



# Remarkable.

Celebrating talent & diversity

Volume 3

nationalgrid



# People make the place.

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**I fundamentally believe, that its our people that make National Grid such a great place to work, and ensuring that we create the right environment to allow everyone to be themselves and to thrive is essential.**

It is why I'm delighted to introduce Remarkable Volume 3, a collection of truly inspirational stories from right across our business that touch on the importance of inclusion, development, volunteering, leadership and diversity.

It takes courage to share your story and so to everyone who has contributed, I say a massive thank you. To those of you who are reading this, I would encourage you to dive in – whether you choose to read from cover to cover, or dip in to those stories that speak loudest to you.

Enjoy

**John Pettigrew**  
CEO





# Inclusion

# Being your whole self.

**Emma Morton, Customer Immersion Specialist, talks about the challenges she's faced on her journey so far, and tells us why it's important to be your whole self in whatever you do.**

I joined National Grid as a Support Administrator in the summer of 2016 and have progressed quite quickly to a Customer Immersion Specialist. It's been a really interesting couple of years since then, as I didn't have any prior experience of working for a company of this size. Learning about the business and understanding the amount of opportunities there are here has been really rewarding.

I started as a level three and then moved away from admin-based tasks progressing into a customer listening role (level six), which really challenged me. I'm quite an introverted person, and it made me step out of my comfort zone and try something new, as it involved interacting with customers and colleagues from around the business.

My team has been really supportive throughout my growth here which has been awesome. It's great to have a support network that's allowed me to forge ahead in my role and step out of my comfort zone.

Developing these skills has had a positive impact on my personal life too. I'm really passionate about golf, and play for the county and for my club. Golf is such an interesting sport, as it's something that you play both as an individual and as part of a team.

Playing for a club or a county often involves playing with the same people for hours, and I sometimes found it hard making conversation with people for a long time. But building my social skills and interactions at work and in my personal life has helped me overcome the worries and fears that come with being quite introverted. It's definitely paid off, as I played in the Club Championship at the end of September at my club and won!

I feel accomplished on a personal, as well as a professional, level which is amazing. I genuinely love working here – it's great to come to work and put my whole self into what I do.

I've faced challenges in my personal life, and I really feel accepted here. Marrying my wife in July 2018 was a huge part of that, as it was something I never expected to do when I was younger. I came out after university, so until that point I didn't feel like I was my complete self with my friends and family.

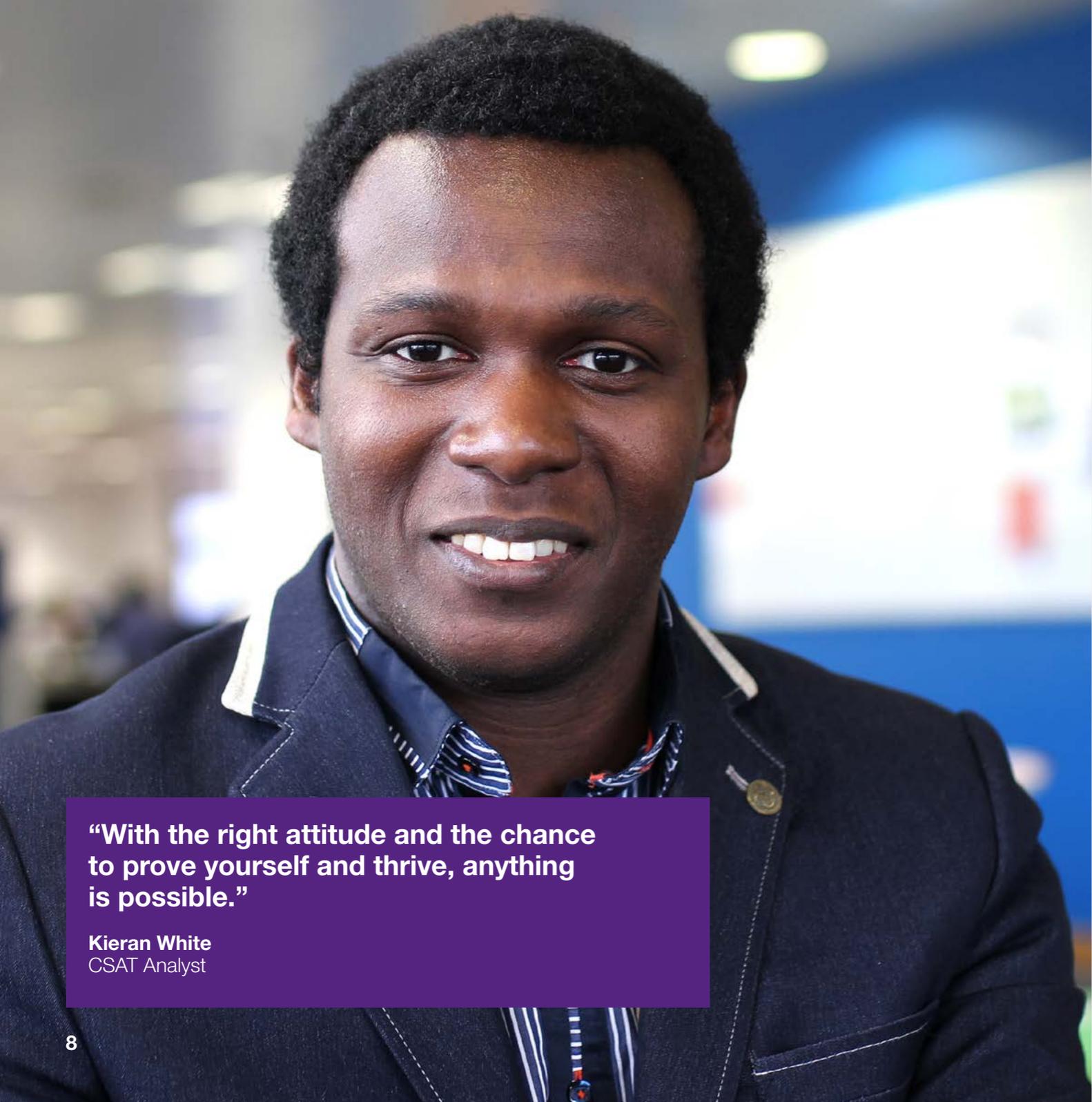
It's been difficult at times, as part of my family is still struggling to accept it. But it's been easier to be who I am at work, as nobody really batted an eyelid when I mentioned my relationship.

It's made me realise that if I can overcome the challenges in my personal life, I can overcome anything. I just have to remember to go for it and not be afraid.

**“If I can overcome the challenges in my personal life, I can overcome anything. I just have to remember to go for it and not be afraid.”**

**Emma Morton**  
Customer Immersion Specialist





**“With the right attitude and the chance to prove yourself and thrive, anything is possible.”**

**Kieran White**  
CSAT Analyst



# Holding on to your dreams.

**Kieran White, CSAT Analyst, shares his journey from Employability Scheme student to carving out the IT career he always wanted.**

I always wanted a future doing something I loved – and for me that’s always been IT. But in secondary school, I was involved in a life-changing car accident that damaged the nerves in my neck. I was left suffering from intense headaches, dizziness, nausea, and dangerous blackouts that could be brought on by certain things like exercise or just happen at random.

For the next 11 years, my medical challenges kept me out of school for days or weeks at a time and not only affected my education but also how reliable I could be as an employee. Travelling freaked me out, even getting to London alone was impossible for me.

For a career in IT, experience and adaptability are the most important things, and I had to rethink how I’d achieve the future I’d imagined. I still had a plan but to be honest it was pretty bleak, requiring years to build a portfolio, and the prospect of financial uncertainty that comes from working in commission-based jobs. At the time, only around 5% of people with a disability were finding employment. Smaller businesses may perceive you as a liability and so are unwilling or unable to take on the risk. It’s impossible to underestimate the affect your disability has on your on psychology too – you worry all the time.

I didn’t let that deter me though. I attended Hereward Collage, in Coventry, which caters for people with special needs. In my final year, I was given the opportunity to come on the National Grid Employability Scheme. And my life changed again.

During the course of a college year I had the opportunity to gain the office-based experience I needed. National Grid’s managers have the training, patience and a real desire to work with people with special needs. It’s the most liberating and empowering experience I’ve ever had and it’s helped me transform my life.

The scheme’s job coaches are incredible as the bridge between the needs of the business and the students. But the most important thing is the working environment here. A problem-solving mindset is ingrained in our culture, and that means the company does whatever it can to make it easier for you to shine and prove your value to the business.

While I was on the scheme I received special treatment that repaired the damage to my neck and I landed my current permanent role as a result of the fantastic help and support I received with my development.

That was two-and-a-half years ago! I’m excited and ambitious for the future. I’ve developed a skill-set that’s opened up numerous career paths within the business. Making the most of the opportunities I’ve been given here has really opened up the world to me. In October I travelled to Japan which I wouldn’t have been able to do without using skills I’ve gained in my career.

Now I know that with the right attitude and the chance to prove yourself and thrive, anything is possible.

# Engineering a career path for young women.

**Alice Delahunty, Head of Network Optimisation, Electricity Transmission, was pretty sure she wanted to pursue a career in engineering from an early age. She even wired up a power supply to her dolls house at the age of eight! Who better then to speak about the importance of being a role model for future female engineers?**

I remember the huge dolls house I had as a child. I must have been about eight when I wired up a power supply, working out things like the voltage needed for the light bulbs. I was curious about how it all worked.

At school I was much better at maths and physics than I was at languages, so engineering was always in my mind as a career option. At the age of 18 I had the choice of going to art college or moving into engineering. I opted for an Electrical Engineering degree at University College Dublin and then completed an MSc in Management Science.

In Ireland you can choose which options to take much later than in the UK. I think being 18 allowed me to make a more mature decision. My family were very supportive – my sister is also an engineer and it always felt like a natural choice for me.

I've worked in the energy sector for about 15 years and before I joined National Grid in April 2018, I was Head of Offshore Wind at E.ON. The opportunity to deal with issues like pollution and climate change really appealed to me.

My current role is extremely varied. I'm responsible for all the investment decisions we make for the network and for our 24/7 control room that helps make sure the power always stays on. I'm motivated by the constant challenge of solving problems and finding new and better ways to do things.

I'm also very aware of the challenge facing young women who want to become engineers. Throughout my education I had great support. I did have to deal with some negative perceptions earlier in my career when I gained my first promotion. It came as a bit of a shock, but I knew that I had an excellent technical grounding which gave me credibility and I had a good network of people who supported me.

If I had one piece of advice for young people in general, it would be to focus on getting those firm technical foundations in place before moving on to the next challenge.

We do need more girls in engineering. I think it's a combination of making sure the opportunities are available and that we help to change parental perceptions.

The best engineers are curious about the world around them. Also, today's engineers need to look not only at finding the right technical solution but also the commercial aspects of a project or solution. It's not just about understanding the science.

I'm very aware of the need to be a good role model for young women coming into engineering. A lot of people in my career helped me as mentors and I enjoy that side of my role. I have many conversations where young people say how important it is to see a female role model in these senior engineering positions. It's proof that there is a career path they can follow successfully.

A close-up portrait of Alice Delahunty, a woman with dark, curly hair, smiling warmly. She is wearing a light-colored, textured blazer over a dark top. The background is softly blurred, showing what appears to be an office or industrial setting.

**“If I had one piece of advice for young people in general, it would be to focus on getting those firm technical foundations in place.”**

**Alice Delahunty**  
Head of Network Optimisation, Electricity Transmission



**“It’s not about ‘them and us’, being in a silo, or even thinking you’re special if you’re in a group like this.”**

**Nick Dunn**  
Senior Project Manager, Capital Delivery



# Promoting a more tolerant society.

**Heralding from a traditional Australian small town with old-fashioned values, Nick Dunn has been on a long journey and not just geographically. His educational route has been one of personal growth, developing a greater understanding of the importance of tolerance and acceptance in a diverse society.**

It comes as a surprise to people when I tell them that I’m involved in National Grid’s ‘Pride’ employee resource group. Pride is a network of National Grid employees who support lesbian, gay, bisexual, and transgender (LGBT) colleagues, friends and family. I’m the group’s secretary.

It’s a surprise to people as I’m a heterosexual white guy from a small, traditional town in Australia that has old-fashioned values – not the sort of background you might imagine a member of an LGBT supporters’ network to have.

So, why did I get involved? It stemmed from a visit to the company’s HQ in Warwick, where I saw a Pride event taking place. I was based in the South East at the time, so only tended to visit Warwick for meetings. I didn’t know much about our employee resource groups.

The group’s message, promoting equality and diversity, really chimed with me. Having moved to the UK from Australia, I was living in Oxford, which is rich with diversity. And I have two children, who I want to grow up in a safe, tolerant society – free from prejudice and accepting of all people, no matter their background, colour, sexuality or religion.

I felt that being involved in the group would help my own education on LGBT issues, and that I could help promote their message within the South East region. I took part in the London Pride march in 2017 and was eventually invited to join the group’s committee. I thought ‘why not?’ As a project and programme manager, I have good organisational skills and other qualities that I thought could help.

As time’s gone on, I’ve really come to appreciate just how much I needed to educate myself on LGBT issues. I became a heterosexual ‘ally’ of the group – and also came to see how important it is for others to follow in my footsteps. It’s not about ‘them and us’, being in a silo, or even thinking you’re special if you’re in a group like this. It’s all about acceptance and just being seen the same as everyone else.

That’s why I’ve been encouraging more people to join the group – because the more who do, the more people will see we’re all the same, just believing in an equal society. Being involved has been good for me too. I’m now more accepting of people’s differences. And differences are great for both the social and working environment, promoting a culture of openness and helping us develop as individuals.

The more I’ve become exposed to diversity in all its forms, the more I’ve grown. If I can pass what I’ve learnt on to the next generation, I’ll be content that I’ve achieved something important.

# Empowering the next generation of Latino leaders.

**As Vice President of Innovation and Development, Carlos Nouel pours his energy into imagining and creating a better future for our business. He channels his passion for progress into our people too, working as a mentor to colleagues from Latin America to ensure they have the support they need to succeed.**

My parents taught me early on in life that if you're privileged enough to be successful, you need to give back to the people coming behind you. One way I do that is by mentoring Latinos and other people from ethnic minorities in our business.

I was born in Venezuela and started my career there, working first in the energy sector and then in a number of consulting, supply chain and procurement roles for several global businesses.

I came to the US in 2008 to do my Master of Business Administration (MBA). Towards the end of my studies, I was offered a role with National Grid in 2009 and I've been with the business ever since.

I've worked extremely hard to reach my current role as Vice President of Innovation and Development. I'm responsible for transforming our business into the utility of the future that we all want it to be.

Throughout my career, I've been privileged to have had excellent mentors who've helped me overcome challenging situations and given me insights into subjects I wouldn't have been able to see on my own. I credit a lot of my success to them.

By mentoring others now, I'm able to provide the advantages I had to a new generation of employees. I choose to mentor people from Latino backgrounds and ethnic minorities, because I have a personal connection with anyone who came here from a different country.

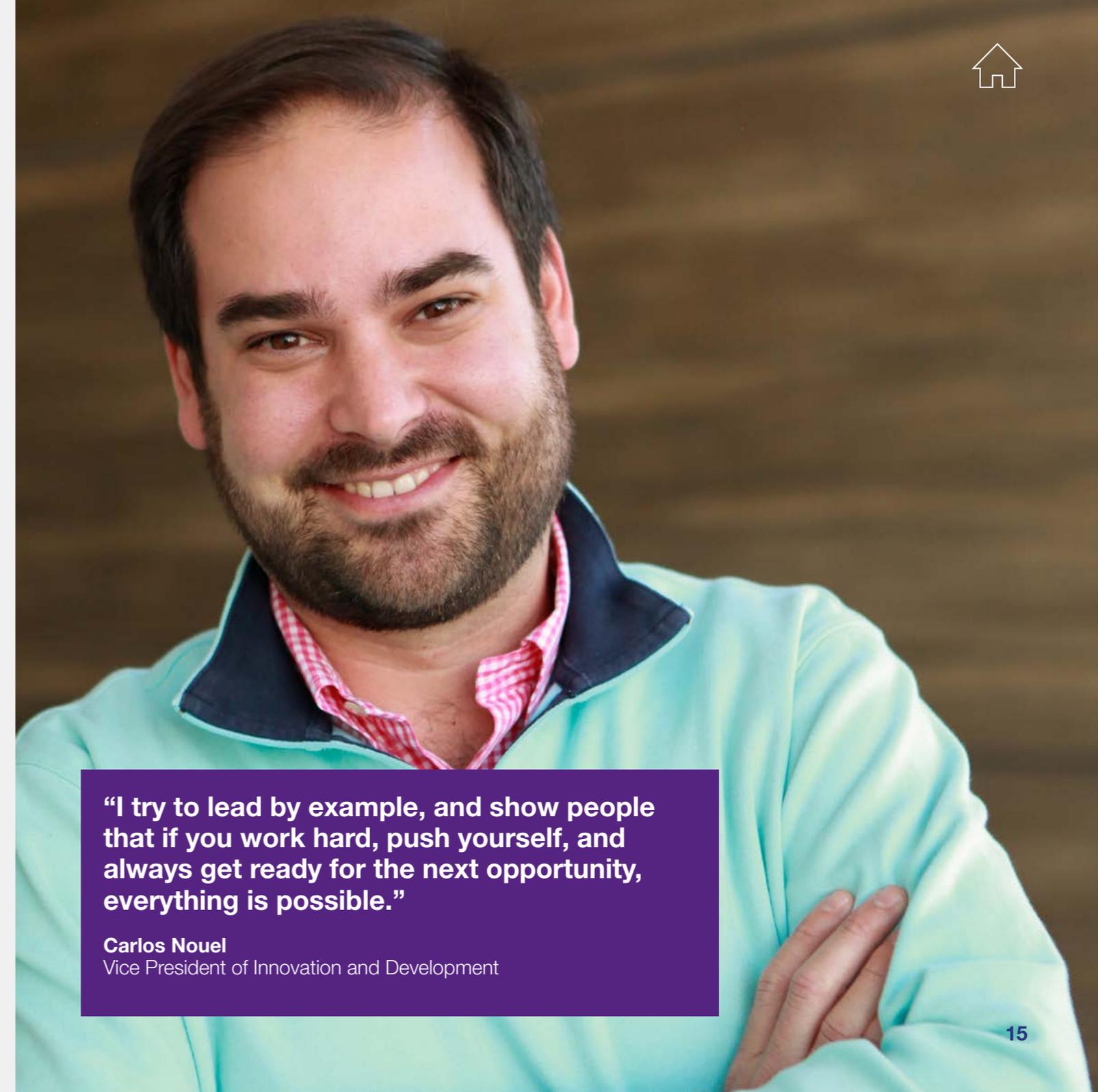
I've experienced all the challenges and differences that brings, such as learning the nuances of how to relate and communicate effectively in different situations and with different people. I want to help others avoid some of the pain and difficulties I went through.

Helping people expand their professional horizons is also important. I want to show the colleagues I mentor that if they want to reach the most senior positions at National Grid – it can be done. I try to lead by example, and show them if you work hard, push yourself, and always get ready for the next opportunity, everything is possible.

Many of the people I mentor are doing really well. One, an Asian American colleague, has gone from being a shy and quiet intern to one of our highest performers, who's comfortable speaking in public and representing our business. It's exciting to see how much that person has grown in a short period of time.

I personally take a lot from mentoring. You hear people's amazing life stories and they put your own challenges in perspective. In the past, I felt my own path had been tough, but the reality is I didn't have it nearly as hard as many others. When I see them building their resilience and determination it's such a proud moment.

The skills I've learned mentoring, like listening to what others are telling you, being able to internalise that, and creating the empathy for a person to open up to you, are skills that have helped me become a better manager – and a better person.



**“I try to lead by example, and show people that if you work hard, push yourself, and always get ready for the next opportunity, everything is possible.”**

**Carlos Nouel**  
Vice President of Innovation and Development





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**Working  
smarter**



**“With my job, I focus on what it takes rather than looking at working hours.”**

**Vicky Higgin**  
Group Functions Chief Information Officer

# Working smarter to achieve a balance.



**Balancing a full-time career and family life is a challenge, especially when you spend one week a month in the US. Vicky Higgin, Group Functions Chief Information Officer, shares some insights into how it works for her.**

It's an exciting time to be in information technology (IT) – IT will be the differentiator, especially in the world of energy.

I've been lucky during my 21 years with National Grid. I initially joined for a six week assignment and I'm still here! I've had a broad career, taking opportunities when they arose to work my way up through lots of roles across lots of departments.

The last few years, I've focused on IT – I'm currently doing an MSc in IT through Liverpool University.

My job as Group Functions Chief Information Officer (CIO) is demanding. I spend at least one week a month in the US, and all that travel makes it difficult at times to achieve a balance with my family life.

I have two young daughters, aged seven and twelve and, as every working mother knows, you have to organise your time well! It's about making priorities and being happy with the choices I make. It's not always easy but my husband and I make it work.

David and I met at National Grid; he works in Electricity Transmission doing a risk, compliance and assurance role. We've been married 14 years and we're a team – we respect each other for what we do in our careers and we support each other. I suppose you'd call us 'new traditionalists'.

With my job, I focus on what it takes rather than looking at working hours. Sometimes I have to travel on a Sunday, or overnight, so if I need to take a couple of hours in the morning to go see a school play, I will. And that flexibility applies to any team I'm managing as well.

My daughters mean the world to me and I hope I'm being a good role model for them. I'm rarely away for more than four days and technology makes it easier to keep in touch. Lunchtime in the US is when they come home from school in the UK, so we Facetime each other. I try and keep my body clock on UK time, and generally it works well.

I spend a lot of time trying to understand the impacts I have on other people – the 'shadow of the leader' and all that. I want my team to come into work every day thinking it's a great place to work, wanting to deliver the outcomes that need to be delivered.

At the minute, I'm in a transformational role rebuilding another team for IT. There is just me and one other person at the moment, but in previous roles I've managed teams of 50-130 people.

If you look at our values of finding a better way and doing the right thing, you're not going to go wrong. I try to work smarter, not harder, to achieve a balance.

Those are the kinds of things I stress when I present at our internal Springboard training courses for junior female colleagues. You spend most of your life at work so you've got to be happy. If I can feel I'm adding value and making a difference, that's what motivates me.

# Businessman and family man.

**British-born Ed Young has forged a remarkable career, first as a journalist in China, and more recently as a corporate strategist and influential business leader for National Grid in the States. However, Ed's most important title is 'Dad'. He discusses the importance of being there for his children – and why it's important to savour the precious moments in life.**

Both my wife and I have demanding jobs – I'm chief of staff for National Grid Ventures and my wife is a professor working in developing countries. While professional success is really important to me, I'm always trying to balance that with being a good dad.

Being a professional and being a parent is hard. There's no sugar coating that. It's something that women in the workforce have had to juggle for decades – and it's important to see more and more men taking responsibility for it too.

We have a son aged 11 and a daughter who is seven. I try to be extremely efficient at work so I can prioritise family time.

A typical day starts at 6am when I check my email and try to exercise, often with a trainer who comes to my house. We train outside whatever the weather! It's good for my spirit to be outside and helps me build mental toughness.

Afterwards, I make the kids' lunches, get them up, give them breakfast, and get them off to school. It's kind of hectic!

I'm usually at work by 8.30 and there's masses to do as my role covers the US and UK, which has already been awake for five hours. I'll work through until about four o'clock, then pick up the kids or take them to an activity. Then it's dinner, bedtime for the kids, more work – and bed.

While it can feel like there aren't enough hours in the day, there are always moments of professional success and personal joy. I think it's really important to cherish those.

Working for a company and having a boss that explicitly supports people's family responsibilities, is really important. It allows me to be there for my children at the times that work for them. My boss never makes me feel guilty – he knows I'll get the work done and his willingness to let me decide how I'll get it done makes me even more motivated to make sure I do.

Trying to juggle work and family is always a trade-off. You're making tough decisions about what's right for you, your family and your job, so you need to be brave. I try to own my decisions and remind myself that I'm being the best parent I can – and the best employee I can.

I really believe that putting the effort into having a strong family life makes me more productive in my job. It helps me to be focused on a role I love, where I'm helping to build a business I believe in.

My daughter was listening to Aretha Franklin when I got home recently. She stopped the song to tell my wife, son and I to listen to the lyrics "forever and ever, you'll stay in my heart, and I will love you." They reminded her of our family, because they were about loving each other – and how other people make your life better. Sometimes it's those small moments that reassure you you're on the right path.



**“While it can feel like there aren't enough hours in the day, there are always moments of professional success and personal joy. I think it's really important to cherish those.”**

**Ed Young**  
Chief of Staff at National Grid Ventures



3

**Development**

# Seizing every opportunity.

**Kayte O'Neill, Head of Strategy and Regulation for the System Operator, shares how she balances a successful career with being mum to three young children – and still found time to make her dream of studying at Harvard a reality.**

Our family motto is 'work hard, play hard'. Dad always said you can do anything, be anything. He drummed into us the importance of going after your potential, and that's stuck with me.

As a mother of three children aged 11, eight and four, two of them daughters, it's become even more important to me and I'm trying to instil in them the importance of doing something you love.

I joined National Grid on the graduate programme in 2002 and, thanks to the rotational programme, I got to experience challenging and exciting core placements across the company including a business development role in Rome and a role on the National Grid / Transco merger.

Over the years I've spent time in Regulation, for the electricity transmission and gas distribution businesses; moved into account management working with gas shippers to understand their perspective on energy issues; then customer strategy roles to understand what we needed to do to as a business to become more customer focused, and work with the field force to make that step change. I also spent three years as executive advisor to CEO John Pettigrew, before moving to the US as Vice President of Strategy and Regulation. I returned to the UK and my current position as Head of Strategy and Regulation for the SO in September 2018.

As a child, my godmother introduced me to the seemingly impossible dream of Harvard Business School. So finding myself just down the road when we moved to Boston as a family in 2016 was the perfect moment to go for it and gain the Harvard equivalent of an Executive MBA.

Strong practical support from my husband Steve allows me to do these jobs and he's encouraged me to make the most of these once-in a-lifetime opportunities every step of the way.

A consistent theme throughout my time at National Grid has been a passion for developing and growing our people.

I've been on maternity leave three times and each time I've come back stronger and in better roles. And that really requires the support of the company. National Grid has been a great place to work. I've been given a huge amount of flexibility, and had support from sponsors who have helped me to see opportunities and embrace them.

Now I really try to pay that back. I'm a strong advocate of growing talented leaders and helping them navigate our industry, and I mentor several people – many of them young female leaders. We've come a long way on diversity in recent years; I see the challenge now as creating the right culture to retain talent. People rarely join a company looking for a lifetime career, so it's more crucial now than ever that we are setting people up for growth.

I think the most important thing I've learned is that there are opportunities everywhere and you should seize them. You always wonder how you'll carve out time to take on extra challenges, but go for it, commit to something, and you'll create the time and space to succeed.

A close-up portrait of Kayte O'Neill, a woman with long, wavy brown hair, smiling warmly at the camera. She is wearing a dark top. The background is a plain, light-colored wall.

**“You always wonder how you’ll carve out time to take on extra challenges but, go for it, commit to something, and you’ll create the time and space to succeed.”**

**Kayte O'Neill**  
Senior Project Manager, Head of Strategy and Regulation



**“Don’t fight change – look for the opportunities instead. It opens your eyes and widens your horizons.”**

**Martin Sobers**  
Senior Project Manager, Lead Supervisor, NYC Field Operations

# The man who loves change.



**After 23 years in National Grid, Martin Sobers, Lead Supervisor, NYC Field Operations, knows a thing or two about dealing with new challenges at work. He explains why embracing new opportunities has broadened his horizons.**

There's always something new coming down the line, whether that's in your personal life or at work. Companies are always changing and if you can get on board with that you'll put yourself in really good stead. I like new challenges and I like moving around. It's refreshing and that shows in my career history.

I've tried many roles at National Grid, in Massachusetts and New York, from a temporary helper to my current role of Lead Supervisor for NYC Field Operations. Each role has given me new opportunities, experiences and expertise, and that's what I continue to build my career on. I've been in my current job for three years, and I'm learning every day.

My department responds to emergency calls for gas-related incidents and accidents. We might get called if a gas main is struck or if someone can smell gas – it's our job to get down there, identify the problem and fix it.

Due to our line of work, you never know when an emergency will crop up, so although my hours are usually a regular 9-5, I'm on call seven days a week. There's always the chance the phone will ring.

I'm passionate about mentoring, and like to help the guys on my 40-strong team grow in their roles. I'm also a part of the mentoring programme at National Grid organised by volunteers from the Employee Resource Groups. When you put time and effort into helping others develop, it's really rewarding when you see something finally 'click' for them – that's really fun.

If I was going to give you one piece of advice it would be not to fight change – look for the opportunities instead. It opens your eyes and widens your horizons. If you hear about something new coming down the line, do your best to be knowledgeable about it, because it's going to happen either way.

Embracing new things can be really hard. I learned to do it when I worked on a big project to update our back office systems. I was a tester and responsible for making sure the new system worked as needed. I had to become familiar with it so I could teach my peers, while still using the old systems so I could bridge the gap for them. Being able to look for ways to adapt to whatever uncertainty is coming helps your team and can make you work as a stronger unit.

Change doesn't have to be scary – it can be exciting, and it's one of the reasons I get up in the morning. Another three reasons are my wife and two little girls. I want to set them a good example of what hard work looks like, and that's a big motivator for me.

My 23-year career at National Grid has been a varied journey that has taught me a lot, and still continues to. I'm looking forward to the next challenge that's coming our way, whatever that may be, and helping my team get ready for it.

# Paving the way for women in engineering.

## **Chelsea Malcolm, Grain LNG Control and Instrumentation Assistant Engineer, shares her journey from first female apprentice at Grain LNG to National Grid's first Female Engineer of the Year award winner.**

Eight years ago, I joined Grain LNG as its first female apprentice. I didn't have any engineering experience beforehand, so there were a lot of different challenges to tackle. But it's been such a valuable experience, providing me with a great foundation to build on that's helping me forge ahead in a career that I enjoy.

As a hands-on person, I like to keep busy and have a variety of tasks to complete. I felt that an apprenticeship would be right for me, and the Grain LNG placement looked so different to anything else I saw. I just knew I had to go for it.

It was all out of my comfort zone at first – being the only woman on my apprenticeship course, adjusting to a different way of life and having so much to learn about the industry and how the plant works. But it was an enjoyable challenge. Before I started I didn't know that I would be the only woman, but when I got into the placement it didn't make any difference at all to me.

If you're interested in an apprenticeship, give it a go.

I could easily have been put off my course as everything was so new to me, but it's the best thing that could have happened and I'm now seeing the rewards that come with embracing the challenge. Earning while you learn is also a great way to start your career, while offering a valuable mix of academic skills and hands-on experience.

For the past eight years I've been moving up the ranks here at Grain LNG and I have my own team to look after now. It's a good balance of time spent in the office and time out onsite with the team – we also have a new female apprentice starting, which I'm really looking forward to.

This year I was voted Women in National Grid's (WiNG) Female Engineer of the Year and I'm so proud of that. I want to help others get to that point too. It's really rewarding that I can tell my new apprentice I started out where she is and show her a career path that you can have as a woman in engineering.

I wasn't expecting the award at all – I didn't even know there were awards taking place. I went to a talk at the company's Warwick site and there happened to be a presentation ceremony at the end. There was absolutely no chance to prepare and I was completely surprised when they called my name. Later, I found out that my boss had nominated me, and I was really touched by some of the things he wrote in the entry – really positive things about how I'd applied myself during my apprenticeship.

He highlighted the detail of my college log book as something that's still used as an example of best practice. He also described me as a natural leader – someone who challenges, strives to improve, and is respected by their peers in a very male dominated environment.

That endorsement means a lot to me – and equally, I feel incredibly appreciated by my team and hope that my other female engineering colleagues feel just as valued. I believe National Grid is working very hard to encourage more women into STEM fields, and I hope the numbers keep rising.



**“It's really rewarding that I can tell my new apprentice I started out where she is and show her a career path that you can have as a woman in engineering.”**

**Chelsea Malcolm**  
Grain LNG Control and Instrumentation Assistant Engineer



**“In my view, a career’s not really a career without there being challenges in it”**

**Rea Plummer**  
Customer Meter Servicing Supervisor



## Championing diversity and hard work.

**As one of the first female technicians in our US Gas business's Maintain and Construction division, Rea Plummer has been a torchbearer for diversity. Rea describes how she's progressed her career by keeping an open mind to personal development and through hard work.**

I joined the company in 2009 as a gas meter reader in Brooklyn, New York. And although I also had a spell in customer services too, it was the technical side of the business that attracted me – I'm practical and like to work with my hands.

I was sure to let people know I was interested in opportunities to develop – so when I got the chance to try for a field role as a technician, I took the test and passed.

That meant working on 30" and 48" gas mains pipeline out in the field – tough work and often in tough conditions, as it can get really cold in New York. This sort of role had traditionally been done by men, so having a woman turn up to join the team took some adjustment for them.

It was difficult at first, as it was all very new to me. And I was the first woman in the Maintain and Construct division of our gas business. But we're in a new age of diversity, with greater equality and more opportunities opening up – I stuck to it, and over time I progressed to become a B mechanic. If I hadn't eventually switched to a new role as a supervisor earlier this year, I'd still be doing it and I'm sure that I'd have been on course to be an A mechanic by now.

I wanted to continue looking at opportunities, to learn about National Grid and see what it had to offer in what was becoming a more diverse and inclusive environment. I took other opportunities to become really involved in work-related activities, such as committee roles for the union. It all helped me stretch myself and develop. I wanted to expand my horizons further, and I do like a challenge. In my view, a career's not really a career without there being challenges in it.

You need others around you to support you too. I had great mentors, who always got me to see that however difficult things were, it was just another challenge to overcome. Mentors can pick you up when you're at a low ebb, and help you see that the challenges are part of everyday life. Overall, it's helped make me a stronger person.

I'm a mentor too now, as my own experiences showed me there's so much we can do to help others see the world in a different way.

I feel really good about how National Grid looked at my situation – a female union employee who wanted to develop, and to do field work. The company gave me that opportunity. I'm grateful for that, and also proud that I took the opportunity and worked hard to get where I am now.



# Leading by example.

**Rudy Wynter likes big challenges. As president and COO, Transmission, Generation and Energy Procurement for National Grid US, he takes pride in motivating his teams to find equally big answers.**

Big challenges don't worry me; what does is if I don't have a plan. It's vitally important to understand the challenge, build a plan and go after it.

I am very fortunate to have had very diverse experiences in my career. I spent a decade in engineering and operations. During that time I got an MBA and started moving around. I had good mentors and sponsors along the way who stressed to me the importance of having a point of view on my career, having a plan and owning it. That was very helpful.

All those experiences allowed me to exercise and build different leadership muscles – from operational leadership around project work to people leadership, strategic leadership, thought leadership and influencing key stakeholders and regulators.

Leadership is about motivating people. It's knowing how to get them to follow what you're doing; how to let them know that you have their back. You have to articulate clearly what you expect of them.

I expect a lot from the teams that work for me, but I also expect a lot from myself.

I tell my team 'no small plans'. We're at the stage in our organisation where we need to make some bold steps. Sometimes I push back against small or incremental steps when what we need is a leap.

Project VOLT, which stands for 'vision of leadership in transmission', is one of those situations. I launched it because I saw gaps between ourselves and a leading class transmission company. So I challenged my team to think out of the box.

We've set an ambitious 10-year plan, part of which is to be one of most intelligent transmission networks in the US. It's not about upgrading this and that substation: we're thinking about an entire network, what we need from it, and how we're going to behave in the future. We're creating a multi-dimensional, multi-year plan that will build value for our shareholders, and better service and reliability for our customers.

It fills me with pride to help motivate teams to achieve more than they thought they could. Project VOLT is one of those occasions.

I like doing things that have real impact, whether at work at National Grid, or for one of the non-profit organisations I support.

I was humbled to be named one of The Responsible 100 for New York in 2015. This was for work I did as a board member of the United Way to improve Grade 3 reading levels in some of New York's disadvantaged neighbourhoods. It's nice to be honoured but it made me think about things we're not doing and other people who still need so much more.

There are so many good causes out there, such cool things going on, that you could always be busy. I've learned to focus how I spend my time – to try to make my involvement as impactful as possible – and to switch off completely during downtime.

If I have any advice, it would be to always have a plan – and always be working on a better one.

It's important to build credibility. I make sure I keep any commitments I make, even if it's very difficult. That goes for everything in life.



**“Leadership is about motivating people. It's knowing how to get them to follow what you're doing... I expect a lot from the teams that work for me, but I also expect a lot from myself.”**

**Rudy Wynter**  
COO, Transmission, Generation and Energy Procurement



4

**Giving**



# Always putting his best foot forward.

**Business Operations and Maintenance Manager at Sellindge Converter Station, Ian Plowright, learned what it meant to help people as a young child – and he’s been giving back to his community and good causes ever since. He shares his story of charity marathons, the joy of volunteering and why it’s important we get our priorities right in life.**

I’ve worked for National Grid for more than 40 years. I try and be positive, friendly and helpful and always find the best in people. Because that makes life better for everyone.

My childhood played a big part in making me the man I am. My grandmother was always very generous. After the second world war, she built houses on her own land for all her family.

My Dad was a big influence too. Whenever there was a job to do on the allotment or even laying a concrete driveway – he’d always get me involved. When you do that as a child, you quickly realise what it means to help people.

In the past few years, my wife Catherine and I have been going a long way to help people with breast cancer – 1,000 miles in fact!

It all started when Catherine had a skiing accident and ruptured a cruciate ligament in her knee. During her rehabilitation, we were walking in the Lake District and did an arduous climb to see how her leg would cope without a brace.

Doing a challenging walk without any problems helped get her confidence back. The next thing I knew, she was suggesting we do a challenge called the MoonWalk, which supports breast cancer charity Walk the Walk. It was a particularly pertinent cause for us, because the husband of one of my wife’s very good friends had breast cancer a few years ago. I was a little concerned at first about Catherine taking on such a distance, but she persuaded me it would be fine.

So we signed up for a MoonWalk event in Iceland – yes, Iceland – and raised £2,000 in sponsorship. It was a fantastic experience, but we were quite naïve about our nutrition and fluid intake and Catherine collapsed at the end of the race. Fortunately, it was nothing serious and, after meeting lots of friendly people during the walk, we really had ‘caught the bug’.

This year, we stepped things up a gear, and took on MoonWalk’s Three-Land Challenge. This involves doing three marathon walks in two months – in London, Edinburgh and Iceland. It was physically demanding, but an incredible experience, and we raised another £3,000. Across all our training, and the three marathons we’ve done this year, we’ve walked more than 1,000 miles!

One of the lessons I’ve taken from these events is there are an awful lot more nice, generous people in the world than bad ones. Around 15,000 people every year do the London MoonWalk alone. It’s great for the soul to spend time with such positive, like-minded people. Being helpful and volunteering your time can be extremely rewarding. Throughout my adult life, I’ve volunteered with the local Scout group and I always get my hands dirty if a neighbour needs help. It’s just the right thing to do.

After all, what’s the point of watching junk on the television when you could get up, get outside and do something useful instead? With the Scouts, you know you’re improving the lives and futures of young people, so I don’t understand how anyone could say no.

It’s important we get our priorities right in life. I have an ethic that says I look after my family first, my job second and myself third. It’s a system that seems to have worked!

**“What’s the point of watching junk on the television when you could get up, get outside and do something useful instead?”**

**Ian Plowright**  
Business Operations and Maintenance Manager

# A passion for volunteering.

**Lynn Orton is passionate about volunteering and finds herself in the happy position of being able to combine her personal interests with her job of Social Purpose Coordinator.**

Social Purpose Coordinator is a fairly modern title. It grew out of corporate social responsibility - about community engagement, making sure National Grid has a positive impact on people's lives.

I've been with National Grid 20 years come February 2019. Most of that time I was a PA, but when the chance came up 3-4 years ago to go into this role, I thought 'what a fantastic opportunity'. It's about trying to streamline our community work, put structure to it and make sure it's sustainable and aligned to what we're all about.

We can be thrown absolutely anything: one day I'm in a school, the next day in a field, the next day creating a Christmas grotto.

Friday's the best day of my week - that's the day I spend in a special needs school. To see these kids embrace life regardless of the hurdles they face, really puts things in perspective.

Last year I organised support for Special Olympics GB National Summer Games. It was probably the hardest project I've done, both physically and emotionally - but incredibly rewarding, and not just because it won a Chairman's Award. National Grid provided the athletes' village throughout the week, staffing it with volunteers.

There were real highs and lows throughout the week but everybody said they would do again in a heartbeat.

My life is filled with volunteering. I coach at our archery club where I'm also Safeguarding Officer and also sit on the Boards of a local charity and multi-academy trust. Previously I've also volunteered as School Liaison Officer. It keeps me as busy outside work as during work hours.

I got into archery because my younger son was interested and I ended up coaching too. Now my elder son is also involved, travelling across the country on summer weekends for competitions.

Archery's not a big sport but it got a boost from the London 2012 Olympics. A lot of special needs schools see it as something youngsters can try safely because it's very structured with process, and it fits well into the autism spectrum.

Last year I supported a special needs archery event in Birmingham - a first time for Birmingham schools, and I'm supporting another in January in Warwickshire. It combines a personal interest and my work, which is great.

I've found my life going more that way - supporting kids with learning disabilities both in work and sport. To see children progress is heart-warming. One lad in the archery club wouldn't at first even make eye contact and stood apart from the group. Little by little, he came out of his shell and is now a completely changed and confident boy.

That's the kind of thing to me that makes volunteering worthwhile - to know you've made a difference to someone.

A close-up portrait of Lynn Orton, a woman with shoulder-length brown hair and bangs, smiling warmly. She is wearing a pink blazer and a blue and white patterned scarf. The background is softly blurred, showing what appears to be an office or indoor setting with a red wall and a house icon in the top right corner.

**“That’s the kind of thing that makes volunteering worthwhile – to know you’ve made a difference to someone.”**

**Lynn Orton**  
Social Purpose Coordinator



## Juggling work, care and study.

**For Georgina Davis, part of the National Grid Smart Team, a typical day includes work, caring for her father and studying. She tells us why you don't need to do everything on your own and it's okay to ask for help.**

My ambition is to become a programme manager. When I moved to Smart, I asked my manager 'What do I need to do to get to where you are?' and she said it would be good to get PRINCE2 accreditation – so I started studying.

I found an online course that I could complete while working and looking after my dad.

My dad, Linden, was diagnosed with MS in 2004. I live at home with him in Edgbaston, providing care as well as working full-time. It's a challenge but I have help and I've learned that sticking to a schedule is vital. My manager really understands how important this is to me and fully supports my working arrangements.

MS is a lifelong condition that affects a person's brain and spinal cord, making it difficult for them to do everyday things. The doctors tell us at every check-up that my dad is doing well. With some people it robs them of their mobility, hand movement and speech. Compared with them, he has been very lucky.

My dad is just 53. He's a Remote Support Specialist and is still able to work. His employer is a big multinational company that's happy for him to work from home. He used to travel all over the UK for his job and worked in Germany before his MS got worse.

I had no training as a carer. Dad helped me to start with by telling me what he needed. At first I tried to be a hero and do everything on my own, but learning to ask for help was a breakthrough for me. Now I'm training his carers.

At the beginning my personal life was a little restricted. It takes adjustment – now my friends understand dad needs his dinner by six thirty. If I go back out after that, I make sure I'm back in time to help him to bed – it's all about timing.

The best advice I could give other carers is to ask for help. I know it can be hard but help is there. By keeping my situation to myself, I was getting upset and stressed; I couldn't do anything and felt so restricted. Just asking others for help felt like a weight was lifted off me.

**“I had no training as a carer. Dad helped me to start with by telling me what he needed. At first I tried to be a hero and do everything on my own, but learning to ask for help was a breakthrough for me.”**

**Georgina Davis**  
part of the Project Management Office team in National Grid Smart



5

# Determination



**“For me, it’s less about what you do and more about how you do it – doing your best work and being the best person you can be.”**

**Jeannette Mills**  
Senior Vice President – Safety, Health and Environmental



# Power to the people.

**Jeannette Mills, Senior Vice President – Safety, Health and Environmental, shares how a passion for people is the driving force behind her love for the utility industry and a career spanning engineering, customer service, operational leadership and industry regulation.**

When I look back, my career has always been about people. For me it’s less about what you do and more about how you do it – doing your best work, being the best person you can be – and I’ve always tried to treat people as I have wanted to be treated.

Everything started at home in Baltimore – even wanting to be a leader! As a single parent with four daughters, my Mom had to work, so my sisters and I took care of things at our two-bedroom home. Although I was the youngest, I was always the one that got everyone organised.

I was always very curious, and that ignited my drive to do something different. I was good at math so I attended a STEM high school where I discovered engineering. Having such a close-knit family made leaving Maryland to study for a BSc in Electrical Engineering one of the hardest things I’ve ever done. It was also a tough school, and you had to work hard or you were out – but it’s where I fell in love with the utility industry. For me it’s about what generating and distributing electricity means to people. I loved the idea of working in a field that is part of the foundation of a civilised society.

After graduating I joined Baltimore Gas and Electric as an Associate Engineer at that time it was rare for African Americans to get those types of jobs, and my family was very proud and ecstatic. Over the next 25 years I took on increasing levels of responsibility from Engineer to Director and finally Vice President and Chief Customer Officer. It was in this role where I discovered I loved customer service. Being able to solve situations for customers is energising and I was delighted to take a lead on changing our culture. I then decided to do my MBA in Business Administration.

I’ve never had a road map. I approach every opportunity with an open mind and those opportunities have often been the best. I was invited to join the senior executive team in the consumer services area of the weight loss industry, and although I missed utilities, two years out of the industry created the distance required to take up a regulatory role with the Maryland Public Service Commission in 2015.

That’s the part of my journey people are usually amazed by, but helping to ensure safe, reliable, and economic public utility and transportation services was an opportunity to manifest my focus on people – one I’d never have had without taking that leap of faith. In the industry you learn how to stick to the rules. As Commissioner I learned how the rules are formulated and their impact on the customer.

Here at National Grid, improving our safety culture is about making sure our people understand that our policies and procedures exist because we care about them, and want them go home safe. I’m looking at new ways to get that message across in meaningful ways. Also what drew me to National Grid is the company’s desire to create the new energy future – and I was encouraged seeing so many women in key roles!

I try to mentor others and get involved with organisations focused on diversity and inclusion for all. I was humbled to be named one of the Academy of Women Achievers’ Unstoppable Women this year. I wouldn’t be who I am without the people who have gone before me, endured struggles, and encouraged me along the way, so the credit really belongs to all of them.

# Creating your own path.

**Sarah Langeveld, Senior Finance Business Partner, Gas Transmission, hasn't travelled an easy road to where she is now. With personal and professional challenges along the way, Sarah shares her journey and tells us why it's important to forge your own path.**

I didn't take a traditional route into finance. After leaving school at 17 without any A Levels, I started working seven days a week on a petrol forecourt. I also did a brief stint at Next in the housekeeping department before managing to get a job at Barclays sorting cheques – and cleaning sick off the cashpoint machine on a Monday morning. Not the most glamorous start to my career.

I worked my way up to selling mortgages, but knew I didn't want to do that forever. So, I started looking to the future and saw accountancy as a good career move. I spoke to the Partner of an accountancy firm for advice and was told to set my sights on something less ambitious. Needless to say, that lit my fire and I signed up to study for my ACCA professional accounting qualification.

Studying for my exams alongside a full time job was hard. I persuaded Barclays to give me a job in Finance, so at least I was working in the right environment. But I was still paying my own way with text books, exam fees and using holiday entitlement for exam leave. It was worth it though, because I knew the qualification would get me where I wanted to be. Later, when I'd qualified, I set up a programme at the company to support others taking the same journey.

After climbing the career ladder at Barclays for 20 years, I reached the position of Senior Finance Business Partner. I had a young family by then, and I didn't want to move them to London to search for more options to further my career. So I carved a new path and set up my own business coaching and training finance professionals in soft skills, alongside training as a commercial mediator and providing profitability consulting to medium-sized businesses.

It's tricky balancing a full time career and a busy home life – at this time my daughter was young and we decided to expand our family by adopting our son. The adoption process was long – it took about two years – and it wasn't smooth. But family comes first and my husband, Mark, gave up his part time job at this point to care for our children.

While juggling all the craziness that adoption brings, our family life and my busy career, we were thrown another challenge. In 2015 my husband suffered a spinal cord injury that left him partially paralysed. The adjustments you have to make to your life are overwhelming, and we're still going through that process now.

The whole family put all our efforts into coping with the injury and Mark's rehabilitation. It wasn't really a time to be thinking about careers, but I got a call from a researcher about a role at National Grid and the idea of getting some stability back into the family was very tempting. It was also an opportunity to reignite my career again, so I joined the company and that was a great decision.

We're all still adjusting, and will be for some time. Mark gets significant and unpredictable nerve pain that can require me to flip into mum mode and suddenly need me to drop the kids somewhere – which can have an impact on my work life. It's better than it was, but it's still a huge challenge to balance a demanding role with a changeable home life, but National Grid really understands and supports me in this.

I want my children to have all opportunities open to them and Mark does too. He drives them around to different activities and is himself a world-ranked wheelchair tennis player. He's amazing. My family and I support him because we're a team, and we make each other stronger.

It's really important that people don't limit themselves in what they can do because of other people's perceptions. I had an unconventional childhood and an unusual route into Finance, but it's important not to be limited by your starting point, your background, or what other people think you can do. If you want to do something, or change your career, do it. You might encounter challenges along the way, but keep your eye on what matters to you and stay determined to succeed.

A portrait of Sarah Langeveld, a woman with shoulder-length brown hair and glasses, wearing a grey blazer over a dark top. She is smiling slightly and looking towards the camera. The background is blurred, showing what appears to be an office or public space with some lights.

**“It's important not to be limited by your starting point, your background, or what other people think you can do. If you want to do something, or change your career, do it.”**

**Sarah Langeveld**  
Senior Project Manager, Senior Finance Business Partner,  
Gas Transmission





**“Never underestimate yourself and get out of your own way.”**

**Andi Karaboutis**  
Chief Information and Digital Officer

# Smashing the glass ceiling.



**Adriana (Andi) Karaboutis, Chief Information and Digital Officer, shares why choosing the road less travelled is now more important than ever.**

I grew up in the US although my parents were from Greece; I didn't learn to speak English until I went to school in Detroit at the age of six. In my first job at my Dad's gas station, I learned how to change spark plugs and oil – and can now probably build an engine for you! As a 13-year-old girl pumping gas, along with the need to work hard, I also began to learn about attitudes towards women in roles traditionally dominated by men.

Mom was a hairdresser, which I thought looked really fun, but her expectation was that I should go to college and get a degree, then do whatever I wanted. So I chose the road less travelled. I won a scholarship and worked my way through university to a BS in Computer Science, something that attracted fewer women. I was really drawn to mathematics and I also recognised the future of computers. For me, technology is a great way to drive a business forward.

I worked in the automotive industry for 20 years in various international leadership positions including computer-integrated manufacturing, supply chain operations and information technology at General Motors and Ford; then moved to Dell as Vice President of Information Technology and within the year was promoted to Global Chief Information Officer. I served as an Executive Vice President of Technology, Business Solutions and Corporate Affairs in the biotech industry at Biogen Idec Ltd before switching to the utility industry to take on my current role.

Because my parents pushed me to take on challenges and always learn new things, I've embraced working in different industries. Crossing industries and companies has given me tremendous perspective. It has taught me to be agile, provided opportunities to learn new skills and allowed me to take lessons in leadership from one industry or company to another.

There was a time when I'd have said being a woman in a male dominated industry is no problem. But, with hindsight, I think I was a bit naïve and I now realise you do have to work a little harder to prove yourself. I think there's still a tendency to put people into certain styles rather than appreciating those differences in styles and the value of diversity.

I believe there is still work to do to break the glass ceiling for more women, but we've come a long way. If we focus on building high performing, diverse teams, and changing things for the next generation, the progress will continue. As the former President of the Michigan Council for Women in Technology (MCWT), I worked to ignite an interest in technology in girls and open doors for women in tech careers. Currently as member of Women Corporate Directors, I have two mentees, and leverage this as a means to continue encouraging women and girls in technology and executive leadership.

My family's humble beginnings helped me overcome some tough hurdles in life and taught me to never steer clear of a challenge. The advice I always give to my mentees: 1) Never underestimate yourself, 2) compete with yourself first and own your success, 3) get out of your own way and 4) truly value diversity – of style, of thought, of approach. Keep learning and developing, and pass it on.

# I'm determined my disease won't beat me.

**Chronic joint pain is a daily reality for Customer Service Advisor, Danielle Gayle, who was diagnosed with rheumatoid arthritis in her 20's. Despite having suffered more physical and emotional setbacks than many women her age, she stays dedicated to her role and refuses to let her disease dominate her life.**

Until a few years ago, I was doing all the things you'd expect someone in their 20's to be doing – shopping and socialising with friends, doing yoga regularly.

Then, one morning, I woke up to find I couldn't move my arm. I thought I maybe had a blood infection, but after a trip to hospital and a series of tests the doctor told me they suspected I had rheumatoid arthritis.

Two days later, my symptoms got worse. I had chronic pain all over my body and couldn't move my legs. I was quickly referred to the hospital's rheumatology department and they confirmed I had the disease.

It came as a huge shock – especially to hear you have a disease that many people associate with old age. Now, of course, I know that's a myth. Rheumatoid arthritis can affect anyone, at any age.

I was given strong drugs to manage my pain and was determined my conditions wouldn't get the better of me. I carried on coming to work and tried to keep my life as normal as possible, but unfortunately things deteriorated.

Before long, I could barely sit down and walking was agony too. Seeing colleagues of the same age doing everything I used to, while doing the most basic tasks caused me great pain, made me feel depressed, lonely and anxious.

The lowest point came when I woke up one morning and couldn't move at all. I had to be carried out of my house on a stretcher and taken by ambulance to hospital. When doctors x-rayed my hips, I was told they were so damaged I'd need a double hip replacement. But the waiting list for surgery was incredibly long.

I stayed in hospital for a week, and suddenly there was a breakthrough. After a cancellation, they could operate and replace my first hip right away, and the second hip was replaced two months later.

While I knew surgery was the right move, I did lose my independence for a while. My mum had to wash and feed me, and I had to learn to walk again. But things are really looking up now.

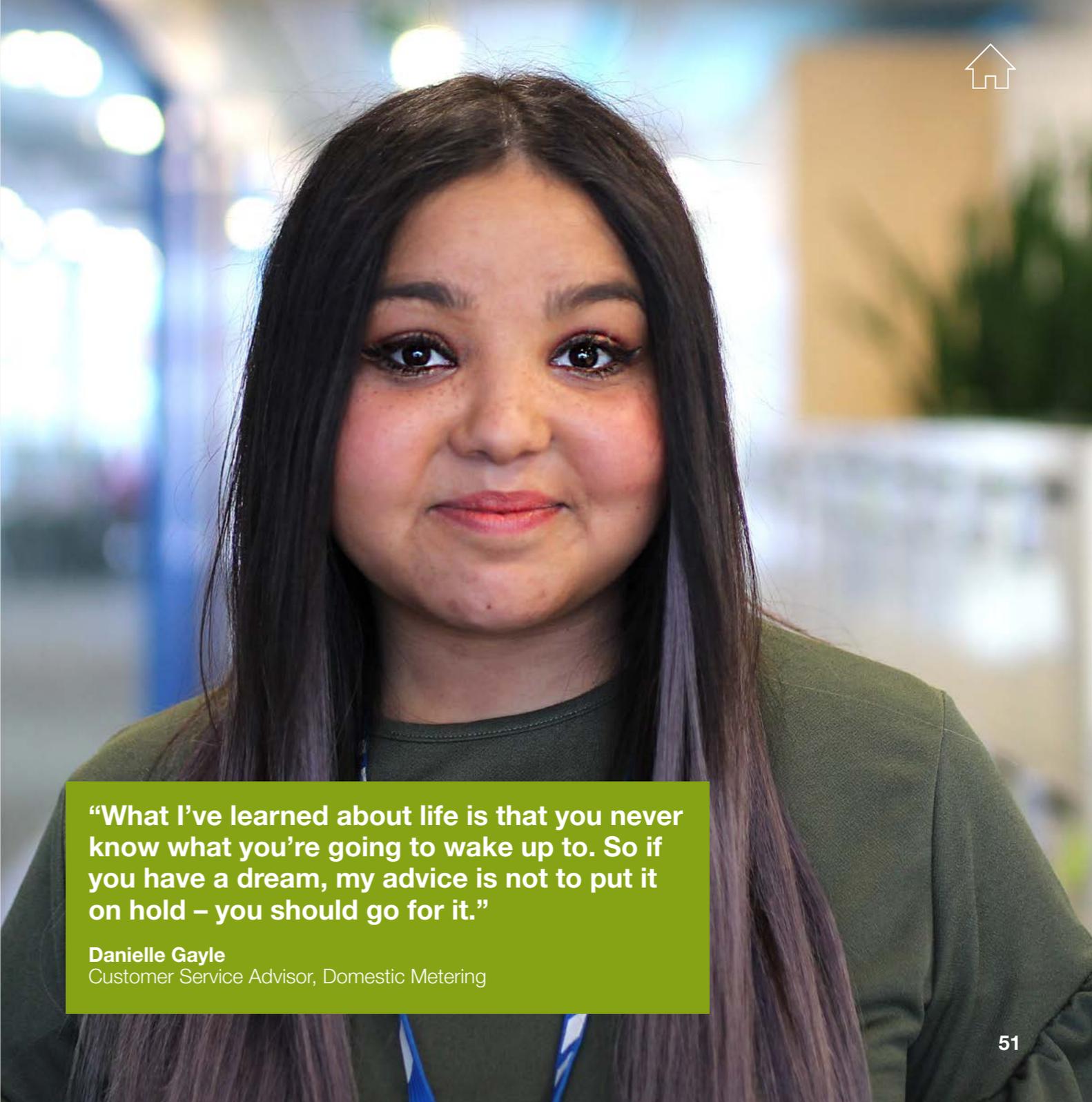
More than ever, I'm determined not to let rheumatoid arthritis take over my life. My grandma suffered from the disease and it took over her life – but I'm not going to let it beat me.

Coming to work is a great distraction. If I was at home, I'd be thinking about my swollen hands or pain in my shoulder, but at work you almost forget about it. It helps that everyone at National Grid has been so supportive. If I'm in a lot of pain, I can go to any manager and they'll let me work from home.

I still wake up in pain, but I try to stay positive. I always think back to my lowest point and remember how far I've come. Ever since my surgery, I've been able to get more of my life back, and it's great to feel sociable again.

What I've learned about life is that you never know what you're going to wake up to. So if you have a dream, my advice is not to put it on hold – you should go for it.

Having been through some very low times, I have much more empathy for people's mental health than I used to. People say they can't believe how much I smile, but I want to stay positive and not be defined by my illness.

A portrait of Danielle Gayle, a woman with long dark hair, wearing a green blazer over a dark top. She is looking directly at the camera with a slight smile. The background is a blurred indoor setting with warm lighting.

**“What I've learned about life is that you never know what you're going to wake up to. So if you have a dream, my advice is not to put it on hold – you should go for it.”**

**Danielle Gayle**  
Customer Service Advisor, Domestic Metering



# Investing in tomorrow's energy solutions.

**Lisa Lambert is Founder and SVP of National Grid Partners (NGP) – the innovation and investment arm of the organisation. She's also National Grid's Chief Technology and Innovation Officer. During a career working with some of the biggest players in the tech sector, she's helped hundreds of start-ups on the path to success.**

Growing up I knew that I wanted to do something important in my career – I just wasn't sure what it would be. I was a scholarship athlete at Penn State University where we had a tremendous basketball team. I also loved technology so when the opportunity arose to join Intel, one of the biggest technology brands in the industry, I grabbed it with both hands.

My educational and professional background was in software so I knew that getting experience in hardware would enhance my skills. Eventually, I landed in Intel Capital – the investment arm of the business and I knew straight away it was perfect fit for me. I loved working with entrepreneurs who were very passionate and inspiring. I thought "this is what I want to do for the rest of my career".

Gaining an MBA from Harvard also opened my eyes. It gave me the perspective of a CEO and the mindset to tackle business problems across many different sectors. I was at Intel for 19 years and from there I become Managing Partner at the Westly Group, a clean technology venture capital firm based in Silicon Valley.

The chance to join National Grid appealed to me because the utility sector is just beginning to experience disruptions from start-ups. Our job at NGP is to make sure that National Grid stays ahead of the curve as we search for breakthroughs and new ideas both inside the company and with the start-ups we invest in.

Disruption is now commonplace in most sectors. Look at what has happened in the media sector with Netflix. Look at how Apple and Google have impacted Telecom companies. Mark Andreessen famously said that "software is eating the world" and that statement is proving to be true every day.

A lot of energy generation is now off-grid and software is already starting to connect the dots and manage how this energy is stored, consumed and traded. We'll see this software-based model become more important in our industry just like it has with other disruptive businesses.

I love the prospect of continuing to work with entrepreneurs and helping them to shape and grow their ideas. Entrepreneurs have a different way of looking at the world. They only see opportunities, not problems. And they have a 'never say never' attitude because they believe there is always a better way. That resonates with me because I have the same mindset.

I'm also passionate about helping women in business to advance their careers. In 2013 I founded UPWARD, which is a global network for executive women. The venture capital and hi-tech sectors are not known for promoting women into leadership roles, so I decided to do something about it. I liken the problem to a leaky pipeline. There is help for women to get on the career ladder but at executive level there's a clear issue, with only 13% of executive roles filled by women and only 4% at the CEO level.

UPWARD is a professional community that provides a place for women to share experiences and offers practical support and solutions for career advancement. We now have about nearly 6,000 members and three international chapters and 12 chapters in the US.

It has been one year since I took up my role at NGP and it has been an amazing journey so far. I'm looking forward to the next 12 months and particularly the work we're doing to embed innovation in everything we do at National Grid.

**"Entrepreneurs have a different way of looking at the world. They see only opportunities, not problems."**

**Lisa Lambert**  
Founder and SVP of National Grid Partners

# Thank you.

**As the sponsor of the UK's Women in National Grid (WiNG) employee resource group (ERG) it gives me great pride to see how the Remarkable role model book has developed. The first edition we created, unsurprisingly, focused mainly on Women in the UK.**



In the second edition, we expanded to include all ERGs, but still with a UK focus, and so I am now thrilled that we are able in this third edition we have expanded again to include a selection of the great talent and diversity we have across our entire business.

Each person who told their story did so cautiously, and most after being asked, expressed something along the lines of "but I'm not that special". However, I'm hoping that after reading their stories you'll disagree.

I am very proud to work for National Grid and be a part of an organisation that is so committed to ensuring people have the opportunity to achieve their potential, and I do hope this book inspires you to do everything you can to both achieve your own potential and help your colleagues do the same.

Best wishes

**Alan Foster**  
UK CFO

A special thanks to Nikki Bragg, Anton Thomas, Clare Naunton, Sharon Watson, Susan Thomas, Robert Taylor, William Khounsombath and WiNG who have made possible 'Remarkable Volume 3'.

