose their gender.

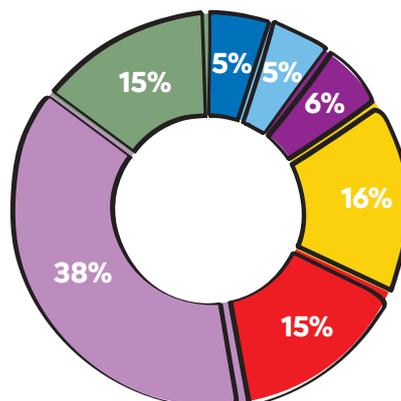
We welcome job applications from all sectors of society and base selection decisions on applicants’ skills, experience and competence for the role, embedding flexible working practices for anyone with a disability, health condition or family responsibilities that affect how and when they work. We advertise on disability job boards and are a Disability Confident employer.

Our [STEM-focused education programme](#) plays a key role in attracting a more diverse workforce to Anglian Water.

See page 53

Attracting, retaining and developing our talent

We continue to invest in building the balanced and highly skilled workforce of the future, from



Preferred time in office Per week*

- 100% in office – 5 days
- 80% in office – 4 days
- 60% in office – 3 days
- 50% in office – half the week
- 40% in office – 2 days
- 20% in office – 1 day
- 0% in office

* Love to Listen 2020

our apprentice and graduate programmes to continuing professional development and Licence to Operate training even for our most experienced people.

We have maintained our commitment to early careers opportunities through Covid-19, with 50 new apprentices joining in October, and six joiners to our Graduate scheme. Our Future Leaders Board, sponsored by Directors, plays an active role in future planning, innovation and decision making.

A strong supply chain

Our most important supply chain relationships are with our alliance partners, with whom we work to deliver all our capital investment programmes and our information services. More than 3,400 people come together as part of our six alliances to form our extended workforce of more than 8,000.

We are committed to ethical and sustainable procurement and are members of the Energy and Utility Procurement Skills Accord and the Supply Chain Sustainability School. In this most challenging of years, we have supported our supply chain through Covid-19 and held our first ever virtual Supplier Awards, bringing together 200 members of our supply chain from 100 companies to celebrate our shared achievements. We also held our first virtual WaterConnect engagement event for the Water Innovation Network, which was attended by more than 270 representatives of supply chain partners, SMEs and start-ups.

See page 17



Stepping up in challenging times: winter flooding 2021

As well as dealing with the impacts of Covid-19, our resilience was tested by the wettest December and January in the East of England since 1915. The sheer volume of ground and surface water, with several rivers overtopping their banks, meant we faced isolated pockets of flooding across our region over many weeks. This resulted in an unprecedented volume of customer issues and flooding reports — more than 30,000 jobs, 10,000 more than in the same period in 2020. Our incident team ‘stood up’ for more than 11 weeks, supported by our alliance partners and operational teams; our response saw 400 technicians and 127 tankers deployed, with more than 200 Anglian Water Force volunteers stepping up to cover 500 incident shifts. We received more than 250 stakeholder enquiries and undertook constant proactive management, company-wide coordination and stakeholder engagement, holding meetings with regional MPs and local authority representatives and leading tactical coordination groups and local flood cells.

Thankfully, due to our response, most customers saw no impact to services; drinking water was maintained throughout and water recycling services were swiftly restored to the majority of those affected. Our tactical management of the incident was underpinned by decades of strategic planning, risk management and investment in resilience (see pages 76–80).



Find out more at anglianwater.co.uk/casestudies



Incident response in numbers

More than 250 enquiries

received from stakeholders such as local MPs and councils. Protective communications helped keep stakeholders in the loop.

More than 30,000 jobs

raised in Water Recycling in a 12-week period from December to March, up 10,000 compared with the same period in 2020.

Up to 120 tankers

deployed, double the number normally used.

Over 52,000 contacts

from affected customers received by mid-March, 75 per cent more than the same period in 2020.

169 flood investigations

will be carried out across the region. Anglian Water will be involved, in conjunction with other agencies, as required by section 19 of the Flood and Water Management Act 2010.