Base Load Power Hub (BLPH)

Project HSSE Plan

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CROSSWIND HKN BASE LOAD POWER HUB PROJECT

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1 SCOPE OF DOCUMENT

The purpose of this document is to demonstrate Scaldis' commitment to HSE in regard to the Heavy Lift activities during the Crosswind HKN Base Load Power Hub installation project. The project HSE plan is prepared to comply with the specific terms and requirements of the contract between DEME offshore NL NV and Scaldis Salvage & Marine Contractors NV.

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2 ABBREVIATIONS AND DEFINITIONS

Abbreviation	Explanation
ALARP	As Low as Reasonably Practicable
ARAB	Algemeen Reglement op de Arbeidsbescherming (General Regulation of Employment Protection)
AREI	Algemeen Reglement op de Elektrische Installaties (General Regulation of Electrical Installations)
BOSIET	Basic Offshore Safety Induction and Emergency
COSHH	Control of Substances Hazardous to Health
GWO	Global Wind Organisation
HAZOP	Hazard and Operability Study
HSES	Health, Safety, Environment, and Security
HUET	Helicopter Underwater Escape Training
IMO	International Maritime Organisation
ISO 9001	Quality Management System Standard of the International Organisation of Standardisation
ISO 14001	Environmental Management System Standard of the International Organisation of Standardisation.
ISO 45001	Occupational Health and Safety Management Standard of the International Organisation of Standardisation
ISM	International Safety Management Code
JV-HK	Joint Venture Hollandse Kust Noord
LOTO	Log Out Tag Out
MARPOL	The International Convention for the Prevention of Pollution from Ships
MLC	Maritime Labour Convention
MSDS	Material Safety Data Sheet
MIST	Minimum Industry Safety Training (OPITO)
NoK	Next of Kin
OSS	Offshore Substation
PPE	Personal Protective Equipment
PTW	Permit To Work
QA	Quality Assurance
QC	Quality Control
QA-HSES	Quality Assurance, Health, Safety, Environment, and Security
ROV	Remotely Operated (Underwater) Vehicle
SIMOP's	Simultaneous Operations
SOC	Safety Observation and Conservation
SOLAS	Safety Of Life at Sea
SOPEP	Ship Oil Pollution Emergency Plan
STCW	Standards of Training, Certification, and Watchkeeping for Seafarers
T&I	Transport and Installation
VCA	Veiligheid Checklist Aannemers (Safety Checklist of Contractors)
VMC	Vessel Marine Coordinator
VGM	Veiligheid, Gezondheid en Milieu (Safety, Health and Environment)

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Term	Definition
EMPLOYER	Crosswind
COMPANY	Rosetti Marino
SUBCONTRACTOR	DEME Offshore NL BV
SUB-SUBCONTRACTOR	Scaldis Salvage and Marine Contractors NV

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3 REFERENCE DOCUMENTS

Ref.	Sub-subcontractor	Subcontractor Doc. No.	Title	Issued by
Ref. [1]	SC-02-003	N/A	Alcohol and Drugs Policy	Scaldis
Ref. [2]	SC-02-012	N/A	Non-Smoking Policy	Scaldis
Ref. [3]	23-RE006-QUA-002	202200794-SCA-PMT-OCH-00001	Project Organisation Organigram	Scaldis
Ref. [4]	SC-01-MSM	N/A	Scaldis Management System Manual	Scaldis
Ref. [5]	23-RE006-HSE-002	202200794-SCA-INS-MAN-00001	Offshore Installation Manual Volume 1 - Emergency Information Manual	Scaldis
Ref. [6]	23-RE006-HSE-003	202200794-SCA-HSS-RA-00001	Project Risk Assessments	Scaldis
Ref. [7]	23-RE006-HSE-007	TBD	Personnel Transfer	Scaldis
Ref. [8]	SCF-26-053	N/A	HSE Inspection Project Checklist	Scaldis
Ref. [9]	SCF-26-052	N/A	Management HSE Inspection Checklist Vessel	Scaldis
Ref. [10]	SC-28-007	N/A	Management of Incidents and Accidents	Scaldis
Ref. [11]	SCF-06-050	N/A	Root Cause Analysis (RCA) Form	Scaldis
Ref. [12]	SCR-301-3	N/A	PPE Matrix Fleet	Scaldis
Ref. [13]	SC-28-023	N/A	Permit to Work Procedure	Scaldis
Ref. [14]	SC-06-015	N/A	Operational Risk Assessment	Scaldis
Ref. [15]	SC-30-XXX	N/A	Scaldis Standard Available RA's	Scaldis
Ref. [16]	SC-06-010	N/A	Management of Change	Scaldis
Ref. [17]	SCF-06-010	N/A	Management of Change Notice	Scaldis
Ref. [18]	SCR-102	N/A	Safety Training Registration Functions	Scaldis
Ref. [19]	SC-19-002	N/A	Vessel Emergency Response Plan Scaldis	Scaldis
Ref. [20]	SC-22-002	N/A	Vessel Garbage Management Plan	Scaldis
Ref. [21]	SC-30-406	N/A	TRA Chemical Products	Scaldis
Ref. [22]	SC-28-013	N/A	Management of Chemicals and Dangerous Goods	Scaldis
Ref. [23]	SC-22-030	N/A	SOPEP Gulliver	Scaldis
Ref. [24]	SCF-22-003	N/A	SOPEP Format for Initial Notification	Scaldis
Ref. [25]	SC-22-005	N/A	Oil Pollution Control	Scaldis
Ref. [26]	SC-22-004	N/A	Bunkering Procedure	Scaldis
Ref. [27]	SC-22-006	N/A	Sludge Discharging Procedure	Scaldis
Ref. [28]	SC-91-001	N/A	Ballast Water Management	Scaldis
Ref. [29]	SC-25-201	N/A	Dropped Objects	Scaldis
Ref. [30]	SCF-15-001	N/A	Scaldis Client Evaluation Form	Scaldis
Ref. [31]	SC-06-004	N/A	Lessons Learned Process	Scaldis
Ref. [32]	SCF-06-005	N/A	Project Lesson Learned Meeting	Scaldis
Ref. [33]	SC-27-3-2-1	N/A	Drills on Board of a Vessel	Scaldis

*Procedures, forms and work instructions referenced in this document can be delivered on request.

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4 INTRODUCTION

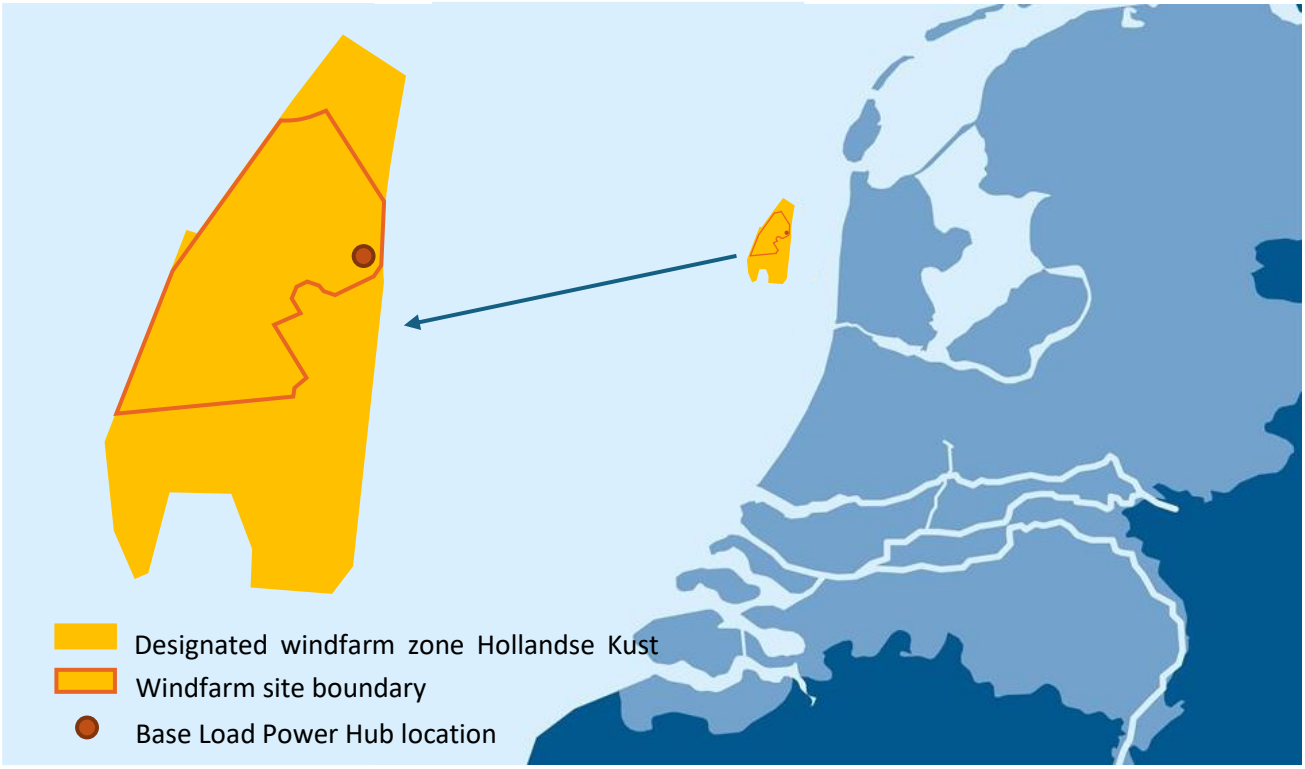
4.1 GENERAL PROJECT DATA

Crosswind, a Shell and Eneco joint venture, was awarded the tender to develop the offshore Hollandse Kust Noord (HKN) wind farm, located 18.5km off the coast of Netherlands near the town of Egmond aan Zee. The consortium plans to have HKN operational in 2023 with an installed capacity of 759MW generating at least 3.3TWh per year. This is sufficient renewable power to supply more than 1 million Dutch households with green electricity.

Offshore wind farms produce intermittent electricity and balancing these dips and peaks and integrating this electricity into the national energy system requires new technologies. For this reason, the offshore wind farm will include several new technologies that could be implemented at full-scale in the future. The new technologies being explored include a floating solar park, a short-duration battery storage as well as long-term storage via green hydrogen produced by water electrolysis and subsequently consumed in a fuel cell. The combination of these individual measures, herein referred to as the Base Load Power Hub (BLPH) will ensure a continuous power supply regardless of the wind situation. Scaldis was awarded the tender to install the BLPH, together with its transition piece and caisson structure.

4.2 PROJECT LOCATION

The Hollandse Kust Noord (HKN) wind farm is located 18.5km off the coast of the Netherlands near the town of Egmond aan Zee.



The wind farm will consist of No. 69 x 11.5MW wind turbine generators each to be installed on a dedicated monopile structure. A 70th monopile is reserved for installing the platform accommodating the BLPH. The monopile structure is already installed and therefore not part of the BLPH scope.

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5 SCALDIS HSE MANAGEMENT SYSTEM

This project HSE plan will cover all the HSE methods that will be applied throughout the project. The methodology defined in the project HSE plan applies to all documents created for the preparation, the execution and the close-out phase of the project at hand.

The QHSE Management System of Scaldis is certified by Lloyds Register in accordance with:

- ISO 9001: 2015
- ISO 14001: 2015
- ISO 45001: 2018

The Safety Management System of the vessels in certified by Lloyds Register in accordance with the ISM-code of the IMO. These standards and regulations from the basis of the Scaldis management system. The ISO certificates are included in attachments12.2, 12.3 & 12.4.

5.1 SCALDIS POLICY

5.1.1 SCALDIS HSE POLICY

Scaldis aims for zero incidents during all her activities on all sites and vessels. The Scaldis HSE policy is included in attachment 12.1.

5.1.2 ALCOHOL AND DRUG POLICY

Consumption of alcohol and drugs is prohibited at all times on the project sites and Scaldis vessel during project execution. Using or the possession of drugs or alcohol will involve an immediate dismissal (prescribed drugs not taken into account).

5.1.3 SMOKING POLICY

Smoking on board of the HLV is only allowed in the designated smoking areas. Reference is made to the Non-smoking policy Ref. [2].

5.2 SCALDIS SAFETY CULTURE AND LEADERSHIP

The senior management of Scaldis NV has a direct involvement in the planning and management of projects. Leadership is demonstrated through senior managers being involved in;

- Regular reviews of the management system
- Leading Company direction on environmental, safety, health and Client/ 3rd Party satisfaction through management reviews
- Setting objectives and targets through the Company Action Plan
- Directly communicating to staff and employees on a regular basis to discuss QHSE progress and Continual Improvement

Scaldis has an ‘Open Door’ approach for all employees to raise questions, make suggestions and give general input into their own working environment and project specific requirements.

5.2.1 SAFETY FACT

Safety FaCT is a part the Scaldis smc safety campaign, it is the goal to achieve a safe workplace for all people involved. The safety FaCT is created together with the management as well as Scaldis employees. FaCT is an abbreviation for our safety principles “forethought as well as craftmanship and teamwork” and it is also the thing we want safety to be in our organisation, a FACT! It is the goal of Scaldis and it’s employees to all contribute to a safe working environment and to make safety a FACT in the organisation.

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"For Scaldis, safe lifting is a FaCT! People are at the heart of our success. That is why, at Scaldis, it is a premise that everyone who works for us and with us always goes home safely and in good health. Therefore, we carefully identify all the risks before we start a job. Because **Forethought** in terms of what could happen means you know what needs to happen. That requires your and all your colleagues' **Craftmanship**, on the water and in the office. So that everyone can do what is right and safe at work. And we can help and encourage one another in that. When asked and unsolicited. That is how we make safety a natural part of our **Teamwork**, make the right choices together, and ensure everyone goes home safely. We can only guarantee the safety of everyone who works with or for us if we all take ownership of our own safety and that of others. Together we ensure safe conditions and this is how you can contribute:"



5.2.2 NO BLAME CULTURE

It is essential the project achieves an open reporting culture, where the workforce have confidence that all levels of Supervision and Management will respond positively to observations and reports relating to hazards and safe working.

Scaldis will promote:

- Building the workforce's trust in a no-blame culture through positive and transparent communication of follow-up actions taken as a result of observations, reports and incidents.
- Encourage behaviours which foster an open reporting culture to promote safe working and understanding of organisational and human failures which contribute to incidents.
- Encourage positive interventions which promote safety and health or mitigate observed hazards and risks.

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5.2.3 STOP THE JOB AUTHORITY

All personnel working for Scaldis or present on Scaldis vessels or assets has the right and duty to stop the job when they see a potentially dangerous situation without any reprisals. When the job is stopped a reassessment is to be done of the task at hand to find a safe way of doing it.

5.2.4 LIFE SAVING RULES

Crosswind has implemented a series of mandatory “Life Saving Rules”. Scaldis will communicate these lifesaving rules during the project with all personnel involved and make a commitment to uphold these rules throughout the project.



5.3 SECURITY

5.3.1 CYBER SECURITY

A cyber security plan is in place for both the office and vessels. This plan addresses the protection of critical systems and data against cyber threats. Regular cyber security drills are conducted to enhance preparedness and response capabilities among personnel, promoting a secure operational environment.

5.3.2 ISPS

The HLV Gulliver is fully certified in compliance with the International Ship and Port Facility Security code (ISPS). A certified Ship security plan has been developed and is actively implemented on board. Due to the sensitive nature of the security protocols outlined in the SSP, the details of this plan are classified and will not be elaborated upon within this HSSE plan.

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6 ORGANISATION AND RESPONSIBILITIES

The project organisation, communication lines and responsibilities of the project teams during this project are described in the Project Organization organigram Ref. [3].

7 LEGAL REQUIREMENTS, RULES AND REGULATIONS

7.1 INTERNATIONAL RULES AND REGULATIONS

For all maritime activities carried out by Scaldis, the IMO regulations apply as a minimum. For health, safety and environment this includes:

- The ISM Code
- The MLC Code
- The SOLAS Regulations
- Prevention of Pollution from Ships Regulations (MARPOL)
- The Maritime Equipment Directive

7.2 LEGAL REQUIREMENTS

All health, safety, security and environment related activities throughout the project shall be carried out according to the most recent international regulations, codes and standards.

In addition to the above, for this project the following applies:

- National HSE legislation and standards of Belgium will be in force (e.g. this includes but is not limited to Welfare law, Codex, ARAB, AREI);
- EU general directive 89/391/EG “framework directive”;
- EU general directive 2006/42/EG “new machinery directive”;
- Belgian Law on wellbeing (04/08/1996) chapters IV and V;
- If for relevant topics no national Belgian legislation and/or standards are available, applicable European legislation shall apply;
- In case regulations and standards are not defined, clear or are considered inappropriate, best offshore (Wind) industry practices may be applied if this results in higher HSE performance;
- Labour Act (arbeidsomstandighedenwet/ Arbo);
- Any other governmental rules and regulations as per contract schedule.

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8 SAFETY AND HEALTH MANAGEMENT

The general set-up of the Project HSE Plan and its components are based upon the Scaldis management system manual which is described in Ref. [4]

For each project, a specific set of QA and HSE documents is created. The project specific HSE documents are collected in the project HSE file.

The HSE file is developed to plan and control the HSE aspects for the project scope of work. The HSE file includes both preparation related documentation as well as the reports generated during the execution phase.

Scaldis always provides following project specific documents:

- Project HSE Plan Ref. [4]
- Project Emergency Plan Ref. [5]
- Project Risk Assessments Ref. [6]
- Personnel transfer procedure Ref. [7]

If required by risk assessments or the kind of operations, extra documents/ procedures will be developed.

8.1 HSE COMMUNICATION

8.1.1 GENERAL REQUIREMENTS

The project language is English. All project team members and vessel crew will use the English language in oral and written communication. Other languages are allowed for communication if all personnel involved in the activity understands the language used.

8.1.2 COMMUNICATION IN PREPARATIONS PHASE

8.1.2.1 HANDOVER MEETING

An internal handover meeting is organized by the Project Leader to formally transfer the project from the tender phase to the project execution phase.

8.1.2.2 DEME – CROSSWIND – SCALDIS – SUB-CONTRACTOR KICK-OFF MEETING

Before the start of the project, Scaldis organizes a kick-off meeting with all involved external parties aiming to inform them about the specific content, execution plan and possible risks of the project. The aim of this meeting is to discuss the current HSES expectations, the potential HSES management system interfaces and specific HSES issues and requirements foreseen during the project.

8.1.2.3 DEME – CROSSWIND – SCALDIS

On regular intervals during the project preparation, Scaldis will meet with the DEME and/or Crosswind delegate to keep them informed on the preparation progress.

8.1.3 COMMUNICATION IN EXECUTION PHASE

8.1.3.1 OPERATIONAL KICK-OFF MEETING

The operational kick-off meeting is held prior to the start of the project execution to make sure that all relevant project information is shared among all parties involved.

Operational kick-off meeting is held with the project team, the Scaldis operational crew, DEME, Crosswind and Scaldis subcontractors at the start of site operations.

This operational kick-off meeting will be organised by Scaldis and planned to be held on board of the HLV and includes general information of the project incl. Project PPE requirements, SOC Cards system, …

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8.1.3.2 PRE-SHIFT MEETING

Progress meetings are organised on board of HLV daily during offshore operations, at the start of each shift. Progress meetings deal with the progress of the works, the planned works and the completed works, including HSE issues. Contractor, Scaldis and Scaldis subcontractors are involved as a minimum.

Topics of these meeting are:

- Weather and schedule
- Yesterday's works
- Today's works
- Tomorrow's works
- HSE
- Equipment
- Crew changes
- AOB

Minutes of the meetings are filed in the vessel system.

8.1.3.3 TOOLBOX TALK

Reference is also made to §8.4.7 as this is of major importance for risk management.

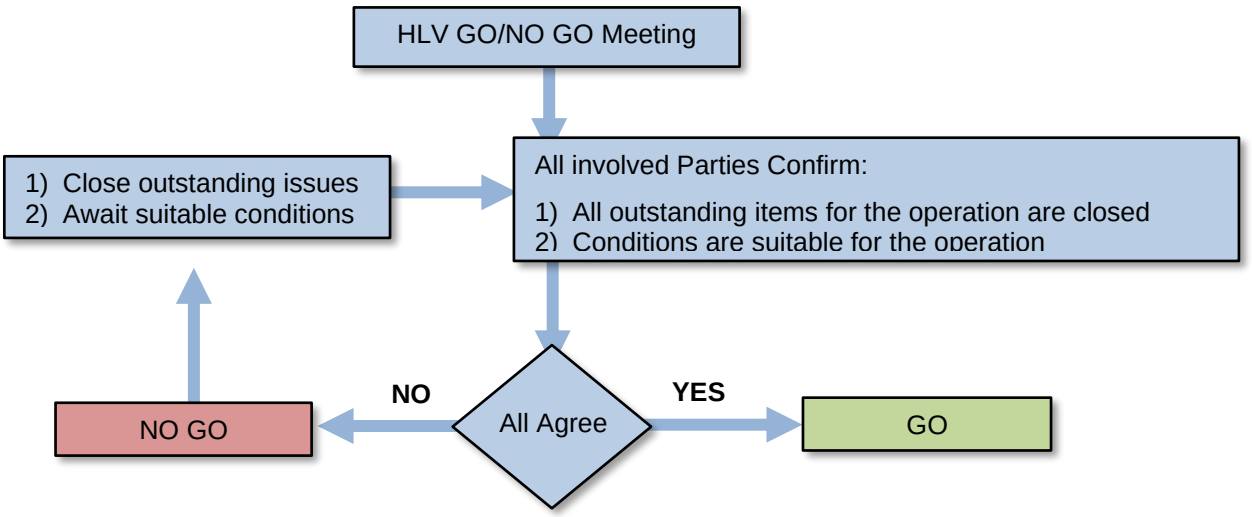
Toolbox meetings are organised before the start of any operation and can be organised at any moment during the operations, on initiation of the project team/HL Supervisor or vessel Captain(s) / Chief Mate(s).

The purpose is to familiarise all involved crew and Scaldis subcontractors with each new phase or change in work procedures and with the safety issues relating to the planned operation. The relevant items from the risk assessments are discussed during this meeting.

8.1.3.4 GO - NO - GO MEETING

The purpose of a Go/No Go Meeting is to decide on the safety and viability of an operation before deciding to continue. The meetings are closely linked to the program and the specific methodology of the project process.

During the "Go/No Go" meeting, Scaldis, the HLV captain, Crosswind / DEME representative and the MWS will assess the current weather conditions, the weather forecast and the lift plan and decide to proceed with the operation ("Go") or to postpone the operation ("No Go").



The "Go/No Go" meeting is intended to reconfirm that there are no outstanding issues and that all parties agree that operation can start, because an irreversible or partly irreversible operation is due to commence.

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8.1.3.5 DAILY PROGRESS REPORTS

Daily progress reports (DPR) are created during the offshore preparations phase and offshore operations phase to document the daily operations, project progress and any other event or relevant information during the project. The Scaldis daily progress report is issued to the Crosswind representative on board the vessel for acceptance.

8.1.4 SCALDIS GENERAL SAFETY SYSTEM COMMUNICATION

The Scaldis communications as described in the Safety Management system will be organised apart from this project. During the project communications as written below will be applicable.

8.1.4.1 HSE INSPECTION

A project HSE inspection Ref. [8] shall be executed by an officer on board or the HSE-officer of the project and a Management HSE inspection Checklist Ref. [9] will be executed by the Project manager on board during the project execution.

A specific inspection checklist is used and a report is made up including the inspected items and the results of the inspection. Actions deriving from such inspections are added to an action list of the Vessel or the project.

Crosswind / DEME/ Rosetti representative may also ask for additional inspections during a project. The report of the inspection will also be added in the HSE and Project Files.

8.1.4.2 INCIDENTS REPORTING

When an incident occurs, the Captain, Chief Mate or a member of the Project Team fills out the relevant form according to the Scaldis Procedure Ref. [10]

Following forms are available for:

- Damage to equipment
- Damage to the environment
- Near miss incident
- Accident (with personal injury), this includes all accidents with and without lost time, and fatalities

In case of incident the project team on board will inform the DEME/Rosetti/Crosswind representative within 24 hours and agreement will be made what information should be provided in what timeframe.

Within Scaldis the report is filed and followed up by the QA-HSES Department and a copy of the report is kept on board and in the HSE File. The template of this report is available under Ref. [11].

When an incident requires investigation in addition to the issued form, the QA-HSES Department will perform an elaborate incident investigation and invite Contractor and Employer to participate as well.

8.1.4.3 SOC-CARDS

Scaldis Observation Cards (SOC-cards) are available on board of the HLV and can also always be used to report HSE-related suggestions (pro-active), unsafe acts or unsafe conditions. This system can also be used to provide positive feed-back and positive safe acts.

Collection boxes are available for SOC cards and will be emptied at regular intervals. SOC cards will be discussed on board during pre-shift meeting and toolboxes.

A SOC card report can be shared with the client if requested.

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8.1.4.4 DRILLS

A list of mandatory drills according to the ISM Regulations is available on board of Scaldis vessels. All drills are described in the on board available emergency procedures describing the execution and the goals of each drill. The Scaldis drill matrix is available in Ref. [33].

Monthly drills include:

- Abandon ship
- Fire fighting
- Ship collision/ grounding/ damage
- DP drills

3-monthly drills include:

- Man over Board
- Oil pollution
- Medical emergency
- Rescue at height
- Technical failures
- Search and Rescue

The original document / debriefing report is kept on board in the vessel management system.

8.2 PPE

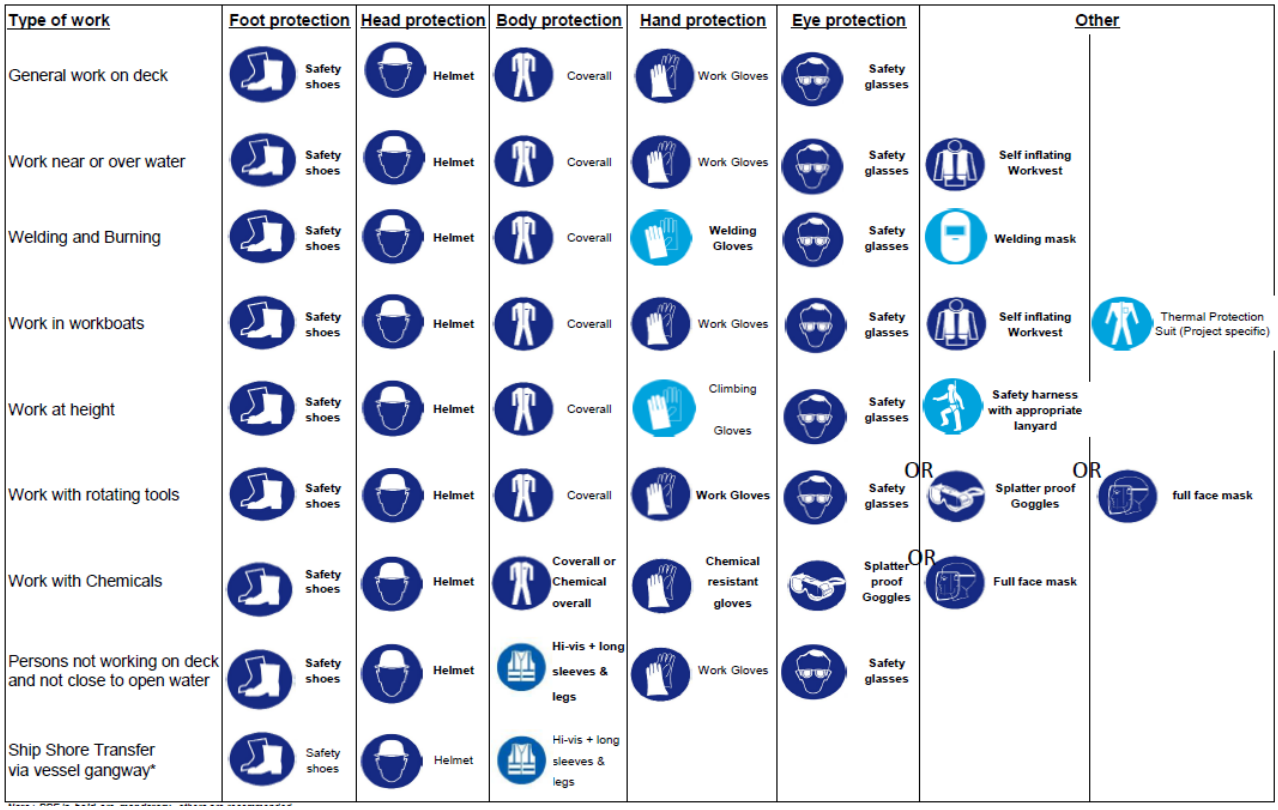
Risk Assessment is used to remove or reduce hazards and risks. When a hazard persists Personal Protection Equipment is used as the last line of defence and as an additional measure. The minimum requirement for PPE on the project is set out below:

- Safety Helmet (chin straps worn if working at height) EN 397
- Light Eye Protection EN 166
- High Visibility trousers and long Sleeve high vis shirt or Coveralls
- Gloves suitable for the task EN 388
- Lace up safety boots with ankle and mid sole protection (No rigger boots allowed) EN 20345 S3
- Hearing protection (when required) EN 352

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8.2.1 GENERAL PPE REQUIREMENTS

The below PPE matrix Fleet is an extract of Ref. [12] and is part of the Scaldis fleet PPE to be worn on board of our HLV's



Flowchart 1: Minimum PPE for Personnel on the Project Site

8.2.2 EXTRA PPE FOR SPECIFIC ACTIVITIES

8.2.2.1 SAFETY SHOES

Safety shoes S3 are required to work on deck of the HLV. Only S3 safety boots with ankle support and zipper are to be used.

8.2.2.2 PERSONNEL TRANSFERS DURING OPERATIONS (NON-CREW TRANSFERS)

Offshore personnel transfers require the use of life jackets of 275N + AIS PLB.

Flotation suits should only be worn when water temperature falls to or below 12°C.

PPE requirements for personnel transfer are included in the personnel transfer procedure Ref. [7].

8.2.2.3 WORKING AT HEIGHT

Personnel working at height shall be trained for using a fall arrestor. The GWO requirements for applying PPE for work at height include:

- Safety harness according to EN361, EN358 & EN813 (G01)
- Safety lanyards with 2 hooks, length 1,5 or 2 meter (G02)

EN354 Lanyards, EN355 Shock absorbers, EN362 Links, EN 364 Test methods for fall protection equipment and EN397 Safety helmets standards are available and considered.

During working at height all tasks are executed as per Scaldis working at height risk assessment and procedures Ref. [6].

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8.2.2.4 HOT WORK/WELDING

For hot work, the following PPE is applicable: S3 safety shoes with ankle support and zipper, flame retardant coverall, welding gloves, welding mask or glasses.

8.2.2.5 CONFINED SPACE WORK

Work in confined spaces shall never be performed without first obtaining a valid work permit, and shall never be performed by one single person.

As long as there is a person in the confined space, a watchman/guard shall keep a close eye on the person descending and must under no circumstances leave his position.

The person descending shall always have an oxygen/explosion meter with him or verify the gaseous state of the confined space remotely before descending.

8.2.3 PROJECT SPECIFIC PPE REQUIREMENTS

Scaldis and her subcontractors have completed their own PPE risk assessment to ensure standards of PPE are appropriate for the protection of their employees for the project and to execute their Scope of Work.

Above mentioned PPE shall be suitable for working during the project.

8.3 WORK PERMITS

During the project, all Scaldis employees and Scaldis subcontractors must acquire a work permit on the bridge prior to commencing their work.

Work permits are issued by the Master (or his delegate) prior to the activity that is permitted and are valid for a maximum of one shift (12h). If the action continues the next shift, the requester has to make a new permit according the PTW procedure. This system is described in the procedure Ref. [13].

The Work Permit form is a generic form for all jobs requiring permits and describes the following activities:

- Work at height
- Work over the side
- Hot work
- Cold work
- Confined Space Entry
- Bunkering
- Personnel transfers
- Other (other hazardous work, SIMOP's, Hydraulic work/maintenance activities, etc.)

The original document is kept on board of the HLV.

8.4 RISK ASSESSMENTS

8.4.1 RISK ASSESMENTS

All work methodologies will be subjected to a Risk Assessment(s) being conducted for the further identification and control of identified risks. The RA will be conducted when method statements and task plans are in a 'close to finalised' state.

The engineers responsible for the development of the method statements/task plans will present each task for attendees to be able to identify all significant hazards related to the work. The team completing the risk assessment should satisfy themselves the level of risk for each task is acceptable and as low as reasonably practicable (ALARP).

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The results of the risk assessment should be documented on the Scaldis Risk Assessment form. The risk assessment process will comply with the Scaldis risk assessment methodology;

- Step 1 – Identify the Hazards
- Step 2 – Decide Who May be Harmed and How
- Step 3 – Evaluate the Risks
- Step 4 – Control the Risk
- Step 5 – Monitor and Review of the Risk

Reference is made to Ref. [14].

The Project make use of standards risk assessment available under Ref. [15] Applicable risk assessments are included in Project risk assessment document Ref. [6].

8.4.2 PROJECT SPECIFIC RISK ASSESSMENT

All project specific risk assessments are to be written by the project team with assistance from the QHSE department if required. The risk is determined and categorised based on the Scaldis risk matrix. The risk assessment documents for the project may consist of standard Scaldis risk assessments which have been reviewed per project and adapted with specific project requirements where necessary or specific risk assessments carried out for the project, additional to the standard risk assessments.

On site there has to be at least one project team member trained to be competent to develop risk assessments for the projects. All risk assessments should be internally checked and approved before they are issued to DEME/Rosetti/Crosswind for approval.

A factor which needs to be considered when a risk assessment is carried out is the actual location of the operations. This is also known as the environmental conditions. This needs to be considered as the previous controls may not be effective in managing the risk within a specific environment.

The following factors may be evident at the time of the risk assessment/ planned work and need to be assessed, such as;

- Night operations instead of day operations
- Heat/ cold constraints
- Number of available persons to do the task
- Sea state
- Weather/ Wind
- Other operations in the vicinity

8.4.3 HAZID/HAZOP

Hazard identification and risk assessment for the project shall be carried out.

Identifying and managing hazards and adverse effects of hazards is a vital part of HSE management. The main purpose of hazard evaluation and analysis is to ensure that the risks associated are addressed and preventative and mitigation actions are taken by all parties involved with our operations.

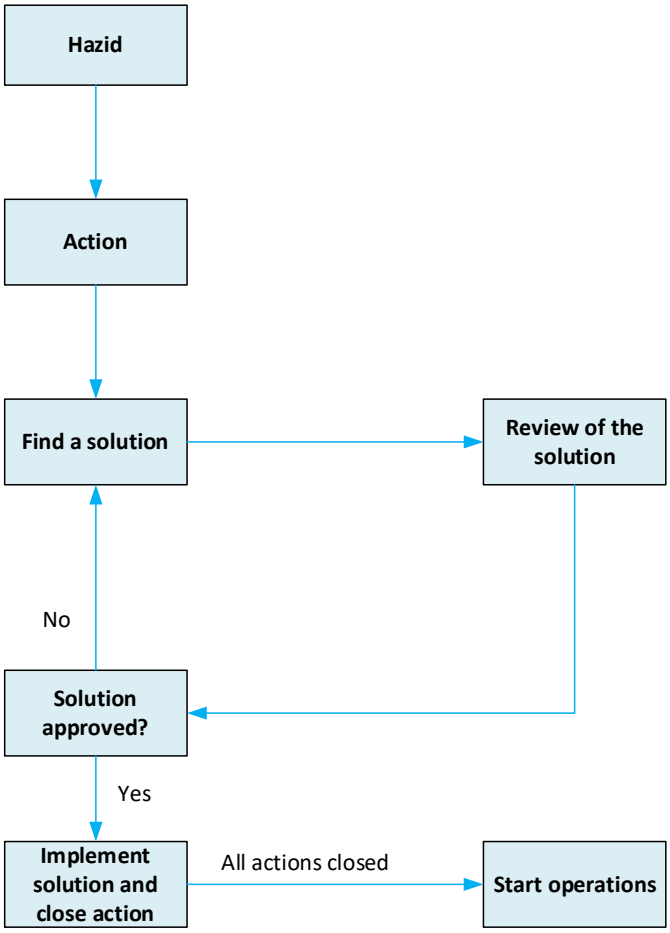
For the project a HAZID/HAZOP meeting(s) will be held.

The purpose of a HAZID/HAZOP is to reduce the risk that a hazard result in accidents, equipment losses (damage), production losses (delay) and/or environmental damage, to a level “As Low As Reasonable Practicable” (ALARP) for a predefined scope.

During the HAZID session all steps of the project will be explained and the possible (project specific) risks and hazards and control measures to mitigate those risks will be discussed. The hazid team will consist of a group of people with different backgrounds and knowledge off the project.

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All risks and proposed mitigations will be written down in a HAZID form, similar to the scaldis RA form. An action tracker is attached to the hazid form. In the action tracker all actions coming out of the hazid session are noted down and they will be further closed out afterwards.



The Master and relevant supervisors shall ensure appropriate workforce involvement in producing or reviewing risk assessments especially those that require consideration to the change. This is done to ensure that the risk assessments are developed in a multidisciplinary way to identify all possible risks and mitigate them in a realistic and achievable manner.

8.4.4 LAST MINUTE RISK ASSESSEMENT (LMRA)

In general, a LMRA is a practical tool for all employees that gives them insight in the Health, Safety and environmental risks and the preventive measures at the workplace.

A LMRA enables the employee to spend five minutes observing and understand the conditions of the workplace, tools, equipment, and procedures. Any risk identified during this LMRA shall be reported to the supervisor. Work cannot be started until the sufficient control measures have been put in place.

The following aspect shall be considered:

- Are all the risks associated with the job known and understood?
- Do we have the correct tools & equipment to safely execute the job?
- Is the workplace clean and organized?
- Are all communication lines/methods/procedures clear?
- Are the correct PPE's available and do we know how to use them?

Always use your own knowledge and common sense while evaluating the safety level of the job.

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If after executing the LMRA your feel the job is not safe to be executed, use your **STOP THE WORK AUTHORITY** and go to your supervisors to discuss the job and take additional precautions / detailed risk assessment, post pone the job, …

STOP THE WORK AUTHORITY is part of Scaldis QHSE policy, which is included in attachment 12.1

8.4.5 METHOD STATEMENTS

The Method Statements are the procedural documents necessary to describe the technical and safety stages for the various operations and tasks within the project. Some of these will be standard requirements, (although the contents will be project specific) and others will be written for the project specifically.

All method statements go through an internal review cycle. Once the method statement is internally approved the document can be sent to the DEME/Rosetti/Crosswind. DEME/Rosetti/Crosswind will review and approve the document and any associated documents necessary for the project before Scaldis will be authorized to start with the execution phase.

8.4.6 LIFT PLANS

The Lift Plans are the detailed procedural documents necessary to describe the technical and safety calculations for the lifting operations and crane configurations. The Lift Plans will detail the rigging configurations, weight calculations, CoG and lifting method for the particular module/ unit to be lifted. The documents are to be discussed as part of the on vessel planning meetings and signed by the Project Manager, Vessel Master and Heavy Lift Supervisor as part of the Go/ No-Go Meeting.

8.4.7 TOOLBOX TALK

A Toolbox Talk (TBT) is a critical risk management step in ensuring all the work team involved, fully understand the task steps set out in the method statement, the hazards involved in conducting the planned work, and the safety measures that must be applied to complete the tasks safely.

The TBT shall emphasize the expectation that any member of the team will call a “Stop Work” if they feel the task is not following the plan or is becoming unsafe.

The key points discussed shall be recorded and all members of the team shall sign on to the TBT. No-one shall be allowed onto an active worksite without receiving a TBT briefing and signing on.

8.4.8 MANAGEMENT OF CHANGE

If a situation occurs in which it is necessary to deviate from the prepared procedure, a management of change notice will be issued. Should there be a need for a risk assessment (RA), this will be carried out and recorded as per management of change procedure. The management of change notice will describe the nature of the change, the motivation for the change, and the differences from the original procedures.

The management of change notice will be signed by the involved parties. Each management of change procedure required the involvement of the Project manager and the HLV Captain and the approval of the client representative on board.

Change during the project execution are dealt with using the procedure Management of Change Ref. [16] and form Ref. [17].

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8.5 INDUCTIONS, TRAININGS & CERTIFICATES

8.5.1 INDUCTIONS

The HLV will provide a vessels specific induction to all personnel and visitors that complies with the requirements of SOLAS and included an explanation of:

- Emergency alarms and actions/muster stations
- Provision of first aid
- Site safety rules
- Key hazards
- Reporting of hazard observations
- Reporting of incidents
- Supervision arrangements
- Application of the PTW system

The vessel induction will be given by the chief officer or 2nd officer as soon as personnel arrive at the Vessels.

8.5.2 TRAINING AND CERTIFICATION REQUIREMENTS

Prior to boarding the vessels for the project, copies of all training certificates and documents will be required from all personnel boarding the vessel as a minimum to be allowed to work on the project.

- NOK
- Passport
- Offshore medical fitness certificate or Seafarer medical
- Mist, VCA or equivalent (for project team, subco supervisors, client rep., MWS)
- BOSIET and/or STCW Basic Safety Training
- GWO working @ height (only for personnel that is required to work at height/go to the offshore structure).

These documents would have been previously requested and sent to Scaldis HR and onto Project HR in advance for review. It is Scaldis' process to check and hold versions on the vessel as a cross check.

All Scaldis personnel on board is trained for their function/job on board in according to the training matrix Ref. [18].

8.5.3 PROJECT SPECIFIC TRAINING REQUIREMENTS

All Scaldis personnel is trained and certified according to the procedures as described above. For this project, all personnel accessing the transition piece / Base Load Power Hub require GWO Working at heights & Boat landing training.

Helicopter transfers are not possible on board the HLV. If applicable crew changes will be executed with a crew transfer vessel.

8.5.4 PROJECT SAFETY INDUCTION

Vessel safety induction will be provided on board within 24hrs after sailing. A project specific safety induction/kick-off meeting will be provided on board of the HLV prior to executing.

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8.6 PROJECT SPECIFIC RISKS

8.6.1 CREW TRANSFER AND PERSONNEL TRACKING

Crew transfers at sea have inherent risks including the potential for a fall into the sea, being crushed between vessels and a fall from height.

To manage this significant risk, Scaldis will manage the operation through a project specific crew transfer procedures Ref. [7].

During the offshore activities a T-card system will be used between HLV and the platform for personnel transfer to track the location of all personnel.

HLV bridge will record all personnel transfer from HLV to monopile/BLPH/barge and vice versa.

8.6.2 DROPPED OBJECTS

Dropping objects may result in a risk to personnel injury and damage to equipment.

In order to reduce the risks for dropping object, a dropped object sweep is part of regular maintenance jobs on board of the vessels.

During the project a dropped object sweep is part of the lifting procedure and will be executed in order to reduce the risk of dropped objects, Ref. [29].

8.6.3 HYDROGEN

During the installation of the BLPH, the BLPH can potentially contain hydrogen. Hydrogen is considered a highly flammable gas and can cause fires and explosions if it is not handled properly. Hydrogen fires are invisible and if it is believed that there is a hydrogen leak, it should always be presumed that a flame is present.

At this point in the project safety critical information on this topic is not available yet. The topic of the present hydrogen has to be properly discussed and risk assessed, this is to be included in the Hazid risk assessment and to be written down in the action tracker as a hold point for the start of the project.

A cross check is to be done on all Contractor and Subcontractor scope on the BLPH and the potential risks coming forth off the hydrogen present, and suitable control measures are to be implemented where necessary.

8.7 SUBCONTRACTORS

All subcontractors will be evaluated on their HSE management system in advance of the project. All subcontractors have to fill in the checklist for subcontractors with accompanying documentation. In addition to this an evaluation of the subcontractors is done after each project.

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8.8 WELFARE FACILITIES AND FIRST AID

The Operations Manager will ensure provision of the under noted welfare facilities on the vessels.

Type of Welfare Unit	Details
Mess room(s)	Sufficient seating with back supports will be provided (capable of meeting the demands of the maximum number of persons who may be required to use them at any one time). Sufficient means of heating food and boiling water will be provided. Storage of materials and clothing will be prohibited in Mess rooms. Smoking will be prohibited within all cabins.
Drying room(s)	Facilities will be of sufficient size and of appropriate type for the changing and storage of clothing (capable of meeting the demands of the maximum number of persons who may be required to use them at any one time). Facilities will provide seating and a means of hanging clothing. A suitable number of lockers for personal belongings and for separating dirty and clean clothing will be provided. Lockers will be fixed to prevent overturning. Facilities will incorporate heating, either a fan type or other suitably guarded heater for drying clothes. Facilities will be adequately ventilated to prevent overheating.
Toilets	Facilities will include suitable and sufficient number of sanitary conveniences and washbasins (capable of meeting the demands of the maximum number of people who may be required to use them at any one time). Facilities will be clean, heated, well-lit, easily accessible and well-ventilated. Facilities will include provision of hot/ warm and cold running water and soap and a means for drying hands and forearms. Facilities will be regularly stocked with supplies of toilet paper and toilet consumables.
Drinking Water	An adequate supply of clearly marked “Drinking Water” will be provided and will be supplemented by the provision of a suitable number of cups

Arrangements will be put in place to ensure that these facilities are cleaned, maintained and their condition monitored on a regular basis. Where Subcontractors of Scaldis provide their own welfare facilities, they will be to at least the same standards as described above.

First Aid personnel will be trained to a standard which will be in line with STCW Standards 95-AVI/4-2 for Medical Care (with a 5-yearly refresher) and 95-AVI/4-1 for Medical First Aid. The HSE Manager will ensure that regular checks are being carried out to ensure that first aid provisions are maintained and replenished when necessary. The names of nominated first aid personnel and location of first aid equipment will be included within the project induction.

8.9 EQUIPMENT INSPECTION

The cranes and the hoisting materials will be checked (thorough examination and test), according to offshore regulations by a recognized body.

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All items approved (crane, hoisting material) will have a recognizable mark to make it possible for the user to verify if they are indeed checked and approved. All equipment is also inspected before use by the Rigging Supervisor for good order.

8.10 CONTROL OF SUBSTANCES HAZARDOUS TO HEALTH

Many of the substances used in our industry can be hazardous to health, e.g. solvents, resins, mineral oils, etc. Health hazards arising from construction materials and chemicals will be controlled/identified in method statements.

Scaldis will take all necessary precautions for all substances/chemicals including such substances as adhesives, paint, solvents, etc., as dictated by assessments.

All chemical substances on board are indexed. For every product there is a SDS and a COSHH sheet available, both on the vessel bridge as on the location where the product is stored.

9 ENVIRONMENTAL PLAN

9.1 GENERAL

This Project Environmental Plan defines the Scaldis policy and objectives during the engineering and field operation phases of the project from an environmental point of view. It describes the Scaldis measures to prevent environmental incidents on the project and is based on the Scaldis Environmental Management System certified under ISO 14001.

It further describes the activities needed in case of an environmental incident.

9.2 ENVIRONMENTAL INCIDENTS

An environmental incident is treated the same way as any other incident. The Vessel Emergency response Plan Scaldis Ref. [19] must always be applied in case of environmental emergencies.

9.3 GARBAGE MANAGEMENT

This section provides a summary of actions that are described in the vessel / site safety documentation.

The vessel details and specifications are available on board in the Scaldis procedure Ref. [20].

There are separate collection systems available for the following types of waste:

- Food waste
- Domestic waste
- Oil products
- Chemical waste

Bins are available on several places and will be emptied in the garbage skips.

Unused backfilling material will be send back to the back-filling Scaldis subcontractors for re-use if possible. If re-use is not possible backfilling material will be send to recycle company.

9.3.1 WASTE DISPOSAL ON BOARD

All waste will be collected in big bags. Full big bags will be sent to shore as soon as possible. Further disposal will be carried out as per local practice and facilities. A garbage logbook is kept on board of the Scaldis vessels, keeping records of each onshore waste disposal.

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9.3.2 GARBAGE POLICY ON BOARD

The Scaldis policy is to throw no garbage over board except for food waste. (Cook may throw food waste over board in accordance with the MARPOL and with approval of the Captain.)

9.4 CHEMICAL SUBSTANCES

All chemical substances on board are indexed. For every product there is a MSDS sheet available, both on the vessel bridge as on the location were the product is stored. The risks of working with chemicals are described in the risk assessment Ref. [21].

The use of chemicals is described in the procedure Ref. [22].

9.5 OIL SPILL CONTROL ON BOARD

This section provides a summary of actions that are described in the vessel safety documentation with regards to the environment. The details and specifications are available on board in the SOPEP Manual Ref. [23].

9.5.1 REPORTING OF POLLUTION INCIDENTS

In addition to the Captain's statutory obligations, any pollution incident must be reported by means of the form Ref. [24].

DEME / Crosswind/ Rosetti will be informed as well within 24 hours.

In port, local harbour authorities will be consulted to identify the appropriate reporting Authority.

9.5.2 OIL SPILL PROCEDURE

A set of oil spill control equipment is to be kept on board according to the SOPEP manual of the vessel Ref. [25].

In case of emergencies the instructions of the SOPEP manual will be applied.

9.5.3 BUNKERS AND OIL TRANSFER OPERATIONS

This takes place according to SOPEP regulations and Scaldis procedure for bunkering Ref. [26] and sludge discharging procedure Ref. [27].

Bunkering requires a Permit to Work.

9.6 BALLAST WATER MANAGEMENT

All ballast water operations and duties of the responsible person during ballast operations are described in the Scaldis procedure Ref. [28].

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10 MONITORING

10.1 SAFETY PERFORMANCE REPORTING

To assess the HSE performance on the Project, the following items will be reported in the provided daily report:

- Hours worked (Split in own personnel and 3rd party personnel)
- Operations / Progress Meeting / GO-NO GO meetings
- Safety Meetings
- Work Permit (extended)
- Lost time accident
- Non lost time incident
- Near misses
- Drill
- Safety induction new persons on board
- Toolbox talks
- Scaldis Observation Cards

10.2 PERFORMANCE TARGETS

The data collected will be used in the Scaldis safety dashboard. Besides this it will also be used to measure the Scaldis key performance indicators as described in the Scaldis KPI procedure.

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11 LESSONS LEARNED

After a project is completed, it is good practice to reflect on the issues/ opportunities that occurred during the project. This may be issues caused by the tender pricing not being accurate leading to project costs, problems or delay during the project preparation, execution or close-out, poor execution of the delivery of the project but also positive developments that should be communicated. This should include all positive and negative feedback received from DEME/Rosetti/Crosswind or End User.

Crosswind / DEME will sent the Scaldis Client evaluation Form Ref. [30] for completion to record any feedback that they may wish to give to Scaldis. This will be responded to in the first instance and the information fed into the Lessons Learnt Process and Meeting.

Findings should be saved in the project file as an electronic file and a copy sent to the QA-HSES Department for inclusion within the feedback loop cycle.

Reference documents Ref. [31] and Ref. [32].

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12 ATTACHMENTS

12.1 SCALDIS POLICY STATEMENT

safety FACT!

QHSES POLICY STATEMENT

SCALDIS

People are at the heart of our success. That is why, at Scaldis Salvage & Marine Contractors NV, it is a premise that everyone who works for us and with us always goes home safely and in good health.

It is our policy to carry out marine transport & heavy lift installation operations to the entire satisfaction of our customers keeping in mind the safety, wellbeing and security of everyone who works for us, with us and for who may be affected by our operations including local communities where we operate and other third parties who may be impacted by our activities, offshore, onshore and in the office.

Every employee and worker working for Scaldis has the right to STOP the work in case it cannot be executed in a safe, healthy, environmentally sound and secure manner. There shall be no negative consequences to the person who calls for the work to STOP.

Further, it is our aim to improve our sustainability in all aspects, by creating awareness and investigate options to reduce our environmental impact, reducing energy, water and fuel use and improving the biodiversity of the environment.

Our strategy and commitment is FaCT:

Allowing **Forethought** by assessing and managing the risks and opportunities based on our risk management process to eliminate and/or mitigate hazards.

Applying **Craftmanship** at all levels of the Company that consists of specialist knowledge, a limitless sense of safety and genuine ownership to apply, maintain, evaluate and continuously improve our quality, health, safety, environment, and security processes that are based on ISO 9001, ISO14001 and ISO 45001 and that are designed to comply with local, regional, and international laws and regulations and local community expectations. Our Craftmanship meets Company objectives which are regularly reviewed and monitored using measurable Key Performance Indicators.

We will listen to communities we work in to ensure their community, ethical and environmental values are respected and, where viable, enhanced.

While craftmanship is something personal, **Teamwork** is how we get the job done. This is achieved through clear agreements, clear division of roles and effective communication to ensure everyone makes a maximum contribution to the result. Together, we ensure a workplace where everyone has and takes the opportunity to give input and is always supported in making the right decision, including subcontractors and employees of third parties, by openly discussing risk and the challenges this presents and acting appropriately together to reduce and control these risks.

"This policy is endorsed by the Scaldis QHSES Management System and other policies, but it can only be effective if we all actively participate in taking responsibility for our own safety and the safety of others."

We expect daily efforts from all involved parties to prevent injuries, illness, damage to equipment and the environment. It is our belief that this will improve the profitability and competitiveness of SCALDIS and will have a favourable influence on our employees, stakeholders and communities, and our customers' satisfaction.

This policy is available on the Scaldis website and upon request to interested parties.

General Manager
Pieter Van der Avert

QHSES Manager
Nele De Langhe

SC-02-001-E18
Rev. 17/11/2023

Forethought Craftmanship & Teamwork

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12.2 SCALDIS ISO 45001:2018 CERTIFCATE

LRQA

Current issue date: 16 September 2024
Expiry date: 15 September 2027
Certificate identity number: 10632274

Original approval(s):
ISO 45001 - 27 January 2021

Certificate of Approval

This is to certify that the Management System of:

Scaldis Salvage & Marine Contractors N.V.

North Trade Building, Noorderlaan 133 Box 31, 2030 Antwerpen, Belgium

has been approved by LRQA to the following standards:

ISO 45001:2018

Approval number(s): ISO 45001 – 0019562

The scope of this approval is applicable to:

Marine heavy lifting, salvage and associated marine works

Marta Escudero

Regional Director, Europe

Issued by: LRQA Limited

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12.3 SCALDIS ISO 14001:2015 CERTIFICATE

LRQA

Current issue date: 10 September 2024
Expiry date: 9 September 2027
Certificate identity number: 10632273

Original approval(s):
ISO 14001 - 10 September 2012

Certificate of Approval

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has been approved by LRQA to the following standards:

ISO 14001:2015

Approval number(s): ISO 14001 – 0019564

The scope of this approval is applicable to:

Marine heavy lifting, salvage and associated marine works.

Marta Escudero

Regional Director, Europe

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12.4 SCALDIS ISO 9001:2015 CERTIFICATE

LRQA

Current issue date: 10 September 2024
Expiry date: 9 September 2027
Certificate identity number: 10632272

Original approval(s):
ISO 9001 - 23 October 1996

Certificate of Approval

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has been approved by LRQA to the following standards:

ISO 9001:2015

Approval number(s): ISO 9001 – 0019563

The scope of this approval is applicable to:

Marine heavy lifting, salvage and associated marine works.

Marta Escudero

Regional Director, Europe

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