

How can I be sure I'm in the best role at every stage of my career?



#5

DIRK WELLENS,

- ELECTRONICS ENGINEER
- ELIA EMPLOYEE SINCE THE COMPANY WAS FOUNDED IN 2000

I used to work for Elia's predecessor CPTE. In the first few years, I mostly worked in IT, dealing with all the technical aspects of national dispatching. When they asked me to take over as head of the regional dispatching centre, I felt completely outside my comfort zone. After that, I had the opportunity to work in the Infrastructure Division and in the field with Assets. All these changes meant that I got to know different Elia departments very well. It gave me a complete overview of the company. My latest challenge is setting up the Assets New Technologies Implementation Department. We're responsible for ensuring that Assets has the skills and expertise needed to launch and manage new technologies. My career to date has been extremely varied. But is that true for other colleagues too?

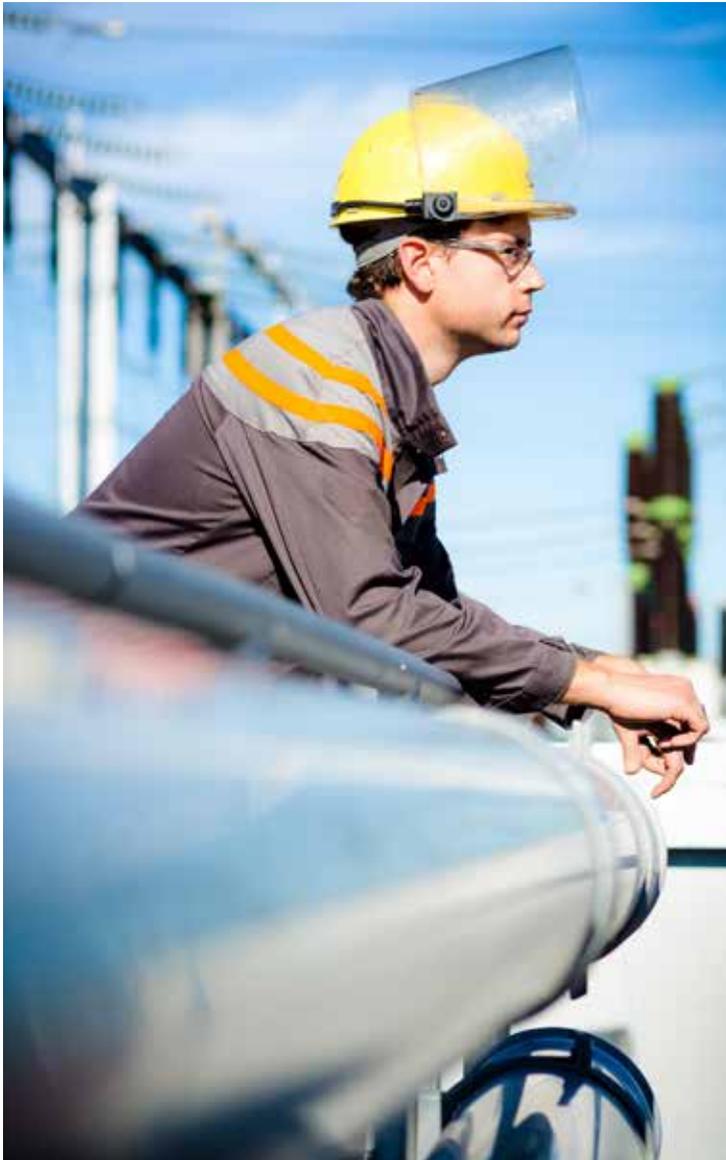


**MARIANNE CELIS,
BUSINESS PARTNER AT ELIA**

"At Elia, we have a system of career and competency management that encourages people to develop as individuals and thereby improve their performance. They work with their line managers to identify the right training for them. We also discuss their short- and longer-term career ambitions. Our talent team promotes mobility among executives to ensure cross-functionality and cross-fertilisation between divisions. This is a win-win for both Elia and its employees, who get to experience a range of roles and can continue to learn and evolve throughout their career with us. This system creates a special dynamic within the company."

1,350 _____
COLLEAGUES (ELIA)

2,343 _____
COLLEAGUES (ELIA GROUP)



We align culture with strategy

As a transmission system operator, Elia is committed to developing the competencies needed to cope with the many challenges of the future. It has to be an agile company with the right expertise, one that can change at the same pace as the world around it. The energy world is changing, so Elia has to change too. That is why, in 2016, Elia introduced a new set of values designed to inspire a new corporate culture, with the aim of strengthening its teams and activities and making sure it is all set to manage the grid of the future.



PETER MICHIELS,
CHIEF HR & INTERNAL
COMMUNICATION OFFICER AT ELIA

“WE ARE COMMITTED TO EACH OTHER’S SUCCESS AND EACH OTHER’S IMPROVEMENT SO THAT EVERYONE WHO WORKS WITH US HAS OPPORTUNITIES TO PERFORM AT THEIR BEST, IN A WAY THAT IS SUSTAINABLE OVER TIME. WE ARE ONE TEAM WHERE EVERYONE COUNTS, IN ORDER TO SERVE THE SOCIETY.”

In 2017, Elia surveyed every one of its employees to see how much progress was being made. Where were they in relation to the new values? How much further did we still have to go? What processes were needed to facilitate the cultural change currently taking place at Elia?

To implement this cultural change, Elia is adopting a top-down approach in which management sets an example for every employee. An action plan is currently being developed to bring Elia’s new culture to life. It will start with the management, then senior managers and gradually work its way down to all Elia employees.

Our core values and aspirational values

Our core values

Our three core values reflect fundamental principles that are deeply rooted within Elia.

SAFETY ALWAYS COMES FIRST

Safety always comes first, everywhere and for everyone! As a company, we constantly invest in safety and expect our staff (both in the field and at administrative sites), our subcontractors, our colleagues - the distribution system operators -, and all others to work safely and responsibly at all times.

SERVING THE COMMUNITY

Elia wants to play its central role in the sector to the full and create value for the society. Elia's employees keep that aim in mind in everything they do, constantly asking themselves what the society wants, and how they can help make improvements.

TARGETING PERFORMANCE

Elia's employees strive for maximum efficiency and quality so as to attain or, better yet, surpass their targets. They are results-oriented and deliver projects and services on time.

Our aspirational values

In a changing energy sector, four 'revamped' aspirational values are key to achieving Elia's strategy. They are reflected in the behaviour and attitude of our staff.

WE ARE ENTREPRENEURIAL

Our staff work proactively and take initiatives with a view to improving how they work and exploring new ways of doing things.

WE COLLABORATE

Elia values collaboration, both within the company and with external partners. Our staff share their expertise and their information and question each other, thus enabling their ideas to mature. They seek fruitful collaborations and win-win partnerships.

WE ARE ACCOUNTABLE

All of our staff take full responsibility for their projects and tasks. They achieve their motivating, ambitious targets and work hard on their projects until they are completed.

WE ARE AGILE

In a world of constant change, our staff embrace new developments, are proactive and persevere.



OBJECTIVES

We want to attract the brightest talents by being the leading energy company in Belgium and a leading TSO in Europe.

- Establishing a new corporate culture with a new vision and ambition
- Developing an extended talent and organisational development programme
- Embedding a safety culture by increasing the safety awareness of employees and contractors
- Creating a high performance organisation to empower people to take more initiatives and enable quicker decision-making



Our ambitions

Elia as Top Employer

We strive to have a thorough understanding of the available and required talent in the organisation, to identify possible talent gaps and create action plans to fill them, including internal recruitment and succession planning strategies. In order to ensure excellent performance at work, we encourage an open feedback culture, which outlines our expectations regarding competencies and behaviours. From these dialogues, we derive consequences to keep performance at a high level.



SHANNA JACOBS,
RECRUITMENT MANAGER AT ELIA

“ELIA IS COMMITTED TO EQUAL OPPORTUNITIES FOR ALL CANDIDATES, REGARDLESS OF GENDER, AGE, BACKGROUND OR RELIGION. IT ALSO BELIEVES IN GIVING A CHANCE TO YOUNG PEOPLE AND LESS YOUNG PEOPLE, WHO CAN SOMETIMES FIND IT DIFFICULT TO LAND A JOB. ELIA REGULARLY ATTENDS JOB FAIRS TO MEET FUTURE CANDIDATES FROM ALL EDUCATIONAL BACKGROUNDS (ENGINEERS, TECHNICIANS, ETC.).”

Our culture is based on four pillars to ensure a strong and efficient team working towards the same vision:



Leadership development



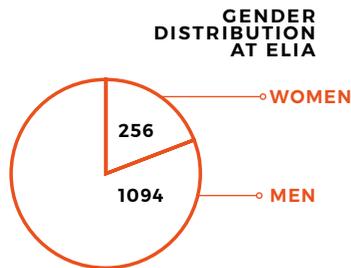
Health and safety culture



Acting in the interest of society



Agility and initiative-taking



The percentage of male employees is largely reflective of the energy sector, with most of the technicians working in the field being men. For more information about gender distribution within the Elia Group, see the annex.

Performance & career development

Since 2015, Elia has been developing a catalogue of specific technical competencies. It has identified priority competencies and the support needed to develop local competencies. A learning path has also been developed to train staff in priority competencies where necessary.

To develop a competency, Elia relies on three key components: a clear and shared understanding of the results to be achieved, proficiency indicators, and a continuous learning environment.

Diversity

People in all their diversity are what matter. Elia has staff spanning a range of nationalities, age groups and experiences. Our activities require a multiplicity of talents, and we strive to form teams that excel at what they do. We believe that our teams are enriched by diversity. Because accountability and the good of the community are central to our culture, we aim to use our company's diversity as a tool for social and professional integration.



INTERNATIONAL EXCHANGE PROGRAMME BETWEEN ELIA AND 50HERTZ

In 2017, Elia and 50Hertz developed a joint exchange programme for employees of the two companies. Eight employees were selected to take part for a period of two to six months. A report will be produced in the first months of 2018 to share the conclusions and give more details about a possible second round of exchanges.

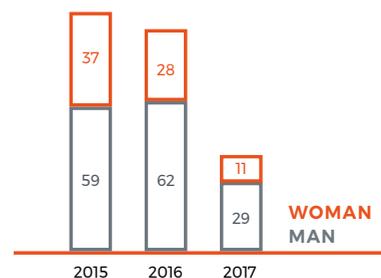
"The exchange programme between Elia and 50Hertz is a great opportunity to expand our knowledge, share our respective experiences and forge new ties. It's also a great way to strengthen intergroup cooperation. I'm only at the start of my time at 50Hertz but I've already learnt a lot about offshore projects in Germany." Erwann Bauwens, Project Leader Nemo



Developing our employees' competencies

Thanks to a large catalogue of workshops, we enable executives to develop and empower their teams, lead change and deliver results, thereby promoting leadership development. We provide training for technical, safety and soft competencies and establish continuous improvement routines to ensure consistent and sustainable safety behaviours. We incorporate public acceptance and transparency into day-to-day processes to promote and reward modest and responsible behaviours as well as assertive, yet collaborative communication.

AVERAGE HOURS OF TRAINING BY GENDER (BELGIUM)



What we achieved in 2017



Horizon 2020: factoring in the impact of an ageing population

The ageing population is an undisputed fact and also has an impact on businesses and how they are structured - a trend reinforced by changes to Belgian legislation governing pensions. The top of the age pyramid is widening and the number of older workers is on the rise. For example, almost 38% of Elia employees are over the age of 45. This situation requires a conversation between the employer and more experienced employees about career aspirations and prospects.

With this in mind, in 2014 Elia launched the Horizon 2020 project aimed at drawing up a HR and corporate policy factoring in age to provide an attractive and sustainable career framework. Mindful of the fact that there is no one-size-fits-all solution, Elia is currently working on a range of career development plans, all of which seek to strike an appropriate work-life balance.



New employer value proposition

'Powering Your Future. What is your impact on Tomorrow?' Elia's new employer value proposition, unveiled in 2017, aims to give fresh impetus to its positioning as an employer and to exemplify its new values.

Care4Energy: promoting well-being

In 2016, Elia launched Care4Energy, an umbrella programme bringing together all of the company's initiatives to promote well-being. It aims to work with employees and for employees to create a sustainable, healthy and safe environment based on well-being and respect, so that everyone has the energy and vitality they need to shape the energy landscape of the future together.

Elia's focus in 2017 was on mental and emotional health. Following a survey to identify employees' stress levels and sources of stress, a general action plan was drawn up for each department. Training sessions about stress were a key component of this plan.

38%

OF ELIA EMPLOYEES ARE OVER THE AGE OF 45



WELCOME APP FOR NEW HIRES

June 2017 saw the launch of a mobile app for new Elia employees. The Welcome App allows new hires to learn about Elia in an interactive way between signing their contract and their first day at work.

"It's important to us that we give each and every newcomer the best possible welcome. This new app ensures that every new hire has the key information they need well ahead of their first day so they feel more at ease and can hit the ground running from day one." Kimberly De Laet, Training & Development Manager at Elia



BARBARA VERHAEGEN,
INTERNAL COMMUNICATION
MANAGER AT ELIA

“CULTURAL CHANGE IS PIVOTAL IN ENABLING THE EXECUTION OF THE ELIA STRATEGY. WE ARE HITTING THE LIMITS OF WHAT WE CAN ACHIEVE IN THE CURRENT WAY OF WORKING.”

Cultural change

With decarbonisation, digitalisation and decentralisation, the energy sector is going through many changes at present. Elia is committed to developing the competencies needed to cope with the challenges of the future. It has to be an agile company with the right expertise, one that can change at the same pace as the world around it.

That is why, in 2016, Elia introduced a new set of values designed to instil a new corporate culture that will stand us in good stead for managing the grid of the future.

In 2017, Elia surveyed every one of its employees to see how much progress was being made. Where were they in relation to the new values? How much further did we still have to go? What measures were needed to facilitate the cultural change currently taking place at Elia?

To implement this transformation, Elia believes in an approach based on personal change, in which management sets an example for every employee. An action plan is currently being developed to bring Elia's new culture to life. It will start with the management, then senior managers and gradually work its way down to all Elia employees.

Satisfaction surveys

In 2017, Elia's HR Department conducted numerous satisfaction surveys to find out how employees were feeling about the cultural changes currently underway. As a result, Elia has the information it needs to implement an action plan to facilitate this change.

A survey of psychosocial risks among Elia employees enabled a better assessment of the situation within the company and identified areas for attention to be included in the action plan that will be launched in 2018. In 2017, team workshops helped to deliver improvements in psychosocial risks, and a training programme on awareness/management of stress and burnout was also rolled out.

Mobility at Elia

Congestion on the roads, and the time wasted as a result, are a strong argument for introducing a different approach to mobility. In addition to offering staff the option to work remotely, Elia is continuing to apply its sustainable mobility policy, which aims to limit journeys and offer a flexible, varied range of solutions for getting to work or travelling for other professional reasons.

TOTAL PARTICIPATION IN THE SURVEY ON PSYCHOSOCIAL RISKS

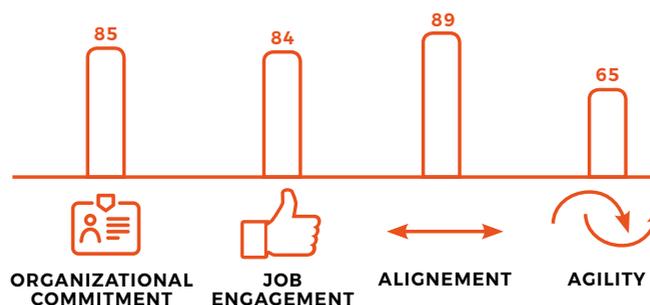


TOTAL PARTICIPATION SURVEY ON SAFETY CULTURE



A survey on safety culture undertaken in 2017 found that Elia's employees have a positive perception of safety within the company. The results were used to assess the suitability of the actions being taken and to determine the priorities that need to be worked on in order to continue improving safety.

In 2017, a satisfaction survey was conducted among all Elia employees. It found commitment levels among Elia staff remained high, except when it came to agility. More information about the survey can be found in the annex.





WHAT HAPPENED AT 50HERTZ IN 2017?

50Hertz is convinced that the success of a company is entirely based on the success of its employees. It is the responsibility of the company to help employees develop their skills, to foster their health and commitment, involve them in decisions and guarantee equal opportunities for all.

2.8%

SEVERELY DISABLED
EMPLOYEES

“Say it!” - the employee satisfaction survey launched in 2017

“Say it!”, 50Hertz’s comprehensive survey of employees, took place for the third time in 2017. Topics such as cooperation, cross-divisional processes and leadership behaviour were evaluated, and all employees, as well as members of the Management Board, were able to share their views openly. The detailed results will be discussed within the respective teams in workshops in the first quarter of 2018, and any necessary measures put in place. The survey participation rate was 91%.

Annedore-Leber-Berufsbildungswerk

Promoting diversity and equal opportunities at 50Hertz also means giving people with health impairments the same opportunities as their other colleagues. As early as 2013, an inclusion agreement was concluded to promote people with health impairments in their working lives. In 2017, the proportion of severely disabled employees in our workforce was 2.8 percent. Depending on the job requirements in the commercial and technical areas, the quota will be successively increased in the future. In 2017, a cooperation agreement was concluded with the Annedore-Leber-Berufsbildungswerk and a special apprenticeship scheme for those with impairments was established.

Give the word to young employees

50Hertz is keen to give its youngest employees a voice, as they are the future of our economy. It therefore held the first trade union elections especially for young employees in 2017.



50Hertz gains OHSAS recertification

In December 2016, 50Hertz was again awarded Occupational Health and Safety Assessment (OHSAS) certification. OHSAS is a British standard that assesses and certifies companies' occupational health and safety management systems. A successful, follow-up audit was conducted in November 2017. Security is also a top priority for 50Hertz.

Further development of employees' competencies

The average training costs per participating employee amounted to around 1350 euros in the reporting year 2017. In addition, executives can participate in 50Hertz tailor-made training modules to develop their own leadership skills. Since 2014, 94 employees have collaborated on practical cases encountered in their day-to-day management across divisions and hierarchies.

Diversity

50Hertz is committed to promoting diversity and strongly condemns any discriminatory act in the work environment. All employees have equal rights, regardless of their ethnic origin, age, gender, sexual identity, religious affiliation, political views, nationality, social background or other factors. The number of different nationalities among 50Hertz staff has increased significantly. The company employed its first severely disabled apprentice in 2017. There is also a very active women's network at 50Hertz.

For more information on the distribution of men and women at 50Hertz, see the annex.

Happy birthday, 50Hertz!

50Hertz celebrated its 15th birthday in 2017. And what better way to do it than in the company of all its employees?



15 years

