



# Safety Strategy 2025

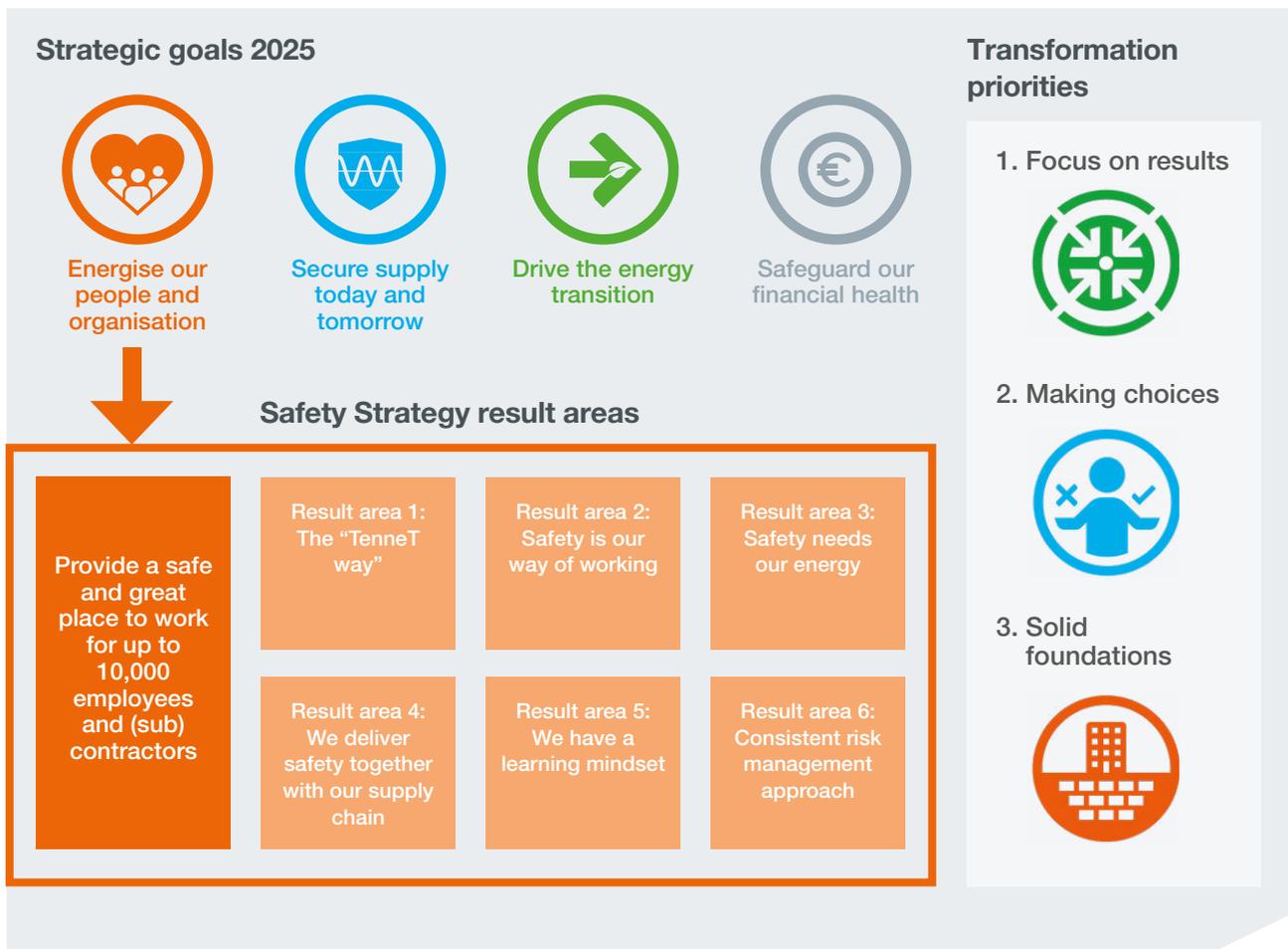


# Safety Strategy 2025

TenneT’s ambition is to be ready for the grid of the future, the Target Grid, in 2045. A first milestone towards that ambition is to be ready to handle the expected peak workload during the second half of this decade in 2025. To get there, TenneT needs to gear up, rapidly increasing its manpower and investment portfolio so it is ready to work at full capacity. This will put extra stress on safety, which within TenneT is defined as reducing the risk for adverse occupational health hazards to a level that is reasonably practicable.

‘Getting every employee home safe and healthy, every time’, that is our safety vision. In other words: Zero Harm. Sadly, our performance doesn’t reflect our vision yet. Since 2020, seven people working on our installation sites suffered fatal injuries. This is unacceptable and deeply regrettable. Looking at our incident rate, the numbers have been above target three years in a row. Our present safety performance urgently needs improvement.

Therefore we, TenneT, will provide a solid foundation and step up in our commitment to safety, making it central to our culture and everyday practice. As part of our overall strategic goals 2025, our strategic safety goal is to provide a safe and great place to work for up to 10,000 employees and (sub) contractors. To realise our vision of Zero Harm we will focus on visibility, stability, credibility and clarity resulting in six result areas that show what we aim for.





### **Result area 1:** **The “TenneT way”**

We have determined a clear vision for our safety roles and structured the roles and responsibilities in our organisation. Our employees act according to their role and expectations towards safety. We have a shared mindset and common understanding about the basics of safety and we work in the best interest of the company.

Our employees are experienced and have the competence and knowledge according to the TenneT DNA. Safety is an integral part of the onboarding and competence profile of our staff.

### **Result area 2:** **Safety is our way of working**

We build an occupational health and safety management system to make safety an integral part of how we work. Integral meaning being part of e.g. the tendering, procurement, planning and staffing procedures.

The occupational health and safety management system will make it easier for you to find your way in safety, from corporate policies to practical working procedures in which ownership and responsibilities are defined. Internal assurance through clear ownership and audits ensures a stable health and safety management system and is structurally improved through the PDCA-cycle.

Our Life-Saving Rules and Fair Approach are also part of the occupational health and safety management system, as they are our most fundamental rules, rules which everyone needs to know by heart as they may really save your life.

### **Result area 3:** **Safety needs our energy**

Safety awareness and safety leadership are important characteristics of a proactive safety culture. We expect you to ask yourself how you can contribute to safety, reflecting on your own behaviour and giving feedback to others. Safety is part of your job, wherever you work and no matter what role you have. We are focused on reducing risks and injuries, using the ALARP-principle (as low as reasonable possible). Take ownership and speak up to prevent potential danger and to act whenever a situation is unsafe, or even seems to be unsafe for you and others. Put safety in the centre of your actions and encourage others to do the same. That's how (y)our energy can make a lifesaving difference.

### **Result area 4:** **We deliver safety together with our supply chain**

Much of what we want to realise depends on the expertise and skills of our contractors. We need you to build your relationships with our contractors on equality, partnership and trust. That starts with doing everything in your power to create safe working conditions for all involved including the provision of sufficient resources. Having pro-active safety dialogues and working together on joint improvement initiatives will result in shared understanding on what we want to accomplish and we expect from each other. Our professional relationship is based on clear expectations and requirements on safe working practices, safety supervision and reporting, as well as respecting each other's roles and responsibilities. This leads to a proactive, safe working environment with a basis of standardized working procedures, a climate for improvements and a culture where everybody gets and feels invited to speak up to share ideas and concerns, always learning from each other.

### **Result area 5:** **We have a learning mindset**

We learn from safety incidents big and small within TenneT, and incidents in the wider energy sector. We improve our incident investigation and follow-up and share lessons learnt company wide and within our supply chain. You can contribute to this by reporting incidents and take ownership wherever corrective actions and follow-up is needed. We accept that mistakes can be made. We aim for a psychologically safe environment where you can feel free to discuss mistakes, regardless of the gravity and encourage you to learn from them. We will seek for improvements within TenneT even if the causes for an incident might not be in our area of influence.

### **Result area 6:** **Consistent risk management approach**

Improving our safety risk assessments and focus on preventive measures is a key element to provide a safe place to work. We ensure a consistent risk management approach by providing an integrated risk matrix and risk management process ensuring risk understanding of different hazards. Risk management is embedded in all core processes, based on the ALARP principle with focus on the risk control hierarchy.



## Purpose

The purpose of the Safety Strategy is to improve our safety performance. The Safety Strategy has been created to offer a common framework on which we can base our actions. We are all responsible for improving safety and we need to work together to get every employee home safe and healthy, every time. We have set a common basis and expect all units to define and implement actions in all six result areas. Together, we aim to create critical mass, focusing our actions and aiming for results. The same applies to every employee. You can contribute by applying the principles.



## Principles

The Safety Strategy is underpinned by three principles. These principles guide how we work together, also with all our stakeholders. We work with the principles on all levels of the organisation, from top management to ground level worker. From strategic decision making towards toolbox talk.



### Ownership

- I take care about the safety of others and my own and encourage others to do the same.
- I review risks before starting a job or in case of changes.
- I take the Life-Saving Rules and applicable safety rules and agreements to heart.



### Courage

- I speak up by sharing my concerns and ideas to improve on safety and invite others to do the same.
- I act in case of an unsafe situation, despite group-, budget- or planning pressure.



### Connection

- I appreciate and compliment safe behaviour of others.
- I commit to continuously improve on safety and actively share lessons learned



## Safety Roadmap 2025

The Safety Strategy 2025 has been translated into the Safety Roadmap 2025. Grouped per result area, the roadmap contains specific actions that we undertake to realise our ambition of Zero Harm.

The Roadmap is a living document and is evaluated and updated quarterly in cooperation with the business. The six result areas are driven by the three transformation priorities:

1. Focus on Results
2. Making Choices
3. Solid Foundations

The Roadmap 2025 is the base for our solid foundation. By focussing on results and making choices we can steer actions with contribute to our solid foundation. The transformation priorities help us to offer clarity focus, to increase the execution power of our organization, also regarding safety.