

# Customer Experience Strategy 2025



## Contents

1. Customer Experience Strategy Overview.....	3
2. Ambition and Approach .....	5
3. Objective and commitments .....	6
4. Key components .....	7
5. Day to day actions.....	9
6. Strategic alignment .....	12
7. Delivery and governance .....	14

# 1. Customer Experience Strategy Overview

## 1.1 What is our Customer Experience Strategy?

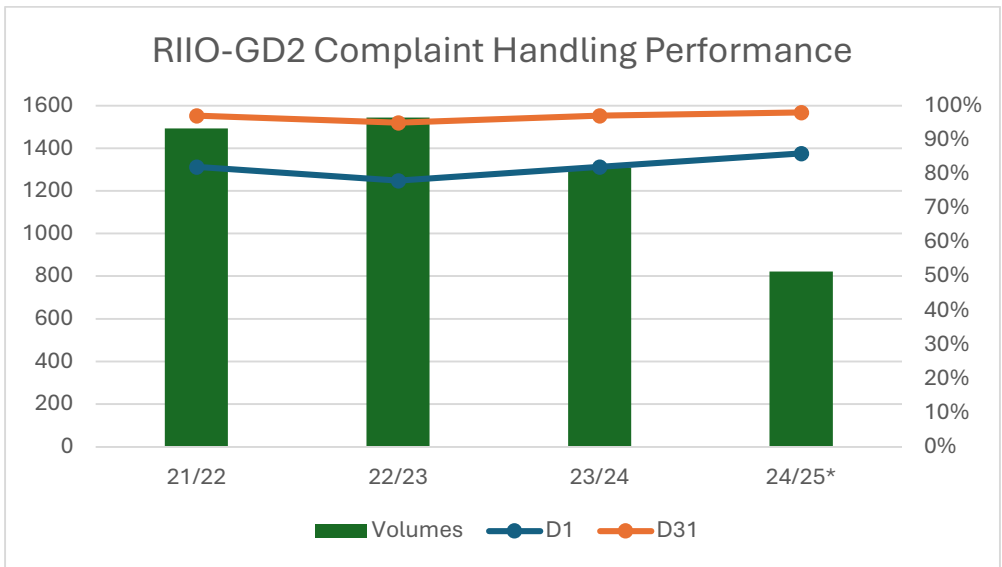
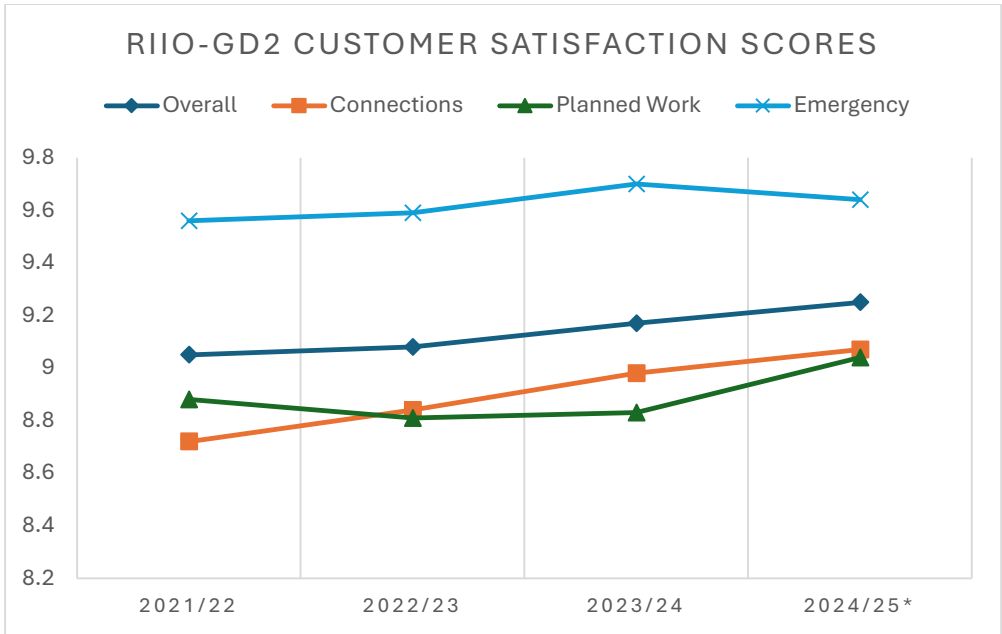
Our Customer Experience Strategy outlines our goals at Wales & West Utilities (WWU) for providing excellent service to our customers and communities, along with the steps we will take to achieve them. We focus on setting high standards of care for both households and businesses. To support these goals, our strategy is backed by a range of initiatives and processes designed to meet our aims and objectives, to ensure our success and improve overall service quality.

## 1.2 Why is it important?

It is essential as it reflects our core company ambition, priorities and values (APV's), by highlighting our commitment and responsibility to provide the best care for all our customers. It supports our customer-focused approach that is embraced by our entire team - from colleagues that work in our office bases to engineers that work offsite in our communities through to the partners we collaborate with to deliver additional support to customers.

## 1.3 Our proven track record

The below graphs show our continued improvement across customer satisfaction and complaint handling through RIIO-GD2 so far, which spans 2021 to 2026.



\*2024/25 is current regulatory year performance up to December 2024, ending March 2025

## 2. Ambition and Approach

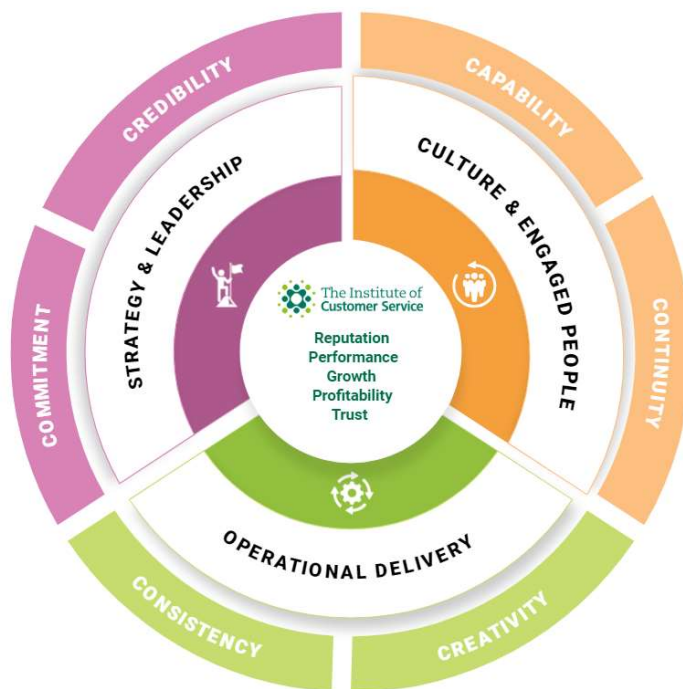
Our ambition forms the foundation of all Customer Service-related activities, helping to define our approach.

***“Our ambition is to deliver outstanding service to all our customers and communities by always putting our customers first and striving for continual improvement. We know that people can’t chose their gas network, but if they could, we’d want them to choose us.”***

To deliver exceptional service, it’s essential that we understand our customers’ wants and needs. To ensure we meet these expectations, we have engaged with key stakeholders, including our colleagues, customers, and communities.

We have adopted the Institute of Customer Service ‘Service Experience Model’ which helps us drive, transform and future-proof our customer experience.

### The Service Experience Model



### 3. Objective and commitments

Our **objective** is to achieve a satisfaction score of over 9/10 in the Energy Consumer Satisfaction surveys led by Ofgem, across all three regulated services and to retain our service accreditation.

Our **commitments** are:

1. To make sure all our colleagues have the skills, knowledge and systems to provide outstanding service to customers within our communities
2. Build on our award-winning customer satisfaction reputation and retain the Institute of Customer Service (ICS) ServiceMark
3. Provide services that are fully inclusive and seek annual external review through the internationally recognised ISO 22458 Certification
4. Outperform all regulatory requirements that are set by Ofgem
5. Continuously measure and improve our service through analysis of key metrics using our insight system
6. Engage with stakeholders and customers to understand current and future customer needs and expectations and work together to evolve existing services.

These commitments will evolve each year to continue meeting customer needs and align with future requirements.

## 4. Key components

There are three key components that our high levels of customer service are built around. These are (i) **Strategy and Leadership**, (ii) **Culture and Engaged People**, and (iii) **Operational Delivery**. Each pillar of work plays a crucial role in ensuring that we consistently deliver and sustain exceptional customer service.

Together, they form a combination of tools, processes, behaviours, incentives, and capabilities that lay the foundation for effectively carrying out day-to-day operations and achieving our objectives.

### Strategy and Leadership



As customers' needs evolve, it is important our strategy evolves alongside to make sure we can continue to meet and exceed changing expectations. A strong commitment to the customer experience must be led from the top and embraced by all colleagues.

- **Commitment:** Delivering a high quality of service is one of our key goals, which is led by senior level ownership and measurement and embedded throughout our organisation.
- **Credibility:** Trust is crucial. To uphold our valued trust with our customers, we do the right thing across all our touchpoints - for customers, colleagues, stakeholders and our wider impact on society. This work is informed by our clear Environmental, Social and Governance (ESG) strategy.

### Culture and Engaged People



Having the right culture and engaged teams is essential so that our approach to customers reflects our in-house values. Through training, experience, and incentives, we support colleagues to build the values, skills and capabilities that together enable the delivery of an outstanding customer experience.

- **Capability:** Colleagues receive the appropriate training to build their capacity and enable them to contribute to our high levels of customer service.
- **Continuity:** Employee retention, reward and recognition strategies are designed to deliver continuity of support to colleagues and therefore underpin their ability to deliver high levels of customer service.



## Operational Delivery

Our technology and processes that support our colleagues in performing day-to-day activities are important aspects of being able to deliver for customers. Continuous improvement is driven by regular customer feedback.

- **Consistency:** Our processes and systems are designed from the customer's perspective and delivered to consistent standards across our business.
- **Creativity:** Continuous improvement and innovation are nurtured and embedded. We have built mechanisms for gathering insight to respond to changing customer needs and behaviours.



## 5. Day to day actions

To achieve our objective of high levels of customer satisfaction, we have identified the actions we need to take day-to-day. Our actions are grouped according to the three pillars of our approach that we discussed in section 4.

### 5.1 Strategy and Leadership

#### **Commitment**

Underpinning our commitment to a high-level of customer service, we will:

- Hold an Annual Customer Conference with colleagues across our business
- Carry out regular customer performance reviews at Director level led by our Business Performance Delivery Committee (BPDC)
- Uphold and review our core company APV's
- Measure and benchmark our performance against the Ofgem Consumer Satisfaction Survey and Institute of Customer Service (ICS) Surveys).

#### **Credibility**

To uphold the trust we have built with customers, we will:

- Undertake engagement through Customer Focus Groups, our Customer and Communities Steering Group, our Independent Stakeholder Group (ISG) and Citizens Panels
- Attend Business in the Community (BITC) Volunteering Days
- Gain insight by offering colleagues the opportunity to give unbiased, anonymous feedback through the Great Place to Work colleague survey
- Be consistent in our high quality of customer service to retain our valued ICS ServiceMark accreditation including a mid-term survey
- Be consistent in our support of vulnerable customers to uphold our valued ISO 22458 Consumer Vulnerability accreditation
- Submit applications to customer service awards.

### 5.2 Culture and engaged people

#### **Capability**

So that we build and maintain colleague capacity to deliver high levels of customer service, we will:

- Deliver Customer First Training to all operational colleagues
- Ensure all colleagues view our Customer Service video during their induction
- Build an Introduction to Customer Service into our corporate induction
- Deliver face to face training on priority customer offerings and guaranteed standards of performance awareness
- Create a shared area of our intranet to store information and documents including strategy and training materials for colleagues
- Achieve externally recognised qualifications around customer service
- Train colleagues in the FLM Coaching Model: Dealing with difficult situations and personal resilience
- Celebrate Priority Services Week with relevant events and initiatives
- Celebrate Customer Service Week with relevant events and initiatives
- Recruit for excellent service skills and behaviours through competency-based interviews.

### 5.3 Operational delivery

#### **Consistency**

To achieve consistently high levels of customer service, we will take the following actions:

- Deliver a dedicated complaints handling process
- Collaborate and share with other gas networks
- Evaluate feedback through surveys and reports for continual improvement
- Share best practice with other ICS member companies
- Contribute to ICS breakthrough research on customer service trends and predictions (current and future)
- Senior Managers to lead daily complaints conference calls
- Sub strategies to improve lowest scoring customer satisfaction (CSAT) areas of WWU
- Carry out complaints analysis to reduce complaint volumes
- Continual performance monitoring via our customer service dashboard.

#### **Creativity**

Thinking creatively can lead to innovative solutions and new perspectives, and to encourage this, we will:

- Develop innovative solutions to evolve processes and improve CSAT scores
- Build processes within our innovation team, to encourage new ideas for customer services initiatives
- Hold regular customer experience improvement meetings with Operational, Despatch and Reinstatement Teams
- Continually review our customer journey mapping to enhance our processes.

- Update our connections online portal
- Explore the potential and appropriate use of Artificial Intelligence (AI) to enhance our processes.

## 6. Strategic alignment

Our Customer Experience Strategy links directly with several of our other strategies and supports our overall APVs.

This document is complemented by our:

### **Vulnerability Strategy**

Focusing on identifying, protecting and supporting customers in vulnerable situations, providing fully inclusive services and making sure the right help reaches the right people. This includes our work with trusted organisations through our Vulnerability and Carbon Monoxide Allowance.

### **Stakeholder Engagement Strategy**

Our Stakeholder Engagement Strategy lies at the core of our business, defining how we effectively engage with a wide range of stakeholders to identify their views on strategic issues. It is composed of three elements:

- Our **objective** sets out our ambition for what we should achieve through our stakeholder engagement.
- Our guiding **principles** of inclusivity, transparency and continuous improvement define how we engage and complement our business values, highlighting our key strengths.
- Our engagement **approach** sets out the specific stages of our engagement cycle, and how we review our engagement efforts so we can continually improve.

### **People and Engagement Strategy**

We recognise that our people and their skills are fundamental to our business operations. As such, we are committed to creating an inclusive culture that supports development, focuses on colleague wellbeing and helps colleagues contribute to their full potential.

Our APVs inform everything we do as a business – from our strategic planning to colleague performance management and creating a working environment that supports all our colleagues to feel valued and supported.

#### Inclusive culture

We are focused on creating a culture inclusive of gender, race, sexuality, and disability, centred around our colleagues' skills and putting our values into practice.

We are committed to:

- Ensuring our culture is equitable and inclusive so that everyone feels safe, can be their whole self at work, and is treated with dignity and respect.
- Supporting effective and meaningful conversations about inclusion, equity, and diversity by improving awareness and training.
- Removing barriers to attract and retain a diverse workforce.
- Delivering an action plan which evolves and is based on the needs of our colleagues and our communities.

### Colleague wellbeing

Colleague wellbeing is central to our culture and people strategy.

We recognise that an effective wellbeing programme focused on creating a culture which centres around colleagues bringing their whole self to work, can deliver mutual benefits to colleagues, their families, organisations, and communities.

We are committed to providing resources, support, and frameworks for colleagues to help them be their best in work and at home by:

- Working together by listening, being more inclusive, and facilitating personal growth
- Improving health together by enabling healthy teams, environments, communities, and relationships at work.
- Supporting inclusivity together by providing an accessible colleague offering.

### Development

The active learning and development of all our people is a priority for us.

We are committed to delivering a workforce resilience strategy that maintains and evolves the skills of our colleagues, to meet our customer needs both now and in the future.

## 7. Delivery and governance

This describes the framework for ensuring that customer experience is managed effectively and strategically across the business. To achieve this, we commit to the following:

- Annual reviews of our delivery and governance framework are carried out by our Executive Team
- Our Customer and Communities steering group will regularly review initiatives, performance and outcomes to evolve our strategy
- Monthly performance reviews at Business performance committee meetings will be undertaken
- Our Independent Stakeholder Group will carry out regular reviews
- We comply with an independent ICS audit every three years with accreditation.