



Theme 1 Policy and Leadership

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SAFETY CULTURE LADDER

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Theme 1		Health & Safety (H&S): Policy and Leadership Policy and targets, leadership, structure of communication, preferred H&S behaviour				
Organisation/behaviour	Sub-theme	Level 1	Level 2	Level 3	Level 4	Level 5
ORGANISATION	Policy & targets	<p>1.1-O-L1 There exists no specified policy for Health & Safety (H&S).</p> <p>Goals for H&S are missing.</p> <p>There are not enough means available for H&S.</p>	<p>1.1-O-L2 Specified H&S policies fulfil legal requirements.</p> <p>H&S fulfil the minimal legal and customer requirements.</p> <p>Means for H&S are only provided after accidents occurred.</p>	<p>1.1-O-L3 There exists short term specified policy for H&S.</p> <p>Goals for H&S can be found in the written policy.</p> <p>Means for H&S are structurally provided.</p>	<p>1.1-O-L4 There exists short and long-term specified policy for H&S. The policy contains that all personal is responsible for H&S and has sufficient knowledge and means to follow the H&S guidelines.</p> <p>H&S policy and goals are made with the consultation of involved employees in the organisation.</p> <p>Employees are consulted on topics concerning means for H&S.</p>	<p>1.1-O-L5 H&S policy is fully integrated into company management.</p> <p>H&S policy and goals are made with the consultation of involved people inside and outside the organisation.</p> <p>The agreement is made that all means needed for H&S must be available anytime to the employers.</p>
BEHAVIOUR	Policy & targets	<p>1.1-B-L1 Board and management do not feel the need to spend time and money on H&S. The general principle is: Ignorance is bliss.</p> <p>Employees generally do not think about resource necessity and availability for H&S.</p>	<p>1.1-B-L2 H&S policy and goals are known by the board and management and are made by staff responsible for H&S. Goals for H&S are evaluated and iterated if new external demands or events give cause.</p> <p>Employees generally only think about resource necessity and availability for H&S when accidents have occurred. However, the resource related problem is solved afterwards.</p>	<p>1.1-B-L3 Policy for H&S is the basis for safe healthy working conditions. The the board, management and foremen are familiar with policy for H&S. Goals for H&S re up to date and are familiar for some employees. The board, management and foremen are focused on documenting registration. Results (effectivity) are sometimes evaluated.</p> <p>Employees, especially in the board and management, structurally think about resource necessity and availability for H&S.</p>	<p>1.1-B-L4 The board and management implement H&S policy which effects can be seen by the whole organisation.</p> <p>Employees can translate the H&S policies and goals onto their own task and roles in the organisation.</p> <p>All employees in the organisation are committed to -and feeling responsible when performing H&S policies and goals. The goals contribute to improving the H&S environment in and outside the organisation.</p> <p>Employees, in every level, structurally think about resource necessity and availability for H&S.</p>	<p>1.1-B-L5 Policy and goals for H&S show that H&S is always the most important aspect in company management. Employees and external interested people can and do report what they do to realise and improve policy and goals related to H&S. The level of reporting matches the level of the employee</p> <p>The right type and number of means are always available. In the organisation this is never an issue.</p>
ORGANISATION	Leadership	<p>1.2-O-L1 No means are provided for developing (personal) leadership related to areas of H&S.</p>	<p>1.2-O-L2 Limited means are provided for developing (personal) leadership related to areas of H&S.</p>	<p>1.2-O-L3 Means are provided for developing (personal) leadership related to areas of H&S at the board- and management level.</p>	<p>1.2-O-L4 Means are provided for developing (personal) leadership related to areas of H&S at all levels in the organisation.</p>	<p>1.2-O-L5 Means are provided for an integral improvement of (personal) leadership related to areas of H&S at all levels in the organisation.</p>

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BEHAVIOUR	Leadership	<p>1.2-B-L1 No investments are made for developing (personal) leadership related to areas of H&S.</p> <p>There is no leadership in H&S areas. Managers and employees show unsafe behaviour.</p> <p>The board, management and foremen are not aware that there is behaviour is exemplary for other employees for areas of H&S.</p>	<p>1.2-B-L2 No investments are made for developing (personal) leadership related to areas of H&S.</p> <p>The board, management and foremen only show leadership in areas of H&S after incidents.</p> <p>A part of the board, management and foremen are aware that there is behaviour is exemplary for other employees on areas of H&S</p>	<p>1.2-B-L3 Investments are made for developing (personal) leadership related to areas of H&S at the board- and management level.</p> <p>The board, management and foremen show leadership, are approachable and are well informed in areas of H&S. This is also noticed by the other employees.</p> <p>The board and management show exemplary behaviour. Not all employees are aware of the exemplariness of their behaviour on areas of H&S.</p>	<p>1.2-B-L4 Investments are made for developing (personal) leadership related to areas of H&S at all levels in the organisation.</p> <p>The leadership of the board, management and foremen is fully visible. They show vulnerability and provide motivating situational leadership in areas of H&S.</p> <p>All employees in the organisation are aware of the exemplariness of their behaviour on areas of H&S. They also show exemplarity behaviour to external people.</p>	<p>1.2-B-L5 Integral development of (personal) leadership is supported and demanded in the whole organisation. H&S related activities can be initiated through the whole organisation by internal and external interested people. Employees themselves have appointed colleagues as contact persons for H&S related communication.</p> <p>Exemplary behaviour goes beyond one's own organisation.</p>
ORGANISATION	Communication structure	<p>1.3-O-L1 There is no H&S communication structure.</p>	<p>1.3-O-L2 There is a H&S communication structure from the board/management to the employees.</p>	<p>1.3-O-L3 The H&S communication structure is designed (top-down) to send and receive.</p>	<p>1.3-O-L4 The H&S communication structure is designed (top-down) to send and receive.</p>	<p>1.3-O-L5 The organisation facilitates discussion on H&S at all levels.</p>
BEHAVIOUR	Communication structure	<p>1.3-B-L1 H&S is not a topic of discussion and does not receive any attention in communication.</p>	<p>1.3-B-L2 H&S policy and objectives are communicated to (with proof) meet the requirements or expectations of external parties. Board and management communicate especially after serious incidents.</p>	<p>1.3-B-L3 The management informs employees about H&S policy and objectives. H&S is regularly discussed in various meetings. Interviews reveal a planned and structured approach to H&S. In addition, the Board and management occasionally discuss H&S behaviour with employees.</p>	<p>1.3-B-L4 H&S policy and goals are clearly communicated in various consultations and are known within the organisation. The communication structure (top-down and bottom-up) ensures involvement and information exchange at all levels, inside and outside the organisation. All information about H&S is used to provide constructive discussions.</p>	<p>1.3-B-L5 Everyone is in constant dialogue with each other to improve H&S. Cooperation on H&S is excellent at all levels. The organisation is in discussion with stakeholders inside and outside the organisation about how to make work safer and healthier.</p>
ORGANISATION	Desired H&S behaviour	<p>1.4-O-L1 The desired H&S behaviour has not been defined.</p> <p>No agreements have been made about calling each other to account for (un)desired behaviour.</p>	<p>1.4-O-L2 The organisation has determined what is desired behaviour. Policy regarding sanctions does exist.</p> <p>Agreements have been made about calling each other to account for (un)desired behaviour.</p>	<p>1.4-O-L3 The organisation has determined what is desired behaviour. Policy regarding sanctions and appreciation does exist.</p> <p>Agreements have been made about calling each other to account for (un)desired behaviour.</p>	<p>1.4-O-L4 Policy regarding sanctions and appreciation is not needed because H&S behavioural standards are high.</p> <p>Agreements have been made about calling each other to account (bottom-up and top-down) for (un)desired behaviour.</p>	<p>1.4-O-L5 Policy regarding sanctions and appreciation is not needed because H&S behavioural standards are high.</p> <p>Agreements have been made at chain level about calling each other to account for (un)desired behaviour.</p>

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BEHAVIOUR	Desired behaviour	<p>1.4-B-L1</p> <p>Feedback on H&S behaviour is not appreciated.</p>	<p>1.4-B-L2</p> <p>Desired H&S behaviour is not yet known to everyone in the organisation.</p> <p>Providing feedback on undesirable H&S behaviour (usually after incidents) and naming (un)desirable H&S behaviour is for each unique case. Sanctions are taken for each unique case..</p>	<p>1.4-B-L3</p> <p>Desired H&S behaviour is known to everyone in the organisation.</p> <p>There is top-down communication on how to address each other. There are examples of employees calling each other to account for (un)desirable H&S behaviour. Sanctions are applied consistently. The appreciation policy is applied for each unique case.</p>	<p>1.4-B-L4</p> <p>Desired H&S behaviour is known to all stakeholders and is adapted onto the workplace</p> <p>There is bottom-up and top-down communication about how to address each other. Employees compliment each other on desired H&S behaviour. The appreciation policy is actively applied and is positively received in the organisation. Sanctions are only necessary in exceptional cases.</p>	<p>1.4-B-L5</p> <p>Intrinsic motivation and culture ensure that the organisation has little or no need to arrange agreements about desired H&S behaviour.</p> <p>Providing feedback on (un)desired H&S behaviour is the norm for all employees.</p>
BEHAVIOUR	Taking responsibility	<p>1.5-B-L1</p> <p>Nobody feels responsible for H&S and/or takes responsibility for H&S.</p>	<p>1.5-B-L2</p> <p>The H&S staff is seen by the directors and management as responsible for safe and healthy working conditions. Actions is taken after incidents and when it is established (by others) that laws and regulations and/or client requirements are not being met..</p>	<p>1.5-B-L3</p> <p>The Executive Board, management and direct supervisors have made a start on actively managing H&S. The H&S staff is still too often seen by the employees as responsible for H&S. H&S activities are more focused on achieving numbers (quantitative) than on their content (qualitative).</p>	<p>1.5-B-L4</p> <p>All stakeholders are aware of their roles and responsibilities in H&S and take responsibility for H&S. Where necessary, experts are brought in to further improve H&S and knowledge about H&S. Rejections of initiatives shall be communicated within a reasonable time and with sufficient justification.</p>	<p>1.5-B-L5</p> <p>At all levels within and outside the organisation, there is excellent cooperation on H&S. Based on intrinsic motivation, everyone challenges each other to continually improve H&S. Several examples are mentioned where this has led to success, renewal or insights.</p>