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Welcome

I would have preferred to write this welcome on a happier note; the first days of spring, the first rays of sunshine, the first flowers and trees coming into bud. I'm glad that nature continues to grow and bloom as usual, but right now our world is dominated by the coronavirus. We are all affected by the consequences of the measures taken to contain the spread of the virus, a virus that unfortunately has already claimed too many victims.

TenneT has also introduced the necessary precautions and we are attempting to inform you, as our contractor and partner, about them via Safety Alerts. Our Board has also issued a message to indicate that they are aware of the tricky situations that could

occur while the work is being carried out and, even more importantly, as indication of their support, and to express their compassion. We have included that message in this Newsletter.

Fortunately, we still have our usual topics to discuss here. For starters, another update has been issued on the developments concerning the SCL; in addition, Sjouke Bootsma, our new Associate Director of Supply Chain Management (formerly called Corporate Procurement) introduces himself. We hope you enjoy reading this newsletter!



Oscar van Aagten



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Corona update

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SCL: Joint success for
Gebr. Neumann and Dekra

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Development Seminar

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Corona update: Friday March 20, the Executive Board of TenneT sent the following message to all our suppliers and contractors:

Dear partners,

At TenneT, the health and well-being of our colleagues, relations, partners and their families is our top priority. Since we work in various places in the Netherlands and Germany, we keep a close eye on developments regarding the coronavirus (COVID-19) and we take our responsibility as an employer and business partner. To do so,

we use the guidelines of the (governmental) authorities in the Netherlands (RIVM) and Germany (Robert Koch Institute) as a starting point.

The Dutch and German governments have recently announced additional measures to address COVID-19. These measures have a major impact on our society. The work for which we share responsibility is also

affected. We currently do not exactly know how long the measures will be in effect, and whether or not they will be modified or extended. Based on the current approach, we want to do everything we can to ensure that our activities continue in a responsible manner as much as possible.

Working together

These activities include our maintenance



Taking care of each other during Corona



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as well as renovation and construction work on the high-voltage grid both onshore as well as offshore. For this it is essential that safety and quality are sufficiently guaranteed. We will have to continuously determine whether this condition is met. We have translated the guidelines of the above-mentioned authorities for our employees and business partners into Safety Alerts (“TenneT Contractor Corona policy”), which we share. In addition to these guidelines from TenneT, you remain responsible for the safety of your employees.

Procurement

We also continue the tenders that are running or are planned. Online alternatives

are sought for parts of the procurement process that normally take place physically.

Communication

Let's keep in touch and help each other where possible. Transparency, openness and making good agreements are of great importance.

Bottlenecks

If you have any questions or if bottlenecks arise, it is advisable to contact your TenneT contact person directly. That way we can look for a solution together. It is of course possible that, despite all our joint efforts, a certain milestone - such as a planned delivery - is no longer feasible due to the

corona virus. In that case TenneT will act reasonably and fairly, for example with regard to the application of contractually imposed penalties. I also appeal to all our partners to remain reasonable and flexible.

Finally

The corona virus and the far-reaching measures that are now being taken have an impact on your business operations and therefore also on your people. That impact cannot be underestimated. We will make every effort to ensure that the work continues as responsibly as possible and to support you where possible.

Finally, of course, I hope that everyone stays healthy. Pay attention to and care for each other in these challenging times.

On behalf of all TenneT colleagues,



Manon van Beek,
CEO TenneT

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Directive on working safely at TenneT workplaces

At the end of March, the protocol 'Working safely together' was drawn up in collaboration with the central government, Bouwend Nederland, Techniek Nederland and a number of other parties in the sector. It contains guidelines for the construction and engineering sector on how to continue working safely during the corona crisis, so that the work can continue as much as possible while at the same time protecting the health of employees. The protocol follows the RIVM guidelines. TenneT has drawn up a protocol for working safely at TenneT workplaces that elaborates on the above protocol and is based on the SHE hierarchy of control.

General measures

- Keep a minimum distance of 1.5 meters
- (for the Netherlands only) Meetings for the continuation of daily work relating to our vital processes are permitted up to a maximum of 100 persons per location. Of course subject to 1.5 meters distance.
- You stay at home if you have flu-like symptoms (cold, sore throat, light cough, fever or tightness) until 2 days after recovery.
- TenneT's activities are part of the vital processes. If a housemate has the flu-like symptoms referred to above, you should consult your TenneT manager/contact person to determine whether your presence is required for the work.
- No access to our work locations for:
 - persons who have had direct contact with housemates infected with the coronavirus for 14 days, counting from the day of recovery of the person in question.
 - persons with flu-like symptoms (cold, sore throat, mild cough, fever or tightness) up to 2 days after recovery.



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Hygiene measures

- Wash your hands regularly.
- Wash your hands beforehand and immediately after finishing the work.
- Cough and sneeze on the inside of your elbow.
- Clean (service) car, tools, PPE, other work equipment and toilets/mobile toilet regularly.
- Do not share your tools, telephone or tablet with others.
- Ventilate the area.
- Where possible, work in permanent teams.

Specific measures

- Also maintain a distance of 1.5 metres in the break room. If necessary, place an (extra) construction site or eat/drink in shifts.
- The supervisor and the person in charge of the work are authorised to deny access to the work site to persons suffering from flu-like symptoms (cold, sore throat, light cough, fever or tightness of breath).
- Preferably come to the work site with your own transport, do not carpool.

Work where 1.5 meters distance cannot be handled

The starting point is that we let the work continue as much as possible. To determine whether this is possible in a responsible way, use the diagram below¹. Will the work continue? Then work in fixed, small teams (buddy principle), at fixed locations. Strictly observe the hygiene measures.



TenneT bases this protocol on information from the central government), the RIVM (for the Netherlands)) and the Robert Koch Institut (for Germany).

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NEN Nieuws

New names for SCL products

Early March, NEN decided to change the names of versions used in the SCL system and to include them in the SCL manual. This concludes the “TenneT Pilot”. An advantage is that the “TenneT products” are not just used for requests from TenneT, but can also be used by all other clients, if they ask for them. The new names are: SCL Original, SCL, SCL Light and Approved Self Assessment. The contents of the Approved Self Assessment have been defined more specifically, due to the anticipated large-scale application within context of the ViA (in Dutch “Veiligheid in Aanbesteding” - Safety in Tenders, Governance Code for Safety in Construction). For more details, click [here](#).

Measures during the coronavirus situation

The coronavirus crisis is affecting the execution of SCL audits too. The measures that instruct keeping a sufficient distance, working from home as much as possible and not meeting up in large groups, etc. make it very difficult to carry out behaviour audits and observations. Accordingly, NEN has drawn up a policy to deal with this exceptional situation. The core of the



message is that NEN shall grant an extension of audits, and if possible, the audits may be conducted “remotely” under certain conditions. The measures are a more detailed version of the guidelines as defined by the Dutch Accreditation Council. You can read the full NEN policy [here](#).

International success for safety awareness

Jeannette Hofman-Züter was appointed as NEN’s new Project Manager for the Safety Culture Ladder (SCL) in September 2019. She was recently interviewed by the Dutch journal “NEN Industrie en Veiligheid”, which gave her the opportunity to voice her views on Safety and the rapid expansion of

the Safety Culture Ladder, not just in the Netherlands but beyond as well. According to Jeannette, the success of the Safety Culture Ladder can be attributed to the focus on culture. Many large companies already have certain safety certificates and are looking to take the next step. In such cases, the SCL is the most obvious choice, as it holds up a mirror, showing the companies where they stand and which areas they need to work on. The great advantage of SCL is that it can be applied in all sectors, regardless of the type or size of company.

Jeannette stresses that safety awareness always pays for itself, primarily by preventing serious accidents and guaranteeing employee safety. Moreover, safety-conscious working practice has a beneficial effect on employees and their loyalty. In the coming year, the Governance Code for Safety in Construction in the Netherlands will be supported by means of the SCL. Moreover, the SCL is expanding further afield too and will soon be used in Belgium, France, Switzerland, Great Britain and Scandinavia as well as in Germany. Click [here](#) to read the interview in full (Dutch only).



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Governance Code Safe Energy Networks signed

On 23 January, the Safe Energy Networks Governance Code was signed by all Dutch energy network operators. The main objective of this code is to reduce safety risks in the realisation, use and maintenance of our energy networks in order to avoid unsafe situations and prevent accidents. Ben Voorhorst, COO of TenneT, who signed the code on behalf of TenneT, indicates: “We see that too many incidents are still occurring at our contractors and subcontractors. This Governance Code is an excellent opportunity to give safety in the entire chain a higher priority and to realise that if we want a safe working environment, we must do this together with our contractors.” In the next Newsletter an extensive interview with Ben Voorhorst and Jeroen Grond, director HSSE at Stedin, about the Governance Code Safe Energy Networks.

Annual Conference on Industrial Safety in the Netherlands

Last year, our Senior Manager of Corporate Procurement, Guido Fricke, spoke at the annual conference on Industrial Safety in the Netherlands which was held in Utrecht. His presentation focused on how TenneT dealt with safety and our contractors. This

year, TenneT was again invited to give a presentation. This time, on 27 January 2020, it was the turn of Sandra Milojevic, TenneT’s Corporate Safety Advisor. She explained how TenneT has organised its accident inquiry system and how we encourage and facilitate learning from incidents at TenneT. More information about this conference can be found [here](#) (in Dutch only).



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Safety Culture Ladder update

We are all dealing with the coronavirus crisis right now. The virus also has consequences for the SCL: audits are being postponed and the capacity plans of the certification bodies are under pressure. Nearly 140 businesses have already completed the certification process with good results, with only a handful of businesses failing to reach the certification level required, and over 100 more companies are expected to be awarded certification in 2020. In addition, several scaffold constructors in Germany are to receive certification.

The construction industry in the Netherlands

As we mentioned in the previous newsletter, the clients who have commissioned infrastructural projects and the major Dutch construction firms have decided to introduce the SCL as a contractual requirement. In stages over a three to five-year period, subcontractors will be required to acquire certification, in order to reform attitudes and behaviour and thus improve safety performance throughout the chain.



This collaboration is based on the Governance Code for Safety in Construction and the implementation project is called ViA (in Dutch “Veiligheid in Aanbesteding” - Safety in Tenders). In the meantime, clients have written to thousands of companies and dozens of companies have set to work on the implementation.

The project is leading to an acceleration of the SCL implementation, which is good news, but is putting more pressure on certification bodies and advisors. As this means audit capacity will remain scarce for the time being, it is important to allow plenty of time when planning audits.

TenneT Pilot

So far, TenneT’s contracting parties have been allowed to use the SCL products in the pilot, in other words: the SAQ and the SAQ+ audits and a lighter audit regime (follow-up audits in years two and three

instead of full audits). This pilot is currently known as “TenneT Pilot” because only TenneT contractors could use these adjusted SCL products.

NEN reviewed the pilot at the end of 2019 to assess the practicability of the pilot products. The review revealed very few poor points but the available statistics were not sufficient for a substantiated decision. Nonetheless, in agreement with NEN, the pilot products and pilot conditions were already in use in the roll-out in the Dutch construction industry. Accordingly, the decision is that the roll-out should not be delayed any longer and the pilot products should be made available to everyone. A new analysis will be made later on, when sufficient data is available, and work will start on any adjustments that are necessary.

This concludes the TenneT Pilot, with good results so far.



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On the pilot release, we also decided to change the names of the various products. You can find the details elsewhere in this newsletter.

To summarise: according to the manual, the SCL will become the SCL Original (with a full audit every year, among other things a ProRail requirement), the SCL from the “TenneT” pilot will be called the SCL (including follow-up audits in years 2 and 3), the SAQ+ has been renamed SCL Light and the SAQ will be known as the Approved Self Assessment. More details can be found on the NEN website and in the article in this Newsletter.

Project Certification

Recently, we have received a number of questions about project certification, which, in truth, entails the certification of part of a company. A project certification is

only conceivable for “mega” projects (usually very large projects, with lead times of several years, separate, hierarchical management and often at specific project locations). More information is available in another article in this Newsletter.

Continued development of SCL

In previous editions of this feature, we have mentioned that a working group has made a start on a 2.0 version of the SCL. This development is progressing without any hitches, but its lead time will continue until mid-2021.

The requirements for an offshore audit have been laid down in a memo on the NEN website. These requirements have been reviewed (after twelve months as agreed) and tightened in consultation with auditors and companies. Please see the NEN website under the tab “documents” for more details.

Come together

The Come Together meeting, hosted by Eneco, was scheduled for 26th of March. The meeting has been postponed due to the coronavirus crisis and a date will be announced later.

This time, the topic was “Safety by Design”, a topic that was suggested at the last two Come Together presentations. We have managed to engage some incredibly interesting speakers to make this topic open to discussion together with other users. The focus is more on the safety risks involved in the execution, which should be discussed by the designer and the party executing the design, rather than the safety risks that are normally discussed in HAZOP, risk assessments, etc. The topic will be presented interactively, with various examples from real life and some new initiatives. A new date will be set after the coronavirus crisis is over.

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Certification for parts of a company and/or for projects

The SCL manual offers several options for certification, depending on a company's organisational form (please see Chapter 4).

In theory, there are three options:

- Certification for an entire company
- Certification for a part of the company
- Certification for companies that are working together

The manual defines a company that is to be certified as follows:

Company

The company to be certified. The highest legal business entity that is to be awarded certification should be regarded as the head office; the respective supporting legal entities that belong to it are to be regarded as branch offices.

Note: There are companies that have a legal structure on a high level but are organised as operational divisions such as Business Units (BU) and/or functional units (FE). In such cases, one option is to certify the operational unit (BU/FE), including the managing and support services of the relevant BU/FE.

Certification for the entire company

During the audit, everyone who carries out a (potentially) dangerous activity and all employees who have any influence over the safety of those employees are audited. The latter category, in particular, can vary quite a lot per company. The categories cover at least the managerial structure and (some of the) corporate services departments. This method is used for all SCL audits. Financial and/or IT departments do not necessarily have any influence, but it might be the case, as it depends on the company's structure.

Certification for a part of the company

The award of certification to one part of a company is related to a distinctive activity performed by that company.

That distinction could be a combination of:

- operations for a certain market

- the supply of a specific service and/or product,
- specific know-how and/or training/education, etc.

The lead auditor of the certification body decides on the scope of the audit in agreement with the company. That scope is audited, and later, if the audit is successful, it will be stated on the certificate. In larger companies, such divisions are designated Business Units or an equivalent, or even classified in a separate legal unit. Many of the SCL-certified companies have parts that have been certified in this manner.

Other reasons to certify part of a company

- Companies are not always sure which improvements they need to make to achieve the step they want in certification and what the consequences will be for

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the company. Experience has taught us that it is a good idea to introduce the necessary improvements to a part of the company (as a pilot) and get it certified. After that, it can be rolled out in other parts. The experiences gained from the pilot could make the implementation in other parts of the company and/or the entire company more effective. This also applies to certification on a higher step.

- Parts of companies can also be certified if certain divisions operate on a higher step in comparison to other parts of that company. For instance, the Rail Department has step-4 certification, while other departments are on step 3.



Attitude and behaviour

A (safety) culture can only be identified and established by assessing the attitudes and behaviour of a group of people who work together. It is impossible to say anything about the level of an individual's, or a group's, safety culture in an audit if you only audit one individual or a small group. That is also the reason why SCL certification cannot be awarded to companies with fewer than five employees.

Another important element to bear in mind when assessing group behaviour and/or attitude is that it is extremely likely that it is not clear which persons are to carry out a certain activity during an audit. The time of the audit and the actual execution might not match in a schedule. At the same time, people might, or might not, carry out the activity for reasons of capacity and/or staff turnover.

Certification for companies that are working together

This kind of collaboration is based on partnerships between different legal entities in a new form of entity, such as a

Joint Venture, a general partnership, a consortium, etc.

In this situation, all the companies that are members of the partnership need to be certified. The certification could be awarded to an entire company or to part of a company, as we explained above. This kind of partnership is usually arranged for a large project or a framework contract covering recurring (new) smaller projects. The concept of certification for an entire company or parts of a company applies here too.

For large projects, certification might be awarded for a certain activity (e.g. the execution of the design for the project). Every activity (e.g. design, preparation, construction, installation, maintenance work) needs to be certified separately. Another method is to coordinate the audit schedule/frequency with the project stages (i.e. landmarks). During the project, different employees work in different phases of the project, so that the audit needs to be adjusted to that arrangement.

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Joint success Gebr. Neumann and Dekra

The German company Gebr. Neumann from Emden recently began implementing the Safety Culture Ladder (SCL), aided by the advice of Dekra Assurance Services. Herbert Keck, HSE responsible at Gebr. Neumann and Kay Heibach sales director at Dekra Assurance Services. Explain the how and why of this partnership.

Herbert Keck: “When TenneT asked us to implement the SCL, I started by attending one of the TenneT workshops. It soon became obvious to me that our company did not have the knowledge and experience we needed to roll out the behavioural programme, so we got in touch with Dekra.”

Project action plan

Heibach adds: “The first step was to talk to the management about their commitment, which they promised immediately. After that, we sketched an overview of the



implementation. We decided that part of the company should get certification, and if things turned out well, the company should proceed with the implementation of the SCL.”

Keck and Heibach made an inventory of the existing safety tools and drew up an action plan. Mr Keck then started with the workshops, which were attended by a good reflection of the company’s employees, with the management’s close involvement.

The next step was to boost employee commitment by means of personal interviews and, in some cases, by convincing them of the necessity and urgency of the matter.

The workshops and personal interviews produced a number of areas where improvement was needed, which were communicated to the staff, and actions were delegated. Gebr. Neumann’s project management also had a large part in the process. The project status was reviewed every two months and the follow-up

actions were then communicated to their colleagues.

Dekra as a consultant

Keck recalls that Dekra’s role was essential for completing this SCL programme:

“Dekra actively helped set up the action plan and then acted as a coach for me and my colleagues. Dekra has ample experience and contributed ideas and possible solutions, explaining how the auditors would identify and assess certain aspects.”

For Dekra, Gebr. Neumann was one of their first clients to follow the SCL programme, and because they worked so well together, both parties learned a great deal. Keck was the programme’s internal coordinator and Heibach supervised the red line.

Preparing for the audit

Keck and Heibach conducted internal audits together just before the final audit, finalising a few last details and allowing the staff to become used to this new manner



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of auditing. After that, both the gentlemen believed that Gebr. Neumann was ready for the final audit. And they were right, because the company passed the audit with flying colours. Gebr. Neumann is now one of the first construction companies in Germany to have SCL step-3 certification.

SCL is not just for TenneT

Keck stresses that Gebr. Neumann initially wanted to implement the SCL at TenneT's request, but soon realised that an improved safety culture was a sensible investment for the entire company. An article by Gebr. Neumann reports that the SCL is regarded as a valuable addition to DGUV's Komm mit Mensch! campaign.

At TenneT's request, Keck also participated in a number of TenneT workshops for fellow construction firms. With his down-to-earth attitude and his examples taken from real-life situations in his own company, he convinced fellow companies to implement the SCL. When questions arose about the expenses of the implementation, Keck immediately mentioned the advantages. With their enthusiastic, practical approach and the experiences they have acquired in the meantime, Gebr. Neumann is already a highly valued member of the SCL community.

SCL statements

Is your company certified and would you like to share your experiences? We would be happy to hear about it with an example from real life. Let's inspire each other and so expand each other's perceptions! Send your text to safety@tennet.eu.

Modis Engineering

For Modis Engineering, achieving step 3 on the Safety Culture Ladder confirmed that our colleagues take safety seriously and that this level of awareness creates a safe working climate in a very natural way.

Hopefully, our company will appeal even more to both clients and potential new employees and consequently open new doors to a variety of (inter)national clients. Our first SCL audit was a great experience.

We thought we were doing the right thing in some areas, but after some persistent questioning, the auditors demonstrated to us that some areas were OK, but not as good as we thought.

However, we never felt as if we were being told off; in fact, we found the energy and focus to get on with it. Next year, we want to show that we have thought these improvements through, and also persistently question our colleagues, because we will be considering this as something that is taken for granted in our company. A behaviour audit was a first for us, so it was a tense moment, but we'll look forward to next year's audit with open minds!



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SCL statements

Northern HeliCopter GmbH

In general, we thought that there would be no real improvement for our company by getting the SCL certification on Level 3. We, including the management, changed the mindset regarding the SCL. A core element was that we get an indication of what information is really received at the operational level and how the two-way communication works.

The audit itself was quite an interesting experience due to the difference in other system audits. We think the management is interested in implementing the SCL certification for other products and services.



epas

The process of getting certified on step 3 of the Safety Culture Ladder was a very good experience for epas to get more detailed feedback by the employees about our safety awareness. In our opinion we have a high health and safety standard and it was great that this opinion was also shared externally.

It felt unusual that during the audit that no documentation or evidence had to be shown. We prepared our employees for this and informed them that they would be asked to express their feelings and that there could also be some questions about their behaviour in private actions. So it was made clear that this would be a total different audit than the yearly audits according to the ISO standards.

The atmosphere during the audit was experienced as relaxed, because we did an SCL experience audit a few months before. Our advisor was also present during the whole audit to support us.

Our conclusion is that we benefited from the external SCL audit, it proved us that we have a high standard on safety.



GZP GbR

In 2018, with the professional support of ecco, a company in Oldenburg, we started the questionnaire/GAP analysis. Conferring regularly with ecco, we then gradually worked our way through the outstanding items and prepared our company for the audit. This also involved employee and manager trainings, which were also run by ecco.

Our employees found the audit situation for SCL Light Level 3 (KiWa, in Hamburg) to be very pleasant. However, it soon became clear during the conversations that, in light of the auditors' experience, thorough preparation was vital and, despite the limited amount of time, the auditors built a very accurate picture of the company to be audited. We also looked together at some of the instruments and procedures developed by us.



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In the Incident Investigation section, we normally deal with (near) incidents that have occurred during work with us or one of our contractors. The aim is to share knowledge and experience and learn from what has happened, in order to further improve our safety performance. This time attention for prevention based on two stories.

Safe working conditions near high-voltage connections

On 12 February, IPAF - International Powered Access Federation - organised the IPAF Benelux Professional Development Seminar. IPAF promotes the safe and effective use of cherry pickers worldwide. Its members include manufacturers, rental companies, dealers, contractors and users.



At the seminar, Frank Koenders, REM advisor and Bert Visscher, Safety & Security Corporate advisor gave a presentation on behalf of TenneT about the dangers of working close to high-voltage power lines and how to go about it. The seminar, held in Steenbergens (the Netherlands) old water tower, was hosted by Height Safety Expert who use this



unusual location for holding safety training courses on things like Safe Working Conditions at Height, Rope Access, Rescue at Height and Working in Enclosed Spaces. The courses organised by IPAF only pay a very little attention to the dangers of high-voltage connections, which was why TenneT was asked to share our experiences with the instructors and explain the dangers of working close to high-voltage power lines, how and where to report any work close to high-voltage connections and what to do if things go wrong despite all the precautions.

Safe workplace

Frank Koenders, and Bert Visscher jointly held a presentation. First, they played a

video (in Dutch only) which explained the rules and risks of working close to, and in, the danger zone. After watching the video, Koenders and Visscher recalled a few incidents with cherry pickers that had occurred in recent years and discussed with the instructors how those incidents happened and what the consequences were. They also discussed things like whether or not to get out in the event of contact/flash-over, the voltage funnel phenomenon and other dangers.

Given the questions and the active contributions from the instructors, we can say that this seminar was a success! More information about safe work can be found on our [website](#).



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Working safely is the only option!

November 7th last year, around a 100 participants went to the Head office of Prysmian Group in Milan for the SHE symposium ‘Working Safely is the Only option’. The participants were representatives of organisations in the supply chain as well as three clients of the Prysmian Group; National Grid, RTE and TenneT. TenneT was represented there by Marco Kuijpers, director Large Offshore Projects, Roy Hoveijn, Overall Project Lead COBRACable and Yvonne Rozendal, SHE manager COBRACable.

Prysmian shared their vision and the way they like to materialize this vision together with their clients and supply chain. In that context TenneT shared the example of ‘Better Together’, Cobra’s Safety Culture Programme as a good example to grow together on the safety culture maturity ladder in the Cobra project.

SHE Aim/Goal

‘Decent Work’ and ‘Partnership for Goals’, are two of the Sustainable Development Goals (SDG) of United Nations and key values of ‘Better Together’. A high ambition that was set by both TSO’s Energinet (Denmark) and TenneT (the Netherlands) and was translated into striving for pro-active level on the safety culture maturity ladder.

Pro-activity was shaped by including SHE as a core value of the project, excellent Transformational Safety Leadership, striving for intrinsic motivation by all who

worked for COBRACable, equality, positive leading indicators to follow progress, and learning and passing on learning along the way. These values and beliefs were giving meaning in a behaviour framework with behavioural guidance divided in three areas Connect – Conduct – Commit.

Creating a culture

A HSSE Steering team was appointed and nominate champions and tools were developed; Leadersguide to explain how to do a Better Together Conversation or a self-assessment on leadership, Newsletters

and induction movie and Rehearsal of Concept drills and SHE days were organised.

Main messages

Culture Programme owned and co-created by all is capable of reaching across subcultures and is ‘key’ for sustaining safe conditions in a culturally multifaceted and transient workforce, liberate all our intelligence and creativity.

Where Leaders provide direction, Champions create opportunities, Experts provide input *and Everyone gets involved in being and staying safe!*

In summary, we can report that we too have confidence in the SCL and believe that the only way to truly enable safe working and continuous improvement is to create a sustainable corporate safety culture in which all staff, and managers, pull together.



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Introducing:

Sjouke Bootsma, Associate Director of Supply Chain Management

Sjouke Bootsma is to become our Associate Director of Supply Chain Management (SCM) officially on 1 July, but he started this position as per the 1st of April. Before Sjouke was Senior Manager of the LPN (Large Projects Netherlands) performance unit. We asked him about his motivation for this move and his views on the TenneT's Safety Vision.

Why switch to SCM?

About 95% of all our current and future investments will be arranged via the procurement supply chain and I think that's a huge, exciting challenge. In this way, I can contribute directly to two of TenneT's strategic branches: "build the energy grid of the future" and "secure security of supply".



Sjouke Bootsma in his home office

Here at Supply Chain Management, we want to focus even more on our internal clients. Another important aspect, considering the scarcity we expect on the seller's market, is building long-term relationships with our suppliers - I prefer to call them partners. How can we, TenneT, continue to be "the client of choice"? We need to reason from outside-in more too, which is something I picked up from LPN.

How will you put your experience at LPN to good use in your new role?

Sjouke: In my role at LPN, I gained a lot of experience with tenders, contractors and working with Procurement. Considering the scarcity of suppliers on the market and the fact that we're not the only party who needs incredible amounts of resources for our huge investment programme, we shall need to focus far more on partnerships

with our most important suppliers: we need them and they need us!

At the moment, we sometimes complicate matters too much. Let's look at the rules for European tenders, for example, which you might see as an obstacle, but you can also look at them from an entrepreneur's point of view. We need to start thinking in solutions instead of problems. We need to think and act in connection and ownership and we need the guts to do it!

The Safety Vision concentrates on Safety Leadership and Safety Execution. How do you see Safety Leadership in relation to Procurement?

Sjouke: We want to create an environment where people dare to say what they think of something, or to speak up if they're worried about something. We can extend



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that attitude to our relationships with our partners, too. A good example would be, at our “partner days”, which we host quite regularly as it is, to take a moment to think about everything that’s happened, safety-wise. It means that you need to dare show your weaknesses and learn from your mistakes. Look at how the airline industry is dealing with it, for instance.

I’ve noticed that we - and that goes for us here at TenneT too - tend to pay the most attention to the things that are not working out, while we could also encourage good behaviour with incentives. It’s the small things that help. How about handing out everyone’s favourite snack on the construction site after a good safety performance? Punishing bad behaviour leads to less transparency, people learning less and keeping things more to themselves. I think that’s a vicious circle we want to avoid.

We want a number of things to change here at TenneT too. And to do that, we need a culture of open feedback and an attitude that’s prepared to learn. It’s very much in keeping with Safety Leadership: you, as the leader, need to create a context in which people can speak their minds. It can help a lot if you explain why you believe safety is so important: what is your personal commitment to safety?

At Large Projects I noticed that there’s a direct relationship between operational excellence and safety performance. For instance, in places where people pay attention to an orderly, clean and tidy work area, the safety aspects are usually sorted too. In other words: safety doesn’t cost any extra; in fact, it leads to more profit! If you notice that contractors, or even TenneT employees, don’t shoulder the responsibility for safety aspects, then there’s something wrong. When we talk about safety, we’re not just clients and contractors, we’re partners too. If something goes wrong, we share the responsibility. It might sound like claptrap, but it is in fact the precise moment you need to create a learning environment together, and if you already have an environment like that, you need to nurture it. It’s essential to build mutual trust too.

How do you see all this in relation to Safety Execution?

Sjouke: Let’s look at this next example: We’re building a huge substation in an existing situation where several power lines converge. Working near power lines that are live is extremely dangerous. Of course, you can implement corrective measures like hanging up beams, restricting height, etc., but we chose a different strategy. We

redirected as many power lines as we could, to reduce the chances of having to deal with a live power line as much as possible. We kept the lowest possible number of lines we needed to feed the substation and actually connected all the through-lines to each other. As a result, we have a safer working environment.

What are the challenges you face in TenneT’s Safe Supply Chain?

Sjouke: The moment you commit yourself as partner to another party, you can bring your safety performance with you to the partnership. Take a look at what a partner from your own company is doing to improve safety performance, are there any lessons learned? There are many signals that can tell you how seriously a partner takes safety. The selection of training courses is also a good indicator. And which ideas can you, the contracting party, suggest? Come on, let’s hear them. We’re willing to give them a try.

Lastly, do you have anything to say to our partners on the subject of safety?

Sjouke: We expect operational excellence from our partners, and safety is directly linked to that. Let’s aim for operational excellence together, in a learning, transparent environment.



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