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Partners in safety

Newsletter contractors TenneT

Welcome

I am writing this foreword while travelling once again for TenneT. The last time, it was in an aircraft flying to Porto and this time in a train from Berlin. An environmentally-friendly way of travelling.

The SCL is growing in Germany. For that reason NEN, together with TenneT, has formed a number of committees for Germany in order to organise the management and quality assurance of the standard. The first official meetings were held in September in Berlin. Another milestone in which we take great pride! In this Newsletter, the (German) NEN SCL team briefly introduces itself and gives a summarised explanation of what the committees do.

Occupational safety is not just about 'technical' health and safety matters at work. Safety covers many more aspects. Psycho-social safety, for example. Does everyone feel free to report incidents or to give and receive feedback? Another aspect is safety in relation to external influences / threats. While you are performing your work, you may encounter criminal behaviour by other people, such as threats, intimidation or abuse etc. How do you deal with that?



Oscar van Aagten



RisingYou

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RisingYou. Help refugees build a new life



The previous newsletter contained an interview with Benjamin Gérard, the founder of RisingYou. RisingYou is a social organisation that helps refugees build a new life by offering them climbing courses, training them to become professional climbers and helping them to find employment.

If you missed the article, you can read the interview under the heading 'InFocus' via [this link](#).

RisingYou was launched in Belgium and has plans for expansion to the Netherlands. With great pride, we can report that Rising You opened its first climbing school in Amsterdam in September. With this, a first successful step was taken in the Netherlands. The full Dutch press release is available [here](#). We wish Benjamin and his team success in the Netherlands!

BAM DLP attains SCL Level 5

On 3 July, BAM DLP, the business unit that manages all soil decontamination work for BAM Infra Netherlands, became the first organisation to reach level 5 on the Safety Culture Ladder. We congratulate BAM DLP on its terrific performance! Click [here](#) for the full article (only in Dutch).



**JOUW VEILIGHEID
IS MIJN VEILIGHEID**

Auditor training in license available (Germany)

In the future, it will be possible for companies in Germany to do their own training courses for auditors for the Safety Culture Ladder in license of NEN, provided that they comply with the quality requirements that NEN sets for these training courses. NEN has recorded these requirements in a training licence. Please contact NEN for more information:

Mr. Lennart de Waart,
tel.: (+31) 6 110 88 239,
E-mail: lennart.dewaart@nen.nl

First French auditors training course

The SCL is also used in Switzerland and in Belgium. There is therefore a need for documents in French, which have already been developed by NEN. A next step is the development of more French-language audit capacity. NEN will therefore offer training courses for the first French-speaking auditors at the end of October. These will be given by the Samurai at Work company. Click [here](#) for more information (only in Dutch).



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Spying on the neighbours!



A mini-symposium entitled *HRO – Gluren bij de burens!* (Spying on the neighbours) took place on the 5th of September in Vianen (The Netherlands). HRO stands for 'High Reliability Organisation'. A HRO organisation, is an organisation that is able to deliver an almost faultless (and accident-free) performance, despite the fact that it works under high-risk conditions.

This symposium was organised by Stedin (a Dutch Distribution System Operator (DSO)). TenneT was one of the speakers, on the theme of psycho-social safety. Our colleague Frans Geijlvoet gave three workshops. If you are interested in his argumentation or his presentation or would like to discuss with him, please send an e-mail to safety@tennet.eu.

A quote from *HRO – Spying on the neighbours* programme book clearly illustrates the dilemma in safety: 'A choice between money, planning or safety. What will it take?'

This will remain a difficult debate, but not making a start is not an option. Without this discussion, there is no SCL Level 4 and no HRO. We have to have this discussion. 'Starting small, trying out, making mistakes and learning to correct them'.

The purpose of the mini symposium was to learn from each other's stories, make contact with each other, inspire each other and to (continue to) work on an open, resilient and safe corporate culture. The symposium was a success, with many positive reactions and very high attendance. You can find a video impression on the LinkedIn page of Stedin. For more information on the symposium, please contact Martijn.vanderKolk@stedin.net.



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Safety Culture Ladder update

More than 100 contractors are now certified for the Safety Culture Ladder (SCL), not including the multiple certification of 35 companies, as explained in the last newsletter. In addition to companies in the Netherlands, Belgium, Germany, the UK, Portugal and Greece, the first company in Denmark is now also certified. Contractors in countries including Norway, Sweden, Switzerland and Italy are preparing the audit. NEN has now also prepared the documents in French and these will be released in the near future.



Elia, the Belgian TSO, and Swissgrid, our colleagues in Switzerland, have now also started on the implementation of the SCL. This further strengthens the international character of the SCL and the SCL standard is becoming increasingly mature.

Agreements within the construction industry

In the Netherlands, clients and contractors working together in the construction industry have agreed in writing to first

implement the SCL internally and then to specify it to their suppliers. This initiative is known under the name of the (in Dutch) "Governance Code Veiligheid in de Bouw (GCVB)" (Safety in Construction) and was started by some 15 initiators. Hundreds of companies, primarily small and medium-sized enterprises (SMEs), have joined this initiative voluntarily. The plan is that a substantial proportion of the Dutch construction industry will be certified within three to five years.

We have seen that SCL certification has been included as a knock-out criterion in an invitation for tenders by another contracting authority for the construction of a wind farm in Borkum (Germany). A number of other companies are also known to be conducting pilot projects. In addition to the international application, the SCL is now also being applied in several sectors.



The SCL is continuously developing!

TenneT has also published the SCL guidelines in three languages. These guidelines are available on the TenneT website [here](#).

The guidelines provide information on NEN and the SCL and on how TenneT applies the SCL in its work with contractors. The guidelines gather a great deal of information that is necessary to understand TenneT's requirement in a tender phase, as well as information that is important for later implementation. This information is



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often also made available in the different phases of a tender.



NEN will continue to improve the SCL standard. The governance structure,

consisting of the Stakeholder Board, the Committee of Experts, the harmonisation platform and the knowledge platform has now also been installed in Germany. The installation in Belgium is being prepared for 2020.

The number of approved auditors is gradually rising, as is the number of certification institutes (CIs). In the past year, Zert-Bau, GutCert and SGS have been added and negotiations are still in progress with a number of other CIs.

NEN is also aware that the use of language in the SCL requirements is not always easy to understand. Work is in progress on a simplified questionnaire in the web tool, but it is not so easy to implement this simplification while retaining the quality of the SCL.

At the time of writing, an unverified Norwegian version of the questionnaire is also being loaded into the web tool, so that Norwegian-speaking contractors can use the functionality of the web tool in their own language. This is just a summary of initiatives that NEN is implementing.

TenneT Light products

In 2017, TenneT made a proposal to adapt the SCL with 'light' products, SAQ+ and SAQ, and to accept an extended validity of the SCL certification of 3 years, having a lighter audit regime in years 2 and 3. NEN accepted this proposal and then asked TenneT to test these adjustments among TenneT contractors in a pilot project. We have now reached the point at which we can test a part of this pilot project. To that end, NEN has sent out a survey questionnaire and a random sample of CIs, auditors and companies will be interviewed on their experiences and any ideas. The pilot project will be completed in the fourth quarter. On the basis of the findings, any necessary adjustments to the guide will be made and we will inform you of this.

'Come Together' meeting

'Come Together', the knowledge platform of which TenneT is a co-initiator, will organise the second platform meeting on the 10th of October. The host on this day will be TenneT in Arnhem.

The themes of this meeting are 'influencing behaviour' and 'observation of behaviour'. These themes were proposed to be discussed by the participants of the previous Come Together meeting. We have once again been able to engage a number of very interesting speakers to share their knowledge and experiences with us.

Many contractors have already registered. If you have not yet registered, but would also like to participate, please contact the SCL via info@veiligheidsladder.nl or via +31 (0)15 2 690 180.

For those who have already registered, we look forward to seeing you there!

VEILIGHEIDSLADDER
Come together

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SCL – NEN Team Germany

The Safety Culture Ladder (SCL) is also becoming increasingly well-known in Germany. The number of certifying institutions that include the SCL in their programmes is growing.



Nicoline Krijger



Jeannette Hofman-Züter



Lennart de Waart

The Safety Culture Ladder (SCL) is also becoming increasingly well-known in Germany. The number of certifying institutions that include the SCL in their programmes is growing.

The Contact Point for all SCL affairs in Germany is 'Team Germany' that was formed some time ago within NEN. The team members are: Jeannette Hofman-Züter, Nicoline Krijger and Lennart de Waart. They provide for enough audit capacity in Germany and monitor its quality. 'Team Germany' also wants to encourage dialogue on safety and the SCL. NEN has set up various committees and consultative platforms for this in Germany. Jeannette has lived in the Netherlands for as long as 27 years, but was born in Germany: 'We think it is important that,

precisely for a certificate that is about culture, we also understand the culture of the country ourselves. For that reason, NEN has opted to deploy at least one native speaker in the project. Nicoline and Lennart also speak German. Together, we address the German market. However, language is only one aspect of successful integration of the SCL. We strongly believe in the SCL product and are convinced that the SCL is the instrument for reducing the number of accidents and making companies truly aware of the importance of occupational safety.' The team can be contacted via info@safetycultureladder.com or +31 (0)15 2690390.

SCL Germany – Quality Assurance

The Safety Culture Ladder (SCL) is a certification system that tests the occupational safety culture in organisations. Not through check-lists, but through observations and interviews. In order to assure the quality of the system in Germany, different

consultative platforms have been set up. In the 'Harmonisierungstreffen' (the Harmonisation Platform), certification institutions meet to exchange experiences with the SCL and to optimise the system.

The members of the 'Forum des Fachwissens' (Knowledge Platform) include education and training institutes, companies that are certified or are still in the certification process, consultants, in short, everyone who could have an interest in the SCL. Here too, experiences are exchanged and proposals are developed for the improvement of the SCL or that concern specific



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issues applying for the German market. The proposals from both platforms are submitted to the 'Deutsche Arbeitsgruppe' (German Working Group). This working group checks that no conflicting matters are requested and harmonises these if necessary. The working group then submits these to the international committees, which then takes decisions. Naturally, a delegation from Germany will also have a seat in the international committees.

The German working group recently met for the first time and the reactions of the members were enthusiastic. We are pleased that the different countries involved in the SCL will have a national say in the international system in this way.

Would you be interested in taking part in one or more consultative platforms? For more information, send an e-mail to info@safetycultureladder.com.



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Ronald de Heus, Siemens Business Unit Manager about the SCL

On the basis of its corporate values, Siemens Netherlands has already been working on the creation and implementation of a solid safety culture for a long time. We do this by means of our basic processes, our continuous attention and additional safety programmes. Safety has a primary function in everything that we do.

SCL-3 Certification

Because TenneT asks us to be SCL-certified, we requested the NCI to conduct an audit for this. It is also a good way to check whether our safety culture is indeed implemented in the organisation as we think it is.

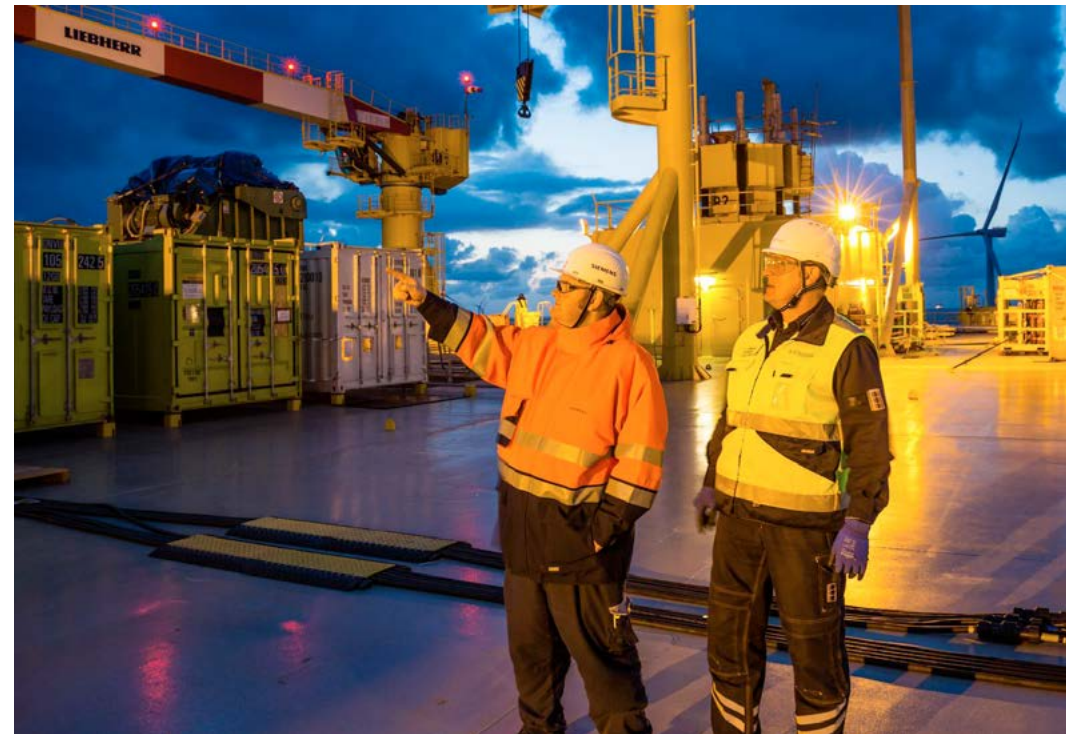
The audit process was an exceptionally pleasant one for us. The auditors took plenty of time and the open manner of conducting talks with all stakeholders in particular, made a positive impression. As a result of this approach, the auditors realised that, throughout the company, we promote the same safety values and act accordingly.

We are therefore proud of our SCL-3 certification.

Siemens also regards a pro-active attitude as a requirement for a healthy safety culture. For example, we want 'near

misses' to be reported, because we can also learn a great deal from these.

One way to encourage this is to make reporting accessible via the 'Safety' app and by a positive approach to the incident



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reporter. The project managers and management contact the reporter to thank him or her, because they are contributing to a safer working environment.

Sub-contractors

When it came to the scope of the SCL certification concerning our sub-contractors, we did still have some questions. Certainly in view of the diversity of the suppliers with which we work. TenneT gave us leads for dealing with this and we are happy about that!

Nevertheless, the challenge remains to find a good way to realise these. Is it important, for example, that a company, that arranges transportation for us, has a SCL-3 certification, and is that also feasible? How do we deal with parties that are not certified, but from which we wish to hire people, or with factories that supply systems and specialists for projects that we realise? Together with TenneT, we are looking at how we can arrange this further in a realistic way.

Safety 'on site'

We are currently also investigating how we can employ the staff of our sub-contractors separately from the certification of the company. For on-site safety, it is extremely important that everyone has the same SCL level, as in 'speaks the same language and has the same safety awareness'. For us, this means that employees of a non-certified company or a company with a lower certification follow our safety training course and that we conduct safety checks and evaluation talks before commissioning a project.

Naturally, we also speak about this topic with our sub-contractors. During Safety Walks and Talks, we notice that there are differences between employees who act on the basis of a safety culture and those who are less familiar or unfamiliar with this. The latter group still often experiences these talks as criticism and failure. A great deal of progress can be made here, for we want a safe workplace for everyone and Siemens is keen to contribute towards that!



Ronald de Heus, Business Unit manager
Siemens

SIEMENS

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Huub Heutmekers, Senior Project Engineer VIRO, about the SCL

Safety has always been important to VIRO. Procedures and agreements are the pillars on which safety is based. In the process leading up to SCL certification, there has been increasing attention to safe behaviour by everyone and how we communicate

about this but also how we communicate with each other. The experiences and insights gained during this process have clearly increased safety awareness within the certified high voltage group.

A cultural change has taken place towards a higher level of pro-activity by all team members. Colleagues talk with each other more about how we can further improve safety, what safe behaviour is really about and what we should do to make this work in our daily activities.

TüV Nederland conducted the audit for us at VIRO, which proved to be a pleasant experience. The auditors were able to create an atmosphere in which the employees felt at ease. This enabled the auditors to form a realistic picture of the safety awareness of this group.

Together, this forms the reason for us to expand the SCL certification within VIRO in the future to other departments working outside the High Voltage world.



VIRO
the performance of technology

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Are you certified as a company and do you also want to share your experiences? We would like to hear this through an example from practice. Let us inspire each other and thus increase each other's world of experience! Send your text to safety@tennet.eu

Planungsgruppe Grün GmbH

'We are proud to be one of the first German planning agencies to reach level 3 on the SAQ+.'

Planungsgruppe Grün GmbH has been working as an interdisciplinary environmental and spatial planning agency since 1972. After initial scepticism, we realised during the process of implementing the Safety Culture Ladder (SCL) in the company that we can achieve a lot of positives for our corporate culture.

In the past few years, we have been intensively involved with occupational safety as part of quality management certification, but last year the topic was even more consciously integrated into everyday working life with the introduction of SCL.

We approached the SAQ+ project together with Ecco ecology + communication Unternehmensberatung GmbH

from Oldenburg and crossed the finish line on completing the successful audit in August 2019.'



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Safety perceptions concerning incidents

Incidents, large and small alike, affect every company. We take safety measures and we discuss issues, but they still happen. Behind every incident is a story, the perceptions of the employees affected and the impact that this has on them. We must learn from incidents, so that we can limit the negative consequences as much as possible, and minimise the risk of repetition. We can do this for example by sharing examples and personal experiences.

In this article we will now also focus on the safety perceptions that arise in relation to malfunctions, incidents and during a crisis. Among other things, we will be speaking to colleagues who are involved.

We first want to give you an insight of the types of incidents that TenneT faces and how the processes are designed to manage an incident or crisis.

We asked Henri Klok and Sebastiaan Barlagen to tell us more about this, on the basis of their roles. Both work for TenneT, Henri as the Officer Responsible for Installations in the central region (The Netherlands) and Sebastiaan as a Security and Crisis Management Adviser.

Types of incidents

TenneT regularly experiences incidents. They occur at our power stations, but also in the lines and pylons. They have a major impact, particularly when people are involved.

Henri explains: 'At the power stations, these may involve a fire in the installation or a component that suddenly fails, so that the station or the connection is cut off. But we also regularly deal with external factors that threaten the safety of our grid. That may be the case with a fallen tree or when a pirate radio station installs its transmission equipment in our pylon, but also people with mental health problems, possibly including suicidal thoughts.'

'The crisis organisation deals with the most varied situations', Sebastiaan continues. 'That could be threats and aggression in the construction of wind farms on land, for example, or a vlogger who thinks it's "cool" to climb a pylon. Sometimes such strange reports come in that we can hardly believe them. For instance, once we were informed that a "body" was hanging in a pylon. Once we got to the location, it turned out to be a dummy that had been hung up by students as a joke. Our crisis organisation has to be



set up so that we make the right choices at the right times and that has to be recorded in our processes so that we can practice with it.'

During an incident

Henri explains: 'I am responsible for the electrical safety of our grid. If I am on call (emergency repair service), I hold final



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Henri Klok

responsibility for solving the situation at hand. If there is a major failure or an incident, I am part of the crisis team and the link between the external people and the crisis team.

I feel very responsible for the external people. They are the ones facing the problematic situation for which I am responsible. Because I am in the lead, it is important for me to remain calm and pass this on to my colleagues.

No-one benefits if I start getting worked up and don't have oversight.

TenneT often has the work manager (WV-er), the operational installation manager (OIV-er) and/or a technician on site. The OIV-er calls me and I hear what the situation is at that moment. Together, we discuss what the next steps will be."

Henri explains that the operating centre will then also have been contacted. They inform the crisis manager on duty. They look at the switching possibilities and any consequences for the grid if the connection is lost or cut off. 'If necessary, I escalate to the incident manager and discuss the situation with him or her', Henri says.

'All in all, I will have a good overview of the situation in about 15 to 30 minutes and I can draw up an action plan which goes to the incident manager to guide further action. With an incident or crisis, we have to take the right action at the right time. If the police or the fire department are also at the location, high voltage also forms a safety risk for them. They will want to enter the power station or go into the pylon as quickly as possible, but that can only happen once the high voltage power is cut off. Safety always comes first!'

Crisis management

'On the basis of my role, I am responsible for ensuring that there is a sound crisis management organisation and that solid processes are set up to enable an adequate response to crisis situations', Sebastiaan explains. 'Our colleagues then know who has which role and which responsibilities, and what is expected of them. It is also my task to make sure that the conditions are in order, so that we can



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Sebastiaan Barlagen

take action as we have agreed. Naturally, I do this with a network of colleagues from departments including system operations, the officers responsible for our installations, offshore, IMC (Information Management) and the project teams.

I am also one of the incident managers from Safety and Security Corporate (SSC). Our department secures our offices, high voltage sub-stations and data centres

around the clock, and responds to security incidents. This concerns things like copper theft, but also incidents during service trips and terrorist attacks.'

During an incident

As incident manager on behalf of SSC, Sebastiaan is responsible for the coordination of the security measures that are taken in response to a security incident. 'In a crisis, I advise the crisis manager on the security risks and measures, the coordination with the police force and other specialised government organisations', he says. 'My first thought if I get a call when I am on duty is "just as long as there are no victims." By far the majority of incidents are minor and concern a failure in a security system, a break-in at a power station or the theft of copper from a connection. But I am still always relieved when it turns out that terrorism is not involved. I don't think about it often, but sometimes I do feel the heavy responsibility. In serious situations, I have to keep a cool head and respond effectively. I prepare myself mentally for that. If an incident has occurred, we always check how the process took place. How quickly were we there? Were the right

people in attendance? Which considerations were made and which information was available to us? And was that enough? It is important that you are willing to show a more vulnerable side of yourself in these kinds of discussions, for our process isn't infallible and always needs improvement.'



As suppliers, you probably also encounter incidents. If this interview interested you and you would also like to share an experience on behalf of your organisation, please contact us via e-mail: safety@tennet.eu. We would be happy to hear from you.

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Social safety at Duvekot Rentmeesters

Imagine that two of you are walking on a property where you need to be for your work. You had already heard before that marijuana plants had been found there, and also that a TenneT contractor had found a pistol at the same location. Suddenly two startled men leap out of the bushes and run into the woods, precisely in the direction where you need to be ...

The right choice

Two ecologists of Duvekot Rentmeesters found themselves in this situation and luckily, they made the right choice. They turned around, went back to their car and drove away from the site. They called their team manager and told him what had happened to them and the choice they had made. 'Well, that was a logical reaction', you might say - but was it really? Do you know how you would react in that situation?

Among other things, Duvekot Rentmeesters, based in Veenendaal (The Netherlands), conducts talks with lot owners for TenneT and also conducts environmental studies at envisaged locations for routes and

**Our risks are
not yelling:
Danger! Danger!**

pylons. Like many TenneT suppliers, they take part in the SCL programme. When Director Kristel Landa heard of this incident and of the choices that her employees and the team manager had made, she was very happy.

Kristel is still excited when she talks about it. This is what she and her team managers are so committed to! 'We want employees to think for themselves "Do I want this, can I do it, and should I do it?"'. In this situation, they kept calm, used their common sense and took our message to heart: "If you have any doubts, just leave. Don't do it!"

What are our risks?

'When TenneT told us that we were classified in the medium risk category, I was a bit surprised', Kristel says. 'We're not a business that builds pylons or power stations. So it seems that we do actually perform medium risk work, but we really



did wonder "What are our risks?" It took Duvekot Rentmeesters quite some time before they had identified these. 'Our risks are not yelling "Danger! Danger!" at us. They come up unexpectedly.'

Kristel also says that as a director, you actually have to already 'be further ahead' in identifying risks. You can then help your employees to identify these in the situations that they have experienced.



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Social safety

'In our line of business, safety is less tangible for us', Kristel says. 'Our core task is to conduct talks with lot owners and other stakeholders. Those can sometimes be quite difficult. You don't know what will happen in advance and every conversation is different. We can't draw up a check-list that tells you 'if you have this, you need to do that.'" The impact of a meeting also depends on who you are as a person. Where are your own boundaries, and how do you respond to situations?

Kristel continues: 'we have therefore identified social safety as our biggest risk factor and that is quite complicated, because it is different for everyone. Luckily, we don't have any really fierce arguments, but still, that is what makes it so difficult to make social safety really tangible. You



start looking back to see whether there have been situations in the past that we didn't identify as risks before, but that actually were.'

Trust

Duvekot Rentmeesters is committed in imbedding their view in how they want their employees to think about safety. 'Our core message is that management allows you to take your own decisions. It doesn't matter what I or your team manager think. Look at yourself. What makes you feel safe and what should you then do?' The incident at the forest lot was their first concrete example of what can happen in the field. 'Of course we communicated this widely, because it is the behaviour that we want to see in all employees.'

'To me, social safety is also a working atmosphere in which my people dare to be open about the things that are worrying them' says Kristel. That could also be excessive work pressure, for that also happens here. It is up to me and the team managers to create that atmosphere and to act accordingly.' But, she also says, that it is up to the employees whether they choose to put themselves in a more vulnerable position. 'They also make a risk



Kristel Landa, director Duvekot

assessment, but actually, it should be the case that people dare to put things on the table without having to think about it.' 'Only by taking care of each other can we keep the open work atmosphere that we have now. We pay attention to each other and express our concern. Luckily, they do the same for me. All this combined is what makes me so proud of my team!'



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Life-Saving Rules

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Safety Culture Ladder

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Safety at TenneT

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Contractor Management

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