National Grid Electricity Transmission plc
Annual Report and Accounts 2020/21

Company number 2366977

Contents

Overview

About National Grid Electricity Transmission plc

National Grid Electricity Transmission plc (National Grid Electricity Transmission, NGET) is a subsidiary of National Grid plc (National Grid), based in the United Kingdom (UK). We own and operate the regulated electricity transmission network in England and Wales. We do not own the Scottish networks. Our networks comprise approximately 7,236 kilometres of overhead line, 2,806 kilometres of underground cable and 350 substations. We play a vital role in connecting millions of people safely, reliably and efficiently to the energy they use. See pages 6 and 7 for further details.

The governance of National Grid Electricity Transmission is the responsibility of its Board of Directors. Strategic direction is determined by our ultimate parent company, National Grid plc. Our Directors are listed on page 38.

More information on the management structure of National Grid can be found in the National Grid plc Annual Report and Accounts 2020/21 and on National Grid's website at www.nationalgrid.com.

The International Financial Reporting Standard (IFRS) technical requirements make reporting some of the performance measures that we use as a regulated business more complex due to differences in standards used in their generation. We provide additional information, about both our significant assets and liabilities that do not form part of our audited accounts, to help our investors gain a fair, balanced and understandable view of our business.

Financial highlights

	2020/21 £m	2019/20 £m	Percentage change
Revenue	**1,975**	1,988	**(0.7)%**
Operating profit before exceptional items	**1,079**	1,098	**-1.7 %**
Exceptional items	**(14)**	142	**(109.9)%**
Total operating profit [1]	**1,065**	1,240	**-14.1 %**
Profit before tax	**968**	1,042	**-7.1 %**
Cash generated from operations	**1,508**	1,440	**4.7 %**
Regulated assets [2]	**14,343**	13,921	**3.0 %**

1 See page 27 for further details.

2 See page 30 for further details.

	2020/21 £m	2019/20 £m
Return on equity [1]	**13.9%**	13.5%

1 See page 30 for further details.

Non-financial highlights

	2020/21	2019/20
Number of employees	**2,911**	2,719[1]
Network reliability[1]	**99.999966%**	99.999974%

1 See page 10 for further details on our KPI's

What we do – Electricity

The electricity industry connects generation sources to homes and businesses through transmission and distribution networks. Companies that pay to use transmission networks buy electricity from generators and sell it to consumers.

The UK electricity industry has five main sectors.

1. Generation

Generation is the production of electricity from fossil fuel and nuclear power stations, as well as renewable sources such as wind and solar. We do not own or operate any electricity generation facilities.

The UK is moving away from a historical reliance on large thermal power generation and there is now a greater diversity of supply and flexible demand than ever before. Therefore, the electricity transmission network has a pivotal role to play in the future energy mix, with evolving roles enabling a range of possible energy futures for the long-term benefit of consumers.

2. Interconnectors

Transmission grids are often interconnected so that energy can flow from one country or region to another. This helps to provide a safe, secure, reliable and affordable energy supply for citizens and society across the region. Interconnectors also allow power suppliers to sell their energy to customers in other countries.

Great Britain (GB) is linked via interconnectors with Ireland, Northern Ireland, France, Belgium and Netherlands. National Grid plc is continuing to work on developing additional interconnector projects, which we believe will deliver significant benefits to consumers. These include two interconnectors currently in construction to Norway and Denmark. The second interconnector with France opened in January 2021.

National Grid, through separate companies held outside of National Grid Electricity Transmission, sells capacity on its UK interconnectors (with France, Belgium and the Netherlands) through auctions.

3. Transmission

Transmission systems generally include overhead lines, underground cables and substations. They connect generation and interconnectors to the distribution system.

We own and operate the transmission network in England and Wales. We no longer operate the electricity operating system. This role is performed by the electricity system operator, National Grid Electricity System Operator Limited, following the separation and sale of this business in April 2019; this business is now owned by National Grid though a separate company held outside of National Grid Electricity Transmission. National Grid Electricity Transmission worked in a joint venture with Scottish Power Transmission to construct a connection to reinforce the GB transmission system between Scotland and England and Wales, The Western Link HVDC was successfully commissioned during 2019/20.

4. Distribution

Distribution systems carry lower voltages than transmission systems over networks of overhead lines, underground cables and substations. They take over the role of transporting electricity from the transmission network, and deliver it to consumers at a voltage they can use.

National Grid, through separate companies held outside of National Grid Electricity Transmission, owns and operates electricity distribution networks in England, having acquired them on 14 June 2021.

5. Supply

The supply of electricity involves the buying of electricity and selling it on to customers. It also involves customer services, billing and the collection of customer accounts.

We do not sell electricity to consumers.

What we do – Regulation

Our business operates as a regulated monopoly. We have one economic regulator for our business, Office of Gas and Electricity Markets (Ofgem). The regulator puts in place an incentive regime that ensures our interests are aligned with those of customers and society

The purpose of the regulatory regime

Ofgem's regulatory regime for the energy industry is titled RIIO, which stands for Revenue = Incentives + Innovation + Outputs. This title reflects the policy purpose of the regime. It is designed to encourage companies to invest in efficiency and innovation, creating value that is shared, through the regulatory mechanisms, between the company (and hence creating the incentive) and the customer. It ensures that companies drive to deliver the outputs their customers want and also creates the opportunity for funding schemes with wider societal benefits.

How we manage our regulated assets

Our licence, established under the Electricity Act 1989, as amended (the Act) requires us to develop, maintain and operate economic and efficient networks . It also gives us statutory powers. These include the right to bury our wires or cables under public highways and the ability to use compulsory powers to purchase land so we can conduct our business.

Our network is regulated by Ofgem, which has a statutory duty under the Act to protect the interests of consumers. Ofgem also has responsibility to enable competition and innovation to drive down prices and introduce new products and services; and deliver a net zero economy at lowest cost to consumers. To protect consumers from the ability of companies to set unduly high prices, Ofgem has established price controls that limit the amount of revenue our regulated business can earn. In setting price controls, Ofgem must also have regard to the need to secure that licence holders are able to finance their obligations under the Act. Licensees and other affected parties can appeal licence modifications which have errors, including in respect of financeability.

The price control includes a number of mechanisms designed to help achieve its objectives. These include financial incentives that encourage us to:

- efficiently deliver by investment and maintenance the network outputs that customers and stakeholders require, including reliable supplies, new connections and infrastructure capacity; and
- innovate in order to continuously improve the services we give our customers, stakeholders and communities.

Since 1 April 2019, the electricity system operator licence has been held by National Grid Electricity System Operator Limited (NGESO). NGESO is a separate legal entity from National Grid Electricity Transmission plc, but is a National Grid Group company. To further ensure appropriate ring-fencing between itself and the rest of the National Grid Group, NGESO is governed by its own Board of Directors including three independent directors.

National Grid Electricity Transmission plc retains the electricity transmission licence.

RIIO Price Controls

The building blocks of the RIIO price control are broadly similar to the historical price controls used in the UK. However, there are some significant differences in the mechanics of the calculations.

How is revenue calculated?

Under RIIO, the outputs we deliver are clearly articulated and are integrally linked to the calculation of our allowed revenue, although some outputs and deliverables have only a reputational impact or are linked to legislation. We do not earn allowances if we do not deliver the associated agreed output. These outputs have been determined through an extensive consultation process, which has given stakeholders a greater opportunity to influence the decisions.

There are five output categories for transmission under the current RIIO price controls:

- **Safety** - ensuring the provision of a safe energy network.
- **Reliability (and availability)** - promoting networks capable of delivering long-term reliability, as well as minimising the number and duration of interruptions experienced over the price control period, and ensuring adaptation to climate change.
- **Environmental impact** - encouraging companies to play their role in achieving broader environmental objectives, specifically facilitating the reduction of carbon emissions, as well as minimising their own carbon footprint.
- **Customer and stakeholder satisfaction** - maintaining high levels of customer satisfaction and stakeholder engagement, and improving customer satisfaction.
- **Customer connections** - encouraging networks to connect customers quickly and efficiently.

Within each of these output categories are a number of primary and secondary deliverables, reflecting what our stakeholders want us to deliver over the remaining price control period. The nature and number of these deliverables varies according to the output category, with some being linked directly to our allowed revenue, some linked to legislation, and others having only a reputational impact.

Totex

Ofgem, using information we have submitted, along with independent assessments, determines the efficient level of expected costs necessary for these deliverables to be achieved. Under RIIO this is known as 'totex', which is a component of total allowable expenditure and is broadly the sum of what was defined in previous price controls as operating expenditure (opex) and capital expenditure (capex).

A number of assumptions are necessary in setting the outputs, such as certain prices or the volumes of work that will be needed. Consequently, there are a number of uncertainty mechanisms within the RIIO framework that can result in adjustments to totex allowances if actual volumes differ from the assumptions. These mechanisms protect us and our customers from windfall gains and losses.

Where we under or over-spend against the allowed totex there is a "sharing" factor. This means we share the under- or over-spend with customers through an adjustment to allowed revenues in future years. This sharing factor provides an incentive for us to provide the outputs efficiently, as we are able to keep a portion of savings we make, with the remainder benefiting our customers.

The extended eight-year length of the price control is one of the ways that RIIO has given innovation more prominence. Innovation refers to all the new ways of working that deliver outputs more efficiently. This broad challenge has an impact on everyone in our business.

Allowed revenue to fund totex costs is split between RIIO 'fast' and 'slow' money categories using specified ratios that are fixed for the duration of the price control. Fast money represents the amount of totex we are able to recover in the year of expenditure. Slow money is added to our Regulatory Asset Value (RAV) – effectively the regulatory IOU. (For more details on the sharing factors under RIIO, please see the table below.)

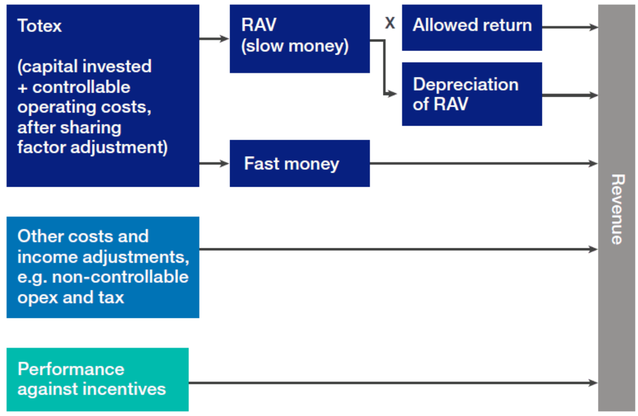
In addition to fast money, in each year we are allowed to recover a portion of the RAV (regulatory depreciation) and a return on the outstanding RAV balance each year. The RAV is also indexed to a measure of inflation, using RPI in RIIO-1 and CPIH in RIIO-2. In RIIO-1 regulatory depreciation permits recovery of RAV consistent with each addition bringing equal real benefit to consumers for a period of up to 45 years. In RIIO-2 this will continue on a straight-line depreciation methodology. We are also allowed to collect additional revenues related to non-controllable costs and incentives. In addition to totex sharing, RIIO incentive mechanisms can increase or decrease our allowed revenue to reflect our performance against various other measures related to our outputs. For example, in RIIO-1 performance against our customer and stakeholder satisfaction targets can have a positive or negative effect of up to 1% of allowed annual revenues. Most of our incentives affect our revenues two years after the year of performance.

During the eight-year period of the price control our regulator included a provision for a mid-period review, with scope driven by:

- changes to outputs that can be justified by clear changes in government policy; and
- the introduction of new outputs that are needed to meet the needs of consumers and other network users.

The current RIIO-1 price controls ran for an eight-year period and ended on 31 March 2021.

Simplified illustration of RIIO regulatory building blocks:



Allowed returns

The cost of capital allowed under RIIO-1 price controls is as follows:

Cost of equity (post-tax real)	7.00 %
Cost of debt (pre-tax real)	iBoxx 10 year simple trailing average index (1.09% for 2020/21)
Notional gearing	60.00 %
Vanilla WACC*	3.45 %

[1]Vanilla WACC = cost of debt x gearing + cost of equity x (1- gearing).

Sharing factors and fast money

The sharing factor means that any over- and under-spend is shared between the businesses and consumers. The shared figures displayed in the table below are the sharing factors that apply to Electricity Transmission.

	Transmission Operator
Fast[1]	15.00%
Slow[2]	85.00%
Sharing[3]	46.89%

1 Fast money allows network companies to recover a percentage of total expenditure within a one year period.

2 Slow money is where costs are added to RAV and, therefore, revenues are recovered slowly (e.g. over 45 years) from both current and future consumers.

3 Sharing is the proportion retained by NGET. The consumer benefits by 53.11% of the efficiency delivered by NGET.

RIIO-2

In December 2019 we submitted our business plans to Ofgem for the RIIO-2 period, setting out the proposed activities and expenditure to meet the needs of our customers and stakeholders in the period 1 April 2021 to 31 March 2026. These plans were developed through extensive enhanced stakeholder engagement to improve the quality of plans and ensure they delivered what our stakeholders need.

To support this process Independent User Groups were set up in July 2018. Their responsibility was to ensure that the companies were putting stakeholders at the heart of their decision-making processes so as to produce a business plan that was fully reflective of stakeholders' requirements. They summarised their views in an independent report to Ofgem on the RIIO-2 business plans in December 2019.

The Independent User Groups represent a cross-section of the energy industry and represent the interests of consumers, environmental and public interest groups, as well as large-scale and small-scale customers and distribution networks.

Ofgem published its Final Determinations in December 2020, followed by the RIIO-2 licences and Regulatory Instructions and Guidance in February 2021. The RIIO-2 price controls started on 1 April 2021. On 2 March 2021 National Grid Electricity Transmission announced that it was broadly accepting most of the RIIO-2 package, but had decided to submit a technical appeal to the Competition and Markets Authority (CMA) focused on Ofgem's proposed cost of equity and "outperformance wedge", which is a downward adjustment to allowed returns in expectation of future outperformance.

RIIO-2 builds on the framework established for RIIO-1. For example, it introduces a range of new mechanisms to facilitate the transition to Net Zero, and it increases support for innovation.

Key parameters from Ofgem's Determinations

	NGET
Allowed return on equity[1,2]	4.02%[3] (real, relative to CPIH), at 55% gearing (which is broadly equivalent to 4.3% at 60% gearing)
Allowed debt funding	Calculated and updated each year using an extending 'trombone-like' trailing average of iBoxx Utilities 10+ year index (increases from 10 years for 2021/2 to 14 years for 2025/6), plus 25 bps additional borrowing costs.
Depreciation of RAV	No change in policy: straight line over 45 years for post-2021 RAV additions, with pre-2021 RAV additions as per RIIO T1.
Notional Gearing	57%
Split between fast/slow money	Fast: TO baseline 22%; TO uncertainty mechanisms 15% Slow: TO baseline 78%, TO uncertainty mechanisms 85%
Sharing factor	33%
Core baseline totex in 2018/19 prices (cumulative for the 5 years of RIIO -T2)	£5.4 billion

1 NGET have submitted a technical appeal to the CMA on Ofgem's proposed cost of equity and 'outperformance wedge'.

2 The cost of equity in RIIO-2 is subject to annual adjustments that are calculated using the Capital Asset Pricing Model, through indexation of the 'risk-free rate' parameter. The 4.3% and 4.02% figures shown in this row are Ofgem's estimates of the average allowed return

3 The 4.02% value shown here for allowed return on equity is after deduction of the 'outperformance wedge': Ofgem's estimate of the cost of equity before deduction of the wedge is 4.25%

Competition in onshore transmission

Ofgem stated in its final decision on the RIIO-1 price control that it would consider holding a competition to appoint the constructor and owner of suitably large new electricity transmission projects, rather than including these new outputs and allowances in existing transmission licensee price controls. Ofgem reiterated this view in the RIIO-2 Determination. In the absence, thus far, of the legislation needed to support a competition, Ofgem has developed a number of models which it has indicated it would consider using to deliver benefits of competition, the primary one of these being called the 'Competition Proxy Model' (CPM), but so far this has not been used for any projects or implemented into licences. The December 2020 BEIS energy white paper reiterated the government's ambition to introduce greater competition to support the delivery of Net Zero targets but also explained that the introduction of legislation to support full third-party competition would be subject to available parliamentary time.

Principal operations

Overview

Highlights

Our business performed well in 2020/21 as we maintained our focus on safe, customer-led, reliable, innovative and efficient operations.

Our safety ambition is to always do the right thing regarding safety. Our strategy is to be proactive in our safety management by engaging our leaders and employees and implementing a consistent and simple risk-based approach. To support this ambition, we are focusing more on leading indicators that measure our positive efforts on safety management to help prevent incidents, while continuing to track more traditional lagging indicators. Our Safety Survey results demonstrate that we have made excellent progress towards our safety ambition.

As at 31 March 2021, our LTIFR (Lost Time Injury Frequency Rate) was 0.07. This is in line with our UK target of <0.10. We have also seen good performance on our leading safety indicators - Safety Leadership Visits, Investigation Action Closure and Investigation Quality - exceeding targets on all three KPIs. These KPIs indicate performance in proactive safety management which contributes to the good performance on lagging output KPIs like IFR. This outstanding result was driven by a relentless focus on the work we do and commitment to keeping one another safe.

The energy we transport is intrinsically hazardous; our operations therefore have to comply with laws and regulations set by government agencies responsible for health, safety and environmental standards.

Our operations during the year have taken place against a backdrop of responding to the global COVID-19 pandemic, ensuring that the UK business, at all levels, had the necessary information and safeguards in place. We have enabled our non-operational employees who can work from home to do so and ensured our operational teams are able to work in COVID-secure environments. Working with the government, Public Health England, our health care provider and trade unions, we protected the welfare and health of our workers while maintaining safe networks.

We installed living pods at our Warwick campus and colleagues in our Transmission Network Control Centre moved into the accommodation to minimise the risk of exposure to COVID-19 and to keep the country's power going during the pandemic.

2020/21 delivered another year of good returns. We maintained our 200-300 basis points outperformance that we committed to under RIIO-1, with a return on equity of 13.9%. This has allowed us to reduce prices to customers and improve our returns to shareholders.

Enable the energy transition for all

We have ***committed to reducing our direct emissions to Net Zero*** by 2050 and to increase our influence to support the overall industry-wide transition to a low-carbon future. We have developed solutions to enable the rollout of a strategic backbone for electric vehicles throughout the UK.

Our original RIIO-2 business plans were developed following our largest ever engagement exercise to date, with customers, industry stakeholders, businesses and household bill payers across the country. Our plans included investment to maintain network reliability and provide flexibility and optionality for the UK to achieve Net Zero greenhouse gas emissions by 2050. Final Determinations were published by Ofgem in December 2020 and we broadly accepted the majority of the package for the Electricity Transmission businesses. We have submitted a technical appeal to the Competition and Markets Authority (CMA) regarding Ofgem's proposed cost of equity and outperformance wedge. The CMA has given permission for our appeal on both points and expects to reach a decision later in 2021.

Against the backdrop of the COVID-19 pandemic, when young people are facing one of the toughest job markets for generations, there is a huge opportunity to support and leverage motivated young minds through apprenticeship programmes.

Unemployment and social exclusion amongst young people existed before the COVID-19 pandemic, but the economic downturn in the UK has seen youth unemployment double, pushing young people even further away from the job market. That's why we set up Grid for Good, a flagship energy industry programme to deliver a positive impact to socio-economically disadvantaged young people. The scheme sees us working with our supply chain partners and charities to provide training and employment opportunities for 16–24 year olds, who come from disadvantaged backgrounds.

Deliver for our customers efficiently

We work with our customers to meet their needs and deliver successful outcomes for all parties. We were pleased to see continued improvement in our UK customer satisfaction (CSAT) scores achieving a score of 8.4 (2019/20: 8.2).

Our electricity transmission business has continued to provide reliable services. This year the figure of our ***network reliability*** for Electricity Transmission was 99.999966%. See page 10 for further information on our KPIs.

In November 2019, we awarded a five-year framework agreement to a US power flow control technology company, Smart Wires. We are the first electricity transmission utility in the world to use this technology. We are working with Smart Wires to install 48 SmartValve devices at three substations on five circuits on the electricity transmission network. This agreement will help to decarbonise the UK electricity network by enabling greater volumes of renewable energy to be efficiently transferred to customers using modular power flow control technology to increase power transfer capability by making better use of its existing network. This is done with minimal impact on communities and the environment. It allows National Grid to deliver more clean and affordable energy to customers, reflecting our efforts to lead the way in supporting Net Zero ambitions through harnessing innovative solutions.

The UK cost efficiency programme that we announced in 2018 continues to deliver a more efficient and agile business ahead of RIIO-2. Through this initiative we have simplified ways of working with a leaner organisation and more efficient IT and back office activities. The programme enabled us to deliver efficiency savings of £34 million.

Grow our organisational capability

We launched ConnectNow, a new innovative online application and project management system, streamlining the process of connection to the grid. We worked closely with customers to build and launch the one stop customer portal for electricity connection customers, providing clear, intuitive, real-time interface whilst providing transparency throughout their connection journey.

The Western Link, the submarine HVDC link between England and Scotland operated with our Joint Venture partner Scottish Power Transmission, transmitted 6,245 GWh of green energy with a total energy availability of 92%. The link was unavailable as a result of a single onshore transmission cable fault during February 2021. In January 2021, Ofgem announced that it had launched an investigation to review the performance of the Joint Venture in delivering the cable and examine potential breaches relating to the operation of the cable. We continue to fully engage with Ofgem in relation to the investigation.

Looking ahead

The government's Energy White Paper issued in December 2020 will be critical to providing further policy detail needed to ensure we can get on with the delivery of Net Zero. ***We are pleased to see the progression on what is needed to deliver the important ambitions on offshore wind, interconnectors and transport decarbonisation.*** Delivering ambitious electricity commitments through a commitment to deliver 40 GW of offshore wind by 2030, including 1 GW of floating wind.

Our RIIO-2 plans include investment to maintain network reliability and provide flexibility and optionality for the UK to achieve net zero greenhouse gas emissions by 2050, while being protected against new threats. Further information relating to RIIO-2 can be found on page 5.

Our plan has a baseline total expenditure spend of £5.4 billion over the five-period. This assumes connection of 15.3 GW of customer capacity, providing the UK with clean power and flexible storage, as well as increased investment to maintain reliability and resilience. The baseline spend, under our proposed financial plan, would see consumer bills reduce slightly in real terms.

Our market continues to be affected by external factors. The energy industry faces considerable uncertainty, as we tackle the challenges of delivering the government's commitments on decarbonisation together with a step change in value for the customer. National Grid Electricity Transmission plc is a crucial and influential partner for delivery of these critical policy requirements and we stand ready to play our part in what must be a combined effort across government, regulators, industry and customers. But we will require a strong policy stance from government and regulators, to set out the framework for the energy market so that it delivers the transformation required.

Our ***Visual Impact Provision*** (VIP) projects in Dorset, the Peak District, Snowdonia and North Wessex continue, which will ultimately underground a total of 11.5 miles (18.2kilometres) of overhead line from these National Parks and Areas of Outstanding Natural Beauty.

In May 2021, we began tunnelling work on the London Power Tunnels 2 project, a 20.8 miles (33.5 kilometre), £1 billion link from Wimbledon to Crayford which will provide significant resilience across South London when completed in 2026, with the first of three circuits due to be operational by 2024.

Our purpose, vision, strategy and values

We work within the purpose, vision, strategy, values and priorities of National Grid to ensure we are well positioned to respond to changes in the operating environment.

We have evolved our strategy in order to better reflect our purpose and in response to our business environment. The evolved strategy reflects a belief that we have a responsibility to ensure that the energy future we help to shape is one where everyone shares its benefits. We will continue to connect people to the energy they need for the lives they lead, safely, reliably and securely.

Our purpose

Having a clear sense of what we stand for as a company and what it is that binds us all together is vitally important. This is what we call our purpose. In simple terms it is what drives our desire to serve our customers and it's that thing that makes us proud about the work we do.

Our purpose is to bring energy to life

Our purpose remains to **Bring Energy to Life**, providing the heat, light and power people and businesses rely on and supporting local communities to prosper.

Our vision

To be at the heart of a clean, fair and affordable energy future.

National Grid stands for more than profit. The company is committed to making a positive contribution to society, whether that's helping the young people of today to become the energy problem-solvers of tomorrow, supporting customers to use energy more efficiently, or tackling climate change.

That's why the company's vision is to be at the heart of a **clean, fair and affordable** energy future, ensuring everyone benefits from the energy transition, that bills are not a burden for individuals or families, and that no one gets left behind.

Our strategy

National Grid's strategy is to build, own and operate large-scale, long-life energy assets primarily in networks and renewables that deliver fair returns and high societal value. The company's portfolio of high-quality, low-risk assets in stable geographies is underpinned by a strong and efficient balance sheet.

This strategy sets the bounds of NGET's business and will ensure it is set up to play a leading role in the energy future. It will be delivered through four priorities.

Our priorities

We are focussed on four strategic priorities to make our purpose possible and achieve our vision. These are described below:

1) Enable the energy transition for all

Fully decarbonising the electricity grid through modernisation, increased flexibility and by connecting renewables quickly and efficiently. Decarbonising transport by building electricity network flexibility and supporting charging infrastructure.

2) Deliver for customers efficiently

Providing safe, reliable and affordable energy for customers around the clock, ensuring operational excellence and fiscal discipline in everything National Grid does, building productive partnerships with regulators and policymakers, and unlocking real value for customers and the communities they live and work in.

3) Grow organisational capability

Anticipating and adapting to changes in the energy sector in faster and smarter ways, remaining at the cutting edge of engineering and asset management, and innovating more sustainable energy solutions.

4) Empower colleagues for great performance

Building diverse and inclusive teams that reflect the communities the company serves, attracting the best talent, prioritising learning and developing the skills needed now and in the future to accelerate the energy transition.

Our values

Every day we do the right thing, find a better way and make it happen.

Areas of improvement identified in the 2020 Grid:voice survey included enablement and the challenges around change and decision-making. An important first step towards overcoming these limitations was the introduction of our new value 'make it happen', which together with our values 'do the right thing' and 'find a better way' is shaping the behaviours that will underpin our long-term success in the future.

Taken together, these values guide our actions and behaviours as a responsible business and help us create a culture where colleagues become less cautious and take greater ownership. At National Grid Electricity Transmission, we expect our leaders to be a role-model and engage all colleagues to demonstrate our values:

Doing the right thing, means we act safely, inclusively and with integrity, We support and care for each other, and ensure it is safe for colleagues to speak up.

Finding a better way, is all about working as a team to find solutions, embracing learning and new ideas.

Making it happen, means being bold and acting with passion and purpose, taking ownership to deliver for customers and focusing on progress over perfection.

Our strategic objectives

We are focused on four strategic priorities for our business, which will set the foundations for our future success. These are described below.

	Enable the energy transition for all	Deliver for customers efficiently	Grow our organisational capacity
What this means	We will increase the positive impact we make on society, environmentally and socially, primarily through enabling a transition to a clean energy future. By innovating to decarbonise our network, investing for a changing climate, and influencing policy and regulation, we will enable clean heat and champion better outcomes for all; outcomes where skills are developed and no one is left behind.	Delivering safe, reliable, resilient and affordable energy for customers in our communities has always been at the heart of what we do. As we invest to decarbonise the network, driving operational excellence and financial discipline to keep bills affordable for customers is more important than ever,	In the context of a rapidly changing energy sector, we will need to build on and evolve our organisational capabilities. We will digitally transform our processes, strengthen our customer focus, and sharpen our commercial edge. To successfully make this transformation and deliver results, our ability to implement change effectively will be paramount.
2020/21 achievements	We have been working alongside the UK electricity distribution companies to support the roll-out of high-power chargers (>150kW) across the motorway network. We invested **£984m** in our network. Major ongoing projects include London Power Tunnels 2, the Hinkley Seabank connection and Smartwires.	**Our network reliability was 99.999966% in 2020/21.** **Scored 96% in the Environmental Discretionary Award incentive this year, worth £2m.** **Increased customer satisfaction (8.4/10 in 2020/21 vs 8.2 in 2019/20).**	We launched ConnectNow, a one-stop portal for electricity connection customers, which received direct customer satisfaction feedback of 8.8/10.
Looking ahead	We'll enable a fully decarbonised electricity grid through grid modernisation and increased flexibility, and connect renewables quickly and efficiently.	We will continue to deliver safe, reliable and affordable energy for our customers We will do this by driving operational excellence and financial discipline through every part of our business and continuing to build relationships with regulators and policy-makers that strengthen partnerships and unlock added value.	We will build strong leadership and teaming capabilities to create a generation of leaders who empower, take accountability and act decisively.
	The below metrics underpin all of our strategic priorities: **Empower colleagues for great performance**		

Progress against objectives – key performance indicators (KPIs)

Enable the energy transition for all	**Regulated asset base growth** Maintaining efficient growth in our regulated assets ensures we are well positioned to provide consistently high levels of service to our customers and increases our future revenue allowances.	**2020/21: 3.1% (target 3-5%)** 2019/20: 4.3% (target 3-5%)
	Capital investment Our aim is to maintain a high level of investment within Property, Plant and Equipment and Intangible Assets in support of our regulated asset growth targets.	**2020/21: £984 million (Target £1067 million)** 2019/20: £950 million
	Greenhouse gas emissions Percentage reduction in greenhouse gas emissions. National Grid target:Our target is to reduce our greenhouse gas emissions by 80% by 2030, 90% by 2040 and to net zero by 2050, compared to 1990 emissions of 21.6 million tonnes.	**Tonnes carbon dioxide** **2020/21: 288 KTCO2e** 2019/20: 305 KTCO2e National Grid plc has achieved a 68% reduction against the 1990 baseline to date.
Deliver for customers efficiently	**Network reliability** We aim to deliver reliability by planning our capital investments to meet challenging demand and supply patterns, designing and building robust networks, having risk-based maintenance and replacement	**2020/21: 99.999966% (Target 99.9999%)** 2019/20: 99.999974% (Target 99.9999%)
	Customer satisfaction scores Our score in customer satisfaction surveys. Ofgem set a baseline Our customer satisfaction KPI comprises Ofgem's UK electricity transmission customer satisfaction scores. The score represents our baseline targets set by Ofgem for reward or penalty under RIIO (maximum score is 10).	**2020/21: 8.4 out of 10 (Target 6.9)** 2019/20: 8.2 out of 10 (Target 6.9)
Empower colleagues for great performance	**Employee engagement index** Employee engagement index calculated using responses to National Grid's annual employee survey. Target is to increase the level of engagement compared with previous year. See page 14 for more detail.	**2020/21: 64%** 2019/20: 60% Index represents performance for National Grid UK entities
	Workforce diversity We measure the percentage of women and ethnic minorities in our workforce. We aim to develop and operate a business that has an inclusive and diverse culture. Page 15 provides an additional management breakdown. The National Grid plc Responsible Business Charter sets out a target of 50% diversity in their Senior Leadership Group and new talent programmes by 2025. Further details can be found on page 59 of the 2021 NG plc statutory accounts.	**Workforce diversity %** **2020/21: Women: 18.4%** **Ethnic minority: 17.3%** 2019/20: Women: 17.5% Ethnic minority: 14.7%
	Safety – Employee lost time frequency rate (IFR) Injuries resulting in employees taking time off work per 100,000 hours worked on a 12 month basis.	**2020/21: 0.07 (target 0.10)** 2019/20: 0.06 (target 0.08)

Strategic Report

Our business environment

As well as managing through the COVID-19 pandemic, National Grid's societal ambition remains to achieve Net Zero. We are committed to working with the government to help them meet their own carbon reduction targets in a fair and affordable way.

Net Zero

Commentary

The COVID-19 pandemic has contributed to an increase in climate action by many stakeholders this year, including: investors, companies and governments. This global focus on the 'critical decade' (2020-2030) has created a drive for action which has been supported by UK government.

National Grid is continuing to progress towards our own Net Zero commitment to reduce our greenhouse gas emissions to Net Zero by 2050. As well as our own direct emissions, we're also committed to working with the government to help them meet their own carbon reduction targets.

The UK Climate Change Committee's (CCC) 6th Carbon Budget report in 2020 highlights the importance of electrification across power, heat, and transport, for meeting Net Zero. As large-scale renewable resources play an essential role in the low-carbon future, we are excited to help connect these clean resources to our communities. We recognise the need for continued investment in our transmission assets to make this a reality. With the CCC expecting a 70% increase in electricity demand by 2050 driven mainly be electrification of surface transport and residential buildings, we are presented with many exciting opportunities to play a pivotal role in supporting the growing levels of electrification.

2020/21 developments

Following the UK's binding commitment to Net Zero emissions by 2050, further developments towards decarbonising the economy have been seen throughout 2020.

2020 was the greenest year on record for Great Britain's electricity system, with record-breaking levels of power from zero-carbon sources aided by low electricity demand during the nation's lockdown.

Our response

- National Grid was announced as a COP26 Principal Partner and are working closely with the UK government and other sponsors to create a successful and ambitious climate change conference in November 2021.
- In April 2021, National Grid joined the Science Based Targets initiative (SBTi), with our commitments to reduce our emissions in line with climate science approved by SBTI. The targets we have set are consistent with the reductions required to keep warming to well below 2°C.
- For the fifth consecutive year National Grid received the prestigious climate change 'A' score from CDP Climate Change for our actions in corporate sustainability for cutting emissions and moving towards a low-carbon economy.
- We'll continue to promote both electric vehicle (EV) adoption and charging infrastructure, preparing for 'make-ready' investments to reinforce our infrastructure across the UK.
- Achieving Net Zero will depend on new technologies and we are investing in our own transformational innovation capability such as the Deeside Innovation Centre; diversifying our propositions and partners, and working with industry groups and partners to develop and upscale technology.

Fairness and affordability – Impact on consumer bills

Commentary

National Grid delivers energy safely, reliably and affordably to the communities we serve. As well as affordability, we will play our role in ensuring that no one is left behind in the short term during the COVID-19 crisis, or in the longer-term transition to clean energy.

2020/21 developments

Cost of energy and the lowest cost transition to Net Zero continues to be a key priority, evidenced by Ofgem's RIIO-2 Final Determinations to reduce network costs in energy bills and the plans set out by BEIS in the Energy White Paper to keep energy bills out to 2030 in line with 2019.

Advisors such as the Climate Change Committee continue to stress the importance that Net Zero is delivered in a fair way as a 'just transition' across society, with vulnerable consumers protected, and have provided analysis on how both Net Zero and affordable energy bills can be achieved. More information can be found on page 14.

Our response

Our business is pushing for greater affordability and innovative ways to minimise the total cost of energy to consumers.

In October, National Grid launched its Responsible Business Charter, committing to have a real impact across five key areas: the environment, our communities, our people, the economy, and our governance.

Decentralisation – Energy Security

Commentary

The energy system is in transition from high to low carbon. This change coincides with a shift to more decentralised generation, from renewables to emerging battery storage. As the volume of this intermittent and distributed generation increases, a more resilient and flexible system will be required. One that makes best use of available energy resources to meet consumers' needs in a balanced, efficient and economical way.

There is continued support for developing decentralised electricity systems, supported by developments in smart systems and flexibility solutions, and local initiatives to develop decarbonisation pathways.

2020/21 developments

The BEIS Energy White Paper shines a light on the growing importance of a smarter, more flexible system, which has the potential to unlock savings of up to £12 billion per year by 2050 compared to a system with low levels of flexibility. This in turn will lower costs for customers of the future as it means less generation and networks need to be built.

Our response

Since the start of 2020/21, we completed processing of 167 connection applications,of which 8% have been made for transmission connected batteries, and a further 13% have been made up of a new customer type, where the customer mixes their generation make up, for example solar with batteries.

The first small-scale generator was connected to our Nursling substation via the tertiary winding on our super grid transformers.

Digitalisation

Commentary

As the COVID-19 pandemic accelerated the migration to digital, Utilities continued to advance their digital capabilities. Customers are benefiting from more access to digital information to support their decision making and more digital ways engaging. Through the power of sensor data, advanced analytics and AI we are improving the way we manage our assets and by providing omni-channel digital tools we are able to enhance the productivity and engagement of our employees.

2020/21 developments

Even before COVID-19, an energy consultancy, DNV (Det Norske Veritas), had found that 40% of the 1,919 energy professionals they surveyed considered digitalisation to be at the core of their corporate strategies. The impetus to accelerate digital transformation has only grown since then, with the research group International Data Corporation, expecting a 27% increase in comprehensive digital roadmap strategies to 75% of all organisations by 2023 in their most recent forward-looking predictions.

Utility networks in all geographies are facing greater pressure than ever to decarbonise and democratise our energy resources. That will only be possible through effective digital transformations that put forward our best digital innovations and drive widespread cultural change across the organisation. Advancements in AI, machine learning, the internet of things, cloud computing, and digital workflow automation will drive greater efficiencies and better decision-making for all energy stakeholders while we push for a cleaner and fairer future.

Our response

We have been working on implementing two innovative digital products – ConnectNow, which lets new customers research, apply for and track connection applications online, and Connect3D, which will digitise our connections design process, reducing lead times and enabling cost savings through standardisation across customer and asset replacement projects.

150 new digital substations to be built in the next 10 years by National Grid on its electricity networks. A digital substation leverages the latest technology to enable better control

of the electrical system, providing more real-time data for predictive maintenance, enhanced network reliability and savings for customers.

Our Response to COVID-19

Throughout the financial year, we have continued to prioritise our stakeholders, maintain reliable and safe networks and protect against financial implications due to COVID-19

Considering our stakeholders

The COVID-19 pandemic has impacted all of our stakeholders since it began in March 2020. We have sought to work with them to address the challenges they faced as these have evolved over the last year. Our commitment to being a responsible business is central to the way in which we operate. This has been the governing principle behind our Board's response to the COVID-19 pandemic. We have had to think through and debate on the choices and actions we need to consider over the coming months to position us best for success in the medium to long term taking account of the impact on our key stakeholders. The Board has continued to monitor its responsibilities to the Company's different stakeholder groups. Good engagement has been crucial in understanding the views of our stakeholders in order to make informed decisions during this period of crisis. For example, the Company has been seeking regular feedback from employees that has helped to shape its response to the COVID-19 pandemic.

Colleagues

From the outset our focus has been on ensuring we remain in communication with our colleagues and ensure they are kept informed, whether by presentations and question and answer sessions with senior leadership or through other channels, on the actions being taken to keep them safe and to equip them for work as well as to address their wider wellbeing. This is the case whether they are key workers out on site keeping electricity flowing, or colleagues able to work from home. As in 2019/20, none of our employees were furloughed during 2020/21. The majority of our office staff transitioned to working at home at the start of the pandemic in line with government guidelines, we continue to monitor the situation and how we manage any safe return to the office.

Communities and governments

Our colleagues have been supporting our communities by volunteering and providing their time and expertise to support charities and the most vulnerable, and National Grid has set up Grid for Good to help play its part in addressing the economic impacts of COVID-19 in the UK, including rising youth unemployment. In total National Grid has made donations of around £2.5 million to help those affected by COVID-19, as well as grants and other financial support.

Customers, regulators and suppliers

We actively supported Ofgem's measures to protect customers by relaxing network charge payment terms for customers facing cash flow challenges as a result of COVID-19.

Delivering a safe reliable network through the pandemic

Throughout the COVID-19 pandemic we have adapted to new ways of working. We have delivered safe, reliable networks, while managing through all the new regulations and restrictions. The March 2020 lockdown meant that there was a suspension for a few weeks of our capital programmes, but once they resumed, we saw minimal delays. We worked closely with our contractors across all projects to ensure a safe working environment.

Financial impact on our business

The ongoing financial impact of COVID-19 is largely in line with our expectations and were limited.

For 2021/22, we expect some continuing impact, although lower than we have experienced in 2020/21 and 2019/20. In the longer term, we expect the impact of COVID-19 on our business to be limited on the basis that the majority of COVID-19 related costs will be recovered through our regulatory mechanisms.

Higher levels of operating costs due to COVID-19 relate to areas such as higher IT costs, cleaning costs, costs to sequester critical teams to maintain system integrity, and PPE and health screening costs to enable return to work.

Our commitment to being a responsible business

National Grid has conducted a comprehensive review of its approach to being a responsible business, focusing on where it can create the most positive impact for society. The resulting principles of responsibility are being embedded to inform everything we do as a business.

Responsibility at National Grid

Our purpose is to “Bring Energy to Life” and we do this through the delivery of the electricity that powers our customers and communities; safely, reliably, and efficiently, fairly and affordably, and this is the core of our role as a responsible citizen. It is also vital to focus on *how* we fulfil our purpose, minimising negative impacts and enhancing our overall contribution to society.

During 2019/20, National Grid undertook a comprehensive review of its approach to responsible business, involving extensive stakeholder engagement and benchmarking. The results of this review reconfirmed priority issues, for example the health, safety and well-being of our employees, but also the need to accelerate our programme in other areas. This includes our commitment to achieving Net Zero by 2050 but also a series of new commitments in the National Grid Responsible Business Charter (RBC), published in October 2020, which will be updated on a regular basis. Further details can be found in he National Grid plc Annual Reports and Accounts at www.nationalgrid.com.

We are embedding the commitments identified in the RBC into our business plans under five headings: the environment, our colleagues, the economy, our governance and our communities. Performance is being assessed regularly.

Environmental: The path to net zero

We recognise that, as a result of our activities, we create negative impacts on the environment and understand that a damaged environment has broader consequences for the health and well-being of society. Climate change is the defining challenge of this generation and in our role at the heart of the energy system we understand the critical role we need to play. The UK government has announced ambitious carbon reduction targets and further legislative actions are anticipated.

The biggest contribution we can make is through enabling economy-wide clean energy transition, but we must also reduce our own impact on the environment.

Supporting the clean energy transition

The National Grid RBC sets out how we aim to play a leading role in enabling and accelerating the transition to a clean energy system; balancing decarbonisation, affordability and reliability of supply. Working closely with government and other stakeholders and partners around the world, we focus on the technical and commercial solutions that will help achieve Net Zero for the energy sector. Initiatives include:

- Connecting renewables as quickly and efficiently as possible,
- investing in grid modernisation,
- enhancing demand-side management through our energy efficiency and demand-side response programmes, and
- continuing to develop interconnectors to bring low-carbon energy to the UK.

Reducing our own environmental impacts

In 2012, National Grid developed a environmental sustainability strategy, “Our Contribution”, to set a framework for embedding sustainable decision-making into business operations. It focused on three key areas – climate change, responsible use of natural resources and caring for the natural environment – and set targets to deliver progress through to the end of 2020. This programme has now been superseded by new, more ambitious, commitments in the RBC.

Climate change

We generate GHG emissions across Scope 1, Scope 2 and Scope 3. Our RBC sets out a number of ambitious climate-related commitments, the most significant of which is to achieve Net Zero by 2050. Through this commitment we will reduce Scope 1 and 2 emissions 80% by 2030, 90% by 2040, and to Net Zero by 2050, from a 1990 baseline. A key GHG target from “Our Contribution” was for a 45% reduction in GHG emissions by 2020, from a 1990 baseline. At the end of 2020/21, we have achieved a 68% reduction.

In recent months, National Grid has worked closely with the SBTi to increase the ambition of the Scope 3 target and this now covers emissions across the entire value chain, with a commitment to reduce the carbon emissions 37.5% by financial year 2034 (from a financial year 2019 baseline). National Grid's interim Scope 1, 2 and 3 emission reduction targets are verified by the SBTi, demonstrating a clear, credible commitment to deliver the longer-term Net Zero strategy in line with a well below 2°C pathway.

Responsible Use of Natural Resources

Waste is generated from a range of activities and sources, including office and warehouse waste, waste from transmission electricity line laying, repair and maintenance and some capital project delivery. Our reporting currently excludes certain predominantly non-hazardous civil wastes managed by contractors as part of large-scale capital projects e.g. tunnelling, where the data cannot yet be captured reliably. We now redirect all office waste from landfill, and almost 80% of the waste we can record is either reused or recycled.

Caring for the Natural Environment

We must also address the challenge of restoring the natural environment. Using our own land and working with partners, we have an opportunity to cut carbon and restore nature at the same time. We are improving the natural environment on our own land by protecting habitats and increasing biodiversity using best practice methods, such as natural capital evaluation, so we can make sure we create the most benefit. National Grid's RBC includes a commitment to improve the natural environment by 10% on the land we own, by 2030.

Greenhouse gas emissions

National Grid has remained focused on greenhouse gas emissions reduction programmes and this year achieved a 68% reduction on the 1990 baseline and our interim corporate commitment targets.

Our colleagues

We are reliant on our colleagues to deliver success for the business. We aim to attract and retain the best people by striving to be recognised as an employer of choice. People are attracted to work for businesses which can demonstrate a clear purpose that benefits society. It is important for us to match their aspirations, and we work towards going beyond delivery on the core aspects of the employer/employee relationship, to create a culture focused on the value we can add to society.

Engaging with our colleagues

We engage extensively with our colleagues and conduct an annual independently managed survey, the Grid:voice survey, to help us identify areas that employees believe we need to improve.

Health, Safety and Wellbeing

We have a fundamental duty of care to ensure our employees are kept safe at work, and that their health is not impacted as a result of their employment. The health, safety and wellbeing of employees and contractors is our primary concern. Any safety incident is one too many, and we work to improve our performance through effective policies, standards, procedures and training.

We measure safety performance through a combination of leading and lagging indicators and Lost Time Injury Frequency Rate is one of the core KPIs of the business (see page 9). We take a proactive, risk-based approach to managing health and wellbeing and have documented standards relating to Occupational Health and Safety, Process Safety and Wellbeing and Health. Incidents are reported to the highest level, and the SEH Committee of the Board undertakes regular deep dives on safety-related topics.

COVID-19 has dominated the year for our employees, and the full story of our response is reported on page 13.

Investing in our colleagues

Responsibility towards our people also means training and reskilling them for the evolving needs of our businesses. We have identified the need to enhance skills relating to the clean energy transition, for example, implementing new energy technologies. This need for new skills will be partly met through our community initiatives such as Grid for Good. We operate training centres providing specialist technical, safety, refresher and new starter development programmes, and a leadership academy. All training programmes have been affected by the COVID-19 situation, and we have adapted our training approach accordingly.

Living wage and gender pay gap

We believe that everyone should be appropriately rewarded for their time and effort. We are accredited by the Living Wage Foundation, a commitment which extends to our contractors and the work they do on our behalf. We also go above the Living Wage requirements and voluntarily pay our trainees the Living Wage. We undertake a Living Wage review each year to ensure continued alignment and increase individual salaries as required and also promote the commitment to our suppliers.

Promoting an inclusive and diverse workforce

The RBC commits us to be as transparent as possible internally and externally on gender and ethnicity. We have a commitment to achieve 50% diversity, in our Senior Leadership Group and in all our new talent programmes, by 2025. For these purposes a diverse employee is defined as a colleague who identifies as female, as a person with a disability, as gay, bi-sexual or lesbian or from an under-represented ethnic or racially diverse background. We aim for our workforce to reflect the diversity of the communities we serve and are committed to providing an inclusive, equal and fair working environment.

National Grid has appointed a Chief Diversity Officer, who will partner with senior executives across the business to develop a new inclusion and diversity strategy and drive progress. We have 5 Employee Resource Groups (ERGs) in the UK, which are all highly active and visible across the business.

We have close partnerships with external best practice organisations and are active members of sector and industry-wide groups which ensure we are sharing best practice and campaigning at a sector-wide level for greater inclusion for all.

Our policy is that people who identify as having a disability should be given fair consideration for all vacancies against the requirements for the role. Where possible, we make reasonable accommodations and provide additional resources for employees who identify as having a disability. We are committed to equal opportunity in recruitment, promotion and career development for all colleagues, including those with disabilities.

The gender demographic table below shows the breakdown in numbers of employees by gender at different levels of the organisation. We have included information relating to subsidiary directors, in accordance with the Companies Act 2006 (Strategic Report and Directors' Reports) Regulations 2013. 'Senior management' is defined as those managers who are at the same level, or one level below, the Executive Committee. Our definition also includes those who are directors of subsidiaries, or who have responsibility for planning, directing or controlling the activities of the Group, or a strategically significant part of the Group, and are employees of the Group.

Those who have not stated their gender are excluded from the baseline.

Gender demographic as at 31 March 2021 - NGET

	Male	Female	Total	Male	Female
Our Board	3	5	8	38%	63%
Senior Management	11	9	20	55%	45%
Whole Company	2,347	529	2,876	82%	18%

Ethnicity demographic as at 31 March 2021 - NGET

‘Minority’ refers to racial/ethnic heritage declarations as recorded in our system. Those who have not stated their ethnicity are excluded from the baseline.

White	2,239
Minority	469
Total	**2,708**
White (%)	82.7 %
Minority (%)	17.3 %

The economy

We help national and regional governments formulate and deliver their energy policies and commitments. Our approach to regulatory consultation is to seek a framework that puts consumers at the centre of our price control, while enabling the clean energy transition which will be key in protecting future economic growth, safety and wellbeing in society.

Our economic contribution to society comes primarily through the delivery of safe and reliable energy but also through our role as an employer, a tax contributor, a business partner, and community partner.

During the year, we invested £984 million in our energy infrastructure.

Our approach to tax is part of our commitment to being a responsible business, and is guided by our values. We are committed to a coherent and transparent tax strategy.

We aim to build partnerships with small and local businesses, and all suppliers who set clear ambitions related to the environment, diversity, economic wellbeing and governance. We are fair to our suppliers and committed to paying them promptly.

We also influence our supply chain to operate as responsible businesses, requiring all suppliers to share our commitment to respecting, protecting and promoting human rights. Through National Grid's Global Supplier Code of Conduct we expect our suppliers to comply with all applicable local, state, federal, national and international laws or regulations including the UK Bribery Act 2010. We also require them to adhere to the Principles of the United Nations Global Compact, the International Labour Organisation minimum standards, the Ethical Trading Initiative Base Code and the requirements of the Living Wage Foundation.

We provide specific guidance and briefings for high-risk areas, to reduce the risk that contractors, agents and others who are acting on behalf of National Grid, engage in any illegal or improper conduct. We expect all our suppliers to be compliant with the UK Modern Slavery Act and to publish a Statement. Each year, we update our own Statement and publish this on our Company website in line with the Modern Slavery Act’s requirements and this provides details on our relevant policies and processes, such as pre-qualification screening. We continue to actively support the United Nations Global Compact Modern Slavery Working Group, Gangmasters Labour Abuse Authority Construction Protocol, the Supply Chain Sustainability School and the Slave Free Alliance, where we helped to establish the Utilities Sector Modern Slavery Working Group.

Governance

Adopting the right approach to governance is critical to the success of our business. This encompasses everything from adopting the correct structures for Board oversight, to how we listen to the voices of our stakeholders, manage risk and ensure we maintain an appropriate culture and the highest ethical standards. Our RBC commits us to applying a corporate governance model that supports all our responsible business commitments and ambitions and applies our responsible business framework to everything we do.

Stakeholder engagement

We prioritise our responsibilities to our different but interrelated stakeholder groups and wider society. We have extensive and detailed processes to ensure we understand the interests of our stakeholders and reflect them in the decisions we make. Stakeholder engagement plays an important role in how our Board ensures responsibility in governance. This includes listening to our stakeholders’ views, inviting external guests to meetings, and using independent research to bring the voice of the customer and other stakeholders into the boardroom.

Highest ethical standards – ethical business conduct

We regard the potential for bribery and corruption as a significant risk to the business and have established policies and governance that set and monitor our approach to preventing financial crimes, fraud, bribery and corruption, including our Code of Ethics (covering anti-bribery and anti-corruption). We have a Company-wide framework of controls designed to prevent and detect bribery.

Our Code sets out the standards and behaviours we expect from all employees to meet our values of Do the Right Thing, Find a Better Way and Make it Happen. The document is issued to all employees and is supported by a global communication and training programme to promote a strong ethical culture. National Grid's Ethics and Compliance Committee (ECC) oversees the Code of Ethics and associated awareness programmes. We operate an e-learning course for all employees so they can adequately understand the Company’s zero-tolerance approach to fraud, bribery or corruption of any kind.

We also have an Anti-Financial Crimes policy which applies to all employees and those working on our behalf. It sets out our zero-tolerance approach to bribery, fraud, money laundering, tax evasion and other corrupt business practices. To ensure compliance with the UK Bribery Act 2010 and other relevant legislation, we operate an anti-financial crime risk assessment process across the Company to identify higher-risk areas and make sure adequate procedures are in place to address them.

Any cases alleging bribery are referred immediately to the relevant ECC so the members can satisfy themselves that cases are managed effectively, including ensuring any lessons learnt are communicated across the business. We investigate all allegations of ethical misconduct thoroughly and take corrective action and share learnings. We also record trends and metrics relating to such allegations.

Additionally, we provide briefings for high-risk areas of the business, such as procurement. National Grid's Code is reviewed every three years and was last updated in November 2020, and this is supported by our Ethics Business Management Standard which provides a framework around our ethics programme and describes what is expected of the business.

Each of our business areas is required to consider its specific risks and maintain a compliance framework, setting out the controls it has in place to detect and prevent bribery. Business areas self-assess the effectiveness of controls and provide evidence that supports reported compliance. Each year, all function heads are asked to certify the compliance in their area, and to provide details of any exceptions. None of our investigations over the last 12 months have identified cases of bribery.

Highest ethical standards – human rights

Respect for human rights is incorporated into our employment practices and our values, which are integral to our Code of Ethics. This is vital in maintaining our reputation as a company that our stakeholders want to do business with, and that our employees want to work for.

Although we do not have specific policies relating to human rights, slavery or human trafficking, we do cover these issues through related policies and procedures such as our approach to diversity, anti-discrimination, privacy, equal opportunity and our Global Supplier Code of Conduct integrates human rights into the way we screen and interact with our supply chain.

Whistleblowing

We have a confidential internal helpline, and an external 'Speak-Up' helpline that is available at all times in all the regions where we operate. We publicise the contact information to our colleagues and on our external website so concerns can be reported anonymously. Our policies make it clear that we will support and protect whistle-blowers and any form of retaliation will not be tolerated.

National Grid has again been recognised by Ethisphere as one of 2020's World's Most Ethical Companies.

Our communities

Engaging with our communities

We seek regular feedback from our customers and communities and take action to improve performance. Our approach to responsibility in our communities has been to go beyond providing the safe, resilient energy systems society expects, and work to ensure our economic and social role has the greatest possible impact. This involves developing infrastructure and helping consumers use energy more efficiently but also includes partnering with charity organisations and encouraging employees to volunteer in the community.

Core Service Delivery

The technological and environmental benefits of the clean energy transition should benefit everyone, and we will play our role in ensuring that no-one is left behind. A fully decarbonised transportation infrastructure, for example, should be accessible to everyone across the communities we serve.

National Grid established a £150 million Warm Homes Fund ('WHF') designed to support local authorities and others to help approximately 50,000 households suffering from fuel poverty. At the beginning of the year, approximately £26m of the WHF remained unallocated, but this has now been earmarked across a range of projects, including programmes with National Energy Action, Connect for Help and the Fuel Bank Foundation.

We continued to maintain excellent reliability, as shown on page 10.

Supporting communities to thrive

We partner with community organisations to enhance our programmes. We have engaged with a series of societal issues and support a broad range of causes, relating mainly to educational and environmental programmes in the communities we serve through our core business, or those impacted by our capital projects. In 2020 we sharpened our focus.

Unemployment and social exclusion amongst young people existed before the COVID-19 pandemic, but the economic downturn in the UK has seen youth unemployment rise steeply. At the same time our research indicates a potential skills gap of 400,000 people to complete the clean energy system transition. We have linked these two factors and committed to supporting disadvantaged young people to build careers in the energy sector. We are showing this support for communities through our flagship programme "Grid for Good".

We also support communities affected by our infrastructure projects, where grants are available for local projects, which deliver social, economic or environmental benefits. In addition, as part of capital delivery projects, we partner with third-party organisations to deliver community benefits at scale. During the year, National Grid recorded over 18,200 hours volunteered by our colleagues in support of a variety of causes, including Grid for Good.

Internal control and risk management

The National Grid Electricity Transmission Board is committed to protecting and enhancing our reputation and assets, while safeguarding the interests of our stakeholders. It has overall responsibility for the Company's system of risk management and internal control.

Managing our risks

National Grid Electricity Transmission is exposed to a variety of uncertainties that could have a material adverse effect on its financial condition, its operational results, its reputation, and its value.

The National Grid Electricity Transmission Board oversees the Company's risk management and internal control systems. As part of the role, the Board sets and monitors the amount of risk the Company is prepared to seek or accept in pursuing our strategic objective - our risk appetite. The Board assesses these risks and monitors the risk management process through risk review sessions at least twice a year.

Risk management process

Overall risk strategy, policy and process are set at the Group level by National Grid plc with implementation owned by National Grid Electricity Transmission. Our Enterprise Risk Management (ERM) process provides a framework through which we can consistently identify, assess and prioritise, manage, monitor and report risks. The process is designed to support the delivery of our vision, strategy and business model as described on page 98.

Our risk profile, which is presented to National Grid Electricity Transmission Board biannually, contains the principal risks that the Board considers to be the main uncertainties currently facing the Company as we endeavour to achieve our strategic objectives. These top risks are agreed through implementation of our top-down/bottom-up risk management process. The risks are reported and debated with the National Grid UK Executive Committee at least every three months.

The NGET risk profile informs our Group Principal Risk profile which is tested annually to establish the impact on the Company's ability to continue operating and to meet its liabilities over a specified assessment period. We test the impact of these risks on a reasonable worst-case basis, alone and in clusters, over a five-year assessment period. This work informs our viability statement. The five-year period was carefully considered in light of the of the nature of our businesses, our business planning cycles, and risk profile. The Board considered that this period remained appropriate for our stable regulated business model.

The Board, Executive Committee and other leadership teams discuss the results of the annual principal risk testing at the end of the year.

Emerging risks

We have an established process to identify and monitor emerging risks. The process is designed to ensure adequate steps are taken to prevent the occurrence or manage the impact of surprises.

The ERM process monitors management information from a wide variety of internal and external sources when considering emerging risks.

Changes during the year

The NGET risk profile continues to be managed by drawing upon the most significant risks across our UK business profiles.

In 2020/21, we developed new ways of working to deal with the significant impact of the COVID-19 pandemic across our operations. We have continued to deliver our critical services, minimising the impact to our customers and reducing the risk to our workforce with new COVID-19 operating procedures and controls. We have continually assessed its impact on our workforce, finances and all aspects of our operations, with regular reports provided to the Board. The risk associated with regulatory outcomes has reduced in the UK with the final determinations from RIIO-2. We have broadly accepted most of the package but have submitted a technical appeal to the Competition and Market Authority (CMA) on the cost of equity and outperformance wedge. Outside of the CMA appeal, the UK business is now focused on successfully delivering against the new RIIO-2 price controls.

The NGET risks are currently reviewed quarterly at the UK Risk Committee level including the Key Risk Indicators (KRIs), developed to help alignment to the risk appetite framework in the business and enhance the monitoring and mitigation of risks

The NGET risk profile as it relates to Electricity Transmission is presented in the table below.

Our principal risks and uncertainties

Accepting that it is not possible to identify, anticipate or eliminate every risk that may arise and that risk is an inherent part of doing business, our risk management process aims to provide reasonable assurance that we understand, monitor and manage the main uncertainties that we face in delivering our objectives. This aim includes consideration of inherent risks, which exist because of the nature of day-to-day operations in our industry, and financial risks, which exist because of our financing activities. Our most important risks and a summary of management and mitigation actions are provided in the table below.

Operational Risks

Operational risks relate to the losses resulting from inadequate or failed internal processes, people and systems, or due to external events. These risks normally fall within our low-risk appetite level as there is no strategic benefit from accepting the risk, as it will not be in line with our vision and values.

Our operational principal risks have a low inherent likelihood of occurring. However, should an event occur, without effective prevention or mitigation controls, it would be likely to have a high level of impact. The risk owners, executive leaders, and their teams develop and monitor actions to control the risks. Operational risks are managed through policy, standards, procedure-based controls, active prevention and monitoring. The operational risks link to our strategic priority to 'Deliver for customers efficiently'. Principal risk assessment includes reasonable worst-case scenario testing i.e. gas transmission pipeline failure, loss of licence to operate, cyber security attack – and the financial and reputational impact should a single risk or multiple risks materialise.

Risks	**Action taken by management**
Failure to prepare and respond to significant disruptive factors caused by the COVID-19 pandemic. Risk trend: Decreasing	The COVID-19 pandemic impacted multiple areas of our business, and we responded with a comprehensive plan, supporting the safety of our workforce and customers. • As vaccinations are rolled out across the UK we are carefully assessing the risk, alongside relevant regulations and guidelines to determine the impact on our operations, and the implementation of transition plans to reopen our offices to non-operational employees. • Throughout 2020/21 we have actively monitored effects on our people, operations, strategic objectives, regulatory and political engagement, and financial implications. Our approach has been proactive to ensure our business can continue to serve its customers appropriately.
Catastrophic asset failure on Electricity Transmission System leading to a significant safety and/or environmental event. Risk Trend: Neutral	This year, we continued to focus on risk mitigation actions designed to reduce the risk and help meet our business objectives. We incorporated monitoring action status into various business processes and senior leadership including: • Implementing asset management and data management standards with supporting guidelines to provide clarity around what is expected, with a strong focus on what we need in place to keep us safe, secure and legally compliant; • Where asset failures occur, performing a full investigation to ensure causes are understood and if not an isolated incident, appropriate management actions are implemented on the rest of the network; and • In support of this, we developed a capability framework to make sure our people have the appropriate skills and expertise to meet the performance requirements in these standards.

Communications, navigation and identification (CNI) and/or Enterprise IT systems fail with a full scale outage leading to the potential of regulatory fines, loss of licence and loss of customer / regulator trust. Risk Trend: Neutral Abuse of digital systems such that the confidentiality, availability or integrity of systems and/or operational data is compromised. Risk Trend: Increasing	We continue to commit significant resources and financial investment to maintain the integrity and security of our systems and our data by continually investing in strategies that are commensurate with the changing nature of the security landscape. This includes: • Collaborative working with UK Government agencies including the Department for Business, Energy and Industrial Strategy (BEIS) and the Centre for Protection of National Infrastructure (CPNI) on key cyber risks. • Development of an enhanced critical national infrastructure security strategy. • Our involvement in the development of Cyberspace Security Frameworks • Awareness and training and control self-assessments; and Cyber response incident procedures and contingency planning.
An asset or assets fail on the electricity transmission system leading to a serious loss of supply Risk Trend: Neutral	We continue to apply a holistic approach encompassing preventative and mitigating actions including pre-emptive measures to maintain network reliability such as: • Flood contingency plans for substations. • System operator supply and demand forecasting. Should energy flow disruptions occur: • Business continuity and emergency plans are in place and practised, including black start testing; and • Critical spares are maintained to ensure we can quickly and effectively respond to a variety of incidents - storms, physical and cyber-related attacks, environmental incidents and asset failures.
Our workers, contractors or members of the public experiences an occupational safety incident that results in a fatal or life-changing injury. Risk Trend: Neutral	This year the risk mitigation included: • Putting a Group-wide process safety management system in place to make sure a robust and consistent framework of risk management exists across our higher hazard asset portfolio, with safety-critical assets clearly identified on the asset register; • Safety Leadership Visit programme. • UK-level safety good practice sharing process. • Improved incident reporting & follow up processes. • Review of lone working in operational & non-operational areas Rollout/embed SHS back to basics (basic safety competence) for operational and non-operational areas. • Further embedded learning from historic incidents into our projects.
Failure to anticipate and minimise the adverse impact from disruptive forces such as technology and innovation on our business model. Risk Trend: Neutral	Our innovation strategy has been developed with our stakeholders to focus on the UK's transition to a low-carbon economy. There are two strategy areas: • Delivery cleaner energy: creating a road to net zero by reducing our carbon footprint and helping others reduce theirs, through accelerating the testing and rollout of new technologies by leveraging the facilities at NGET's new Deeside centre for innovation; • Delivering cheaper energy; through a long-term innovation programme, delivering a net zero whole energy system strategy at minimum achievable cost. More information is available at nationalgrid.com. We continue to work with National Grid Partners, National Grid's innovation function, with regards to new technology and business model trends, acting as a bridge for emerging technology into the core regulated business. This work allows the company to expand its innovation network, monitor maturity of new technology and influence external decision makers.

Failure to adequately identify, collect, utilise and keep private the physical and IT data required to support company operations and future growth. Risk Trend: Neutral	Controls for our IT processes have been redefined and are aligned to the Network Information and System Regulations in the UK. We continue to progress and improve our data management processes including: • Implementation of our data and other related business management standards • Privacy impact assessments carried out across business areas affected by General Data Protection Regulation (GDPR) • Data governance councils for UK region • Increased levels of data leadership and capability with the recruitment of a chief data officer and establishment of the chief data officer function • The increase of home-working due to COVID-19 has led to new protocols for data handling and restrictions around data distribution
Business is exposed to potential security of supply issues, operational disruption and supply chain threats caused by outcomes of Brexit. Risk Trend: Decreasing	Mitigations in place • UK-EU Future Relationship Steering Group / CMT scrutiny of preparedness and sharing of knowledge across the Group • Forecasts of security of supply issues and identification/ clarity and focus on weak-points in the system • Communication with BEIS and Ofgem at all stages of preparation including forecasts for security of supply and also operational mitigations
Failure to deliver the investment programme Risk Trend: Neutral	Risk mitigations that have been targeted: • Ensure we have the sufficient regulatory allowances and defendable needs cases, in place to proceed with projects • Establish our approach to using early Technology Readiness Level (TRL) on projects • Ensure project scope locked down before tendering commencing and reframe from scope changes post contract award • Review project life cycle and gate processes, establish decision making frameworks and ensure sufficient time & resources for the end to end life cycle • Deliver to programme, ensuring we start on time and knowing when to intervene and how we will recover delays • Establish T2 contact and commercial framework, with appropriate contract types and liability regimes • Implement strategy for managing stakeholders, development and consenting to increase scrutiny of needs cases & external drivers
National Grid is not set up to deliver on RIIO-2 outcome. Risk Trend: Neutral	This risk mitigations include: • Creation and exercise of transition plan. • Build performance plan and underlying business cases. • Scope and create transformation programme to deliver required performance.

Strategic and regulatory risks

Strategic risk is the risk of failing to achieve the Company's overall strategic business plans and objectives, as well as failing to have the 'right' strategic plan. We intentionally accept some risk so we can generate the desired returns from our strategy. Management of strategic risks focuses on reducing the probability that the inherent risk would materialise, while improving the Company's ability to effectively respond to the risk should it occur. The risk owners, executive leaders, and their teams develop and monitor actions to control the risks. These risks link to our stragetic priorities of "Enable the energy transition for all" and "Deliver for customer efficiently". The political climate and policy decisions of our regulators were key considerations in assessing our risks. The new climate change related risk is classed as a strategic and regulatory risk but is also an operational risk, i.e. the impact of rising temperatures and widening temperature ranges on the performance and operation of our networks.

Risks	Action taken by management
Failure to identify and/or deliver actions necessary to ensure our business model, strategy, asset management and operability respond to the physical and transition impacts of climate change, and enable the UK to transition to net zero Risk Trend: Neutral We will not identify/deliver actions necessary to ensure our business model, strategy, asset management and operability respond to the physical impacts of climate change. Risk Trend: New Risk	Putting in place measures to develop: • Evolution of our environmental sustainability metrics to better reflect our strategy, measure our impact and track our progress. • Organisational design changes appropriate to meet this challenge with a single point of contact for all climate change actions and activities. • Approval of a revised environmental sustainability strategy, including our strategy for heating and gas, with granular actions identified to achieve net zero. • Note that a number of the above measures also address the physical impacts of climate change on our operations. • National Grid has committed to full compliance with the Task Force on Climate-related Financial Disclosures (TCFD) requirements including physical and transitional scenario analysis. Ongoing work to address transition risks and opportunities include: • Ensuring our electricity network is reliable and able to actively support and contribute to a future where renewables and intermittency of supply are increasing. • Supporting the charging infrastructure required for increased use of electric vehicles. • Facilitating decarbonisation in the UK including zero carbon operation of the GB electricity system through ESO in the UK. • Continuing work to develop programmes to develop skills in our current and future workforce. • Working with regulators and industry parties in the UK on the future of heat in the long term.

Risks	**Action taken by management**
Completing activities to optimise T1 regulatory outcomes of defending existing allowances through the close out process Risk Trend: Neutral We are unable to secure an acceptable RIIO-T2 regulated settlement Risk Trend: Reducing	We strive to maintain a good understanding of the regulatory agenda and emerging issues, so that robust, public interest aligned responses can be selected and developed in good time. Our reputation as a competent operator of important national infrastructure is critical to our ability to do this. We have plans and governance structures in place to address specific issues. Ongoing work to support our regulatory relationships includes: • Our internal teams focused on messaging around large-scale renewables, utilities of the future and electric vehicles. • Establishment of UK Regulatory Steering Committees; • Increased focus on understanding the needs and expectations of all our stakeholders through regulatory relationship surveys, investor surveys and review of media sentiment; • Working to achieve a successful conclusion to the technical appeal NGET submitted to the CMA focused on Ofgem's proposed cost of equity and "outperformance wedge"; • Continuing to fully engage with Ofgem in relation to its investigation into the delivery and operation of the Western Link; and • Ensuring our teams focus on managing successful re-opener applications where additional allowances are required to deliver desired outcomes.
Failure to respond to shifts in societal and political expectations and perceptions lead to threats to the Company's license to operate and ability to achieve its objectives. Risk Trend: Neutral	Processes and resources are in place to review, monitor and influence perceptions of our business and our reputation including by: • Enhancing and consolidating our digital roadmap and social channels. • Developed an internal forum to increase management of stakeholder and media reputational issues. • Delivering on our commitment to be a responsible business • Implementing campaigns to recruit for the future - e.g. 'The Job That Can't Wait' • Promoting partnerships and discussions of decarbonisation across the jurisdictions where we operate. Considerations on emerging risks such as the economic downturn due to COVID-19 impacts and Mergers & Acquisitions (M&A) strategies have also been addressed as part of financial and reputational impact assessments. These processes, along with twice-yearly Board strategy discussions, are reviewed regularly to ensure they continue to support our short- and long-term strategy. We regularly monitor and analyse market conditions, competitors and their potential.

People

It is through the high-quality work of our employees that we will achieve our vision, respond to the changing needs of our stakeholders and create a competitive advantage. Building and fostering an engaged and talented team that has the knowledge, training, skills and experience to deliver our strategic objectives is vital to our success. We must attract, integrate and retain the talent we need at all levels of the business. these risks link to our strategic priority to "Empower colleagues for great performance".

Risks	Action taken by management
We cannot attract, recruit, develop or retain people with the right skills, capabilities and engagement to deliver our strategy and UK priorities Risk Trend: Neutral UK business will not deliver the actions needed quickly enough in order to achieve the UK enablement target, resulting in frustrated employees unable to deliver strategic objectives or respond appropriately to external pressures Risk Trend: Neutral	We have embedded strategic workforce planning in our UK organisation. This process helps to effectively inform financial and business planning, as well as human resourcing needs. Our entry-level talent development schemes (graduate training and apprenticeships) are a potential source of competitive advantage in the market place. We are involved in a number of initiatives to help secure the future engineering talent we require, including the UK annual residential work experience week. We also continue to develop the rigour of our succession planning and development planning process, particularly at senior levels. It is now being applied deeper into the organisation as well as continued attention in relation to the ethnic diversity of both our management and field force population. There are multiple activities underway to drive this agenda, including 'neutral' talent and selection processes, development interventions and a global review of our inclusion and diversity strategy and resources including the successful appointment of a National Grid Global Chief Diversity Officer this year.

Finance Risks

While all risks have a financial liability, financial risks are those which relate to financial controls and performance. Financial risk management is a critical process used to make investment decisions and aims to maximise investment returns and earnings for a given level of risk.

Our key financial risks, which are incorporated within the notes to our consolidated financial statements

Risks	Action taken by management
We are unable to achieve the internal and external financial commitments that the business has made. Risk Trend: Neutral	Risk mitigation includes: • Collective leadership discipline of delivering to commitments. • Using the benefits tracking tool to ensure we understand business progress. • QRF / QPR Drumbeat process to capture financial threats and opportunities. • Initiation of profit challenge group meetings

Our internal control processes

We have a number of processes to support our internal control environment. These processes are managed by dedicated specialist teams, including risk management, ethics and compliance management, corporate audit and internal controls, and safety, environment and health. Oversight of these activities is provided through regular review and reporting to the Board and appropriate Board committees as outlined in the Corporate Governance section on pages 33 to 38.

Monitoring internal control is conducted through established boards and committees at different levels of the National Grid plc organisation. Deficiencies are reported and corrected at the appropriate entity-level. The most significant risk and internal controls issues are monitored at the Group Executive and National Grid plc Board level. The Company's Audit Committee is responsible for keeping under review and reporting to the Board on effectiveness of reporting, internal control policies, Bribery Act legislation, appropriateness of financial disclosures and procedures for risk and compliance management, business conduct and internal audit.

Reviewing the effectiveness of our internal control and risk management

The Board continually monitors and assesses the effectiveness of our internal control systems and risk management processes covering all material systems, including financial, operational and compliance controls, to make sure they remain robust. In this review, the Board considers the effectiveness of areas such as the control environment, risk management and internal control activities, including those described below.

Fostering a culture of integrity is an important element of our risk management and internal controls system. National Grid's values: 'do the right thing', 'finding a better way' and 'make it happen' provide a framework for reporting business conduct issues, educating employees and promoting a culture of integrity at all levels of the business. We have policies and procedures in place to communicate behaviour expected from employees and third parties, and to prevent and investigate fraud and bribery and other business conduct issues. We monitor and address business conduct issues through several means, including a bi-annual review by the Audit Committee.

Overall compliance strategy, policy and frameworks are set at the National Grid plc Group-level with implementation owned by National Grid Electricity Transmission. The business is responsible for identifying compliance issues, continuous monitoring, and developing actions to improve compliance performance. We monitor and address compliance issues, through several means including reviews leadership meetings and a bi-annual review by the Audit Committee.

A feature of our internal controls system is our three lines of defence model. This model is a way of explaining the relationship between functions and how responsibilities for risk and controls are allocated and monitored. Each business function owns and is responsible for managing its own particular risk and controls (the first line of defence). Central management teams (the second line of defence) act as an advisory function on implementing the principal risk assessments and actions taken to mitigate and manage those risks. Our internal audit function then audits selected controls to provide independent assessments of the effectiveness of our risk management and internal control systems (the third line of defence).

The Certificate of Assurance (CoA) from the National Grid plc CEO to the Board provides overall assurance around the effectiveness of our risk management and internal controls systems. The CoA process operates via a cascade system and takes place annually in support of the Company's full year results. The Audit Committee considers the CoA and provides a recommendation to the Board in support of its review.

Internal control over financial reporting

Periodic Sarbanes-Oxley (SOX) reports regarding Management's opinion on the effectiveness of internal control over financial reporting are received by the Board in advance of the half and full year results. Reports conclude on Group's compliance with the requirements of s404 of the Sarbanes-Oxley Act, and are received directly from the Group Controls Team; and through the Executive and Audit Committees. This is to satisfy the reporting requirements for National Grid plc.

We have specific internal mechanisms that govern the financial reporting process and the preparation of the Annual Report and Accounts. Our financial controls guidance sets out the fundamentals of internal control over financial reporting, which are applied across the Company. Our financial processes include a range of system, transactional and management oversight controls. In addition, our businesses prepare detailed monthly management reports that include analysis of their results, along with comparisons to relevant budgets, forecasts and prior year results. These are presented to, and reviewed by, senior management within our Finance function.

These reviews are supplemented by quarterly performance reviews, attended by the CEO and Finance Director. The reviews consider historical results and expected future performance and involve senior management from both operational and financial areas of the business. Each quarter, the Finance Director presents a consolidated financial report to the Board.

Viability statement

The Board's consideration of the longer-term viability of the Company is an extension of our business planning process. This process includes financial forecasting, a robust risk management assessment and regular budget reviews. Our business strategy aims to enhance our long-term prospects by making sure our operations and finances are sustainable.

National Grid Electricity Transmission plc (NGET) is a wholly owned subsidiary of National Grid plc which performed a group wide business plan that was reviewed and approved by the National Grid plc Board and which included detail of the NGET operating segment. Details of the National Grid viability statements can be found in the National Grid plc Annual Report and Accounts 2020/21 on page 28-29, which details the worst case scenarios considered.

The assessment of the potential impact of our principal risks on the longer-term viability of the Company tests the significant solvency and liquidity risks involved in delivering our business objectives and priorities. After careful consideration of the risk landscape and other considerations including: our long-term business model, high-quality, long-term assets and stable regulatory arrangements; the Board's stewardship responsibilities; and the Company's ability to model a range of severe but plausible reasonable worst-case scenarios, the Board concluded that it remains appropriate to consider a five-year timeframe over which we should assess the long-term viability of the Company.

The business plan considers the significant solvency and liquidity risks involved in delivering our business model in light of our strategic priorities. We have set out the details of the principal risks facing our Company on pages 19 to 24, described in relation to our ability to deliver our strategic objectives. We identify our principal risks through a robust assessment that includes a continuous cycle of bottom up reporting and review, and top down feedback.

The business model calls for significant capital investment to maintain and expand our network infrastructure. To deliver this, our business plan highlights that we will need to access capital markets to raise additional funds from time to time. We have a long and successful history in this regard. Although financability is formally assessed at a group level, the board considers key funding from operations / net debt metrics used by lenders in assessing a company's credit worthiness.

The NGET plc Board review and approve the annual certificates in respect of compliance with certain licence conditions (including Financial Ring-fencing, and Availability of Resources). The Electricity Transmission Financial Ring-fencing certificate was approved by the Board in July 2021, and the Availability of Resources certificate was issued in July 2021.

In assessing the impact of the principal risks on the Company, the Board has considered the fact that we operate in stable markets and the robust financial position of the Company, including the ability to raise capital, suspend or reduce the payment of dividends and seek financial support from National Grid plc. It has also considered Ofgem's legal duty to have regard to the need to fund licensed NGET activities.

Each Director was satisfied that they had sufficient information to judge the viability of the Company. Based on the assessment described above and on page 39, the Directors have a reasonable expectation that the Company will be able to continue operating and meet its liabilities over the period to July 2026.

The Strategic Report was approved by the Board of Directors on **23 July 2021** and signed on its behalf by:

Alistair Todd

Director

Financial review

Revenue decreased by £13 million to £1,975 million and operating profit decreased by £175 million to £1,065 million, both of which were in line with expectations, with reduced operating profit primarily due to the exceptional items covered below and the impacts of the legal separation of the Electricity System Operator in the prior year.

Assessment of the impact of the COVID-19 pandemic on the Company's position and results

The onset of the COVID-19 pandemic resulted in a pause to some work on capital projects and although some adaptations to the new environment have been required, there has been no significant cost increase in 2020/21.

We have worked with other network companies and Ofgem to help suppliers address financial challenges caused by COVID-19, without imposing additional burdens on consumers, which has reduced the level of collected revenues. There has been an increase in reported operating costs associated with employee and contractor costs that would otherwise have been capitalised, as a result of implementing social distancing measures on construction sites. There were also some increases in operating costs associated with operations during the pandemic (e.g. IT costs, cleaning, accommodation for operationally critical employees) although these were not significant.

New accounting standards

The Group has adopted the following amendments to standards, which have had no material impact on the Group's results or financial statement disclosure:

- Amendments to IFRS9 and IFRS7, as explained in note 1;
- Amendments to IFRS 16 'Leases – COVID-19 Related Rent Concessions';
- Amendments to IFRS 3 'Business Combinations';
- Amendments to IAS 1 and IAS 8 'Definition of Material'; and
- Amendments to the References to the Conceptual Framework.

Use of adjusted profit measures

In considering the financial performance of our businesses and segments, we analyse each of our primary financial measures of operating profit, profit before tax, profit for the year attributable to equity shareholders into two components.

The first of these components is referred to as an adjusted profit measure, also known as 'Headline' or a' business performance' measure. Adjusted results exclude the impact of exceptional items and remeasurements that are treated as discrete transactions under IFRS and can accordingly be classified as such. These items are reported collectively as the second component of the financial measures. Note 5 of the financial statements explains in detail the items which are excluded from our adjusted profit measures.

Adjusted profit measures have limitations in their usefulness compared with the comparable total profit measures as they exclude important elements of our financial performance. However, we believe that by presenting our financial performance in two components it is easier to read and interpret financial performance between periods, as adjusted profit measures are more comparable having removed the distorting effect of the excluded items. Those items are more clearly understood when separately identified and analysed.

The presentation of these two components of financial performance is additional to, and not a substitute for, the comparable total profit measures presented.

Management uses adjusted profit measures as the basis for monitoring financial performance. These measures are also used by National Grid in communicating financial performance to its investors in external presentations and announcements of financial results.

Internal financial reports, budgets and forecasts are primarily prepared on the basis of adjusted profit measures, although planned exceptional items, such as significant restructuring, are also reflected in budgets and forecasts. We separately monitor and disclose the excluded items as a component of our overall financial performance.

Reconciliations of adjusted profit measures

Reconciliation of adjusted operating profit to total operating profit

There are exceptional items included within operating profit for the year ended 31 March 2021, relating to a restructuring programme that has commenced across the National Grid Group of companies.

In the year ended 31 March 2020, the exceptional items solely comprised the disposal of the UK Electricity System Operator Business.

	Years ended 31 March	
	2021	2020
	£m	£m
Adjusted operating profit	**1,079**	1,098
Exceptional items[1]	**(14)**	142
Total operating profit	**1,065**	1,240

1 Additional detail is provided in Note 5 of the financial statements.

Reconciliation of adjusted operating profit to adjusted earnings and earnings

	Years ended 31 March	
	2021	2020
	£m	£m
Adjusted operating profit	**1,079**	1,098
Adjusted net finance costs	**(148)**	(187)
Adjusted profit before tax	**931**	911
Adjusted taxation	**(182)**	(181)
Adjusted earnings	**749**	730
Exceptional items after tax	**30**	29
Remeasurements after tax	**0**	(2)
Earnings from continuing operations	**779**	757

Reconciliation of adjusted profit excluding timing differences to total operating profit

Adjusted profit excluding timing differences is presented below. Timing differences relate to the over or under collection of revenue in year, this is explained in detail on page 30.

	Years ended 31 March	
	2021	2020
	£m	£m
Adjusted operating profit excluding timing differences	**1,037**	1,013
Timing differences[1]	**42**	85
Adjusted operating profit	**1,079**	1,098
Exceptional items[2]	**(14)**	142
Total operating profit	**1,065**	1,240

1 In year over-recovery of £42 million compared with an over-recovery in the prior year of £85 million.

2 Details of exceptional items can be found in Note 5 of the financial statements.

Consolidated income statement

	Years ended 31 March	
	2021	2020
	£m	£m
Revenue	**1,975**	1,988
Operating costs	**(896)**	(890)
Adjusted operating profit	**1,079**	1,098
Exceptional items	**(14)**	142
Total operating profit	**1,065**	1,240
Finance income	**12**	5
Finance costs:		
Before exceptional items and remeasurements	**(160)**	(192)
Exceptional items and remeasurements	**51**	(11)
Profit before tax	**968**	1,042
Taxation:		
Before exceptional items and remeasurements	**(182)**	(181)
Exceptional items and remeasurements	**(7)**	(104)
Profit after tax	**779**	757

Revenue

Revenue for the year ended 31 March 2021 decreased by £13 million to £1,975 million.

Operating costs

Operating costs for the year ended 31 March 2021 of £896 million were £6 million higher than the prior year. This is mainly driven by increased depreciation, primarily the impact of Western Link HVDC being operational for the full year.

Adjusted operating profit decreased by £19 million to £1,079 million. This was driven by lower unlicensed revenue and curtailed incentives performance together with additional COVID-19 costs.

Net finance costs

For the year ended 31 March 2021, net finance costs before exceptional items and remeasurements decreased by £39 million to £148 million. This is an impact of lower inflation on our RPI-linked debt, new debt issued at lower rates and higher net debt as a result of asset growth due to increased activity on Hinckley Seabank, London Power Tunnel 2 and Smartwires.

Exceptional finance costs decreased by £62 million to a £51 million gain for the year ended 31 March 2021. This is due to net gains on derivative financial instruments.

Taxation

The tax charge on profit before exceptional items and remeasurements was £1 million higher than the prior year, in line with operating profit.

Taxation after exceptional items was £97 million lower than the prior year as 2019/20 included deferred tax on the reversal of the reduction in the UK corporation tax rate on the 17 March 2020.

Consolidated statement of financial position

	Year ended 31 March	
	2021	2020
	£m	£m
Non-current assets	**14,684**	14,377
Current assets	**1,039**	470
Total assets	**15,723**	14,847
Current liabilities	**(1,036)**	(1,824)
Non-current liabilities	**(10,364)**	(8,963)
Total liabilities	**(11,400)**	(10,787)
Net assets	**4,323**	4,060

Property, plant and equipment

Property, plant and equipment increased by £489 million to £13,892 million as at 31 March 2021. This was principally due to capital expenditure of £938 million, offset by £449 million of depreciation in the year.

Trade and other receivables

Trade and other receivables have decreased by £23 million to £199 million at 31 March 2021 primarily as a result of the timing of VAT payments.

Financial and other investments

Financial and other investments increased by £607 million due to increased loans and receivables due from fellow subsidiaries.

Trade and other payables

Trade and other payables have decreased by £106 million to £424 million. This is largely due to a decrease in trade payables of £93m.

Deferred tax liabilities

The net deferred tax liability decreased by £9 million to £1,105 million. This is predominantly driven by a £6 million fall in deferred tax on pension schemes.

Net debt

Net debt has increased by £314 million as detailed below.

Provisions

Total provisions decreased by £7 million, driven by utilisation of the restructuring provision.

Net pensions asset/(liability)

A summary of the movements of the IAS 19 accounting net pension asset is shown below:

Net scheme asset	£m
As at 1 April 2020	379
Current service cost	(16)
Other movements	1
Past service credit - redundancies	1
Special termination benefit cost - redundancies	(3)
Net interest credit	10
Administration costs and other	(3)
Actuarial gains/(losses)	
on plan assets	196
on plan liabilities	(284)
Change in longevity swap value	(13)
Employer contributions	80
As at 31 March 2021	348

The principal movements during the year include net actuarial losses of £101 million and employer contributions of £80 million. The overall movement in the net asset was an decrease of £31 million to show a net closing pension asset of £348 million.

Further information on our pensions benefit obligations can be found in note 20 of the consolidated financial statements.

Off balance sheet items

There were no significant off balance sheet items other than the contractual obligations shown in note 27 (b) to the consolidated financial statements, and the commitments and contingencies discussed in note 25.

Cash flow statement

Cash inflows and outflows are presented to allow users to understand how they relate to the day-to-day operations of the business (operating activities); the money that has been spent or earned on assets in the year, including acquisitions of physical assets or other businesses (investing activities); and the cash raised from debt or share issues and other loan borrowings or repayments (financing activities).

Reconciliation of cash flow to net debt

	2021	2020
	£m	£m
Cash generated from operations	**1,508**	1,440
Net capital expenditure	**(1,108)**	(892)
Net cash flow from operations	**400**	548
Net interest paid	**(136)**	(138)
Tax paid	**(127)**	(213)
Net disposals/acquisition of short term financial investments	**(607)**	70
Net proceeds from loans	**1,258**	358
Settlement of short term borrowings and derivatives	**(343)**	(91)
Proceeds from sale of investments in subsidiaries	—	302
Dividends paid to shareholders	(434)	(869)
Increase/(decrease) in cash and cash equivalents	**11**	(33)
Increase/(decrease) in financial investments	**607**	(70)
Increase in borrowings and related derivatives	**(912)**	(267)
Net interest paid on the components of net debt	**136**	138
Changes in fair value of financial assets and liabilities and exchange movements	**49**	(12)
Net interest charge on the components of net debt	**(185)**	(219)
Other non-cash movements	**(20)**	(8)
Impact of transition to IFRS 16	—	(67)
Net debt increase	**(314)**	(538)
Opening net debt	**(7,919)**	(7,381)
Closing net debt	**(8,233)**	(7,919)

For the year ended 31 March 2021 cash flow from operations increased by £68 million to £1,508 million. The increase was driven by favourable movements in working capital.

Net capital cash expenditure

Net capital investment increased by £216 million to £1,108 million in the year to date 31 March 2021. This reflects an increase in Property Plant and Equipment additions and assets under construction.

Dividends paid

Dividends of £434m were declared and paid in July 2020 in respect of the year ending 31 March 2020. No interim dividends have been paid. It was agreed at the 23 July 2021 board meeting that £371 million will be allocated for the 2020/21 dividend.

Other

Other principally relates to non-cash movements due to changes in fair values of financial assets and liabilities, interest accretions, accruals and foreign exchange movements arising on net debt held in currencies other than sterling.

Regulated financial performance

Timing and Regulated Revenue Adjustments

Our allowed revenues are set in accordance with our regulatory price control. We calculate the tariffs we charge our customers based on the estimated volume of energy we expect will be delivered during the coming period. The actual volumes delivered will differ from this estimate. Therefore, our total actual revenue will be different from our total allowed revenue. These differences are commonly referred to as timing differences.

If we collect more than the allowed level of revenue, the balance must be returned to customers in subsequent periods, and if we collect less than the allowed level of revenue we may recover the balance from customers in subsequent periods.

The amounts calculated as timing differences are estimates and subject to change until the variables that determine allowed revenue are finalised. Our operating profit for the year includes a total estimated in-year over-recovery of £42 million (2019/20: £85 million over-recovery). Our closing balances at 31 March 2021 was £11 million under-recovery which will be be repaid to customers in subsequent years (2019/20: under-recovery of £56 million). Opening balances include true ups and adjustments for the time value of money totalling over-recovery £4 million (2020: under-recovery £25 million).

In addition to the timing adjustments described above, as part of the RIIO price controls, outperformance against allowances as a result of the totex incentive mechanism, together with changes in output-related allowances included in the original price control, will almost always be adjusted in future revenue recoveries, typically starting in two years' time. We are also recovering revenues in relation to certain costs incurred (for example pension contributions made) in prior years.

Our current IFRS revenues and earnings will therefore include these amounts that will need to be repaid or recovered in future periods. Such adjustments will form an important part of the continuing difference between reported IFRS results and underlying economic performance based on our regulatory obligations.

Return on Equity

Return on Equity for the year, normalised for a long-run RPI inflation rate of 3%, was 13.9% (2020: 13.5%) compared with a regulatory assumption, used in calculating the original revenue allowance, of 10.2%. The principal components of the differences are shown in the table below:

Year ended 31 March	2021	2020
Base return (including avg. 3% long-run inflation)	**10.2 %**	10.2 %
Totex incentive mechanism	**2.4 %**	2.5 %
Other revenue incentives	**0.3 %**	0.1 %
Return including in year incentive performance	**12.9 %**	12.8 %
Pre-determined additional allowances	**1.0 %**	0.7 %
Return on Equity	**13.9 %**	13.5 %

RoE increased 40 basis points year on year. Totex performance was broadly stable, driven by a continued focus on efficiency. Other revenue incentives increased by 20 basis. Additional allowances contributed 100 basis points of performance, an increase on the prior year.

We aim to deliver the outputs and essential maintenance required by the RIIO framework in a sustainable and efficient way to deliver best value for consumers and shareholders.

We continued to deliver good performance under the stakeholder engagements and customer satisfaction incentives and we continue to work to identify opportunities for future outperformance across these areas.

Regulated Financial Position

In the year, RAV growth of 3.1% reflects continued investment, despite potential disruption caused by the COVID-19 pandemic and inflation, albeit at a lower rate than the prior year. Net other regulatory liabilities decreased by £57 million, primarily driven by the £42m in-year over-recovery of revenues.

£m	2021	2020[1]
Opening Regulated Asset Value (RAV)	**13,921**	13,342
Asset additions (slow money) (actual)	**1,000**	986
Performance RAV or assets created	**110**	122
Inflation adjustment (actual RPI)	**207**	350
Depreciation and amortisation	**(895)**	(879)
Closing RAV	**14,343**	13,921

£m	2021	2020[2]
Opening balance of other regulated assets and (liabilities)	**(322)**	(338)
Movement	**57**	31
Closing balance	**(265)**	(307)
Closing Regulated Financial Position	**14,078**	13,614

1 March 2020 opening balances adjusted to correspond with 2019/20 regulatory filings and calculations and to remove ESO related balances.

2 Figures restated due to error in prior year calculation.

Our stakeholders

As the Board of Directors, we prioritise our responsibilities to our different but mainly interrelated stakeholder groups and wider society. We seek to find out the interests of our stakeholders and reflect them in the decisions that we make. We recognise that in balancing those different perspectives, it isn't always possible to achieve each stakeholder's preferred outcome.

Section 172 Statement

The long-term success of our business is critically dependent on the way we work with a large number of important stakeholders. We aim to create value for our stakeholders every day by maintaining levels of business conduct that are governed by our values.

How our Board keeps up to date with stakeholder interests

- **Reporting and monitoring:** Our Company-wide engagement collates information on stakeholder interests that informs business-level decisions, with an overview of developments being reported on a regular basis to the Board or its Committees.
- **Direct engagement:** In other instances, one or more members of the Board may be involved directly in the engagement. In each case, it is important for all members of the Board to gain sufficient understanding of the issues relating to every stakeholder, so their views are taken into account in Board discussions.

The Board ensures that the Directors have acted both individually and collectively in a way that they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole with regard to all its stakeholders and to the matters set out in paragraphs (a) to (f) of section 172. Details on this are set out below:

Section 172	**Overview**
The likely consequence of any decision in the long term	The Board receives an annual update on the Company's forward business plan and how this aligns to the National Grid Group's purpose, vision, strategy and values. During the year, the forward business plan was reviewed to ensure sufficient time was allocated at Board meetings to allow a strong focus on key strategic priorities of the business with a long-term nature. Following the success of the Board's Strategy Day held in December 2019, the Board considered its strategic priorities and considered these in detail at the 2021 Strategy Day, held following the year end. Following the submission of the Company's RIIO-2 business plan and the publication of Ofgem's Final Determination in December 2020, the Board provided detailed input into the decision-making process which resulted in broad acceptance of the package for the business and the submission of a technical appeal to the Competition and Markets Authority regarding Ofgem's proposed cost of equity and outperformance wedge.
The interests of the Company's employees	The Directors understand the importance of the Company's employees and the wider National Grid Group workforce providing support to the Company's business and operations to the long-term success of the business. The Board receives regular updates on the levels of employee engagement and satisfaction. The health, safety and wellbeing of employees remains a main priority and updates on performance in this area are standing items at Board meetings. The Board has monitored its workforce engagement activities during the reporting period and is committed to continually develop its consideration of the interests of the Company's employees. . Further details can be found under 'Workforce Engagement' within the Corporate Governance Statement on page 37.
The need to foster the Company's business relationships with suppliers, customers and others	The Board regularly reviews the relationships the business maintains with all of its stakeholders, including suppliers, customers and others. The Board receives regular updates on our Customer Satisfaction scores and the interactions between our Directors and key stakeholders, including Government, Ofgem, the HSE, customers and suppliers. The Independent User Group was established during the 2019/20 financial year and continues to provide oversight of the Company's activities from the perspective of our stakeholders. - further details of this important activity can be found on page 37.
The impact of the Company's operations on the community and the environment	The Board is focused on the wider social context within which the business operates, including those issues related to climate change. The Board is committed to reducing the Company's environmental impact and achieving net zero. To support this work, the Board receives regular updates on environmental performance. Further details on our commitment to being a responsible business can be found on page 14.
The desirability of the Company maintaining a reputation for high standards of business conduct	The Board is committed to the National Grid values of 'do the right thing', 'find a better way' and 'make it happen', providing a framework for reporting business conduct matters, educating employees and promoting a culture of integrity at all levels of the business. Further details of our policies and procedures in this area can be found on page 7. Through its Audit Committee, the Board monitors and addresses the Company's business conduct and has oversight of the compliance strategy, policy and frameworks set out at National Grid Group level and implemented by the Company's Electricity Transmission business. The Board has also established a Business Separation Compliance Committee which is responsible for overseeing the duties and task of the Compliance Officer and compliance with our licence conditions for business separation. Further details can be found on page 37.
The need to act fairly as between members of the Company	The Company's ultimate shareholder is National Grid plc. The Board has developed a robust corporate governance framework which allows the Directors to understand the views of the shareholder and to report constructively to it. Further details can be found in the Corporate Governance Statement where we explain the role of our Chair, Nicola Shaw CBE, and the annual activities of our SIDs.

Further details on how the Board has given this consideration to the issues, factors and stakeholders relevant in complying with section 172 can be found within the Corporate Governance Statement, and in particular, on page 37 where we explain our approach to 'Stakeholder Relationships and Engagement'.

Corporate Governance

Corporate Governance Statement

National Grid Electricity Transmission plc (the Company) aims to achieve high standards of leadership and governance. At National Grid plc level, the Company's ultimate shareholder, its board considers that it complied in full with the provisions of the UK Corporate Governance Code 2018 (the Code) during the year being reported on. Historically, the Company has been mindful of the principles of the Code and has developed its governance and oversight of the Company considering not only National Grid plc, but the wider range of stakeholders in its business. The Company's Board continues to apply the Wates Corporate Governance Principles for Large Private Companies (the Wates Principles) for the year ended 31 March 2021. The Wates Principles provide a code of corporate governance for large private companies to raise awareness of good practice and over time to continue to improve the standards of corporate governance. They also support directors to meet the requirements of section 172 Companies Act 2006.

The Corporate Governance Statement sets out the principal areas of the Company's governance together with an explanation of areas where it considers it has operated consistently with the Wates Principles. For ease of reference, the governance is explained under the Wates Principles headings.

1. Purpose and Leadership

An effective board develops and promotes the purpose of a company, and ensure that its values, strategy and culture align with that purpose.

Our purpose is to Bring Energy to Life. As described on page 8, we work within the purpose, vision, strategy and values of the National Grid Group to ensure we are well positioned to respond to changes in the operating environment. The Board is responsible for oversight of the Company's strategy and has considered its development during the reporting period.

The Board is collectively responsible for its governance and its effective oversight of the Company and its business and compliance with its obligations under the Electricity Transmission Licence. To facilitate this, a comprehensive governance framework has been established. This governance framework forms part of the wider National Grid plc governance framework and is aligned, as required and is applicable, to the Company. The framework is described in further detail below.

2. Board Composition

Effective board composition requires an effective chair and a balance of skills, backgrounds, experience and knowledge, with individual directors having sufficient capacity to make a valuable contribution. The size of a board should be guided by the scale and complexity of the company.

Balance and Diversity

Reinforcing its commitment to sound corporate governance the Board has continued to strengthen and develop both its composition and governance framework, implementing, as applicable, many of the best practice governance principles in operation at the National Grid plc level. During the year, the Board consisted of six executive directors and two Sufficiently Independent Directors (SIDs) who between them provide a broad and diverse range of experience and technical skills from both within and external to the organisation, from the energy sector, other regulated industries and external bodies. Full details of the Directors who were in office during the year and up to the date of signing the financial statements can be found in the Directors' Report on page 39.

This depth and breadth of experience, and the independence brought by the SIDs, enables the Board to engage in constructive and challenging discussions, considering the perspectives and interests not only of the Company's shareholder but the wider range of stakeholders in the business.

The National Grid Group promotes diversity – further details of the Group policy can be found publicly in the group accounts, details are available in Note 29. Whilst there is no requirement for an individual policy on Board diversity for the Company, the Board is pleased to report that as at 31 March 2021 the gender balance on the Board was five females and three males.

Chair

The Board's Chair, Nicola Shaw CBE, continues to sit as an Executive Director of the National Grid plc Board. Through her participation at the Boards of both companies, the Board of the Company is well placed to identify and facilitate understanding of the views of its ultimate shareholder. The Board believes this is a valuable part of the overall corporate governance framework, is appropriate for a subsidiary company part of a larger group and provides greater benefits than separating the roles of the chair and chief executive, as per the Wates Principles guidance.

Sufficiently Independent Directors

The appointment of two SIDs in April 2014 has provided the Board with independent challenge and input to the decision-making process. The SIDs bring to the Board a wealth of experience and knowledge in the utility sector, government and regulatory organisations and other business and organisations outside of the energy sector.

Dr Clive Elphick has remained in his role as SID since April 2014. Cathryn Ross was appointed to the Board as a SID with effect from 21 June 2019.

The SIDs' input and involvement in developing the governance framework is demonstrated through their leadership of two committees of the Board: the Audit Committee and Business Separation Compliance Committee. Within the boardroom, the constructive independent challenge and input brought by the SIDs support the Board in considering the wider range of stakeholders in the business.

Outside of the boardroom, the SIDs hold an annual meeting with the Chief Executive Officer of National Grid plc, enabling them to strengthen their, and the Board's, engagement and understanding of the views of the shareholder. Additionally, in their roles as members of the Company's Audit Committee, the SIDs hold an annual meeting with the Chair of the National Grid plc Audit Committee creating a formal information flow between the independent directors of the two committees.

The SIDs attend site and operational visits and briefing sessions on key strategic matters outside of the Board meeting calendar, enabling them to strengthen their knowledge and understanding of the business. These activities also provide the opportunity to create further links between the business and the boardroom. During FY21 these site visits were virtual due to the impact of the COVID pandemic.

Executive Directors

For the reporting period, the executive director membership of the Board consisted of the senior managers of the electricity transmission business, regulatory, finance, treasury and change functions. As reported last year, Alistair Todd was appointed to the Board on 30 April 2020. In line with changes to internal roles within the National Grid Group, Alice Delahunty, President of Electricity Transmission, replaced David Wright on the Board on 14 December 2020. Following the year end, Dawn Childs resigned from the Board on 31 May 2021 to take up a new role external to the National Grid Group. Full details of changes to the Board up to the date of signing these accounts can be found on page 38.

All Board appointments are made in consultation with its shareholder and in accordance with National Grid's Procedure for the Appointment of Directors to Subsidiary Companies.

Director induction and development

Director briefings on the statutory duties and responsibilities of directors have been presented during the reporting period; training has been made available to new directors and reference material has been placed in the online document library.

Continuing director training and development is delivered both within and outside of the boardroom. On appointment, Alice Delahunty and Alistair Todd have received a director induction programme.

Within the boardroom, the Board receive updates and presentations on current operational matters and specific initiatives within the business and wider National Grid Group. These presentations also provide an opportunity to benefit from the input of other Board members on matters within their area of the business.

3. Director Responsibilities

The board and individual directors should have a clear understanding of their accountability and responsibilities. The board's policies and procedures should support effective decision-making and independent challenge.

The Board maintains a schedule of matters specifically reserved for its consideration and decision. This is aligned, as appropriate, to that of the National Grid plc board with additional responsibilities as required by licence obligations. The matters reserved cover matters categorised as: Strategy, Management and Finance, Director and Employee Issues, Corporate Governance, Financial and Regulatory Reporting and Shareholders and includes oversight of the relationship with the regulatory bodies, including Ofgem, Department of Business, Energy and Industrial Strategy and the Health and Safety Executive.

To support the Board, there is an established framework of Committees, to which the Board delegates defined duties under Terms of Reference and within a framework of DoA. Further detail on the work of the Committees can be found below.

The Board's accountability for financial business reporting and risk management and internal control is undertaken within the wider Group governance framework and processes. As a regulated entity, the Board has responsibility for annual regulatory financial reporting requirements which it applies the same rigorous governance processes as that of the statutory accounts, and it involves the work of the Audit Committee. Reporting on the regulatory regime is overseen by the Board, and further detail can be found on pages 3 to 5.

Regular Board meetings are generally scheduled and communicated approximately a year in advance providing all directors with sufficient notice to attend meetings. During the year, a number of additional meetings were held at shorter notice to consider decisions relating to the RIIO-2 price control. Where possible, Directors who were unable to attend a meeting provided comments to the Chair or Company Secretary in advance of the meeting. The matters to be considered throughout the annual board meeting schedule fulfil the Board's responsibilities in line with its statutory duties, licence obligations, its matters reserved for the Board and its authority under the Group Delegations of Authority (DoA) from National Grid plc. The Board's supervision of the Company's operations is fulfilled through standing agenda items on safety matters, business overviews from the transmission owner and financial performance. The Board's consideration of health and safety matters covers all parts of the operational business and takes into account the health and safety of the workforce and members of the public. In addition to this the Board receives a suite of management reports, in line with Group reporting, providing updates on different aspects of the business.

To enable the Board to be effective and efficient within the boardroom a number of procedures have been established: papers supporting each agenda item are distributed in advance, typically a week before the meeting; training and briefings on specific matters are scheduled outside of Board meetings; and the Chair holds a short meeting with the SIDs and Company Secretary before each meeting to share feedback and discuss the dynamics of the meeting, enabling a process of continuous improvement for the operation of future Board meetings.

Six regular Board meetings were scheduled during the year and additional meetings were scheduled to ensure appropriate focus on key strategic matters impacting the Company. The Board held four additional Board meetings to focus solely on decisions relating to RIIO-2. The Board has been fully involved in developing the business plan and has provided review and challenge to ensure the evidence and assurance demonstrate that the plan is of high quality. The Board has been actively involved in defining the nature and approach of the assurance carried out on the plan in reviewing the findings of the assurance programme. Further details of the Board's engagement with stakeholders as part of the development of the business plan can be found below – see RIIO-2 Stakeholder Engagement.

In March 2021, the Board considered key strategic topics for detailed discussion at a Strategy Day, which was held following the year end on 3 June 2021, allowing Directors to focus on internal and external factors which influence the strategy.

Committees

The Board has established a number of committees and sub-committees which assist in its activities and operate within agreed Terms of Reference and a framework of DoA. The Committees of the Board are listed below:

- Electricity Transmission Executive Committee
- Business Separation Compliance Committee
- Finance Committee
- Sanction Committee
- Audit Committee

The Company does not have a Nominations Committee or Remuneration Committee as these functions are provided by National Grid plc – see the Annual Report and Accounts of National Grid plc for further information about these committees – page 84 for the work of the Nominations Committee and pages 88 to 109 for the work of the Remuneration Committee.

Safety, environmental and health (SEH) matters are a priority for the Board. The Board does not have a specific Board sub-committee for SEH matters. Instead, it delegates the day-to-day management of safety matters to the safety committee with the Electricity Transmission business. The work of this committee is supported, and forms part of, the Group wide safety governance framework, which ensures there is strong interaction with the UK SEH Committee and Group SEH Committee. In turn, the UK SEH Committee provides regular reports to the Board, whilst ensuring a consistent delivery of safety through its interactions with the Group Executive Committee.

Electricity Transmission Executive Committee

This Committee directs the affairs of the Electricity Transmission business on behalf of the Board, to perform an assurance role within the context of the overall RIIO networks governance framework and oversees the performance of a sub-committees reporting to it. The Committee's remit extends to approving the ET strategies and business objectives for managing the RIIO contract and for approving opportunities to deliver value within that contract in accordance with DoA limits.

The Committee comprises the senior management of the ET business and was chaired by David Wright and subsequently Alice Delahunty, Directors of the Board.

Business Separation Compliance Committee

The Business Separation Compliance Committee of the Board is responsible for overseeing the duties and tasks of the Business Separation Compliance Officer and for overseeing compliance with the business separation licence conditions.

Membership of the Committee is by appointment of the Board and comprises all directors of the licensee. For the reporting period, the Committee was chaired by Cathryn Ross, SID, providing independent leadership of the Committee.

The Business Separation Compliance Officer/Compliance Officer are in attendance and present reports on their duties, activities and compliance with the licence obligations.

Two Committee meetings were held during the year, with additional meetings taking place between the Chair of the Committee and the Business Separation Compliance Officer/ Compliance Officer. Following the meetings, the Chair provided updates to the Board on matters considered at the meetings. Please refer to the separate sections on Business separation and the Company's Compliance Statement for further information.

Finance Committee

The Finance Committee of the Board is responsible for setting policy and grants authority for financing decisions, credit exposure, hedging and foreign exchange transactions, guarantees and indemnities, all subject to the risk appetite of the Board. It also approves other treasury, taxation and pension funding matters, as well as having responsibility for the governance of the Company's pension schemes and the Company's insurance strategies, and if appropriate, recommends these to the Board.

Membership of the Committee comprises the Chief Financial Officer of National Grid plc and the Group Treasurer, a director of the Board. The Committee interfaces with the Finance Committee of National Grid plc and the Board. During the year, the Finance Committee met five times.

Each Board meeting considers a separate agenda item on the work of the Finance Committee. Financial reporting on the financing activities, taxation and financial costs and liabilities of the pension schemes is provided through the regular financial management reports discussed at each Board meeting.

Sanction Committee

During the reporting year, the Sanction Committee received delegated authority from the Board to consider and sanction investments impacting multiple business units across National Grid's UK business.

Membership of the Committee comprised representatives from across the UK business and was chaired by the Head of UK Finance.

Following the year end, the Sanction Committee was retired in line with a new delegation of authority policy adopted by the National Grid Group.

Audit Committee

The Audit Committee's role is to keep under review the Company's financial reporting and internal controls and their effectiveness, together with reviewing the Company's risk management processes. It also reviews the external audit plan and reviews the external auditors' findings.

Membership of this Committee is comprised of three Board directors: the two SIDs and an executive director, the Group Treasurer. The Committee is chaired by Dr Clive Elphick, SID, providing independent leadership. Financial experience is provided by all Committee members.

In addition to the members of the Committee, individuals such as representatives of the external auditors, Head of UK Audit, representatives of the Assurance function, UK Chief Financial Officer and other representatives of the finance function and the UK General Counsel and Company Secretary may be invited to attend by the Committee and normally attend each meeting. Other Directors, representatives of the business and external advisers may be invited to attend as and when considered appropriate by the Committee and in respect of items that are relevant to them.

The Audit Committee provides the assurance required by the Board on matters within its authority. The Chairman provides a report on the meeting to the following Board meeting, and where applicable makes recommendations to the Board. The Board considers these recommendations and, where required, seeks further assurance and details to be brought to the Board.

As noted above, to strengthen the governance links to National Grid, the SIDs hold an annual meeting with the Chairman of the National Grid plc Audit Committee.

The preparation and management of the Audit Committee's annual meeting schedule follows the same governance processes as those for the Board. Technical briefings and meetings with the UK Chief Financial Officer and members of the financial function are held before meetings, as required, to provide further details on matters to be discussed during the meetings.

Areas of focus

The Audit Committee meetings considered a programme of matters comprising those which were aligned to that of the National Grid plc Audit Committee and specific matters as they related to the Company, as a listed and regulated entity and as defined in the Terms of Reference for the Committee. Examples of key areas of focus included:

- Statutory and regulatory accounting statements;
- Going concern statements;
- Fair, balanced and understandable statements;
- Financial reporting;
- Internal controls and processes;
- Regulatory accounting;
- Risk management processes;
- Compliance matters, including compliance with licence obligations;
- Internal (corporate) audit plan; and
- Business conduct, including whistleblowing.

Significant issues

The most significant issues the Committee considered during the year were matters relating to internal controls and processes, compliance, judgements made in the preparation of the year-end financial statements and implementation of MyFinance, the Group's new general ledger system due to go live in July 2021.

Looking forward, the Committee will continue to focus on the effectiveness of the internal control environment, providing input to the Group wide process.

External audit

The Committee is responsible for overseeing relations with the external auditors, as part of the Group wide external audit arrangements. Each Committee meeting is preceded by a meeting between the SIDs and the external auditor, without management present, to allow independent discussions on any matters the auditors would like to bring to the attention of the Committee.

The Committee reviews the audit plan and audit findings in respect of the audit of the statutory accounts. The Committee also engages on auditor recommendations for improvements around internal controls. Through regular management reporting on internal controls, the Committee is able to monitor progress of the actions being taken.

Internal (corporate) audit

The Company does not have a separate internal audit function. This function is provided by National Grid's Corporate Audit function, which provides independent, objective, assurance to the Company's Audit Committee, Group SEH Committee and Executive Committees on whether the existing control and governance frameworks are operating effectively in order to meet National Grid's strategic objectives. Assurance work is conducted and managed in accordance with the IIA international standards for the Professional Practice of Internal Auditing and Code of Ethics.

Inputs to the audit plan include principal risks, risk registers, corporate priorities, and external research of emerging risks and trends, and discussions with senior management to make sure the plan aligns with the Committee and Company's view of risk. The audit plan is considered and approved by the Committee annually and progress against the plan is monitored throughout the year.

The Committee received regular controls updates from the Corporate Audit team. Management actions on audit findings have continued to be a focus at Executive meetings resulting in greater visibility of audit findings, increased ownership of actions and greater engagement by senior management.

Auditor's independence and objectivity

The independence of the external auditor is essential to the provision of an objective opinion on the true and fair view presented in the financial statements. Following consideration of the auditor's independence from NGET, their objectivity, the audit quality and the auditor's performance, the Committee was satisfied with the effectiveness, independence and objectivity of Deloitte. The audit report presents the results of Deloitte's own independence assessment on page 41.

A resolution to re-appoint Deloitte and giving authority to the Directors to determine their remuneration will be submitted to shareholders at the 2021 AGM.

4. Opportunity and Risk.

A board should promote the long-term sustainable success of the company by identifying opportunities to create and preserve value, and establishing oversight for the identification and mitigation of risks.

Risk Management is fundamental to delivering the long-term success of the Company and for that reason a separate section of the Annual Report and Accounts has been dedicated to describing our internal controls and risk management on pages 18 to 24.

5. Remuneration

A board should promote executive remuneration structures aligned to the long-term sustainable success of a company, taking into account pay and conditions elsewhere in the company.

Executive remuneration is controlled by the ultimate parent company, National Grid plc. Further information on this is available within the Remuneration Report of National Grid plc's Annual Report and Accounts on pages 88 to 109.

6. Stakeholder Relationships and Engagement.

Directors should foster effective stakeholder relationships aligned to the company's purpose. The board is responsible for overseeing meaningful engagement with stakeholders, including the workforce, and having regard to their views when taking decisions.

The Board's focus on stakeholder engagement has continued during the reporting period, including reviewing and mapping out key stakeholder groups and discussing the Board's current level of engagement and incorporation of its views into decision-making. During the year, the Board took the opportunity to review stakeholder engagement, and has discussed its duty under section 172 of the Companies Act 2006. The Board believes it is important that the Company builds on the extensive range of workforce engagement activities that are already in place and continues to consider workforce views in relevant decision-making processes. The Board will continue to review and adapt its approach during the 2021/22 financial year, considering new ways to engage with the workforce effectively.

Engaging with stakeholders to deliver long-term success is a key area of focus for the Board. Senior Executives within the business have regular interactions with Ofgem and the Health and Safety Executive. The Company also organises stakeholder fora and consultations with stakeholders, including members of the public, our suppliers and customer around specific projects and proposed business plan submissions for RIIO-2. We work with other networks and organisations outside of the energy industry to identify good practice. The Board considers the interests of these various stakeholder groups through reports and presentations at Board meetings, allowing Directors to reflect their interests in the decision-making process.

RIIO-2 Stakeholder Engagement

Our original RIIO-2 business plans were developed following our largest ever engagement exercise to date, with customers, industry stakeholders, businesses and household bill payers across the country. Our plans included investment to maintain network reliability and provide flexibility and optionality for the UK to achieve net zero greenhouse gas emissions by 2050. Two independent groups were established to provide challenge throughout the RIIO-2 business plan process – a Company-specific Independent User Group (IUG) and an Ofgem Challenge Group looking across all networks. Final Determinations were published by Ofgem in December 2020 and we broadly accepted the majority of the package for the business. The Board received updates on engagement activities with the Independent User Group, BEIS and Ofgem as part of its input into the decision-making process which resulted in broad acceptance of the package for the business and the submission of a technical appeal to the Competition and Markets Authority regarding Ofgem's proposed cost of equity and outperformance wedge. The Board continues to receive updates on the IUG's findings and the Chair of the IUG attends Board meetings on invitation to better understand the IUG's views and to allow for effective two-way engagement. Directors also attended meetings of the IUG to strengthen the overall stakeholder engagement, with an emphasis on two-way feedback.

Workforce Engagement

Engagement with our people takes many forms, including employee engagement sessions, reviewing and implementing actions from the employee survey results, meetings with Trade Union representatives, leadership off-sites and site visits by Directors. The results of the annual employee survey are reported to the Board, providing insight into how our employees are feeling about the business and its direction. Action plans are developed to progress any areas of improvements that are identified. During the year, Directors have held a series of workforce engagement events, including town halls, smaller engagement events and leadership briefings. The engagements have utilised technology, such as videoconferencing and interactive Q&A sessions, to ensure effective two-way engagement during Covid-19 lockdown restrictions.

Business separation

Business Separation Compliance Committee

The Board's Business Separation Compliance Committee is responsible for overseeing the duties and tasks of the Compliance Officer and for overseeing compliance with the licence conditions for business separation between the Company and National Grid's competitive businesses operating or bidding for activities in carbon capture and storage, interconnectors or offshore transmission. Membership of the Committee is by Board appointment and comprises all Directors of the Company. The Compliance Officer attends this Committee and Cathryn Ross (Independent Director) chairs it. Two meetings took place during the last financial year.

Special Condition 2O (Business separation requirements and compliance obligations) of our electricity transmission licence requires the Company to maintain business separation sufficient to ensure that no commercial advantage is given to any of the National Grid competitive businesses operating or bidding for activities in carbon capture and storage, interconnectors or offshore transmission. This Condition also requires NGET, in carrying out its licensed activities, to have in place and maintain systems of control and governance arrangements to ensure the Company complies with several licence conditions covering the prohibition of cross subsidies, Financial Ringfencing, prohibited activities and business conduct.

Our policy in respect of compliance with Special Condition 2O is set out in the Company's Compliance Statement. We have taken the following specific actions to comply with the requirements of special Condition 2O: We have taken the following specific actions to comply with the requirements of Special Condition 2B:

- Appointed a Compliance Officer and a Single Appointed Director who report on compliance to the Compliance Committee and the Company's Board of Directors.
- Put in place specific legal, managerial and functional architectures to ensure separation.
- Put in place specific policies and procedures to ensure that the Company does not give any unfair commercial advantage to any of its affiliates and that confidential information is kept confidential and secure.
- Put in place specific restrictions on premises, use of systems and transfer of employees between the Company and the competitive businesses.
- Established and maintained a Code of Ethical Business Conduct to ensure employees are aware of their obligations to protect confidential information relating to the Company.

Directors' Report

The Directors present their report and the audited consolidated financial statements of the Company for the year ended 31 March 2021. In accordance with the requirements of the Companies Act 2006 the following sections describe the matters that are required for inclusion in the Directors' Report and were approved by the Board. Further details of matters required to be included in the Directors' Report are incorporated by reference into this report, as detailed below.

Directors

The Directors of the Company who were in office during the year and up to the date of signing the financial statements were:

Chris Bennett	
Dawn Childs	Resigned 31 May 2021
Clive Elphick (SID*)	
Alan Foster	Resigned 21 July 2020
Alexandra Lewis	
Cathryn Ross (SID*)	
Nicola Shaw CBE	
Alistair Todd	Appointed 30 April 2020
David Wright	Resigned 14 December 2020
Alice Delahunty	Appointed 14 December 2020

*Sufficiently Independent Director

The Company has arranged, in accordance with the Companies Act 2006 and the Articles, qualifying third party indemnities against financial exposure that Directors may incur in the course of their professional duties. Equivalent qualifying third party indemnities were, and remain, in force for the benefit of those Directors who stood down from the Board during the year ended 31 March 2021. Alongside these indemnities, the Company places Directors' and Officers' liability insurance cover for each Director.

Wates Principles

The Directors chose to apply the Wates Corporate Governance Principles in 2019/20; this continues to apply for 2020/21. Further details can be found on pages 33 to 38.

Principal activities and business review

A full description of the Company's principal activities, business, key performance indicators and principal risks and uncertainties is contained in the Strategic Report on pages 11 to 30 which is incorporated by reference into this report.

Material interests in shares

National Grid Electricity Transmission plc is a wholly owned subsidiary undertaking of National Grid Holdings Limited. The ultimate parent company of National Grid Electricity Transmission plc is National Grid plc.

Dividends

A final dividend of £371 million was declared after the year end on 23 July 2021 (2019/20: £434 million final dividend).

Share capital

Share capital remains unchanged. See note 22 to the consolidated financial statement for further details.

Research and development

Expenditure on research and development was £7 million during the year (2019/20: £8 million).

Financial instruments

Details on the use of financial instruments and financial risk management are included in note 12 to the consolidated financial statements.

Future developments

Details of future developments are contained in the Strategic Report.

Employee involvement

Details of how the Company involves its employees are contained in the Strategic Report on pages 14 to 16 which is incorporated by reference into this report.

Diversity

Details of how the Company approaches diversity can be found on pages 14 to 16 which is incorporated by reference to this report.

Audit information

Having made the requisite enquiries, so far as the Directors in office at the date of the signing of this report are aware, there is no relevant audit information of which the auditors are unaware and each Director has taken all reasonable steps to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Annual General Meeting

Notice of the Company's Annual General Meeting for 2021 will be issued separately to the shareholder.

Going concern

Having made enquiries and reviewed management's assessment of the going concern assumption, the Directors consider it appropriate to prepare the financial statements on a going concern basis. The going concern basis presumes that the Company has adequate resources to remain in operation, and that the Directors intend it to do so, for at least one year from the date the financial statements are signed. More detail on our financial risks, including liquidity and solvency, is provided in note 27 to the consolidated financial statements. There have been no major changes to the liquidity and solvency risks in the year. Although not assessed over the same period, the viability of National Grid Electricity Transmission plc has been assessed on page 26.

By order of the Board

Alistair Todd
Director

23 July 2021

National Grid Electricity Transmission plc
1-3 Strand, London WC2N 5EH
Registered in England and Wales Number 2366977

Introduction to the financial statements

Throughout these financial statements, we have provided explanations of the disclosures and why they are important to the understanding of our financial performance and position.

Notes

Notes to the financial statements provide additional information required by statute, accounting standards or other regulations to assist in a more detailed understanding of the primary financial statements. In many notes, we have included an accounting policy that describes how the transactions or balance in that note have been measured, recognised and disclosed. The basis of preparation section provides details of accounting policies that apply to transactions and balances in general.

Statement of Directors' responsibilities

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulation.

Company law requires the directors to prepare financial statements for each financial year. Under that law, the Directors are required to prepare the Group financial statements in accordance with International Accounting Standards in conformity with the requirements of the Companies Act 2006 and International Financial Reporting Standards (IFRS) adopted pursuant to Regulation (EC) No. 1606/2002 as it applies in the European Union. The financial statements also comply with IFRS as issued by the IASB. In addition, the Directors have elected to prepare the Parent Company financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 101 'Reduced Disclosure Framework'. Under company law, the Directors must not approve the accounts unless they are satisfied that they give a true and fair view of the state of affairs of the Group and Parent Company and of the profit or loss of the Group and Parent Company for that period.

In preparing the company financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

In preparing the financial statements, International Accounting Standard 1 requires that directors:

- Properly select and apply accounting policies;
- Present information, including accounting policies, in a manner that provides relevant, reliable, comparable and understandable information;
- Provide additional disclosures when compliance with the specific requirements in IFRSs are insufficient to enable users to understand the impact of particular transactions, other events and conditions on the entity's financial position and financial performance; and
- Make an assessment of the company's ability to continue as a going concern.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the National Grid website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

On behalf of the Board

Alistair Todd

Director

23 July 2021

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NATIONAL GRID ELECTRICITY TRANSMISSION PLC

Report on the audit of the financial statements

1. Opinion

In our opinion:

- the financial statements of National Grid Electricity Transmission Plc (the 'parent company') and its subsidiaries (the 'group') give a true and fair view of the state of the group's and of the parent company's affairs as at 31 March 2021 and of the group's profit for the year then ended;

- the group financial statements have been properly prepared in accordance with international accounting standards in conformity with the requirements of the Companies Act 2006 and International Financial Reporting Standards (IFRSs) as issued by the International Accounting Standards Board (IASB);

- the parent company financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 101 "Reduced Disclosure Framework"; and

- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

Group:

- the consolidated income statement;
- the consolidated statement of comprehensive income;
- the consolidated statement of changes in equity;
- the consolidated statement of financial position;
- the consolidated cash flow statement; and
- the related notes 1 to 31 to the consolidated financial statements.

Parent Company:

- the company balance sheet;
- the company statement of changes in equity; and
- the related notes 1 to 19 to the company financial statements.

The financial reporting framework that has been applied in the preparation of the group financial statements is applicable law, international accounting standards in conformity with the requirements of the Companies Act 2006 and IFRSs as issued by the IASB. The financial reporting framework that has been applied in the preparation of the parent company financial statements is applicable law and United Kingdom Accounting Standards, including FRS 101 "Reduced Disclosure Framework" (United Kingdom Generally Accepted Accounting Practice).

2. Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in section 10 of our report.

We are independent of the group and the parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the 'FRC's') Ethical Standard as applied to listed public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. The non-audit services provided to the Group and Parent Company for the year are disclosed in note 4(e) to the financial statements. We confirm that the non-audit services prohibited by the FRC's Ethical Standard were not provided to the group or the parent company.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

3. Summary of our audit approach

Key audit matters	The key audit matter that we identified in the current year was treasury derivative transactions. The key audit matter has consistent risk level as in prior year.
Materiality	The materiality that we used for the Group financial statements was £46 million, which represents 5% of adjusted profit before tax (profit before tax excluding the impact of reported exceptional items and remeasurements) and considered in the context of statutory profit before tax.
Scoping	We focused our group audit scope on the Parent Company which accounts for 99% of the Group's revenue, profit before tax and net assets.
Significant changes in our approach	These key audit matters identified in the previous year and described in our report for the year ended 31 March 2020 are not included in our report for the year ended 31 March 2021: • Impact of COVID-19 - Impact on the Group's cash flows and liquidity and accordingly its going concern analysis has not been deemed to be a key audit matter in the current year, as unlike in the prior year, given experiences and impact are now embedded in business forecasts. Further, the financial measures implemented are not sufficiently material and judgmental to warrant a key audit matter. • Net pension obligations - In the prior year, we identified net pension obligations as a key audit matter in part due to the increased uncertainty in relation to the valuation of unquoted assets, specifically the Schemes' property and alternative investment portfolios, with the latter having been based upon valuations performed prior to the significant economic impacts of the COVID-19 pandemic becoming fully clear. In the current year, we note that market volatility in respect of these portfolios has reduced, resulting in lower uncertainty in relation to their valuation. On the basis of these considerations, in FY21 we have not identified a key audit matter in respect of net pension obligations.

4. Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Our evaluation of the directors' assessment of the group's and parent company's ability to continue to adopt the going concern basis of accounting included:

- assessing the financing facilities including the nature of facilities, repayment terms and covenants;
- enquiring of management regarding the assumptions used in the going concern models;
- testing the clerical accuracy and appropriateness of the model used to prepare the forecasts;
- assessing the assumptions used in the forecasts;
- assessing management's identified potential mitigating actions and the appropriateness of the inclusion of these in the going concern assessment;
- assessing the historical accuracy of forecasts prepared by management;
- reperforming management's sensitivity analysis; and
- evaluating whether the Group's disclosures in respect of going concern within the financial statements, meet the requirements of IAS 1.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

5. Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified. These matters included those which had the greatest effect on: the overall audit strategy, the allocation of resources in the audit, and directing the efforts of the engagement team.

Throughout the course of our audit we identify risks of material misstatement ('risks'). We consider both the likelihood of a risk and the potential magnitude of a misstatement in making the assessment. Certain risks are classified as 'significant' or 'higher' depending on their severity. The category of the risk determines the level of evidence we seek in providing assurance that the associated financial statement item is not materially misstated.

These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

5.1. Treasury derivative transactions

Key audit matter description	**Account balances: Derivative financial assets and derivative financial liabilities. Refer to note 12 to the financial statements.** The group mitigates the exposure to interest rate and foreign exchange rate risks with risk management activities including the use of derivatives such as cross-

	currency and interest rate swaps. The group designates derivatives in hedge relationships where they judge this to meet the requirements of IFRS 9. Due to the technical nature of this assessment, we have identified it as a 'higher' audit risk. At 31 March 2021 the group had derivative financial assets of £221 million (31 March 2020: £421 million) and derivative financial liabilities of £382 million (31 March 2020: £478 million). The valuation of the derivative portfolio requires management to make certain assumptions and judgements in particular around the valuation methodologies adopted and the discount rate to be applied to forecast cash flows. The portfolio also includes 'level 3' derivative financial liabilities of £117.6 million (2020: £149.7 million) for which unobservable inputs that are significant to the fair value measurement must be used in the valuation models. This results in management having to make estimates in relation to unobservable inputs, which increase the complexity and level of estimation uncertainty, and there is judgement involved in determining the methodology used to fair value these derivatives. Accordingly, we have identified this as an area of 'higher' audit risk.
How the scope of our audit responded to the key audit matter	We have tested the controls over the recording and valuation of derivative financial instruments. This has included testing of the review controls performed by management over the valuations and its challenge of the estimates made. In conjunction with our treasury specialists we have tested a sample of the valuation models used by management, including a challenge of the assumptions therein, to confirm the appropriateness of the valuation methodology adopted and the assumptions applied. Additionally, we have performed independent valuations. We have obtained third party confirmations to test the completeness and accuracy of the information held within the Group's treasury management system. We have assessed the appropriateness of the hedge documentation, eligibility of designations and hedge effectiveness testing performed by management and tested the disclosures within the financial statements.
Key observations	We conclude that the valuation of derivatives and the group's use of hedge accounting is appropriate.

6. Our application of materiality

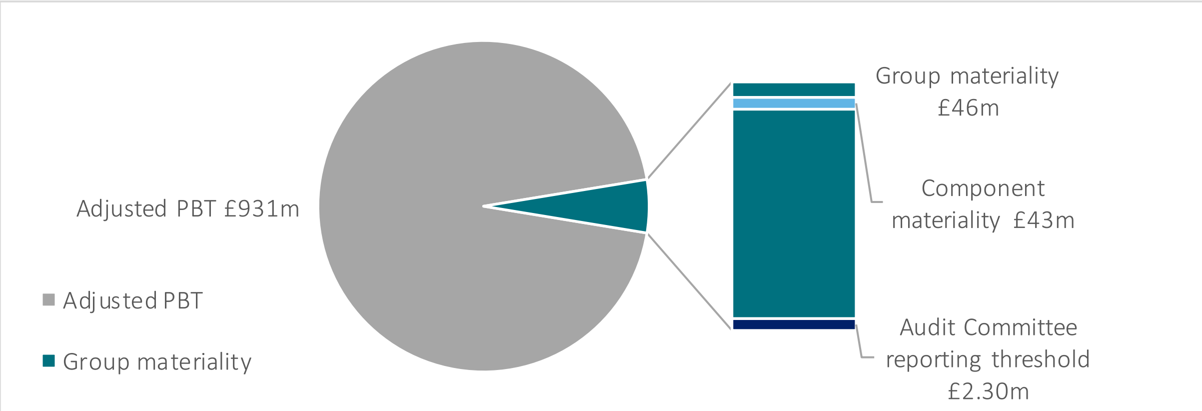
6.1. Materiality

We define materiality as the magnitude of misstatement in the financial statements that makes it probable that the economic decisions of a reasonably knowledgeable person would be changed or influenced. We use materiality both in planning the scope of our audit work and in evaluating the results of our work.

Based on our professional judgement, we determined materiality for the financial statements as a whole as follows:

	Group financial statements	Parent company financial statements
Materiality	£46 million (2020: £45 million).	£43 million (2020: £30 million).
Basis for determining materiality	Our determined materiality represents 5% (2020: 5%) of adjusted profit before tax and considered in the context of statutory profit before tax. Adjusted profit before tax is profit before tax, certain exceptional items and remeasurements as disclosed in the consolidated income statement. Prior year materiality was determined on a similar basis.	Our determined materiality represents 4.6% (2020: 3.3%) of adjusted profit before tax and considered in the context of statutory profit before tax. Adjusted profit before tax is profit before tax, certain exceptional items and remeasurements as disclosed in the income statement.
Rationale for the benchmark applied	We consider adjusted profit before tax to be an important benchmark of the performance of the group. We consider it appropriate to adjust for certain exceptional items and remeasurements as these items are volatile and not reflective of the underlying performance of the group. We conducted an assessment of which line items we understand to be the most important to investors and analysts by reviewing analyst reports and National Grid's communications to shareholders and lenders, as well as the communications of peer companies. This assessment resulted in us considering the financial statement line items above. Profit before tax is the benchmark ordinarily considered by us when auditing listed entities. It provides comparability against other companies across all sectors, but has limitations when auditing companies whose earnings are impacted by items which can be volatile from one period to the next, and therefore may not be representative of the volume of transactions and the overall size of the business in a given year, or where the impact of volatility may result in the recognition of material income or charges in a particular year. Whilst not an IFRS measure, adjusted profit is one of the key metrics communicated by management in National Grid's results announcements. It excludes some of the volatility arising from changes in fair values	We consider adjusted profit before tax to be an important benchmark of the performance of the parent company. We consider it appropriate to adjust for certain exceptional items and remeasurements as these items are volatile and not reflective of the underlying performance of the parent company. We conducted an assessment of which line items we understand to be the most important to investors and analysts by reviewing analyst reports and National Grid's communications to shareholders and lenders, as well as the communications of peer companies. This assessment resulted in us considering the financial statement line items above. Profit before tax is the benchmark ordinarily considered by us when auditing listed entities. It provides comparability against other companies across all sectors, but has limitations when auditing companies whose earnings are impacted by items which can be volatile from one period to the next, and therefore may not be representative of the volume of transactions and the overall size of the business in a given year, or where the impact of volatility may result in the recognition of material income or charges in a particular year. Whilst not an IFRS measure, adjusted profit is one of the key metrics communicated by management in National Grid's results announcements. It excludes some of the

	of financial assets and liabilities as well as "exceptional items" and this was the key measure applied in the prior year.	volatility arising from changes in fair values of financial assets and liabilities as well as "exceptional items" and this was the key measure applied in the prior year.



6.2. Performance materiality

We set performance materiality at a level lower than materiality to reduce the probability that, in aggregate, uncorrected and undetected misstatements exceed the materiality for the financial statements as a whole. Group performance materiality was set at £32 million for the 2021 audit (2020: £31.5 million), or 70% of Group materiality (2020: 70%). We set performance materiality for our audit of the Parent Company financial statements at £30 million or 70% of Parent Company materiality. In determining performance materiality, we considered the following factors:

- our cumulative experience from prior year audits;
- the level of corrected and uncorrected misstatements identified;
- our risk assessment, including our understanding of the entity and its environment; and
- our assessment of the Group's overall control environment

6.3. Error reporting threshold

We agreed with the Audit Committee that we would report to the Committee all audit differences in excess of £2.3 million (2020: £2.3 million), as well as differences below that threshold that, in our view, warranted reporting on qualitative grounds. We also report to the Audit Committee on disclosure matters that we identified when assessing the overall presentation of the financial statements.

7. An overview of the scope of our audit

7.1. Identification and scoping of components

The group audit was scoped by obtaining an understanding of the group and its environment, including group-wide controls, and assessing the risks of material misstatement at the group level. We focused our group audit scope on the parent company which was subject to a full scope audit and was executed at a component materiality of £43 million. This accounts for 99% of the group's revenue, profit before tax and net assets.

Audit work to address the identified risks of material misstatement was performed directly by the audit engagement team and no component auditors were engaged.

7.2. Our consideration of the control environment

Our audit approach was generally to place reliance on management's relevant controls over all business cycles affecting in scope financial statement line items. We tested controls through a combination of tests of inquiry, observation, inspection and re-performance.

We were able to take controls reliance approach on all areas of our audit. We have not identified control deficiencies which we considered to be significant. All control deficiencies which considered to be not significant were communicated to management.

The group's financial systems environment relies on a high number of applications. In the current year, we scoped 12 IT systems as relevant to the audit. These systems are all directly or indirectly relevant to the entity's financial reporting process.

We planned to rely on the General IT Controls (GITCs) associated with these systems, where the GITCs were appropriately designed and implemented, and these were operating effectively. To assess the operating effectiveness of GITCs our IT audit specialists performed testing on access security, change management, data centre operations and network operations.

8. Other information

The other information comprises the information included in the Annual Report and Accounts, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the Annual Report and Accounts.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

9. Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

10. Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

11. Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

11.1. Identifying and assessing potential risks related to irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

- the nature of the industry and sector, control environment and business performance including the design of the group's remuneration policies, key drivers for directors' remuneration, bonus levels and performance targets;
- the group's own assessment of the risks that irregularities may occur either as a result of fraud or error;
- results of our enquiries of management, internal audit and the Audit Committee about their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the Group's documentation of their policies and procedures relating to:
  - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
  - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
- the matters discussed among the audit engagement team and involving relevant internal specialists, including tax, valuations, pensions, IT, and treasury specialists regarding how and where fraud might occur in the financial statements and any potential indicators of fraud. The engagement team includes audit partner and staff who have extensive experience of working with companies in the same sectors as National Grid Electricity Transmission Plc operates, and this experience was relevant to the discussion about where fraud risks may arise. The discussion was also carried out across the engagement team specific to the potential fraud implications of COVID-19 in relation to added financial pressures as well as in relation to increases in remote working.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory frameworks that the Group operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act, IFRS as issued by the IASB, FRS 101, pensions and tax legislation, as well as laws and regulations prevailing in the UK.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the Group's ability to operate or to avoid a material penalty. These included the Group's operating licences and environmental regulations.

11.2. Audit response to risks identified

As a result of performing the above, we did not identify any key audit matters related to the potential risk of fraud or non-compliance with laws and regulations.

Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management, the audit committee and in-house legal counsel concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud; and
- reading minutes of meetings of those charged with governance, reviewing internal audit reports and reviewing correspondence with relevant regulatory authorities.

In addressing the risk of fraud through management override of controls, our procedures included:

- Making inquiries of individuals involved in the financial reporting process about inappropriate or unusual activity relating to the processing of journal entries and other adjustments;
- Using our data analytics tools, we selected and tested journal entries and other adjustments made at the end of a reporting period or which identified activity that exhibited certain characteristics of audit interest;
- Assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud; and
- Considering whether there were any significant transactions that are outside the normal course of business, or that otherwise appear to be unusual due to their nature, timing or size.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members including internal specialists, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Report on other legal and regulatory requirements

12. Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the group and the parent company and their environment obtained in the course of the audit, we have not identified any material misstatements in the strategic report or the directors' report.

13. Matters on which we are required to report by exception

13.1. Adequacy of explanations received and accounting records

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not received all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns.

We have nothing to report in respect of these matters.

13.2. Directors' remuneration

Under the Companies Act 2006 we are also required to report if in our opinion certain disclosures of directors' remuneration have not been made.

We have nothing to report in respect of this matter.

14. Other matters which we are required to address

14.1. Auditor tenure

We became independent and commenced our audit transition on 1 January 2017. Following the recommendation of the audit committee, we were appointed by Shareholders at the Annual General Meeting on 31 July 2017 to audit the financial statements for the year ending 31 March 2018 and subsequent financial periods.

The period of total uninterrupted engagement including previous renewals and reappointments of the firm is four years, covering the years ending 31 March 2018 to 31 March 2021.

14.2. Consistency of the audit report with the additional report to the audit committee

Our audit opinion is consistent with the additional report to the audit committee we are required to provide in accordance with ISAs (UK).

15. Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Jane Whitlock ACA (Senior statutory auditor)

For and on behalf of Deloitte LLP

Statutory Auditor

Birmingham, United Kingdom

23 July 2021

Consolidated income statement

for the years ended 31 March

	Notes	2021 £m	2021 £m	2020 £m	2020 £m
Revenue	2 (a) / 3		**1,975**		1,988
Operating costs	4		**(896)**		(890)
Operating profit					
Before exceptional items	2 (b)	**1,079**		1,098	
Exceptional items	5	**(14)**		142	
Total Operating Profit	2 (b)		**1,065**		1,240
Finance income	6		**12**		5
Finance costs					
Before exceptional items and remeasurements	6	**(160)**		(192)	
Remeasurements	5	**51**		(11)	
Total finance costs	6		**(109)**		(203)
Profit before tax					
Before exceptional items and remeasurements		**931**		911	
Exceptional items and remeasurements	5	**37**		131	
Total profit before tax			**968**		1,042
Tax					
Before exceptional items and remeasurements	7	**(182)**		(181)	
Exceptional items and remeasurements	5	**(7)**		(104)	
Total tax	7		**(189)**		(285)
Profit after tax					
Before exceptional items and remeasurements		**749**		730	
Exceptional items and remeasurements	5	**30**		27	
Profit for the year attributable to owners of the parent			**779**		757

Consolidated statement of changes in equity

	Note	Called up share capital £m	Retained earnings £m	Other equity reserves[1] £m	Total equity £m
At 1 April 2019		44	3,947	(8)	3,983
Profit for the year		—	757	—	757
Total other comprehensive income for the year		—	187	(2)	185
Total comprehensive income for the year		—	944	(2)	942
Equity dividends	8	—	(869)	—	(869)
Share-based payments		—	2	—	2
Tax on share based payments		—	2	—	2
At 31 March 2020		44	4,026	(10)	4,060
Profit for the year		—	779	—	779
Total other comprehensive expense for the year		—	(83)	—	(83)
Total comprehensive income for the year		—	696	—	696
Equity dividends	8	—	(434)	—	(434)
Share-based payments		—	2	—	2
Tax on share based payments		—	(1)	—	(1)
At 31 March 2021		**44**	**4,289**	**(10)**	**4,323**

1 Analysis of other equity reserves is provided within note 23.

Consolidated statement of financial position

as at 31 March

	Notes	2021 £m	2020 £m
Non-current assets			
Intangible assets	9	**168**	125
Property, plant and equipment	10	**13,892**	13,403
Prepayments	14	**7**	5
Pensions asset	20	**397**	424
Derivative financial assets	12	**220**	420
Total non-current assets		**14,684**	14,377
Current assets			
Inventories	13	**33**	48
Trade and other receivables	14	**199**	222
Financial and other investments	11	**806**	199
Derivative financial assets	12	**1**	1
Total current assets		**1,039**	470
Total assets		**15,723**	14,847
Current liabilities			
Borrowings	16	**(572)**	(1,233)
Derivative financial liabilities	12	**(16)**	(22)
Trade and other payables	17	**(424)**	(530)
Contract liabilities	18	**(15)**	(24)
Current tax liabilities		**—**	—
Provisions	21	**(9)**	(15)
Total current liabilities		**(1,036)**	(1,824)
Non-current liabilities			
Borrowings	16	**(8,305)**	(6,828)
Derivative financial liabilities	12	**(367)**	(456)
Other non-current liabilities	19	**(55)**	(54)
Deferred tax liabilities	7	**(1,105)**	(1,114)
Pensions benefit obligations	20	**(49)**	(45)
Provisions	21	**(87)**	(88)
Contract liabilities	18	**(396)**	(378)
Total non-current liabilities		**(10,364)**	(8,963)
Total liabilities		**(11,400)**	(10,787)
Net assets		**4,323**	4,060
Equity			
Share capital	22	**44**	44
Retained earnings		**4,289**	4,026
Other reserves	23	**(10)**	(10)
Total equity		**4,323**	4,060

The consolidated financial statements set out on pages 53 to 111 were approved by the Board of Directors and authorised for issue on 23 July 2021. They were signed on its behalf by:

Nicola Shaw Chair

Alistair Todd Director

National Grid Electricity Transmission plc
Registered number: 2366977

Consolidated statement of comprehensive income

for the years ended 31 March

	Notes	2021 £m	2020 £m
Profit for the year		**779**	757
Other comprehensive (loss)/income:			
Items that will never be reclassified to profit or loss			
Remeasurement (losses)/gains on net pension asset	20	**(102)**	233
Net (losses)/gains in respect of cash flow hedging of capital expenditure	23	**(8)**	5
Tax on items that will never be reclassified to profit or loss	7	**18**	(46)
Total items that will never be reclassified to profit or loss		**(92)**	192
Other comprehensive income:			
Items that may be reclassified subsequently to profit or loss			
Net gains/(losses) in respect of cash flow hedges and cost of hedging	23	**9**	(8)
Tax on items that may be reclassified subsequently to profit or loss	7, 23	**—**	1
Total items that may be reclassified subsequently to profit or loss		**9**	(7)
Other comprehensive (loss)/income for the year, net of tax		**(83)**	185
Total comprehensive income for the year		**696**	942

Consolidated cash flow statement

for the years ended 31 March

	Notes	2021 £m	2020 £m
Cash flows from operating activities			
Operating profit	2 (b)	**1,065**	1,240
Adjustments for:			
Exceptional items	5	**2**	(142)
Cash flow from exceptional items		**(19)**	(30)
Depreciation, amortisation & impairment		**479**	438
Share-based payment charge		**2**	2
Changes in working capital		**26**	(22)
Changes in pension obligations		**(48)**	(54)
Changes in provisions		**(3)**	(1)
Loss on disposal of property, plant and equipment		**4**	9
Cash generated from operations		**1,508**	1,440
Tax paid		**(127)**	(213)
Net cash inflow from operating activities		**1,381**	1,227
Cash flows from investing activities			
Purchases of intangible assets		**(68)**	(17)
Purchases of property, plant and equipment		**(1,043)**	(881)
Disposals of property, plant and equipment		**3**	6
Interest received		**2**	—
Net disposals of short-term financial investments		**(607)**	70
Proceeds from sale of investments in subsidiaries		**—**	302
Net cash flow used in investing activities		**(1,713)**	(520)
Cash flows from financing activities			
Proceeds from loans received		**2,043**	2,068
Repayment of loans		**(775)**	(1,710)
Payments of lease liabilities		**(10)**	—
Net movements in short-term borrowings		**(321)**	59
Cash inflows on derivatives		**4**	5
Cash outflows on derivatives		**(26)**	(155)
Interest paid		**(138)**	(138)
Dividends paid to shareholders		**(434)**	(869)
Net cash flow generated / (used) in financing activities		**343**	(740)
Net increase/(decrease) in cash and cash equivalents	24 (a)	**11**	(33)
Cash and cash equivalents at the start of the year		**(16)**	17
Net cash and cash equivalents at the end of the year	15	**(5)**	(16)

Notes to the consolidated financial statements - analysis of items in the primary statements

1. Basis of preparation and recent accounting developments

Accounting policies describe our approach to recognising and measuring transactions and balances in the year. The accounting policies applicable across the financial statements are shown below, whereas accounting policies that are specific to a component of the financial statements have been incorporated into the relevant note.

This section also shows areas of judgement and key sources of estimation uncertainty in these financial statements. In addition, we have summarised new International Accounting Standards Board (IASB) and EU endorsed accounting standards, amendments and interpretations and whether these are effective for this year end or in later years, explaining how significant changes are expected to affect our reported results.

National Grid Electricity Transmission's principal activities involve the transmission of electricity in Great Britain. The Company is a public limited liability company incorporated and domiciled in England and Wales , with its registered office at 1-3 Strand, London WC2N 5EH.

These consolidated financial statements were approved for issue by the Board of Directors on 23 July 2021.

These consolidated financial statements have been prepared in accordance with International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS) and related interpretations as issued by the IASB and IFRS as adopted by the EU. They are prepared on the basis of all IFRS accounting standards and interpretations that are mandatory for periods ended 31 March 2021 and in accordance with the Companies Act 2006 applicable to companies reporting under IFRS adopted pursuant to Regulation (EC) No. 1606/2002 as it applies in the European Union. The comparative financial information has also been prepared on this basis.

The consolidated financial statements have been prepared on a historical cost basis, except for the recording of pension assets and liabilities, the revaluation of derivative financial instruments and certain commodity contracts and certain financial assets and liabilities measured at fair value.

These consolidated financial statements are presented in pounds sterling, which is also the functional currency of the Company.

The notes to the financial statements have been prepared on a continuing basis unless otherwise stated.

Our income statement and segmental analysis separately identify financial results before and after exceptional items and remeasurements. This is consistent with the way that financial performance is measured by management and reported to the Board and Executive Committee, and assists users of the financial statements to understand the results. The inclusion of total profit for the period before exceptional items and remeasurements forms part of the incentive target set annually for remunerating certain Executive Directors and accordingly we believe it is important for users of the financial statements to understand how this compares to our results on a statutory basis and period on period.

a) Going concern

As part of the Directors' consideration of the appropriateness of adopting the going concern basis of accounting in preparing these financial statements, the Directors have considered the impact of COVID-19 on the Group's operations. The Directors have assessed the principal risks by modelling a reasonable worst case scenario. This scenario covers the cash flow impact associated with a further year of COVID disruption. The main cash flow impacts identified in the reasonable worst-case scenario are:

- additional working capital required to fund payment term extensions and charge deferrals in the UK electricity market, intended to help customers and end-user consumers;
- further increases in other costs such as cleaning, safety equipment and IT; offset by a continued reduction in discretionary spend across all areas (e.g. recruitment, travel and consultancy spend).
- As part of their analysis the Board also considered the following potential levers at their discretion to improve the position identified by the reasonable worst-case scenario in the event that the debt capital markets are not accessible:
- further changes in the phasing of the capital programme with elements of non-essential works and programmes delayed;
- a number of further reductions in operating expenditure across the Group primarily related to workforce cost options; and
- the payment of dividends to the shareholder

Having considered the reasonable worst-scenario and further levers at the Board's discretion, we continue to have headroom against its committed external facilities identified in note 16 to the financial statements.

In addition to the above, undrawn bank facilities and the ability to raise new financing was separately included in the analysis and the Directors noted the £0.5 billion debt issuances completed in June (disclosed in note 16 to the financial statements) as evidence of the Company's ability to continue to have access to the debt capital markets if needed. Other factors considered by the Board as part of their Going Concern assessment included the final determinations of the UK RIIO-2 price controls process.

1. Basis of preparation and recent accounting developments

Having considered the reasonable worst-scenario and further levers at the Board's discretion, the Group continues to have headroom against the Group's committed facilities identified in note 16 to the financial statements.

Based on the above, the Directors have concluded the Company is well placed to manage its financing and other business risks satisfactorily, and have a reasonable expectation that the Company will have adequate resources to continue in operation for at least twelve months from the signing date of these consolidated financial statements. They therefore consider it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

b) Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and its subsidiaries. A subsidiary is defined as an entity controlled by the Company. Control is achieved where the Company has the power to affect the returns of an entity to which it is exposed or to which it has rights.

Where necessary, adjustments are made to bring the accounting policies used in the individual financial statements of the Company and its subsidiaries into line with those used by the Company in its consolidated financial statements under IFRS. Inter-company transactions are eliminated.

Both the Group and Company financial statements have been prepared in accordance with the accounting policies set out in the below section of this note 1.

c) Foreign currencies

Transactions in currencies other than the functional currency of the Company or subsidiary concerned are recorded at the rates of exchange prevailing on the dates of the transactions. At each reporting date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at closing exchange rates. Non-monetary assets are not retranslated unless they are carried at fair value.

Gains and losses arising on the retranslation of monetary assets and liabilities are included in the income statement, except where the application of hedge accounting requires inclusion in other comprehensive income - note 23.

d) Areas of judgement and key sources of estimation uncertainty

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosures of contingent assets and liabilities and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from these estimates. Information about such judgements and estimations is contained in the notes to the financial statements, and the key areas are summarised below.

Areas of judgement that have the most significant effect on the amounts recognised in the financial statements are as follows:

- categorisation of certain items as exceptional items or remeasurements and the definition of adjusted earnings (see notes 5 and 6). In applying the Company's exceptional items framework, we have considered a number of key matters, as detailed in note 5;
- the judgement that notwithstanding legislation enacted and targets committing the UK to achieving Net Zero greenhouse gas emissions by 2050
- following the legal separation of the Electricity System Operator on 1 April 2019, we concluded that the Electricity System Operator acts as an agent in respect of certain Transmission Network Use of Service revenues, principally those collected on behalf of the Scottish and Offshore transmission operators, as detailed in note 3

Key sources of estimation uncertainty that have significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

- the valuation of liabilities for pensions and other post-retirement benefits – note 20;
- valuation of financial instruments - note 27; and
- environmental and other provisions – note 21.

In light of the current ongoing impact of the COVID-19 pandemic, valuations of certain assets and liabilities are necessarily more subjective. The main impact at 31 March 2021 is the consideration of the recoverability of customer receivables.

In order to illustrate the impact that changes in assumptions for the valuation of pension assets and liabilities, financial instruments and cash flows for environmental provisions could have on our results and financial position, we have included sensitivity analysis in note 28.

1. Basis of preparation and recent accounting developments (continued)

e) Accounting policy choices

IFRS provides certain options available within accounting standards. Choices we have made, and continue to make, include the following:

- Presentational formats: we use the nature of expense method for our income statement and aggregate our statement of financial position to net assets and total equity. In the income statement, we present subtotals of total operating profit, finance income and costs profit before tax, total tax and profit after tax, together with additional subtotals excluding exceptional items and remeasurements. Exceptional items and remeasurements are presented separately on the face of the income statement.
- Financial instruments: we normally opt to apply hedge accounting in most circumstances where this is permitted.

f) New IFRS accounting standards effective for the year ended 31 March 2021

The UK's Financial Conduct Authority announced that LIBOR will cease to exist by the end of 2021, and will be replaced by alternative reference rates. In September 2019, the IASB amended IFRS 9 and IFRS 7 by issuing Interest Rate Benchmark Reform, which provides exceptions to specific hedge accounting requirements to ensure that hedging relationships are not considered to be modified as a result of the change in the reference rate. The amendments were endorsed in January 2020 for adoption in the EU. The Company early-adopted these changes to IFRS 7 and IFRS 9 with effect from 1 April 2019. Phase II was issued in August 2020 and endorsed in January 2021 for adoption in the EU, resulting in amendments to IFRS 9, IFRS 7 and IFRS 16. The Group has early adopted these amendments with effect from 1 April 2020 as they enable the Company and its subsidiaries to reflect the effects of transitioning from LIBOR to alternative benchmark interest rates without giving rise to accounting impacts that would not provide useful information to users of the financial statements. There were no transition adjustments on adoption of either phase and the Group has not restated the prior period, but instead has applied the amendments prospectively. Refer to note 27 (e) for further details of the impact in the current period.

The Group has also adopted the following amendments to standards, which have had no material impact on the Group's results or financial statement disclosure:

- Amendments to IFRS 16 'Leases – COVID-19 Related Rent Concessions';
- Amendments to IFRS 3 'Business Combinations';
- Amendments to IAS 1 and IAS 8 'Definition of Material'; and
- Amendments to the References to the Conceptual Framework.

g) New IFRS accounting standards and interpretations not yet adopted

With effect from the period commencing 1 April 2021, the consolidated financial statements will be prepared in accordance with IAS and IFRS and related interpretations as adopted by the UK, instead of those adopted by the EU. As both sets of accounting standards are currently aligned, there will be no transitional adjustments required and comparative amounts will not be required to be restated.

The following new accounting standards and amendments to existing standards have been issued but are not yet effective or have not yet been endorsed by the EU:

- IFRS 17 'Insurance Contracts';
- Amendments to IFRS 3 'Business Combinations';
- Amendments to IAS 16 'Property, Plant and Equipment';
- Amendments to IAS 37 'Provisions, Contingent Liabilities and Contingent Assets';
- Amendments to IAS 1 'Presentation of Financial Statements';
- Amendments to IAS 8 'Accounting Policies, Changes in Accounting Estimates and Errors'; and
- Annual improvements to IFRS standards 2018-2020.

Effective dates will be subject to the UK endorsement process.

The Group is currently assessing the impact of the above standards, but they are not expected to have a material impact. The Group has not adopted any other standard, amendment or interpretation that has been issued but is not yet effective.

2. Segmental analysis

This note sets out the financial performance for the year split into the different parts of the business (operating segments). The performance of these operating segments is monitored and managed on a day-to-day basis.

Revenue and the results of the business are analysed by operating segment, based on the information the Board of Directors uses internally for the purposes of evaluating the performance of each operating segment and determining resource allocation between them. The Board of Directors is National Grid Electricity Transmission plc's chief operating decision-making body (as defined by IFRS 8 'Operating Segments') and assesses the profitability of operations principally on the basis of operating profit before exceptional items and remeasurements (see note 4). The following table describes the main activities for the operating segment:

Electricity Transmission	High voltage electricity transmission networks in Great Britain.

Other activities not included within the above segment relate to other commercial operations and corporate activities. There have been no changes to our reporting structure for the year ended 31 March 2021.

All of the Group's sales and operations take place within the UK.

(a) Revenue

	2021			2020		
	Total sales	**between segments**	**Sales to third parties**	Total sales	Sales between segments	Sales to third parties
	£m	**£m**	**£m**	£m	£m	£m
Operating segment:						
Electricity Transmission[1]	**1,975**	**—**	**1,975**	1,986	—	1,986
Other activities	**—**	**—**	**—**	3	(1)	2
Total revenue from operations	**1,975**	**—**	**1,975**	1,989	(1)	1,988

Analysis of revenue by major customer, greater than 10% revenue contribution:

Post legal separation, the principle revenues for NGET, being TNUoS and post vesting connnection charges, are all invoiced to and collected from National Grid Electricity System Operator Ltd (NGESO). Amounts are invoiced and settled equally each month of the financial year. The ESO acts as agent for the collection of such charges for all GB Transmission Owners.

No other single customer contributed 10% or more to the Group's revenue in either 2021 or 2020.

(b) Operating profit

A reconciliation of the operating segment's measure of profit to profit before tax is provided below. Further details of the exceptional items and remeasurements are provided in note 5.

	Before exceptional items and remeasurements		After exceptional items and remeasurements	
	2021	2020	**2021**	2020
	£m	£m	**£m**	£m
Operating segment:				
Electricity Transmission	**1,084**	1,105	**1,069**	1,105
Other activities	**(5)**	(7)	**(5)**	135
Total operating profit	**1,079**	1,098	**1,065**	1,240
Reconciliation to profit before tax:				
Operating profit	**1,079**	1,098	**1,065**	1,240
Finance income	**12**	5	**12**	5
Finance costs	**(160)**	(192)	**(109)**	(203)
Profit before tax	**931**	911	**968**	1,042

2. Segmental analysis (continued)

(c) Capital expenditure and depreciation

	Net book value of property, plant and equipment and intangible assets		Capital expenditure[1]		Depreciation, impairment and amortisation[1]	
	2021	2020	**2021**	2020	**2021**	**2020**
	£m	£m	**£m**	£m	**£m**	£m
Operating segment:						
Electricity Transmission	**14,052**	13,508	**997**	951	**477**	437
Other activities	**8**	20	**—**	—	**1**	1
Total operating profit	**14,060**	13,528	**997**	951	**478**	438
By asset type						
Property, plant and equipment	**13,892**	13,403	**938**	904	**458**	415
Intangible assets	**168**	125	**59**	47	**20**	23
Total	**14,060**	13,528	**997**	951	**478**	438

1 Represents additions to property, plant and equipment and non-current intangibles.

3. Revenue

Revenue arises in the course of the ordinary activities and principally comprises transmission services.

Transmission services fall within the scope of IFRS 15, 'Revenue from Contracts with Customers'. Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties and valued added tax. The Group recognises revenue when it transfers control over a product or service to a customer. It excludes value added (sales) tax & intragroup sales.

The UK Electricity Transmission segment principally generates revenue by providing electricity transmission services.

Our business operates as a monopoly regulated by Ofgem, which has established price control mechanisms that set the amount of annual allowed returns our business can earn. We work with our regulators to obtain robust regulatory agreements that balance the risks we face with the opportunity to deliver reasonable returns for our investors. Our regulated business earns revenue for the transmission services it has provided during the year.

The IFRS revenues we record are principally a function of price. Price is determined prior to our financial year end with reference to the regulated allowed returns. As part of our regulatory agreements we are entitled to recover certain costs directly from customers (pass-through costs). These amounts are included in the overall calculation of allowed revenue as stipulated by regulatory agreements.

The transmission of high-voltage electricity encompasses the following principal services:

- the supply of high-voltage electricity; and
- construction work (principally for connections).

For the supply of high-voltage electricity our performance obligation is satisfied over time as our customers make use of our network. We bill monthly in arrears and our payment terms are up to 60 days.

For construction work relating to connections, customers can either pay over the useful life of the connection or upfront. Revenue is recognised over time, as we provide access to our network, and where the customer pays upfront, revenues are deferred and released over the life of the asset.

For other construction where there is no consideration for any future services, for example diversions (being the re-routing of network assets at our customers' request), revenues are recognised as the construction work is completed.

The following table reconciles disaggregated revenue with the Group's reportable segments (see note 2).

Revenue for the year ended 31 March 2021	UK Electricity Transmission £m	Other £m	Total £m
Revenue under IFRS 15:			
Electricity Transmission	1,975	—	1,975
Revenue under other standards:			
Other	—	—	—
Total revenue	1,975	—	1,975

Revenue for the year ended 31 March 2020	UK Electricity Transmission £m	Other £m	Total £m
Revenue under IFRS 15:			
Electricity Transmission	1,986	—	1,986
Other revenue:			
Other	—	2	2
Total revenue	1,986	2	1,988

Revenue to be recognised in future periods, presented as contract liabilities of £411 million (see note 18). £406m relates to contributions in aid of construction for which revenue will be recognised over the weighted average remaining life of the assets, being 40 years.

Future revenues in relation to unfulfilled performance obligations not yet received in cash amount to £1.6 billion (2020: £1.5 billion) relating to connection contracts which will be recognised as revenue over 26 years.

The amount of revenue recognised for the year ended 31 March 2021 from performance obligations satisfied (or partially satisfied) in previous periods, mainly due to the changes in the estimate of the stage of completion, is £nil (2020: £nil).

Total revenue is generated from operations based in the UK.

4. Operating costs

Below we have presented separately certain items included in our operating costs. These include a breakdown of payroll costs (including disclosure of amounts paid to key management personnel) and fees paid to our auditors.

	Before exceptional items and remeasurements		Exceptional items and remeasurements		After exceptional items and remeasurements	
	2021	2020	**2021**	2020	**2021**	2020
	£m	£m	**£m**	£m	**£m**	£m
Depreciation, impairment and amortisation	**479**	438	**—**	—	**479**	438
Payroll costs	**129**	106	**9**	—	**138**	106
Rates and property taxes	**125**	123	**—**	—	**125**	123
Research and development expenditure	**7**	8	**—**	—	**7**	8
Inventory consumed	**18**	10	**—**	—	**18**	10
Other	**138**	205	**5**	(142)	**143**	63
	896	890	**14**	(142)	**910**	748

(a) Payroll costs

	2021	2020
	£m	£m
Wages and salaries	**163**	145
Social security costs	**21**	20
Defined contribution scheme costs	**17**	15
Defined benefit pension costs	**12**	14
Charges from other group defined benefit schemes	**9**	2
Share-based payments	**2**	2
	224	198
Less: payroll costs capitalised	**(86)**	(92)
Total payroll costs	**138**	106

(b) Number of employees, including Directors

	31 March 2021	31 March 2020	**Monthly average 2021**	Monthly average 2020
	Number	Number	**Number**	Number
Electricity Transmission	**2,911**	2,719	**2,808**	2,659

The vast majority of employees are either directly or indirectly employed in the transmission of electricity.

(c) Key management compensation

	2021	2020
	£m	£m
Salaries and short-term employee benefits	**2**	2
Share-based payments	**1**	1
	3	3

Key management comprises the Board of Directors of the Company together with the Executive Directors of National Grid plc who have managerial responsibility for National Grid Electricity Transmission plc.

4. Operating costs (continued)

(d) Directors' emoluments

The aggregate amount of emoluments paid (excluding social security, pensions and share-based payments) to Directors of the Company in respect of qualifying services for 2021 was £2,092,825 (2020: £1,646,787).

During 2021 six Directors including the highest paid Director exercised share options (2020: five Directors).

A number of the current Directors are also Directors and employees of National Grid plc or a subsidiary undertaking of that company and are paid by these companies.

As at 31 March 2021, retirement benefits were accruing to two Directors (2020: two Directors), under a defined benefit scheme.

The aggregate emoluments for the highest paid Director (excluding social security, pensions and share-based payments) were £538,604 for 2021 (2020: £505,841); and total accrued annual pension at 31 March 2021 for the highest paid Director was £nil (2020: nil).

The aggregate amount of loss of office payments to Directors for 2021 was £nil (2020: £nil).

The Sufficiently Independent Directors each receive a director fee of £20,000 (2020: £20,000) per annum.

(e) Auditor's remuneration

	2021	2020
	£m	£m
Audit services		
Audit of the parent Company’s individual and consolidated financial statements	**0.4**	0.3
Other services supplied		
Fees payable to the Company's auditors for audit related assurance services[1]	**0.7**	0.5

1 Other services supplied represent fees payables for audit services which are required to be carried out by auditors in relation to the Group’s reporting requirements to NG plc. In particular, this includes fees for reports under section 404 of the US Public Company Accounting Reform and Investor Protection Act of 2002 (Sarbanes-Oxley), and assurance fees in relation to regulatory returns.

5. Exceptional items and remeasurements

To monitor our financial performance, we use a profit measure that excludes certain income and expenses. We call that measure ‘adjusted profit’. Adjusted profit (which excludes exceptional items and remeasurements as defined below) is used by management to monitor financial performance as it is considered that it aids the comparability of our reported financial performance from year to year. We exclude items from adjusted profit because, if included, these items could distort understanding of our performance for the year and the comparability between periods. This note analyses these items, which are included in our results for the year but are excluded from adjusted profit.

Exceptional items and remeasurements

	2021 **£m**	2020 £m
Included within operating profit:		
Exceptional items:		
Profit on disposal of ESO business	**—**	(142)
Cost efficiency and restructuring programmes	**14**	—
	14	(142)
Included within finance income and costs:		
Remeasurements:		
Net (gains)/losses on derivative financial instruments	**(51)**	11
	(51)	11
Total included within profit before tax	**(37)**	(131)
Included within tax		
Tax charge on exceptional items	7	—
Deferred tax arising on the reversal of the reduction in UK corporation tax rate	**—**	106
Tax charge on remeasurements	**—**	(2)
	7	104
Total exceptional items and remeasurements after tax	**(30)**	(27)
Analysis of total exceptional items and remeasurements after tax:		
Total exceptional items after tax	**21**	(36)
Total remeasurements after tax	**(51)**	9
Total exceptional items and remeasurements after tax	**(30)**	(27)

Exceptional items

Management uses an exceptional items framework that has been discussed and approved by the National Grid Electricity Transmission Audit Committee. This follows a three-step process which considers the nature of the event, the financial materiality involved and any particular facts and circumstances. In considering the nature of the event, management focuses on whether the event is within the Group’s control and how frequently such an event typically occurs. In determining the facts and circumstances, management considers factors such as ensuring consistent treatment between favourable and unfavourable transactions, the precedent for similar items, the number of periods over which costs will be spread or gains earned, and the commercial context for the particular transaction.

Items of income or expense that are considered by management for designation as exceptional items include such items as significant restructuring, write-downs or impairments of non-current assets, significant changes in environmental provisions, integration of acquired businesses, gains or losses on disposals of businesses or investments and significant debt redemption costs as a consequence of transactions such as significant disposals or issues of equity, and the related tax as well as deferred tax arising on changes to corporation tax rates.

Costs arising from restructuring programmes include redundancy costs. Redundancy costs are charged to the income statement in the year in which a commitment is made to incur the costs and the main features of the restructuring plan have been announced to affected employees.

5. Exceptional items and remeasurements (continued)

Further detail of exceptional items specific to 2021:

New operating model implementation costs

In 2020/21 the National Grid Group of companies commenced an exercise to design and implement a new operating model, built on a foundation of six business units, of which UK Electricity Transmission (UKET) is one. The costs recognised in the year ended 31 March 2021 primarily relate to professional fees incurred in designing and implementing the new operating model, alongside the redundancy provisions accrued in relation to certain employees where announcements have been made that they will be leaving the organisation as a result of the changes. We have concluded that the costs should be classified as exceptional in line with our exceptional items policy, in order to ensure that the costs are treated in a consistent manner with similar costs incurred previously. The revised operating model is expected to be fully implemented by the year ending 31 March 2023.

Remeasurements

Remeasurements comprise unrealised gains or losses recorded in the income statement arising from changes in the fair value of certain of our financial assets and liabilities accounted for at fair value through profit and loss (FVTPL). Consistent with prior periods, these assets and liabilities comprise derivative financial instruments. These fair values increase or decrease because of changes in foreign exchange or other financial indices over which we have no control.

Net gains/(losses) arising on derivative financial instruments are reported in the consolidated income statement in relation to our debt financing. These exclude gains and losses for which hedge accounting has been effective, and have been recognised directly in other comprehensive income or are offset by adjustments to the carrying value of debt (see notes 12 and 27).

Items included within tax

The Finance Act 2016 which was enacted on 15 September 2016 reduced the main UK corporation tax rate to 17% with effect from 1 April 2020. Deferred tax balances were calculated at this rate for the years ended 31 March 2017 to 2019. On 17 March 2020, the UK government utilised the Provisional Collection of Taxes Act 1968 to substantively enact that the main corporation tax rate will remain at 19%. Deferred taxes at reporting date have been measured using enacted tax rates and reflected in these financial statements, resulting in a £Nil (2020: £106 million) deferred tax charge, principally due to the remeasurement of deferred tax liabilities.

6. Finance income and costs

This note details the interest income generated by our financial assets and interest expense incurred on our financial liabilities, primarily our financing portfolio (including our derivative financial instruments). It also includes the net interest on our pensions and other post-retirement assets. In reporting business performance, we adjust net financing costs to exclude any net gains or losses on financial instruments included in remeasurements (see note 5).

Finance income and costs remeasurements include certain unrealised gains and losses on derivative financial instruments. The interest income and interest expense on these items are included in finance income and finance costs before remeasurements, respectively.

	2021	2020
	£m	£m
Finance income		
Interest income on financial instruments:		
Bank deposits and other financial assets	**2**	2
Net interest on pension asset	**10**	3
	12	5
Finance costs		
Interest expense on financial liabilities held at amortised cost:		
Bank loans and overdrafts	**(33)**	(40)
Other borrowings	**(160)**	(194)
Lease liability interest	**(1)**	(1)
Derivatives	**7**	13
Unwinding of discount on provisions	**(2)**	(2)
Other interest	**—**	(1)
Less: interest capitalised [1]	**29**	33
	(160)	(192)
Remeasurements - Finance costs		
Net gains/(losses) on derivative financial instruments [2]		
Derivatives designated as hedges	**24**	5
Derivatives not designated as hedges or ineligible for hedge accounting	**27**	(16)
	51	(11)
Total remeasurements - Finance income and costs	**(97)**	(198)
Finance income	**12**	5
Finance costs	**(109)**	(203)
Net finance costs	**(97)**	(198)

1 Interest on funding attributable to assets in the course of construction in the current year was capitalised at a rate of 2.3% (2020: 3.1%). Capitalised interest qualifies for a current year tax deduction with tax relief claimed of £6 million (2020: £7 million).

2 Includes a net foreign exchange gain on financing activities of £85 million (2020: £49 million gain) offset by foreign exchange gains and losses on derivative financial instruments measured at fair value.

7. Tax

This note gives further details of the total tax charge and tax liabilities, including current and deferred tax. The current tax charge is the tax payable on this year's taxable profits. Deferred tax is an accounting adjustment to provide for tax that is expected to arise in the future due to differences in accounting and tax bases of profit.

The tax charge for the period is recognised in the income statement, the statement of comprehensive income or directly in equity, according to the accounting treatment of the related transaction. The tax charge comprises both current and deferred tax.

Current tax assets and liabilities are measured at the amounts expected to be recovered from, or paid to, the taxation authorities. The tax rates and tax laws used to compute the amounts are those that are enacted or substantively enacted by the reporting date.

The calculation of the Group's total tax charge involves a degree of estimation and judgement. Management periodically evaluate positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. Judgement is made for each position having regard to particular circumstances and advice obtained.

Deferred tax is provided for using the balance sheet liability method and is recognised on temporary differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases.

Deferred tax liabilities are generally recognised on all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. However, deferred tax assets and liabilities are not recognised if the temporary differences arise from the initial recognition of goodwill or from the initial recognition of other assets and liabilities in a transaction (other than a business combination) that affects neither the accounting nor taxable profit or loss.

Deferred tax liabilities are recognised on taxable temporary differences arising on investments in subsidiaries and jointly controlled entities except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised, based on the tax rates and tax laws that have been enacted or substantively enacted by the reporting date.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the deferred tax asset to be recovered. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group and its subsidiaries intend to settle their current tax assets and liabilities on a net basis.

Tax charged to the income statement.

	2021	2020
	£m	£m
Tax before exceptional items and remeasurements	**(182)**	(181)
Tax on total exceptional items and remeasurements (note 5)	**(7)**	(104)
Total tax charge	**(189)**	(285)

Tax as a percentage of profit before tax

	2021	2020
Before exceptional items and remeasurements	**19.5%**	19.9%
After exceptional items and remeasurements	**19.5%**	27.4%

7. Tax (continued)

The tax charge for the year can be analysed as follows:

	2021 £m	2020 £m
Current tax		
Corporation tax at 19% (2019: 19%)	**159**	125
Corporation tax adjustment in respect of prior years	**22**	6
Total current tax	**181**	131
Deferred tax		
Deferred tax	**30**	158
Deferred tax adjustment in respect of prior years	**(22)**	(4)
Total deferred tax	**8**	154
Total tax charge	**189**	285

Tax charged/(credited) to equity and other comprehensive income

	2021 £m	2020 £m
Deferred tax		
Cash flow hedges	**(1)**	(1)
Share-based payments	**1**	(2)
Remeasurements of net retirement benefit obligations	**(19)**	46
	(19)	43
Analysed as:		
Total tax recognised in the statement of other comprehensive income	**(20)**	45
Total tax relating to share-based payments recognised directly in equity	**1**	(2)
	(19)	43

The tax charge for the year after exceptional items and remeasurements is higher than (2020: higher than) the standard rate of corporation tax in the UK of 19% (2020: 19%):

	Before exceptional items and remeasurements 2021 £m	**After exceptional items and remeasurements 2021 £m**	Before exceptional items and remeasurements 2020 £m	After exceptional items and remeasurements 2020 £m
Profit before tax				
Before exceptional items and remeasurements	**931**	**931**	911	911
Exceptional items and remeasurements (note 5)	**—**	**37**	—	131
Profit before tax after exceptional items and remeasurements	**931**	**968**	911	1,042
Profit before tax multiplied by UK corporation				
Tax rate of 19% (2020: 19%)	**177**	**184**	173	198
Effect of:				
Adjustments in respect of prior years	**—**	**—**	2	2
Expenses not deductible for tax purposes	**7**	**7**	7	7
Non taxable income	**(1)**	**(1)**	—	(27)
Impact of share-based payments	**(1)**	**(1)**	(1)	(1)
Deferred tax impact of change in UK tax rate	**—**	**—**	—	106
Total tax charge	**182**	**189**	181	285
Effective tax rate	**19.5%**	**19.5%**	19.9%	27.4%

7. Tax (continued)

Factors that may affect future tax charges

In the Spring Budget 2021, the UK government announced an increase in the main corporation tax rate from 19% to 25% with effect from 1 April 2023. Since this had not been substantively enacted at the balance sheet date, deferred tax balances as at 31 March 2021 have been calculated at the current main UK corporation tax rate of 19%.

We expect our future deferred tax liabilities to increase reflecting the impact of the rate change. If the amended tax rate of 25% had been used, the deferred tax liability would have been approximately £350 million higher.

The Directors will continue to monitor the developments driven by Brexit, the OECD's Base Erosion and Profit Shifting (BEPS) project and European Commission initiatives including fiscal aid investigations. At this time the Directors do not expect this to cause any material impact on future tax charges.

Governments across the world including the UK have introduced various stimulus / reliefs for businesses to cope with the impact of COVID 19 pandemic. The Directors will monitor as the details become available for any that may materially impact our future tax charges.

Tax included within the statement of financial position

The following are the major deferred tax assets and liabilities recognised, and the movements thereon, during the current and prior reporting periods:

Deferred tax liabilities/(assets)

	Accelerated tax depreciation	Share- based payments	Pensions	Financial instruments	Other net temporary differences	Total
	£m	£m	£m	£m	£m	£m
Deferred tax assets at 01 April 2019	—	(3)	—	(1)	(7)	(11)
Deferred tax liabilities at 01 April 2019	913	—	12	—	—	925
At 1 April 2019	913	(3)	12	(1)	(7)	914
Charged/(credited) to income statement	143	—	14	—	(2)	155
Charged/(credited) to other comprehensive income	—	(2)	46	(1)	—	43
Transfer to held for sale	2	—	—	—	—	2
At 31 March 2020	1,058	(5)	72	(2)	(9)	1,114
Deferred tax assets at 31 March 2020	—	(5)	—	(2)	(9)	(16)
Deferred tax liabilities at 31 March 2020	1,058	—	72	—	—	1,130
At 1 April 2020	1,058	(5)	72	(2)	(9)	1,114
Charged/(credited) to income statement	(10)	—	13	—	6	9
Charged to other comprehensive income and equity	—	1	(19)	—	—	(18)
At 31 March 2021	1,048	(4)	66	(2)	(3)	1,105
Deferred tax assets at 31 March 2021	—	(4)	—	(2)	(3)	(9)
Deferred tax liabilities at 31 March 2021	1,048	—	66	—	—	1,114
At 31 March 2021	1,048	(4)	66	(2)	(3)	1,105

Deferred tax assets and liabilities are only offset where there is a legally enforceable right of offset and there is intention to settle the balances net. The deferred tax balances (after offset) for statement of financial position purposes consist solely of deferred tax liabilities of £1,105 million (2020: £1,114 million).

8. Dividends

Dividends represents the return of profits to shareholders. Dividends are paid as an amount per ordinary share held. We retain part of the profits generated in the year to meet future growth plans and meet our gearing target, and pay out the remainder in accordance with our dividend policy.

Interim dividends are recognised when they become payable to the Company's shareholders. Final dividends are recognised when they are approved by shareholders.

The following table shows the dividends paid to the equity shareholder:

	2021		2020	
	pence (per ordinary share)	**£m**	pence (per ordinary share)	£m
Ordinary dividends				
Final dividend in respect of the prior year			99.31	434

The Directors are proposing a final dividend for the year ended 31 March 2021 of 84.90p per share that will absorb approximately £371 million of shareholders' equity (assuming all amounts are settled in cash). This was declared after the year end during the 23 July 2021 board meeting, as a result this was not included within the financial statements.

9. Intangible assets

Intangible assets relate to software, which is written down (amortised) over the period we expect to receive a benefit from the asset.

Identifiable intangible assets are recorded at cost less accumulated amortisation and any provision for impairment. Intangible assets are tested for impairment only if there is some indication that the carrying value of the assets may have been impaired.

Impairments of assets are calculated as the difference between the carrying value of the asset and the recoverable amount, if lower. Where such an asset does not generate cash flows that are independent from other assets, the recoverable amount of the cash generating unit to which that asset belongs is estimated. Impairments are recognised in the income statement and are disclosed separately. Any assets which suffered impairment in a previous period are reviewed for possible reversal of the impairment at each reporting date.

Internally generated intangible assets, such as software, are recognised only if: an asset is created that can be identified; it is probable that the asset created will generate future economic benefits; and that the development cost of the asset can be measured reliably. Where no internally generated intangible asset can be recognised, development expenditure is recorded as an expense in the period in which it is incurred.

Intangible assets under development are not amortised. Other non-current intangible assets are amortised on a straight-line basis over their estimated useful economic lives. The amortisation period for software is up to eight years.

	Software £m
Cost at 1 April 2019	260
Additions	50
Reclassifications[1]	(6)
Cost at 31 March 2020	304
Additions	59
Disposals	(19)
Reclassifications[1]	5
Cost at 31 March 2021	349
Accumulated amortisation at 1 April 2019	(153)
Amortisation charge for the year	(26)
Accumulated amortisation at 31 March 2020	(179)
Amortisation charge for the year	(21)
Disposals	19
Accumulated amortisation at 31 March 2021	(181)
Net book value at 31 March 2021	**168**
Net book value at 31 March 2020	125

1 Reclassification represents amounts transferred (to)/from property, plant and equipment (see note 10).

10. Property, plant and equipment

The following note shows the physical assets controlled by us. The cost of these assets primarily represents the amount initially paid for them. This includes both their purchase price and the construction and other costs associated with getting them ready for operation. A depreciation expense is charged to the income statement to reflect annual wear and tear and the reduced value of the asset over time. Depreciation is calculated by estimating the number of years we expect the asset to be used (useful economic life) and charging the cost of the asset to the income statement equally over this period.

We operate an energy networks business and therefore have a significant physical asset base. We continue to invest in our networks to maintain reliability, create new customer connections and ensure our networks are flexible and resilient. Our business plan envisages these additional investments will be funded through a mixture of cash generated from operations and the issue of new debt.

Property, plant and equipment is recorded at cost, less accumulated depreciation and any impairment losses. Cost includes the purchase price of the asset, any payroll and finance costs incurred which are directly attributable to the construction of property, plant and equipment as well as the cost of any associated asset retirement obligations.

Property, plant and equipment includes assets in which the Group's interest comprises legally protected statutory or contractual rights of use. Additions represent the purchase or construction of new assets, including capital expenditure for safety and environmental assets, and extensions to, enhancements to, or replacement of existing assets. All costs associated with projects or activities which have not been fully commissioned at the period end are classified within assets in the course of construction.

No depreciation is provided on freehold land or assets in the course of construction. Other items of property, plant and equipment are depreciated, on a straight-line basis, at rates estimated to write off their book values over their estimated useful economic lives. In assessing estimated useful economic lives, consideration is given to any contractual arrangements and operational requirements relating to particular assets. The assessments of estimated useful economic lives and residual values of assets are performed annually. Unless otherwise determined by operational requirements, the depreciation periods for the principal categories of property, plant and equipment are, in general, as shown in the table below:

	Years
Freehold and Leasehold buildings	5 to 50
Plant and Machinery	
- Electricity Transmission plant	15 to 100
Motor vehicles and office equipment	Up to 7

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within operating profit in the income statement.

Items within property, plant and equipment are tested for impairment only if there is some indication that the carrying value of the assets may have been impaired.

Impairments of assets are calculated as the difference between the carrying value of the asset and the recoverable amount, if lower. Where such an asset does not generate cash flows that are independent from other assets, the recoverable amount of the cash-generating unit to which that asset belongs is estimated.

Impairments are recognised in the income statement and if immaterial are included within depreciation charge for the year.

Any assets which suffered impairment in a previous period are reviewed for possible reversal of the impairment at each reporting date.

10. Property, plant and equipment (continued)

	Land and buildings	Plant and machinery	Assets in the course of construction	Motor vehicles and office equipments	Total
	£m	£m	£m	£m	£m
Cost at 1 April 2019	943	15,164	2,098	64	18,269
Additions	115	144	635	10	904
Disposals[1]	(2)	(36)	(8)	(1)	(47)
Reclassifications	(65)	1,269	(1,230)	5	(21)
Right-of-use assets recognised on transition to IFRS 16	62	—	—	5	67
Cost at 31 March 2020	1,053	16,541	1,495	83	19,172
Additions	22	35	871	10	938
Disposals[1]	2	(62)	(22)	(13)	(95)
Reclassifications[2]	43	561	(587)	9	26
Transfers	3	(3)	—	—	—
Cost at 31 March 2021	1,123	17,072	1,757	89	20,041
Accumulated depreciation at 1 April 2019	(95)	(5,180)	—	(50)	(5,325)
Depreciation charge for the year	(21)	(407)	—	(9)	(437)
Disposals[1]	2	29	—	—	31
Reclassifications[2]	—	—	(60)	—	(60)
Impairment[3]	—	—	23	(1)	22
Accumulated depreciation at 31 March 2020	(114)	(5,558)	(37)	(60)	(5,769)
Depreciation charge for the year	(20)	(417)	—	(12)	(449)
Disposals[1]	(2)	55	21	13	87
Reclassifications[2]	—	(10)	—	—	(10)
Impairment	(2)	(1)	(6)	1	(8)
Accumulated depreciation at 31 March 2021	**(138)**	**(5,931)**	**(22)**	**(58)**	**(6,149)**
Net book value at 31 March 2021	985	11,141	1,735	31	13,892
Net book value at 31 March 2020	939	10,983	1,458	23	13,403

1 Due to data cleanse activities during the year disposals include £43m of nil net book value assets written off (2020: £2m).

2 Reclassifications represents transfers between asset categories and £5m to intangible assets (see note 9) and also includes £27m transferred from inventory, a reclassification made to better reflect the nature of the assets.

3 Impairment mainly relates to AUC impairment provision adjustments.

Right-of-use assets

The Group leases various properties, equipment and cars. With effect from 1 April 2019, new lease arrangements entered into are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use. The right-of-use asset and associated lease liability arising from a lease are initially measured at the present value of the lease payments expected over the lease term, plus any other costs. The discount rate applied is the rate implicit in the lease or if that is not available, then the incremental rate of borrowing for a similar term and similar security. The lease term takes account of exercising any extension options that are at our option if we are reasonably certain to exercise the option and any lease termination options unless we are reasonably certain not to exercise the option. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the income statement over the lease period using the effective interest rate method. The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. For short-term leases (lease term of 12 months or less) and leases of low-value assets (such as computers), The Group continues to recognise a lease expense on a straight-line basis.

Included within the net book value of property, plant and equipment at 31 March 2021 are right-of-use assets, split as follows:

10. Property, plant and equipment (continued)

	Land and Buildings £m	Motor vehicles and office equipment £m	Total £m
Net book value at 31 March 2021	62	7	69
Additions	14	7	21
Disposals	(1)	(2)	(3)
Depreciation charge for the year ended 31 March 2021	(7)	(4)	(11)

The following balances have been included in the income statement for the year ended 31 March 2021 in respect of right-of-use assets:

	Total £m
Included within net finance income and costs:	
Interest expense on lease liabilities	(1)

The associated lease liabilities are disclosed in note 16.

	2021 £m	2020 £m
Contributions to cost of property, plant and equipment included within:		
Non-current liabilties		
Contract liabilities - current (2020: Trade and other payables)	10	10
Contract liabilities - non-current (2020: Non-current liabilities)	396	378

11. Financial and other investments

The Financial and other investments balance of £806 million primarily comprises of an overnight facility loan with National Grid Plc, in addition to collateral receivable, representing cash pledged against derivative holdings and other borrowings; it also includes current loans to fellow group undertakings.

The classification for each investment is dependent on its contractual cash flows and the business model it is held under.

Debt instruments that have contractual cash flows that are solely payments of principal and interest, and which are held within a business model whose objective is to collect contractual cash flows, are held at amortised cost. This category includes all investments held in the current and prior year.

Financial investments at amortised cost are initially recognised on trade date at fair value less transaction costs and expected losses. Interest income is recognised using the effective interest method. Interest income, together with gains and losses when the loans and receivables are derecognised or impaired, is recognised in the income statement. In the current year, the transaction value equals fair value.

	2021 £m	2020 £m
Current		
Financial assets at amortised cost	**806**	199
	806	**199**
Financial assets at amortised cost comprise the following:		
Loans and receivables - amounts due from fellow subsidiaries	**1**	1
Loans and receivables - amounts due from ultimate parent	**538**	—
Restricted balances:		
Collateral[1]	**267**	198
	806	**199**

1 Refers to collateral placed with counterparties with whom we have entered into a credit support annex to the ISDA (International Swaps and Derivatives Association) Master Agreement.

The carrying value of current financial assets at amortised cost approximates their fair values, primarily due to short-dated maturities. The exposure to credit risk at the reporting date is the fair value of the financial investments. For further information on our credit risk, refer to note 27(a).

For the purposes of impairment assessment, the investments in bonds are considered to be low risk as they are investment grade securities; life insurance policies are held with regulated insurance companies; and deposits, collateral receivable and other financial assets at amortised cost are investment grade. All financial assets held at fair value through other comprehensive income or amortised cost are therefore considered to have low credit risk and have an immaterial impairment loss allowance equal to 12-month expected credit losses

In determining the expected credit losses for these assets some or all of the following information has been considered: credit ratings, the financial position of counterparties, the future prospects of the relevant industries and general economic forecasts.

No fair value through other comprehensive income or amortised cost financial assets have had modified cash flows during the period. There has been no change in the estimation techniques or significant assumptions made during the year in assessing the loss allowance for these financial assets. There were no significant movements in the gross carrying value of financial assets during the year that contribute to changes in the loss allowance. No collateral is held in respect of any of the financial investments in the above table. No balances are more than 30 days past due, and no balances were written off during the year.

12. Derivative financial instruments

Derivatives are financial instruments that derive their value from the price of an underlying item such as interest rates, foreign exchange rates, credit spreads, equity or other indices. Derivatives are transacted in accordance with the National Grid plc Board approved policies, these policies have been deemed applicable at NGET by their respective board of directors. Derivatives are transacted by NGET generally to manage our exposure to fluctuations in interest rates and foreign exchange rates. Specifically we use these derivatives to manage our financing portfolio, and contractual operational cash flows.

Derivatives are initially recognised at fair value and subsequently remeasured at fair value at each reporting date. Changes in fair values are recorded in the period they arise, in either the income statement or other comprehensive income as required by IFRS 9. Where the gains or losses recorded in the income statement arise from changes in the fair value of derivatives to the extent that hedge accounting is not applied or is not fully effective, these are recorded as remeasurements, detailed in note 5 and 6. Where the fair value of a derivative is positive it is carried as a derivative asset, and where negative as a derivative liability.

We calculate the fair value of derivative financial instruments by taking the present value of future cash flows, primarily incorporating market observable inputs. The various inputs include foreign exchange spot and forward rates, yield curves of the respective currencies, currency basis spreads between the respective currencies, interest rate and inflation curves, and for those positions that are not fully cash collateralised the credit quality of the counterparties.

Further information on how derivatives are valued and used for risk management purposes is presented in note 27.

The fair values of derivative financial instruments by type are as follows:

	2021			2020		
	Asset	**Liabilities**	**Total**	Asset	Liabilities	Total
	£m	**£m**	**£m**	£m	£m	£m
Interest rate swaps	**147**	**(127)**	**20**	282	(268)	14
Cross-currency interest rate swaps	**72**	**(131)**	**(59)**	135	(56)	79
Foreign exchange forward contracts[1]	**2**	**(7)**	**(5)**	4	(4)	—
Inflation linked swaps	**—**	**(118)**	**(118)**	—	(150)	(150)
	221	**(383)**	**(162)**	421	(478)	(57)

1 Included within the foreign exchange forward contracts balance is £(6) million (2020: net £Nil million) of derivatives in relation to capital expenditure.

The maturity profile of derivative financial instruments is as follows:

	2021			**2020**		
	Assets	Liabilities	**Total**	Assets	Liabilities	Total
	£m	**£m**	**£m**	£m	£m	£m
Current						
Less than 1 year	**1**	**(16)**	**(15)**	1	(22)	(21)
	1	**(16)**	**(15)**	1	(22)	(21)
Non-current						
In 1 - 2 years	**1**	**(2)**	**(1)**	—	—	—
In 2 - 3 years	**14**	**(5)**	**9**	—	—	—
In 3 - 4 years	**—**	**(38)**	**(38)**	20	(6)	14
In 4 - 5 years	**—**	**—**	—	10	(39)	(29)
More than 5 years	**205**	**(322)**	**(117)**	390	(411)	(21)
	220	**(367)**	**(147)**	420	(456)	(36)
	221	**(383)**	**(162)**	421	(478)	(57)

The notional contract amounts of derivative financial instruments by type are as follows:

	2021	2020
	£m	£m
Interest rate swaps	**(1,607)**	(2,065)
Cross-currency interest rate swaps	**(2,452)**	(1,294)
Foreign exchange forward contracts	**(253)**	(244)
Inflation linked swaps	**(300)**	(300)
	(4,612)	(3,903)

Derivatives with a notional value of £1,502 million,pay or receive cash flows that reference GBP LIBOR (maturing between 2024 and 2040). LIBOR is being replaced as an interest rate benchmark by alternative reference rates and therefore negotiations are underway to amend these contracts, with any related hedge documentation then being amended. At 31 March 2021, none of the contracts had yet been amended.

13. Inventories

Inventories represent assets that we intend to use in order to generate revenue in the short-term by using it to fulfil a service to a customer or to maintain our network (spares & consumables).

Inventories are stated at the lower of weighted average cost and net realisable value.

Where applicable, cost comprises direct materials and direct labour costs as well as those overheads that have been incurred in bringing the inventories to their present location and condition.

	2021	2020
	£m	£m
Raw materials, spares and consumables	**29**	47
Work in progress	**4**	1
	33	48

The closing balance includes a £2 million provision for obsolescence against raw materials, spares and consumables at 31 March 2021 (2020: £12 million).

14. Trade and other receivables

Trade and other receivables are amounts which are due from our customers for services we have provided.

Trade and other receivables are initially recognised at fair value and subsequently measured at amortised cost, less any appropriate allowances for estimated irrecoverable amounts.

Trade receivables are non-interest-bearing and generally have a 30 to 90 days term. Due to their short maturities, the fair value of trade and other receivables approximates their book value. All other receivables are recorded at amortised cost. The provision as at 31 March 2021 was £1m (2020: £1m).

	2021	2020
	£m	£m
Current		
Trade receivables	**23**	16
Amounts owed by fellow subsidiary undertakings	**42**	65
Social security and other taxes	**40**	32
Accrued income	**19**	39
Prepayments	**61**	31
Other receivables	**14**	39
	199	222

	2021	2020
	£m	£m
Non-current		
Prepayments	**7**	5
	7	5

Provision for impairment of receivables

A provision for credit losses is recognised at an amount equal to the expected credit losses that will arise over the lifetime of the trade receivables and accrued income.

A provision matrix is not used to assess expected loss rates as an assessment is performed on individual debtors and the provision is not material. There are no retail customers (see note 2 explaining that most revenues are invoiced and cash received monthly from NGESO Ltd).

In determining the provision for bad and doubtful debts as at 31 March 2021, we have had to consider the evolving financial impact of the restrictions put in place as a result of COVID-19 on our ability to collect amounts. After consideration, there were no adjustments required.

	2021	2020
	£m	£m
At 1 April	**1**	2
Amounts recovered in the year	**—**	(1)
At 31 March	**1**	1

For further information on our wholesales and retail credit risk, refer to note 27(a).

15. Cash and cash equivalents

Cash and cash equivalents include cash balances, together with short-term investments with an original maturity of less than three months that are readily convertible to cash.

Net cash and cash equivalents reflected in the cash flow statement are net of bank overdrafts, which are reported in borrowings. The carrying amounts of cash and cash equivalents and bank overdrafts approximate their fair values.

Cash at bank earns interest at floating rates based on daily bank deposit rates. Short-term deposits are made for periods varying between one day and three months, depending on the immediate cash requirements, and earn interest at the respective short-term deposit rates.

Net cash and cash equivalents held in currencies other than sterling have been converted into sterling at year-end exchange rates. For further information on currency exposures, refer to note 27(c).

	2021 **£m**	2020 £m
Cash at bank and short-term deposits	**—**	—
Cash and cash equivalents excluding bank overdrafts	—	—
Bank overdrafts	(5)	(16)
Bank overdrafts included in borrowings	**(5)**	**(16)**
Analysed as:		
Bank overdraft for transmission operations	(5)	(16)
Bank overdrafts	**(5)**	(16)

16. Borrowings

We borrow money primarily in the form of bonds, borrowings from fellow subsidiaries and bank loans. These are for a fixed term and may have fixed or floating interest rates or are linked to the retail price index (RPI). We use derivatives to manage risks associated with interest rates and foreign exchange.

As we continue to invest in our networks, the value of debt is expected to increase over time. To maintain a strong balance sheet and to allow us to access capital markets at commercially acceptable interest rates, we balance the amount of debt we issue with the value of our assets, and take account of certain other metrics such as retained cash flow/net debt (RCF), regulatory gearing and interest cover.

Borrowings, which include interest-bearing and inflation-linked debt, overdrafts and collateral payable, are initially recorded at fair value which normally reflect the proceeds received, net of direct issue costs less any repayments. Subsequently these are stated at amortised cost; any difference between the proceeds after direct issue costs and the redemption value is recognised over the term of the borrowing in the income statement using the effective interest method.

Further information on how we manage the rates and currency risk of our borrowings portfolio is presented in note 27. Information on our net debt is presented in note 24.

16. Borrowings (continued)

	2021 £m	2020 £m
Current		
Bank loans and overdrafts	**139**	558
Bonds	**57**	379
Borrowings from fellow subsidiaries of National Grid plc	**—**	1
Lease liabilities	**11**	9
Borrowings from the ultimate parent company	**365**	286
	572	1,233
Non-current		
Bank loans	**1,491**	1,537
Bonds	**6,755**	4,878
Lease liabilities	**59**	51
Borrowings from the ultimate parent company	**—**	362
	8,305	6,828
Total borrowings	**8,877**	8,061

Total borrowings are repayable as follows:

	2021 £m	2020 £m
Less than 1 year	**572**	1,233
In 1 - 2 years	**121**	362
In 2 - 3 years	**158**	119
In 3 - 4 years	**527**	165
In 4 - 5 years	**—**	537
More than 5 years:		
by instalments	**770**	819
other than by instalments	**6,729**	4,826
	8,877	8,061

The fair value of borrowings at 31 March 2021 was £10,059 million (2020: £9,303 million). Where market values were available, fair value of borrowings (Level1) was £3,917 million (2020: £2,359 million). Where market values are not available, fair value of borrowings (Level 2) was £6,142 million (2020: £6,944 million), calculated by discounting cash flows at prevailing interest rates. The notional amount outstanding of the debt portfolio as at 31 March 2021 was £8,820 million (2020: £7,903 million).

In June 2021, National Grid Electricity Transmission plc issued a AUD 55 million fixed interest rate bond with a 15-year tenor and a CAD 850 million fixed interest rate bond with a 8-year tenor. This was followed in July 2021 by a EUR 40m fixed rate bond with a 19-year tenor. All issuances were from the NGET EMTN programme as part of the Company's ongoing funding.

Collateral is placed with or received from any counterparty where we have entered into a credit support annex to the ISDA Master Agreement once the current mark-to-market valuation of the trades between the parties exceeds an agreed threshold. Included in current bank loans is £65m (2020: £101m) in respect of cash received under collateral agreements.

Certain borrowings, primarily some of our bank loans are linked to LIBOR. LIBOR is being replaced as an interest rate benchmark by alternative reference rates and therefore negotiations are underway to amend these contracts. At 31 March 2021, none of these contracts had yet been amended. £300 million of bank loans affected by GBP LIBOR will be impacted.

At 31 March 2021, we had committed credit facilities of £1,645m (2020: £1,645m) of which £1,645m was undrawn (2020: £1,645m undrawn). All of the facilities at 31 March 2021 and at 31 March 2020 are available for liquidity purposes.

None of the Group's borrowings are secured by charges over assets of the Group.

16. Borrowings (continued)

Lease liabilities

Lease liabilities are initially measured at the present value of the lease payments expected over the lease term. The discount rate applied is the rate implicit in the lease or if that is not available, then the incremental rate of borrowing for a similar term and similar security. The lease term takes account of exercising any extension options that are at our option if we are reasonably certain to exercise the option and any lease termination options unless we are reasonably certain not to exercise the option. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the income statement over the lease period using the effective interest rate method.

	2021 £m	2020 £m
Gross lease liabilities are repayable as follows:		
Less than 1 year	**11**	10
1 to 5 years	**33**	27
More than 5 years	**55**	52
	99	89
Less: finance charges allocated to future periods	**(29)**	(29)
	70	60
The present value of lease liabilities are as follows:		
Less than 1 year	**11**	9
1 to 5 years	**30**	24
More than 5 years	**29**	27
	70	60

17. Trade and other payables

Trade and other payables include amounts owed to suppliers, tax authorities and other parties which are due to be settled within 12 months. The total also includes deferred amounts, some of which represents monies received from customers but for which we have not yet delivered the associated service. These amounts are recognised as revenue when the service is provided.

Trade payables are initially recognised at fair value and subsequently measured at amortised cost.

	2021	2020
	£m	£m
Trade payables	**330**	423
Amounts owed to fellow subsidiaries of National Grid plc	**47**	61
Deferred income	**23**	19
Other payables	**24**	27
	424	530

Due to their short maturities, the fair value of trade payables approximates their book value.

18. Contract liabilities

Contract liabilities primarily relate to the advance consideration received from customers for construction contracts, mainly in relation to connections, for which revenue is recognised over the life of the asset.

	2021	2020
	£m	£m
Current	**15**	24
Non-current	**396**	378
	411	402

Significant changes in the contract liabilities balances during the year are as follows:

	2021	2020
	£m	£m
As at 1 April 2020	**402**	375
Revenue recognised that was included in the contract liability balance at the beginning of the period	**(24)**	(10)
Increase due to cash received, excluding amounts recognised as revenue during the period	**15**	24
Other	**18**	**13**
At 31 March 2021	**411**	402

19. Other non-current liabilities

Other non-current liabilities include deferred income which will not be recognised as income until after 31 March 2021. It also includes payables that are not due until after that date.

Non-current liabilities are initially recognised at fair value and subsequently measured at amortised cost. There is no material difference between the fair value and the carrying value of other payables.

	2021	2020
	£m	£m
Deferred income	**1**	—
Other payables	**54**	54
	55	54

20. Pensions and other post-retirement benefits

All of our employees are eligible to participate in a pension scheme. National Grid has defined benefit (DB) and defined contribution (DC) pension schemes in the UK. The fair value of associated scheme assets and present value of DB obligations are updated annually in accordance with IAS 19 (revised). Below we provide a more detailed analysis of the amounts recorded in the primary financial statements and the actuarial assumptions used to value the DB obligations.

National Grid's UK pension arrangements are held in separate Trustee administered schemes. The arrangements are managed by Trustee companies with boards consisting of company- and member-appointed directors.

Defined contribution plans

These plans are designed to provide members with a pension pot for their retirement. The risks associated with these plans are assumed by the member. Payments to these DC plans are charged as an expense as they fall due. There is no legal or constructive obligation on National Grid to pay additional contributions into a DC plan if the fund has insufficient assets to pay all employees' benefits relating to employee service in the current and prior periods.

Up until 31 March 2021, the National Grid YouPlan (YouPlan) was the qualifying UK pension plan that was used for automatic enrolment of new hires. National Grid paid contributions into YouPlan to provide DC benefits on behalf of employees, providing a double match of member contributions, up to a maximum Company contribution of 12% of salary as well as the cost of administration and insured benefits.

From 1 April 2021, the National Grid UK Retirement Plan (NGUKRP) replaced YouPlan as the DC pension plan available to employees. The NGUKRP is part of a Master Trust arrangement managed by Legal & General. From 1 April 2021, all contributions will be paid into NGUKRP and existing member funds in YouPlan will be transferred across prior to YouPlan being wound up. There is no change to the contribution structure offered in NGUKRP as was previously offered for YouPlan.

Defined benefit ('DB') schemes

On retirement, members of DB schemes receive benefits whose value is dependent on factors such as salary and length of pensionable service. The Company's obligation in respect of DB pension schemes is calculated by projecting the estimated amount of future benefit payments that employees have earned for their pensionable service in the current and prior periods. These future benefit payments are discounted to determine the present value of the liabilities. Current service cost and any unrecognised past service cost are recognised immediately. The discount rate is set with reference to the yield curve on high-quality corporate bonds at the valuation date.

Advice is taken from independent actuaries relating to the appropriateness of the key assumptions applied, including life expectancy, expected salary and pension increases, and inflation. Comparatively small changes in the assumptions used may have a significant effect on the amounts recognised in the Consolidated Income Statement, the Consolidated Statement of Other Comprehensive Income and the net liability recognised in the Consolidated Statement of Financial Position.

Remeasurements of pension assets and post-retirement benefit obligations are recognised in full in the period in which they occur in the consolidated statement of other comprehensive income.

National Grid Electricity Transmission is a participating employer in the National Grid Electricity Group of the Electricity Supply Pension Scheme (NGEG of ESPS). The scheme closed to new hires from 1 April 2006.

The COVID-19 pandemic

The COVID-19 pandemic has had a global impact on economies, including on equity and bond markets. This directly affects the value of assets held in our pension schemes, as well as the value of National Grid's DB obligations. Our UK DB scheme operates a low-risk investment strategy with limited exposure to equities and other return seeking assets, reducing the impact of investment volatility. Additionally, the large allocation to bonds leads to significant hedging against changes in the value of DB obligations that result from falling bond yields. The markets for unquoted investments are illiquid and therefore given the market volatility at 31 March 2020, there was a risk that the valuations provided by fund managers as at 31 March 2020 were based on valuation models that had unobservable inputs, making them subject to additional estimation uncertainty. Such uncertainty has reduced as at 31 March 2021.

20. Pensions and other post-retirement benefits (continued)

Scheme funding

NGEG of ESPS is subject to an independent actuarial funding valuation at least every three years, and following consultation and agreement with us, the qualified actuary certifies the employers' contributions, which, together with the specified contributions payable by the employees and proceeds from the scheme's assets, are expected to be sufficient to fund the benefits payable.

The results of the most recent actuarial valuations are shown below.

	NGEG of ESPS
Latest full actuarial valuation	31 March 2019
Actuary	Aon Hewitt
Market value of scheme assets at latest valuation	£3,144 million
Actuarial value of benefits due to members	£3,381 million
Market value as percentage of benefits	93 %
Funding deficit	£237 million

The last full actuarial valuation for NGEG of ESPS determined that the scheme was in deficit. To recover the deficit, National Grid agreed to a payment plan of £54 million per annum over three years to 2022, and a final payment of £26 million in 2023, all adjusted for changes in the Retail Price Index (RPI). In addition, National Grid contributes 44% of pensionable salary, less member contributions, in respect of future benefit accrual.

The Company pays additional contributions to NGEG of ESPS in respect of the costs of scheme administration and the Pension Protection Fund (PPF) levies.

The scheme holds a longevity insurance contract in respect of much of its pensioner membership providing long-term protection to the scheme should pensioner and dependant members generally live longer than currently expected.

Security arrangements

The Company has also established security arrangements with charges in favour of the Trustees:

Value of security arrangements at 31 March 2021	£200 million
Additional amounts payable at 31 March 2021[1]	A maximum of £500 million

1 These amounts are payable if certain trigger events occur which have been individually agreed between the Trustee and the Company.

All of the security is currently provided in the form of surety bonds, but may also be provided as letters of credit or cash. The assets held as security will be paid to the scheme in the event that the relevant supporting employer is subject to an insolvency event or fails to make the required contributions; and if NGET loses its licence to operate under relevant legislation. Counter indemnities have also been taken out to ensure the obligations will be fulfilled.

Actuarial assumptions

The Company has applied the following financial assumptions in assessing DB liabilities.

	2021	2020
	%	%
Discount rate - past service	**2.00**	2.35
Discount rate - future service	**2.15**	2.35
Rate of increase in salaries	**3.40**	2.90
Rate of increase in RPI - past service	**3.15**	2.65
Rate of increase in RPI - future service	**3.00**	2.45

Single equivalent financial assumptions are shown above for presentational purposes, although full yield curves have been used in our calculations.

The discount rate is determined by reference to high-quality UK corporate bonds at the reporting date. The rate of increase in salaries has been set using a promotional scale where appropriate. The rates of increases stated are not indicative of historical increases awarded or a guarantee of future increase, but merely an appropriate assumption used in assessing DB liabilities. Retail Price Index (RPI) is the key assumption that determines assumed increases in pensions in payment and deferment.

20. Pensions and other post-retirement benefits (continued)

Assumed life expectations for a retiree age 65.

	2021	2020
	Years	Years
As at 31 March		
Males	**23.2**	23.2
Females	**24.5**	24.5
In 20 years:		
Males	**24.2**	24.2
Females	**25.9**	25.9

The weighted average duration of the DB obligation for NGEG of ESPS is 16 years

As at the reporting date, the present value of the funded obligations split according to member status, was approximately 21% active members (2020: 20%); 9% deferred members (2020: 9%); 70% pensioner members (2020: 71%);

For sensitivity analysis see note 28.

Amounts recognised in the consolidated statement of financial position

	2021	2020
	£m	£m
Present value of funded obligations	**(2,958)**	(2,737)
Fair value of scheme assets	**3,355**	3,161
	397	424
Present value of unfunded obligations	**(49)**	(45)
Net defined benefit asset	**348**	379
Represented by:		
Asset	**397**	424
Liability	**(49)**	(45)
	348	379

The recognition of the pension assets in the NGEG of ESPS reflects legal and actuarial advice that we have taken regarding recognition of surpluses under IFRIC 14.

We have concluded that the Company has an unconditional right to a refund from the scheme in the event of a winding up. The NGEG of ESPS Trustee must seek the agreement of the Company to any benefit augmentation beyond the provisions set out in the Scheme Rules.

20. Pensions and other post-retirement benefits (continued)

Amounts recognised in the consolidated income statement and the consolidated statement of other comprehensive income

	2021 £m	2020 £m
Included within operating costs		
Administration costs	**3**	1
Included within payroll costs		
Defined benefit scheme costs:		
Current service cost	**16**	19
Past service credit - redundancies	**(1)**	—
Special termination benefit cost - redundancies	**3**	1
	18	20
Amounts charged to fellow group undertakings	**(6)**	(6)
Total amount included within payroll costs	**12**	14
Included within finance income and costs		
Net Interest credit	**(10)**	(3)
Total included in the consolidated income statement	**5**	12
Remeasurement (losses)/gains on defined benefit obligations	**(284)**	272
Return on assets less/(greater) than discount rate	**196**	(23)
Change in longevity swap value	**(13)**	(16)
Total included in the consolidated statement of other comprehensive income	**(101)**	233

Reconciliation of the net defined benefit asset

	2021 £m	2020 £m
Opening defined benefit asset	**379**	74
Net cost recognised in the income statement	**(5)**	(12)
Amounts charged to fellow group undertakings	**(6)**	(6)
Remeasurement effects recognised in the statement of other comprehensive income	**(101)**	233
Employer contributions	**80**	89
Other movements	**1**	1
Closing net defined benefit asset	**348**	379

20. Pensions and other post-retirement benefits (continued)

Changes in the present value of defined benefit obligations (including unfunded obligations)

	2021 £m	2020 £m
Opening defined benefit obligations	**(2,782)**	(3,115)
Current service cost	**(16)**	(19)
Interest cost	**(64)**	(73)
Actuarial gains - experience	**—**	38
Actuarial gains - demographic assumptions	**2**	19
Actuarial (losses)/gains - financial assumptions	**(286)**	215
Past service credit - redundancies	**1**	—
Special termination benefit cost - redundancies	**(3)**	(1)
Employee contributions	**(1)**	(1)
Benefits paid	**142**	155
Closing defined benefit obligations	**(3,007)**	(2,782)

Changes in the fair value of scheme assets	2021 £m	2020 £m
Opening fair value of scheme assets	**3,161**	3,189
Interest income	**74**	76
Return on assets greater/(less) than assumed	**196**	(23)
Change in longevity swap value	**(13)**	(16)
Administration costs	**(3)**	(1)
Employer contributions	**80**	89
Employee contributions	**1**	1
Benefits paid	**(141)**	(154)
Closing fair value of scheme assets	**3,355**	3,161
Actual return on scheme assets	**257**	37
Expected contributions to defined benefit scheme in the following year	**77**	82

20. Pensions and other post-retirement benefits (continued)

Main defined benefit risks

The NGEG of ESPS Trustee is the governing body of the scheme and its responsibilities are set out in the Trust Deed and Rules.

A DB pension scheme can pose a significant risk to future cash flows, as the Company underwrites the financial and demographic risks associated with these schemes. Although the Trustee has sole responsibility for setting investment strategies and managing risks, the Company works with and supports the Trustee, to assist in mitigating the risks associated with their scheme and to ensure that the scheme is funded to meet its obligations.

The most significant risks associated with a DB scheme are:

- Investment risk – the scheme invests in a variety of asset classes, with actual returns likely to differ from the underlying discount rate adopted, impacting the funding position of the scheme through the net balance sheet asset or liability. The scheme seeks to balance the level of investment return required with the risk that it can afford to take, to design the most appropriate investment portfolio. Volatility will be controlled through using liability-matching asset strategies including bulk annuities, as well as interest rate hedging and management of foreign exchange exposure, and diversification of the return-seeking assets;

- Changes in bond yields – liabilities are calculated using discount rates set with reference to the yields on high-quality corporate bonds prevailing in the UK debt markets and will fluctuate as yields change;

- Member longevity – longevity is a key driver of liabilities and changes in life expectancy have a direct impact on liabilities. Improvements in life expectancy will lead to pension payments being paid for longer than expected and benefits ultimately being more expensive. This risk has been partly mitigated by recent scheme investment transactions including a longevity insurance contract (longevity swap) for the scheme;

- Counterparty risk – is managed by having a diverse range of counterparties and through having a strong collateralisation process (including for the longevity swap held by the scheme). Measurement and management of counterparty risk is delegated to the relevant investment managers;

- Currency risk – fluctuations in the value of foreign denominated assets due to exposure to currency exchange rates is managed through a combination of segregated currency hedging overlay and currency hedging carried out by some of the investment managers; and

- Inflation risk – changes in inflation will affect the current and future pensions but are partially mitigated through investing in inflation-matching assets and hedging instruments

Defined benefit investment strategies

The Trustee after taking advice from professional investment advisers and in consultation with the Company, sets the key principles, including expected returns, risk and liquidity requirements. In setting these, the Trustee takes into account expected contributions, maturity of the pension liabilities, and the strength of the covenant. The Trustee formulates an investment strategy to manage risk through diversification, including the use of liability matching assets, which move in line with the long-term liabilities of the scheme, return seeking assets, some of which are designed to mitigate downside risk. Where appropriate, the strategies may include interest rate and inflation hedging instruments, and currency hedging to hedge overseas holdings.

Investments are usually grouped into:

- Return-seeking assets: equities, property and diversified funds where the objective is to achieve growth within the constraints of the sheme's risk profiles. These assets should produce returns greater than the liability increase, so improving the funding position, and are assessed by reference to benchmarks and performance targets agreed with the investment managers; and

- Liability-matching assets: liability-driven investment (LDI) funds, government securities, corporate bonds and swaps, where the objective is to secure fixed or inflation-adjusted cash flows in future. These investments are generally expected to match the change in liability valuation, so protecting the funding position. Bonds and securities are also measured against certain market benchmarks.

Investments are predominantly made in assets considered to be of investment grade. Where investments are made in non-investment grade assets, the higher volatility involved is carefully judged and balanced against the expected higher returns. Similarly, investments are made predominantly in regulated markets. Where investments are made either in non-investment grade assets or outside of regulated markets, investment levels are kept to prudent levels and subject to agreed control ranges, to control the risk. Should these investments fall outside the pre-agreed ranges, corrective actions and timescales are agreed with the investment manager to remedy the position.

The Trustee ensures that the performance of investment managers is regularly reviewed against measurable objectives, consistent with the scheme's long-term objectives and accepted risk levels. Where required, the portfolios are amended, or investment managers changed.

20. Pensions and other post-retirement benefits

The Trustees can generally delegate responsibility for the selection of specific bonds, securities and other investments to appointed investment managers. Investment managers are selected based on the required skills, expertise of those markets, process and financial security to manage the investments. The investment managers use their skill and expertise to manage the investments competently. In some cases, they may further delegate this responsibility, through appointing sub-managers.

The pension scheme holds sufficient cash to meet benefit requirements, with other investments being held in liquid or realisable assets to meet unexpected cash flow requirements. The scheme does not borrow money, or act as guarantor, to provide liquidity to other parties (unless it is temporary).

The Trustee of NGEG of ESPS has a Responsible Investment (RI) Policy, which take into account Environmental, Social and Governance (ESG) areas. The Trustees believe that ESG factors can be material to financial outcomes and therefore these should and will be considered alongside other factors. The Trustees recognise that their primary responsibility remains a fiduciary one, i.e. their first duty is to ensure the best possible return on investments with the appropriate level of risk. However, the Trustees also recognise the increasing materiality of ESG factors and that they have a fiduciary and regulatory duty to consider RI, including ESG factors and the potential impact on the quality and sustainability of long-term investment returns and therefore on the Trustees' primary fiduciary duty.

Asset allocations strategy:

The scheme's investment strategy is formulated in order to target specific asset allocations and returns, and to manage risk. The asset allocation of the scheme as at 31 March 2021 is as follows:

	2021	**2020**
	%	**%**
Return - seeking assets	29	27
Liability - matching assets	71	73
	100	100

Within the asset allocations below there is significant diversification across regions, asset managers, currencies and bond categories.

	2021	**2021**	**2021**	2020	2020	2020
	Quoted	**Unquoted**	**Total**	Quoted	Unquoted	Total
	£m	**£m**	**£m**	£m	£m	£m
Equities	**348**	**426**	**774**	264	305	569
Corporate bonds	**378**	**38**	**416**	345	—	345
Property	**104**	**101**	**205**	103	102	205
Liability matching assets	**1,714**	**—**	**1,714**	1,704	—	1,704
Diversified alternatives	**—**	**13**	**13**	—	93	93
Longevity swap	**—**	**(64)**	**(64)**	—	(51)	(51)
Cash and cash equivalents	**34**	**8**	**42**	29	12	41
Other[1]	**—**	**255**	**255**	—	255	255
	2,578	**777**	**3,355**	2,445	716	3,161

[1] Comprised mostly of gilts held as collateral

21. Provisions

We make provisions when an obligation exists, resulting from a past event and it is probable that cash will be paid to settle it, but the exact amount of cash required can only be estimated.

The main estimates relate to environmental remediation for various sites we own, decommissioning costs relating to certain transmission assets and other provisions including restructuring plans. The evaluation of the likelihood of the contingent events has required best judgement by management regarding the probability of exposure to potential loss. Should circumstances change following unforeseeable developments, the likelihood could alter.

Provisions are recognised where a legal or constructive obligation exists at the reporting date, as a result of a past event, where the amount of the obligation can be reliably estimated and where the outflow of economic benefit is probable.

Provision is made for decommissioning and environmental costs, based on future estimated expenditures, discounted to present values. An initial estimate of decommissioning and environmental costs attributable to property, plant and equipment is recorded as part of the original cost of the related property, plant and equipment.

Where a decommissioning provision relates to an asset measured using the cost model (which applies to all our assets), any subsequent change in the provision (arising from revised estimates,discount rates or changes in the expected timing of expenditures) is recognised as an adjustment to the cost of the asset. Where the decrease in the liability exceeds the carrying amount of the asset, the excess is recognised in the income statement. Where the adjustment results in an addition to the cost of the asset, we consider whether this is an indication of whether the carrying amount of the asset is fully recoverable.

Changes in the environmental provision arising from revised estimates, discount rates or changes in the expected timing of expenditure are recognised in the income statement.

The unwinding of the discount is included within the income statement as finance costs.

	Decommissioning	Environmental	Restructuring	Other	Total
	£m	£m	£m	£m	£m
At 1 April 2019	—	46	30	11	87
Additions	31	4	—	1	36
Unused amounts reversed	—	—	—	(2)	(2)
Unwinding of discount	—	2	—	—	2
Utilised	—	(3)	(16)	(1)	(20)
At 31 March 2020	31	49	14	9	103
Additions	—	—	1	2	3
Reclassifications	—	—	—	(1)	(1)
Unused amounts reversed	—	(2)	—	(1)	(3)
Unwinding of discount	—	2	—	—	2
Utilised	—	(1)	(7)	—	(8)
At 31 March 2021	**31**	**48**	**8**	**9**	**96**

	2021	2020
	£m	£m
Current	**9**	15
Non-current	**87**	88
	96	103

Restructuring provision

During 2020/21, a restructuring programme was commenced (see note 5 for further details). This has resulted in an addition of £1m to the provision. We expect this element of the balance to be utilised within the next year.

During the year, £7 million of the existing provision has been utilised resulting in a closing provision of £8 million. We expect the majority of the provision to be utilised within the next year.

Environmental provision

The environmental provision represents the estimated restoration and remediation costs relating to a number of sites owned and managed by the Group.

21. Provisions (continued)

The remediation expenditure relates to electricity transmission sites. Cash flows are expected to be incurred until 2070, with £20 million expected to be incurred in the next 10 years. A number of estimation uncertainties affect the calculation of the provision, including the impact of regulation, the accuracy of site surveys, unexpected contaminants, transportation costs, the impact of alternative technologies and changes in the real discount rate. This provision incorporates our best estimate of the financial effect of these uncertainties, but future changes in any of the assumptions could materially impact the calculation of the provision. The undiscounted amount is the best estimate of the liability, having regard to these uncertainties. The undiscounted provision based on 0.5% real discount rate was £52.3 million (2020: £54 million based on 0.5% real discount rate).

Decommissioning provision

The decommissioning provision represents a present value of £31 million (2020: £31 million) of expenditure relating to asset retirement obligations estimated to be incurred in 2059 (discounted at a real rate of 0.5%). This relates to our share of the decommissioning of the Western Link HVDC cable laid on the seabed owned by the Crown estate.

Other provisions

The most significant other provision relates to employer liability claims of £4 million (2020: £4 million). In accordance with insurance industry practice, the estimate of employer liability claims is based on experience from previous years and there is therefore no identifiable payment date.

22. Share capital

Ordinary share capital represents the total number of shares issued.

Share capital is accounted for as an equity instrument. An equity instrument is any contract that includes a residual interest in the consolidated assets of the Company after deducting all its liabilities and is recorded at the proceeds received, net of direct issue costs, with an amount equal to the nominal amount of the shares issued included in the share capital account and the balance recorded in the share premium account.

	Number of shares 2021 millions	Number of shares 2020 millions	**2021 £m**	2020 £m
At 31 March 2020 and 2021 - ordinary shares of 10p each				
Allotted, called-up and fully paid	**437**	437	**44**	44

In line with the provisions of the Companies Act 2006, the Company has amended its Articles of Association and ceased to have authorised share capital.

23. Other equity reserves

Other equity reserves are different categories of equity as required by accounting standards and represent the impact of a number of our historical transactions.

Other equity reserves comprise the cash flow hedge reserve and the cost of hedging reserve. The cash flow hedge represents the Group's cash flow hedging activities (see note 27).

As the amounts included in other equity reserves are not attributable to any of the other classes of equity presented, they have been disclosed as a separate classification of equity.

	Cost of hedging £m	Cash flow hedge £m	Total £m
At 1 April 2020	(1)	(9)	(10)
Net gains/(losses) taken to equity	(16)	(35)	(51)
Net gains/(losses) in respect of cash flow hedging of capital expenditure	—	(8)	(8)
Transferred to profit or loss	3	57	60
Tax	2	(3)	(1)
At 31 March 2021	**(12)**	**2**	**(10)**

24. Net debt

Net debt represents the amount of borrowings and overdrafts less cash, current financial investments and related derivative financial instruments.

Funding and liquidity risk management is carried out by the National Grid plc treasury function under policies and guidelines approved by the Finance Committee of the National Grid plc Board. These policies have been deemed applicable at NGET companies by their respective boards of directors. The Finance Committee is responsible for the regular review and monitoring of treasury activity and for the approval of specific transactions, the authority for which fall outside the delegation of authority to management.

The primary objective of the treasury function is to manage our funding and liquidity requirements. A further important objective is to manage the associated financial risks, in the form of interest rate risk and foreign exchange risk, to within pre-authorised parameters. Details of the main risks arising from our activities can be found in the risk factors discussion in note 27 to the consolidated financial statements.

Investment of surplus funds, usually in short-term fixed deposits is subject to our counterparty risk management policy.

(a) Reconciliation of net cash flow to movement in net debt

	2021	2020
	£m	£m
Increase/(decrease) in cash and cash equivalents	**11**	(33)
Increase/(decrease) in financial investments	**607**	(70)
(Increase)/decrease in borrowings and related derivatives	**(912)**	(267)
Net interest paid on the components of net debt	**136**	138
Change in net debt resulting from cash flows	**(158)**	(232)
Changes in fair value of financial assets and liabilities and exchange movements	**49**	(12)
Net interest charge on the components of net debt	**(185)**	(219)
Other non-cash movements	**(20)**	(8)
Movement in net debt (net of related derivative financial instruments) in the year	**(314)**	(471)
Net debt (net of related derivative financial instruments) at the start of the year	**(7,919)**	(7,381)
Impact of transition to IFRS 16	**—**	(67)
Net debt (net of related derivative financial instruments) at the end of the year	**(8,233)**	(7,919)

Composition of net debt

Net debt is summarised as follows:

	2021	2020
	£m	£m
Cash, cash equivalents and financial investments	**806**	199
Borrowings and bank overdrafts	**(8,877)**	(8,061)
Derivatives	**(162)**	(57)
	(8,233)	(7,919)

24. Net debt (continued)

(b) Analysis of changes in net debt

	Cash and cash equivalents *£m*	Financial investments £m	Borrowings £m	Derivative financial instruments £m	Total [1] debt £m
At 1 April 2019	17	267	(7,504)	(161)	(7,381)
Impact of IFRS 16	—	—	(67)	—	(67)
Cash flow	(33)	(68)	(267)	136	(232)
Fair value gains and losses	—	—	(22)	(47)	(69)
Foreign exchange movements			57	—	57
Interest income/(charges)	—	—	(234)	15	(219)
Other non-cash	—	—	(8)	—	(8)
At 31 March 2020	**(16)**	**199**	**(8,045)**	**(57)**	**(7,919)**
Cash flow	11	605	(796)	22	(158)
Fair value gains and losses	—	—	98	(134)	(36)
Foreign exchange movements		—	85		85
Interest income/(charges)	—	2	(194)	7	(185)
Other non-cash	—	—	(20)	—	(20)
At 31 March 2021	**(5)**	**806**	**(8,872)**	**(162)**	**(8,233)**
Balances at 31 March 2021 comprise:					
Non-current assets	—	—	—	220	220
Current assets	—	806	—	1	807
Current liabilities	(5)	—	(567)	(16)	(588)
Non-current liabilities	—	—	(8,305)	(367)	(8,672)
	(5)	**806**	**(8,872)**	**(162)**	**(8,233)**

25. Commitments and contingencies

Commitments are those amounts that we are contractually required to pay in the future as long as the other party meets its obligations. These commitments primarily relate to operating lease rentals, energy purchase agreements and contracts for the purchase of assets which, in many cases, extend over a long period of time. We also disclose any contingencies, which include guarantees that companies have given, where we pledge assets against current obligations that will remain for a specific period.

	2021	2020
Future capital expenditure	**£m**	£m
Contracted for but not provided	**1,733**	1,958

Other commitments, contingencies and guarantees

Guarantees in respect of a former associate amounting to £13 million (2020: £13 million). These are open ended.

Other commitments, contingencies and guarantees in the normal course of business and entered into on normal commercial terms amounted to £92 million (2020: £146 million). There is an additional £17m contingency for the portion of decommissioning costs of Western Link HVDC not recognised in the provision (see note 21).

Security arrangements in favour of NGEG Trustees are disclosed separately in note 20.

Through the ordinary course of our operations, we are party to various litigation, claims and investigations. As explained on page 7, we continue to engage with Ofgem in relation to its investigation into delivery of the Western Link and as such, the outcome is uncertain. We do not expect the ultimate resolution of any of these proceedings to have a material adverse effect on our reported results of operations or financial position for 2020/21.

26. Related party transactions

A related party is a company or individual who also has an interest in us, for example a company that provides a service to us with a director who holds a controlling stake in that company and who is also a Director of National Grid Electricity Transmission plc. The related parties identified include fellow subsidiaries, joint ventures, associated undertakings, investments and key management personnel.

The following significant transactions with related parties were in the normal course of business. Amounts receivable from and payable to related parties are due on normal commercial terms:

	2021 £m	2020 £m
Income:		
Goods and services supplied[1]	**1,891**	1,910
	1,891	1,910
Expenditure:		
Services received[2]	**16**	14
Corporate services received	**19**	19
Interest cost incurred on borrowings from the ultimate parent	**2**	17
	37	50
Outstanding balances at 31 March in respect of income, expenditure and settlement of corporation tax:		
Amounts receivable[3]	**42**	4
Amounts payable[4]	**(47)**	—
Borrowings from fellow subsidiary undertakings (amounts due within one year)	**(2)**	(2)
Borrowings from fellow subsidiary undertakings (amounts due after more than one year)	**—**	(286)
Borrowings To ultimate parent (amounts due within one year)	**538**	—
Borrowings from ultimate parent (amounts due within one year)	**(363)**	—
At 31 March	**174**	(288)
Borrowings from ultimate parent (amounts due after more than one year)		
At 31 March	**—**	(363)

1 Includes £8 million in respect of joint ventures (2020: £4 million).

2 Includes £Nil in respect of joint ventures (2020: £Nil million).

3 Includes £Nil in respect of joint ventures (2020: £1million).

4 Includes £0.16 million in respect of joint ventures (2020: £0.17million).

Amounts receivable from or payable to related parties in respect of income and expenditure are ordinarily settled one month in arrears. Advances to and borrowings from fellow subsidiary undertakings are repayable on demand and bear interest at commercial rates.

Details of key management compensation are provided in note 4(c) and information relating to pension fund arrangements is disclosed in note 20.

27. Financial risk management

Our activities expose us to a variety of financial risks including credit risk, liquidity risk, capital risk, currency risk, interest rate risk and inflation risk. Our risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential volatility of financial performance from these risks. We use financial instruments, including derivative financial instruments, to manage these risks.

Risk management related to financing activities is carried out by the National Grid plc central treasury department under policies approved by the Finance Committee of the National Grid plc Board. These policies have been deemed applicable at NGET companies by their respective board of directors. The objective of the treasury department is to manage funding and liquidity requirements, including managing associated financial risks, to within acceptable boundaries. The Finance Committee provides written principles for overall risk management, as well as written policies covering specific areas such as foreign exchange risk, interest rate risk, credit risk, liquidity risk, use of derivative financial instruments and non-derivative financial instruments, and investment of excess liquidity. Details of key activities in the current year are set out in the Finance Committee report on page 88 of National Grid plc Annual Report and Accounts.

We have exposure to the following risks, which are described in more detail below:

- credit risk;
- liquidity risk;
- currency risk;
- interest rate risk; and
- capital risk.

Where appropriate, derivatives and other financial instruments used for hedging currency and interest rate risk exposures are formally designated as fair value or cash flow hedges as defined in IFRS 9. Hedge accounting allows the timing of the profit or loss impact of qualifying hedging instruments to be recognised in the same reporting period as the corresponding impact of hedged exposures. To qualify for hedge accounting, documentation is prepared specifying the risk management objective and strategy, the component transactions and methodology used for effectiveness measurement.

Hedge accounting relationships are designated in line with risk management activities further described below. Categories designated at NGET are:

- currency risk arising from our forecasted foreign currency transactions (capital expenditure) is designated in cash flow hedges;
- currency and interest rate risk arising from borrowings are designated in cash flow or fair value hedges.

Critical terms of hedging instruments and hedged items are transacted to match on a 1:1 ratio by notional values. Hedge ineffectiveness can nonetheless arise from inherent differences between derivatives and non-derivative instruments and other market factors including credit, correlations, supply and demand, and market volatilities. Ineffectiveness is recognised in the remeasurements component of finance income and costs (see note 6). Hedge accounting is discontinued when a hedging relationship no longer qualifies for hedge accounting.

Certain hedging instrument components are treated separately as costs of hedging with the gains and losses deferred in a component of other equity reserves, and released systematically into profit or loss to correspond with the timing and impact of hedged exposures, or released in full to finance costs upon an early discontinuation of a hedging relationship.

Refer to sections (c) currency risk and (d) interest rate risk below for further details about hedge accounting.

(a) Credit risk

We are exposed to the risk of loss resulting from counterparties' default on their commitments including failure to pay or make a delivery on a contract. This risk is inherent in our commercial business activities. Exposure arises from derivative financial instruments, deposits with banks and financial institutions, trade receivables and committed transactions with customers.

Treasury credit risk

Counterparty risk arises from the investment of surplus funds and from the use of derivative financial instruments.

The maximum limit applies to all transactions, including long-term transactions. The long-term limit applies to transactions which mature in more than 12 months' time.

27. Financial risk management (continued)

As at 31 March 2021 and 2020, we had a number of exposures to individual counterparties. In accordance with our treasury policies, counterparty credit exposure utilisations are monitored daily against the counterparty credit limits. Counterparty credit ratings and market conditions are reviewed continually with limits being revised and utilisation adjusted, if appropriate. Management does not expect any significant losses from non-performance by these counterparties. Further information on financial investments subject to impairment provisioning is included in note 11.

Offsetting financial assets and liabilities

The following tables set out financial assets and liabilities which are subject to offset and to enforceable master netting arrangements or similar agreements. The tables show the amounts which are offset and reported net in the statement of financial position. Amounts which cannot be offset under IFRS, but which could be settled net under terms of master netting agreements if certain conditions arise, and with collateral received or pledged, are shown to present NGET's net exposure.

Financial assets and liabilities on different transactions would only be reported net in the balance sheet if the transactions were with the same counterparty, a currently enforceable legal right of offset exists and the cash flows were intended to be settled on a net basis.

Amounts which do not meet the criteria for offsetting on the statement of financial position, but could be settled net in certain circumstances, principally relate to derivative transactions under ISDA agreements where each party has the option to settle amounts on a net basis in the event of default of the other party.

For bank account balances and bank overdrafts, there are no 'Gross amounts offset' under cash pooling arrangements as at March 2021 (£20 million as at March 2020). Our UK bank accounts previously participated in GBP, EUR and USD Composite Accounting System overdraft facilities subject to offsetting gross and net overdraft limits. EUR and USD offsetting arrangements have been discontinued in the year and GBP offsetting arrangements have no impact as at 31 March 2021

The gross amounts offset for trade payables and receivables, which are subject to general terms and conditions, are insignificant.

Related amounts available to be offset but not offset in statement of financial position

				Related amounts available to be offset but not offset in statement of financial position		
	Gross carrying amounts	Gross amounts offset	Net amount presented in statement of financial position	Financial instruments	Cash collateral received/ pledged	Net amount
As at 31 March 2021	£m	£m	£m	£m	£m	£m
Assets						
Derivative financial instruments	**221**	**—**	**221**	**(83)**	**(64)**	**74**
	221	**—**	**221**	**(83)**	**(64)**	**74**
Liabilities						
Derivative financial instruments	**(383)**	**—**	**(383)**	**83**	**266**	**(34)**
	(383)	**—**	**(383)**	**83**	**266**	**(34)**
Total	**(162)**	**—**	**(162)**	**—**	**202**	**40**

27. Financial risk management (continued)

			Related amounts available to be offset but not offset in statement of financial position			
As at 31 March 2020	Gross carrying amounts £m	Gross amounts offset £m	Net amount presented in statement of financial position £m	Financial instruments £m	Cash collateral received/ pledged £m	Net amount £m
Assets						
Derivative financial instruments	421	—	421	(260)	(82)	79
	421	—	421	(260)	(82)	79
Liabilities						
Derivative financial instruments	(478)	—	(478)	260	193	(25)
	(478)	—	(478)	260	193	(25)
Total	(57)	—	(57)	—	111	54

(b) Liquidity risk

Our policy is to determine our liquidity requirements by the use of both short-term and long-term cash flow forecasts. These forecasts are supplemented by a financial headroom analysis which is used to assess funding requirements for at least a 24-month period and maintain adequate liquidity for a continuous 12-month period.

We believe our contractual obligations, including those shown in commitments and contingencies in note 25, can be met from existing cash and investments, operating cash flows and other financings that we reasonably expect to be able to secure in the future, together with the use of committed facilities if required.

Our debt agreements and banking facilities contain covenants, including those relating to the periodic and timely provision of financial information by the issuing entity, restrictions on disposal and financial covenants such as restrictions on the level of subsidiary indebtedness. Failure to comply with these covenants, or to obtain waivers of those requirements, could in some cases trigger a right, at the lender's discretion, to require repayment of some of our debt and may restrict our ability to draw upon our facilities or access the capital markets.

The following is a payment profile of our financial liabilities and derivatives:

At 31 March 2021	Due within 1 year £m	Due between 1 and 2 years £m	Due between 2 and 3 years £m	Due 3 years and beyond £m	Total £m
Non-derivative financial liabilities					
Borrowings, excluding finance lease liabilities	**(495)**	**(121)**	**(146)**	**(7,987)**	**(8,749)**
Interest payments on borrowings[1]	**(152)**	**(149)**	**(149)**	**(1,873)**	**(2,323)**
Lease liabilities	**(11)**	**(11)**	**(8)**	**(69)**	**(99)**
Other non-interest bearing liabilities	**(355)**	**(54)**	**—**	**—**	**(409)**
Derivative financial liabilities					
Derivative contracts - receipts[2]	**136**	**186**	**172**	**2,023**	**2,517**
Derivative contracts - payments[2]	**(174)**	**(251)**	**(209)**	**(2,484)**	**(3,118)**
Derivative financial assets					
Derivative contracts - receipts[2]	**103**	**341**	**234**	**128**	**806**
Derivative contracts - payments[2]	**(68)**	**(280)**	**(198)**	**(65)**	**(611)**
Total at 31 March 2021	**(1,016)**	**(339)**	**(304)**	**(10,327)**	**(11,986)**

27. Financial risk management (continued)

At 31 March 2020	Due within 1 year £m	Due between 1 and 2 years £m	Due between 2 and 3 years £m	Due 3 years and beyond £m	Total £m
Non-derivative financial liabilities					
Borrowings, excluding lease liabilities	(1,172)	(362)	(119)	(6,189)	(7,842)
Interest payments on borrowings[1]	(137)	(127)	(126)	(1,649)	(2,039)
Lease liabilities	(10)	(8)	(7)	(64)	(89)
Other non-interest bearing liabilities	(414)	(54)	—	—	(468)
Derivative financial liabilities					
Derivative contracts - receipts[2]	119	52	176	406	753
Derivative contracts - payments[2]	(164)	(91)	(304)	(693)	(1,252)
Derivative financial assets					
Derivative contracts - receipts[2]	128	101	461	961	1,651
Derivative contracts - payments[2]	(86)	(61)	(313)	(799)	(1,259)
Total at 31 March 2020	(1,736)	(550)	(232)	(8,027)	(10,545)

1 The interest on borrowings is calculated based on borrowings held at 31 March without taking account of future issues. Floating rate interest is estimated using a forward interest rate curve as at 31 March. Payments are included on the basis of the earliest date on which the Company can be required to settle.

2 The receipts and payments line items for derivatives comprise gross undiscounted future cash flows, after considering any contractual netting that applies within individual contracts. Where cash receipts and payments within a derivative contract are settled net, and the amount to be received (paid) exceeds the amount to be paid (received), the net amount is presented within derivative receipts (payments).

(c) Currency risk

We are exposed to foreign exchange risk arising from non-sterling future commercial transactions and non-sterling recognised assets and liabilities. Currency risk arises from funding activities and capital investment. This risk is managed using financial instruments including derivatives as approved by policy, typically cross-currency interest rate swaps, foreign exchange swaps and forwards.

Funding activities - Our policy is to borrow in the most advantageous market available. Foreign currency funding gives rise to risk of volatility in the amount of functional currency cash to be repaid. This risk is reduced by swapping principal and interest back into the functional currency of the issuer. All foreign currency debt and transactions are hedged except where they provide a natural offset to assets elsewhere in the Group.

Capital investment - Capital projects often incur costs in a foreign currency, most often Euro transactions done by the UK business. Our policy for managing foreign exchange transaction risk is to hedge contractually committed foreign currency cash flows over a prescribed minimum size, typically by buying Euro forwards to hedge future expenditure. For hedges of forecast cash flows our policy is to hedge a proportion of highly probable cash flows.

As at 31 March 2021 and 2020, derivative financial instruments were used to manage foreign currency risk as follows:

	2021				
	Sterling £m	**Euro £m**	**Dollar £m**	**Other £m**	**Total £m**
Cash and cash equivalents	—	—	—	—	—
Financial investments	**806**	—	—	—	**806**
Borrowings	**(6,518)**	**(1,832)**	**(62)**	**(465)**	**(8,877)**
Pre-derivative position	**(5,712)**	**(1,832)**	**(62)**	**(465)**	**(8,071)**
Derivative effect	**(2,652)**	**1,940**	**84**	**466**	**(162)**
Net debt position	**(8,364)**	**108**	**22**	**1**	**(8,233)**

27. Financial risk management (continued)

	2020				
	Sterling £m	Euro £m	Dollar £m	Other £m	Total £m
Cash and cash equivalents	—	—	—	—	—
Financial investments	199	—	—	—	199
Borrowings	(6,726)	(838)	(69)	(428)	(8,061)
Pre-derivative position	(6,527)	(838)	(69)	(428)	(7,862)
Derivative effect	(1,577)	977	95	448	(57)
Net debt position	(8,104)	139	26	20	(7,919)

The exposure to euros largely relates to hedges for our future non-sterling capital expenditure.

Hedge accounting for currency risk

Where available, derivatives transacted for hedging are designated for hedge accounting. Economic offset is qualitatively determined because the critical terms (currency and volume) of the hedging instrument match the hedged exposure. If a forecast transaction was no longer expected to occur, the cumulative gain or loss previously reported in equity would be transferred to the income statement. This has not occurred in the current or comparative years.

Cash flow hedging of currency risk of capital expenditure is designated as hedging the exposure to movements in the spot translation rates only; the timing of forecasted transactions is not designated as a hedged risk. Gains and losses on hedging instruments arising from forward points and foreign currency basis spreads are excluded from designation and are recognised immediately in profit or loss, along with any hedge ineffectiveness. Where a non-financial asset or a non-financial liability results from a forecast transaction or firm commitment being hedged, the amounts deferred in reserves are released directly to the initial measurement of that asset or liability.

Hedges of foreign currency funding are designated as cash flow hedges or fair value hedges of forward exchange risk (hedging both currency and interest rate risk together, where applicable). Hedge accounting for funding is described further in the interest rate risk section below.

(d) Interest rate risk

National Grid Electricity Transmission plc's interest rate risk arises from our long-term borrowings. Our interest rate risk management policy is to seek to minimise total financing costs (being interest costs and changes in the market value of debt). Hedging instruments principally consist of interest rate and cross-currency swaps that are used to translate foreign currency debt into functional currency and to adjust the proportion of fixed-rate and floating-rate in the borrowings portfolio to within a range set by the Finance Committee of the National Grid plc Board. The benchmark interest rates hedged are currently based on LIBOR.

LIBOR is being replaced as an interest rate benchmark by alternative reference rates in certain currencies including GBP, USD and other foreign currencies in which we operate. This impacts contracts including financial liabilities that pay LIBOR-based cash flows, and derivatives that receive or pay LIBOR-based cash flows. The change in benchmark also affects discount rates which can impact valuations. We are managing the risk by planning to replace LIBOR cash flows with alternative reference rates on our affected contracts. The migration project is underway, with all affected contracts expected to be amended by 31 December 2021. As at 31 March 2021 no contracts had yet been amended. The Finance Committee of the Board have delegated to the treasury department the authority to determine which benchmarks are the most appropriate. A combination of LIBOR and the successor benchmarks, primarily GBP Sterling Overnight Index Average (SONIA) will be used in the portfolio during the migration period.

We also consider inflation risk and hold some inflation-linked borrowings. We believe that these provide a partial economic offset to the inflation risk associated with our UK inflation linked revenues.

The table in note 16 (Borrowings) sets out the carrying amount, by contractual maturity, of borrowings that are exposed to interest rate risk before taking into account interest rate swaps.

As at 31 March 2021 and 2020, net debt was managed using derivative instruments to hedge interest rate risk as follows:

	2021			
	Fixed rate £m	**Floating rate £m**	**RPI £m**	**Total £m**
Cash and cash equivalents	**—**	**—**	**—**	**—**
Financial investments	**—**	**806**	**—**	**806**
Borrowings	**(5,327)**	**(371)**	**(3,179)**	**(8,877)**
Pre-derivative position	**(5,327)**	**435**	**(3,179)**	**(8,071)**
Derivative effect	**1,168**	**(1,213)**	**(117)**	**(162)**
Net debt position	**(4,159)**	**(778)**	**(3,296)**	**(8,233)**

27. Financial risk management (continued)

	2020			
	Fixed rate £m	Floating rate £m	RPI £m	Total £m
Cash and cash equivalents		—	—	—
Financial investments	—	199	—	199
Borrowings	(3,444)	(952)	(3,665)	(8,061)
Pre-derivative position	(3,444)	(753)	(3,665)	(7,862)
Derivative effect	674	(582)	(149)	(57)
Net debt	(2,770)	(1,335)	(3,814)	(7,919)

Hedge accounting for interest rate risk

Borrowings paying variable or floating rates expose National Grid Electricity Transmission to cash flow interest rate risk, partially offset by cash held at variable rates. Where a hedging instrument results in paying a fixed rate, it is designated as a cash flow hedge because it has reduced the cash flow volatility of the hedged borrowing. Changes in the fair value of the derivative are initially recognised in other comprehensive income as gains or losses in the cash flow hedge reserve, with any ineffective portion recognised immediately in the income statement.

Borrowings paying fixed rates expose National Grid Electricity Transmission to fair value interest rate risk. Where the hedging instrument pays a floating rate, it is designated as a fair value hedge because it has reduced the fair value volatility of the borrowing. Changes in the fair value of the derivative and changes in the fair value of the hedged item in relation to the risk being hedged are both adjusted on the balance sheet and offset in the income statement to the extent the fair value hedge is effective, with the residual difference remaining as ineffectiveness.

Both types of hedges are designated as hedging the currency and interest rate risk arising from changes in forward points. Amounts accumulated in the cash flow hedge reserve (cash flow hedges only) and the deferred cost of hedging reserve (both cash flow and fair value hedges) are reclassified from reserves to the income statement on a systematic basis as hedged interest expense is recognised. Adjustments made to the carrying value of hedged items in fair value hedges are similarly released to the income statement to match the timing of the hedged interest expense.

When hedge accounting is discontinued, any remaining cumulative hedge accounting balances continue to be released to the income statement to match the impact of outstanding hedged items. Any remaining amounts deferred in the cost of hedging reserve are released immediately to the income statement as finance costs.

The Group early-adopted Phase I of IFRS Interest Rate Benchmark Reform amendments related to hedge accounting, with effect from 1 April 2019, and Phase II with effect from 1 April 2020. The amendments impact our fair value hedging relationships where derivative cash flows will be transitioned from paying LIBOR to paying an alternative reference rate. The hedged risk must be re-documented to reflect this, and allow existing hedge designations to continue unchanged during the period of uncertainty relating to the timing and method of benchmark migrations.

The amendments will be applied until the earlier point in time where affected cash flows are amended, the relationship is formally discontinued, and any cash flow hedge reserve balance has been released, or formal market conventions ending uncertainty are published and widely adopted. If amended cash flows do not cause a hedging relationship to be discontinued, then the amendments will cease to be applied only when that relationship is discontinued under IFRS 9.

The IFRS amendments impact fair value and cash flow hedges of interest rate risk and related hedging instruments. The notional values of hedging instruments, for each type of hedging relationship impacted, are shown in the hedge accounting tables in note 27(e). These amounts also correspond to the exposures designated as hedged.

(e) Hedge accounting

In accordance with the requirements of IFRS 9, certain additional information about hedge accounting is disaggregated by risk type and hedge designation type in the tables below:

27. Financial risk management (continued)

Year ended 31 March 2021	Fair value hedges of foreign currency and interest rate risk £m	Cash flow hedges of foreign currency and interest rate risk £m	Cash flow hedges of foreign currency risk £m
Consolidated statement of comprehensive income			
Net gains/(losses) in respect of:			
Cash flow hedges	—	(35)	(8)
Cost of hedging	(6)	(10)	—
Transferred to profit or loss in respect of:			
Cash flow hedges	—	57	—
Cost of hedging	1	2	—
Consolidated statement of changes in equity			
Other equity reserves - cost of hedging balances	(6)	(9)	—
Consolidated statement of financial position			
Derivatives - carrying value of hedging instruments[1]			
Assets - current	—	—	—
Assets - non-current	80	34	—
Liabilities - current	—	(12)	(3)
Liabilities - non-current	(80)	(85)	(2)
Profiles of the significant timing, price and rate information of hedging instruments			
Maturity range	Feb 2024 - Nov 2040	Jan 2025 - Nov 2040	Apr 2021 - Feb 2027
Spot FX range			
GBP USD	n/a	1.30	1.31 - 1.39
GBP EUR	1.11 - 1.24	1.10 - 1.24	1.05 - 1.15
Interest rate range			
GBP	Libor +83bps/+348bps	1.331% - 4.016%	n/a

1 The use of derivatives may entail a derivative transaction qualifying for more than one hedge type designation under IFRS 9. Therefore, the derivative amounts in the table above are grossed up by hedge type, whereas they are presented net at an instrument level in the statement of financial position.

27. Financial risk management (continued)

Year ended 31 March 2020	Fair value hedges of foreign currency and interest rate risk £m	Cash flow hedges of foreign currency and interest rate risk £m	Cash flow hedges of foreign currency risk £m
Consolidated statement of comprehensive income			
Net gains/(losses) in respect of:			
Cash flow hedges	—	1	5
Cost of hedging	—	(3)	—
Transferred to profit or loss in respect of:			
Cash flow hedges[1]	—	(6)	—
Cost of hedging	—	—	—
Consolidated statement of changes in equity			
Other equity reserves - cost of hedging balances	(1)	(1)	—
Consolidated statement of financial position			
Derivatives - carrying value of hedging instruments[2]			
Assets - current	—	—	1
Assets - non-current	123	67	3
Liabilities - current	—	—	(2)
Liabilities - non-current	(16)	(80)	(1)
Profiles of the significant timing, price and rate information of hedging instruments			
Maturity range	Feb 2024 - Feb 2040	Jan 2025 - Dec 2039	Apr 2020 - Dec 2024
Spot FX range			
GBP USD	n/a	n/a	1.24 - 1.39
GBP EUR	1.19 - 1.24	1.14 - 1.24	1.07 - 1.16
Interest rate range			
GBP	Libor +83bps/+340bps	1.331% - 4.016%	n/a

1 The use of derivatives may entail a derivative transaction qualifying for more than one hedge type designation under IFRS 9. Therefore, the derivative amounts in the table above are grossed up by hedge type, whereas they are presented net at an instrument level in the statement of financial position.

The following tables show the effects of hedge accounting on financial position and year-to-date performance for each type of hedge. These tables also present notional values of hedging instruments (and equal hedged exposures) impacted by IFRS 9 Interest Rate Benchmark Reform amendments.

(i) Fair value hedges of foreign currency and interest rate risk on recognised borrowings:

As at 31 March 2021		Balance of fair value hedge adjustments in borrowings		Change in value used for calculating ineffectiveness		
Hedge type	Hedging instrument nominal[2] £m	Continuing hedges £m	Discontinued hedges £m	Hedged item £m	Hedging instrument £m	Hedge ineffectiveness £m
Foreign currency and interest rate risk on borrowings	(1,321)	81	(25)	119	(103)	16

1 The carrying vale of the hedged borrowings is £1,263 million, all of which is non-current.

2 Included within the hedging instrument notional balance of £1,321 million (2020: £631 million) impacted by Interest Rate Benchmark Reform amendments.

27. Financial risk management (continued)

As at 31 March 2020		Balance of fair value hedge adjustments in borrowings		Change in value used for calculating ineffectiveness		
	Hedging instrument nominal	Continuing hedges	Discontinued hedges	Hedged item	Hedging instrument	Hedge ineffectiveness
Hedge type	£m	£m	£m	£m	£m	£m
Foreign currency and interest rate risk on borrowings	(631)	(38)	(33)	(28)	32	4

[1] The carrying value of the hedged borrowings was £712 million, all of which is non-current.

(ii) Cash flow hedges of foreign currency and interest rate risk:

As at 31 March 2021		Balance in cash flow hedge reserve		Change in value used for calculating ineffectiveness		
	Hedging instrument nominal	Continuing hedges	Discontinued hedges	Hedged item	Hedging instrument	Hedge ineffectiveness
Hedge type	£m	£m	£m	£m	£m	£m
Foreign currency and interest rate risk on borrowings[1]	(2,008)	10	—	35	(35)	—
Foreign currency risk on forecasted cash flows	(130)	(7)	—	8	(8)	—

[1] Included within the hedging instrument notional balance is £100 million (2020: £100million) impacted by Interest Rate Benchmark Reform amendments.

As at 31 March 2020		Balance in cash flow hedge reserve		Change in value used for calculating ineffectiveness		
	Hedging instrument nominal	Continuing hedges	Discontinued hedges	Hedged item	Hedging instrument	Hedge ineffectiveness
Hedge type	£m	£m	£m	£m	£m	£m
Foreign currency and interest rate risk on borrowings	(1,245)	4	(17)	(3)	3	—
Foreign currency risk on forecasted cash flows	(185)	2	—	(5)	5	—

(f) Fair value analysis

Included in the statement of financial position are financial instruments which have been measured at fair value. These fair values can be categorised into hierarchy levels that are representative of the inputs used in measuring the fair value. The best evidence of fair value is a quoted price in an actively traded market. In the event that the market for a financial instrument is not active, a valuation technique is used.

	2021				2020			
	Level 1	**Level 2**	**Level 3**	**Total**	Level 1	Level 2	Level 3	Total
	£m	**£m**	**£m**	**£m**	£m	£m	£m	£m
Assets								
Derivative financial instruments		**221**		**221**	—	421	—	421
	—	**221**	**—**	**221**	—	421	—	421
Liabilities								
Derivative financial instruments		**(265)**	**(118)**	**(383)**	—	(328)	(150)	(478)
	—	**(265)**	**(118)**	**(383)**	—	(328)	(150)	(478)
	—	**(44)**	**(118)**	**(162)**	—	93	(150)	(57)

Level 1: Financial instruments with quoted prices for identical instruments in active markets.

27. Financial risk management (continued)

Level 2: Financial instruments with quoted prices for similar instruments in active markets or quoted prices for identical or similar instruments in inactive markets and financial instruments valued using models where all significant inputs are based directly or indirectly on observable market data.

Level 3: Financial instruments valued using valuation techniques where one or more significant inputs are based on unobservable market data.

Our Level 2 derivative financial instruments include cross-currency, interest rate and foreign exchange derivatives. We value these derivatives by discounting all future cash flows by externally sourced market yield curves at the reporting date, taking into account the credit quality of both parties. These derivatives can be priced using liquidly traded interest rate curves and foreign exchange rates, therefore we classify our vanilla trades as Level 2 under the IFRS 13 framework.

Our level 3 derivative financial instruments include cross-currency swaps and inflation linked swaps where the inflation curve is illiquid. In valuing these instruments we use in-house valuation models and obtain external valuations to support each reported fair value.

In light of the current ongoing impact of the COVID-19 pandemic, the valuations of certain assets and liabilities can be more subjective. While there have been significant movements in market indices, all of our financial instruments are traded in markets that continue to be active and therefore, we are satisfied that there has been no significant impact on the fair values of our financial instruments measured at fair value, and that any impact is reflected in the fair values in the table above.

The changes in value of our level 3 derivative financial instruments are as follows:

	Derivative financial instruments	
	2021	**2020**
	£m	£m
At 1 April	**(150)**	(137)
Net gain/(loss) for the year	**32**	(13)
Settlements	**—**	—
At 31 March	**(118)**	**(150)**

1 Gain of £32 million (2020: £13 million loss) is attributable to derivative financial instruments held at the end of the reporting period and has been recognised in finance costs in the income statement.

The impacts on a post-tax basis of reasonably possible changes in significant level 3 assumptions are as follows:

	Derivative financial instruments	
	2021	2020
	£m	£m
+20 basis points change in LPI (Limited Price Inflation) market curve[1]	**(52)**	(59)
-20 basis points change in LPI market curve[1]	**52**	56

1 A reasonably possible change in assumption of other level 3 derivative financial instruments is unlikely to result in a material change in fair values.

The impacts disclosed above were considered on a contract by contract basis with the most significant unobservable inputs identified.

(g) Capital Risk Management

The capital structure of the Group consists of shareholders' equity, as disclosed in the consolidated statement of changes in equity, and net debt (note 24). National Grid's objectives when managing capital are: to safeguard our ability to continue as a going concern; to remain within regulatory constraints of our regulated operating companies; and to maintain an efficient mix of debt and equity funding thus achieving an optimal capital structure and cost of capital. We regularly review and manage the capital structure as appropriate in order to achieve these objectives.

Maintaining appropriate credit ratings for our regulated company is an important aspect of our capital risk management strategy and balance sheet efficiency. We monitor our balance sheet efficiency by regulatory asset value (RAV) gearing calculated as net debt expressed as a percentage of RAV, which indicates the level of debt employed to fund our regulated business. It is compared with the level of RAV gearing indicated by Ofgem as being appropriate for our business, at around 60% to 62.5%. The RAV gearing ratio at 31 March 2021 was 57% (2020: 57%).

27. Financial risk management (continued)

The Company is subject to certain restrictions on the payment of dividends by administrative order, contract and/or licence. The types of restrictions that a company may have that would prevent a dividend being declared or paid unless they are met include:

- liquidity risk;
- the subsidiary must have at least two recognised rating agency credit ratings of at least investment grade;
- dividends must be limited to cumulative retained earnings, including pre-acquisition retained earnings;
- the securities of National Grid Electricity Transmission plc must maintain an investment grade credit rating and if that rating is the lowest investment grade bond rating it cannot have a negative watch/review for downgrade notice by a credit rating agency;
- the subsidiary must not carry on any activities other than those permitted by the licences;
- the subsidiary must not create any cross-default obligations or give or receive any intra-group cross-subsidies; and
- the percentage of equity compared with total capital of the subsidiary must remain above certain levels.

These restrictions are subject to the normal licence review process.

As most of our business is regulated, at 31 March 2021 the majority of our net assets are subject to some of the restrictions noted above. These restrictions are not considered to be significantly onerous, nor do we currently expect they will prevent the planned payment of dividends in future in line with our dividend policy.

All the above requirements are monitored on a regular basis in order to ensure compliance. The Company has complied with all externally imposed capital requirements to which it is subject.

28. Sensitivities

In order to give a clearer picture of the impact on our results or financial position of potential changes in significant estimates and assumptions, the following sensitivities are presented. These sensitivities are based on assumptions and conditions prevailing at the year-end and should be used with caution. The effects provided are not necessarily indicative of the actual effects that would be experienced because our actual exposures are constantly changing.

The sensitivities in the tables below show the potential impact in the income statement (and consequential impact on net assets) for a reasonably possible range of different variables each of which have been considered in isolation (i.e. with all other variables remaining constant). There are a number of these sensitivities which are mutually exclusive and therefore if one were to happen, another would not, meaning a total showing how sensitive our results are to these external factors is not meaningful.

The sensitivities included in the tables below broadly have an equal and opposite effect if the sensitivity increases or decreases by the same amount unless otherwise stated.

(a) Sensitivities on areas of judgement and key sources of estimation uncertainty

The table below sets out the sensitivity analysis for each of the areas of estimation uncertainty. These estimates are those that have a significant risk of resulting in a material adjustment to the carrying values of assets and liabilities in the next year.

	2021		2020	
	Income statement £m	**Net assets £m**	Income statement £m	Net assets £m
Pensions obligations benefit (pre-tax)[1]				
Discount rate increase of 0.5%[2]	**2**	**224**	3	220
RPI rate increase of 0.5%[3]	**1**	**179**	2	165
Long-term rate of increase in salaries change of 0.5%[4]	**—**	**25**	1	23
Change of one year to life expectancy at age 65	**—**	**127**	1	112
Environmental provision:				
10% change in estimated future cash flows	**5**	**5**	5	5

1 The changes shown are a change in the annual pension or other post-retirement benefit service charge and change in the defined benefit obligations.

2 A change in the discount rate is likely to occur as a result of changes in bond yields and as such would be expected to be offset to a significant degree by a change in the value of the bond assets held by the plans.

3 The projected impact resulting from a change in RPI reflects the underlying effect on pensions in payment, pensions in deferment and resultant increases in salary assumptions.

4 This change has been applied to both the pre 1 April 2014 and post 1 April 2014 rate of increase in salary assumption.

5 The prior year's numbers have been represented on a consistent basis as current year

Pensions and post retirement benefits assumptions

Sensitivities have been prepared to show how the defined benefit obligations and annual service costs could potentially be impacted by changes in the relevant actuarial assumption that were reasonably possible as at 31 March 2021. In preparing sensitivities the potential impact has been calculated by applying the change to each assumption in isolation and assuming all other assumptions remain unchanged. This is with the exception of RPI in the UK where the corresponding change to increases to pensions in payment, increases to pensions in deferment and increases in salary is recognised.

28. Sensitivities (continued)

(b) Sensitivities on financial instruments

We are further required to show additional sensitivity analysis under IFRS 7 and these are shown separately in the subsequent table due to the additional assumptions that are made in order to produce meaningful sensitivity disclosures.

Our net debt as presented in note 24 financial instruments is sensitive to changes in market variables, being UK interest rates and the UK RPI. These impact the valuation of our borrowings, deposits and derivative financial instruments. The analysis illustrates the sensitivity of our financial instruments to reasonably possible changes in these market variables.

The following main assumptions were made in calculating the sensitivity analysis:

- the amount of net debt, the ratio of fixed to floating interest rates of the debt and derivatives portfolio, and the proportion of financial instruments in foreign currencies are all constant and on the basis of the hedge designations in place at 31 March 2021 and 2020 respectively;
- the statement of financial position sensitivity to interest rates relates to items presented at their fair values: derivative financial instruments; our investments measured at fair value through profit and loss (FVTPL) and fair value through other comprehensive income; and our liability measured at FVTPL. Further debt and other deposits are carried at amortised cost and so their carrying value does not change as interest rates move;
- the sensitivity of interest to movements in interest rates is calculated on net floating rate exposures on debt, deposits and derivative instruments;
- changes in the carrying value of derivatives from movements in interest rates of designated cash flow hedges are assumed to be recorded fully within equity; and
- changes in the carrying value of derivative financial instruments designated as net investment hedges from movements in interest rates are presented in equity as costs of hedging, with a one-year release to the income statement.

	2021		2020	
	Income statement £m	**Other equity reserves £m**	Income statement £m	Other equity reserves £m
Financial risk (post-tax)				
UK RPI rate change of 0.5%[1]	**13**	**—**	15	—
UK Interest rate changes of 0.5%	**3**	**72**	5	38

1 Excludes sensitivities to LPI curve. Further details on sensitivities are provided in note 27.

Additional sensitivities in respect to our derivative fair values are as follows:

	2021		2020	
	Income statement	**Net assets**	**Income statement**	**Net assets**
Assets and liabilities carried at fair value (post-tax):	**£m**	**£m**	£m	£m
10% fair value change in derivative financial instruments[1]	**(13)**	**(13)**	(5)	(5)

1 The effect of a 10% change in fair value assumes no hedge accounting.

29. Ultimate parent company

This note shows the immediate and ultimate parent companies for these consolidated financial statements.

National Grid Electricity Transmission plc's immediate parent company is National Grid Holdings Limited. The ultimate parent company, and controlling party, is National Grid plc. Both companies are incorporated in Great Britain and are registered in England and Wales. National Grid plc consolidates the financial statements of National Grid Electricity Transmission plc. Copies of the consolidated financial statements of National Grid plc may be obtained from the Company Secretary, 1-3 Strand, London WC2N 5EH, or on our company website, http://investors.nationalgrid.com.

30. Subsidiary undertakings, joint ventures and associates

While we present consolidated results in these financial statements as if we were one company, our structure is such that there are a number of subsidiaries and joint ventures that contribute to the overall result.

Subsidiary undertakings

The list below contains all subsidiaries included within the National Grid Electricity Transmission plc Group.

	Principal activity	Holding
National Grid Electricity Group Trustee Limited 1 - 3 Strand, London, WC2N 5EH	Pension nominee company	100 %

All subsidiaries are incorporated in England and Wales.

Joint ventures

The list below contains all joint ventures included within the National Grid Electricity Transmission plc Group.

	Principal activity	Holding
NGC Employee Shares Trustee Limited 1 - 3 Strand, London, WC2N 5EH	Trustee of the NGC profit sharing scheme and NGC Employee Trust	50 %
NGET/SPT Upgrades Limited 1 - 3 Strand, London, WC2N 5EH	Construction services for the England-Scotland interconnector	50 %

31. Events after the reporting period

In June and July 2021, National Grid Electricity Transmission plc issued three bonds as part of the Company's ongoing funding, further details can be found in Note 16.

Company balance sheet

as at 31 March

	Notes	2021 £m	2020 £m
Fixed assets			
Intangible assets	5	**168**	125
Tangible assets	6	**13,892**	13,403
		14,060	13,528
Current assets			
Stocks and other current assets	7	**33**	48
Debtors	8	**206**	227
Derivative financial instruments (amounts falling due within one year)	9	**1**	1
Derivative financial instruments (amounts falling due after more than one year)	9	**220**	420
Financial assets and other investments	10	**806**	199
Net pension asset	15	**348**	379
Total current assets		**1,614**	1,274
Borrowing	13	**(572)**	(1,233)
Derivative financial instruments	9	**(16)**	(22)
Other creditors	11	**(439)**	(554)
Creditors (amounts falling due within one year)	11	**(1,027)**	(1,809)
Net current assets		**587**	(535)
Total assets less current liabilities		**14,647**	12,993
Creditors (amounts falling due after more than one year)	12	**(9,123)**	(7,716)
Provisions for liabilities	14	**(1,201)**	(1,217)
Net assets		**4,323**	4,060
Capital and reserves			
Share capital	16	**44**	44
Other equity reserve	17	**(10)**	(10)
Profit and loss account		**4,289**	4,026
Total shareholders' equity		**4,323**	4,060

The notes on pages 112 to 123 form part of the individual financial statements of the Company, which were approved by the Board of Directors and authorised for issue on 23 July 2021 and were signed on its behalf by:

Nicola Shaw Chair

Alistair Todd Director

National Grid Electricity Transmission plc

Registered number: 2366977

Company statement of changes in equity

for the years ended 31 March

	Called up share capital	Other equity reserves	Profit and loss account	Total equity
	£m	£m	£m	£m
As at 1 April 2019	44	(8)	3,947	3,983
Profit for the year	—	—	757	757
Total other comprehensive loss for the year	—	(2)	187	185
Total comprehensive income/(loss) for the year	—	(2)	944	942
Equity dividends	—	—	(869)	(869)
Share-based payments	—	—	2	2
Tax on share-based payments	—	—	2	2
As at 31 March 2020	44	(10)	4,026	4,060
Profit for the year	—	—	779	779
Total other comprehensive income for the year	—	—	(83)	(83)
Total comprehensive income for the year	—	—	696	696
Equity dividends	—	—	(434)	(434)
Share-based payments	—	—	2	2
Tax on share-based payments	—	—	(1)	(1)
As at 31 March 2021	**44**	**(10)**	**4,289**	**4,323**

The Company has not presented its own profit and loss account as permitted by section 408 of the Companies Act 2006.

For further details of dividends paid and payable to shareholders, refer to note 8 in the consolidated financial statements.

Notes to the Company financial statements

1. Company accounting policies

We are required to include the stand-alone balance sheet of our parent Company, National Grid Electricity Transmission plc, under the Companies Act 2006. The following disclosures provide additional information to users of these financial statements.

Basis of preparation of individual financial statements under FRS 101

National Grid Electricity Transmission plc's principal activities involve the transmission of electricity in Great Britain. The Company is a public limited company incorporated and domiciled in England, with its registered office at 1-3 Strand, London, WC2N 5EH.

The company meets the definition of a qualifying entity under FRS 100 Application of Financial Reporting Requirements. Accordingly, the company has elected to apply FRS 101 Reduced Disclosure Framework. The recognition and measurements requirements of EU-adopted IFRS have therefore been applied within these financial statements, with amendments where necessary in order to comply with the Companies Act 2006.

Where required, equivalent disclosures are given in the Group financial statements of National Grid Plc, which are available to the public and can be obtained as set out in note 29 of the consolidated financial statements.

The individual financial statements of the Company have been prepared on a historical cost basis, except for the revaluation of financial instruments, and are presented in pounds sterling, which is the currency of the primary economic environment in which the Company operates. The comparative financial information has also been prepared on this basis.

The individual financial statements have been prepared on a going concern basis following the assessment made by the Directors as set on page 39.

As described further in note 1 to the consolidated financial statements, the Directors have considered the impact of COVID-19 on the Group. Based on this analysis, they have concluded that the Company will have adequate resources to continue in operation for at least 12 months from the signing date of these financial statements. Therefore, they continue to adopt the going concern basis of accounting in preparing the financial statements.

In accordance with the exemption permitted by section 408 of the Companies Act 2006, the Company has not presented its own profit and loss account or statement of comprehensive income.

The following exemptions from the requirements of IFRS have been applied in the preparation of these financial statements of the Company in accordance with FRS 101:

- a cash flow statement and related notes;
- disclosures in respect of transactions with wholly owned subsidiaries;
- disclosures in respect of capital management; and
- the effects of new but not yet effective IFRS standards.

The exemption from disclosing key management personnel compensation has not been taken as there are no costs borne by the Company in respect of employees, and no related costs are recharged to the Company.

There are no areas of judgement or key sources of estimation uncertainty that are considered to have a significant effect on the amounts recognised in the financial statements.

The balance sheet has been prepared in accordance with the Company's accounting policies approved by the Board.

2. Auditor's remuneration

Auditor's remuneration in respect of the Company is set out below:

	2021 £m	2020 £m
Audit services		
Audit of the parent Company’s individual and consolidated financial statements	**0.4**	0.3
Other services supplied		
Fees payable to the Company's auditors for audit related assurance services[1]	**0.7**	0.5

1 Other services supplied represent fees payables for audit services which are required to be carried out by auditors in relation to the Group’s reporting requirements to NG plc. In particular, this includes fees for reports under section 404 of the US Public Company Accounting Reform and Investor Protection Act of 2002 (Sarbanes-Oxley), and assurance fees in relation to regulatory returns.

3. Number of employees, including Directors

	2021 Monthly Average number	2020 Monthly average number
Electricity Transmission	**2,808**	2,659

4. Key management compensation and Directors' emoluments

Key management comprises the Board of Directors of the Company together with those Executive Directors of National Grid plc who have managerial responsibility for National Grid Electricity Transmission plc. Details of key management personnel compensation are provided in note 4(c) to the consolidated financial statements.

Details of Directors' emoluments are provided in note 4(d) to the consolidated financial statements.

5. Intangible assets

	Software £m
Cost at 1 April 2020	304
Additions	59
Disposals	(19)
Reclassifications between categories[1]	5
Cost at 31 March 2021	349
Accumulated amortisation at 1 April 2020	(179)
Amortisation charge for the year	(21)
Disposal	19
Accumulated amortisation at 31 March 2021	(181)
Net book value at 31 March 2021	**168**
Net book value at 31 March 2020	125

1 Reclassifications include amounts transferred between categories and from tangible assets (see note 6).

6. Property, plant and equipment

	Land and buildings	Plant and machinery	Assets in the course of construction	Motor vehicles and office equipment	Total
	£m	£m	£m	£m	£m
Cost at 1 April 2020	1,053	16,541	1,495	83	19,172
Additions	22	35	871	10	938
Disposals	2	(62)	(22)	(13)	(95)
Reclassifications between categories[2]	43	561	(587)	9	26
Transfer to held for sale	3	(3)	—	—	—
Cost at 31 March 2021	1,123	17,072	1,757	89	20,041
Accumulated depreciation at 1 April 2020	(114)	(5,558)	(37)	(60)	(5,769)
Depreciation charge for the year	(20)	(417)	—	(12)	(449)
Disposals[1]	(2)	55	21	13	87
Reclassifications between categories[2]	—	(10)	—	—	(10)
Impairment	(2)	(1)	(6)	1	(8)
Accumulated depreciation at 31 March 2021	(138)	(5,931)	(22)	(58)	(6,149)
Net book value at 31 March 2021	**985**	**11,141**	**1,735**	**31**	**13,892**
Net book value at 31 March 2020	939	10,983	1,458	23	13,403

1 Due to data cleanse activities during the year disposals include £43m of nil net book value assets written off (2020: £2m).).

2 Reclassifications represents transfers between asset categories and £5m to intangible assets (see note 5) and also includes £27m transferred from inventory, a reclassification made to better reflect the nature of the assets.

Included within creditors (amounts falling due within one year) and creditors (amounts falling due after more than one year) are contributions to the cost of tangible fixed assets amounting to £15m (2020: £24m) and £397m (2020: £378m) respectively.

Right-of-use assets

National Grid Electricity Transmission leases various properties, equipment and cars. With effect from 1 April 2019, new lease arrangements entered into are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use. The right-of-use asset and associated lease liability arising from a lease are initially measured at the present value of the lease payments expected over the lease term, plus any other costs. The discount rate applied is the rate implicit in the lease or if that is not available, then the incremental rate of borrowing for a similar term and similar security. The lease term takes account of exercising any extension options that are at our option if we are reasonably certain to exercise the option and any lease termination options unless we are reasonably certain not to exercise the option. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the income statement over the lease period using the effective interest rate method. The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. For short-term leases (lease term of 12 months or less) and leases of low-value assets (such as computers), National Grid Electricity Transmission continues to recognise a lease expense on a straight-line basis.

Included within the net book value of property, plant and equipment at 31 March 2021 are right-of-use assets, split as follows:

	Land and Buildings	Motor vehicles and office equipment	Total
	£m	£m	£m
Net book value at 31 March 2021	62	7	69
Additions	14	7	21
Disposals	(1)	(2)	(3)
Depreciation charge for the year ended 31 March 2021	(7)	(4)	(11)

6. Property, plant and equipment (continued)

The following balances have been included in the income statement for the year ended 31 March 2020 in respect of right-of-use assets:

	Total £m
Included within net finance income and costs:	
Interest expense on lease liabilities	(1)

The associated lease liabilities are disclosed in note 13.

7. Stocks

	2021 £m	2020 £m
Raw materials, spares and consumables	**29**	47
Work in progress	**4**	1
	33	48

Raw materials are stated after provisions for obsolescence of £2m (2020: £12m).

8. Debtors

	2021 £m	2020 £m
Amounts falling due within one year:		
Trade debtors	**23**	16
Amounts owed by fellow subsidiary undertakings	**42**	65
Other taxation and social security	**40**	32
Other debtors	**14**	39
Accrued income	**19**	39
Prepayments	**61**	31
	199	222
Amounts falling due after one year:		
Prepayments	**7**	5
	7	5
Total debtors	**206**	227

Debtors are stated after provisions for impairment of £1m (2020: £1m).

9. Derivative financial instruments

The fair values of derivative financial instruments are:

	2021			2020		
	Assets £m	**Liabilities £m**	**Total £m**	Assets £m	Liabilities £m	Total £m
Amounts falling due within one year	**1**	**(16)**	**(15)**	1	(22)	(21)
Amounts falling due after more than one year	**220**	**(367)**	**(147)**	420	(456)	(36)
	221	**(383)**	**(162)**	421	(478)	(57)

Further information relating to the recognition and measurement of derivative financial instruments is included in note 12 of the consolidated financial statements.

9. Derivative financial instruments (continued)

For each class of derivative the notional contract amounts[1] are as follows:

	2021 £m	2020 £m
Interest rate swaps	**(1,607)**	(2,065)
Cross-currency interest rate swaps	**(2,452)**	(1,294)
Foreign exchange forward currency	**(253)**	(244)
Inflation linked swaps	**(300)**	(300)
	(4,612)	(3,903)

1 The notional contract amounts of derivatives indicate the gross nominal value of transactions outstanding at the balance sheet date.

10. Financial assets and other investments

	2021 £m	2020 £m
Loans and receivables - amounts due from fellow subsidiaries	**1**	1
Loans and receivables - amounts due from the ultimate parent[1]	**538**	—
Loans and receivables - restricted cash balances[2]	**267**	198
	806	199

1 Includes an overnight facility loan with National Grid Plc £538m (2020: nil).

2 Refers to collateral placed with counterparties with whom we have entered into a credit support annex to the ISDA Master Agreement £267m (2020: £198m).

The names of the subsidiary undertakings are included in note 30 to the consolidated financial statements.

11. Creditors (amounts falling due within one year)

	2021 £m	2020 £m
Derivative financial instruments (note 9)	**16**	22
Borrowings (note 13)	**572**	1,233
Trade creditors	**312**	399
Amounts owed to fellow subsidiary undertakings	**47**	61
Other creditors	**27**	34
Accruals and deferred income	**53**	60
	1,027	1,809

12. Creditors (amounts falling due after more than one year)

	2021 £m	2020 £m
Derivative financial instruments (note 9)	**367**	456
Borrowings (note 13)	**8,305**	6,828
Other creditors	**54**	54
Accruals and deferred income	**397**	378
	9,123	7,716

13. Borrowings

The following table analyses the company's total borrowings:

	2021 £m	2020 £m
Bank loans and overdrafts	**138**	558
Bonds	**57**	379
Borrowings from fellow subsidiary undertakings	**1**	1
Lease liabilities	**11**	9
Borrowings from ultimate parent company	**365**	286
	572	1,233
Bank loans	**1,491**	1,537
Bonds	**6,755**	4,878
Lease liabilities	**59**	51
Borrowings from ultimate parent company	**—**	362
	8,305	6,828
Total borrowings	**8,877**	8,061
Less than 1 year	**572**	1,233
In 1 - 2 years	**121**	362
In 2 - 3 years	**158**	119
In 3 - 4 years	**527**	165
In 4 - 5 years	**—**	537
More than 5 years by instalments	**770**	819
More than 5 years, other than by instalments	**6,729**	4,826
	8,877	8,061

The notional amount outstanding of the Company's debt portfolio at 31 March 2021 was £8,820 (2020: £7,903m).

None of the Company's borrowings are secured by charges over assets of the Company.

Lease liabilities

Lease liabilities are initially measured at the present value of the lease payments expected over the lease term. The discount rate applied is the rate implicit in the lease or if that is not available, then the incremental rate of borrowing for a similar term and similar security. The lease term takes account of exercising any extension options that are at our option if we are reasonably certain to exercise the option and any lease termination options unless we are reasonably certain not to exercise the option. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the income statement over the lease period using the effective interest rate method.

	2021 £m	2020 £m
Gross lease liabilities are repayable as follows:		
Less than 1 year	**11**	10
1 to 5 years	**33**	27
More than 5 years	**55**	52
	99	89
Less: finance charges allocated to future periods	**(29)**	(29)
	70	60
The present value of lease liabilities are as follows:		
Less than 1 year	**11**	9
1 to 5 years	**30**	24
More than 5 years	**29**	27
	70	60

14. Provisions for liabilities

	Decommissioning £m	Environmental £m	Restructuring £m	Deferred taxation £m	Other £m	Total £m
At 1 April 2020	31	49	14	1,114	9	1,217
Charged to profit and loss	—	—	1	9	2	12
Transferred to reserves	—	—	—	(18)	—	(18)
Released	—	(2)	—	—	(1)	(3)
Utilised	—	(1)	(7)	—	(1)	(9)
Unwinding of discount	—	2	—	—	—	2
At 31 March 2021	**31**	**48**	**8**	**1,105**	**9**	**1,201**

Details of the environmental provision and other provisions are shown in note 21 to the consolidated financial statements. Further details on deferred tax are shown in note 7 to the consolidated financial statements.

Deferred tax

Deferred tax provided in the financial statements comprises:

	2021 £m	2020 £m
Accelerated capital allowances	**1,048**	1,052
Other timing differences	**(9)**	(10)
Included within provisions for liabilities and charges	**1,039**	1,042
Pensions liability (note 15)	**66**	72
	1,105	1,114

15. Pensions

National Grid Electricity Transmission plc's employees are members of either the National Grid Electricity Group of the Electricity Supply Pension Scheme (NGEG of ESPS), which is a defined benefit pension scheme, or of a defined contribution plan.

Further details of the NGEG of ESPS and the actuarial assumptions used to value the associated assets and pension obligations are provided in note 20 to the consolidated financial statements.

Up to 31 March 2021, the National Grid YouPlan (a defined contribution plan) was the qualifying plan for automatic enrolment of new hires. Since 1 April 2021, the National Grid UK Retirement Plan (NGUKRP), a Master Trust arrangement managed by Legal & General, replaced YouPlan as the defined contribution plan available to members and all subsequent contributions will be paid to NGUKRP. Existing member funds in YouPlan will be transferred to NGUKRP prior to YouPlan being wound up.

	2021	2020
	£m	£m
Present value of funded obligations	**(2,958)**	(2,737)
Fair value of scheme assets	**3,355**	3,161
	397	424
Present value of unfunded obligations	**(49)**	(45)
Net asset in the balance sheet	**348**	379
Related deferred tax liability	**(66)**	(72)
Net pension asset	**282**	307
Changes in the present value of defined benefit obligations (including unfunded obligations)		
Opening defined benefit obligations	**(2,782)**	(3,115)
Current service cost	**(16)**	(19)
Interest cost	**(64)**	(73)
Actuarial gains - experience	**—**	38
Actuarial gains - demographic assumptions	**2**	19
Actuarial (losses)/gains - financial assumptions	**(286)**	215
Past service credit - redundancies	**1**	—
Special termination benefit cost - redundancies	**(3)**	(1)
Employee Contributions	**(1)**	(1)
Benefits paid	**142**	155
Closing defined benefit obligations	**(3,007)**	(2,782)
Changes in the fair value of scheme assets		
Opening fair value of scheme assets	**3,161**	3,189
Interest income	**74**	76
Return on assets (greater)/less than assumed	**196**	(23)
Administration costs	**(3)**	(1)
Employer contributions	**80**	89
Employee contributions	**1**	1
Change in longevity swap value	**(13)**	(16)
Benefits paid	**(141)**	(154)
Closing fair value of scheme assets	**3,355**	3,161

16. Share capital

	Number of shares 2021 millions	Number of shares 2020 millions	2021 £m	2020 £m
At 31 March 2020 and 2021- ordinary shares of 10p each				
Allotted, called-up and fully paid	**437**	437	**44**	44

National Grid Electricity Transmission plc's immediate parent company is National Grid Holdings Limited. See note 29 of the consolidated accounts for further details.

17. Other equity reserves

	Cost of hedging £m	Cash flow hedge £m	Total £m
At 31 March 2020	(1)	(9)	(10)
Net gains/(losses) taken to equity	(16)	(35)	(51)
Net gains/(losses) in respect of cash flow hedging of capital expenditure	—	(8)	(8)
Transferred to profit or loss	3	57	60
Tax	2	(3)	(1)
At 31 March 2021	**(12)**	**2**	**(10)**

18. Commitments and contingencies

(a) Future capital expenditure

	2021 £m	2020 £m
Contracted for but not provided	**1,733**	1,958

(b) Operating lease commitments

Commitments previously included operating lease commitments but on transition to IFRS 16, which was effective from 1 April 2019, substantially all lease commitments are included on the balance sheet as right-of-use assets (see note 6) and lease liabilities (see note 13). Therefore, only low-value leases and short-term leases are off-balance sheet commitments, both of which are immaterial.

(c) Other commitments, contingencies and guarantees

Guarantees in respect of a former associate amounting to £13m (2020: £13m). These are open ended.

Other commitments, contingencies and guarantees in the normal course of business and entered into on normal commercial terms amounted to £92 million (2020: £146 million). There is an additional £17m contingency for the portion of decommissioning costs of Western Link HVDC not recognised in the provision (See note 22).

Through the ordinary course of our operations, we are party to various litigation, claims and investigations. As explained on page 7, we continue to engage with Ofgem in relation to its investigation into delivery of the Western Link and as such, the outcome is uncertain. We do not expect the ultimate resolution of any of these proceedings to have a material adverse effect on our reported results of operations or financial position for 2020/21.

The company had no other off balance sheet commitments.

19. Related party transactions

The following material transactions are with joint ventures and associates of ultimate parent company, and are in the normal course of business. Other related party transactions are not disclosed in accordance with the exemptions available under FRS 101.

	2021	2020
	£m	£m Restated
Goods and services supplied	**8**	4
Services received	**—**	—
Amounts receivable at 31 March	**—**	1
Amounts payable at 31 March	**—**	—

Amounts payable or receivable are ordinarily settled one month in arrears. £nil (2020: £nil) amounts have been provided at 31 March 2021 and £nil (2020: £nil) expense has been recognised during the year in respect of bad or doubtful debts from the above related party transactions.

Glossary and definitions

References to the 'Company', 'we', 'our' and 'us' IFRS refer to National Grid Electricity Transmission plc International Financial Reporting Standard. itself or to National Grid Electricity Transmission plc and its subsidiaries collectively, depending KPI on context.

BSIS

The Balancing Services Incentive Scheme, an incentive arrangement applicable to the Company's electricity transmission arrangements.

Delivery Body

Under the Energy Act 2013, and secondary legislation which came into force in August 2014, National Grid Electricity Transmission's system operator function became the EMR Delivery Body. In this role National Grid Electricity Transmission provides independent evidence and analysis to the UK Government to inform its decisions on the key rules and parameters to achieve the Government's policy objectives under EMR. National Grid Electricity Transmission also administers the capacity mechanism, including running the annual capacity auctions, manages the allocation of contracts for difference to low carbon generators and reports to the Government annually on performance against the Government's delivery plan.

Electricity Market Reform (EMR)

An energy policy initiative, introduced by the Energy Act 2013, designed to provide greater financial certainty to investors in both low carbon and conventional generation in order to meet environmental targets and maintain security of supply, and to do so at the lowest cost to consumers

EU

European Union.

FRS

Financial Reporting Standard

GAAP

Generally accepted accounting principles.

GHG

Greenhouse gas

GW

Gigawatt, 109 watts.

GWh

Gigawatt hours.

HSE

Health and Safety Executive.

IAS

International Accounting Standard.

IASB

International Accounting Standards Board.

IFRIC

The International Financial Reporting Interpretations Committee, which provides guidance on how to apply accounting standards.

IFRS

International Financial Reporting Standard.

KPI

Key Performance Indicator

Lost time injury

A work-related injury which causes a person to be away from work for at least one normal shift after the shift on which the injury occurs, because the person is unfit to perform his or her duties.

National Grid

National Grid plc, the ultimate parent company of National Grid Electricity Transmission plc and its controlling party.

Ofgem

The Office of Gas and Electricity Markets.

Regulatory asset value (RAV)

The value ascribed by Ofgem to the capital employed in the licensed business. It is an estimate of the initial market value of the regulated asset base at privatisation, plus subsequent allowed additions at historic costs, less the deduction of annual regulatory depreciation. Deductions are also made to reflect the value realised from the disposal of certain assets that formed part of the regulatory asset base. It is also indexed to the RPI to allow for effects to inflation.

Regulated controllable operating costs

Total operating costs under IFRS less depreciation and certain regulatory costs where, under our regulatory agreements, mechanisms are in place to recover such costs in current or future periods

RIIO

The revised regulatory framework issued by Ofgem which was implemented in the eight year price controls which started on 1 April 2013

RoE

A performance metric measuring returns from the investment of shareholders' funds.

UK regulated return on equity is a measure of how a business is performing operationally against the assumptions used by Ofgem. These returns are calculated using the assumption that the businesses are financed in line with the regulatory adjudicated capital structure, at the assumed cost of debt and that UK taxation paid is at the level assumed by Ofgem.

RPI

UK Retail Price Index

tonnes CO2 equivalent

Measure of greenhouse gas emissions in relation to the impact of carbon dioxide

TW

Terawatt, 10^{12} watts

TWh

Terawatt hours