Partners in safety

Newsletter contractors TenneT

Foreword

First of all, I would like to reflect on the sad news that reached us on Monday 18 May. An employee of a TenneT contractor has died as a result of an accident during the dismantling of a temporary overhead line for the Wilhelmshaven - Conneforde project in the municipality of Bockhorn, Germany. The investigation is still in progress. We offer our condolences to his family, friends and colleagues.
This accident emphasises once again that working safely and returning home safely unfortunately cannot be taken for granted. Every day, every moment, we must do everything we can to prevent accidents that can cause serious or minor injuries. This takes a continuous effort from all of us.
We do this, among other things, by continuing to roll out the Safety Culture Ladder. In this edition you can read about the latest on this. We also have an interesting interview, including a video link, about TenneT's reasons for co-signing the Dutch Governance Code Safe Energy Networks, and Gineke van Dijk, the new Associate Director for Safety & Security, introduces herself.
Happy reading and more importantly, stay safe and healthy!

Oscar van Aagten

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Latest news:

Recording agreements on SafetyWall

Corona is occupying all of us. We have to deal with extra rules and procedures to be able to carry out our work safely and remain healthy. TenneT is making specific agreements about this every single day, at our station and project locations, so that work on our high-voltage grid can continue as far as possible.

Since last year TenneT has, on a number of construction projects, been using the SafetyWall on which specific risks are stated and safety agreements are explicitly recorded. The SafetyWall is a display board developed by TenneT together with SimWall where agreements can be recorded at project level. They are added to the SafetyWall so that it will be clear to everyone what is and what is not allowed and whether additional measures apply.

Awareness

Every (new) employee will receive instructions at the SafetyWall and the day will also start there. This means that everyone on location is clearly aware of the agreements that have been made.

Could the SafetyWall also be something for your organisation? Click here for more information.

Safety Instructions offshore the Netherlands

Specific safety rules apply for entering TenneT offshore platforms in the Netherlands. TenneT employees, employees of our contractors, and visitors who travel to these high-voltage substations at sea must comply with these rules.
That is why TenneT has made a video "Offshore Safety Instruction", which gives a detailed explanation of these safety rules.

The video covers the following topics:
- Basic safety rules
- Security measures prior to offshore transfer
- Access and egress
- Safety in the workplace
- Calamities

Click here to watch the video.

Interview SCL in Financieele Dagblad

In a special appendix for Chemistry in the Financieele Dagblad (FD) of June 30, a 'Customer Case' has been included about the development and application of the Safety Culture Ladder. NEN, as manager of the SCL, and TenneT, as user of the SCL, were interviewed for this purpose.
What can the SCL do to improve safety in an organisation and in a sector? Why has TenneT applied the SCL and what effects does it see? These are some of the aspects that are discussed in the 'customer case'.

Read the entire interview here (Dutch).

SCL update

The number of certified contractors working for TenneT has risen to over 150. Further certifications are currently delayed due to the COVID-19 restrictions. NEN has shown the necessary flexibility for follow-up audits, but for newly to be certified companies and/or level increases it is not possible to carry out remote audits without compromising on quality. The training of auditors is also delayed. The further growth of certifications in 2020 is therefore expected to slow down considerably.

Incidentally, the capacity of certifying bodies was already almost fully utilised, so the catch-up that is likely to occur in the third quarter of 2020 will result in some upheaval. On the other hand, NEN has in recent months entered into contracts with various new certification bodies in both Germany and the Netherlands so that in due course the audit capacity will be in line with demand. The implementation of SCL in the Dutch construction industry, under the name ViA, is also likely to be delayed.

SCL implementation is expanding further

On page 6 it is described how the SCL is now also being implemented outside Europe. In Scandinavia, in addition to Denmark, implementation projects are now running in Sweden and Norway. A first company was also recently certified in Austria.

TenneT guideline

The SCL standard is further improved and refined on several points. For example, most SCL products have a new name, the offshore audits are better specified and project certifications are better described. NEN has also decided that the SCL product also determines which maximum level can be realised. For example, certification at level 5 is only possible with an SCL-Original. With the SCL, maximum certification is level 4 and with the SCL-Light, a level indication is issued in a statement at maximum level 3. This choice was made by NEN because, among other reasons, certification at a higher level

requires and warrants a greater audit effort. TenneT has compiled a guideline that describes as many relevant themes of the SCL as possible. How TenneT deals with the SCL, explanation of the SCL standard and NEN and the working method of audits by the certification bodies, are the central themes. The guideline can be found on the TenneT website and is also widely used in tenders. TenneT will update the guideline in the coming months with the new information.

Continued development of SCL

There are also developments at NEN regarding the SCL. First of all, NEN has updated the website for certificate holders. The two registers (for SCL and SAQ+/SCL Light) have been combined into one. This simplifies clients' search for certificates. In addition, changes have been made in the status column (additional status) and there is clarity about the validity of certificates.

In addition, a second self-assessment (SAQ Compact) will be added at the end of Q2/beginning of Q3 2020 for the purpose of the Approved Self-Assessment (formerly SAQ). A simplified self-assessment has been developed by NEN for this purpose, in view of the limited expected effort to successfully complete this assessment. So now two self-assessments are offered by NEN, the SAQ Compact (new) for the Approved Self-Assessment and the existing version as the first step for the certifications of SCL Light, SCL and SCL Original.

Approved Self-Assessment

The Approved Self-Assessment consists of a 1-day audit by 1 auditor. It is the simplest form of the SCL. No level indication is issued for the Approved Self-Assessment. This product is basically a recognition that a company has been properly introduced to the requirements that lead to an improved safety culture and to the approach to the SCL.

The Dutch construction industry (ViA) in particular is expected to make frequent use of this product in the future, which is why it was decided in a joint effort between the auditor consultation and the further Governance structure of NEN to specify the content of this product in more detail. TenneT is expected to make limited use of the Approved Self-Assessment in the future.

Safety Culture Ladder in the Middle East and Asia

TenneT regularly reports on countries within Europe where TenneT contractors are certified, but progress is now also being made outside Europe.

A shipyard in the United Arab Emirates was certified in early 2020. This contractor builds platforms for TenneT that form the link between the large quantities of wind turbines offshore and the stations onshore. TenneT has contracted two companies in South Korea who will realise large cable installation projects. These companies have now started taking the first steps towards the SCL implementation. In addition, other contractors from South Korea, Japan and China have in the meantime obtained a pre-qualification for the supply and installation of cable. These companies therefore have a chance of winning large orders in subsequent tenders, in which the implementation of SCL will be a contract condition.

Support SCL in Asia

As known, TenneT will, if desired, provide support to contractors in the implementation of the SCL. It can be difficult for Asian companies to delve into the SCL and understand the requirements. It is a new standard for the Asian market, the infrastructure for this certification has not yet been set up and cultural differences may also play a role in the application of the substantive requirements. A number of these Asian companies have meanwhile contacted TenneT, as client, and Lloyds, as certifying institution, to obtain information.

TenneT's SCL team has now decided to actively provide support in Asia as well. After consultation with NEN and Lloyds, it was decided to stick to the preference requirement to conduct the audit with native speaking auditors. This means training local auditors, transferring the knowledge and experience of experienced auditors, shadowing and attending first audits and advising the companies.
Of course, other certification bodies are also cordially invited to serve these companies. We will find out how the SCL requirements will suit the diversity of Asian cultures. NEN is interested to see how we deal with this without losing sight of the quality of the audit. We will keep you informed of these developments.

SCL team in Germany

TenneT is implementing an advanced safety culture in order to improve the safety performance. The Safety Culture Ladder is defined as a valuable tool to guide this implementation. It was also decided to install a SCL team to guide implementation from the different contractors.

We started with extensive workshops in 2017, also on different locations in Germany. In the beginning TenneT communicated the message why we had chosen for SCL, how we would apply SCL and that SCL would become more important during tender processes in the future. Later on the workshops were executed with the support from certification institutes and advisors. The speakers shared their knowledge, experiences and potential solutions.
Gradually TenneT built up experience how an implementation develops. Off course, within every company the implementation is different in details, in internal resources and (potential) external resources. Existing safety programs and other (planned) certifications might also fulfil a part of the SCL requirements and therefore influence the implementation.
The SCL team collected the different initiatives, experiences, (network) contacts and not to forget the results. Off course the SCL team will not share confidential company information.
If a TenneT contractor starts with the implementation, the SCL team makes contact and offers support for the implementation. The SCL team will not do the work for the company, but we can assist in starting up, making a plan and supply support if the SCL requirements are not clear or if companies are looking for potential solutions.

Expectations SCL team

The start from the implementation traditionally starts with getting informed on SCL. TenneT has published a SCL guideline with a lot of relevant information. One of the SCL team members will take contact with the person who is responsible for implementation. It is important to make a planning which leads to certification. The first milestone would be to execute a self-assessment and determine what the GAP is with the SCL requirements on level 3. Now the improvements can be determined and planning might need to be adjusted, depending on the scope from the improvements needed.
The SCL team would like to receive the planning and every 3 months a status update. If the planning is not met, we will have a meeting how we support you and can get back on planning.
In Germany the SCL team is active with 3 persons. Daphne Schell in East and South Germany, Christian Fuchs in West and North Germany and Ad Huijbregts to coordinate and have contact with some larger contractors. Ad, Daphne and Christian are happy to share some experiences with you.

Experiences Ad Huijbregts

SCL is a new standard and TenneT is the first contracting authority in Germany who requires a certification on SCL.

Therefore, we decided good communication is essential. That is why we organised workshops, publish a safety newsletter, published a video, guideline, and other interesting issues. But we also recognized that personal contact with relevant management from contractors will increase the acceptance and commitment to implement SCL. Sharing examples and experiences for potential solutions is very well appreciated by contractors. and we also experienced, that contractors in general recognize the added value from SCL after implementation. Due to the growing number of German contractors, extension of the capacity in Germany was necessary. With Christian and Daphne we have succeeded in getting even more relevant experience on board.

Experiences Daphne Schell

In my experience the SCL implementation becomes easy and considered as beneficial as soon as companies understand the difference from safety culture to traditional safety practices. Depending on the individual starting point, suppliers usually have experienced some frustration with e.g. their safety trainings, the fulfilment of safety legal requirements or their safety management systems. With the new TenneT requirement SCL they assume just another administrative burden with no real advantage. But after only a 2 hours meeting with suppliers I can feel their relief and also surprise that SCL could be something to really ease safety activities within their organisation. And once SCL is running and a positive safety attitude became gut instinct, the improvement of safety performance will follow, without any additional effort.

SCL helps to improve work place safety, to reduce accidents and to prevent occupational diseases, and this motivates me to be part of the TenneT SCL team.

Experiences Christian Fuchs

Over the last two years I have visited many TenneT contractors, from very small up to large companies. Very often I experienced that the concept of a safety culture is better understood within a face-to-face meeting and the exchange of experiences and examples, then by mails and the written word. Core reason for this is that safety culture reflects also personal attitudes and habits. But it is not unusual that contractors start to discuss the acceptance from available management system certifications in the first contact. After explaining the difference between (safety) management systems and SCL, they are open to see the added value from SCL.

Facing SCL it occurs that the start of the process is the most difficult action. That is why we advise to execute a self-assessment and develop an improvement plan. At the same time we ask for a milestone planning for implementation and give support if needed. This seems more like to be a desktop job, but it will help to start working and giving structure to the upcoming tasks. On request we will submit for example some options for a planning set-up, and/or potential solutions for improvements. We also advise to contract a certification institute at an early stage. First of all, audit capacity is limited, but if there are issues on the scope and/or expectations from the audit, it is possible to contact auditors. The positive aspect is that all contractors we guided, succeeded in getting certified on the required level.

SCL certification has been very valuable for us

Engineering firm Petersburg Consultants is a TenneT contractor who has been certified at level 4 of the Safety Culture Ladder since 2019. Level 4 means that safety within the company has a high priority and is continuously being improved. Managing Director Anja Vijselaar, QHSE Manager Gerrianne van Woudenberg and Sales Manager Marius Vermaas talk about how they, on the engineering side, have shaped their ambitions in the field of safety.

Safety within Petersburg

With the arrival of Anja Vijselaar as director in 2017, Petersburg added a stronger conscious focus on safety and how the organisation wants to approach this. Anja Vijselaar: “At the same time as my appointment at Petersburg, TenneT, as an important client in the energy world, made certification on the safety ladder compulsory for its subcontractors. We saw the safety ladder as a good tool to further increase our safety awareness and to intrinsically safeguard it within our organisation.”
Once the certification process had started, Petersburg realised that the safety ladder is of great added value. Even for an engineering party that was already certified for ISO 45001, and which has always (subconsciously) viewed safety as something self-evident in design processes.

In 2018, Petersburg became certified at level 3 of the Safety Culture Ladder. Marius Vermaas explains: “Certification on the safety ladder has been very valuable for us! All measures aimed at behaviour, communication and cooperation resulting from the implementation have helped our organisation to progress as a whole. Excited by the positive effect, and driven as we are, we decided that we dared to take the next step on the SCL to Proactive (level 4).”

Petersburg came to the conclusion that the company wanted to be more outward facing, which is also one of the objectives of the SCL: to ensure participation in the chain. This means not only carrying out the work safely internally and having the working conditions properly sorted, but also talking to the client and looking for ways to positively influence the entire chain.

Working safely is something you do together!
Petersburg considered how to achieve this and started organising the so-called ‘Petersburg Experience’, with the topic ‘Leadership in Safety’, in line with the motto ‘Leadership in Energy Transition!’. Vijselaar: “During this gathering we invited as many of our most important chain partners as possible. Speakers Jop Groeneweg, Professor of Safety at TU Delft

and Mel Kroon, former CEO of TenneT and member of our Advisory Council, gave inspiring presentations.
After the presentations, participants split into groups to discuss their experience with working safely. This resulted in many ideas to improve safety even further. It would have been a shame not to do anything with this, so thought we and our chain partners. We met several times with ten of our most important relations (including client TenneT, and also contractors such as Dura Vermeer, Volker Energy Solutions, Dynniq, WL Winet, and DSO's Enexis, Stedin and Alliander) to discuss improving safety further within the chain in more detail."

The results of these discussions gave Petersburg the idea of organising a 'Safety Festival'. Vermaas: "We noticed that there is a great need to improve safety within the industry and to structurally embed it by engaging in a more integrated and cross-sectoral dialogue, sharing knowledge and learning from each other's successes and mistakes. In other words, to have a REAL conversation. We see the Safety Festival as an important first step in this. In January 2021, we will be organising a great festival that will result in many positive things happening within the energy sector, and perhaps in the long term even beyond that."

New applications

In addition to certification on the Safety Culture Ladder, Petersburg also wants to provide a framework for the Safety by Design theme. Vijselaar: "Another way to increase safety in the chain is to apply BIM (Building Information Model) within our design processes. BIM contributes to good cooperation with clients by sharing designs within the project and using models as a means of communication."
Petersburg sees safety as an essential dimension in the design. Safety can be visualised, guaranteed and communicated by means of BIM. Not only during the design phase, but also during the realisation, so that parties who will build, maintain, operate, etc. the installations gain insight into the planned execution. Think of start-day meetings and LMRAs and the possibility to enrich BIM with the current technology of smartphones and tablets in immediately deployable solutions that contribute to safety.

About Petersburg Consultants

Petersburg Consultants is an engineering company that, with more than 60 employees, provides total solutions in the high-voltage sector. The company has developed into a specialist in high-voltage related infrastructure, the influence of high voltage on our environment and the further development towards sustainable energy sources. Petersburg Consultants was acquired in October 2019 by WSP, a consultancy and engineering company with 50,000 employees worldwide.

Click here for more information about Petersburg (Dutch).

Basic Risk Factors investigation

TenneT has carried out an analysis into the causes of accidents which occurred in 2019. The subject of the study was all accidents that led to absenteeism and all so-called 'high-risk incidents', a total of 113.

For accidents, a distinction can be made between immediate and underlying causes. The immediate cause of an accident is often human failure. Statements such as 'you shouldn't have done that' or 'you should have paid more attention' are not very constructive, because the person causing the accident had already realised this himself. It is more important to find out why, in retrospect, this person carried out the incorrect action. On that basis we can determine whether there are underlying factors that contributed to this. Those factors are further removed from the incident and may be related to issues such as overdue maintenance, wrong choice of materials, insufficient expertise, unclear procedures, poor work planning, unavailability of the right tools, unclear instructions, unrealistic time schedule, etc.

11 BRFs

The factors mentioned can be divided into eleven Basic Risk Factors. In the study, all underlying causes from the separate studies were classified in one of the eleven BRFs. For lost-time accidents, the BRF 'error enforcing conditions' appears to be by far the most important factor contributing to accidents. If we look at the 'error enforcing conditions' in more detail, the most important sub-factors are physical circumstances (the weather for example) and personality factors (unsafe behaviour, not paying attention for example). Personality factors can be influenced, for example, by awareness training, safety walks, LMRA, start-work meetings, toolbox meetings, safety talks, etc. Physical conditions cannot be influenced, but one can adapt to these circumstances. This requires awareness and leadership.

Communication

'Error enforcing conditions' are also an important factor in high-risk incidents, but to a lesser degree than in the case of lost-time accidents. The BRFs' error enforcing conditions', 'procedures', 'organisation' and 'communication' play a more or less equal role here. Viewed in more detail, incomplete or missing procedures and the failure to follow procedure are important aspects. Within the BRF 'coordination', there is in most cases a misunderstanding about who does what in the workplace. For 'coordination', aspects of insufficient or no communication are important, such as lack of clarity about tasks and not being (properly) informed about procedures. These insights can help us to focus our policy more, namely on the aforementioned aspects, to work as efficiently and effectively as possible on improving safety.

Fatal accident during dismantling yoke construction

On Monday, May 18, we received the sad news of a serious accident that led to the death of an employee of one of our contractors.

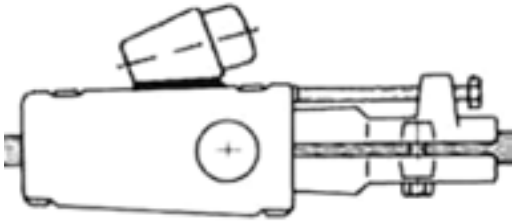
The accident occurred during the dismantling of a yoke construction for the Wilhelmshaven - Conneforde extension project in the municipality of Bockhorn (Germany).
The police and the public prosecution service have launched an investigation into the cause and background of the accident and TenneT will provide the best possible support.

We currently have no further information on the circumstances of the accident.

We convey our condolences to the employee's family, friends and colleagues.

Minorca earth wire

When replacing a press connector on the connection between Groningen-Hunze and Vierverlaten, a Minorca earth wire (conductor) slipped away from a Pfisterer working clamp.



Pfisterer working clamp

Cause

Tests have shown that the failure of this Minorca conductor in combination with the applied wedge mounting clamp occurs at approximately 1,500 kg tensile load, which corresponds to 33% of the nominal breaking strength (4,500 kg). The lightning conductor hangs in the box where the incident took place, tighter than in the circuit next to it. The tensile stress is about 1,200 kg, while about 650 kg is normal for this conductor.

Conclusion

Following the investigation, the following conclusions were drawn:

- The condition of the Minorca lightning conductor is acceptable, no indications have been found that this is the cause of the incident;
- Based on tests, it has been found that the mounting clamp used is not suitable for clamping a Minorca lightning conductor;
- Lightning conductors are retracted less tightly with comparable line connections. This could explain that this type of clamp has not failed in previously executed work.

Use of chain barriers at stations

As a result of a question from one of our contractors, it appears that not everyone is totally clear about the regulations relating to barriers at the station. We would therefore like to list them again:

Red-white chain

This chain is used to cordon off an electrically protected work area. The chain may only be fitted by or on the instructions of the Work-Responsible Person by authorised personnel (with BEI designation - Electrical Systems Operations). The cordoned off area always has an entrance/exit. The workplace may only be entered or exited via this entrance/exit. It is forbidden to step over the red and white chain. On the inside of the cordoned off work area there must be a 'Dangerous electrical voltage' sign on all sides and at the exit on both sides to make you aware that this danger is present outside the safe work area. The chain may only be removed by or on the instructions of the Work-Responsible Person by authorised personnel (with BEI designation).

Yellow-black chain

This chain is used to cordon off an unsafe situation at a station. This may concern unsafe situations related to (high) voltage or other unsafe situations. Unsafe situations related to (high) voltage are, for example, components such as suspect measuring transformers that may pose a danger if you get too close to them. Other unsafe situations include excavations, floor openings, trenches or danger of falling objects. Yellow-black chains are always placed in consultation with or on behalf of the Work-Responsible Person or supervisor. To carry out work inside the chained area, an entrance must be created in a safe place by temporarily removing the chain. This must be included in the work plan. In the case of excavations, the chain must be placed well away from the excavation.

Electrical equipment on the construction site

Some time ago an incident occurred at a TenneT project location, during which an employee received an electric shock by picking up a plug socket connection which had taken on some water.

Cause

The main danger from electricity on the construction site is electrocution. If a person comes into direct or indirect contact (via water for example) with mains voltage, a current will flow through the body to the earth. This can cause serious injury and even death.
Therefore, a few points for attention for various tools are listed again.
Extension cables, cable reels
Only use cable reels that are splash-proof (at least IP44) and protected against overheating and overloading. Use cable sleeves (IP44) for plug connections that are not splash-proof.

Electrical devices

Class I devices:
Metal parts of devices that fall in this class are connected to a protective earth conductor. Should a malfunction occur, the current can be discharged relatively safely and the earth leakage circuit breaker can be switched off in a construction or stray cabinet.

Class II devices:
Devices that fall into this class are double insulated or have an extra strong moulded case. Only use Class II hand tools on construction sites.

Class III devices:
The devices in this group operate at an extra low voltage of less than 50 volt AC voltage. 42 or 24 volts for example. The voltage then comes from a safety transformer.

Mobile generators

When using movable/mobile electrical generators (portable or on a trailer), use insulation monitoring. NEN 3140 recommends use from a power of 3kVA (3 kW), but it is recommended that this is also applied for generators with a power of less than 3kVA.

Falling load during lifting work

During lifting operations with a platform crane on the inside of the maintenance shaft, the load, which was placed on a wooden pallet, got stuck behind an edge of the deck. As a result, the load slipped out of the two slings, fell five meters and ended up on deck 1. Fortunately, no one was injured.

Causes:

- The crane operator did not have an unobstructed view of the load;
- The means of communication between the two assisting workers on deck 1 and the crane operator were not working at the time of the incident;
- The assisting employee was unable to keep the load under sufficient control due to the flat angle of the guides;
- Due to insufficient securing, the load slipped out of the slings as a result of the imbalance and fell;
- A third, experienced supervisor was not available due to the quarantine measures and the replacement supervisor had insufficient training and experience.

Measures:

- Make sure that employees have the necessary training (instruction) and sufficient practical experience and have a start-work meeting before beginning work;
- Always carry out a Last Minute Risk Assessment, even for routine crane and lifting work;
- Secure the load against slipping and falling and take into account the worst-case scenario (slipping, getting caught somewhere);
- Only perform pallet lifting operations with suitable pallet lifters/frames;
- Regularly test the means of communication before and during use;
- Appoint additional supervisors (ears and eyes) for lifting work over multiple floors;

- Carry out a risk assessment prior to the lifting work and discuss it during the start-work meeting;
- Include the risks in the work/lifting permit and adjust it if necessary before starting work and discuss this during the start-work meeting.

As the new Associate Director SSC, Gineke van Dijk will promote open dialogue

Gineke van Dijk starts as Associate Director of Safety & Security (SSC) on 1 July. Gineke has been working for TenneT for over 20 years and therefore knows the organisation very well. We asked her about the reason for this move and her plans for the future of SSC.

Within TenneT you have moved from Customers & Markets to SSC. Why this move?

I have been working at TenneT for twenty years. I started in a legal position and for the past nine years I was senior manager Customer & Markets. After all this time I wanted something new and I started thinking about what really matters to me. I ended up at safety, which had been a genuine interest of mine for a long time. When we were integrating TenneT Netherlands and Germany in 2011, in a workshop I was assigned the topic of safety, which we had to work on with a small team. From that moment onwards I started to think about what safety actually means to me.

The importance of safety and security is immense for TenneT. We are currently facing a huge task in expanding the energy grid in the context of the energy transition, whilst at the same time we must keep the existing grid in working order. And all of this must be done safely.

What do you bring to SSC from your previous position, what is your added value?

I not only know TenneT well but also the environment in which we operate, including the stakeholders and their interests. I will always have an eye for external signals and discuss and use them internally.

In concrete terms, this means that at SSC we will pay more attention to external parties and how they deal with safety. Our contractors view TenneT as a whole and they must see a comparable safety policy, regardless of the project they are working on. Together we stand for the safety of all employees, our own employees, and those of our contractors. In addition, I see an important role for safety leadership, which

is why we will soon be starting a new safety leadership programme.

The first hundred days in a new role are usually decisive, what do you want to pursue within that time?

In the past year we have already been busy with setting up a new structure for the safety organisation within TenneT. We first want to focus on supporting the business in the field of safety. We must listen carefully to what is required, within TenneT and at contractors. We will translate needs into resources. In addition, the Safety Leadership programme must start.

What will contractors notice?

We want all processes and risks to be already critically examined during the preparation phase. Safety needs attention straight from the design phase, or ideally at an even earlier stage, when determining a specific route in the case of a new line connection for example. I also think it is important that we show good leadership and not only give ourselves, but also our contractors sufficient time and space to work safely.
If we need more time ourselves, I think we shouldn't take this time away from the time we allow our contractors.

How do you see the correlation between safety and security?

In both cases it is about risk management. Safety focuses on the safety of your people and security focuses on the safety of your information and physical assets. For me, there is also correlation in the way you manage a process. Safety and security form a team that we need to develop further. Risk management is the connecting factor and if we are willing to learn from each other, a lovely cross-pollination could arise, leading to fruitful cooperation.

Which joint activities with contractors do you consider important?

I think it is especially important that we see each other as business partners. If something goes wrong, you have to be able and dare to address each other without pointing an accusing finger. It is better to look at the learning moment together and to give and receive honest feedback.

Do you have a message for the contractors?

We want to show our contractors in concrete terms that something is being done with their feedback and that an open dialogue is always possible, even in difficult situations. This is only possible if there is open communication about safety through all layers and organisations: from TenneT to contractors and subcontractors and vice versa, as well as from work planners, persons responsible in the field to managers and vice versa. If someone feels that this is not possible, or that things are happening that don't feel right (unsafe), I would like to hear this, so that we can come up with a solution. I therefoe invite this person to send an email to gineke.van.dijk@tennet.eu.

Upgrading safety throughout the entire chain

On 23 January 2020, the Governance Code Safe Energy Networks was signed by all Dutch energy network managers. The aim of the code is to reduce safety risks during the realisation, use and maintenance of our power grids. Ben Voorhorst, COO of TenneT and Jeroen Grond, director of VGMK of Stedin and chairman of the steering group that developed the code, interviewed each other about the importance of this code.

Question to Ben: Why did TenneT sign the code?

In our Safety Vision we state that we strive for Zero Harm, we want our own employees and those of our contractors to come home safe and sound every day. Too many incidents are still happening.
The Governance Code, which represents the entire industry, is an excellent opportunity to give safety a higher priority throughout the chain. We have to do that together.

Question to Jeroen: What challenges have you faced as chairman of the steering group?

At the beginning there was some scepticism, within Netbeheer Nederland the thinking was “but we have already arranged everything well.”
We entered into discussions with Bouwend

Ben Voorhorst (left) and Jeroen Grond

Nederland and Techniek Nederland, who were busy drafting the Governance Code for construction. In the end, we opted for our own code to which, although it is geared to the construction code, we have given our own interpretation from Netbeheer Nederland.

Question to Jeroen: What is the difference between these two codes and where do they reinforce each other?

They are very similar, both in terms of text and look and feel. The themes discussed are also almost the same, with a strong emphasis on safety. The difference is that the Netbeheer Nederland code focuses on harmonisation whereas that of construction is on uniformity. Both codes are based on the entire chain and I see more similarities than differences.

Question to Jeroen: Which themes from the code will be expanded on in the coming period?

We want to do it right and therefore not tackle everything at all at once. We have chosen two themes: cable work and work preparation.

Ben adds: These themes also play a role at TenneT. The theme of safety during

excavation work was selected by Liander and Bouwend Nederland, who are jointly drawing up a plan.

In my opinion, making work in the field safer concerns two issues: Safety by design, where we look at how we can mitigate the risks in advance over the entire realisation process, including the design and preparation phases. If there is good work preparation, the benefits are twofold: if you prepare the work well, you can do it right the first time, which in turn leads to fewer incidents. In this way, safety and operational excellence come together.

Question to Ben: A lot of work has to be done for the Energy Transition. The interests are great and the workload is high. How does TenneT view the collaboration with contractors in the field of safety?

To make the energy transition a success, we will need our (sub)contractors more than ever in the coming decades.

How we used to deal with each other gets in the way of achieving the necessary acceleration. We must change our behaviour to get the best out of each other. To be able to work together safely, you have to dare to speak up. That is why the Business Unit Large Projects (LP) has started the “Psychological safety” programme.

Jeroen adds: Psychological safety was also the theme of the Stedin Symposium ‘spying on the neighbours’ last year.

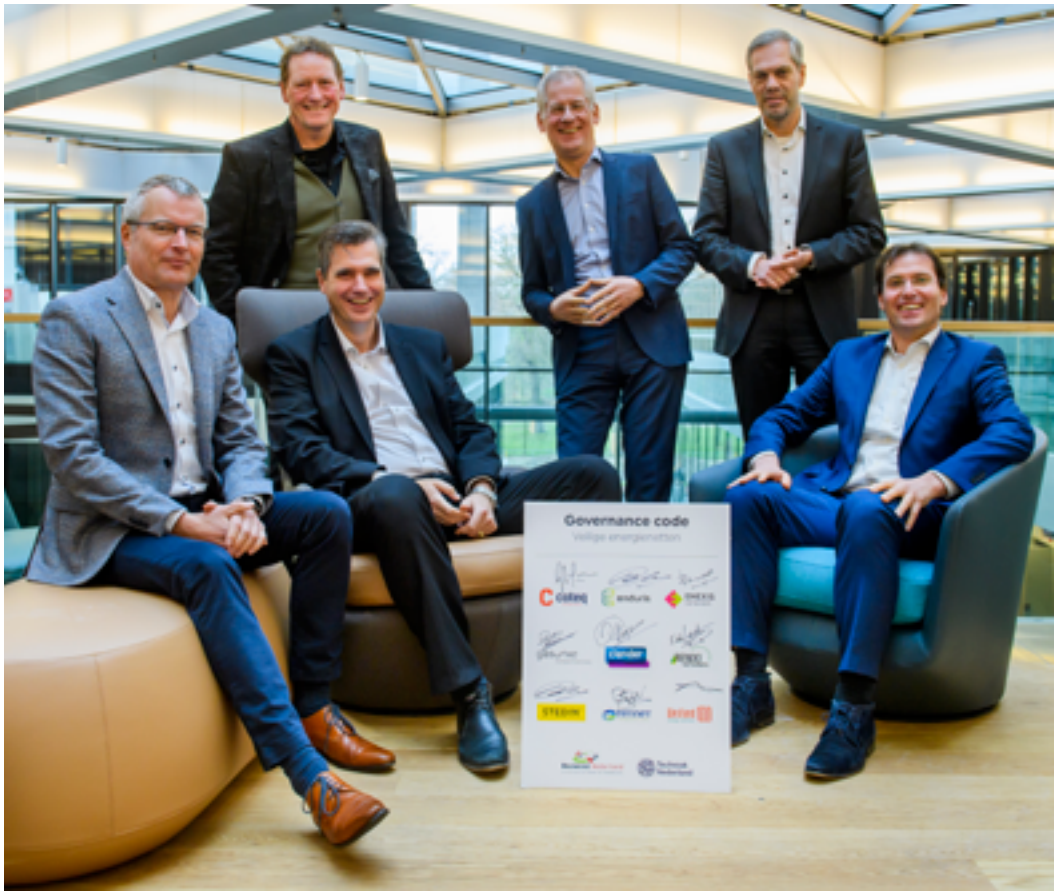
Question to Ben: How does TenneT implement this programme?

Part of this is listening to points for improvement and comments from our contractors. LP has entered into discussions with

various large contractors. Processes and systems were discussed, but also rules that apply to our work. It is important to simplify, clarify and adapt them to the current reality. The set of additional measures on the BEI, the KEB, has already become a lot smaller for example.
Within the ‘learning from others’ theme, we look at how we can further strengthen the contractor-client relationship in order to further improve cooperation and therefore also safety.

Another great initiative is the development of the toolkit “Act safe, stay safe!” by our Safety & Security department. This allows you to start a conversation about safety in an accessible way, not only with your own employees, but also with those of our contractors.
With these initiatives, we are building a sustainable relationship with our employees, our contractors and subcon-tractors, and improving our safety culture is of essential importance for this.

Watch the video with a summary of the interview between Ben Voorhorst and Jeroen Grond here.



Links

Life-Saving Rules
www.tennet.eu/company/safety-at-tennet/life-saving-rules

Safety Culture Ladder
www.tennet.eu/company/safety-at-tennet/safety-culture-ladder

Safety at TenneT
www.tennet.eu/company/safety-at-tennet/safety-at-tennet

Contractor Management
www.tennet.eu/company/safety-at-tennet/contractor-management