

Our Sustainable Plan

2021-2026



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Our business plan for 2021 – 2026



Foreword

Graham Edwards, Chief Executive

I'm very proud to introduce our business plan for 2021 to 2026. **This is a critical time for the energy sector.** We need to continue to provide the energy and heat that people need, while at the same time reducing the carbon impact of that energy.

In our **most ambitious plan ever**, we explain exactly how we're going to deliver this for the communities that rely on us. We focus on sustainability and the long-term future of energy.

I'd like to say a big thank you to everyone who contributed.

Because this plan is written by you. More than 25,000 people across Wales and south west England have had their say – in workshops, round tables, roadshows and in-depth interviews.

You told us you want us to focus on sustainability and the environment, adapting our energy system to help

meet Net Zero – while at the same time continuing to deliver the sector leading levels of service you're used to.

And that's what we're going to do.

We're focusing on the future of energy – pledging to deliver a 'Net Zero ready' gas network by 2035. This means that our network will be ready to transport green gases like hydrogen and biomethane and to play our part in decarbonising heat, power and transport.

You said that you want us to deliver an inclusive service, for everyone, particularly the most vulnerable in society. This has always been important for us, but you have told us you want us to go further – so we're doubling our support for those most in need.

And of course, we know that we must do all this while **keeping our impact on your gas bill to a minimum.**

In 2013, our services made up, on average, £154 of your gas bill. I'm pleased to say that between 2021-2026 the average will be £133 – just under 20% of a typical gas bill.

Our plan is a direct response to what you, our customers, have told us.

Graham Edwards
Chief Executive, Wales & West Utilities



Watch
Graham's
introduction
to the plan

A plan written by you

How you had your say

This plan is a direct response to the feedback you've shared with us.

We've also taken into account the advice of experts and collaborated with a variety of organisations and partners.

Our independent Customer Engagement Group has played a key role in ensuring that this plan reflects what's most important to you.

1 First, we reviewed the ongoing feedback you gave us. We **analyse 1.45m pieces of customer data** every year to help us to deliver a better service.

In Summer 2018, we ran a consultation campaign to raise awareness of the services we provide, but also to help us to understand what you thought about the work we do. **Over 21,000** people got involved.

2 Informed by this customer insight, we held **15 workshops and round tables** with groups of stakeholders and customers.

From Wrexham to Redruth, from the young individual bill payers of the future to gas-reliant corporations like steelworks, you shared your views.

We asked **1000 customers for their opinions about what we should invest in for the future**. We were especially interested in those most affected, like people living in multiple occupancy buildings and/or those who could one day live in hydrogen-fuelled cities.

And we also collaborated with other networks on issues of national significance, like decarbonisation.

3 Now we were clear on what you wanted us to think about, we looked at the detail.

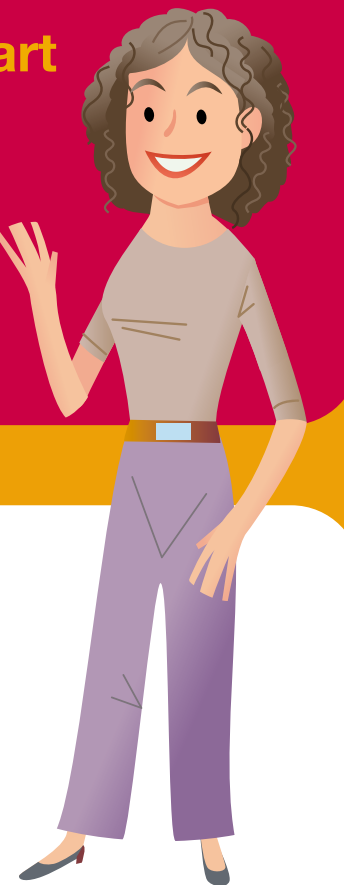
Thirty-three expert workshops and customer focus groups helped us to understand how we should address issues like decarbonisation, diversity, and gas theft. And with your encouragement we aligned our plan to UN Sustainable Development Goals (SDGs).

You told us we needed to do more to support those most in need. As a result we interviewed **63 carers and caseworkers** who work with the vulnerable every day, and, through sensitive, chaperoned interviews, asked **100 people in vulnerable situations what service and support they'd like from us**.

4 Once we'd written a plan based on your feedback, we asked you to review it.

As part of the Acceptability Testing, **1000 Customers checked our plan commitments**, alongside an expert panel.

And **1000 customers took part in our Willingness to Pay research**, letting us know what they thought of our contribution to their gas bill.



This process helped us write our plan

Focused on Sustainability

Based on your feedback, our commitments are now in line with the United Nations Sustainable Development Goals. This helps us to focus more clearly on helping to achieve broader societal ambitions and demonstrate the positive and wide-ranging impact our services have.

Find out more about the UN's Sustainable Development Goals



Independent Customer Engagement Group

Our Customer Engagement Group is independent of us and our regulator, Ofgem. It has scrutinised our plan to make sure your feedback is taken into account. It robustly challenged our proposals throughout the process and has published a report to help Ofgem understand how our plan meets the needs of customers and stakeholders.

Read their report



Continuing the conversation

We'll continue to engage with customers and stakeholders between 2021-2026 to make sure we deliver. The Customer Engagement Group will continue to check our performance against the plan. And, as well as regular regional engagement, we'll also set up a new Citizens Panel to co-create solutions to the challenges we face.

If you want to have your say or have any comments on our plan, email engagement@wwutilities.co.uk

Our sustainable plan at a glance



It's our ambition to help communities and the environment thrive by delivering reliable, affordable and sustainable energy long into the future. We want to lead the way with high quality, inclusive services for generations to come.

9.2/10

overall customer satisfaction target



£750,000

investment annually to support the most vulnerable



£400m

invested between 2021-2026



£133 a year

contribution to the average household bill between 2021-2026



£122m

of additional benefit delivered to customers between 2021-2026

£72m of which will be directed towards the most vulnerable

200%

increase in the number of Priority Service Register sign-ups to 12,000 per year, and work with others to make sure data is shared effectively



not only to keep the gas flowing safely, but so our network is

Net Zero ready by 2035

contributing to decarbonisation of heat, power and transport

80%

of our waste will be reused or recycled by 2026.



1 hour

On average we'll get to all gas emergencies in under an hour to keep you and your family safe



In the unlikely event of an interruption to your gas supply

we'll have it back on in under 10 hours



Spend sensibly for the future

using our 2050 Pathfinder simulator, researching smart hybrids and hydrogen to design the future of energy

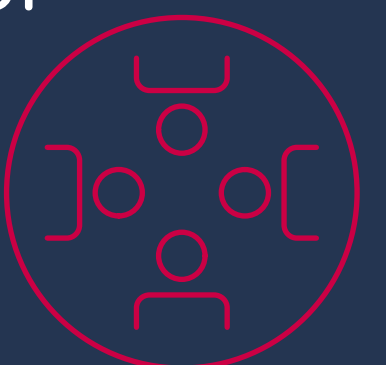
Sustainable

Our plan is aligned with the UN Sustainable Development Goals



Invest in the diversity of our team,

making sure it reflects the communities we serve



Helping communities

and the environment thrive

In the past, to make sure we spent money wisely, we used traditional modelling tools based on finding the best value. But from now on, we'll be using new and innovative ways to assess our wider impact on the economy.

Our Consumer Value Proposition and industry leading Social Return on Investment tool sets out how we'll help communities and the environment thrive – above and beyond keeping gas flowing safely.

We plan to deliver

£122m

of extra benefit to communities across Wales and south west England.



Case
Study

Planting Trees

£3.2m

of value in carbon removal
and other social benefits
from planting trees

£11

The Net Benefit delivered
for every £1 we invest in
protecting the environment

We've always replaced the trees we need to remove in the course of our work. But, between 2021-2026 we'll plant five trees for every one we cut down.

This maximises the chance of the new trees surviving and doing well, and means we'll plant around 1000 trees every year. Benefits include increasing biodiversity and improving air quality.

"I'm really pleased to see Wales & West Utilities are adopting best practice on tree planting to deliver benefits across Wales and south west England, as well as assessing each situation on location and wider biodiversity needs."

Mari Arthur, Afallen Cymru and Customer Engagement Group member





Our Commitments

These commitments will help deliver what you want and need, now and in the future.

We will meet the needs of consumers and network users



At a glance

- » Target 9.2/10 overall customer satisfaction.
- » Resolve over 85% of complaints in one day. That's total resolution, work done and customer left happy.
- » £750,000 investment annually to support the most vulnerable.
- » Work alongside partners and carer networks to increase the number of Priority Service Register (PSR) sign-ups by 200% to 12,000 per year.
- » In the unlikely event of an interruption to your gas supply, we'll have it back on in under 10 hours.
- » On average we'll attend all gas emergencies in under an hour, to keep you and your family safe.
- » We'll secure challenging external verification, so you know we're as good as we can be.
- » We'll increase the amount we pay when we get things wrong.

What you told us

Safety remains your top priority

Particularly related to our response to gas emergencies. You agreed that an average response time of an hour is appropriate and something you are happy to pay for.

You recognise our excellent customer service

But challenge us to maintain our performance, while evolving our services to meet changing customer needs and expectations.

You encouraged us to gain (and retain) challenging customer service accreditations. These give people peace of mind that we're performing as well as we can when compared to other companies inside and outside our sector.

Interruption to gas supplies

Your view is that we should do more to keep these to a minimum – and to make sure interruptions are as short as possible.

Supporting those most in need

You want us to do more to increase sign-ups to the Priority Service Register (PSR) – but without impacting your bill. And, you were clear that we need to work with partners across the energy industry on a range of projects, from addressing fuel poverty to keeping people safe from carbon monoxide.

When we get things wrong

Expert stakeholders told us to look at the payments we make when we get things wrong, and rather than simply meeting statutory requirements, think about compensation that is more reflective of the inconvenience caused by poor service.

What we'll do Focus on customer satisfaction



9.2/10 overall customer satisfaction

Based on current methodology, we're aiming to achieve an overall customer satisfaction target of 9.2/10.

We want to go above and beyond, offering a bespoke experience and tailored communications, introducing innovations like Track My Engineer and using Artificial Intelligence to offer 24-hour access to our services.

Resolve 85%+ complaints in one day

That means totally resolved, with work done and the customer left happy, within 24 hours.

£750,000 a year to support the most vulnerable

Through a range of programmes like our award-winning Healthy Homes, Healthy People project (which maximises income and helps minimise bills and debt), discounted fuel-poor gas connections, community support and CO safety campaigns, we will invest £750,000 every year to support those who need it most.

Increase PSR sign-ups by 200% to 12,000 per year

We've trained our colleagues and partners to sign up customers to PSR online via new apps. And, as well as building on existing relationships, we're also using channels like social media to target priority groups and sign up eligible customers for a range of support services and financial benefits. We'll share data appropriately and efficiently with other utilities, and work with other utilities towards a single Priority Service Register.

Interrupted gas supply? We'll have it back on in less than 10 hours

Investment in our network will make sure interruptions are rare. But if it does happen, we'll focus on getting the gas back on quickly. Between 2021-2026, interruptions will be shorter. On average we will get your gas flowing again in less than 10 hours. And we will continue to safeguard the most vulnerable, with alternative heating and cooking options, Keep Warm Packs or alternative accommodation and hot food if needed.

On average, we'll attend all gas emergencies in under an hour

We will continue to exceed statutory requirements, responding to gas emergencies quickly and efficiently to keep you and your family safe. Where practical, we'll prioritise calls from the most vulnerable.

Gain challenging external verification

Achieving accreditations like the Institute of Customer Service ServiceMark and the British Standard for Inclusive Service Provision, will help us compare ourselves to top performing customer service companies and share best practice to meet the changing needs of customers. It will also help us to build trust – demonstrating that we are as good as we can be.

Increase the amount we pay when we get things wrong

When our service falls short, we'll offer compensation that's more in line with the inconvenience caused, not just the statutory requirements.



Case
Study

Emergency Response

Putting things right

The gas network is resilient and reliable – even in the worst of weather. But on rare occasions, issues outside our control can result in the interruption of gas supplies to homes and businesses.

When this happens, our engineers do everything they can to get the gas flowing again as safely and as quickly as possible.

The gas supply to 500 homes in Copplestone, a village in Devon, was interrupted on an unseasonably cold Spring evening after water got into the gas network.

Our engineers responded quickly: isolating the affected homes before working overnight to remove water and get the gas flowing again. In the meantime, we visited the most vulnerable in the community, giving them alternative heating and cooking equipment, and making sure they were safe and warm.

We quickly got the gas back on and things were back to normal. And despite the inconvenience, the local community appreciated our response. We know that for many customers, our response when things go wrong is how they judge our service.

“Wales & West Utilities particularly looked after the vulnerable and made hot plates available as well as heaters to those who needed them.”

“The company has provided an excellent service above what could be expected.”

Councillor Stuart Penny, Copplestone Parish Council
Chairman and Mid Devon District Councillor



We will deliver value for money



At a glance

» £133 a year

Our impact on the average household bill between 2021-2026.

» £122m of additional benefit delivered to customers between 2021-2026

Of which £72m will be directed towards the most vulnerable.

» Investment in innovation

So we can work smarter and find new ways to deliver for our customers.

Collaboration with 500 external organisations.

» Spending sensibly for the future

Using our 2050 Pathfinder simulator, researching smart hybrids and green gases like hydrogen and biomethane to design the future of energy.

What you told us

Value for money is the second most important thing to you

We know it's important to keep the cost of energy as low as possible and aim to keep our impact on your bill to a minimum.

When we spoke to you about how much we charge for the services we deliver, we were delighted that based on our average contribution to a gas bill of £133 between 2013-2021 you overwhelmingly endorsed our services as excellent value for money.

However, with the future of energy policy still unclear, you reminded us to spend your money sensibly. Bearing this in mind:

- Our Customer Engagement Group told us that we should make sure that our activities provide a net financial or social benefit, offering additional value for money to you and wider society.
- Our Expert stakeholders told us that continued investment in collaborative innovation could deliver operational improvements, while supporting decarbonisation and increasing sustainability.



What we'll do

Keep our costs low and our benefits high



£133 a year: Our impact on the average household bill between 2021-2026

We know we can't be complacent where value for money is concerned. While you think our service is value for money today, we'll do everything we can to keep our costs down and maintain our average impact on your bill at its current rate – which is down from £154 in 2013. We'll do this while increasing our spending on supporting the most vulnerable, delivering gas pipe upgrades and improving cyber security.

Our regulator, Ofgem, will review the level of bill we are proposing. We strongly believe £133 represents an appropriate balance between value for money and investment for both stakeholders and the communities we serve.



£122m of additional benefit to customers between 2021-2026

Our Consumer Value Proposition sets out how we'll help communities and the environment. It measures the social impact of our work, as well as the financial benefits. Between 2021-2026 we'll deliver £122m of additional benefit to you, with £72m of this value to be focussed on the most vulnerable in the communities we serve.

Investment in innovation

So we can find smart new ways to deliver for our customers

We'll collaborate with 500 external organisations to develop innovative solutions to the challenges we face.

Spend sensibly for the future

We will deliver a Net Zero ready gas network by 2035. This means our network will be fully ready to transport green gases like hydrogen and biomethane. And between 2021-2026 we'll invest in making sure flexible power stations, green gas producers and gas vehicles can take advantage of our network.

To protect your money, we'll agree with our regulator that we can only spend money on these things if there is demand from customers, or in support of future energy policy.



Case
Study

Looking after those most in need

For every £1 we invest in adding customers to the PSR, there will be £270 of net value to customers

Looking after those most in need

Between 2021 and 2026 we'll be adding 12,000 people every year to the Priority Service Register (PSR).

And, we'll work with other utilities to maximise the additional benefits we can deliver, sharing data appropriately. For every £1 we invest in adding customers to the PSR, £270 of net value is delivered back to customers.

Ron and Hilary live in Cwmbran. The retired postal worker and teacher are active grandparents, looking after their 5 grandchildren between the ages of 8 and 28. While they are in good health, they have signed up to the Priority Services Register.

"We found out about the Priority Service Register through friends from church..." says Hilary.

"It's not something we'd really thought about before but the additional support on offer really gives us peace of mind. We rely on our gas, especially in winter. It's reassuring to know that if something does go wrong with our gas supply, Wales & West Utilities will be ready to support us."



You're eligible for the Priority Service Register if someone in your home is of pensionable age, under the age of 5, living with a chronic medical condition or is disabled, or has any other specific needs such as sight or hearing impairments.

Once on the register, you will automatically be offered alternative cooking and heating appliances if your gas supply is interrupted, you can choose your own password so you know our engineers are genuine, your supplier may be able to move your gas meter if you cannot access it and you can ask your supplier to send your bill to anyone who has agreed to receive it (for example a family member or carer). You may also be able to claim annual rebates via your electricity and water companies.



We will deliver an environmentally sustainable network



At a glance

» Net Zero ready by 2035

Between 2021-2026 we'll invest £400m to keep gas flowing safely and improve our network to support with the decarbonisation of heat, power and transport.

» 80% of our waste will be reused or recycled by 2026.

» Between 2021-2026 we'll progress on:

Sending Zero waste to landfill by 2035.

A Zero emission fleet (including HGVs) by 2035, reducing carbon and improving air quality.

» Almost £7m invested to deal with the legacy of the gas industry.

» Biodiversity Net Gain

Improving biodiversity on our projects.

What you told us

The environment matters

Society's view is clear: there's an urgent need to address climate change and decarbonise our energy system. Transitioning to a green, sustainable society has rapidly become a top priority for local and national government, businesses and other organisations.

In June 2019, the UK, including the Welsh Government, became the first major economy to set the target of Net Zero carbon emissions into law.

You want your bills to remain affordable, but decarbonisation and reducing our impact on the environment are also important priorities for future investment.

Domestic customers told us that investment in innovative and greener technology was their second biggest priority after safety/response to gas leaks.

Our Customer Engagement Group told us that we should broaden our focus and look at the role the gas network can play in decarbonising power and transport as well as heat. And they asked us to increase our focus on sustainability. You shared the view that we could play a central role in creating a sustainable future and should invest in this.

Expert national stakeholders were clear though: with future energy policy still unclear we need to be careful to make sure that there are 'no regrets' on investments we make today.

A more sustainable business

We've traditionally focussed on reducing our largest source of carbon footprint: gas leaking from our network. This is something you strongly support, but you also told us we should do more to reduce carbon in other areas like our fleet.

You also told us that we should act on our waste – and that you'd be willing to pay for improvements not just to our operations today, but also to deal with the legacy of the gas industry. This means managing the environmental impact of historic gas works that we've inherited from predecessor companies.

What we'll do

Net Zero ready by 2035

Between 2021-2026 we'll invest £400m to keep gas flowing and get our network Net Zero ready by 2035 – therefore contributing to the decarbonisation of heat, power and transport.

Our vision for the future of energy focuses on regional and community solutions.

The largest cities and heavy industry will be converted to hydrogen. A hydrogen spine could stretch from Bristol across the Severn to Cardiff and Swansea, allowing heavy industries to decarbonise and for the use of hydrogen for home heating.

Towns and suburbs outside these cities will be fuelled by green gas and hybrid heating systems. Hybrid heating adds a smart control panel and an air source heat pump to existing heating systems. Easily retrofitted, the smart control switches between the existing gas boiler and the heat pump, depending on cost and carbon.

We currently have 19 green gas plants which are capable of providing energy to over 120,000 homes.

Importantly, we're protecting customer's money by investing carefully. We've earmarked over £150m extra to spend to deliver Net Zero when energy policy is clearer.

Transport

Our vision is that heavy goods vehicles (HGVs) and public transport move towards hydrogen or green gas. Compressed natural gas buses and HGVs are already used in Bristol and Plymouth.

Power

Electricity will be generated primarily from renewable sources. Wind, solar and tidal power will be supported by gas fired power stations and a small fleet of modern nuclear power stations.

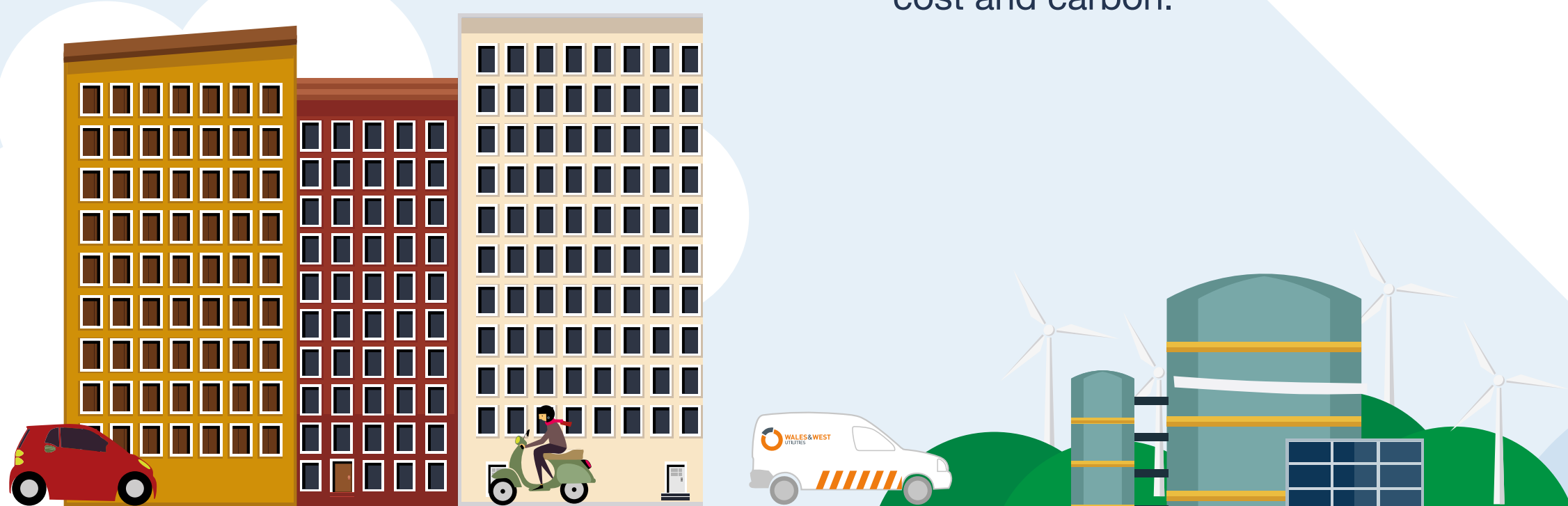
To realise our vision, it's essential we continue to invest in upgrading our gas network. We're on track to finish the gas pipe upgrade programme by 2032, and to deliver a Net Zero-ready gas network for green gas, hybrids and hydrogen by 2035. This will also reduce gas leakage which makes up 97% of our own carbon footprint.

We'll reduce gas lost from our network by 10% by 2026, with an aim to reduce this to zero by 2050.

Industry research supports our vision for the future, while the use of hybrids and hydrogen is supported by the independent UK Committee on Climate Change, which advises the government.

» Our vision for the future of energy

» How we'll spend your money wisely for the future





80% of our waste will be reused or recycled by 2026

We will continue to reduce our waste, increase the re-use of spoil in our operations and innovate to avoid digging holes where possible.

In our offices

We'll eliminate single use plastic by 2022, and reduce our paper consumption by 75% by 2026. This will help us towards our goal of sending zero waste to landfill by 2035.

Reducing emissions from our fleet

To help reduce carbon emissions and improve air quality, we're aiming for a zero emission fleet (including HGVs) by 2035.

By 2026, 75% of our company cars will be hybrid or ultra-low emission, and we'll have installed electric charging points at our offices and depots. We'll also collaborate with partners to explore opportunities for alternatively fuelled HGVs, tools and equipment.

Invest almost £7m to deal with the legacy of the gas industry

We'll continue our programme of managing and cleaning up old gas works sites. The manufacture of gas ended in the 1970s, often leaving contaminated land behind. We'll continue to assess, manage and take action to reduce environmental risks, while also working with local communities to make the best use of that land.

Enhance biodiversity on our projects

Between 2021-2026 we'll adopt the principle of Biodiversity Net Gain – an approach that aims to leave the natural environment in a measurably better state than it was previously – by improving biodiversity and ecosystems. At first, we will do this only for specific projects, but from 2026 it will be part of all our operations.

Did you know?

What makes plastic bad for the environment makes it a perfect material for gas pipes. We'll make sure that all waste plastic pipes are recycled to make new pipes.



» Find out more about Biodiversity Net Gain

Case
Study

Gas buses in Plymouth

The connection of gas fuelling stations demonstrates the role we have to play in the future of green transport.

If we're to meet Net Zero, many heavy goods vehicles, municipal vehicles like bin lorries, buses and trains on non-electrified routes will be fuelled by green gas or hydrogen.

Green gas vehicles have other benefits too: gas reduces engines wear and tear, allowing longer between replacement, and reduces particulate emissions – significantly improving air quality.

Three stations are already operational on our network, keeping the people and the economy moving – with further connections forecast over the next few years. We're working closely with expert organisations like the Natural Gas Vehicles Network to lead the way – developing technical standards and industry guidance.

“Wales & West Utilities is uniquely placed to support gas vehicles. Recently we've seen increased interest in tackling air quality and with our legal commitment to meet the carbon reduction targets, decarbonising transport will become more important – and gas vehicles will play a central role.”

Mike Foster, Natural Gas Vehicle Network



We will maintain a safe and resilient network



At a glance

- » Between 2021-2026 we'll invest £400m, upgrading 435km of pipe a year to keep the gas flowing safely.
- » **£7m investment** to reduce the risk of cyber attacks.
- » **Invest in the diversity** of our team, making sure it reflects the communities we serve.
- » **Improving the skills of our people.** Making sure we can continue to deliver for the communities that rely on us.



What you told us

Safety is still your top priority

You want us to reduce the safety risk of the oldest parts of our network – in a way endorsed by the Health and Safety Executive, while still delivering a sustainable network.

You broadly agreed with our IT Business Security Plan

These are our proposals to reduce the risk of cyber attacks and make sure we can keep the gas flowing safely.

Focus on diversity

You want us to be as inclusive as we can be in our recruitment. Our Customer Engagement Group encouraged us to increase the number of BAME, LGBTQ+ and people with a disability in our team. And, national stakeholders raised the issue of our ageing workforce, encouraging us to focus on increasing apprenticeship opportunities and evolving the skills of our team for the transition to green energy.



What we'll do Invest in our network and our people

Invest £400m between 2021-2026 to keep the gas flowing

We will upgrade an average of 435km of pipe a year and improve services to almost 87,000 homes between 2021 and 2026. This will keep the gas flowing, while increasing the safety of over 500,000 people living near an ageing gas main.

Upgrading pipes from metal to plastic supports a sustainable future, and is part of our commitment to a Net Zero-ready gas network by 2035.

£7m investment to reduce the risk of cyber attacks

As the provider of essential services to 7.5m people and guardians of critical national infrastructure, we are often the target of sustained cyber attacks. That's why we're investing to stay at the forefront of technology, with an agile cyber resilience strategy that can adapt to evolving threats.

Investing in diversity

We'll develop our recruitment practices to make ourselves more attractive and accessible to women, the BAME and LGBTQ+ communities, and those living with disabilities. And we'll be focusing on reflecting the different and diverse communities we serve.

Evolving the skills of our people

Energy is changing, and the skills we need are changing with it. Between 2021-2026 we'll continue to offer high quality apprenticeships. And we'll make the best use of our existing team by upskilling and multi-skilling, particularly in rural areas – so we can continue to deliver to the communities that rely on us.

All this is supported by our values-based culture and investment in the wellbeing of all our colleagues. This helps us to retain top performing and experienced colleagues.



Case
Study

Apprenticeships

Since we started operations in 2005, we've recruited over 180 apprentices.

They are the gas engineers and managers of the future – and will help us deliver the Net Zero energy network of the future

Taylor Hoskins' love of STEM subjects has led her into a career that she hopes will prove fruitful for many years to come.

Having watched her dad work in the gas industry from a young age, Taylor developed an interest in engineering and found herself eagerly counting down to when a STEM subject appeared on her school timetable.



“My dad has always worked as a gas engineer, so I guess my exposure to this sparked an interest from a young age. All my friends wanted to follow other career paths such as teaching, but I knew I wanted to work in a hands-on job so applied for a Wales & West Utilities apprenticeship.”

“When I found out I'd been successful I was over the moon. The industry presents so many opportunities for men and women alike and I am glad that I wasn't deterred by some of the people who tried to steer me to more conventional careers.”

Taylor is completing a three year Electrical & Instrumental Apprenticeship that mixes college and working on site.

“I am learning new skills every single day and have a hunger for more! Being a woman in engineering I want to spread the message to other young girls that there are so many opportunities out there.”

A photograph of two women at an outdoor event. On the right, a younger woman with long brown hair, wearing a high-visibility yellow jacket with reflective stripes and an orange vest, is smiling and holding a tablet computer. On the left, an older woman with short grey hair, wearing a green and white patterned shirt, is also smiling and looking at the tablet. The background shows other people and orange storage containers. A large yellow and orange circular graphic is overlaid on the left side of the image.

Our plan
for 2021-2026
lays the foundations for a
sustainable, Net Zero energy
network in 2050 – and beyond.
Let's make it happen.

This is our sustainable plan for the future

By delivering our plan we'll deliver on our customers' needs for a safe, affordable and sustainable energy network, while looking after the most vulnerable people in society.

And we will deliver on the need for businesses to act responsibly and minimise the impact they have on the planet – helping to meet Net Zero and address the Climate Emergency by helping to decarbonise heat, power and transport.



To find out more

- » Read our Business Plan and accompanying appendices
- » See the Report from our Independent Customer Engagement Group.