



Stakeholder Engagement Plan



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1 Introduction

As the major electricity transmission network service provider in NSW and the ACT, TransGrid's role is to provide efficient, reliable transmission services aligned with the long-term interests of consumers in NSW, the ACT and the National Electricity Market.

While TransGrid's key interface has historically been with generators, distribution network services providers and some large customers, all electricity consumers are impacted by TransGrid's operations in terms of the prices they pay for electricity, their access to electricity when and where they need it, and any direct impacts through capital investment.

Government, regulators and consumers are demanding greater transparency from electricity and gas suppliers. TransGrid, like many other energy organisations, has been increasingly engaging and communicating with external stakeholders to ensure it involves the broader community in its business operations and decisions.

In recognition of the importance of effective community engagement, over the last nine months TransGrid has undertaken a number of measures to improve consultation practices and how it plans and delivers projects to communities.

In piloting a more robust engagement program, it has become clear to the TransGrid Board, Executive and Senior Management that further investment in this area is required to effectively achieve the organisation's consultation targets and gain community approval and acceptance of TransGrid activities. This Business Case outlines the Strategy and Stakeholder Engagement business unit's key initiatives and rationale for the step change in allocated resources.

2 Background

The energy market is evolving and TransGrid is transforming its operations to effectively and efficiently meet this changing environment. A component of the change to the operating environment is a shift in the way TransGrid plans its operations and projects, and the way in which the organisation communicates with stakeholders.

Energy bill payers are feeling the pain of rising energy bills and are demanding greater transparency from energy companies. They want to know the makeup of their bill, where their money is going and what efficiencies companies are making to ease the bill pressure.

In recent forums held by TransGrid in November 2013 to ascertain consumers' knowledge and understanding of the energy industry, 84% of participants gave a rating of at least eight out of 10 when asked to rate their level of concern about the current cost of electricity.

Furthermore, according to a survey carried out by Choice, the Energy Efficiency Council and Brotherhood of St Laurence in September 2013, almost 85% of NSW households said they were concerned about electricity costs and rated this concern higher than the cost of transport (including petrol prices), health, mortgage or rent, and the cost of food and groceries.

Complicating this issue is a lack of understanding of who TransGrid is, what the business does, and the cost implications that TransGrid has on the bill payer. Almost three quarters of participants (74%) in TransGrid's forums admitted to very low levels of knowledge of what TransGrid does. Most guessed that it had something to do with electricity, but when prompted, participants could not explain where its duties in the overall power supply chain started and ended. This is due largely to the indirect relationship between TransGrid and most end users, through distribution networks and retailers.

Furthermore, there is a significant lack of understanding of the overall electricity system. When asked to draw the electricity system most missed the step of transmission and very few understood the difference between transmission and distribution. It became quite clear that many participants confused TransGrid with Ausgrid and could not distinguish the appropriate responsibilities of each entity.

In acknowledgement of cost concerns and lack of understanding of the industry, TransGrid has committed to a stakeholder engagement process that is proactive, transparent and underpinned by a genuine desire to inform, consult and collaborate effectively with interested parties. Education of the industry and TransGrid's activities will form an integral part of TransGrid's engagement approach moving forward. TransGrid has traditionally taken a low key approach to engaging with the general public and has instead focussed on communicating with impacted communities. Our research has shown that this model is no longer relevant to today's market and TransGrid needs to be held accountable for its share of the end users' bill, albeit small.

While compiling its 2014/15 to 2018/19 Revenue Proposal, TransGrid engaged with bill payers and energy consumers in NSW to understand their levels of interest in our business, the elements of our business that are most important to them, and how to more effectively engage with the average bill payer. The themes emerging from these conversations have been clear:

- TransGrid needs to educate energy consumers about its business and its place in the energy supply chain;
- Messages need to be targeted to specific audiences (technical and non-technical) and a broad range of communications mediums utilised;
- TransGrid needs to help rebuild trust in the energy industry and its business, which has attracted concerns such as rising bills and infrastructure disputes in recent years;
- The business as a whole needs to do a much better job at listening to the views of the community about our industry and business impacts, as well as communicating what we do, how we manage our business and the challenges we face; and
- TransGrid must continue to improve its engagement practices to ensure that the community know the part they can play as the Company delivers an essential service to NSW and the ACT.
- The views of TransGrid's stakeholders are crucial as the business enters a period where it must meet the challenges of providing a secure, reliable and affordable electricity network whilst considering the environment, energy prices and the impact this has on households. By working together with energy end users, listening to their

views and incorporating their feedback into its business activities, TransGrid can create an efficient, sustainable and holistic transmission network.

The importance of changing our business model has been reinforced by recent independent reports, including the RPS Group report commissioned by TransGrid into the effectiveness of TransGrid's current engagement practices; the *Review of Electricity Supply to the Mid North Coast* by Mr Robert Rollinson prepared for the NSW Minister for Energy and Resources; staged market research over a six month period into the effectiveness of TransGrid's community engagement and communications practices; as well as benchmark consultation guidance provided by the Australian Energy Regulator.

The *Review of Electricity Supply to the Mid North Coast*, conducted by Mr Robert Rollinson, was prompted by community concern about the need for TransGrid's Stroud to Taree Transmission Line project, and recommended a revised approach to community engagement. The resulting RPS Group report and further investigation into TransGrid's consultation processes was critical of TransGrid's consultation practices and included findings such as:

- TransGrid consults communities too late in the project lifecycle after key decisions have been made;
- People want to be involved earlier in project planning, receive more detailed project information, and have access to TransGrid staff on the ground;
- TransGrid gave little or no consideration to public involvement in, or communication of, project need and non-network alternatives; and
- TransGrid's communications materials failed to adequately address core community concerns.

To address these findings, the RPS Group provided TransGrid with key recommendations on ways to improve TransGrid's engagement practices including;

- TransGrid should take a proactive approach to stakeholder identification, involving community representatives in developing engagement approaches;
- TransGrid should update its communications and consultation guidelines to ensure that engagement objectives are set, understood and implemented for every stage of the project lifecycle;
- TransGrid should develop customer panels, including regional panels, to test forecast data, project proposals and alternative options; and
- TransGrid must make improvements to its communications materials and channels in the light of stakeholder feedback.

The TransGrid Board and Executive realise the importance of implementing real change within the business to improve engagement practices and understanding of its business. Along with this realisation, is the recognition that TransGrid must appropriately resource the business to achieve effective and efficient consultation practices, and satisfy community needs to be involved in TransGrid's operations.

3 A new way of doing business

In response to the research undertaken on stakeholder engagement, TransGrid has committed to opening its planning processes, engaging with the community on its business practices and plans for the future, and consulting with the community over the full lifecycle of a project.

This change represents a major shift in the way in which TransGrid communicates with its stakeholders. It will start conversations with the community earlier, involve the community in decision making processes, and collaborate with them to develop an effective, innovative and holistic energy solution (please see Appendix 1). TransGrid will be more openly accountable for its proportion of the end users bill, and educate the community on what the business is doing to maximise operational efficiency whilst providing a reliable and safe electricity network.

In recognition of the importance of effective community engagement, over the last six months TransGrid has undertaken a number of measures to improve consultation practices, how it delivers projects to communities and how it engages with stakeholders.

One of the major initiatives delivered by TransGrid has been the review and amendment of its organisational structure with a new business unit created to address stakeholder engagement, which reports directly to TransGrid's Managing Director. In line with this new structure, a new strategy for engagement has been developed to reflect this new step change.

The new strategy takes into account the concerns outlined in this paper and reflects the TransGrid Board and Executive's commitment to better understanding its customers and working with them to find effective solutions to their energy needs. Doing so requires not just new and innovative ways of engaging with customers, but also changing the way the organisation works day-to-day.

To begin implementing this change, the new Stakeholder Engagement Plan includes new channels for conversation and engagement and a shift towards clearer and more approachable messaging. Recent initiatives undertaken include;

- Establishment of a dedicated team within TransGrid to manage all communication processes for the company and for major projects with stakeholders and the community;
- Initiated an internal stakeholder committee to improve TransGrid's community engagement across the business;
- Initiated Engagement with consumer advocates to help advise TransGrid on how to improve its planning, project development and operational practices;
- Held roundtables with large energy users, consumer representatives and thought leaders to gain feedback on our new five-year business plan and revenue proposal;
- Launched a new engagement website – www.yoursaytransgrid.com.au

Further initiatives that TransGrid plans to undertake to improve our engagement practices include:

- Expanding communications activities and capabilities;
- Creating effective communication tools such as a user friendly website and active social media presence;
- Developing a suite of communications materials targeted at energy consumers and explaining key elements of the electricity network including a range of factsheets, newsletters and videos;
- Developing clear and approachable messaging for all TransGrid external publications and documents;
- Further develop the dedicated feedback and consultation website including the capacity for online conversations and forums;
- Targeted communications and advertising campaigns;
- Administer new channels for conversation and engagement;
- Undertake surveys and deliberative forums;
- Establish a formal Consumer Advisory Panel and Large Energy User Roundtable to provide stakeholder feedback and advice on an ongoing basis;
- Advance relationships to create partnerships with consumer advocacy groups and regularly consult on TransGrid operations;
- Hold regular and targeted roundtables, workshops and forums with stakeholder groups;
- Individual engagement strategies for each new project based on reach and confirming need identification;
- Integrating external communications strategies into regular business operations;
- Creating targets and effective measurements of engagement activities.

4 Listening to our Stakeholders

In piloting our new model for stakeholder engagement, TransGrid continually sought feedback from consulted parties to learn how the business could better its practices. The business has embraced this new approach and TransGrid's stakeholders have recognised the new practices as being inclusive, transparent and of a high standard. A selection of stakeholder feedback is included below.

Roundtable format with other large energy users have worked well. Great initiative and would welcome the opportunity to continue this dialogue and build on from this initial engagement.

For a new concept the level of information and engagement was first rate.

There is a need for more education on energy use.

TransGrid communicated a clear, simple and honest message.

I got lots of info, didn't realise how little I understood about how electricity is distributed. I am now more interested and wanting to keep more up to date and informed.

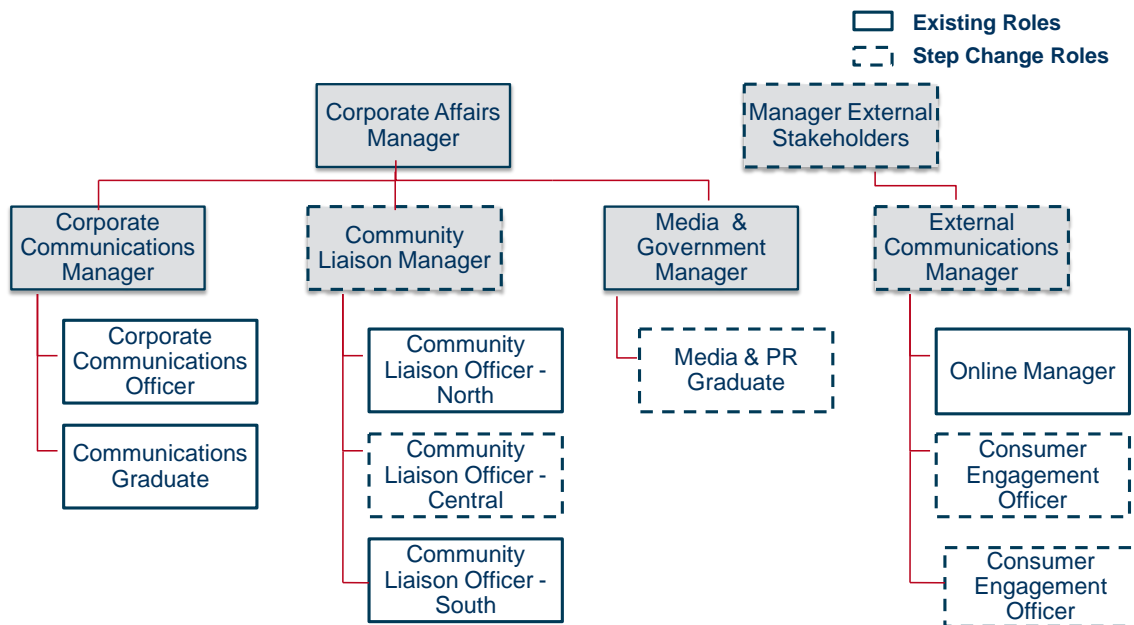
For a new concept the level of information and engagement was first rate.

I liked the open forum approach and willingness of TransGrid to make time and information available to consumers.

5 Strategy and Stakeholder Engagement Unit

As a result of the changes and enhancements in how TransGrid will now engage with the community and consumers, there is a need to adequately resource the team responsible for strategy and stakeholder engagement to ensure successful implementation of the new procedures and processes. Following a detailed financial and staff resourcing analysis of the requirements of the Corporate Affairs Team, TransGrid has Board approval to grow the Corporate Affairs Team by over 50% and the following organisational structure and resourcing requirements have been identified.

Corporate Affairs Organisation Chart TransGrid



6 Resourcing and Budgeting

To accompany TransGrid's Corporate Affairs Team growth and the new methods for stakeholder engagement, TransGrid is proposing to expand the resources allocated to achieve effective stakeholder engagement. Below is an outline of the scheduled step change resources for the 2014/15 to 2018/19 period. Please see Appendix 2 for the full Step Change Budget.

Year 1 = \$2.2M | Year 2 = \$2.1M | Year 3 = \$2.1M | Year 4 = \$2.2M | Year 5 = \$2.2M

Consumer participation, education and expert input in business planning, long-term network design and revenue reset application

Consumer Advisory Panel Workshops

Consumer Advisory Panel workshops have proven so far to be an effective method to engage with industry and consumer advocates. Feedback from evaluation forms following these sessions has shown that participants rated the consultation highly and saw value in continuing these workshops. Outputs from these workshops have been directly fed into the development of our strategy, revenue and pricing proposals. We plan to continue these workshops and preliminary indications from the participants show they would welcome more than one workshop per year. We are proposing to host 3 of these events each year and will put this schedule to the next workshop in April. In addition, it is planned to host direct briefings with industry and consumer advocates as industry issues and opportunities arise.

Large Energy User Roundtables

The Large Energy User Roundtables have proven so far to be an effective method to engage with large energy users. Feedback from evaluation forms following these sessions has shown that participants rated the consultation highly and saw value in continuing these meetings. Outputs from these meetings have been directly fed into the development of our strategy, revenue and pricing proposals. We plan to continue these roundtables and preliminary indications from the participants show they would welcome more than one meeting per year. We are proposing to host 3 of these events each year and will put this schedule to the next meeting in April. In addition, it is planned to host direct briefings with large energy users as industry issues and opportunities arise.

Customer Relationship Management (CRM) system maintenance/licensing

In order to capture contacts, meeting details and opinions of our large energy users and consumer advocate organisations and feed this into our decision making processes, we require a customer relationship management system. This system should allow for multiple operators and storage of a range of details and notes. In addition, this system will need to be maintained and updated as new versions are released and additional operators require access. The system will allow for our organisation to track the multiple contact points across our business and will ensure that feedback from consumers and stakeholders is fed into our planning and strategy development.

Industry conference attendance and presentations

In order to engage with industry decision and opinion makers and source input from them into our strategy development and pricing proposals, we need to further engage at recognised industry and regulatory conferences. We have allowed for 2 attendees for 3 major conferences per year.

Topic specific workshops and conferences

In addition, to the Consumer Advisory workshops and Large Energy User roundtables we plan to host 3 topic specific workshops or sponsor a relevant industry event each year. These workshops and events will engage a wider audience on issues of interest and developments in the industry such as demand management, future of the grid and non build options. Feedback from these workshops and events will feed into our planning, pricing and strategy development.

Annual Planning Report presentations and consultation

The Annual Planning Report provides a status report on the nature and location of emerging constraints and needs in TransGrid's network, proposed augmentations and asset replacements. In the past we have only engaged industry participants in one presentation of the Annual Planning Report but in consideration of our need to now engage a wider audience we plan to host a series of regional public forums each year distributed evenly around the State. Feedback from these presentations will help to formulate our planning processes and development strategy.

Consultation for Revenue Reset (in lead up to reset period)

As we enter the next revenue reset period we will require additional engagement processes with a range of stakeholders and consumers to source their input into our submission. Budget has been allocated in years 4 and 5 of this revenue period to cover these additional costs.

Labour step change to enable engagement activities

Adequate resourcing with the correct skills and expertise are required to implement the consumer participation and education strategy. While some resources have been wholly allocated to this requirement, a new senior manager and general manager allocation has been split evenly across the three new initiatives. These additional resources will lead the cultural change that is required across the business to improve our focus on consumer and stakeholder engagement.

Community consultation on project need, options to defer capital and community impact

Powering Sydney's Future project need consultation

This will be the benchmark for the development of new methods of stakeholder engagement and in particular how we will engage with the community and the wider consumer base on development needs and options. Powering Sydney's Future will require the engagement of a wide audience across a wide geographical area, the Sydney basin. It will be the flagship trial of how we undertake pre engagement on the needs of all projects and developments.

High level project need consultation and community engagement

Projects that involve building major new assets or rebuilding/replacing major existing assets that have the potential to cause a significant level of disruption or interaction with a large section of the community will require a high level of community consultation on both the needs analysis and build stages of the project. These projects that are identified as high level will require an increase level of consultation and involvement above what we have previously undertaken.

Mid level project consultation and community engagement

Projects that involve minor work for a new asset or upgrade of an existing asset that have the potential to cause a moderate level of disruption or interaction with a small representation of the community will require some community consultation. These projects, while not identified as major, will still require some consultation and involvement at a level above what we have previously undertaken.

Low level project consultation and community engagement

Projects that will mainly take place inside an existing TransGrid property however they are in close proximity to private property, will still require some consultation. There may be some minor changes to traffic and night work, so a low level of consultation with the community is envisioned for these types of projects. Previously, we have not undertaken very much engagement with the community for these projects.

Consultation Manager project system maintenance/licensing

To adequately capture contacts and details regarding our enhanced consultation on both project needs and ongoing project community consultation we require a robust and recognised contact management system that allows access by multiple users. We have allocated budget to purchase a robust consultation manager system with multiple licences. This system will allow for the storage of customer complaints, property details and community feedback.

Labour step change to enable engagement activities

Adequate resourcing with the correct skills and expertise are required to implement the community consultation on project need strategy. While some resources have been wholly allocated to this requirement, a new senior manager and general manager allocation has been split evenly across the three new initiatives. These additional resources will lead the cultural change that is required across the business to improve our focus on consumer and stakeholder engagement.

Building consumer awareness and internal capabilities

Advertorials

One of the key findings from our consultation and forums with end users is their wish to receive more information on how the electricity market operates and TransGrid's role and business operations. The use of advertorials in select papers and magazines which are targeted at end user consumers is a cost effective method of delivering these messages and meeting consumer needs.

Factsheets

One of the areas identified by consumers and our reviews into our consultation processes is the need for clear and simple fact sheets on issues relating to the industry and our business. In order to meet this need, we have budgeted to produce around 10 fact sheets, print and distribute them to a wide audience on an annual basis.

Corporate Profile document

Feedback from consumers, obtained through our forums, workshops and meetings, is that they would like to receive more information on our business and how we perform on a yearly basis, especially in regards to social, environmental and business activities. Therefore it is proposed that we will produce a corporate profile document, updated yearly, to address this consumer need.

Communication Collateral updates

In line with our increased level of communications with a wider range of stakeholders we need to regularly update the look and structure of our communication collateral to meet the changing expectations of our target audience. This will include all promotional materials, banners, newsletters and hand outs used at presentations, workshops and conferences.

Website maintenance, licensing and updating

With a view to engaging a wider stakeholder audience, we will be required to update our current corporate website to reflect a more user friendly front that will provide a meaningful experience for consumers and the community when they visit it. In addition, as new issues develop and require consultation, we will need to regularly update our dedicated website

platform “Have your say” which engages consumers and the community in meaningful two way conversation on issues of interest such as the need for new projects, pricing and TransGrid’s role. This feedback from this website will be directly fed into our planning, pricing and development strategies.

Social media engagement activities

This is a medium that is increasingly becoming important in engaging the wider stakeholder audience. Historically, TransGrid has not engaged using this medium but as we go forward there is a need to both monitor activity and actively engage with consumers through this medium. It will also be used to improve the communication of emergency messages and as a recruitment tool for the business.

Media and external stakeholder engagement training;

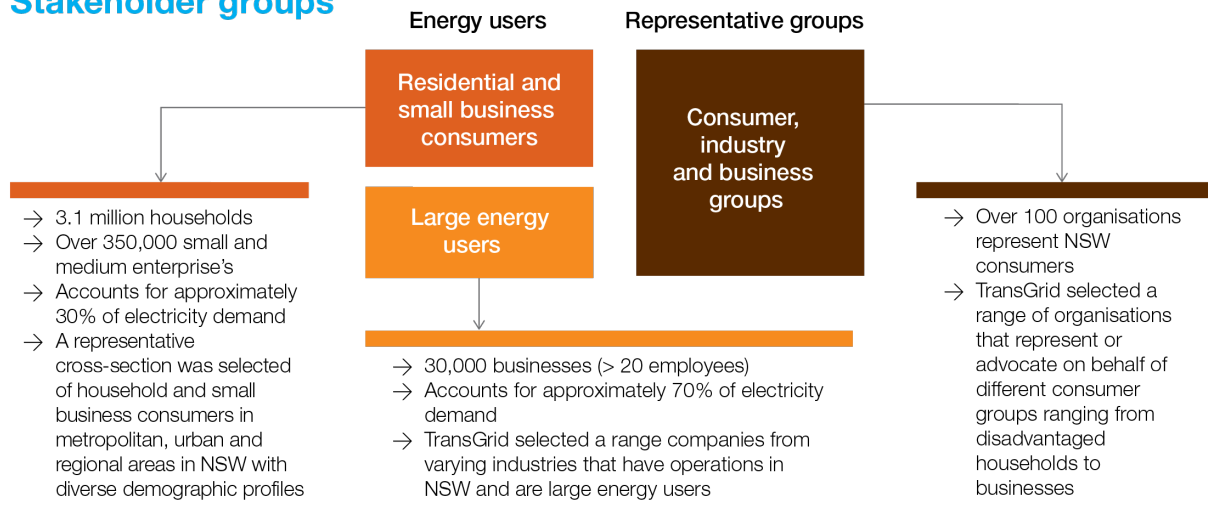
As a result of increased engagement with the community, large energy users, regulators, consumer advocates, media and other stakeholders we will be required to have additional staff qualified and trained to engage with them. We have planned an ongoing training program that will both skill up new staff and also advance the skills of current staff.

Labour step change to enable engagement activities

Adequate resourcing with the correct skills and expertise are required to implement the building consumer awareness strategy. While resources have been wholly allocated to this requirement, a new senior manager and general manager allocation has been split evenly across the three new initiatives. These additional resources will lead the cultural change that is required across the business to improve our focus on consumer and stakeholder engagement.

Appendix 1 Revenue proposal consultation approach

Stakeholder groups



Consumer engagement program

The key aim of TransGrid's consumer engagement program was to gain an insight into consumers' priorities and issues, to ensure the final Revenue Proposal took into consideration the views of consumers. The program was designed to ensure it met the AER Guidelines specified best practice principles – clear, accurate and timely communication, accessible and inclusive, transparent and measurable.

Engagement approach



Residential and small business users

- Metropolitan and regional focus groups
- Community roundtables
- Deliberative forums
- Consumer surveys
- Online engagement
- Fact sheets



Large energy users

- Workshops
- Direct briefings
- Online engagement
- Written communication
- Fact sheets



Consumer, industry and business groups

- Workshops
- Direct briefings
- Online engagement
- Written communication
- Fact sheets

The program started by talking to consumers at a relatively high level as TransGrid developed a clearer understanding of consumers' baseline understanding of TransGrid and the electricity transmission sector. From there, it moved progressively to specific topics to engage on the detail of the revenue reset program, with a focus on the topics of interest or priority for consumers.

Appendix 2 Budget overview summary

		Year 1 (2014-15)		Year 2 (2015-16)		Year 3 (2016-17)		Year 4 (2017-18)		Year 5 (2018-19)	
		(\$)		(\$)		(\$)		(\$)		(\$)	
		Opex	Capex	Opex	Capex	Opex	Capex	Opex	Capex	Opex	Capex
Baseline Labour	(All figures in \$ 2012/13)	978,695	100,000	978,695	100,000	978,695	100,000	978,695	100,000	978,695	100,000
Base Line M&E		515,402	-	515,402		515,402		515,402		515,402	
Total Base Line		1,494,097	100,000	1,494,097	100,000	1,494,097	100,000	1,494,097	100,000	1,494,097	100,000

		Year 1 (2014-15)		Year 2 (2015-16)		Year 3 (2016-17)		Year 4 (2017-18)		Year 5 (2018-19)	
		(\$)		(\$)		(\$)		(\$)		(\$)	
		Opex	Capex	Opex	Capex	Opex	Capex	Opex	Capex	Opex	Capex
Consumer participation, education and expert input into business planning, long term network design and revenue reset application											
Consumer Advisory Panel Workshops	3 sessions @ \$30k each (venue, travel, participants, facilitators) + additional direct briefings	90,000		90,000		90,000		90,000		90,000	
Large Energy User Roundtables	3 sessions @ \$30k each (venue, travel, participants, facilitators) + additional direct briefings	90,000		90,000		90,000		90,000		90,000	
CRM System Maintenance & Licensing	\$15k service fees, \$5k upgrades	20,000		20,000		20,000		20,000		20,000	
Industry Conference Attendance & Presentations	3 conferences x 2 attendees @\$4.5k each (attendance, travel)	27,000		27,000		27,000		27,000		27,000	
Topic Specific Workshops & Conferences	3 workshops @ \$30k each (venue, travel, graphics, adverts)	90,000		90,000		90,000		90,000		90,000	
Annual Planning Report Presentations	3 regional public sessions @ \$30k each (venue, travel, graphics, adverts)	90,000		90,000		90,000		90,000		90,000	
Consumer Research Surveys	Consumer and community surveys and reports	150,000		150,000		150,000		100,000		100,000	

		Year 1 (2014-15)		Year 2 (2015-16)		Year 3 (2016-17)		Year 4 (2017-18)		Year 5 (2018-19)	
		(\$)		(\$)		(\$)		(\$)		(\$)	
		Opex	Capex	Opex	Capex	Opex	Capex	Opex	Capex	Opex	Capex
Extra Consultation for Revenue Reset	Extra consultation in years 4 & 5							200,000		200,000	
Labour Step Change	1 x Manager, 2 x Officers, % of Snr Mgr, % of General Manager	575,313		575,313		575,313		575,313		575,313	
Community consultation on project need, options to defer capital and community impact											
Powering Sydney's Future	4 public sessions @\$30k each (venue, strategic advice, report) + additional direct briefings	120,000		60,000							
	Communication collateral (dedicated fact sheets, graphics, adverts)	80,000		40,000							
High Level Project Consultation	3 projects @\$50k each (50% Opex due to early engagement on "needs")	75,000	75,000								
Mid Level Project Consultation	4 projects @\$25k each (50% Opex due to early engagement on "needs")	50,000	50,000								
Low Level Project Consultation	2 projects @ \$5k each (50% Opex due to early engagement on "needs")	5,000	5,000								
Consultation Manager System Maintenance & Licencing	Up to 50 projects licence	20,000	25,000								
Year 2 to Year 5 Project Consultation Spend	Year 2 to 5 is based on percentage of Year 1 consultation costs to overall project cost			137,052	137,052	182,340	182,340	136,330	136,330	97,075	97,075
Labour Step Change	1 x Manager, 1 x Officer, % of Snr Mgr, % of General Manager	319,250	107,445	319,250	107,445	319,250	107,445	319,250	107,445	319,250	107,445

		Year 1 (2014-15)		Year 2 (2015-16)		Year 3 (2016-17)		Year 4 (2017-18)		Year 5 (2018-19)	
		(\$)		(\$)		(\$)		(\$)		(\$)	
		Opex	Capex	Opex	Capex	Opex	Capex	Opex	Capex	Opex	Capex
Building consumer awareness and internal capabilities											
Advertorials	6 advertorials @ \$2.5k each	15,000		15,000		15,000		15,000		15,000	
Factsheets	10 fact sheets @ 1k copies each (10k total)	15,000		15,000		15,000		15,000		15,000	
Corporate Profile Document	Reprints	30,000		30,000		30,000		30,000		30,000	
Communication Collateral Updates		20,000		20,000		20,000		20,000		20,000	
Website Maintenance, Licencing & Updates	TransGrid corporate and 'Have your say' websites	50,000		50,000		50,000		50,000		100,000	
Social Media Engagement Activities	\$15k monitoring, \$10k engagement software fee	25,000		25,000		25,000		25,000		25,000	
Media & External Stakeholder Engagement Training	2 staff @\$7.5k each	15,000		15,000		15,000		15,000		15,000	
Labour Step Change	1 x Graduate, % of Snr Mgr, % of General Manager	268,178		268,178		268,178		268,178		268,178	
Total Step Change		2,239,741	262,445	2,126,793	244,497	2,072,081	289,784	2,176,071	243,775	2,186,816	204,520
Total Scope SSE		3,733,838	362,445	3,620,890	344,497	3,566,177	389,784	3,670,168	343,775	3,680,913	304,520