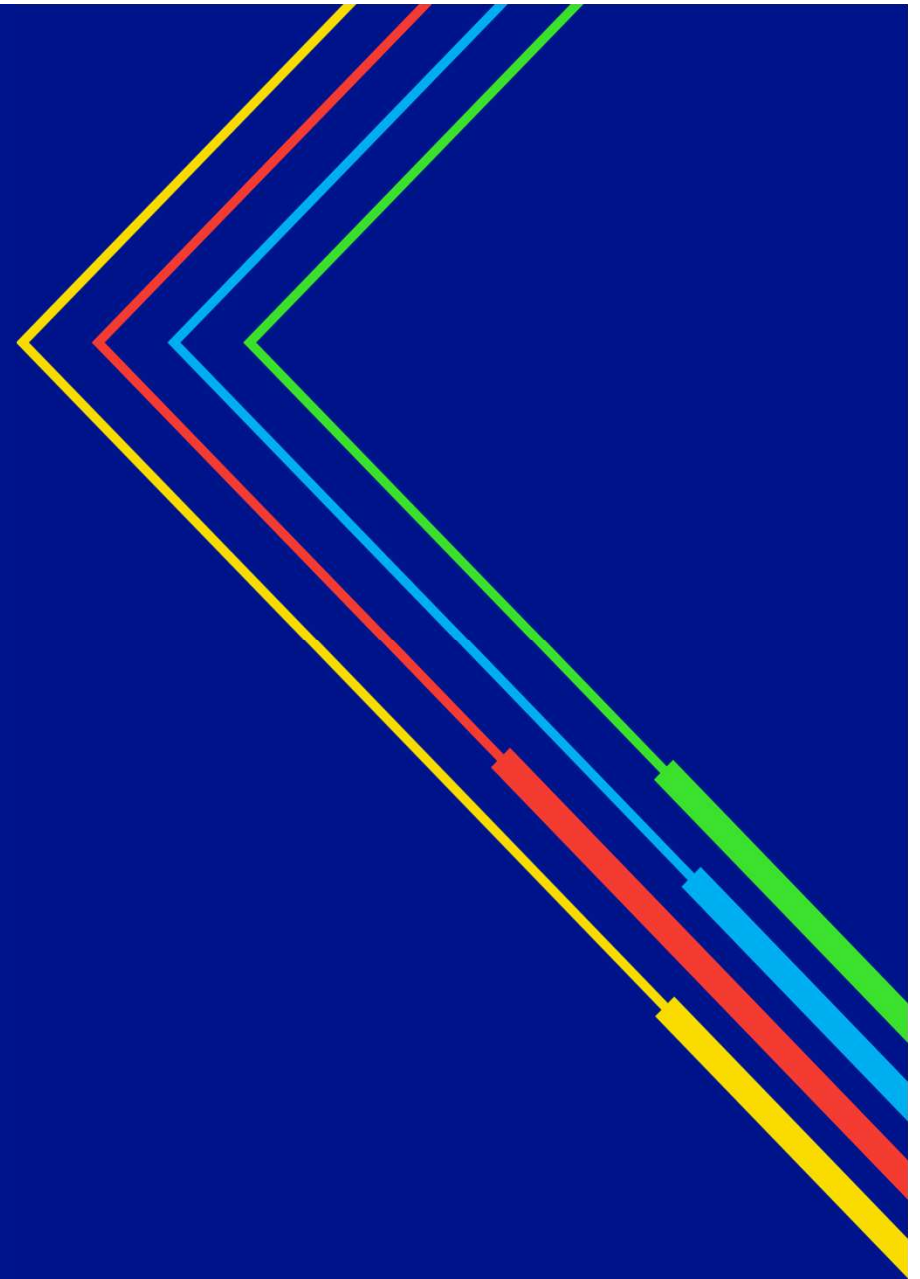


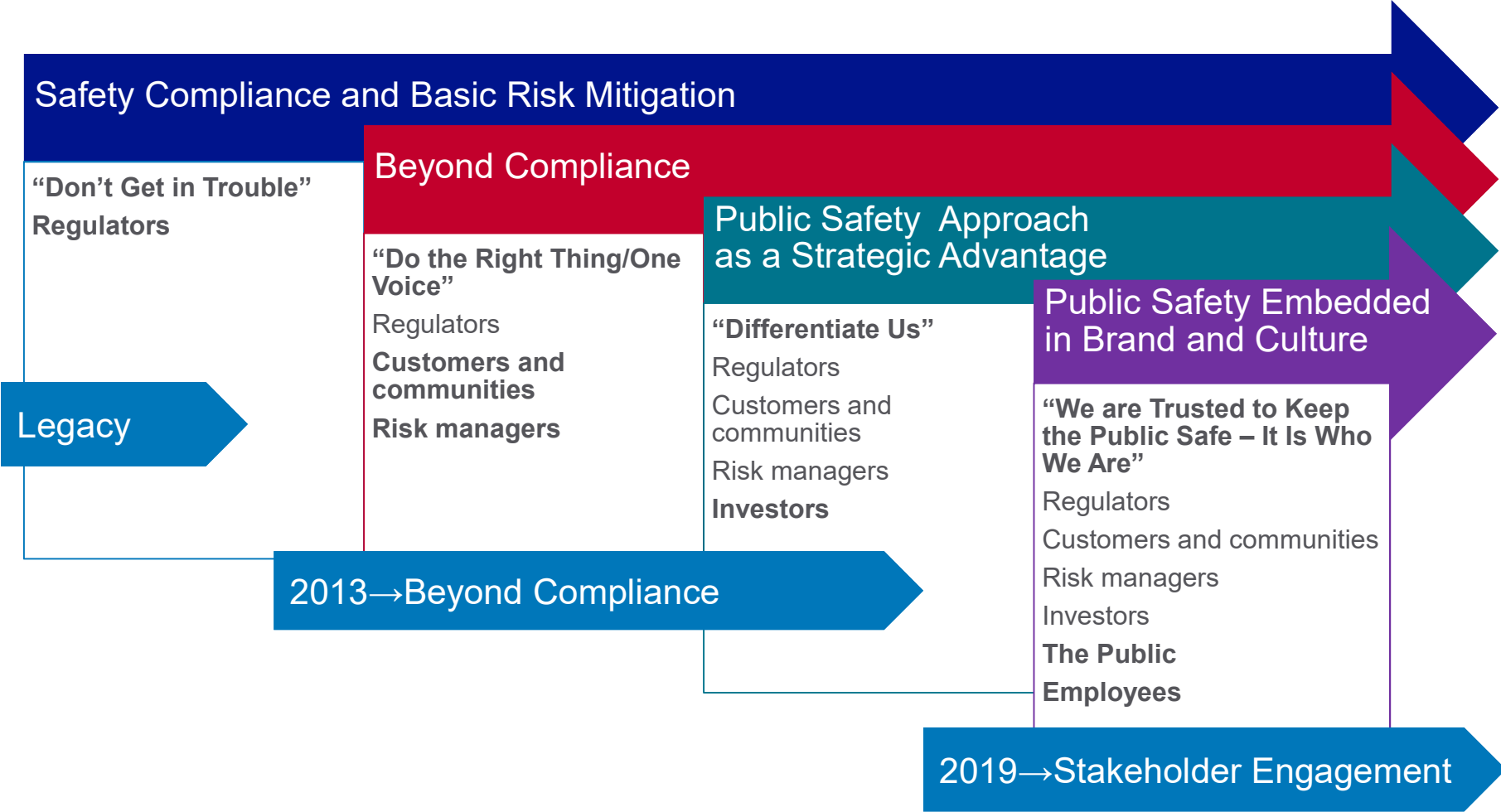
National Grid Public Safety Awareness and Stakeholder Engagement Strategy

Lee Westerlind, Manager,
Stakeholder Engagement & Pipeline
Safety Management

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National Grid long-term public safety outreach strategy



Why National Grid embarked on our “beyond compliance” strategy

Focusing on compliance alone no longer be a viable option

- Customer expectations and regulatory scrutiny are increasing (“more should have been done to prevent this” attitude)
- Utilities face a changing risk landscape, and insurance gaps are increasing, resulting in larger deductibles and retained costs
- We cannot afford to wait to see what happens to drive strategic program decisions; must be proactive

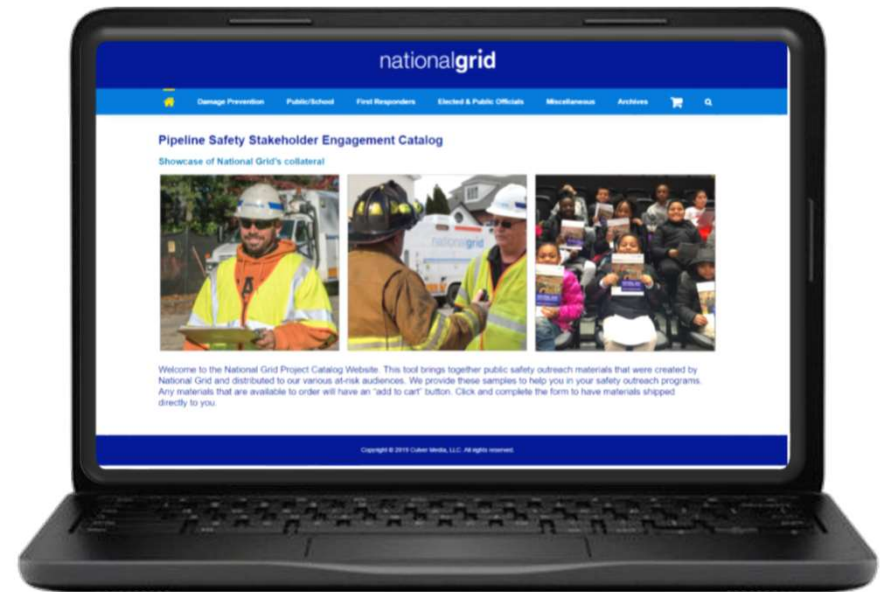


National Grid's 2018 supplemental outreach mailer to Excavators

We are expanding public safety outreach to include employee engagement

Safety is central to how we do business

- Public safety is no longer an expense but a strategic, capital budget initiative
- There is strategic culture-shift across the enterprise as we mature our Pipeline Safety Management System (PSMS)
- The Pipeline Public Awareness component of our PSMS is producing valuable metrics that help National Grid's leadership evaluate the impacts of our public safety commitments



National Grid's Public Awareness Liaison Catalog, an online "store" employees use to request public safety resources

The future is now: Formalizing our PSMS

API1173

- Provides a framework for managing pipeline structures.
- Improves safety culture.
- Maintains a constant plan-do-act cycle

Plan – set goals and objectives

Do – execute plans

Check – review performance

Act – take action based on review



National Grid's PSMS elements

Why implement a Safety Management System?

The SMS provides a framework to house all relevant activity under 10 prescribed elements.

The 10 Safety Management System (SMS) Elements

- 1 Leadership and Management Commitment**
Putting our relentless commitment to improve pipeline safety into formal practice
- 2 Stakeholder Engagement**
Building relationships both internally and externally to support the safety of our system and operations
- 3 Risk Management**
Managing our assets and operations using a risk-based approach
- 4 Operational Controls**
Integrating all aspects of our operations into a single, umbrella framework, providing a disciplined and formal method to communicate and manage standard ways of working
- 5 Incident Investigation, Evaluation, Lesson Learned**
Learning and continuously improving from the review and feedback from incidents
- 6 Safety Assurance**
Measuring and assessing pipeline safety risk and compliance issues
- 7 Management Review and Continuous Improvement**
Ensuring that pipeline safety performance is reviewed and continuous improvement actions are developed on an on-going basis
- 8 Emergency Preparedness and Response**
Developing and practicing readiness to respond in the event of a pipeline incident
- 9 Competence, Awareness and Training**
Designing and delivering proper training and information to achieve a workforce that has the appropriate level of experience, knowledge and expertise
- 10 Documentation and Record Keeping**
Managing documentation and record keeping to support pipeline safety decision-making and reporting

National Grid's utility public safety awareness activities have evolved in a changing environment

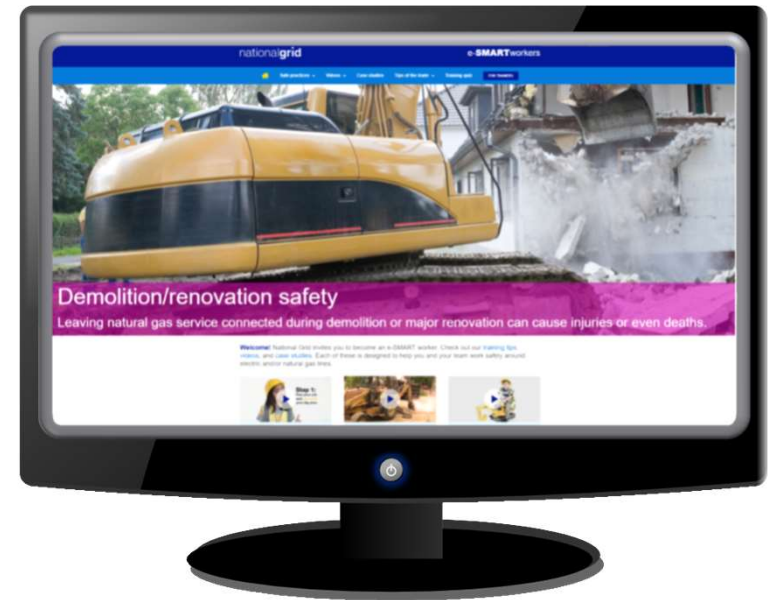
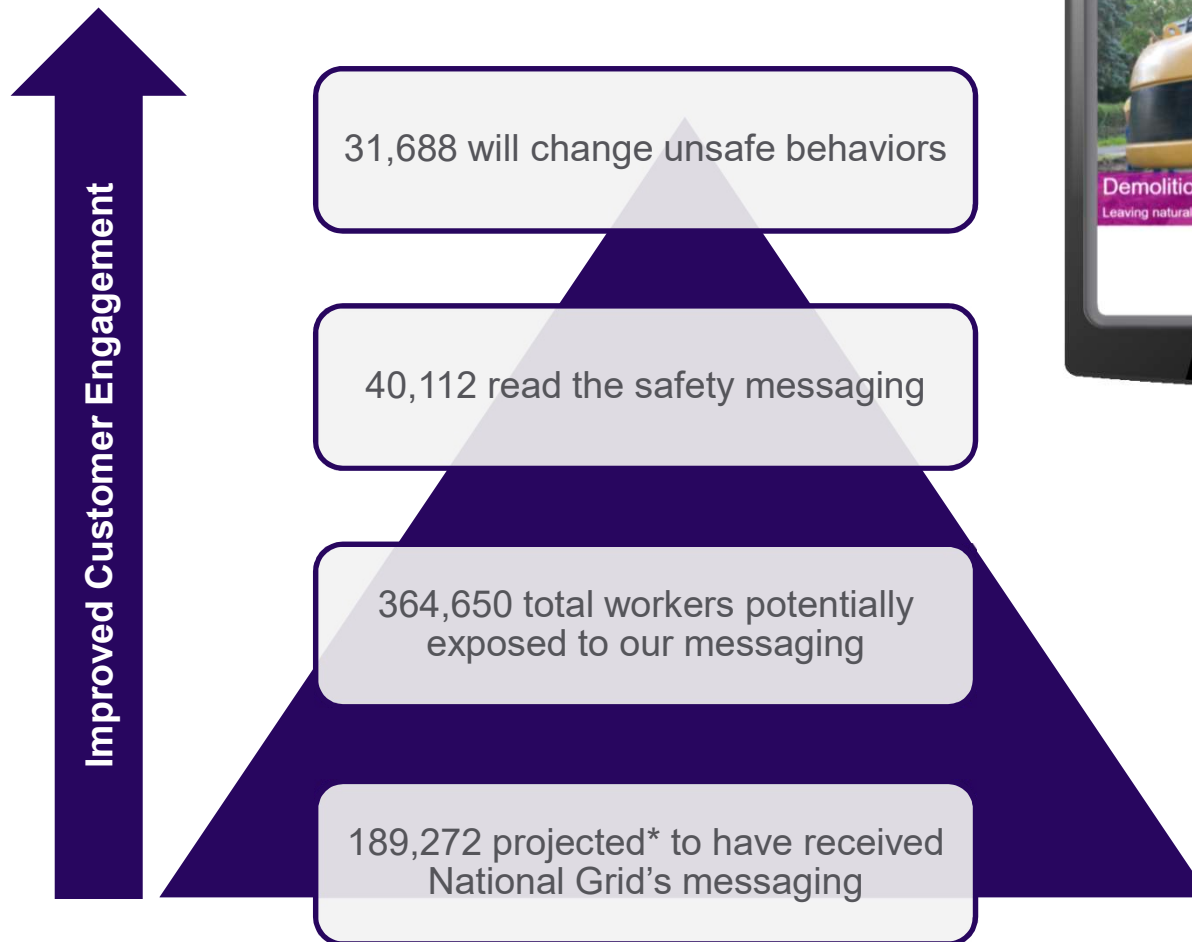
Based on effectiveness research findings:

- Updated RP 1162 messaging and channel selection
- Doubled (at-least) outreach to all stakeholders, while aggressively expanding the number of touchpoints to most at-risk groups
- Aligned Public Awareness with Damage Prevention
- Collaborated electrical public safety outreach team



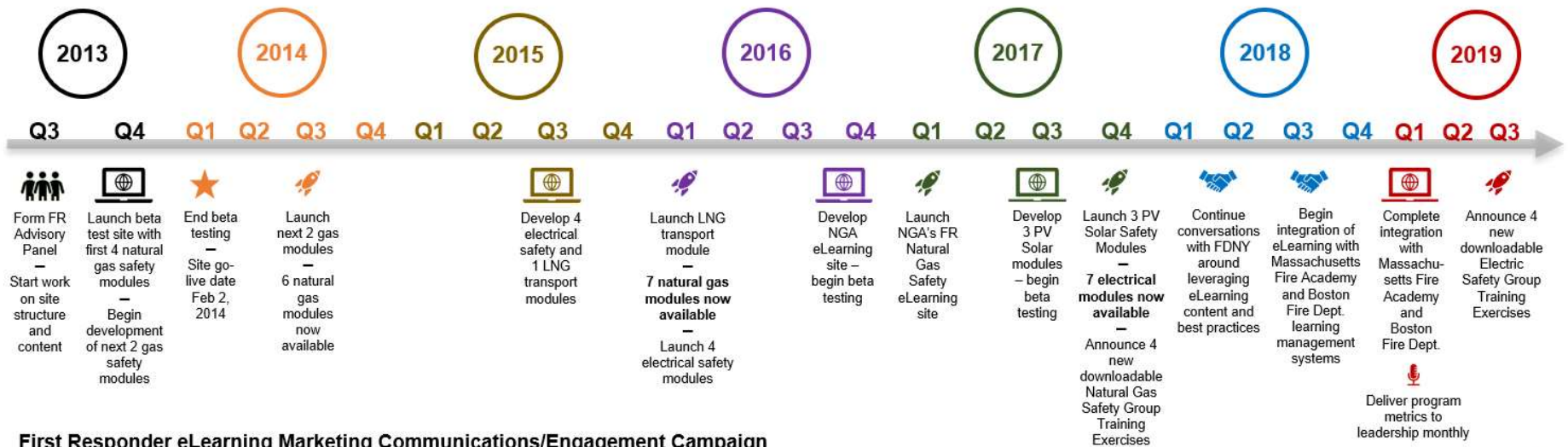
National Grid's redesigned and updated electric and natural gas safety site for at-risk workers

National Grid reduces incidents through stakeholder-focused prevention education



Enhancing a sustainable and effective first responder eLearning program

National Grid First Responder eLearning Program Development Calendar-Year Overview



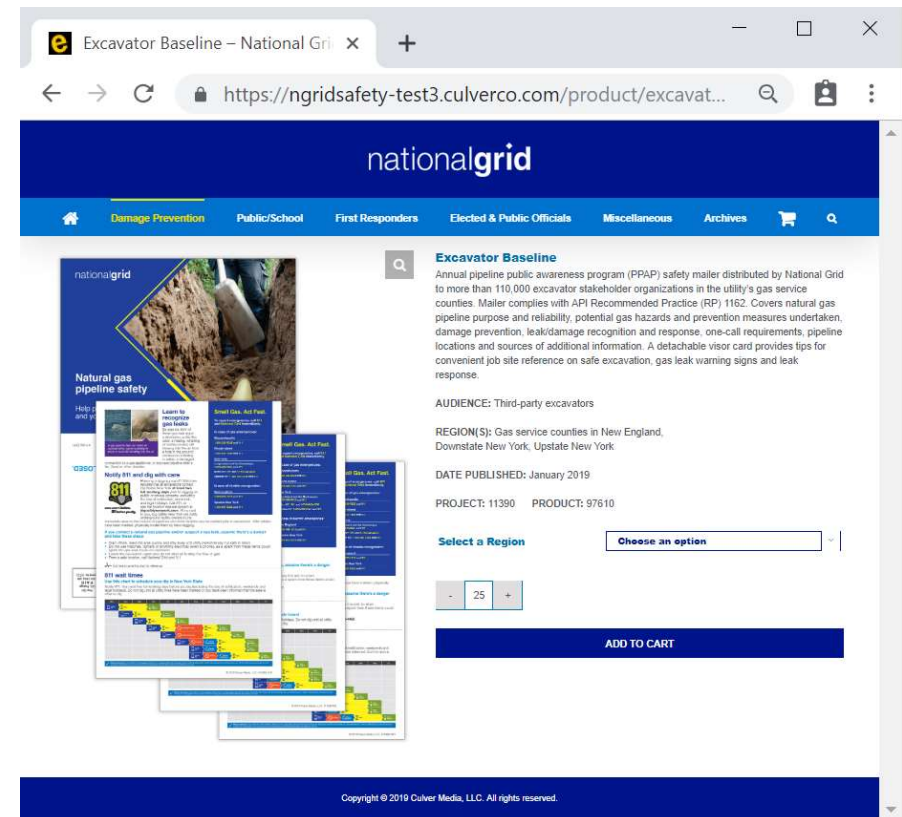
First Responder eLearning Marketing Communications/Engagement Campaign



2019 strategic stakeholder-engagement tactics that embed public safety awareness in brand and culture

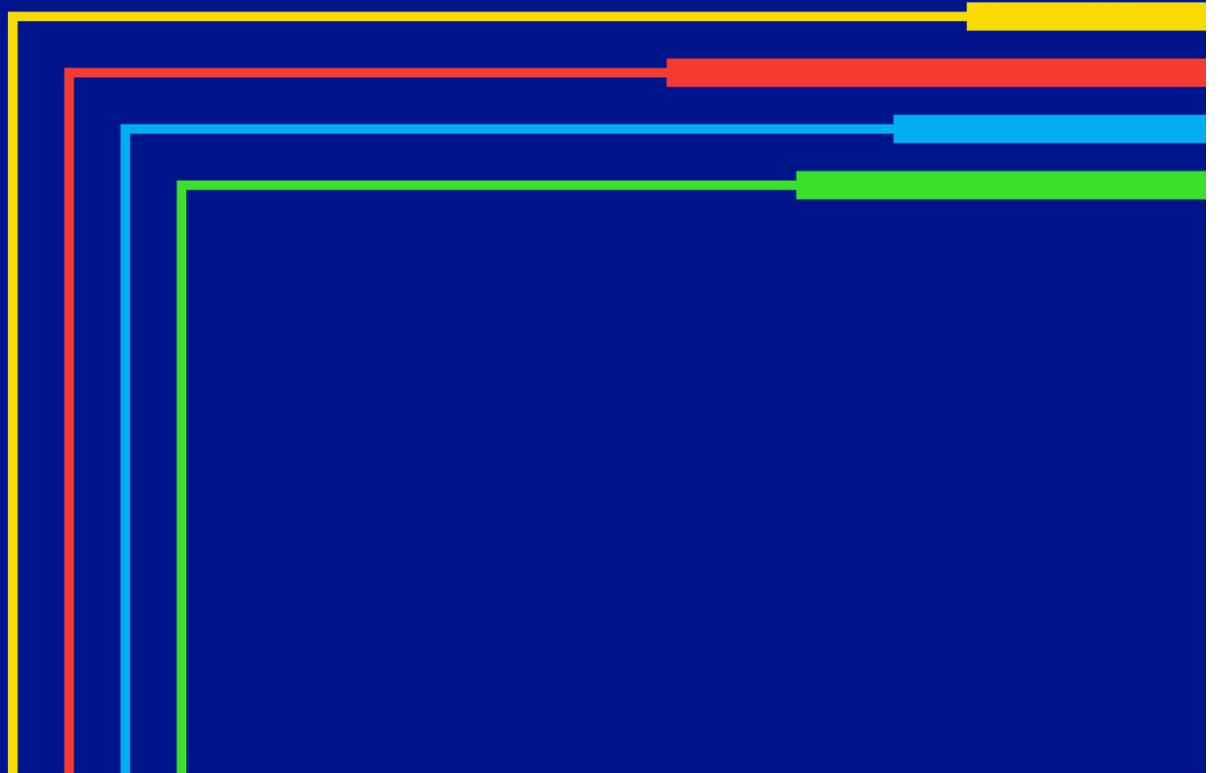
Emerging risk-based programs that promote National Grid's sustained efforts:

- Liaison Catalog – online “store” employees use to request public safety awareness resources
- Call-center script, incorporating 811, odor fade and other hazard awareness messaging
- National Grid employee newsletter – focused on pipeline safety and public awareness
- Additional data mining of internal incident data – structured and unstructured – to define program enhancements



Appendix

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Who We Are

National Grid leads the way in safety
 At National Grid, we don't just talk about the importance of safety — it's embedded in our culture through our people, processes, and actions. Supported by local leaders who empower everyone down to the front-line worker, we're constantly refining and improving our efforts to keep our customers, communities, and employees safe.

Safety Vision
 The work we do is essential. We are proud to take a leadership position in pipeline safety. Adoption of a pipeline safety management system puts that leadership commitment into formal practice, underpinned by our values of "doing the right thing" and "finding a better way".

Gaps/Opportunities

Gaps	Opportunities
<ul style="list-style-type: none"> Functions operate as silos, while the public considers interactions with National Grid as originating from one company 	<ul style="list-style-type: none"> Take the public viewpoint, presenting 'one face' when it comes to National Grid's unwavering safety focus
<ul style="list-style-type: none"> Lack of aligned key performance indicators and information sharing across jurisdictions and functional areas 	<ul style="list-style-type: none"> Develop a cohesive, enterprise-wide approach to measuring and communicating public safety, including linking our outreach to corporate value (e.g., customers, employees, regulators and shareholders)
<ul style="list-style-type: none"> Focus on outcome metrics means an emphasis on lagging indicators — often too late 	<ul style="list-style-type: none"> Focus on drivers means a greater emphasis on leading success indicators

How We Deliver on Our Promise and Measure Results

	Stakeholder Audience	Lagging Indicator	Leading Indicator (Activity/Delivery)	Leading Indicator (Effectiveness)
Our Customers	Affected Public	<ul style="list-style-type: none"> Reduced dig-ins/damage rate system-wide Reduced Risk Safety communication perceptions 	<ul style="list-style-type: none"> Liaison Meetings: Schools, hospitals, colleges Public Awareness Outreach Numbers: Teachers/Students/Parents educated, and AP ROW mailing reach <i>New Initiative:</i> Major Accounts program 	<ul style="list-style-type: none"> Perception of National Grid's commitment to safety AP ROW mailing recall 811 awareness Gas leak recognition and response confidence Pipeline proximity awareness Energy explorer webhits
	Excavators	<ul style="list-style-type: none"> Reduced dig-ins/damage rate system-wide Reduced overhead contacts Reduced Risk Safety communication perceptions 	<ul style="list-style-type: none"> Liaison Meetings: Repeat Offenders & DPWs Public Awareness Outreach Numbers: Excavator and Third-Party Contractor reach & damage prevention reach and program enhancements <i>New Initiative:</i> Electrical safety program 	<ul style="list-style-type: none"> Perception of National Grid's commitment to safety Excavator mailing recall 811 awareness Gas leak recognition and response confidence e-SMARTworkers webhits
	Public Officials	<ul style="list-style-type: none"> Reduced dig-ins/damage rate system-wide Reduced Risk Safety communication perceptions 	<ul style="list-style-type: none"> Liaison Meetings: villages/towns Public Awareness Outreach Numbers: Public Official reach <i>New Initiative:</i> Damage Prevention influencer program 	<ul style="list-style-type: none"> Perception of National Grid's commitment to safety Public Official mailing recall 811 awareness Gas leak recognition and response confidence Natural Gas emergency plan awareness
	Emergency Officials	<ul style="list-style-type: none"> Reduced dig-ins/damage rate system-wide Reduced Risk Safety communication perceptions 	<ul style="list-style-type: none"> Liaison Meetings: first responder presentations Public Awareness Outreach Numbers: Emergency Official reach <i>New Initiative:</i> Instructor-led e-learning & key partnership development 	<ul style="list-style-type: none"> E-learning webhits, registrations, and completes Perception of National Grid's commitment to safety Public Official mailing recall 811 awareness Gas leak recognition and response confidence
Our People	Employees	<ul style="list-style-type: none"> Embed public safety in brand and culture Reduced risks 	<ul style="list-style-type: none"> Liaison catalog Materials distributed as a result of digital catalog Adherence with RP1173 	<ul style="list-style-type: none"> Safety culture survey: Index employees who perceive 'company is doing their part to keep public safe' Reduction in claims
	Our Communities	Regulators	<ul style="list-style-type: none"> Positive rate case outcomes 	<ul style="list-style-type: none"> Proactively sharing story of safety communication with regulators
Investors		<ul style="list-style-type: none"> Reduced Risk Incremental impact on brand/image 	<ul style="list-style-type: none"> Insurance premiums & co-insurance rate Safety perceptions (JD Powers) 	<ul style="list-style-type: none"> Reduction in claims Positive AEGIS assessments

Why It Matters

Meeting the industry goal of zero incidents
 The Safety Management System (SMS) paves the way for continuous safety improvements. Users gain understanding of potential pipeline hazards and risk minimization. This framework approach will standardize the way we lead pipeline safety across our business and cements our leadership commitment. The SMS also measures progress toward safety.



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