

THE SAFE WAY OR NO WAY



In the energy industry, people work with large, heavy constructions and machines – and often at sea and at height. Here, even the slightest mistakes can lead to serious accidents. Ensuring safe working conditions based on carefully defined standards and procedures and a solid safety culture is a constant challenge.

PROGRAMME

In DONG Energy, we never compromise on safety standards. Safety is one of the five principles that guide how we work.

To ensure high safety performance across all our activities, three elements are paramount:

- Maintaining and improving safety systems based on systematically identifying and mitigating risks to reinforce a solid foundation for safety performance.
- Strengthening our safety culture to inspire and motivate each employee to make safety an integrated part of their work.
- Working with contractors to ensure high safety for all parties.

GOVERNANCE

Safety is a line responsibility in DONG Energy. Safety performance is one of the competences that all employees in DONG Energy are evaluated against and each manager has the responsibility to be a role model and set the conditions for a safe working environment together with his or her employees.

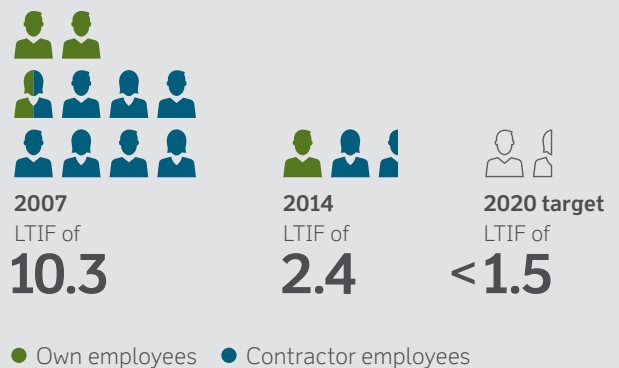
DONG Energy’s commitment to safety is formalised in our corporate Policy for Quality, Health, Safety and Environment (QHSE). The Policy for QHSE sets the fundamental safety requirements that must be followed by each of our business units. They are responsible for developing, implementing and maintaining adequate safety procedures that ensure compliance with the policy and corporate QHSE standards.

Our corporate department, Group QHSE, audits the business units on behalf of Group Management who has the ultimate responsibility for QHSE in DONG Energy.

DONG Energy QHSE Policy:

www.dongenergy.com/qhsepolicy

FEWER ACCIDENTS IN DONG ENERGY



Lost Time Injury Frequency (LTIF) is the number of accidents which result in absence of a day or more per one million working hours. The figure includes both DONG Energy employees and contractors’ employees working on sites which are either owned or operated by DONG Energy.

SAFETY SYSTEMS AND PROCEDURES

Carefully defined working standards and procedures are decisive to a safe working environment. Based on our Group policy, we establish safety standards, action plans and procedures that ensure each business unit's compliance with the policy.

Our operations are supported by a management system that evolves with our various activities and internal and external requirements. All employees in DONG Energy are covered by our corporate QHSE policy, HSE standards and procedures, as well as the business units' specific management systems, standards and procedures.

A risk based approach

Safety risks are different from project to project and location to location. In DONG Energy, we therefore take a risk based approach to managing our HSE performance. We:

- Systematically and consistently identify HSE risks throughout the organisation, prioritise their mitigation according to urgency and severity in order to limit our exposure to an "As Low As Reasonably Possible" (ALARP) level.
- Require all contractors to employ risk assessments as an integral part of working for DONG Energy.
- Conduct internal HS audits across the organisation as a part of our management systems.

Certifications

DONG Energy's Danish parts of the business units Wind Power, Exploration & Production and Thermal Power are certified in accordance with OHSAS 18001. We expect to have Wind Power's activities outside of Denmark also be covered by OHSAS 18001 in the coming years.

TRACKING AND RESPONDING TO INCIDENTS

When something goes wrong, we need to learn why it happened and what needs to be done in the future, to prevent a recurrence.

In DONG Energy, we encourage all employees and contractors to record unsafe or potential unsafe situations. We use an on-line common platform to record actual incidents, near misses, observations and suggestions to improving safety. All DONG Energy employees are obliged to complete an e-learning in the system and we are currently implementing an app in order to ease the reporting process.

STRENGTHENING THE SAFETY CULTURE

Because no two projects are the same and because accidents do not only happen in construction and operation sites, solid safety procedures cannot do it alone. Safety has to be an intrinsic part of the culture across our business. In August 2013, we launched a safety culture programme across all business areas called "Safety Through the Line" (STTL). Shaping the right mind-set starts with commitment from top management and filters down through our leaders to every employee. As such, it is a line responsibility to ensure a strong safety culture.

As part of the programme:

- A large group of managers has been trained to conduct safety workshops, mandatory for all employees, in order to identify the factors within their working area that contribute to a safe working environment. The safety workshops were conducted in 2013-2014. Each manager was responsible for ensuring that his or her employees has completed the workshop.
- All new managers have to complete a mandatory on-boarding safety performance course.
- All managers are evaluated on their safety performance.
- All employees are evaluated on their safety performance as part of their annual People Development Dialogue with their immediate manager.
- Safety performance is an integrated part of DONG Energy's annual employee satisfaction survey.
- All employees have the responsibility proactively contribute to the prevention of accidents by registering and describing any near-by incidents that they observe. Our motto is, "You see it, You own it".

WORKING WITH CONTRACTORS TO ENSURE SAFETY

High safety performance requires cooperation with our contractors and their employees. This is reflected in our LTIF target for 2020, which covers both DONG Energy employees and contractor employees.

In addition to local safety routines and trainings managed by each business unit, everyone working on a site operated or owned by DONG Energy is required to complete a safety induction course and an e-learning.

Safety is also an integrated parameter in our choice of contractors. If an upcoming assignment involves safety risks, we formulate additional safety requirements that the contractor must to be able to demonstrate compliance with. If the contractor turns out to have difficulties complying with our requirements, we engage with the contractor to discuss how the challenges can be addressed.

SAFETY SHOULD BE ON THE AGENDA AT AN EARLIER STAGE

All departments in DONG Energy have a role in strengthening the common safety culture. In April 2014, top management and safety influencers across DONG Energy attended a seminar on safety. The aim was to identify which initiatives could address safety challenges among DONG Energy's contractors.

"Procurement can strengthen the contractors' understanding of the fact that they must at all times ensure that their safety measures are sufficient when they work for us", says Susanne Monferré, Vice President of Group Procurement.

Consequently, the Procurement department identified a number of initiatives to ensure that safety is on the agenda at an early stage. The initiatives include increased focus on contractors' safety history, "contractor days" at which DONG Energy can clarify its expectations to safety and strengthening the follow-up on contractors' compliance.

Susanne continues: "We have a common interest in ensuring that the suppliers become more aware of the fact that safety is also a parameter on which they will be assessed before they initiate the specific dialogue about safety matters and routines with QHSE and the business".



Susanne Monferré
Vice President of
Group Procurement.

TAKE SAFETY WITH YOU

A visit to DONG Energy's locations must be a good experience.

Customers, suppliers and business partners must experience the same focus on personal safety as we do during our working day.

Scan the code using your cell phone.

