

Take Care to **#gethomesafe**

October 2019

Who are We?



Rødsand, Denmark, 41 MW



Stony Creek, Pennsylvania, 53 MW



Iron Horse PV, Arizona, 12 MW



Humber Gateway,
United Kingdom, 219 MW



Rampion, United Kingdom,
400 MW



Corner, Texas, E.ON's
20th wind farm in NA, 200 MW



Iron Horse Energy Storage, Arizona,
12 MW



Arkona, Germany, 385 MW,



Nybro, Sweden, 20 MW



Wysoka, Poland, 56 MW



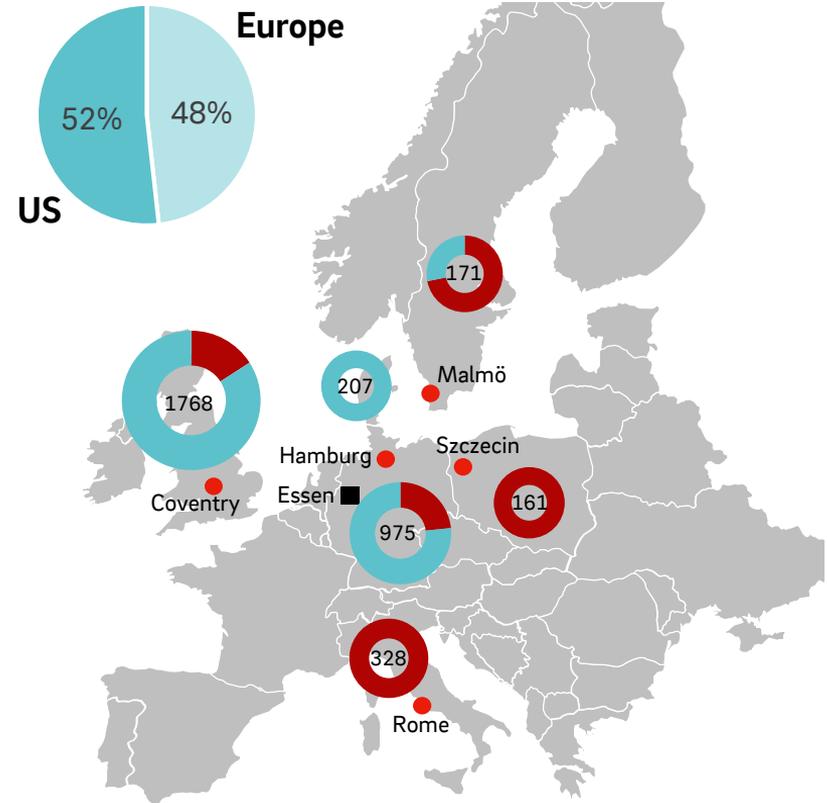
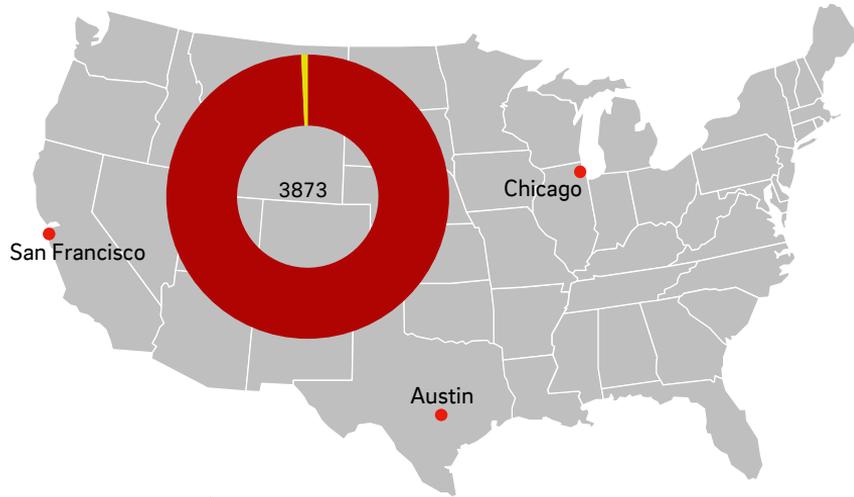
Forest Creek, Texas, 124 MW



London Array (630 MW)

E.ON Climate & Renewables portfolio¹

We operate a capacity of 6.8 GW
across Europe and North America

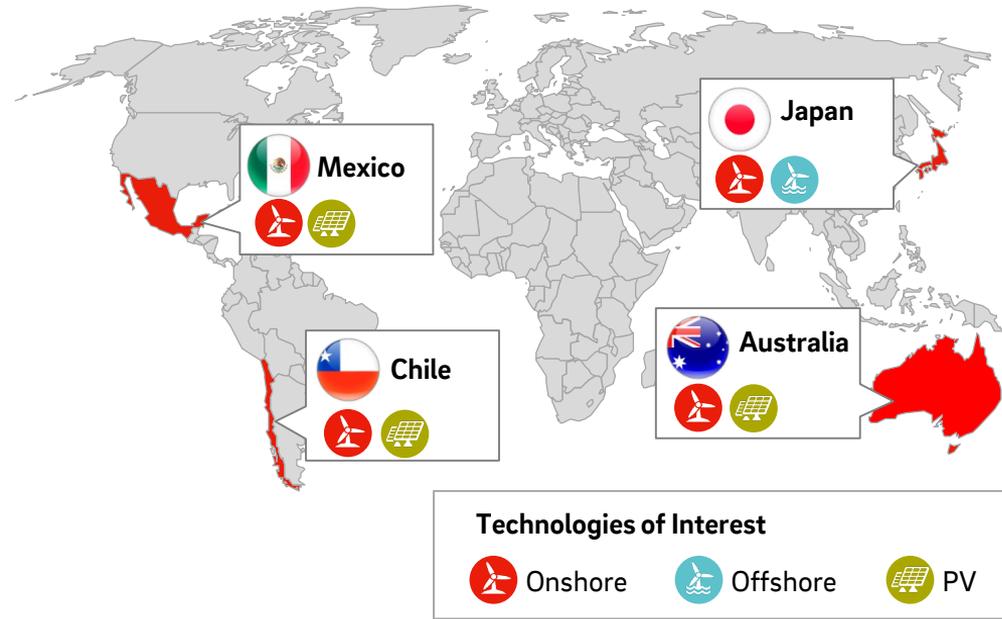


1. Total capacity installed in each country regardless of the E.ON share (100% view)

EC&R will enter Australia, Chile, Japan and Mexico to further expand and grow our renewables business at scale

EC&R took the decision to enter four new markets...

...and will now start with local business activity.



- The selected new markets **Australia, Chile, Mexico** and **Japan** offer **cross-technology potential** for Onshore, Offshore and Solar and will complement our European and US core businesses.
- **For onshore wind**, EC&R has a growth target to deliver 1 GW p.a. into operations. Our new markets are planned to substantially **contribute to this target from 2022 onwards**.
- **At the start of 2019**, we will set up a local business presence in each of the markets by:
 - Kicking off **project origination & development activities**, supplemented with selective **acquisitions**
 - Building **local country teams**, supported by EC&R experts
 - Setting up **local legal entities** and representations

Lean and diverse workforce is E.ON Climate & Renewables' most valuable asset

-1300 employees

36% aged 35 and younger

39 different nationalities in 12 countries

First – Apprentices for the Wind Industry started

How we work

We have a Clear focus on Health & Safety in an Emerging Industry

- Renewables TRIF¹ has declined more than 60% over the last 7 years
- Strong leadership in HSE – shaped further by a **Tailor-made Leadership Program** and focus on **Asset & Plant Safety**
- Developed a robust **HSE management system** integrated into all aspects of the business and externally certified²
- Founding member of **G+ Global Offshore Wind Health & Safety Association** and active member of H&S working groups in **WindEurope³, GWO⁴, Renewables UK Wind Association, American Wind Energy Association**



1. Total recordable incident frequency (TRIF) is the sum of recordable incidents per one million hours worked
2. According ISO 14001 and OSHAS 18001 since 2010
3. Formerly known as European Wind Energy Association
4. Global Wind Organization

2015 Review of HSE Strategy



- Back in 2010 EC&R when formed introduced a concept of Take Care
- 5 years later a review was carried out to see if it still had impact
- Involved 'dip checks' with site teams and as part of the normal business 'Pulse' check

FEEDBACK:

- HSE Strategy was not perceived as being personal enough
- Locally a lot of different initiatives had been carried out with some great success locally
- Confusion reigned over the perception of 'Yet another HSE initiative or programme', each year 'something new'
- People often viewed HSE as an annual objective to be ticked off
- TRIF was coming down but it was not coming down at the rate the business would like
- Did we really know our culture as we thought we did?

Result – New HSE Strategic Approach and Branding



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New Graphics created and strategy created to link everyday HSE to an output

Strategy recognised that to develop the culture then it will be a HSE journey

Cultural Change Programme identified – Hearts & Minds chosen

Strategy involved specific leadership & engagement training

New HSE comms plan established

Local HSE initiatives that identified and rolled out globally

We Changed our Approach to HSE



Recognised that HSE should be more personal to people working in and for the organisation

Why do you want to get home safe every day?

take
c&r
e
to get home safe every day

e-on

We asked people to reflect on what is important to them in life and to focus on the **WHY?**

take
c&r
e
to get home safe every day

We refocused the 'Mindset' expectations for which we want everyone to work with

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We established a deliverable output people can believe in

We Introduced Real Messages from Real People



We focused more on the 'Why'

- Introduced Why Meetings - these were held on projects, sites and as part of team meetings
- Why Card issued following team exercises within the Why Meeting
- People carry their Why cards with them
- Why Walls were also created and displayed prominently



Introduced Visible Safety Values and Reinforcement of HSE

Safety values

- 

We take care of our colleagues
- 

We stop unsafe work
- 

We learn from near hits and mistakes

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 to get home safe every day



take e

to get home safe every day

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Devised Life Saving Rules

- The HSE Leadership team considered recent severe incidents and high potential incidents and proposed **"6 Life Saving Rules"** which should be applied universally across EC&R
- If adhered to, then these Life Saving Rules would have prevented incidents and should also help prevent the occurrence severe incidents in the future

EC&R 6 Life Saving Rules



No Safety device shall be tampered or interfered with

Energy isolation processes and equipment shall not be violated



No safety critical equipment or process shall be overridden unless prior authorisation has been obtained

When working at height with a risk of falling, safety devices must be attached at all times



No person shall work or walk under a suspended load in an exclusion zone

Rigging & lifting processes and associated equipment must be planned, controlled, suitable for the job and understood by all involved



Introduced the concept of Getting Home Safe and Well Every Day



We launched recently the **'Emotional Wellbeing'** communications, which focus HSE not just physical wellness and going home safe but also on **emotional wellness** so that we all go home with a healthy mind as well

But to achieve long term success then Measurement of Culture is the missing piece

- EC&R recognised that understanding your culture at a local level as well as a holistic business level was important
- Majority of 'Business Surveys' did not really examine culture from a HSE perspective
- After careful consideration and testimony from other users, Hearts and Minds chosen as the toolkit to help the business
- Problem was 39 Nationalities across 12 Countries

"Workplace culture should have a seat at the table and should be measured, just like sales or ROI."

An organization's culture and health is just as reliable a predictor of success as market share or profits"

Taro Fukuyama Co-Founder and CEO, Fond

Importance of Culture

Organisations with a positive safety culture are characterised by:

- Communications founded on mutual trust
- Shared perceptions of the importance of safety
- Confidence in their risk management approach

But What is Culture?

Culture is: "The way we do things around here "

- Involves individual and group behaviors which are accepted
- BUT it must be reinforced in the organisation

How Does a Cultural Change Programme Work?

- If the language and **messages** around a safe culture **are delivered successfully**, backed up with meaningful demonstrated commitment by Leaders within the business, **a self perpetuating culture will develop = leading to long lasting change.**
- Cultural Change Programmes create **thought and reflection** and places ownership for change on **individual teams as well as the leadership teams**
- Key to success is **stimulating conversations** amongst the teams locally, which then become powerful changing conversations



Tool of Choice for Culture Change - The Hearts and Minds toolkit

- The toolkit was **developed by Shell** E&P, based upon 20 years of university research, and is being successfully applied in both Shell and non-Shell companies around the world
- **Hearts and Minds** uses a range of tools and techniques to **help the organisation involve all staff in managing HSE** as an integral part of their business
- Collectively, these tools and techniques are known as the **Hearts and Minds Toolkit**



This state of the art toolkit is available to those outside the Shell Group, thanks to a publishing agreement between the Energy Institute and Shell E&P

Users of Hearts & Minds



thyssenkrupp



Cultural Change Toolkit Not Just A Behavioural Based Safety Programme

Keys To Success

- A set of tools to challenge culture
- Creates reflection for teams
- Introduces the concept of the 'Power or a Conversation'
- Action based on reflection and discussion
- No quick wins – Cultural improvement is a Journey

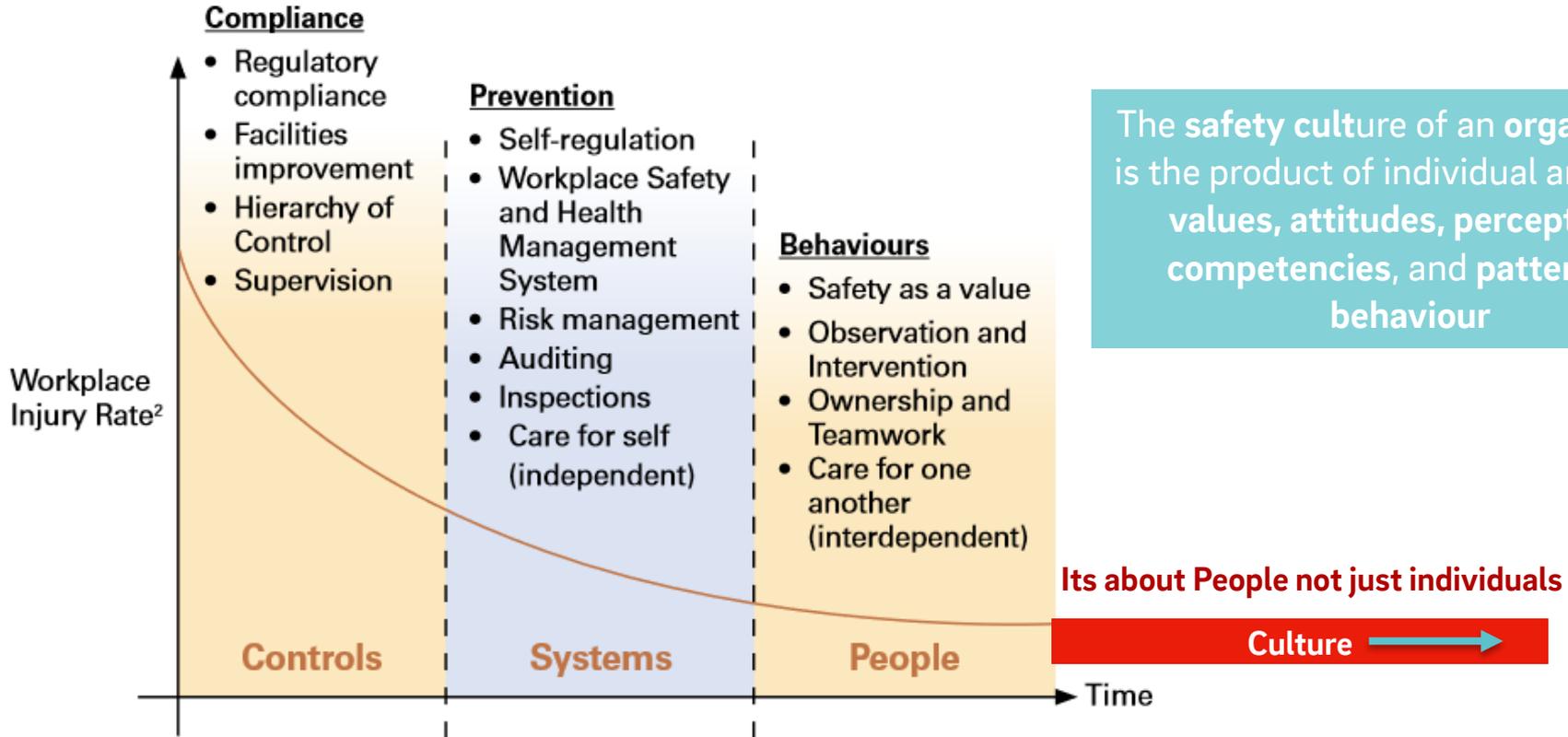
What H&M is NOT

- Quick Fix leading to instant change
- Yet another programme or initiative
- Replacement for Local HSE initiatives
- Secret to success without the right Mindset to choose to work safe by each individual

Hearts and Minds – Toolkit – 9 Tools

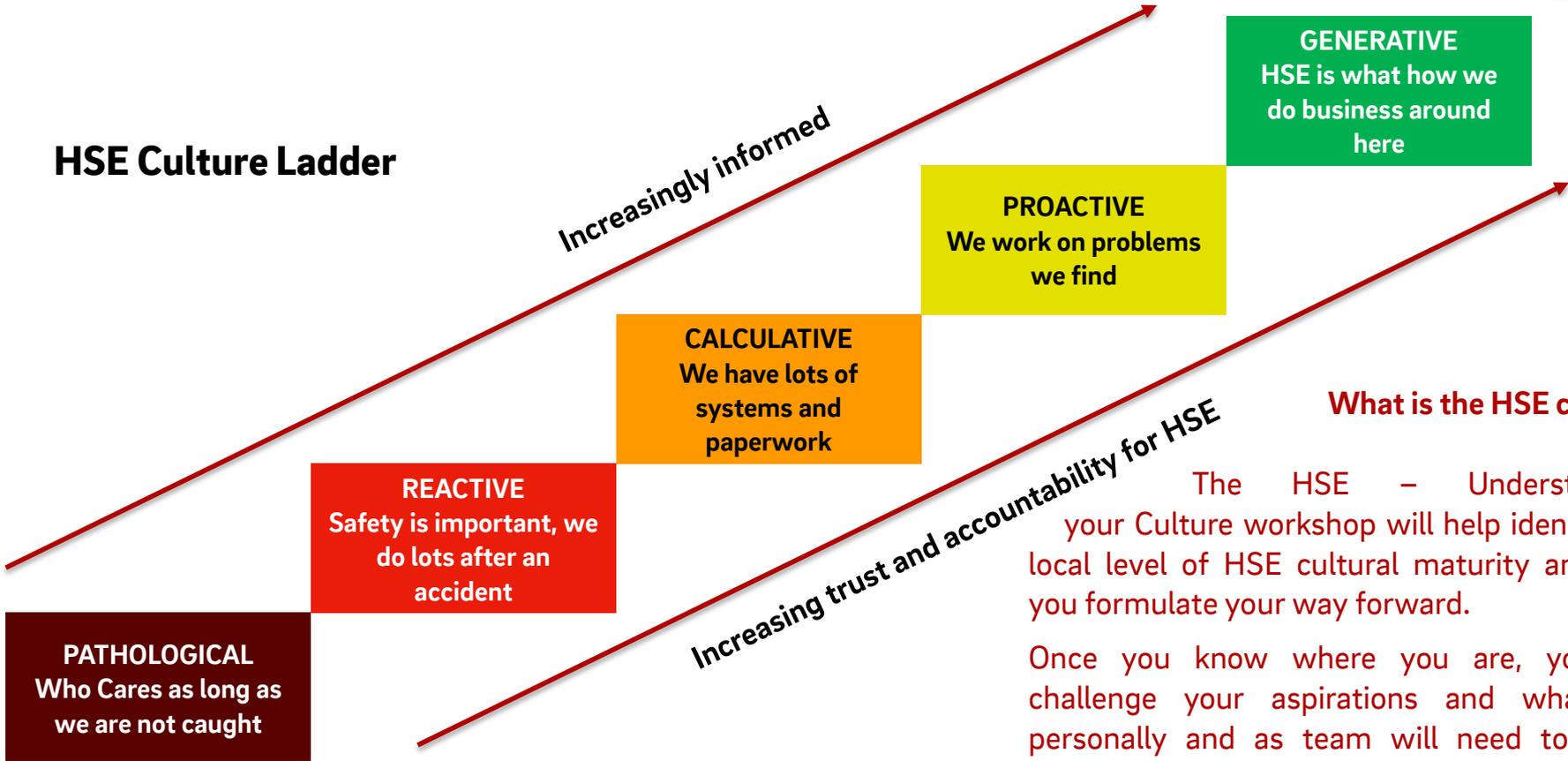
Tools available	What they do and When to use them
HSE Understanding your Culture	<p>What: An engagement tool to identify local strengths and weaknesses identifying a way to improve. When: Use 1st to engage people, discover their aspirations and build a case for change (2-3 hours + follow up).</p>
Seeing Yourself as Others See You	<p>What: HSE upwards appraisal tool to understand other's perceptions and identify how commitment is turned into action. When: Use 2nd to challenge the commitment and behaviours of any "safety leaders", (20 minutes + follow up).</p>
Making Change Last	<p>What: A general tool for managing change and supporting any improvement process or organisational change programmes. When: To design your own tools (1 –2 hours to start).</p>
Risk Assessment Matrix: Bringing it to life	<p>What: Helps people understand their risks, makes them personal and stimulate action. When: Anytime to better manage the risks. (1 hour).</p>
Achieving Situation Awareness: The Rule of 3	<p>What: To help everyone make better risk based decisions and be able to justify them. When: If people lose sight of their risks, or if complacency threatens to set in. Can be used anytime, especially when there is change (<5 minutes).</p>
Managing Rule-Breaking	<p>What: To prevent incidents being caused by rule breaking. When: If procedures are not being followed, or a need to improve procedures (2-3 hours initially then, 1 hour per issue).</p>
Improving Supervision	<p>What: To improve the non-technical skills of supervisors. When: If the quality of supervision, is identified as a (possible) cause of incidents (4-5 hours first time).</p>
Working Safely	<p>What: Intervention programme that builds on and supports existing programmes or can be run by itself. When: If safe working practices are not being followed (8 hours in total, 1 hour slots).</p>
Driving for Excellence	<p>What: A suite of exercises to change the behaviour of drivers and the people who manage them. When: When driving is a significant risk, professionally or personally (8 hours in total, 1 hour slots).</p>

Starting Point – Understanding Your Culture



Understanding your HSE culture

HSE Culture Ladder



What is the HSE culture?

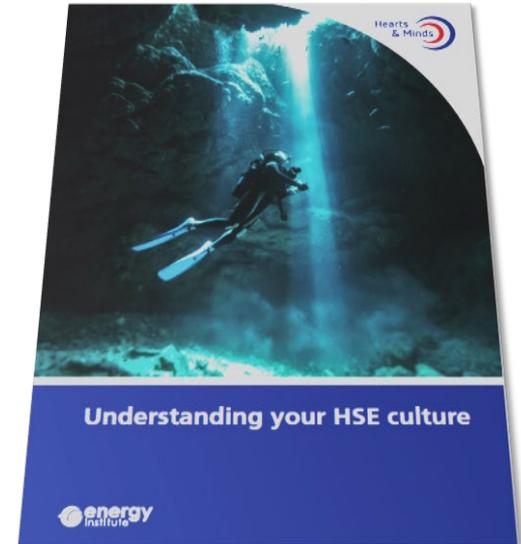
The HSE – Understanding your Culture workshop will help identify the local level of HSE cultural maturity and help you formulate your way forward.

Once you know where you are, you will challenge your aspirations and what you personally and as team will need to do to achieve them.

Culture is revealed/manifested in many aspects of the way a company approaches safety

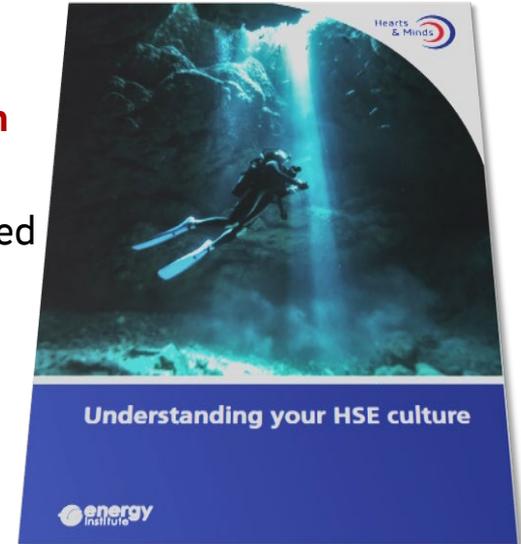
The Hearts & Minds Understanding Your Culture tool covers **18 different aspects of safety culture**, which include:

- Accident causation?
- Hazard and unsafe act reporting
- Balance between profit and safety
- What is the purpose of procedures?
- Contractor management
- Resources



Tool No.1: Understanding your HSE culture - Reflection

- Post completion of Understanding your HSE culture - **team need to reflect on the results and produce local action plan based on results?**
- Can be done as a combined meeting with the Understanding your HSE culture workshop or shortly after
- Teams should aim to only concentrate on **trying to improve 1 or 2 action** areas though
- Suite of **existing supporting Hearts and Minds Tools** should be considered to help improve areas identified.
- Although solutions are **not limited to using the tools** in the Hearts and Minds Tool kit.



Tool No.2 Managing Rule Breaking Tool

- **Rules and procedures form one of the major barriers between hazards and unwanted events.** Failure to follow these established procedures removes one or more of these barriers.
- This can be due to human error, or the rules can be broken intentionally. In combination with a single error or mechanical failure, violations can lead to disaster
- The Managing rule breaking tool **helps you to understand why people break rules and how to manage and change this.**
- Tool has been rolled out across the offshore fleet at a site level and on sites in USA and UK for the Onshore fleet
- Creates a lot of **discussion about current rules, extent of compliance and how to increase the compliance levels at a site level**



Tool No.3: SAFE Tool - Senior Management

The E.ON Climate & Renewables Board plus all Directors have now completed SAFE Assessments

- **Post -Assessment, Directors had to discuss their results with their Manager**
- **Surgeries set up to discuss individual results with the individual can improve on the assessment findings**
- **Overarching Guardian SAFE report discussed with Leadership Team.**
- **Time was set aside for in depth discussion on the results and also on how as a group they could improve scores and work on the findings.**

Impact & Reflections

- Individuals found the conversation with their teams **very fulfilling and worthwhile**
- SAFE offers very **good insight** as a tool for individuals and as a Board and Senior Leadership level

Key Reflections



1. Greater awareness of **WHY** HSE is important is needed not just **WHAT** and **HOW** focus
2. UYC has to be done at a local level and driven thereafter supported by H&M Champions – cannot be small sample sizes
3. Local Ownership of HSE increasing following the use of the tools
4. H&M champions are key to motivating people
5. H&M cannot be an '**INITIATIVE**' it needs to be seen as a **JOURNEY**
6. It takes time to change culture – instant success messages need to be managed
7. Managing Rule Breaking is a useful tool to stimulate reflection and increase compliance
8. **SAFE Assessment** is a powerful tool for leaders to obtain clear feedback on how they approach HSE
9. **Engagement on HSE** has increased overall following the tools roll out
10. Incident data is changing – more visibility of issues – **TRIF** slowly improving

Take Care journey to get home safe every day

Our Mindset



Our Tools and Measures



Our Objective



**Thanks &
Questions**