

Just Transition People Plan

"Doing Good Whilst Doing Well"
through the Energy Transition





A just transition safeguards the rights, livelihoods, and wellbeing of workers and communities impacted by decarbonisation and technological transformation. It aims to provide opportunities for reskilling, protect good jobs, and foster inclusive growth – ultimately creating greater opportunity for all.



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Context

As we shift towards a low-carbon economy, we need to ensure that working people, communities, and consumers can share the benefits of that change. This is what we refer to as a 'just transition'.

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A just transition in SSE plc

SSE plc approaches a just transition by focusing on five pillars:

1. Good green jobs
2. Consumer fairness
3. Building and operating assets
4. Managing high-to-low carbon career transition; and
5. Supporting communities

We have been at the forefront of fair work for employees and contractors for more than a decade, being the first FTSE 100 company to be accredited as a Living Wage employer (2013); achieving the Living Hours accreditation in 2021 and more recently securing Living Pension Employer accreditation. We strive to leave a positive local legacy by supporting communities through funding, capacity building, and social infrastructure such as housing.

A just transition in SSEN Transmission

The five pillars underpin SSEN Transmission's approach to investing in energy infrastructure, with a focus on local economic benefits, job creation, skills development, stakeholder engagement, affordable energy, and building lasting positive community legacies. We are committed to building "place based" growth – ensuring that the positive benefits of our net zero infrastructure are shared with communities across our operating area.

About this document

This document sets out how SSEN Transmission is embedding our commitment to a just transition within our existing [Sustainable People Strategy](#). It is intended to be read alongside the [Sustainable People Strategy](#).



Embedding a just transition in our Sustainable People Strategy

Our employees are central to our success, and their skills, aspirations, and wellbeing must be at the heart of our shared journey towards a clean energy future.

Our SSEN Transmission [Sustainable People Strategy](#) is centred on four people ambitions (A Healthy, Happy and Safe Workplace; Right People, Right Skills; One Inclusive and Engaged Team; and Empowered, Inspirational Leaders), all underpinned by our golden thread – a core principle of “**doing good whilst doing well**”, ensuring employee actions benefit our people and our planet.

The 7 key themes of our Just Transition people plan are:

- 1 Strategic Workforce Planning:** Anticipating future skills needs and aligning our talent pipeline with the evolving requirements of the energy sector.
- 2 Learning and Development, Reskilling and Upskilling:** Investing in robust training programmes to help employees transition into emerging roles in clean energy, with conversion opportunities offered to those moving from high-carbon roles.
- 3 Early Careers Investment:** supporting 18-to-24 year olds by creating an inclusive approach to graduate, apprenticeship and trainee recruitment and committing to having 5% of employees in “earn as you learn” roles.
- 4 Inclusive Engagement:** Ensuring all colleagues have a voice through regular communication, consultation, and collaboration with representative bodies.
- 5 Health and Wellbeing:** Providing proactive support for mental and physical health, recognising the challenges and opportunities that change can bring and striving to continually embed best practice.
- 6 Diversity and Inclusion:** Proactively promoting opportunities for under-represented groups and supporting equity in career development and progression.
- 7 Supporting Local Economic Development:** Working with our supply chain partners, as well as organisations like Skills Development Scotland and the 5% Club, to encourage more collaborative ways of working and create wider positive benefit.



Key Deliverables and Focus Areas

1. Strategic Workforce Planning:

Workforce Planning Analysis: We will conduct **regular reviews** of our workforce capabilities against future business needs to anticipate skills gaps and respond at pace to regulatory changes or other material changes in our operating context. We will seek to support an inclusive and carefully managed shift to a low-carbon, sustainable economy, with a focus on retraining and redeploying employees where feasible. We will also look to identify transferable skills, develop follow-the-work career pathways, and support transitions as workforce needs evolve.

Supporting our Workforce: We will produce a five-year resource plan, recognising that it is likely to evolve over time, to help provide a clear direction of travel and support workforce transitions in a considered way.

We will ensure we have a clear view of opportunities to evolve our workforce, including through **retirement planning** and a **bi-annual succession planning review**. We will also work with our digital colleagues to understand the potential impacts of **AI on job design** and create agile career pathways in response.



2. Learning and Development, Reskilling and Upskilling

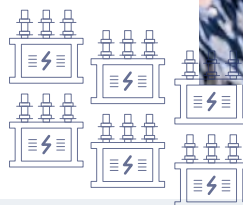
Career Pathways and Gap Analysis: We will explore the possibility of creating follow-the-work **career pathways** where possible, matching roles at risk of displacement with emerging opportunities and putting in place career support to enable transitions. We will also develop and roll out a refreshed employee engagement strategy, including targeted engagement with former high-carbon industry workers, to help widen access to opportunities linked to the energy transition. This builds on a strong foundation already in place, with around two fifths of Transmission staff having previously transitioned from high-carbon industries into our business, underlining both the relevance of this work and the opportunity to go further.

We will roll out a refreshed **talent attraction strategy** to grow the skilled workforce needed to deliver our pathway to 2030. A refreshed **talent development strategy** will share best practice with our key supply chain partners so that we continue to invest in talent for both the short and longer term.

Targeted L&T initiatives to support under-represented groups in building sustainable careers: We will create targeted interventions to support under-represented groups. For example, in supporting women, we will pilot **Lean In Circles** to enable small groups to network and learn in a safe environment. We will also continue to embed our **Enabling Transmission Careers** programme and our **Women in Energy Panels**, creating space for women to practise public speaking techniques and build confidence.



Key Deliverables and Focus Areas



3. Early Careers Investment:

Targeted early careers strategy: We will refresh our **early careers strategy**, expanding our focus on graduate recruitment to a wider target group across trainee and apprenticeship roles, creating a more inclusive entry point to SSEN Transmission and supporting social mobility. We will also expand our **summer placements and internship programmes**. Alongside this, we will deliver initiatives such as **Discovery Days**, offering a two-day insight experience to pupils across Perth, Glasgow, Aberdeen and the Highlands, to help widen access for young people who may not otherwise have an opportunity to experience life at SSEN Transmission.

Community Investment – we will continue to provide financial support and professional expertise to support our **school engagement activities**, including sponsorship of Aberdeen Science Centre's energy zone and other science centres, alongside circuits and electronics workshops for primary school pupils. Funded activity also includes **EDT Industrial Cadets** delivery for P5–S3 pupils, **Powering Futures** for S5/S6 pupils, where participants can achieve an SCQF Level 6 qualification while working on a real-world industry challenge, and collaboration with **SmartSTEMs** and our supply chain for pupils aged 10–14 in SIMD areas 1 and 2.

4. Inclusive Engagement:

Maintain transparent dialogue with colleagues: We will invest time in regular engagement with our **trade union partners** and wider employee representative groups. We will ensure we understand the results of our annual **Great Place to Work** all-staff survey and take action in response to feedback received. We will also continue to invest in our **belonging communities**, enabling employees to share lived experiences and helping to strengthen inclusion and diversity.

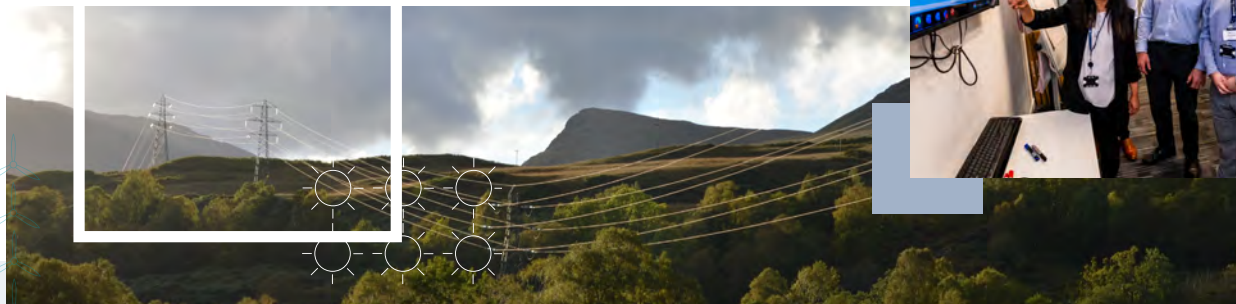
Creating diversity of thought: We will embed our **Shadow Board** and **reverse mentoring programmes**, creating opportunities for employees to bring their perspectives into high-level decision-making and helping senior leaders better understand views from across the organisation, including under-represented groups.

5. Health and Wellbeing:

Employee Support Services: We will continue to support our employees' wellbeing through regular weekly wellbeing support cafes, mental health resources, and financial advice for employees. We will invest in both mental health first aiders and wellbeing champions to support peers and spot early signs of poor mental health and our employee assistance programme (EAP) to provide employee support every day of the year. We will continue to seek ways to improve our services through our ISO 45003 commitments.

Looking after ourselves and each other through data: We will review data on absence and turnover to maintain a clear understanding of trends and risks associated with ill health, personal challenges and potential burnout as we continue to grow our business. Alongside this, we will proactively monitor patterns in referrals and use of our support services so we can identify pressure points early, respond to emerging needs, and help make sure our people have timely access to the right support.

Key Deliverables and Focus Areas



6. Diversity and Inclusion:

Inclusion and Diversity Action Plans: We will continue to create opportunities for people with disabilities and people from ethnic minority backgrounds. We will invest time and support in our relationship with **Perth Autism Support** and will look to replicate this approach with organisations across our three other core locations: Aberdeen, Inverness and Glasgow.

Hiring for Difference: We will review all **job profiles and adverts** for inclusivity and train hiring managers to identify and remove bias. We will continue to advertise roles openly to support fairness and transparency.

Flexible First principle: We will offer employees flexibility in their work with office based staff supported to split their time (50/50) **between office and home**. We will encourage operational staff to work with managers to **flex their working week** to both manage workload and personal circumstances.

7. Supporting local economic development:

Greater collaboration: We will look to strengthen collaboration with our joint venture and key supply chain partners to maximise opportunities for people to join our businesses and build sustainable careers across the industry. Where possible, we will take a more coordinated approach to engaging with **schools**, helping to reduce duplication and make participation easier for teachers and pupils. We will also invest in collaboration with the **Workforce North mission**, helping local people in the Highlands and Islands transition from high-carbon roles to green energy careers and supporting the partnership to deliver an estimated £100 billion of investment to the region over the next decade.

Maximising career opportunities: We will expand our **careers website** so that where potential future employees do not find open opportunities within the Transmission business, they can be signposted to relevant roles within partner organisations, helping to improve visibility of opportunities across the wider sector.

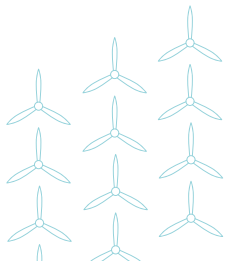
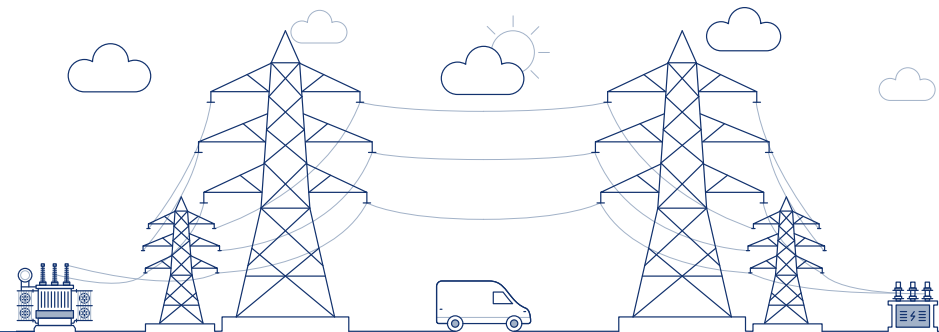
Job creation: we will continue to invest in local people for local jobs, supporting up **to 24,000 jobs** across Scotland, with the support of our supply chain partners. We will commit to creating **600 new earn as you learn roles** by 2030, including graduate and apprenticeship positions, creating a pipeline of local talent.

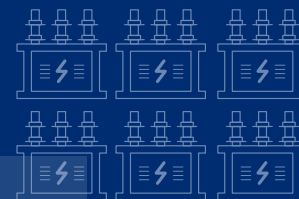


Conclusion and next steps

Monitoring and Reporting: We will provide regular updates on our just transition actions and outcomes, supporting transparency, continuous improvement and accountability as we progress delivery of our commitments.

A just transition is both a moral imperative and a strategic necessity as we transform our energy system. By placing our people at the centre of this journey and embedding just transition principles into our people practices, we are committed to building a skilled, engaged, and resilient workforce equipped for 2030 and beyond, as well as leaving a legacy for generations to come - *“doing good whilst doing well”*.





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