

Treating business customers fairly

A simple guide to our Standards of Conduct
and how we work for you





Paul Coffey, npower CEO

A message from our CEO

Setting our standards

“ It’s vitally important to me that we don’t just follow the Standards of Conduct for business energy suppliers set out by the regulator, but that we keep to the standards you, our customers, would expect.

That’s why throughout the year we have been looking at how we can improve and do better, making sure we invest in the systems that will provide the service you expect from your energy supplier. And also that our people are able to give really good service day in day out.

Getting it right doesn’t happen automatically. That’s why as my executive colleagues and I spend time with the people across npower who serve our business customers, we are keen to make sure they have the procedures and policies in place to not only deliver the service that Ofgem requires from us, but also that best supports your business.

This is a constant focus, so let’s take a look at what we’ve been doing in 2016 to deliver even better service, and show you how we’ve delivered on our promises. ”



What do we mean by “treating customers fairly?”

Our regulator Ofgem sets standards that require us to treat all our customers fairly. But our goal isn't just to meet these targets; it's to top them, by going the extra mile for customers. So we've made a big effort to get everyone at npower on board, by creating some common rules and guidelines for us all to follow.

We think that treating you fairly is a mixture of a few things:

Doing the right thing

If something goes wrong, we're always there to put it right. But what's just as important is saying we're sorry too. That's why we're so focused on making it easier for you to contact us – you can let us know when there's a problem, and also tell us if you feel we've not treated you fairly.

Keeping our promises

In a nutshell, this means doing what we say we will. Whether it's calling you back at a certain time, or sending a corrected invoice. We'll always do our best to deliver what we've promised.

Sticking to the rules

All energy companies need to do things in a legal, compliant and professional way. So our industry regulator Ofgem sets standards and regulations for us all to follow.

It makes sure everyone is playing fair and like us, is putting their energy customers at the heart of everything they do.

Being consistent

All of our policies are honest. So when we make decisions, we make sure customers are treated fairly.

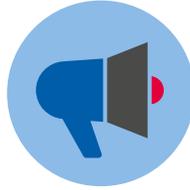
Looking after our customers

If there's one thing we put first, it's you, our customers. We know any decision big or small could impact your business. So we put your needs ahead of our own.

We incorporate Standards of Conduct into all of our training regimes. It makes sure employees are aware of our Standards of Conduct and know how to work by the book. The standards are built into the way we do things. That way, our staff know what we expect from their performance as an npower employee. It's just another way we make sure you're treated fairly.

We began our Standards of Conduct journey by inviting you to be part of the process. Let's look at the ways we've actively engaged with you in 2016.

Giving our customers a voice



You're at the heart of everything we do. So if you tell us how you feel, you'll know we'll listen.

Our business services are broken down into two teams:

npower Business – serve mainly small businesses comprising of less than 10 employees and a turnover of less than 2m euro or an annual consumption rate not exceeding 100,000 KWh (power) or 293,000 KWh (gas).

npower Business Solutions – working mainly with companies that use energy on a larger scale, many of whom have dedicated Account Managers, Client Leads and Customer Relationship Managers.

Here's what we do:

npower Business carries out regular Customer Satisfaction surveys and in some instances, we do a competitor benchmark survey a couple of times a year.

npower Business Solutions launched customer satisfaction surveys for industrial and commercial customers in August 2016 and use key performance indicators for middle-market customers to measure customer satisfaction. This is how we learn what really matters to you. npower gather up the information and

pick out areas to improve upon. Once we're in the know, we put the weaker areas through our business change processes and strengthen them.

This year npower Business Solutions are also actively promoting an online survey to customers – giving you the chance to provide feedback.

npower Business and npower Business Solutions make sure your comments are heard by the right people at npower. By prioritising the improvements that'll make the biggest difference, we make sure we do the right thing at the right time. In npower Business that's where the Customer Improvement Alliance comes in. It's made up of people throughout our business, who are looking to champion changes that will improve your customer experience. Within npower Business Solutions, this is carried out by our Continuous Improvements Team.

Here are some examples of what this means:

Business voice panel

For npower Business, the Business Voice Panel continues to help us better understand our customers, and how our work affects theirs. It's made up of 1,500 energy customers that we work with all the time. They test products,



propositions and communications to make sure any of our changes are customer focused.

Energy saving products

We offer a range of energy saving solutions and support to business customers ranging from a free telephone helpline 0800 9758637 to full scale Site Audits for Business Solutions customers.

Social media

We've been using Twitter, blog and LinkedIn to provide insightful business advice and news to companies – whether they're npower customers or not. We also upload helpful videos to YouTube covering a variety of topics

that our customer panel have told us are important to them.

npower Business Solutions like to keep our customers up to date with what's happening in the industry – that's why we publish weekly blogs and offer our opinion on some of the industry's hot topics. We also produce a daily market report, which keeps you informed about energy prices, so you can better manage energy costs and plan your energy spend and consumption.

We've heard your feedback, so what did we do next?

Improvements in communication



Every time we talk to our customers, we learn more about you and find out how you like to do things.

This is how we're improving how we communicate with you:

- Constantly reviewing communications to make them more customer-friendly and easier to understand.
- Improving letters to make them clearer and more concise.
- Updating our website pages to make them easier to navigate and read on multiple devices.

Online account management

At the start of 2015 npower Business launched Online Account Management – a self-service tool – for the majority of our micro-business customers that makes it easy for customers to view, understand and manage their energy account, at a time that suits them. As well as paying bills online, and submitting meter readings, customers can also update their account information, live chat with an advisor (office hours only), track energy usage and request to receive email or SMS reminders so they never miss an important notification.

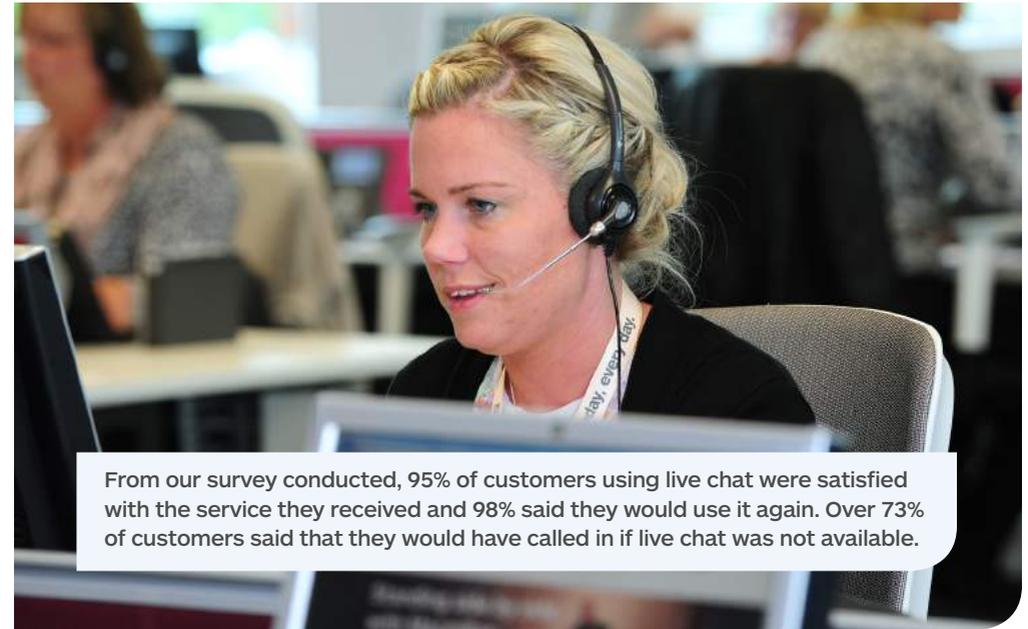
So far it's been much more successful than we anticipated, with 20% of

npower Business customers already signed up and using it far more than we could have predicted:

- In 2016 over 212k transactions made (that's 160% above target this year).
- More than £3.7m taken in online payments so far.
- 84,236 meter readings submitted to date.

npower Business – are now offering an online quote option for our micro-business customers because we understand they are busy trying to run your business and prefer to organise your energy accounts outside normal office hours.

In npower Business Solutions, we devoted a much larger advice section on all our payment reminder courtesy letters. This gives customers who were experiencing difficulties with payment full details of how to access Business Debtline, Stepchange and the Citizens Advice Consumer Service.



From our survey conducted, 95% of customers using live chat were satisfied with the service they received and 98% said they would use it again. Over 73% of customers said that they would have called in if live chat was not available.

We implemented an “opt-in” email invoice due reminder service helping customers manage your accounts, highlighting any queries or difficulties in making payment so that the right advice or signposting could be given at the earliest opportunity.

We are now actively contacting our customers to remind them that your renewal is due so we can offer you the best price for a contract with npower.

24hr automated telephone service for npower micro-business customers

With this they can:

- Pay bills
- Give us meter readings

For the vast majority of our smaller business customers, we offer our helpful voice recognition tool. It's designed to

help you get through to the right person quickly when you call us.

For npower Business Customers, to make sure you're happy with the service, we ask everyone to take a quick survey after each call and email. Better yet, our Letter of Authority policy has received the full npower treatment – we've made it simpler. Now it's easier for you to authorise someone in your business to access your energy account with us.

We now display our phone number for all our outbound sales and marketing calls. This provides transparency to the customer and allows you to be aware when we are calling.

Read on to find out how we've improved your customer journey...

Improving the customer journey



We're making things simpler and fairer at every stage of our customer journey.

We know that customers are busy running their businesses rather than worrying about energy contracts. It's easy to forget when it's time to renew your energy contract and slip onto a higher rate when it expires. We are proactive about contacting customers to secure them into their next contract at a rate they are happy with. We don't give up after one try either. If we don't reach you at first point, we try again using different methods of contact.

We have rewritten the letters we send to customers who owe us money to make it even clearer what they owe and what they need to do.

We have a dedicated Continuous Improvement Team working on our customer journey ensuring that we are constantly improving our internal and external processes. Whether you're joining, staying or leaving us, we want to treat you fairly every step of the way.

In addition, for npower Business customers we have set up Business Rewards, an exclusive online portal that is just for our small business customers. It gives you discounts and offers on a range of different

products and services, for example, deals on eating out and discounts on office products. Businesses can also make these offers available to their staff to incentivise and reward valued employees.

We have improved our bill messages so that it is really clear to customers what they need to do to get a good renewal quote

We have set up a verbal termination line so that customers can just give us a call if they want to leave rather than going through the hassle of writing to us.

Our Business Movers Team are a dedicated team set up to assist our micro-business customers. Think of it as a 'one-stop-shop' where you can agree a new contract and have your account set up by one adviser. It makes the whole process of moving premises much simpler.

Offering Direct Debit at point of sale

For electricity customers within npower Business Solutions, you can now save time and money if you set up a Direct Debit as soon as you join us or renew your contract. For added convenience Direct Debit can now be accommodated over the phone for npower Business customers.

Improving accuracy of usage estimates

This gives you a better idea how much you pay with Direct Debit. It's easier for us both and makes it a win-win. So it's important that we constantly review and look at ways to get this right first time.

Fixed price offers

Everyone wants to control their costs, this is why we offer fixed price contracts so customers can sign up for 1, 2 or 3 years to a tariff that won't change and have peace of mind that unless their consumption changes, their bills won't.

Farewell contact

For npower Business customers we've started to contact our customers by letter, text and outbound call up to five days before they leave to five days after. This makes sure they have a final meter reading and we can answer any queries before they settle the account.

Credits

This year we reviewed how customer credits were being refunded back to the customer. This resulted in us communicating more with our customers to make sure they were receiving credits due.

Simpler account switching

If a customer decides to leave at the end of their contract we do everything we can to make sure it's a smooth process. We contact customers quickly if there is a problem. And even if we object to the transfer due to debt or contractual grounds we'll help resolve the matter so that customers are free to leave.

The management of the Treating Customers Fairly process and Standards of Conduct are at the heart of everything we do.

We're aiming to be the best



We want to be the best energy provider for customer service by putting our customers first in everything we do.

Regular customer feedback forums

By listening to our customers' feedback, we can create action plans and give ourselves the responsibility to make things happen.

Right at first contact

We're always working hard to make sure that everyone at npower knows how to make the customer experience positive and right first time. npower Business have even given our front line agents training targets, which are more customer-focused.

npower Business Solutions have introduced a Learning Resource Centre for our employees, and update the customer service training on a regular basis (based on customer satisfaction).

Debt counselling service

npower Business offer a service through an assigned debt counselling team who offer advice to customers who are having difficulties with payment. They can refer customers to the Business DebtLine when appropriate.

Within npower Business Solutions, appropriate referrals are always made to Step Change and the Citizens Advice Consumer Service in addition to Business DebtLine.

Digital

In npower Business Solutions, we've provided a new framework to purchase your power energy requirements (and sell power if you are a generator) through a dedicated online portal.

This gives customers a tool to manage energy purchases and also provide flexibility on managing mid-contract commodity purchases, helping reduce costs.

npower Business Solutions introduced Energy HQ, which is a one-stop-shop for our customers to come and talk to our experts about unlocking their energy management potential and turn their data into savings and financial opportunities. On top of the traditional energy saving measures we will help them to look at their processes, people and at changing behaviours.



How are we doing?

Customer satisfaction is so important to us; we talk about it every day at each level of business. If something is wrong, we do everything we can to put it right there and then. That's why we're giving our customer-facing teams more power to help resolve complaints at the first point of contact. We're also using complaint case studies to make our customer service even better. It's all part of our investment in service excellence.

We strive to be proficient when acknowledging complaints. If we can't resolve the issue right away, it'll be given to a complaints expert who has the skills to fix it.



Conclusion

It's all about being honest and transparent with you.

So if you do have any questions or comments, we'd like to hear them. Our contact details are set out on the following pages.

A copy of this report is available free of charge and can be found on our website:

 npowerbusiness.com

Alternatively, please call:

 **0845 166 3360/3320**

You can email us your comments at:

 **standardsconduct@npower.com**

Thank you for taking the time to read our publication.

Contact us

npower Business



Write to us

Customer Services
npower
PO Box 583
Hull HU5 1YU



Online

You'll find lots of helpful information and answers to your questions on our website:

npower.com/business



Social media Twitter

You'll find us at **@npowerhelp** for customer service enquiries and issues and **@npowerBusiness** for Microbusiness news, tips and advice



We're also on LinkedIn
linkedin.com/company/npower-business



Call us Phone Customer Services



Electricity

For questions about your electricity account, general queries and electricity meter readings:

0845 166 3360

Lines are open Monday to Thursday from 8:30am to 5:30pm, Friday 8:30am to 5pm



Gas

For questions about your gas account and gas meter readings:

0845 166 3320

Lines are open Monday to Thursday from 8:30am to 5:30pm, Friday 8:30am to 5pm



Business Movers

Let us know you're moving out, and get a quote for your new premises:

0845 075 0430

9am-5pm Monday to Friday



Business Sales

We can help if you'd like a new quote or want to add sites to your contract:

0800 980 8897

Monday-Thursday 8.30am-5.30pm
Friday 8.30am-5pm



Residential Sales

Find out if you could save by switching to npower at home:

0800 009 3703

Monday-Friday 9am-5pm

npower Business Solutions (Medium – Large Businesses)



Write to us

PO Box 8007
Oldbury
B69 2AL



Online

You'll find lots of helpful information and answers to your questions on our website:

www.npower.com/nbs



Email

yourbusiness@npower.com



Social media Twitter

On Twitter, you'll find us at **@npower_nbs** for daily energy news and comment and **@npowerhelp** for customer service enquiries and issues



Call us Phone Customer Services



Electricity

For questions about your electricity account, general queries and electricity meter readings:

0800 138 2322

8.30am to 5.30pm Monday to Thursday
8.30am to 5pm Friday



Gas

For questions about your gas account and gas meter readings:

0845 138 2322

Lines are open Monday to Thursday from 8:30am to 5:30pm, Friday 8:30am to 5pm



Business Movers

Let us know you're moving out, and get a quote for your new premises:

0800 138 2322

9am-5pm Monday to Friday



Business Sales

We can help if you'd like a new quote or want to add sites to your contract:

0800 107 2049

Lines are open Monday to Thursday from 8:30am to 5:30pm, Friday 8:30am to 5pm

Phone calls: We may monitor and/or record calls for security, quality or training purposes. Call charges to numbers beginning with 0800 are set by your telecoms provider, calls may be free if you are calling from a business mobile or landline but this will depend on your contract. Calls to our 0845 numbers will cost a maximum of 5p per minute, plus your phone company's access charge. Please check with your operator for exact charges.



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