

Workforce Resilience Strategy

December 2024



Executive Summary

Our network and business will see unrivalled expansion in the coming years, which is essential for meeting our commitments to decarbonise the electricity system and the wider goal of achieving net zero. Through RIIO-T2, our development efforts have been intentional and concentrated on enhancing our performance, expanding our talent pipelines, developing our people and fostering diversity. This groundwork has positioned us to effectively address and capitalise on the challenges and opportunities ahead.

Our Strong Workforce Today

- During the T2 period, we increased our directly employed workforce from 709 to 3,310 (forecast to the end of T2)
- Recruitment and training have been targeted where there are skills constraint roles such as Project Managers, Site Managers, Engineers, Land and Consents, Environment Advisors, and Digital and IT
- Key employee metrics, such as absence rate and turnover have improved since 2021
- We won 'Employer of the Year' at the 2022 Utility Week Awards
- We have invested in our people resilience through the introduction of a dedicated mental health and wellbeing team, to support colleagues with stress and trauma

Diverse, Inclusive and Engaged

- Our Great Place to Work employee survey has an 89% Sustainable Engagement Index (eight percentage points above the industry norm)
- 91% of our advertised roles feature a 'happy to talk flexible working' logo
- The median gender pay gap has fallen from 22% in 2021/22 to 19% in 2023/24
- Shadow Board and Reverse Mentoring programmes ensure employees have a voice in decision making

Investing in the Next Generation

- We are a Platinum member of the 5% Club, with at least of 5% of our workforce in 'earn as you learn' positions
- We practice active early engagement with schools, universities and other STEM forums
- We run more than 10 programmes aimed at developing early careers talent, resulting in an increase in trainees from 19 in 2021 to more than 150 in 2024
- We offer Early Careers and New Managers initiatives to develop future leaders



Workforce Resilience in the RIIO-T3 period

Building on our past actions to ensure we are ready to meet our ambitions for 2030 and beyond, we expect our workforce to:

1. **Grow** – by over 25% as we complete the final stages of our workforce plan for 2030
2. **Develop** – realising the benefit of investing in our pipeline and in people development during the RIIO-T2 period
3. **Strengthen** – through our ongoing focus on people resilience and skills development as we accelerate the energy transition



Our Workforce Resilience Strategy emphasises that our people are our most valuable asset. Through various programmes and initiatives, we aim to attract, retain, develop and strengthen a diverse, productive and engaged team. The Strategy is built on four key “people pillars”:



A Healthy, Happy and Safe Workplace



Right People, Right Skills



One Inclusive and Engaged Team



Empowered Inspirational Leaders

All supported by our ‘golden thread’ of “doing good whilst doing well”

The Strategy is designed to work in tandem with our broader RIIO-T3 business strategies, ensuring employees are clear on their roles and equipped with the right tools. For instance, our [Digital Strategy](#) will keep our workforce productive and engaged, leading to improved operational efficiency and productivity during RIIO-T3. It also crucially aligns with the Supply Chain Resilience Strategy, above.

A key challenge we face is securing the necessary skills and resources in a globally competitive recruitment landscape. We are confident that our Strategy will address these gaps by enhancing our attractiveness as an employer. This is supported by ongoing collaboration with Government, Ofgem, other network companies, and our supply chain, allowing us to adapt our strategy as needed.

We believe our strategy is sector-leading and designed to help us achieve our future goals, including our RIIO-T3 commitments and delivering a network for net zero. By fostering a skilled, passionate, and engaged workforce, we are confident in our ability to deliver positive outcomes for our employees and stakeholders, ultimately meeting our business goals.

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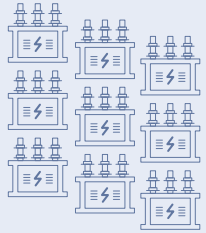
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1. Our RIIO-T3 People Commitments

Our Workforce Resilience Strategy outlines how we will address skills gaps during the RIIO-T3 period and beyond, through increased recruitment and upskilling. Developed alongside our Supply Chain Resilience Strategy and in line with Ofgem's guidance, this plan ensures we maintain and enhance our safe, healthy, and happy work environment as our business grows. We are committed to improving diversity and inclusivity while ensuring we have the right people with the right skills.

Additionally, our Strategy details how we will attract, develop, and retain employees during the RIIO-T3 period. We are dedicated to equipping our people with the skills, knowledge, and behaviours needed to manage and deliver a network for net zero, while maintaining the capabilities necessary for ongoing operations.

This Strategy is aligned with our **four People Ambitions**, each with specific RIIO-T3 targets and actions. Central to these ambitions is our 'golden thread' of **doing good whilst doing well**. As we grow and engage more with communities across Scotland, we aim to leave a positive legacy. This involves sharing our story, creating local opportunities, and inspiring the next generation to join our industry.



People Ambition 1: A Healthy, Happy and Safe Workplace

If it's not safe we don't do it. As one of our six Core SSE Values, safety sits at the very heart of our business and is engrained in everything we do. As our team grows, we will work to maintain and improve our current health, safety and employee wellbeing record through adherence to the SSEN Transmission Safety Health and Wellbeing Strategy.

Targets for RIIO-T3

- Achieve ISO 45003 certification
- Improve our mental health and wellbeing service across the business, including trauma and stress
- Implement a People Resilience Programme
- Remain compliant with the legal requirement for Occupational Health Surveillance

People Ambition 2: The Right People and the Right Skills

The transmission industry has skills shortages and gaps. We must ensure we are able to identify and fill these gaps with the right people, who have the skills we need to deliver on our net zero ambitions. This means attracting new talent into the transmission sector and upskilling or reskilling our current workforce to help build the transmission network of tomorrow.

Targets for RIIO-T3

- Maintain membership of the 5% Club
- Develop new talent pools
- Support hiring managers internally and engage externally with TOs, supply chain and industry skills organisations

People Ambition 3: One Inclusive and Engaged Team

All individuals are equal in our Transmission family. We want the best people to be part of our journey, and we will continue focusing on encouraging more difference IN, and creating a culture where people want to stay ON and progress UP. We understand the importance and benefits of diversity and inclusion in our workforce and that this will keep employees engaged. An engaged team, which feels it is part of a wider community, is a high performing and productive team. As our workforce grows at the rate required to deliver net zero at an accelerated pace, we must fulfil our commitment to ensure that we are creating an inclusive, diverse, welcoming and engaged workplace where differences of opinion and thought are encouraged

Targets for RIIO-T3

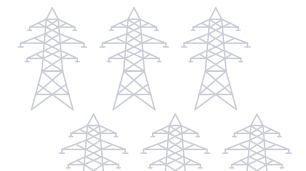
- Improve representation across the business
- Improve employee induction and on-boarding to bolster support for new colleagues
- Allow all colleagues to work and learn at their best
- Expand diversity across our talent pipeline

People Ambition 4: Empowered Inspirational Leaders

We recognise the power of positive, empowered and inspirational leaders. In seeking to develop new leaders, it is important to remember that there are multiple styles of leadership which have different development pathways. We must ensure we have the processes in place to nurture and develop new talent, helping employees build the skills necessary to take on leadership roles and grow within our business. This includes being able to reach out to and inspire the next generation to pursue roles in the sector.

Targets for RIIO-T3

- Develop a Strategic Workforce Plan for each business Directorate
- Improve the coverage of succession plans across the business
- Invest in our Executive and extended leadership team
- Create an annual talent capability plan which aligns with our Strategic Workforce Plan, focusing on critical skills and capability gaps



2. Context

2.1 Transmission Industry Backdrop

To achieve our strategic objectives, we need a skilled and productive team of people, and we recognise the challenges we face in maintaining this capability into the future. These include an ageing workforce, increasing competition for core skills, rapidly changing technology, and difficulties in attracting talent into the industry.

The impact of any one of these alone can have a significant effect.

For instance, 20% of our sector’s workforce is expected to retire within the next decade, with 10% currently over 55. This means, as an industry, we need to recruit 221,000 new employees to replace retirees and those leaving for new roles. Additionally, only 1% of those leaving education choose to work in the energy and utilities sector highlighting our resourcing challenge.

In 2022, we commissioned Deloitte to research skills shortages in the onshore transmission industry. Deloitte interviewed 16 suppliers, industry bodies, peers and the UK Government. The findings revealed that all suppliers anticipated workforce pinch points, with a lack of skilled workers identified as one of the top three barriers to delivering the required UK electricity capacity.

- 56% of respondents said this would be a challenge
- 13% identified it as the greatest challenge
- 63% were not confident that the UK has the construction talent pool needed for upcoming projects.

As noted above in our Supply Chain Resilience Strategy, some suppliers even refused to participate in competitive tenders due to insufficient resources for significant design work.

Deloitte identified three key drivers of the skills gap and labour shortages:

- **Insufficient New Supply:** Limited pathways into network renewal skills mean too few young people are entering the market. 57% of respondents cited attracting skilled applicants as a significant challenge.
- **Extended Timelines for Specialist Skills:** The limited pipeline is compounded by the fact that specialist skills take time to develop. For example, 3 to 7 years of post-university experience is required to become a fully qualified power networks engineer, especially at the highest voltage levels.

- **Employee Attrition:** Global demand leads to higher salaries abroad, causing attrition. For instance, one supplier lost 4 out of 25 overhead line workers to Australia, which offers double the salary.

While all onshore transmission skills are under pressure, Deloitte’s survey highlights specific shortages in overhead line operatives, commissioning engineers and power system engineers, 77%, 64%, and 58% of respondents respectively identifying these roles as the greatest challenge to fill.

We set out how we are engaging across the industry on this in our Supply Chain Resilience Strategy.



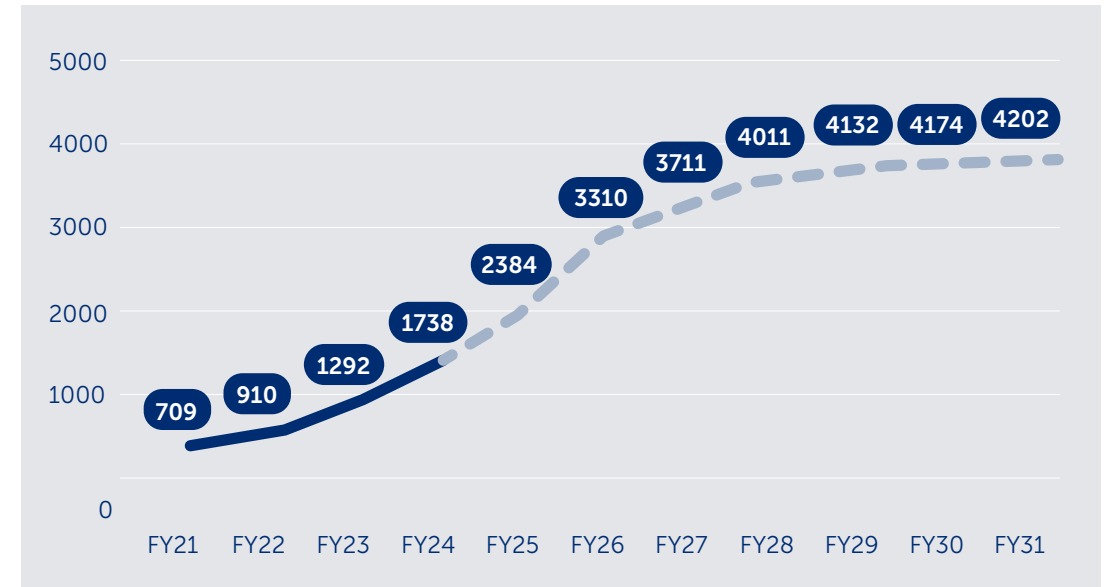
2.2 SSEN Transmission – A Quick Recap

During the RIO-T2 period, our headcount has surged from 600 to over 2000. To respond to the skills issues, this growth has been accompanied by significant investments in operational and technical training to support role-specific development. We have also established robust engagement and Early Career development programmes. Additionally, we have invested in leadership development through tailored programmes at both the SSE Group level and locally within SSEN Transmission.

Key roles where we continue to forecast skill constraints include project managers, site managers, engineers, and overhead Line workers. Recently, we have also identified a need for Land and Consents Advisors, Environment Advisors, and Systems Planning and Performance Engineers. Looking ahead, we expect this to expand to include digital and AI capabilities.

Over the past twelve months, we have seen an increase in international recruitment. However, this has become more challenging due to the anticipated salary cap increases and stricter regulations following the UK's departure from the EU. As a result, **our workforce plan is now focused on tapping into talent pools within the UK** to ensure continuity of resources and maintain our growth trajectory.

Figure 1: SSEN Transmission Headcount 2021-31



Source: SSENT Analysis

Our strategic workforce planning activities project our headcount to exceed 4000 during the T3 period. This growth is driven by our extensive capital programme, underpinned by our ASTI, LOTI, customer connection, and future tCSNP2 commitments. To meet government net zero targets, a significant increase in headcount is essential, reflected in the anticipated investment and RAV growth over the T3 period.



Our RIIO-T2 Performance

We set ambitious targets for the RIIO-T2 period and successfully attracted the talent needed to put us on track to meet our T2 Business Plan commitments. The table below showcases our key targets and achievements. Additionally, our inclusive, health and safety, and wellbeing-focused culture earned us industry recognition. In 2022, SSEN Transmission was named ‘Employer of the Year’³ at the Utility Awards and won the ‘People & Culture Award’ at the Net Zero Energy Transition Awards⁴.

Table 1. Our RIIO-T2 performance

People Ambition	Target	KPI	Outcome
<p>Happy, Healthy and Safe Workplace</p>	<ul style="list-style-type: none"> Continue to manage health and safety by caring for our people – if our employees face challenges with physical or mental health, we will be there to support their wellbeing Increase employee awareness of existing offerings including our Employee Assistance Programme, the Nuffield ‘Back to Work’ programmes and our mental health first aiders Offering change management and resilience training to all our workforce Quarterly reviews of absence reporting patterns, occupational health referrals and exit interviews 	<ul style="list-style-type: none"> Reduction in absenteeism Reduction in attrition rate Number of managers completed mentally healthy workplace training Number of mental health first aiders across all sites 	<ul style="list-style-type: none"> Absence rate (days per head working days) fell from 2.8% to 2.7% between 2021 and 2024 Attrition rate (Gross turnover as % of headcount) increased from 5.2% to 8.2% between 2021 and 2024 52 stress and wellbeing workshops have been completed between 2023 to 2024 to support mental wellbeing in the workplace. Number of mental health first aiders increased from approximately 30 in 2021 to 100 in 2024
<p>Right People, Right Skills</p>	<ul style="list-style-type: none"> Deliver a consistency review and benchmarking of all existing job roles, including those to be advertised Promote inclusive recruitment through adoption of a strengths-based recruitment approach – looking at strengths rather than skills and ensuring job advertisements are as open as possible Deliver a positive action campaign through university and career fair engagement. Create STEM ambassadors to generate awareness and raise interest in these subjects and related careers in the energy sector. Establish a working group with SPEN, NGET and our supply chains to establish best practices and ways to address the skills gap Develop new sourcing strategy to identify talent pools for data and analytical roles. Recruit an IT Business Partner for SSEN Transmission to focus on digital requirements of our business plan Expand our early careers talent pipeline to ensure further investment in our graduates, apprentices and technical trainees 	<ul style="list-style-type: none"> Number of training hours completed Investment in pipeline programmes and training programmes Reduction in average time to hire Reduction in contingent workers (by upskilling our employees to avoid skills gaps within our workforce) 	<ul style="list-style-type: none"> We have undertaken an operating model review of our business through 2023/24 as we have grown significantly. This has included aligning roles, titles and grades for both existing and new roles. We have also begun grouping roles in our Strategic Workforce Planning activities to reflect different job family groupings We have almost tripled the budget for pipeline and training programmes The average time to hire in 2023/24 now sits at 44 days, compared to 49 days in 2019/2020 Our number of contingent workers increased from 33 in 2021 to 97 in 2024. Job adverts are designed to be as inclusive as possible, with an inclusive role profile template created and rolled out. We are also able to offer flexible working options on all job adverts – in 2023/24, 91% of all advertised roles featured a ‘happy to talk flexible working’ logo. We have implemented a gender decoder on all adverts to ensure no bias in language is used and inclusion & diversity focussed job boards are now used in advertising. We have set up a STEM ambassador forum, a new digital platform, a new Attraction & Engagement Lead within the HR team. We have expanded our partnership with schools, communities, universities, careers fairs. We have expanded from 3 to over 10 programmes between 2021 to 2024, aimed at developing early careers talent and have gone from only 19 trainees in 2021 to recruiting more than 150 young individuals both now and in the future across Transmission.

22 ³SSEN T, SSEN Transmission takes home Employer of the Year Award, found here: [SSEN Transmission takes home Employer of the Year Award - SSEN Transmission \(ssen-transmission.co.uk\)](https://www.ssen-transmission.co.uk)

⁴Scottish Renewables, 2022 Winners, found here: [*NEW* Net-Zero Energy Transition Awards 2022 \(scottishrenewables.com\)](https://www.scottishrenewables.com)

People Ambition	Target	KPI	Outcome
<p>One Inclusive and Engaged Team</p>	<ul style="list-style-type: none"> Embed our Director accessibility initiative, through roadshows and 'meet and greet' sessions with the Managing Director for all new employees. Establish and adopt diversity targets for our new intake based on 2021 census demographics and an increased diversity self-reporting drive. Carry out an annual review of SSEN Transmission's gender pay gap statistics and drivers, with the aim of reducing this differential for the long term. Deliver an inclusive behaviours programme, including inclusive meeting facilitation training and an online inclusion and diversity hub for all employees. Establish an employee recognition scheme and an employee continuous improvement and innovation suggestion scheme. Offer change management and resilience training to all our workforce Quarterly reviews of absence reporting patterns, occupational health referrals and exit interviews 	<ul style="list-style-type: none"> Reduction in gender pay gap Gender diversity across all pay quintiles in SSEN Transmission Gender diversity on SSEN Transmission Executive Committee Number of managers completed inclusive hiring training Demonstrated improvement in Great Place to Work (GPTW) scorings year on year 	<ul style="list-style-type: none"> Transmission induction sessions are run monthly and are attended by at least one Executive Committee member and our Managing Director Median Gender Pay Gap has fallen from 22% in 2021/22 to 19% in 2023/24 with females now making up 29% of the Transmission workforce. At year end 2023-2024, 33.3% of the SSEN Transmission Executive Committee is female. This figure was the same in 2020-2021 As of May 2024, 1519 colleagues had completed the mandatory Inclusion and Diversity (I&D) eLearning, out of a total 1809 (83%). Between 2021-2023 our Total Favourable Score on our aggregate measure for GPTW increased from 87 to 89 Various I&D learning opportunities and upskilling for employees, including the roll out of "banter line"
<p>Empowering Inspirational Leaders</p>	<ul style="list-style-type: none"> Deliver a revised and updated Leadership Blueprint along with a communication and awareness campaign Launch an Inclusive Leadership Programme to support those at early career stages who are future leaders Roll out 'Insights' personality profiling to all employees. 	<ul style="list-style-type: none"> Number of internal job transfers and promotions Average length of service Senior and critical roles with succession plans 	<ul style="list-style-type: none"> Our average length of service has fallen from 7.7 years in 2021 to 4.6 years in 2024 Succession plans are in place for 100% of Executive level roles with development through our top talent programme, Develop Invest Inspire. Upcoming talent identified for longer term succession pool. Talent and Succession framework in place to drive a consistent approach Enabling Career Programme launched for early career talent, with 50 colleagues completing the programme and a further 60 colleagues scheduled to join Career pathways and a new online learning hub has been set up for our employees to encourage progression and development for any employee.

2.3 Addressing Skills Shortages

Through **Strategic workforce planning (SWP)**, we are proactively preparing our workforce to meet future demands and deliver on our commitments. By leveraging our newly developed Strategic Workforce Planning Tool (SWPT) and engaging in structured conversations across the business, we ensure we have the right people in the right roles at the right time. This approach has helped us identify potential skills gaps within our business.

SWP is a critical business process that ensures we have the right size and calibre of workforce to support our current and future business needs. The tool, developed in Power BI, comprises the following components:

Future Demand Planning - Creating the Forecast: This element of the tool combines our project pipeline, forecasts of various business metrics, and estimated roles needed for each project, to create a model of the resource required to deliver our projects and services. This model can be filtered against different job families, functions, project categories and project likelihood, to support directorates to make decisions about their future resource requirements. The model is continuously updated and improved as further information is received, including project certainty and scope, although significant uncertainty remains, particularly beyond 2030. Due to this uncertainty, the model is not the only data source we used when developing our plan, but it provides insight into areas of focus and acts as an important evidence base.

Future Demand Planning - Identifying the Gap: We use anticipated turnover forecasts, including in relation to retirement, to produce an estimated breakdown of how many employees will be needed at different times, and in what roles. This breakdown provides insight into which critical areas will need to be our focus for early careers and learning and development.

In-year Headcount Management & Planning: We work closely with our directorates to provide a monthly output of their performance against headcount budget. This is to ensure we have roles being advertised at the correct times throughout the year and to monitor any potential succession planning that needs to take place. This also allows our managers to spend less time administering their own recruitment and headcount tracking, with the information available via the interactive tool.

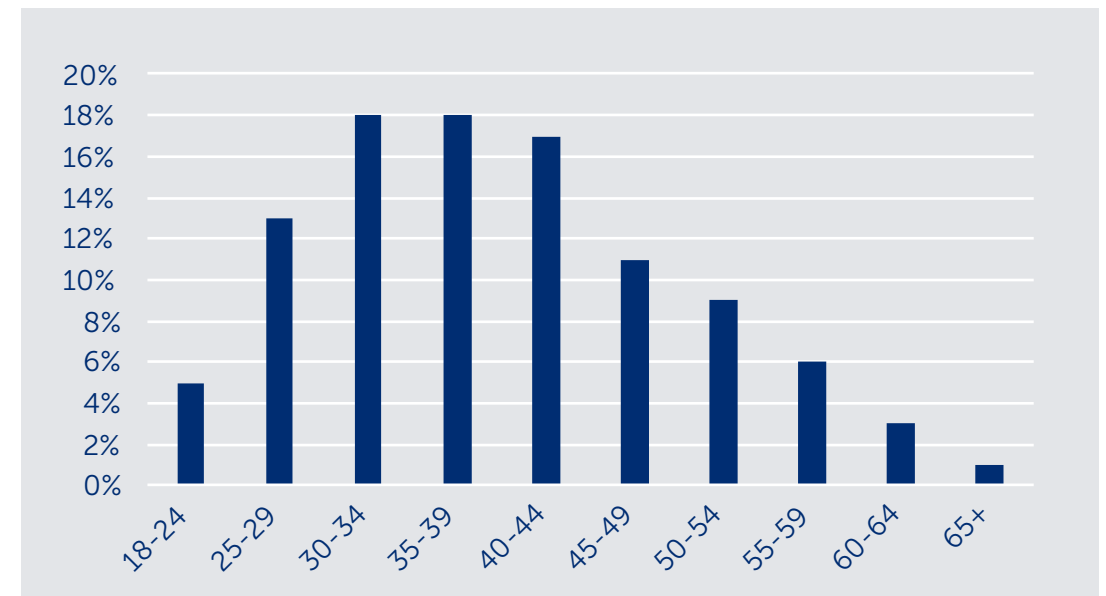
Overall, the tool summarises the roles we have now and the roles we will need in the future. This supports our teams to have informed and consistent conversations with each business area every six months, in line with our SWP processes. From this, an action plan is created, bridging the gap between our people supply and demand.



Age Demographics

Input data used in the SWFP tool includes age demographic data from across the business. As 10% of our people are aged over 55, this presents a significant challenge to us as a growing business. There is a pressing need to engage in succession planning and to ensure that a strong pipeline of employees is being recruited and trained to recover the expected upcoming retirement of this group.

Figure 2: SSEN Transmission Workforce by Age, 2024



Source: SSENT Analysis

Critical Skills Shortages

Table 2 shows the roles and skills shortages we have identified through our SWP activities, along with the internal and external drivers of these shortages. Most importantly, it outlines the positive actions we are taking to address the gaps, ensuring we will be adequately skilled to meet our net zero ambitions and deliver on UK energy policy.

Table 2: Critical Skills Shortages Information

Critical Skills	Internal & External Influences	Our Positive Actions
Engineering – HVDC		
Power system analyst & planning	Difficulty in attracting applicants from other industries Skills shortages across the energy industry as a whole – all other TOs and the supply chain is looking for similar skills, leaving us all fishing in a very small pond	Grow our own talent pipeline Internal people development programmes Transition into industry development
Protection & control engineers	Difficulty in identifying other suitable skills present in other industries that can fit into our business	Increased recruitment targeted at specific skills, roles and industries Engagement & best practice sessions/sharing with the supply chain
Land management & consents	Political uncertainty and continued changes to delivery targets Rules that apply to overseas candidates are limiting and restricting	Collaborating with industry peers and skills organisations
Project delivery		
Craft & senior authorised person		

The skills shortages we are experiencing are reflected across the entire industry and the broader energy sector. The next section of this Strategy outlines the proactive measures we are taking to address and mitigate these shortages, while also focusing on retaining and training our current workforce.



Stakeholder Engagement

In all our actions, we prioritise regular, targeted and intentional stakeholder engagement. We are committed to continually engage internally and externally on our strategy through various channels, ensuring alignment across the business, our HR team and industry. Engaging with our supply chain, other TOs and academic partners allows us, and UK plc, to remain ahead of the curve in our ever-growing growth journey.

Government

We maintain consistent and active engagement with all levels of government to address workforce resilience. Our involvement includes:

- Monthly meetings with Department for Energy Security and Net Zero (DESNZ) at the working level
- Quarterly meeting with DESNZ at the Director level
- Ofgem-led workshops relating to workforce capability and planning.

Additionally, we have reached out to the UK and Scottish Governments on specific topics, such as:

- Raising concerns over the lack of doctoral training programmes for the transformation of the electricity network
- Highlighting the shortage of planners and educational courses to build the future pipeline of planners
- Advocating, alongside other TOs, for Green Industries Growth Accelerator funding to develop relevant skills and training facilities to support network transformation.

Trade Unions

SSE Plc is committed to engaging with recognised trade unions, particularly for our staff on our Joint Agreement contracts. Although SSEN Transmission employs a small number of Joint Agreement staff, we ensure our unions are informed and consulted on:

- Pay negotiations for Joint Agreement staff
- Collective redundancies
- Any contractual changes, including changes to pensions

TUPE (Transfer of Undertakings (Protection of Employment))

These topics are discussed during our Joint Business Committee (JBC) meetings, held quarterly. The JBC provides a platform for regular and effective communication, consultation, and negotiation at the local business level. It has the authority to discuss Transmission-specific organisational issues and negotiate business-specific terms and conditions (excluding pay) within the context of the overarching Joint Negotiating and Consultation Committee (JNCC) Company Agreement.

EU Skills

Each year, we, along with other TOs and other industry bodies, participate in an EU Skills analysis of the energy industry and share common metrics along on the following areas:

- Role titles
- Locations
- Skill level
- Job families
- Age Demographic
- Length of service.

EU Skills aims to consolidate data from across the energy industry to create common metrics on workforce resilience. This promotes consistent language, terminology and a shared understanding of common skills and gaps within the industry. By providing a standardised data reference point, it enables TOs to make direct comparisons. We integrate this data, along with other sources, to inform both our Group Executive Committee (GEC) and Transmission Executive Committee (TEC) about critical skills.



3. Our People Ambitions

Achieving net zero carbon emissions by 2050 and a decarbonised electricity grid by 2030 are among the greatest challenges facing the energy sector. To meet these goals, we rely heavily on effectively deploying our most valuable resource: our people.

This Strategy ensures we deliver on our responsibilities through a safe, sustainable, skilled, and productive team. We recognise the challenges in maintaining this capability, including:

- Intense competition for skills
- Rapidly evolving technological advances
- An ageing workforce
- Difficulties in attracting new talent to our sector

In response to these challenges, we have developed our four key people ambitions. These ambitions are designed to attract, retain and develop a talented, motivated, productive, safe, and diverse workforce, enabling us to meet our targets and grow our business. The following sections will outline the actions we will take over the RIIO-T3 period to address these gaps, under our four people ambitions.

3.1 Ambition 1: A Happy, Healthy and Safe Workplace

Our commitment to a healthy and happy workforce is unwavering. At the heart of our operations is a steadfast commitment to safety and wellbeing. We believe that a healthy, happy and safe workplace is a productive workplace, and we are dedicated to ensuring the wellbeing of all our employees and contract partners. We actively address the risk safety and well-being incidents through our comprehensive Safety, Health, and Wellbeing Strategy.

Figure 3: Our Safety, Health and Wellbeing Strategy





Safe Workplace

At the core of our Safety, Health, and Wellbeing Strategy is our 'Safety Family' initiative, dedicated to ensuring everyone gets home safe. The health and safety of our employees, contractors, and the public are our top priorities. We are committed to ensuring everyone involved in our activities returns home safely every day.

Our safety outcomes, measured by the Total Recordable Incident Rate (TRIR), have averaged 0.22 over RIIO-T2, reflecting a 29% improvement compared to our T1 average of 0.31, despite a significant increase in activity. As we move into RIIO-T3, we are committed to continuing this positive trend with the following safety initiatives and commitments:

- **Empowering Safety:** We empower all employees and contract partners to use the SSE Safety Licence: "If it's not safe, we don't do it." This initiative encourages everyone to challenge unsafe practices and communicate concerns, ensuring activities are only undertaken when safe. We never discipline individuals for using their safety licence and actively encourage taking the necessary time to ensure safety.
- **Accessible Health, Safety, and Wellbeing Advice:** As our business grows, we are committed to making competent health, safety, and wellbeing advice more widely available.
- **Proactive Safety Reviews:** We regularly review our Safety, Health, and Wellbeing data to ensure a proactive response, driving continuous improvement in our safety performance.
- **Industry-leading Training:** We provide an immersive safety training programme for all Transmission employees, setting industry standards.
- **Tools and Competence:** We ensure our people have the tools and competencies to perform their jobs safely through the ongoing maintenance of the Transmission Safety Management System to ISO45001 standards.

Immersive Safety Training Programme

Our new innovative SHE Immersive Training programme is aimed at helping everyone understand the serious impact and consequences when safety goes wrong. The scale and impact of this immersive safety training is unlike anything we've done before, including a £2.4m investment by SSE in the new state of the art Faskally Training Centre in Perth. We aim to have 1700 employees complete this training in 24/25, with the training later being rolled out to selected contract partner employees.

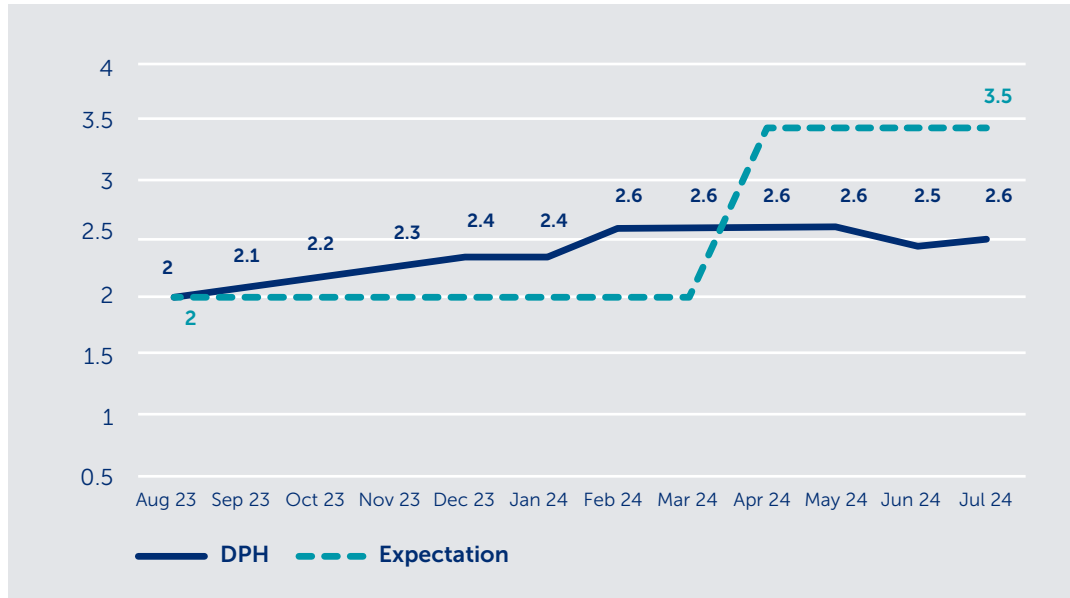
By maintaining these commitments, we aim to further enhance our safety performance and ensure the well-being of everyone involved in our operations.

Healthy and Happy Workplace

We prioritise the well-being and support of all our employees throughout their careers with us. This dedication drives our continuous improvement in safety performance and the overall health and activity of our workforce.

As part of the month end report data, we monitor total absences and absences due to stress, anxiety and depression. This data is measured by days per head (DPH). Figure 4 shows absence DPH against expectations. To July 2024, our absence DPH was 2.6 days per head absence, sitting below the 3.5 expectation figure.

Figure 4: Absence Days Per Head, Rolling 12 Months



Source: SSENT Analysis



We are committed to enhancing our wellbeing offerings through several key initiatives:

- **Employee Assistance Programme:** Available to all employees, this is a confidential service for all potential health and wellbeing issues, offering a 24/7 helpline to deal with both work related issues and personal issues.
- **Nuffield Back to Work Programme:** This programme supports employees who need to take time off due to ill health, assisting them in their return to work and helping make any necessary adjustments.
- **Wellbeing Cafes:** Our wellbeing cafes provide a safe space for employees to share their stories, access health and wellbeing resources, and hear from guest speakers on key topics. These cafes are incredibly popular, attracting 600-800 attendees each month.
- **Mental Health and Wellbeing Commitment:** We'll continue to provide comprehensive resources and support to all staff, adhering to a best practice ratio of 1 mental health first aider to 25 employees. We aim to apply the same principle for Wellbeing Champions, growing this from 1:50 to 1:25.
- **Periodic Absence Data Reviews:** We'll continue to regularly review our absence data to better understand the drivers of mental and physical health issues and take appropriate actions to support our staff.
- **Flexible Working Programme:** We continue to encourage and support different working patterns, allowing employees to work in ways that meet both their needs and those of the business.
- **ISO 45003 Compliance:** In response to the growing recognition of the importance of mental health and wellbeing in the workplace, we will ensure compliance with ISO 45003 by proactively managing psychosocial risks, leading to a safer, healthier, and more productive workforce.



Wellbeing Cafes

Our Wellbeing Cafes began during the COVID lockdown as a way for colleagues to check in with each other during challenging times. Initially, the invite list was small and attendance was around 80 people per month.

In January 2022, we expanded the initiative by inviting all employees to join via Microsoft Teams. Over the past two years, the cafes have covered a wide range of topics, not just focusing on physical and psychological wellbeing, but addressing all aspects of life. This has helped colleagues understand the full spectrum of support available to them.

The impact has been significant. Attendance has grown with headcount, from around 80 per month in 2021 to an impressive 600-800 per month in 2024.

3.2 Ambition 2: Right People, Right Skills

To tackle the challenges of a looming industry skills gap and an ageing workforce, we need a robust strategy to attract, retain, and develop top talent. We are committed to ensuring our workforce possesses the right skills to meet future business needs and has ample opportunities for career development within our company and the broader industry.

During the RIIO-T2 period, we have laid the groundwork to prepare our business for the significant network growth anticipated in the next price control period and beyond. Below, we outline our continued efforts to address these challenges.

Attracting People: Our Resourcing Approach

In 2023/24 we successfully recruited for 780 vacancies, with 19% of filled by internal candidates.

When internal recruitment is not possible, we extend our search externally, primarily through the SSE careers website, and external jobsites like LinkedIn. Our Transmission Resourcing Centre of Excellence manages the entire recruitment lifecycle, from role approval to offer stage, with a dedicated onboarding co-ordinator to support new employees.

The team leads on permanent and fixed-term contract recruitment, covering all channels and providing high-standard stakeholder management. We offer consultative service on inclusive selection methods, interview best practice, workforce planning, and systems and process training.

We also utilise third-party contractors for various activities to meet our project critical path milestones. We may use contractors to deliver pre-construction activities, such as designing and developing construction projects, or survey works, including ground investigations or environmental surveys. They are also used for non-construction activities such as digital and business change projects. The use of contractors is determined by each business directorate based on their specific needs.

To ensure we have the right people with the right skills, we have leveraged flexible funding reopeners throughout the RIIO-T2 period. This, along with the SSE Plc Board approving expenditure ahead of regulatory cost assessment approval, and the option to apply for Early and Pre-Construction Funding through the ASTI mechanism, has enabled us to resource up strategically. These efforts facilitate our projects to remain on track for their ambitious delivery dates, keeping us on the path to net zero.

Retaining People: Our Careers Pathway

We believe everyone has talent to offer. Our vision is to create an environment where our people learn, grow and perform at their best, whether they aim to excel in their current role or aspire to progress further. We are committed to building a diverse workforce at all levels and ensuring our people can develop exciting, sustainable, and engaging careers with us. To address industry-wide skills shortages, we focus on developing and nurturing that talent. We want all employees to have a clear understanding of where their future career can take them, and the steps they need to take to advance, including clarity about training needs and opportunities.

To support this, we have developed Careers Pathway, a structured learning pathway available to all employees. It helps them plan their future careers, ensuring they know the next steps in their career are and how to achieve them. We have included an example below.



Figure 5: Project Delivery Career Pathway

Project Delivery Career Path

Assistant Project Manager – Project Manager – Senior Project Manager – Lead Project Manager – Project Director

Trainee Project Manager

Assistant Project Manager / Graduate Project Manager

Developing towards a project manager role, providing project support and reporting

Competencies	Experience	Progression
<ul style="list-style-type: none"> •Communication and Influence 1 •Commercial Judgement 1 •Stakeholder Engagement 1 •Performance Excellence 1 •Regulatory 1 •Leadership 1 •Business Improvement 1 	<ul style="list-style-type: none"> •Produce robust and clear project reports. •Collaborate with extended Project Team to help deliver project work packages. •Develop appreciation of Transmission Business / Industry. •Experience of implementing CDM Regulations. •Use project management processes. •Analyse and comment on Contractor and Stakeholder programmes. •Monitor safety, quality and work activities through site attendance. 	<ul style="list-style-type: none"> •Responsibility for implementing LCP process to manage Gate progression. •Deliver stages or full project, safely, on time and in budget. •Representing SSEN-T at stakeholder events.

Lead Project Manager

Leading and developing a portfolio of projects throughout the project lifecycle

Competencies	Experience	Progression
<ul style="list-style-type: none"> •Communication and Influence 3 •Commercial Judgement 2 •Stakeholder Engagement 3 •Performance Excellence 2 •Regulatory 2 •Leadership 3 •Business Improvement 2 •Strategic Thinking 2 	<ul style="list-style-type: none"> •People management – developing building a strong and effective team. •Accountability for contractual deliverables. •Senior Management Reporting. •Programme/ Portfolio management. •Accountability for collating data for Budget setting. •Negotiating tenders, CE's and conflict resolution. •Directing and influencing portfolio delivery strategy. 	<ul style="list-style-type: none"> •Demonstrates strong leadership and team development. •Accountability for contractual deliverables. •Preparing Exec Reports.

Project Manager

Managing the delivery of projects within governance frameworks and budget

Competencies	Experience	Progression
<ul style="list-style-type: none"> •Communication and Influence 1 •Commercial Judgement 2 •Stakeholder Engagement 2 •Performance Excellence 2 •Regulatory 1 •Leadership 2 •Business Improvement 1 	<ul style="list-style-type: none"> •Deliver large scale or a portfolio of smaller/less complex projects. •Identify and recommend project savings to maintain and improve outcomes, motivating/supporting colleagues across the business to deliver these. •Manage internal and external stakeholders to ensure successful project outputs are met. •Follow LCP or equivalent processes and identify areas of improvement to promote positive change. •Develop understanding of Engineering / Construction /Legal / P&C. •Client and or Principal Designer responsibilities. •Accurate forecasting and planning. 	<ul style="list-style-type: none"> •People management. •Accountability for contractual deliverables. •Directing and influencing project change, internally and externally.

Deputy Project Director

Leading, developing and managing teams to execute capital projects

Competencies	Experience	Progression
<ul style="list-style-type: none"> •Communication and Influence 3 •Commercial Judgement 3 •Stakeholder Engagement 3 •Performance Excellence 3 •Regulatory 2 •Leadership 3 •Business Improvement 3 •Strategic Thinking 3 	<ul style="list-style-type: none"> •Implement and compliance of Health and Safety Legislation. •Directing and implementing portfolio delivery strategy. •Major Capex Portfolio Management. •Procurement and Commercial Processes. •Team Management – building/leading strong and effective project management teams. •Identify, Mentoring and guiding future talent. •Exec Reporting. 	<ul style="list-style-type: none"> •Guiding and leading senior leaders to deliver compliant outcomes. •Directing and influencing change, internally and externally. •Delivering Exec Reporting.

Senior Project Manager

Managing larger and more complex projects through to project completion

Competencies	Experience	Progression
<ul style="list-style-type: none"> •Communication and Influence 2 •Commercial Judgement 2 •Stakeholder Engagement 2 •Performance Excellence 2 •Regulatory 1 •Leadership 2 •Business Improvement 1 •Strategic Thinking 2 	<ul style="list-style-type: none"> •Deliver large scale or a portfolio of small/less complex projects. •Peer review project budgets to maintain and improve outcomes, motivating/supporting colleagues across the business to deliver these. •Demonstrated delivery of projects applying governance process to project completion/Gate 5. •Prepare and presents papers to Directors and Committees, influencing project outcomes. •Direct people management and/or matrix of project teams. •Workforce and budget forecasting budget and planning. 	<ul style="list-style-type: none"> •People management. •Evidence of building capability of project managers. •Demonstrating ownership and delivery of strategic portfolios.

Potential for Project Managers to progress directly to Lead Project Managers.

Project Director

Leading, developing and managing teams to execute capital projects

Competencies	Experience	Progression
<ul style="list-style-type: none"> •Communication and Influence 3 •Commercial Judgement 3 •Stakeholder Engagement 3 •Performance Excellence 3 •Regulatory 3 •Leadership 3 •Business Improvement 3 •Strategic Thinking 3 	<ul style="list-style-type: none"> •Implement and compliance of Health and Safety Legislation. •Major Capex Portfolio Management. •Procurement and Commercial Processes. •Team Management – building/leading a strong and effective senior management team. •Identify and execute business opportunities. •Identify, Mentoring and guiding future talent. •Exec Reporting. •Relationship building – wider SSE areas. 	<ul style="list-style-type: none"> •Leading multiple teams, inspiring teams and leaders around purpose, vision and strategy. •Developing, leading and implementing business-wide strategy. •Driving and leading transformational change across the business.

Developing New Talent Pools: Early Careers

Earning While Learning

We are dedicated to investing in our early careers pipeline, creating opportunities for prospective employees to build exciting, sustainable, and engaging careers within our business. In 2021, we proudly joined the 5% Club, an employer-led charity with over 650 members, committed to enhancing the employment and career prospects of today's youth and equipping the UK with a skilled workforce.

Members of the 5% Club pledge to employ 5% of their UK workforce in 'earn and learn' positions, such as apprenticeships, graduate schemes, or sponsored students, within their first five years of membership. We measure and report our progress annually in the corporate responsibility section of our Annual Report.

We recently achieved Platinum status, after achieving Gold for the past three consecutive years, this has provided us with numerous opportunities to learn from other companies. Under our commitment to the 5% Club, we aim to increase our early careers numbers from 19 in 2021 to over 150 by March 2025.

To achieve and hopefully exceed this 5% target, we focus on early engagement with schools (from primary through secondary), colleges, universities, and other STEM initiatives to create a direct feed into our pipeline programmes. Our efforts not only support our workforce resilience goals but also contribute to the UK Government's commitment to support the 16-24 population, who have been disproportionately impacted by the social, educational, and economic effects of the recent pandemic.

Pipeline Programmes

We are committed to nurturing the next generation of talent through a variety of early careers pipeline programmes including:

- **Graduate Programme:** This two-year programme equips graduate trainees with practical skills, hands-on experience, and relevant professional qualifications or charterships (e.g., IMECHE, ICE, IET). Successful trainees may be offered permanent roles upon completion.
- **Apprenticeship Programme:** Our apprentices gain qualifications in their chosen fields (e.g., fitting, lines, electrical) while receiving the practical experience needed for permanent roles in our Operations team.
- **Trainee Engineer Programme:** Over three years, trainees study towards an HNC in Electrical Engineering and undertake various work placements to apply their knowledge. This programme prepares them for roles in the Operations team.

- **Graduate Apprenticeships:** Created in consultation with our HR team, these programmes offer opportunities for individuals meeting minimum entry criteria or with relevant industry experience. Graduate apprentices develop skills in Site Construction, Project Management, and Business Management while obtaining qualifications.
- **Industry Year Placements & Power Academy:** These schemes provide paid placement opportunities for university students, allowing them to connect their studies to industry and learn from leaders and mentors within our business.
- **Work Experience:** We offer structured and flexible work experience opportunities for school-age students (16 and over), helping them gain valuable insights into various roles.
- **Employability Programmes:** Partnering with external organisations, we support young people who may not pursue further education. They learn employability skills, including application and interview techniques, effective communication, and presenting.

Through these programmes, we anticipate exceeding our 5% target by the end of 2024, with over 6.5% of our workforce engaged in development roles. We are committed to continuously improving our early career pipeline programmes to ensure they meet the needs of both learners and our business. This includes ensuring our efforts continuously align with our business strategy and our net zero and sustainability targets.



Inspiring the Next Generation

A key focus area as we seek to expand our early careers pipeline is to attract and educate young people about who we are and the opportunities we offer. Currently, only 1% of school leavers choose to work in the energy sector. To achieve our net zero ambitions, we need to change this. Studies show that the earlier children’s aspirations are raised and broadened, the better. Expectations around jobs are formed between the age of 7 and 17, making early and effective engagement crucial.

We have a team of highly experienced staff eager to support this journey, along with enthusiastic in-house STEM volunteers.

We have identified the following target groups for engagement in this work:



Table 3: Early Careers Pipeline – Areas for Engagement

<p>Primary School Children</p>	<p>We aim to captivate young minds with age-appropriate activities, such as local school competitions, interactive classroom sessions, and educational trips to our key sites. By introducing them to the “world of work” early on, we can spark their interest in the energy sector. To support this initiative, we will collaborate with our pilot organisation, Engineering Development Trust, leveraging their expertise to engage primary and secondary schools through the Industrial Cadets programme.</p>
<p>Secondary School Children</p>	<p>Understanding the timing and curriculum within schools especially those near our main sites, is crucial. We plan to engage students as early as S1, educating them about the industry and making them aware of the opportunities available. Our goal is to maintain momentum and engagement until they choose their subjects, encouraging the uptake of STEM disciplines. To achieve this, we will deliver work experience opportunities during school holidays, allowing students to gain practical insights into the industry. We will run mini projects and competitions that relate school topics to real-world applications, fostering a deeper understanding and interest in STEM. We will find opportunities for ongoing interaction in the classroom, connecting educational topics to the world of work. Attending careers fairs will ensure we meet and inspire pupils in years S3-S6, showcasing the exciting career paths available in the energy sector.</p>
<p>Colleges & Universities</p>	<p>We will build on local partnerships with colleges and universities to engage students from diverse disciplines, raising awareness about the opportunities both within our business and the broader industry. We will participate in university open days to offer application pathways for various programs and to help individuals explore their career options. We will leverage our employees across the business to deliver guest lectures and collaborate on university projects, fostering a strong connection between academia and industry.</p>
<p>Employability Charities</p>	<p>We will partner with charitable organisations to support and engage in programmes that assist people with disabilities in gaining employment, such as Enable Works and Career Ready .</p>
<p>Skills Organisations</p>	<p>In 2024, we appointed a dedicated Early Career Attraction and Engagement Lead to our HR team. This role allows us to consistently engage with influential external organisations, such as Skills Development Scotland, Developing the Young Workforce, and others.</p>
<p>Neurodiversity</p>	<p>Collaborating with a pilot group to offer work experience opportunities through Perth Autism, supporting neurodivergent individuals and offering them valuable employment opportunities.</p>

3.3 Ambition 3: One Inclusive and Engaged Team

We are one Transmission family where all individuals are equal. We want the best talent to grow our business and will continue focusing on encouraging more difference IN, and creating a culture where people want to stay ON and progress UP. An engaged team is a productive team, and we will place increasing emphasis on communication, celebrating our successes, and recognising and rewarding our people. We will collaborate closely with our employee consultative forums, trade union partners and other formal groups to create an inclusive, productive and engaging working environment.

Our Current Performance

We conduct an annual pulse survey, the Great Place to Work survey, across the SSE Group to track employee satisfaction and identify areas for improvement. The survey assesses employees' views on strategy, communication, management, wellbeing, inclusion, and ethics. Scores are compared to previous years, the SSE Group overall, and industry benchmarks.

As shown in Figure 6, since 2023, we've seen improvements in five areas, maintained performance in two, and a decline in five, with only the Safety score being statistically significant. Compared to industry benchmarks, our scores are significantly better in ten of the twelve categories.

Figure 6: Great Place to Work Results 2024

Categories vs. Benchmarks

Transmission (1,478)	Total Favorable Score	Transmission	Overall	Energy & Utilities Norm
		n Oct 2023 (1,198)	(11,822)	(143,828)
Sustainable Engagement Index	89	-1	3*	8*
Our Senior Leaders	73	-2	6*	11*
Communication	75	-2	6*	n/a
Our Strategy	94	2	8*	3*
Safety	94	4*	3*	4*
Doing the right thing	87	1	2*	5*
Inclusion	92	1	2*	8*
My well-being	78	0	-1	4*
My Manager	83	0	1	-4*
My team	85	-1	1	10*
Reward	68	-1	1	9*
Life at SSE	84	1	6*	12*

How to read the results:

Scores: Scores shown are the total percent favourable (typically top two options) response to the survey questions asked of employees.

Differences: Differences to the norm are shown as % points. Norms may include past surveys, parent groups, industry, national or high-performance benchmarks.

Colours: Red and green represent positive or negative differences from the norm with darker colour and asterisk representing statistical significance.



Source: SSENT Analysis

As our team grows during the RIO-T3 period and beyond, maintaining and improving our Great Place to Work results is crucial for sustaining growth and achieving our ambitions. Despite rapid growth from 709 employees in FY21 to 1,738 in FY24, we've maintained our performance, so we are confident that we are well prepared for this challenge. However, we will always seek ways to improve.

In 2023, we refreshed our Inclusion and Diversity Strategy to align with the broader SSE Group's inclusion strategies, and this will drive our actions in RIO-T3. This strategy is built on four pillars:

- Inclusive Processes
- Ambition
- Education and Development
- Employee Voice.

These pillars are also reflected in our newly created Inclusion and Diversity Committee. We are delighted to have this committee in place, advocating for inclusion and driving process improvements, such as multi-use quiet rooms and the reintroduction of the School Leavers Programme.

Examples of what we will deliver under these pillars are set summarised below:

Inclusive Processes:

- **Closing the Gender Gap:** We are on track to achieve our gender diversity target of 33% women in the business by 2030 (currently 29.2% as of September 2024). We also aim to increase the number of women in senior leadership to 40% by 2030 (currently 13.5%). To support these goals, we have implemented gender-balanced interview panels and shortlisting for middle management and above roles, extending this practice to two organisational levels below where possible. Additionally, we are reviewing our activities related to gender targets, including:
 - Conducting focus groups to understand lived experiences and identify further interventions.
 - Promoting flexible working arrangements.
 - Using data from our Strategic Workforce Planning (SWP) activities to understand future role requirements.
- **Induction:** To support our business growth, we have introduced the Transmission Welcome Day for all new hires, both internal and external. This one-day session, hosted by HR with representation from across the business, including our Managing Director, allows new employees to network, learn about our business and structures, and understand their roles' contributions to our success. This engagement from day one helps new employees feel like valued members of our team.

Ambition:

- **Performance Edge:** Since April 2022, the entire SSE Group has invested significantly in boosting performance and retaining talent. In August 2023, we introduced Performance Edge, an evolved approach to performance management focused on delivering our strategic priorities and maximizing employee potential. This approach involves continuous learning, feedback, and coaching to support our net zero strategy and career development. Key Elements of Performance Edge:
 - Agile Objectives: Adaptable goals that respond to changing business priorities.
 - Prioritizing Learning: Emphasising personal development and career aspirations.
 - Evidence-Based Evaluation: Objective performance assessments.
 - Structured Feedback: Regular, constructive feedback sessions.
 - Peer-to-Peer Coaching: Fostering a coaching culture.

Agile objectives create a cohesive link throughout the organisation, from the CEO to individual team members. Initial training showed 91% of respondents felt confident in applying Performance Edge methods. Each performance year includes setting objectives, regular check-ins, a mid-year review, and an end-of-year evaluation, with flexibility to adjust goals as needed.

- **Individual Support Plans:** These plans were trialled with Transmission Trainees in late 2024. Developed by the Inclusion and Diversity Committee, the initiative aims to support neurodiverse colleagues by facilitating discussions with Line Managers about any additional support needs. We will roll this out in RIO-T3 to support ambition for all.

Education & Development:

- **Banter Line:** Following the refresh of our Inclusion and Diversity Strategy, participation in our Banter Line Awareness Campaign has increased. This campaign, highlighted in the Energy Networks Association's [Showcasing Diversity, Equity and Inclusion \(DEI\) initiatives](#) publication in June 2024, supports employees in fostering an environment where everyone can be themselves. It emphasises understanding the fine line between friendly banter and offensive behaviour.

Employee Voice:

- **Reverse Mentoring:** Following a successful pilot, we expanded our Reverse Mentoring programme in 2023, from 13 pairs, to 21 pairs in 2024. This is where senior/director level staff are mentored by junior staff. The current cohort, concluding in December 2024, has provided very positive feedback giving us confidence to continue.
- **Shadow Board:** Our well-established Shadow Board programme allows colleagues from across the business to apply for a 6-month term on the Board, that shadows the Transmission Executive Committee (TEC). New members are scheduled to join by early 2025. This initiative enhances employee voice and diversifies the thinking within our TEC.

3.4 Ambition 4: Empowered Inspirational Leaders

Good leadership matters. We recognise the transformative power of positive, empowered, and inspirational leaders. As key decision-makers, our managers and leaders have significant opportunity to influence our workforce. We are clear on our expectations: leaders must help make our business a great place to work and share collective responsibility for advancing our net zero commitments.

Our leaders are expected to build trust and empower others, ensuring that they not only achieve their goals but do so in the right way. We are dedicated to helping our leaders reach their full potential, which in turn fosters a great working environment for everyone. Strengthening this leadership foundation is crucial for our success as we enter the RIIO-T3 period.

We detailed our Careers Pathway for all under Ambition 2. Our talent development programmes primarily target colleagues who show high potential and those in leadership positions, or on a leadership pathway. Many of these programmes are offered across the SSE Group level. Additionally, at SSEN Transmission, we invest in leadership, technical and skills development through individual and team requests, and annually support colleagues with a range of qualifications to enhance performance and progression.

Table 4: SSEN Transmission Programmes

Extended Leadership Team programme (ELT)	An annual modular programme that aims to continue to develop our senior leaders as we grow our business and evolve our strategy.
Shadow Board	An open selection process in which a small group of colleagues learn by being a member of the shadow board for six months.*
Develop. Invest. Inspire	A talent retention programme targeted at our high potential leaders, which includes focused development and bi-annual brunch and talk sessions.
Enabling Career	A new programme in 2024 with a series of modules and action learning sets for those aspiring towards more senior roles.*
Competence Framework	Career pathways start to create more structure around learning to support Transmission-wide competences.*
Stakeholder Engagement	A three-hour virtual workshop aimed at all colleagues to increase awareness of our responsibilities around stakeholder engagement.

Table 5: SSE Group Programmes

Psychometric Tools	Insights (preferences) and ESCI (emotional intelligence) provide insight to support both individual and team development.*
Learning Live	A series of short virtual skills workshops which change quarterly to reflect demand.*
Critical Capabilities	SSE has identified ten critical capabilities and learning is being created to support colleague development in these areas. Project Management, Financial Management, Digital Learning, Strategic Thinking and Commerciality are example capabilities.*
Leading Others Programme	A programme mandated for all new people managers or for those progressing towards a people management role.*
Igniting Inclusion	Three modules supporting our inclusion agenda focusing on Neuroscience of Inclusion and Diversity, Growth Mindset and Psychological Safety.
Inclusive Leadership Development Programme (ILDLP)	A blend of internal and external learning focusing on self, team and business leadership. This is targeted towards those with potential for promotion to 'Head of' level roles.
Career Development Programme (CDP)	An external programme focusing on leading self, team and business. This is targeted towards senior leaders with potential for promotion to Director level roles.
Leadership Development Review (LDR)	A series of interventions for senior, high potential leaders, including psychometrics and interviews, to support development towards senior roles.
Critical Eye	A programme for our most senior, high potential leaders, who are seen as future MDs. This provides external mentoring, quarterly meetings, and access to learning around current business topics.

* These programmes are self-led; individuals can elect to take up development opportunity. Participation in other programmes is possible following nomination, as a result of talent and succession conversations.

4. Conclusion and Next Steps

Our people sit at the heart of our business. Without a skilled and knowledgeable workforce, we cannot achieve the ambitions set out in our RIIO-T3 Business Plan and we will not achieve net zero. As we push to decarbonise the electricity system by the early 2030s, the volume and pace of work across our network will increase significantly. To meet these demands, we plan to grow our headcount to over 4,000 by the end of RIIO-T3.

We will face challenges in doing so, including an industry-wide skills shortage as countries around the world compete for the talent necessary to realise a net zero future, and an ageing workforce with experienced people retiring and taking decades of knowledge with them. However, we believe that through the strategy outlined above, we have the right systems in place to identify skills gaps, and the necessary initiatives and upskilling programmes to attract and develop our people to fill these gaps.

As set out, our Workforce Resilience Strategy is built upon four key pillars, which are linked by one 'golden thread':



A Healthy, Happy and Safe Workplace



Right People, Right Skills



One Inclusive and Engaged Team



Empowered Inspirational Leaders

All supported by our 'golden thread' of "doing good whilst doing well"

We have developed an action plan to achieve these strategic goals (**Table 6**). This plan ensures we maintain a skilled, safe, engaged and growing workforce, ready to meet our commitments and tackle the challenges of the RIIO-T3 period and beyond.



Table 6. Our RIIO-T3 Action Plan

People Ambition	Target	Action	KPI
Happy, Healthy and Safe Workplace	Progress with findings from gap analysis and work towards certification of ISO 45003	Gap analysis to be conducted for ISO 45003 Managing Psychological risks at work for the whole of Transmission.	Achieve ISO 45003 by March 2026 (in line with the sustainability strategy and the SHW improvement plan)
	Pilot the Trauma Risk Incident Management (TRIM) training to provide a service for all employees including our wider communities/contractors access to Trauma risk assessment following a work/ life traumatic event.	Implementation of the TRIM process	Ratio 1:50 for TRIM assessors (based on level of risk within the business and on par with MHFA).
	Implement a People Resilience Programme		All employees (using the headcount for April 2024 of 1700) to have completed the relevant MindPower Programme (MPP) workshops
	Support all trainees on pipeline programmes with support & mental health and well-being	Pipeline Programme Manager to work with SHW team to organise Stress & resilience workshops for all trainees on programme	N/A
	Manage Stress in the workplace	Continue to deliver the Wellbeing /Stress Workshops and follow up on stress risk assessments to ensure actions are being closed off.	Priority Actions are closed off within 12 months of review.
	Increase access to Health and Wellbeing (HWB) & Mental Health First Aid (MHFA) support in line with pathway 2030 growth	Provide MHFA training as identified where there is a shortfall, ensuring MHFA's are evenly spread. Apply the same principles of the Mental Health First Aiders (MHFAs) to enrol Wellbeing Champions across the business. HWB Roadshows to be rolled out to operational personnel who can't easily attend wellbeing cafes. Ensure annual roadshows, taking into account current health concerns in relation to season. Continue with weekly Wellbeing Cafes and increase the attendance.	MHFA Ratio 1:25 Wellbeing Champion 1:50 Annual HWB Roadshow with a 20% increase on attendance for previous yr. Actual attendance increased by 20%
	Compliant with the legal requirement for Occupational Health Surveillance	Ensure process is in place to monitor the compliance for Occupational Health Surveillance for Transmission Employees	Over 90% Compliant

People Ambition	Target	Action	KPI
Right People, Right Skills	Increase external engagement with a wider amount of industry skills organisations, the supply chain and other TOs	Increase external engagement with a wider amount of industry skills organisations Set up our new role of Early Careers Attraction & Engagement Lead within the HR team Connect academia to Industry working with identified strategic schools & universities Set up work experience programmes Manage strategic partnerships with organisations such as Industrial Cadets & identify any new opportunities in this space Work with the supply chain & other TOs Tell the SSEN Transmission story and sell the opportunities available in a meaningful way for the next generation (primary & secondary)	N/A
	Maintain a minimum of 5% in our team employed in earn as you learn roles	Continue to monitor and work across the business, identifying talent needs and creating new pipeline programmes to meet requirements.	5% of overall headcount in identified earn as you learn roles
	Focus on inspiring the next generation of employees into our industry, working with Primary, Secondary, Colleges & Universities in key locations across Scotland	Identify target universities in our strategic areas that can support us filling roles and generating the next generation of employees into the energy industry	N/A
	Develop new talent pools	Continue to participate in the ex-military Career Transition Continue to refine and develop our talent pipeline pools Explore opportunities to partner in the social mobility space Explore attraction approach for Returners/boomerang employees Explore opportunities to work with disability awareness organisations, including partnering with Perth Autism Support to offer work placement opportunities for students. Contributing to the new Enabling Transmission Careers content	N/A
	Maintain Time to Hire of 44 days for all roles, whilst supporting all hiring managers	Re-launch Hiring Manager resourcing pack Engage with Hiring Managers to understand appetite for interview training and/or other support Introduce monthly chaser communication regarding Authority to recruits (ATR) to be raised	Time to hire in days
	Build an SSEN Transmission employer brand	Continue to create career and job-related content plus wider attraction content on LinkedIn careers page Create inclusive and broad job adverts Define our employee value proposition Build a clear and consistent employer brand Feature employees across our social media channels Launch Primary Schools across Scotland competitions	N/A

People Ambition	Target	Action	KPI
One Inclusive and Engaged Team	33% of workforce are women by 2030 (SSE target)	Delivery of the I and D Strategy Refresh (under the Sustainable People Strategy)	Percentage of workforce
	40% of senior roles filled by women by 2030 (SSE target)		
	25% of women in the business earning more than £40,000 per year by 2030 (SSE target)		
	40% of all board positions (at Group level) to be held by women by 2025 (FTSE Women Leaders Review)		
	Women to make up 40% of leadership teams by 2025 (ExCo and Senior Leadership Direct Reports) (FTSE Women Leaders Review)		
	15% of employees to identify as ethnic minority (of those that share their diversity information)		
	8% of employees to identify as disabled (of those that share their diversity information)		
	Implement and improve support for all new colleagues joining the business when they join	Expand the Transmission Welcome Experience as business needs change and grow	N/A
	Pilot & maximise diversity pool of candidates to meet our I and D targets	Engage with organisations and pilot initiatives such as the 5-hour club & lean in circles, STEM returners, Work 180, Women's Utilities Network & Women's Engineering Society	N/A
	Allow all colleagues to work and learn at their best	Introduce "Individual support plans" across our business to ensure we invite people to share additional needs and information with their line manager to provide the relevant support	N/A
	Expand the diversity of our talent pipeline	Explore opportunities to set up new ways for people to have a career in our business e.g Armed forces, AFBEM, social mobility support groups or organisations	N/A

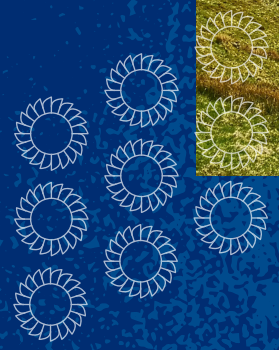
People Ambition	Target	Action	KPI
	<p>Have an Strategic Workforce Plan (SWP) for each Directorate and an overarching plan across our business, where all actions & outputs are continually monitored, reviewed and implemented in line with business needs.</p>	<p>HR team to meet with all Transmission Executive Committee & Extended Leadership Team every 6 months to create, review and amend the SWP to ensure all HR activities have the right focus to meet business need. This should include a focus on staff development, pipeline programmes, retention and recruitment</p>	<p>N/A</p>
	<p>Improve coverage of succession plans across the business</p>	<p>Succession plans in place across Directorates</p>	<p>Percentage of directors with succession plans in place</p>
<p>Empowered Inspirational Leaders</p>	<p>Create an annual talent capability plan aligned to SWP, to address critical skill and capability gaps</p>	<p>Annual capability planning cycle in place with quarterly conversations in place to drive actions Continue to expand our career paths as the business grows Deliver a plan with an agreed budget to reduce capability gaps Any business needs identified to be part of the HR plan for delivery to support the business and ensure as capable workforce 100% of employees to have a development plan. All those identified as "requires development" to be offered relevant support</p>	<p>Plan delivered within agreed budget to reduce capability gaps 100% of people to have personal development plan All of those 'requires development' to be in receipt of relevant support</p>
	<p>Continued investment in our Executive & extended leadership team</p>	<p>Embed a new Learning management system to track development Embed and continue to expand the SSEN Transmission learning hub</p>	<p>N/A</p>

Appendix 1: Workforce Resilience Risk Assessment

As we move into the RIIO-T3 period, our business, the transmission industry and the wider economy are faced with many risks and challenges. Below we have highlighted the risks that we have identified, and the various mitigation measures we are seeking to take to minimise their impact on our business, and on the delivery of our key objectives.

Table 7: Identified RIIO-T3 Risks and Mitigations

Risk	Mitigation
Ageing workforce - 10% of staff in our business over 55	Growing our own talent via various programmes & people development initiatives
Skills shortage/limited talent pools	As above, while also targeting other industries (such as high carbon) to attract employees to move into our industry, supporting employees to transition with targeted development and support.
Political uncertainty	Continue utilising our stakeholder engagement teams who lead our business and communications across many governing bodies and organisations.
Supply chain capacity to deliver	Continued engagement with the supply chain – pro-actively setting up meetings with our main principal contractors to share best practice and future plans, in a timely manner
Market premiums	Attractive reward & benefits
Speed of growth and broadening our talent attraction strategy	Create learning pathways which support onboarding of new colleagues, accelerating their route to competence
Leadership capacity and capability	Significant investment in leadership development and succession planning
Cultural dilution resulting from accelerated growth	Continued focus on culture and behaviours through embedding of Performance Edge and colleague engagement initiatives



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