

# Developing our people to deliver for our **customers**

Our people are our greatest asset and an engaged and supported workforce will deliver great service.

Through our people strategy, we are continuing to develop a working environment where people thrive and strive to do a great job and our current Investors in People gold recognition is an independent endorsement of all that we do to lead and support our colleagues to be their best.

From attracting and retaining great talent, to developing the right skills, to recognising strong performance, our people are at the centre of delivering for our customers.

This year we created our 'Employee Engagement Manifesto' which is based on the findings of our annual employee satisfaction survey and covers four key areas: making your working life easier, senior leadership vision and visibility, realistic and effective change implementation and reward and recognition.

Our average length of service demonstrates our employees' commitment and loyalty in an ever-changing market and we know this is a key strength in understanding our business inside out and it's a major contributor to our strong performance. However, we believe we strike a healthy balance between the experience of long-serving staff and the challenge and positive disruption that new employees bring.

We want to continue to create an environment that we all feel proud to be a part of to make our business an even better place to work.

**300 employees** **9 years**

We have **300 committed and skilled employees**

Our average length of service is **9 years**



## Rob Baldry

Having been our Networks Operations Manager and a Chartered Engineer for many years, Rob wanted a change of direction in 2015:



"Four years ago, I was given the opportunity to become Water Quality Science Manager, getting back to doing something I really enjoyed in managing a small team and using my technical and data analysis skills. In becoming a Chartered Scientist through the Institute of Water I wanted the opportunity to further my professional development and demonstrate my commitment to my team and the Company. The process has helped me understand how I have developed in my role and how each part of the job has met one of the core competencies required. So what's next? I plan to continue to develop and gain a deeper understanding of water quality processes and maybe even become a professional reviewer for future candidates."

## Katie Mason

Starting as one of our many apprentices, Katie is now our Affordability and Priority Services Lead which is the perfect job for her to put her passion for supporting those in vulnerable circumstances to good use. A brand-new role, Katie faced off stiff competition to step up to the challenge and is already making a difference:



"As an apprentice in the Customer Support team I really enjoyed working within different parts of the Company during my business administration course at East Surrey College. It was when I went out and engaged with customers that I realised how much I loved what I was doing. When the role came up it seemed perfect and I just knew I had to try – so I just went for it! Everybody deserves to expect and receive the best service possible. You should not get a poorer service because you're vulnerable physically or mentally, are elderly, have a disability or perhaps because English isn't your first language. I'm very excited about the scope of the role and creating something new that will shape the future of how we engage with customers."

## Liam Ahearne

Joining as a water quality sampler straight out of college 11 years ago, Liam is now one of our treatment works managers. He's worked hard to progress and has been supported every step of the way:

"I feel really lucky to be in the position I am today and am grateful for the investment that the Company has made in my future. In 2007, I began studying for a National Vocational Qualification in Water Treatment and as part of this I regularly covered shifts for the plant operators at treatment sites. Three years later I became a plant operator myself, which I did until I was offered the opportunity to temporarily stand in as a treatment works manager to oversee the day-to-day running of Cheam Treatment Works. I am now a substantive manager and over the years have achieved many qualifications, from health and safety certificates to the Institute of Leadership & Management Level 3 and a postgraduate certificate in leadership and management, all paid for by the Company. As I now work to achieve my personal development plan, a director is mentoring me and I feel very positive about the future and how more employees will also be able to progress their careers here like I have."