



Role of the Senior Independent Director

Affinity Water Limited

Approved by the Board on 25 February 2021

ROLE AND DUTIES OF THE SENIOR INDEPENDENT DIRECTOR

Introduction

1. At the core of Affinity Water's purpose and values is a deep understanding of the fundamental importance of strong board leadership to a company providing an essential public service accountable to our customers, communities, shareholders, and wider stakeholders. Affinity continues to welcome the focus placed on this important area for the water industry in Ofwat's board leadership, transparency and governance principles published in 2019.
2. The Governance Code explains the principles of how we will govern and operate our business to high standards of governance and transparency.
3. This document describes the role and duties of the Senior Independent Director.

Role

- To support the Chairman on all governance issues.
- To provide an alternative communication channel between the Chairman and directors.
- To provide a point of contact for principal shareholders to raise issues and concerns which they feel have not been resolved through normal channels.

Main Duties

- Provide a sounding board for the Chairman to discuss confidential issues related to governance, board performance and the performance of individual directors and concerns raised by directors, shareholders or employees.
- Carry out an annual appraisal of the Chairman's performance based on direct and confidential feedback from all directors.
- Be available as an intermediary for confidential discussions with directors who may have concerns which they believe have not been properly considered by the Board as a whole, or which they feel may not be appropriate to raise in open forum or with the Chairman directly.
- Chair the Nomination Committee when considering succession to the role of Chairman of the Board.
- Be available to shareholders or employees if they have concerns which contact through the normal channels of communication with the Chairman or Chief Executive Officer has failed to resolve or for which contact is inappropriate.

Performance review

- The Chairman and non-executive directors are responsible for reviewing the performance of the Senior Independent Director.

EFFECTIVENESS

The role and duties of the Senior Independent Director described in this document were approved by the board on 25 February 2021.