

Digitalisation Action Plan

December 2025





Contents

Executive Summary	3
The Road Ahead: A glimpse at our RIIO-T3 vision and key investment areas	4
The vision behind our products and services	5
What we have achieved in the last six months	6
Stakeholder feedback in relation to the products we have delivered	11
The Products and Services that we will be working on	12
Our milestones over FY 24-25/25-26	14
Completed or de-commissioned/de-prioritised Projects	17
Using the web to deliver for customers	18
Delivering for stakeholders and wider society	19
Using digital channels to boost volunteering across local communities	20
Simplifying Stakeholder Engagement Logging	22
Leveraging Social Media	23
Accessing this document and other information	25



Executive Summary

As we close out our RIIO-T2 Digital Strategy, we mark the successful delivery of our original execution plan. Our digital investments have consistently delivered increasing value, supporting our ambition to contribute over 15% to the UK's total carbon reduction targets and helping accelerate progress toward net zero by 2050.

Over the past five years, we've moved decisively away from legacy systems and manual processes, embracing a new generation of digital tools and capabilities that power efficiency, accuracy, and better decision-making across all areas of our business.

This transformation has enabled us to operate as a more agile, data-driven organisation, one that is strategically positioned to meet the demands of a growing network and deliver long-term value.

In the last six months, we've continued to build momentum through targeted digital enhancements, each aligned to our overarching vision of delivering value across Customers & Stakeholders, Projects & Capital Delivery, Network Planning, Asset & Operations, and Enabling IT:

Our Customer Relationship Management (CRM) platform is now live across the full Pre-Application and Application journey. This directly supports Customers and Stakeholders, offering a high-quality, transparent, multi-channel service and is the foundation of increased assisted and self-serve capabilities.

PowerFactory is now fully embedded within our Connections Team, supporting **Network Planning** by enabling faster, more accurate system modelling. This unified database improves data quality, auditability, and collaboration, helping us plan a network fit for net zero.

The launch of our Integrated Project Management (IPM) reporting suite has transformed Projects & Capital Delivery, consolidating data into a single source of truth and streamlining project tracking and execution. This shift away from paper and Excel-based processes reflects our move toward a modern, slick, and interactive business.

We've advanced our **data strategy**, evolving our capabilities in data culture, governance, and technology. By treating data as a product and enabling self-service, we're embedding

a federated governance model that supports **Asset & Operations** through enhanced asset data collection, network monitoring, and situational awareness, laying the foundation for Complete Network Insights.

Our **Enabling IT** capabilities have matured, delivering a fit-for-purpose suite of applications that support end-to-end business processes now and into the future. These achievements reflect the strength of our strategy and the commitment of our people. Looking ahead, our focus shifts to RIIO-T3. A new digital strategy will be published in early 2026, with a strategic emphasis on enabling world-class asset management, accelerating network growth, and becoming a truly data-driven organisation through our Run, Grow, Transform model.

The next slide offers a preview of what's to come.

James McLean
SSEN Transmission Chief Information Officer

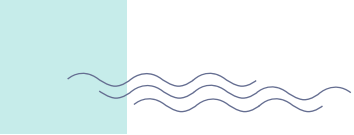


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We encourage all stakeholders with any feedback or questions to get in touch at transmission.stakeholder.engagement@sse.com

The Road Ahead: A glimpse at our RIIO-T3 vision and key investment areas



Our RIIO-T3
Strategic Goal:

**Harness Digital
Capabilities
to power business
growth and speed**



Increase the efficiency and deliverability of the planning, design and build of assets for Net Zero through digitisation



Elevate Digital Asset Management and be ready to manage a >24GW power system with increased scale & complexities



Keeping our people and assets safe and secure whilst going beyond industry and regulatory Cyber Resilience obligations



Become a data-driven leader in electricity transmission and open data standards



Drive continuous improvement and optimisation of digital capabilities from previous investments



Ensure users can consume and interact with Digital services in a frictionless way

Executed through our Strategic Investment Themes and underpinning enablers

ENABLING NETWORK GROWTH

We utilise the latest digital tools and technology to improve our Customer and Stakeholder relationships and engagement. Digitally enabling the effective planning and delivery of large-scale capital projects

ENABLING WORLD CLASS ASSET MANAGEMENT

We prioritise Digital security and resilience to enable 100% transmission network reliability. Continuously developing our technology capabilities to maintain, protect and secure our Assets, driving increased Asset Performance and efficient Operations.

DATA DRIVEN

We enable a data driven SSEN Transmission business. Based on a culture of business data ownership, ensuring it is accurate, available and accessible. Providing data and analytics tools and technologies for our business to develop, deliver and operate the network.

ENHANCE, EXPLOIT & OPTIMISE

We drive adoption and optimisation of current capabilities, managing feature and function improvements. Looking for efficiency, automation and simplification opportunities to continuously improve business process.

BRILLIANT BASICS

We deliver a quality service to our business, which sets us apart from peers. Ensuring that our users can consume and interact with IT in a frictionless way, delivered right, first time.

Stakeholder Engagement

Cyber Resilience

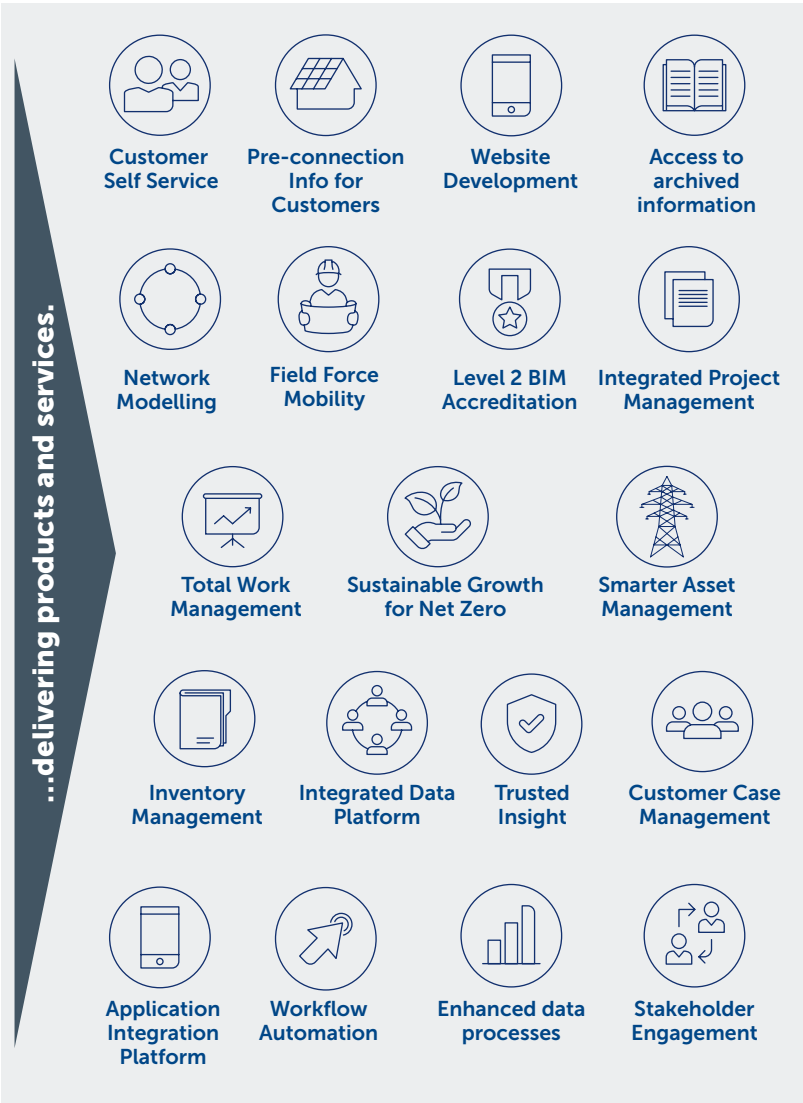
Digital & Data Culture

This forward-looking strategy marks a step change from our current approach and signals our evolving investment priorities and strategic acceleration in RIIO-T3. This will be finalised and published in early 2026.

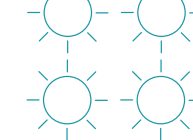
The vision behind our products and services



We are continually enhancing our business by leveraging digitalisation and providing instant access to a wealth of data and insights. Our teams are consistently upskilling in digital competencies as we continue to build new capabilities, collaborating seamlessly with world-class tools to efficiently plan, expand, and sustain a network aimed at achieving net zero. With enhanced data-sharing capabilities with our industry partners, improved asset management, and the establishment of our new disaster recovery centre, we are strategically well positioned for sustained growth as we approach RIIO-T3.

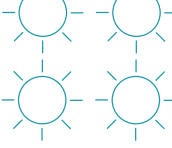
Delivering Value...	Guided by a specific vision
Customers & Stakeholders and Commercials	Provide a high quality and transparent multi-channel service to stakeholders, with increased assisted and self-serve capabilities underpinned by an integrated group of fit-for-purpose platforms for entering and accessing information and insight.
Projects & Capital Delivery	Deliver at scale aligned to the growth of project demands, as a modern, slick and interactive business, moving away from the paper and Excel-based processes to embrace modern technology throughout our business. Continue our BIM journey to ensure we adopt best practice in terms of asset design, asset modelling , data capture and collaboration with our supply chain.
Network Planning	Maximise the value and the opportunities presented by having easy access to a wide range of data from across the organisation to increase system performance and support future network modelling and forecasting to support the planning of a network for net zero. Utilise industry leading software enabling us to comprehensively plan the network of the future.
Asset and Operations	Enhance existing digital solutions and deliver new capabilities across Asset & Work Management to drive business efficiency and maximise asset performance, resulting in decreased network risk and setting the foundation for further enhancements in RIIO-T3. Deliver new Complete Network Insights capabilities, enhanced asset data collection and visualisation, network monitoring and situational awareness. Enhancements to our operational data sharing with NESO & SPEN, alongside control centre disaster recovery facilities and capabilities. Strategically positioned for growth and further enhancements in RIIO-T3.
Enabling IT	Create IT capabilities that provide a fit for purpose suite of applications, supporting end-to-end business processes and enable the business to deliver the outcomes as efficiently as possible. Enhance our digitalisation, interoperability and data sharing capability across the energy industry via open data portals enabling flexible energy, which in turn can provide savings of £30-70bn between now and 2050. Achieved through data-led strategic planning and enabled transformational system-wide benefits, such as cost savings and resilience, via optimal system maintenance, asset health monitoring, planning and operation.
Enterprise and Corporate	Create and deliver cross functional solutions that facilitates better information sharing, enhanced control, improved safety and improved financial insight.





What we have achieved in the last six months

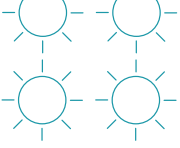


Value Stream	Products we have delivered	Key Stakeholder Outcomes & Performance
 <p>Customer and Stakeholder</p>	<ul style="list-style-type: none"> Continued to extend our CRM platform for Pre-Application and Application processes, now fully adopted by colleagues. Delivered reporting and insight tools to guide users through next steps and support continuous improvement. Ongoing development of full case management and complaints handling functionality, due for release in the new year. Created a suite of self-serve Power BI reports to analyse process efficiency and enhance customer experience. 	<ul style="list-style-type: none"> Migrated over 100 project web pages to a new accessible layout, improving public engagement and supporting consenting. Embedded CRM into Customer Team workflows, with 100% of Pre-Applications and Applications now managed through the system. Delivered CRM training to equip users for end-to-end case management and effective complaints handling.
 <p>Project & Capital Delivery</p>	<ul style="list-style-type: none"> Continued agile development of the Integrated Project Management (IPM) platform, delivering enhanced reporting (e.g. safety and project manager reports) and deeper integration with cost and scheduling systems. We've digitalised our Project Cost Reporting spreadsheets, resulting in a new set of automated financial reports. Procured new software aligned with BIM enablement, including: <ul style="list-style-type: none"> XR tools for immersive VR experiences A construction management platform to streamline workflows A geotechnical data management application Expansion of the 4D pilot LiDAR scanning completed for 100% of overhead lines and 90% of substations, with data now loaded into our large file storage platform for use in core asset systems and the Common Data Environment. Launched and embedded the Consents & Environmental (C&E) hub, increasing data capture and reporting to 90%. Deployed PLS-GRID to centralise and visualise overhead transmission line data, enabling secure collaboration, version control, and direct map-based editing. <p><i>NB The GeoBIM PoC planned for delivery during this period has been descoped to allow us to complete our priority BIM Level 2 delivery.</i></p>	<ul style="list-style-type: none"> Improved project visibility and decision-making for all teams involved in Large Capital Project delivery and supporting functions through integrated reporting and scheduling tools. Enhanced collaboration and planning across project phases for internal engineering and project delivery teams and external contractors via BIM-aligned platforms and immersive technologies. LiDAR data integration supports scalable delivery and network operation under RIIO-T3 for our project delivery and network teams. Stakeholders benefit from more reliable environmental data and streamlined consent processes. PLS-GRID adoption will improve data accessibility, design auditability, and contractor collaboration.





What we have achieved in the last six months

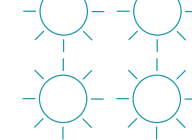
Value Stream	Products we have delivered	Key Stakeholder Outcomes & Performance
<div><p>Network Planning</p></div>	<ul style="list-style-type: none">Automated system performance reporting via our Data Historian for power quality monitoring, saving time and improving data availability.Ongoing adoption of Power Factory, now supported by scalable cloud infrastructure, enabling faster, more secure, and more reliable system analysis.Delivered a rich dataset for system planning, supported by training for engineers to maximise platform capability.	<ul style="list-style-type: none">Faster and more accurate system modelling has reduced customer connection quote times.186 devices now stream performance data, enabling proactive network interventions.More frequent whole system model updates support quicker customer responses and future network planning.Engineers benefit from improved performance and functionality, enhancing planning efficiency and user experience.
<div><p>Asset Management & Operations (IT)</p></div>	<ul style="list-style-type: none">Delivered configuration to support data migration from ArcGIS to Maximo for all substation assets and 80 overhead line circuits; remaining underground cable circuits to follow by end Oct 2025.The implementation of the interface from Maximo to Invest to enable seamless transfer of asset data for risk calculations and investment decisions is well under way.Completed two phases of enhanced functionality to improve our predictive maintenance capability, adding new models for NARM calculations and tools for investment planning, optimisation, and tracking.	<ul style="list-style-type: none">Automated data flow between ArcGIS and Maximo improves accuracy, eliminates manual entry, and enables real-time synchronisation—supporting better planning and maintenance of distributed assets for the AIS and Operations Teams.Enhanced Invest capabilities for the Asset Risk and Investment Team provide deeper risk analysis, improved asset health insights, and more effective investment planning through optioneering, scheduling, and impact tracking.



What we have achieved in the last six months

Value Stream	Products we have delivered	Key Stakeholder Outcomes & Performance
<div></div> <div>Asset Management & Operations (OT)</div>	<ul style="list-style-type: none">Phase two of the Control Centre Disaster Recovery site is now in regular use, with virtualisation and hosting nearing completion to replicate Primary Control Centre applications and enable resilient communications.Established compute capabilities for the Inter-Control Centre Communication Protocol at both Primary and Disaster sites; collaboration with NESO and SPEN continues on data conversion and circuit delivery ahead of testing.Released phase one of the Complete Network Insight project, providing enhanced network visibility and situational awareness for office and field teams; phase two will expand reporting capabilities.	<ul style="list-style-type: none">Control Centre teams now benefit from increased capacity and failover capability, improving operational resilience for our Transmission Control Centre Teams.Industry-standard communications support accurate network status sharing and alignment with NESO and boundary TOs.Real-time and point-in-time network data is now more widely available, including to our Control Centre, Field Operations, Technical Services, and Asset Management teams, improving operational efficiency and customer service.
<div></div> <div>Enabling IT</div>	<ul style="list-style-type: none">Onboarded 13 source systems into Microsoft Fabric, with 8 now available in the final consumption layer for business use.Delivered well-structured, business-friendly datasets for the Asset domain, enabling advanced analytics and insights.Enhanced platform monitoring for improved reliability and operational visibility; resolved key technical debt to support scalability.Expanded Ataccama usage with more datasets catalogued, glossary terms defined, and support sessions delivered across teams.Supported testing of an Accessibility tool within the Open Data Portal to promote inclusive access.Asset Management Internal Audits tool for centralised audit management and real-time KPI tracking.	<ul style="list-style-type: none">Trusted, accessible data has improved reporting quality and accelerated decision-making.Data cataloguing and quality dashboards provide clear visibility of improvement areas, enhancing reporting accuracy for our Asset Management teams.Inclusive portal access has improved user experience and aligned with external website standards for our external stakeholders.Automation has streamlined workflows, boosting efficiency and reducing manual effort across our internal teams, including Control Centre, and the Project Management Office.

What we have achieved in the last six months



Our Data Vision



To become a data-driven leader in electricity transmission, harnessing the power of data to deliver a safe, resilient and efficient electricity transmission network that meets the evolving needs of our customers & stakeholders and the transition to a sustainable energy future.

ena
energynetworks
association



Data Strategy

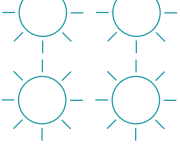
- Our data strategy outlines how we will manage, use, and share data with the industry, our customers, and stakeholders to become a truly data-driven organisation. It defines the data capabilities we need to develop throughout the RIIO-T2 and RIIO-T3 regulatory periods. At its heart, the strategy focuses on structuring data into business-owned domains, treating it as a product, enabling self-service access, and supporting these efforts with federated data governance. This approach will empower the entire organisation to manage and leverage data effectively, transforming ways of working, embedding a data-driven culture, and driving our growth and digital ambitions.
- As we approach the end of the RIIO-T2 period, we are focused on delivering the strategic objectives to ensure we are well placed to begin RIIO-T3 in the best position. This includes a series of internal initiatives to prepare our colleagues for the journey to become a fully data-driven organisation.

Interoperability

We are actively engaged in several energy sector working groups to ensure our data assets are interoperable with data assets across the industry:

- We continue to actively work with industry peers and Ofgem through the **Energy Networks Association Data and Digitalisation Steering Group** on common initiatives to develop and enable interoperability. We are engaged with multiple ENA Data and Digitalisation Steering Group (DDSG) subgroups, including:
 - **The Standards and Interoperability Subgroup** targets the development and implementation of consistent energy system data-related standards aligned to Data Best Practice Guidance requirements.
 - **The Technical Common Information Model (CIM) Working Group**; which is intended to oversee the development of standards to support the development of CIM interoperability protocols. Within our Digital Programme, we are investigating the implementation of Common Information Modelling (CIM) for specific internal data exchange requirements, including network planning model exchange. CIM forms an integral part of the Data Sharing Infrastructure (DSI) – all files used during the Pilot phase have been CIM-compliant. We have shared this information with this working group to ensure alignment and consistency across key initiatives.
 - **The Metadata Standards Working Group**, which we lead, focuses on the standardisation and alignment of Dublin Core metadata standards within the industry. Aspects of standardisation include data semantics (terminology and meaning), ontologies (structures and relationships), metadata and exchange mechanisms. Energy system interoperability requires standardised data-related services and practices across sector participants to enable timely, efficient and effective data exchange, integration and utilisation between humans and machines. This working group has concluded and the outputs have been incorporated into the ENA Data Triage Playbook, which has recently been refreshed and is due for publication shortly.
- **The Shared Licencing Subgroup**; to facilitate the creation of a shared licence that can be applied to specific shared datasets. This subgroup has concluded, with the successful creation of a new standard shared data license. This new license provides clarity for the use of shared network data by data users. This work has been supported by the Open Data Institute (ODI) and Pinsent Masons.
- **The Open Data Triage Subgroup**; which we have lead, will publish a refreshed ENA Data Triage Playbook by the end of the calendar year. This updated playbook will enable all data users to maximise the use of Open energy data whilst protecting the security, privacy and resilience of data. This work has been supported by Zuhlke.
- **The Open Data Working Group** has been formalised under the DDSG, and the terms of reference are being refreshed accordingly.
- We continue to play a key role in the **Transmission sector working group for Digital Information in Infrastructure Delivery**. The aim of this forum is to accelerate infrastructure delivery, via common design, supply and install information standards. These common standards will also assist handover of data to Asset Management and Operations teams.
- Alongside this, we lead the **Energy Data Self-Help Group**. All these groups are working together in a co-ordinated manner to reduce obstacles relating to the discovery, interpretation and use of energy system data.

What we have achieved in the last six months



Data Architecture

Our **Asset Lifecycle Cradle to Grave Working Group** has positive engagement across our organisation. The group has delivered the first set of data standards, which are being applied to our main business systems. In parallel, our Data Architecture function has delivered a suite of data models and standards for our asset data domain and continue to develop models and standards for our other major business data domains.

Data Products and Technology

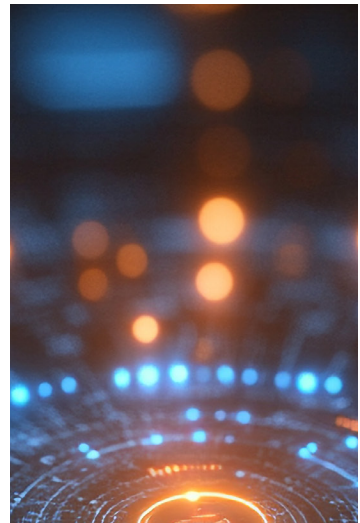
Following the successful launch of our **Data Quality and Data Catalogue tool**, we have rolled this out to our Asset Management teams and are looking to expand business adoption across other business directorates. We are extending our business engagement plan accordingly. The use of this toolset is a foundational step towards transforming our data capabilities, ownership and embedding our use of data standards. Thereby improving the visibility and usability of data for our business teams, customers and stakeholders.

- **Data Quality:** We have implemented a suite of asset data quality rules within our data quality tool. We continue to work with our Data Owners and Data Stewards to capture data quality rules for our most important data in our core business systems and will embed the controls necessary to proactively monitor, and where necessary remediate this data.
- **Data Catalogue:** We have made excellent progress since the last update with over 500 Datasets catalogued from across the SSEN Transmission estate, and this will continue to expand through the remainder of the RIIO-T2 period. We are utilising the 'Core' 15 Dublin Core elements, as well as some of the wider elements provided by the Dublin Core Metadata Institute (DCMI). We capture all metadata tags in our Data Catalogue and replicate this in our Open Data Portal for openly published datasets, providing useful metadata for our Customers and Stakeholders in an accessible format.

Data Sharing in the Energy Ecosystem

As a Stakeholder-led business, it is important that the data we share is useful and of value to those who need it. Following our research project with Customers and Stakeholders, we have implemented a number of improvements to our Open Data Portal and identified a number of new data sets that will be made available in the coming months, subject to the successful completion of our Open Data Triage process. We have gone live with an accessibility tool that enables data users to view and interact with our data in ways that work best for them, making our information more inclusive, accessible and easier to use.

The **Data Sharing Infrastructure (DSI)** aims to create a common data sharing infrastructure that is secure, resilient and scalable, to achieve an interoperable ecosystem. This builds on the Digital Spine Feasibility study, and follows the 'Prepare, Trust, Share' philosophy. We participated in the DSI Pilot Project and are contributing to the working group that will be taking the learnings from the pilot forward to a new Minimum Viable Product (MVP) phase, alongside other industry participants and NESO.






Stakeholder feedback in relation to the products we have delivered

Value Stream	Stakeholder engagement and feedback
Customers and Stakeholders	<ul style="list-style-type: none"> As part of our move from ETHOS to CRM, it has been essential to involve stakeholders at all levels within the business, to ensure effective communication and input is always in place. Multiple awareness communications, drop-in sessions and direct input into the CRM build from our stakeholders have provided hugely beneficial. Feedback from users is that the system will transform ways of working, providing them with trusted and accessible data, and a friendly user interface. Users have commented that the overall customer experience will be hugely improved with the new system.
Projects & Capital Delivery	<ul style="list-style-type: none"> C&E Hub and IPM Platform: Delivering Tangible Benefits Across Teams Recent product launches have significantly improved visibility, coordination, and operational efficiency across environmental and project management functions: <ul style="list-style-type: none"> C&E Hub launched: Centralised environmental data platform now live, supporting biodiversity net gain and nature recovery. Users report improved coordination, time savings, and portfolio-wide visibility. User feedback: <i>Nature Delivery Officer: "The Hub gives us visibility. We're saving time, improving coordination, and delivering on our £100 million nature recovery commitment."</i> <i>Project Lead: "We now manage environmental data at scale. Visibility across the portfolio makes our work efficient and effective."</i> IPM platform enhancements: <ul style="list-style-type: none"> Automation of monthly Project Management Reporting enabling project managers and directors to review project health status based on schedule, safety finance, risk, quality and engineering data insights and automated RAGS Key project info (gate data, contacts, documentation status) is now all in one place and easily available, reducing time spent reviewing meeting notes.
Network Planning	<ul style="list-style-type: none"> Power Factory Transition: Positive Impact Across the Business <ul style="list-style-type: none"> Successfully transitioned from PSSE to Power Factory, receiving positive user feedback from our Investment Planning Engineers on the enhanced capabilities. Built on accurate core asset data, the system improves consistency across the business who are already voicing the benefits of a single database for trusted data. CIM-compliant design enables seamless model sharing with TOs and DNOs. Our Engineers have voiced delight with the removal of rework in this space Users are actively training colleagues, supporting skill development and smoother adoption. Feedback has shown that this approach works fantastic in both upskilling our current engineers, and onboarding new engineers and allowing the business to retain and share knowledge.
Asset Management & Operations (IT)	<ul style="list-style-type: none"> The Asset Information Systems, Operations, and Asset Risk and Investment Teams remain strongly supportive of plans to centralise and align asset data across Maximo, ArcGIS, and Invest. Success depends on robust integration, enabling unified work planning, better data quality, and improved decision-making. This positions us well for RIIO-T3 to build on strong foundations.
Asset Management & Operations (OT)	<ul style="list-style-type: none"> Teams and stakeholders across the Asset Management and Operations (Network) Directorate remain closely aligned across all projects, helping us build the right solutions first time and driving positive internal feedback. We have delivered new build Control Room Facilities and new Network Insight capabilities which the associates SSEN Transmission teams are now benefiting from. We also continue constructive collaboration with NESO and boundary TOs to ensure shared outcomes.
Enabling IT	<ul style="list-style-type: none"> We've added new datasets to the Open Data Portal in response to customer and stakeholder feedback. We continue working with the Asset Management business teams to use Asset, Project, and Finance data in the Integrated Data Portal for reporting, automation, and quality control—while expanding integration with other systems.



All our Digital Projects align to robust People Side of Change plans. These leader-led initiatives are designed to drive engagement and adoption as we embed new systems, processes, features and behaviours. Our change plans follow the ADKAR model and are tailored to support our business objectives, enhance our ways of work, drive cultural change and respond to our Great Place To Work survey results.

The Products and Services that we will be working on

We continue investing in digitalisation, interoperability and data sharing to deliver a fit-for-purpose suite of applications that supports end-to-end business processes. This enables the business to deliver its strategic goal to grow our network, with ASTI projects being a priority. We are focusing on making it easier for our colleagues, customers and stakeholders to access, request, analyse and gather insights from our data. The Products and Services we are working on during the next quarter will improve collaboration, standards and enhance our data ecosystem so we can deliver optimal system planning, maintenance and asset health, and thereby enhance our customer and stakeholder experience.

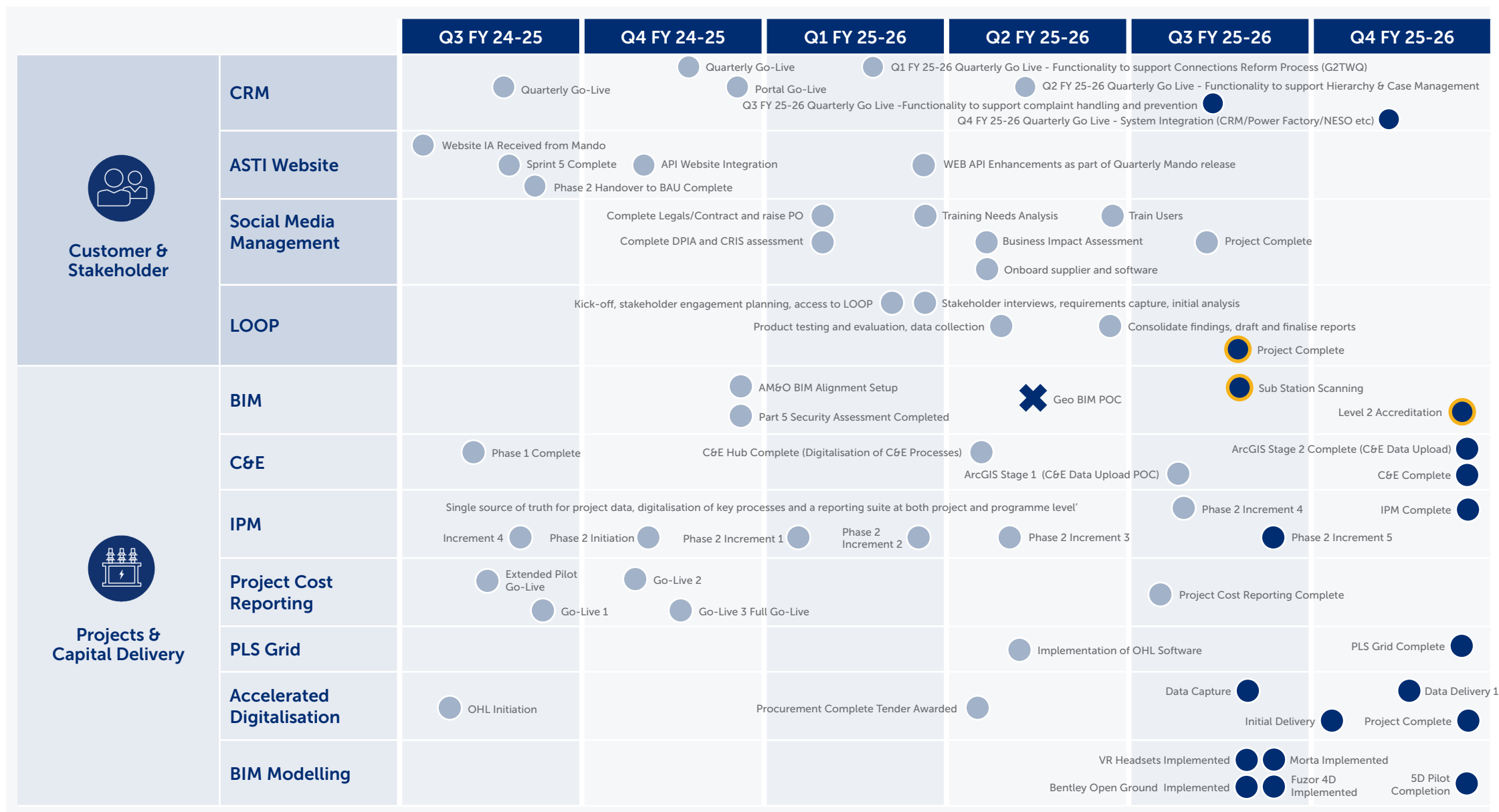
Value Stream	Product and Service	Description and Benefits
 Customer and Stakeholder	Website	<ul style="list-style-type: none"> We want to ensure we make information available and accessible to customers & stakeholders so they can find information they require easily. We will continue to implement changes to support our ASTI projects by building project-specific web pages for customers and stakeholders, thereby improving our transparency and communication on these critical projects. We will begin to build a strategy for enhancements to our website during T3.
	Customer Relationship Management (CRM)	<ul style="list-style-type: none"> We will finalise our CRM development ready for business wide adoption by the end of the year. This will allow the customer and stakeholder team to manage end to end case management and complaints handling via the new system, moving away from the current system ETHOS.
 Capital Delivery	Integrated Project Management (IPM)	<ul style="list-style-type: none"> We will progress the final phase of the project to complete the cost integration work, complete our embedment and adoption strategy and complete the iterative reporting changes in response to customer feedback.
	Building Information Modelling (BIM)	<ul style="list-style-type: none"> We will progress our BIM Level 2 accreditation before the end of RIIO-T2. We will complete the scanning of our Substations.
	Consents and Environmental (C&E)	<ul style="list-style-type: none"> We will complete the migration of our C&E data sets into our GIS system, facilitating easy access to provide the visibility of data needed.
	Accelerated Digitalisation	<ul style="list-style-type: none"> We will complete the scanning of our Overhead lines and create the associated CAD models by the end of the next period, removing the manual effort to create models of assets and providing a digital representation of our OHLs.
 Network Planning	Network Modelling System and Tools	<ul style="list-style-type: none"> We will continue to work with the business to drive full adoption of power factory and remove the need for PSSE for system planning purposes. We will finalise our PQMS solution using T PI to provide great system performance insights for our engineers.

The Products and Services that we will be working on

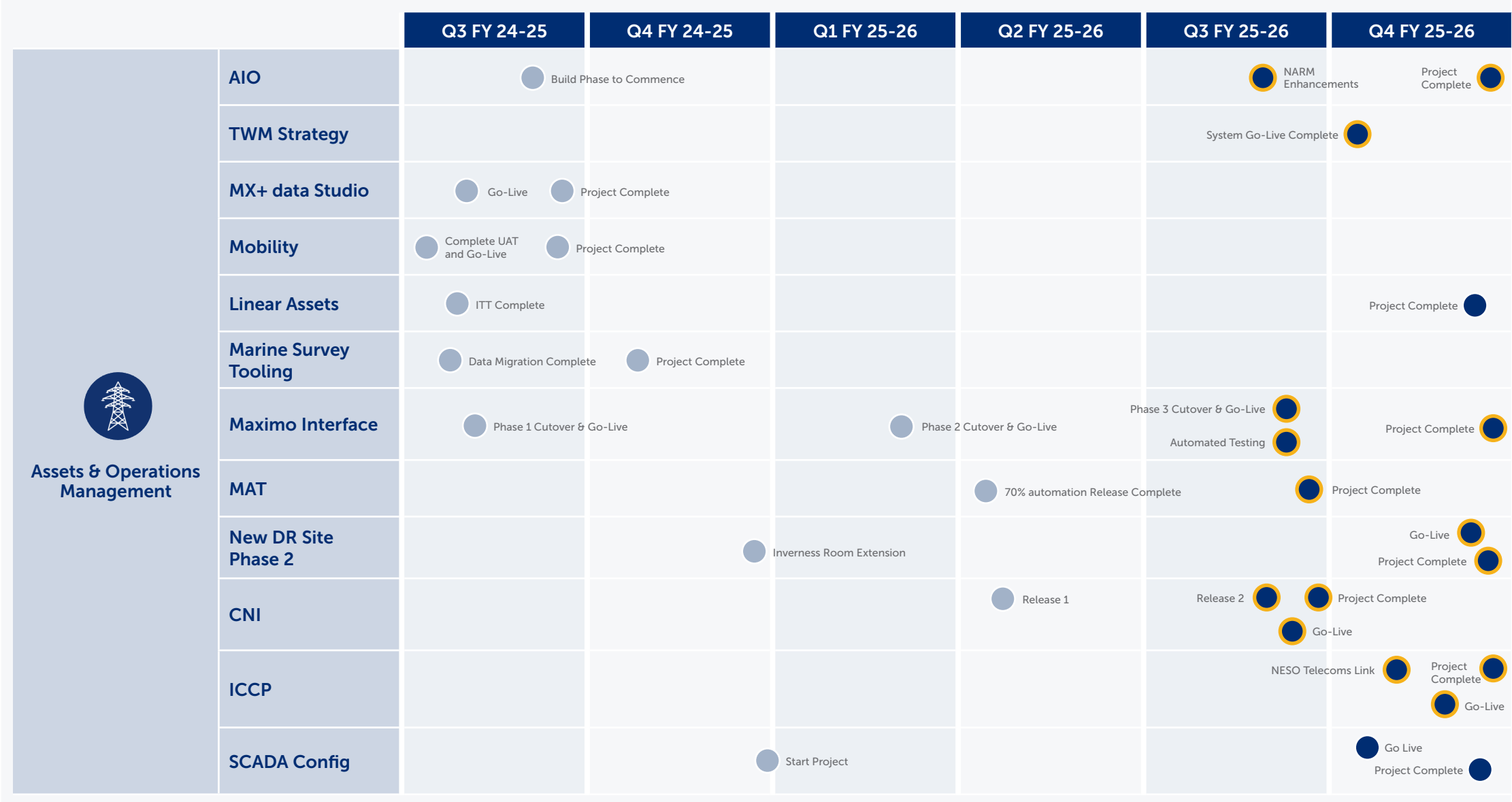
Value Stream	Product and Service	Description and Benefits
 <p>Asset Management & Operations</p>	Total Work Management (TWM)	<ul style="list-style-type: none"> The TWM Project has completed configuration and testing of Maximo and Fingertip to deliver phase one of integrated asset, work, and inventory management for go-live for Operations in Feb 26. It will then move into continuous improvement to deliver prioritised use cases and support ongoing enhancements through RIIO-T3.
	Asset Investment Optimisation (Invest)	<ul style="list-style-type: none"> We will continue delivering new asset risk models and automating investment planning, optioneering, and tracking. This will enable more informed decisions and more efficient use of capital.
	Integrated Asset Management	<ul style="list-style-type: none"> We are enhancing the Maximo–ArcGIS interface to automate circuit data transfer, improving data quality, decision-making, and maintenance planning. We'll also complete the Maximo–Invest interface to streamline data flow for asset risk modelling and investment planning.
	Operational Technology	<ul style="list-style-type: none"> Control Centre Resilience and Network Insight Progress <ul style="list-style-type: none"> Final phase of the Control Centre DR site is nearing completion, delivering geographically and technologically independent resilience. Strong progress with NESO and boundary TOs on the Inter Control-Centre Communication Protocol to share standardised network status data. Complete Network Insight is rolling out to users, with benefits already being realised ahead of final releases. SCADA commissioning tooling continues with installation, configuration, and training, supporting future efficiencies in network management system maintenance.
 <p>Enabling IT</p>	Open Data Portal	<ul style="list-style-type: none"> We will continue to support our Data Management colleagues in the rollout of Accessibility tooling within our Open Data Portal.
	Data Management	<ul style="list-style-type: none"> An upgrade to our Data Quality and Data Catalogue tool will offer additional sensitivity, security, AI features and functionality The Data Management project will continue cataloguing and producing data quality reporting Rollout will continue across our Transmission colleagues, extending to our Business Planning & Commercial and Capital Development users.
	Integrated Data Platform	<ul style="list-style-type: none"> We are continuing to expand the number of systems integrated into our platform, with a strong focus on our core asset systems. In parallel, we are developing enhanced guidance materials including an improved data platform strategy, learning hub, and standard frameworks to support consistent and scalable adoption across the business
	Digital Workflow and Automation (DWA)	<ul style="list-style-type: none"> Delivery of the Transmission Outage Management System app will centralise outage requests via a single platform integrated with eNAMS. It automates workflows, standardises data capture, and enables KPI tracking—improving efficiency, accuracy, and visibility while reducing errors and supporting better planning.

On the following pages, we share a plan of key milestones that we will deliver across 2025/2026, as they relate to the Products and Services above.

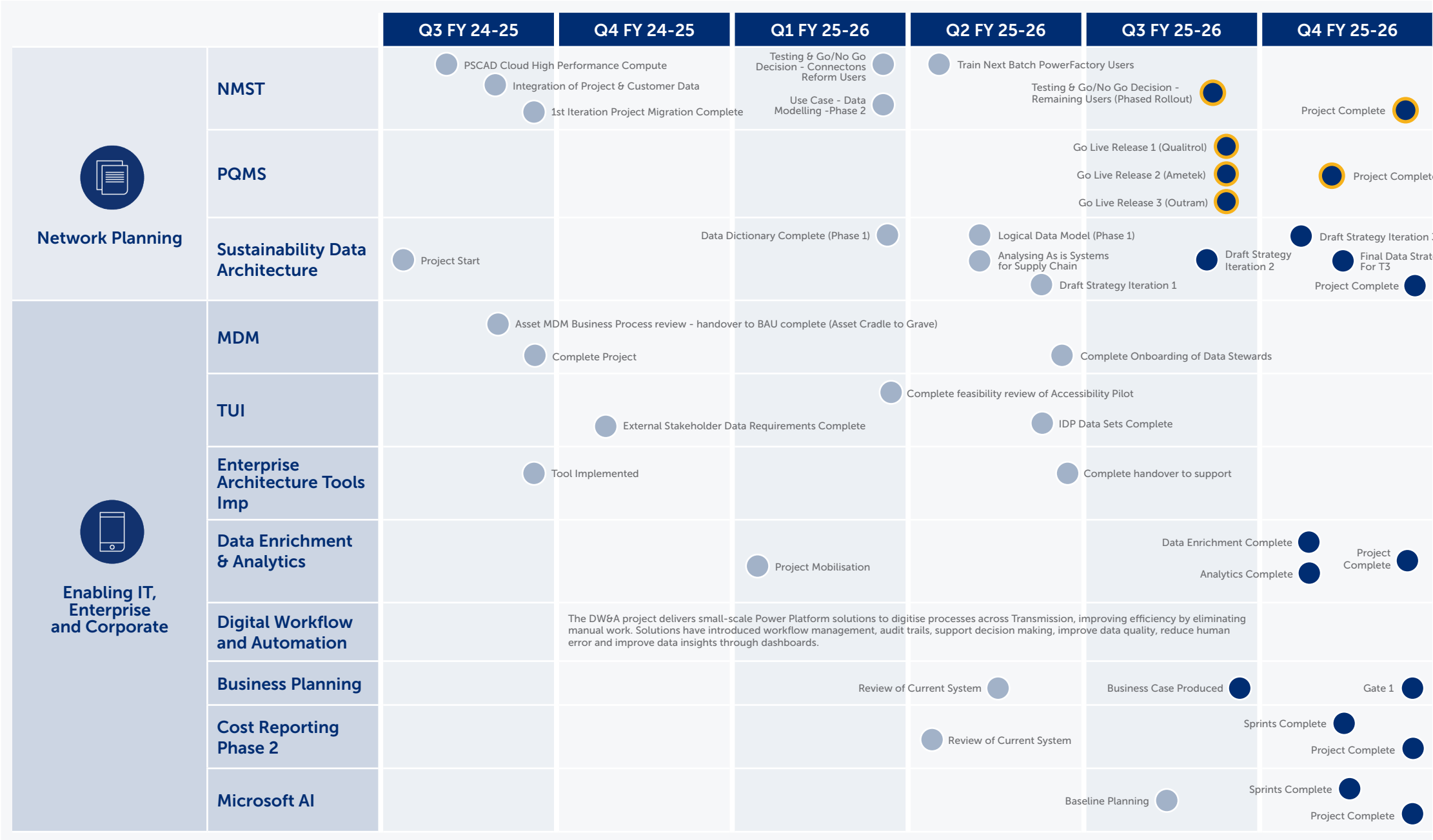
This plan shows the key milestones we will reach over FY24-25/25-26




This plan shows the key milestones we will reach over FY24-25/25-26



This plan shows the key milestones we will reach over FY24-25/25-26



Completed or de-commissioned/de-prioritised Projects

Value Stream	Product and Service	Completed, decommissioned or deprioritised	Brief Description of Project
 Capital Delivery	C&E Hub	Completed	The C&E Track deployment is completed, with full roll out to all users.
	Accelerated Digitalisation – Data capture	Completed	The data capture for our OHLs, via fixed winged planes flown by our selected 3 rd party vendor, is now completed, with the subsequent creation of the associated CAD models in progress.

Using the web to deliver for customers

Managing Community Benefit Fund Applications

We believe that the communities who host our infrastructure should share in the benefits. Our aim is not just to deliver clean green energy to where it is needed, but to leave a positive and lasting legacy for local people. The Community Benefit Fund is one of the ways we achieve this, with £100 million of funding available for community groups to apply for projects that make a real difference in their area. For more information, please visit: [Community Benefit Fund - SSEN Transmission](#)

Previously, applications were submitted and managed via Microsoft forms and delivered to us by email. While this provided access, it created challenges in tracking, reporting, and managing the lifecycle of each application.

To strengthen the process and improve user experience, we have now moved to accepting and managing all applications through Salesforce. This upgrade allows us to:

- **Centrally manage applications** from submission to decision, giving a single, clear view of progress.
- **Streamline workflows**, making the process smoother for applicants and administrators
- **Improve transparency** with clear status updates and better tracking of funds awarded.
- **Generate richer insights and reporting** to help us understand community priorities and measure impact over time.

By embedding Salesforce into the process, we're ensuring that every application is managed consistently, fairly, and efficiently from submission to funding if successful. This not only improves the experience for applicants but also strengthens accountability, helping us demonstrate how these funds are being used to deliver long-term benefits.



Growspace Creations Community Garden



Westmuir Community Woodland



Forget-me-not Dementia Support



Garioch Community Kitchen





Delivering for stakeholders and wider society

Launch of Stakeholder Engagement Strategy

We proudly launched our enhanced Stakeholder Engagement strategy. The journey was featured on our website and shared widely across social media platforms. The draft strategy, released in November 2024, invited stakeholders to review and provide feedback. By incorporating this valuable input, we have finalised the strategy to ensure it meets stakeholders' needs and expectations.



Our commitments

Continuously improving our engagement

We commit to continuously improving our engagement and services by learning and evolving our approach:

- Actively seek feedback from our stakeholders and act on it in a timely manner
- Continuously gather insights on stakeholder needs, share knowledge and learn from others
- Strengthen our internal culture of stakeholder engagement through clear processes, systems, and behaviours

Building trust and understanding

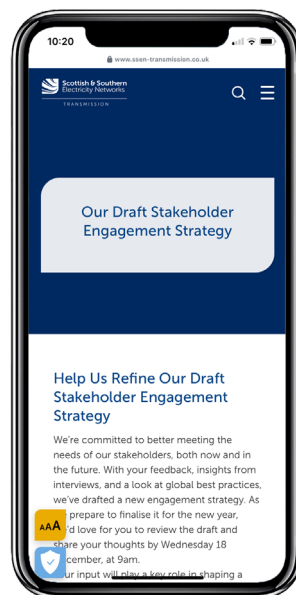
We strive to build trust and understanding, by encouraging participation and giving access to relevant information:

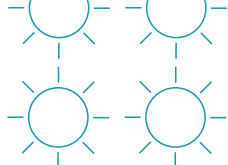
- Foster an inclusive environment where diverse voices are heard, respected, and considered
- Ensure our communication is accessible, providing information at the right level and at the right time

Realising societal benefits and advocating for change

We will realise societal benefits and advocate for our industry by championing change:

- Actively participate in industry change as a committed advocate for stakeholders
- Develop partnerships that deliver mutual benefits for all parties
- Co-design socio-economic benefit delivery models with stakeholders





Using digital channels to boost volunteering across local communities

At SSEN Transmission, we're committed to making a positive impact in the communities we serve. Over the past six months, we've strengthened our volunteering efforts by using digital tools to make it easier for community groups to request support and for colleagues to get involved.

Laying a digital foundation

We launched a dedicated volunteering webpage and online request form—removing barriers and making it easier than ever for community groups and charities to connect with us. This marks a key step in our journey of using digital methods to support communities.

Driving engagement through digital channels

To raise awareness and encourage uptake of our volunteering days, we've deployed a range of digital and physical tools:

- **QR Codes** link directly to the volunteering form and are now featured in printed materials, stakeholder communications, and digital content.
- **Pop-Up Banners** with embedded QR codes are being used at public events and distributed to regional offices in Aberdeen, Inverness, Shetland, and Perth to promote volunteering at local engagement events.

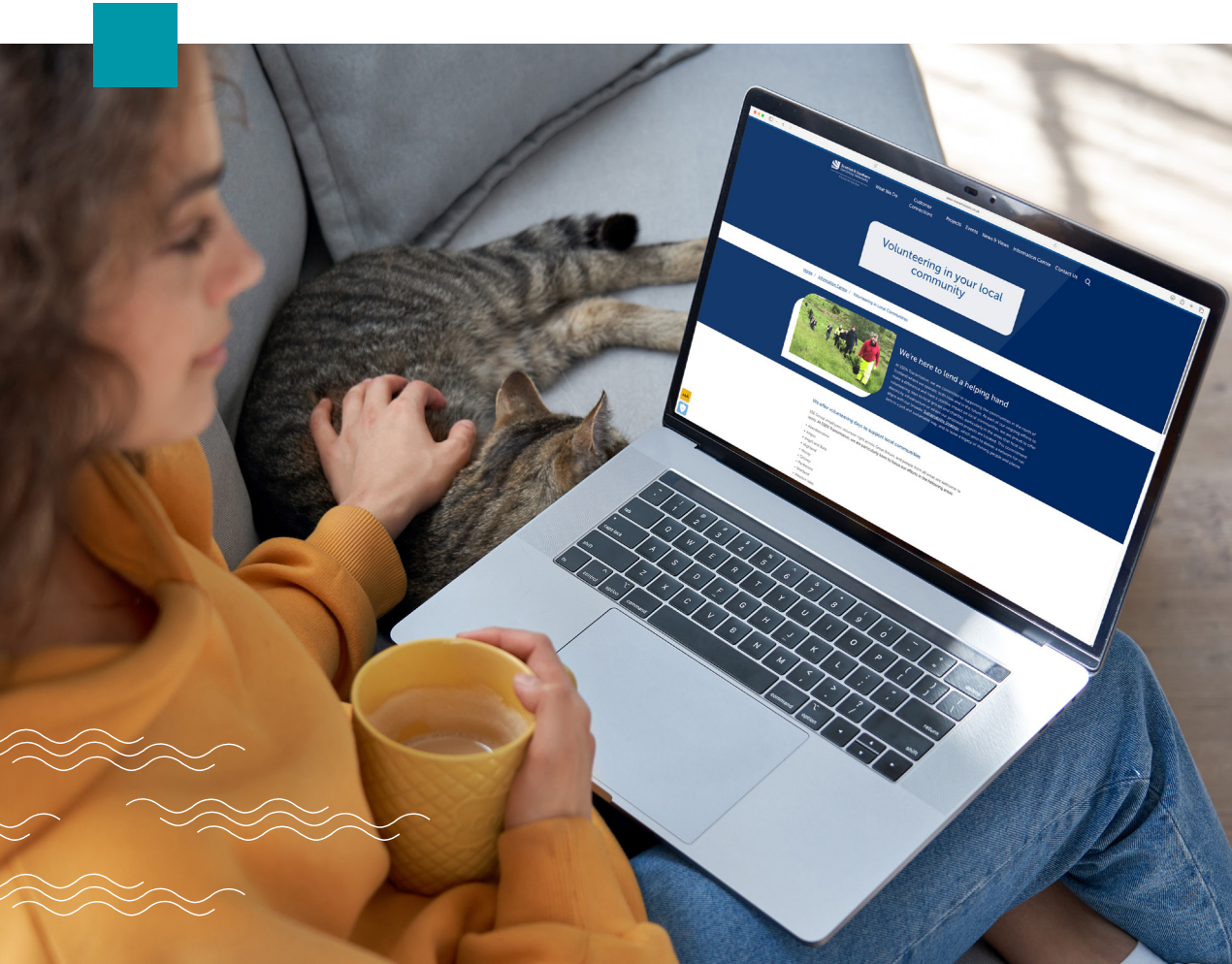
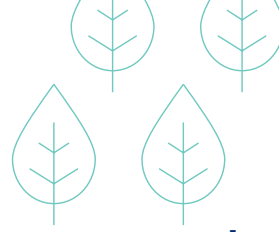
These efforts bridge in-person and digital engagement, helping us reach more communities and inspire action.



Please scan our QR code if you'd like our volunteering support.



Using digital channels to boost volunteering across local communities



Internal Communications: Building a Culture of Volunteering

We are working with our Internal Communications Team to embed volunteering into daily culture through a consistent messaging strategy. Tools like Viva Engage, Transmission Connect, targeted mailshots, and office TV screens are being used to spark interest and celebrate community impact.

External Communications: Amplifying Our Reach

We have launched a co-ordinated digital campaign to promote volunteering externally:

- **Paid Social Media Campaign** on Facebook, Instagram, and LinkedIn, featuring a video advert with nine regional versions.
- **Volunteering FAQs** now live on our website to guide communities and colleagues on how to get involved.
- **Good News Stories** shared via blogs and social media, with some community groups amplifying our impact through their own channels.
- **Media Coverage** in digital and print outlets is helping raise awareness of our support for local communities.

Driving a Step-Change: Empowering Internal Champions

Our volunteering programme is backed by Lesley Reekie, Head of Community Engagement, aligning it with our wider stakeholder strategy and boosting visibility and impact. Lesley also features in our social media campaign, encouraging communities to request support directly.

Together, we are:

- Building internal buy-in for lasting cultural change
- Delivering digital and communications tools to support volunteering
- Engaging colleagues to champion opportunities and share success

This leadership-led approach is embedding volunteering as a core part of how we connect with communities and deliver social value.



Simplifying Stakeholder Engagement Logging

Tractivity–Outlook Add-in:

Effective engagement is vital to how we work with communities and partners. To make capturing interactions easier, we're working to introduce the Tractivity–Outlook Add-in. This enhancement will allow colleagues to log stakeholder details, emails, and meetings directly from Outlook into Tractivity with just a few clicks.

We are progressing the technical development and integration work to ensure smooth deployment within our digital environment. A dedicated change plan and training will support adoption and help embed consistent engagement habits.

Benefits for Employees:

- Seamless logging from Outlook without switching systems
- Time-saving automation that reduces manual effort
- Centralised records for clearer engagement visibility and coordination
- Improved data accuracy by linking interactions at the point of contact

This upgrade addresses a key pain point and supports more efficient, reliable stakeholder engagement across the business.

Leveraging social media

Wider Reach and Impressions on Social Media

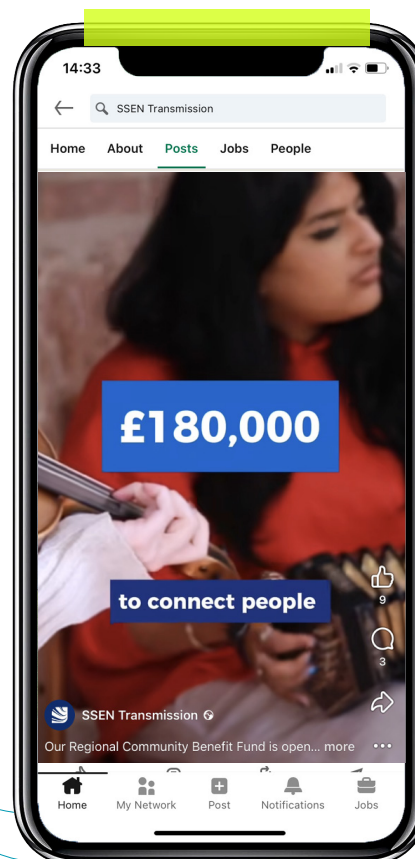
Over the past year, our social media efforts have yielded impressive results, demonstrating the effectiveness of our organic strategy. We have achieved a total of 6,479,462 impressions and 55,522 followers across our social media channels. This includes achieving a significant milestone of 50,000 followers on LinkedIn. Breaking this down, we recorded substantial growth compared to the previous year, where we had 6,018,210 impressions and 40,000+ followers. These figures highlight our ability to connect with our audience and amplify our message effectively.

In-House Development and Campaign Efficiency

Over the past year, we have brought more of our paid social media campaigns in-house, including targeting, content creation, and positioning. This approach has not only allowed us to reduce controllable costs but has also enabled us to better tailor our communications to our existing community demographics. By deepening our understanding of what resonates with different audiences, we are ensuring that our messaging is more targeted and impactful. We will continue to monitor the effectiveness of this approach on an ongoing basis, making refinements where needed to sustain both efficiency and engagement.

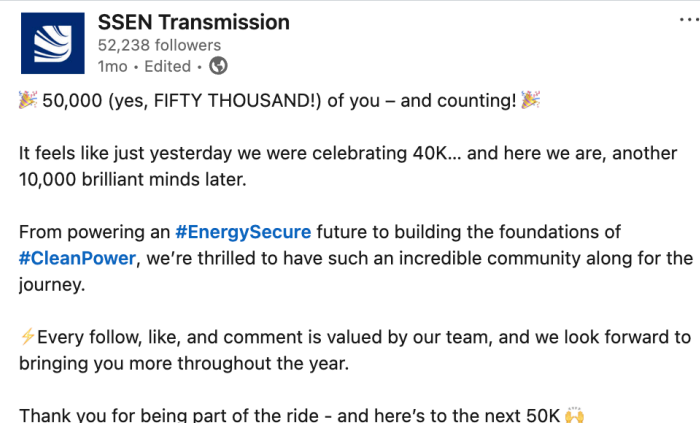
New Tools and Bold Ambitions

Earlier this year, we introduced Hootsuite to strengthen the way we manage and monitor our social media presence. This has streamlined scheduling, reporting, and campaign tracking, allowing us to be more responsive and agile in our content delivery. At the same time, we recognise that we need to be bolder in how we position ourselves, especially with the “stakeholders of tomorrow.” By leaning into innovative tools and sharper strategies, we are setting the foundation for greater impact.



50,000
Followers on
LinkedIn

We are thrilled to announce that we have officially reached 50,000 followers on our main LinkedIn channel, increasing our follower numbers by 25% in the last 6 months. This incredible growth showcases the significant opportunities that social media can bring in terms of engagement and outreach.



Leveraging social media

Moving the Grid Forward: Digital Impact Update

In a campaign organised by the Energy Networks Association (ENA) We're using social media in bold new ways to show people across, Scotland, England and Wales that our grid must move forward.

Phase 1 delivered results:

Clear messaging on unlocking renewables and building energy self-sufficiency. National polling shows support for grid work is up 9% and awareness of the need is up 4%.

Local awareness highest in the north of Scotland, showing the combined impact of social media and stakeholder engagement.

Recognition at the highest level:

Downing Street praised the campaign in a letter to ENA CEO Lawrence Slade:

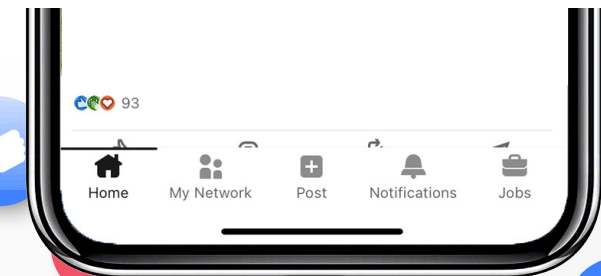
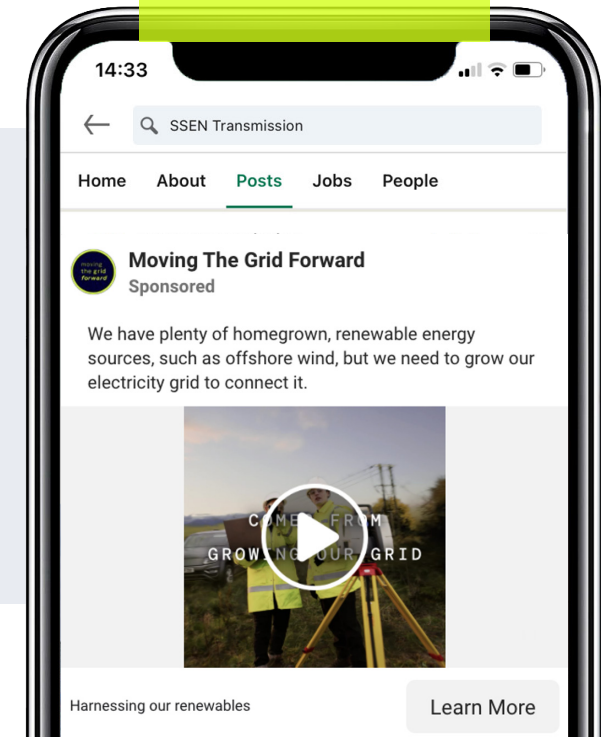
"It is crucial we communicate the benefits of this transformation too – for jobs, climate, the economy and our energy security – and this campaign's role in telling that story is welcomed by the Prime Minister."

Proven reach:

The campaign has already reached more than 18 million people across Facebook and Instagram.

Phase 2: even bigger ambition

- Partnering with social influencers to amplify our message in new, innovative ways.
- Building on proven success to deepen engagement and reach wider younger audiences.





Accessing this document and other information

We recognise the importance of engaging with diverse groups and ensuring our processes are accessible and straightforward. As a stakeholder-led organisation working to AccountAbility's AA1000 Stakeholder Engagement Standard, SSEN Transmission is committed to continuously improving our stakeholder engagement practices to ensure inclusivity and accessibility throughout your interactions with us.

We are proud to share that we have achieved a 95% score on the AA1000SES Stakeholder Engagement Maturity ladder for 2025 - an increase of 7% from last year, as part of our ongoing efforts to maintain and enhance our performance.

If you would like a printed copy of this document or require it in an alternative format, such as large print, please get in touch and we will be happy to accommodate your preferences.

When visiting our website, you can access a range of support tools via the Recite Me toolbar to help you read and understand content in a way that suits you. Features include customisable styling options, multiple reading aids, and a translation tool offering over 100 languages, including 65 with text-to-speech functionality. To launch the Recite Me assistive toolbar, click the yellow treble-A icon on our website. For more information on Recite Me, please visit our [accessibility web page](#).

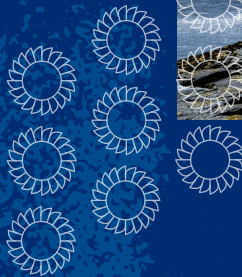
Requesting information

If you are unable to access our [website](#) or reach us via [email](#) and require information about our Products and Services, please call our **External Relations Team on 0345 0760 530** or write to:

SSEN Transmission | Grampian House | 200 Dunkeld Road | Perth | PH1 3GH

The SSENT Digitalisation Action Plan (December 2025) provides a full overview of all planned, ongoing, and completed initiatives. During this period, no projects have been deprioritised or discontinued. For information on previous achievements under our Digitalisation Action Plan initiatives, please refer to earlier versions of this plan, which are archived on our website. Printed copies are also available upon request.





www.ssen-transmission.co.uk



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