

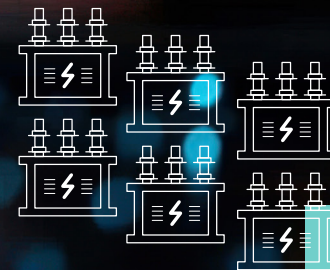


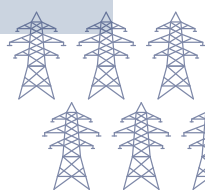
Digitalisation Action Plan

June 2026

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Executive Summary

As we close out RIIO-T2, 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.

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 vision, strategy and the commitment of our people.

Looking ahead, our focus shifts to RIIO-T3. This marks an exciting period for SSEN Transmission as we kick off the new price control period. Our investment is critical to the delivery of energy security and clean power and making energy more affordable for customers. Our strategic objective is to leverage digital capabilities to enable business growth and accelerate delivery of outcomes. This will be achieved through targeted investment across four core themes: Enabling Network Growth, World-Class Asset Management, Data-Driven Decision Making, and Brilliant Basics.

Together, these priorities will embed digital at the heart of our business, enhancing decision-making, improving resilience, and enabling long-term value creation for customers and stakeholders.

James McLean
SSEN Transmission Chief Information Officer

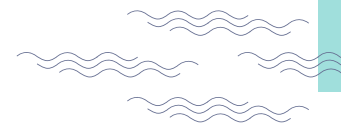




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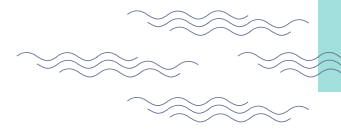
We encourage all stakeholders with any feedback or questions to get in touch at transmission.stakeholder.engagement@sse.com



What we have achieved in the last six months – Close Out RIIO-T2



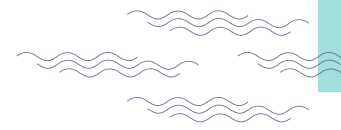
Value Stream	Products we have delivered	Key Stakeholder Outcomes & Performance
 <p>Customer and Stakeholder</p>	<ul style="list-style-type: none"> Established Dynamics 365 as the core product for customer and stakeholder interactions, achieving 100% adoption and creating a single, consistent application management capability with full end-to-end visibility of existing and new customer applications. Enabled product-led insight and reporting capabilities, empowering teams to self-serve using Power BI, and continuously improve customer and stakeholder experience. Delivered case management capability within the product, providing real-time visibility of live applications and interactions, and enabling more proactive and effective management of customer journeys. Established a scalable product foundation for RIIO T3, enabling future capability enhancements such as advanced case management and centralised complaints handling. 	<ul style="list-style-type: none"> Driving a single source of truth for applications: With 100% adoption of a standardised CRM platform, significantly improving process consistency, end-to-end visibility, and reducing reliance on manual and off-system activity. Enabling data-driven decision-making across teams: With real-time insights improving responsiveness, prioritisation, and continuous enhancement of customer and stakeholder experience. Establishing a scalable and integrated operating model: Improving coordination and visibility across processes and creating a strong foundation for future RIIO T3 enhancements, including integrated complaints management.
 <p>Project & Capital Delivery</p>	<ul style="list-style-type: none"> Achieved BIM ISO 19650 Part 2 certification, through demonstration of our information management strategy across our Capital Delivery programme, focusing on the standardisation of templates, processes, governance, BIM modelling and effective use of our Common Data Environment. Delivered the IPM integration with our Cost Database, now providing easy self-service access to the financial status of a project, showing both Forecast and Actual data, whilst also providing enhanced finance reporting. Additions to our IPM reporting suite providing both portfolio and Project views, with a focus on the rollout of our Project Management Reports, now used for monthly project meetings, and also create an adoption dashboard to help us measure success. Implemented a new IPM Change Request process to replace the manual processing of data capture, workflow and reporting for change, resulting in a simpler, more intuitive interface. LiDAR scanning is now completed for all overhead lines and substations with links being added to our core Asset systems of GIS and Maximo, providing a digitalised view of our network, ready for our work in T3 to complete a BIM Digital thread from Project through to Operations. 	<ul style="list-style-type: none"> Strengthened programme assurance and delivery confidence by embedding ISO 19650-aligned information management, improving collaboration, reducing rework and enabling faster, better-informed decisions across Capital Delivery. Created a single, trusted view of project cost and performance through IPM and Cost Database integration, accelerating financial insight, improving forecast accuracy and supporting earlier intervention on delivery risks. Improved portfolio and project control through enhanced reporting used in monthly governance, enabling clearer prioritisation, more consistent decision-making and a stronger audit trail. Introduced a more disciplined change request process, improving impact visibility, governance and speed of decision-making as changes move through delivery. Established a richer digital view of the network through completed LiDAR scanning and system integration, improving asset data quality and reducing planning, design and operational errors.



What we have achieved in the last six months – Close Out RIIO-T2



Value Stream	Products we have delivered	Key Stakeholder Outcomes & Performance
 <p>Network Planning</p>	<ul style="list-style-type: none"> Introduced new capability for Power Quality Monitoring utilising our T PI software. This saves significant time through the introduction of automatic data capture from operational devices into a single format, allowing engineers to spend valuable analysis time interrogating the data. Ongoing adoption of Power Factory, now supported by scalable cloud infrastructure, enabling faster, more secure, and more reliable system analysis. All new system modelling is now done in Power Factory rather than PSSE. Delivered a rich dataset for system planning by introducing a single governed database, supported by ongoing 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 gather 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.
 <p>Asset Management & Operations (IT)</p>	<ul style="list-style-type: none"> Deployed the Total Work Management (TWM) capability, centred around our Maximo work and asset management platform, integrated with ArcGIS and enabled via Fingertip mobile. This enabled work planning, scheduling, assignment and execution in the field for our Civils Operations team. Implemented the Maximo-ArcGIS interface, delivering 160 asset configurations across OHL, UGC, and combined OHL & UGC sections in Maximo, with an interim hierarchy aligned to the long-term data strategy. Delivered Invest-Maximo integration for OHL towers and poles, and updated Maximo with Invest reporting attributes. Designed and implemented a unified Test Automation framework for web and mobile testing across Maximo, Fingertip, and MX+ Data Studio. Enhanced our Invest platform adding new models for NARMs and Long-Term Risk Benefit, automation, interfaces, and comparison tools, improving precision, reducing manual effort and error, and strengthening planning, optimisation, and tracking capabilities. Configured our Egnyte secure cloud storage platform for overhead lines, underground cables, and substation data, migrated 1.5 million legacy survey images, trained 160 staff, and developed Maximo-Egnyte integration with aligned folder hierarchies. 	<ul style="list-style-type: none"> Standardised, end-to-end work and asset management, improving consistency, data quality, and asset visibility. Reduced manual effort and errors, enhanced safety and compliance. Maximo Automated Testing improves testing efficiency and scalability, significantly reducing manual effort and costs while accelerating release cycles. Automated data exchange across core systems, improved data accuracy, consistency, enabling integrated asset visibility, spatial analysis, and risk-based investment decisions. Centralised survey data in a secure, cloud-based repository, improving accessibility and accuracy.

What we have achieved in the last six months – Close Out RIIO-T2



Value Stream	Products we have delivered	Key Stakeholder Outcomes & Performance
 <p>Asset Management & Operations (OT)</p>	<ul style="list-style-type: none"> • New Control Centre Disaster Recovery site is now operational, with further services continually being introduced in line with technology roadmaps. • Inter-Control Centre Communication Protocol capabilities, which are developed together with NESO and SPEN are nearing completion and testing. • Complete Network Insight project is embedded in the Network Directorate, being expanded and having a positive impact on situational awareness. 	<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.
 <p>Enabling IT</p>	<ul style="list-style-type: none"> • Onboarded 13 source systems into our data store, which is now available in the final consumption layer for business use. • Delivered well-structured datasets for the Asset domain, enabling advanced analytics and insights. • Enhanced platform monitoring for improved reliability and operational visibility resolving key technical debt to support scalability. • Expanded Ataccama usage by introducing more catalogued datasets whilst continuing to ensure glossary terms are defined. • Implemented an accessibility tool within the Open Data Portal to promote inclusive access. This allows the users to customise how they access and consume content e.g. using text-to-speech functionality. This improves usability and engagement across a diverse stakeholder base, enhancing overall user experience and broadening stakeholder reach. 	<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 – Close Out RIIO-T2

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
energy networks
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, as set out in our RIIO-T3 Business Plan, which defines the data capabilities we need to develop throughout the RIIO-T3 regulatory period. 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 begin the RIIO-T3 period, we remain focused on delivering against our strategic objectives, whilst delivering value against our Data Strategy. Our Data Driven programme will support our colleagues via a series of internal initiatives and communications, as we accelerate the journey to become a fully data-driven organisation.

Industry Interoperability

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

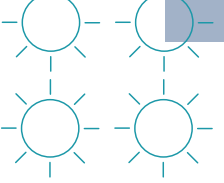
We continue to actively work with industry peers and Ofgem through the **Energy Networks Association Data and Digitalisation Steering Group (DDSG)** common initiatives to develop and enable interoperability. We are engaged with multiple ENA Data and Digitalisation Steering Group (DDSG) subgroups, focused on delivering sector value:

- **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 were 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 led, focused on the standardisation and alignment of Dublin Core metadata standards within the industry, has now concluded, and the outputs have now been published in the revised ENA Data Triage Playbook.
- **The Shared Licencing Subgroup;** of which we were a participant to facilitate the creation of a shared licence that can be applied to specific shared datasets has concluded, with the successful creation of a new standard shared data license. The new Shared Data Licence is now operational within SSEN Transmission for Shared datasets.
- **The Open Data Triage Subgroup;** which we led, concluded following publication of the refreshed ENA Data Triage Playbook. The updated playbook enables all data users to maximise the use of Open energy data whilst protecting the security, privacy and resilience of data. The next iteration of the playbook will be developed following feedback from Ofgem and the Security Authorities.
- **The Open Data Working Group** has been formalised under the DDSG, with key focus areas being scoped for the year ahead.
- 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.

2026 will see increasing focus on digitalisation from Ofgem and the Security Authorities, particularly within key initiatives that are already underway or planned for this year. These include participation in the **Data Sharing Infrastructure MVP** and renewed focus on **Data Security.**

SSEN Transmission has reviewed the planned **2026 Strategic Priorities** for the DDSG, and is committed to engaging in relevant working groups to drive value across the Energy Sector.

What we have achieved in the last six months – Close Out RIIO-T2



Data Architecture

We have delivered Data Architecture models and standards that provide the foundations for our RIIO T3 plans. In parallel, we have implemented a number of immediate improvements to the management of Master Data, in preparation for our Master Data Management project, planned for RIIO-T3. Through this work, we have enabled cross system reporting in our Transmission Data Platform, helping to provide a more integrated view of our assets.

Data Products and Technology

Following the successful launch of our **Data Quality and Data Catalogue tool**, we continue to roll out the tool across our Directorates. 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 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 continue to make excellent progress cataloguing datasets across the SSEN Transmission estate, and this will continue to expand through the RIIO-T3 period.
- **Transmission Data Platform:** Throughout RIIO T2, we delivered new data, analytics and automation capabilities that are already creating tangible benefits across the business. We strengthened our data team with new expertise and introduced modern tools and platforms, that together will accelerate the delivery of our data, analytics and AI strategies for the benefit of our people, partners, customers and stakeholders.

These investments have improved business insights, information sharing and automation potential, positioning us strongly for an ambitious T3 Data Driven programme and our goal of becoming a data-driven leader in electricity transmission.

Data Sharing in the Energy Ecosystem

Our Open Data Portal continues to evolve and expand, as we increase the number of datasets available to Data Users. This is primarily led by what our Customers and Stakeholders request, subject to our internal Open Data Triage process. This process has been further enhanced following the publication of the refreshed ENA Data Triage Playbook.

Once fully implemented, the **Data Sharing Infrastructure (DSI)** will provide a streamlined platform for sharing trusted data between network operators, stakeholders, and partners; improving collaboration, transparency, and decision-making. We are active participants in the Minimum Viable Product (MVP) project for DSI, engaging in multiple working groups across the project and aligning with our network peers to share learnings, and guide technical build. As we start RIIO T3, we are mobilising a project team to support MVP User Acceptance Testing and Operational Acceptance Testing, that is due to be complete by March 2027.



Stakeholder feedback in relation to the products we have delivered



Value Stream	Stakeholder engagement and feedback
Customers and Stakeholders	<p>CRM</p> <p>Following our feedback initial adoption of CRM and move away from ETHOS, feedback from users indicates a significantly improved user experience, driven by a more intuitive and streamlined interface, reduced manual effort, and a single, centralised view of data. This has increased user confidence, improved efficiency, and enabled more effective management of customer and stakeholder interactions.</p>
Projects & Capital Delivery	<p>Change Request solution</p> <p>Previously, Change was a manual and fragmented process, performed across multiple disconnected processes and tools making it difficult to clearly understand what is changing, why it is changing, and the full impact across the portfolio. The new toolset collates information together, pulling in key datasets and addresses the key gap on how we manage change.</p> <p><i>"Review times have halved; approval times reduced by ~75%" "Reviews are much more targeted, unlocking full functional engagement and improving quality of change input and challenge"</i></p> <p>Bringing Cost data into IPM:</p> <p>Previously, in order to manage budgets project managers had to reach out to other teams to provide this data, now they can self serve through IPM</p> <p><i>"Being able to self serve means getting the right data at the right time, rather than having to rely on other people becoming available to help"</i></p>
Network Planning	<p>Power Factory Transition: Positive Impact Across the Business</p> <p>The transition from PSSE to PowerFactory has been met with positive feedback from engineers, particularly in relation to capability, usability and efficiency. Users have highlighted that the more intuitive interface and improved visualisation capabilities make it easier to build, analyse, and validate network models, reducing the time and effort previously required with PSSE. The ability to work within a more integrated environment has also reduced reliance on multiple tools and manual workarounds, enabling engineers to focus more on analysis rather than system navigation.</p> <p>Engineers have also noted improvements in workflow and collaboration, with better data handling, scenario management, and reporting capabilities supporting more consistent and repeatable outputs.</p>

Stakeholder feedback in relation to the products we have delivered



Value Stream	Stakeholder engagement and feedback
Asset Management & Operations (IT)	<p>Total Work Management</p> <p>The launch of our Total Work Management platform was a major milestone for our customers and has enabled the first operations discipline to plan, manage and complete work in the field for the first time and sets the foundation for the launch with the remaining Operations disciplines this year. The integration of our core Network systems into an automated asset data ecosystem—combining condition, location, risk and imagery— improves accuracy, visibility, and decision-making across operations, asset management and investment.</p> <ul style="list-style-type: none"> • Civils Operations: “ I can see that it’ll be revolutionary for us” • Business Excellence: “The RIIO T2 Digital Programme has positively influenced tech delivery by encouraging engagement around digital efficiencies and highlighting the need for stronger data quality, ownership and accountability to enable the digital tools.” • Asset Management: “The introduction of Egnyte is another step forward in digitising how we do things, making our jobs easier and maximising the data we have access to.”
Asset Management & Operations (OT)	<p>Our internal and external teams and stakeholders across the Network Directorate, Network Directorate leadership have recognised the enhanced capabilities and facilities we have delivered over T2 in providing Control Centre’s, Situational Awareness, and access to Operational Data in the field. NESO, and SPEN, continue to be closely aligned and engaged with our projects. We are receiving positive feedback on our collaborative approach, the work we are doing, and the benefits and outcomes we are delivering.</p>
Enabling IT	<p>Open Data Portal</p> <p>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.</p> <p><i>“The data quality reporting toolset within Ataccama One has been fantastic in the way it helps identify gaps in our data where we have missing or unknown information. It has also been invaluable in highlighting consistency issues across our datasets and being able to get a completeness score from the reports has helped the team focus in specific areas.”</i></p>
<p>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.</p>	

Our vision and strategy

Based on the business and technology influences set out in the previous sections, we have established our Digitalisation vision and strategy for RIIO-T3 below. This shows our overall strategic goal and associated objectives.



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

Our enablers



Stakeholder Engagement



Cyber Resilience



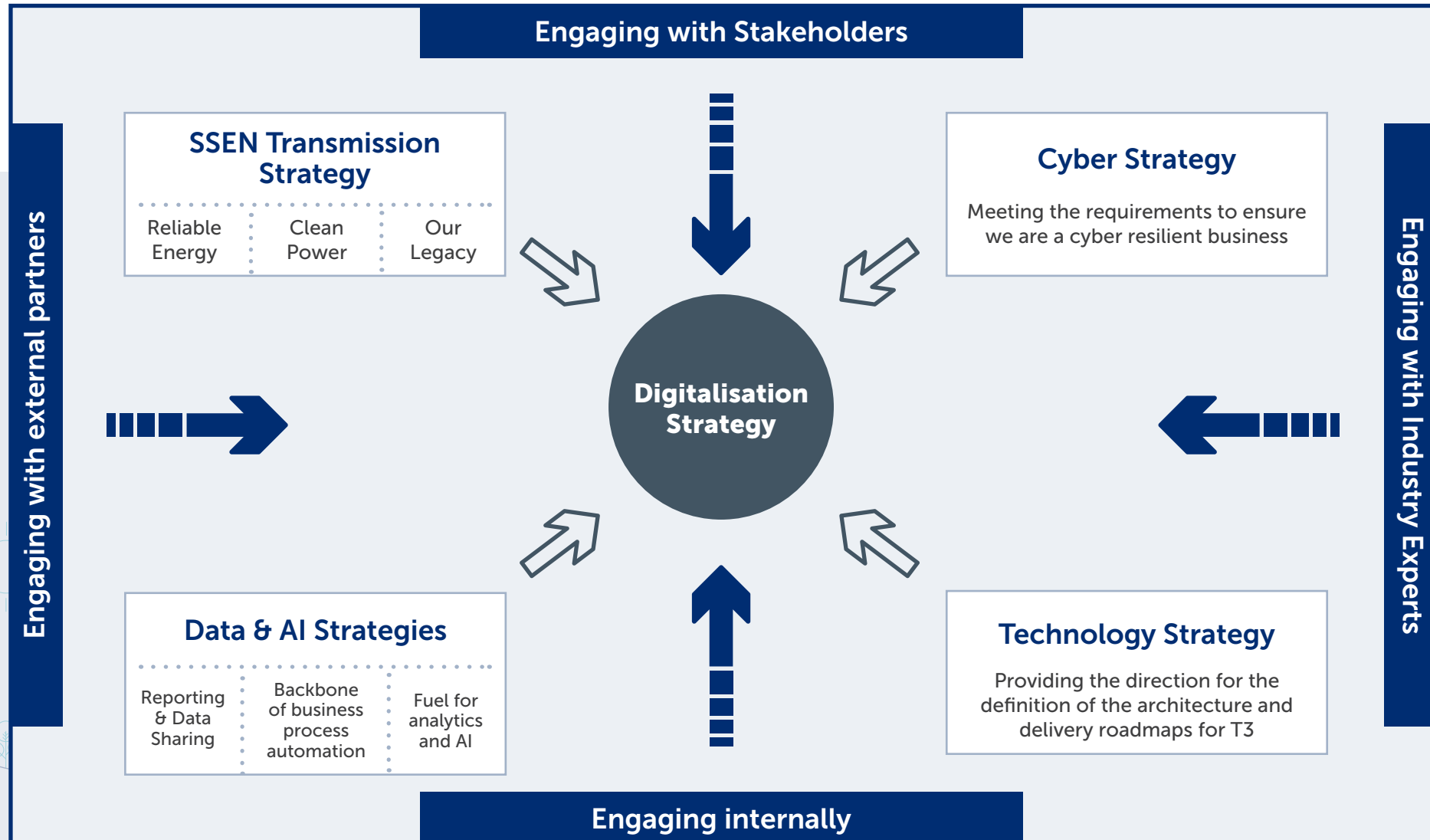
Digital & Data Culture



Digital Delivery

How we informed our Digitalisation Strategy

We have taken input from a number of internal and external sources as well as our wider strategies to inform our Digitalisation Strategy



Translating needs into investment

We have taken input from a number of internal and external sources as well as our wider strategies to inform our Digitalisation Strategy

RIO-T2 established the foundational Digital Capabilities to support our business, RIO-T3 investment shifts to affect transformational change across the organisation in order to meet our business to grow efficiently at pace. We will build upon our core systems and facilitate digital transformation, enabling network growth and world class asset management. We will identify and execute on opportunities to enhance, exploit and optimise process and experiences, through automation, reporting and analytics, to drive efficiency and effectiveness across SSEN Transmission.

We are committed to investing in our established core services, proactively managing and maintaining our IT & OT estate, while actively leveraging new emerging technologies, for example cutting edge AI developments or exploring opportunities to utilise quantum technology, to optimise and transform our processes, delivering both efficiencies and valuable insights.

Underpinning this is our drive to embed a data-driven culture within SSEN Transmission harnessing the power of data to meet the growing scale and deliver a safe, resilient, and efficient electricity transmission network.

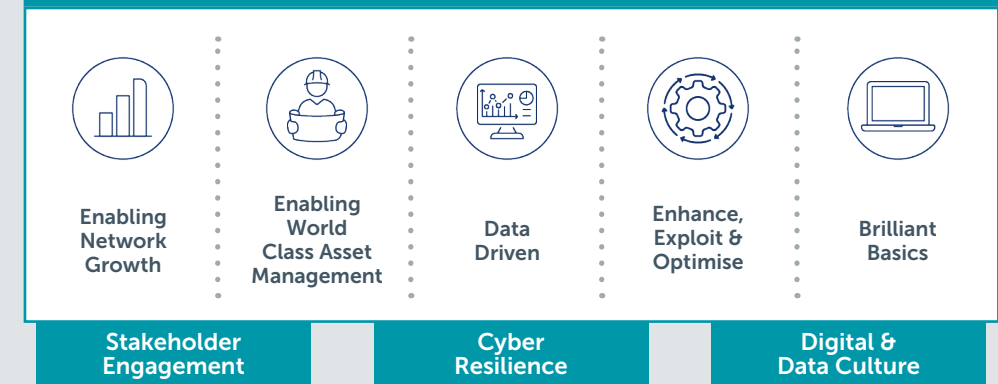
Based on the strategy set out in this section we have developed five investment themes that will execute our strategy. Four of these themes result in capital investment, and are set out in our Project Definition and Investment Justification papers. The fifth will see us develop our operational capabilities to seek and prioritise new business demand and execute a continuous improvement regime to enhance and develop our products and services. The diagram to the right sets out our investment themes against the objectives in our strategy.

Harness Digital Capabilities to power business growth and speed

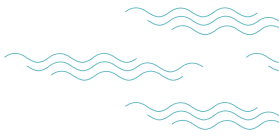
Our digital objectives:



The five investment areas for our digital pathway to Net Zero

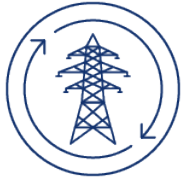


Our digital and data RIIO-T3 outcomes

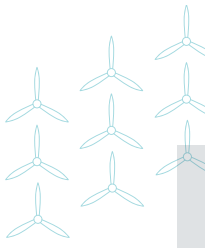


Our vision is clear, through investment in digitisation, digitalisation and the execution of our data strategy, we will deliver transformational change to our business which in turn will deliver a range of outcomes that support the business strategy and the 2030 ambitions. These outcomes are set out more completely in the Individual investment justification papers, but are summarised below:






Investment area: Enabling Network Growth





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


Vision: Accelerate the **pace and value for money** of the planning, design and build of assets for **Net Zero** through digitisation. Changing how we engage with **all customers & stakeholders and driving efficiency** in the management of projects and suppliers to deliver the **CPP2030 and wider community benefit**.

Why do we need this?


 £20bn Capital Delivery Programme to invest in our Network Growth already planned


 As our business expands to meet these challenges, the ongoing need for advanced digital tools is essential to elevate our services for communities, customers, and stakeholders


 Collaboration and engagement within and beyond our ecosystem is now essential


 The services supporting the capital program must transform to remain efficient

Objectives of investment area

 Achieve BIM Level 3 and continue to digitise capital delivery processes through Integrated Project Management platform

 Establish a unified digital engagement and management platform for all customers and stakeholders

 Meet the demands of Connections Reform and continue system and network planning investment

 Transform enabling services in Finance, Legal, Land and Procurement in support of Net Zero delivery

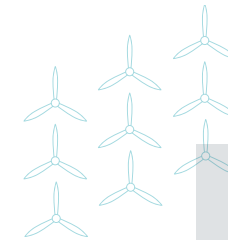
Targeted outcomes

-  Deploy **digital engagement and experience initiatives** across the whole business
-  Digitally enable **land management and wayleaves** processes
-  Ensure that business **planning and reporting** are **fit** to meet **future demands**
-  Digitise and **automate repetitive tasks and activities** across the business
-  Enhance the **procurement and management of suppliers** to the business
-  Digitise **reformed connections** processes across **Customer and System Planning**



Investment area:

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.

Vision: Enhance **existing** and deliver **new capabilities** across **Asset & Work Management** that will drive **business** and **asset performance**, resulting in **decreased network risk** and **increased network reliability**

Why do we need this?



Our power system will grow to >24GW by 2030 – 20% of the national demand through our network



Deliver energy security & system resilience at an efficient cost – enabling a fairer transition for all



Continue to deliver Zero interruptions in electricity supply



Embrace the latest technologies to build skills and digital capabilities

Objectives of investment area



Delivering an enhanced Asset Management & Asset Performance capability



A step change in work & workforce management – putting digital technology in the hands of field workers, and providing access to the information needed to execute work



Capture new and existing high-quality data, at the right level of granularity, to drive insight, enable reporting and support data-led decision making

Targeted outcomes



Shift towards **risk based** and **predictive** asset maintenance



Digitally transform vegetation management with **AI**



Establish an integrated digital **outage planning** and **management** capability



Use **advanced simulation** techniques to **train** and **develop** control engineers



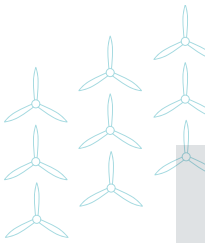
Establish a **digital twin** for **asset operations**



Build **Asset Investment Optimisation** capability







Investment area: **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 and by providing data and analytics tools and technologies for our business to develop, deliver and operate the network.

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**.





Why do we need this?

-  Embrace the opportunity that data analytics and AI bring
-  Meet the regulatory and industry requirements for data best practice and data sharing
-  Continue to improve master data across our systems and improve the quality of our data in order to enable business decision making
-  Improve the document and records management capabilities

Objectives of investment area

-  Our people are skilled, confident and supported to use data
-  We have fit for purpose data in appropriate digital formats in the right source systems
-  Our data is trusted, compliant and understood by all who use it
-  Our data is accessible to both people and systems for exploitation

Targeted outcomes

-  **Equip all employees** with the necessary **skills** to **leverage data, analytics, and AI**, boosting business performance and efficiency.
-  **Convert** critical **information** from paper, PDFs, and non-digital formats **into digital formats** to support new capabilities.
-  Expand the **data governance** framework across key business domains, improving **data quality** and **consistency**.
-  Continue creating a suite of **data products** to meet document **management**, information **sharing**, and regulatory **reporting** needs.

Delivery Roadmap

Engaging with our Stakeholders to create our Roadmap

In our preparation for the start of RIIO-T3 we have re-engaged with our stakeholders to revalidate the priorities and requirements from our digital products. We have also revalidated the outcomes they will deliver against our Digitalisation Strategy. Based on this engagement we have refreshed the roadmap to the right which include the products we will be focusing on over the next two years. We have detailed in section 8.1 the products and outcomes we have jointly prioritised with our stakeholders

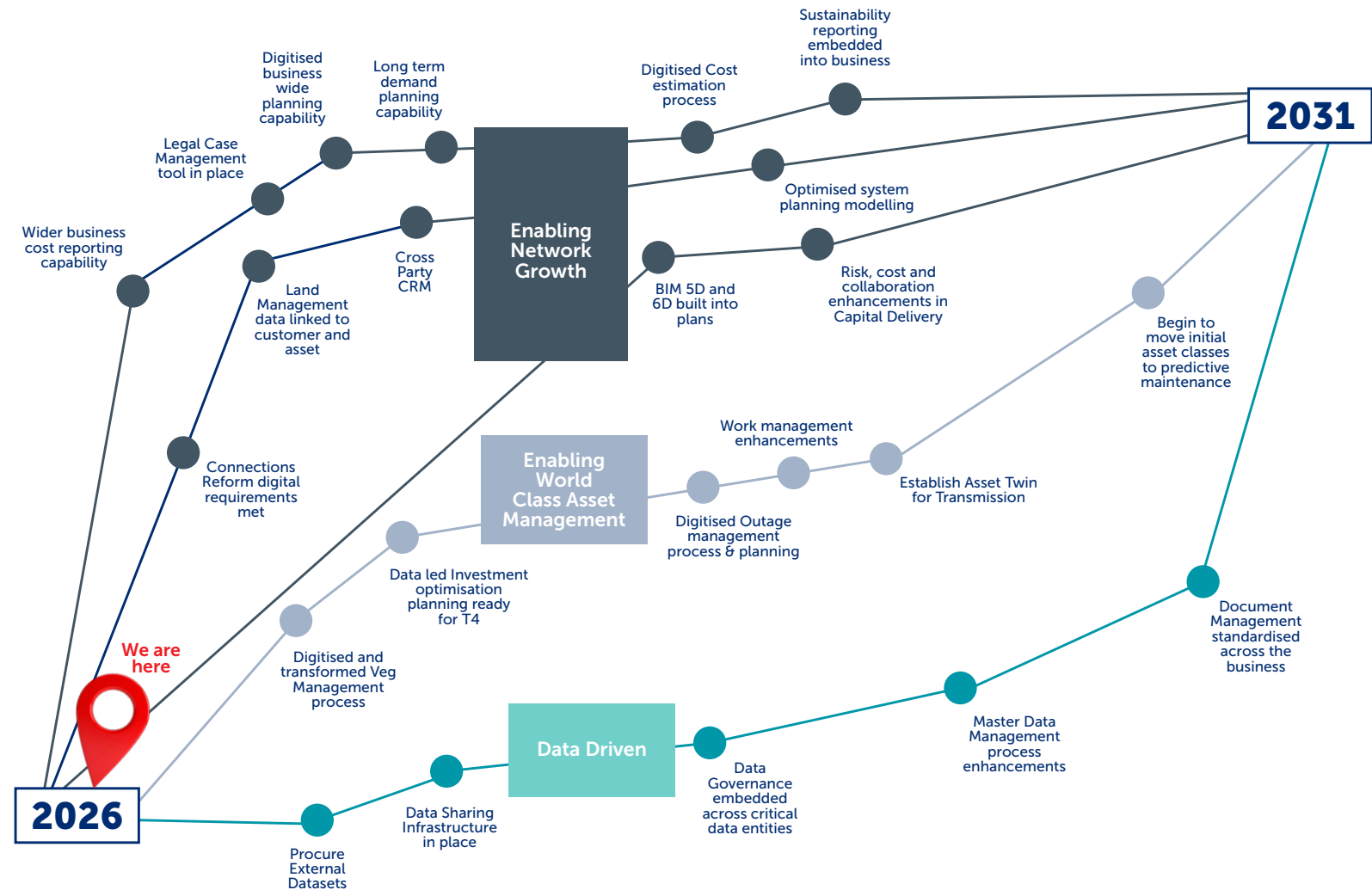
Changes in how we will deliver

We will leverage the industry recognised and SSE Group standard operating model of Run, Grow and Transform to establish the different change delivery portfolios needed to execute our strategy.

This means that our Digital IT Transform team will be focused on the delivery of our Enabling Network Growth and World Class Asset capabilities against our Digitalisation strategy and strategic objectives

We will implement a new Data delivery function from the beginning of RIIO-T3 which will be responsible for delivering our Data Driven programme of work and ensure its continued alignment to Ofgem's data best practice principles

Our Brilliant Basics and Enhance, Exploit and Optimise investment areas will be delivered through our Business as Usual IT teams who have been established in RIIO-T2.



Products we will be developing over the next 2 years

We will update our reporting approach and structure for RIIO-T3 to enhance transparency and provide a clearer line of sight to the outcomes and benefits defined in our investment plans. This will be visible in our next update.

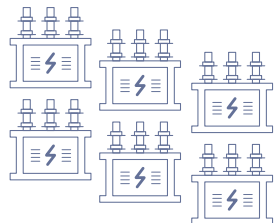
Enabling Network Growth	Project	Capability	Outcomes	Performance Measure	Timeframe	
					Year 1	Year 2
	Capital Delivery	Defining and implementing additional data led insights to our capital delivery teams across reporting, AI cost and scheduling and dynamic risk management	<ul style="list-style-type: none"> Enable proactive risk management in delivery Increased visibility into live projects Improved collaboration between internal and external stakeholders 	<ul style="list-style-type: none"> Survey reviews on increased collaboration within our projects Drivers impacting the performance of Capital Delivery, e.g. cost, speed, risk 	→	
	BIM	Building our capability to bring 5D (Cost) data into our BIM Models for T3 Projects and beyond. Starting preparation for BIM Level 3 certification	<ul style="list-style-type: none"> Supporting delivery of a consistent approach to design and construction across all projects Improved data sharing and collaboration with partners and contractors 	<ul style="list-style-type: none"> Improved consistency of approach to design of projects 	→	
	Project Cost Reporting	Providing additional insight into cost reporting by integrating supply chain cost forecasting, aligning cost reporting to schedule, automation of cost forecasting and scenario-based forecasting	<ul style="list-style-type: none"> Enabling efficiency gains across Finance, Procurement and Large Capital Projects Enhanced cost management across SSEN Transmission 	<ul style="list-style-type: none"> Improved reporting across projects 	→	
	Business Planning	Digitalise our Business planning processes starting with Financial and Long-range planning activities, moving into workforce and project planning against the Financial planning activities	<ul style="list-style-type: none"> Enabling efficiency gains across Finance and budget holders by removing manual effort Provide greater visibility for Business Units into near and long term financial, workforce and project planning activities 	<ul style="list-style-type: none"> Digitalisation of Business Planning processes 	→	
	Cost Estimation	Digitalise our longer-term cost estimations based on requested changes to our network to provide stakeholders and suppliers a longer-range view of projected cost and planned investment	<ul style="list-style-type: none"> Provide longer term cost estimations for procurement to manage forward looking supply chain demand Enable access to accurate and trusted unit cost data based on actual costs 	<ul style="list-style-type: none"> Digitalisation of Cost Estimation processes 	→	
Demand Planning	Enable our procurement teams to have a digital tool to manage future demand based on the business plan to efficiently manage the supply chain needed to service this demand	<ul style="list-style-type: none"> Enable a centralised digital platform for procurement forecasting and demand planning 	<ul style="list-style-type: none"> Digitalisation of long term demand planning activities 	→		



Products we will be developing over the next 2 years

Enabling Network Growth

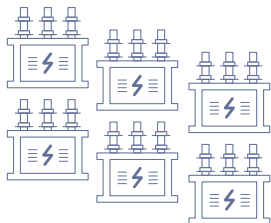
Project	Capability	Outcomes	Performance Measure	Timeframe	
Legal Case Management	Implementing a legal case management tool to enable consistent and improved responses to legal requests across SSEN Transmission	<ul style="list-style-type: none"> Delivery of a single case management platform for all legal requirements Improve Case Management and risk mitigation Reduce the risk of legal challenges and litigation 	<ul style="list-style-type: none"> Survey of Legal team Improved consistency and speed of legal request resolutions 	Year 1	Year 2
Time Management	Implementation of a consolidated time management tool across SSEN Transmission to enable clearer visibility and management of resource and costs	<ul style="list-style-type: none"> Reduction in time taken by staff to complete, reconcile and record project time Provide enhance forward looking visibility of resource capacity 	<ul style="list-style-type: none"> Survey of teams who use Time Management solution Efficiency in managing timesheets 		
Sustainability	Enabling a sustainability reporting suite aligned to our sustainability action plan	<ul style="list-style-type: none"> Supporting meeting the commitment of our Sustainability Strategy 	<ul style="list-style-type: none"> Survey of Legal team Improved consistency and speed of legal request resolutions 		
System Planning	Enhance and increase the capacity of our system planning teams to be able to meet current and future demand	<ul style="list-style-type: none"> Deliver increased accuracy of our future network plans, reducing rework and changes through the approval process 	<ul style="list-style-type: none"> Quality of modelling completed 		
Connections Reform	Implement the process and system changes to meet the requirements for Connections Reform,	<ul style="list-style-type: none"> Provide the necessary data transparency to meet the requirements with the Regulator and interested parties 	<ul style="list-style-type: none"> Meeting our regulatory requirements Customer satisfaction scores of our connections process 		
Cross Party CRM	Establish an integrated data model for all parties and provide a 360-degree view for our teams	<ul style="list-style-type: none"> Deliver an enhanced, consistent experience for all external parties in their interactions with SSEN Transmission 	<ul style="list-style-type: none"> Meeting our regulatory requirements Customer interaction satisfaction 		
Foundational Data Model for Land	Design and implement a data model which links our Landowner, Asset and Location datasets	<ul style="list-style-type: none"> Support efficiency in our land management processes to enable them to scale with the demands and growth in RIIO-T3 	<ul style="list-style-type: none"> Survey of Land Management teams Improved response rates to queries 		



Products we will be developing over the next 2 years

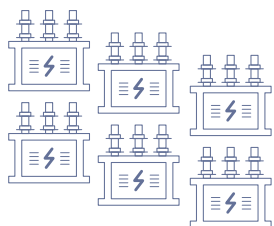
Enabling World Class Asset Management

Project	Capability	Outcomes	Performance Measure	Timeframe	
Risk and Predictive Maintenance	Building the foundational data model to assess risk and begin risk-based maintenance modelling to predictive modelling across asset classes	<ul style="list-style-type: none"> Build the foundations to start the move from schedule to risk based maintenance 	<ul style="list-style-type: none"> Predictive modelling performance 	Year 1	Year 2
Investment Optimisation	Implementing an enhanced investment optimisation capability which is ready to support asset intervention planning for RIIO-T4	<ul style="list-style-type: none"> Provide insight and evidence for asset management investments (NARM) Exploit integrated data sets to drive improved planning and investment optimisation 	<ul style="list-style-type: none"> New capability is ready for planning commencement for RIIO-T4 		
Total Work Management	Enhancements to our asset management digitalisation capabilities across: work management, inventory management, mobility and work planning	<ul style="list-style-type: none"> Improvements in data quality and insight for engineering teams Optimisation of work planning and execution 	<ul style="list-style-type: none"> Internal surveys of Field Force Driver on improved planning and work execution 		
Vegetation Management	Digitalising the vegetation management process and using data to inform required interventions to maintain the resiliency of our network	<ul style="list-style-type: none"> Reduction in line inspections by personnel by moving to targeted inspections Digitalisation of the end to end process 	<ul style="list-style-type: none"> Internal surveys of Vegetation Field Force Drivers on improved vegetation management execution 		
Outage Management	Digitalisation of our outage management processes to enable the efficient planning and execution of outage windows	<ul style="list-style-type: none"> End to end visibility over a longer time horizon of outage windows and planned works Exploit integrated data sets to drive improved planning and investment optimisation 	<ul style="list-style-type: none"> Drives on efficiency in the planning and logistics of maintenance operations 		
Digital Twin	Implementing the foundational capability of a digital twin for SSEN Transmission	<ul style="list-style-type: none"> Foundational Digital Twin capability implemented Data required to begin first use case build identified 	<ul style="list-style-type: none"> Foundation capability in place for use case development 		



Products we will be developing over the next 2 years

Data Driven	Project	Capability	Outcomes	Performance Measure	Timeframe
	Data and AI Literacy	Curriculum & experiential based learning pathways to equip our people with the skills needed to securely use data, analytics and AI	<ul style="list-style-type: none"> Improve personal and team productivity, drive efficiency, improved decision making and process automation, whilst adhering to responsible and compliant practices. 	<ul style="list-style-type: none"> Data and AI Survey feedback Improvement against Data Best Practice 	<p>Year 1 Year 2</p>
	Fit for purpose data in Digital Formats	Convert asset, project and operational data from off-system sources into compliant 'AI ready' digital formats for people/systems to use	<ul style="list-style-type: none"> Reduce paperwork, duplication and manual data entry, lowering operational risk & enable faster data access for reporting, analytics, automation and AI for IT/OT transformational programmes 	<ul style="list-style-type: none"> Improvement against Data Best Practice 	
	Procure external datasets	Enrich our own data by acquiring new open and commercial datasets once and then make them available to the whole of SSEN Transmission to use	<ul style="list-style-type: none"> Enable new insights to drive agile data-led decision making, productivity, and safety improvements. Reusing datasets for multiple purposes to enhance efficiency. 	<ul style="list-style-type: none"> Improvement against Data Best Practice 	
	Data Governance	Implement consistent industry standard data definition and quality standards across systems, automate manual data maintenance processes, data compliance & protection controls	<ul style="list-style-type: none"> Minimise operational 'friction' between teams/ systems/ processes Enable standardised data sharing with partners customers & stakeholders. Strengthen data protection and minimise breach risks 	<ul style="list-style-type: none"> Improvement against Data Best Practice 	
	Master Data Management	Automate MDM processes across business systems for assets, projects, customer and corporate services, so manual effort is limited to approval steps away from end-to-end data handling	<ul style="list-style-type: none"> Measure the consistency of data across our major business systems at the beginning of and throughout the RIIO-T3 period 	<ul style="list-style-type: none"> Improvement against Data Best Practice 	
	Data Sharing in the Energy Ecosystem	Once operational, the NESO Data Sharing Infrastructure (DSI) will provide a secure, efficient mechanism for sharing data with partners, transforming current data-sharing practices	<ul style="list-style-type: none"> Transform data sharing practices using an efficient and compliant mechanism Number of data sharing use cases enabled by this new mechanism 	<ul style="list-style-type: none"> Meeting new licence obligations Improvement against Data Best Practice 	





T2 Success Stories

Project	Success
<p>Copilot</p>	<p>We moved from enabling access to embedding Copilot into everyday ways of working across SSEN Transmission. More than 2,000 colleagues now have access, with licence coverage reaching around 75% of the permanent workforce and strong engagement across the Transmission business. Alongside access, we've focused on building confidence through a targeted campaign, including activities such as Co-Labs, Copilot Cafés, and the establishment of a Copilot Community, helping colleagues apply Copilot to real tasks. This has already delivered real value, reducing time spent on routine activities and enabling our people to focus on higher value work such as decision-making and problem solving.</p>
<p>Integrated Project Management (IPM)</p>	<p>We introduced Integrated Project Management (IPM) as the single, trusted platform for managing our capital portfolio, bringing together cost, schedule, risk and performance data from 10 systems into one place. Supporting 300+ projects and used by over 700 colleagues across Transmission, IPM has replaced manual reporting with standardised, automated processes, improving visibility and consistency across delivery. This shift to real-time insight is enabling earlier identification of risks, more informed decision-making and stronger alignment across teams, helping us deliver our Pathway to 2030 programme with greater pace, certainty and control.</p>
<p>Customer Relationship Management (CRM)</p>	<p>We established Dynamics 365 as the core platform for customer and stakeholder interactions, achieving 100% adoption and creating a single, consistent source of truth for applications. This is improving process consistency and providing real-time visibility of customer journeys, enabling more proactive and effective management. With enhanced insight and reporting through Power BI, teams can self-serve data and make faster, more informed decisions, supporting continuous improvement in customer and stakeholder experience and creating a scalable foundation for T3.</p>
<p>Digital Information Management (DigIM)</p>	<p>We achieved a sector-first milestone for UK transmission operators with ISO 19650-2 certification for digital information management (DigIM). This is improving access to consistent, trusted information across projects, supporting more effective delivery of our Pathway to 2030 investment programme. By enhancing collaboration with partners, improving predictability and enabling better data-driven decision-making, this is strengthening how we deliver projects and building greater confidence with communities and customers who rely on our infrastructure.</p>
<p>Complete Network Insights (CNI)</p>	<p>Through Complete Network Insights, we have brought operational technology (OT) and related IT data together to provide faster, more reliable access to trusted information across the transmission network. By replacing manual processes and reducing reliance on multiple systems, teams can now self-serve consistent operational data in one place, improving visibility of asset performance and network conditions. Supporting over 3,700 assets with more than 530 operational dashboards, this is helping teams make safer, more informed decisions, respond more quickly to issues, and collaborate more effectively. Ultimately, this is reducing day-to-day friction and building greater confidence in how we operate a resilient network for our customers and communities.</p>

T2 Success Stories - Reaching digitally excluded customers

Reaching digitally excluded customers

In line with Ofgem's guidance, we design every digital initiative to meet specific stakeholder needs and deliver clear benefits for customers, stakeholders, end-consumers and the broader public interest. Crucially, we recognise that some stakeholders may not have digital access, and we ensure these individuals can equally benefit from our digital programme through alternative, offline means.

Delivering benefits to all stakeholders (digital or not):

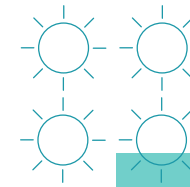
Many of our internal digital systems, such as those used for network planning, outage management, and project scheduling, provide indirect benefits to all stakeholders, regardless of their digital access. These systems help us deliver a more efficient, reliable, and resilient network, ensuring that even those who are not online experience improved service outcomes.

Ensuring parity through non-digital engagement:

We remain committed to in-person and offline channels so that no one is left behind. Our digital capabilities are designed to complement, not replace, face-to-face services. For example, stakeholders can attend community consultation events to speak directly with our expert teams, view printed maps, take home booklets, and watch in-person presentations, including 3D visualisations of proposed network assets. We also send thousands of letters to local communities, which often include web addresses and QR codes to help people access our online services directly by themselves or even through family, friends, or community hubs. We are also in contact with stakeholders via phone and by post, based on their preferences or planning obligations, etc.

Communicating in accessible language and engaging in person:

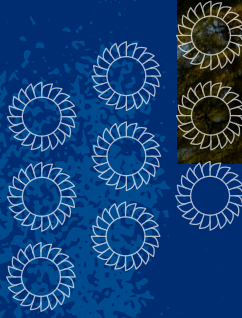
We work hard to ensure our employees can speak about our systems and digital programme in a way that is accessible and easy to understand. Whilst not all employees are technical experts, our public- and customer-facing teams are encouraged to liaise with our digital programme specialists to provide accurate and relevant information to stakeholders. This is supported by internal SharePoint resources, spotlight sessions, a digital people and change programme that helps bring our people on our digitalisation journey with us, and all-business updates. We also take our digital programme into communities, for example, we visited Newmill and Keith Primary Schools to demonstrate 'Haggis', our autonomous robot which was also named in a competition. As our Community Liaison Manager,



Rob Whytock, explained: "We were delighted to take our autonomous robot to Newmill and Keith Primary Schools and talk to the pupils about how science and technology is helping us in our operations. "The pupils had the chance to operate the robot and put it through its paces in an obstacle course, and they asked us lots of interesting questions about its role and how it works which helped broaden their understanding." This kind of engagement helps explain digital innovation in a fun and memorable way, and ensures that even those without digital access can understand and connect with our technology. You can read more about this story on our website: [Pupils name robot 'Haggis' in primary school competition - SSEN Transmission](#). Good news stories like this are often picked up by local and regional newspapers, helping us reach people who are not, or cannot be, active online. Our Corporate Affairs team play a key role in this by working closely with their media contacts to produce and share these stories widely.

Providing alternative contact routes and information access:

Although we do not operate a call centre like our sister distribution businesses, due to the different nature of our public engagement and our role in the energy system, members of the public can contact our Corporate Affairs team by phone or post. These contact details are published on our website and in our Digitalisation Strategy. If someone contacts us by phone or letter and requests information such as a printed copy of our Digitalisation Strategy, we are happy to post this to them free of charge.



www.ssen-transmission.co.uk



TRANSMISSION