

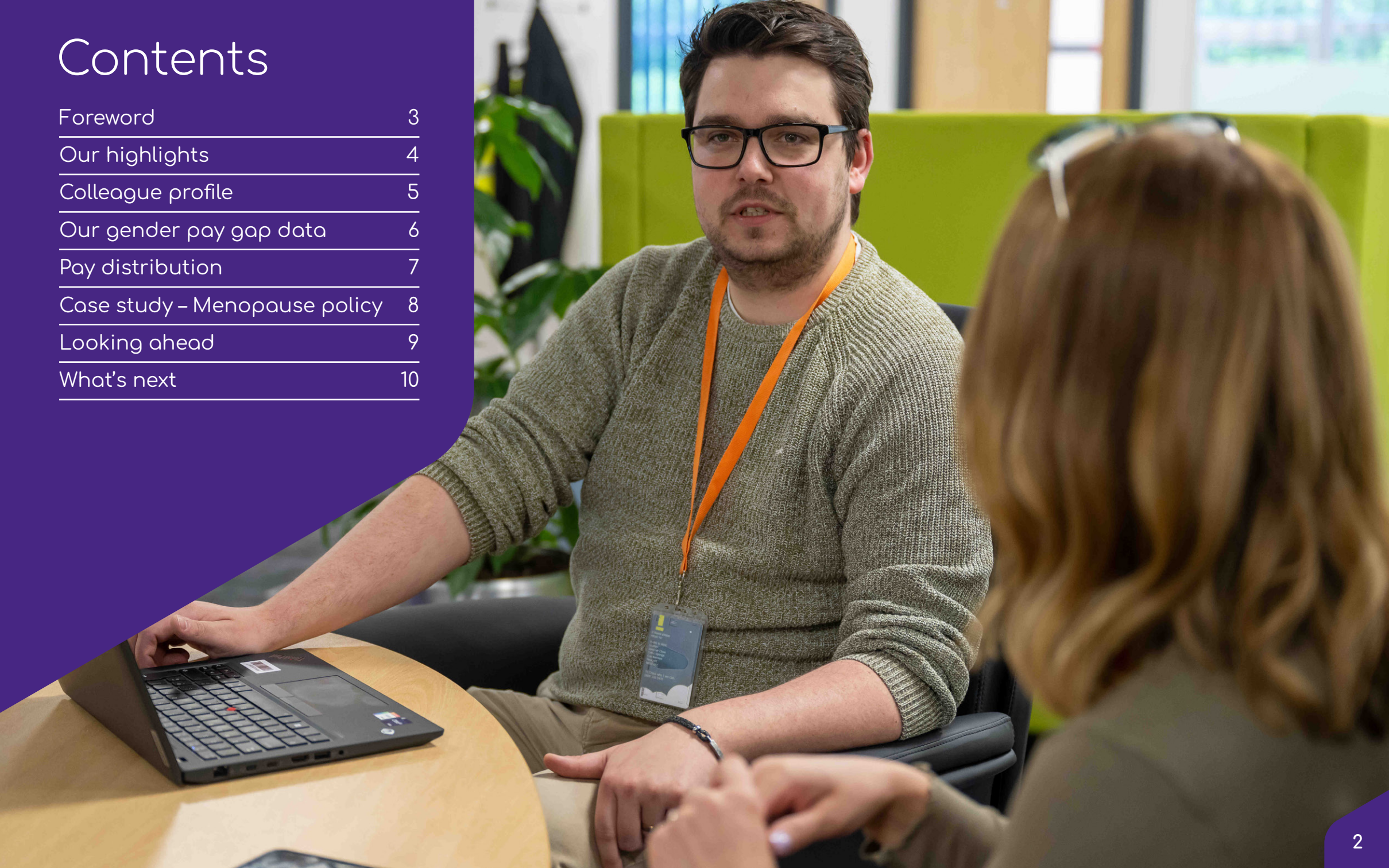
# Setting the direction for an inclusive and diverse team

OUR GENDER PAY REPORT  
2023-24



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# Foreword from Graham Edwards and Bethan Jones



**Graham Edwards** CEO

**At Wales & West Utilities, our team of over 1,900 skilled and dedicated colleagues look after the pipes that keep the gas flowing across Wales and the south-west of England. From the north Wales coast to the cliffs of Cornwall, every day, we keep our customers safe and warm, with gas connections and a gas supply they can rely on, combined with a level of service they can trust.**

Across our area, we serve diverse communities within our cities, towns and villages. We serve a population of 7.5 million people and we are there for them 24 hours a day, 365 days a year no matter the weather, providing a vital service that we are extremely proud of.

We have an ambitious plan at Wales & West Utilities, focused on helping communities and the environment to thrive by delivering cleaner, greener and fairer energy long into the future. Our people are at the heart of our strategy, and our commitment to investing in and developing our people remains a top priority.

Our commitment to our Inclusion, Equity and Diversity (IE&D) Strategy is unwavering and we're starting to see results from our actions. Closing the gender pay gap remains an important part of our strategy, and we're creating meaningful and impactful opportunities for women in our industry.

In 2022, we launched our IE&D Strategy, and have been doing more than ever to make this topic a key discussion in our internal development programmes. Our priorities are to:

- ensure 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
- support effective and meaningful conversations about inclusion, equity and diversity by improving awareness and training
- remove barriers to attract and retain a diverse workforce reflective of the communities we serve.

This is delivering real results, empowering conversations, and driving a more open culture. This has been externally recognised by Utility Week, who awarded us the Skills and Diversity Award, and CIPD Wales who awarded us with Best Equality, Diversity and Inclusion Initiative.

These have helped shape and strengthen our internal culture to make sure we are inclusive and an attractive employer, and have improved the gender balance of our workforce, in particular seeing 60% more female recruits in the period and a reduction of 50% in female leavers.

We are always striving to do more and in this year's Gender Pay Gap Report, as we share the progress we have made, we're also setting out our focus for the coming years. We will be transparent and honest, holding ourselves to account, to excel as a business underpinned by a fair culture.



**Bethan Jones**  
Head of People & Engagement

# Our highlights

We're holding ourselves to account for the promises we made in the 2022 Gender Pay Gap Report and are pleased to share the progress we've made:

- We've held independently led leadership interviews with our Executive Team to ensure commitment and strategic support.
- We revised our Management Development Programmes to include a new focus on wellbeing and psychological safety – 181 managers have attended this so far.
- We launched our Perimenopause and Menopause Policy, with the support of our Women's Inclusion Network, to raise awareness and provide support for colleagues who may be directly or indirectly affected by perimenopause or menopause.
- We've introduced paid time off for fertility treatment, including partners of those receiving treatment, as part of our Family Friendly Policy.
- We've increased paid Paternity Leave and mirrored Adoption Leave with our Maternity Leave Policy.
- We've built IE&D listening sessions into our development programmes to ensure this is focused on throughout our organisation – and we continue to learn about what matters most to our colleagues.
- We've created regular opportunities for senior leaders to listen to our colleague networks and understand what's on their minds.

These actions are all part of transforming our culture for the long term through collective learning and understanding.



# Colleague profile

17% of our team are female

15% increase in the actual number of females working in our team

8% mean gender pay gap

Across Wales & West Utilities, we recruited 190 new team members this year; 43 (23%) were women.

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:

- **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.
- **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.



1,909 colleagues

17% female (315)

83% male (1,594)

Last year: 1,836 total colleagues – 15% female, 85% male

“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.”



# Our gender pay gap data

## MEAN GENDER PAY GAP: 8%

2022	2021	2020	2019
3%	-7%	-2%	1%

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 is the second consecutive year where we have seen an increase in the average hourly earnings of men.

## MEDIAN GENDER PAY GAP: 10%

NATIONAL AVERAGE 14.3%

2022	2021	2020	2019
9%	-7%	-10%	-10%

Our gender pay gap shows that in Wales & West Utilities the median average hourly earnings of men are 10% higher than that of women. This is the second consecutive year where we have seen an increase in the average hourly earnings of men.

Several factors have influenced this, and we recognise that reducing the gender pay gap takes consistent action over time.

Our workforce continues to be mostly male, with 17% of roles held by women. This year, we have recruited into a number of positions within the top two quartiles of our workforce, of which 94% of the positions were filled with men. We are now focusing

on reviewing our recruitment practices to ensure we attract a diverse range of candidates, reconsidering the language we use, and removing barriers to entry.

Last year's introduction of a performance related incentive scheme for operational colleagues continues to contribute to this year's gender pay gap figures as our operational workforce remains predominantly male.

## BONUSES RECEIVED

### FEMALE 35%

2022	2021
34%	40%

### MALE 16%

2022	2021
15%	16%

## MEAN BONUS GAP: 45%

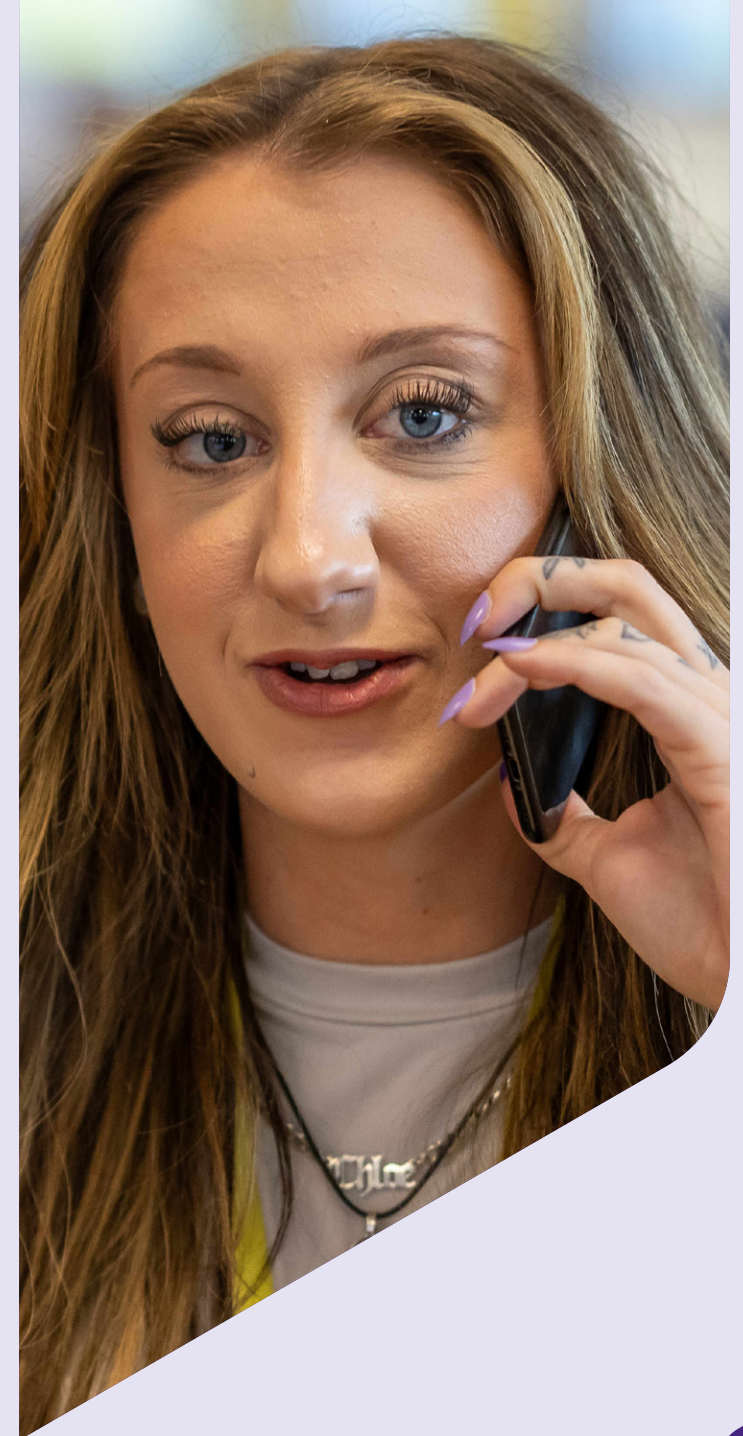
2022: 36% • 2021: 45%

## MEDIAN BONUS GAP: 42%

2022: 21% • 2021: 37%

Our gender bonus gap has increased this year as there has been an increase in men in senior roles within Wales & West Utilities.

We remain fully committed to encouraging, supporting and developing women to move into senior management and leadership roles to increase the diversity of our leadership team.



# Pay distribution

Our pay distribution has remained broadly consistent year on year.

## LOWER QUARTILE



**FEMALE 23%**

2022	2021
22%	23%

**MALE 77%**

2022	2021
78%	77%

## LOWER MIDDLE QUARTILE



**FEMALE 18%**

2022	2021
13%	10%

**MALE 82%**

2022	2021
87%	90%

## UPPER MIDDLE QUARTILE



**FEMALE 11%**

2022	2021
12%	12%

**MALE 89%**

2022	2021
88%	88%

## UPPER QUARTILE



**FEMALE 14%**

2021	2021
15%	25%

**MALE 86%**

2022	2021
85%	75%

We are building strong foundations to support and encourage women to move into senior roles, but recognise we need to do more to support them to progress. We're exploring how we can provide mentoring and development support to prepare our colleagues for the next step in their career journey, with a focus on gender balance through our programmes.

Our strategy is about identifying targeted actions that will have significant impact over time. We want to make sure we have the right opportunities and support for our female employees so that they can develop with the changing demands of the organisation.



## Case study – Menopause policy

Our Women's Inclusion Network (WIN) has been working on launching Wales & West Utilities' first Menopause Policy. We caught up with Jackie Nichols, who has been involved in WIN since 2011 and is passionate about driving this policy forward.

She said: "WIN has been a safe space for both women and men to discuss issues that directly affect their work, home life and wellbeing. Menopause doesn't just affect women – it affects their husbands, partners, siblings and children. Having struggled to navigate my own menopause experience, I jumped at the opportunity to help others through what can be a really difficult time in their lives. The more we can do to educate those around us, the stronger our support network is – which for many is a lifeline if they don't have the same understanding from family, GP or employer.

"I feel strongly about putting measures in place both inside and outside the workplace to help other women (and men) in their awareness and education regarding menopause and related gynaecological changes. It has helped me to know that we're creating an accessible and friendly environment for colleagues to provide guidance if you or someone you know or care about is struggling.

"I'd like us to continue to broaden and refresh our knowledge within WIN, in particular the Menopause Champions, so that colleagues always feel there is light at the end of the tunnel and support available should they need it."

If you'd like more information on WIN, or Wales & West Utilities' Menopause Policy, please get in touch.

*I'd like us to continue to broaden and refresh our knowledge within WIN, in particular the Menopause Champions, so that colleagues always feel there is light at the end of the tunnel and support available should they need it.*

JACKIE NICHOLS





# Looking ahead

## We're setting ambitious goals for the future and driving momentum in our strategy.

We are building a workforce that represents the diverse communities we serve to help us continue to deliver industry-leading services and safe and reliable power to homes and businesses.

We are committed to:

- 1** 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
- 2** supporting effective and meaningful conversations about IE&D by improving awareness and training
- 3** removing barriers to attract and retain a diverse workforce
- 4** delivering an action plan which can evolve and meet the needs of our colleagues and our communities.



# What's next

- Review our recruitment practices to make them more inclusive and accessible.
- Relaunch our apprentice and graduate programme to build our workforce of the future and help bring a more diverse group of people into the organisation.
- Host Inclusion Awareness workshops for all managers to introduce the topic and raise awareness of what Inclusion, Equity and Diversity means to Wales & West Utilities.
- Continue to listen to and support our female workforce by building on the work of the WIN network.
- Supporting our leaders in creating a culture that puts psychological safety on par with physical safety through targeted learning.
- Creating targeted development programmes to retain and develop colleagues.
- Continue to listen to our colleagues, to find out what matters most to them around Inclusion, Equity and Diversity.



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