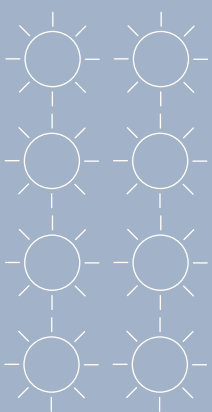
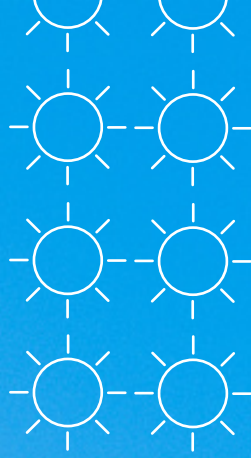


# Stakeholder Engagement Strategy







# Contents

INTRODUCTION _____	3 - 6
MISSION AND STAKEHOLDER COMMITMENTS _____	7 - 9
OUR APPROACH _____	10
OUR STAKEHOLDERS _____	11 - 20
MEASUREMENT AND EVALUATION _____	21
FURTHER INFORMATION _____	22





# Introduction



## Who we are

We are SSEN Transmission, the trading name for Scottish Hydro Electric Transmission plc. We are responsible for the high voltage electricity transmission network in the north of Scotland and have the fastest growing transmission system in Europe. Our network of underground and subsea cables, overhead lines and electricity substations extends over a quarter of the UK's land mass, crossing some of its most challenging terrain. Our aim is to provide a safe and reliable supply of electricity to our communities, taking electricity from generators and transporting it over long distances through our network for onwards distribution to homes and businesses. We're already a mass exporter of renewable energy, with around two thirds of the clean power generated in our network area transported to areas of demand across the UK.

## Our Stakeholder Engagement Strategy and Action Plan

Since the creation of our previous Stakeholder Engagement Strategy in 2019, our business has grown and changed more rapidly than ever before. Our project portfolio has significantly increased in size and scale following the announcement of our Pathway to 2030 Projects and National Energy System Operator's (NESO) announcement of the projects set out in their 'Beyond 2030' publication. As our business has scaled up to enable us to deliver these projects in line with the accelerated timelines required to meet the UK Government's net zero and energy security targets, so too has the need for even more effective and impactful stakeholder engagement.





## Improving Our Stakeholder Engagement

We are proud of the significant improvements we have made in how we engage with our stakeholders during a period of substantial change and growth for our business and our industry. However, we recognise that there is always more that we can do both now and as we look to the future. Our strategy and accompanying action plan will help to ensure we can continue to adapt to the rapidly changing external environment in which we operate, and ultimately improve the services we offer our stakeholders.

We have been working with independent global consultancy and standards firm AccountAbility to assess our stakeholder engagement practices against their global benchmark, the AA1000 Stakeholder Engagement Standard. We are proud that by delivering upon the actions we committed to within our previous action plan, as well as the recommendations we receive annually from AccountAbility, that their assessment of our stakeholder engagement approach has improved each year.

Since 2022 we have achieved a top tier 'Advanced' rating from AccountAbility for our Stakeholder Engagement, with all six areas of assessment achieving the 'Advanced' category for the last two consecutive years.

### ACCOUNTABILITY'S STAKEHOLDER ENGAGEMENT MATURITY LADDER

95% in 2025  
88% in 2024  
85% in 2023  
82% in 2022

**Advanced**  
(81 - 100%)

73% in 2021  
62% in 2020

**Accomplished**  
(61 - 80%)

**Committed**  
(41 - 60%)

**Evolving**  
(21 - 40%)

**Foundational**  
(0 - 20%)





## Stakeholder Definition

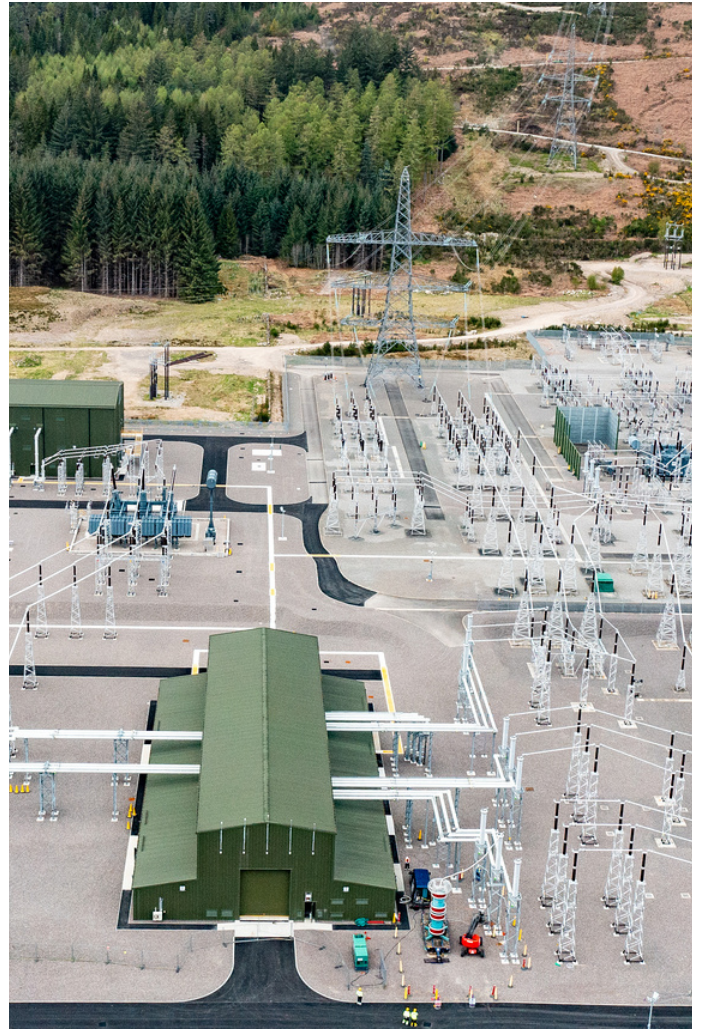
We use AccountAbility's definition of a stakeholder which is:

'Groups who affect and/or could be affected by an organisation's activities, products or services and associated performance. This does not include all those who may have knowledge of, or views about an organisation. Organisations will have many stakeholders, each with distinct types and levels of involvement, and often with diverse and sometimes conflicting views, interests and concerns.'

## Why we want to be a forefront of Stakeholder Engagement

Being at the forefront of stakeholder engagement means actively listening to and collaborating with our stakeholders to understand their needs and concerns.

This helps us build trust, make better decisions, and create value for everyone involved. For our stakeholders, this means open communication, a chance to be part of our decision-making, and working together to achieve mutually acceptable outcomes.



## How we updated our Stakeholder Engagement Strategy and Action Plan

To ensure that we continue to deliver leading stakeholder engagement now and in the future, we created this strategy and accompanying action plan using recent feedback from our stakeholders, including the results from our stakeholder engagement surveys, internal and external interviews and recommendations from our recent AccountAbility AA1000 Healthcheck. We also worked with an external consultancy to research current and future global stakeholder engagement best practice and trends. Key concepts within this strategy have also been tested with our Independent Stakeholder Group who were supportive of our approach.



Our Stakeholder Engagement Strategy contributes to the overall delivery of our business strategy, Delivering a Network for NetZero. It sits alongside and interacts with other key strategies within Transmission which include but are not limited to:

- [Delivering Net Zero – Pathway to 2030 and our next Business Plan](#)
- [Delivering A Network for Net Zero: The Pathway to 2030 – our Plan for RIIO-T3](#)
- [Sustainability Strategy](#)
- [Innovation Strategy](#)
- [Digital Strategy](#)
- [Housing Strategy](#)





**Christianna Logan**  
Director of Customers and  
Stakeholders  
SSEN Transmission



The publication of our refreshed Stakeholder Engagement Strategy is another significant milestone for SSEN Transmission. It shows our commitment to ongoing improvement and to be at the forefront of best practice for engagement. We've really taken the time to get to know our stakeholders better and we continue to actively seek honest feedback on our engagement and the experiences of those who interact with our business. This feedback has helped us to better understand what our stakeholders want from us and how our engagement can support those needs.

As these needs evolve, our strategy needs to evolve too. Our refreshed strategy and new action plan keep stakeholders firmly at the heart of our business and our decision-making. As our team continues to grow, we are as committed as ever to creating a culture of engagement at SSEN Transmission and this refreshed strategy gives us the platform to do that.



**Tracey Matthews**  
Chair of Independent  
Stakeholder Group

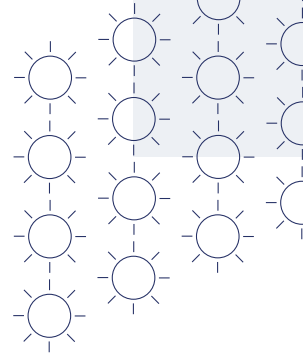


As you will read in this refreshed Stakeholder Engagement Strategy, there are a number of external and internal factors that support updating the approach to engagement and measures of success. The scale of work being planned and delivered, the expectations of customers, communities and organisations who engage with the business and the ambitions of the business to be a good neighbour have all increased since 2019.

This refreshed approach supports continuous engagement. The business has recognised a historic tendency to engage with stakeholders on a topic-by-topic basis. Now, we are all very much more aware of the energy system and the role this system plays in our business and domestic lives, the Net Zero agenda for Scotland and the UK, the opportunities to bring good environmental stewardship into every decision and activity undertaken and the links between good business practices and enriching communities. Because of these integrated factors, on-going engagement which covers all these topics and using feedback from these engagements is the best way to influence and support good decision making.



# Our Stakeholder Engagement Mission and Commitments



At SSEN Transmission, our mission is to achieve energy security and deliver a network for net zero, unlocking the north of Scotland's potential as a renewable energy powerhouse.

The network growth needed to achieve net zero and deliver clean power depends on us engaging and working effectively with all our stakeholders. Effective stakeholder engagement must be embedded into everything that we do.



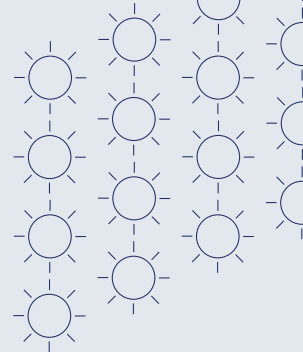
Our stakeholder engagement vision is:  
**To be at the forefront of best practice for engagement.**



Our stakeholder mission is:

**To actively listen and respond to stakeholder insights and work collaboratively to influence and achieve real benefits for our stakeholders and society.**





## Commitments

We feel that it is time to take a deeper responsibility for engaging with our stakeholders. Our 3 core stakeholder commitments aren't just goals, they are a clear set of promises our stakeholders can hold us accountable for.

**Our commitments to our stakeholders and how we will achieve them:**



### 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:**

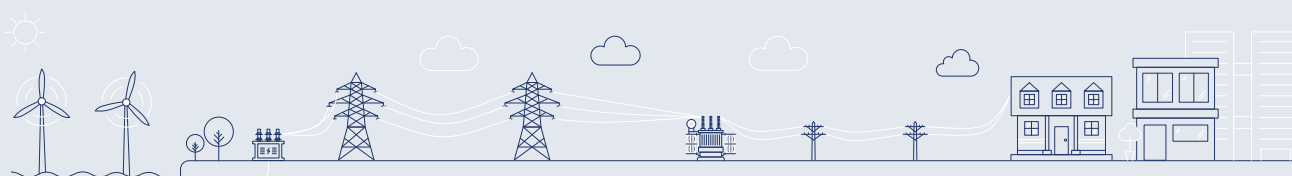
- Foster an inclusive environment where diverse voices are heard, respected, and considered
- Ensure our communication is accessible, providing information at the right level and at the right time



### 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





## Our principles explain the way we engage with our stakeholders:

1. **Inclusive:** We value and encourage the perspectives of all our stakeholders. We want to ensure all voices, especially those hard to reach, are heard and considered.
2. **Open and transparent:** We communicate clearly, honestly and proactively, providing timely and accurate information about our plans, progress and challenges. We are open to feedback at any time and use it constructively to improve our engagement efforts.
3. **Tailored and intentional:** We proactively engage with stakeholders in the development of our business plans and strategies and throughout our project lifecycles. We personalise and localise our engagement activities to the specific needs and interests of different stakeholder groups, maximising relevance and impact. Our approach to engagement ensures stakeholder input is considered with the aim of achieving mutually acceptable and agreed outcomes wherever possible.
4. **Agile and adaptive:** We regularly evaluate the effectiveness of our stakeholder engagement, seeking feedback and using data to identify areas for improvement. We embrace a culture of learning and adaptation, continuously refining our approach to ensure our engagement remains relevant and impactful.
5. **Collaborative and compassionate:** We actively seek opportunities to collaborate with our stakeholders, leveraging their expertise and insights. We increase understanding through personalised interactions to strive to achieve mutually acceptable and agreed outcomes.

Our principles and approach to engagement are fully aligned with AccountAbility's AA1000 principles and AA1000 Stakeholder Engagement Standard, which establishes the international benchmark for conducting high quality stakeholder engagement.

### AccountAbility's AA1000 principles:

**Inclusivity** – People should have a say in the decisions that impact them

**Materiality** – Decision makers should identify and be clear about the sustainability topics that matter

**Responsiveness** – Organisations should act transparently on material sustainability topics and their related impacts

**Impact** – Organisations should monitor, measure and be accountable for how their actions affect their broader ecosystems





# Our approach

To deliver consistent and impactful engagement, we follow a four stage process for planning, preparing, implementing and evaluating our engagement.

## 1. Engagement Planning

Engagement can be triggered by someone approaching us or by us identifying a group of stakeholders we would like to engage with.

- Profile and map stakeholders
- Determine engagement levels and methods
- Identify boundaries of engagement
- Draft engagement plan
- Establish indicators

## 2. Engagement Preparation

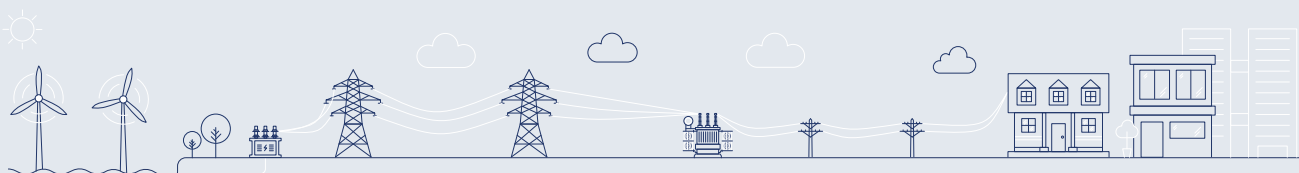
- Mobilise resources for successful engagement
- Build capacity to engage
- Identify and prepare for engagement risks
- Assign clear ownership over this relationship

## 4. Review and Improve

- Monitor and evaluate the engagement using clear feedback mechanisms
- Learn and improve continuously
- Develop and follow up on action plan
- Report on engagement publicly including how feedback has influenced decision making

## 3. Engagement Implementation

- Invite and brief stakeholders
- Establish ground rules and scope for the engagement
- Engage
- Collaborate to find a shared solution
- Document the engagement and its outputs





# Our stakeholders

Excellent engagement looks different depending on the stakeholder. We engage intentionally and effectively by tailoring our approach to our stakeholders' needs, interests, preferences and when beneficial, to their local area.

This approach aligns with current best practice and ensures that our engagement is relevant, accessible and timely.

	<b>Communities</b> <ul style="list-style-type: none"> <li>Local residents</li> <li>Businesses</li> <li>Community organisations</li> <li>Education Institutions</li> <li>Emergency and healthcare services</li> </ul>		<b>Industry, suppliers and partners</b> <ul style="list-style-type: none"> <li>Transmission system operators and owners</li> <li>Distribution network operators and owners</li> <li>Supply chain including contractors and original equipment manufacturers</li> <li>Other industry, infrastructure and transport providers</li> </ul>
	<b>Government bodies and Statutory Consultees</b> <ul style="list-style-type: none"> <li>UK and Scottish Governments</li> <li>Local authorities</li> <li>Crown Estate Scotland</li> <li>Elected Members</li> <li>Industry regulators</li> <li>Statutory consultees</li> </ul>		<b>Customers</b> <ul style="list-style-type: none"> <li>Energy generators and producers</li> <li>Large demand customers and battery storage developers</li> <li>Distribution network operators</li> </ul>
	<b>Special interest groups</b> <ul style="list-style-type: none"> <li>Think tanks and research institutions</li> <li>Environmental NGOs</li> <li>Consumer advocacy groups</li> <li>Housing organisations</li> <li>Local fisheries and fishers</li> <li>Consultants</li> </ul>		<b>Internal stakeholders</b> <ul style="list-style-type: none"> <li>Employees</li> <li>Embedded consultants and contractors</li> <li>Trade Unions</li> </ul>
	<b>Investors</b> <ul style="list-style-type: none"> <li>SSE plc shareholders</li> <li>Ontario Teachers' Pension Plan Board</li> <li>Debt Providers</li> </ul>		<b>Landowners and Occupiers</b> <ul style="list-style-type: none"> <li>Landowners</li> <li>Tenants</li> <li>Farmers</li> <li>Land agents</li> </ul>
	<b>Traditional and Digital Media</b> <ul style="list-style-type: none"> <li>Local and national Media outlets and audiences across social media platforms</li> </ul>	<b>Our engagement by stakeholder group</b> <p>In the next section we look more closely at how we engage with our stakeholder groups. For each group, we highlight our specific engagement commitments, how we intend to carry them out, and detail what successful engagement looks like.</p>	



## Communities

### Why do we engage with communities?

Through open and constructive dialogue with communities, we are able to **consider and adapt our plans and strategies to minimise adverse impacts and maximise benefits**. We strive to achieve mutually acceptable outcomes while balancing technical and environmental constraints by **building trust, and understanding** of the local, social, environmental and economic impacts from our projects.

**...Which also unlocks wider societal benefits:** By understanding what matters most to local communities, we can deliver tangible benefits that improve socio-economic goals for generations to come. For example, our projects will support over 20,000 jobs by 2029, almost half of which will be in Scotland, in addition to our [Community Benefit Funds](#) which are expected to deliver more than £100m in funding.



### Our commitments

#### **We proactively collect feedback from impacted communities to inform our projects and are clear about how it is used:**

We engage in both early and mandatory consultation activities to collect regular feedback from the community to help shape our projects, which helps us to respond to evolving needs. We are proactive and transparent in sharing where and how we have acted upon feedback.

#### **We strive to foster an inclusive environment for communities, especially those that are hardest to reach:**

Through our engagement we ensure that impacted communities are represented and heard.

#### **We ensure that our engagement and communications are accessible and tailored to community interests and concerns:**

We will meet accessibility standards across our communications, making information understandable, engaging and accommodating to diverse accessibility needs.

#### **We will co-design socio-economic benefit delivery models with stakeholders:**

Local benefit funds will be designed with the local community, for the benefit of the local community. We are committed to leaving a positive benefit in the north of Scotland. We have already consulted widely on the best approach to community benefit funding and have also identified local jobs and housing as priorities.



### We intend to make our commitments real, through our:

#### **Communications and knowledge sharing:**

We provide relevant, localised and tailored information about our projects, news, and upcoming events, using a variety of communication methods like our website, newsletters, direct email, physical leaflets or letters, and on our social media.

#### **Consultations and events:**

We will hold virtual and in-person events with interactive displays, 3D models and 'explainer' materials/ leaflets. We have a dedicated community liaison manager for each of our projects at our events, to answer questions and present information in a personal and engaging way.

#### **Feedback loops:**

We have processes in place to capture feedback, queries and complaints through forms on our website, at our events, over the telephone or via email. We also provide regular updates on how the feedback is used.

#### **Community Benefit Fund:**

Following an extensive stakeholder consultation exercise in 2023 with local communities, local authorities and third sector organisations, we have launched our first Community Benefit Fund. More than £100m is expected to be distributed across local and regional projects with a focus on supporting projects that make a lasting positive impact in our communities, subject to government and regulatory approval.



### What success looks like:

#### **We would like Communities to:**

- Feel informed, represented and heard in our activities.
- Have knowledge and understanding of the projects and changes happening in their community and the role we, as SSEN Transmission, play in energy security and the local and national clean energy transition.

#### **Our ask of Communities is to:**

- Help shape benefits in their local area, read relevant project information, take part in the community benefit fund if applicable, attend events, and actively participate through feedback, voicing their views and concerns.





## Government bodies and statutory consultees

### Why do we engage with relevant government bodies?

We engage with government and regulatory stakeholders to help inform the policy, legislative and regulatory environment within which we operate. We engage with statutory consultees to ensure that we, where possible, **effectively mitigate the impacts of our projects**. We want to be open and transparent about our current operations and future plans, we want to be able to share our **experience and influence policy changes to help overcome systemic challenges** affecting the energy industry and the wider general public.

**...Which also unlocks wider societal benefits:** Engaging with us can help the Government achieve its energy security and net zero targets and deliver on the commitment to decarbonise the energy system by 2030. Knowledge sharing can help industry and the government to work together in preventing and managing industry crises and maximising economic opportunities.



### Our commitments

#### **We advocate for the clean energy transition, influencing and inspiring change across the energy system:**

We will work closely with government bodies and regulators, aligning our strategies and future plans to support the delivery of net zero and clean power policy ambitions. We also create opportunities to share knowledge on current and upcoming challenges and future trends to drive mutually beneficial, systemic change.

#### **We nurture long-standing relationships that are founded on shared expertise and trust:**

We engage regularly with government bodies, not just in the lead up to legislative and regulatory change or to gain consents, but to share deep expertise and insights from the energy industry and our ecosystem of partners.

#### **We communicate openly and in a timely manner:**

We communicate honestly and proactively about the progress of our projects and related initiatives, their impacts on stakeholder groups and society more broadly. We are transparent with current or upcoming challenges, and we support legislative and regulatory changes with data-driven insights.



### We intend to make our commitments real, through our:

#### **Knowledge sharing forums:**

We create and participate in knowledge-sharing forums, such as industry events, working groups, policy forums and roundtables.

#### **Regulatory disclosure:**

We respond to information requests and report promptly.

#### **Policy consultation submissions:**

We submit responses to consultations on new policy and share data-driven insights to shape government strategies and policies.

#### **Regular meetings and interactions:**

We provide our stakeholders with a designated contact who initiates regular virtual or in-person meetings. We also provide regular updates and respond to queries or concerns promptly.

#### **Consultation:**

We will continue to consult extensively with statutory consultees to help inform the development of our projects ahead of submission of planning applications and marine license applications. We also proactively organise informative updates, clarification meetings and site visits.



### What success looks like:

#### **We would like Government bodies and statutory consultees to:**

- Trust that we are always open and communicative about our projects, plans and challenges, and that we are not only upholding high standards and complying with regulation, but also advocating for and championing the clean energy transition.
- Be assured and confident in our plans and ambitions. See us as a valued collaborative partner that can be trusted to deliver on local, regional and national clean energy infrastructure.

#### **Our ask of Government bodies and statutory consultees is to:**

- Proactively work with us and the wider energy industry to develop policies and strategies that will overcome systemic challenges affecting the industry (e.g. skills shortages) to realise mutual benefits and national clean energy infrastructure.



## Special interest groups

### Why do we engage with special interest groups?

To learn about the **current and future challenges** and trends they face or areas of potential impact to help inform our strategies, plans and projects. Engaging with special interest groups also enables us **to develop good practice** based on the diverse interests they represent.

**...Which also unlocks wider societal benefits:** For example, delivering on the Just Transition means improving social mobility and economic outcomes for local and regional communities. Special interest groups themselves benefit from developing and implementing innovative solutions in areas of common interest created through partnerships and knowledge-sharing.



### Our commitments

#### We develop formalised partnerships that deliver mutual benefits:

Where there are overlapping areas of interest, we foster partnership agreements with key specialist interest groups to achieve mutual benefits. These partnerships may include creating joint resources, innovations, research or strategies, hosting joint events, and co-marketing.

#### We share knowledge with specialist groups that furthers social value and positive impact:

We create opportunities to regularly share knowledge with specialist interest groups to identify salient trends, present and future concerns and potential solutions. We seek to implement these findings into our engagement strategy and wider projects.

#### We proactively collect and listen to feedback and insights from specialist groups to shape and inform our decision making, strategies and plans:

We engage in both early and mandatory consultation, notification and clarification activities in a timely manner to ensure we act on relevant guidance and identify challenges early in the project lifecycle. We are proactive and transparent in sharing where and how we have acted upon feedback.



### We intend to make our commitments real, through our:

#### Project pages on our website:

We share information about current projects and future plans through our SSEN Transmission website.

#### Knowledge sharing forums:

We create and participate in regional and local knowledge-sharing forums.

#### Partnerships:

We establish collaborative partnerships with specialist interest groups where there are shared goals or interests.

#### Relationship owners and regular interactions:

Each stakeholder group has a dedicated contact who addresses queries and provides updates promptly. They plan and hold regular in-person or virtual meetings.



### What success looks like:

#### We would like Special interest groups to:

- Understand fully our role in Scotland's energy infrastructure, and the part we play in energy security and the local and national clean energy transition.
- Feel understood and heard when sharing their interests and concerns about our current and future projects.

#### Our ask of Special interest groups is to:

- Advocate for our projects. Take opportunities to collaborate and engage, particularly through partnerships, to identify mutually beneficial solutions to relevant challenges.





## Industry, suppliers and partners

### Why do we engage with industry, suppliers and partners?

We can create opportunities for mutual learning, helping to **develop industry best practice**. Collaboration allows the industry, suppliers and partners to **create mutually beneficial solutions** to challenges and to **innovate** more effectively than working in siloes.

#### ...Which also unlocks wider societal benefits:

Engaging will help industry, our suppliers and partners to overcome issues and challenges, bring value for money for bill payers, create and cultivate economies of scale and ensure efficiency across the electricity supply chain.



### Our commitments

#### We openly communicate risks and challenges, working together to mitigate them:

We provide our stakeholders with timely, relevant, clear, and concise information, particularly around any emerging risks and challenges that may affect our collective operations. When these challenges emerge, we contact affected stakeholders quickly, provide regular updates and work collectively to resolve and mitigate issues.

#### We collaborate closely with industry, suppliers and partners on aligned interests:

We create opportunities to share knowledge to find collective and mutually beneficial solutions to industry problems, challenges and opportunities. We continually work with industry and supply chain and local planning to help to achieve mutual benefits in infrastructure projects.

**We advocate for change in the energy industry:** We work with our supply chain and the wider industry to reach shared positions, tackle challenges and influence policy for mutual benefit.



### We intend to make our commitments real, through our:

#### Knowledge sharing forums:

We create and attend formal industry knowledge-sharing sessions at the national, regional, and local level.

#### Relationship owners and regular interactions:

We allocate a dedicated contact for each industry stakeholder who organises regular in-person or virtual meetings and responds to queries and concerns promptly. We have communication with other industry providers such as infrastructure and transport throughout our planning process.

#### Direct communications channels:

We provide regular updates through established channels and have direct contact when emergency faults or issues arise.

#### Industry forums:

We are part of key industry forums and host industry events which allow us to shape the future of the industry, share best practice, and ensure stakeholders concerns are at the forefront of the changes and improvements that we advocate for.

#### Partnership approach:

One example of our partnership approach is how we collaborated with our supply chain to create and develop the Accelerated Strategic Transmission Investment (ASTI) Delivery Charter. This commits all those working on and supporting the delivery of the Pathway to 2030 programme to key working principles which align our goals and commitments.



### What success looks like:

#### We would like Industry, suppliers and partners to:

- Understand the current and emerging trends and challenges we face and recognise the mutual benefits of working together to create solutions.
- Feel that we engage effectively, providing regular, clear, concise, and timely updates.

#### Our ask of Industry, suppliers and partners is to:

- Openly and honestly share their feedback and concerns.



## Customers

### Why do we engage with customers?

Sharing information and expertise and having regular dialogue and engagement with our customers helps us to identify how we can **improve the speed and quality of service we provide**.

This enables us to work collaboratively, **proactively anticipate and address potential challenges** and minimise inefficiencies. Collaboration also enables us to improve grid reliability and our understanding of future demand and generation on our network.

...Which also unlocks wider societal benefits: **more reliable, clean energy** for consumers, **smoothing the transition to a low-carbon, low-cost economy**. Working together supports the development of more efficient energy solutions using a whole system approach.



### Our commitments

#### We cater to customer preferences for communication and topics of interest:

We recognise the breadth of new and experienced customers and tailor our service delivery methods to suit, making sure each customer can access the knowledge and support they need to fully understand what they can expect from us, and what is expected from them. We provide clear and understandable content to explain both our role and mission, and broader complex industry challenges.

#### We are transparent and open with our customers:

We share our long-term plans and provide timely notice of short-term challenges that may impact their development. We are also clear about how these may affect each customer.

#### We encourage open dialogue, gather insights and seek feedback to improve:

We create opportunities for open dialogue about customer challenges, trends, and needs. We continuously collect and implement customer feedback, reporting back how this feedback has or has not been used. We utilise the insights gained from our customers to continuously improve their experience with us.



### We intend to make our commitments real, through our:

#### Relationship owners and regular interactions:

Each transmission customer has a dedicated relationship manager who understands the nature of their project(s) and tailors their engagement to the customer's needs. They are available to organise and facilitate regular meetings, capture feedback, provide updates on our projects and services, and act as the first point of contact for any queries or concerns via telephone or email.

#### Feedback Loops:

We gather regular feedback through surveys conducted via email and telephone, both at key project milestones and annually, with the option for customers to respond anonymously. Updates on how this feedback has helped inform and shape changes are shared with customers through their relationship manager.

#### Knowledge sharing forums:

We will hold knowledge-sharing sessions at the local and regional level and participate in sessions at a national level to understand the challenges our customers experience within the energy industry.



### What success looks like:

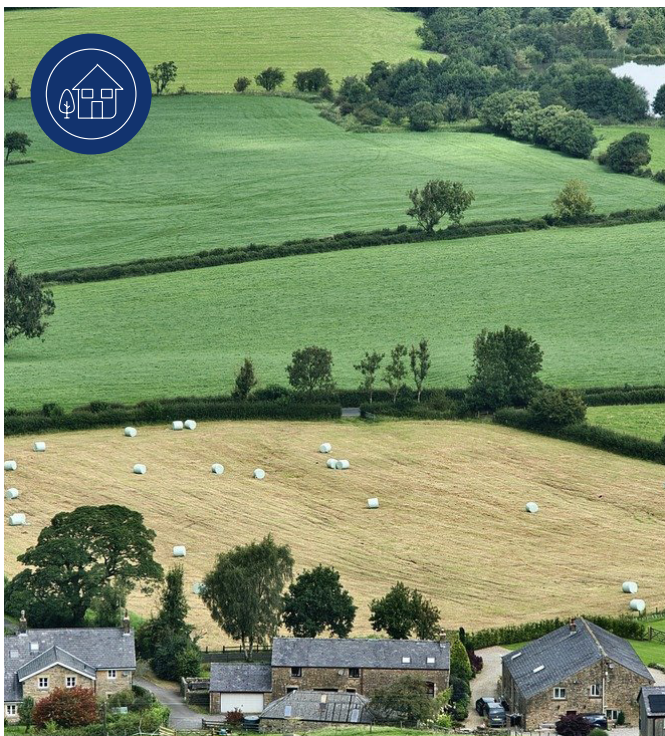
#### We would like Customers to:

- Be aware of our obligations so that they are empowered to hold us to account on these, and our commitments and service level agreements.
- Feel engaged, supported and confident in the level and quality of service we provide.

#### Our ask of Customers is to:

- Share their future plans and potential barriers that will help to inform and improve our service delivery.





## Landowners and Occupiers

### Why do we engage with Landowners and Occupiers?

We recognise landowners and occupiers as **essential stakeholders in the development and operation** of our projects and infrastructure. We engage with them to identify who controls the land, **understand and address any potential impacts** this may have on their properties and businesses, and to secure the necessary consents for construction and operation.

**...Which also unlocks wider societal benefits:** providing greater insights into their personal and business interests and priorities, as well as their broader industry perspectives in areas like agriculture, forestry, renewables, and other land uses. Effective engagement helps to achieve mutual understanding and acceptable outcomes, paving the way for agreements that support proactive project development with less dependence on statutory powers.



### Our commitments

#### **We develop formalised partnerships that deliver mutual benefits:**

Our dedicated team of land managers build partnerships through two-way communication, ensuring mutual understanding of needs between us and landowners and occupiers.

#### **We proactively collect and listen to feedback and insights from landowners and occupiers to inform our decision making, strategies and plans:**

We consult to gather feedback on our plans and actions, ensuring minimal impact on their interests while achieving our goals. We also inform them about land rights acquisition processes and our potential obligations when using statutory powers.

#### **We inform what actions can be taken to mitigate and repair impacts:**

While we aim to minimise impacts on landowners and occupiers, some effects on their property or business are unavoidable. We discuss practical solutions and carry out assessments to mitigate against these impacts.



### We intend to make our commitments real, through our:

**Relationship owners:** Our team of experienced land managers understand landowner needs and effectively communicate these to our project teams and the wider business whilst overseeing on our commitments.

**Guidance:** Our 'Working with Landowners' webpage offers guidance documents detailing our commitment to land right grantors, statutory processes, and protocols for working with landowners

**Collaboration with industry groups:** We collaborate with industry groups like the National Farmers' Union Scotland, Scottish Land and Estates, and the Central Association for Agricultural Valuers to address industry concerns and adopt fair approaches.

**External advice:** We collaborate with external advisors like valuers, agricultural consultants, and planners to ensure fair actions and informed assessments.



### What success looks like:

#### **We would like Landowners and Occupiers to:**

- Take opportunities to engage with us and provide feedback on our proposals as early as they can.
- Be well informed about our needs and understand what options they have in terms of voluntary and statutory land agreements and access requests.
- Feel engaged, supported and listened to.

#### **Our ask of Landowners and Occupiers is to:**

- Share information about their property or business that may aid discussions in reaching an arrangement that minimises impacts on them.



## Traditional and Digital Media

### Why do we engage with Media?

Through timely and strategic **proactive and reactive engagement** with outlets and through self-publication on our digital channels, we work to protect and enhance our reputation by sharing relevant information openly. A **transparent** and **two-way relationship** with local and national media outlets can help to build trust and **strengthen our understanding** of the sentiment held towards the work that we do, allowing us to tailor our engagement and communications based on the topics that matter most.

Monitoring and engaging with stakeholders across social media platforms provides us with an **increased awareness** of what matters most to them, particularly the local communities that are directly impacted by our work.

**...Which also unlocks wider societal benefits:** being on the forefront of news stories can help to counter potential misinformation and help build trust and understanding of our work and the crucial role we as SSEN Transmission are playing to support energy security and net zero targets.



### Our commitments

**We engage openly and honestly with the media, to tell the SSEN Transmission story and provide a fair and transparent insight into the operations of our business:**

We engage proactively, issuing press releases, carrying out broadcast media interviews and undertaking regular media briefings. We do this to provide members of the local and national media with the information that they need in order to tell balanced and accurate stories about our ongoing work and future projects.

**We create an environment where two-way engagement is actively encouraged online, with feedback acted upon:**

Our social media channels are systematically monitored with relevant engagement encouraged, responded to and acted upon where appropriate.



### We intend to make our commitments real, through our:

**Proactive communication:**

Our social media channels are systematically monitored with relevant engagement encouraged, responded to and acted upon where appropriate.

**Reactive communication:**

We respond to incoming media enquiries in a timely and transparent manner. Our media team is available 24/7 to handle a variety of inbound questions and will seek opportunities to provide clarity and to correct misinformation in the press wherever appropriate.

**Digital channels:**

We use our website and associated social media channels to broadcast important and engaging stories about the activities across our business to a variety of audiences, including community members and those in the media.

**Social media engagement strategy:**

We monitor comments and questions across the social media platforms where we have a presence (LinkedIn, X, Facebook and Instagram) and engage constructively where the engagement is appropriate.



### What success looks like:

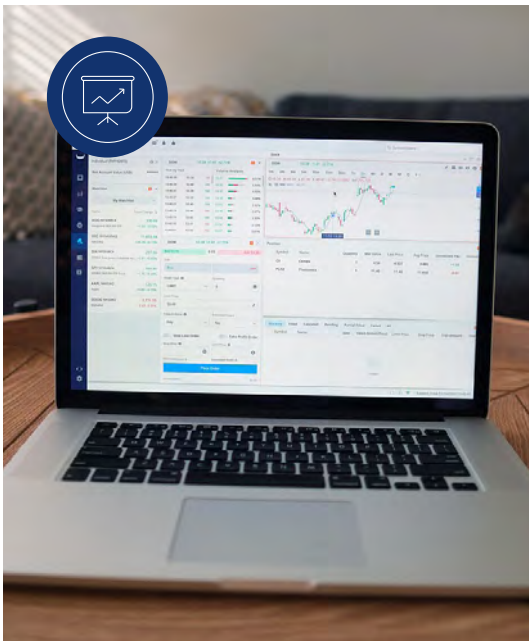
**We would like Traditional and Digital media to:**

- Understand the extensive work that we are doing to deliver against energy security and net zero targets, whilst leaving a positive legacy behind for the communities involved.
- Feel informed and equipped to tell stories that matter to their audience.

**Our ask of Traditional and Digital media is to:**

- Work with us to present our stories fairly. Represent their audiences by making us aware of their views, including areas of concern, to help us build trust and understanding of our work as well as address any potential misinformation which may arise.





## Investors

### Why do we engage with Investors?

We must be well financed with the ability to reward shareholders for their investment and secure debt at competitive rates in order to fund and grow our business. **Timely investor communication** ensures strategic decisions are properly informed to those with a financial stake in our long-term success.

**...Which also unlocks wider societal benefits:** We are at the heart of the clean energy transition investing in high quality nationally important energy infrastructure. These investments in high quality, nationally important energy infrastructure are enabling increasing volumes of clean green electricity to be transported across the country for use by consumers and businesses, while also supporting the communities who host the infrastructure, and helping deliver energy security and economic growth.



## Our commitments

### Investor Relations Communications and Engagement:

We fully support our SSE plc colleagues in the delivery of an annual programme of investor publications, along with physical and virtual investor meetings, roadshows and stock market analysis and broker engagement.

### Board and Executive Engagement:

SSE plc shareholders have access to direct engagement with SSEN Transmission Executives at the annual SSE plc AGM, and on occasion also as part of SSE plc management meetings. Debt and bond holders also have access during debt specific roadshows. Ontario Teachers' Pension Plan hold two seats on the SSEN Transmission Board and can influence the governance of the business directly.

### ESG Performance Assessments:

Continuing to engage with Environmental Social Governance rating agencies, demonstrating our sector leading credentials ensuring continued access to sustainably linked financing.

### Advocating with Ofgem:

For a RIIO-T3 Financial Framework that is fair for all our stakeholders, including investors and debt holders and continues to attract the increase in grid investment required to support the UK meeting its clean energy and carbon reduction targets.



## What success looks like:

### We would like our Investors to:

- Understand our investment proposition and growth plan.
- Understand the regulatory parameters under which our business operates.
- Be fairly compensated for their role in funding critical national UK energy infrastructure.

### Our ask of Investors is to:

- Continue to view us as an attractive investment, with a fair valuation and therefore continue to provide access to equity funding and liquidity from debt issuance and re-financing.



## Internal Stakeholders

### Why do we engage with Internal Stakeholders?

Engaging with our employees and embedded contractors is essential to building a thriving organisation where everyone feels **valued, aligned, and motivated** to fulfil our mission of Delivering a Network for Net Zero.

**...Which also unlocks wider societal benefits:** as we focus on recruiting and retaining a diverse workforce of field-based and hybrid working employees, it's never been more important for us to have **one inclusive and engaged team, operating in a happy, healthy and safe workplace**. By prioritising engagement and open communication, we aim to create a positive environment where people feel proud to work for us and take pride in the impact they make on society.



### Our commitments

#### Being purposeful and timely with our engagement:

Acknowledging employees' busy workloads and priorities, we create focused engagement opportunities aimed at driving positive outcomes and making SSEN Transmission an even better place to work.

#### Seeking input and learning from experience:

We gather insights throughout the year using a blend of formal and informal employee listening activities, collecting feedback on ways to better support employee well-being, training and development, and recognition.

#### Adapting and responding to employees' needs:

Working with the relevant business leads to understand the qualitative and quantitative employee feedback, identifying key themes and creating targeted action plans to address employee concerns. As our workforce grows, we will continue to make positive changes to our ways of working and communication approach, providing clear information on decisions and reasoning along the way.

#### Providing regular and effective means of consultation and negotiation at local business level:

We work with our Trade Union partners to discuss business specific organisational issues and aim to resolve business specific problems by agreement.



### What success looks like:

#### We would like the Internal Stakeholders to:

- Feel connected to our overarching purpose and strategy through timely, informative and diverse communication and engagement methods.
- Trust that their voices are heard, valued, and incorporated, contributing to making SSEN Transmission a great place to work.
- Be well-informed about the integral role internal stakeholders play in SSEN Transmission's success.

#### Our ask of Internal Stakeholders is to:

- Be advocates for our proposed investment programme and take pride in the transformative legacy we're creating across the north of Scotland to support energy security and net zero ambitions.



# Measurement and evaluation

We strive to remain at the forefront of stakeholder engagement best practice by continuously improving our approach and evolving to meet stakeholder needs.



## Monitor and track

We have established processes and systems to monitor sentiment and track how our engagement is being received by stakeholders. We are constantly exploring new ways of analysing and using data provided by our stakeholders. Some of the ways we capture data and track stakeholder sentiment includes:

- **Stakeholder satisfaction** on our engagement practices.
- **Website activity** including traffic, content views, and how stakeholders use links to initiate contact are analysed.
- **Engagement event feedback** including attendee numbers, the use of surveys to understand stakeholder attitude and sentiment on the engagement topic.
- **Social media and traditional media monitoring** of commentary published by stakeholders to understand perceptions, sentiment and opinions.



## Review and evaluate

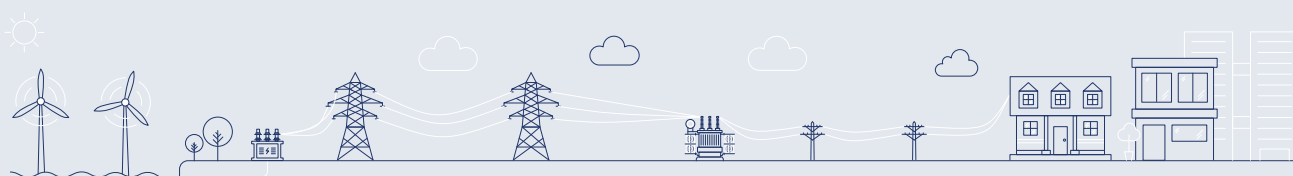
As a regulated business we comply with regulation and industry standards and are committed to ensuring each pound we spend delivers the maximum value to our customers, stakeholders and the wider society we serve. We do this through:

- Monitoring and reporting on the progress of the actions we are taking within our supporting **Stakeholder Engagement Strategy Action Plan**.
- Our annual **AA1000 Healthcheck score** - AccountAbility's framework gives us an independent assessment of our engagement practices.
- Our **Independent Stakeholder Group (ISG)** provides constructive challenge, feedback and opinions on topics presented for discussion. This includes the development and implementation of our RIIO-T3 business plan. Importantly, this will include the approach taken to stakeholder engagement at all stages of plan development and implementation.
- **An annual stakeholder engagement survey** invites stakeholders to take part in a survey each year to understand how effective our stakeholder engagement is and to highlight any areas where they feel change or improvements are needed.



## Driving a future focused approach

Even though our Stakeholder Engagement Strategy is set for the long-term, we will closely monitor and update our strategy to ensure that it evolves with stakeholder needs and the changing world around us.



# Find out more information



## Our Stakeholder Engagement

Our [Stakeholder Engagement home page](#) has information on our strategy, and the core commitments underpinning its implementation. The home page also provides information on how to register for further information, where to find our publications, as well as a '[Contact Us](#)' section for our team.



## Community Benefit Fund

Through our Community Benefit Fund, we seek to create a positive impact for residents hosting our infrastructure projects as well as those across our wider network area. Find more information on the [Community Benefits Fund](#) and opportunities to get involved, please contact us at: [community.benefit@sse.com](mailto:community.benefit@sse.com).



## Consultation Events

Our Community Liaison Managers and Project Managers regularly host consultations, public exhibitions, and stakeholder workshops through online and in-person events. Visit our [Events](#) pages for the latest events happening in your area.



## Our Existing Projects

We regularly update our [Project Pages](#) on our website to include project overviews, updates, event information, project documentation, and FAQs. Search for [Projects in your area](#) to find out more.

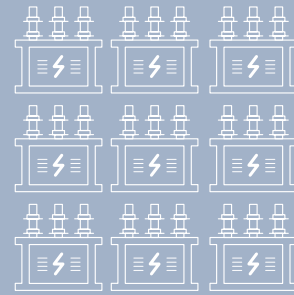


## Tell us what you think about:

### Our engagement

For further opportunities to help us improve our plans and engagement approach, [please register as a stakeholder](#).





## Stay up to date and contact us through social media

To hear the latest project announcements, new policies and legalisation, emerging technologies and major news stories:



[www.ssen-transmission.co.uk](http://www.ssen-transmission.co.uk)