

## Safety & Operations Committee report



### Earl Shipp

Chair of the Safety & Operations Committee

#### Role of the Committee


- The Committee assists the Board in fulfilling its oversight responsibilities in respect of reviewing and challenging strategies, policies, initiatives, risk exposure, targets and performance of the Company in relation to safety and wellbeing.
- The Committee provides oversight of the Company's major capital projects and operational activities, particularly in relation to delivery, governance and risk management, and execution.

#### Composition

The Committee comprises four independent Non-executive Directors. The Committee held one orientation meeting and one further scheduled meeting during the year.

#### Membership

- Earl Shipp (Chair)
- Jacqui Ferguson
- Tony Wood
- Martha Wyrtsch

 The Terms of Reference of the Safety & Operations Committee are available on our website [nationalgrid.com/about-us/corporate-information/corporate-governance](https://nationalgrid.com/about-us/corporate-information/corporate-governance)

As a result of the Committee restructure detailed on page 89, the Board approved the establishment of the Safety & Operations Committee, replacing and extending elements of the former Safety & Sustainability Committee and establishing the Committee's key areas of focus as safety and wellbeing, operations, and major project delivery.

#### Safety and wellbeing

The accelerating pace of work activities has increased reliance on contractors and placed pressure on internal and external resources. The refreshed Committee enables enhanced oversight of how we manage safety performance and wellbeing, including learning from safety incidents and near misses, regulatory insights and industry benchmarking as well as how safety-related risk is mitigated. The safety of our people, contractors, the public, and those affected by the Group's activities remain paramount and a central focus for the Committee.

The former Safety & Sustainability Committee met in May 2025 and considered the Annual Health and Safety Report for 2024/25 which provided a strategic review of the Group's safety, health and wellbeing performance for the year, including performance against key safety metrics, sustained areas of improvement, and emerging operational vulnerabilities. The Safety & Operations Committee has continued to oversee the Group's safety, health and wellbeing performance and receives updates from the Director of Safety, Health and Wellbeing at each Committee meeting.

The Committee reviewed progress against the Group's core safety indicators, including trends in serious incidents and management's recovery actions, alongside enhancements to reporting processes designed to strengthen insight and support more proactive risk management. Development of a new incident reporting system has been monitored by the Committee ahead of implementation and the Committee will continue to monitor progress of this roll-out.

The Committee considered initiatives to reduce the most common causes of workplace harm and causes of lost time injuries, with a focus on strengthening system controls, workplace conditions and leadership engagement. The Committee noted progress in these areas.

Wellbeing also remained a key focus. The Committee received updates on initiatives to support mental health, strengthen organisational resilience and ensure regulatory compliance.

As reported last year in the Safety & Sustainability Committee report, the Committee continued to track progress against the actions from an external review of safety governance and culture. This helped to inform clearer roles and responsibilities and reinforced expectations across our business units where progress has been positive.

#### Key activities during the year

- Oversaw health, safety and asset governance, operations and major project delivery, including performance trends, serious incidents, and the effectiveness of controls across the Group's operations.
- Reviewed the management of operational and safety-related risks, including relevant Group Principal Risks, asset integrity, and resilience of critical infrastructure.
- Monitored safety culture, capability and assurance.

#### Operations and major project delivery

As a new area of focus, the Committee spent time understanding the spread of major projects across the Group. This included those in construction as well as those planned in the US and under the ASTI projects in the UK. Operational performance was monitored, noting the increasing pressure on networks as investment accelerates to meet future system needs. The Committee reviewed major project delivery and key operational risks, such as outage planning and supply chain resilience across both electricity and gas businesses, and supported the continued development of clearer milestone-based reporting to enhance visibility of progress, cost, schedule and risk exposure.

While overall portfolio performance remained within expected tolerances, continued attention to supply chain pressures, resource availability and increasing network operability challenges will be critical to maintaining project delivery confidence.

The Committee also monitored initiatives to build the Company's future delivery capability with an update received from the Group Chief Engineer providing insight into the Group's progress around strengthening engineering competencies.

Following the fire at North Hyde in March 2025, the Board received several updates on this and asset maintenance. The Committee will take forward the focus on this area through the next year, including tracking progress on actions from both internal and external investigations.

During the year, between the Committee, members participated in seven site visits to observe field activities, meet and talk with employees.

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13 May 2026