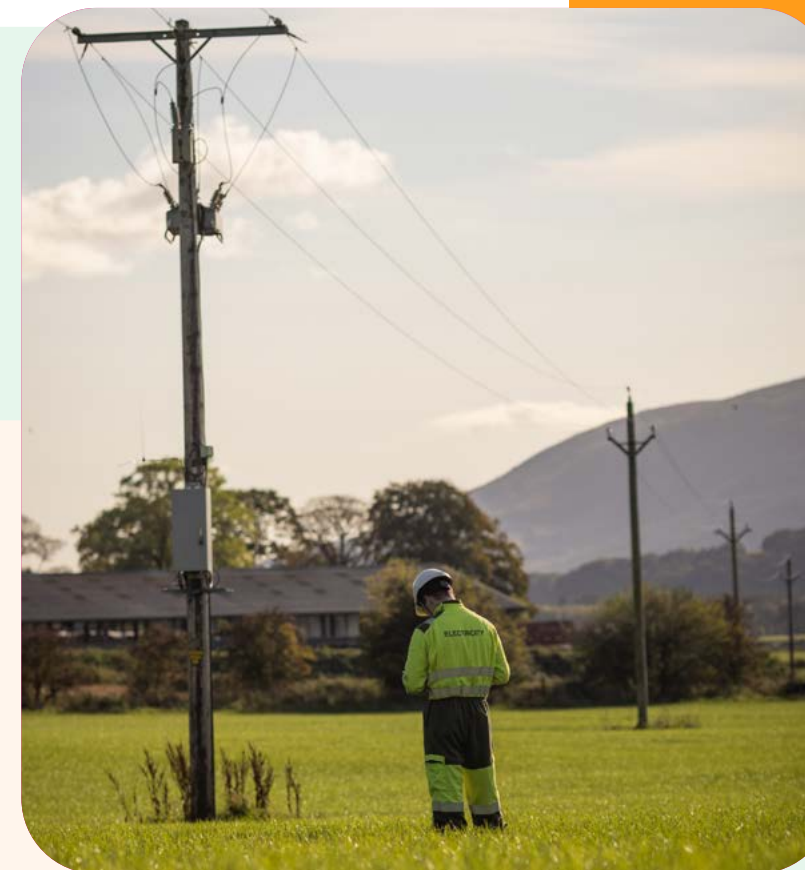
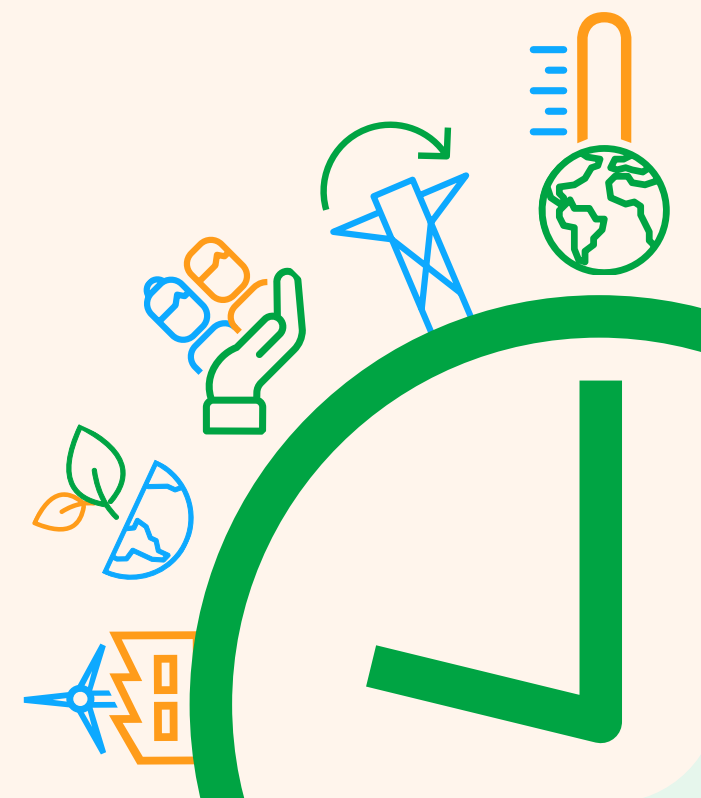




# Annual Just Transition Report

2024/25

Countdown  2035





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Foreword

# Achieving Net Zero

Achieving Net Zero is essential to tackling the climate and biodiversity crisis in the UK, while delivering meaningful social value to the communities we serve. As we transition to a sustainable future, we are committed to leading by example, minimising the environmental impact of our operations and supply chain, and ensuring that communities affected by new grid infrastructure benefit equitably.

The Climate Change Committee’s 2025 Progress Report to Parliament underscores the urgency of this mission, highlighting that while the UK has made significant strides in reducing emissions, the pace of progress must accelerate to meet Net Zero targets. The report reinforces the need for bold, sustained action across all sectors to reduce reliance on fossil fuels, improve energy efficiency, and build climate resilience.

We recognise that a just transition is vital. Ensuring that the shift to a low-carbon economy is fair, inclusive, and leaves no one behind, especially our most vulnerable customers. Embracing data, digital innovation, and automation will be key to accelerating progress, optimising our network, and managing risk, while unlocking long-term benefits for both people and the planet.

This year we published our ambitious business plan, which outlines major infrastructure upgrades essential for enabling a Net Zero future. But we know that delivering infrastructure alone isn’t enough. We are committed to ensuring that the

work we do in communities delivers real and lasting social value- supporting people, places, and the planet.

We reaffirm our belief that fairness must be at the heart of climate policy. We agree that embedding equity into the transition is not a barrier but a powerful driver of progress, and that urgent, bold action is still needed to put the UK firmly on the path to a just transition to Net Zero greenhouse gas emissions.

This second edition of the SP Energy Networks Annual Just Transition Report reflects on the steps we’ve taken to turn our principles into practice. It highlights how we’ve embedded new ways of working, shares case studies of how we’re supporting customers and communities, and demonstrates our commitment to driving transformational change.

Our vision for a just transition is a shared one, requiring collaboration, innovation, and resilience. We remain committed to reviewing our progress

and working closely with stakeholders to ensure our actions align with the needs and priorities of our customers, regulators, communities, and industry partners.

I’m proud of the progress we’ve made over the past year and look forward to continuing this journey, together, towards a fairer, greener future for all.



Nicola Connelly  
CEO SP Energy Networks

## High level achievements

**9.51/ 10**  
Consumer Vulnerability satisfaction score

Over **22,700**  
fuel poverty services delivered

Connected **682MW**  
of low-carbon renewable energy since the start of RII0-T2

**19**  
Net Zero Community initiatives awarded funding

**23%**  
of women in senior management roles

**48%**  
of our suppliers are small and medium sized enterprises



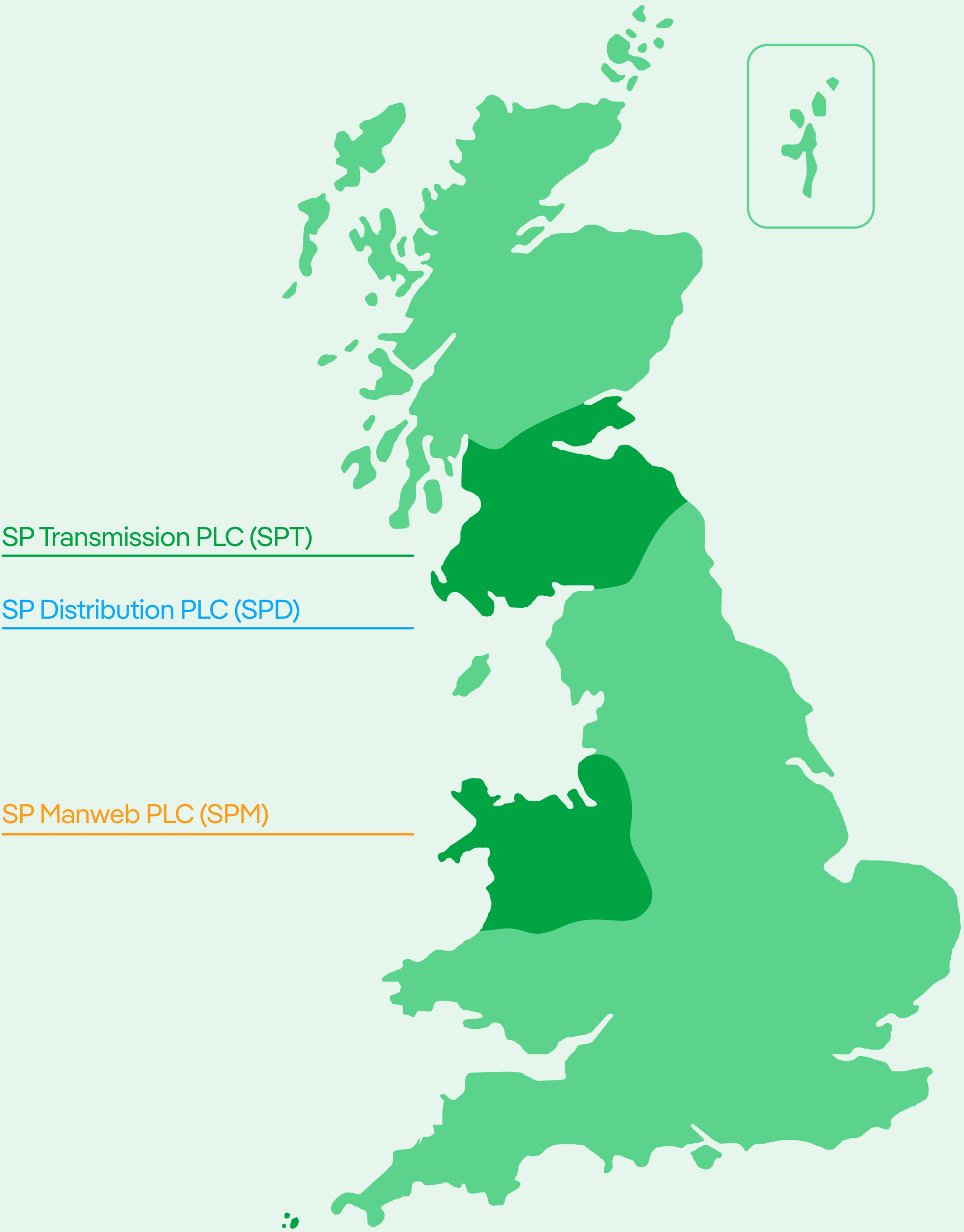
# Introduction

SP Energy Networks (SPEN) is a Transmission and Distribution Network Operator that manages three regulated electricity network businesses in the UK: SP Transmission plc (SPT), SP Distribution plc (SPD), and SP Manweb plc (SPM). We deliver electricity on behalf of supply companies through a network of cables and power lines to homes and businesses across Central & Southern Scotland, North Wales, Merseyside, Cheshire, and North Shropshire. SPEN is a subsidiary of ScottishPower UK plc, which is part of the Iberdrola Group, one of the world’s largest sustainable utility companies, listed on the Dow Jones Sustainability Index and Global 100.

Our mission is to drive the decarbonisation of the energy system while delivering tangible value and benefits to the people and communities within our licence area. We believe a just transition must balance environmental sustainability with the creation of quality jobs, social inclusion, and the eradication of poverty.

The link between the forces driving change and their social impact places the just transition at the heart of our business plans submitted to Ofgem, the electricity network regulator. Guided by the priorities of our stakeholders, we are committed to turning our purpose into action—delivering wider benefits and lasting positive outcomes for the communities we serve.

In 2023, we proudly launched our [Just Transition Strategy](#)—the first of its kind among UK electricity network companies. This pioneering strategy builds on our strong legacy of putting communities at the heart of our operations and sets out a clear roadmap for how we will continue to support customers while driving systemic change toward a fairer, more sustainable energy future. It reflects our commitment to ensuring that no one is left behind as we decarbonise the energy system, with a focus on inclusive growth, social equity, and environmental responsibility. To demonstrate transparency and accountability, we published our first [Just Transition Annual Report](#) last year. Last year’s report provided a comprehensive overview of the progress we’ve made, the lessons we’ve learned, and the actions we’re taking to embed just transition principles across our business, and this year’s report continues in that same vein.





# Our Just Transition Principles

Our Vision: We will work proactively with the communities we serve to enable a just transition to our Net Zero future.

Our Strategy is based around four principles, which articulate our long-term ambition to a well-managed, socially inclusive transition to Net Zero:

1. Acting as a purposeful business, taking steps to reduce our own carbon footprint and ensure our approach to the just transition holds us accountable.

2. Ensuring that we leave no one behind through support of all our customers, but particularly those most vulnerable, and taking steps to ensure fair and equal access to energy transition benefits.
3. Working together with our communities, coordinating our approach with local partners and stakeholders, whilst making sure our work empowers and invigorates the communities we serve.

4. Sharing knowledge and opportunity through investing in reskilling and upskilling, and creating a positive, fair working environment for our people.

We have structured this report using these principles, demonstrating how just transition is embedded across all areas of our business.



Sustainability Business Strategy and corporate governance system.

As part of the global Iberdrola group, we align to the United Nations Sustainable Development Goals (SDGs) and have embraced these as part of our [Sustainability Business Strategy](#) and corporate governance system.





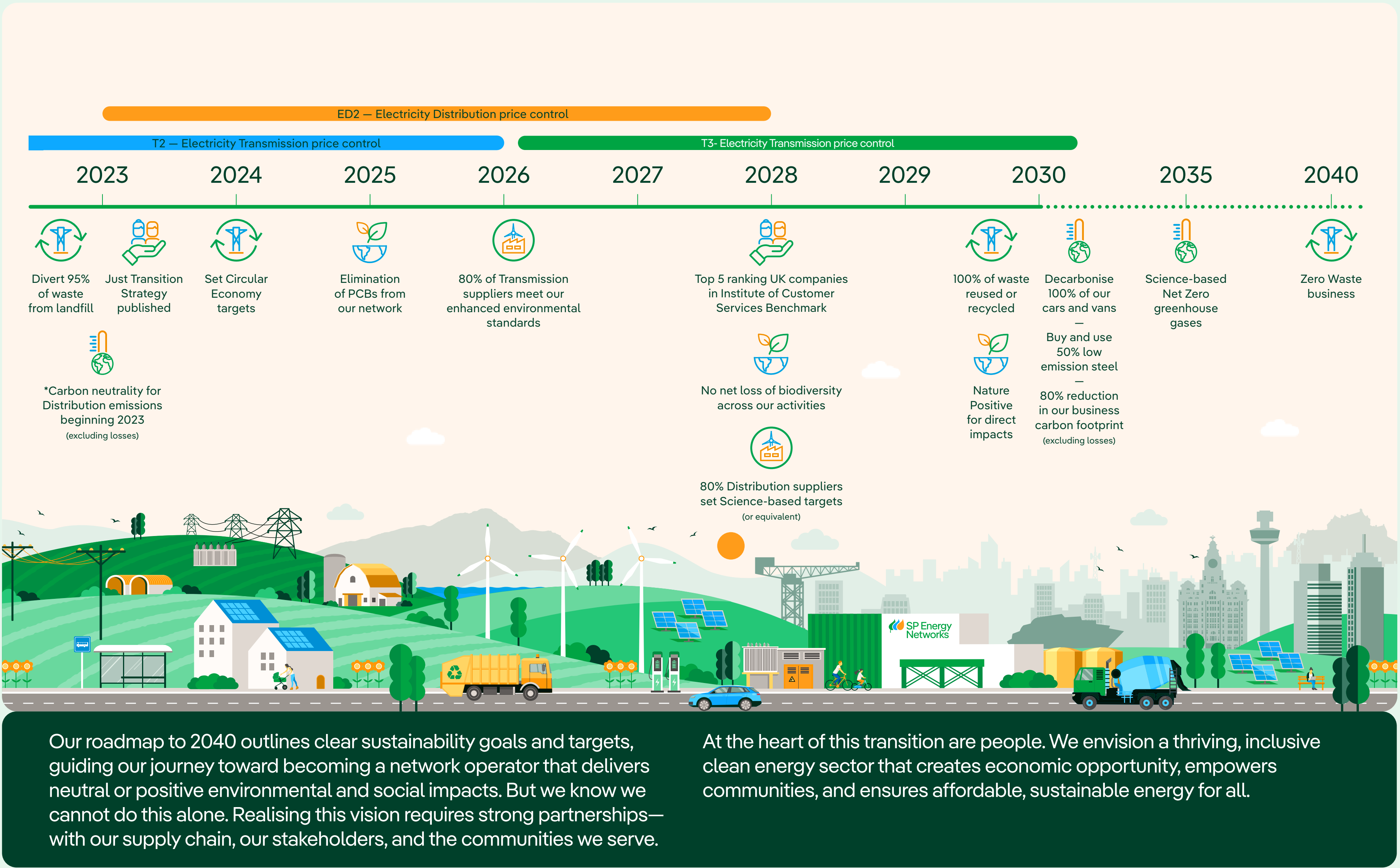
# A purposeful business

Achieving a just transition is central to our vision of becoming a truly sustainable networks business. This means embedding our principles into every aspect of our operations - ensuring that the shift to a low-carbon future delivers fair and inclusive outcomes for all.

We recognise the profound impact our work has on the communities we serve and the natural environment we operate within. That’s why we are committed to maximising positive outcomes wherever possible - socially, environmentally, and economically. Our enhanced governance framework ensures that just transition principles are not only integrated across our organisation but that we are held accountable for delivering on our commitments.

**36%**  
reduction in Scope 1 & 2 emissions (excluding losses) in 2024/25 compared to 2018/19 baseline

**71%**  
of staff completing sustainability training in 2024/25





## Embedding social return on investment

Everything we do is shaped by the needs and wants of our stakeholders, and we recognise the potential for our work to deliver meaningful benefits to people, communities, and the environment. Through ongoing engagement with customers and stakeholders, we gain valuable insights that help us identify opportunities for improvement and innovation.

To make informed decisions and deliver the greatest possible value, we are exploring more consistent and transparent ways to assess the benefits of our actions. This includes considering both traditional and less tangible impacts, particularly those that are social or environmental in nature.

Assessing the value of projects with additional, traditionally qualitative impacts can be challenging. To address this, we’ve been collaborating with other network operators to develop a social value framework that integrates Social Return on Investment (SROI) modelling. This approach enhances traditional cost-benefit analysis by capturing and quantifying the social impacts of our projects, which are often harder to measure.

Our new SROI modelling method is built around a dedicated measurement tool supported by a clear governance process. This enables us to consistently forecast and evaluate the actual benefits of our actions, investments, and initiatives, both within our business and in alignment with other network operators, ensuring a more holistic understanding of their impact on communities and the environment.





Our SROI tool in action

To ensure our investments deliver measurable and lasting impact, we apply a Social Return on Investment (SROI) framework to evaluate both funding applications and the social value achieved upon project completion. For the 27 projects supported through our Net Zero Fund, we expect that for every pound spent on these projects, an overall Social Return on Investment (Net Benefit per £ spent) of £3.10 will be realised over the maximum benefit lifetime.

To uphold a robust and transparent governance process, we engaged an independent third party to forecast the social value of each project based on their funding proposals. Our independent Net Zero Fund panel carefully considered the anticipated SROI to ensure that funded projects would deliver meaningful social value for the communities we serve.

Funded projects will unlock a Net Benefit on every pound spent of

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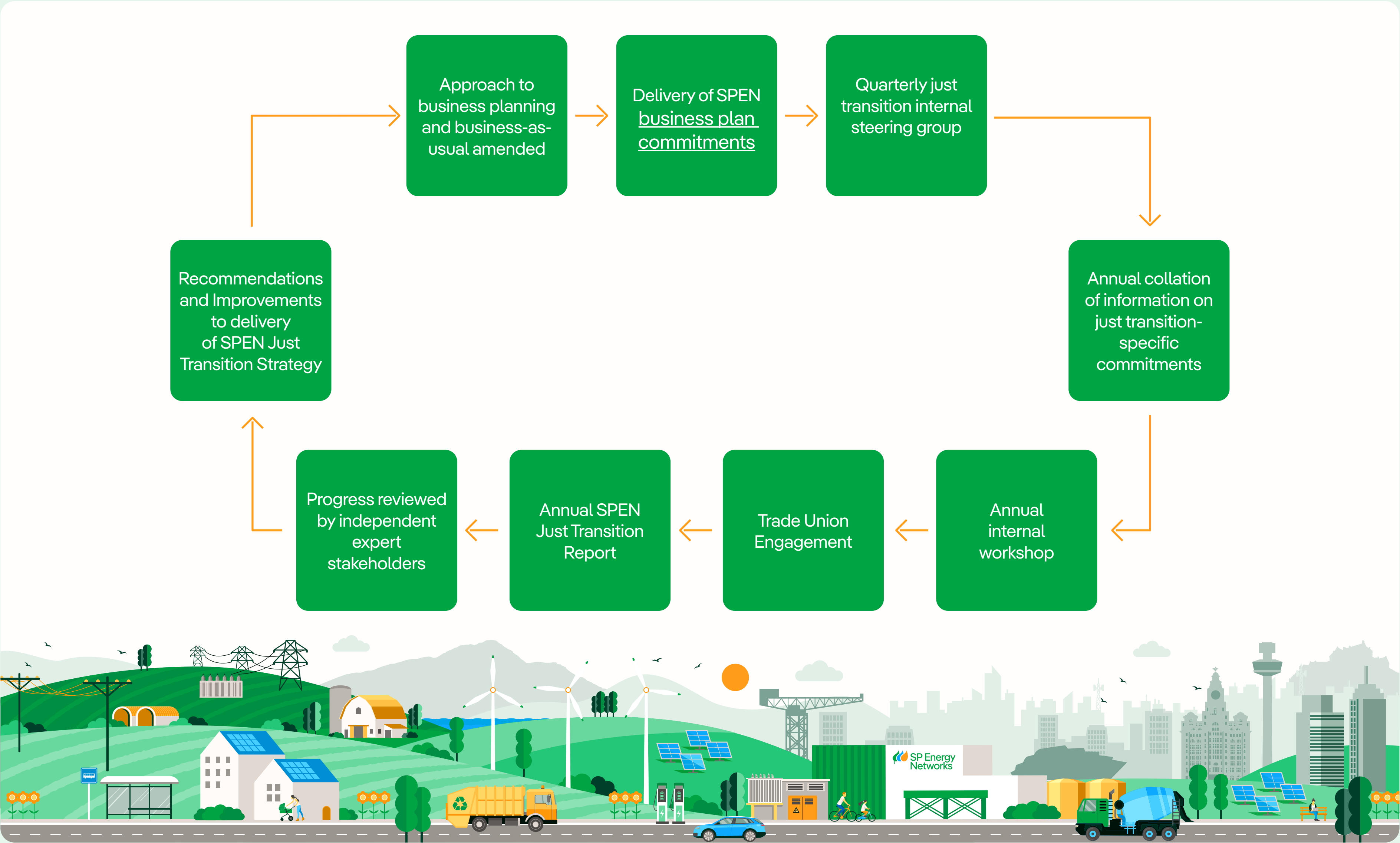




## Ensuring transparent governance

We have established a comprehensive governance framework to ensure accountability and effective delivery of our Just Transition Strategy. Central to this approach is the integration of just transition principles into all planning and operational activities. The strategy is supported by a structured annual governance cycle, which has been enhanced with oversight mechanisms, including a quarterly steering group and an internal workshop to shape future priorities. These efforts are informed by feedback from stakeholders, including the Independent Net Zero Advisory Council (INZAC), and are overseen at the executive level to maintain strategic alignment and ambition.

For a truly robust and inclusive just transition, direct engagement with trade unions is a critical component, ensuring that workers’ voices are heard and their interests represented in shaping and implementing the transition strategy. In the creation of this report, trade union representatives had the opportunity to review, shape and comment on the report.





Turning Principles into Measurable Progress

This year, we successfully completed an internal workshop, supported by a social sustainability expert, to deepen our understanding and application of our four just transition principles. The workshop was a key milestone in our ongoing commitment to embedding these principles into our business practices. It provided a structured forum to explore what “good” looks like in the context of a just transition, ensuring our approach aligns with broader ESG and social sustainability objectives. As we continue to report annually, this initiative demonstrates our dedication to transparency and continuous improvement.

The workshop facilitated a comprehensive review of our just transition goals, particularly in light of the evolving legislative and regulatory landscape. Through a collaborative heat mapping exercise, internal stakeholders identified priority impact areas across the business.

This exercise enabled us to assess where we can make the most meaningful contributions, while also recognising potential challenges. The insights gathered have been instrumental in shaping our strategic direction and ensuring our efforts are both targeted and impactful.

Following the workshop, we conducted further research to validate the feasibility of proposed KPIs, ensuring that relevant data is accessible and reportable. This rigorous approach has culminated in the development of an annex to our Just Transition Strategy, which outlines the specific metrics assigned to each of our four principles. With strong executive support, this work marks a significant step forward in operationalising our just transition commitments and reinforces our role in driving equitable and sustainable change within our industry.

 Our Just Transition Principles	
Principles	KPIs
A Purposeful Business	<ol style="list-style-type: none"><li>1. % reduction in Scope 1 &amp; 2 emissions (excluding losses)</li><li>2. % of staff completing sustainability training annually</li></ol>
Leaving No One Behind in the Energy Transition	<ol style="list-style-type: none"><li>1. The number of households reached with our Priority Services Register</li><li>2. The social value we have delivered when supporting our customers struggling with fuel poverty</li><li>3. The social value we have delivered when supporting our customers to access low carbon technologies</li><li>4. Number of community projects received capacity building and/or funding</li></ol>
Together With Our Communities	<ol style="list-style-type: none"><li>1. % of our suppliers are small and medium sized enterprises</li><li>2. % of respondents rating trust in SPEN as “High” or “Very High” in Institute of Customer Service benchmarking</li><li>3. % of our transmission suppliers are compliant with our enhanced environmental requirements</li></ol>
Sharing Knowledge and Opportunity	<ol style="list-style-type: none"><li>1. % of women in senior management roles</li></ol>



# Leaving no one behind in the energy transition

The energy generation landscape is undergoing a fundamental transformation, from a traditional, centralised model dependent on fossil fuels to a decentralised, Net Zero greenhouse gas (GHG) framework centred on low-carbon, renewable sources. Our network must evolve to meet the demands of this transition. As we lead this change, we are committed to ensuring that no customer is left behind. We recognise that the communities and individuals with the least access to low-carbon technologies, such as electric vehicles and sustainable heating, are often among the most vulnerable. Supporting these groups is essential to delivering an equitable and inclusive energy future.

## KPIs

- 1. We have delivered £10.54million of social value when supporting our customers struggling with fuel poverty- ahead of target
- 2. We have delivered £180,000 of social value when supporting customers to access low carbon technologies





## Supporting Our Vulnerable and Fuel Poor Customers

Over the past year, we have enhanced our established processes to better identify and respond to the evolving drivers of customer vulnerability, both immediate, such as the ongoing energy crisis, and long-term, including the transition to Net Zero. Central to this work is the expansion and strategic use of our Priority Services Register (PSR), alongside innovative data models and expert engagement.

We continue to prioritise support for all customers—especially the most vulnerable—before, during, and after power outages. Our efforts are strongly supported by stakeholders. We recognise the importance of collecting and integrating diverse data sources. While Priority Services Register (PSR) data remains our foundation, we are increasingly incorporating insights from Local Authorities and Government datasets to build a more comprehensive and granular understanding of the communities we serve.

In line with the UK Government’s commitment to a fair and inclusive Net Zero transition, as outlined in its 2024 response to the Climate Change Committee , we are investing in the long-term resilience of our vulnerability strategy. The Government’s Warm Homes Plan and broader Net Zero policies emphasise the need to protect households from fuel poverty and ensure equitable access to clean energy solutions—principles that are embedded in our approach.

As we look ahead, we remain focused on strengthening the foundations of our strategy to meet the challenges of a rapidly changing energy landscape and to ensure that vulnerable customers are supported every step of the way.



2024/2025 Consumer  
Vulnerability satisfaction score

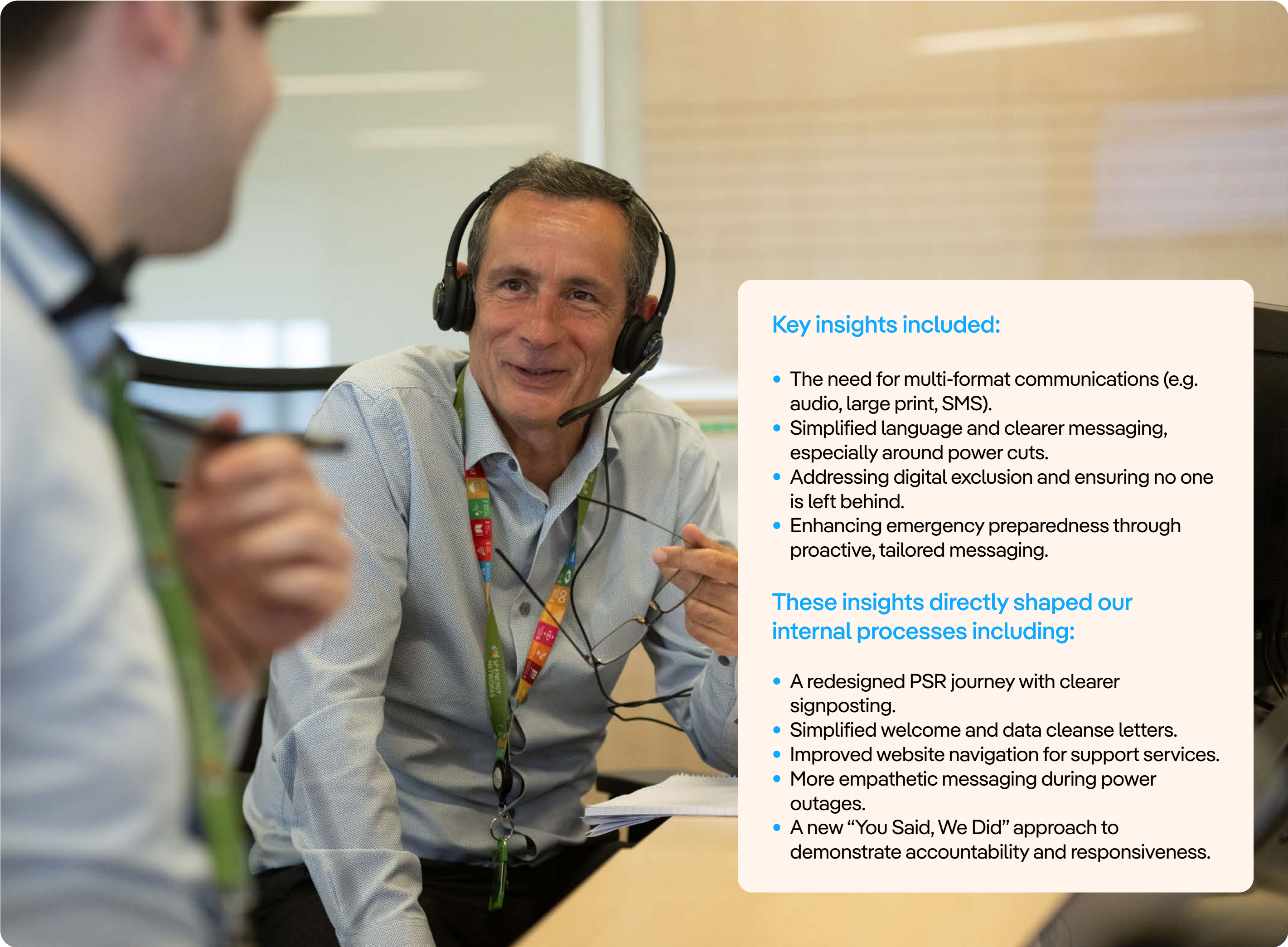
9.51/10



Co-Designing Inclusive Communications with Lived Experts

We have prioritised improving how we communicate with vulnerable customers. Throughout 2024/5, we focused on enhancing both paper and digital communications to better meet the diverse needs of our customers—particularly those in vulnerable circumstances.

To support this work, we partnered with Three Hands, a social impact consultancy recognised for their inclusive design expertise and awarded the 2024 Vulnerability Award (Gold) by the Collaboration Network. Through a series of immersive sessions, we collaborated with other DNOs, GDNs, and internal stakeholders, engaging directly with a panel of lived experts—individuals with first-hand experience of vulnerability. These sessions provided invaluable insights into how our communications could be more accessible, empathetic, and effective.



Key insights included:

- The need for multi-format communications (e.g. audio, large print, SMS).
- Simplified language and clearer messaging, especially around power cuts.
- Addressing digital exclusion and ensuring no one is left behind.
- Enhancing emergency preparedness through proactive, tailored messaging.

These insights directly shaped our internal processes including:

- A redesigned PSR journey with clearer signposting.
- Simplified welcome and data cleanse letters.
- Improved website navigation for support services.
- More empathetic messaging during power outages.
- A new “You Said, We Did” approach to demonstrate accountability and responsiveness.



Partnering for Impact-  
Supporting Customers though the Net Zero transition

As part of our commitment to a fair and inclusive transition to Net Zero, we have worked closely with trusted partners to deliver targeted support across our communities. Our goal is to empower customers with the knowledge and tools they need, whether through advice on Low Carbon Technologies, registration on the PSR, or access to services that alleviate fuel poverty. By collaborating with organisations that share our values, we are ensuring that no one is left behind in the energy transition.

Throughout this year, Citizens Advice and Hope 4 U have played a vital role in delivering frontline support to customers experiencing or at risk of fuel poverty. Simultaneously, our partnerships with Changeworks and the Energy Saving Trust have enabled us to provide tailored advice, to create a personalised plan of Low Carbon Technologies and hand hold customers through their installation. These efforts are underpinned by our proactive engagement approach—listening to customers, understanding their challenges, and responding with meaningful, accessible solutions.

The impact of this collaborative approach has been significant.

- Reached **99%** of customers registered on our Priority Services Register
- Supported over **23,500** services across our service areas
- Delivery of **22,755** fuel poverty services and benefits
- Delivery of **782** Low Carbon Technology services and benefits



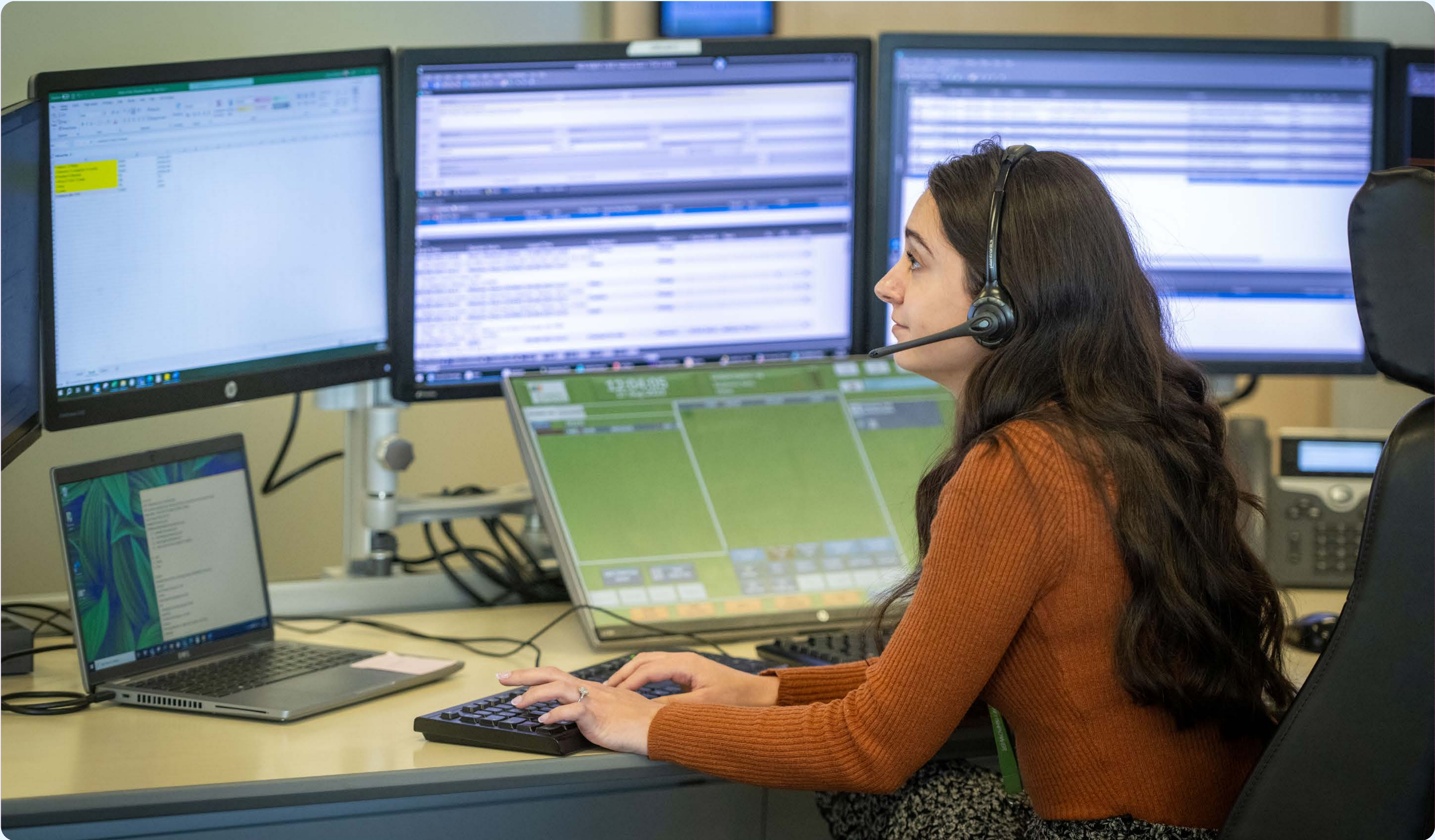
*“The project is fantastic and shows that SP Energy Networks really cares about people in their area. The funding has allowed us to connect with individuals, talking to them to find out the issues they are facing, enabling direct help and advice to be given improving their immediate situation and long-term wellbeing.”*

**~ Luke, Director of Hope 4U**



# Supporting Universal Access to Energy Transition Benefits

We are committed to ensuring that the benefits of the Net Zero transition are shared equitably. Since the start of RIIO-T2, we have connected 682MW of low-carbon, renewable energy to our transmission network. By leveraging advanced tools and data, we can now better identify and support communities at risk of being left behind in the energy transition.





**Launching Energywise –  
Empowering Households for a Low-Carbon Future**

During 2024/25, we launched Energywise, a new service designed to help households across North West England and Central Scotland reduce both their energy bills and carbon emissions. Funded by SP Energy Networks and delivered in partnership with the Energy Saving Trust, Energywise offers free, impartial advice to support energy-efficient home improvements. This initiative reflects our commitment to enabling a fair and inclusive energy transition.

Energywise connects users with expert advisors through online and telephone consultations. These advisors help households identify the most suitable low-carbon technologies, such as solar panels or heat pumps, based on their property type, budget, and sustainability goals. Each participant receives a personalised, costed improvement plan, with the option of follow-up support to access funding and certified installers. This tailored approach ensures that customers are equipped with the knowledge and tools they need to take meaningful action.

The launch of Energywise responds to a clear public demand for guidance on energy efficiency. Research by the Energy Saving Trust reveals that while 82% of homeowners in England are interested in making improvements, 39% are unsure where to start. Furthermore, over a third of UK adults remain unfamiliar with technologies like heat pumps. As energy costs continue to rise and the urgency of climate action grows, Energywise plays a vital role in bridging the knowledge gap and supporting customers on their journey to a more sustainable future.







**Optimising Net Zero Investment for the Right Long-Term Solution**

We are committed to becoming a fully sustainable networks business that serves both people and the planet. Our latest Business Plan represents our most ambitious efforts yet, with a planned investment of £7.5 billion in our networks—marking a pivotal decade in the journey toward the UK’s and the world’s Net Zero Greenhouse Gas (GHG) targets.

Beyond supporting the transition to a low-carbon economy, we are equally focused on ensuring this transformation is fair and inclusive—leaving no one behind



Empowering communities on a greener future

Our £5 million Net Zero Fund was launched in 2022 to help communities to advance their net zero plans and projects, prioritising those at risk of being left behind on the country’s journey to net zero emissions. The fund has been established, to support communities across central and southern Scotland.

Since its launch, the fund has enabled communities to develop their project ideas and plans through project feasibility reports and tailored community workshops. We have been delivering upskilling events to shed light on Net Zero and help our communities develop a better understanding of different decarbonisation routes. We have delivered a general [Net Zero workshop](#), Net Zero Day for local schools and an interactive upskilling event introducing community representatives to theory and practice behind making community buildings more sustainable.

A total of 27 community organisations and charities, who were unable to secure funding elsewhere, will benefit from the Net Zero Fund.

Projects include:

- Installation of heat pumps and renewable energy solutions
- Purchase of electric vehicles
- Retrofitting listed buildings to increase energy efficiency and reduce greenhouse gas emissions.

Not only is our Net Zero Fund creating a cleaner environment through carbon savings, it is also enabling a more equitable transition to Net Zero by supporting vulnerable consumers and communities. From creating warmer and more energy efficient spaces for community use, to electrifying transport that enables access to essential services like health appointments or food deliveries for vulnerable members of the community – the fund is supporting local projects that unlock social, environmental and economic benefits to deliver a just transition for all.

Find out more about this fund [HERE](#).

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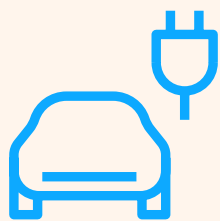
Community projects received capacity building and/or funding



The investment to date is predicted to save

28,904 tCO<sub>2</sub>e

The equivalent to driving around the Earth over 7,000 times in an average car.



This year the Net Zero fund has delivered:

10

Tailored community workshops to explore solutions to local Net Zero challenges

6

Project Planning and Feasibility Support to develop robust project plans

19

Net Zero community initiatives which support vulnerable groups and people were awarded funding

9

Additional capacity building workshops and webinars will be delivered In 25/26



# Together with our communities

Effective engagement is built on clear communication and strong collaboration. By working closely with our stakeholders, we foster mutual understanding, reduce risk, shape project outcomes, and enhance the quality of our deliverables.

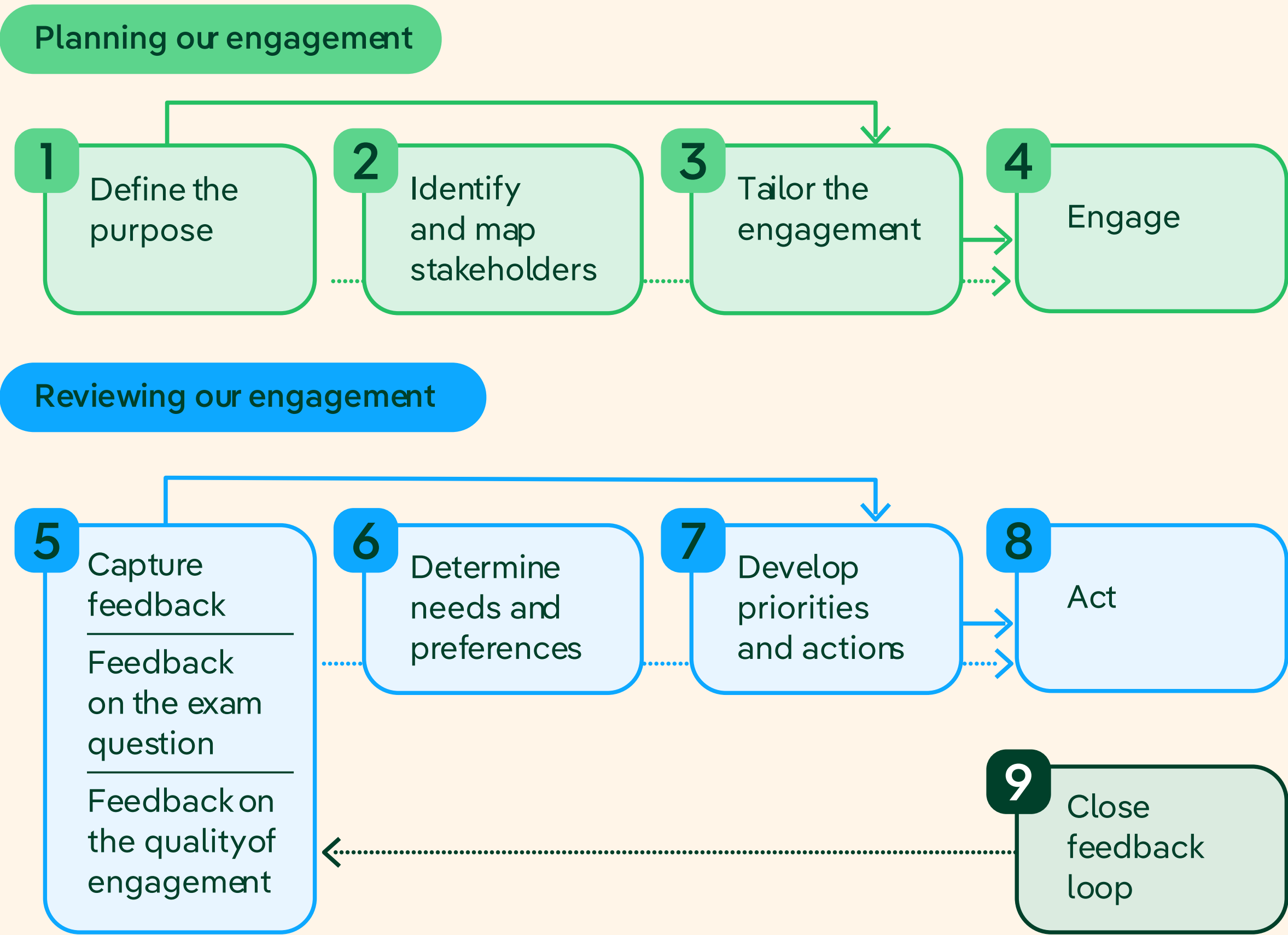
## Engaging with stakeholders

Through our 2024 Stakeholder Engagement Strategy, we continue to embed five core principles that guide our engagement approach: Inclusive, Authentic, Tailored, Innovative, and Delivering Value for Money. These principles reflect both our current practices and our aspirations for continuous improvement, enabling us to remain responsive to stakeholder needs and to evolve our methods over time.

The strategy outlines a structured nine-step process for planning, reviewing, and closing engagements, ensuring consistency and accountability across all interactions. This framework is supported by a suite of innovative tools designed to enhance the quality and effectiveness of our engagement activities.

By applying these principles and processes, we are strengthening our relationships with stakeholders and ensuring that their voices are meaningfully reflected in our decision-making. This approach reinforces our commitment to transparency, collaboration, and delivering outcomes that matter.

**87%**  
of our customers had a high or very highly emotional connection with SPEN in Institute of Customer Service benchmarking





Independently audited engagement strategy

Our stakeholder engagement strategy, governance and processes have been independently audited for the past eight years by external consultancy and standards firm AccountAbility. This audit provides us with a “Healthcheck” score aligned with the globally recognised AA1000 Stakeholder Engagement Standard framework (this was 93% in 2025, one of the highest in the industry and an increase of 2% on our 2024 score). These audits provide us with recommendations for where we can make further improvements, and these are built into action plans that enable us to continue to refine and strengthen our strategy and activities.

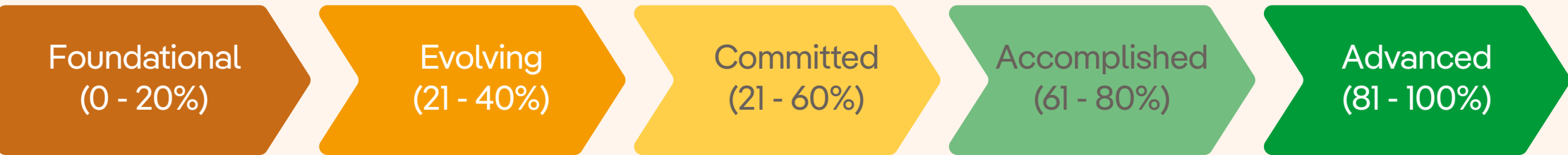
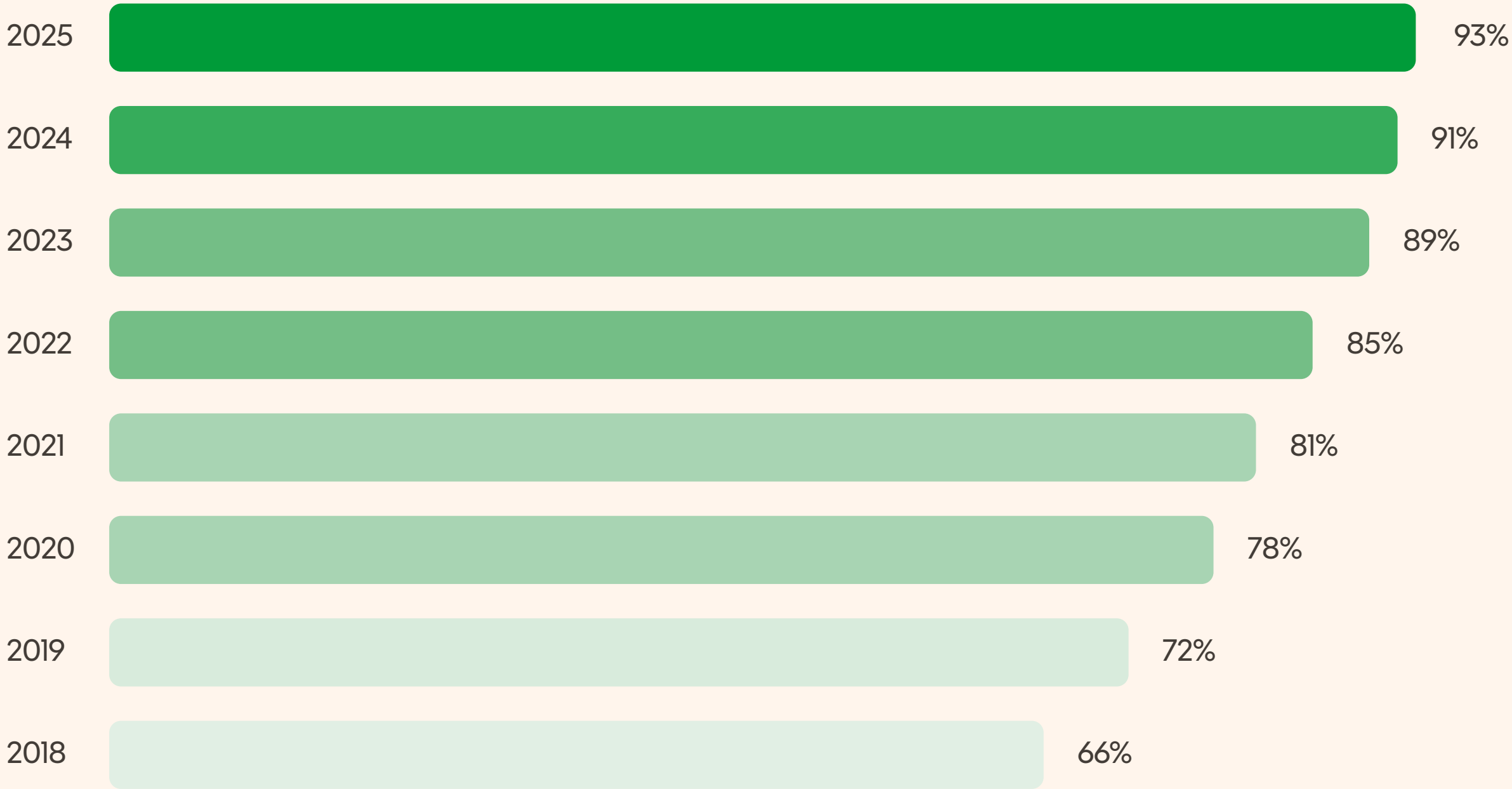
Embedding Continuous Improvement Through Collaboration

AccountAbility feedback: SPEN continues to demonstrate its commitment to continuous improvement by actively sharing learnings across the organisation. A dedicated in-person event showcased cross-team collaboration and celebrated successful initiatives. In response to challenges—such as engaging hard-

to-reach stakeholders—teams trialled innovative approaches that unlocked valuable insights. Tools like the Stakeholder Hub are helping ensure engagement is considered holistically, from initial contact to final outcomes, with thoughtful attention to language and impact. These efforts reflect SPEN’s alignment with Just Transition principles, fostering inclusive, transparent, and adaptive practices across all levels of engagement.

“At SPEN, we’re proud of our commitment to continuous improvement and inclusive engagement. Our teams actively share learnings and trial new approaches to reach diverse stakeholders, ensuring our practices reflect our Just Transition principles. The independent audit of our stakeholder strategy by AccountAbility, where we achieved a 93% Healthcheck score, reinforces the strength of our governance and provides valuable insights that help us refine and evolve our approach year after year.”

~Tracy Joyce, Head of Stakeholder Engagement and Communications





Planning a network for a cleaner, greener future with our stakeholders

In December 2024 we submitted our RIIO-T3 Business Plan, outlining our proposals to invest £10.6bn to upgrade and grow our transmission network in Central and Southern Scotland from 2026-2031. This plan is a key step in our journey to become a Net Zero networks business, and would create around 1,400 new jobs directly, supporting over 11,000 more in the long term.

With our existing Engagement Strategy as a foundation, we developed our specific RIIO-T3 approach against a series of nine dedicated workstreams. These were identified through collaboration between our Independent Net Zero Advisory Council (INZAC) and internal leadership, and structured around stakeholder interest and business operations.

Each workstream undertook stakeholder mapping and then planned out tailored

engagement for those stakeholders who could offer the most valuable and actionable feedback. The INZAC reviewed this to ensure that any gaps or important stakeholders they felt were missing were also considered and accounted for.

To facilitate this review process, each workstream was paired with a dedicated “buddy group” from our INZAC. This aligned specific members with a mix of relevant expertise to each workstream, allowing for concise, informed and balanced discussions on our plans and stakeholder engagement activities (as opposed to covering numerous topics with all members). This enabled more efficient scrutiny and constructive challenge of strategies and activities.

For more information about how engagement shaped our plan, please see our RIIO-T3 [Stakeholder Engagement & Decision Log](#).





## Strengthening local supply chain

Our supply chain plays a vital role in helping us achieve our sustainability goals. We are committed to ensuring that the standards and ambitions of our suppliers align with our own, and we are working collaboratively to support them on this journey. Recognising the diverse capabilities across our supply chain, we place particular emphasis on ensuring that smaller suppliers are not left behind.

Through open dialogue and partnership, we are helping our suppliers build the knowledge, skills, and tools they need to meet our sustainability expectations. This fair and inclusive approach ensures that all partners—regardless of size—are empowered to contribute meaningfully to a more sustainable future.



**72%**

of our suppliers are compliant with our enhanced environmental requirements

**48%\***

of our suppliers are small and medium sized enterprises

\*% of suppliers who identified themselves as SMEs



Empowering Our Supply Chain for a Just and Resilient Transition

Building Capability Through Partnership

We recognise that achieving a just transition to net zero requires a resilient, skilled, and future-ready supply chain. That’s why we are proud partners of the Supply Chain Sustainability School (SCSS)—enabling us to provide free access to our supply chain to access a wealth of information and tools to embed sustainability into their operations.

We require all suppliers engaged on new contracts to register with the SCSS. This ensures that every partner, regardless of size or maturity, has access to high-quality learning resources on topics such as carbon reduction, social value, circular economy, and modern slavery. By encouraging participation, we are helping to build the capability of our supply chain, particularly SMEs, to meet and exceed evolving sustainability standards.

Strategic Investment in UK Supply Chain

At the beginning of this year, we confirmed our preferred partners for a landmark £5.4 billion contract programme, the largest upgrade to the GB electricity grid since its inception. This programme is designed to meet the doubling of electricity demand and unlock growth across the UK.

Seventeen of the 19 contractors selected are headquartered in the UK and Ireland, demonstrating our commitment to developing local supply chains and supporting domestic job creation.

The strategic partnerships span an initial five-year period, with the option to extend to ten years. This long-term approach gives suppliers the confidence to invest in their people, technology, and services, creating a ripple effect of economic and social value across the UK.

Our parent company, ScottishPower, has committed to creating 1,000 new jobs directly, with tens of thousands more expected across the supply chain. This investment will benefit communities across central and southern Scotland for decades to come.

Driving a Just Transition Together

By combining strategic investment with capability-building initiatives like the SCSS, SPEN is ensuring that our supply chain is not only prepared for the challenges of the energy transition but is also an active participant in shaping a fairer, greener future.



*“These strategic partnerships will give suppliers the confidence to invest in themselves, growing their workforce, opening new offices across the country and creating even greater opportunities for the UK.”*

**~ Nicola Connelly, CEO, SP Energy Networks**



Providing resources to our supply chain

As part of our commitment to embedding sustainability across all aspects of our operations, we have implemented a structured onboarding process for new contractors, led by our Licence Supply Chain Managers. This initiative ensures that every service partner is fully aligned with our sustainability expectations from the outset, reinforcing our dedication to responsible business practices and collaborative partnerships.

Each contractor undergoes a tailored onboarding session, designed around our sustainability framework and contractual requirements. These sessions serve as a platform to clearly communicate our environmental and social sustainability goals, outline reporting obligations, and establish key contacts. Importantly, they also provide space for open, two-way dialogue, allowing contractors to ask questions, clarify expectations, and build a shared understanding of how sustainability is integrated into our operations. This approach not only sets clear standards but also fosters strong, trust-based relationships with our service partners.

To support consistency and clarity, we have developed a comprehensive Sustainability Onboarding Pack. This resource highlights our core business sustainability commitments and provides detailed guidance on the processes and metrics contractors are expected to follow and report on. By embedding sustainability into the foundation of our supplier relationships, we ensure that environmental and social considerations are central to how we deliver our work, contributing to a just and inclusive transition for all stakeholders.



*“The general feedback has been positive, especially from companies new to SPEN. There’s a real appreciation for the continued support we provide—guiding them through systems like Qflow. During in-person visits, contractors often express gratitude for us taking the time to come out and meet them. While most of this feedback has been verbal, we’re considering introducing a formal feedback step after each onboarding session to capture these insights more consistently”*

**~ Simon Nettel, Supply Chain Manager**



# Energising social partnerships

We are deeply embedded in the communities we serve, fostering meaningful relationships through strategic partnerships with organisations such as Glasgow Warriors Mens and Womens Rugby teams, and Wrexham Football Club. These collaborations highlight the strong alignment between sport and business, enabling us to co-develop impactful initiatives that promote gender diversity in sport and engineering, break down societal barriers, and encourage healthier lifestyles.

Moreover, these partnerships serve as valuable platforms to engage with some of our more hard-to-reach stakeholders. They help us effectively communicate key messages, including those related to our 105 service and the Priority Services Register (PSR).





Partnering with Glasgow Warriors to drive social impact and inclusion

Our partnership with Glasgow Warriors continues to play a vital role in delivering social value across our business and the communities we serve. Working closely with our Social Obligations team, we’ve strengthened our efforts to support vulnerable and fuel-poor customers by identifying gaps within the Priority Services Register. This has enabled us to better engage with underserved communities and connect with key local stakeholders.

Through this collaboration, we’ve also deepened our relationships with existing charities and expanded our network by engaging with new organisations and beneficiaries. These interactions offer opportunities that some may not have previously accessed, such as our ASN STEM Days or Quiet Sessions, but also provide valuable insights into how we can better support them. This two-way dialogue ensures our approach remains responsive and community-led.

Beyond direct support, the partnership has helped us reach wider audiences through innovative activations that combine STEM education with grassroots rugby. These initiatives aim to inspire young people and promote inclusivity in both engineering and sport. By leveraging Glasgow Warrior’s platform, we’ve also been able to engage new and existing stakeholders more effectively demonstrating our commitment to inclusive growth, community empowerment, and a just transition.



Activities this year include:

- **Quiet Sessions at Scotstoun:** Held for vulnerable groups to enjoy practice sessions in a calm environment, with the PSR team present at each event. Over the 2024/25 season, 65 attendees across 6 sessions; 120 charities contacted; promoted via dedicated Glasgow Warriors social media posts.
- **Sensory Packs at Home Games:** Free packs available for vulnerable customers including ear defenders, sensory toys, and PSR information.
- **STEM and Grassroots Engagement:** Ongoing efforts to inspire the next generation and make engineering and rugby more inclusive and accessible.
- **SPEN Schools Championship:** Over 5,000 pupils from 28 schools have participated over the past 8 years
- **Additional Support Needs STEM Day, Feb 2025:**
  - Adapted workshops based on input from Hope for Autism and SmartSTEMs.
  - Engaged 36 pupils with activities including power safety demos, rugby intros, and creative energy workshops.
  - Promoted inclusivity and shared information on the PSR and Breaking Barriers Programme.





# Sharing knowledge and opportunity

Achieving our Net Zero ambitions demands fresh thinking and innovative approaches to long-standing challenges. A critical part of this journey is ensuring we have the right people, in the right roles, at the right time. To successfully deliver our work plans and meet the evolving needs of our customers, we must build and maintain a workforce that is sustainable, skilled, efficient, capable, and motivated.

It is not just a necessity, it is our responsibility to develop a team that is equipped to lead the transition to Net Zero. This means investing in talent, fostering adaptability, and creating an environment where people can thrive and contribute meaningfully to our shared goals.





## Investing in knowledge sharing and reskilling

As we accelerate our journey toward Net Zero, our workforce must evolve to meet the demands of a changing landscape. This is shaped by shifting workloads, emerging technologies, sustainability goals, and a dynamic project portfolio. This transformation requires our existing workforce to become more agile and to develop new skills, while our workforce programmes must adapt to address these evolving needs. At the same time, we must sustain a strong talent pipeline to counter industry-wide skills shortages and the ongoing wave of retirements.

Our [Net Zero Workforce Strategy](#) outlines our commitment to growing talent from within the communities we serve, ensuring we continue to build a diverse, inclusive, and future-ready workforce. We aim to attract the best talent and support every employee through investment in the right tools, training, and development programmes—creating an environment that is inclusive, supportive, and innovation-driven.

At the core of our approach are our Just Transition principles, which guide how we develop and grow our workforce responsibly and equitably. Since 2023, we have proudly been a Real Living Wage Employer, ensuring all directly employed staff are paid a fair wage that reflects the true cost of living.





**Supporting Workforce Transition and Inclusive Employment Pathways**

In response to the closure of Scotland’s only oil refinery, we partnered with Forth Valley College to explore how we could support apprentices affected by the transition. Demonstrating our commitment to a Just Transition, we participated in a dedicated event alongside other employers to offer new opportunities to displaced apprentices. Following this, we hosted 12 apprentices at our training centre, Dealain House, for a site tour, resulting in a number of job offers. This outcome reflects our proactive approach to supporting individuals through industrial change, ensuring continuity of learning and employment.

In parallel, we continue to champion inclusive employment through our Ex-Forces EMPower Programme. This new initiative is one of three tailored pathways we offer to support veterans transitioning into civilian careers. The EMPower Programme builds on our Gold Covenant status and has already seen strong engagement through open days in Cumbernauld and Chester. The first intake of 10–12 participants is scheduled for November 2025, offering structured support and recognition of the valuable skills veterans bring.

Our Trainee Craftsperson Programme has welcomed a 26% intake from Ex-Forces backgrounds, providing opportunities to upskill and reskill in a supportive environment. Additionally, our direct recruitment pathway guarantees interviews and CV support for all Ex-Forces applicants, reinforcing our inclusive hiring practices.

*“I served with the Queen’s Lancashire Regiment. Now a Stakeholder Manager at SP Energy Networks, I’ve found the same camaraderie and purpose. Don’t underestimate how valuable your service has been. SPEN values your skills & experience, making it a natural fit for veterans”*

**~Heather Heaton - Stakeholder & Community Engagement Manager**

Through these initiatives, we have directly supported the Just Transition by enabling continued employment for an affected apprentice, expanding veteran employment pathways, and embedding fairness and opportunity into our workforce strategy. These efforts not only support individuals but also strengthen our business with diverse, skilled talent.





**Building a Future-Ready Workforce Through Graduate Apprenticeships**

We continue to invest in growing our own talent through a range of apprenticeships and training programmes across multiple disciplines. A key development this year has been the launch of the Software Engineering Graduate Apprenticeship, a unique initiative that expands access to degree-level education while addressing critical skills gaps in the digital and data sectors.

Developed in partnership with The University of Glasgow, this programme strengthens our community ties and supports our long-term workforce strategy. Candidates are recruited directly from the communities we serve, creating meaningful educational and employment opportunities for individuals who may not have otherwise had access to higher education. The programme’s structure, featuring extended 8-week university placements, ensures a consistent and immersive learning experience.

Trainees work alongside our existing workforce, promoting knowledge sharing and collaboration. In addition to their core learning, they benefit from volunteering opportunities and access to online learning platforms. Each apprentice is supported by a dedicated Workforce Development Lead, Placement Manager, University Advisor, and a buddy, ensuring a well-rounded and supportive experience.

This initiative is helping to close the skills gap in the digital and data fields, supporting a fair and inclusive transition to Net Zero.

**Key Outcomes this year:**

- **Twelve** candidates are currently completing onboarding ahead of programme launch.
- This is our **first degree** apprenticeship in partnership with The University of Glasgow, building on previous collaborations in Net Zero and network innovation.
- The programme’s unique structure offers longer university placements, enhancing both **academic** and **practical** learning.
- Apprentices are already demonstrating an **improved skill set** and are **integrating successfully** into the workforce.
- Regular feedback is gathered by Workforce Development Leads to ensure **continuous improvement**.

*“Our commitment to continuous improvement has led us to develop forward-looking training programmes. These programmes embrace diversity and inclusion initiatives whilst fostering an environment where every team member can thrive. By investing in our people, we are not only enhancing their skills and capabilities but also ensuring that our workforce is equipped to meet the challenges and opportunities of tomorrow.”*

**~Jennifer Davies, Workforce Renewal Manager**



**Expanding Training Pathways to Support a Fair and Inclusive Workforce Transition**

Five years ago, our training offer was centred around four core programmes focused on craft and engineering. Since then, we have significantly expanded our approach, introducing over 20 new training programmes across a wide range of disciplines. This evolution not only addresses future skills gaps within our business but also plays a vital role in promoting social mobility across the communities we serve.

By offering programmes with varying entry requirements, from Logistics Apprenticeships to Graduate Apprenticeships, we have created multiple pathways into our organisation. This inclusive approach ensures that individuals from diverse backgrounds have access to meaningful employment and educational opportunities, regardless of their starting point.

Our commitment to “no one left behind” is reflected in the design of these programmes, which are tailored to meet both business needs and community aspirations. We continue to work closely with local stakeholders to ensure our training offer remains relevant, accessible, and impactful.

**Key Outcomes this year:**

- Introduction of **multi-level entry** programmes has strengthened community relationships and **increased access** to higher education.
- Ongoing review of programme offerings ensures **alignment with business needs** and maximises opportunities for **local communities**.





## Supporting Fair Work and Conditions for our People

We are an employer that works hard for our people, leading the way in creating opportunities as we strive to achieve our Net Zero 2035 target. Our policies and targets are designed to deliver a truly inclusive and diverse workforce, with training and development being a core part of our workforce model. We engage through our joint trade unions and employee forums on issues that matter to our people, listening, understanding, and acting on key issues with our continuous listening model via surveys and focus groups.

We safeguard the physical and mental health and wellbeing of our employees through initiatives such as the provision of mental health first aiders and a range of employee-led networks. We are committed to driving diversity in the energy industry, embedding an inclusive culture, and taking action to address the deepening skills shortage in the sector.

Our leadership has fostered the creation of employee-led networks that represent the voices of people with diverse backgrounds and aspirations. We now have seven employee-led networks that are an integral part of our business, running awareness events and supporting initiatives to improve diversity data, reporting, and policy developments.





**New Women’s Coaching and Leadership Programme**

As part of our Community Partnership with Glasgow Warriors, last year we announced our support for their new Women’s Coaching and Leadership Programme.

The programme offers female coaches a much-needed offering that up until now has not been available. Participants will have the opportunity to grow their tactical knowledge of the game, receive leadership mentoring, and share best practices with their peers to help to widen their skillset.

We are supporting this programme by providing support and advice when it comes to confidence and leadership, the two key focus areas of the programme.

In July 2024, the cohort from the programme as well as employees from across the business came together at ScottishPower HQ for a leadership skills session and hear from key female leaders both at SPEN and externally.

At the session Vicky Kelsall, former SPEN CEO, reflected on her journey on becoming CEO and shared some of the lessons she learnt from her successful career. Laura Campbell, Head of Strategic Projects in SPEN Transmission, also spoke about her career journey and shared some practical advice on confidence and leadership.

This event provided an opportunity to share experiences and knowledge in confidence and leadership, as well as highlight our partnership with Glasgow Warriors.

Over the past 8 years, the partnership has demonstrated the parallels that can be drawn from sport and applied to business and vice versa, which has allowed us to work on joint initiatives such as this one, and similarly encouraging women and girls into sport and engineering.





**Empowering Future Female Leaders  
Through Strategies 4 Success**

As part of our commitment to a fair and inclusive transition, we are investing in leadership development that reflects the diversity of our workforce and the communities we serve. Launched in 2024, Strategies 4 Success is a ScottishPower leadership initiative designed to support and empower high-potential female leaders across the business.

The programme combines in-person and virtual learning sessions, covering key topics such as imposter syndrome, career development planning, visualising success, and goal setting. Participants benefit from one-to-one coaching and peer learning, creating a strong support network that fosters both personal and professional growth.

In 2024/25, 12 SP Energy Networks employees successfully completed the programme, marking a significant step in our efforts to build a more inclusive leadership pipeline. We anticipate this number will continue to grow as the programme expands to include multiple cohorts each year. By showcasing our commitment to gender diversity and leadership development, Strategies 4 Success also supports our wider recruitment and retention goals, ensuring that our workforce is equipped, empowered, and representative of the communities we serve.





Empowering Employees Through Menstrual and Menopausal Health Support

As part of our commitment to a fair and inclusive transition, we continue to champion initiatives that foster a healthier, more supportive workplace for all employees. A key driver of this progress is the Connected Women employee network- a vibrant community that connects women across the organisation to share ideas, offer support, and drive meaningful change.

Breaking Taboos:  
The Me...No-Pause Group

Recognising the need to normalise conversations around menopause and hormonal health, Connected Women launched the Me...No-Pause group. This initiative has grown into a trusted support network with 55 active members, offering monthly sessions that provide a safe space for open, unapologetic discussions. These are complemented by educational resources for both managers and employees, helping to build empathy and understanding across the business.

A recent internal survey revealed that 92% of Me...No-Pause members credit the group with improved well-being and workplace advocacy skills, underscoring its tangible impact on employee experience.

Expanding Support:  
Flow & Tell

Building on this success, Connected Women launched Flow & Tell-a menstrual and hormonal health support group designed to complement Me...No-Pause. Officially launched on International Menstrual Hygiene Day (28 May 2025), the group already has 97 members and continues to grow.

The group was inspired by a successful taster session held in partnership with Endo Warriors during Endometriosis Awareness Week, which drew over 100 colleagues and included lighting up the HQ in yellow to show support.

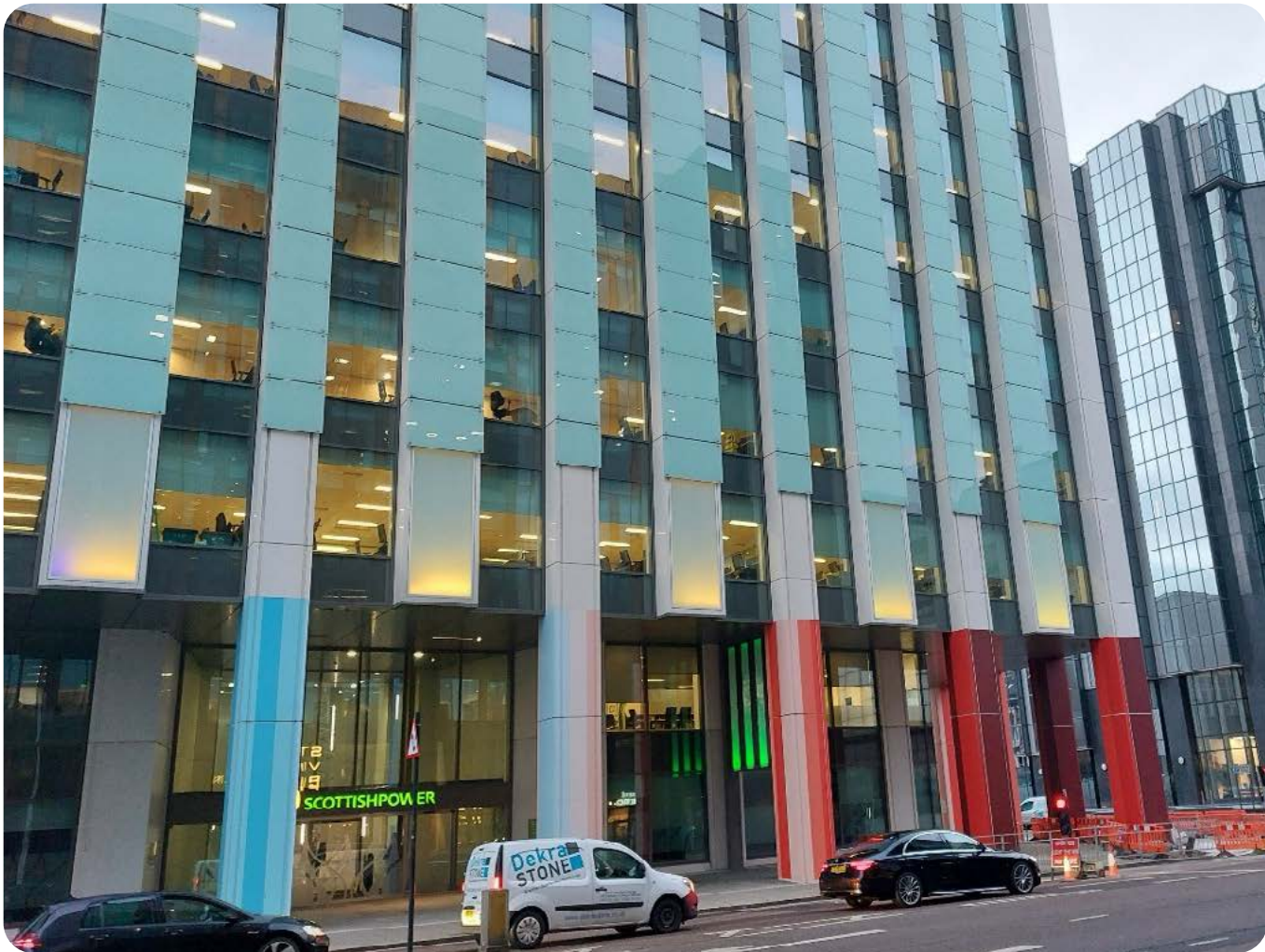
Period Product Provision  
Across All Sites

In a further step toward equity and dignity in the workplace, ScottishPower implemented free period product provision in May 2024. This initiative ensures access to essential hygiene products across all sites:

- **316** units deployed across **68** sites in Scotland, England, Wales, and Northern Ireland
- Products available in all female, accessible, and gender-neutral toilets
- A **£2,000** donation made to the charity Bloody Good Period—**£1** for every woman in ScottishPower—in recognition of this change

Key actions delivered to date include:

- **Two** awareness sessions titled Why Menopause Matters at Work
- **Manager training** on menopause via Workday
- Ongoing development of menopause awareness training for **all employees**
- Menopause added as a recognised **sickness absence category**
- Progress toward **employee-friendly** menopause accreditation, expected by Q3 2025



These initiatives are shaping inclusive policies, improving well-being, and ensuring that all employees feel seen, supported, and empowered—no matter where they are in their personal or professional journey.



# Increasing Access to the Energy System Through Digitalisation

Through digitalisation and enhanced data utilisation, we are driving the modernisation and decarbonisation of our energy system. These advancements are not just technical achievements; they translate into tangible benefits:

- **Improved Services:** Our customers and stakeholders are experiencing better, more reliable services.
- **Operational Efficiency:** Streamlined operations are leading to reduced costs, which in turn lowers customer bills.
- **Enhanced Engagement:** Our people are finding new opportunities and better ways to engage, fostering a more inclusive and dynamic environment.
- **Fair Transition:** We are committed to ensuring that this transition is fair and just for everyone involved.





**Empowering Local Authorities Through LANIT – A Just Transition in Action**

This year we further developed the Local Authority Network Insight Tool (LANIT), a digital self-service platform designed to support local authorities in planning and delivering low carbon technology (LCT) connections such as electric vehicle (EV) chargers, heat pumps, and solar PV. By providing a transparent, interactive view of the electricity network, LANIT empowers local authorities to make informed, cost-effective decisions that align with their Local Area Energy Plans (LAEPs) and Local Heat and Energy Efficiency Strategies (LHEES).

In line with the Just Transition principle of sharing knowledge and opportunity, LANIT enables local authorities to assess the network impact and cost of proposed LCT installations. This allows them to prioritise developments in areas with available capacity, reducing the need for costly reinforcements and accelerating the rollout of clean technologies. In 2024/25 alone, over 2,000 LCT optioneering assessments were completed using LANIT, either independently or with support from our Strategic Optimisation Team, demonstrating the platform’s role in building local capability and confidence.

LANIT also advances the principle of increasing access to the energy system through digitalisation. The platform is freely accessible via SPEN-issued logins and offers a no-cost, risk-free environment for local authorities to explore multiple connection scenarios.

- In 2024/25, we enhanced the tool by:
- Updating parameters to enable LAs to conduct detailed power flow analysis for loads of up to 1MVA, enabling a clearer understanding of their impact on the electricity network.
  - Improving the power flow analysis and cost estimation features, providing more accurate cost projections and available grid capacity.
  - Introduced solar PV generation analysis for installations up to 200kW, enabling our users to assess a wider range of LCT connections.

By integrating advanced analytics and open access to critical infrastructure data, LANIT exemplifies how digital tools can support a just, inclusive, and locally driven transition. It ensures that all communities, regardless of size or resource, can participate in and benefit from the shift to a low-carbon future.





**Empowering the Energy Network Through Digitalisation**

Through our Network Digitalisation function, we are driving a more inclusive and resilient energy network by embedding digital tools and data-led decision-making from a network operations standpoint. Our work improves access to the energy system by enhancing visibility and early intervention detection through digitalisation.

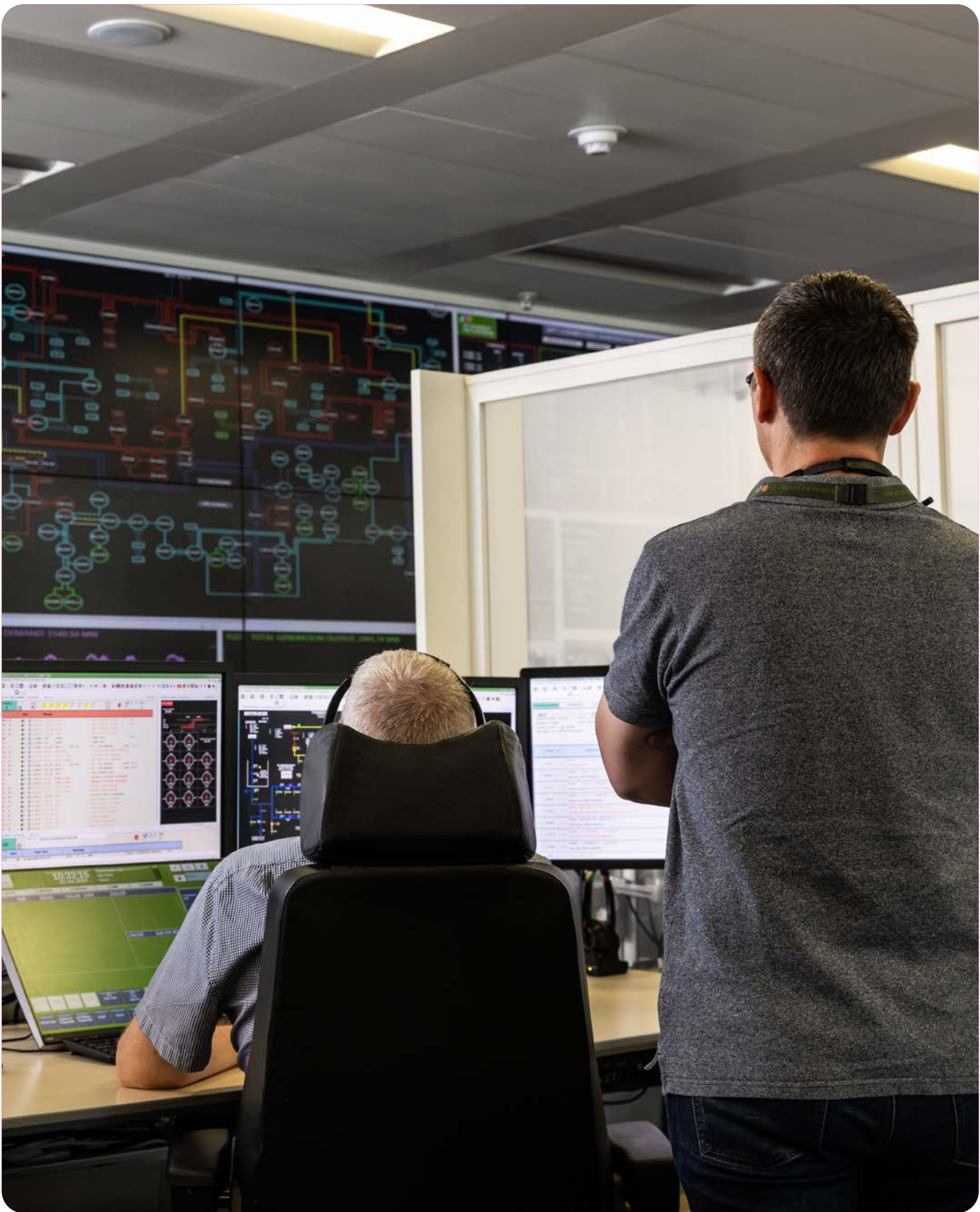
Through the deployment of 5,391 low voltage (LV) monitors in 24/25, usage of smart meter data, and an enhanced LV connectivity model, we’ve established a digital foundation. This infrastructure provides near-real-time visibility of the LV network, enabling us to identify and resolve issues such as voltage anomalies, faults, and incorrect connectivity before they affect customers. This approach stands out not just for the technology, but also for how we use its insights to guide informed and inclusive action.

Since its launch, we upgraded our LV Support Room to a full Network Support Room, importing real-time data across all voltages and smart meter sources to deliver data-backed recommendations and conclusions. The insights generated are shared with our district and asset planning functions

enabling better-targeted investments, particularly in areas with recurring issues or where customer impact has historically been higher. In doing so, we help ensure that no community is left behind due to a lack of visibility or reactive-only interventions. Over 24/25 regulatory year, we have predicted 154 potential faults, 84% of these repaired and the remainder carried over into 25/26 plan.

By connecting operational insights to investment decisions, we’re enabling fairer, faster delivery of net zero to our communities. The digital capability also underpins local flexibility planning and supports community energy participation-core components supporting DSO functions. As we scale, our aim is to extend LV network visibility throughout ED2 and provide curated insights to local authorities and community stakeholders, enabling an aligned approach to delivery of net zero solutions and inclusive energy access.

Our digitalisation initiatives are not only making the network smarter and more resilient-they are laying the groundwork for a decentralised, flexible, and just energy transition, where data transparency empowers decision-making, supports vulnerable communities, and accelerates our shared path to net zero.





Sharing data efficiently and effectively

We are committed to sharing data with our customers and stakeholders and understand that access to data about our network can support a Just Transition for all. We do this via our Open Data Portal, which is freely accessible on our website, and offers users the opportunity to explore, filter, view, download, and use our data. The Portal has been developed for our customers and stakeholders and hosts a wide range of data about our network; this includes information on our assets, our plans for development of our network and data on our flexibility services.

In December 2024, we surveyed users of our Open Data Portal to gain insights into their experience and to understand how we could enhance it to meet their needs. The results of the survey have been used to build our Data Roadmap for 2025 which sets out our deliverables for this year, including datasets we will publish and enhancements we will make to meet our customer and stakeholder needs. Our roadmap can be accessed on our [Portal](#).

Stakeholders said  
*They want to understand our plans to publish new datasets on our Open Data Portal.*

We have  
*Published our 2025 Data Roadmap which sets out what datasets we will be publishing this year - increasing transparency with our stakeholders.*

Stakeholders said  
*They would benefit from seeing more maps and visualisation.*

We have  
*Created 5 new feature pages, which transform raw data into simple visualisations and formats for easy user consumption, with 3 more planned in 2025.*

Stakeholders said  
*They could benefit from additional support on how to get the most out of our data.*

We have  
*We published our first “how to” video, helping users to access our data, with more planned for 2025. We have introduced the ‘re-use’ function, providing the opportunity for stakeholders to showcase how they are using our data and support other users in developing their use cases.*



# What's Next:

## Strengthening Our Just Transition Journey

Throughout this report, we have demonstrated how our Just Transition principles are being embedded across our business, from workforce development and community engagement to supply chain resilience and strategic investment. But our journey doesn't stop here.

### Deepening Our Commitment

Since launching our Just Transition Strategy in 2023, we've made meaningful progress. However, we recognise that a just transition is not a one-time initiative. It's a continuous process of learning, adapting, and improving. That's why we are committed to:

- **Annual Reporting:** We will continue to publish a Just Transition Report each year, ensuring our progress is transparent, measurable, and aligned with the needs of our stakeholders, customers, and communities.
- **Stakeholder Engagement:** We will deepen our engagement with those most affected by the transition, ensuring their voices shape our priorities and actions.
- **Measuring Impact:** We will refine how we measure the success of our Just Transition principles, developing meaningful indicators that reflect both social and environmental outcomes.

### Looking Ahead to 2026

In 2026, we will undertake **a comprehensive review of our Just Transition Strategy**. This will ensure it remains relevant, ambitious, and responsive to the evolving needs of our stakeholders and the communities we serve. The review will focus on:

- Evaluating progress against our current priority areas
- Identifying new opportunities to go further and faster
- Ensuring our strategy continues to be embedded across all areas of our business

### Our Ongoing Role in a Fairer, Greener Future

As we continue to deliver the infrastructure needed for a net zero energy system, we remain focused on ensuring that the benefits of this transition are shared fairly. From creating secure, green jobs to supporting local supply chains and vulnerable communities, we are committed to delivering a transition that leaves no one behind.





# Let us know

The road to Net Zero GHG will affect us all. So we would like to hear from our communities, customers, employees, suppliers and investors.

We have committed to publishing an annual Just Transition Report, so we need your feedback to make sure we continue to focus on the correct areas to deliver a more sustainable future for all.

Throughout the year, we share updates on our successes and our annual reports on [our website](#).

If you would like to contact us about our Just Transition Report, please email: [sustainable@spenergynetworks.co.uk](mailto:sustainable@spenergynetworks.co.uk)

For more information on our Sustainable Business Strategy, click [here](#).



# Glossary of terms

DNO	Abbreviation for Distribution Network Operator, which is licensed by Ofgem to develop, operate and maintain the local electricity distribution network. There are 14 licence distribution network operators in Britain owned by six different companies. Each DNO is responsible for a regional distribution services area.
INZAC	The Independent Net Zero Advisory Council (INZAC) is a group of 15 external experts who provide challenge and specialist knowledge to both the distribution and the transmission sides of SPEN business.
Net Zero GHG	Achieving a scale of value-chain emissions reductions consistent with the depth of abatement achieved in pathways that limit warming to 1.5C with no or limited overshoot. Also, neutralising the impact of any source of residual emissions that remains unfeasible to be eliminated by permanently removing an equivalent amount of atmospheric carbon dioxide.
PSR	Abbreviation for Priority Services Register, available to customers who need extra support during a power cut.
RIIO-ED2	Abbreviation for Revenue = incentives + innovation + outputs for electricity distribution 2. RIIO-ED2 is the price control framework set out by our regulator Ofgem which sets the outputs the 14 DNOs must deliver for their customers and the associated revenues the DNOs are allowed to collect for the five-year period from 1 April 2023 to 31 March 2028.
RIIO-T3	Abbreviation for Revenue = incentives + innovation + outputs for electricity transmission 3. RIIO-T3 is the price control framework currently being developed by Ofgem that would set the outputs that the 3 TOs must deliver for their customers and the associated revenues the TOs would collect for the 5-year period from 1 April 2026 to 31 March 2031.

SDG	The Sustainable Development Goals (SDGs) were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.
SPD	Abbreviation for ScottishPower Distribution, a wholly-owned subsidiary of SP Energy Networks responsible for the distribution of electricity in central and southern Scotland (33kV and below).
SPEN	Abbreviation for ScottishPower Energy Networks, holder of the SPT, SPD and SPM licences awarded by Ofgem, the regulator for the gas and electricity markets.
SPM	Abbreviation for ScottishPower Manweb, a wholly-owned subsidiary of SP Energy Networks responsible for the distribution of electricity in North Wales and in Merseyside, Cheshire and North Shropshire in England (132kV and below).
SPT	Abbreviation for ScottishPower Transmission, a wholly-owned subsidiary of SP Energy Networks responsible for the transmission of electricity in central and southern Scotland (132kV and upwards).
SROI	Abbreviation for Social Return on Investment, an outcomes-based measurement tool which helps organisations to understand and quantify the social, environmental and economic value they are creating.





Countdown  2035

