



SAFETY MATTERS



Newsletter from  **Boskalis**

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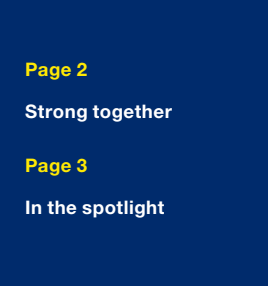
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Colophon

OUR NEW LINES OF BUSINESS ARE BASED ON SAFETY, I CONCLUDE



Safety Matters 2.0

Safety Matters celebrated its 10th anniversary at the end of last year. At that time, Safety Matters was founded as a safety magazine from and for the dredging and maritime engineering industry, focusing on safety issues on the work floor, illustrated with examples from reality. Now, it is time to expand that vision: What does safety mean for Boskalis' new Lines of Business? And especially: What can we learn from each other?

In this way, Safety Matters contributes to the integration of the safety policy. This is the first issue that will be widely distributed within our organization. On behalf of the SHE-Q department, please enjoy this issue of Safety Matter!

Wilfred Haaijer,
Corporate SHE-Q Manager



On the way to one safety policy...

Wilfred explains. Boskalis is changing. Our organization is growing and is active in an increasingly broad range of activities - activities with different risks when it comes to safety. Diving is something completely different from dredging. That fact has also raised the question whether we can suffice with one unified safety policy. The answer to that question is a resounding 'yes'. Because although the risks in the various fields can differ, the care with which we deal with those risks is the same. That care arises from a sincere care for people. That is the heart of our safety policy.

Working safely can be compared to safe driving. A good quality car makes driving safer, in the same way that traffic signs make driving safer. But ultimately, it is the person behind the wheel who determines whether the car is truly safe. The same is also true on the work floor. NINA is based on the assumption that we all want to take responsibility for our behavior and to take care of each other. That requires openness from everyone.

Smit Komodo Eemshaven, the Netherlands

Three reasons for integration of our safety policy:

1. NINA: care for people

When you say 'sincere care for people', you say NINA. NINA focuses specifically on the behavior of people. Because that is the key to working safely.



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Smit Beluga and Gateway 'Tanger MED II' project Morocco

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After all, the people on the work floor are standing in the 'line of fire'. They run the risk, so they must feel completely supported in order to always operate safely.

NINA is about making yourself heard, but also about being heard and seen that action is being taken. The (senior) management stands squarely behind NINA. As everyone knows: it's about us and about the things that affect us. That is what makes NINA different: it is not an imposed safety program, but one that comes from within. Since its introduction in July 2010, NINA has increasingly made its way throughout the organization. This process is still fully underway. Some areas of the company have made greater progress with NINA than others. That is unavoidable. You cannot simply 'check off' NINA, it is a cultural change that demands the effort, attention, and time of everyone. NINA has not yet been introduced in all of the business units. After all, not everything can

be done simultaneously during integration projects. That does not take away from the fact that the basic principle of 'care for people' will be promoted and that we will also introduce NINA step-by-step in all the business units.

2. One face

In addition to care for people, there is another reason why we feel it is important to integrate the safety policy: it enables us to show one face to the outside world. NINA is part of our company identity. Wherever they are in the world, clients can assume that all Boskalis employees share and carry out the same vision of safety.

3. One language, one standard

Finally, it is important for our organization, with people and materials all around the world, that everyone speak the same language, employ the same standard, and coordinate working methods with each other. This has particular

priority when people from different Business Units will work together. For that reason, the integration of the safety policy in Offshore Energy has priority. Offshore Energy has four Business Units, which will also carry out projects together. The same is true for Inland Infra (Boskalis Nederland and MNO Vervat). For that reason, the integration of SHE-Q procedures, standards, and NINA will begin this year at both Lines of Business.



The framework: the corporate SHE-Q department

The integration of the safety policy also requires the integration of systems and procedures. That is the framework in which everyone works. Boskalis' Q-Aid handbook contains quality and safety procedures for managing a project. But this handbook was written for the hydraulic engineering industry. The SHE-Q department is currently working on revising this handbook. The goal is to create a concise handbook with procedures that apply for all projects, along with a specific supplement for each Line of Business. The handbook is expected to be completed sometime this year.

On this way, we, as a company, are on our way to one safety policy: a policy from, for, and with everyone.

Strong together

In more and more projects, different Lines of Business are working together. Some examples:

What	Who
Extension container terminal 'Tanger Med II' project Morocco	Dredging, hopper Gateway, Smit Beluga is used for general assistance
Malampaya project, transport and installation of an offshore platform, dredging and rock placement	Boskalis Offshore Subsea Contracting and Marine contracting and Boskalis Offshore Subsea Services
Project Eemshaven	Dredging + diving activities by Subsea
Water delivery channel E-ON power station	Subsea inspection of quay walls, Dredging application of underwater bank covering in subcontracting capacity
Project N-207 highway widening	Combination MNO-Wegen – Boskalis BV



Combination MNO-Wegen – Boskalis BV



Water delivery channel E-ON power station

In the spotlight

In this new section, each edition of Safety Matters will highlight a different Business Unit. What do the employees do here? What does safety mean to them? What types of projects are they working on? This time: **Boskalis Offshore Subsea Services**.

What do the employees of Subsea Services do?

Subsea Services: 100% diving company

What?

Utilizing divers and robots, Subsea Services provides underwater inspection and construction work, for example, on pipelines, oil production platforms, and quay walls.

Who?

The Subsea Services team consists of approximately 100 young, highly-trained members. They work out of the Netherlands and the offices in South Africa, Dubai, Australia, and Singapore. Fixed teams work on the diving support ships, taking care of the diving equipment and

directing the divers. Typical of the diving industry, most of the divers are freelancers of various nationalities.

How?

The teams work in three different ways:

Air diving – here, divers work for short periods (15 minutes to 2.5 hours) at a depth of up to 50 meters (164 feet). The divers are provided with oxygen and communicate with the supervisor on board by means of an ‘umbilical’. Back on board, the divers are returned to the ambient pressure above water in a decompression tank.

Boskalis Offshore - An overview:

Marine Contracting: transport and (dis)assembly of offshore structures such as drilling platforms.

Marine Services: equipment rental (tugboats, barges, etc.) and management and engineering for maritime projects.

Subsea Contracting: dumping stones, digging channels, laying down pipelines.

Subsea Services: diving (air and saturation diving and use of robots, ROVs).

Saturation diving - in this form of diving, the divers remain ‘under pressure’. The saturation team – up to 12 members - remains in a compression room on board for up to 28 days, where they sleep and eat. The divers enter the water in a diving bell by means of a closed system. The advantage of saturation diving is the longer ‘bottom time’ of the divers, because they are already ‘under pressure’. Decompression is carried out only after completion of the work and takes 1 hour per meter of working depth. The maximum working depth is 300 meters (984 feet).

Underwater work using ROVs – Remotely Operated Vehicles are remote-controlled robots. ROVs can be small inspection robots, but also large units with movable arms that can operate small machines. ROV is a developing field, in which Boskalis also participates by sharing experiences with the manufacturers.



What types of projects is Subsea Services working on?

Project: Equatorial Guinea

Off the coast of Equatorial Guinea, Subsea Services is carrying out work for oil company, Hess. In the middle of a fully operational oil field, saturation divers replaced oil transport hoses at a depth of 88 meters (289 feet).

At this oil field, Hess extracts oil that is stored temporarily in an FPSO (Floating Production Storing & Offloading vessel), which is an enormous tanker that is moored continuously at the site. When this tanker is full, the oil is pumped via hoses to a floating loading station and then shipped elsewhere. These hoses (19 in total, each 12 meters or 39 feet in length) had to be replaced without halting production. The entire operation, therefore, had to be carried out in the 12 days that the tanker was ‘filling up’. Speaking of time pressure. Incidentally, the divers completed this task in nine

days. “Once the first screw is loosened, there is no turning back,” says Junior Project Manager, Gertjan Verver. “For that reason, you have to be certain that you have prepared everything well.” In practice, that means that a risk assessment, encompassing about 100 aspects, must be carried out, with all of the ‘standard’ diving risks, as well as hoisting and mounting and transferring.

Risk: oil contamination

One risk involved in this operation was the threat that hoses would leak during disassembly.

Gertjan explains, “We control the atmosphere in the diving bell in which the divers descend and come back up. We can control the oxygen, helium and COs, but we cannot control what comes in from the environment. If the diver becomes contaminated with oil, hazardous substances come into the atmosphere. That is extremely dangerous.”



In the spotlight (continuation)

What does safety mean to Subsea Services?

“As Subsea Services, we strive to continually remain at the forefront, particularly when it comes to safety. NINA offers that opportunity.”



Subsea Services Business Unit Manager, Sander Korte, has this to say about safety:

Risks

“Diving is a high-risk field. That means that we must always remain alert. The major risks are in the areas of health (decompression sickness or caisson disease) and the fact that the work is carried out underwater, out of view. Time pressure often plays a role, because you only have a limited amount of working time underwater and a fixed deadline. Moreover, we have to deal with activities such as hoisting and lifting, which carry certain hazards.”

Procedures

“It is about controlling those risks. Good preparation, with clear communication with everyone involved, is crucial: project kickoff meetings, toolboxes, and site inductions. In that sense, our professional discipline is no different

For that reason, the client was responsible for an important aspect of the preparation: the client had to rinse the hoses thoroughly to ensure that the hoses were free of oil residue. In addition, oil-protective outer suits were obtained for the divers and a Hyper-Gas unit was installed in the diving bell in order to measure hazardous substances. In case of emergency, the diver would be able to immediately switch to a different oxygen mask. Ultimately, during the execution of the work, no or very little oil leakage was reported.

New: Europe - Africa cooperation

In this project, Europe and South Africa worked together for the first time. The DSV (diving support vehicle) Constructor was mobilized from the North Sea. With the Smit Orca, South Africa handled the air diving aspect of the project, says Project Manager, Matthew Blake. “In that way, you work towards becoming a worldwide organization.”

than, for example, dredging. What is different – stricter – is the international regulations by which we are bound: IMCA (International Marine Contractors Association) and OGP (International Association of Oil and Gas Producers). Not only must the divers be certified, but all equipment must also be 100% inspected and found to be in good working order. Not one screw can be turned without there being a procedure for it.”

NINA

“In our Business Units, therefore, safety is guaranteed through good materials, professional people, and strict procedures. That has brought us a long way. But in order to take another step forward, something more is needed, and I expect that NINA will give us that: safety awareness, involvement, and responsibility. I think that

NINA’s strength is that it was developed from within Boskalis by people who know how things work in practice. In the coming months, we will be rolling out NINA within Subsea Services.”

My NINA moment

“We had a meeting with the CEO of our client, Maersk. He was dissatisfied with our performance in the area of safety. Those are not pleasant discussions. But when we told him that we believe more is needed than just short-term solutions and that we are really going to change something with NINA, he indicated that Maersk could identify with this challenge and has taken this same direction with its own *behavior-based* program, Project Zero. This was a special experience for me that proved that we are on the right track with NINA.”



Tension Leg Platform with a 'Life support package' (blue Smit subsea container), which will be used to decompress divers in an emergency situation.

The communication at all different levels is crucial in a process such as this one: Who does what, when, and how? And how do you report that? As Luke Dicks, SHE-Q Manager, explains: “This process forces you to take a critical look at your

own work methods and - together - to think about how things can be done better and safer. Not holding on to the old, but embracing the change. Because there is always room for improvement. That is the challenge that we face.”

Day in, Day Out

In this new section, Steve van Hulle and Frans Oosterwijk trade experiences regarding the integration of the safety policy. Steve started with Smit Transport Belgium and is currently working as Operations Manager for Boskalis Offshore Marine Services. Frans works as Fleet Manager in Papendrecht and is General Manager of Smit Vessel Management Services.

Hi Frans,

It's been quite some time since we participated together in the NINA kickoff. That was my initial introduction to NINA, and I was very impressed. And that's saying something, because I've already seen quite a number of safety programs come and go. Just like most people in our field, don't you think? ;) I think it's remarkable how, with 5 values and 5 rules, a company like Boskalis has committed all of its employees to NINA.

I first started sailing with URS in 1996, and at that time, there was still no alcohol policy and no ISM (International Safety Management). That was introduced in 1999. People were required to wear PPE (Personal Protective Equipment), toolboxes came, risk assessments. In those days, SHE-Q people were not always welcomed with open arms aboard the ships... It never really occurred to anyone that this new approach would lead later to greater safety and better safety statistics.

In the meantime, our clients became increasingly demanding. We implemented a safety coaching program, a stop-to-work policy, and a Management of Change program. But one thing we never implemented is a safety behavior program, despite the fact that it is important to change and stimulate the safety culture of a company. A safety behavior program creates openness, trust, and momentum.

Now, we are at the point of rolling out the NINA program within Boskalis Offshore. I am convinced that everyone in our fleet will make every effort to undertake the commitment to NINA as quickly as possible. They know more or less what they can expect: some of our clients have implemented the IIF (Incident and Injury-Free) program, and our people have also responded enthusiastically to this program.

Didn't Boskalis already implement NINA three years ago? I am curious how everything went, where Boskalis started out, and where the organization now stands. What has been your experience with this, Frans? What do you think about a safety behavior program like NINA? And what is your commitment to NINA?

Frans, I hope that we can benefit from your expertise during the implementation in the Boskalis Offshore Marine Services fleet!

Regards,
Steve



Frans Oosterwijk (l) and Steve van Hulle together at the Smit Angola in new colors.

Frans van Oosterwijk (46)

With the company since: 1995

Started out as: Technical Superintendent at Boskalis Rotterdam; was Head of the Technical Service unit there

Resides in: Nieuwerkerk a/d IJssel, the Netherlands

Family: married to Els,

4 children: Joël, Annick, Boaz and Floris

Steve van Hulle (35)

With the company since: 1996

Started out as: Helmsman trainee on the URS sea fleet, was Captain of the President Hubert and the Union Manta

Resides in: Blankenberge, Belgium

Family: lives together with Charlotte,

2 children: Nanou and Naud

Hello Steve,

Good to hear that you were impressed by your initial introduction to NINA! It's great that you point out that a 'behavior program' is necessary in order to enable an organization to take a step forward with 'safety awareness'. To be honest, I don't think I really felt that need when we were first introduced to NINA three years ago. I now consider it to be very valuable. I can't imagine our company today without NINA; it's part of our daily lives.

The implementation of NINA at that time was carried out very systematically, with sessions for management and for the office and fleet staff who were responsible for the further roll-out. As Fleet Manager, I told a number of ships about NINA. For that purpose, I stopped all activity on the ship and called all of the crew members together. That in itself was unique.

In my experience, NINA was generally received very positively, also by the more critical individuals. A great deal of emphasis was placed on values, such as giving and receiving feedback. Just how far we've come with this is difficult to say. If you ask people, "Do you give others feedback regarding unsafe operations?", then most will respond unreservedly, "Yes, frequently."

To be continued on page 6

Did you know that...

TSHD Crestway, the first vessel of Boskalis certified for MLC 2006!



Mark de Vries (l), (Lead Inspector Bureau Veritas) hands over the MLC certificate to Rolf Benders, captain of the Crestway.
Left Jurriaan Guljé (SHE-Q Manager Fleet Management) and most right John Mondt (Inspector Bureau Veritas).

MLC 2006

The ILO's Maritime Labour Convention (MLC) 2006 provides comprehensive rights and protection at work for seafarers. The MLC 2006 will enter into force on

20 August 2013 and requires ships to be certified by that date.

Boskalis has already certified 14 vessels for MLC2006, the aim is to have completed this before August 2013. ■



We look forward to hearing your ideas on how to improve safety. Please send them to: safety@boskalis.nl

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But if you then ask, "When was the last time you received feedback?", they fall silent... In short, there is still room for improvement!

In the office, we start the weekly operational meeting with a NINA moment. That has now expanded to more than a half-hour, during which we help each other find solutions to a given safety dilemma. It contributes to clarity: solutions are generally applied more broadly.

You have now completed the NINA kick-off, and are now heading towards a broader implementation. I can imagine that you have a lot of questions, but in my experience, they resolve themselves during the process. A lot of communication with others will certainly contribute to that. Will you keep me informed of your progress?

With kind regards,
Frans

P.S. My commitment to NINA is: 'Take care of each other so that everyone can work safely and return home safely again at the end of the day'.



Colophon

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