



# THE HEALTHY COMPANY MODEL

Of Red Eléctrica de España



The efforts addressed to achieve a steady development and a constant improvement as regards safety and health management systems throughout the last years has fostered the consolidation of the Red Eléctrica Healthy Workplace Management Model. The Model lays down both the general principles and the guidelines needed to manage the promotion and the protection of employees' health, safety and wellbeing, including workplace environmental sustainability.

The development of this management model was completed with the implementation of an action plan in which the main lines for action scheduled for the period 2014 to 2017 have been set out.

In the year 2015, the Healthy Workplace Management Model was fully consolidated, as shown by the AENOR certification obtained in November 2015.



## OUR MILESTONES AND OUR IMPLEMENTED ACTIONS ALLOW US TO POSITION OURSELVES AS A HEALTHY COMPANY



**PHYSICAL WORK ENVIRONMENT**  
Providing our employees with all the necessary means in order to fulfil the specific tasks according to each workplace under the best possible conditions of safety.



**PSYCHOSOCIAL WORK ENVIRONMENT**  
Implementing managerial and organisational tools and resources to foster employees' work-life balance as well as their physical and psychosocial wellbeing.



**HEALTH RESOURCES**  
Providing the employees with tools devised to improve physical and mental health, thus contributing to the wellbeing and quality of life of the workforce.



**COMMUNITY INVOLVEMENT**  
Actions implemented by the Company that could have a positive impact on improving the state of health and wellbeing of the employees' families, as well as in the communities where they are established.

# MAIN ACHIEVEMENTS

During the year 2015



Development of the **action plan for the healthy company model**. Preparation and distribution of the healthy company Manual and achievement of the AENOR certification.



Launching of the **2nd Work-Life Balance Comprehensive Scheme 2014-2017**, which encompasses the goals to be accomplished in a four-year period.



**Appraisal of the effects of ageing** on the Company and analysis of the work posts where ageing could imply a greater risk.



Defining and monitoring the **resolution of the corrective actions** in the Maintenance and Construction Departments.



Actions concerning the **promotion of healthy living habits** with a special focus on physical activity and sports practice.



Incorporating the facilities to the **Kérberos access control system** for REE's employees and contractors' staff, thus enabling their traceability.



Integrating the **prevention of psychosocial risks** in the HR management strategy.



Consolidating our own **cost-benefit measurement** methodology as regards safety, health and work-life balance.



HUMAN RESOURCES  
POLICY COMMITMENTS

OCUPATIONAL SAFETY  
AND HEALTH

WORKPLACE ENVIRONMENTAL SUSTAINABILITY

# MANAGING THE HEALTHY COMPANY



## Risk management and risk assessment

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Risk assessment enables evaluating the extent of those risks that could not be avoided and scheduling the corrective interventions based on the degree of the risk.

50 risk appraisals have been carried out in 2015 in those facilities that have supplied accurate and up-to-date information regarding the risk factors on which actions should be taken, generating a total of 52 new corrective interventions, 62% of which have already been solved.

## Preventative activity coordination

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Red Eléctrica's corporate regulations require from the successful tenderers of works the preparation of a safety plan or procedure in which the preventative organisation and the resources to apply shall be defined.

In 2015, 68 safety surveys have been executed regarding tender procedures, and more than 1,805 safety plans and procedures have been approved affecting almost 5 million hours worked by contractors' personnel in our facilities.

## Performance measurement

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In order to ensure sound inspection of preventative measures, all safety requirements are verified, risk situations and deviations from the preventative measures are identified and the appropriate enhancements are defined.

The remarkable participation of all Organisational Units has allowed us to conduct an overall number of 14,319 inspections which have resulted in an overall number of 2,364 corrective interventions, 98% of which have been solved. Furthermore, 209 identified risk reports have been generated.

## Work-life balance

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The work-life balance comprehensive program contains a large number of measures, actions and initiatives applicable to the entire workforce addressed to improve staff's wellbeing and quality of life and to foster people's engagement with the company as well as their sense of belonging.

Implementation of the work-life balance package of measures has been highly evaluated by the employees. In the 2015 climate survey, the rating was 5 points higher

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52 RISK  
MANAGEMENT  
CORRECTIVE  
ACTIONS

1,805 PREVENTATIVE  
ACTIVITY  
SAFETY  
PROGRAMS AND  
PROCEDURES

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than that of 2012. The specific actions developed in 2015, such as non-school days, urban camps or the role played by the work-life balance partners are actually solving particular situations.

## A model for managing ageing workforce

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In order to appraise the impact of ageing workforce on the Company, a survey was carried out in 2015. Geographical distribution of staff and those work posts on which ageing could result in a greater risk for the employees' health have been analysed from a safety and health standpoint.

In November 2015, an Age Management Model and its associated action plan were developed, targeted to evaluate the effects that ageing produces on the Company from a safety and health point of view.

## Health monitoring. Health promotion

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To guarantee the availability of health monitoring to all employees, Red Eléctrica has created a basic health unit located in the head office in addition to the agreement with Fremap for the peripheral facilities.

Likewise, REE has developed a system which allows laying down an organisation with collaborative partners in order to convey health related actions across the country. It is worth mentioning those actions concerning health prevention and health promotion matters, to their full extent, as well as health campaigns aimed at the prevention of most common diseases.

Red Eléctrica encourages physical activity as a healthy living practice by means of specific actions such as the First Seminar of Sports and the research study on healthy living habits of the steering team.

## Prevention of psychosocial risks

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Psychosocial risk management in Red Eléctrica is particularly relevant in order to achieve an optimal work environment and optimal working conditions so as to contribute to the psychological wellbeing of staff. Various organisational improvements have been developed through several workshops by means of supplying teamwork, time and stress management tools to the employees.

As a result of the signature of the Collective Bargaining Agreement in 2014, a set of new flexibility measures have been introduced.

# 14,319

PERFORMANCE  
MEASUREMENT

NUMBER OF  
INSPECTIONS



These measures are aimed at guaranteeing a greater balance between work and personal life and at fostering wellbeing and quality of life

## Injury prevention

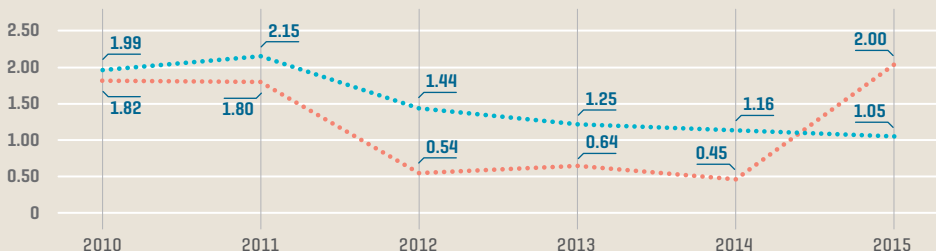
Injury prevention is one of the most significant features concerning occupational risk prevention. To this end, Red Eléctrica has developed specific systems in order to identify, control and manage risks together with other tools targeted to minimise incidents and accidents on the development of the Company's activity.

Unfortunately, during 2015, albeit having improved inspection and control layers of the activities developed in our facilities, two fatal accidents occurred in Red

Eléctrica's facilities during the works executed by contractor staff. The inquiry and monitoring of all the incidents and accidents registered in the system allow taking corrective actions intended to prevent reoccurrence.

Accident and incident rates, for both Red Eléctrica and its contractors, have been examined and managed in order to pinpoint the causes and to avoid the situations that have provoked them, leading to 271 corrective actions. In order to promote and improve safety in all its aspects, a multidisciplinary working group has been created, aimed at carrying out the analysis and diagnosis of the current situation as well as at outlining an action plan intended to promote the development of best practices in occupational safety and health and thereby avoiding a future reoccurrence.

## OVERALL SEVERITY RATES (REE + CONTRACTORS)



... Average over the past five years    ... Severity rate

# KEY INDICATORS

2011-2015



Nº

	2011	2012	2013	2014	2015
<b>SAFETY AND HEALTH (1)</b>					
Average workforce	1,666	1,652	1,653	1,676	1,704
Hours worked [k]	2,778	2,810	2,811	2,832	2,873
Occupational accidents resulting in sick leave	10	15	7	8	13
Fatal occupational accidents	1	0	0	0	0
Working days lost due to occupational accidents (2)	6,247	770	332	393	348
Occupational accident frequency rate	3.96	5.34	2.49	2.82	4.52
Occupational accident severity rate	2.21	0.27	0.12	0.14	0.12
Incidence rate of occupational accidents	6.60	9.07	4.23	4.77	7.63
<b>SAFETY AND HEALTH (REE's CONTRATORS)</b>					
Average workforce (3)	3,372	3,519	3,527	3,336	2,950
Hours worked [k]	5,733	5,983	6,059	5,637	4,986
Occupational accidents resulting in sick leave	100	109	109	88	62
Fatal occupational accidents	1	0	0	0	2
Working days lost due to occupational accidents (2)	9,106	3,945	5,368	4,040	15,347
Occupational accident frequency rate	17.62	18.22	17.99	15.60	12.84
Occupational accident severity rate	1.59	0.66	0.89	0.72	3.08
Incidence rate of occupational accidents	29.95	30.97	30.90	26.37	21.69
<b>HEALTH SERVICE</b>					
Health check-ups	1,143	1,157	1,138	1,095	1,112
Medical and nursing consultations	1,359	1,222	1,226	1,196	1,183
Safety and health absenteeism rate	-	-	-	-	2.20

(1) REE+REC+REI+REINTEL+REINCAN. (2) 6,000 working days were estimated for each fatal accident. (3) Based on hours worked, taking into account 1,690 hours per employee.

- **Frequency rate:** number of occupational accidents resulting in sick leave for every million hours worked.

- **Severity rate:** number of work days lost due to occupational accidents + disability rating scale, for every thousand hours worked.

- **Incidence rate:** number of occupational accidents resulting in sick leave x 1,000 / average workforce.

- **Absenteeism rate with regards to safety and health:** absence days due to common illnesses > 3 days + common illnesses absence days < 3 days + absence days



+ INFO  
In the A Healthy  
Company  
2015 Report  
[www.ree.es](http://www.ree.es)

This report clearly attests our resolute endeavour,  
since we are convinced of **the significance  
of protection and promotion of health, safety,  
wellbeing and workplace sustainability**  
with regards to all people who carry out their  
activities in our facilities, in a steady betterment  
process that enables **Red Eléctrica to  
stand as a model of exemplariness and  
compliance in this field.**