

Cohesion

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Peter Berdowski at NINA's 'birthday':

'NINA lives, NINA inspires and NINA eliminates obstacles!'

In early July, Boskalis commemorated NINA's first year. Numerous projects and offices celebrated the birthday of the program that, in a short time, has produced a revolution in thinking about safety. Thanks to NINA, safety is tackled on the basis of shared values rather than being imposed using rules and procedures. One year after the launch, it was time to take stock Boskalis-wide. In Papendrecht, a short, well-attended meeting was organized, complete with NINA cake, wall panels with inspiring statements and a resounding speech from CEO Peter Berdowski.

behavior, it is impossible to imagine that we've only been going one year. These days, I regularly hear people saying things like *This isn't NINA, NINA says you can't do this any more* or *Let's have a NINA moment.*

OPEN DIALOGUE

'With NINA, it's become easier to discuss safety issues with one another and to call each other to account, at all levels of the organization. And that's exactly what we wanted to achieve. As we talk, more than 1300 colleagues from five continents have had NINA training. A recurring theme is the struggle to understand the significance of the NINA values. How do you put them into practice? What is expected of you? The NINA rules are concrete. We know how to deal with them. But how do you call a colleague to account? How do you balance production and safety? Can you really count on the support of management if you shut a job down because of safety issues? And how do you make sure you don't slip back into old habits? These are themes that crop up every time and they are understandable dilemmas. Our big achievement over the past year has been to establish a culture in which we now ask these questions and have an open dialogue with one another about them.'

BOSKALIS FAMILY

'My thinking about NINA is that watching out for your colleagues should be just as important and natural as it would be for your own family. When I do something at home with my two sons aged 13 and 15, I let them get on with some jobs but I always *(continued on page 2)*

Peter Berdowski: 'We care about one another, and we look after one another. That's what it's all about!'

'Exactly a year ago, we launched our new safety program NINA: No Injuries, No Accidents. It was inspired in part by the realization that we wanted to raise the standard in the area of safety (indeed, we had no choice!). So in 2009, we conducted a major safety survey of our workforce and a large number of clients. Two important conclusions emerged: we lacked clear safety standards and a culture in which we were prepared to call each other to account about safety. To bring about a change, a small, enthusiastic core team developed NINA. NINA aims to establish a safety culture based on shared values in which people consult with each other about safety in an open and active way. The program is based on the view that safety is a core value of this company. It is a program with clear values and concrete rules. When I see how NINA has now become an integral part of our thinking and, above all, our



NINA website further extended

On 5 July, a meeting was organized for the Boskalis senior management to commemorate 'One year of NINA'. Lively discussions made it clear what NINA has stirred up. The senior management team also looked at NINA's role in the future. The participants also recorded video statements in which they stated their personal view of

why NINA is so important. The testimonials can be seen on the extended NINA site. Take a closer look at: > www.boskalis-nina.com.



In this issue:

Rockpiper launched
Now the hull of the new fallpipe vessel has been completed, fitting out can start.



Integration of SHE-Q
Focus on the preparations for streamlining Boskalis and SMIT SHE-Q activities.

MV2: complex and extensive
Part 1 of a major tour of the MV2 project, with a spotlight on the hard sea defenses.



New trainees in September
The selection procedure for the group of new trainees included sports this time.

SMIT Salvage innovates in Korea
SMIT Salvage uses a smart approach to pumping oil out of a sunken tanker at a depth of 100 meters.



Global Finance Meeting 2011
Jan-Oege Goslings assesses the recent meeting: 'A boost for the group feeling'.

New strategy for SMIT Subsea
A new strategic plan will help SMIT Subsea to put its global activities even more on the map.



Extension to head office
A new building and a modern company restaurant give the head office space and style.

Taurus II transformed into supercutter
A major operation: the complex alterations to the Taurus II start this month in Singapore.



Sand Motor is in full swing
After a flying start, the work on the innovative hook-shaped peninsula is almost finished.

Texel: bronze for Team Boskalis
Encouraged by participants at the Boskalis Family Day, Team Boskalis performs well at 'Round Texel'.



In this Cohesion: NINA supplement

On the occasion of 'One year of NINA', this issue of Cohesion includes a NINA special. Our colleagues tell us about their experiences with NINA and their ideas about safety. They have inspiring stories from every corner of Boskalis that make it clear that NINA has got into our company's DNA. Even though NINA has not yet been introduced at SMIT, we are assuming that our SMIT readers will also find it interesting to learn about NINA in this way.

