



WORKING DADS EMPLOYER AWARDS

Flexible Working Case Study

Why is it important for National Gas Metering to support working dads?

National Gas Metering is passionate about equity, diversity, and inclusion, and believes in flexible, inclusive workplaces. Supporting working dads is essential for building a fair and inclusive workplace. At National Gas Metering, we recognise that modern families thrive when both parents are supported equally. We empower fathers to be present in their children's lives, creating cherished memories and strong family bonds. This support not only enriches their families but also boosts their well-being and job satisfaction. Our commitment to supporting fathers helps us create



"Thanks to the company's flexibility, I adjusted my hours to help with school pickups for my son. It eased pressure on my wife, saved childcare costs, and gave me precious time with him. I'm grateful for the support – it's made a real difference to our family life and wellbeing."

Tony Dhaliwal, Warehouse Specialist

and nurture a positive work culture that drives the continued success of our organisation.

What does National Gas Metering do to support dads in the area of flexible working?

At National Gas Metering, employee wellbeing is central to our culture. Since 2020, we've operated remotely for most support staff teams, while our engineering and operations teams continue to work across various sites. Our approach to flexible working is managed, in the first instance, informally by supporting time off for events such as parents' evenings. This reflects our commitment to recognising and accommodating the diverse needs of our workforce. For more formal requests, such as a permanent change to working hours, all employees are eligible to apply for flexible working twice a year, and requests are then to be approved by line managers.

Regular internal communications highlight support for working dads, including shared parental leave and paternity leave. Flexible working is embedded in our recruitment process to attract a diverse workforce. This includes job ads with flexible options, early discussions about flexible working during applications, interviews and onboarding, which reinforces flexible arrangements. Our managers are also innovative regarding working patterns in our warehousing and logistics facility, focusing on understanding workforce needs and challenging traditional operational approaches.

For example, a new working pattern was introduced where warehouse employees work from 07:00 to 15:30 across four days, with the option of finishing at 12:00 on a day of



National Gas Metering is one of Britain's largest meter equipment managers, enabling homes and industries to access energy safely and reliably. The organisation manages and maintains millions of metering installations, keeping a significant portion of Great Britain's homes and businesses connected to the gas networks. The predominantly remote workforce includes engineers across the UK, a warehouse team based in Birmingham, and support staff working from home.

their choosing. This new approach was trialled over six weeks, with operational coverage across all working days until 15:30. At the end of the trial, it was agreed that this could be implemented full-time. This new flexibility allows warehouse staff to participate in activities like school runs, attend parents' evenings, and watching sports day events, which would have previously required the use of annual leave. These efforts help normalise parenting conversations at work and ensure dads feel supported. Our approach is shaped by ongoing feedback and a commitment to inclusive, family-friendly practices.

What challenges did you face?

A key challenge was balancing flexible working with the operational demands of our warehouse team. Ensuring business continuity while offering flexibility required careful planning. We addressed this by holding one-to-one discussions

to understand each employee's individual needs. This feedback informed the creation of two shift patterns, ensuring no impact on operations. Open dialogue between employees and line managers added real value to the decision-making process. By embedding flexibility into operational planning, we've demonstrated that even in high-demand environments, it's possible to support working dads meaningfully while maintaining performance and service standards.

How did your leadership team help create this change?

Our leadership team played a vital role in driving flexible working forward. National Gas Metering prides itself on supporting employee wellbeing. Our senior managers championed one-to-one discussions, listening to employee needs and supporting the development of new shift patterns. The business case was reviewed with the Senior Leadership Team, who strongly advocated for the benefits of flexibility for wellbeing and performance. By visibly supporting the initiative and reinforcing its importance through internal communications, leadership helped embed flexibility as a core value across both warehousing and the wider organisation.

How have you communicated these changes?

We used a range of internal communication methods to share the flexible working changes, including team briefings and email updates. One-to-one conversations ensured clarity and gave employees space to ask questions. During staff briefings, real-life case studies were discussed to encourage open communication and show the positive impact of flexibility, helping to normalise conversations around parenting. These efforts have helped embed the message across the organisation and reinforced our commitment to creating a family-friendly, inclusive workplace.

What has been the impact of your flexible working approach?

The impact of flexible working on our warehouse team has been overwhelmingly positive. Many team members previously believed flexibility was not possible in an operational environment, so the change has significantly increased feelings of inclusion. Staff feedback highlights that they feel more trusted, valued, and supported. Since implementing flexible working, National Gas Metering has seen significant benefits within the warehousing team. Flexibility has improved work-life balance, reduced stress, and increased job satisfaction. Staff morale has improved significantly, and many have shared how being present for school runs or family events has strengthened their family relationships and overall wellbeing.

Importantly, there has been no negative impact on operations, and KPIs continue to be met consistently. Feedback from managers has indicated improved engagement, productivity, and team morale. Recruitment and retention have also improved, with fewer leavers and a stronger pipeline of talent attracted by our family-friendly culture. Additionally, we have seen a reduction in sickness absence and an increase in employee engagement scores. Our internal surveys show a marked improvement in how supported employees feel, particularly around parenting responsibilities. We evaluate the impact through regular feedback, engagement surveys, and performance metrics, which consistently show positive trends since the policy's introduction.

What have you learnt through this process and what are your next steps?

We have learnt that open dialogue with employees and truly listening to their needs is key to creating a more flexible working environment. Ensuring our staff feel valued is a priority across the organisation and

What advice would you give other organisations wanting to support working dads?

Our advice is to start by listening. Open conversations with employees are the most powerful way to understand their needs. You don't need a big budget to make a big impact; even small changes, like flexible start times or shift swaps, can make a real difference for working dads.

Build a simple business case using staff feedback, retention data, and wellbeing insights. Engage leadership early and lead by example. Most importantly, normalise conversations around fatherhood and flexibility. Creating a supportive culture doesn't require scale; it requires intent, empathy, and a willingness to adapt to the realities of modern family life.

To gain senior management support, we gathered feedback through one-to-one discussions, which highlighted a strong desire to maintain flexibility within our on-site warehouse team, particularly among parents. We developed multiple shift pattern options that met core operational needs while supporting employee wellbeing, effectively mitigating any risk to operations or customer service. These proposals were presented to senior leadership, alongside a clear case for both human and business benefits: improved morale, staff retention, and operational continuity. This approach secured leadership buy-in and reinforced our commitment to flexibility and employee wellbeing as key organisational priorities.

has helped us shape shift patterns that benefit everyone. Our next steps are to continue promoting flexible working through leadership engagement and regular communication, while encouraging more open conversations to ensure flexibility remains embedded in our culture.

Information accurate as of 2025.

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