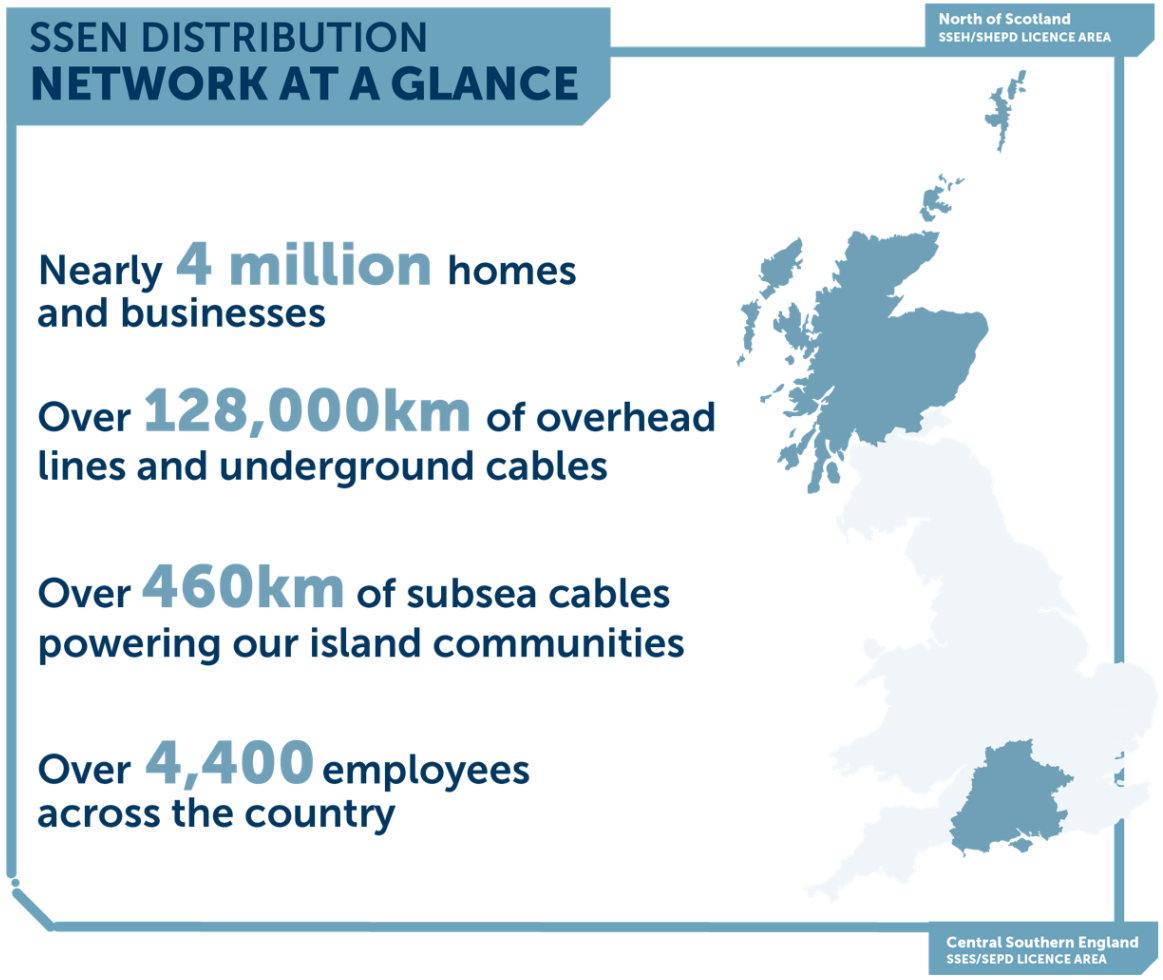
Innovation Basecamp 2026

4th February 2026 – Park Plaza, London

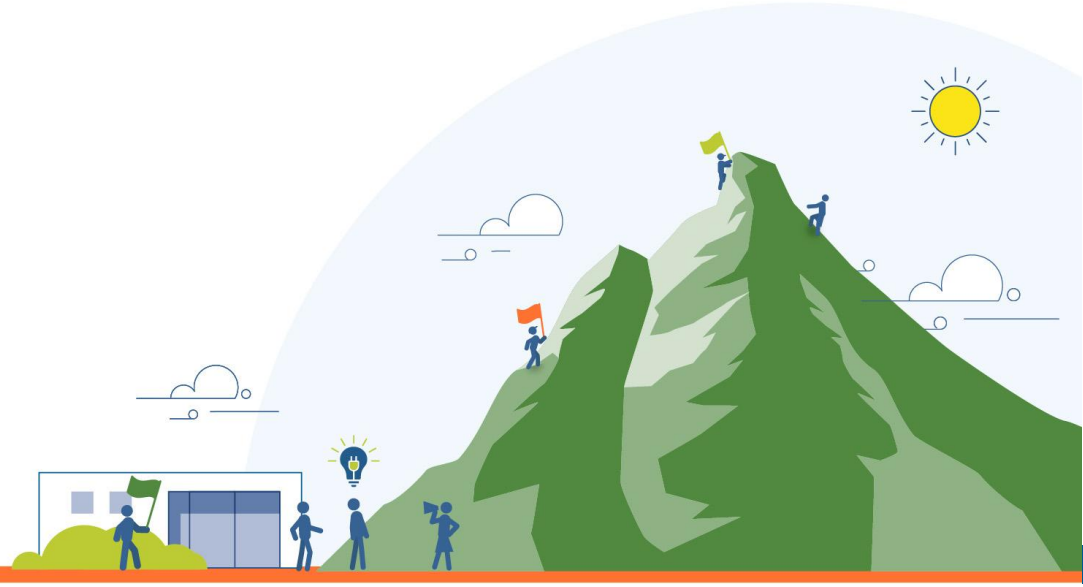
Future Workforce - SSEN

Introduction



We're Scottish and Southern Electricity Networks (SSEN) Distribution, part of the SSE plc Group.

We're the Distribution Network Operator (DNO) responsible for delivering power to almost 4 million homes and businesses across central southern England and the north of Scotland.



Background Information

Distribution Network Operators (DNO's) are facing a strategic workforce challenge. Energy demand is outstripping the ability to resource demand within current ways of working. Innovation is required to generate sector employment interest, maximise utilisation and meet our clean energy ambitions.

Key challenges include:

- An ageing workforce and limited capacity to deliver knowledge transfer effectively
- The need for massive network upgrades to meet 2050 goals requires a skilled and adaptable workforce
- A shrinking talent pipeline is exacerbated by reduced international mobility and ineffective relocation strategies
- Evolving job roles driven by AI, robotics, and data analytics, which are not yet reflected in current training or career frameworks
- Safety risks in traditional field roles could be mitigated through automation and immersive training technologies, but these need to be implemented carefully
- A disconnect between modern learner expectations and outdated analogue work environments
- The need to compete with other large infrastructure markets for skills

What are the Problems?

The key issues?

- **Recruiting the volume of talent needed to meet our clean energy targets**
- **Technological transformation of job roles**
- **Enhanced safety and training**

Why do you think these are the issues?

The SSE AI Skills Assessment confirms that traditional hiring alone cannot meet future demand, partly due to the time it takes to train staff to operate independently. Engagement with other DNOs suggests this will be true across the sector.

For example, apprentices in craft roles take four years to qualify. We need to explore whether new technologies, such as AI-driven capacity release, can accelerate the delivery of fully trained, competent, and safe colleagues.

Our Expectations

What are we looking for?

Solution Expectations:

The backdrop of rapid technological change and ambitious national goals means that project proposals must meet the following needs:

- ✓ Reshaping workforce models to meet the whole-system transformation and the new technology we will need to use
- ✓ Accelerating the delivery of other network interventions, possibly through AI, robotics, and other emerging technologies
- ✓ Developing new career architectures for critical engineering roles e.g. Control, System Planning, and HVDC Engineers
- ✓ Improving safety and efficiency. With automation and robotics expected to reduce risks and make the sector more attractive to new talent, we need to do this efficiently and sensitively
- ✓ Addressing social mobility, targeting talent in deprived communities and aligning with evolving apprenticeship models and government funding

Non-negotiables:

- ✗ Although AI, Machine Learning and VR may form part of the solution, projects which rely exclusively on these will not be considered

IMPORTANT

We are looking for professionally presented plans

Ideally, these will contain suggested work packages, partners, and costs

A list of ideas without any delivery plans are unlikely to be taken forward

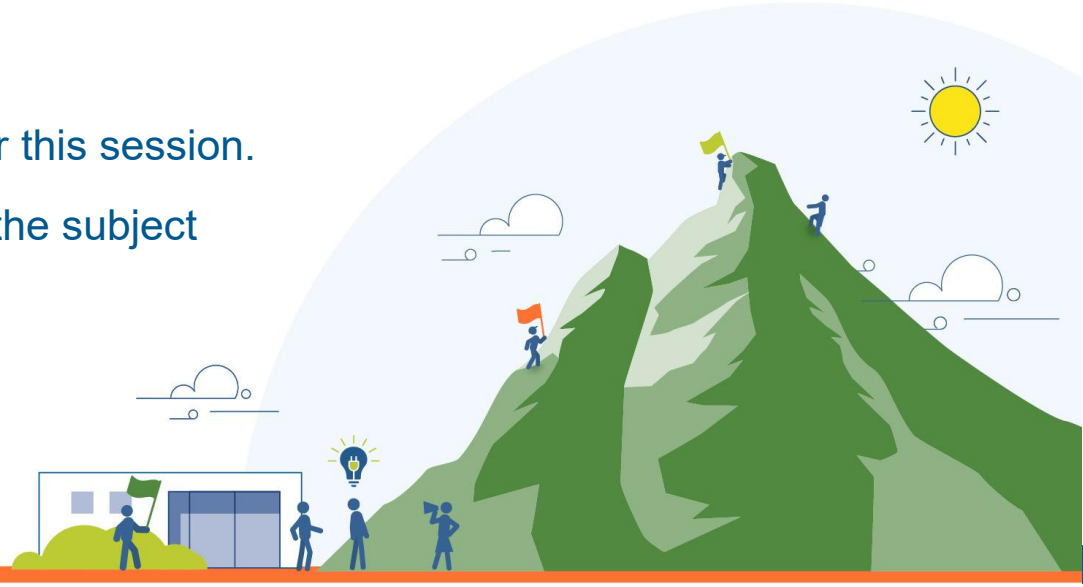
Questions:

Any questions please?

Key Contacts:

For further information and clarity, please see Phil, Divante or me after this session.

Alternatively, please email futurenetworks@sse.com at any time with the subject heading: **Basecamp26.**



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