

Stakeholder Engagement and Consumer Vulnerability Incentive 2016/17



Part 1:
Foundations of our
stakeholder engagement

Strategic importance of stakeholder engagement



I am delighted to present this, our fifth annual stakeholder engagement and consumer vulnerability submission. We are now two years into delivering our 2015-2023 business plan for the North West and we continue to work with our stakeholders to deliver an efficient network that embraces wider social and environmental objectives.

Our plan, developed from this stakeholder feedback, is designed to deliver a cost-effective and responsive service to households and businesses, while supporting our vulnerable customers and preparing our network for an increase in demand and a low-carbon innovative future.

Responding to our stakeholders by developing our approach

Whilst we have developed strong working relationships with many local, regional and national organisations, we sought independent evaluation of our work. We worked with AccountAbility who are global-leaders in working with businesses to improve their performance. This is done by having a better understanding of the environmental and social impact of their operations, impactful stakeholder engagement and the reporting of their information.

AccountAbility delivered a review of our processes and procedures and we have implemented their recommendations to further improve and integrate our stakeholder engagement. We have a better articulated and embedded strategy underpinned by more robust processes as a result.

We have introduced a company-wide stakeholder tracker, a workshop for key internal stakeholders, monthly Executive reporting on stakeholder engagement activity, the Annual Strategic Advisory Panel Meeting (held first in June 2016) and regular Advisory Panels meetings.

We've also established an Executive-led Strategic Stakeholder Steering Group. This group supports and develops our policy and action plans. The group has prioritised a number of customer vulnerability projects such as improving the accessibility of our website for blind and partially sighted customers. The group also ensure that revenues earned under the Stakeholder Engagement and Consumer Vulnerability (SECV) Incentive were, in part, reinvested into enhancing our Stakeholder Engagement Strategy and developing our support for consumer vulnerability.

We have expanded the core team responsible for stakeholder liaison and involved a greater number of our executive team members and senior leaders in the process. The outcomes from our Vulnerable Customer Strategy can be found in Part Three of our submission.

In this year's submission, we present this enhanced strategy which aligns with and supports the delivery of core business objectives and key themes. As demonstrated on page 3 of this report, the strategy also aligns to the AA1000SES (2015) standard.

A company-wide responsibility

Stakeholder engagement and consumer vulnerability are a company-wide responsibility and it's important to me to provide leadership within the organisation on this. I was pleased to be able to chair our Annual Strategic Advisory Panel in June 2016. This was one of my first formal actions having joined the Company only six weeks earlier. I am committed to the need for businesses to engage and collaborate with stakeholders and know that such collaboration makes businesses more effective.

In my first year in post, my priority has been to build a strong relationship with my internal stakeholders; the colleagues and contractors who deliver our vital service to our customers, communities and our vulnerable. Details of my activity is outlined on page two.

Our Company vision is to be the "leading energy delivery business," and to help do that we're focused on delivering excellent customer service. This goal is supported by our company values: Customer, People, Safety, Performance and Innovation.

We know from our ongoing stakeholder engagement – including the significant work that went into developing our business plan for the current price control (RIIO-ED1) – that our stakeholders require us to deliver a network that is:

- **Reliable**
- **Affordable**
- **Sustainable**
- **Delivered with excellent customer service**

Consequently, all our stakeholder engagement activity is underpinned by these overarching stakeholder aims.

We are training our frontline staff to ensure that stakeholder engagement becomes a company-wide responsibility. This programme began in 2015 and will continue until all customer facing employees have undergone training.

From these foundations, we will continue working with our stakeholders to deliver, in collaboration with our partners, imaginative projects which meet our business goals and deliver significant regional benefits.

This submission demonstrates the actions we have taken during 2016 to improve our stakeholder engagement process. The benefits that these are delivering for our customers and the region are detailed in parts 2 and 3 of this submission.

Peter Emery
Chief Executive Officer

Electricity North West has demonstrated a laudable performance in developing and driving a stakeholder centric-culture within the organisation. Built on a strong and authentic governance structure consisting of a series of dedicated Advisory Panels linking the Executive level of the organisation with the operational level, Electricity North West has established a robust foundation for continual improvement and strong sustainable performance in stakeholder engagement activities.

AccountAbility assurance report 2017.

Demonstrating the Company approach to Stakeholder Engagement and Consumer Vulnerability

Our approach to stakeholder engagement is based on the AA1000SES – an internationally-recognised, stakeholder specific standard that we've adhered to and built our processes around for the past five years.

Working with AccountAbility to evaluate our approach and embed robust processes across our business

In 2016/17, we commissioned AccountAbility to review our strategy, our processes and procedures to ensure we were on track. We were, and we continue to develop our engagement to deliver the best possible outputs and outcomes for our stakeholders.

Electricity North West is in the process of responding to all of AccountAbility's recommendations, building on our robust foundation and creating momentum for continual improvement and strong performance in stakeholder engagement activities.

Our approach includes strong and authentic governance with senior leadership management; strong commitment and focus to running stakeholder engagement activities, and robust systems to monitor and manage stakeholder engagement activities. To further support Electricity North West's ambition and performance, we will bring further clarity and internal awareness to the stakeholder engagement strategy; extend the performance metrics and their link to incentives; and develop practical internal procedures and guidelines to support consistent and quality stakeholder engagement implementation.

This strategy has been developed in conjunction with our internal and external stakeholders to ensure that it delivers for both the business and our partners. It has been endorsed by our Advisory Panels and reviewed by AccountAbility, ensuring that it delivers strong outputs and outcomes.

Senior colleague buy-in

Our Strategic Stakeholder Steering Group, composed of six members of our eight-strong Executive Leadership Team, and embedded into the company structure over the last 18 months, ensures high-level visibility and accountability for stakeholder-related activities.

An Internal Working Group consisting of 11 senior business leaders meets every two months to plan and implement the outputs from the Advisory Panels.



Peter Emery's personal engagement

Peter Emery commenced his role as Chief Executive Officer at Electricity North West in May 2016. Bringing considerable experience of collaborative and cross-sector engagement from his previous role at Drax, Peter is committed to the need for businesses to engage and collaborate with stakeholders and knows that such collaboration makes businesses more effective.

In his first year in post, his priority has been to build a strong relationship with his internal stakeholders; the colleagues and contractors who deliver our vital service to our customers, communities and our vulnerable.

This includes:-

- Drafted 38 weekly updates of our internal newsletter, Connect and 11 video blogs; blogs are viewed on average by about 250 people and Connect is read by around 1300 people every week.
- Presented at Executive Leadership Team (ELT) Roadshows. Last September and October, he led 16 hour-long sessions across the region which were attended by around 1200 of our people.
- Led Senior Leadership Team (SLT) and Wider Leadership Team (WLT) events twice last year, these were attended by around 220 of our senior leaders.
- Led three SLT events this financial year, which bring together our ELT and SLTs to discuss the best way to deliver our company goals and ambitions.

Peter will continue to build on this throughout 2017/18 and also lead our external stakeholder engagement. Peter will again chair our Strategic Stakeholder Advisory Panel meeting to be held in June 2017.



Measuring success

Our strong stakeholder governance structure ensures feedback is captured and outputs from the Advisory Panels are reviewed and implemented. Each Advisory Panel is chaired by a director and supported by our Senior Leadership Team, who then implement the feedback and learnings. Our Board receives four updates a year outlining our stakeholders' and vulnerable customers issues, concerns and priorities. We'll build a feedback loop from Board discussions to our Advisory Panels this year.

Overarching business goals are used as key metrics to ensure business-wide engagement and so our stakeholders can see the value they bring and the input and impact that they have on our organisation.

Further development will be undertaken this year to ensure that the costs and benefits of stakeholder engagement can be captured and articulated.

Improved processes

A bespoke Customer Relationship Management (CRM) system has improved our record keeping and data analysis. We've also implemented a company-wide stakeholder engagement tracker which monitors the engagement carried out across the business, effectively capturing stakeholder views and expectations, and embedding stakeholder feedback within the organisation's strategy, activities and action plans. This ensures a consistent approach which delivers measurable outputs.

Stakeholder engagement health check

An annual independent audit highlights areas for improvement, while ongoing feedback from each of the Advisory Panels ensures our approach reflects local and regional priorities. Electricity North West's updated strategy aligns more closely to the end-to-end engagement cycle, in line with the AA1000SES.

We ensure consistency across the business through our internal governance and engagement by our CEO, Executive Leadership Team and Senior Leadership Team and also through the publication of our stakeholder manual which ensures best practice is followed by aligning to AA1000SES standard. This is all tracked through our fully-audited Stakeholder tracker.

Impact on culture and organisational activities

Through the use of our CRM tool, stakeholder tracker and embedded governance structures, we ensure that our processes are aligned to achieving operational excellence.

Our stakeholder engagement strategy ensures our 2015-2023 business plan can be delivered and is supported by a stakeholder manual, which we updated in 2016/17. Aimed at everyone in Electricity North West, the manual describes how stakeholder engagement benefits our business; gives clear guidance to all colleagues on our strategic approach to stakeholder engagement; provides mechanisms for internal overview and scrutiny, and explains board-level commitment to stakeholder engagement.

Training for the front line

Working with external partners, we now train our customer-facing colleagues with the aim of improving their skills, confidence and motivation to identify and engage with potentially vulnerable customers. More details can be found in Part 3 of our submission.

Improved technology and processes

In 2015, we began using a bespoke Customer Relationship Management (CRM) system, which is delivering value in the way we store information.

Over the last 12 months, the system has improved our work with Priority Service Register (PSR) customers. We plan to have a strategic review of data acquisition for new PSR customers, in addition to achieving a data cleanse of our existing customers through a newsletter mail out, which we started in February 2017.

Highlights include:

348,865
TOTAL NUMBER OF
CUSTOMERS
ON OUR PSR

179,243
PROACTIVE
CONTACTS
MADE TO VULNERABLE
CUSTOMERS DURING 2016/17

438
GOODWILL PAYMENTS
TOTTALLING **£14,448**
MADE WHICH WERE NOT REQUIRED
AS PART OF OUR GUARANTEED
SERVICES PROCEDURES

14,488
PSR CALLS HANDLED
FROM APRIL 2016 –
MARCH 2017

ENGAGEMENT IN ACTION OVERVIEW

618,670
TOTAL
NUMBER OF
PARTICIPANTS

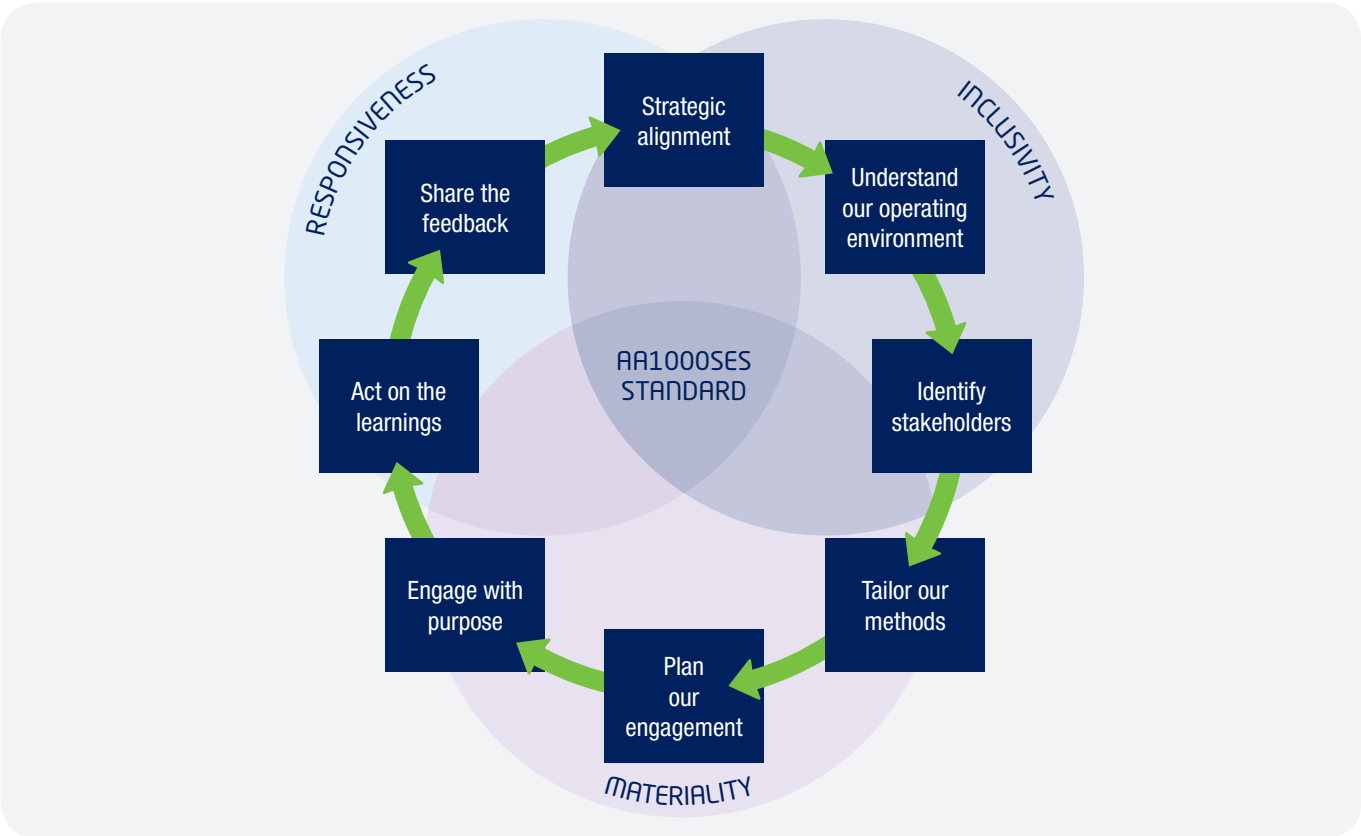
614,559
NUMBER
OF EXTERNAL
PARTICIPANTS

4,111
NUMBER OF
INTERNAL
PARTICIPANTS

Our Stakeholder engagement strategy

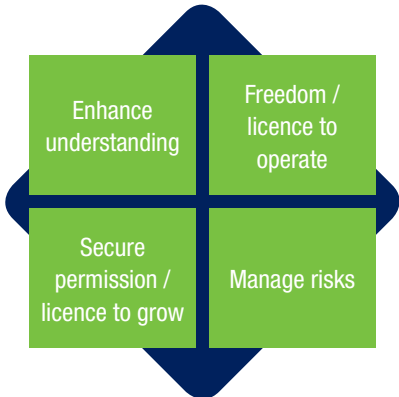
Our stakeholders told us that they'd find it helpful for us to articulate our Stakeholder Engagement Strategy. Over the last 12 months, we've worked with AccountAbility and reflected on best practice within the sector to enhance our strategy. We've validated our approach with our Advisory Panels and we've continued to capacity-build to embed our approach within our business. This allows for more effective engagements and integration of stakeholder feedback.

Our stakeholder engagement programme is driven by our Board, led by our CEO, owned by our senior management and delivered by all colleagues across the business. The following section describes our Stakeholder Engagement Strategy. Each stage is described in turn.







Strategic alignment - delivering our business plan commitments, managing risks and acting on our stakeholder insight

Our starting point is to ensure that our Stakeholder Engagement and Consumer Vulnerability Strategies are aligned to our strategic goals. Our activity should support the following Company Strategic Objectives:



There are four themes at the heart of our business plan; reliability; affordability; sustainability; and excellent customer service, ensuring we cater for the needs of vulnerable customers.

-  **Reliability** – Keeping the lights on and responding quickly to network faults
-  **Affordability** – Providing an affordable, value for money service for all, while helping to address fuel poverty and providing support for vulnerable customers
-  **Sustainability** – Ensuring our network can adapt to future challenges such as a low carbon economy and climate change, while keeping bills affordable
-  **Vulnerable customers** – Providing excellent customer service to all of our customers, especially those who are vulnerable or need extra assistance

Managing risks

Our Risk Management System (RMS) is an effective and efficient way of managing uncertainty that results from the multitude of factors that the Company faces in pursuit of its business objectives. It is an approach by which the Company understands the level of exposure it is willing to take and considers risks across the business in a consistent way.

With a direct link to business objectives, the RMS includes the identification, assessment and management of current risks, controls that are currently in place to mitigate against these risks, and remedial actions to reduce risks to acceptable levels.

Risk identification and mitigation is also a key concern for us and effective stakeholder engagement informs and strengthens our approach. Our company-wide process to identify engagement risks and subsequent mitigation ensures these risks are identified and managed throughout the engagement process.

Understanding our operating environment

Working with our Strategic Advisory Panel in June 2016, which was chaired and facilitated by our CEO Peter Emery and our stakeholder team, we discussed our materiality matrix. Capturing our stakeholders' priorities and concerns ensures that our focussed engagement is delivering outputs that are relevant to the current issues faced by our stakeholders. Our materiality matrix was updated and endorsed by our Strategic Advisory Panel in June 2016. It is shown below. We will review the map at our Stakeholder Advisory Panel every two years.



Identify stakeholders

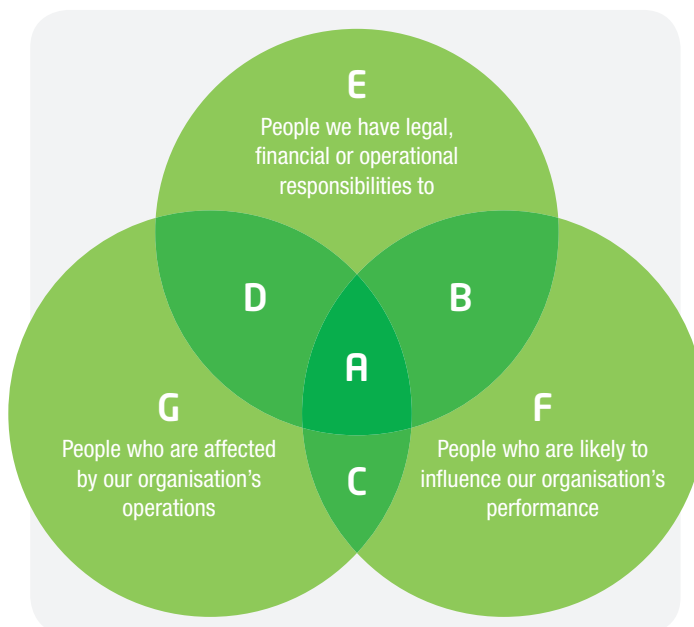
Ensuring that we are working with the right stakeholders is an ongoing process. We've committed to regularly reviewing this process to make sure that we are engaging with a broad range of stakeholders, and on the right topics, so that we can deliver the right outputs.

Our stakeholder mapping process, undertaken across the business, is owned by our Internal Stakeholder Working Group and our Advisory Panels. Our stakeholder map is regularly reviewed and updated to ensure that all interests are being captured.

The following table shows how we categorise and prioritise the stakeholders we have identified.

Tailoring our methods

Tailoring engagement is an important step which ensures that we engage with the right stakeholder, at the right time and capture the relevant outputs. Our engagement is structured to ensure we don't have 'talking shops' with no outcomes and also to ensure that we make effective use of our stakeholders' time and resource.



Stakeholder group	Stakeholder requirement	Communication method
A	Our customers include anyone who pays for our services, including domestic, business and connections and distributed generation customers. We need to listen to our customers' views to improve our business and the services we provide for them.	Empower Joint projects, joint ventures, partnerships, multi stakeholder initiatives
B	From local government and schools to emergency services, MPs and national government we have a number of key relationships and a vast range of public sector stakeholders. Engagement locally is essential due to the unique nature of our business which directly affects local communities. Engagement nationally as a regulated business is also essential, ensuring that we communicate appropriately at all levels and recognise our role in the UK.	Collaborate Multi-stakeholder forums Advisory Panels Focus groups
C	Our industry engagement includes that with electricity suppliers, employees and contractors and other utilities. By working together we can gain the benefits of a range of experience and viewpoints to help us serve our customers more efficiently and effectively.	
D	We interact with a number of NGOs, including environmental and other lobby groups. We have a local and national perspective to our responsibilities. For example, environmentally, we must manage our own direct impact with local stakeholders, and nationally we must continue to facilitate the UK's move to a low-carbon future. Stakeholders include National Parks, National Energy Action, British Red Cross, Consumer Futures.	
E	Our financial stakeholders, including our investors, banks and credit rating agencies, clearly have a big impact on our organisation.	Inform Bulletins and Letters Brochures Reports and websites Speeches, conferences and public presentations
F	We often engage with local, regional, national and trade media to not only promote our business but also to inform our customers. We also work with advisory organisations such as AccountAbility and Business in the Community to improve our stakeholder engagement practices.	
G	For some of our engagement activity we may engage with specific environmental charities and education charities. Also the scope and purpose of an engagement may require engaging with web users and social media users.	

Planning our engagement

Collating and coordinating stakeholder engagement activity is key to ensuring that our stakeholder engagement is holistic and consistent, providing high-quality outcomes for the business and our stakeholders.

In order to ensure this, we take a company-wide approach to engagement, which is promoted throughout the company via our stakeholder manual, tracked through our custom built stakeholder tracker, and reviewed locally and at a corporate level.



Engage with purpose

Following our strategic approach ensures that we engage with purpose with our stakeholders. This important step ensures that our engagements are tailored to each stakeholder, their views and expectations, to deliver meaningful outputs.

Electricity North West has established a robust foundation for continual improvement and strong sustainable performance in stakeholder engagement activities. Their Advisory Panels enable alignment to the organisation's core business themes, and allow for the effective integration of stakeholder feedback within the organisation and the escalation of stakeholder concerns to senior management as appropriate.

AccountAbility assurance report 2017

CASE STUDY

Building effective relationships with our region's Members of Parliament

A case study of engaging with purpose

A review of our stakeholder map by our Internal Working Group identified the need for us to increase our engagement with the key stakeholder group of the region's Members of Parliament. The Company hadn't developed a structured engagement approach with these stakeholders and this was seen as a risk to the Company given the importance and influential role that this group plays in representing the concerns of our customers and our communities. Discussion with our Vulnerable Customer Advisory Panel identified the potential for approaching this group to support us in promoting our Priority Service Register.

This political engagement required a tailored approach that utilised our stakeholder engagement strategy, whilst acknowledging that the methods and outputs would be different from our formalised Advisory Panel governance structure.

We secured 32 meetings with our 53 MPs over a nine-month period; 22 MPs endorsed our Priority Service Register and issued press releases to coincide with our Winter-Ready Campaign. Six MPs have endorsed and issued press releases in support of our apprenticeship and graduate scheme.

Through dialogue we also identified and were able to respond to a number of their issues. These ranged from our investment in flood defences, to cyber-security to our approach to diversity in workforce planning. Follow-up meetings have been arranged with both the MPs and with stakeholder groups that they represent.

Partnership strategy

A subset of 'Engaging with Purpose', our partnership strategy is essential to guide the organisation in making robust choices on its investment in collaboration: the right issue area, the right type of partnerships, and the right type of partners to ensure the greatest value to the organisations. Our partnership strategy model is detailed here.

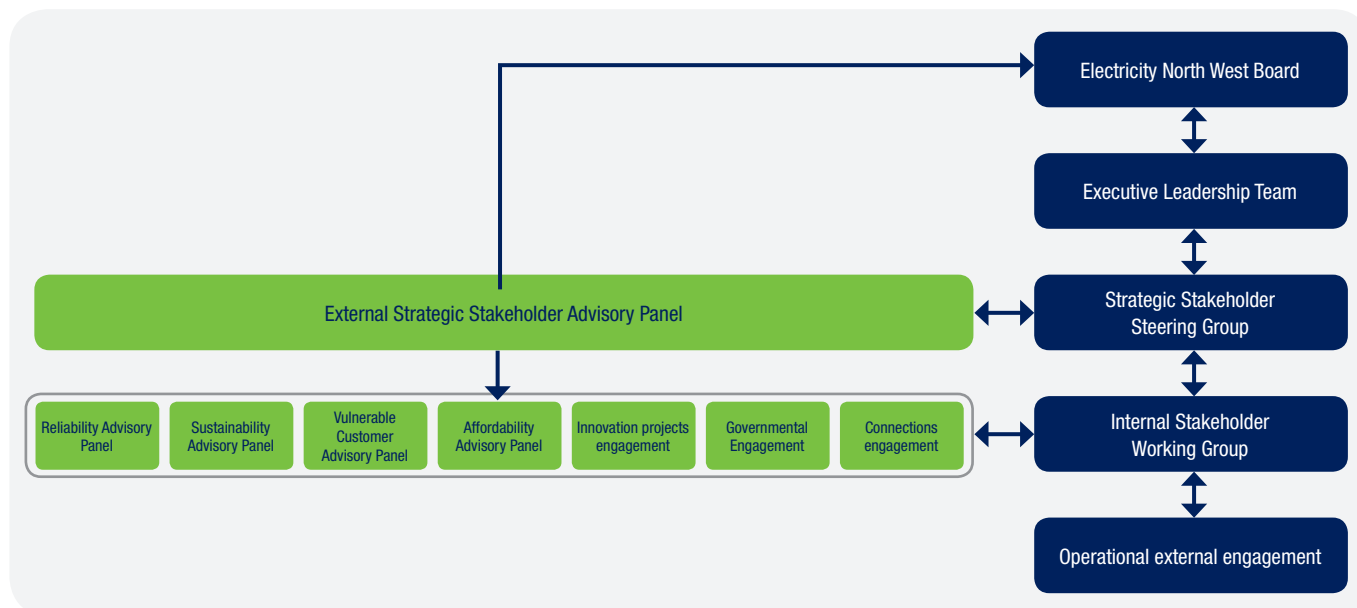
Developing effective partnerships

Strategic understanding	Data-led approach	Management of services	Systems and processes
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Act on the learnings

We want to ensure that there are robust internal processes that capture the input we receive from our engagements. The structure below demonstrates we have effective dialogue within our organisation which

ensures that we act on the learning and are able to feedback to our stakeholders. This governance structure delivers effective action plans at every level of the organisation aligned to stakeholder input.



Share the feedback

In line with the AA1000SES (2015) Standard, to which Electricity North West's practice is aligned, once an organisation embeds and responds to stakeholder feedback and develops action plans, the next step is to communicate the engagement outputs, the stakeholder feedback and resulting action and response plans.

Disseminating our good work, and learning from others, is a key element of our strategy that ensures continuous learning and development. Our Future Networks Team are industry-leaders in dissemination of innovation and best practice and they are sharing this learning through capacity-building events across the business.

Engagement in action - a business-wide effort

Our Stakeholder Tracker provides us with a mechanism to record all the stakeholder activity undertaken by colleagues within our business. This gives us essential visibility about the nature, scale and impact of our stakeholder engagement activity. Engagements can be shared and discussed and action plans can be developed to respond to the important insights are provided. Analysis of the data in the Tracker can also help us to identify gaps or risks in our Stakeholder map.

Information from the Tracker is reported to our Executive Leadership Team on a monthly basis and our performance is discussed at their Operational Review Meeting. The Executive Leadership Team can then act and give guidance to colleagues on their response to our learning from engagement.

The following table provides an overview of the Company's Stakeholder Engagement activity.

Detailed snapshot of our engagement in action

Total number of participants 618,670		Number of external participants 614,559	Number of internal participants 4,111
Type of engagements	Amount of events	Range of Stakeholders	
Committees Electricity North West chair	7	National Government departments including. Ofgem / Department for Business, Energy and Industrial Strategy	
Conferences we've presented at	39		
Co-ordination meetings for projects	40	Local Government including. Local Authorities 53 Members of Parliament	
Engagement meetings with stakeholders	296		
Forums we've hosted	24	Charities including British Red Cross / Mind / Samaritans	
Planning meeting regarding projects with stakeholders	38	Consumer Groups / Advocates including Citizens Advice Bureau / Trade Unions / Rural England	
Site visits at the request of stakeholders	12		
Teleconferences we've disseminated project information at	21	Business Customers including BT/ Vodafone	
Training sessions regarding projects and street works	12		
Workshops we've delivered on internal processes and procedures	43	Domestic Customers including 4,500 research surveys	
E-Newsletters we've issued	13		

We also undertake significant customer research. This insight and data informs all aspects of our approach to customer service for all of our customer groups. It also drives the development of the services we provide to our vulnerable customers.

The following table illustrates the customer research we carried out from April 2016 to March 2017.

Project Description	Volume	Expected Benefit	Status
Unplanned Interruptions Customer Experience Tracking	1350	Understanding of performance against customers' needs and what is required to achieve 10/10	On Going
Planned Interruptions Customer Experience Tracking	675	Understanding of performance against customers' needs and what is required to achieve 10/10	On Going
PSI Engaged Customer Panel x2 focus groups	40	Review the current cards and understand from customers what these should look like and the information they should include going forward	Completed
Ad-hoc quantitative STORM survey and basic package of reporting	150	Understand how to keep customers 'in storm' why are they opting to speak to an agent, how to improve the postcode module	Commenced
Ad-hoc quantitative COMPLAINTS survey and basic package of reporting	350	Understanding satisfaction from customers of the handling of their complaint	On Going
Ad-hoc quantitative COMPLAINTS survey half year	350	Understanding satisfaction from customers of the handling of their complaint and provide results by agent	Awaiting Results
Ad-hoc quantitative WINTER WEATHER survey and basic package of reporting	75	Understand what service customers expect from use during the winter	On Going
New PSI Card test	75	Once new literature has been developed a trial to test the customers thoughts using the Ofgem question set as a like for like	On Going
HL 580 Survey	75	Understand customers satisfaction when the HL is 580 but customers don't listen to the full message and the impact of further communication	Completed
Accuracy ETR Report	150	Understand	Completed
ICS - Customer Surveys x2	400	Understand the Customers views of performance as part of the service mark	Completed
Minor Connections Customer Experience Tracking	600	Understanding of performance against customer's needs, customer effort and ease and what is required to achieve 10/10	On Going
Business Connections Customer Experience Tracking	100	Understanding current performance and recommendations	Completed

Our advisory panel members are:

Sustainability panel

- Salford City Council
- Quantam Strategy & Technology
- Goldmine Business Development
- Siemens
- Stockport Hydro
- Procure Plus
- Contractor - Durkins & Son
- Carbon Co-op
- REG Windpower
- The IET Energy policy panel
- Salford FRE
- 10:10 campaign
- Irwell Valley Sustainable Communities Project
- Transition Wilmslow

Affordability panel

- Salford University Housing unit
- Energy Saving Trust
- Greater Manchester poverty forum
- Citizens Advice Manchester
- National Energy Action
- Cumbria Action for Sustainability

Reliability panel

- Environment Agency
- National Farmers Union North West
- Lancashire Council
- Greater Manchester Combined Authority
- New Economy Manchester
- Transport for Greater Manchester
- Manchester Council
- Federation of Small Businesses
- Major Energy Users Council
- Manchester University

Vulnerable customer panel

- Stockport Metropolitan Borough Council
- Bolton local authority
- RNIB
- Lancashire Police
- Lancashire Citizens Advice
- Cumbria Action for Sustainability
- Your Housing group
- British Red Cross
- Emergency Planning & Resilience Lancashire County Council
- Alzheimer's Society
- Action on Hearing Loss
- Royal Voluntary Service

Accreditations

In the last 12 months, we have received:

- Global Real Estate Sustainability Benchmark Standard
- National Association of Pension Funds Pension Quality Mark Plus
- Institute of Customer Service 'ServiceMark'
- In-house team of the year' at the annual Public Relations Consultants Association (PRCA) regional awards in Manchester
- Outstanding In-House Public Relations Team Gold Award in the Chartered Institute of Public Relations North West PRide Awards
- Crisis Management Gold Award in the CIPR North West PRide Awards
- Fleet Van Operator of the Year award at the Motor Transport Awards
- International Coaching Federation (ICF) 2016 Prism award. The ICF is a leading global coaching organisation with over 20,000 members worldwide. The Prism award recognises businesses that work towards outstanding coaching initiatives.

To give our stakeholders' confidence that we have a robust approach we also do the following:

AA1000APS

We have continued to follow the AA1000APS principles of inclusivity, materiality and responsiveness.

Independent assurance

- Formal independent assurance over our description of our stakeholder engagement activity:
 - 2016/17 assurance provided by AccountAbility
 - 2015/16 assurance provided by PwC
 - 2014/15 assurance provided by PwC
 - 2013/14 assurance provided by Deloitte
 - 2012/13 assurance provided by Deloitte

Corporate Responsibility (CR) Index

Reported against CR Index for fourth year maintaining our highest ever score, including 100% for stakeholder engagement element:

- 2016 score: 79%
- 2015 score: 79%
- 2014 score: 73%
- 2013 score: 54%

ISO14001

- Environmental Management Systems standard
- National Association of Pension Funds Pension Quality Mark Plus
- OHSAS 18001 Occupational Health and Safety Assessment Series for health and safety management systems
- Asset Management Certification (PAS 55 and ISO 55001)

