



Project Trident

Customer Advisor Engagement Review Summary Report

Publication date	01 June 2026
Response deadline	31 July 2026
Team & contact	Project Trident, communications@xoserve.com



Contents

Executive Summary	3
Introduction	4
Online survey responses	4
Customer Engagement Sessions	8
Shippers	8
Transporters	8
Conclusions and next steps	9



Executive Summary

One year after the introduction of the Project Trident Steering Committee Customer Advisors, we undertook a review of the engagement structure between Advisors and Customers.

Between 01 June and 31 July 2026, DSC Contract Managers and their nominated representatives were invited to contribute to this review to help Project Trident understand how the current Customer Advisor engagement structure is working. The review sought to gather Customer views on whether the role and how it engages with Customers is supporting greater transparency, credibility and stakeholder trust in Project Trident decisions. The review did not seek to review the involvement of the Customer Advisors within Steering Committee and the decision-making process.

Feedback throughout the review was invited through an online survey, three Customer Engagement drop-in sessions and longer written responses. Despite the review being widely advertised, no longer written responses were received and responses to the review, in general, were low.

The online survey responses indicated that Customers generally find it easy to engage with Customer Advisors and feel comfortable sharing questions, feedback or constructive challenge. The effectiveness of the engagement and the extent to which Customer Advisor engagement helps Customers understand Project Trident received lower, but still largely positive, average scores.

Question	Average score
Q3a Engagement effectiveness	3.75 / 5
Q4a Ease of engagement	4.63 / 5
Q5a Comfort sharing feedback	4.75 / 5
Q6 Understanding Project Trident	3.75 / 5
Overall collective score	4.22 / 5

The verbatim feedback suggests that Customers value the principle of the Customer Advisor role, particularly where it helps direct Customer input and support transparency. To improve, respondents welcomed clearer evidence of the role's impact, more proactive outreach to Customer groups and greater continuity in Advisor relationships.

The three Customer Engagement Sessions supported the online survey findings and provided more detailed feedback from Shipper, IGT and DN Customers. Customers were broadly supportive of the current engagement forums and cadence, with sessions every two months seen as appropriate at this stage of Project Trident. The main improvement themes were practical rather than structural: scheduling Shipper sessions further in advance, making times earlier, and making the impact of Customer Advisor input more visible.

The review recommends maintaining the current Customer Advisor engagement structure, with drop-in sessions once every two months and continued access to 1:1 meetings or phone calls where Customers would benefit from direct discussion. This should be strengthened through more active updates, such as short newsletter content, to show the issues being raised, how feedback is being reflected, and where Customer Advisor input is influencing Project Trident decisions.



Introduction

The Project Trident Customer Advisors were introduced in June 2025 to support to bring a customer perspective to the highest level of Project Trident governance: building greater transparency, credibility, and stakeholder trust within Project Trident decisions. They also share their insights on what is currently happening for Shippers and Transporters and what big projects require their time and focus which helps shape engagement expectations for Project Trident. The two Customer Advisors represent Shippers and Transporters, respectively.

The Customer Advisors host drop-in sessions every two months for customers to hear first-hand their updates on Project Trident and how they are actively shaping the work undertaken by the project team. Customers can share their thoughts during these sessions or contact the Customer Advisor directly if they have any queries or insights they would like to share or would like a 1:1 meeting.

The scope for the review was to ask Customer whether this engagement structure worked for them. The review was advertised widely to DSC Contract Managers and their nominated Project Trident engagement representatives. The following table captures the broad methods of communication:

Method	Date	Reach
Customer consultation awareness emails	These communications were shared to the following number of stakeholders from across the industry: 01 June, 124 recipients 28 July, 128 recipients	
DSC Customer Consistency meetings	The review was advertised at the following DSC Customer Meetings: - IGT Customer Constituency Meeting, 23 June 2026 - Distribution Network Customer Constituency Meeting, 02 July 2026 - Shipper Customer Constituency Meeting, 22 July 2026	
The Project Trident newsletter, The Tide	23 July 2026 19 June 2026 21 May 2026	Directly to over 450+ newsletter subscribers and publicly available on the Trident homepage.

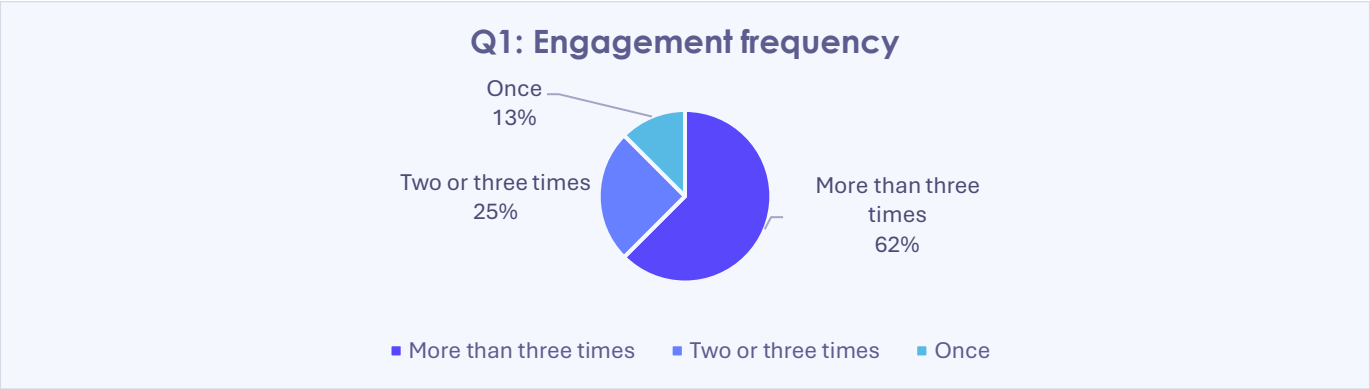
Online survey responses

During the consultation period, response rates to the survey were low but provided a useful cross-section of the industry. A total of eight online survey responses were received from six unique Customer organisations representing Portfolio Shippers, a Trader / Non-portfolio Shipper, a Distribution Network Operator and an Independent Gas Transporter.

The questions asked and the response themes were:



1. In the last 6 months (between 01 January 2026 and 01 June 2026), how often have you engaged with or heard from the Project Trident Customer Advisors?



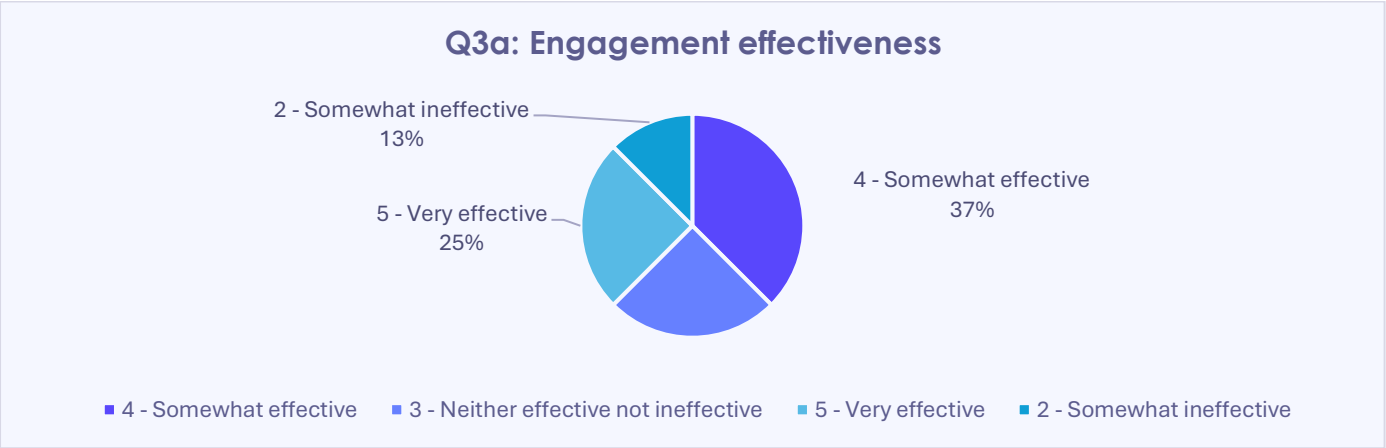
2. If you have engaged, please specify the channels that have been most useful. If other, please specify the channels that have been most useful.

Respondents identified a range of engagement channels as useful, with the Project Trident Customer Advisor drop-in group call and Project Trident Customer Briefing most frequently referenced. Email and 1:1 meetings or phone calls were also cited as useful routes for engagement, alongside Customer Advisor attendance at Constituency Calls.

Channel	Number of references
Project Trident Customer Advisor Drop-in Group Call (once every two months)	6
Project Trident Customer Briefing	5
Email	3
1:1 meeting or phone call	3
Customer Advisor attendance to a Constituency Call (once every two months)	2
Stakeholder events	1

3a. Overall, how effective is engagement with the Customer Advisors?

On average, Customers scored this question 3.75 out of five, with five being the most effective.





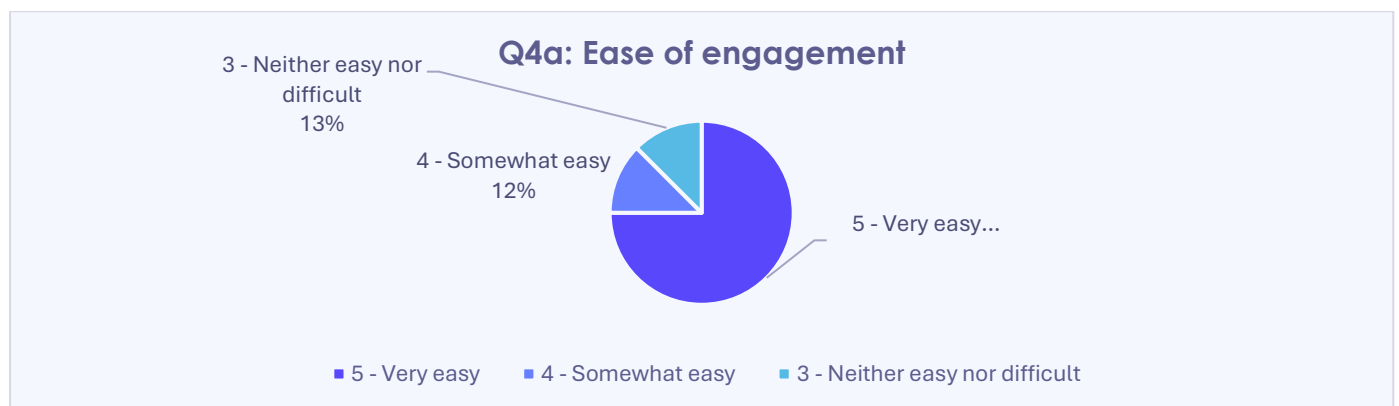
3b. Please explain your score, including what works well and what could be improved.

Responses to this question showed mixed views on the effectiveness of Customer Advisor engagement. Positive feedback highlighted that the Customer Advisor role helps direct Customers to where their input is valuable and how the Advisors had been accommodating in creating opportunities for engagement and responding to question. Other responses indicated that the role's impact is not yet consistently visible. Several respondents asked for clearer evidence of how Customer Advisor input has influenced decisions, a stronger feedback loop following engagement, and more proactive outreach from Advisors to the Customer groups they represent. Transporter feedback also noted that changes in the Customer Advisor role had made it harder to assess effectiveness fully, with continuity seen as important to building stronger relationships and improving engagement over time.

Theme	Number of references
Need for clearer evidence of Customer Advisor impact and influence on decisions	3
Proactive outreach to Customer groups ahead of key discussions	3
Customer Advisor engagement helps simplify where Customer input is needed	1
Current engagement opportunities and responses from Project Trident are helpful	1
Continuity in the Transporter Customer Advisor role is needed to assess and improve effectiveness	1
Customer Advisor sessions should be more targeted to relevant stakeholder groups	1

4a. How easy is it to know how to engage with Customer Advisors?

On average, Customers scored this question 4.63 out of five, with five being the easiest.



4b. Please explain how we could improve your score to question 4a.

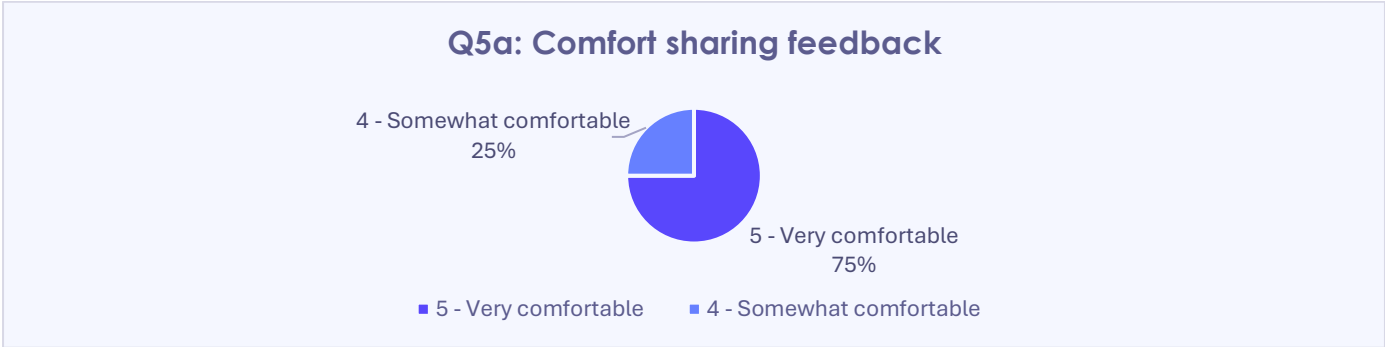
Responses to this question indicate that most Customers find it easy to understand how to engage with Customer Advisors. Where improvements were suggested, these focused on making engagement opportunities easier to plan around and ensuring they are timed to avoid clashes with other industry meetings.



Theme	Number of references
Engagement is easy to access or identify through current information	2
Meeting times should avoid clashes with other industry commitments	1
No improvement suggested or no additional comment provided	5

5a. How comfortable do you feel sharing questions, feedback, or constructive challenge with the Customer Advisors?

On average, Customers scored this question 4.75 out of five, with five being the most comfortable.



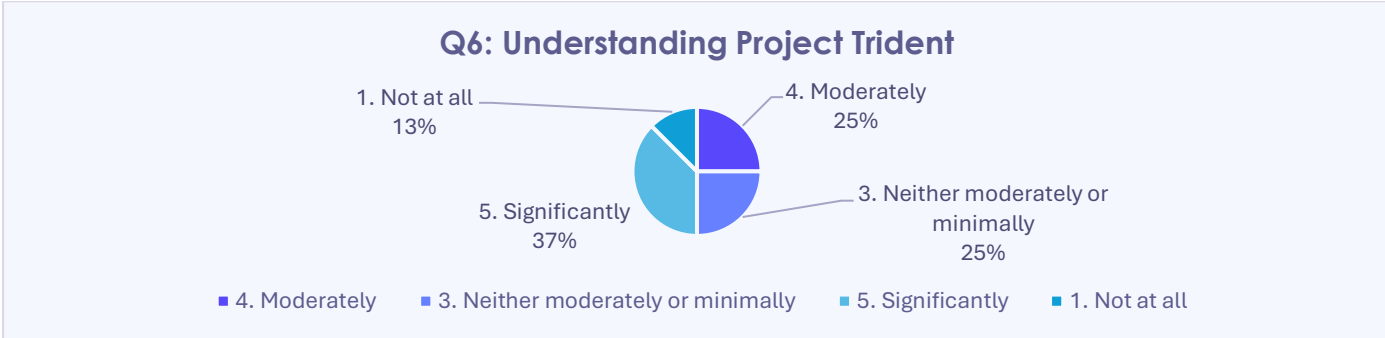
5b. How could we improve your response to question 5a?

Customers were generally comfortable sharing questions, feedback or constructive challenge with Customer Advisors. The limited improvement comments suggest that comfort levels are already high, although one respondent noted that constructive challenge can sometimes feel difficult to navigate. Transporter feedback also pointed to the value of longer-term Advisor continuity and potentially wider engagement opportunities to strengthen confidence and build relationships over time.

Theme	Number of references
Customers feel comfortable sharing feedback or constructive challenge	2
Constructive challenge could be better received or navigated	1
Greater Advisor continuity and wider engagement opportunities would improve confidence	1
No improvement suggested or no additional comment provided	5

6. To what extent does engagement with the Customer Advisors help you understand Project Trident and what it means for your organisation?

On average, Customers scored this question 3.75 out of five, with five being the most significant.





7. What one thing should we change to improve engagement between Customers and the Project Trident Customer Advisors?

When asked to identify one change that would improve engagement between Customers and the Project Trident Customer Advisors, respondents most asked for more proactive outreach from Advisors to the Customer groups they represent. This included contacting contract managers or Customer groups ahead of key Steering Committee meetings, sharing the items most relevant to those Customers, and creating more direct opportunities for smaller or less regularly engaged parties to contribute. Others wanted greater visibility of how Advisor input is shaping Project Trident decisions.

Theme	Number of references
More proactive outreach from Customer Advisors to contract managers or Customer groups	3
Clearer demonstration of the tangible value and impact of the Customer Advisor role	2
Continuity in Advisor relationships to build stronger engagement	1
More targeted engagement with relevant customer groups	1
Current approach is working well	1

Customer Engagement Sessions

To supplement the online survey responses, three short sessions focusing on the review were held during pre-arranged Customer drop-in sessions with the Advisors. These took place with a larger number of Customers (up to 25) with the following two questions asked:

1. What works well with the current engagement between Customers and Project Trident Customer Advisors?
2. What one thing should we change to improve engagement between Customers and the Project Trident Customer Advisors?

Shippers

The Shipper Customer Advisor engagement session took place on 17 July 2026 and feedback focused on tactical improvements to make the sessions more accessible to Customers.

- Schedule Shipper drop-in sessions in advance for the next year so they are visible in Customer calendars.
- Move the sessions from 10:00 – 10:45am to 9:15 – 10:00am on Friday mornings to avoid clashes with larger industry meetings that often start at 10:00am.

The group agreed that meeting every couple of months is appropriate at the current stage of Project Trident, while recognising that the frequency may need to increase as activity ramps up. Participants also noted that the session should remain focused on high-level feedback, rather than becoming a technical working group.

Transporters

The Transporter Customer Advisor engagement sessions took place on 23 June 2026 with IGT Customers and on 02 July 2026 with DN Customers.



In the IGT session, Customers noted that they had experienced good engagement with Project Trident Stakeholder Engagement representative but had not seen the same level of engagement from others, including Customer Advisors. Customers also noted that they were not fully clear on what they would use a Customer Advisor for. However, the session format was seen as the right place for Customer Advisor briefings, with the current frequency considered appropriate at this stage of the project, while recognising that this may need to increase as the project progresses.

In the DN session, Customers also agreed that the constituency meeting was the right location for Customer Advisor engagement. Participants indicated that a two to three-month cadence was appropriate at the current stage, particularly where technical colleagues were also able to join the conversation, although more frequent engagement may be needed later in the project. The main improvement theme was the need to make the impact of Customer Advisors more visible. Customers asked for clearer examples of where Customer Advisor input has influenced Project Trident, including the key issues raised and any “big wins” or outputs from Customer Advisor involvement.

Conclusions and next steps

Based on the survey and Customer Engagement Session feedback, the recommended approach is to maintain the current Customer Advisor engagement structure: drop-in sessions once every two months, supported by access to 1:1 meetings or phone calls where Customers would benefit from more direct discussion.

This should be strengthened through more active engagement, such as short Customer Advisor updates or newsletter content, to show the issues being raised, how feedback is being reflected, and where Customer Advisor input is influencing Project Trident decisions.

The recommended tactical improvements are:

- Schedule Shipper drop-in sessions in advance for the next year so they are visible in Customer calendars.
- Move the sessions from 10:00 – 10:45am to 9:15 – 10:00am on Friday mornings to avoid clashes with larger industry meetings that often start at 10:00am.
- Use future sessions and updates to share clearer examples of Customer Advisor input, actions taken and any “big wins”.

The following areas will also be maintained:

- The Shipper drop-in sessions should remain focused on high-level feedback, rather than becoming a technical working group.
- Transporter engagement should continue through the relevant constituency meetings.
- Maintain the current two to three-month cadence, with flexibility to increase frequency as Project Trident activity ramps up.

Together, these actions preserve the strengths of the current model while improving visibility, consistency and Customer confidence in how Customer Advisor feedback supports Project Trident decisions.