



Gender and ethnicity pay gap report

2025

AffinityWater

About this report

This report is prepared by Affinity Water Limited ("Affinity Water") under the Equality Act 2010 [Gender Pay Gap Information] Regulations 2017 [the "Regulations"].

The Regulations require employers with 250 or more employees to publish information relating to the gender pay gap in their organisation, including:

- The difference between the mean and median hourly pay for men and women.
- The difference between the mean and median bonuses paid to men and women.
- The percentage of men and women who receive a bonus.
- The relative proportion of men and women in each quartile pay band of the workforce.

The report also includes information on ethnicity pay gaps. The publication of this information is in line with good practice and our commitment to further increase transparency on equality, diversity, and inclusion. The ethnicity pay gap information includes:

- Percentage of employees of Asian/Asian British, Black/Black British, Mixed/Multiple, White/White British, and Other ethnicities [corresponding to Census 2021 ethnic categories].
- Percentage of employees who did not disclose their ethnicity.
- The mean and median hourly pay gaps for employees who have disclosed they identify as having an ethnicity within the Asian or Asian British and Black or Black British major categories compared to those who have disclosed a White or White British ethnicity.

In line with the good practice guidance, pay comparisons are only included for ethnic groups where we have 50 or more employees who have disclosed.¹

The pay gap information in this report is based on payroll and employee data during the pay period covering 5 April 2025, as the Gender Pay Gap Regulations and the ethnicity pay gap guidance requires.

In section 2 of this report are the actions we have been taking to narrow the pay gaps, as well as wider progress against our 'Diverse Voices. One Team' Strategy. Some of the data and information in this section goes up to the present date [February 2026].

Affinity Water confirms that the pay gap information published in this report is accurate

Keith Haslett
CEO, Affinity Water



¹ This refers to the government guidance for employers on ethnicity pay reporting: <https://www.gov.uk/government/publications/ethnicity-pay-reporting-guidance-for-employers>

What's the difference between mean and median?

The mean and the median are two different ways of calculating averages.

Mean pay is calculated by adding up the pay of all employees and then dividing it by the total number of employees.

Median pay is calculated by lining up the pay of all employees in numerical order and then finding the middle point in that list. This measure is not skewed by individuals with the highest or lowest pay.



Section 1

Gender pay information

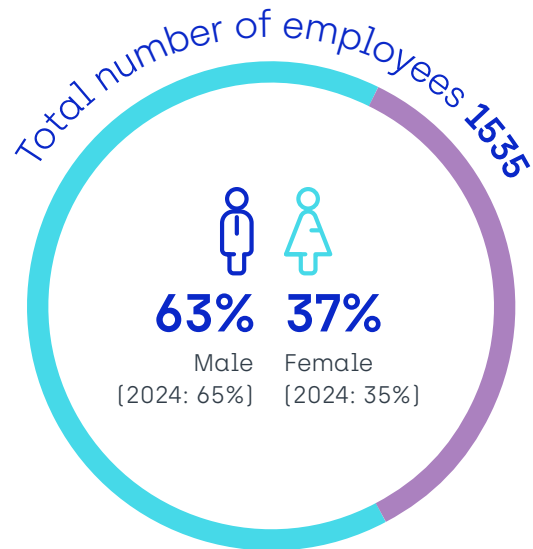


Gender pay information

What is the gender pay gap?

The gender pay gap is the difference between the average hourly pay of all male employees and the average hourly pay of all female employees, regardless of the jobs they do. Pay includes any basic pay, bonuses, or allowances (e.g., standby or car allowances), but excludes overtime and expenses.

It is not the same as equal pay which compares the pay of men and women doing the same or similar jobs, or jobs that are different but of equal value in terms of the skills, knowledge, effort, and responsibility required.



Median gender pay gap

Our median gender pay gap based on hourly pay was 24.8% in April 2025. This gap has decreased by -1.2 percentage points compared to 2024 when it was 26.0%.

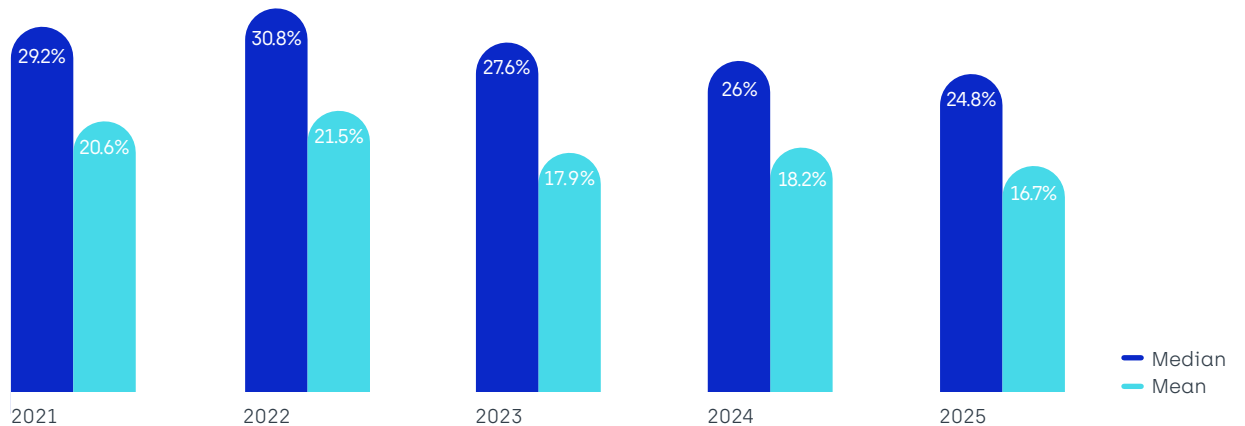


Mean gender pay gap

Our mean gender pay gap based on hourly pay was 16.7% in April 2025. This gap decreased by -1.5 percentage points compared to 2024 when it was 18.2%.



Gender pay gap 2021-2025



Proportion of male and female employees in pay quartiles

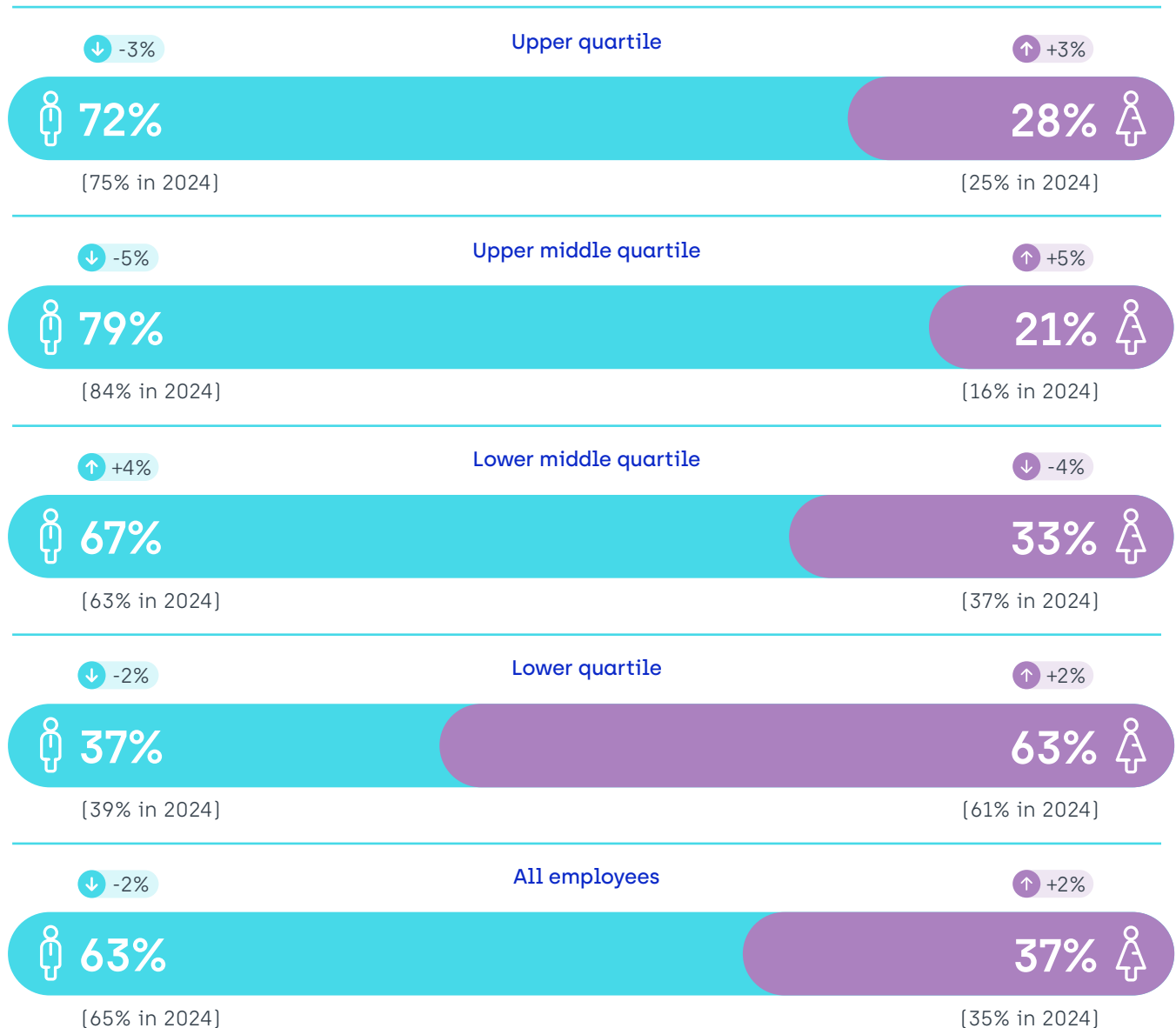
The chart opposite shows the percentage of male and female employees in each pay quartile on 5 April 2025.

It shows that in all pay quartiles, except the lowest, men outnumbered women.

However, compared to the previous year, the proportion of women increased in both the top quartile and upper middle pay quartile.

The proportion of female employees decreased in the lower middle pay quartile but increased in the lowest pay quartile.

Pay quartile gender breakdown



Bonus pay

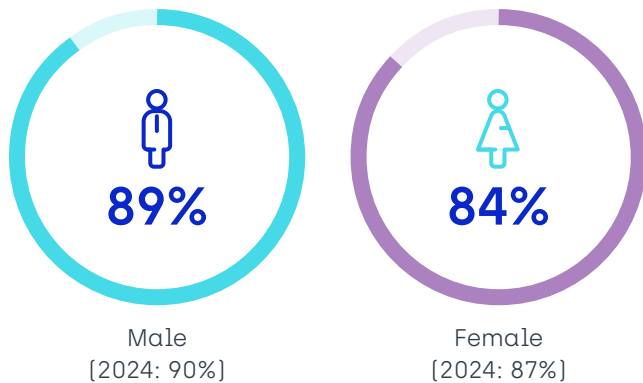
This report covers bonuses paid in the 12 months up to 5 April 2025. As the annual bonus was paid in July this report mainly refers to bonuses paid in July 2024, so the data is more than 18 months old.

Employees were eligible to receive a bonus if they had completed one full quarter and were still in employment when the bonus was paid in July 2024. The amount payable was based on whole company performance.

In addition, our executive management team and senior leaders were eligible for bonuses based on the achievement of business performance metrics plus an element of reward tied to individual performance.

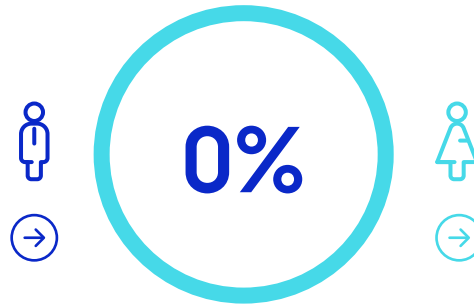
In total, 89% of male and 84% of female employees were eligible for a bonus. This was down from 90% of male and 87% of female employees in the previous year.

Males and Females receiving bonus pay



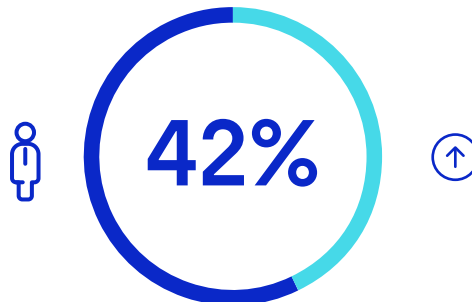
Median bonus pay

There was no gender gap in median bonus pay. This was because all employees at the midpoint received the same amount based on whole company performance.



Mean bonus pay

There was a 42% gap in mean bonus pay. This will reflect the higher bonuses received by directors and senior leaders and the higher representation of men in that pool, particularly the CEO, CFO and other directors eligible for the highest bonuses in July 2024.





Influences on our gender pay gap

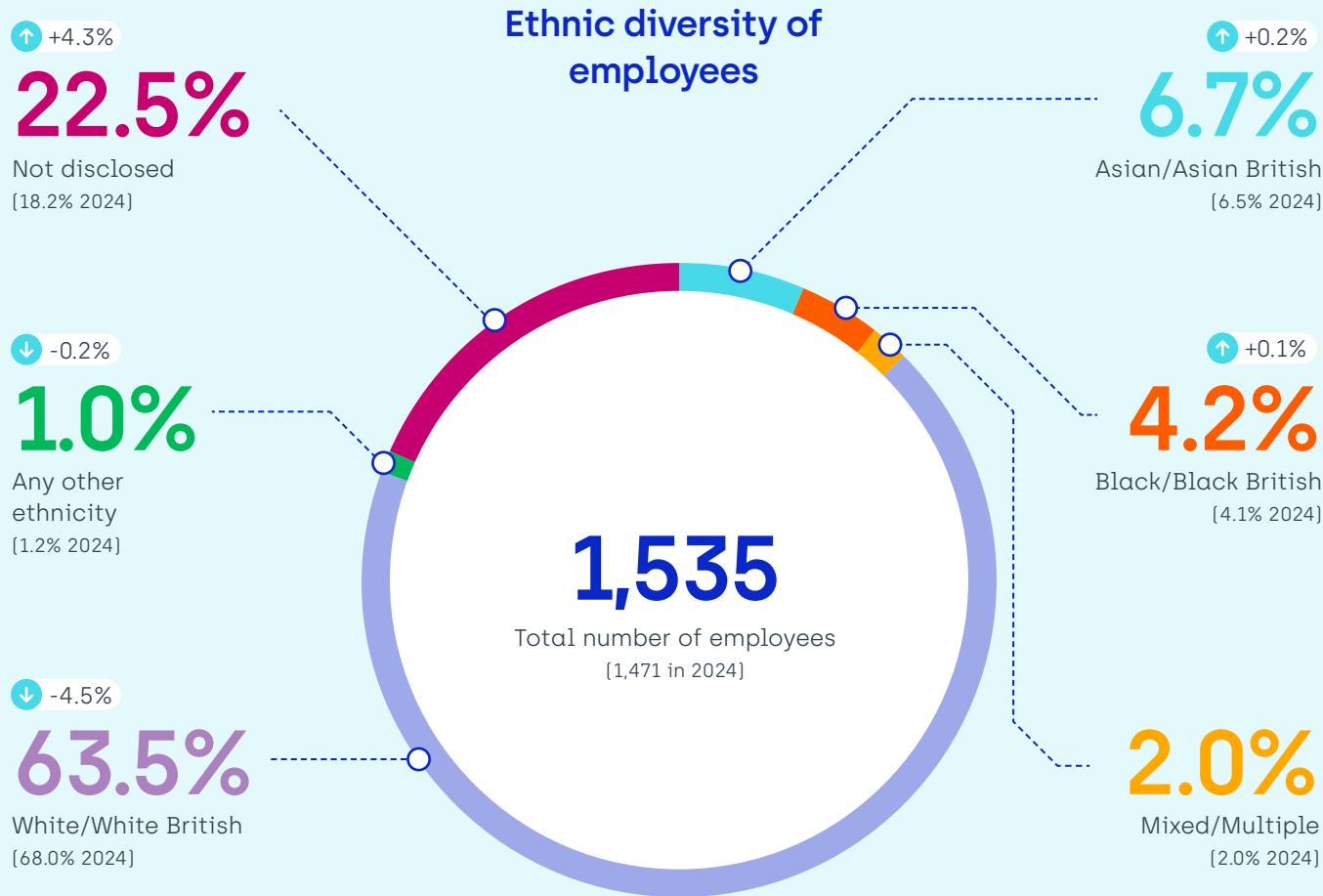
Differences in the types of roles held by men and women, as well as their relative seniority, are a major influence on our overall gender pay gaps. The upper middle pay quartile, which has the highest proportion of men, includes skilled technician roles that continue to be predominantly male occupied. Many of these positions also require standby and attract an additional allowance for that. 76% of the male employees in the upper middle quartile undertake standby duties.

In relation to seniority, 34% of senior leaders and directors were female in April 2025, compared with 37% of all employees. This is up from 30% in the previous year and helps explain the rise in the proportion of women in the top pay quartile, as well as some of the narrowing of the gender pay gap in 2025.

34% 

of senior leaders and directors
were female in April 2025

Ethnicity pay information



What is an ethnicity pay gap?

An ethnicity pay gap compares the average hourly pay of employees who are minority ethnic, with the average hourly pay of White/White British employees.

This report publishes pay comparisons for Asian/Asian British and Black/Black British employees, as these are the only minority ethnic groups with 50 or more employees in.

As with the gender pay gap, the ethnicity pay gap does not compare the pay of people doing the same or similar roles. Instead, it compares the average hourly pay of all employees in a minority ethnic category with that of all White/White British employees, regardless of their role.

It is also important to note that only employees who voluntarily disclosed their ethnicity are included in the comparisons. In April 2025, 22.5% of employees had not shared their ethnicity, so their pay data was not included in the figures and will affect the accuracy of the pay gaps we are reporting.

Asian/Asian British employees

For the pay period including 5 April 2025, median hourly pay for Asian/Asian British employees was 1.3% higher than for White/White British employees.

The mean hourly pay for Asian/Asian British employees was 4% lower than for White/White British employees.

Black/Black British employees

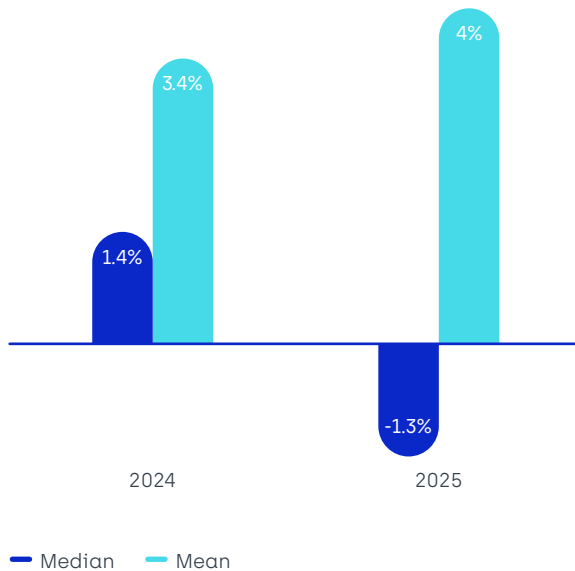
For the pay period including 5 April 2025, the median hourly pay for Black/Black British employees was 12.5% lower than for White/White British employees.

The mean hourly pay for Black/Black British employees was 12.3% lower than for White/White British employees.

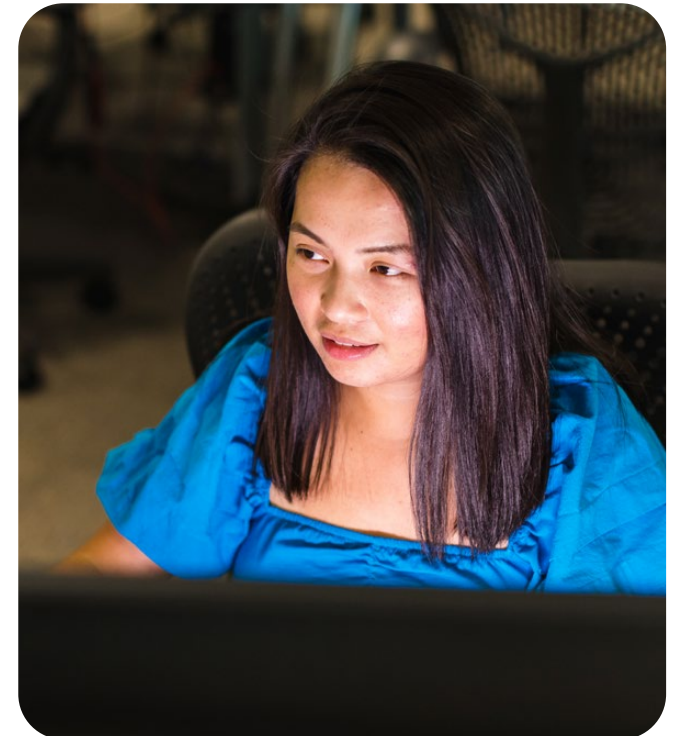
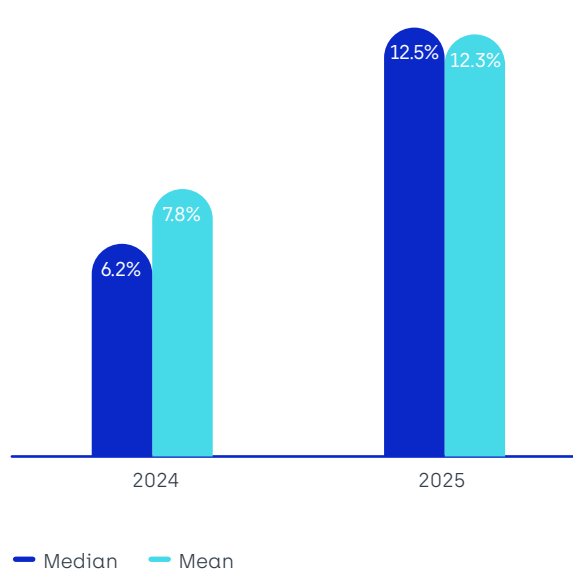
Intersection of gender and ethnicity

Sample sizes are too small to publish intersectional pay data for gender and ethnicity. However, we can say that in every ethnic category, women had lower average pay than men and average pay was highest for Asian/Asian British women, followed by White/White British women then Black/Black British women.

Asian/Asian British pay gaps



Black/Black British pay gaps





Influences on ethnicity pay gaps

Differences in the types of roles held by employees from different ethnic backgrounds will influence average hourly pay. For example, the proportion of Asian/Asian British employees working in Technology roles is around four times higher than the proportion for all employees.

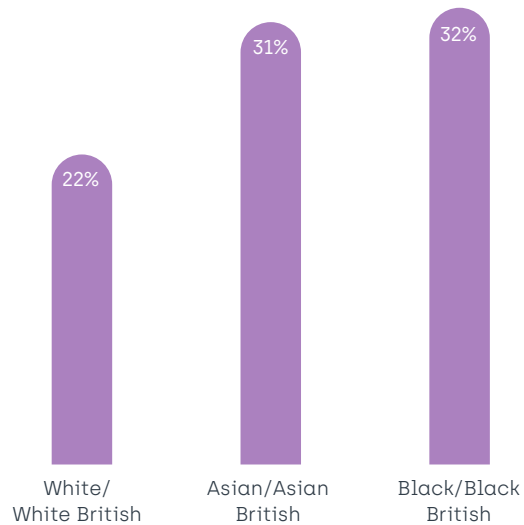
Another contributing factor is the younger age profile of minority ethnic employees, meaning a higher proportion are early in their careers. In April 2025, a third [32%] of Black/Black British employees are aged under 35 years old and 31% of Asian/Asian British employees are, compared to 22% of White/White British employees.

Less ethnic diversity at senior levels

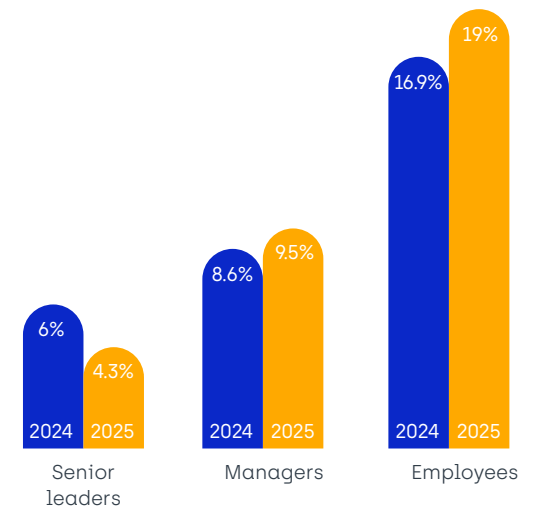
Ethnic diversity is lower among senior leaders and managers than for all employees who disclosed their ethnicity.

There was an increase in the proportion of minority ethnic employees and managers between 2024 and 2025, however, the proportion of minority ethnic senior leaders fell.

Employees aged under 35 by ethnicity



Change in minority ethnic representation 2024-25



Section 2

Progress against our 'diverse voices, one team' strategy

In September 2023, we published our 'Diverse Voices, One Team' strategy (available on our [website](#)). The priority themes include:

- Narrow the gender pay gap.
- Embed equality, diversity and inclusion in our talent acquisition and development.
- Become Disability Confident and neuroinclusive.
- Ensuring dignity at work and an inclusive culture.



1 \ Action to narrow the gender pay gap

Actions we are taking to narrow the gender pay gap have had a particular focus on addressing the impact of family and caring responsibilities on women's careers, supporting women through menopause, and ensuring that our female employees have access to structured mentoring and networking opportunities.



Family leave

In March 2023, we improved our family leave provision to include:

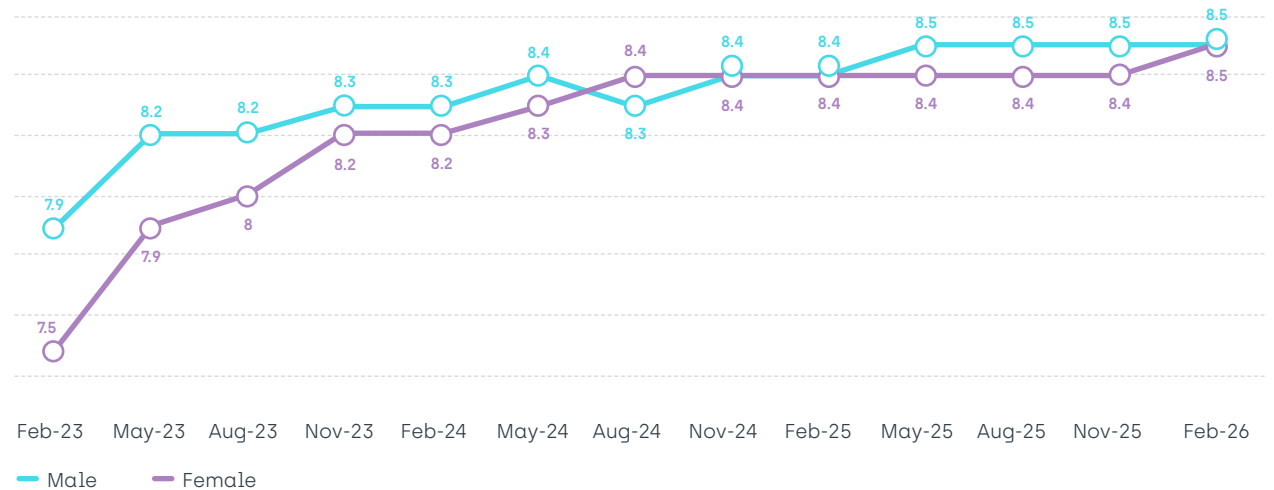
- 6 months' full pay for maternity and adoption leave.
- 3 months' full pay for shared parental leave.
- 5 days or 10 half days of fully paid carers leave.
- Paid leave and support for employees going through fertility treatment.

We introduced an 'All things family' pack, accompanied by manager guidance and checklists to ensure awareness and support implementation.

In 2025, we introduced a 'Return to Work' buddy scheme with other mums and dads in the workplace offering informal support for anyone coming back after a period of extended leave.

Perceptions of flexibility and work-life balance, among both our male and female employees have improved over the past three years and an initial gender gap has closed.

Satisfaction with flexibility in work schedule [score out of 10]



Menopause support

Our Women's Network once again partnered with our Occupational Health provider in 2025 to run a series of menopause workshops, including for the first time a men-only session so male employees could better understand and support female colleagues or family members.

Networking and mentoring

We have encouraged women to participate in our formal mentoring programme, which was launched in autumn 2023, and we have seen good levels of female participation among both mentors and mentees (more female than male employees have a mentor now).

Since 2023, we have also partnered with the Women in Utilities Network, which means our female employees have access to industry-wide mentoring and networking opportunities.

Female retention and engagement

These changes have helped us improve attraction and retention of female talent. In 2025, 44% of our joiners and 40% of our leavers were female, compared to 38% of all employees.

Our maternity return rate is 84% for those who started their maternity leave in 2023 or 2024 and had a return date in 2024 or 2025.

In 2025, engagement scores for both female and male employees were high, with both scoring an average of 8.1 or 8.2 out of 10 (upper quartile for the utilities sector) for 'I would recommend Affinity Water as a place to work'. Across all the different drivers of engagement, wellbeing, and diversity and inclusion, there were no significant gender gaps.

44% 

of all joiners were female in 2025



2 \ Embedding EDI in our talent acquisition and development programmes

We are committed to recruiting and developing talented people from across our diverse local communities and we are taking steps to prevent bias impacting decisions, and to ensure everyone has the chance to have a mentor and develop their careers with us.

Diversity in talent acquisition

To prevent bias influencing recruitment decisions, we are:

- Requiring all hiring managers to be trained on how to avoid bias.
- Using name-blind shortlisting in our recruitment portal.
- Screening the wording of our job adverts for gender bias.
- Re-writing our job ad templates to include the whole range of benefits and flexibility we can provide.

In 2025, we became a Disability Confident Employer (Level 2), which means that we pro-actively advertise that we can make adjustments when required, and we are committed to offering an interview to disabled applicants who meet the criteria for a role.

Early careers

In 2025, we had a more strategic focus on our early career and outreach activities. This has included ensuring that we are reflecting and reaching the diversity of young people in our local area.

In Black History Month 2025, we participated in an event aimed at attracting young black and minority ethnic talent into the water industry, featuring one of our former apprentices and one of our former graduates, who have both progressed within the company.

Internal hiring

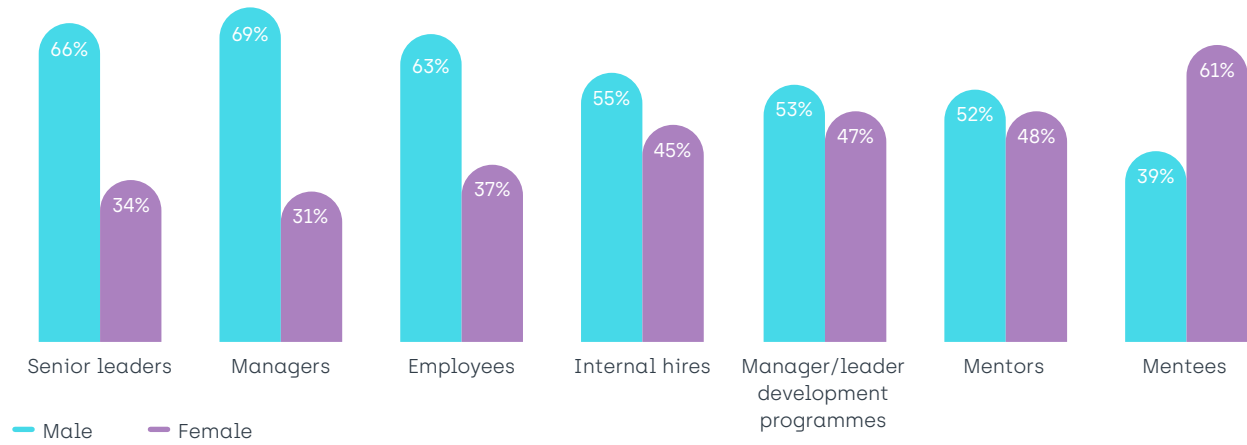
Since 2023, as part of our commitment to provide career progression for our employees, we have encouraged internal hiring. Over this period, around a third of our hires have been internal and this has included good proportions of female and minority ethnic talent.

Leadership development programmes

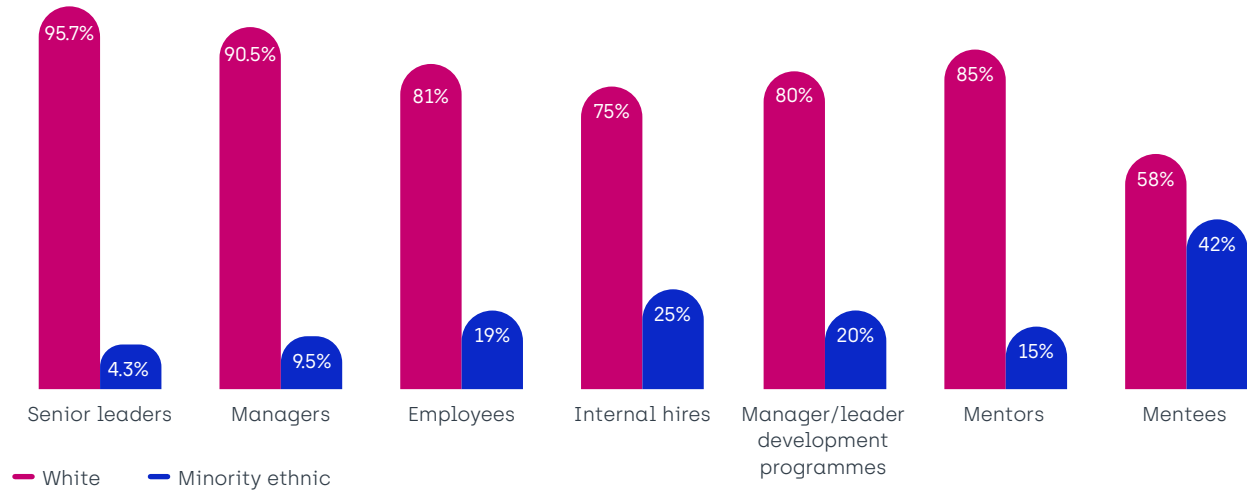
While our senior leadership is still not reflective of our wider workforce, we are seeing greater diversity in our talent pipelines, including among those who are enrolled on Chartered Management Institute (CMI) Levels 3, 5 and 7 apprenticeship programmes.



Talent pipeline and development activities by gender



Talent pipeline and development activities by ethnicity



3 \ Becoming Disability Confident and neuroinclusive

In 2023, we committed to achieving Disability Confident Employer (Level 2) status and to becoming more neuroinclusive – recognising that some of our people will sometimes need adjustments to be able to achieve their full potential and perform well but may be reticent about disclosing disabilities or neurodivergent conditions.

Reasonable adjustments and Tailored Support Plans

In November 2023, we implemented a Reasonable Adjustment Policy to provide clear guidance on how we will support people with disabilities or long-term mental, physical or neurodivergent conditions.

In 2025, as part of a wider review of our health-related policies, we introduced Tailored Support Plans to guide better conversations, decision-making and implementation of adjustments. We also ensured that our sickness absence procedures took a more proactive and tailored approach to managing people with long-term health conditions and disability-related absences.

In early 2026, we launched new internal guidance on reasonable adjustments to provide further support and awareness for individuals and managers about what we can offer and how to get help.

Becoming a Disability Confident Employer

In 2025, we achieved Disability Confident Employer (Level 2) status. A key final commitment was to offer interviews to any disabled candidate who meets the criteria for a role – a commitment we implemented in 2025.

Company-wide provision of assistive software

In 2024, we made Read&Write software available to all employees and their families. This means anyone can benefit from its accessible features without having to tell us they have a disability or neurodivergent condition.

We have trained 10 champions across the company to support people who want to use Read&Write software.

Partnering with external experts

We have continued our partnership with the Business Disability Forum, the Neurodiversity in Business Forum and with Neurobox, who provide workplace needs assessments and adjustment support when required.

We have seen a further increase in the proportion of employees sharing they have a disability or neurodivergent condition in our diversity monitoring survey. Prior to the launch of our 'Diverse Voices, One Team' strategy and the start of our Disability Confident journey, only 1.5% of employees disclosed they were disabled – as of February 2026, it had increased to 6.2%.

6.2% 

of employees have shared they are disabled or have a neurodivergent condition

4 \ Ensuring dignity at work and building an inclusive culture

We know that without an inclusive culture, we will not be able to retain our diverse talent or benefit from all the creativity and different perspectives that come with it.

Dignity at work

In 2024, we adopted a new Dignity at Work policy. It makes clear that we expect our people to show kindness and respect to others, in line with our values of doing the right thing, being customer-focused and working as one team, and our commitment to zero harm. We rolled out a new bespoke e-learning and video featuring employees from across the business to support it.

In 2025/6, we are focused on ensuring all reasonable steps are taken to prevent sexual harassment of our employees, including from third parties. This includes embedding more and clearer information about our dignity at work expectations in inductions for managers, contractors and all new employees.

Our inclusion networks

We now have five networks run by employees to:

- Be a space for people with shared or similar lived experience to connect – supporting mental health and wellbeing and confidence for career growth.
- Raise awareness of the diversity of experiences within our company and communities – encouraging all our people to have an open and curious mindset.
- Provide insights and feedback on our policies and practices – ensuring we are designing them to be inclusive and meet the diverse needs of our employees and communities.

Our newest network is the men's network, which has a specific focus on men's mental health and wellbeing.

Below are a few highlights of 2025 activities:

- Women's network shortlisted for 'Network of the Year' at the Women in Utilities Network awards and organised a successful International Women's Day panel session and menopause workshops.
- Men's network came first in a Movember water industry challenge, raising the most money of all the water companies for men's health charities (over £6,300) and hosted sessions with our occupational health provider on men's mental health.

- ONE Network (focused on ethnic and cultural diversity and inclusion) helped arrange a series of virtual water industry events for Black History Month, including one focused on early careers, a well-attended South Asian Heritage month event in our head office, and a roundtable on career progression.
- ProudAW network (LGBTQ+) once again engaged with our local LGBTQ+ community by sponsoring and attending Herts Pride.
- Disability and Neurodiversity Network hosted a well-attended lunchtime webinar on ADHD, with an external expert, and hosted a virtual roundtable in Disability History Month for disabled and neurodivergent employees.

In National Inclusion Week in September 2025, all the networks came together to visit our different sites and engage with employees, and in summer, led by the women's network, they hosted a wild swimming event at one of our lakes and volunteered for an accessible water sports charity based there.

Inclusive leadership training

In 2025, as part of a wider culture transformation programme, we launched our 'Lead the Way' leadership behaviour framework and over 2025 and 2026 all of our people managers will attend 8 x 1-day workshops. This includes a day on 'Fostering Teamwork' which covers valuing diversity and building inclusion.

Launch of mutual mentoring

In 2024 we launched a reverse mentoring pilot, in which 4 of our directors and 3 senior leaders were paired with junior employees from diverse backgrounds to learn from their lived experience.

In 2025, we evolved reverse mentoring into a new 'mutual mentoring' offer within our wider mentoring programme. It is now available to all leaders and employees who want to find a mutual mentor. The new offer builds on the positive feedback we heard in the pilot about how reverse mentoring gave leaders valuable insights and a different perspective, and it acknowledges that the learning was often two-way, with the junior employees gaining insights into leadership and seeing things from the top-down.

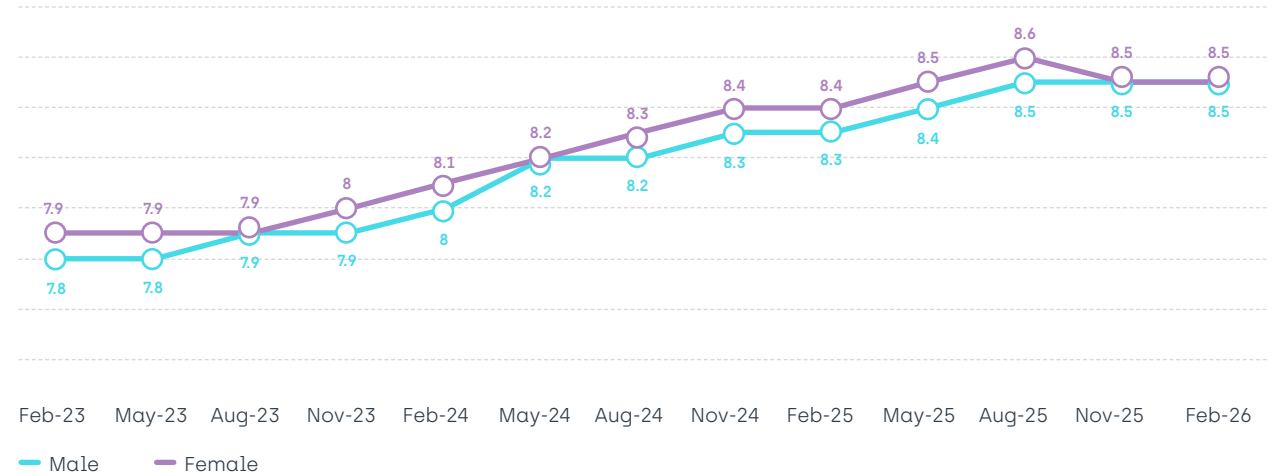
Employee perceptions of inclusiveness

We measure inclusiveness in our quarterly 'Tap In' engagement survey. The measure of inclusiveness comprises scores (out of 10) against the two following statements:

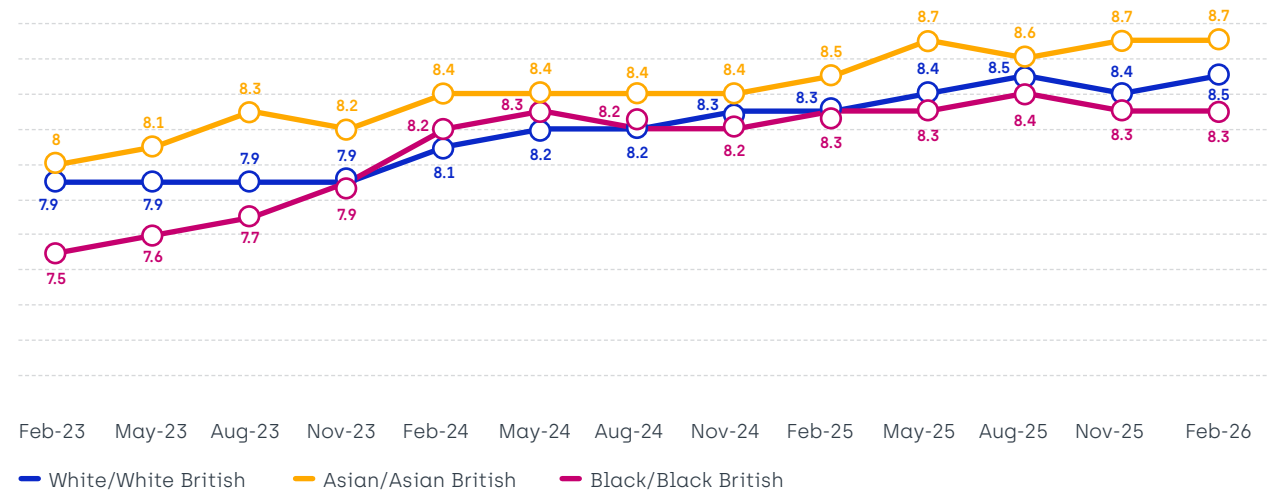
- At Affinity Water, people of all backgrounds are accepted for who they are.
- I feel like I'm valued as a person at Affinity Water.

Over the past 3 years, perceptions of inclusiveness have improved across all groups, and is now in the upper quartile for utilities companies.

Perceptions of inclusiveness by gender



Perceptions of inclusiveness by major ethnic group



AffinityWater