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Welcome

January 2018 started out cold, and many people were struck down by the flu. That is also the reason why this edition of our Safety Newsletter is published slightly later than scheduled. We hope that everyone has had a good and safe start of the year.

So what will 2018 bring us? We continue to aim for 'zero harm'! The period covered by our current Safety Vision will expire this year, so it is time for a new vision. An initial outline is being drafted as we speak. It has also become clear that more time is needed to achieve our aim of a Lost Time Injury Frequency (LTIF) of less than 1. The TenneT Executive Board has decided to extend the period by two years. This newsletter includes a summary of this decision.

We also want to intensify the dialogue with our 'Partners in Safety' further. In the past three months, we organized TenneT Contractor

Forums in Hoofddorp (Netherlands) and Düsseldorf (Germany), as well as a Supplier Day in Duiven (Netherlands). We developed an initial version of a Safety Platform that will enable us to communicate more actively with you about incidents and lessons learned via our website.

Active collaboration is increasingly taking shape at European level. The 4th HSE Conference for European TSOs was held in March, organized by the Norwegian TSO Statnett. We exchanged knowledge with eight other TSOs, and established working groups on safety themes that we will explore together. One of those themes concerns the application of the Safety Culture Ladder. In short: there are plenty of interesting initiatives currently being launched or in the pipeline!



Oscar van Aagten



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TenneT aims for 'zero harm' – also after 2018

Statement by TenneT Executive Board

TenneT attaches great value to safety. Every day we are aware of the hazards associated with our activities. We have set ourselves a high safety standard: 'zero harm', i.e. no accidents or incidents whatsoever.

In 2014, we described our safety ambitions in our Safety Vision 2018. Based on the following priorities: Safety Leadership, One TenneT Standard and Contractor Management. We had set ourselves the goal of reducing the LTIF among TenneT employees and the staff of our contractors to less than 1 by 2018. Looking at the progress achieved so far, it is clear that more time is needed to achieve this goal. Unfortunately, we must conclude that it will take longer to actually realize the required shift in safety culture throughout our supply chain. To ensure a sustainable safety performance, we have therefore decided to postpone the deadline for reducing the LTIF to less than 1 to 2020. In addition, we will look for other proactive safety indicators than just the LTIF. In the end, safety is not about figures but about people.

Joining forces

We use the LTIF (Lost Time Injury Frequency) as a quantitative goal. LTIF stands for Lost Time Injury Frequency, and is defined as the number of accidents resulting in time off work per million hours worked. The LTIF represents the number of accidents per million hours worked, TenneT and contractors combined. The LTIF for 2017 amounts to 2.5, calculated on the basis of incidents

occurring at TenneT as well as those involving the staff of contractors. We have noticed that improving safety performance in the supply chain takes longer than in our own organization. Perhaps that is not surprising, considering our short lines of communication, our relatively 'flat' organizational structure, and our ability to quickly develop initiatives that enhance our safety performance. It simply takes longer to set up and implement joint supply chain initiatives with all our contractors. We want to join forces with you to work on achieving realistic safety objectives.



Safety Culture Ladder: for contractors and for TenneT

TenneT uses the Safety Culture Ladder (SCL) as one of its tools to increase safety awareness and strengthen safety culture. The Safety Culture Ladder is not only applied in our own organization – we also want you as a contractor to embrace it and put it into practice. We must all develop a stronger safety culture by working together with our partners. The entire supply chain must be involved. For this purpose, TenneT also uses the Safety Culture Ladder as an assessment tool in its procurement process.

Partners in Safety

We pay a lot of attention to safety and will continue to do so in the future. We enjoy a good working relationship with many of our contractors, and we wish to continue and expand on the progress achieved so far. After all, we need each other.



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TenneT Safety Award 2018

In October, TenneT will present the TenneT Safety Award 2018 for contractors for the third time. The Award will be given to the contractor that has implemented the best safety initiative in the past year. 'Best initiative' means that the contractor has made a demonstrable contribution in at least one of the following areas:

1. Demonstrable contribution to TenneT's safety culture
2. Technical application that enhances safety at TenneT
3. Process improvement that enhances safety at TenneT
4. Demonstrable means to prevent accidents

Safety is a key value for TenneT, and we therefore want to contract top safety performers to contribute to our projects. We are looking for contractors who take safety just as seriously as we do, and who apply the highest safety standards when performing their work. The TenneT Safety Award is intended to recognize initiatives that enhance safety in our daily work.

Jury

All entries will be examined by a pre-selection committee consisting of TenneT safety experts. They will compile a short list that will be judged by the senior managers of TenneT's onshore and offshore divisions. As a last step, the pre-selection committee will advise the jury, who will then select the ultimate winner. The jury consist of members of TenneT's Executive Board and an external safety expert.

Mini-symposium

The Safety Award will be presented at a mini-symposium that is to

be held in October. The top 10 contractors with the best safety-related initiatives will be invited to attend this symposium, where they can exchange knowledge on safety and share their best practices.

How to apply

The registration form to apply for the TenneT Safety Award 2018 will be available around the summer. You can read more about the Award in the next edition of this newsletter.

Joint TenneT-Liander gate instruction

TenneT attaches great value to safety. Consequently, specific rules apply to gaining access to our sites and to performing work there. In order to gain access to a site (e.g. a substation) shared by TenneT and Liander, it was previously necessary to complete a gate instruction at TenneT, as well as a similar instruction at Liander. These instructions are compulsory for visitors and all employees, and have now been combined. They cover the safety regulations that apply at TenneT sites (including joint TenneT-Liander sites).

A joint gate instruction must be completed before departing for a joint TenneT-Liander substation. The certificate remains valid for one year, and includes proof of participation which can be cut out and pasted into the Safety Passport (applicable in the Netherlands). Employees and visitors must present their certificate to the TenneT or Liander representative upon entering the site.



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HSE Conference for European TSOs

The 4th HSE Conference for European TSOs was held on 14 and 15 March in Oslo, Norway. The event was organized by the Norwegian TSO Statnett, and was attended by the HSE managers of the TSOs of Norway, Denmark, Sweden, Finland, the Netherlands, Belgium, France, Switzerland and Portugal.

The overall aim was to exchange knowledge about safety and to define joint themes for further elaboration. These include proactive safety indicators and working on a strong safety culture, to which Safety Culture Ladder certification can make a major contribution. Together we are building a safety community of European TSOs!



NEN-related news

Conference on Industrial Safety

Guido Fricke (Senior Manager Corporate Procurement at TenneT) was a keynote speaker at the NEN Conference on Industrial Safety, held on Thursday 25 January in Utrecht (Netherlands). The Safety Culture Ladder organization was represented in the NEN stand at the conference. Click [here](#) for more information about this conference .

The Safety Summit

The Safety Culture Ladder organization will be represented at The Safety Summit, which will be held in Schelle, Belgium, on 25 April 2018. The Safety Summit is a conference on sustainable safety and well-being in the work environment. A workshop on the Safety Culture Ladder is scheduled in the afternoon, entitled: 'The Safety Culture Ladder: An Incentive for Improvement?'

First SAQ+ statement

On 23 January 2018, the first Statement for Level 3 of the Self-Assessment Questionnaire+ (SAQ+) was presented by Hanneke de Vries, director of the Netherlands Certification Institute (NCI) to Frans van Hofwegen, director of Fluxpower B.V. In the [In Focus](#) section of this newsletter you can read an interview with Katja Kramer, QHSE Adviser at Fluxpower.



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Successful TenneT Contractor Forum 2018

On 31 January, over 100 managing directors of our major international contractors and offshore partners attended the TenneT Contractor Forum 2018 in Hoofddorp, the Netherlands. A second Contractor Forum for German and Dutch contractors was held a week later in Düsseldorf, Germany. The aim was to exchange knowledge and ideas about the future (technical) challenges of the energy transition, in relation to the themes of safety, sustainability and innovation.

Future vision

The day opened with a presentation on TenneT's vision of the future and our perspective on the energy transition, with our plans for the North Sea Wind Power Hub as a good example. This was followed by a presentation by Siem Bruijns, TenneT's recently appointed Senior Manager Corporate Safety & Security. He spoke about safety and the Safety Culture Ladder as a tool for monitoring and strengthening the safety culture within our own organization and at our contractors.



Personal leadership

The TenneT Contractor Forum continued with a panel discussion with a number of TenneT Executive Board members and senior managers, Jop Groeneweg (professor at Delft University of Technology), and one of our contractors.

The central topic of discussion in Hoofddorp was personal leadership in safety. One of the conclusions was that high-quality and efficient business operations will automatically result in optimal safety.

The panel discussion in Düsseldorf focused mainly on the division of responsibilities between TenneT and its contractors in the area of safety. The participants concluded that safety was so important that both TenneT and its contractors must assume a proactive role.

Safety Community Platform

The TenneT Contractor Forum provided an excellent opportunity to share knowledge and ideas with our contractors. We want to establish a permanent format for such exchanges rather than



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being limited to occasional meetings. To facilitate mutual contacts, TenneT has created an online Safety Community Platform where we can exchange knowledge and engage in discussions about safety. After all, we can always learn from each other as 'Partners in Safety'!

On the Platform you will find all the presentations given at the TenneT Contractor Forum, an overview of the ideas submitted during lunch, information about the Safety Culture Ladder and safety performance, and various statistics.

[Register](#) for access to the Safety Community Platform.

New Senior Manager Corporate Safety & Security

I am pleased to introduce myself to you. My name is Siem Buijns, since January Senior Manager Corporate Safety & Security at TenneT. I have already met some of you at the TenneT Contractor Forums. Although I am new in this position, I am not new at TenneT. I joined the company 11 years ago as Senior Manager System Operations, first in the Netherlands and in 2013 and 2014 in Germany. In the past three years, I was managing director of TSCNET in Munich, a service company for the European TSOs.

I am really impressed with the progress that TenneT and most of its contractors have made in the past few years when it comes to improving safety performance. We are in the middle of the process of creating a truly safe working environment for our people. There is still a lot to do, but I am convinced that we can accomplish this together. The implementation of the Safety Culture Ladder is a key element in this process, but of course more is needed to realize a truly safe working environment. Therefore, I am looking forward to working together with you and all my TenneT colleagues to make sure that all our employees get home safely, every day.



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Update on roll-out of Safety Culture Ladder at TenneT contractors

The implementation of the Safety Culture Ladder at our contractors is progressing steadily. 66% of all contractors who attended the workshops have now started the implementation process, and 19 contractors have received certification. Matthäi and Spie-SAG are the first two German contractors to have been certified, and the first SAQ+ statement has been awarded to Fluxpower. We are now making extra efforts to assist the remaining 34% of contractors that have not yet started the implementation process.



Additional workshops

We are also organizing additional workshops to provide the necessary information to companies that recently concluded a contract with TenneT and/or that have not yet been able to attend a workshop. The importance of the Safety Culture Ladder was extensively addressed at the TenneT Contractor Forums in Hoofddorp

and Düsseldorf and at the Supplier Day in Duiven.

New contractors

In the meantime, we have started new tender procedures in which the awarded tenderers must accept a contractual obligation to implement the SCL in an agreed period. In this way, we are also involving new contractors in the strengthening of our safety culture. The SCL team has also started integrating the Safety Culture Ladder in the working practices of the TenneT category buyers and in the contracts concluded. As previously indicated, we plan to make the SCL certificate obligatory for new tender procedures with effect from early 2019. This decision will be carefully considered on a category-by-category basis, and subsequently communicated to our contractors.

Proposals for improvement

The audits (SAQ+) are now in full swing and many contractors have arranged for audits to be performed by a certification institute of their choice. Contractors have also provided feedback to TenneT. This has led to a number of suggestions to NEN for improvements to the SCL Manual. These proposals for improvement concern the minimal scope of the audit reports, organizing the 13-week period in the event of measurement errors, transparent quality assessment of certification institutes, audit activities for the less demanding versions of the SAQ / SAQ+ process, and reducing the audit burden for companies with less than 65 employees. The proposals are currently being evaluated by the NEN Experts Committee. Any changes will be published on the NEN website, and also communicated in this Safety Newsletter.



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Explanation SCL pilot project at TenneT

We have received quite a few questions about the products of the SCL pilot project at TenneT, hence the following brief overview. At the start of the SCL roll-out at TenneT's contractors, TenneT made a number of suggestions to NEN for amendments to the SCL Manual. The SCL Manual describes the implementation of the requirements documented in the certification schedule.

These proposals concerns two topics:

- Reducing the audit burden: the Manual prescribes a complete audit every year; the proposal is to conduct a complete audit in year 1 and 4, and less extensive follow-up audits in year 2 and 3.
- Scaled-down version of SCL certification: in addition to full SCL certification, it is also possible to opt for SAQ or SAQ+.

Manual

Clients and contractors can decide on the required versions in mutual consultation. At NEN's request, TenneT is conducting a pilot project focusing on the aforementioned matters. Please note that other clients will use the original Manual and basic principles, until the experiences gained in the TenneT pilot project have been approved and integrated into the Manual. The pilot will be evaluated in late 2018. The decision to incorporate the findings of the pilot project into the Manual will be taken by NEN in consultation with

the NEN Experts Committee and Stakeholders Committee.

Scope of the audit

So what is the big difference between SCL, SAQ+ and SAQ? Many assume that these systems differ in substance, but this is not the case. An effective safety culture cannot be implemented based on a piecemeal approach, or in some areas but not in others. This means that the requirements for all products are identical and are documented in the certification schedule. The difference lies in the audit burden. In the case of SCL and SAQ+, the audit burden depends on the number of employees as laid down in the Manual. The SAQ+ audit burden amounts to 40% of the full SCL audit, while the SAQ audit burden consists of 1 man-day. A follow-up SCL audit is a 40% experience audit, while a follow-up SAQ+ / SAQ audit lasts 0.5 man-days.

An SCL audit covers the full scope: all 6 business aspects, all 18 characteristics,

and all (relevant) parts of the organization. A certificate is issued when the audit findings are positive.

The SAQ+ / SAQ audit is only partial and is therefore called an 'assessment'. When the assessment produces a positive result, a so-called 'statement' is awarded. These designations have been deliberately chosen.

In the case of an SCL audit with positive results, the audit team has actually observed that the applicable requirements have been met. An SAQ+ / SAQ assessment with positive results means that the team has gained a positive impression of the working culture, and that no facts have been discovered which contradict that general impression.

Information on these matters can be found on the NEN website under the 'Pilot' tab. If the above raises questions concerning publications on the NEN website, please note that the information on the NEN website takes precedence.



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Safety Culture Ladder audit at TenneT

5 March 2018 was the start of the audit at TenneT for certification at Level 3 of the Safety Culture Ladder (SCL).

The audit will last until 20 April and consists of 13 days of audit activities in both the Netherlands and Germany.

The auditors will visit TenneT offices in Germany and the Netherlands, but the main focus will be on construction sites and substations. The first few days of auditing in Germany have been completed, with good results.

In April the auditors will visit project sites and regional offices throughout the Netherlands. We have every confidence in a positive end result and will continue to focus on safety: we want everyone working for TenneT to return home safe and sound at the end of each working day!



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Accident involving hydraulic hoist

Description of the accident

A serious accident involving a TEUPEN LEO36T hydraulic hoist occurred at another TSO in Germany. The work platform buckled at a height of approx. 6 meter. The two workers on the platform were secured against falling. However, the rail to which they were attached fractured due to the dynamic forces. As a result, the workers fell from the platform, which was tilted downward. Fortunately they merely suffered a few bruises, but the outcome could have been much worse.

Causes

This accident was caused by the complete tearing of a welded joint on the aluminium flange plate (the connecting point of the telescoping boom of the hydraulic hoist) prior to extension of the boom. After the tearing of the welded joint, the work platform was suspended only from the hydraulic hoist's hydraulic tubes.

Investigation

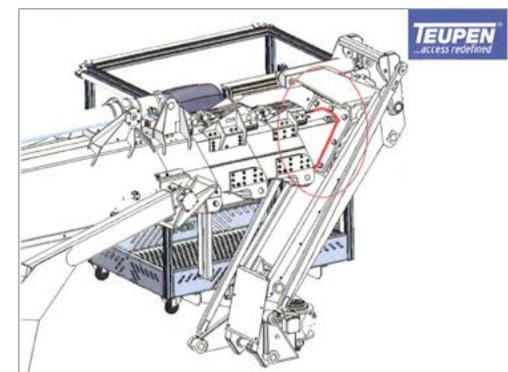
The incident is currently being investigated and its causes are being analyzed. The responsible professional association has transferred the relevant components to the

German Institute for Occupational Safety and Health (Institut für Arbeitsschutz der Deutschen Gesetzlichen Unfallversicherung) for testing. The test results are expected in the course of 2018.

Precautionary measures

Manufacturer TEUPEN has drawn up a technical notice providing instructions on the inspection of hydraulic hoists and describing the measures to be taken, and has sent this notice directly to its customers. This technical information also specifies the exact location where the damage to the hydraulic hoist occurred. A visual check must be performed to identify possible tears in the welded joint around the smallest profile with the flange plate at the connection with the 180-degree telescoping boom (see the area marked in red in the illustration above). If this visual inspection does not yield any information about the state of the welded connection, the paint on the welded joints must be removed using a solvent (mechanical removal of the paint layer is NOT permitted). The welded connection must then be subjected to a paint penetration test. If any tears are

discovered during the visual inspection or the paint penetration test, please contact the TEUPEN technical department to discuss the necessary measures, telephone no. +49 2562 8161 300; e-mail service@teupen.com.



Location of welded joint to be checked



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Safety Leadership

Improving safety in the workplace together with our contractors is an important focus area in our Safety Vision 2018. In this regard we often focus on incidents: what went wrong and which measures can we take jointly to ensure improvement? However, it is equally important to exchange knowledge and experiences.



After all, TenneT is not the only party working on improving safety. Contractors will also have gained experience in building a proactive safety culture, possibly encouraged by the introduction of the Safety Culture Ladder. In the past few months, TenneT has talked to a number of contractors about the progress realized. It is always striking how many common challenges and achievements we discover during our 'safety visits'.

Compliments

In our conversations with contractors, they frequently indicate that safety leadership is not 'rocket science'. Safety leadership means taking an interest in what colleagues have to say, and actually

implementing recommendations for a safer working environment (rather than postponing implementation). It means inquiring into the working conditions of colleagues, and actually reporting any problems that exist. This requires sufficient 'social safety',

which can only be realized if management devotes explicit attention to these matters. Colleagues must be deliberately provided with an opportunity to consider working conditions, and must be directly complimented for their efforts.



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Fluxpower receives first SAQ+ statement

Fluxpower is the first Dutch contractor to have received Level 3 Safety Culture Ladder certification in the form of an SAQ+ Statement. On 23 January 2018, Fluxpower director Frans van Hofwegen received the Statement from Hanneke de Vries, director of the Netherlands Certification Institute (NCI).

Katja Kramer is QHSE Adviser at Fluxpower and was closely involved from the start in the implementation of the Safety Culture Ladder at the company. She describes the lead-up to the festive presentation of the SAQ+ Statement.

How important is safety to Fluxpower?

“Fluxpower provides various services related to the realization, maintenance and renovation of high-voltage installations. TenneT has been one of our main clients since Fluxpower was established in 2013. We provide Building Site Supervisors, Technical Specialists, Technicians, Safety Experts, and Duty and Technical Supervisors for maintenance, newbuild and renovation projects. Safety is a core value at Fluxpower. We are well aware that our clients need our staff for their technical expertise, but we consider it very important that they also possess all the required safety knowledge. In their day-to-day

work, our people are not only responsible for their own safety, but also for the safety of colleagues in their immediate work environment.”

How is this translated into practice?

“We organize monthly work meetings that all our staff are required to attend, and safety is a standard item on the agenda. This gives people an opportunity to exchange knowledge and experiences, and to discuss potentially dangerous situations.

Our staff also maintain a log when working in the field. In addition to the activities performed, they can also report any safety-related issues in the log. In my capacity as QHSE Adviser, I discuss these issues with them and determine whether any improvements can be made. I am also regularly out in the field to pay working visits and perform workplace inspections.”



Why did Fluxpower decide to seek SCL certification?

“When TenneT began rolling out the Safety Culture Ladder in 2016, we attended a presentation. We discovered that the values represented by the Safety Culture Ladder were fully in keeping with our culture at Fluxpower. We were very



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enthusiastic straight away, and set to work almost immediately.”

So which steps did you take?

“Some of our staff first attended a master class organized by AdvSafe to familiarize themselves with the requirements and criteria of the Safety Culture Ladder, and to determine our ‘starting position’, i.e. the level on the ladder we had already achieved. We conducted a self-assessment supervised by a consultant, and concluded that we stood at Level 3. We then gave a presentation on the SCL system at a work meeting, and some of our staff completed a self-assessment. The outcome of this exercise also indicated that we had achieved Level 3.”

Are there any points for improvement?

“Of course there are always things that we can do better. For instance, we discovered that some of our safety forms were difficult to find for our employees. A few simple changes were all that was needed to solve this problem.

In addition, we expanded our incident registration system so more reports could be registered. Fluxpower has a pool of self-employed workers that we frequently collaborate with. To ensure that their safety knowledge remains up to standard, we decided a few months ago to provide access to our toolbox meetings via an online system, so that everyone can consult the relevant information and updates. We also give self-employed

workers the opportunity to participate in the safety training courses that we organize for our own employees.”

Has your objective been achieved with the SAQ+ Statement?

“Of course we are very pleased and proud to have obtained the SAQ+ Statement in such a short time. However, Level 3 on the Safety Culture Ladder is not our ultimate goal. Our ambition is to achieve Level 4 in one or two years’ time. Safety is and will always remain a top priority at Fluxpower.”



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Life-Saving Rules

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

Safety Culture Ladder

www.tennet.eu/company/safety-at-tennet/safety-culture-ladder

Safety at TenneT

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

Contractor Management

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