



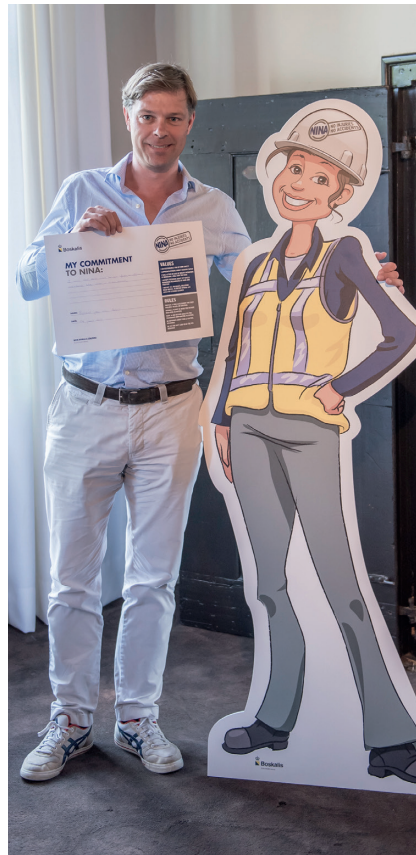
AT WORK

SPECIAL EDITION

NINA ROLLOUT AT SMIT SALVAGE

On July 16th, Robert-Jan van Acker, Managing Director Smit Salvage kicked off the rollout of NINA in this Business Unit.

"The NINA Management Session led to some constructive and informative moments that brought people together. Moments that hopefully you too will also experience during the NINA trainings set to take place after summer. For me, the big advantage of NINA is discussing dilemmas you encounter in your work, and drawing conclusions about what to do next. That demands openness and trust, in an environment where everyone feels free to ask questions. Because they all realize: I am responsible for my own safety, and that of my co-workers. As ambassador for NINA, I'm proud to be an ambassador for that pro-active attitude.



CHRIS BOS, SALVAGE MASTER

My commitment to NINA: "I will embrace NINA."

"I feel stronger thanks to NINA: this is how we work, this is what we stand for. That goes for things like high-quality safety equipment, but also for the general atmosphere. The Baltic Ace project crew completed a NINA Do-it training. On a regular basis I still hear them say: 'Put your helmet on, the crane is working.' NINA creates more discussion about safety, because it helps us realize that 'we came here together and we want to go home together, in one piece.'"



DAVID MAIN, GENERAL MANAGER SALVAGE SOUTH-AFRICA

My commitment to NINA: "I will ensure that all the personnel that i interface with have a full understanding of the nina philosophy and will do my best to ensure their total commitment."

"NINA is not another set of 354 rules, it a state of mind. It is a safety mindset about what you do, that even goes beyond your work. We can gain a lot from the NINA training sessions, as an open atmosphere is created in which guys will express their concerns, and will learn from each other. The biggest challenge is (how) to make our subcontractors understand and embrace the NINA philosophy as well. So we can all say: We do potentially dangerous work safely."



NINA SR. MANAGEMENT SESSION IN RENESSE



REINDER PEEK, GENERAL MANAGER SALVAGE ASIA

My commitment to NINA: "I will do my absolute best to make sure there's a lot of love for NINA in our organization."

"Safety challenges come with the job: How safe is the tugboat you rent without having seen it? What to do if a diving mask rented locally leaks? NINA won't make these challenges disappear, but it does give people something concrete to help them be



critical and, if necessary, say "no." You carry the NINA values close to you and they encourage you to ask: 'What do you think of this situation?'"