

Welcome >

Latest news >

Safety Culture Ladder >

Incident Investigation >

In Focus >

Links >

Partners in safety

Newsletter contractors TenneT

Welcome

This new edition of the TenneT Contractor Safety Newsletter is packed full of information about incidents, lessons learned, an update on the Safety Culture Ladder (SCL) and other news items. Be sure to read our interview with Stéphanie Otto, Safety & Health Manager at Elia, Belgium's TSO. Among other topics, he talks about Elia's experiences with improving safety performance and implementing the SCL.

Like TenneT, Elia is faced with the major challenge of safely and effectively executing its ambitious project portfolio, now and in the near future. For this purpose, it deploys many of its own employees and those of its suppliers. Elia has set up a programme to safeguard and improve safety performance within its own organization and in its supply chain.

Elia's programme is a good example of international cooperation in the safety field. In this newsletter, we also discuss developments in Germany relating to the international roll-out of the Safety Culture Ladder.

Finally, we would like to describe a number of accidents that have recently occurred, both offshore and onshore. Sharing this information will help us all learn important lessons, so we can prevent future accidents. Do you have an incident that you want to share? Send us an e-mail at safety@tennet.eu.

We hope you enjoy reading this newsletter!



Oscar van Aagten



New CEO TenneT
Manon van Beek

[Read more](#)



SCL goes
international

[Read more](#)



Contractor employees
saved at Hannover

[Read more](#)



SCL: stronger
together!

[Read more](#)

Welcome >

Latest news >

Safety Culture Ladder >

Incident Investigation >

In Focus >

Links >

Latest news

Personal commitment to working safely

We always act safely. We carefully prepare planned work. We draw attention to unsafe situations. And above all: we work together in a spirit of trust and mutual cooperation. These are the commitments made by managers and contractors of TenneT GSO (Grid Service Offshore) at the Zero Harm Workshop.

People who know each other personally treat each other more responsibly. And those who act responsibly work more safely. The kick-off event of the Safety Leadership Programme in February was followed by a so-called 'Zero Harm Workshop' attended by GSO managers and contractors. In addition to getting to know each other personally, the aim of the two-day event was to highlight the importance of occupational health safety at TenneT and in particular at GSO, and to make it clear that personal conduct is the foundation of safe working practices. 'Zero Harm' stands for avoiding any kind of damage, injury or accident.

About 25 high-ranking representatives of contractors as well as GSO managers and employees participated in the workshop. Silja Wiebe works at NSG, the company that has been running our maintenance campaigns on offshore platforms since August. She is very pleased with the workshop: "We welcome TenneT's initiative to organize this Zero Harm Workshop, since the safety of our employees is a top priority for us. Because we work together as companies, we can only achieve a culture of zero harm by collaborating."

Guido Fricke is Senior Manager Corporate Procurement at TenneT and responsible for TenneT's 'Safety by Contractor Management'

programme. He explained that safety leadership and this workshop in particular is not a new or stand-alone initiative: "Safety leadership is an important element – if not a prerequisite – in embedding safety within our corporate culture, and achieving a high level of certification on the Safety Culture Ladder."



Welcome >

Latest news >

Safety Culture Ladder >

Incident Investigation >

In Focus >

Links >



New CEO TenneT Manon van Beek

On 1 September 2018, Manon van Beek was appointed as the new Chair of the Executive Board and CEO of TenneT Holding B.V. She succeeds Mel Kroon, who is leaving TenneT after having headed the company for 16 years. Under Mel's leadership, TenneT has become the leading Transmission System Operator in North-Western Europe.

Manon van Beek previously served as Managing Director of Accenture B.V. Nederland, where she was responsible for the Dutch and European portfolio of energy and water companies for many years. She has extensive experience in digital technology and innovation, both of which are of crucial importance to TenneT.

On 20 September, a farewell reception for some 150 business and political relations of Mel Kroon was organized at TenneT's head office in Arnhem.

We thank Mel Kroon for his inspiring leadership and all his work over the past 16 years, and we wish Manon success in her new role as CEO at TenneT.

Welcome Latest news Safety Culture Ladder Incident Investigation In Focus Links 

NEN-related news

SCL Safety Day

On 27 November 2018, NEN (Dutch Standardization Institute) will organize the SCL Safety Day, an information meeting about the Safety Culture Ladder in Nieuwegein, the Netherlands (Dutch spoken).

- Why should my organization start working with the Safety Culture Ladder?
- Which clients require us to do so?
- How do ProRail and TenneT approach this topic?
- How does the SCL differ from the SCC system and the ISO 45001 standard?
- What are the costs and benefits?

The Safety Culture Ladder is an assessment method for measuring and continuously improving safety awareness and safe working practices at companies. The emphasis is on the organization's safety culture. SCL certification allows you to demonstrate your organization's commitment to safety to clients and other third parties.

For more information, visit the news section of the NEN website at
<https://www.nen.nl/News.htm>



Welcome

Latest news

Safety Culture Ladder

SCL Pilot Group looks back on certification process

Update on implementation of SCL in energy sector

Safety Culture Ladder goes international

Incident Investigation

In Focus

Links

SCL Pilot Group looks back on certification process

In 2016, TenneT decided to implement the Safety Culture Ladder as part of its 'Safety by Contractor Management' programme, which is aimed at improving the safety culture within TenneT and at our suppliers. The ultimate goal is fewer incidents, a safer working environment and entering into open, trust-based relationships with our suppliers in the field of safety.



In late 2016, we set up a pilot project with four carefully selected suppliers that are representative of our supplier base. The aim of the pilot was to jointly embark on the process of achieving Level 3 certification on the Safety Culture Ladder. TenneT has selected two Dutch and two German suppliers, which have since all obtained Level 3 certification, as has TenneT itself. A great achievement!

Evaluation

This is a good time to celebrate this milestone together and to look back on the entire certification process. In September, the SCL Pilot Group reconvened for an evaluation. The group looked back on an almost two-year-long period of very close collaboration. We learned a great deal during the process, we gained experience with what works and what doesn't, what the pitfalls are, how we can secure management commitment, and how we can involve colleagues in the process.

One of the objectives of this review was to find a way to share our experiences with other suppliers that are about to embark on the SCL certification process. We have chosen to do this in the form of a video, in which the pilot project participants share their experiences with you – positive as well as challenging – and the lessons they

have learned. The contents of this video are currently being worked out in detail. We will provide you with more information in our next newsletter.



TenneT is very grateful to the SCL Pilot Group participants for their time and efforts. During the evaluation, all four organizations received an award as a token of appreciation. The group consisted of Croonwolt&eros, SPIE Nederland, Matthäi Bauunternehmen and SAG (now called SPIE SAG Group).



Welcome >

Latest news >

Safety Culture Ladder >

SCL Pilot Group looks back on certification process

Update on implementation of SCL in energy sector

Safety Culture Ladder goes international

Incident Investigation >

In Focus >

Links >

Update on implementation of Safety Culture Ladder in energy sector

NEN has organized a governance structure for the Safety Culture Ladder (SCL) certification system. The structure includes a Committee of Stakeholders, a Committee of Experts, harmonization meetings of certification bodies, and a knowledge platform.

Committee of Experts

In this newsletter, we would like to inform you about some of the results achieved by the Committee of Experts. This Committee includes representatives of clients, contractors, certification institutes and of course NEN, and discusses ways to

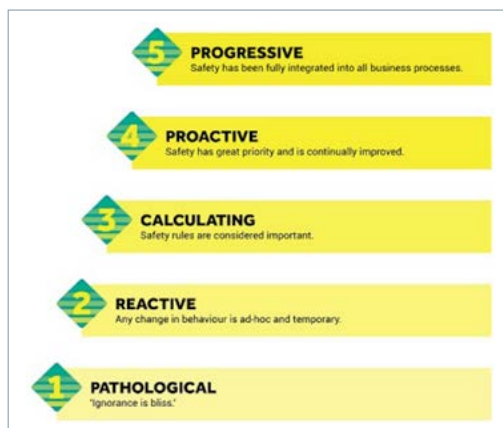
develop and improve the Safety Culture Ladder. Among other activities, the Committee was involved in decision-making concerning the pilot project that TenneT is conducting for NEN, based on an adapted certification scheme and the SAQ and SAQ+ products in addition to the SCL system.

This pilot project will be evaluated in early 2019, and conclusions will be drawn as to whether or not the project will be included as a standard in the manual. The requirements for SCL auditors have recently been tightened up, the knowledge platform has been set up, and plans have been made for the international roll-out in Germany and Belgium.

At the most recent meeting, we approved proposals to adjust the audit scope for



companies with up to 65 employees (fewer audit days), and to include unannounced working visits. More about this in the next newsletter. Topics currently at the top of the agenda include tightening up the requirements for SCL Levels 4 and 5, and drawing up an interpretation document for conducting audits at offshore companies.



Welcome Latest news Safety Culture Ladder SCL Pilot Group looks back on
certification processUpdate on implementation of
SCL in energy sectorSafety Culture Ladder
goes internationalIncident Investigation In Focus Links 

Safety Culture Ladder goes international

In Germany, Zertifizierung Bau was recently authorized by NEN to carry out SCL audits. This institute focuses specifically on the German construction sector. In addition, NEN is conducting talks with certification institutes in Belgium and the Netherlands that wish to qualify for the performance of SCL audits. Click [here](#) for more information on Zertifizierung Bau.



Higher profile

The Safety Culture Ladder is becoming increasingly well known. Safety seminars in Belgium, Germany and the Netherlands now include contributions from the SCL organization as a matter of course. The certification institutes organise meetings specifically aimed at SCL implementation.

In addition, articles about companies that have implemented the SCL are regularly published, such as an article in the trade journal Roofs and an article by Matthäi in the German magazine BG BAU Aktuell. We strongly recommend seeking publicity, especially after certification has been obtained. We can be proud of the results achieved, publicity does justice to the efforts made, it contributes to a positive image, and last but not least it enables us to draw attention to initiatives for further improving our safety performance.

Sharing knowledge

In Germany, TenneT and NEN are having talks with German Social Accident Insurance Institute (DGUV) and representatives of various German professional

associations. DGUV plays a major role in Germany in improving the working culture, performing inspections, registering accidents, and preventing safety incidents. The aim of these consultations is to exchange views and information. This includes identifying differences and similarities between AMS Bau (the safety certification programme of the German professional association for the construction industry) and the SCL certification system. In this way, the programmes can reinforce each other where possible.

More news about this in the next newsletter.



Welcome >

Latest news >

Safety Culture Ladder >

Incident Investigation >

Employees saved at
Hannover WestOffshore surveying ends
in nightmare for crew members

In Focus >

Links >

Employees saved at Hannover West

The presence of mind of three TenneT colleagues prevented a very serious incident at the Hannover West transformer substation in Germany in mid-June. Two contractor employees carrying out renovation work failed to adhere to the safety distances applicable to a live installation.

This error almost resulted in the death of these experienced workers. They had climbed over a safety barrier (although this was prohibited) when working on the transformer installation, and had opened the door of the protective housing of a live transformer. In doing so, they exceeded the prescribed safety distance to such an extent that the TenneT colleagues were amazed that a flash-over did not occur, which would probably have had fatal consequences under these conditions.

In the end, such a tragedy was prevented thanks to three TenneT colleagues from Service Group South-East. They were working on a commissioning test at the high-voltage substation when they noticed the extremely hazardous situation of the two contractor employees. The TenneT colleagues took immediate action, carried out an emergency shutdown of the transformer, and evacuated the installation.

One employee recounts:

“Everyone was very shocked – the TenneT colleagues as well as the two contractor employees – when they realized how much danger they had been in. They were simply so focused on their work that they forgot everything around them.”

‘Quick and professional response’

Unfortunately such incidents can always occur, despite all our safety efforts, despite professional training and instruction, and despite years of experience. Human error can never be entirely excluded. The incident has already been analyzed to identify lessons learned. Interviews were conducted afterwards with the workers involved and other employees of the contractor, and further talks have been scheduled. During these consultations, the contractor indicated that it would further intensify its own safety efforts using the Safety Culture Ladder, a system for

optimizing occupational health and safety that TenneT recommends to its contractors. In addition, the company concerned will conduct a Last Minute Risk Analysis (LMRA) as quickly as possible to significantly improve risk awareness in the workplace. “Nevertheless, we will never be able to entirely prevent human errors,” said one of the TenneT employees involved.

However, the incident has also demonstrated the importance of increased alertness, and of TenneT colleagues and contractor employees looking after each other. “If our colleagues hadn’t responded so quickly and professionally, a fatal accident would very likely have occurred. We are very happy that this was prevented, thanks to the presence of mind of three Service Group colleagues.”

**This story has been anonymized to protect the privacy of the people involved.*



Welcome >

Latest news >

Safety Culture Ladder >

Incident Investigation >

Employees saved at
Hannover West

Offshore surveying ends
in nightmare for crew members

In Focus >

Links >

Offshore surveying ends in nightmare for crew members

‘Surviving at sea’: most colleagues will associate this phrase with a unit of the offshore training course in Bremerhaven. In mid-July, two colleagues of Geo Ingenieurgesellschaft who had sailed out to perform a survey for the NordLink subsea cable experienced what it really means to survive at sea. They were not enjoying themselves in a warm swimming pool, but fighting for their lives in the rough North Sea wearing only a T-shirt and shorts.

On the afternoon of 17 July, the 6-metre-long work vessel “GEO Profiler” sailed out to perform a survey, with two crew members on board. When the weather deteriorated, the crew decided to head home. However, “GEO Profiler” was hit by a wave from the aft, causing the engine to malfunction, flooding the cabin via the open back door, and ultimately sinking the vessel. Fortunately, one crew member was wearing a life jacket while the other one was sufficiently alert to grab the safety buoy.

The next morning, the survey company informed the main contractor that the vessel was missing. The last radio signal was registered at 9 p.m. on the day before. Several attempts were made to establish the location of the vessel and its crew, but they were unsuccessful. Consequently, the

survey company alerted the German Maritime Search and Rescue Association (DGzRS), who started a large-scale rescue operation. After several hours, the rescue vessel “Theodor Storm” found the two ship-wrecked men who had been floating all night (15 hours) in the water, until the low tide uncovered the Tertius sand bank, where they could rest for a while. At 1 p.m., the two workers were finally brought on board the “Theodor Storm” and half an hour later they arrived onshore, where an ambulance was waiting for them and care was provided.

The TenneT SHE department has issued a safety alert with key findings and recommendations on how to prevent such accidents in the future. Among other things, the alert emphasizes that life jackets must be worn when working



outside on a small work vessel. The life jackets must be provided with a Personal Locator Beacon (PLB). Additionally, life rafts must be mounted on the hull of work vessels.

We are of course very happy that the two Geo Ingenieurgesellschaft colleagues survived this ordeal, and we wish them a fast and complete recovery.



Welcome >

Latest news >

Safety Culture Ladder >

Incident Investigation >

In Focus >

Links >

Safety Culture Ladder: stronger together!

Elia is the Transmission System Operator of the Belgian high-voltage grid, and is about to implement the Safety Culture Ladder (SCL). “We have followed TenneT’s lead in this regard and are enthusiastic about the SCL. This system provides us and our contractors with the opportunity to further improve our safety awareness and performance,” says Stéphane Otto, Safety & Health Manager at Elia.

Many contractors carry out work for several different Transmission System Operators (TSOs), such as TenneT and Elia. Applying uniform safety standards in contracts and during the performance of work is therefore an ambitious goal that the TSOs have been working on for some time.

Elia operates the Belgian high-voltage grid (voltage level from 30 kV to 380 kV). This grid includes a total of more than 8,600 km of lines and underground cables throughout Belgium. Elia is also active offshore, operating a subsea cable linking Belgium and the UK as well as grid connections for several offshore wind farms. Due to Belgium’s geographical location at the heart of Western Europe, Elia is also a key player in the energy market. Elia currently employs more than 1,300 people in Belgium.

Optimizing safety

Stéphane Otto has been working for Elia for 21 years, first in day-to-day operations

and later as project coordinator, where his responsibilities included collaborating with suppliers. Safety has been a guiding principle throughout his career at Elia, and he has been Safety & Health Manager since 2016. Stéphane: “In 2014, a colleague died in a fatal accident. We never want to experience that again. This tragedy once again made us realize that our work entails serious hazards. Relying on routine means that activities are carried out ‘on autopilot’, and we want to change that. I want to strengthen our safety culture and performance.”

‘Go for Zero’

Following an internal analysis, Elia set up ‘Go for Zero’, a comprehensive programme of initiatives aimed at its own organization and at suppliers. Stéphane: “We cannot do this on our own, we must join forces with our contractors and subcontractors. Because Elia assigns top priority to the safety of our internal and external employees, we have set up a project called



Stéphane Otto,
Safety & Health manager at Elia



Welcome >

Latest news >

Safety Culture Ladder >

Incident Investigation >

In Focus >

Links >

'Safety for Contractors'. It is part of our 'Go for Zero' programme, which aims to reduce the number of accidents and incidents involving Elia contractors to zero. Under 'Go for Zero', agreements with contractors have been supplemented with safety agreements, the procurement process was improved, and we worked on developing staff competencies. Furthermore, the standard inspections are now focused on improving communication and providing feedback. "The central question is 'what can we do to improve things'. Implementing the Safety Culture Ladder is therefore an effective next step for us. After all, culture is about people. They are the most important link," says Stéphane.

Benefits of the Safety Culture Ladder

In addition to optimizing processes in order to improve safety, Elia also wants to encourage safer work practices and

conduct. "We noticed how TenneT promotes safety throughout the chain. Ultimately, it all starts with the safety awareness of the management and within the organization as a whole. The Safety Culture Ladder identifies issues at various levels that we can work on. With the SCL system, TenneT has developed an approach to ensure continuous improvement and work together with contractors on safety," says Stéphane.

Challenges

Stéphane still sees some challenges: "We first want to implement the SCL system within our own organization. This will allow us to conduct a thorough evaluation before taking any further steps. One challenge specific to Belgium is that we do not currently have a large database of suitable auditors. We will shortly hold exploratory talks with NEN (Dutch Standardization Institute), the inspection and certification

organization Vinçotte and the consultancy firm Samurai at Work on how we can develop the SCL system in Belgium." Elia sees a second challenge in the certification of small- and medium-sized enterprises. "These companies deliver good quality at an attractive price. The costs of obtaining SCL certification should remain reasonable," says Stéphane. Elia will first carry out a preliminary audit to identify relevant points for attention. Stéphane: "We want to be certified at Level 3 by the end of next year. Working towards Level 4 will be part of our Safety Vision for the 2020-2025 period."



Welcome >

Latest news >

Safety Culture Ladder >

Incident Investigation >

In Focus >

Links >

Links

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