



# Global Health and Safety Plan

2015 - 2020

Improving Well-being at work in an evolving environment



**Electrabel**  
GDF SUEZ

# The purpose of our health and safety policy:

## Making our attitude to safety a reflection of our professionalism and a driver for eliminating accidents



Thanks to your commitment, our company has improved its occupational health and safety performance over the past two decades. Nevertheless, we have also noted that we have not made any further progress in this area in the past few years.

However, our ultimate aim is still, and will continue to be, the elimination of accidents!

Since 1995, successive Global Health and Safety Plans provided a structure to our approach to Health, Safety and Well-being at work. We now firmly intend to consolidate what we have achieved and continue to improve our results permanently.

This continuous and permanent improvement of our performance has three cornerstones, namely managing technologies, work organisation and the human factor. This last aspect is the most difficult but it is just as essential to making progress and securing our results in the long term.

As such, we now want to further intensify our efforts regarding human factors, without losing focus on the first two aspects.

We will rely on the Global Health and Safety Plan 2015-2020 to achieve our goal. The plan dovetails with a general approach focused on dynamic risk management and is the result of discussions with various stakeholders. It embodies the company's strategy for Well-being at work for the next five years.

From now on, every entity is tasked with transposing the plan in all of its activities and to closely monitor its implementation in connection with its overall objectives.

This approach completely fits with the GDF SUEZ and Energy Europe Business Line health and safety policy and contributes to our overall performance.

Lastly, our ability to manage the risks facing employee Well-being and the safety of our facilities must reflect our professionalism, in the future even more than today.

I am counting on each and every one of you to actively participate in implementing the Global Health and Safety Plan 2015-2020.

I assure you that my management team will also be actively involved.

A handwritten signature in black ink, appearing to read 'Philippe Van Troeye', with a long horizontal stroke extending to the left.

Philippe Van Troeye  
Director - General Manager



# Global Health and Safety Plan

2015 – 2020

The Global Health and Safety Plan 2015-2020 is an integral part and a key success factor of Electrabel's strategy. The occupational Health, Safety and Well-being of our employees, contractors and anyone else affected by our activities are part of our fundamental priorities.

The Global Health and Safety Plan 2015-2020 has been established based on the assessment of and lessons learned from the previous Plan. It has been drafted in consultation with everyone involved in well-being at work within our company. It follows on from previous Plans and is structured around six main action themes:

1. Human factors
2. Competency management
3. Work organisation, methods and procedures
4. Outsourced work
5. Working environment
6. Communication

There are three cornerstones to improving health and safety performance, namely managing technologies, work organisation and the human factor.

As such, the Global Health and Safety Plan 2015-2020 aims to put special emphasis on managing risks generated by the constant evolution of our activities and procedures as well as on the way our attitude influences our health and safety performance.

The Global Plan's structured implementation calls for these objectives to be transformed into tangible action through annual action plans for the company's various technical operating units.

## Six priority themes

### 1. Human factors

Having all employees apply health, safety and prevention principles is essential to being able to permanently improve Health, Safety and Well-being at work. This is possible by managing our conduct (the third cornerstone of improvement).

Implementation of the 'Human factors' theme will mainly rely on:

- raising awareness of safe behaviour;
- having all entities incorporate best practices regarding tools for reducing human error;
- enhancing shared vigilance to cultivate a proactive, shared safety culture;
- re-assessing psychosocial risks caused by work and introducing a related action plan in connection with the publication of the new regulation on this subject;
- better taking account of risks caused by geographical mobility, involving preventive measures if necessary.

### 2. Competency management

Managing risks and occupational Health, Safety and Well-being results goes hand in hand with raising employees' awareness at an early stage. As such, it is crucial to draw up and adhere to training plans that incorporate an induction policy for new employees or internal transfers. Training will only be efficient in the long term if employees receive refresher courses based on risk assessments throughout their career.

The implementation of this theme will predominantly rely on:

- providing all new managers and employees (depending on their profile) with basic training in occupational Health, Safety and Well-being;
- reminding everyone of the need to incorporate safety requirements into the purchase of goods and services;
- improving and introducing specific training in change management and detecting psychosocial risks geared towards line management;
- continuing to raise awareness of safe behaviour, with a view to permanently entrenching safety in everyone's conduct and culture;

- systematically applying the policy of continuous training in Health and Safety, including for Health and Safety advisors;
- anticipating and guaranteeing the transfer of knowledge between generations or during changes in jobs.

### 3. Work organisation, methods and procedures

The occupational Health, Safety and Well-being results are contingent on a solid work organisation, especially the management of coordination between the various stakeholders.

Our activities can be dangerous. As such, strictly adhering to work procedures controls risks and avoids accidents, as does transposing and applying the Group's Health and Safety rules.

Furthermore, the implementation of the 'Work organisation, methods and procedures' theme will primarily rely on the following aspects:

- increasing everyone's involvement through, for example, a greater line management presence in the field;
- reviewing risk assessments to take into account changes in facilities' structures and operating methods;
- applying Our Life-Saving Rules in all of our structures and activities;
- clarifying roles and responsibilities in technical projects;
- applying the return on experience more thoroughly and increasing the verification of their implementation;
- continuously improving our emergency plans through various tangible exercises.

### 4. Outsourced work

As part of the approach to continuous improvement, Electrabel wants its contractors to have a level of occupational Health, Safety and Well-being at least equal to that of its own employees.

The implementation of the 'Outsourced work' theme will mainly rely on:

- shoring up partnerships forged with contractors with a view to improving the coordination and supervision of work as well as the safety culture;
- clearly and accurately describing expectations as well as everyone's roles and responsibilities from the drafting of the specifications;
- monitoring the risks triggered by our contractors at our sites;
- systematising the assessment of our contractors' Health and Safety performance as well as taking this into account when awarding contracts;
- analysing risks caused by changes in our activities and communicating these to contractors when work is outsourced.

### 5. Working environment

Electrabel provides its employees with a safe and healthy work environment by, for example, giving them appropriate and safe equipment.

The implementation of the 'Work environment' theme will predominantly rely on:

- continuing to roll out our action plans aiming to guarantee the compliance of our work equipment and electrical facilities;
- implementing new rules, particularly those governing exposure to electromagnetic fields;
- continuously reducing employees' exposure to chemical agents;
- better taking ergonomics into account in administrative and technical environments;
- monitoring and evaluating emerging risks caused by the company's development.

### 6. Communication

In order to eliminate all accidents, we want to improve communication both in-house and with our external partners.

The implementation of the 'Communication' theme will primarily rely on:

- improving communication on the policy as well as management's expectations, which go hand in hand with a greater managerial presence in the field;
- continuing efforts on providing information about the causes of accidents, incidents and dangerous situations;
- enhancing and sharing feedback by promoting synergies and the exchange of best practices;
- maintaining efforts to raise employees' awareness of adhering to existing procedures, including the incorporation of safety when making purchases;
- raising all employees' awareness of psychosocial risks triggered by work and informing them of the available sources of support;
- informing the stakeholders about the result of actions launched as part of the Global Health and Safety Plan 2015-2020.



"To Electrabel, Health, Safety and Well-being at work are fundamental values.

We commit -through the 2015-2020 Global Health & Safety Plan - to pursue together our continuous improvement efforts and to strengthen our Health and Safety policy in order to reach our ultimate goal: zero accident.

We are counting on each and every one of you, at all levels and in all of our company's activities and entities, to be committed to your own safety and the safety of others so that we can turn that goal into a reality."

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