

General SHE requirements for contractors

Public information

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1. General

1.1 Purpose

TenneT is committed to a safe workplace, the protection of the Health, Safety and Environment (SHE) for all TenneT and contractor employees and to safeguard the general public where they may be affected by our activities. We believe that SHE is a joint effort and responsibility of TenneT and its contractors. It will take everyone working together to realise our ambition of Zero Harm.

This document sets out the specific TenneT SHE requirements for all contractors and sub-contractors working for TenneT. This document forms part of the contract. The requirements described herein are made in addition to legal requirements and details out the TenneT interpretation of these requirements. This document outlines the minimum expectations that contractors (sub-contractors included) shall comply with. SHE is a core value in all work performed for the TenneT. Contractors shall comply with all policies, rules and procedures set forth by TenneT.

In addition to the general requirements as described in this document, specific requirements apply to the contractor. Depending on the activity that is contracted, one of the following requirements apply:

- Operational SHE requirements for contractors – Onshore NL
- SHE Requirements for Contractors Offshore (Projects and O&M NL)
- Operational SHE Requirements Offshore O&M Germany
- Attachment Safety Health Environment (Onshore Germany)

1.2 Scope

This guideline applies to all (sub)contractors of TenneT and their respective personnel. This document does not stand alone – nor should it be interpreted as the exclusive requirements for contractors. In addition to this guideline, specific SHE rules may apply, such as site specific rules.

1.3 Definitions

Contractor

A person or organisation providing services to TenneT under terms specified in a contract.

Note: individuals or organisations supplying goods are not regarded as contractors in the scope of this guideline, but as suppliers. Of course, a supplier may also be regarded as a contractor if both goods are supplied and work performed.

Identity document

Any document approved in the EC that may be used to identity of the bearer. E.g. passport, European identity card, residence permit document.

Personal Safety Logbook (PSL)

The Personal Safety Logbook is a personal document containing records of all the holder's relevant (safety) training courses. In addition, it may also contain medical information..

Subcontractor

An individual or organisation that signs a contract to perform part or all of the obligations of another individual's or organisation's contract.

TenneT site

A physical site owned by TenneT or a (temporary or permanent) workplace under the (direct or indirect) management control of TenneT, e.g. (non-limitative): an office building, substation, offshore platform, construction site or cable laying site.

1.4 Relation with other TenneT guidelines

- Functional Directive Definitions and Classification of SHE Incidents. This guideline provides rules on which incidents are in and out of scope, how to classify incidents and how to determine hours worked.
- Functional Directive Reporting, Investigation and Review of SHE Incidents. This guideline contains general rules for reporting SHE incidents, which incidents to investigate (when, who, how) and how incident investigations are reviewed in the different layers of the organisation.
- SSC17-005 Approved methods for SHE incident investigation. This document contains a list of methods that are suitable in TenneT's view for establishing direct and underlying (root) causes of SHE incidents

2. Policy level

2.1 General

It is important that our contractors are aware of, recognise and adhere to TenneT's Mission and Vision, and more specific: TenneT's Safety Vision and Life Saving Rules. In the following paragraphs, general information is given. Detailed information on these topics can be found on the TenneT website www.tennet.eu

2.2 TenneT mission, vision and core values

Mission

TenneT's mission consists of two key elements:

- providing security of electricity supply
- developing an integrated and sustainable North West European electricity market.

A key values for TenneT is 'quality'. Applied to the field of safety, this means that we apply the highest safety standards.

2.3 Safety Vision 2022

TenneT feels responsible and acts in the spirit of 'Zero Harm'. We want our employees - and employees of our contractors - to get home safe and healthy. Every time. Safety is an integral part of our daily work. Next to following processes and procedures, we care for ourselves, our colleagues and our environment. We believe that all employees are safety leaders. Therefore we focus on two pillars: Safety Leadership and Safety Execution.

2.4 Life-Saving Rules

More than fifty people in the TSO business have been killed worldwide in work related incidents the last ten years. In many cases failure to comply with a safety rule was a significant factor. Our six Life-Saving Rules (LSR) set out clear and simple "dos and don'ts" covering activities with the highest potential safety risk. It is essential to make sure that these rules are followed and people are protected.

Our six Life-Saving Rules are:

1. Protect against falling when working at height;
2. Use personal protection equipment when required;
3. Do not work, walk or stand under a suspended load;
4. Comply with electrical safety principles;
5. Prevent dropped tools and equipment
6. Work with a valid work permit when required

Each LSR violation will be investigated. Failure to comply with any Life-Saving Rule will result in an action, up to and including termination of employment for TenneT employees or, for employees of contractors or sub-contractors, removal from site and disqualification from future TenneT work.

3. Strategic level

3.1 Legal and other requirements and compliance with regulations

Contractors shall comply with all relevant and applicable (inter)national SHE legislation, including international maritime law. Requirements from TenneT are to be considered as an addition to or as a binding interpretation of legal and other requirements. This includes selection by TenneT of certain laws, codes or standards as applicable.

In case of a dispute or introduction of new regulation during the project TenneT always reserves the right to

determine the interpretation of a given regulation and to what extent it is applicable to the project.

3.2 Safety Leadership

Following the Safety Vision 2022, safety leadership translates to contractor management commitment in the following ways:

- Investigations of contractor SHE incidents are to be led by a non-SHE contractor employee with management responsibility. Investigation reports must be signed off by a senior manager of the contractor.
- Following a contractor incident investigation, a member of the board of the contractor may be invited to TenneT's Incident Review Board. Similarly, in case of repeated incidents of a lesser category.
- Management of the contractor (min. 1 level above project level) may be requested to perform or attend Safety Walks.
- Following a Major SHE incident the management of the contractor (min. 1 level above project level) must present the corrective and preventive actions taken to TenneT in a meeting. A similar meeting can be requested by TenneT in case of less severe incidents, repeated incidents, or following events demonstrating clear deviation from a responsible safety culture.

3.3 Business reviews

During and after the runtime of the project or the contracted activity, the SHE performance of the contractor will be evaluated. The results may have consequences for the contractor.

3.4 Risk assessment and guiding SHE principles

Contractors will carry out a hazard identification and risk assessment of all routine and non-routine activities and situations (including foreseeable emergency situations) before these activities are carried out and/or these situations are created. The outcomes will be shared with TenneT. TenneT may ask additional information to be delivered before the activities may take place or the situation to be created.

The contractor will manage the risks in the following order of priority:

1. eliminate the risk;
2. control the risk at source;
3. minimize the risk by means that include the design of safe work systems;
4. in so far as the risk remains, provide for the use of personal protective equipment.

In addition to the above, TenneT expects contractors to follow the As Low As Reasonably Practicable (ALARP) principle. Contractors will be benchmarked against industry standards.

3.5 SHE in the design phase

The guiding SHE principles as described in the previous paragraph also apply to the design phase. The design shall consider the risks that may appear in any of the phases in the life cycle of the end product.

3.6 SHE meetings and audits

TenneT may organise SHE meetings and/or organise SHE audits involving contractor employees. The contractor will facilitate these activities upon request and grant unlimited access to persons and information, (within limits that are reasonable)/ The contractor will enable his employees to take part in these events.

3.7 Reporting SHE incidents

Contractors will report all (potential) SHE incidents and near misses that occur during work related activities that are executed under a contract on behalf of TenneT. If unsure whether an event is a (potential) incident, which thus needs to be reported, contractors must consult with the responsible TenneT line manager or SHE representative.

An incident has to be reported as soon as practicable after its occurrence (≤ 24 hours). Incidents need to be reported in a manner as explicitly agreed upon by the contractor and TenneT project lead.

For further guidance, refer to the Functional Directive Reporting, Investigation and Review of SHE Incidents.

3.8 Incentive programs

The contractor is required to have two incentive programs in place. One program must cover the persons working on the site. Another program must cover the project level i.e. the project manager and other key functions.

Both programs must:

- incentivise positively
- be based on team performance
- be limited to a certain phase of the project

Penalties related to safety performance should be avoided.

3.9 Incident investigation

Incidents occurring during activities controlled by contractors must be investigated, preferably by the contractor and TenneT jointly.. Management is expected to take an active role in the investigation process as described in par. 3.2.

Incidents in the 'Major incident' category must always be investigated. For the category 'Minor incident', TenneT's SHE expert determines whether or not an investigation must be conducted. For a definition of the incident categories, see Annex 1.

The contractor is responsible for the timely completing the investigation: within four weeks for Minor incidents; within two months for Major incidents. Circumstances may require this period to be extended. When an extension is required, the contractor needs to attain approval for this extension from the TenneT investigation leader.

The contractor is responsible for carrying out the investigation. As a minimum, the investigation leads to:

- Establishing what happened (e.g. description of the event, time-line, sequence of events);
- Establishing the direct and underlying (root) causes ;
- Specific recommendations addressing the direct and underlying (root) causes;
- A written investigation report.

Major SHE incidents

Contractor SHE incidents are preferably investigated using Tripod Beta, but different methods are allowed as well. A list of approved methods is published on our website (SSC17-005). Contractors wanting to use a method that is not on the list can refer to the TenneT SSC department for approval (safety@tennet.eu).

Minor SHE incidents

The choice for the investigation method is free; the only precondition is that the method enables systematic analysis of the incident and is a generally accepted method in the field of safety.

For further guidance, refer to Functional Directive Incident Reporting, Investigation and Review.

3.10 Reporting SHE performance metrics

Contractors will report SHE metrics on a monthly basis; the report to be handed in on the third workday in the month following the reporting month. The TenneT guideline 'Definitions and classification of SHE incidents' provides the basis for reporting. The principal contractor shall draw an integrated report, including data of all subcontractors.

As a minimum, TenneT requires the following information from the contractor on a monthly basis (subcontractors included):

- Total head count of on-site contractor personnel per contractor organization;
- Number of hours worked;
- Number of SHE incidents, specified per category;
- Number of near misses;
- Number of SHE incidents investigated and closed out in the month;
- Number of Environmental incidents.

Additional reporting criteria may be set in the contract.

3.11 Emergency response organisation

All contractor employees shall be familiar with emergency response plans for the project and shall participate in emergency drills. The procedures to be in place by the contractor and reviewed by TenneT before start of work shall include but not be limited to the following scenarios:

- Crisis management plan aligned with the TenneT crisis management;
- Emergency response plan (ERP);

The contractor shall liaise with TenneT to ensure that the procedures for each contractor (incl. subcontractor) and external emergency organisations interface effectively. This shall include project specific details of emergency response arrangements including:

- Corporate individuals responsible for crisis management;
- Contact details for project parties (Employer and Contractors);
- External emergency facility contact details;
- Emergency response initial actions flowchart.

The contractor needs to develop emergency response procedures to deal with emergencies. Safety drills to test the response capability (for emergency evacuation and fire) shall be incorporated into the Contractor's plan.

As a minimum a drill must be performed before starting a new project phase.

4. Operational level

See:

- Operational SHE requirements for contractors – Onshore NL
- SHE Requirements for Contractors Offshore (Projects and O&M NL)
- Operational SHE Requirements Offshore O&M Germany
- Attachment Safety Health Environment (Onshore Germany)

Annex 1: Major and Minor SHE incidents

All SHE incidents that are reported are assessed by the TenneT SHE expert on both the actual and potential harm level. The harm levels are indicated in table 1.

Harm level		Examples
4	Death	One or more fatalities
3	Severe harm	Amputation / severe disfigurement / permanent handicap Permanent loss of hearing / vision Third and fourth degree burns
2	Moderate harm	Bone fractures, significant lacerations Temporary hearing / vision loss Second degree burns
1	Minor harm	Minor cuts / bruises / sprains / strains Mild temporary hearing loss / corneal abrasions First degree burns
0	No harm	Object in eye removed by flushing Slip, trip, fall with no bruising or swelling General soreness

Table 1. Harm levels

Major SHE incident

SHE incidents with an actual or potential harm level of 3 or 4 are classified as major SHE incidents.

Minor SHE incident

SHE incidents with harm levels of 0, 1 or 2 classified as minor SHE incidents.