

GENERATING GROWTH

Examining the socio-economic impacts of SSE Thermal in the UK and Ireland

Sse

CONTENTS

- 01 About page
- 03 Foreword by Stephen Wheeler
- 04 Chapter 1: Driving the transition to Net Zero
- 12 Chapter 2: Supporting the communities in which we operate
- 16 Chapter 3: Developing STEM skills
- 20 Chapter 4: Protecting and enhancing our local environments
- 22 Chapter 5: Responsible Developer and Operator

About this report

SSE Thermal aims to deliver the flexible and reliable power needed today, while pioneering essential low-carbon solutions for tomorrow. In doing so, we're committed to being a good neighbour in the communities in which we develop, construct and operate our sites. We aim to support local communities and local supply chains, develop and encourage the next generation of energy workers, and protect and enhance our local environments. This report sets out what SSE Thermal has been doing to make a difference through our projects and operations, and the value we place on creating a positive lasting legacy for communities across the UK and Ireland.

About SSE Thermal

SSE Thermal comprises SSE's flexible generation, energy-from-waste and energy storage activities, with over 600 direct employees across the UK and Ireland. SSE Thermal is currently constructing the 893MW Keadby 2 CCGT in North Lincolnshire, which is expected to become the cleanest and most efficient gas-fired power station in Europe when completed in 2022. As part of its commitment to a net-zero emissions future, the business has a core focus on decarbonising its energy generation through emerging carbon capture and hydrogen technology.





BUILDING A BETTER

SSE's purpose is to provide the energy needed today while building a better world of energy for tomorrow. For SSE Thermal, this means delivering the flexible and reliable power needed to keep the lights on, while pioneering essential low-carbon solutions for the future.

Our energy generation and storage assets have continued to deliver over the past year, with our critical workers helping to ensure security of supply for our homes, communities and emergency services throughout the coronavirus pandemic.

When it comes to our low-carbon ambitions, 2020 was a pivotal year for SSE Thermal. We closed our last coalfired power station, marking a major step in our transition to a net zero. We collaborated with Siemens Energy to bring first-of-a-kind, super-efficient gas turbine technology to the UK. And we forged new partnerships within industrial clusters to accelerate the development of commercial-scale carbon capture and storage (CCS) and hydrogen projects, progressing SSE's, and potentially the UK's, first gas-fired power stations with CCS technology.

Pursuing innovation in energy technology is a primary focus for our business and something we believe is necessary if the UK and Ireland are to achieve net-zero emissions in the decades ahead. But we know our responsibilities go beyond our role in the energy sector. We value our people, the communities we operate in, and the environments we rely upon, and we know the work we do has an impact on them. We aim to conduct our business in a way that contributes positively and shares value, from creating high-guality jobs, to supporting the local supply chain, to paying our fair share of tax.

As we look to deliver on our vision to become the leading provider of thermal energy in a net-zero world, we are committed to ensuring that real social and economic benefits continue to flow to our communities as a result of our investments.

In ensuring we build back better from the impacts of the pandemic, it's essential that we're maximising the benefits of a green recovery for all parts of society and delivering a just transition for workers and communities across the UK and Ireland.

I hope this report provides an insight into how SSE Thermal is making a positive difference for our communities, and our enduring commitment to a sustainable business strategy.

Stephen Wheeler Managing Director, SSE Thermal

Chapter 1: DRIVING THE TRANSITION **TO NET ZERO**

Introduction

SSE has joined the 'Race to Zero' campaign by committing to reaching net-zero emissions by 2050 at the latest and setting a relevant Science Based Target. Underpinning this Science Based Target are four fundamental business goals.



In SSE Thermal, we'll help deliver on these goals by reducing the carbon intensity of our energy generation, complementing the growth of renewables with flexible thermal assets, and championing the Just Transition. This will help us achieve our vision of becoming the leading provider of flexible thermal energy in a net zero world.

Helping to cut SSE's carbon intensity by 60%

As part of SSE's new stretching carbon targets, approved by the SSE plc Board in March 2020 and subsequently accredited by the Science Based Targets Initiative, SSE's 2030 Goal for climate action will target a 60% reduction in the carbon intensity of generated electricity by 2030, compared to 2018 levels, from 2020/21 onwards.

SSE Thermal has already taken steps to achieve this goal. In March 2020, the closure of Fiddler's Ferry Power Station signalled the company's exit from coal, following the closure of its Ferrybridge C Power Station in 2016. This closure came five years ahead of the UK Government's target to end unabated coal-fired electricity generation.

To further reduce the emissions associated with its electricity generation, SSE Thermal is investing in cutting-edge technology at its Keadby 2 power plant (page x) and has committed to building new power stations where there is a clear pathway to decarbonisation (pages y and z).

DELIVERING A JUST TRANSITION

SSE plc was the first company to publish a "Just Transition" plan, which will help to protect workers and communities as the UK moves towards net zero. This outlines how SSE will approach the social implications of delivering net zero; from jobs and training, to working with communities and ensuring no one is left behind.



Transitioning out of a high carbon world

Retraining and redeployment will be the first options available to employees affected by business change. The SSE Group has successful and growing businesses which will play an important part in delivering a netzero world in both the UK and Ireland. People working in higher-carbon activities often have valuable skills that are transferable to the low-carbon ones. SSE has a long-standing commitment to avoid compulsory redundancy if possible. If redundancy is unavoidable, SSE will work with its employees and trade union partners to ensure it is able to offer a package of terms which support onward transition.

At Fiddler's Ferry former coal-fired power station, 39 employees transitioned to work on the station's decommissioning programme, five were redeployed to other roles within SSE, one retired and 95 received enhanced redundancy packages following collective consultation with employees and unions. Now the focus is to ensure that the legacy site is decommissioned and deconstructed in such a way that future economic development can occur, and environmental improvements can be made.

SSE Thermal has worked closely with both Warrington and Halton Borough Councils to establish a specialist task force working group, which includes representatives from both local authorities. The group, which is chaired by the Chief Executive at Warrington Borough Council, will collaborate to ensure, through a locally co-ordinated approach, that opportunities for the future of the site are considered and key stakeholders are engaged in the process.

Within SSE Thermal there exists a wealth of skills and knowledge, which will be of significant value as it seeks to become the leading provider of flexible thermal energy in a net zero world. To achieve this, SSE Thermal is and will continue to innovate with suppliers and partners to create an economic future for lowcarbon thermal generation.

| CASE STUDY: | **Keadby 2: First-of-a-Kind**

Working with Siemens Energy to bring first-of-a-kind technology to the UK

Keadby 2 is a new 893MW gas-fired power station in North Lincolnshire owned by SSE Thermal and being constructed by Siemens Energy, who will also provide long-term maintenance for the facility once operational.

The project is located close to the village of Keadby near Scunthorpe, in the Humber. Construction of the project began in 2018 and is expected to be completed in 2022. The site is located adjacent to the existing Keadby 1 Power Station, which entered full commercial operation in 1996, but has been the site of power generation for nearly 75 years.

Keadby 2 brings first-of-a-kind, high-efficiency gas turbine technology to the UK, and is expected to become the cleanest and most-efficient gas-fired power station in Europe. The power of the new Siemens Energy HL-class turbine equals that of 1,400 Porsche 911 Turbos. Just 21 of the machines would roughly match the power of a space shuttle at take-off - true rocket science. With unparalleled efficiency, Keadby 2 will help the UK to move away from older, more carbon intensive generation in the decades ahead. With the ability to reach full power in just 30 minutes, it will also provide vital flexibility to complement the increasing amount of renewable energy on the system and maintain security of supply. It has also been designed to be upgraded to further decarbonise its generation through carbon capture or hydrogen technology, as routes to market develop.

Not only does Keadby 2 bring ground-breaking technology to the UK, it also delivers significant socio-economic benefit regionally and nationally.



PROGRESSING SSE THERMAL'S JOURNEY TO NET ZERO

Lifetime UK economic contribution: £1,035m

Development and construction: £175m and 2,900 years of employment

Operation and maintenance: £36m per year and 550 jobs annually

Lifetime regional economic contribution: £494m

Development and construction: £76m and 1,170 years of employment

Operation and maintenance: £17m per year and 290 jobs annually

Lifetime local economic contribution: £361m

Development and construction: **£51m and 790 years of employment**

Operation and maintenance: £13m per year and 220 jobs annually

> UK Regional area Local area

lote:

Totals may not sum due to rounding. Operation and maintenance contribution is the total undiscounted economic impact of operational expenditure. Local contribution is included in total regional contribution and regional contribution is included in total UK contribution.

POWERING THE FUTURE OF **FLEXIBLE GENERATION**

As we progress towards net zero, firm generation will continue to be needed to support a renewablesled electricity system and ensure security of supply. Low-carbon, gas-fired generation is a cost-effective, flexible and quick-to-deliver option to achieve this.

With a commitment to decarbonise its future generation assets, using technologies such as carbon capture and storage (CCS) and hydrogen, SSE Thermal has a key role to play in securing a Just Transition.

What is Carbon Capture and Storage? Carbon capture and storage (CCS) is a technology that can capture at least 90% of the carbon dioxide emissions produced from the use of fossil fuels in electricity generation and industrial processes, preventing the carbon dioxide from entering the atmosphere.

The CCS chain consists of three parts; capturing the carbon dioxide, transporting the carbon dioxide, and securely storing the carbon dioxide emissions underground, in depleted oil and gas fields.

Technology readiness combined with government's progress on developing suitable policy frameworks to support CCS means this is an approach that can be deployed this decade.

What is hydroger

Hydrogen can replace natural gas as the fuel for flexible thermal power stations. As an energy vector that does not contain carbon, there are no carbon dioxide emissions at point of use. Instead, when burnt with oxygen, the by-product is water.

Both 'blue' and 'green' hydrogen can be used to generate low-carbon electricity. Blue hydrogen is produced from natural gas with the resultant carbon emissions captured and stored at this point. Green hydrogen is created through the electrolysis of water. This process uses renewable electricity and is therefore carbon-free.

With turbine manufacturers aiming to develop technology capable of burning 100% hydrogen by 2030, hydrogen in power generation is likely to come after CCS. There will be options to blend hydrogen with natural gas in existing stations like Keadby 2.



CCS and hydrogen technologies will also be crucial in decarbonising industrial activity. 'Clusters' have formed in locations of strategic industrial importance, where partners are collaborating to deliver infrastructure to enable multi-sector decarbonisation; namely shared CO2 transport and storage infrastructure and hydrogen transmission networks.

Decarbonising clusters will protect the UK's industrial legacy and create new jobs in lowcarbon sectors. Not only are SSE Thermal's existing sites well placed to plug into these clusters, SSE is actively developing new low carbon power plants to ensure secure continued provision of flexible and reliable energy in a net zero world.

Similar to Keadby 2, Keadby 3 and Peterhead 2 will be highly efficient CCGT power stations. They will use natural gas as the fuel and will be fitted with a carbon capture plant to remove emissions instead of being released into the atmosphere. Keadby 3, in North Lincolnshire, sits within the Humber cluster. The carbon capture plant would connect into infrastructure being developed through the Zero Carbon Humber Partnership and the Northern Endurance Partnership.

Peterhead 2, in Aberdeenshire, is part of the North East Scotland Cluster. Sited on the coast, the capture plant would make use of existing oil and gas infrastructure that is being repurposed to store captured carbon, through Project Acorn.

Beyond these, SSE Thermal has further options for low carbon generation, including Medway, on the Thames Estuary, where Project Cavendish is seeking to establish a hydrogen production hub. Through cutting edge infrastructure projects like these, we believe the UK can lead the way in the transition to a cleaner energy future and help deliver a green economic recovery in the process.





Peterhead

SSE Thermal is a member of NECCUS – an alliance focused on reducing carbon emissions from industrial installations in Scotland.

NECCUS is leading work to develop a net zero pathway to cut 80% of Scotland's industrial emissions before 2045.

As the home of the oil and gas sector, more than 100,000 people are directly employed in the industry, while hundreds of thousands more rely on jobs that support the sector. Decarbonising industry in Scotland will help protect this legacy and these jobs in the long term.



SSE Thermal is partnering with leading organisations across the Humber on a bid worth £75m to accelerate the development of commercial-scale carbon capture and storage (CCS) and hydrogen projects.

The Zero Carbon Humber partnership brings together companies across a variety of key industries in a plan to decarbonise the UK's most carbon-intensive region by 2040

This could:

- Reduce the UK's annual emissions by 15%
- Save industry around £27.5 billion in carbon taxes
- Help secure the future of the Humber's traditional heavy industry
- Safeguard 55,000 existing jobs
- Create thousands of new STEM roles in the region

In this region, we're looking at CCS and hydrogen power generation options at Keadby and the potential to repurpose our gas storage sites for hydrogen.



Medway

SSE Thermal is involved in Project Cavendish, an initiative aimed at promoting the potential for the Isle of Grain as a location for hydrogen production, generation and storage.



Chapter 2: SUPPORTING THE COMMUNITIES IN WHICH WE OPERATE

SSE recognises the important role that its sites can play within local communities. Often, assets such as power plants can be an anchor employer in an area on which many individuals, families and communities depend, not just for work, but for identity, heritage, social connections and services too. In recognition of this wider impact, SSE is committed to providing support to promote thriving and resilient communities.

Communicating with our neighbours

To facilitate communication with the supply chain and local community, SSE Thermal establishes a liaison group before any construction project begins. Members of the group are invited to represent a community organisation, such as local ward or parish councils, statutory bodies and residents' associations. They meet regularly and provide a forum for sharing information and progress updates between the site and the represented groups.

These groups are supported by dedicated liaison managers for each of the projects. The liaison managers act as a local point of contact for residents, businesses and other stakeholders, either based at or visiting the site regularly.

CASE STUDY: SLOUGH MULTIFUEL LIAISON GROUP

In 2020, SSE Thermal set up a Liaison Group for the Slough Multifuel project, which will begin main construction works in early 2021. While these meetings would normally be held in person, at or near the site, the Coronavirus pandemic meant this had to happen virtually; a first for SSE Thermal. With participants from around 12 of the most local businesses and around 15 local representatives, the project team successfully shared the plans for construction and answered the community's questions.

Jayne Collings, Liaison Manager for the Slough project said: "I've established and worked with many liaison groups in the past few years, but setting one up whilst working from home, and holding the first meeting, and potentially several more, virtually has been a new challenge. However, we had a really good turn out to the first meeting, and we were able to share just as much information on the project as we would have done in. We're looking forward to continuing these, either in person or virtually."



CASE STUDY: TARBERT BUSINESS IN THE COMMUNITY IRELAND

Tarbert Power Station, situated on the Shannon Estuary in Tarbert, Co. Kerry, has been working with Business in the Community Ireland (BITC) for the last 10 years. Gerard Crean, Station Manager at the Tarbert Station has been leading the project at the site throughout this time.

The station currently works closely with BITC Ireland and Coláiste na Ríochta in Listowel to involve young people, usually 16 or 17 year old students, in activities to ready them for the world of work. These can include exposing them to the different types of jobs at the station, Health and Safety procedures at an operational site and discussions on what employers might be looking for in job applicants as well as providing interview practice.

Gerard said: "It's great that we've been able to engage with so many young people over the years and we always ask for lots of feedback on what pupils have enjoyed or what we could improve on for the following year. This year has been different for everyone and while we're not able to welcome young people to the power station for a visit at this time, the programme is still going ahead and we're looking forward to our first launch meeting with another group of young people in February."

Eileen Fitzgerald from Business in the Community Ireland said: "We really appreciate the time, energy and commitment made to this educational programme by Gerard and his colleagues at Tarbert Power Station over the years. Staff are always happy to take time out of their day to talk to students about what helped them secure their current roles and give them an insight into the varied jobs and careers that are available in the world of work."

Gerard went on to say: "Tarbert Power Station has been a part of the community for the last 50 years or so, and many of the workforce live relatively locally. It's important to the station and to me, that we are able to give something back to the area and take time to invest in future generations."



SUPPORTING LOCAL SUPPLY CHAINS

SSE Thermal Socio-Economic Repor

SSE Thermal is committed to maximising the use of local companies. For all construction projects, SSE Thermal will run a 'Meet the Buyer' event to enable businesses to gear up to bid for contracts, meet the project team, its principal contractors, and understand the opportunities on offer.

CASE STUDY: COMPLETE WEED CONTROL

In December 2018, over 75 local businesses attended a 'Meet the Buyer' event, held at the DoubleTree Forest Pines Hotel near Scunthorpe, ahead of the main construction works starting on the Keadby 2 construction project. Complete Weed Control was one of the businesses in attendance and has since secured a contract on the project.

As a locally based company, Complete Weed Control provides a range of ground maintenance services to the South and East Yorkshire and North and South Lincolnshire areas. Following attendance at the Keadby 2 project Meet the Buyer event, the company secured an ongoing contract to provide winter gritting services as well as weed control and vegetation clearance as required.

Peter Lindley, Group Manager for Complete Weed Control, said: "Having worked with SSE Thermal for a number of years, providing services to the operational Keadby 1 station, securing business on the Keadby 2 construction project has been a real positive for us, giving us the opportunity to provide local operatives with ongoing employment."



Chapter 3: DEVELOPING **STEM SKILLS**

The SSE Group employs around 12,000 people across the UK and Ireland, with around 600 of these employed by SSE Thermal.

SSE is committed to developing, supporting and taking care of their people. This includes providing opportunities to people, no matter what stage they are at in their career. To support this, there are a number of early career schemes which offer a solid grounding for excellent career progression. This begins with engaging school pupils and students in STEM activities, supporting apprentices to progress through the company and welcoming graduates as they embark on their careers.

CASE STUDY: KEADBY 2 HELPS TO BRING ENERGY TO LIFE FOR CHILDREN

SSE Thermal teamed up with Siemens Energy, the main contractor for the Keadby 2 project, to develop new educational resources aimed at Key Stage 2 (age 7 to 11) pupils.

The materials feature animated videos and printable worksheets, designed to spark young people's curiosity in the world of energy generation, while aligning with the curriculum requirements.

Featuring two animated characters, KB2 and REG stimulate discussion around power generation, explaining how renewables and natural gas work together to create a stable supply of electricity that we can use every day. KB2 is a robot powered by a gas turbine and REG, short for Renewable Energy Generation, is a sunbeam who gets his power from the wind and the sun.

Charlie Cryans, Director of Construction, SSE Thermal, said: "We're delighted to be teaming up with Siemens Energy to get children thinking about energy generation and the role it plays in our everyday lives. It's important we find ways to engage young people with STEM subjects from an early age, inspiring a new generation of bright sparks to lead the way as we transition to a cleaner, more sustainable energy future."





CASE STUDY: OSCAR, APPRENTICE MECHANICAL TECHNICIAN



Oscar Brownlee is a 19-year-old apprentice Mechanical Technician working at SSE Thermal's Gas Storage sites in Aldbrough and Atwick, close to Hull. Following his graduation from the city's Hymers Secondary School and Sixth Form College, Oscar decided the traditional route through university, which has been favoured by many of his family and friends, did not fit with his career aspirations.

Securing an apprenticeship with SSE Thermal has meant Oscar can earn a wage while developing his education and experience. Oscar has been able to obtain a host of skills that he now uses day-to-day, including maintenance and repair work so that the gas storage caverns can continue to run safely and efficiently.

Oscar said: "I wake up in the morning and look forward to coming into work as, although it may be challenging when attempting new things, it is also very rewarding being able to advance both my knowledge and skills on the job."

CASE STUDY: EMILY, GRADUATE ENGINEER

Emily joined SSE in 2018 following her graduation from the University of Strathclyde where she had spent five years studying for a Masters in Chemical and Process Engineering.

Following her completion of the two-year graduate scheme Emily is now a key member of the Process and Engineering Team at SSE Thermal's Engineering and Innovation Centre. She is working on the flagship Keadby 3 development, a new build Combined Cycle Gas Turbine Project with carbon capture facilities.

Emily is looking forward to using the experience she gained throughout the graduate programme: "This is a first-of-a-kind project, for its scale, and is very exciting to be part of. I have the opportunity to understand and work through the entire lifecycle of the project; focusing on both the technological and wider commercial aspects."





CASE STUDY: ENCOURAGING NEXT GENERATION ENGINEERS

In 2019, the Keadby 2 team donated £1,000 to Keadby with Althorpe Primary School towards the purchase of a kit car. This meant the school could join the Greenpower Project; designed to enthuse young people about science and engineering by challenging them to design, build and race an electric car.

Project engineers Christopher Whitely and Tim Simpson also volunteered their time each week to help out with the after-school Greenpower Club.

Mrs Appleyard from Keadby with Althorpe Primary School said: "Thanks to Chris and Tim the children are developing their own skills and broadening their mechanical knowledge. Both Chris and Tim have developed good working relationships with the children, allowing the children to try things themselves and encouraging them to think about why something went wrong or how they could approach a task differently rather than just showing them how it is done."

Chapter 4: PROTECTING AND ENHANCING OUR LOCAL ENVIRONMENTS

Core to SSE's business strategy is developing, operating and owning energy and related infrastructure. This means that SSE interacts with the environment in a number of ways and impacts on a wide range of issues from global climate change down to local habitats.

These impacts need to be actively managed; while this can create challenges, it also creates opportunities. Whether it's the opportunity to enhance or create new habitats or harnessing natural resources, such as salt caverns for energy storage, SSE seeks to realise these benefits in a sustainable way.

CASE STUDY: ALDBROUGH WOODLAND

Although planning permission to build a phase 2 gas storage development has not been progressed, SSE Thermal has honoured its commitments to create a natural space for the community to enjoy.

A woodland has been planted, a wetland created, and hedgerows have been used to form footpaths within the area. It has been named St. Michael's Wood following a competition for local school children. St. Michael's Wood has become a valuable and much used local resource, which SSE continues to maintain.

Steve Mattinson, Chair of the Aldbrough Community Liaison Group said: "Over the years as it's developed and matured, the woodland has become a very valued resource for the whole community. The pathways make a nice walking area and the wetland has become a haven for birds and wildlife. With the coronavirus pandemic this year forcing people to remain at home and exercise locally, it has been especially enjoyed and appreciated. It's a real asset to both the community and nature and shows what can be achieved by working together."





CASE STUDY: IMPROVING SALT MARSHES AT FIDDLER'S FERRY

A large stretch of land at Fiddler's Ferry, the site of a former coal-fired power station, situated along the banks of the River Mersey provides an important salt marsh habitat. It is part of the Cuerdley Marsh local wildlife site, home to various species of birds which are of conservation importance, including skylarks, starlings and lapwings.

Fiddler's Ferry supported the 'Beyond our Bridges' project, led by the Mersey Gateway Environmental Trust, which aims to bring 62 hectares of saltmarsh and reedbed habitats back into management in the Upper Mersey Estuary for the benefit of breeding birds.

In 2019, this project delivered:

- nine new badminton-court-sized areas of reedbed (approx. 4,500m²) brought into management under a cutting regime;
- modifications to creeks and shuttering systems to support birdlife;
- two new wader scrapes at Cuerdley Marsh, which can provide important feeding sites for chicks and adult waders; as well as
- continued monitoring of wintering and breeding birds.

Monitoring results indicate this work has been successful, with benefits to priority bird species such as lapwing and redshank.



Chapter 5: RESPONSIBLE DEVELOPER AND OPERATOR

SSE's investment in net zero drives climate action while contributing to the economy and creating skilled, sustainable jobs right across the UK and Ireland.

Paying Fair Tax and a Living Wage

SSE is a champion of both the Fair Tax, an accreditation for organisations that pay the right amount of tax, in the right place, at the right time and provide open and transparent tax disclosure, and a real Living Wage, which sets the standards for responsible working hour practices. They are symbolic of the added value that can be created for local economies as a result of the way in which SSE undertakes its business activities, and we encourage our supply chain to do the same through our Responsible Procurement Charter.

Business Working Responsibly Mark, Ireland

The Business Working Responsibly mark, which is run by Business in the Community Ireland, is awarded to companies with a best-in-class approach to sustainability. The mark is valid for three years and is independently audited by the National Standards Authority of Ireland (NSAI).

In 2017, SSE became one of the first companies in Ireland to be awarded the Mark, and it has now received its 2020 accreditation. To achieve recertification, a robust audit was carried out to assess SSE's performance in areas including employee wellbeing, diversity and inclusion, environmental practices, supply chain management, and engagement with the local community.

Stephen Wheeler, Ireland Country Lead and Managing Director of SSE Thermal, said: "I'm very proud that SSE has been recertified with the Business Working Responsibly Mark, reflecting our commitment to doing the right thing for our customers, colleagues and communities. We aim to have a sustainable business strategy, rather than a strategy for sustainability; it's great to have our approach validated against an objective set of standards."

Looking after our people

Being a responsible developer, operator and employer doesn't just mean meeting external benchmarks, but also ensuring internal processes are fit for purpose. For example, embedding diversity and inclusion into the organisation is not just the right thing to do, it also makes good business sense.





CASE STUDY: THERMAL INCLUSION AND DIVERSITY WORKING GROUP

The Thermal Inclusion and Diversity Working Group was established in August 2019 and has been pivotal in producing a Good Practice Hiring Guide Managers, to embed inclusion and diversity within the business.

The guide provides advice on creating an inclusive recruitment process, such as removing hidden biases from job adverts, and poses key questions for hiring managers to consider. These include:

- If there are diverse candidates at long-list stage, why is the shortlist not diverse?
- If there were no diverse candidates at the long-list stage, why not?
- Is the interview panel diverse and independent to the advertised role?

Considering, and addressing, the reasons for limited diversity within a recruitment process is an important first step in promoting change within the business.

RESPONDING TO COVID-19

SSE's core purpose is to provide energy needed today while building a better world of energy for tomorrow; it has never felt so vital. The critical nature of providing energy at a time of crisis has been keenly felt throughout SSE. Our overriding priority through the pandemic was to support the safe and reliable supply of electricity – at local, regional and national level – on which the people and organisations whose work was critical to the coronavirus response depended.

In March 2020, SSE signed the C-19 Business Pledge, committing to support employees, customers, suppliers and communities through the Covid-19 crisis.

In SSE Thermal, we ensured that all employees who could work from home were set up to do so, while keeping our frontline workers, key to maintaining reliable delivery of energy, and the communities they operate in safe.

CASE STUDY: POWERING ON AT PETERHEAD



While many jobs can be done remotely, operating a power station is still a hands-on job and keeping operators safe, while keeping the lights on, is critical.

Alongside his colleagues, Gary Paterson, a Unit Operator, has an essential role in the control room at Peterhead Power Station in the north of Scotland. Responding to Covid-19, stringent social distancing measures were put in place – including a unique way of keeping the control unit clean for the shift teams.

Gary said: "These stations are critical to the electricity infrastructure, providing the power the country and the NHS needs to get us through these unprecedented times, so it's vital we are able to continue working in a safe and controlled way.

"All of the keyboards and other devices in the control room are decontaminated and wrapped with cling film at the beginning and end of each shift. If any devices have to be shared at any point, we use latex gloves to protect ourselves and our colleagues.

"We're used to stringent safety practices on site – when you are in the energy industry it's so important – and these new ways of working are just an extension of those measures."

CASE STUDY: KEEPING THE LIGHTS ON IN IRELAND



THE SSE ETHOS

SSE is passionate about giving back to our local communities and this ethos often carries over into our people's daily lives as well.

Kayleigh Wilcox, who is based at Keadby Power Station in North Lincolnshire, has been busy making supplies for the NHS throughout the Coronavirus pandemic. In total she made 54 wash bags, 35 masks, 35 'earsavers' and 32 premature baby hats which went to Pinderfield's and Doncaster Bassetlaw hospitals. The materials were donated by the local community Great Island, in the south east of Ireland, is one of the country's most-efficient gas-fired power stations, providing vital flexibility to the electricity system.

Bill Doyle, the site Security Supervisor, said: "Naturally there has been a dramatic reduction in the number of people coming to the site each day, with only essential workers allowed access. However, in many ways our role has expanded as we now have a key focus on bio-security, in other words preventing the risk or spread of infection at the station.

"Of course, the limited amount of social interaction can be difficult at times. One of the positives I've found though is taking time to appreciate the wildlife at the site. I've seen cranes, pheasants, kestrels, buzzards, foxes, rabbits, hares, as well as otters at the edge of the water. I'm told the night shift team have spotted owls too.

"We all know the important role Great Island Power Station plays, and it's really heartening to see everyone on site stringently observing the social distancing and hygiene guidelines. By working together, while staying apart, we can make sure the station continues to provide the energy the country needs throughout this challenging time."



To discuss the content of this report, please get in touch:

Email: thermalenquiries@sse.com

ssethermal.com

Follow the latest news from SSE on Twitter at: www.twitter.com/ssethermal

