

# Anglian Water Gender and Ethnicity Pay Gap Report 2025



## Introduction from Sian Thomas, Executive Sponsor of WICA: Women Inspiring, Connecting and Advocating

**I'm proud to co-present this year's Gender and Ethnicity Pay Gap report as Executive Sponsor of WICA: Women Inspiring, Connecting and Advocating. WICA is an inclusive community created to equip women across Anglian Water with the skills, confidence and support they need to build lasting and fulfilling careers. It's a space where women can connect, share experiences and grow together, and where we actively challenge barriers to progression and representation.**

This report is a key part of our commitment to transparency and continuous improvement. While we've made progress in many areas, the gender pay gap figures remind us that there is still work to do. Our **median gender pay gap stands at 12.3%**, with a **mean gap of 5.2%**, both showing a slight increase from last year. These figures reflect the ongoing need to improve gender balance across all levels of our organisation, particularly in leadership and technical roles.

As a community the purpose of WICA remains clear: to inspire more women to join the water sector and to create an environment where they can thrive. We pledge to attract more women into the industry by promoting the achievements of those already here and by ensuring they have the tools and opportunities to succeed.

One of our key focus areas is addressing workplace culture, including how we deal with banter and everyday behaviours that can impact inclusion. We want to move beyond surface-level empowerment and build a workplace where every woman feels safe, respected and supported to lead authentically, grow boldly and shape the future of Anglian Water.

As sponsor, I'm committed to using my platform to advocate for women across our business, to support the WICA community in its growth, and to ensure our inclusion strategy delivers real, lasting change.

### **Sian Thomas**

Director of Strategic Asset Management  
Executive Sponsor of WICA





## Introduction from Ian Rule, Executive Sponsor of Embrace

**I'm proud to co-present this year's Gender and Ethnicity Pay Gap report as Executive Sponsor of Embrace, Anglian Water's internal employee community for all ethnicities and allies. This report reflects our ongoing commitment to transparency, inclusion, and meaningful progress across our organisation.**

In my role as sponsor, I am committed to championing inclusion, mentoring community leads, and celebrating the achievements of our diverse workforce. While we've seen encouraging progress in some areas, the ethnicity pay gap figures highlight that there is still more to do. Our **median ethnicity pay gap is 4.5%**, with a **mean gap of 4.1%**, both showing a reduction from last year. These improvements are welcome, but they also reflect the need to continue improving representation and progression opportunities for colleagues from ethnically diverse backgrounds, particularly in senior roles.

This year, I had the privilege of recording a fireside chat with Embrace lead Rosie Kaur as part of our Black History Month celebrations. Rosie embodies the spirit of Embrace — a community built to support open conversations around race and ethnicity, celebrate cultural diversity, and foster a sense of belonging for all.

Our conversation wasn't just about the pay gap — it was about visibility, allyship, and the importance of senior leaders showing up and advocating for the communities they support. I'm proud to stand alongside Rosie and the Embrace team in championing these values, and encouraging others to engage with the group, share their stories, and help drive meaningful change.

The water industry is facing significant challenges and transformation, and it's more important than ever that our workforce reflects the communities we serve.

By working together, we can create lasting change.

### **Ian Rule**

Director of Water Services  
Executive Sponsor of Embrace



## 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. While this has created a skilled and stable workforce, it has also limited the potential for significant demographic change in the short term. 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 pages 14-17.



### Key external recognition for inclusion this year.

Ranked number two on the 'Top 50 Largest Private Companies' in the FTSE Women Leaders Review, and number one for Utilities overall



Flexa Best Family Friendly Employers 2025

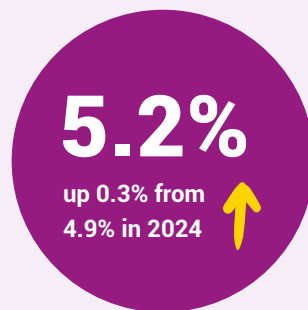


## Our gender and ethnicity pay gaps at a glance

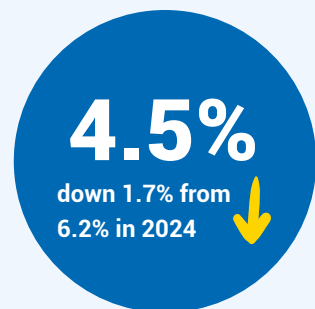
### Median gender pay gap



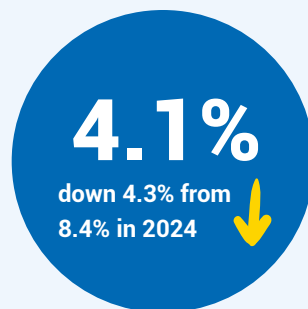
### Mean gender pay gap



### Median ethnicity pay gap



### Mean ethnicity pay gap



### What does the pay gap mean?

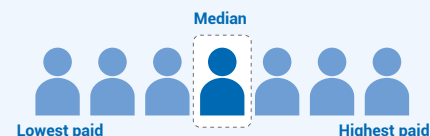
The gender pay gap is the average difference between male and female employees. The ethnicity pay gap shows the difference in the average pay between staff from Ethnically Diverse Communities (EDC) in the workforce, compared to White employees (including those that identify as White Other).

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.

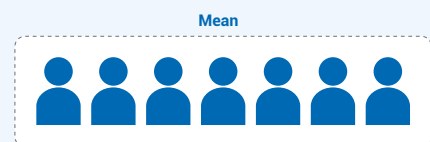
### What's the difference between the median and mean figures?

When assessing a company's gender or ethnicity pay gap, the **median figure** is cited as the overall result rather than the mean.

**The median** is the number that falls in the middle of a range when everyone's pay is 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.





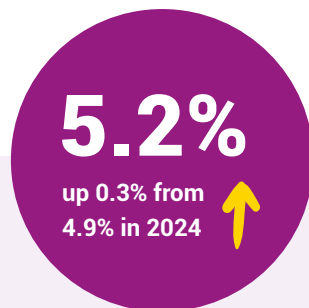
# Gender Pay Gap 2025

## What is our gender pay gap for 2025?

### Median gender pay gap



### Mean gender pay gap



This year our median gender pay gap has increased by 0.7% to 12.3% and our mean gender pay gap has risen by 0.3% to 5.2%.

It's disappointing to see the gap increase, albeit marginally. However, we are mindful that significant and sustained change will only be possible through a substantial shift in gender balance at all levels of the business. That's why we have a multi-stage, long-term plan to shift the balance towards greater inclusion across our organisation, as outlined on page 14. Factors that continue to affect our pay gap include:

- A higher percentage of males than females in senior positions (59% versus 41% of the reporting population).



- High retention rates reducing opportunities for change through recruitment.
- Most operational roles (80%) 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.

### Language and gender identity

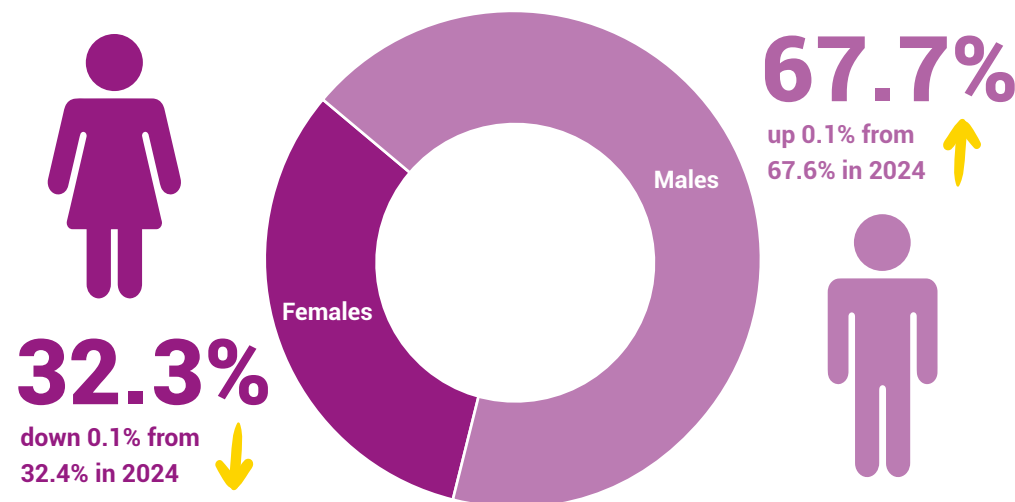
In line with the current reporting requirements for the gender pay gap, we use the terms 'gender', 'male' and 'female', however, we acknowledge some individuals may not identify with either of these terms.



### Gender composition

Our overall gender composition as of April 2025 for Anglian Water Services (AWS) is 33.4% female, 66.2% male and 0.4% Other. The proportion of males has increased by 0.4% (from 65.8%) while the proportion of females has decreased by 0.4% (from 33.8%).

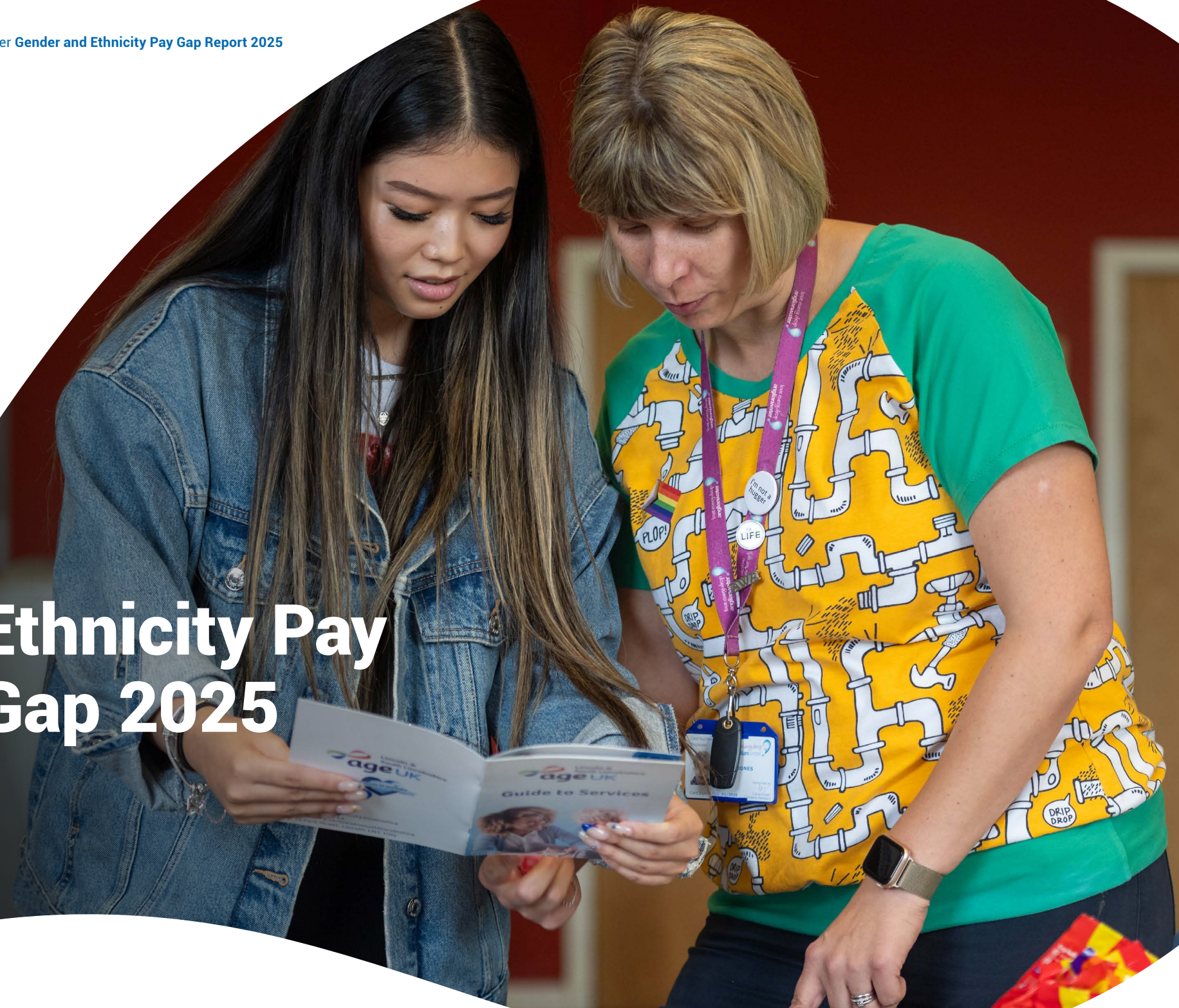
### Reporting population\*



\*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).



# Ethnicity Pay Gap 2025





## Ethnicity Pay Gap

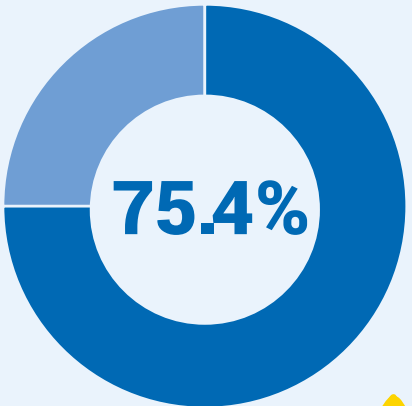
**Recording ethnicity is voluntary and since 2019 we have asked our workforce to do this, to help us understand and support people from all backgrounds. With our encouragement, the proportion of employees who record their ethnicity has risen from 32% of employees in 2020 to 75.1% in April 2025.**

As a result of this improvement in data capture, the number of eligible employees in the overall reporting population for the ethnicity pay gap has increased from 72% to 75.4% (3.1%), while the number of Ethnically Diverse Community (EDC) employees in the reporting population has decreased from 6.3% to 6.2%.



### Reporting population\*

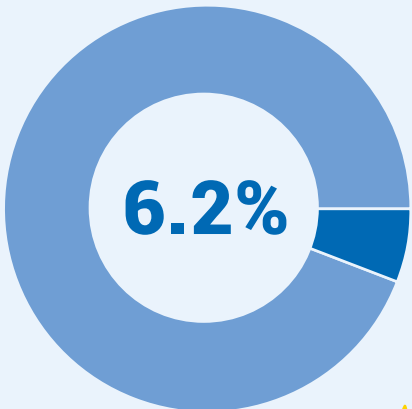
#### Overall



up 3.1% from 72.0% in 2024



#### EDC



down 0.1% from 6.3% in 2024



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.

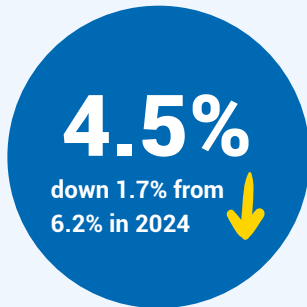
Group	Full meaning
Asian	Asian, Asian British
Black	Black, Black British Caribbean or African
Mixed Race	Mixed, or multiple Ethnic Groups
Other	Any other Ethnic Groups

\*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).

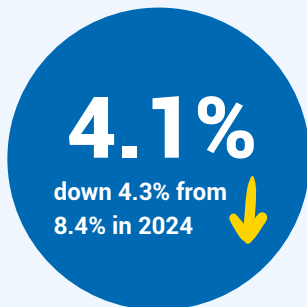
### What is our ethnicity pay gap for 2025?

Our ethnicity pay gap has seen a slight improvement 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 14 to read more.

#### Median ethnicity pay gap



#### Mean ethnicity pay gap

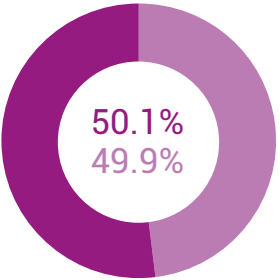


Pay across the organisation

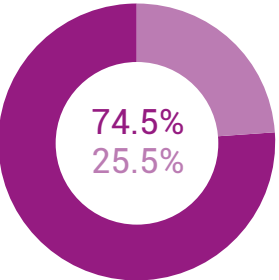
We've divided our workforce into four pay quartiles: lower, lower middle, upper middle and upper. This year, there has been a slight increase in female representation in the middle quartiles. However, EDC employees remain disproportionately represented in the lower quartile, highlighting the need for continued focus on progression and representation across all pay bands.

Quartile	% EDC	% White	% Female	% Male
Lower	7.9% (-0.3%)	92.1% (+0.3%)	49.9% (-1.6%)	50.1% (+1.6%)
Lower middle	5.7% (-0.5%)	94.3% (+0.5%)	25.5% (+1.7%)	74.5% (-1.7%)
Upper Middle	5.9% (+0.3%)	94.1% (-0.3%)	20.6% (+0.6%)	79.4% (-0.6%)
Upper	5.4% (+0.2%)	94.6% (-0.2%)	33.2% (-1.1%)	66.8% (+1.1%)

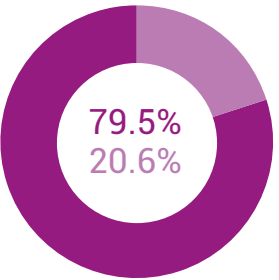
Lower quartile



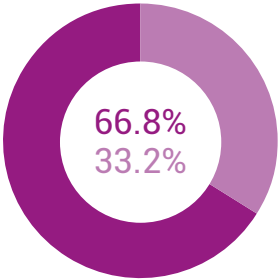
Lower middle quartile



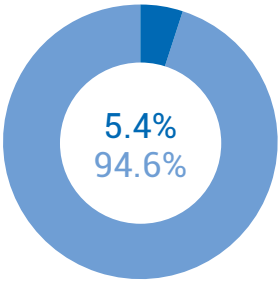
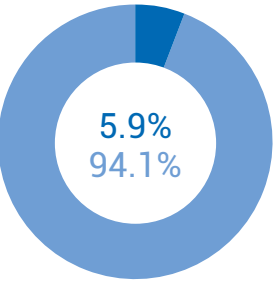
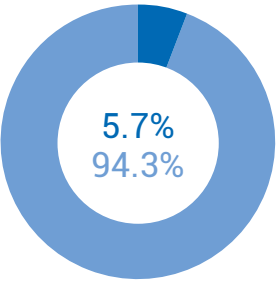
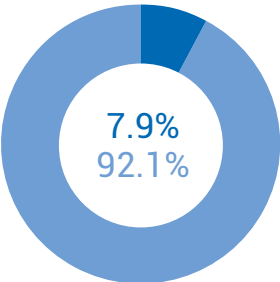
Upper middle quartile



Upper quartile



■ % Male  
■ % Female



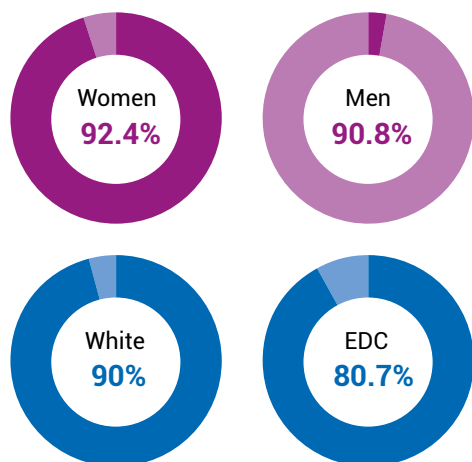
■ % EDC  
■ % White

All data is year-on-year comparison (2023/2024 to 2024/2025)



## Our bonus gap

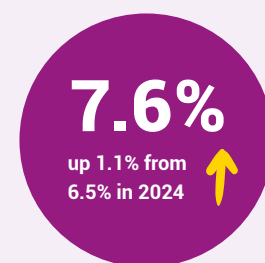
### Employees receiving bonuses



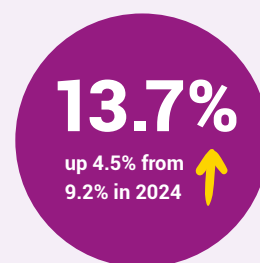
This year, the proportion of employees receiving bonuses has decreased across all groups: women at 92.4% (down from 95.3%), men at 90.8% (down from 97.5%), White employees at 90.0% (down from 95.8%), and EDC employees at 80.7% (down from 91.7%). In December 2024, we removed the all-employee festive award as part of a broader set of measures to ensure AMP7 was delivered within our financial envelope. This change affected the bonus gap — particularly for men — due to the high number of Works Technicians who are currently ineligible for bonuses under existing criteria. From 2025/26, all operational employees will be included in the Company Purpose Award bonus framework, and we expect this to be reflected in next year's pay gap report. Bonus salary sacrifice also played a role, with 63% of participants being male and 37% female.

### Gender bonus gap

#### Median



#### Mean

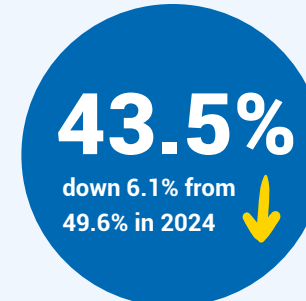


The median gender bonus gap has increased to 7.6% (from 6.5%), and the mean gap to 13.7% (from 9.2%). These figures are influenced by part-time working patterns, as regulations require reporting actual bonus amounts paid. With over four times as many part-time female employees as males (6.0% vs 1.6%), the gap is skewed. When adjusted to remove the impact of part-time working, the bonus gap reduces. Notably, seven part-time senior females received large bonuses, raising the average for part-time women above that of part-time men.

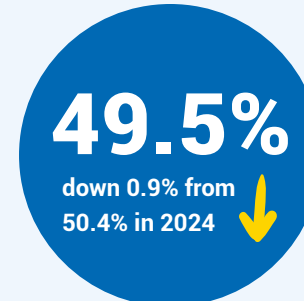
\*\* Total bonus has been uplifted to FTE with no elements excluded (e.g. one-off Thank You awards)

### Ethnicity bonus gap

#### Median



#### Mean

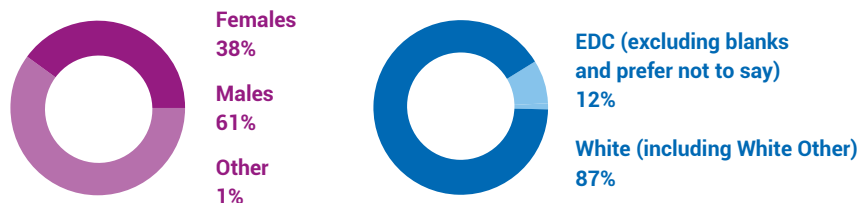


This year the median ethnicity bonus gap has reduced to 43.5% (from 49.6%) and the mean gap to 49.5% (from 50.4%). An increase in long service awards across both White and EDC employees contributed to this improvement. While EDC employees saw a slight increase in 'Outstanding Performer' ratings (up 0.3% vs 1.5% for White employees), disparities remain. However, fewer EDC employees were rated as 'Under Performing' compared to White colleagues, suggesting some positive movement in performance outcomes.

Despite these improvements, long-term change will require continued focus on increasing representation of EDC employees in senior leadership roles, currently at 4.8% compared to 95.2% White. As outlined on page 14, our strategy includes inclusive hiring practices and targeted support to help EDC colleagues progress into senior positions.

## Retaining and promoting our people

### Leavers



Supporting career growth and retaining talent is central to building a diverse and inclusive workforce. Over the past year, 38% of leavers were women and 12% came from Ethnically Diverse Communities, with the majority identifying as White. To better understand why people leave and how we can improve the experience for those joining new roles, we've strengthened our exit feedback process and introduced monthly check-ins for new starters.

Due to a recruitment freeze during the final six months of the year, the number of promotions across the company was limited. Of those promoted, 45% were in operational roles, 30% were within Commercial Operations and Strategic Asset Management, and 25% were in Enterprise Services, where specialist skills were required. Of the colleagues who received a promotion, 30% were women and 70% were men. In terms of ethnicity, 4% were from ethnically diverse communities (EDC), 67% were White, and 29% chose not to disclose their ethnicity.

“I was given the opportunity to become an internal coach alongside my finance role, and it has been one of the most rewarding shifts in my career. Coaching allows me to step beyond the technical aspects of my day-to-day work and focus on individuals – creating space for reflection and growth, and supporting them to build confidence and clarity in their goals.”

**Nikki Tulip-Beattie**  
Finance Business Partner





# Addressing our pay gaps

## Updating our Inclusion Strategy

In AMP8 (2025- 2030), we've evolved our inclusion strategy to focus on creating a high-performing environment where everyone feels welcomed, valued for who they are, and supported to do their best work. This strategy is built around three core goals:

Improving our data so we can understand how best to support our people and track our progress

Building the diversity of our workforce to attract talent and reflect the communities we serve

Supporting and celebrating our people through our values-led culture

We're delivering this through inclusive hiring practices, empowering managers to lead high-performing inclusive teams, and embedding inclusion into innovation and new ways of working. Our employee-led communities play a key role in building belonging, while consistent data reporting helps us measure impact and drive accountability. This joined-up strategy spans Anglian Water and our Alliances, tailored to each organisation's strengths and focused on priority areas that deliver meaningful outcomes.

Objective:	To drive high performance by creating an environment where everyone is welcomed, valued for who they are and supported to do their best work		
AMP8 Diversity, Equity and Inclusion goals	Continue our AMP7 progress: <div>1. <b>Improving our data</b> so we can understand how best to support our people and track our progress</div> <div>2. <b>Building the diversity of our workforce</b> to attract talent and reflect the region we serve</div> <div>3. Supporting and celebrating our people through our values-led culture</div>		
Achieved by:	<div>Living our values <b>Together we Do the right thing</b></div> <ul style="list-style-type: none"><li>• Embed inclusive hiring practices</li><li>• Support our managers to lead high performing inclusive teams</li></ul>	<div><b>Build trust</b></div> <ul style="list-style-type: none"><li>• Build belonging through our employee led communities</li><li>• Celebrate colleagues who role model our values</li></ul>	<div><b>Are always exploring</b></div> <ul style="list-style-type: none"><li>• Track progress through accurate data reported consistently</li><li>• Embed inclusion into innovation and new ways of working</li></ul>
Approach	<ul style="list-style-type: none"><li>• Organic approach as part of living our values and linking inclusion to Health, Safety and Wellbeing and business performance</li></ul>	<ul style="list-style-type: none"><li>• One joined up strategy and plan across Anglian Water and Alliances, tailored as needed and playing to each organisation's strengths</li></ul>	<ul style="list-style-type: none"><li>• Targeting a few priority areas, focused on outcomes and using meaningful data to track progress</li></ul>

## Driving Inclusion across our organisation

We are transforming how we attract and assess talent to ensure fairer outcomes for all. This includes:

- Diversifying interview panels, with independent assessors from outside core teams – including ex-forces colleagues – to focus on behavioural strengths rather than technical experience.
- Further changes to early careers recruitment, such as sharing interview questions in advance and using behaviour-based screening instead of CVs, helping to level the playing field.
- Improving accessibility for neurodiverse candidates, with clearer guidance on our careers site and support for requesting adjustments.

- Equipping hiring managers to identify and assess AI-generated applications, ensuring authenticity in candidate evaluation.
- Targeting outreach in areas of low social mobility, such as Bedford, Milton Keynes and Wisbech, through partnerships with local education providers.

These efforts are already showing results. While 29% of applications came from women, 33% of offers were made to female candidates, with more entering managerial roles in operational areas. For EDC applicants, 43% of applications led to 20% of offers – highlighting a gap we are working to close, including reviewing overseas qualification recognition to reduce barriers to employment.



“I don't think my gender has affected any of the work I do. If anything, my gender has been a strength in my role where I have been able to utilise our natural connection making skills!”

**Divya Sharma**  
WINEP Engagement Manager



## Early careers

**In 2024/25, we welcomed 58 apprentices across all programmes.**

Of the accepted offers, 12% came from EDC candidates, and 19% were from women—marking a 4% increase in female representation compared to the previous year.

We also made a strategic decision to pause graduate recruitment as part of a broader recruitment freeze introduced at the end of AMP7. This was designed to help ensure we closed within our financial envelope. During this period, we prioritised operational talent across the business to support critical delivery needs. It is also worth noting that in 2025/26 we have recruited 23 graduates, our highest ever intake, with 63% of them being female. By concentrating efforts on operational roles, we aim to strengthen our pipeline of future talent and ensure opportunities are accessible across all areas of the organisation.

### Education

#### Inspiring Future Talent Through Education:

Our education programme reached **38,846 children** and **2,704 adults** across the region this year, delivering lessons, assemblies, STEM events and sustainability workshops. Activities were targeted in areas with high social deprivation, supporting inclusion and aspiration in communities such as Wisbech, Peterborough, Grimsby and Northampton.

While we do not record gender or ethnicity data for participants, our focus on diverse schools and regions helps ensure our outreach supports broader inclusion goals.



## Investing in Leadership Development

**We offer three formal leadership programmes to support high-potential talent at different career stages:**

- Senior Talent Development Programme – preparing senior leaders with strategic insight and capability (current cohort: 4 females, 8 males).
- Rising Stars Programme – developing leadership through feedback, masterclasses and business projects (5 females, 9 males).
- Aspire to Lead – supporting first-time leaders with focused development and cross-functional collaboration (10 females, 6 males).

Across all programmes, gender representation is 45% Female and 55% male. Ethnicity data shows that we have much room for improvement with only 2% of people in all programmes from EDC, 76% White and 22% undisclosed.

Career conversations are embedded into our performance cycle to understand individual aspirations and align development opportunities – ranging from mentoring and coaching to training, shadowing and business projects – with personal and business needs.

“

**“There are so many options for development at Anglian Water, and it's a very encouraging environment for pushing yourself forward.”**

**Tara Coffin**  
Extra Care Team Member



## Embedding inclusion across Anglian Water

**We continue to embed inclusive practices into our culture and policies. In 2024-25 we:**

- Signed the Unison Anti-Racism Charter.
- Enhanced our family-friendly policies, including increasing the level of maternity pay.
- Launched a new Neo-Natal Care Leave Policy.
- Introduced a Menopause Café at Whitlingham.
- Updated our Dignity at Work Policy and training to reflect changes in the Equality Act 2010 and the development of our AMP8 inclusion strategy.

### Employee-led community groups

Our employee-led communities have expanded to include The Balancing Act (for parents and carers) and Getting Men Talking (a new men's network). This year our women's network evolved into WICA – Women Inspiring, Connecting and Advocating, and is now open to all Anglian Water and Alliance colleagues. Our communities are open to all including allies, so WICA welcomes men and Getting Men Talking welcomes women.

**“I’ve been actively involved in the WICA community, serving on the committee as Secretary. It’s been a great way to meet women from across the company in a wide range of roles and hold events where everyone can get together and discuss meaningful topics and share experiences. These events are really beneficial as they provide a way for women to network with those in roles all over the business and come together to drive positive change in the workplace.”**

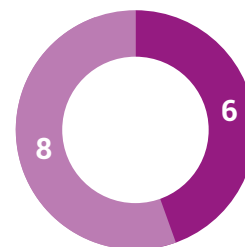
**Megan Bellamy**  
Supply Support Manager



## Senior Leadership at Anglian Water

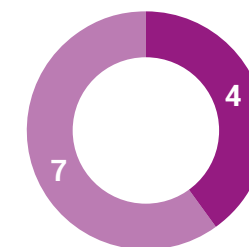
Anglian Water has been placed among the UK's top companies for women in leadership, as recognised by the FTSE Women Leaders Review, which evaluates 400 leading organisations across the FTSE 350 and the UK's largest private companies. This is a result of our ongoing commitment to inclusive leadership and fostering a diverse and equitable workplace.

### Executive Committee:



Six out of fourteen are women (43%)

### Board of Directors in 2024-25:



Four out of eleven are women (36%), including our Chair, Dr Ros Rivaz



## The changing demographic of our workforce

Our proposed AMP8 business growth plan will see us deliver over £11 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.

### About this report

The data in this report covers 6 April 2024 to 5 April 2025.

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)