



# Northern Gas Networks Digitalisation Strategy

April 2026 – March 2028

# Executive Summary

Northern Gas Networks' Digitalisation Strategy sets out how targeted, responsible digital transformation will support a fairer, greener future for the North of England between April 2026 and March 2028. Building on over a decade of delivery, the strategy positions digitalisation as an enabler of safer operations, improved customer outcomes, stronger stakeholder collaboration and a resilient transition to Net Zero.

Digitalisation at NGN is not technology for its own sake. It is the practical redesign of manual and semi-manual processes, underpinned by high-quality data, intuitive user experiences and a deep understanding of our colleagues, customers and communities. Four guiding principles shape every initiative: collecting data at source and using it wisely; designing services that are easy to use; delivering technology that improves efficiency, safety and integrity; and never losing sight of the people who make it work.

The strategy focuses on four priority areas for RII0-GD3: digitalisation driven by stakeholders; digital skills and capability; open and shared energy data; and the responsible adoption of artificial intelligence. Inclusivity by design, strong governance and demonstrable value are embedded throughout.

By continuing to invest in robust digital platforms, high data standards and empowered colleagues, NGN will enhance resilience, unlock innovation and ensure no one is left behind as the energy system evolves.

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# 1.0 Introduction

We are Northern Gas Networks (NGN), the gas distributor for the North of England. We provide gas to 2.7 million homes and businesses through our vast underground pipe network.

We are committed to providing a safe, reliable and great value service. One way we can do that is by delivering a programme of digital transformation to help provide a sustainable future for all. Digitalisation enables everything we do, whether we are replacing pipes, fixing leaks, developing low carbon energy solutions or supporting our most vulnerable customers.



*‘Digitalisation, and accessible Open Energy Data, are catalysts to the future of energy in the UK. NGN is committed to being in the vanguard of this important and exciting work...’*

*Mark Horsley, CEO NGN*



*‘By giving people an agile and intuitive experience, we empower them to know more, care more and achieve more...’*

*Matthew Little, IT Director*

By thinking differently, listening to our colleagues, customers and stakeholders, working closely with our partners and considering our communities, we are redefining the capabilities of a utility company.

## 2.0 Our Vision



A fairer, greener  
future for the North  
of England.

You can find out how digitalisation will help us achieve this vision... [here](#).

## 2.1 Digitalisation enables a fairer, greener future...

Our work to help enable our vision is supported by four main pillars. Each digital product or service that we design and develop is informed by these strong and clear principles: -

Collect data at source, store it securely and use it wisely.

Build applications and processes that our colleagues, partners and customers find easy to use.

Deliver tech that keeps us at the leading edge of efficiency, safety, customer and integrity.

Never lose sight of the fact that it is our colleagues who will make this technology work.

## 2.2 What do we mean by Digitalisation & Data

For us digitalisation is the action of taking old manual and semi-manual ways of doing things and introducing new technology and new thinking to improve the efficiency of the process, optimise the experience of our colleagues, stakeholders and customers, and protect and enrich our data. It is not about replacing the personal touch, but instead it should help our colleagues do the best job they can, help our customers and stakeholders interact with us in the manner of their choosing, and help everyone get valuable insight from the information we hold.

Data is the rocket fuel that makes digitalisation possible driving what we do and how we do it. We cannot have digitalisation without data, and data is supercharged by digitalisation.



## 2.3 Our Digitalisation Priorities...

When it comes to digitalisation, the pace of change means it is difficult to plan too far ahead with any certainty. However, there are some principles and trends that we know will be prevalent throughout RIIO-GD3. The following are the areas of digitalisation that will be our focus during the next 5 years: -

### Digitalisation Driven by our Stakeholders

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Our stakeholders, from local business and charities to the UK Government, are at the forefront of our Digitalisation Strategy. We believe that digitalisation will improve not only the service that we provide to our stakeholders, but also our relationship with them, the way that we interact, the way that we share data and information, and the way that we work together to achieve common goals.

### Digital Skills

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We know that fostering the skills of our colleagues is vital to the success of any digital transformation. Highly skilled in-house developers mean we can deliver more digital solutions for less, and ensuring that our users have the right skills means that they will be able to get the best out of our digital solutions. Increasing the data literacy of our colleagues will increase the integrity and the value of the data we hold.

### Open & Shared Energy Data

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We've engaged with stakeholders about how we should continue to develop our Open Data Portal, both directly and by providing feedback opportunities through the portal itself. From this engagement, and by measuring where we are now against our Data Best Practice obligations, we have designed an exciting programme of work in RIIO-3.

### Artificial Intelligence

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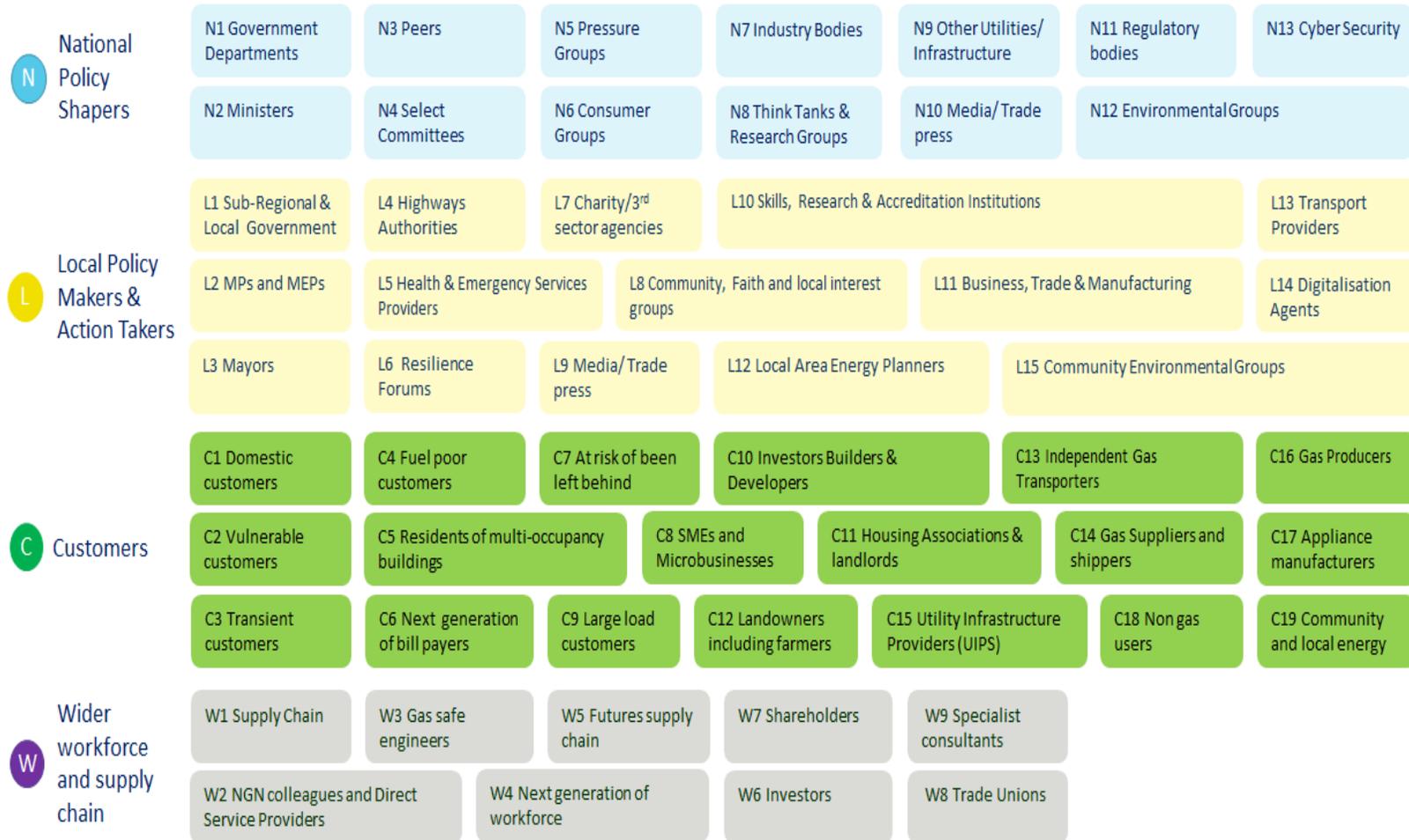
The growth in digital technologies incorporating AI is creating new and exciting opportunities for utilities to build products and services that can help them to better serve their customers and communities. We must take into consideration all the benefits of AI in a responsible, safe and prudent manner – taking full advantage of the digital foundation we have built.

### Efficiency Improvements

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Digitalisation is a powerful tool to help us to deliver improved services that are better value for money, sustainable and fast. By making best use of the data and technology that we have, and listening to the needs, knowledge and experience of our colleagues, customers and stakeholders, we can use digitalisation to do things better. However, our customers have made it clear that they do not want digitalisation at any cost.

# 3.0 Digitalisation Driven by our Stakeholders



We use this map to identify key stakeholder groups and inform our personas. We use our stakeholder database to engage with the relevant groups.

When engaging with stakeholders around digitalisation, the priority is always on governance, especially around data and AI, while there is also a strong focus on being able to demonstrate benefit and value. Stakeholders want us to be always cognisant of the needs of users, and to harness the power of data to support customers in vulnerable situations.

# 3.1 Working to ensure no one is left behind

<p><b>A. Physical Challenges</b></p> <ul style="list-style-type: none"> <li><b>A1</b> Blind / Partially sighted</li> <li><b>A2</b> Hearing impairment</li> <li><b>A3</b> Poor mobility</li> <li><b>A4</b> Restricted hand movement</li> <li><b>A5</b> Unable to answer door</li> <li><b>A6</b> Chronic/serious illness</li> <li><b>A7</b> Poor sense of smell/taste</li> </ul>	<p><b>B. Mental Wellbeing</b></p> <ul style="list-style-type: none"> <li><b>B1</b> Neuro diverse</li> <li><b>B2</b> Specific learning difficulty</li> <li><b>B3</b> Mental health challenges</li> <li><b>B4</b> Addiction</li> </ul>	<p><b>C. Financial Hardship</b></p> <ul style="list-style-type: none"> <li><b>C1</b> Fuel poor</li> <li><b>C2</b> Unemployed</li> <li><b>C3</b> Pre-payment meters</li> </ul>	<p><b>D. Temporary vulnerability</b></p> <ul style="list-style-type: none"> <li><b>D1</b> Post hospital recovery</li> <li><b>D2</b> Pregnancy and maternity</li> <li><b>D3</b> Young adult householder</li> <li><b>D4</b> Life changes</li> </ul>	<p><b>E. Socio-demographic</b></p> <ul style="list-style-type: none"> <li><b>E1</b> Ethnic minority groups</li> <li><b>E2</b> Lesbian, Gay, Bisexual, Transgender, and Queer people</li> <li><b>E3</b> Younger people</li> <li><b>E4</b> Pensionable age</li> <li><b>E5</b> Families with young children &lt;5</li> <li><b>E6</b> Gender reassignment</li> <li><b>E7</b> Military veterans</li> <li><b>E8</b> Ex-offenders</li> </ul>
<p><b>F. Household composition</b></p> <ul style="list-style-type: none"> <li><b>F1</b> Refugees/asylum seekers/ newly arrived communities</li> <li><b>F2</b> Gypsy, Roma Traveller (transitory communities)</li> <li><b>F3</b> People who are homeless</li> <li><b>F4</b> Carers</li> <li><b>F5</b> People living in tower blocks</li> <li><b>F6</b> Single parents</li> <li><b>F7</b> Working location (Office, outdoors, home)</li> </ul>	<p><b>G. Rural vulnerability</b></p> <ul style="list-style-type: none"> <li><b>G1</b> Farming communities</li> <li><b>G2</b> Geographically remote</li> </ul>	<p><b>H. Accessibility including language</b></p> <ul style="list-style-type: none"> <li><b>H1</b> No/ limited access to digital technology</li> <li><b>H2</b> English not first language</li> <li><b>H3</b> A social / communication impairment</li> <li><b>H4</b> Limited in free time</li> </ul>	<p><b>I. Medically Dependant on Energy</b></p> <ul style="list-style-type: none"> <li><b>I1</b> Nebuliser and Apnoea monitor</li> <li><b>I2</b> Medicine refrigeration</li> <li><b>I3</b> Oxygen Use</li> <li><b>I4</b> Stair Lift, Hoist, Electric bed</li> <li><b>I5</b> Heart, lung &amp; Ventilator</li> <li><b>I6</b> Dialysis, feeding pump and automated medication</li> <li><b>I7</b> Oxygen Concentrator</li> <li><b>I8</b> Other medical dependency</li> </ul>	<p><b>J. Cultural</b></p> <ul style="list-style-type: none"> <li><b>J1</b> Faith Groups</li> </ul>

We know how important it is to reach everyone, especially those who may have difficulty accessing digital services, or who are hesitant to do so. We have been engaging with hard-to-reach stakeholder groups, with digitalisation as one of the key areas of discussion.

## 3.2 Inclusivity by Design

Our stakeholders are telling us that inclusivity should be a priority for us in RIIO-3, and that this should also apply to our digitalisation work. Any digitalisation initiative in RIIO-3 will be assessed using NGNs Inclusivity Framework to ensure that inclusion and accessibility are key factors in any product for service that we design. One practical example of this is our Open Data Portal, where as part of the development work in RIIO-3 we will ensure that software to enable the automatic reading or translation of text is available on the platform.



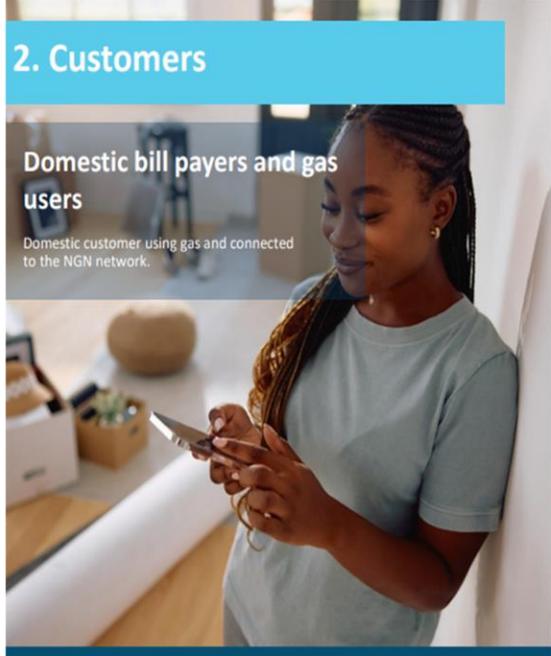
Our customer-facing website has been designed to conform with Web Content Accessibility Guidelines (WCAG) 2.2 Level AA...You can find more details by clicking [here](#).

# 3.3 Personas

To help define our work on digitalisation and open data in RII0-3, we have developed a series of Data Personas, covering all major stakeholder groups, for example: -

- Customers - including customers in vulnerable situations and the digitally excluded
- Colleagues – incorporating all areas of the business, and contractors
- Local Government & LAEPs
- Community Representative & Charities
- Other Utilities - taking a cross vector, whole systems approach

We have mapped the needs of these stakeholder groups to our Digitalisation Strategy and Action Plan.



**Role**

- To keep themselves and their families warm, safe and well and pay for what they use

**Challenges**

- Low awareness and engagement - they don't understand GDN v retailer so don't know where to look
- Lack of familiarity means they can't find information
- The need to log in to the open data portal can be a barrier

**Requirement**

- **Needs: accessibility**
- A safe and reliable gas supply, good customer service that can be accessed easily in time of need
- Energy efficiency guidance, carbon monoxide awareness advice and inclusive communication channels
- Some customers have an interest in future energy trends and the effect of the environment on energy
- May look for advice on LCTs

**Solution**

- Easy to navigate website
- Navigation to contact channels (chat, key contact numbers, specific complaints channels with direct contacts)
- Downloadable information sheets (for example energy efficiency, safety, topical innovation projects, LCT etc)
- Explanation of bill breakdown (and prices)
- Details on planned work by area

You can find all our Digital Personas on our Open Data Portal... [here](#).



# 4.0 Digital Skills

In February 2026...

**25,825**

unique MS Co-Pilot Queries

.....

**66.2%**

back-office colleagues using Co-Pilot

.....

**60**

trained Superusers

Within NGN we have a highly skilled infrastructure team of Amazon Web Services (AWS), Linux and Wintel specialists. We have developed the skills of our teams in data management, data modelling, coding and analytics. We have given the opportunity to colleagues from all areas of the business to learn valuable skills in the functional and technical elements of SAP, Cloud Infrastructure and now Artificial Intelligence.

In many cases these colleagues started their NGN careers in completely different roles, but expressed a desire to learn and a passion for our digitalisation work that you simply cannot teach people. Most importantly, they know the business, they know our operations and they know our customers. Providing an environment where these colleagues can develop their skills to deliver the amazing products and services we will go through in this document is something NGN is extremely proud to have done.

We don't just focus on the skills of our IT department, but also work hard to ensure all our colleagues know what digitalisation means, and why it is so important not just to NGN as a company, but the energy sector as a whole.

## 5.0 Open & Shared Energy Data



Complete, consistent and available data is essential in the transition to a Net Zero energy system. To ensure a consistent approach from all network companies to data management and data-sharing, Ofgem has published the Data Best Practice (DBP) Guidance, a principles-based guide to help and support the energy sector to open up their data and make it as easy as possible for data users to find the data that they need.

We are committed to complying with DBP as the minimum standard for our work in open data and in all other data-sharing activities to help a secure and fair transition to a Net Zero energy system.

You can find Ofgems published guidance... [here](#).

# 5.1 Our Approach to Data Best Practice

Ensuring that our data is secure, discoverable and consistent, with strong governance that does not hamper innovation, will continue to be a key priority for us through RIIO-GD3.

## Data Triage

We follow strict data triage guidelines each time we either receive a request for a particular dataset, or where we have identified a dataset that we think could be published on our Open Data Portal. Our data triage procedure is based on an industry standard developed by all network companies, and guidance published by the National Protective Security Authority.

We will continue to collaborate with other network companies and all our regulatory and government partners to ensure our data triage is robust and consistently applied across the energy sector, while remaining fair and not putting unnecessary obstacles in the way of legitimate data users.

## Data Classification

We generate and hold a wide variety of data assets that must be protected against unauthorised access, disclosure, modification or other misuse, so we have a robust policy on data classification.

We have introduced defined data classification categories into our data management processes, and we apply these categories as part of our data triage prior to publication of data on our Open Data Portal.

Consistency across all network companies is key to providing the best service to the data user, and we will continue to work closely with all organisations to promote a consistent approach to data classification.

## Data Quality

Our Data & Information Centre of Excellence (DICE) was established in 2018 and continues to provide leadership in all data management activities. This centralised, full-time team analyse and cleanse data items, making sure that a single consistent schema is applied to ensure full interoperability. They apply a strong governance regime that is flexible enough to adapt to changing stakeholder needs without compromising on integrity. Using the principles defined in this governance regime, their automated assurance reports continuously scan the data, apply predefined business rules and parameters, and correct or highlight discrepancies.

## Data Interoperability

If the data shared by one organisation cannot be easily integrated with data from another, then analytics is made extremely difficult. Likewise, if gas data cannot interoperate with electricity data, and vice versa, then automated, whole-systems decisions will be very difficult.

We are committed to working with all network companies to enable data interoperability as quickly as possible. We're starting by using consistent naming conventions for our own data sets on our Open Data Portal and, where there are unavoidable deviations, a glossary (published with each dataset) will help data users to understand how each data item relates to others.

# 5.2 Digital Platforms

Facilitating the flow of information both within our own business and with our customers and stakeholders will be a continuing priority for us through RIIO-GD3.

## Open Data Portal

Our Open Data Portal went live in August 2023, making a number of our data assets, that have been classified as open, freely available to all data users. The portal provides a quick and easy way for data users to find, understand and download the data assets that are available.

We've applied the Creative Commons BY 4.0 open data licence to each data asset published on the portal, to simplify its use as much as possible.

We are now improving the portal, increasing the number and diversity of data assets available on it, while making sure that we listen and adapt to the needs of our stakeholders.

24

Total datasets published

1,999

Downloads since Aug 2023

You can join our Open Data Community on our Open Data Portal... [here](#).

## Net Zero Research Village (NeRV)

One of our gas sites at Low Thornley, near Gateshead, is now the Net Zero Research Village (NeRV), a facility designed to enable research of cutting-edge technologies and techniques to accelerate energy innovation and support the transition to Net Zero, with digitalisation at its heart.

Nine buildings, representing a broad spread of the residential properties in Great Britain, have been fitted with hundreds of sensors, measuring everything from temperature and humidity to ambient radiation and noise. Data collected by the sensors is streamed to a secure platform, where it can be shared in real time with multiple partner organisations.

500+

Sensors on site

1,500+

Individual data points logged in real-time

You can learn more about the Net Zero Research Village... [here](#).

## Data Sharing Infrastructure (DSI)

The sharing of energy data both within the sector itself and with local authorities, innovators, and consumer groups, will be a vital component in the fair and secure transition to net zero. The Data Sharing Infrastructure aims to facilitate the flow of data between users and NGN is working closely with NESO and other industry participants in this important endeavour.

You can learn more about the Data Sharing Infrastructure... [here](#).

# 6.0 Artificial Intelligence

Our digital architecture and the principles of Integrated Information Management were designed specifically so that we could introduce new technologies and new ways of working or new practices, without a massive impact on our cost base, or an increase in technical debt. We are committed to the use of Artificial Intelligence (AI) & machine learning (ML) in a responsible, safe and sustainable way, maximising the benefits of this exciting technology whilst minimising the risks.

## What do we mean when we talk about AI...

### Generative Artificial Intelligence (GenAI)



A branch of Artificial Intelligence that uses sophisticated Machine Learning models to generate original content based on existing data...

### Agentic Artificial Intelligence



AI systems designed to autonomously pursue goals by making decisions and taking actions with minimal human intervention. Unlike traditional AI that follows specific instructions, agentic AI can plan, adapt to changing conditions, and execute multi-step tasks to achieve objectives by combining reasoning, memory, and tools...

Our Digitalisation Action Plan contains more detail on our Artificial Intelligence initiatives... You can find our latest Action Plan [here](#).

# 7.0 Efficiency Improvements

Building improved digital products and services for our colleagues, stakeholders and customers will be a continuing priority for us throughout RIIO-GD3.

## Enhanced User Interfaces

To adhere to the second pillar of our four principles - **Build applications and processes that our colleagues, partners and customers find easy to use** - we must ensure we have front-end interfaces that take full advantage of the powerful capabilities of our digital infrastructure, but provide a simplified user experience that will be designed specifically by and for our colleagues and customers.

This should include building interfaces that will allow us to harness the capabilities of our digital infrastructure in some previously more specialist, stand-alone business functions, like the management of asset risk, and pressure/demand management. Not only does it bring these important functions fully into our digital architecture, it means that the data that these functions process and generate can benefit from our data management capability, and is available for sharing.

## Intelligent Asset Management

Analytical models using the data in S4 will introduce predictive and prescriptive maintenance of assets. We plan to enrich these models by integrating data from our pressure management systems like SCADA. This will ensure resilience of our network and security of supply, a priority for our stakeholders, who expect that NGN's focus should be on keeping customers' lives running smoothly by providing reliable and uninterrupted supplies and minimising disruption to their daily activities, and that our top sustainability commitment should be keeping our infrastructure resilient.

Robust maintenance of our assets will be a critical in ensuring resilience, and the use of predictive & prescriptive analytics will that our maintenance plans are designed to optimise asset health whilst minimising risk.

## Automation

Process optimisation and automation means that data flows through our systems with as little intervention as possible.

Data has more integrity, consistency and completeness, and because we know that this data is created, collected or enriched through this process, it can made available to be used anywhere in our integrated systems.

Automation frees up our colleagues' time to act on the data that is processed, rather than doing the processing themselves, ultimately giving a better service to our colleagues and customers.

## 8.0 Contact Us...

This Digitalisation Strategy should inform and bring value to you. If there is any clarification, question or comment regarding this strategy document, we would love to hear from you. Please get in touch with us via one of the communication channels listed below.

**Email:** Tom at [DICE@northerngas.co.uk](mailto:DICE@northerngas.co.uk)

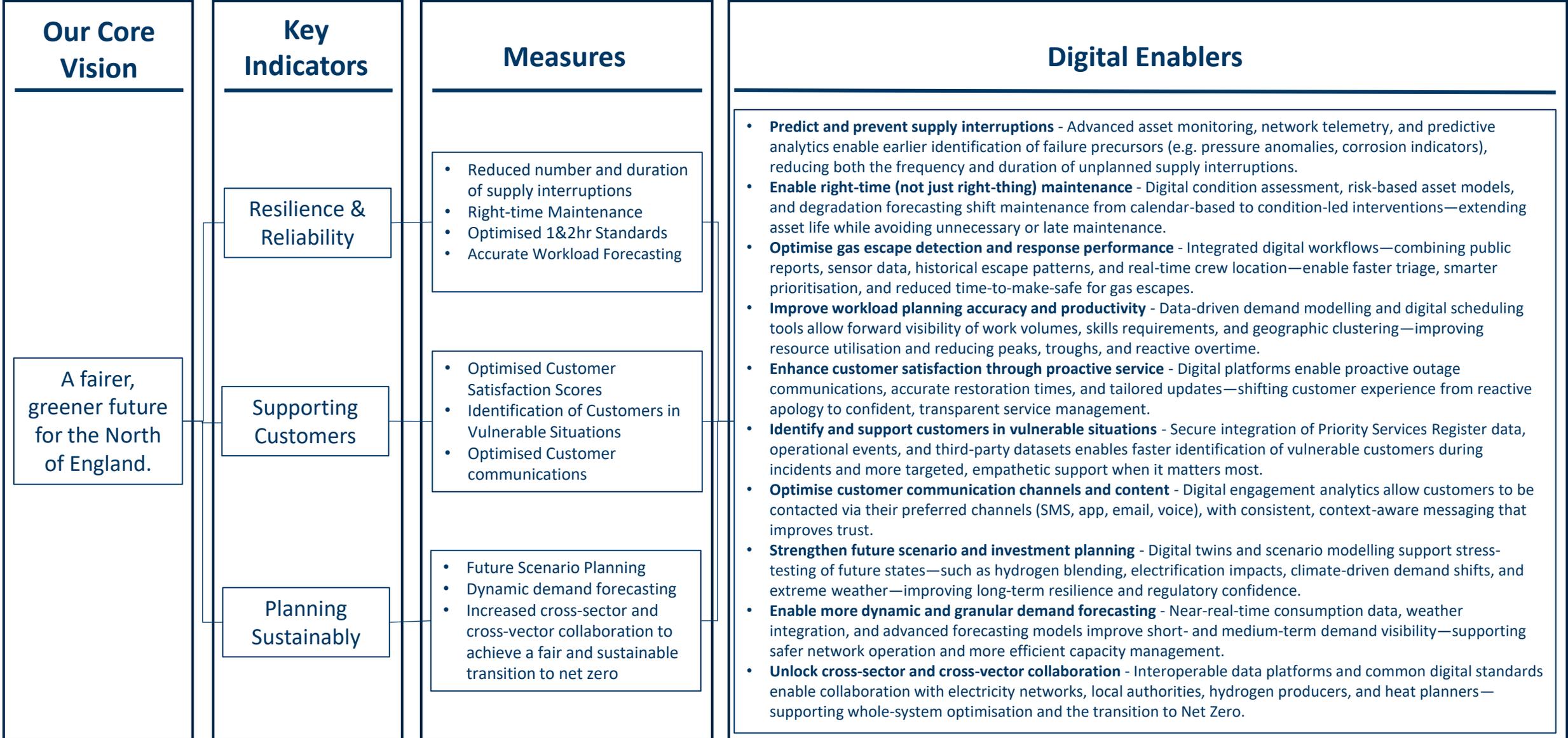
**X:** @NGNGas

**Facebook:** northerngasnetworks

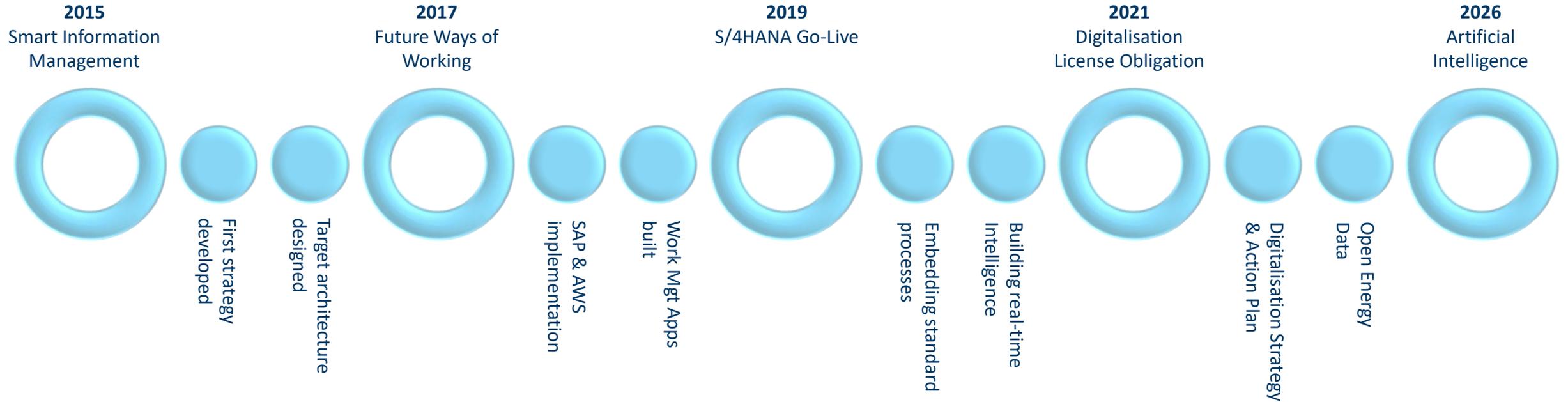
You can find our previously published Digitalisation Strategies and Action Plans on our Open Data Portal...[here](#).

# Appendices

# How digitalisation enables our vision



# A History of Delivering on our Digitalisation Priorities



Our digitalisation story has been over ten years in the making, and in all that time we have consistently delivered. We started by analysing areas of inefficient data processing and delayed reporting and developed our strategy to bring in new enterprise systems and a **redesigned data architecture**.

As a vehicle to embed digitalisation into our business, we introduced **Future Ways of Working (FWoW)**, a digital

transformation programme with a deliberate emphasis on the small d & t. FWoW was not a technology project, forced on unwilling or unaware colleagues, it was an evolution to an empowered digital workforce. FWoW equipped many of our colleagues with the skills they need to identify areas that require improvement, and with the voice to do something about it.

With the growing importance of Open Energy Data in ensuring a net zero future, and the exciting opportunities that technologies like Artificial Intelligence unlocks, our principles remain the same: sustainable business transformation through improvements in process, technology and data, that never loses sight of our colleagues and customers.

# Glossary of Terms

## Regulation, Sector & Programmes

**RIIO / RIIO-GD3** — Ofgem’s price-control framework for UK energy networks. “RIIO” stands for Revenue = Incentives + Innovation + Outputs; GD3 is the third Gas Distribution control period (the next five-year window referenced in the strategy).

**Ofgem** — Great Britain’s energy regulator that sets and enforces rules for network companies.

**Data Best Practice (DBP)** — Ofgem guidance that sets principles for how energy networks manage, describe, and share data to support a fair, secure transition to Net Zero.

**Open & Shared Energy Data** — Data from energy networks that is published (open) or exchanged (shared) so others can find, understand, and reuse it to deliver public value.

**Net Zero** — A state where greenhouse gas emissions are balanced by removals, consistent with UK climate targets referenced throughout the strategy.

**NESO (National Energy System Operator)** — Great Britain’s independent, publicly owned energy system operator and planner for electricity and gas

## NGN Concepts, Teams & Initiatives

**Digitalisation** — Re-designing manual or semi-manual processes using modern technology so they are more efficient, user-friendly and data-rich—without removing the human touch.

**Digitalisation Strategy / Action Plan** — NGN’s plan and trackable actions to deliver digital improvements (with updates linked from NGN’s website).

**Data & Information Centre of Excellence (DICE)** — NGN’s central data team responsible for governance, quality, modelling, standards and automated assurance.

**Future Ways of Working (FWoW)** — An NGN programme to embed digital skills and standard processes across the business, empowering colleagues to identify and deliver improvements.

**Inclusivity by Design / NGN Inclusivity Framework** — NGN’s approach to ensure accessibility and inclusion are considered from the outset of any digital product or service.

**Personas** — Representative profiles for key stakeholder groups (e.g., customers in vulnerable situations, local government) used to shape requirements and design choices.

# Glossary of Terms

## Data Management & Governance

**Data Triage** — A risk-based review carried out before publishing or sharing datasets to decide if (and how) they can be released safely and compliantly.

**Data Classification** — Labelling data according to sensitivity (e.g., open, shared, internal, restricted) and applying controls appropriate to each class.

**Data Quality** — Processes and automated checks that ensure data is complete, consistent and accurate for its intended uses.

**Data Interoperability** — Making datasets easy to combine across organisations and vectors (gas and electricity) via consistent schemas, naming and metadata.

**Metadata Management** — Creating and maintaining “data about data” (e.g., definitions, lineage, owners) to help users discover and trust datasets.

## Digital Platforms, Architecture & Tools

**Enterprise Architecture (EA)** — The blueprint of NGN’s systems, data flows and platforms today and the target model planned for RIIO-3.

**Open Data Portal** — NGN’s public site where open datasets are described and made available for download under CC BY 4.0 licence terms.

**Data Sharing Infrastructure (DSI)** — Sector initiative (with NESO) to enable secure, standardised exchange of energy data between participants; NGN plans a Data Preparation Node (DPN) to connect into it.

**Net Zero Research Village (NeRV)** — NGN’s Low Thornley test site with sensor-equipped homes streaming real-time data to support innovation and research.

## OT, Networks & Operations

**SCADA** — Supervisory Control And Data Acquisition systems that monitor and control pressures and flows in the gas network.

**Pressure/Demand Management** — Operational tools and processes to balance network pressure and customer demand safely and efficiently.

**Intelligent Asset Management** — Using predictive and prescriptive analytics to plan maintenance before failures occur, improving resilience and service.

# Glossary of Terms

## Cloud, Data & Engineering

**AWS (Amazon Web Services)** — One of NGN’s primary cloud environments (alongside Azure) used across data, integration and app hosting.

**Linux / Wintel** — Operating system families used by NGN infrastructure teams: Linux (Unix-like) and Windows-Intel (“Wintel”).

**SAP S/4HANA (S4)** — NGN’s central ERP platform where most asset, transactional and master data is stored and processed. Kept “standard” to enable upgrades.

## AI & Advanced Analytics

**Artificial Intelligence (AI)** — Computer systems that perform tasks typically requiring human intelligence (pattern recognition, prediction, planning).

**Machine Learning (ML)** — A subset of AI where models learn patterns from data to make predictions or decisions.

**Generative AI (GenAI)** — ML models that can create new content (e.g., text, images) based on patterns learned from training data.

**Agentic AI / AI Agents** — AI systems that can plan and take multi-step actions toward goals with limited human intervention, combining reasoning, tools and memory.

**Predictive Analytics** — Methods that use historical and live data to estimate the likelihood of future events (e.g., asset failure).

**Prescriptive Analytics** — Techniques that recommend actions to achieve desired outcomes (e.g., optimal maintenance schedules) given predicted scenarios.

## Customer, Accessibility & Inclusion

**WCAG 2.2 AA** — The Web Content Accessibility Guidelines standard (Level AA) that NGN’s public site aims to meet for inclusive digital access.

**Digitally Excluded / Customers in Vulnerable Situations** — Stakeholders who may face barriers to accessing digital services (e.g., affordability, connectivity, disability, language).