

**Northern Powergrid**

Northern Powergrid places a great deal of emphasis on the leaders of the business being instrumental in driving both business and safety related performance improvements. The focus of leadership in relation to safety performance is emphasised at the company's annual safety conference where all business leaders from the operational areas of the business attend along with the senior managers from our contracting partners and external guests from the HSE and trade unions. The focus of the annual safety conference is to invigorate the company's leadership in delivering safety initiatives and being instrumental in driving improvements in safety performance. The leadership messages are also reinforced at quarterly leadership forums throughout each year.

Northern Powergrid's strategy to deliver continual improvement in safety performance is detailed in the company's Safety and Health Improvement Plan. The plan, which is developed annually from leading and lagging indicators and other trend information, provides the leadership of the company necessary guidance on the safety initiatives developed to deliver the companies safety goals. The current plan for 2015 contains 54 safety initiatives covering seven risk categories:-

- Leadership / Employee Engagement
- Operational Performance / Competence
- Behavioural Safety / Risk Management
- Asset Management and Maintenance
- Road Risk Management
- Occupational Health
- Public Safety

Similar to the Powering Improvement strategy, the plan has the underlying themes of workplace risk management, supervisory oversight, leadership engagement and contractor management at the core to the plan. This safety strategy has been in place since 2004 and is drawn together under one single plan that incorporates Northern Powergrid's safety improvement strategy, Berkshire Hathaway Energy's safety improvement strategy and the industries Powering Improvement strategy. The goal for the Northern Powergrid leadership in relation to safety performance remains the achievement of continuously improving accident and incident frequency rates with commensurate reductions in outcome/loss severity, as measured against established reporting criteria. The 2015 Safety and Health Improvement Plan continues to encourage wider and regular management engagement with staff and to further improve the organisation's culture around leadership, hazard perception, risk assessment and associated risk mitigation.

Northern Powergrid introduced a leadership engagement programme in 2013 in order to build the foundations of a safety culture change where the leadership of the organisation not only cares and is interested in the activities of its front line employees but visibly demonstrates this through an extensive field engagement programme. During 2014, this programme was stepped up and the leadership and senior managers of the businesses, led by the CEO conducted 489 visits engaging with 37% of our employees. The field engagement programme is specifically focussed on a two way discussion with operatives at the sharp end and discussion topics cover a range of work related topics relative to the craftsperson and focus on safety issues. The engagement process is promoted in a positive manner and gives operatives the opportunity to talk directly with the senior managers of the organisation to drive improvements from their perspective.

The company operates a safety management standards process which is specifically focussed towards the leaders of the business and addresses and monitors the actions that demonstrate their commitment to maintaining a safe working environment for their staff in terms of both process and behaviours.

A survey of all Northern Powergrid staff was undertaken in 2014. The feedback from field employees has been almost entirely positive as attested to by the 93% employee engagement index rating applied to the question, "Northern Powergrid takes safety seriously". Compared to the previous survey undertaken in 2012 this is a marked uplift from the views of the staff.