



Request for proposal

P2024053 „Groupwide Re-assessment for HSE maturity – HSE Quick Checks 2.0 “

Submission date: 03.04.2024; EOB

Please send your proposal via email to:

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1. Introduction

1.1 Company background

The E.ON Group is one of Europe's largest operators of energy networks and infrastructure and a provider of innovative customer solutions to 48 million customers. In this way, we are decisively driving forward the energy transition in Europe and are committed to sustainability, climate protection and thus the future of our planet with our business.

More at <https://www.eon.com/en.html>.

1.2 Company unit/department presentation

The HSE (Health, Safety, Environment) function is responsible for defining, implementing and regularly reviewing the Group's corporate ambitions and strategic framework as well as the management rules for dealing with HSE issues. Specific strategies are developed for selected HSE key topics, e.g. health management strategy or HSE partner company management. The HSE Group function is empowered to define governance rules (e.g. guidelines and standards) that support the achievement of the company's mission and has the mandate to implement Group-wide projects or initiatives on selected key topics after consultation with the Board of Management of E.ON SE. These include, but are not limited to, incident management, HSE risk management, HSE culture, environment and health issues. The HSE Group function may also chair and/or support expert groups on these relevant topics. The HSE function also recommends a series of Group-wide top-down targets to the Board of Management of E.ON SE on an annual basis, anchored in the HSE strategy and communicated in the form of an HSE roadmap. In order to ensure efficient and effective implementation in Germany, the HSE Group function is responsible for the introduction and maintenance of multi-site, integrated HSE management systems in accordance with the following international standards:

- ISO 45001 (Health and Safety at Work), ISO 14001 (Environment), ISO 50001 (Energy Efficiency Management)

Tasks of the HSE Group function in the context of incident management include, for example:

- Establish group-wide standards for incident investigation and reporting (i.e. a central reporting system and harmonized processes)
- Coordinate and conduct independent investigations of fatal incidents and other major HSE incidents (Level 4) by the Group function, as described in the Group-wide standard;
- Ensuring the dissemination of the lessons learned throughout the Group;
- Supporting Corporate Audit in conducting an audit following a serious incident

The HSE function promotes continuous improvement within the Group through exchange and learning. Peer visits and other formats (including toolbox and operational excellence concepts) are used for the exchange of practices and networking. In addition to the Group-wide exchange of findings from serious incidents, the HSE Group function is responsible for the exchange of relevant warnings and other HSE-critical information.

The HSE Group function also supports the Sustainability department with issues relating to rating and rankings, investor enquiries, the implementation of the Supply Chain Act and supplier assessments (perspective of E.ON both as a customer and bidder).

2. Project scope

2.1 Project context

E.ON is continuously improving its occupational safety performance. In order to further reduce incidents, E.ON intends to further develop a sustainable safety culture and an appropriate management system, including appropriate safety processes, on a company-by-company and cross-Group basis, and to continuously strengthen its safety efforts throughout the Group.

Historically, the E.ON Group has emerged from different companies and countries, which in the course of its development has led to different cultural safety characteristics and perceptions. For this reason, between August 2021 and December 2022, the E.ON Group conducted 19 HSE Quick Checks for its Energy Networks division to analyse the HSE maturity level of each of the 19 participating Group companies. One result was the classification of the unit on the Bradley curve as well as the evaluation of each unit with regard to 13 safety cultural elements.

2.1.1 Starting point

The "HSE Quick Checks 1.0" have provided an assessment of the HSE culture in terms of:

- Existing and missing safety requirements,
- Possible symptomatic patterns when conducting incident analyses,
- Compliance to rules and backgrounds of non-compliance, including psychological backgrounds and structures
- Existing and missing safety competencies
- Overview of the largest existing safety risks per E.ON unit and consolidated for the E.ON Group as a whole.

2.1.2 Goal and deliverables of the consultancy support

Building on the insights of Quick Check 1.0, this format is to be repeated and further developed in the second half of 2024 in order to identify any improvements, deterioration or stagnation and the reasons for them, as well as to initiate and implement measures.

Project objectives per unit:

- Re-evaluate the organization's safety culture level on the Bradley Curve to progress to next level
- Develop a clear understanding of achieved progress and good practices to further build on
- Evaluate current gaps and safety improvement opportunities for next cultural level

- Define further input for the unit's safety vision & safety roadmap with the organization's leadership team.
- Mobilize the company's top leadership as multipliers / ambassadors for further implementation and identifying further opportunities to engage the extended leadership team.

Deliverables:

- Provide a **Data & KPI Analysis** for risk insight evaluation, incl. review of the HSE documentation framework, with a focus on progress since the prior assessment
- Evaluate the **units' progress** with regard to implementation of measures from HSE Quick Checks 1.0 (this time, more employees, including administrative staff, should be involved)
- Spot check on **key safety routine efficiency** (such as safety walks, incident investigation etc.) via site visits
- Spot check functional barriers and control mechanisms, including partner company management
- Find **possible symptomatic patterns** when conducting incident analysis including contractors and admin personnel
- Check **compliance with rules** and insights for taking short cuts on key risk areas
- Assess **level of leadership & HSE competences** linked with Bradley Curve cultural maturity level
- Deliver a **"risk heat map"** (greatest observed risks) per unit and contractor and gain an updated overview of the largest existing safety risks per E.ON unit as well as consolidated for the E.ON Group as a whole
- Identify **good practices** for potential E.ON group roll out
- Use the most important factors and levers to **move the respective unit** to "interdependent" (Bradley curve)
- Observe, with focus on Bradley curve, on roll-out progress with regards to operational discipline and life-saving rules
- Action Planning Workshop per unit to work on most important factors
- Final report for unit to be submitted two weeks after the assessment (at the same time report also to be submitted to E.ON SE, Group HSE)

In each country, the on-site analysis is to be carried out in the national language, the final report is made in English (digital, pdf) equally for all units. Additionally, the unit can also (extra-) purchase the final report in the local language.

2.1.3 Project setup and phases

Preparation: Data analysis

Month 1: Kick-off and overall communication plan (25 Units)

Month 2: 25 Incident data analytic reports available

Pilot unit (month 3-4.5) : approx. 2.5 months, pilot analysis unit 1 and report

- Analysis of (pilot) unit No. 1, duration 1-2 weeks
- Initial feedback and identification of quick wins

- Handover of report and presentation to the management team/company management
- Revision/adaptation of conceptual design for rollout

Consultant Assignment

- Assignments of individual consultants to the units

Roll-out for 25 Units in 12 countries, 6 weeks sequence

(These 12 countries include: The Netherlands, Croatia, United Kingdom, Hungary, Turkey, Poland, Slovakia, Czech Republic, Romania, Italy, Sweden and Germany)

Project phases per Unit 2-25

Phase 1 – approx. 2 months, kick-off and data analysis

Activities

- Kick-off
- Data upload and analysis
- Review and check on KPI structure, defined objectives and improvement plan
- Field verification & Competency mapping during performance board discussions

Deliverables

- Data and KPI analysis for risk insights and assessment
- Progress, achievements and successes in the implementation of measures from 1.0
- Project plan and communication plan for all 25 units
- 25 data analysis reports: Stop Start Continue, assessment of data quality and KPI mix, and conclusions on preventive measures to be taken

Duration, Resources, Assumptions

The E.ON unit provides data and trends on incidents over the past 3 years including data from contractors, operating and administrative staff.

Phase 2 – Heat Map Risks

Activities

- Field verification (on-site)
- Field Interviews (on-site)

Deliverables

- Risk Heat Map (greatest observed risks) per unit and service provider
- Spot Check Evidence on functional barriers and controls including focus on implementation contractor management
- Identified good practices for potential E.ON group roll out
Observe, with focus on Bradley curve, on roll-out progress with regards to operational discipline and life-saving rules

Duration, Resources, Assumptions

One assessment week for one Unit and 8 sites to be reviewed; admin and operational & contractor Staff

Phase 3 – Leadership & HSE CapabilitiesActivities

- Document Study and evaluation on safety routines
- Site Visits & Interviews
- Competency Maturity Assessments on selected routines as scheduled and / or simulations

Deliverables

- Spot check on key safety routine efficiency such as safety walks, incident investigation etc.
- Spot Check Leadership & HSE capabilities linked with Bradley Curve maturity level
- Spot Check review in implemented responsibilities

Duration, Resources, Assumptions

8 sites to be reviewed within max 2 weeks

Phase 4 – Cultural MaturityActivities

- Questionnaire Setting & Validation (one off exercise amongst group in collaboration with works council)
- Online Survey execution
- Data compilation and analysis
- Report per unit & online presentation of results

Deliverables

- Show progress on the Bradley Curve towards high employee engagement & Caring Culture
- Measure how safety is perceived by personnel at different organisational levels and roles & functions
- Compare the safety culture level to industry peers & benchmark best

Duration, Resources, Assumptions

Survey & Data upload for 25 units in Week 1-8, Scope: all employees including admin personal, selected contractors

Consolidation for E.ON HSE Governance (Group HSE)

- Provide E.ON Group HSE with each unit-specific report
- Provide E.ON Group Heat Map
- Provide E.ON Group Report
 - Incl. E.ON Group Heat Map – greatest risks
 - Incl. identified good practices for potential E.ON group roll out

- Incl. recommendations for actions on Group level

2.1.4 In scope/out of scope

The second iteration of the HSE Quick Checks will not only consider the Energy Networks segment but also involve the Customer Solutions segment of the units and only-Customer Solutions units themselves. Therefore, the project will cover for about **25 companies** in **12 countries** and will last about max. **18 months**.

E.ON's internal processes require that the units place a separate purchase order with the service provider that contains the negotiated project service description and conditions - equally for all units. All associated costs (e.g. unit-related administration, invoicing, etc.) must be included.

2.1.5 Team setup requirements

The consultants take an active, formal role in the program lead parallel to the E.ON project lead at Group HSE. Therefore, the service provider will assign local coordinators to manage the project on unit level and an overall program manager to support E.ON at Group level.

Group HSE together with service provider will lead the program management (1 E.ON Group HSE, 1 from service provider)

Internal start-up phase of max. 6 weeks is accepted (for adjustments of tools used, resource planning of consultant teams Europe-wide, methodological coordination in the consultants team (Europe-wide))

Steering Committee

The service provider reports and/or supports Group HSE with regard to the regular presentation for the steering committee by delivering status quo management summary and documentation (language: English).

The consultant should have the following areas of expertise:

- Risk identification and -analysis
- Safety Management
- Safety Culture assessment and transformation
- Leadership development
- HSE risk-based assessments
- Safety Management Systems / Safety governance assessment

2.2 Time schedule, location and project responsibility

- Project period: 18 months, start in Q3 2024
- Project location: Essen for Program Management, unit sites for re-assessment
- Travel Requirements: Travels to unit locations can be required

- Project responsibility/contact persons: Finn Petersen (Finn.Petersen@eon.com), Melanie Donisch (Melanie.Donisch@eon.com)

2.3 Qualitative requirements for the proposal

Please describe the following aspects in your proposal:

1. Planned solution approach including description of the procedure
2. Project setup
 - a. Time planning incl. milestones
 - b. A strong curriculum vitae including relevant references (incl. availabilities during project timeline/substitute for unavailability)
 - c. Resource planning of E.ON
3. Expected challenges and risks
4. Relevant reference projects of the project team/of the relevant experts (Point of time, customer, description of the project)
5. Transparent commercial proposal in the attached price sheet (excel file) according to separate project phases (incl. break down in skill-levels and expenses)

3 Next steps

- | | |
|--|-----------------|
| ▪ Dispatch of RfP | 13.03.2024 |
| ▪ Written Submissions of questions | 18.03.2024 |
| ▪ Return of the answers | 21.03.2024 |
| ▪ Confirmation of participation until: | 22.03.2024 |
| ▪ Offer period | 03.04.2024; EOB |
| ▪ Submission evaluation until: | 05.04.2024 |
| After the evaluation of the proposals E.ON reserves the right to conduct pitch presentations with selected suppliers. Further information will be provided to these suppliers in due time. | |
| ▪ Timeframe pitch presentations: | 11.04.2024 |
| ▪ Awarding of project: | 17.04.2024 |

Q&A process

If you have any questions regarding the tender, please address all questions by e-mail to the procurement contact (Page 1) by the above mentioned date. All questions will be bundled, answered and returned to all suppliers.

4 Commercial terms

All efforts on your part to submit and present your proposal to E.ON SE shall be free of charge and shall be without any obligation for E.ON to accept it.

4.1 Communication rules

Direct communication with the department or project manager during the tender phase is expressly not desired. Any communication should take place exclusively via corporate procurement. In the event of violations, exclusion from the tender may be considered. All correspondence regarding this offer must be made in writing to the contacts listed in this document.

The involvement of subcontractors only takes place after written approval of the procurement department. Until then, the regulations under 4.4 Confidentiality apply.

4.2 Price offer

The commercial offer can only be accepted in the attached Excel "Price Sheet". Please return the commercial offer as an Excel file. We expect a splitting according to daily rates and travel expenses.

We can accept the following forms of payment:

Fixed price

The remuneration is based on a fixed price including all costs incurred. Nevertheless, we expect you to provide us with an overview of the expected resources by skill level.

4.3 Terms & Conditions, payment terms

Please provide us with a legally binding and free-of-charge offer following our General Purchasing Conditions or on the basis of an existing framework agreement. The latest version of our conditions is published on the Internet at " <https://www.eon.com/de/ueber-uns/e-on-einkauf/agb-dokumente.html> ".

Please submit your price based on one of the following payment terms, please indicate the preferred payment terms in your pricing sheet:

- a) 45 days until the end of a given month (45 EOM) -net-, due on the 5th of a month
- b) 15 days until the end of a given month (15 EOM) less 2% cash discount, due on the 5th of a month
- c) due 15 days from invoice entry date less 3% cash discount

Please ensure in writing that your proposal is legally binding for two months starting from the date of receipt of the proposal.

4.4 Confidentiality

The information contained in this Request for proposal is considered as confidential and shall be used for proposal purposes only and will not be disclosed or used for any other purpose.

Suppliers shall consider all such documentation to be confidential to E.ON. The Request for proposal documents, including other data appended or related to them, must be returned to E.ON or destroyed upon notification or rejection of the proposal, or at E.ON's request at any other point in the process. Failure to comply with this requirement will result in the provider contract being terminated.

E.ON agrees to hold all information received in response to this RFP in strict confidence and will not disclose to any party.

4.5 Important notice

The bidder is responsible for clarifying all details of the RfP and the services to be provided, taking into account all circumstances relevant to the performance of a contract. Later reference to error or ignorance is excluded.

By submitting the offer, the bidder further confirms that the services are fully described and that no partial services are missing which are necessary for the proper fulfilment of the order/partial order. If, in the opinion of the Bidder, there are several possibilities for interpreting the tender text or if something appears unclear, the Bidder shall clarify the matter before submitting the Offer. After conclusion of the contract, the type of interpretation intended by the client shall apply.