

Equality, Diversity and Inclusion Strategy

2025 – 27



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

As humans, we may innately understand the **moral case** for creating working environments that nurture us, include us and help us thrive. But the **business case** is also well-known – research has shown that diverse companies perform better financially than their peers¹, and those with colleagues of diverse cognition complete tasks quicker than those without².

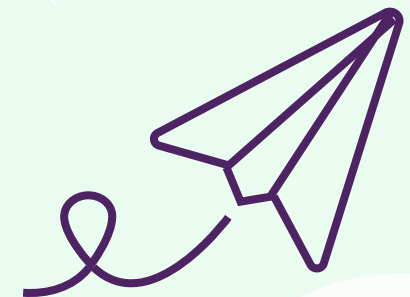
Companies that actively work on inclusivity – thereby providing psychologically safe environments for their staff – improve **engagement** with their colleagues, increase **trust** between management and staff, and create the conditions for more effective **teamwork**.

Even if a company recognises the importance of diversity and inclusion work, it must deploy actions in tangible ways so real value can be derived. Research currently indicates that the perceived value of this work is higher than companies' commitments and actions³.

¹ [McKinsey: Why diversity matters](#)

² [Harvard Business Review: Teams Solve Problems Faster When they're more Cognitively Diverse](#)

³ [DNV ViewPoint: Are companies taking advantage of diversity & inclusion \(D&I\)?](#)





“Our commitment to creating an inclusive culture in MOSL ensures that we can support a diverse workforce to thrive as individuals in the workplace.”

Sarah McMath | CEO, MOSL

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

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?



86% feel respected for who they are and what they think *

"Thoughts, backgrounds, it's all well received and at no point have I had second thoughts about whether myself or my values/background are respected"

"I think MOSL is very good at encouraging people to be open, without fear of retribution or judgment"

"I think we are very good at teaching people to be respectful"

89% think their individuality is accepted and valued *

"MOSL has provided flexible training and tools for my needs so far."

93% believe the company welcomes a diverse range of individuals *



* Based on February 2025 EDI Survey



Our rating for Diversity and Inclusion work on [Glassdoor](#) remains consistently high.

We pride ourselves on a diverse workforce and inclusive culture, listening to our colleagues and promoting diversity in all its forms.

One of our core Values at MOSL is **Respect.**



“Be considerate and celebrate success”

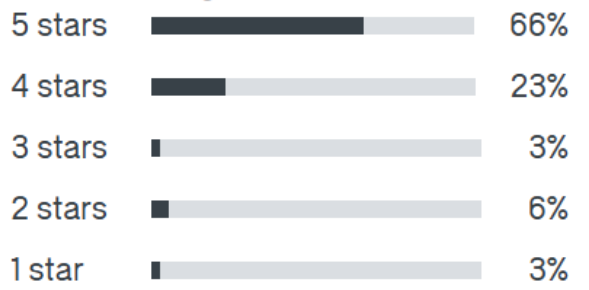
Ratings for "Equality, diversity and inclusion"

4.3 ★★★★★↑

[32 Ratings]

Market Operator Services has a "Equality, diversity and inclusion" rating of 4.3 out of 5 stars, based on 32 anonymous employee ratings. This is 23.6% higher than the average for EDI ratings in the Energy, mining, utilities sector. The average EDI rating left by 32 employees remained stable over the last 12 months.

EDI ratings distribution



EDI ratings trend



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.

Clarity

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

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.

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.



Our EDI pillars are:

1) **Promote a diverse, equitable and inclusive work environment**

We recognise the importance of diversity in all its forms and work hard to ensure our environment is one where all colleagues are heard and included. We know that this is a continuing journey and seek to grow our collective understanding throughout.

2) **Embed honesty and transparency in our working culture**

We promote openness and authenticity. We encourage our colleagues to treat each other with respectful honesty and approach issues with curiosity instead of judgement.

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

We know our position within the sector as a leader and work proactively with its groups to develop and progress EDI best practice. Beyond the water sector, we collaborate with other stakeholders to ensure EDI work remain a priority.



Pillar 1:
**Promote a diverse, equitable and
inclusive work environment**

1) Promote a diverse, equitable and inclusive work environment

To strengthen this pillar, we will:

- 1) **Continue monitoring EDI data at MOSL** – including the various groups and committees we work with – to understand our compositions, compare against previous years and support our EDI journey. The data will include social mobility information and the data holistically will help identify gaps and potential biases, e.g., certain groups being afforded more opportunities than others.
- 2) **Commit to continuous improvement in MOSL's working culture** by monitoring satisfaction surveys and other channels. This will include quarterly Employee Net Promoter Score (eNPS) surveys and surveys through our partner WeThrive. This will flag areas of concern within the company that need attention and improvement.
- 3) **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 as necessary.



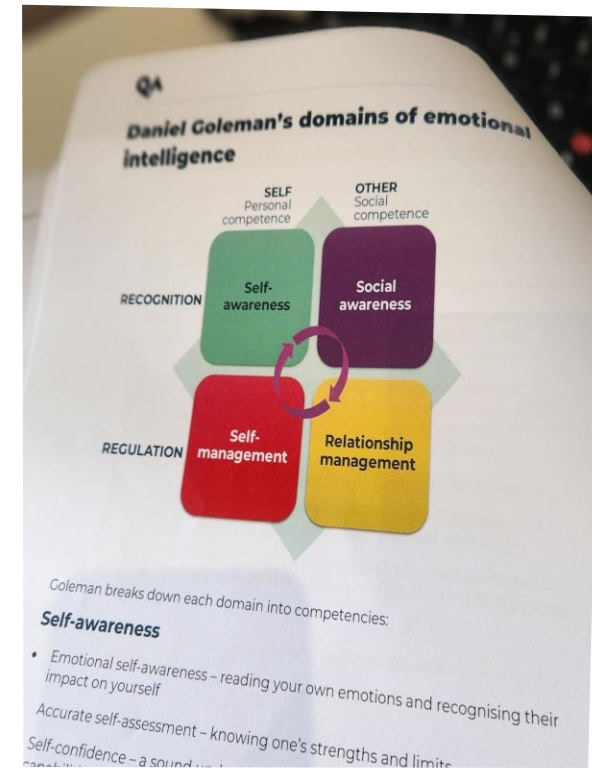


Pillar 2:
Embed honesty and transparency
in our working culture

2) Embed honesty and transparency in our working culture

To strengthen this pillar, we will:

- 1) Raise awareness of EDI issues and topics, including those that may be sensitive and hard-hitting.** We will do this by hosting speakers, writing blogs, hosting open sessions and holding workshops. This will encourage natural healthy discussion and help grow understanding, both internally and externally. The discussions may support thinking on new initiatives, e.g., new networks, new ways of working.
- 2) Encourage MOSLers to engage in personal and professional development related to diversity, equity and inclusion.** We will do this by holding workshops, rolling out training courses on different areas and encouraging colleagues to utilise our MOSL competency framework. This will encourage colleagues to examine their own biases, assumptions, and attitudes, both within the workplace and their own personal lives.
- 3) Continue reporting openly on our gender and ethnicity pay gap,** above and beyond what is required by law. This aligns to our ethos to be a transparent, responsible organisation. This reporting will ensure we hold ourselves to account and help inform how we can better recruit and retain diverse talent.





Pillar 3:
**Engage proactively with
stakeholders across the water sector
and beyond**

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 topics that are relevant to our colleagues, which in turn will enhance our recruitment and retention efforts, as well as support maintain a diverse and inclusive culture.
- 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 aspiration 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 (IWater).** We will continue our relationship with IWater and use our position as a market leader to develop and endorse EDI good practice. This will continue to open MOSL up to more audiences and support our efforts to progress the EDI agenda.



Governance – How will we ensure 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 a biennial 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.

Feedback

If you have any feedback on this document, please contact comms@mosl.co.uk.



MOSL
White Building
1-4 Cumberland Pl
Southampton
SO15 2NP
comms@mosl.co.uk
mosl.co.uk