



Stakeholder Engagement Strategy

**Annual Action Plan
2026/27**

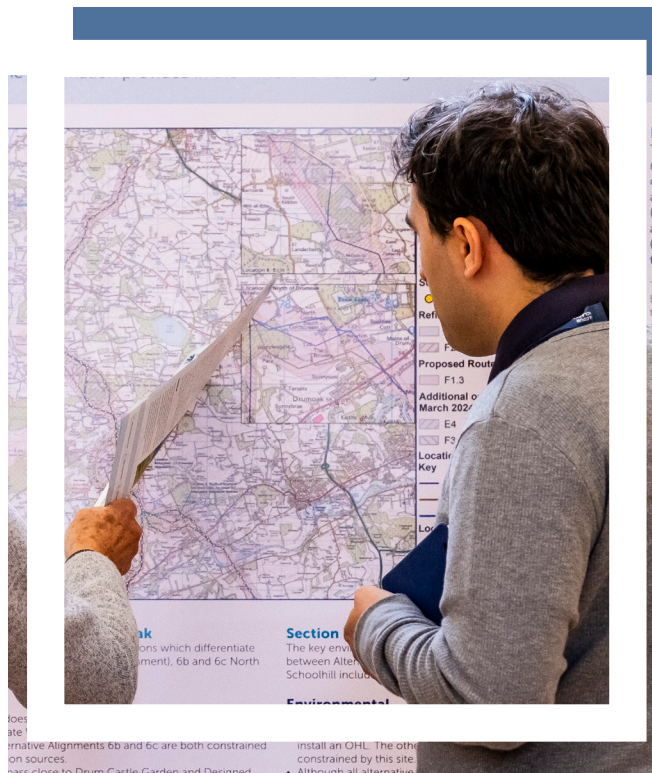


Our Stakeholder Engagement Strategy

With stakeholders at the heart of our business and decision making, tailored and meaningful engagement remains central to how we shape our plans, make decisions and deliver the electricity network infrastructure needed to support energy security and the transition to a net zero future.

Our Stakeholder Engagement Strategy sets the long-term framework for engaging with those affected by or interested in our work. It commits to meaningful engagement, continuous improvement in stakeholder experience, and building trusted, transparent relationships. It also ensures stakeholder insight informs our decisions, helping us deliver better outcomes and create lasting value for communities, the environment, and wider society.

The commitments within our strategy have been shaped by stakeholder feedback, engagement insights, and research into industry best practice. Together, these insights help ensure our approach remains relevant, effective and aligned with changing stakeholder expectations.



Our annual action plan

This action plan translates our long-term commitments into practical, measurable actions we will take during the year to deliver our Stakeholder Engagement Strategy. It sits alongside our annual stakeholder engagement plan, which outlines the key themes and topics we will be engaging on throughout the year.

As this is an annual document, the action plan will be reviewed, updated and refreshed each year to reflect progress made, enabling us to respond to emerging opportunities and challenges and maintain alignment with our strategic objectives.

Completed actions will be embedded into our day-to-day ways of working, ensuring that good practice becomes standard practice, while opportunities for further improvement continue to be identified and delivered.



How the Action Plan was refreshed

This annual action plan sets out the stakeholder engagement improvements and commitments that we will deliver throughout 2026/27.

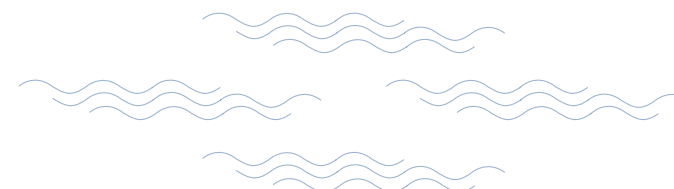
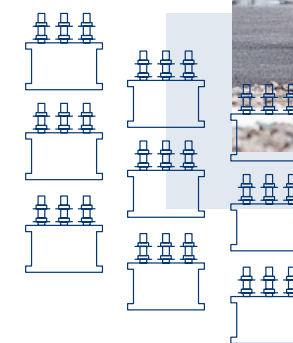
To refresh the plan, we:

- **Used feedback from our stakeholders** gathered through surveys and ongoing engagement activities.
- **Reviewed recommendations from AccountAbility** to understand where we are performing well and where there are opportunities to further strengthen our approach.
- **Gathered insight from internal stakeholders** to reflect on the delivery of previous action plans, identify lessons learned, and explore opportunities for continuous improvement.
- **Considered evolving business priorities and stakeholder expectations** to ensure our actions remain relevant and aligned with the changing environment in which we operate.

These activities allowed us to identify opportunity areas based on the gaps between our current stakeholder engagement practices and our desired future state.

After identifying a range of potential actions, we carried out internal workshops to review, refine and prioritise them, focusing on those with the greatest potential to create value for our stakeholders and support delivery of our Stakeholder Engagement Strategy.

This process helps ensure that our actions remain relevant, focused on stakeholder needs, and aligned with industry best practice.





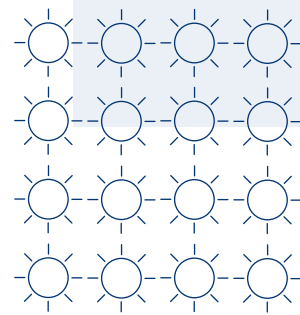
Our Commitments

We are guided by our vision to be at the forefront of best practice for engagement

Stakeholder engagement is core to everything we do as a business. It is essential that we understand and can adapt to the needs and views of our key stakeholders.

Our Stakeholder Commitments

 Continuously improving our engagement	 Building trust and understanding	 Realising societal benefits and advocating for change
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	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	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



Continuously improving our engagement

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

To achieve this, we will:

Actively seek feedback from our stakeholders and act on it in a timely manner

- Assess stakeholder satisfaction of those directly impacted by our transmission infrastructure projects.
- Assess wider stakeholder engagement satisfaction.
- Assess customer satisfaction at key stages of the connection journey through our Quality of Service Survey.

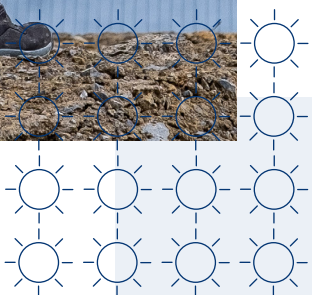
We will review the feedback received, share key insights across the business and implement targeted improvements to enhance engagement, strengthen relationships and improve the overall stakeholder experience.

Continuously gather insights on stakeholder needs, share knowledge, and learn from others

- Work with external specialists Accountability to be assessed against the AA1000 Stakeholder Engagement Standard and implement any recommendations to ensure we remain at the forefront of stakeholder engagement best practice.
- Deliver a range of proactive, structured customer engagement opportunities which meet different customer needs and levels of complexity; providing opportunities to share information and gather customer insight and feedback.

Strengthen our internal culture of stakeholder engagement through clear processes, systems, and behaviours

- Identify and implement practical AI solutions to improve stakeholder engagement by enhancing how we collect, analyse and respond to stakeholder feedback, helping us identify insights more efficiently.





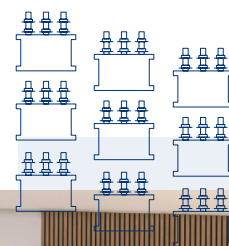
Building trust and understanding

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

To achieve this, we will:

Foster an inclusive environment where diverse voices are heard, respected, and considered

- Develop and implement a consistent approach to communicating project boundaries of influence, helping stakeholders clearly understand where and how their feedback can shape decisions at each stage of a project.
- Building on the shared interactive maps, visualisations and project timelines, we will explore ways to make these resources easier to use and more accessible, creating additional opportunities for stakeholders to ask questions and provide feedback alongside face-to-face engagement activities.
- Enhance customer connections information on our website to provide clear, accessible guidance on the reformed connections process, making it easier for customers to apply, find relevant information and understand what to expect throughout the transmission connections journey.
- Expand opportunities for stakeholder dialogue beyond formal consultation periods, ensuring timely and meaningful dialogue throughout the project lifecycle.
- Establish a consultation and engagement working group to bring together internal colleagues across our projects, driving consistency and continuous improvement in the delivery of consultations and engagement materials, and ensuring stakeholders receive accessible, timely information at the right level and at the right time.
- Develop and deliver a programme of external communications that brings our projects and the people delivering them to life. This will include a pipeline of case studies, videos and stories that demonstrate project progress, community impacts and stakeholder outcomes.



Realising societal benefits and advocating for change

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

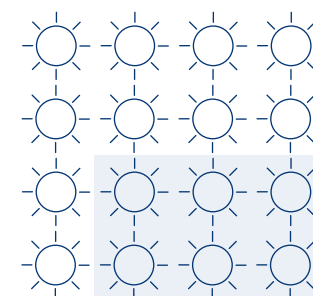
To achieve this, we will:

Develop partnerships that deliver mutual benefits for all parties

- Develop an approach for creating and sharing short form video content with external stakeholders and partners, enabling them to reuse and amplify key messages through their own channels.
- Promote supply chain opportunities, our supplier registration process and supply chain webpage through a range of stakeholder engagement and consultation activities, increasing awareness among potential suppliers, supporting participation, and encouraging registration.

Co-design socio-economic benefit delivery models with stakeholders

- Develop and publish clear guidance on how community benefit funding decisions are made, improving transparency, understanding and confidence in how funding is allocated and fund priorities are identified.





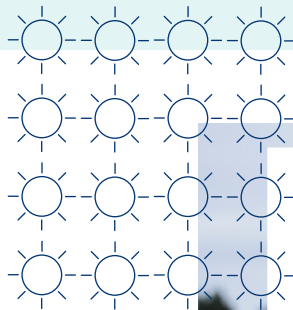
We said, we did in 2025/26:

In 2025/26, we:

- Delivered 100% of the actions included in our annual action plan.
- Achieved a customer satisfaction score of 8.8, exceeding the regulatory baseline.
- Achieved a score of 97% against the AA1000 Stakeholder Engagement Standard, demonstrating the strength of our stakeholder engagement approach.

Throughout the year, we delivered on the commitments we made to our stakeholders. We gathered feedback to better understand stakeholder needs, improved our processes and ways of working, strengthened relationships with key stakeholders and partners, enhanced our digital engagement tools, and increased the visibility of the benefits we deliver for communities. These achievements provide a strong foundation for the actions outlined in this refreshed plan.

Stakeholder commitment	We said we would...	We did (evidence of delivery)
Continuously improving our engagement	Assess satisfaction of stakeholders directly impacted by new transmission infrastructure.	Delivered an Infrastructure Stakeholder Engagement Survey supported by focus groups. Findings were published and have informed priority actions within this year's action plan, helping us better respond to the needs and concerns of communities affected by our projects.
Continuously improving our engagement	Measure how connecting customers experience our service.	Delivered the Quality of Connections survey across six stages of the connections journey, achieving our highest-ever year end score of 8.8, exceeding Ofgem's baseline target of 7.7. Feedback is being used to improve the customer experience and identify opportunities for service enhancements.
Continuously improving our engagement	Carry out an annual stakeholder satisfaction survey.	Completed a stakeholder survey which was supplemented by stakeholder interviews to understand experiences and expectations. The findings have directly informed improvement actions in this year's action plan, ensuring stakeholder feedback shapes how we engage.
Continuously improving our engagement	Seek independent assurance of our engagement approach.	Completed an AA1000 audit achieving a highest ever score of 97%. Recommendations have been incorporated into this year's action plan, helping drive continuous improvement and providing stakeholders with independent assurance of our engagement approach.
Continuously improving our engagement	Improve customer experience through digital tools.	Launched a new Customer Relationship Management (CRM) system which improved how we manage our customer connection applications.
Continuously improving our engagement	Improve online engagement through better digital insight.	Introduced a social listening and management tool across digital platforms, providing greater insight into stakeholder interests and concerns and helping us respond more effectively to emerging issues and conversations.
Continuously improving our engagement	Leverage AI capabilities to support engagement	Rolled out AI tools internally, supported by training and one-to-one guidance. This is helping teams spend less time on administration and more time focusing on meaningful stakeholder engagement and relationship building.
Continuously improving our engagement	Identify relevant stakeholder engagement training to strengthen relationships	Developed and began rolling out a stakeholder engagement training framework, helping colleagues build the skills, confidence and consistency needed to deliver high-quality engagement and strengthen stakeholder relationships.
Building trust and understanding	Review the feedback process across the project lifecycle.	Completed a full review of the feedback process across the project lifecycle, strengthening how feedback is captured and incorporated into decision making. This improves transparency and helps stakeholders understand how their input influences our decision-making.
Building trust and understanding	Publish a forward looking Annual Engagement Plan.	Developed and published our Annual Engagement Plan 2025/26 following stakeholder consultation, providing greater transparency on our priorities and how stakeholder feedback has influenced our plans.
Realising societal benefits	Strengthen partnerships to increase reach and impact.	Implemented a formal partnership strategy with regular engagement across local authorities and representative groups, strengthening collaboration and helping us better understand and respond to local priorities and community needs.
Realising societal benefits	Bring community benefits to life.	Produced and shared videos showcasing projects funded through our Community Benefit Fund, increasing awareness of available funding and demonstrating the positive outcomes being delivered within local communities.
Realising societal benefits	Showcase local and regional project benefits	Delivered a multi-channel campaign highlighting local and regional project benefits, improving stakeholder awareness of project investment, economic opportunities and wider community outcomes.

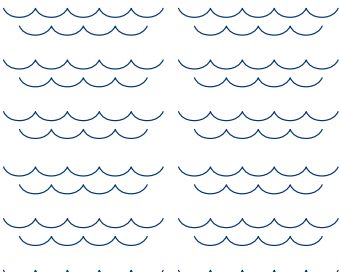


Impact for stakeholders

By delivering the commitments set out last year we have continued to improve the experience and outcomes for our stakeholders. We are also demonstrating more clearly how stakeholder feedback has influenced our decisions, priorities and actions.

Our work has helped to improve the quality, consistency and accessibility of engagement across the business, making it easier for stakeholders to participate and have their views heard. Customers continue to report high levels of satisfaction with how we engage, while communities have greater visibility of the local benefits and positive outcomes delivered through our activities.

Independent assurance has also confirmed the strength of our stakeholder engagement approach, providing confidence that we are meeting recognised best practice standards and continually improving how we engage with people affected by, interested in, or able to influence our work.





Next Steps

What is the timeframe for the Action Plan?

- This annual action plan covers financial year 2026/27 and will run until March 2027.
- Throughout the year, we will monitor progress against our commitments and regularly review delivery to ensure actions remain relevant and effective. At the end of the reporting period, we will publish an update on the actions completed, the outcomes achieved, and the impact delivered for stakeholders.
- As part of our commitment to continuous improvement, the action plan will then be reviewed and refreshed for the following year, taking account of stakeholder feedback, performance insights, lessons learned, and evolving business and stakeholder priorities.

How will we measure our progress?

To help us understand the effectiveness of our stakeholder engagement activities, we have established a range of measures, outcomes and performance indicators aligned to our strategic commitments.

We will:

- Monitor progress against each action throughout the year.
- Measure performance using agreed outcomes, metrics and key performance indicators (KPIs).
- Gather feedback from stakeholders to understand the impact of our activities and identify opportunities for improvement.
- Review customer satisfaction, engagement performance and stakeholder insights to inform future priorities.
- Report publicly on progress, outcomes and lessons learned through future annual action plans and stakeholder reporting.
- This approach will help us demonstrate accountability, measure the value delivered through our engagement activities, and track progress over time.

How do we ensure best practice?

We are committed to continually improving how we engage with stakeholders and ensuring our approach reflects recognised good practice.

To support this, we:

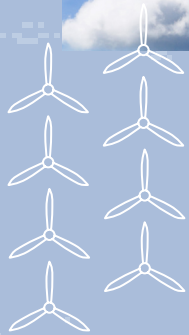
- Regularly review our engagement activities, processes and performance to identify opportunities for improvement.
- Use stakeholder feedback, surveys, audits and assurance activities to understand what is working well and where we can improve.
- Benchmark our approach against recognised industry standards, frameworks and leading stakeholder engagement practices.
- Seek independent challenge and insight through our Independent Stakeholder Group and external assurance processes.
- Through this approach, we aim to maintain high standards of stakeholder engagement, respond to changing stakeholder expectations, and deliver meaningful outcomes for the stakeholders and communities we serve.





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