



Eneco, at the heart of society

Annual Report 2012 Eneco Holding N.V.



Expertise

We put customers and their energy needs first in our efforts to design and implement sustainable energy solutions. We use our knowledge and skills to serve these customers, who can count on the expertise that we have accumulated over the decades.

This is why we make targeted investments in technology, knowledge and the safety and expertise of our staff. The experience that we have gained over the past decades guarantees our ability to design, construct and maintain smart energy infrastructures and sustainable energy solutions. Safety is a core value of our organisation: this topic is always at the top of the agenda.

What did we want to achieve in 2012?

Eneco, Stedin and Joulz pay a lot of attention to safety. Safety is part of our strategy for a good reason. It is logically embedded in the development and maintenance of expertise in our company. It is also a precondition for reliable management and a reliable reputation. We strive to improve our safety performance by developing a proactive safety culture. The LTIR score is regarded as an important measure for our success in this area. Our ultimate goal is an LTIR score of zero, but we have not yet been able to achieve this in practice. This is why we set the target for 2012 at a maximum of 2.0.

We actively develop expertise and market knowledge in our company. The shortage of talented technicians on the labour market will continue over the next few years. This trend, in combination with the aging of the labour force within the sector

stimulated Stedin and Joulz to train their own technicians. Sharing knowledge of market developments, technology and innovation on a structural basis is also important for the realisation of our ambitions. Our aim was to implement this by further developing knowledge management.

What have we achieved?

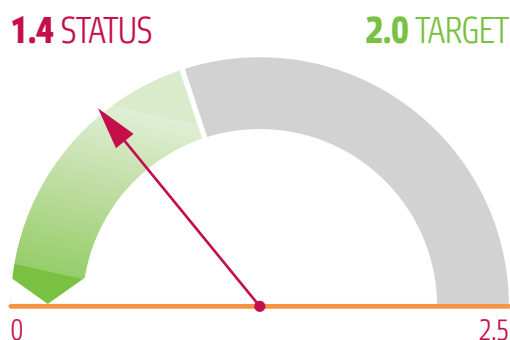
- Safety performance improved; LTIR from 1.76 in 2011 to 1.40 in 2012 (target 2012: 2.0)
- Stedin and Joulz started a two-year training programme for technicians
- 250 Joulz employees participated in a learning on the job programme
- Eneco Academy and Stedin Academy started structural sharing of knowledge

Safety first

Safety performance improved again

Safety is a top priority. Much attention is paid to preventing safety incidents and, if they do occur, mitigating the effects thereof. We also attach great importance to securing the safety of the local community in the event of major incidents. The number of accidents resulting in absence from work continues to decrease. Our aim continues to be: zero accidents resulting in absence from

LTIR GROUP



work. In 2012, there were 15 accidents resulting in absence from work (2011: 19). In terms of the number of accidents resulting in absence from work per one million hours worked (LTIR), the safety performance of Eneco Group amounted to 1.40 (2011: 1.76).

Proactive safety culture

In 2012, the business segments brought their safety management in line with the new corporate guidelines. These guidelines are aimed at a more proactive safety culture. Such a proactive safety culture means that employees feel responsible for their own safety and the safety of others. It means that they are aware of the possible risks at the workplace and that supervisors and managers are noticeably involved in safety in connection with our activities.

Company-wide culture measurement

In all the business segments, we have carried out a culture measurement based on the Hearts & Minds method. This measurement shows that our organisation has moved towards a 'calculated' safety culture over the past years. This phase on the culture ladder means there is a greater involvement on the topic safety and that we have less of a wait-and-see attitude with respect to what can go wrong. We have to go through this phase to eventually reach a proactive culture. Studies show that this is a difficult phase. Ingrained patterns and existing cultures will need to be replaced. In 2013, we will carry out another culture measurement to determine whether we have again managed to bring the safety culture to a higher level. This measurement is repeated every three years.

Incident reporting

In 2012, Stedin took significant steps to further improve safety awareness. Following the introduction of a new incident reporting system in December 2011, emphasis was placed on proactive reporting of unsafe situations. The objective to at least double the number of reports was more than surpassed. The introduction of the new incident reporting system also resulted in noticeable improvements at Joulz and Eneco. Safety is increasingly becoming a standard agenda item in the various meetings. We will use targeted communication and training to further improve the performance in 2013.

In the 'Zafety' project, Joulz combines a number of safety initiatives and provides easily accessible tools to ensure that knowledge with respect to safety and quality is available to everyone. This covers a broad spectrum: from offering simulation training and work preparation sessions using photos and Google Earth, to a test involving cameras that enable colleagues to remotely look over the shoulder of the technician on site (four-eyes-principle).

Expertise development

The shortage of talented technicians on the labour market will continue over the next few years. This trend, in combination with the aging of the labour force within the sector stimulated Stedin and Joulz to train their own technicians.

Training of new technicians at Stedin and Joulz

Stedin started the Technical Training Programme for young technicians in 2012. This two-year programme aims to train young technicians to become technical professionals in a short period of time. The programme encompasses a combination of professional training, practical experience and personal development. Joulz has developed a technical talent programme, the Joulz Technical Traineeship (Joulz TT). This is a two-year programme aimed at young college and university level technicians.

Joulz Company Academy

More than one hundred fully qualified gas and electricity technicians graduated from Joulz Company Academy in 2012. The academy also offers Accreditation of Prior Learning (APL) programmes for experienced technicians and people with experience in other disciplines. This enhances their chances to start or advance their career within our company. We have covenants with several Regional Community Colleges for these APL programmes.

The growth of Joulz in the province of Noord-Holland has led to a need for training facilities in this area. This is why we opened a new Joulz Company Academy location in Amsterdam in November 2012. This academy also offers a learning on the job programme for a group of people who have difficulty finding a job due to their

TRAINING PEOPLE FROM OTHER DISCIPLINES

JOU is the special training unit where students and people from other disciplines are trained to become fully qualified electricity and gas technicians that will be able to join the technical teams at our various locations in the near future. Students are linked to experienced supervisors and work together in permanent teams. They participate in targeted training programmes at Joulz Company Academy.