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Introduction

The Safety Family

Welcome to our 2011/12 Safety, Health and Environmental Report, which is designed to summarise our performance over the last 12 months, our current and emerging safety challenges and our strategy to meet those challenges during 2012/13 and beyond.

2011/12 was SSE's best year ever in terms of our injury and incident performance, with a Total Recordable Incident Rate (TRIR) of 0.11 per 100,000 man-hours worked. This is an impressive result, of which our employees can feel justifiably proud, but experience tells us how quickly that situation can change and we are redoubling our efforts to get even closer to our ultimate goal of zero incidents.

The reality is that no matter how many systems and procedures we have in place, unsafe behaviours are still happening and that's why, in February 2011, we introduced The Safety Family.

The Safety Family is a behavioural safety programme that aims to reach every single SSE employee and contractor, ask them searching questions about their attitude to safety, help them to understand their responsibilities towards themselves and their colleagues and work with them to change unsafe behaviours.

We are already beginning to reap the benefits of The Safety Family programme, but we are also aware that things will not change overnight. This is the beginning of a journey that is likely to take several years. Once completed, we expect The Safety Family to become completely embedded into SSE's culture, by which time we will be a better performing, more inclusive and, ultimately, even safer company.

The last few years have seen huge advances in the UK's occupational safety record thanks to the introduction of safer systems and processes in the workplace, and SSE's application of these has given us one of the best workplace safety records in Europe.

Unfortunately, just having safe systems and processes in place is not enough. Safety performance is determined by how individuals within organisations interpret these processes. In other words, the way people's attitudes and behaviour turns them into reality.

The SSE Safety Family

The Safety Family is the biggest single safety-related programme to be rolled-out by SSE in its history in the company's drive to achieve zero incidents. Backed by Chief Executive Ian Marchant and the SSE Management Board, the programme has been introduced to enhance the company's safety performance through the promotion of safe behaviours in all areas and at all levels of the business.

How it works

The programme focuses on four themes, each of which underpins a strong safety culture: Standards, Communication, Risk Management and Involvement. Each theme has behaviours that can be directly applied to three core groups: Everyone, Supervisors and Managers.

Each business area follows a four-part training plan: designing and launching the programme in a way that is specific to that part of the business, completing a behavioural safety staff survey and taking part in the interactive workshops. The final stage will be to put together an action plan based on feedback from the workshops. Every single idea put forward at the workshops will be considered and included in the Safety Leadership team's action plans. Finally, the company will review what has been achieved and measure how attitudes have changed.

The Safety Family Model



The direction of the programme is set by the Safety Family Steering Group, which is made up of members of the Management Board, senior management team and the SHE Committee. The Group monitors the progress of the programme and keeps the Management Board informed throughout the roll-out.

The roll-out programme

The programme was launched within SSE in 2011. To date, 80% of colleagues working in the higher hazard areas of the business have been trained and once the roll-out programme is completed at the end of 2012, around 18,000 employees will have attended at least one workshop.

The Safety Family programme is also available to SSE’s contractors, who will be invited to take part when the roll-out programme reaches the part of the business for which they are working. In situations where they follow their own company’s behavioural safety programme, they will be encouraged to take elements of best practice from each scheme and work within the Safety Family framework.

Early indications

Follow-up visits to the business units attending the first workshops have shown the Safety Family in action. The Safety Family team has witnessed clear evidence of signature practices, as well as greater involvement from employees in their team’s safety engagement. Managers and supervisors are also becoming more visible and working closer with their teams.

The Safety Family is not seen by SSE as a safety initiative; more the beginning of a journey. The roll-out programme has been designed in such a way as to embed the Safety Family principles into SSE’s culture ‘it’s the way we do things’, building on the company’s core values of Safety and Teamwork, a process that is not expected to be fully completed for a number of years.

SHE Performance

SHE Policy

SSE reported its best-ever safety performance in 2011/12, but the company will not be satisfied until it reaches its ultimate goal of working without anyone getting injured. For this reason, particular emphasis is being placed on the successful delivery of SSE's behavioural safety programme, The Safety Family.

In 2011/12, SSE recorded:

- A Lost Time/Reportable Injury Rate of 0.02 (as compared with 0.4 in the previous year)
- A Total Recordable Injury Rate (TRIR), covering lost-time, reportable and medical treatment injuries, of 0.11 per 100,000 man-hours worked (as compared with 0.12 in 2010/11).
- A total number of working days lost as a result of injuries of 53 (down from 171 in the previous year)
- A figure of 0.23 per 100 vehicles for dangerous or potentially dangerous road traffic accidents involving SSE employees driving company vehicles (down from 0.31 in 2010/11).

Safety performance of contractors

The safety of contractors working on SSE projects and sites is fundamentally the responsibility of their employers, but it is an increasingly significant issue for SSE. For this group, the TRIR was 0.56 per 100,000 man-hours worked, compared with 0.36 in the previous year. SSE is introducing a number of new initiatives, all geared towards improving the safety standards of its contractors.

SHE Policy and Golden Rules

SSE is committed to the prevention of injury, ill health and pollution associated with its activities, while reducing its long-term environmental burden. The company is committed to the continual improvement of its Safety, Health and Environmental (SHE) management and performance together with complying with legal and other obligations as a minimum.

SSE will meet these commitments through the development and rigorous application of its SHE management system, supported by a positive culture based on fairness, trust and co-operation. The company will closely manage its compliance and SHE performance and publicly report on it annually.

SSE passionately believes that all accidents and other incidents are preventable, so the company does everything safely and responsibly or not at all. The company will limit its environmental burden by reducing raw material use, supporting biodiversity and reducing emissions. Its approach to Safety, Health and Environment contributes to its business performance and supports the quality of service it provides.

The Safety, Health and Environment Advisory Committee (SHEAC) will review this policy annually and set SHE targets and objectives. The SHEAC will provide the Board with regular performance reports against these agreed targets and objectives.



Safety Golden Rules

Safety is SSE's number one priority. It is central to all the company's activities and the Golden Rules provide the basis for the injury-free working that all its employees must strive to achieve.

SSE's Safety Golden Rules apply to every person in the company and support its Safety core value:

Assess risks

Work to the agreed risk assessment, method statement, isolation and permit to work and don't take shortcuts.

Wear PPE

Specific PPE (Personal Protective Equipment) requirements are well-defined and there are no excuses for not wearing equipment provided, or for not dressing sensibly for work generally.

Accept challenges

Respond positively if colleagues point out a safety risk or lapse.

Reverse park

Reverse parking is safer than driving into a parking space and then reversing out, so unless specific risk assessment dictates otherwise, reverse parking is standard.

Hold the handrails

Hold handrails and don't use mobile phones when ascending and descending steps. Also wear appropriate footwear.





SHE Committees

Organising for Safety

Establishing responsibilities within the company for SHE risks is vital in managing those risks and promoting a culture of safety. The importance placed on safety by SSE is reflected in the structure of its safety committees, which encompasses all levels of the company from senior management down to individual local groups.

A top-down approach

SSE's Chief Executive is responsible for appointing Board members as Lead Directors for Safety, Health and the Environment, and for making certain that the company's SHEAC and SHEC Safety, Health and Environment committees are operating effectively.

SSE's Safety, Health and Environment Advisory Committee (SHEAC)

SSE's SHEAC is chaired by Non-Executive Director Thomas Thune Anderson.

Membership of the Committee is made up of the Managing Director of Group Services, the Managing Director of Generation and the Group Safety, Health and Environment Manager. The Chief Executive also attends when necessary.

The SHEAC meets three times a year with a view to:

- ensuring SSE's employees and contractors are adhering to its Safety, Health and Environmental Policies;
- setting safety, health and environmental (SHE) targets for improved performance;
- monitoring SHE performance against planned targets;
- encouraging greater awareness of the importance of SHE management and higher achievement in SHE performance; and
- providing a link between the non-Executive Directors of the Board, the Management Board and other members of the management team with responsibility for SHE management.

The Committee's priorities for 2012/13 are to support progress towards SSE's ultimate goal of working without anyone getting injured. This will be supported by four specific initiatives:

- all employees' safety-related behaviours;
- safe working offshore;
- safe working by contractors; and
- management of 'leading' safety indicators.

Other priorities for the committee are to promote the health and wellbeing of people working for SSE and to encourage effective environmental management throughout the company.

SHE Management Committee (SHEC)

The SHE management Committee is chaired by SSE's Director of Generation and co-ordinated by the company's Group Safety, Health and Environment Manager. Other members of the committee include managing directors and senior management from each of the company's main businesses.

Its purpose is to review and propose change to SSE's SHE policy, to review and propose changes to the SSE Group SHE strategy and to prepare annual SHE objectives. It is also responsible for:

- preparing annual leading and lagging key performance indicators for both occupational safety and health and process safety;
- monitoring Group SHE performance against planned targets;
- encouraging understanding and development of the concept of inherent safety in process plant design;
- encouraging behavioural change through annual engagement programmes;
- reviewing crisis management and business continuity plans.

Health, Safety and Environment Committee (HeSEC)

To reflect the nature and scale of SSE's SHE operations, the company has also established a series of Health, Safety and Environmental Committees (HeSEC) across the company. These meet at various frequencies, though at a minimum of four times per year, depending on the scale and nature of the hazards with which they are concerned.

Local safety groups

Each business has its own Local Safety Group (LSG), which is promoted at a local level to make sure all employees in that business are aware of the areas it covers and which of their colleagues are involved.

Local Safety Group meetings are generally held on a monthly basis. Typical membership is an appropriate senior manager, a SHE management specialist, a manager from that discipline, a representative of a contractor organisation and an employee SHE representative.

Both HeSECs and LSGs can advise on and, where appropriate, make recommendations relating to the SHE of the employees in their location. Areas of focus can include incidents, near hit and hazard reports; performance statistics and leading/lagging indicators; results and actions from audits; legislation and other requirement changes.



Top 10 Risks

To keep its employees and contractors safe, SSE has to take reasonable steps to identify and assess the risks arising from its work, and this is one of the company's Safety Golden Rules.

1. Driving

Road traffic collisions have the potential to cause serious harm to SSE employees and other road users. SSE manages this risk by making sure that drivers are competent and are authorised to drive on the company's behalf and that they are aware of their accountabilities to keep themselves and others safe. All SSE employees are expected to reverse park and this is one of our five Safety Golden Rules.

2. Slips, trips and falls

Slips, trips and falls are the most common cause of workplace injuries. Within SSE, these risks are pertinent to all business areas and the company takes every possible step to safeguard its employees. One of the company's five Golden Safety Rules is to hold handrails when using stairs. Whether on-site or in an office environment, employees are expected to keep their work area tidy and free from obstructions, spillages should be cleaned up immediately and field workers are issued with suitable footwear.

3. Machinery and equipment

The nature of SSE's business can involve the use of machinery and equipment. Individual employees who operate machinery must be competent and have the appropriate training to do so. They should wear the correct PPE, set up necessary exclusion zones and carry out a risk assessment before beginning work. All company machinery and equipment is inspected daily, and formally inspected and certified by third parties at regular intervals.

4. Management of contractors

In an organisation the size of SSE, replacing assets due to wear and tear is inevitable and invariably involves using contractors. SSE operates the Contractors Partnership on large-scale projects, the requirements and standards for which are set out at the time of the contract tender and award.

These standards must be equalled or surpassed by the contractor and the strategy for achieving this is set out in the project Safety Health and Environment (SHE) Plan. For smaller projects, SHE requirements are set out in similar fashion but are tailored to each particular contract.

5. Offshore safety

SSE's offshore wind farms have created new challenges by adding a portfolio of hazards linked to working at sea during construction, operation and maintenance. SSE is part of several industry groups involved in standardising safety training throughout the industry, building health and safety into wind farm design, and standardising health and safety practice among wind farm developers.

6. Hydro generation

By its very nature, hydro generation involves risks associated with tunnelling and working in remote areas, on or near water. Refurbishment here is on the increase as many of the company's hydro power stations are now in need of updating.

7. Electricity

With a company of SSE's nature, the risks of electricity are well understood and managed by strict safety rules. Nevertheless, it still appears in the company's Top 10 Risks list.

8. Working at height

The nature of SSE's business means that working at height is always a risk to its employees and its contractors, particularly when working on its overhead line network and on wind farm projects. SSE employees should avoid working from height unless it is absolutely necessary, but if it cannot be prevented, they must wear fall-arrest equipment and use a mobile elevated work platform.

9. Environment

Protection of the environment is one of SSE's core values. Environmental risk is prevalent both on the company's onshore and offshore activities. Any risk to the environment that is likely to be caused by an SSE project should be mitigated by advanced planning and, where appropriate, by carrying out an environmental risk assessment or ecological survey.

10. Fire and explosion

SSE's gas storage and generation sites need extensive emergency plans to mitigate the effects of fire and explosion. Elsewhere, SSE employees carrying out work activities involving dangerous substances must first perform a risk assessment and provide measures to eliminate or reduce risks as far as possible. The company provides equipment and procedures to deal with accidents and emergencies and to equip its employees with the necessary information and training to work in this type of environment.



Leading Indicators

The focus on SHE performance is mainly on ‘lagging’ performance indicators measuring final outcomes, for example the number or rate of accidents and incidents. However, lagging indicators alone do not provide enough management information to ensure continual performance improvement.

Outcomes, such as an injury or an incident, are generally the result of many factors. Lagging indicators on incident or accident rates do not provide information as to why incidents happen or where to target corrective actions.

Leading performance indicators measure the inputs to a process or activity and monitor the effectiveness of control. Leading performance indicators complement the use of lagging indicators and can show the condition of systems before accidents, incidents, harm, damage or failure occurs.

Leading performance indicators can also measure the inputs that people are making and can help promote and monitor a positive culture towards improving performance and preventing accidents.

A ‘leading performance indicator’ is something that provides information that helps the user respond to changing circumstances and take actions to achieve desired outcomes or avoid unwanted outcomes.

Identifying leading performance indicators

Leading Indicators help improve future performance by promoting action to correct potential weaknesses without waiting for demonstrated failures.

For leading performance indicators to play an effective role in the improvement process, there must be an association between the inputs and the desired lagging outputs. Actions taken to improve the leading performance indicator should then be followed by an improvement in associated lagging output indicators.

Leading and lagging performance indicators for contractors

Performance Indicators can be used for SSE’s contractors. Setting specific requirements and targets that are subject to review provides a basis for improving SHE performance. SHE performance information can be used as part of the tender evaluation process for contractor selection.

Contractor SHE Performance	
Lagging Indicators	Leading Indicators
Number of Reportable Injuries	Number of Safety Observation Reports (SORS)
Number of dangerous occurrences	Number of Positive (behavioural) SORS
Number of Lost Time Injuries	Number of Tool-box Talks completed
Number of Medical Treatment cases	Number of Safe System of Work Audits/Inspections
Accident Frequency rate (AFR)	Emergency Exercises Completed
Total Recordable Injury rate (TRIR)	Number of ‘Manager’ SHE engagement visits
Number of incidents with potential to be worse (loss of containment, marine incidents, permit breaches)	

Offshore Safety



SSE's portfolio of offshore wind, wave and tidal energy continues to grow rapidly; the company now has offshore wind farm generating capacity either in operation or under construction totalling almost 350MW. And as the company's portfolio grows, so do the challenges to the safety of its employees and contractors involved in that area of its business.

The safety challenges

Working at height, heavy lifts, offshore access and maritime operations are just some of the safety challenges encountered during the construction, operation and maintenance of offshore wind farms.

Round Three of the Crown Estate's UK offshore wind farm development programme illustrates that the scale of future offshore renewable energy developments will be larger than those currently under construction or in operation. In addition, remote site locations, 'high energy' marine environments with severe waves and high currents, the ongoing development of new renewable power generation technologies, increases in construction barge, vessel and jack-up utilisation and the increasing number of personnel and contractors working within the industry, will all create challenges to the effective management of health and safety in offshore renewable energy.

Transporting workers by boat every day out to wind farms far offshore is not viable. Under certain conditions, they will have to be transferred via helicopter, a practice that is likely to become increasingly common for SSE as the company develops more wind farms further offshore, with personnel potentially living offshore for extended periods of time. SSE begins operations later this year at its Greater Gabbard offshore wind farm in the Thames Estuary.

Improving consistency in health and safety

Although rapidly growing, offshore wind is a relatively immature industry and until recently there has been a lack of consistency in health and safety practice. SSE is one of a number of companies working closely with turbine manufacturers, developers, trade associations and other parties to develop a more unified approach to meet the health and safety challenges.

Along with nine of the world's largest renewable energy developers, the company has formed a new group that places health and safety at the forefront of all offshore wind activity and developments – the G9 Offshore Wind Health and Safety Association Limited.

G9 is made up of SSE, Centrica, DONG Energy, E.ON, RWE Innogy, Scottish Power Renewables, Statkraft, Statoil and Vattenfall. Its aim is to create and deliver world class safety performance across all of its activities in the offshore wind industry.

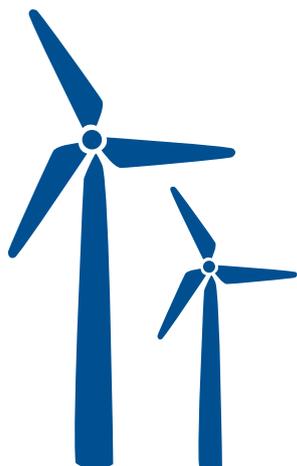
By working closely together, senior executives of all member companies will not only commit resources from their own respective teams, but will meet and actively lead the industry in finding solutions to the safety challenges that offshore wind projects pose.

The group intends to build on the existing focus given to health and safety and deliver the necessary leadership and focus for the industry. It has already formed a board of senior executives, chaired by SSE's Managing Director of Generation, Paul Smith.

Safety by design

Increasingly, SSE's focus is on the engineering and design of its future offshore wind farms, and ensuring that effective hazard management is integrated into design development. Inherently safe designs will make for more efficient and reliable wind farm operation and reliability, which in turn will minimise the need to send people offshore to carry out unplanned maintenance and consequently decrease the risk to workers.

Contractor Safety



During planned maintenance visits, the design of the turbines and substation platforms should also allow technicians to safely and efficiently execute working tasks. Integrating health and safety needs into the design of offshore wind farms provides many benefits during construction, operation and maintenance.

SSE has formed the Offshore Wind Alliance (OWA) in collaboration with Siemens Wind Power, Siemens Transmission and Distribution, Subsea 7, Atkins and Bifab. One of the objectives of the OWA is to optimise the design of SSE's offshore wind farms to protect the health and safety of personnel at all stages of a project's lifecycle, from construction through to final decommissioning. The OWA is located at SSE's Waterloo Street offices in Glasgow.

The most important legislative development in industry standards in this area is the latest version of EN 50308, rev 1 – wind turbines: safety requirements for design, operation and maintenance, which is due to be published later this year. The standard takes proper account of offshore wind for the first time, and aims to build in safety from the start of the turbine lifecycle.

Training

As SSE's portfolio of offshore wind farms continues to grow, training staff and contractors will be critical in maintaining and improving safety standards.

Every SSE employee and its contractors have to undertake a structured safety training programme to be able to work on a wind farm, inclusive of work at height and emergency response. For offshore wind this is supplemented by additional training in sea survival skills, helicopter underwater escape training, helicopter winch transfers and boat transfer to turbines.

Offshore wind farms are covered by the Construction, Design Management (CDM) Regulations and SSE has a programme of work underway to make sure its teams and contractors understand their CDM responsibilities.

Contractors play an important role in helping SSE deliver its business objectives, giving the company the flexibility of specialist skills and additional resources where and when it most needs them.

Inevitably it increases the number of individuals to undertake the scope and extent of works. As such there is an associated increase in the risks to be managed. This is of particular concern to SSE. The scale of work and the challenges SSE's contractors face can vary tremendously.

The safety of contractors working on SSE projects is an increasingly significant issue for the company, and it takes very seriously its responsibility to make sure the company's contractors are equipped with the information, training and equipment they need to do their job safely.

Among the issues on which SSE is working with contractors, the construction and operation of wind farms offshore is particularly important because they present new challenges and risks. As with other leading developers of renewable energy SSE aims to deliver world-class safety performance in offshore wind activities.

Contractor selection

Each of SSE's businesses has a documented process in place to manage the selection and ongoing performance of its contractors. This structured process supports the selection, assessment and management of contractors to ensure that the SHE risks associated with the contractors' activities are managed effectively

Only contractors with a recognised performance will be invited to submit a tender for works. SSE looks to work with those contractors with considered and reliable arrangements for safe working.



Once considered for a specific project the tender submission providing details of the contractor's performance, capability and commitment to safely deliver the work will be evaluated.

It is important that the contractor has been provided with the relevant information they need to help them work safely. The first step is to make them aware of the hazards and safety rules specific to that work location. Where they will be required to operate SSE systems or work with SSE procedures, they will be given additional training as necessary.

Before work begins, the contractor's method statement will be reviewed to ensure that the hazards have been sufficiently addressed with adequate control measures in place.

Performance monitoring

Throughout the project, the quality of the contractor's work will be continuously audited, inspected and checked. Periodic reviews of the safety performance will be undertaken.

At completion final contract reviews of performance are carried out. This information is shared with the Procurement team.

Where possible SSE aims to build long term relationships with its contractors. These partnerships enable the company and contractors to work together in the development and implementation of safety rules and standards. SSE monitors its own performance against its peers as well as that of its contractors.

In 2011/12, the Total Recordable Injury Rate (TRIR) for SSE's contractors increased to 0.56 per 100,000 hours worked, from 0.36 in the previous year. Over the same period SSE's employees' TRIR decreased from 0.12 to 0.11.

How we are helping our contractors work more safely

In 2010 SSE began rolling out a behavioural safety programme, The Safety Family, to all parts of its business. The programme is also open to its contractors, although this is usually decided on a contract by contract basis. SSE recognises that many of its contractors have their own behavioural safety programme and, in these circumstances, the contractor is encouraged to incorporate best practice from both programmes whilst still operating within the Safety Family framework.

Going forward

SSE aims to ensure control of the management and co-ordination during all stages of the works. Risks have to be managed from the early engagement of contractor through to post contractual appraisal. This can be achieved by:

- Planning and managing all stages of a contract by employing competent organisations and personnel.
- Identifying risks early on so that they can be eliminated or reduced at the design or planning stage and the remaining risks can be effectively managed.
- Communication, Co-ordination and Consistency encouraging a commonality of approach.
- Commitment turning competence and resources into capability

Protecting the Environment

We operate ethically, taking the long term view to achieve growth while safeguarding the environment.

As one of the UK's leading energy producers SSE has a clear responsibility to limit the impact of its activities on the environment.

The Challenges

Protecting the environment by producing energy in more sustainable ways is at the heart of SSE's growth strategy and affects all areas of its business. The company has a target to reduce carbon dioxide emissions from electricity generation by 50% by 2020 and this continues to be a key goal.

In the last year alone, the company has opened the UK's largest Carbon Capture (CC) pilot plant at its Ferrybridge power station; gained consent to develop a 108MW multi-fuel plant alongside its Fiddlers Ferry power station; and entered into a joint development agreement with Shell UK Ltd in relation to its Carbon Capture and Storage (CCS) plans at Peterhead gas power station.

Energy generated by SSE from renewable and other low carbon sources grew significantly last year; the company reached over 1GW of onshore wind farm capacity in operation and passed the previous record of 3,890GWh of hydro-electric output.

In line with SSE's goal to increase energy generated from renewable sources, the focus for its Networks business this year has been on reinforcing its transmission and distribution systems to allow greater amounts of renewable energy to connect to the grid. The advent of smart meters and electric vehicles promises a very different future for the company's Supply business.

Day-to-day challenges

Caring for and protecting the environment forms an important part of all SSE's day-to-day operations, and is something that the company and its contractors have to take into account from the outset of a project right through to when SSE cleans up and leaves a site.

Before starting work, risk assessments are carried out as part of all projects to consider the possible environmental impact of the activities. Where necessary, action is taken to minimise that impact, either through eliminating the hazard or controlling it.

SSE's involvement in the environment is far-reaching and consideration is given to the impact of the company's activities on wildlife, flora and ecosystems; archaeological sites; how materials such as fuel, oil and herbicides are stored on site; waste collection and disposal; noise; visual impact; and hazardous substances.

SSE's first priority is to comply with, and aim to exceed the requirements of the environmental legislation governing its activities. To achieve this, the company has a number of policies in place geared towards minimising its impact on the environment and specific targets against which to measure its performance.



In 2011/12, the company succeeded in meeting eleven out of its thirteen environmental targets, ranging from waste management to increasing its renewable energy capacity. Particular successes include:

- Increasing the company's operating renewable energy capacity to 3020MW – 360MW above its target. This is a reflection of the additional onshore and offshore wind generation capacity coming into operation.
- Energy efficiency measures with an accredited lifetime CO₂ saving in excess of 9.76 million were installed for energy customers (exceeding the target of more than 8.5 million)
- Increasing to 436,837 the number of customers signed up to energy saving products such as Better Plan, M&S Energy and iplan – 86,837 more customers than were targeted.
- CO₂ emissions associated with energy consumption at SSE's Carbon Reduction Commitment qualifying facilities was decreased by 9.7% (exceeding the target of 2%)
- Ensuring that at least 85% of waste generated by the Group (excluding ash) was re-used, recycled and recovered. The company achieved a level of 93% for waste managed by the company's Logistics department.
- Oil loss from fluid filled-cables reduced by 19% (exceeding the target of 5%)

Going forward

This year, in addition to setting specific annual targets, the company has established long-term objectives for all environmental themes and identified those areas that would benefit from specific campaigns.

Health

“At SSE, the health and wellbeing of our people promotes employee engagement and reinforces our distinctive culture which emphasises safety, innovation and teamwork.”

Ian Marchant, SSE Chief Executive

The health and wellbeing of SSE’s employees is fundamental to the company achieving its current and future goals. Having a healthy, stress-free and motivated workforce leads to improved morale, fewer injuries and accidents, higher performance levels and, ultimately, lower staff turnover.

Positive leadership shapes the culture of SSE and it is critical for the company to engage senior management and promote active leadership in health initiatives. To embed health and wellbeing into the culture of the organisation, SSE’s Health and Wellbeing team aligns its wellness strategy to the company’s business strategy and reports regularly to the Management Board to allow progress on health issues and initiatives to be closely monitored.

Proactive stance

Building on a track record of successful health and safety initiatives, the company’s commitment to successfully manage occupational health hazards is reinforced through the development of our Safety Family culture, risk-based health surveillance and Fitness to Work programmes.

SSE’s commitment to protect and improve the physical and mental wellbeing of employees supports the Government’s ‘Health, Work and Wellbeing’ strategy, which focuses on three main factors: preventing illness, promoting good health and effectively managing ill health. To this end, the company offers a range of health initiatives which goes beyond the traditional occupational health model to appeal to various employee needs and make positive changes to their lifestyle behaviours.

Working Well

The Working Well programme is designed to support SSE employees with access to Employee Care, an employee assistance programme (EAP) and Best Doctors, a service that provides medical advice on pre-existing medical conditions and treatment options. These services are free for employees, easily accessible and available online and by telephone – 24 hours a day, 365 days a year.

The EAP offers employees a choice of counselling, a Health and Wellbeing Advisory Service and an online interactive ‘Health and Wellbeing’ portal, all of which provide information and support on a range of topics such as relationships, bereavement, stress, anxiety and depression, debt management and work-related concerns.

Healthy Working Lives (HWL)

SSE’s commitment to supporting the government’s Health, Work and Wellbeing initiative led to it achieving the Scottish Centre for Healthy Working Lives (HWL) Gold Award in 2010, an accolade the company has retained for three years.

SSE is developing a network of local health groups and is actively working with the NHS and other stakeholders to promote healthy lifestyle behaviours and improve physical and mental wellbeing via workplace health initiatives.



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