

# BEST OF

**INTRODUCTION**

**8  
ELEMENTS**

**FRAMEWORK**

**ACTIONS  
IN THE FIELD**

# WE ALL NEED TO HAVE THE BEST REFLEX!

**BEST\* framework** is a great tool for improving health and safety in our daily lives. Over the past three years, BEST has been successfully deployed in all entities to achieve EDF Group's goals.

Eight key elements, each supported by eight to ten requirements, are the result of best industry practices and benchmark.

BEST will fully play its role when we, Leaders and Health and Safety professionals, will use it on a daily basis. We aim to get into the habit of consulting it regularly. That is why we have produced this summary version, informed by observable facts, which is permanently accessible on a smartphone.

Are you unsure about the organisation of an activity? Do you need to make a decision? A quick glance will quickly bring the BEST requirements to mind, and will help guide a decision or action.

Let us all be involved in the success of our Health and Safety policy.

**LIFE IS PRECIOUS: no emergency justifies taking risks!**

Jean-Claude Baudens  
Health, Safety & Performance at Work Director

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\* BEST : *Building Excellence in Safety Together*



**BEST\* framework** sets out EDF Group's expectations for managing Health and Safety. Defined in 2018 and reaffirmed in the Policy validated by the Executive Committee in 2021, it specifies what we all need to implement to become an industry reference.

Our permanent priority is to continue our efforts to achieve 'Zero serious accidents and zero fatalities' for employees and contract partners. To achieve this, we must all strive for excellence.

*Access each component summary by clicking on its name*



\* BEST : *Building Excellence in Safety Together*

**SEE THE ENTIRE FRAMEWORK ON EDF.FR HERE**



# BEST AND CONTINUOUS IMPROVEMENT IN HEALTH & SAFETY

As a Health and Safety anchor point for all employees, BEST exists and interacts with other EDF Group levers and tools, including:

- The ten Life-Saving Rules,
- Investigation of High Potential Events (HPE),
- Shared vigilance,
- Climate of trust.

Based on self-assessment, BEST generates actions for progress in all entities, specific to individual contexts. For example:

- Evolution of health and safety provisions in contracts with service providers,
- Increase in the number of prevention inspections at all levels,
- Creation of a prevention committee on each site with the Management,
- ‘Safety culture’ assessment based on BEST fundamentals.

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\* HPE : *High Potential Event*

# THE 8 BEST OF ELEMENTS

*(SUMMARY)*



**1**

**LEADERSHIP  
IN HEALTH  
AND SAFETY**

**2**

**INCIDENT  
MANAGEMENT**

**3**

**CONTRACTOR  
AND SUPPLIER  
MANAGEMENT**

**4**

**RISK ASSESSMENT  
AND  
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**5**

**MONITORING  
AND EVALUATING  
PERFORMANCE**

**6**

**TRAINING AND  
COMPETENCE**

**7**

**ASSET  
INTEGRITY**

**8**

**MANAGEMENT  
OF CHANGE**

## 1

# LEADERSHIP IN HEALTH AND SAFETY

*(SUMMARY)*

**Influence behaviour to make it safer and foster involvement to achieve lasting improvements.**

- > **1.1** Be accountable for the health and safety of employees, contractors, subcontractors, and visitors.
- > **1.2** Create a health and safety vision that is coherent with the values and principles of management.
- > **1.3** Give health and safety its rightful place in the organisation; manage and oversee it on a daily basis ensuring that it is treated as an enduring priority.
- > **1.4** Share the health and safety vision by encouraging a culture of trust, individual and collective responsibility, and commitment.

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## 1 LEADERSHIP IN HEALTH AND SAFETY / CONT.

- > **1.5** Be credible and be a role model on a daily basis as well as during the development and deployment of health and safety action plans.
- > **1.6** Promote team spirit and peer to peer support.
- > **1.7** Be available in the field to listen and understand situations during health and safety inspections, and play an active role in incident analyses.
- > **1.8** Acknowledge and positively reinforce good practice and apply a fair and just culture (appropriate reactions).

**SEE OBSERVABLE FACTS**



## 1 LEADERSHIP IN HEALTH AND SAFETY / CONT.

### **OBSERVABLE FACTS** (extracts)

- 1.1 A governance body oversees a continuous improvement plan, with identified and monitored indicators.
- 1.2 The policy exists, is understandable to all, and the stakeholders in the field are familiar with it.
- 1.3 A recent Management Committee decision prioritised health and safety.
- 1.4 Transparency and trust are rated positively by employees in entity and/or Group specific opinion surveys.
- 1.5 Managers are in the field during high-stakes phases to understand, support, and solve problems.
- 1.6 The resolution of health and safety issues is co-constructed in the team or submitted for its opinion.
- 1.7 Field visits are planned in the managers schedules .
- 1.8 Good practices have been highlighted in recent months (through safety briefs, for example).

## 2

**INCIDENT MANAGEMENT***(SUMMARY)*

**Understand and use feedback from incidents to improve performance and the health and safety culture.**

- > **2.1** A system is defined to report and investigate incidents involving employees, contractors, and other third parties; lessons learned are captured and communicated.
- > **2.2** To manage the scene of any health and safety incident, the arrangements to be taken are documented and the necessary requirements regularly reviewed.
- > **2.3** There are clear definitions regarding the type of health and safety incidents that should be reported locally, in addition to meeting EDF Group and legal reporting requirements.
- > **2.4** All employees and contract partners are encouraged to report incidents according to company requirements.

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## 2 INCIDENT MANAGEMENT / CONT.

- > **2.5** Incidents are investigated at a level of detail proportional to the actual or potential severity of the consequences.
- > **2.6** The incident investigation method ensures that root causes are identified. Actions, particularly preventive for root causes, are recorded and their effectiveness reviewed.
- > **2.7** Investigations are carried out by qualified and experienced people trained in the investigation techniques required to investigate the incident.
- > **2.8** Investigation teams involve managers, experts, employee representatives, and contract partners; their seniority is proportional to the incident's severity.
- > **2.9** All information related to health and safety incidents, including investigations and conclusions, is communicated within the organisation and to contract partners.
- > **2.10** For very serious incidents and High Potential Events, information and recommendations to prevent them are shared throughout EDF Group.

**SEE OBSERVABLE FACTS**



## 2 INCIDENT MANAGEMENT / CONT.

### **OBSERVABLE FACTS** (extracts)

- 2.1 An ad hoc procedure describes the incident reporting and investigation system, which is known to employees (they can talk about it).
- 2.2 For emergency situations, roles and responsibilities are defined and known (existence of up to date list, visual indication on site).
- 2.3 The site's HPE\* classification is consistent with EDF Group criteria.
- 2.4 Employees have access to a reporting tool (e.g. dedicated phone number, Oups or Camaleon on a smartphone or an app on microphone).
- 2.5 Incidents which occurred in the last twelve months are processed in accordance with the classification and investigation procedure.
- 2.6 The investigation method is challenged and evolves according to the entity's maturity.

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\* HPE : *High Potential Event*

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## 2 OBSERVABLE FACTS / CONT.

2.7 People are trained in incident investigation, especially when promoted to a managerial position, with a list of identified referents available.

2.8 Within investigation teams, people who guarantee multidisciplinary are trained and make themselves available.

2.9 An early warning network exists, such as a texts, dedicated phone number or a Teams group.

2.10 Actions have been initiated within the entity following EDF Group's HPE\* feedback sharing.

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\* HPE : *High Potential Event*

## 3

# CONTRACTOR AND SUPPLIER MANAGEMENT

*(SUMMARY)*

**Select and manage service providers and suppliers throughout the contract and create partnerships with them to ensure service provision in line with our requirements.**

- > **3.1** A system is defined to screen, evaluate, select, engage, and manage relationships with contractors and suppliers.
- > **3.2** A risk-based approach is used to classify contractors and suppliers, in order to define corresponding health and safety requirements and establish screening, evaluation and selection criteria
- > **3.3** Health and safety requirements are shared, as to specifications, with service providers and suppliers which ensure the compliance of their subcontractors.

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## 3 CONTRACTOR AND SUPPLIER MANAGEMENT / CONT.

- > **3.4** Service provider or supplier contract includes health and safety perms and conditions, including positive and negative recognition issues.
- > **3.5** A contract manager is appointed to monitor the execution of the work or services and to ensure health and safety requirements set in the contract are respected.
- > **3.6** Systems ensure that contractors and suppliers are aware of and understand the procedures, practices, or hazards associated with the works to be performed, prior to commencement of work and services.
- > **3.7** Health and safety performance of contractors and suppliers is monitored, and a culture of trust is nurtured to encourage continuous improvement.
- > **3.8** Systems are in place to manage interfaces between contractors.

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## 3 CONTRACTOR AND SUPPLIER MANAGEMENT / CONT.

- > **3.9** Providers and suppliers are periodically assessed as well as upon completion, and the results are documented and communicated to them to improve future activity.
- > **3.10** Lessons learned from assessing service providers and suppliers are captured and shared within EDF Group, to improve selection and performance.

**SEE OBSERVABLE FACTS**



## 3 CONTRACTOR AND SUPPLIER MANAGEMENT / CONT.

### OBSERVABLE FACTS (extracts)

3.1 'Service provider process' improvement loop is documented, and up to date (existence of Key Performance Indicators – KPI –, review meetings with minutes).

3.2 Health and safety requirements in the screening and selection of service providers is significant and documented.

3.3 The list of health and safety requirements implemented for each service or work is included in the specifications.

3.4 A list of mandatory deliverables and operational health and safety requirements is drawn up prior to starting any service provision. For example: partnership briefs, event reporting and investigation, works STOP, NoGo, or bonus-penalty details.

3.5 The traceability of project management - service provider meetings, always including health and safety requirements, is in place and effective.

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## 3 OBSERVABLE FACTS / CONT.

3.6 Service provider employees refer to pre-job briefing, with proof of existence and understanding of purpose.

‘Safety Assets’ are implemented: list of life-saving rules for the activity drawn up jointly, charter signed if it is a large-scale project.

3.7 Post-inspection actions, if possible cross-referenced, are followed up and displayed.

3.8 Operators refer to the prevention plan.

3.9 Examples of actions implemented, based on performance results and shared in the field, are cited.

3.10 The overall feedback score takes into account the opinion of the service provider, via the completion report.

## 4

# RISK ASSESSMENT AND MANAGEMENT

*(SUMMARY)*

**Identifying hazards and assessing risks associated with the activity: the first imperative step in health and safety management, leading to the decision of appropriate preventive measures.**

- > **4.1** A system is in place for ongoing hazard identification, risk assessment, and establishment of control measures.
- > **4.2** Health and safety risk management is integrated in the overall business risk management programme.
- > **4.3** Risks are assessed by multidisciplinary teams.
- > **4.4** Risk assessment methodologies and tools are implemented to identify hazards and recommend control measures.

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## 4 RISK ASSESSMENT AND MANAGEMENT / CONT.

- > **4.5** At all levels of the organisation, all employees, service providers, and subcontractors are aware of the health and safety risks associated with their activities, the control measures, including EDF Group's Life-saving rules.
- > **4.6** Action plans are implemented to mitigate risks to tolerable levels.
- > **4.7** Hazard identification, risk assessments, and defined control measures are documented.
- > **4.8** Regular management audits of the risk assessment process identify areas for improvement.
- > **4.9** The results of reviews and audits are used to improve the process.

**SEE OBSERVABLE FACTS**



## 4 RISK ASSESSMENT AND MANAGEMENT / CONT.

### **OBSERVABLE FACTS** (extracts)

4.1 A process is formalised and validated by the entity's management and Health and Safety Department.

Operators share the risk assessment during the pre-job briefing.

4.2 A competent health and safety representative is appointed to the steering committee in charge of the entity's overall risk management process.

4.3 Risk assessment minutes testify of the multidisciplinary of the teams in charge of risk assessments.

4.4 The control measures cost/benefit balance is validated by the competent level of authority (signature of the decision).

4.5 NoGos and STOPs are used and their number is tracked.

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## 4 OBSERVABLE FACTS / CONT.

4.6 Safety reviews, which notably incorporate new control methods, are provided to suppliers.

4.7 Risk managements are not generic: watch out for encompassing and systematic management.

4.8 Audit reports highlight the relevance of the risks assessed, compliance with the process, and actions taken.

4.9 The audits are converted into recommendations for action in a written document.

## 5

# MONITORING AND EVALUATING PERFORMANCE

(SUMMARY)

**Collect and report health and safety results in order to understand current performance and continuously improve it.**

- > **5.1** A health and safety governance structure is in place to ensure the effectiveness of health and safety arrangements.
- > **5.2** Progress towards achieving health and safety objectives and targets is regularly reviewed.
- > **5.3** Health and safety key performance indicators (KPIs) are based upon the prevention of the key health and safety risks.
- > **5.4** A culture of performance is fostered at all levels thanks to leading indicators. Incident rate metrics are used only for entity level reporting.

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## 5 MONITORING AND ASSESSING PERFORMANCE / CONT.

- > **5.5** Corrective and preventive actions are undertaken to address inadequate KPI performance..
- > **5.6** Health and safety assurance programmes exist in the company's business areas and are part of their improvement plan.
- > **5.7** All of the entity's assurance programmes are developed and implemented by qualified, experienced, and independent personnel.
- > **5.8** Health and safety management best practices, from EDF Group's internal and external sources, are identified and utilised.
- > **5.9** Self-assessments and audits against BEST Framework are carried out in accordance with EDF Group requirements.

**SEE OBSERVABLE FACTS**



## 5 MONITORING AND ASSESSING PERFORMANCE / CONT.

### **OBSERVABLE FACTS** (extracts)

5.1 The investigation of key performance indicators (KPIs) is collective, as is the selection of best practices and the sharing of monitoring results, with evidence in meeting agendas and minutes.

5.2 The entity director's speeches (e.g. annual message or inaugural address) on strategy include health and safety.

5.3 The list of the main KPIs changes according to performance targets.

5.4 The breakdown of performance targets is defined as a team.

5.5 Corrective actions linked to the deviation of a KPI or the observation of a deviation are cited. For example: creation of a working group or enhancement of practices improving reliability.

5.6 In the health and safety improvement plan, control is identified as a lever.

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## 5 OBSERVABLE FACTS / CONT.

5.7 The reports on the last controls list the personnel who took part and testify to the balance of skills.

5.8 Good practices imported into the entity, or those exported, are cited.

5.9 Local action plans take BEST results into account.

A decision or arbitration guided by BEST is cited.

## 6

# TRAINING AND COMPETENCY

*(SUMMARY)*

**Identifying skills and verifying knowledge and experience of anyone working under the company's authority to ensure that they carry out their work without harming their own health and safety or those of others.**

- > **6.1** A systematic approach to training is described, embedded, and regularly reviewed.
- > **6.2** Requirements for health and safety competence are identified and realised.
- > **6.3** A process for the management of accreditations and qualifications is defined and embedded within the entity.

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## 6 TRAINING AND COMPETENCY / CONT.

- > **6.4** Employees and service providers are involved in 'Zero serious accidents and zero fatalities' aim through regular health and safety programmes.
- > **6.5** Succession plans are in place for positions holding key responsibilities in health and safety management.
- > **6.6** Individual and collective experience and knowledge is captured and always taken into consideration when personnel changes are made.

**SEE OBSERVABLE FACTS**



## 6 TRAINING AND SKILLS / CONT.

### **OBSERVABLE FACTS** (extracts)

6.1 Health and safety is included in the three-year training guidelines presented to national or local employee representative bodies.

6.2 Managers can assess their team members on health and safety requirements, with the support of an expert, if necessary.

6.3 Managers and employees can quote the clearances and authorisations for the latter's position.

6.4 Within the entity, prevention officer, communications manager and the human resources manager work together.

6.5 Links between key health and safety positions identified are established in a written document by a joint HR-manager committee.

6.6 Health and safety is taken into account in the entity's or EDF Group's competency management system (Skills management).

## 7

# ASSET INTEGRITY

*(SUMMARY)*

**Guarantee safe and reliable operation of assets throughout their life cycle, through processes that effectively take safety into account.**

- > **7.1** A management system is implemented to reduce potential impacts on the health and safety of employees, contractors, and the public during asset service life.
- > **7.2** Health, safety, and quality requirements for the design, construction, operation, maintenance, and dismantling of assets are identified and up to date.
- > **7.3** Any asset project includes a health and safety management plan.

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## 7 ASSET INTEGRITY / CONT.

- > **7.4** Operational readiness is systematically reviewed and documented prior to commissioning any new or modified asset.
- > **7.5** Each asset is operated according to instructions and operating procedures that take health and safety impacts into account.
- > **7.6** A maintenance programme exists for all assets.
- > **7.7** A open reporting culture ensures that asset integrity issues are reported and corrective actions are implemented.

**SEE OBSERVABLE FACTS**



## 7 ASSET INTEGRITY / CONT.

### **OBSERVABLE FACTS** (extracts)

7.1 Affected populations are identified according to a process validated by the entity's Health and Safety Department (e.g. definition of homogeneous exposure groups-HEG).

7.2 Conditions for implementing requirements are verified in the field (e.g. manoeuvrability of a tool inside a substation).

7.3 A peer review is organised to improve the strategic management planned or in place, including the review of all management aspects (regulatory, human, technical).

7.4 Risks are assessed prior to commissioning (HAZOP: Hazard and Operability, possible fault tree, 'bow tie' faults / remedies).

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## 7 OBSERVABLE FACTS / CONT.

7.5 In instruction documents, safety parameters are identified by an insert or flagged to be visible at first glance.

7.6 Maintenance programmes are validated and accessible; measures such as pruning, and line surveillance by helicopter can be explained.

7.7 Feedback from field is reviewed in meetings (Safety talk) and/or communication. The number NoGo or STOPs related to asset integrity is tracked and displayed.

## 8

# MANAGEMENT OF CHANGE

(SUMMARY)

**Systematically analyse any change in order to assess and manage the health and safety risks associated with the proposed changes.**

- > **8.1** A management of change (MOC) approach identifies and manages risks due to changes (planned as well as unplanned), in particular those related to health and safety.
- > **8.2** The MOC process defines when it applies and when it does not. Criteria for triggering a MOC process are specified.
- > **8.3** The MOC process is clearly dedicated to a set of key elements, including health and safety, and the project's scope is defined.

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## 8 CHANGE MANAGEMENT / CONT.

- > **8.4** Key roles of MOC process (and/or project stakeholders) are defined and communicated to the stakeholders.
- > **8.5** The process's key personnel, as well as those involved in the project, are trained in the procedure, and their responsibilities within the process.
- > **8.6** Temporary changes do not exceed initial authorisation for scope or time without review and approval.
- > **8.7** The MOC process defines how emergency changes are managed.
- > **8.8** The MOC process takes the consequences of unforeseen changes into account.
- > **8.9** Regular management reviews of the MOC are held to identify areas for improvement.

**SEE OBSERVABLE FACTS**



## 8 CHANGE MANAGEMENT / CONT.

### **OBSERVABLE FACTS** (extracts)

8.1 The full MOC assessment is presented to the CSC\* (procedure implementation, health and safety impact studies, preventive and control measures, communication).

8.2 There is a precise definition of the changes that fall under the process in the process criteria.

8.3 The process describes the steps, the requirements, the intermediate impact measures to review certain steps, the communication, and the training for those affected.

8.4 Mission statements are drawn up for the project leader, support staff, validator, and decision-maker.

8.5 Suggestions from the employees affected by the change are taken into account (cite an example).

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*\*Company Safety Council*

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## 8 OBSERVABLE FACTS / CONT.

8.6 Temporary changes are explicitly justified by analyses which are recorded (investigation document).

8.7 An emergency management review is carried out and presented to the decision-making body.

8.8 Health and safety is a major component in managing unplanned incidents; the impacts on this aspect take priority over technical or economic impacts.

8.9 This 'BEST' element is subject to regular self-assessments and progress actions are monitored.