

## PR19 Customer Challenge Group

**Meeting number:** 11

**Meeting Date:** 4<sup>th</sup> July 2018

**Paper No:** 4

**Agenda No:** 7

**Title:** Customer satisfaction – responsibly delivered. Our responsible business strategy

**Author:** Jo Osborn

**Printing:** This document contains graphs and pictures and therefore would be best viewed in colour. If you need a printout please let Nikki know.

<b>What is this paper about:</b>	This outlines the development of our responsible business strategy as part of the engagement strategy. It details: <ul style="list-style-type: none"> <li>• the key inputs we have considered</li> <li>• how we have built the framework into our language</li> <li>• the responsible business outcomes</li> <li>• the responsible business measures</li> <li>• the next steps</li> </ul>
<b>What is the context of this paper:</b>	The CCG has been involved in our journey from the start and has supported our ambition to develop responsible business measures into our plan. This paper summarises the inputs into the strategy and outlines our responsible business outcomes and measures
<b>What is the relevance of this paper:</b>	This paper will support our evidence of ensuring our plan meets not only customers, but also wider society's needs for a sustainable future water for all
<b>Action needed from the CCG:</b>	We are seeking the CCGs views on the following: Which of the responsible business measures would you prioritise? Do you support our approach to keep this a living breathing strategy? Do you support our approach that the responsible business measures give us opportunity to innovate and push further in areas where we have less experience with a view to build on this for future? We would like your support of our proposal that we should continue with a continuous engagement programme with stakeholders and customers about societal impacts and be prepared to adapt as our plan develops

# Customer satisfaction – responsibly delivered

Our responsible business strategy

## Summary – a good start

We are on a journey but have made a good start

- We have inputs and insights from a range of activities – these help us to develop a better understanding of what is expected of us as a responsible business
- Mapping of current business activities shows we are already doing many things that will help us be seen to be a responsible business
- There is still work to be done on mapping current activities, incorporating insights from Brand Edge research, developing responsible business measures, linking this work to our risk management system, ensuring alignment of corporate governance returns and rewards with best practice
- Mapping has enabled us to connect responsible business activities to our existing strategy and set new outcomes and responsible measures
- New outcomes and responsible business measures give us the opportunity to innovate and push further in areas where we have less experience with a view to build on this for future
- The regulatory environment (encouraged by government) is moving towards greater focus on responsible business – our work can ensure we are prepared

# Summary – next steps

## Business Plan, progress and delivery

- Complete mapping and developing measures
- Incorporate responsible business activities into the business plan
- Rollout communication of the plan to employees and stakeholders/customers in Quarter 3 – use as opportunity to co-create the delivery plan together ready for 2020
- Responsible Business Steering Group to monitor progress and report on delivery

## Embedding

- Following Sensemaking recommendation we will develop capabilities within South East Water team around Integrated Reporting and the capitals approach to support future reporting and communication during the year – with intention to develop during Q3/4 ready to report for 18/19
- Living breathing strategy – needs to be agile to adapt to shocks and challenges, therefore we will embed the engagement we have done to develop this plan into our business as usual to ensure we continue to build on what we've achieved

# Request to CCG

## Your support:

- for our approach to keep this a living breathing strategy – we would keep you updated on our engagement and review yearly with you
- that our business plan has taken a holistic approach to ensure our ODIs with reward and penalty include the key measures raised around responsible business
- that we should continue with a continuous engagement programme with stakeholders and customers about societal impacts and be prepared to adapt as our plan develops

# Responsible business measures

## CCG initial thoughts:

- Is this the right approach?
- Is the balance right?
- Anything missing?
- Most important?

# Summary of responsible business measures

Everyone's future counts

- All issues to have a policy that has been reviewed with EFG by 2025 and programme of ongoing review agreed
- Number of volunteers on conversation projects
- Reduce landfill
- Annual refill campaign to promote tap water
- Resilient customer metric – number of people engaged with on catchment management
- Resilient customer metric – number of people engaged with on changing weather advice
- Support Water and Sewerage Company campaigns on flushables/Fat,oil,grease
- We measure our success of resilient customer engagement (see measures noted)
- Resilient customer – number of people engaged with on illegal connections and network protection (e.g. diesel spills)
- Resilient customer – number of people engaged with on “wrap up for winter”
- Resilient customer metric – number of people signed up to water supply alerts

# Summary of responsible business measures

<p>Every drop counts</p>	<ul style="list-style-type: none"><li>• Resilient customer metric – customers engaged with on reporting leaks</li><li>• Resilient customer metric – customers engaged with on plumbing care (leaks)</li><li>• We will increase water education activities with children to 10,000 by 2025</li><li>• Resilient customer metric – customers engaged with on water efficiency advice</li><li>• Prepare policy and measuring and reporting on water footprint for review 2020*</li></ul> <p>*Note: this was innovative idea developed at the stakeholder workshop. As its something very new to us we need to give it time to understand review, discuss further. But we wanted to include it as felt like a route we should be taking if we want to be leaders in sustainable use of water. It may expand to focus on supply chain and communities as well as company and customer water footprint</p>
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# Summary of responsible business measures

## Everyone counts

- Tracking perception of South East Water as a responsible business
- Resilient customer metric – number of people engaged (as total of all engagement activities)
- Resilient customer metric – number of people engaged with on financial support offerings
- Annual perceptions audit with stakeholders
- Number of stakeholders engaged with on vulnerable issues
- Resilient customer metric – number of people engaged with on non-financial support offerings
- Local authority engagement - respond to all planning applications - publish our response
- Improving trend on numbers attending open days, community events, exhibitions
- Develop a stakeholder engagement programme against four key issues that customers and stakeholders have raised: water efficiency, growth, farming (Catchment) and Water quality (emerging - such as fracking, plastics debate etc)
- Numbers engaged with in hydration campaigns
- All lead communication pipes mitigated or replaced once found and advice given to customers
- Resilient customer metric – number of people engaged with on plumbing protection
- H&S reporting to include our contractors as well as our own:
  - Number of reportable injuries
  - Lost Time Injury Frequency Rate,
  - Total Recordable Injury Frequency Rate
- Diversity measuring and reporting in place by 2020
- Aim for Gold IIP (or equivalent) by 2025
- % of employees taking part in employee survey
- % completed iReview

# Summary of responsible business measures

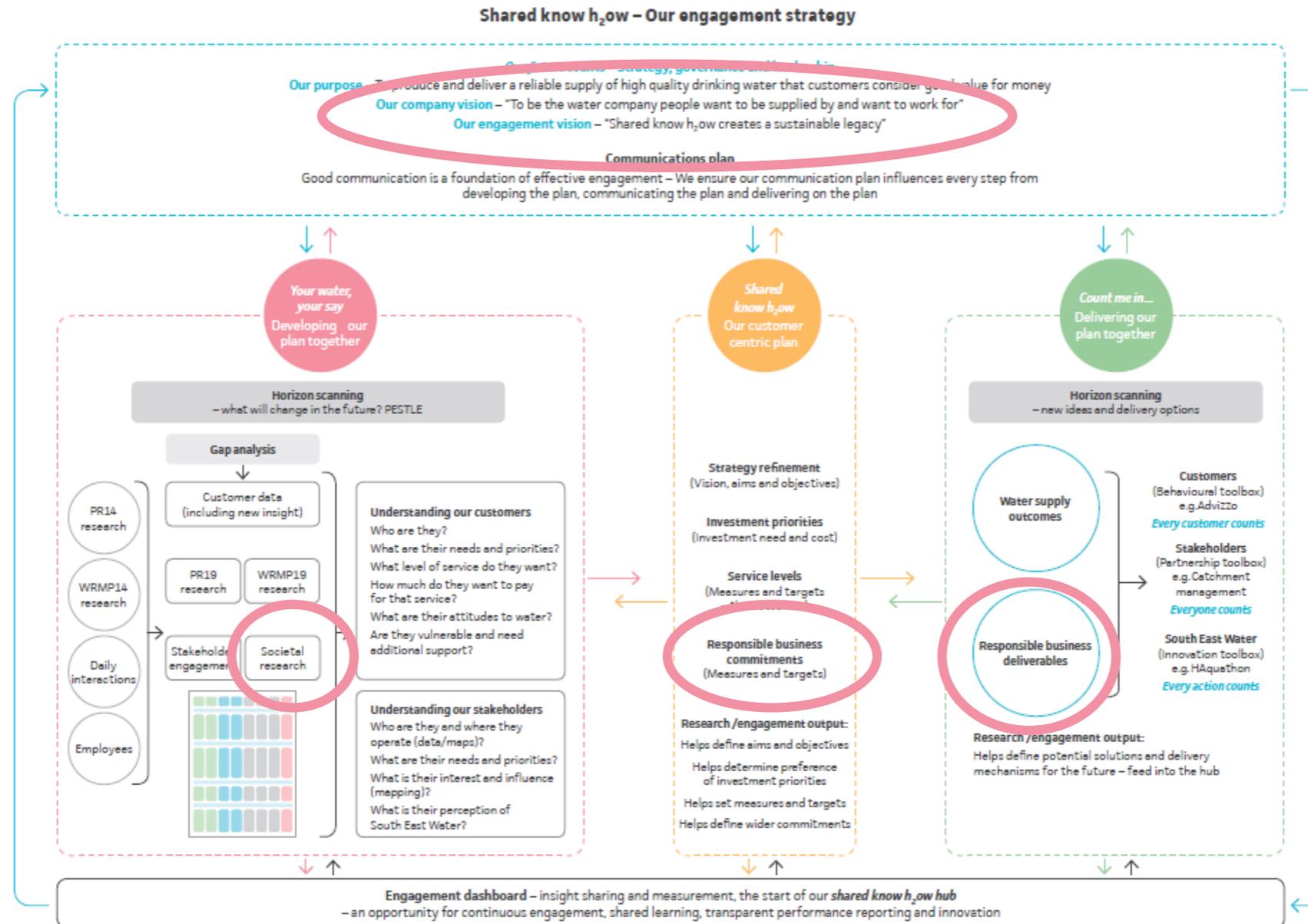
Behaviours count	TBC – need to review Brand Edge workshops
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Behaviours may include:

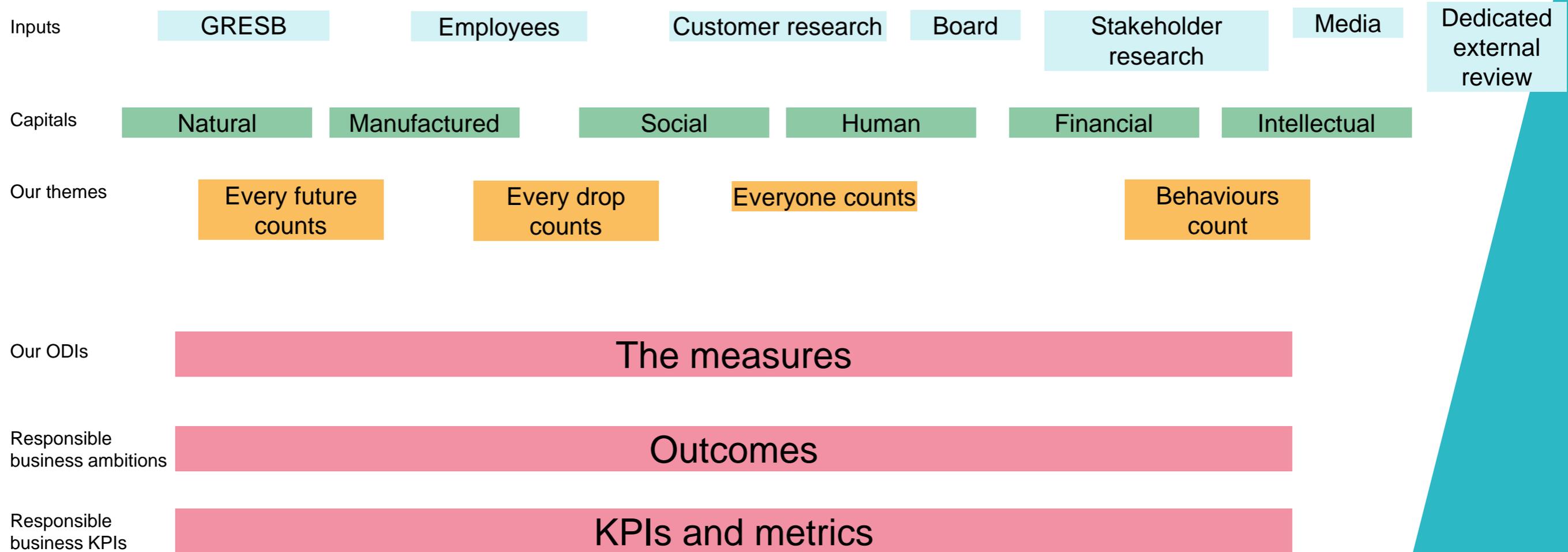
- ability of staff to explain how they contribute to responsible business and be able to tell compelling stories
- how remuneration and reward systems help to support long term thinking and decision making

# The detailed analysis and strategy

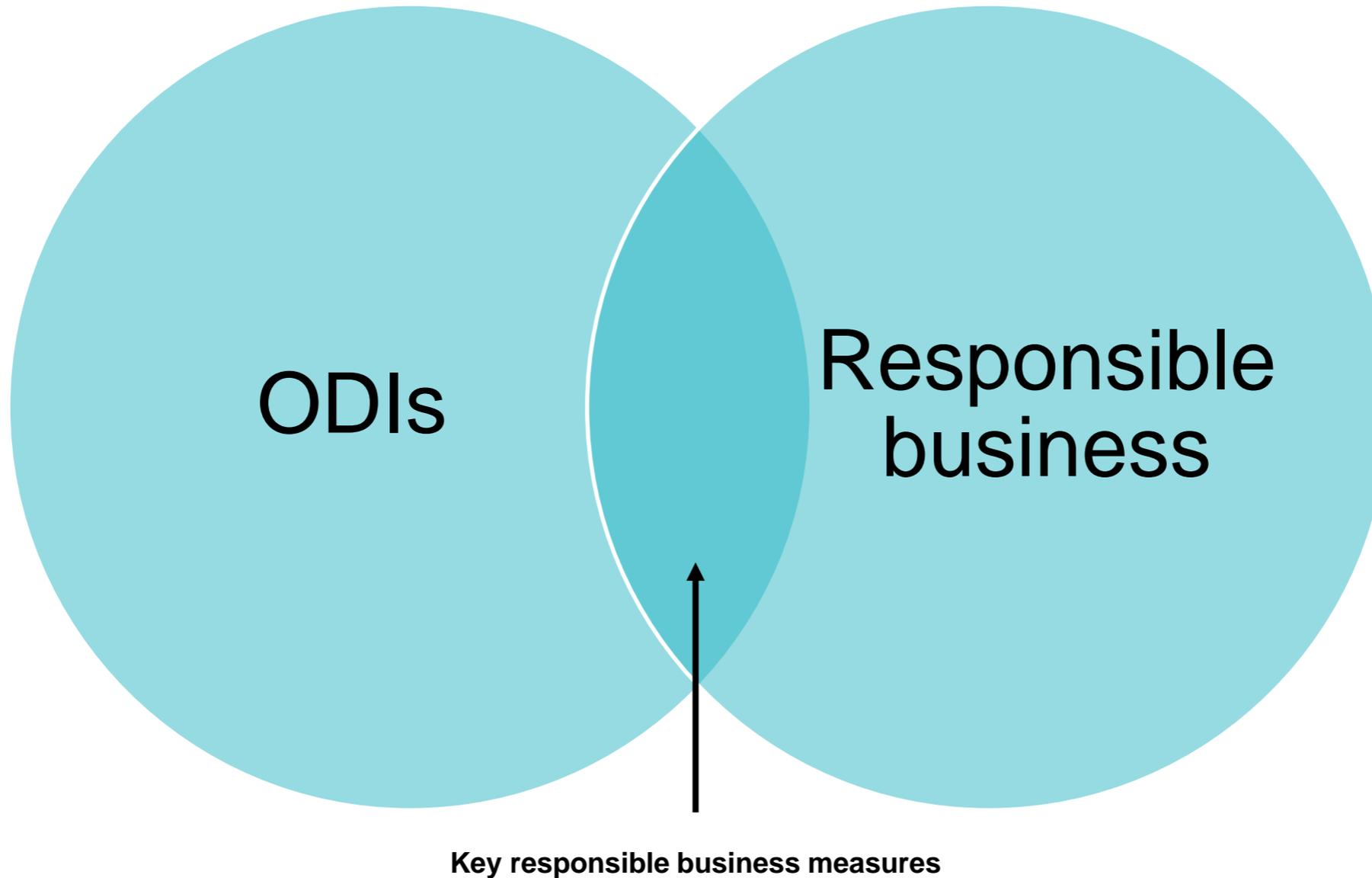
# How we are positioning responsible business within the business plan



# Our responsible business strategy – how we've developed our framework



“Customer satisfaction – responsibly delivered”



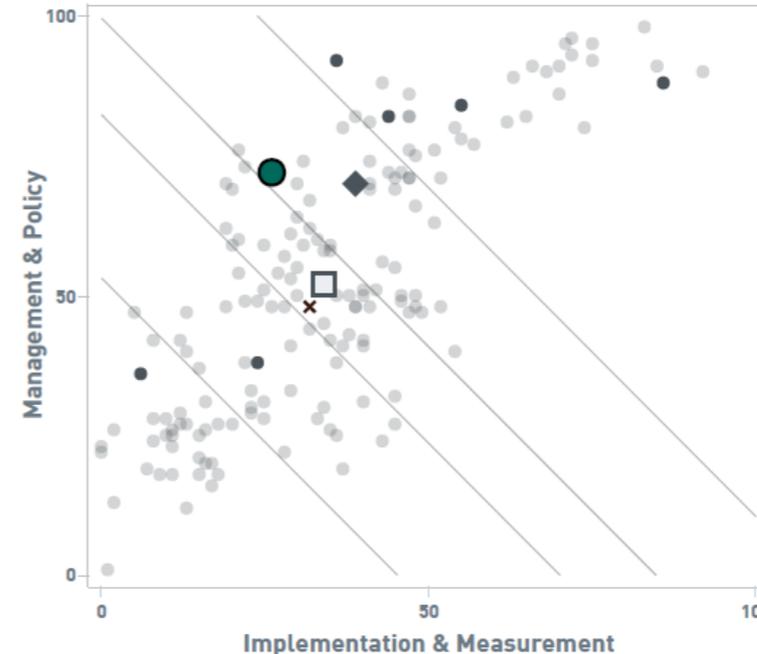
# Inputs

# Inputs - GRESB

- Global benchmarking for Infrastructure Funds and their assets/entities on ESG
- We have completed it again for 2018 but results not available until the autumn
- Infrastructure Entities are compared on measures that are considered material to that asset – list developed by GRESB Infrastructure Advisory Board
- Completing this has been useful as given us ideas of subjects to consider that we hadn't thought of ourselves
- We will continue to complete this and aim to become a five star company and maintain this



GRESB Model



# Inputs - GRESB materiality assessment

Environmental	
Issue	Sector-specific materiality
Air pollutants	Relevant
Biodiversity and habitat protection	Highly Relevant
Contamination	Relevant
Energy	Relevant
Greenhouse gas emissions	Relevant
Light pollution	Relevant
Materials sourcing & resource efficiency	Relevant
Noise	Relevant
Resilience (adaptation) to climate change	Relevant
Resilience to catastrophe/ disaster	Relevant
Waste	Relevant
Water pollution	Highly-relevant
Water use	Highly-relevant

Social	
Issue	Sector-specific materiality
Child labour	Relevant
Community development	Relevant
Customer satisfaction	Highly-relevant
Discrimination	Relevant
Employee engagement	Relevant
Forced or compulsory labor	Relevant
Freedom of association	Relevant
Gender and diversity	Relevant
Health and safety: community	Highly-relevant
Health and safety: customers	Highly-relevant
Health and safety: employees	Highly-relevant
Health and safety: supply chain	Highly-relevant
Labor standards and working conditions	Relevant
Social enterprise partnering	Relevant
Stakeholder relations	Highly-relevant

Governance	
Issue	Sector-specific materiality
Audit committee structure/ independence	Relevant
Board composition	Relevant
Bribery and corruption	Relevant
Compensation committee structure/ independence	Relevant
Data protection and privacy (incl. cyber security)	Relevant
Executive compensation	Relevant
Fiduciary duty	Relevant
Fraud	Relevant
Independence of Board chair	Relevant
Lobbying activities	Relevant
One share/one vote	Not Relevant
Political contributions	Relevant
Whistleblower protection	Relevant

# Inputs - Employee engagement

- There are a lot of areas they are positive:
  - ❖ 97% agree we care for the environment and community
  - ❖ 9/10 proud to work for South East Water
  - ❖ 95% agree health & safety is a high priority
- Areas they would like to see improve:
  - ❖ Training and learning opportunities
  - ❖ Career development opportunities
  - ❖ Recognition for achievements



# Inputs - Employee engagement

## Employee views from steering group workshop

Environment	Social	Governance
Stewardship of our environment assets	Vulnerable customer support	Confidence and trust
Monitor and evaluate catchments	Education (water use/STEM/public health/water quality)	Legitimacy
Improve catchments	Recreational services	Financial transparency
Reduction in carbon	Staff welfare	Sustainable returns
Reduction in wasteful water use	Charitable support	Shareholder aspiration
Deliver RSA investigations	Health promotion	
Implement sustainability reductions	Wide community impact of service (including failure)	
Long term water resource resilience	Partnering (including using universities)	
Future agricultural policy	Ethical and local employer	
Influence on planning policy and practice (e.g.house building)	Diversity	

Future customer engagement through innovative use of our work (e.g sites)

## Inputs - Customer research

Now

Enhance factors begin to show more interest in education and environment, resilience a key theme

Hygiene Factors are all covered by the ODIs – safe water, addressing leakage, security of supply, affordable bills (with help for those who need it)

Enhance

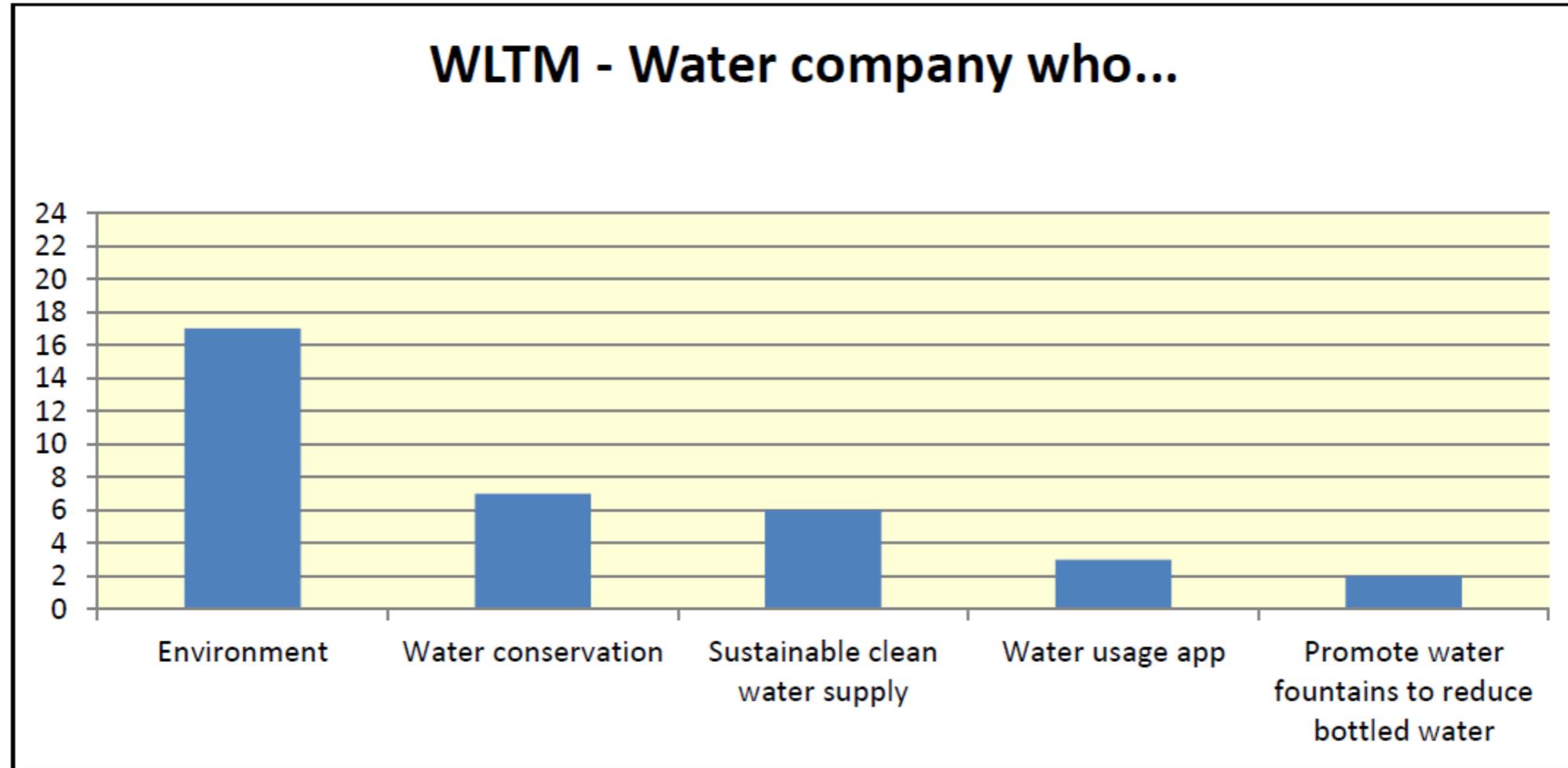
Hygiene

Future

Enhance factors key interest in environment – “pollution free”, solar powered, also social – community projects on conservation

Hygiene Factors show more responsible type ideas coming through; security from terror, honest company image, reduce carbon; recycling of water and waste

Inputs – Customer research - What impact would you like to see us have on society? (ideas that came up more than once)



## Inputs – Customers research - Some examples of the answers...

Active communities – ie. water sports

Invest in water based research to ensure sustainable water supplies for future generations

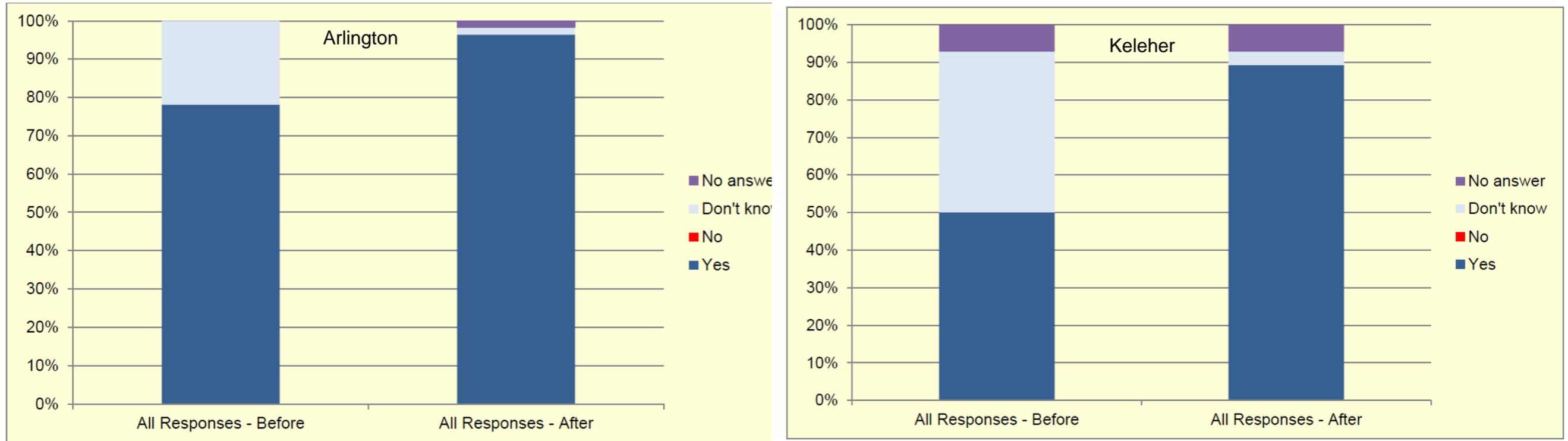
Keep your land open as much as possible to the public

Can come into more schools and talk about water to children

Use of grey water promoted in industry and domestic design

Traffic light system for domestic use of water appliances

# Inputs - Customers research - Would you describe South East Water as a responsible business?



- Changes in views were described as being due to understanding more about we do and can see we are doing a lot - transparency
- The environmental side of what we do highlighted by many

# Inputs – Customer Research - What would you like to see South East Water do to ensure it is a responsible business

Continue these tours X2

Continue to be open and transparent to customers and accountable

Continue to re-invest in preserving the environment and local wildlife

Continue to get this important information to the young

Continue to improve leakage X2

Lobby for law on taps that turn off automatically in business and public buildings

More open days. More visible phone numbers to report leaks

Keep on improving the technology!

Possibly more household testing would reach more people?

# Inputs – Customers Accent were asked to summarise “responsible business” themes that came through during research

## Customers

- Delivering a quality, safe and clean water product
- Being responsible is about understanding that your customers are different and responding to these different needs
- It's also about proactivity and explaining support tariffs and policies to customers who are in need
- And it's about being transparent:
  - where the bill goes
  - cross subsidies (of particular concern around the social tariff work)
- But transparency is also communicating positive stories and building trust with customers. Customers want to hear from SEW (but on their terms, channels and timings) and it's not seen as acceptable (or responsible) to say it's too hard
- It's about being available 24/7 to ensure that supply obligations are fulfilled
- It's about maintaining affordability of bills
- And about getting bills right the first time

## Employees

- Being responsible is about keeping a happy employee base – reducing stress levels and having schemes in place to reward staff loyalty
- It's about being a good local employer
- It's also about ensuring that you have the right staff numbers to fulfil ambitious plans (some concerns here that SEW have a low permanent staff base)

# Inputs – Customers - Accent were asked to summarise “responsible business” themes that came through during research

## Environment

- Being responsible is about caring for your local environment
- Lack of uninformed understanding of SEW’s remit leads customers to focus on river and beach quality.
- Informed responses lead to calls for SEW to be innovative and leading the debate around water quality (not just working with landowners but other third parties such as domestic appliance manufacturers, filter producers etc).
- In the Acceptability Testing work, biodiversity and landowner plans are well received in this regard
- It's about planning for the future to ensure that there is water for future generations
- It's about operating a carbon neutral business through efficient vehicles, renewables, etc
- It's about managing leakage – past the ELL – there’s a moral obligation on SEW to be aggressive in this area.
- Interestingly, there has been little direct discussion around responsible management of the finances but being fair to customers (not shareholders) has been mentioned in the wider context across the different engagement projects.

## Inputs – Customer Research

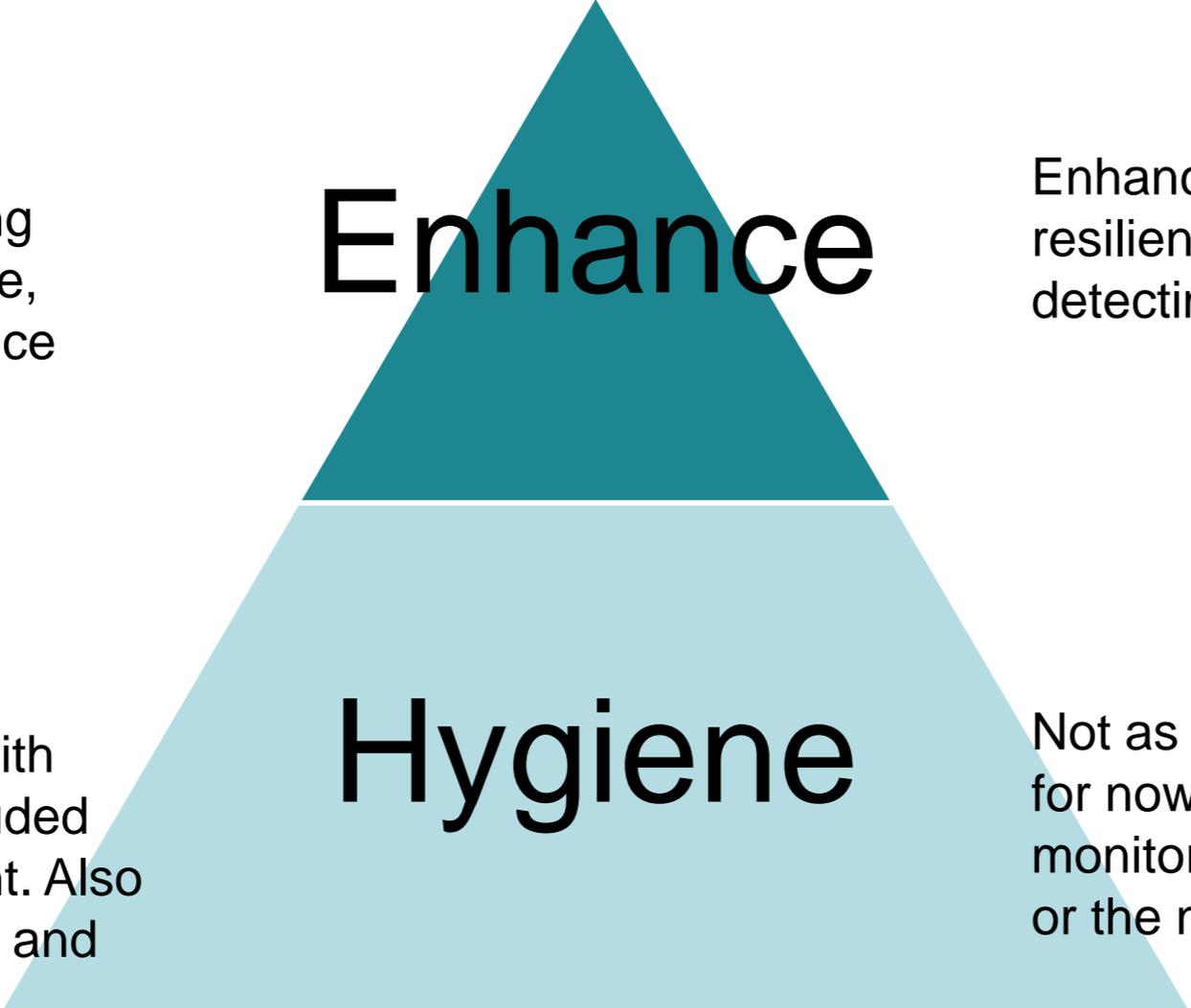
- Need to add following Brand Edge workshops – although sense from the session I sat in that a lot of similar views coming up, but will await results to triangulate against.
- Early thoughts - customers do not immediately show interest in Governance – but they expect it. We should therefore consider how we use expert review to ensure our approach to corporate behaviour is the right thing

## Inputs - Board

### Now

Enhance factors show similarities and water saving advice comes through more, also top quartile performance

Lots of common ground with customers – but also included protecting the environment. Also employment opportunities and H&S



# Enhance

# Hygiene

### Future

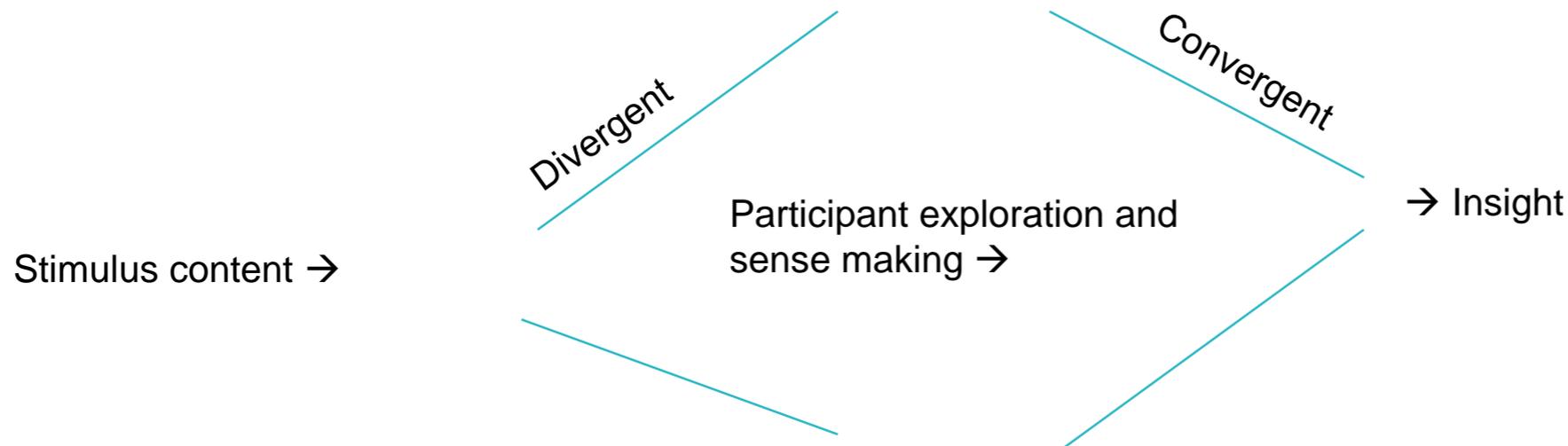
Enhance factors focus on resilience of supply – e.g. self detecting infrastructure

Not as many differences as view for now. Did include water quality monitoring (e.g. microplastics – or the next unknown)

# Stakeholder workshop

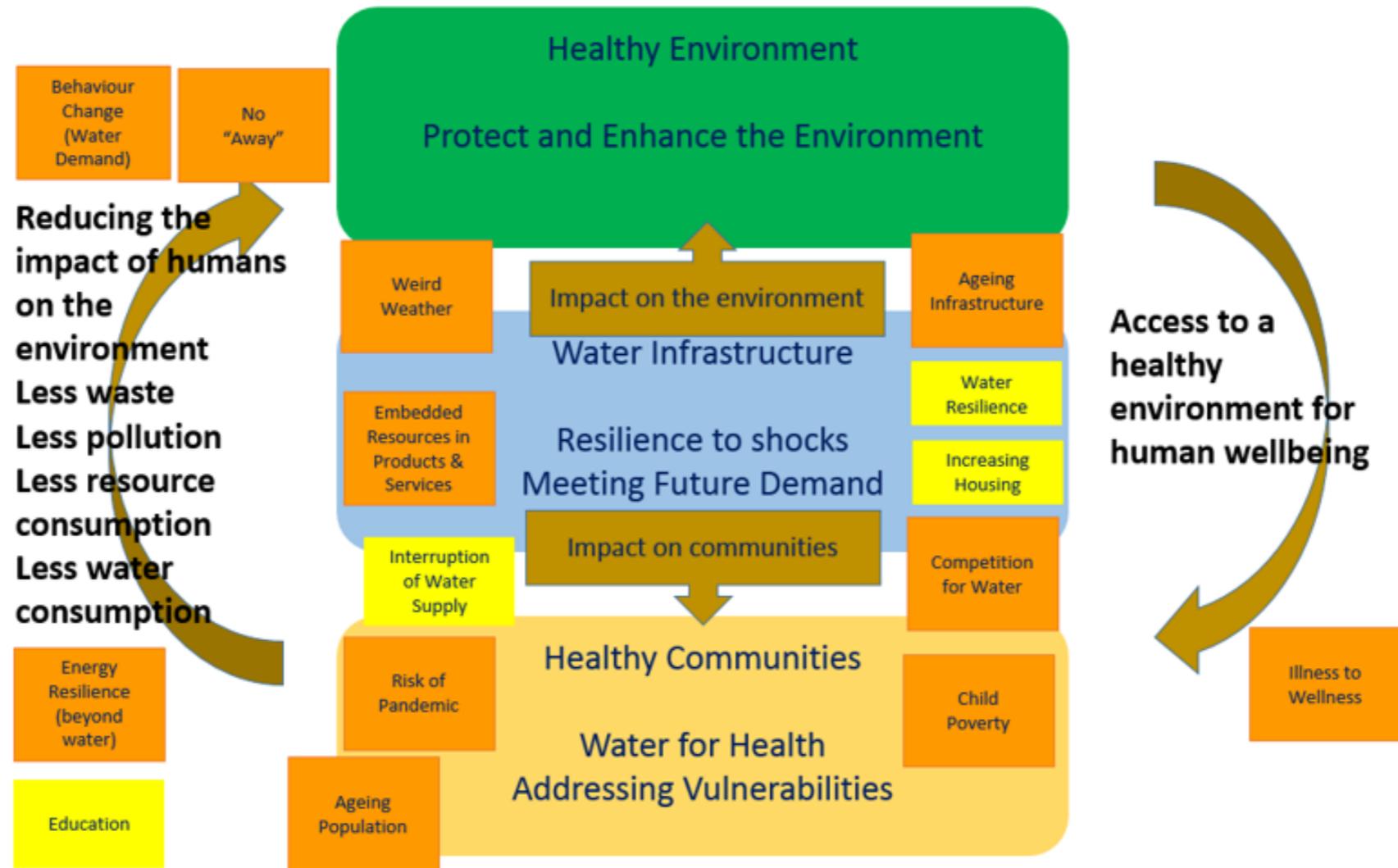
## Objective:

- To enhance South East Water's understanding of stakeholders views of the key societal issues in the South East of England
- To begin to explore what this means for South East Water and what actions stakeholders believe South East Water could take as a responsible business to feed into the business plan



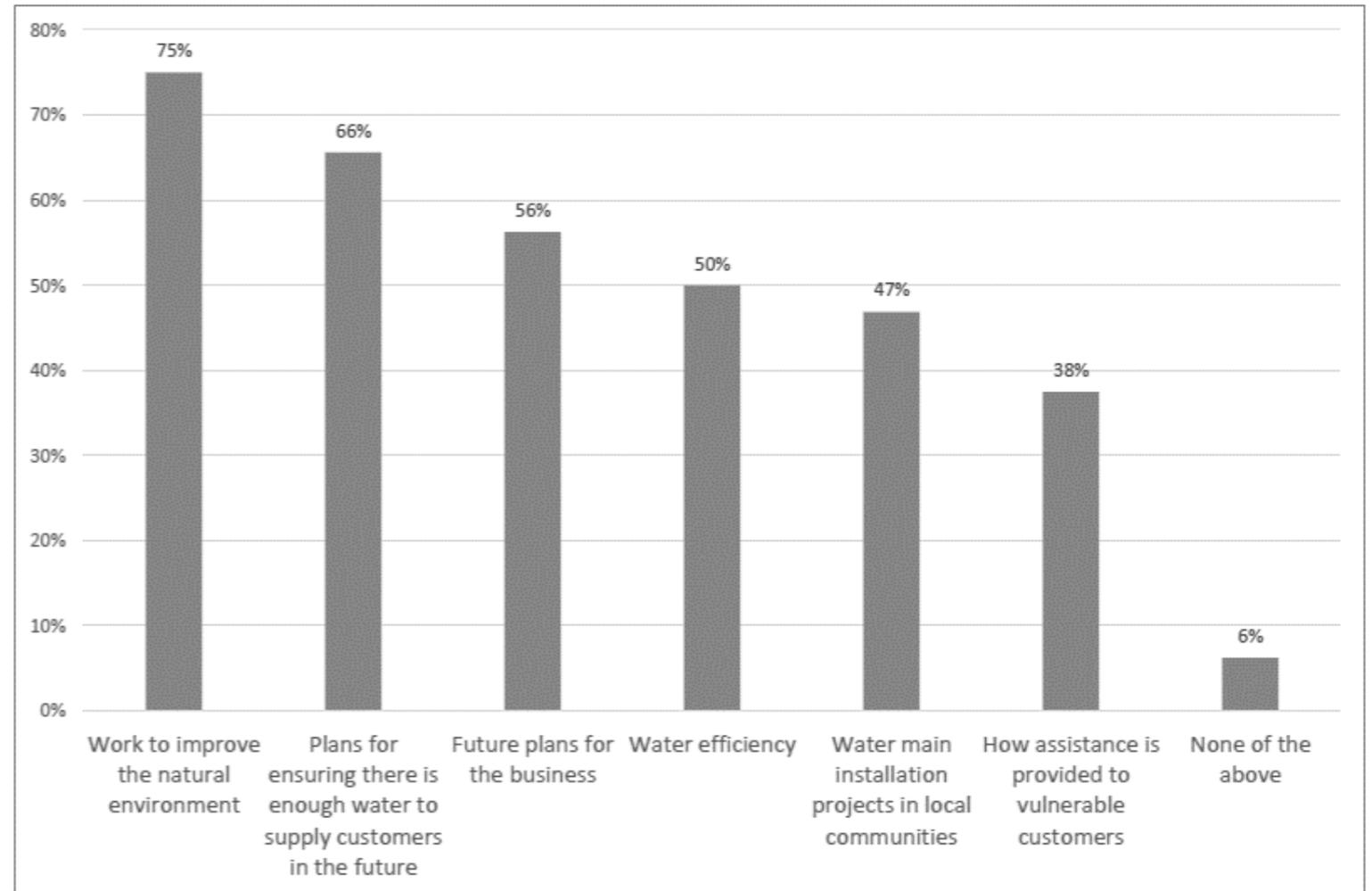
# Inputs – Stakeholder research – Also see report (Paper – Societal Impact Stakeholder Workshop)

Mapping the issues to topic areas



## Inputs – Stakeholder research - Perceptions audit

- Key interest is around the environment and resilience for the future
- Water efficiency a key interest
- Community impacts of our work interest for many
- Vulnerable customer issues shown less interest, but still more than a third show interest



Inputs – Stakeholder research - Other topics raised by stakeholders during perceptions audit

Other topics raised include the following:

- Reporting local issues – especially pollution incidents
- Housing developments and growth
- Water abstraction and resource management
- Water quality
- Maintenance of infrastructure

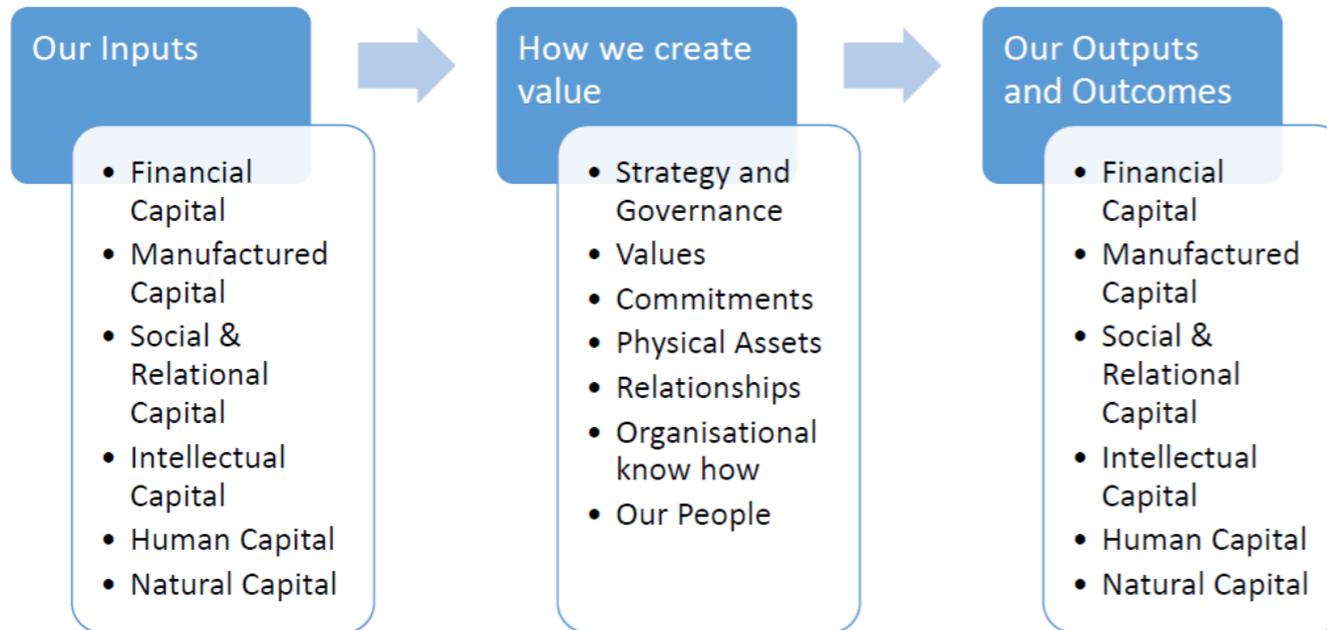
## Inputs - Stakeholder and media input

- Nationalisation/ownership
- Infrastructure investment
- Bills/cost of living
- Financing (e.g. investors, shareholders, dividends)
- Transparency
- Drought/dry weather
- Refill/drinking water
- Beach/river pollution
- Blockages/Fatbergs/Wet wipes
- Microplastics
- Cyber security
- Resomation

WaterUK continually horizon scan emerging issues and monitoring current issues – key topics they have advised are listed here

We also would add **fracking** to this list – less interest recently but we continue to monitor

# Inputs – Dedicated external review



## Recommendations

- Adopt the Integrated Reporting Framework supported by incorporating ESG issues assessment into South East Water risk framework rather than developing a separate ESG framework
- Identify and disclose material risks to value creation from ESG issues
- Develop skills in integrated thinking, value creation and capitals thinking
- Involve stakeholders in identification of ESG issues and risks



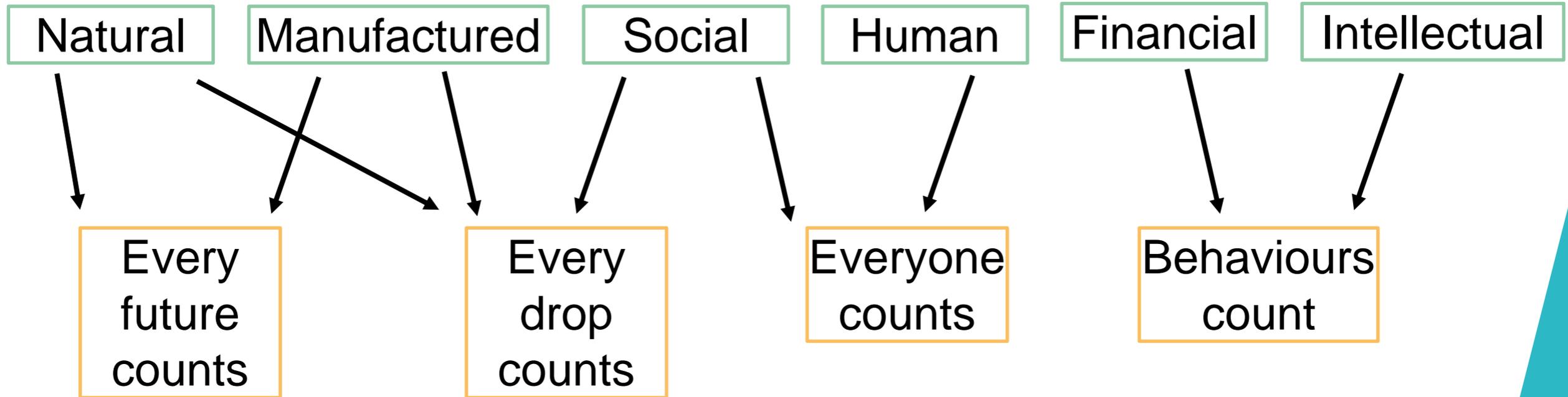
**Recommendation:** Use the list of typical material ESG issues provided by SASB as a capitals based checklist for potential risks.

Adopting SASB standards itself is not recommend at this time

**Note:** Having reviewed the SASB list of issues these aligned closely with the GRESB issues so I have stuck to GRESB to keep things simple

# Developing this into our language

## Building this into our language



**Note:** while there are clear alignments against the themes there are many issues within the capitals that will impact multiple themes – but for ease of framework have put things into categories it has most fit with

# Mapping inputs to develop our measures

# Responsible business outcomes

Mapping the inputs it was clear that a lot of our business objectives developed as our ODIs align with expectations for a responsible business. These were the key priorities raised. However also we can see other areas, including some innovative ideas that began to come through – so we have developed outcomes against these specifically too – highlighted blue

<b>Everyone's future counts</b>	<b>Outcome</b>
	The environment thrives, now and in the future
	We keep water flowing during more severe droughts
	Our water supply is resilient for this generation and the next

<b>Every drop counts</b>	<b>Outcome</b>
	Leakage levels are sustainable and supported by customers
	Customers are empowered to reduce their water use
	All the water we supply is accounted for
	Via engagement we decrease our communities water footprint

<b>Everyone counts</b>	<b>Outcome</b>
	Our customers and developers are happy with the service we provide
	We help customers out of water poverty
	We give customers extra help when they need it
	We are a voice for our community on water issues (e.g housing)
	Our customers trust the safety and quality of their tap water
	Our employees and supply chain are proud to work for South East Water

<b>Behaviours count</b>	<b>Outcome</b>
	South East Water is trusted

# Everyone's future counts

Outcome	ODI	Responsible business measure
The environment thrives, now and in the future	<ul style="list-style-type: none"> <li>• Number of hectares of land enhanced to increase biodiversity</li> <li>• Proportion of landowners actively engaged</li> <li>• WINEP programme complete</li> <li>• AIM</li> <li>• Engaging with abstractors to improve catchment resilience</li> <li>• Reduce greenhouse gas emissions</li> </ul>	<ul style="list-style-type: none"> <li>• All issues to have a policy that has been reviewed with EFG by 2025 and programme of ongoing review agreed</li> <li>• Number of volunteers on conversation projects</li> <li>• Reduce landfill</li> <li>• Annual refill campaign to promote tap water</li> <li>• Resilient customer metric – number of people engaged with on catchment management</li> </ul>
We keep water flowing during more severe droughts	<ul style="list-style-type: none"> <li>• Risk of severe restrictions in a drought</li> </ul>	<ul style="list-style-type: none"> <li>• Covered by Every drop counts</li> <li>• Resilient customer metric – number of people engaged with on changing weather advice</li> </ul>
Our water supply is resilient for this generation and the next	<ul style="list-style-type: none"> <li>• Company sites at risk of flooding</li> <li>• water supply interruptions</li> <li>• ERI</li> <li>• Unplanned maintenance/outage</li> <li>• water main bursts</li> <li>• properties at risk of low water pressure</li> </ul>	<ul style="list-style-type: none"> <li>• Support Water and Sewerage Company campaigns on flushables/Fat,oil,grease</li> <li>• We measure our success of resilient customer engagement (see measures noted)</li> <li>• Resilient customer – number of people engaged with on illegal connections and network protection (e.g. diesel spills)</li> <li>• Resilient customer – number of people engaged with on “wrap up for winter”</li> <li>• Resilient customer metric – number of people signed up to water supply alerts</li> </ul>

# Every drop counts

Outcome	ODI	Responsible business measure
Leakage levels are sustainable and supported by customers	<ul style="list-style-type: none"> <li>Leakage target</li> </ul>	<ul style="list-style-type: none"> <li>Resilient customer metric – customers engaged with on reporting leaks</li> <li>Resilient customer metric – customers engaged with on plumbing care (leaks)</li> </ul>
Customers are empowered to reduce their water use	<ul style="list-style-type: none"> <li>Per capita consumption</li> </ul>	<ul style="list-style-type: none"> <li>We will increase water education activities with children to 10,000 by 2025</li> <li>Resilient customer metric – customers engaged with on water efficiency advice</li> </ul>
All the water we supply is accounted for	<ul style="list-style-type: none"> <li>Gap sites</li> <li>Household voids</li> <li>Non-household voids</li> </ul>	
Via engagement we decrease our communities water footprint		<ul style="list-style-type: none"> <li>Prepare policy and measuring and reporting for review 2020</li> </ul> <p>Note: this was innovative idea developed at the stakeholder workshop. As its something very new to us we need to give it time to understand review, discuss further. But we wanted to include it as felt like a route we should be taking if we want to be leaders in sustainable use of water</p>

# Everyone counts

Outcome	ODI	Responsible business measure
Our customers and developers are happy with the service we provide	<ul style="list-style-type: none"> <li>• Segmented satisfaction (6 segments)</li> <li>• Customer experience measure (C-Mex)</li> <li>• Developer experience measure (D-Mex)</li> <li>• Vulnerable customer satisfaction with our service</li> <li>• Vulnerable customer satisfaction with our service during a supply interruption</li> </ul>	<ul style="list-style-type: none"> <li>• Tracking perception of South East Water as a responsible business</li> <li>• Resilient customer metric – number of people engaged (as total of all engagement activities)</li> </ul>
We help customers out of water poverty	<ul style="list-style-type: none"> <li>• Financial vulnerability – number of customers on social tariff</li> </ul>	<ul style="list-style-type: none"> <li>• Resilient customer metric – number of people engaged with on financial support offerings</li> </ul>
We give customers extra help when they need it	<ul style="list-style-type: none"> <li>• Satisfaction of stakeholders in relation to assistance schemes offered by SEW</li> <li>• Non-financial vulnerability – number of customers on PSR</li> </ul>	<ul style="list-style-type: none"> <li>• Annual perceptions audit with stakeholders</li> <li>• Number of stakeholders engaged with on vulnerable issues</li> <li>• Resilient customer metric – number of people engaged with on non-financial support offerings</li> </ul>
We are a voice for our community on water issues		<ul style="list-style-type: none"> <li>• Local authority engagement - respond to all planning applications - publish our response</li> <li>• Improving trend on numbers attending open days, community events, exhibitions</li> <li>• Develop a stakeholder engagement programme against four key issues that customers and stakeholders have raised: water efficiency, growth, farming (Catchment) and Water quality (emerging - such as fracking, plastics debate etc)</li> </ul>

## Everyone counts, continued...

Outcome	ODI	Responsible business measure
Our customers trust the safety and quality of their tap water	<ul style="list-style-type: none"> <li>• Number of customer contacts and satisfaction about tap water appearance</li> <li>• Number of customer contacts and satisfaction about tap water taste and odour,</li> <li>• CRI and ERI</li> </ul>	<ul style="list-style-type: none"> <li>• Numbers engaged with in hydration campaigns</li> <li>• All lead communication pipes mitigated or replaced once found and advice given to customers</li> <li>• Resilient customer metric – number of people engaged with on plumbing protection</li> </ul>
Our employees and supply chain are proud to work for South East Water		<ul style="list-style-type: none"> <li>• H&amp;S reporting to include our contractors as well as our own:               <ul style="list-style-type: none"> <li>• Number of reportable injuries</li> <li>• Lost Time Injury Frequency Rate,</li> <li>• Total Recordable Injury Frequency Rate</li> </ul> </li> <li>• Diversity measuring and reporting in place by 2020</li> <li>• Aim for Gold IIP (or equivalent) by 2025</li> <li>• % of employees taking part in employee survey</li> <li>• % completed iReview</li> </ul>

# Behaviours count

Outcome	ODI	Responsible business measure
South East Water is trusted		TBC – need to review Brand Edge workshops

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- Resilient customer metric – number of people engaged (as total of all engagement activities)
- Resilient customer metric – number of people engaged with on financial support offerings
- Annual perceptions audit with stakeholders
- Number of stakeholders engaged with on vulnerable issues
- Resilient customer metric – number of people engaged with on non-financial support offerings
- Local authority engagement - respond to all planning applications - publish our response
- Improving trend on numbers attending open days, community events, exhibitions
- Develop a stakeholder engagement programme against four key issues that customers and stakeholders have raised: water efficiency, growth, farming (Catchment) and Water quality (emerging - such as fracking, plastics debate etc)
- Numbers engaged with in hydration campaigns
- All lead communication pipes mitigated or replaced once found and advice given to customers
- Resilient customer metric – number of people engaged with on plumbing protection
- H&S reporting to include our contractors as well as our own:
  - Number of reportable injuries
  - Lost Time Injury Frequency Rate,
  - Total Recordable Injury Frequency Rate
- Diversity measuring and reporting in place by 2020
- Aim for Gold IIP (or equivalent) by 2025
- % of employees taking part in employee survey
- % completed iReview

# Summary of responsible business measures

Behaviours count	TBC – need to review Brand Edge workshops
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