

**SHE-Q POLICY 2020****20301**

The executive board of Multraship Towage & Salvage has provided, in the SHE-Q Policy 2020, a detailed description of its policy on quality, (international) safety, health and environment for the year 2020. Multraship Operates her offices and vessels to the highest standard of quality and safety. Keywords are planned maintenance programmes, training schemes and formal company procedures for salvage, towage and anchor-handling and other operational activities, all kept up-to-date with regards to national and international law as well as client demands.

In our IMS all relevant aspects with regards to safety, health, quality and environment are taken in to account.

POLICY

Key elements in the policy of Multraship Towage & Salvage are:

- ◆ To be reliable partner in the maritime world
- ◆ Increasing quality, customer satisfaction and efficiency
- ◆ Employees as the basis for success; continuous training of our employees is the basis for quality and safety of our services
- ◆ Guarantee of safety

With its customer-oriented philosophy, the SHE-Q Policy of Multraship Towage & Salvage is offering its customers a total package deal in towage and salvage operations. This package deal is to meet the agreed-upon requirements, needs and expectations of customers, where professional skill, reliability and optimum services are to create better customer loyalty.

Essential resources will be determined, their effectiveness continuously improved and made available for the SHE-Q Management System to thus ascertain increasing customer satisfaction.

Being that employees form the human capital of Multraship Towage & Salvage, the SHE-Q policy is oriented toward creating highest possible safety standards for employees, taking sound measures to protect their health, ensuring the active improvement of their well-being, and prevention of damage and loss to environment and/or resources. To that end, Multraship will provide all means to ascertain this. Employee and third party safety and health will be central to the execution of the operations. Close and consistent attention will be given to the prevention of personal injury and damage to environment and resources. This endeavour for maximum safety must ultimately result in the highest possible level of employee satisfaction and development.

The board shows its involvement through communication.

The targets and objectives resulting from the integral policy are described below.

In consultation with employees and government agencies, ARBO (safety, health and welfare service), the board will annually establish the content of the integral action plan on the strength of the information provided from SHE-Q evaluation report, zero measurements, results of internal / external audits, and complaints / improvement forms expressed by employees, customers and suppliers.

The resultant plans of action are described in the integral action plan (section 30401).

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The progress in the execution of the action plan will periodically be assessed in the internal audits. Based hereon, during its annual assessment the board will assess the degree in which the targets and objectives of Quality, (International) Safety and Environment have been realised and thus establish the extent to which the targets and objectives are to be adjusted and whether they are still current in the light of changed circumstances.

TARGETS

Multraship has formulated specific targets in support of this policy:

- ◆ Increasing quality of services
- ◆ Increasing customer satisfaction
- ◆ Increasing efficiency of operations
- ◆ Increasing employee knowledge and awareness of quality practices
- ◆ Improving employee safety, health and well-being
- ◆ Preventing absenteeism on account of poor working conditions and accidents
- ◆ Increasing employee knowledge and awareness of (international) safety, health and environment by informing them of such things as the rules of guaranteeing safety and health and checking that these rules are observed.
- ◆ Preventing material and environmental damage.

OBJECTIVES

The targets for 2020 are concretised in the following objectives:

With regard to quality (of services):

- a. Continuation of the certification on the basis of the ISO 9001-2015 standard.
- b. Maintain the quality awareness in the office and with crew ships operations.
- c. Implement ISO 14001, standard related to environmental management.

With regard to customer satisfaction:

- d. Board and commercial managers to draft a 5 best customer list per department or review customer satisfaction by means of verbal reviews during meetings and continue the in 2005 established customer satisfaction survey.

With regard to efficiency:

- e. To implement the management organisation structure with weekly management meetings.
- f. Improving internal communication within the company; through, amongst other things:
 - Technical / operational / commercial meetings (weekly)
 - to continue with fleet personnel meetings (2x annually)
 - to continue the quarterly newsletter to the personnel.
- g. Implement and improve CRM/ERP system Navision in the complete organization.
- h. Reporting deficiencies and near accidents on the 60126 form and to record them in a consistent way with timely follow up (maximum duration 1 month).

With regard to knowledge and awareness:

- i. Evaluating together with employees the trainings/courses they will still need to attend
- j. Regular staff meetings such as toolbox meetings, captains meetings, engineers / motor operators meetings, salvage meetings, field trips, office meetings.
- k. Improving awareness all personnel of using the 60126 form.
- l. Create awareness about the stop the job policy.
- m. Raise safety awareness in the office and with crew ships by using LMRA (Last Minute Risk Analyses)

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With regard to safety, health and environment:

- n. Follow up actions from RIE (Risico Inventarisatie en Evaluatie) described in Plan van Aanpak (60149) and updating RIE where necessary.
- o. Follow up actions as described in the Integral Action Plan (30401).
- p. Exercising the SCC certification on the strength of the SCC* scheme (VCA)
- q. Continuation of the ISM and ISPS certification
- r. Continue implementation of MLC 2006 on all vessels

With regard to absenteeism and accidents:

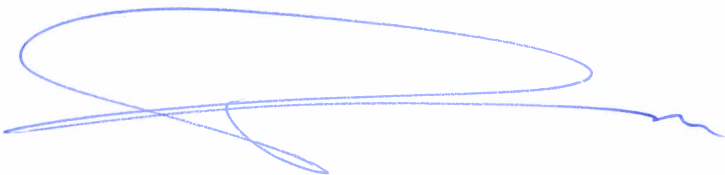
- s. Registering and evaluating the number of near misses,
- t. Enforcing the observance of the use of PBMs
- u. Draft an illness absenteeism policy

With regard to knowledge and awareness

- v. Furnishing to fleet employees, 12 times per year, information on working conditions and safety risks in daily work (toolbox meetings). Additionally fleet employees are instructed to use the LMRA procedure during their daily work.
- w. Providing, together with office personnel, structural attention to working conditions and safety risks in daily work.

The realisation of the objectives will be verified through the performance indicators incorporated in the procedures and by internal audits.

Multraship, together with her employees, intends to continue with the already established growth for the next 5 years meanwhile maintaining and improving our Safety, Health, Quality and environmental performance.



Pepijn Nuijten
Managing Director
Terneuzen, 22 January 2020