

Hybrid working Leadership Drop-In Session

21 May 2021

national**grid**



Safety Moment

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Purpose of today

The goal of today's session is to

- Share information to empower you to lead your teams and guide the transition to hybrid working
- Answer questions

Key Takeaways:

- ◆ Our focus is first on **safety and wellbeing** of colleagues. We remain in **medium severity** and there are no changes.
- ◆ Hybrid working is in response to **colleague feedback** to balance remote and on-site collaboration.
- ◆ Hybrid working is specific to our **office-based, non-union employees**; We will work with union leaders to determine if and how this opportunity extends to our non-field represented colleagues
- ◆ **Leaders will establish what roles** and how hybrid working best delivers results for the business.
- ◆ We **expect colleagues to be in the office a few days per week**; some weeks less and some weeks more
- ◆ We will provide **new tools** to educate, communicate, assess and support hybrid working
- ◆ We will **keep it simple** and will not require forms or formalities
- ◆ We care about your wellbeing and this transition is an **evolving journey** that will require adjustments as we grow together

Hybrid working guiding principles

Hybrid working
empowers
leaders and
employees to
influence how
they work to
enable new ways
of working to best
deliver results.

1

Global principles, local approach

2

Listen, Experiment and Learn

3

Support wellbeing and inclusion

4

Balance onsite and remote

5

Advance our culture

6

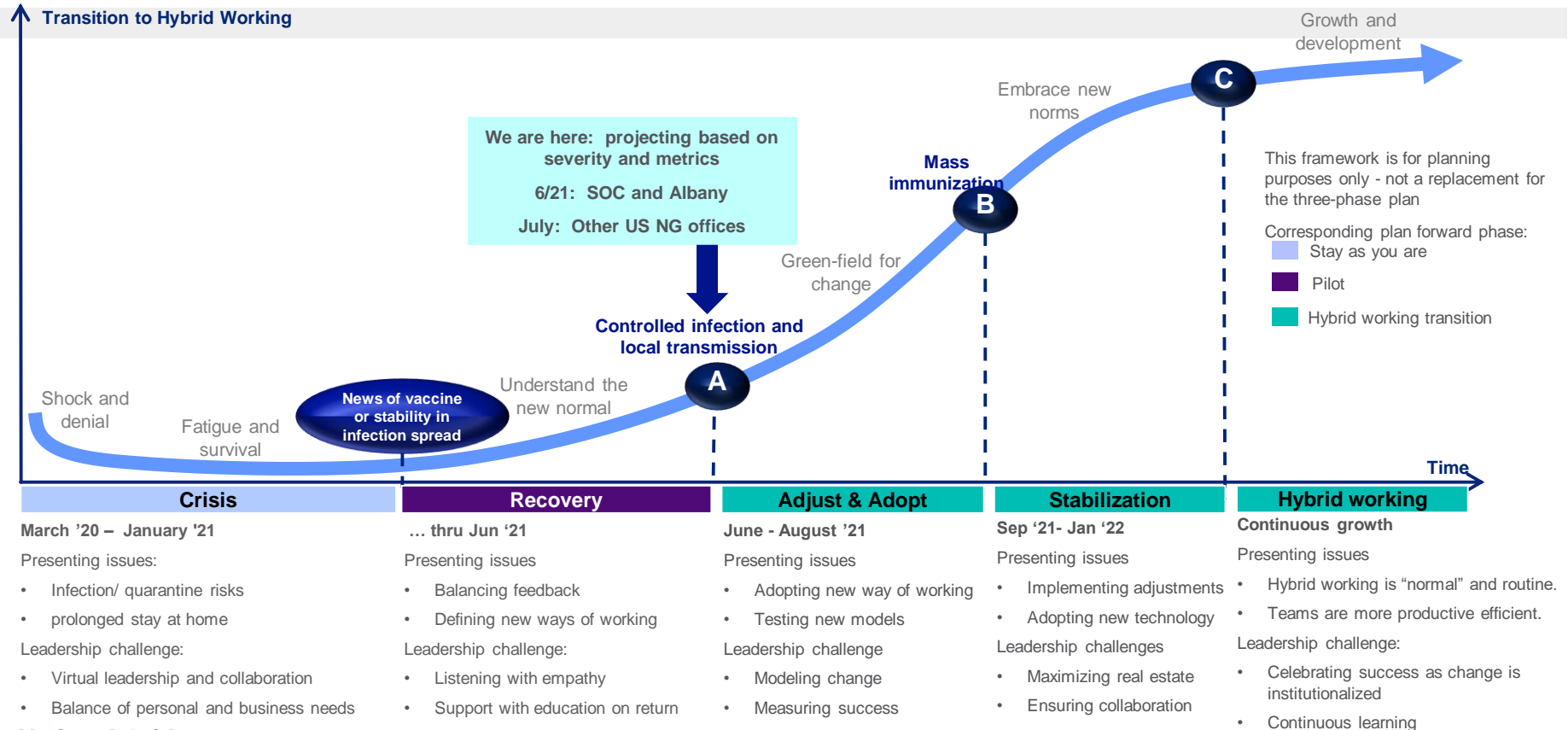
Communicate and Inform

7

Empower and Trust

Framework for transition

Leading change to Hybrid working



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Note: Timelines are indicative and need adjustment based on external indicators

Note: Blue text on change curve is the external infection state; grey text is employee readiness for change acceptance

Hybrid working: Leader key messages

National Grid's Hybrid working journey during “adjust and adopt”



1. Flexibility is part of National Grid's Culture and we've heard our colleagues and are moving to hybrid working to get the best of in-office AND remote work



2. Hybrid working is *NOT* “work from anywhere” because we value collaboration and we are a utility with emergency duties



3. Leaders will establish what roles and how hybrid working best delivers results for the business



4. We will empower colleagues to implement hybrid working with no forms or formalities



5. We will provide consistent messaging, tools and training to leaders so that hybrid working is equitably applied



6. Hybrid working allows us to configure our space to encourage collaboration, team decision making, networking and talent development within the office



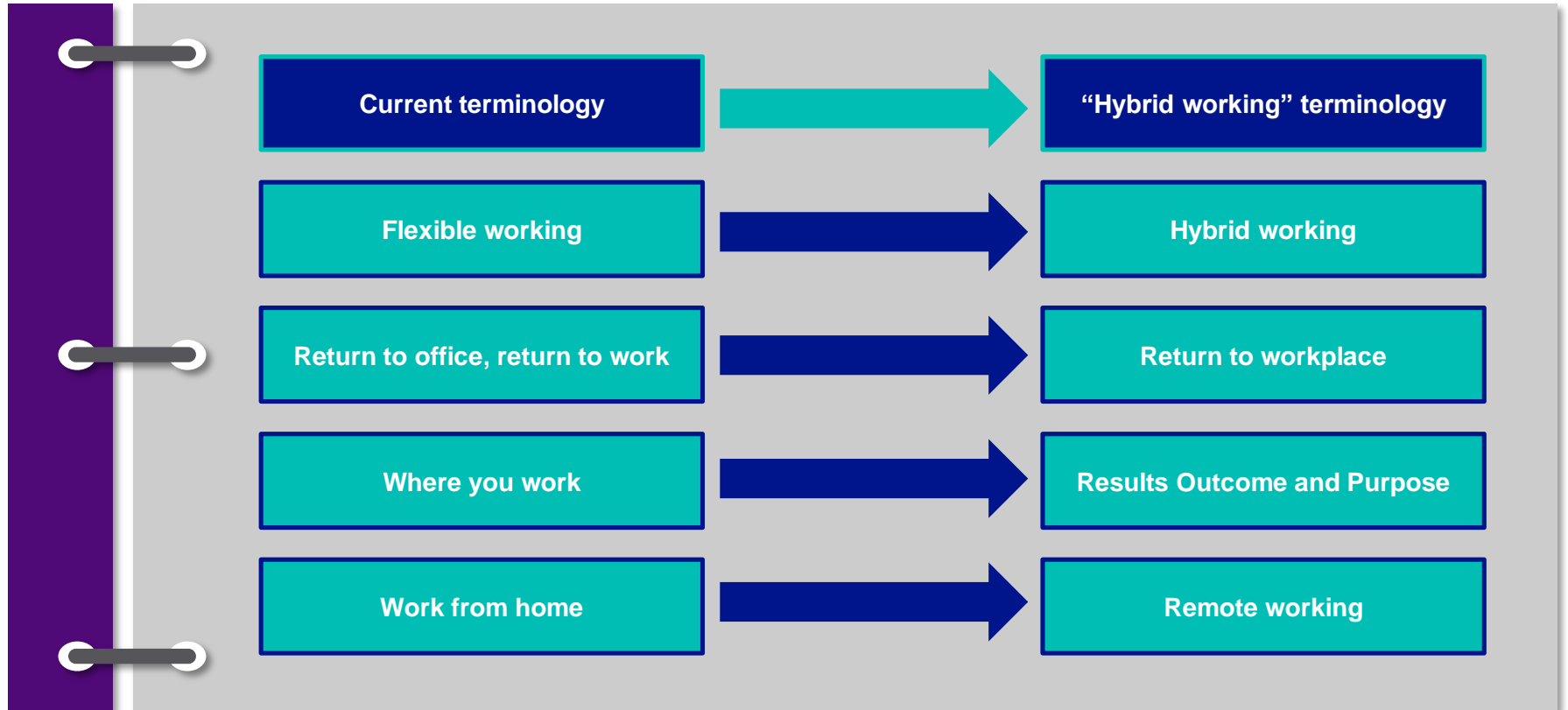
7. Hybrid working will expand the use of technology to enhance and integrate digital tools with multi-channel approach to collaborate and reach all employees



8. Hybrid working is an evolving journey- our “adjust and adopt” phase this summer will inform our longer term decisions

Establishing a new common language at National Grid

As approaches are finalized, we want to evolve and update Hybrid working terminology



Establishing a new common language at National Grid

As approaches are finalized, we want to establish and define standard terms and definitions for ways of working.

Hybrid working terminology	Defining “What it is”	Clarifying “What it is not”
Hybrid working	<p>New ways of working post COVID with a focus on where, when and how work is completed.</p> <p>A model that is a mix of office based and remote work based on mix of company needs, role and employee needs</p>	<p>Replacing every aspect of HR, real estate and technology.</p> <p>Focus on 100% virtual or a single dimension of flexibility</p> <p>A rigid form-based process with multiple layers requiring annual election</p>
Assigned and Reservation seating	<p>Assigned seating is for colleagues who have to or choose to be 5 days onsite and need a consistent place to work at National Grid for their role.</p> <p>Reservation seating is the opportunity to have access to National Grid office space for different types of work (focus vs. collaboration) for a period of time for hybrid working employees.</p>	<p>A one-size fits all model for office space.</p> <p>Hot desks for employees that are 5 days onsite.</p> <p>Permanent 1:1 assignment of seating for people who are hybrid working with a mix of office and remote work.</p>
Neighborhoods	<p>Area of available office space for a group based on teams that work together and type of work</p>	<p>Random seat assignment without regard to team members</p>
Collaboration tools	<p>Technology and process to allow working together including files, meetings and ideation</p>	<p>A replacement for in office connections, development and networking</p>

Q&A

