



Title:

**Stakeholder Engagement Map**

No:

**CG –**

Rev:

**1**

### Calor Stakeholder Engagement Map

	<b>Industry Associations</b>	<b>Employees</b>	<b>Local Communities</b>	<b>Investors</b>	<b>Customers</b>	<b>Suppliers</b>	<b>Government and Regulators</b>	<b>Media</b>
<b>Key Areas of Interest</b>	<ul style="list-style-type: none"> <li>Government climate and energy policy development</li> <li>Representing the benefits of LPG, BioLPG and LNG to policymakers, government officials, media and rural consumers and businesses</li> </ul>	<ul style="list-style-type: none"> <li>Employee Lifecycle (hiring, on boarding, learning and development, performance management, employee relations, remuneration, termination)</li> <li>Well-being</li> <li>Human and labour rights</li> <li>Relationships with trade unions and universities</li> </ul>	<ul style="list-style-type: none"> <li>CSR/Sustainability</li> <li>Local partnerships</li> <li>Potential local impact</li> <li>Community issues</li> <li>Planning matters</li> </ul>	<ul style="list-style-type: none"> <li>Employee relationships</li> <li>Sustainability</li> <li>Environment and Climate</li> <li>Senior Leadership Team</li> <li>SHV Energy</li> <li>Acquisitions and Business Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Customer relationships</li> <li>Quality and delivery</li> <li>Sustainable products</li> <li>Innovation</li> <li>Health and safety</li> </ul>	<ul style="list-style-type: none"> <li>Corporate governance</li> <li>Codes of Practice</li> <li>Supply Chain Management</li> <li>Health and Safety</li> <li>Quality and Delivery</li> <li>Technical standards</li> </ul>	<ul style="list-style-type: none"> <li>Climate and Energy Policy</li> <li>Health and safety regulatory compliance</li> <li>Environmental compliance</li> <li>Product Safety</li> <li>Consumer protection</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Governance</li> <li>Environment and Climate</li> <li>Innovation and products</li> <li>Business performance</li> </ul>



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<b>Engagement Methods</b>	<ul style="list-style-type: none"> <li>• Association Board meetings</li> <li>• Public affairs / technical working groups</li> <li>• Annual members meetings</li> <li>• Stakeholder meetings</li> <li>• Energy and climate policy submissions</li> </ul>	<ul style="list-style-type: none"> <li>• Employee Taskforce</li> <li>• Employee surveys</li> <li>• Employee newsletters</li> <li>• Town Hall meetings</li> <li>• CEO updates</li> <li>• Performance reviews</li> <li>• One to one meetings</li> <li>• Social Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Local Calor sales team</li> <li>• Local Calor depot team</li> <li>• Local boiler installer network</li> <li>• Local charity Initiatives</li> <li>• Staff volunteering</li> <li>• Sponsorship of local events</li> <li>• One to one meetings</li> </ul>	<ul style="list-style-type: none"> <li>• EU Leadership team meetings</li> <li>• Management site visits</li> <li>• Management reporting</li> <li>• Compliance and ethics reporting</li> <li>• One to one meetings and calls</li> <li>• Communications and publications</li> </ul>	<ul style="list-style-type: none"> <li>• Customer surveys</li> <li>• Complaints management</li> <li>• Customer Service Training</li> <li>• Customer Charter</li> <li>• Market research</li> <li>• Social media</li> <li>• Company website</li> <li>• Product information</li> <li>• Exhibitions</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Tender process</li> <li>• Contract negotiations Meetings</li> <li>• Supplier Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>• Written energy policy and technical submissions</li> <li>• Government working groups</li> <li>• Compliance audits</li> <li>• Face to face meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys</li> <li>• Interviews</li> <li>• Media briefings</li> <li>• Press releases</li> <li>• Social Media</li> </ul>
<b>Frequency of Engagement</b>	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing



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<b>Outcomes</b>	<p>Calor engages proactively with industry associations such as the Irish LPG Association and IBEC to ensure that the needs of rural consumers and businesses are represented in the development of government and regulatory policy and legislation.</p> <p>Our engagement strategy allows us to test our policy proposals, listen to stakeholder views and</p>	<p>At Calor we are a family. We trust each other, we care about one another and we treat each other with respect. Integrity and loyalty are important to us.</p> <p>The aim of our employee engagement strategy is to ensure that our employees thrive and that their views and feedback are heard. The establishment of an Employee</p>	<p>Calor has been a part of local communities around Ireland for over 80 years. Our national network of sales teams, local depot staff and local installers are a key touchpoint to listen to local community needs, concerns or partnership opportunities. This local network and feedback is used as we shape our community engagement strategy and in particular our local charity support initiatives.</p>	<p>A strong collaborative relationship and two way communication with Calor's parent, SHV Energy, ensures that EU and national strategy is aligned and our business operations run in an effective and efficient manner.</p>	<p>Through our many customer experience touch points, our aim is to deliver a best in-class customer experience. We strive to achieve this by listening to the needs of our customers, conducting regular customer surveys and formalising our complaints management system to address challenges and implement ongoing improvements.</p>	<p>We conduct our business based on the principles of health &amp; safety, integrity and with care for people and the environment. We want to work with suppliers who believe in the same principles.</p> <p>Our supplier engagement methods allow us to align our goals ensure that we implement continuous improvements in our supply chain</p>	<p>Our engagement strategy allows us to test our policy proposals, listen to stakeholder needs and feedback and adapt our strategy and service offering accordingly.</p>	<p>Our proactive media engagement strategy allows Calor to understand key areas of interest and to highlight the role that Calor plays in delivering lower carbon fuels to consumers and businesses living in rural Ireland.</p> <p>It also allows us to address any concerns or challenges that arise in a proactive and</p>



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	feedback and adapt our strategy accordingly.	Taskforce in 2019 underpins our commitment to drive continuous improvement in how we engage and develop our employees.				management processes.		responsible manner.