



Trans Adriatic
Pipeline

One TAP, One Team – Finishing Strong

IPLOCA Health & Safety Awards 2020

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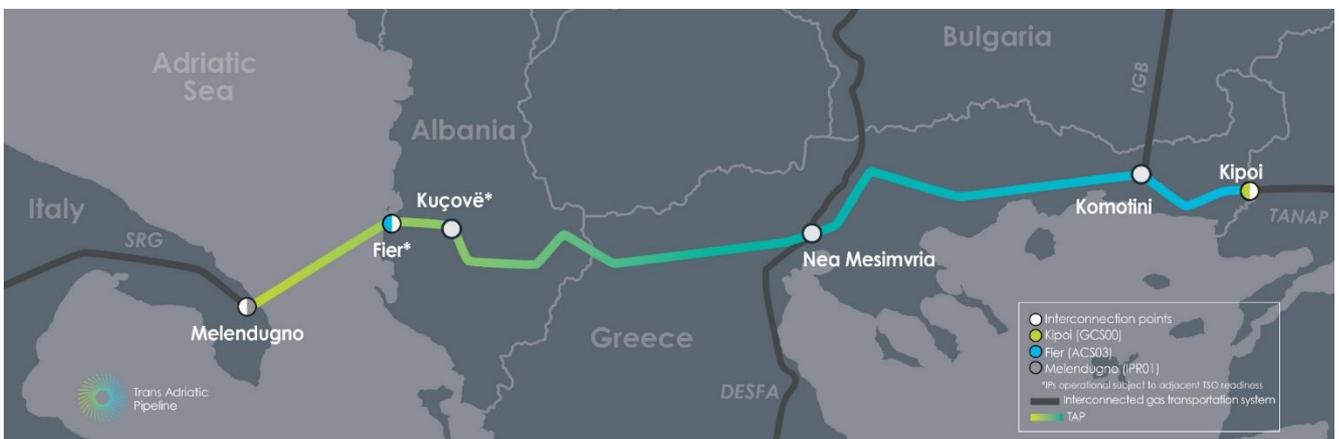
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1. Company Profile

The Trans Adriatic Pipeline (TAP) AG is a company established to plan, develop and build the TAP natural gas pipeline. The pipeline construction project commenced in 2016 and the pipeline route starts at the border of Greece and Turkey, where it connects with the Trans Anatolian Pipeline (TANAP), crosses Northern Greece, Albania and the Adriatic Sea to Southern Italy, where it will connect to the Italian gas transportation grid. The pipeline is 878 kilometres in length, the highest elevation will be 2,100 metres in the mountains of Albania and its lowest depth offshore will be 820 metres beneath the Adriatic Sea.

Once operational, TAP will bring Caspian natural gas to Europe, providing transportation capacity that enables interested parties to market their gas on the European markets.



1.1 Organisation

TAP AG has its headquarters in Baar, Switzerland and has several offices in Greece, Albania and Italy. Currently, TAP employs approximately 200 oil and gas specialists from many countries and engages hundreds of contracted service company experts.

TAP has engaged 17 companies and four Joint Ventures (JV) as contractors to develop, construct and commission the pipeline (both onshore and offshore), the block valve stations (Greece, Albania, Italy), the compressor stations (Greece, Albania) and the pipeline receiving terminal (Italy). These contractors work closely with specialist local and international companies, involving them as subcontractors for specific areas of work.

1.2 Management System

TAP has developed and applies a robust, certified and integrated Quality, Health and Safety, Environment Management System (QHSE MS) certified to standards ISO 9001:2015, OHSAS 18001:2007, and ISO 14001:2015. This system covers the pipeline construction activities in Greece, Albania and Italy as well as corporate activities at the headquarters in Switzerland and the country offices.

2. Findings

Throughout 2018 and early 2019, a trend of incidents and near miss incidents – ‘line of fire’; slips, trips and falls; hand injuries, was emerging across all project countries and contractors. An analysis of these incidents was reviewed at the quarterly TAP QHSE Committee (QHSE function and Leadership Team) where a plan of action to avoid these incidents was developed to achieve TAP’s expectation of Zero Harm.



3. Solutions

3.1 One TAP, one Team – Finishing Strong

TAP developed and defined new practices that recognised the importance of HSE leadership, communication, the diversity of the project organisation across countries, cultures, languages and contractors under the umbrella of *'one TAP, one Team – Finishing Strong'* to enhance safety. Building on existing systems, the schedule of new practices was documented, and progress monitored through the Annual QHSE Activity Plan.

3.1.1 Leadership

The value of this approach was that it used some existing familiar organisational structures where the leadership team (LT) demonstrates its HSE commitment. The Executive Forum and Incident Review Panel specifically creates focused time to consider performance and challenges deeply, facilitating an inter-organisational understanding of the Lessons Learned. Additional benefits are that relationships across boundaries are strengthened, building easier communications and greater trust.

Executive Forum

The Executive Forum is lead by TAP and includes contractors and sub-contractors across the project organisation with the purpose of sharing best practices, reviewing performance and challenges.

Incident Review Panel

The Incident Review Panel meets monthly to understand the nature of incidents that have occurred and compiles concise Lessons Learned. This Lessons Learned process includes the distribution of the concise learnings to all TAP countries and is cascaded from the top to bottom of the TAP and contractor organisations.

HSE Awards

TAP recognises World Class HSE Performance through the annual HSE Awards to ensure positive HSE attitudes and behaviours are recognised and to share how HSE leadership is demonstrated throughout the organisation.

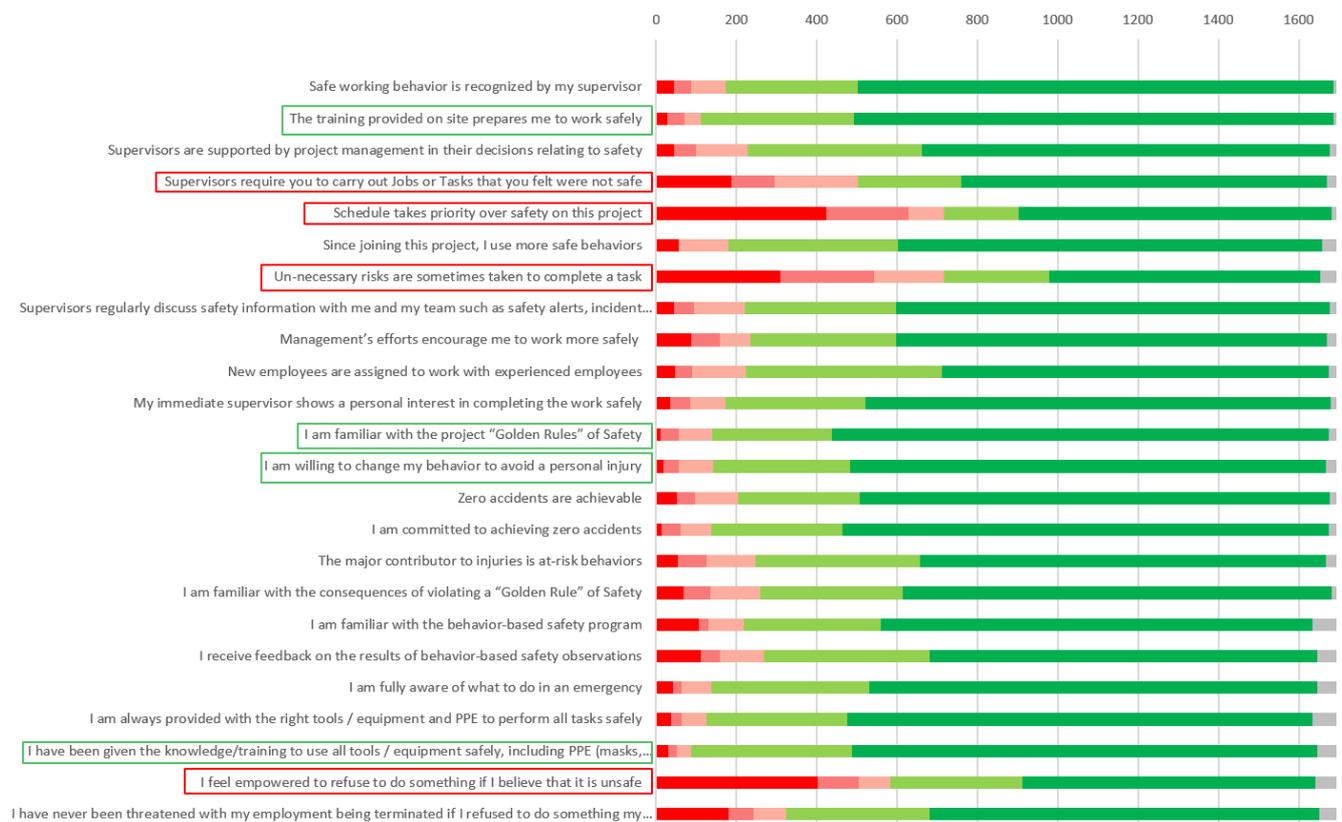


3.1.2 Communication

Communication is a key tool for excellent HSE performance, but this is even more important when the organisation stretches over multiple countries, sites, cultures and languages. TAP chose not to make assumptions but to reach out to understand the perceptions within the workforce, organisation and local stakeholders to ensure TAP’s expectations for Zero Harm were communicated.

Perception Survey

For a greater understanding of the extended organisation in all countries, a perception survey was launched, and the responses analysed to determine what actions were required to strengthen HSE culture and behaviours.



Safe Start

This annual event is mandatory for the TAP organisation (including contractors) and delivered by leadership within the first quarter each year. This workshop sets out TAP’s QHSE performance reviewing successes and highlighting challenges. The QHSE expectations are clearly described and all attendees have the opportunity for discussion.

Emergency Stakeholder Engagement

TAP recognises that its not only important to communicate its systems and expectations within its own organisation but to extend this into its local community. It is especially important to build these relationships for emergency / crisis preparedness under normal conditions rather than during a crisis.

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In Greece and Albania, TAP completed a key emergency stakeholders engagement process by inviting authorities to attend emergency response events organised by local TAP teams. Three events were organised in Greece in one region with the participation of more than 300 representatives from the emergency authorities. These events covered TAP's Emergency Response Plan and eleven emergency scenarios.

Workforce Engagement

The TAP workforce, being aware and familiar with the daily risks on site, had several practical and effective solutions and were encouraged to engage in initiatives which were launched across sites e.g. *Be Aware, Take Care*, to reduce hand injuries (previous performance was 60% or recordables and 26% first aid incidents), and injuries associated with slips, trips and falls.

This campaign used two-way communication with top down highlighting previous injuries in a way that encouraged pause for thought to reflect on the impact of injury on daily life. Guidance on how to avoid these types of injuries e.g. Task Risk Assessments, Toolbox Talks with points for structuring discussions and encouraging ideas for improvement.



3.1.3 Systems

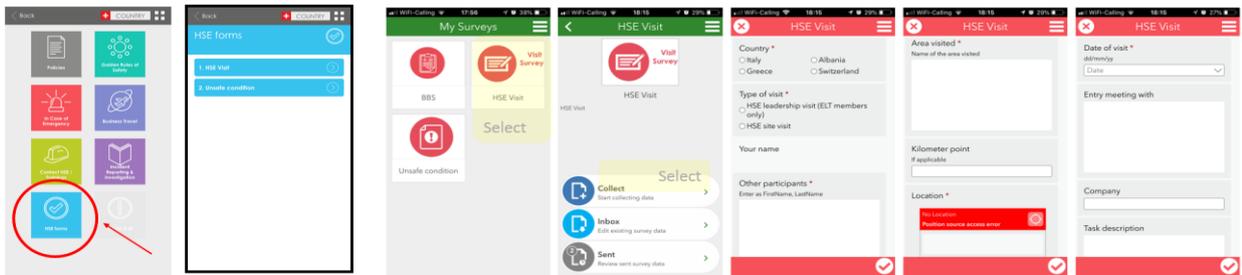
TAP built on existing systems to lead and communicate the new practices by using phone technology to make this easily available across all countries.

Integrated QHSE Management System

TAP's approach to the new practices was to manage these within its existing integrated QHSE management system.

QHSE APP

The QHSE APP was developed to facilitate easy access to emergency response contacts and actions; online behavioural based safety observations and HSE Visits submission through *Survey 123* (see below); guidelines for travellers; and a summary of the eight golden rules for safety.



Complete the HSE Visit Form – all fields

4. Implementation

TAP's new practices were rolled out throughout 2019 across the project in the three construction countries – Greece, Albania and Italy, throughout its Joint Venture and contractor organisations. The various initiatives under 'One TAP, One Team – Finishing Strong', were communicated through the organisation via;

- TAP QHSE Network
- Executive Forum
- Lessons Learned process via the Incident Review Panel
- Safe Start 2019

Funding for these initiatives was integral to the TAP Corporate QHSE and project QHSE budget allocations.

A flexible approach meant that the practices could be modified to suit local conditions but with the objectives kept in sight.



Italian	Albanian	Greek	English
UN PO' DI ATTENZIONE RIDUCE GLI INFORTUNI Slips, Trips, Falls	TE NDALOJME LENDIMET Rreshqitjet, Pengesat, Reniet	ΑΣ ΣΤΑΜΑΤΗΣΟΥΜΕ ΤΟΥΣ ΤΡΑΥΜΑΤΙΣΜΟΥΣ Ολισθήματα, Παραπατήματα, Πτώσεις	LET'S STOP INJURIES Slips, Trips, Falls
PULIZIA E ORDINE Per ridurre i rischi tieni pulita e ordinata la tua area di lavoro	MIREMBAJTJEN Kujdesu per te gjithë personelin duke mbajtur te gjithë zonen te pastër	ΤΑΞΗ & ΚΑΘΑΡΙΟΤΗΤΑ Προστέτεσαι όλο το προσωπικό από τον κίνδυνο ολισθήματος, παραπατήματος ή πτώσης, διατηρώντας όλες τις επιφάνειες καθαρές και τακτοποιημένες	HOUSE KEEPING Protect all personnel by maintaining all surfaces clean and tidy from slip, trip, fall hazards
LA SICUREZZA È IL NOSTRO VALORE FONDAMENTALE	SIGURIA ESHTË PËRPARËSIA JONË KRYESORE	Η ΑΣΦΑΛΕΙΑ ΕΙΝΑΙ Η ΟΣΕΜΕΛΙΟΛΟΓΙΚΗ ΑΞΙΑ ΜΑΖ	SAFETY IS OUR CORE VALUE

5. Achievements

The 'One TAP, One Team – Finishing Strong' practices achieved improved performance across all countries and TAP achieved no major incidents with over nine million manhours worked.

TAP recognises that this performance achievement extends outwards and into the contractor organisations, improving their safety performance and that this is anticipated to precipitate into their future activities beyond TAP.

5.1 Performance Improvement

During 2019 TAP and its contractors performed;

- 9,4 Million man-hours worked across four countries
- 23,5 million kilometres driven
- No major accidents
- Lost Time Incident Frequency (LTIF) of 0.21 YTD
- Total Recordable Incident Frequency (TRIF) of 0.64 YTD

Note that the LTI frequency and TRI frequency decreased significantly (see below) from the start of the initiatives programme in May.



6. Long Term Planning

As the project phase moves towards completion TAP shall expand these practices into the operations phase with the O&M contractors. During operations TAP faces the same challenges of multiple cultures, languages and locations as was experienced in the project phase. TAP is confident that this approach shall facilitate continued excellent HSE performance.

