

Safety Vision

2018

TenneT aims to be a leading TSO in

North-Western Europe while retaining its license to operate. In our Safety

Vision for 2018, we have set out ways of achieving these aims. The Safety Vision is aligned with TenneT's overall vision. In our opinion, TenneT's vision can be achieved by reducing the number of work-related incidents and accidents to zero and eliminating any activities that may harm the health and well-being of our own employees, and the employees of contractors that work for us.

TenneT recognizes that safety leadership relies on processes that are managed as efficiently and effectively as possible. In other words, our safety performance is a reflection of our operational excellence. Operational excellence can only be achieved through a comprehensive, proactive, risk-based approach to controlling our operations and processes. We want to be recognized as excellent performer on safety. We have therefore decided to learn from best-in-class

performers, including leading companies in the petrochemical industry that have achieved great successes in this area.

We have identified the following focus areas for improvement in the coming years:

- Safety leadership
- One TenneT standard
- Contractor management

TenneT believes that the key to success lies in acknowledging that all stakeholders share responsibility for realizing this vision.

Safety leadership

We regard any accident or incident as a valuable lesson that helps us to identify areas for improvement in our operations and processes. TenneT leaders accept full accountability for safety and demonstrate leadership that is visible and recognized throughout the organization. By setting the 'tone from the top', management can truly make a difference. TenneT leaders are responsible for building an organization that has all the necessary systems and procedures in place to prevent any incidents and accidents. Our leaders understand the risks in their work environment

and implement measures to ensure proper control of risks. TenneT leaders communicate about safety and actively review investigations within the organization to ensure continuous improvement.

One TenneT standard

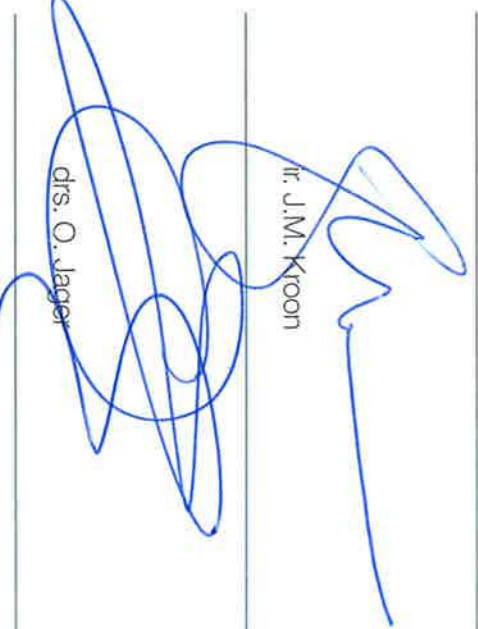
TenneT's safety policy must be clear to all our employees and contractors. Where appropriate, we will introduce company-wide standards to achieve this clarity. We will define clear boundaries and provide guidance to our employees and personnel working for our contractors.

Contractor management

Contractors are an integral part of our operations. TenneT therefore attaches great importance to optimizing the safety performance of our contractors. TenneT is growing, and this means that work will be increasingly performed by contractors. We assess the capabilities and safety performance of our contractors during contractor selection, and continuously engage them in achieving the aims of TenneT's Safety Vision 2018.

Stay tuned. Safety first!

Mr. J.M. Kroon



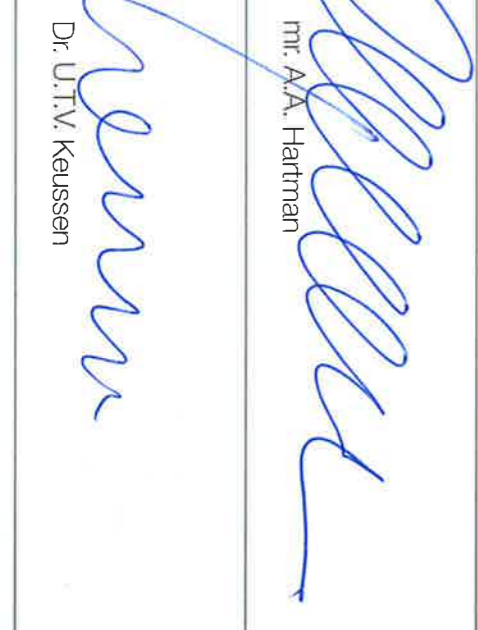
drs. O. Jäger

Mr. B.G.M. Voorhorst



Dipl.-Ing. W. Breuer

Mr. A.A. Hartman



Dr. U.T.V. Keussen

