

Anglian Water's five-point plan for community recovery

| Our continued commitment
to social prosperity



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Our business is built on the communities it serves. We believe our role goes beyond the provision of water and water recycling services to making a positive difference across our region for the long term.

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- The introduction of a Better Business Act to ensure businesses have a purpose, beyond profit.
- The Sustainable Purpose PAS to be widely adopted by businesses when launched in 2022.
- The voice of stakeholders at the heart, and influencing the direction, of every business.

Foreword



“ Our purpose is to bring environmental and social prosperity to the region we serve through our commitment to Love Every Drop and I’m proud that over many years we have grown into a business that seeks to make a positive difference, every day. ”

The catalyst for this community recovery plan is our commitment to helping people and communities across our region to prosper in the wake of Covid-19, providing renewed opportunity after what has been one of the most challenging periods many of us have ever experienced.

But it goes much deeper than that, cutting to the heart of our social and environmental purpose as an organisation, and acting as the continuation of a journey we have been on for many years now.

Our environmental purpose is clear: We are utterly committed to safeguarding and enhancing the water, land and air around us, not just for today, but for the long term. That commitment is evident in our five-point plan for a green recovery, sister publication to this one, which sets out how we are striving to do just that, and the track record on which we are building.

Our social purpose is every bit as important, but sometimes harder to pin down. It drives how we behave as an employer for the people who work with us, calls us to ensure that our business reflects the communities we serve, and inspires us to try to make our colleagues’ lives happier, healthier and safer every day - but it also drives what our people do, in turn, for our customers and our communities throughout our region.

It inspires us to support customers who would otherwise find it challenging to access our services, or who find their bills difficult to afford. It has encouraged us, over many years, to create opportunities right around our region for people who otherwise might struggle to find fulfilling, highly skilled work, and to seek to reinvigorate particular places and communities, like Wisbech, where circumstances of geography have made life hard for many who live there.

Our social purpose has been the driving force behind our £1 million Positive Difference Fund, which has reached more than 100,000 people in our communities with much-needed support during the pandemic. Much longer ago, it’s what inspired us to turn our reservoirs into beautiful water parks and green spaces for our customers and communities to enjoy. And every day, it inspires us to be an ethical, responsible business, doing the right thing by and with our partners and supply chain.

I have seen at first hand, many times, just how powerful positive social action can be for communities - it’s evident in the career aspirations of some of my young colleagues who have joined our pre-apprenticeship programmes in Wisbech, Bury St Edmunds, Grimsby and Milton Keynes and in the visible impact

our support has had on community groups whose services might otherwise have closed during the pandemic, to name just two examples.

But the two parts of our purpose - social and environmental prosperity - are indivisible. They go hand in hand, and one cannot be delivered without the other. So, like its sister publication the green recovery plan, this community recovery plan covers both. Where the green recovery plan highlights aspects of social prosperity, including the importance of jobs and skills, and sustainable growth, this community recovery plan sets out the central role the environment plays in the wellbeing and prosperity of the people and places in our region.

When I took on the leadership of Anglian Water, I was determined to invest in our colleagues, our customers, and the communities in which our roots run so deep, and to make this a people-centred organisation from the inside out. I’m proud that over many years we have grown into a business that seeks to make a positive difference, every day. This plan sets out just some of the ways in which we have done so, and will continue to do so for the long-term benefit of our region.

Peter Simpson

Chief Executive Officer,
Anglian Water Group



“ The catalyst for this community recovery plan is our commitment to helping people and communities across our region to prosper in the wake of Covid-19, providing renewed opportunity after what has been one of the most challenging periods many of us have ever experienced. ”

A purpose-led response to community support

Water companies hold a privileged position - we are private companies carrying out a critical public service, while serving as custodians of a precious natural resource. This is why we should be held to a higher standard than other businesses. We have always sought to do this since we were entrusted with our public and environmental duties in 1989.

In 2019, we became the first UK utility to change its company constitution - our Articles of Association - to lock public interest into the way we run our business, both for now and for future generations. Our purpose as a water company, enshrined in our Articles, is to bring environmental and social prosperity to the region we serve through our commitment to Love Every Drop.

By changing our Articles, our directors are duty-bound to balance shareholders' expectations of legitimate returns with the long-term best interests of our customers, employees, suppliers and the environment. We are now working with the British Standards Institution (BSI) and Cambridge Institute for Sustainability Leadership (CISL) and a range of others to codify this approach into a Publicly Available Specification (PAS) so that others can adopt it too.

business. We helped lead the development of the water industry's Public Interest Commitment, which includes a world's first sector routemap to achieve net zero emissions by 2030. However, our Purpose is never still, and it never stops.

Our Purpose guides everything we do. In response to the Covid-19 pandemic, our priority was to safeguard our people, our customers, our supply chain, and the environment. This meant keeping services running, while stopping non-essential visits to customer homes. It also meant that we did not furlough any of our staff as a matter of principle. Simultaneously, we created short-term paid work placements for school leavers and honoured existing job and apprenticeship offers - helping out those hardest hit by the economic shock of lockdowns. We also helped struggling customers and SMEs in the supply chain alike, offering financial support and flexibility, and continuing to do what we could to minimise the impact of the pandemic on our communities and partners.

In September 2020, we published our Five-Point Plan for a Green Recovery, which outlined our commitment to deliver a different kind of recovery - an environmental recovery from the pandemic. Our plan focused on a future involving healthier nature, fewer carbon emissions, and the creation of high skill, high wage green jobs. The plan helped unlock regulatory approval for 200 projects totalling £300 million of investment in nature, which also created jobs contributing to an economic and environmental recovery.

Nevertheless, our Purpose is also to bring social prosperity to the region, which is why we are now publishing this Community Recovery Plan, which looks at health and wellbeing, supporting vulnerable customers, increasing social mobility, and being an inclusive business. The Community Recovery Plan outlines the support we would like to give to communities across the east, our commitment to building back better, and how we need to work with partners and policymakers to realise a long-term, sustainable social and economic recovery. That's because we invest in people and communities, not just pipes and pumps.



Our commitment to the environmental and social prosperity of our region goes back many years. We first considered climate change in our assessment of water resources back in 1993. In 2010, we set ourselves targets for reducing both our operational and embodied 'capital' carbon emissions, before committing in 2015 to become a fully carbon neutral

“ We helped lead the development of the water industry's Public Interest Commitment, which includes a world first sector routemap to achieve net zero emissions by 2030. However, our Purpose is never still, and it never stops. ”



Our education programme has engaged with over **half a million people** since it was established in 2007 **(19,141 in 2020/2021)**

To support local communities in the battle against coronavirus, we launched our £1 million Positive Difference Fund in April 2020 and have helped an estimated **100,000 people**



In 2020 we were awarded the **Queen's Award for Enterprise: Sustainable Development for a second time**

Successful pre-apprenticeship programme, sponsored with our alliance partners, now available at

four colleges across our region



In 2019: we became the **first** major utility to enshrine our commitment to our communities and the environment in our Articles of Association - the legal documents underpinning our business



Lowestoft Place Board established to support regeneration of the town

More than **8 million** raised for WaterAid since privatisation in 1989

18% of our population in poverty



Each year **2.5 million** visitors typically visit one or more of our seven water parks- all of which have Green Flag status



SUSTAINABLE DEVELOPMENT GOALS

“ Understanding that social and environmental prosperity are indivisible and deeply interconnected is also at the heart of the UN Sustainable Development Goals. We work in the spirit of all 17 goals. ”

Our region includes some of the **most challenging areas** in the UK for **social mobility**



The number of payrolled employees in the UK remains down **772,000** on pre-pandemic levels, with **people under the age of 25** most disproportionately affected



The number of people on **Universal Credit** in the UK has **doubled** since the first Covid-19 lockdown.



01 Supporting vulnerable customers



Our customers are at the heart of all we do - helping, supporting and providing tailored care, whatever their individual needs.

Our job is only done when we've made a customer's day better.

Our track record

Vulnerability is complex and presents itself in different ways for different people: it can be temporary or long-term, and may relate to mental or physical health, a financial situation, a language barrier or any combination of these factors.

Our vulnerability strategy, developed in collaboration with our customers, is built on four core principles: building partnerships; raising awareness of the support we can offer; embedding an understanding of vulnerability across our business; and making use of data and technology to help us identify those in need of support.

The wide range of support we offer is encompassed within our WaterCare service, which

now reaches 300,000 financially vulnerable households and more than 170,000 customers who have joined our Priority Services Register (PSR). Through the PSR we can help customers who have sight, hearing, learning or mobility difficulties, who have young children at home or who face long- or short-term medical needs, particularly if there should be an interruption to their water or water recycling services.

If a customer is struggling to afford their bill, there are several ways we can help. First, we can check that they are claiming all the benefits to which they are entitled: we identified some £4 million in unclaimed benefits for customers in 2020/21 alone. We can also arrange payment and charges holidays, instalment plans and concessionary

tariffs, and provide water-saving advice to help keep bills low.

Our teams receive extensive training, including basic British Sign Language (BSL) and sensory impairment training. We have also introduced vulnerability champions, who develop their understanding and skills in a number of ways, including becoming dementia friends; extending their knowledge of British Sign Language and learning about living with a disability.

We are proud to partner with more than 100 organisations, charities and local authorities, using their trusted voice to help promote how we can help, train our staff and test our services. Our staff have been trained by several of these organisations, including Cruse Bereavement Care, Lincoln Sensory Services, Blind Veterans, Leeway (a domestic abuse charity) and Carers First.

Recent partnerships with Marie Curie and LifeLedger have led us to jointly offer practical help and support for our customers living or caring for someone with a terminal illness, or recently bereaved.

Another recent example is our work with Scope to create a Disability Utility Service, which provides practical and financial support to disabled customers.



Our commitments

Growing partnerships:

We will grow our partnerships and work closely with energy companies to develop a single point of sign up for support so that customers do not have to explain their situation every time they contact a utility firm.

Priority Services Register:

We will continue to raise awareness of our Priority Services Register, so that by 2025, we will support more than 382,000 customers who have additional needs.

Supporting financially vulnerable customers:

We will evolve our service and payment options, providing support to more than 475,000 financially vulnerable customers each year by 2025.

Bespoke training for teams:

We are committed to delivering bespoke training to our front-line teams to help them support customers in a wide range of vulnerable circumstances.

Smart use of data:

We will maintain and extend our use of external data to increase our understanding of the areas in our region at risk of vulnerability.

Inclusive service accreditation:

We will maintain our BSI 18477 accreditation in Inclusive Service Provision to ensure our services meet stretching external benchmarks.

Using data and technology:

We will continue to use analytics technology to help us understand the nature, level and scale of vulnerability and to enhance our online MyAccount portal and app, which is now available in seven different languages.

Fighting against scammers:

We will continue to work with National Trading Standards and Utilities Against Scams, of which we are one of seven founding members, committed to preventing scams through educating our staff and customers and raising awareness in the industry.

Always exploring:

We will explore new opportunities and technologies to improve our support services, constantly pushing ourselves to do more and stretch our aspirations.



The future we want to see

- A national social tariff to end the postcode lottery, which defines a minimum mandatory standard of financial support for vulnerable customers.
- A new approach to affordability that protects those customers least able to pay while not holding back the investment needed to meet the short- and long-term interests of all customers.
- Enable more open, reciprocal sharing of welfare information and data between water and energy companies and with the Department for Work and Pensions. This would simplify access to, and raise awareness of, support available to customers.

02

Being an inclusive business and driving social mobility



We value the differences and individuality of our workforce. Our people are members of all the communities we serve, and are encouraged to share their experience and knowledge, and be the best they can be.

Our track record

We recognise the huge value diversity brings to an organisation and are working hard to encourage a wider range of people to come and work with us. Historically, many of our employees joined us from school, and many have spent their entire career working for us. This is changing, but the legacy remains, in terms of a relatively low turnover of staff and a high percentage of employees with long service. This is good news and shows we are a great employer, demonstrated by Anglian Water being named the UK's 'Best Place to Work' by Glassdoor in 2019. But it does mean our workforce is less diverse than it should be to reflect the diversity in our communities. Alongside this, many of our roles require technical skills based on science, technology, engineering and mathematics (STEM), subjects which, at least historically, have been male dominated.

We are therefore working hard to increase the diversity of our workforce, with a significant focus on this in recent years through initiatives including our STEM-focused education programme, and good progress being made. This is supported by our corporate values and behaviours, which create an environment where everyone feels welcome and able to thrive.



The percentage of female new hires continues to grow, and this is helping to achieve a better overall gender balance. We have a number of early careers opportunities, including our award-winning apprenticeship schemes where we are seeing a greater level of diversity year on year; over 80 per cent of the apprentices who are due to join us in September are women.

We began collecting diversity data on areas including ethnicity some years ago and, although we do not have a complete picture since disclosure is voluntary, overall, we are now able to track applications to hires and changes across the workforce.

When vacancies arise, we always consider how we can increase diversity by reviewing the requirements to perform the roles and where and how we advertise. Different options include online job boards which we know employees from specific demographic backgrounds favour, alongside partnerships, for example to encourage ex-armed forces personnel to apply. We attend specific careers fairs and carefully select which geographic areas to target to encourage applications from as diverse a mix of backgrounds and communities as possible.

Our commitments

Building our inclusion community:

We will continue to grow our inclusion community, which connects more than 160 employees with an interest in this area, to create a safe space for all employees, and Alliance partners, to discuss topics and share ideas, engage with external organisations, and help shape policies to promote modern and inclusive ways of working.

Director-level support for inclusion:

Each director on our Management Board has a specific portfolio to role model and embed an inclusive culture. Portfolios encompass health and ability; race and ethnicity; religion and belief; age; gender; sexuality and gender identity; and social mobility.

External benchmarking:

Together with our fellow water companies, we are committed to the Social Mobility Pledge; we are also a signatory to Business in the Community's Race at Work charter; we hold the Armed Forces Gold Covenant for Employers; we are an accredited Disability Confident employer and we play a leading role in the Women's Utility Network.

Transparency in reporting:

We will continue to go above and beyond legislative requirements on gender pay gap reporting, and are committed to reporting our ethnicity pay gap voluntarily as soon as the number of employees who chose to record this data reaches 65 per cent.

Strength in diversity:

We are committed to Strength in Diversity, a 24-month programme of targeted action focusing on diversifying employment opportunities in specific hotspots within our region, including areas which feature in the Deprivation Index.

Supporting national inclusion action:

We will continue to offer our support for national diversity and inclusion initiatives, including Pride and National Inclusion Week.

Spaces for community groups:

We will work to provide opportunities for voluntary community groups to use our buildings when they are not occupied.

Fostering social prosperity within our region:

We will continue to working with National Trading Standards and Utilities Against Scams, of which we are one of seven founding members, committed to

preventing scams through educating our staff and customers and raising awareness in the industry.

Removing barriers:

We are committed to removing barriers by adapting our application process and reducing the need for academic entry standards, wherever it makes sense to do so.

Supporting local businesses:

We will increase opportunities for local companies to promote their products and services direct to our employees.



The future we want to see

- Joint work with other water companies and with other major employers in the east of England that promotes inclusivity, and increases social mobility, built upon a lifelong commitment to people development.
- Using recruitment policies to help level up deprived communities and create social prosperity in the east of England in line with our Purpose. We will use our recruitment to ensure future hires actively contribute to the socio-economic wellbeing and prosperity of the East of England by either living in the region or having a close affinity with it in some other way.
- More flexible approaches to the use of the Apprenticeship Levy. Specifically, the creation of a 'sector training pot' to ensure year-to-year unspent funds are used to train and support more apprentices in the water sector, instead of being reclaimed by HM Treasury.

03

Investing in our community



Our business is built on the communities it serves. We believe our role goes beyond the provision of water and water recycling services to making a positive difference across our region for the long term.

Our track record



Anglian Water's education programme has worked with over half a million people in schools, colleges and on our own sites since 2007. Our aim is to reconnect people with water, and help them understand its true value. We are helping our future customers to understand where water comes from, what is dependent on it, how we treat and distribute it, and their role in keeping the water cycle sustainable. We support schools in delivering the national curriculum and bring science, technology, engineering and maths to life. Our programme supports the development of a wider set of skills needed for a successful career, including interview techniques and

work experience opportunities. Anglian Water believes that the hardest-hit towns can be helped to regenerate. Alongside our Alliance partners, we have been a driving force for transformational change in Wisbech and Lowestoft. Over the past eight years in Wisbech we have worked with education, charities and local government to deliver positive change. We are now taking a similar approach in Lowestoft, working with our partner Kier, and we have worked with Business in the Community to spread this successful model across the UK (See case study page 18). At the start of the pandemic Anglian Water established a new

£1 million Positive Difference Fund to provide a cash boost for local communities to meet emerging needs. We are proud to have supported some of the most vulnerable in our communities, with activities including providing hot meals for people sleeping rough, adapting services for autistic children and vulnerable adults, and befriending for people with dementia. The charities supported estimate the fund will help in excess of 100,000 people across more than 160 community organisations in our region. (See case study page 22).

We recognise the wellbeing benefits of volunteering, both for those who participate and for those who benefit from it. Our partnership with Keep Britain Tidy empowers communities to look after their local environment: with 49 established RiverCare and BeachCare volunteer groups looking after stretches of river and beach across our region.

We have a longstanding partnership with WaterAid, transforming lives by improving access to clean water, decent toilets and good hygiene across the world. The Beacon Project, led by Anglian Water and our Alliances, supported Covid-19 relief efforts by providing handwashing stations, extending water supply times and donating PPE in Lahan, Nepal.

Our commitments



By 2030 we will strive to support half a million people through our community investment programmes and our Positive Difference Fund.

We will make a difference in our local communities through:

Education:

We will provide online resources that are available to every school in our region, and impactful lessons for schools in our target areas in person and online. We will also reach even more young people through the launch of a continued professional development programme for teachers, providing resources so they can bring STEM subjects to life through water.

Community regeneration:

We will continue our support for Wisbech in delivering its vision. We will work with other stakeholders, such as the Environment Agency and Water Resources East, on a Future Fens project to put water management at the heart of a plan to unlock the economic, social and environmental potential of the area.

We will also be an active member on Lowestoft's Town Deal Board and act as an ambassador for the town to help deliver its vision of regeneration.

Volunteering and charitable support:

We will enhance our employee volunteering offer to make sure all our people have the chance to volunteer in work time if they wish, offering more flexible opportunities to make a difference.

We will support charities which are enhancing environmental and social prosperity in our region through our existing programmes wherever possible. We will also continue to offer routes for employees to give to charities which are close to their hearts through their pay, making it as easy as possible.



The future we want to see

- A more strategic, stable and predictable, multi-year approach to the delivery of economic regeneration funds, such as the Towns Fund but also building retrofit schemes like the Green Homes Grant. This will ensure such funds have greater impact and support growth in local businesses, supply chains and skilled, highly paid work.
- A strong business voice and greater consultation in how such economic regeneration funds are distributed, in order to maximise leverage of private investment and co-benefits for communities, businesses and citizens.
- A truly collaborative and systemic approach to community regeneration and recovery, bringing together the skills and resources of businesses, the insight of the third sector and the expertise of government and academia.

04

Supporting health and fostering wellbeing



We are creating a culture to ensure that our water, our sites and the way we interact with people supports health and wellbeing - there is nothing more important for our customers and employees.

Our track record

Water is our business: vital to the health of our communities and a cornerstone of our region's economy. We also recognise that water has a crucial role to play in wellbeing. Our seven water parks, and the 48 beaches and bathing waters for which we are responsible, are a wonderful resource for those who live in or spend time in our region.

More than two and a half million people a year typically visit our 4,248 hectares of parkland, woodland, nature reserves and water at Rutland, Grafham, Alton, Pitsford and Hollowell Water, Ravensthorpe Reservoir and Taverham Mill Nature Reserve. All seven parks hold Green Flag status, the benchmark standard for the management of recreational outdoor spaces across the UK. Our parks colleagues have worked hard to adapt to ever-changing circumstances during the pandemic, recognising the parks' importance as a vital green lung for communities. We take great care of the bathing waters along our extensive coastline, too, with 32 of them rated as 'Excellent' and a further 13 rated as 'Good'.

Care for the environment and communities sits at the heart of our Five-Point Plan for a Green Recovery, published in September 2020. It set out plans to accelerate £300 million



of environmental investments; these are now being implemented, with 520 schemes delivered in 2020/21 alone.

Our commitment to health and wellbeing in the East of England begins with the 5,000 people who work for Anglian Water. We believe work should have a positive impact on the health and wellbeing of all our employees. Underpinning that approach is our award-winning LIFE programme, a philosophy that moves away from a traditional compliance-based approach to a culture where we each take responsibility for our health, safety and wellbeing and that of our colleagues.

During the pandemic we have taken extra care of our people, launching an Employee Assistance Fund, providing free subscriptions to the Headspace meditation app and organising half-day Time Out For Life sessions attended by over 3,000 colleagues.

Our holistic approach has been recognised through numerous awards, including Business in the Community's Health and Wellbeing Award 2019, Glassdoor's Best Place to Work in the UK 2019 and Utility Week Employer of the Year 2020.

Our commitments

Quality spaces for recreation and sport:

We will maintain our water parks' Green Flag status and we are committed to driving up the number of our bathing waters categorised as 'Excellent'.

New green spaces:

We are committed to creating more green spaces for communities to enjoy, with multiple benefits including increased biodiversity, better water quality and in many cases reduced flood risk. We have plans to create up to 34 treatment wetlands within our region, 10 of which will be delivered by 2025.

We will work with local authorities to create blue-green spaces for people to enjoy through retrofit schemes that deliver water-efficient homes and reduce flood risk, creating wider environmental benefits.

Championing inland bathing waters:

We recognise the desire of a growing number of people to enjoy wild swimming in our inland rivers and waterways. We support the designation of inland bathing waters and we are committed to working with partners to develop and deliver proposals for our region.

Reducing plastic waste:

Together with our fellow water companies, we have made a commitment to prevent the equivalent of 4 billion plastic bottles ending up as waste by 2030, recognising the negative impact of plastic on our environment and our carbon footprint.

Supporting colleagues' health and wellbeing:

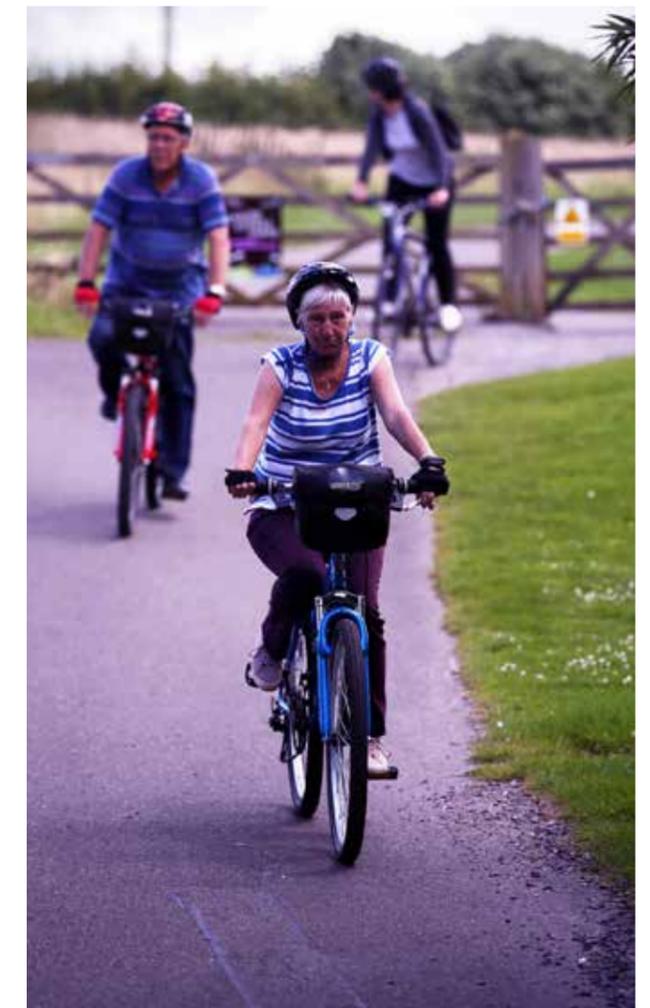
We will maintain our commitment to provide a comprehensive wellbeing package to all employees, including healthcare, a 24-hour Employee Assistance Programme and a Virtual GP service for all employees.

Offering a helping hand:

We recognise that sometimes our colleagues face financial challenges in their wider household; we will retain our Employee Assistance Fund, launched during the pandemic, and funded by our own people, to help employees and their families facing financial hardship.

The future we want to see

- The development of a Living Standards Framework that moves beyond simple economic metrics to measure a broader range of national outcomes, including health and wellbeing, access to nature, and social mobility.
- An ambitious national retrofit programme for sustainable drainage systems (SuDS) and other blue-green natural infrastructure to reduce flood risk, improve the air and water environment, and deliver co-benefits for social amenity and wellbeing.
- The creation of designated inland bathing waters within every region of England, bringing together waterway users, land managers, water companies, regulators, and communities to fund and deliver them.



05

Acting with integrity

We have put purpose at the heart of our business. Our employees have helped to create our values. Everyone in our business has a role in ensuring we provide a service built on integrity, trust and respect.



build transparent and collaborative working relationships founded on mutual trust and integrity.

We require all our suppliers to demonstrate that they provide safe working conditions, treat workers with dignity and respect, act ethically, and comply with all applicable legal requirements. We work with the Energy and Utility Skills Procurement Skills Accord and are currently working with Action Sustainability to benchmark ourselves against best practice in sustainable procurement using the ISO 20400 guidance standard.

The pandemic has brought new challenges to our supply chain. We have engaged regularly with suppliers both large and small to offer our support, including preferential payment terms such as rapid payment of invoices; providing advance notice and confidence about forthcoming procurement opportunities; and issuing permits so that our suppliers' field-based staff can identify themselves as key workers.

Our track record

Acting ethically is second nature to us - in fact, it is so fundamental that 'doing the right thing' and 'building trust' are two of the three company values we introduced in 2019, alongside 'always exploring'. These are the standards to which we hold ourselves accountable.

As one of the biggest employers in our region, with an extensive supply chain, it is vital that we do the right thing by our communities and the hundreds of companies which supply goods and services to us. Of course acting responsibly is not new to us - we were named Business in the Community's (BITC) Responsible Business of the Year in 2017 in recognition of our long track record of sustainability and high standards

of business ethics. We have also twice won the Queen's Award for Enterprise: Sustainable Development (for 2015-2020 and 2020-2025).

For the past two years we have benchmarked our performance as an ethical business using BITC's Responsible Business Tracker. In 2019/20, we scored 73 per cent, versus an average of 61 per cent for our sector benchmark group and 41 per cent for the full cohort of 94 companies which participated.

Our closest supply chain relationships are with our alliance partners, with whom we work to deliver our capital programmes (worth £3 billion between 2020 and 2025). We work as equal partners to



Our commitments

Holding ourselves to account:

We have committed through our Articles of Association to adopt a Statement of Responsible Business Principles to help us track and improve our performance and motivate change.

We are the principal sponsor for the development of a new Publicly Available Specification (PAS) on Sustainable Purpose with the British Standards Institution (BSI) and Cambridge Institute for Sustainability Leadership. Other sponsors include, JLL, KPMG and the Department for Digital, Culture, Media and Sport.

Development of the PAS is being overseen by an advisory panel consisting of a wide range of business, policy, academic and consumer stakeholders. The draft specification will be released for consultation later this year and we expect the standard to be published in spring 2022. Until then, we will continue to take part in BITC's Responsible Business Tracker (see above).

Paying a fair wage:

We believe everyone deserves to be paid at the very least at a rate that enables them to live comfortably. We are committed to paying in line with the real living wage, so that all our permanent workforce, no matter what their age or role, earn a minimum of £9.50 an hour.

CIPS Corporate Code of Ethics:

We take a zero-tolerance approach to unethical behaviour throughout our business and supply chain.

We have adopted the Chartered Institute of Procurement & Supply (CIPS) Corporate Code of Ethics and ask all our suppliers to meet its requirements. Adoption of the Code means suppliers must 'commit to eradicating unethical business practices including bribery, fraud, corruption and human rights abuses, such as modern slavery and child labour'.

Doing the right thing:

Acting ethically applies to everyone in our business and throughout our supply chain.

We give all new starters our 'Doing the right thing' guide on their very first day with us. It covers areas including anti-bribery, fraud, modern slavery, whistleblowing, protecting personal information and competition law. We will always make sure our people know the behaviour we expect of them, and we will offer training to ensure their knowledge is kept up to date.

Supply Chain Sustainability School:

We are committed to benchmarking ourselves against others on supply chain issues including business

ethics and modern slavery. We work with the Supply Chain Sustainability School and will continue to ensure our people are well trained in supply chain sustainability through our adoption of the Energy and Utility Skills Procurement Skills Accord (see above).

Opening opportunities for smaller businesses:

We work hard to give opportunities to smaller businesses in our region and beyond through our not-for-profit Water Innovation Network, which invites companies and individuals to respond to our business challenges via an open platform. In return, we provide feedback, advice, support and access to specialist equipment, enabling them to develop their solution further. In the last 10 years we've assessed over 800 separate submissions.



The future we want to see

- We support proposals for a Better Business Act that would create a statutory requirement for businesses to give greater weight to achieving social and environmental objectives, alongside financial returns to owners and shareholders. This would give effect to the important principle that businesses should have a purpose, beyond just profit.
- The Sustainable Purpose PAS to be widely adopted when launched in 2022, by companies large and small, listed and private, across many sectors.
- Businesses listen to and take account of a wider range of stakeholders in the decisions they take, such as employees, suppliers and community leaders, and use their corporate reports to demonstrate how these voices have influenced decision-making.

Case study 1

Taking a place-based approach to regeneration



We believe businesses can and should make a positive difference to the communities they work within. Our aim has always been to do that in a way that is honest, meaningful and transformative for the long term.

We committed to focus on a small number of locations in our region, and give them the time and commitment to allow something valuable to be delivered. We want to share this learning and encourage others to replicate it across the UK, to help our most vulnerable communities to become happier, healthier and wealthier.

Starting in Wisbech, alongside our Alliance partners, and with the help of Business in the Community, we seconded a project manager into the town in 2013. Eight years on, that project manager is still there, embedded in the community, giving the time and commitment needed to understand its challenges and the actions needed to make meaningful, long-term change.

Over those eight years we have developed a remarkable partnership with Fenland District Council, the Cambridgeshire & Peterborough Combined Authority, Cambridgeshire County Council, with the town's schools and colleges and with the local community.

Working with the district council and combined authority we've built a transformational vision for a Garden Town, which would provide direct links to the surrounding area including Cambridge by reconnecting the town to the rail network. Now, we are working with other stakeholders to unlock the potential of Wisbech and the surrounding area, by managing water in a more integrated way across the Fens - which is vital in our battle against climate change and to secure water supplies for the future. Called Future Fens: Integrated Adaptation, it is hoped the initiative will become an international exemplar of what can be achieved through holistic planning.

We have supported the Ferry Project, a homelessness charity in the town, to champion its vital work and to develop the community centre. We helped negotiate its lease, refurbish its building and develop a jobs club and skills fair.

The centre now provides a base for many local groups and is at the heart of the local community.

We have worked closely with Thomas Clarkson Academy, supporting over 1,600 students, and in total we have helped more than 5,000 across the town. With our Alliance partners we have developed new courses at the College of West Anglia which feed directly into our apprenticeship programmes, to broaden students' understanding of career opportunities and improve transferable skills. This has been so successful that we have now developed similar partnerships with West Suffolk College, Milton Keynes College and the Grimsby Institute. So far, 72 students have gained apprenticeships and a further 48 are currently on the programme.

The success we have seen there is not our own, but shared equally with those in the community who have worked alongside us. Transformation takes time, but we have been keen to share our learning as we progressed and to promote the approach to other areas in our region and beyond.

Working alongside Business in the Community to help develop its place strategy, there are now similar pilots across the UK - in Blackpool, Rochdale, Bradford, Lowestoft, Norwich, Coventry and St Austell - with a target to see a total of 12 up and running by 2022.

Lowestoft is now our second focus for community support. Our Alliance partner Kier has taken the lead by seconding a project manager into the town, mirroring our approach in Wisbech. East Suffolk Council has been extremely proactive, and in just two years we have seen the development of a Place Board, the successful bid for approximately £25 million of Town Deal funding and the approval of major road infrastructure and investment into flood protection. With our partners, we look forward to playing a very active role on the Place Board overseeing the delivery of the vision and transformational change it will bring to the local community.

By working with BITC and their members we can spread this model for businesses to deliver support in their local communities and drive real improvements in social prosperity.

“ We believe businesses can and should make a positive difference to the communities they work within. Our aim has always been to do that in a way that is honest, meaningful and transformative for the long term. ”

Case study 2

Stepping up to support community resilience to flooding

Our region – low lying, with an extensive coastline and low rainfall – is particularly susceptible to the impacts of climate change. Not only is the East of England the driest part of the UK, with less rainfall per capita than Jerusalem, but its landscape also makes it one of the most prone to flooding – a huge challenge which is already becoming more acute as climate change makes extremes in weather more likely.

Over the winter of 2020/21, many parts of our region faced devastating flooding, at a time when our communities were already having to cope with the impacts of Covid-19 and repeated lockdowns. Beginning just two days before Christmas, the floods could not have come at a worse time for many families – and sadly, the impact continued for some for several weeks. What ended up being the wettest December and January in the East of England since 1915 saw huge amounts of rain fall on areas where groundwater was already high, and several rivers burst their banks. Nearly four billion litres more water passed through our water recycling networks every day compared with the same period in the previous year.

Responding to flooding is a complex, multi-agency challenge, with lead responsibility held by Lead Local Flood Authorities and the Environment Agency. Our official role is limited to supporting other agencies and maintaining our own assets to provide services to our customers – but when it comes to an emergency such as this, we will always step up and do whatever we can to help. Our operational teams quickly mobilised onto ‘incident’ footing to support customers and communities, providing equipment to pump away as much of the excess water as possible and bringing dozens of additional assets into the region to tanker water away.

Our operational teams logged more than 30,000 jobs – five times the normal workload – as they responded to customer reports of flooding, and maintained their response over more than 11 weeks, supported by our Alliance partners. Some 400 technicians and 127 tankers were deployed, while our regional engagement team dealt with more than 250 enquiries from stakeholders across the region, holding

meetings with regional MPs and local authority representatives and leading tactical coordination groups and local flood cells. Perhaps most notably, more than 200 Anglian Water employees from right across the business volunteered their time, including many giving up leave on Christmas Eve, Christmas Day and Boxing Day, to cover 500 incident shifts to support customers.

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.

Long-term planning

Making our region resilient to the impacts of flooding and other climate change risks has long been at the heart of our long-term investment planning. Last year, we became the first organisation in the UK to set out our plans to mitigate and adapt to the impact of climate change in Defra’s latest round of adaptation reporting, and joined CDP’s global A list for our response to climate change.

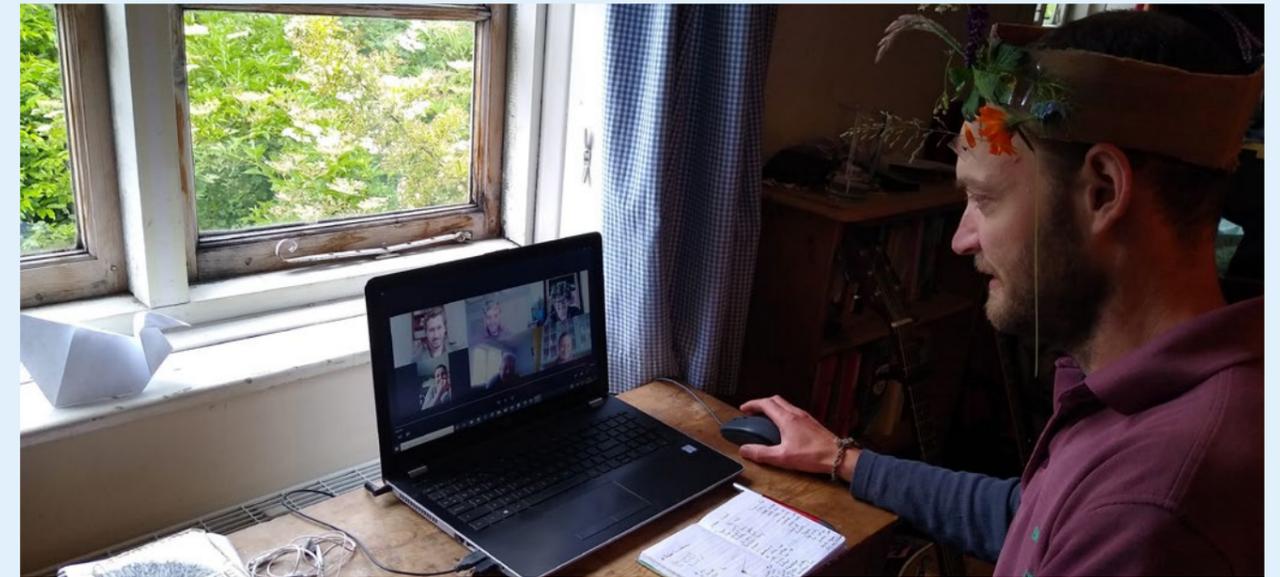
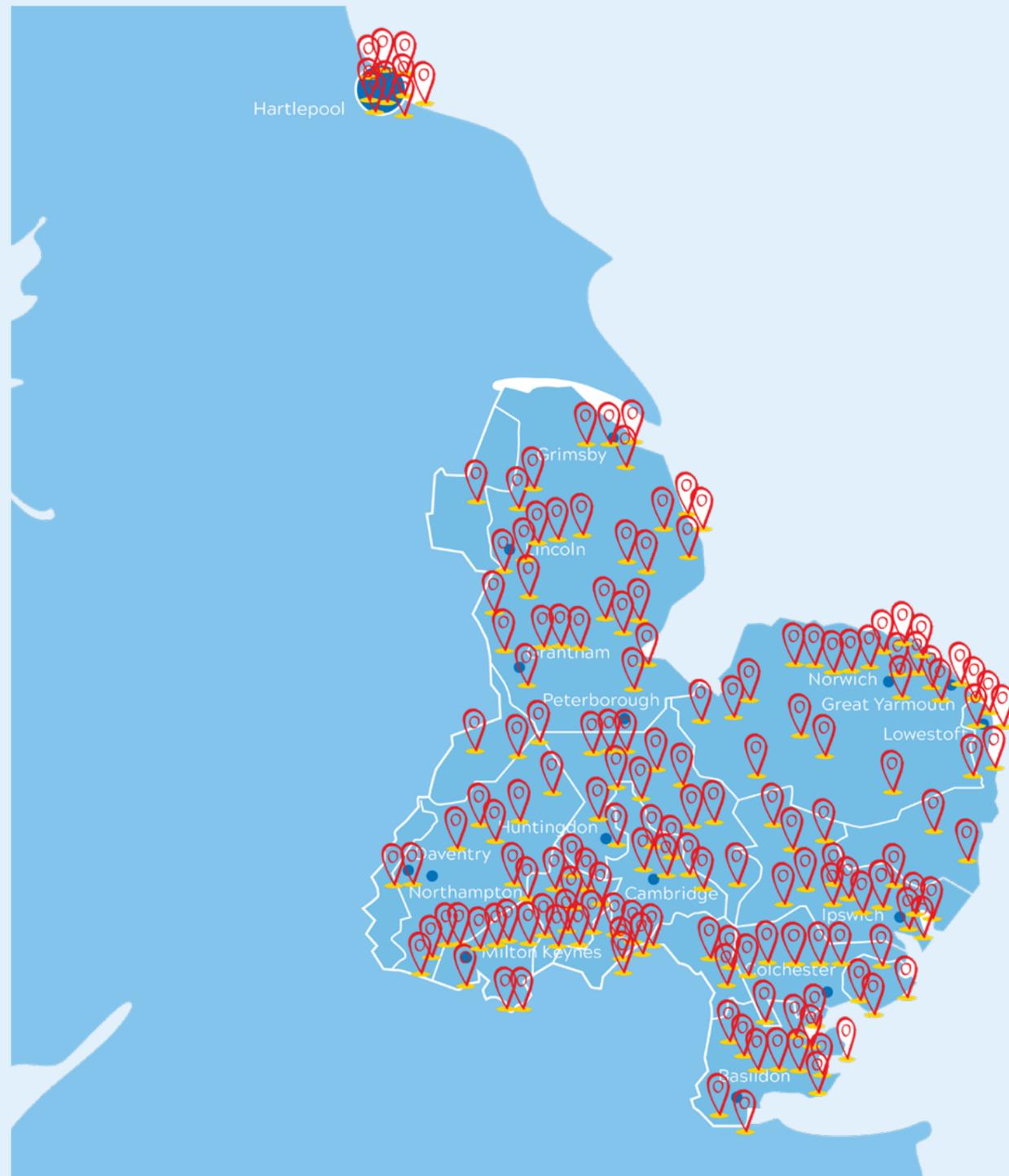
We invested £7.5 million in 49 flood protection schemes in the five years to 2020 through our partnership funding programme, and we will invest a further £12 million by 2025. We’re participating in seven projects across our region through Defra’s innovative Flood Resilience Fund.

When flooding does happen, we want to make sure our customers and communities are supported quickly and effectively. One key way we are doing this is by working with the newly formed Norfolk Flood Alliance, chaired by Lord Dannatt, which seeks to develop a more joined-up approach to both long-term resilience and emergency responses to flooding.



“ Making our region resilient to the impacts of flooding and other climate change risks has long been at the heart of our long-term investment planning. ”

Supporting communities through Covid-19



In addition to keeping our customers and our employees safe, and continuing to deliver a seamless service, we wanted to do everything we could to support our communities through the Covid-19 pandemic. We realised that in many cases, charities and small community organisations were running short of funds and practical help at the very time they were most needed. Our response was to fast track a £1million pot of funding to support community organisations across our region, which are vital lifelines for the most vulnerable. This became known as our Positive Difference Fund.

The Positive Difference Fund had been part of our plans pre-Covid but was brought forward with the support of our Board and funding from our shareholders. We recognised early on that it could be more effective more quickly by working in partnership with the network of Community Foundations in our region, which already had expertise in distributing funding and relationships with potential recipients.

The fund sat alongside a package of measures to support our community, customers, employees and supply chain during this difficult time. We provided a wide range of additional support for our customers, and developed and launched an Employee Assistance Fund. Through our regional leadership of Business in the Community we were also instrumental in setting up the National Business Response Network aimed at connecting member companies with community organisations in need, and through our education team, we provided home learning resources for teachers and schools.

Since its launch, we have provided funding for over 160 different groups across our region. The fund has supported a wide range of inspiring organisations, each providing a vital service for those most in need in their community, ultimately helping in excess of 100,000 people.

It has been a privilege to support such a diverse array of causes; from those providing hot meals for people sleeping rough, and groups combatting coronavirus fraud, to those adapting services for autistic children, and vulnerable adults, including telephone befriending for people with dementia and providing devices for adults with learning difficulties to reduce isolation.

During the Coronavirus lockdown period, we were doing all we could to find ways to support our beneficiaries with their mental wellbeing, as we knew that the pandemic would increase their anxiety and feeling of isolation. We developed a nature-inspired online wellbeing programme, called 'AIR', (see picture above) through which we could continue with this vital support, helping nearly 300 adults and children during lockdown. We are now able to offer face to face support again, but we are continuing to offer the AIR programme for those people who can't get to us in the woods. We were very grateful to receive funding from the Anglian Water Positive Difference Fund, during this difficult period for everybody, which helped us ensure that we reached as many people as possible.

Tom Brown

CEO, Green Light Trust

Working in partnership to support our customers

We believe working with partners is the best way for us to reach customers most in need and understand the challenges they face, so we can support them more effectively. This has been more important than ever during the pandemic so we could offer help to as many people as possible.



“ Marie Curie Cancer Care helped us design and launch a tailored package of support for customers dealing with a bereavement ”

In February 2021 we launched a new partnership with Marie Curie Cancer Care, enabling us to raise awareness of the support we can offer through their nurses and support helpline. As the experts in their field, they also helped us design and launch a tailored package of support to help our customers who are dealing with a bereavement, including a dedicated phonenumber with specially trained staff to answer calls.

Our partnership with Carers First, a charity which works with unpaid carers to provide practical information and advice, has also grown this year. Alongside attending their carer drop-in sessions, to discuss the support we could offer and raise awareness of our Priority Service Register, we also collaborated on a promotional campaign. This encouraged carers to get the person they care for signed up to our Priority Service Register.

By partnering with Carers First on targeted Facebook promotions we were able to spread our message across Lincolnshire and Essex, reaching many more unpaid carers than we would have been able to alone. Using stories from their own community of carers, including Daniel, featured on our website, they were able to really highlight the help and support we can offer.

Throughout the year the collaborative work continued. Together we developed a new system for all customers, through which they can report service issues and make appointments. A group from Carers First was instrumental in helping to develop the service and test its accessibility before it went live. They also provided training for our dedicated teams, ensuring we can adapt to deliver the bespoke support that our customers need.

Carers First promoted our services on their own website, including links to our Priority Service Register webpage and details of our overall WaterCare support services. And in November 2020, together we promoted 'Carers Rights Day', running targeted social media campaigns on Facebook. More recently, in January 2021, Carers First helped us design some new communications tools and letters specifically aimed at carers with Powers of Attorney.



“ Carers First is proud to partner with Anglian Water to support unpaid carers. Anglian Water has made it easy for us to promote the Priority Services Register (PSR) to carers we work with, such as Dan, who cares for his wife Nicci, who has fibromyalgia and chronic pain: ”

“Being registered with the Anglian Water Priority Services Register is a weight off my mind, and I would recommend other carers sign up for the service. The staff are really helpful. They understand my wife’s difficulties, so we do not have to explain the situation every time we call, and they made sure we were on the correct tariff.”

We’ve found Anglian Water truly go the extra mile for their customers. They have invited us on several occasions to deliver training to their Priority Services team to help them understand more about unpaid carers and signpost to Carers First where appropriate. This helps to deliver experiences like Dan and Nicci’s above. We look forward to continuing to work with Anglian Water to support unpaid carers. ”

Community recovery timeline

2020/2021

- No employees were furloughed and all job offers have been honoured through the pandemic
- Six interns, 45 apprentices and six graduates have been employed. Over one hundred students have also enrolled on our specialist courses at four colleges across our region
- Recruitment drive has seen 200 new leakage roles created



- Positive Difference Fund has had a positive impact on over 100,000 beneficiaries through more than 160 community groups



- £7 million of partnership funding has been invested since 2015 to prevent flooding in our region, protecting customers and communities from life changing impacts
- Supported Lowestoft's successful Town Deal bid and been an active member of their Place Board

By 2030

- Have a **positive impact on half a million beneficiaries** through our education, place regeneration and community investment programmes and our Positive Difference Fund
- The water sector to have prevented the equivalent of four billion plastic bottles ending up as waste since 2019, helping to protect our waterways and bathing waters from plastic pollution
- Support affordability for all customers whose water bill accounts for more than 5% of their household disposable income



- Water sector to reach net zero carbon emissions, helping mitigate the impact of climate change on our region and meeting our Public Interest Commitment

- Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship



By 2025

- By 2022, support BSI in launching PAS 808 - Sustainable Purpose, defining principles for organisational behaviour
- Support more than 382,000 customers on our Priority Services Register
- Evolve our service and payment options providing support to more than 475,000 financially vulnerable customers each year
- Evaluate the impact of our Strength in Diversity 24-month programme of targeted action in community hotspots, and set the next commitments to accelerate our inclusion action plans
- Report against the newly created Publicly Accessible Specification (PAS) on Sustainable Purpose



- Create up to 10 of our 34 planned natural treatment wetlands, bringing amenity benefits for communities as well as enhancing the environment

- Deliver £300 million of accelerated investment in environmental schemes through the Water Industry National Environment Plan, benefiting customers without costing them extra



- Deliver £12 million in partnership funding for flood prevention schemes across our region to safeguard homes and communities
- Share our knowledge of place regeneration and support BITC to have 12 place projects by the end of 2022



If your organisation would like to work in partnership with us on any aspect of this plan, please get in touch with us via **Public.Affairs@anglianwater.co.uk**

love
every
drop.



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