



The creation of Safety Ownership

What made a difference?

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Company Profile

- *Leading global maritime services provider*
- *€ 2.8 billion Revenue in 2011*
- *14,000 employees; 1,100 vessels*
- *Present on 6 continents & Operations in over 65 countries*
- *Focus on 3 market segments:*
 - *Oil & Gas*
 - *Ports*
 - *Land Reclamation & Coastal Protection*



Dredging



Dry earth movement





Maritime – Civil Infrastructure



Transport & Heavy Lift

Salvage

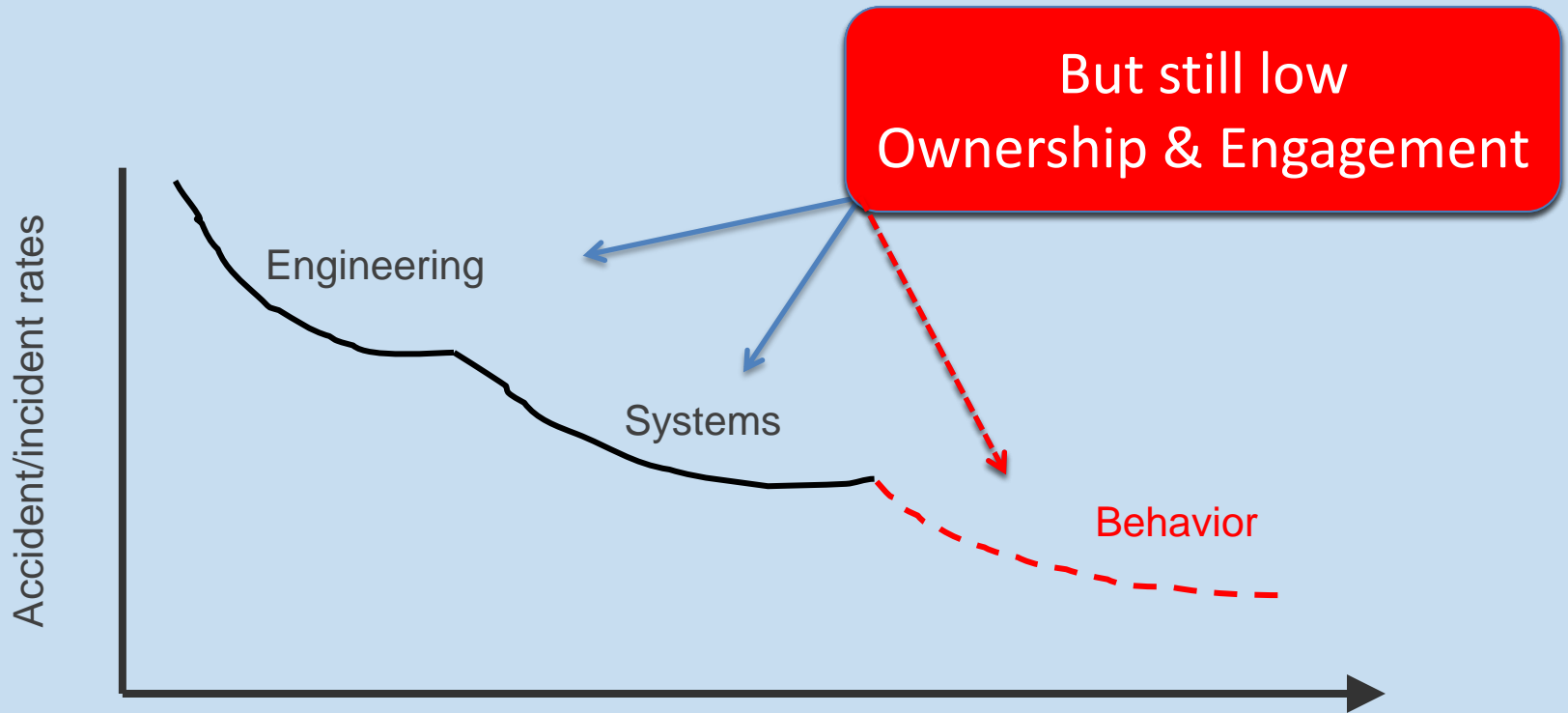


Terminal Services





Starting Point 2009





Starting Point 2009

Strong
'operational'
ownership

Hands on

Proud on:
'We get things
done'

We have to
'follow rules'

*"Getting the job
done"*
Overrules safety

We don't
approach each
other





Current Situation?

Peter Berdowski at NINA's 'birthday':

CEO Boskalis

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



These day's you here:
'This isn't NINA, Let's have a
NINA moment, NINA says you
can't do this anymore'. (CEO)



'Nina Unites us more & reduces
gaps between management &
workforce' (MT)

**CARING
FOR ONE ANOTHER.**

**FOR ME NINA HAS PROVEN THAT;
IF YOU REALLY WANT TO DO SOMETHING TOGETHER,
THEN YOU CAN SUCCEED.**





Current Situation

NINA is everywhere & engaged discussions

Becomes part of our Identity

Proud on:

We get things done..Safely



50% reduction in LTI's
Hazard Observations tripled





What happened?

- *Board of Management installed a Senior Management Team in 2009*
- *Can we develop a philosophy which:*
 - ➔ *Connects Values and Rules (total concept)*
 - ➔ *Is close to our culture (ownership instead of compliancy)*
 - ➔ *Can be explained by employees within 1 minute!*
- *In 2009-2010, based on a lot of workshops & survey's:*

NINA was born!





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

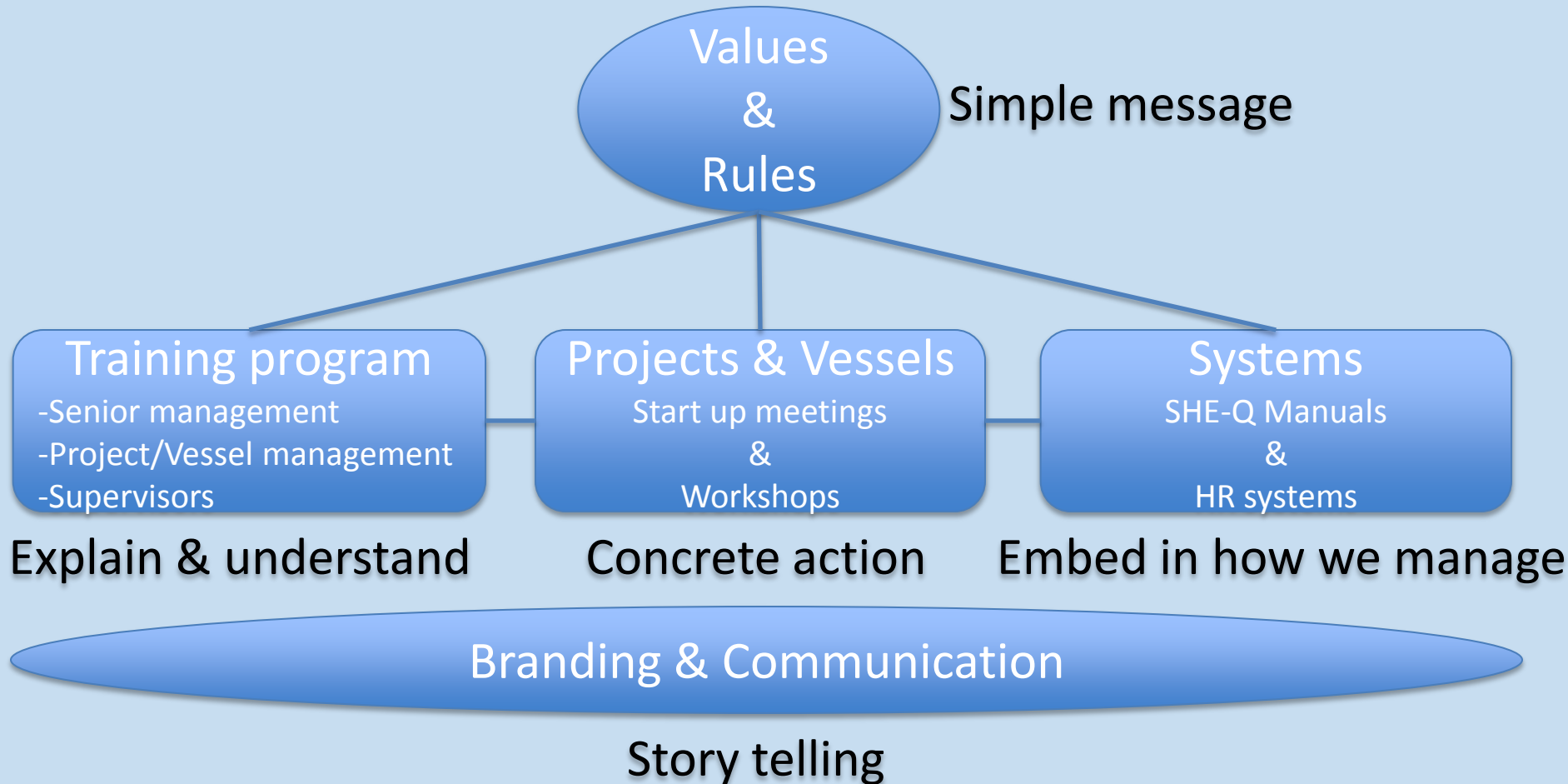
BE INFORMED ABOUT RISK & CONTROL MEASURES

BE FIT FOR DUTY AND WEAR THE PPE REQUIRED





What happened?





What happened?

Launch by CEO July 2010

Management Commitment

Senior Management Commitment

Senior management took part in a two-day workshop before the launch of the NINA safety program. At the end of the workshop Group Management and Business Unit managers expressed their commitment to NINA. Please move your mouse over the picture for their testimonials.





What happened?



Training:
>1600
super visors
trained



Start-up
meetings
Nederland





What happened?

Communication (Story telling)

Dedicated website www.boskalis-nina.com

Story Telling

Cohesion
From instructions and procedures to a safety culture
Boskalis targets safety awareness with NINA

With a firm Boskalis CEO Peter Bosman placed the organization on a strategic 'Mission & Vision' program in 2010, including the new Boskalis safety program NINA - No Injuries, No Accidents. From that moment on, the goal of all the work was to ensure that the organization was fully committed to the organization NINA, which aimed to be an integral part of the organization. A central NINA site (www.boskalis-nina.com) was set up on the net. The site covers the NINA goals and objectives, and the Boskalis Management Team identified their contribution to the safety program in local awareness. All the same time, the entire workforce throughout the world was encouraged to share their experiences, content and recommendations of the program. The evidence appeared to be changing. More and more people were talking about NINA, and the program was becoming a part of the daily work of all Boskalis employees.

After Boskalis gave support to the initiative, the organization started to see a change in the way people worked. The NINA program was now being implemented in all parts of the organization. The NINA program was now being implemented in all parts of the organization. The NINA program was now being implemented in all parts of the organization.

SAFETY MATTERS
Three-monthly newsletter from Boskalis Westminster nv

NINA on board

In this issue:
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AT WORK
A FEW EXAMPLES OF THE CHALLENGES BOSKALIS FACES ON A DAILY BASIS | APRIL 2011

NINA ARRIVES IN BRAZIL!

ALTERNATIVE SITE ROAD AFTER FEEDBACK FROM DRIVERS

Boskalis is working on an extension of the A5 motorway in the Amsterdam area. One of the site roads had been surfaced with a layer of mixed granulate. In wet weather, the tyres destroy the surface, turning it into a slushy mud that offers little grip and no support for the vehicle. "We are talking to Marco Horden, who, along with his colleagues, reported this problem to the site foreman on several occasions. When the thaw set in in January and the situation worsened, Marco called general site foreman Walter van de Ploep and told him that it was no longer safe to drive in these conditions. A crane was used to remove the turf from an adjacent embankment on the very same day and the drivers switched to this alternative route.

NINA: No Injuries No Accidents

- VALUES
- RULES
- MY ROLE
- DOWNLOADS



Safety has been a priority within the Boskalis organization for years and this has resulted in a clear improvement of our safety record. To further improve our safety culture and reach our goal of an incident-free working environment, Boskalis has launched the NINA safety program. NINA - No Injuries, No Accidents - sets clear standards and explains what we expect from our people with regard to their safety behavior.

At the heart of the NINA safety program are five core values and five rules. NINA makes people aware of their own responsibility regarding safety and encourages them to take action if operations are unsafe and approach others if they are at risk. 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 supported by an extensive training and workshop program so that all our employees understand the NINA principles and how to lead by example. NINA is embedded in our organizational systems and managed by leading indicators.



NINA gadgets

Pen, Dutch NL
Pen, English EN
Pen, German DE
Pen, Spanish ES
Pen, Finnish FIN



What made the difference?

COCREATION

Involve & align employees in development & execution
Approach employees as Professionals!



Pride is a strong carrier

POSITIVISM

Focus on what is going well (new hero's)





What made a difference?

Management Commitment

Strong Name & Brand

Strong overall concept



Continuing & Open communication

We invite people to participate
Not Regulate





Challenges

Cultural change takes time; manage expectations

Keep it alive to embed new behavior



How? Cocreation!!

Alignment: Merges, Joint Ventures, Sub contractors & Clients

Mistakes; don't start to blame or "over"regulate





I hope, i've given you new inspiration



Finally



NO INJURIES
NO ACCIDENTS

NO INJURIES
NO ACCIDENTS



*The NINA concept of Values & Rules fits Boskalis!
The process criteria: 'Involve, open, positive'
are universal!*