



# Safety Culture Ladder Certification Scheme

Working Safely Together

Version: 4.0  
Date: 1 July 2016



**SAFETY CULTURE LADDER**

**NEN**

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## Introduction

The Safety Culture Ladder Certification Scheme forms a framework for the Safety Culture Ladder certification process. It includes all required formal information about requirements, criteria, auditor guidelines and scores. The Certification Scheme is published on [www.safetycultureladder.org](http://www.safetycultureladder.org). There are no technical changes compared to version 3.0.

General information about the Safety Culture Ladder is included in a separate manual, version 3.0, which can also be downloaded from the aforementioned website.

## Preface

Almost daily the media reports incidents in which workers are injured in the course of their duties. Sometimes it's about minor incidents, sometimes it's about accidents with serious injuries or even fatalities. The responsibility lies with all parties involved, both employers and employees. There are systems, structures, rules and regulations in place to avoid accidents, but that alone is not sufficient to prevent unsafe situations.

A key factor is awareness at all levels of the organization's own contribution to safety. This has everything to do with attitude, behaviour and culture. Has there been created a setting in which people dare to express themselves if there is an unsafe situation? Is safety often talked about and are employees being heard on safety issues?

In recent years, ProRail has developed the safety culture ladder and expanded it widely into the rail market. Since then the safety culture ladder is widely accepted and has made a major contribution to the safety consciousness within the entire rail industry. It's a huge success because this system is based especially on attitude, behaviour and culture, and furthermore, includes the entire chain of stakeholders, rather than only individual organizations. To roll out this system even further into other sectors in the Netherlands, Prorail asked NEN to become the scheme owner and to take over the scheme management of this safety culture system.

This transition has laid out the groundwork to bring the system under consideration in other sectors, therefore those sectors can also improve their safety awareness. The safety culture ladder provides sufficient basis for companies to improve safety in their own businesses as well as in their entire chain. This can be achieved through tendering and procurement processes or in other ways.

Working safely and healthy is a responsibility we share together!

Johan van den Elzen  
Chairman Board of Stakeholders Safety Culture Ladder

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## 1 Introduction

Exceptional requirements made of building work in the 21st century. Work is carried out at a fast pace, often under very complex circumstances. Also, the labour market is subject to change. The traditional structure consisting of a long-term relationship with a single employer is being phased out. Also, building companies are becoming increasingly dependent on foreign employees to provide the necessary expertise. All these changes impact on current working processes. Rising work pressure may, however, never be at the expense of safety.

Together with rail contractors, engineering firms, consultancies and the scientific community, ProRail has developed a Safety Culture Ladder to stimulate safety awareness and safe working practices. Efforts made in this area will be objectively measured and positively valued. Ultimately, the objective is to reduce the number of unsafe situations and incidents (absenteeism, damage).

Use of the Safety Culture Ladder has a broader function, however. It offers a framework for safe working to all parties active in the various sectors, whereby no distinction is made between clients, contractors or suppliers. Safety is something we achieve together, throughout the chain.

The Safety Culture Ladder has been developed in such a manner that the core concept can be generically applied. Additionally, the Safety Culture Ladder offers plenty of room for 'customisation' per sector by interpreting requirements and criteria in a manner appropriate to the specific sector or type of company.

In 2016, ProRail has transferred the ownership and management of the Safety Culture Ladder to NEN (Netherlands Standardisation Institute).

## 2 The Safety Culture Ladder

### 2.1 Description of the steps

The Safety Culture Ladder distinguishes between 5 steps. The safety steps reflect the development phase in which a company finds itself in terms of safety awareness.

#### Step 1.

The company's attitude is: 'we have no mishaps, we deliver good quality, so why should we waste time on preventive activities' and 'what you don't know won't harm you'. The company makes little to no investment in improving safety behaviour. This is not the desired attitude and will therefore not be rewarded.

#### Step 2.

The company tends to make changes after things have gone wrong. The response is based on deeply ingrained patterns. Employees are inclined to feel themselves the victim of a situation, rather than personally responsible. 'But that is not my fault?' Change behaviour is often ad hoc and short lasting. This behaviour is moderately valued.

#### Step 3.

The company has determined which safety rules are important. It adopts a vulnerable approach, assumes responsibility, but is often driven by self-interest. 'What's in it for me?' Involvement in safety and compliance with rules and laws is mainly the task of (senior) management. Attention is given to health and safety, which is valued.

#### Step 4.

Safety has a high priority, is deeply ingrained in the company's operations. Continuous investments are made in raising safety awareness and employees are encouraged to confront one another with their unsafe behaviour. Improvements are structurally implemented and evaluated. The approach is characterised by proactivity and initiative. Safety awareness is regarded as an own responsibility: 'how can I contribute?'. This form of behaviour is highly valued.

#### Step 5.

Safety is fully integrated in the operational processes. It is a fixed item on the agenda during reflection and evaluation within the own organisation and with sector parties. Safety is ingrained in the thinking and behaviour of all employees; it is part and parcel of their work. This is very highly valued.

## 2.2 Description of company aspects

The requirements and criteria that a company must comply with originate from 6 perspectives or company aspects. Each company aspect is further subdivided into a number of company characteristics. A brief explanation of each company aspect and a summary of relevant characteristics are provided below.

### 1. Leadership and involvement

How important is safety? Who or which body is responsible for (un)safe working? Do clear rules exist and are these complied with? Does the management stimulate and reward good behaviour? Does the management set a good example? What form does the communication on incidents take? Do managers and employees confront one another in a positive manner with undesired behaviour?

(Company characteristics: management interest, employee involvement, performance rewards).

### 2. Policy and strategy

Is safety high on the strategic agenda? What is the vision? Is safety fully integrated in the management cycle. Are regular awareness actions planned? To what degree is investment in safety behaviour regarded as a profit-enhancing factor?

(Company characteristics: causes of accidents, profitability and continuity).

### 3. Organisation and contractors

Are contractors selected on the basis of their safety behaviour and performance? Is attention given to safety in the contracting of subcontractors? How are new employees selected and instructed? Is safety awareness included in the competence profiles. Are employees motivated to pursue further schooling/training? Do safety issues play a role here? Do safety officials have a high level of expertise and competency? Can a safety official directly approach the company director?

(Company characteristics: contractors, competency and training, H&S department).

### 4. Workplace and procedures

How high is the risk awareness and what is done to optimise safety awareness at the workplace? Are rules and protocols applied? Are these tailored to the specific users? Are the improvement agreements resulting from a study always implemented?

(Company characteristics: work planning, workplace safety, procedures).

5. Deviations and communication

How is the reporting culture and what is done with the reports? Is the workplace regularly inspected? Are lessons learned from incidents? Are changes prompted by incidents implemented and evaluated in practice? Does sufficient communication and evaluation take place?

(Company characteristics: report, study and follow-up of incidents, daily control, meetings).

6. Audits and statistics

Are specific audits held of safety behaviour? Does the company use statistics for improvement?

(Company characteristics: audits and reviews, trends and statistics)

### 3 The Certification Scheme

The certification scheme comprises requirements (what must a company comply with, criteria (against which standard does testing take place), auditor guidelines (what is looked at) and scores (how is compliance with the criteria valued). Requirements, criteria, auditor guidelines and scores apply from Step 2 of the Safety Culture Ladder. A company is assessed at least at Step 2. A company that does not comply with the requirements and criteria of Step 2 is assigned at least to Step 1 (compliance with laws and regulations, full testing against the Safety Culture Ladder and ambition expressed in the Safety Culture Ladder). Step 1 is thus not filled with requirements, criteria, and suchlike.

The requirements, criteria, auditor guidelines and scores [between brackets] per company characteristic are given below.

### 3.1 Company aspect 1: Leadership and involvement

#### 1.1 Management interest

	Step 2	Step 3	Step 4	Step 5
Requirement	<b>T2-1.1.1</b> The Board consults on the H&S policy.	<b>T3-1.1.1</b> The Board discusses H&S objectives and priorities.	<b>T4-1.1.1</b> The Board regularly discusses H&S with sector representatives.	<b>T5-1.1.1</b> The Board integrates its H&S policy with that of the sector.
Criterion	<b>T2-1.1.1</b> The Board regularly consults with (operational) employees on the H&S policy following (potentially) serious accidents.	<b>T3-1.1.1</b> The Board regularly discusses objectives, priorities, progress and results of H&S with managers.	<b>T4-1.1.1a</b> The Board holds meetings with sector representatives.	<b>T5-1.1.1</b> The Board integrates its H&S policy with that of all (in)directly involved parties with whom structural cooperation takes place.
	<b>Completely [200]; Largely [160]; Partly [80]; Not [0].</b>	<b>Completely [200]; Largely [160]; Partly [80]; Not [0].</b>	<b>Y/N [80].</b>	<b>Completely [200]; Largely [160]; Partly [80]; Not [0].</b>
			<b>T4-1.1.1b</b> The Board in any event discusses accidents and H&S behavioural issues with the sector. Y/N [120].	

Auditor guideline	<p><b>T2-1.1.1</b> Point of attention is that the Board and (operational) employees maintain a dialogue on at least (potentially) serious accidents. This can take the form of a (fixed) consultation with representatives of (operational) employees, but also in other manners such as personnel meetings.</p> <p>The (potentially) serious accidents relate to the own company, the sector in which the company is active or other comparable companies.</p>	<p><b>T3-1.1.1</b> Objectives, priorities and the plan to achieve these are documented and communicated in the organisation.</p> <p>The objectives at least comprise H&amp;S behavioural issues and related improvement initiatives.</p> <p>The earlier achieved results are compared with the objectives.</p>	<p><b>T4-1.1.1</b> The meetings are attended by directors, managers and (operational) employees. The Board has an active input in the organisation and the subjects of these joint meetings, in which all those present feel responsible for safety and how it is organised.</p>	<p><b>T5-1.1.1</b> Integration of H&amp;S policy means that the sector jointly develops and implements policy. This can be supplemented with nonintegrated policy, which is then aligned with the sector parties with whom structural cooperation takes place.</p>
Requirement		<p><b>T3-1.1.2</b> The Board works together with (operational) employees on improving the H&amp;S policy.</p>	<p><b>T4-1.1.2</b> The Board discusses H&amp;S with the (operational) employees.</p>	<p><b>T5-1.1.2</b> The management plans H&amp;S activities and projects together with sector parties.</p>
Criterion		<p><b>T3-1.1.2a</b> The Board regularly discusses the H&amp;S policy with an advisory body of the (operational) employees.</p>	<p><b>T4-1.1.2a</b> The Board regular consults with (operational) employees on H&amp;S.</p>	<p><b>T5-1.1.2</b> The executive management uses integrated H&amp;S plans in projects.</p>
		<p><b>Y/N [80].</b></p>	<p><b>Completely [80]; Largely [64]; Partly [32]; Not [0].</b></p>	<p><b>Completely [200]; Largely [160]; Partly</b></p>

				<b>[80]; Not [0].</b>
		<p><b>T3-1.1.2b</b> The advisory body contributes towards improving the desired H&amp;S behaviour. This advisory body focuses in particular on the implementation of H&amp;S improvement actions.</p>	<p><b>T4-1.1.2b</b> The consultation with (operational) employees comprises at least H&amp;S incidents and H&amp;S behavioural issues.</p>	
		<p><b>Completely [120]; Largely [96]; Partly [48]; Not [0].</b></p>	<p><b>Completely [120]; Largely [96]; Partly [48]; Not [0].</b></p>	
Auditor guideline		<p><b>T3-1.1.2</b> The Board has formed an advisory body consisting of employees, with representatives of all relevant business functions, including operational employees. The advisory body assumes an active and leading role in improving H&amp;S behaviour/awareness in the company. This is reflected, e.g., by the procedural structure of the advisory body and the manner in which concrete improvement proposals are processed. As part of the active approach,</p>	<p><b>T4-1.1.2</b> Operational (Employees) from all cross sections of the company (both horizontal and vertical) are given an opportunity to attend the consultations, during which current H&amp;S behavioural issues are discussed. The (operational) employees enthusiastically attend these consultations. Those who are not present (owing to work obligations, illness, leave, etc.) are later updated by</p>	<p><b>T5-1.1.2</b> Every project has integrated H&amp;S plans (preparation and implementation) that cover the activities of all parties involved. The integral parts are drawn up in mutual consultation and are constantly updated. The integrated H&amp;S plans, including the updates, are discussed with all parties directly involved. The auditor tests this on the basis of the number of visited projects</p>

		direct communications are maintained with the (operational) employees.	their superiors.	
Requirement		<b>T3-1.1.3</b> The management communicates about H&S according to a fixed structure.	<b>T4-1.1.3</b> The managers actively participate in the H&S consultations by (operational) employees.	
Criterion		<b>T3-1.1.3a</b> The management organises H&S consultations and discusses H&S issues with (operational) employees at all levels.	<b>T4-1.1.3</b> All managers actively participate in an H&S consultation by (operational) employees.	
		<b>Completely [80]; Largely [64]; Partly [32]; Not [0].</b>	<b>Completely [200]; Largely [160]; Partly [80]; Not [0].</b>	
		<b>T3-1.1.3b</b> The consultations take place according to a predetermined and stipulated schedule.		

		<p><b>Completely [40]; Largely [32]; Partly [16]; Not [0].</b></p> <p><b>T3-1.1.3c</b> Subjects that are at least discussed during the consultations are: H&amp;S behavioural objectives, achieved results, (serious) accidents and bottlenecks.</p> <p><b>Completely [80]; Largely [64]; Partly [32]; Not [0].</b></p>	
Auditor guideline		<p><b>T3-1.1.3</b> The fixed communication structure guarantees that every manager shares and discusses H&amp;S issues with his employees. Consultation take place regularly and not incidentally or for a specific case.</p>	<p><b>T4-1.1.3</b> Employees themselves discuss H&amp;S (behavioural) issues (better working method, study into more suitable personal protection equipment, organising training, etc.) with the manager. The auditor tests this on the basis of the number of visited projects The sample includes at least the operational line and various levels of the organisation.</p>

## 1.2 Employee involvement

	Step 2	Step 3	Step 4	Step 5
Requirement	<b>T2-1.2.2</b> The Board communicates clearly about the desired H&S behaviour.	<b>T3-1.2.4</b> The Board actively stimulates the desired H&S behaviour.	<b>T4-1.2.4</b> The management stimulates (operational) employees to present ideas for improvement.	<b>T5-1.2.3 (Operational)</b> Employees exchange experiences among themselves.
Criterion	<b>T2-1.2.2</b> The Board has implemented rules regarding desired H&S behaviour.	<b>T3-1.2.4</b> The Board regularly implements actions aimed at achieving desired (personal) H&S behaviour	<b>T4-1.2.4</b> The management continuously challenges (operational) employees to present ideas for improvement and facilitates this process.	<b>T5-1.2.3 (Operational)</b> Employees exchange learning points, knowledge and experiences (best practices).
	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>

Auditor guideline	<p><b>T2-1.2.2</b> Rather than procedures or other system documents, this concerns clear rules that apply to (operational) employees. These rules, generally drawn up following accidents, lay down the minimum expectations that are made of them in daily practice. The rules should, e.g., be included in company information booklets for new (operational) employees and in the project rules to be issued to contractors. Their effect can be reinforced by having them posted at suitable locations. For example: life-saving rules, the 10 golden safety rules, etc.</p>	<p><b>T3-1.2.4</b> Actions are planned actions and are aimed at least at the (own) employees. The actions are spread over the year and aimed at the current situation on the basis of trends, incidents, etc. An action comprises the use of various communication tools for the same theme, e.g.: management presentation, presentation, poster, booklets or company newsletter or H&amp;S consultation.</p>	<p><b>T4-1.2.4</b> The management regularly requests employees to present ideas for improvement and makes it easy for them to do so, without imposing restrictions in terms of format, etc. An example is a suggestions box. Feedback on every idea for improvement is provided not only to the employee, but also regularly to the (own) group of employees to show them that work is made of their ideas. Good ideas are put in the spotlight.</p>	<p><b>T5-1.2.3</b> The (operational) employees can submit examples of the work-transcending exchange of best practices between colleagues at the same level. The examples clearly show the handling of learning points and best practices.</p>
Requirement	<p><b>T2-1.2.3</b> The management monitors compliance with rules of conduct.</p>	<p><b>T3-1.2.5</b> The management observes and discusses the attitude and behaviour of employees.</p>	<p><b>T4-1.2.5</b> The management stimulates employees to confront one another with their H&amp;S behaviour.</p>	<p><b>T5-1.2.4</b> (Operational) Employees personally evaluate H&amp;S results and behaviour.</p>

Criterion	<b>T2-1.2.3</b> The management performs random checks, usually after a serious accident, to determine whether employees comply with the rules.	<b>T3-1.2.5</b> The management performs targeted behavioural observations.	<b>T4-1.2.5</b> The management actively involves employees in observations.	<b>T5-1.2.4</b> (Operational) Employees personally evaluate the H&S (behavioural) aspects of the performed activities and report any problems or bottlenecks.
	<b>Y/N [150].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>
Auditor guideline	<b>T2-1.2.3</b> The management takes corrective measures if it is ascertained that rules are not observed. These measures usually take the form of sanctions, stricter rules, re-instruction, etc.	<b>T3-1.2.5</b> The management is capable of conducting behavioural observations. Observations are aimed at safety awareness and safe working practices and are regularly carried out at office and/or worksites. It is essential that the observed employees receive feedback on their behaviour and actions during the observation. The observation and discussion of behaviour can take place during (scheduled) observation rounds or during daily work situations.	<b>T4-1.2.5</b> Employees are actively involved in observation. The objective is to teach employees to recognise (un)safe H&S behaviour and to confront one another with this behaviour. Observations are carried out with high regularity (at office and/or on site), during observation rounds or in the daily work situation. The auditor is present as observer during the observation in order to test the effectiveness of the behavioural observation.	<b>T5-1.2.4</b> The evaluation can be based, for example, on the risk assessment carried out shortly before commencement of the work and/or at the end of the workday/work. The auditor can assess the effectiveness on the basis of the registered results (reports, action points, etc.) or other manner of assurance, as well as on the basis of interviews with persons involved in the selected projects.
Requirement	<b>T2-1.2.4</b> (Operational) Employees personally think about risks.	<b>T3-1.2.6</b> (Operational) Employees report risks.	<b>T4-1.2.6</b> (Operational) Employees personally assume responsibility for	<b>T5-1.2.5</b> (Operational) Employees play an active role in H&S

			good H&S conditions.	communications.
Criterion	<b>T2-1.2.4 (Operational)</b> Employees apply a risk assessment shortly before commencement of their work.	<b>T3-1.2.6 (Operational)</b> Employees report detected risks after applying a risk assessment shortly before commencement of their work.	<b>T4-1.2.6 (Operational)</b> Employees assume responsibility for their own safety and health as well as that of others.	<b>T5-1.2.5 (Operational)</b> Employees have appointed colleagues in their own work environment as H&S contact.
	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>
Auditor guideline	<b>T2-1.2.4</b> The performance and outcome of the (summary) risk assessment briefly before commencement of work is not registered, but the employees clearly show that they perform the risk assessment and that action is undertaken in case of any detected non-compliances.	<b>T3-1.2.6</b> The outcome of the (summary) risk assessment shortly before commencement of work is reported by employees to the superior and registered by the H&S department, examples are deviations, non-compliances, etc. The purpose of registration is to provide feedback to the organisation and to establish learning points. It should be verified both by the assessment of registrations and interviews with (operational) employees.	<b>T4-1.2.6 (Operational)</b> employees assume a conscious and proactive approach towards their own safety as well as that of others. In case of unsafe or unhealthy situations, the issue is immediately raised and actions are taken (including the reporting of dangerous, unhealthy situations).	<b>T5-1.2.5</b> This does not concern the H&S coordinators who are prescribed by law. The intention is that (operational) employees have appointed a direct colleague, who they can approach with practical H&S issues. These contacts, appointed from the pool of (operational) employees, play an active role in promoting communication both bottom-up and top-down. The auditor will during the work visits verify that these H&S contacts are present, whether (operational) employees can identify

				them and whether the communication process is effective. That requires the interviewing of both the (operational) employees and the contacts.
Requirement		<b>T3-1.2.7 (Operational)</b> Employees evaluate H&S in the daily practice	<b>T4-1.2.7 (Operational)</b> Employees give one another feedback on H&S behaviour and compliance.	
Criterion		<b>T3-1.2.7 (Operational)</b> Employees regularly evaluate H&S in practice with their managers.	<b>T4-1.2.7 (Operational)</b> Employees discuss reports on H&S behaviour and compliance with one another.	
		<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	
Auditor guideline		<b>T3-1.2.7 (Operational)</b> Employees and managers regularly discuss H&S: what goes well, what can be improved, and how. This can take place during scheduled consultations, but also informally during the coffee breaks as long as it occurs regularly and involves multiple (different) persons.	<b>T4-1.2.7</b> Discussion can take place during scheduled H&S consultations or (informal) meetings. Reports on H&S behaviour and compliance comprise the results of observations, infringement reports and the outcome of risk assessments shortly before commencement of work. The reporting frequency should be based on the seriousness of the	

			findings.	
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### 1.3 Performance reward

	Step 2	Step 3	Step 4	Step 5
Requirement	<b>T2-1.3.5</b> The Board punishes undesired H&S behaviour.	<b>T3-1.3.8</b> The Board rewards employees for good H&S performance.	<b>T4-1.3.8</b> The Board rewards positive H&S performance of contractors.	<b>T5-1.3.6</b> The Board fully integrates H&S in assessment and reward systems.
Criterion	<b>T2-1.3.5a</b> The Board has implemented a policy to penalise undesired H&S behaviour.	<b>T3-1.3.8a</b> The Board applies a reward system for employees on the basis of their personal H&S performance.	<b>T4-1.3.8</b> The Board applies a reward system to contractors for exceptional H&S performance.	<b>T5-1.3.6</b> The Board has integrated H&S in the assessment and reward system of the company. No distinction is made between own personnel and that of (sub)contractors.
	Y/N [60].	<b>Completely [75]; Largely [60]; Partly [30]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>
	<b>T2-1.3.5b</b> The management consistently applies sanctions in accordance with the formal policy.	<b>T3-1.3.8a</b> The Board takes the H&S performance into account when considering promotion.		
	<b>Completely [90]; Largely [72]; Partly [36]; Not [0].</b>	<b>Completely [75]; Largely [60]; Partly [30]; Not [0].</b>		

Auditor guideline	<p><b>T2-1.3.5</b> The sanctions policy is documented, approved by the works council and communicated to (operational) employees. The sanctions policy regarding undesired H&amp;S behaviour comprises the escalation steps in the sanctions policy and the communication to the (operational) employees involved.</p>	<p><b>T3-1.3.8</b> The reward is given on the basis of personal H&amp;S performance. The nature of the reward is not important, e.g.: honourable mention, prize, gift, remuneration. It is essential that the reward is based on activities or actions, which fall under the direct tasks or responsibility of the assessed parties. Or are based on SMART objectives, which can be directly influenced by the assessed party. Promotion need not always be limited to promotion to another position. It can also take place within the position (junior, medior, senior). Assessment should be transparent, incl. documentation.</p>	<p><b>T4-1.3.8</b> The Board assesses the H&amp;S performance of contractors using a systematic approach and rewards contractors with a good performance. For example, by giving them an award advantage in case of comparable bids.</p>	<p><b>T5-1.3.6</b> Instead of a separate reward system, H&amp;S forms a comprehensive element in performance measurements, salary development, personal objectives, etc. Comprehensive means: integrated in all assessment and reward systems at all levels of the company. H&amp;S forms an integral part of the assessment and reward system, also for non-(operational) employees. The rewarding of contractors, suppliers (company level) and their employees (individual level) is integrated in the reward system.</p>
Requirement		<p><b>T3-1.3.9</b> The Board stimulates and rewards exceptional H&amp;S performance.</p>		

Criterion		<b>T3-1.3.9a</b> The Board applies a system for the assessment of the best H&S performance.		
		<b>Y/N [90].</b>		
		<b>T3-1.3.9b</b> The Board applies a reward system for the best idea for H&S improvement.		
		<b>Y/N [60].</b>		
Auditor guideline		<b>T3-1.3.9</b> Clear selection criteria are defined for selection of the idea/performance. The procedure and results are clearly communicated. Assessments to determine the best H&S performance can be applied at various levels: business unit, work, team, operational employee, etc. The nature of the reward is the relevant, e.g., prize, gift or remuneration. That the system works is clear from the number of entries.		
Requirement		<b>T3-1.3.10</b> The management takes action in case of the infringement of rules of conduct.		

Criterion		<b>T3-1.3.10a</b> The management uses a registration system for the infringement of rules of conduct.		
		<b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b>		
		<b>T3-1.3.10b</b> The management uses these registrations as input for performance and/or job appraisal interviews.		
		<b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b>		
		<b>T3-1.3.10c</b> The management has procedures for the taking of measures.		
		<b>Y/N [30].</b>		

Auditor guideline		<p><b>T3-1.3.10</b> First-line managers maintain registrations of confrontations of (operational) employees. The procedures for the taking of appropriate measures in case of undesired H&amp;S behaviour contain the definitions of unacceptable behaviour and the role and powers of the relevant managers to take corrective measures when checking desired behaviour. The management can show examples of the procedure being applied to own (operational) or the employees of subcontractors. The auditor can verify to what degree individual (operational) employees are informed of the rules of conduct and the consequences of infringement.</p>		
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### 3.2 Company aspect 2: Policy and strategy

#### 2.4 Causes of accidents

	Step 2	Step 3	Step 4	Step 5
Requirement	<b>T2-2.4.6</b> The Board steers to prevent H&S behaviour that in the past has been the cause of (potentially) serious accidents.	<b>T3-2.4.11</b> The Board has a policy regarding H&S behaviour.	<b>T4-2.4.9</b> The Board integrates H&S behaviour in the management cycle.	<b>T5-2.4.7</b> The Board continuously improves H&S awareness in cooperation with the sector.
Criterion	<b>T2-2.4.6</b> The Board is familiar with the H&S behaviour that caused (potentially) serious accidents and has a plan of approach to prevent this undesired H&S behaviour.	<b>T3-2.4.11a</b> The Board has defined and communicated the most desired H&S behaviour for the company.	<b>T4-2.4.9</b> The Board has detailed the long-term objectives for H&S behaviour in a strategic (multi-year) company action plan.	<b>T5-2.4.7</b> The Board stimulates and takes initiative to continuously measure and improve sector-wide programmes in the field of H&S awareness.
	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>	<b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b>	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>
		<b>T3-2.4.11b</b> The Board has systematically defined the steps to arrive at the desired H&S behaviour and recorded these in long-term		

		objectives.		
		<b>Completely [40]; Largely [32]; Partly [16]; Not [0].</b>		
Auditor guideline	<b>T2-2.4.6</b> The Board has defined the types of H&S behaviour which in the past years were the main causes of (potentially) serious accidents, which are related directly or indirectly to the own business activities. The Board has identified the bottlenecks within the company as regards desired H&S behaviour and has a plan to tackle these within the coming year.	<b>T3-2.4.11</b> In order to manage H&S behaviour, it is necessary to first have a clear view of which desired H&S is most critical. This concerns a systematic and structural approach that goes beyond the reactive (ad hoc) tackling of causes of (potentially) serious accidents. It therefore comprises a systematic collection of information on (un)desired H&S behaviour from various sources, such as assessment grounds, Task Risk Analyses and meetings with management and employees. The ambition level is aimed at the long term and achieving a change in culture.	<b>T4-2.4.9</b> The most important H&S behaviour are SMART defined, e.g., in golden rules per position. H&S behavioural objectives, are also quantified and SMART defined wherever possible.	<b>T5-2.4.7</b> The results of the own monitoring programme are shared and discussed with the sector in order to perform joint improvement plans.

Requirement		<b>T3-2.4.12</b> The Board has a plan for the improvement of H&S behaviour.	<b>T4-2.4.10</b> The Board stimulates the managing of H&S behaviour by contractors.	<b>T5-2.4.8</b> The management has fully integrated H&S behavioural management at all levels of the organisation.
Criterion		<b>T3-2.4.12</b> The Board has integrated the management of H&S behaviour in the year plans.	<b>T4-2.4.10</b> The strategic company plan for H&S behaviour also comprises the objectives for contractors.	<b>T5-2.4.8</b> All management levels of the organisation actively manage H&S behaviour.
		<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>
Auditor guideline		<b>T3-2.4.12</b> The management has integrated H&S in the total operations. The integrated year plan includes: objectives for H&S behaviour, education and training of key officials, clear communication on desired H&S behaviour in the management line and with (operational) employees, monitoring and measurement of actual H&S behaviour, adjustment of H&S behaviour as a result of monitoring.	<b>T4-2.4.10</b> The Board plays a pioneering role in the managing of H&S behaviour among contractors. It is not relevant whether the actions of the subcontractors are included in the own company plan or in separate plans. What is essential is that the Board works closely together with its contractors in order to also achieve the desired H&S behaviour by the employees of contractors.	<b>T5-2.4.8</b> All levels of management are actively involved in the management of H&S behaviour. H&S behaviour is no longer the top-down communication of rules and actions, instead H&S behaviour management is fully integrated in the daily activities and communication at all levels. Challenging one another on H&S behaviour and the communicating and tackling of the restrictions to desired H&S behaviour takes place

				daily.
Requirement			<b>T4-2.4.11</b> The Board measures H&S awareness and behaviour.	<b>T5-2.4.9 (Operational)</b> Employees confront one another with undesired H&S behaviour.
Criterion			<b>T4-2.4.11</b> The Board has regular measurements carried out of H&S awareness.	<b>T5-2.4.9 (Operational)</b> Employees regularly confront one another, managers or other persons with high-risk behaviour and the failure to apply the correct control measures.
			<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>

Auditor guideline			<p><b>T4-2.4.11</b> H&amp;S behavioural objectives are, wherever possible, translated into behaviour monitoring programmes. Studies take place at all levels of the own organisation and that of subcontractors. These can comprise: measurement of H&amp;S awareness of employees, H&amp;S perception studies or H&amp;S satisfaction study. The studies are carried out regularly.</p>	<p><b>T5-2.4.9</b> This can concern both internal and external employees. (Operational) Employees assume responsibility for the safety of themselves and of their colleagues and are empowered to act accordingly. This is stimulated by the management. The auditor will during the selected work visits verify whether (operational) employees regularly confront one another. For example, on the basis of interviews with (operational) employees and superiors.</p>
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## 2.5 Profitability and continuity

	Step 2	Step 3	Step 4	Step 5
Requirement	<b>T2-2.5.7</b> The Board has covered the decisive risks.	<b>T3-2.5.13</b> The Board makes a budget available for H&S.	<b>T4-2.5.12</b> The Board decides on H&S issues on the basis of proactive costs, benefits and effects	<b>T5-2.5.10</b> The Board systematically opts for the highest H&S level.

			analyses.	
Criterion	<b>T2-2.5.7a</b> The Board has identified and covered the H&S risks that threaten the continuity of the business, and communicated these to the management.	<b>T3-2.5.13</b> The management has reserved a budget for the H&S activities included in the year plan.	<b>T4-2.5.12</b> The Board receives both solicited and unsolicited analyses and reports on important H&S issues.	<b>T5-2.5.10</b> The Board prescribes measures regarding the highest H&S level and invests in improving the H&S level of working practices.
	<b>Y/N [40].</b>	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>
	<b>T2-2.5.7b</b> The Board has a plan to control these risks.			
	<b>Y/N [60].</b>			
Auditor guideline	<b>T2-2.5.7</b> The Board has documented the decisive H&S risks and bottlenecks at company level. The risk analysis should comprise more than just physical safety. A plan of approach is available for the most decisive bottlenecks. An ad-hoc budget is reserved for H&S costs	<b>T3-2.5.13</b> The Board knows the costs of incidents and reserves budgets for H&S activities. The H&S activities comprise more than just risk control bottlenecks. They are aimed in particular at promoting safety behaviour.	<b>T4-2.5.12</b> The costs resulting from incidents (input-output-outcome), including the costs of the resulting corrective measures, are made visible and expressed in financial terms (H&S failure costs). The results of these analyses are reported directly to the Board.	<b>T5-2.5.10</b> The management continuously strives towards improving the highest level. The highest H&S level is recorded in best practices and/or sector agreements. The Board applies a documented approval process to cases that involve a deviation from the highest H&S level. Approval takes place on the basis of a

	and investments.			thorough H&S risk analysis. If health and safety cannot be guaranteed, the work will not be carried out.
Requirement		<b>T3-2.5.14</b> The Board takes measures when H&S cannot be guaranteed within the budget.	<b>T4-2.5.13</b> The management proactively plans H&S costs and investments.	<b>T5-2.5.11</b> The management integrally includes H&S in its operations.
Criterion		<b>T3-2.5.14a</b> The management escalates to the Board if it appears that H&S cannot be guaranteed within the approved budget.	<b>T4-2.5.13a</b> The management proactively plans the H&S activities on the basis of a cost-benefit analysis.	<b>T5-2.5.11</b> The Board has integrated H&S in all primary operating processes.
		<b>Completely [40]; Largely [32]; Partly [16]; Not [0].</b>	<b>Completely [40]; Largely [32]; Partly [16]; Not [0].</b>	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>
		<b>T3-2.5.14b</b> The Board takes measures to resolve H&S problems.	<b>T4-2.5.13b</b> The management visibly includes the required H&S facilities and accompanying costs in	

			offers.	
		<b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b>	<b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b>	
Auditor guideline		<b>T3-2.5.14</b> The Board can show that it is informed when necessary H&S measures have significant (financial) consequences and that it has reserved the necessary supplementary budget to cover these costs.	<b>T4-2.5.13</b> The management applies cost-benefit analyses to select the most effective H&S activities. The H&S facilities and accompanying costs are recognisably included in quotes to clients. The quotes clearly show which H&S level is attained on the basis of the stated costs. Alternatives with a higher safety level are indicated separately and substantiated by means of a cost-benefit analysis.	<b>T5-2.5.11</b> H&S is fully integrated in all operational processes, from idea/plan, via budgeting/resources to performance and evaluation. Wherever you look in the process, whoever you talk to, H&S is always clearly present.
Requirement			<b>T3-2.5.14</b> The management takes measures when H&S cannot be guaranteed within the budget.	<b>T5-2.5.12</b> (Operational) Employees personally take measures to guarantee the highest H&S level.

Criterion			<p><b>T4-2.5.14</b> The management has sufficient mandate and regulatory authority to independently resolve H&amp;S problems.</p>	<p><b>T5-2.5.12 (Operational)</b> Employees personally think about the correct measures and can take actions to guarantee the highest appropriate H&amp;S level.</p>
Auditor guideline			<p><b>T4-2.5.14</b> The managers at various levels in the company have sufficient regulatory authority so that they can promptly and autonomously take decisions whenever safety is under threat. Operational work is suspended when the H&amp;S level is too low.</p>	<p><b>T5-2.5.12 (Operational)</b> Employees personally assume responsibility for H&amp;S during the performance of work. Procedures are available for (operational) employees, enabling them to autonomously take the correct measures when H&amp;S is under threat. The management has position or team-linked H&amp;S budgets for additional necessary measures to guarantee H&amp;S at the highest level.</p>

### 3.3 Company aspect 3: Organisation and contractors

#### 3.6 Contractors

	Step 2	Step 3	Step 4	Step 5
Requirement	<b>T2-3.6.8</b> The management uses H&S performance as a criterion in the contractor selection procedure.	<b>T3-3.6.15</b> The management aligns the H&S management system with contractors.	<b>T4-3.6.15</b> The management aligns all improvement measures with contractors at all relevant H&S levels.	<b>T5-3.6.13</b> The Board has integrated the own H&S management system with that of its strategic partners.
Criterion	<b>T2-3.6.8</b> The management uses current H&S performance as exclusion criteria for contractors.	<b>T3-3.6.15</b> The management aligns the own H&S management system with that of its decisive contractors.	<b>T4-3.6.15</b> The management regularly consults with the decisive contractors at all relevant levels within the company. These consultations result in actions aimed at the desired H&S behaviour.	<b>T5-3.6.13</b> The Board maintains a close, long-term relationship with its strategic partners, whereby H&S resources, knowledge and capacities have been integrated.
	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Y/N [150].</b>

Auditor guideline	<b>T2-3.6.8</b> Minimum H&S performance requirements have been clearly defined per contract type. H&S performance at least comprises (potentially) serious accidents and accident figures.	<b>T3-3.6.15</b> Agreements are made wherever systems overlap, do not align or conflict with one another.	<b>T4-3.6.15</b> Regular consultations take place with the main contractors at the level of first-line managers and other management levels The consultations are planned according to a fixed structure or flexible, depending on need.	<b>T5-3.6.13</b> The purpose of the strategic alliances is to improve the H&S of all partners. The parties are aware of their mutual interdependence. The relationship is based on mutual trust and equality.
Requirement	<b>T2-3.6.9</b> The management tests the H&S performance of contractors.	<b>T3-3.6.16</b> The management subjects contractors to a formal selection procedure in which H&S is integrated.	<b>T4-3.6.16</b> The management selects and assesses contractors on the basis of their H&S behaviour.	<b>T5-3.6.14</b> The management makes H&S improvement plans together with the sector.
Criterion	<b>T2-3.6.9</b> The management regularly and systematically tests the current H&S performance of contractors against clear criteria.	<b>T3-3.6.16</b> The management selects contractors on the basis of a formal selection procedure.	<b>T4-3.6.16</b> The management applies H&S behavioural assessment in the selection an assessment of contractors.	<b>T5-3.6.14</b> The management together with clients and contractors take measures aimed at improving H&S.
	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>

Auditor guideline	<b>T2-3.6.9</b> Primarily tested are the improvement of H&S behaviour and the linked actions/interventions. The results are compared with predefined standards or and objectives and form the input for the selection and deployment of ((operational) employees of) contractors.	<b>T3-3.6.16</b> The available procedure prescribes how the H&S performance is weighted against the other requirements. H&S performance is documented according to a fixed procedure and substantially weighted in the selection. H&S performance comprises more than just accident figures. The contractors have a policy to lower their accident figures/IF rate. H&S performance is actively tested. Primarily tested are the improvement in H&S behaviour and the linked actions/interventions.	<b>T4-3.6.16</b> The management applies H&S behaviour as a concrete and significant assessment criteria in the selection and regular assessment of (the performance of) contractors.	<b>T5-3.6.14</b> This concerns both H&S behaviour and H&S performance.
Requirement		<b>T3-3.6.17</b> The management assures that H&S is fully incorporated in the contracts with contractors.	<b>T4-3.6.17</b> The management takes the H&S bottlenecks and improvements of contractors seriously.	<b>T5-3.6.15</b> The management has integrated its H&S management system with that of the sector.
Criterion		<b>T3-3.6.17a</b> The management includes the relevant H&S agreements and requirements in the contracts	<b>T4-3.6.17</b> The management systematically responds to the bottlenecks and	<b>T5-3.6.15</b> The management has integrated the activities of the most determinative

		with contractors.	improvements raised by the contractors.	clients and contractors in the own H&S management system.
		<b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>
		<b>T3-3.6.17b</b> The management makes the same H&S requirements of contractors as of the own company.		
		<b>Completely [90]; Largely [72]; Partly [36]; Not [0].</b>		
Auditor guideline		<b>T3-3.6.17</b> Agreements and requirements include: the applicable H&S standards (statutory, sector, client and company specific), requirements of the H&S management system, delivery and alignment PRI&E/H&S work plans, H&S alignment, consultation, supervision, knowledge, training and skills (operational) employees, availability and validity of certificates, critical work equipment, rules,	<b>T4-3.6.17</b> Bottlenecks and necessary improvements can ideally be tackled at the same management level. Escalation to a higher level is possible if necessary. The presence of progress monitoring is important.	

		regulations, instructions, work start consultations, sanction system.		
Requirement		<b>T3-3.6.18</b> The management ensures that ((operational) employees of) contractors comply with the H&S requirements.		
Criterion		<b>T3-3.6.18</b> The management ensures that ((operational) employees of) contractors, who do not observe the rules, are excluded from the work.		
		<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>		
Auditor guideline		<b>T3-3.6.18</b> H&S requirements are available per type of contractor. H&S performance is actively		

		<p>tested and a sanctions system is in place at company and employee level. Primarily tested are the improvement in H&amp;S behaviour and the linked actions/interventions. The company has documented which businesses and persons are no longer deployed. This is systematically checked and supervised.</p>		
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### 3.7 Competence and training

	Step 2	Step 3	Step 4	Step 5
Requirement	<b>T2-3.7.10</b> The management has an approved budget for H&S training.	<b>T3-3.7.19</b> The management ensures that employees comply with the H&S competences of their position.	<b>T4-3.7.18</b> The management regularly performs H&S assessments and ensures competence development.	<b>T5-3.7.16</b> The Board has defined the competences for the management of desired H&S behaviour.
Criterion	<b>T2-3.7.10</b> The management has a budget for standard H&S training and refresher courses.	<b>T3-3.7.19a</b> The management has laid down the H&S competence requirements for every position and relevant role.	<b>T4-3.7.18a</b> The management uses H&S performance as an important criterion in the regular assessment of competences.	<b>T5-3.7.16</b> The Board has defined specific H&S competences for every position.
	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>	<b>Completely [40]; Largely [32]; Partly [16]; Not [0].</b>	<b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b>	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>
		<b>T3-3.7.19b</b> The management has laid down to what degree every individual employee meets the H&S competences of the position.	<b>T4-3.7.18b</b> The management ensures that personal development plans are drawn up and monitored on the basis of these assessments.	
		<b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b>	<b>Completely [40]; Largely [32]; Partly [16]; Not [0].</b>	

<p>Auditor guideline</p>	<p><b>T2-3.7.10</b> The management adjusts the H&amp;S training plan and budget on the basis of experiences from the past, such as incidents. In case of incidents, targeted training is provided on the basis of the investigation results. The training and budget are aimed at tackling the causes and scale of incidents.</p>	<p><b>T3-3.7.19</b> Roles are activities that are not position specific, e.g., safety officer, incident investigator, auditor. The competence requirements are based on statutory requirement and H&amp;S risk assessment and are defined in minimum terms of specific education, experience, skills and training. Besides knowledge and competences, the requirements also define the necessary skills and behavioural aspects. Education and training required to meet the competence requirements are defined and laid down: term of training, contents, resources. The managers have the practical H&amp;S experience that befits their position. Training is, wherever possible, concluded with a test of</p>	<p><b>T4-3.7.18</b> The actual personal H&amp;S performance is assessed in terms of behaviour, attitude, knowledge and expertise. Behaviour and attitude comprise concrete issues such as compliance with the rules, reporting of incidents, resolving of undesired H&amp;S situations and confronting one another with undesired H&amp;S behaviour. (Operational) employees indicate their desired training or development in the area of H&amp;S during regular performance and/or job appraisal interviews. Training requirements of (operational) employees are assessed on the basis of objective criteria. The arguments for rejection are recorded and communicated to the employee in question. The realisation of the personal</p>	<p><b>T5-3.7.16</b> H&amp;S competences comprise knowledge and skills in aspects such as organisation, communication, motivation, confronting of (operational) employees, management of desired H&amp;S behaviour.</p>
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		knowledge and/or skills. Training includes on-the-job training. There is a training plan, which includes the individual training of (operational) employees. The results of earlier education, experience and training is documented and stored.	training plans is regularly evaluated and actions are taken to ensure timely realisation. The development plans give consideration to H&S competences within the framework of career perspective and promotion to other positions.	
Requirement	<b>T2-3.7.11</b> The management organises the compulsory H&S training.	<b>T3-3.7.20</b> The management applies H&S performance assessments.	<b>T4-3.7.19</b> The management actively involves employees in teaching one another desired H&S behaviour.	<b>T5-3.7.17 (Operational)</b> Employees participate in the defining of H&S competences.
Criterion	<b>T2-3.7.11</b> The management ensures that (operational) employees have completed compulsory training prescribed by the clients.	<b>T3-3.7.20a</b> The management carries out regular performance assessments.	<b>T4-3.7.19a</b> The management applies 'train the trainer' concepts and appoints the internal trainers and coaches in writing.	<b>T5-3.7.17 (Operational)</b> Employees actively participate in defining the H&S competences of (their) positions.
	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>	<b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b>	<b>Completely [40]; Largely [32]; Partly [16]; Not [0].</b>	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>

		<b>T3-3.7.20b</b> The management involves H&S experts in the performance assessments.	<b>T4-3.7.19b</b> The management has defined the competence requirements of trainers and coaches.	
		<b>Completely [40]; Largely [32]; Partly [16]; Not [0].</b>	<b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b>	
Auditor guideline	<b>T2-3.7.11</b> There is a monitoring system that ensures that all deployed persons meet the requirements made by clients.	<b>T3-3.7.20</b> Performance assessments are designed to regularly observe each individual employee in the performance of his/her position. The assessment is geared to safe and healthy work performance and H&S awareness. Performance assessments and the assurance thereof are included in the H&S management system. H&S experts have at least a vocational safety expert certificate or equivalent. The involvement of H&S experts is not always required and can instead take the form of random testing, defining of points of attention, training of	<b>T4-3.7.19</b> It is important that the company develops internal trainers and their competences, so that the desired culture can be developed and transferred internally. Own trainers and coaches are used for the transfer of knowledge and skills. They speak the language of the company, know the organisation, the processes and the desired and past behaviour. They know best what is needed to attain the desired behaviour. By doing so, the management guarantees the transfers of competences within the own organisation. The trainers and coaches	<b>T5-3.7.17</b> Only the discussion of competence profiles in the works council is not enough. Active participation by (operational) employees is required.

		managers, monitoring of performance quality.	have the skills prescribed by the competence requirements and have the necessary teaching skills.	
Requirement			<b>T4-3.7.20</b> The management assures the competences of third party (operational) employees.	<b>T5-3.7.18</b> The Board aligns the H&S competences with the sector.
Criterion			<b>T4-3.7.20</b> The management applies a system to assess third party (operational) employees in terms of H&S and defines training or development requirements	<b>T5-3.7.18</b> The management works together with the sector to develop H&S competences and stimulate desired H&S behaviour.

			where necessary.	
			<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>
Auditor guideline			<b>T4-3.7.20</b> This comprises a random check on whether the competences of the third party (operational) employees meet the set requirements. On the basis of the findings, actions are initiated and monitored in cooperation with the contractor wherever necessary.	<b>T5-3.7.18</b> The company can provide one or more examples of interactive cooperation with the sector. This involves both "give" and "take".
Requirement			<b>T4-3.7.21</b> The management involves (operational) employees in training courses.	<b>T5-3.7.19</b> (Operational) Employees assess their own H&S performance.
Criterion			<b>T4-3.7.21</b> (Operational) Employees are actively involved in the development and provision of training.	<b>T5-3.7.19</b> (Operational) Employees periodically assess their own H&S performance as input for the interview with the manager on personal development.

			<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>
Auditor guideline			<b>T4-3.7.21</b> (Operational) Employees are involved in the identification, development, provision and assessment of the quality and effectiveness of the necessary training.	<b>T5-3.7.19</b> The self-evaluation comprises aspects such as the own H&S performance in the relevant areas, attitude, behaviour, knowledge and skills.

### 3.8 H&S department

	Step 2	Step 3	Step 4	Step 5
Requirement	<b>T2-3.8.12</b> The Board has formed a separate H&S department.	<b>T3-3.8.21</b> The manager of the H&S department reports directly to (a member of) the Board.	<b>T4-3.8.22</b> The manager of the H&S department systematically informs the Board on the functioning of the H&S system.	<b>T5-3.8.20</b> The H&S department actively cooperates with the Board.
Criterion	<b>T2-3.8.12a</b> The Board has documented the tasks, responsibilities and authorities of the H&S department and the H&S officials.	<b>T3-3.8.21</b> The manager of the H&S department directly informs the Board on H&S performance and results.	<b>T4-3.8.22a</b> The H&S department studies and reports on the effectiveness of the H&S system.	<b>T5-3.8.20</b> The H&S department focuses on the company strategy, improvement initiatives and innovation of the H&S processes and products.
	<b>Y/N [25].</b>	<b>Y/N [50].</b>	<b>Completely [10]; Largely [8]; Partly [4]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>
	<b>T2-3.8.12b</b> The H&S department reports to the management on (potentially) serious accidents and the compliance with laws and regulations.		<b>T4-3.8.22b</b> The H&S department studies and reports on the quality of current H&S activities.	
	<b>Y/N [25].</b>		<b>Completely [15]; Largely [12]; Partly [6]; Not [0].</b>	

			<p><b>T4-3.8.22c</b> The H&amp;S department studies and reports on proposals to stimulate desired H&amp;S behaviour.</p> <p><b>Completely [25]; Largely [20]; Partly [10]; Not [0].</b></p>	
Auditor guideline	<p><b>T2-3.8.12</b> The H&amp;S department is a staff department that supports the organisation in the (management of) H&amp;S. The H&amp;S officials are employees of this department. The H&amp;S department directly informs the Board direct on (potentially) serious accidents. The H&amp;S department collects information on the basis of registrations and reports on this to the executive management. This concerns information on</p>	<p><b>T3-3.8.21</b> The H&amp;S department has direct access to the Board and the communication with the Board is well embedded. The H&amp;S department regularly reports to the Board on accidents, non-compliance with laws and regulations, compliance with the H&amp;S system and the realisation of H&amp;S objectives. The reporting frequency is in line with the number of incidents/reports.</p>	<p><b>T4-3.8.22</b> The H&amp;S department develops own initiatives to identify H&amp;S bottlenecks and scope for improvement and has an own budget to fund such activities.</p>	<p><b>T5-3.8.20</b> The operational H&amp;S management is fully integrated in the line. The H&amp;S department supports the Board in formulating matters such as vision, mission, strategy and policy. It also supports the Board in supervising the implementation thereof.</p>

	compliance with the system and the realisation of objectives. The management has defined who should report what information to the H&S department.			
Requirement		<b>T3-3.8.22</b> The H&S department consists of officials with the necessary expertise.	<b>T4-3.8.23</b> The management actively uses the expertise of H&S specialists.	<b>T5-3.8.21</b> The H&S department actively cooperates with the sector.
Criterion		<b>T3-3.8.22a</b> The management has defined the competences of all H&S officials.	<b>T4-3.8.23</b> The management actively involves H&S specialists in all operational processes.	<b>T5-3.8.21</b> The H&S department structurally communicates with the sector on H&S and on H&S behaviour in particular.
		<b>Completely [20]; Largely [16]; Partly [8]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>
		<b>T3-3.8.22b</b> All H&S officials have the necessary expertise.		
		<b>Completely [30]; Largely [24]; Partly [12]; Not [0].</b>		

Auditor guideline		<p><b>T3-3.8.22</b> All H&amp;S officials have at least the vocational safety expert certificate or equivalent (e.g., specific knowledge/experience in the field of H&amp;S or certain disciplines). Besides the necessary theoretical knowledge, relevant skills, experiences and behavioural competences have been defined.</p>	<p><b>T4-3.8.23</b> Active H&amp;S specialists are involved in all operating processes. This specialism need not be a separate position, but could also be a role within a position. The various operating processes comprise issues such as quotes, study, design, performance and evaluation. Involvement can comprise: facilitating and coaching during the performance of risk analyses, incident investigations, developing of safe working methods, etc.</p>	<p><b>T5-3.8.21</b> The H&amp;S department and the H&amp;S specialists of the company actively communicate with comparable departments/specialists in order to identify and tackle H&amp;S bottlenecks in the sector.</p>
Requirement		<p><b>T3-3.8.23</b> The H&amp;S department analyses the realised H&amp;S performance.</p>	<p><b>T4-3.8.24</b> H&amp;S specialists fulfill an active coaching role within the organisation.</p>	
Criterion		<p><b>T3-3.8.23</b> The H&amp;S department performs a thorough analysis on the</p>	<p><b>T4-3.8.24</b> H&amp;S specialists spend a significant part of their</p>	

		basis of the reported bottlenecks and submits recommendations for improvement.	time on the development of safety awareness among the own management and that of contractors.	
		<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	
Auditor guideline		<b>T3-3.8.23</b> A thorough analysis is primarily aimed at preventing the re-occurrence of undesired incidents and realising improvement. Besides the direct causes of incidents, the underlying or root causes are identified and tackled. H&S behaviour is explicitly involved in the analyses.	<b>T4-3.8.24</b> A structural approach is in place to have H&S specialists actively contribute to the awareness of management as regards H&S and important H&S behaviour. Structural means that the activities are regularly defined, carried out, monitored and revised. The development of safety awareness is measured.	

### 3.4 Company aspect 4: Workplace and procedures

#### 4.9 Work planning

	Step 2	Step 3	Step 4	Step 5
Requirement	<b>T2-4.9.13</b> The management has access to H&S plans.	<b>T3-4.9.24</b> The management makes H&S plans on the basis of company standards.	<b>T4-4.9.25</b> The management aligns the H&S plans both internally and externally.	<b>T5-4.9.22</b> The management shares H&S best practices with the sector.
Criterion	<b>T2-4.9.13a</b> The management has drawn up a H&S plan for projects.	<b>T3-4.9.24a</b> The management has access to guidelines and templates for the making of H&S plans.	<b>T4-4.9.25a</b> The management aligns the making of H&S plans with all parties involved.	<b>T5-4.9.22</b> The management shares its best practices with regard to H&S plans and activities with the parties in the sector.
	<b>Y/N [60].</b>	<b>Completely [30]; Largely [24]; Partly [12]; Not [0].</b>	<b>Completely [30]; Largely [24]; Partly [12]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>
	<b>T2-4.9.13b</b> The management applies the H&S plan in practice and updates it wherever necessary.	<b>T3-4.9.24b</b> The H&S plans are made on the basis of a plan/risk analysis.	<b>T4-4.9.25b</b> Deviations to the plans are aligned with all parties (in)directly involved.	
	<b>Completely [90]; Largely [72]; Partly [36]; Not [0].</b>	<b>Completely [30]; Largely [24]; Partly [12]; Not [0].</b>	<b>Completely [90]; Largely [72]; Partly [36]; Not [0].</b>	
		<b>T3-4.9.24c</b> The plan/risk analyses are effectively communicated to (operational) employees.	<b>T4-4.9.25c</b> The process for the drawing up and updating of H&S plans is regularly evaluated with the parties involved.	

		<b>Completely [90]; Largely [72]; Partly [36]; Not [0].</b>	<b>Completely [30]; Largely [24]; Partly [12]; Not [0].</b>	
Auditor guideline	<b>T2-4.9.13</b> The auditor tests this on the basis of the number of selected projects.	<b>T3-4.9.24</b> The risk analysis comprises per activity: hazard, risk (probability times consequences), measures and the expected effects of those measures. Effective means that it is clear that (operational) employees are familiar with the content of the risks and the safety measures to be taken. The auditor tests this on the basis of the number of selected projects. H&S behaviour is addressed in the plan/risk analyses.	<b>T4-4.9.25</b> When aligning work and team composition, consideration is given to relevant risk areas, such as the commuting of (operational) employees in order to prevent overload as much as possible. The management can show that alignment takes place structurally in case of new or changed risks. (Operational) Employees comply with the plan and give feedback on the basis of risk analyses per assignment or working environment in order to improve the actuality of the H&S plans. Demonstrable attention is hereby given to the risks that are specific to the project or working environment. Active cooperation is sought with the sector or use is made	<b>T5-4.9.22</b> The form in which it takes place is free (sector association or consultation with sector parties) as long as it involves knowledge sharing with a representative number of sector parties.

			of sector initiatives in order to improve workplace safety. The management evaluates all projects on the correct, complete and timely application of H&S plans in order to identify lessons for improvement. The auditor tests this on the basis of the number of selected projects.	
Requirement		<b>T3-4.9.25</b> The management keeps H&S plans updated.	<b>T4-4.9.26</b> The management involves the project parties in H&S critical activities.	<b>T5-4.9.23</b> The management evaluates important projects together with the sector parties involved.
Criterion		<b>T3-4.9.25a</b> The management keeps H&S plans updated on the basis of risk analyses and incidents that occurred in daily practice.	<b>T4-4.9.26</b> The management organises formal work start meetings during which H&S critical activities are discussed with the parties (in)directly involved.	<b>T5-4.9.23</b> The management structurally and systematically performs work evaluations with all sector parties, aimed at improving H&S cooperation during the project.
		<b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>

		<p><b>T3-4.9.25b</b> The management effectively communicates the changes in the H&amp;S plans to (operational) employees.</p> <p><b>Completely [90]; Largely [72]; Partly [36]; Not [0].</b></p>		
Auditor guideline		<p><b>T3-4.9.25</b> The risk analyses are updated on the basis of the current work situation and incidents that occur in daily practice. Effective means that it is clear that (operational) employees are familiar with the content of the changed work plans. The auditor tests this on the basis of the number of selected projects.</p>	<p><b>T4-4.9.26</b> The management concerns the executive management responsible for the project. H&amp;S activities are determinative if they are qualified as high risk in the risk analysis. Determinative means: of significant importance in controlling the critical H&amp;S activities. The auditor tests this on the basis of the number of selected projects.</p>	<p><b>T5-4.9.23</b> Based on analyses of past projects, a number of projects are selected and evaluated with the sector. This concerns projects of which evaluation has shown that insufficient cooperation in the making of H&amp;S plans has led to problems. Joint evaluation takes place regularly.</p>
Requirement			<p><b>T4-4.9.27</b> The management assesses H&amp;S plans.</p>	
Criterion			<p><b>T4-4.9.27</b> The management demonstrably and timely assesses the quality of submitted (draft)</p>	

			H&S documents.	
			<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	
Auditor guideline			<b>T4-4.9.27</b> H&S documents handle issues such as H&S risk analyses, H&S plans and changes thereto. The auditor tests this on the basis of the number of selected projects.	
Requirement			<b>T4-4.9.28</b> The management conducts H&S consultation with the parties involved.	
Criterion			<b>T4-4.9.28</b> The management regularly holds work-transcending consultations with determinative (in)directly involved parties on safety awareness during the project.	
			<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	

Auditor guideline			<p><b>T4-4.9.28</b> The project-transcending consultation takes place at company level and has the purpose of systematically and mutually (between the parties involved) improving the planning process on the basis of practical incidents.</p>	
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## 4.2 Workplace safety

	Step 2	Step 3	Step 4	Step 5
Requirement	<b>T2-4.10.14</b> The management applies a standard set of H&S activities.	<b>T3-4.10.26</b> The management applies H&S measures designed for every work environment.	<b>T4-4.10.29</b> (Operational) Employees are familiar with the H&S risks and apply the correct control measures.	<b>T5-4.10.24</b> The management evaluates the effectiveness of H&S methods and techniques together with the sector.
Criterion	<b>T2-4.10.14</b> The management has defined a standard set of H&S activities for work environments.	<b>T3-4.10.26</b> The management aligns the standard set of H&S measures for the work environment to the specific work situation and supplements this where necessary.	<b>T4-4.10.29a</b> (Operational) Employees are familiar with the risks and control measures of their work, their work environment and their work resources (equipment, materials and procedures).	<b>T5-4.10.24</b> The management together with sector parties systematically assesses, on the basis of evaluation reports, the effectiveness of existing methods and techniques for safety awareness at work.
	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>
			<b>T4-4.10.29b</b> (Operational) Employees act in accordance with the H&S risks and apply the correct control measures. <b>Completely [90]; Largely [72]; Partly [36]; Not [0].</b>	

Auditor guideline	<b>T2-4.10.14</b> A generic working practice and set of control measures are present for regular work and the attached risks. These form part of the H&S management system and are therefore periodically checked, evaluated and applied in accordance with the PDCA cycle.	<b>T3-4.10.26</b> The specific measures include H&S behaviour. The auditor tests this on the basis of the number of selected projects.	<b>T4-4.10.29</b> Employees assess their own workplace for safety and are alert to deviations. Applicable control measures can be both general and task specific. They comprise issues such as prescribed measures, working practices and H&S rules.	<b>T5-4.10.24</b> The management together with sector parties regularly test the effectiveness of H&S methods and techniques on the basis of evaluation reports and take improvement measures.
Requirement		<b>T3-4.10.27</b> The management keeps the standard set of H&S measures updated.	<b>T4-4.10.30</b> The management also requires that contractors apply a standard set of H&S activities.	<b>T5-4.10.25</b> The management innovates H&S methods and techniques.
Criterion		<b>T3-4.10.27</b> The management adjusts the standard set of H&S activities following serious incidents or new signalled risks in practice.	<b>T4-4.10.30a</b> The management oversees compliance by contractors with a standard set of H&S activities for every work environment.	<b>T5-4.10.25</b> The management regularly applies new methods, measures and techniques aimed at (improvements in) H&S at the workplace.
		<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>
			<b>T4-4.10.30b</b> The management takes direct and consistent corrective actions with regard to	

			contractors if these do not comply with the minimum H&S activities.	
			<b>Completely [90]; Largely [72]; Partly [36]; Not [0].</b>	
Auditor guideline		<b>T3-4.10.27</b> The serious incidents and/or new risks result from the own work environment or the sector. Serious incidents can concern both accidents or damage (tangible and intangible).	<b>T4-4.10.30</b> The management records per project any non-compliance by contractors as well as the (corrective) actions taken. Corrective actions can range from warnings to penalties and suspension or exclusion from the project. In case of warnings, penalties etc., direct corrective measures are required, whereby it is monitored that these are indeed carried out. The auditor tests this on the basis of the number of selected projects.	<b>T5-4.10.25</b> The management can show that it is continuously seeking to improve H&S in the work environment and that it is regularly successful in this respect. Examples include planning and organisation techniques, applied methods in complex or high-risk projects, informing (operational) employees more effectively about changes, etc. Experiences gained are actively communicated to the organisation (management and employees).
Requirement		<b>T3-4.10.28</b> The management regularly assesses the work environment in terms of H&S.	<b>T4-4.10.31</b> The management assures the safety of the external environment in case of projects.	

Criterion		<b>T3-4.10.28</b> The management assesses projects various criteria including tidiness of the work environment, implementation, measures and the consistent application of measures resulting from earlier risk analysis.	<b>T4-4.10.31</b> The management ensures for all projects that the H&S risks for the environment are structurally controlled.	
		<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	
Auditor guideline		<b>T3-4.10.28</b> The work environment is visited by the management both announced and unannounced in order to assess the effectiveness of measures, techniques and behaviour. Unannounced means: not according to a communicated schedule.	<b>T4-4.10.31</b> The management devotes structural attention in all work environments to on-site safety and the tidiness of the work environment. Structural means according to a predefined schedule. The management records per project any non-compliance as well as the (corrective) actions taken. The actions are monitored and adjusted where necessary. The auditor	

			tests this on the basis of the number of selected projects.	
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## 4.11 Procedures

	Step 2	Step 3	Step 4	Step 5
Requirement	<b>T2-4.11.15</b> The management ensures compliance with the H&S requirements of the clients.	<b>T3-4.11.29</b> The management aligns H&S procedures with the users.	<b>T4-4.11.32</b> The management involves (operational) employees in the H&S procedures and best practices.	<b>T5-4.11.26</b> The management aligns H&S procedures with the sector.
Criterion	<b>T2-4.11.15a</b> The management has translated the H&S requirements of clients into operational procedures.	<b>T3-4.11.29</b> The management has aligned all H&S procedures to the user situation, the capacity and language proficiency of the (operational) employees.	<b>T4-4.11.32 (Operational)</b> Employees are involved in the drawing up, revision and implementation of procedures and best practices.	<b>T5-4.11.26</b> The management regularly consults with the sector on important H&S procedures.
	<b>Completely [20]; Largely [16]; Partly [8]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>
	<b>T2-4.11.15b</b> The management regularly tests whether these procedures are applied.			
	<b>Completely [30]; Largely [24]; Partly [12]; Not [0].</b>			

Auditor guideline	<b>T2-4.11.15</b> The management has an overview of the requirements made by all clients. It is clear when and how the specific requirements are processed and implemented within the procedures. The management tests on tendering for each project whether the client requirements are still up-to-date and/or the requirements are still met. Necessary changes made to the procedures.	<b>T3-4.11.29</b> Procedures are tailored to the the (operational) employees who (must) use these procedures. No barriers exist.	<b>T4-4.11.32</b> Procedures are regularly tested by (operational) employees. (Operational) Employees themselves propose or provide targeted input for or feedback to (change) proposals.	<b>T5-4.11.26</b> Agreements exist with the sector on the frequency of the regular consultations. This is important in the sense of risk and cooperation within the sector (optimal, unequivocal, consistent, etc.).
Requirement	<b>T2-4.11.16</b> The management has H&S procedures available in the work environment.	<b>T3-4.11.30</b> The management applies updated H&S procedures in training programmes.	<b>T4-4.11.33</b> The management applies a clear procedure that provides for a structural approach to deviations from H&S rules.	<b>T5-4.11.27</b> (Operational) Employees submit own improvement proposals for H&S procedures.
Criterion	<b>T2-4.11.16</b> The management has structured all H&S procedures in such a manner that they are	<b>T3-4.11.30</b> The management has processed the relevant procedures in all H&S training programmes.	<b>T4-4.11.33</b> The management applies a system for deviations from the rules that in any event ensures that the deviations	<b>T5-4.11.27</b> (Operational) Employees make own improvement processes for H&S procedures and are involved in their development.

	accessible to (operational) employees in every work environment.		are authorised.	
	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>
Auditor guideline	<b>T2-4.11.16</b> Employees have easy access to procedures at every workplace.	<b>T3-4.11.30</b> A training programme clearly communicates which procedures are relevant to the programme and how these procedures are processed in the programme. Procedures comprise all rules and agreements on desired H&S behaviour. (compliance with rules and regulations, discussion if changes are required, confronting one another, reporting of hazardous situations, etc.).	<b>T4-4.11.33</b> The system assures clear authorisation, alignment with experts and stakeholders, including clients.	<b>T5-4.11.27</b> The system applied for improvement proposals and being involved in the development is easily accessible. Improvement proposals and best practices are implemented by the organisation wherever they have added value. The management facilitates this. Employees are explicitly involved in the communication and implementation process.
Requirement		<b>T3-4.11.31</b> The management systematically checks compliance with the H&S	<b>T4-4.11.34</b> The management systematically implements H&S best practices.	

		procedures.		
Criterion		<b>T3-4.11.31</b> The management regularly has compliance with procedures verified.	<b>T4-4.11.34a</b> The management stimulate the continuous improvement of best practices.	
		<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [20]; Largely [16]; Partly [8]; Not [0].</b>	
			<b>T4-4.11.34b</b> The management checks the feasibility of all best practices before implementation.	
			<b>Completely [30]; Largely [24]; Partly [12]; Not [0].</b>	
Auditor guideline		<b>T3-4.11.31</b> Compliance with procedures can be checked by systematic observations (full or partial). Non-complied procedures are studied to determine the cause and realise compliance.	<b>T4-4.11.34</b> The management has embedded all best practices in procedures and processes. The management regularly reviews procedures on the basis of a process & risk analysis based planning, as well as incidents and changed risks and input by (operational) employees. Review is understood as: the lapse or revision of	

			<p>procedures or the drawing up of new procedures. The feasibility of procedures can be checked by means of a pilot or an employees' review.</p>	
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### 3.5 Company aspect 5: Deviations and communication

#### 5.12 Reporting of incidents

	Step 2	Step 3	Step 4	Step 5
Requirement	<b>T2-5.12.17</b> The management reports all (potentially) serious accidents.	<b>T3-5.12.32</b> The management reports all accidents.	<b>T4-5.12.35 (Operational)</b> Employees report incidents.	<b>T5-5.12.28 (Operational)</b> Employees communicate solutions when reporting incidents.
Criterion	<b>T2-5.12.17</b> The management reports and registers all (potentially) serious accidents and process disruptions.	<b>T3-5.12.17</b> The management reports and registers all accidents and process disruptions.	<b>T4-5.12.35a (Operational)</b> Employees report their own incidents and those of their colleagues.	<b>T5-5.12.28 (Operational)</b> Employees communicate solutions when reporting and registering incidents, including those of clients and contractors.
	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b>	<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>
			<b>T4-5.12.35b (Operational)</b> Employees report incidents of other parties involved in the project.	
			<b>Completely [90]; Largely [72]; Partly [36]; Not [0].</b>	

Auditor guideline	<p><b>T2-5.12.17</b> Reporting and registration are carried out in accordance with the client's procedures. Reporting also comprises reporting to the client and other parties involved such as the employer, emergency services, labour inspectorate. Report registrations are stored.</p>	<p><b>T3-5.12.32</b> The registrations show that reports are made by (operational) employees. The name of the reporting party and victim(s) are included in the registration.</p>	<p><b>T4-5.12.35</b> The reports are structural (not one-off), correspond in terms of numbers with what may be expected, taking into account the nature, risk profile and size of the company, and are made by various persons. The number of reports is appropriate if the ratio between accidents and incidents is approximately 1:50. The parties involved include: clients, contractors, suppliers, visitors, surrounding residents, etc.</p>	<p><b>T5-5.12.28</b> All incidents are assumed to be reported if the ratio between (potentially serious) accidents and incidents is approximately 1:100.</p>
Requirement		<p><b>T3-5.12.33</b> The management reports all (potentially) serious accidents of clients.</p>	<p><b>T4-5.12.36</b> The management registers the reported incidents.</p>	<p><b>T5-5.12.29</b> The Board shares statistics and analyses on important H&amp;S incidents with the sector.</p>
Criterion		<p><b>T3-5.12.33</b> The management registers and reports all (potentially) serious accidents of clients.</p>	<p><b>T4-5.12.36a</b> The management structurally enters all information on incidents, including that provided by external parties, in an information system.</p>	<p><b>T5-5.12.29a</b> The Board uses the incident information system to inform the sector about incidents with a high risk.</p>

		<b>Completely [150]; Largely [120]; Partly [60]; Not [0].</b>	<b>Completely [90]; Largely [72]; Partly [36]; Not [0].</b>	<b>Completely [90]; Largely [72]; Partly [36]; Not [0].</b>
			<b>T4-5.12.36b</b> The management informs the person reporting incidents about the registration and its handling.	<b>T5-5.12.29b</b> The management applies the high-risk criteria set by the sector, which are transparent and effective.
			<b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b>	<b>Y/N [60].</b>
Auditor guideline		<b>T3-5.12.33</b> Registration includes sufficient information for further study.	<b>T4-5.12.36</b> The content of the information system is documented and enables the finding of relevant information and the analysis of trends and often recurring causes. The information system also includes feedback to the reporting parties (confirmation of receipt, closing of report, etc.).	<b>T5-5.12.29</b> Criteria include: potential injury, loss in terms of time, money and image. The criteria for high risk are documented and applied in such a manner that they lead to improved safety in practice.

## 5.13 Investigation of incidents

	Step 2	Step 3	Step 4	Step 5
Requirement	<b>T2-5.13.18</b> The management investigates (potentially) serious accidents.	<b>T3-5.13.34</b> The management investigates accidents.	<b>T4-5.13.37</b> The management investigates incidents.	<b>T5-5.13.30</b> The management analyses incidents together with the sector.
Criterion	<b>T2-5.13.18a</b> The management investigates all (potentially) serious accidents for direct causes.	<b>T3-5.13.34</b> The management investigates all accidents for root causes.	<b>T4-5.13.37a</b> The management investigates a substantial number of incidents.	<b>T5-5.13.30a</b> The management investigates all incidents, including those of clients and contractors, for root causes.
	<b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b>	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>	<b>Completely [40]; Largely [32]; Partly [16]; Not [0].</b>	<b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b>
	<b>T2-5.13.18b</b> An investigation is rounded off within six weeks of the accident.		<b>T4-5.13.37b</b> The management involves (operational) employees in the investigation.	<b>T5-5.13.30b</b> The management uses investigations of external incidents.
	<b>Completely [20]; Largely [16]; Partly [8]; Not [0].</b>		<b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b>	<b>Completely [40]; Largely [32]; Partly [16]; Not [0].</b>
	<b>T2-5.13.18c</b> Investigation reports are stored.			
<b>Completely [20]; Largely [16]; Partly [8]; Not [0].</b>				

Auditor guideline	<b>T2-5.13.18</b> Reports are documented (hardcopy and/or digitally). Direct causes are causes that are immediately apparent. They comprise behaviour of and actions by (operational) employees, working conditions and resources (materials and equipment).	<b>T3-5.13.34</b> The investigation focuses on root causes and system improvement. Root causes are less apparent, underlying causes. They comprise personal factors, such as knowledge and skills, and information and work-related causes, such as inspection programmes, purchasing specifications, standard procedures and working methods, etc.	<b>T4-5.13.37</b> The procedure comprises a formal risk assessment. Investigation is carried out on the basis of the risk profile of the reported incidents. Determinative is not the actual effect, but instead the possible effect. The management involves (operational) employees in cause analyses and finding solutions.	<b>T5-5.13.30</b> The management has a fixed procedure for learning lessons from relevant incidents and investigation results of its clients and subcontractors regarding incidents that have taken place during its projects. The management also uses the investigation results of parties from the own or other sectors. This concerns the identification of possible incidents, which (could) occur in the own company and the resulting improvement measures.
Requirement	<b>T2-5.13.19</b> The management applies fixed procedures for the handling of (potentially) serious accidents.	<b>T3-5.13.35</b> The management applies fixed procedures for the handling of accidents.	<b>T4-5.13.38</b> The management investigates (potentially) serious accidents of clients.	
Criterion	<b>T2-5.13.19</b> Procedures are available for the investigation of (potentially) serious accidents.	<b>T3-5.13.35</b> Procedures are available for the investigation of accidents.	<b>T4-5.13.38</b> The management investigates all (potentially) serious accidents of clients.	
	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>	<b>Completely [100]; Largely [80]; Partly [40];</b>	

			<b>Not [0].</b>	
Auditor guideline	<b>T2-5.13.19</b> The procedures comprise tasks and responsibilities regarding how to act with respect to matters such as: informing the emergency services, management, (operational) employees, private individuals, competent authority, taking direct actions, reporting and starting investigation, collecting of evidence and reporting.	<b>T3-5.13.35</b> The procedure comprises registrations of: incident, investigation, defining measures, medication to the reporting party, to (operational) employees, to management, to clients, follow-up of measures, evaluating the effectiveness of the measures, etc. Attention is given in the procedure and practice not only to the actual consequences of the accidents, but also to the possible consequences under slightly different conditions. This procedure is applied in practice.	<b>T4-5.13.38</b> The company also applies the own investigation procedure to (potentially) serious accidents of contractors, which have taken place during the projects of the company.	
Requirement			<b>T4-5.13.39</b> The management systematically investigates incidents.	
Criterion			<b>T4-5.13.39a</b> The management applies a fixed investigation method.	

			<p><b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b></p> <p><b>T4-5.13.39b</b> The management regularly receives progress reports on the investigation of incidents.</p> <p><b>Completely [40]; Largely [32]; Partly [16]; Not [0].</b></p>	
Auditor guideline			<p><b>T4-5.13.39</b> The management has defined the investigation method. Tools are made available. Templates for investigation and reporting are defined. Investigators are appointed and trained to apply this method. Investigation is carried out with the participation of independent investigators. Always included in the investigation of high-risk incidents is a safety expert with at least the vocational safety expert certificate or equivalent.</p>	

## 5.14 Follow-up of incidents

	Step 2	Step 3	Step 4	Step 5
Requirement	<b>T2-5.14.20</b> The management discusses (potentially) serious accidents and implemented measures with (operational) employees.	<b>T3-5.14.36</b> The management takes measures after accidents.	<b>T4-5.14.40</b> (Operational) Employees communicate bottlenecks and improvements.	<b>T5-5.14.31</b> The Board visits the site of (potentially) serious accidents
Criterion	<b>T2-5.14.20</b> The managers discuss all (potentially) serious accidents and implemented measures within a reasonable term with their (operational) employees.	<b>T3-5.14.36</b> The management takes corrective measures on the basis of the investigation of accidents.	<b>T4-5.14.40a</b> (Operational) Employees are actively involved in H&S. (Operational) Employees communicate H&S bottlenecks and desired improvements.	<b>T5-5.14.31</b> The Board visits the site of every serious accident.
	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [30]; Largely [24]; Partly [12]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>
			<b>T4-5.14.40b</b> The (operational) employees receive feedback on planned H&S actions and their progress.	
			<b>Completely [10]; Largely [8]; Partly [4]; Not [0].</b>	
			<b>T4-5.14.40c</b> Actions and progress are systematically	

			followed up.	
			<b>Completely [10]; Largely [8]; Partly [4]; Not [0].</b>	
Auditor guideline	<b>T2-5.14.20</b> The management at all levels discusses (potentially) serious accidents with their (operational) employees. For example, by presentations to (operational) employees, active participation in work consultations, presentations during H&S consultations. The auditor will for each serious accident in the past year assess whether this has been discussed with the (operational) employees within one quarter of the accident date.	<b>T3-5.14.36</b> The corrective measures are aimed in particular at the root causes of the accidents. For example, by developing and optimising procedures and best practices, analysing which procedures and best practices are more frequently linked to (potentially) serious accidents. This leads to the improvement of procedures and best practices.	<b>T4-5.14.40</b> A large share of (operational) employees communicate improvements/bottlenecks. The manner in which bottlenecks and improvement ideas are reported is insignificant. What is important is that a broad range of employees are involved (ideas do not always originate from the same people) and that the management stimulates the presentation of good ideas and sets a good example in this respect. The management ensures that improvement ideas are monitored, followed up and lead to a result. (Operational) Employees are actively informed about this, in particular those persons presenting ideas for improvement.	<b>T5-5.14.31</b> The Board has a procedure that requires that a director visits the site of a serious accident within 24 hours. The Board shows that this procedure is complied with. Enquiries with (operational) employees or direct colleagues show that the Board has visited the site of a serious accident within 24 hours.
Requirement	<b>T2-5.14.21</b> The Board takes measures after (potentially) serious	<b>T3-5.14.37</b> The management informs (operational) employees	<b>T4-5.14.41</b> The management takes measures after incidents.	<b>T5-5.14.32</b> The Board leads investigations.

	accidents.	about accidents.		
Criterion	<b>T2-5.14.21a</b> The Board takes direct measures in case of all (potentially) serious accidents.	<b>T3-5.14.37</b> The management informs (operational) employees of accidents and the measures taken.	<b>T4-5.14.41a</b> The management takes corrective measures on the basis of the investigation of incidents.	<b>T5-5.14.32a</b> The Board leads the investigation of (potentially) serious accidents.
	<b>Completely [30]; Largely [24]; Partly [12]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [20]; Largely [16]; Partly [8]; Not [0].</b>	<b>Completely [30]; Largely [24]; Partly [12]; Not [0].</b>
	<b>T2-5.14.21b</b> The Board receives reports of all (potentially) serious accidents and takes corrective measures.		<b>T4-5.14.41b</b> The management formally evaluates the taken actions for effectiveness.	<b>T5-5.14.32b</b> The Board actively aims to achieve the exclusion of (potentially) serious accidents.
	<b>Completely [20]; Largely [16]; Partly [8]; Not [0].</b>		<b>Completely [30]; Largely [24]; Partly [12]; Not [0].</b>	<b>Completely [20]; Largely [16]; Partly [8]; Not [0].</b>

Auditor guideline	<p><b>T2-5.14.21</b> The direct measures following (potentially) serious accidents are aimed at damage limitation, repair and making the functionality available as quickly as possible. The direct measures are laid down in writing. The manager and the first line manager receive a copy of the report. Corrective measures are aimed at preventing re-occurrence. They remove the causes of the accident in the future and address the direct causes of the accident. Investigations and measures are laid down in writing.</p>	<p><b>T3-5.14.37</b> The management uses a fixed structure or fixed format for communication with (operational) employees. The management has clear guidelines for what must be communicated to whom, whereby the possible risk for the recipient is highly determinative.</p>	<p><b>T4-5.14.41</b> Verification of the effectiveness of actions taken will take place within one year of implementation. Supplementary actions will be taken if necessary.</p>	<p><b>T5-5.14.32</b> The Board is actively involved in the investigation, in which it plays a leading role. The Board regularly receives written reports on the incident, the victims and their progress.</p>
Requirement	<p><b>T2-5.14.22</b> The Board informs the parties involved about the serious accident and the measures taken.</p>		<p><b>T4-5.14.42</b> The management provides for the relief and support of victims.</p>	<p><b>T5-5.14.33</b> The Board shares incidents with the sector.</p>

Criterion	<b>T2-5.14.22</b> The Board immediately after every serious accidents informs the parties involved about the accident, the cause and the measures taken.		<b>T4-5.14.42a</b> The management applies a formal procedure for the relief and support of victims.	<b>T5-5.14.33</b> The Board actively shares incidents and proven effective measures with the sector.
	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>		<b>Completely [20]; Largely [16]; Partly [8]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>
			<b>T4-5.14.42b</b> The management applies a procedure for the relief and (psychological) support of direct colleagues, who have had a traumatic experience. <b>Completely [30]; Largely [24]; Partly [12]; Not [0].</b>	
Auditor guideline	<b>T2-5.14.22</b> Parties involved are: victim, manager, colleagues, client, labour inspectorate, etc.		<b>T4-5.14.42</b> The procedure is aimed at the processing of the experiences. The management participates in this process. The procedure also comprises sickness and reintegration support by the company. Attention is given to the victim and his/her immediate family. The management plays an important role in this.	<b>T5-5.14.33</b> The external communication of incidents is systematic, transparent and demonstrable. The sector includes sector organisations.

Requirement	<b>T2-5.14.23</b> The management shows involvement with third parties who have suffered damage.		<b>T4-5.14.43</b> The management discusses incidents and measures with (operational) employees.	<b>T5-5.14.34</b> The Board investigates (potentially) serious accidents together with the sector.
Criterion	<b>T2-5.14.23</b> The management actively participates in the communication with third parties who have incurred significant material damage.		<b>T4-5.14.43</b> Het management informs (operational) employees about incidents and the resulting failure costs.	<b>T5-5.14.34</b> The Board reports serious accidents together with sector partners to all stakeholders.
	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>		<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>
Auditor guideline	<b>T2-5.14.23</b> Serious damage is on the one hand related to the scale of the damage (€ 500,000), on the other hand to the emotional value for the party suffering the damage.		<b>T4-5.14.43</b> The internal communication of incidents is systematic, transparent and demonstrable. Incidents are also communicated outside the project, the region, the department in which they occurred. This is included in the procedures.	<b>T5-5.14.34</b> Every serious accident is summarised in a single joint report by all parties involved. The purpose is to realise joint responsibility for the cause, results and measures to be taken. Stakeholders comprise: directors, enforcement authorities, emergency services, press, private individuals, (operational) employees, own

				company, etc.
Requirement			<b>T4-5.14.44</b> (Operational) Employees learn from third-party incidents.	
Criterion			<b>T4-5.14.44</b> First-line managers take action following incidents at other projects. <b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	
Auditor guideline			<b>T4-5.14.44</b> There is an active exchange of information regarding incidents between projects. Incidents at other projects are actively assessed in terms of the own work situation and preventive measures are taken wherever relevant. First-line managers can show that they are familiar with reports of third party incidents and have a system in terms of relevance to	

			the own work environment.	
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## 5.15 Daily control

	Step 2	Step 3	Step 4	Step 5
Requirement	<b>T2-5.15.24</b> First-line managers devote extra attention to H&S work environment inspections after (potentially) serious accidents.	<b>T3-5.15.38</b> First-line managers schedule the H&S work environment inspections.	<b>T4-5.15.45</b> The management performs unplanned H&S work environment inspections.	<b>T5-5.15.35</b> The management performs joint H&S work environment inspections together with the sector.
Criterion	<b>T2-5.15.24</b> After (potentially) serious accidents, first-line managers check all work environments for the presence of comparable causes and bottlenecks, which have earlier led to the serious accident.	<b>T3-5.15.38a</b> First-line managers determine the frequency and points of attention of H&S work environment inspections on the basis of risk analysis.	<b>T4-5.15.45a</b> The management performs unplanned H&S work environment inspections.	<b>T5-5.15.35a</b> The management regularly performs joint H&S work environment inspections with clients and contractors.
	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [40]; Largely [32]; Partly [16]; Not [0].</b>	<b>Y/N [10].</b>	<b>Completely [30]; Largely [24]; Partly [12]; Not [0].</b>
		<b>T3-5.15.38b</b> The Board and first line managers perform planned H&S work environment inspections	<b>T4-5.15.45b</b> The Board regularly performs an H&S work environment inspection.	<b>T5-5.15.35b</b> The Board communicates the analyses of joint H&S work environment inspections to the sector.
		<b>Completely [10]; Largely [8]; Partly [4]; Not [0].</b>	<b>Y/N [10].</b>	<b>Y/N [20].</b>

			<p><b>T4-5.15.45c</b> Every manager between first line manager and the Board regularly performs an H&amp;S work environment inspection.</p> <p><b>Y/N [10].</b></p>	
			<p><b>T4-5.15.45d</b> Every first-line manager more than regularly (often) performs an H&amp;S work environment inspection.</p> <p><b>Y/N [10].</b></p>	
			<p><b>T4-5.15.45e</b> Every first-line manager regularly performs an H&amp;S work environment inspection at a project, in which he/she is not directly involved.</p> <p><b>Y/N [10].</b></p>	

Auditor guideline	<b>T2-5.15.24</b> The essence is that the other work environments are also inspected after (potentially) serious accidents. The reason for this is determine whether measures are also required there to prevent comparable accidents.	<b>T3-5.15.38</b> Risks are identified in the risk analyses. Special attention is given during the inspections to the attitude and behaviour in the work environment. First-line managers systematically plan and monitor the frequency of H&S work environment inspections.	<b>T4-5.15.45</b> The Board ensures the performance of H&S work environment inspections. The performance of an H&S work environment inspection at a project, in which the company is not directly involved, is aimed at an objective assessment of the work environments and the exchange of experiences and best practices.	<b>T5-5.15.35</b> The company performs inspections of a project environment, whereby the manager of the company together with a manager of a contractor jointly assess the work environment in terms of attitude and behaviour. A director regularly participates in these joint H&S work environment inspections. The planning is based on risk analyses. The analyses for the sector comprise, besides bottlenecks and the causes, also the most important measures and the resulting effects.
Requirement	<b>T2-5.15.25</b> First-line managers oversee compliance with procedures during H&S work environment inspections.	<b>T3-5.15.39</b> First-line managers report on the results of H&S work environment inspections.	<b>T4-5.15.46</b> The managers oversee H&S awareness during H&S work environment inspections.	<b>T5-5.15.36</b> (Operational) Employees perform H&S work environment inspections.

Criterion	<b>T2-5.15.25</b> First-line managers confront (operational) employees on ascertaining that (operational) employees are not working according to the H&S rules.	<b>T3-5.15.39</b> First-line managers report H&S work environment inspections to the management according to a fixed structure.	<b>T4-5.15.46</b> The managers confront employees following H&S work environment inspections.	<b>T5-5.15.36</b> (Operational) Employees daily perform and report on H&S work environment inspections.
	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>
Auditor guideline	<b>T2-5.15.25</b> The inspection reports show that attention is given not only to technical matters but also to behaviour and the effectiveness and compliance with procedures. And that actions are taken where necessary. The auditor test this by means of interviews with (operational) employees and a check of the working environment.	<b>T3-5.15.39</b> The structure comprises planning, performance and reporting of regular H&S work environment inspections. The work environment inspection forms have a fixed format. The completed forms show what has been inspected, what was found to be in order what was not, plus the measures taken.	<b>T4-5.15.46</b> The inspection reports show that attention is given not only to technical matters, but also to behaviour and the effectiveness and compliance with procedures. And that safety issues are raised and measures are taken wherever necessary. Safety issues are raised not only with those directly involved, but also with colleagues and/or managers who facilitate those directly involved in a safe and healthy working environment. The auditor tests this by	<b>T5-5.15.36</b> The daily H&S work environment inspections are performed in such a manner that all work environments are inspected within a certain period, whereby several (operational) employees are involved. The H&S work environment inspections, including the self-identified improvement actions, are reported to first-line managers.

			means of interviews with (operational) employees and by observations of the working environment.	
Requirement		<b>T3-5.15.40</b> The managers monitor the follow-up of actions resulting from H&S work environment inspections.	<b>T4-5.15.47</b> The management daily process the reports of H&S work environment inspections.	<b>T5-5.15.37</b> The management works together with the sector to structurally improve H&S inspections.
Criterion		<b>T3-5.15.40a</b> The managers investigate after signalled bottlenecks whether the procedures have been correctly applied and/or the procedures are effective.	<b>T4-5.15.47</b> A central point daily studies the deviations of H&S work environment inspections and analyses these for root causes.	<b>T5-5.15.37</b> The Board works together with the sector to improve the effectiveness of H&S work environment inspections.
		<b>Completely [20]; Largely [16]; Partly [8]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>
		<b>T3-5.15.40b</b> The managers take direct actions in case of deviations, so that signalled bottlenecks in the inspected area are documented and resolved. <b>Completely [30]; Largely [24]; Partly [12]; Not [0].</b>		

Auditor guideline		<b>T3-5.15.40</b> The correct actions are taken to permanently resolve the bottleneck and prevent re-occurrence.	<b>T4-5.15.47</b> Persons performing the work environment inspections daily send the reports of the H&S work environment inspection to the central point for cause analysis. Deviations are assessed for potential risk by the central point. The criteria for determining risks comprise: seriousness (possible consequences) and probability of re-occurrence of the deviation. A cause analysis is performed of deviations with a high risk.	<b>T5-5.15.37</b> The management can present examples showing this.
Requirement		<b>T3-5.15.41</b> Work environment inspectors are trained.	<b>T4-5.15.48</b> The management compares the quality of the performance of the various H&S work environment inspections.	
Criterion		<b>T3-5.15.41</b> Every work environment inspector has received relevant training in advance.	<b>T4-5.15.48a</b> The management compares the quality of the performance of a number of own H&S work environment inspections with those by independent third parties.	

		<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [20]; Largely [16]; Partly [8]; Not [0].</b>	
			<b>T4-5.15.48b</b> The management takes actions wherever necessary to improve the performance of the H&S work environment inspections.	
			<b>Completely [30]; Largely [24]; Partly [12]; Not [0].</b>	
Auditor guideline		<b>T3-5.15.41</b> The relevant training for performance of H&S work environment inspections focuses on practical implementation (what to look for). The undergone relevant training is documented (duration and content). The content of the training is aligned with current H&S requirements and best practices. Registrations are available of who has undergone which training, when and with what result.	<b>T4-5.15.48</b> Random samples are taken to assess to what extent own H&S work environment inspections produce results that deviate from H&S work environment inspections by third parties. The random sample comprises a representative number of own H&S work environment inspections.	

## 5.16 Meetings

	Step 2	Step 3	Step 4	Step 5
Requirement	<b>T2-5.16.26</b> The management discusses H&S behaviour during H&S consultations.	<b>T3-5.16.42</b> The first line management make structural use of H&S consultations.	<b>T4-5.16.49</b> First-line managers base the planning of H&S consultations on risks.	<b>T5-5.16.38</b> First-line managers use a dynamic planning for H&S consultations.
Criterion	<b>T2-5.16.26</b> The management ensures that H&S behaviour is discussed during all H&S consultations.	<b>T3-5.16.42a</b> First-line managers use a list of possible subjects for H&S consultations.	<b>T4-5.16.49</b> First-line managers use risk analyses as input for the planning of H&S consultations.	<b>T5-5.16.38</b> First-line managers plan H&S consultations on the basis of current developments.
	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>	<b>Completely [20]; Largely [16]; Partly [8]; Not [0].</b>	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>
		<b>T3-5.16.42b</b> First-line managers deliberately choose subjects for H&S consultations on the basis of the current work situation.		
		<b>Completely [60]; Largely [48]; Partly [24]; Not [0].</b>		
		<b>T3-5.16.42c</b> First-line managers hold H&S consultations in the language of the participating (operational) employees.		

		<b>Completely [20]; Largely [16]; Partly [8]; Not [0].</b>		
Auditor guideline	<b>T2-5.16.26</b> Registrations show which issues regarding H&S behaviour were discussed and which actions were raised.	<b>T3-5.16.42</b> First-line managers apply a structured approach to H&S consultations. Accidents are input for the drawing up the list of subjects for discussion. Relevant accidents and accidents outside the own work are also discussed during H&S consultations. There are clear criteria to determine which accidents (outside the own work) are relevant to the H&S consultations. The subjects of the H&S consultations are chosen on the basis of: planning of subjects, phasing and work, current risks, accidents and bottlenecks.	<b>T4-5.16.49</b> Current risks form input for the planning, both as regards timing and content (subjects).	<b>T5-5.16.38</b> The subjects and the time of the H&S consultations are determined by the current planning, work, bottlenecks and reported (behavioural) incidents.
Requirement			<b>T4-5.16.50</b> First-line managers ensure that H&S consultations are interesting and varied.	<b>T5-5.16.39</b> (Operational) Employees are actively involved in the H&S consultations.

Criterion			<b>T4-5.16.50</b> First-line managers vary the holding of H&S consultations.	<b>T5-5.16.39</b> (Operational) Employees regularly fulfil a leading role in H&S consultations.
			<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>	<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>
Auditor guideline			<b>T4-5.16.50</b> The form of an H&S consultation is varied. An H&S consultation involves other persons or facilities, for example: specialists, management, (in)direct stakeholders, film material, instruction material, etc.	<b>T5-5.16.39</b> A large number of the H&S consultations are led by (operational) employees. This may also concern the (operational) employees of (in)direct stakeholders.
Requirement			<b>T4-5.16.51</b> First-line managers effectively use H&S consultations for bottom-up communication.	
Criterion			<b>T4-5.16.51</b> (Operational) Employees discuss bottlenecks during H&S consultations and receive information on the progress of earlier reports.	
			<b>Completely [100]; Largely [80]; Partly [40]; Not [0].</b>	

Auditor guideline			<p><b>T4-5.16.51 H&amp;S</b>  consultations are used to as yet report incidents, identify bottlenecks and desired improvement actions.  Follow-up is monitored and (operational) employees receive information on the progress and determined improvement actions.</p>	
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### 3.6 Company aspect 6: Audits and statistics

#### 6.17 Audits and reviews

	Step 2	Step 3	Step 4	Step 5
Requirement	<b>T2-6.17.27</b> The management audits H&S behavioural aspects.	<b>T3-6.17.43</b> The managers performs H&S behavioural audits.	<b>T4-6.17.52</b> The management makes integral use of H&S behavioural audits.	<b>T5-6.17.40</b> The Board performs H&S behavioural audits together with the sector.
Criterion	<b>T2-6.17.27a</b> The management audits the entire H&S management system in terms of behavioural aspects.	<b>T3-6.17.43</b> The managers actively participate in H&S behaviour audit teams.	<b>T4-6.17.52</b> The management uses H&S behavioural audits to look at all aspects of the operations.	<b>T5-6.17.40</b> The Board regularly has sector-driven H&S behavioural audits performed in the company.
	<b>Completely [20]; Largely [16]; Partly [8]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Y/N [50].</b>
	<b>T2-6.17.27b</b> The Board assesses the results of H&S behavioural audits and uses these to improve H&S awareness.			
	<b>Completely [30]; Largely [24]; Partly [12]; Not [0].</b>			

Auditor guideline	<b>T2-6.17.27</b> The term H&S behavioural audits in this context only relates to the internal H&S behavioural audits planned and performed by the company itself. The company has a fixed procedure for devoting sufficient attention to H&S behavioural aspects during the audits. The audits may be integrated in other audits, such as system audits, on condition that it can be shown that sufficient specific attention is given to H&S behaviour.	<b>T3-6.17.43</b> Active management participation means that managers at multiple levels in the company participate in H&S behavioural audits. Participation consists of asking questions, observing and discussing results in audit teams, etc. Every manager participates regularly and undergoes (internal) training for this, if necessary.	<b>T4-6.17.52</b> H&S behavioural audits are used to promote integral approach to H&S and exchange best practices and to realise uniform and aligned H&S working methods and best practices across all business units.	<b>T5-6.17.40</b> These sector-driven H&S behavioural audits are aimed in particular at interfaces between company transcending processes and are performed by audit teams of the company together with other sector parties, such as clients or contractors.
Requirement		<b>T3-6.17.44</b> The management has laid down the H&S competences of behavioural auditors.	<b>T4-6.17.53</b> The management assesses its projects in terms of H&S behaviour.	<b>T5-6.17.41</b> The management applies multiple H&S review methods for H&S behavioural measurements.
Criterion		<b>T3-6.17.44</b> The management has laid down the H&S competences of auditors in terms of background, education, training and experience.	<b>T4-6.17.53</b> The management assesses a large share of its projects in terms of H&S behaviour.	<b>T5-6.17.41</b> The Board applies other review methods alongside audits, in order to test the compliancy of H&S behaviour.

		<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Y/N [50].</b>
Auditor guideline		<b>T3-6.17.44</b> The competences are documented and communicated to auditors. The auditors are familiar with them.	<b>T4-6.17.53</b> Projects are regularly tested in terms of H&S behaviour.	<b>T5-6.17.41</b> Other review methods can be: questionnaires, perception measurements, self-assessments.
Requirement				<b>T5-6.17.42</b> The management systematically uses exit interviews to identify H&S improvement points.
Criterion				<b>T5-6.17.42</b> The management records exit interviews of departing (operational) employees and managers.
				<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>
Auditor guideline				<b>T5-6.17.42</b> Sufficient attention is given to the safety culture in the exit interviews. Exit interviews can be held and recorded, including improvement points and actions. The company can show to what degree exit interviews are

				used.
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## 6.18 Trends and statistics

	Step 2	Step 3	Step 4	Step 5
Requirement	<b>T2-6.18.28</b> The managers regularly receive H&S statistics.	<b>T3-6.18.45</b> The Board uses H&S company statistics to improve H&S performance.	<b>T4-6.18.54</b> The Board discusses the H&S statistics and benchmarks with all managers.	<b>T5-6.18.43</b> The Board compares the H&S company performance with that of the best performer.
Criterion	<b>T2-6.18.28</b> The management regularly receives statistics on the H&S performance of the own company.	<b>T3-6.18.45a</b> The Board has defined operational H&S objectives.	<b>T4-6.18.54</b> The Board and management regularly discuss statistics on realised H&S behaviour and the effectiveness of behavioural measures.	<b>T5-6.18.43</b> The Board regularly compares the own H&S performance with that of the best performer and adjusts the company strategy and policy wherever necessary.
	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Y/N [20].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>	<b>Completely [50]; Largely [40]; Partly [20]; Not [0].</b>
		<b>T3-6.18.45b</b> The Board makes regular adjustments on the basis of progress monitoring. <b>Completely [30]; Largely [24]; Partly [12]; Not [0].</b>		

Auditor guideline	<b>T2-6.18.28</b> The information is distributed among various operational levels in the company (Board, senior management, middle management and first line management). The statistics are aligned to the various recipients.	<b>T3-6.18.45</b> Objectives are defined in terms of important KPIs. These comprise H&S performance (such as (potentially) serious accidents with or without absenteeism, comments by competent authority) and objectives regarding H&S behaviour. Adjustments are made by comparing the objectives with progress and sector figures and raising actions wherever necessary. In any event, (potentially) serious accidents and accidents are compared.	<b>T4-6.18.54</b> Statistics regarding H&S behaviour include: compliance with H&S rules, wearing of personal protection equipment, timely delivery of risk analysis and H&S plan, inclusion of H&S costs in calculations, holding of H&S consultations.	<b>T5-6.18.43</b> Best performers in the sector, but also from other sectors, other countries. The purpose of the comparison is to learn from other parties with better H&S performance and to improve the performance by means of targeted actions.
Requirement	<b>T2-6.18.29</b> The Board regularly informs the sector.	<b>T3-6.18.46</b> The Board compares the own H&S statistics with those of the sector.	<b>T4-6.18.55</b> The Board uses performance indicators to influence the H&S behaviour of contractors.	<b>T5-6.18.44</b> The Board improves the joint performance indicators together with the sector.
Criterion	<b>T2-6.18.29</b> The Board regularly provides the own H&S statistics to the sector.	<b>T3-6.18.46</b> The Board regularly compares the own accidents with those of other companies in the sector.	<b>T4-6.18.55</b> The Board uses the analyses of H&S behavioural statistics of its contractors to actively identify points for improvement.	<b>T5-6.18.44</b> The Board works together with the sector to improve the joint performance indicators for H&S behaviour.

	Y/N [50].	Y/N [50].	Completely [50]; Largely [40]; Partly [20]; Not [0].	Completely [50]; Largely [40]; Partly [20]; Not [0].
Auditor guideline	<b>T2-6.18.29</b> Agreements exist with the sector on (which) statistics and how they are to be made available Statistics are in any event provided on (potentially) serious accidents and accidents.	<b>T3-6.18.46</b> This concerns a comparison over comparable periods in the past, comparable projects and comparable business units. Use is also made of public information on (potentially) serious accidents, such as accident figures with and without absenteeism.	<b>T4-6.18.55</b> The improvements comprise H&S awareness, H&S system and H&S results.	<b>T5-6.18.44</b> Improvement may concern: more effective and predictive indicators, improved uniformity in the sector, etc.

## 4 Colophon

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