

Peter Bingham

Director, Engineering & Technology

10 South Colonnade, Canary Wharf,

London, E14 4P

11 March 2026

Dear Peter,

Thank you for your letter regarding the outcomes of the independent audit of NGET substation assets. This was a significant undertaking on the part of the independent auditor, DNV, and your Engineering team. I sincerely appreciate the time taken to understand our assets and management processes in detail, as well as the many hours spent on site verifying asset condition and records.

DNV's audit concludes that that our asset condition, data management and asset management practices align with good industry practice and that assets at the audited sites are monitored, maintained and accurately recorded.

Continuous improvement is central to Asset Management, and we are grateful for the opportunities highlighted by DNV to mature further. Work is already underway for most of these opportunities. In particular, we have invested in a new Asset Management system that streamlines the maintenance, inspection and reliability of equipment and infrastructure, with built in capability to leverage advanced analytics and the Internet of Things (IoT). This system is currently in the testing phase and due to go live in 2026.

DNV's report also acknowledges the important role of system access in enabling NGET to carry out maintenance activities and essential upgrades. The National Energy System Operator have begun a critical programme of reform to improve the efficiency, coordination, and transparency of planned outages and access. We look forward to working together with NESO, other networks and yourselves to take this forward.

As requested, we will submit a detailed implementation for the five areas set out in your letter by 31 March 2026. This plan will have accountable owners, set out interim and final milestones, as well as define how progress will be measured and reported. In the meantime, a high-level outline is provided below.

Action	Timeline
1. Differences with international standards We will review differences in periodic maintenance requirements for main plant between NGET's policies and international standards and provide justification for the differences or if necessary, set out any adjustments required.	Completion: 30 Apr '26
2. Performance targets for maintenance	Update: 31 Jul '26 Completion: 31 Dec '26

We will benchmark our targets for key activities (including scheduled maintenance, defect target dates and bushing oil sampling) against industry practice and publish the targets internally.	
3. Deferred maintenance We will strengthen escalation processes and introduce KPIs to monitor and drive timely completion of deferred activities, coordinating with NESO where outage constraints are a factor.	Completion: 30 Apr '26
4. Transformer bushings We will undertake a focused deep dive into bushing oil sampling to understand drivers of deferral and identify actions to increase compliance. We will also clarify wording in TGN(E)82 to remove any ambiguity and communicate the updated guidance and expectations to our teams	Update to TGN(E)82: Complete Procedure update: 30 Apr '26
5. New asset management platform We will provide an update on implementation of Maximo and on the improvements, it will deliver to scheduling, tracking and reporting of maintenance activity (including target dates for defect and Condition Based Maintenance work orders, auxiliary systems, and visual condition records such as corrosion and oil leaks)	Quarterly updates with the first full update in June 2026.

We will keep you informed of our progress during the quarterly performance meetings that are already in place. And we would appreciate ongoing collaboration and input from Ofgem, especially regarding outage coordination.

Thank you for the extensive engagement, constructive dialogue with our engineers and analysts, and the well-managed site visits. We are completely committed to ensuring our network remains safe, reliable and efficient through continuous improvement in how we manage our critical assets.

Yours sincerely,



Alice Delahunty

President, National Grid Electricity Transmission