



HEEREMA | FEBRUARY 2021

DARE TO CARE

Join to be a leader in Safety

Personal Dare to Care Handbook of:







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MESSAGE FROM THE BOARD

'We care for this company and the people working for it, and we want all of us to go home safely. To achieve this, we need to take responsibility to protect each other from harm.

Our people are our most valuable assets, and our goal is to protect you by creating an incident and injury-free workplace. That is a challenging ambition because we work in conditions where the risks can be high.

We launched Dare to Care to continue our safety journey and increase everyone's safety awareness at Heerema.

Safety starts with awareness, and if you see something you consider unsafe, never be afraid to point out the situation. This action will lead to fewer incidents and injuries, and we will always support you. We need you to be responsible for your safety and your colleagues, to be one team working together. That is what Dare to Care is all about.

Dare to Care rests on three pillars:

- Caring
- Speaking up and inviting others to do the same
- Leading by example

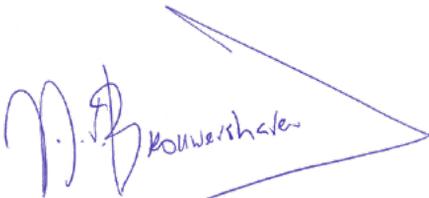
I am asking you to take care of yourself, your colleagues, the environment, and our assets.

We understand that mistakes can still happen, but we can learn from them, so it is important to report every incident and unsafe situation. This way we can improve and become a better company together.

Dare to Care comes down to mentality and your behavior. Not only knowing the rules and procedures but applying them and taking responsibility.

So dare to join me in being a leader in safety!

On behalf of the Dare to Care Steering Team,

A handwritten signature in blue ink, consisting of stylized initials 'KJB' followed by the name 'Koos-Jan van Brouwershaven' written in a cursive script.

Koos-Jan van Brouwershaven
CEO





HEEREMA: SAFETY IS A PART OF OUR DNA

At Heerema, we take pride in our work, and by using our expertise in the most extreme conditions, we make the impossible possible offshore. Our clients recognize us as a close-knit family of hardworking people from different cultures, who are all connected by a professional commitment to deliver even the most challenging tasks safely.

Working together means everybody contributing to the safety of all. We never let our guard down and cover each other while looking out for ourselves. We do not achieve real safety by learning rules by heart but by adopting the thinking behind them and with a genuine sense of responsibility. We should be able to put faith in one another and also be able to challenge each other when something does not seem right. It may not always be easy, but in our profession, it can be a lifesaver.

For us, safety is always the primary consideration, never a choice. No matter how high the pressure or how routine the situation, there are never any excuses for failing to put safety first. This way of behaving is the ONLY way to tackle high-risk projects successfully. We should all apply this mindset whether working at sea, at a yard, or in the office, and this is how we can ensure that everyone comes home safely.



SAFETY AS A VALUE

OUR VISION

Heerema's goal includes having a world-class safety culture. Where people are encouraged to Speak Up and Stop the Work when in doubt and with leaders who are accessible, listen, and create the right environment for others to speak up.

Our policies state that quality and safety are our priority. This statement represents our firm belief that we control the risks by doing things 'First Time Right' and maintaining an incident and injury-free workplace.

OUR VALUES

'Safety is a value' and 'Safety is a principle'. These are phrases you will find in Dare to Care and Heerema policies, but what do they mean?

They mean that acting safely is a core Heerema value that shapes our everyday behavior.

It should not make any difference whether we work on a client project, perform in-house maintenance, or work in our yard at home. It is about how we work when nobody is watching us.



OUR DARE TO CARE JOURNEY

Dare to Care is designed for all personnel and exists to guide behaviors that ensure an incident and injury-free workplace. We can see that our safety culture and awareness have improved significantly over the years. This success is a direct result of our people's commitment and energy to Dare to Care.

Together we celebrated major safety milestones on projects and other Heerema worksites. We have seen sustained periods of good safety performance and rightfully recognized people speaking up to prevent harm. We introduced and respect the Heerema rules and procedures and improved our incident reporting.

We discuss every incident, including near misses, as we owe it to ourselves, our colleagues, and our families to remember these incidents. They should be important lessons towards achieving an incident-free workplace. Despite our successes, safety asks us to be alert at all times, and we can always improve.





OUR COMMITMENT: THE DARE TO CARE MINDSET

We created the Dare to Care mindset to guide us and provide a safer workplace for everyone. We have a shared goal to ensure that everyone goes home safely, and we can do this by showing safe behavior and committing to the Dare to Care agreements.

The Dare to Care mindset starts with being aware of your safety behavior. It is a personal responsibility to show and commit to this behavior and to encourage others to do the same.

The Dare to Care mindset can be challenging to adopt at certain times. However, we believe you can make a difference during those situations and encourage you to use the mindset to guide your behavior and decisions.

We want to pay special attention to the agreement 'I dare to invite others.' With this statement, we invite you to provide feedback on your behavior or your situation even when nothing seems wrong. Using this way of thinking seems logical, but consider how often do you actually do this?

We give you the open invitation to discuss safety and issues proactively, openly, and safely. Celebrating our successes and acknowledging good safety behavior will contribute to a safer way of working, which is why we invite you to give and listen to feedback, even when it is not positive. This action is key to keeping our workplace safe, and there is strength in acknowledging when things have gone wrong and discussing how to be better moving forwards.

When it comes to safety, you are all leaders, each with the right to stop the work when things feel wrong. Heerema encourages you to do this at every moment, in every place.

DARE to CARE

Mindset

JOIN TO BE A LEADER IN SAFETY

WHAT CAN I DO?

I CARE...



...for my own safety and the safety of others



...for the environment we work in

I DARE...



...to invite everybody to speak up and accept their feedback



...to speak up and take action if needed



...to celebrate my safety successes

In my daily practice...

- ✓ I adhere to the rules and procedures
- ✓ I report all incidents and near misses
- ✓ I consider the risks and discuss it with all involved
- ✓ I am fit to work and use all required safety measures
- ✓ I plan the work, and work the plan
- ✓ I implement lessons learned and improve every day


Koos-Jan van Brouwershaven
CEO


Wijnand Tutuarima
CFO



VMP0202 - DCC-Mindset | February 2021



STOP THE WORK



We expect you to take responsibility for your safety and the safety of those around you. To enable you to do so, you have a special authority called ‘Stop the Work.’

Anyone can use their authority to Stop the Work, be that your work or the work of others, if you reasonably believe that you, they, or the environment is at risk. You do not have to be an expert, directly involved, or even an employee of the company doing the work.

If you doubt or feel that the work cannot be done safely, Speak Up, Stop the Work, and notify the work supervisor. The situation will be assessed and discussed to make sure the work will only continue safely.

As leaders, we are committed to creating a safe environment so that everyone can Speak Up and be heard. We will always back you up and recognize good interventions.

DARE TO CARE PROGRAM

You can find all information related to Dare to Care training, such as information leaflets for trainees and training manuals for facilitators, on the [Dare to Care Website](#)

Dare to Care workgroups discuss the learnings and best practices available within Heerema and our industry. The workgroups drive forward continuous improvement on themes such as leadership, uniformity, and learning.

Communication, feedback, and dialogue are essential. The Dare to Care program team appreciates your comments on improving and encourages you to share your feedback, either through the designated Dare to Care team or by joining the Dare to Care community!

DARE TO CARE TEAM:

Email address: DTC@hmc-heerema.com

Dare to Care rests on three pillars:

- Awareness and behavioral training
- Continuous improvement
- Communication and branding





Dare to be a leader in

SAFETY

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