

Welcome to our April edition of *Market Focus*, providing a monthly update on MOSL activities and the water retail market.

Strategic Metering Review: Strong business case for enhanced meter technology in non-household market

A webinar hosted by MOSL on 6 April outlined the findings from an independent report by Artesia consulting, demonstrating a compelling case for trading parties to invest in enhancing metering for non-household (NHH) customers.

The session, which was attended by more than 80 representatives from trading parties as well as Ofwat, Defra, CCW and other stakeholders, marked the publication of the report and Artesia's research findings.

Following extensive research and engagement, the report concluded that:

- There is a strong benefit case for water companies rolling out enhanced metering technology to NHH customers
- Water companies planning to roll out 'smart' meters for domestic customers should include non-household customers at the same time
- Companies without large-scale metering programmes would benefit from upgrading or replacing selected non-household customers' meters, particularly the largest customers and/or where businesses are in close proximity
- Common data output standards and robust analysis frameworks will be important in accelerating the rollout and maximising the benefit of enhanced metering without impacting the current range of technologies.

The report was commissioned by MOSL on behalf of the Strategic Panel's Metering Committee to help inform companies' thinking as they develop their investment plans for PR24, AMP8 (2025-2030) and Water Resource Management Plans for 2025-2050.

Due to the timing of the opening of the NHH market, AMP8 represents water companies' first opportunity to fully consider the investment needs of business customers, including metering. Companies' proposals will detail how they intend to meet the increasing demand for water when most regions of the country are now under "serious water stress" (according to the

Environment Agency's designations) and unusual weather events are becoming more severe and less predictable due to climate change.

Investing in metering will be at the heart of companies' plans to meet these challenges and any proposals on NHH demand reduction targets as part of the Environment Act. Timely, accurate and granular data from meters is vital not only to ensure customers' bills are based on actual consumption, but also in providing data to help reduce leakage and improve water efficiency.

Although 'smart' technology is commonplace in the energy sector and increasingly in homes - just five per cent of the market's 1.3 million water meters are currently 'smart' and 22 per cent use 'enhanced' Automatic Meter Reading (AMR) technology. Which means that three quarters (73 per cent) of all meters are 'traditional' meters that need to be visited and read manually.

The report recommends companies upgrade all sub-25mm 'traditional' meters to either AMR or - if companies are already rolling out smart meters to households - smart/AMI. For meters above 25mm the report recommends adopting smart/AMI technology, or adding smart functionality to existing meters, on a case-by-case basis.

Artesia estimates that rolling out enhanced metering would cost the industry approximately £344m, with benefits of £943m (both based on 15-year Net Present Value (NPV)) and a potential return on investment of five years.

Commenting on the report, John Davies, MOSL CIO, said: "We fully expect water companies to propose significant investment programmes for household meters in the years ahead. However, the picture for



non-household customers is less clear. We believe there is currently a risk that companies may prioritise household investment - leaving the NHH market in the 'slow lane' - even though the majority of NHH customers use water in the same way as households and for domestic purposes - such as running taps and flushing toilets."

Claire Yeates, Strategic Director for Waterscan, who sponsored the workstream on behalf of the Metering Committee, said: "Accurate, timely metering data is critical in the effective management of this precious natural resource. The market cannot progress without improvement in this area - it is quite simply the right thing to do for customers, trading parties and the environment."

Christina Blackwell, Senior Policy Manager at CCW, added: "With the continued spotlight on metering for household customers, we're pleased to see the report focus on enhanced metering technology for business customers. Making sure businesses have more reliable meter readings is imperative if we're going to fix the market's long-standing billing issues (85 per cent of business



customer complaints relate to billing and charges) and protect customers from inaccurate bill spikes they cannot afford. This data will also help businesses to become more water efficient – empowering them to save money and support the urgent action needed to ease the unsustainable pressures on our water resources. Proper consideration now needs to be given to the pace of the proposed changes.”

For a full list of metering technologies, please read the document [here](#).

Have your say

- ◆ The Artesia Consulting report, cost-benefit analysis and templates are available to download [here](#).
- ◆ We welcome feedback on the report. Please send any feedback, thoughts or comments to comms@mosl.co.uk by Friday 6 May.

Annual Trading Party Survey

The Annual Trading Party Survey will now close on Thursday 21 April.

On 28 March, MOSL issued its Annual Trading Party Survey, asking trading parties to rate the delivery of our services, as part of our [Market Services Framework](#), and providing members with an opportunity to feedback on the quality of our engagement.

This survey will close at 5pm on 21 April to allow trading parties more time to complete it due to the Easter Holidays. We would like to thank all those trading parties who have already responded to the survey. Your feedback will help us to identify ways to improve.

Once the survey closes, we will collate responses and publish the anonymised responses on our website. We will also develop an action plan for improvements that will be shared with trading parties in the coming weeks.



MOSL continues to improve its website

MOSL has deployed a series of improvements to its [website](#) to improve user experience and begins testing for new Query Management System.

Website enhancements

Since the re-launch of the MOSL website in April 2021, as part of our Channel Management Improvement Programme, we have been collating feedback from users and MOSL colleagues on several enhancements to help trading parties navigate the website and access our services. These enhancements include:

- ◆ **Sorting of table column headers:** Users will now be able to sort by any column in a table, including meetings
- ◆ **Future meeting options:** Users will be able to toggle views of 'future meetings' on and off. The next upcoming meeting will always be highlighted for convenience
- ◆ **Document dating:** Document publication dates are now visible on the document page and all document modules on website pages
- ◆ **Login page behaviour:** Users that are prompted to log into the MOSL website whilst attempting to access a restricted page will no longer be sent back to the homepage after logging in

- ◆ **Restricted page visibility:** In the interest of transparency, any menu items that are visible to registered users only are now visible on the MOSL website. If you are not logged in and would like to access the page, it will prompt you to log in.

We hope that these enhancements improve your experience of using the MOSL website and look forward to deploying more in the coming weeks and months. Next month will also see the launch of our new Query Management System (QMS) and the prioritised Unplanned Settlement Run (USR) process.

If you have any feedback or have any recommendations on ways we can improve the website and its usability, please contact comms@mosl.co.uk.

Query Management System

At the end of March we issued communications to Contract Managers and Kissflow users announcing the launch of the Unplanned Settlement Run process through MOSL's website. This will see the process move across from the Kissflow

platform and enable trading parties to raise a USR through Single-Sign-On (SSO) on our website.

Testing for the new QMS, called My MOSL, is now underway. Following extensive internal testing, the Channel Management Beta Group, made up of trading party representatives, is undertaking a series of usability tests to ensure the system works as expected before it goes live, which will now take place next month. As a reminder, we have sent instructions to Contract Managers, Kissflow users, and those who have previously raised USRs, to sign up to the Microsoft Azure Tenant. This will ensure that users are registered with the QMS and will be able to sign onto the MOSL website with their business email address instead of their partner accounts.

Work is also underway to determine the next process that will be developed through the My MOSL system, the detailed requirements for which will be developed following the launch of the USR process.

Our R-MeX experience: Affinity Water

Last month we ran the third Retailer Measure of Experience (R-MeX) survey which enables retailers to review the services provided by their wholesalers. Following the [publication of the results](#) earlier this month, Affinity Water has remained top of the league table and made significant improvements across all categories since the R-MeX began in October 2020. We asked the team at Affinity Water how the survey has helped them drive positive change:

How has the R-MeX supported your improvements?

“It has helped ensure we maintain our focus on customers whilst providing an official channel for retailers to suggest improvements and hold us to account for our performance. The improvement recommendations have given us the opportunity to implement some quick wins by adapting and fine tuning our approach. Due to our size, we are fortunate to be in a position that we can be agile and implement these suggestions quickly. It’s always good to be challenged, and we always welcome suggestions to the way we do things - whether it be as part of the R-MeX survey or a quick call or email. We certainly don’t always have the best solution, and we rely on the retailer and customer perspectives to help us improve. The R-MeX survey helps validate our decisions and it is great to hear that the services we provide are rated well by retailers – so far.

The R-MeX survey has also supported us in raising the profile of our non-household services and teams internally. This has had a positive effect on the delivery of our services to retailer customers by helping us to highlight to one another the interdependencies which link departments within our business whilst providing a simple way of tracking our progress.”

What improvements have you made so far?

“In previous surveys we received comments which helpfully pointed out areas for improvement in our levels of engagement at an account management level, and we have responded to this by engaging with those retailers who will now have regular check ins as a result. We still have more work to do on

this, but our door is always open!

We’ve recently started offering a chargeable ad-hoc Long Unread Meter (LUM) meter read service to those retailers who do not have a meter read contract with us. This piece of work has utilised the experience and dedication of our fantastic meter readers to find those troublesome meters. We’ve seen positive results on a small trial basis and will continue to work with retailers on this proposition. If there are any

retailers who are

interested in finding out more about our offering, please contact us.

For the last couple of years, we have issued each retailer with a monthly report which provides details of the individual trading party’s vacancy levels (including a top 10 list of vacant supply points with consumption), settlement charging accuracy, an overview of

supply point movements and LUM levels (including a top 10 list so these can be targeted).

A very recent addition is the inclusion of a marker to indicate where a wholesaler read has been submitted to CMOS on a long unread meter. We also highlight any supply points (SPIDs) on which settlement reconciliation is +/- £500 and sort by highest value so these can be reviewed easily. If a retailer is utilising our meter read service, we also provide a high-level overview of the amount of reads scheduled, read, and skipped. We are extremely pleased with how positively our monthly retailer reports have been received and continue to evolve with the valued feedback from retailers.



Members of the Affinity Water wholesale service desk team - Joanne Walker, Amy Flack and Katie Steadman (L-R)

We undertake monthly data work which involves a variety of checks on our metering data including physical/chargeable data sizes and read frequencies to ensure customers are not receiving incorrect charges and retailers do not inadvertently receive Market Performance Standard (MPS) charges due to incorrectly marked read frequencies. This activity complements our continued focus on our pre-market LUMs and long-term vacancy activity.

We are conscious that our performance to date is also dependent on the hard work and dedication of everyone across the industry who has been involved in the [Retailer Wholesaler Group \(RWG\)](#) and other working groups. This includes those supporting the bilaterals hub along with anyone who has helped us with issues or queries. We have undoubtedly benefited and learnt from this as part of our plans and decision making.”

Do you have any ongoing or long-term improvement plans based on the results you’ve received from the R-MeX?

“Our plan is to continue work on our data and long-term unread meters as we know we still have a lot of work to do on these. We will also keep our alternative eligible credit support products under regular review. We’ve recently joined the [RWG Tariff Simplification sub-group](#) and look forward to contributing to this work and changes it may bring to the market. Other than these key areas we want to keep listening to the feedback we receive from retailers and customers to ensure we are supporting an effective non-household market.”

You can find all R-MeX outputs on the [dedicated webpage](#).



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Making changes: your change proposal update

Ofwat Decisions

[CPM015/CPW071: 'Panel Self-Governance'](#)

On 23 March, Ofwat published its decision to reject this change due to changes in governance arrangements following the establishment of the Strategic Panel and Code Change Committee.

[CPW070c: 'Bilaterals Interface Solution'](#)

On 30 March, Ofwat published its decision to approve CPW070c Bilaterals Phase 3 (Process F4/F5). This change introduces the F4 (Customer enquiries), F5 (Customer complaints), and G1 (Trade Effluent enquiries) processes into the bilateral transactions hub. CPW070c will be implemented on 31 May 2022.

Code Change Committee Recommendations

The Code Change Committee held its first meeting on 29 March at which it recommended the implementation of the following changes to Ofwat:

[CPW070d: 'Bilaterals Phase 4 \(Processes B1/B3/B7\)'](#)

This change proposes to integrate the processes for meter installation (B1), meter testing (B3) and meter changes (B7) into the bilateral hub. The Committee recommended its implementation for 2 August provided Ofwat approval is received by 2 June.

[CPW085: 'Premises Vacant transaction link to DPID'](#)

This change seeks to remove instances of vacant sites with active trade effluent consents which can lead to incorrect billing of customers. It proposes validation in the central system (CMOS) to prohibit premises' occupancy status changing to vacant if there is an active Discharge Point (DPID) or active DPIDs being created for vacant premises. It will also introduce a Service Level Agreement (SLA) for wholesalers to terminate trade effluent consents (Process G6) to avoid a delay in changing premises to vacant. The Committee recommended its implementation for 2 December 2022 provided Ofwat approval is received by 1 June.

[CPW120: 'Final Meter Reads where no Visual Read Available'](#)

This change seeks to address the situation where a wholesaler cannot take a visual final read when a meter is replaced or removed. In these circumstances, the wholesaler will provide an estimated read and select the relevant reason code why an estimate is being provided. This will increase retailer and customer visibility and understanding of estimated final reads. The Committee recommended its implementation for 2 December provided Ofwat approval is received by 1 June.

[CPW128: 'Updating Volume Validation Tolerance'](#)

This change was proposed by the

Metering Committee to reduce the number of meter reads unnecessarily rejected by CMOS, so improving the accuracy of consumption data in settlement. It proposes to widen the upper and lower volume validation thresholds and remove the anomaly that prevents zero consumption being entered for vacant properties. It will also increase the number of previous meter reads used in comparing against previous consumption to better account for seasonal variations. The Committee recommended its implementation for 2 December 2022 provided Ofwat approval is received by 1 June.

[CPW130: 'Transfer Read Estimate Reason Codes'](#)

This change was proposed by the Metering Committee to address the issue of inaccurate skip reason codes which are resulting in an increase of estimated reads. It will replace the existing reason codes in CMOS with those proposed by the RWG. If CPW120 is approved, then many of these new codes will also be used by wholesalers for final reads. The Committee recommended its implementation for 2 December 2022 provided Ofwat approval is received by 1 June 2022.

The Code Change Committee also agreed to suspend [CPW106: 'Management of Long-Term Vacant Supply Points'](#). Following Ofwat's decision to send this change back for reconsideration, the proposer has decided to withdraw the change. If no alternative proposer comes forward then this change will be withdrawn.

Monthly Market Statistic

“On average 15.5 per cent of the 2.6m supply points in the non-household market have switched retailers at least once since the market opened in April 2017. However, this increases to 38 per cent for supply points that consume over 13,700 litres of water per day and drops to 11 per cent for supply points using less than 100 litres of water per day.”

Source: CMOS, March 2022

This shows that not all customers are the same and different customer groups engage with the market in different ways. Higher consuming customers are much more likely to have switched retailer at least once compared to lower consuming customers. This difference could be because higher consuming customers are more aware of the market (as reported by Ofwat in its [State of Market report 2021-22](#)) or because higher consuming customers have more to gain from switching.

Bilateral Transactions Programme: positive benefits assessment

The results of an initial analysis of the benefits being delivered by the [Bilateral Transactions Programme](#) are looking extremely positive.

Six of the 15 financial benefits contained in the full business case (FBC) – those that can be reliably assessed at this early stage – indicate that benefits are 100 per cent higher per annum than those outlined in the FBC.

The analysis considered the time taken by retailers and wholesalers to initiate transactions, the impact of fewer rejections, reduced time for wholesalers and MOSL to produce Operational Performance Standards (OPS) reports and for MOSL to carry out performance rectifications.

Possibly the most important benefit, and a primary reason for introducing the bilateral hub, was making it easier for retailers to initiate and manage bilateral transactions.

Prior to the hub, C1 transactions were taking between five and 30 minutes to raise, with an average of around ten minutes. The average is now four to eight minutes, with some trading parties taking less than three minutes.

If this performance was repeated across all bilateral processes, it would equate to a saving of between 10,500 to 14,700 hours across the market, or up to £294k per year based on conservative hourly cost estimates.

The FBC estimated that efficiencies in the six processes would result in savings of £468k per annum. Based on the analysis, this is currently around £937k per annum. Total annual savings for all bilateral processes could exceed the ‘high case’ of £1.7m (compared to a conservative ‘mid-case’ of £1.2m).

The analysis also identified additional benefits from the hub, including a reduction in wholesalers’ efforts to raise requests and check the status of requests, reduced effort to produce reports on service requests and greater visibility of third-party requests. This latter benefit was the result of additional functionality requested by trading parties.

Commenting on the findings, John Gilbert, Programme Director, said: “We’re very

Report highlights

- 💧 Reduction in time taken for retailers to initiate C1 transactions: 46 per cent
- 💧 Reduction in effort from fewer rejections: 127 per cent
- 💧 Reduction in wholesaler effort to produce OPS reports: 167 per cent
- 💧 Reduction in time taken for wholesalers to initiate C1 transactions: 242 per cent

pleased with these initial findings, which a number of our ‘Pathfinders’ have confirmed are in line with what they are seeing, but we’re always keen to hear other trading parties’ experiences. We look forward to repeating the exercise after the launch of the next tranche of processes.”

If you’d like to provide feedback on the bilaterals hub, please email bilaterals@mosl.co.uk.

CMOS transactions and release

CMOS Release 12.0 will be deployed into the MPS2 environment today, 14 April, for market testing, followed by implementation into the production environment on 13 May.

The following code and non-code changes will be implemented:

CPW123: ‘Improved codes for ‘remote read type’. This change will adjust the remote read type meter codes to ensure they accurately represent the meters in the market. Another part of this change is the removal of data item D3037 – “Remote Read Flag” and renaming of data item D3039 to “Remote Serial Number”. The MDS_METER report will also be updated to reflect these changes.

NCC026: ‘Collapse functionality to be added in CMOS’. This change will enable users to collapse a tab view in CMOS Low Volume Interface (LVI) without the need to open a different tab. It will also enable the user to keep multiple tabs open.

NCC027: ‘Validation of CMOS username’. This change will remove the ability to create CMOS usernames using the “@”

character to avoid synchronisation issues with the Azure Active Directory (AD) where the CMOS username is also used to log in to the bilaterals hub.

The updated Error Codes and XSDs for Release 12.0 were uploaded to the MOSL website on 4 April. Further details can be found on the MOSL website in the [CMOS 12 Release Notes](#) document. The content can be found on the [CMOS page](#) under CMOS – Next Release.

CMOS Stats - March 2022

Number of HVI transactions submitted	547,313
Number of MVI transactions submitted	221,070
Number of LVI transactions submitted	42,025
Total transactions submitted by trading parties	810,408
	3% increase from February 2022
CMOS Notifications sent (.M)	2,324,033
Number of active users in CMOS (GUI)	5,543
Maximum number of concurrent users	446
Unplanned outages	None
Number of Unplanned Settlement Runs (USRs)	40
Number of Market Dataset (MDS) reports generated	16,031

The RWG Corner

As mentioned in last month's edition, the [Retailer Wholesaler Group \(RWG\)](#) has introduced two new Chairs, Mike Rathbone (wholesaler - Severn Trent) and Ray Porter (retailer – Castle Water). This month we hear from the outgoing chairs, Simon Bennett and Richard Stanbrook, as they step down from their positions after a number of years at the helm.

Bennett: *That's all we've got time for, so it's "Goodnight" from me.*

Stanbrook: *And it's "Goodnight" from him.*

Both: *Goodnight!*

Simon: "It's been a fantastic journey for me - from setting up the group with Simon Brown; working with the late great Andrew Bamber; working closely with Richard on taking RWG to the next level with stronger governance and, more importantly; getting trading parties to sit down together to come up with good practice that focuses on the customer. Hopefully what we have achieved so far is shaping the market for the better."



Simon Bennett

We have come a very long way with the RWG, and I would like to add a big thank you to all those who have been involved on this journey. As I am no longer working for a wholesaler, it was the right time to step down as Chair, but I look forward to still being involved with the group as a member.

Mike will be great as wholesaler Chair. His knowledge, his reputation and market experience makes him the perfect candidate.

I wish both him and Ray well! They both know I will still be in the background to support them, if needed."

Richard: "I have greatly enjoyed being a joint chair with Simon. The foundations built by him, and my predecessors made life incredibly easy to help us take the RWG to its next phase. Most of all I have loved the interaction with different companies and regulators. The RWG and its culture brought the best out of us all and we built great solutions for our customers as a result."



Richard Stanbrook

Our new governance framework now provides a clearer structure of terms of office and succession, and my thanks go to Ray for stepping forward as the new retailer Chair. His experience makes him a perfect fit for this role, and I wish both him and Mike all the best. I am sure they will be fantastic in their new roles."

RWG awards

We are pleased to announce the winners of the annual [RWG Awards 2021](#). The following winners have demonstrated outstanding contributions to their respective sub-groups and were either nominated by their fellow RWG members or by the outgoing Chairs:

The Andrew Bamber "Outstanding Contribution to the Retail Market" award - nominated by RWG members

RWG Chair Award - nominated by outgoing Chairs, Simon and Richard



Martin Mavin (formally Northumbrian Water):

"I'm slightly surprised but delighted to be awarded this; we have a great, not (yet) perfect market, and the work of the RWG continues to make significant improvements."



Lois Gill (Everflow):

"I feel honoured to be recognised by the RWG in this way. I'm just keen to see the market really work for customers while also doing what we can to protect the environment."



Matthew Glover (Wave):

"I'm delighted to receive this award. I have been involved with the RWG since its inception and have always found it a productive and positive group. I have really enjoyed my tenure as Chair of the Planned and Unplanned Events Working Group and feel we've been able to make some lasting improvements in this area."



Lynnette Cross (Dwr Cymru):

"Being recognised for doing something as worthwhile as the RWG is an honour."



Dates for your diary

- 20th April: [MPC Meeting 60](#)
- 20th April: [User Forum](#)
- 26 April: [Code Change Committee Meeting 2](#)
- 27 April: Smaller Trading Party Forum
- 9 May: [Strategic Panel 5](#)
- 10 May: [Metering Committee Meeting](#)

MOSL hosts Small Retailer Forum

Following trading party feedback, and as part of the Strategic Panel's emerging stakeholder engagement plan, we will be hosting a forum specifically for smaller trading parties.

Recognising the unique challenges that smaller trading parties face in operating in the market, this forum will focus on the market priorities for these members and ways we can improve communication and access to services and remove barriers/challenges. Invitations for the forum were sent to Contract Managers last week.

If you have not received an invitation and would like to attend, or have any questions, please contact comms@mosl.co.uk.

MOSL publishes new Contract Manager webpage

MOSL has created a dedicated [webpage](#) and [guidance document](#) for Contract Managers.

The insight from last year's annual [Trading Party Survey](#) and our 'light touch' [Mid-Year Survey](#) highlighted the need to provide Contract Managers with support on market requirements, particularly when there has been a change in their organisations or they are new to the market.

The new webpage and guidance document provides an overview of trading parties' requirements as well as the role and responsibilities of Contract Managers. This includes an overview of MOSL's systems, how to access them, and a breakdown of the reports MOSL provides. It also includes quick links to pages of the website with key services and improvement programme information.

We have worked closely with a number of Contract Managers to develop these materials, but welcome feedback from trading parties. If you have any comments on the new webpage and/or guidance document, please email comms@mosl.co.uk.

MOSL joins Women's Utilities Network as first not-for-profit member

MOSL has become the first to join the Women's Utilities Network (WUN) as a not-for-profit organisation as part of its new membership type.

WUN was established to give women the skills and confidence they need to build lasting, fulfilling careers in the utility sector.

MOSL has worked closely with the WUN's co-founder and Managing Director of Utilities at Gobeyond Partners, Hayley Monks, to develop the business case for the new membership type, which will enable more organisations across the sector to access benefits and career support through the WUN.

On joining the network, MOSL CEO, Sarah McMath, said: "We know that the utilities sector is lacking in diversity with women under-represented, particularly in senior roles. The WUN has created a community for women with a passion for utilities and provided a platform for them to build confidence and progress their careers in sector. I look forward to us working with WUN and sharing this passion for progress across all areas of diversity and inclusion."

You can read more on MOSL's membership in our joint announcement [here](#).

News in Brief

Market Improvement Fund

Following the closure of the latest round of the Market Improvement Fund (MIF) bidding, of which 13 applicants submitted bids totalling over £1.4m (from the £1.5m pot), the independent Selection Committee has now selected the successful applications. These will be presented to the Strategic Panel on 9 May, and announced shortly after. You can keep up to date by signing up to receive MIF emails [here](#).

User Forum

This month's User Forum takes place on Wednesday 20 April from 3-5pm. This month's agenda items include a demonstration of our data dashboards, an update on the Market

Performance Framework (MPF) reform and more. For more information, including an event link, please visit the [event page](#).

Digdat Masterclass

On Thursday 31 March, we invited Digdat to host a 'MOSL Masterclass'. The team showcased their software that allows retailers and wholesalers to track pipe and supply issues in real-time. To find out more about Digdat's services, please visit their [website](#).

Rising Star Masterclass

Yesterday, 13 April, MOSL hosted a teach in session for the Institute of Water's Rising Stars providing the 2022 Rising Stars the opportunity to share more about their work with MOSL

colleagues and in return, learn more about our work as market operator. As part of the session, we held a Q&A with CEO, Sarah McMath, on her career journey so far, her role as CEO and challenges and opportunities in the market. We'd like to thank everyone who attended the session and look forward to following the journey of this year's Rising Stars.

Want to give us feedback?

Email us at comms@mosl.co.uk.