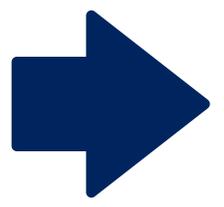


Sustainability Report 2014



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Introduction

Electricity North West is a responsible organisation and we take our environmental and social obligations seriously. For us, sustainability is about managing and investing in our network to meet the challenges of the future.

We are committed to ensuring that our customers, our staff, and our partners benefit from the decisions we make. With innovation, empathy and a well-thought out vision we promise to continue to develop a robust service with the capacity for a low-carbon future.

This Sustainability Report complements the strategic commitments laid out in our Well Justified Business Plan for 2015-2023.

WE PLEDGE TO:

- Invest wisely for tomorrow and future generations
- Reduce our own business carbon footprint
- Share our knowledge with the North West community
- Reduce vulnerable customers and those facing fuel poverty
- Inspire young people to innovate and conserve resources

“ We are committed to ensuring that our customers, our staff, and our partners benefit from the decisions we make ”





Industry Overview

The cost of energy is a hot topic and we understand that for many people, it is becoming more difficult to bear. The electricity market is regulated by the Gas and Electricity Markets Authority which governs and acts through the Office of Gas and Electricity Markets (Ofgem).

Ofgem regulates the amount that all distribution operators, including Electricity North West, can charge through for use of their networks through a series of price controls. We are currently in the fifth price control period since privatisation that covers the five years from 2010 to 2015.

In 2015, this will be replaced by a new eight-year price control framework - known as RIIO. The RIIO framework (Revenue + Incentives = Innovation + Outputs) guides service providers in how they will operate and deliver to ensure that customers and the wider community are protected.

THE OUTPUTS THAT THE INDUSTRY MUST PRIORITISE ARE:

- Safety
- Social obligations
- Reliability and availability
- Customer satisfaction
- Connections
- Environmental impact

We welcome the opportunity to demonstrate our performance and service levels in these areas.



Company Overview

Electricity North West owns, operates and maintains the North West's electricity distribution network, connecting 2.4 million properties, and more than 5 million people in the region to the National Grid.

Our network covers a diverse range of terrain, from isolated farms in rural Cumbria, to areas of heavy industry and urban populations including Manchester.

Electricity distribution network

We carry the supply from the National Grid to our customers in the North West, delivering more than 23 terawatt hours of electricity each year - the equivalent of 2.7 million electric heaters left switched on for a whole year. We deliver this power through our network of around:

- **13,000 km of overhead lines**
- **44,000 km of underground cables**
- **86,000 items of switchgear**
- **34,000 transformers**

Our commitment to sustainability goes hand in hand with our pledge to deliver a reliable service. We are very proactive in engaging with stakeholders and our Corporate Social Responsibility (CSR) programme is fully supported by our shareholders who look to Environmental and Social Governance (ESG) as part of their overall investment strategies.

Electricity North West is one of the 14 original regional distribution network operators and is a private limited company registered in England and Wales. We are owned by a consortium of funds controlled by the Commonwealth Bank of Australia and IIF International Holding GP Limited - a constituent of JP Morgan Infrastructure Investments Fund.



electricity
north west

Bringing energy to your door

Governance

Making sure we have the right governance in place for our sustainability strategy is key to its success. Our governance structure includes an External Stakeholder Panel, an Internal Stakeholder Panel and a Corporate Social Responsibility Forum. These bodies sit at the heart of our strategic thinking.



The External Stakeholder Panel

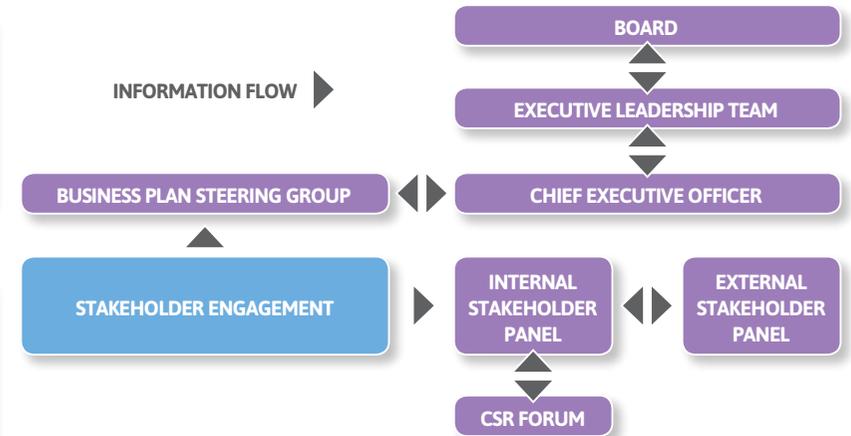
– challenges our approach and how we respond to stakeholder issues

The Internal Stakeholder Panel

– assesses and proposes changes based on engagement feedback.

The Corporate Social Responsibility Forum

– a conduit of all activities, engaging stakeholders and establishing direction.



Drivers For Change

Over the next 25 years the population of the North West is expected to grow by 10% and as a country the demand for electricity could double by 2050. If we continue to use our electricity network in the same way as we do now, we will need to invest nearly £9 billion in the North West within ten years, to expand the network.

Without action, the impact of this extra demand could mean high costs to customers and carbon-intensive works that may disrupt communities.

We also face the challenge of making the transition to a low carbon future. To meet government carbon reduction targets we all need to reduce our dependence on fossil fuels like gas and petrol and change to renewable sources such as wind and solar power.

THE CHANGES WE WILL NEED TO MAKE WILL HAVE A HUGE IMPACT ON THE ELECTRICITY NETWORK:

- **Reliance on fossil fuels to power our homes and businesses will change to renewable sources.**
- **We may install solar cells to reduce energy bills and our carbon footprint.**
- **Customers may want to sell unused power from solar panels back to the Grid.**
- **More charging points will be needed for electric cars.**

Smart Street - transforming networks

Electricity North West has been granted £8.5 million from Ofgem's Low Carbon Networks Fund to develop its innovative Smart Street pilot project. New controllable switching devices will be integrated into the network management system to make networks and customers' appliances perform more efficiently. Live trials will begin in late 2015 on a controlled week-on and week-off basis for two years, representing around 62,000 customers in Wigton, Egremont, Manchester and Wigan.

As the first demonstration in Great Britain of a fully centralised low voltage network management and automation system, Smart Street should make it easier for customers to adopt low carbon technologies onto the electricity network such as solar panels, electric vehicles and heat pumps.



Sustainability Strategy

Sustainability at Electricity North West means responsible planning for the long term. We recognise the impact our operations have on people, communities and the environment.

The two pillars of our strategy are Stakeholders and Corporate Social Responsibility (CSR), each with its own complementary approach and set of objectives.

Stakeholders

We have a consultative approach to business and include stakeholders in everything we do. Stakeholders are any individual or organisation that may be affected by what we do.

Through our engagement process we gather, analyse and refine feedback.

CURRENT STAKEHOLDER PRIORITIES HAVE BEEN ESTABLISHED AS:

- **Affordability**
- **Sustainability**
- **Reliability**

These priorities inform how we operate and the schemes that we have chosen to invest in.

Corporate Social Responsibility

Our CSR strategy has been developed by engaging with stakeholders, taking into account drivers for change as well as community issues faced in the North West region. We see our responsibilities as falling into four main areas:

- **Philanthropic**
- **Economic**
- **Ethical**
- **Regulatory**

This year will see the launch of a number of projects that put our stakeholders at the heart of CSR plans for the future - issues including fuel poverty, energy efficiency and vulnerable customers.

Measuring success

We are working with national charity Business in the Community (BITC) to monitor our progress. Electricity North West scored 73% in the annual BITC Corporate Responsibility Index 2013. This is an excellent increase of 19% from our initial assessment last year of 54%. We are on track and fully committed to achieving a score of more than 90%, within the next 3 years.



Stakeholder Engagement 2013-14

Stakeholder engagement is embedded in our business and we will continue to build upon our already successful approach to make sure we respond to our stakeholders' changing needs.

BY ENGAGING WITH OUR STAKEHOLDERS, WE CAN FIND SOLUTIONS, REDUCE RISK AND MAKE SURE WE CAN:

- Meet our customers' needs
- Understand and manage expectations
- Contribute positively to the North West
- Reduce our local environmental impacts
- Contribute to national environmental targets

Stakeholder Group	Engagement Need	Engagement in 2013/14
Customers	Anyone who pays for our services, including domestic, business, connections and distributed generation customers. We listen to our customers' views to improve our operations and the services we provide for them.	<ul style="list-style-type: none"> • Ongoing customer service phone interviews • Reactive customer service • Distributed Generation Forum
Public sector	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 wider role in the UK.	<ul style="list-style-type: none"> • Local Resilience Forums (emergency planning) • Local resilience days • CEO's chairmanship of Energy Networks Association • BrightSparks educational programme
Industry	Our industry engagement includes engagement with electricity suppliers, employees, contractors and other utilities. By working together we can gain the benefits of a range of experience and viewpoints to help meet local and national stakeholder demands.	<ul style="list-style-type: none"> • Stakeholder engagement information-sharing group • Supplier meetings through ENA and our own 1-1s • Contractor forums • National Joint Utilities Group • Industry working groups
Non-governmental organisations	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 Areas of Outstanding Natural Beauty, Friends of the Lake District, RSPB, National Energy Action, British Red Cross, Consumer Futures.	<ul style="list-style-type: none"> • Undergrounding for visual amenity quarterly group • External stakeholder panel • 1-1 meetings • Regular engagement with groups such as National Farmers Union
Financial	Our financial stakeholders, including our investors, banks and credit rating agencies, clearly have a big impact on our organisation. Appropriate engagement is key to the successful financing of our business.	<ul style="list-style-type: none"> • Board meetings • Structured engagement with banks, HMRC and credit rating agencies



Our CSR Approach

Community

The main priorities within our current Community CSR strategy are **Education, Employability, Fuel Poverty** and **Skills Development**.

Fuel Poverty affects an increasing percentage of our population. A 2012 report by the Department of Energy and Climate Change classified 20% of people in the North West as being 'fuel poor.' In addition to keeping prices down for customers, we are working with the regional community to raise awareness of the issue and develop effective ways of relieving it. These include:

- **Social action** – Flash Point Project (Case study)
- **Housing** – working with councils to insulate and improve social housing
- **Education** – working to help educate and inform children

Corporate giving

2011/2012 - £4,700
2012/2013 - £4,100
2013/2014 - £6,000

Give as you earn (through the Charities Trust)

2011/2012 - £10,858.96 (131 employees involved)
2012/2013 - £10,485.83 (123 employees involved)
2013/2014 - £10,495 (117 employees involved)

Volunteering time given

2011/2012 - 85 hours = £1,062.50*
2012/2013 - 382.5 hours = £4,781.25*
2013/2014 - 488 hours = £8,808.40

Volunteering hours based on a 7.5 hour day.
*Monetary value based on average hourly rate of business which for financial year ending 2014 was £18.05

Bright Sparks sessions delivered

2011/2012 - 139
2012/2013 - 145
2013/2014 - 149

Flash Point

We are developing a new social action programme called Flash Point, involving Manchester-based arts organisation and charity Contact, staff from Electricity North West and young people experiencing Energy Poverty.

Participants will work once a week for 15 weeks with selected ENW staff, alongside Contact's Creative Experts, to develop their own creative social action projects. The scheme is particularly suited to 12 to 14-year-olds at risk of exclusion from school. Bursaries of up to £500 will be made available to each group of five to enable them to realise their projects and produce a high-quality short film.

THE PROGRAMME AIMS TO:

- Develop awareness of social action in the context of Fuel Poverty
- Facilitate participation in social action which aims to address the issue of Fuel Poverty
- Involve ENW staff in on-going Continuing Professional Development and engaging with the community

Legacy

The project will leave an important legacy both within ENW and the community. People affected by fuel poverty will have had opportunities to engage both as participants and beneficiaries of social action projects. Both young people and ENW staff will have learned new transferrable skills and shared best practice.

SOCIAL ACTION IS A PRACTICAL ACTION
IN THE SERVICE OF OTHERS THAT:

- **Is not for profit**
- **Brings about social change**
- **Includes the giving of time**





Skills development in the North West is a major issue - especially as youth unemployment rises. Our educational programmes provide support to children and young people of all ages. Schemes include:

Bright Sparks – electricity and safety workshops for primary school children (aged 8-11), aligned to the National Curriculum. Aims to improve employability skills and better-equip young people for careers in science and engineering.

Bright Sparks is delivered to over 3000 children per year in schools across the Electricity North West area.

STEM ambassadors – our employees are specially trained and volunteer their time to enthuse and encourage students to study Science, Technology, Maths and Engineering subjects.

Manchester Science Festival 2014

Electricity North West are a major sponsor of the Manchester Science Festival, having signed a 3 year deal. The event, held at the city's Museum of Science & Industry, attracts more than 80,000 visitors and features a host of workshops, talks, displays and educational sessions.

Our staff deliver a full day session called 'Electric Dreams' - an interactive exploration for families. Guests learn how to make or break a circuit, build a model pylon and generate their own power. The event aims to inspire the engineers of the future and highlight the evolving importance and innovative opportunities presented by electricity whilst educating the general public about electricity distributions.



Marketplace

We're always looking at ways to help customers and deliver an exceptional service. But new technology and increased demand means that we need to adapt our network to ensure we can meet expectations in the years to come. Moving towards a low carbon future will mean financial investment and higher costs.

As part of our future planning, we have been assessing the sustainability of some of our substations. In order to keep prices down, we are working to find ways of extending the life of these substations.

Power Saver Challenge

The Power Saver Challenge is a pioneering four-month trial, taking place in the Stockport areas of Heaton Norris and Heaton Moor. The cost of upgrading and adding new infrastructure to substations in Stockport would be reflected in customer bills. So instead, Electricity North West is working with customers to help reduce their electricity usage.

Households participating in the Power Saver Challenge will benefit from a range of energy efficiency measures and advice. If they manage to reduce their usage by a set amount, they'll qualify for reward; either an energy efficient household appliance or a contribution towards a community initiative. The Power Saver Challenge could not only help to reduce energy bills but also reduce the need to build costly new overhead power lines and underground cables.



**POWER
SAVER**
challenge

Our Customer Approach

We look at how we can increase performance in all areas of our business, including customer service, asset replacement and the performance of equipment. All of these add up to helping us provide the best service we can.

Customer satisfaction scores

Electricity North West Monthly Customer Satisfaction Scores April 13 - March 14

Performance Mean	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 13	Feb 14	Mar 14
Overall Mean	76.90%	79.70%	78.60%	81.50%	80.00%	82.40%	80.10%	82.90%	84.50%	80.00%	80.70%	81.30%
General Enquiries	67.80%	86.20%	81.90%	84.20%	75.00%	82.90%	80.60%	84.20%	88.50%	81.20%	70.00%	85.50%
Connections	73.70%	73.50%	73.80%	79.00%	80.70%	82.10%	78.80%	79.80%	85.10%	76.70%	82.60%	75.90%
Interruptions	84.40%	82.50%	81.90%	82.50%	83.80%	82.50%	81.20%	85.30%	81.80%	82.80%	84.30%	84.80%

Our Social Obligations

We understand that some customers need more support than others. We maintain a Priority Service Register (PSR) that identifies these vulnerable households and institutions – currently more than 235,000 of our customers.

A co-ordinated programme will deliver additional assistance to our vulnerable customers working in collaboration with other agencies and charities in the North West.

Objective	Method	Target Date
Create enhanced Priority Service Register. (PSR)	Obtain up-to-date and accurate information by contacting PSR customers every two years.	Ongoing
Improve services for vulnerable and PSR customers.	Use new data to better target services.	Ongoing
	Enhanced training for all customer-facing people to improve identification of, and advice to vulnerable customers.	Ongoing
	Provide welfare package support and temporary power supplies during interruptions	Ongoing
Ensure resilient supplies to vulnerable locations.	Upgrade network reliability for 56 Hospitals and 87 distribution substations through automation investment	2017
Mitigate fuel poverty.	Reduce average cost in new price control period by 16%	2015-2023



Environment

We are determined to make a positive contribution to our environment.

As well as advising customers and the community on energy efficiency, we have taken a good look at our own consumption.

We pledge to reduce the carbon footprint of our business by 10% of its 2015 level by 2020. By investing in technologies such as low-loss transformers we can reduce electricity 'lost' during distribution by 11,000 MWh per year. We are also taking steps to reduce oil leakage from our cables.

Operational Carbon Footprint 2013/14

	2012/13 tonne CO ₂ Eq	2013/14 tonne CO ₂ Eq	Percentage Change
Buildings energy usage	9,918	8,985	-9.4%
Operational Transport	9,894	9,426	-4.7%
Buisness Transport	1,303	1,387	+6.5%
Fugitive Emissions	1,199	1,373	+14.5%
Fuel Combustion	2,774	2,590	-6.6%
BCF (excl. losses)	25,088	23,761	-5.3%
Losses	652,308	627,681	-3.8%
BCF (incl. losses)	677,396	651,442	-3.8%

The reported losses figure is a snapshot of received data as of the date of this report and will change as further settlement runs are carried out (up to 28 months after each relevant settlement date).

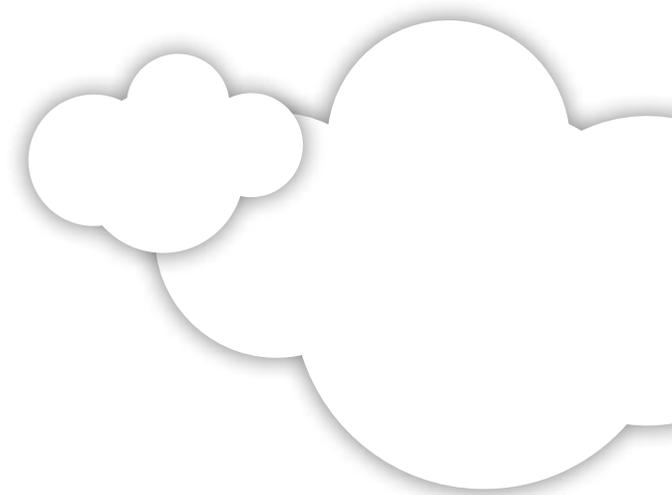
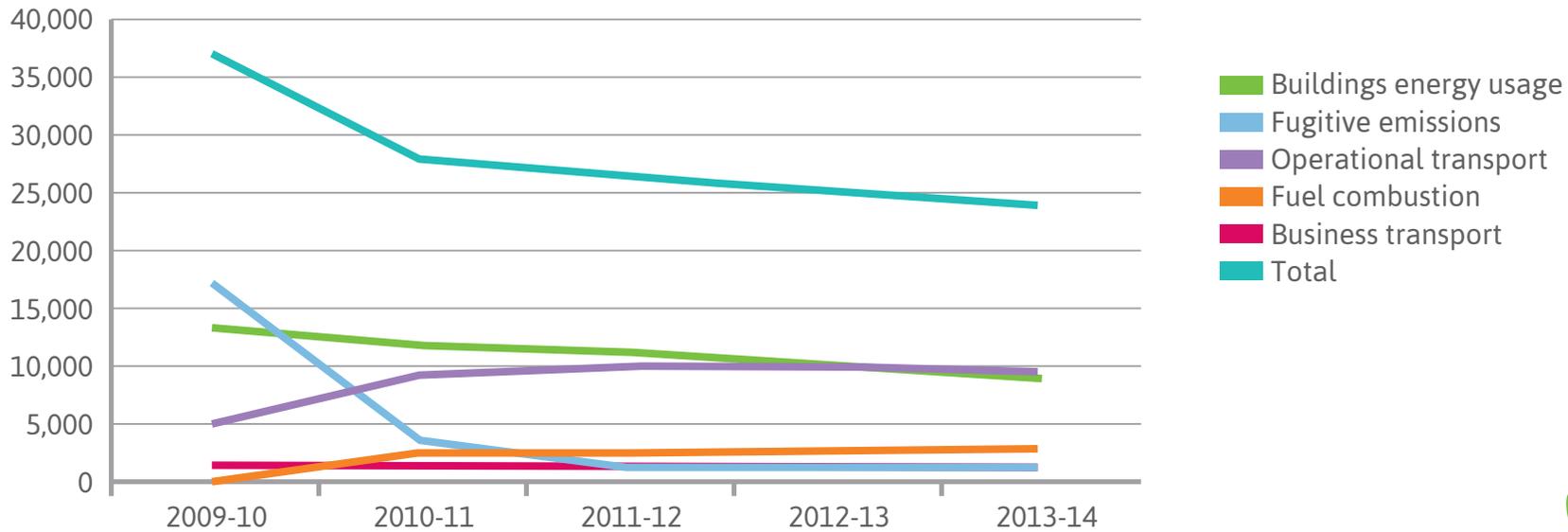
For more detailed information regarding this data, please see our Business carbon footprint report 2013/14, available on our website.



Our Business Carbon Footprint (BCF), excluding losses was 23,761, tCO₂e for 2013-14, a reduction of 1,327 tCO₂e (5%) from the previous year and a reduction of 13,150 tCO₂e (36%) from the 2009-10 baseline year.

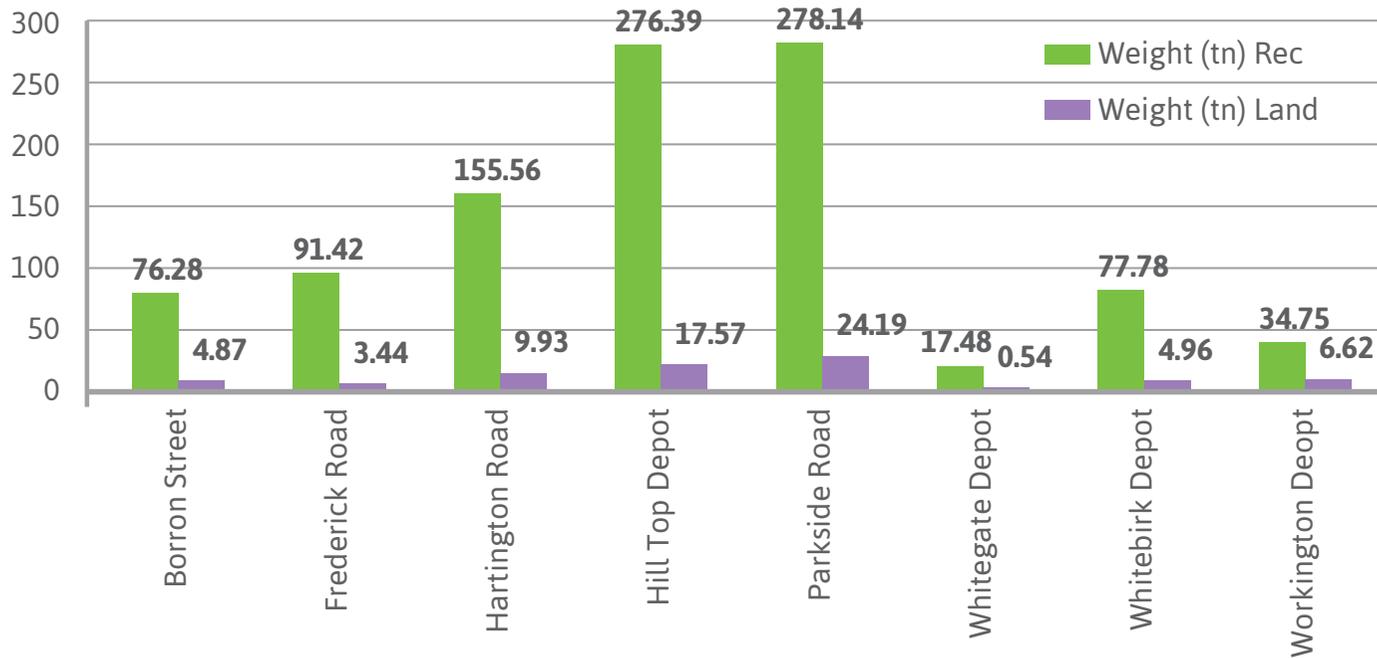
The key reduction in the year was in the carbon footprint associated with our buildings energy usage which fell by 933 tCO₂e (9%) due to a combination of factors including the inclusion of energy efficiency measures in the refurbishment of our offices. Buildings energy usage comprises purchased electricity and is calculated using the kWh usage data provided by the business energy suppliers and/or landlords for whole buildings or parts of buildings occupied by Electricity North West.

The relative significance of the main elements of our operational carbon footprint is demonstrated in the graph below, showing performance over a five year period.





Site	Weight (tn)	Weight (tn)	Vol. (m ³)	Vol. (m ³)	Total	Total
Name	Rec	Land	Recycled	Landfill	Weight (tn)	Vol. (m ³)
Borron Street	76.28	4.87	293.68	18.75	81.15	312.43
Frederick Road	91.42	3.44	351.97	13.24	94.86	365.21
Hartington Road	155.56	9.93	598.91	38.23	165.49	637.14
Hill Top Depot	276.39	17.57	1064.10	67.64	293.96	1131.75
Parkside Road	278.14	24.19	1070.84	93.13	302.33	1163.97
Whitegate Depot	17.48	0.54	67.30	2.08	18.02	69.38
Whitebirk Depot	77.78	4.96	299.45	19.10	82.74	318.55
Workington Depot	34.75	6.62	133.79	25.49	41.37	159.27
TOTALS:	1007.8	72.12	3880.03	277.66	1079.92	4157.69
					TOTAL RECYCLED	93%





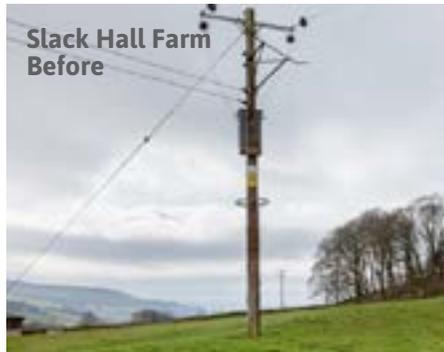
Magnificent Landscapes

Our network in the North West passes through some of the most stunning landscapes in the country. We are in the process of transferring 80 km of overhead lines in National Parks and Areas of Outstanding Natural Beauty to underground positions, at a cost of £9m.

Spectacular views have recently been re-instated at many favourite beauty spots including:

The South Lakeland valley of Stockdale in **Longsleddale**, where six poles and 540m of overhead power lines have been in place for more than 60 years. We worked alongside the Friends of the Lake District and the Lake District National Park.

Beacon Fell Country Park, which welcomes more than 200,000 visitors a year. We worked alongside Forest of Bowland Area of Outstanding Natural Beauty (AONB) and Lancashire County Council Countryside Service to successfully replace the power lines that had been a firm fixture for more than 20 years.



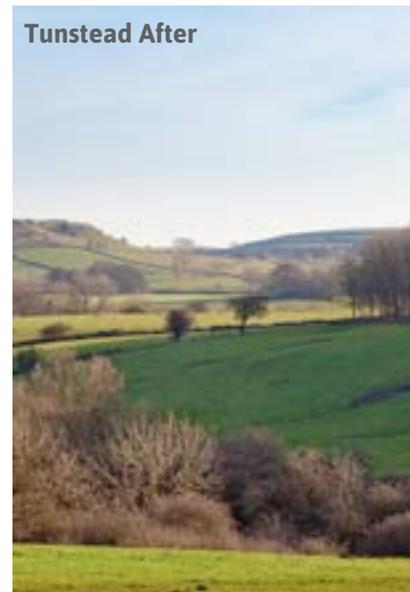
Slack Hall Farm Before



Slack Hall Farm After



Tunstead Before



Tunstead After

Solway Coast in Cumbria, where Solway Coast Area of Outstanding Natural Beauty (AONB) and Natural England collaborated with us to remove seven electricity poles and 750m of overhead lines between Mealo House and Heatherbank near Allonby.





Workplace

As the electricity industry evolves, so too must our workforce. Our training portfolio includes a three-year Apprenticeship Scheme, and programmes accredited by the Institution of Engineering and Technology for both A-level entrants and graduates.

We strive to be a more inclusive employer and support initiatives such as the Institution of Engineering and Technology's **Women in Industry** event.

Training the next generation

To meet the needs of our future workforce, we have opened a new multi-million pound state-of-the-art academy in Whitebirk, East Lancashire to train technicians and engineers. The new academy incorporates workshops, classrooms, offices, amenity spaces and outdoor training facilities.



The centre provides an excellent environment for acquiring the skills and knowledge needed for future growth and makes ensures our staff are up to date with the latest technology and techniques. Tailored training programmes aligned to our business objectives will make sure we create visionary leaders who can deliver a brighter future in sustainable ways.

The design of the building complements our sustainability strategy by minimising energy demands and maintaining a low carbon footprint.

Equality and Diversity

Project Open Door is our new six-year plan to ensure best practice in equality and diversity. Each year will adopt a dedicated focus in a particular key area. These are: gender, ethnicity, age, disability and sexuality. Informed workplace champions will meet as part of the stakeholder panel.

Each of our workforce development initiatives dovetail with educational and community projects to inspire young people and develop potential.

Year	2011-12	2012-13	2013-14
Total Employees	1,676	1,681	1,715
Male	1,319	1,323	1,353
Female	357	358	362
Leavers	96	95	98
Male	77	70	72
Female	19	25	20
Contractors	62	103	92
Male	60	89	72
Female	2	14	20
Paternity Cases	21	3	7
Sick Days	17,103	7,396	8,253
Ave Wage / Salary	32,815	33,553	34,742
Charities Trust Amount	10,859	10,792	10,495
No of employees paid	131	123	117
Female Managers			57
Male Managers			166



Collaboration

In order to support and develop both the energy market and our sustainability activities, we are active members and leaders of the following associations:



Energy Networks Association

Steve Johnson, CEO, is chairman of the Energy Networks Association (ENA), the industry body for UK companies that carry electricity and gas to homes and businesses.



BITC North West Advisory Board

Our CEO Steve Johnson sits on the Business In The Community (BITC) North West Advisory Board in order to help shape and develop the priorities of BITC in the North West.



Energy & Utility (EU) skills Group

The company is part of the EU Skills Group, which consists of EU Skills, the licensed Sector Skills Council (SSC) for the gas, power, waste management and water industries and the National Skills Academy for Power (the Skills Academy).



Climate Change North West

We are members of The Climate Change North West Partnership, Working to enhance the delivery of a shared vision of a low carbon future.

Our Partners

We work with a diverse range of partners to pursue our vision and achieve sustainability objectives:

Cumbria and Greater Manchester STEM centres

Inspiring students in the North West to study Science, Technology, Engineering and Maths (STEM) subjects.

MOSI
UTV
Stem First
The Christie
Energy Information Centre

100 Commitments – Update

Our 100 commitments came about after discussions with various stakeholders revealed the desire to have defined, long-term targets. The commitments detailed have all been through the necessary approval channels to ensure business buy-in and robust monitoring.

Last year we stated 24 commitments, and below is an update on how these are progressing.

Community

Commitment	Target	When by	Update
To support an employee nominated corporate charity increased to £4000 for 2014	£2000 through Employee donations	Dec 2013	Met, raised £2,900. Target
Set up a CSR forum to help steer and develop our strategy	six meetings per annum	Sep 2013	7 sessions held, ongoing
Take part in safety awareness sessions throughout the north west	four sessions	Nov 2013	Completed via schools programme
Educate our customers about what we do and the importance of the work we carry out		2015	
Work with key stakeholders to minimise any disruption our work causes	100 sessions delivered	July 2014	Ongoing
To work with businesses to understand and prepare for the future changes to electricity	50 sessions delivered	July 2014	
To provide 10,000 hours of employee support	10,000 hours	May 2019	Ongoing



Workplace

Commitment	Target	When by	Update
To invest in a new training facility	training centre open	August 2013	Completed, opened in September 2013
Engage with 85% of our people in the annual Employee Opinion Survey	Minimum response of 85%	September 2013	On hold as we review this process
Measure the number of 1:1s and team briefs delivered across the business	Metrics TBC	March 2013	On hold as we implement new internal procedures
Introduce a diversity forum	six meetings per year	Dec 2013	Completed
Actions to improve driving standards and reduce road traffic accidents	Reduction	Ongoing	Ongoing
Provide customer service training to all employees once every two years	All employees to attend	December 2013	Extended to December 2014
Produce an annual CSR report detailing our CSR progress	Report annually	November annually	completed
Integrate CSR metrics into monthly reporting to ensure companywide accountability	Include CSR scorecard at monthly ELT meeting	December 2013	Extended until July 2015



Marketplace

Commitment	Target	When by	Update
Maintain ISO14001 accreditation for Environmental Management	Maintain	Ongoing	On target
Maintain our OHSAS18001 accreditation for Health and Safety Management	Maintain	Ongoing	On target
Maintain our IET accreditation for our graduate programme	Maintain	Ongoing	On target
Maintain our PAS55 accreditation	Maintain	Ongoing	On target

Environment

Commitment	Target	When by	Update
Develop safety educational content for our public website and learn website	2,000 page views	Dec 2013	On hold whilst we assess the educational content
Introduce car charging points at key locations for future technological developments	Car charging points in 2 locations	Dec 2014	completed, charging points at 2 depots.
To continue undergrounding overhead cables in appropriate locations	£7million investment	Dec 2015	Ongoing
Convert 5% of the fleet to electric hybrid	5% of fleet	Dec 2023	Ongoing



About This Report

The 2014 Sustainability Report covers the financial year April 2013 – March 2014. It details the performance and achievement of our Sustainability activities. It covers the areas we have identified as most material to our business where we have operational control. Figures in this report relate to our operating year running from April 2013 to March 2014, unless otherwise stated. We produce our Sustainability report annually.

Our last report was published in November 2013, and is available on our website.

In reporting our performance, we are guided by the Global Reporting Initiative's (GRI) G4 Sustainability Reporting Guidelines. For information relating to the Guidelines, please visit the GRI index. This report is produced for our key stakeholders.

Risk Management

Electricity North West has in place a Risk Management Framework for identifying, assessing and prioritising risks that may threaten the achievement of business objectives, implementing economical strategies to manage them and designing and implementing action plans to supplement those strategies.

Assurance

Our current operating structure and engagement with stakeholders supports our commitment to full disclosure and reporting. Although we do not currently seek external assurance for our CSR reporting, we participate in the Business in the Community Corporate Responsibility Index. This coupled with our robust independent certification and stakeholder engagement programmes provides an added authority and significance to our CSR programmes and reporting.





G4 Reporting Guidelines

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