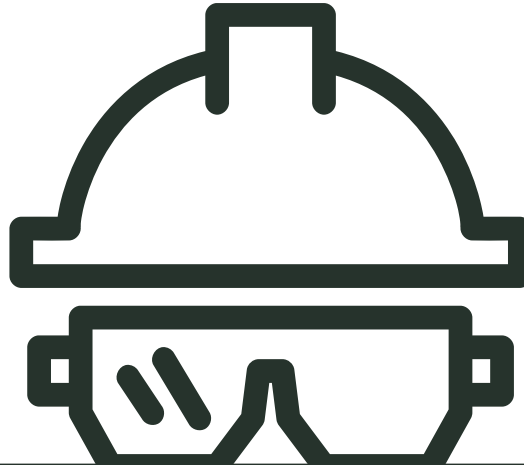


## Delivering our safety commitment

### Keeping our people and partners safe

Safety remains the key value at the heart of our business and foremost in the minds of our employees; it is who we are and the foundation on which the business is built. We are trusted to keep the nation's households safe and warm every day of the year and we take that trust very seriously indeed. We aim to ensure that every aspect of our work is as safe as it can be, whether that's as part of our gas operations or in our non-operational activities. We also understand that only by being transparent about our performance can we continue to deserve that trust.





Above: Manchester's gas emergency service is reaching potentially life-threatening incidents up to 50% faster by deploying a motorbike in peak traffic hours.

# Delivering our safety commitment

## Safety Improvement Programme

Our main measure for safety is known as the Lost Time Injury Frequency Rate (LTIFR). Over the last year, we reduced this rate from 1.13 injuries per million hours worked at the end of 2018/19 to 0.70 as at the end of March 2020, ahead of the target of 0.90. In addition to this, we have also seen improvements against all our key metrics this year.

Our goal is to achieve a further improvement in our safety performance and deliver on our safety commitments. We recognise that we need to do more to ensure all employees understand what is required of them and to do the right thing every time. To achieve this, they will be involved in a range of improvement and engagement activities underpinned by a clear Safety, Health, Environment and Security (SHES) framework.

An important part of building a strong foundation for safety is to redesign our SHES management system with our front line staff in mind. This will be achieved by simplifying and clarifying the system to make it easy for every employee, regardless of their role, to understand what they are required to do. We are simplifying our management procedures into fewer shorter documents which will be supported by a single manual which brings the whole system together.

Alongside the new SHES system, we have launched a safety improvement programme, which includes safety leadership training for our front line leaders, with the objective of driving further improvements in our culture and behaviours. These workshops and the subsequent reinforcement activities promote four key aspects:

- Don't walk by any unsafe act or condition;
- If things change, stop and reassess; before continuing;
- Follow or challenge procedures, don't ignore them;
- Always follow our Golden Rules.

We will not only be measuring our safety outcomes but also the underlying safety culture which underpins that safety performance. We are using the Parker Hudson Safety Maturity Model to understand our current culture. We have just completed our first survey and will be using this to design our engagement and measure the effectiveness of our programme going forward. We intend to repeat this periodically to measure progress as we improve.

Furthermore, to drive immediate improvements in key risk areas, we have established Safety Improvement Groups who will take responsibility for addressing our performance. These include:

- Ensuring the public are kept safe from our works;
- Avoidance of damage to underground electricity cables;
- Safe driving;
- Safety of our staff working in offices;
- Process safety.

## Cable strikes

The accidental striking of an electrical cable, known as a cable strike, is a significant risk that our people and contractors are exposed to when working on our buried pipes and equipment. We are focused on reducing these cable strikes as a priority both to reduce the potential injuries to our people and to reduce damage to other's assets.

## Responding to emergencies

We operate the National Gas Emergency Service contact centre, taking calls and giving safety advice on behalf of the industry. In 2019/20, we answered 1.4 million gas emergency calls.

Responding to gas emergencies	Total	%
Calls to emergency number (for the whole of the UK gas sector)	1.6m	
Answered within 30 seconds	1.4m	91.72%
Reported gas escapes	356,879	
Escapes related to Cadent's network	75,297	20%
Escapes related to other matters (CO, boilers etc. – including from other gas distribution networks)	281,582	80%



Lost Time Injury Frequency Rate has improved from 1.13 at end 2018/19 to 0.70 as at end March 2020, ahead of the target of 0.90.

The reasons people report a gas escape or leak include problems with their own pipework or appliances, meter problems, issues with a third-party network or suspected carbon monoxide.

We provided assistance for all gas emergencies, irrespective of cause, to ensure public safety.

### Process Safety KPIs

Process Safety Risk Management is controlled by adoption of 12 Risk Control Standards, each addressing a part of a process safety management system that covers a specific risk or activity. For each Risk Control Standard, we have developed separate measures designed to provide a comprehensive measure of the health of these controls.

Following the review of existing process safety KPIs and learning from IChemE training, we are in the final stages of developing revised, simplified process safety KPIs to provide greater visibility and focus. This has resulted in an increased number of leading indicators.

### Office Safety Campaign

Although the key safety risks are perceived to be in the operational part of the business and the focus is in this area, there has also been emphasis on office safety with installation of safety signage in our offices. There was also the seasonal Hugo the Elf campaign, which saw Hugo the Elf take a tumble on the stairs. This generated much social media interaction and combined with the safety signage led to increased awareness of stair safety.

