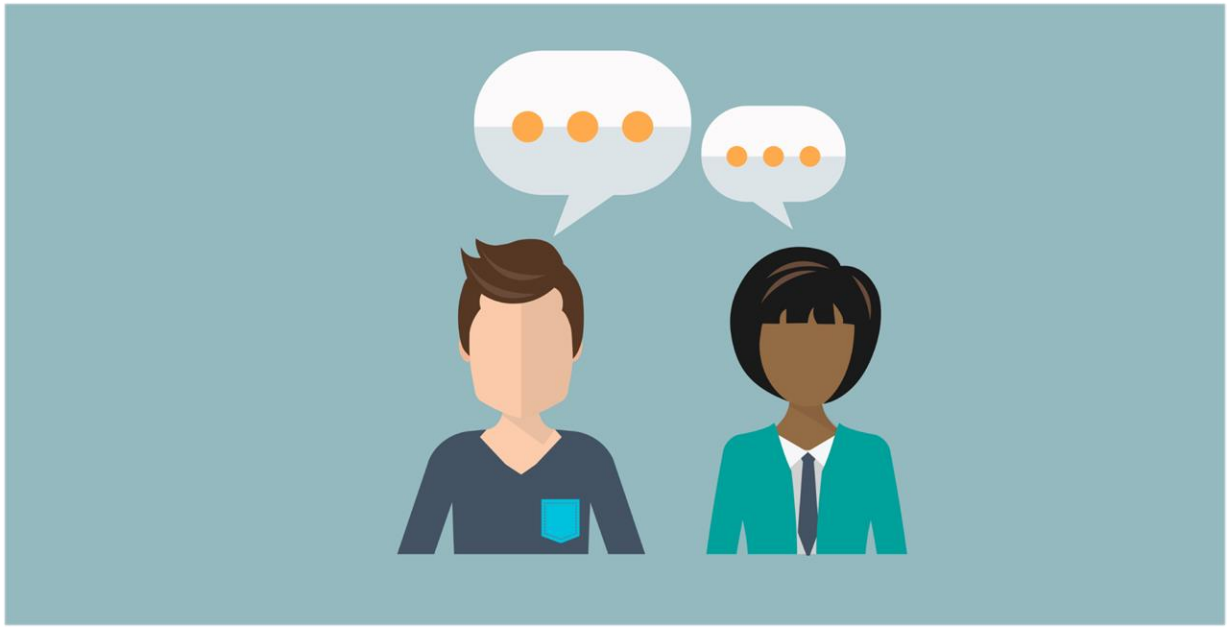
Equality, Diversity and Inclusion Strategy

2024/25

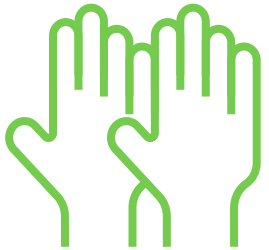
Why is an equitable, diverse and inclusive work environment important?

As humans, we may instinctively recognise the **moral case** for working environments that nurture us, include us and make us feel that we belong. But the **business case** is also well-known – research has shown that diverse companies generally perform better financially than their peers, and those with colleagues of diverse cognition complete tasks quicker than those without.



Companies that actively work on inclusivity – thereby providing psychologically safe environments for their staff – improve **engagement** with their colleagues, increase **trust** between management and staff, and create the conditions for more effective **teamwork**.

Why is an equitable, diverse and inclusive work environment important?



MOSL

At MOSL, we believe that openness to diversity widens access to the **best talent** in the sector, that proper inclusion allows **engagement** with all colleagues meaningfully, and that equitable work ensures delivery of **fair outcomes** for MOSL and MOSLers alike.

Together, this supports more **innovative** ways of tackling issues, higher levels of **creativity and productivity**, and better results for our organisation and the market.

People matter.
We should all feel empowered to contribute, develop and progress at work, being rewarded and recognised for our efforts.

What does Equality, Diversity and Inclusion (EDI) mean at MOSL?

91% feel respected for who they are and what they think *

"Everyone being their authentic selves at work, recognising all ways in which we are diverse & feeling included"

"We're a more productive workplace that attracts more talent"

97% believe the company welcomes a diverse range of individuals *

"I'm in a safe place and can be the person I want to be"

91% think their individuality is accepted and valued *

"Making sure everybody can take part in the conversation and everybody is heard in shaping MOSL's future"

** Based on February 2023 EDI Survey*

Our rating for Diversity and Inclusion work on **Glassdoor** remains consistently high.

Ratings for Diversity and Inclusion

4.3 ★★★★½ ↑

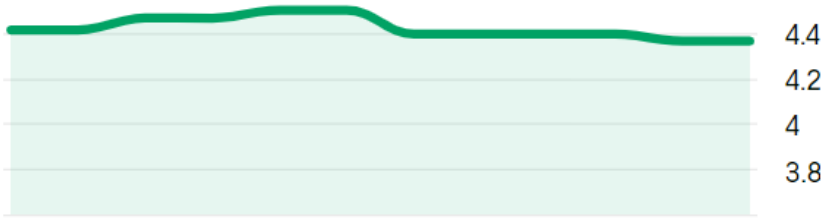
(32 Ratings)

Market Operator Services has a Diversity and Inclusion rating of 4.3 out of 5 stars, based on 32 anonymous employee ratings. This is 23.2% higher than the average for D&I ratings in the Energy, mining, utilities sector. The average D&I rating left by 32 employees decreased over the last 12 months.

D&I Ratings Distribution

5 stars	66%
4 stars	23%
3 stars	3%
2 stars	6%
1 star	3%

D&I Ratings Trend



EDI Mission

Being Me – the Same Kind of Different

MOSL works with colleagues and groups in a constructive and respectful manner, appreciating the unique contribution of an inclusive workforce that can bring together the talents of people across multiple identities. It is a company where colleagues belong, bring their best selves, and support each other to serve the water sector.

MOSLers understand that we are all the same kind of different.

Values

Our EDI pillars go hand-in-hand with our four values:

Expertise

We are a learning organisation, using our knowledge, experience and analytical skill to get inside complex issues.

Respect

We welcome diversity of opinion as a source of strength and are consultative in our approach. We understand the needs and views of others, recognising they may legitimately see things differently to us.

Clarity

We are open, honest and accountable, communicating clearly and succinctly. We are clear about our intentions and the reasons behind our decisions.

Influence

We use our knowledge to help shape both the market and the views of stakeholders in the best interest of the market. We take decisions, engage with issues and track progress.

EDI Pillars

Our EDI pillars are:

1) **Promote a diverse, equitable and inclusive work environment**
   We know the importance of diversity in all its forms and ensure our environment is one where all colleagues are included. We know that this is a continuing journey and seek to grow our knowledge and understanding throughout.

2) **Embed honesty and transparency in our working culture**
   We want colleagues to be open and authentic, treating each other with respectful honesty and approaching issues with curiosity instead of judgement.

3) **Engage proactively with stakeholders across the water sector and beyond**
   We recognise our position within the sector as a leader and work proactively with its groups progress EDI best practice. Beyond the water sector, we collaborate with other stakeholders to ensure further positive equitable outcomes.

1) Promote a diverse, equitable and inclusive work environment

To strengthen this pillar, we will:

1) **Baseline our EDI data for MOSL** – including the various groups and committees we work with – to understand our current position and inform potential EDI initiatives. This will include social mobility-based data and monitor how MOSL colleagues engage in these opportunities.
2) **Commit to continuous improvement in MOSL's working culture** by monitoring satisfaction surveys and other channels. This will include – but not be limited to – quarterly Employee Net Promoter Score (eNPS) surveys and surveys through our partner WeThrive. This will flag areas of our working environment that need attention and improvement.

2) Embed honesty and transparency in our working culture

To strengthen this pillar, we will:

1) **Raise awareness of EDI issues, including those that may be sensitive and hard-hitting**. We will do this by hosting speakers, writing blogs and holding workshops. This will encourage natural discussion and help grow understanding both internally and externally.
2) **Empower MOSLers to have the ability and confidence to call out workplace inappropriateness and hold people to account**. We will do this by ensuring EDI is embedded in our company policies and procedures, with "safe spaces" available for colleagues.
3) **Encourage MOSLers to engage in personal and professional development on issues related to diversity, equity and inclusion**. We will do this by holding workshops, rolling out training courses on different topics and encouraging colleagues to utilise our MOSL competency framework. This will encourage colleagues to examine their own biases, assumptions, and attitudes.
4) **Openly report on gender and ethnicity pay gap, above and beyond what is required by law**. This will be our commitment as a transparent responsible business and will help inform how we can better recruit and retain diverse talent

3) Engage proactively with stakeholders across the water sector and beyond

To strengthen this pillar, we will:

1) **Connect and share good practice with other companies working in the water sector**. This will enable us to better understand diversity, equity and inclusion issues that are pertinent to our sector, which in turn will enhance our recruitment and retention efforts.
2) **Connect with local universities and schools**. This may include offering work experience positions to students from local schools who may be from underrepresented backgrounds. This will support MOSL's desire to contribute to the local community and support the building of a future diverse workforce.

3) **Further support our efforts with the Institute of Water**. We will strengthen our bond with IWater and use our position as a market leader to endorse EDI good practice. This will open MOSL to more audiences and support our efforts to progress the EDI agenda.

Governance

How will we ensure we have appropriate oversight?

We understand how important governance oversight and accountability is, as a strategy is only useful if those progressing it are held to account.

- **Our EDI work is part of our sustainability work**, and progress is reported against initiatives publicly each year in the Sustainability Report.
- **We have a dedicated senior leadership sponsor and Board sponsor**, who champion and advocate our work.
- **We are committed to undertaking an annual review** of – and any required revision to – our EDI Strategy.
- **Our people policies are reviewed annually/bi-annually** and key policies are approved by our Board and its sub-committees.
- **We report progress on our EDI activities to our Board** on an annual basis and use their steer and expertise to design initiatives.
- **The Diversity Society** – our internal group which considers all things EDI – will continue to be a sounding board for our People initiatives and is bound to its Terms of Reference.

Examples of events organised in 2023 and 2024