

Putting our **stakeholders** **at the heart** of everything we do.





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2018/19 – A year of change

Society's expectations of energy companies have increased significantly and it is now more important than ever to achieve public legitimacy for our business and industry in the eyes of all of our stakeholders.



It is into this environment that Cadent, as the largest gas distribution company in the UK, provides an essential service that keeps energy flowing to 11 million homes, offices and businesses from the Lake District to London and from the Welsh borders to the east coast – helping to keep society and our customers safe and warm. Cadent is now a standalone gas distribution business, with new ownership and a brand new identity. We have the opportunity to significantly transform into a truly customer-centric organisation.

We are undertaking an unprecedented level of engagement with our customers and stakeholders across our regions to understand their priorities and we are using this insight to develop a business which meets their expectations. We have a very experienced board and have also established a highly skilled independent Customer Engagement Group to challenge us on the ambition of our plans and bring experience from different business sectors into our thinking.

We've had a clear and structured stakeholder engagement strategy for a number of years now, but this year we have ramped up our efforts. We have taken the feedback that we received at last year's Stakeholder Engagement Incentive presentation and more than doubled the level of our engagement, importantly being far more regionally focused and creating a much more direct link between our engagement strategy and the actions that we take.

Our performance management framework is driven by customer insights and external engagement is considered alongside costs and benefits when making strategic and operational decisions by our executive committee.

In June 2018, Cadent set up its Customer Engagement Group (CEG) with Zoe McLeod as chair. The CEG brings together 13 people from a variety of backgrounds to provide independent examination and challenge to Cadent, in particular on our upcoming business plan. The CEG has provided an outstanding level of challenge, not only in respect of our RIIO-2 business plan, but moreover on how we operate today and how we engage with stakeholders across the organisation.

Our sufficiently independent directors also bring significant experience and challenge to our business decisions.

As the forum matured, we noted an overlap between the role of the CEG and that of our Stakeholder Advisory Panel. As such, we took the opportunity to explore developing a more regional (network aligned) Stakeholder Advisory Panel approach, which we trialled earlier in the year at regional stakeholder engagement events in Manchester, Birmingham, London and Norwich. These events were exceptionally well received by stakeholders and provided valuable insights for us to act upon.

It is our vision to set service standards that all of our customers love and others aspire to, both now and into RIIO-2. We know that these standards will be ever-evolving and as such, our continuing engagement will inform how we achieve the increasing challenge of meeting customer needs and expectations.

This is a challenge that we are privileged to be responsible for, and one which we will work tirelessly to deliver.

Steve Hurrell,
Interim CEO

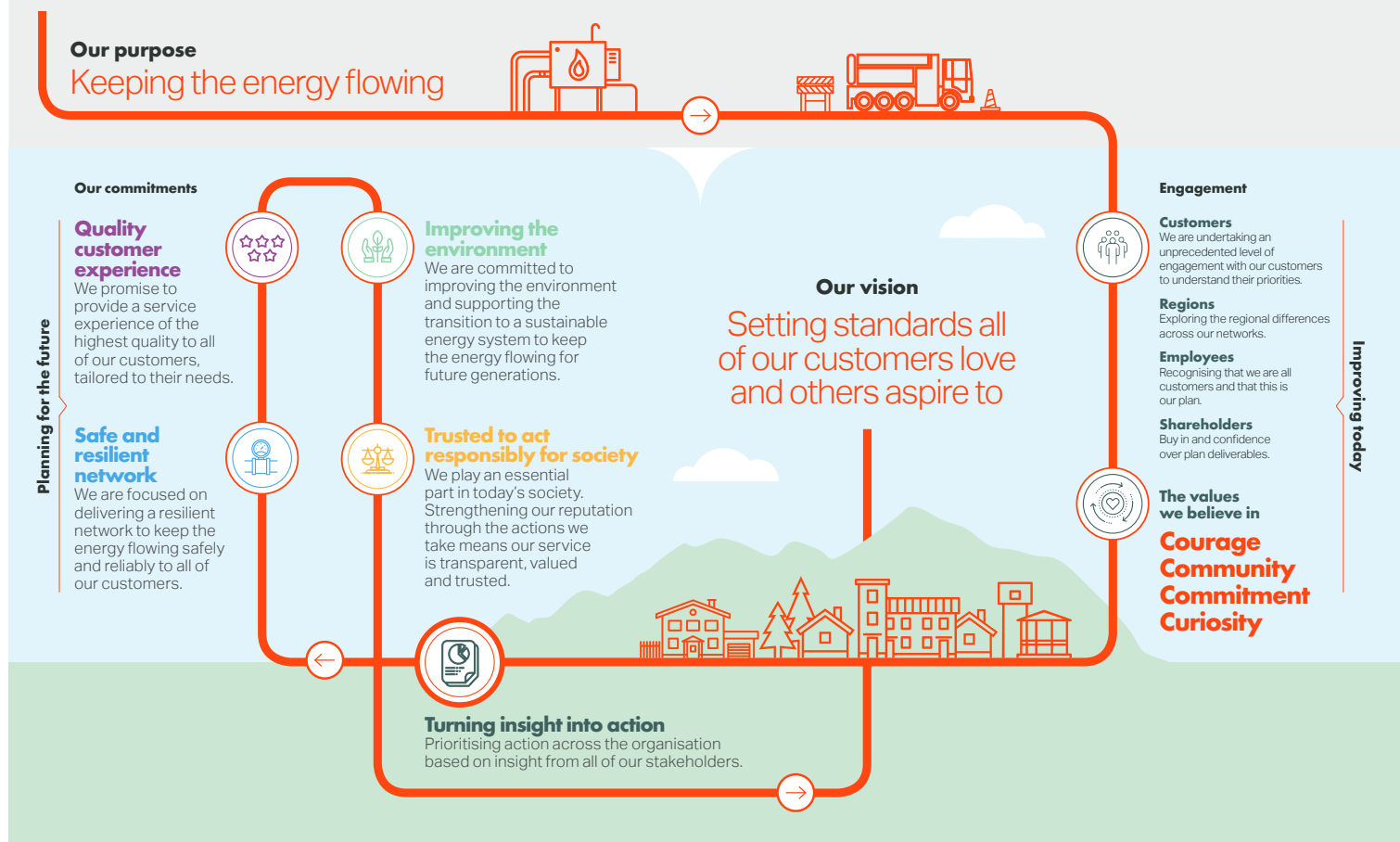
Accreditations and awards

- ISO55001 – re-accreditation for asset management and stakeholder engagement
- ISO 14001:2015 – environmental management systems
- Commitment as a Youth Friendly Employer with Youth Employment UK
- Winner of IGEN's Innovation Product of the Year for our live mains replacement robotic inspection system developed in partnership with ULC Robotics and tRIIO
- Continued membership of the Institute of Customer Service
- Signatory to The Prince's Trust Responsible Business Network 'Waste to Wealth Commitment'
- Winner of IGEN's Young Person's Achievement Award
- Voted the No.1 company for apprenticeships by The JobCrowd and Top 100 Company for graduates
- Winner of IGEN's Leadership Award for industry leading work with vulnerable customers
- Winner of Street Works UK Chairman's Award for Outstanding Achievement by Paul Gerrard for his lifelong contribution to the streetworks industry

Our Vision

Our vision has been shaped by the information gathered from multiple engagements with a wide range of stakeholders, including customers, shareholders, our customer engagement group, and our employees across all four networks.

Our Vision: to set standards that all of our customers love and others aspire to.



- Winner of Ofgem Network Innovation Competition for the HyDeploy hydrogen blending project at Keele University
- Winner of Street Works UK Communications Leaders Award for our communications strategy during mains replacement project in historic Stratford-upon-Avon
- Winner of the UK Contact Centre Forum (UKCCF) Team Leader of the Year
- Winner of The Lawyer Awards In-House Commerce & Industry Team of the Year
- Winner of the Freight Transport Association (FTA) Van Excellence Honours – Helping the Community
- Winner of three IChemE Global Awards for the revolutionary approach to make BioSNG (bio-substitute natural gas) from household waste – Outstanding Achievement in Chemical Engineering Award, Energy Award, and Sustainability Award

Our enhanced Engagement Strategy

We have a vast number of customers and stakeholders. They all have diverse needs and requirements from us and we have now established methods of engaging with them on important matters.

This year has seen us continue to create a culture of engagement and embed the principles of quality stakeholder engagements within our organisation. This has enabled us to make informed decisions and implement changes that have benefitted our customers and stakeholders in the best possible way.

Our engagement process ensures that we continue to engage in a tailored and effective way with the variety of stakeholders that guarantees that we amass quality insights and information. This enables us to target and deliver value and benefits that are aligned to the outcomes in our business plan.

Each year we conduct a formal evaluation of our strategy to assess the quality of our engagements, the effectiveness of the process and to ensure that we are constantly looking forward and building on the progress that we have made year on year.

This year, as we have transformed the way that we are structured, so too have we transformed the way we engage. While previously we operated with a single Stakeholder Management team, we have put far greater emphasis on local engagement, with each of the four newly appointed Network Directors accountable for their own stakeholder engagement. The framework still sits centrally, but this has been moved to our Director of Customer Strategy, creating a clear link between our vision and how we engage.



Three priorities areas for our stakeholder engagement strategy



Safety – First and foremost for our business, is the safety of our customers and our people delivered through a customer-first approach deserving of their value and trust.



Regions – A regional approach means we tailor our services based on customer requirements and these services are delivered locally and supported centrally.



Data – By taking data-led approaches we are ensuring that our actions are informed and outputs for customers are measurable.

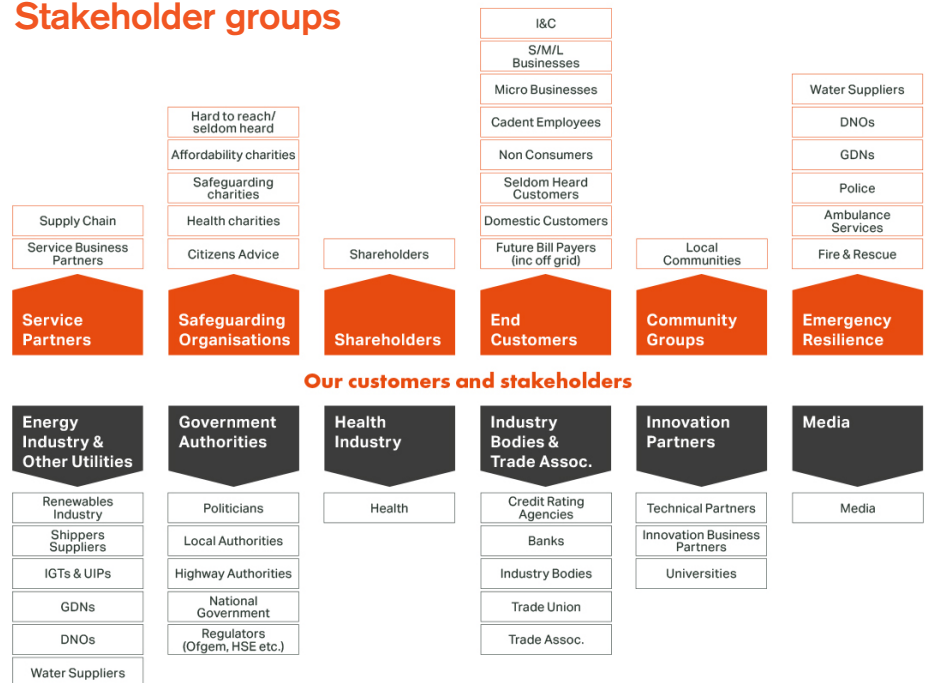
Putting our customers at the heart of our business

Our customer strategy underpins our enhanced engagement strategy and programme of activities, enabling us to gather real-time data from stakeholders and convert this into immediate action to be delivered within an agile way. This is what our customers have told us they need now.

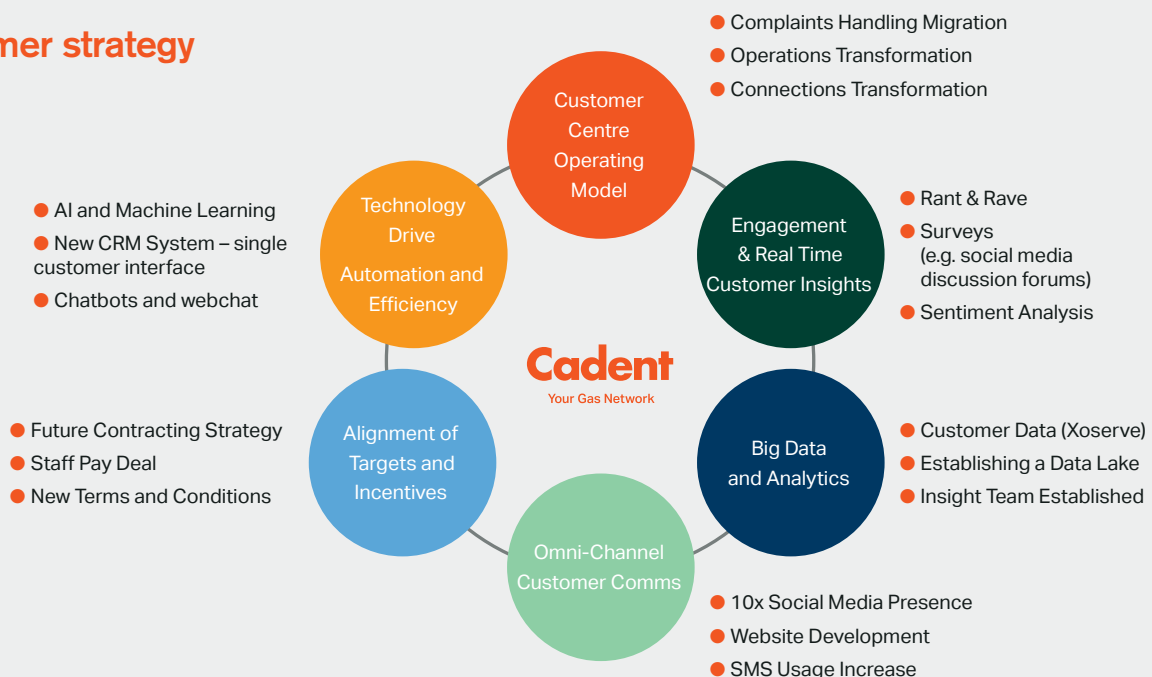
Alongside this, our RIIO-2 plan sets out our longer-term direction that guides our business to achieve its longer-term goals (decarbonisation, supporting the energy transition and delivering ever-improving customer experiences). This twin track approach means we can operate as a business fit to meet both current and future customer needs.

At the very heart of our vision is our customer. We cannot set the standards that our customers love unless we ask them and engage with them about what is important to them and what they love. We cannot reach them sufficiently without an excellent and challenging customer strategy. That is why the two are so intrinsically linked.

Stakeholder groups



Customer strategy



Measuring and testing benefits and **value for money**

This year, we made it a key priority to ensure that every pound we spend works harder and delivers more for our customers. As well as listening to stakeholder feedback, we've used a range of tools to provide rigorous assessment of our actions, ensuring even greater focus is placed on delivering value for money.



Highlights



435,000
WEBSITE VISITS
(up 28% from 2017/18)



2018 Street Works UK
Communications Leaders
Award for stakeholder
engagement on pipework
upgrade outside
Shakespeare's birthplace,
Stratford-upon-Avon



Lobbied HM
Treasury on behalf
of natural gas
vehicle industry
and retained
alternative fuel
duty in the 2018
Budget



1.5
MILLION
VIEWS
of the Brand
Awareness
Campaign



78,000
people
reached using
Facebook
geo-targeting

£5.1
MILLION



invested on 85 fuel
poor connection
projects



500,000
texts issued to
customers



72%
of our
workforce
are Dementia
Friends

Social Return on Investment (SROI) tool

In last year's submission, we explained how we enhanced our stakeholder strategy, tools and processes, such as our social return on investment model. Having built and introduced the model, this year we demonstrated its full value by using it to prioritise our investments in an informed way.

What we learn from the tool is both retrospective and future looking. So not only are we able to use it to verify that deliverable benefits for ongoing programmes of work remain at the levels we expect, we also capture the impact of future societal benefits. Through this, we continually strive to raise the bar, delivering more for our customers.

How does the SROI tool work?

The SROI tool takes input values such as: the cost of delivering the project, all of the potential societal benefits to all customers that the work or product impacts, the lifespan of that work programme or product – and then quantifies an output value.

This ensures a moderate assessment of societal benefit and avoids any over-inflation of results. The reality, however, is that societal benefits will exceed the output value.

A working example

We ran our ongoing distribution of Locking Cooker Valves through our SROI tool. The cost of each valve and its installation is £250. The societal benefit of this measure however helps customers who would otherwise not be able to live independently in their own homes. The avoidance of state-funded care provisions, hospital visits and so on, means that we were able to conservatively estimate that the societal value of installing 200 valves is £100,000. This year we installed 442.

Other value measurement tools in action

Along with our own value testing tools, each time we partner with an external organisation we draw on the assessment models that they use. This adds further checks and balances to our spending – and another tier of independent appraisal.

As well as providing certainty on the value and benefit of the programmes and activities we have enacted, these tools also ensure we have not spent money where the output value is not deemed to be sufficient. An example of this is below:

This year, we considered the continued partnership with the National Landlord Association to promote CO safety awareness in their membership magazine. The quantified reach of the magazine and shared values of its readership meant that the tool assessed the potential investment to have limited value (18/45 on the scoring system) and a decision was made not to proceed with this partnership. We invested the £2,500 saved here into more meaningful engagement activities.

Customer Insights Forum and our data centric approach

In 2018 we established our Customer Insights Forum to ensure that feedback from our stakeholders is at the heart of our business decision making.

The forum meets monthly and is chaired by the Director of Customer Strategy. It is attended by the Head of Customer Centre, stakeholder leads from the four Networks (direct operation and strategic partners), External Affairs Managers, our Safeguarding strategy lead and the RIIO-2 engagement lead. It is fed by regionally aligned insights meetings, the data analytics undertaken by our Customer Insights Team and a summary of external engagement activities led by the External Affairs team. All of these inputs are brought together to identify themes and priorities.

The forum has three main purposes: to bring together engagement activities from across the organisation to generate high quality insights, to ensure that these are linked to targeted actions and to oversee the success of these actions. The forum directly feeds into our Customer Operations Performance Committee, which is chaired by the Chief Operating Officer and is our most senior performance meeting. This feeds directly into the Board on a monthly basis. The diagram below summarises how engagement feeds insight and action. More than 20 demonstrable improvement actions have been implemented as a result of this approach.

We use business insights from the last three years, the output of our enhanced engagement activities and additional data sourced commercially to drive the decision making process. This includes more than one million data points which makes it very difficult to analyse without technology. As such, we have built a stakeholder engagement data lake on Amazon's web services platform and developed a reporting capability on SAP HANA (a relational database management system). This enables the team to spot trends and themes and will ultimately allow predictive analytics to be undertaken where we can test action scenarios to assess their expected results. This will be implemented in 2019/20, and several members of the Customer Insights Team are undertaking an extensive training programme so that we have this capability in-house.

What our stakeholders have told us:

Safety and reliability are critical, but gives

Disruption is the single biggest customer focus point

Convenience – providing services for customers not to them

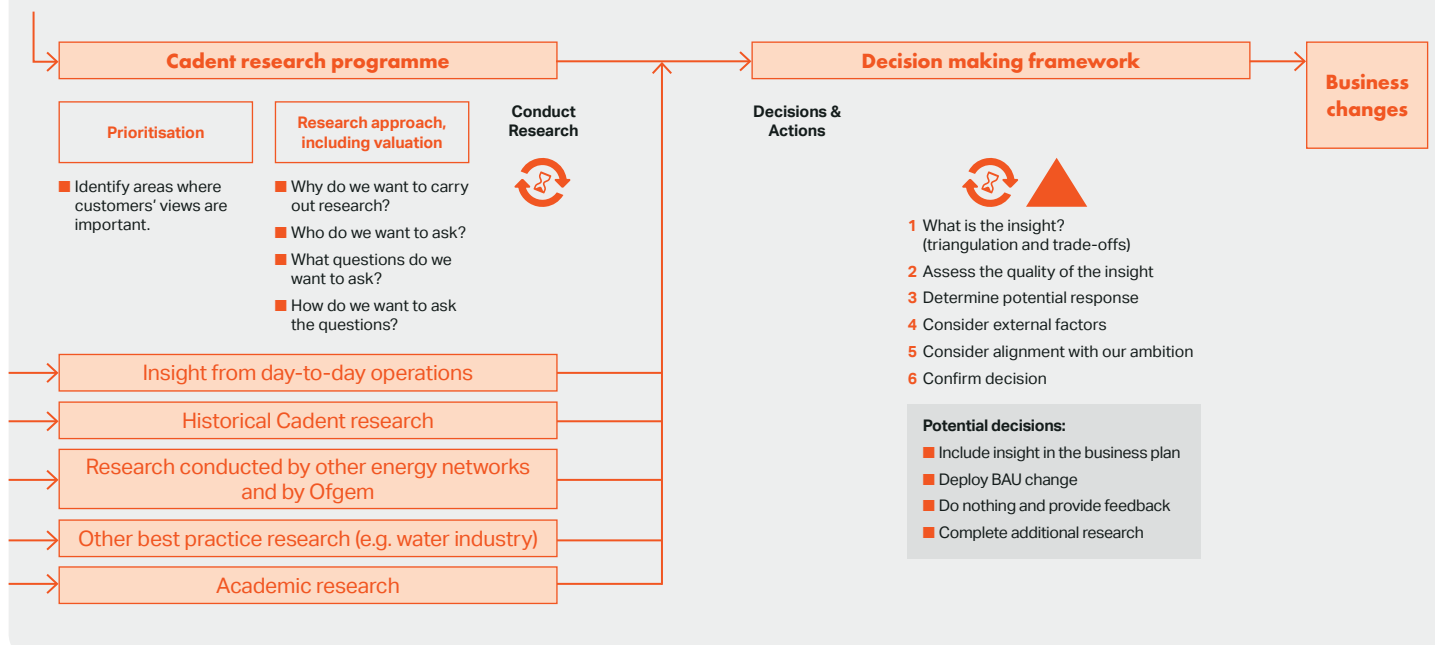
We have a role to play in improving the environment

Financial transparency and community engagement

We must provide additional services to those who need them the most

Not just focused on today, but future generations

Our approach to creating insight



A tailored approach for our regions

The establishment of better technology solutions, more sources of insight, clearly aligned incentives and much clearer, locally aligned accountabilities for delivering customer outcomes provide both the tools and the emphasis across the organisation for better stakeholder engagement.

We have evolved our stakeholder engagement strategy to fit our new operating model, making it much clearer where ownership and accountability sits for each type of stakeholder engagement. The work we have done previously to develop our stakeholder segmentation approach, in partnership with Sia Partners, has provided a fantastic platform to enable this transition.



Engagement that focuses on the needs of our four regions

Each of our networks is very different geographically and demographically and this leads to intrinsic differences in what we need to consider to be optimum operational and service requirements within each. The best way for us to learn about our customers and what they want and expect from their energy network, is for us to embed ourselves within the communities in which they live: to be both visible and available at a local level, to be known and trusted by them and those who represent them.

We have reviewed the structure and focus of our previously centralised Stakeholder Advisory Panel to ensure the highest quality engagements with our stakeholders to support the delivery of these tailored services. Our new regional stakeholder engagement groups will reflect our renewed and refined focus on localised engagement to ensure that we are attuned to what our customers really want. It is through the learning from these regional groups that we will drive and implement the bespoke high quality services that our customers deserve.

Beyond this, our Customer Engagement Group operates as a critical friend to our business. Formed in June 2018, it brings together people from a variety of backgrounds to provide independent examination and challenge to our business, particularly in relation to our business plan.

Meaningful engagement methods

It's imperative that we focus on those engagement methods that deliver the most

value for our stakeholders and enable us to make informed decisions. In order to do this, we've reviewed and benchmarked our engagement methods, prioritising those that were the most effective and delivered the most valuable insights and meaningful data. We then combined these methods (listed below) with our enhanced engagement activities to ensure we maximised every interaction with our stakeholders, feeding the data and insights back into our business and decision making processes.

- Customer panels
- Stakeholder panels
- Social media engagement
- Stakeholder workshops
- Surveys and research
- Consultations
- Proactive calls
- Reactive calls
- Publications
- Roadshows and leaflets
- Public exhibitions
- Newsletters
- Ad campaigns

The variety of engagement methods provides us with both a breadth and depth of information that enables us to build a matrix of intelligence about our customers' interests, wants and needs. It also supports our commitment to engage our 'hard-to-reach' stakeholders; we are adapting and being flexible, offering choice on methods of communication, rather than expecting them to go out of their way to reach us.

Our engagement prioritisation tool helps us identify the best engagement method from the above options. The tool uses a scoring methodology which compares the cost of each engagement option versus predicted engagement value. The score is based on:

- The number of participants and their level of knowledge
- The quality of the feedback that can be extracted
- Their potential to inform the business.

By consistently comparing the engagement value for each option, we can make cost-effective and consistent decisions on our methods and continually monitor their efficacy.



It's easy for companies to make promises that they will put customers and the public interest at the heart of their decision making, but our role as a Customer Engagement Group will be to ensure it genuinely happens.

Zoe McLeod, Customer Engagement Group Chair

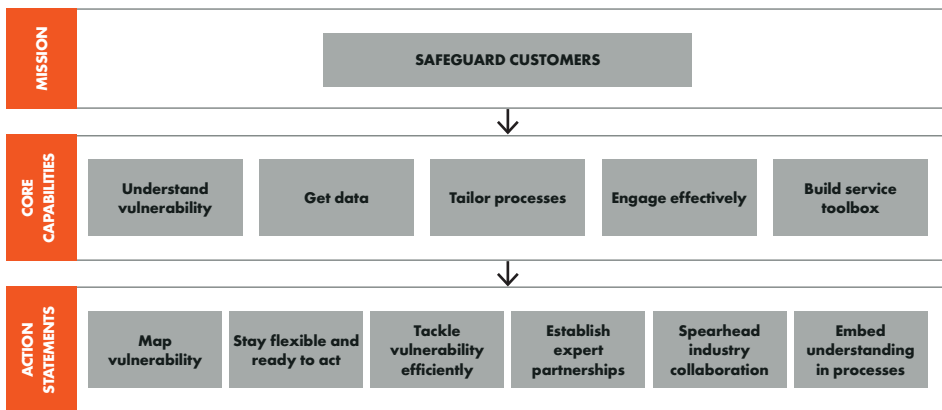
Supporting our stakeholders

While undertaking our works, we may come across, or create, circumstances where customers are in vulnerable situations, and therefore it is essential that we provide additional services to keep them safe and warm in their homes.

In addition, given our position as owners of the gas network, we have the opportunity to extend our network to help those who suffer from fuel poverty by providing access to a cheaper energy source.

This year, we have developed a clearer understanding of vulnerability to ensure we identify and target our approach and support in the right way.

Working closely with our Stakeholder Advisor Panel and key external stakeholders such as Citizens Advice, we have developed a safeguarding strategy that has enhanced our core capabilities to implement the required activities and deliver our mission to safeguard customers.



Our strategy focuses on three distinct but parallel areas:

- Awareness of the dangers, and prevention, of CO poisoning
- Providing tailored services to address and tackle consumer vulnerability
- Providing subsidised connections to the gas grid for eligible households to help tackle fuel poverty.

Safeguarding services

We are proud of our ongoing safeguarding services and activities, including: the supply of free locking cooker valves (nearly twice as many provided in 2018/19 as 2017/18); the promotion of the Priority Services Register (PSR), where we increased the number of new registrations by 20% compared to the previous year (5,106 against 4,262); and chairmanship of the industry-wide Safeguarding Customer Working Group.

Our six safeguarding action statements

We've devised six clearly defined action statements to ensure that we properly and appropriately prioritise activities that benefit customers in vulnerable situations. We've continued to review and enhance them with support from our Stakeholder Advisory Panel and other specialist stakeholders including charities, consumer organisations, support groups and industry bodies.

1

Map vulnerability – Through analysis of our own and other data sources the Cadent Data Mapping tool helps us to visualise data across our footprint on vulnerability, fuel poverty, and CO. This allows us to quickly understand and focus our attention to where customers affected by situations of vulnerability are located and help us to develop tailored approaches across all of the communities we serve.

2

Stay flexible and ready to act – Through engagements with our customer engagement and Stakeholder Advisory Panels and working with stakeholders across our networks, we have co-developed processes to ensure we are responsive to customers' needs.

3

Tackle vulnerability efficiently – We now have 63 different offerings that can be made available to customers in vulnerable situations, ensuring that responses are tailored and specific to the needs and requirements of each individual and their circumstances.

4

Establish expert partnerships – Co-development of programmes and external partnerships form the cornerstone of our strategy, as we know we can't, and shouldn't, deliver this alone. We cannot be experts in every field, therefore we will source the right expertise when required.

5

Spearhead industry collaboration – Our safeguarding team spearheaded industry collaboration on data sharing between gas distribution networks and distribution network operators and is now working to bring the water companies into the data sharing.

6

Embed our understanding of vulnerability in all business processes – Everyone from front line staff, to our office based employees have a part to play in assisting our customers and all staff receive regular updates and training on our key messages and principles.

Highlights of 2018/19

5,106
PSR registrations

63 types of offerings

4,608
FUEL POOR CONNECTIONS

Partnership booklet issued to
8,100
partner organisations, including approximately
6,500
GP surgeries

19
FORMAL PARTNERSHIPS WITH FIRE BRIGADES (of the 24 in our patch)

Working with **CSE**
and developing a data map of our networks, showing PSR, DWP, Age UK and fuel poverty data

Development of our incident app
which is linked to our CRM system and provides real-time information to our frontline employees

3,254 frontline employees and exec team trained via Alzheimer's Society to support customers with dementia

442
FREE COOKER VALVES

588 calls to Language Line across
40 languages

Strategic partnerships and political engagement

This year we've substantially grown our network of strategic partners across all our stakeholder engagement activities. We adopted a more integrated approach to our engagement, drawing on expert knowledge and skills from specialists, while finding and building new relationships at both regional and national level. This strategic approach to our business partnerships has seen us:

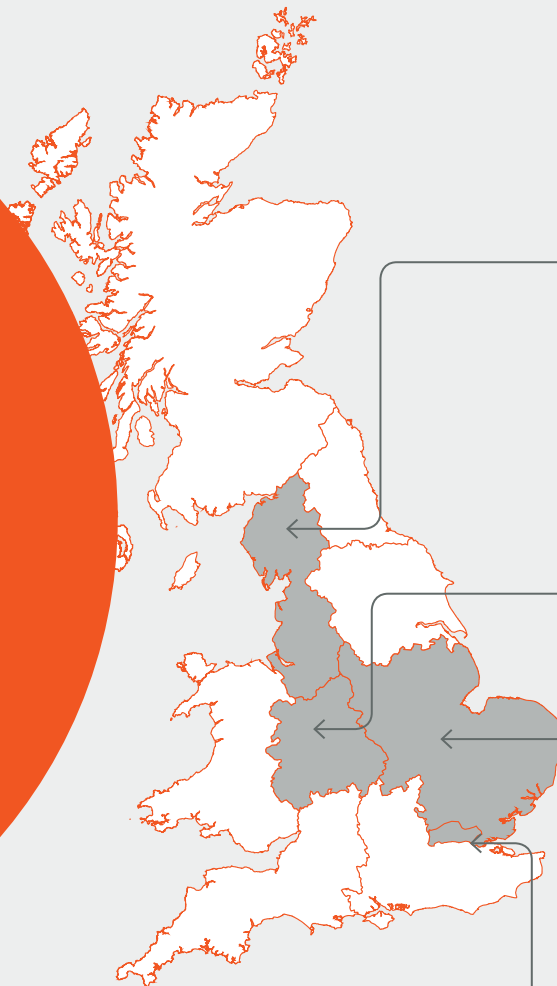
Partnering to deliver our business transformation – We've recruited an agency called Vision Consulting to assist us in developing and delivering our business transformation.

Bringing in experts for specialist fields – We've worked closely with partners who are highly-skilled in specialist areas, such as cyber security, engagement and fuel poverty, and embedded their expertise into our work programmes.

Promoting enhanced engagement – To help us build smarter, more impactful engagements, we've collaborated with partner organisations such as Traverse and Savant. This has helped us enhance our activities and improved how we understand and organise the data we collect.

Identifying new strategic delivery partners – We've given our partners more freedom to be innovative and entrepreneurial this year. This has led to far greater levels of stakeholder engagement, driven directly by these expert organisations.

- All-Party Parliamentary Group for Hydrogen
- All-Party Parliamentary Group for Renewable and Sustainability Energy – PRASEG
- All Party Parliamentary Carbon Monoxide Group – APPCOG
- APPG Energy Studies – PGES
- Industry and Parliamentary Trust – IPT
- Confederation of British Industry –CBI
- Street Works UK
- Policy Connect
- Carbon Connect
- Energy Networks Association – ENA
- Institution of Gas Engineers & Managers – IGE
- Energy & Utilities Alliance – EUA
- Local Enterprise Partnerships
- Rural England
- Keele University
- Renewable Energy Association – REA
- Anaerobic Digestion and Biogas Association – ADDBA
- Low Carbon Vehicle Partnership – Low CVP
- Natural Gas Vehicles Network – NGVN
- Carbon Capture and Storage Association – CCSA



North West

- Mayor of Greater Manchester / Greater Manchester Combined Authority
- Mayor of Liverpool City Region / Liverpool City Region Combined Authority
- Greater Manchester Infrastructure Board
- Manchester, Cumbria and Liverpool City Region's Local Enterprise Partnerships
- North West Energy Hub

West Midlands

- Worcestershire Local Enterprise Partnership Energy Strategy Group
- Coventry and Warwickshire Local Enterprise Partnership
- Mayor of West Midlands / West Midlands Combined Authority
- Tyseley Energy Park Co-creation Group (Birmingham)

East of England

- Sheffield City Region Sustainability Partnership Board
- Sheffield City Region Combined Authority
- D2N2 – Derby, Derbyshire, Nottingham and Nottinghamshire
- Greater Lincolnshire, South East Midlands and Derbyshire and Nottinghamshire LEP
- East of England Energy Group

North London

- Greater London Authority High Level Infrastructure Group
- London CBI Regional Council

Alongside these strategic partnerships, we've also developed and expanded our political engagement programme at both regional and national levels. Through this, we're building and steering strong and progressive relationships with national and devolved policy makers, legislators, Government officials and stakeholders with an interest in our core business and its future development.

Maintaining healthy relationships with these local and national stakeholders enables us to function

more effectively as a business. We become more attuned to customers' needs by working with their elected representatives – and better able to react effectively to immediate and future challenges in our sector.

Additionally, our strong relationships with fellow infrastructure partners have encouraged cross-industry learning and vital collaboration on projects. This has resulted in economic and operational efficiencies, both of which bring better outcomes for our customers.

Rising to the challenge of engagement

This year, our stakeholder engagement has gone much further, increasing the breadth and depth of our approach through an enhanced engagement programme.

This has included more than 100 separate engagement events, using approximately 50 different engagement methods and techniques, involving direct discussions with more than 20,000 customers and stakeholders spanning across 33 segments.

The exercise began with exploratory research, where we engaged with a wide variety of stakeholders across each of our regions to inform them of what we do and explore how we could improve the services that we operate.

This allowed us to drill into key priorities that we identified during the exploratory phase. Some of the stakeholder groups we undertook focused engagement with include:

- Politicians and Local Authorities from our four networks
- Multi-occupancy buildings customers
- Industry bodies
- Renewable industry players, shippers, IGTs
- Small, medium and large scale businesses in our operational footprint
- Future generation customers
- Cadent employees
- Customers in vulnerable situations
- Hard to reach, seldom heard customers
- Fuel poor customers
- Low energy efficiency households
- Industrial customers
- End consumers
- Non-gas users
- Safeguarding and affordability chapters
- Local Enterprise Partnerships

In March 2019 we started a further phase of engagement seeking to understand customers' willingness to pay for certain enhanced services. Whereas the previous phases were aimed to understand stakeholder needs and priorities for now and the future, the 'willingness to pay research' is far more focused on the future, in particular feeding into our RIIO-2 business plan development.

Through this engagement we have significantly increased our understanding of what is important to stakeholders and customers. We have added this to all other aspects of stakeholder engagement through our Customer Insights Forum process.

Enhanced engagement

We have developed a framework that embraces the realities and complexities of engagement. The framework is built around the simple concept that not all stakeholder / customer needs are equal.

For example, asking customers to prioritise safety, or the resilience of future gas supply, or supporting customers in vulnerable circumstances, or issues about environment improvement wouldn't be straightforward. These issues can all be important to the same customer, but they are very clearly different in kind. The understanding that not all customer needs are equal sits at the heart of our research framework.

Our framework for engagement is based on an understanding of Maslow's hierarchy of needs, and takes two overall forms:

- Targeted initial exploratory research to uncover the issues, priorities and needs that are important in people's lives (including those not directly tied to issues of energy supply, so as to provide important broader context)
- Validation of the core themes through survey data, focus groups, a review of historical research (ours and published sources), engagement with Cadent staff and an extensive range of stakeholders, as well as data from customer interactions (e.g. complaints and feedback received through social media).

By engaging in this manner and ascertaining the range of requirements at different levels of the hierarchy, we are seeking to understand what we must do and how we must operate in order to achieve our vision: to set the standards our customers love and others aspire to.

By applying the concept of a hierarchy, we have created a more structured, insightful view of what drives stakeholder and customer satisfaction (and dissatisfaction). Fulfilling basic needs at the bottom of the hierarchy largely only serves to meet their expectations and is very unlikely to improve satisfaction. But failing to meet those needs – falling short of these expectations in terms of continuity of supply – is likely to drive dissatisfaction.

These principles enable us to develop a much

more nuanced and cumulative understanding of the needs of our diverse stakeholder base and to explore our role in their lives (not simply what they think about Cadent and simplistic views on our issues). Critically, it also allows us to better develop genuinely customer centric business plan options.

We have sought to combine stated and revealed sources wherever possible. Our framework is built on an understanding that behaviours in this arena are often not conscious decisions and that increased knowledge often changes decision making or stakeholder views and priorities.

Innovative techniques

Noting that it can be challenging to engage at the level that we have this year, we have continually sought new and innovative ways to do so. Some examples of this are:

- Customer deliberative workshop – these were a first for us, working with customers to inform them of our business and who Cadent is, to enable customers to provide informed feedback and decisions on the services they would like Cadent to provide and what customers' priorities are
- Stated preference willingness to pay. This is the first time that these have been used across our industry and offer informed customers the opportunity to engage in an area where they often appreciate the opportunity to feed back
- Through the use of virtual reality headsets at customer forums we have been able to bring to life some of the real experiences of our customer, stakeholders and employees in delivering the work that we do. This has enabled customers, more informed and higher quality discussions to be had.

Our people understand and are invested in our vision and stakeholder strategy, not just because they work for Cadent, but because they are also our customers.

Therefore we have continued the annual staff survey but this now takes place alongside competitions, best-practice sharing days, leadership conferences and regional workshops where they are proactively invited to share their own views and feedback.

442

locking cooker valves

5,106

new PSR registrations

17,400

CO alarms

1.5m

online campaign views

