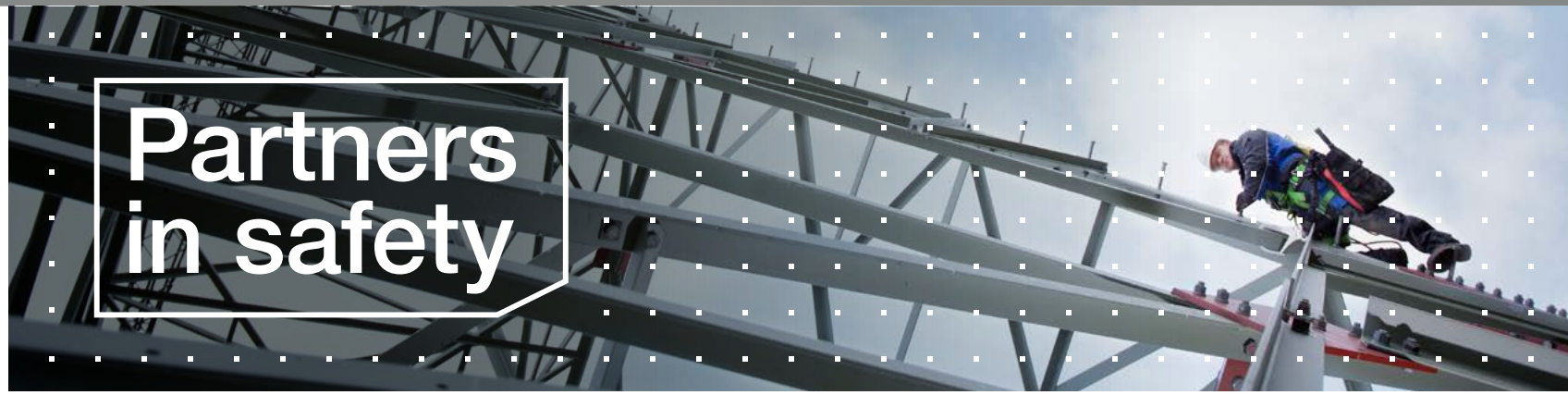


Partners in safety

Foreword

This newsletter comes with a black border, because unfortunately another fatal accident has occurred at a TenneT project site. On 13 September, Jörg, a 42-year old employee of one of our contractors, died in an accident. He leaves behind his wife, an older daughter and a three-week-old child.
This once again emphasises the importance of working safely, because a major loss like this is unacceptable. One of the visible actions TenneT undertook in response to this occurrence was a stand-down during which everyone halted his/her work for half an hour to talk with their colleagues about safety. What does safety mean to me, what can I do for someone else, how can we prevent accidents of this nature?

In addition we are moving full speed ahead with the rollout of our Safety Leadership programme and we are proactively seeking dialogue with our contractors, our partners. A good example of this is the Energy Safety Festival that took place in the Netherlands on 7 October.

Enjoy reading this newsletter and please reflect on Jörg and his family, and give thought to what we can do to improve safety at all of our work places.

Oscar van Aagten

Latest news

Digital Safety Passport for nominations and keys now live!

Note: the information in this article is only applicable for the Netherlands.

The new application process for requesting TenneT nominations and keys went live on 31 August. Internal and external employees, as well as contractor employees, can now request TenneT nominations and keys, which will be recorded in the Digital Safety Passport (DSP). For TenneT this is a major step forward in enhancing safety at its substations.

Valid nomination required

The first requests have since been submitted and processed. It should be noted, however, that not all submitted requests were complete. To be permitted to receive a TenneT key requires a valid TenneT nomination. This nomination can only be assigned after all required certificates (Safety, Health and Environment Checklist Contractors (SCC), Stipel, Site Safety Instructions, etc) are shared with TenneT. Contractor employees must add these documents themselves using the DSP app. This app shows whether all certificates have been shared with TenneT. TenneT's KEB website includes a user guide for submitting a request and adding certificates.

Key request coordinators

All external companies (contractors and regional grid operators) have appointed a number of key request coordinators responsible for requesting keys. These key request coordinators check their colleagues' requests for keys and submit them on behalf of the organisation. The key request coordinators have been trained and have been granted access to the TenneT Key Management System.

For more information, visit the TenneT KEB page or submit your question to sleutelbeheer@tennet.eu.

Energy Safety Festival a big success

The second Energy Safety Festival took place on Thursday, 7 October.
140 professionals from the energy sector came together to enter into earnest discussions about safety. One of the programme's segments was a panel discussion during which four executive directors from the energy sector, including Maarten Abbenhuis, COO at TenneT, outlined their ideas about working safely and about safely working together.
TenneT also organised a workshop about different ways in which to initiate discussions about safety within one's own organisation. The Act safe, stay safe! toolkit was central in this workshop, which was well attended. The festival was well organised, with an original setup and varied programme.

Click here for a video impression and photos of the Energy Safety Festival.

Safety needs our energy: everyone a safety leader

‘The Safety Leadership Programme is not just a programme, above all it is a mindset,’ says Manon van Beek, CEO TenneT. On 13 September 2021 she was present together with all directors at the start of the Leadership initiative: Safety needs our energy.

Safety has always been a key area of attention within TenneT. The objective of this initiative is to further reinforce safety awareness and leadership. This should ultimately result in a proactive leadership culture in which safety is a permanent element of TenneT’s identity. ‘There are still too many accidents at work as a result of which safety, without question, continues to be our top priority; our aim is for everyone to return home safely,’ says Tim Meyerjürgens, COO TenneT.
According to Tim, to be able to create a safer climate, it is especially important for employees not to be afraid to speak out when they see a dangerous work situation. According to one of the directors this can at times create a dilemma. She says: ‘At a workplace I saw that the ladder being used by an employee was sliding somewhat. He put it straight again and I thought: is this really normal? And does this happen more often?’ She hesitated to say something because this was not at her workplace. Yet, it didn’t feel right to her and she therefore went to speak to a supervisor.
‘For me this hesitation evokes the question as to why it still feels uncomfortable to point out such potential dangers.’
A colleague understands this hesitation. ‘Sometimes it can be difficult to bring something like this up for discussion, because you may not be certain that you are right about the situation in question,’ he says. But according to him it is necessary to speak up about this. ‘You must have the courage to intervene when something does not feel safe. If I ever end up in such a situation I will not hesitate to do so and I hope that my colleagues will do the same.’

Where do we go from here?

With the objective of making safety and the associated measures a priority, the directors recently came together in workshops in which they talked about potential safety dilemmas together. In addition, they gave thought to their own commitments in the area of safety. According to TenneT’s CFO Otto Jager this is really very simple. ‘You just need to take a critical look at yourself as well,’ he says. ‘For example, in the past I often answered telephone calls in my car, which often caused me to miss an exit. I never do this anymore; I now put my telephone in silent mode. These are the kinds of small improvements you can make for yourself.’
It is especially important that you take sufficient safety measures yourself so that you can become a role model for others. To do this it is also essential to really believe in this. Otto: ‘The lesson that I want to convey is “make it personal”, you must be convinced of it yourself. Make it a part of your daily life, at work as well as at home.’
Although steps were taken during this initial day of workshops, there is still some way to go. Over the coming months all heads and leads will be participating in workshops designed to strengthen safety awareness. In addition, they will engage each other in a dialogue to bring up certain dilemmas for discussion. The only way forward is to work together on this. This way TenneT will steadily move closer to the desired goal: a collective awareness that contributes to a distinctive, pro-active safety culture.

Safety needs our energy

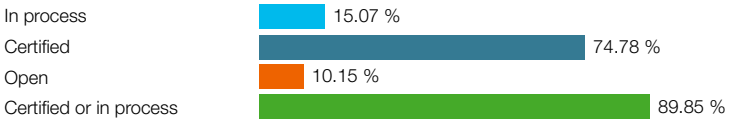
Safety Culture Ladder update

Status TenneT SCL Programme

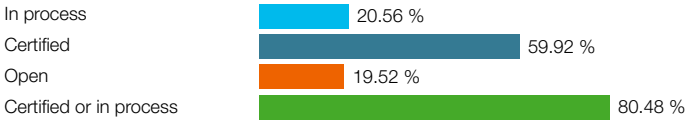
We are very happy to see that more and more contractors are participating in our Safety Culture Ladder programme. The number of certified contractors and contractors in the process of getting certified, steadily increases. The absolute numbers per end of September 2021 show that 243 contractors have been certified, and that an additional 128 contractors are in the process of getting certified. Since absolute numbers do not tell the whole story, we have put these them in perspective. We made an analysis for our medium and high safety risk purchase categories to find out what the coverage of certified contractors for these categories is. Ultimately, we aim for 100% coverage, so that all work carried out by our first-line contractors, and/or directed by them, is carried out in a good safety culture. A next step would be to get more and more subcontractors participating and achieving an SCL certification. We reach out to our partners to find the right way to get more subcontractors on board. Together we can make it happen, safe supply chains.

Medium and High safety risk categories

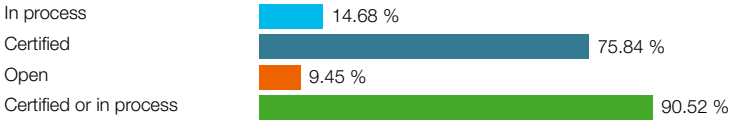
Total (Medium and High risk)



Medium risk



High risk



Parameters period 2018 - 11.08.2021

Come Together Knowledge Network meeting scheduled for 4 November

The Come Together Knowledge Network is a platform for users of the Safety Culture Ladder (SCL) for the purpose of sharing knowledge and experiences together. The platform regularly organises network meetings. A meeting is planned for 4 November 2021 at Eneco in Rotterdam with the theme 'Safety by Design'. Click here for more information about the programme.

Costs

€ 75,00 per person. The fee for two persons from the same organisation is € 125,00. Click here to register.

VEILIGHEIDSLADDER Come together

Statements

Is your company certified and would you like to share your experience? We would be happy to hear from you about this through means of a real-life example. Let's inspire each other and so expand our perception of the world we work in! Send your text to safety@tennet.eu.

Lars Böckmann Baum & Gartendienst

Our certification process together with Dekra was challenging and instructive. We have drawn many positive conclusions from this "certification phase", for example the fact that we are well prepared in terms of occupational safety and that our manager considers it to be the most important aspect of our daily work.
We have learnt that we should improve and maintain the documentation of "safety deficiencies", for example. In the future, we will document even more matters so that we can refer to relevant written records at any time.
All our employees were of course pleased that we successfully completed the process, although it did not really affect them much.
Since we did not have to make any changes to their work routines, they were able to continue to work "as normal". As mentioned above, safety is one of our top priorities.
Our conclusion from this challenging period is that we will continue to work on our company philosophy and strengthen our team.

Lars Böckmann
Baum & Gartendienst

G+H ISOLIERUNG GmbH

Our experience with the SCL implementation process has taught us the importance of communicating with our employees.
Terminological ambiguities in the SCL web-tool's questionnaire initially led to a surprising result in the self-assessment. Clarifying what was meant by each term yielded a clearer and more meaningful self-assessment.
The intensive preparation, testing of established systems and internal communication enabled employees to gain an even better understanding of our own system. The improvement was reflected in the positive feedback we received.
As stated in the knowledge question, defining terms and "speaking a common language" was initially a challenge. Reflective communication on an equal footing allowed us to meet this challenge well.

G+H GROUP
Our Expertise for your Benefit

Accidents during drilled pile foundation works

Earlier this year two separate TenneT projects experienced incidents whilst 'drilled piling' groundwork activities were being carried out. The first event, a fatal incident took place on 7 April on a site that was installing overhead power lines. The second, was a work injury and occurred on 3 June on an offshore-to-land converter site. As both incidents had very similar causes the preventative measures that will be adopted to eliminate reoccurrence potential will be jointly considered.

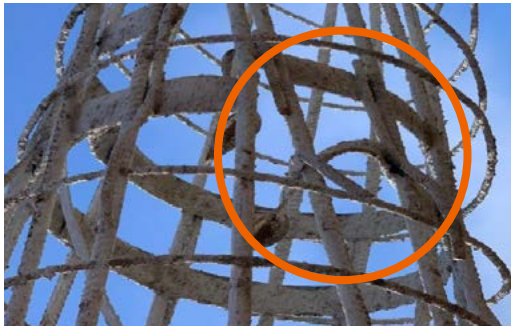
A summary of each incident and the lessons learnt:

Fatal incident on an overhead power line site

The piling technique used on this site was the 'Kelly' boring method, whereby a cast-in-situ pile is installed at an angle via a casing. Once boring was complete the reinforcement was installed and concrete was cast, once the concrete had set the casing could then be retracted. During the operation the reinforcement cage had shifted out of position inside the borehole, this resulted in both reinforcement, concrete and the casing being retracted instead of just the casing.

It was then decided on site to remove the cage layer by layer and repeat the boring process. The first two layers had already been withdrawn and two sections approx. 2-3 meter in size were removed successfully. The team then removed the remaining 15 meter of the pile in one section. The pile was connected to the rig and the two workers involved positioned themselves outside of the designated exclusion (or danger) zone and stood behind the piling rig.

After the cage had been pulled out of the borehole, the rigging connection failed at the heat-affected zones of the welds where the cage was attached. This resulted in the cage then falling to ground, in the direction of the rotary drilling rig. For some unknown reason as this happened one of the workers had entered the danger area to speak to the machine operator. He was struck by the reinforcement cage as it toppled to the ground and was fatally injured.



1: Reinforcement cage with cracked flat bar (attachment point)

Injury at an offshore-to-land converter site

A section of reinforcement cage was being lifted from the ground into a pre-excavated borehole when the upper encircling, partially

2: Reinforcement cage with torn welded seam at flat bar (attachment point)

welded ring that was being used as the lifting attachment point failed. The cage then fell onto a concreting truck that was in the vicinity. The cage collided with the truck and ripped a ladder that was fitted to the side of the vehicle off and injured a worker who was stood inside the danger zone.

Underlying and root causes of the incidents

- Both these incidents were the result of a failed lifting connection point. All lifting attachment points should be suitably rated and capable of supporting the weight of a load.
- Unauthorised persons entered / were present in the hazard zone.
- The planned work procedures and measures from the risk assessments were not entirely clear, not communicated appropriately and implemented as required.
- Changes to the work procedures were not followed by adequate re-assessment of the hazards.

Measures necessary to avoid accidents of a similar nature in future

- The danger zone for all piling works should be clearly defined. The exclusion zone should be cordoned off to prevent unauthorised entry. Whilst there is a lifting operation ongoing and a 'live' load is in the air no-one should enter, a release procedure for access should also be laid down.
- A calculation for the maximum load case including necessary safety precautions must be drawn up by a specialist consultant/structural engineer for all attachment points when lifting reinforcement cages.
- Appropriate attachment/lifting points must be provided on reinforcement cages and utilised accordingly.
- Information about suitable attachment points must be available on site and these points marked as such by the manufacturer.
- The slinging and lifting methods must be documented in a standard operating procedure or operating instructions under consideration of the various load cases for installation and possible removal of a reinforcement cage and the measures required.
- Before foundation works start, the contractor should present the TenneT project management team with possible remedial techniques (e.g. abandonment of the borehole, drill-out or removal of the reinforcement cage, etc.) and the relevant control measures. The methodology involving reinforcement cage removal should be signed off by the contractor's structural engineer. The load carried by the piling rig should minimised by removing/cutting off individual segments to enable the weight of the load to be defined and to allow the attachment points to take it up safely.
- On receipt of the reinforcement cage and prior to performing any lifting operation, the attachment points and the workmanship of the welds should be inspected for obvious defects.
- In addition to the machine operator, at least one other Qualified Person (expert) for slinging and load handling equipment must be involved to uphold the "two pairs of eyes" principle.

Measures if removal of a reinforcement cage is required (e.g. cage shifted out of position)

- Activities must be immediately halted and the area must be made safe.
- Before resuming operations, the situation must be re-assessed, the risk assessment must be revisited and revised by the contractor's project management team. Additional control measure should be clearly documented.

Medium-term action

TenneT to check with the companies currently carrying out piling works to verify whether specification should be made for defined attachment points on the reinforcement cages, specifically for installation and in the event of removal (e.g. cage shifted out of position.)

Long-term action

TenneT to consult with manufacturers of reinforcement cages and subject matter experts from the civil engineering industry to further develop a uniform industrial best practise standard.

Fatal accident during loading of cable ducts

On Monday afternoon 13 September 2021, we received the tragic news that a serious work accident had occurred resulting in the death of an employee of one of our contractors. The accident occurred during the clearing of a construction site for the Emden/Ost - Conneforde grid expansion project in the Municipality of Großefehn in Germany.

The police and the public prosecutor's office have started an investigation into the circumstances of the accident and TenneT will do its utmost to assist them in this regard. No further information about the circumstances surrounding the accident are available at this time.

Our deepest sympathy goes out to the victim's family, friends and colleagues.

After the incident the following actions were immediately taken:

- The area around the incident was secured
- First aid support was provided at the scene
- The relevant notifying authorities were contacted
- A thorough investigation into the cause of the incident was initiated
- The contract company and TenneT engaged in joint internal and external coordination.

Recommendations

An investigation into the causal factors leading up to the event is currently underway. Specific recommendations and further communication of the findings will be provided in due course.

This Safety Alert has been issued to communicate that this incident has occurred and highlight the possible severity of incidents on construction sites as serious injuries can occur. Performing suitable and sufficient risk assessment and implementing a set of control measures to reduce the likelihood and consequences of incidents is essential in preventing incidents like this, this process involves:

- Taking time to appropriately assess risk to ensure that all activities can be executed safely in accordance with the relevant legal requirements and industry best practises.
- Before starting work the control measures identified from the risk assessment process should be communicated to the workforce actually performing the operation.
- Ensuring that the controls measures identified are actually implemented during the operation.
- The workforce maintaining a high level of safety awareness whilst executing the works, looking out for their own personal safety and also the safety of their co-workers.

Photo of the accident site

A personal response from Gineke van Dijk, Associate Director Safety & Security, published on our intranet site following the fatal accident.

On Monday 13 September, TenneT's Executive Board and Senior Leadership Team came together for the kick-off of the 'Safety needs our energy' programme to discuss and improve safety and safety leadership. During lunch I received the terrible news that someone had a fatal fall while carrying out his work at a TenneT project in Germany. At that point we did not yet know anything about its cause. No matter how well the meeting went from there, many of us were left with mixed feelings.

It was terrible news and I suspect that everyone immediately asked him/herself: how could this have happened? That Monday someone did not come home from his work.

After the accident the project team, reinforced by people from the safety organisation, headed up by the responsible director, facilitated an onsite investigation. These people are speaking with the family, the subcontractor and the authorities. It is a difficult task paired with many emotions. We have expressed TenneT's and our employees' sympathies to the family and the contractor.

At TenneT, we organised a safety stand-down and halted all work on Thursday 30 September 2021 at 9:30, to talk about our own safety, one another's safety and that of our chain partners.

To give the victim a face and in his remembrance, we shared the photo we received from his family within our internal organisation. The photo shows Jörg, who died at the age of 42 while making a contribution to the energy transformation for TenneT. He is holding his three-week old child in his arms and the photo also shows his older daughter and partner.

We are doing many good things in the area of safety. Our people in the field and at the office, day in and day out devote effort to creating a safe workplace, we stop work when something is not safe, we have initiated a safety leadership programme and in many projects we work with programmes and safety warnings to encourage and help contractors and our own people to work safely.

But I know that this is not of any help to Jörg and his next of kin. I can also imagine that some people may be sceptical as I emphasise these positive aspects. Because people may not always perceive that safety is receiving the right attention at all levels or because not everyone believes that safety truly is a number 1 priority at TenneT.

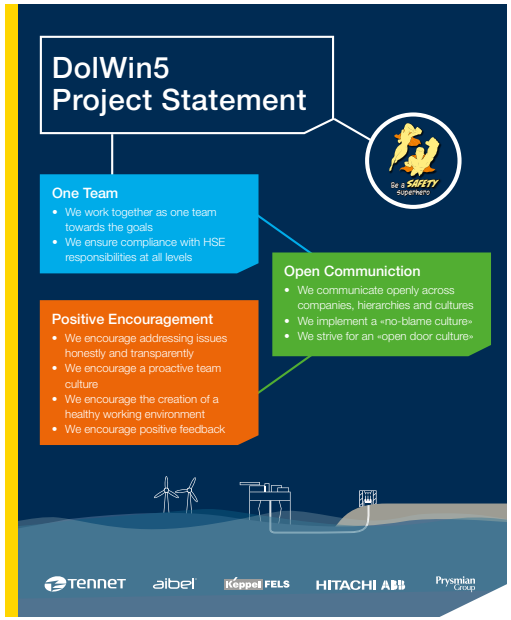
A lot still needs to happen to get safety where we want it to be: that everyone really comes home from work safely and healthy, day in and day out. One thing that without question is required for this is that we must not become cynical or indifferent about safety. That we continue to talk together about taking care of each other and the leadership this requires, and that, for example, we strengthen the connection between management and the work floor, and between contractors and TenneT as cooperating partners. At times it is difficult to establish a connection with each other. But, above all let us work and/or continue to work on establishing these connections!

Anyone wishing to talk with me can e-mail me (gineke.van.dijk@tennet.eu) or call me (+31 (0)26 373 1754). The (virtual) door is always open.

Be a Safety Superhero at DolWin5

The German offshore project DolWin5 recently started with a safety awareness programme called Safety Superhero. The DolWin5 project consists of a 130 kilometre long grid connection system in Germany, from the North sea to the landstation in Emden East with a capacity of 900 megawatt, 30 kilometre of onshore cable and 100 kilometre of offshore cable. The initial operation is planned for 2024. We asked Guido Sanders, SHE manager DolWin5 to tell us all about this programme.

Guido explains how the Safety Superhero programme took shape: “At the start of the DolWin5 project we paid much thought to safety, how can we improve our safety performance and learn from former projects. We wanted to do something different than



the usual project safety kick off, after which everyone applauds and then starts working for the duration of the project. For us it was important to come up with an idea to get safety on a higher level through the complete duration of the project. Safety is not something you only talk about at the beginning of a project, but it’s important each and every day, from the first day on until the very end. Therefore it is important to act together as a team and that everyone must feel free to address each other if they see an unsafe situation, regardless of their position.

Internal motivation

Our safety goal for this project is to reach a safety awareness and culture comparable to level 4 of the Safety Culture Ladder (pro-active). We are not going for an official SCL audit, but see it more in the way of an internal motivation for all parties involved. We contacted all four contractors to ensure they supported this idea, which they wholeheartedly did.” The purpose of the Safety Superhero programme is to have a common safety profile in our project for all contractors involved. Guido: “In previous offshore projects I worked for, we had only one contractor. In DolWin5 we work with five parties: TenneT and four contractors from various cultural backgrounds (Scandinavian, Asian, Southern Europe): aibel, Képpel-Fels, Hitachi-ABB and Prysmian. So the lines of communication are much more complex and a lot of stakeholder management is required.”

Project statement

As a first step in setting up the Safety Superhero programme, all parties sat together to develop a project statement. This statement, based on three major principles was signed by all parties, committing themselves to live up to it:

One team

- We work together as one team towards the goals
- We ensure compliance with SHE responsibilities at all levels

Open Communication

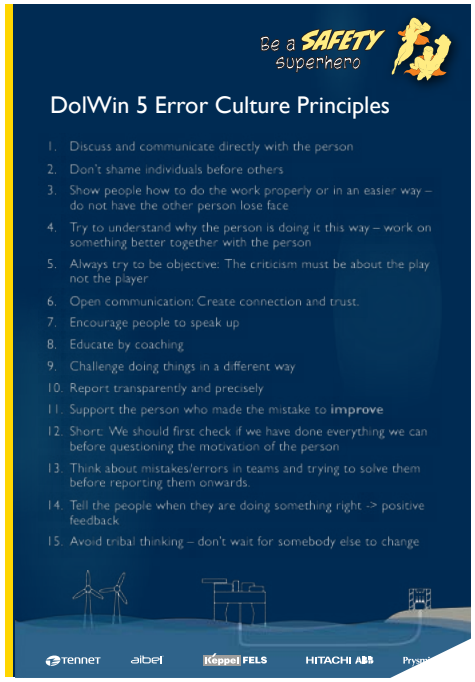
- We communicate openly across compa-

nies, hierarchies and cultures
- We implement a no-blame culture
- We strive for an open door culture

Positive Encouragement
- We encourage addressing issues honestly and transparently
- We encourage a proactive team culture
- We encourage the creation of a healthy working environment
- We encourage positive feedback

Monthly Safety Moment

After the statement had been signed, a kickoff meeting was organized to introduce the Safety Superhero programme to the whole team working for DolWin5. After that the implementation of the programme could start.
Guido: “the Safety Superhero programme consists of three components. First we have a monthly Safety Moment on a specific safety topic (f.e. working@home, Last Minute Risk Assessment, Stop the job). That Safety Moment in question is used the whole month, so in every meeting you hear the same message, that way it sticks better to everyone’s memory. All contractors involved and TenneT take turns in making this Safety Moment.



Cross company workshops

The second component are workshops for the whole team, for which we divide the team into various cross company groups. We started in January 2021 with workshops on the topic of generic safety (where do you see risks, what do you do when you see an unsafe situation etc.). The topic for the second workshop that took place in June, was error culture (how do I deal with mistakes, how do you approach each other, and how do you deal with your own mistakes).

It’s important to make people realize that we’re all human and we all make mistakes. What counts is that you do not just blame each other, but have a dialogue on what went wrong and see what the lessons learned are and share them. The outcome of the workshop on error culture was captured in a Safety Moment and a poster.
The next workshops will be about Safety versus costs. We have planned these for early 2022 and mid 2024 when the project is nearing its final phase. The pressure on a project always gets higher during the last three to six months in a project. You want to get the work done on time, but at the same you want to get it done in a safe way. That can sometimes be a challenge.

Survey

The third component of the Safety Superhero is conducting small surveys by phone or e-mail after a workshop has taken place, to see how people feel and to check whether the topic discussed in the workshop is still on their mind.

Reward

The Safety Superhero programme also contains a financial incentive for the team member who had a good contribution to a safe workplace. There is a monthly reward for the best general SHE performance, the best fire and prevention performance and the best safety leader. A quarterly reward is given to the contractor that has shown the most improvement. Guido: “The programme has now been running for nine months, and gradually we become to see the results. On the yard in Singapore we see a good team approach, open communication. The colleagues really think before they act and also think how to improve situations to work even more safely. In addition they are not afraid to “correct” a colleague if they feel something can be done in a safer way”.

Links

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

Safety Culture Ladder
https://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/