



SAFETY MATTERS



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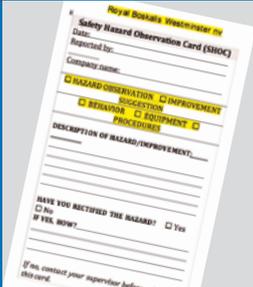
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Dragamex in crisis management exercise



Crisis team in Mexico

In mid-April, the Dragamex crisis team organized an exercise to simulate a disaster on paper. The aim of the exercise - which is also held in the Netherlands every year - is to teach the crisis team to deal with a disaster and all of the resulting problems in a professional manner.

The disaster scenario was conceived by the SHE-Q department and Max de Ruiter from the Crisis Control agency. "It's important to write a realistic scenario," says De Ruiter. "Otherwise no one takes it seriously." Every crisis team exercise follows a similar pattern: the crisis team meets and puts together a support group to deal with this specific type of disaster. The training team 'play' the outside world, which in this case means the port authorities, the local government, CNN and also the business unit manager at head office.

Pieter Verbiest, Technical Manager at Dragamex, requested the exercise. "ISM requires you to organize safety exercises. This management level exercise teaches people a broader knowledge base than a regular exercise where the main focus is on the practical issues." He is pleased with how the exercise went. "Everyone receives a copy of the procedures and the booklets that we like to produce - such as the new Emergency Response Plan 2009 - but nobody reads them. The exercise went very

well, thanks to the refresher course that we had the day before the exercise itself. Everyone was enthusiastic, communication went well and we had everything under control."

It was Max de Ruiter's first training session in a home market. "What you notice is that people suddenly start talking in their own language when they're under pressure. I've nothing against that in one-on-one conversations, but in a larger meeting you have to go back to English. Paul de Jong (Dragamex General Manager and chairman of the crisis team) picked up on that well. A good director is important, because everyone ultimately has to have the same imaginary picture of the disaster, even if everyone's individual viewpoint is based on his or her own area of expertise."

Paul de Jong believes his team learned a lot: "We learnt how to quickly distribute information, constantly consult with each other, etc. This kind of exercise teaches everyone how a crisis team works and what everyone's role is in that team."



This time in... Mexico

Dragamex is currently in Cuyutlán in Mexico building a new harbor for an LNG reception terminal. The contract represents a big job in a unique protected natural area.

Cuyutlán's lagoon is surrounded by mangroves in a wetland area where exceptional flora and fauna motivate the very strict environmental requirements imposed on the project, Project Manager Erik Waumans explains. "The government commissioned an environmental impact report which serves as the basis for the methods we are using on this job." Those methods are entirely in line with Boskalis standards and range from putting a silt screen in place to catch floating particles



in the water to the separation of waste. "The particular focus on the environment means that Dragamex has to deal with a number of new issues," says Paul de Jong, General Manager at Dragamex. "I'm thinking specifically of the large number of permits that are required, the baseline measurements we performed and the monitoring studies. This is unknown territory for us, but we're gaining experience that we can use in other new projects because the Mexicans are also placing greater emphasis on environmental issues."

Hurricane

In total, the two contracts involved order the removal of more than 17 million m³ of sand during the dredging operation in Cuyutlán. The scale and duration of the project are unprecedented in Mexico, which means that more is required in terms of quality control and safety measures than people are used to, says SHE-Q Manager Pieter Kuzee. "To give you an example: we're in a hurricane region, which means that you have to draft an evacuation plan and also practice implementing it. People are not accustomed to that here. If five of you are working on a project and a hurricane is approaching, you get in the car and leave the area. However, we have between 150 and 200 men working on this project, so this demands more organizational work and preparation." Pieter comes across all kinds of examples of



Connecting pipes

this type. "While everyone is generally doing a good job in their own way, we've not yet reached the required level. They wear a safety helmet, for example, but they don't complete a risk assessment." Pieter is working on all fronts to raise awareness so that the necessary changes will happen. A toolbox meeting is now on the daily timetable, for example, the company organizes training sessions to teach the work force about high-risk activities, the SHOC system has been introduced, the workshop has been set up safely and correctly and proper arrangements are in place for the storage of hazardous substances. Pieter is training two safety officers who accompany him every day on a tour of the site: "Walk round, keep walking round, and then walk round again. That's the only way they'll learn what they need to see."

Zero urgencies

Safety is also the top priority for Erik Waumans and foreman Santiago Martinez. Each of them emphasizes different aspects. Erik, for example, stresses the importance of communication and uses tools such as placards to inform everyone

about the results that have been achieved. Wherever he goes, Santiago Martinez constantly emphasizes that - no matter how great the pressure - the key thing to remember is 'more haste, less speed'. "There are people from all over the world working on this project, but we all want the same thing and that's to go back to our family and friends safe and sound. That's the motivation I appeal to in everyone and my message is check that you're safe, the environment around you is safe and your tools are safe. Our aim is *zero incidents, zero accidents and zero spillages*, which is why we want to impress another zero target on everyone - and that's *zero urgencies!*"

Cuyutlan project



One of the major aspects of the project is the deployment of the cutter dredges Para and Mercurius. Two fixed bridges were blocking the waterborne route to the lagoon, so access had to be over land. Boskalis and partner Mammoet Transport brought out an old, but effective method for the occasion: the cutters arrived on a pontoon, from where they were rolled on cylindrical, inflatable air bags to their destination (See Cohesion 1, 2010 for more details).

The four hectares of land had to be cleared before Dragamex could start work. Biologists captured more than 1,800 animals ranging from minuscule beetles to giant lizards and poisonous snakes and released them at different locations.

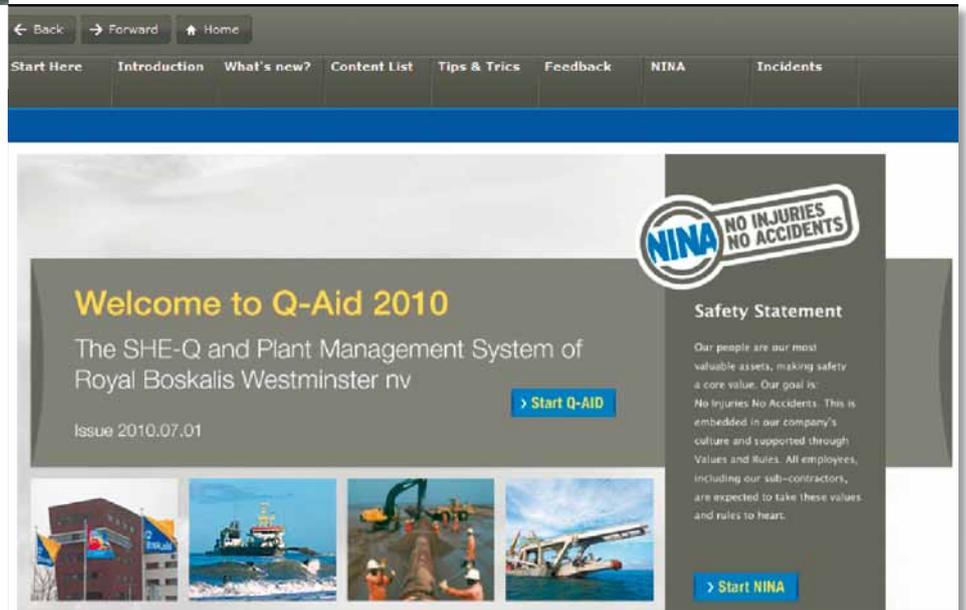
In the meantime, the contract for phase 2 of the project has been awarded to the Boskalis/DEME joint venture.



Dredging in an environmentally sensitive area

Did you know?

The Boskalis safety program **No Injuries, No Accidents (NINA)** was launched on July 15, 2010.



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

The program was developed based on a worldwide culture survey conducted in 2009. Dozens of workshops and presentations have also been organized in the last 18 months.

The culture survey revealed that many employees did not clearly know what Boskalis stands for and what the standard is. NINA attempts to give a clear and concise answer using a set of values and rules.

NINA sets standards and values and clearly explains what we expect from our employees and subcontractors as regards safety behavior. The basis of the NINA safety program is the vision statement, which is rooted in five core values and five rules. Our values tell us what we expect from each other as regards safety. Our rules are useful resources that support our values and help to implement them in practice. NINA is intended to assist us in achieving our joint goal of a working environment where there are zero incidents.

NINA

If you want to know more about NINA, go to www.boskalis-nina.com.

Did you know?

The new version of Q-aid, known as Q-aid 2010, comes out in July 2010. All documents have been revised and are now fully in line with NINA.



CSD Para at work on the Cuyutlan project

NINA safety program launch

On 15 July, Peter Berdowski officially launched the safety program No Injuries No Accidents (NINA) in Papendrecht, the Netherlands. Following the launch, a mailing was sent out to all staff and the NINA training program started at the end of August. In September alone, more than 20 training days were held for senior management, project managers, captains, chief engineers and SHE-Q staff. Training programs

in home markets have also been, or are currently being, planned. Project workshops and training programs have now also started. The progress of NINA and employees' experiences will be published on the Boskalis-NINA.com website and in *Cohesie* and *Safety Matters*.

Colophon

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