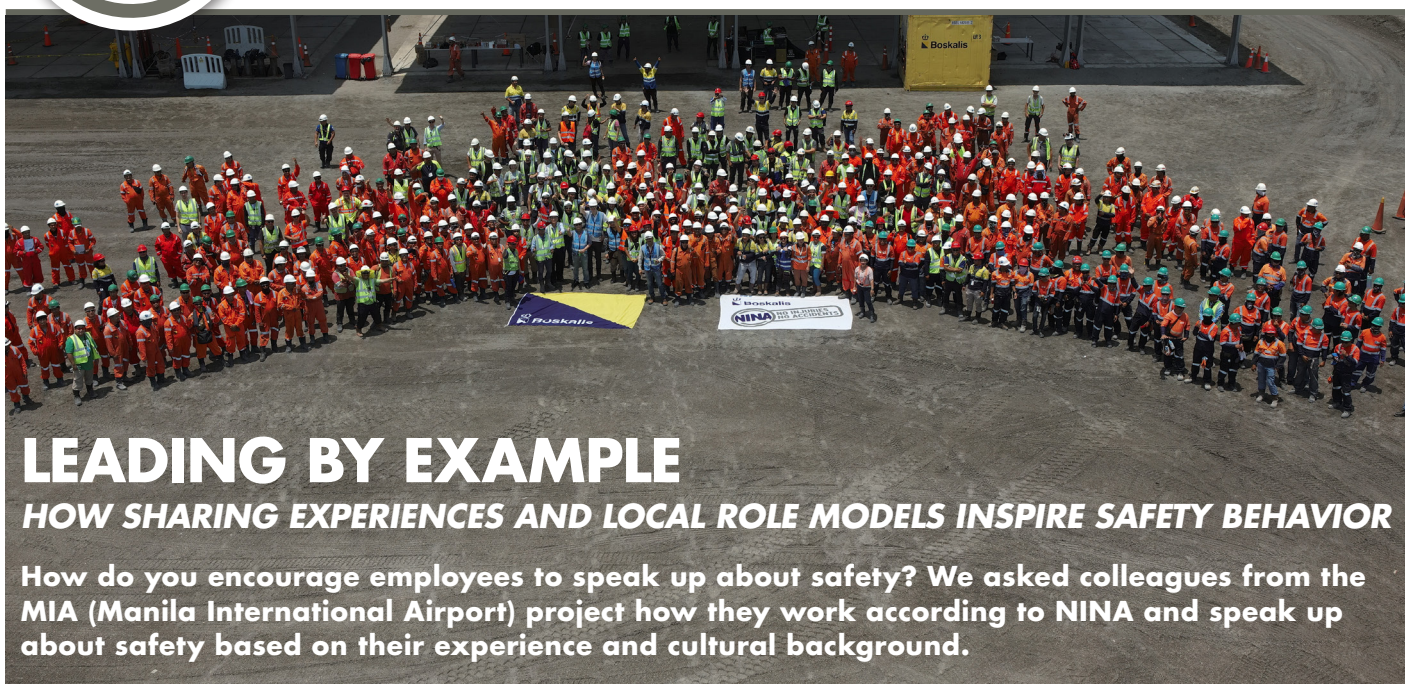




AT WORK

A SELECTION OF DIFFERENT EXAMPLES FROM THE EVERYDAY EXPERIENCE OF BOSKALIS



LEADING BY EXAMPLE

HOW SHARING EXPERIENCES AND LOCAL ROLE MODELS INSPIRE SAFETY BEHAVIOR

How do you encourage employees to speak up about safety? We asked colleagues from the MIA (Manila International Airport) project how they work according to NINA and speak up about safety based on their experience and cultural background.

Darius MacLiver, SHE-Q Manager:

“TO ADDRESS CULTURE AND SAFETY, THE FIRST STEP IS TO UNDERSTAND CULTURE.”

Darius MacLiver has been involved in the MIA project as SHE-Q Manager since February 2021. “I see a lot of similarities in isolated tough conditions with the Gorgon, Australia project I worked on. Here in Manila, we have also had to gather a workforce of local workers, in a remote area, with limited accommodation, where we look after the workforce in all circumstances.”



CROSS CULTURE TRAINING SESSIONS

Working with people from different cultural backgrounds is all about treating people with respect, caring for them and showing empathy, Darius says. “To address culture and safety, the first step is to understand culture.” Therefore, cross-cultural training

sessions were organized during the project; for the expats to understand Filipino culture and for the Filipinos to understand the more “to the point” Dutch and Western culture. “What we have learned is that we as expats, and then I mean the westernized side, look at the Values: how to give people confidence to speak up and show support? But the Rules on the other side of NINA are just as important. The Filipino culture is really a discipline and rules-driven culture.” What impresses Darius most about Filipino culture is the strong sense of family values. “That’s what is very evident and very noticeable here in the Philippines. It’s all about family. That’s the reason why they do what they do.”

FULL-TIME NINA TRAINER

Many of the local employees had no experience with the work that needed to be done. “We have invested quite a lot in teaching them the necessary skills and increasing hazard awareness. What is unique about this is that we used a full-time NINA trainer for this project. Employees have received and continue to receive extensive training. The core part in the trainings is to give local people the confidence to speak up. This has taken a considerable amount of effort and continues to do so because they are not used to it.” According to Darius, you can see the project improve, not only from a safety and health perspective, but also from an operational perspective. >>>

LOCAL SUPERVISORS AS KEY SAFETY LEADERS

“We want everyone in the workforce to feel heard. This comes down to more than 1,200 people. Local Supervisors and Foremen are an important link with the local employees. We have identified these leaders based on their demonstrated natural leadership within the group.” Darius indicates that this project’s focus is on training, coaching and mentoring. The local leaders play a vital role in this. “The employees learn to trust the people they’re working with, the Supervisors and expats, and understand that we are here to look after them. We are still working on giving them the confidence to be able to raise issues without consequences.” To achieve this, proactive discussions are organized in small groups of 10 people, led by Supervisors, Foremans

and/or HSE managers. This allows the team to create open discussions where everyone can learn from and understand each other. “Providing positive recognition for good behavior and good work is also an important way to show trust and appreciation. You can see a person grow as a result and this ultimately has a positive effect on the entire group.”

CONNECTING THROUGH ACTIVITIES

Throughout the project, many activities are organized that contribute to making connections between the different employees and cultural backgrounds. “Local comedians and bands provide entertainment, we organize karaoke competitions and play a lot of basketball. Some 20 mixed teams of expats and locals participated in the basketball competition. That was



exciting to see because it did not only concern participating teams, but the matches were also well attended and the various teams were properly supported.” These initiatives are organized with a social perspective in mind as trust is gained by laughing together and encouraging interaction. “Our management team has done a lot of work to make this a safe, fun and social working environment.” ■

Jasper Talle, Local Supervisor - Marine Facilities:

“IN ORDER TO PROCEED SAFELY, WE REPEAT THE INSTRUCTIONS TOGETHER AND REFLECT ON POSSIBLE RISKS.”

We speak to Jasper in the office aboard the MV Saga, who is born and raised in General Santos, located on the island of Mindanao (Philippines). He has been working for Boskalis on the MIA project for about 9 months now. “As Local Supervisor - Marine Facilities, I work on the Base 1 Platform. While carrying out our work, we work closely with the local subcontractor.” Overall, the team of Supervisors consists of four members who are all Filipino.



REPEATING THE INSTRUCTIONS TOGETHER

Jasper sees working on a project in his own country as an advantage. “I can communicate with the team in my own language and explain everything to

them in detail. Especially when it comes to routine jobs, such as lifting operations, we continuously talk to each other. In order to proceed safely, we repeat the instructions together and reflect on possible risks.”

If Jasper identifies an unsafe situation, he temporarily ceases all activities. “I then discuss with the team how to continue the work safely, as well as repeat the steps together and read the instructions again. Ceasing all activities does not need to take long.” In case of unpredictable work, Jasper also submits the demo to his Foreman and the subcontractor.

“Throughout the project, we communicate on an equal level. We don’t blame each other for things that have happened. I will not get impatient. Instead, I will always be inviting and friendly, trying to teach my colleagues about safety. We don’t want any accidents. We want to follow the right procedures together and implement NINA.” ■

Benedict (Ben) Arribas, HSS Engineer:

“IT TAKES TIME AND EFFORT TO GUIDE PEOPLE AND TO IMPLEMENT THE NINA CULTURE.”

Ben has worked for Boskalis since 2014 and has been involved in the MIA project from its inception in 2021. As a Safety Engineer, he has worked successively in the disciplines of Dredging Sand Supply, Dry Earth Movement and Soil improvement package, and is now part of the Marine Fleet Safety Support Team. “As a Filipino, I find it very special to work on such a dynamic project with great challenges and to make other Filipino colleagues part of the NINA program.”

‘TEACHER AND STUDENT’ CULTURE

Ben has a lot of experience working with expats, but that is not true for everyone working on this project. “Cultural differences are a big challenge. As Filipinos, we are used to a ‘teacher and student’ culture. The teacher tells you what to do and then you follow. It reminds me of the early stages of my career during my safety officer traineeship at a different dredging company. At first, I hesitated to speak up and share my thoughts on safety matters. I felt intimidated by the seniority and perceived expertise of those around me. I thought it was my duty to unquestioningly follow instructions, much like a diligent student pleasing their teachers. One of the important lessons I’ve learned is that compromising safety for the sake of keeping others happy is not an option.” Ben explains that this is part of the history of the Philippines and is passed down from generation to generation. You can still see it in the workplace as a result. “Local workers see the foreign experts as the top of the hierarchy and are used to saying ‘yes’ or ‘okay’, even if they don’t understand. They are reluctant to speak up.” Sharing knowledge and examples about safety

as well as the scope of work is important, but interacting and listening to each other is crucial. “Our role here is to be a mentor, coach and educator. It takes time and effort to guide people and to implement the NINA culture.”

Ben shares many stories from his own experiences with local workers, like the situation with a worker in the early stage of the land platform operation that felt being just a ‘number’ when it came to addressing safety concerns or taking action. “I asked if he had tried to communicate his worries with his supervisors or superintendent, but he hadn’t. He believed his voice wouldn’t be heard. It was during the TOFS (“Time Out For Safety”) session, which involved all the packages and was led by Package Managers, Works Managers, and the HSS team, that a significant change occurred. The same worker approached me once more, his demeanor transformed. He shared that they were receiving feedback on their concerns and that they felt heard by both the project operation and the HSS team. This shift in dynamics made them feel like valued members of the team, contributing to a project that would go down in history in the Philippines.” Ben fully understands that it is difficult for them to speak up to experts or higher superiors. “It takes time to get used to that.” Ben explains to them that contact can be established even by having little conversations. “It took me years before I had the confidence to talk to someone regardless of rank or position. You have to practice.”

INSPIRING OTHERS

“The good thing is that you can see that something is happening.” Whereas pre-start meetings, toolbox talks and presentations used to be completed in a short amount of time, they now take much longer. Local workers are now speaking up and voicing their concerns.



“It took me years before I had the confidence to talk to someone regardless of rank or position.”

“We discuss all issues together and come back to them as management with feedback. I see an increasing sense of: ‘I’m part of this and important for the company, I feel my voice is heard’.”

“One of the big advantages for me is that I can speak to them in the local dialects.” Ben experiences being seen by local workers not as a regular officer, but as a Filipino Safety Engineer working with expats and inspiring others. “After the Workbox Hands, I was approached by one of the participants asking ‘Can I take a picture with you? I will send it to my son that you are working here as a Safety Engineer. My son is studying to be an engineer, so I can show him that anybody can be on this level’.

At that moment I inspired them and was able to connect safety to both their work and personal lives. Our goal here is to inform the local employees about the NINA culture. Not just during the work on the project, but also after. They can bring this culture home. >>>

NOT FIT FOR DUTY RESULTING IN A COLLISION

At the time Ben was looking after the Dry Earth Movement, a collision occurred between two dump trucks. This accident happened in the last 20 minutes of the night shift. "They were about to finish the night shift." The dump trucks drove behind each other, with the distance between them initially being about 8 to 10 meters. At the next intersection, the rear truck began to tailgate. "During the hours before the accident, the driver was feeling sleepy already." The night shift was almost over; despite his fatigue, the driver continued to drive for a while. When the first dump truck suddenly had to slow down, the driver of the second truck was momentarily snoozing. "He'd just closed his eyes for a second. When he opened his eyes, he only had one or two meters between him and the dump truck in front of him. He slammed on the brakes, but it was too late. The first thing he asked us after the collision: 'Am I going home?'"

According to Ben, the best way was to involve the drivers and inform them why research was being conducted. "We told them that we are looking for the root cause and that we are doing this to prevent such an accident from happening again."

The driver has now done a toolbox presentation on this and shared his own experiences. "He provided us with information about the underlying problem. That he should have told his superintendent that he was feeling tired, but that he didn't speak up because there were only 20 minutes left and he felt he should finish his job.

Now the driver realizes it is better to speak up. He should not be ashamed of what happened, but he can prevent it from happening again by sharing his experiences. That you must speak up about safety concerns because it might cost you your life or that of someone else." ■

Samuel Hoganas, Local Supervisor - Marine Facilities:

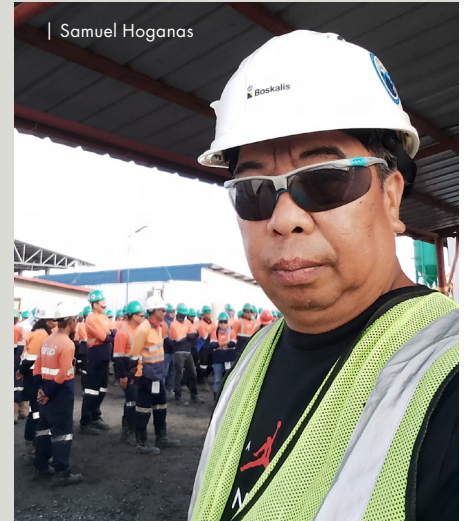
"PERSONALLY, I LIKE TO INVOLVE OTHERS AND ACTIVELY INVITE PEOPLE TO SPEAK UP."

Samuel was born and raised in Pangasinan, in northwestern Philippines. Since the fourth quarter of 2022, Samuel has been part of the MIA project as Local Supervisor - Marine Facilities. "A good friend of mine was already working on this project and told me to apply to Boskalis as well."

SPEAKING THE SAME LANGUAGE

"My job requires me to oversee the civil work performed by our local subcontractor at the maritime workshop. Two types of work are common in this regard: lifting and cutting." The team on the project site consists entirely of local people. "I like to work with the locals. I can easily communicate with and listen to them because we speak the same language. Communication is key when it comes to safety."

Samuel explains to the local people that they can talk to anyone about safety and that job title or nationality are not an issue. "From my position as Supervisor I had to show them. Personally, I like to involve others and actively invite people to speak up." Talking about safety based on a program like NINA is new to Samuel. "I was really amazed with the scope of the NINA program. The Values and Rules help me perform the activities, making the program much easier and more approachable. I appreciate them a lot. I promptly address unsafe operations and, if needed, stop the work. An example is when I observed a rebar cutting machine being used without third-party inspection or clearance from the BPI Electrical Engineer for Portable Equipment Testing (PET). I immediately halted the work, addressed the unsafe situation within the team and requested proper



check and certification by authorized personnel."

YES SCAN HELPS

Hand injuries, like a scratch on the hand or some small wounds, were a common safety issue during the project. Workbox Hands sessions were therefore organized for all employees involved. Samuel says the workers have since become more confident in carrying out the work. "They now know how to work safely with their hands and are more aware of the risks. Performing the YES scan helps them do just that. It is very simple and can be explained and understood by anyone. This is the best tool. I would recommend it to anyone!"

SAFETY DURING HAND-OVER

The team of Supervisors rotates on an eight-weeks on and two-weeks off basis. Before anyone goes on leave, the Supervisors consult each other. "We discuss the work that needs to be done or continued and any safety issues. We need to continue to work on our goal, meaning that safety is our project's main priority. I'm very, very proud of the team. Everyone contributes to working safely!" ■