



The Pipeline Safety Pulse

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A message from Sean Staid



As we look outside to notice that the leaves have changed and are beginning to pile up on the ground, we also take notice, to our amazement, that we only have less than 6 months left in FY25. Before talking about what lies ahead in the months to come, I'd like to take a look back and reflect on one important event that took place during the first half of this fiscal year: the API SMS Assessment. Back in the late spring, during the months of May and June of CY2024, we hired and invited the American Petroleum Institute (API) to execute an assessment of the 10 Elements of our Pipeline Safety Management System, commonly known as the PSMS, and our conformance to API 1173.

I would like to take this opportunity to acknowledge Kelson McDaniel, and his Pipeline Safety and Maturity Team, for doing an excellent job in organizing every aspect of this assessment. They collaborated with the API assessors and worked with our Leadership, as well as with all of our Element Leads and Subject Matter Experts from across our Massachusetts and New York service territories. They made sure everyone was prepared and knew what to expect during this audit/review process that spanned approximately 5 weeks. I recognize that this was a heavy lift. But nonetheless, they set the groundwork, as well as the framework, to ensure that this full review of our gas operations was carried out successfully and they did just that with flying colors. Kudos to each and every one of you!

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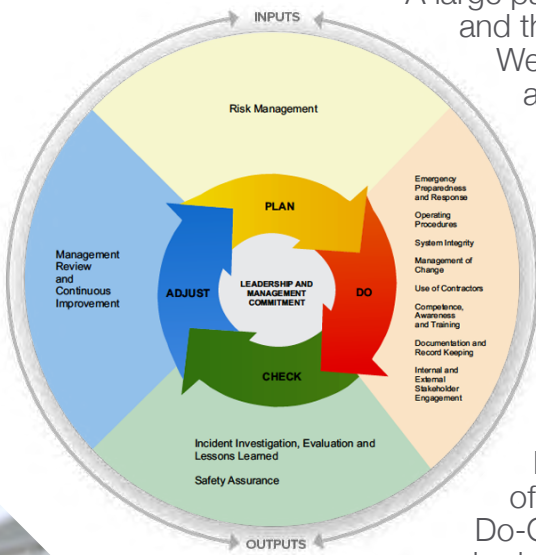
A message from Sean Staid

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That being said, I would also like to give a special “thank you” to everyone at U.S. National Grid that participated in this assessment: from members of our Leadership team to all of our Managers, Directors and Supervisors and to all of our technicians and colleagues out in the field, Safety Liaisons, Gas Control personnel, our Engineers as well as our contractor partners. Your contribution made this assessment a resounding success, with high scores in over half of the ten elements, many of which are in the top quartile when compared to the industry average. We have confirmed our current Maturity standing as being “high implemented” which validates where we currently are in our PSMS journey, and it’s right where we want to be.

A large part of this success is also in knowing what the conformance gaps are and the opportunities that have been identified in making improvements. We will once again continue to answer the call and start putting into action the plans that will address these gaps and opportunities for continuous improvement. Between now and the end of the fiscal year, we are going to revamp the Element Lead and Network groups that will lead the initiatives that came from this assessment. We are also going to focus on documenting all of our processes relevant to our PSMS into formal procedures as per Documentation & Record-Keeping (DRK) principles. The Pipeline Safety Maturity Team, as well as the GPSC sector in general, will work together to drive awareness and knowledge of the PSMS at our facilities and job sites. These are only but a few of the things that will begin to arise and take shape as we work towards achieving high levels of effectiveness and continuous improvement. With all of this setting into motion, the guiding principle of the “Plan-Do-Check-Act” will continue to be our northern star as we embark on the next leg of our PSMS journey.



Thank you again, and Happy Holidays!

Sean Staid
Director, Gas Pipeline Safety Management



National Grid's PSMS conformance to API 1173 grows in 2024



*Jennifer Senf
Emily Tayntor
Kelson McDaniel
Beth McDonough
Mauricio Ramirez
Matthew Araujo
Lisa Callahan
Jana Linhart

By the Gas Pipeline Safety and Maturity Team*

Overview

In June of 2024, National Grid contracted the American Petroleum Institute (API) to perform a full evaluation of our Pipeline Safety Management System (PSMS) program and its maturity within the Gas Business. API, the authors of the conformance requirements within API RP 1173, sent a team of assessors to gauge both the conformance and effectiveness levels of each of the “ten elements” that make up our PSMS.



The evaluation consisted of a full documentation review that included our procedures, policies, publications, communications and web content relating to the conformance requirements of pipeline safety known as *Shall Statements*. Interviews with members of National Grid Leadership, our Element Leads and Subject Matter Experts were also conducted at our Melville, NY, and Waltham, MA, sites. The assessment also included field interviews at job sites across our New York and Massachusetts service territories where API assessors engaged with Directors, Supervisors and Technicians in the field.

This assessment was the second one performed of its kind, having done one two years prior, in 2022, since National Grid started its PSMS journey in 2017. National Grid has committed to both State and Federal Regulators to self-assess its PSMS once every two years.

Results

The assessment concluded with a close-out meeting that included members of National Grid Leadership as well as the Pipeline Safety Maturity Team. In September, API provided an executive summary and a detailed final report of the assessment. The final report provided a conformance score and an effectiveness score for each of the ten elements. Here is how each of our elements scored in 2024 in comparison to the assessment in 2022:

Legend	
Increase in score	
No change in score	
Decrease in score	

Conformance scores

Element	2022	2024
LMC	2.7	2.9
SE	1.4	2.3
RM	2.8	3.0
OC	2.8	2.8
IIELL	2.0	2.3
SA	1.9	2.9
MRCI	2.0	3.0
EPR	2.8	3.0
CAT	2.5	2.3
DRK	1.8	2.0

Effectiveness scores

Element	2022	2024
LMC	0.6	1.2
SE	0.8	0.6
RM	0.8	1.6
OC	1.2	1.3
IIELL	0.8	1.0
SA	0.8	1.3
MRCI	0.0	1.0
EPR	1.3	1.5
CAT	0.8	1.0
DRK	0.3	0.8

One score is given for an operator's *conformance* on a scale of zero to three (0–3), with 1 = planning, 2 = developing, 3 = implemented. Another score is given for *effectiveness* on a scale of zero to two (0–2), with 1 = sustaining, 2 = improving.

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National Grid's PSMS conformance to API 1173 grows in 2024



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Below is a visual that demonstrates how each level of conformance and effectiveness is defined and what the scores represent:

Level	Description
Conformance Levels	0 Learning about Element Requirement(s)
	0.5 Learning about Element Requirement(s) to Planning Element Requirement(s) Conformance
	1.0 Planning Element Requirement(s) Conformance
	1.5 Planning Element Requirement(s) Conformance to Development of Element Requirement(s) Conformance
	2.0 Developing Element Requirement(s) Conformance
	2.5 Developing Element Requirement(s) Conformance to Implementing Requirement(s) Conformance
	3.0 Implemented Requirement(s) Conformance
Effectiveness Levels	0 Implementation of Element Conformance is not Sustaining
	0.5 Implementation of Element Conformance is Partially Sustaining
	1.0 Implementation of Element Conformance is Sustaining
	1.5 Implementation of Element Requirement Conformance is Sustaining to Improving
	2.0 Implementation of Element Requirement Conformance is Improving

The scores that were applied in the 2024 assessment show that we are where we want to be. We had goals to reach "high implemented" in the maturity level of our PSMS and we confirmed that we have achieved that. Since our assessment

in 2022, we have progressed in both conformance and effectiveness for most elements overall, with EPR, OC, SA, MRCI, LMC and RM having the highest scores. For your convenience, here is a list of the element acronyms and what they stand for:

LMC: Leadership and Management Commitment	MRCI: Management Review and Continuous Improvement	SA: Safety Assurance
RM: Risk Management	CAT: Competence, Awareness and Training	EPR: Emergency Preparedness and Response
IIELL: Incident, Investigations, Evaluations and Lessons Learned	SE: Stakeholder Engagement	DRK: Documentation and Record-Keeping
	OC: Operational Controls	

The final report also provided findings that address areas of our PSMS where we are doing well, areas that need improvement and areas where there are conformance gaps. Findings from the final report fall under the following three categories:

Notable Practices: Practices, programs or initiatives that are notably better than expected. These practices may be highlighted as models for other parts of the organization. These practices are also viewed as industry good-practices, some of which may be further considered as best-practices and can be shared anonymously with other operators who participate in the program.

Opportunities for Increased Effectiveness: Areas of the pipeline SMS where an opportunity exists to go beyond conformance and improve effectiveness or efficiency in the management system.

Observations: Areas where the assessors observe a nonconformance with a requirement of RP 1173.

In total, there were 2 notable practices, 33 opportunities to increase effectiveness and 9 observations. The following shows a breakdown of the findings by element:

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National Grid's PSMS conformance to API 1173 grows in 2024



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No. of notable practices
 LMC = 2
 Total = **2** notable practices

No. of opportunities to increase effectiveness

RM = 6	DRK = 1	SA = 2
CAT = 5	MRCI = 5	IIELL = 1
OC = 4	EPR = 4	
LMC = 2	SE = 3	

Total = **33** opportunities to increase effectiveness

No. of notable observations

IIELL = 3	SE = 2
DRK = 2	CAT = 1
OC = 1	

Total = **9** observations

Our strengths:

The results of the assessment have indicated that National Grid's Senior Leadership and Management is highly committed and involved in the development, implementation and continuous improvement of its PSMS and that they actively work to promote a strong safety culture. This was also noted by the assessors when conducting field interviews, where a strong safety culture was exemplified by our field-based employees. Our Risk Management program was also noted as having the highest degree of maturity with full conformance to API's RP 1173 and with a high degree of effectiveness.

Where "We Can Get Better"

The results of the assessment have also indicated areas where we can do better. This was the overall objective of bringing in API to perform an assessment of our conformance to API 1173. As Vice-President of Gas Pipeline Safety & Compliance, Richard Delaney, stated in his message on *The Pipeline Safety Pulse* (Jan./Feb. 2024):

"National Grid will use this API assessment as an opportunity to learn, with the goal of identifying ways in which *we can get better.*"

Some of these areas include:

- ✓ Strengthening our documentation of processes and practices within internal stakeholder engagement as well as within learning from past pipeline safety incidents and external incidents. Examples of these include:
 - Establishing a communication plan that identifies internal and external stakeholders as well as messaging and communication channels to reach stakeholders beyond RP 1162 requirements.
 - Creating a procedure for evaluating both internal and external events to help identify opportunities to learn from those events and to ensure lessons learned are communicated to appropriate personnel.
- ✓ Improving our Management of Change (MOC) processes within Operational Controls and formalizing communications of PSMS requirements and expectations to our contractors. Examples of these include:

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Pipeline
safety



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- Consolidating National Grid's key management of change process into a single process or procedure.
 - Periodically performing a quality assurance check to ensure that all management of change processes have been identified and accounted for.
 - Creating a procedure that documents the process for communicating applicable PSMS requirements and expectations, and that describes how responsibilities, accountabilities and authorities for managing outsourced activities are defined.
- ✓ Stepping up Competence, Awareness and Training through the creation of a formal Pipeline Safety Management System training program and sharing best practices from the New York OQ Program with our Massachusetts jurisdiction. Examples of these include:
- Establishing a training program that includes our PSMS, such as the creation of e-Learning Training Modules of the Ten Elements of the PSMS, which National Grid has already created and is currently being rolled out to teams across the Gas Business.
 - Mirroring the OQ training program in NY for Massachusetts that includes both competency and documentation.
 - Including a matrix of requirements and competency by roles in the National Grid training program for contractors outside of OQ.

Where we stand

Supplementing the final report, API also provided a benchmarking report that shows how the ten elements within National Grid's PSMS program performed in the assessment compared to other operators within the industry. National Grid's conformance and effectiveness scores from the 2022 and 2024 assessments were shown and compared to the industry average.

National Grid is in the top quartile of *conformance* in the elements of Leadership and Management Commitment, Risk Management, Safety Assurance, Management Review and Continuous Improvement, and Emergency Preparedness & Response. We are also in the top quartile of *effectiveness* in the elements of Leadership and Management Commitment, Risk Management, Operational Controls and Safety Assurance.

Moving forward

Our growth in conformance to API 1173 was made possible by the collaborative nature of National Grid's business practices within the greater GBU. Our Leadership, through its high level of commitment and involvement to pipeline safety, have set the tone, as well as the example, on how critically important API 1173 is to bolster our overall safety culture. It is an example we will continue to follow and strengthen as we continue to improve our operations and processes within the gas business.

In this light, the Gas Pipeline Safety and Maturity Team will continue to work with the business on subsequent action plans as we enter the next chapter of our PSMS journey. Some of these action plans include:

- Changing the way maturity is scored with an emphasis on conformance and effectiveness of each of the ten elements.
- Creating more opportunities to implement the PSMS by refreshing the element leads and expanding the element networks.

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- Providing comprehensive PSMS training that would enhance knowledge of safety practices for all US Gas management employees within the next two years.
- Building out plans to improve and address gaps by connecting with others in the business and exploring new ideas that would help support initiatives of our continuous improvement journey.

Become actively engaged in our PSMS by contacting the Pipeline Safety Maturity Team.

Learn how your role within the Gas Business is a crucial part of our PSMS and ultimately in the safety of our assets, employees, contractors and the public by participating in the API RP 1173 60-minute Placemat Workshop. Scan the QR code to sign up!

Learn more about our PSMS and help us drive our elements across this journey.



National Grid wins the NGA Pipeline Safety Management System Recognition Award

By Richard Delaney



Plaque awarded to National Grid in September 2024 "For Demonstrating PSMS Operational Excellence" and "Connecting the Hearts & Minds of Safety."

We are so thrilled to announce that our gas business unit has received an award from the Northeast Gas Association (NGA) for "PSMS Operational Excellence in Safety." This recognition highlights our achievements and the significant progress we have made in the implementation and continuous improvement of our PSMS. It is a true testament to the amount of hard work, dedication and collaboration of everyone involved.

We extend our appreciation to everyone involved in the API third-party assessment, including our representatives, contractors, assessors and our team leads. Your open, honest and transparent contributions have been instrumental in driving our commitment to excellence. We are grateful for the recognition bestowed upon us by the Northeast Gas Association and remain steadfast in our pursuit of maintaining a robust and continuously improving Pipeline Safety Management System.

Together, we celebrate this remarkable achievement as a win for our business and a testament to our collective commitment to safety and excellence. We look forward to continuing our journey of continuous improvement and ensuring the highest standards of pipeline safety.



National Grid Leadership standing together with Bob Wilson of the NGA and the plaque after the awards ceremony.





Winter readiness and pipeline integrity

Staying safe and reliable in cold weather

Safety awareness



As winter sets in, freezing temperatures can put added stress on natural gas pipelines, making safety and reliability more important than ever. To combat winter-specific challenges, National Grid takes several key steps to ensure our pipeline systems remain safe and operational:

Increased inspections: We conduct thorough inspections of our pipeline infrastructure to catch any potential vulnerabilities, such as cracks or corrosion, before the coldest weather hits.

Advanced monitoring systems: Our pressure and flow monitoring systems help detect irregularities early, enabling quick responses to any issues.

As employees, you're on the front lines of pipeline safety. Here are a few tips to keep in mind during the winter season:

Stay alert: If you notice anything unusual – like ground shifts, frost heaving or the smell of natural gas – report it immediately to your supervisor or the emergency response team.

Follow winter protocols: Ensure you have the right protective equipment and tools for cold-weather work. Stick to established safety protocols when working near pipelines.

Monitor changes: Pay attention to rapid temperature shifts, which can add stress to the system and increase the likelihood of issues.

By staying proactive, we can work together to ensure safe, reliable service for our customers throughout the winter months.

Winter safety tips for employees

1 Dress in layers

- Wear moisture-wicking base layers to stay dry.
- Insulate with layers of warm, breathable clothing.
- Use outer layers that are windproof and waterproof to protect against the elements.

2 Protect your extremities

- Wear insulated gloves, thick socks and a hat to protect against frostbite.
- Make sure footwear is slip-resistant to prevent falls on icy surfaces.

3 Stay hydrated and take breaks

- Dehydration is a risk in cold weather, so drink plenty of water throughout the day.
- Take regular breaks in warm areas to avoid overexposure to the cold.

4 Prevent slips and falls

- Be cautious when walking or working on icy or wet surfaces.
- Use salt or sand to improve traction in high-traffic areas.
- Wear proper footwear with good grip, especially in outdoor areas prone to ice.

5 Prepare for driving in snowy conditions

- Clear snow and ice from your vehicle before driving.
- Drive slowly and maintain extra distance between vehicles.
- Keep emergency kits in company vehicles, including blankets, flashlights and food.

6 Recognize signs of frostbite and hypothermia

- Frostbite symptoms include numbness, tingling, and pale or waxy skin – especially in fingers, toes, ears and nose.
- Hypothermia symptoms include shivering, confusion, slurred speech and exhaustion. Seek immediate medical attention if these occur.

7 Report hazardous conditions

- If you notice icy walkways, damaged equipment or other hazards that could lead to injury, report them immediately to your supervisor.

By following these winter safety tips, we can stay safe and productive while minimizing risks in cold and icy conditions.





2025 Inclusion and Diversity (I&D) Calendar



Our 2025 Inclusion & Diversity calendar features key dates and observances that promote diversity, equity and inclusion. These moments encourage us to reflect on important milestones and help us celebrate the diverse experiences that shape and strengthen our workplace.

January

- **Dr. Martin Luther King Jr. Day (January 15):** Honoring Dr. King’s legacy in civil rights and social justice and the importance of equality and community service.

February

- **Black History Month (February 1–28):** Reflecting on the contributions of African Americans, celebrating their achievements and the pursuit of equality.
- **National Freedom Day (February 1):** Commemorating the signing of the 13th Amendment, which abolished slavery, marking the ongoing journey toward equality.

March

- **Women’s History Month (March 1–31):** Recognizing the vital contributions of women throughout history and ongoing efforts for gender equality.
- **International Women’s Day (March 8):** Celebrating women’s achievements and the importance of gender equality in all areas of life.

April

- **World Autism Awareness Day (April 2):** Promoting understanding and inclusion of individuals on the autism spectrum.
- **Earth Day (April 22):** Connecting sustainability with social equity, focusing on communities affected by environmental issues.

May

- **Asian American and Pacific Islander (AAPI) Heritage Month (May 1–31):** Celebrating the history, culture and contributions of AAPI communities.
- **International Day Against Homophobia, Transphobia and Biphobia (May 17):** Raising awareness and promoting inclusion for LGBTQ+ individuals globally.

June

- **Pride Month (June 1–30):** Celebrating LGBTQ+ communities, fostering visibility, pride and the ongoing fight for equality.
- **Juneteenth (June 19):** Commemorating the end of slavery in the U.S. and celebrating African American freedom.

July

- **Americans with Disabilities Act (ADA) Anniversary (July 26):** Marking the ADA’s role in advancing equality and accessibility for people with disabilities.

August

- **International Day of the World’s Indigenous Peoples (August 9):** Honoring Indigenous cultures, contributions and resilience.

September

- **Hispanic Heritage Month (September 15–October 15):** Celebrating the cultures and contributions of Hispanic and Latinx communities.

October

- **World Mental Health Day (October 10):** Raising awareness about mental health, encouraging conversations and reducing stigma.
- **National Coming Out Day (October 11):** Celebrating LGBTQ+ individuals and promoting acceptance and inclusivity.

November

- **Native American Heritage Month (November 1–30):** Reflecting on the history and contributions of Native American and Indigenous communities.
- **Veterans Day (November 11):** Honoring the service and sacrifices of military veterans and their role in protecting freedoms.

December

- **International Day of Persons with Disabilities (December 3):** Highlighting the importance of accessibility and inclusion for people with disabilities.
- **Human Rights Day (December 10):** Reflecting on the global fight for dignity, freedom and justice for all individuals.

