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SUBJECT Guide to Safety Culture Ladder

Guide to Safety Culture Ladder for TenneT

The purpose of this document is to provide guidance and understanding of the Safety Culture Ladder system and the Safety Culture Ladder certification requirement of TenneT towards (potential) contractors. Attached is an overview on the context of Safety Culture Ladder certification by TenneT, the standard itself, certification issues and a view on the SCL sources for information.

This document is also prepared for external distribution.

Formal information in tender procedures, inquiries, orders, NEN website and documents, etc., will prevail on the information in this document. If you have any questions on the content, please do not hesitate to contact the SCL team (safety@tennet.eu).

The content:

1. Summary Safety Culture Ladder
2. Safety Vision & Safety by Contractor Management Program
3. Risk Classification
4. Safety Culture Ladder criteria for contractors
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6. Certification Safety Culture Ladder
7. Alternative standards
8. Communication

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1. Summary Safety Culture Ladder (SCL)

The introduction of the SCL by TenneT in the cooperation with TenneT contractors is a major initiative to improve the safety performance. The SCL is part of the program Safety by Contractor Management.

The SCL is not just another standard for assessing an SHE management system, but instead a standard for objectively measuring the health & safety attitude and behaviour in a company. The purpose of the SCL is to contribute to SHE awareness in companies and thereby stimulate safe and healthy working practices and realise improvements in this area.

TenneT requires SCL level 3 certification for those suppliers who execute high risk activities and who are doing substantial business volume with TenneT. TenneT requires SAQ+ level 3 certification for those contractors who execute high risk activities with small business volume, and medium risk activities with substantial business volume.

TenneT's ambition is to apply the SCL / SAQ+ (level 3) as a qualification criterion in the future. In the (current) transition phase TenneT applies the SCL / SAQ+ as a contractual requirement.

The SCL is an independent certifiable system for safety culture and has been selected because it generates the possibility for contractors to distinguish themselves from competition on being prepared for a high safety performance. TenneT has identified the SCL system as an effective and structured instrument to implement and maintain solid safety attitude and behaviour in the supply chain. The SCL offers the possibility for a transparent and efficient cooperation for safety issues, resulting in partnership and positive results on company quality standards, image and above all safety performance.

Safety experts of TenneT have defined the safety risk potential of executed activities. Based on this classification, taking proportionality into account, TenneT defines categories and tenders which would need contractors with a SCL certification. In general all activities being executed on substations, overhead lines and/or offshore are considered as high risk. Additionally, all activities having high influence on the safety of the tasks to be performed, like engineering, are considered high risk as well. Technical services for investigations and/or supervision, logistics and facility management are considered as medium risk.

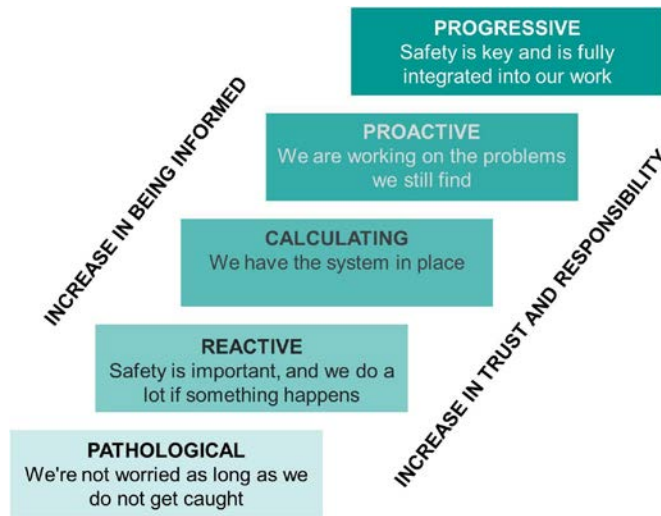
The company, who signs the contract with TenneT, needs to be certified. This company is accountable and responsible for the to be executed activities, performed either by own employees or sub-contractors. Within the company to be certified, TenneT asks for certification of those units with employees or sub-contractors working on TenneT projects or which (can) influence safe working.

The SCL

- is a standard for objectively measuring the Health and Safety attitude and behaviour in a company.
- consists of 5 maturity levels of safety culture. Each ladder step indicates the level of development in which a company operates in the field of safety awareness.
- measures safety on 6 company aspects.
- is not another standard for assessing a SHE management system of a company
- is a growth model, encouraging a company to reach and maintain the next level.

The SCL is an official system, controlled by the Dutch standardization institute, NEN. Next to a full certification NEN offers also SCL light products (SAQ and SAQ+) including an adapted (lighter) certification scheme¹. NEN approves and accredit the certification institutes (CI's) and the auditors, which can certify a company on the SCL.

¹ TenneT is a pilot, organized by the NEN, for these light instruments



CI's will determine the scope of the audit, the interviews and the projects to be visited. After careful planning, the audit will be executed by two auditors. The audit will consist of interviews with employees across the organisation, visits to projects, observations and small interviews on site. Employees of subcontractors working on sites will also be subject to short interviews and observations.

Scores on the 6 company aspects are transparent and will lead to an overall score for the company. The audit results will be reported including improvement areas. The certificate will be uploaded to the NEN website.

TenneT is engaged to accept alternative standards and has developed criteria for equivalence. However it should be mentioned that the full and intensive focus on attitude and behaviour in a certifiable environment is a rather new development within the safety community.

TenneT has installed several communication media to support the implementation from the SCL, both for TenneT contractors and other contracting authorities. TenneT is engaged in stimulating safety culture in organisations, and promoting the SCL as being an objective instrument to measure safety culture, within the energy and infrastructure industry and, if possible, beyond these industries.

2. Safety Vision - Safe Execution - Safety by Contractor Management Program

TenneT decided to implement initiatives in order to increase its safety performance significantly. Therefore, in 2013, the Safety Vision 2014-2018 was developed including a Roadmap, with the focus on three areas:

- Safety Leadership
- One TenneT standard
- Contractor Management

In 2018 TenneT has developed a new Safety Vision 2022, which is building further on the main principles of the previous Safety Vision. The Safety Vision 2022 can be found on TenneT's corporate website.

One of the results of the Safety Vision is the development and roll out of the Safety by Contractor Management (SbCM) program. Since SbCM has the focus on the cooperation with contractors, TenneT introduced safety interventions for each tender phase. With this approach TenneT makes transparent what is expected from contractors in the cooperation with TenneT on safety practices.

The focus on safety in tender phases is:

1. Preparation phase : Safety risk classification
2. Selection phase : Safety Culture Ladder
3. Awarding phase : Project Safety Plan and Safety Awarding Criteria
4. Contracting phase : Contractually agreed safety norm (KPI's)
5. Performance mgt. : Supplier Performance Management (including feedback loop)
as measured during contract execution

Based on the new Safety Vision, the program is embedded in the Safe Execution ambition and aims at improving the safety performance in the (complete) supply chain, whereas TenneT and its contractors need to develop jointly. Therefore TenneT has chosen for a gradual approach, proportionate and flexible in SCL implementation. TenneT will implement improvements carefully, contract by contract or category by category. TenneT is open to understand mutual requirements and/or wishes.

TenneT wants to work with contractors which share the same safety ambitions and believes. At the same time it is known, that improvement on safety culture and behaviour is the next major step to get significant increase in safety performance. TenneT wants to offer the contractors the possibility to distinguish themselves from competition based on safety performance.

TenneT has chosen for the SCL to support this approach:

- SCL covers relevant company aspects influencing safety performance
- The SCL standard can be applied on all (sub) contracted activities
- SCL does not require new management systems
- SCL is based on a growth model, aiming at continuous improvement
- SCL measures the effectivity of the safety activities in a company (not what is on paper or how it should be, but how is safety in practice executed by employees)
- The SCL standard is certified by independent certification institutes

3. Risk Classification

Safety experts from TenneT appointed the following areas having potential safety risk:

- Activities to prepare (the execution of) projects, like engineering, routing, surveys, (environmental) planning, etc. and with high leverage on the prevention of safety risks
- Activities involving the execution of projects, on- and offshore
- Supporting activities, like building maintenance, cleaning, catering, security, waste removal, etc.

Risk types

Safety experts have made a list of potential safety risks, in particular consisting of but not limited to:

- Working with or in the vicinity of electrical parts
- Working in the vicinity of high voltage
- Working on height
- Increased risk due to falling parts
- Increased risk on slipping or stumbling
- Working with large / complex machinery
- Working with scaffolds
- High number of different activities (many interfaces, complex activity composition)
- Complex potential emergency situation - (e.g. remote area / offshore, crowded area)
- Working with hazardous substances (Health)

These risks are directly connected to the execution of certain activities. Some risks cannot be avoided, however, the likelihood and impact can be reduced by training, preparations, instructions, tooling, etc.

Risk classification

In a generic model TenneT assessed each eCI@ss (cluster of materials and services of the same nature) whether above risks occur when performing activities or handling materials. As a result all eCI@sSES belong to a certain risk class (high, medium, low). This risk classification is the basis to exactly determine the risk level for each measure and project. These can also consist of a combination of different eCI@sSES or the activity is not fully covered by the eCI@ss description. For specific questions and the final classification the safety experts of TenneT need to be contacted.

As a general orientation, the following risk classification applies:

High risk:

- all activities (installation, (dis)assembly, maintenance) being executed on substations, overhead lines and cables or offshore.
- all activities having high influence on the safety of the tasks to be performed, like engineering.

Medium risk:

- Technical services for surveys, investigations and/or supervision.
 - o These activities are mainly in "greenfield" conditions, often performed by individuals and have limited influence on the safety of the tasks to be performed.
- Facility management and logistical services.

In general the activities are classified as follows:

1. *Preparation*

Considered as high risk:

- Engineering

Considered as medium risk:

- Technical services (soil, surveys, routing, environment, bailiff, etc.)
- Technical services supervision and/or coordination

2. *Execution*

Considered as high risk:

- Construction (steel, civil & architectural) works
- Civil and/or foundation works
- (Dis)assembly, inspections, maintenance of cables, substations and/or overhead lines
- Corrosion protection work, tree/branch cutting and alignment works for lines and/or stations

Considered as medium risk:

- Testing and commissioning
- Electrical (non-High Voltage) maintenance
- Maintenance and inspections of instrumentation and control systems

3. *Offshore*

Considered as high risk:

- Offshore Cable Installation
- HVDC Stations
- Offshore- Tests, -Surveys, -Certificates Inspections, -Services, -Overhauling
- Offshore Maintenance and Repair
- Offshore supervision
- Transportation services

4. *Facilitating*

Considered as high risk:

- Building planning, Maintenance Office Buildings
- Special construction work
- Heavy transport, road, material handling on site

Considered as medium risk:

- Logistics service
- Facility management (maintenance, cleaning, catering, gardening office, waste management)

4. SCL criteria for (sub)contractors

TenneT has selected the SCL system as an effective and structured instrument to implement and maintain solid safety attitude and behaviour in the supply chain.

TenneT requests its contractors to get certified on the SCL system (or equivalent) for level 3. ***The SCL system contains of three products TenneT can require from its contractors, an SCL certificate, an SAQ+ Statement or an SAQ Statement***, more information in next chapter. With the SCL certificate / SAQ+ Statement on level 3, companies demonstrate that their safety culture represents a quality aspect of their organization.

Who needs to be certified?

The contractor (company entity) which signs the contract with TenneT and which performs medium or high risk activities for TenneT, needs to be certified. This is the contractor in charge which manages the to be executed activities for TenneT projects, performed by either own employees or sub-contractors.

TenneT asks for certification of all units which employ people or sub-contractors or which (can) influence safe working of these people and sub-contractors. If not the contractor as a whole is being certified, this limitation will be mentioned in the SCL certificate.

The production of components or parts as such is not part of the certification. However, when the product leaves the factory and is being handled on TenneT premises/construction sites (transport, lifting, installation, commissioning, start-up, inspection, maintenance, preservation) a SCL certification is needed.

If contractors form a joint venture, consortium, ARGE, Kooperation, Bietergemeinschaft, VOF, etc., all (relevant units of these) contractors need to be certified, in case they execute medium or high risk classified activities.

Subcontractors

At this moment, subcontractors do not need to be certified unless otherwise specified by TenneT. The SCL standard contains several requirements on how a contractor is managing his subcontractors. This basically prescribes that the subcontractors need to work with the same safety behaviour and attitude as the (main) contractor. The contractor may use his "own" system to specify a certain safety culture towards subcontractors or use the SCL requirement in their contracting as well. If the auditor visits a project, he will observe and interview contractor's employees as well as employees of subcontractors. The result will be part of the contractor audit results.

Material supplies

Production and delivery of components and/or materials is not subject to the SCL requirement.

The production from offshore platforms is not considered as the production of a component and is therefore subject of the SCL certification.

5. SCL Basics

The SCL standard

The SCL is controlled by the Dutch standardization institute, NEN. Safety culture systems have been developed and implemented by the Oil & Gas industry in the 90's, mainly based on self-assessment methods. Since then, many industries have implemented safety culture into their organizations and in 00's the system has been developed into an **independent certifiable** system for safety culture. The SCL certification is now applied in procurement processes by a number of contracting authorities operating with large infrastructural assets. SCL certified companies can be found on <http://safetycultureladder.org/> under the tab "Certified Companies".

SCL consist of 5 maturity levels of safety culture and should be considered as a growth model. The ladder steps indicate the level of maturity on which a company operates in the field of safety awareness.



The SCL measures safety attitude and behaviour in 6 company aspects with 18 characteristics.

Table: The company aspects and characteristics of the SCL

company aspects	characteristics
Leadership and involvement	management interest
	employee involvement
	performance rewards
Policy and strategy	causes of accidents
	profitability and continuity
Organisation and contractors	contractors
	competency and training
	H&S department
Workplace and procedures	work planning
	workplace safety
	procedures
Deviations and communication	report
	investigation of incidents
	follow-up of incidents
	daily control
Audits and statistics	meetings
	audits and reviews
	trends and statistics

The SCL standard touches in general upon the same issues as management systems (like VCA / SCC, OHSAS, ISO, etc.). Audits for management systems often consist for a major part on document reviews, whereas SCL hardly requires document reviews. The SCL audit is focussed on the **effective implementation** of the safety policy and/or procedures. It is less important what is written on paper, it is more important what is in people's mind, reflecting in their attitude and behaviour, which is shown throughout the organisation. That is prove of a high level of safety awareness.

SCL products

NEN has decided to offer three SCL "products" in order to support a proportional requirement:

1. SCL Certificate. A full audit on all relevant requirements of the chosen level
2. SAQ+ Statement (or "Experience Assessment" in the NEN manual). A 40% audit compared to SCL. Implementation of a complete safety culture is necessary (you cannot implement safety culture partly), but audit scope is limited. A successful audit generates a statement. Since not all characteristics are assessed, the statement will declare that no reasons were found to doubt the organisation meets the required level on the SCL.
3. SAQ Statement (Self-Assessment Questionnaire). The auditor will assess the executed self-assessment, GAP analysis and action plan with planning. During the SAQ assessment the auditor will check that the company is working on improvements of the safety performance.

Details on these products are described on the NEN website www.safetycultureladder.org

Recently it has been decided by NEN, that SCL certification cannot be applied for companies with ≤ 5 employees. Therefore, TenneT will develop an alternative for these contractors (often working in niches), because these companies can execute high / medium safety risk activities, too.

SCL requirement and Risk classification

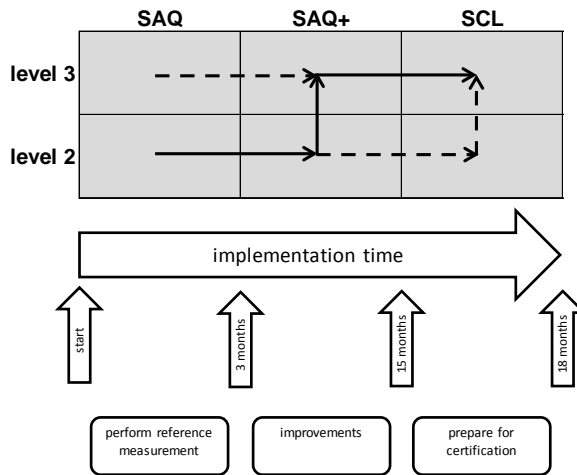
As described earlier, TenneT can require a SCL certification or a SAQ+ Statement. Which one is applicable depends on two factors, the risk type of the activities and the business volume. The higher the safety risk level and the business volume with TenneT, the higher the SCL requirement, see table below.

		safety risk level executed activities		
		<i>high</i>	<i>medium</i>	<i>light</i>
SCL product	SCL level 3	substantial volume	not applicable	not applicable
	SAQ+ level 3	low volume	substantial volume	not applicable
	SAQ level 3	not applicable	low volume	optional

SCL implementation scheme

A SCL implementation typically consists of the following steps:

- **Self-assessment** on safety awareness (on the NEN website a web tool for self-assessments can be found).
- **GAP analysis** to identify the delta between the as-is situation and the required SCL level.
- **Action plan** to determine safety improvement initiatives.
- **Pre-audit** on the achieved level performed by a certification institute or an advisor.
- **Audit** performed by a certification institute.



Typical implementation sequence and time

The TenneT Certification Scheme

The certification sequence for TenneT contractors starts with the certification for the required SCL product on the required level. In the first and second year after full certification, a follow-up audit on few aspects are being performed to keep track with the improvement activities. After 3 years the normal certification is being repeated, if possible on a higher level.

TenneT has extended the validity of a full SCL certificate / SAQ + statement from 1 year to 4 years, including the check-up actions in the period in between. The original NEN standard prescribes that every year a full audit should be performed. The extended validity is also part of the pilot project TenneT is executing on behalf of the NEN.

Table: Time assessment table for TenneT approach

	Year 1	Year 2	Year 3	Year 4
SCL Certificate	According to Man-Days table in SCL manual	Experience audit, 40% of full SCL audit	Experience audit, 40% of full SCL audit	According to Man-Days table in SCL manual
SAQ+ Statement	According to Man-Days table in SCL manual *40%	Check on plan of action 0.5 man-day	Check on plan of action 0.5 man-day	According to Man-Days table in SCL manual *40%
SAQ Statement	1 man-day	Check on plan of action 0.5 man-day	Check on plan of action 0.5 man-day	1 man-day

Source: www.safetycultureladder.org

Man-day means two auditors

SCL governance at NEN

NEN has created a governance structure around the SCL:

- A stakeholder board (working on the SCL system and application)
- An expert board (working on the content of SCL)
- Knowledge platform on safety culture (discuss ideas in the safety culture community)
- Harmonization platform
 - Harmonization of certified auditors (interpretation from audit experiences)
 - Harmonization of certification institutes (similar approach to the market)

This governance structure will gradually be extended from the Netherlands into other European countries. For 2018-2019 NEN is working on expanding into Germany and Belgium.

The governance structure is active and the boards handle improvement opportunities. NEN will handle potential complaints. Therefore TenneT advises to give feedback on the experiences of the contractors to NEN in order to improve the SCL standard and make the standard more mature. Please contact customerservice@nen.nl.

NEN is already working on some improvements like:

- Expanding the number of qualified auditors and certification institutes (CI's). CI's can contact NEN to become approved on SCL certification.
- Implement the French language, especially the documents (manual, certification scheme) and the web tool.
- In line with users in other countries, other languages will be developed.
- The questions in the web tool have proven to be successfully understandable for management employees and/or professionals. However for operational employees the web tool is less suitable. An improvement is in development.
- The SAQ+ and SAQ Statements (light versions of SCL) were being developed on TenneT request. The implementation of these products is part of a pilot and ends in 2019 (planned). Results will be analysed and if the result is positive the pilot will become the standard.

6. SCL Certification

Select and contract the Certification Institute (CI)

As a first step a company has to contract a CI. A CI would need the planned audit scope in order to determine the number of employees (own employees including temporary personnel for capacity reasons). The scope is at minimum the employees working on TenneT projects and the employees influencing safe working of these people. The approved CI's including contact details can be found on the NEN website.

Prepare the audit

The lead auditor of the contracted CI will compile the audit planning in cooperation with the company.

The first step is to determine the final scope of the audit. The lead auditor will have special attention for temporary employees and employees influencing the safety.

Subsequently employees will be selected across the organisation for interviews (number of interviews, see SCL manual). The company will be asked to organise the interviews on agreed dates. Also projects in execution will be evaluated and selected for audits on site. The auditor will ask for the result of the companies' self-assessment, either in this phase or during the audit.

Perform the audit

During an audit, employees throughout the complete organisation will be interviewed on their knowledge and awareness regarding safety within the company. Interviews are executed by two interviewers and take typically about 1 – 1,5 hours per interview. There is not a fixed set of questions. The interview will unfold in how the interviewed person *perceives* safety within his environment. One of the auditors will take notes.

The auditors will also visit one or more projects. On the project location they might plan an interview, but the auditors will also have short unplanned interviews with on-site employees and perform observations on executed activities. Both the employees of the audited company and the employees of subcontractors might be interviewed and/or observed. The results will be part of the total audit result.

At the end of the day and/or audit, the results will be scored. On every requirement one can score points, also if requirements are reached partly. Finally, the interviewers make up the total scores and compare the interview results with the SCL requirements to determine the actual safety culture level of the company.

Depending on the CI (this might be a question and/or requirement during contracting a CI) the auditor will give a short feedback by interview, by day and at least at the end of the audit. Subsequently an audit report will be submitted and, if applicable, a SCL Certificate or SAQ+ Statement. The way of working is described in the SCL manual on the NEN website.

Audit costs

The audit duration is described in the SCL manual (see defined man day table) and is dependent on the individual company size (# FTE) and selected certification institute. The amount of audit days therefore is defined by the standard. The competitiveness of the CI's will become clear in the daily rates and potential additional offered costs for travel, extra analysis, extra presentation, etc.

The external costs for a full SCL certification for an average of 10 to 2.000 FTEs in the company divisions that need to get certified could be estimated as from EUR 3.000 to EUR 15.000 on average (costs of year 1+2+3 divided by 3) per year. Audit costs have to be paid for by the contractor. In Annex I an overview of the external audit costs are described in greater detail.

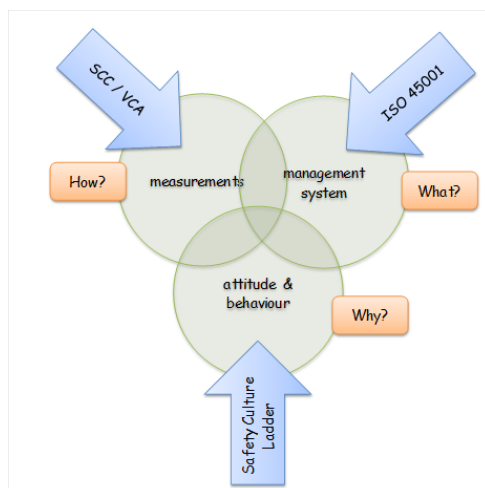
7. Alternative standards

Relationship with safety management systems

Standards like OHSAS 18001, ISO 45001, VCA, SCC are known safety management systems and apply to all types of organisations, whether profit, non-profit, or in the service or industrial sector. This is applicable for large and smaller companies. All the standards are aiming at controlling and continuous improvement of Occupational Health, Safety and Environmental (SHE) management systems.

In recent years it has become ever clearer that besides the availability of appropriate resources and systems, the human factor is the one who plays a prominent role, especially when it comes to working safely in practice. Attention has therefore shifted to the 'soft' side of the SHE management system, such as implicit safe and healthy working practices.

As said before, the SCL is not just another standard for assessing an SHE management system, but instead a standard for objectively measuring the health & safety attitude and behaviour in a company. The purpose of the SCL is to contribute to SHE awareness in companies and thereby stimulate safe and healthy working practices and realise improvements in this area. As a result, the SCL operates supplementary to 'system standards' such as ISO, OHSAS and VCA/VCU/VCO, as well as current rules, regulations and sector guidelines.



Typical relation between standards for management systems, VCA/SCC and SCL

Alternative standards

TenneT requires in tender procedures SCL certification or equivalent, as far as this is stated in the concerning EU-announcement or tender documents.

In the past, audits on management systems used to focus on document reviews (how it should be), whereas SCL audits focus on interviews and observations (how it is in practice). It can be observed that safety awareness and behaviour become more important also for known management systems, which tend to divert towards interviews and observations as well.

TenneT wants to develop its own safety culture and the one of its supply chain. Therefore it is in the interest of TenneT to see that also other standards with equivalent features as the SCL are being developed and used to lift the safety culture of the whole industry. However since it is a requirement in the tender procedures TenneT needs to make the equivalence judgements carefully and transparent. Therefore, TenneT has developed, and is still fine tuning, in cooperation with other contracting authorities criteria to judge on the equivalence. The **preliminary approach** consists of criteria that are based on the content of the SCL standard, and should also reflect the way the SCL audit is set up and executed (wide scope interviews).

The scope / content of the requirements meeting certain criteria representing the essentials of the SCL system, are defined as follows:

- The system is based on different development phases from safety behaviour and attitude in the organization.
- The system should largely cover the aspects and company characteristics of the SCL.
- The system can include self-assessments, but must be assessed and audited an independent organization with a pre-determined frequency.
- The system should include safety culture development in the supply chain.
- The system should cover those organizational units which are directly involved working for TenneT and having influence on the safety culture.
- The system is part of an integral safety system (with occupational Health, Safety and Environment integrated with technical safety).
- The system elements and auditing results should be available for TenneT.

8. Communication

An important part of a mature safety culture, and hence the SCL requirements, is a transparent communication on safety subjects. An extensive communication structure has been installed – on corporate, category and project level:

Meetings

TenneT organizes on a regular basis:

- SCL workshops in 3 languages for contractors who are planning implementation (frequency based on needs)
- Contractor days for framework contractors (both by individual category and for all framework contractors) (frequency 1-2 times per year). Safety is part of the agenda.
- Contractor forum days for CEO's of contractors (frequency once in 2-3 years). Safety is part of the agenda.

Support

Communication channels on safety:

- TenneT publishes a safety newsletter in 3 languages with relevant SCL themes and actual developments (frequency 3 months). If you like to receive the newsletter, please contact safety@tennet.eu
- TenneT has a portal "TenneT Safety Community" for the exchange of safety issues by TenneT contractors. Access to be gained by sending an email to safety@tennet.eu
- TenneT publishes Safety Moments and Safety Alerts to share critical safety information
- On the TenneT website there is a separate tab (company, safety by TenneT) with a lot of safety specifications, alerts, newsletters, animations, e-learnings, etc.
<https://www.tennet.eu/company/safety-at-tennet>
- TenneT has installed a SCL support team to give answers on questions on SCL, like implementation issues, understanding requirements, issues with certification institutes and/or NEN, request for advisors, experiences, ideas, etc. SCL support team can be contacted: safety@tennet.eu.
- TenneT is open, based on availability, to give presentations and/or interviews for example sector specific meetings, seminars and/or magazines in order to share TenneT's vision, approach, experiences and network. Please contact the SCL support team.

SCL infrastructure

TenneT supports NEN with the development of the SCL on an international basis and to professionalise the standard. On the NEN website, <http://safetymcultureladder.org>, the following information can be found:

- The standard (manual and requirements)
- The certification institutes for SCL approved by NEN including links to the websites
- The certified companies including with a link to their certificates (potentially with limitations on certification scope)
- Access to the SAQ (self-assessment questionnaire) web tool in 3 languages
- By NEN approved auditors
- Latest news (seminars, new certification offices, publications, etc.)
- Several relevant documents

For questions and/or remarks following email addresses can be used: customerservice@nen.nl or info@safetymcultureladder.com .

Certification offices are organising, sometimes in cooperation with advisors, on a regular basis seminars on implementation and audit issues. Announcements will be made on the tab "news" on the NEN website and the websites of the certification offices.

Other contracting authorities

TenneT is engaged to convince other contracting authorities in the industry to specify SCL as well for safety (culture) requirements. It is in the interest of both TenneT and contractors that contracting authorities are aligned on SCL.

TenneT has close contact in this regard with the European TSOs (Transport System Operators) and contracting authorities for infrastructure. In Germany TenneT also works closely with the Berufsgenossenschaft. TenneT also encourages the use of the SCL requirement for subcontractors in the TenneT supply chain.

Annex I. External Audit Costs

Estimation of external costs with an average over 3 years (in line with validity period of SCL Certificate / SAQ+ Statement). With an average rate of 1.200 Euro per auditor day the cost is calculated for.

estimated costs for audit on SCL					
level 3	employees		66-125	426-625	1176-1550
	SCL	audit	€	10.800	€ 18.000
	experience audit	€	4.320	€ 7.200	€ 9.360
	total/yr	€	6.480	€ 10.800	€ 14.040
SAQ+	experience audit	€	4.320	€ 7.200	€ 9.360
	follow up	€	600	€ 600	€ 600
	total/yr	€	1.840	€ 2.800	€ 3.520
SAQ	SAQ audit	€	1.200	€ 1.200	€ 1.200
	follow up	€	600	€ 600	€ 600
	total/yr	€	800	€ 800	€ 800

Excluding certification costs NEN (for SCL every year, for SAQ+ in year 1 and 4 only), depending on company size. Between €750 to €2.500.

External Audit costs up to 65 employees

Since 1st January 2019:

- Audit days are reduced considerably by NEN
- Decisions:
 - *Minimum # audit days is 3 (otherwise audit not possible)*
 - *Companies < 5 employees: audit / certification not possible*
- Change on NEN website by side letter, not in manual (yet)

Estimation of external costs with an average over 3 years (in line with validity period of SCL Certificate / SAQ+ Statement). With an average rate of 1.200 Euro per auditor day the cost is calculated for.

		estimated costs SCL audit small companies						
level 3	employees		< 5	5 up to 10	11 up to 25	26 up to 35	36 up to 50	51 up to 65
SCL	audit	year 1, 4, etc	no SCL	€ 3.600	€ 4.800	€ 6.000	€ 7.200	€ 9.600
	experience audit	year 2+3, 5+6, etc		€ 3.600	€ 3.600	€ 3.600	€ 3.600	€ 3.600
	total/yr	average over 3 years		€ 3.600	€ 4.000	€ 4.400	€ 4.800	€ 5.600
SAQ+	audit	year 1, 4, etc	no SAQ+	€ 3.600	€ 3.600	€ 3.600	€ 3.600	€ 3.600
	follow up	year 2+3, 5+6, etc		€ 600	€ 600	€ 600	€ 600	€ 600
	total/yr	average over 3 years		€ 1.600	€ 1.600	€ 1.600	€ 1.600	€ 1.600

Excluding certification costs NEN (for SCL every year, for SAQ+ in year 1 and 4 only), depending on company size. Between €750 to €2.500.