



Making a positive contribution

We have worked hard to engage with, listen to and learn from our customers, communities and stakeholders.

We are transforming our business to put customers and communities at the heart of everything we do. We are tracking our performance, building on our successes and focusing on the areas we need to improve.

Our responsibility is to ensure the services we provide are tailored to the needs of our customers, particularly those who are disadvantaged or less able, with a focus on safeguarding communities and customers in vulnerable situations. We are supporting the safety of our customers in their home, helping alleviate fuel poverty, and making sure our services are accessible to everyone.

As an employer, we make a positive contribution by creating a workplace where our people can thrive. We aim to bring in talent from all sections of society and support them in their roles, with a strong focus on health and wellbeing.



Making a positive contribution

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

We serve customers from all sectors and walks of life, ranging from young families to Chelsea pensioners, fish and chip shops to major manufacturers.

All of our customers quite rightly expect great service, availability and responsiveness from all the companies they deal with, and we are no exception.

Our goal is to ensure our service is affordable to current and future customers by driving the efficiency of our operations. We recognise that we must deliver these outcomes in a way that builds trust in how we operate, making a real and sustainable difference to the communities we support.

We are working hard to understand our customers better, recognising that no two customers are the same. We are constantly developing new and more accessible ways for our customers to interact with us.

We will work closely with the regulator and our other stakeholders to structure our business to deliver this ambition. Over time, we will publish measures showing the impact we have on our customers' lives, demonstrating clearly when we meet expectations, and when we do not.

In the last 12 months we have worked hard on:

- ensuring the voices of all customer and stakeholder segments are heard;
- fully utilising the millions of customer insights we gathered throughout RIIO-1*;
- understanding our regional customers' requirements and tailoring our engagement approach to meet the needs of our customers and stakeholders;
- gathering feedback and insight from all our engagements with customers and stakeholders to ensure we are continuously learning and improving our proposals; and
- gaining support from our customers and stakeholders for our future RIIO-2** Business Plan.

We have increased our social media following by 132% and are using Facebook to engage with customers about our forthcoming mains replacement programme. We have developed a series of videos and infographics to engage with customers and stakeholders on who we are and the services we operate and have enhanced our website, offering customers and stakeholders another route into Cadent.

Tracking our performance

We are now delivering a better quality customer experience than ever before. We have seen an improvement in the measures that are of interest to our customers, and a step change improvement in how we respond to complaints when they occur.

For each of our four networks, we measure customer satisfaction across the three primary customer-facing areas of our business: emergency response and repair, planned works, and connections. During 2018/19, we have improved across all three primary customer facing areas, registering gains of over 0.3 in two areas which is amongst the biggest improvement for all our networks.

We are making progress but we are not yet meeting our targets in three areas but we will drive further improvements to meet external benchmarks.

Customer Satisfaction

Performance by Network	Emergency Work (out of 10)	Planned Work (out of 10)	Connections (out of 10)
East of England	9.45	8.62	8.22
North London	9.12	8.22	7.50
North West	9.35	8.26	8.69
West Midlands	9.39	7.75	8.35
Average of other networks*	9.49	8.84	9.04

*SGN, NGN, WWU: Source Ofgem.

We have not delivered a consistent improvement in customer service across our networks – in particular, in relation to planned works in the West Midlands, and connections in our London network. We have worked hard to improve and manage the welfare of our customers on the infrequent occasions when their gas supply is interrupted.

* The RIIO-1 price control sets out the outputs that the Gas Distribution Networks ('GDNs') need to deliver for their consumers, and the associated revenues they are allowed to collect, for the eight year period from 1 April 2013 until 31 March 2021.

** RIIO-2 will be the second price control period using the RIIO framework and will start in April 2021 until March 2026.

Improving customer experiences

We are changing how we work with our customers and taking immediate steps to build a better connection with them. We have developed a longer-term approach to deliver better customer experience, improved responsiveness and flexibility to meet changing demands.

→ Meaningful engagement...

...with customers and stakeholders, making sure we learn from these experiences, and act on the insights they provide to shape short-term business improvements and long-term strategy.

→ Transforming our business...

...by transforming our operating model from a highly centralised process-centric model into a regional delivery model that put greater emphasis on local accountabilities for delivering customer outcomes. Now we are in closer proximity to our customers, this puts the emphasis on our local teams to engage with their own stakeholders and customers, to shape and define standards, and to deliver them day after day.

→ Technological innovation...

...by investing in artificial intelligence and machine learning to support the gathering of additional insights into the Customer Insights team, now allowing complex sentiment analysis to be used and acted upon.

→ Working together...

...with Ofgem to shape a RIIO-2 framework that provides real value and benefit to all of our customers.

→ Investing...

...in technology and people so we can deliver outstanding customer experiences. We spent c. £800,000 delivering new enhanced engagement work, this included the recruitment of a new full time team to oversee the overall programme.



Case study:

Supporting the Knife Angel's journey

We're committed to operating with a clear sense of public purpose, including supporting and playing a key role in our local communities. Using extensive knowledge and expertise, our skilled volunteers recently made a real difference through supporting the installation of the Knife Angel sculpture in Birmingham and Coventry.

Our volunteers in Birmingham and Coventry – with support from electrical contractors Aughton Automation – liaised with Coventry City Council to plan the installation of the Knife Angel sculpture in Coventry and also assisted by installing floodlighting free of charge. This helped to showcase the striking 27 foot statue which serves as a reminder of the devastating impact of knife crime in the city.

Case study:

Making a difference in our communities

Our people volunteer for a variety of reasons. For some, it offers the opportunity to give something back to the community, or make a difference to the people around them. For others, it provides the chance to develop new skills, or build on existing experience and knowledge. Regardless of the motivation, what unites volunteers is that they find it both challenging and rewarding.

Volunteering Matters delivers a programme of team volunteering opportunities for up to 400 employees. In the last year, we have improved our employee engagement and supported our people to connect with our communities.



Making a positive contribution

Engaging, listening and learning from our stakeholders

Why we engage

We are committed to listening to and connecting with our customers and stakeholders. Engaging with our communities helps us to understand what they want and expect from us, what matters to them, what services they require, and how we can provide those services in the most effective way.

Over the last 18 months we have been actively engaging with our customers and stakeholders to understand their needs, priorities and expectations of us. We've spoken to over 20,000 customers across all of our operational regions using over 50 different engagement techniques. We've combined this with over 1 million data points that we have gathered over the last 3 years either receiving services from us or being impacted in some way by our work. This has provided us with rich and incredibly insightful information that we are using to focus our business plan for RIIO-2 (April 2021 to March 2026), especially when determining the customer commitments that we intend to make.

Our customers, communities and other stakeholders have told us:

- Safety and reliability are critical, but givens.
- Disruption is the single biggest customer issue.
- We have a role to play in improving the environment and reducing emissions.
- We must not just focus on today, but on future generations.
- We must provide additional services to those who need them most.

In response we are taking the lead on several collaborative cross-industry groups including chairing the industry-wide Safeguarding Customers Working Group. This plays a key role in providing better services to all customers, but especially customers in vulnerable situations. By linking with existing services to help those in need, such as the Local Authority Referral Schemes.



The Local Authority Referral Schemes are based on well-established partnerships within a local council or the local authorities where customers can be put in contact with organisations such as Age UK, the Fire Service, the British Red Cross, and many more.

We are also establishing expert partnerships to effectively promote the Priority Services Register ('PSR'); and raise awareness of the risks and dangers of carbon monoxide poisoning.

Stakeholder feedback has also told us we lack a regional voice so through 2018/19 regional stakeholder managers have been building greater opportunities for engagement across our networks, so we can better respond to the diverse needs of our communities. We now routinely engage with regulators, Government Departments, Regional Mayors, peer companies, and trade associations.

Engagement is central to the role we play in providing the Government and strategic partners with evidence as decisions about our future energy system are made. We are already carrying out large scale trials to demonstrate that the gas network can support the transition to a low carbon future.

Further engagement with our stakeholders highlighted the need for evidence to support the decarbonisation of heavy industry and transport, leading to our HyNet project.

In June 2018 our Customer Engagement Group was established ('CEG'). The CEG was initiated by Ofgem to bring together independent members from a variety of backgrounds to provide examination and challenge to us and our plans to improve now and the RIIO-2 period. To date the 13 members of our CEG have covered topics including our overall stakeholder engagement approach, the future role of gas and the role we play, finance, investments and vulnerability.



Making a positive contribution

Our performance

We have maintained our focus on keeping our networks safe, but if things go wrong we need to ensure we are listening and responding to our customers' needs.

What we do

Our **connections** work is not only limited to customers with a new gas supply or demand requirements. It also includes alterations to existing connections; for instance, when a customer is undertaking renovation work, or no longer requires their gas supply.

With our **planned works programme**, we are upgrading metallic sections of the gas network with longer-lasting plastic pipe. Our primary objective is to enhance the safety and sustainability of the network, with the added benefit of reduced impact on our environment due to fewer gas escapes.

While our planned works programme is reducing the number of gas escapes from our network, we still respond to nearly 400,000 escapes every year, with circa 80% of these being internal and not a result of our assets failing.

Our **emergency response service** includes receiving emergency calls from the public, providing safety advice over the telephone on behalf of the gas industry in the UK, and where an incident involves our networks, attending the site of the escape or other gas emergency to resolve the situation as quickly as possible and with the least disruption to the customer.

Responding to major incidents

Our customers expect a reliable 'on demand' gas supply. We keep the energy flowing 99.996% per cent of the time. But occasionally, and often because a third party has damaged our pipes, we lose gas to a significant area. We had three big such incidents in 2018/19 – with more than 1,000 customers 'off gas' in each case, including Deanshanger in July 2018.

We have learned from previous incidents and acted on stakeholder feedback to improve our communications with customers and stakeholders when these occur.

In addition to continuing to create incident specific pages on our website, we are the first gas distribution network to create individual Facebook pages dedicated to supporting communications with impacted customers.

We used these to post real-time updates, answer incoming questions and gather customer data to support restoring gas as quickly and safely as possible.

We have been utilising social media more in the latest incidents in the East of England and have found this to be an excellent way to communicate with affected residents. It has assisted us to reach out to the community, not only from our own Facebook incident pages but by linking in to local pages co-ordinated by residents. We can reach people when they are away from their homes and it has assisted us with speeding up the process of isolating and restoring the gas supplies at properties.

We work hard to keep in touch and support those who may not have access to online services.

In January 2019 in Wilstead, Bedfordshire, we used a digital information sign at the main entry point into the village, and we have made more use of our ability to send SMS messages. This contributed to us getting a customer satisfaction score of 9.45 out of 10.



Case study:

Looking after our customers: Deanshanger

In July 2018 when more than a thousand families in a rural village faced being off gas for three days after a third party incident that caused a major leak, you might have excused them a grumble or two.

But more than 60 of our engineers made such an incredible impression on the small community, as they worked to get everyone reconnected, the locals were sad to see them go. With so many customers without gas, our teams used all means of communication to keep affected customers informed and particularly meeting the needs of those customers in vulnerable situations.

The major outage, which affected 1,500 homes in the Northamptonshire village of Deanshanger, forged a bond between our team and their customers. Mrs Hance, a local resident, said: "We had some compensation but Cadent were so efficient, I am donating mine to Newlife charity for children with disabilities. It's nice that something wonderful came out of something that was not too much inconvenience."

Our Facebook page and dedicated customer centre helped us manage the incident, which saw almost all properties back on gas inside 72 hours, thanks to our engineers from across all our networks.



75%
Same day closure rate

Dealing with complaints

We have seen a step change in our handling of complaints, improving the percentage of complaints we resolve on the same day from around 25-30% to 70% in an 18 month period. We are now achieving a 75% same day closure rate. This demonstrates the progress we have made to be far more responsive to our customers. We have moved accountability to a local level to make sure our customer specialists are closer to our communities and we can handle complaints more effectively.

We have implemented new technologies to analyse the information we get from customers to provide invaluable insights that can help us shape a better experience for our customers.

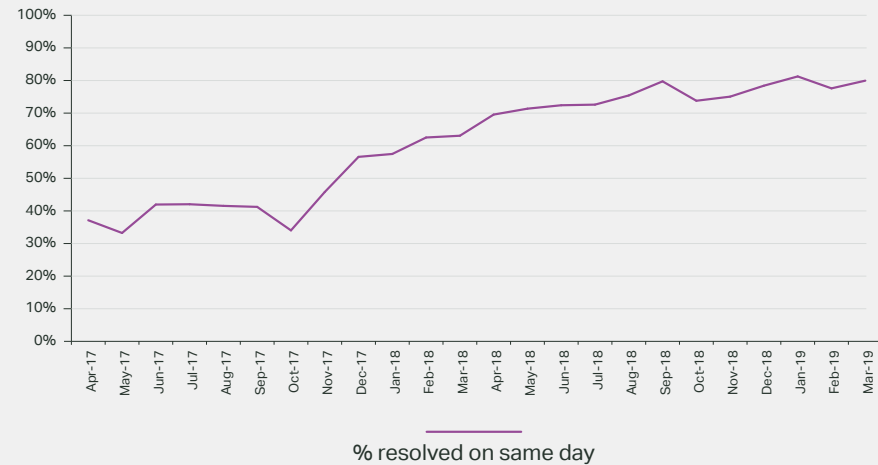
Within our customer contact centre, for example, technology is helping us capture expressions of dissatisfaction to help us continuously improve our interactions with customers.

We are now generating far more insights through the introduction of real-time feedback SMS, targeted social media campaigns, and artificial intelligence and machine learning technology to analyse calls.

These initiatives allow us to identify any problems our customers experience throughout their journey, which in turn allows us to target actions to improve our processes and develop services tailored to our different customer groups.

Our customer liaison officers get to the heart of how our customers feel, and engage the right people, in the right order, to resolve issues swiftly and fairly. They play a proactive role in preventing dissatisfaction, by providing support during an incident, building relationships with landlords, and managing agents in high-rise buildings, to name but a few of their activities.

Same day closure of complaints performance



Making a positive contribution

Safeguarding our customers and communities

It is essential that we deal with the needs and expectations of customers as individuals and recognise that no two customers are the same.

While undertaking our works we may come across circumstances where our customers are in vulnerable situations. In these situations we take the time to provide additional services to keep our customers safe and warm in their homes.

We are improving our understanding of vulnerability to target our support in the right way. We have engaged with our Stakeholder Advisory Panel and key external organisations, such as Citizens Advice, to develop the following definition:

Vulnerability describes a situation, be it transient or permanent, that can impact a customer at some point during their life. Vulnerability can arise through changes that happen both inside and outside the energy industry.

Those customers who find themselves in a vulnerable situation are more affected by our action or inaction than other customers.

Vulnerability can arise in many different situations and we are supporting our staff to recognise these situations and respond in the right way. We have worked with our stakeholders to develop a strategy that enhances our core capabilities and supports our customers. This strategy focuses on three distinct but parallel areas:

- Raising awareness of, and preventing, carbon monoxide poisoning;
- Providing tailored services to address and tackle customer vulnerability; and
- Providing subsidised connections to the gas grid for eligible households to help tackle fuel poverty.



Raising awareness of carbon monoxide poisoning

We have made significant progress in raising the public's awareness of carbon monoxide poisoning, by focusing on the groups of our customers most at risk. Our RIIO-2 Business Plan looks to build on this success. We are increasing the scale of our activity and investigating how we can prevent the underlying causes of carbon monoxide poisoning, developing support systems to ensure appliances are serviced and problems identified sooner.

We have delivered specific carbon monoxide awareness training to our people, providing them with the tools, techniques and confidence to intervene and advise if they come across instances of carbon monoxide risk as they meet customers. In 2018/19 we:

- Issued safety advice to 294,990 customers, warning them of the dangers and signs of carbon monoxide, and advising them of the steps required to keep safe.
- Supplied 24,162 carbon monoxide alarms to customers at elevated risk.
- Increased the number of formal partnerships with fire and rescue services from 6 to 19 and provided awareness of the risks and symptoms of carbon monoxide poisoning.

24,162

Carbon monoxide alarms supplied to customers at elevated risk.

Identifying customers in vulnerable situations

Over the past 12 months we have continued to improve our safeguarding activities and have worked across the industry to improve the Priority Services Register (PSR), which is used to identify customers in vulnerable situations and ensure that they get the best possible service in the event of a gas emergency.

This service is operated by all the GDNs, and customers can find out more about the PSR through our website if they are disabled, living with dementia, a carer, have a chronic or serious disease, or have children under five. We have carried out campaigns in our communities to raise the profile of the PSR; our most recent campaign drove a very significant increase in visits to the website and increased the number of new registrations in 2018/19 to 5,106, an increase of 20% from the previous year.

We have established a cross industry group to develop a common set of 'needs codes', which can be used to develop the right services for customers. We've been trialling and developing schemes where we can refer a customer to further sources of support, such as our partnership with National Energy Action.

We developed a new Incident App, which provides a real time link between frontline colleagues and our customer support team. These are vital step-changes, as they minimise the amount of times customers in vulnerable situations need to engage with us, while still delivering the best possible service for them.

Working with the Alzheimer's Society and others, we also supply and fit locking appliance valves free of charge to people in vulnerable situations, enabling their carers

to temporarily lock their appliance in the 'off' position to reduce the risk of it being used unsafely. In 2018/19, we fitted 442 of these, a 30% increase on the previous year.

Tackling fuel poverty

In the first five years of RII0-1, we have connected over 28,131 properties under the Fuel Poor Network Extension Scheme. In addition, we created a Community Interest Company called Affordable Warmth Solutions, which ensures that heating and other energy efficiency measures are installed alongside fuel poor customers' gas connections, and helps them access funding. This approach has been developed with input from National Energy Action and government fuel poverty policy committees. Through 2018/19 £7.1 million was invested in fuel poor connections, benefiting 4,608 households.

Enabling access for all

It is vital that all our customers have equal and easy access to all of our products and services. We aim to embed a culture of addressing vulnerability in all of our business services and ensure none of our customers get left behind. We now have 63 different offerings that can be made to customers in vulnerable situations, ensuring that responses are tailored to the needs of the individuals from directly addressing fuel poverty in partnership with Affordable Warmth Solutions, advice on energy efficiency, tailored support working with Age UK or Maggie's, a cancer charity, to better support those affected by the disease.

Our relaunched website went live early in 2019 offering easier ways to contact us and get information, which can now be read, or heard, in more than 100 languages. We have also developed sign language videos showing what to do if you smell gas, lose power or want to join the PSR.



Case study:

Educating young people about carbon monoxide: Safety Seymour

Our Safety Seymour campaign is aimed at raising awareness of carbon monoxide among school children aged 6-8 years.

Safety Seymour comprises a series of fun, engaging and accessible classroom sessions for children, led by trained art workers, including those whose first language may not be English. At the end of the session, children take home a carbon monoxide alarm, an information pack, and a treasure hunt to identify the signs of carbon monoxide with their family and friends.

We use data on carbon monoxide hotspots to identify our target schools. Over the last four years, we have reached around 9,000 school children and their families. In 2018/19 we ran 151 classes across our networks. This initiative has now been adopted by all the gas distribution networks ('GDNs').

In 2018/19 we partnered with Northern Gas Networks and linked up with Fun Kids Radio and to launch a multi media campaign. Content included on-air broadcasts, podcasts, video and competitions. This reached an audience of 384,000 listeners through 60 broadcasts. The podcast was downloaded 3,260 times and social media posts drove 6,912 views of a webpage with educational carbon monoxide content. A second campaign will launch later in 2019.

Establishing partnerships

There may be situations where we do not have the required skills or expertise to help our customers directly. However, we can still play our part by establishing partnerships and working with third parties to deliver the required customer outcomes. We issued partnership booklets to 8,100 partner organisations in 2018/19 including 6,500 GP surgeries.

Making a positive contribution

Creating a place where our people can thrive

With a dedicated workforce of over 4,000 people, we are focused on recruiting the right people, supporting them to share our values, and helping them develop. We know that we will drive performance by creating an inclusive and motivated workforce, where everyone's contribution is valued.



Delivering our commitments

Our people are essential to delivering our services and improvements. We need the right balance of skills to ensure our operational performance is future proofed. Since becoming a standalone gas distribution business, through the Board and Executive Committee, we have continued to invest and approve strategies to engage, develop and grow our people, including the:

- Maintenance of Competence Board;
- Leadership & Capabilities Strategy;
- Employee Opinion Surveys;
- New Talent Strategy; and
- Education & Skills Strategy (our schools outreach programme).

Collectively these help the business attract and develop talent and deliver all the training, skills and professional capabilities that we need. Our aspiration is to be recognised as a great place to grow, for our people and those who want to join us.

Building for the future

Identifying, recruiting and retaining the skilled workforce we need to deliver our vision is crucial. This means we need to develop a pipeline of talent: supporting science, technology, engineering and mathematics ('STEM') skills in schools; making sure our organisation and values resonate across our communities; and supporting our people with training and development.

Our Education & Skills Strategy focuses on STEM enrichment, careers inspiration, and work experience. By building relationships with a number of schools in our recruitment hotspots, we provide opportunities for our people to volunteer as mentors across a range of subjects and age groups.

We are collaborating with energy and utility organisations to promote engineering as an interesting, exciting and valuable career proposition. As a member of the Energy & Utility Skills CEO Skills Partnership, we have led the sector's Apprentice and Technical Education Advisory Group.

We support the new 'Talent Source Network' programme, which focuses on the engagement, attraction and awareness of key target audiences, including:

- Women;
- Black, Asian and minority ethnic ('BAME');
- Service Leavers;
- Parents;
- Unemployed; and
- Not in Education, Employment or Training ('NEETS').

We have created peer-to-peer networks to further support our people's development.

Attracting in new talent

As we look forward to supporting the transition to a low carbon energy future it is vital that we build the capability to deal with a changing climate, to innovate and embed new technologies. We continue to bring in new talent with apprenticeships, graduate schemes and our Engineering Training Programme. We recruit around 50 apprentices each year. This year, the first cohort completed the new 'Gas Network Craftsperson' apprenticeship standard. We also recruited nine graduates onto our Graduate Development Programme and five onto our Engineering Training Programme to help improve and sustain our talent pipeline.

We won the Number 1 Apprentice Employer in the Job Crowd Top 50 Companies, and 20th place in the Top 100 Graduate Employers across all sectors. In Energy and Utilities, we were named best Apprentice Employer.

Taking positive steps for gender pay

In April 2019 we published our second gender pay gap report, which outlines our continued work to close the gender pay gap and highlights some additional key areas of future focus.

Our mean pay gap is 12.5% and whilst we recognise this has increased from last year, we are working hard within our business and across our industry to help change what has traditionally been a male dominated sector. We are taking positive steps forward, but this level of change takes time as we work within our communities to inspire and attract a diverse range of talent.

We support the development of our employees, with initiatives such as the Spring Forward programme, designed to coach, train and support women in the workplace.

- We support flexible working opportunities and provide tools to allow remote working where feasible;
- We require assurance across our processes to ensure consistent and fair approaches are taken, such as performance and pay reviews; and
- We have an Inclusion and Diversity Conscience Group to ensure this remains a key focus for our business.



Addressing Diversity & Inclusion

Our current workforce demographic shows imbalance in some areas, for example female representation at Board and senior leadership levels are 18% and 15% respectively. This is partially symptomatic of our industry, where 83% of the energy and utility sector's workforce are male.

However, we are seeking to redress that imbalance and achieve greater diversity. It is our policy that people with disabilities are treated fairly in relation to job applications and opportunities for training, career development and promotion. When employees are unable to continue working in their current role due to disability, every effort is taken to make reasonable adjustments, provide suitable training and identify alternative roles, if required.

It is our ongoing intention to represent the diversity of our customers through fair and equitable recruitment processes to build a workforce that truly represents the communities in which we serve. To drive change and work collaboratively to attract, recruit and retain a more diverse talent to the sector, we have signed up to EqualEngineers and the Energy and Utility Skills Sector Inclusion Commitment along with 32 other leading employers. Furthermore, we are part of the Talent Source Network, offer the Springboard development programme for female employees and run the EmployAbility programme with great success.

Case study:

Changing lives for the better: EmployAbility

We sponsor the 'EmployAbility – Let's Work Together' supported internship scheme to build confidence, develop skills, raise aspirations and provide a step on the career ladder for students with special educational needs and disabilities ('SEND').

Students from our partner SEND schools join Cadent for a year to complete three work placements, while studying for a BTEC in work skills. During that time, they are supported by Job Coaches employed by our partner schools and funded by the Department for Work and Pensions.

The programme has enjoyed long-term success rates, with 73% of interns achieving paid employment, against the national average for this group of just 6%. Other interns have gone on to further education in mainstream colleges to pursue particular careers; and we were recently awarded 'Most Supportive Employer' by the National Autistic Society.

Our experience shows that supported internships can be life-changing for interns and provide a valuable talent pool for our business.

Making a positive contribution

Driving performance

We believe in supporting our people with training and development, to ensure their safety, and help them to thrive within their chosen career.

We established an Organisation Development team when we separated from National Grid in 2016, comprising 40 employees – a mix of existing, experienced technical trainers and new professionals in leadership, new talent and planning.

During 2018/19 we delivered 23,400 training days, with 93% of these focused on safety and technical skills. The proportion of on site training, rather than bringing colleagues to our training centres, rose from 17% last year to 33% in 2018/19. We have modified training approaches, in conjunction with on-site inspections and technical updates, to assure the competence of our staff.

We are moving increasingly towards digital e-learning solutions; providing many more options for our people to shape their personal learning journeys; when, where and how they need it and to support them at the point of transition to a new role or level.

Our new IT platforms are creating new opportunities to improve our ways of working, collaborate more and learn via social cohorts. We are making strong progress in building our core capabilities curriculum in areas of commerciality, change and customer and added a rich range of e-learning from the Institute of Contract and Commercial Management to support people.

Our two main dedicated training centres at Hitchin & Hollinwood are now supported by satellite centres at Windsor Street and Slough which came on line this year to improve local delivery and operational productivity. We plan to expand our specialist 'Gas Pressure Control' training facility at Windsor Street to incorporate Pipelines, Electrical and Instrumentation training, with a view to being self sufficient by March 2020.



Case study:

Celebrating success

Our new recognition scheme, Cadent Congratulates, was launched in October 2018. The scheme is designed to make it really easy to say 'thank you' to our colleagues creating a social culture that recognises each other via peer to peer recognition. Our people use a Social Wall to post their 'thank you' messages; this is a great way of sharing the fantastic work across our business. Since the launch around 600 recognitions have been posted on the wall.

In addition to the Social Wall, colleagues can nominate each other for a monthly Value Award. Recognition is strongly linked to our values and we select up to five nominations per value per month. Nominations are considered by a Recognition panel with representatives from across our business to ensure a consistent approach. Only the best nominations that

have exemplified our values will be awarded. Successful nominations receive financial award and also a pin badge. To date, 134 nominations have been received with 41 awards being made.

Each quarter we award a CEO Spotlight Award. These recipients are selected as the very best and demonstrate either outstanding work or behaviours that showcase our values. Winners receive financial recognition and a CEO Spotlight Award trophy.

Celebrating success is really important to us and receiving recognition from the wider community is highly valued. We celebrate individual stories and share the great work and behaviours reinforcing what success looks like.



Behaving in a sustainable way for the good of future generations is second nature for Cadent's people in their day-to-day lives."

Ian Glover
Environment Manager

Case study:

Working together for impact: Graduate Sustainability Challenge

This was the overarching objective of our first ever Cadent Sustainability Challenge, created by 12 individuals from the 2017 graduate cohort.

With members spread across different locations, the success of the project depended on good co-ordination, flexible working and teamwork. The team had to engage at all levels of the organisation – including the Executive level – build a great story, and a strong message for people to engage with, to gain the traction the project required.

312 people volunteered to take part in the four-week challenge to talk about travel, energy, waste and water. As a result of the project, those involved made changes to their daily lives that:

- saved £4,000 for individual participants and Cadent;
- saved 11,080 kilogrammes of CO₂;
- saved 280,000 litres of water; and
- diverted ¼ tonne of waste from landfill.

This proves the value of many people doing small things as a result of minor changes to daily routines, and got people at all levels of the organisation talking about the environment and our impact on it.

Case study:

Becoming dementia friendly: the Alzheimer's Society



Our people chose the Alzheimer's Society as our corporate charity in 2017, agreeing a two-year partnership with an initial target of raising £100,000, and increasing the profile of dementia within the organisation.

Since then, our employees have raised funds by jumping out of aeroplanes, climbing Snowdon, playing football, and cycling 100 kilometres through London at night, among many other activities. Our fundraising target was reached six months early and has already exceeded £115,000 and we have separately donated £10,000 to the national helpline.

Over 3,200 of our people have completed a Dementia Awareness course, including the majority of our First Call Operatives, our customer contact centre teams, and the Executive Committee; while 2,200 staff have been trained as Dementia Friends.

Our overall efforts support both the Prime Minister's challenge on dementia and the Alzheimer's Society's 'New Deal on Dementia'. We've now committed to work with and support the Alzheimer's Society until June 2020 and an important part of this pledge is to become a 'Dementia Friendly Utility'. By taking simple and practical steps as an industry, we can reduce or eliminate the barriers faced by customers affected by dementia when interacting with their utility providers.

Making a positive contribution

Supporting the health and wellbeing of our people

Health and wellbeing is integral to the success of our business.

We are building a culture of personal ownership by employees for their health and wellbeing with business support, increasingly focused on early, proactive engagement and targeting risks. Our vision is to embed a culture and offer supportive programmes that have a positive impact on the health and wellbeing of all our people.

We have focus areas that correspond to our main health and wellbeing risks along with promotion of healthy lifestyle choices and support services open to all our people.

1 Managing vibration exposure

Our greatest work related health risk remains vibration exposure and the potential for long-term impacts on health through Hand-Arm Vibration Syndrome ('HAVS').

We currently have 139 injured employees with 4 new cases confirmed in 2018. We have worked to embed consistency in our approach to supporting anyone with a vibration related injury. Our ambition is to eliminate all new cases of HAVS in our workforce.

We are building a targeted, three pronged programme to help reach our ambition. Firstly, improving training and awareness for all of our people who may use vibrating equipment and initiating better monitoring of any exposure, particularly through trialling and deploying new, wearable technology. This step will enable our people to better manage their own exposure, within accepted limits, to eliminate HAVS risk. Secondly we are reviewing all equipment used and through an analysis of their vibrations putting procedures in place to procure progressively lower and eventually eliminating vibration equipment.

2 Management of musculoskeletal injuries

Musculoskeletal injuries are the primary reason for our employees to be absent from work and be referred to our occupational health provider.

This affects the day to day lives of our employees and adversely impacts their ability to work productively; we believe many employees may be working below their optimum whilst coping with these types of injuries at work.

Proven techniques of raising awareness and training, particularly for lifting and handling, and work to better control risks across all activities are fundamental to our controls. However, to help drive a real reduction in such injuries we are working with our occupational health provider to embed early interventions and support to our people to help minimise the severity of injuries and accelerate recovery. A particular success for us has been provision of a self-referral system to access physiotherapy services, which are much more likely to be taken up earlier than waiting until medical attention is required.

3 Management of mental health conditions

Mental health conditions are the second highest reason for our employees to be absent from work across all employment sectors.

For a variety of reasons, it is also one of the most challenging to identify and provide effective support to employees. However, against this background we are committed to a step change in awareness, culture and provision of support to employees and managers to help manage this growing health issue.

We have established an Executive led group to drive improvements in the way we handle cases of poor mental health in the business. We have piloted Employee Mental Health Awareness training modules which will now be rolled out more widely alongside Mental Health First Aid Risk Assessment tools and training. We recognise that to deliver our step change we need expert support. That is why we are working with the national mental health charity MIND to benchmark our level of provision and build a year on year action plan to progress, reaching Bronze and progressing to Gold against this externally recognised benchmark within two years.

Engaging on wellbeing

We will embed our wellbeing engagement platform – Cadent BeWell – and use this to promote the comprehensive range of support services, tracking its use at a Business Unit level so Wellbeing Leads can identify areas to focus on.

We are working with our health care provider to develop innovative ways to encourage employees to register on our BeWell service to evaluate their wellbeing and set personal targets to improve their health during 2019/20.

