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Newsletter contractors TenneT

Welcome

At the time of writing this preface, we have had a brief foretaste of spring. Several days with temperatures over 15 degrees in the sunshine in February is truly a nice gift. It is good for the mood as well as for generating solar energy. A new year, a fresh start and healthy ambitions, also safety-wise. In this newsletter you can read an interview with our CEO, Manon van Beek, in which she explains the safety ambitions for the next few years.

This is also the period in which the annual reports are drawn up and published, including those for TenneT. Click [here](#) for the complete annual report 2018. A brief description of our safety performance in the past year can be found under the heading 'News'.

TenneT is facing the major challenge to contribute to making the energy transition possible, an investment portfolio of 35 billion euros for the next decade. This is ambitious and will trigger a great deal of creativity, commitment and decisiveness from our own organisation and that of our chain partners. We are confident that we will realise this together with you while retaining the required quality standards.

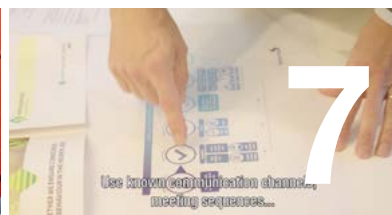


Oscar van Aagten

Act safe, stay safe!



SCLtraining in Germany for auditors [Read more](#)



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Safety Culture Ladder training for auditors

The Dekra Academy organises a two-day Safety Culture Ladder (SCL) training in Germany for auditors:
15/16 May 2019 in Norderstedt near Hamburg
17/18 October 2019 in Cologne.
This training is intended for experienced occupational safety auditors and advisors who are interested in working as an SCL auditor. Entrepreneurs, specialists and managers as well as employees in Health & Safety and safety management who want to know more about the standard and the system are welcome. Click [here](#) for more information and for registration.

First meeting Come Together knowledge network

The first meeting of the Come Together knowledge network will take place in Rotterdam on Thursday, 11 April. The initiators are members of the Safety Ladder

Community. At the meeting, experiences will be shared with respect to safety and to the Safety Ladder in particular.

Everybody is welcome. The main target groups are the various users of the Safety Ladder, both companies that are active in implementing and/or maintaining a higher step on the SCL Ladder and companies that want to develop to a higher step. Click [here](#) for more information and registration.



SZW Inspectorate calls on companies to invest more in safety culture

More and more employees get involved in serious accidents at work. Figures of the SZW Inspectorate (Ministerie van Sociale Zaken en Werkgelegenheid, the Dutch Ministry of Social Affairs and Employment) suggest that the number of industrial accidents reported is up by four percent,

from 4,212 in 2017 to 4,368 in 2018. The SZW Inspectorate checks if employers and employees comply with the various laws, decrees and regulations in the field of labour.

Inspector-General Marc Kuipers: 'This is sad news indeed. It is in the interest of all of us that anyone who leaves home to go to work in good health comes home in the evening safely and well. Unfortunately, working safely can't be taken for granted. In this economy, work has to be done more quickly and more efficiently. This leads to more hazardous situations and more accidents. I call on companies to put more work in preparing safe work resources, safety procedures, and a culture of healthy and safe working. Companies should be acutely aware that work-related safety and health closely depend on the company culture.'

Read the complete text [here](#) (SZW Inspectorate, Ministry of Social Affairs and Employment).



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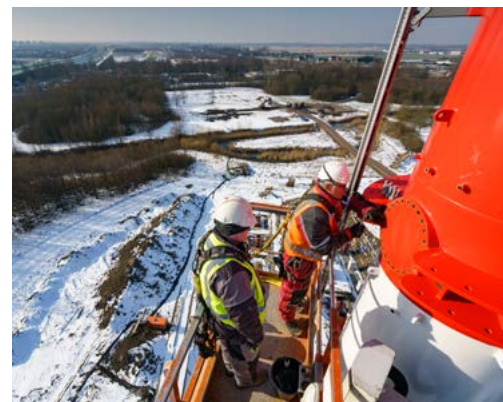
GO! Heijmans coaches visit TenneT

In late January, a group of some 30 safety experts and construction supervisors and contractors from Heijmans visited TenneT. The visit took place in the context of Go!, Heijmans's internal safety awareness programme. GO! is short for Geen Ongelukken (Dutch for 'no accidents').

GO! Coaches are active as construction supervisors and help colleagues enhance their safety awareness. They enter into a dialogue on safety, they raise new safety issues and initiate actions that contribute to increasing work safety.

The GO! Coaches meet four times a year in so-called GO! Coach cafés, where safety issues and dilemmas they meet with as GO! Coaches are discussed. GO! Coach cafés are often held at other organisations.

The GO! Coaches get inspired by examples of how colleagues from other organisations deal with safety.'



Safety Leadership; stepping up for what you believe in

Within TenneT we work hard to increase safety awareness and stimulate safety leadership. Everybody is a safety leader! We feel responsible, involved and connected. We care about ourselves, our colleagues and contractors. We take responsibility for own actions and behaviour and we feel connected to TenneT and the challenges we face in our supply chain.

To show what we think is good Safety Leadership, we made a [video](#) with some of our colleagues. This video shows in practice what Safety Leadership can look

like. You can use this video to discuss how you would act as a safety leader in this situation.

TenneT has defined four, basic, safety behavioural goals. Being a safety leader does not mean that you should stick only to these rules. Being pro-active, stepping up and being decisive are just a few examples of safety leader characteristics.

TenneT basic Safety Behavioural Goals:

1. Provide a safe working environment
2. Comply with safety rules
3. Look after each other, talk to each other and intervene if a situation requires it
4. Report all incident

We would love to see and hear your examples of Safety Leadership.

Questions you can use are 'How do you recognize a Safety Leader?' and 'What do you need from TenneT to be a Safety Leader?'. Please feel free to send your thoughts to us via safety@tennet.eu.



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Japanese visit

In January, TenneT received some safety colleagues from TEPCO, to exchange experiences about incident investigations, safety training, and promoting the safety culture.

The Tokyo Electric Power Company, also known as Tōden or TEPCO, is a Japanese electricity company that is headquartered in Chiyoda and controls about one third of the Japanese market. TEPCO is unique in



that it has a Safety Thinking and Activity Centre, in which modern technologies like virtual reality play a major part, from simulating activities to real-life practising climbing and falling from heights.

Wilco Polak, team manager safety TenneT: 'It was a most inspiring visit. Our Japanese guests asked many questions and were genuinely interested in how we work on safety together with our contractors. We learned a lot from each other and talked about the positive approach of safety, the co-called Safety II principle. Sharing experiences is very useful and inspiring. This is how we learn from each other.' If you want to know more about TEPCO and their Safety Thinking and Activity Centre, go to <https://www7.tepco.co.jp/index-e.html>. Are you interested in exchanging experiences with TenneT? Send an e-mail to safety@tennet.eu.

Safety Collaboration Day

The first Safety Collaboration Day took place in England in late January. Representatives of several European TSO related via the North Sea (the British National grid, the Norwegian Statnett and TenneT) and a British organisation active in water and



waste management (Pennon Group) held discussions about the following subjects:

- Organisation of HSE (health, safety and the environment) at a company, including organisation structures and responsibilities;
- Sharing and learning from safety incidents and investigations;
- Measuring safety performance;
- Contractor management;
- Safety culture.

The general impression afterward was that it was a very good and interesting day. It created food for thought and sets the mark for further exchange on HSE topics on the next Safety Collaboration Day that will be held in September 2019.

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SCL update

The number of certified TenneT contractors is increasing. In 2017, TenneT announced it would implement the Safety Culture Ladder (SCL) in its purchasing process. Several workshops were organised in the same year to support the TenneT contractors with the introduction of SCL.

The introduction is known to have an average lead time of 12 to 18 months, which means that many contractors were certified by the end of 2018 or will be certified in the course of 2019. In early March 2019, approximately 90 TenneT contractors were certified and almost 200 contractors had actively begun with the implementation.

Wide variety

After we had announced that the first contractors in the Netherlands, Germany, Belgium and the UK had obtained an SCL certificate, the first contractors in Greece and Portugal followed suit. The certified companies represent a wide mix in company size, operations, and risky activities.

Meanwhile, the European Transmission System Operators (TSO) Elia and Swissgrid have started with implementing the SCL. Other European TSOs are interested in introducing SCL, partly because the SCL standard measures how safety is experienced in the everyday activities. In the Netherlands, the building industry (clients and contractors) took the



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initiative to have the entire sector SCL-certified within five years.

Workshops Bayreuth

New workshops have been organised in Bayreuth (Germany) on 21 March and 3 April, in line with tenders for the construction of cable ducts and civil engineering activities for our stations. The set-up of these workshops is similar to that of the previous workshops. Presentations and interactive sessions are especially focused on practice and on translating the requirements into the auditors' practical expectations. This fits in with a NEN development.

Various companies have indicated that the requirements have mostly been formulated theoretically and that these are less practicable to be answered by employees. NEN is working on a simplified questionnaire that can be used as a survey in addition to the certification schedule for the formal requirements. Some (mainly large) companies have developed a simplified list, which is used as input for the NEN questionnaire. It is expected that the simplified questionnaire will be released in the course of 2019.



Step 5

Another NEN initiative is making the interpretation directives of the requirements for step 5 stricter. It is expected that the first companies will apply in the fairly near future for certification for step 5. In 2018 it was found that the distinguishing character of steps 4 and 5 needed to be clarified further for the companies, but especially for the auditors. As a result, NEN decided to suspend certification for step 5 temporarily. Meanwhile, certification for step 5 will be released as from 1 July 2019. In additional texts, it has been described how step 5 is to be tested, which is also a further explanation of the context of the requirements. The requirements themselves have not become any stricter.

Work group Germany

Follow-up sessions for harmonisation of the method and interpretations of auditors have taken place in Germany by exchanging knowledge and experience. NEN has indicated it will put together a work group Germany as a wider addition to the Committee of Experts (CoE) in the Netherlands. The CoE is responsible for the content of the SCL and adopts resolutions about changes and/or improvements.

Offshore

At the first audits of offshore companies, it became clear that audits are conducted in different ways at companies that provide services with the use of vessels. The variables identified include the interviewing method, auditing while activities are being performed or during moments of inactivity, and the relevant training. In consultation with auditors, NEN and SCL experts, the CoE decided how the audits are to be conducted in an unequivocal way.

An [additional document](#) with further details has been placed on the NEN website.

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Statements

As indicated in the previous Contractor Newsletter, more and more suppliers have become certified for step 3 of the Safety Culture Ladder. We at TenneT are very pleased about this. Due to the large number of certified companies, we will publish a brief statement with a photo from now on. If your company is certified, please send a short text with a photo to safety@tennet.eu

DNV GL

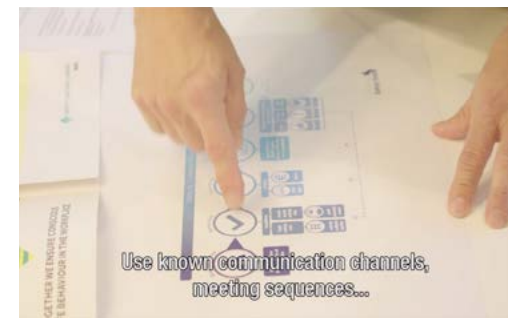
"Implementation of the Safety Culture Ladder supports DNV GL's efforts towards "Zero Accidents in 2020".



Gebr. Neumann GmbH & Co. KG

"SCL does not mean this to be additional bureaucracy due to more documents, but rather continued development of safety-conscious behaviour and thinking in the daily work routine.

The focus of SCL is mutual implementation of a systematic safety culture at the company that applies to all corporate departments. Work safety is an on-going topic – every day we work to maintain, improve and refine our processes. We are proud to be the first construction company in East Frisia and the second in the nation to have obtained this certificate." [Read more >](#)



Check it out! Video with suppliers about best practices and tips SCL

In late 2016, TenneT started a pilot with four carefully selected suppliers that are representative of our supplier base. The pilot was intended to enter the process together to obtain step 3 of the Safety Culture Ladder. We opted for two Dutch and two German suppliers. Meanwhile, all four suppliers as well as TenneT are certified for step 3. An excellent performance!

One of the objectives of this evaluation was to find a way to share our experiences with other suppliers that are about to start with the SCL certification process. We have decided to do this by means of a video, in which the participants in the pilot share their positive and less positive experiences and the lessons learned with you. Click here to watch the [video](#).

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Ensuring Safe access

In November 2018 a person slipped while stepping out of a storage container on to the deck of a cable laying vessel. There was a height difference between the container floor and the vessel deck. A step was installed between container and deck. The person was carrying a box, blocking his view of the step, as a result the person twisted his ankle.

Evaluation

On vessels and onshore a number of temporary and permanent access routes are installed, presenting similar hazards. TenneT's evaluation is that the risk of slips, trips and falls is underestimated and that insufficient measures have been taken to control the risk.

Opportunities for improvement

- Promote deck level twist-lock for containers instead of I-frame to minimise height differences.
- Highlight deck obstructions, changes in level and step edges, using contrasting colour.
- Do not carry heavy or bulky equipment on uneven access ways and stairs.
- Assess each access route for the amount of usage and re-evaluate if the measures are suitable and sufficient.
- Install full walkway-width intermediate decks or ramps to increase the safety margin for missing steps.



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New Safety Vision TenneT focused on culture

Act safe, stay safe! This is TenneT's new slogan concerning our long-term vision on safety. CEO Manon van Beek: 'We want to approach safety from a positive angle, so a focus not only on incidents, but also and especially on a strong (safety) culture, ensuring that everybody makes it home safely.'



In recent years TenneT has worked hard to strengthen safety. This has undeniably had a positive effect. However, safety requires constant attention and focus. The mere fact that the number of hours worked in connection with an increasing number of complex projects is still increasing justifies this focus. Therefore, the renewed vision is aimed at further reducing the number of

incidents and thus the risk of serious accidents.

Culture

In order to bring the trend further down, we need to further develop our safety culture into a way of working where it is normal for us to take care of each other. We prepare our work well in advance. In which we value each other's knowledge and expertise and in which we dare to speak out in advance if it does not go right or if it does not feel right. This applies to the entire chain, not only to TenneT employees but also to the cooperation with our contractors. Incidentally, these are not specific safety culture aspects, but generally apply to a wellfunctioning organisation. This attitude will certainly help us to further reduce incidents in the future. Siem Bruijns, senior manager corporate safety & security:

Act safe,
stay safe! 

"Then safety will no longer be seen as a KPI, but as an intrinsic value of everyone."

Personal

In the further developed Safety Vision 2022 and accompanying Roadmap, we are going to make safety more personal and share our own stories with each other. This based on Personal Leadership and what does safety mean for you and me? In addition, we also focus on management. They play an important role in creating a working environment that enables employees to work safely and perform optimally. They issue "the work permit" to show the desired behaviour.

Entire chain

In addition to the focus on behavioural change, safety must also become an intrinsic part of the entire chain, starting



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with the first design. To this end, a number of activities are planned in the Safety by Design workflow. In which, together with the people in the field, we will look at how we can take safety with us at the earliest possible stage. We will also continue to focus on safety throughout the entire chain. It is mainly our suppliers who are exposed to the risks associated with this work. It therefore remains essential to work with our suppliers to improve the safety performance in the chain, Safe Supply Chain.

Two pillars

Manon: "Safety is an integral part of our daily work. We work according to processes and procedures and also take responsibility for our own safety, that of our colleagues and our environment. We are convinced that all employees are Safety Leaders. That is why we will be focusing on the pillars in the coming years: Safety Leadership and Safety Execution."

And we will work hard on this in the coming years. Within our own organisation but also with our suppliers". If we have actually set this up properly, our culture will become clearly visible, we have a recog-

nisably safe way of working (Recognisable Way of Working) and TenneT will be seen as an Industry Leader.

To strengthen these pillars, TenneT will also work on a strong foundation. SHE expertise is bundled, an SHE management system is set up and audits and dialogues are carried out.

A so-called Roadmap for the next four years has been developed for the pillars. There are various projects/activities under each pillar. In addition, there is a specific focus on people in this area, and how to facilitate the change(s) as much as possible using a proven change management method.

Act safe, stay safe!

Wilco Polak, team manager safety: "Our ambition is to further limit risks. We are working on a proactive safety culture to ensure that everyone gets home safely every day. We expect the same from our suppliers. Because together, we need to put our slogan 'Act safe, stay safe!'. Only then can we actually go home safely for everyone. To which Manon adds: "and if we continue the same safety mindset at home, we will have achieved our goal."

On our corporate website you will find our [Vision statement 2022](#) and the [Roadmap](#). Any questions? Please send an e-mail to safety@tennet.eu



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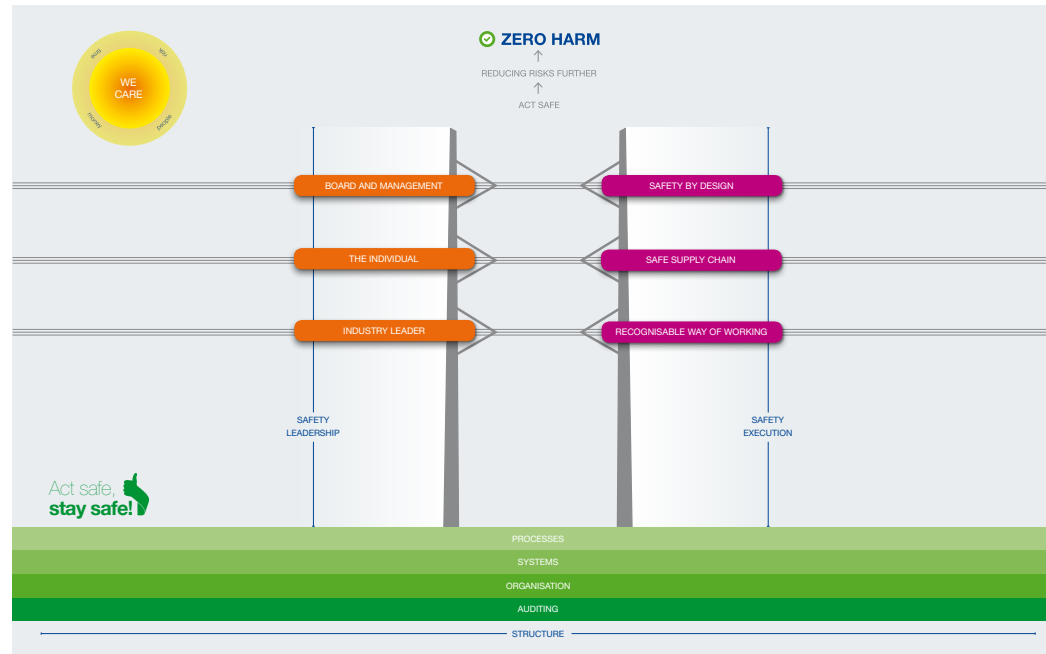
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Safety Leadership:

- **Board and Management**

Our management is open and accessible and focuses on creating a culture in which continuous learning is central to reduce risks even further and create a safe working environment. They can be called to account for this at all times.

- **The Individual**

Every employee contributes to a safe

working environment and to their own safety and that of others. Everybody has to take the lead where safety is concerned.

- **Industry Leader**

TenneT has a proactive safety culture. We closely collaborate with partners to improve safety and are an inspiring and leading TSO with respect to safety.

Safety Execution:

- **Safety by Design**

We design assets in a way that the risks are as low as reasonably possible. To realise this, we use the best techniques available, internally and externally. We plan activities carefully. The risks for safety, health and the environment are identified and controlled.

- **Safe Supply Chain**

By continuously developing and stimulating the market, we have built a safe supply chain and have become an interesting employer and client. We consider our suppliers Partners in Safety.

- **Recognisable Way of Working**

At all TenneT locations, the same clearly recognisable safety measures have been implemented and proactive safe behaviour is encouraged.

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Life-Saving Rules

www.tennet.eu/company/safety-at-tennet/life-saving-rules

Safety Culture Ladder

www.tennet.eu/company/safety-at-tennet/safety-culture-ladder

Safety at TenneT

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

Contractor Management

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

