



Your gas network, shaped by you

Help us set
standards
you love

Cadent
Your Gas Network

Who we are

Your gas network

We own, operate and maintain the largest gas distribution network in the UK. Providing you with the energy you need to stay safe, warm and connected.

Did you know?

Before we became Cadent, we used to be part of National Grid.



Gas emergency service

We run the National Gas Emergency Service on behalf of the gas industry. We're the people you call if you have a problem with your supply, or smell gas.

0800 111 999

All calls are recorded and may be monitored.

How we're funded

You pay for the work we do through your gas bill. Although it comes from your gas supplier, our costs are included and make up about 20% of the overall bill.



UK's largest network

Our network of pipes stretches over 80,000 miles to over 11m homes and businesses, from the North West, West Midlands, East of England and North London.

Why are we asking for your views?

Win £500 of Amazon vouchers!

To enter, just complete our 5 minute survey once you've read this document.

Complete our survey to shape the way your gas network is run.

Our plans are always shaped by your priorities. At the moment, we're making our plans for the next five years. **And we need your input.**

After listening to your views, we've now drafted some proposals. Before we set anything in stone, we'd like your views on the improvements you love the most – from the services we provide to how we do things and where we invest our money.



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How we're listening

We've spent the last 18 months listening to what you expect from us now and in the future.

We've been asking for your views in a number of different ways and will continue to engage with our customers and stakeholders to finalise our plans.

100
feedback events

20,000
of you have given your views

1,000,000
separate bits of feedback

50 ways we're listening

We are fully committed to delighting customers and bringing value and prosperity to the communities we serve



Steve Hurrell
Interim Chief Executive Officer

Challenge Groups **Customer Forums**
Online Forum **Workshops**
Social Media
Stakeholder Interviews **Customer Service**
Surveys **Feedback**
Customer Engagement Group

Our plans for 2021-26

Our vision for **change**

Our vision is to **set the standards that all of our customers love and others aspire to.**



Your **priorities**

This is what you've told us you care about the most.



Our commitment to deliver **positive outcomes**

We're making commitments based on your priorities, grouped into four key outcome areas.

Doing more for customers in vulnerable situations

Providing better information about the services we provide

Keeping customers, employees and the general public **safe**

Taking a lead on the future of gas and the **transition to greener energy**

Keeping you informed and minimising disruption when we work in your community

Supporting local communities

Improving the environment now and for future generations

Helping the communities we serve **come out of fuel poverty**

Working more closely with others to fix problems and provide solutions

Being more visible and transparent as a company



Our positive outcomes

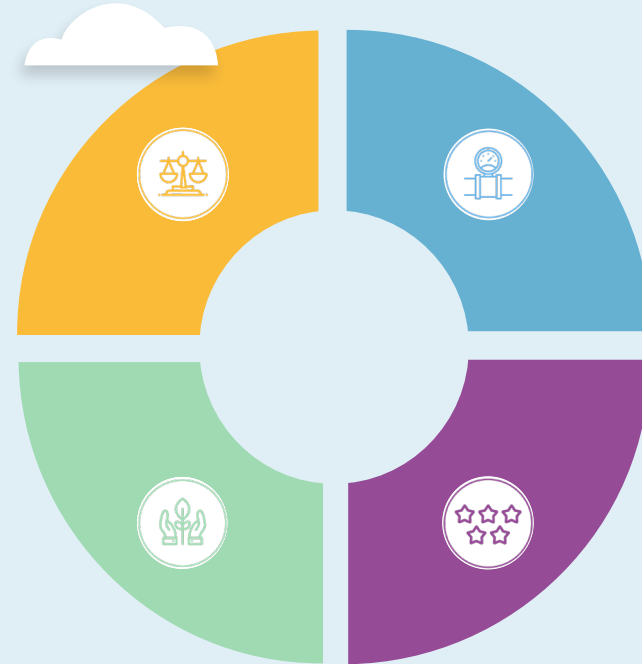
We want to set a shining example in everything we do and create a safer, healthier, happier world.

To help us achieve our vision, we've defined **four positive outcome areas** where we can make a real difference.

All of our commitments for action are linked to one of these outcomes.

**Trusted to Act
for Society**

**Improving the
Environment**



**A Resilient
Network**

**A Quality
Experience**



Our proposals

Our commitments and the things we want to deliver

To help achieve our outcomes, we're making specific commitments to improve in certain ways.

These commitments not only help you hold us to the very highest standards, they also help us measure our performance. On the following pages, you can explore our commitments in more detail, as well as have the chance to tell us which of them you value.





A Resilient Network

Keeping the energy flowing safely and reliably

You've told us that maintaining a reliable gas supply that keeps our customers, employees and the general public safe is the most important part of what we do.

We've performed well to meet our compulsory legal and regulatory requirements over the years, but we want to do even better. This includes investing to improve the health of our pipes and other assets and keeping disruption to a minimum if we need to carry out repairs.

Safety and reliability are most important for me.

Knowing gas is always going to be there when I need it.

Sam
Customer



A Resilient Network



Your priorities

You've said you'd like us to:

- Keep our customers and employees safe
- Maintain a reliable network, now and for the future
- Minimise disruption through better and timely communications
- Finish work and get things back to normal as quickly as possible
- Work with others to deliver comprehensive, end-to-end outcomes

Our commitments

We will:

- Modernise our network through our metallic mains replacement programme to continue to keep you safe and warm
- Connect new lower carbon providers to our network

What we will deliver

We will:

- Replace 1550km of iron pipe a year
- Replace 90km of higher risk steel pipework a year
- Invest to modernise 12km of large mains in London
- Leave within a day of completion when working at your home or business.
- Provide better roadworks information when we're working in your community

**Want to win £500
of Amazon vouchers?**

Complete our 5 minute survey at the end.

Have your say

Help us build a resilient network

Keeping your gas network in great condition means we sometimes have to dig holes and perform other engineering work near your home or business. But whenever this happens, we want to ensure it's done in a way that least interferes with everyday life.

Which do you prefer?

We know that our work can cause disruption. Which one single improvement could we make to reduce disruption the most?

Providing clearer and more timely information

Working with other utilities to plan work together

Filling holes sooner after work is completed

Finding ways to replace and repair pipe without digging the road





A Quality Experience

For all our customers, stakeholders and communities

You'll probably never need to contact Cadent directly. But if you do, we're committed to providing an outstanding experience. That's why we're putting new standards in place to measure and significantly improve in this area over the next five years.

We've listened and worked to understand more about what you need and value. In particular, you've said you'd like us to do more to help people in vulnerable situations and those at risk of fuel poverty.



It's very important we make sure that customers are kept warm, safe and connected

Claire
Customer Advisor



A Quality Experience

Your priorities

You've said you'd like us to:

- Offer flexible appointment times to fit in with your busy lives
- Make our service accessible and inclusive
- Minimise disruption from our works
- Support customers in vulnerable situations
- Do more to tackle fuel poverty
- Improve the experience for high-rise building residents

Our commitments

We will:

- Go beyond to never leave a customer vulnerable without gas
- Pioneer how we address fuel poverty in England
- Transform our services for customers living in multi-occupancy buildings
- Create accessible and inclusive services for all





What we will deliver

We will:

- Get you back on gas in under 9 hours when your supply is interrupted
- Offer you 2-hour time slot appointments to restore your supply
- Educate 100,000 high-risk households about the dangers of carbon monoxide (CO)
- Partner with emergency and health services across our region to identify those most at risk of CO injury
- Halve interruption times for customers living in multiple occupancy buildings from last year's levels
- Give you the ability to plan a new gas connection in 15 minutes
- Create a proactive investment programme including gas safety checks and CO awareness for multi-occupancy building residents
- Respond to your enquiries and complaints rapidly, with a target of resolving your issue within 2-3 hours
- Answer 90% of emergency calls within 30 seconds
- Provide easy access to income and energy advice to 30,000 low-income customers
- Pilot ways to join up different funding streams to support those most in fuel poverty



Have your say



Help us provide a quality experience

We've suggested these commitments to ensure the best possible experience for all our customers and stakeholders. However, making these improvements means adding a small amount to your bill, so it's important we know the kind of change you'd really value.

Please tell us the level of service you'd love the most

Outstanding



Delivering all that we've stated

£6

a year on your bill

Great



Delivering half of what we've stated

£3

a year on your bill

Better



Delivering some of what we've stated

£1.50

a year on your bill


Caring for those in need

Our aim is to never leave a customer without gas in a vulnerable situation.

We're committed to going further when it comes to looking after customers in potentially vulnerable situations, such as the elderly and disabled.

To ensure we get the right support to those who need it, we offer a range of services through our Priority Services Register (PSR). These include free safety checks and temporary showers and cookers if the supply gets interrupted. We also help to reduce the risk of carbon monoxide (CO) poisoning, by supplying free CO alarms.

To raise awareness of our PSR service, we've committed to having a million more direct conversations, working closely with a range of other organisations.



It would be a good idea if Cadent did safety checks every so often, or gave out alarms

Margaret and Angela
Customers



Have your say

We already do a lot to support customers in potentially vulnerable situations. But we'd like to go even further – mainly by investing in our community fund and working with other organisations to alleviate fuel poverty.

Think of someone you know who might be in a vulnerable situation if their gas stopped working.

How much would you be happy to pay on your gas bill to ensure they get enhanced help? This includes regularly checking appliances and pipework for safety, priority appointments and temporary showers and cookers if their supply was interrupted.

£0 £1 £2 £3 £4 £5

■ **Because of all the work that Cadent do, it's nice to know they care.**

Betty
Customer





Improving the Environment

Leading the transition to a sustainable energy system

Protecting the environment and transforming our energy system is hugely important for us all – now and for the future. As a national energy company, we want to show how we can help remove carbon from the gas we transport. This means working with government and others as well as investing in innovative, renewable energy alternatives like hydrogen.

We're planning to become a carbon-neutral business by 2026, using only renewable gas to meet our energy needs. We'll also be replacing our fleet of diesel vans with electric vehicles, sending zero waste to landfill and much more.

It's really important we have renewable energy, not only to meet the needs of today but also for future generations.

Hannah
Employee



Improving the Environment



Your priorities

You've said you'd like us to:

- Lead on the future of gas and reducing carbon emissions
- Do things in an environmentally friendly way
- Stop sending waste to landfill
- Tackle the theft of gas from our network

Our commitments

We will:

- Become a carbon neutral business by 2026
- Revolutionise the way we deal with waste
- Show how hydrogen gas can be used as a renewable alternative fuel
- Work to further reduce the theft of gas

What we will deliver

We will:

- Support off-grid communities as a scalable way to reduce carbon emissions (500 homes)
- Tackle gas losses from our network, including the theft of gas
- Send zero waste to landfill and avoid using plastic in our offices and supply chain
- Promote the use of renewable gas to meet the needs of our offices and operational sites
- Install electric vehicle charging points at all our offices and depots
- Support our people to reduce their carbon emissions
- Further develop HyNet North West, an innovative hydrogen gas project in the North West of England that shows how to reduce carbon emissions at scale

Have your say

Help us improve the environment

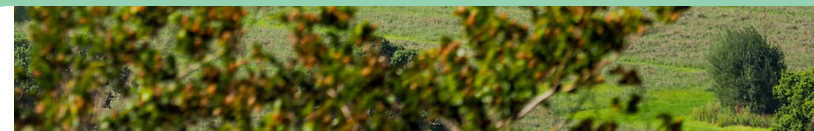
We're committed to taking action on protecting the environment and becoming a carbon-neutral organisation. Our ambitious plans will add a small amount of around £4 a year on your bill. Here are two of the biggest areas of change we're planning to implement soon.

Which one of these improvements do you love the most?

Becoming the UK's first carbon neutral emergency service by switching our engineering vehicle fleet to electric and hydrogen

OR

Sending no avoidable waste to landfill and eliminating single-use plastics



Have your say

Working out how to switch from fossil fuels to sustainable sources of heat and energy is critically important for the future.

How much do you know about this challenge on a scale of 1 to 10?

Very little

Very knowledgeable



How we're investing in a hydrogen powered future

HyNet

Our HyNet infrastructure project plans to deliver renewable hydrogen power to homes and businesses across the North West, using an upgraded gas network.

HyDeploy

Our HyDeploy project in the West Midlands aims to introduce clean hydrogen power that's compatible with everyday gas appliances, by blending hydrogen with natural gas.



Trusted to act for society

We're an essential public service provider. So it's important that you trust us to act responsibly for society and show full transparency. Based on your priorities, we'll publish how we're performing against our commitments and also our profits, tax and pay. We'll also set up a community fund to give over 1% of our annual post-tax profits back to your communities.

We believe we are a responsible business today through our charitable contributions, our community volunteering work and creating a great working environment. But we'll also seek independent help to ensure we are operating to a high standard and publish the results each year.



In the next five years I would like to see Cadent do **more work within the community**

Lewis
Employee



Trusted to act for society



Your priorities

You've said you'd like us to:

- Be fair and transparent in how we operate
- Make a positive difference in the communities we serve
- Continue to seek your views on our services
- Be an ethical employer

Our commitments

We will:

- Invest in our communities
- Establish new benchmarks to measure and improve all of our customer and stakeholder experiences
- Show transparency in how we operate
- Create ongoing engagement channels to test our progress

What we will deliver

We will:

- Invest over 1% of annual post-tax profits into a community fund
- Publish information on our dividend policy, taxes, executive and leadership pay
- Link executive and staff pay to delivering our customer commitments
- Continue to engage positively with our stakeholders and customers
- Support at least 60% of our employees to volunteer in their communities
- Be an ethical employer and create an environment where our employees can thrive
- Support making customer bills clearer and more accessible

Have your say



Help us build trust

We want to do as much as we can to build trust and openness as an organisation. This means acting transparently and communicating in ways that suit you best.

Transparency

What's the most important information for you to know about Cadent?

The impact we have on your gas bill

How we are performing

Who we are and what we do

How much we pay our executives

How much profit is returned to shareholders

Public Engagement

The way we do things is continually shaped by your feedback. But there are several approaches we can take to help the conversation flow. Which would you prefer?

You come to us

Providing many different ways for you to get in touch via email, social media, phone and more

OR

We come to you

Contacting you occasionally to seek your feedback and show how we've acted on it

We'd love to hear from you

Click **here** to
have your say
and win **£500**
of Amazon
vouchers!

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cadentgas.com/cadentvoices

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