

Boskalis' Way of Working **één management system voor de hele groep**

Allart Okam

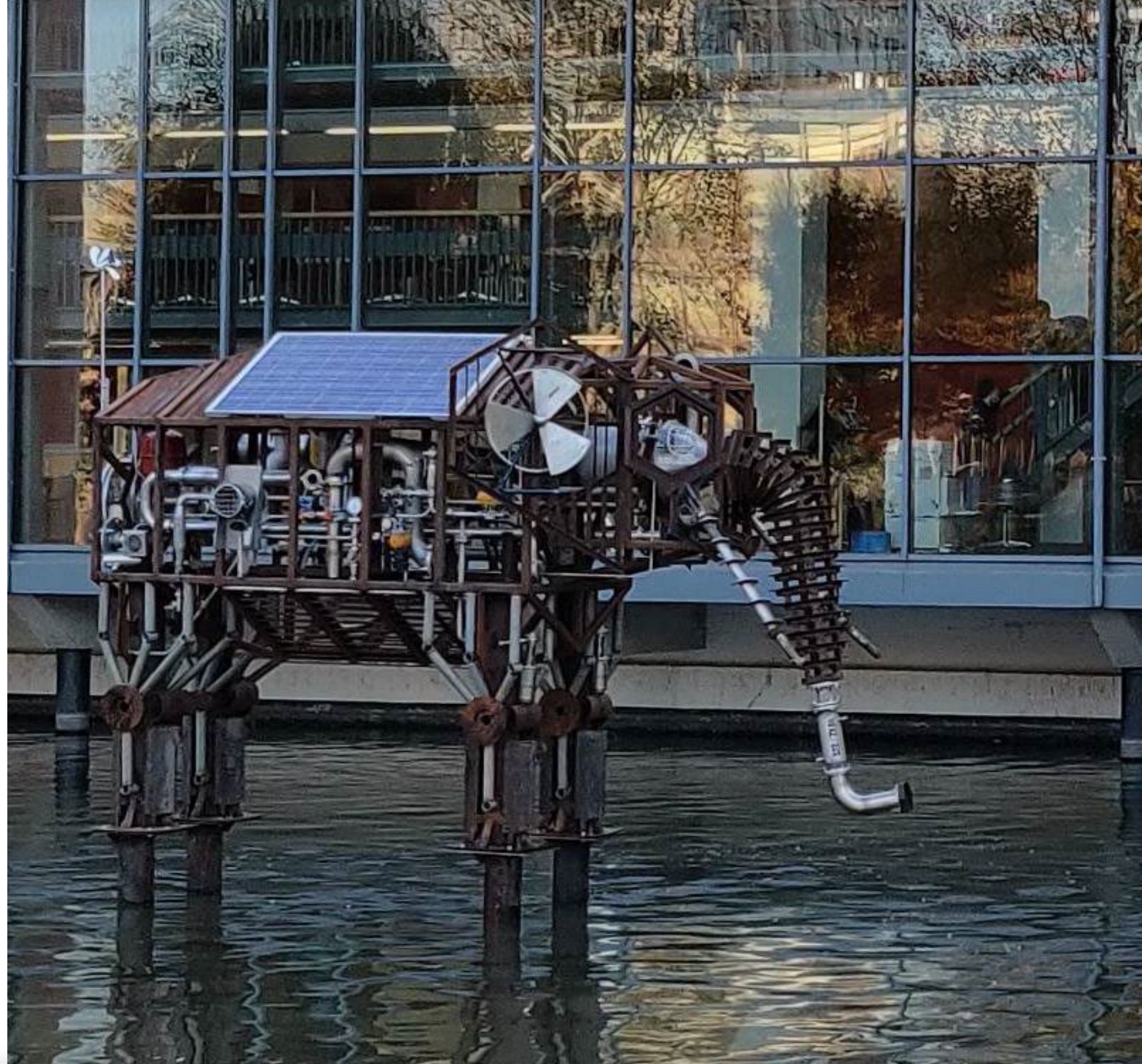
Amersfoort

18 November 2025



Allart Oskam

- SHEQ Program Manager
- Sinds September (weer) een ManualMaster systeem



safety moment



Boskalis

- Leading global dredging & maritime expert
- With more than 11,000 employees and 500 vessels
- Active in more than 90 countries across 6 continents
- Clients in Energy, Ports and Infra
- Headquarters in Papendrecht, the Netherlands



Dredging & Inland Infra



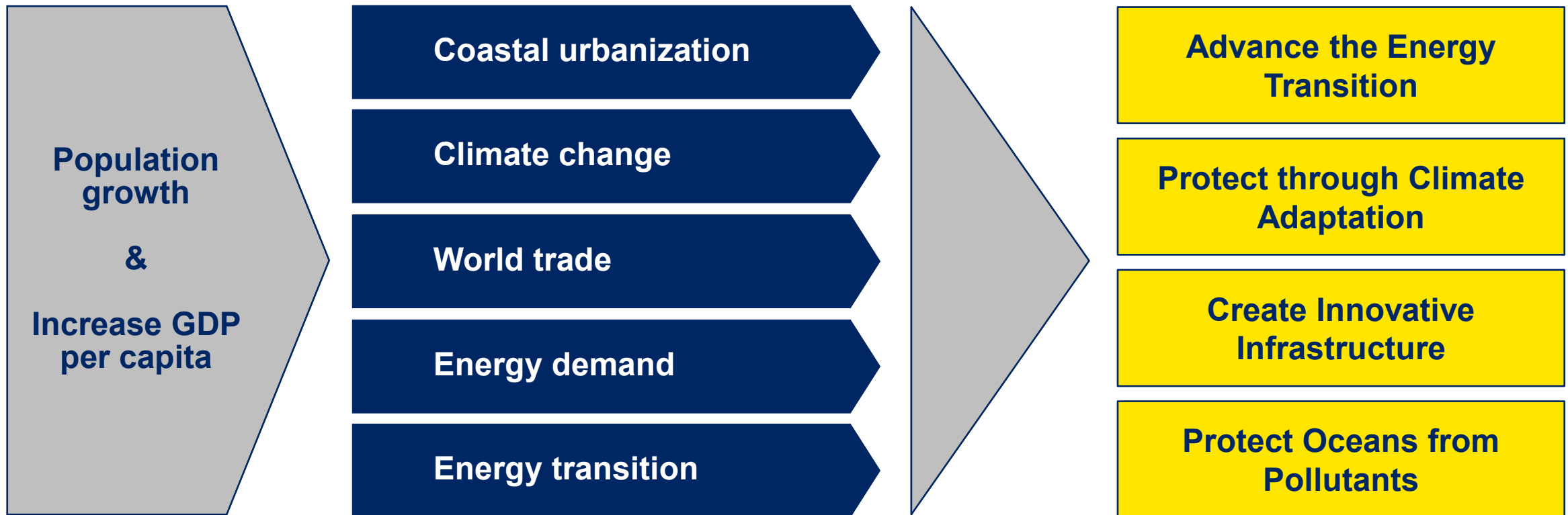
Offshore Energy



Towage & Salvage

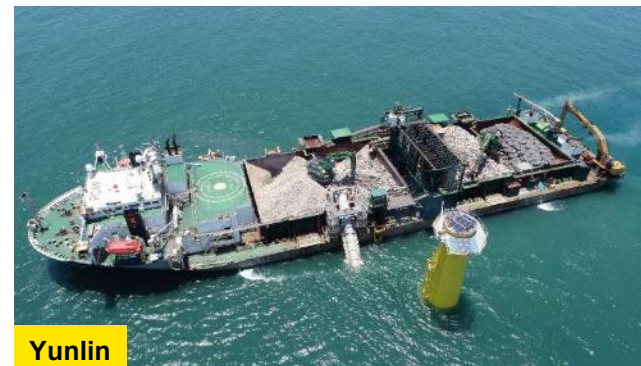


Our business is driven by macro trends



Advance the Energy Transition

- Boskalis has contributed to more than 150 offshore wind farms
- Wind accounts for 50% offshore divisional revenue
- Examples:
 - US Wind (Revolution, Sunrise, Southfork)
 - Taiwan (Changfang & Xidao, Yunlin)
 - Harbour Energy (subsea decommissioning)
 - Moray West
 - Hollandse Kust Beta in the Netherlands
 - Ostwind 3, Borkum Riffgrund 3 and Godewind 3 in Germany
- Market potential for decommissioning



Protect through Climate Adaptation

- Adapting for the impacts of climate change through coastal protection, flood defense and resilient infrastructure
- Examples:
 - Beach replenishments
 - Markermeer dikes
 - Coastal protection Togo-Benin
 - Dike upgrades Zwolle Olst
 - Room for the River projects



Create Innovative Infrastructure

- Improves connectivity, enhances transportation networks and supports sustainable development
- Contributes to economic growth, job creation, and improved quality of life for communities
- Examples:
 - Manila International Airport
 - Oxagon port
 - Gulhifalhu
 - Fehmarnbelt tunnel

Manila International Airport



Gulhifalhu



Oxagon



Fehmarnbelt



Protect Oceans from Pollutants

- Protect marine ecosystems by preventing or mitigating environmental damage from maritime incidents
- Ensure safe navigation of routes and minimize loss of valuable cargo
- Examples:
 - FSO Safer
 - Fremantle Highway
 - Zafiro Producer





WAY OF WORKING



Why Boskalis Way of Working?



Client

Professional and
trusted partner



Uniformity

Cross business
Operational Excellence



Employees

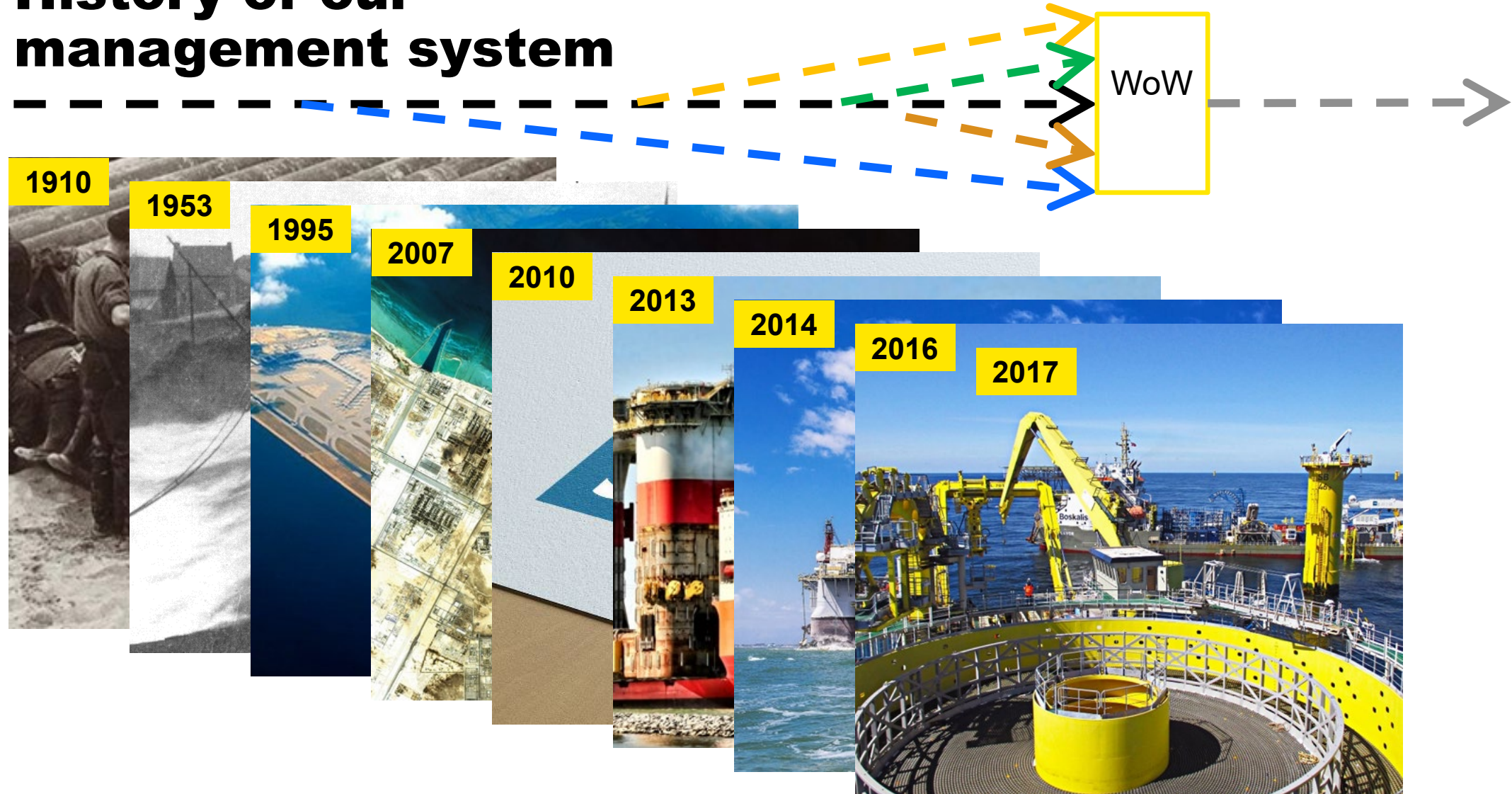
Structure
Guidance



Context

Dynamic world
Outside expectations

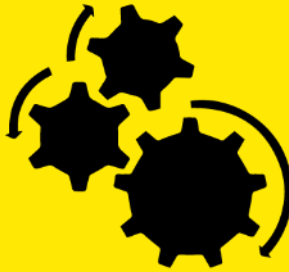
History of our management system



WOW – DESIGN CONDITIONS



CO-CREATED



**PRIMARY PROCESSES
ARE LEADING**



BACK TO BASICS



ONE LANGUAGE

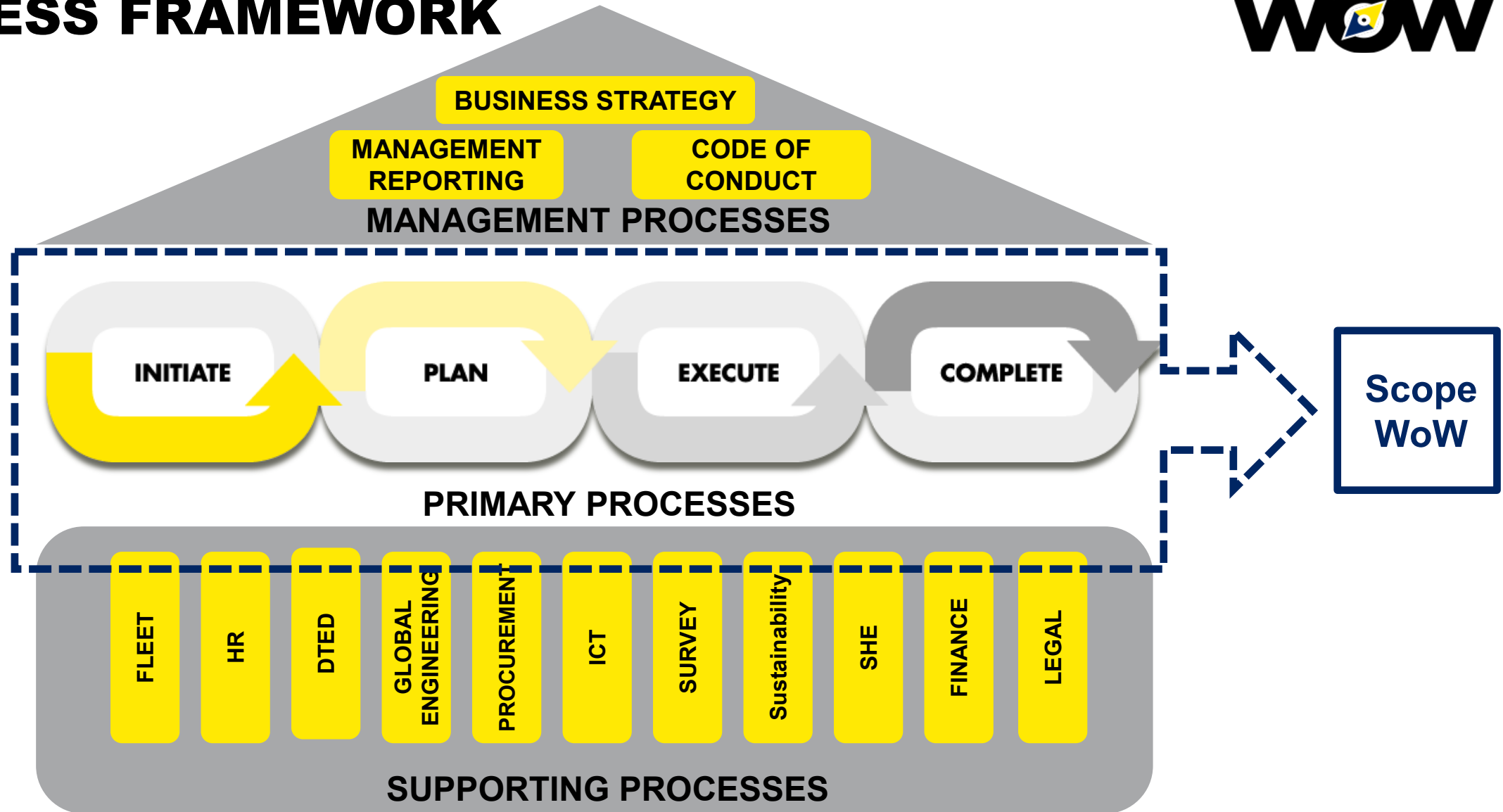


SCALABLE



MODULAR

PROCESS FRAMEWORK



Group Framework Way of Working



OUR PRINCIPLES

WE FOCUS ON **UNDERSTANDING**
OUR CLIENTS AND CONTRACTS

WE DEFINE AND ACHIEVE
CLEAR COMMON GOALS

WE ARE **IN CONTROL**
MANAGING ALL EVENTUALITIES

WE **CONTINUOUSLY LEARN**
AND SHARE KNOWLEDGE



- **WoW Statement**
- **Our Identity**
- **Our Principles**
- **Our Essentials**

PROGRAM BASIS

7 Essentials

OUR WAY OF WORKING IN PRACTICE

REQUIREMENTS & EXPECTATIONS

Full understanding of our client, their needs, the contract and the applicable legislation is an essential first step in our Way of Working.

DELIVERY PLAN & KPIs

By utilizing our Group Delivery Plan and KPIs we ensure a professional approach to contract management and project execution.

OPPORTUNITIES & RISKS

We identify risks upfront and manage and mitigate these during operations whilst continuously seeking opportunities for further optimization.

COMPETENCIES & TEAMS

With a global presence and large network of experts, we build on teamwork, entrepreneurship and professionalism.

EQUIPMENT & INFRASTRUCTURE

With a modern global fleet and project management skills, we organize and deploy safe, suitable and reliable equipment and create the necessary infrastructure.

KNOWLEDGE & EXPERIENCE

With a company history of more than a century, we constantly learn and share our expert knowledge.

SUBCONTRACTING & PROCUREMENT

We expect our subcontractors and suppliers to commit to the project objectives and to adhere to our Supplier Code of Conduct.



WWW.BOSKALIS.COM/WOW

WOW – PROGRAM & SYSTEM





PROGRAM

1



The Boskalis **WAY OF WORKING** quality management system aims to achieve operational excellence with a clear focus on safe and sustainable solutions and a consistent client approach. More than just systems and procedures, the Boskalis Way of Working provides a consistent approach towards the initiation, planning, execution and completion of our projects. At the same time it promotes diversity in our teams with experts, facilitates innovation whilst caring for people and the environment with a commitment to act with respect and integrity. This is how we create new horizons for all our stakeholders.



OUR PRINCIPLES

WE FOCUS ON UNDERSTANDING OUR CLIENTS AND CONTRACTS
WE DEFINE AND ACHIEVE CLEAR COMMON GOALS
WE ARE **IN CONTROL** MANAGING ALL EVENTUALITIES
WE **CONTINUOUSLY LEARN** AND SHARE KNOWLEDGE

OUR IDENTITY

SAFETY IS DEEPLY EMBEDDED THROUGH OUR NINA PROGRAM
AS **PROFESSIONALS** WE LISTEN TO UNDERSTAND
AS **TEAM PLAYERS** WE ARE COMMITTED TO ACHIEVE WIN-WIN SOLUTIONS
AS **ENTREPRENEURS** WE TAKE OWNERSHIP FOR OUR ACTIONS

OUR WAY OF WORKING IN PRACTICE

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PROGRAM POSTER
Principles & Essentials



GROUP DELIVERY PLAN



1.1 IDENTIFY CLIENT NEED

1.1.1 Identify client need and scope
1.1.2 Identify client need and scope
1.1.3 Identify client need and scope
1.1.4 Identify client need and scope
1.1.5 Identify client need and scope

2.1 GET PROJECT TEAM READY

2.1.1 Identify project team
2.1.2 Identify project team
2.1.3 Identify project team
2.1.4 Identify project team
2.1.5 Identify project team

3.1 GET MOBILIZED

3.1.1 Mobilize project team
3.1.2 Mobilize project team
3.1.3 Mobilize project team
3.1.4 Mobilize project team
3.1.5 Mobilize project team

4.1 OBTAIN CLIENT ACCEPTANCE

4.1.1 Obtain client acceptance
4.1.2 Obtain client acceptance
4.1.3 Obtain client acceptance
4.1.4 Obtain client acceptance
4.1.5 Obtain client acceptance

2.2 PREPARE APPROACHES AND PLANS

2.2.1 Prepare approaches and plans
2.2.2 Prepare approaches and plans
2.2.3 Prepare approaches and plans
2.2.4 Prepare approaches and plans
2.2.5 Prepare approaches and plans

3.2 DELIVER SOLUTION

3.2.1 Deliver solution
3.2.2 Deliver solution
3.2.3 Deliver solution
3.2.4 Deliver solution
3.2.5 Deliver solution

4.2 CLOSE PROJECT

4.2.1 Close project
4.2.2 Close project
4.2.3 Close project
4.2.4 Close project
4.2.5 Close project

3.3 MONITOR & CONTROL - EXECUTE

3.3.1 Monitor and control - execute
3.3.2 Monitor and control - execute
3.3.3 Monitor and control - execute
3.3.4 Monitor and control - execute
3.3.5 Monitor and control - execute

4.3 MONITOR & CONTROL - COMPLETE

4.3.1 Monitor and control - complete
4.3.2 Monitor and control - complete
4.3.3 Monitor and control - complete
4.3.4 Monitor and control - complete
4.3.5 Monitor and control - complete

1.2 DEFINE TENDER STRATEGY

1.2.1 Define tender strategy
1.2.2 Define tender strategy
1.2.3 Define tender strategy
1.2.4 Define tender strategy
1.2.5 Define tender strategy

2.3 PREPARE EXECUTION

2.3.1 Prepare execution
2.3.2 Prepare execution
2.3.3 Prepare execution
2.3.4 Prepare execution
2.3.5 Prepare execution

3.4 MONITOR & CONTROL PLAN

3.4.1 Monitor and control plan
3.4.2 Monitor and control plan
3.4.3 Monitor and control plan
3.4.4 Monitor and control plan
3.4.5 Monitor and control plan

1.3 DEFINE SOLUTION

1.3.1 Define solution
1.3.2 Define solution
1.3.3 Define solution
1.3.4 Define solution
1.3.5 Define solution

2.4 MONITOR & CONTROL - INITIATE

2.4.1 Monitor and control - initiate
2.4.2 Monitor and control - initiate
2.4.3 Monitor and control - initiate
2.4.4 Monitor and control - initiate
2.4.5 Monitor and control - initiate



3.5 MONITOR & CONTROL - COMPLETE

3.5.1 Monitor and control - complete
3.5.2 Monitor and control - complete
3.5.3 Monitor and control - complete
3.5.4 Monitor and control - complete
3.5.5 Monitor and control - complete





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GROUP DELIVERY PLAN
Framework



OUR WAY OF WORKING



IDENTIFY CLIENT NEED

GET PROJECT TEAM READY

GET MOBILIZED

OBTAIN CLIENT ACCEPTANCE

DEFINE TENDER STRATEGY

PREPARE APPROACHES AND PLANS

DELIVER SOLUTION

CLOSE PROJECT

DEFINE SOLUTION

PREPARE EXECUTION

MONITOR & CONTROL - EXECUTE

MONITOR & CONTROL - COMPLETE

AGREE CONTRACT

MONITOR & CONTROL - PLAN

MONITOR & CONTROL - INITIATE

QUICK REFERENCE

WoW Policy Statement	WoW Program Poster	WoW Booklet	WoW Group Manual
WoW Delivery Plans	WoW Visual	WoW List of Group Tools	WoW SHE Management System
WoW Plans	WoW Yammer		

NAVIGATOR
Digital entry

SYSTEM

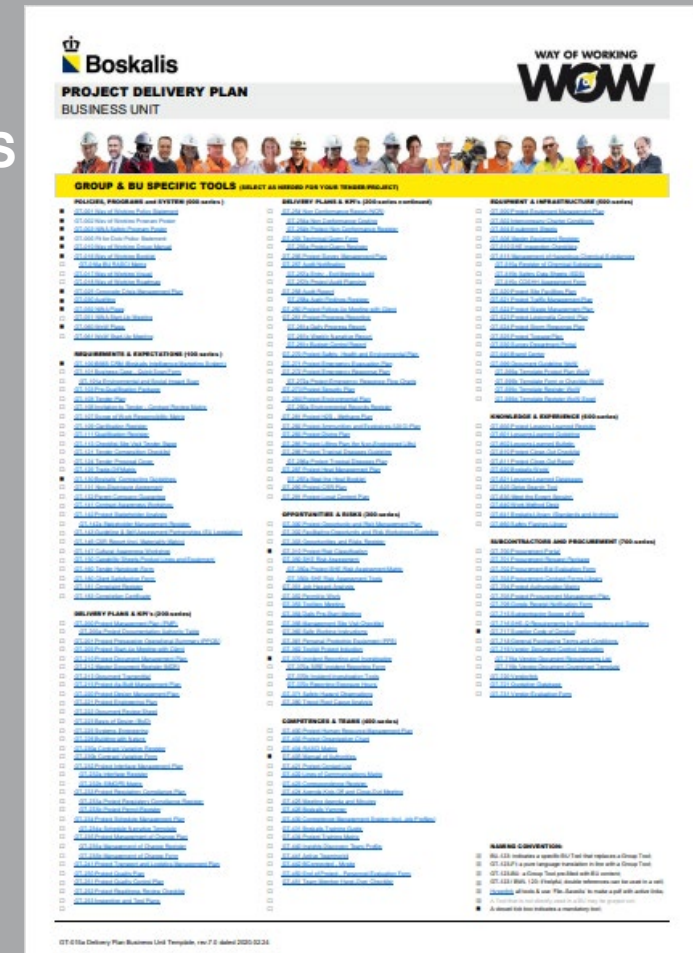
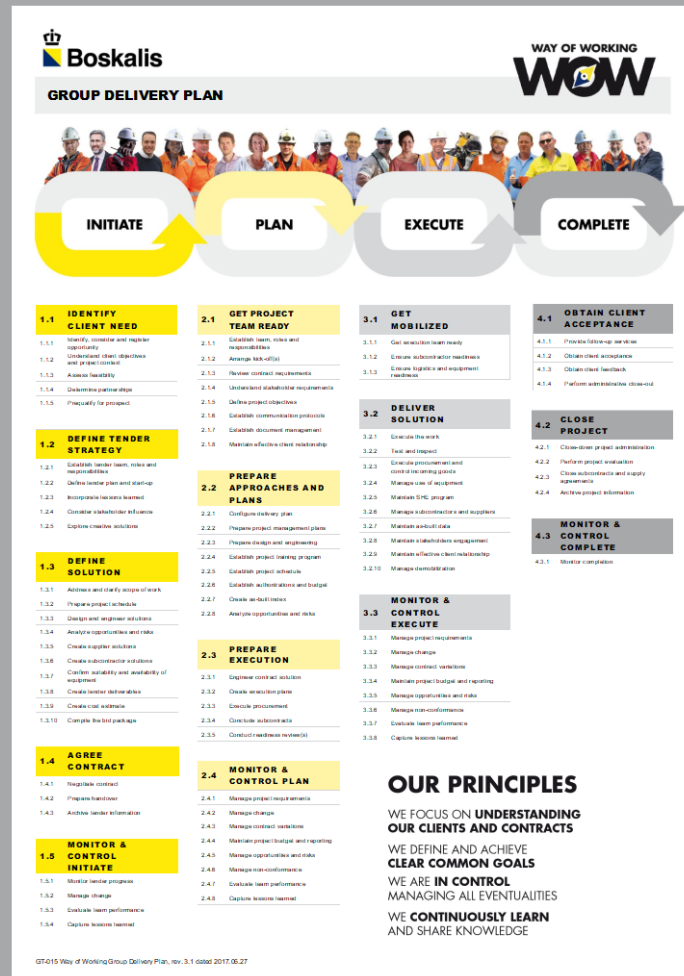
2

SYSTEM - GROUP DELIVERY PLAN

COMMON APPROACH FOR ALL
TENDER & PROJECT ACTIVITIES

UNIFORMITY IN:

- 4 Phases
- 15 Processes
- 86 Activities
- 450 Tasks
- 210 Tools



SYSTEM - GROUP DELIVERY PLAN

Processes and activities

1.1	IDENTIFY CLIENT NEED
1.1.1	Identify, consider and register opportunity
1.1.2	Understand client objectives and project context
1.1.3	Assess feasibility
1.1.4	Determine partnerships
1.1.5	Prequalify for prospect

1.2	DEFINE TENDER STRATEGY
1.2.1	Establish tender team, roles and responsibilities
1.2.2	Define tender plan and start-up
1.2.3	Incorporate lessons learned

2.1	GET PROJECT TEAM READY
2.1.1	Establish team, roles and responsibilities
2.1.2	Arrange kick-off(s)
2.1.3	Review contract requirements
2.1.4	Understand stakeholder requirements
2.1.5	Define project objectives
2.1.6	Establish communication protocols
2.1.7	Establish document management
2.1.8	Maintain effective client relationship

2.2	PREPARE APPROACHES AND PLANS
2.2.1	Define deliverables

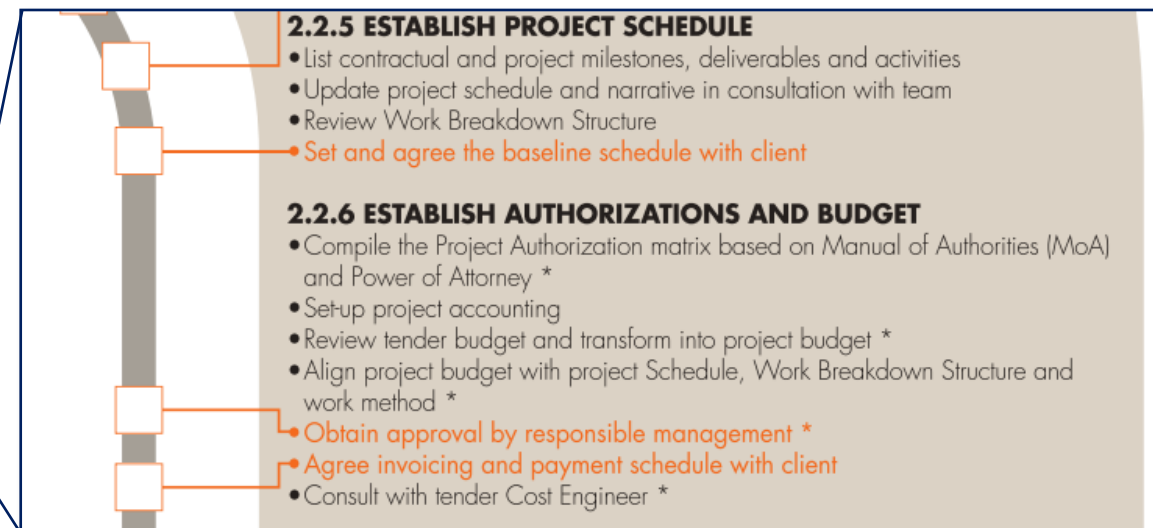
3.1	GET MOBILIZED
3.1.1	Get execution team ready
3.1.2	Ensure subcontractor readiness
3.1.3	Ensure logistics and equipment readiness

3.2	DELIVER SOLUTION
3.2.1	Execute the work
3.2.2	Test and inspect
3.2.3	Execute procurement and control incoming goods
3.2.4	Manage use of equipment
3.2.5	Maintain SHE program

4.1	OBTAIN CLIENT ACCEPTANCE
4.1.1	Provide follow-up services
4.1.2	Obtain client acceptance
4.1.3	Obtain client feedback
4.1.4	Perform administrative close-out

4.2	CLOSE PROJECT
4.2.1	Close-down project administration
4.2.2	Perform project evaluation
4.2.3	Close subcontracts and supply agreements
4.2.4	Archive project information

WAY OF WORKING
WOW



SYSTEM - GROUP DELIVERY PLAN

Group Tools (GT)



GROUP & BU SPECIFIC TOOLS (SELECT AS NEEDED FOR YOUR TENDER/PROJECT)

POLICIES, PROGRAMS and SYSTEM (000-series)

- [GT-001 Way of Working Policy Statement](#)
- [GT-002 Way of Working Program Poster](#)
- [GT-003 NINA Safety Program Poster](#)
- [GT-005 Fit for Duty Policy Statement](#)
- [GT-010 Way of Working Group Manual](#)
- [GT-016 Way of Working Booklet](#)
- [GT-016a BU RASCI Matrix](#)
- [GT-017 Way of Working Visual](#)
- [GT-018 Way of Working Roadmap](#)
- [GT-025 Corporate Crisis Management Plan](#)
- [GT-030 Auditing](#)
- [GT-050 NINA Plaza](#)
- [GT-051 NINA Start-Up Meeting](#)
- [GT-060 WoW Plaza](#)
- [GT-061 WoW Start-Up Meeting](#)

REQUIREMENTS & EXPECTATIONS (100-series)

- [GT-100 BIMS CRM \(Boskalis Intelligence Marketing System\)](#)
- [GT-101 Business Case - Quick Scan Form](#)
- [GT-101a Environmental and Social Impact Scan](#)

DELIVERY PLANS & KPI's (200-series continued)

- [GT-254 Non Conformance Report \(NCR\)](#)
- [GT-254a Non Conformance Costing](#)
- [GT-254b Project Non Conformance Register](#)
- [GT-255 Technical Query Form](#)
- [GT-255a Project Query Register](#)
- [GT-256 Project Survey Management Plan](#)
- [GT-257 Audit Notification](#)
- [GT-257a Entry - Exit Meeting Audit](#)
- [GT-257b Project Audit Planning](#)
- [GT-258 Audit Report](#)
- [GT-258a Audit Findings Register](#)
- [GT-260 Project Follow-Up Meeting with Client](#)
- [GT-261 Project Progress Reporting](#)
- [GT-261a Daily Progress Report](#)
- [GT-261b Weekly Narrative Report](#)
- [GT-261c Budget Control Report](#)
- [GT-270 Project Safety, Health and Environmental Plan](#)
- [GT-271 Project Emergency Evacuation Plan](#)
- [GT-272 Project Emergency Response Plan](#)
- [GT-272a Project Emergency Response Flow Charts](#)

EQUIPMENT & INFRASTRUCTURE (500-series)

- [GT-500 Project Equipment Management Plan](#)
- [GT-502 Intercompany Charter Conditions](#)
- [GT-504 Equipment Sheets](#)
- [GT-506 Master Equipment Register](#)
- [GT-510 SHE Inspection Checklists](#)
- [GT-515 Management of Hazardous Chemical Substances](#)
- [GT-515a Register of Chemical Substances](#)
- [GT-515b Safety Data Sheets \(SDS\)](#)
- [GT-515c COSHH Assessment Form](#)
- [GT-520 Project Site Facilities Plan](#)
- [GT-521 Project Traffic Management Plan](#)
- [GT-522 Project Waste Management Plan](#)
- [GT-523 Project Legionella Control Plan](#)
- [GT-524 Project Storm Response Plan](#)
- [GT-525 Project Towage Plan](#)
- [GT-530 Survey Department Portal](#)
- [GT-540 Brand Center](#)
- [GT-599 Document Guideline WoW](#)
- [GT-599a Template Project Plan WoW](#)
- [GT-599b Template Form or Checklist WoW](#)

WOW – Project Specific implementation

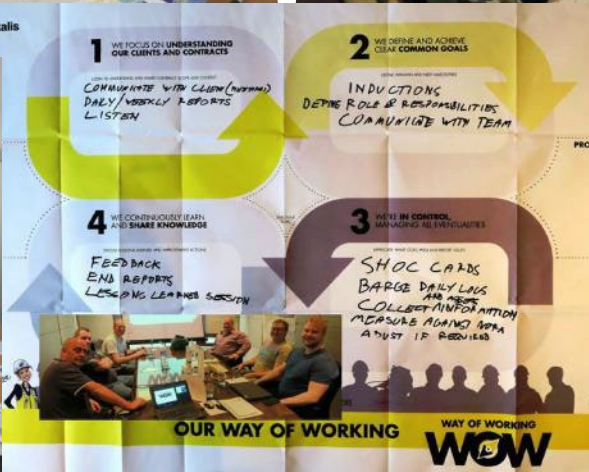
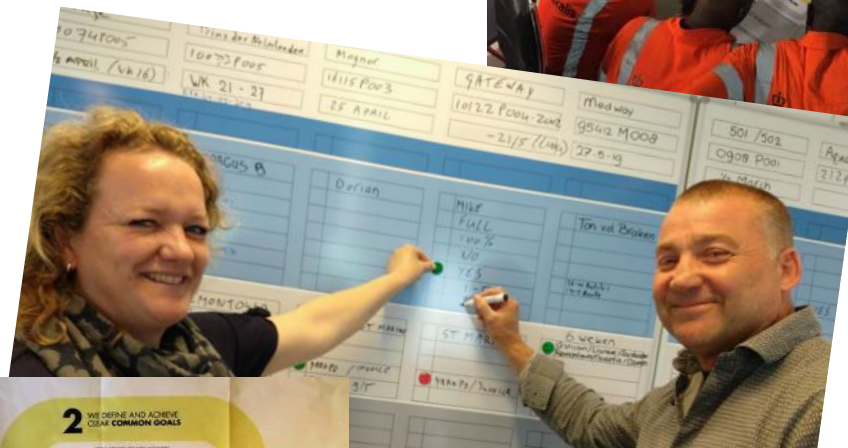


WOW Stakeholder Map

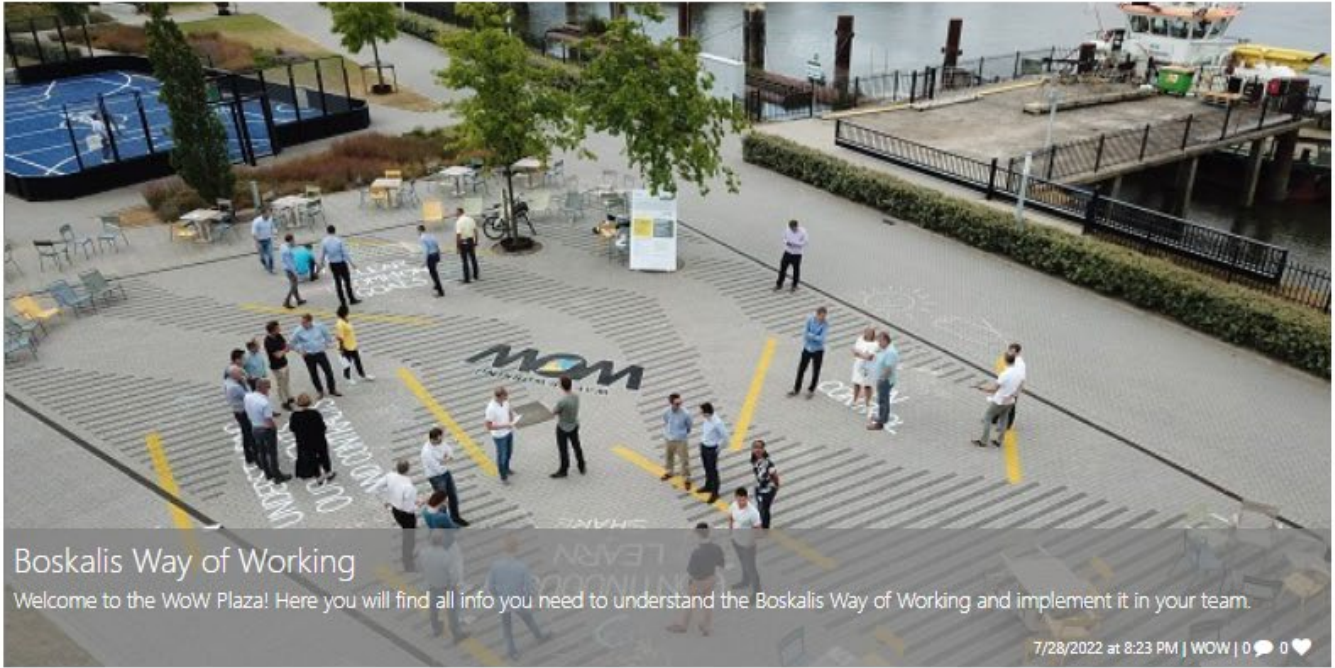
- Risk analysis
- Clear stakeholder's expectations
- Social landscape



Way of Working in Practice












WOW PLAZA




Boskalis Way of Working
Welcome to the WoW Plaza! Here you will find all info you need to understand the Boskalis Way of Working and implement it in your team.

7/28/2022 at 8:23 PM | WOW | 0 0 0


 WoW Poster	 Delivery Plans	 Navigator
 WoW Policy	 WoW Training	 WoW Roadmap
 WoW System	 WoW Shop	 SHE-Q Plaza

WOW YAMMER



WoW
Boskalis Way of Working

Joined

 Share thoughts, ideas, or updates

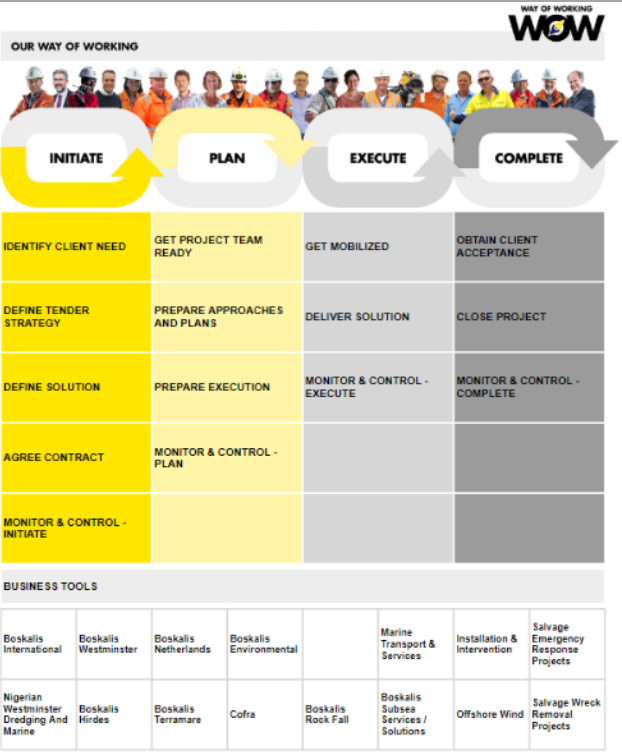
USEFUL CONTENT!

- **WoW Roadmap in 7 languages**
- **SHE Management System Tools**
- **Stakeholder Mapping Toolkit**
- **Introduction Training Toolkit**
- **WOW Training**
- **WoW Start-Up Workshop**

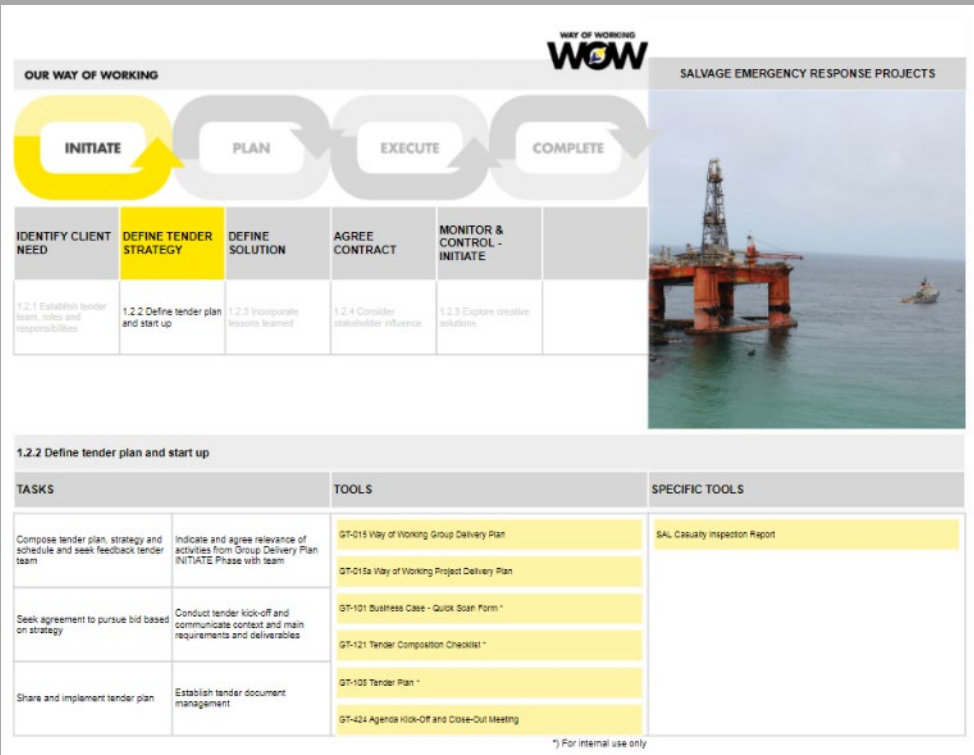
DIRECT TO NAVIGATOR



NAVIGATOR – DIGITAL ENTRY



Online platform



WoW Navigator



TREVALLY

software by manualmaster



Sneak Preview

Preview

The screenshot displays the 'Trevally - Dashboard' web application. The browser's address bar shows the URL <https://boskalis.manualmastercloud.com/webportal/BOS>. The application header features the 'WOW WAY OF WORKING' logo on the left, a search bar in the center, and a user profile dropdown on the right indicating 'All Business Unit' and 'Oskam, Ailart (ailart.oskam@boskalis.com) is signed in'.


The left sidebar contains a navigation menu with the following items: Home, Tools By Process, Tools By Framework, WoW Roadmap, WoW AI Assistant, Favourites, and More.

The main dashboard area is titled 'Dashboard' and 'Navigation'. It includes a 'Welcome' message: 'Dit is een sneak preview van het Trevally systeem bij Boskalis.' The dashboard is composed of several widgets:

- Forms:** A large blue widget showing a count of '0' with a right arrow.
- New:** A large blue widget showing a count of '0' with a right arrow.
- Notifications:** A large blue widget showing a count of '112' with a right arrow.
- To Do:** A large blue widget showing a count of '0' with a right arrow.
- Process view:** A white widget with a right arrow.
- Framework view:** A white widget with a right arrow.
- Roadmap view:** A white widget with a right arrow.
- Favourites:** A white widget with a right arrow.
- Recent documents:** A white widget listing documents:
 - BSCF-ENG-202-01-04-TM-02 - Export Cable Lay and Burial Procedure Template
 - CP-000b.NL - Milieu en Sociaal Beleid
 - CP-000g.ES - Boskalis Politica Fiscal
 - CP-000g.NL - Belastingbeleid
- Competences:** A white widget showing a count of '0' with a right arrow.
- Chat Widget:** A dark blue widget on the right with the text 'Can't find what you need? Just ask our WOW AI chat and find your required tools easily.' and a yellow 'Chat with AI' button.

The Boskalis logo is visible in the bottom left corner, and the word 'Trevally' is in the bottom right corner.

AI search engine (to be embedded in dashboard) response complemented with reference (doc + page) to increase trust in AI



CHATSEARCH

Way of Working Documents

Select additional context

Hey there! you can ask me about Way of Working Documents topics. I have 99 documents with 850 of total pages available for you to search through. I will try to form an answer from the top 10 search results. What do you want to know about Way of Working Documents?

who creates hazard identifications

✓ Combining found information...


The responsibility for creating hazard identifications is generally distributed among various roles within the organization, depending on the context and specific procedures outlined in the provided documents. Based on the excerpts:

- Individuals Reporting Hazards:**
 - "Every employee is responsible for reporting hazard observations, and rectifying on the spot if possible and safe." [1](#) [page: 10](#)
- Line Managers:**
 - "The line manager is responsible for further investigation, improvements, and/or corrective and preventive actions." [1](#) [page: 10](#)
- Supervisors:**
 - "The supervisor responsible for preparing and executing the job shall take the responsibility to prepare a Job Hazard Analysis (JHA)." [2](#) [page: 12](#)
 - "Ensures that task risk assessments conducted on sites have adequately identified hazards that necessitate using PPE." [3](#) [page: 7](#)
- Project Managers:**
 - "The Project Manager is responsible for ensuring that his / her project tasks and activities are risk assessed according to the comprehensive set of procedures." [2](#) [page: 9](#)
- Subcontractors:**
 - "Subcontractors are responsible for preparing SHE documentation and risk assessments for their scope of work." [4](#) [page: 20](#)
- SHE-Q Engineers:**

Find any topic about Way of Working Documents

NEW TOPIC

ChatGPT may produce inaccurate information about people, places, or facts. [Read more on Yourizon](#)



CHATSEARCH

Way of Working Documents

Select additional context

- "The supervisor responsible for preparing and executing the job shall take the responsibility to prepare a Job Hazard Analysis (JHA)." [2](#) [page: 12](#)
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- Project Managers:**
 - "The Project Manager is responsible for ensuring that his / her project tasks and activities are risk assessed according to the comprehensive set of procedures." [2](#) [page: 9](#)
- Subcontractors:**
 - "Subcontractors are responsible for preparing SHE documentation and risk assessments for their scope of work." [4](#) [page: 20](#)
- SHE-Q Engineers:**
 - "Provide SHE-Q knowledge, documentation and deliverables like Risk Management Support (contributing to HAZIDs, SIMOPS, and Risk Assessments)." [5](#) [page: 8](#)
- Dedicated Teams:**
 - Hazard Identification and Risk Assessment is often facilitated through a "HIRA meeting." The meeting is attended by a multi-disciplined team which includes personnel from clients and subcontractors as well. [2](#) [page: 8](#)
- Responsible Manager or Captain:**
 - "Responsible Manager/Captain coordinates the Risk Assessment and must involve supervisors." [1](#) [page: 30](#)

Based on the context provided in these documents, hazard identifications are created through the collaborative efforts of employees, supervisors, project managers, subcontractors, SHE-Q engineers, and specific multi-disciplined teams, all coordinated and facilitated by the relevant responsible managers or captains.

Sources

1	GT-010 Way of Working Group Manual.pdf	2	OE-350 Hazard Identification & Risk Assessment.pdf	3	OE-361 Personal Protective Equipment.pdf	4	OE-270 Project SHE Plan.pdf	5	GT-200-MS Project Management Plan.pdf	6	OE-288 NORM Management Plan.pdf	7	OE-366 Control of Vibration at Work Procedure.pdf
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