

Welcome

Newsletter contractors TenneT





Foreword

I would like to start off this newsletter on a positive note. Like all of us, I am looking forward to a time when the corona measures no longer rule our lives. This is why I try as much as possible to enjoy the small things in life that are still possible. Spring is on its way, the days are becoming longer and lighter; a wonderful prospect.

Good things are also happening at TenneT. For example, on 11 March our Integrated Annual Report 2020 was published; click here to read this report.

On the one hand we can look back on a year in which various records were broken. For example, we invested more than in the previous year. On the other hand, the year was sadly marked by two fatal accidents involving contractor employees working at our sites in Germany.

In the section In Focus you can read an interview with Maarten Abbenhuis who became our new COO on 1 January 2021. We asked him about his views on safety, what he considers important and how, together with you, our chain partners, we can achieve excellent safety performance.

Enjoy reading this newsletter and stay healthy!



Oscar van Aagten



Safety Incentive Programme HSM Borssele Beta



Safety Culture Ladder FNews



Incident Investigation: Falling sling platform

Read more Intervi Maart Read mor







Welcome

Latest news

Safety Culture Ladder

Incident Investigation

In Focus

Links

Latest news

Safety Incentive Programme of HSM at Borssele Beta

Cooperating on creating safety at the workplace. A good example of this is the Safety Incentive Programme of the recently completed offshore grid connection project Borssele Beta.

During the construction of the Borssele Beta offshore platform, TenneT together with its platform contractor HSM Offshore rolled out a programme that encouraged and rewarded working safely. Safety performance was evaluated and rated during weekly safety rounds. HSM, as well as subcontractor employees, 'earned' money for every hour worked safely. The total amount earned was 10,000 euros. This amount was doubled by TenneT, which meant that 20,000 euros were available for distribution among the selected charities. Anyone participating in this project was entitled to nominate a charity.

Charity

March 2021

Jannes Kinds, HSM Project Manager for the Borssele Alpha and Beta project: 'For HSM Offshore, working safely is a priority in all of its projects. Borssele Beta was completed in August 2020 without any accidents during the project. With the Safety Incentive Programme we also support our direct or global social environment. We believe that when employees are given the opportunity to identify their favourite charity for a donation, this increases their motivation to work safely.' Recently Ghost Diving, the Golog Support Foundation, Ronald McDonald House Sophia Rotterdam, the Netherlands Rett Syndrome Association and the Inner City Project Rotterdam Foundation all received a nice contribution.

Safety Incentive

Bastiaan Burger, Platform Manager Borssele Beta: 'TenneT devotes a lot of attention to occupational safety and the organisation's safety culture, and expects the same from its contractors. As early as in the tender phase, we established that every main contractor working for Borssele Beta would be required to set up a Safety Incentive Programme designed to encourage safe working conditions. Looking back, we not only collected a nice amount together with HSM, but we also achieved a great

safety result with our zero LTIF score.'









March 2021



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Latest news

Safety Culture Ladder

Incident Investigation

In Focus

Links

Energy Safety Festival: dialogue within the chain is a must and will continue



Within the construction and energy sector there is a great need to improve occupational safety and to structurally and integrally embed it into the sector. The Dutch Energy Safety Festival (ESF) was organised in response to this need. The digital pre-event took place on 28 January and 440 participants registered for this event. A brief impression and a look ahead to 7 October 2021, the day on which the physical event is scheduled to take place in Holland.

Engaging in dialogue

During the event, participants engaged each other in a lively dialogue using the chat function. The ESF organisers aim to maintain this dialogue in preparation for the physical festival, but especially to engage in discussion within the chain to make each other aware and to learn from each other. With zero accidents as the ultimate goal. How can companies achieve this?

Joint observation rounds

Awareness on the workplace is of major importance. What comes to mind here, for example, are the Joint Safety Observation Rounds, inspection rounds in which both technicians and managers participate. In addition, the safety behaviour aspect plays an important role. Harold Lever (Bouwend Nederland): 'When you notice that proper preparation is lacking for something, it is difficult to bring everything to a halt at aconstruction site. But you then ignore the problem.'

The quirky brain

To understand this behavioural aspect, it is good to know how the brain works. Safety psychologist Juni Daalmans: 'Our brain was programmed 20,000 years ago and hasn't changed much since. Old habits such as overestimating one's own abilities and lacking danger awareness stand in our way. And this means that safety measures do not always work.' Many construction companies are starting to work with these 'quirks' as a means of effecting behavioural change.

Governance Code

Finally, it is crucial to join forces and to take an integrated approach. Initiatives such as the Governance Code for Safe Power Grids (GCVE) contribute to this. 'The Code makes it more self-evident for grid operators and chain parties to collectively work on occupational safety,' says Jeroen Grond (STEDIN) and Chairman of the Steering Committee.

As many as 18 clients, contractors and consulting firms joined the Energy Safety Festival as partner.

If you also wish to join as a partner, send us an email at info@jbace.nl or call Anja Vijselaar for more information at: +31 (0)6 - 3166 2564.

Click here to view the entire digital pre-event.







Welcome
Latest news
Safety Culture Ladder
Incident Investigation

In Focus

Links

Psychosocial Safety update

In a previous Contractor Newsletter we focused on the 'Psychosocial Safety' programme of Large Projects Netherlands (LPN). This was over a year ago and here's what has happened since then. Vincent Hassfeld, Head Large Projects Zuid West 380 kV West 'In 2019 the working group "Learning from Others" visited a number of contractors and suppliers, and we engaged each other in a discussion about (psychosocial) safety.



Vincent Hassfeld, Head Large Projects Zuid West 380 kV West All contractors and suppliers were enthusiastic by our initiative and appreciated the trouble we took to visit their offices. The actions that emerged from these discussions are distributed across the four working groups: Baseline Measurement, Learning from Others, Systems and Processes, and Strengthening the I.

Dialogue

The next step was a session with the same suppliers we visited previously. Because of corona, this only took place in November 2020. It was a inspiring and useful session, in which we engaged each other in an open dialogue and shared valuable knowledge and information with each other. For example, we spoke about safety clothing. Ordering suitable clothing for women still appears to be a challenge.

One of the contractors is working together with Brain Based Safety, an organisation that translates knowledge about the brain into promoting safe behaviour in organisations. There will certainly be a follow-up session.

We will keep you informed by means of this newsletter.'

Incident reporting app

TenneT considers it important that all incidents are reported and uses the iTask system for this purpose. It is essential for us to learn from incidents and to share knowledge about these incidents as a means of preventing serious accidents and incidents in the future.

Recently an app has become available that enables Dutch TenneT employees to report incidents in iTask in a low-threshold way using a mobile device. German TenneT employees will also be able to make use of this app over time.

What is new is that in the near future contractors will also be able to immediately report incidents in iTask themselves. More about this in a next newsletter.



March 2021





Safety Culture Ladder

Incident Investigation

In Focus

Links

Safety Culture Ladder News

Approved Self Assessment

Since the introduction of the new SCL products at the beginning of 2020, several companies have started working on the SCL certification's low-threshold 'predecessor'. They were able to do this because in addition to full certification, two other products were introduced: SCL Light (which issues a Statement for a certain level) and the Approved Self-Assessment. Depending on the type of contract and the company's size, TenneT asks its suppliers to attain a certain SCL stage and product type. Aside from TenneT, ViA (Veiligheid in Aanbesteding, English: Procurement Safety Program Dutch Governance Code Building sector) also asks its suppliers to make use of SCL products. As a result, the first Approved Self-Assessment (ASA) statements were issued during the past period. This product is not the same as a full SCL certification; however, for many companies it is a starting point for working on a safety culture. Following a self-assessment using the online questionnaire, a company prepares a GAP analysis and develops an action plan that outlines how it will bring its safety culture up to a higher level over the coming years. All of this is evaluated by a CI (Certification Institution) authorised to issue an ASA.

Revision SAQ Compact

The online questionnaire used by an organisation to perform an initial self-assessment for one of the SCL products (SCL Original, SCL, SCL Light or Approved Self Assessment) was recently revised. This compact questionnaire consists of 18 questions, each with four statements aligned with SCL steps 2 to 5. The modifications are purely editorial. NEN made the modifications as a result of market feedback. For example, the statements are now formulated in more compact terms and the language used has been adjusted, so that the questions are easier to understand by all layers of the organisation. The questionnaire in its new form will be available over the coming weeks at webtoolscl.nl.

Explanation SAQ Compact

NEN has published a new SAQ Compact version that contains instructions for engineering, architectural and consulting firms. The instructions are only available in Dutch for the time being; other languages will follow in Q2 2021.

SCL information sessions for ViA

NEN is organising information sessions for organisations interested to start working with the SCL or that have questions about Safety in Tenders (ViA). NEN, a certification institute and a representative of the ViA working group, will be present during these information sessions. These sessions are specifically kept small so that all of your questions about SCL and ViA certification can be answered. Participants are also given the opportunity of exchanging contact information with each other. That makes it possible to exchange experiences at a later stage.

The online sessions will take place on:

- Date 1: 8 April 14:00 15:00
- Date 2: 28 April 13:00 14:00

Click here for more information and to register.









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Safety Culture Ladder

Incident Investigation

In Focus

Links

Ferdinand Tausendpfund GmbH & Co. KG

Before the SCL implementation Tausendpfund had for more than four years a successful AMS ('Arbeitsschutzmanagementsystem') Bau, which is an occupational health and safety management system. It is based on written rules and regulations with regular audits in the office locations and some construction sites. At the beginning it wasn't easy to implement SCL into the daily business and drive the change of attitude on employee side ("a new safety standard again"). But with help of several actions, Tausendpfund successfully concluded the implementation process of SCL, accompanied by a change of mind for the employees. The people understood very quickly, that it was important for their own health and accepted the change.

Safety behaviour

An important point was the installation of a special consultant who has lead the company through the certification process, explained the NEN questionnaire, participated in the construction manager meetings and interviewed the supervisors and workers on construction sites. Another important element for a successful implementation and improvement of the acceptance was the way of communication. The topic Safety Culture Ladder was integrated in the regular construction manager meetings. To emphasize the importance of the topic, the managing director and the senior site managers went to construction sites, to explain the required safety behaviour in safety talks and safety walks. That proved key for acceptance and behavioural adaption.

Free meal

Tausendpfund also created and distributed flyers and business cards referring to safety. The flyers point out the "rules for a safe and healthy workplace" with the following aspects:

- Only safe work is good work (I wear my prescribed personal protective equipment and only work with tested devices)
- Security on all routes (I keep traffic and escape routes free, use the existing sidewalks and keep a safe distance)
- First think, than act (I avoid hectic when in doubt "right of way" for safety and take my colleagues with me)
- Every opinion is important to us (I report all incidents and I know the risk assessment for my workplace)
- Goals provide orientation (at least 100 days accident-free)

These "rules for a safe and healthy workplace" have led to a new safety behaviour and safety culture within the company.

The final element was the integration of a reward system. The employees get a meal for free, if they reach 100 days without an accident on a construction site. This incentive contributed well to motivate the workers to show the right safety behaviour and was important for the successful SCL implementation. The result of these actions and the adapted safety behaviour is impressive: safety incidents at Ferdinand Tausendpfund GmbH & Co. KG (which previously had already a comparatively low accident rate) fell again by more than 80% in 2019 compared to 2018. For the year 2020 the incident rate is still on a very low level, with 60% fewer accidents compared to 2018.

Ferdinand Tausendpfund GmbH & Co. KG is a positive example of a successful SCL implementation. Both management and employees took responsibility in changing their attitude, behaviour and organizational setup, resulting in lower incident rates and therefore a better safety performance.

On November 24th and 25th 2020 the company has successfully concluded its Safety Culture Ladder follow up audit.





March 2021





Incident Investigation

Falling sling platform

Description of the incident:

During lowering of the sling platform from the first cross beam using a cable winch, it fell down from a height of about 50 metres. The sling platform as well as other materials were destroyed in the process, but luckily no one was injured.

In accordance with the Life saving rules, no employees were in the lifting area or danger zone, and the incident was classified by TenneT as a near miss with a high potential for danger.

Causes:

The splice came undone of its own accord, causing the eye of the winch cable to open.



Destroyed sling platform

Measures:

- TenneT initiated an inspection of the winch cables used.
- People who carry out elevated work must be made aware of the need to comply with the following measures.
- Holding brief safety discussions (toolbox talks) at the start of the work and performance of a last minute risk assessment (LMRA).
- Definition of a danger zone (drop zone) beneath suspended loads during lifting procedures and/or installation work.
- The winch cable, lifting tackle and connecting elements must be visually inspected before starting the work.
- Only winch cables that are suitable and approved for the specific activities may be used.

Measures implemented by the manufacturer

- The manufacturer has taken the relevant batch of this winch cable off the market with immediate effect through a recall.
- The manufacturer has simultaneously launched an investigation that has found that the strength of the cable lay partially below the value specified, as a result of varying values in the area of the connection of the spliced cable end. Trials carried out

on a test bench revealed that the length of the join had to be increased in order to guarantee the specified breaking load.

• No conclusive explanation was found for the cause of the accident with loads of less than 700 kg, despite extensive testing. The manufacturer has come up with various hypotheses on the basis of the pattern of damage and theoretical considerations:

Hypothesis 1

With a low load and brief period of use, the connection, where the end of the loop is braided into the cable, steadily loosens a bit. Given that the period under load is extremely brief, the fibres of the core braid in the join cannot press against each other quickly enough, and so not achieve the required frictional connection in the splice braiding.

Hypothesis 2

The effect of Hypothesis 1 is further negatively influenced by the extremely high speed when using the winch cable on a drum winch. The effect will be reduced if the start and end of hoisting and lowering operations are controlled to proceed more slowly.





Newsletter contractors TenneT

Welcome

Latest news

Safety Culture Ladder

Incident Investigation

In Focus

Links

Hypothesis 3

March 2021

If a winch cable runs at high speed, without braking, through a pulley or inlet (with a winch), or if it runs up against it, the braiding is subjected to undesirable loads from a lateral direction, leading possibly to the effects discussed under Hypothesis 1. The winch cable investigated showed traces of compression and wear on the shrink sleeve and the cable that could have arisen as a result of passing the winch cable through a pulley or inlet at high speed.

The following alterations have been made to the production process with immediate effect

- The splice has been extended to 120 cm. The tapering begins only 60 cm after the join. By lengthening the splice, the frictional length in the braid is made considerably greater and adjusted to the cable's breaking strength.
- The cable eye should be subjected to load in one direction only, i.e. in the same direction as the cable. Only one hook or

snap hook may be used in the cable eye to allow lateral forces to work on the cable eye. The winch cable must not under any circumstances be knotted (see photo).

• Once the connection with the spliced cable end has been created, the light core of the winch cable remains visible at one point at least. During use, this point is protected by a red tackling (see photo).



The winch cable must not under any circumstances be knotted



The core of the winch cable is protected during use by a red tackling



Comparison between the old and new cable (with size differences)







Welcome

Latest news

Safety Culture Ladder

Incident Investigation

In Focus

Links

Damage to hydraulics truck-mounted loading crane

Description of the incident:

A hydraulic tube of the telescoping extensions of a truck-mounted loading crane failed. Due to the steep position of the loading crane and the sudden loss of pressure, the extensions slid to the ground.

Causes:

March 2021

Technical:

- Crack in a rigid hydraulic line in the upper area of the extensions of the loading crane within a union joint directly at the connection point, i.e. where the hydraulic line is "flanged".
- There was also no load-holding valve in this area of the extensions (multiple cylinders connected in series, only the first cylinder equipped with a load-holding valve)
- Technically regulated in the standard EN 12999, section 5.5.6, where "telescoping" is a special case with rigid tubes, meaning that the absence of a load-holding valve in this area is permissible. This regulation is used by crane manufacturers.

Recommended measures: Technical:

As already practised, carry out visual inspection of the loading crane during the main inspection of the vehicle (annual) plus detailed check of the hydraulic system during the visual inspection of the loading crane (annual, offset from main inspection by six months).

Organisatorical:

- Driver and crane operator must avoid the danger zone of the loading crane. The area into which the telescoping extensions could move is part of the danger zone!
- Daily and conscientious visual inspection of



the loading crane by the driver as required in the maintenance plan of the manufacturer.

• Careful handling of the loading crane by the operator.

The images were taken during the incident investigation by way of illustration. For this reason, for example, the supports on the truck are not extended.





March 2021



Act safe

stay safe!

Welcome

Latest news

Safety Culture Ladder

Incident Investigation

In Focus

Links

Detached door VBS A200 control cabinet

Description of the incident:

During work on a secondary control cabinet/ bay control system (VBS) cabinet (Rittal A200), the door became detached. As a result, the inside door including the safety equipment fell forward.

Causes:

- While performing the work, the door's upper bolt came loose.
- The door was not installed according to the manufacturer's instructions.

Measures:

• Check on short term whether the installed 180° hinges were prepared and mounted in accordance with the information provided in the assembly manual. The plastic bushing supplied with the unit must be

lubricated using lubricating grease such as Molykote PG-75. In addition, the hinge pin must be tightened at 20 Nm.

- If the plastic bushing was not lubricated at the time of assembly, then this must still be done for safety reasons. The hinge pins must be completely turned outwards for this purpose. It is important that the mounted swing frame in the original position in the VX control cabinet is protected against falling during this activity.
- The hinge pin by default comes with a one-time-use screw-locking adhesive. By turning the hinge pin outwards, the applied screw-locking adhesive loses its function. When the hinge pin is reused, it must be coated with a standard screw-locking agent, such as Loctite 243, before it is retightened.





March 2021





Latest news

Safety Culture Ladder

Incident Investigation

In Focus

Links

Reinforce the dialogue on safety

Effective 1 January, Maarten Abbenhuis became the new COO on TenneT's Executive Board. He succeeds Ben Voorhorst who left TenneT following a 25-year career. We asked Maarten about his views on safety.

How important is Safety to you?

For me Safety means that after working all day, everyone arrives home safely again, with sufficient energy to be able to devote attention to his/her personal life. Safety and an organised way of working are basic conditions for this. I support a plan-based approach in which safety is always put in first place.

Safety Leadership is an important spearhead for TenneT. What keywords do you associate with this?

The word that immediately comes to mind for me is culture. There is a major difference between saying that you consider safety important and creating an atmosphere in which everyone thinks: 'Hey, they really mean it'. The latter is culture. Everyone needs to assume responsibility when it comes to safety. Not only the people who develop a design, but also the people involved in the tender and the people ultimately carrying out the work. The entire chain is involved in safety. We must create and maintain a culture in which everyone working at or for TenneT feels secure enough to be able to halt the work at any point in time when he/she believes it cannot be done safely. It is important that at any time of day and in every step of the process we reinforce the possibility of making safety a topic for discussion.

How can we mitigate the risks that are inherent in working on our high voltage grid?

A few years ago we introduced the six Life Saving Rules at TenneT. These rules are designed to prevent very serious incidents. I can imagine adding a seventh rule to this: that everyone feels secure enough to make safety a topic for discussion at any point in time. That way you create an even safer working environment, so that at the end of the working day we can all safely go home together.

I consider it important that contractors actively engage TenneT in a dialogue about safety and show us where we can do things better or more easily, including culture. We can assist them in this regard by effectively making occupational safety performance part of our partnership. Occupational safety



is a basic principle for any

partnership. As TenneT we must be open to engaging in this discussion and we must encourage our contractors to express themselves.

Do you see any changes in TenneT's view on safety?

Safety awareness has grown tremendously over the past ten years. All of our departments now have high safety goals, this applies to onshore and offshore, as well as to our office locations. In addition, I consider it very important that we are also devoting more attention to psychological safety. This aspect determines how comfortable you are in holding your colleagues to account, how you work together with your supervisor when you see a situation that's not safe. I am seeing a shift from a technocratic to a culture-driven approach. We must ensure that we keep up this momentum, because it's only once everybody thinks that they also have a role to play that things are as they should be.



March 2021



Welcome Latest news

Safety Culture Ladder

Incident Investigation

In Focus

Links

TenneT is faced with tremendous challenges over the coming years: how can it complete all of its projects safely?

We want to achieve this across two axes. The first axis concerns the cultural aspect: safety concerns us all, including our contractors and subcontractors. The second axis is a meticulous, process-driven approach to our activities. Making thorough preparations before doing any work, carrying out the work step by step, and not deviating from your plan. If nevertheless there is a need to deviate from plan, this must be discussed with your colleagues and a Last Minute Risk Assessment (LMRA) must be carried out. It is important for the work to be carried out structurally and systematically in accordance with applicable processes, with the right permits, and together with well-trained and experienced contractors and subcontractors. You cannot do one without the other. When the process-based aspect is under control, you will have more room for other improvement initiatives. On the other hand, you need a good safety culture to ensure the process works well.

How Safety by Design can contribute to safety

Safety by Design is an important starting point. Space is a scarce commodity in the Netherlands, which is why building traditionally is very compact. But from the perspective of an asset's service life this is not always very handy. This is why it makes sense to involve operational and maintenance staff right from the beginning. This can result in a design that may not be the most favourable from an investment perspective, but which is the most favourable from a service life and safety perspective. These aspects must be considered as an integral whole and that starts off with Safety by Design.

Are there any other messages you would like to convey to our contractors?

The energy transition's challenges are enormous. This is why we must continue to be an attractive sector in which to work. When you are able to demonstrate that you are a safe sector with interesting work, you are able to attract talent. We can realise this ambition together with our contractors and subcontractors.





 Newsletter contractors TenneT

 Welcome

 Latest news

Safety Culture Ladder

Incident Investigation

In Focus

Links

Links

March 2021

ladder/

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-

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

Contractor Management

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





