

# General SHE requirements for contractors

**Public information**

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## 1. General

### 1.1 Purpose

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

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

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

- operational SHE Requirements for contractors Offshore projects
- operational SHE requirements for contractors Onshore Germany (document under construction)
- operational SHE requirements for contractors Onshore Netherlands
- operational SHE Requirements for contractors Facilities (document under construction)



### 1.2 Scope

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

## 1.3 Definitions

### **Contractor**

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

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

### **Identity document**

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

### **Personal Safety Logbook (PSL)**

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

### **Subcontractor**

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

### **TenneT site**

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

## 1.4 Relation with other TenneT guidelines

- Guideline CSS15-038 operational SHE requirements for contractors offshore projects
- Guideline CSS13-014 Guideline definitions and classification of SHE incidents. This guideline provides rules on which incidents are in and out of scope, how to classify incidents and how to determine hours worked.
- Guideline CSS15-009 Reporting, investigation and review of SHE incidents. This guideline contains general rules for reporting SHE incidents, which incidents to investigate (when, who, how) and how incident investigations are reviewed in the different layers of the organisation.
- SSC178-005 Approved methods for SHE incident investigation. This document contains a list of methods that are suitable in TenneT's view for establishing direct and underlying (root) causes of SHE incidents

## 2. Policy level

### 2.1 General

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

### 2.2 TenneT mission, vision and core values

#### **Mission**

TenneT's mission consists of two key elements:

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

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

### 2.3 Safety Vision 2018

TenneT has the ambition to reduce the number of accidents to zero. When work is performed, safety may never be up for discussion. We expect everyone, our employees and contractors alike, to work safely – or not at all. In quantitative terms, it is our objective to realise an LTIF lower than 1,0 by 2018, for our own employees as well as those of our contractors. We want every employee or contractor at TenneT to return home safely every day.

The Safety Vision 2018 sets the following priorities:

- *Safety Leadership*: our safety performance must reflect our operational excellence. We want to be recognized as a leader on safety, and we invest in this.
- *One TenneT Standard*: we strive for a harmonized and integrated approach to safety. We have introduced a uniform system for reporting incidents, and guidelines for conducting incident investigations. Incident investigations are evaluated at executive level.
- *Contractor Management*: we seek to optimize the safety performance of our contractors. We do this by carefully selecting contractors, also based on their safety performance, and by including them in our way of working in order to achieve our safety goals.

### 2.4 Life Saving Rules

More than fifty people in the TSO business have been killed worldwide in work related incidents the last ten

years. In many cases failure to comply with a safety rule was a significant factor. Our six Life-Saving Rules (LSR) set out clear and simple “dos and don’ts” covering activities with the highest potential safety risk. It is essential to make sure that these rules are followed and people are protected.

Our six Life-Saving Rules are:

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

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

### 3. Strategic level

#### 3.1 Legal and other requirements and compliance with regulations

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

In case of a dispute or introduction of new regulation during the project TenneT always reserves the right to determine the interpretation of a given regulation and to what extent it is applicable to the project.

#### 3.2 Leadership

Following the safety Vision 2018, safety leadership translates to contractor management commitment in the following ways:

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

### 3.3 Business reviews

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

### 3.4 Risk assessment and guiding SHE principles

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

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

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

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

### 3.5 SHE in the design phase

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

### 3.6 SHE meetings and audits

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

### 3.7 Reporting SHE incidents

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



representative.

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

For further guidance, refer to the Guideline reporting, investigation and review of SHE incidents (CSS15-009).

### 3.8 Incentive programs

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

Both programs must:

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

Penalties related to safety performance should be avoided.

### 3.9 Incident investigation

Incidents occurring during activities controlled by contractors must be investigated by the contractor. Management is expected to take an active role in the investigation process as described in par. 3.2. TenneT remains the right to investigate the incident independently (apart from the contractor's obligation to investigate) or conduct a joint investigation (together with the contractor). This will be decided and initiated by TenneT.

Incidents of the following categories must be investigated:

- Fatality (FAT)
- Lost workday case (LWC)
- Restricted work case (RWC)
- Medical treatment case (MTC)
- High risk incident (HRI)

The contractor is responsible for the timely completing the investigation:  $\leq 14$  days after the incident occurred. Circumstances may require this period to be extended. When an extension is required, the contractor needs to attain approval for this extension from the TenneT investigation leader.

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

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

- A written investigation report.

The incident must be analysed using a method that is suitable for establishing both the direct and indirect causes. TenneT uses the Tripod Beta method and prefers contractors to use this method as well. However, there are more methods that may be used. A list of methods that are suitable for this purpose in TenneT's view is published on our internet site (see Company > Safety at TenneT > Learning from incidents).

For further guidance, refer to Guideline reporting, investigation and review of SHE incidents (CSS15-009)

### 3.10 Reporting SHE performance metrics

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

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

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

Additional reporting criteria may be set in the contract.

### 3.11 Emergency response organisation

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

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

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

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

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

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

#### **4. Operational level**

See: Guideline CSS15-038 TenneT operational SHE requirements for contractors offshore projects.

See: Guideline SSC 16-004 Operational SHE requirements for contractors – Onshore NL