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# Partners in safety

## Foreword

As I am writing this foreword, the sun is shining and the covid measures are being relaxed. It's energising. Moreover, the European Football Championships are underway and we have seen the Dutch football team back in action in a major tournament.

What happened to the Danish football player Eriksen gave us cause for pause. A cardiac arrest. Thanks to the quick action of the First Aid providers and his team mates, he fortunately survived. What can we learn from this? It is always possible that something bad happens when you least expect it. Eriksen never had heart problems. A quick response, excellent communication and coordination proved

to be Life Saving. Simon Kjær, the Danish captain, played a key role. He immediately saw that something was very wrong and called in the first aid team. He had the team surround Eriksen and comforted Eriksen's girlfriend. Leadership and caring for others. Very inspiring! It doesn't matter whether you are at work, playing sports or on holiday. Always be aware that unexpected things can occur, look out for each other and help each other.



Oscar van Aagten



TenneT video -  
how do we work safely?

[Read more](#)



Ella  
SCL Video

[Read more](#)



Another accident during  
foundation work

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TenneT Safety Leadership  
Programme for everyone

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# Latest news

## Changes to procedure for requesting instructions and keys

**Note: the information in this article is only applicable for the Netherlands.**

The procedure for requesting instructions and keys within TenneT in the Netherlands is changing. In the near future, employees (internal, external) and contractor employees can request their own instructions and keys from the TenneT Key Administration unit. The requests will be recorded and processed in the employee's Digital Safety Passport (DSP). This way there is a single source with all information about the given instructions and allocated keys and their period of validity.

### Key changes

Employees can submit a request for instruction(s) and/or keys themselves on the TenneT [KEB page](#). Every TenneT contractor will appoint several key request coordinators who will check the requests of the contractor's own employees and assess whether the requested keys may be provided to the requesting employee. TenneT's instructions themselves will also undergo some changes. For example, the way the instructions are structured will be brought into line with the STIPEL classification used by other grid operators. In addition, the requirements for obtaining a TenneT designation will be expanded and the initial designation will include elements such as company emer-

gency response, site safety instructions and basic instructions. Requests will be added to the employee's Digital Safety Passport. Employees who do not yet have a DSP can create one free of charge.

### Effective date

The new way of working will probably be implemented this summer. As soon as the exact date is known, we will communicate it on the [KEB website](#) and via the InVormatief Newsletter. The changes only apply to new requests and already granted instructions and keys will remain unchanged. Click [here](#) for more information. Questions? Send us an email at [sleutelbeheer@tennet.eu](mailto:sleutelbeheer@tennet.eu).

## Energy Safety Festival 7 October

The second Energy Safety Festival will take place in Bunnik (Netherlands) on Thursday 7 October 2021 from 14.00 to 20.00 (Dutch spoken only). For the first time in physical form, the first festival in January took place online due to corona. It will be an interesting journey, where safety comes first. In addition to views, the festival offers open concrete discussions about safety in the energy sector. Sharing successes and failures and team-

work are central. Because working safely is something you do together. The key to safer working is dialogue in the chain.

### Programme

- Four directors from the energy sector: Maarten Abbenhuis from TenneT, Doukle Terpstra from Techniek Nederland, Marlies Visser from Alliander and Jolanda van Zanen from BAM share their ideal journey to working safely (together).
- Keynote lectures on climbing the Safety Culture Ladder.
- Content-related workshops by BAM Energie & Water, Enexis, Heijmans Infra, Omexom, SEEFIT Consultancy, Stedin, TenneT, Visser & Smit Hanab and WSP about working safely.

### For whom?

The Energy Safety Festival is interesting for professionals who make workplaces safer and healthier every day. Reserve your place [here](#). The costs for participation are €150,- per person.



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## Partner Day TenneT German categories - Looking to the future together

TenneT's unit Supply Chain Management organised a virtual Partner Day on April 20, with 114 participants from the German categories „Umspannwerke Bau“ (construction substations) and „Trassierung“ (routing).

The aim of the meeting was to build relations, break down barriers and exchange views! Introductory presentations about TenneT came from Chief Operations Officer Tim Meyerjürgens and Associate Director Supply Chain Management Sjouke Bootsma.



Both explained how important transparency and openness are to TenneT for future cooperation.

### Safety as prerequisite

Stefan Maier, head Business Guidance at TenneT, gave detailed insights into future project planning and stressed the importance for support from contractors, our partners. Without them, our 2030 target is not feasible. But above all, the project planning can only be achieved when working safely. Safety is a prerequisite to execute our activities!

After a short break, the participants were split up in breakout rooms to discuss challenges we face. This resulted in the following requirements for future cooperation: uniform framework conditions, obligations with regard to fixed volumes and an increase in project expertise.

We are approaching the challenges proactively and will plan further information events at category level for more transparency. A great way to grow closer together!



### TenneT video (in dutch) - how do we work safely?

Many colleagues at TenneT are helping to drive the energy transition forward. Many high-voltage substations and converter stations are currently being upgraded, expanded or replaced.

However, this important work also involves risks. The safety of our colleagues and contractors is a top priority at TenneT; we want everyone to arrive home safely every day.

TenneT recently produced a [short video](#) in which a number of colleagues explain how they make safety an important aspect of their daily work, and how the contractors are involved in this.



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# Safety Culture Ladder News

## TenneT contracts new CI for SCL certification

At the beginning of this year TenneT completed a closed tender for the purpose of contracting a new Certification Institute (CI) to conduct her SCL audits over the coming years.

NCI won the tender. We are looking forward with confidence and pleasure to an excellent working relationship and we welcome NCI!

## 'Come together' knowledge network invitation

The 'Come together' knowledge network is a platform for users of the Safety Culture Ladder (SCL) for the purpose of sharing knowledge and experiences together. The platform regularly organises network meetings for this purpose. The next (dutch spoken) meeting is planned for 4 November 2021 at Eneco in Rotterdam with the theme 'Safety by Design'.

### Programme

The programme is as follows:

- Introduction to Safety Vision/Policy and its relationship with the Safety Culture Ladder; Ron van Vuuren, HSSEQ Eneco

- Safe Solutions with BIM; Marius Vermaas, Petersburg|WSP and Jasper Crucq, DNWG Infra
- Risks due the lack of Safety by Design in product and process development for the environment and the human environment; Kris Van Den Wyngaert and/or Jo Neefs, Iris Industry Solutions Belgium
- Safety by Design in practice; Erik van Blokland, Strukton Rail.
- Forum Discussion; Eneco, Petersburg, Iris Industry Solutions and Strukton Rail

The meeting will start at 13:00 (walk-in as of 12:30) and will end at 17:00 with drinks and snacks.

Everyone is welcome. You may be interested in implementing the SCL, consolidating your present level or further progressing to a

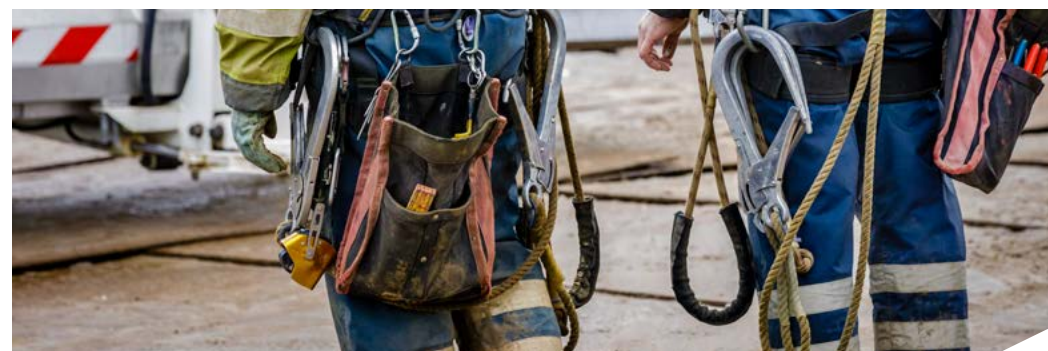
higher level. Company size and/or the kind of work you are involved in also do not determine whether you can participate or not.

### Give and Take

The knowledge meetings are organised for, but especially by, users. That means that you can suggest topics, but also that you share your approach and experiences with other SCL users. Of course with the necessary anonymity and privacy, but yet informative for other SCL users.

Registration fees are € 75 per person. The fee for two persons from the same organisation is €125. Register now on the following [website](#).

**VEILIGHEIDSLADDER**  
*Come together*



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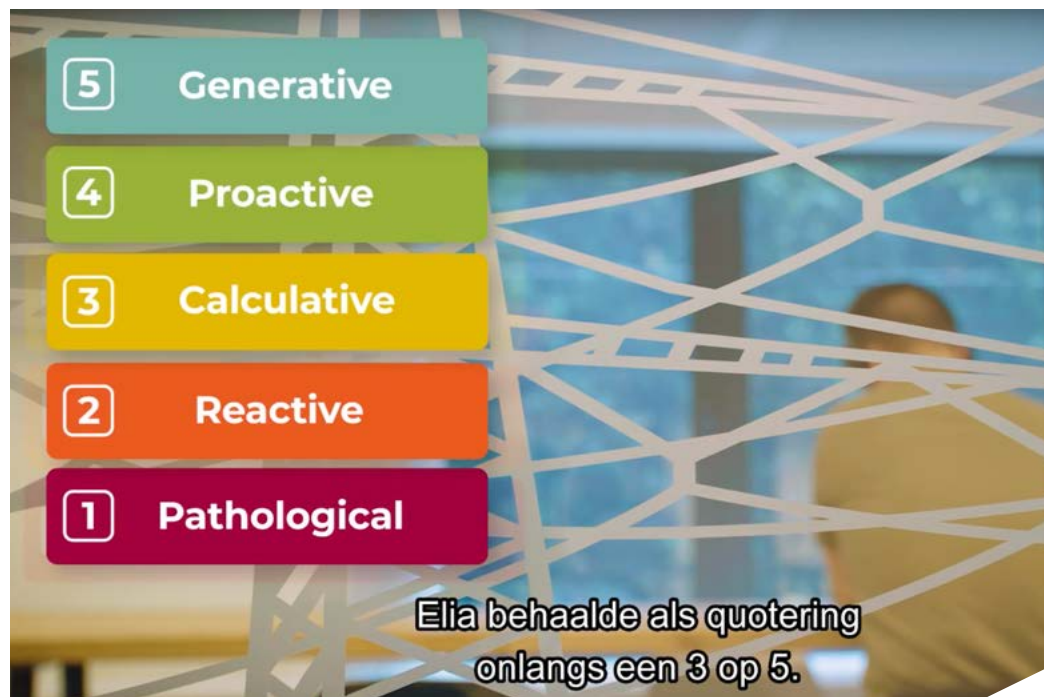
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## Elia SCL Video

As indicated in the [December 2020 Newsletter](#), (Belgium TSO) Elia has started to implement SCL at its contractors. Of the first group of contractors with which Elia began, a number of companies has since started working on the SCL certification process.

Elia has created a video about its own experiences with SCL in which a contractor elaborately speaks about its experience as well. For Elia, the video on the one hand was an opportunity to conclude an action plan pursuant to a fatal accident in 2018, and on the other hand to demonstrate that implementing SCL definitely has an impact. Click [here](#) to watch the video.



## Strengthening Safety Culture

The German basic training “Strengthening Safety Culture - your role as a manager in the Safety Culture Ladder” is aimed at managers, decision-makers and OHS experts in companies who want to improve their OHS culture by introducing and implementing the SCL. The training focuses on the crucial role of managers in establishing and continuously developing an effective health and safety culture.

This training has been developed by DNV Energy Systems Germany, Gridlab and Hahn & Partner Unternehmensberatung. Click [here](#) for more information.

# 213

## certified contractors

As of 1 June this year, 213 contractors working for TenneT have been certified on the Safety Culture Ladder. A great achievement for these partners! In addition, 133 contractors are currently in the process of obtaining certification. Thank you for stepping in and good luck with the certification process.

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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](mailto:safety@tennet.eu).

## Inggerson

The audit was quite unusual for us, as we are used to presenting our documents during audits. The SCL audit was certainly different. Many of our employees were asked about issues, including some not actually involved in operations connected with transformer noise-attenuating housing. The process was surprising.

The preparation process for SCL certification has raised our awareness about our need to communicate some things better (e.g. ASA results). We made this adjustment internally and found that it was well received during the audit. It was also very interesting for us to see how the external auditors assessed our safety culture. There was the greatest possible agreement with our self-assessment, confirming our belief that we are moving in the right direction.



**INGGERSON**  
engineering silence.

## Ludwig Freytag GmbH & Co. KG

The following conclusions were drawn from the introduction of SCL:

- Employee mindsets are changing, as many things are now being scrutinised more critically.
- Workers are increasingly making suggestions for improvement.
- They have come to understand that the safety culture has been put in place to protect them from accidents.
- Safety requirements are being observed because they are seen as meaningful and important. Failure to comply with health and safety requirements is no longer considered a trivial offence.
- Employees had to be sufficiently informed about SCL in the run-up to its introduction.

Poor knowledge concerning safety culture will reduce the degree of SCL acceptance.



LUDWIG FREYTAG

## Quatham GmbH

In retrospect, it is safe to say that a significant number of the SCL requirements were already incorporated in our SHE management system and thus form a valuable basis for our activities. At the same time, it became clear that insufficient attention was being paid to day-to-day operations on the construction site relating to occupational health and safety. An essential factor has thus been pushed into the background, namely the active involvement of operational employees in the system. For this reason, we have initiated an essential "safety diary" process in which safety-relevant actions in daily construction-site routines are recorded and discussed by the team. The change in orientation brought about by the introduction of SCL (i.e. increasing the focus on operational employees) has been extremely well received and has significantly increased their proactive input to occupational health and safety.

**Quatham** GmbH  
Garten- und Landschaftsbau



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## ICP Braunschweig GmbH

We have a completely positive impression of the on-site inspection. The systematics behind all the matters relating to SCL are initially somewhat unwieldy, as there are no documents to be examined. Since a culture cannot simply be prescribed in a company and it takes time for the concept to be accepted by everyone, we have set a target date for the end of August.

The following issues have come to our attention:

- Although the audit does not check any documents, a culture is also characterised by the fact that all the necessary documents are available and employees know where to find them. The same applies to equipment testing.
- The overall approach allows employees to have a greater role in the company, encouraging them to actively support the process.



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# Update fatal traffic accident during maintenance work

## Description of the incident

In November 2020, a vehicle combination consisting of a John Deere Gator 4x6 TH and a trailed winch left the roadway on a wet and dirty asphalt road. The combination then slid down a 1-metre deep embankment towards a field. Both passengers fell out of the vehicle. The winch of the vehicle combination, which tipped over during the accident, fell onto the co-driver who was lying on the

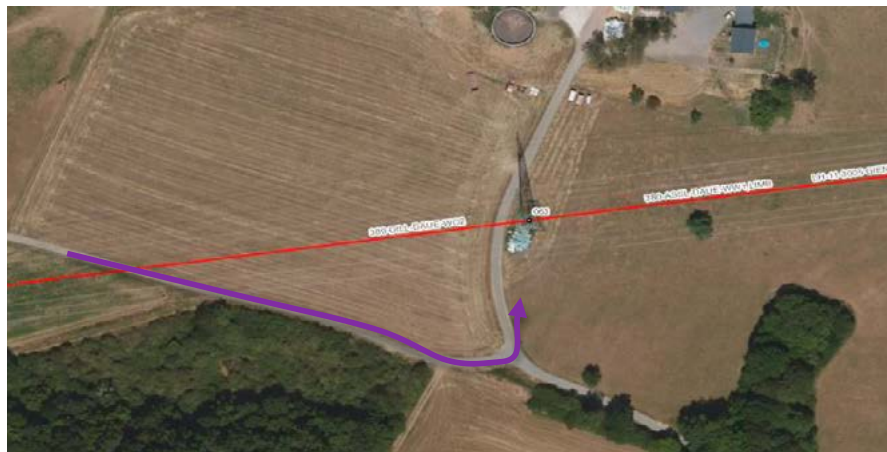
ground. He suffered serious injuries resulting in his death.

## Measures resulting from the accident investigation

In the course of the TenneT internal incident investigation and the further consideration of the use of vehicles, the following measures and requirements were defined or explicit reference made to existing requirements.

**The following applies to the use of motor vehicles including ATVs (Quads and Gator-like vehicles) regard-less of any existing or possible road licence:**

Without exception, only motor vehicles (including ATVs) with a safety belt system specifically approved for the respective vehicle and with a cabin or roll bar may be used. For this purpose, the contractor must provide a risk assessment based on proof





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that the use of the vehicle is safe for the work to be carried out (including the access route).

**The following also applies to the use of ATVs:**

The maximum speed of ATVs on TenneT construction sites is 15 km/h. The actual appropriate maximum speed may be lower due to weather, terrain or road conditions or due to specifications in the operating manual.

**The following applies to the use of ATVs, site vehicles and work equipment:**

Like all other construction site vehicles, ATVs may only be used by persons with appropriate instruction and a valid driving licence. When selecting the work equipment, machines and devices to be used – corre-

sponding to the work to be carried out - aspects of construction site and transport logistics must always be taken into account.

This is the basis for a site-specific risk assessment and the development of measures:

- Maximum speed and load of the trailer (e.g. as a notice on the vehicle)
- Load securing
- Personal safety

In principle, machines and equipment may not be operated without the appropriate expertise/qualification.

In the personnel planning for all construction site activities, a daily overview must be available of the following:

- the machines and equipment to be used for the currently planned activities
- the presence of employees with the appropriate qualifications to operate these machines and equipment.

The aim is to be able to prove that sufficient personnel resources are present on the construction site for the planned use of machines and equipment. These requirements apply with immediate effect to TenneT facilities and construction sites and will also become part of contracts in the future.

TenneT is further striving to strengthen cooperation with contractors and to further develop the safety culture together.

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# Another accident during drilling pile foundation work

## Description of the incident

While lifting a reinforcement cage for installation in a prepared pile borehole, one of the upper rings normally used as an anchor point failed. The cage subsequently fell onto a waiting concrete truck, ripping off the ladder that was fixed to the truck. One employee was injured.

This is the second incident within a short space of time in which an anchor point of a reinforcement cage has failed while lifting. TenneT is therefore implementing the following measures for all drilling pile foundation work with immediate effect.

- Review and re-evaluate lifting procedures - especially for the installation and/or removal of reinforcement cages for drilling pile foundations.
- Review and, if necessary, adjust the type of lifting points, to provide additional safeguards in case of failure.
- Check the anchor points to be used and clear marking when inspecting the reinforcement cages
- Check the lifting points and correct attachment by applying the 4-eyes-principle immediately before the lift-ing operation.
- Clearly define the dangerous zone and

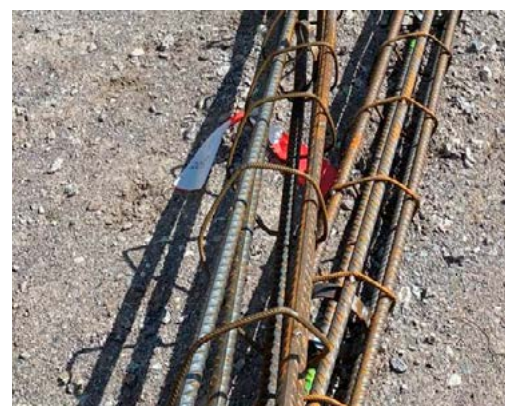
barrier to prevent unauthorised access.

- Assess the lifting points to be fit for purpose and specify the max. load capacity. The assessment must be performed by the planner (possibly the manufacturer) who is responsible for the design and the static of the reinforcement cage, or by a certified body.

All lifting operations for drilling pile foundation work for which reinforcement cages are attached to rings or flat bars must be stopped until these measures have been implemented.



Damaged excavator and reinforcement cage



Reinforcement cage with rings all around

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# Fatal accident while performing foundation work

## Incident description

On Wednesday 7 April 2021, we received the sad news of a serious work accident resulting in the death of one of our contractors. The accident occurred during the installation of a reinforcement cage while performing founda-

tion work on section A of the Wahle-Mecklar line at a site located near the Municipality of Woltwiesche in the District of Peine. The police and the public prosecutor's office have started an investigation into the circumstances of the accident, and TenneT will do

its utmost to assist them in this regard. No further information about the accident's circumstances is available at this time.

Our deepest sympathy goes out the victim's family, friends and colleagues.



*Illustrative photos of reinforcement cage/drilling situation*

## The following actions were immediately taken:

- Rescue chain was initiated and functioned smoothly
- Accident site was secured
- Relevant deep foundation activities in the affected pipeline section were suspended until further clearance
- Relevant authorities were notified
- Investigation into cause was launched
- Construction company and TenneT engaged in joint internal and external coordination.

## Measures

Investigation into the causes and background of the accident is currently underway. This Safety Alert is meant to raise the awareness of all employees on TenneT construction sites to the principles of occupational safety before and during work,



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over and above the high level of safety consciousness that already exists. We will henceforth provide increased support for this type of work in projects and continue to do so until completion of the accident report and publication of the Safety Moment, which is still to be pre-pared. In addition to reviewing the required documentation (such as risk assessments, instructions, briefings),

this assistance will also mean ensuring that the Life Saving Rules are implemented. In addition, you should make the following preparations for your work before you start:

- Plan work in a technically and organisationally sound manner.
- Visibly mark hazardous areas. Site workers must take immediate action to prevent

persons from entering the marked area during hazardous activities.

- Take sufficient time before starting work to discuss the risk assessment of subsequent work procedures and to ensure commitment to the planned actions (Last Minute Risk Assessment).
- Deviations from the specified work procedures are only permissible after re-evaluation and adjustment of the risk assessment.
- Attend to personal safety as well as the safety of your co-workers.

## 6 Life-Saving Rules

- Prevent dropped tools and equipment
- Comply with electrical safety rules
- Work with a valid work permit when required
- Protect yourself against falling when working at height
- Do not work, walk or stand under a suspended load
- Use personal protective equipment where required

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# Fallen objects when working at height on towers

Transmission-line construction projects at the TenneT unit Large Projects Germany have seen an increase in incidents involving fallen objects when working at height. For this reason, we would like to increase worker safety awareness regarding this matter.

## What has been happening in various transmission line construction projects while working at height on towers?

Construction workers use materials and/or tools to work at various heights on towers. In the course of such work, objects have repeatedly fallen into unsecured areas around the towers. Figure 1 below shows an example of work at height on a tower. Figure 2 shows a spike that fell during such work on a tower.



Figure 1: Working at height on a tower



Figure 2: Fallen spike

Regulations governing elevated workplaces already exist in both the German Annex and the Life-Saving Rules.

One of TenneT's six Life-Saving Rules reads "Prevent dropped tools and equipment". Whenever a Life-Saving Rule is violated, it is essential to identify the underlying causes as a starting point to develop improvement measures aimed at avoiding incidents that pose a very high risk.

Section 1.29 of the German Annex "Working below elevated workplaces" refers to measures that minimise such hazards. Extract from Section 1.29: "Work below other workplaces may only be carried out if there is no danger from falling objects. Hazardous areas underneath elevated workplaces must be cordoned off or marked." During various site inspections, it became apparent that many employees underestimate the danger of falling objects. Often, despite the rules and regulations, danger zones were not marked or cordoned off.

## How have incidents occurred when working at heights on towers?

Material and/or tools are not always secured on elevated workplaces. Even if materials and tools are secured, there remains a residual risk of falling objects. As we cannot completely exclude this risk, it is imperative that any hazard zone is cordoned off or marked.

## What were the consequences of working at height on towers in these transmission line construction projects?

Fortunately, no persons were harmed. However, there is a high potential for serious injuries to personnel on the ground.

## What measures can be taken to improve the situation?

Figure 3 below shows the STOP principle associated with the respective occupational health and safety measures applicable to various projects involving work at heights on towers.

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Substitutie	Technische maatregelen	Organisatorische maatregelen	Persoonlijke beschermings-	Wat zijn de verbeteringen?
	●	●		<b>Maatregel 1</b> Vaststelling of markering van de gevarezone (drop zone) Zie schets en afbeelding
	●	●		<b>Maatregel 2</b> Voor zover mogelijk moet worden voorkomen dat werkmateriaal en gereedschap naar beneden vallen

Figure 3: Matrix with the STOP principle for occupational safety and health measures

As it is not always possible to secure all tools and materials when working at height, it is essential to define, demarcate or cordon off a hazard area ("drop zone") below the work-place. For safety reasons, no persons are allowed in this danger zone during work at height. Figure 4 shows a sketch indicating how the drop zone should be established. The area marked in red is to be designated the danger zone under the tower, as work is being carried out overhead on the work site shown in blue, and there is consequently a risk of falling objects.

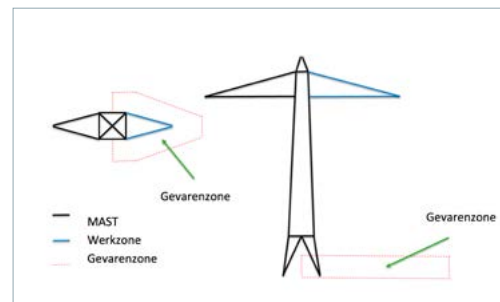


Figure 4: Sketch (designed by the contractor) establishing the hazard area (drop zone)



Figure 5: Example of how to demarcate a drop zone

### Measure 2: As far as possible, work materials and tools must be secured to prevent them from falling.

Before starting work, check that tools and materials are properly secured. Tools and work materials must as far as possible be secured. Items such as tools for working at height must be attached to either the worker or the structure.

### Concluding remarks

In summary, we have found that our employees and the employees of our contractors are often unaware that there is a danger zone at the base of the tower when work is being carried out at its top. In some cases people were standing in the drop zone. Furthermore, there are sufficient regulations stipulating that this area must be marked or cordoned off. To ensure compliance with these regulations on all future construction sites and thus avoid a potential risk of accidents, we will increasingly verify the implementation of the above-mentioned measures on these future sites.



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# Reporting SHE incidents

An internal analysis at TenneT showed that many SHE incidents are reported late. That is a pity. Reporting SHE incidents is important as a first step in learning from incidents. Reporting an incident late also means that the follow-up process starts late, which is undesirable. It is therefore important to report incidents promptly, i.e. as soon as reasonably possible, but in any event within 24 hours.

TenneT employees can report incidents via the incident management system Zenya (previously iTask) or via the Zenya app. The system is currently being developed so that our contractors can also report incidents

directly via Zenya. Until then it is important to report incidents to the TenneT contact person. This may be the safety expert, construction manager, project manager, station manager or daily supervisor.



## Which SHE incidents must be reported?

- All dangerous situations and dangerous actions
- Near accidents and accidents with injuries (ranging from plaster accidents, first aid accidents, accidents involving medical treatment to fatal accidents)
- Environmental or near environmental incidents
- Damage
- Cases of aggression and violence
- Theft and burglary.

By reporting quickly, we can initiate follow-up actions, making the workplace safer and preventing accidents in the future. Together, we can make our working environment safer!

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# TenneT Safety Leadership Programme for and especially by everyone

This year TenneT initiated a Safety Leadership Programme. Gineke van Dijk, Associate Director of the unit Safety & Security at TenneT, and Wilfred Haaijer and Christian Schutte, senior consultants at AMI Consultancy with whom TenneT is carrying out this programme, speak about its importance.

## Awareness

Gineke van Dijk considers it important to look beyond the hard side of safety (the tools) in order to elevate safety to a higher plane. 'How we behave, particularly in relation to one another, is also of primary importance. How we genuinely look after each other. And that starts with the individual.' The Safety Leadership pilot at Grid Field Operations a few years ago was a good start. We are now going to move this initiative further ahead by involving the entire organisation in adopting a proactive safety attitude. Gineke: 'Managers play a very important role in creating and anchoring safety awareness. They have a great deal of influence on their employees. If we really want to get through to our employees, it is the immediate managers who can do that.'

## Ready for the future

TenneT's activities and the number of projects have grown tremendously in recent years and the company has a challenging agenda for the upcoming years as well. This also means

that the risk profile of its activities is changing. This is precisely why making safety an integral part of our work is so important. 'We want to be prepared for the future. Many new people with different backgrounds are currently at work here. To show everyone working within, with or for TenneT what TenneT stands for in the field of safety it is important for safety to become part of TenneT's identity.'

The Safety Leadership Programme implements this goal and therefore nicely aligns with one of TenneT's four strategic pillars, namely 'Energising our People'. 'This pillar provides an excellent reference point for giving safety a greater role,' says Gineke.

## AMI Consultancy

TenneT has selected the Rotterdam firm AMI Consultancy to further shape the Safety Leadership Programme. 'AMI is seeking the connection to our needs,' says Gineke. 'They have a strong track record in developing a proactive culture. They know the business and understand what's needed. Due to

Gineke  
van Dijk



renewed insights, our needs can shift from time to time, which is why it is important to have a partner with a well-developed sense of our business. We found that AMI has what we were looking for. They understand how to adapt to our changing environment, but at the same time stay focused on the main theme. Moreover, their joint co-creation approach is a perfect match for TenneT. Instead of producing something for people, they will be creating something together with TenneT's and our contractors' people.'

## Inspiring collaboration

Consultants Wilfred Haaijer and Christian Schutte are happy with the collaboration with TenneT. 'Not everyone knows TenneT, yet we all are affected by TenneT,' says Christian. 'TenneT is positioned at the centre of our society and fulfils a key role for society as a whole, all the more so in the context of the

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Christian Schutte

energy transition. TenneT is an inspiring company we enjoy working with.' Christian furthermore adds: 'We are thoroughly familiar

with the playing field because we already do a lot of work for various TenneT contractors. We have a feeling for the work's dynamic, onshore as well as offshore.'

### Shared story

How do we make safety tangible in this dynamic? Wilfred: 'To make safety an integral component of the organisation's identity and culture, the first phase of the programme will focus on creating a common and unambiguous story. This is about who we are and what we stand for when it comes to safety.' Christian: 'We look for the connection and shape it in co-creation with colleagues from all corners of the organisation. What is such a culture and goal like for TenneT? What is important in this regard?' Wilfred adds: 'Naturally, in co-creating this story, we bring our experience about how to develop a proactive culture to the table. This way we create a common reference framework that people can identify with. We then translate this framework into the desired behaviours and how to motivate

people to commit to this. You then combine safety and the search for your own identity, which is exactly what TenneT is now asking for.'

### Energising the framework

As far as Wilfred and Christian are concerned, the biggest challenge is to make the change visible in daily practice. Wilfred: 'We do not provide a standard programme, but instead ensure that safety becomes an integral part of the company's identity.' Gineke: 'Energising this is difficult. Having beautiful words is not enough; people in the field must feel it, it must be their story.' Christian: 'You need to make people part of the story so they can identify with it and translate it to their own context. By doing this together you feel part of something and that gives you the intrinsic motivation to make a contribution. On this basis safety becomes something people want to do rather than something they have to do.'

### Anchoring safety

Wilfred and Christian summarise the goal of the Safety Leadership Programme as follows: establishing a proactive safety culture. To do this they first determined the current status of safety through means of a survey among 1,000 TenneT employees from all departments within the organisation. After this the story will be developed by co-creation teams comprised of TenneT employees. This story will be verified and explored in various places by people who work for and with TenneT.

This is followed by a workshop programme designed to enable people to identify with TenneT's story and to translate it to their own daily practice. Christian: 'Anchoring this is the last step. The change ultimately stands or falls in the routines people adopt in their daily work practices. It is important to give the new story a place in people's routines. At the same time, due consideration must be given to things like budget, planning and the security of supply. It is up to the people to learn how to make the right decisions together so as to maintain a balance among all of these interests.'

Wilfred: 'The connection with contractors is a crucial element in this regard. When, as TenneT, we stand for a certain safety culture, it is important to engage partners in a dialogue on how to create the right conditions for this together.'

### Results

Gineke: 'To elevate safety to a higher level we are not only relying on the Safety Leadership Programme. We also need to ensure that our HSE management system is in good shape and that we do more with the lessons learned. The contri-



Wilfred Haaijer



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bution of each component is not always specifically measurable, but the key is that all of these efforts collectively elevate safety to a higher level. My thinking is that we should introduce the number of positive stories about safety as a KPI and that everyone should be proud of what they are doing in terms of safety. We will conduct another measurement in 18 months. What is even more important is that the positive and intrinsic perception is especially experienced within the organisation and by partners. That employees are proactively engaged with safety in their own work. For example, that they engage contractors in discussion to limit risks to the minimum level possible during their work in the field.'

### Contractors' role

We are involving our contractors in the Safety Leadership Programme, both in its development and in its rollout. How do they perceive the collaboration with TenneT? What do they consider important in this collaboration? What can we learn from our past? How do we engage in dialogue? How do we create a social and safe collaboration? How do we establish joint objectives? We would like to have feedback from our suppliers on these questions, so we can incorporate this into our programme. Ultimately it is all about the interaction between TenneT and its contractors on a strategic and implementation level. The first session with parties contracted

under the EU-303 framework agreement, civil engineering works and high-voltage substation assembly onshore in the Netherlands to engage them in this dialogue has been scheduled for 9 July. The next step is to organise a dialogue with our German contractors as well. Preparations are currently well underway for this purpose. Christian: 'Contractors play a crucial role. Employees and contractors must engage each other in a dialogue about the goals and dilemmas inherent in the work and how to organise routines in such a way that safety is also incorporated.'

### Joint actions

Gineke is unequivocal: the safety of employees and contractors is equally important. 'We have to tackle safety jointly and learn from each other.' Christian: 'Ultimately everyone must take ownership. Our ultimate aim is to create safe working conditions throughout TenneT's scope of work and this can only be achieved by all parties together. TenneT has already taken some great steps in this area; we are now building onto the results achieved to date.'

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