

1. Please clarify the stakeholder feedback received in respect of how SPT is managing its own impact on the environment. Additionally, please explain what steps have been taken in consideration of this feedback, particularly regarding office, fleet and equipment.

Stakeholder feedback guides our approach to managing SPT’s own impact on the environment at all stages. Our strategy was built entirely with stakeholders and continues to be- right through to delivery. Insights from our quarterly Stakeholder Sustainability Working Group, set up specifically to respond to stakeholders, strongly influenced the initial development of our Sustainable Business Strategy. We carried out extensive stakeholder engagement to determine our future environmental sustainability commitments, which arguably represents the most significant evolution of environmental priorities, commitments & outputs ever seen by our business. To address our stakeholders’ feedback and the level of ambition they support, we are committed to reducing our carbon footprint, reducing transmission network losses & achieving our vision of a sustainable network business, in alignment with the United Nations Sustainable Development Goals. Here are some of the steps we are taking following stakeholder feedback;

	Stakeholders Said	We Did
Office	Welcome ambitious targets to deliver our sustainability goals.	1. Moved our electricity consumption to a Renewable Energy Guaranteed Origin Tariff - reduction of 214 tCO ₂ e in 2019/20. 2. Developed plans to reduce substation energy by 250tCO ₂ e per year.
Fleet	Align with recent Iberdrola EV100 announcement- replace 100% of cars and vans with electric alternatives.	1. Led & influenced national EV agenda through launch of a £7.5m partnership with Transport Scotland & SSEN to deliver an integrated approach to the rollout of EV charging points, lobbying policy makers to accelerate the EV transition. 2. Committed & commenced replacement of 100% of our 72 cars & vans with electric alternatives by 2026-reducing emissions by a circa 320tCO ₂ e per year. 3. Influencing vehicle manufacturers to increase availability & development of new EV models to fit business requirements.
Equip-ment	Greater level of collaboration with supply chain to enable them to propose environmental improvements at concept and design stage.	1. Worked in partnership with SEPA to fundamentally change the treatment of material from temporary access roads, enabling re-use & significantly reducing the volume sent to land fill. 2. Led industry collaboration with supply chain to drive development of SF ₆ free technologies. Avoiding estimated emissions equivalent to >1.200tCO ₂ e per year. 3. Advanced proposals to remove over 357,000 litres of oil from our system & drive ongoing reductions in leakage. 4. Established plans to avoid circa of 3,700cO ₂ e emissions annually through reduction of network losses.

2. Pages 6-7 of Part 2 of your submission report that projects are supported through your Green Economy Fund. Please provide responses to the following:

- a. Explain the steps taken to ensure the widest possible number of stakeholders benefit from the learnings that you have gained.
- b. Explain how you have facilitated cross-sector collaboration in this area.

a. As the only Transmission Operator (TO) with a fund of this scale, we have a responsibility to share key learnings. The Green Economy Fund (GEF) was established with this view and to provide a roadmap for similar projects, leaving a strong legacy which can be built upon. The following steps were taken to ensure the widest number of stakeholders benefit from our GEF learnings. **Stakeholder mapping:** For each engagement activity, we complete a stakeholder gap analysis, ensuring we have wide reach representation from cross-sectors to maximise shared learnings, targeting traditional hard to reach stakeholders. **Proactive engagement:** As well as engaging with those involved in projects, it's equally important to engage with wider stakeholder groups to gain support, promote the fund & build a platform to share key learnings. To facilitate this, we created an extensive GEF engagement programme & to date, we have shared key learnings with over 480 stakeholders. **Leveraging third party engagement:** We continue to increase our engagement by building upon our key relationships with stakeholder groups who represent the voice of large community groups to further extend our reach, allowing GEF learnings to reach a much wider audience than we could achieve alone. This engagement aims to ensure that learnings translate to positive impacts on wider communities, particularly with those who have not been directly linked to the fund. We have also stimulated learning discussions with 638 other organisations. **Information Sharing:** Stakeholders told us it would be beneficial to create a report to bring all project learnings together. We have produced a GEF annual report, allowing for wide dissemination of key learnings, accessible to all, which includes analysis of monthly project reports, highlighting challenges & learnings. This new report promotes transparency as to how the fund is run, as well as providing case studies, with engagement events planned to promote the key learnings.

b. Our GEF projects cross-share information to build a strong sense of community. Projects which weren't initially aligned have come together, expanding their knowledge & building relationships e.g. two of our community transport projects - Community Transport Glasgow (CTG) & Foodtrain - have come together to collectively focus their expertise & resources to better support the communities they serve. Our networking events have allowed them to recommend suppliers, discuss specification details & challenges they have overcome - something which wouldn't have been possible without our support. Cross-sector collaboration has been invaluable for the GEF projects, facilitated by us & provides stakeholders access to expertise which would not usually be as readily available. For example, we held a 'Race to Net Zero' event, bringing together over 300 key stakeholders, such as policy makers, local MSP's & third sector contacts to stimulate discussion, not only from a policy and regulatory perspective, but at a practical level too. Facilitating a cross-sector initiative between our rugby partners, Glasgow Warriors, and CTG to introduce charging infrastructure on the grounds & offering an electric minibus park & ride facility.

3. The COVID-19 pandemic has changed both the ways of working and how stakeholder engagement is conducted. Please provide responses to the following:

- a. How have stakeholders helped you put in place new ways of working for the COVID-19 pandemic?
- b. What new methods of stakeholder engagement have you found useful and why?
- c. What learnings from the pandemic are enabling you to deliver more for customers and stakeholders?

a. COVID-19 has posed unprecedented challenges in ensuring continued high-standards of network performance. Examples below show new ways of working, supported by engagement with our partners and stakeholders. **Industry collaboration:** Developed COVID-19 specific contingency plans and collectively managed resources through engagement with Networks, Governments and Regulators to ensure we continue to keep the lights on, maintain network resilience and the health and safety of our colleagues and customers. Engaged with Ofgem and BEIS to identify risks relating to an increase in low voltage on our network and put measures in place to ensure continual security of supply. **Rugby partnerships:** Utilised partner channels to extend our reach with farming communities, where there is a high rugby following. We focused on increasing awareness around engineers requiring vital access to land despite COVID-19 restrictions, with SPEN content reaching over 147,000 people, such as an essential worker video using player appearances. **ESO:** Engagement with the ESO and stakeholders resulted in Shunt Reactors being upgraded and installed to help offset high voltage on a lightly loaded system to secure network resilience during periods of anticipated low demand. **Trade Unions:** Engaged with suppliers and Trade Unions to agree exceptional working practises where 2m distancing could not occur e.g. essential work programs in enclosed spaces.

b. We have responded to the challenges posed by the pandemic by increasing our use of digital engagement, for example held a 3D virtual hall event with a local community, showing project information, design options and a platform to ask questions, proved popular particularly for time-poor stakeholders, as travel was not required. Platforms such as Teams allow us to present visually to stakeholders with decisions being made in real time and constructive discussions happening more often, such as project schematics discussed and altered in real time with Network Rail, resulting in improved efficiencies. In conjunction with webinars, we are currently trialling the use of Mentimeter, an interactive presentation software, to ensure we can also gather views from 'silent stakeholders' during live webinars. We are currently organising a Supplier Event using video conferencing platforms. This will promote the broadest and most inclusive stakeholder attendance yet, allowing new groups of stakeholders, including from overseas, to shape our practices.

c. The pandemic has shed light on the value of digital engagement. Though digital channels such as webinars, we have reached over 660 stakeholders, demonstrating we maintained our engagement though the pandemic. We will continue to make available recorded webinars to meet our stakeholders' expectations. Projects from the Green Economy Fund stepped in to action to help our customers during the pandemic, for example FoodTrain expanded its service due to a demand increase of 60% to support vulnerable and elderly customers who were shielding to provide them with essential food and items.

4. Many companies are using technologies such as Artificial Intelligence to improve stakeholder engagement.

a. Please explain what steps have been taken to use technologies such as Artificial Intelligence, Big Data and others to improve stakeholder engagement, deliver benefits to stakeholders and improve services to vulnerable customers.

b. What data sets have you made available to other stakeholders?

c. What help, if any, are you giving these stakeholders with using the data?

a. We are investing in Big Data and Artificial Intelligence (AI) to unlock better ways of managing our network, engaging our stakeholders and ultimately benefiting our customers. Our **VISOR project** combines all three GB TO's measurements, resulting in real-time visibility of the network, using AI to quickly shed light on dynamic behaviours, providing the ESO with the means to optimise the full capacity of existing assets without affecting reliability of supply and helps keep costs low for customers. This facilitates the future use of data for enhanced control and protection of the network in a 'Net Zero world'. Our **Chatter Tool** analyses discussions on online platforms to provide an understanding of our stakeholder and customers' needs and preferences, at a granular level. The first of its kind in the application to stakeholder engagement, it analyses thousands of data points everyday through bespoke language processing algorithms to identify views on topics, such as EVs and fuel poverty. Since January 2020, this innovative tool has analysed over 175k mentions on relevant topics and is enhancing the way we engage but also influencing our business decisions. For example, decarbonisation shows the largest number of mentions on a single topic – over 25,000 since January. This strengthens our findings that decarbonisation is a key customer priority, supporting the outputs of our Green Economy Fund and provides stakeholder validation against our low carbon initiatives.

b. Responding to the pandemic, along with other GB TOs and the ESO, we temporarily suspended outages, which caused a disruption to the annual network outage plan, to focus on security of supply. SPT has re-engaged with the ESO to develop a new network outage plan for the remainder of this regulatory year, achieved by ESO collaboration and by providing **new outage datasets** on a regular basis for the ESO to work with. Our stakeholders were involved in this process to ensure any impact on them was minimum. We also gather vast volumes of data from extensive system monitoring and apply advanced data processing techniques to extract information for our customers and other stakeholders; for example, we collate and process measurements of **harmonic** distortion on our network to inform new connection designs and generator compliance activities.

c. We ensure data shared is usable, comprehensive and accessible. Examples of how stakeholders use our data; we published our **Business Plan Data** in greater detail than any other TO and in Excel format, in contrast to other TO's, allowing our stakeholders to interpret the data and better challenge our plan. Our stakeholders are also provided with access to technical data such as **Harmonic datasets** to help plan their connections application. **COVID-19 Outage datasets** were collated with other TOs to facilitate the creation of a new system wide transmission outage plan. We are taking a leading role, in conjunction with SSE, SGN & ESRI to merge all TO's, Gas and DNO capacity heat maps, allowing stakeholders to access data on network capacity, enabling decisions to facilitate a low carbon future through **Digital Systems Map data sets**.