



Building and sustaining a Culture of Care in Health, Safety and Environment (HSE) supporting Uniper to accelerate the energy transition

Dr Thomas Burgdorff / HSE 360 summit 2025 in Berlin / 24 October 2025

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- What do TRIF and severity rate tell us about safety performance?
- Different types of HSE cultures and ingredients of a positive HSE culture
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- “If I share, I care” - a positive HSE culture is a Culture of Care

Today, we are empowering Europe's economy

Uniper's ranking in its core markets¹

Top 5

Upstream

Power generator in North-Western Europe² with 50 TWh³ power generation, of which ~50% is low-carbon generation

Top 5

Upstream

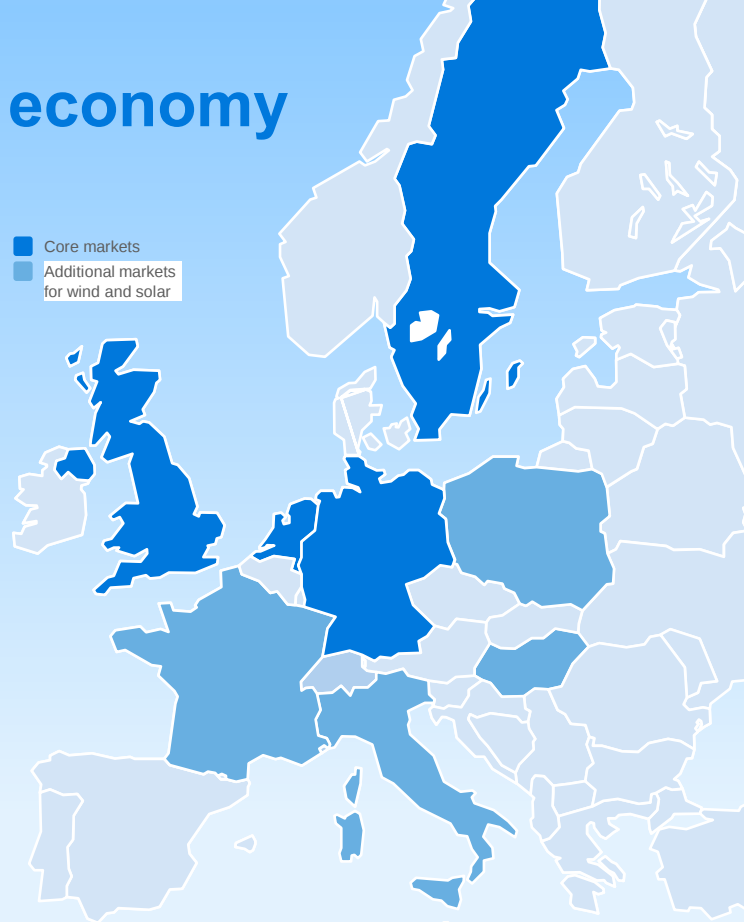
Flexible power provider in North-Western Europe with a capacity of ~14 GW

Top 3

Midstream & Downstream

A leading gas supplier in Germany with >180 TWh gas sales

■ Core markets
■ Additional markets for wind and solar



With a unique **mix of generation, trading, and customer solutions**, we enable **large-scale decarbonization** while **safeguarding security of supply**

¹Based on peers' power generation volumes, gas sales and installed capacities. Ranking based on Uniper's analysis and refers to FY2023/2024.

²North-western Europe: Germany, UK, Benelux and Nordics.

³Accounting view excluding Hungary.

Performance and culture

- Performance can be (easily) measured with performance indicators
- Maturity of culture (“the way we do things around here”) is more difficult to measure
- Relationship between culture and performance: HSE culture can influence HSE performance and vice versa
- Culture is not primarily focused on improving performance but on promoting the right mindset

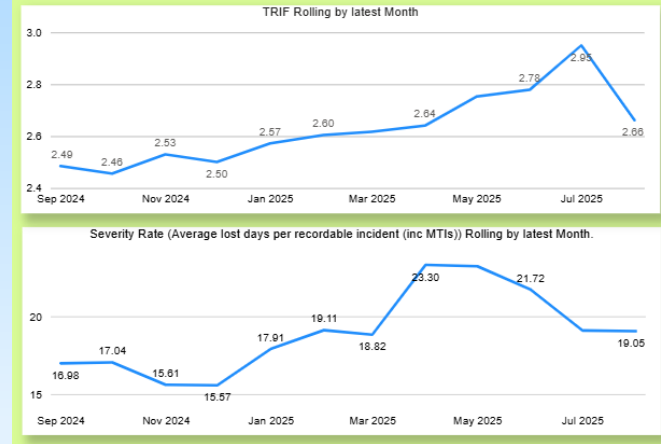
A hand is shown writing the word "VALUES" in large, bold, red capital letters on a white background. The hand is holding a red marker, and the word is written in a slightly stylized, hand-drawn font.

What do TRIF¹ and severity rate tell us about safety performance?

- TRIF¹ and severity rate² are lagging indicators, used across many industries; they show past performance but have limited value predicting future performance
- Severity rate can be disproportionately influenced by single (severe) incidents
- TRIF and severity rate can divert attention from other problems (incidents with severe potential risk).
- Low TRIF can show good performance but can also indicate potential under-reporting

Uniper TRIF and severity rate (2024-2025)

Note: The graphs below show the rolling figures based on the current reporting month, therefore the Month and Year filters do not affect the information shown.



Different types of HSE cultures

- Compliance culture (“we do what is legally required”)
- Complacency culture (“our HSE performance is quite good, and we don’t need to change anything”)
- “Culture of Fear” (“we don’t want to be punished”)
- Performance culture (“culture is good but only if it improves our HSE performance”)
- Culture of Care and Inclusion (“Get everyone on board and connect”)

Ingredients of a positive HSE culture

A positive HSE culture does not only look at how to improve HSE performance but goes beyond what is legally required, provides a vision and creates a trustful and inclusive environment for continual, proactive learning.

What helped Uniper on its cultural journey

- Health, Safety, Security, Environment & Sustainability (HSSE&S) Policy Statement (2023)
- The “Uniper Way” defines company values and expected behaviors (2016; updated 2023)



Our core identity is “**We care about people and the environment**” in practice:

- **We only work safely.**
- **We look after people's health and wellbeing.**
- **We protect our people and physical security of our assets.**
- **We act with responsibility to reduce our environmental impact.**

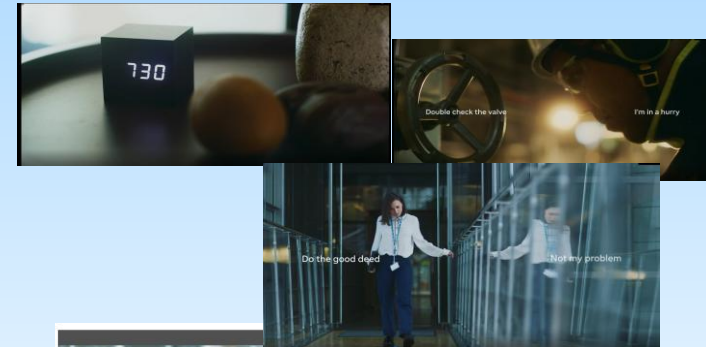
The Uniper Way - our values and our behaviours

The Uniper Way describes how we want to work together as individuals, within teams, and across our organization. It serves as the compass to guide how we implement our strategy and how to serve our customers.

Ingredients of a positive HSE culture

- **Beyond Zero:** HSE vision for Uniper's operational business (2020) + behavioral leadership trainings to apply it in practice
- **Learning organization:** successful safety leadership trainings, targeting leaders at all levels of the organization; video and e-learning for Uniper workforce (2022-2025)
- **“Care Moments”** campaign (2023-2024), discussing HSSE topics across the business

Beyond Zero
Better for our people, assets and planet



Do you care? Uniper News March 15, 2024, 8:21 AM

At Uniper, we care for each other, our health and our safety. A key tool in optimizing our HSSE&S culture is our annual improvement plan. This year, its focus is on improving our Care Moment discussions. Do you care? Then watch our video with Michael Lewis and his personal view on Care Moments.

Driving the evolution of Uniper's HSSE&S culture through Care Moments

Our HSSE&S Improvement Plan is our tool for driving continual performance improvement throughout our different businesses in Uniper. It contains actions for leaders and the HSSE&S Function, especially for the upcoming year. The key objective of the HSSE&S Improvement Plan for 2024 is to strengthen the HSSE&S culture within Uniper through regular discussions of "Care Moments" across all teams, within every function.

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Care Moments Library

Welcome to our HSSE&S Care Moments Library! Care moments are a great way to reinforce that HSSE&S are the top priority in our workplace and to develop a strong HSSE&S culture. Here, you can share your care moments or learn from others submitted by your colleagues.

[Submit New Care Moment](#)

[Care Moments Deck](#)

[Care Moments Approval](#)

[Discuss](#) [Learn](#) [Action](#)

How do you find our Care Moments Library? [Provide feedback here!](#)

Challenges of developing a positive culture engaging with contractors

Contractor management and relationship:

- Who do you want to work with (systematically assessing your contractors across the company)?
- Transactional mindset – “I’ve paid for this service, now deliver!” vs “Let’s work together!” (compatible with the contractual relationship)
- Seeing the world with your contractors’ eyes ... “what would I think if I was coming to work here for the first time, would I feel safe, secure, respected and appreciated?”



Opportunities to develop a positive culture during outages

Culture of Care as essential part of Uniper's contractor management

- “Onboarding instead of inducting” – develop a sense of joining the team instead of just being told what to do
- Face to Face welcome to site at opportunities such as onboarding by senior managers... backed up by behaviors on the ground
- Set high standards from the start and prepare sites and facilities as best as possible, using external support if needed. The condition of the site you hand over will drive the condition expected/experienced during outage.
- Uniper safety plans for systematic Contractor Management & Engagement (CME) based on self-assessment
- Uniper standard to manage and engage contractors



Examples of good practice: “Don’t look away” – safety video Maasvlakte



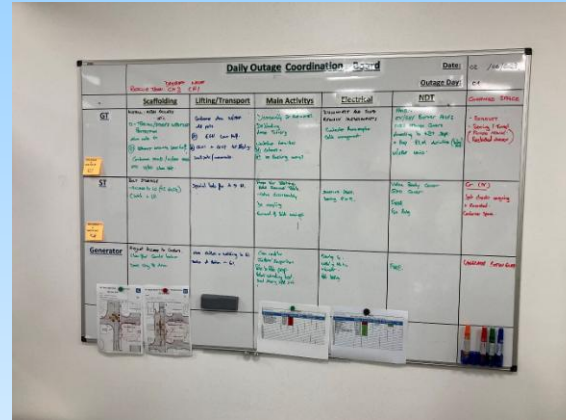
Examples of good practice during outages



Covering gratings



Fencing off Entry to Outage Parts Area



Daily Outage Coordination Board



Air shower for good hygiene

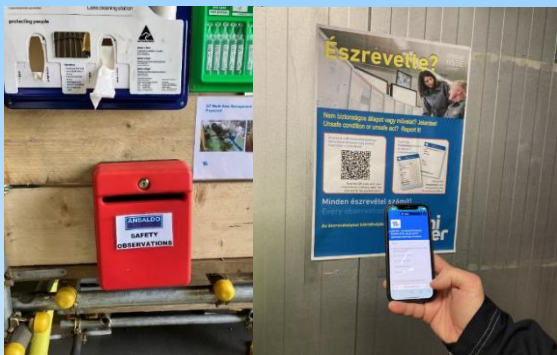


Oil spill response centre



Load safety

Examples of good practice during outages



Encouraging reporting through safety observations box or digital app



Outage / Standstill - Supervisors "away day"



Work area ownership/task hazard or activity



Plan for safe parts storage



Barrier storage and work area management

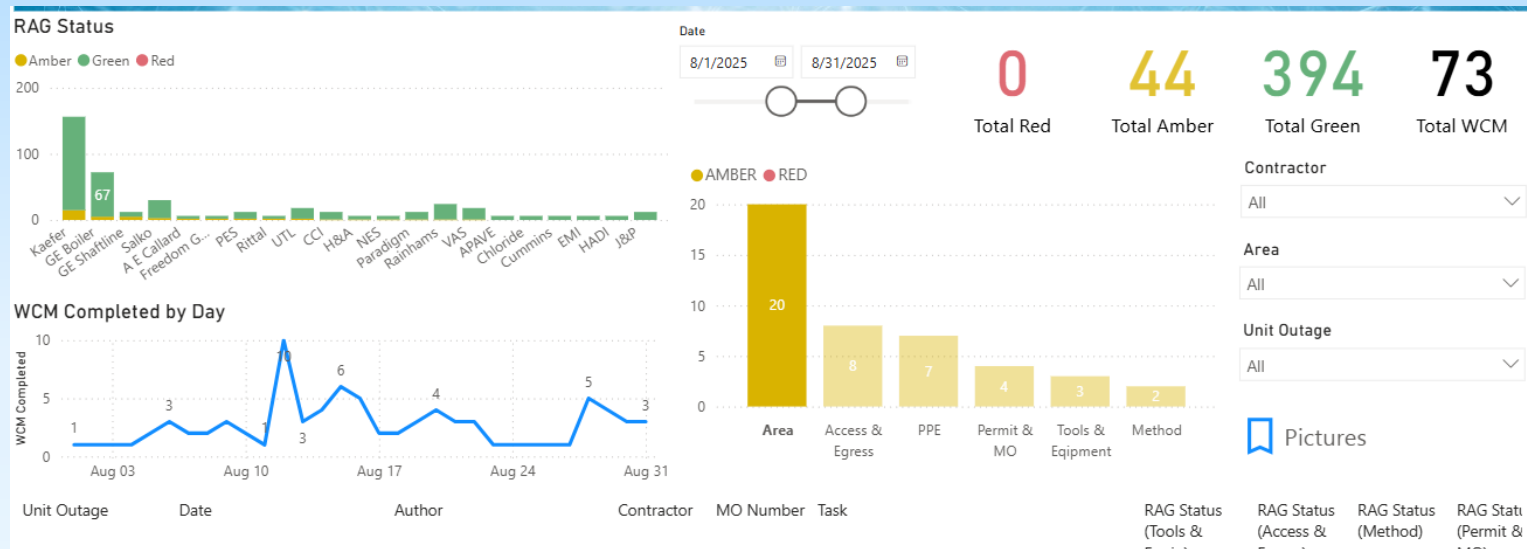
Outage Contract – HSSE Standards & Expectations

- As part of the contract definition and award phase all company & site standards are listed and explained within the tender documentation (part of contract expectations)
- At the pre-commencement phase, hold meetings with senior contract company representatives to ensure that they understand, accept, and sign on to those expectations
- At the start of the contract implementation phase, organize a kick off meeting with site supervisors to check whether your site standards and expectations have been communicated
- Use simple KPI's to monitor performance, contractor needs to understand that adherence to the contract and standards are monitored; encourage them to be open and honest
- Build trust between client and contractor: KPI's should be used to drive performance but also to highlight issues; should not be a stick but an improvement and progression tool

Task inspections – observations and opportunities for improvement

Using a digital app to conduct monitoring activities, data can be transferred to a simple Power BI chart to collect trends for **opportunities for improvement**, therefore lowering the potential for incidents.

Findings can be discussed daily and at the Performance Review Meetings.



Examples of good practice during STO

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Connah's Quay
NEWSLETTER
Outage season 2025
05 June 2025

Managing Safety throughout our outages
The figures so far April 18 to 04 June 2025

Inspections	176
QR/Inspection positive	92
QR/Inspection Improvement observations	222
Closed	191
Open	31
Quality NCR's	7
Near Hits/Synergi	7
Accident / Harm / Loss	1
Improvement observations close out rate	86%

Workplace Safety

a team effort



Start
Safe

N/S Establishes General safety

Work
Safe

C/P Maintains General safety
with your help
Staying focused, raise any
concerns, Collaborate with
adjacent work parties

Finish
Safe

With and without thought



Angle grinder issues



TAMPA – Tools and equipment

TAMPA – Access and egress

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Sharing good practice across the company and beyond

- Create peer sharing environment “Has anyone got a solution for...?”
- Find a good balance between top-down and bottom-up approach
- Find role models and local champions
- Engagement strategy and good communication are key
- Do not only focus on safety
- Exchange with other companies
- How can we get evidence that good practice is being shared without creating too much bureaucracy? How can we measure success?

“If I share, I care” – a positive HSE culture is a culture of care

- New interactive HSSE learning platform
- Dedicated space for sharing good practice and external learnings
- HSSE&S Awards
- Listen to the customer / stakeholder: what do they want?



Safety Peer Review and Knowledge Sharing Workspace

Documents

- Rivers of Knowledge
- Best Practice Catalogue
- Feedback Forms 2014
- Steam Safety Peer Review Reports
- Hydro Safety Peer Review Reports

Lists

- Peer Review Schedule
- A guide to Safety Peer Reviews

Discussions

- Got a question?

Site Contents

Safety Peer Review

What is it?

Peer Reviews are a structured sharing and learning process which enables good practice to be spread throughout the Uniper fleet. It is important to remember a Peer review is not an audit, but an opportunity for both the hosts and visitors to identify those practices which will benefit all, and those areas which both parties may wish to improve on their own sites.

Who should use it?

Operational sites and business throughout the Uniper fleet can take advantage of this HSSE tool and expand it to include operational optimisation. Uniper may also contract with external partners to offer them our expertise to enable them to improve performance.

Why use it?

Ideas and issues found during a Peer Review may be transferred throughout the fleet improving our overall performance. A Peer review will raise your expectations and aspirations and will act as catalyst for a new approach into some of the challenges faced. It clearly identifies what we do well and those areas where we may require support: providing new ideas to create a more robust, honest way for us to elevate our HSSE performance.

Learning from Experience

Filter by incident date range: Most recent Most relevant My learning [New learning](#)

Personal risk: Medium
Actual severity: Not Available / Applicable

Geotechnical study at Ponso Development site exposed an unknown cable

Issued by: Philip, Jansen | Approved by: Philip, Jansen

A planned Geotechnical study at Ponso development site (Italy) exposed an unknown cable during the final excavation (TP-04), buried at a depth of approximately 1.0-1.2 meters. No damage was sustained to the cable or injuries. It was later identified by searches prior to starting work. It was later understood that this low voltage cable was connecting existing Solar Panels to a roadside roadside delivery cabinet and was known to the landowner, but no drawings were made when installed.

Submitted: 11/01/2025 | Learning no. L/2025/23 | Published: 11/09/2025 | Synergy Case no. #56798 | [Approved/Published](#)

Personal risk: Severe
Actual severity: Medium

Personnel was shocked when a live cable was accidentally cut

Issued by: Bengtsson, Tobias | Approved by: Bengtsson, Tobias

On 25/03/2025 there was a morning meeting in the controlled area with the work leader of the IP's team. After completing their assigned tasks, IP and his colleagues required about additional work and were then temporarily reassigned to another work team under a different work leader, both working under the same work package.

While IP and his colleague usually handle the dismantling of mechanical systems (e.g., pipes, gratings), their ne...

Happy to discuss with you!

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