



# ANDUS<sup>®</sup> news

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## A SAFE 2014

The year is nearly over. A year of working safely for Andus Group. We can look back on a year without any significant accidents or incidents to speak of. That is great and that is how it should stay.

Every day, nearly 1,000 employees of our companies do their best to 'get the job done'. That means working hard, sometimes under difficult, risky conditions. We are well aware of that. Safety is a joint responsibility of both management and employees. Together, we have to do everything we can to ensure that everyone makes it home safely and healthy at the end of the day. Together, we have to ensure that we work as safely as possible, day after day. As part of our responsibility to ourselves, our co-workers, and our families. Which is why I am so pleased with this issue of Andus news: a special edition on safety. It's a subject that never gets old.

Thank you for your efforts, enjoy the holidays and have a healthy and safe 2014.

Tom van Rijn  
CEO

## SAFETY IS OUR TOP PRIORITY

The Andus Group policy statement bundles quality, safety, health and the environment as an integrated whole. André Kraaijvanger, HSE manager is responsible for the execution of the company's policy in all these areas. He explains how Andus Group looks at safety.

"Within Andus Group, safety is a top priority," André says. "We do everything we can to ensure that our personnel, subcontractors and third parties who work for us make it home safely at the end of the day. That means a lot. It means you have to limit the risks as much as possible."

### In good shape

"It's just like driving a car. Which is, in fact, a very dangerous activity. But what do you do? You make sure that you receive the appropriate training (you qualify for a driver's licence), that you buy a safe car, that you ensure that it is maintained well and gets its annual roadworthiness inspection, that you wear your seat belt, that you haven't been drinking, etc. Then you're ready to drive in traffic; you've made the risks manageable. The so-called 'residual risk' has been made as small as possible. That is also how we deal with safety. We ensure that our procedures are adequate, that all of the equipment and machines are safe, that everyone receives adequate training and instructions, provide additional training if necessary,

that personal protective equipment is worn, etc. But we don't stop there. Each of the operating companies has a HSE officer who is responsible for the implementation of the policy and is constantly searching for improvement. To keep our finger on the pulse, we have structural consultations within the operating companies during which the status of HSE subjects is discussed. In addition to the department heads, the HSE officers and me, the management team also take part, which gives an clear signal about the importance of this subject. Action points are formulated and we take steps based on those points, because, in all honesty, there is always room for improvement.

### Looking into the future

"We are now approaching the limits of the traditional safety policy. A major part of the Andus companies is VCA-P certified, which is the highest level of VCA certification. That means that we operate at a high level of safety. If you were to ask me to give us a grade on our safety performance, I would probably give us an 8 out

of 10. But 8 is not enough for us. We demand more of ourselves, and so does the market in which we operate. Over time, our goal is to achieve at least a 9. Is that too ambitious? Not at all...there are still improvements that we can make. Not in more procedures or instructions so much as in changes of behaviour. We will focus more on people's behaviour and safety awareness. >>



André Kraaijvanger:  
"We want to achieve a 9"



>> If we think about it in terms of vehicle safety again: even if you have covered all the risks, if you

take a curve at 120 km per hour, you're just asking for trouble. If someone else is driving recklessly,

you could be the victim. It's interesting to find out why people behave in certain ways. Once we've

achieved that, we would be justified in giving ourselves a 9."

## SAFETY AS AN INTERNAL BELIEF

Hendrik Schoenmakers is a Quality Team Leader at TÜV Nederland. He has been involved with safety audits for Lengkeek Staalbouw and RijnDijk Construction for seven years. He is clear in his statement: "Those companies put the bar very high. You can just see that working safely is an internal belief for each company."



*Hendrik Schoenmakers: "Andus companies take safety very seriously"*

"I remember as if it were yesterday when I did my first VCA audit at Lengkeek," Hendrik says. "I was able to tick off everything, and I do mean everything. I could not find anything out of order. I'm still impressed by that."

### Power meetings

"Everything shows that the Andus companies take safety very seriously. Just look at the opening and closing meetings for an audit, for example. A six-person delegation – including senior management – is at the table. That's an indication that it is a subject that is vital in the company, that people are involved. And an indication of expertise. Because the HSE officers who are there are as well trained as our auditors. That leads to content-rich sessions where everybody takes a good hard look at everything and we work together to find ways to improve things."

### Awareness is key

"It's not only management that takes safety seriously; the personnel do, too. That becomes obvious during an audit. Because, well, truth to tell, I sometimes do things to provoke a reaction. Such as walking among the production lines without wearing protective equipment. There's a very good chance that I will be called on it by one of the workers. That is an excellent measurement too for me. Even so, we can still do more, in terms of how people experience safety. That everyone has a sense of awareness of the importance. I also see that Andus puts a lot of effort into that. With information, toolbox meetings, and training sessions. You can just see that safety is an investment, rather than a cost item. Ultimately, it does pay off."

## FEATHERS IN ONE'S CAP

Shell Pernis reached an impressive milestone on 8 November 2013: all of the personnel – Shell personnel and the employees of contractors – completed 10 million hours of safe work. That means that Shell Pernis has worked more than a year without a major personal injury accident. Shell expressed its appreciation of the contribution of the two Andus companies that operate at the Pernis site, Lengkeek Staalbouw and Gouda Vuurvast Services, in that achievement.

"Of course, we're proud of that," says Arie van Vliet, managing director of Gouda Vuurvast Services. "But for us, it goes much further. We have been working for more than two years – about 250,000 hours – without a lost-

time accident, and that is exceptional. You shouldn't lose sight of the fact that we work in a high risk environment under the most difficult conditions and usually in enclosed spaces. So we sent all of our employees and business relations a thank you card. Because this really is the result of outstanding teamwork."

Gouda Vuurvast Belgium has also been awarded for its strict safety discipline in the recent past. At the recent Turnaround at the Esso Refinery Antwerp, Gouda scored very well among contractors that work safely, garnering two silvers and three gold stars. A reflection of the companies three years with no lost-time accidents. But also at HSM the employees know what safety means. On the premises in

Schiedam no lost-time accident has occurred for over 800 days. A great achievement!

These accolades are just a few of the examples that show how our safety policy is bearing fruit.





# BEHAVIOUR HAS TO FIT IN WITH THE WORKING ENVIRONMENT

Wessel Schot is a consultant/trainer at Falke & Verbaan. This organisation consultancy bureau has been engaged by RijnDijk Construction to provide training in the areas of 'Safety and Behaviour'. A new step on the way to an even safer working environment.



*Wessel Schot: "Behaviour that is appropriate for the working environment"*

"At some point, every company that takes safety very seriously and implements procedures as much as possible with that in mind, hits a plateau, beyond which there is not much room for improvement," Schot says. "Regardless of what you do, the number of accidents or incidents stops declining. That is because it's not always technical or organisational problems that are behind unsafe situations. In general, safety management often has a strong technical and reactive character. Incidents and accidents are analysed in detail intensively after the fact. And the follow-up actions are often directed at technical (working condition-related)

aids to prevent similar situations. That is necessary, of course, but that does not result in a proactive safety culture. To a high degree, safety is about behaviour: the behaviour of the employees, the supervisors, and the senior management."

## What do you have to do?

"It's not so much a question of good or bad behaviour. It's more about behaviour that is inappropriate for a specific working environment. And that can be observed even before incidents occur. It's often possible to prevent incidents and accidents by focusing on behaviour that could lead to dangerous or unsafe situations. We've had a number of

sessions at RijnDijk Construction. First, we discussed 'behaviour and safety behaviour' in general and we laid the foundation for an in-house safety culture. Then, we discussed a number of actual working situations with management, the supervisors and the foremen. We looked at what behaviour was preferred and what was unwanted. Those sessions were very positive, with everyone being very open to each other, contributing to solutions and awareness of the fact that one's own behaviour affects the behaviour of others. The question now is to keep that alive. I am very confident of being able to do that."

## 'JUST DO IT QUICKLY' CAN BE FATAL

Gerard Ozenga and Saïd Khabbabi work at FIB Industries. Gerard is an installer of cellar beer installations and Saïd is a sheet metal worker in the manufacture of process equipment. They are very much aware that 'working safe' is a necessity and they have a slogan: "Stay alert".



*Gerard Ozenga: "I want to get home safely"*

"In truth, it's very simple," Gerard says. "I want to go home safely at the end of the day. That is why I am always concerned with safety. That means that I look around me very attentively and try to assess the hazards in my working area accurately. If we arrive at a new-build project, there is a lot going on around us, so you first want to know what's going on. In existing buildings, such as old buildings downtown, you have to be very attentive to holes in the floor, stairs in poor condition, and bad lighting. I always have my gas detector with me, but we also have to work with carbonic acid installations." Saïd agrees. "Yes, that's what it's about," he says. "Always paying attention and staying alert. Not just looking at what's in front of you, but 360 degrees around you. If you see something that is out of order, you warn each other right away. You have to look out for each other. And, in case of doubt, don't do it! If I have to move a load and am

not sure about what I'm doing, I get our lifting and transport specialist to help me out. That takes a little extra time, but I avoid the risk!" Gerard chimes in. "That's right. Sometimes, the pressure from a customer is high and he wants to be helped, regardless of the cost, in order to get things running again. Like if there's a problem with a cooling engine, for example. But that's hanging 4 metres high. And then I'm expected to just jerry-build something together to get up there. I'm not doing that. And, fortunately, I'm supported 100% by our company. What's more: they forbid me from doing that." Saïd agrees. "Just try getting onto an elevated platform without being secured," he says. "If the safety coordinator catches you, you are going to be having a serious problem."

## Major steps taken

"A great deal of attention has been paid to safety over the past few years," Gerard says. >>



>> “Take the toolbox meetings, for example. We have them at least 10 times a year. Then we are confronted with the hard facts.” “Yes, they are very impressive,” Saïd says. “Recently, we were talking about inspecting equipment. Have the swivel eyes, clamps, plates, chains, etc., been inspected? I don’t just grab a chain from the bin, I inspect it first. And if in doubt? Don’t put it back, put it aside. All of those small things add up.” Gerard adds that “everything shows you that FIB considers safety to be very important. Toolbox meetings, intranet, courses, training programmes, fire extinguishers, first aid, AED’s, safe

voltage, manhole spotter, protective equipment, even snow tyres on our service vans. FIB does everything they can. And ultimately, it’s our responsibility to work safely. Are you tired after having worked a 10-hour repair shift. Just say that you need to rest and cannot take on another job responsibly.” Saïd backs him up. “That’s what’s great about it. You won’t get criticised, but everyone will try to find a solution that won’t put anyone at risk. Everyone has their limits. And you shouldn’t cross them. ‘Cause ‘just do it quickly’ can be fatal. Don’t do it.”



Saïd Khabbabi safely at work

## ARMADA MOBILITY STEPS ONTO THE SAFETY LADDER®



Eric Verschuren: “Safety must become a second nature”

ProRail’s objective is a railway system without any accidents. With the introduction of the Safety Ladder®, ProRail is encouraging suppliers to work in a ‘safety aware’ way. It is a certifiable standard for measuring safety awareness and object-handling in a ‘safety aware’ fashion. Armada Mobility is now working hard on complying with the requirements of the Safety Ladder®. André Kraaijvanger has already conducted several internal audits and the certifying body Dekra will be conducted a test audit in January 2014.

Eric Verschuren is a project engineer and HSE officer at Armada Mobility. His responsibilities include preparation for and implementation of the certification. “As of yet, ProRail has not yet opened the Safety Ladder® for all of the suppliers,” he says. “In fact, at the moment, it’s limited to the companies that work directly on the railway tracks. Nevertheless, we want to comply with the requirements now already, with our objective of reaching level 3 of the ladder’s total of 5 levels. In March 2014, we hope to qualify for the ‘Safety Aware Certificate. That would be a good addition to our CO<sub>2</sub> Aware Certificate and over time, that might even help us to win contracts.”

### Safety as second nature

The difference with the VCA-P certification is primarily in the behaviour component and the fact

that safety awareness is placed deeper into the organisation. At all times, safety has to be placed high on the agenda with the board and management. When you do so, you think even more profound and in an earlier stage about the safety aspects of an assignment, you communicate insistently about safety and you manage personnel in a more conscious way. In any event, it stimulates you to look at your processes from a different perspective and ask yourself whether things can’t be done better, more efficiently, and more safely before you even start. The audit will certainly also be looking at whether the different employees in the organisation, from high to low, really have internalised the importance of safety. It has to become second nature for the whole organisation.”