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Foreword

By the time this newsletter appears, we will be several weeks into 2021. Hopefully everyone spent the holidays in good health and emerged re-energised to take on the new year. We are moving forward with renewed energy to carry out our work safely. For TenneT, this will be another year of growth to bring the energy transition another step forward. To be able to cope with this growth, we hired 800 new employees last year and the plan calls for the same number to be hired again this year. Interested? Keep an eye on our job vacancies!

While many new colleagues are joining us, there are also some colleagues leaving us. I would like to briefly pause for one of them: my

valued colleague Ad Huijbregts. His temporary contract expired at the end of last year. Effective as of now, his tasks will be taken over by Michael Rybarczyk. For the past four years I have enjoyed working with Ad intensively in order to further roll out the Safety Culture Ladder to enhance safety in our chains, together with you and our Partners in Safety. Without his effort we would not be where we are today. Ad, thank you very much! A new year, new opportunities, full power ahead!



Oscar van Aagten



Successful Meet & Greet with Rising You [Read more](#)



Energy Safety Festival: Online dialogue [Read more](#)



Short circuit in 380 V control cabinet [Read more](#)



Ela at Step 3 [Read more](#)

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TenneT retains its SCL Step 3 certification

The follow-up audit of TenneT's Safety Culture Ladder (SCL) took place at the end of September. The units Large Projects Germany (LPG) and Large Projects Netherlands (LPN) were reviewed by this audit. Management and the supporting services were interviewed over a period of two days. The audit team then went and visited the Wahle-Mecklar and Embden-Ost-Conneforde projects in Germany.

The Vierverlaten and Krimpen 150 kV project was visited in the Netherlands. The auditors were very satisfied about various aspects, such as the increased commitment to health and safety among employees. The Safety Leadership programme carried out a few years ago as a pilot at Grid Field Operations Offshore (GFO-O) and Grid Field Operations Netherlands (GFO-N) and the direction provided by the senior leadership team have made a positive contribution in this respect. Furthermore, there is increased knowledge of and a greater focus on psychosocial safety, which strengthens the internal dialogue. One area requiring attention is that the direction and compliance with certain safety processes

can differ among different projects. There does not yet exist a single recognisable and clear way of working. The audit was conducted by Kiwa. A re-certification audit will be conducted next year and we are looking forward to this audit with confidence. We expect the Safety Leadership programme, which will be rolled out in 2021, to contribute to further strengthening safety within TenneT.

Nathalie Studer – new lead corporate Occupational Health and Safety

On November 1 2020, Nathalie Studer became the new lead Occupational Health & Safety within the Safety & Security unit at TenneT. Nathalie Studer studied safety and environmental management in France. She worked five years on an international and corporate level for the Swiss federal nuclear safety inspectorate before going to Swissgrid (Swiss TSO) in 2016. She started as a safety programme manager before taking over the role of Head of Health, Safety and Environment. She already knew TenneT from her international cooperation and exchange on

work practices. After 10 years in Switzerland, she is now looking forward to helping Europe with the energy transition, but first and foremost helping to further improve safety at TenneT.



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Successful Meet & Greet with Rising You

As indicated in the previous newsletter, on October 9, TenneT held a virtual event together with Rising You to enable a number of our contractors to become acquainted with Rising You and to investigate whether there are any opportunities for future cooperation with this organisation.



The aim of Rising You is to help refugees build a new future by gaining experience in the discipline of climbing and to help them find jobs (working at height) in the energy sector, for example as an industrial painter of power pylons.

Rising You was founded in 2015 in Belgium and since 2018 also has a branch office in the Netherlands.

TenneT has partnered with Rising You since 2019, because Rising You's goals are a good match for TenneT's own goals in the area of Corporate Social Responsibility (CSR).

New Talent

24 representatives of a total of 11 contractors took part in the event. Marjolein de Gorter, Associate Director Large Projects Netherlands at TenneT, explained in her introduction why

TenneT entered into a partnership with Rising You. 'Given the social role we fulfil as TenneT, it is essential to be at the centre of our diverse society. Diversity gives us new points of view that enrich us with other possibilities of meeting our challenges. Rising You brings new talent of this nature to our field of operations.'

Frank Wester, Associate Director Grid Field Operations Netherlands at TenneT, was next to speak. He explained that TenneT will be looking for many new, skilled workers to get all the work done that needs to be done for the energy transition. 'To attract sufficient numbers of good employees, we have to enter into innovative partnerships in the supply chain, with an emphasis on long-term commitments. Rising You is a good example of this.'

Climbing Club as a start

Frank Brand, Managing Director of Rising You Netherlands, explained how Rising You operates in an enthusiastic presentation. Refugees are invited to become a member of low-threshold climbing clubs; initially as a spare time activity. The climbers who want to turn their hobby into a profession can subsequently take the next step and enrol in a training programme.

'All too often we only zoom in on the problems of finding employment for refugees and we overlook the talent. In the climbing club we get to know these people really well. We assess where their talents lie and start working on finding a good matching employer. Only once we have found an employer does the training process start. Aside from the transfer of job-related knowledge, the training programme also devotes attention to language skills and developing the competencies needed to ultimately be able to effectively work at heights.'

Rising You boys

The Belgian corrosion protection company IRIS has been working with workers who were recruited through Rising You since 2016. Kris van den Wyngaert, Project Manager at IRIS, shared his experiences. 'We are very satisfied with our partnership with Rising You. In the Benelux, we employ people of 62 different nationalities. Our Rising You boys, as we like to call them, are highly motivated, eager to learn and very eager to start working.'

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At the beginning of the partnership we spent a great deal of time on formalities, such as making the necessary arrangements for obtaining a residency permit and other administrative tasks. In the meantime, we have acquired the necessary experience in this area and now this takes far less time and things run smoothly.'

All in all, a very successful event.

Click [here](#) for more information about Rising You.

Frank Brand, Managing Director of Rising You Netherlands, has since the event had meetings with three contracting firms that participated in the Meet & Greet. This has resulted in a training proposal for an initial pilot with 12 vacancies for 'industrial painting at heights'. Of these, TenneT contracting firms have committed to filling eight vacancies.

If you would like to know more about the opportunities Rising You can offer you as contracting firm, contact Frank Brand of Rising You at info@risingyou.nl.



Energy Safety Festival: Online dialogue about working safely

'Safe to work on Safety'. This is the theme of the Energy Safety Festival that a number of proactive players in the Dutch Energy Sector, including TenneT, regional grid operators (DSOs), suppliers and representatives of various sector associations are organising on 28 January 2021.

The festival, initiated by Petersburg Consultants, creates a platform that makes it possible to engage in an integrated dialogue about working safely within the energy sector, instead of initiating a dialogue within each company separately. It is only by working together that we can achieve major steps forward towards a safer working environment. This way we ensure that our designs and activities at the workplace become safer. With zero accidents as the ultimate goal.

Digital Pre-event

Due to the current corona measures, an online pre-event will take place on 28 January 2021, and the physical event is tentatively scheduled for September 2021.

During this interactive (Dutch spoken) pre-event, the partners of the Energy Safety Festival will engage in a discussion together

during one hour and fifteen minutes. A number of themes will be discussed together with Alliander, BAM, Bouwend Nederland, Heijmans, Petersburg Consultants, Stedin, TenneT and Visser & Smit Hanab:

- **Safety by Design:** the importance of things such as the Building Information System (BIM) and the use of a Hololens or VR headset for safety in the workplace.
- **Safety at construction sites relating to underground infrastructure:** discussion of sample partner projects.
- **Brain Based Safety:** what can an organisation do to support individuals as effectively as possible in working safely? Why do people take risks when they work for a boss? And how can behaviour be influenced, so that working safely becomes second nature?
- **Leadership in relation to social and physical safety:** various persons with ultimate responsibility at partners of the Energy Safety Festival talk about what this means to them.

Register [here](#) for the Energy Safety Festival.



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GCVE: the results after one year

At the end of 2019, the Dutch Governance Code for Safe Power Grids (GCVE) was signed. Various parties, including TenneT, signed the Code in order to increase mutual cooperation with the goal of creating safe power grids. Almost a year has since passed. Wilco Polak, Programme Manager at TenneT's Safety & Security unit, talks about what has happened during that time.

The first theme on the agenda was 'increasing safety in all our groundwork. Harold Lever of Bouwend Nederland and Maurice Miseré of Alliander took on this issue and started working on it with other colleagues in the sector. 'In various workshops we reviewed four aspects related to improving safety in all our groundwork: How do we interact with each other throughout the entire chain (attitude and behaviour), how do we improve our learning from incidents, how can we make better use of common standards and norms, and how can we enhance safety through means of our contracts.' At the same time, individual companies also undertook initiatives and Harold Bonte from the firm Siers presented the 'working safely at overdepth' app.

Working together based on understanding

The objective of this collaborative effort is not to have all parties use the same safety rules, but in principle it should not make a difference whether a party works for TenneT or Enexis. By listening to each other and being open to one another's viewpoints you create understanding and grow closer together and

it then also becomes easier to come to agreement.

Implementation phase

The workshops provided a forum for engaging each other in discussion to find out what the problems are. 'After that, we can figure out together how to solve these problems and thus increase safety.' A wide range of issues are discussed, for example the customer and contractor roles. 'Here, too, the principle that applies is that when you put yourself in someone else's shoes, the level of cooperation increases. A frequent occurrence is that the customer points the finger at someone when things go wrong. But the objective is to identify the conditions that caused something to happen and who played what role in this respect. When you do this, you gain a better understanding for one another's situation and then you are able to create a better working environment.'

Safety by design/work preparation

The working groups concluded that making the necessary preparations is crucial for creating a safe working environment. Safety by design/work preparation is the next theme to be addressed. What is important here is that safety moves up in the asset life cycle. The customer's role in this is crucial. Setting the right criteria in advance helps create a safe working environment. Not only during construction, but also during the management and maintenance phase, and during demolition at the end.



Wilco Polak: 'I am very happy with the collaboration on this Governance Code for Safe Power Grids (GCVE). As partners, it brings us closer together and contributes to having everyone come back home safe and sound, each and every time.'

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Implement SCL – what’s in it for me?

We are regularly asked this question. Time to explore the SCL in greater depth.

The most important reason is that every self-respecting company aims to have its employees work under safe working conditions. It is also a legal obligation. The SCL does not assess how the safety rules are documented (procedures, flowcharts, etc come to mind here), but rather especially how safety is being applied during the day-to-day work. Furthermore, working safely creates a culture in which employees communicate efficiently with each other (at the highest to the lowest levels), are free and dare to hold each other to account, and prevention is more important than observing and solving after the fact. This culture grows not only in terms of thinking about safety, but also in other operating aspects, such as quality, costs and reliability.

Chain for optimal results

TenneT views her suppliers as partners and expects them to support and as much as possible comply with TenneT’s strategy and policy. A safety culture is not only created by the company alone, but by a chain of companies that work together. In this chain everyone works together on producing

optimal results, and that includes safety. By including the implementation of the SCL in a separate clause in the contract with contractors, TenneT takes on a leading role in this respect.

Incident prevention

Preventing (potential) safety incidents is an obvious reason for SCL certification. Incident prevention not only avoids personal suffering, but it also saves costs. Such as replacing an (experienced) worker, the impact on operational planning, conducting and reporting incident investigations and communicating with stakeholders. A German consulting firm has calculated the average costs of an incident with loss of time (employee on sick leave). This only concerns the loss of personnel costs. Next, the firm calculated the level of revenue you need to generate to earn this amount back as profit and the amount in proposals to be submitted to acquire the supporting contracts. Assuming a profit of 3% and a success rate of 10%, this came out at an amount of €2.5 million in proposals in order to compensate for one incident with loss of time. This does not include the costs of any damages caused by the incident. The bottom line is that regardless of the assumptions made, the amounts involved are considerable.

SCL team supports

TenneT has created an SCL team to support contractors in implementing the SCL. Support means: if desired, assistance in decision-making, setting up the implementation projects, sharing best practices, sharing contact information of involved parties, and last but not least, progress reporting. Aside from a hard commitment, TenneT also asks for a current status report every three months. If there are any obstacles during the implementation, TenneT will make an active contribution to eliminating these obstacles.

Phases

TenneT is implementing the SCL gradually into her supply chain. In the first phase, started in 2017, companies were asked to comply with TenneT’s Safety Strategy. TenneT started the second phase in the second half of 2018. In this phase, each tender includes a contract clause that contains hard agreements about the implementation of SCL. In the third phase, started up as a market exploration, the plan calls for work only to be performed with SCL-certified companies.

Last but not least: working safely and certification by an external party also benefits the company’s image.

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SCL update



The number of certified TenneT contractors now exceeds 200, in spite of the limitations imposed in conducting audits due to Covid-19. As a result of Covid-19, an adjusted audit policy applies as set out by the Netherlands Standards Institute (NEN). This policy is assessed periodically and adjusted as necessary. The amended policy is available on [NEN's website](#).

In addition, over 150 contractors, some contractually, are also working on SCL certification. This means that approximately 65% of the selected TenneT contractors are certified and/or have committed to implement the SCL.

Companies in 14 countries are certified and another four countries are preparing for certification. These countries are primarily in North-West, Central and Southern Europe. In addition, several companies in the United Arab Emirates and in South Korea are actively making use of the SCL.

DGUV/BG

The previous newsletter reported on the agreement TenneT has reached with the NEN and the German DGUV/BG. We have received several questions about this agreement. To respond to these questions we are providing a summary of the agreements reached below.

For companies that have a valid BG-AMS certificate, an SCL audit of limited scope in year 1 (and subsequently year 4, etc) is sufficient. This means that in year 1, the audit scope is 40% of the normal year 1 audit scope. The regular 40% audit scope conti-

nues to apply for the follow-up audits in years 2 and 3 (and in years 5 and 6, etc). In the event of a positive audit outcome, the company receives an SCL certificate. The certification bodies have been informed accordingly by the NEN.

This scheme exclusively applies to Step 3 SCL audits and below and to companies with less than 100 employees. A TenneT contractor can ask to be qualified for this scheme by sending an email to safety@tennet.eu, mentioning the company size and enclosing a valid BG-AMS certificate.

In the meantime the first German contractor

has been certified in accordance with the additional agreements TenneT has reached with the DGUV/BG.

Elia

The [In Focus](#) section in this newsletter reports on the SCL certification of the Belgian TSO Elia. In addition to the Dutch railway sector, companies in the energy sector and in the Dutch building sector currently have also implemented the Safety in tenders (in dutch called ViA) process. The first company in the wind farm sector was recently certified. The SCL domino effect is taking on increasingly larger dimensions.

Level limitation

A little while back, TenneT reported a level limitation mandated by the NEN, depending on the SCL certificate. This was somewhat premature. However, the NEN has now completed its work on this issue and has decided as follows:

- The Approved Self Assessment (ASA) will not have a level associated with it. In brief, the ASA is a statement indicating that a company has familiarised itself with the SCL's methods and has also begun



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applying these methods. Furthermore, the associated audit (one auditor, one day) is too limited in scope to be able to assess the company in terms of attitude and behaviour.

- A statement will be issued for the SCL Light, with a maximum Step 3.
- A certificate will be issued for the SCL, with a maximum Step 4.
- And for SCL Original it is possible to issue a certificate up to and including Step 5.

The content of the various SCL products is available on [NEN's website](#) and in the [TenneT SCL Guideline](#).

SCL 2.0 under development

In the previous newsletter we reported on the NEN SCL 2.0 Project – an improved version of the current SCL standard. The newsletter identified the objectives, timeline and phasing. The following reports on the foreseen substantive improvements implemented by a working group headed up by the NEN. The layout of the current SCL document is very similar to the layout of a management system standard. The goal for SCL 2.0 is to focus more clearly on actual attitudes and behaviour and to make the text available in clear and accessible language.

Five themes

For example, five new themes are proposed (Policy & Strategy, Knowledge & Skills, Primary and Supporting Processes, Cooperation with External Parties, and Learning and Improving). For each theme, the requirements relating to Organisation and Resources, and Attitude and Behaviour are set out. For each theme (requirement, criteria and audit guideline), a story is prepared for each level. In addition, a cross-reference table is created to map the requirements from the old SCL to the new SCL. Next, the expert group has worked out one theme in detail and on the basis of the cross-reference table verified that it contains all topics covered by the current SCL.

The new layout and the detailed proposal, including the cross-reference table, have been released by the Committee of Experts to be worked out in further detail. These proposals were also presented in the various NEN consultative meetings in the Netherlands and Germany (committee of stakeholders, knowledge platform, harmonisation working group and Arbeitsgruppe). The identified areas for attention will be addressed as part of the further elaboration. The other four themes are currently also being worked out in detail using the new structure. The expert group is also devoting attention to developing a possible new audit model. Proposals for this are still in the process of being prepared and will then be submitted for evaluation.

North-West 380 Cluster SCL Step 4 – Update

In the previous newsletter we reported that the North-West 380 (NW) cluster in Large Projects Netherlands has started the process of moving to Step 4 of the Safety Culture Ladder. Here's what has happened since.

Two workshops were held in November with the objective of creating a clear mindset about developing our safety dna. Why do we consider safety so important and what intrinsically motivates employees to work safely? During these workshops, participants explained their personal motivation. Making experiences about safety 'personal' creates greater clarity about the importance of working safely, as well as the importance of acting accordingly.

In addition, work is underway behind the scenes on the Change Management Plan. This plan contains specific actions, as well as actions that need to be developed in further detail for the following components: communication, training, coaching, sponsorship and resistance. Furthermore, psychosocial safety is a key prerequisite for achieving Step 4. Two sessions were held together with the core psychosocial safety team in order to develop an action plan.

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Statements

Is your company certified and would you like to share your experience? We would be happy to hear from you about this through means of a real-life example. Let's inspire each other and so expand our perception of the world we work in! Send your text to safety@tennet.eu.

WIKING Helikopter Service

"WIKING Helikopter Service GmbH is very happy to have passed the Safety Culture Ladder Step 3. We gladly took up this challenge in order to be able to demonstrate a high level of occupational safety for our customers and employees.

At the beginning of the project, everyone involved was unsure of what exactly was expected. The special thing about the SCL is that the audit is not based on evidence and documents, but rather a dialogue with the employees in order to inquire about individual occupational safety issues.

Due to this new audit methodology, we were able to generate many topics that we can now approach from a different perspective. We are very proud to be the only German operator so far that is certified for the entire transport of personnel to offshore platforms."



Rederij Groen

"For Rederij Groen – a shipping company – the added value of SCL certification is that the level of safety awareness has become even higher than it already was. In addition, safety awareness has become even more pervasive throughout the organisation, which promotes commitment by the various departments.

Our biggest challenge was to provide insight for the various departments into how they are linked to different safety aspects and to increase their awareness. This has resulted in very positive developments because commitment in this area has further increased within the company.

The SCL audit proceeded differently than we are accustomed to with other audits. But we perceived this as positive and we are certainly prepared to recommend the Netherlands Certification Institute (NCI), because these people are well informed of maritime matters, which promoted excellent



communication prior to and during the audit."

An open interview method was used during the audit and this was perceived as very pleasant by colleagues."

DS Energy

"DS energy GmbH was certified according to the SCC in 2014. The re-certification audit for certification according to the SCC was not sought due to changed customer requirements and the desired certification according to the SCL. Nonetheless, DS energy GmbH, without re-certification according to the SCC, retained the implanted specifications of the SCC, which were helpful for certification according to the SCL.

The active involvement of employees in the SCL is the significant difference, which is particularly positive. The only difficulty with the certification according to SCL, even if only minor, was the conviction of employees, regardless of their position in the company, to eliminate their reluctance to work actively with SCL."



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Short circuit during work on 380 V control cabinet

During work at the Berghausen high-voltage substation (GE) that involved pulling cables in a 380 V control cabinet, the relevant section of the cabinet was disconnected from the power supply.

The locator attached to this device went through an open lead-through in the cabinet and ended up in the rail system/fuse link panel of the adjacent control cabinet. This caused a short circuit, which in turn damaged the relevant panel with fuse links. Agreed upon procedure

To avoid any potential risk of electrocution for employees, the adjacent live 380 V cabinet was closed and a nylon cable pulling device was used.

Cause

An open (cable) lead-through was present between the cabinets.

Corrective measures

- Prior to undertaking any work on control cabinets, the linked cabinets must first be checked for any open lead-throughs.
- Prior to undertaking any work on control cabinets, the adjacent cabinets must also be disconnected from the power supply.
- Newly to be installed cabinets must be equipped with closed (cable) lead-throughs.

Safety consultation with market parties

At the end of September, TenneT started up a consultative process with a number of suppliers, with the primary goal of learning from incidents. To generate greater attention for safety awareness, TenneT, together with suppliers of the Dutch EU-203 Framework Agreement Procurement Programme for Substations, wants to assess how to implement this goal in practical ways. The participating parties are SPIE, SC&M, Volker Energy Solutions, Strukton, Omexom and TenneT.

Three online sessions have since been held and discussions are going well. There is an atmosphere of trust and openness, which is a prerequisite for making this type of knowledge exchange possible. The next session is scheduled for February. We are a major advocate of an open and proactive dialogue about safety within our sector. Hopefully there will be additional initiatives of this nature in the future.



380 V Control cabinet

Locator

Adjacent control cabinet

Damaged panel

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Elia at Step 3

The Safety Culture Ladder is an assessment method for measuring safety awareness and safe work-ing practices (culture & behaviour) in companies. The higher the safety awareness in an organisation, the higher the allocated step on the ladder. In 2018, TenneT was certified at Step 3. Elia, the Belgian TSO, recently received the same certificate. What has been Elia's experience? And what are its goals? We asked Frederic Dunon, Chief Asset Officer.

Go for Zero

Back in 2014, Elia initiated the Go for Zero programme with the objective of increasing safety. Frederic: 'We had a fatal accident in 2014. You cannot overestimate the trauma within a company after a fatal accident. It affects all levels of the organisation. From the people working on the shop floor right up to the management board. This is why Go for Zero is a programme aimed at the entire organisation, not just the people on the shop floor. We developed a thorough transformation programme with four dimensions: operational dialogue, competences, continuous improvement inside and outside the company. We take everyone along in the story and view this as an operational dialogue. How do you start off your workday with your team? How do you discuss the risks? This can be rather difficult. We ask technicians who are strong technically to develop 'soft' skills and to facilitate these short meetings (a maximum of 15 minutes) at the beginning of the workday such that everyone understands. Developing these soft skills is a condition for being successful on the Safety Culture Ladder.



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GAP analysis

Next, Stéphane Otto, Head Health and Safety at Elia, came into contact with TenneT about the Safety Culture Ladder, and this is how the ball got rolling at Elia. Because it had already intensively been working on this topic, the transition to the Safety Culture Ladder seemed an obvious next step to take. Elia started off by making a GAP analysis to determine where it stood. From the analysis it became clear that in spite of the Go for Zero programme, there were a number of areas requiring improvement. Frederic: 'This for example concerned the safety visits, during which you not only assess the techniques



Frederic Dunon, Chief Asset Officer

used, but people's behaviour as well. People also engage each other in discussion during this process. Furthermore, we realised that we needed to improve how we reward people. We tend to punish when things don't go well, but we forget to reward them when things do go well.' Other points were the proper follow-up of the identified high-risk situations by the people themselves and the simplification of certain procedures to give more weight to well thought-out work preparation.

Suppliers

Just like TenneT, it is Elia's goal to translate the Safety Culture Ladder to parties outside its own organisation: the contractors. 'Naturally, because of the Go for Zero programme, our suppliers are aware that this is our goal. We involved them in the operational dialogue. In addition, we have appointed a Safety Advisor, specifically for contractors, who is thoroughly familiar with our business practices. He responds immediately. If there are any safety-related issues, he works together with the contractors to transform these into action plans.'

Procurement Process

The safety aspects are already part of the

various procurement steps. A possible next step may be to integrate the Safety Culture Ladder into the procurement process. 'However, this is still a subject of conversation: how far should we go in implementing the ladder at contractors? How do we differentiate in terms of type of activities. How do we at the same time efficiently ensure continuity of our operations and a viable transition period for our contractors? This requires careful consideration. It is not our intent to exclude parties from our framework agreements beforehand.'

Safety Prevention Plan

The 2020-2025 Safety Prevention Plan, we are still working on, will serve as Elia's guideline for the future. Frederic: 'From where we sit today, we hope to be at Step 4 of the Safety Culture Ladder in five years. Safety requires constant attention. By constantly formulating a new goal, you keep everyone on their toes.'



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Life-Saving Rules

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

Safety Culture Ladder

<https://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/

