



# G+ Stakeholder Forum 2026

## Event Report

### 1. Overview

On 12 March 2026, the G+ held its annual Stakeholder Forum in London. The event was attended by approximately 150 participants from across the industry and was preceded by the fabrication workshop, as well as the regulators' site visit and the regulators' roundtable. The Forum consisted of six themed sessions, featuring speakers from Ørsted, Jera Nex bp, TotalEnergies, Equinor, Iberdrola, Havtil, EDF power solutions, Vestas, Haizea, Van Oord, RAF, SGRE, Robert Gordon University, and Vattenfall who presented practical experiences and initiatives to improve H&S across the offshore wind sector.



Agenda

### 2. Event Summary

#### 2.1. Welcome from the G+ Global Offshore Wind Health and Safety Organisation Chair

Lisbeth Norup Frømling (G+ Chair) welcomed the audience and gave a brief introduction to the G+, including what the G+ does, who their members are, and what organisations they work with. This was followed by sharing the six main programmes to G+.



Welcome slides

#### 2.2. G+ Global Offshore Wind Health and Safety Organisation – regional focus

Michelle Aitken (Europe Focal Group (FG) Chair), Robb Hall (Americas FG Chair) and Giles Mackey (G+ Vice Chair) provided updates on their respective Focal Groups and activities underway across the regions. Michelle began by outlining the G+ publications released this year and how G+ is aligning its technical work across regions for 2026. She introduced the Wind Turbine System Safety Rules (WTSSR), explaining their purpose and the role they will play in supporting safe systems of work. Michelle then provided an update on the Europe FG, highlighting the ongoing work and areas of focus within the region.



Regional focus slides

Robb followed with an update from the Americas, noting that 2026 marks a transition into operational phases for many projects. He reflected on the political uncertainty and the importance of collaboration, including the touch-ins with BSEE and the proactive involvement of national partners.



Giles concluded with an update from APAC, one of the fastest growing regions for offshore wind. He emphasised the deep collaboration and discussed efforts to support the practical implementation of G+ guidance, particularly around emergency response and lifting operations. Giles highlighted ongoing workstreams and a regional focus centre in Japan (Tokyo) ahead of the APAC Summit in July, all aimed at supporting local adoption of good practice across the region and learning from each other.

### 2.3. What is our data telling us?

Natalia Planillo (G+ Board) presented the latest collated incident data, beginning with an overview of the annual reporting cycle and how the dataset is compiled. She highlighted the million hours worked by site type and noted where significant increase had occurred, particularly reflecting the rise in global work hours reported across regions from 2024. Natalia shared the key facts and figures for 2024, including details of the single fatal event, outlining how the incident happened to support learning across the industry. She reported that both the Total Recordable Incident Rate (TRIR) and Lost Time Injury Frequency (LTIF) had increased, before breaking down incidents by work processes and areas, showing trends in asset damage and people related injuries. Key findings included a rise in incidents on jack-up vessels, increasing survey-related injuries and asset damage on survey vessels, and a fall in injuries and asset damage associated with Service Operation Vessels (SOVs). Natalia also presented the distribution of lost time injuries by nature of the injury and informed delegates that more information is available on the [G+ website](#).



Data slides

### 2.4. Norwegian Ocean Industry Authority approach and insight

Torleif presented an overview of the regulatory approach taken within Havtil (Norwegian H&S regulator), outlining their areas of responsibility. Torleif described their safety management approach, including their overarching safety ambitions and regulatory principles, emphasising that the operator is responsible for ensuring safety. He noted that while safety regulations do not prescribe specific solution, risk reduction remains the central requirement, supported by effective barriers and strong employee involvement. Torleif also referred to the International Regulators' Forum (IRF) and outlined key risk management principles, including the expectation that regulators define what a safety management system must contain. He introduced the concept of tripartite collaboration, bringing together employers, unions, and authorities to drive continuous improvement. He concluded by sharing personal insights from his regulatory experience and frameworks he has helped develop. Beate (G+ Secretariat) closed the session with a summary of the previous day's roundtable,



Norwegian Regulator slides



reiterating that open collaboration is essential to alignment across the sector and to building a safer industry.

2.5. Panel session 1: Applying health and safety requirements through the supply chain: “How can we be better partners in H&S”

Richard (Vestas) outlined his background and current role, then described Vestas’ HSE requirements through the supply chain, emphasising the importance of ensuring that all partners have the appropriate HSE competencies, preparing site-specific documentation, appointing dedicated contracted HSE specialist, and collect performance data to inform continuous improvement. He highlighted how we can be better partners in H&S and Vestas’ commitment to sharing learning with G+ to support Safe by Design initiatives and reflected on the organisation’s shift from a punitive contractor management approach to one rooted in learning and collaboration.



H&S requirements through the supply chain slides

Manuel (Haizea) followed by sharing lessons learnt and promoting industry enhancement. He stressed that industry-wide improvement relies on actively sharing experience and introduced four key reasons why learning should be shared. Manuel discussed a serious incident in which an operator lost both legs, explaining the lessons identified and the technical safety enhancements introduced as a result; the full incident learning is available on [Toolbox](#). He closed by outlining the objectives of the EWIN HSE Working Group.



Bending safely slides

Roeland (Van Oord) then provided an overview of supplier health and safety management at Van Oord, beginning with a brief introduction to the company’s core business units, dredging & infra, offshore energy, and ocean health. He described the “Say Yes to Safety” approach and explained how Van Oord is implementing a supply chain wide QHSE management function to integrate all suppliers into a consistent system. Using the Sofia Offshore Wind Farm project as an example, he highlighted the larger number of suppliers and working hours involved and reiterated the importance of embedding H&S throughout the procurement lifecycle while supporting partners to build capability.



Supplier H&S Management within Van Oord slides

2.6. Decision making, leadership, teamwork and performance

The session began with a video introduction outlining Mandy’s role, followed by reflections on her career journey and the critical, high-risks environments in which she has operated. She described how her path began in the Air Cadets, explaining the challenges she faced early on and how questioning existing processes, particularly around why women were disproportionately failing, shaped her approach to leadership. She emphasised the importance of



Decision making slides



learning from failure, paying attention to both the minute details and the broader picture, and building trust within teams. Returning to the basics, she highlighted that effective teams are made up of individuals, who challenge one another and continuously strive to improve. Training, she noted, should exceed the demand of real-world operations, drawing on the experience of others to strengthen performance. She also spoke about the distinction between “fitting in” and “belonging” and encouraged focusing on what can be controlled while letting go of what cannot. She stressed the need to go beyond the straightforward path, always starting with safety and committing to cultural changes. The concept of a “just culture” was introduced and explained, with Mandy noting that once the culture improved, confidence grew, and safety performance followed. She reinforced the value of open reporting, everyone submitting incidents so all can learn, and the practice of conducting a brief and debrief before and after every flight. She closed by urging attendees not to give up, to support one another, and to stay driven by purpose, passion, and career growth.

## 2.7. Panel session 2: Safety, innovation and learning from our front line

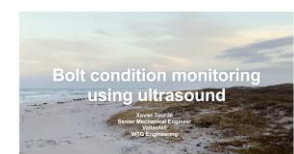
Graeme opened the session by introducing himself and reflecting on the importance of H&S in the workplace, noting how far innovation has advanced.

Ruby followed with a presentation on safety on the horizon, drawing on insights from an ongoing five-year research programme examining workforce H&S. She outlined her focus on safety research within the offshore wind sector and emphasised the value of human factors as a key safety management tool. Ruby explained what human factors are and how they specifically relate to offshore wind, with the first stage of the programme centred on wind technicians. She described the survey methodology and shared preliminary findings across individual and organisation factors. She concluded that asking workers directly about their lived experience yields essential insight for improving safety performance.

Xavier then presented on how technical innovation can support daily operational work, explaining his motivation to monitor evolving practices and his focus on bolt condition monitoring using ultrasound. He discussed different options for reducing H&S risks and introduced ultrasound technology, comparing standard techniques with emerging Bi-wave technology. He outlined the limitations of conventional approaches, including the need for highly experience technicians, and noted that Bi-wave technology presents a more user-friendly alternative. Xavier closed by summarising the status and prospects of these tools and how they



Insights from a global wind workers survey slides



Bolt monitoring using ultrasound slides



may contribute to safer, more efficient maintenance activities across the sector.

## 2.8. In conversation: What will I do when I'm back at my desk?

Lisbeth and Giles reflected on the day's discussion and highlighted the key takeaways. They emphasised that while considerable progress has been made, there remains substantial work to do on improving the quality and depth of the data, including increasing the number of safety observations captured across the industry. They noted the strong opportunity to continue learning from other sectors and summarised the core themes from each session, underscoring the value of the open and collaborative sharing of safety insights throughout the day. Both speakers reiterated that company boundaries are irrelevant when it comes to safety, with the collective commitment to improve clearly visible. Looking ahead, they stressed the importance of continued innovation and confirmed that future work with Xavier will support time. A striking data point discussed was that 51% of technicians reported taking additional risks to complete tasks on time, an issue they stated must be explored further. They also noted the release of the WTSSR as an important milestone for the sector.

## 3. Conclusion

Lisbeth Norup Frømling concluded the event, thanking the hosts, speakers and attendees for their energy and enthusiasm throughout the day.



What will I do when I'm back at my desk? slides