Safety Culture Ladder 2.0

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Contents

Foreword

Work safely and return home healthy. That's the bottom line. And that's why the Safety Ladder (now called the Safety Culture Ladder) was developed several years ago. The focus is on raising awareness of safety. It is the key to a safe working environment. Originally developed by ProRail, it has been used more broadly in recent years, including outside the rail industry.

Now is the time to develop the instrument further: even clearer, so that it is accessible to apply and effective in its operation. The focus used to be on culture, attitude and behaviour and that has been sharpened in this edition.

Clearly, you can't do it alone. Working on safety is something you do together, through the entire chain. The responsibility lies with everyone in that chain and goes beyond the safety of one's immediate colleagues. It also concerns the safety of other companies and organisations that we partner with in projects.

We're convinced that this updated edition of the Safety Culture Ladder can make a major contribution in this regard. Because let's face it, accidents still happen on projects. Each accident is one too many. Let's hope this brings us one step closer to the ultimate goal: no accidents!

A lot of hard work has gone into this update over the past four years. The expert group members have done a great job. Also on behalf of NEN and everyone involved in the Safety Culture Ladder, I sincerely wish to thank Marina van Beekveld (Van Beekveld Organisatieadvies) and Hans Aarns (Aboma Certification B.V.), Taco Buissant des Amorie (Tasqq), Arno de Graaff (Movares Nederland B.V. and SCL Committee of Experts member), Frank Thoonen (Stedin), Robert Taen (Apollo 13) and Gerd Jan Frijters (Kader B.V.) for their participation in this expert group.

Johan van den Elzen,
Chairman of SCL Committee of Experts

Unlike the previous edition, Safety Culture Ladder 2.0 is in the form of a standard document. This approach is in line with the aim of making the Safety Culture Ladder an official standard document. This process is expected to start in early 2024.

Introduction

Together with rail contractors, engineering firms, consultancies and academia, ProRail developed the *Safety Ladder* in 2012 to raise safety awareness and encourage safety-conscious working practices. Efforts in this regard are objectively measured and positively valued. The ultimate goal is to reduce the number of unsafe situations resulting in fewer incidents (absenteeism, damages).

In 2016, ProRail transferred ownership and management of the Safety Ladder to the Netherlands Standardisation Institute (NEN). With the transfer to NEN, the ladder became available to companies from all business sectors. In 2019, the name Safety Ladder was changed to Safety Culture Ladder (SCL).

Using the SCL serves a broad function. It offers frameworks for working safely to companies that operate in various sectors. No distinction is made here between clients, contractors or suppliers. Everyone in the entire chain is responsible for safety.

The SCL is designed to apply to all sectors and all types of companies.

After being used in the market for several years, it has become apparent that the SCL was due for an update.

Reasons:

— More and more users did not recognise the terms used (rail related). These terms have been removed in the new ladder, making the model suitable for any sector.

— Users felt there were many repetitions in the descriptions.

— Users indicated that they would like to see step-by-step descriptions. This would be a starting point for growth to the next step.

— There was a need to make new arrangements on assessment. In the old ladder, an organisation could choose to give certain topics ('company characteristics') extra attention, so as to still reach the number of points needed for a good assessment. This is no longer possible with the new ladder. Since 'points' are no longer used, the ladder has a less calculating character. With that, it is more focused on supporting growth.

— Users of the previous SCL edition said they wanted better detail for the higher steps.

A reference table is provided in Appendix A. It clarifies where the topics from the first edition of the SCL ended up in the new SCL edition.

Other documents

In addition to this standard document, the following documents are available:

— the certification scheme;

— an explanatory document (informative);

— a casebook (informative).

The explanatory document contains general background information about the SCL and the body of thought behind it. It also includes examples. This is a living document that continues to be supplemented based on SCL user needs. The explanatory document is published on the SCL website.

The casebook is a document that provides guidance for auditors. It includes best practices for the assessment. These best practices have emerged from harmonisation among certification bodies, It is meant to assist with unambiguous assessment. The document is not meant to prescribe how the assessment must be done. The casebook is distributed to CBs and not published for the general public.

Wherever 'he/she' is used in this document, this includes all ways to refer to people currently in common use.

Safety Culture Ladder 2.0

1   Subject and scope of application

The Safety Culture Ladder (SCL) is an instrument designed to raise awareness of healthy and safe working within our own organisations. The ladder is also suitable as a quality aspect when procuring work, services and supplies. The SCL has been developed for all types of organisations – in the profit, non-profit, service and industrial sectors, in large as well as smaller businesses.

NOTE: The intention is <u>not</u> to develop different (business-specific) editions of the Safety Culture Ladder. The intention is to start from the existing edition. If sectors or businesses do not immediately identify with a description, the intention of that description can be examined. By starting from intention, descriptions can be interpreted for the business sector or type of business.

2   Normative references

There are no normative references in this document.

3   Terms and definitions

The following terms and definitions apply to the application of this document.

3.1
audit
form of systematic and periodic analysis and assessment of health and safety awareness and behaviour in the organisation

3.2
stakeholder
<external> anyone outside the organisation who experiences advantages or disadvantages of an action

3.3
stakeholder
<internal> anyone within the organisation who experiences advantages or disadvantages of an action

3.4
sector
defined branch

Note 1 to the term: Sector is a name for all businesses working in a particular category of services and/or products, such as the hospitality sector. So a sector includes all the businesses pursuing the same activities.

3.5
communications structure
agreed way of communicating in the company regarding health and safety

Note 1 to the term: This can be about informing, educating, training. It involves both top-down and bottom-up communication. It could include a planned good talk.

3.6
board of directors
senior managers in an organisation

Note 1 to the term: Example: the chief executive officer, the chief financial officer, the chief commercial officer.

Note 2 to the term: If referring to part of the organisation, this relates to the most senior manager of that part.

3.7
behavioural observation
observation of health and safety behaviour

Note 1 to the term: Behavioural observations can be carried out by anyone in the organisation.

3.8
chain
sequence of parties in the same process including client-contractor or client-supplier-subcontractor

3.9
chain partner
organisation in the chain

3.10
leadership
influencing others to achieve a particular goal

3.11
supervisor
senior or immediate supervisor in the primary and secondary process

Note 1 to the term: For example, the working foreman, the site manager, the team leader, the work manager, the project manager/leader.

3.12
management
manager
most senior supervisor(s) in an organisation up to the level of senior manager on the shop floor

Note 1 to the term: Example: the department manager, the regional director.

Note 2 to the term: In smaller organisations, this management layer might not exist (then read: board of directors).

3.13
employee
any person holding a position in the company

Note 1 to the term: This applies to persons employed by the company as well as self-employed persons, temporary workers and other persons hired or hired by the company.

Note 2 to the term: For example, the fitter, the driver, the consultant, the health and safety coordinator

3.14
motivation
<intrinsic> someone's will to do or refrain from doing something from within

Note 1 to the term: If you put on your helmet because it makes you feel better protected, this is intrinsically motivated. If you let the saw machine finish running to the end first because you feel it is safer to do so, then that is also intrinsically motivated.

3.15
proactive
anticipating potential opportunities, threats or unexpected or unforeseen events and not waiting until the last moment to take action

Note 1 to the term: People exhibit proactive health and safety (H&S) behaviour when, for example, they do more to reduce H&S-risks than is strictly in their job description.

3.16
sanctions policy
policy consisting of procedures to be followed if undesirable behaviour is observed or certain actions to change the mind of relevant persons and to impose sanctions, if necessary

3.17
health and safety
H&S
integral safety of own employees as well as users, third parties and the environment

Note 1 to the term: H&S is broader than just occupational safety. H&S also includes psychosocial work stress, psychosocial safety, well-being and integrity.

Note 2 to the term: Depending on what is happening in the organisation, the following should also be considered, for example cybersecurity, structural safety, machine safety, and fire safety.

Note 3 to the term: Health is also part of the Safety Culture Ladder. For example, exposure to hazardous substances can affect health (and harm more people than safety risks alone).

3.18
health and safety policy
H&S policy
set of objectives and basic principles relating to healthy and safe working conditions, including the roadmap and arrangements on monitoring and enforcement

Note 1 to the term: Health and safety policy is adopted jointly by the board of directors and some form of staff representation (e.g. works council) and is periodically reviewed.

3.19
H&S behaviour
conscious and unconscious behaviour and actions aimed at the healthy and safe performance of work, paying attention to people, materials, resources, methods, the workplace and the environment

3.20
H&S in the working environment
health and safety for the set of conditions under which the work is performed

Note 1 to the term: This can also include the circumstances of stakeholders.

Note 2 to the term: Conditions can include physical, social, psychological and environmental factors.

Note 3 to the term: 'Work performing must be interpreted broadly. Depending on the situation, it can also be about design and use.

3.21
appreciation policy
company method defining which behaviours and/or performances in relation to health and safety are so positive that extra attention is paid to them and that this could be rewarded to a certain extent

3.22
workplace inspection
planned or unplanned monitoring of a particular workplace or location by one or more supervisors (from each management layer), employees or a combination of them

Note 1 to the term: The purpose of the workplace inspection is primarily a technical safety check of resources, their use and compliance with safety regulations and rules. The policy shows what the company wants and how it intends to achieve that.

4 Description of steps

4.1 General

The SCL is based on the culture ladder as features in the model of Parker et al. (Figure 1). This is an evolutionary ladder consisting of five levels. The model assumes that the safety culture in a company is at a certain stage of maturity. The model recognises five culture levels or 'steps'. Each step represents the stage of development the company is at in relation to health and safety.
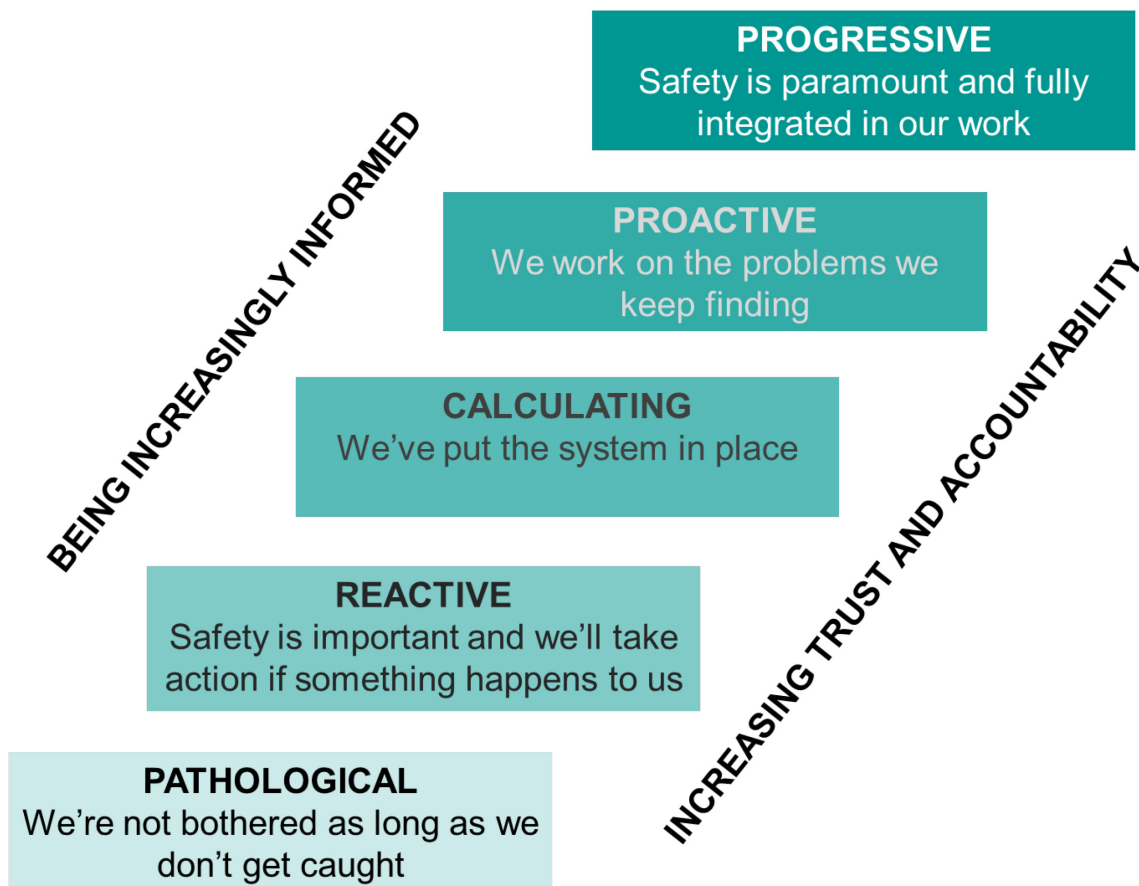
Figure 1 – The five steps of the Safety Culture Ladder

4.2 Descriptions of each step

The five steps of the SCL are outlined below.

Step 1: Pathological

The organisation does not see the point of working safely or more safely. Attention to safety costs time and money. For them, it's all about sales and profits. 'Accidents can always happen; you have very little control over that.' The organisation believes that it really knows what it is doing; after all, things have been going well for years.

Step 2: Reactive

The company has a habit of changing only after something has gone wrong. Responses are based on ingrained patterns. People in the company feel like victims rather than responsible themselves. 'But that's hardly my fault, is it?' 'Incidents are caused by people, and they don't last long in our company.' Any change in behaviour is often ad-hoc and temporary.

Step 3: Calculating

Safety is seen as an added value. This becomes evident in what is said, written (policy/system) and done (commitment). Attention to H&S comes mainly from the board of directors, management and direct managers towards the shop floor. Operators still feel limited responsibility for H&S. The H&S manager is often seen as the engine of daily H&S practice.

Step 4: Proactive

Everyone in the organisation is aware of the importance of safety. For themselves, for colleagues and for employees of contractors and third parties. Everyone knows and acknowledges their share in and responsibility for H&S. Important safety information is shared and reported with each other top-down and bottom-up, both inside and outside the organisation itself. Mistakes are allowed; they're honestly admitted. Efforts are made to prevent recurrence. Initiative to work more safely is demonstrated.

Step 5: Progressive

Safety has been fully integrated into the business processes. It is a regular part of reflection and evaluation within the organisation itself and with industry peers. Safety is ingrained in how all employees and contractors' employees think and act. They are not used to anything else.

4.3 Themes and sub-themes

4.3.1 General

The SCL has five themes divided into a number of sub-themes. These themes are:

— policy and leadership;

— knowledge and skills;

— primary and secondary processes;

— cooperating with external parties;

— learning and improving.

The themes are explained below. Chapter 6 looks in more detail at the themes.

4.3.2 Theme 1: Policy and leadership

This theme focuses on how H&S policies and objectives are set up and dealt with in the organisation.

The sub-themes under theme 1 are:

— policy and objectives;

— leadership;

— communication and engagement;

— desired H&S behaviour;

— taking responsibility.

4.3.3 Theme 2: Knowledge and skills

This theme focuses on the H&S-related knowledge and skills at all levels of the organisation, from the board of directors to the external employee. This also includes developing knowledge and skills.

The sub-themes under theme 2 are:

— tasks, responsibilities and authorities;

— knowledge and skills;

— developing knowledge and skills.

4.3.4 Theme 3: Primary and secondary processes

This theme focuses on an organisation's primary processes (core processes) and secondary processes (e.g. support processes of staff departments) when dealing with H&S. The theme is about how processes are set up and the way health and safety is secured in these processes.

The sub-themes under theme 3 are:

— preparing and planning the work;

— risk assessment;

— H&S in projects or execution (operations);

— procuring, managing and using resources;

— dealing with changes.

4.3.5 Theme 4: Cooperating with external parties

This theme focuses on working with external parties such as contractors and other external stakeholders.

The sub-themes under theme 4 are:

— selecting and assessing contractors;

— encouraging and sanctioning contractors;

— working together on solutions.

4.3.6   Theme 5: Learning and improving.

This theme focuses on H&S learning and improvement in an organisation. Learning and improving focuses on the continuous improvement of H&S in the organisation.

The sub-themes under theme 5 are:

— learning culture;

— reports;

— assessing H&S in the working environment;

— internal audits.

4.4   Preconditions and behaviour

4.4.1   General

A distinction has been made between 'Preconditions' and 'Behaviour' in each sub-theme.

4.4.2   Preconditions

The descriptions under 'preconditions' say something about what an organisation must have set up and organised in relation to H&S. The descriptions under 'preconditions' therefore give more meaning to the structure and strategy. The organisation must set a certain course and preconditions must be stipulated.

NOTE 1: The SCL states the requirement of what must be regulated, but not how this must happen.

NOTE 2: These are like 'preconditions' that an organisation makes. These are conditions that an organisation must have so that every employee knows what to do. Consider the organisation relating to H&S, the availability of resources and clear tasks, and the responsibilities and authorities relating to H&S. These conditions can be part of a management system, although such a system is not mandatory. Nor does an organisation need to have anything on paper about this. If this is useful for the organisation, it is obviously allowed, but it is not compulsory.

4.4.3   Behaviour

Behaviour is that what a person does or does not do. The descriptions in the area of behaviour show what behaviour should generally be observed in the relevant part of an organisation.

NOTE: The organisation can encourage or inhibit certain behaviours.

5 The detailed themes

5.1 General

The following tables detail the themes and sub-themes.

5.2 Theme 1: Policy and leadership

Table 1 – Policy and leadership

1	**Policy and leadership** Policy and objectives, leadership, communication and engagement, desired H&S behaviour, taking responsibility				
		Step 1	**Step 2**	**Step 3**	**Step 4**	**Step 5**

POLICY AND OBJECTIVES	Preconditions	Step 1	Step 2	Step 3	Step 4	Step 5
		1.1-P-S1 The organisation has no H&S policy.	1.1-P-S2 The organisation has H&S objectives and an H&S policy. But it does not do more than is required by law, rules or the client's requirements.	1.1-P-S3 The H&S policy is for a short period. This means that the organisation takes immediate action to manage H&S risks, without thinking about what happens after a longer period. The organisation has an established method of monitoring to check whether employees are working in accordance with H&S guidelines.	1.1-P-S4 The organisation's H&S policy focuses on a longer-term approach. This means that what the organisation does to manage H&S risks includes thinking about the effect in the future. The organisation's H&S policy aims to ensure that everyone takes responsibility for H&S. And that everyone also has enough knowledge and capabilities to assume that responsibility.	1.1-P-S5 The H&S policy is part and parcel of how the company is run.
		The organisation has no H&S objectives.		The organisation defines the general H&S objectives. It does not make them specific to each employee and/or position.	Several people for whom good H&S rules are important work in the organisation. These are the stakeholders. All stakeholders in the organisation have shared thoughts and ideas about the H&S policy and objectives. After consulting them, the organisation made and set the goals and policies.	All stakeholders inside and outside the organisation have shared thoughts and ideas about the H&S policy and objectives. After consulting them, the organisation made and set the goals and policies.
		The organisation has not arranged enough H&S resources.	The organisation arranges H&S resources only when something has gone wrong.	The organisation regularly ensures H&S resources.	The organisation has arranged for employees to have a say about H&S resources.	The organisation has agreed that everyone can always get the resources needed for H&S.

1		**Policy and leadership** Policy and objectives, leadership, communication and engagement, desired H&S behaviour, taking responsibility				
		Step 1	**Step 2**	**Step 3**	**Step 4**	**Step 5**
POLICY AND OBJECTIVES	Behaviour	1.1-B-S1 The board of directors and managers don't have time for and/or don't spend money on H&S.	1.1-B-S2 The board of directors and managers know the H&S policy and objectives. The H&S manager has created the H&S-policy and objectives. The board of directors and managers create and discuss H&S objectives and adjust them. This happens only when required by something outside the organisation.	1.1-B-S3 The organisation reflects that the H&S policy is the basis for healthy and safe working. The board of directors, managers and immediate supervisors know the H&S-policy. And they know the policy to intervene and reward (the sanction and appreciation policy). The H&S objectives are up to date. That means they have been updated to the H&S guidelines currently in force. Some of the employees know the objectives. The board of directors, managers and immediate supervisors are mainly concerned with ensuring they comply with laws and regulations. And that everything is properly recorded. The organisation sometimes discusses how effective intervention to control H&S risks has been. It then reviews (evaluates) whether this intervention is working well enough.	1.1-B-S4 The board of directors and managers use the H&S policy when managing the organisation. This policy is reflected throughout the organisation. Employees can apply the H&S policy and objectives in their own jobs. This is evident from their stories. The entire organisation is actively involved in implementing the H&S policy and objectives. This means that every employee shares thoughts and ideas about working as healthily and safely as possible. H&S objectives help the organisation improve H&S. This applies to H&S inside and outside the organisation.	1.1-B-S5 The H&S policy and objectives are uppermost in the company's mind. Everyone can state at their level what they are doing to apply and improve H&S policies and objectives. This also applies to stakeholders outside the organisation.
		No one thinks about the resources needed for H&S.	The organisation thinks about H&S resources only when something goes wrong. It then often solves the problem.	The board of directors, managers and those responsible for H&S, in particular, regularly consider which H&S-resources are needed.	The organisation regularly considers what resources are needed for H&S. Employees also state which H&S resources they need.	The organisation always has enough resources to use for H&S.

1	**Policy and leadership** Policy and objectives, leadership, communication and engagement, desired H&S behaviour, taking responsibility				
		Step 1	**Step 2**	**Step 3**	**Step 4**	**Step 5**

	Preconditions	1.2-P-S1 The organisation has not arranged any resources for managing and personal leadership in the area of H&S.	1.2-P-S2 The organisation has arranged a few resources for managing and personal leadership in the area of H&S.	1.2-P-S3 The organisation has arranged resources to pay attention and/or give money to developing leadership for H&S. These resources are mainly for the board of directors and management, i.e. not for the immediate supervisors.	1.2-P-S4 The organisation has arranged resources to pay attention and/or give money to developing leadership for H&S. These resources are for everyone.	1.2-P-S5 The organisation has arranged enough resources to support leadership across the organisation. This involves leadership development across the organisation as well as personal leadership.
LEADERSHIP	Behaviour	1.2-B-S1 The organisation does not give extra attention or money to management and personal leadership in the area of H&S. There is no sign of anyone in the organisation taking the lead in the area of H&S. Immediate supervisors and employees exhibit unsafe behaviour. The board of directors, managers and immediate supervisors should set an example on H&S but are not aware of it.	1.2-B-S2 The organisation does not give extra attention or money to management and personal leadership in the area of H&S. Employees mainly see the board of directors, managers and immediate supervisors when something has gone wrong in the area of H&S. The board of directors, managers and immediate supervisors must set an example in the area of H&S. Some of them are aware of this.	B-S3 The organisation pays attention and/or gives money to developing leadership for H&S. This is aimed at the board of directors and managers. The board of directors, managers and immediate supervisors can be seen within the organisation and easily reached. They know what is going on in the area of H&S. Employees feel that their directors, managers and immediate supervisors are sufficiently involved in H&S. The board of directors and managers show in particular how to comply with H&S rules. Not all employees know yet how they deal with H&S in their own work.	1.2-B-S4 The organisation pays attention and/or gives money to developing leadership for H&S. This is for everyone in the organisation. The board of directors, managers and immediate supervisors can always be seen in the organisation. They make themselves vulnerable. They approach H&S leadership in a way that motivates employees. And that suits what the situation needs at that moment. Every employee in the organisation knows how to deal with H&S. At every level in the organisation, employees show how you deal with H&S-rules. They also display this exemplary behaviour to other stakeholders.	1.2-B-S5 The organisation supports and requires leadership development and personal leadership across the organisation. The organisation tackles H&S activities with stakeholders inside and outside the organisation. Anyone in the organisation can come up with ideas for H&S activities. These are activities that improve H&S and ensure fewer or no risks. Employees designate their own H&S points of contact. These are people with whom they feel safe to share their H&S-related concerns or comments. The organisation not only shows how to work healthily and safely in the organisation and the sector. The organisation sets a good example to the sector and chain.

1		**Policy and leadership** Policy and objectives, leadership, communication and engagement, desired H&S behaviour, taking responsibility				
		Step 1	Step 2	Step 3	Step 4	Step 5
COMMUNICATION AND ENGAGEMENT	Preconditions	1.3-P-S1 The organisation has no established way of communicating about H&S.	1.3-P-S2 The organisation has an established way of communicating about H&S. This is done from the board of directors and managers towards the employees.	1.3-P-S3 The organisation has an established way of communicating about H&S. This involves communication mainly from the board of directors to the employees, and not yet the other way around.	1.3-P-S4 The organisation has an established way of communicating about H&S. This involves focusing on sending and receiving and both top-down and bottom-up. This means that the board of directors communicates to the employees, but the employees also inform the board of directors of their H&S needs.	1.3-P-S5 The organisation facilitates everyone always being able to talk to each other about H&S. In this way, everyone can help improve H&S together.
	Behaviour	1.3-B-S1 The organisation does not talk about H&S and pays no attention to it.	1.3-B-S2 Communicating H&S policies and objectives is about the organisation adhering to certain requirements or expectations (and demonstrating that). These are externally imposed requirements or expectations. The board of directors and managers communicate about H&S mainly when something has gone seriously wrong.	1.3-B-S3 The board of directors informs employees about the H&S policy and objectives. It regularly discusses H&S in various meetings. The organisation also has a structured way of addressing H&S. This is clear from interviews with employees. The board of directors and management occasionally speak with employees about H&S behaviour.	1.3-B-S4 The organisation clearly communicates the H&S policy and objectives in meetings. This policy and the objectives are known within the organisation. The communication structure (top-down and bottom-up, from the board of directors to employees and vice versa) ensures that everyone is involved and exchanges information. This happens both inside and outside the organisation. The organisation has good conversations about H&S based on what employees hear and see in the area of H&S.	1.3-B-S5 Everyone is in constant dialogue with each other to improve H&S. The cooperation relating to H&S is excellent at all levels. The organisation speaks with stakeholders inside and outside the organisation on how to make the work healthier and safer.
	Organisation	1.4-P-S1 The organisation has not defined what it considers desirable H&S behaviour. The organisation has not made arrangements to challenge each other about undesirable H&S behaviour.	1.4-P-S2 The organisation has identified what it considers desirable H&S behaviour. There is a policy to intervene in any undesirable H&S behaviour (the sanctions policy). The organisation has arrangements for challenging each other about undesirable H&S behaviour.	1.4-P-S3 The organisation has identified what it considers desirable H&S behaviour. The organisation has made arrangements for challenging each other about undesirable H&S behaviour. The organisation has policies to intervene and reward (the sanctions and appreciation policy).	1.4-P-S4 The organisation has identified what it considers desirable H&S behaviour. The organisation has made arrangements for challenging each other about undesired/desired H&S behaviour. This happens both from the board of directors (top-down) and the employees (bottom-up). The organisation has policies to intervene and reward (the sanctions and appreciation policy).	1.4-P-S5 The organisation has identified what it considers desirable H&S behaviour. The organisation has made arrangements for challenging each other about undesired/desired H&S behaviour. These arrangements apply to the entire sector.

1	**Policy and leadership** Policy and objectives, leadership, communication and engagement, desired H&S behaviour, taking responsibility				
		Step 1	Step 2	Step 3	Step 4	Step 5

		Step 1	Step 2	Step 3	Step 4	Step 5
DESIRED H&S BEHAVIOUR	Behaviour	1.4-B-S1 It is not clear in the organisation what the desired H&S behaviour is. Employees in the organisation do not give each other feedback on H&S.	1.4-B-S2 Not everyone in the organisation knows what H&S behaviour is desired. The organisation often provides feedback on undesirable H&S behaviour immediately after something has gone wrong. It also describes what H&S behaviour it would then like to see. The organisation takes action against individuals after something goes wrong.	1.4-B-S3 Everyone in the organisation knows what H&S behaviour is desired. The organisation communicates top-down (board of directors to employees) on how to challenge each other. Examples show that employees challenge each other about undesired/desired H&S behaviour. The organisation consistently applies the sanctions policy. The appreciation policy is still applied arbitrarily.	1.4-B-S4 All stakeholders know what H&S behaviour is desired. The desired H&S behaviour has been translated and adapted, where necessary, to daily practice. The organisation communicates top-down (board of directors to employees) and bottom-up (employees to board of directors) about how to challenge each other. Colleagues compliment each other for desirable H&S behaviour. The organisation actively applies the appreciation policy: employees regularly receive appreciation or a reward if they demonstrate desirable H&S behaviour. Everyone in the organisation is positive about this policy. Intervention to correct is necessary only in an exceptional case.	1.4-B-S5 There is little or nothing left for the organisation to organise in relation to making H&S arrangements. This is because the culture and intrinsic motivation of the employees is very good. Everyone inside and outside the organisation knows how to and does give feedback on H&S behaviour.
TAKING RESPONSIBILITY	Behaviour	1.5-B-S1 Nobody feels responsible for H&S and/or takes responsibility for H&S.	1.5-B-S2 The board of directors and managers feel that whoever arranges H&S matters is responsible for healthy and safe working. The organisation intervenes after something goes wrong. And whenever others see that the organisation is not complying with laws and regulations and/or client requirements.	1.5-B-S3 The board of directors, managers and immediate supervisors have started actively managing H&S. They try to ensure that employees comply with H&S rules as much as possible. Employees still too often see the H&S manager as the one responsible for H&S. They do not see their own role in this regard. H&S activities focus more on achieving numbers than quality. For example, the number of workplace inspections and not what you can learn from them.	1.5-B-S4 All stakeholders know what they need to do in the area of H&S and what they are responsible for. They also assume that responsibility. Where necessary, the organisation seeks help from experts. This allows it to further improve H&S and H&S knowledge. If the organisation rejects an H&S-related idea, it lets the relevant party know in time. And it provides adequate reasons for that purpose.	1.5-B-S5 Everyone works very well together in relation to H&S at all levels, inside and outside the organisation. And everyone challenges each other to keep improving H&S. No extra push is needed for this; employees are self-motivated to get it done. In several instances, this has led to success, innovation or insights.

5.3 Theme 2: Knowledge and skills

Table 2 – Knowledge and skills

2	**Knowledge and skills** **Duties, responsibilities and powers, knowledge and skills, development of knowledge and skills**					
		Step 1	Step 2	Step 3	Step 4	Step 5
DUTIES, RESPONSIBILITIES AND POWERS	Preconditions	2.1-P-S1 The organisation has no defined H&S duties, responsibilities and powers.	2.1-P-S2 The organisation has defined duties, responsibilities and authority for H&S, but only to the extent required by laws and regulations. Those who deal with H&S issues are particularly involved in this.	2.1-P-S3 The organisation has defined the H&S duties, responsibilities and powers and assigned them to supervisors who implement them. It also announced this in the organisation. These roles, responsibilities and powers are well aligned.	2.1-P-S4 The organisation has defined H&S duties, responsibilities and powers for everyone, including external staff working for the organisation. This has also been announced to everyone.	2.1-P-S5 The organisation has defined H&S duties, responsibilities and powers in consultation with employees. All levels of the organisation have been involved in this.

2	**Knowledge and skills** Duties, responsibilities and powers, knowledge and skills, development of knowledge and skills				
		Step 1	Step 2	Step 3	Step 4	Step 5

		Step 1	Step 2	Step 3	Step 4	Step 5
KNOWLEDGE AND SKILLS	Behaviour	2.1-B-S1 Employees hardly do anything about H&S.	2.1-B-S2 Employees cannot properly identify what they may and must do in relation to H&S and what they are responsible for. This means they are given duties or responsibilities for H&S that are not part of their job.	2.1-B-S3 Employees know what they may and must do in relation to H&S and what they are responsible for. If an employee is unsure what they must and may do in relation to H&S and what their responsibilities are, they report this to their supervisor.	2.1-B-S4 Both internal and external employees know what they may and must do in relation to H&S and what they are responsible for. Internal and external staff do not perform duties for which they are not competent or if they feel they cannot do it. If this still happen sometimes, they talk to their supervisor about it. The supervisor provides good support.	2.1-B-S5 The organisation challenges employees to develop when it comes to performing new H&S duties, responsibilities and powers. It offers good support for this purpose.
			The organisation only talks about H&S duties, responsibilities and powers when something has gone wrong. New arrangements are then made for H&S duties, responsibilities and powers.	The organisation makes new arrangements for H&R duties, responsibilities and powers only if something changes in the way of working or if new risks arise.	The organisation regularly reviews H&S duties, responsibilities and powers. In doing so, it checks that everything is still complete and up to date. Where necessary, it adapts duties, powers and responsibilities. Both the employee and the employer can take the initiative in this regard.	The organisation continuously reviews H&S duties, responsibilities and powers. It also involves external staff for this purpose. Based on this, it adapts arrangements for H&S when necessary.
	Preconditions	2.2-P-S1 The organisation has no requirements for the knowledge and skills employees need to work healthily and safely or to perform H&S duties.	2.2-P-S2 The organisation has identified what knowledge and skills employees need to work healthily and safely and to perform H&S duties.	2.2-P-S3 The organisation has identified what knowledge and skills employees need to work healthily and safely and to perform H&S duties.	2.2-P-S4 Together with employees, the organisation establishes what knowledge and skills employees need to work healthily and safely and to perform H&S duties.	2.2-P-S5 Employees and the organisation regularly identify the knowledge and skills needed to work healthily and safely and to perform H&S duties. This is tailored to both the employee's and the organisation's needs.
			For this purpose, the organisation only looks at the requirements under laws and regulations and does not link this to the H&S risks of the work.	For this purpose, the organisation focuses on the main H&S risks of the work.	For this purpose, the organisation uses all potentially occurring H&S risks.	This involves looking more broadly than just H&S knowledge and skills.

2	Knowledge and skills				
	Duties, responsibilities and powers, knowledge and skills, development of knowledge and skills				
		Step 1	Step 2	Step 3	Step 4	Step 5

KNOWLEDGE AND SKILLS	Behaviour	2.2-B-S1 Employees regularly perform H&S duties without the knowledge and skills they need to do so.	2.2-B-S2 The organisation has told employees which training they should take. They do not always know what knowledge and skills they need to work healthily and safely.	2.2-B-S3 Employees know what knowledge and skills they need to work healthily and safely. They also use these knowledge and skills.	2.2-B-S4 Internal and external employees are given all the information needed to work healthily and safely.	2.2-B-S5 Internal and external employees are fully aware that they need the right knowledge, information and/or skills on a daily basis to work healthily and safely.
		Employees know relatively little or nothing about the H&S risks of their work. They receive little information about this.	Employees are partly aware of H&S risks. But they do not find it necessary to actively address them. The organisation informs employees about H&S risks only if there has been an incident. In this case, the organisation reminds employees how to act.	Employees basically have adequate knowledge and skills to deal with the H&S risks involved in their regular work. They sometimes lack the right knowledge and skills in situations that differ from what they are used to.	It is normal to talk about new and existing risks and discuss what knowledge and skills are needed for this purpose. Employees attend additional education and training as needed. Employees also use this new knowledge and skills in daily practice.	Employees continuously discuss what possible new or unknown risks exist and what knowledge, information and skills are needed to work safely. The knowledge and skills of external parties (from the chain/sector) are also used for this purpose.
		The organisation does not encourage or motivate employees when performing their work. It could use training or education for this purpose, but this is not happening. Nor does the organisation see the need for this.	The organisation usually only changes something in the knowledge and skills it believes employees need in response to an incident.	The organisation usually changes something in the knowledge and skills it believes employees need, because something changes in the risks or requirements from the client or legislation. Employees can also state themselves if they need additional education or training. Whether they can also take this extra training depends on how necessary the organisation deems it to be.	The organisation makes changes to employees' required knowledge and skills in close consultation with them. The request or recommendation for additional training or education can come from the employee, their supervisor or others (e.g. a safety expert).	The organisation regularly discusses changes in the identified required knowledge and skills with employees. For this purpose, the organisation also pays extra attention to changes that may be coming and their impact on the required knowledge and skills of all stakeholders involved

2	**Knowledge and skills** Duties, responsibilities and powers, knowledge and skills, development of knowledge and skills				
		Step 1	Step 2	Step 3	Step 4	Step 5

		Step 1	Step 2	Step 3	Step 4	Step 5
DEVELOPMENT OF KNOWLEDGE AND SKILLS	Preconditions	2.3-P-S1 The organisation has no established process for developing knowledge and skills to work healthily and safely.	2.3-P-S2 The organisation does not have an established process for holding discussions with employees on developing knowledge and skills to work healthily and safely.	2.3-P-S3 The organisation makes arrangements to get the knowledge and skills to the desired level.	2.3-P-S4 The organisation has a flexible approach to holding conversations about developing knowledge and skills to work healthily and safely.	2.3-P-S5 The organisation has agreed to talk regularly about developing knowledge and skills to work healthily and safely.

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2	**Knowledge and skills** Duties, responsibilities and powers, knowledge and skills, development of knowledge and skills				
		Step 1	Step 2	Step 3	Step 4	Step 5

| DEVELOPMENT OF KNOWLEDGE AND SKILLS | Behaviour | 2.3-B-S1
The organisation does not see why it is important to talk about developing knowledge and skills to work healthily and safely. The organisation finds these conversations difficult. | 2.3-B-S2
When talking to employees about developing knowledge and skills to work healthily and safely, it is mainly the supervisor who does the talking.

The employee experiences the discussions as something that has to be done. Arrangements made are not always kept. | 2.3-B-S3
The organisation knows why it is important to talk about knowledge and skills to work healthily and safely. Employees can state what arrangements have been made to further develop knowledge and skills.

The organisation holds regular discussions with employees on developing knowledge and skills to work healthily and safely.

The organisation ensures that the arrangements made are also implemented as far as possible. | 2.3-B-S4
The employee and supervisor find value in discussions about developing knowledge and skills. The employee and supervisor are aware of knowledge and skills they can both continue to develop.

These discussions involve both the employee and the supervisor. The discussions also cover the extent to which the employee receives support from the supervisor or organisation to achieve their objectives and what commitment is expected from the employee.

The organisation makes arrangements with the employee to raise their knowledge and skills to the desired level. These arrangements are also kept. | 2.3-B-S5
Knowledge and skills development is regularly discussed both inside and outside the organisation. This involves looking more broadly than just H&S knowledge and skills.

Discussions are designed to achieve personal and organisational goals. For this purpose, the organisation also looks at future changes and developments in and outside the organisation.
These discussions take place as often as the organisation, supervisor or employee wants.

Arrangements made are always kept or adjusted if necessary. |

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5.4 Theme 3: Primary and secondary processes

Table 3 – Primary and secondary processes

3	Primary and secondary processes				
	Work preparation and planning, risk assessment, H&S in projects or execution (operation), procurement, management and use of resources, dealing with change				
		Step 1	Step 2	Step 3	Step 4	Step 5
WORK PREPARATION AND PLANNING	Preconditions	3.1-P-S1 The organisation has no policy of also thinking about H&S in work preparation and planning.	3.1-P-S2 The organisation has a policy stating that H&S is part of work preparation and planning.	3.1-P-S3 The organisation has a policy stating that H&S is part of work preparation and planning.	3.1-P-S4 The organisation has a policy stating that H&S is part of work preparation and planning.	3.1-P-S5 The organisation has a policy stating that H&S is part of work preparation and planning. This preparation and planning is done properly at all levels of the organisation.
	Behaviour	3.1-B-S1 The organisation does not find it useful to make H&S part of work preparation and planning.	3.1-B-S2 The organisation pays attention to H&S in work preparation and planning when something has gone wrong. But this only happens when things go wrong because of something in the H&S area. After a while, the organisation pays less attention to this again. So the organisation does not always tackle H&S in work preparation and planning. The organisation mainly wants to ensure through actions that something does not go wrong again in relation to H&S.	3.1-B-S3 The organisation has a policy of making H&S part of work preparation and planning. In practice, however, employees do not yet notice much of this.	3.1-B-S4 The organisation pays attention to H&S in work preparation and planning. Internal and external staff can share thoughts and ideas about this.	3.1-B-S5 The organisation plans and prepares the work with all stakeholders. They actively share thoughts and ideas to make work healthier and safer. The organisation also allows chain partners for whom this is important to share thoughts and ideas -.

3	**Primary and secondary processes**				
	Work preparation and planning, risk assessment, H&S in projects or execution (operation), procurement, management and use of resources, dealing with change				
	Step 1	Step 2	Step 3	Step 4	Step 5
RISK ASSESSMENT — Preconditions	3.2-P-S1 The organisation has no established process for an overall risk assessment.	3.2-P-S2 The organisation has an established process for an overall risk assessment.	3.2-P-S3 The organisation has an established process for a general risk assessment and for risk assessments at different levels.	3.2-P-S4 The organisation has an established process for risk assessments at all levels.	3.2-P-S5 The organisation has an established process for risk assessments at all levels.

3	**Primary and secondary processes** Work preparation and planning, risk assessment, H&S in projects or execution (operation), procurement, management and use of resources, dealing with change				
		Step 1	Step 2	Step 3	Step 4	Step 5

		Step 1	Step 2	Step 3	Step 4	Step 5
RISK ASSESSMENT	Behaviour	3.2-B-S1 Risk assessment is not a standard activity and the organisation does not pay attention to it.	3.2-B-S2 Risk assessments are ad-hoc in nature. This means that the organisation intervenes only when something goes wrong or after it is instructed to do so by the client and/or the body concerned.	3.2-B-S3 The organisation conducts risk assessments at different levels in the organisation. General risk assessments are mainly carried out. Examples include risk assessment for machines, projects or duties.	3.2-B-S4 The organisation conducts risk assessments at all levels. This may involve internal stakeholders. External stakeholders participate when needed (ad-hoc basis).	3.2-B-S5 Conducting risk assessments is an ongoing process. Internal and external stakeholders actively share thoughts and idea about this.
		The organisation views risk assessment as something that costs a lot of money and is not useful. The organisation pays little or no attention to controlling H&S risks.	The organisation does not feel that risk assessments are the basis to keep improving H&S.	Risk assessments form the basis for H&S improvements. The organisation knows its responsibility in this regard but does not yet do this regularly. The organisation still does not see what the different risk assessments have to do with each other.	The organisation finds risk assessments useful. It also finds that they are the basis for improving H&S. The various risk assessments are consistent with each other.	The organisation considers risk assessments very important because they are the basis for improvements and decisions at all levels of the organisation.
			The organisation intervenes immediately to manage H&S risks after something goes wrong. The organisation does not keep risk assessments up to date: there is no procedure to retain them, no one is responsible for them and no policy to change things in a controlled manner.	The organisation intervenes to manage H&S risks and does so in a proper and orderly manner.	The organisation allows internal stakeholders to share thoughts and ideas about how H&S risks are managed. External stakeholders take part in decisions at the time of need (ad-hoc basis). The organisation updates risk assessments if anything changes or goes wrong in their implementation.	The organisation actively looks for new H&S risks and ways to intervene. All stakeholders help to monitor risk assessments and how interventions are made. They also continue to improve its effectiveness.
H&S IN PROJECTS OR IMPLEMENTATION	Preconditions	3.3-P-S1 The organisation has not made arrangements to consider H&S in projects/implementation.	3.3-P-S2 The organisation makes a general H&S plan for projects where this is required by laws and regulations.	3.3-P-S3 The organisation has an established process for paying attention to H&S in projects and their implementation.	3.3-P-S4 The organisation has an established process for paying attention to H&S plans in projects and their implementation. The organisation has an established process to ensure that these plans remain updated.	3.3-P-S5 The organisation has an established process for ensuring that H&S plans are part of good integrated preparation.

3		**Primary and secondary processes** Work preparation and planning, risk assessment, H&S in projects or execution (operation), procurement, management and use of resources, dealing with change				
		Step 1	Step 2	Step 3	Step 4	Step 5
	Behaviour	3.3-B-S1 The organisation does not pay attention to H&S in projects and their implementation.	3.3-B-S2 The organisation monitors H&S in projects and their implementation in an ad-hoc manner: interventions are made when deemed necessary. These are often standard rules and/or standard plans for H&S implementation. These rules and/or plans make little difference in practice. If the organisation has a H&S-plan, it does nothing with it in daily practice.	3.3-B-S3 The organisation makes implementation or H&S plans that neatly fit projects/situations for which this is important every time. The organisation sometimes discusses H&S plans. This happens mainly at the start of a project.	3.3-B-S4 The organisation finds H&S plans useful. All stakeholders discuss H&S-plans in all phases of a project. Internal and external stakeholders share thoughts and ideas about how to organise H&S properly in projects. This includes a proper implementation/H&S plan. The H&S plans have been updated to the current requirements.	3.3-B-S5 H&S is considered at all levels of the organisation during work preparation. Internal and external stakeholders work together in the best possible way to continuously improve H&S plans. They do this at all phases of a project or implementation.

3		**Primary and secondary processes** Work preparation and planning, risk assessment, H&S in projects or execution (operation), procurement, management and use of resources, dealing with change				
		Step 1	**Step 2**	**Step 3**	**Step 4**	**Step 5**
PROCURING, MANAGING AND USING RESOURCES	Preconditions	3.4-P-S1 The organisation does not use H&S as a condition for procurement. The organisation has no resource maintenance or inspection plan.	3.4-P-S2 The organisation has no established process of using aspects of H&S as a condition for procurement. The organisation has a corrective maintenance plan for fixing problems that cause breakdowns or damage.	3.4-P-S3 The organisation has an established process of using aspects of H&S as a condition for procurement. The organisation has an inspection plan for all resources, even if this is not required by law. The organisation has a preventive and corrective maintenance plan. The corrective maintenance plan is about fixing problems that cause breakdowns or damage. The preventive maintenance plan focuses on preventing those problems.	3.4-P-S4 The organisation has an established process of using aspects of H&S as a full condition for procurement. H&S is as important as quality, price, and so forth. The organisation has a preventive maintenance plan.	3.4-P-S5 The organisation has a preventive maintenance plan that it developed with external stakeholders. This includes a resource inspection plan at all levels of the organisation.
		The organisation has no arrangements on how to use resources properly.	The organisation has no arrangements on how to use resources properly.	The organisation has arrangements on how to use resources properly.	The organisation has arrangements on how to use resources properly. Employees can easily obtain information about this.	The organisation has arrangements on how to use resources properly. Employees can easily obtain information about this.

3		**Primary and secondary processes** Work preparation and planning, risk assessment, H&S in projects or execution (operation), procurement, management and use of resources, dealing with change				
		Step 1	Step 2	Step 3	Step 4	Step 5
PROCURING, MANAGING AND USING RESOURCES	Behaviour	3.4-B-S1 The general attitude is: we keep using an item until it breaks down. Then we will repair or replace it. The organisation does not consider H&S .	3.4-B-S2 The organisation uses aspects of H&S that are important as a condition for procurement. But this only happens when something has gone wrong.	3.4-B-S3 Employees recognise the importance of ensuring that the resources they work with must not adversely affect their health and safety.	3.4-B-S4 Employee work, and only want to work, with resources that do not adversely affect their health and safety. Everyone in the organisation can see why it is important to report technical problems right away. Everyone also does this in practice.	3.4-B-S5 The organisation is always looking at means of performing the work that ensure better H&S. In doing so, the organisation considers what each employee needs. Employees also share their thoughts on the matter. The organisation appreciates this and therefore buys and uses these resources.
			The organisation inspects the resources needed to do the job properly only when it has an obligation to so (by law or otherwise).	The organisation inspects the resources needed to carry out the work.	The organisation regularly inspects all resources needed to carry out the work. The user also checks these resources before using them.	Internal and external stakeholders consider the preventive maintenance and inspection plan to be the basis for continuous learning and improvement. They also share thoughts and ideas about preventive maintenance (making sure no damage or breakdown occurs) and inspections. Employees actively share thoughts and ideas about preventive maintenance and inspections of the resources they need to do their jobs properly. The maintenance plan is so effective that the organisation almost does not have to deal with damage or breakdown issues (corrective maintenance).
			The organisation pays attention to troubleshooting (corrective maintenance) only when something is broken. The thought process here is: 'If there is a breakdown, we'll ask for technical support.'	The organisation's maintenance of the resources needed to carry out the work is organised quite well. The organisation carries out maintenance mainly to solve problems.	The organisation pays attention to maintenance and inspection among external stakeholders. As a result, the organisation needs to solve few problems (perform corrective maintenance). The organisation uses failure analysis to keep improving.	
		Employees are not yet using the resources they need to do their jobs properly.	Not all employees are yet using the resources they need to do their jobs properly in the right way.	Employees use the resources they need to do their jobs properly in the right way.	Employees, including the employees of contractors, all use the resources they need to do their job properly in the right way.	Employees, including the employees of contractors, all use the resources they need to do their job properly in the right way.

3		**Primary and secondary processes**				
		Work preparation and planning, risk assessment, H&S in projects or execution (operation), procurement, management and use of resources, dealing with change				
		Step 1	**Step 2**	**Step 3**	**Step 4**	**Step 5**
COPING WITH CHANGE	Preconditions	3.5-P-S1 H&S risks sometimes arise due to changes in working methods, location, etc. The organisation has no way of dealing with them.	3.5-P-S2 H&S risks sometimes arise. The organisation has no way of dealing with these properly every time.	3.5-P-S3 The organisation has a policy to keep H&S risks arising from changes under control.	3.5-P-S4 The organisation has a policy to keep H&S risks arising from changes under control.	3.5-P-S5 The organisation has a policy to keep H&S risks arising from changes under control.
	Behaviour	3.5-B-S1 The organisation changes things without consciously thinking about H&S risks or communicating to stakeholders.	3.5-B-S2 The organisation is temporarily more aware of the H&S risks created by changes when something has gone wrong. This awareness diminishes after a while. Everyone then continues in the old and familiar way. The organisation only communicates changes after something has gone wrong.	3.5-B-S3 In general, employees know how the organisation deals with H&S risks created by changes. But in practice, employees sometimes do this in a different way. If anything significant changes, the organisation communicates to its own employees.	3.5-B-S4 Internal and external stakeholders are well aware of the policy to deal with H&S risks arising from changes. Internal and external stakeholders look closely at the risks before changing anything. If anything changes and involves H&S risks, the organisation communicates this properly and in due time to its own employees. It sometimes communicates the change externally as well.	3.5-B-S5 The controlled management of H&S risks created by change is an ongoing process. Internal and external stakeholders consider this extremely important and actively participate in it. The organisation always subsequently reviews how something went so that everyone can learn from it. If anything changes and involves H&S risks, the organisation communicates this properly and in due time to its own employees and externally. H&S risk assessment is the basis for all technical or organisational changes.

5.5 Theme 4: Cooperating with external parties

Table 4 – External cooperation

4	**Cooperating with external parties** Selecting and assessing contractors, encouraging and sanctioning contractors, working together on solutions				
		Step 1	**Step 2**	**Step 3**	**Step 4**	**Step 5**
SELECTING AND ASSESSING CONTRACTORS	Preconditions	4.1-P-S1 The organisation does not have an established process for selecting and assessing contractors based on their H&S performance.	4.1-P-S2 The organisation has an established process for selecting and assessing contractors based on H&S requirements. For this purpose, it only looks at client requirements or requirements from laws and regulations.	4.1-P-S3 The organisation has an established process for selecting and assessing contractors based on H&S requirements. These requirements consist of external requirements (e.g. from the law) and internal H&S requirements for behaviour (i.e. what the organisation itself agrees). H&S arrangements and requirements suitable for this purpose are included in formal agreements with contractors.	4.1-P-S4 The organisation has an established process for selecting and assessing contractors based on H&S requirements. This also involves H&S behaviour.	4.1-P-S5 The organisation has an established process for selecting and assessing contractors based on H&S requirements, focusing mainly on H&S behaviour.

4		**Cooperating with external parties** Selecting and assessing contractors, encouraging and sanctioning contractors, working together on solutions				
		Step 1	Step 2	Step 3	Step 4	Step 5
SELECTING AND ASSESSING CONTRACTORS	Behaviour	4.1-B-S1 Contractors are selected on the basis of lowest price only. H&S performance is ignored.	4.1-B-S2 The organisation hardly selects contractors based on H&S criteria, if at all. Contractors are assessed on H&S criteria if required by the client or under laws and regulations.	4.1-B-S3 Management and supervisor(s) responsible for this are familiar with the H&S criteria for selecting and assessing contractors. The organisation sometimes seems to consider the number of assessments more important than the quality of the assessments. Contractors who repeatedly fail to meet H&S criteria will be excluded from work. The organisation evaluates assessment results. It then intervenes to improve the contractor's performance.	4.1-B-S4 All internal and external stakeholders know the H&S criteria for selecting and assessing contractors. They also operate according to these criteria. The organisation actively shares the assessment results with employees. Employees share positive and negative experiences with contractors and with each other. The organisation establishes an improvement plan with contractors if they do not meet H&S criteria. The established process is adjusted in response to assessment results and/or developments in the market, if necessary.	4.1-B-S5 The organisation and relevant stakeholders select contractors. All parties involved assess each other. This process is ongoing. All parties find the process useful. They view this as a time to work together to make sure everyone is more aware of H&S again. The organisation makes the established process with internal and external stakeholders. Together, they constantly review whether the established process is still working well. It is adjusted if necessary.

4		Cooperating with external parties Selecting and assessing contractors, encouraging and sanctioning contractors, working together on solutions				
		Step 1	Step 2	Step 3	Step 4	Step 5
ENCOURAGING AND SANCTIONING CONTRACTORS	Preconditions	4.2-P-S1 There is no established process to intervene if contractors fail to comply with H&S rules. The organisation has no established process to encourage contractors to demonstrate good H&S behaviour.	4.2-P-S2 The organisation has an established process to intervene against contractors if they do not comply with H&S rules. The organisation has no established process to encourage contractors to demonstrate good H&S behaviour.	4.2-P-S3 The organisation has an established process to intervene against contractors if they do not comply with H&S rules. There is also an established process to encourage contractors to demonstrate good H&S behaviour.	4.2-P-S4 The organisation has an established process to intervene against contractors who regularly fail to comply with H&S rules. This may also include exclusion for certain activities. The organisation has an established process to encourage contractors to demonstrate good H&S behaviour.	4.2-P-S5 The organisation has an established process to encourage contractors to demonstrate good H&S behaviour.
	Behaviour	4.2-B-S1 The organisation does not care whether contractors and their employees demonstrate good H&S. The organisation intervenes only when things really go wrong.	4.2-B-S2 An assessment of contractors sometimes causes the organisation to take action against a contractor or that contractor is no longer allowed to perform work for the organisation.	4.2-B-S3 The organisation consistently intervenes against contractors every time they fail to comply with H&S rules The organisation sometimes appreciates and sometimes does not appreciate positive H&S behaviour from a contractor or its employee. The organisation sees and appreciates it when contractors or their employees comply with H&S rules more than is really necessary.	4.2-B-S4 The organisation intervenes against a contractor or decides not to allow that contractor to perform any more work if assessments show that the contractor is often not complying with H&S rules. The organisation makes arrangements with contractors who do not sufficiently comply with H&S rules. The organisation also draws up an improvement plan with those contractors. Employees are aware of events showing that contractors and their employees are appreciated. They also know why the contractors were appreciated. Employees also make their own suggestions for contractors or their employees who deserve a token of appreciation.	4.2-B-S5 Encouraging contractors or calling them to account for arrangements made is naturally daily behaviour. Not only the organisation and the contractor encourage each other to show good H&S behaviour. Good H&S behaviour is encouraged throughout the chain and sector. All stakeholders encourage each other to

4		**Cooperating with external parties** Selecting and assessing contractors, encouraging and sanctioning contractors, working together on solutions				
		Step 1	**Step 2**	**Step 3**	**Step 4**	**Step 5**
WORKING TOGETHER ON SOLUTIONS	Preconditions					demonstrate good H&S behaviour.
		4.3-P-S1 The organisation has no established process for working with parties outside the organisation on H&S.	4.3-P-S2 The organisation has no established process for working with contractors on H&S.	4.3-P-S3 The organisation has an established process for working with contractors on H&S.	4.3-P-S4 The organisation has an established process of working on H&S with all stakeholders outside the organisation, not just contractors.	4.3-P-S5 The organisation has an established process of working on H&S with all stakeholders outside the organisation, not just contractors.
	Behaviour	4.3-B-S1 The organisation does not cooperate on H&S with parties outside the organisation. It feels this could jeopardise its competitive position.	4.3-B-S2 The organisation sometimes works with contractors on H&S solutions. This happens mostly after incidents.	43-B-S3 The organisation discusses key H&S issues with the main contractors and makes joint arrangements for this purpose. Contractors sometimes come up with H&S problems and ideas to improve H&S. Management takes these seriously.	4.3-B-S4 The organisation regularly consults with the main stakeholders from outside the organisation to agree on desired H&S behaviour. The organisation shares its knowledge and experience to improve safety awareness among employees with contractors who have not yet reached this stage.	4.3-B-S5 The organisation considers H&S cooperation in the chain and sector essential and is actively working on this. The cooperation focuses mainly on innovative ideas to improve H&S. Employees are aware of these types of cooperation. Cooperating with people or parties from outside the organisation is natural daily behaviour.

5.6 Theme: Learning and improving.

Table 5 – Learning and improvement

5		Learning and improving. Learning culture, reports, assessing H&S in the workplace, internal audits				
		Step 1	**Step 2**	**Step 3**	**Step 4**	**Step 5**
LEARNING CULTURE	Preconditions	5.1-P-S1 The organisation has no established process for learning from what goes wrong or could be better in H&S.	5.1-P-S2 The organisation has no established process for learning from what goes wrong or could be better in H&S. The organisation does have an established process to inform employees about serious accidents.	5.1-P-S3 The organisation has an established process for learning from what goes wrong or could be better in H&S. The organisation collects points from which everyone can learn in the field of H&S and has an established process for communicating about this. The organisation has no established process for learning from external parties.	5.1-P-S4 The organisation has a flexible process for learning from what goes wrong or could be better in H&S. The organisation also has a method of learning from external parties. The responsibility for this lies with those places in the organisation that can manage this well.	5.1-P-S5 The organisation considers learning to be very important. Organisational learning is thus entirely part of how the company is run. The organisation uses a process of continuous improvement for this purpose. External learning is part of this process.
	Behaviour	5.1-B-S1 The organisation shares almost no information about things that go right or wrong in relation to H&S. The thought process is: Why is learning necessary? We are just doing our job.	5.1-B-S2 The organisation solves problems after they arise. Beyond that, it does nothing with this.	5.1-B-S3 The organisation regularly discusses what it has done in response to undesirable H&S events. But little else is learned from that.	5.1-B-S4 The organisation shares good experiences and the things it has learnt about H&S with all internal and external stakeholders. Employees do self-checks, such as an LMRA (last-minute risk analysis), in all layers of the organisation. All layers in the organisation come up with ideas to improve H&S.	5.1-B-S5 The organisation is clearly a learning organisation. The organisation immediately applies the lessons learnt in practice, including in the area of H&S. Self-checks are part of daily work in all layers of the organisation. All internal and external stakeholders find this very useful.

5		**Learning and improving.** Learning culture, reports, assessing H&S in the workplace, internal audits				
		Step 1	**Step 2**	**Step 3**	**Step 4**	**Step 5**
		The organisation does not learn from others outside the organisation in relation to H&S.	The organisation is not yet learning from others outside the organisation in relation to H&S. The organisation also does not communicate accidents to other parties.	The organisation sometimes learns about undesirable H&S events from other parties. Employees state that they sometimes receive information about this, but it does not follow an established process.	Employees at all levels try to learn from what is happening in and outside the organisation in the field of H&S. Employees can give more examples of this and they can state what they have done with this knowledge.	Everyone in the organisation finds it very important to learn from other parties. The organisation regularly discusses learning points coming from the sector or the chain. These points help to improve the whole organisation and chain. Employees can provide several examples of this.
		No improvements take place in response to undesirable H&S events.	It can sometimes be seen that the organisation has improved things in response to major undesirable H&S events.	It can be seen that the organisation is improving things because it has learnt from previous H&S events. The initiative for this often comes from the board of directors and managers.	It can be seen that the organisation is improving things because it has learnt from previous H&S events. Not only the board of directors and managers, but also employees take the initiative for this.	The organisation continues to learn on a daily basis. This always ensures improvements in H&S.
REPORTS	**Preconditions**	5.2-P-S1 The organisation does not have an established process for reporting and registering H&S events.	5.2-P-S2 The organisation has an established process for reporting and registering accidents.	5.2-P-S3 The organisation has an established process for reporting and registering everything that happens in relation to H&S. In doing so, it also looks at ideas to improve H&S, near misses and unsafe situations.	5.2-P-S4 The organisation has an established process for reporting and registering everything that happens in relation to H&S. This covers ideas to improve H&S, near misses and unsafe situations, including those involving other parties. Encouraging reports is part of this established process.	5.2-P-S5 The organisation has an established process for reporting and registering events and ideas to improve things. This is not only about H&S, but also about other themes.
				The organisation has an established process for analysing incidents. The analysis always focuses on the direct causes of what went wrong.	The organisation has an established process for analysing H&S events. The analysis focuses not only on direct causes, but also on the root causes of what goes wrong in relation to H&S and any trends in events.	The analysis of events, focusing on direct causes, root causes and trends, is an integral part of daily work processes. All levels are involved in the analysis. The organisation also uses chain and sector data for this purpose.

5		**Learning and improving.** Learning culture, reports, assessing H&S in the workplace, internal audits				
		Step 1	**Step 2**	**Step 3**	**Step 4**	**Step 5**
	Behaviour	5.2-B-S1 The organisation's general attitude is 'an accident is unpleasant, but it's just part of the job'.	5.2-B-S2 The organisation reports and registers serious accidents. It does not register or barely registers unsafe situations or near misses. In practice, only the H&S managers pay attention to this.	5.2-B-S3 The organisation always reports accidents. It also reports near misses or unsafe situations, but this does not always happen yet. Reporting an idea to improve H&S happens very occasionally. The organisation distributes information about the number and content of reports to employees. The organisation conducts incident analyses according to the established process set up for this purpose. The board of directors and managers take responsibility in this regard.	5.2-B-S4 There is an open reporting culture. Internal and sometimes external stakeholders actively report all types of H&S events and ideas to improve H&S. Trends in reports and what the organisation has done with them are discussed with employees. Employees find this process useful at all levels of the organisation.	5.2-B-S5 There is an open reporting culture. It is perfectly natural for employees to speak up or make a report if something is not going well or if they have concerns. The organisation ensures that external stakeholders are actively involved in reporting. All stakeholders find the established process very useful. They actively cooperate to learn from reports.
ASSESSSING H&S IN THE	Preconditions	5.3-P-S1 The organisation has no established process for assessing H&S in the working environment.	5.3-P-S2 The organisation has an established process for assessing H&S in the working environment. The main focus here is on complying with laws and regulations and the H&S requirements of clients.	5.3-P-S3 The organisation has an established process for assessing H&S in the working environment. This not only pays attention to complying with laws, regulations and client requirements, but also to meeting H&S requirements in relation to the specific working environment. Part of the established process is assessing H&S behaviour.	5.3-P-S4 Assessing H&S in the working environment is an integral part of the work processes. This assessment is carried out at all levels of the organisation. In its assessment, the organisation also looks at the main contractors. The assessment focuses mainly on H&S behaviour, with the conversation about it being especially important.	5.3-P-S5 Assessment of H&S in the working environment is a natural integral part of a process of continuous improvement. This not only looks at H&S, but also at all other issues affecting the organisation. The assessment is not limited to organisation itself, but also to that of external stakeholders.

5		**Learning and improving.** Learning culture, reports, assessing H&S in the workplace, internal audits				
		Step 1	**Step 2**	**Step 3**	**Step 4**	**Step 5**
						The established process for assessment is mainly about environment, behaviour and dialogue. These assessments take place continuously.
	Behaviour	5.3-B-S1 The organisation does not assess H&S in the working environment.	5.3-B-S2 Someone from the organisation occasionally arrives to assess H&S in the working environment. Employees find this inconvenient or annoying. The organisation only resolves cases that deviate significantly from H&S laws and rules.	5.3-B-S3 The board of directors, managers and immediate supervisors assess H&S in the working environment. Sometimes the organisation seems to consider the number of assessment more important than the quality of the assessments. The organisation investigates and resolves issues that do not comply with H&S rules and arrangements.	5.3-B-S4 The organisation assesses H&S in the working environment. Assessments are regarded primarily as something to learn from and improve. The organisation does not only consider things that do not comply with H&S rules. It also pays attention to positives and potential risks. Employees can state what they think are the most important outcomes of the assessments. This is discussed jointly. The organisation also researches assessment trends and shares this data with the chain. Everyone shares thoughts and ideas, actively participating in this process at all levels in the organisation.	5.3-B-S5 Employees at all levels in the organisation and external stakeholders regularly assess the working environment. The results of the assessments and trends are widely shared, including with the sector, and are used to continuously improve. They also do this in areas other than just H&S. This is done on own initiative. Everyone finds this valuable.
INTERNA	Preconditio	5.4-P-S1 The organisation does not have an established process for internal H&S audits.	5.4-P-S2 The organisation has an established process for internal audits. This is intended to be able to meet	5.4-P-S3 The organisation has an established process for internal audits that also looks at H&S behaviour. This is mainly to check the extent to which	5.4-P-S4 The organisation has an established process for internal audits that mainly looks at H&S behaviour. This is primarily to check to what extent	5.4-P-S5 The organisation has an internal audit programme. This programme is integral to a process of continuous

5	**Learning and improving.** Learning culture, reports, assessing H&S in the workplace, internal audits				
	Step 1	**Step 2**	**Step 3**	**Step 4**	**Step 5**
		H&S requirements from outside the organisation.	the H&S requirements of one's own organisation are met. It is designed so that managers and the board of directors actively participate in internal audits.	the H&S requirements and arrangements of their own organisation are met. Both managers and employees actively participate in internal audits.	improvement. These are integral audits. This means that the organisation's internal audits look not only at H&S behaviour, but also at other behavioural aspects. This moreover not only involves its own organisation, but also that of external stakeholders.
Behaviour	5.4-B-S1 The organisation does not conduct audits for H&S.	5.4-B-S2 Employees state that someone occasionally comes to do an internal audit. They find this disrupts their work and state that it does not bring much benefit.	5.4-B-S3 Employees indicate that someone regularly comes to do internal audits. The board of directors and managers are involved. Employees are not always sure about the purpose of the audits and their results.	5.4-B-S4 Employees find internal audits an important way to engage with each other on H&S and learn from it. Everyone actively participates in conducting internal audits, at all levels in the organisation.	5.4-B-S5 Internal audits are a natural part of the way business processes are designed. All stakeholders find the internal audits very valuable. The organisation conducts internal audits in cooperation with external stakeholders.

Annex A
(informative)

Reference table between SCL 1.0 and SCL 2.0

When drafting SCL 2.0, the starting point was to retain the essence of the first edition of the SCL. A reference table has been prepared to verify that all key elements from the first edition are included in SCL 2.0. For each item from the first edition of SCL, we can see under which theme/sub-theme of SCL 2.0 it has been placed. The table also shows which parts were not adopted, for example because they were too specific to the rail sector.

Because the formulations in SCL 2.0 are more general in nature, the table only indicatively shows how the link between the first edition of the SCL and SCL 2.0 can be made.

The tables below show the number from SCL 2.0 for each business characteristic from SCL 1.0.

Table A.1 – Reference SCL 1.0 and SCL 2.0 – Management interest

SCL 1.0 (SCL 4.0, July 1, 2016)		SCL 2.0					
Nr.	**Company aspect**	**Theme 1**	**Theme 2**	**Theme 3**	**Theme 4**	**Theme 5**	Comment / reasoning
Step	**Requirements**	**Policy & Leadership**	**Knowledge & Skills**	**Primary & secondary processes**	**Cooperating with external parties**	**Learning and improving.**	
1. Leadership and involvement							
1.1 Management interest							
S2	S2-1.1.1 The Board regularly consults with (operational) employees on the H&S policy following (potentially) seriou s accidents.	1.3-B-S2					
S3	S3-1.1.1 The Board regularly discusses objectives, priorities, progress and results of H&S with managers.	1.1-B-S2					
	S3-1.1.2a The Board regularly discusses the H&S policy with an advisory body of the (operational) employees.	-	-	-	-	-	The ideology is embedded within Policy and Leadership
	S3-1.1.2b The advisory body contributes towards improving the desired H&S behaviour. This advisory body focuses in particular on the implementation of H&S improvement actions.	-	-	-	-	-	The ideology is embedded within Policy and Leadership
	S3-1.1.3a The management organises H&S consultations and discusses H&S issues with (operational) employees at all levels.	1.1-B-S3 1.3-B-S3					
	S3-1.1.3b The consultations take place according to a predetermined and stipulated schedule.	1.3-B-S3					
	S3-1.1.3c Subjects that are at least discussed during the consultations are: H&S behavioural objectives, achieved results, (serious) accidents and bottlenecks.	1.3-B-S3				5.1-B-S3	
S4	S4-1.1.1a The Board holds meetings with sector representatives.	1.3-B-S4			4.3-B-S3 4.3-B-T4		
	S4-1.1.1b The Board in any event discusses accidents and H&S behavioural issues with the sector.	1.3-B-S4					
	S4-1.1.2a The Board regular consults with (operational) employees on H&S.	1.3-B-S3 1.3-B-S4				5.1-B-S3 5.1-B-S4	
	S4-1.1.2b The consultation with (operational) employees comprises at least H&S incidents and H&S behavioural issues.	1.3-B-S3 1.3-B-S4				5.1-B-S3 5.1-B-S4	
	S4-1.1.3 All managers actively participate in an H&S consultation by (operational) employees.	1.3-B-S4					
S5	S5-1.1.1 The Board integrates its H&S policy with that of all (in)directly involved parties with whom structural cooperation takes place.	1.1-R-T5			4.3-R-T4 4.3-R-T5 4.3-B-S4 4.3-B-S5		
	S5-1.1.2 The executive management uses integrated H&S plans in projects.			3.1-R-T5 3.3-R-T5 3.1-B-S4 3.1-B-S5 3.3-B-S4 3.3-B-S5			

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Table A.2 – Reference SCL 1.0 and SCL 2.0 – Employee engagement

SCL 1.0 (SCL 4.0, July 1, 2016)		SCL 2.0					
Nr.	Company aspects	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Comment / reasoning
Step	Requirements	Policy & Leadership	Knowledge & Skills	Primary & secondary processes	Cooperating with external parties	Learning and improving.	
1. Leadership and involvement							
1.2 Employee involvement							
S2	S2-1.2.2 The Board has implemented rules regarding desired H&S behaviour.	1.4-P-S2					
	S2-1.2.3 The management performs random checks, usually after a serious accident, to determine whether employees comply with the rules.	1.5-B-S2					
	S2-1.2.4 (Operational) Employees apply a risk assessment shortly before commencement of their work.					5.1-B-S4	
S3	S3-1.2.4 The Board regularly implements actions aimed at achieving desired (personal) H&S behaviour.	1.5-B-S3					
	S3-1.2.5 The management performs targeted behavioural observations.					5.3-B-S3	
	S3-1.2.6 (Operational) Employees report detected risks after applying a risk assessment shortly before commencement of their work.					5.2-B-S3	
	S3-1.2.7 (Operational) Employees regularly evaluate H&S in practice with their managers.					5.1-B-S3 5.1-B-S4	
S4	S4-1.2.4 The management continuously challenges (operational) employees to present ideas for improvement and facilitates this process.					5.1-B-S4	
	S4-1.2.5 The management actively involves employees in observations.					5.3-B-S4	
	S4-1.2.6 (Operational) Employees assume responsibility for their own safety and health as well as that of others.	1.5-B-S4	2.1-B-S4				
	S4-1.2.7 (Operational) Employees discuss reports on H&S behaviour and compliance with one another.		2.1-B-S4				
S5	S5-1.2.3 (Operational) Employees exchange learning points, knowledge and experiences (best practices).					5.1-B-S4	
	S5-1.2.4 (Operational) Employees personally evaluate the H&S (behavioural) aspects of the performed activities and report any problems or bottlenecks.					5.1-B-S4	
	S5-1.2.5 (Operational) Employees have appointed colleagues in their own work environment as H&S contact.					1.2-B-S5	

Table A.3 – Reference SCL 1.0 and SCL 2.0 – Performance reward

Nr.	Company aspects	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Comment / reasoning
				SCL 2.0			
Step	Requirements	Policy & Leadership	Knowledge & Skills	Primary & secondary processes	Cooperating with external parties	Learning and improving.	
1. Leadership and involvement							
1.3 Performance reward							
S2	S2-1.3.5a The Board has implemented a policy to penalise undesired H&S behaviour.	1.4-P-S2					
	S2-1.3.5b The management consistently applies sanctions in accordance with the formal policy.	1.4-B-S3					
S3	S3-1.3.8a The Board applies a reward system for employees on the basis of their personal H&S performance.	1.4-P various steps					'Appreciation' instead of. 'reward policy'. Has a broader meaning. Focus: positively encourage desired behaviour, how is up to the organisation.
	S3-1.3.8b The Board takes the H&S performance into account when considering promotion.	-	-	-	-	-	Is part of the appreciation policy.
	S3-1.3.9a The Board applies a system for the assessment of the best H&S performance.	1.4-P-S3 1.4-B-S3					Is part of the appreciation policy. Also included in 2.3 'Preconditions and behaviour', across all steps.
	S3-1.3.9b The Board applies a reward system for the best idea for H&S improvement.	1.4-P-S3 1.4-B-S3					Is part of the appreciation policy. Also included in 2.3 'Preconditions and behaviour', across all steps.
	S3-1.3.10a The management uses a registration system for the infringement of rules of conduct.	1.4-P-S3					
	S3-1.3.10b The management uses these registrations as input for performance and/or job appraisal interviews.		2.3-B-S3				
	S3-1.3.10c The management has procedures for the taking of measures.	1.4-P-S3 1.4-P-S4					
S4	S4-1.3.8 The Board applies a reward system to contractors for exceptional H&S performance.				4.1-B-S5		
S5	S5-1.3.6 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.	1.4-P-S5					

Table A.4 – Reference SCL 1.0 and SCL 2.0 – Causes of accidents

SCL 1.0 (SCL 4.0, July 1, 2016)		SCL 2.0					
Nr.	Company aspects	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Comment / reasoning
Step	Requirements	Policy & Leadership	Knowledge & Skills	Primary & secondary processes	Cooperating with external parties	Learning and improving.	
2. Policy and strategy							
2.4 Causes of accidents							
S2	S2-2.4.6 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.	1.4-B-S3					This is also found in other places and is not only linked to 1.4-B-S3.
S3	S3-2.4.11a The Board has defined and communicated the most desired H&S behaviour for the company.	1.4-B-S3					
	S3-2.4.11b The Board has systematically defined the steps to arrive at the desired H&S behaviour and recorded these in long-term objectives.	1.1-P-S3					
	S3-2.4.12 The Board has integrated the management of H&S behaviour in the year plans.	1.1-P-S3					
S4	S4-2.4.9 The Board has detailed the long-term objectives for H&S behaviour in a strategic (multi-year) company action plan.	1.1-P-S3					
	S4-2.4.10 The strategic company plan for H&S behaviour also comprises the objectives for contractors.	1.1-P-S4					
	S4-2.4.11 The Board has regular measurements carried out of H&S awareness.					5.3-P-S3 5.3-B-S3	
S5	S5-2.4.7 The Board stimulates and takes initiative to continuously measure and improve sector-wide programmes in the field of H&S awareness.				4.3-P-S4 4.3-B-S4		
	S5-2.4.8 All management levels of the organisation actively manage H&S behaviour.	1.1-B-S5					
	S5-2.4.9 (Operational) Employees regularly confront one another, managers or other persons with high-risk behaviour and the failure to apply the correct control measures.	1.4-B-S4					

Table A.5 – Reference SCL 1.0 and SCL 2.0 – Profitability and continuity

Nr.	Company aspects	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Comment / reasoning
		SCL 2.0					
Step	Requirements	Policy & Leadership	Knowledge & Skills	Primary & secondary processes	Cooperating with external parties	Learning and improving.	
2. Policy and strategy							
2.5 Profitability and continuity							
S2	S2-2.5.7a The Board has identified and covered the H&S risks that threaten the continuity of the business, and communicated these to the management.			3.2-B-S3			
	S2-2.5.7b The Board has a plan to control these risks.			3.2-B-S3			
S3	S3-2.5.13 The management has reserved a budget for the H&S activities included in the year plan.	1.1-P-S3					
	S3-2.5.14a The management escalates to the Board if it appears that H&S cannot be guaranteed within the approved budget.	-	-	-	-	-	Deliberate choice to omit this because it describes how something must be done.
	S3-2.5.14b The Board takes measures to resolve H&S problems.	1.5-B-S3					
S4	S4-2.5.12 The Board receives both solicited and unsolicited analyses and reports on important H&S issues.					5.1-B-S4	
	S4-2.5.13a The management proactively plans the H&S activities on the basis of a cost-benefit analysis.	1.1-B-S4					
	S4-2.5.13b The management visibly includes the required H&S facilities and accompanying costs in offers.	-	-	-	-	-	Deliberate choice not to include it this way. Generally, the topic is in themes 3 and 4.
	S4-2.5.14 The management has sufficient mandate and regulatory authority to independently resolve H&S problems.		2.1-B-S4				
S5	S5-2.5.10 The Board prescribes measures regarding the highest H&S level and invests in improving the H&S level of working practices.	1.1-P-S4		3.2-P-S4			
	S5-2.5.11 The Board has integrated H&S in all primary operating processes.			3			The topic is included in theme 3.
	S5-2.5.12 (Operational) Employees personally think about the correct measures and can take actions to guarantee the highest appropriate H&S level.		2.1-B-S4 2.1-B-S5	3.4-B-S5		5.1-B-S4	

Table A.6 – Reference SCL 1.0 and SCL 2.0 – Contractor

SCL 1.0 (SCL 4.0, July 1, 2016)		SCL 2.0					
Nr.	**Company aspects**	**Theme 1**	**Theme 2**	**Theme 3**	**Theme 4**	**Theme 5**	**Comment / reasoning**
Step	**Requirements**	**Policy & Leadership**	**Knowledge & Skills**	**Primary & secondary processes**	**Cooperating with external parties**	**Learning and improving.**	
3. Organisation and contractors							
3.6 Contractors							
S2	S2-3.6.8 The management uses current H&S performance as exclusion criteria for contractors.				4.1-P-S2 4.1-B-S2 4.1-P-S3 4.1-B-S3		
	S2-3.6.9 The management regularly and systematically tests the current H&S performance of contractors against clear criteria.				4.1-B-S3		
S3	S3-3.6.15 The management aligns the own H&S management system with that of its decisive contractors.			3.3-B-S4	4.1-B-S4		
	S3-3.6.16 The management selects contractors on the basis of a formal selection procedure.				4.1-P-S3 4.1-B-S3		
	S3-3.6.17a The management includes the relevant H&S agreements and requirements in the contracts with contractors.				4.1-P-S3 4.1-B-S3		
	S3-3.6.17b The management makes the same H&S requirements of contractors as of the own company.				4		This is included in theme 4.
	S3-3.6.18 The management ensures that ((operational) employees of) contractors, who do not observe the rules, are excluded from the work.				4.2-B-S3		
S4	S4-3.6.15 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.				4.1-B-S4		
	S4-3.6.16 The management applies H&S behavioural assessment in the selection and assessment of contractors.				4.1		Generally in 4.1, different steps.
	S4-3.6.17 The management systematically responds to the bottlenecks and improvements raised by the contractors.				4.1-B-S4		
S5	S5-3.6.13 The Board maintains a close, long-term relationship with its strategic partners, whereby H&S resources, knowledge and capacities have been integrated.				4.3-B-S5 4.3-P-S5		
	S5-3.6.14 The management together with clients and contractors take measures aimed at improving H&S.				4.1-B-S5		
	S5-3.6.15 The management has integrated the activities of the most determinative clients and contractors in the own H&S management system.	-	-	-	-	-	Not every organisation has clients. Current wording is unclear.

Table A.7 – Reference SCL 1.0 and SCL 2.0 – Competency and training

Nr.	Company aspects	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Comment / reasoning
SCL 1.0 (SCL 4.0, July 1, 2016)		SCL 2.0					
Step	Requirements	Policy & Leadership	Knowledge & Skills	Primary & secondary processes	Cooperating with external parties	Learning and improving.	
3. Organisation and contractors							
3.7 Competence and training							
S2	S2-3.7.10 The management has a budget for standard H&S training and refresher courses.		2.2-B-S2 and higher				This is included in theme 4.
	S2-3.7.11 The management ensures that (operational) employees have completed compulsory training prescribed by the clients.		2.2-P-S2				
S3	S3-3.7.19a The management has laid down the H&S competence requirements for every position and relevant role.		2.2-P-S3				
	S3-3.7.19b The management has laid down to what degree every individual employee meets the H&S competences of the position.		2.3-P-S3				Generally in 4.1, different steps.
	S3-3.7.20a The management carries out regular performance assessments.					5	
	S3-3.7.20b The management involves H&S experts in the performance assessments.					5.3-B-from S3	
S4	S4-3.7.18a The management uses H&S performance as an important criterion in the regular assessment of competences.		2.3-B-S3 2.3-B-S4				
	S4-3.7.18b The management ensures that personal development plans are drawn up and monitored on the basis of these assessments.		2.3-B-S4				The wording is commonly included in Theme 2.
	S4-3.7.19a The management applies 'train the trainer' concepts and appoints the internal trainers and coaches in writing.	-					It says 'how' something should be done.
	S4-3.7.19b The management has defined the competence requirements of trainers and coaches.					5.1-B-S4	It says 'how' something should be done.
	S4-3.7.20 The management applies a system to assess third party (operational) employees in terms of H&S and defines training or development requirements where necessary.		2.3-B-S4				Not literally included, but the concept can be found in 2.3.
	S4-3.7.21 (Operational) Employees are actively involved in the development and provision of training.		2.1-B-S5			5.1-B-S4	
S5	S5-3.7.16 The Board has defined specific H&S competences for every position.		2.2-P-S4				
	S5-3.7.17 (Operational) Employees actively participate in defining the H&S competences of (their) positions.		2.2-P-S5 2.2-B-S5				
	S5-3.7.18 The management works together with the sector to develop H&S competences and stimulate desired H&S behaviour.		2.2-P-S5 2.2-B-S5		4.3-B-S4 4.3-B-S5		Not literally included.
	S5-3.7.19 (Operational) Employees periodically assess their own H&S performance as input for the interview with the manager on personal development.						Included sufficient in theme 2 (2.2 and 2.3 from step 4).

Table A.8 – Reference SCL 1.0 and SCL 2.0 – H&S department

Nr.	Company aspects	SCL 1.0 (SCL 4.0, July 1, 2016)		SCL 2.0					Comment / reasoning
				Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	
Step	Requirements			Policy & Leadership	Knowledge & Skills	Primary & secondary processes	Cooperating with external parties	Learning and improving.	
3. Organisation and contractors									
3.8 H&S department									
S2	S2-3.8.12a The Board has documented the tasks, responsibilities and authorities of the H&S department and the H&S officials.				2.1-P-S2 and next				
	S2-3.8.12b The H&S department reports to the management on (potentially) serious accidents and the compliance with laws and regulations.			1.3-B-S2				5.2	Falls under 'communication' as in Theme 1.3 and 5.2.
S3	S3-3.8.21 The manager of the H&S department directly informs the Board on H&S performance and results.			1.3-B-S3				5.3	Falls under 'communication' as in Theme 1.3 and 5.2.
	S3-3.8.22a The management has defined the competences of all H&S officials.				2.1-P/2.2-P				
	S3-3.8.22b All H&S officials have the necessary expertise.				2.1-P/2.2-P				
	S3-3.8.23 The H&S department performs a thorough analysis on the basis of the reported bottlenecks and submits recommendations for improvement.				2.2-P 2.2-B			5.1-P-S3	
S4	S4-3.8.22a The H&S department studies and reports on the effectiveness of the H&S system.				2.2-P 2.2-B			5	Not included literally.
	S4-3.8.22b The H&S department studies and reports on the quality of current H&S activities.				2.2-P 2.2-B			5	Not included literally.
	S4-3.8.22c The H&S department studies and reports on proposals to stimulate desired H&S behaviour.							5	Not included literally.
	S4-3.8.23 The management actively involves H&S specialists in all operational processes.			-	-	-	-	-	Deliberately not included. It says 'how' something must be done.
	S4-3.8.24 H&S specialists spend a significant part of their time on the development of safety awareness among the own management and that of contractors.			-	-	-	-	-	Deliberately not included. It says 'how' something must be done.
S5	S5-3.8.20 The H&S department focuses on the company strategy, improvement initiatives and innovation of the H&S processes and products.			-	-	-	-	-	Deliberately not included. It says 'how' something must be done.
	S5-3.8.21 The H&S department structurally communicates with the sector on H&S and on H&S behaviour in particular.						4.3-B-S5	5.2-P-S5	Not included literally, but implicitly mentioned.

Table A.9 – Reference SCL 1.0 and SCL 2.0 – Work planning

Nr.	Company aspects	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Comment / reasoning
SCL 1.0 (SCL 4.0, July 1, 2016)		**SCL 2.0**					
Step	Requirements	Policy & Leadership	Knowledge & Skills	Primary & secondary processes	Cooperating with external parties	Learning and improving.	
4. Workplace and procedures							
4.9 Work planning							
S2	S2-4.9.13a The management has drawn up a H&S plan for projects.			3.3-P-S2			
	S2-4.9.13b The management applies the H&S plan in practice and updates it wherever necessary.			3.3-B-S2			
S3	S3-4.9.24a The management has access to guidelines and templates for the making of H&S plans.			3.3-P-S3			
	S3-4.9.24b The H&S plans are made on the basis of a plan/risk analysis.			3.3-P-S3			
	S3-4.9.24c The plan/risk analyses are effectively communicated to (operational) employees.			3.3-B-S4			
	S3-4.9.25a The management keeps H&S plans updated on the basis of risk analyses and incidents that occurred in daily practice.			3.3-P-S4			
	S3-4.9.25b The management effectively communicates the changes in the H&S plans to (operational) employees.			3.3-B-S4			
S4	S4-4.9.25a The management aligns the making of H&S plans with all parties involved.			3.3-B-S4			
	S4-4.9.25b Deviations to the plans are aligned with all parties (in)directly involved.			3.3-B-S4			
	S4-4.9.25c The process for the drawing up and updating of H&S plans is regularly evaluated with the parties involved.			3.3-B-S4			
	S4-4.9.26 The management organises formal work start meetings during which H&S critical activities are discussed with the parties (in)directly involved.			3.3-B-S4			
	S4-4.9.27 The management demonstrably and timely assesses the quality of submitted (draft) H&S documents.			3.3-B-S4			
	S4-4.9.28 The management regularly holds work-transcending consultations with determinative (in)directly involved parties on safety awareness during the project.				4		More generally worded.
S5	S5-4.9.22 The management shares its best practices with regard to H&S plans and activities with the parties in the sector.			3.3-B-S4			
	S5-4.9.23 The management structurally and systematically performs work evaluations with all sector parties, aimed at improving H&S cooperation during the project.				4		More generally worded.

Table A.10 – Reference SCL 1.0 and SCL 2.0 – Workplace safety

SCL 1.0 (SCL 4.0, July 1, 2016)		SCL 2.0					
Nr.	**Company aspects**	**Theme 1**	**Theme 2**	**Theme 3**	**Theme 4**	**Theme 5**	**Comment / reasoning**
Step	**Requirements**	**Policy & Leadership**	**Knowledge & Skills**	**Primary & secondary processes**	**Cooperating with external parties**	**Learning and improving.**	
4. Workplace and procedures							
4.10 Workplace safety							
S2	S2-4.10.14 The management has defined a standard set of H&S activities for work environments.			3.3-P-S2			
S3	S3-4.10.26 The management aligns the standard set of H&S measures for the work environment to the specific work situation and supplements this where necessary.			3.3-P-S4			
	S3-4.10.27 The management adjusts the standard set of H&S activities following serious incidents or new signalled risks in practice.			3.3-P-S3			
	S3-4.10.28 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.					5.3-B-S3	
S4	S4-4.10.29a (Operational) Employees are familiar with the risks and control measures of their work, their work environment and their work resources (equipment, materials and procedures).			3.3-B-S4			
	S4-4.10.29b (Operational) Employees act in accordance with the H&S risks and apply the correct control measures.			3.3-B-S4			
	S4-4.10.30a The management oversees compliance by contractors with a standard set of H&S activities for every work environment.				4	5	Returns in several places under themes 4 and 5.
	S4-4.10.30b The management takes direct and consistent corrective actions with regard to contractors if these do not comply with the minimum H&S activities.				4.2-B-S3		
	S4-4.10.31 The management ensures for all projects that the H&S risks for the environment are structurally controlled.					5.3-B-S4	
S5	S5-4.10.24 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.					4.1-B-S4 4.1-B-S5	5.3-P-S5
	S5-4.10.25 The management regularly applies new methods, measures and techniques aimed at (improvements in) H&S at the workplace.					4.3-B-S4 4.3-B-S5	

Table A.11 – Reference SCL 1.0 and SCL 2.0 – Procedures

SCL 1.0 (SCL 4.0, July 1, 2016)		SCL 2.0					
Nr.	Company aspects	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Comment / reasoning
Step	Requirements	Policy & Leadership	Knowledge & Skills	Primary & secondary processes	Cooperating with external parties	Learning and improving.	
4. Workplace and procedures							
4.11 Procedures							
S2	S2-4.11.15a The management has translated the H&S requirements of clients into operational procedures.				4.3-P		From step 3
	S2-4.11.15b The management regularly tests whether these procedures are applied.				4.3-P		From step 3
	S2-4.11.16 The management has structured all H&S procedures in such a manner that they are accessible to (operational) employees in every work environment.			3.3-B-S3			
S3	S3-4.11.29 The management has aligned all H&S procedures to the user situation, the capacity and language proficiency of the (operational) employees.			3.3-B-S3			
	S3-4.11.30 The management has processed the relevant procedures in all H&S training programmes.		2.2-P-S3 and higher	3.3-P-S5			
	S3-4.11.31 The management regularly has compliance with procedures verified.					5.3-B-S3	
S4	S4-4.11.32 (Operational) Employees are involved in the drawing up, revision and implementation of procedures and best practices.					5.1-B-S4	
	S4-4.11.33 The management applies a system for deviations from the rules that in any event ensures that the deviations are authorised.			3.5-B-S3 3.5-B-S4			
	S4-4.11.34a The management stimulate the continuous improvement of best practices.					5.1-B-S4	
	S4-4.11.34b The management checks the feasibility of all best practices before implementation.					5.3-B-S4	
S5	S5-4.11.26 The management regularly consults with the sector on important H&S procedures.					5.1-B-S5	
	S5-4.11.27(Operational) Employees make own improvement processes for H&S procedures and are involved in their development.					5.1-B-S4	

Table A.12 – Reference SCL 1.0 and SCL 2.0 – Reporting of incidents

SCL 1.0 (SCL 4.0, July 1, 2016)		SCL 2.0					
Nr.	Company aspects	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Comment / reasoning
Step	Requirements	Policy & Leadership	Knowledge & Skills	Primary & secondary processes	Cooperating with external parties	Learning and improving.	
5. Deviations and communication							
5.12 Reporting of incidents							
S2	S2-5.12.17 The management reports and registers all (potentially) serious accidents and process disruptions.					5.2-P-S3	
S3	S3-5.12.32 The management reports and registers all accidents and process disruptions.					5.2-P-S3	
	S3-5.12.33 The management registers and reports all (potentially) serious accidents of clients.					5.2-P-S4	
S4	S4-5.12.35a (Operational) Employees report their own incidents and those of their colleagues.					5.2-B-S4	
	S4-5.12.35b (Operational) Employees report incidents of other parties involved in the project.					5.2-B-S4	
	S4-5.12.36a The management structurally enters all information on incidents, including that provided by external parties, in an information system.					5.2-P-S4	
	S4-5.12.36b The management informs the person reporting incidents about the registration and its handling.					5.2-B-S4 5.1-B-S4	
S5	S5-5.12.28 (Operational) Employees communicate solutions when reporting and registering incidents, including those of clients and contractors.					5.1-P-S4 5.1-P-S5	
	S5-5.12.29a The Board uses the incident information system to inform the sector about incidents with a high risk.					5.1-B-S5 5.1-P-S5	
	S5-5.12.29b The management applies the high-risk criteria set by the sector, which are transparent and effective.						Learning from what takes place outside the organisation is included in other themes.

Table A.13 – Reference SCL 1.0 and SCL 2.0 – Investigation of incidents

		SCL 2.0					
	SCL 1.0 (SCL 4.0, July 1, 2016)	**Theme 1**	**Theme 2**	**Theme 3**	**Theme 4**	**Theme 5**	
Nr.	**Company aspects**	Policy & Leadership	Knowledge & Skills	Primary & secondary processes	Cooperating with external parties	Learning and improving.	**Comment / reasoning**
Step	**Requirements**						
5. Deviations and communication							
5.13 Investigation of incidents							
T2	T2-5.13.18a The management investigates all (potentially) serious accidents for direct causes.					5.2-P-S3	
	T2-5.13.18b An investigation is rounded off within six weeks of the accident.	-	-	-	-	-	Purposeful choice not to take over this wording as it is very related to 'track'.
	T2-5.13.18c Investigation reports are stored.	-	-	-	-	-	Purposeful choice not to take over this wording.
	T2-5.13.19 Procedures are available for the investigation of (potentially) serious accidents.					5.2-P-S3	
T3	T3-5.13.34 The management investigates all accidents for root causes.					5.2-P-S4	
	T3-5.13.35 Procedures are available for the investigation of accidents.					5.2-P-S3	
T4	T4-5.13.37a The management investigates a substantial number of incidents.					5.2-P-S4	
	T4-5.13.37b The management involves (operational) employees in the investigation.					5.2-P-S4 5.2-B-S4	
	T4-5.13.38 The management investigates all (potentially) serious accidents of clients.					5.2-B-S4	
	T4-5.13.39a The management applies a fixed investigation method.					5.2-P-S3 5.2-P-S4	
	T4-5.13.39b The management regularly receives progress reports on the investigation of incidents.					5.2-B-S4	
T5	T5-5.13.30a The management investigates all incidents, including those of clients and contractors, for root causes.					5.1-P-S5 5.1-B-S5	
	T5-5.13.30b The management uses investigations of external incidents.					5.1-P-S5 5.1-B-S5	

Table A.14 – Reference SCL 1.0 and SCL 2.0 – Follow-up of incidents

SCL 1.0 (SCL 4.0, July 1, 2016)		SCL 2.0					Comment / reasoning
Nr.	**Company aspects**	**Theme 1**	**Theme 2**	**Theme 3**	**Theme 4**	**Theme 5**	
Step	**Requirements**	**Policy & Leadership**	**Knowledge & Skills**	**Primary & secondary processes**	**Cooperating with external parties**	**Learning and improving.**	
5. Deviations and communication							
5.14 Follow-up of incidents							
S2	S2-5.14.20 The managers discuss all (potentially) serious accidents and implemented measures within a reasonable term with their (operational) employees.					5.2-B-S3	
	S2-5.14.21a The Board takes direct measures in case of all (potentially) serious accidents.					5.1-B-S2	
	S2-5.14.21b The Board receives reports of all (potentially) serious accidents and takes corrective measures.					5.1-B-S2	
	S2-5.14.22 The Board immediately after every serious accidents informs the parties involved about the accident, the cause and the measures taken.					5.1-P-S2	
	S2-5.14.23 The management actively participates in the communication with third parties who have incurred significant material damage.	-	-	-	-	-	It says 'how' something must be done.
S3	S3-5.14.36 The management takes corrective measures on the basis of the investigation of accidents.					5.1-P-S3	
	S3-5.14.37 The management informs (operational) employees of accidents and the measures taken.					5.1-B-S3 5.2-B-S3	
S4	S4-5.14.40a (Operational) Employees are actively involved in H&S. (Operational) Employees communicate H&S bottlenecks and desired improvements.					5.1-P-S4 5.1-B-S4	
	S4-5.14.40b The (operational) employees receive feedback on planned H&S actions and their progress.					5.1-B-S3 5.2-B-S3	
	S4-5.14.40c Actions and progress are systematically followed up.					5.1-P-S4 5.1-B-S4	
	S4-5.14.41a The management takes corrective measures on the basis of the investigation of incidents.					5.1G-T3 5.2-B-S3	
	S4-5.14.41b The management formally evaluates the taken actions for effectiveness.					5.1-P-S4	
	S4-5.14.42a The management applies a formal procedure for the relief and support of victims.	-	-	-	-	-	This wording has not been adopted.
	S4-5.14.42b The management applies a procedure for the relief and (psychological) support of direct colleagues, who have had a traumatic experience.	-	-	-	-	-	This wording has not been adopted.
	S4-5.14.43 The management informs (operational) employees about incidents and the resulting failure costs.					5.1-P-S4	
	S4-5.14.44 First-line managers take action following incidents at other projects.					5.1-B-S4	
S5	S5-5.14.31 The Board visits the site of every serious accident.					5.2-B-S3	
	S5-5.14.32a The Board leads the investigation of (potentially) serious accidents.					5.2-B-S3	General wording
	S5-5.14.32b The Board actively aims to achieve the exclusion of (potentially) serious accidents.					5.2-B-S3	General wording.

SCL 1.0 (SCL 4.0, July 1, 2016)		SCL 2.0					
Nr.	**Company aspects**	**Theme 1**	**Theme 2**	**Theme 3**	**Theme 4**	**Theme 5**	**Comment / reasoning**
Step	**Requirements**	**Policy & Leadership**	**Knowledge & Skills**	**Primary & secondary processes**	**Cooperating with external parties**	**Learning and improving.**	
5. Deviations and communication							
5.14 Follow-up of incidents							
	S5-5.14.33 The Board actively shares incidents and proven effective measures with the sector.					5.1-B-S5	
	S5-5.14.34 The Board reports serious accidents together with sector partners to all stakeholders.					5.2-P-S5	

Table A.15 – Reference SCL 1.0 and SCL 2.0 – Daily monitoring

	SCL 1.0 (SCL 4.0, July 1, 2016)	SCL 2.0					
Nr.	Company aspects	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Comment / reasoning
Step	Requirements	Policy & Leadership	Knowledge & Skills	Primary & secondary processes	Cooperating with external parties	Learning and improving.	
5. Deviations and communication							
5.15 Daily control							
S2	S2-5.15.24 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.	1.5-B-S2					Wording partly adopted.
	S2-5.15.25 First-line managers confront (operational) employees on ascertaining that (operational) employees are not working according to the H&S rules.	1.4-B-S3 and higher					This is worded more broadly.
S3	S3-5.15.38a First-line managers determine the frequency and points of attention of H&S work environment inspections on the basis of risk analysis.					5.3	This is worded more broadly.
	S3-5.15.38b The Board and first line managers perform planned H&S work environment inspections.					5.4	This is worded more broadly.
	S3-5.15.39 First-line managers report H&S work environment inspections to the management according to a fixed structure.					5.3-P-S3 5.3-B-S3	
	S3-5.15.40a The managers investigate after signalled bottlenecks whether the procedures have been correctly applied and/or the procedures are effective.					5.2-B-S3	
	S3-5.15.40b The managers take direct actions in case of deviations, so that signalled bottlenecks in the inspected area are documented and resolved.					5.2-B-S3	
	S3-5.15.41 Every work environment inspector has received relevant training in advance.		2.2-P-S3				This is worded more broadly.
S4	S4-5.15.45a The management performs unplanned H&S work environment inspections.					5.3	unplanned' is deliberately has not been adopted.
	S4-5.15.45b The Board regularly performs an H&S work environment inspection.					5.3-B-S3	
	S4-5.15.45c Every manager between first line manager and the Board regularly performs an H&S work environment inspection.					5.3-B-S3	
	S4-5.15.45d Every first-line manager more than regularly (often) performs an H&S work environment inspection.					5.3-B-S3	
	S4-5.15.45e Every first-line manager regularly performs an H&S work environment inspection at a project, in which he/she is not directly involved.					5.3-P-S5 5.3-B-S5	
	S4-5.15.46 The managers confront employees following H&S work environment inspections.	1.4-P-S3 1.4-B-S3					
	S4-5.15.47 A central point daily studies the deviations of H&S work environment inspections and analyses these for root causes.					5.1-P-S4 5.2-P-S3 and higher 5.3	
	S4-5.15.48a The management compares the quality of the performance of a number of own H&S work environment inspections with those by independent third parties.					5.3-B-S5	

SCL 1.0 (SCL 4.0, July 1, 2016)		SCL 2.0					
Nr.	**Company aspects**	**Theme 1**	**Theme 2**	**Theme 3**	**Theme 4**	**Theme 5**	**Comment / reasoning**
Step	**Requirements**	**Policy & Leadership**	**Knowledge & Skills**	**Primary & secondary processes**	**Cooperating with external parties**	**Learning and improving.**	
	5. Deviations and communication						
	5.15 Daily control						
	S4-5.15.48b The management takes actions wherever necessary to improve the performance of the H&S work environment inspections.					5.3	This is worded more broadly.
S5	S5-5.15.35a The management regularly performs joint H&S work environment inspections with clients and contractors.				4.2-B-S5	5.3	This is worded more broadly.
	S5-5.15.35b The Board communicates the analyses of joint H&S work environment inspections to the sector.					5.3-P-S5 5.3-B-S5	
	S5-5.15.36 (Operational) Employees daily perform and report on H&S work environment inspections.					5.3-B-S5	
	S5-5.15.37 The Board works together with the sector to improve the effectiveness of H&S work environment inspections.					5.1-B-S5 5.3-B-S5	

Table A.16 – Reference SCL 1.0 and SCL 2.0 – Meetings

SCL 1.0 (SCL 4.0, July 1, 2016)		SCL 2.0					
Nr.	Company aspects	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Comment / reasoning
Step	Requirements	Policy & Leadership	Knowledge & Skills	Primary & secondary processes	Cooperating with external parties	Learning and improving.	
5. Deviations and communication							
5.16 Meetings							
S2	S2-5.16.26 The management ensures that H&S behaviour is discussed during all H&S consultations.	1.3-P-S2					
S3	S3-5.16.42a First-line managers use a list of possible subjects for H&S consultations.		2.3				How this must be done is deliberately not adopted.
	S3-5.16.42b First-line managers deliberately choose subjects for H&S consultations on the basis of the current work situation.		2.2-P				How this must be done is deliberately not adopted.
	S3-5.16.42c First-line managers hold H&S consultations in the language of the participating (operational) employees.	-		3.2	-	-	How this must be done is deliberately not adopted.
S4	S4-5.16.49 First-line managers use risk analyses as input for the planning of H&S consultations.			3.2			How this must be done is deliberately not adopted.
	S4-5.16.50 First-line managers vary the holding of H&S consultations.	-	-	-	-	-	How this must be done is deliberately not adopted.
	S4-5.16.51 (Operational) Employees discuss bottlenecks during H&S consultations and receive information on the progress of earlier reports.	1.3-B-S4				5.1-B-S4	
S5	S5-5.16.38 First-line managers plan H&S consultations on the basis of current developments.			3.1			More broadly worded.
	S5-5.16.39 (Operational) Employees regularly fulfil a leading role in H&S consultations.	-	-	-	-	-	More broadly worded.

Table A.17 – Reference SCL 1.0 and SCL 2.0 – Audits and reviews

SCL 1.0 (SCL 4.0, July 1, 2016)		SCL 2.0					
Nr.	Company aspects	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Comment / reasoning
Step	Requirements	Policy & Leadership	Knowledge & Skills	Primary & secondary processes	Cooperating with external parties	Learning and improving.	
6. Audits and statistics							
6.17 Audits and reviews							
S2	S2-6.17.27a The management audits the entire H&S management system in terms of behavioural aspects.					5.4-P-S3	
	S2-6.17.27b The Board assesses the results of H&S behavioural audits and uses these to improve H&S awareness.					5.4-B-S4	
S3	S3-6.17.43 The managers actively participate in H&S behaviour audit teams.					5.4-P-S3	
	S3-6.17.44 The management has laid down the H&S competences of auditors in terms of background, education, training and experience.		2.2				
S4	S4-6.17.52 The management uses H&S behavioural audits to look at all aspects of the operations.					5.4-P-S3	
	S4-6.17.53 The management assesses a large share of its projects in terms of H&S behaviour.					5.3 5.4-P-S3	More broadly worded.
S5	S5-6.17.40 The Board regularly has sector-driven H&S behavioural audits performed in the company.					5.4-B-S5	
	S5-6.17.41 The Board applies other review methods alongside audits, in order to test the compliancy of H&S behaviour.					5.3 5.4	How this must be done is deliberately not adopted.
	S5-6.17.42 The management records exit interviews of departing (operational) employees and managers.	-	-	-	-	-	Deliberately not adopted.

Table A.18 – Reference SCL 1.0 and SCL 2.0 – Trends and statistics

SCL 1.0 (SCL 4.0, July 1, 2016)		SCL 2.0					
Nr.	Company aspects	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Comment / reasoning
Step	Requirements	Policy & Leadership	Knowledge & Skills	Primary & secondary processes	Cooperating with external parties	Learning and improving.	
6. Audits and statistics							
6.18 Trends and statistics							
S2	S2-6.18.28 The management regularly receives statistics on the H&S performance of the own company.					5.1-P-S3	
	S2-6.18.29 The Board regularly provides the own H&S statistics to the sector.					5.1-P-S4	
S3	S3-6.18.45a The Board has defined operational H&S objectives.	1.1-B-S2					
	S3-6.18.45b The Board makes regular adjustments on the basis of progress monitoring.	1.1-B-S3					
	S3-6. 18.46 The Board regularly compares the own accidents with those of other companies in the sector.					5.3-B-S5	
S4	S4-6.18.54 The Board and management regularly discuss statistics on realised H&S behaviour and the effectiveness of behavioural measures.					5.1-B-S4	
	S4-6.18.55 The Board users the analyses of H&S behavioural statistics of its contractors to actively identify points for improvement.					5.1-B-S4	
S5	S5-6.18.43 The Board regularly compares the own H&S performance with that of the best performer and adjusts the company strategy and policy wherever necessary.					5.3-B-S5	
	S5-6.18.44 The Board works together with the sector to improve the joint performance indicators for H&S behaviour.					5.1-B-S5	

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