



# Fueling Conversations

May 12, 2020

For the foreseeable future, each week, Fueling Conversations – a message from Dave Bauer, President and CEO of National Fuel – will be delivered to your inbox. If you have recommendations on topics, questions, or comments, please email [corpcomm@natfuel.com](mailto:corpcomm@natfuel.com).

There is not a day that goes by where the health and safety of our employees and customers is not top of mind. As we begin to see parts of the country reopen, we will approach this process on a regional basis as municipalities across National Fuel's service territory are facing different sets of circumstances.

## RETURN 2 THE WORKPLACE

The Pandemic Response Team is diligently working on a return-to-the-workplace plan, which is in its final phases of development. This plan will guide our transition back to normal operations and will cover the full range of COVID-19-related topics, including the timing and phases of re-entry, office safety protocols, business and personal travel, and guidance on illness and absence.

In the coming weeks, we expect the Utility's Operations workforce to return to work with protocols in place to uniquely serve each operating location. Although we plan to return to more normal staffing levels in the field, it will **not** be business as usual. We will continue to have all necessary personal protective equipment in place, practice proper social distancing, and follow the guidelines of medical professionals, the Centers for Disease Control, and local, state, and federal governments.

Even though we're considered an essential service, the return to work at our administrative offices will likely be more gradual. Government and health officials are advising us to continue working at home if we can do so. Thanks to your hard work, our business is running smoothly. Therefore, in the interest of keeping our employees safe, I see no reason to accelerate a return to work at our main offices. Rather, we'll continue to monitor the situation and return to normal office operations when the experts tell us it's safe to do so.

The path forward relies on data, metrics, and personal accountability. On that note and as an important reminder, employees are urged to carefully evaluate all future travel plans. As posted in our weekly News Centers, all employees should notify Human Resources as soon as possible if you must travel whether domestic (outside of your local community) or international (including Canada). Depending on your destination, the Company has the discretion to determine if your voluntary decision to travel could result in quarantine upon return. Nobody is happy about imposing restrictions on travel, necessary as it is right now, but we will be evaluating those restrictions and making changes for the better when we are persuaded by reliable data that conditions are safe again.



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As the prospect of returning to “normal” becomes more of a reality, we must recognize there is no returning to yesterday; there is only moving forward. In the face of adversity, we have learned so much. Greater collaboration. Better listening. Increased communication. Commitment to reinventing the way we work. And embracing technology. Here are two examples:

- In Engineering Services, the abrupt transition to working from home was handled well by all staff. Rather than developing concerning backlogs, new tools and efficiencies were discovered and quickly implemented by every group, resulting in a reduction in the dependence on paper documents. As they embraced virtual meetings, travel was also significantly reduced – something I’m sure will be woven into our new normal.
- The Payroll Department could not have imagined working from home before the shutdown but they have made it work efficiently without interruption to paycheck distribution and other critical employee benefits. I’m sure all of our employees are appreciative of that!

## Faces of the Frontlines

I’m not only proud of our employees for their unwavering commitment and resilience to their job responsibilities but also their service to their local communities. Each week, we’ve showcased how our Faces of Fuel – now Faces of the Frontlines – are giving back.



Last week, Seneca Resources and National Fuel Gas Midstream employees teamed up to spread hope and positivity in the Wellsboro, Pa., area, delivering meals to Broad Acres & Country Terrace, an assisted living facility pictured here, and Soldiers & Sailors Memorial Hospital.

As we begin to roll out return-to-the-workplace protocols, National Fuel will proceed cautiously and at a pace that prioritizes the safety of our employees and customers above all else. In the spirit of transparency, we will continue to update you

weekly. Thank you for making what seemed like an impossible challenge into an impressive accomplishment of which we all should be proud. I’m confident we will return to the workplace a better company having experienced this together.