



Everybody for Safety at Enel Romania

1. Organisations involved

Enel Romania

2. Description of the case

2.1. Introduction

Enel is the greatest power company in Italy and the second greatest company of utilities in Europe. It is present in over 23 countries in Europe, North America and South America. Enel also is the most important private investor in the electric power sector of Romania with over 5,000 employees. The company policy aimed at achieving the highest OSH standards for all its employees worldwide. This consisted in a special challenge especially because of the broad geographical area of Enel operations and the particularities encountered in each of the countries in terms of OSH legal framework and its implementation instruments, working environment, working force's training, etc.

In this context, the top management's support plays a crucial role as it has to conduct an adequate OSH policy, to survey its implementation and, nevertheless, to allocate the necessary funds to support it.

In terms of OSH policy initiative and support, the company's leadership is represented at the highest level e.g. the Country Manager of Enel Romania, Dr. Claudio Zito, has made firm declarations on the permanent commitment of the company's senior management in promoting OSH at all company levels.

This case study aims at describing the way this process has been carried out in Enel Romania, the problems faced, the objectives, the measures taken and the outcomes.

2.2. Aims

The company's top management policy on OSH aims at ensuring the highest OSH standards for all its employees through adequate OSH measures and actions, appropriate funding, permanent concern and the active participation of the leadership structures at all the levels in this ongoing process.

Moreover, the company's OSH policy aims at transposing the same OSH standards to the company's subcontractors and to its customers as well through a broad range of initiatives carried out at all company levels.

2.3. What was done, and how?

The leadership commitment in terms of OSH is permanently manifested at the top management level i.e. starting from the Country Manager of Romania, Dr. Claudio Zito, cascading to the 1st and the 2nd line management, down to the smallest work groups of the company (2 or 3 – electrician work teams). A logo was also developed for the whole OSH improvement process (Figure 1).

CASE STUDIES



Figure 1: Enel logo “Everybody for Safety”

This logo is also meant to transpose the Enel Group top management’s credo as expressed by the CEO of the Group, Fulvio Conti: “everyone’s investments and commitment led to major improvements”.

For achieving this goal, a series of significant initiatives on OSH have been developed:

24/7 OSH Project

The “24/7 OSH Project” (24 hrs / 7 days a week) was launched under the company’s leadership co-ordination within the ‘Safety Culture Initiatives’ in 2009. This ongoing project on OSH consists of actions such as:

- “Safety Walks”: Safety walks are on-site visits up to the smallest work points to see and evaluate the OSH related aspects e.g. machinery and equipment related risks, wearing of adequate PPE by the workers, the work behavior, employees’ awareness on OSH, etc. These visits are regularly attended by the Country Manager himself, the General Managers, the Heads of Directions, the OSH responsible personnel and the trade-unions’ representatives.
- Periodical meetings held with the participation of the top management, the 1st line management, the 2nd line management, OSH responsible staff, trade-unions’ representatives / workers’ representatives, and workers e.g. employees from the smallest working units (2-3 – worker teams). In these meetings, OSH related aspects and the workers present work situations are discussed, positive/negative examples are analyzed and improvements are decided on.
- OSH programmes are regularly run and training courses are held with the top management, the 1st line and the 2nd line management, on current OSH topics and/or new OSH related aspects imposed by the specific activities and developments carried out within the company. They are meant to ensure a permanent (24 hrs / 7days a week) concern of the managing personnel on the OSH related aspects within the company and to update the management on the latest developments and the implementation of OSH strategies.
- All working teams regularly attend a 2-week OSH training programme outside the company. In addition ongoing appropriate training is provided for supervisors and trainers as well. Trainings include manuals and brochures, practical demonstrations, films, and on-site visits.
- In addition to taking care of employees’ health at work the programme includes a health promotion part, that primarily focuses on a healthy lifestyle. Trainings are offered to workers targeting current domestic activities implying risks when handling various household electric appliances, healthy diet, personal hygiene rules, etc.
- A small – sized brochure (Figure 2) entitled “24/7 Safety” – “Work Safe”, Guidelines for Workplace Safety, has also been drawn up, including the project logo “Everybody for Safety”. It

CASE STUDIES

includes practical guidelines for concrete work situations, with pictures simultaneously showing right/wrong behavior at work. Various workplace OSH approaches are presented (e.g. assessment of the related risks of an action/activity, work instructions to be applied, the need of adopting a safe work behavior, etc.). The brochure is user-friendly due to its reduced pocket size and the excellent graphics used. It was distributed to each of the employees of Enel Romania thus constituting their main OSH practical instrument for the day-to-day work at the workplace. It was also distributed to the company subcontractors' staff to promote a safe work behavior within the subcontractors' employees as well.

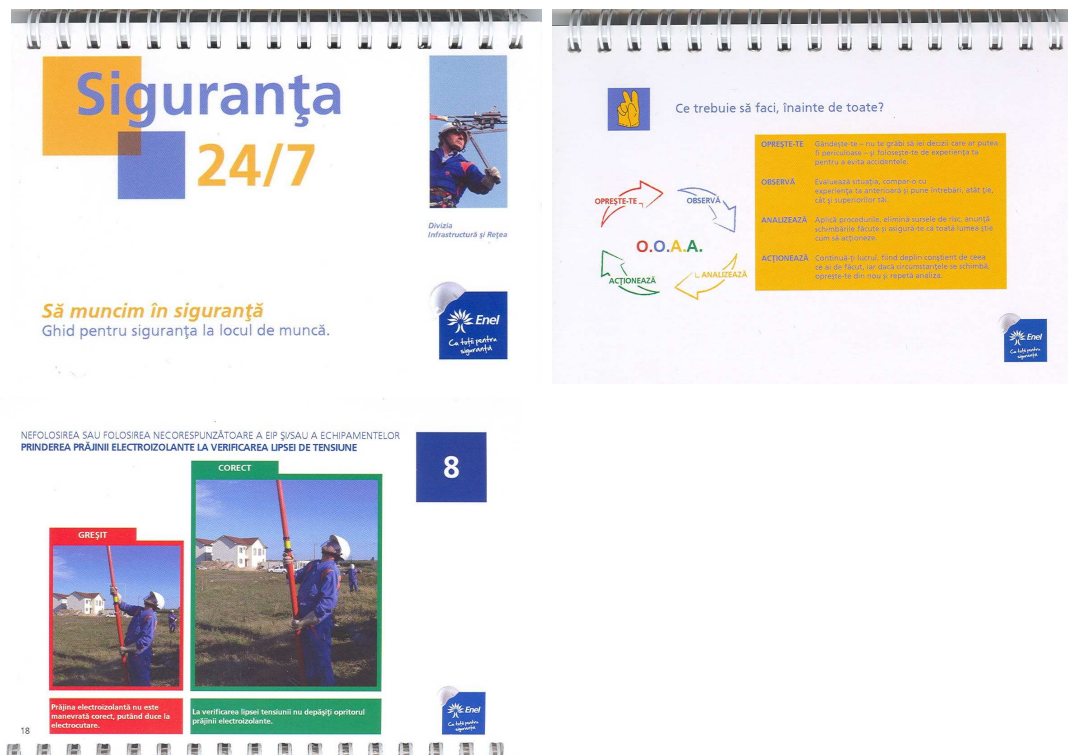


Figure 2: “24/7 Safety” – “Work Safe” Guidelines for Workplace Safety (Front cover and two sample pages)

- More detailed information can be found in an over 200 pages manual (Figure 3) entitled “Personal Safety Manual” – “Safety within Enel”. The manual was also developed under the logo “Everybody for Safety”. It constitutes the main OSH information tool for the company’s employees. The manual is very well structured and covers both, general topics (e.g. the legal employment framework) and specific work related elements (e.g. PPE, on-site works, materials’ lifting, transportation and storage, vehicles’ driving, first-aid instructions, etc.). Each topic is presented in a clear and user-friendly manner, with an appropriate design including pictures and diagrams. A glossary of OSH terms is also included with adequate definitions of the basic OSH terms and concepts.

CASE STUDIES



Figure 3: Enel Manual on OSH - “Safety within Enel: Personal Safety Manual” (Front cover and a sample page with instructions for working with electrical lines)

- The “Safety Newsletter” was launched as part of the “24/7 OSH Project” as well. It is an on-line publication on OSH including presentations of the company’s policy and practical actions, news on the company projects, other relevant topics. Short on-line videos are presented on practical OSH matters such as discussions with the workers with concrete examples of work situations, problems encountered and good/wrong solutions. Interviews with electricians who suffered accidents/injuries and consented to share their work experience with their colleagues are included as well. They are meant to raise the workers’ awareness on work related hazards and to show how easily things can go wrong.
- The above mentioned manual and brochure were launched through a videoconference with the participation of the company top management, OSH managers, workers’ representatives, media, and others. This action was meant to demonstrate the leadership involvement and support to the OSH related aspects and the company’s commitment in promoting a safety culture at all company levels.

Press releases

An interview was conducted with the President of Enel Romania in Forbes Magazine following his appointment as Country Manager for Romania, in May 2009. On this occasion, the OSH related achievements and perspectives within Enel Romania were highlighted.

Concomitantly, national and international media representatives have always been invited to various events held by the company on its major developments within the Romanian subsidiaries, including OSH and environmental initiatives. This contributed to the promotion of a good practice example on OSH among other Romanian organizations including small and medium sized enterprises (SMEs).

CASE STUDIES

Safety Week

The Safety Week in Romania is part of the International Safety Week organized at Enel Group level since 2008. It is meant to promote the international awareness on the value of human life and the adoption of a unified approach to safety as one of the organization's fundamental values.

In 2010, the Safety Week is carried out for the third time by the Country Manager for Romania to raise employees' awareness on OSH and to show the importance the company is giving to health and safety aspects. Like in the yeasts before the OSH and the Human Resources Directions of the Romanian subsidiaries of the company will be involved in planning and implementing the Safety Week.

The second edition of the International Safety Week run in 2009, featured over 800 events throughout Enel Group and its contractors, with the participation of its 85,000 employees within the 24 countries where Enel operates. For instance, these events included training courses and seminars, as well as workshops and local initiatives with the involvement of schools and families. Over 350 courses and initiatives were conducted, many of them also including contractors.

The 2008 edition of the International Safety Week throughout Enel Group received an outstanding recognition from the "Sodalitas" Foundation, the 2008 Sodalitas Social Award on "The best initiative in promoting the value of human capital".

Safety Surveys

The Safety Surveys were carried out in order to monitor the safety management development within the international company divisions. Since 2009, they have responded to the increasingly important company acquisitions/merges. Therefore, they have imposed an integration project meant to ensure safety processes alignment throughout the Enel Group and the implementation of "programmes of excellence" in the area. Safety surveys are regularly run within Enel Romania and results are used for improving the all ongoing safety initiatives.

OSH management system

The company's leadership commitment on OSH is also visible as regards the implementation of a high quality OSH management system. This is an ongoing process consisting of:

- Setting up adequate procedures for the access to the legal OSH provisions and conformity assessment, and drawing up of working instructions, e.g. the Romanian Safety Plan including over 20 procedures to be carried out for an efficient risk management;
- Workplace assessment to identify the work related hazards and risks up to the smallest work points;
- An ongoing modernization process of the equipment and installations ensures the reduction and elimination of risks at work, changes include automation, remote control at the transforming stations and posts, equipment safety design, safe power supply, etc.;
- A permanently updated database on the personal protective equipment (PPE) was installed. Along with this PPE are constantly checked, trainings on PPE use are carried out.
- The company management also ensures and encourages workers' participation in the decision making process on OSH:
 - Workers' consultation on safety matters is part of the communication culture within Enel. Measures embrace for example open discussions and debates at the meetings on OSH, including the senior management participation.
 - Annual questionnaires (check-lists) on various topics on the company related matters, inclusively on OSH, as part of the Work Climate Survey, are carried out.
- The trade-union's representative plays a significant role in the decision making process on OSH at company level. He is member of the OSH Committee and also participates in:

CASE STUDIES

- The purchase of adequate PPE and protection devices for the workers;
- The harmonization of the technical specifications and the procedures related to PPE;
- The changes regarding working instructions upon the workers' consultation;
- The planning for providing a tailored training adapted to various categories of employees (newly employed workers, less skilled personnel, aged personnel, high risk workplaces, etc.).

Subcontractors

The company management's concerns on OSH improvement also considers the company subcontractors' personnel e.g. the presence of contractual clauses imposing the same high OSH standards to the contractors' employees in terms of adequate training, PPE, equipment safety, safe working procedures, safe behavior at work, etc. For instance, a "Contractor's Day" event was organized in 2009 to promote these values with a large participation of the Enel contractors' representatives worldwide.

OSH contests within the company

The top management policy on ongoing OSH improvements also resulted in a series of contests on OSH topics through the support of the OSH / Human Resources / Communication Directions of the company e.g.:

- A contest entitled "Think Smartly, Work Safe" has been launched in 2010 on the best OSH improvement ideas. The contest is run under the logo "Everybody for Safety". It will consist of workshops, a safety week, etc. The contest implies a large participation of the workers through the so called "Boxes of Ideas" meant to collect suggestions for workplace safety improvements from all the company's employees. The "Golden Idea" prize is awarded to the winner for the best proposal on OSH improvements. Prizes include household electric appliances, excursions to different Enel locations to share experience on OSH.
- "The Best Team" contest will be run in 2010, also targeting workplace OSH matters and a 20,000 Euros Prize is provided for the winner as an incentive for the workers to adopt a safer behavior at work and to support the company's policy in implementing high OSH standards at all the company levels.
- In 2008, the "We Are the Energy" contest was organized for the employees' children on energy and safe behavior in day-to-day life including films, power point presentations, etc. The contest aimed at determining a safe behavior from the earliest ages.

Health and safety for customers

In the future, the company intends to launch a series of actions on safety and health dedicated to its over 2.6 million customers in Romania meant to raise the customers' awareness on the importance of safe electric power utilization at home and to build up a safer and healthier lifestyle in general.

The Integrated Nine Points Safety Improvement Plan

The Integrated 9 Points Safety Improvement Plan was launched in September 2008 as a new safety strategy at Enel aiming at reaching the "zero injuries" goal.

The main idea behind this improvement plan was to further improve safety issues within the company. The Enel Group CEO's declaration, made at the opening of the 2009 International Safety Week on November 30th, 2009, clearly shows the objectives behind this plan: "Safety is our highest priority. It is not acceptable that people lose their lives or get hurt working for Enel or anyone else. In recent years, thanks to the commitment shown by everyone in our group and thanks to major

CASE STUDIES

investments, Enel's safety indicators have improved, with a 61% reduction in injuries. But we can not be satisfied until we have reached our target of zero accidents”.

The plan encompasses nine action areas meant for the safety management improvement namely: safety culture promotion, improved relationships between contractors and suppliers, efficient communication, fast response to events, training improvement, planning and well defined objectives, workplace accident prevention, safety organization, and sharing experience.

Various projects and other initiatives have been provided for the implementation of each of these major safety improvement actions. Some of them have already been implemented while others are to be developed during 2010. One project in draft stage is the intention of Enel to extend the workers' OSH knowledge through online trainings and periodical online tests.

Now if an incident occurs it's treated differently and taken very serious. Every incident serves to analyse how occupational safety and health has been taken into account in business decisions and in how far priority has been given to this issues.

2.4. What was achieved?

- The implementation of an efficient OSH management system has been achieved at all the company levels. The top management played a crucial role in this process. It resulted in improved OSH parameters including safer equipment, installations & operating procedures, safer and healthier workplaces, less work accidents and sickness absence, improved operating parameters at the organization level. Records of these parameters are studied and periodically compared, accompanied by judicious cost benefit analysis.
- Figures reported between 2004-2008 illustrate the improvement of the company safety indicators throughout the Enel Group:
 - The number of workplace injuries decreased by 61%, from 983 in 2004 to 383 in 2008;
 - The frequency rate of injuries per million hours worked decreased by 59%, from 9.4 to 3.9.
- In the last five years (2004-2009), a significant reduction in the severity rate took place. The number of days lost due to injuries at work declined by 47%.
- Equally, between 2004-2008, at Enel Group level, in terms of investments in safety, the following figures are relevant:
 - Investment in safety doubled in 2008 to 750 euros per employee;
 - In the same year, the number of training hours tripled to 15.5 per person per year,
- In 2009:
 - more than 1,000,000 hours of OSH training have been conducted at Enel worldwide;
 - about € 59 millions were allocated to safeguarding workers' health and safety; and
 - nearly € 98 millions total investment was provided for health and safety, including the cost of safety-related personnel.
- A significant increase in workers' participation in the decision making process on OSH has been reported e.g. their permanent consulting for workplace related risks, PPE to be used at work, the OSH policy of the company in general.
- An increased workers' openness has been reported when it comes to signalize negative aspects related to their workplace and/or working environment, to make suggestions for the improvement of the company's policy on OSH and to share experience with other colleagues within the meetings attended by the senior management representatives.

CASE STUDIES

- A competitive ongoing attitude towards the OSH related improvement initiatives was achieved at all the company levels
- It can also be noticed an increased awareness of the employees on safety and health related matters to be considered both at work but also as a safer and healthier behaviour outside the working environment, at home and in their families.

3.5. Success factors

Success factors of the whole initiative are among others:

- The company's leadership permanent commitment in improving the OSH policy implementation at all the organizational levels i.e. from the top management to the 1st and 2nd lines managerial staff, the heads of the work teams up to the electricians working in small teams (a 2-3-worker team);
- An efficient risk management based on workplaces' risk assessment, an efficient preventive plan and high quality training;
- Innovative methods in OSH knowledge training and assessment e.g. user-friendly manuals and brochures, including pictures with the presentation of right and wrong working behaviour, interactive participation of the workers in the improvement of the training instruments and methods; and
- Workers' participation in the organization developments both on OSH related matters and on general organizational aspects at all the company's levels.

3.6. Further information

- Ms. Carmen PANA – OSH Manager of Enel Romania and
Executive Manager of the Quality, Safety and Environmental Direction – Enel Distribution - Romania
E-mail address: carmen.pana@enel.com
- Mr. Lucian – Traian DRAGUSIN –
Member of the OSH Committee - Enel Distribution Muntenia
Vice-President of the “Energy” Free Independent Trade-Union
Head of the Social Department
Tel./Fax: + 40 (0) 21 317 07 24
Mobile: + 40 744 823 961
E-mail address: luciantraian.dragusin@enel.com

3.7. Transferability

Given that Enel Romania belongs to a multinational group operating in 23 countries from Europe, North America and South America as well, the top management's policy on OSH relies on principles and implementation instruments that can be adapted to various different local company sites so that comparable OSH standards in accordance with the company's high requirements are ensured worldwide. The manual and the brochure used for OSH training within Enel Romania constitute an example of transferability as they exist in different language versions to cope with the linguistic competences of the Enel workers worldwide. Further the ongoing contest “Think smartly, work safe” intends to promote and to implement the best ideas on OSH improvements to the workers' colleagues from other countries as well.

CASE STUDIES

Another initiative related to health and safety at the workplace included the “Safety Community” event held in 2009 at the entire Enel Group level, the Romanian subsidiaries included.

It aimed at promoting the exchange and integration the best OSH practices worldwide. It consisted of seminars, workshops, visits of the management OSH structures with the purpose of sharing experience, highlighting strong and weak points in managing OSH at the workplace, etc.

The management's permanent commitment on OSH improvements and the implementation of the OSH preventive measures and the consultation of employees constitute the premises of a good transferability potential.

3. References, resources:

- Enel Romania website address : www.enel.ro