

SAFETY TALK



'NINA REALLY IS PART OF OUR DNA NOW'

Would you say that NINA has produced a transformation of the Boskalis culture?

'Certainly. Looking back, I think we can be proud of what we have achieved in just a short time with NINA. In the first place, the LTI (lost-time injury) rate has dropped sharply. This is important, because that's what we set out to do. But NINA has also turned out to be a great tool for improving the dialogue within the organization. Not just about safety but also about how we work and how we can optimize processes. NINA forces us to seek out dialogue and to be open in our dealings with one another. For me, giving feedback to one another is an important element in NINA. Furthermore,

NINA also lowers cultural barriers. On the ships, NINA has become a way of bringing different groups and nationalities closer together. It is precisely the feedback that breaks down hierarchical patterns and produces new forms of team-building. That's a wonderful side-effect.'

A FIRST

Why was this program started five years ago? Before the acquisition of SMIT, MNO Vervat and Dockwise, Boskalis, thanks to a package of safety procedures and protective equipment, had made major advances in terms of cutting back LTIs. But we found that we weren't making any more progress, and that we

had to work on the safety culture. A culture scan showed that, although our organization focused strongly on team performance, at the same time we also found it difficult to talk to one another about important issues. So we came to the conclusion that the emphasis during the development of a new safety approach would have to be on safety awareness and conduct. And then we took the important decision to develop the next phase within the organization. A team taken from all levels of the company teamed up with the SHE-Q department and talked to colleagues in the workplace. In the end, that led to the introduction of the NINA concept (No Injuries, No Accidents), the NINA visualization and the NINA standards and values. In our industry, a safety program like this - developed in-house on the basis of awareness and conduct - really was a first.'

MORE THAN JUST LIP SERVICE

What was the management's attitude towards NINA in those early days? 'An important factor was the management's firm belief that NINA could be a success only if the program received explicit support from the top. We introduced NINA first to the top 25 of the company before rolling it out step by step to the rest of Boskalis. The line organization made it clear that we were open to suggestions and feedback. We really did shut down ships and projects if there were signs that it wasn't safe to carry on working. In that way, we issued a clear signal that the company management was taking NINA seriously, and that the program was more than just lip service. After just five years, I can say that NINA is part of our DNA now. In a short time, it has become a huge success. That is also the message we are receiving from Rijkswaterstaat (the Dutch Directorate General for Public Works and Water)



and from prestigious clients in the offshore industry such as Statoil and Chevron.'

BREAKING DOWN PRECONCEPTIONS

How is the introduction of NINA going at the Offshore Energy division? 'The offshore industry uses different safety criteria than hydraulic engineering. So the safety of our divers at Subsea Services is determined to a large extent by protocols relating to equipment and regulations about diving times and diving depths. Even so, it is also important for our employees in the offshore industry to think about their own safety and that of their colleagues, and to open up the discussion about potential risks. The strength of NINA is precisely that the underlying philosophy applies everywhere, whether it's a complex offshore assignment for an oil company or a dredging project

This year will mark the fifth anniversary of the launch of the NINA safety awareness program by Boskalis. In the meantime, NINA has also been introduced at the Offshore Energy division. CEO Peter Berdowski looks back proudly on the first five years. 'In just a short time, we have improved not only safety but also the internal dialogue. That is a fantastic achievement. NINA really is part of our DNA now.'

in West Africa. The company management has now also given its explicit backing for the introduction of NINA at the Offshore Energy division. Despite possible skepticism in the initial phases, and despite differences in cultural backgrounds, NINA is also being well received now by this part of Boskalis. I think it's fantastic to see how preconceptions are overcome and how quickly NINA is proving itself in practice here as well. That shows that we have a unique and effective tool here.'

CREATIVE

How do you see the prospects for NINA in the next five years?

'In the time to come, we will be rolling NINA out further in the organization. But we won't be resting on our laurels. As a company, we never stand still, we are moving into new working areas and new tasks, and that will definitely continue. The challenge is to make the organization NINA-proof across the board. We are always looking for ideas and new tools. A good example is the hands workbook, which was introduced recently, and the other workboxes we have under development. The concept and the framework remain the same, but there is still a lot of room for further development in that area. NINA is developing continuously and the program is here to stay.'

NINA MOMENT

Has NINA changed your thinking about safety at home, too?

'Yes, but I think that applies to all of us. We start all our meetings at Boskalis, including the quarterly meetings and the meetings with the Works Council, with a NINA moment. We do that so we really can learn from each other. These moments often lead to the sharing of personal experiences that show how our colleagues have started to see safety differently in their day-to-day lives.



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That applies to me, too. NINA has made me more aware of the safety risks I come across, and that can only be a good thing.'

> For more information, see www.boskalis.com/nina

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PETER BERDOWSKI, CEO

01 NINA LAUNCH AT THE OFFSHORE ENERGY DIVISION

02 NINA SESSION WITH THE CREW OF THE SMIT SENTOSA IN SINGAPORE