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|  | **REPUTATION & DELIVERY OF PRODUCT / SERVICE** | **HEALTH, SAFETY & ENVIRONMENT** | **COMMERCIAL** |
| **5**  **Threat to future trading and business credibility** | **At level affecting group:**  Association with **high profile, sensitive issues / project** resulting in significant public opposition / hostile campaign, or **extreme product / service** non-conformance resulting in catastrophic failure e.g. structural collapse, with a critical impact on **client / business / stakeholder interests** and / or **share price**. Activity is not within the normal business experience or territory. | A third party fatality or multiple workers’ deaths (incl. from disease e.g. asbestosis).  Extreme **environmental incident** resulting in irreversible or long term or widespread harm likely to result in **criminal liability, class action, public enquiry** or **high profile prosecution**. | Costs or revenue loss > £1m in 3 years. |
| **4**  **Threat to future trading or core business objectives** | **At level affecting OpCo or business:**  Client / business / stakeholder interests adversely affected by **major non-conformance in quality, or delay to programme, or uncertainty** in the product / service provided. Involvement results in significant **protestor action** or **media campaign.** Such incidents having a **major adverse impact on goodwill and stakeholder confidence.** | **Worker fatality or multiple major injuries (incl. irreversible disability).**  **Major environmental incident** resulting in significant impact requiring high level of resources for response and remedy, leading to **protestor action** or **serious adverse publicity and criminal liability** (prosecution loss of license / safety case) | Costs or revenue loss £500K - £1m in 3 years. |
| **3**  **Partial delivery only of business requirements** | **Impact on quality, programme or uncertainty** in the **product / service** will result in partial delivery only of **client / business requirements.**  Actions result in **complaints / media criticism, client dissatisfaction** & **damaged stakeholder relationships.** | **Single major injury** to worker (3 days lost time) or third party or reportable dangerous occurrence.  **Serious illness** but with likely full recovery.  **Environmental impact**, reportable and requiring management response to aid recovery. The incident is likely to result in **prohibition notice, ban on operations** by enforcing authorities and / or likely to trigger **complaint of nuisance, compensation claims and fines.** | Costs or revenue loss £200K - £500K in 3 years. |
| **2**  **Late or inconsistent delivery of client / business requirements** | The **product / service** will result in **delayed or inconsistent delivery** of **client / business requirements.** Actions result in **local press criticism.** Client & Stakeholder **relationships strained.** | **Minor injury** to worker (1 day lost time) or third party, medical treatment beyond first aid, reversible health effect.  **Environmental impact** requiring immediate management response but with natural recovery, improvement notice. Actions / warnings by enforcing authorities. | Costs or revenue loss £100K – 200K in 3 years. |
| **1**  **Negligible impact** | Slight deviations from spec. with little customer concern. Reputation not under challenge. | Mild health effects / first aid case, no lost time.  Recommendations by enforcing authorities. | Costs or revenue loss < 100K in 3 years. |