

High performing.  
Low cost.  
Customer first.





HIGH PERFORMING. LOW COST. CUSTOMER FIRST.

This year, we made meaningful progress across our strategic priorities: ensuring safety throughout our operations, building and maintaining the UK’s most reliable electricity network, delivering industry-leading customer satisfaction, facilitating decarbonisation and providing value for money. Our achievements reflect the dedication of our people and our commitment to delivering trusted, efficient service for the over 19 million people who rely on us.



Highlights of the year

As a leading infrastructure provider, we own and maintain electricity cables and lines across London, the East and South East of England, and make sure power flows reliably, safely and securely to more than 19 million people living across our region. To continue to maintain our industry-leading position, it is essential we adapt to changing energy demands, exceed customer expectations, meet regulatory requirements and support the Net Zero transition.

ENSURING SAFETY



How we do this  
Health and safety p.36

0.05

Total Recordable Injury Rate<sup>1</sup> (TRIR). We have seen a 90% reduction in our TRIR since we started as an independent business in 2010/11

IMPROVING RELIABILITY



How we do this  
Network reliability p.38

99.99%

Network reliability

25.6

Customer Minutes Lost. Rank No.1 network for CMLs with our best ever score of 25.6 CMLs<sup>2</sup>

- 1 TRIR covers all work-related injuries that lead to absence from work, and those requiring professional medical treatment even if no absence occurs.
- 2 A customer connected to our network will be off supply on average for less than half an hour per year. This is a 60% improvement over 2010/11, when the average duration was 64 minutes.

KEEPING CUSTOMERS SATISFIED



How we do this  
Customer satisfaction p.40

No.1

Awarded the best Distribution Network Operator (DNO) in Ofgem’s Broad Measure of Customer Service

DELIVERING VALUE FOR MONEY



How we do this  
Value for money p.42

Lowest cost

DNO in 2024/25. This means our customers paid us an average monthly charge of £9.73 (32p per day) which is 12% less than the industry average

FACILITATING DECARBONISATION



How we do this  
Facilitating Decarbonisation p.44

No.1

UK Power Networks judged as the leading Distribution System Operator (DSO) by topping both Ofgem’s DSO Stakeholder satisfaction and DSO Panel scores

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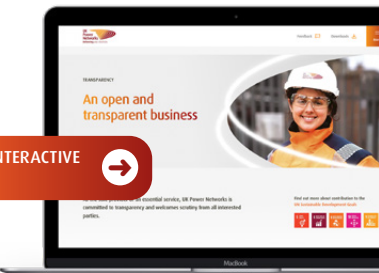
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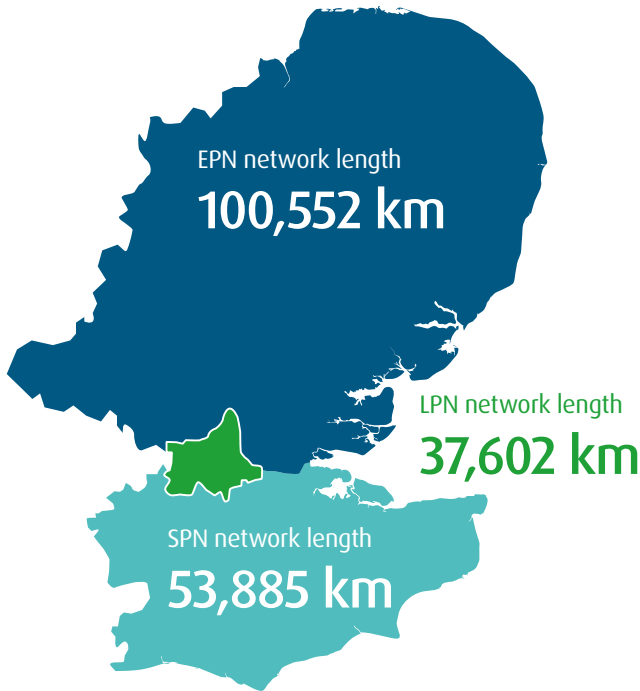
SCAN TO VIEW THE INTERACTIVE ONLINE VERSION



# UK's biggest electricity distributor

We are the UK's biggest electricity distributor, ensuring that the electricity infrastructure is in place to serve our customers safely, reliably, efficiently and sustainably.

## Our network areas



### Eastern Power Networks (EPN)

We deliver power to the East of England region which extends from the Wash in the east, to North London and the Thames estuary, encompassing a diverse range of urban and rural areas as well as a huge coastline.

### London Power Networks (LPN)

We look after the electricity network for people who live and work in Inner London, and we are responsible for delivering power to iconic buildings and businesses, as well as high-profile international events throughout the year.

### South Eastern Power Networks (SPN)

We serve South London, Kent, East Sussex and parts of Surrey and West Sussex, covering a rich variety of customers and locations.

### UK Power Networks Services

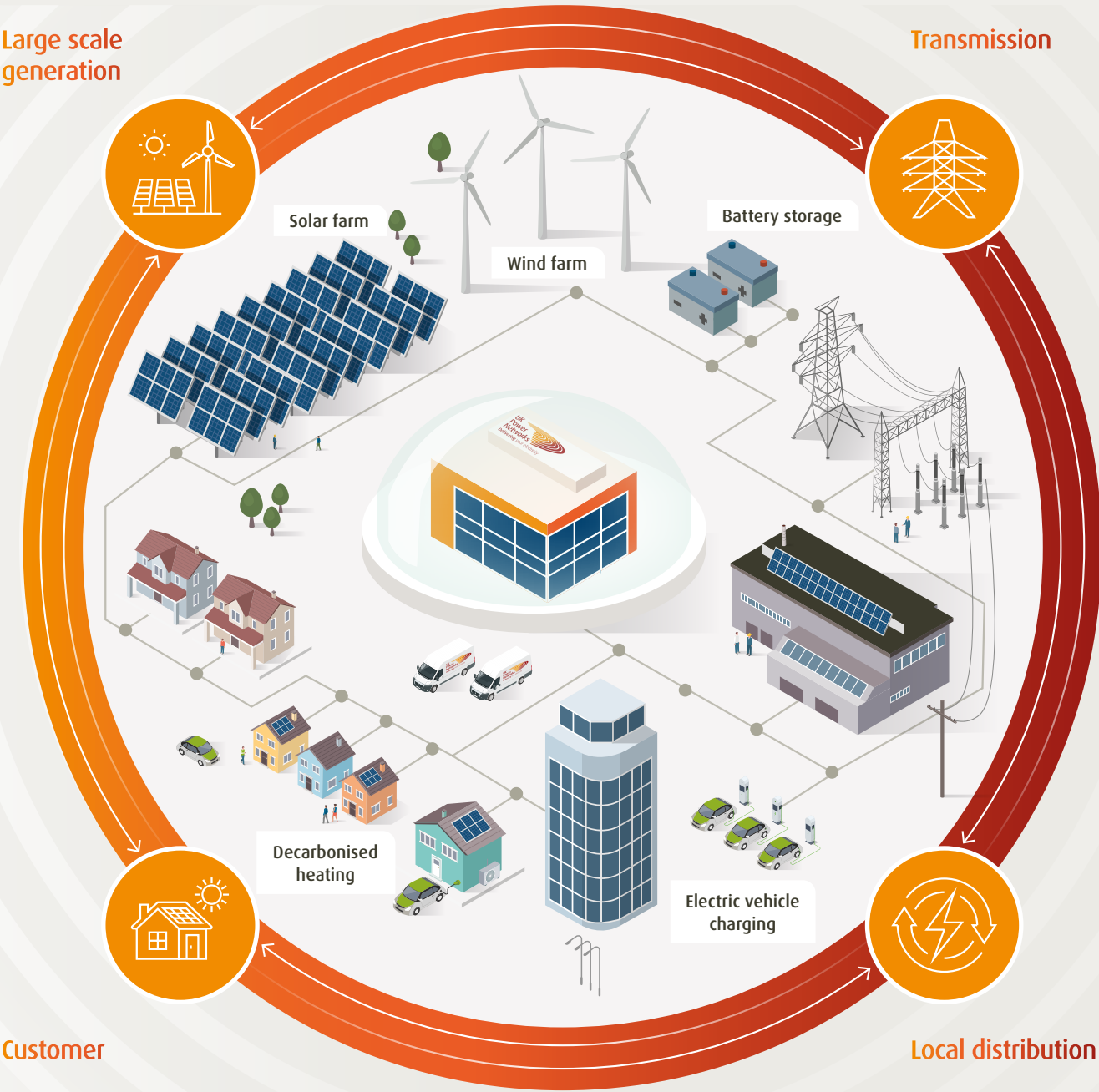
UK Power Networks Services is the commercial arm of UK Power Networks that manages private energy networks and delivers major national power infrastructure projects for customers on a competitive, commercial basis.



We operate in London, the East and South East of England, serving over 19 million people in an area of over 29,250 square kilometres. We are facilitating the Net Zero transition by helping to make sure our network is ready for the increase in electric vehicles (EVs) and other low-carbon technologies.

We aim to meet our customers' evolving needs by continuing to improve our services, particularly supporting those in vulnerable circumstances. These are our priorities and we go above and beyond to achieve them on behalf of the communities we serve.

## The energy ecosystem





# The requirements for the future energy landscape

The decarbonisation of energy is both vital and urgent if Net Zero is to be achieved by 2050. We will all see fundamental changes to the way we live over the next decade. Technology is advancing fast, and the changes will affect society as a whole, as well as the wider energy system. UK Power Networks is determined to play a leading role in enabling the energy transition.



UK Power Networks is at the forefront of ensuring sufficient network capacity for low-carbon technologies including electric vehicles, heat pumps and solar generation. We are leading the way in delivering power in the new energy landscape.

**Basil Scarsella**  
Chief Executive Officer, UK Power Networks

Why this is important



All of society is facing the challenge of decarbonisation, so we should face it together. With all energy industry participants working together, such as power generators and infrastructure providers, we will find solutions that deliver the required network capacity in the right place and at the right time.



The increasing adoption of technologies such as heat pumps, electric vehicles and solar panels means demand for electricity is increasing. To meet this demand, the energy industry must find effective ways of increasing network capacity in the most cost effective way.



The transition to Net Zero brings many benefits, both financial and environmental, but it also opens up yet another way for certain sectors of society to be disadvantaged while others are in a position to benefit from it. It is vital that this disparity is minimised, so everyone can benefit from decarbonisation.



Why this is important



As a regulated company supplying a monopoly service, we have a clear responsibility to operate in the best interests of our customers, in particular ensuring that the service we provide represents value for money. UK Power Networks is enabling customers to benefit from smart tariffs – where it is cheaper for them and reduces the overall system costs.



Keeping the lights on is our mantra at UK Power Networks and doing so safely is our number one priority. With the ever-increasing customer reliance on electricity that comes with the rise in EVs, heat pumps and the like, it is more important than ever that the power supply is safe and reliable.



As in many areas of life, data plays an increasingly important role in the distribution of power. The highly sophisticated technology that controls the flow of electricity around the network relies on a corresponding flow of data to ensure its efficiency. Ever greater resources are directed towards collecting and analysing data, so we can deliver the best possible service.



# How we are supporting the future energy landscape

Innovation drives improvements in all aspects of our performance, helping us to find ways to be safer, more reliable, more cost-efficient and more equitable. We want to lead the way in tackling the transition of the energy system to Net Zero.

To turn this vision into reality, we focus on six fundamental themes:

**Innovation strategy**  
Our innovation strategy is at the heart of supporting the future energy landscape





A MESSAGE FROM OUR CEO



I am pleased to report that in 2024/25 we have delivered our strongest performance to date, reinforcing our leadership position across all critical measures.

**Basil Scarsella**  
Chief Executive Officer, UK Power Networks

At UK Power Networks, our vision is to consistently be the best-performing organisation in our sector, guided by a clear set of values. I am pleased to report that in 2024/25 we have delivered our strongest performance to date, reinforcing our leadership position across all critical measures.

**Leading performance in RIIO-ED2**

The first two years of our five year RIIO-ED2 price control (April 2023 – March 2028) have set a new benchmark for excellence. I am particularly pleased to report that our safety performance in 2024/25 has equalled our best ever, reflecting our intensified focus on this area. We have achieved sector-leading performance in most key metrics, including our best-ever network reliability, while maintaining our position as the lowest-cost DNO. Our relentless focus on efficiency and customer service has ensured that we continue to deliver outstanding value for our customers.

Equally important is our industry-leading customer satisfaction, where we have once again set new records, achieving 94.2%, the highest in the sector, and being recognised as the Number One utility for customer service in the ICS rankings. This success is a testament to the hard work of our teams, who remain committed to delivering a safe, reliable and affordable electricity supply.

**Safety: Our uncompromising priority**

A company can only be truly high-performing if it maintains an exemplary safety record. This year, we saw two Lost Time Injuries (LTIs) among contractors, matching our best performance and improving on the three LTIs recorded last year. While this is a sector-leading achievement, we maintain a zero-tolerance approach to workplace accidents. Any injury is one too many.

Our ‘Stay Safe – Think Feel Act’ programme, launched in 2025, has reinforced a culture of safety awareness across the business. I am proud to share that there have been no contractor or employee LTIs since April 2024; this milestone reflects our unwavering commitment to protecting our people. Our goal remains clear: an injury-free workplace, without compromising on reliability, service excellence or cost efficiency.

**Navigating global challenges and energy transition**

The world continues to face significant challenges, such as ongoing geopolitical conflicts, energy security concerns and the urgent need for affordable, clean and resilient energy systems. Against this backdrop, our role in enabling the transition to Net Zero has never been more critical.

We are at the forefront of ensuring sufficient network capacity for low-carbon technologies, including electric vehicles, heat pumps and solar generation.

We are proud that UK Power Networks DSO has been recognised once again as the leading DSO in the country by both customers and Ofgem. Our organisation topped the customer satisfaction survey with an impressive average score of 96% and led the way with a score of 94% in Ofgem’s expert panel.

The government’s Clean Power 2030 initiative and ongoing connections reforms highlight the need for bold, innovative solutions. By embracing fresh ways of doing things, we are achieving better results for our customers, making sure that the UK’s energy infrastructure remains secure, sustainable and affordable for future generations.

**Our people: The foundation of our success**

At UK Power Networks, we know that our achievements are only possible because of our people. Their dedication, expertise, and commitment to excellence are what set us apart.

This year, we were honoured to be named:

- 1st in the Inclusive Top 50 UK Employers list
- 2nd in the UK’s Top 25 Best Big Companies to Work For
- 2nd Most Admired Company in Britain in our sector

These accolades reflect our efforts to attract, retain and empower top talent, fostering a workplace where everyone can thrive.

**Looking ahead**

Guided by our vision, we remain focused on delivering the safest, most reliable and lowest-cost electricity network provider with the best service, while supporting the UK’s journey to Net Zero. Our success is built on a foundation of strong values, operational excellence and an unwavering commitment to our customers and communities.

I would like to express my deepest gratitude to every employee, partner and stakeholder who has contributed to this year’s outstanding performance. Together, we will continue to lead the sector, setting new standards for what a truly world-class utility can achieve.

**Basil Scarsella**  
Chief Executive Officer, UK Power Networks

How we are maintaining strong performance

UK Power Networks’ strong performance in 2024/25 was thanks to consistent high-quality work across the board combined with close attention and swift action whenever standards threatened to dip below excellence.

For customers...



It matters to us that our customers receive the best service at the best price. We are relentless in our pursuit of continuous improvement in our interactions with customers. This year AI is playing a key role in helping us identify where we can do even better for our customers.

Our people are the driving force...



Artificial Intelligence and technological advances are important to our success but, in the end, it is our people who deliver for our customers, be that on the end of the phone, at the top of a ladder or working away in an innovation laboratory.

For communities...



Building on our intention of being a trusted, responsible corporate citizen, we aim to be the most socially and environmentally responsible DNO in the country. We focus on supporting our most vulnerable customers and take pride in giving extra support to those who need it most.

1st



in the Inclusive Top 50 UK Employers list

2nd



in the Top 25 Best Big Companies to Work For in the UK


2nd



Most Admired Company in Britain in our sector



# How we add value

Resources and relationships	What we do		What makes us different	Delivering value for...
<p><b>Physical</b></p> <p>The seamless provision of our service depends on regular maintenance and upgrades with advanced, cutting-edge equipment. We engage creatively with leading suppliers to guarantee that every element of our resources and infrastructure is up to standard, ensuring a safe and reliable service for our customers.</p>			<p><b>Clear vision and purpose</b></p> <p>Everyone at UK Power Networks knows what our vision and purpose are and understands their role in delivering them. Across the company, we establish targets with incentives to ensure we are all united in pursuit of the common goals we recognise.</p>	<p><b>Partners</b></p> <p><b>103,168</b></p> <p>This year we supported more than 100,000 people in or at risk of fuel poverty through collaboration with partners.</p>
<p><b>Our people</b></p> <p>The success of UK Power Networks is driven by its people. We appreciate everyone who contributes to our company. Our goal is to create a positive and inclusive workplace where everyone can thrive and find fulfilment.</p>	<p><b>Distribute power</b></p> <p>It is our job to ensure that the power generated at power plants and transmitted by National Grid is distributed safely and efficiently across power lines to over 19 million people. To date approximately 5GW of large-scale renewable generation is connected to our network. This is achieved through the electricity network which is a system of electricity substations, transformers and power lines.</p>	<p><b>Maintain the network</b></p> <p>A network of over 190,000 km of power lines requires constant vigilance and maintenance, as does the whole system of substations and transformers. We aim to anticipate problems before they arise and, if a fault does occur, minimise the number of customers that are affected. We have teams of engineers who will attend and fix faults quickly, safely and efficiently.</p>	<p><b>Transparent and accountable</b></p> <p>As a monopoly provider of an essential service, UK Power Networks is dedicated to transparency for anyone seeking to understand our operations. We welcome such scrutiny. We encourage all stakeholders, especially our customers, to closely examine all aspects of our business and we publish a wide range of data.</p>	<p><b>Customers</b></p> <p><b>Ranked 1st</b></p> <p>Once again we were recognised as the leading DNO for customer satisfaction, with an industry-leading score of 94% for the Broad Measure of Customer Service as measured by Ofgem, and we were ranked best utility company in the UK Customer Satisfaction Index.</p>
<p><b>Social and relationships</b></p> <p>We deliver a vital service that our customers and communities depend on every day. We are deeply committed to our social responsibilities, including providing support for customers whose circumstances mean they are vulnerable. As part of a broader, evolving energy system, we recognise that meaningful progress can only be achieved by collaborating with others to shape the future.</p>	<p><b>71,141 GWh</b></p> <p>electricity distributed: 28% of Great Britain's total electricity distributed</p>	<p><b>192,039 km</b></p> <p>of network maintained</p>	<p><b>A safe, reliable, resilient network</b></p> <p>UK Power Networks has established itself as one of the nation's most reliable Distribution Network Operators (DNO). In 2024/25, our network achieved a reliability performance of 99.99%. We are the only DNO to have been assessed against our alignment with BSI Guidance on organisational resilience (BS 65000:2022) and have consistently been the safest DNO, with the lowest number of Lost Time Injuries for nine of the past 12 years.</p>	<p><b>Value for customers' money</b></p> <p>We fully recognise that our customers do not have a choice in their electricity distributor, which is why we are committed to offering them the best possible value for money. Our focus is always on finding ways to save our customers money. UK Power Networks' annual domestic charges are £116.71, which is 12% lower than the industry average.</p>
<p><b>Intellectual</b></p> <p>Innovation drives our achievements at UK Power Networks. Over the years, we have innovated to create cutting-edge tools, techniques and systems, reshaping our business and the industry. The intellectual property and innovative culture at UK Power Networks are crucial to our success.</p>			<p><b>Our employees</b></p> <p>At UK Power Networks, we have cultivated a distinctive performance culture focused on continuous improvement and driven by the goal of exceeding customer satisfaction in innovative ways. Our employees instinctively empathise with our customers, bringing this culture to life in their everyday work. Diversity and inclusion are fundamental to our ethos, and we foster an environment where employees can learn, grow and excel. We are proud to be one of a select group of companies that received a Platinum award from Investors in People (IiP).</p>	<p><b>Communities</b></p> <p><b>154,186</b></p> <p>We supported more than 150,000 customers at risk of being left behind in the transition to Net Zero, by conducting 1,883 home energy audits and distributing 845 smart packs with energy-saving items including smart plugs, LED bulbs, and electric blankets.</p>
	<p><b>Connect businesses and homes</b></p> <p>Our customers include royal palaces, tower blocks, factories, farms and more besides. We supply them all with electricity at the flick of a switch.</p>	<p><b>Serve our customers</b></p> <p>We work hard to balance the needs of all our customers, especially those in the most vulnerable circumstances. We aim to provide value for money as well as a safe, resilient network that is ready for a Net Zero future.</p>	<p><b>Customers at the heart of our business</b></p> <p>By putting the interests of our customers at the heart of every decision, we create tangible value that is reflected in our industry-leading results: a record 94% customer satisfaction score and our continued recognition by Ofgem as the top-ranked DNO.</p>	<p><b>Colleagues</b></p> <p><b>Ranked 1st</b></p> <p>in the Inclusive Top 50 UK Employers List and 2nd in the Top 25 Best Big Companies to Work For in the UK.</p>
	<p><b>8.5m</b></p> <p>homes and businesses with more than 16,000 new connections included in 2024/25</p>	<p><b>Over 19m</b></p> <p>people served</p>	<p><b>Always innovating</b></p> <p>We are always innovating to improve safety, reliability, affordability and sustainability of our service. We are always looking for fresh approaches, including advanced technology solutions for achieving Net Zero challenges, or ways to manage our business, such as our creation of a legally separate, independent Distribution System Operator (DSO).</p>	<p><b>Governments and non-government organisations</b></p> <p><b>32 local authorities</b></p> <p>Local area energy plans (LAEPs) covering 32 local authority areas have been integrated into our planning process. This has accelerated 70 asset investments.</p>

Underpinned by factors that determine our long-term growth:



# How we engage with our stakeholders

Refocused engagement and research strategy

Over the past year, we refined our engagement and research approach to maximise impact across the business. We shifted from team-based to topic-based planning, coordinating efforts on strategic priorities and our analysis of stakeholder insights.



READ OUR ONGOING ENGAGEMENT REPORT HERE



Key Changes:

We prioritised five focus areas for our engagement and research programme based on the dynamic landscape in which we operate as well as the new and evolving challenges our stakeholders face.

Structured engagement around critical issues:

- Ensuring we are not a blocker to Net Zero (including supporting customers to connect LCTs and throughout connections reform)

- Being a socially responsible business
- A resilient network customers can rely on
- Ensuring we have the resources, skills and materials to deliver
- Understanding the opportunities of data and technology.

This restructured programme will lead to deeper, more targeted engagement. By focusing on these priorities, we address both current stakeholder concerns and long-term strategic goals.

Partners

We engage with partners with complementary capabilities, expertise and capacity to design and deliver initiatives and services that benefit our customers.

How we engage

- Forums, workshops, events and conferences to help us understand key issues and share our plan and progress.
- Collaboration to design and deliver initiatives.

Key outcomes of engagement  
Supporting Vulnerable Customers

- Rising demand for year-round assistance led to targeted outreach: engaged with Warm Welcome to develop a year-round programme of support with 10 warm hubs in priority areas, involving cross-utility collaboration.
- 107,915 customers registered to Priority Services Register (PSR) via historical data sharing with water companies, contributing to 93.5% of eligible customers now being registered.

Streamlining Flexibility Markets

- Reduced asset registration times from months to next-day approval for 87% of participants.
- Dispatched 13GWh of flexibility (+69% YoY) and ran 200+ day-ahead auctions, accelerating earnings for providers.

Cutting Supply Chain Emissions

- Over 140 suppliers now use our emissions reporting tool, with targeted action plans continuing to drive further reductions with 12 of our highest-emitting suppliers.
- 78% of our supply base are signed up to our Code of Conduct, committing to standards of best practice. We are also developing a supply chain compliance matrix to pinpoint areas to target action with our suppliers to ensure they remain fully compliant.

Customers

We engage with customers to understand their evolving needs and develop services and initiatives that meet them.

How we engage

- Customer research and engagement, including surveys, focus groups and our online inclusive customer panel.
- Forums, workshops and events.
- Customer feedback.
- Bilateral engagement and conversations with customers.

Key outcomes of engagement  
Planned Power Cut Support

- Provided 2,588 support items including torches and power banks via customer portal during outages, delivering 91.8% satisfaction.

Supporting vulnerable customers in the transition to Net Zero

- Supported 154,186 customers at risk of being left behind in the transition to Net Zero, including by conducting 1,883 home energy audits and distributing 845 smart packs.

Supporting Customers in or at risk of Fuel Poverty

- Supported 103,168 customers, including by issuing 1,584 fuel vouchers and providing 20,039 pieces of advice on how to maximise household income.

Connections Customer Support

- Launched self-service Connections Lab digital tool, saving connecting customers the equivalent of £2.84m in application costs.
- Enhanced Network Operational Data Dashboard with Clean Power 2030 details and expanded the level of detail from 58 transmission points to 981 substation-level views. This gives customers a more granular view of the planning milestone status of projects, providing additional insights to help navigate the application process.

Communities

We engage with local authorities, community energy groups and politicians to understand what they need from us to best serve their communities, from delivering Net Zero in their local areas to providing support during major disruption.

How we engage

- Proactive bilateral engagement with community stakeholders.
- Working groups, forums and events, including community events.
- Workshops, training and information sharing with local authorities.
- Regular meetings and site visits with politicians.
- Conversations with community energy groups.

Key outcomes of engagement  
Key Achievements in Local Energy Planning

- 73 out of the 133 local authorities in our regions are actively preparing a Local Area Energy Plan (LAEP), a doubling since last year.
- Brought forward investment in 70 substation upgrades by four years after integrating 32 LAEPs into our forecasts (compared to eight incorporated last year).

Strategic Collaboration and Tools

- 170+ datasets now available on GB's only dedicated open data portal for local area energy planning.
- Launched Energy Toolkit with UK100 to guide local elected leaders, cabinet members and officers in creating energy plans.
- ChargePoint Navigator digital platform helped four councils secure £20.5m in EV charging funding (100% success rate).

Sector-Specific Support

- Developing a self-service tool to support emergency services in planning fleet decarbonisation.
- Published guidance (with ENA) for residential developers to shift from gas to low-carbon solutions.

Colleagues

We engage with our employees to understand what matters to them in their work so we can attract and retain a talented, happy workforce.

How we engage

- Employee engagement surveys.
- Fortnightly CEO video updates to employees.
- Internal publications including magazines, podcasts, newsletters and campaigns.
- CEO employee forums.
- Ongoing training and development.

Key outcomes of engagement  
Planned Power Cut Support

- Ranked 2nd in the UK's Top 25 Best Big Companies to Work For List.
- Continued to be one of only 5% of companies worldwide with Platinum status with Investors in People (IIP).
- Awarded 1st place in the Inclusive Top 50 UK Employers List.
- 21% of those graduating from UKPN's Leadership Academy for 2024/25 awarded a distinction score of 95%.
- Won many prestigious awards in the UK utility industry, including the Best ESG (Environmental, Social and Governance) Strategy of the Year award at the HR Excellence Awards.
- Maintained position within an elite worldwide group that has gained the Chartered Institute of Procurement & Supply (CIPS) Corporate Certification advanced – the only DNO and one of 16 companies worldwide that has been awarded Platinum.

Over 3.1m

eligible customers registered on the PSR, contributing to 93.5% of eligible households in our area



93.5%

PSR customer satisfaction



73

of 133 local authorities in our area actively preparing LAEPs



Ranked 1st

in the Inclusive Top 50 UK Employers List and ranked 2nd in the Top 25 Best Big Companies to Work For in the UK





# Energy Transition at the Heart of Change

The energy sector is undergoing its most significant transformation in decades as it works to balance three critical priorities: achieving Net Zero emissions, maintaining energy security, and keeping costs affordable for consumers. This transition is being driven by rapid technological advances and changing consumer expectations.

Innovations in battery storage, electric vehicles (EVs) and network flexibility are fundamentally changing how energy systems operate. Where once consumers were passive consumers of power, they are becoming active participants: generating their own electricity through solar panels, storing energy in home batteries and selling power back to the grid through smart charging systems. These changes require networks to be more flexible, digitalised and better coordinated than ever before.



[READ OUR ENVIRONMENT REPORT](#)

## GLOBAL INSTABILITY

### Global Instability Reinforces Need for Clean Energy

The ongoing geopolitical tensions, particularly Russia's war in Ukraine and instability in the Middle East, continue to cause volatility in global energy markets. These disruptions have highlighted the vulnerability of relying on imported fossil fuels and strengthened the case for domestic renewable energy solutions.

The UK's Clean Power 2030 initiative is at the forefront of this shift toward energy independence. The programme encourages widespread adoption of low-carbon technologies like rooftop solar, home battery systems and smart EV charging. These solutions not only help reduce energy bills but also build resilience against international supply disruptions.

#### Our response in 2024/25:

- Delivered £114 million in customer savings through flexible energy solutions, a 25% increase from 2023/24
- Delivered 13GWh of flexible energy through over 200 day-ahead auctions, which is 69% more than the previous year
- Increased household participation five-fold, with 23% of flexible capacity now coming from homes



## INDUSTRY REGULATION

### Building the Framework for Net Zero

The government's Clean Power 2030 Action Plan and associated connection reforms are transforming how energy projects connect to the grid. A major shift is underway, from the traditional 'first come, first served' approach to a more strategic system that prioritises projects based on location and technology type.

As a Distribution Network Operator (DNO), we play a crucial role in enabling this transition, particularly in connecting renewable energy sources. Our focus has been on using data and flexible connections to accelerate the integration of clean energy technologies while maintaining grid stability.

#### Our response in 2024/25:

- Launched an improved Network Operational Data Dashboard providing detailed project tracking. Developers can see the planning milestone status of projects down to the primary substation level.
- Developed the Connections Lab, which is a self-service platform helping developers assess project viability
- Redesigned our customer journey to improve our support for renewable energy developers
- Unlocked 4.6GW of new capacity, which is equivalent to half of the embedded generation in our region
- Improvements in our domestic connection customer journey have contributed to an increase in our customer satisfaction score from 87.3% in 2023/24 to 92.6% in 2024/25



## CYBER SECURITY

### Protecting Critical National Infrastructure

In an increasingly digital world, protecting our energy infrastructure from cyber threats has never been more important. We power hospitals, transport networks and homes, making cybersecurity critical to national resilience. We take a proactive approach to defence against cyber-attacks that consistently surpasses regulatory benchmarks.

#### Our response in 2024/25:

- Conducted Gold-Level cyber crisis exercises with executive leadership
- Developed and implemented an accelerated Cyber Resilience Programme
- Launched company-wide Think Secure awareness programme
- Met all National Cyber Security Centre standards and voluntarily committed to meeting tougher 'Enhanced Profile' requirements ahead of the 2027 deadline.



## TACKLING CLIMATE CHANGE

### Tackling Climate Change Through Innovation

As a DNO we support decarbonisation by:

- Enabling mass adoption of EVs and heat pumps
- Modernising infrastructure for renewable energy integration
- Reducing our own operational emissions

#### Our response in 2024/25:

##### Reducing our own carbon footprint:

- 25% of our cars and small vans are now electric (480 vehicles)
- Achieved an SF<sub>6</sub> emission rate of 0.07% in 2024/25, beating our target of 0.14%
- Our Supply Chain Code of Conduct aligns procurement with our vision, driving high standards in management, compliance, and disclosure
- Target: Over 80% of supply base (by spend) to sign the Code by 2028-29; currently, 78% of 2024/25 spend has signed

##### Supporting Local Authority Decarbonisation:

- Working with 73 local authorities – double last year's number
- 24% of authorities now feed into our network plans via our digital LAEP Support Framework tool
- Redesigned 'Your Local Net Zero' platform: 300% more engagement, 800 new users

##### Environmental Impact:

- Enabled 165GWh of additional generation via dynamic outage management, saving an estimated 32,000 tCO<sub>2</sub>e and contributing £10m in environmental benefits
- Recycled 100% of excavation waste (50,139 tonnes)
- Completed biodiversity enhancements at 27 sites, aiming for 100 by 2028

## RELIABILITY AND QUALITY

### Building Climate Resilience

The increasing frequency of extreme weather events – exemplified by Storm Darragh in December 2024 – demonstrates the urgent need for more resilient energy infrastructure. Climate change is making severe storms more common, and the electrification of transport and heating makes power outages more disruptive.

#### Our response in 2024/25:

- Improved fault detection and response systems
- Collaborated on industry digital platform CReDO+ to model climate risks
- Conducted regular stress tests of our systems
- Responded to more named storms in 2024 than ever before
- For every storm, we managed, to restore power to 99% of customers in half the time of Ofgem's target timescales for DNOs
- Reinforced 7,063 power poles across the network; increase of 430% from the previous year





# Leaders in our sector

In a fast-changing world, UK Power Networks’ strategic framework – our vision, values, priorities and strategy – have remained remarkably stable since our earliest days. This is what our culture is built on.



<p><b>Our vision</b></p> <p>To be consistently the best performing organisation in our sector in the UK.</p> <p>There are four aspects to our vision:</p>	<p><b>To be an employer of choice</b></p>	<p><b>To be a respected and trusted corporate citizen</b></p>	<p><b>To be sustainably cost-efficient</b></p>	<p><b>Enabling the Net Zero transition for all</b></p>	
<p><b>Our strategic priorities</b></p> <p>We aim to provide a safe, reliable service that meets our customers’ needs at the lowest price and that facilitates the transition to Net Zero.</p>	<p><b>ENSURING SAFETY</b></p> <p>→ p.36</p>	<p><b>IMPROVING RELIABILITY</b></p> <p>→ p.38</p>	<p><b>KEEPING CUSTOMERS SATISFIED</b></p> <p>→ p.40</p>	<p><b>DELIVERING VALUE FOR MONEY</b></p> <p>→ p.42</p>	<p><b>FACILITATING DECARBONISATION</b></p> <p>→ p.44</p>
<p><b>Our sustainability strategy</b></p> <p>We want to make sure that we operate in a way that means we can do so for many years to come.</p>	<p><b>Environment</b></p> <p>We aim to do as much good and as little harm to the environment as possible.</p> <div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13 CLIMATE ACTION</div><div>15 LIFE ON LAND</div></div> <p>→ p.26</p>	<p><b>Our people</b></p> <p>We are a safe, fair and inclusive employer that people want to work for.</p> <div><div>3 GOOD HEALTH AND WELL-BEING</div><div>5 GENDER EQUALITY</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>10 REDUCED INEQUALITIES</div></div> <p>→ p.30</p>	<p><b>Social responsibility</b></p> <p>We play an important role in the life of our communities.</p> <div><div>7 AFFORDABLE AND CLEAN ENERGY</div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div><div>17 PARTNERSHIPS FOR THE GOALS</div></div> <p>→ p.32</p>		
<p><b>Our values</b></p> <p>We deliver high performance underpinned by our values.</p>	<div><div><p>Integrity</p></div><div><p>Respect</p></div><div><p>Continuous improvement</p></div><div><p>Responsibility</p></div><div><p>Diversity and inclusiveness</p></div><div><p>Unity</p></div></div>				



# Delivering on our strategic priorities

UK Power Networks delivers a safe, reliable service that meets customers’ needs, provides value for money and facilitates the transition to Net Zero.



## KEEPING CUSTOMERS SATISFIED

### Ranked No.1 by Ofgem

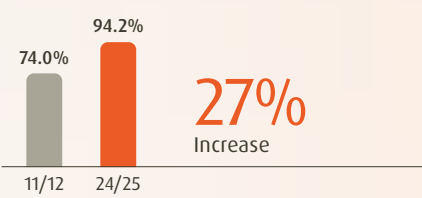
We continue to add to and improve existing services to meet customers’ evolving needs because we want our customers to have the best possible service from us. We are always on the lookout for ways to improve what we do and how we do it.

Find out more p.40

### Our commitments

We want to remain the best service provider over RIIO-ED2 and be the best DNO Group for customer satisfaction, or to achieve at least a 93% score on average across our networks in each year of RIIO-ED2, whichever is higher. We intend to resolve customer complaints quickly, with targets of 89% of complaints resolved on the first day and 99% by the 31st day.

### BMoCS



### 2024/25 achievements

- We have maintained our position as the No.1 DNO in Ofgem’s Broad Measure of Customer Service (BMoCS) with our best-ever score of 94%.
- UK Power Networks was ranked the top utility provider by the Institute of Customer Services (ICS).
- In 2024/25 our first day resolution rate for customer complaints is 89% and our 31-day resolution rate is 98%. We remain the least complained about DNO group.
- We are ranked No.1 DNO group for customer satisfaction in the low-carbon technology segment.

## ENSURING SAFETY

### Ranked the safest DNO

The safety of our employees, contractors and the public is our number one priority. As a responsible business, we want UK Power Networks to provide a safe and healthy working environment where no one suffers injury or illness resulting from anything we have done or failed to do.

Find out more p.36

### Our commitments

We aim to minimise injuries to our employees, bringing our TRIR below 0.05 by the end of the RIIO-ED2 period. We also aim to reduce third-party cable strikes by at least 20% over RIIO-ED2 (vs RIIO-ED1). We will increase our safety-related engagement with the public, reaching 300,000 people a year (vs 250,000 in RIIO-ED1) and focusing on those at highest risk of injury from contact with our networks.



### 2024/25 achievements

- Since 2010, we have achieved a 90% reduction in our TRIR. In 2024/25, our TRIR was 0.05 – a 38% improvement on the previous year – meeting our RIIO-ED2 target ahead of schedule. Safety remains our top priority, and we are investing significantly in training and dedicated staff time to ensure this commitment is realised.
- In 2024/25, we engaged with over 1.4m people through our website, school visits and other interactions with the public. This puts us well ahead of our target of engaging with 300,000 people per year.
- In 2024/25 we reduced third-party strikes on our underground cables by 42% and on our overhead cables by 67%. We are on track to achieve our 20% reduction target for RIIO-ED2; we are already running at a 44% reduction.

## DELIVERING VALUE FOR MONEY

### Lowest cost DNO

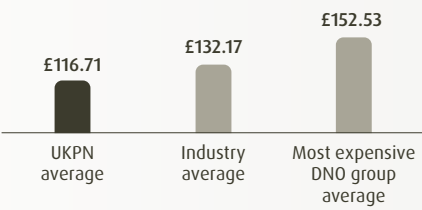
We keep bills for customers as low as possible by insisting on efficiency and innovation in everything we do. Because we are providing an essential service, we take every opportunity to maximise value for our customers and keep our part of the bill low.

Find out more p.42

### Our commitments

We aim to save up to £410m during RIIO-ED2 through increased competition and use of Low Voltage flexibility. We will keep our costs down by taking a flexibility and energy efficiency-first approach over RIIO-ED2. We will market test all network needs before considering reinforcement. These needs will be procured in ways that are inclusive by design and ensure no customer is left behind in the energy transition.

### Typical domestic customers using 2700kWh per year



### 2024/25 achievements

- We continue to be the lowest cost DNO in 2024/25. Our customers pay 12% less than the industry average and 23% less than the most expensive DNO.
- In 2024/25, we delivered £114m of load-related savings and outperformed our annual target by £15m. This outperformance is driven by procuring flexibility at an additional 22 sites which were identified through our Distribution Network Options Assessment (DNOA) process. This is a 25% increase in benefits compared to 2023/24.
- Delivered £232m of customer benefits in 2024/25, a 17% increase on 2023/24 and 24% higher than our original forecast. Demand turn-up participants earned £54 of free electricity in 2024/25, which is 44% of their average annual distribution network bill.

## IMPROVING RELIABILITY

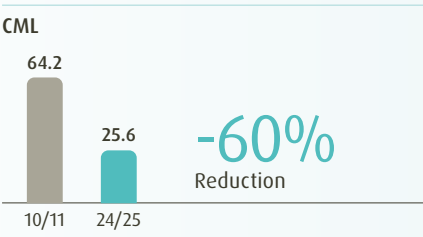
### Best performance so far

We maintain electricity cables and lines across London, the East and South East of England and make sure power flows reliably, safely and securely. As we decarbonise transport and heating systems, for example by switching to electric vehicles and heat pumps, it is increasingly important to have reliable access to electricity.

Find out more p.38

### Our commitments

We have committed to improving underlying network reliability by the end of RIIO-ED2. We continue to focus on improving organisational resilience, with the aim of achieving a ‘Good practice’ rating against the BS 65000 standard as independently assessed by the Emergency Planning College (EPC) by the end of the period. Continuing to improve resilience to sophisticated cyber-attacks throughout RIIO-ED2 and complying with all relevant regulations remain key priorities.



### 2024/25 achievements

- In 2024/25, our networks achieved a reliability performance of 99.99%. We ranked No. 1 network for our lowest-ever Customer Minutes Lost of 25.6.
- We ranked No 1 in the UK for smart grid capabilities in the Singapore Power Group’s Smart Grid Index.
- We met all National Cyber Security Centre standards and voluntarily committed to meeting tougher ‘Enhanced Profile’ requirements ahead of the 2027 deadline.
- Our latest resilience assessment in October 2024, benchmarked against the BS 65000:2022 Standard, gave us a maturity rating of 3 out of 5 across all four key themes. The review noted that resilience at UK Power Networks is a strategic priority.

## FACILITATING DECARBONISATION

### Leading DSO

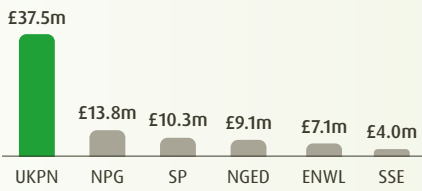
Innovation is central to our vision, as we strive – with success – to be the most innovative of all the Distribution Network Operators. This success is driven by a constant pursuit of better ways of working and ensures our continued leadership in preparing the electricity grid for the transition to Net Zero.

Find out more p.44

### Our commitments

We have committed to allocating £25m Network Innovation Allowance (NIA) funding over the RIIO-ED2 period, of which £20m will go to third parties and will be directed towards projects that deliver wider societal benefits. Over RIIO-ED2 we intend to deliver 1GW of distributed energy resources (DER) capacity at no more than £8m, using innovations and smart interventions, reporting progress in our annual business plan.

### Strategic innovation funding allocated by Ofgem 2023/24-2024/25 (£m)



### 2024/25 achievements

- In the first two years of RIIO-ED2, we have deployed 13 innovative solutions into our business-as-usual operations, resulting in £87m of customer savings due to innovation.
- Since the start of RIIO-ED2 we have spent a total of £7.43m on innovation projects, with 83% of funding to third parties.
- In 2024/25, we delivered a total of 0.67GW of distributed energy resources and are on track to deliver the 1GW DER additional capacity over RIIO-ED2 for less than £8m.



# Powering Progress Through People

At UK Power Networks, our workforce really is our most valuable resource; it is the driving force behind our industry-leading performance and future success. We have built a culture that rewards dedication, technical excellence and innovation while championing diversity and inclusion. This people-first approach has earned us recognition as the UK’s most diverse employer and Investors in People’s ‘Employer of the Year’ for large organisations, reflecting our commitment to attracting, developing and retaining people with exceptional talent from all backgrounds. Let’s take a closer look at some of them.



**Kevin Scarpenter**  
Head of London Operations



I’m proud to have started as an apprentice. The opportunities were clear early on, and with the right support and willingness to learn, I found a path through the company.

**Kevin Scarpenter – from apprentice to Head of London Operations**

Kevin Scarpenter’s journey from apprentice to head of London’s electricity network is a clear example of career progression within UK Power Networks. Appointed to lead its London operations, Kevin now oversees teams responsible for delivering safe and reliable electricity to the capital. Kevin began his career in 1998 as an apprentice substation fitter with Eastern Electricity. Over nearly three decades, he progressed through the business, benefiting from clear development pathways and the support of colleagues who recognised his potential. Now based at the company’s Canning Town office, Kevin is focused on maintaining high performance standards, improving customer service and preparing the network for the challenges of a changing energy landscape.

His appointment comes as UK Power Networks continues to invest in future talent. As part of its drive to support the UK’s transition to Net Zero, it is aiming to recruit 57 new apprentices in 2025 into cable jointer, substation fitter, and overhead lines operative roles. Half of these roles are targeted at career changers, with the remainder aimed at school and college leavers.



WATCH KEVIN’S STORY



**Ashley Matthews**  
Field Engineer



Getting an apprenticeship with UK Power Networks has shaped me into the person I am today.

**Ashley Matthews – from DJ and personal trainer to skilled Field Engineer**

Ashley’s journey from East London DJ and personal trainer to UK Power Networks field engineer proves that unconventional backgrounds can lead to rewarding careers in power distribution. Despite embarking on evening classes to become a domestic electrician, Ashley joined the UK Power Networks apprenticeship programme in 2010. He found his feet in the Extra High Voltage team in London and progressed through different disciplines, eventually joining the North East London Connections team as a field engineer in 2010.

He credits the programme’s structured training and strong mentorship for his success.

Ashley’s story demonstrates how we identify and develop potential beyond traditional paths. Today, our apprenticeship programme continues transforming lives while building technical expertise for the Net Zero transition.



WATCH ASHLEY’S STORY



**Emma Christensen**  
Emergency Planning Manager



You have to juggle to get the balance right; I’m constantly learning what works well and what doesn’t. That will change as my son gets older.

**Emma Christensen – Climbing the career ladder to emergency planning manager**

Emma Christensen’s career path at UK Power Networks is a shining example of how a career break is no barrier to career progression at the company. Emma joined UK Power Networks in 2012 with a master’s degree in criminology. She began as a Small Services scheduler and was soon promoted to LV control engineer and ever more responsible roles in the control centre. In 2021, she took a nine-month career break to have her son and returned in 2022.

On her return, she became the first female engineer to be authorised to operate at 132,00 volts. In 2024 she was appointed to the role of emergency planning manager for London, the South East and East of England. She was the first woman in that role at the company. This role is crucial to UK Power Networks’ response to emergencies. It involves identifying and monitoring incoming weather fronts that threaten the power distribution infrastructure and planning to respond to such threats. She has made the role her own, taking a proactive approach that includes building relationships with local authorities in order to work well with them in the case of emergencies. Needless to say, when there is an emergency.



Emma with other UK Power Networks finalists at the Women in Utilities Awards, where she won the Returning Star Award.

94%

of apprentices who have joined since 2010 are still working at UK Power Networks

94%

on average, in the last three years, UK Power Networks has achieved a 94% retention rate



# Leading the way in customer satisfaction

UK Power Networks is here to serve its customers. We aim to provide them with a safe, reliable supply of energy that offers value for money and is ready for the transition for Net Zero. Our customers' priorities are our priorities, and we listen to them every step of the way.



Thank you for the battery pack for my sleep apnoea machine, this will be a great help in a power cut in the future.

A customer quote – part of the Power Protect (battery pack) trial

**Supporting vulnerable customers during power outages**

When a prolonged power cut in Leigh-on-Sea left a vulnerable customer without power for their oxygen machine, UK Power Networks' callbacks team sprang into action. After three hours without electricity and facing further delays, the anxious customer received an emergency battery pack delivered by an engineer within two hours, so their vital medical equipment continued to work.

The team provided clear instructions for the battery's safe use, enabling the customer to power both their oxygen machine and a small cooking device throughout the evening. They also offered to arrange to have food delivered to the customer.

**What this means for our customers**

This incident demonstrates how UK Power Networks combines practical solutions with compassionate support to protect our most vulnerable customers when they need it most.



I enjoy visiting homes and meeting people and being able to help them with ideas on how they can improve their home and spend less money – and help the environment too. It's a win win! The training gave me the knowledge and confidence to be able to go out to people's homes and talk to them about saving energy.

An Energy Champion

**Compassionate support in a crisis**

A customer whose husband had died recently, faced electricity bills totalling thousands of pounds. She found it difficult to navigate the power supplier's complaints process.

When the customer – who had solar panels installed at her home – attended a UK Power Networks Energy Café, an Energise Sussex Coast champion took on her case and realised that she had been submitting solar export meter readings instead of consumption data. This was the cause of the billing errors. When this was pointed out to the supplier, the customer secured a refund for the thousands of pounds she had incorrectly paid and the readings were taken correctly in the future.

**What this means for our customers**

This intervention demonstrates how our community partnerships provide vital support for vulnerable customers. Through patient, practical assistance, we help customers navigate complex energy systems and remain safely in their homes.

## No.1

Ranked No 1 in utilities sector in the UK Customer Satisfaction Index

## Top DNO

We are the top performing DNO on both financial (90%) and reputational incentives (91%) for our business customers



UK Power Networks provides outstanding service. What sets them apart is their flexibility and willingness to go above and beyond, bringing fresh thinking to find practical solutions and make connections work, even in complex or challenging situations. Their proactive, can-do attitude and customer-first approach make them a pleasure to work with, and a trusted partner in our ambitious delivery process.

Helena Clay  
Connections Manager at Motor Fuel Group (MFG)

**Dedicated support for MFG**

Many of our business customers have ambitious growth plans and sometimes they need us to provide additional support with their electrical connections. MFG is a key player in the delivery and operation of electric vehicle ultra-rapid charging hubs. UK Power Networks works closely with MFG to install the necessary new connections and upgrades to their local electricity network to power the charging points. These programmes can involve large, complex electrical installations. To support them in this, we appointed an Account Manager to work on their portfolio to deliver innovative, cost-effective solutions at pace to meet the needs of electric car drivers.

**What this means for our customers**

We aim to put ourselves in our customers' shoes and that applies to business customers as well as to private individuals. We do our best to approach complex challenges with a can-do attitude and will find a way to solve our customers' problems.



# Our approach to responsible business



Doing the right thing is at the heart of our business. Our values guide us to act responsibly in everything we do. We make honest, ethical choices, because that is who we are.

**Suleman Alli**  
Director of Customer Service, Strategy, Regulation and Technology

At UK Power Networks, we believe in making responsible choices. That is how we earn trust and build a business that people can rely on. We take pride in caring for the environment, supporting our customers – especially those who need extra help – and valuing our employees, who make our success possible.

Our goal is to lead the way in our industry by providing top-quality service at the lowest cost, without ever compromising on sustainability. To us, long-term success means balancing great performance with doing what is right. Integrity is at the heart of everything we do, shaping our decisions and ensuring we act ethically in every part of our business.

For us, sustainability goes beyond cutting carbon. It is about supporting and developing our people, innovating for a Net Zero future, and working closely with communities to make a real difference. As a key player in the UK’s energy future, we are expanding our network to support electric vehicles and heating at the same time as connecting more renewable energy to meet growing demand.

We remain focused on delivering resilient and secure infrastructure, so the communities we serve can rely on uninterrupted power while adapting to a changing world. Our commitment to resilience is reinforced through our robust business continuity programme, preparing us to respond swiftly to disruptions and maintain critical services. See more about this on page 48, Organisational Resilience.

As technology becomes increasingly vital in achieving Net Zero and managing smarter networks, we are integrating advanced digital solutions to support the growth of electric vehicles and renewable energy, all the while safeguarding interconnected systems. Our Cyber Resilience Programme reflects our core values, protecting our operations as we shift toward a data-enabled, digitally driven business. By continuously strengthening our defences, we have achieved a greater maturity in cyber resilience, future-proofing our network and upholding the trust of those who depend on us. For us, resilience means more than security; it is about enabling progress while keeping our customers at the heart of every decision.

A responsible approach is not just part of our strategy; it is who we are. We are committed to keeping it that way.

## Our governance framework

### UK Power Networks’ Board

The Board of Directors is the principal decision-making forum for the Group. It has overall responsibility for leading and controlling the Group as well as its financial and operational performance. The Board composition is determined by the shareholding companies, each of which nominates Directors in proportion to their shareholdings. In addition, two ‘Sufficiently Independent Directors’ (SIDs) must be appointed to the boards of the Group’s regulated distribution companies.

The positions of the Chairman of the Board and Chief Executive Officer (CEO) are held by separate individuals with a view to maintaining effective segregation of duties between management of the Board and the day-to-day management of the UK Power Networks Group.



To assist the Board in fulfilling its oversight responsibilities, six Board sub-committees have been created, as shown below. Their main activities are:

#### Audit Committee

The Audit Committee assists the Board with its responsibilities for financial reporting, maintaining an effective system of internal control and internal and external audit processes.

#### Treasury Committee

The Treasury Committee assists the Board in fulfilling its oversight responsibilities with respect to compliance with Treasury Policy.

These responsibilities include the monitoring and management of treasury risks, including liquidity risk, funding and refinancing risk, interest rate risk, foreign exchange risk and credit risk.

#### Remuneration Committee

The Remuneration Committee’s key responsibilities include making recommendations to the Board on the Group’s policies and structure in relation to the remuneration of senior management and employees of the Group, based on the corporate goals and objectives set by the Board.

#### Risk Management and Compliance Committee

The Risk Management and Compliance Committee supports the Board in relation to risk management and by overseeing compliance with obligations determined by statute, legislation, regulation, contract or agreement.

#### Nominations Committee

The Nominations Committee recommends Sufficiently Independent Directors (SIDs) for appointment to the boards of the distribution companies.

#### ESG Committee

The Environmental, Social and Governance (ESG) Committee’s primary function is to assist the Board in ensuring that the Group has a suitable and sufficient strategy in place to deliver the key ESG-based commitments.



### Executive responsibility

Our Executive Management Team, about whom you can read on page 56, has collective responsibility for running our business and executing our strategy.



# Environment and climate change

We are helping power Britain’s transition to Net Zero. We are building a grid that enables cleaner energy, greener transport and low-carbon heating. At the same time, we are cutting our own emissions, using resources wisely, scrutinising our supply chain, protecting nature and reducing pollution at every step.

## Who is responsible

**Mark Adolphus**  
Director of Connections and Sustainability

## Some of our RIIO-ED2 targets

- Overall Net Zero target: We are committed to reaching Net Zero greenhouse gas (GHG) emissions throughout our operations and supply chain in line with our Science Based Targets by 2040.
- Near-term targets: We intend to reduce our Scope 1 and 2 GHG emissions by 53.1% by FY2029 from a FY2019 base year. We also commit to reducing Scope 3 GHG emissions by 25% within the same timeframe.
- Long-term targets: We are committed to reducing Scope 1 and 2 GHG emissions by 90% by FY2040 from a FY2019 base year and to reducing Scope 3 GHG emissions by 90% within the same timeframe.
- Recycle 80% of office, depot and network waste and re-use 99.5% of streetworks material by the end of the RIIO-ED2 period, with no recoverable waste to landfill by 2025.
- Reduce NOx emissions by 33% over the RIIO-ED2 period, improving air quality for our customers.

## Leading the charge on climate action

UK Power Networks has a critical role in supporting the UK in achieving its clean power targets for 2030, as well as improving capacity, resilience and reliability of the electricity network. Our efforts in advancing low carbon technologies such as heat pumps, EV charging infrastructure and distributed generation will help customers reduce their carbon emissions and improve operational efficiency. This is a critical role for us and at the same time we need to ensure that we address our own environmental impacts in our day-to-day operations.

In April 2021, UK Power Networks became the first UK Distribution Network Operator (DNO) to have its carbon reduction targets approved by the Science Based Targets Initiative. Our original goal – based on 2018/19 levels and taking us to 2028/29 – aims to limit global warming to well below 2°C by cutting emissions (Scopes 1, 2 and 3) by 25%.

As we developed our business plan for RIIO-ED2, we voluntarily committed to the SBTi’s Business Ambition for limiting global warming to 1.5°C. This meant that we increased the reduction target for Scopes 1 and 2 over the same period and validated our Net Zero target for 2040. UK Power Networks is currently the only UK DNO to have done so.

We took the view that although our Scope 3 emissions are hard to measure accurately, they needed to be included in our SBTi validated targets. We could have excluded them as they fell below the threshold of inclusion at the time of submission, but we have a responsibility to work with our supply chain partners to address these important and impactful emissions. To this end, we have implemented initiatives to improve our measurement of Scope 3 emissions and target those material areas of the supply chain. This includes providing support for our suppliers to make the reporting less burdensome and also to help upskill their people where that is needed.

## Reducing carbon emissions from temporary generators

Temporary diesel generators play a vital role in maintaining power supply during planned outages and emergencies, such as storm-related disruptions, but they contribute around a quarter of our business carbon footprint (BCF). That makes them a priority for decarbonisation efforts.

## Our business carbon footprint

When referring to our business carbon footprint we are referring to the carbon emissions directly under our control – that means the fuel we use in our vehicles and generators, the electricity and gas we use in our buildings and substations and the small amount of SF<sub>6</sub> safety gas that leaks from our equipment.

## What we’ve achieved

# 1st UK DNO

to have all Scope 1, 2 and 3 emission targets validated by SBTi

# 97%

of our total waste diverted from landfill

# 22%

reduction in our CO<sub>2</sub> emissions in scope 1 and 2 (including network losses) since our baseline year 2018/19

## Supplier develops carbon tracking tool

UK Power Networks has developed Carbon Action Plans with 12 of its biggest suppliers.

The Clancy Group, who work with us on our capital programme contracts, is one of the most active in this area. It has developed and is using its own embodied carbon tool to track carbon at the early stages of projects. It is using 100% hydrotreated vegetable oil in all plant and generators on UK Power

Networks’ projects and is investigating biofuel and hydrogen for future use. Clancy achieved 93% utilisation of low-carbon concrete last year and is looking into further innovations to reduce the carbon footprint of its concrete, as outlined in its low-carbon concrete protocol. The group is also looking at further reuse of materials and recycled aggregate and reducing the amount of timber it uses.



hybrid and battery-powered generator development. We are also exploring innovations like expanded battery deployment to further reduce our environmental footprint across the network.

## Noise complaints and environmental assessments

When customers report noise concerns, UK Power Networks’ environment advisers investigate whether our equipment is the source. Using historical data and analysis methods, we assess factors like proximity, sound characteristics and timing to determine if the noise is likely to have come from a substation.

We have improved our assessment tools, including noise contour mapping for Grid and Primary substations. For Secondary substations, we developed new acoustic parameters based on transformer specifications, enclosure types, and locations. This led to a reference table for evaluating noise risks at new sites, supported by a geospatial ‘buffer zone’ tool that helps planners identify potential issues early. The actual volume and frequency of noise concerns is very low and rarely due to our infrastructure and assets. Ambitious building programmes for much needed housing could, however, lead to problems, as developments can build right up to our infrastructure. That is why we engage widely with local authorities on this and have provided access to our noise contour tools. Such engagement will enable planners to ensure that developers put in the right mitigation methods in those cases where they are needed.

## Protecting wildlife – bird diverters initiative

We have continued to improve the biodiversity opportunities across our sites where it is practical to do so and as long as it will not impede our work that supports clean power objectives. We nevertheless do address the possible wildlife-related effects we encounter across our network, such as bird strikes on our overhead lines.

In February 2025, UK Power Networks featured on BBC’s Countryfile (watched by up to six million viewers) during International Wetlands Day. The segment highlighted our work installing 2,500 bird diverters on power lines near the Ouse Washes wetlands. These spinning, fluorescent markers help Whooper and Bewick swans spot overhead lines at dawn, reducing fatal collisions and power outages. Since installation (2023-2024), our engineers have observed that bird strikes have declined.

## Streetworks waste recycling initiative

In 2024/25, UK Power Networks recycled all 50,139 tonnes of its streetworks excavation waste. We collaborated with Street Works UK to help develop the new Material Classification Protocol, now approved by the Environment Agency, which standardises risk-based waste management. We are currently adapting internal systems to implement this protocol and ensure full compliance with its requirements.



A RESPONSIBLE BUSINESS

Sustainable Resource Management and Scope 3 Emissions

UK Power Networks continues to drive forward its Circular Economy and waste management initiatives with concrete actions. In 2023, we completed our second Circulytics assessment with the Ellen MacArthur Foundation, maintaining our strong performance. Following the tool's discontinuation, we proactively adapted our approach to continue measuring progress.

On this front we have created an embodied carbon tool with partners Minimum. This allows our project managers on major projects to measure the impact of different low carbon initiatives on that project against a 'normal' template. This encourages the adoption of lower carbon substitute materials, such as using crushed limestone, which is a waste product, instead of cement bound sand.

To strengthen our supply chain's circular practices, we developed an assessment framework and supplier portal with Minimum. This tool evaluates key areas including supplier policies, operational methods, material choices and design strategies. It helps us identify specific opportunities to improve sustainability across our operations. Through active collaboration with suppliers, we are implementing practical solutions that advance our circular economy goals while improving resource efficiency throughout our network.

Minimum also assisted with developing a centralised waste platform that significantly improves how we track and analyse waste data. The system now gives us complete visibility of waste streams and volumes while enabling detailed emissions reporting at both supplier and waste levels.

Waste Management Progress

UK Power Networks is making strong progress toward its RII0-ED2 target, with nearly 70% of total waste recycled, against a target of 80%. We performed particularly well with regard to non-hazardous waste, with over 95% diverted from landfill through a combination of recycling and energy recovery. We also achieved an impressive diversion rate of nearly 100% for hazardous waste, the majority of which was recovered. These figures reflect a continued focus on responsible waste management and resource recovery.

Fleet Decarbonisation: Progress and Strategy

UK Power Networks recognises fleet decarbonisation as a critical challenge, with over 3,000 fleet vehicles accounting for 42% of our business carbon footprint. Diesel remains our most significant emissions source, requiring a comprehensive transition strategy.

Current Progress

We have made substantial strides, electrifying 25% of our cars (our own fleet and employees' own cars funded directly by UK Power Networks through cash allowances that they use for business) and small vans (480 EVs). Our 2024 electric van trials demonstrated promising results for lower-mileage operations, with users reporting benefits including reduced noise and lower running costs. We have supported this transition by installing charging infrastructure across homes and depots, and providing solutions for public locations.

Strategic Approach

Our four-pillar strategy focuses on:

- Phasing in electric vehicles where operationally viable
- Optimising fleet utilisation to reduce mileage
- Implementing cleaner alternative fuels
- Continuously upgrading to more efficient models

For challenging vehicle categories (3.5-17 tonne vehicles and specialist plant), we are actively engaging manufacturers to identify emerging low-carbon solutions while monitoring battery technology advancements.

Operational Improvements

We are refining job allocation systems to minimise unnecessary travel and reassessing vehicle assignments to identify further electrification opportunities. These measures simultaneously reduce emissions while maintaining service reliability.

Future Focus

Priorities include tackling harder-to-decarbonise vehicles through technical assessments and supplier collaboration, while expanding our EV infrastructure. We remain committed to a pragmatic transition that balances environmental goals with operational requirements, ensuring we continue delivering reliable services throughout our decarbonisation journey.



READ OUR ENVIRONMENT REPORT



**CReDO+**

UK Power Networks is developing CReDO+ (Climate Resilience Decision Optimiser), a digital platform to help power lines withstand extreme weather. The tool creates digital twins of infrastructure assets, combining historic and predictive data to simulate power line resilience during storms and other climate events. By consolidating data across electricity, water, gas and telecommunications sectors, CReDO+ maps interdependencies and identifies cross-sector risks. The platform models where utilities should invest to improve resilience. CReDO+ secured Strategic Innovation Fund backing for three-year large-scale trials.

**What this means for our customers**

Improving our understanding of the effects of climate change on our networks means we can provide a resilient network for our customers today, and one that's ready for the evolving challenges ahead.

**CReDO+ will help us to deliver a digital twin platform that will better understand infrastructure interdependencies, improve conditions for planning investment in climate resilience, and evaluate the benefits of taking action.**

**Dr Elliot Christou**  
Data and technical lead at Connected Places Catapult

Our approach to climate change

UK Power Networks continues to play an essential role in facilitating Net Zero for our customers and the UK economy, as we all look to decarbonise our lifestyles, transport, commerce and industry.

We will ensure that the electricity network can accommodate low-carbon generation, EV infrastructure charging, energy storage,

heat pumps and so on. We must also make sure that the network is prepared for the changing climate through our climate resilience strategy, and ensure that this remains current and viable so that the network remains robust. At the same time we are committed to reducing our own daily operational carbon emissions in line with our Science Based Targets, as well as addressing our wider environmental impacts.



	Description
<b>Governance</b> The governance around climate-related risks and opportunities	As a regulated business, our operations are closely scrutinised by Ofgem and stakeholders. Our ISO 14001-certified environmental management system requires independent UKAS-accredited audits. Since 2021, our ESG Board sub-committee has met three times a year to review ESG metrics. Green bond issuance increases oversight of our carbon reduction efforts. We actively participate in ENA Climate Change Resilience Working Groups. In 2022 we established an internal Climate Change Resilience Steering Group, led by the Director of Asset Management, to identify and assess climate-related risks.
<b>Strategy</b> The planning and organisation needed to achieve our overall goals under conditions of uncertainty	<p>Our RII0-ED2 business plan commits to reducing our carbon footprint, supporting vulnerable customers, and ensuring our network facilitates the Net Zero transition at minimal cost. We use a flexible approach to avoid unnecessary expense and focus on flexibility through our DSO, market intelligence, workforce development, strategic investment and stakeholder engagement.</p> <p>As an integral component of our plan, we have developed and initiated a Climate Resilience Strategy. This strategy sets out our plans for adaptation to both current and future impacts of climate change. It details a comprehensive, systems-based framework for identifying climate adaptation risks and establishing appropriate mitigation solutions. We will systematically review and monitor our strategy and approach across all business functions to address gaps and capitalise on opportunities for further advancement where strategically beneficial.</p>
<b>Risk management</b> The processes used to identify, assess and manage climate-related risks	<p>UK Power Networks has a thorough risk management process that regularly assesses operational, business, stakeholder and regulatory risks. Climate change poses ongoing challenges, making a strong Climate Resilience Strategy essential for us as the UK's largest electricity network operator.</p> <p>In 2024, UK Power Networks reviewed its climate risk assessments as part of a government programme, using current weather and future climate projections. Since introducing the measures in our RII0-ED2 Resilience Strategy, we found no significant changes affecting our risk profile or preparedness, so our current approach remains appropriate.</p> <p>Following a government review of electricity networks' responses to Storm Arwen in 2021, Ofgem approved several investment cases for UK Power Networks to address the review's recommendations and bolster the resilience of our networks against windstorms.</p>
<b>Metrics and targets</b> The metrics and targets used to assess and manage relevant climate-related risks and opportunities	<p>Over the last eight years UK Power Networks has been proactive in improving the resilience of its network to climate change. We protected over 150 substations that were identified as being at risk of various types of flooding. This reduced the percentage of customers' supply at risk of flooding from 70% to 8%, based on 2024 Environment Agency data. In the first two years of RII0-ED2 we have successfully delivered 31 mitigation projects as planned. We also reviewed and updated our progress against our Climate Change Action Plan, to make sure it aligns with our Climate Resilience Strategy.</p> <p>Other additional measures include:</p> <ul style="list-style-type: none"><li>• Improving vegetation management, using Light Detection and Ranging (LiDAR) assessments to target tree cutting activities more accurately around overhead lines;</li><li>• Improving modelling and analytical tools to identify five days in advance any high impact rainfall accumulation that may affect infrastructure; and</li><li>• Improving storm response of the business to ensure call handling centres are not overwhelmed, storm roles of staff are embedded and vulnerable customers are supported.</li></ul>



# Our people

UK Power Networks is a place where purpose meets progress. Every day, our people deliver important work, powering lives and powering change. As a consistently top-rated employer, we are building a diverse, inclusive team that makes a difference for each other and for the communities we serve, and we all thrive while we do so.



## Who is responsible

**Andrew Pace**  
Director of HR, Legal, Risk and Assurance  
and Company Secretary

## Some of our RIIO-ED2 targets

- Benchmark nationally and globally as a leader in the field and target retention of our Platinum Investors in People accreditation and the UK's Best Big Companies listing throughout RIIO-ED2.
- Retain our National Equality Standard accreditation and status as an Inclusive Top 50 UK Employer throughout RIIO-ED2.
- Improve our safety performance and reduce the Total Recordable Injury Rate to less than 0.05 by the end of RIIO-ED2.
- Establish a Digital Skills Academy to provide DSO and digital future skills and target the achievement of an 'Outstanding' Ofsted rating for our training programmes.

## Our people powering performance

It is the people who work at UK Power Networks that drive our industry-leading performance and who will safeguard our successful future. We have built a culture that values and rewards commitment, hard work, technical excellence and creativity. We understand the importance of building a diverse and inclusive workforce and this principle is hard wired in our culture. We want to attract and retain the best and brightest candidates from as broad a pool as possible. We are proud to be recognised as the most inclusive employer in the UK. In November, Investors in People awarded us the accolade of Employer of the Year for companies with more than 250 employees, thanks in part to our training and development programmes.

## Looking to the future

The UK Power Networks culture has been built purposefully and gradually ever since our earliest days. We are acting now to ensure this culture only grows and strengthens. Fifty-three people joined our award-winning craft apprenticeship programme in 2024/25. Four of our apprentices joining this year are women, which is the most we have had in any one year. See Focus on People on page 20. Eleven graduate engineers also joined our university leavers scheme and will spend two years learning essential skills and being mentored by some of the best engineers in the industry.

## Powering a culture where everyone thrives

UK Power Networks is proud to have been named the UK's top employer for diversity, equality and inclusion (DEI) in the 2024/25 Inclusive Top 50 UK Employers Report. This recognition reflects our deeply embedded Diversity and Inclusion (D&I) initiatives, supported by leadership commitment, data-driven strategies and inclusive policies. CEO Basil Scarsella champions D&I, and senior leaders integrate it into business plans and oversee a dedicated DEI Taskforce. We also hold accreditations such as the National Equality Standard and use PowerBI dashboards to track D&I metrics.

Initiatives include neurodiversity training, 'Power Among Us' work experience for disadvantaged young people, and STEM outreach in schools where pupils face systemic barriers. Employee networks like EMPower (458 active members) promote inclusion through events such as Black History Month. We have begun rolling out our practice of anonymous CV screening, which was initially used for early careers, to the rest of our recruitment. This, along with unconscious bias training, contributes to improving diversity. Our Elevate mentoring platform supports underrepresented employees, and flexible working policies enhance work-life balance. With 94% of employees feeling respected at work and rising D&I survey scores, our holistic approach sets the standard for an inclusive organisation.

## Growing talent through the Apprenticeship Programme 2024/25

Our industry-leading apprenticeship programme continued in 2024/25, developing the next generation of skilled workers to power the UK's energy future. Our earn-while-you-learn scheme offers comprehensive training across craft roles such as jointers, fitters and linespeople, combining vocational qualifications with practical, on-the-job experience.

We focus on building a diverse talent pipeline that reflects the communities we serve. Through targeted outreach, anonymous recruitment processes and partnerships with schools and organisations like STEM Learning, we are breaking down barriers and creating opportunities for women, ethnic minorities and those from disadvantaged backgrounds. This approach is delivering results; we are seeing more women taking part and have excellent retention rates, with most apprentices progressing to permanent roles.

As we look ahead, we are expanding our focus on digital and Net Zero skills, developing mentorship opportunities and strengthening our training partnerships. We believe investing in homegrown talent is key to building both our future workforce and the skilled professionals needed for Britain's energy transition.

## Levelling up measures in the local community

UK Power Networks is keen to contribute to the life of the communities in which we operate. We also want to build a pipeline of potential employees that draws on those communities. This is a long-term strategy that combines schools outreach and work experience for young people in our areas of operation.

We work with local schools, helping pupils understand the role of power distribution and encouraging interest in the subjects that could ultimately lead to a career in the industry.

**Power Among Us** is a four-week programme to give people who are not in employment, education or training (NEET) an insight into the working world and to prepare them for joining it. In the first two weeks the participants learn some of the softer skills required for operating in a professional work environment, such as how to build a CV and manage a LinkedIn profile. In the second two weeks, they spend time in an operational part of the business, such as with the field engineers.

At the end of the 2024/25 programme, five of the participants impressed us enough that we offered them permanent roles in the business.

**Urban Synergy** is a London-based award-winning youth empowerment and social mobility charity that helps young people reach their full potential. In partnership with them, we ran a paid work experience programme for 16-20-year-olds who work with the UK Power Network teams. As well as experiencing the world of work, the participants learn work-related soft skills, and mentoring is part of the programme. We've also hired two participants through this programme.

## Appreciating neurodiversity

As a business, we embrace neurodiversity by fostering an inclusive workplace that values diverse cognitive styles. This begins with inclusive hiring practices to ensure we do not overlook candidates who have neurological differences. Embracing neurodiversity not only drives innovation and employee engagement but also

strengthens our overall business performance, making sure we do not miss out on hidden talent. We are working hard to raise awareness among colleagues throughout the business; this includes training on neurodiversity. As well as raising awareness throughout the business, we have also identified 35 individuals to be Neurodiverse Allies. These employees actively support and advocate for neurodivergent colleagues to ensure they thrive. The allies receive two full days of training to help them understand their role – which is in addition to their actual job – and they have top-up training and supervision from professional experts to support them as allies. Since becoming more aware of neurodiversity as a business we have realised, for example, that we could improve our training centre in a way that will accommodate employees who are not comfortable with traditional learning environments. We learnt that some of our employees felt anxious prior to attending training at our centres because it reminded them of bad experiences at school. One of these employees told us about how their school career was marred by lack of understanding of neurodiverse conditions. We realised that this was a long way from being a unique experience. By providing neurodiversity awareness training to all our instructors and increasing the understanding of reasonable adjustments, we have created a more welcoming and inclusive learning environment where everyone can feel comfortable and supported.

These initiatives demonstrate our belief that when we understand and accommodate different needs, everyone benefits. We are committed to continuing this important work to ensure all employees have the opportunity to thrive.

## Some of our past year's awards and accreditations

<p><b>The UK's Best Big Companies to Work For</b> UK Power Networks ranked 2nd in the UK's Top 25 Big Companies To Work For List. We remain the only electricity distribution network operator to feature in this list</p>	<p><b>CIPS Excellence in Procurement &amp; Supply Awards</b> Won the award for the Best Commitment to Carbon Reduction in the Supply Chains</p>	<p><b>Investors in People – Platinum</b> UK Power Networks has retained its Platinum status reaffirming our position among just 5% of companies globally to be awarded this highest status</p>	<p><b>National Equality Standard</b> Highest standard in the UK of best practice on equality, diversity and inclusion. First DNO to be awarded the National Equality Standard</p>
<p><b>Won the Best ESG (Environmental, Social and Governance) Strategy of the Year award at the HR Excellence Awards</b></p>	<p><b>Ranked No 1 in utilities sector in the UK Customer Satisfaction Index</b></p>	<p><b>Inclusive Top 50 UK Employers</b> UK Power Networks ranked No. 1 in the Inclusive Top 50 UK Employers</p>	<p><b>Ranked No.1 in the UK in Singapore Power Group's Smart Grid Index</b></p>



# Social responsibility

Our sustainability strategy commits us to being at the heart of communities we serve. As a regulated business, we know how important it is for us to fulfil the social contract we have with the communities in which we operate. We are continuing to raise our ambitions in this regard. Partnering with charity and social impact organisations is central to how we tackle the many aspects of disadvantage in the energy world.

## Who is responsible

**Suleman Alli**  
Director of Customer Service, Strategy,  
Regulation and Technology

## Some of our RIIO-ED2 Targets

- Expand the scope and reach of our PSR, delivering an overall 30% increase in registrations in the RIIO-ED2 period, and continue to improve the satisfaction of our PSR customers.
- Provide targeted support to a total of 500,000 fuel-poor customers over RIIO-ED2, Invest £18 million to support over 200,000 directly and 300,000 through partnership programmes.
- Provide information and help to 500,000 vulnerable customers over RIIO-ED2 to ensure no one is left behind in the changing energy system, at no cost to customers.
- Reduce the number of third-party overhead line and underground cable strikes by at least 20% for each year over RIIO-ED2 and increase our commitment to engage with the public around safety.

Together, we are using data insights to strengthen connections with everyone we serve, balancing long-term planning with the agility to meet evolving community needs.

## UK Power Networks: Powering people and communities

At UK Power Networks, we believe that being a trusted and responsible corporate citizen goes beyond delivering electricity. It is about making a meaningful difference in people's lives. That is why we are committed to becoming the most socially and environmentally responsible Distribution Network Operator (DNO), with a special focus on supporting our most vulnerable customers. Social responsibility is at the heart of our vision. We know that life can be challenging and, as the provider of an essential service, we take pride in offering extra support to those who need it most.

	Targets for 2024/25	2024/25 Performance
PSR	93% PSR customer satisfaction	<b>93.5%</b> PSR customer satisfaction
	2.98m (90%) eligible households registered	<b>3.1m (93.5%)</b> eligible households registered
Fuel Poverty	100,000 customers in or at risk of fuel poverty supported	<b>103,168</b> customers in or at risk of fuel poverty supported
Leaving no one behind	Support 100,000 customers at risk of being left behind in the transition to Net Zero	Supported <b>154,186</b> customers at risk of being left behind in the transition to Net Zero

## Delivering impact in 2024/25

This year, we stepped up our support for vulnerable customers, achieving record results. We helped 103,168 customers facing fuel poverty, saving an average of £143.40 per customer. In supporting the transition to Net Zero, we assisted 154,186 customers – 50% more than last year – delivering £8.19m in social value. Our PSR now reaches 3.1 million customers, representing 93.5% of eligible households, so we can give them tailored support during power outages.



READ OUR ANNUAL  
VULNERABILITY REPORT



## Stronger partnerships, better support

Through partner engagement, we identified that funding uncertainty can hinder service delivery. In response, we transitioned from 20+ short-term contracts to four strategic, multi-year core partnerships. This provides more stability, so partners can build stronger teams and reduce turnover while improving service quality.

We carefully selected partners capable of delivering consistent, wide-reaching support cost-effectively. This focused approach allows deeper collaboration while maintaining flexibility through complementary short-term partnerships that address emerging needs.

The new model balances long-term planning with adaptable support, ensuring we can meet evolving customer requirements while giving partners the certainty they need to deliver exceptional service.

## Our model



## Priority Services Register: Leading the way

Over the last year, we have continued to deliver industry-leading customer service to our PSR customers, achieving 93.5% customer satisfaction. During outages, we distributed 6,649 tailored support items, such as cold pouches for medication storage, and offered portable batteries to 247 medically dependent customers.

Key initiatives this year included historical data sharing with water suppliers to auto-register 107,915 customers, ensuring support from both water and energy. We used our innovative tool, Spotlight, to register 225,775 customers, applying data and machine learning to tailor customer communication which led to higher uptake. We also collaborated across the industry to run a national campaign with pharmacies to reach 1.5 million people, promoting PSR sign-ups. We also partnered with parenting platforms Mumsnet and Peanut, engaging over 10,000 parents through targeted campaigns.

## Leaving no one behind in the Net Zero transition

We have significantly increased support for those at risk of being excluded from the Net Zero transition. This year, 30,287 customers received one-to-one bespoke support, including 1,883 home energy audits and 4,410 grant applications. A mix of community engagement events, home visits and digital solutions have provided £5.9m in social value with support ranging from providing smart tariff advice to grants to access free low-carbon technology.

Our Community Energy Pathways programme has proved particularly effective. Local groups, embedded in their communities, have supported 13,572 customers this year, 1,618 of whom

received advice about electric vehicles. We have also trained 74 Energy Champions, creating local jobs at the same time as building expertise in communities. The story of an 82-year-old customer in Sussex is a powerful example of this. She had mistakenly been substantially overpaying because of a solar panel meter error. Our Energy Champion identified the issue, secured a full refund and so restored her peace of mind, demonstrating the real difference our support can make. You can read more detail about this in Customers in Focus on page 23.

## Tackling fuel poverty head-on

With living costs rising, our fuel poverty support has become increasingly vital. This year we assisted 103,168 customers through various interventions, including issuing 1,584 fuel vouchers and providing 20,039 offers of income maximisation support, achieving a 92% satisfaction rate.

Our Warm Hubs initiative has evolved beyond winter support, distributing energy advice and PSR information via over 300 hubs. We have developed relationships with 10 warm spaces to support year-round community help that will offer energy advice, social connections and essential services like NHS flu vaccines.

## Looking ahead

We are proud of our progress, but we recognise there remains a lot to do. Through stronger partnerships, smarter outreach and an unwavering commitment to those we serve, we are ensuring that no customer is left behind, today or in our Net Zero future. This comprehensive approach, combining immediate assistance with long-term solutions, demonstrates our dedication to being more than an energy provider; we want to be a power for good in our communities.

## Holy Trinity Warm Hub: A community lifeline

What began as a food share initiative has grown into a vital support centre for Waltham Forest residents. For a donation of just £3, people can access £35 worth of weekly groceries alongside NHS flu vaccines and housing advice. Recognising the hub's role as a social space, organisers added a food van where visitors can connect over refreshments.

UK Power Networks is working with Holy Trinity to integrate energy advice and teaching nutritious, cost-effective cooking using the food provided. Plans include sponsoring community events like Easter egg hunts for food-share families and targeted winter energy support for vulnerable groups.



We're thrilled to have UK Power Networks support to help expand what we can offer and support even more people in Waltham Forest. With almost 50% of children in the area living under the poverty line and many relying on free school meals, what we will be able to do with their backing will make a real difference.

**Polly Kerseys-Hull**  
Vicar at Holy Trinity Warm Hub





# Our contribution to UN Sustainable Development Goals

UK Power Networks is committed to achieving a better and more sustainable future for everyone. That’s why we have aligned our activities to the UNSDGs. We have prioritised 11 of those goals and these are set out below.

- Ahead
- On track
- Not on track

[READ OUR COMMITMENT REPORT FOR THE STATUS OF ALL OUR RIIO-ED2 BUSINESS PLAN COMMITMENTS](#)

Our focus areas	Relevant UNSDGs	Commitments	Status
<div>Environment</div> <div></div>	<div><div><p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p><p>Ensure sustainable consumption and production patterns</p></div><div><p>15 LIFE ON LAND</p><p>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p></div></div> <div><div><p>13 CLIMATE ACTION</p><p>Take urgent action to combat climate change and its impacts</p></div></div>	<p>We have revalidated our Science Based Target at 1.5°C and have also been validated by the Science Based Targets initiative (SBTi) to the Net Zero Standard.</p> <p>We will work with our suppliers to reduce our supply chain carbon emissions (Scope 3) by 25% by 2028, compared to a 2018/19 baseline.</p> <p>We will recycle 80% of office, depot and network waste and 99.5% of streetworks material by the end of RIIO-ED2, with no recoverable waste to landfill by 2025.</p> <p>We will increase the biodiversity of new major substation developments by a net gain of 10-20%, and at 100 existing sites by a net gain of 30% overall over RIIO-ED2.</p> <p>We will reduce NOx emissions by 33% over RIIO-ED2, improving air quality for our customers.</p> <p>We will develop and implement a circular economy tool to address our high impact materials by the start of RIIO-ED2, and we will subsequently set and monitor our reduction targets.</p>	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>
<div>Our people</div> <div></div>	<div><div><p>3 GOOD HEALTH AND WELL-BEING</p><p>Ensure healthy lives and promote well-being for all at all ages</p></div><div><p>8 DECENT WORK AND ECONOMIC GROWTH</p><p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p></div></div> <div><div><p>5 GENDER EQUALITY</p><p>Achieve gender equality and empower all women and girls</p></div><div><p>10 REDUCED INEQUALITIES</p><p>Reduce inequality within and among countries</p></div></div>	<p>We will minimise injuries to our staff as measured by the Total Recordable Injury Rate (accident rate per 100,000 hours worked), striving for a TRIR of less than 0.05 by the end of RIIO-ED2.</p> <p>We will reduce overhead line and underground cable strikes by at least 20% over RIIO-ED2 (relative to the average of RIIO-ED1 actuals from 2015-2020).</p> <p>We will continue to build a diverse workforce to reflect and serve our communities by further improving equality of employment access, measuring continuous performance improvement. We will retain our NES accreditation and status as an Inclusive Top 50 UK Employer throughout RIIO-ED2.</p> <p>We will engage with the public around safety issues, focusing on those who are at highest risk of injury from contact with our networks by engaging with 300,000 people per year during RIIO-ED2, an increase of 20% over the RIIO-ED1 period.</p>	<div><div></div><div></div><div></div><div></div></div>
<div>Social responsibility</div> <div></div>	<div><div><p>7 AFFORDABLE AND CLEAN ENERGY</p><p>Ensure access to affordable, reliable, sustainable and modern energy for all</p></div><div><p>11 SUSTAINABLE CITIES AND COMMUNITIES</p><p>Make cities and human settlements inclusive, safe, resilient and sustainable</p></div></div> <div><div><p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p><p>Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p></div><div><p>17 PARTNERSHIPS FOR THE GOALS</p><p>Strengthen the means of implementation and revitalise the global partnership for sustainable development</p></div></div>	<p>We aim to provide targeted support to 500,000 fuel-poor customers over RIIO-ED2, investing £18m to support over 200,000 directly and 300,000 through partnership programmes, delivering £67m of benefits by 2028.</p> <p>Over RIIO-ED2 we will deliver 1GW of distributed energy resources (DER) capacity at no more than £8m, using smart interventions and innovations, reporting progress in our annual business plan.</p> <p>We will allocate £25m Network Innovation Allowance (NIA) funding over the RIIO-ED2 period, of which £20m will go to third parties, targeted to ideas that deliver wider societal benefits.</p>	<div><div></div><div></div><div></div></div>



# Health and safety



Electricity distribution is inherently hazardous, and we take very seriously our responsibility for protecting our employees, contractors and the public. We deliver reliable, low-cost power to customers, but safety always comes first.



**Silver Award**  
New York Festival's TV & Film Awards – for UK Power Networks' safety film.

## Performance against UNSDGs

On this page you will see how we have performed against the following Sustainable Development Goals:



Effective safety management requires both robust systems and a strong safety culture. At UK Power Networks, we maintain strict company-wide standards while empowering every individual – employees and partners alike – to take personal responsibility for safety. Our approach combines disciplined processes with a shared commitment: everyone understands that safety is non-negotiable.

**Decisive action to address a trend**  
After seeing a small increase last year (2023/24) in workplace injuries, we have strengthened our safety programmes this year to ensure we continue to improve our focus on safety. Our goal is clear: to keep reducing injuries and protecting our team.

**Back to fundamentals**  
Our focus on safety applies whether we are facing exceptional, emergency circumstances or dealing with the day-to-day challenges of our work. Each circumstance brings its own challenges, whether that is dealing with a severe threat or carrying out a routine procedure that we do every day. We aim to be prepared for everything on that spectrum.

Our safety record is second to none and we want to keep it that way. That is why, following two lost time injuries in early 2024, we took decisive action. We applied the same structured approach to threats to our safety as we do to threats to the smooth running of the network.

In April 2024, we declared a focused action programme with the explicit target of having no LTIs for the next twelve months. We achieved this ambition and are now running our new, refreshed safety programme as business as usual.

**Stay Safe: Think, Feel, Act**  
During a period of six months from October 2024, every one of our employees attended a half day's training course as part of our Stay Safe: Feel, Think and Act programme. This is a behaviourally driven training course that has evolved at UK Power Networks over the last ten years to include the psychological elements of safety as well as the practical ones. As well as helping employees recognise their own emotional make up, it provides them with tools to help them understand, manage and mitigate their behaviours to promote a safe working environment.

**Safety Network Leaders**  
The business identified 700 individuals from across the organisation to be Safety Network Leaders (SNL). These individuals received four further full days' safety training as part of an ongoing programme of refreshers and updates. The SNLs are responsible for keeping the safety messages at the top of the minds of a cohort of around ten colleagues. Drawn from a range of roles from senior managers to front line team members, they receive a weekly 'nudge' to share with their cohort. This has led to a rich and meaningful conversation about safety at work throughout the whole workforce, thereby keeping safety front of mind.

**External audits to bring a fresh eye**  
As part of our focused drive to halt and reverse the slightest decline in safety standards, we brought in four sets of external advisers, including former HSE Inspectors, to conduct rigorous audits of our safety procedures. These reviews scrutinised every aspect of our safety practices and pointed out some areas where we could improve. We have implemented their suggestions.

**Additional safety calls**  
We have a long-standing programme of regular Friday safety calls, in which the senior leadership team and other delegates review the week in terms of safety performance, near misses and issues arising. As part of the increased safety focus in 2024/25, we have also held a series of additional safety calls, open to a wider range of participants, including contractors. These calls are led by the Safety Director and ensure that the voice of the senior leadership is coming through loud and clear in support of the importance of staying safe at work.

**Accelerated learning points for very serious incidents**  
We recognised that we could improve the speed with which we fed learnings to all staff following serious incidents or examples of near misses of such incidents. To address this, we committed to providing feedback and learning points. In 2024/25 we investigated a number of near misses, which provide valuable lessons about safety. We distributed a summary of these learning points across the business within a week of their occurrence.

**Public safety**  
Our corporate safety commitment prioritises educating the public and high-risk groups about staying safe around our network.

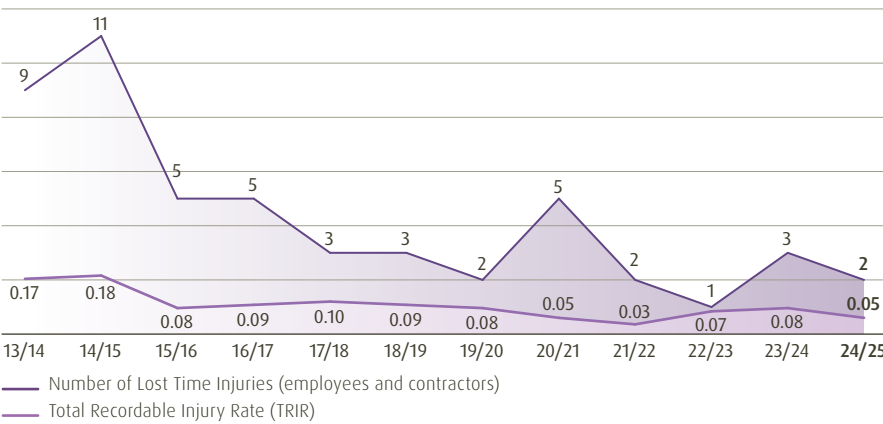
Incident data from 2023/24 revealed key risks: network interference (40%), underground contact (15%) and overhead line contact (10%). This informs our 2024/25 strategy, focusing on targeted engagement:

- Safety articles in trade magazines (500k reach) and exhibitions at relevant trade shows
- Collaboration with utilities and industry groups
- Delivering school safety talks, particularly near substations, and relaunching the Powerup microsite, an interactive resource for children
- Operational outreach: Partnerships with industry groups

**Health and well-being**  
We turn data into action to boost employee health, wellbeing and attendance. Help is always within reach, from professional occupational health services and confidential one-to-one coaching to an on-the-ground network of mental health first aiders and wellbeing champions.

Employees can join webinars, workshops and fun challenges like Step Into Spring, and access fast track physiotherapy and flu jabs onsite. We also run health awareness campaigns to tackle concerns raised by our employees.

## Our safety performance highlights



**2**  
Number of injuries where employees needed at least a full day off work in 2024/25

**90%**  
improvement in the TRIR since 2010/11 when the rate was 0.48

## Safety first



**We know first-hand just how important those safety stickers are. Thanks to safety training and the sticker in the cab, both the operator and the tractor were OK when they collided with a power line.**

**Lucy Farrow**  
Assistant Farm Manager at Worth Farms South Lincolnshire

## Safety awareness

In 2024 a tractor on a farm in south Lincolnshire struck an overhead power line. There was a UK Power Networks sticker in the tractor cab telling the driver what the safest course of action was in such an event. Thanks to that sticker, he knew that as long as there was no immediate danger in doing so, the safest thing to do was to stay in his tractor and dial 105 to tell us what had happened. This meant he avoided the possibility of an electric shock which would have been a likely outcome if he had left the tractor.

**What this means for our customers**  
The safety of everyone who may come into contact with our assets is paramount and this example shows how our targeted outreach to groups who are at greater risk can save lives. Safety will always be our top priority to keep our stakeholders as safe as possible.



# Network reliability

As low-carbon technologies expand, our customers depend more than ever on a resilient electricity supply, and we are delivering it.

## Performance against UNSDGs

On this page you will see how we have performed against the following Sustainable Development Goals:



### A reliable and resilient network

At UK Power Networks, we take pride in being one of the most reliable electricity network operators in the country. In the last regulatory period (RIIO-ED1), we outperformed Ofgem's reliability targets by over 30%. Our overall network performance for 2024/25 was the best on record, based on combined customer interruptions (CIs) and customer minutes lost (CMLs). This includes the second-best year for CIs and lowest ever CMLs.

### A collaborative drive

Keeping the lights on safely is a key priority, no matter what challenges the weather or nature throws at us. We measure how reliable we are in terms of the frequency of interruptions to our customers' supply and the speed with which we restore the supply when there is a power cut. Some years we make technological breakthroughs or introduce new protocols, but the success in 2024/25 is more about a collaborative drive and relentless focus on improving operational performance.

A key part of this good practice is our push for ever-greater reliability. This focuses on two key factors: spotting and preventing faults before they happen and using remote control technology to restore power more quickly. In 2025, we installed over 3,500 additional LV monitors across our network which has helped us to identify issues before they cause a sustained power cut. This technology has allowed us to pro-actively replace LV assets at more than 305 locations as of October 2025, preventing customer disruptions. Additionally, this year, we continued to invest in remote control technology, installing over 3,000

HV switching devices and 750 units of LV reclosers at our substations. By staying proactive and applying innovative technology, we are making sure that our networks remain dependable.

### Building on our strengths

We have committed a great many resources, human and financial, to building a reliable, resilient network. Increasingly, we are proactive about identifying and repairing faults before they become a problem for our customers. We have brought sharp focus to managing our network performance; for example, we have adapted our rotas to ensure a faster response when we need to dispatch someone to the field.

### Targeting repeat power cuts

During the second year of the current regulatory period, RIIO-ED2, we have continued to deliver targeted network improvement schemes for our customers that have seen the worst network performance, as defined through Ofgem's own Worst Served Customer programme. This has resulted in over 60 new improvement projects being designed and planned in 2024/25, with delivery planned by the end of 2026. We have prioritised the delivery of schemes for our more vulnerable customers, on the Priority Services Register, to ensure that those most in need have an electricity supply fit for the low-carbon future.

### Powering reliability through innovation

At UK Power Networks, we have made significant strides in improving network reliability through strategic deployment of cutting-edge technologies. In recent years, we've fundamentally transformed our operational capabilities by implementing sophisticated AI-powered fault prediction systems

that analyse vast datasets of historical performance and weather patterns. These intelligent systems allow us to anticipate potential outages with remarkable accuracy, often before they occur.

Our self-healing grid technology represents another leap forward, automatically isolating faults and rerouting power in seconds. This works alongside our Advanced Distribution Management Systems, which provide engineers with real-time visualisation and control across our entire network through intuitive digital dashboards.

We are modernising our substation infrastructure with sensors that continuously monitor equipment health, feeding information into data simulations that enable predictive maintenance. New gas-insulated switchgear installations are simultaneously improving safety while reducing maintenance requirements. Beyond our physical infrastructure, we are trialling LiDAR-equipped drones and satellite monitoring systems that give us unprecedented visibility across our network, with AI-powered image analysis automatically flagging potential issues from vegetation encroachment to equipment wear.

Energy storage has been an area of particular focus, so we can provide back-up when there is an increase in demand for power. We are pioneering community battery schemes to support local renewable integration and conducting innovative Vehicle-to-Grid trials that transform electric vehicles into mobile energy storage units.

Our smart meter network upgrades now deliver near real-time consumption data. These enhancements include automatic alerts when a power outage is detected so that impacted customers can quickly be identified, even before they contact us to report an issue. We also use clustered smart meter data to proactively identify neutral faults, preventing any damage to the network and protecting customers' properties.

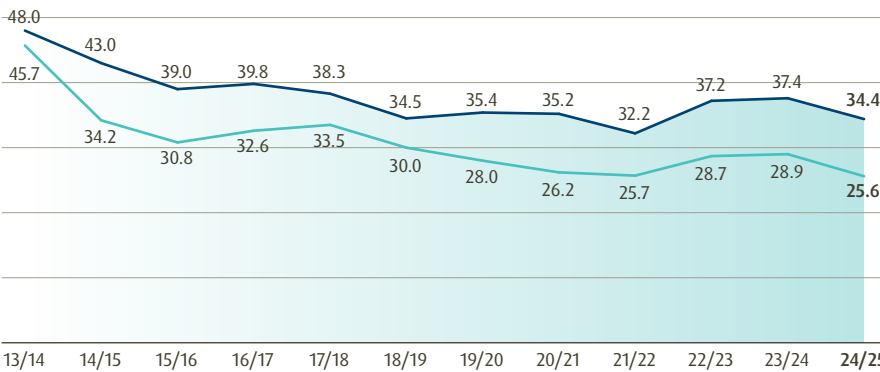
These technological investments are delivering measurable results: 30% faster fault detection, a 25% reduction in outage durations, and 15% improvement in preventive maintenance efficiency.

### Keeping the power flowing

At UK Power Networks, we take pride in delivering a highly reliable electricity supply. Our approach combines strategic investment, cutting-edge technology, and proactive maintenance to ensure our networks remain resilient. We do this by:

- **Investing in Modern, Resilient Infrastructure**  
We continuously upgrade our infrastructure, such as overhead lines, underground cables, and substations. By reinforcing ageing components and adopting durable solutions, we reduce the risk of failures and extend the lifespan of our network.
- **Harnessing Smart Grid Technology**  
We use advanced monitoring systems, including distribution network sensors and smart meters, to detect and address issues in real time. Our automated systems can rapidly isolate faults and reroute power, while predictive analytics help us anticipate and prevent potential disruptions before they occur.

## Our network reliability performance highlights



— Customer Interruptions² (per 100 customers)  
— Customer Minutes Lost²

- 1 2024/25 figures presented are provisional based on our regulatory submission at the date the accounts are signed.
- 2 Figures are a weighted average of the three licence areas and exclude exceptional events.

## Storm roles mean we are always ready



### OUR INNOVATION STRATEGY



In my day job as a finance analyst, I know that if bad weather is heading towards us, I will be manning the phones to answer calls from customers who have lost power.

**Joshua Hilton**  
Regulatory Finance Analyst at UK Power Networks

### Preparing for extreme weather

The UK's unpredictable climate demands robust storm response plans. During our storm response we position rapid-repair teams at strategic locations. In addition, all employees at UK Power Networks have a storm role, so we can prioritise the safe restoration of power to customers during storm events. We have also invested in improving the resilience of our electricity network, undergrounding overhead circuits that are more susceptible to damage caused by high wind speeds.

### What this means for our customers

We do all we can to mitigate the effects of storms on the power supply, but when bad weather is predicted UK Power Networks has extra resources that can respond to the needs of our customers. In other words, it's all hands to the pumps during power cuts, so we can help customers when they need us most.



# Customer satisfaction



Customer satisfaction is critical for an Ofgem-regulated power distribution company like UK Power Networks because reliability and trust are at the heart of our service.



## Customer Experience Award

Presented with the Customer Experience Award at the Utility Week Awards.

## No. 1 for customer service

Named top utility for customer service in the UK in the UK Customer Satisfaction Index.

## Performance against UNSDGs

On this page you will see how we have performed against the following Sustainable Development Goals:



As a monopoly provider, customers depend on us for essential electricity infrastructure. Individuals, families and businesses are increasingly reliant on electricity to power their lives and we see it as our job provide the best possible service for our customers. High customer satisfaction reflects successful delivery of our core duty: keeping power flowing safely and efficiently, and we do so in a way that supports and cares for our customers. We always keep their interests at the forefront of our thinking.

## Leading across the board

We are proud to lead our industry in customer satisfaction. For the fourth year in a row, we have topped Ofgem's league of DNOs for its Broad Measure of Customer Service (BMoCS). The BMoCS consists of three categories: Connections, Power Cuts and General Enquiries.

These apply to each of our three networks (LPN, SPN and EPN) and in 2024/25, at a network licence level, UK Power Networks was in the top three for eight of those nine sets. Our customer satisfaction performance in domestic connections accounts for half the Broad Measure score and this has been an area of focus in recent years. As a result, our score in this category has increased from 87.3% to 92.6%, contributing to our overall score of 94.2% at an overall Group level.

## No. 1

UK Power Networks rated top utility for customer service in the UK Customer Satisfaction Index

## How AI enhances our understanding of customer feedback

Artificial Intelligence (AI) has been a significant factor in increasing our understanding of the customer experience.

We use AI to analyse our performance and to help us identify areas where customers are dissatisfied, so we can focus on improving those aspects. For example, AI helped us see how multiple visits affected customers' satisfaction. We addressed this by introducing customer-generated videos to help us diagnose the problem.

## The role of emotional connection and trust in Customer Service

We work closely with the Institute of Customer Service (ICS) and drill into its findings about the state of customer service across the UK. A key finding of the ICS research is the importance that customers attach to emotional connection, trust and care, particularly in the context of handling complaints. This element of our performance is a well-established area of focus for us as it helps us understand what underpins customer satisfaction. Our analysis of the human aspects of customer service has meant, for example, that we focus on training our people and we design our processes in a way that makes dealing with us easier and quicker for our customers. We consistently score well in this dimension and the UK Customer Satisfaction Index for January 2025 puts us at the top of this category in our sector.

## Working with customers to shape propositions

Our way of serving our customers is to provide what they want, when and where they want it. This applies to commercial customers as much as to domestic users at home. This year we supported the Port of London Authority and Greater London Authority's decarbonisation ambitions, with Electric Thames. This is a project to identify how and where we can provide electrical infrastructure to enable electric vessels to charge on the Thames, accelerating the transition to Net Zero.

We have also been influencing the shape of charging facilities for electric HGVs (eHGVs), working with truck manufacturers, road hauliers and charge point providers to understand how and where trucks will need to recharge. That way, we can ensure we have the electrical infrastructure to support them. The power requirements are significant, with megawatt chargers using the equivalent of enough power to supply 500 homes to top up trucks on the go.

## The UK Government's Clean Power Objective

We are working with our customers in a way that supports the UK Government's Clean Power objective. This is a cornerstone of its commitment to achieve Net Zero carbon emissions by 2050. It aims to decarbonise the electricity system by 2035, ensuring that all power generation – from wind and solar to nuclear and hydrogen – is clean, affordable and secure. In relation to electricity, it aims to accelerate offshore wind, solar and other renewables to provide 95% of electricity from low-carbon sources by 2030.

We have been working closely with government and wider stakeholders to develop the policies and processes to enable Clean Power. We have co-designed new digital tools to ensure that our customers have the best opportunity for their projects to support the Clean Power objective, and we provide regular seminars, webinars and one-to-one support for every customer who needs it.

## 91%

customer satisfaction score for Major Connections

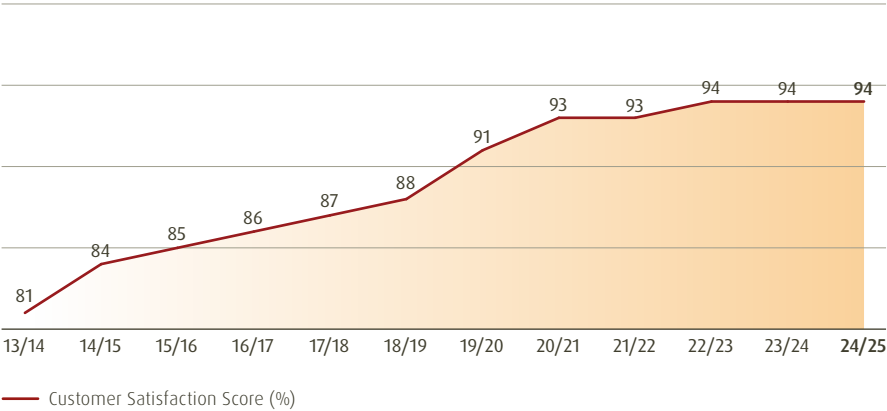
## 95%

customer satisfaction score for low-carbon technology customers

## 89%

of complaints resolved within one day

## Our customer service performance highlights



## 94%

Customer satisfaction score

## Ranked No. 1

Ofgem ranked us No. 1 DNO for our Broad Measure of Customer Service

## Customer centric



## OUR INNOVATION STRATEGY



The system is very easy to use and saves a lot of time. It makes the process of requesting a quote as straightforward as possible, which has made a world of difference in my work. My only complaint is that I wish it had come along earlier.

## William Auloni

Utilities manager at White Code Consulting and an HV Auto Quote customer

## HV Auto Quote

UK Power Networks has launched HV Auto Quote, a digital platform that cuts high-voltage connection quote times from days to minutes. The tool uses digital data to assess nearby connections, eliminating manual checks. Developers and EV installers receive instant formal quotes or fast-tracked engineer referrals. Developed with EA Technology, it is the first such system in the UK.

## What this means for our customers

Speed is usually of the essence for our connections customers. By speeding up the process, businesses can upgrade their operations. Faster connections also enable quicker connection of low carbon technologies such as solar, wind, heat pumps and EV charging.



# Value for money

A key element of our vision is to be consistently the best performing organisation in our sector. We do this by being sustainably cost-efficient, not only for our shareholders but most importantly for our customers.



## UK IT Industry Awards

Won the Digital Transformation Project of the Year.

## Performance against UNSDGs

On this page you will see how we have performed against the following Sustainable Development Goals:



We are acutely aware that if we spend more money than is necessary, our customers' bills will be higher than they need to be. At a time when the number of fuel-poor households in England is increasing, and as a company that cares about its customers, this is something we do our best to prevent.

Our commitment to efficient expenditure has resulted in the lowest domestic electricity distribution charges in the industry. We do this while also providing excellent reliability and customer service. Through innovation and process improvement, we have saved customers £114 million this year through flexibility procurement, which is an increase of 25% on 2023/24. We are on track to achieve total RIIO-ED2 benefits of £563m, 14% above our business plan target.

### Smart meters acting as network sensors to speed up voltage issues

We are harnessing the power of smart meters as network sensors. This reduces the need to roll out expensive LV substation monitoring. We now have near 100% visibility of the secondary substation network through power flow estimation informed by smart meters. Smart meters allow us to unlock our grid-edge services, such as flexibility services and dynamic outage management, and resolve

voltage-related queries. To reduce customer minutes lost due to outages, we have improved our smart meter alert solution, which lets us remotely query or contact a customer's smart meter. This innovation not only improves network resilience and response times but also reduces operational costs, reducing customer bills.



### Innovating to benefit fuel-poor customers with SHIELD system

We developed the SHIELD system (Smart Heat and Intelligent Energy in Low-income Districts) to help customers reduce their heating costs by hosting mini data centres. This involves installing solar panels, battery storage and a HeatHub that captures and stores excess heat.

The system manages energy usage, allowing consumers to store and use energy at cheaper rates. We aim to deploy 100,000 of these systems a year by 2030, bringing significant savings to customers, especially those in low-income districts.



### Building a resilient network customers can rely on

We collaborated with other network operators to explore the development of a digital twin platform that will enhance long-term investment planning and cross-sector resilience to extreme weather risks.

Through the CREDO+ (Climate Resilience Decision Optimiser) project, we aim to increase long-term investment planning and infrastructure resilience to extreme weather risks. By understanding interdependencies across networks, we can improve how we predict risks and make informed planning decisions, ensuring a continuous and reliable electricity supply for our customers. This proactive approach will reduce disruption and associated costs by implementing measures more efficiently. Moreover, the development of practical tools for strategic investment and long-term planning will mitigate the impact of climate change on our network, ultimately leading to significant cost savings for customers.



### 'Insider's Guide' to help speed up EV charging hubs

We published a new guide that sets out exactly what land consents need to be in place before installers apply to connect their sites to the electricity grid. The new online guide sets out the hierarchy of consents required and aims to streamline the connection process. It profiles four common scenarios, to help readers relate the information to their own situation.

By ensuring that the correct access and licensing arrangements are in place upfront, the guide helps shorten connection times, allowing sites to go live in weeks rather than months. This not only accelerates the delivery of vital EV charging hubs but also reduces costs associated with delays, legal complexities and repeated applications. The result is a faster, simpler and more cost-effective process for customers, helping them take advantage of our innovative connection solutions while avoiding the expense of complex leases and access agreements.

### Our performance highlights

#### Annual domestic charges 2024-25

Domestic unrestricted customers based on a typical annual consumption value of 2,700 kWh.

12% lower

annual domestic charges than the industry average

£116.71

UK Power Networks average

£132.17

Industry average

£152.53

Most expensive DNO group average

## Connections Lab – so customers are always up to date



### OUR INNOVATION STRATEGY



It is industry leading. It's like having our very own staff at UK Power Networks. It answers our questions in minutes rather than weeks. Time is critical to meet Clean Power 2030.

**Luke Yeo**  
Principal Power Systems Consultant at Blake Clough Consulting

### Connections Lab: Better data and tools to inform connections decisions

The Connections Lab is a free, publicly available app that lets customers test detailed connection options before applying. They can explore different project sizes, technologies and locations on our network and see how they interact with existing requests and system limits. The app updates every two hours, so customers always have the latest data. This helps them make smarter investment choices, speeding up connections and supporting the push for Clean Power 2030. Before, this level of insight was only available by paying for a connections application.

#### What this means for our customers

Customers can quickly assess – at no cost – the technical viability of network connections. This saves them both time and money and helps them to make better-informed decisions about how to develop their projects. The Connections Lab provides customers unprecedented transparency for their network planning.



# Facilitating Decarbonisation



The energy sector is undergoing a profound transformation, driven by decarbonisation, digitalisation and changing consumer demands.



## Network of the Year

Won both the Flexibility Pioneer and the Network of the Year award at the Utility Week Flexibility Awards.

## Energy Innovation Award

Won the Energy Innovation Award for our groundbreaking Constellation project at the National Sustainability Awards.

## Performance against UNSDGs

On this page you will see how we have performed against the following Sustainable Development Goals:



## Innovation Strategy to enable a sustainable energy future

Innovation is integral to navigating this shift, ensuring reliability, affordability and sustainability. Our strategy aims to future-proof the energy system, supporting the transition to Net Zero while improving operational efficiency.

## Why innovation matters in power distribution

Distribution networks were originally designed for one-way electricity flow, from centralised generation to consumers. The rapid rise of renewable energy, electric vehicles (EVs) and smart technologies demands a more dynamic, flexible and intelligent grid.

Innovation accelerates the transition to Net Zero by integrating low-carbon technologies such as heat pumps and solar panels seamlessly into the grid. It also improves resilience and efficiency through predictive maintenance and real-time data analytics, helping to prevent outages and optimise performance.

Beyond infrastructure, innovation empowers consumers with smarter, fairer and more responsive energy solutions. This gives households and businesses greater control over their energy use. It also reduces costs by optimising existing assets and tapping into flexibility markets, reducing the need for infrastructure upgrades.

## Six pillars of our innovation strategy

### Consumer vulnerability

Energy affordability and accessibility are major challenges. We use data analytics to identify vulnerable customers, improve service delivery and ensure they benefit from the energy transition. Initiatives include expanding the Priority Services Register and providing tailored support for households adopting low-carbon technologies (LCTs).

### Net Zero and Energy System transition

Meeting climate targets requires rapid adoption of LCTs. We are preparing the grid for higher EV and heat pump uptake, simplifying connection processes and ensuring a just transition where no communities are left behind.

### Whole Energy System

Energy networks do not operate in isolation. We collaborate with policymakers, regulators and other sectors (e.g. transport and heating) to align local and national Net Zero plans, driving cross-sector decarbonisation.

### Flexibility and commercial evolution

As a DSO, we prioritise flexibility markets, incentivising consumers and businesses to adjust usage during peak times. This reduces strain on the grid, deferring costly upgrades while increasing capacity.

### Proactive optimised assets and practices

Instead of reactive maintenance, we use AI and remote sensors to predict failures, extend asset lifespans and maximise network capacity, enhancing reliability and reducing costs.

## Data and digitalisation

Data is the backbone of a modern grid. We harness AI, machine learning and smart grid technologies to optimise power flows, improve decision-making and enable transparent data-sharing with stakeholders.

## The DSO, working on behalf of our customers

UK Power Networks DSO is using smart technology to deliver a network ready for the future. It helps customers connect more assets to the network faster, more easily and at lower cost. By developing smarter tools and optimising network configuration, the DSO ensures sufficient network capacity where it is needed whilst keeping costs down. The DSO delivered £232m in benefits last year; that is 17% more than 2023/24 and 24% above forecasts. Highlights include: Customers participating in our demand turn-up scheme earned on average £54 worth of free electricity each. Digital tools like Connections Lab saved £2.84m in connection applications and ChargePoint Navigator (see case study right) enabled local authorities to secure £20.5m for EV charging. Our flexible generation real-time monitoring system now tracks 0.5GW of generation, unlocking £22m in extra green power while building a smarter, more efficient grid for all.



READ MORE IN OUR DSO REPORT



## Flagship project: Heatropolis

Heatropolis is a ground-breaking project that integrates low-carbon heat networks with the electricity grid, helping the UK transition to cleaner heating while reducing strain on the power network. Heat networks supply heating to multiple buildings and, as they expand to meet over 18% of heat demand in the UK by 2050, managing their increasing electricity use will be key to supporting local grid stability. Launched in 2024/25, Heatropolis combines smart controls, thermal storage and flexible energy use to lower peak electricity demand, avoiding unnecessary grid upgrades.

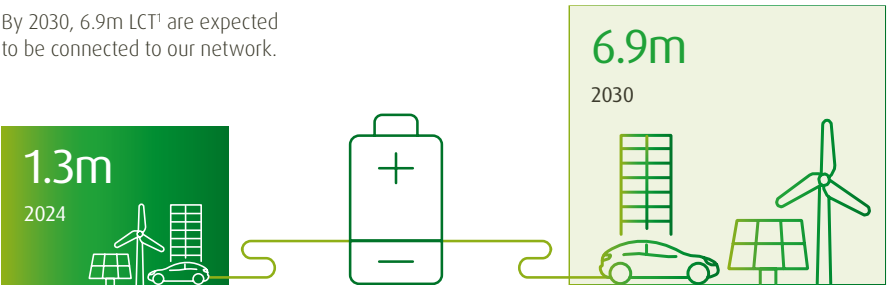
It is trialling its approach over three winters (2025-2027) at three types of sites: a low-density residential heat network, a multi-occupancy building and a large mixed-use site. Early tests on London's King's Cross heat network showed smart controls could cut peak demand by up to 85%, freeing grid capacity and lowering costs. Heatropolis also explores new commercial incentives to encourage flexible operation, alongside gathering feedback from residents to make sure the solutions are user-friendly.

Led by experts in heat networks and smart energy systems, and policymakers, the project aims to position heat networks as active partners in balancing energy demand. By aligning heat and electricity planning, Heatropolis hopes to cut carbon emissions, reduce bills and support a smoother transition to Net Zero. Insights from ongoing trials will shape a replicable framework for smarter, more efficient energy systems nationwide.

## Our performance highlights

## Predicted growth in low-carbon technologies

By 2030, 6.9m LCT<sup>1</sup> are expected to be connected to our network.



<sup>1</sup> LCT includes EVs, heat pumps, district heating connections and homes with solar panels.

## Future ready



## OUR INNOVATION STRATEGY



Since we started to use UK Power Networks' ChargePoint Navigator, we've found it extremely helpful for planning on-street EV chargers. The collaboration has streamlined the process, consolidating all information into a single platform. The training and advice from UK Power Networks have been prompt and efficient.

## Medway Council's EV Team

## ChargePoint Navigator

Our multi-award winning, free-to-use ChargePoint Navigator supports local authorities by simplifying site selection, reducing costs and accelerating EV infrastructure planning. This new tool proved highly effective during the 2024 LEVI (Local Electric Vehicle Infrastructure) funding rounds, significantly increasing first-time success rates in the key criteria from 37% to 100%.

We expanded its coverage and scope to all our 133 local authorities after receiving funding from the LEVI scheme. Local authorities are encouraged to use this tool – which won the UK Green Business award for Transport Project of the Year – to plan their rollout of public chargepoints and to support residents who do not have off-street parking.

## What this means for our customers

The ChargePoint Navigator has transformed the ability of local authorities to plan their EV charging infrastructure. It makes it easier to identify appropriate sites, saving them money and speeding up the whole process. This, in turn, will be of enormous benefit to residents who want to charge their electric vehicles.



# An open and transparent business

As the sole provider of an essential service, UK Power Networks is committed to transparency and welcomes scrutiny from all interested parties.

## Performance against UNSDGs

On this page you will see how we have performed against the following Sustainable Development Goals:



### Company Incentive Plan for all employees

Linking performance with delivery for customers



- 20% Reliability
- 20% Controllable costs
- 5% Customer satisfaction scores for low-carbon technology work
- 15% Customer satisfaction
- 40% Directorate or team targets

### An open and transparent business

We believe in operating with honesty and clarity, and we actively encourage our stakeholders – especially our customers – to engage with every facet of our work. Our key performance data, covering safety, reliability, customer satisfaction, financial health and environmental impact, are publicly available for review. Building on the foundation of our Open Data strategy, we continued this practice throughout 2024/25 to help foster a competitive energy market and advance decarbonisation efforts.

We are dedicated to making our performance metrics easy to access and understand. This Annual Review is a key example of that commitment, alongside publications like our DSO Performance Panel Report, RIIO-ED2 Commitment Report, Ongoing Engagement Report, Annual Vulnerability Report and Environment Report.

90%

of UK Power Networks employees are covered by Trade Union Collective Agreements

£44m

In 2024/25, we earned £44 million from Ofgem incentive schemes, the highest in the sector

### Engaging and incentivising our people

At UK Power Networks, we ensure our teams' efforts are aligned with our vision by connecting their success directly to our shared goals. Our Company Incentive Plan rewards outstanding performance in safety, network reliability, customer service and cost efficiency. Since 2010, our mission has been constant: to deliver what our customers need at the lowest sustainable cost. We have made significant progress in enhancing safety, reliability, and service, all while maintaining our position as Great Britain's lowest-cost Distribution Network Operator.

Our financial incentives are directly tied to exceeding Ofgem's targets for reliability and customer service, with penalties for underperformance. All performance data is independently validated before submission, ensuring we remain fully transparent and accountable. We are proud that our teams' dedication resulted in earning £44 million from these incentive schemes in 2024/25.

As the provider of an essential public service, UK Power Networks is deeply committed to transparency. In our sector, men still represent the majority of the workforce, which makes our focus on gender equality vital. We see diversity as a powerful driver for breaking stereotypes, closing skills gaps and fuelling innovation. Because we know diverse teams are more effective at problem-solving, we actively recruit, retain and promote talented women at every level of our organisation.

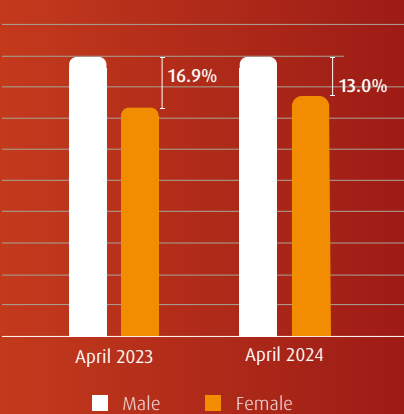
### Gender pay gap

We are working hard, as you can read on pages 30 and 31, to make UK Power Networks a company of equality and diversity. This year, for April 2024, the company Gender Pay Gap decreased for both the mean (a decrease of 2.15%) and the median (a decrease of 3.96%).

In 2023, the timing of collective pay awards affected the pay gap: one group of employees, predominantly men, had their pay award implemented a month or so before the other groups'. In 2024, no groups had a pay award implemented, so the pay gap was not affected and the results were therefore more in line with those of previous years.

On average, women at the company earned less than men in April 2024, but the difference was smaller compared to the year before.

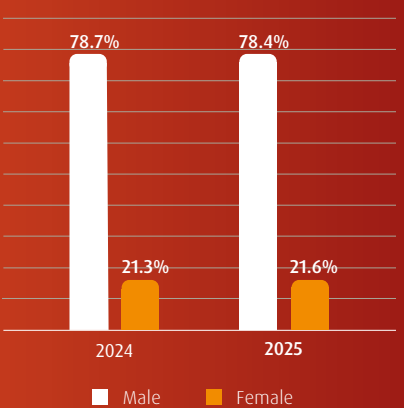
### Median pay gap



The average (mean) difference in pay between all men and all women was 2.15% smaller. The typical (median) difference in pay was 3.96% smaller.

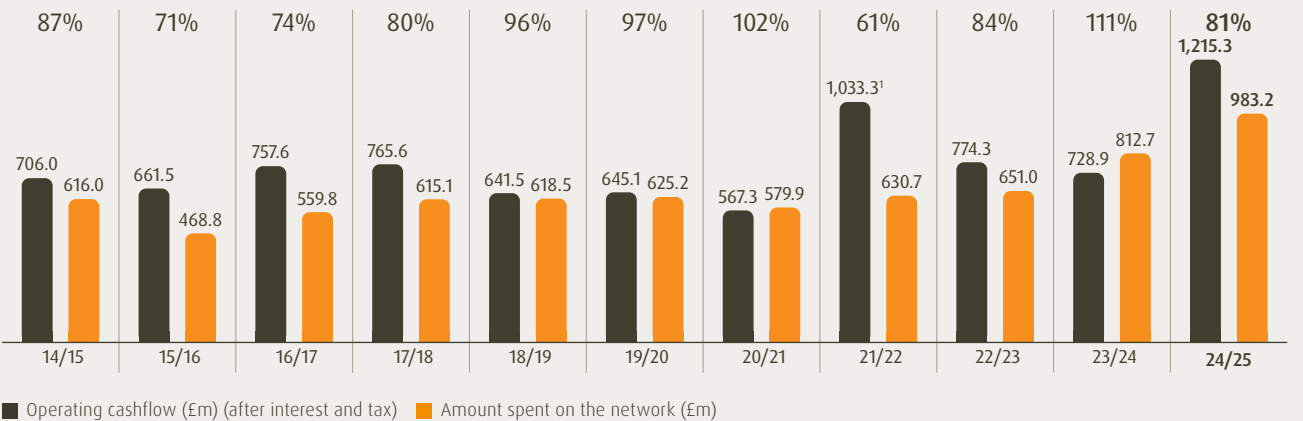
### Gender mix

We are proud of our standing as the UK's most diverse employer, and gender equality is an important element in that. We use gender-neutral job ads, anonymous CVs, and bias training to support gender equality. Flexible working and family-friendly policies are also key. These efforts are working, with 22% of new hires in 2024 being female, a 2% increase. This year, four of the 53 people joining our apprenticeship scheme were women, the highest proportion ever. These and other initiatives to encourage more women into the industry, contributing to our gradually reducing gender mix and gender pay gap.



### Investment in the network

Long-term investment in new and existing assets is not taken into account in annual profit margins. In our view, it is a more helpful measure to compare how a business is investing the cash it generates. Over the past 10 years, we have reinvested an average of 85% of our operational cash flow into our assets, benefiting the 19 million people connected to our networks.



<sup>1</sup> The operating cashflow after interest and tax in 2021/22 is high due to an exceptional amount of £174m settled on intercompany loans during 2021/22.



# Resilience at the heart of our operations

Building resilience is fundamental to how we operate at UK Power Networks. This means staying ahead of risks, whether they emerge suddenly or evolve over time, while maintaining stability through every challenge we face.

## Performance against UNSDGs

On this page you will see how we have performed against the following Sustainable Development Goals:



## Building quality with the BC Quality Review programme

The BC Quality Review Programme supports existing policies by rigorously assessing core Business Continuity documentation, including Business Impact Analyses, Business Continuity Plans and scenario testing evaluations. This process is collaborative, involving business-level input to refine documentation and ensure it accurately reflects tested responses. Any improvements identified are discussed with the relevant teams before implementation.

The programme aligns with our broader Business Continuity Management Policy (COP 00 008), ensuring that UK Power Networks:

- identifies threats to key operations;
- proactively strengthens resilience that may be required in the event of major disruptions;
- maintains rehearsed recovery methods to restore critical services within agreed timeframes; and
- upholds a proven capability to manage disruptions while protecting our reputation.

## Maturing and measuring our resilience

Resilience is assessed through two complementary lenses: maturity and measurement. Maturity evaluates how well our resilience practices align with industry standards, while measurement tracks progress against specific resilience targets. As Organisational Resilience is a strategic priority, we monitor both aspects closely.

Since 2014, we have conducted annual independent reviews of our resilience capabilities, benchmarked against the BS 65000:2022 standard. The latest assessment in October 2024 resulted in a maturity rating of 3 out of 5 across all four key themes. The review highlighted that resilience at UK Power Networks is not just a compliance exercise but a strategic driver of operational excellence, regulatory alignment, and long-term sustainability. Our leadership, governance, and cultural commitment have positioned us on the threshold of an ‘Adaptive’ maturity level under the British Standard 65000:2022 framework.

We are also developing a resilience dashboard to monitor core resilience areas, identify vulnerabilities and guide improvement efforts. This tool aligns with the latest version of BS 65000:2022, tracking key metrics that underpin resilience dimensions outlined in the new Code of Practice, on which we have worked closely with the EPC to develop. This, combined with external assessments by the EPC will provide greater clarity on our resilience levels and inform future initiatives.

## Only DNO

UK Power Networks remains the only Distribution Network Operator to seek external validation from the Cabinet Office Emergency Planning College on the maturity of our Organisational Resilience capabilities and how closely they align with BS 65000:2022 ‘Guidance on Organisational Resilience’.

## Enhanced Profile

Met all National Cyber Security Centre standards and voluntarily committed to meeting tougher ‘Enhanced Profile’ requirements ahead of the 2027 deadline.

## Hardwiring resilience across the business

At UK Power Networks, we view resilience as a proactive mindset that involves anticipating future challenges, understanding which defences to activate and ensuring those defences are robust. Key components of this approach include horizon scanning, a strong Business Continuity (BC) programme and the measurement and reporting of key indicators.

## Strengthening resilience through key initiatives

Over the past year, we have made significant progress in these areas, addressing identified gaps and building on previous achievements. Our horizon scanning continues through our Enterprise Risk Management process and The Organisational Resilience Leadership Team. Meanwhile, we have strengthened our Business Continuity (BC) Programme with two key initiatives: the Organisational Resilience Champions Network and the BC Quality Review Programme.

In 2024/25 we met the mandatory cybersecurity baseline set by the National Cyber Security Centre in 2022. In light of the increasing prevalence of cyber threats and our commitment to safeguarding our customers, we wanted to do more than comply. That is why we have voluntarily committed to achieving the more rigorous Enhanced Profile ahead of the timeline mandated by Ofgem.


Our dedicated cyber resilience programme represents a strategic, company-wide investment to future-proof our operations. We are systematically implementing and improving key defensive capabilities across our entire digital estate. This includes strengthening our Identity and Access Management so only the appropriate people have access, embedding Security-Focused Design into the fabric of our new systems, bolstering Network Resilience to defend against outages and intrusions and improving our Security Monitoring to detect and respond to threats with greater speed and precision.

In addition, our Think Secure programme is fostering a deeply embedded culture of cyber resilience throughout UK Power Networks. This initiative combines company-wide training – tailored for key roles – with regular threat-awareness communications and roadshows.

## Robust Systems



### OUR INNOVATION STRATEGY



#### This network has been invaluable. The open dialogue and shared experiences have directly improved our continuity plans, so we’re not just compliant, but genuinely resilient and ready to protect our operations.

**Andrew Chester**  
Commercial Solicitor at UK Power Networks

#### The Organisational Resilience Champions Network

The Organisational Resilience Champions Network consists of 20 dedicated individuals who promote resilience within their business areas by fostering open communication, continuous improvement and compliance with the Business Continuity Programme. The group meets every two months as part of the Business Continuity Working Group and receives ongoing training to develop their expertise and confidence.

#### What this means for our customers

The resilience of UK Power Networks is vital for all the communities we serve. In times of increased cyber threats combined with our ever-greater reliance on a robust power supply, it is in all our interests to bolster our resilience on multiple fronts.



Delivering network resilience: Safe, reliable and sustainable

UK Power Networks Services is the commercial arm of UK Power Networks that manages private energy networks and delivers major national power infrastructure projects for customers on a competitive, commercial basis.

**The UK's strategic energy infrastructure partner**

2024/25 was a year of strong performance along with preparation for future growth and development for UK Power Networks Services. We won a good number of significant and important contracts as well as expanding our portfolio of renewable infrastructure assets with the acquisition of United Utilities Solar. This acquisition means we now own 70 solar, wind and hydro energy plants, generating 68.7MW of electricity for our clients. UK Power Networks Services has a long and successful history of managing such large asset portfolios and this investment will add to our broad portfolio. We also won a contract to manage wind turbine assets of the recently formed UK Renewables Energy Group Limited, which has been set up to support the UK's journey to Net Zero by generating over 135MW of clean, renewable energy every year.

**New regional focus**

To support these strategic developments, we further embedded our decentralised operating model in 2024/25. This has allowed us to grow organically, respond more quickly and efficiently to our clients when they need us, and provide our employees with more job satisfaction. We now have seven regional hubs from which to support our clients, including Manchester, Aldershot, Chatham and Bury St Edmunds.

**Piccadilly Line power upgrade**

UK Power Networks Services has a long-standing, successful partnership with London Underground and Transport for London. Building on the successful upgrade of the electrical infrastructure of the Piccadilly Line, in 2024/25 we were awarded a further contract to upgrade the line's High Voltage power network. Together, these projects will provide the infrastructure to support the introduction of a fleet of new, state-of-the-art air-conditioned trains that will be more reliable, efficient and accessible. The upgrade will allow for a 23% increase in peak capacity, with a train running on the line every 135 seconds at the busiest times from 2027.

**Supporting the armed services**

At UK Power Networks Services, we understand the unique challenges of working in a Defence environment, calling for robust and resilient energy networks. We operate power infrastructure across large and complex sites for a third of the British Army.

Building on this expertise, we are working with the Ministry of Defence. It has asked us to upgrade the HV network of one of its naval bases in Portsmouth. The Portsmouth Naval base is home to almost two-thirds of the Royal Navy's surface ships and provides accommodation to military personnel and other employees at the site. The key challenges of the project were the resilience of the energy supply and the preservation of the heritage of the site. In collaboration with the Royal Navy's partner for infrastructure, asset operation and management, KBS Maritime, we designed and installed a new substation that provides a resilient power supply, preserves the building's heritage, and is helping the MOD make progress towards its Net Zero targets.

Zero LTIs

UK Power Network Services has achieved ten years without a Lost Time Injury (LTI)

Innovation drives us on



OUR INNOVATION STRATEGY

**We look after a number of key critical private networks across the UK. We aim to be at the forefront of the energy transition. This involves working in partnership and helping them to deliver innovation, which in turn gives them improved reliability of their networks and makes them more sustainable. We also help them to be cost-efficient.**

**Steve Muscat**  
Head of Engineering at UK Power Networks Services

Innovation is central to our helping the industry to accelerate its transition towards a decarbonised future. UK Power Networks Services deploy a SCADA (Supervisory Control and Data Acquisition) technology verification facility that means we are able to test and assess new approaches to managing networks in a controlled, safe environment, before they are deployed in the real world. Under laboratory conditions, we can test how networks will respond in a variety of conditions, without the risk to the public or our employees inherent in traditional trials.

With client networks becoming increasingly more complex the benefits of SCADA cannot be underestimated and the integration of technologies such as solar and electric vehicles has led to an increase in demand for SCADA.

**What this means for our customers**

In our verification process facility, we are able to test many alternative approaches to managing networks in laboratory conditions. Customers can explore multiple options and understand the potential outcomes of new SCADA deployments before rolling them out in the real world. That way, we minimise potential risks for our customers' operations and people.

Our clients

Our portfolio includes a range of high-profile organisations from both the public and private sectors, including five of London's airports, High Speed 1, Network Rail, London Underground, Southern Water, Aspire (Ministry of Defence) and Canary Wharf.



Accreditations

Our accreditations reflect our world-class engineering capability, safety and quality record, and enable our work with the UK's leading companies.





Another good year

The tables below summarise the key financial information for our three networks regulated by Ofgem.

Eastern Power Networks plc, serving North London and East Anglia

£m	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25 <sup>2</sup>
Turnover	607.4	636.1	642.6	625.4	652.1	670.0	715.1	863.1	710.2	970.7
EBITDA (Earnings Before Interest, Tax, Depreciation and Amortisation)	416.8	449.3	448.0	447.3	468.2	470.6	503.6	545.3	444.9	695.8
Tax charge/(credit)	28.9	21.4	46.8	38.7	75.6	37.1	92.3	87.6	56.1	119.4
Profit after tax	178.8	128.4	185.3	162.3	207.1	164.0	52.0	304.3	127.8	355.3
Operating cashflow post capex, interest and tax	19.3	59.5	60.2	23.0	7.3	(80.5)	212.3	39.1	(40.7)	52.1
Capital expenditure net of customer contributions	182.9	234.9	249.2	255.5	265.2	251.1	267.0	278.5	359.9	438.5
Net debt <sup>1</sup>	1,593.5	1,629.8	1,706.2	1,804.3	1,880.0	1,868.7	1,933.0	1,992.1	2,204.6	2,284.1
Regulated asset value (RAV) <sup>2</sup>	2,436.1	2,540.5	2,630.4	2,705.4	2,773.5	2,855.6	3,170.0	3,578.1	3,795.6	4,083.9
Net debt to RAV	65%	64%	65%	67%	68%	65%	61%	56%	58%	56%
Incentive earned	26.2	26.6	23.1	30.3	32.3	33.3	36.1	35.2	6.0	17.1

London Power Networks plc, serving Inner London

£m	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25 <sup>2</sup>
Turnover	462.0	502.3	501.5	491.9	517.4	519.3	523.6	624.0	485.4	663.1
EBITDA (Earnings Before Interest, Tax, Depreciation and Amortisation)	317.7	347.4	367.4	361.5	389.4	392.0	385.8	421.7	314.6	505.6
Tax charge/(credit)	23.6	31.8	46.1	50.4	66.2	45.3	101.5	50.2	43.0	81.3
Profit after tax	161.0	167.4	183.6	165.9	178.6	195.7	106.0	188.4	90.6	242.3
Operating cashflow post capex, interest and tax	127.5	65.1	48.6	9.0	6.9	27.6	138.4	113.3	(11.1)	94.5
Capital expenditure net of customer contributions	138.3	155.7	186.9	174.8	178.3	173.3	189.4	175.9	209.0	249.5
Net debt <sup>1</sup>	967.9	1,046.6	1,067.9	1,098.1	1,155.7	1,184.3	1,214.4	1,225.3	1,365.6	1,373.2
Regulated asset value (RAV) <sup>2</sup>	1,509.7	1,581.7	1,648.2	1,700.0	1,746.3	1,792.9	2,000.5	2,218.7	2,324.3	2,471.6
Net debt to RAV	64%	66%	65%	65%	66%	66%	61%	55%	59%	56%
Incentive earned	16.6	17.6	19.4	20.5	21.0	21.8	23.3	24.3	9.3	14.5

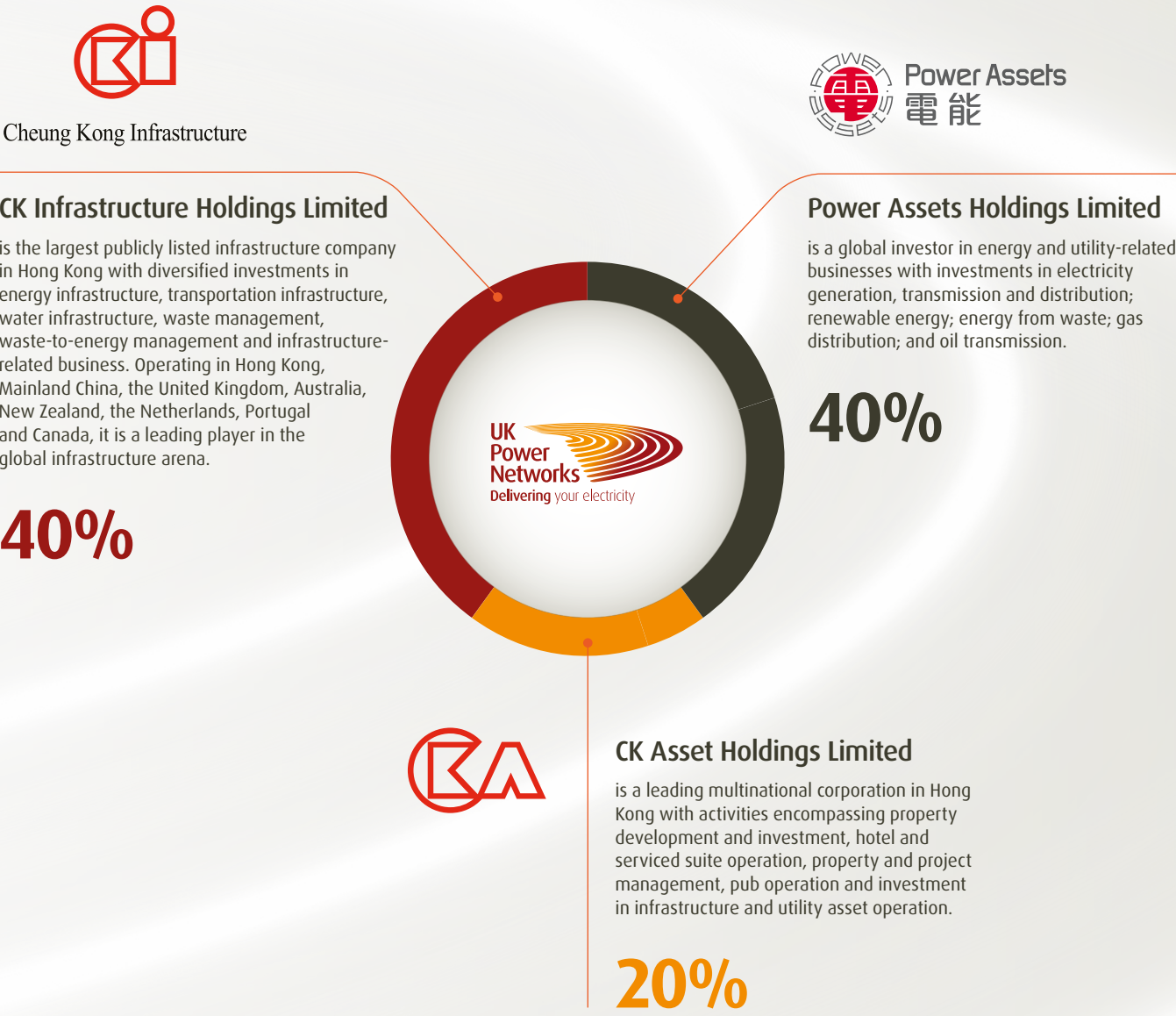
South Eastern Power Networks plc, serving South London, Kent, East Sussex and parts of Surrey and West Sussex

£m	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25 <sup>2</sup>
Turnover	388.7	449.0	421.3	405.2	427.5	455.5	493.3	581.6	479.5	669.0
EBITDA (Earnings Before Interest, Tax, Depreciation and Amortisation)	279.0	330.1	305.2	293.8	315.0	333.3	353.2	367.3	311.0	516.6
Tax charge/(credit)	20.3	33.4	35.9	34.1	50.7	37.1	92.4	43.3	44.5	89.1
Profit after tax	126.9	173.6	139.8	126.2	127.9	157.3	112.1	168.6	118.9	269.4
Operating cashflow post capex, interest and tax	45.9	73.2	41.7	(9.0)	5.7	40.3	51.9	(29.1)	(32)	85.5
Capital expenditure net of customer contributions	114.6	152.7	160.3	174.9	166.7	151.7	167.5	195.5	224.4	261.7
Net debt <sup>1</sup>	980.9	1,025.1	1,095.5	1,146.5	1,225.5	1,218.0	1,240.8	1,334.1	1,434.8	1,452.9
Regulated asset value (RAV) <sup>2</sup>	1,541.8	1,630.2	1,703.2	1,762.8	1,814.5	1,862.3	2,061.4	2,330.1	2,448.2	2,620.7
Net debt to RAV	64%	63%	64%	65%	68%	65%	60%	57%	59%	55%
Incentive earned	15.7	16.0	14.2	15.2	17.6	18.1	20.5	9.0	2.3	12.6

1 Net debt is defined within certain of the company’s covenant arrangements.  
2 2024/25 RAV presented is provisional at the date the accounts are signed. Discussion with Ofgem may result in RAV being increased or decreased. The prior year comparatives have been restated to reflect the latest agreed position.

A structure for long-term stability

UK Power Networks is part of the Cheung Kong Group (CKG). Operating in more than 52 countries, CKG has a proven track record in managing high-quality utility companies for the long term. It successfully operates electricity and gas distribution businesses serving communities in Hong Kong, Great Britain, Australia and New Zealand.





# BOARD OF DIRECTORS

## Overseeing long-term strategy and robust governance

The Board of Directors of UK Power Networks is responsible for agreeing strategy, overseeing performance and discharging certain legal responsibilities. The Board delegates day-to-day responsibility for running the group to the UK Power Networks Executive Management Team, with specialist tasks passed to various Board committees.



**Kam Hing Lam**  
Director – UK Power Networks Holdings Limited and certain of UK Power Networks’ wholly owned subsidiaries

Mr Kam has been the Group Managing Director of CK Infrastructure Holdings Limited since its incorporation in May 1996. He is an Advisor of the 12th Beijing Municipal Committee of the Chinese People’s Political Consultative Conference of the People’s Republic of China. He holds a Bachelor of Science degree in Engineering and a Master’s degree in Business Administration.



**Ivan Chan**  
Director – UK Power Networks Holdings Limited and certain of UK Power Networks’ wholly owned subsidiaries

Chief Planning and Investment Officer, Mr Chan has been with CK Infrastructure Holdings Limited since September 1999. He is also the Chief Financial Officer of Power Assets Holdings Limited. He has over 30 years of experience in investment, banking and finance. He holds a Bachelor’s degree in Science, a Bachelor’s degree in Chinese Law and a Master’s degree in Business Administration.



**Wendy Tong-Barnes**  
Director – UK Power Networks Holdings Limited and certain of UK Power Networks’ wholly owned subsidiaries

Mrs Barnes is an Executive Committee Member and the Chief Corporate Affairs Officer of CK Infrastructure Holdings Limited. She joined the CK Group in March 1999. She is also an Executive Committee Member and the Chief Corporate Affairs Officer of CK Asset Holdings Limited. In addition, she serves as the Chief Corporate Affairs Officer of CK Life Sciences Int’l. (Holdings) Inc. and as the Deputy Chief Executive Officer of Hui Xian Asset Management Limited. She holds a Bachelor’s degree in Business Administration.



**Neil McGee**  
Director – UK Power Networks Holdings Limited and certain of UK Power Networks’ wholly owned subsidiaries

Mr McGee is an Executive Director of Power Assets Holdings Limited and the Managing Director of Hutchison Whampoa Europe S.A.R.L. He holds a Bachelor of Arts degree and a Bachelor of Law degree.



**Paul Jeffery**  
Sufficiently Independent Director of London Power Networks plc, Eastern Power Networks plc and South Eastern Power Networks plc

Mr Jeffery was previously a Managing Director and Head of the European Power Utility and Infrastructure Investment Banking team at Barclays. He is also a Non-Executive Director of Southern Gas Networks Limited, Scotland Gas Networks Limited and Saeta Yield S.A.



**Dr Edmond Ho**  
Director – UK Power Networks Holdings Limited and certain of UK Power Networks’ wholly owned subsidiaries

Dr Ho joined the UK Power Networks Board of Directors in 2022. As a Director of Hutchison Property Group, he oversees all property development and investment portfolios in the UK. He has delivered numerous prestigious, large-scale, mixed-use developments in London. He holds Bachelor’s, Master’s and Doctor’s degrees in Science in Engineering and has substantial property development, property management and construction experience in the UK.



**Angus Ng**  
Director – UK Power Networks Holdings Limited

Mr Ng joined the UK Power Networks Board of Directors in 2024 and is the Group Financial Controller for International Business of CK Infrastructure Holdings Limited. He has over 25 years of experience in accounting and financial management. He holds the Chartered Financial Analyst (CFA) designation and a degree in Accountancy and is a member of the Hong Kong Institute of Certified Public Accountants.



**Andrew John Hunter**  
Director and Chairman – UK Power Networks Holdings Limited and UK Power Networks’ wholly owned subsidiaries

Mr Hunter has been an Executive Director of CK Infrastructure Holdings Limited (CKI) since December 2006 and Deputy Managing Director of CKI since May 2010. He holds a Master of Arts degree and a Master’s degree in Business Administration. A member of the Institute of Chartered Accountants of Scotland and of the Hong Kong Institute of Certified Public Accountants, he has over 34 years of experience in accounting and financial management.



**Dominic Chan**  
Director – UK Power Networks Holdings Limited and UK Power Networks’ wholly owned subsidiaries

Mr Chan is an Executive Director and the Chief Financial Officer of CK Infrastructure Holdings Limited. He is also an Executive Director of Power Assets Holdings Limited. He is a Fellow of the Hong Kong Institute of Certified Public Accountants, and of the Association of Chartered Certified Accountants, and he is a member of the Institute of Certified Management Accountants (Australia).



**Charles Tsai**  
Director – UK Power Networks Holdings Limited and certain of UK Power Networks’ wholly owned subsidiaries

Mr Tsai joined the group in 1987 and was appointed to the Board and Chief Executive Office in January 2014. He is the Chief Executive Officer of Power Assets Investments Limited, a wholly owned subsidiary of the company. He is also a Director or Alternate Director of most of the subsidiaries and certain joint ventures of the company. He holds a Bachelor of Applied Science Degree in Mechanical Engineering, and is a Registered Professional Engineer and a Chartered Engineer.



**Ka Man Jenny Yu**  
Director – UK Power Networks Holdings Limited and certain of UK Power Networks’ wholly owned subsidiaries

Ms Yu has worked for the Power Assets Group since 2016. She is a Senior Manager (International Business) of Power Assets Holdings Limited. She has over 20 years of experience in the energy industry with international business exposure. She holds a Master of Business Administration degree. She is a fellow of the Association of Chartered Certified Accountants, a member of the Hong Kong Institute of Certified Public Accountants and a member of the Hong Kong Institute of Directors. She is also a Certified Environmental, Social and Governance Analyst of the European Federation of Financial Analysts Societies.



**Duncan Macrae**  
Director – UK Power Networks Holdings Limited and certain of UK Power Networks’ wholly owned subsidiaries

Mr Macrae is the Head of International Business. He joined CK Infrastructure Holdings Limited in February 2011 and has over 23 years of experience in the infrastructure investment field. He holds Bachelor’s and Master’s degrees in Philosophy, Politics and Economics and is a member of the Institute of Directors in the United Kingdom.



**Christopher Clarke**  
Sufficiently Independent Director of London Power Networks plc, Eastern Power Networks plc and South Eastern Power Networks plc

Mr Clarke was admitted as a Solicitor of the Supreme Court of England and Wales in 1974. He spent over 30 years practising in Asia and specialised in corporate and regulatory work. He previously served as an Independent Non-Executive Director of two companies listed on the Hong Kong Stock Exchange and is currently a Director of Myanmar Strategic Holdings Limited and a council member of the Royal Society for Asian Affairs.



**Basil Scarsella**  
Director – UK Power Networks Holdings Limited and UK Power Networks’ wholly owned subsidiaries; Chief Executive Officer UK Power Networks group of companies

Mr Scarsella has been Chief Executive Officer of UK Power Networks Holdings Limited since its establishment in late 2010. He has a degree in Economics and is a Certified Practising Accountant. He is a Life Member of Football Australia and received the Australian Sports Medal in 2000. In 2003, he became a Member of the Order of Australia (AM) for his services to sport.



**Man Ka Keung Simon**  
Director – UK Power Networks Holdings Limited and certain of UK Power Networks’ wholly owned subsidiaries

Mr Man joined CKG in December 1987 and is an Executive Committee Member and General Manager in the Accounts Department of CK Asset Holdings Limited. He is an Alternate Director to Mr Tak Chuen Edmond Ip as well as holding the posts of Deputy Chairman and Executive Director of CK Infrastructure Holdings Limited. In addition, he is a board member of the Community Chest of Hong Kong. Mr Man has over 41 years of experience in accounting, auditing, tax and finance. He holds a Bachelor’s degree in Economics and is a member of Chartered Accountants Australia and New Zealand.



# EXECUTIVE MANAGEMENT TEAM

## Driving performance through experienced leadership



**Kieran Coughlan**  
**Director of Asset Management**  
Kieran is responsible for UK Power Networks’ Asset Management function, where he oversees network strategy and planning, engineering standards, network performance, and capital and operational expenditure. He joined UK Power Networks in 2017 and was previously head of engineering and safety at the Energy Networks Association. He has held engineering, delivery, regulation and commercial roles in the energy sector in the UK, Ireland and Australia. He is a Chartered Electrical Engineer with the IET and Engineers Ireland and holds an honours degree in Electrical Engineering from University College Cork.



**David Mitchell**  
**Director of UK Power Networks Services**  
David leads UK Power Networks Services. He is a Chartered Electrical Engineer with over 45 years’ experience working in the power, aviation, and rail industries. He has led a number of major rail power construction projects, including the electrification of the Great Western train line. He is responsible for the operation and maintenance of the power system supplying major UK airports, HS1 Rail, and the UKPN Services renewable asset portfolio.



**Suleman Alli**  
**Director of Customer Service, Strategy, Regulation and Technology**  
Suleman joined UK Power Networks in May 2015 as Director of Strategy and Regulation. His responsibilities now also include Customer Service, Innovation, Technology and Data which are core to UK Power Networks’ business strategy. Previously Suleman was a Managing Director at Accenture, leading the utility network operations practice in the UK. Suleman has over 20 years’ utilities experience, delivering business transformation, company restructures and operational performance improvement across the gas, electricity and water sectors. He holds a BSc (Hons) from the London School of Economics and Political Science.



**Roger Waring**  
**Director of Capital Programme and Procurement**  
Roger joined UK Power Networks in February 2014 as Head of Operational Procurement and has progressed through several responsibilities since then. He has over 20 years’ experience operating in diverse commercial environments. His current focus is on delivering the capital plan safely and efficiently. Roger has a B. Eng Hons in Manufacturing Engineering and Operations Management from the University of Nottingham.



**Tony Cohen**  
**Director of Safety, Technical Training and Facilities**  
Tony has been with UK Power Networks and its predecessor companies since joining the London Electricity Board in 1974. From January 2025, he became director of Health & Safety, Technical Training and Facilities, ensuring training to 6500 staff and supporting safety, wellbeing and competence for all staff and 2500 contractors. He is also responsible for maintaining the property portfolio to a high standard.



**Mark Adolphus**  
**Director of Connections and Sustainability**  
Mark is responsible for UK Power Networks’ Connections business as well as the company’s sustainability programme. He joined London Electricity in 1992 as an engineering graduate trainee and has enjoyed a diverse career across a number of operational, engineering and commercial roles. Mark is a Chartered Electrical Engineer and holds a Master’s degree in engineering business management from Warwick Business School and a degree in Electrical Engineering from the University of Leicester.



**Sotiris Georgiopoulos**  
**Director of Distribution System Operator**  
Sotiris leads UK Power Networks’ Distribution System Operator. He joined the organisation in 2005 and, as a champion of digitalisation and flexibility, Sotiris led the creation of the UK’s first DSO in 2023, enabling smarter electricity networks. As Chair of the ENA’s Open Networks project, Sotiris drove industry collaboration to shape the future energy system. He studied electrical engineering at the University of Manchester and has an MBA from the University of Cambridge.



**Patrick Clarke**  
**Director of Network Operations**  
Patrick has day-to-day responsibility for managing the distribution of electricity to over eight million homes and businesses across London, the East and South East of England. He joined the industry in 1978 and has risen from an apprentice to an executive director over that period. He holds an Honorary Doctorate in Engineering, an OBE, an MBA and an MA.



**Andrew Pace**  
**Director of HR, Legal, Risk and Assurance, and Company Secretary**  
Andrew joined UK Power Networks in January 2018 and is responsible for HR, Legal and the Company Secretary function. He has over 25 years’ HR leadership experience, predominantly in the construction and infrastructure sectors. Andrew held various HR leadership roles with John Laing, Rio Tinto and Balfour Beatty. Prior to joining UK Power Networks, Andrew was Executive Director, construction and infrastructure at Morgan Sindall. He holds an MBA from Nottingham Trent Business School and is a Chartered member of the Institute of Personnel and Development.



**Paul Kerr**  
**Director of Finance**  
Paul joined UK Power Networks in March 2025 and is responsible for directing the company’s financial performance. A qualified UK chartered accountant (ICAS) and US certified public accountant (CPA), Paul has many years of experience in the utilities sector, including significant roles in UK utilities and the oil and gas sector in the US. He has strong skills in strategic planning, equity and debt raising, people development, governance, financial analysis and audit along with shareholder and Board management.

# Key contacts

**General enquiries**  
0800 029 4285

**Emergencies or power cuts (24 hours a day)**  
Free power cut helpline:  
105 or 0800 31 63 105

Please note this number is free to call from mobile phones

**Text message updates during a power cut**  
To keep updated during a power cut, search ‘track and report power cuts’ on our dedicated website:

[www.ukpowernetworks.co.uk/power-cut](http://www.ukpowernetworks.co.uk/power-cut)

**Text Relay**  
We offer a 24-hour Text Relay service for customers who are deaf, hard of hearing or have any other communication difficulties. For more information, visit:

[www.ukpowernetworks.co.uk](http://www.ukpowernetworks.co.uk)

**Connection services**  
0800 029 4280

**Our unregulated business**  
[services@ukpowernetworks.co.uk](mailto:services@ukpowernetworks.co.uk)

**Media enquiries**  
0330 159 1712

A full list of our contact details can be found at:  
[www.ukpowernetworks.co.uk](http://www.ukpowernetworks.co.uk)



Visit our Annual Review website:  
[annualreview2025.ukpowernetworks.co.uk](http://annualreview2025.ukpowernetworks.co.uk)





**UK Power Networks Holdings Limited**

Registered in England and Wales No. 7290590

Registered office: Newington House,

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[www.ukpowernetworks.co.uk](http://www.ukpowernetworks.co.uk)

UK Power Networks Holdings Limited is the holding company of the companies in the UK Power Networks group of companies.