

Remarkable



Celebrating talent and diversity





Foreword

I am proud to work for an organisation so committed to developing and nurturing an inclusive culture.

At National Grid everyone should feel respected, valued and able to reach their full potential. Our values of Doing the right thing and Finding a better way reflect this.

Having strong role models around the business is important. Last year Women in National Grid (WiNG) published the first edition of Remarkable; a role model book showcasing female talent within our organisation. I hope you enjoyed and felt inspired by the stories in the book.

Nicola Shaw
Executive Director, UK

This year we have worked with all our Employee Resource Groups to create a second volume of the book; shining the spotlight on the diversity of talent across National Grid.

The role models in Remarkable are real people, telling real stories we can all relate to. These open and honest stories encourage us all to be ourselves at work.

This book is a celebration of our diverse talent. Thank you all and I encourage you to enjoy and share the book.

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WiNG

Women in National Grid



Alan Foster
UK Chief Financial Officer

WiNG’s ambition is to promote the professional development of women, attracting and creating a network of talent to enable National Grid to deliver its strategic priorities and bring energy to life.

We are proud to have been instrumental in the development of this role model book and its predecessor. But, as executive sponsor of WiNG, I have a real opportunity to augment our initiatives through increasing the awareness of men and their role as Male Agents of Change. In this way, we can all challenge the status quo and change our culture in order to break down the glass ceilings that still exist.

Kirsty McDermott

Design Assurance Engineer, Capital Delivery

I left school at 15 to study A levels at college, but soon realised that this wasn't for me. However, a careers aptitude test had identified that I would be suited to a career in engineering. So, I accepted a role as a welding apprentice through a local academy training scheme and started a further education course in manufacturing engineering.

In 2012, I secured a place on the Gas Transmission Engineer Training Programme, during which time I worked in the GTO Investment team and started a Foundation Degree in Gas Transmission Engineering. These both provided opportunities for me, including a technical lead role on one of our first Network Innovation Competition Projects.

As Project Engineer on this collaboration project I represented National Grid, providing technical support and making sure that our partners worked to our specifications and standards.

National Grid has been very supportive of my education and, following my degree, the business agreed to sponsor me for a Masters in Welding Engineering.

Working and studying has been rewarding, but I also get involved in volunteering. Supported by the company, I've secured a position on the Women's Engineering Society Young Members' Board; where I hope to inspire women into engineering through initiatives such as '30 by 30' (30% of engineers to be female by 2030).





Nicola Asker

System Strategy Analyst, GTO

Before joining National Grid I spent eighteen months volunteering with the African Children's Choir; a rewarding experience where I made a tangible difference to the lives of Ugandan children. I was unsure about returning to engineering, but knowing that our purpose is to bring energy to life for everyone in the UK means that I can continue to make a difference in people's lives.

I joined the company through the graduate programme, which offered fantastic opportunities to get broad business knowledge, develop a wide network and build my skills through training.

I'm very grateful for the flexibility that National Grid offers. The ability to work flexibly has really helped my husband and I to make the most of our, sometimes brief,

periods together when he has returned from Royal Navy deployment. My team and the business also supported me when I suffered a period of intense anxiety – it made such a difference having people around me who were understanding, encouraging and focused on supporting my recovery.

Having benefited from the graduate programme myself, and alongside my core role, I am proud to recruit and support new graduates entering the business. I have also found additional opportunities to make a difference, such as talking to school students about STEM careers and fundraising for local charities.

It's a fantastic business, full of fantastic people.

Samantha Webb

Overhead Lines Apprentice, ETO

As someone who loves the outdoors and keeping active, overhead lines is a great place for me to work. The job is really varied in terms of daily tasks and location, which I love. Working as part of a team has been great; allowing me to continue building my skills and develop my career.

I don't think many people outside National Grid know about my job, even though it involves working with the visible part of how we bring energy to life. I would love for more women to consider this role, as I have got so much from it and women have so much to bring to it.

The apprenticeship is a fantastic way into a skilled, active and varied role.

The job can be physically demanding, but one of the things I really enjoy is problem solving to find a better way to do things that might seem difficult at first.



Fiona Nicholls

Customer & Stakeholder Capability & Immersion Lead, UK Regulation

Eighteen months ago I wasn't smiling as much at work; I had lost my confidence through situations that had impacted my self-belief and focus. My life was changing. I was still busy but my passion had gone. As a single mum, stability and security are important to me, but I knew I needed to make some tough personal and career decisions in order to take myself in a new direction.

I refocused my priorities, concentrated on my skills and, in a bold step, left the job that was making me miserable. In its place I took on a voluntary role that played to my skills. Through successfully leading the team at the local school PTA, I worked with a team of passionate and driven people and found a renewed confidence and new purpose.

It also gave me time to think and reflect on getting back to work I had previously enjoyed. I knew I had a passion for customer-focused projects, so I aimed to get back into a similar field.

I now work in the Customer Transformation team, where we are concentrating on making sure National Grid delivers its vision. I have fantastic opportunities to meet a wide network of people. It's hugely energising to hear feedback from our customers and to be part of the company's continuous improvement by finding a better way.





Martha Parry-Owen

Craftsperson, ETO

I work as a substation craftsperson and I love my job – being able to work outside and be practical is amazing. The mix of practicable working and problem solving keeps me occupied and interested every day.

After only five years with the company – going from an apprehensive teen to a fully qualified craftswoman – I really feel I have real purpose and am part of National Grid.

I'm proud of what I've achieved in such a short amount of time. Since completing my apprenticeship, I have gained a Distinction in Electrical and Electronic Engineering HNC; which, along with my current AP training, will hopefully bring me a step closer to becoming an engineer – my dream job!

As a mentor to the new substation apprentice, I hope I will be able to share my knowledge and experience; as well as being able to give guidance, support and, most of all, to be a friend. I hope that she will feel the same as I do and know that anything is possible.

We all have strengths and weaknesses and, once you find yours, the world's your oyster. I hope there will be many great years ahead for me at National Grid.



Susan Robson

Head of Strategy, Global IS and WiNG lead

Diversity and inclusion are essential for getting the best out of everyone – businesses rely on diversity of thought to enable the problem solving, innovation and informed decision making that gives good results.

For National Grid and other customer-focused businesses, having a workforce that reflects the diversity of our customers and communities means we can understand our stakeholders better and deliver better outcomes as a result. Being inclusive takes all of us, from all backgrounds, to work together to make sure we get the best out of each other.

It's hugely rewarding to contribute in a way that reaches lots of people; leading WiNG and working with the other employee resource groups provides a fantastic opportunity to do just that.





ONE

Diverse community



Louise Farnworth
HR Director NGV and
Organisational Development

ONE's ambition is to drive and embed a culture that attracts and promotes a diverse workforce at all levels; helping us exceed the expectations of the diverse customers, stakeholders and communities we serve today and bring energy to life.

As the executive sponsors for ONE, we have had the opportunity to get to know many new people who have given us different perspectives and helped us think about things differently.

We genuinely believe that if we create an environment where everyone can bring their whole self to work, and have the opportunity to reach their potential, we will have an even more successful business.



Aarti Singhal
Director of Investor
Relations



Derrick Dunkley

Asset Management Development Manager, ETO

I've had a number of roles in my career and, when I reflect back, I can see how I acquired both the creativity and the resilience that benefit me in my existing role.

I joined National Grid in 2003, having previously left British Gas to work in the music industry. I had a fantastic time working with a number of great artists; but eventually, after getting married and becoming a father, I wanted a career change.

Having come from an educational background in 1980s Britain, where there was still discrimination, like many others of my ethnicity and generation I'd been encouraged by the education system to pursue a career in sport rather than business – this was the first major challenge I faced. However, it taught me to take responsibility and accountability for my own career development,

so I opted to pursue a career in business and obtain business qualifications.

In order to fund my education I got a job at a call-centre, which required me to study at nights and weekends. It was a challenge but worth it.

I am really proud to work for a company that is inclusive and diverse, with an emphasis on the development of its staff. I encourage all those that I meet to develop a vision for their career, set goals and be prepared to overcome any obstacles or barriers.

It was also a real honour to be a 'STEM Leader' finalist in the Black British Business Awards 2017 – being recognised for what you do, particularly when your journey is quite unconventional, is great.

Mohammed Farooq

Improvement Lead, SO

As I write my story,
I'm contemplating what I
would say to my younger self,
so this is my short letter to me:

Hey Farooq,

Be you, be authentic
and believe in yourself.
Every interaction you have
is really important, so leave a
positive impression.
Always assume positive intent
from colleagues; especially
when they give you feedback,
as this will save you some
sleepless nights.

You will learn the formula
for great performance
(performance =
potential – inhibitors).
Confront the inhibitors you
may have, understand why
they exist, test their validity
and, if required, have strategies
to overcome them.

Understand the importance of
reflection – always start with
what went well and then what
can you do better next time.

Finally, remember that you are
a role model – you may not be
aware of this, but you are!
So make sure you support and
encourage others and help
mentor and sponsor colleagues.

You will be great ... believe in
yourself!

M Farooq





Andrew Gallagher

Investment Delivery Engineer, GTO

I have led the Buddhism@work group at our Warwick office for over four years now. Throughout that time, I have been keen to promote the well-being benefits of various meditative practices as well as the teachings of Buddhism. I have also got involved with other faith group colleagues, when they have run events to celebrate aspects of their various faiths.

When I was asked if I would be willing to take over as lead for faith@work, it was not a decision I took lightly. Not least due to the great progress of the previous lead, which culminated in the opening of our new Quiet Room facility. This is a great space that is open to, and used by, all employees.

Faith@work is more loosely structured than the other employee resource groups, although offering similar opportunities; helping people achieve their potential while benefiting the business and spreading a better understanding of the diversity of our great workforce.

Rodney Williams

Project Engineer, Capital Delivery and ONE co-lead

From a young age I've had an interest in STEM and it's still something that drives me in my role today. I first noticed a lack of black, Asian and minority ethnic (BAME) people in this field while studying science at university, and then again in the engineering industry. As a BAME, I am very motivated to bring about change in encouraging greater diversity.

I am actively involved in employee volunteering as I am a firm believer in the power of grass-roots advocacy. National Grid is made up of diverse, aspiring talent and I am keen to support these individuals in my role as co-lead for ONE, our multicultural employee resource group.

We work to make sure our members are supported, encouraged and engaged, while also making sure that the value of diversity is being celebrated.

I'm also intent on making sure our role models have a platform to inspire the next generation of diverse engineers and demonstrate that we can all reach our full potential.





Gagan Gata-Aura

**Construction Contract Officer,
NEMO Link, NGV and ONE co-lead**

For me, becoming one of the co-leads of ONE goes further than just being the right thing to do with inclusion and diversity being an area of interest. It's about being the voice for our ethnic minorities; making sure the challenges I have faced are either understood or no longer there for anyone joining the company or for future employees.

National Grid is a great company to work for and I would like to see us be one that is fully representative, at all levels, of the communities we serve.



Our LGBT supporters network



Rachael Davidson
**UK General Counsel &
Company Secretary**

Pride is our network for anyone who wants to support and connect with our lesbian, gay, bi-sexual and transgender (LGBT) colleagues, friends and families.

I'm delighted that, over the last year, Pride has been able to work to extend the knowledge and understanding about LGBT issues; particularly engaging with managers about the issues that LGBT colleagues may face in the workplace.

We have worked hard to raise the profile of how we can all support and create an inclusive environment for everyone, and what it means to be a supportive ally, so all our people feel safe to live as they choose.



Wendy Arrowsmith

Business Security Liaison, Digital Risk and Security

When I started working in the 80's and into the 90's, there was a very different attitude towards women and sexuality compared to now. In my first job in the Royal Air Force, if I had come out as gay I would have been dishonourably discharged. Throughout my early working experiences, where I usually found I was the only woman in the team, the fear of rejection because I was different was always in my mind.

I've now worked with this organisation for 27 years and with time and increased confidence that fear also made me want to improve things; not only for me but also for others. So, when volunteers were sought to start Pride in 2007 I jumped at the chance – transforming National Grid into an inclusive environment was something I definitely wanted to make happen.

As co-lead, I helped the team shine a spotlight on how to improve our employee services and also challenge assumptions by organising conferences and workshops.

Fast forward to today and many people still have difficulty in truly being themselves in the workplace. That's why I still work with Pride, WiNG and within my own department to promote inclusion and diversity.

One such initiative is the Reverse Mentoring Scheme for business leaders – a proven and valuable way of getting leaders to engage, share experiences and learn, so they can influence others to be themselves and the best they can be.



Michelle Lester

Community Investment & Engagement Advisor, Corporate Affairs

I've always been passionate about the welfare of people and wanting to help those that are in need or different to me. So when in 2011, after 14 years with the company, I got a job in the Corporate Responsibility and Citizenship team I really felt like I had found my sense of purpose – and helping to bring energy to life!

I manage our UK volunteering programmes and get to help make a difference by encouraging employees to volunteer in our local communities. Whether it's helping a child with their reading and number work, inspiring the next generation in STEM subjects and employability skills, or connecting employees to challenging projects in the community through our Skills for Good Programme and Community Action Days.

I believe volunteering is good for business – giving employees access to real-life experiences that help them develop both personally and professionally, and supporting the communities where we live and operate.

I also practice what I preach and am always 'chomping at the bit' to volunteer and fundraise – it's what I love to do!

For the last year, I've volunteered as communications lead for Pride. To be able to share and further develop my own skills, while being an ally and supporting my LGBT colleagues, is incredibly rewarding. I feel very lucky to be part of the steering group and truly believe that together we can create an inclusive environment for everyone!

Alex Bendix

Development Engineer, Capital Delivery and Pride co-lead

On my first day with National Grid I debated with myself whether I should tell my new colleagues that I was gay.

I wanted to be the lead for Pride to make sure that our company truly lives the values it promotes, so that both our current and prospective LGBT employees have no concerns that they can be themselves while at work.



Melanie Jackson

Lead Business Analyst, Global IS and Pride co-lead

As co-lead of Pride, I have been proud to bring to life the remarkable contributions of our lesbian, gay, bisexual and transgender (LGBT) colleagues. Being a member of this community myself, I think we have a unique set of talents and have faced and overcome challenges that the majority of the population has not thought too much about or had to deal with.

Working with the talented members of the Pride group has been one of the best privileges I have had in my time at National Grid.

This year in particular, which celebrates 50 years since the decriminalisation of homosexuality and also sees the 10th anniversary of Pride in National Grid, has been a great experience and has provided a lot of value to working here.

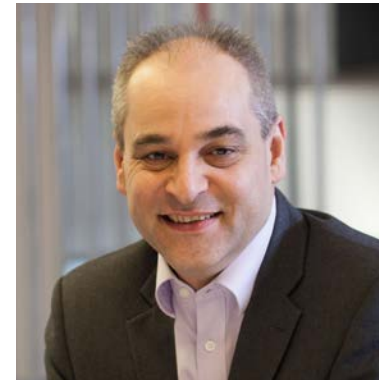
Challenges still exist but together, and with greater awareness, we can work to overcome these.





Enabling

Our disability employee resource group



David Wright
Director, ETO and Group
Chief Electricity Engineer

We are determined to make sure that National Grid unlocks the huge talent our disabled community brings to the company.

12% of the country's workforce is disabled and disability can come at any stage of life.

Enabling is working hard to make sure that current and future colleagues with disabilities can bring all their abilities to work.



Thom Thorp
UK Corporate Affairs
Director



Rosanna Dymoke-Grainger

Project Engineer, Business Development

Dyslexia ... I won't let it define me, my abilities or my ambition.

Since being diagnosed with Dyslexia at 18, I've found out a lot about myself; including the challenges it presents and, more importantly, the strength I have because of it.

My challenges with language and humanities, and needing to work hard at school, have given me a strong work ethic and a great career. But, I believe the biggest strength it's given me is the 'way to see things differently'. I'm able to 'think outside the box', identifying new ways of working and solving problems.

Those with dyslexia are also known for their ability to see the bigger picture and visualise problems; being able to piece things together.

However, it's only in the last year that I've been comfortable talking about and understanding what dyslexia means for me. It impacts everyone differently, so there's no 'one size fits all' and it's important to understand the strengths and challenges that anyone with Dyslexia has.





Sarah Gwilliam

Business Systems Project Manager, NGV

When I started at National Grid I didn't have any career aspirations – mainly because I'm partially deaf and wear hearing aids, which impacted my confidence.

Back then the company wasn't geared up to deal with disability like it is now, so I resigned myself to working in less challenging roles with little progression.

This all changed with an opportunity to join a new project. I quickly fell in love with and excelled within the project environment, realising that I couldn't go back to my original role. I made a conscious decision not to let my disability get in my way; actively and openly challenging people and processes that I struggled with, rather than accepting that certain doors were closed to me.

I also found I had been using my disability as an excuse to stay in my comfort zone, so set myself goals and took control of my development plan – I'm proud to now have both business analysis and project management qualifications.

Having asked a senior female colleague to mentor me, I am now a reverse mentor myself – sharing my experiences and informing management thinking. And, I assist others who have had similar experiences by volunteering as I&D rep for my area, organising deaf awareness workshops and more.

Using my own energy to bring change in my workplace has had unexpected and positive effects on my life outside work – in effect, bringing energy to life.

Bryony Smith

Reporting Analyst, ETO

I love my job helping Operations deliver cost reductions by using data to work smarter – I travel all over the country and work with teams from across the company. I am really proud of what I have achieved in my career so far; including winning the national 'Engineering Undergraduate of the Year' award.

But life has not been that easy. Four years ago I found myself among the thousands of 'high-risk, long-term NEET' (not earning, in education or training) young people. I had dropped out of University with mental health problems, been diagnosed with Asperger's (high functioning autism) and was physically disabled.

The truth was that, three days into my second year at Uni, I found I couldn't cope any longer due to depression and anxiety. Fortunately, I had kept in touch with National Grid who had sponsored me during my degree.

After six months of recovery and counselling, I was offered a role and started part time – slowly building up to full time. I also joined Enabling, helping to campaign for improved accessibility in the business.

The counselling I received enabled me to identify my strengths and how to get the best out of myself; I think that my Asperger's means I'm particularly good at maths and data analysis. I now feel much more resilient, confident and capable than I was before – I am an asset and no longer a statistic.





Andrea Hunter

GTO Senior HR Business Partner

I spent most of my school years hating being there, feeling pretty incompetent apart from in Maths and Sciences. It wasn't until I was 15 that a great English teacher suggested maybe something was holding me back. She was the first person to notice me struggling and being frustrated, not just lazy – I was assessed as Dyslexic soon after.

The diagnosis confirmed that I had developed a set of coping mechanisms and I received some limited support for my remaining time at school.

Other than being aware of my dyslexia, I used it more as an excuse; I didn't do much research or get further help. It wasn't until I started working that I felt I was good at something – giving me light at the end of a dark academic tunnel!

I only shared that I had dyslexia when I thought people noticed something, but my confidence to share grew when a new director joined who was very open about her own dyslexia. I told my manager and have been open about it ever since, explaining that I struggle with things like grammar, long written work, planning and organising, and dealing with ambiguity or no structure.

Many of the issues have become less of a problem as I've developed in my career, but my natural preferences and weaknesses can show in high-pressure periods. However, dyslexia also brings me lots of strengths – I'm able to 'think outside the box' and often come up with creative solutions to problems.

I'd like people to know more about dyslexia to help appreciate differences and that disabilities aren't always visible or negative.



Jo Price

ARC Response and Communications Lead, ETO and Enabling lead

There are 28 million workers in the UK, 3.2 million of whom are disabled and 7 million with a long-term health condition or impairment. In any UK workplace, 11 to 13% of employees will have a disability. The majority of disabled people will acquire their disability during their working lives.

These figures are significant and, as lead of Enabling, I am particularly passionate about helping employees with disabilities or impairments reach their full potential.

I want to encourage people to become part of Enabling and feel comfortable to disclose their disability or impairment, making sure they are supported in the workplace.



newnet

Our network for new joiners



Ian Cartwright
Director, Capital Delivery
and SSR

Starting a role in a new company can be a daunting experience, which is why the Newnet committee is focused on improving the way we support new starters.

If we are to exceed the expectations of our customers, stakeholders and communities – and make possible the energy systems of tomorrow – we must take every opportunity to nurture, encourage and support new people, with new ideas and different perspectives, into our business.

Rob Burnett

Power System Engineer, SO and Newnet co-lead

I joined Newnet as a way to see more of National Grid and put my skills to use in an alternative environment to my day job. My experiences on National Grid's graduate training programme were privileged when it came to work and development opportunities. They were also rich in terms of networking and engagement with a range of people from across the business; something that has benefited my confidence and skillset, both as an engineer and a person.

However, I recognised that this was not necessarily the norm. In Newnet, I saw a great way to give others the same opportunities and benefits. My goal is to enhance the experiences of new starters, making sure they have a positive and successful start in the company.

As co-lead of Newnet, I have the opportunity to shape the new starter experience. My main deliverable is to increase the visibility of Newnet and to look for new ways for the group to reach its audience, at a time where time is a precious commodity.

I'm also working to standardise and refine the processes we use to organise events and services. Working with Newnet has been a very rewarding opportunity for me and always gives me a burst of energy whenever I spend time on it.





Perri Hughes

Project Controls Assistant, Portfolio Reporting, Capital Delivery and Newnet co-lead

When I joined National Grid in 2015, I left a close-knit group of friends and family in Horwich near Bolton. Having relocated to Leamington Spa and knowing very few people, I was keen to start building a network of colleagues and friends within the workplace.

Having already been automatically enrolled in Newnet, I soon noticed an advertisement looking for committee members and felt this would be a great opportunity for me.

I joined the Newnet committee as networking coordinator and have recently become the group's co-lead.

I am passionate about making sure that new starters have a place where they can come together, socialise, network and gain an understanding of the wider group. I like the fact that Newnet is dedicated solely to new starters, making sure they feel supported and welcome.

Newnet's aim is to enable new joiners to achieve success within our organisation by providing opportunities and support as they begin their career.



Thank you

We would like to express our sincere gratitude to everyone who contributed to this book and made it possible to showcase the remarkable talent within our organisation:

our incredibly talented and inspirational employees;
our senior leadership team, who supported its publication;
and the professionals who enabled its production.

Team Remarkable

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