



# Health, Safety, and Environment Policy Plan

Verbrugge Terminals B.V.





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## Health, Safety, and Environment Policy Plan Verbrugge Terminals B.V.



### Introduction

The Management of Verbrugge Terminals B.V. ("Verbrugge Terminals") attaches great importance to good and safe working conditions so that everyone present at its terminal is in a safe environment and can perform work safely. Verbrugge Terminals aims for continuous improvement and professionalization of its methods to minimize the chance of incidents, calamities, and health damage.

For this reason, the Management of Verbrugge Terminals requires all employees (including all visitors to the terminals) to take measures to prevent incidents, calamities, and health damage. It is also of great importance that unsafe situations and unsafe actions are reported immediately to the supervisory staff and the HSE (Health, Safety & Environment) employees. They can take appropriate measures in such cases to prevent incidents or limit their consequences. In the event of a calamity, the HSE and the emergency response organization play a crucial preventive and repressive role described in this plan.

We are building a professional organization where we hold safety in high regard. However, a well-functioning emergency organization can only be realized if everyone takes their responsibility and actively promotes the safety policy every day.

Terneuzen, March 2024

The Management.



## 1. General part

### 1.1. Objective

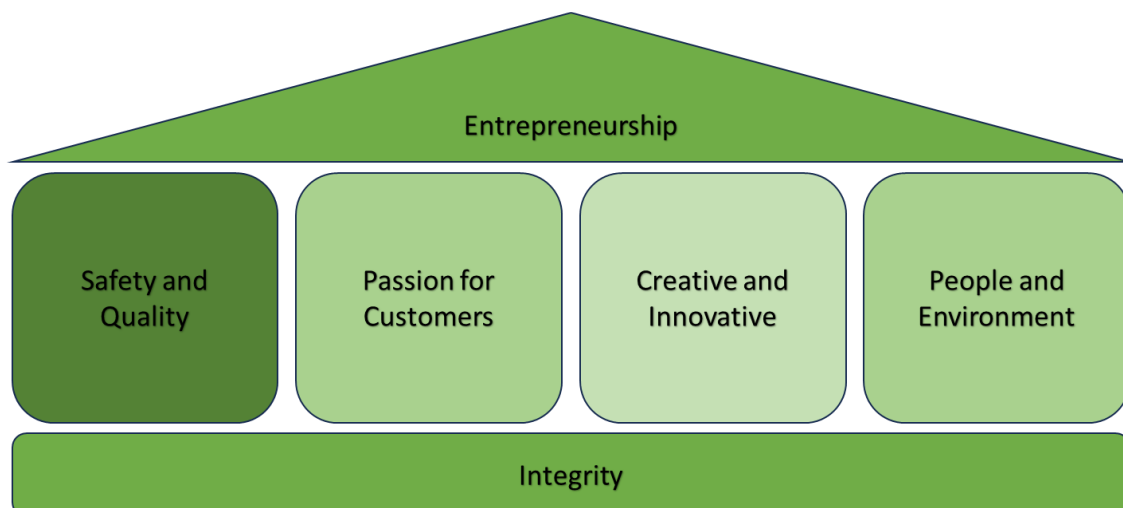
Verbrugge Terminals conducts its activities in such a way that the safety and health of its employees, temporary workers, contractors, customers, and visitors are guaranteed, that it handles company resources correctly and economically, and that goods and the environment are protected. With the deployment of careful craftsmanship, we aim to:

- Be seen as a leading example in terms of safety in the logistics chain;
- Continuously seek the safest working methods;
- Make safe working the most important core value for all managers and employees.

This ambition can be further specified as follows.

### 1.2. Core Values

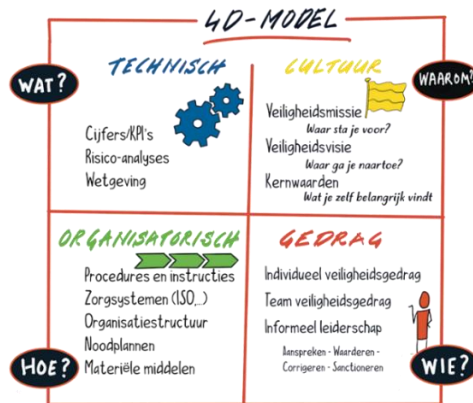
Core values determine the way of thinking and acting of employees and management. These values are crucial for how the organization handles solving problems in the external and internal world but also in how we deal with our employees, customers, suppliers, and contractors. If these values (and standards) are shared by everyone, it has a positive effect on all aspects of business operations. The profile of Verbrugge Terminals is thus made clearer, more robust, more consistent, and more direct.





### 1.3. Strategy

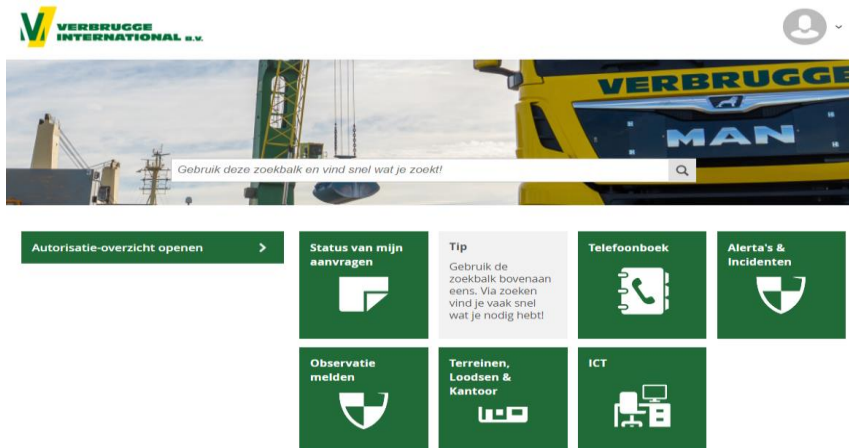
Strategy bridges the gap between the core values formulated above and their implementation in practice. Verbrugge Terminals aims to ensure that safety is not only professed but also acted upon. These choices align with core values and aim to achieve the stated objectives. Safety is not only prioritized on the management agenda but investment is also made in safe behavior and awareness, involving employees as well. This strategy is implemented using the following 4-D model.



### 1.4. Systems

Safety is an intrinsic part of the primary and supportive business processes necessary for high-quality logistics services. The quality of these business processes is ensured by Verbrugge Terminals' commitment to the ISO 9001-2015 standard. The quality of the Occupational Health and Safety Management System at Verbrugge Terminals is ensured by ISO 45001: 2018. Since 2017, one of the terminals of Verbrugge Terminals has been within the scope of the Decree on Major Accident Hazards 2015 (Brzo 2015). Food and feed safety is ensured by ISO 22000 and GMP+FSA. Security of persons, ships, and goods is guaranteed by ISPS and AEO.

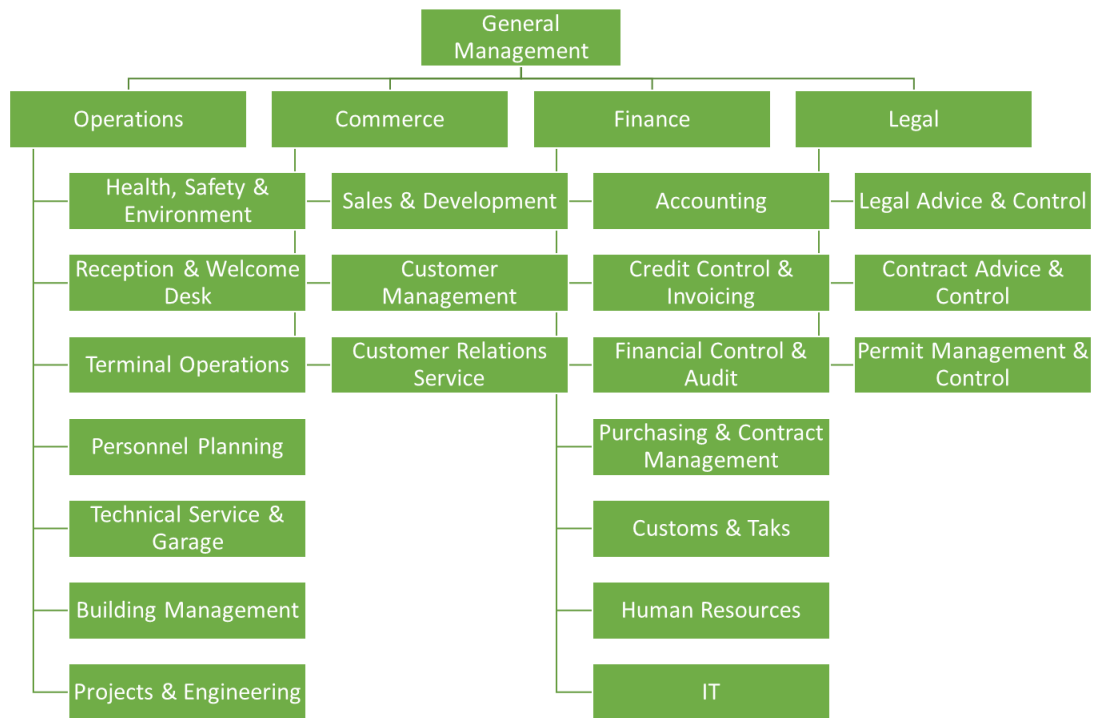
Verbrugge Terminals continuously works on consistent compliance with work and safety instructions. Problems or defects must be quickly identified and resolved in practice, which requires a robust reporting and monitoring system. For this purpose, a new central system was purchased and implemented in 2020 (called TopDesk). A good monitoring system with effective consultation and decision-making is important for a rapid and adequate learning process for safety improvement.





## 1.5. Structure

In 2018, various adjustments are made within the hierarchical structure of Verbrugge Terminals. This aims to ensure the specific knowledge and experience of safety throughout the organization but also to increase the speed of decision-making in a responsible organization. Furthermore, much attention is paid to the synergy between the different services, particularly regarding the development and enforcement of a consistent and effective company-wide policy on health, safety, and environmental care.



## 1.6. HSE Organization

Verbrugge Terminals has a central safety department for all terminal locations where both employees and external parties can address safety issues. The main focus of the Health, Safety, and Environment organization is aimed at:

- Coaching employees and external parties working at Verbrugge Terminals on safe working and applying procedures.
- Supervision and control on the shop floor for the safe execution of work.
- Advice for the organization on safety technical areas.
- Close cooperation with and support of operations technical service management and projects around safe working.



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Verbrugge Terminals employs its own motivated, highly educated, and experienced safety experts. Each safety expert continues their education through study days and specialized training. The Health, Safety, and Environment department can be reached at the following coordinates:

HSE Manager, Terminal Safety Expert (BHV-PFSO-Training Coordinator)

- Work Location: Planning office Terminal Zeeland
- Contact: 06-51 94 71 28 and/or ilse.de.jongh@verbrugge.nl

VZT Terminal Safety Expert (BHV-PFSO Coordinator)

- Work Location: Planning office Terminal Zeeland
- Contact: 06-20 53 90 20 and/or kim.de.ridder@verbrugge.nl

VST Terminal Safety Expert (BHV-PFSO-Audit Coordinator)

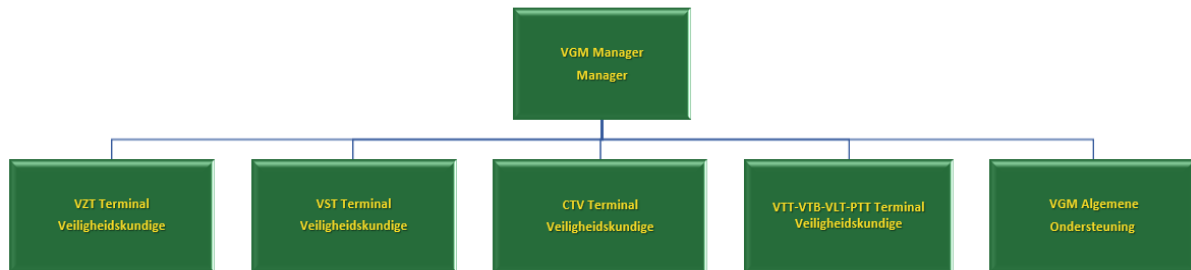
- Work Location: Planning office Terminal Zeeland
- Contact: 06-51 56 10 41 and/or pim.vander.made@verbrugge.nl

CTV Terminal Safety Expert (BHV-PFSO-Audit Coordinator)

- Work Location: Planning office Terminal Zeeland
- Contact: 06-51 94 71 28 and/or ilse.de.jongh@verbrugge.nl

VTT VTB VLT & PTT Terminal Safety Expert (BHV-PFSO Coordinator)

- Work Location: Operations office Bulk Terminal Terneuzen
- Contact: 06-57 69 62 86 and/or eric.toonen@verbrugge.nl



We differentiate several types of people on the work floor:

1. **Terminal Safety Experts (TVK)** are holders of higher or intermediate safety diplomas and are responsible for coaching employees and external companies, supervising the shop floor, advising, and closely collaborating with and supporting safe working practices. The TVK also acts as a prevention officer for the specific location where they are employed.
2. **Safety Coaches** are the operational leaders who carry out the practical implementation and realization of the safety policy, focusing on the safety behavior of all parties involved. They also assist in preparing and conducting a 'Pre-Ops' (start-work meeting) and Toolboxes.
3. The **BHV Coordinator** is trained to ensure the safety of employees and/or other persons present in case of emergency. For instance, a BHV'er knows how to evacuate people from a burning building and how to administer first aid at an accident. Among other skills, a BHV'er can perform CPR and apply bandages.



## 1.7. General Information about Verbrugge Terminals

This section of the VGM Policy Plan provides the location data of the various terminals and the activities performed there.

### 1.7.1. Locations

#### **Bulk Terminal Terneuzen (VTB)**

Name: Verbrugge Terneuzen Terminals B.V.  
Adres : Finlandweg 13 - Haven: 1265  
Plaats: Terneuzen  
Postcode: 4538 BL  
Telefoon : 0115-646000

#### **Papier Terminal Terneuzen (VTT)**

Name: Verbrugge Terneuzen Terminals B.V.  
Adres: Finlandweg 8 – Haven: 1361 - 1395  
Plaats: Terneuzen  
Postcode: 4538 BL  
Telefoon : 0115-646000

#### **Packaging Terminal Terneuzen (PTT)**

Name: Packaging Terminal Terneuzen B.V.  
Adres : Finlandweg 17 - Haven: 1265  
Plaats: Terneuzen  
Postcode: 4538 BL  
Telefoon : 0115-646511

#### **Liquid Terminal Terneuzen (VLT)**

Name: Verbrugge Liquid Terneuzen Terminals B.V.  
Adres: Finlandweg 13 – Haven: 1265  
Plaats: Terneuzen  
Postcode: 4538 BL  
Telefoon : 0115-646000

#### **Zeeland Terminal Vlissingen (VZT)**

Name: Verbrugge Zeeland Terminals B.V.  
Adres: Engelandweg 12 – Haven: 1054  
Plaats: Ritthem  
Postcode: 4389 PC  
Telefoon: 0118-426 000

#### **Scaldia Terminal Zuid Vlissingen (VST)**

Name: Verbrugge Scaldia Terminals B.V.  
Adres: Luxemburgweg 2 – Haven: 6700  
Plaats: Vlissingen  
Postcode: 4380 AA  
Telefoon: 0118-426840

#### **Scaldia Terminal Noord Vlissingen (VST)**

Name: Verbrugge Scaldia Terminals B.V.  
Adres: Portugalweg – Haven: 6750  
Plaats: Nieuwdorp  
Postcode: 4455 TZ Nieuwdorp  
Telefoon: 0118-426840

#### **Commodities Terminal Vlissingen (CTV)**

Name: Commodities Terminal Verbrugge B.V.  
Adres: Luxemburgweg 2 – Haven: 6700  
Plaats: Vlissingen  
Postcode: 4380 AA  
Telefoon: 0118-426210

### 1.7.2. Activities at the Various Terminals

At Verbrugge Terminals, the following activities are carried out at the above locations:

Loading, unloading, and storing of wood pulp, paper, wood, steel and metals, bulk products, concentrates, pallet goods, liquid products, containers, rolling stock, and project cargo.



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### 1.7.3. Working Hours at the Terminals

The working hours at the terminals can vary from one another and depend on the activities:

- Verbrugge Terminal Terneuzen B.V. : Every workday 7h00 – 22h00 - 5 days/week
- Verbrugge Terminal Bulk B.V. : Every workday 7h45 – 16h00 - 5 days/week
- Verbrugge Liquid Terminal B.V. : Every workday 7h45 – 16h00 - 5 days/week
- Packaging Terminal Terneuzen B.V. : Every workday 7h45 – 16h00 - 5 days/week
- Verbrugge Zeeland Terminal B.V. : Every day 7h30 – 23h30 - 7 days/week
- Verbrugge Scaldia Terminal B.V. : Every day 7h30 – 23h30 - 7 days/week
- Commodities Terminal Verbrugge B.V. : Every workday 7h30 – 23h30 - 5 days/week

The number of people present depends on the activities. Most work is done during the day or in the evening; occasionally, night work is also carried out at these terminals.

### 1.7.4. Employees

More than 400 employees work across the terminals of Verbrugge Terminals.

### 1.7.5. Third parties

External parties are present daily at the terminals. This includes drivers, contractors, visitors, and ship crews.

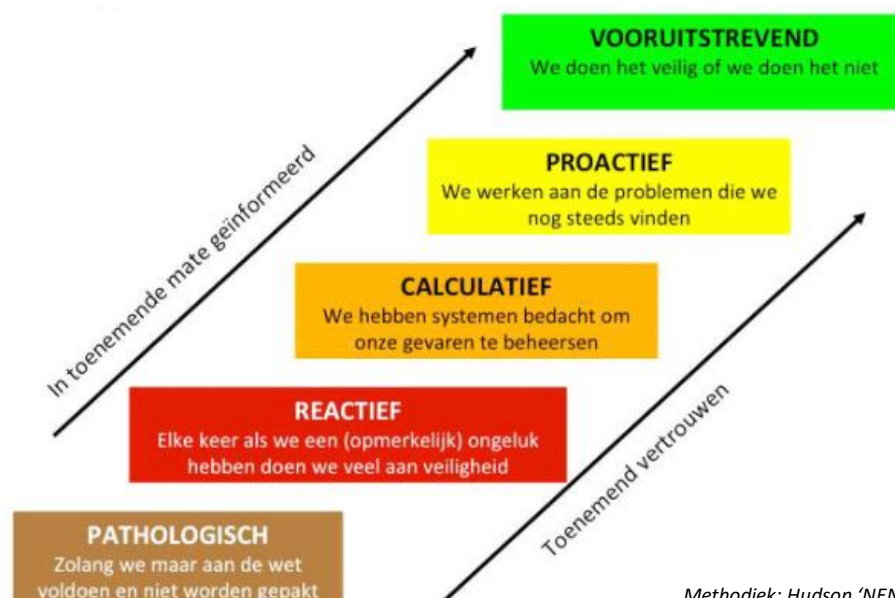


## 2. VGM Policy

### 2.1. Safety Rules and Awareness

The Dutch Working Conditions Act sets regulations that both employers and employees must adhere to. These regulations are crucial for a safe and healthy workplace. However, having rules "in black and white" is not enough. Effective regulation comes to life when everyone present at the terminals is aware of the risks associated with working and staying there and handles these rules as consciously as possible. This is achieved through:

- A recruitment and selection policy
- A training and certification procedure
- Codes of conduct
- Safety plans and guidelines
- Structure and organization
- Risk Assessment & Evaluation (RI&E)
- Work instructions
- A control and sanctioning policy
- A Covid-19 policy
- The "Our Safety My Concern Charter 2025"





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## 2.2. Basic Policy Statement

### **Verbrugge Terminals sees it as its responsibility:**

- To ensure that the risks associated with its logistical activities are known by every employee and manager and collaboratively minimized to an acceptable level.
- To continually strive for no safety incidents and to limit damage to people, materials, tools, and goods.
- To ensure that employees and managers are technically well-trained to confidently and dedicatedly meet the requirements in the field of safety, health, and the environment.
- That external parties entering the terminals must have successfully passed the safety instruction test.
- To continuously work towards improvements in the fields of safety, health, environment, and care concerning the goods entrusted to it.
- To achieve these improvements by keeping the focus on implementing improvement measures from acquired insights and lessons learned and consistently closing the PDCA cycle.
- To comply with applicable laws and regulations and all voluntarily agreed rules and standards such as NEN-EN-ISO9001, ISO45001, ISO22000, and GMP+FSA, BRZO, AEO, and ISPS.
- To meet customer expectations to enhance customer satisfaction and strengthen relationships.
- External parties performing work on the premises are also provided with information through the use of work instructions and/or a work permit.

### **Employees of Verbrugge Terminals, including external parties:**

- Are familiar with the background, objectives, and plans concerning safety, health, environment, and the quality of the company's services.
- Actively participate in work discussions, training, briefing, and debriefing to discuss and continuously improve safety, health, and environmental issues related to work.
- Hold each other accountable and care for each other when potential safety or damage risks are involved, or otherwise when health or the quality of work is threatened.
- Report and alert management to dangerous situations, (near) accidents, and unwanted behavior so that these can be corrected immediately.
- Are familiar with the regulations/procedures concerning safety, health, and the environment. Additionally, they are aware of the consequences for them if they do not adhere to the regulations. This is achieved by only employing qualified and certified workers, providing safety instructions before the start of any work (the so-called pre-operations safety meeting "pre-ops"), and through continuous training during regular "toolbox meetings" that every employee attends.

### **Leaders of Verbrugge Terminals:**

- Are familiar with the content, background, objectives, and plans concerning the company's policy on safety, health, and environmental care and are authorized to advise and/or correct in situations where safety and/or environmental care may be compromised due to non-compliance with relevant behavioral rules.
- Exhibit exemplary behavior and take responsibility for the safety and health of all employees, including external parties, and for continuously improving performance in the fields of service and the environment.
- Continuously analyze the risks at various activities and projects and provide employees with available information before they start working.
- Ensure through direct supervision (site managers) and/or through observation rounds that the work is carried out in accordance with procedures, work instructions, agreements made, and laws and regulations.
- Lead work meetings where time is spent on identified deficiencies, new projects, changes in work and/or on the site that may create new (risky) situations.



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#### Behavioral Rules at Verbrugge Terminals:

- We accept each other as we are, regardless of gender, orientation, religion, race, and physical and/or mental disability;
- We do not accept offensive clothing and/or offensive texts/images on clothing and bags;
- We abstain from all forms of aggression, violence, and/or sexual harassment;
- We do not bully, including digitally;
- We do not damage anything;
- We handle the properties of others with care;
- We collectively care for buildings and materials;
- We respect others' opinions and do not impose our own;
- We tolerate no possession of fireworks and/or weapons;
- We adhere to the behavioral rules and ensure that colleagues do as well;
- We aim to interact with each other based on mutual respect;
- We strive to communicate openly with each other;
- We pay attention to who is present and how people behave;
- We do not use drugs or alcohol;
- We approach people we do not recognize.

*Martin Verbrugge*



Martin Verbrugge – CEO & Chairman



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## 2.3. General Safety Regulations

### Access:

- A minimum age of 18 is required.
- Access requires an ISPS pre-notification at the security checkpoint.
- Every external party must have successfully completed the 'Verbrugge Safety Instruction Test' and show the corresponding certificate to security before access is granted.
- All visiting truck drivers receive 'safety instruction' available in 14 different languages. Drivers must sign to acknowledge receipt and understanding.
- Access is only permitted if in possession of an access badge and/or code.

### Traffic on the Terminal:

- All external parties are escorted to and from their destinations on the terminals by a shuttle bus service. Independent driving is permitted only after completing a toolbox on "Independent Driving."
- Traffic follows a designated route plan.
- The maximum speed for motorized traffic is 15 km/h.
- When vehicles are parked on company grounds, they must use designated parking spaces provided by the company.
- During vehicle handling (unloading or loading), the driver must remain in the cabin unless instructed by the forklift operator.

### Working on the Terminal:

- Wearing prescribed 'Personal Protective Equipment' (PPE) is mandatory.
- Every port worker possesses the safety, health, and environmental policy plan and uses the work instructions.
- Working on the terminal is only allowed for certified port workers who have undergone training and must possess a certificate. This applies to both own employees and leased personnel.
- Work does not commence until after discussion and signing of the 'pre-operations meeting' (pre-ops) by all team members.
- At the start of work, a 'task-specific instruction card/work instruction' (TIK) is explained and made available to the port worker, serving as a guideline for control and execution.
- Regular "toolbox meetings" and "work discussions" are conducted to emphasize the importance of safe work practices.

### Work by Third Parties:

- Possession of a signed work permit, and in the case of high-risk work, a task risk analysis is required before work begins.
- Before starting work, the process, work instructions, and safety measures for the primary process, care for people, installations, and the environment are discussed.
- For high-risk work, the work permit is checked and co-signed by the terminal safety expert.
- Safety is an integral part of the selection and contract agreements made with third parties.

### Monitoring and Supervision:

- Every port worker takes the necessary action upon identifying an unsafe situation at the workplace.
- The team leader monitors the correct and safe execution of tasks. During the unloading/loading activities of ships, additional supervision is provided by a 'boatswain.'
- The operational manager conducts multiple daily checks to ensure the correct and safe execution of tasks.
- Managers and terminal safety experts conduct daily observation rounds (with a specific focus on safe working) at the workplaces.



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- All port workers have an annual performance review where safety, health, and the environment are discussed, and individual performance and objectives are set.

#### **Sanctioning:**

- Supervisors intervene as soon as an employee exhibits undesirable or unsafe behavior. Sanctions and/or disciplinary measures are used as a last resort.

## 2.4. Extended Safety Regulations

Below are the health, safety, and environmental regulations that everyone must adhere to. Failure to follow these regulations can lead to further sanctions (see control and sanction policy).

### 2.4.1. Alcohol, Drugs, and Medications

It is strictly prohibited to consume alcoholic beverages or use drugs on the premises of Verbrugge Terminals, or to be under the influence of alcohol or drugs on the premises. It is also strictly prohibited to possess alcoholic beverages and/or drugs on the premises or to provide them to others. During receptions and similar festivities on company premises and in the offices of Verbrugge Terminals, only non-alcoholic beverages will be served.

The use of medications that affect reaction time (marked with a yellow sticker) must be reported to the planning department and the immediate supervisor before starting work.

*Note: Use of alcohol or drugs means immediate dismissal.*

### 2.4.2. Smoking

Smoking (in any form and including all smoking materials such as electronic cigarettes) is strictly prohibited on the premises of Verbrugge Terminals. This prohibition also applies in offices, warehouses, and vehicles. It is also strictly prohibited to smoke aboard ships docked at Verbrugge Terminals.

*Note: Violation of the smoking ban means immediate dismissal.*

### 2.4.3. Importance of 'Personal Protective Equipment' (PPE)

#### General Statement:

**FOLLOWING THE WORK INSTRUCTION/TIK IS MANDATORY.**

**WEAR THE PRESCRIBED PERSONAL PROTECTIVE EQUIPMENT DURING YOUR WORK, SUCH AS COMPANY CLOTHING, HELMETS, AND SAFETY FOOTWEAR, WITH ADDITIONAL PPE SUCH AS GLOVES AND HEARING PROTECTION IF NECESSARY.**

#### Safety clothing and footwear:

**WEARING HIGH-VISIBILITY CLOTHING ENSURES YOU ARE ALWAYS VISIBLE!**

#### Head protection:

**SEVERE HEAD INJURIES CAN LEAD TO PERMANENT DISABILITY. THEREFORE, ALWAYS WEAR A HELMET DURING WORK ACTIVITIES (unless specifically described in the exceptions).**

#### Hearing protection:



**EXPOSURE TO HIGH NOISE LEVELS CAN CAUSE SERIOUS AND IRREVERSIBLE HEARING DAMAGE AFTER A SHORT TIME.**

#### 2.4.4. Helmet Requirement (PPE)

A safety helmet must be worn at all times throughout the premises (including on ships). This requirement applies to everyone (including third parties).

Exceptions:

- In and directly around offices and canteens.
- In the garage and workshop TD (except during lifting and rigging operations) and in the warehouse.
- In vehicles with a closed cabin or safety cage.

For other departments, a general helmet requirement remains fully in effect. Where necessary, the involved employees must be instructed accordingly.

#### 2.4.5. Safety Clothing (PPE)

For own employees:

All operational service employees and those who regularly find themselves in warehouses and on premises aside from office work are required to wear company-provided clothing, depending on the season and weather conditions, ensuring that from head to toe, only Verbrugge reflective clothing is worn, Standard EN-471 Class 3. Furthermore, wearing safety shoes (high model), helmets, and gloves is mandatory in some cases.

Employees primarily engaged in office work who occasionally find themselves in warehouses and on premises can suffice with wearing a traffic vest (or comparable such as special t-shirts), a safety helmet, and safety shoes as long as this is outside the work area.

For third parties:

High visibility clothing must be worn at all times throughout the premises. This clothing consists of at least a yellow vest with reflective stripes (or comparable such as special t-shirts) of class 3, a helmet, and safety shoes (high model) S3.

Exception: *In and directly around office buildings and canteens..*

#### 2.4.6. Safety Footwear (PPE)

Safety footwear (high model) must be worn at all times throughout the premises. This requirement applies to everyone who is there.

Exceptions:

- In and directly around office buildings and canteens.
- For indoor staff, the need for safety footwear depends on whether they need to enter the terminal area. This is at the discretion of the supervising manager who also provides the issuance.



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## 2.4.7. Work Gloves (PPE)

Everyone who may come into contact with sharp, rough, pointed, or serrated objects is required to wear work gloves throughout the premises (including on ships). For certain tasks, impact gloves are also provided, which are issued in the name of the employee. These gloves must be used at all times for the specific tasks being performed.

*Exception: For inspectors during administrative tasks.*

## 2.4.8. Additional Personal Protective Equipment (PPE)

In certain situations, it is necessary to use additional Personal Protective Equipment (PPE). Below are the PPEs indicated for use in specific cases. Depending on the tasks, other additional PPEs may be applicable..

### 2.4.8.1. Hearing Protection (PPE)

During all operational activities where the noise level exceeds 85 dB(A), it is mandatory to wear hearing protection. At a noise level of 80 dB(A), wearing hearing protection is recommended.

### 2.4.8.2. Eye Protection (PPE)

During tasks where there is a risk of eye injury, it is mandatory to wear adequate eye protection (dust glasses / wide-view glasses or sealed safety glasses). For contractors using a work permit, this is indicated on the work permit.

In tasks involving hazardous substances, special eye protection is sometimes necessary. Consult the Workplace Instruction Card (W.I.K.), Task Instruction Card (TIK), or the Safety Data Sheet (V.I.B.) for information. These are available on VIC or can be requested from the direct supervisor.

If there is any uncertainty or questions/remarks, it is also advisable to always contact the terminal safety expert before starting the tasks.

### 2.4.8.3. Respiratory Protection (PPE)

In certain cases, respiratory protection must be worn. When handling and dealing with hazardous substances, this is described in the Workplace Instruction Card (W.I.K.), Task Instruction Card (TIK), or the Safety Data Sheet (V.I.B.) for information.

When working with or handling hazardous substances, special respiratory protection generally must be worn or be readily available in case problems with the substance occur. When there is a risk to breathing, the direct supervisor must provide the correct respiratory protection beforehand.

If there is any uncertainty or questions/remarks, it is also advisable to always contact the terminal safety expert before starting the tasks.



#### 2.4.8.4. PPE Specific - Chainsaw (PPE)

When using chainsaws, it is mandatory to use chainsaw trousers, hearing protection, chainsaw boots, and a forestry helmet.

#### 2.4.8.5. Fall Protection (PPE)

When working at heights or depths of 25 meters or more in crane baskets and aerial platforms, wearing fall protection is mandatory. This is considered a 'high-risk' activity. Even if the fall depth is less than 25 meters and there are risk-enhancing circumstances, wearing fall protection is mandatory.

If there is any uncertainty or questions/remarks, it is also advisable to always contact the terminal safety expert before starting the tasks.

#### 2.4.9. Traffic Rules on the Premises

The rules of the Dutch Roads and Traffic Act apply on the premises of Verbrugge Terminals. In addition, several specific company rules are in effect, such as:

- The reduced maximum speed (15 km/h), which is indicated on site by signs;
- During operations, terminal traffic always has the right of way;
- Parking is only allowed in designated areas. On the quay near a ship, parking must be done at the front or back of the ship. During operations, the object leader may indicate the permitted parking space with a temporary P-sign;
- It is forbidden to drive in or through the warehouses with luxury cars and/or buses;
- There is a general ban on cycling and walking on all terminals.
- Parking outside the warehouse must not cause danger or hindrance to terminal traffic.

*Exception: Trucks that exceptionally need to be loaded in the warehouse and technical service employees who need to bring equipment on site. It is forbidden to ride as a passenger on or in forklifts, reach stackers, terminal tractors, cranes, etc., unless a special provision for the passenger has been made.*

#### 2.4.10. Use of Phones, Sound Devices, Photo/Film Equipment

- Mobile phones and other communication devices (such as walkie-talkies, etc.) may not be used on the premises unless provided by the company for work purposes. When using these communication devices, one must remain stationary. Communication devices in vehicles participating in traffic may only be used "hands-free."

*Exception: In special circumstances, management may grant permission for the temporary use of a private phone.*

- The use of sound devices is also prohibited.
- Sound devices (such as radios) in moving equipment and similar are only allowed with permission from the management and if installed according to regulations.
- The use of photo and film equipment is prohibited unless permission has been granted by the management.



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### 2.4.11. Order and Cleanliness

Everyone is required to perform their work in an orderly and neat manner and not to cause dangerous situations for themselves or others through disorderly or reckless behavior. It is also important to:

- Use company materials and buildings in a decent manner. These should always be left clean and tidied immediately.
- Keep the workplace tidy and ensure that it does not become polluted.
- Ensure that passageways (escape routes) are not blocked and that the area is free from waste.
- Keep the workplace as free as possible from loose material during work.
- Leave the workplace clean after work is done and store used tools and materials properly.

### 2.4.12. General Hygiene

Promoting good working conditions is greatly dependent on hygiene. The following guidelines apply:

- Always use the wash facilities during breaks and meal times.
- Do not consume food at work locations but do so only in designated areas.
- Use the company's toilet facilities and keep them clean.
- Do not write on walls, doors, and ceilings (this also applies to other properties).
- Exhaust gases contain substances that can be absorbed into the blood through the skin. Regular washing of the exposed body parts (face/arms) helps to prevent this.

### 2.4.13. Personal Hygiene in the Context of HACCP (Food Safety)

Personal hygiene refers to all precautionary measures that every employee or visitor must take to prevent contamination of animal feed ingredients or packaging for the food industry with microbiological, chemical, or foreign objects. An example is the contamination of products with pathogenic bacteria through contact with contaminated hands.

The following instructions are designed to prevent contamination of the food product:

- You are responsible for your personal hygiene.
- It is forbidden to eat, chew, drink, spit, smoke, and blow or cough near unprotected products aboard the ship or in the warehouse.
- Aboard the ship or in the warehouse, you must wear appropriate clean and, if necessary, special protective work clothing.
- Where indicated, wearing (protective) gloves is mandatory.
- Wearing gloves does not exempt you from the obligation to wash hands.
- You must keep nails short and clean.
- You must wash your hands thoroughly with soap before starting work, after every interruption, whenever hands become dirty during work, and certainly after every visit to the toilet or canteen.
- If you have cuts, abrasions on hands or arms, infected wounds, skin infections, or diarrhea, you must not work without taking precautions.
- Before starting work, you must consult with the respective Site Manager or Operations Leader about the precautions to be taken.
- Wearing jewelry is not allowed in the AVP department and when in direct contact with feeder and food products.
- The use of utility knives is not allowed.



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## 2.4.14. Hand Tools

Careful handling of hand tools and returning any damaged or defective (hand) tools to the warehouse can help avoid risks for yourself and your colleagues. Encourage your colleagues to do the same.

Air and electric tools must be handled with the utmost care due to their high speed and force. Often, these tools are equipped with protective covers, and it is a legal requirement not to remove these covers and to use them for their intended purpose.

Moving parts of tools and machinery must always be well-shielded (secured) to prevent injuries from rotating parts..

## 2.4.15. Handling Electricity

Electricity is invisible and often underestimated as a hazard. As a general rule, you should never assume that something is de-energized. The consequences of electrical current passing through the body can range from mild tingling to a fatal cardiac arrest. Therefore, the basic rule before using any electrical device or installation is to check for a valid inspection sticker (NEN 3140) and the absence of damage from the power source to the device.

Repairs and adjustments to electrical equipment and installations may only be performed by qualified personnel from the technical service. During repair or maintenance, recognized employees of the technical service must disconnect the electrical equipment and installations from the power network and tag out switches, fuse boxes, and start/stop buttons with labels stating:

**DANGER!**  
**OUT OF OPERATION - DO NOT SWITCH ON!**

Across the entire company, offices, and warehouses, an installation of 220 V with earth leakage circuit breakers is installed. Special caution is needed with the power supplies of the cranes:

**POWER POTS FOR CRANES OPERATE AT 400 Volt.**  
**CRANES ON THE BULK OPERATE AT HIGH VOLTAGE: 15,000 Volt!**

Real short circuits rarely lead to fires as the protection will quickly interrupt the current. However, overheating of coils, wires, or transformers can generate enough heat to cause fires. To prevent accidents with electrical installations, always consider the following potential causes:

- Poor connections and damaged insulation.
- Exposed live parts that can be touched directly or indirectly.
- Hand tools must be double-insulated and carry a valid inspection sticker.
- Loose cables/wires that can be damaged and pose a tripping hazard.
- Have damaged switches, sockets, and fixtures replaced by the technical service.
- Defective thermostats on devices with a heating element can lead to fires.
- If in doubt, have the device inspected and, if uncertainty persists, have the device replaced.



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## 2.4.16. Free Passage

To enable rapid action by the emergency response team, police, fire department, and ambulance services in case of emergencies, it is crucial to keep roads, corridors, paths, and emergency exits always clear. Therefore, do not place materials or otherwise in front of fire hydrants, fire-fighting equipment, first aid materials, emergency doors, or in escape routes. Ensure that signs pointing to these places and emergency instructions and maps remain unobstructed..

## 2.4.17. Securing Work Equipment

All protections and guards installed on work equipment must be used correctly and may not be altered or removed.

## 2.4.18. Evacuation Drills

Everyone is expected to fully cooperate with evacuation and other emergency drills.

## 2.4.19. Search Policy

Security staff employed by the employer may at any time subject persons, bags, and vehicles to a search. Searches are conducted in a private space. The person being searched has the right to have a third party present during the search.

## 2.4.20. Property Rights

Employees are prohibited from taking or consuming goods from the premises unless written permission from the owner or rightful owner can be shown. Non-compliance with this guideline will be regarded as theft.

## 2.4.21. Damage to Goods and Otherwise

- Anyone who causes damage must report it immediately (within 30 minutes of causing the damage) to their immediate supervisor.
- He/she is also required to report any damage they notice, which, like in the previous case, must be reported immediately to the immediate supervisor.
- A walk-around check is always performed before using any machine. Any findings (damage, leakage, etc.) must be reported to the immediate supervisor before use. Further actions will then be confirmed by the immediate supervisor.
- After use, a visual inspection must also be performed by the user of the machine. Any findings (damage, leakage, etc.) must also be reported immediately (within 30 minutes of the observation) to the immediate supervisor. Further actions will be confirmed by the immediate supervisor.



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## 2.4.22. Lost and Found

Any individual who finds objects or items on the premises or other places (considered part of the workplace) that do not belong or are clearly lost should make them available to the Operations Manager as soon as possible.

## 2.4.23. Entering and Leaving the Workplace

It is only permitted to enter and exit the premises, offices, watercraft and vehicles, cranes, tools, and all other places in use by Verbrugge Terminal through designated places. It is not allowed to enter other areas of this workplace than where the employee needs to be for their duties unless permitted by their direct supervisor or that supervisor's manager.

## 2.4.24. Storage and Parking of Personal Vehicles

When parking personal vehicles on the premises, use must be made of the places designated by the company for this purpose. Even if this parking or parking space is on the premises, the company cannot be held liable for damage or theft of these vehicles or of clothing and objects present on or in them. If the operations require it, the management of Verbrugge Terminals can prohibit the parking of vehicles on its premises..

## 2.4.25. Personal belongings

Verbrugge Terminals cannot be held liable for damage or theft of personal belongings of employees and third parties brought onto the premises and ships.

## 2.4.26. Minimum Age

The minimum age requirement on the premises of Verbrugge Terminals is 18 years. Exceptions, such as for underage visitors for (inland) ships and students, are made with approval from the management.

## 2.4.27. Preventive Medical Examination

Every employee can request a preventive medical examination (PMO) through human resources. With regular assessments, we aim to ensure the health and safety of our employees in their work environment.

## 2.4.28. Procedure for Reporting Illness

If you unfortunately need to report sick, you are required to do this yourself with your direct supervisor. Should they be unavailable, you should contact their deputy or the human resources department. If no supervisors are reachable, you may report to the planning department.

For any questions, please contact your direct supervisor.



## 2.5. Work Instructions

For safety information about a specific type of task, Verbrugge Terminals provides several sources of information. All this information is categorized into different groups. This categorization allows Verbrugge Terminals to focus maximally on your specific work situation and the associated risks.

### Work Instructions and TTS (Task Training System):

The basis is the work instruction, which lists the instructions for safely performing these tasks. The method for executing the work instructions and the TTS process is outlined in work instruction HSE-WI-016-04. This process aims to identify the behavioral and environmental components of regular work processes and assess them. Task Instruction Cards (TIK), Task Observation Cards (TOK), and Situation Observation Cards (SOK) are used in this process, with the conversation with the employee(s) central, shaped through coaching rounds.

### Checklists:

Another source of information is the checklists. They list several general checks that the hierarchical line within port labor (including object leaders and operations leaders) must perform on-site to ensure their own safety and that of their team.

### Safety Instruction Sheets:

Additionally, there are 'Safety Instruction Sheets' (VIB's). The VIB's list specific safety procedures for handling hazardous substances that employees must follow for specific tasks.

These work instructions can also be consulted on the Verbrugge SharePoint;  
<https://verbruggeinternational.sharepoint.com/>

## 2.6. Pre-Operations Meeting (Pre-Ops)

The pre-ops refers to the moment when object leaders and operations leaders must insert before the entire team starts working. During this moment, object leaders and operations leaders review the main safety instructions. It is essentially a safety briefing on how the entire team can approach work in a safe manner.

Object leaders must hold the pre-ops for all port workers of the team (all functions). Object leaders prepare these pre-ops with the help of the safety information provided (i.e., VIB's, TIK's, and checklists). In addition, specific tools have been developed to assist them in this.

***Important:*** *The pre-ops must be fully completed by the object leader and signed by every port worker who will participate in the activities before starting work.*

## 2.7. Toolbox Meeting (TBM)

A toolbox meeting (TBM) is a time to collectively focus on safety. It is an extended form of the pre-ops that focuses on specific themes that port workers frequently encounter. The TBM addresses the risks and preventative measures associated with certain regularly occurring tasks. A TBM does not necessarily have to take place before the start of work and often targets a specific group of port workers.

***Important:*** *Participation in the TBM is mandatory, and every participant must confirm their attendance by signing the participation form.*

Toolbox meetings can also be accessed on the Verbrugge SharePoint ;<https://verbruggeinternational.sharepoint.com/>



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## 2.8. Training at Your Service

As a port worker, you have chosen a unique profession that requires a lot of specific knowledge and skills. It is also a field in which continuous training is necessary. To support our employees in this, Verbrugge Terminals offers a comprehensive and up-to-date range of training courses.

You cannot start as a port worker at Verbrugge Terminals without basic training. The work area, the working tools, and activities are too unique for that. Through the basic training "General Port Worker," Verbrugge Terminals provides you with the necessary basic knowledge and skills.

As a "General Port Worker," you can further specialize. You have several options such as:

- Advancing in the hierarchy, for example, becoming an object leader.
- Specializing in a specific professional category, for instance, becoming a boatswain.
- Learning a new task or obtaining a technical certificate (e.g., operating a reach stacker).
- Staying up-to-date about your own profession and tasks.

You can take advantage of these opportunities by following a specific vocational training. Each port activity is so unique that specific knowledge and skills are required and remain necessary to perform the activity. If you have questions or are interested in following a training, please contact the human resources department.

The various training programs can also be accessed on the Verbrugge SharePoint:  
<https://verbruggeinternational.sharepoint.com/>.

## 2.9. Environmental Regulations

### Workshop and Garage:

- Spilled or leaked ground-contaminating substances on the workshop floor should be removed as soon as possible with absorbent materials. Used absorbent materials should be collected and disposed of as hazardous waste.
- Oils, fats, or water should not be scrubbed or sprayed from the garage floor to the outside.
- It is prohibited in the garage to:
  - Perform work involving fire near fuel or fuel tanks and other parts of a motor vehicle or equipment that contain or may contain fuel.
  - Clean motor vehicles, equipment, or parts with a torch.
  - Crush or stack motor vehicles or equipment.
  - Perform repair work outside the building.
  - Perform dent removal work.
  - Paint, lacquer, or putty motor vehicles or equipment with a spray gun.
  - Store waste materials, such as used rags and empty paint cans, other than in closed bins, barrels, or containers made of non-combustible material.
- Fuel tanks of motor vehicles or equipment should be properly closed during work on these tanks.
- It is forbidden to park tankers for transporting hazardous substances in the area where repair work is carried out or motor vehicles and/or equipment are stored.
- Smoking is prohibited in the workshop or other buildings where repair work is performed, and no open fire is allowed, except for welding and grinding work.



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### Battery Charging Station:

- Storage of batteries must take place in a battery box:
  - Battery boxes placed outside must be equipped with a lid that is always closed to prevent rainwater.
  - Charging batteries must take place on a liquid-tight floor and in a well-ventilated area.
- The charging installation of a battery charger must be positioned in such a way relative to the battery that no hydrogen gas can accumulate in the charging installation. The charging installation must also be grounded.
- The battery charger and batteries must be clearly arranged and always easily accessible.

### Refueling:

- No motor fuel may be refueled if:
  - The engine is running.
  - Smoking is taking place.
  - Open fire or artificial light is present.

### Cleaning Work:

- Cleaning parts or spray equipment with organic solvents must take place in a closed container or vat, or in a special cleaning system where the fluid is recirculated and stored in a closed container.
- The lid of the container or vat may only be opened for refilling or emptying the cleaning fluid or for inserting and removing the materials to be cleaned.
- After cleaning company vehicles, oils, fats, mud, or contaminated water should not be scrubbed or sprayed over the edge of the washing area/fuel station floor.

### Gas Bottles:

- Damaged or leaking gas bottles should be immediately brought outdoors and marked with the word "DEFECT" or "LEAK". Immediately take measures to prevent fire, explosion, suffocation, or poisoning hazards:
  - The relevant gas bottles must be returned to the supplier.
- Empty gas bottles should be treated as if they are full.
- Gas bottles must be kept at least 2 meters away from fire and flammable substances.
- A key for opening and closing must be present on the valve of a gas bottle in use. For a gas bottle not in use, the valve must be closed.
- In and within a 2-meter distance of the storage place where gas bottles with flammable gases or oxygen are stored, no open fire is allowed.

### Sites:

- In the area near the storage, there should be no flammable vegetation or storage. Weeds and grass must be kept short. The use of flammable weed control agents is not allowed in the aforementioned area.
- Only necessary repair work with open fire may be performed on the premises with written proof from the company management. In all other cases, open fire is prohibited.

### Hazardous Substances:

- The various hazardous substances present in the facility may not exceed the quantities listed in the second (right) column of part 1 of appendix I of the "Major Accidents (Risks) Decree".
- The amount of hazardous substances in packaging, stored in a special chemotainer, may not exceed 10 tons.
- Tank containers loaded with substances of class 2 and/or class 8 must be placed on the ground.
- Refrigerated containers must meet the distance requirements for containers with hazardous substances of class 3.

### Waste:

- Waste substances, including contaminated wastewater or water with added heat, may not be brought into the soil or be able to enter the soil.



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- Contamination of the public area around the facility by waste substances from the facility must be prevented. If contamination of the public area around the facility does occur, immediate measures must be taken to remove this contamination.
- Dispose of waste in the designated waste bins or containers.
- The packaging of hazardous waste must be labeled to clearly indicate which waste substance is in the packaging.
- Contaminated empty packaging must be treated as filled packaging.

The various procedures can also be viewed on the Verbrugge SharePoint; <https://verbruggeinternational.sharepoint.com/> For urgent questions or assistance, you can also contact the terminal safety officer.

### 2.10. Monitoring and Sanction Policy

At Verbrugge Terminals, monitoring is carried out in several ways to ensure that our operational activities comply with our procedures, work, and safety instructions. Additionally, consideration is given to the prevailing laws and regulations and various environmental permits.

Monitoring compliance with the regulations will be conducted by management, all supervisors, including the foreman and inspector. The duty of care for safety, health, and the environment in the workplace is integrated into the role of all involved.

The monitoring & sanction policy is handed over to all Verbrugge Terminals employees and can also be viewed on the Verbrugge SharePoint; <https://verbruggeinternational.sharepoint.com/>.

### 2.11. 2025 Safety, Health, and Environmental Charter

For Verbrugge Terminals, the safety and health of all employees are top priorities. Therefore, we continuously continue our safety efforts with a strategic multi-year plan 2021-2025. As part of this ambitious safety plan, all employees of Verbrugge Terminals are requested to sign the 2025 Safety, Health, and Environmental Charter "Our Safety, My Care", thus confirming their active role and commitment to the common safety policy.

### 2.12. Scope and Relationship with Other Plans

This VGM Policy Plan applies to all employees and external parties at the terminals of Verbrugge Terminals and is part of the safety management system. It includes all policy and strategic documents, which are above all other procedures, methods, documents, and forms. Certain (sub)plans, such as the BHV plan, will need to be aligned with regional disaster plans from the government due to obligations from, for example, BRZO 2015. Coordination of these plans is managed through the Safety Region Zeeland.



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### 3. Terminal BHV Plans

This part of the VGM Policy Plan outlines the components that must be included in the BHV plans at the terminal level.

#### 3.1 General Terminal Information

The general information includes specific location details such as:

- Building/complex information
- Working hours
- Access roads
- Emergency exits
- Assembly points
- The activities and services performed at the location

#### 3.2 Relationship with Other Plans

Some terminals are required to link the BHV plans to external disaster plans from the government. The connection between these two plans must be made through the GRIP (Coordinated Regional Incident Management Procedure) structure. Additionally, there are terminals that, due to their location, are required to include a flood emergency response plan (FERP) in the terminal BHV plan. The relationship with other plans is described in the Terminal BHV plans.

#### 3.3 Legislation

The legal framework for company emergency response is primarily formed by the Working Conditions Act (Arbowet). For some terminals, there may also be legal obligations arising from BRZO 2015 and the Environmental Act. Where applicable, this will be included in the Terminal BHV plan.

#### 3.4 Supporting Documents

Supporting documents are those that form the basis for the VGO at the terminal. These include:

- The RI&E of the terminal(s)
- Key scenarios
- Organizational chart of the company emergency organization
- Tasks, authorities, and responsibilities of the company emergency organization
- Tasks of other internal stakeholders
- Involved external stakeholders



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## 3.5 Evacuation Plan

Every terminal must have an evacuation plan that is specifically made for the location. The following matters should generally be included in the evacuation plan:

- **Purpose of the evacuation plan**  
To evacuate the terminal in a structured and safe manner during incidents, and to bring employees and visitors to safety.
- **Movements**  
The Crisis Management Team (CMT) has the authority to decide to evacuate. Additionally, the decision and professional guidance over the authority to give the evacuation order are under the supervision of the Chief BHV (Emergency Response Coordinator). The operational execution is under the direction of the Chief BHV.
- **Assembly Points:**  
The evacuation plan must specify where the assembly points are located. Inside the building (office, canteen) as well as outside on the terminal, assembly points must be indicated. The assembly points within the zone where dangerous substances may emerge, or outside the zone in case there is a fire, should be evacuated.
- **Site Map:**  
There must be a current site map of the terminal included.
- **Escape Routes:**  
The way in which the escape routes are displayed must be indicated.
- **Evacuation Signal:**  
The evacuation signal can vary from a slow whoop to a clear communication about an evacuation.

## 3.6 Training Plan

In the training plan, it is described which training courses and care are needed for the employees who want to become safety officers. The safety officers must take refresher courses annually so that their skills in the area of BHV remain up-to-date. Regardless of the training, the scenario-based practice of the Head BHV should precede and accompany exercises based on relevant scenarios.

- **Purpose**  
Acquiring BHV skills and training in their own environment.
- **Requirements**  
Meet the requirements set by NIBHV.
- **Training**  
Annual refresher courses.
- **Evaluation**  
Discuss points of attention.



## 3.7 Resources and Facilities

This chapter should include all resources and facilities that can be used by the BHV Organization. The resources and facilities can be divided into four categories. In addition, consideration should be given to technical facilities related to safety. Most terminals use various resources and facilities (mainly fire extinguishing equipment), so it is important to document which specific resources are used per terminal. Categories include:

### Firefighting equipment and facilities:

- Hydrants (above-ground fire hydrants)
- Fire pump installation
- Water curtains (sprinkler system)
- Small extinguishing equipment (powder extinguishers, carbon dioxide extinguishers, etc.)
- Emergency location (catch basin for hazardous substances)

### First aid equipment:

- Eye wash shower
- Burnshield sets
- First aid kits
- AED
- Ambulance cage (hoist cage)

### Communication tools:

- Walkie-talkies
- BHV WhatsApp group
- Mobile phones
- Fire alarm system

### Technical facilities:

- Ventilation
- Emergency power supply
- Emergency lighting system
- Main shut-off valves

## 3.8 Communication Plan

The communication plan describes how communication regarding company emergency response is conducted. It outlines how information is provided to internal and external employees.

### Internal communication:

New employees are required to attend an interactive safety instruction, which includes instructions for emergencies as a fixed component. Additionally, regular toolbox meetings are held to discuss working methods and specific procedures related to company emergency response.

### External communication:

External parties are required to follow the interactive safety instruction and pass the accompanying test with a sufficient result.



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## 3.9 Instructions/Procedures

This chapter includes all instructions and procedures relevant to company emergency response at Verbrugge's terminals.

- **Instructions:**  
The terminal-specific BHV plans describe the manner of company emergency response for various types of incidents.
- **Procedures:**  
The terminal-specific BHV plans outline the applicable procedures.

## 3.10 Assurance and Management

Ensuring the accuracy of the BHV plans is important for their relevance. Several measures need to be implemented to achieve this.

- **Safety Management System:**  
All BHV plans must be included in the Safety Management System. All documents with a formal status within this system will be reviewed for accuracy and relevance once every three years.
- **Appointment of a Manager:**  
Each terminal must appoint a manager responsible for implementing changes in the BHV plan. The management of the terminal BHV plan is a task for the BHV Coordinator of the respective terminal.

## 3.11 Aftercare

This section outlines the steps for providing aftercare following an incident. It includes debriefing participants, offering support, and making necessary improvements based on the evaluations.

- **Evaluating the incident or emergency**  
An incident or emergency must be evaluated as soon as possible so that lessons can be learned. This is done through an RCA (Root Cause Analysis). Small incidents can be evaluated using a shortened RCA (see procedure HSE-WIFOR 033-01). Larger incidents must be evaluated with a full RCA (see procedure HSE-WIFOR 034-01).
- **Providing victim support via the Stichting D.O.E.N.**  
After each incident, depending on its severity, there is the possibility for those involved to access victim support. The victim support is facilitated by the Stichting D.O.E.N. This service is available 24/7.
- **Reporting incidents to the competent authority**  
Incidents and emergencies must be reported to the competent authority and, in some cases, to North Sea Ports (see appendix 8 for the procedure for the competent authority).



## 4. Crisis Management Procedure

### 4.1. Introduction

Various emergencies can occur on and off the terminals of Verbrugge Terminals. Some of these emergencies can escalate to the point of being classified as a disaster or crisis. This procedure is designed to provide guidelines for the organization responsible for decision-making during crises. This team is referred to as the Crisis Management Team (CMT). This team mainly consists of members of the management and communication staff. The main tasks of the Crisis Management Team (CMT) are decision-making during crises and communicating with internal and external stakeholders. Initially, this procedure focuses only on crises resulting from physical calamities and disasters. Generally, this will have involved prior deployment of the Emergency Response Organization. If the situation gets out of hand, the CMT can be called in. The Emergency Response Organization and the CMT together form the emergency organization of Verbrugge Terminals.

### 4.2. Emergencies

An emergency is an event that causes or can cause physical, psychological, or material damage. Verbrugge Terminals employs a coordinated approach to eliminate the threat or limit any harmful consequences.

Possible emergencies (scenarios) are further explained in section 4.3.

### 4.3. Relationship between Emergency Response Team and Crisis Management

In the event of emergencies at one of the terminals, the Emergency Response Team (ERT) is initially called upon to limit/mitigate the consequences of the emergencies as much as possible. However, in some situations, having just an ERT is not always enough. At Verbrugge Terminals' terminals, a rough distinction can be made between four terms that can be used to indicate emergencies. The first two terms (see table 1) can be regulated without the involvement of the crisis management team. From level 2, the crisis management team (CMT) may be deployed.

Scenarios within this scope include:

- Fatal accident;
- Multiple (severely) injured in an accident;
- Situations that are not under control within 1-2 hours;
- Major external incidents;
- BRZO-related incidents (CTV);
- Calamities involving hazardous substances.

Term	Definition	Example
Disruption Level 0	An event with negative consequences but causes no serious harm or injury.	An employee sprains his ankle.
Incident Level 1	An event with negative consequences deviating from the normal process, possibly causing serious injury or damage, but on a limited scale and without escalating.	An incident requiring professional emergency services.



Calamity Level 2	An event with negative consequences causing serious injury and/or damage, possibly escalating and potentially threatening the process or organization.	One or more severely injured employees.
Crisis Level 3	A calamity resulting in threats to the process or system.	Fatal accident or a major fire (internal or external) causing work stoppage.

Table 1

### 4.3 Scaling Up

The Head of Emergency Response (BHV) is authorized to convene the Crisis Management Team (CMT). Convening the CMT will certainly take place when there is a calamity (Level 2) or crisis situation (Level 3). The Head of BHV contacts the chairman of the CMT by phone. In consultation, it is then decided whether the CMT should be called together and if specific supporting participants need to be called in.

Even outside office hours, members of the CMT must be able to be called up. For this, an on-call service is used. This is especially intended for the supporting members of the CMT, so that they can also be quickly available outside office hours in case of an emergency.

### 4.4 Crisis Management Team

The Crisis Management Team mainly acts as a policy-making and communication center that focuses on organizational continuity and aftercare. The following tasks belong to the CMT:

- Image formation, judgment formation, and decision making during crisis situations;
- Directing the BHV organization;
- Internal and external communication.

#### 4.4.1 Participants

The CMT consists of a core group and several supporting participants. The composition depends on the situation.

Role CMT	Primary	Back-up
Crisis Coordinator	COO	CFO
Assistant Crisis Coordinator (Logger)	CCO	PA to the CEO
Operational and technical assistance	HoO	OM
Personnel assistance	HoHR	HRM
Communication assistance (Spokesperson)	HoC	HoTD
Legal assistance	Legal Counsel	Legal Coordinator
HSE (Health, Safety, Environment) assistance	QHSSE Manager	TVK

Figure 2 Tabel CMT



### 4.5.1.1. Coordinator

The Crisis Coordinator is responsible for leading the company through the crisis. He leads the crisis meeting and then, based on the available information, assigns the tasks that need to be carried out.

### 4.5.1.2. Member

A member within the CMT is essentially a representative of the management team. As a leader from a specific department, they provide the necessary specific information.

### 4.5.1.3. Assistant Coordinator

The Assistant Coordinator is responsible for recording the minutes and actions taken during a crisis situation. The detailed reporting is recorded in a logbook. After a crisis, this logbook can be consulted to evaluate the response.

### 4.5.1.4. Spokesperson

Communication plays a major role during crises. Many parties are involved and all want to be provided with the necessary information as soon as possible. The media is often one of these parties. Communication towards the media is handled by the spokesperson.

## 4.6. Crisis Room and Resources

In the event of a crisis situation, there should be a pre-designated room set up as a crisis room. This room must be equipped with resources that the Crisis Management Team (CMT) will use during the crisis.

The following rooms are designated as crisis rooms:

- Meeting Room 2 at the Zeeland Terminal
- Large Meeting Room at the Terneuzen Terminal

The following resources are available in the crisis room:

Category	Resources
Procedures/Plans	Company Emergency Plan (digital and print) Emergency Response Plan for the terminal(s) (digital and print) Crisis Management Procedure (digital and print) GRIP Guidelines (from government)
Database	Employees Customers Suppliers
Infrastructure	Internet access Network access PCs/laptops Projector Printer Telephones Walkie-talkies
Other Resources	Logbook (digital and print) Office supplies
Contact Information	Professional emergency services Victim support Authorities Insurer/Salvage



## Working Method

The crisis management team uses the BOB method for decision-making.

### 4.6.1. Formation

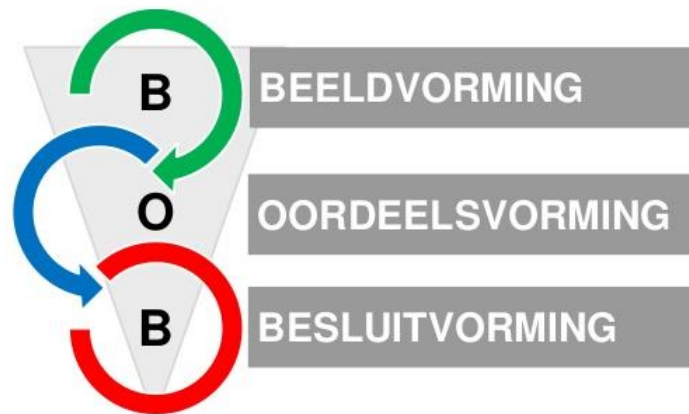
In the first phase, all team members provide information from their field and knowledge, and the effects of future actions are mapped out. The chairman of the CMT summarizes everything, after which the situation is reviewed in a plenary session.

### 4.6.2. Judgement Formation

In this phase, the expected problems are assessed, and how the situation is likely to develop is discussed. Subsequently, it is discussed in a plenary session what the biggest dilemmas are and which are less important.

### 4.6.3. Decision Making

Decisions are made in this phase, and actions are determined and assigned to members of the Crisis Management Team.



Figuur 3 BOB-model

## 4.7. Communication

Communication is crucial during crisis situations and is integrated with all parts of crisis management. Without good crisis communication, a crisis situation cannot be managed and may even lead to greater problems.



## 4.7.1. Response Strategy

Based on a number of crisis scenarios, response strategies have been developed to map out which stakeholders need to be included in the communication. This has been done with the help of a stakeholder analysis.

The following stakeholders are included:

- Within the internal crisis organization (emergency organization)
- Within the parent company
- Between the internal crisis organization and the government
- Competent authority/inspection services
- Own employees and external parties
- Families of victims
- Customers
- Neighboring companies and residents
- Media
- Other stakeholders such as investors and insurance companies

Scenario	Beïnvloeder	Belangrijke speler	Toeschouwer	Belanghebbende
Brand	Verzekerings- maatschappij  Klanten	Crisisorganisatie overheid (VRZ),  Bedrijfsnoodorganisatie	Familieleden	Externe partijen, chauffeurs, schepen, eigen medewerkers, buurbedrijven
(dodelijk) ongeval	Inspectie SZW (Bevoegd gezag)	Familieleden, Het eigen concern	Buurbedrijven Klanten	Eigen medewerkers



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## 5. Appendices

### Appendix 1: Key Scenarios for Emergency Response

At the terminals of Verbrugge Terminals, there are residual risks. Examples of these include fall hazards, working with hazardous materials, and operating heavy machinery. Risk control measures have been established from the Risk Inventory and Evaluation (RI&E) to reduce these risks. Unfortunately, complete safety can never be guaranteed, and in some cases, residual risks remain.

For these residual risks, several generic scenarios have been written. These are formulated in general terms and will not delve into specific details at the terminals. In the specific terminal emergency response plans, more detail will be provided.

Incidents or emergencies can be distinguished in four locations:

1. On or in the water;
2. On a ship;
3. On the terminal (quay, warehouse, office, vehicle);
4. In a crane.

Key scenarios have been created for the following residual risks:

- a) Person falling into the water;
- b) Emergency in a confined space;
- c) Accident or sudden illness;
- d) Fire or explosion;
- e) Environmental incident, release of (environmentally) hazardous substances.

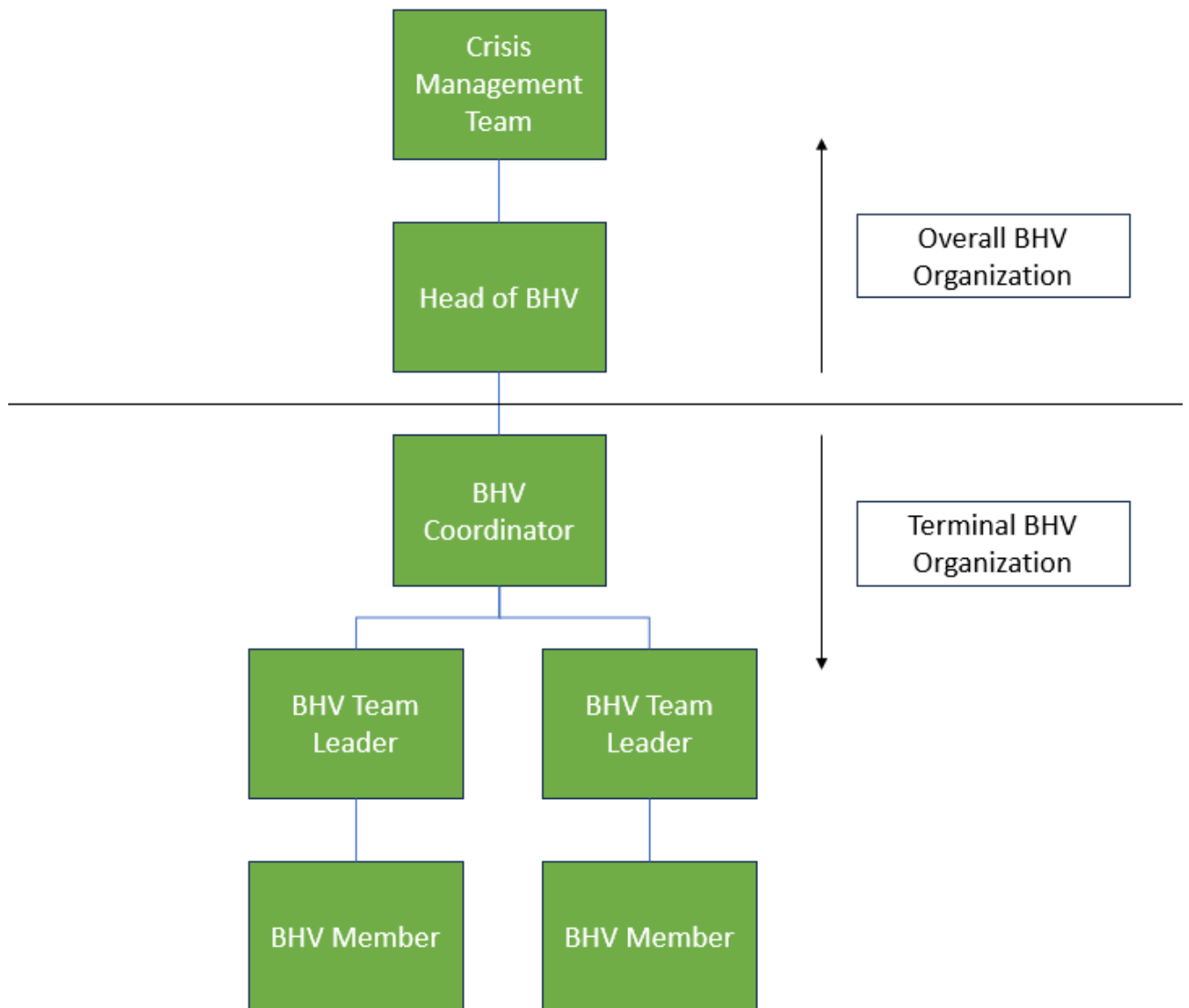
**External scenarios:**

- f) Fire explosion at neighboring company;
- g) Toxic cloud/release of hazardous substances;
- h) Terrorist attack/bomb threat;
- i) Flooding.



## Appendix 2: Organization Chart and Job Description for Emergency Response Organization

Each terminal must establish an emergency response organization as shown in the organization chart:





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## Tasks of the Operational Emergency Organization

### **Crisis Management Team:**

- Ultimately responsible for all emergency response processes within Verbrugge Terminals.
- Support the emergency response team (ERT) in major incidents.
- Responsible for decision-making.
- Responsible for external communication.

### **Head of ERT:**

- Ensure the maintenance of the emergency organization.
- Responsible for training and education of emergency response officers (EROs).
- Ensure that drills are conducted at least once a year according to the plan.
- Manage the ERT during incidents and emergencies.
- Evaluate incidents and emergencies.
- Develop the terminal ERT plan together with the terminal safety expert.

### **ERT Coordinator:**

- Follow orders from the Head of ERT.
- Manage ERT team leaders.
- Provide first aid.
- Provide life-saving assistance.
- Fight incipient fires.

### **ERT Team Leader:**

- Follow orders from the ERT Coordinator.
- Manage ERT members.
- Provide first aid.
- Provide life-saving assistance.
- Fight incipient fires.
- Assist/guide professional emergency services.
- Evacuate the terminals.
- Raise the alarm.

### **ERT Members:**

- Follow orders from the ERT Team Leader.
- Provide first aid.
- Provide life-saving assistance.
- Fight incipient fires.
- Assist/guide professional emergency services.
- Evacuate the terminals.
- Raise the alarm.

### **Terminal Safety Expert:**

- Advise on emergency response and occupational safety.
- Maintain external contacts with authorities, professional emergency services, and neighboring companies.
- Develop the terminal ERT plan in consultation with the Head of ERT.
- Keep the terminal ERT plan up to date.



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## Appendix 3: Internal Stakeholder Responsibilities

### **Management/Buildings**

The management department has the necessary knowledge of the buildings and facilities related to emergency response. They ensure that facilities such as fire extinguishers, hydrants, and emergency shut-off valves are regularly maintained and tested.

### **Security**

Security must be informed by a BHV (company emergency response team) member in the event of a fire, who will then inform the entire BHV organization via the WhatsApp group.

### **Planning**

The planning department of Verbrugge Terminals ensures that there are enough emergency responders during working hours. It is agreed that all supervisors must be emergency responders, and additionally, there must be at least one emergency responder per task.

### **Human Resources**

The human resources department is responsible for the training of employees. They ensure that employees receive regular training and that there are enough new emergency responders. In collaboration with the planning department, employees are scheduled for available training times.

### **Projects**

The projects department ensures that external parties take care of their own safety and submit a Health & Safety (H&S) plan that outlines the safety measures to control risks associated with their work as much as possible.

### **Works Council**

The works council must be informed of any proposed decisions regarding the establishment, amendment, or withdrawal of regulations concerning working conditions and absenteeism. The works council will then vote for or against this decision through its approval right.

### **Crisis Management Team (CMT)**

The crisis management team is responsible for decision-making and communication during major incidents and crises. The team members are mainly from the management.



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## Appendix 4: Involved External Stakeholders

### **Safety Region:**

A collaborative body comprising various emergency services and public administrations. Their collaboration areas include fire services, crisis management, and disaster response.

### **Inprevo:**

Inprevo provides Verbrugge Terminals with provisions for the emergency response team (BHV). They also regularly inspect these provisions.

### **Jonkman Opleidingen:**

Verbrugge Terminals has a contract with Jonkman Opleidingen for all types of training. Jonkman Opleidingen offers certified training in logistics and safety. Once a year, emergency response exercises are conducted at the terminals, organized and led by Jonkman Opleidingen.

### **North Sea Ports:**

North Sea Ports is the port authority operating in the ports of Vlissingen and Terneuzen. They must be informed of large-scale incidents so they can notify nearby shipping. Additionally, they own the quays in the port area, requiring them to be informed of incidents and calamities on the quays.

### **Neighboring Companies:**

Certain neighboring companies will be alerted during specific incidents. The respective appendix of the Terminal BHV Plan contains an overview of these neighboring companies.

### **External Parties:**

Various external parties operate at the terminals, either commissioned by Verbrugge or renting a piece of land for specific work. These external parties must be reachable in emergencies to ensure the safety of their employees.

### **Drivers:**

Drivers are stakeholders as they are present in large numbers daily at Verbrugge's terminals. They need to be informed in case of an emergency and evacuated by the site supervisors. Further arrangements regarding the evacuation of drivers are made in the specific terminal plans developed by the Terminal Safety Officer and the Operations Manager.



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## Appendix 5: Emergency Response Resources and Facilities

Name of Provision	Present
Emergency Exit(s)	
Assembly Point	
Maps/Evacuation Plans	
Telephone Center	
Walkie-Talkies	
<b>Fire Extinguishing Equipment</b>	<b>Present</b>
Water Extinguisher	
Powder Extinguisher	
CO <sub>2</sub> Extinguisher	
Foam Extinguisher	
Metal Fire Extinguisher	
Foam Spray Extinguisher	
Fire Hose Reels	
Hydrants	
Fire Pump	
Fire Extinguishing Installation	
Mobile Fire Extinguishing Tank	
<b>First Aid Equipment</b>	<b>Present</b>
First Aid Kit	
Safety Cabinet	
AED	
Burnshield Kit	
Eye Showers	
Eye Rinse Bottles	
Ambulance Container	
Tourniquet	
Stretcher	
Evac Chair	
<b>Special Provisions</b>	<b>Present</b>
Disaster Site	
Disaster Container	



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## Appendix 6: Financial Paragraph

Practicing and purchasing resources for Emergency Response and Crisis Management costs money but ultimately saves money by preventing situations from escalating.

Annually, Verbrugge Terminals invests in company emergency response. The costs of emergency response are shown below; this is a generic estimate, so the costs may ultimately be higher or lower.

<b>Gratifications</b>	1
<b>Maintenance and purchase of resources</b>	2
<b>Training and exercises</b>	

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<sup>1</sup> € per person annually \* number of emergency response employees (approximately 120)

<sup>2</sup> For all terminals of Verbrugge Terminals, not per terminal





## Appendix 8: Procedure for Reporting to the Competent Authority

Incidents and emergencies must be reported to the competent authority. This procedure provides an overview of the external parties that need to be informed in the event of incidents or emergencies.

Report Type	Department Responsible for Reporting	Authority/Party	Internal Contacts
<ul style="list-style-type: none"> <li>Accident requiring hospitalization or resulting in permanent injury</li> </ul>	HSE	HR Manager	Labor Inspectorate (Inspectie SZW)
<ul style="list-style-type: none"> <li>Incident involving hazardous substances</li> </ul>	HSE	Inspectorate of the Environment and Transport	Legal Department and Permits Department
<ul style="list-style-type: none"> <li>Employee fatality</li> </ul>	HSE	HR Manager	Labor Inspectorate (Inspectie SZW)
<ul style="list-style-type: none"> <li>Incident on the quay or on a ship</li> </ul>	HSE	North Sea Ports	Management
<ul style="list-style-type: none"> <li>Incident affecting the external environment</li> </ul>	HSE	Neighboring companies, North Sea Ports	Management, Operations Manager
<ul style="list-style-type: none"> <li>Incident on the water or when firefighting water enters the sea</li> </ul>	Permits	Rijkswaterstaat	Management, HSE
<ul style="list-style-type: none"> <li>Environmental incident (soil contamination)</li> </ul>	Permits	Regional Environmental Services (RUD)	Management, HSE

### Phone numbers

Neighboring companies	See appendix on neighboring companies in the terminal-specific emergency response plan.
Labor Inspectorate (SZW)	Call 0800-5151, or Fill in the <a href="#">online report form</a> .
Inspectorate of the Environment and Transport (IL&T)	088 4890 000 (24 hours reachable)
North Sea Ports	+31 (0)85 48 21 900 (Harbormaster's office)
Rijkswaterstaat	0800-8002 (24/7)
RUD Zeeland	0115-745 100
Admiraal De Ruyter Hospital (Vlissingen)	0118-425000
ZorgSaam Hospital De Honte (Terneuzen)	0115-688000
Stichting D.O.E.N. (Victim Support)	088-5150700



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## Appendix 9: Contact List