



# CREATING PROTECTIVE WORKWEAR THAT IS 'MADE FOR LIFE': THE JOURNEY OF ENGIE

How close collaboration between the protective clothing value chain enabled ENGIE to develop an innovative and improved safety culture and strengthen their global corporate image.

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# SUMMARY

ENDEL ENGIE, a subsidiary of the multinational utility company ENGIE issued a tender for new protective clothing in 2016 in the interest of improving the protection and comfort of their workwear. To unify the protection and corporate design across the entire company, ENGIE soon extended the project from one to six Business Units (BU's). This greatly increased the size and complexity of the project and thus sparked the need for a smooth corporation between the fabric supplier, garment maker and industrial laundries.

In this case study, you will read how ENGIE closely worked together with industrial garment manufacturer Alfredo GRASSI, textile, hygiene and facility service provider Elis and TenCate Protective Fabrics to tackle challenges, and help ENGIE innovate and improve their safety culture with safe, durable and comfortable protective workwear.

# ABOUT ENGIE

ENGIE is a global reference in low-carbon energy and services. In response to the urgency of climate change, the Group ambition is to become the world leader in the zero carbon transition "as a service" for their customers, in particular global companies and local authorities. With its 160,000 employees, customers, partners and stakeholders, ENGIE is a community of Imaginative Builders, committed to more harmonious progress. Turnover in 2018: 60.6 billion Euros. In this case study you will learn more about the project that resulted in ENGIE's new standard of protective clothing.

# PROTECTING AND DELIGHTING WORKERS

ENDEL ENGIE, one of ENGIE's BU's, is the French leader in industrial maintenance and energy services. In 2016, they needed improved protective clothing for their workers.

ENGIE soon realized the importance of a future-proof approach – unifying the outfits in terms of protection and design across the entire organization. In May 2016, this resulted in extending the protective workwear project from ENDEL ENGIE to a large number of ENGIE entities around Europe. This meant that the scope of the original tender changed from providing

workwear 3,500 ENDEL ENGIE employees to 13,000 22,000 ENGIE employees. Because of the complexity of the new, extended project, ENGIE was aware that they would need to carefully choose every partner in the value chain in order to make this project a success.

Adeel Khan, Group Category Manager at ENGIE Group Procurement Department, was closely involved in the project by negotiating all the wants, needs and contracts with the protective clothing value chain partners.

“

My main goal is to protect employees and establish a unified corporate image. To create the right workwear, we needed to invite the right people to the conversation. Getting all partners in the protective clothing value chain together at one table was a big step towards achieving our goals.”

Adeel Khan, Group Category Manager at ENGIE Group Procurement Department

# CREATE DURABLE, COMFORTABLE AND UNIFIED WORKWEAR

Based on several evaluation rounds during the project, ENGIE made a shortlist of fabric suppliers, garment makers and industrial laundries that could meet expectations. Together, it was their job to join forces in meeting ENGIE's demands towards the workwear, being:

1

## Right fit

The new design should be more ergonomic and adapted to workers, in order for them to accept the new garments and wear it with pride. New design and fabric must be tested through field tests, to be assured of success and being widely accepted by all the BU's employees.

2

## Comfortable

Providing comfort to workers was ENGIE's main priority. The fabric should not be too heavy and meet the required protection level of fabrics, without having to compromise on comfort.

3

## Durable

Employees need to be able to wear the garment for the intended 1,5 years. That is why possible shrinkage or colour loss of fabrics between washes should be limited as much as possible.

4

## Uniform

The new garments should be uniform between all ENGIE plants in order to strengthen the corporate brand. This also means putting an end to different protective clothing strategies and separate contracts with a scattered landscape of garment makers and industrial laundries. It was difficult but crucial to structure delivery times for the entire company.

Partnering up throughout the entire protective clothing value chain was crucial in order to face challenges and develop an innovative and improved safety culture for ENGIE's workers.

# TACKLE CHALLENGES ACROSS THE PROTECTIVE CLOTHING VALUE CHAIN

“By setting up a multidisciplinary team, we were able to provide the best protective fabrics for the end user. Teamwork was key in achieving goals.”

Bastien Nommé  
Global Strategic Marketing Director  
TenCate Protective Fabrics

ENGIE's Group Category Manager Adeel Khan and PPE Specialist Cédric Rolland selected Alfredo GRASSI (represented by Key Account Manager Isabelle Lefevre) and TenCate Protective Fabrics (represented by Bastien Nommé, Global Strategic Marketing Director) to join forces. Together, they presented innovative solutions to ENGIE's challenges:

## 1: Find the right fabrics

The challenge was to provide ENGIE with the right fabric, and find a good balance between protection, durability, comfort and looks. Fabrics should not be too heavy as this would have a negative impact on comfort. That is why we introduced a fabric that was light in weight, while retaining the same level of protection.



## 2. Improve wash protocols

TenCate Protective Fabrics invited industrial laundry specialist Initial to wash and dry trials. Elis and Initial together helped advice a wash protocol that would help retain the durability of garments between washes.

“Being able to connect with other partners in the protective clothing value chain who know what we do and how we work is extremely valuable to us. It not only speeds up the process but also helps us provide high quality solutions to the end user, ENGIE, faster.”

**Thierry Colas**  
Project Leader at Elis

## 3. Provide rock solid production forecasts

Isabelle Lefevre, Key Account Manager at Alfredo GRASSI, helped ENGIE to successfully structure the garments supply chain of the company. By doing production forecasts, each partner knows when to fulfill their role in the supply chain, preventing delivery times to deviate and presenting the workwear on time.

“A production forecast provided all relevant parties with crucial information to fulfill their role in the chain at the right moment. Together we made sure ENGIE employees would not be left without protective clothing when they need it.”

**Isabelle Lefevre**  
Key Account Manager at Alfredo GRASSI

# CREATING AN INNOVATIVE AND IMPROVED SAFETY CULTURE

The journey of ENGIE and their partners shows why a perfectly coordinated action between the different value chain players is critical to make sure that employees can enjoy their new and improved protective clothing. ENGIE did not only succeed in improving their safety culture with their new line of protective clothing, but they also achieved a unified and renewed corporate branding. We can summarize the results as follows.

The collaboration between ENGIE and TenCate Protective Fabrics resulted in improved protective clothing in terms of:



Comfort



Corporate image



Price/quality  
ratio



Protection

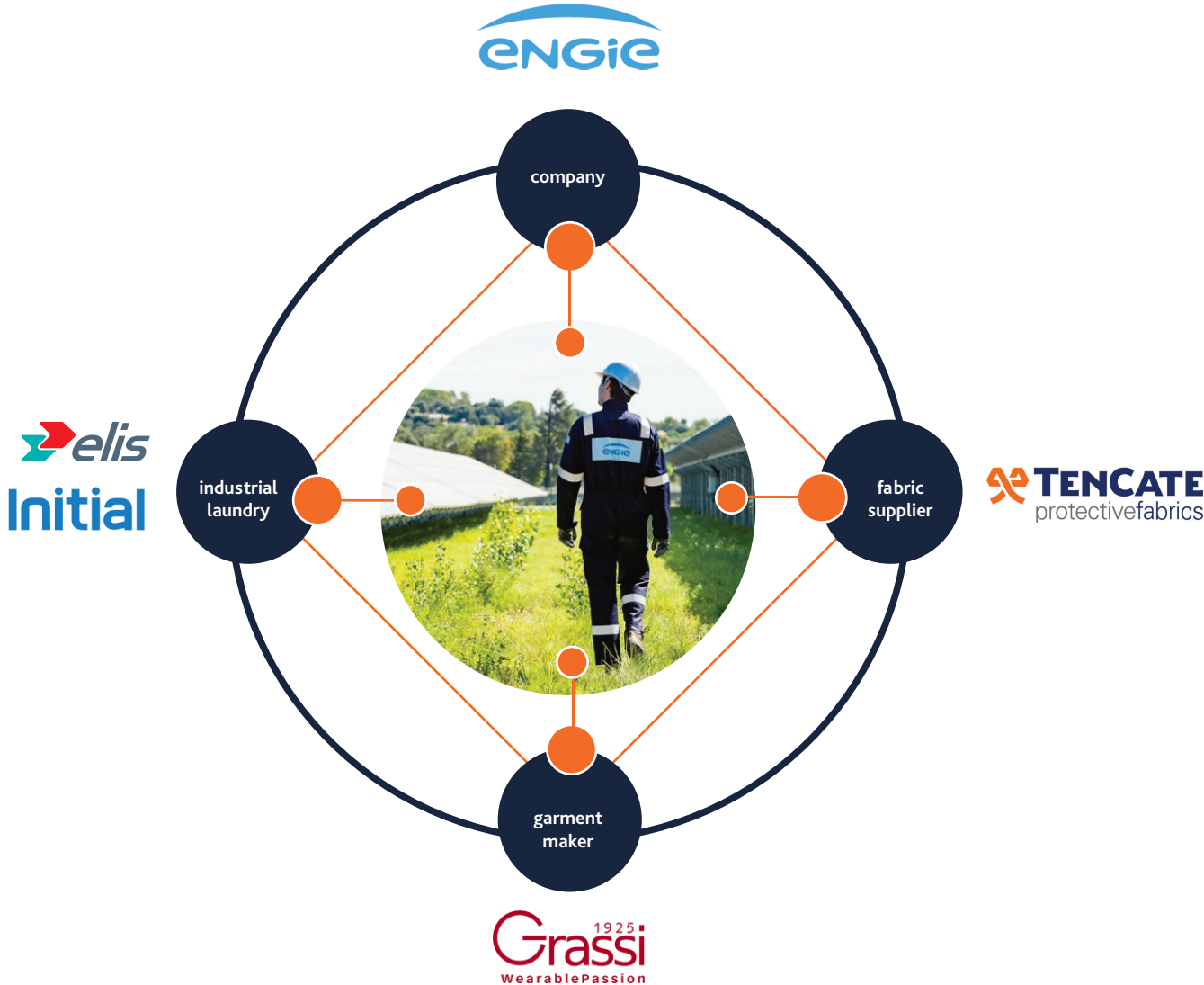
“The main reaction we get from our workers is: ‘This workwear looks great and feels really comfortable.’ You can see a strong feeling of pride in their eyes. These remarks are also made by our top management, which is extremely rewarding for us.”

**Cédric Rolland**  
PPE specialist at Engie



# THE PROTECTIVE CLOTHING VALUE CHAIN

The collaboration between Alfredo GRASSI and ENGIE resulted in well structured delivery times for all of the ENGIE plants. Initial, Elis and TenCate Protective Fabrics together improved the durability of the clothing.



# KEY TAKE-AWAYS ON TAKING CARE FOR THE HEALTH AND SAFETY OF YOUR EMPLOYEES

**Make protective workwear a vital part of your company's high-safety culture.**

Your actions regarding safety stretch far into your organization. Collaboration between fabric suppliers, garment makers, industrial laundries and end users is not a luxury, it is crucial to assure safety, durability and on time delivery to make sure employees are never left unprotected. The collaboration can help you fuel that movement.

**Always build a business case together. As a health & safety manager, you are not alone.**

Use your partners in the protective clothing value chain to help turn the conversation from cost to value towards management. When we challenge each other to stay on top of our game, we are able to join forces and provide safe and comfortable workwear for companies worldwide.

**Connect with partners who take your specifications seriously.**

We know our game. And so do you. Help yourself by letting us help you, in developing the protective workwear your colleagues need – and want – to wear.

**Always be transparent. Health and safety of professionals worldwide is a serious matter.**

Build a conversation built on trust and let technical specifications and quality speak for itself.



# LEARN HOW TO IMPROVE AND INNOVATE YOUR PROTECTIVE CLOTHING AS A PART OF THE VALUE CHAIN

As a safety professional or protective clothing manufacturer, you are always wondering how you can bring your protective clothing to new heights of quality. ENGIE's success story proves that the protective clothing value chain is crucial in achieving the best possible result. Together with all of their partners in the value chain, they improved their protective clothing in terms of protection, comfort, corporate branding, looks and durability. On top of that, they were able to optimize the supply chain.

Take the next step in your safety culture by talking to one of our protective clothing specialist, who will give you objective and customized advice:

[TALK TO A SPECIALIST TODAY](#)