

Building our team, shaping our future



Equity, diversity and inclusion (EDI) progress report
and gender pay gap figures 2024/25

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Foreword

From Graham Edwards, CEO,
and Bethan Jones, Head of People
& Engagement



Foreword

At Wales & West Utilities, we are proud of our excellent track record in bringing energy to the communities we serve and ensuring the gas can flow safely and efficiently to homes, businesses and industry across Wales and the south west of England. Achieving this year-on-year is no easy task and is only possible thanks to the dedication of our entire team.

That's why investment in our team continues to be a top priority for us. Ensuring we have the right people and right skill sets is not only vital now in sustaining the critical gas network but is key to our greener future as we prepare our way for the net zero transition ahead.

Attracting and retaining the best talent across our business continues to be important to us and equally we recognise the need to establish a supportive culture, based upon our ambition, priorities and values.

We've taken deliberate steps to create a working environment that fosters equity, diversity and inclusion, where all our colleagues feel valued and supported, regardless of gender, race, sexuality, or disability. Our actions have been driven by colleague conversations, our Inclusion, Equity & Diversity Strategy and rolling three year action plan.

We're incredibly proud of the outcomes that are already being realised. We appreciate, however, that cultural change is at the heart of this work – there are no quick fixes and we know we have more work to do.

The gender pay gap figures give us a snapshot of how we are progressing year-on-year. While the figures for 2024/25 remain largely consistent

with previous years, we have identified areas where improvement is needed. We are committed to attracting more women to our business and the gas industry, and we recognise the need to encourage more women into senior management roles.

Re-balancing pay distribution between men and women, especially in the upper pay scales, is an important part of our approach going forward and we'll be supporting more colleagues to develop as leaders of the future.

Closing the gender pay gap remains at the heart of our strategy for creating an inclusive and equitable organisation and we are confident the foundations we are laying now will yield positive and long term outcomes.

At Wales & West Utilities, we continue to embrace the challenge to fully reflect the communities we serve. Our success will increasingly depend on a fair and supportive culture and we will continue to take action to benefit our workforce now and for the future.



Graham Edwards
CEO



Bethan Jones
Head of People & Engagement

Our commitment to positive cultural change



Our commitment to positive cultural change

We are focused on a future workforce that represents the diverse communities we serve to help us continue to deliver industry leading levels of gas safety and reliability.

We've continued to engage with our colleagues to understand their needs so we can make impactful change and shape our organisation for the future.

We remain proud of our Inclusion, Equity & Diversity Strategy which outlines our direction of travel to build a more diverse, multi-generational and inclusive workforce that better reflects the communities we serve.

Together with a three year action plan, the strategy continues to be the focal point of our work to create a culture where barriers are broken down and opportunities provided for all, regardless of gender, race, sexuality, or disability.

Our Inclusion, Equity & Diversity Strategy commits us to:

- ensuring our culture is equitable and inclusive so that everyone feels safe, can be their whole self at work, and is treated with dignity and respect
- supporting effective and meaningful conversations about equity, diversity and inclusion by improving awareness and training
- removing barriers to attract and retain a diverse workforce
- delivering an action plan which can evolve and meet the needs of our colleagues and our communities.



Our progress



Our progress

During the period 2024/25, we took positive action to make our workforce more diverse and inclusive, ensuring the investment in our people is fair and equitable.

By holding ourselves to account, we have already made important progress against the targets we set out in our Inclusion, Equity & Diversity Strategy.

Key highlights include:

‘Levelling up’ our People policies to be more inclusive by:

- enhancing paternity leave
- including time off for fertility treatment
- introducing an inclusion policy for all colleague events
- continuing to promote and evolve our financial wellbeing programme.

Making equity, diversity and inclusion a staple part of colleague conversations by:

- delivering inclusion awareness sessions to 175 colleagues
- holding open colleague conversation for feedback on our Inclusion, Equity & Diversity Strategy

- embedding equity, diversity and inclusion in management and leadership training, focused on supporting our managers to create a psychologically safe culture
- introducing monthly leadership “nudges” to provide our leaders with helpful tools and to reinforce the importance of psychological safety with their teams.

Making our recruitment processes more accessible by:

- removing academic qualifications, unless specifically required for a role
- assisting individuals to make applications i.e. via the telephone
- simplifying application processes
- sharing interview questions in advance
- working alongside our Accessibility Network to inform approaches to removing barriers to recruitment.

175

Number of colleagues who have taken part in inclusion awareness training to date



Working with our Women's Inclusion Network to:

- facilitate mentoring opportunities for female colleagues
- partner with other organisations to support the professional development of female colleagues
- make period products freely available at all of our sites.

Supporting all managers on the topic of inclusion by:

- organising externally facilitated workshops
- providing an open forum for discussing different perspectives, challenges and starting points
- equipping our internal talent on wellbeing, psychological safety and the neuroscience behind behaviours
- facilitating discussions about how to make their teams more inclusive.

Encouraging leaders to support colleagues to be their whole self at work by:

- designing and embedding a new module on psychological safety into leadership training
- delivering the new module as part of our 'Inspire' leadership programme to 140 senior leaders and focusing specifically on female leaders of the future
- exposing leaders to issues related to building psychological safety, sharing vulnerability and creating purpose.

Supporting leaders of the future

- Launching our 'Aspire' leadership programme to a cohort of 50/50 male and female colleagues, to support our future leaders with detailed bespoke development plans.
- Delivering 'Aspire' training to 52 colleagues since launch.



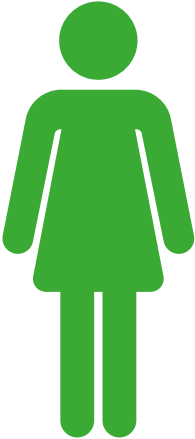
Our gender pay gap figures



Our gender pay gap figures

Our team

1,943 colleagues



17%
female
(331)



83%
male
(1,612)

Comparison to 2023

- 1,909 colleagues
- 17% female (315)
- 83% male (1,594)

8% mean gender pay gap – consistent with figures for 2023/24.

While our workforce numbers increased during 2024/25, the percentage of women and men has remained consistent with 2023/24 figures.



The gender pay gap, which is accurate and completed in accordance with gender pay gap reporting requirements, is an equality measure that shows the difference in average earnings between women and men. It is shown in two ways:

1/ The Mean:

Adds up all the hourly earnings of men and women and divides by the number of men and women respectively. We report the percentage difference.

Mean gender pay gap – snapshot:

2024	2023	2022	2021	2020
8%	8%	3%	-7%	-2%

Our gender pay gap shows that in Wales & West Utilities the mean average hourly earnings of men are 8% higher than that of women. This remains consistent with last year’s gender pay gap, which saw an increase following the in-sourcing of large numbers of our contractor workforce, who were predominantly male.



2/ The Median:

Lists all hourly earnings of men and women in numerical order, and the median is the respective middle numbers. We report the percentage difference.

Median gender pay gap – snapshot:

2024	2023	2022	2021	2020
9%	10%	9%	-7%	-10%

2024 National Average
13.1%

Our gender pay gap data shows that in Wales & West Utilities the median average hourly earnings of men are 9% higher than that of women. This remains below the national average and largely consistent over the past two years.



The gender pay gap is different from equal pay – the right for men and women to be paid identically for doing the same work, or work of equal values. With clear job profiles and a well-established pay structure, we are confident that what a colleague earns is based on their job and our pay structure, and is not affected by their gender or any other characteristic.

Both our mean and median bonus gaps have reduced in this period, this is due to an increase in the value of bonuses paid to women this period.

Our gender bonus gap is as a result of the number of men in senior positions within the organisation.

Bonuses received	
Female 35% (compared to 35% in 2023 and 34% in 2022)	Male 17% (compared to 16% in 2023 and 15% in 2022)

Mean bonus gap			
2024 37%	2023 45%	2022 36%	2021 45%

Median bonus gap			
2024 40%	2023 42%	2022 21%	2021 37%



Pay distribution

We calculate the pay distribution by splitting our organisation into four equal parts based on colleague earnings.

In 2024, women made up:

14%
of employees in the upper hourly pay quarter (highest paid jobs)

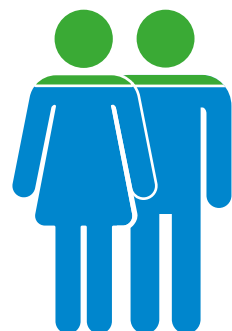
12%
of employees in the upper middle hourly pay quarter

19%
of employees in the lower middle hourly pay quarter

22%
of employees in the lower hourly pay quarter (lowest paid jobs)

Previous figures for comparison:

Lower quartile



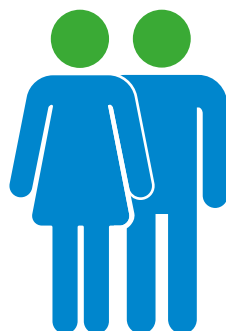
Female 22%

2023	2022
23%	22%

Male 78%

2023	2022
77%	78%

Lower middle quartile



Female 19%

2023	2022
18%	13%

Male 81%

2023	2022
82%	87%

Upper middle quartile



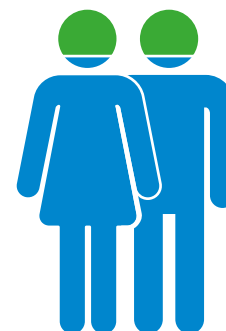
Female 12%

2023	2022
11%	12%

Male 88%

2023	2022
89%	88%

Upper quartile



Female 14%

2023	2022
14%	15%

Male 86%

2023	2022
86%	85%

Our pay distribution has remained largely consistent over recent years, however, there has been some significant changes to the proportion of women in the upper quartile of our pay distribution.

This is a legacy impact from the in-sourcing of our predominantly male contractor workforce, of which a number of roles fell into this category.

We have also seen increased recruitment into senior roles within our Cyber Resilience Team, and we are taking active steps to attract and promote roles within this area to more diverse groups.

Bringing equity, diversity and inclusion to life



Apprenticeship spotlight – Millie

We are taking important steps to encourage more women to join Wales & West Utilities to pursue careers in our business and across the gas industry.

One clear route for progression is through our apprenticeship programme which offers opportunities for men and women in a wide range of technical, engineering and supporting roles.

Millie Jones

Millie Jones joined Wales & West Utilities as an Asset Apprentice in 2023. Her role involves shadowing lead asset surveyors, with a primary focus on multiple occupancy properties, to assess the assets that feed the gas to the properties.

On leaving school, Millie was keen to pursue an apprenticeship role in an engineering-oriented business and to benefit from learning and training while working. On joining the organisation, Millie benefitted from a clear training programme, pay structure and development opportunities.

“I always knew that I wanted to do an apprenticeship and Wales & West Utilities and their apprenticeship schemes came highly recommended by people I spoke to from the gas industry.

I was put through college which I thought was brilliant because I wanted to carry on my academic studies but also have a steady source of income.

I want to be more independent and having that source of income at the same time as learning allows me to do that.

When I started I was quite nervous, but I was very welcomed and people were very happy to give up their time to help me learn and grow.

I think the future is bright for me and I am excited.”

Find out more [here](#).



Millie Jones
Asset Apprentice

Apprenticeship spotlight – Lily

Lily Hales

Lily Hales became a HR Apprentice in 2024 and took the opportunity to diversity her career with Wales & West Utilities.

Lily wanted a new challenge in the business and the HR apprenticeship offered that next step, allowing for her to continue her career at Wales & West Utilities while earning and learning.

Lily's role as a HR Apprentice involves working closely with HR advisors, internal customers and colleagues working on site. Dealing with sickness, absences and investigations and supporting colleagues through a range of situations are key aspects of the role.

Together with mentorship at Wales & West Utilities, the provision of training and learning opportunities supports Lily's professional and personal development, making the apprenticeship journey easier and smoother.

“Having worked for Wales & West Utilities for 2 years working in Metering, the HR apprenticeship offered me a real opportunity to diversify my career with the business and

to move into new areas of personal and professional development.

I took the apprenticeship route for learning on the job – I get the experience and I gain the knowledge as well.

The mentorship at Wales & West Utilities makes that journey a lot easier and smoother.

The role is very rewarding and I want to stay in HR and aspire to move into a managerial role over time with the business.”

Find out more [here](#).



Lily Hales
HR Apprentice

Looking forward



Looking forward

With our Inclusion, Equity & Diversity Strategy and action plan as our focal point, we will continue to:

Celebrate positive events

We'll establish a calendar of key events and activities to support inclusion and diversity, including National Inclusion Day and International Women's Day.

Encourage more women to join us

We'll take action on promoting careers for women, including a recruitment drive on graduate and apprenticeship roles.

Sustain colleague conversations

We'll be working with networks and steering groups to listen to our colleagues and identify issues that matter most.

Drive inclusive recruitment practice

We'll continue to develop our recruitment processes to remove barriers and to sustain inclusive recruitment practice.

Embed inclusion awareness in training

Our management and leadership training programmes will take issues of inclusion to the next level.

Expand awareness of psychological safety

Monthly "nudges" will continue to sustain learning on psychological safety and encourage managers to share with their teams.

Build on inclusion

We'll facilitate bespoke awareness sessions focusing on unconscious bias and privilege.

Support our networks

We'll facilitate support to our colleagues, alongside our networks, including the expansion of mentoring through the Women's Inclusion Network.

Collaborate with industry working groups

We'll work with others to identify our future workforce needs and the skills needed to meet our decarbonisation challenges.

Establish action based on data

We'll collect diversity related data from new starters and create the foundations for the potential of ethnicity pay gap reporting.



Any questions?

If you have any questions related
to our EDI, please contact
enquiries@wwutilities.co.uk