Principal risks

The implementation of our strategic priorities is measured using a number of strategic performance indicators and managed using an opportunity/threat management model.

Strategic Priorities	Strategic performance indicators (SPIs)	Principal threat /Principal opportunity Read more pg88
Customer – delivering an exceptional customer experience Read more pg26	• Reduction in customers reporting service failures • First point of contact resolution • More customers singing our praises (Net Promoter Score)	
Water – delivering great tasting, clean and safe water to meet customer need Read more pg32	• Water quality compliance • Reduction in leakage • Reduction in supply interruptions	
Economy – efficiently delivering infrastructure to underpin sustainable growth Read more pg46	• Increase/(decrease) in customer tariffs • Number of economic constraint areas removed • Number of serious development restrictions removed • Bathing water quality	
Nature – protecting and enhancing the natural environment Read more pg54	• Reduction in our pollution incidents • Wastewater compliance • Reduction in number of properties at risk of out of sewer flooding • Reduction in our carbon footprint	
People – providing a great place to work Read more pg76	• Employee engagement score • Reduction in health and safety incidents	

Principal threat

GOVERNANCE MODEL AND FUNDING	COVID-19	BREXIT AND THE NORTHERN IRELAND PROTOCOL	HEALTH AND SAFETY
CLIMATE CHANGE	ASSET RESILIENCE	DATA INTEGRITY AND CYBER RISKS	SUPPLY CHAIN

Principal opportunity

CUSTOMER SERVICE AND INNOVATION	WELLBEING	LIVING WITH WATER PROGRAMME	STAKEHOLDER ENGAGEMENT AND SUSTAINABLE DEVELOPMENT

Risk and resilience

Increasingly, NI Water faces downside threats which are external to the organisation. These include, for example, COVID-19, factors which impact our supply chain, uncertainty regarding funding, Brexit, cyber attacks and climate change/extreme weather events.

While management of these threats is to a large extent outside the control of NI Water, we recognise the need to build a resilience culture in order to protect the value we create.

NI Water manages risks (both threats and opportunities) in line with our integrated risk and resilience framework which demonstrates the interconnectivity between risk and resilience, and the need for accountability to protect value creation.

A resilience culture within NI Water means that all employees are united in purpose and are clear on the need to be prepared for when that incident does occur rather than simply thinking that it might occur. This is demonstrated by putting plans in place in advance and then being adaptive when an incident does occur so that disruption is minimised and NI Water can return to 'business as usual' in the most effective and efficient way possible. Our response to the impact of COVID-19 is a prime example of how having effective business resilience in place makes a difference to managing even unexpected incidents. All the corporate risk maps have a section which records the existing controls and the actions to be put in place to continually improve on our resilience.

NI Water's integrated risk and resilience framework

Integrated + Risk + Resilience = +/- Value creation

Accountability

Integrated

The framework and the model outline the requirement for risks (threats and opportunities) to be managed on a cross-directorate basis and with input from external partners where required (e.g. supply chain, strategic partners and service users).

Resilient

NI Water recognises the need to adopt a resilience culture to prepare for unavoidable risk factors, which are external to NI Water.

NI Water defines resilience as 'the strategic and organisational capacity of NI Water to resist, respond to, and recover from disruptive threats both foreseen and unforeseen and to reassess such as to learn from and improve on how we deliver our services'.

NI Water's integrated risk and resilience model

Integrated
• Corporate
• Directorate
• Function
• Group/Forum
• Programme and projects

Risk management (Threats and opportunities)
• NI Water strategic priorities
• Assessment
• Evaluation
• Decision
• Treatment
• Appetite and reporting
• Monitoring and assurance

Resilience
Preventative measures
• Robustness
• Resourcefulness
• Redundancy
Incident management
• Response
• Recovery
• Reassess

NI Water's approach to risk management

NI Water's approach to risk management is to have a risk culture where our employees and strategic partners are aware of how they contribute towards our strategic priorities. There is a collaborative approach to analyse the downside risk (threats) that could have a detrimental impact on the achievement of our priorities but also to consider the upside risk (opportunities) towards deriving better outcomes, as shown below:
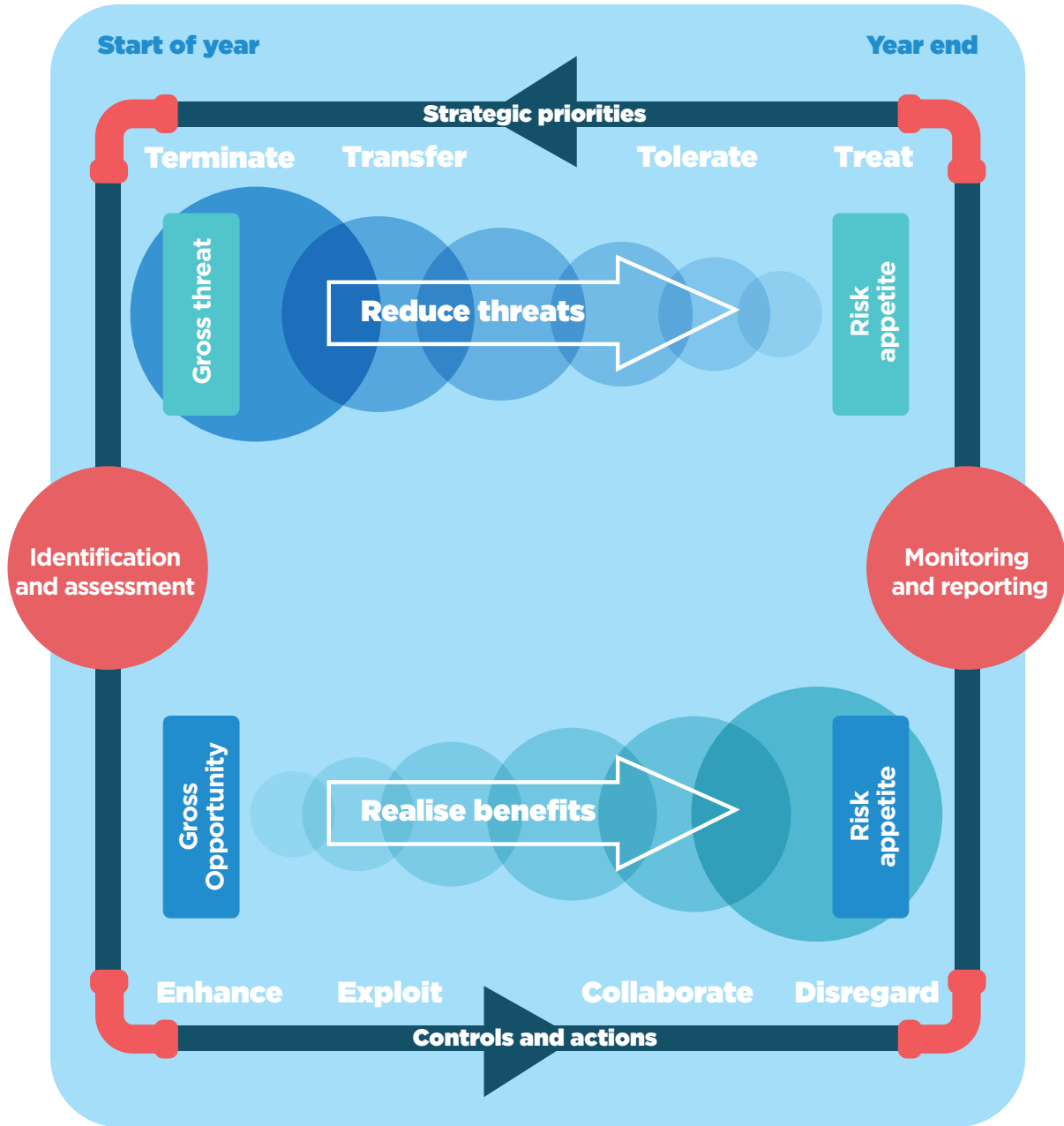
Through a process of horizon scanning emerging risks, benchmarking, risk trend analysis and workshops held on a business-wide basis, corporate threats and opportunities are established at the start of year. These are updated throughout the year to take account of emerging risks.

The wording of the risk, the risk gradings and the individual risk appetite are approved by the Board. The Board receives a monthly progress report on the management of risks towards the projected risk appetite for each individual risk.

The Board has set the risk appetite for seven principal risk themes. The movement of the current risk position against each of these seven principal risk themes is reported to the Risk Committee twice each year.

The Risk Committee considers the risk maps throughout the year, reviewing the effectiveness of clearly defined controls and the completion of actions towards the delivery of expected outcomes and the appetite level.

The Audit Committee considers financial risks on a regular basis and at year end holds a joint meeting with the Risk Committee to consider the overall effectiveness of NI Water's system of internal controls and risk management.

The Executive Committee meets on a monthly basis to consider corporate risk maps and the completion of actions within agreed timelines.

Corporate risk maps are linked to directorate, programme and project threats and opportunities, and business-wide groups either have or are being encouraged to have updated 'live' risk registers in order to better integrate risk management into ongoing activities.

> Read more about risk management on pages 120 and 123.

Emerging from the corporate risk maps are a number of significant principal threats and opportunities. For each principal threat or opportunity, we have identified the related strategic priority and the change in the level of threat or opportunity over 2021/22. These threats and opportunities have not been ranked and therefore are not listed in order of significance.

Principal threat	Strategic priority	Change in threat level*
Governance model and funding	Customer, Water, Economy, Nature, People	▲
COVID-19	Customer, Water, Economy, Nature, People	=
Brexit and Northern Ireland Protocol	Customer, Water, Economy, Nature, People	=
Health and safety	Water, Nature, People	=
Climate change	Customer, Water, Economy, Nature, People	▲
Asset resilience	Customer, Water, Economy, Nature, People	▲
Data integrity and cyber risks	Customer, Water, People	▲
Supply chain**	Water, Economy, Nature	▲

Principal opportunity	Strategic priority	Level of Opportunity***
Customer service and innovation	Customer, Water, Economy, Nature, People	=
Wellbeing	People	▲
Living with Water Programme	Customer, Economy, Nature	▲
Stakeholder engagement and sustainable development	Customer, Water, Economy, Nature, People	=

*This column shows the change in the threat level compared to what was reported in 2020/21. An upward arrow means that the level of threat has increased.
**New threat.
***This column represents the change in the opportunity compared to what was reported in 2020/21. An upward arrow means that the potential benefits to NI Water from the opportunity have increased.

Principal threats

Governance model and funding

Strategic priorities: Customer, Water, Economy, Nature, People

Background to the threat

NI Water seeks to efficiently deliver infrastructure to underpin sustainable growth. In order to deliver this, NI Water requires a sustainable funding model which will ensure access to secure and resilient finances. The absence of a sustainable funding model has been recognised as the top principal threat to the delivery of our strategy in PC21.

The current sub-optimal funding model is a result of the dual status of NI Water as both a regulated Government Owned Company (GoCo) and a Non-Departmental Public Body (NDPB) which leads to potentially conflicting requirements and continual difficulties in applying government guidance that may be in conflict with the legal requirements under statute as a limited company.

NI Water prepares a six-year Business Plan, to inform the Utility Regulator's price setting process, setting out the investment required to address the most critical needs and enable Northern Ireland to thrive from its water and sewerage infrastructure. The medium-term funding settlement required to enable NI Water to efficiently deliver that plan does not align with the annual cycle of public sector funding which NI Water faces as a NDPB.

NI Water is an asset intensive business and medium- and long-term planning is essential to improve services for customers today while investing to safeguard services for future customers. The uncertainty over funding adds complexity and inefficiency to longer-term asset resilience, as NI Water is unable to take a multi-year view of its investment profile. This makes it difficult to maintain momentum to complete programmes of work.

Like many businesses, NI Water is subject to threats which are largely outside its control such as pandemics; inflation and cost increases; adverse weather resulting in recovery costs and damage to our assets; unlawful acts by third parties (e.g. pollution, terrorism, legislation breaches) as well as downturns in the economy which could adversely impact on business performance.

The timing and impact of these are dependent on the nature of the threat. NI Water does not have a contingency fund to deal with such financial shocks. This could potentially impact on NI Water's ability to recover from the incident.

The Board of NI Water accepted the PC21 Final Determination in July 2021 and was encouraged that the first year of PC21 (2021/22) was fully funded by DfI and the NI Executive. Since then, global energy prices have risen to unprecedented levels which created a significant shortfall in Resource DEL in 2021/22. The shortfall was met by DfI in January Monitoring Round. However pressures in relation to energy and inflation are expected to prevail into 2022/23 budget and beyond. These pressures are exacerbated by the lack of visibility of funding for the final four years (2023/24 to 2026/27) of the six year PC21 final determination. The absence of a functioning NI Executive prevents the setting of multi-year public expenditure budgets.

Managing the threat

Government, as our sole Shareholder, needs to properly fund our national critical infrastructure. We continue to engage with our Shareholder and other stakeholders to secure the funding across PC21, supported by financial resilience. We are engaging with the NI Audit Office's review on funding our infrastructure and welcome the wider focus being brought on funding from the NI Fiscal Commission and the NI Fiscal Council. In the meantime, NI Water ensures that the implications on the delivery of our services as a consequence of funding constraints are fully analysed, managed and communicated to the public in a clear and responsive manner.

COVID-19

Strategic priorities: Customer, Water, Economy, Nature, People

Background to the threat

In late 2019/20, we faced one of our biggest challenges with the onset of COVID-19. As an essential service provider, we continued to deliver water and wastewater services to protect public health. We activated our business continuity plans and pandemic major incident plan in response.

The focus over 2021/22 has been to ensure continuing operations and to start to develop plans for a return to office locations for non-front line staff.

Managing the threat

NI Water continues to monitor any threats associated with COVID-19. We faced challenges in January 2022 with the Omicron wave of COVID-19 which resulted in increased staff absences. This was managed using our business continuity and pandemic plans.

Significant work has been undertaken to ensure that offices are ready for a return to work.

We have developed a hybrid working model for non-frontline employees, with significant consultation and engagement with employees on how the hybrid model will work. This includes dedicated training sessions on the model. Hybrid workers have also received a NI Water Guide to Hybrid Working prior to returning to the office.

The hybrid working model is being piloted across NI Water sites.

Brexit and the Northern Ireland Protocol

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Strategic priorities: Customer, Water, Economy, Nature, People

Background to the threat

The UK's exit from the European Union ('Brexit'), including the implementation of the Northern Ireland Protocol, has added complexity to how NI Water provides its services. The Northern Ireland Protocol has led to some supply chain volatility for Northern Ireland Water with increased prices and longer lead times.

Managing the threat

Our Brexit preparations focused on having well developed and tested plans to address potential difficulties, the aim of which was to increase our resilience and provide assurance to key stakeholders.

To prepare for and manage the threat of Brexit, NI Water established a Brexit Incident Management Group and has been working in collaboration with DfI and WaterUK. WaterUK implemented its Platinum Incident Management and National Chemical Specialist Group, which involved regular meetings with senior management from all UK Water companies, working together at a national level to address any risks to the UK Water Industry's ability to provide services. We also engaged with local government, stakeholders and community groups to improve resilience. While WaterUK have stood down their Brexit working groups, given the impact of the Northern Ireland Protocol, NI Water has maintained its Brexit Incident Management Group.

We engaged suppliers to mitigate supply chain risk by storing additional stock of key chemicals, as well as spare parts for our treatment works, distribution network and vehicles. We also identified the key supply chains and routes and increased the number of suppliers on our frameworks and considered, with DfI, opportunities for different supply routes and alternative arrangements.

Health and safety

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Strategic priorities: Water, Nature, People

Background to the threat

Health and safety is an integral part of NI Water's day-to-day business. NI Water's vision for health and safety for employees, contractors and customers is the 'pursuit of zero harm by raising standards and performance through the identification and adoption of industry best practice and the development of an empowered, valued, engaged, accountable and competent workforce'. We are committed to ensuring that all work activities are conducted in compliance with the Health and Safety at Work (NI) Order.

Managing the threat

To prepare for and manage the threat of Brexit NI Water has a Health and Safety Action Plan 2021 – 2025 which sets out a number of priorities for health and safety over the next four years. A significant amount of work was undertaken during 2021/22 to progress this plan, with progress being tracked by Risk Committee and Board.

We have undertaken significant work to ensure that sites and offices are safe and have implemented a hybrid working pilot to manage the return to office locations for non-front line staff.

Climate change

Strategic priorities: Customer, Water, Economy, Nature, People

Background to the threat

As a natural capital business, with infrastructure entwined with the natural water cycle, we are committed to playing our part in addressing climate change. The changes required to decarbonise our economy, build climate resilience and restore biodiversity over this century will require a colossal joined up effort across the public, private and voluntary sectors to rethink policy development, decision making, funding and delivery.

Climate change is of strategic importance to the water sector given its carbon intensity and exposure to extreme weather events. Operational emissions from the water industry account for nearly 1% of the UK's total carbon emissions. This is because water and wastewater treatment is energy and chemical intensive and transporting water requires a great deal of pumping. Grid electricity accounts for the majority of our operational carbon emissions. We have already seen the impact of global warming across our region through increased flooding, storms, prolonged periods with no rainfall and more frequent periods of intense rainfall. This will require us to both mitigate and adapt to climate change.

Managing the threat

At NI Water, we're committed to delivering a net zero, climate resilient future for all our customers. We are determined to harness the huge and largely unseen potential for NI Water to address climate change. We are committed to net zero by 2050 in line with the net zero target for Northern Ireland. We can also play a strategically important role in helping society to decarbonise by planting one million trees; building more renewables on our land; kick-starting our hydrogen economy; and providing sources of warmth for district heating schemes.

We know that we can't do this alone. We will need support from all of our partners and stakeholders; a positive policy and regulatory environment from government and regulators, innovation from our supply chain, reduced water use from our customers, collaborative planning from councils and other partners, and more.

Over 2021/22, NI Water engaged ARUP climate change subject matter specialists to assist in developing a Climate Change Strategy and implementation road map. The outcome of this work is a draft NI Water Climate Change Strategy that is framed around twin targets for climate resilience and net zero and starts by outlining NI Water's current carbon emissions and understanding of climate risk. The draft Climate Change Strategy will be brought to the Board for approval in 2022/23.

We are encouraged to see progress by the NI Executive on climate change legislation for Northern Ireland with a net zero 2050 target and key climate related strategies on Energy, Green Growth, Environment, Infrastructure and Skills. We have engaged through the relevant consultations.

Asset resilience

Strategic priorities: Customer, Water, Economy, Nature, People

Background to the threat

NI Water inherited an aged asset base and significant investment is required to bring it to a comparable level by UK standards. Significant capital investment together with a funded maintenance programme for water and wastewater networks and treatment facilities is required in order to comply with regulatory and environmental performance standards.

There is a very real threat that NI Water could suffer a major failure in its assets or be unable to respond effectively to a major incident such as severe weather which has affected NI Water's assets. This could cause a significant impact to our customers due to deterioration in the quality of drinking water, interruptions to supply and management of wastewater services, including an adverse impact to the environment.

The threat of service failure or service deterioration due to ageing assets not being replaced in a timely way is increasing.

Managing the threat

NI Water continues to work with the Utility Regulator and DfI on medium- and long-term funding arrangements to ensure that assets are maintained and replaced appropriately. Significant work was undertaken as part of the PC21 submission to determine the capital maintenance required for assets and any impact on customers if this maintenance is not undertaken. This assessment indicated that additional capital (base) maintenance is required during PC21 in order to be able to maintain service levels.

Work was undertaken during the year to improve resilience across a number of our sites. This included building additional storage for treated water at one of our largest treatment works.

NI Water's business continuity management framework and major incident plan are continually being updated to reflect best practice and key learning points from annual testing, exercises and previous major incidents. An IT disaster recovery plan and major incident plan are in place to reduce the impact of adverse events and to manage recovery to 'business as usual'.

Data integrity and cyber risks

Strategic priorities: Customer, Water, People

Background to the threat

The robustness and accuracy of data, increasing regulation, changes in technology and the impact of cyber-crime may have a significant disruption to the quality of service that customers have come to expect.

The General Data Protection Regulation (GDPR) brings increasing regulatory requirements in respect of privacy and the processing, storage and retention of personal information. The Network and Information Security (NIS) Regulations, mandatory for Operators of Essential Services, establishes a set of principles to improve the security and resilience of network and information systems across the UK.

Cyber-crimes are increasing in both frequency and disruptive potential, leading to disruption to services, interruption to computer control systems and impact on data integrity. This could have a significant adverse impact on business performance over the recovery period.

Managing the threat

NI Water is continually making improvements in its information governance to manage the quality of information to support service delivery and policy making.

In terms of the NI Water Corporate IT Network, there is a constant cycle of work to improve cyber resilience through updating of systems controls, compliance with IT system supplier updates and through training and awareness programmes.

In 2021/22 we continued our simulated phishing campaigns to test our awareness of phishing email attacks and to help educate users in how attackers attempt to gain access to their systems. We continued to liaise and collaborate with the National Cyber Security Centre to keep at the forefront of an ever changing threat landscape to ensure that we are aware of new methods of attack as they develop.

For operational technology (OT), which is the technology used to run the NI Water sites, a Cyber Resilience Programme was created in 2018/19 in response to an external report on cyber security readiness. Significant work has been ongoing to deliver this Programme and significant improvements have been made in key areas.

Supply chain ▲ New

Strategic priorities: Water, Economy, Nature

Background to the threat

In order to deliver NI Water's essential service we rely on a significant supply chain for goods, services and construction works. Any disruption to this supply chain could impact on the delivery of our strategic objectives. That supply chain is experiencing increasing disruption for a number of reasons including; supply chain and logistics fallout from the COVID-19 pandemic; an unprecedented increase in energy prices feeding directly through to manufacturers and supply chain partners; unprecedented levels of inflation generally.

Managing the threat

NI Water has established a Commercial team which brings together procurement teams and contract managers.

Like most businesses NI Water is experiencing significant cost increases across many of the materials used to construct and operate our assets. As noted in our Governance model and funding Principal threat, we experienced extreme volatility in energy costs in the latter part of 2021/22. A combination of energy cost shocks, COVID-19 and wider geopolitical uncertainty have resulted in significant inflationary pressures across our contracts for goods, services and capital investment.

In addition to the significant inflationary pressures, we faced longer lead times and difficulty in sourcing some goods, services and construction materials. We have established a Supply Chain Resilience Working Group to review supply chain risks and agree mitigating actions to ensure resilience in this area. This can result in the need to re-profile planned deliverables.

In order to mitigate the threat posed by restricted resource across our supply chain, NI Water has a procurement strategy in place to establish four Integrated Partnerships. The establishment of these partnerships will ultimately expand our available supply chain.

The significant supply chain pressures have resulted in material budgetary pressures which are detailed at page 155.

We anticipate the factors described above, which give rise to disruption within the Supply Chain, will prevail beyond this immediate reporting period for a time to come.

Principal opportunities

Customer service and innovation

Strategic priorities: Customer, Water, Economy, Nature, People

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Background to the opportunity

NI Water is seeking to deliver a world class customer experience. Changing customer expectations, the digital revolution and demographic and lifestyle changes are all leading NI Water to embrace new ways to meet customer needs, now and in the future.

Exploiting the opportunity

Future developments in artificial intelligence and machines will enable us to spend less time on low value-added tasks and instead focus on customer care and improving customer journeys. More customers are using self-service options such as web and mobile self-service, interactive voice response or chatbots as their preferred point of contact.

Through cooperation with other utilities, business partners and universities and in-house development, we continue to support and implement new technologies to improve customer experience and efficiency in service delivery.

In 2021/22, we enhanced our social media provision which has allowed us to proactively keep customers up to date with relevant matters in their area. We also continued to support our vulnerable customers through promotion of our Customer Care Register.

Wellbeing

Strategic priorities: People

▲

Background to the opportunity

NI Water is committed to providing a great place to work. Attracting, developing, retaining and partnering with the best talent is fundamental to the success of our business and therefore, we want to be recognised as a local employer of choice that champions diversity and puts people first.

We recognise the link between wellbeing and performance, and our award-winning Health and Wellbeing Strategy encourages and supports employees to prioritise their health to 'live well', enabling a culture of attendance and high performance.

We want to involve people in the decisions that affect them and ensure that our people strategies are focused in the areas that matter most.

Exploiting the opportunity

Our people strategy is focused on driving performance for our customers through building capability, ensuring we have the right people with the right skills performing their roles to the best of their ability. Our plans support the provision of a safe, happy and healthy workplace.

Our award-winning Health and Wellbeing Strategy helps staff 'live well' through a range of initiatives to support mental, physical, financial and social health such as our Live Well Roadshow, Winter Wellness Programme and Spring Forward programme. The strategy uses absence data, survey feedback and best practice benchmarking to ensure that it is targeted in the right places and brings to NI Water the very best in corporate wellness practice.

The quality and impact of our health and wellbeing programme has been recognised externally, as NI Water has been named winner of the Best Health and Well-being Initiative award at the CIPD business awards.

NI Water has undertaken significant work in relation to diversity and inclusion. Our roadmap includes investment in inclusive leadership training for the Executive Committee and Board members, a Choose to Challenge campaign recognising International Women's day and the creation of a new working group made up of employee champions from across the business.

In recognition of our commitment and progress in this area, NI Water was awarded the Bronze Diversity Charter Mark for the third year.

Living With Water Programme

Strategic priorities: Customer, Economy, Nature

Background to the opportunity

In July 2014 the NI Executive agreed to develop a strategic drainage infrastructure plan for greater Belfast. The plan aims to protect against flooding, enhance the environment and support economic growth by improving capacity for new connections. The initiative is now known as the 'Living With Water Programme' (LWWP) and is led by DfI.

NI Water has been a key partner in the LWWP since inception as the plan strongly aligns with NI Water's strategic priority of protecting and enhancing the natural environment and building a more resilient network. Implementation of the programme will provide an opportunity to deliver significant investments that will help to improve the drainage networks and wastewater treatment works that discharge into Inner Belfast Lough.

The LWWP is currently overseen by a Board that includes DfI, NI Water, the Utility Regulator, Department for Agriculture, Environmental and Rural Affairs (DAERA), NIEA and Belfast City Council.

The LWWP was referenced in the draft Programme for Government and the 'New Decade, New Approach' deal which accompanied the restoration of devolved government for Northern Ireland in January 2020. DfI led a public consultation on the draft LWWP Belfast Strategic Drainage Infrastructure Plan, which ended in January 2021. The consultation responses received were overwhelmingly positive, and welcomed the objectives and approach taken, both in terms of the partnership working proposed and the whole catchment methodology.

Exploiting the opportunity

NI Water's participation in the programme provides an opportunity to develop the catchment based multi-agency and sustainable solutions needed to achieve key outcomes included within the draft Programme for Government and upgrade the sewerage networks and six wastewater treatment works that discharge into Inner Belfast Lough. The upgrades need to be undertaken in a way that Government and NI Water can afford, and which minimises disruption during construction.

In 2021/22, Infrastructure Minister Nichola Mallon published Living With Water in Belfast: An Integrated Plan for Drainage and Wastewater Management in Greater Belfast. This follows Executive approval and a public consultation on the Plan. At £1.4 billion over 12 years it is not a quick, or inexpensive fix. The Plan aims to deliver a long-term approach to drainage and wastewater management that will protect from flooding, provide a cleaner and greener environment and ensure that Belfast is open for business and investment.

Stakeholder engagement and sustainable development

Strategic priorities: Customer, Water, Economy, Nature, People

Background to the opportunity

NI Water is seeking to create a legacy for our communities and to work in such a way which puts more back into society than we take out. This includes engaging with stakeholders and the community in order to educate and benefit local communities.

Exploiting the opportunity

NI Water is engaged in numerous and wide-ranging sustainable development projects to safeguard public health, underpin economic growth and restore nature. Our work positions us as custodians of the natural environment.

Our fantastic Cares Challenge/Little Ripples programmes were temporarily on hold during 2021/22 and were replaced with digital volunteering for local charities. In December, we were able to recommence some of our usual volunteering activities supporting local charity Foodstock to deliver essential Christmas food parcels to those in need across Belfast. Our Cares Challenge celebrates its 10th anniversary during 2022 and we are delighted that it is now able to restart with a comprehensive new programme for 2022/23, supporting charities such as Barnardos, Southern Area Hospice and Women's Aid.

We are really proud of our unique education programme, which includes the Waterbus mobile classroom initiative. We have educated over 200,000 'water-whizz' school kids about the value of water for health, the economy and nature.

We are delighted to become the first company in Northern Ireland to sign up to the Levelling Up goals and partner with 'This is Purpose' to help us identify meaningful actions we can take to improve access and opportunity for all. We are focusing our efforts on supporting successful school years, fair career progression, good health and wellbeing and achieving equality through diversity and inclusion.