



Papendrecht, 15 July 2010

Today Boskalis kicked off a new safety program: NINA - No Injuries, No Accidents.

Why the new program?

For years safety has been a priority within our organization and this has resulted in a clear improvement of our safety record. However, in the past our attention has mainly been focused on procedures and instructions while the behavioral component has remained underdeveloped. But accidents still occur within our organization.

Boskalis conducted a safety survey among all employees in 2009. The main conclusion was that to reach our mutual goal of an incident and accident-free working environment, we need to go one step further and develop a value-based culture where people are committed to safety and approach each other about safety issues. This has led to the creation of the Boskalis NINA safety program: No Injuries, No Accidents.

What is NINA?

NINA sets clear standards and clearly explains what we expect from our employees and subcontractors with regard to safety behavior. At the heart of our NINA safety program is the vision statement, supported by five core values and five rules.

The vision statement expresses what Boskalis stands for with regard to safety.

Our values tell us what we expect from each other when it comes to safety. Each value starts with 'I', emphasizing our own commitment and responsibility. Of course we are all responsible for our own safety, but we are also responsible for the safety of our colleagues. Therefore the values tell us to take action in case of unsafe operations and tell others if you feel that they are at risk. Do this regardless of rank and position because nobody would be offended if you saved their life! And that is why you should also always be open to feedback from others about your own safety behavior - it could save your life too! Our organization and management will work in line with these values and strongly encourage you to do the same.

Our rules are a series of helpful tools that support our values and put them into practice. To create a healthy and safe working environment, we need to be aware of the associated risks. Health and safety risks differ from project to project and from location to location, so it is important to have the right tools at hand to assess the risks, take appropriate measures and communicate them to all involved.

NINA is here to help us reach our mutual goal of an incident-free working environment. But the only way to achieve no injuries and no accidents is if we all commit to the program.

So when do I meet NINA?

We are embarking on a world-wide implementation process which will take many months to complete. During this time, we will present NINA through training sessions, start-up meetings and site visits. The process will feature:

- extensive weekly training sessions and workshop programs, the first of which will be held in the Netherlands in August;
- worldwide NINA start-up meetings in our home markets from August, at our projects and aboard our fleet;
- the release of the new Q-Aid quality management system in July 2010, which integrates the NINA principles;
- the launch of the NINA website, www.boskalis-nina.com, where members of Boskalis' senior management express their commitment to NINA.

How do I stay informed?

The NINA website keeps you informed of the latest developments and gives you the opportunity to send your feedback on NINA and safety issues in general. You can also contact your manager or SHE-Q representative or send me an email at safety@boskalis.nl.

Peter van der Linde
Group Director Royal Boskalis Westminster N.V.



SAFETY STATEMENT

Our people are our most valuable assets, making safety a core value. Our goal is: No Injuries No Accidents. This is embedded in our company's culture and supported through Values and Rules. All employees, including our sub-contractors, are expected to take these values and rules to heart.

VALUES

- I AM RESPONSIBLE FOR MY OWN SAFETY**
- I APPROACH OTHERS ABOUT WORKING SAFELY**
- I TAKE ACTION IN CASE OF UNSAFE OPERATIONS
IF NECESSARY, I WILL STOP THE WORK**
- I ACCEPT FEEDBACK ABOUT MY SAFETY
BEHAVIOUR REGARDLESS OF RANK AND
POSITION**
- I REPORT ALL INCIDENTS, INCLUDING
NEAR-MISSES, TO INFORM OTHERS AND BUILD
ON LESSONS LEARNED**

RULES

- PREPARE A RISK ASSESSMENT FOR EACH
PROJECT, VESSEL OR LOCATION**
- OBTAIN A PERMIT TO WORK FOR DEFINED
HIGH-RISK ACTIVITIES**
- MAKE A JOB HAZARD ANALYSIS FOR
HAZARDOUS NON-ROUTINE ACTIVITIES**
- BE INFORMED ABOUT RISK & CONTROL
MEASURES**
- BE FIT FOR DUTY AND WEAR THE PPE
REQUIRED**

MY ROLE ACCORDING TO NINA AS AN EMPLOYEE

- Always check the safety of Yourself, Equipment and Surroundings (YES)
- Ensure that you are informed about risks and control measures for the job and work environment
- Inform your supervisor of hazardous situations
- Always follow the values and rules

AS A MANAGER/SUPERVISOR

- Lead by example by demonstrating safety leadership
- Create an atmosphere and conditions within the organization where employees are encouraged to work safely and to address safety issues
- Ensure compliance with the values and rules for the area of control

NINA RULES IN PRACTICE

Prepare a Risk Assessment for each project, vessel or location

- Responsible Manager/Captain coordinates the Risk Assessment and must involve supervisors
- The Risk Assessment is reviewed periodically and updated when necessary (such as change in work scope or method or following an incident)
- The measures defined in the Risk Assessment must be implemented

Obtain a Permit to Work for defined high-risk activities

- Identified high-risk activities:
 - entering enclosed/confined spaces
 - working on energized systems (including 'Lock Out/Tag Out')
- Based on the Risk Assessment other high-risk activities can be defined
- Defined control measures must be implemented
- Responsible supervisor issues a Permit to Work

Make a Job Hazard Analysis for hazardous non-routine activities

- In case of hazardous and non-routine jobs, the supervisor should do a JHA (Job Hazard Analysis)
- Defined control measures must be implemented

Be informed about risk & control measures

- Everyone on projects, vessels and offices is informed about the relevant risk and control measures
- Before starting the work a toolbox meeting is held:
 - in case of Job Hazard Analysis or Permit to Work
 - as a result of the Risk Assessment
- Updates in the Risk Assessment will be communicated with relevant persons on-site

Be Fit for Duty and wear the PPE required

- "Fit for Duty" means not under influence of alcohol and/or drugs
- PPE on site:
 - safety shoes and hard hat
 - high-visibility clothing
 - life vest during embarking/disembarking or if floating equipment lacks a railing
- Additional PPE are job-specific and based on the Risk Assessment, Job Hazard Analysis or Permit to Work