



**Affinity Water Board appointed
Employee Engagement Director**

Terms of reference

AFFINITY WATER BOARD APPOINTED EMPLOYEE ENGAGEMENT DIRECTOR

TERMS OF REFERENCE

1. ROLE PURPOSE

- 1.1 The overriding purpose of the role of Employee Engagement Director is to ensure that the voice of the workforce is considered at Board level. A key secondary purpose is to improve the transparency of Board activities, discussion and decision-making and in so doing improve alignment between the Board and the workforce.
- 1.2 The role should not be a substitute for effective executive engagement or act as a “lightning rod” for workforce issues, but instead should support the engagement process, providing a more direct link with the Board.
- 1.3 It will be critical to create effective two-way communication and to be open about the subject matters for discussion, but it will also be important to balance commercial sensitivity with transparency. Matters that are anticipated to be relevant for workplace engagement include:
 - Workforce engagement processes and campaigns,
 - Employee wellbeing processes
 - Diversity & Inclusion including the Gender Pay Gap
 - Objectives of and implementation of the culture change programme
- 1.4 The role will supplement other engagement activities, helping to empower the workforce and facilitating constructive dialogue and greater influence, thus strengthening Board decision making and aligning the Board and workforce around strategic and operational objectives.

2. ACCOUNTABILITIES AND ENABLING ACTIVITIES

- 2.1 Join internal communications forums (blogs, workforce events, Leaders’ Forum etc.) as appropriate to be visible and to provide opportunities for direct dialogue. It is anticipated that the current blogging and management briefing processes will be further developed, and the Employee Engagement Director can “piggy back” on these processes rather than creating something additional.
- 2.2 Engage with key workforce bodies as needed to represent the Board and to enhance meaningful two-way communication. This may include contact with the JNCC but given that union membership represents only 30% of the workforce, additional bodies will be considered. The benefits of creating an Employee Participation Forum have been considered initially focussing on Diversity & Inclusion as well as feedback to the Culture survey and future people interventions. The Employee Engagement Director would be a regular attendee and would utilise this body to facilitate direction setting, prioritisation and communication.
- 2.3 Seek input to Board agenda items where relevant and communicate Board decisions and rationale. In order for input to be effective, this should be carried out through the Internal Communications function and be supported by research and analytical capability where needed to assimilate, analyse and succinctly report workforce feedback and sentiment. Publish outcomes in a relevant, accessible way and with due regard for executive initiatives relevant to the subject area.

- 2.4 Report on workforce engagement activities and outcomes including, but not restricted to, in the company's Annual Report.

3. GOVERNANCE

The Employee Engagement Director will procure that:

- 3.1 Where representative bodies, such as an Employee Participation Forum, form part of the direction setting and communication process, a fair nomination and election process should be followed with open communication about roles, purpose and nomination / election process.
- 3.2 Controls and procedures must be established to ensure that the views represented within the Board are a fair and balanced reflection of workforce interests and its diverse make-up.
- 3.3 Rigorous analysis of the feedback collected must be demonstrated to ensure the findings are distilled accurately into succinct management information and insight for the Board.
- 3.4 Procedures will be required to determine which Board matters affect which stakeholders and hence which warrant engagement with the workforce. These procedures will need to consider the balance between transparency and commercial sensitivity.
- 3.5 Procedures will be required to evidence that the Board has effectively taken the views of the workforce into account and what impact this has had on the decision-making process or outcome.

4. ACCESS TO INFORMATION

- 4.1 The Employee Engagement Director will have access to such information and data reasonably necessary to support the effective performance of the role, including:

- Employee engagement / culture survey
- Turnover and absenteeism information
- Employee Assistance Programme data
- Training data
- Recruitment, reward and promotion information
- Grievance data
- Exit interview information
- Information relating to pay ratios and pay gaps

5. REVIEW OF THE TERMS OF REFERENCE

- 5.1 These Terms of Reference will be reviewed after 12 months in order to learn lessons from the first year of operation.

Approved by the Board on 26 November 2019